This document is Management’s Discussion and Analysis of the First Quarter for the period September 1, 2017 to November 30, 2017. This financial information contained herein has not been audited.
Lethbridge School District No. 51

First Quarter Report
September 1, 2017 to November 30th, 2017

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Executive Summary

Lethbridge School District No. 51 has a total budget of $128.8 million (including use of reserves) and provides public education services to the citizens of the City of Lethbridge, Alberta, Canada.

The School District was established in 1886 and has proudly served our community for over 130 years. 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 one schools and four institutional programs.

The District has experienced overall enrolment growth in 2017-2018 of 627 students (5.89 %) over 2016-2017 enrollment.

Lethbridge School District No. 51 believes in fiscal accountability and transparency through regular financial monitoring and reporting. Under Policy 801.1 System Budgeting, the Board directs that the expenditure of funds be within the guidelines established and be the responsibility of the designated District or school-based administrator. The executive summary presents highlights of the school district’s financial operations for the period September 1, 2017 until November 30th, 2017 to provide fiscal accountability within the established guidelines.
Overview:
The following is an overview of the quarterly reporting on the operations of Lethbridge School District No. 51. This report is for the 1st quarter of the year (up to November 30, 2017).

The graphs/charts compare the year-to-date amounts to the budget and its forecast for the period. The forecast is the projected amount of the budget that typically incurs during the reporting period (based on normal timing of transactions).
**Operations Overview**

As shown in the “Finance at a Glance” report, Lethbridge School District No. 51 is operating financially as anticipated based on the approved budget and the forecasted budget for November 30th, 2017.

As shown in this report, all of the departments have kept their total expenditures within their forecasts. In relation to the types of expenses, all of the major types are also within their forecasts (other than Bank Charges & Transfers). The following is a brief analysis on the types of expenses:

- **Salaries, Benefits & Professional Development** are less than the forecasted budget. This is somewhat due to the actual average costs of teachers being slightly less than the budgeted average teaching costs. Overall, professional development is typically higher than the forecast in the 1st quarter (forecasted at 25%) as for many schools/departments have a large portion of the professional development that occurs at the beginning of the school year.

- **Contracted Services** are less than the forecasted budget. This is mostly due to that contracted transportation services being less than forecast in the 1st quarter as the billing for these services are typically received/paid subsequent to the month of service provided (after reporting period).

- **Other Services** are less than the forecasted budget. This is mostly related to insurance premiums where some of the insurance invoices are not received/paid until December 2017 (after reporting period); whereas, typically these are all recorded in the 1st quarter (as forecasted).

- **Supplies** are considered to be comparable to the forecasted budget. Overall the total supplies are still slightly less than the forecast.

- **Other Expenditures** are significantly less than the forecasted budget. This is due to a large portion is for the contingency accounts. These contingency accounts are typically only used if unexpected expenditures are incurred; otherwise, any unspent contingency funds are carried forward to the following budget year.

- **Bank Charges & Transfers** are somewhat higher than the forecasted budget. This mostly relates to the expenditures of the School Generated Funds (SGF). The increase in the SGF expenditures would be offset by the increases in the SGF revenues (fees, donations, and fundraising). As the additional expenditures are offset by the additional revenues, the increases in this area is not considered to be a potential issue for the District.
**Financial Position**

As at November 30, 2017 Lethbridge School District No. 51 has total financial assets of $20.2 million and liabilities of $133.9 million for net financial debt of $113.7 million. A net debt position is not necessarily an indication that a District is in financial difficulty.

Net financial debt includes $127.8 million of deferred revenue related to the amortization of supported capital assets (Expended Deferred Capital Revenue), which will be amortized into revenues in subsequent years to offset the amortization cost of supported capital assets. Supported Capital Assets are those assets that have been funded by the Province of Alberta.

Before consideration of Expended Deferred Capital Revenue, the District had Net Assets of $14.1 million. Of this $14.1 million, $11.2 million is in operating reserves which have been restricted for future use with the majority related to instructional programming and school generated activities. Net financial assets also relate to $953,000 of unrestricted reserves, $1.92 million of capital reserves and $320,000 of endowment funds.

There is $133.8 million of non-financial assets (tangible capital assets, other non-financial assets and prepaid expenses) which is represented mostly by Deferred Expended Capital Revenue of $127.8 million as explained above, the District’s investment in capital assets of $5.65 million, prepaid expenses, and other non-financial assets.

Together the Net Financial Debt (Financial Assets less Liabilities) plus Non-Financial Assets equal the total Accumulated Surplus of $20.06 million. The chart below compares the financial position of November 30th with the prior year.
The statement above compares the Financial Position of the 1st quarter of 2017/2018 to the 1st quarter of the prior year for comparative purposes.
Lethbridge School District No. 51
Notes to the Statement of Financial Position
As at November 30th, 2017

FINANCIAL ASSETS:
Financial assets consist of assets that are readily converted to cash.

Cash and Cash Equivalents
Cash at November 30th, 2017 includes deferred operating revenue, endowment funds, and Accumulated Surplus from Operations.

Accounts Receivable
Accounts receivable at November 30th, 2017 includes supported debenture debt to be paid by the Province on the District’s behalf, GST rebates receivable, capital contributions from the Province, and other miscellaneous funds owing to the District.

Portfolio Investments
Portfolio investments represent one-year term savings certificates held at the school level for school generated activities.

Total Financial Assets of the District at November 30, 2017 are $20.21 million dollars.

FINANCIAL LIABILITIES:

Accounts Payable
Accounts payable at November 30, 2017 mostly includes payments for construction invoices/holdbacks, and employee benefits such as remittances to the Canada Revenue Agency, Local Authorities Pension Plan, and to the Alberta School Employee Benefit Plan.

Deferred Revenue
Included in Deferred Revenue is Unexpended Capital Revenue and Expended Capital Revenue. See the Statement of Capital Revenue.

Deferred revenue, excluding capital revenue noted above, is mainly unspent Infrastructure Maintenance and Renewal (IMR) grant funding. Funding is allocated to revenue as funds are expended. Deferred revenue also includes externally restricted School Generated Funds, such as student travel group deposits or school activity fees.
**Employee Future Benefits**
Consists of benefits earned but not utilized that relate to banked time that will be utilized in a future period.

**Debt**
Debt is debt supported by the Province of Alberta on school facilities. The remaining debt are supported debentures that will be fully repaid during the year.

Total financial liabilities at November 30, 2017 are $133.92 million.

**NET FINANCIAL ASSETS (DEBT):**
Net financial assets (debt), which is the funds available (owing) after discharging the District’s financial obligations, is a net debt position of $113.71 million.

A net debt position does not necessarily mean the District is in financial difficulty. Net financial debt includes $127.8 million of deferred revenue related to supported capital from the Province of Alberta. These funds are related to the amortization of supported capital assets (Expended Deferred Capital Revenue), which will be amortized into revenues in subsequent years to offset the amortization cost of supported tangible capital assets. Supported tangible capital assets are those assets that have been funded by the Province of Alberta.

<table>
<thead>
<tr>
<th>As at November 30, 2017:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Financial Assets</td>
<td>$ 20.21 Million</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>133.92 Million</td>
</tr>
<tr>
<td><strong>Net Financial Assets (Debt)</strong></td>
<td>$(113.71) Million</td>
</tr>
<tr>
<td>Non-Financial Asset</td>
<td>133.77 Million</td>
</tr>
<tr>
<td>Accumulated Surplus</td>
<td>$ 20.06 Million</td>
</tr>
</tbody>
</table>

Before consideration of Expended Deferred Capital Revenue, the District had Net Assets of $14.1 million as at November 30th, 2017.

*Gilbert Paterson Middle School*
*Grade 6 Research Gala*
**NON-FINANCIAL ASSETS:**
Non-financial assets are tangible assets that are used in the operations of the district and are not readily converted to cash.

**Tangible Capital Assets**
Tangible capital assets include land, buildings, equipment and vehicles used in the operations of the District. These assets are amortized over their estimated useful lives to arrive at a net value of $133.46 million as of November 30, 2017.

Capital activity during the period included construction costs associated with the construction of the new West Lethbridge Middle School, final costs received for Coalbanks Elementary School and the Wilson Modernization project, and installation of modular structures at three (3) elementary schools. Since the beginning of the school year a total of $1.96 million has been capitalized on these projects, the majority of the capital additions relates to the construction of the West Lethbridge Middle School.

**Prepaid Expenses**
Prepaid expenses represent insurance, licenses, and materials that are for a subsequent fiscal period.

**Other Non-Financial Assets**
Other financial assets represent inventories of supplies and materials on hand to be used in a subsequent fiscal period.

Total non-financial assets as of November 30th are $133.77 million.
ACCUMULATED SURPLUS:
Accumulated surplus is represented by accumulated surplus from operations which is made up of unrestricted reserves and operating reserves. Also included in accumulated surplus are capital funds which include investment in capital assets and capital reserves. Funds held by the District, where the principal must be maintained permanently, called endowments, are also included in accumulated surplus.

The restricted operating reserves consist of 76% related to school and instruction reserves which includes reserves held at school sites for future operating expenditures, reserves for the future replacement of technology, reserves to be spent over the next three years for curriculum and system improvement, funds to support inclusive learning, funds to provide for the planning, programming and resources required for new school facilities, and unspent funds related to school generated activities.

Unrestricted surplus are funds that are not designated for a specific purpose and operating reserves are funds that have been designated for a specific program of the District.

Investment in capital assets represents the net book value of capital assets that have been paid from District revenues and are not supported by the Province or external contributions.

Capital reserves are funds that have been set aside for future replacement of District assets that are not supported by the Province or external contributions. The District contributes the budgeted amount of amortization on unsupported assets into the capital reserve fund, as per the approved budget, to fund future asset replacement.

The total accumulated surplus for the District which consists of both operating and capital funds is $20.06 million. The total of net financial assets (debt) plus total non-financial assets equates to the total accumulated surplus at November 30th, 2017.
**Operations**

**Budget Update as of September 30th**

The revised budget for the 2017-2018 school year reflects changes to the district budget as of September 30th, 2017, based on the additional information received since the preliminary budget.

Revenue in the revised budget increased by $2,482,200 over preliminary budget projections developed in May 2017. This majority of increase is due to the increased student enrolment at September 30th of 104 students (0.93%) above preliminary projections and additional one-time Classroom Improvement Fund (CIF) grant of $1,254,000. Subsequent to the approval of the September budget, it was also determined that the Program Unit Funding (PUF) program grant increased by $565,000 and the Transportation grant decreased by $283,351; these updates are included in the “September 30th operating budget”.

An additional 19 full time equivalent teachers were hired as well as an additional 20 full time equivalent support staff positions in the revised budget. The majority of the increases in staffing related to the additional staffing component of the Classroom Improvement Fund (CIF).

In budget 2017-2018, $3.35 million of one-time reserves will be utilized for various priorities including: the West Lethbridge Middle school start-up costs, an Elementary Literacy Assessment, staffing increases and school based priorities.

<table>
<thead>
<tr>
<th>Budget Adjustments:</th>
<th>Revenues</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved Expenses - &quot;September 30th Budget&quot;</td>
<td>125,205,269</td>
<td>127,928,535</td>
</tr>
<tr>
<td>Capital Contributions</td>
<td>(222,999)</td>
<td></td>
</tr>
<tr>
<td>Contingency Expenses</td>
<td>565,196</td>
<td></td>
</tr>
<tr>
<td>Transfers to Reserves</td>
<td>62,930</td>
<td></td>
</tr>
<tr>
<td>Total &quot;September 30th&quot; Expenses and Transfers</td>
<td>125,205,269</td>
<td>128,333,662</td>
</tr>
</tbody>
</table>

| Updates from Approved "September 30th Budget": | | |
| Increased PUF Grant/Expenditures | 565,000 | 565,000 |
| Reduced Transportation Grant/Expenditure | (283,351) | (283,351) |

<p>| Updated Operating Budget | | |</p>
<table>
<thead>
<tr>
<th>Revenues</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>125,486,918</td>
<td>128,615,311</td>
</tr>
<tr>
<td>3,351,392</td>
<td>222,999</td>
</tr>
<tr>
<td>128,838,310</td>
<td>128,838,310</td>
</tr>
</tbody>
</table>

*The Budget Adjustments is a reconciliation from the approved September 30th budget to the Updated 2017/2018 Operating Budget.*
## Lethbridge School District No. 51
### STATEMENT OF OPERATIONS
For the three months ended November 30th, 2017

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>Budget Information</th>
<th>Forecast</th>
<th>Actual Results</th>
<th>Variances</th>
<th>Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Preliminary Budget</td>
<td>Updated &quot;September 30th&quot; budget</td>
<td>Forecasted To November 30th</td>
<td>Actual Three Months November 30th</td>
<td>% Expended Revised Budget</td>
</tr>
<tr>
<td>Alberta Education</td>
<td>$115,955,687</td>
<td>$118,478,558</td>
<td>$29,619,640</td>
<td>$28,478,274</td>
<td>24.04%</td>
</tr>
<tr>
<td>Other - Government of Alberta</td>
<td>$478,734</td>
<td>$593,734</td>
<td>$148,434</td>
<td>$79,526</td>
<td>13.39%</td>
</tr>
<tr>
<td>Federal Government and First Nations</td>
<td>$268,928</td>
<td>$268,128</td>
<td>$129,064</td>
<td>$218,759</td>
<td>81.59%</td>
</tr>
<tr>
<td>Fees</td>
<td>$1,880,049</td>
<td>$1,874,026</td>
<td>$555,039</td>
<td>$666,459</td>
<td>35.76%</td>
</tr>
<tr>
<td>Other sales and services</td>
<td>$1,060,926</td>
<td>$1,193,768</td>
<td>$485,233</td>
<td>$503,093</td>
<td>42.14%</td>
</tr>
<tr>
<td>Investment income</td>
<td>$193,000</td>
<td>$193,000</td>
<td>$48,250</td>
<td>$60,439</td>
<td>31.62%</td>
</tr>
<tr>
<td>Gifts and donations</td>
<td>$890,000</td>
<td>$390,000</td>
<td>$97,500</td>
<td>$200,870</td>
<td>51.51%</td>
</tr>
<tr>
<td>Rental of facilities</td>
<td>$34,704</td>
<td>$34,704</td>
<td>$7,176</td>
<td>$8,425</td>
<td>20.68%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$2,461,000</td>
<td>$2,461,000</td>
<td>$615,250</td>
<td>$842,875</td>
<td>34.25%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$122,723,028</strong></td>
<td><strong>$128,486,918</strong></td>
<td><strong>$31,707,067</strong></td>
<td><strong>$31,057,471</strong></td>
<td>24.73%</td>
</tr>
</tbody>
</table>

## EXPENSES

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Budget Information</th>
<th>Forecast</th>
<th>Actual Results</th>
<th>Variances</th>
<th>Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Preliminary Budget</td>
<td>Updated &quot;September 30th&quot; budget</td>
<td>Forecasted To November 30th</td>
<td>Actual Three Months November 30th</td>
<td>% Expended Revised Budget</td>
</tr>
<tr>
<td>Instruction-Early Childhood Services</td>
<td>$7,836,226</td>
<td>$8,499,855</td>
<td>$2,124,964</td>
<td>$1,995,666</td>
<td>23.48%</td>
</tr>
<tr>
<td>Instruction - Grades 1-12</td>
<td>$93,914,522</td>
<td>$97,804,512</td>
<td>$24,668,600</td>
<td>$25,726,619</td>
<td>24.20%</td>
</tr>
<tr>
<td>Plant operations and maintenance</td>
<td>$15,641,805</td>
<td>$15,290,531</td>
<td>$4,429,708</td>
<td>$4,050,906</td>
<td>26.69%</td>
</tr>
<tr>
<td>Transportation</td>
<td>$2,774,000</td>
<td>$2,477,928</td>
<td>$619,482</td>
<td>$486,640</td>
<td>18.03%</td>
</tr>
<tr>
<td>Administration</td>
<td>$4,054,544</td>
<td>$4,165,355</td>
<td>$1,132,239</td>
<td>$1,076,115</td>
<td>25.83%</td>
</tr>
<tr>
<td>External services (International Services)</td>
<td>$253,000</td>
<td>$377,130</td>
<td>$169,058</td>
<td>$133,883</td>
<td>35.50%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$124,474,097</strong></td>
<td><strong>$128,615,311</strong></td>
<td><strong>$33,144,051</strong></td>
<td><strong>$31,427,829</strong></td>
<td>24.44%</td>
</tr>
</tbody>
</table>

### Operating surplus (deficit)

- Operating surplus (deficit) | ($1,751,069) | ($3,128,393) | ($1,436,965) | ($370,358) | ($3,128,393) |

### Accumulated Surplus from Operations beginning of Year

- Accumulated Surplus from Operations beginning of Year | $10,265,833 | $10,265,833 | $10,265,833 | $10,265,833 | $10,265,833 |

### Accumulated operating surplus (deficit) at end of period

- Accumulated operating surplus (deficit) at end of period | $8,514,764 | $7,137,440 | $8,828,868 | $9,895,475 | $7,137,440 |

### AOS as a % of budgeted expenditures

- AOS as a % of budgeted expenditures | 6.84% | 5.55% | 0.82% | 7.08% | 3.35% |
**About The Statement**

The above statement includes four main areas:

- The first area highlighted in **GREEN** is budget Information. The first budget information is the preliminary budget that was approved by the Board of Trustees in May 2017. The second column of budget information is the budget that has been revised after September 30th enrolment counts and is used as the new operating budget for the fiscal year.

- The second area highlighted in **LIGHT GREEN** is the forecast. The majority of the revenues and expenditures are expected to be consistent throughout the year; therefore, 25% of the budget is forecasted for each quarter. There are some specific transactions that are done at specific times during the year; whereas, the following are some of the significant transactions that impact the forecast:
  - Contributions to the ATA professional development fund and to the Christian Societies (for maintenance costs). These are paid in the 1st quarter.
  - Insurance premiums and international program revenues/expenses are typically paid/received in the 1st quarter.
  - Billing for FNMI students are done in the 1st and 3rd quarter.

- The third area highlighted in **BLUE** is the actual results for the period.

- The fourth area highlighted in **TAN** is the variance area. This area provides information on the percent received/expended as compared to the September 30th operating budget and the percent received/ expended as compared to the updated forecast information.

- The fifth area highlighted in **PURPLE** is the projection. This information is the projected revenues and expenditures to August 31st, 2017. The projection will be the expected yearend results based on the current financial information and will likely change each quarter on best estimates. Rationale will be provided when the August 31st projection has changed from the updated budget (if required).

**OPERATION RESULTS:**

For the three months ended November 30th, 2017, $31.06 million of revenues have been recorded which is 24.75% of budget. Based on the forecasted timing of revenues received/recognized, it was forecasted that a total of $31.71 million would have been received in the reporting period; whereas, the actuals were less than forecasted, specifically in the funding received from Alberta Education. The reduction in Alberta Education funding from actual is due to that the forecast are based on 25% per quarter; whereas, the actual funding received can vary between the different types of grants. Overall the revenues recorded are consistent with the forecasted budget as it accounts for 97.95% of the forecast.

Expenditures are $31.43 million as of November 30th, 2017 which is 24.44% of the budget. Based on the forecasted timing of expenditures being paid/recognized, it was forecasted that a total of $33.14 million would have been incurred in the reporting period; whereas, the actuals were less than forecasted. Overall the expenditures recorded are consistent with the forecasted budget as it accounts for 94.82% of the forecast. This is also an indicator that the budgets are being carefully monitored throughout the district to ensure that the departments are not incurring cost overruns.
## Lethbridge School District No. 51
### Schedule of Program Operations
For the Three Months Ended November 30th, 2017

<table>
<thead>
<tr>
<th></th>
<th>Instruction (EC$)</th>
<th>Instruction (Grades 1-12)</th>
<th>Plant Operations and Maintenance</th>
<th>Transportation</th>
<th>Board &amp; System Administration</th>
<th>External Services</th>
<th>TOTAL</th>
<th>TOTAL Budget</th>
<th>% Expended of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVISED BUDGET 2017-2018 (September 30th)</strong></td>
<td>$6,490,855</td>
<td>$97,804,511</td>
<td>$15,290,531</td>
<td>$2,417,928</td>
<td>$4,185,355</td>
<td>$77,130</td>
<td>$128,615,310</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FORECAST - NOVEMBER 30th</strong></td>
<td>$2,124,863</td>
<td>$24,669,501</td>
<td>$4,429,706</td>
<td>$618,888</td>
<td>$1,132,238</td>
<td>$188,058</td>
<td>$33,144,051</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### EXPENSES

- **Certificated salaries and benefits**
  - $750,851
  - $15,438,825
  - $216,631
  - $20,764
  - $16,418,891
  - $17,013,869
  - 21.54%

- **Non-certificated salaries and benefits**
  - $5,209,299
  - $6,658,733
  - $23,763
  - $543,304
  - $7,887,049
  - $25,529,417
  - 31.15%

- **Sub-Total**
  - $6,953,128
  - $8,288,564
  - $26,526
  - $566,908
  - $8,650,440
  - $31,546,486
  - 26.43%

- **Non-certificated salaries and benefits**
  - $42,246
  - $3,081,945
  - $2,193,273
  - $419,707
  - $525,257
  - $6,115,527
  - $7,139,796
  - 26.43%

- **Amortization of capital assets**
  - $0
  - $151,172
  - $799,448
  - $3,180
  - $39,723
  - $954,473
  - $3,067,894
  - 25.00%

- **Interest and charges**
  - $20,868
  - $3,705
  - $0
  - $0
  - $20,868
  - $4,334
  - 48.29%

- **Total Expenses**
  - $1,789,568
  - $23,782,140
  - $4,450,985
  - $448,540
  - $1,371,515
  - $10,501,821
  - $31,477,029
  - $128,615,310
  - 24.45%

### Total unexpended funds period to date

- $6,504,189
- $74,070,691
- $11,236,826
- $2,031,288
- $3,060,240
- $243,247
- $97,187,481
- $128,615,310
- 75.56%

### % Expended of Budget

- Certificated salaries and benefits: 21.54%
- Non-certificated salaries and benefits: 31.15%
- Sub-Total: 26.43%
- Non-certificated salaries and benefits: 26.43%
- Amortization of capital assets: 25.00%
- Interest and charges: 48.29%
- Total Expenses: 24.45%

### % Expended of projected

- Certificated salaries and benefits: 93.52%
- Non-certificated salaries and benefits: 96.17%
- Sub-Total: 91.45%
- Non-certificated salaries and benefits: 72.10%
- Amortization of capital assets: 95.04%
- Interest on Debt: 79.19%
- Total Expenses: 94.82%
REVENUES:
Revenues are reported by type for the District. For further information on types of revenues please see the Appendices for charts on these functional areas.

Government of Alberta
Government of Alberta (Alberta Education) funding represents approx. 94% of the District’s total operating funding. Student enrolment is one of the largest factors in determining the funding. Based on the forecasts for the 1st quarter, the District has received 99.15% of the forecasted funds received (or 24.04% of the total budget).

Other Government of Alberta
Other Government of Alberta Revenue includes interest on supported debenture debt, and grant funding for the Making Connections program.

Federal Government and First Nations
Represents amounts billed for tuition for students living on the Kainai reserve. Funds are as anticipated at the first quarter.

Fees
Reflects fees that are collected for optional programming fees, school generated activity fees, Preschool Fees and tuition for foreign students. Most school fees and tuition fees are collected at the beginning of the school year.

Other Sales and Services
Other sales and services are mainly from school generated activities. Also includes funds received for staff that are seconded to the University of Lethbridge.
**Investment Income**  
Interest earned on operating revenue which is performing better than forecasted.

**Gifts and donations**  
Gifts and donations that have been received for school generated activities and donations for the Ready Set Go programs.

**Rental of Facilities**  
Rental of facility space for external programs and operations such as the Southern Alberta Professional Development Consortia and the Boys and Girls Club of Lethbridge.

**Fundraising**  
Funds raised for the benefit of school generated activities that are co-curricular in nature. Fundraising may include a-thon, and fundraising sales.

Overall, revenues are comparable to the forecasted budget at November 30, 2017.

**EXPENDITURES:**  
Expenditures are reported as a total for each functional area within the District. For further information on types of expenditures and spending in these functional areas please see the Schedule of Program Operations and Appendices for charts on these functional areas.

**Instruction - ECS**  
Instruction ECS, represents expenditures from early education to kindergarten, which includes the early education program, program unit funding for early learners requiring specialized supports, and the kindergarten program at elementary schools. ECS expenditures are at 23.5% of the total budget (compared to 25.0% forecasted).

**Instruction - Grades 1 – 12**  
Instruction Grades 1 – 12, represent expenditures from grade one to grade twelve, school generated activities and supporting programs such as Inclusive Education, Technology, Instructional support, counselling, First Nations Metis and Inuit programming, and Institutional programs. Instructional expenditures are at 24.3% of the total budget (compared to 25.2% forecast). See the Statement of Instructional (Grade 1-12) Program Expenditures for details of the major programs within this functional area.

Mike Mountain Horse Elementary School  
Students join in the annual Terry Fox walk
**Plant Operations and Maintenance**

Plant operations and maintenance expenditures represent spending on operating and maintaining the District’s schools and facilities. These expenditures include maintenance and caretaking personnel, utilities, contracted maintenance, and Infrastructure Maintenance and Renewal (IMR) projects. Maintenance expenditures are at 26.5% of the total budget (compared to 29.0% forecasted).

---

**Transportation**

Transportation expenditures represent mainly the cost of contracted bussing to bus students who reside more than 2.4 km away from their resident school. These costs include the operation of buses, cost sharing arrangements between the City of Lethbridge and Holy Spirit Catholic Schools, and the future replacement of yellow school buses. Costs include the provision of specialized bussing needs for students with disabilities. Transportation expenditures are at 18.0% of the total budget (compared to 25.0% forecasted).

---

**Administration**

Administration expenditures represent the cost of the Board of Trustees, Finance, Human Resources, System Instructional Support, and the Office of the Superintendent. Administration expenditures are at 25.8% of the total budget (compared to 27.2% forecasted).

---

**External Services**

An external service represents costs that are outside regular provincially mandated instruction and operations. For the District, the International Services program provides programming to students who attend District schools from other countries and pay a tuition fee to attend our schools. Costs include costs of homestay providers, student insurance, student recruitment and administration of the program. External (international) expenditures are at 35.5% of the total budget (compared to 44.8% forecasted).

---

Overall, expenditures are lower than the forecasted figures at November 30, 2017.
# Lethbridge School District No. 51

## Schedule of Instructional (Grades 1-12) Program Expenditures

For the Three Months Ended November 30th, 2017

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>Budget 2017-2018 (Sept 30th 2017)</th>
<th>Forecast To November 30th</th>
<th>Actual Three Months November 30th, 2017</th>
<th>% Expended</th>
<th>% Expended Forecast to November 30th</th>
<th>August 31st Projection</th>
<th>Change from Updated Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Based Instruction</td>
<td>$65,185,386</td>
<td>$16,296,347</td>
<td>$15,223,174</td>
<td>23.35%</td>
<td>93.41%</td>
<td>$65,185,386</td>
<td>$0</td>
</tr>
<tr>
<td>Inclusive Learning Supports</td>
<td>$8,205,004</td>
<td>$2,301,251</td>
<td>$2,266,604</td>
<td>24.62%</td>
<td>98.49%</td>
<td>$8,205,004</td>
<td>$0</td>
</tr>
<tr>
<td>Shared Instructional Services</td>
<td>$8,397,053</td>
<td>$2,316,735</td>
<td>$2,295,371</td>
<td>27.34%</td>
<td>98.08%</td>
<td>$8,397,053</td>
<td>$0</td>
</tr>
<tr>
<td>School Generated Funds Activities</td>
<td>$4,565,173</td>
<td>$1,141,293</td>
<td>$1,271,557</td>
<td>27.85%</td>
<td>111.41%</td>
<td>$4,565,173</td>
<td>$0</td>
</tr>
<tr>
<td>Technology</td>
<td>$2,709,294</td>
<td>$677,323</td>
<td>$677,449</td>
<td>25.00%</td>
<td>100.02%</td>
<td>$2,709,294</td>
<td>$0</td>
</tr>
<tr>
<td>Institutional Programs</td>
<td>$994,280</td>
<td>$248,570</td>
<td>$204,877</td>
<td>20.61%</td>
<td>82.42%</td>
<td>$994,280</td>
<td>$0</td>
</tr>
<tr>
<td>Division of Instructional Services</td>
<td>$872,428</td>
<td>$218,107</td>
<td>$274,065</td>
<td>31.41%</td>
<td>125.66%</td>
<td>$872,428</td>
<td>$0</td>
</tr>
<tr>
<td>FNMI Programming</td>
<td>$711,512</td>
<td>$177,878</td>
<td>$161,856</td>
<td>22.72%</td>
<td>90.88%</td>
<td>$711,512</td>
<td>$0</td>
</tr>
<tr>
<td>Counselling Program</td>
<td>$2,385,186</td>
<td>$596,297</td>
<td>$622,593</td>
<td>26.10%</td>
<td>104.41%</td>
<td>$2,385,186</td>
<td>$0</td>
</tr>
<tr>
<td>Other Instructional Programs</td>
<td>$2,778,195</td>
<td>$684,799</td>
<td>$727,273</td>
<td>26.17%</td>
<td>104.67%</td>
<td>$2,778,195</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Instructional (Grades 1 -12) Program Expenditures</strong></td>
<td><strong>$97,804,512</strong></td>
<td><strong>$24,668,600</strong></td>
<td><strong>$23,724,619</strong></td>
<td><strong>24.26%</strong></td>
<td><strong>96.17%</strong></td>
<td><strong>$97,804,512</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

**Other Instructional Programs:**
- Community Outreach School
- Downtown LA
- High School Off Campus
- Distance Learning Program
- Poverty Committee
- Making Connections
- Classroom Improvement Fund (CIF)

**Institutional Programs:**
- Harbor House School
- CAMF (Lethbridge Regional Hospital School)
- Pitrewood School
- Stafford Ridge School (AARAC)

**Inclusive Learning Supports:**
- Inclusive Education
- English as a Second Language
This statement provides further information about expenditures in programs that are within the Instruction (Grades 1-12) functional area that is shown on the Statement of Operations and the Schedule of Program Operations.

**School Based Instruction**
These expenditures represent expenditures at school sites. School Based Instruction expenditures are at 23.4% of the total budget (compared to 25.0% forecasted). See the Statement School Based Instruction Expenditures for details of the each of the schools.

**Inclusive Learning Supports**
Inclusive Learning Supports includes expenditures Inclusive Education and English as a Second Language. Inclusive Education provides all students with the most appropriate learning environment and opportunities for them to achieve their potential. Inclusion is about ensuring each student receives a quality education no matter their ability, disability, language, cultural background, gender or age. Inclusive Learning Supports expenditures are at 24.6% of the total budget (compared to 25.0% forecasted).

**Shared Instructional Services**
Shared Instructional Services includes programs and expenditures that provide support to schools within the District. Expenditures include administrative allowances, the provision for sick leave, elementary counseling, staff professional development and the employer share of teacher retirement fund costs that are supported by the Province.

The forecasted budget is increased from the standard 25.0% as the ATA Professional Development fund is contributed in the 1st quarter. Shared Instructional Services expenditures are at 27.3% of the total budget (compared to 27.6% forecasted).
**School Generated Funds Activities**

School Generated Funds (SGF) activities includes activities at the school level for students that are not of a curricular nature, such as clubs, international travel, groups, athletics, and the arts. These activities are normally funded through user fees, fundraising, and donations. SGF activity expenditures are at 27.9% of the total budget (compared to 25.0% forecasted). SGF activities are higher than forecasted for the first quarter due to the amount of activities taking place early in the school year. These increases in expenditure are offset by the increases in the SGF revenues.

**Technology**

The Technology program is based on a standards-driven plan to provide the infrastructure to support current and future needs, trends, and applications in the school district for the implementation of information and communication technology. Technology expenditures are at 25.0% of the total budget (compared to 25.0% forecasted).

**Institutional Programs**

Institutional Programs include Harbor House School, CAMP (Lethbridge Regional Hospital School), Pitawani School, and Stafford Ridge School (AADAC). Institutional Programs expenditures are at 20.6% of the total budget (compared to 25.0% forecasted).

**Division of Instructional Services**

The Division of Instructional Services (DIS) which provides curriculum and instructional support to schools and instructional programs. DIS expenditures are at 31.4% of the total budget (compared to 25.0% forecasted). The increase in the expenditure relative the forecast is due to increased contracted services and that more supplies are purchased at the beginning of the year.

**First Nations Métis and Inuit (FNMI) Program**

The FNMI program provides ongoing support for aboriginal students in their efforts to obtain an education, and provides opportunities for aboriginal students to study and experience their own and other aboriginal cultures and lifestyles. FNMI expenditures are at 22.7% of the total budget (compared to 25.0% forecasted).
Counselling Program
A comprehensive guidance and counselling program promotes the holistic development of students. The three-fold focus of counselling includes educational planning, personal and social development, and career preparation. Counsellors work with parents, teachers and community agencies to help students acquire the knowledge, skills, attitudes, and habits that enable students to reach their potential. Counselling Program expenditures are at 26.1% of the total budget (compared to 25.0% forecasted).

Other Instructional Program
These are the other instructional programs and initiatives that support early learning to grade 12 instruction other than those programs specifically listed above. These include Community Outreach School, Downtown LA, High School Off campus, Distant Learning Program, Poverty Committee, Making Connections, and the Classroom Improvement Fund (CIF). Other Instructional Program expenditures are at 26.2% of the total budget (compared to 25.0% forecasted).

Overall, instructional (grade 1-12) program expenditures are lower than the forecasted figures at November 30, 2017
# Lethbridge School District No. 51

## Schedule of School Based Instruction Expenditures

For the Three Months Ended November 30th, 2017

<table>
<thead>
<tr>
<th>Program</th>
<th>Budget 2017-2018 (Sept 30th 2017)</th>
<th>Forecast To November 30th</th>
<th>Actual Three Months November 30th, 2017</th>
<th>% Expensed Updated Budget</th>
<th>% Expensed Forecast to November 30th</th>
<th>August 31st Projection</th>
<th>Change from Updated Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High Schools:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lethbridge Collegiate Institute</td>
<td>$4,748,591</td>
<td>$1,187,148</td>
<td>$1,154,153</td>
<td>24.31%</td>
<td>97.22%</td>
<td>$4,748,591</td>
<td>0</td>
</tr>
<tr>
<td>Winston Churchill High School</td>
<td>$4,909,252</td>
<td>$1,227,313</td>
<td>$1,106,606</td>
<td>22.54%</td>
<td>90.16%</td>
<td>$4,909,252</td>
<td>0</td>
</tr>
<tr>
<td>Chinook High School</td>
<td>$6,762,779</td>
<td>$1,690,695</td>
<td>$1,477,519</td>
<td>21.85%</td>
<td>87.39%</td>
<td>$6,762,779</td>
<td>0</td>
</tr>
<tr>
<td>Victoria Park High School</td>
<td>$1,955,720</td>
<td>$488,930</td>
<td>$415,018</td>
<td>21.22%</td>
<td>84.88%</td>
<td>$1,955,720</td>
<td>0</td>
</tr>
<tr>
<td>Immanuel Christian High School</td>
<td>$1,981,670</td>
<td>$495,418</td>
<td>$485,299</td>
<td>24.40%</td>
<td>97.96%</td>
<td>$1,981,670</td>
<td>0</td>
</tr>
<tr>
<td><strong>Middle Schools:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GS Lake Middle School</td>
<td>$5,143,549</td>
<td>$1,285,887</td>
<td>$1,157,966</td>
<td>22.51%</td>
<td>90.05%</td>
<td>$5,143,549</td>
<td>0</td>
</tr>
<tr>
<td>Wilson Middle School</td>
<td>$3,840,949</td>
<td>$990,237</td>
<td>$933,964</td>
<td>24.32%</td>
<td>97.26%</td>
<td>$3,840,949</td>
<td>0</td>
</tr>
<tr>
<td>Gilbert Paterson</td>
<td>$4,019,325</td>
<td>$1,004,831</td>
<td>$943,387</td>
<td>23.47%</td>
<td>93.89%</td>
<td>$4,019,325</td>
<td>0</td>
</tr>
<tr>
<td>Lethbridge Christian School</td>
<td>$1,275,257</td>
<td>$318,814</td>
<td>$309,713</td>
<td>24.29%</td>
<td>97.15%</td>
<td>$1,275,257</td>
<td>0</td>
</tr>
<tr>
<td>Westside Middle School</td>
<td>$0</td>
<td>$0</td>
<td>$211,602</td>
<td>N/A</td>
<td>N/A</td>
<td>$0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Elementary Schools:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senator Buchanan</td>
<td>$1,706,614</td>
<td>$426,654</td>
<td>$432,987</td>
<td>25.37%</td>
<td>101.48%</td>
<td>$1,706,614</td>
<td>0</td>
</tr>
<tr>
<td>Immanuel Christian Elementary School</td>
<td>$1,611,948</td>
<td>$402,987</td>
<td>$392,924</td>
<td>24.38%</td>
<td>97.50%</td>
<td>$1,611,948</td>
<td>0</td>
</tr>
<tr>
<td>Ecole Agnes Davidson</td>
<td>$3,225,112</td>
<td>$806,278</td>
<td>$696,352</td>
<td>21.59%</td>
<td>86.37%</td>
<td>$3,225,112</td>
<td>0</td>
</tr>
<tr>
<td>Fleetwood-Bawden</td>
<td>$2,170,057</td>
<td>$542,514</td>
<td>$561,820</td>
<td>25.89%</td>
<td>103.56%</td>
<td>$2,170,057</td>
<td>0</td>
</tr>
<tr>
<td>Galbraith</td>
<td>$2,617,763</td>
<td>$654,441</td>
<td>$597,865</td>
<td>22.84%</td>
<td>91.36%</td>
<td>$2,617,763</td>
<td>0</td>
</tr>
<tr>
<td>Lakeview</td>
<td>$2,984,047</td>
<td>$741,012</td>
<td>$684,508</td>
<td>23.09%</td>
<td>92.37%</td>
<td>$2,984,047</td>
<td>0</td>
</tr>
<tr>
<td>General Stewart</td>
<td>$851,663</td>
<td>$212,916</td>
<td>$202,882</td>
<td>23.82%</td>
<td>95.29%</td>
<td>$851,663</td>
<td>0</td>
</tr>
<tr>
<td>Westminster</td>
<td>$1,519,438</td>
<td>$379,860</td>
<td>$359,302</td>
<td>23.65%</td>
<td>94.59%</td>
<td>$1,519,438</td>
<td>0</td>
</tr>
<tr>
<td>Coalbanks Elementary School</td>
<td>$2,488,809</td>
<td>$622,202</td>
<td>$558,808</td>
<td>22.45%</td>
<td>89.81%</td>
<td>$2,488,809</td>
<td>0</td>
</tr>
<tr>
<td>Nicholas Sener</td>
<td>$3,209,838</td>
<td>$802,459</td>
<td>$737,702</td>
<td>22.98%</td>
<td>91.93%</td>
<td>$3,209,838</td>
<td>0</td>
</tr>
<tr>
<td>Park Meadows</td>
<td>$1,996,165</td>
<td>$499,041</td>
<td>$489,108</td>
<td>24.50%</td>
<td>98.01%</td>
<td>$1,996,165</td>
<td>0</td>
</tr>
<tr>
<td>Mike Mountain Horse</td>
<td>$3,087,028</td>
<td>$771,757</td>
<td>$771,626</td>
<td>25.00%</td>
<td>99.98%</td>
<td>$3,087,028</td>
<td>0</td>
</tr>
<tr>
<td>Dr. Pope Elementary School</td>
<td>$3,099,811</td>
<td>$774,958</td>
<td>$732,064</td>
<td>23.62%</td>
<td>94.47%</td>
<td>$3,099,811</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total School Based Instruction Expenditures</strong></td>
<td><strong>$65,185,386</strong></td>
<td><strong>$16,296,347</strong></td>
<td><strong>$15,223,174</strong></td>
<td><strong>23.35%</strong></td>
<td><strong>93.41%</strong></td>
<td><strong>$65,185,386</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>
The Appendices include charts and graphs for the revenues and expenditures at November 30th, 2017. These charts/graphs compare the total operating budget, the forecast for the reporting period, and the year-to-date (YTD) amount.

**Revenues:**
- **Summary of Revenues**
  Compares the types of revenues

**Expenditures:**
- **Summary of Expenditures**
  Compares the types of expenditures

- **Instruction – ECS**
  Reviews the total ECS instructional expenditures, including the breakdown by the types of expenditures.

- **Instruction – Grade 1-12**
  Reviews the total Grade 1-12 instructional expenditures, including the breakdown by the types of expenditures.

- **Plant Operations and Maintenance**
  Reviews the total Plant Operations and Maintenance expenditures, including the breakdown by the types of expenditures.

- **Transportation**
  Reviews the total Transportation expenditures, including the breakdown by the types of expenditures.

- **Board & System Administration**
  Reviews the total Board & System Administration expenditures, including the breakdown by the types of expenditures.

- **External Services**
  Reviews the total External Services (international program) expenditures, including the breakdown by the types of expenditures.
Lethbridge School District No.51
Summary of Revenues
Quarterly Reporting - November 30th, 2017

Financial Data as at December 18, 2017

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Forecast</th>
<th>YTD</th>
<th>Variance</th>
<th>YTD %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alberta Education</td>
<td>118,478,558</td>
<td>29,619,640</td>
<td>28,478,374</td>
<td>1,141,969</td>
<td>24.0%</td>
</tr>
<tr>
<td>Government of Alberta</td>
<td>591,734</td>
<td>148,434</td>
<td>79,526</td>
<td>68,908</td>
<td>13.4%</td>
</tr>
<tr>
<td>Federal &amp; First Nations</td>
<td>268,128</td>
<td>129,064</td>
<td>218,759</td>
<td>(99,965)</td>
<td>81.6%</td>
</tr>
<tr>
<td>Fees</td>
<td>2,220,154</td>
<td>555,039</td>
<td>666,460</td>
<td>(111,421)</td>
<td>20.2%</td>
</tr>
<tr>
<td>Other Sales &amp; Services</td>
<td>847,640</td>
<td>485,233</td>
<td>503,093</td>
<td>(17,861)</td>
<td>59.4%</td>
</tr>
<tr>
<td>Investment Income</td>
<td>193,000</td>
<td>48,250</td>
<td>60,439</td>
<td>(12,189)</td>
<td>31.3%</td>
</tr>
<tr>
<td>Gifts &amp; Donations</td>
<td>390,000</td>
<td>97,500</td>
<td>200,870</td>
<td>(103,370)</td>
<td>51.5%</td>
</tr>
<tr>
<td>Rental of Facilities</td>
<td>34,704</td>
<td>9,676</td>
<td>7,176</td>
<td>100</td>
<td>20.7%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>2,461,000</td>
<td>615,250</td>
<td>842,875</td>
<td>(127,025)</td>
<td>34.2%</td>
</tr>
<tr>
<td></td>
<td>125,480,918</td>
<td>31,707,084</td>
<td>31,057,473</td>
<td>640,613</td>
<td>24.7%</td>
</tr>
</tbody>
</table>

Year-to-date (YTD) compared to budget and forecast, including
Lethbridge School District No.51
Summary of Expenses
Quarterly Reporting - November 30th, 2017

Financial Data as at December 18, 2017

The forecasted figures have been estimated based on the approved "September 30th" budget and the timing of the transactions and journal entries (i.e. regular transactions, such as payroll, are based on 25% of the approved budget).

Salaries

Benefits

Professional Development

Contracted Services

Other Services

Supplies

Other Expenditures

Bank Charges and Transfers

Total Expense Tachometer:

24.4% spent

Year-to-date (YTD) compared to budget and forecast, including % of budget indicator
### Instruction - ECS

#### Summary

Quarterly Reporting - November 30th, 2017

Financial Data as at December 18, 2017

The forecasted figures have been estimated based on the approved “September 30th” budget and the timing of the transactions and journal entries (i.e. regular transactions, such as payroll, are based on 25% of the approved budget).

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Forecast</th>
<th>YTD</th>
<th>Variance</th>
<th>YTD %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>7,260,230</td>
<td>1,815,057</td>
<td>1,702,356</td>
<td>112,761</td>
<td>23.4%</td>
</tr>
<tr>
<td>Benefits</td>
<td>949,896</td>
<td>237,474</td>
<td>237,400</td>
<td>75</td>
<td>25.0%</td>
</tr>
<tr>
<td>Professional Development</td>
<td>50,000</td>
<td>12,500</td>
<td>10,357</td>
<td>2,143</td>
<td>20.7%</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>74,780</td>
<td>18,695</td>
<td>17,284</td>
<td>1,411</td>
<td>23.1%</td>
</tr>
<tr>
<td>Other Services</td>
<td>55,000</td>
<td>13,750</td>
<td>12,567</td>
<td>1,183</td>
<td>22.8%</td>
</tr>
<tr>
<td>Supplies</td>
<td>95,947</td>
<td>23,987</td>
<td>11,370</td>
<td>12,617</td>
<td>11.9%</td>
</tr>
<tr>
<td>Other Expenditures</td>
<td>14,000</td>
<td>3,500</td>
<td>4,332</td>
<td>(832)</td>
<td>30.9%</td>
</tr>
<tr>
<td>Bank Charges and Transfers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>8,499,855</td>
<td>2,124,964</td>
<td>1,995,666</td>
<td>129,298</td>
<td>23.3%</td>
</tr>
</tbody>
</table>

23.3% spent

Year-to-date (YTD) compared to budget and forecast, including % of budget indicator.
Instruction - Grades 1-12
Summary
Quarterly Reporting - November 30th, 2017

The forecasted figures have been estimated based on the approved “September 30th” budget and the timing of the transactions and journal entries (i.e. regular transactions, such as payroll, are based on 25% of the approved budget).

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Forecast</th>
<th>YTD</th>
<th>Variance</th>
<th>YTD %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>67,703,771</td>
<td>16,925,943</td>
<td>16,017,770</td>
<td>508,173</td>
<td>3.7%</td>
</tr>
<tr>
<td>Benefits</td>
<td>16,918,703</td>
<td>4,428,398</td>
<td>4,209,244</td>
<td>219,054</td>
<td>4.9%</td>
</tr>
<tr>
<td>Professional Development</td>
<td>681,552</td>
<td>170,308</td>
<td>228,584</td>
<td>(68,296)</td>
<td>35.0%</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>1,022,473</td>
<td>255,618</td>
<td>298,911</td>
<td>(43,291)</td>
<td>29.2%</td>
</tr>
<tr>
<td>Other Services</td>
<td>658,699</td>
<td>183,425</td>
<td>248,997</td>
<td>(65,572)</td>
<td>37.8%</td>
</tr>
<tr>
<td>Supplies</td>
<td>4,747,003</td>
<td>1,186,751</td>
<td>1,164,723</td>
<td>22,027</td>
<td>2.4%</td>
</tr>
<tr>
<td>Other Expenditures</td>
<td>1,202,779</td>
<td>300,605</td>
<td>119,099</td>
<td>181,596</td>
<td>15.0%</td>
</tr>
<tr>
<td>Bank Charges and Transfers</td>
<td>4,869,532</td>
<td>1,217,383</td>
<td>1,427,291</td>
<td>(209,008)</td>
<td>29.3%</td>
</tr>
<tr>
<td>Total Expense Tachometer</td>
<td>97,804,512</td>
<td>24,668,600</td>
<td>23,724,619</td>
<td>943,981</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

Year-to-date (YTD) compared to budget and forecast, including % of budget indicator.
Plant Operations and Maintenance Summary
Quarterly Reporting - November 30th, 2017

The forecasted figures have been estimated based on the approved "September 30th" budget and the timing of the transactions and journal entries (i.e., regular transactions, such as payroll, are based on 25% of the approved budget).
Transportation Summary
Quarterly Reporting - November 30th, 2017

The forecasted figures have been estimated based on the approved "September 30th" budget and the timing of the transactions and journal entries (i.e. regular transactions, such as payroll, are based on 25% of the approved budget).
### Board & System Administration Summary
Quarterly Reporting - November 30th, 2017

Financial Data as at December 18, 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Forecast</th>
<th>YTD</th>
<th>Variance</th>
<th>YTD %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>2,470,021</td>
<td>617,505</td>
<td>610,269</td>
<td>7,236</td>
<td>24.7%</td>
</tr>
<tr>
<td>Benefits</td>
<td>551,585</td>
<td>137,896</td>
<td>111,887</td>
<td>26,009</td>
<td>20.3%</td>
</tr>
<tr>
<td>Professional Development</td>
<td>33,003</td>
<td>8,251</td>
<td>28,114</td>
<td>(19,863)</td>
<td>85.2%</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>431,256</td>
<td>128,439</td>
<td>108,196</td>
<td>10,243</td>
<td>25.1%</td>
</tr>
<tr>
<td>Other Services</td>
<td>301,507</td>
<td>145,652</td>
<td>133,653</td>
<td>11,999</td>
<td>45.3%</td>
</tr>
<tr>
<td>Supplies</td>
<td>188,888</td>
<td>47,222</td>
<td>30,466</td>
<td>16,756</td>
<td>16.1%</td>
</tr>
<tr>
<td>Other Expenditures</td>
<td>89,460</td>
<td>24,864</td>
<td>16,299</td>
<td>8,163</td>
<td>18.1%</td>
</tr>
<tr>
<td>Bank Charges and Transfers</td>
<td>99,456</td>
<td>24,864</td>
<td>37,299</td>
<td>12,425</td>
<td>37.5%</td>
</tr>
<tr>
<td><strong>Total Expense Tachometer:</strong></td>
<td>4,165,355</td>
<td>1,132,239</td>
<td>1,076,115</td>
<td>56,124</td>
<td>25.8%</td>
</tr>
</tbody>
</table>

The forecasted figures have been estimated based on the approved “September 30th” budget and the timing of the transactions and journal entries (i.e. regular transactions, such as payroll, are based on 25% of the approved budget).

- **Salaries**
- **Benefits**
- **Professional Development**
- **Contracted Services**
- **Other Services**
- **Supplies**
- **Other Expenditures**

Year-to-date (YTD) compared to budget and forecast, including % of budget indicator.
External Services
Summary
Quarterly Reporting - November 30th, 2017

The forecasted figures have been estimated based on the approved “September 30th” budget and the timing of the transactions and journal entries (i.e. regular transactions, such as payroll, are based on 25% of the approved budget).