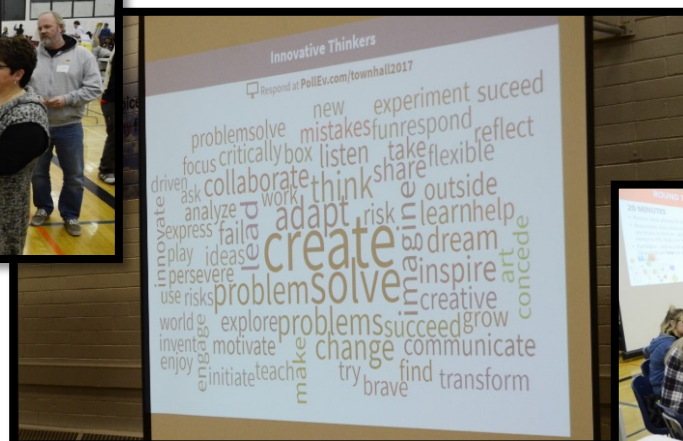


Lethbridge School District No. 51

The School District was established in 1886 and proudly serves a community that is quickly approaching 100,000 residents and is the fifth fastest growing city in Canada according to the 2016 Government of Canada census. [Lethbridge School District No. 51](#) serves over 11,274 students from early education (pre-school) to grade twelve. The District provides high quality learning experiences for students through a broad range of educational programs in twenty-two schools and four institutional programs.

District Priorities and Strategies

The Board of Trustees held a consultation session with the education stakeholders of the community. This consultation included a highly successful Town Hall meeting that provided the opportunity for approximately 200 parents, students, district staff, and community members to provide comments and feedback to the trustees. This year's consultation used a World Café format and centered on a question directly related to one of the key themes in the District Vision statement: What strategies can be implemented to develop innovative thinkers within schools, outside of schools in collaboration with parents, business, industry and community? This question also focused on the Board priority of supporting the implementation of initiatives designed to develop innovative thinkers.



Vision:

Learners are innovative thinkers who are successful, confident, respectful, and caring.

Mission:

Lethbridge School District is inclusive, forward-thinking, and accountable for engaging students in quality learning experiences that develop strong foundations, innovative minds and responsible citizens.

Guiding Principles:

The Board believes a focus on learning builds capacity for continual improvement, innovative thinking, and confident, caring, and respectful citizens.

The following principles provide the foundation for our learning system:

Learning Foundations

- Every individual can learn.
- Learning is a lifelong activity.
- Learners that grow are resilient, adaptable and confident.
- Students learn in different ways and at different rates.
- Innovative thinkers engage critically and creatively.

Cultural Foundations

- Schools are welcoming, safe, caring, and respectful.
- Diversity is celebrated in an inclusive culture.
- Students are empathetic and responsible for the well-being of self and others.
- Schools inspire a passion for learning.

System Foundations

- Our system functions within the structure of Alberta Education.
- Priorities and decisions are further guided by collaboratively developed educational goals.
- Parents/Guardians are foundational to their children's learning.
- Quality education goes beyond the school walls and involves opportunities for engagement within the community.
- High standards result in successful school completion and transition to the adult world.

The Board of Trustees used this information to inform the development of priorities for the 2017-2018 school year and belief statements for the development of the 2017-2018 budget.

The budget allocates resources available to achieve the District's vision through priorities which address the learning needs and achievement outcomes for all students.

Priority: Supporting Student Achievement and closing the achievement gap.

OUTCOMES:

- Students achieve student learning outcomes with strong foundational skills in literacy and numeracy.
- Teachers possess a deep understanding of pedagogy that develops literacy and numeracy.
- Students are lifelong learners possessing the skills and attributes to successfully transition to further education, credentialing or the world of work.
- First Nations, Metis and Inuit (FNMI) student achievement will meet or exceed provincial standards.
- Teachers are highly skilled in all areas of the Teaching Quality Standard.

Priority: Supporting the implementation of initiatives designed to develop innovative thinkers.

OUTCOMES:

- Students demonstrate the attributes of innovation, creativity and critical thinking in a process based learning environment.
- All learners effectively use technology as creative and critical thinkers capable of accessing, sharing and creating knowledge.



2017 *Art's Alive and Well in the Schools* Exhibition
A yearly exhibition of student artwork

Priority: Supporting Student Diversity.

OUTCOMES:

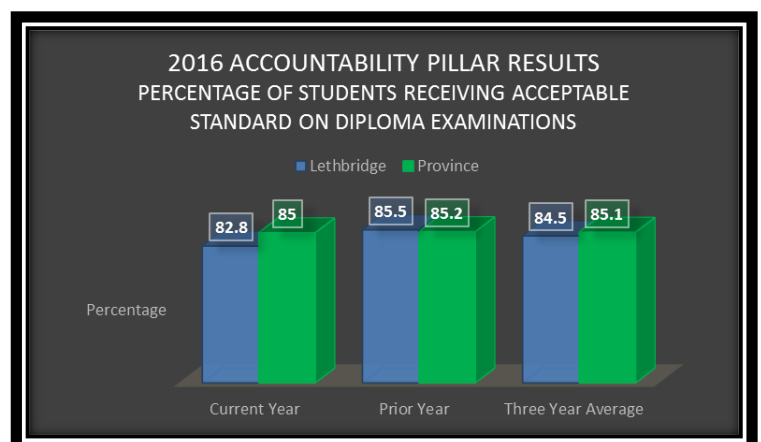
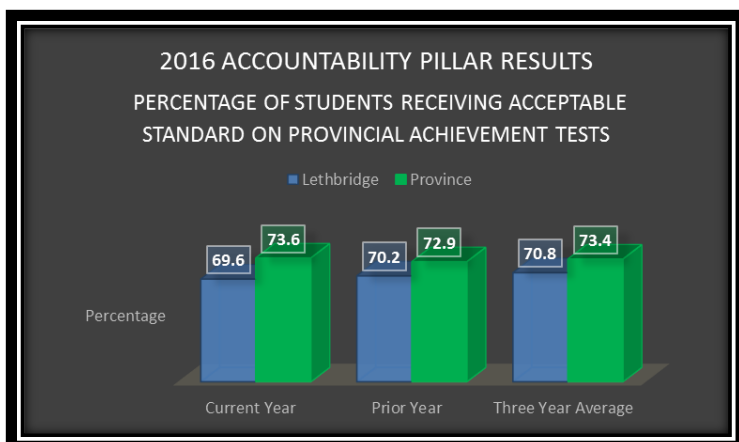
- Schools are welcoming, caring, respectful and safe learning environments.
- Schools are inclusive learning environments.
- Schools are learning environments that promote healthy lifestyles.

Student Achievement

In the majority of subject areas, [Lethbridge School District No. 51](#) students performed well in the Provincial Achievement Tests and Diploma Exams. The charts below demonstrate the 2016 Accountability Pillar student achievement results for the district as compared to the province. For the Provincial Achievement Tests, [Lethbridge School District No. 51](#) has declined and the provincial average has slightly increased in the percentage of students receiving the acceptable standard over the last three years. There has been a decrease over the last year in the percentage of students receiving the acceptable standard on Diploma Exams in the district as well as across the province. School and district staff analyze the results to develop improvement plans to further enhance student achievement in future years. The District utilizes the data in setting priorities and establishing goals, along with developing strategies and performance measures to ensure that success for all students is obtained. Achievement results are only one measure in assessing student success. The District defines student success in a number of ways and plans strategically to further these definitions of success including:

- **Resilience:** Learners possess the motivation, skills and confidence to fail or overcome obstacles and learn from the experience.
- **Responsibility:** Learners have an intrinsic sense of ownership and responsibility for growth in learning.
- **Achievement:** Learners possess the knowledge, skills, and attributes defined by the programs of study.
- **Wellness:** Learners are socially and emotionally well in schools where they feel safe, cared for, connected and happy.
- **Completion and Transition:** Learners complete high school and transition to the world of work or a post-secondary institution as productive members of society.

Student success in all areas can be attributed to the students who have worked hard and are engaged in their learning, their parents who provide the guidance and encouragement, and the staff in schools that put in a great effort to ensure each student has the opportunity to succeed. The budget allocates resources to assist schools in providing learning supports for all students to maximize success. The Board of Trustees continues supporting student achievement as one of the priorities for 2017-2018 and this is reflected in the development of the 2017-2018 budget. Student achievement is a consideration with continued budget support for literacy, Inclusive Learning, FNMI, curriculum implantation, technology integration and ESL support.





Meritorious Budget Award Program

[Lethbridge School District No. 51](#) is pleased to participate in the Association of School Business Officials (ASBO) International Meritorious Budget Award Program (MBA) for presentation of the 2017-2018 budget. The District received its first MBA for excellence in the presentation of the 2006-2007 budget and the twelve subsequent years up to and including the 2017-2018 budget.

Budget Process

The District's budget process involves stakeholders to ensure there is involvement in the development of the budget from start to final approval. The District undertook a number of consultations with stakeholders to discuss the current fiscal situation and to develop expenditure priorities for the 2017-2018 budget. A town hall meeting was held in February 2017 involving parents, students, staff, and the community, to explore strategies can be implemented to develop innovative thinkers within schools, outside of schools in collaboration with parents, business, industry and community? This question also focused on the Board priority of supporting the implantation of initiative designed to develop innovative thinkers. These ideas influenced the development of Board priorities. The Board of Trustees developed belief statements in March 2017 and set priorities that guided the development of the 2017-2018 budget. The budget process and policies used to develop the budget were unchanged from the development of the 2016-2017 budget.

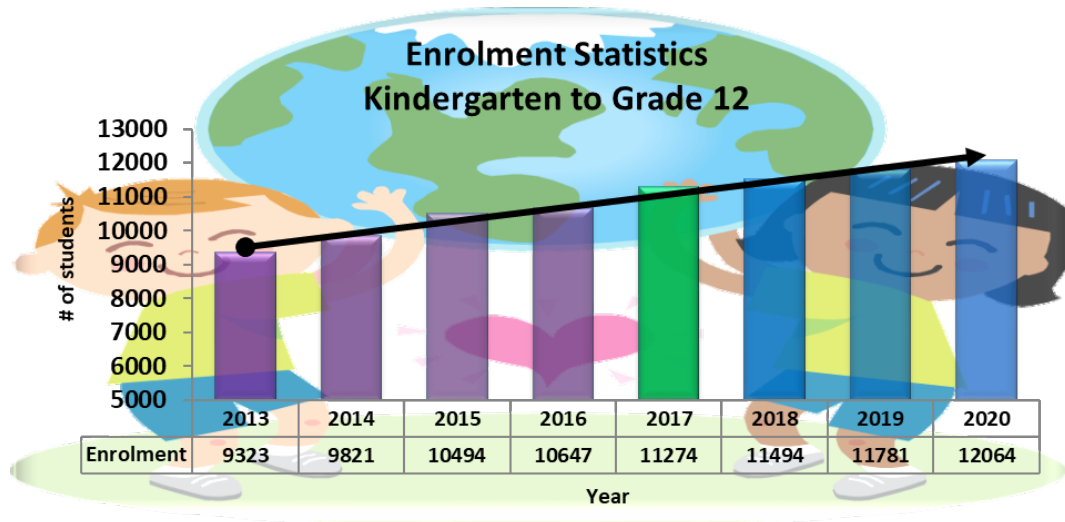
Information on funding and expenditure estimates was gathered and then the budget was developed in consultation with senior administration, school and program administrators, and trustees. Stakeholders, including parents, staff members, administration and trustees, are invited to the presentation of the budget in May 2017 to discuss the significant challenges in developing a fiscally responsible budget, how it relates to the priorities and strategies developed, and to gather feedback on the draft budget. Stakeholders are then encouraged to provide written comments on the budget to the Board for consideration at the budget debate May 30th, 2017. After final approval by the Board, the budget is then submitted to Alberta Education as required under legislation. Under legislation, the budget is submitted to Alberta Education by May 31st each year.

The budget submitted in May is called the "Preliminary" budget version, although it is the legally adopted budget for purposes of meeting legislative requirements. The budget has been updated for actual known enrolments and other known changes as of September 30th 2017. This budget will become the budget under which the District will operate for the 2017-2018 school year.

Enrolment

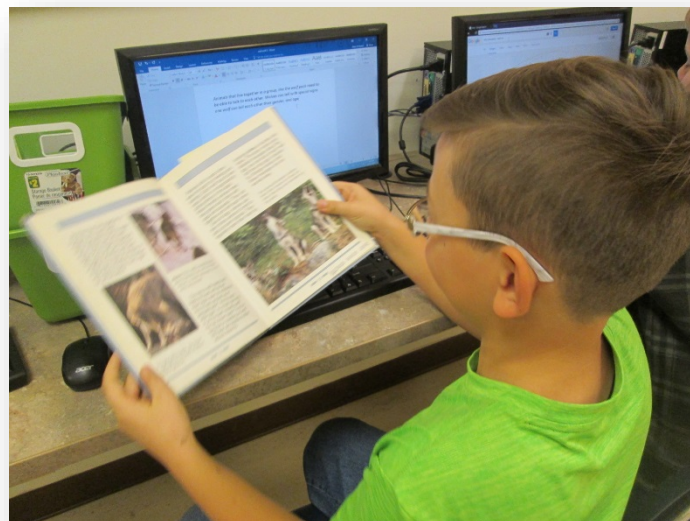
[Lethbridge School District No. 51](#) has 11,274 students enrolled in early education (pre-school) through Grade 12 in the 2017-2018 school year as compared to 10,647 in 2016-2017. This is an increase of 627 students or 5.89%. Overall, preschool student enrolment will increase by 56 students due to the addition of preschool programs in the District. Kindergarten will increase by

155 students and grades 1 to 12 enrolment will increase by 416 students for the 2017-2018 school year. Preschool and Kindergarten represent the largest area of growth with enrolment at grades 1-5 increasing by 58 students, grades 6-8 by 166 students and grades 9 to 12 by 122 students.

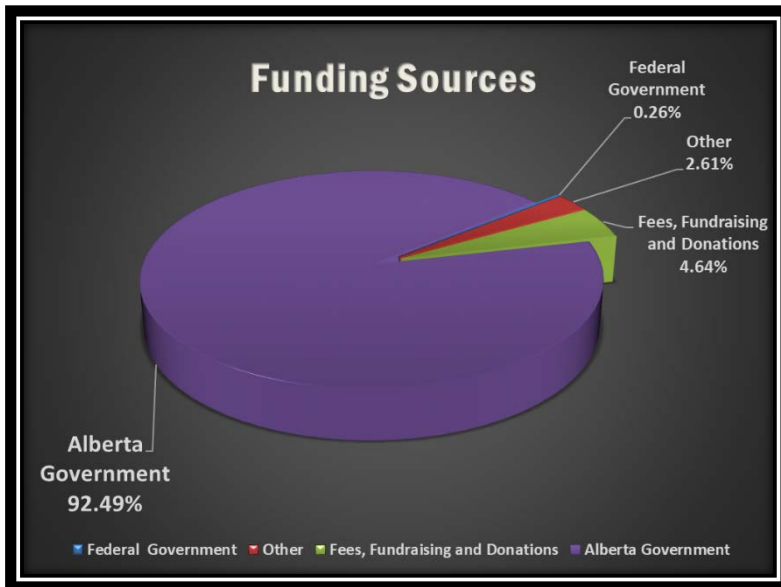


Historical enrolment data is used to predict enrolment for subsequent budget periods. The preceding chart illustrates the change in enrolment from September 2013 to September 2017 and projected enrolment over the next three years to September 2020. Enrolment has increased significantly in September 2014 by 5.34% and by 6.85% in 2015, mainly due to the addition of Immanuel Christian Schools, two schools that were previously private schools. Enrolment then increases by 1.46% in 2016.

Enrolments for 2017-2018 shows an increase of 5.89%. Projected enrollment over the next three years shows increases of 1.95% in 2018, 2.50% in 2019 and 2.40% in 2020. There has been an upward trend in enrolment due in part to the significant growth that the City of Lethbridge has experienced in prior years, in particular Lethbridge has become home to many refugee families from other countries. In the Government of Canada Census held in 2016, Lethbridge is ranked as the fifth-fastest growing city in Canada. However, migration to the city is not the only factor in the upward trend. Increases in birth rates also have an impact on future student enrolment. In the three-year period, 2018 to 2020 enrolments are projected to increase by 790 students or 7%. Enrolment fluctuations have a significant impact on future grant revenues as 58% of the District's funding is based on the number of students enrolled as of September 30th.



Funding Sources



Lethbridge School District No. 51 is financially dependent on funding from the Province of Alberta. The school district receives 92% of its funding from government sources. The District has control over other revenues such as school fees, school generated funds, outside grants, investment revenues, and one-time reserve funds, which comprise only 8% of the District's revenue.

Total budgeted revenues for 2017-2018 are \$128.6 million. Included in these revenues is approximately \$3.4 million of prior year's reserves. Total revenues for the District increased by 3.89% over 2016-2017.

Base Grant funding is based on funded student enrolment. This funding increased by 3.81%. Base funding is calculated on the number of students enrolled as of September 30th of each school year. Base funding did not receive a grant rate increase. Although enrolment growth is 5.89%, due to the significant increase in preschool and kindergarten students, FTE enrolment growth is 4.2%. The increase in funding is related to FTE enrolment growth of 4.2%, along with a decrease in anticipated high school credit earnings this is due to the Province reducing the amount of credits that will be funded per student per year.

Rates for various grants under differentiated funding, such as Inclusive Education, First Nations Metis and Inuit, English as a Second Language and Socio Economic Status were frozen at 2016-2017 funding rates. Due to enrolment growth and demographic changes, there is an increase in differential cost funding of 10.83%.

Project/Contract funding increased by 36.07% due to an increase in Program Unit Funding based on funding received in 2016-2017 for students requiring these supports after the finalization of the 2016-2017 budget and continued growth in 2017-2018. A new one-time grant is provided to school jurisdictions as a result of Central Table negotiations with teachers, called the Classroom Improvement Fund that will provide one-time funding of \$1.254 million in 2017-2018.

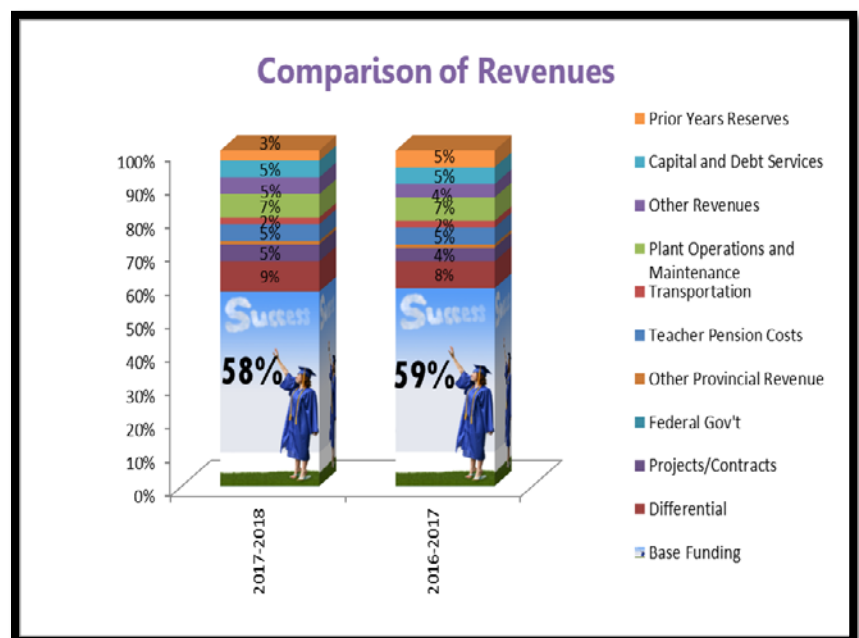
Other Provincial revenue increased due to a grant received to offset the reduction of basic instruction fees as required under *Bill 1, An Act to Reduce School Fees*. Although the District eliminated basic instructional fees in 2011-2012 for elementary students and 2016-2017 for secondary students, this funding was based on fees collected in the 2015-2016 school year.

Transportation and Plant Operations and Maintenance grant rates were frozen at 2016-2017 rates and any increases are represented by funding and enrolment growth in the 2016-2017 school year. In the Capital Block, the Infrastructure Maintenance and Renewal Grant (IMR) was increased by approximately 14.4% to support major maintenance upgrades to school facilities.

Revenues	2017-2018	2016-2017	Variance	Change %
Total Revenue	\$128,556,661	\$123,745,584	\$4,811,077	+3.89%
Base Funding	\$75,187,867	\$72,426,211	\$2,761,656	3.81%
Differential Cost Funding	\$11,084,633	\$10,001,665	\$1,082,968	10.83%
Projects/Contracts	\$6,917,874	\$5,084,134	\$1,833,740	36.07%
Federal Government Revenue	\$333,128	\$338,928	-\$5,800	-1.71%
Other Provincial Revenue	\$1,395,466	\$1,147,732	\$247,734	21.58%
Teacher Pension Costs paid by Government	\$6,500,000	\$6,500,000	\$0	0.00%
Transportation	\$2,761,000	\$2,486,462	\$274,538	11.04%
Plant Operations and Maintenance	\$8,208,255	\$7,831,496	\$376,759	4.81%
Other Revenues	\$5,967,905	\$5,142,789	\$825,116	16.04%
Capital Block	\$6,849,141	\$6,387,247	\$461,894	7.23%
Previous Year Reserves (one-time funds)	\$3,351,392	\$6,141,969	-\$2,790,577	-45.43%

The charts on this page and the following page compare budgeted revenues by major category for the District with the 2016– 2017 school year.

The Base Grant and the Class Size Funding grant for enrolment in kindergarten to grade three did not receive a grant rate increase. Base Funding is calculated on the number of students enrolled as of September 30th of each school year. Enrolments increased in total by 5.89%. Base funding is also affected by earnings from high school credit earnings and there is an anticipated decrease due to the reduction in the yearly per student funding cap on earned credits. As a result, total Base Grant funding will increase 3.81%. Base Grant Funding makes up 58% of district revenue.



Grant rates for Differential Funding were frozen at 2016-2017 rates. Although grant rates did not change there was an increase in differential funding due to enrolment and demographic growth. Differential Cost Funding increased by 10.83%. Differential Cost Funding makes up 9% of district revenue.

Provincial grants for Projects/Contracts will increase by 36.07%. The increase is due to funding for pre-kindergarten students requiring specialized supports under the Program Unit Funding Grant (PUF) which increased in 2016-2017 and will further increase in 2017-2018 due to the

number of students requiring these supports. Project/Contract Revenue makes up 5% of total district revenues. A new one-time grant is provided to school jurisdictions as a result of Central Table negotiations with teachers, called the Classroom Improvement Fund that will provide one-time funding of \$1.254 million in 2017-2018.

Other Provincial Revenue increased by 21.58% and reflects a revenue claw back to reduce administrative spending from 4% to 3.6% of total expenditures that was implemented in 2013-2014. Included in Other Provincial Revenue is provincial funding for the Making Connections program. A new grant will be provided to offset the reduction of basic instruction fees as required under *Bill 1, An Act to Reduce School Fees*. Although the District eliminated basic instructional fees in 2011-2012 for elementary students and 2016-2017 for secondary students, this funding was based on fees collected in the 2015-2016 school year. Other Provincial Revenue is 1% of total district revenues.

To appropriately account for current year teacher pension costs that are paid by the Province of Alberta on behalf of school boards, the District is now required to record teacher pension costs paid as part of total district revenues along with the corresponding expenditure as part of Certificated Salaries and Benefit costs. The amount of teacher pension costs paid on behalf of the District is estimated to be \$6.5 million for 2017-2018, which is 5% of total district revenues.

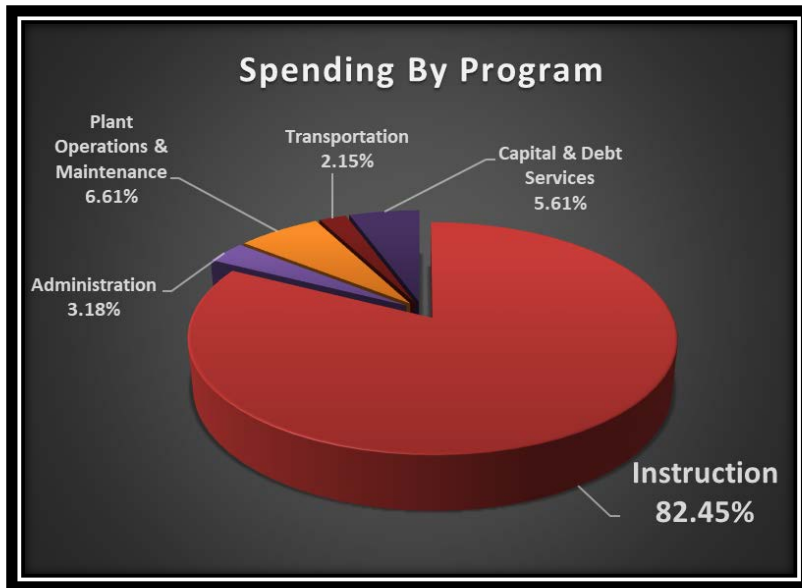


Funding from Alberta Education (excluding transportation grants and facility maintenance grants) is 78% of the District's budget. Funding provided for the transportation of students to and from school did not receive an increase, however the grant increased due to an increase in the number of eligible students in 2016-2017. Funding rates for the operation and maintenance of school facilities did not increase, however total funding increased due to student growth in 2016-2017. Infrastructure Maintenance and Renewal Funding has been increased by 14.4% to support major maintenance upgrades of school facilities.

Other Revenues, which make up 5% of district revenue, include donations, fees and fundraising related to school generated activities. Other Revenues also included optional course fees, early education fees, and international student tuition fees. There is an increase in Other Revenues due to an additional five early education programs being added, a slight increase in optional fees due to enrolment growth, and an increase in anticipated investment income.

In 2016-2017, \$6.1 million was budgeted to be allocated from one-time reserve funds. In developing the budget for 2017-2018, \$3.4 million of one-time reserve funds will be allocated to address priorities established for 2017-2018. The District will use reserve funds for students entering our school jurisdiction that require additional support, literacy assessment at elementary schools, and the costs of commissioning the new middle school in west Lethbridge. School sites will allocate some one-time reserve funds to address school-based priorities such as additional resources, and furniture and equipment.

Spending by Program



Funding is allocated to district programs and services to ensure that programs meet the needs of students and schools to remain viable. The \$128.6 million of funding resources are allocated to five major program areas including Instruction, Plant Operations and Maintenance, Transportation, Administration, and Capital and Debt Services.

Instruction is the allocation to all schools (elementary, middle, and high) and other instructional programs and services offered to provide educational opportunities to students within the school district.

Some of the other instructional programs and services include the First Nations Métis and Inuit Program, Technology and a Counseling Program to provide universal counseling supports to students. Spending in instruction will increase by 3.46% based on spending from one-time reserves to support priorities, staffing hired to address enrolment growth and staffing and resources purchased through the Classroom Improvement Fund.

The chart below compares spending by program of the 2017-2018 budget with the 2016-2017 budget.

Spending by Program	2017-2018	2016-2017	Variance	Change %
Total Expenditures	\$128,556,661	\$123,745,584	\$4,811,077	+3.89%
Instruction	\$105,995,849	\$102,449,749	\$3,546,100	3.46%
Administration	\$4,092,200	\$3,880,838	\$211,362	5.45%
Plant Operations and Maintenance	\$8,497,377	\$8,187,487	\$309,890	3.78%
Transportation	\$2,761,279	\$2,499,462	\$261,817	10.47%
Capital and Debt Services	\$7,481,845	\$6,728,048	\$753,797	11.20%

Administration includes Board Governance, Business and Finance, Human Resources, Office of the Superintendent, and System Instructional Support. The increase in spending represents increased staffing costs from 2016-2017 and the addition of an Occupational Health and Safety Officer position for 2017-2018.

The Plant Operations and Maintenance activities relate to the District's responsibility for the construction, operation, maintenance, safety and security of all school buildings. Expenditures also include the transfer of maintenance dollars to Lethbridge Christian School and Immanuel Christian

School Societies for the maintenance of these Society owned facilities. The increase in plant operations and maintenance spending is to reflect additional utility costs of Coalbanks Elementary School that opened September 2017 and additional modular facility additions that will be available in the new school year.

The Transportation program relates to all activities of transporting students to, from and between schools. Funding is provided to transport students who live a distance of 2.4 kilometers or greater away from their resident school.

Capital and Debt Services includes the provision of funding for supported debenture debt payments from the Province of Alberta. Debenture debt is fully paid on behalf of the District by the Province of Alberta and does not impact the budget. Interest costs on this debt are recorded as a grant and a related expense and therefore do not impact the current or future budgets of the District. Also included in the Capital and Debt Services budget is the amortization of capital assets and the Infrastructure Maintenance Renewal Program (IMR). The significant increase in IMR is due to additional funding provided by the Province of Alberta and reflects spending on major maintenance projects in 2017-2018.

Expenditures by Object

Lethbridge School District No. 51 will spend approximately \$99.5 million on staffing, which is about 77% of the District's \$128.6 million budget.

Wage increases in the budget will be 0% for 2017-2018. Overall benefit rates are expect to increase by 1% for 2017-2018.

The chart below compares the expenditures of the 2017-2018 budget with the 2016-2017 budget.

Expenditures by Object	2017-2018	2016-2017	Variance	Change %
Total Expenditures	\$128,556,661	\$123,745,584	\$4,811,077	+3.89%
Certificated Staffing	\$71,250,365	\$68,136,372	\$3,113,993	4.57%
Uncertificated Staffing	\$28,282,684	\$26,218,086	\$2,064,598	7.87%
Contracted and General Services	\$9,058,617	\$8,910,883	\$147,734	1.66%
Supplies	\$9,498,318	\$10,712,552	-\$1,214,234	-11.33%
Utilities	\$2,172,600	\$1,968,137	\$204,463	10.39%
Capital and Debt Services	\$7,209,956	\$6,728,148	\$481,808	7.16%
Transfers	\$1,084,122	\$1,071,406	\$12,716	1.19%

The District expends approximately 77% of the budget on salary and benefits. Approximately \$71.2 million is expended on teaching staff (certificated staffing), which is approximately 55% of the total district budget. The District will expend **4.57%** more on teaching staff in 2017-2018. Benefit costs remain steady in 2017-2018. Additional teachers have been included in the budget to help address enrolment growth and class sizes. **Overall there are approximately 35.29 FTE teachers more than in 2016-2017, which is a 6.23% increase in the number of teaching staff.**

Approximately \$28.3 million is spent on support staff, which is approximately 22% of the total district budget. There is no change in wage rates in this budget. **Overall there is a 39.05 FTE or 8.73% increase in support staff.**

There is an increase in Contracted Services and a significant decrease in Supplies in the budget. Supplies will decrease significantly due to a decrease in computer purchases of \$1.8 million related to upgrading computers at the elementary school level as part of the planned evergreening cycle in 2016-2017.

The District will experience increased costs in utilities due to the addition of new modular facilities in 2016-2017 and a new elementary school, Coalbanks Elementary that opened September 2017. In addition, due to a further increase in the new carbon tax levy the district will experience increased heating costs.

Capital and Debt Services has increased due to a significant increase in funding for the Infrastructure Maintenance and Renewal Grant to provide for major maintenance upgrades such as roof, boiler, and window replacements for 2017-2018. The provision for the aging of the District's capital assets has increased and there is a slight reduction in spending on capital and debt services that is attributed to the province's repayment of debenture debt.

In 2015-2016, the cost was approximately \$11,580 to educate a full time equivalent student in [Lethbridge School District No. 51](#) as compared to the provincial average of all public school authorities of \$12,180 per student. In 2016-2017 the cost is projected at \$11,784 and in the 2017-2018 budget the cost is projected to be \$12,392 per full time equivalent student. This significant increase in cost per student is due in part to the use of one-time reserve funds to address priorities along with funding received for the Classroom Improvement Fund. The Board implements a responsible fiscal plan to ensure that resources entrusted to the District are spent efficiently, effectively, and reflects the Board's priorities to provide the best learning opportunities for [Lethbridge School District No. 51](#) students.

The Board priorities, which reflect the Board's Budget Belief Statements, were developed after extensive consultation with the education stakeholders of the community. Some of the priority areas addressed in the budget include:

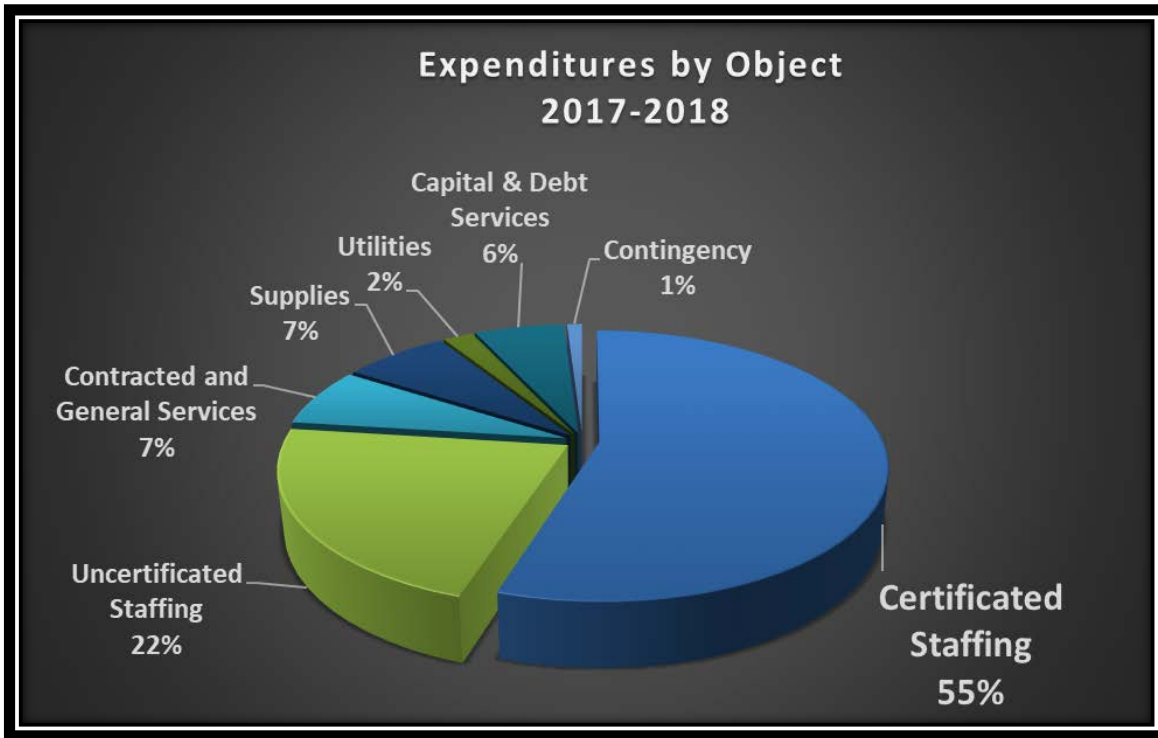
- Continue allocating funds to develop teacher leaders for targeted areas of curriculum and enhanced support for the District's mentorship program. Approximate budget allocation is \$150,000.
- Continued support to ensure that all students have access to a continuum of supports and services to help them succeed. (First Nations Metis Inuit, English Language Learners/English as a Second Language, Early Education Programming, and inclusive learning supports.)
- Continued commitment to improving high school completion through the School District's Fast Forward Program, distance learning, and innovative structures under the umbrella of high school redesign.

- Continued support of the District's High School Off Campus program to increase career mentorship opportunities for high school students, with a focus on Work Experience for Career Exploration. Approximate budget allocation is \$300,000.
- Funding allocated to develop the teaching skills necessary for the seamless integration of technology. Approximate budget allocation is \$115,000.
- Funding from one-time reserves allocated to support literacy assessment at elementary schools. Budget allocation is \$100,000.
- Funding from one-time reserves allocated to support resourcing of a new middle school. Budget allocation is \$650,000.
- Board Governance and Administration continues to be below the maximum amount of spending allowable despite a reduction in the spending cap from 4% to 3.6% by Alberta Education. Administration spending is 3.18% of the total budget ensuring that dollars are spent efficiently and effectively and funds are directed to support students.

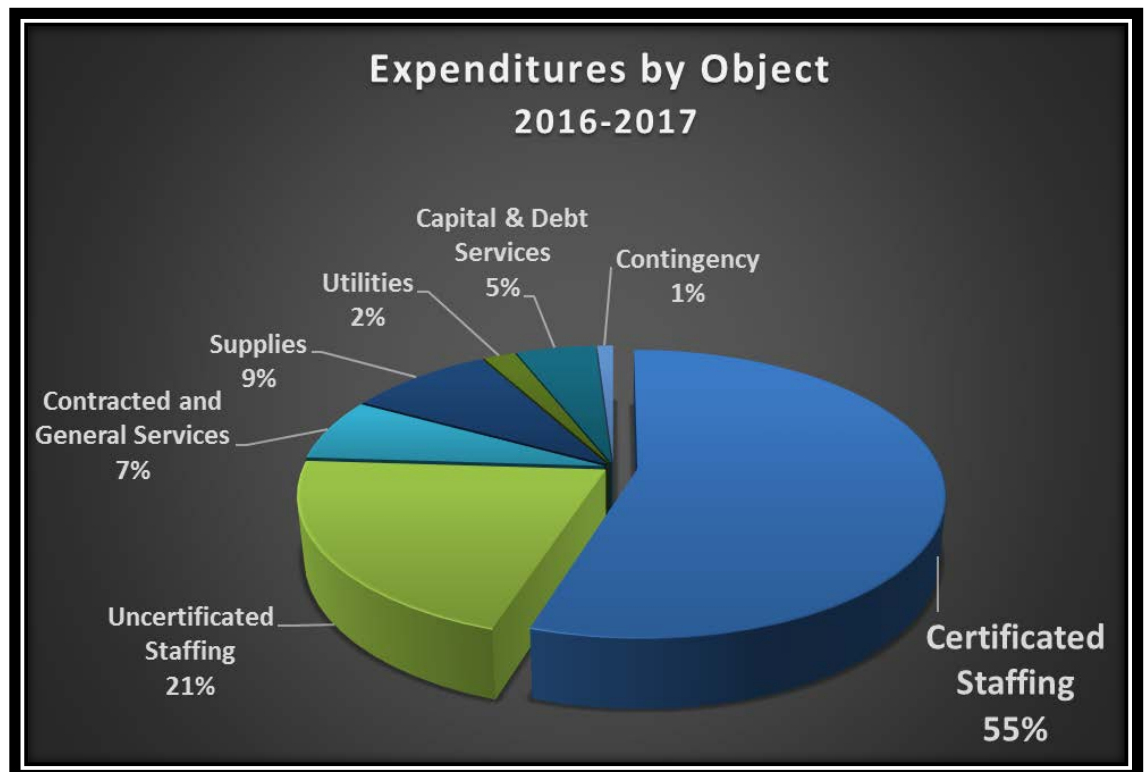


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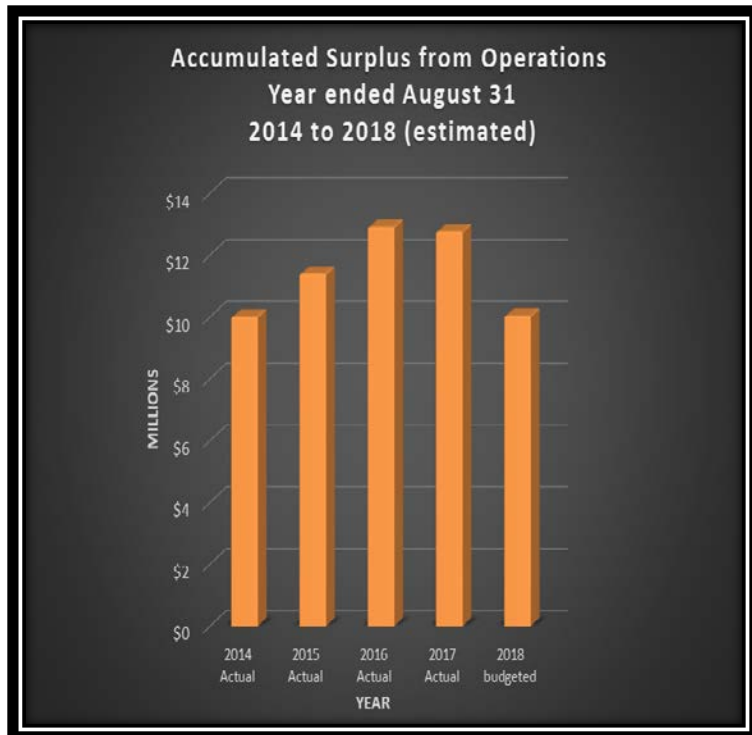




Expenditures for the 2017-2018 budget are compared with budgeted expenditures from 2016-2017 to illustrate the similarity between the two years.



Financial Impact



The District has been able to build the Accumulated Surplus from Operations (ASO) in the years 2014 to 2016 as funds were being saved for the District's evergreening of computers at the elementary school level in 2016-2017. At August 31, 2014, the District had an ASO of \$10 million or 10% of operating expenditures. For the year ended August 31, 2015 ASO was \$11.4 million or 11% of expenditures. In 2015-2016 ASO increased to \$12.9 million or 11.3% of expenditures. Included in ASO for all years is approximately \$2 million of unspent school generated activity funds which are now included in ASO as required under Public Sector Accounting Standards.

In the 2016-2017 school year there was a total of \$6.1 million in reserve funds planned to be utilized to balance expenditures. The District planned to use reserve funds to address a number of priority areas including support for literacy intervention, French Immersion resources, and the costs of commissioning Coalbanks Elementary School. School sites allocated some one-time reserve funds to address class size concerns at the secondary level and purchase furniture and equipment and resources. Analysis of spending for the 2016-2017 year only \$150,000 was drawn from reserves. The reduction in the use of one-time reserves over the planned budget is due to increased funding received over original estimates, lower average salary costs, and some planned spending deferred to the 2017-2018 year. Technology evergreening costs were less than anticipated and evergreening funds will be deferred to a future evergreening cycle. As a result, ASO as of August 31, 2017 will be \$12.8 million or 10.8% of planned expenditures. Included in ASO is \$2.5 million of School Generated Funds.

In budget 2017-2018 one-time reserves will be used for students entering our school jurisdiction that require additional support, support for literacy assessment at elementary schools, school based priorities and the costs of commissioning the new middle school in west Lethbridge. The use of one-time reserves will reduce the Accumulated Surplus from Operations (ASO) of the District to approximately \$10 million or 7.78% of operating expenditures of which \$2.5 million is restricted for School Generated Funds. This leaves an ASO of 5.83% that is available for addressing other needs. It has been recommended that school districts maintain an ASO over 1% percent of operating expenditures in order to deal with emergent and contingent situations. If a district's ASO falls below 1%, government may consider the district's financial health to be a concern.

The District will need to monitor the ASO in future operating budgets to ensure that it maintains an appropriate balance between meeting the needs of students and the financial health of the District. The amount of the ASO will be dependent on future financial resources from Alberta Education and expenditure decisions made by the District.

Human Resources

District staffing has the greatest impact on the educational opportunities provided to students within [Lethbridge School District No. 51](#) and consequently makes up 77% of the District's budget. The District will employ 601 full time equivalent (FTE) teachers and 492 full time equivalents (FTE) support staff in 2017-2018. Teacher and support staff have continued to grow since 2011-2012 due to enrolment growth in the District.

The chart below illustrates the changes in class sizes over a three year period from 2016-2017 until the 2017-2018 school year.

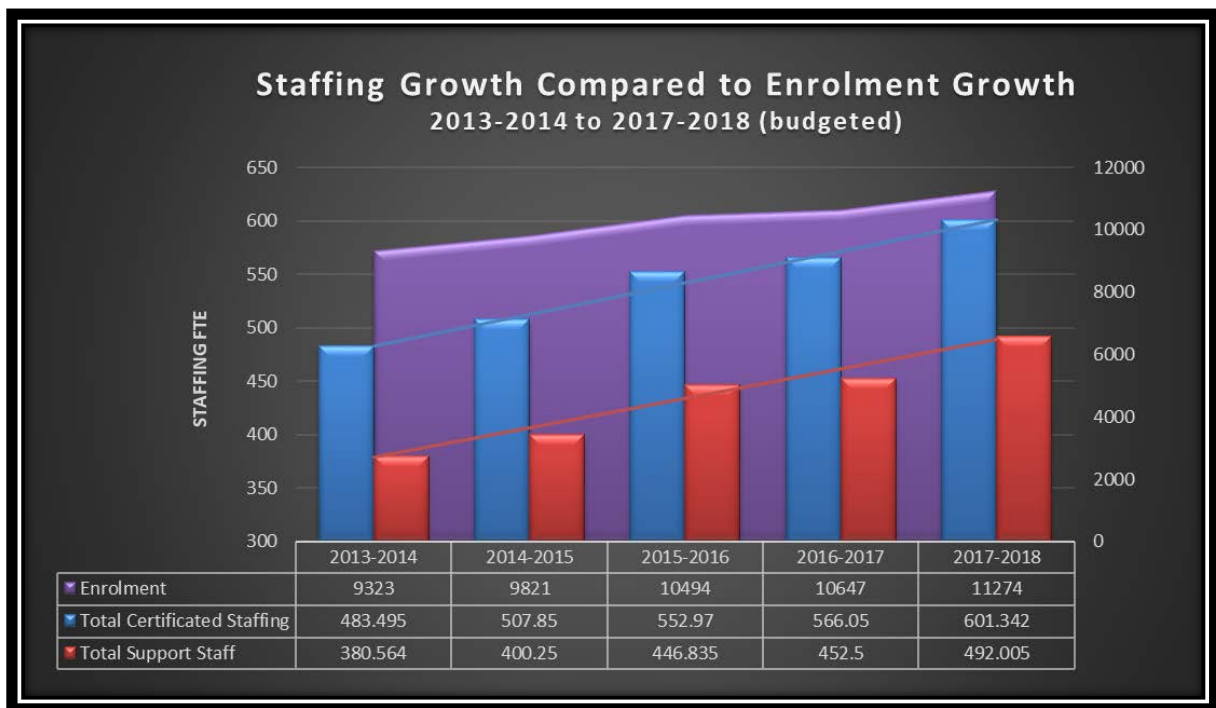
Average Class Size	K to 3			4 to 6			7 to 9			10 to 12		
	17-18	16-17	15-16	17-18	16-17	15-16	17-18	16-17	15-16	17-18	16-17	15-16
All classes LSD #51	*21.0	21.3	21.6	*24.2	24.4	24.6	*26	26	25.8	*23.9	23.9	26

*projected average class sizes

The District spends 55% of the budget on teaching staff. Teaching staff will increase by 35.29 FTE. With no increase in grant rates, additional teaching staff have been added to address student growth only. An additional 8.33 FTE teaching staff were hired from the one-time funding provided through the Classroom Improvement Fund. Reducing class sizes and maintaining other supports and services is a difficult balancing act. According to an Alberta School Boards Association Survey, in 2016-2017, [Lethbridge School District No. 51's](#) teaching staff have more years of experience and teacher training than the provincial average of school boards across the province. The provincial average for teacher training is 4.99 years and teacher experience is 7.97 years. The District average is 5.27 years of teacher training and 7.98 years of experience. This means that [Lethbridge School District No. 51](#) would spend approximately \$1,165 per teacher more than school districts with teaching staff at the average years of teacher training or experience. This is an additional cost of approximately \$700,000.

The District spends 22% of the budget on support staff positions and overall they will increase by 39.5 FTE in 2017-2018. There is an increase in administrative support due to the addition of Coalbanks Elementary. There are increases in Educational Assistant and other support staff due to an increase in the number of Early Education Programs. Due to increased funding due to enrolment and demographic changes that impact the Inclusive Learning budget there is also an increase in Educational Assistants and other support staff positions. There are 10.37 FTE support staff positions that have been hired through the one-time funding provided by the Classroom Improvement Fund.





In the five-year period from 2013-2014 total district staffing will have increased by 229.29 FTE or 26.5%. Teaching staff will have increased by 117.85 FTE, or 24.37% and support staff has increased by 111.44 FTE or 29.28%. Enrolment has grown by 1951 students since September 2013, which is a 20.93% increase. Support staff have grown significantly in the last five years. In particular, Educational Assistant positions have increased by 34.7% over the last five years, due to an increased number of students requiring additional support.

Capital Plan

All new school facilities are funded from the Province of Alberta through Alberta Education in consultation with the Department of Infrastructure. Each year, school jurisdictions submit facility needs for the next three years and await funding and approval from the province.

Lethbridge is experiencing increased growth on the west side of the city, with significant growth projected in the elementary and middle school populations. Currently our schools in west Lethbridge range in utilization of 101% to 162% of capacity. [Lethbridge School District No. 51](#) is excited about the opening of Coalbanks Elementary School, a new 600 student Westside K-5 elementary school, Coalbanks Elementary, that opened in September 2017. In 2014 the District received approval of a 910 student Westside 6-8 middle school scheduled which is well on its way to open in August 2018. There are also new subdivisions planned for the south side of the city, and elementary schools in this area have utilization rates of 101% to 174% of capacity, therefore with projected enrolments expected to increase, a new elementary school has been requested for south Lethbridge. In budget 2017 the Province provided approval for planning of a new K-5 elementary in southeast Lethbridge. This is the number one priority of the District's new school construction request in the 2018-2021 capital plan.

The District has also requested a number of expansion and modernization projects to upgrade school facilities for deficiencies in school buildings to ensure the health and safety of students and upgrade building structural components, mechanical and electrical services. In August 2017, the District

completed the modernization of Wilson Middle School. The number one priority for modernization and preservation in the 2018 capital plan is Galbraith Elementary School, which is 104 years old. Funding has also been requested for modular classroom space immediately to facilitate growth in school communities. The District received four new modular facilities in the spring of 2017 to provide additional learning space throughout the city in 2017-2018.



Coalbanks Elementary School in west Lethbridge
Complete and opening August 2017.

Includes the following educational opportunities:
Preschool, Kindergarten, Grades 1-5
Spanish Bilingual and Arabic Language and Islamic Cultural programming

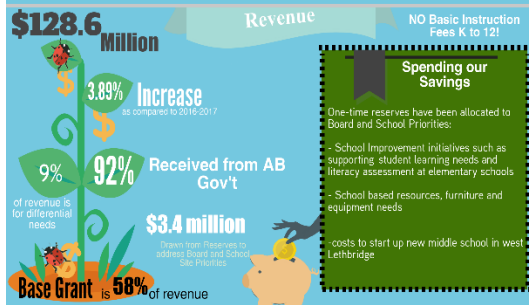
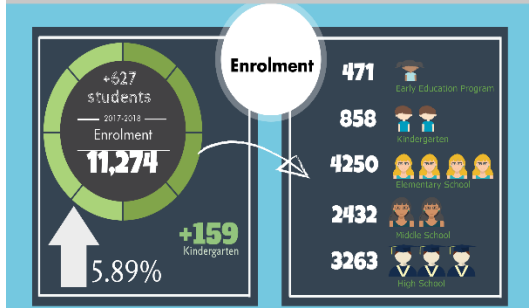


Information

Board of Trustees

The elected board of trustees of [Lethbridge School District No. 51](#) for the period October 2017 to October 2021:

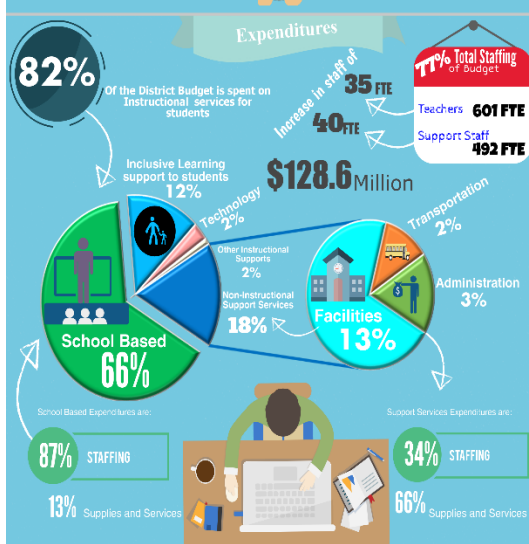
Mr. Clark Bosch, Chair
Mrs. Jan Foster, Vice Chair
Mr. Tyler Demers
Mrs. Donna Hunt
Mr. Doug James
Mrs. Christine Light
Mrs. Lola Major



Senior Administration

Senior administration for [Lethbridge School District No. 51](#):

Dr. Cheryl Gilmore, Superintendent
Mrs. Morag Asquith, Associate Superintendent, Instructional Services
Mrs. Christine Lee, Associate Superintendent, Business Affairs
Mr. Rik Jesse, Associate Superintendent, Human Resources



[Lethbridge School District No. 51](#) prides itself on providing outstanding educational opportunities for the students of the City of Lethbridge and believes in its new mission “**Lethbridge School District is inclusive, forward-thinking, and accountable for engaging students in quality learning experiences that develop strong foundations, innovative minds and responsible citizens**”. For further information about [Lethbridge School District No. 51](#) view the District’s Three Year Education Plan and Annual Education Results Report and the Audited Financial Statements on the District’s website at www.lethsd.ab.ca. The website is a great resource to provide further information about [Lethbridge School District No. 51’s](#) schools services, and resources.

