

Lethbridge School District No. 51



Lakeview Elementary School
Super Hero Fun Run

2018-2019 Preliminary Budget

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



Lethbridge School District No. 51

Prepared by the Division of Business Affairs
433, 15th Street South
Lethbridge, Alberta, Canada T1J 2Z4

Presentation: May 22, 2018

*For more information, visit our website at:
www.lethsd.ab.ca*

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



Lethbridge School District No. 51

Lethbridge School District No. 51

2018-2019 Operating Budget Index to Summary Information

Note the information presented in this document is summary information only. Please see the district website (www.lethsd.ab.ca) for the detailed budget document after final budget approval May 28th, 2018.

| | Page |
|-----------------------------------|------|
| Budget Belief Statements | 3 |
| Budget Development Process Chart | 4 |
| 2018-2019 Budget Infographic | 5 |
| Executive Summary | 7 |
| School District Revenue Chart | 24 |
| School District Expenditure Chart | 25 |
| School District Budget Report | 26 |
| <u>Budget Group Reports:</u> | |
| Instruction | 31 |
| Administration | 34 |
| Plant Operations and Maintenance | 37 |
| Transportation | 40 |
| Capital and Debt Services | 42 |

LETHBRIDGE SCHOOL DISTRICT NO. 51

BOARD OF TRUSTEES BELIEF STATEMENTS FOR PREPARATION OF THE 2018-2019 BUDGET

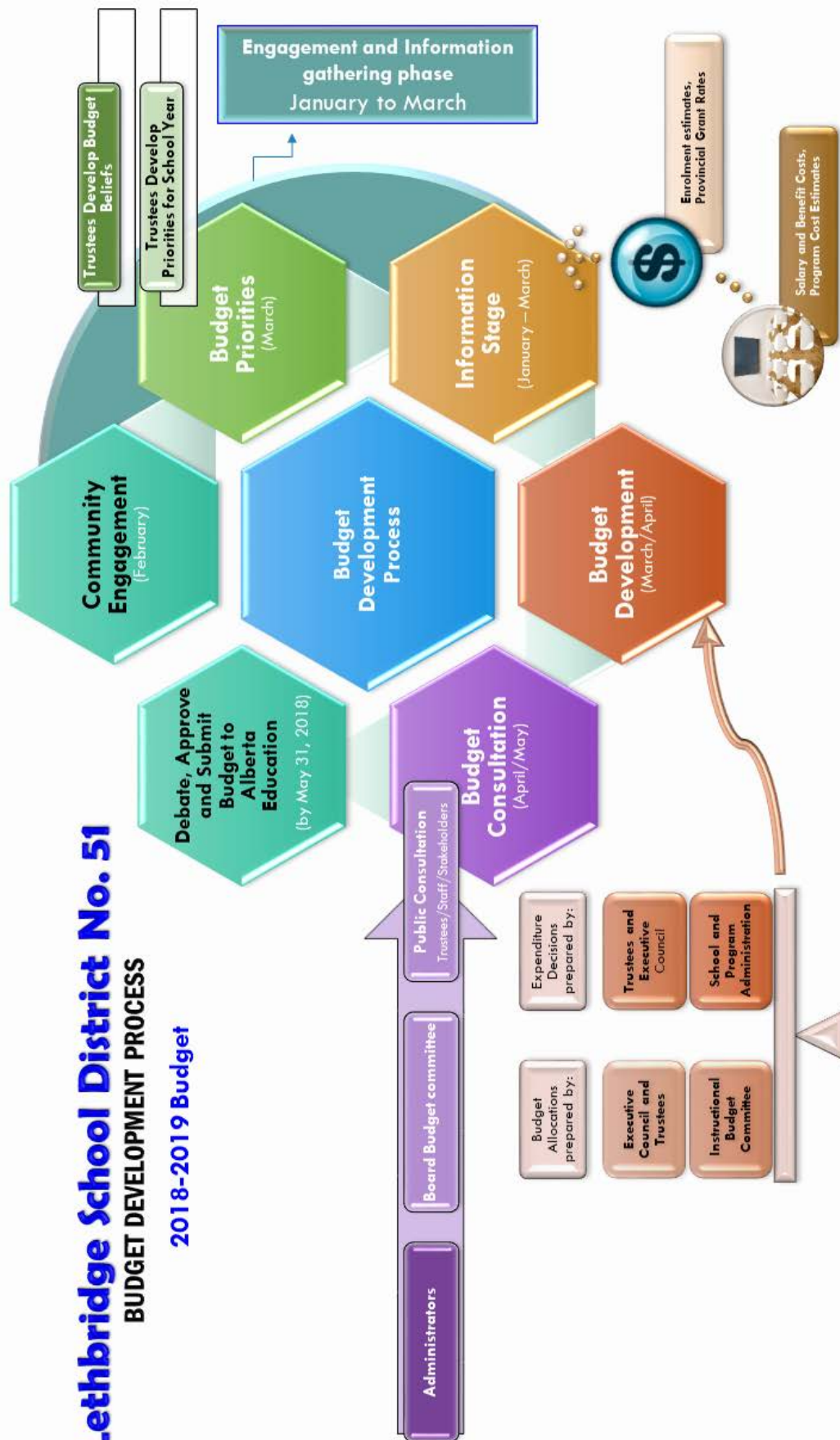
Lethbridge School District No. 51 is primarily funded by Alberta Education. The Board is legally obligated to create and approve the annual district budget and to fiscally manage the District's funds in a responsible manner, ensuring that the educational needs of students are met within a balanced budget, as required by the *School Act*.

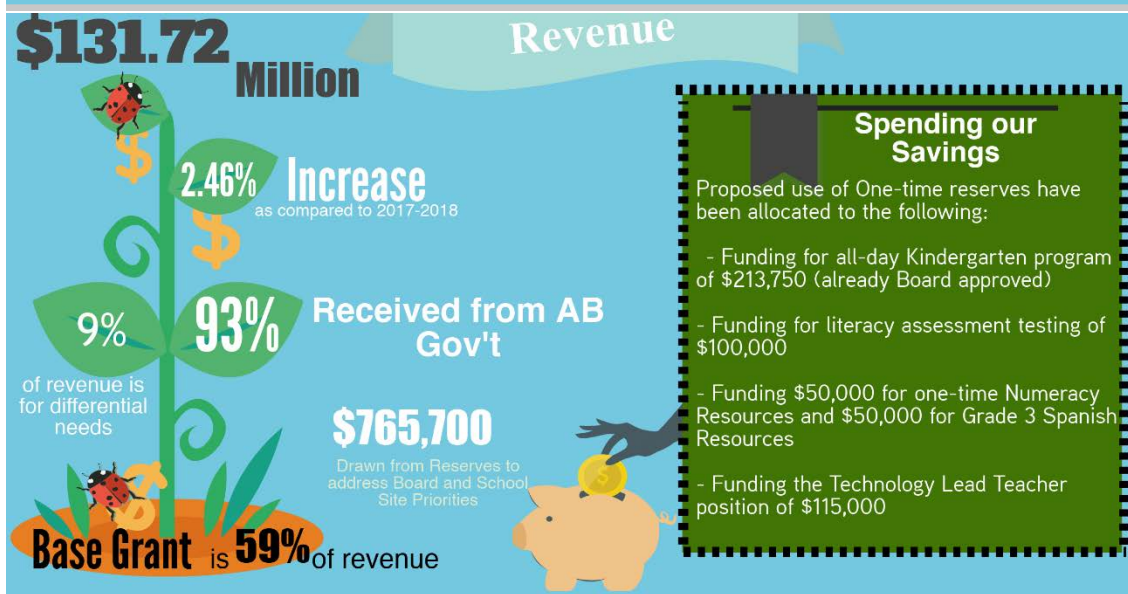
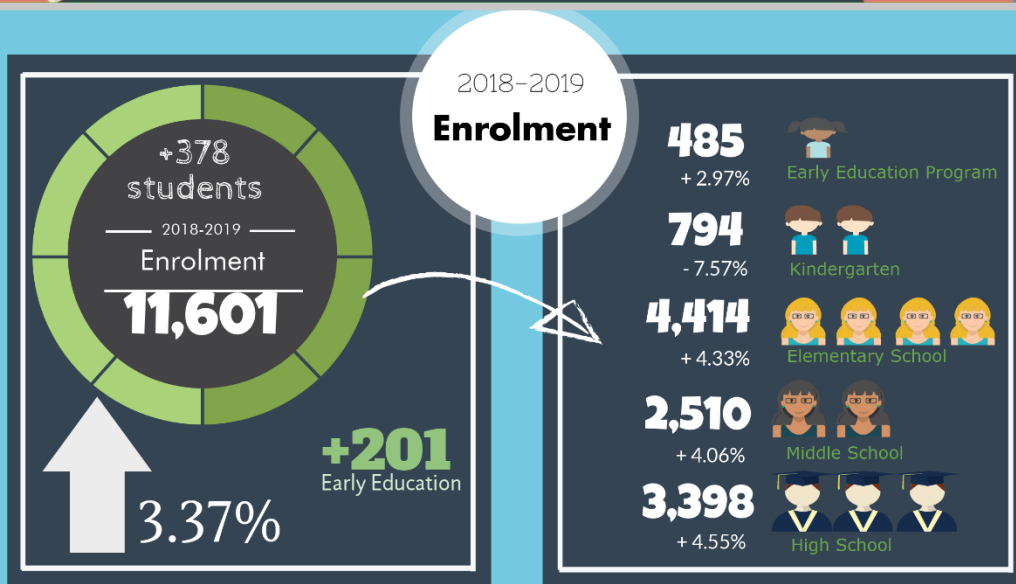
- The Board believes in a budget process that is open and transparent.
- The Board believes that the budget shall provide for staffing to facilitate educational opportunities for all our students.
- The Board believes that education at the primary level is foundational to student success, and as such is a priority.
- The Board believes that funds need to be allocated to enable each school to remain viable and to be able to promote equitable access to educational opportunities and resources for students.
- The Board believes in keeping District and school levied fees as low as possible.
- The Board believes maintaining an uncommitted reserve is necessary for emergent and contingent situations.
- The Board believes that equitable opportunities for student learning are achieved by allocating funds to specific centralized programs and services.
- The Board believes in providing targeted opportunities to further innovative practices in schools.

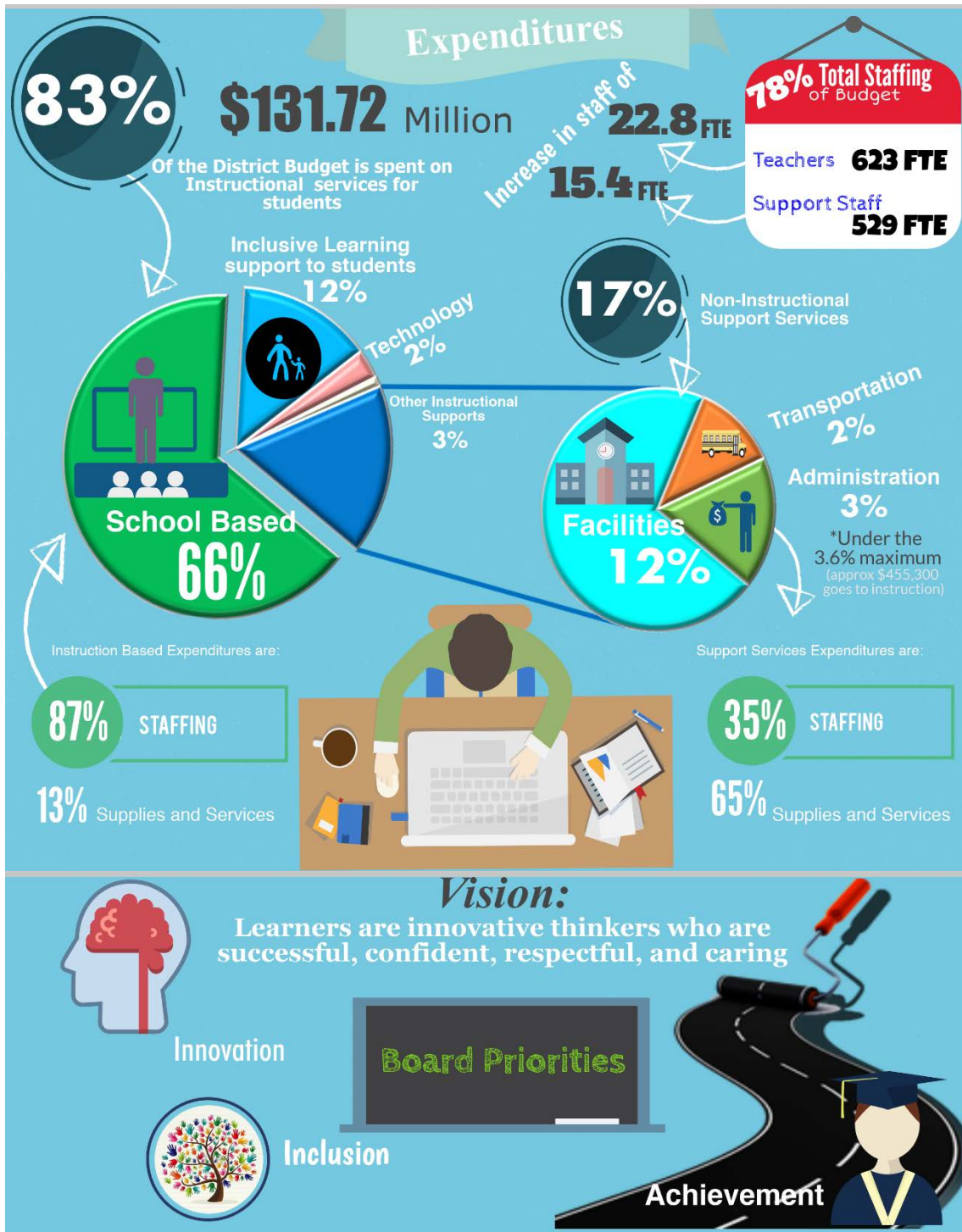
Lethbridge School District No. 51

BUDGET DEVELOPMENT PROCESS

2018-2019 Budget







Lethbridge School District No. 51

2018-2019 Operating Budget

Executive Summary

Lethbridge School District No. 51 has a total budget of \$131.72 million and provides public education services to the citizens of the City of Lethbridge, Alberta, Canada.

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 approximately 11,600 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.

The executive summary presents highlights of the budget and organizational information of the school district.

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 which provided the opportunity for over 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 two main questions:

What is the School District doing well?

What can the School District do better?

The feedback on these questions assisted the Board of Trustees in establishing priorities for 2018-2019. The two intentionally-simple questions were designed to maximize input. Through group discussion and the use of technology, participants shared ideas throughout the evening.



Vision:

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

Mission:

Lethbridge School District No. 51 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 2018-2019 school year and belief statements for the development of the 2018-2019 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.

The Board of Trustees developed three (3) priorities: Achievement, Inclusion, and Innovation. Although these have specific outcomes, they are highly correlated with each other; whereas, the success in one priority will likely assist in the other priorities.



Priority: ACHIEVEMENT

OUTCOMES:

1. Students achieve student learning outcomes with strong foundational skills in literacy and numeracy.
2. Teachers possess a deep understanding of pedagogy that develops literacy and numeracy.
3. First Nations, Metis and Inuit (FNMI) student achievement will continue to progress towards meeting or exceeding provincial standards.
4. A comprehensive wellness approach promotes well-being and fosters learning.
5. Support staff possess the knowledge, skills and attributes to support student success and create optimal learning environments.
6. School Leaders are highly skilled in all areas of the Principal Leadership Quality Standard.
7. Teachers are highly skilled in all areas of the Teaching Quality Standard.
8. Learning is optimized through collaboration and reflection that promotes growth.
9. Students are lifelong learners possessing the skills and attributes to successfully transition within the system and to further education, credentialing or the world of work.
10. Effective management of growth and capacity building to support learning spaces and the provision of programs.
11. Parents feel welcome, included and possess agency to be full partners in their child's education.
12. Community members feel ownership as collaborative partners in the education of children and youth.
13. Community minded organizations are engaged in collaborative delivery of programs and services to students.

Priority: INCLUSION

OUTCOMES:

1. Schools are welcoming caring, respectful and safe learning environments.
2. Schools are inclusive learning environments that embrace all populations.
3. Staff differentiate instruction to meet student learning needs.
4. The Response to Instruction and Intervention model (RTI2) meets the needs of students
5. All students are able to grow as learners.

Priority: INNOVATION

OUTCOMES:

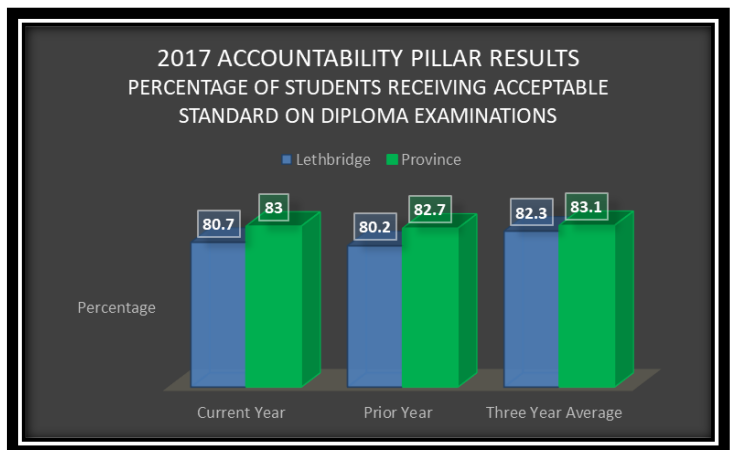
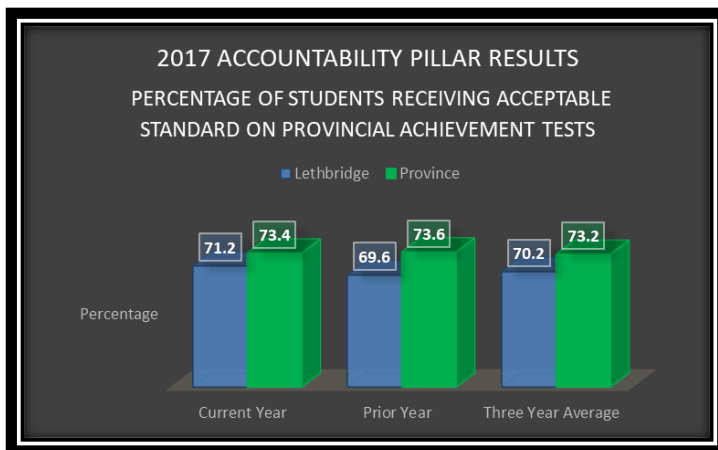
1. Learners demonstrate the attributes of innovation, creativity and critical thinking in a process-based learning environment.
2. Breadth of program choice provides opportunities for students to explore and grow as learners.
3. All learners effectively use technology as creative and critical thinkers capable of accessing, sharing and creating knowledge.

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 2017 Accountability Pillar student achievement results for the district as compared to the province. For the Provincial Achievement Tests, [Lethbridge School District No. 51](#) has increased and the provincial average has slightly decreased in the percentage of students receiving the acceptable standard over the last three years. There has been a slight increase 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 2018-2019 and this is reflected in the development of the 2018-2019 budget. Student achievement is a consideration with continued budget support for literacy, numeracy, 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 2018-2019 budget. The District received its first MBA for excellence in the presentation of the 2006-2007 budget and the twelve (12) subsequent years up to and including the 2017-2018 budget. Once the budget is approved by the Board of Trustees, the District will develop the 2018-2019 comprehensive budget report for the public and for the submission to ASBO for consideration for the Meritorious Budget Award.

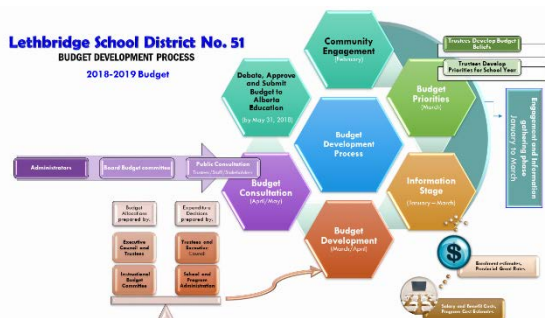
Budget Process

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 2018-2019 budget. A town hall meeting was held in February 2018 involving parents, students, staff, and the community, to explore and discuss two main questions:

- What is the School District doing well?
- What can the School District do better?

This feedback on these question influenced the development of Board priorities. The Board of Trustees developed belief statements in March 2018 and set priorities which guided the development of the 2018-2019 budget. The budget process and policies used to develop the budget remained relatively consistent from the development of the 2017-2018 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 and open house of the budget in May 2018 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 28th, 2018. After final approval by the Board, the budget is then submitted to Alberta Education as required under legislation. Under legislation, the budget is to be submitted to Alberta Education by May 31st each year.

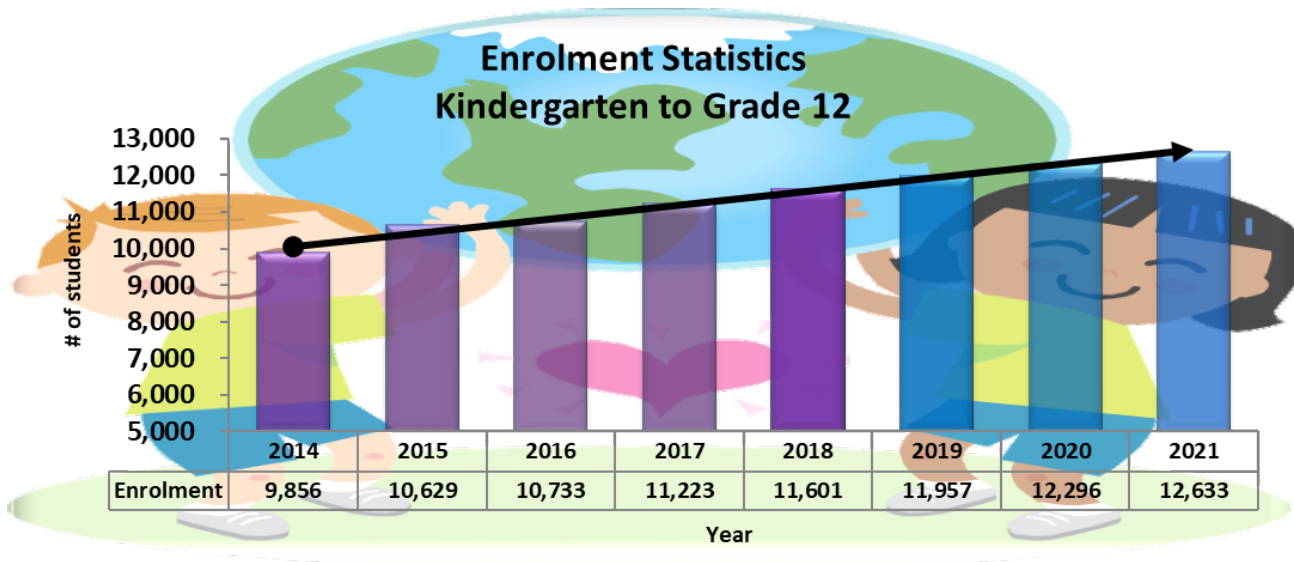


This budget is called the “Preliminary” budget version, although it is the legally adopted budget for purposes of meeting legislative requirements. The budget will be updated for actual known enrolments and other known changes as of September 30th 2018. This budget will become the budget under which the District will operate for the 2018-2019 school year.

See full-size copy of Budget Development Process on page 4 of this report.

Enrolment

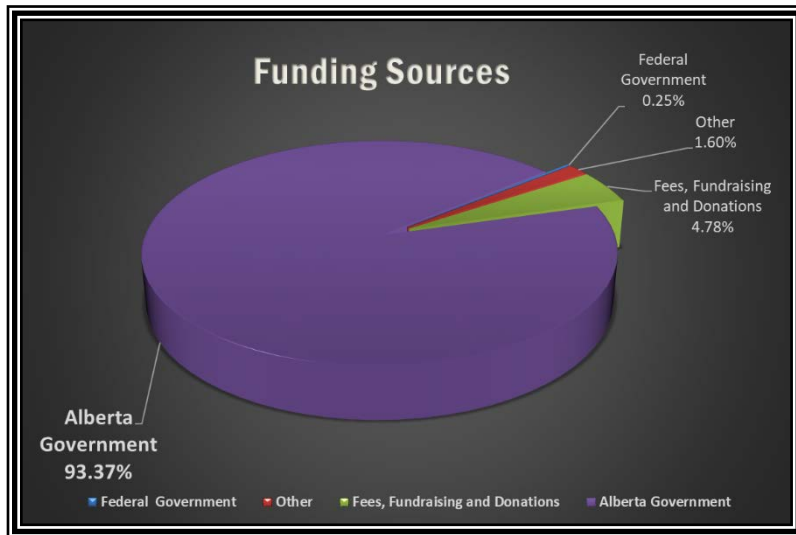
Lethbridge School District No. 51 has 11,601 students enrolled in early education (pre-school) through Grade 12 in the 2018-2019 school year as compared to 11,223 in 2017-2018. This is an increase of 378 students or 3.37%. Preschool student enrolment will increase by 14 for the 2018/2019 school year. Kindergarten will expect a decrease by 65 students and grades 1 to 12 enrolment will increase by 429 students for the 2018-2019 school year. Grades 1 to 12 represent the largest area of growth with enrolment at grades 1-5 increasing by 183 students (4.33%), grades 6-8 by 98 students (4.06%), and grades 9 to 12 by 148 students (4.55%).



Historical enrolment data is used to predict enrolment for subsequent budget periods. The preceding chart illustrates the change in enrolment from September 2014 to September 2017 and projected enrolment over the next four years to September 2021. 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.

Projected enrolments over the next four-year period show an increase in 2018 of 3.37%. 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 has an impact on future student enrolment. In the four year period 2018 to 2021 enrolments are projected to increase by 1,032 students or 8.90%. Enrolment fluctuations have a significant impact on future grant revenues as approximately 59% of the District's funding is based on the number of students enrolled as of September 30th.

Funding Sources

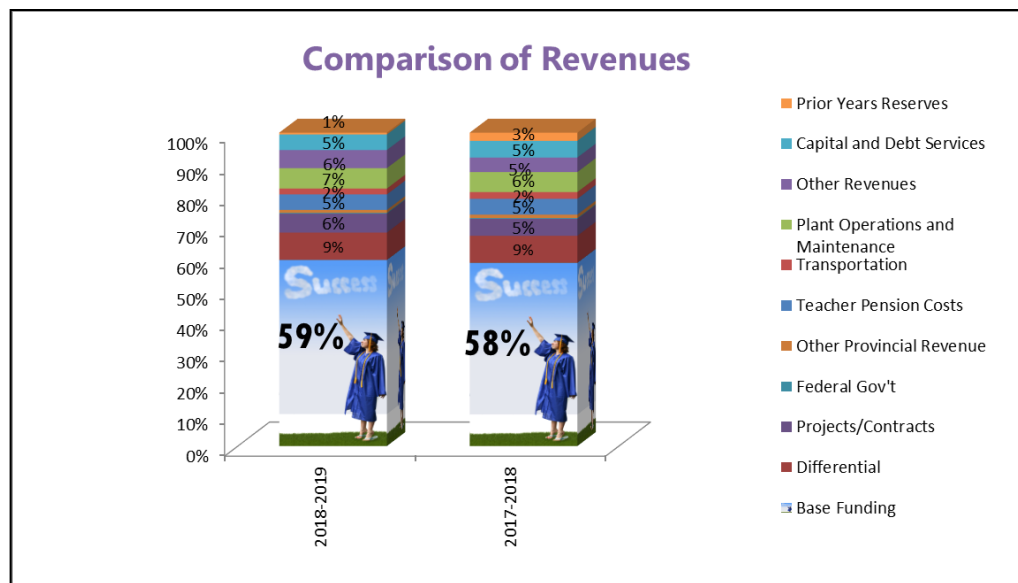


Lethbridge School District No. 51 is financially dependent on funding from the Province of Alberta. The school district receives over 93% of its funding from the Provincial Government. The District has control over other revenues such as school fees, school generated funds, outside grants, investment revenues, and one-time reserve funds, which comprise only 7% of the District's revenue.

Total budgeted revenues for 2018-2019 are \$131.72 million. Included in these revenues is approximately \$765,700 of prior year's reserves. Total revenues for the District increased by 2.46% over 2017-2018.

| Revenues | 2018-2019 | 2017-2018 | Variance | Change % |
|--|----------------------|----------------------|--------------------|--------------|
| Total Revenue | \$131,720,689 | \$128,556,661 | \$3,164,028 | 2.46% |
| Base Funding | \$78,239,511 | \$75,187,867 | \$3,051,644 | 4.06% |
| Differential Cost Funding | \$11,483,705 | \$11,084,633 | \$399,072 | 3.60% |
| Projects/Contracts | \$7,948,040 | \$6,917,874 | \$1,030,166 | 14.89% |
| Federal Government Revenue | \$333,128 | \$333,128 | \$0 | 0.00% |
| Other Provincial Revenue | \$1,251,533 | \$1,395,466 | -\$143,933 | -10.31% |
| Teacher Pension Costs paid by Government | \$6,500,000 | \$6,500,000 | \$0 | 0.00% |
| Transportation | \$2,468,500 | \$2,761,000 | -\$292,500 | -10.59% |
| Plant Operations and Maintenance | \$8,566,817 | \$8,208,255 | \$358,562 | 4.37% |
| Other Revenues | \$7,635,067 | \$5,967,905 | \$1,667,162 | 27.94% |
| Capital Block | \$6,528,671 | \$6,849,141 | -\$320,470 | -4.68% |
| Previous Year Reserves (one-time funds) | \$765,717 | \$3,351,392 | -\$2,585,675 | -77.15% |

The charts on this page and the following page compare budgeted revenues by major category for the District with the 2017– 2018 school year.



Base Funding – 59% of District Revenues

Base Grant funding is based on funded student enrolment. This funding increased by 4.06%. 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 3.37%, due to the significant reduction in kindergarten students, FTE enrolment growth is 3.44%. The majority increase in funding is related to increases in Grades 1-12 which had increases on average of 4.34%.

Differential Cost Funding – 9% of District Revenues

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 2017-2018 funding rates. Due to enrolment growth and demographic changes, there is an increase in differential cost funding of 3.60%.

Projects/Contracts – 6% of District Revenues

Project/Contract funding increased by 14.89% due to an increase in Program Unit Funding based on funding received in 2017-2018 for students requiring these supports after the finalization of the 2017-2018 budget and continued growth for 2018-2019.

Federal Government – 0.3% of District Revenues

The revenues from the Federal Government are expected to remain consistent from Kainai Board of Education for students attending the District and French Immersion revenues.

Other Provincial Revenues – 1% of District Revenues

Other Provincial revenue decreased due to a grant “claw-back” of approximately \$188,000 for cost savings of the Local Authorities Pension Plan (LAPP) premiums. There is no expected changes in the teacher pension costs paid by Alberta Education.

Teacher Pension Costs – 5% of 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 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.

Transportation – 2% of District Revenues

Transportation grant rates were frozen at 2017-2018 rates; however, due to a reduction in the number of students who were eligible for transportation funding in 2017-2018, there was an overall reduction in transportation funding. The eligible riders decreased from prior years with the changes in the boundary maps with the addition of a new elementary school.

Plant Operations and Maintenance – 7% of District Revenues

Plant Operations and Maintenance (POM) grant rates were frozen at 2017-2018 rates and any increases are represented by funding and enrolment growth in the 2017-2018 school year.

Other Revenues – 6% of District Revenues

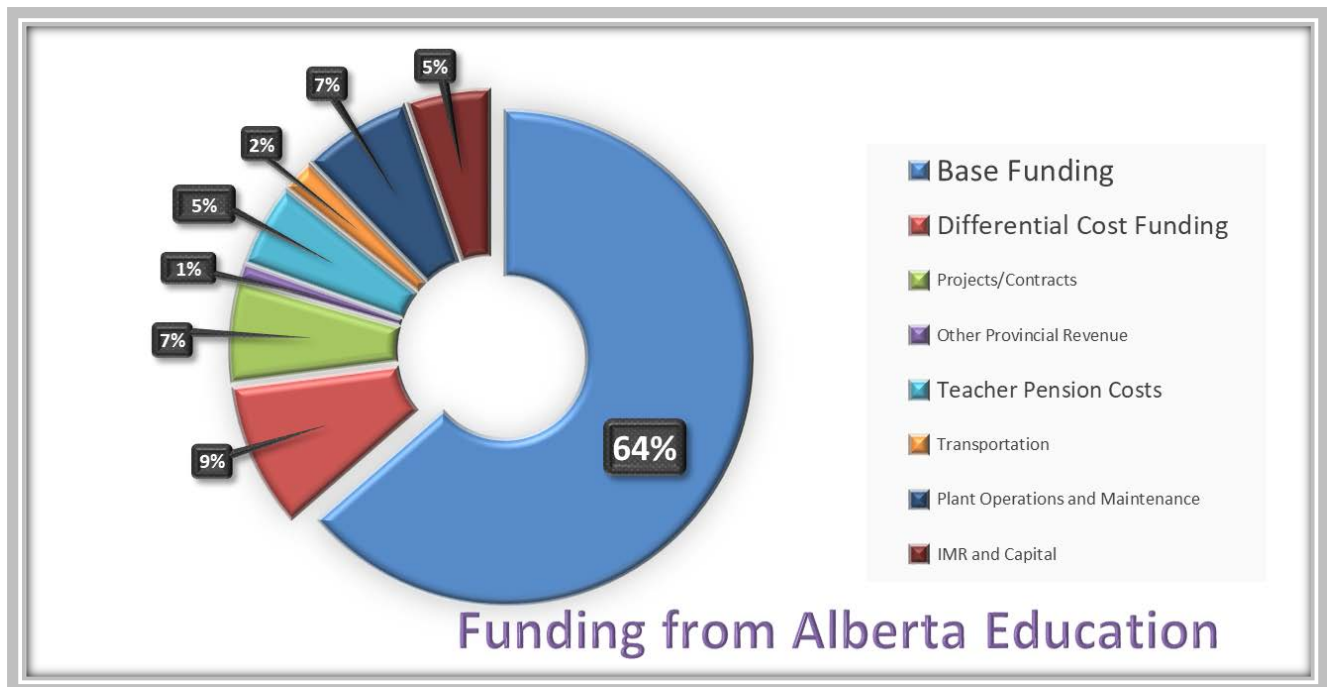
Other Revenues include donations, fees and fundraising related to school generated activities, optional course fees, early education fees, and international student tuition fees. The majority of the increase relates to projected fees relating to school generated funds (SGF) activities from increases in the non-curricular travel and extracurricular activities. These increases are due to an additional middle school being added, planning for out of province /county trips, and to adjust fees for increases in the actual costs of some activities.

Capital Block – 5% of District Revenues

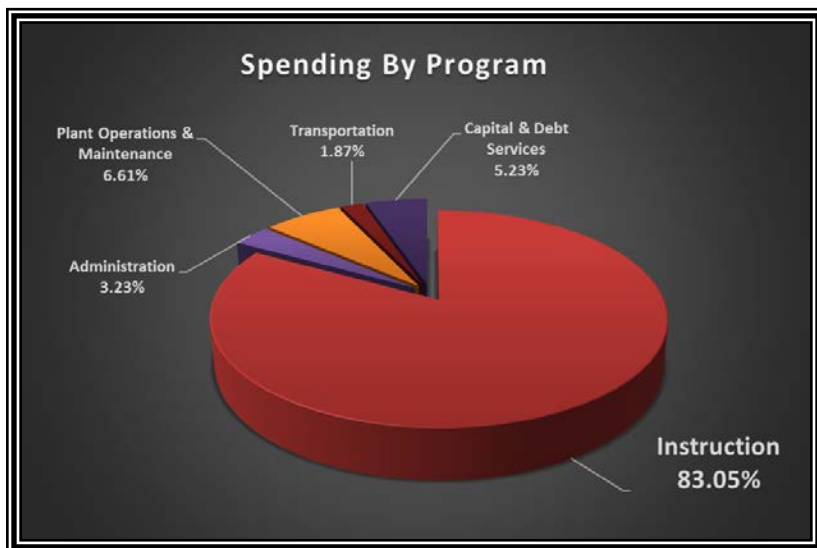
In the Capital Block, the Infrastructure Maintenance and Renewal Grant (IMR) was decreased by approximately 9.37% due to a reduction in Provincial IMR grant rates.

Prior Year Reserves – 1% of District Revenues

Prior year reserves is the amount of one-time reserves used to address priority areas. The majority relates to using central instructional reserves to address priority areas such as elementary literacy assessment, numeracy/Spanish resources, funding a full day kindergarten program, and towards the tech lead teacher. Additional one-time reserves are used from school sites reserves for identified needs and toward plant operation and maintenance reserves for increased utility costs.



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 \$131.72 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 3.20% based on supporting enrolment increases.

The chart below compares spending by program of the 2018-2019 budget with the 2017-2018 budget.

| Spending by Program | 2018-2019 | 2017-2018 | Variance | Change % |
|---|----------------------|----------------------|--------------------|----------------|
| Total Expenditures | \$131,720,689 | \$128,556,661 | \$3,164,028 | 2.46% |
| Instruction | \$109,392,740 | \$105,995,849 | \$3,396,891 | 3.20% |
| Administration | \$4,259,106 | \$4,092,200 | \$166,906 | 4.08% |
| Plant Operations and Maintenance | \$8,710,578 | \$8,497,377 | \$213,201 | 2.51% |
| Transportation | \$2,468,779 | \$2,761,279 | -\$292,500 | -10.59% |
| Capital and Debt Services | \$6,889,486 | \$7,209,956 | -\$320,470 | -4.44% |

Administration includes Board Governance, Business and Finance, Human Resources, Office of the Superintendent, and System Instructional Support.

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 caretaking and utility costs of Senator Joyce Fairbairn Middle School that is opening fall 2018.

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. Capital and Debt Services budget is the amortization of capital assets and the Infrastructure Maintenance Renewal Program (IMR). The significant decrease in IMR is due to reduction of IMR funding provided by the Province of Alberta.

| Expenditures by Program and Object | Instruction | Administration | Plant Operations and Maintenance | Transportation | Capital and Debt Services | Total |
|------------------------------------|----------------------|--------------------|----------------------------------|--------------------|---------------------------|----------------------|
| | | | | | | |
| Total Expenditures | \$109,392,740 | \$4,259,106 | \$8,710,578 | \$2,468,779 | \$6,889,486 | \$131,720,689 |
| | | | | | | |
| Certificated Staffing | \$72,410,258 | \$724,378 | \$0 | \$0 | \$0 | \$73,134,636 |
| Uncertificated Staffing | \$22,291,779 | \$2,288,888 | \$4,661,034 | \$99,383 | \$0 | \$29,341,084 |
| Contracted and General Services | \$4,096,841 | \$1,064,207 | \$1,613,427 | \$2,306,796 | \$0 | \$9,081,271 |
| Supplies | \$10,471,985 | \$102,733 | \$181,117 | \$10,000 | \$0 | \$10,765,835 |
| Utilities | \$0 | \$52,600 | \$2,255,000 | \$0 | \$0 | \$2,307,600 |
| Capital and Debt Services | \$0 | \$0 | \$0 | \$0 | \$6,889,486 | \$6,889,486 |
| Transfers | \$121,877 | \$26,300 | \$0 | \$52,600 | \$0 | \$200,777 |

Expenditures by Object

Lethbridge School District No. 51 will spend approximately \$102.47 million on staffing, which is about 78% of the District's \$131.72 million budget.

Wage increases in the budget will be 0% for 2018-2019. Teacher negotiations are still in progress. Other unionized and non-union employees have not commenced compensation discussions for 2018-2019, except for CUPE 2843 which represents the educational assistants, administrative assistants/supports, and other school supports. Overall benefit rates are expect to remain at the same overall levels for 2018-2019.

The chart below compares the expenditures of the 2018-2019 budget with the 2017-2018 budget.

| Expenditures by Object | 2018-2019 | 2017-2018 | Variance | Change % |
|---------------------------------|----------------------|----------------------|--------------------|--------------|
| | | | | |
| Total Expenditures | \$131,720,689 | \$128,556,661 | \$3,164,028 | 2.46% |
| | | | | |
| Certificated Staffing | \$73,134,636 | \$71,250,365 | \$1,884,271 | 2.64% |
| Uncertificated Staffing | \$29,341,084 | \$28,282,684 | \$1,058,400 | 3.74% |
| Contracted and General Services | \$9,081,271 | \$9,058,617 | \$22,654 | 0.25% |
| Supplies | \$10,765,835 | \$9,498,318 | \$1,267,517 | 13.34% |
| Utilities | \$2,307,600 | \$2,172,600 | \$135,000 | 6.21% |
| Capital and Debt Services | \$6,889,486 | \$7,209,956 | -\$320,470 | -4.44% |
| Transfers | \$200,777 | \$1,084,121 | -\$883,344 | -81.48% |

The District expends approximately 78% of the budget on salary and benefits. Approximately \$73.1 million is expended on teaching staff (certificated staffing), which is approximately 56% of the total district budget. The District will expend **2.64%** more on teaching staff costs in 2018-2019. Average teacher costs decreased from 2017-2018. Additional teachers have been included in the budget to help address enrolment growth and class sizes. **Overall there are approximately 22.84 FTE teachers more than in 2017-2018, which is a 3.80% increase in the number of teaching staff.**

Approximately \$29.3 million is spent on support staff, which is approximately 22% of the total district budget. The District expects 3.74% increase in support staff costs in 2018-2019. Average educational assistants costs increased from 2017-2018 due to experience increments. **Overall there is a 15.38 FTE or 2.99% increase in support staff.**

There is an increase in Contracted Services and a significant increase in Supplies in the budget. Contracted services will see an increase due to items such as building maintenance, insurance, consulting, and professional learning. Supplies will increase significantly due to increases in school generated funds (SGF) activities, specifically increased costs for non-curricular travel and extracurricular activities.

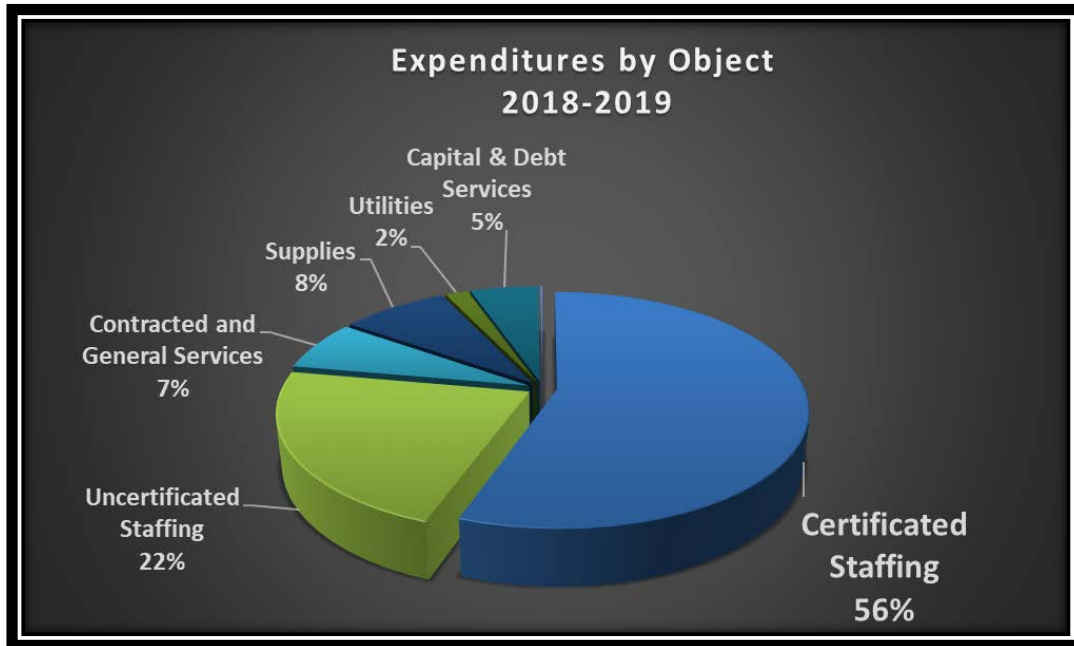
The District will experience increased costs in utility and caretaking costs due to the addition of a new middle school, Senator Joyce Fairbairn Middle School, opening fall 2018. Also, due to a further increase in the new carbon tax levy the district will experience increased heating costs.

Capital and Debt Services has decreased due to a decrease in funding for the Infrastructure Maintenance and Renewal (IMR) grant based on a reduction in Provincial grant rates.

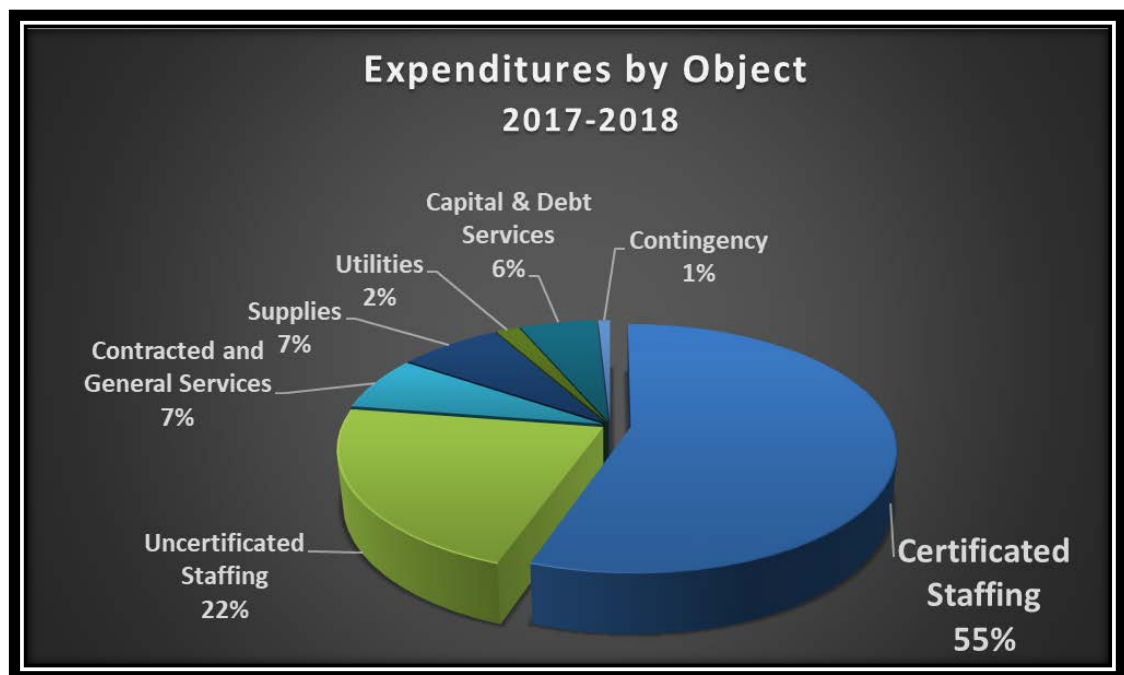
In 2016-2017, the cost was approximately \$11,784 to educate a full time equivalent student in [Lethbridge School District No. 51](#) as compared to the provincial average of all public school authorities of \$11,935 per student. In 2017-2018 the cost is projected at \$12,239 and in the 2018-2019 budget the cost is projected to be \$12,123 per full time equivalent student. 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.



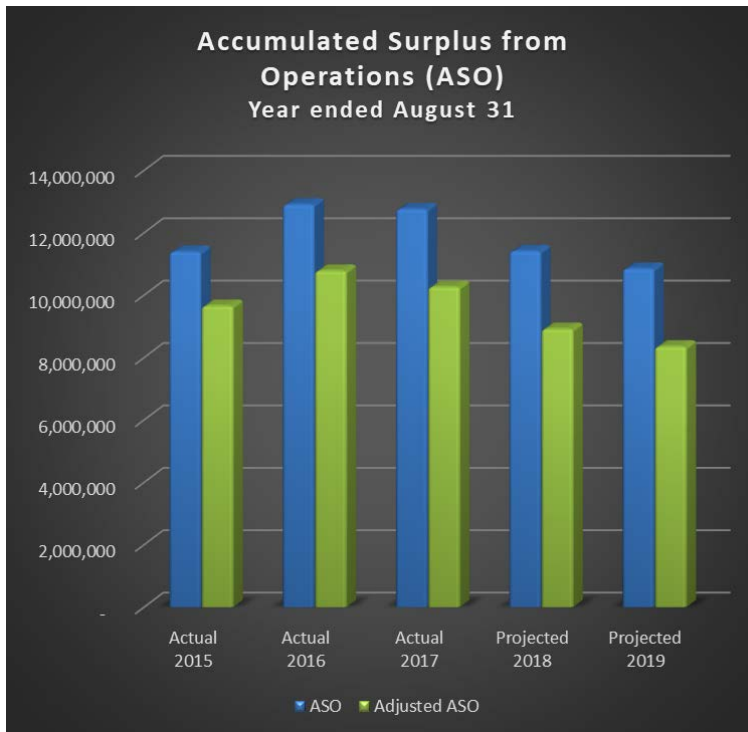
**Mike Mountain Horse
Elementary School**
30 Year Anniversary



Expenditures for the 2018-2019 budget are compared with budgeted expenditures from 2017-2018 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. Due to significant savings in the technology evergreening, the District was able to retain much of the evergreening funds for an additional evergreening in 2018/2019.

In accordance with Public Sector Accounting Standards, the unspent school generated funds (SGF) is included in the District's ASO. The "Adjusted ASO" excludes these unspent SGF funds which are held at the schools. The Adjusted ASO is typically reviewed and compared to expenditures to review the financial health of the District (recommended ratio is between 1% and 5%).

| School Year | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|--------------------|-----------|-----------|-----------|-----------|-----------|
| Adjusted ASO ratio | 9.15% | 9.45% | 8.70% | 6.94% | 6.42% |

In the 2017-2018 school year, there was a total of \$3.5 million in reserve funds planned to be utilized to balance expenditures. The District planned to use reserve funds for students entering our school jurisdiction that require additional support, literacy assessment at elementary schools, and the costs of commissioning Senator Joyce Fairbairn Middle 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 during 2017-2018 would indicate that only \$1.35 million will actually be 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 2018-2019 year. As a result, the projected August 31, 2018 will have an estimated ASO of \$11.4 million or 8.88% of planned expenditures and an estimated Adjusted ASO of \$8.9 million or 6.94% of planned expenditures.

In budget 2018-2019, one-time reserves will be used for students entering our school jurisdiction that require additional support, support for literacy assessment at elementary schools, numeracy and Spanish resources, funding a full-day kindergarten pilot project, and school based priorities. The use of one-time reserves will reduce the Accumulated Surplus from Operations (ASO) of the District to approximately \$10.8 million or 8.33% of operating expenditures and an estimated Adjusted ASO of \$8.3 million or 6.42% of planned expenditures. 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

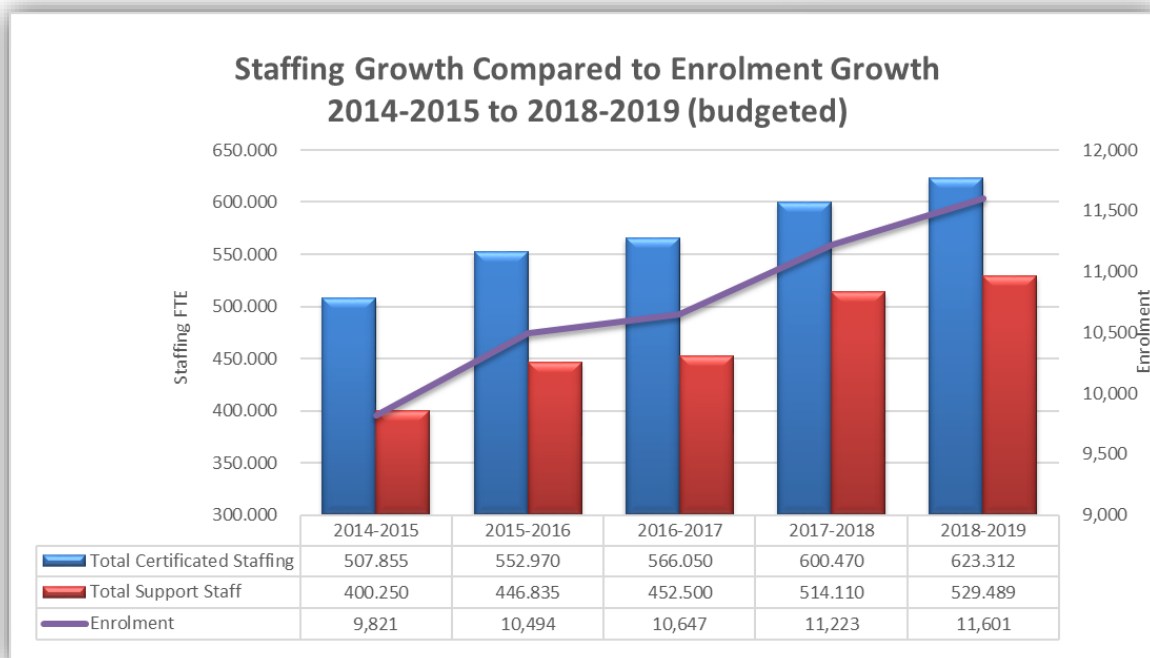
District staffing has the greatest impact on the educational opportunities provided to students within [Lethbridge School District No. 51](#) and consequently makes up 76% of the District's budget. The District will employ 623 full time equivalent (FTE) teachers and 529 full time equivalents (FTE) support staff in 2018-2019. Teachers and support staff have continued to grow since 2011-2012 due to enrolment growth in the District.

The District spends 56% of the budget on teaching staff. Teaching staff will increase by 22.8 FTE. With no increase in grant rates, additional teaching staff have been added to address student growth only and the addition of Senator Joyce Fairbairn Middle School. 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 (most recent survey available), [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.

The District spends 22% of the budget on support staff positions and overall they will increase by 17.4 FTE in 2018-2019. There is an increase in administrative support due to the addition of Senator Joyce Fairbairn Middle School. Due to increased funding from enrolment growth and demographic changes that impact the Inclusive Learning budget there is an increase in Educational Assistants and other support staff positions.



WCHS – Griffin rugby



In the five year period from 2014-2015 total district staffing will have increased by 244.70 FTE or 26.95%. Teaching staff will have increased by 115.48 FTE or 22.73% and support staff has increased by 129.24 FTE or 32.29%. Enrolment has grown by 1,780 students since September 2014 which is an 18.10% increase. Support staff have grown significantly in the last five years. The Classroom Improvement Fund (CIF), which has been available in budget 2017-2018 and 2018-2019 has provided funding for additional teaching and support staffing in the classrooms.

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 have an average utilization of 91% of capacity and is expected to increase to 103% utilization by 2020-2021. [Lethbridge School District No. 51](#) is excited about the opening of Senator Joyce Fairbairn Middle School, a new 900 student Westside grades 6-8 middle school opening in August 2018. In the prior year, the District also opened Coalbanks Elementary School, a 600 student Westside K-5 elementary school, which has been operating for the 2017-2018 school year.

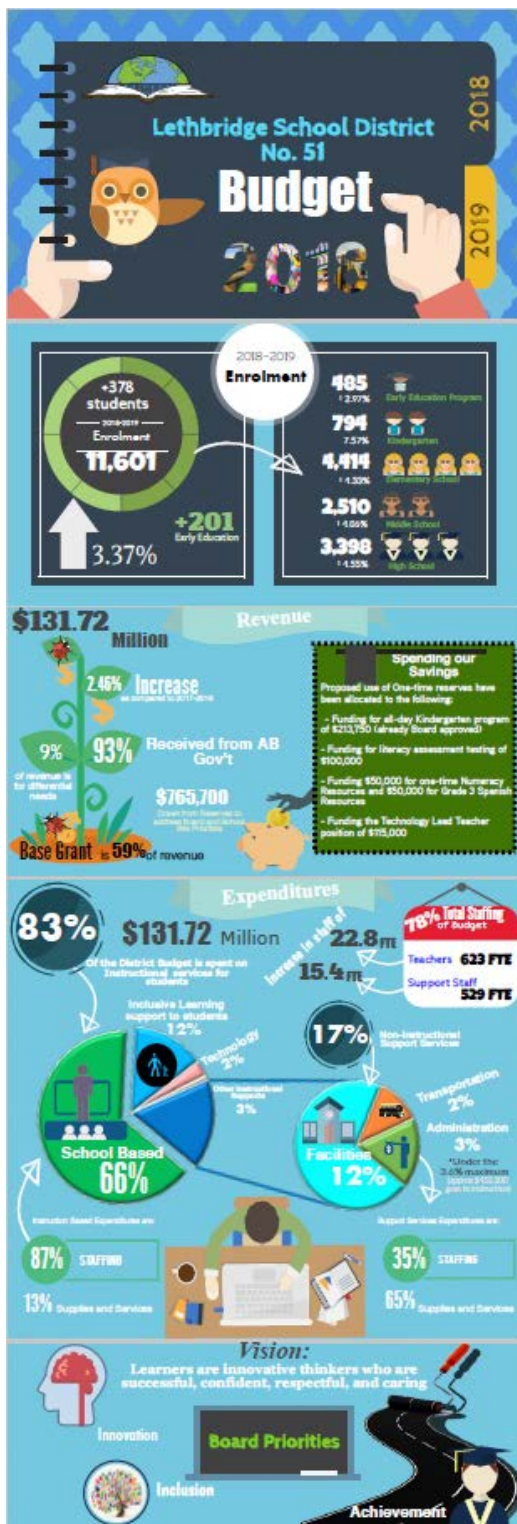
There are also new subdivisions planned for the south side of the city, and elementary schools in this area have utilization rates of 101% to 174% of capacity, therefore with projected enrolments expected to increase, a new elementary school has been requested for south Lethbridge. In 2018, the District received approval to construct a 600 student K-5 elementary in South East Lethbridge.

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. The number one priority for modernization and preservation in the 2018 capital plan is Galbraith Elementary School, which is 105 years old. Funding has also been requested for modular classroom space immediately to facilitate growth in school communities.

In 2018, the District developed a comprehensive Three (3) Year Capital Plan, which provides details on the District's capital planning processes and priorities, reviews utilization, and provides details on the District's plans for capital projects and modernizations. The Capital Plan is available to the public on the District's website.



Senator Joyce Fairbairn Middle School in west Lethbridge
Opening August 2018.



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.

Revenue And Allocations To Budget Center

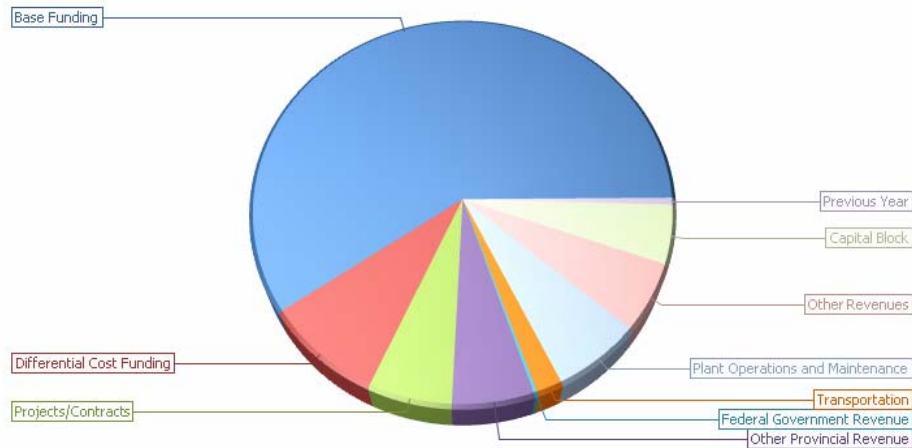
Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51



| Category | Amount | Percentage |
|---|----------------------|------------|
| Base Funding | \$78,239,511 | 59% |
| Differential Cost Funding | \$11,483,705 | 9% |
| Projects/Contracts | \$7,948,040 | 6% |
| Other Provincial Revenue | \$7,751,533 | 6% |
| Federal Government Revenue | \$333,128 | 0% |
| Transportation | \$2,468,500 | 2% |
| Plant Operations and Maintenance | \$8,566,817 | 7% |
| Other Revenues | \$7,635,067 | 6% |
| Capital Block | \$6,528,671 | 5% |
| Previous Year | \$765,717 | 1% |
| Revenue And Allocations To Budget Center | \$131,720,689 | |

Expenditures

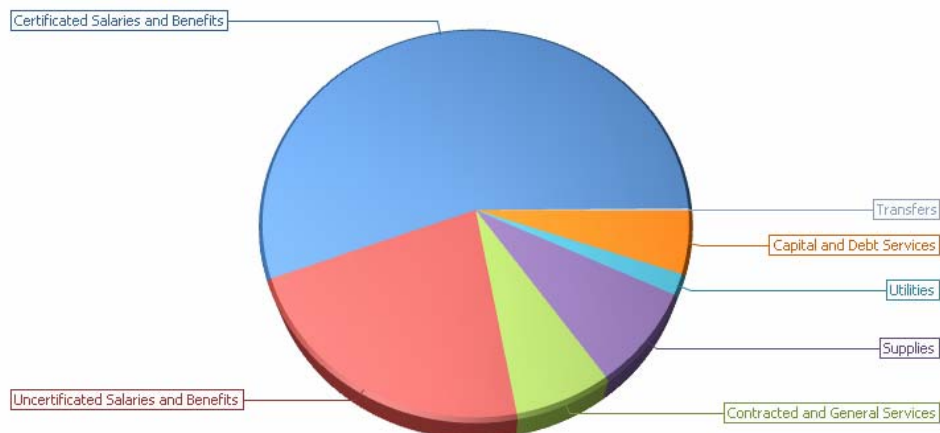
Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51



| Category | Amount | Percentage |
|--------------------------------------|----------------------|------------|
| Certificated Salaries and Benefits | \$73,134,636 | 56% |
| Uncertificated Salaries and Benefits | \$29,341,084 | 22% |
| Contracted and General Services | \$9,081,271 | 7% |
| Supplies | \$10,765,835 | 8% |
| Utilities | \$2,307,600 | 2% |
| Capital and Debt Services | \$6,889,486 | 5% |
| Transfers | \$200,778 | 0% |
| Expenditures | \$131,720,689 | |

Overview - Revenues and Expenditures

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

Revenue And Allocations To Budget Center

| Base Funding | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| ECS Base Instruction Revenue | \$4,215,561 | \$4,482,109 |
| ECS Basic Grant Rate | \$3,339.90 | \$3,339.90 |
| ECS Class Size Rate | \$760.84 | \$760.84 |
| ECS in Preschool | 234 students | 234 students |
| ECS Regular Enrollment | 794 students | 859 students |
| Grade 1 to 3 Basic Instruction Revenue | \$21,266,956 | \$21,455,595 |
| Gr1-3 Class Size Rate | \$1,521.68 | \$1,521.68 |
| Grade 1 to 3 Basic Grant Rate | \$6,680 | \$6,680 |
| Grade 1 to 3 Enrollment(Excluding First Nations Students) | 2,592 students | 2,616 students |
| Institutional Enrollment Gr1-3 | 1 students | students |
| Grade 4 to 6 Base Instruction Revenue | \$17,808,880 | \$16,426,120 |
| Grade 4 to 6 Basic Grant Rate | \$6,680 | \$6,680 |
| Grade 4 to 6 Enrollment (Excluding First Nations Students) | 2,666 students | 2,459 students |
| Grade 7 to 9 Base Instruction Revenue | \$16,733,400 | \$15,310,560 |
| Grade 7 to 9 Basic Grant Rate | \$6,680 | \$6,680 |
| Grade 7 to 9 Enrollment (Excluding First Nations Students) | 2,499 students | 2,286 students |
| Institutional Enrollment Gr1-9 | students | 6 students |
| Institutional Enrollment Gr4-9 | 6 students | students |
| Grade 10 to 12 Base Instruction Revenue | \$18,151,741 | \$17,450,510 |
| # of CEU's to equal 1 FTE | 35.000 CEU | 35.000 CEU |
| CEU Rate | \$190.85 | \$190.85 |
| CTS Tier 2 additional Revenue | \$23,000 | \$23,000 |
| CTS Tier 3 Grant | \$225,000 | \$225,000 |
| Enrollment Contingency | 0.00 fte | 0.00 fte |
| Grade 10 -12 FTE enrollment (excluding First Nations students) | 2,620 FTE | 2,515 FTE |
| Tier 4 Revenue - Off Campus | \$400,000 | \$400,000 |
| Outreach Program Funding | \$62,973 | \$62,973 |
| Outreach Base Funding | \$62,972.76 | \$62,972.76 |
| Total Number of Outreach Sites | 1 sites | 1 sites |
| Base Funding | \$78,239,511 | \$75,187,867 |
| Revenue And Allocations To Budget Center | 59% | 58% |

| Differential Cost Funding | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Aboriginal Funding | \$977,049 | \$880,522 |
| Aboriginal Factor | 0.6235 factor | 0.6235 factor |
| Aboriginal Students Identified | 830 students | 748 students |
| Learning Grant | \$1,888 | \$1,888 |
| English as a Second Language Funding | \$988,821 | \$935,849 |
| ESL Enrollment | 840 students | 795 students |
| ESL Factor | 0.6235 factor | 0.6235 factor |
| Learning Grant | \$1,888 | \$1,888 |
| Small School by Necessity | \$94,000 | \$99,327 |
| Socio Economic Status Funding | \$1,128,269 | \$1,092,070 |
| Learning Grant | \$1,888 | \$1,888 |
| Socio Economic Status Index student population | 2,400 students | 2,323 students |
| Socio Economic Status Factor | 0.2490 factor | 0.2490 factor |
| Inclusive Education Funding | \$8,295,566 | \$8,076,866 |
| Differential Cost Funding | \$11,483,705 | \$11,084,633 |
| Revenue And Allocations To Budget Center | 9% | 9% |

Overview - Revenues and Expenditures

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

| Projects/Contracts | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| CIF Grant | \$1,254,000 | \$1,254,000 |
| CIF Grant Funding | \$1,254,000 | \$1,254,000 |
| ECS Severely Disabled PUF Revenue | \$4,500,000 | \$3,700,000 |
| Institutional Program Grants | \$873,820 | \$900,760 |
| Lethbridge FCSS - MC#4 | \$220,100 | \$152,000 |
| Parent Link - MC#2 | \$35,009 | \$26,593 |
| Regional Collaborative Services Delivery Revenue | \$406,271 | \$406,271 |
| School Nutrition Program | \$252,000 | \$115,000 |
| SuperNet Funding | \$272,790 | \$259,200 |
| Building Collaboration & Capacity in Education | \$10,050 | \$10,050 |
| Community Futures - Career Prep Grant | \$0 | \$20,000 |
| French Language Enhancement Project (FLEP) | \$74,000 | \$74,000 |
| Dual-Credit Grant | \$50,000 | |
| Projects/Contracts | \$7,948,040 | \$6,917,874 |
| Revenue And Allocations To Budget Center | 6% | 5% |

| Other Provincial Revenue | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Alberta Mental Health - MC#3 | \$389,711 | \$374,400 |
| Equity of Opportunity Grant | \$1,075,000 | \$1,043,734 |
| Narrowing Teacher's Salary Gap Funding | \$90,332 | \$90,332 |
| School Fee Reduction Grant | \$252,000 | \$252,000 |
| Southwest Child and Family Services - MC#1 | \$97,490 | \$100,000 |
| Grant Clawback from Alberta Education | (\$653,000) | (\$465,000) |
| Teacher Pension Costs Paid by Government | \$6,500,000 | \$6,500,000 |
| Other Provincial Revenue | \$7,751,533 | \$7,895,466 |
| Revenue And Allocations To Budget Center | 6% | 6% |

| Federal Government Revenue | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| First Nation's Revenue | \$248,128 | \$248,128 |
| First Nation's Gr. 10-12 Tuition Rate | \$10,032 | \$10,032 |
| First Nations 10-12 Enrollment | 4 students | 4 students |
| First Nations 1-9 Enrollment | 20 students | 20 students |
| First Nations ECS Enrollment | 0 students | 0 students |
| First Nation's ECS Tuition Rate | \$5,016 | \$5,016 |
| First Nations Gr. 1-9 Tuition Rate | \$10,400 | \$10,400 |
| French Immersion Revenue | \$85,000 | \$85,000 |
| Federal Government Revenue | \$333,128 | \$333,128 |
| Revenue And Allocations To Budget Center | 0% | 0% |

| Transportation | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| ECS Severely Disabled Transportation Revenue | \$40,967 | \$40,967 |
| Special Transportation for Disabilities Revenue | \$175,448 | \$175,448 |
| Urban Transportation Revenue | \$2,252,085 | \$2,544,585 |
| Transportation | \$2,468,500 | \$2,761,000 |
| Revenue And Allocations To Budget Center | 2% | 2% |

| Plant Operations and Maintenance | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Plant Operation and Maintenance Revenue | \$8,566,817 | \$8,208,255 |
| Plant Operations and Maintenance | \$8,566,817 | \$8,208,255 |
| Revenue And Allocations To Budget Center | 7% | 6% |

Overview - Revenues and Expenditures

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

| Other Revenues | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Early Education Program Fees | \$336,000 | \$346,128 |
| Fees for Optional Courses or Materials | \$271,803 | \$263,853 |
| Fee Revenue Collected | \$271,803 | \$263,853 |
| Fundraising Revenue | \$2,461,000 | \$2,461,000 |
| Gifts and Donations | \$390,000 | \$390,000 |
| Interest and Investment Income | \$193,000 | \$193,000 |
| Miscellaneous Sales Revenue | \$138,802 | \$138,802 |
| Rentals - Facilities | \$34,704 | \$34,704 |
| School Fees - School Generated Funds | \$3,174,088 | \$1,610,173 |
| Teacher Secondment Revenue | \$153,115 | \$153,115 |
| Tuition Fees (Foreign) | \$315,500 | \$311,330 |
| Application Fees International Services | \$0 | \$10,600 |
| Home Stay Fees International Services | \$0 | \$42,500 |
| Insurance Fees International Services | \$0 | \$12,700 |
| Dual-Credit Tuition | \$167,055 | |
| Average CEU - Dual-Credit - EA | 6 CEU | CEU |
| Average CEU - Dual-Credit - Mechanic | 15 CEU | CEU |
| Average CEU - Dual-Credit - Standard | 5 CEU | CEU |
| Dual-Credit Enrolment - EA | 20 students | students |
| Dual-Credit Enrolment - Mechanic | 15 students | students |
| Dual-Credit Enrolment - Standard | 60 students | students |
| Dual-Credit tuition - Standard | \$259 | |
| Other Revenues | \$7,635,067 | \$5,967,905 |
| Revenue And Allocations To Budget Center | 6% | 5% |

| Capital Block | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Amortization of Capital Allocations | \$3,472,584 | \$3,472,584 |
| Infrastructure Maintenance and Renewal Grant Revenue | \$3,056,087 | \$3,372,223 |
| Supported Capital Interest | \$0 | \$4,334 |
| Capital Block | \$6,528,671 | \$6,849,141 |
| Revenue And Allocations To Budget Center | 5% | 5% |

| Previous Year | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Instruction Surplus/(Deficit) Carry Forward | \$708,747 | \$2,916,063 |
| Maintenance Surplus/(Deficit) Carry Forward | \$56,970 | \$202,332 |
| Previous Year Committed funds | \$0 | \$232,997 |
| Prior Year Committed funds | \$0 | \$232,997 |
| Previous Year | \$765,717 | \$3,351,392 |
| Revenue And Allocations To Budget Center | 1% | 3% |

| | | |
|---|----------------------|----------------------|
| Revenue And Allocations To Budget Center | \$131,720,689 | \$128,556,661 |
|---|----------------------|----------------------|

Overview - Revenues and Expenditures

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Expenditures

| Certificated Salaries and Benefits | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|------------------------------------|------------------------------|---------------------------------|
| Certificated Salaries and Benefits | \$73,134,636 | \$71,250,365 |
| Expenditures | 56% | 55% |

| Uncertificated Salaries and Benefits | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--------------------------------------|------------------------------|---------------------------------|
| Uncertificated Salaries and Benefits | \$29,341,084 | \$28,282,684 |
| Expenditures | 22% | 22% |

| Contracted and General Services | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Alberta Home and School AGM Registration Fees | \$7,000 | \$7,000 |
| Board Communications | \$35,000 | \$35,000 |
| Building Maintenance | \$775,034 | \$723,625 |
| Employee Assistance | \$20,160 | \$20,160 |
| Grounds Maintenance | \$53,000 | \$53,000 |
| Insurance/Bond Premium | \$445,000 | \$411,750 |
| District Health and Wellness Committee | \$24,000 | \$24,000 |
| Extra Curricular | \$64,303 | \$88,654 |
| Professional Learning | \$1,084,391 | \$1,033,866 |
| Auditor | \$31,500 | \$27,500 |
| Legal Services | \$25,000 | \$25,000 |
| Computer Services | \$255,868 | \$220,868 |
| Consultants | \$755,381 | \$539,658 |
| Election Expenses | \$12,000 | \$12,000 |
| Employee Assistance Expense | \$720 | \$720 |
| Postage | \$53,975 | \$51,375 |
| Telephone | \$189,400 | \$175,300 |
| Wide Area Network (WAN) Communications | \$352,000 | \$352,000 |
| Bussing Costs | \$2,047,296 | \$2,339,796 |
| Bus Pass Purchases | \$235,000 | \$235,000 |
| Bussing - Field Trips | \$64,748 | \$105,748 |
| Equipment Repair | \$142,012 | \$139,412 |
| Building Rentals | \$27,890 | \$27,890 |
| Equipment Rental/Leases | \$96,300 | \$96,800 |
| Server Evergreen | \$25,000 | \$70,901 |
| Dues/Fees | \$289,408 | \$293,658 |
| ASBA Membership Fees | \$67,458 | \$64,957 |
| Membership Zone 6 | \$2,850 | \$2,850 |
| Printing | \$309,850 | \$296,050 |
| Advertising | \$33,700 | \$33,700 |
| Advertising & Recruitment of Personnel | \$6,000 | \$6,000 |
| Banquets and Lunches | \$60,000 | \$59,778 |
| Miscellaneous Services | \$1,091,441 | \$1,111,316 |
| Employee Recognition | \$15,000 | \$10,000 |
| Technology Department Costs | \$26,795 | \$26,795 |
| Multimedia Infrastructure Repairs | \$18,617 | \$18,617 |
| Travel and Subsistence | \$125,075 | \$125,075 |
| Car Allowances | \$141,231 | \$136,185 |
| Co-curricular | \$71,868 | \$56,613 |
| Contracted and General Services | \$9,081,271 | \$9,058,617 |
| Expenditures | 7% | 7% |

Overview - Revenues and Expenditures

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

| Supplies | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Services, Contracts and Supplies School Generated | \$6,129,088 | \$4,565,173 |
| Activities | | |
| Supplies | \$2,481,092 | \$2,812,163 |
| Media Materials | \$92,726 | \$88,126 |
| Computer Supplies and Software | \$536,398 | \$479,698 |
| Textbooks | \$200,223 | \$184,620 |
| Furniture and Equipment (Under \$5000) | \$309,420 | \$373,650 |
| Computer Purchases | \$1,016,888 | \$994,888 |
| Supplies | \$10,765,835 | \$9,498,318 |
| Expenditures | 8% | 7% |

| Utilities | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---------------------|------------------------------|---------------------------------|
| Electricity | \$1,515,000 | \$1,415,000 |
| Gas | \$590,000 | \$565,000 |
| Water and Sewer | \$202,600 | \$192,600 |
| Utilities | \$2,307,600 | \$2,172,600 |
| Expenditures | 2% | 2% |

| Capital and Debt Services | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Amortization of Capital Assets | \$3,937,894 | \$3,937,894 |
| Infrastructure Maintenance and Renewal | \$2,951,592 | \$3,267,728 |
| Interest on Capital Debt | \$0 | \$4,334 |
| Capital and Debt Services | \$6,889,486 | \$7,209,956 |
| Expenditures | 5% | 6% |

| Transfers | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|-----------------------------------|------------------------------|---------------------------------|
| Capital Purchases (Over \$5000) | \$0 | \$222,999 |
| Committments from prior year | \$0 | \$232,997 |
| Prior Year Committed funds | \$0 | \$232,997 |
| Reserves | \$34,943 | \$62,930 |
| Contingency (Unallocated Expense) | \$165,835 | \$565,196 |
| Transfers | \$200,778 | \$1,084,122 |
| Expenditures | 0% | 1% |

| | | |
|---------------------|----------------------|----------------------|
| Expenditures | \$131,720,689 | \$128,556,661 |
|---------------------|----------------------|----------------------|

Summary

| | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Total Revenues and Allocations To Budget | \$131,720,689 | \$128,556,661 |
| Total Expenditures | \$131,720,689 | \$128,556,661 |
| Variance | \$0 | \$0 |

Expenditures

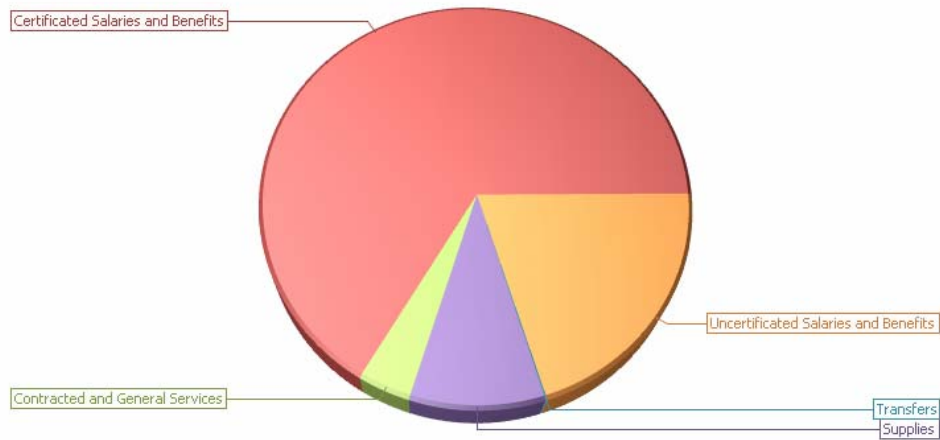
Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Total Instruction



| Category | Amount | Percentage |
|--------------------------------------|----------------------|------------|
| Capital and Debt Services | \$0 | 0% |
| Certificated Salaries and Benefits | \$72,410,258 | 66% |
| Contracted and General Services | \$4,096,841 | 4% |
| Supplies | \$10,471,985 | 10% |
| Transfers | \$121,878 | 0% |
| Uncertificated Salaries and Benefits | \$22,291,778 | 20% |
| Expenditures | \$109,392,740 | |

Instruction

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Total Instruction

Revenue And Allocations To Budget Center

| Basic Program Allocation | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Total | \$109,392,740 | \$105,995,849 |
| Revenue And Allocations To Budget Center | 100% | 100% |

Revenue And Allocations To Budget Center

\$109,392,740

\$105,995,849

Expenditures

| Certificated Salaries and Benefits | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|------------------------------------|------------------------------|---------------------------------|
| Total | \$72,410,258 | \$70,525,987 |
| Expenditures | 66% | 67% |

| Uncertificated Salaries and Benefits | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--------------------------------------|------------------------------|---------------------------------|
| Total | \$22,291,778 | \$21,323,240 |
| Expenditures | 20% | 20% |

| Contracted and General Services | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Building Maintenance | \$252,482 | \$201,073 |
| Employee Assistance | \$16,800 | \$16,800 |
| Insurance/Bond Premium | \$37,950 | \$37,700 |
| District Health and Wellness Committee | \$24,000 | \$24,000 |
| Extra Curricular | \$64,303 | \$88,654 |
| Professional Learning | \$1,026,838 | \$976,313 |
| Consultants | \$610,063 | \$472,740 |
| Postage | \$40,825 | \$38,225 |
| Telephone | \$126,900 | \$113,300 |
| Wide Area Network (WAN) Communications | \$352,000 | \$352,000 |
| Bussing - Field Trips | \$64,748 | \$105,748 |
| Equipment Repair | \$90,912 | \$88,312 |
| Building Rentals | \$27,890 | \$27,890 |
| Equipment Rental/Leases | \$65,300 | \$65,800 |
| Server Evergreen | \$25,000 | \$70,901 |
| Dues/Fees | \$271,608 | \$275,858 |
| Printing | \$282,850 | \$279,050 |
| Advertising | \$7,700 | \$7,700 |
| Banquets and Lunches | \$21,000 | \$20,778 |
| Miscellaneous Services | \$403,826 | \$423,701 |
| Technology Department Costs | \$26,795 | \$26,795 |
| Multimedia Infrastructure Repairs | \$18,617 | \$18,617 |
| Travel and Subsistence | \$51,975 | \$51,975 |
| Car Allowances | \$114,591 | \$109,545 |
| Co-curricular | \$71,868 | \$56,613 |
| Total | \$4,096,841 | \$3,950,088 |
| Expenditures | 4% | 4% |

Instruction

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

| Supplies | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Services, Contracts and Supplies School Generated | \$6,129,088 | \$4,565,173 |
| Activities | | |
| Supplies | \$2,233,142 | \$2,571,058 |
| Media Materials | \$92,726 | \$88,126 |
| Computer Supplies and Software | \$534,498 | \$477,798 |
| Textbooks | \$200,223 | \$184,620 |
| Furniture and Equipment (Under \$5000) | \$290,420 | \$354,650 |
| Computer Purchases | \$991,888 | \$969,888 |
| Total | \$10,471,985 | \$9,211,313 |
| Expenditures | 10% | 9% |

| Transfers | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Capital Purchases (Over \$5000) | \$0 | \$202,999 |
| Transfers to (-) / from other sites (+) | (\$78,900) | (\$78,900) |
| Committments from prior year | \$0 | \$232,997 |
| Prior Year Committed funds | \$0 | \$232,997 |
| Reserves | \$34,943 | \$62,930 |
| Contingency (Unallocated Expense) | \$165,835 | \$565,196 |
| Total | \$121,878 | \$985,222 |
| Expenditures | 0% | 1% |

| | | |
|---------------------|----------------------|----------------------|
| Expenditures | \$109,392,740 | \$105,995,849 |
|---------------------|----------------------|----------------------|

Summary

| | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Total Revenues and Allocations To Budget | \$109,392,740 | \$105,995,849 |
| Total Expenditures | \$109,392,740 | \$105,995,849 |
| Variance | \$0 | \$0 |

Expenditures

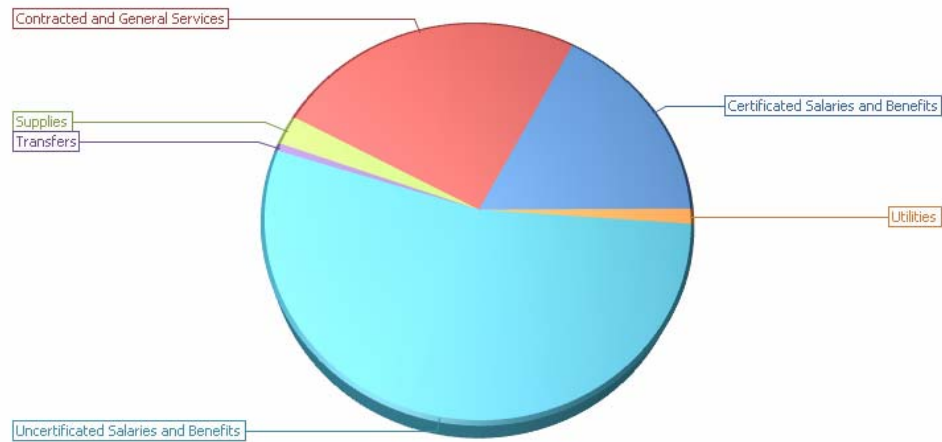
Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Total Administration



| Category | Amount | Percentage |
|--------------------------------------|--------------------|------------|
| Certificated Salaries and Benefits | \$724,378 | 17% |
| Contracted and General Services | \$1,064,207 | 25% |
| Supplies | \$102,733 | 2% |
| Transfers | \$26,300 | 1% |
| Uncertificated Salaries and Benefits | \$2,288,888 | 54% |
| Utilities | \$52,600 | 1% |
| Expenditures | \$4,259,106 | |

Administration

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Total Administration

Revenue And Allocations To Budget Center

| Basic Program Allocation | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Total | \$4,259,106 | \$4,092,200 |
| Revenue And Allocations To Budget Center | 100% | 100% |

| | | |
|---|--------------------|--------------------|
| Revenue And Allocations To Budget Center | \$4,259,106 | \$4,092,200 |
|---|--------------------|--------------------|

Expenditures

| Certificated Salaries and Benefits | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|------------------------------------|------------------------------|---------------------------------|
| Total | \$724,378 | \$724,378 |
| Expenditures | 17% | 18% |

| Uncertificated Salaries and Benefits | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--------------------------------------|------------------------------|---------------------------------|
| Total | \$2,288,888 | \$2,297,227 |
| Expenditures | 54% | 56% |

| Contracted and General Services | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Alberta Home and School AGM Registration Fees | \$7,000 | \$7,000 |
| Board Communications | \$35,000 | \$35,000 |
| Building Maintenance | \$30,000 | \$30,000 |
| Insurance/Bond Premium | \$126,700 | \$93,700 |
| Professional Learning | \$33,003 | \$33,003 |
| Auditor | \$31,500 | \$27,500 |
| Legal Services | \$25,000 | \$25,000 |
| Computer Services | \$255,868 | \$220,868 |
| Consultants | \$125,318 | \$46,918 |
| Election Expenses | \$12,000 | \$12,000 |
| Employee Assistance Expense | \$720 | \$720 |
| Postage | \$13,150 | \$13,150 |
| Telephone | \$28,000 | \$27,500 |
| Equipment Repair | \$5,000 | \$5,000 |
| Equipment Rental/Leases | \$31,000 | \$31,000 |
| Dues/Fees | \$17,500 | \$17,500 |
| ASBA Membership Fees | \$67,458 | \$64,957 |
| Membership Zone 6 | \$2,850 | \$2,850 |
| Printing | \$27,000 | \$17,000 |
| Advertising | \$25,000 | \$25,000 |
| Advertising & Recruitment of Personnel | \$6,000 | \$6,000 |
| Banquets and Lunches | \$36,500 | \$36,500 |
| Miscellaneous Services | \$18,000 | \$18,000 |
| Employee Recognition | \$15,000 | \$10,000 |
| Travel and Subsistence | \$67,000 | \$67,000 |
| Car Allowances | \$22,640 | \$22,640 |
| Total | \$1,064,207 | \$895,806 |
| Expenditures | 25% | 22% |

| Supplies | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Supplies | \$75,733 | \$68,888 |
| Furniture and Equipment (Under \$5000) | \$12,000 | \$12,000 |
| Computer Purchases | \$15,000 | \$15,000 |
| Total | \$102,733 | \$95,888 |
| Expenditures | 2% | 2% |

Administration

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

| Utilities | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---------------------|------------------------------|---------------------------------|
| Electricity | \$25,000 | \$25,000 |
| Gas | \$25,000 | \$25,000 |
| Water and Sewer | \$2,600 | \$2,600 |
| Total | \$52,600 | \$52,600 |
| Expenditures | 1% | 1% |

| Transfers | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Transfers to (-) / from other sites (+) | \$26,300 | \$26,300 |
| Total | \$26,300 | \$26,300 |
| Expenditures | 1% | 1% |

| | | |
|---------------------|--------------------|--------------------|
| Expenditures | \$4,259,106 | \$4,092,200 |
|---------------------|--------------------|--------------------|

Summary

| | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Total Revenues and Allocations To Budget | \$4,259,106 | \$4,092,200 |
| Total Expenditures | \$4,259,106 | \$4,092,200 |
| Variance | \$0 | \$0 |

Expenditures

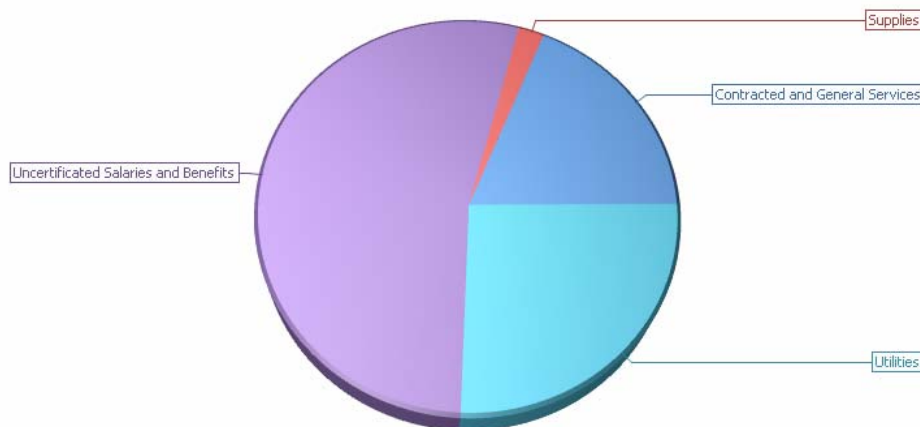
Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Plant Operations and Maintenance



| Category | Amount | Percentage |
|--------------------------------------|--------------------|------------|
| Contracted and General Services | \$1,613,427 | 19% |
| Supplies | \$181,117 | 2% |
| Transfers | \$0 | 0% |
| Uncertificated Salaries and Benefits | \$4,661,034 | 54% |
| Utilities | \$2,255,000 | 26% |
| Expenditures | \$8,710,578 | |

Plant Operations and Maintenance

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Plant Operations and Maintenance

Revenue And Allocations To Budget Center

| Basic Program Allocation | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Total | \$8,710,578 | \$8,497,377 |
| Revenue And Allocations To Budget Center | 100% | 100% |

| | | |
|---|--------------------|--------------------|
| Revenue And Allocations To Budget Center | \$8,710,578 | \$8,497,377 |
|---|--------------------|--------------------|

Expenditures

| Uncertificated Salaries and Benefits | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--------------------------------------|------------------------------|---------------------------------|
| Total | \$4,661,034 | \$4,562,833 |
| Expenditures | 54% | 54% |

| Contracted and General Services | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---------------------------------|------------------------------|---------------------------------|
| Building Maintenance | \$492,552 | \$492,552 |
| Employee Assistance | \$3,360 | \$3,360 |
| Grounds Maintenance | \$53,000 | \$53,000 |
| Insurance/Bond Premium | \$280,350 | \$280,350 |
| Professional Learning | \$22,050 | \$22,050 |
| Telephone | \$34,500 | \$34,500 |
| Equipment Repair | \$46,100 | \$46,100 |
| Dues/Fees | \$300 | \$300 |
| Advertising | \$1,000 | \$1,000 |
| Banquets and Lunches | \$2,500 | \$2,500 |
| Miscellaneous Services | \$669,615 | \$669,615 |
| Travel and Subsistence | \$4,100 | \$4,100 |
| Car Allowances | \$4,000 | \$4,000 |
| Total | \$1,613,427 | \$1,613,427 |
| Expenditures | 19% | 19% |

| Supplies | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Supplies | \$172,217 | \$172,217 |
| Computer Supplies and Software | \$1,900 | \$1,900 |
| Furniture and Equipment (Under \$5000) | \$7,000 | \$7,000 |
| Total | \$181,117 | \$181,117 |
| Expenditures | 2% | 2% |

| Utilities | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---------------------|------------------------------|---------------------------------|
| Electricity | \$1,490,000 | \$1,390,000 |
| Gas | \$565,000 | \$540,000 |
| Water and Sewer | \$200,000 | \$190,000 |
| Total | \$2,255,000 | \$2,120,000 |
| Expenditures | 26% | 25% |

Plant Operations and Maintenance

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

| Transfers | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---------------------------------|------------------------------|---------------------------------|
| Capital Purchases (Over \$5000) | \$0 | \$20,000 |
| Total | \$0 | \$20,000 |
| Expenditures | 0% | 0% |

| | | |
|---------------------|--------------------|--------------------|
| Expenditures | \$8,710,578 | \$8,497,377 |
|---------------------|--------------------|--------------------|

Summary

| | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Total Revenues and Allocations To Budget | \$8,710,578 | \$8,497,377 |
| Total Expenditures | \$8,710,578 | \$8,497,377 |
| Variance | \$0 | \$0 |

Expenditures

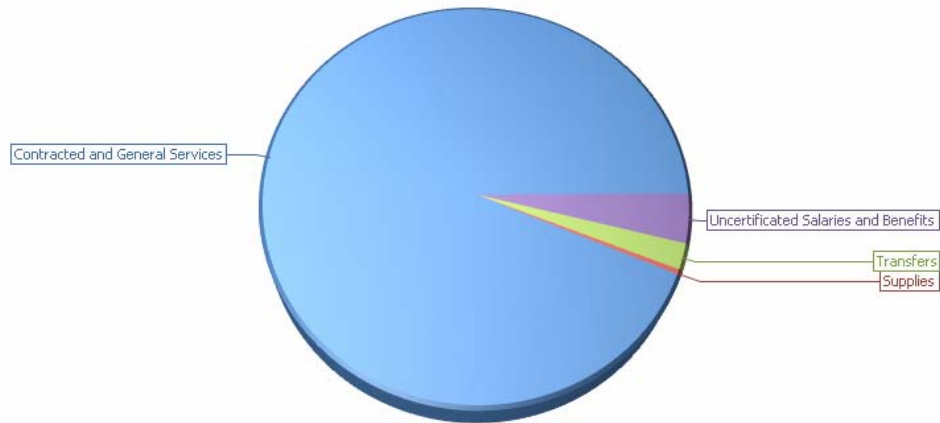
Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Transportation



| Category | Amount | Percentage |
|--------------------------------------|--------------------|------------|
| Contracted and General Services | \$2,306,796 | 93% |
| Supplies | \$10,000 | 0% |
| Transfers | \$52,600 | 2% |
| Uncertificated Salaries and Benefits | \$99,383 | 4% |
| Expenditures | \$2,468,779 | |

Transportation

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Transportation

Revenue And Allocations To Budget Center

| Basic Program Allocation | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Total | \$2,468,779 | \$2,761,279 |
| Revenue And Allocations To Budget Center | 100% | 100% |

| | | |
|---|--------------------|--------------------|
| Revenue And Allocations To Budget Center | \$2,468,779 | \$2,761,279 |
|---|--------------------|--------------------|

Expenditures

| Uncertificated Salaries and Benefits | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--------------------------------------|------------------------------|---------------------------------|
| Total | \$99,383 | \$99,383 |
| Expenditures | 4% | 4% |

| Contracted and General Services | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---------------------------------|------------------------------|---------------------------------|
| Professional Learning | \$2,500 | \$2,500 |
| Consultants | \$20,000 | \$20,000 |
| Bussing Costs | \$2,047,296 | \$2,339,796 |
| Bus Pass Purchases | \$235,000 | \$235,000 |
| Travel and Subsistence | \$2,000 | \$2,000 |
| Total | \$2,306,796 | \$2,599,296 |
| Expenditures | 93% | 94% |

| Supplies | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---------------------|------------------------------|---------------------------------|
| Computer Purchases | \$10,000 | \$10,000 |
| Total | \$10,000 | \$10,000 |
| Expenditures | 0% | 0% |

| Transfers | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Transfers to (-) / from other sites (+) | \$52,600 | \$52,600 |
| Total | \$52,600 | \$52,600 |
| Expenditures | 2% | 2% |

| | | |
|---------------------|--------------------|--------------------|
| Expenditures | \$2,468,779 | \$2,761,279 |
|---------------------|--------------------|--------------------|

Summary

| | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Total Revenues and Allocations To Budget | \$2,468,779 | \$2,761,279 |
| Total Expenditures | \$2,468,779 | \$2,761,279 |
| Variance | \$0 | \$0 |

Expenditures

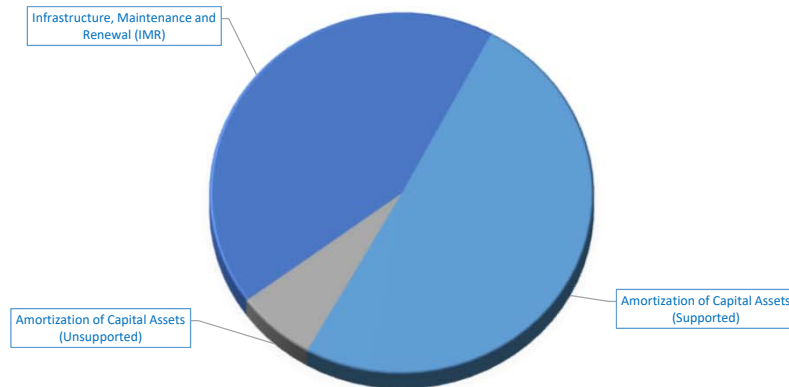
Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Capital and Debt Services



| Category | Amount | Percentage |
|---|--------------------|------------|
| Amortization of Capital Assets (Supported) | \$3,472,584 | 50% |
| Amortization of Capital Assets (Unsupported) | \$465,310 | 7% |
| Infrastructure, Maintenance and Renewal (IMR) | \$2,951,592 | 43% |
| Expenditures | \$6,889,486 | |

Capital and Debt Services

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Lethbridge School District No. 51

2018-2019 Preliminary Budget

Capital and Debt Services

Revenue And Allocations To Budget Center

| Basic Program Allocation | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|---|------------------------------|---------------------------------|
| Total | \$6,889,486 | \$7,209,956 |
| Revenue And Allocations To Budget Center | 100% | 100% |

| | | |
|---|--------------------|--------------------|
| Revenue And Allocations To Budget Center | \$6,889,486 | \$7,209,956 |
|---|--------------------|--------------------|

Expenditures

| Capital and Debt Services | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Amortization of Capital Assets | \$3,937,894 | \$3,937,894 |
| Infrastructure Maintenance and Renewal | \$2,951,592 | \$3,267,728 |
| Interest on Capital Debt | \$0 | \$4,334 |
| Total | \$6,889,486 | \$7,209,956 |
| Expenditures | 100% | 100% |

| | | |
|---------------------|--------------------|--------------------|
| Expenditures | \$6,889,486 | \$7,209,956 |
|---------------------|--------------------|--------------------|

Summary

| | 2018-2019 Preliminary Budget | 2017-2018 September 30th Budget |
|--|------------------------------|---------------------------------|
| Total Revenues and Allocations To Budget | \$6,889,486 | \$7,209,956 |
| Total Expenditures | \$6,889,486 | \$7,209,956 |
| Variance | \$0 | \$0 |