

Board Meeting Highlights

June 23, 2015

Trustees: Guy Pelletier (Chairperson), Adriana LaGrange (Vice-Chairperson), Murray Hollman, Diane MacKay, Liam McNiff and Anne Marie Watson.

2015 Excellence in Teaching Semi-Finalist Award

The Board of Trustees presented Ken Meraw, Vice Principal at École Mother Teresa School with the 2015 Excellence in Teaching Semi-Finalist award.

2015/2016 Budget

The Board of Trustees approved the 2015/2016 budget. See attached.

Capital Projects Update

- **St. Marguerite Bourgeoys School Modernization – Innisfail, AB**
Phase two will be going out to tender in July with construction expected to start September 1. The school will be moving out of the classrooms wings prior to leaving for the summer break.
- **St. Gregory the Great Catholic School Construction – Blackfalds, AB**
We are waiting to see if the new government will approve the construction funding in a timely manner.
- **Holy Trinity Catholic School Modular Addition – Olds, AB**
The contract was awarded to Pearl Rose Construction. Work will begin in early July with completion by August 25.
- **St. Joseph's High School Construction – Red Deer, AB**
A development permit was issued on June 10 with the advertising conditions. The application for grading/foundation permit has been submitted along with a building permit for a garage, so it can be constructed to house site offices.
- **St. Francis of Assisi Middle School Addition – Red Deer, AB**
A pre-qualifying contractor meeting was held on June 11 and we are waiting for final approval from Alberta Infrastructure to proceed to tender.

- **St. Teresa of Avila School Modular Addition – Red Deer, AB**
The contract was awarded to Shunda Construction. Work has begun on the link, and modulars are expected to arrive in early July with completion by August 18.
- **Father Henri Voisin School Modular Addition – Red Deer, AB**
ABC Schools Partnership is managing the installation of these two units, as part of their Phase 3 contract.

The next board meeting is on August 25, 2015 at 6:30 p.m.



Guy Pelletier
Board Chair



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Color coded cells:

	blue cells: require the input of data/descriptors wherever applicable.
	salmon cells: contain referenced juris. information - protected
	green cells: populated based on information previously submitted

	grey cells: data not applicable - protected
	white cells: within text boxes REQUIRE the input of points and data.
	yellow cells: for Alberta Education use only

HIGHLIGHTS, PLANS, ASSUMPTIONS AND RISKS SUMMARY- 2015/2016 BUDGET REPORT

The following were presented to the Board and approved as underlying the budget. These key points and assumptions used in development of the budget take into consideration the economic environment of the jurisdiction, focus on anticipated changes from current year, and are realistic and consistent with the three year Education Plan. At a minimum, they disclose key budget assumptions, financial & business risks, and specific strategies explaining how this budget will support the jurisdiction's plans.

Budget Highlights, Plans & Assumptions:

The LIFT and Leadership for Learning project will be maintained for the duration of the two years left in the project cycle
 We will maintain our model of student support with an emphasis on Student mental health and support for all vulnerable students
 Student enrollment numbers will increase by 2%
 Salary increases will be 2% for all staff
 All staff will be given the 1% bonus payment in November
 The school board will have a \$1,200,000 budget deficit offset by school board surpluses
 Spending on direct services will be reduced in schools by approximately \$10 per student.
 Administrative spending as a percentage of total spending will be .35% below 2013-14 levels

Significant Business and Financial Risks:

Increase in inflation for utilities or other major expenditures would create a larger loss
 That our student population does not increase and we are overstaffed which would create a situation that could put us further in to deficit

BUDGETED STATEMENT OF OPERATIONS
for the Year Ending August 31

	Approved Budget 2015/2016	Fall Budget Update 2014/2015	Actual 2013/2014
REVENUES			
Alberta Education	\$58,337,105	\$56,406,000	\$52,840,749
Other - Government of Alberta	\$3,253,215	\$3,000,000	\$2,979,696
Federal Government and First Nations	\$45,000	\$52,000	\$64,577
Other Alberta school authorities	\$78,000	\$78,000	\$107,944
Out of province authorities	\$277,440	\$400,000	\$541,262
Alberta Municipalities-special tax levies	\$0	\$0	\$0
Property taxes	\$28,500,000	\$27,000,000	\$27,313,984
Fees	\$1,640,224	\$1,575,000	\$1,553,604
Other sales and services	\$859,000	\$900,000	\$877,014
Investment income	\$150,000	\$250,000	\$273,474
Gifts and donations	\$100,000	\$105,000	\$106,407
Rental of facilities	\$115,000	\$115,000	\$122,183
Fundraising	\$700,000	\$725,000	\$765,456
Gains on disposal of capital assets	\$0	\$0	\$35,648
Other revenue	\$687,819	\$700,000	\$770,409
TOTAL REVENUES	\$94,742,803	\$91,306,000	\$88,352,407
EXPENSES			
Instruction - Early Childhood Services	\$6,516,885	\$5,223,664	\$4,603,284
Instruction - Grades 1-12	\$71,347,493	\$69,170,234	\$63,502,301
Plant operations & maintenance	\$10,399,612	\$9,900,000	\$8,396,428
Transportation	\$4,617,950	\$4,800,000	\$4,566,347
Administration	\$2,990,682	\$3,100,000	\$2,899,293
External Services	\$0	\$0	\$0
TOTAL EXPENSES	\$95,872,622	\$92,193,898	\$83,967,653
ANNUAL SURPLUS (DEFICIT)	(\$1,129,819)	(\$887,898)	\$4,384,754

BUDGETED ALLOCATION OF EXPENSES (BY OBJECT)
for the Year Ending August 31

	Approved Budget 2015/2016	Fall Budget Update 2014/2015	Actual 2013/2014
EXPENSES			
Certificated salaries	\$47,216,348	\$44,500,000	\$40,257,166
Certificated benefits	\$11,620,224	\$11,000,000	\$10,106,456
Non-certificated salaries and wages	\$13,375,890	\$12,700,000	\$11,510,638
Non-certificated benefits	\$3,287,733	\$2,950,000	\$2,715,179
Services, contracts, and supplies	\$16,180,867	\$16,500,000	\$15,365,060
Capital and debt services			
Amortization of capital assets			
supported	\$3,013,215	\$3,000,000	\$2,961,492
unsupported	\$1,002,789	\$1,363,390	\$867,274
Interest on capital debt			
supported	\$10,737	\$15,840	\$18,204
unsupported	\$142,819	\$146,668	\$151,657
Other interest and finance charges	\$22,000	\$18,000	\$14,527
Losses on disposal of capital assets	\$0	\$0	\$0
Other expense	\$0	\$0	\$0
TOTAL EXPENSES	\$95,872,622	\$92,193,898	\$83,967,653

BUDGETED SCHEDULE OF FEE REVENUE
for the Year Ending August 31

	Approved Budget 2015/2016	Fall Budget Update 2014/2015	Actual 2013/2014
FEES			
Transportation fees	\$200,000	\$150,000	\$151,429
Basic instruction supplies, text book rental, material fees	\$641,224	\$630,824	\$619,659
Technology user fees	\$0	\$0	\$0
Alternative program fees	\$40,000	\$40,000	\$39,511
Fees for optional courses	\$0	\$0	\$0
Fees for students from other boards	\$0	\$0	\$0
Tuition fees (international & out of province)	\$0	\$0	\$0
Kindergarten & preschool	\$46,500	\$45,500	\$44,645
Extracurricular fees	\$582,500	\$578,676	\$569,777
Field trips	\$130,000	\$130,000	\$128,583
Lunch supervision fees	\$0	\$0	\$0
Other (describe)*	\$0	\$0	\$0
Other (describe)	\$0	\$0	\$0
Other (describe)	\$0	\$0	\$0
Other (describe)	\$0	\$0	\$0
Other (describe)	\$0	\$0	\$0
TOTAL FEES	\$1,640,224	\$1,575,000	\$1,553,604

**PLEASE DO NOT USE "SCHOOL GENERATED FUNDS" AS A CATEGORY*

Please disclose amounts paid by parents of students that are recorded as "Other sales and services" or "Other revenue" (rather than fee revenue):	Approved Budget 2015/2016
Optional non-study programs	\$0
Optional extracurricular participation	\$0
Student travel	\$0
Sales or rentals of other supplies/services	\$0
Other (describe)	\$0
Other (describe)	\$0
Other (describe)	\$0
Other (describe)	\$0
Other (describe)	\$0
TOTAL	\$0

PROJECTED SCHEDULE OF CHANGES IN ACCUMULATED OPERATING SURPLUS (SUMMARY)
for the Year Ending August 31

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	ACCUMULATED OPERATING SURPLUS (2+3+4+7)	INVESTMENT IN TANGIBLE CAPITAL ASSETS	ENDOWMENTS	ACCUMULATED SURPLUS FROM OPERATIONS (5+6)	UNRESTRICTED SURPLUS	INTERNALLY RESTRICTED OPERATING RESERVES	CAPITAL RESERVES
Actual balances per AFS at August 31, 2014	\$25,245,126	\$6,992,479	\$0	\$12,255,314	(\$0)	\$12,255,314	\$5,997,333
2014/2015 Estimated impact to AOS for:							
Prior period adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Estimated surplus(deficit)	(\$887,898)			(\$887,898)	(\$887,898)		
Estimated Board funded capital asset additions	\$0	\$731,808		\$0	\$0	\$0	(\$731,808)
Estimated Disposal of unsupported tangible capital assets	\$0	\$0		\$0	\$0	\$0	\$0
Estimated Disposal of unsupported tangible capital assets (expense)		(\$4,363,390)		\$4,363,390	\$4,363,390		
Estimated amortization of capital assets (expense)		\$3,000,000		(\$3,000,000)	(\$3,000,000)		
Estimated capital revenue recognized - Alberta Education		\$0		\$0	\$0		
Estimated capital revenue recognized - Other GOA		\$0		\$0	\$0		
Estimated capital revenue recognized - Other sources		\$0		\$0	\$0		
Estimated changes in Endowments	\$0	\$0	\$0	\$0	\$0		
Estimated Unsupported debt principal repayment		\$101,000		(\$101,000)	(\$101,000)		
Estimated reserve transfers (net)				(\$1,262,390)	(\$374,492)	(\$887,898)	\$1,262,390
Estimated Assumptions/Transfers of Operations (Explain)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Estimated Balances for August 31, 2015	\$24,357,228	\$6,461,897	\$0	\$11,367,416	(\$0)	\$11,367,416	\$6,527,915
2015/2016 Budget projections for:							
Budgeted surplus(deficit)	(\$1,129,819)			(\$1,129,819)	(\$1,129,819)		
Projected Board funded capital asset additions	\$0	\$2,290,000		\$0	\$0	\$0	(\$2,290,000)
Budgeted Disposal of unsupported tangible capital assets	\$0	\$0		\$0	\$0		\$0
Budgeted Disposal of unsupported tangible capital assets (expense)		(\$4,016,004)		\$4,016,004	\$4,016,004		
Budgeted Amortization of capital assets (expense)		\$3,013,215		(\$3,013,215)	(\$3,013,215)		
Budgeted capital revenue recognized - Alberta Education		\$0		\$0	\$0		
Budgeted capital revenue recognized - Other GOA		\$0		\$0	\$0		
Budgeted capital revenue recognized - Other sources		\$0		\$0	\$0		
Budgeted changes in Endowments	\$0	\$0	\$0	\$0	\$0		
Budgeted Unsupported debt principal repayment		(\$105,000)		\$105,000	\$105,000		
Projected reserve transfers (net)				(\$907,789)	\$22,030	(\$929,819)	\$907,789
Projected Assumptions/Transfers of Operations (Explain)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Balances for August 31, 2016	\$23,227,409	\$7,644,108	\$0	\$10,437,597	(\$0)	\$10,437,597	\$5,145,704

Reduction in A.S.O.: Please provide an explanation as to use of A.S.O. on Pages 9 (ASO) and 10 (ASO Use)

ANTICIPATED CHANGES IN ACCUMULATED OPERATING SURPLUS SUMMARY- 2014/2015 BUDGET REPORT

The following explains the anticipated changes to each component of the Accumulated Operating Surplus for 2014/2015 and provides detail on planned additions to unsupported capital. Additional space is provided on Page 6. The anticipated use of Unrestricted Surplus and Operating Reserves for 2015/2016 should be explained on Page 9 and detailed on 10 by cost object and program.

Reason for expected changes in Investment in Tangible Capital Assets and Endowments as well as intended uses of Operating and Capital Reserves:
2014/2015 (Additional space provided on the next page)

Reasons for changes in Investment in Tangible Capital Assets (i.e. supported tangible capital asset acquisitions or material dispositions):

**ANTICIPATED CHANGES IN ACCUMULATED OPERATING SURPLUS
for the Year Ending August 31**

The following explains the anticipated changes to each component of AOS for 2014/2015 and 2015/2016 and provides detail on the planned additions to unsupported capital. The anticipated us of Unrestricted Surplus and Operating Reserves should be explained on Page 9 and detailed on Page 10.

Reason for expected changes in Investment in Tangible Capital Assets and Endowments as well as the intended uses of the balances remaining for Unrestricted Surplus, Operating Reserves and Capital Reserves as at August 31, 2016.

2014/2015

Reasons for changes in Investment in Tangible Capital Assets (i.e. supported tangible capital asset acquisitions or material dispositions):

Other information related to changes in AOS for the 2014/2015 budget year:

2015/2016

Reasons for changes in Investment in Tangible Capital Assets (i.e. supported tangible capital asset acquisitions or material dispositions):

Planned Uses for remaining Unrestricted Surplus, Operating Reserves, and Capital Reserves (including time frame) after August 31, 2016: We expect to use surpluses for special projects such as our LIFT model and leadership for learning projects. Although we hope to eventually integrate these projects into our regular budget we will slowly transition to this as we use up reserves. With the loss of AISI funding several years ago we no longer had funds to assist us in new initiatives that came down from the province and we made the decision to utilize these surplus funds to fund projects related to Inspiring Education where we have not received sufficient funding to create PD opportunities for our staff.

Further, with the technology needs and new curriculum needs in schools and the lack of funding for these items we are compelled to save funds from our operating funds to finance these costs in the future.

Our capital reserves will be used to fund a field house on our new high school that will be opening in 2017 as well as funding for new school buses and capital items such as copiers and other school machinery. The maintenance department purchases approximately \$100,000 worth of vehicles and other equipment each year.

School Board funding has been inconsistent over the past several years and we feel that we do not want to create voids in the services we provide from year to year and therefore we feel that we need to set aside some funds to ensure our funding is consistent each year by providing a cushion that can be used in difficult economic times.

**PROJECTED STUDENT STATISTICS
FULL TIME EQUIVALENT (FTE) ENROLLED STUDENTS**

	Budgeted 2015/2016 (Note 2)	Actual 2014/2015	Actual 2013/2014	Notes
GRADES 1 TO 12				
Eligible Funded Students:				
Grades 1 to 9	5,488	5,394	5,160	Head count
Grades 10 to 12	1,802	1,736	1,699	Note 3
Total	7,290	7,130	6,859	Grades 1-12 students eligible for base instruction funding from Alberta Education.
Percentage Change	2.2%	4.0%		
Other Students:				
Total	68	88	40	Note 4
Total Net Enrolled Students	7,358	7,218	6,899	
Home Ed and Blended Program Students	638	613	609	Note 5
Total Enrolled Students, Grades 1-12	7,996	7,831	7,508	
Percentage Change	2.1%	4.3%		
Of the Eligible Funded Students:				
Severely Disabled Students served	145	145	186	Total eligible funded severely disabled student FTEs, including Code 40s (excluding Code 47s).

EARLY CHILDHOOD SERVICES (ECS)

Eligible Funded Children	975	1,000	866	ECS children eligible for ECS base instruction funding from Alberta Education.
Other Children	26	24	26	ECS children not eligible for ECS base instruction funding from Alberta Education.
Total Enrolled Children - ECS	1,001	1,024	892	
Program Hours	480	480	480	Minimum: 475 Hours
FTE Ratio	0.505	0.505	0.505	Actual hours divided by 950
FTE's Enrolled, ECS	506	517	451	
Percentage Change	-2.2%	14.8%		
Of the Eligible Funded Children:				
Severely Disabled Children served	94	94	66	Total eligible funded severely disabled children FTEs, including Code 40 children in program units.

NOTES:

- Enrolment is to be completed WHEREVER APPLICABLE and are 'as at September 30th' for each year.
- Budgeted enrolment is to be based on best information available at time of the 2014/2015 budget report preparation.
- The # of FTE grade 10-12 students is determined by taking the total # of students' credits / 35; where 35 CEU's = 1 FTE.
- Other Grade 1-12 students that are not eligible for base instruction funding from Alberta Education include First Nations students living on reserves for which tuition fee payments are made from Band or INAC (Code 330), students younger than 5 1/2 or older than 20, and out-of-province and foreign students.
- Because they are funded separately, Home Education students are not included with total net enrolled students. In the blended program, funding per student is pro-rated on the percentage of the student's program which is taken at school and at home; home education students are assigned a weighting of 0.25 FTE for base funding.

**PROJECTED STAFFING STATISTICS
FULL TIME EQUIVALENT (FTE) PERSONNEL**

	Budgeted 2015/2016	Actual 2014/2015	Fall Budget 2014/2015	Actual 2013/2014	Notes
CERTIFICATED STAFF					
School Based	520.0	517.0	490.0	422.5	Teacher certification required for performing functions at the school level.
Non-School Based	5.0	5.0	5.0	5.0	Teacher certification required for performing functions at the system/central office level.
Total Certificated Staff FTE	525.0	522.0	495.0	427.5	FTE for personnel possessing a valid Alberta teaching certificate or equivalency.
<i>Explanation required where change unrelated to enrolment</i>					
Percentage change from Fall Budget	0.6%	22.1%	15.8%		
6.1%					
Is an average standard cost used to derive certificated salaries?					
If an average standard cost is used, please disclose rate:					
	Yes				
	\$	104,269			
Explanation of Changes:					
Average cost includes benefits. Increase in staffing relates to significant growth in the division.					
NON-CERTIFICATED STAFF					
Instructional	223.0	222.0	222.0	190.0	Personnel providing instruction support for schools under 'Instruction' program areas.
Plant Operations & Maintenance	22.0	22.0	21.0	21.0	Personnel providing support to maintain school facilities
Transportation	13.0	13.0	12.0	13.0	Personnel providing direct support to the transportation of students to and from school
Other Non-Instructional	20.0	20.0	18.0	24.4	Personnel in Board & System Admin. and External service areas.
Total Non-Certificated Staff FTE	278.0	277.0	273.0	248.4	FTE for personnel not possessing a valid Alberta teaching certificate or equivalency.
Percentage Change	0.4%	11.5%	9.9%		
Percentage change from Fall Budget					
1.8%					
Explanation of Changes:					
Increase in staffing due to significant growth in division					
Additional Information					
Are non-certificated staff subject to a collective agreement? <input type="checkbox"/> No					
Please provide terms of contract for 2015/16 and future years for non-certificated staff subject to a collective agreement along with the number of qualifying staff FTE's.					

**UTILIZATION OF ACCUMULATED SURPLUS FROM OPERATIONS
for the Year Ending August 31**

Guiding questions:

How will these initiatives help teachers?
 What was the rationale for the initiative?
 How did these initiative create efficiencies in the district?

New LIFT Model

- Creation of cross pollination of schools for professional learning. (Better wording probably needed)
- Collaboration
- Sharing of best practices
- Teachers in front of children and not pulled away for PD
- 4 full days of professional learning and collaboration
- Teachers and administrators learning alongside one another

- Communities of Practice - explanation of cohorts
- Collaboration alongside professional learning aligning with new Ed Plan and LIFT
- Keep teachers in front of students
- Learning alongside grade teams and partners
- Sharing best practices
- 2 days are division wide PD days therefore reducing costs of subs
- Teachers in front of students instead of being pulled away for PD

**Leadership
For Learning**

With the student at the center and alignment with Curriculum Redesign, we aim to build a culture of continued instructional growth where ALL members of the school community work collaboratively to improve practice and ultimately ensure optimal student learning. This collaborative model brings in senior administration, school administration, teachers and support staff. It is a highly cost-effective way to build a culture of improvement throughout an entire school community.

Administrators need to be the instructional leaders learning alongside their staff members.

Shared responsibility among stakeholders for all aspects of plan...all staff are members with a vested interest.

Focused on key priorities as identified by each school community.

Must focus on enhancing professional practice and encourage leadership capacity in all.

Design of the project must ensure improved practice in EVERY classroom.

Developmental and contextual...based on your situation.

In an effort to accomplish the outcomes of the project we determined the best model that would keep teachers in front of students was to build collaboration into the existing timetable therefore reducing sub costs.

Accountability at the school and division level was established through participation by senior administration and school administration. This reduces the need for as many classroom visits to determine teacher effectiveness and growth.

**DETAILED BREAKDOWN FOR THE BUDGETED UTILIZATION OF ACCUMULATED SURPLUS FROM OPERATIONS
for the Year Ending August 31, 2016**

Line Item	Explanation	Capital ²		Program ³ Instruction - or 1- 12	Object ⁴ Classified objects	Expected Cost
		Recurring ¹	Operating			
1	Leadership for Learning					\$929,819
2						\$0
3	This project will be ongoing for at least 2 more years at which time we will assess whether or not we can find the funding to carry on					\$0
4	or if we have accomplished our goals and move on.					\$0
5						\$0
6						\$0
7						\$0
8						\$0
9						\$0
10						\$0
11						\$0
12						\$0
13						\$0
14						\$0
15						\$0
16						\$0
17						\$0
18						\$0
19						\$0
20						\$0
21						\$0
22						\$0
23						\$0
24						\$0
25						\$0
Use Of A.S.O. for Budget Year 2015/2016						\$929,819
Unexplained Reduction of A.S.O. (Cannot be more than \$10,000)						\$0

1. Use drop-down menu: If expense is recurring, indicate how the project will be funded in the future.
 2. Use drop-down menu: Capital items should be funded through capital reserves, if available.
 3. Use drop-down menu: If expenditure represents an "Operating" expense, indicate to which Program this item was included on the Budgeted Statement of Operations.
 4. Use drop-down menu: If expenditure represents an "Operating" expense, indicate to which Expenditure Object this item was included on the Budgeted Allocation of Expenses (by Object).