

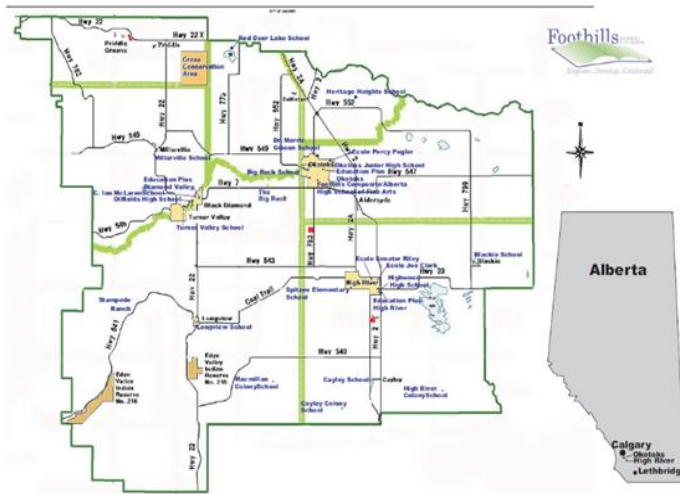


Budget 2022-2023



2022-2023 Operating Budget Budget Summary

The Foothills School Division has a budget of \$93.9 million in revenue and \$95.4 million in planned expenditures for 2022-23. We provide public education services to the County of Foothills, Alberta, Canada and other municipalities therein; including the Towns of Okotoks, High River, Black Diamond, Turner Valley and the Village of Longview.



The school division was established in 1938 and proudly serves a community that is approximately 71,000 residents according to the 2016 Government of Canada census. Foothills School Division has a planned enrolment of 7,962 students from early education to grade twelve. The Division provides high quality learning experiences for students through a broad range of educational programs in twenty schools, an online school, as well as three Hutterite colonies and the Cameron Crossing outreach school.

The Mission Statement, Core Values, Vision and Key Priorities inform our deliberations and priorities as we plan for the future.

Mission Statement

Each learner entrusted to our care, has unique gifts and abilities. It is our mission to find out what these are...Explore them... Develop them... Celebrate them!

The Board of Trustees is committed to govern by assuring that our students and all who support them can flourish:

- We are committed to visionary leadership that inspires opportunities and initiatives to impact the engagement, support, and success of our learners and our communities across the Division.
- We are committed to engaging, communicating, and collaborating meaningfully with our learners and communities
- We are committed to providing welcoming, caring, respectful, safe, flexible, and inclusive learning environments that embrace diversity within a culture of belonging.
- We are committed to building positive professional relationships and providing rich, meaningful, and appropriate learning experiences that are responsive to the needs of our learners and our communities.

ENGAGEMENT, SUPPORT, AND SUCCESS

FOR EACH LEARNER IN FOOTHILLS SCHOOL DIVISION

Our Vision: Engagement, support, and success for each learner.

Our Mission: Each learner entrusted to our care has unique gifts and abilities.

It is our mission to find out what these are...Explore them...Develop them...Celebrate them!

Our Priorities:

- **Engagement:** Ensure engagement is timely, meaningful, and collaborative with all learners.
- **Support:** Ensure learning environments are welcoming, caring, respectful, safe, and inclusive.
- **Success:** Ensure excellence in teaching, learning and leadership

ENGAGEMENT

Local and Societal Context

Assurance Measure: Provide trust and confidence that the education system responds proactively to local and societal contexts.

Governance

Assurance Measure: Provide trust and confidence that policy leaders demonstrate stewardship of system resources with an emphasis on student success, community, engagement, transparency, and accountability.

SUPPORT

Learning Supports

Assurance Measure: Provide confidence that resources are managed effectively in establishing learning environments where local and societal context is recognized, diversity is embraced, a sense of belonging is emphasized and all students are welcomed, cared for, respected and safe.

SUCCESS

Student Growth and Achievement

Assurance Measure: Provide trust and confidence that students demonstrate citizenship, engage intellectually, and grow continuously as learners.

Teaching and Leading

Assurance Measure: Provide trust and confidence that teachers and leaders grow in their professional practice to ensure optimum and continuous learning.

Stakeholder Engagement/Communications

Our Story of Engagement – We are committed to engaging and collaborating meaningfully with our learners and communities. We communicate division progress and the use of resources transparently and with a view to guiding future decision-making. We consult widely and in a variety of ways with our learners, parents, and communities to include their voice in our decision-making and to build partnerships. We seek to understand the worldviews in our learners and communities and use this knowledge to inform our decision-making. We do this to assure our learners and communities that our decision-making is based on the best interests of all our learners. Feedback we received from these engagement opportunities informed our budget deliberations and decisions.

- [Engage FSD](#)
- [Vision 2034: Prepared for the Future](#)
- [Ideas that Make Cents](#)
- [Students' Matters](#)
- [Trustee News and FSD Trustee Guide to Good Governance](#)
- [School Council Presentations](#)

What we Heard: The Foothills School Division (FSD) Board of Trustees and administration have completed a thorough review of the stakeholder engagement feedback. FSD received almost a thousand visits and responses to the listed engagement opportunities. With the understanding that our deficit budget would have to decrease we communicated that we would be faced with needing to make budget reductions, a list of the significant responses are listed below:

- Maintain frontline staff where ever possible (teachers and educational assistants)
- Reduce administration costs
- Find savings in facilities
- Find savings in technology
- Find savings in professional development
- Introduce fees where they do not cover expenditures
- Look for ways to increase revenue
- Consolidate programs where numbers warrant
- Implement an Early Retirement Incentive Plan
- Reduce school year (4 -day week or additional days)
- Reduce divisional specialists
- Explore programs that would increase enrolment
- Encourage students to bring their own tech devices.

Budget Process

The Board of Trustees developed belief statements and set priorities, through the Board's [3-year Education Plan](#), 2021-2024, that guides the development of the 2022-23 budget. Administration gathers information from Alberta Education, schools, divisional leadership along with parents and staff (through the assurance and engagement process) in formulating how the budget helps carry out our plan.

The Foothills School Division has had the ability to utilize reserve spending to enhance staffing, custodial time, technology and divisional support over the past number of school years. We are now to the point where our reserve levels are severely limited. We anticipate that the 2022-23 school year will be the last year we are able to run a deficit. There are also significant issues with inflation that affects primarily fuel, utilities, bus costs, along with supplies and materials. These issues have been addressed in this budget to the extent they can be realistically estimated.

The significant budget changes include:

- The [Alberta Education Assurance Funding Model](#) and changes to the funding framework, includes changes to requirement on minimums and maximums on reserve levels
- A focus on supporting the key priorities identified in [FSD's Three Year Education Plan](#)
- Deficit spending an additional \$1.5 million from operating & capital reserves
- Specialized services provided through Renfrew Educational Services for targeted supports and assessments will become FSD employees, reduces travel costs and focuses on FSD needs
- Prioritizing current front-line staffing levels across the division
- Insurance costs escalated (5 times higher than 3 years ago). FSD and 7 other boards who suffered catastrophic losses (due to floods & forest fires) are paying significantly higher than like sized boards; FSD to continue to lobby the Minister and GoA re: insurance costs/concerns
- Introduce Before and After School Care, piloted at specific communities and schools. They will be operated by third party vendors and will utilize existing space
- Reductions have been made to custodial services in order to prioritize funding to classrooms
- Transportation fees have increased for all unfunded transportation services.
- Funded transportation students will see the implementation of a fee beginning February 1st, 2023. The fee for funded student transportation will be \$75 for the February 1 – June 30, 2023 (1/2 year) and will be set at \$150 for the full year 2023-24. The maximum any family will be required to pay is 2.5 times the per student rate. FSD has run a deficit in transportation for a number of years and with increasing costs and the consultation feedback demonstrating the need to prioritize classroom funding this fee has reluctantly been introduced
- Reduced division office staff (facilitators, tech services, receptionist)
- Increase technology fee from \$15 to \$25 with commitment not to change for at least 3 years
- Certified staff levels reduced to 2012-13 staffing formula
- Uncertificated staff reductions
- Lengthen break at Easter to 10 days (inclusive of Good Friday & Easter Monday)
- Increased bandwidth at schools
- Benefit costs Increased by provider by over 8%
- Administrator changes (Blackie, Cayley - no Vice Principals & Highwood High - 1 Vice Principal)
- Technology evergreening evolving; smartboards in targeted classroom
- Expand Hub@Home

School Authority Planning and Results Reporting

The Minister has moved to require boards to operationalize the accountability relationships and processes established in provincial legislation, one that The Foothills School Division implemented prior to the Department's deadlines. We have fully moved to the Assurance Model which includes new requirements for school authorities' education plans and annual education results reports (AERRs).

The planning and reporting processes that school authorities use should reflect the guiding principles, domains and enabling processes outlined in the Assurance Framework. Effective planning and results reporting occurs in a continuous improvement cycle and are integral to school authority accountability and assurance. The planning and reporting cycle (see graphic below) involves:

- Developing/updating plans based on results, contextual information, input from stakeholders, and provincial direction
- Preparing budgets that allocate or re-direct resources to achieve priorities and meet responsibilities
- Implementing research and practice-informed strategies to maintain or improve performance within and across domains and focused on student growth and achievement
- Monitoring implementation and adjusting efforts as needed
- Measuring, analyzing and reporting results
- Using results to identify areas for improvement and to develop strategies and targets for the next plan (i.e. evidence-informed decision making)
- Communicating and engaging with stakeholders about school authority plans and results throughout the process.



Foothills School Division has committed to moving forward with the aim of reaching our highest potential. To do this we have listed a number of areas for us to concentrate on that we believe will help the division, staff and students reach our goals and objectives.



Trends & Initiatives



- Learning Services Team has secured a third year of the Mental Health Capacity Building Grant from Alberta Health Services. This grant provides for a Mental Health Program Manager and two Wellness Coaches. The grant agreement states that “Applicants awarded this funding excelled in the priority focus areas of rural/remote with limited access to mental health services for children and youth, and a focus on underserved populations such as Indigenous, IRER and LGBTQ were chosen...” We are encouraged that we are able to continue to

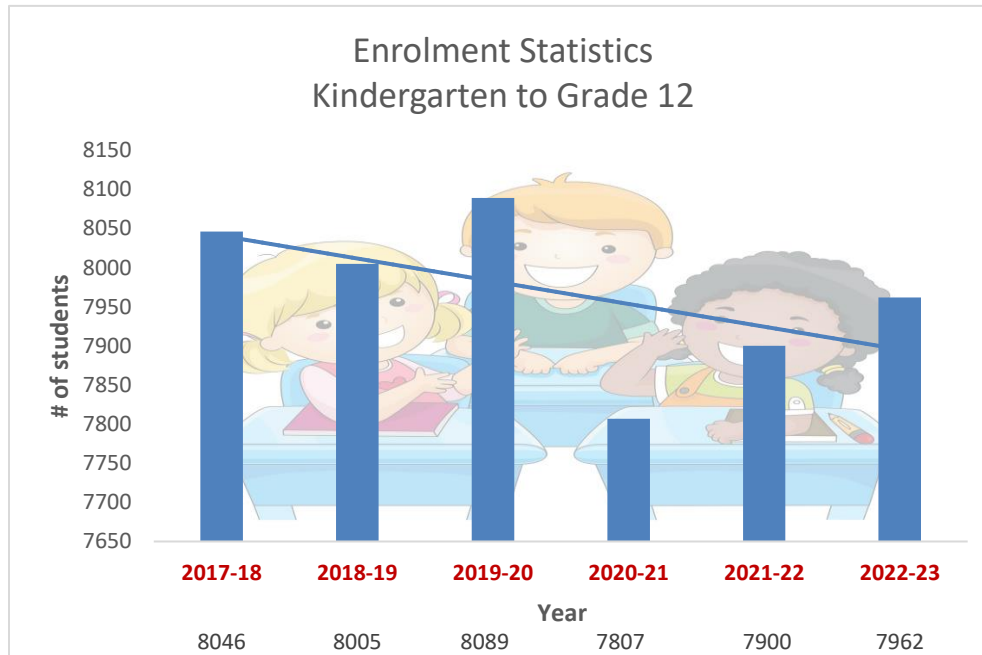
support some of our most vulnerable youth.

- The Foothills School Division is continuing with our online learning school for Grades 1 -12 called Hub@Home.
- Technology continues to be a focus for the Division as we move forward on the following initiatives:
 - Increased bandwidth at all High Schools from 200MB to 1GB, increased other schools from 100MB to 500MB
 - Targeted evergreening where required
 - SharePoint/OneDrive Migration
 - Learner Profile Enhancement
 - Automating helpdesk
 - Deferring 1:1 pilot until 2023-24
- The Foothills School Division continues to provide high quality professional development for teachers. New curriculum requirements will be a focus for K – 6 teachers in 2022-23. Our priorities continue to target designing engaging learning for students through authentic, relevant learning opportunities, providing differentiated instruction as well as quality assessment practices. Our System Learning Days have focused on utilizing high quality teaching approaches to provide all students with opportunities to reach personal excellence. Learning Services continues to focus on literacy, numeracy, and student intellectual engagement.
- The Province continues to promote and facilitate an increased awareness in First Nation, Métis and Inuit education. Changes to curriculum and focusing on the *Truth and Reconciliation* recommendations continue to play a part within the work of The Foothills School Division.
- Nature Based Learning has been instituted at Percy Pegler School and the program continues to grow and develop.

Enrolment

The Foothills School Division has 7,962 students projected in early education (kindergarten) through grade 12 in the 2022-23 school year as compared to 7,900 in 2021-22. This is an increase of 62 students from the prior year (2021-22) budget.

Historical enrolment data and conversations with school administrative teams is used to predict enrolment for subsequent budget periods. The following chart illustrates the change in enrolment from September 2017 to September 2021 and projected enrolment for the 2022-23 school year



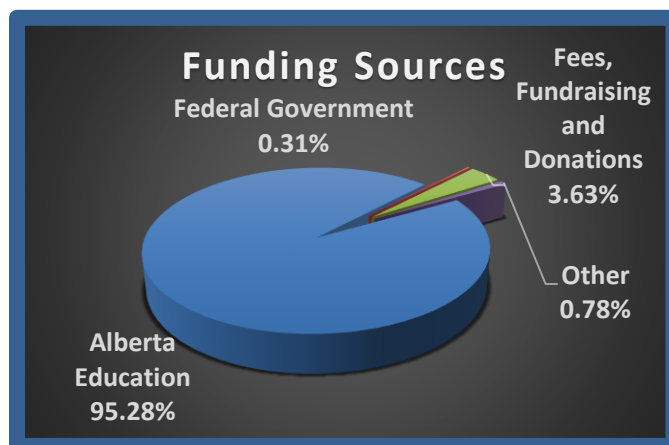
Enrolment projections are shared and deliberated with the individual schools and we work with them to fine tune our forecasts. The Foothills School Division works closely with all of our municipal partners to prepare for the fluctuations in enrolment growth.



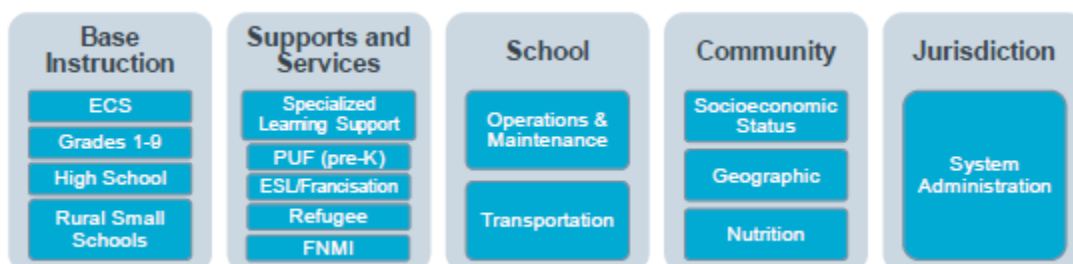
Programs and school offerings are key in meeting student and community priorities. FSD hopes to continue to grow enrolment through an expansion of Hub@Home and through continued development of programs that parents and students see as priorities. Before and After School Programs, Junior Kindergarten Programs and full day Kindergarten are all aimed at providing early

learners with the supports they need and to help encourage enrolment at Foothills Schools.

Revenue



The Foothills School Division is financially dependent on funding from the Province of Alberta. The school division receives over 95% of its funding from provincial government sources. The division has control over other revenues such as school fees, school generated funds, outside grants, and investment revenues, which comprise 5% of the Division's revenue. Grants are received in the envelopes shown below:



Total budgeted revenues for 2022-2023 are \$93.94 million.

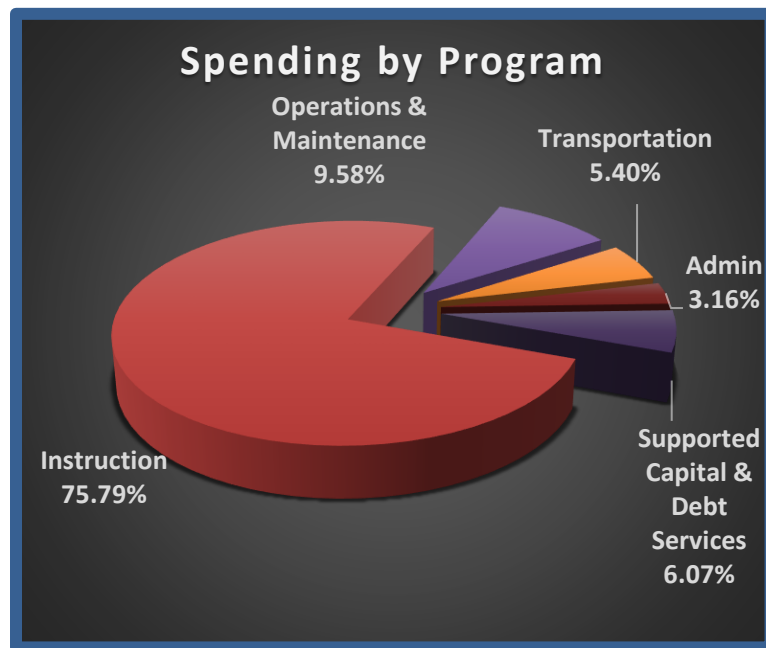
Alberta Education recently undertook a funding framework review and changed the way Boards are funded. Boards are now funded based on a funding profile which considers the division's makeup and enrolment (weighted moving average for current year, projected year and previous year).

Revenue Comparison

Revenues	2022-2023	2021-2022
Total Revenue	\$93,942,335	\$93,282,285
Base Instruction	\$48,925,011	\$48,551,966
Services & Supports	\$7,231,354	\$7,838,667
Schools	\$13,186,042	\$12,782,964
Community	\$3,488,088	\$3,491,333
Jurisdictions	\$3,094,605	\$3,094,605
Other	\$8,416,042	\$7,586,423
Federal Government Funding	\$290,000	\$332,192
Alberta Municipalities	\$111,000	\$111,000
Capital Funding	\$5,793,143	\$5,454,643
Local fees and School Generated Funds	\$3,407,050	\$4,038,492

This budget reflects a deficit of \$1,500,138 for the 2022-23 school year.

Spending by Program



Funding is allocated to division programs and services to ensure that programs meet the needs of students and schools to remain viable. The \$93.94 million of funding resources are allocated to major program areas including Instruction, Operations and Maintenance, Transportation, System Administration, as well as Capital and Debt Services.

Instruction - The allocation to all schools and other instructional programs, such as our new Hub@Home school and our outreach school (Cameron Crossing). Instruction includes our Junior

Kindergarten, Early Childhood Services (Kindergarten) through to grade 12 student population. Students can attend school and be fully funded by the province as long as they are older than 6 years of age and younger than 19 years of age as of September 1st. System instructional support is also included as part of this program expenditures category.

Spending by Program	2022-2023	2021-2022
Total Expenditures	\$95,442,473	\$97,396,615
Instruction	\$72,333,089	\$74,066,663
Administration	\$3,019,260	\$3,065,904
Operations and Maintenance *	\$9,143,016	\$10,034,872
Transportation	\$5,153,965	\$5,049,318
Supported Capital and Debt Services	\$5,793,143	\$5,179,858

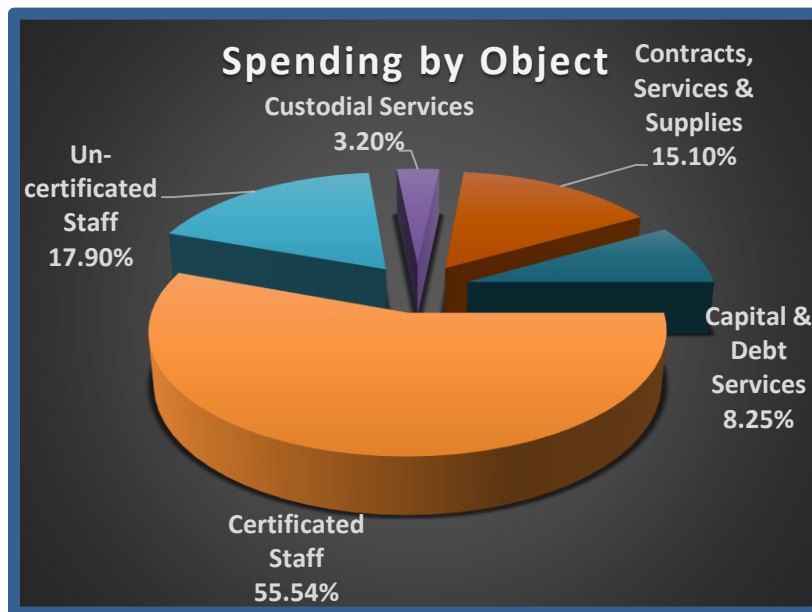
Administration - includes Board Governance, Corporate Services, Employee Services, Board and System Administration.

Operations and Maintenance - activities relate to the Division's responsibility for the construction, operation, maintenance, safety and security of all school buildings and the maintenance facility.

Transportation - program relates to all activities of transporting students to and from their attendance area schools. Currently funding is provided to transport students who live a distance of 2.4 kilometers or greater away from their designated school.

Capital and Debt Services - includes the provision of unamortized portion of school buildings and supported debt from the Province of Alberta. Also included in the Capital and Debt Services budget is the amortization of capital assets as well as Capital Maintenance and Renewal (CMR).

Expenditures by Object



The Foothills School Division will spend approximately \$73.2 million on staffing, which is about 76% of the Division's \$95.4 million budgeted expenditures. The percentages go to over 80% when you remove the supported portion of Capital and Debt Services. 59 % would then be the percent spent on teaching staff and 22 % spent on uncertificated staff (including custodial).

The chart below compares the expenditures of the 2022-2023 budget with the 2021-2022 spring budget.

Expenditures by Object	2022-2023	2021-2022
Total Expenditures	\$95,442,473	\$97,396,615
Certificated Staff	\$53,012,648	\$54,014,588
Un-certificated Staff	\$17,083,779	\$17,145,751
Custodial Services	\$3,055,264	\$4,028,530
Contracts, Services and Supplies	\$14,414,984	\$14,645,409
Capital and Debt Services (supported & unsupported)	\$7,875,798	\$7,562,337

The Division expends approximately 81% of the budget, including the amount spent on contracted custodial services for salary and benefit costs (removing the supported amortization for school buildings).

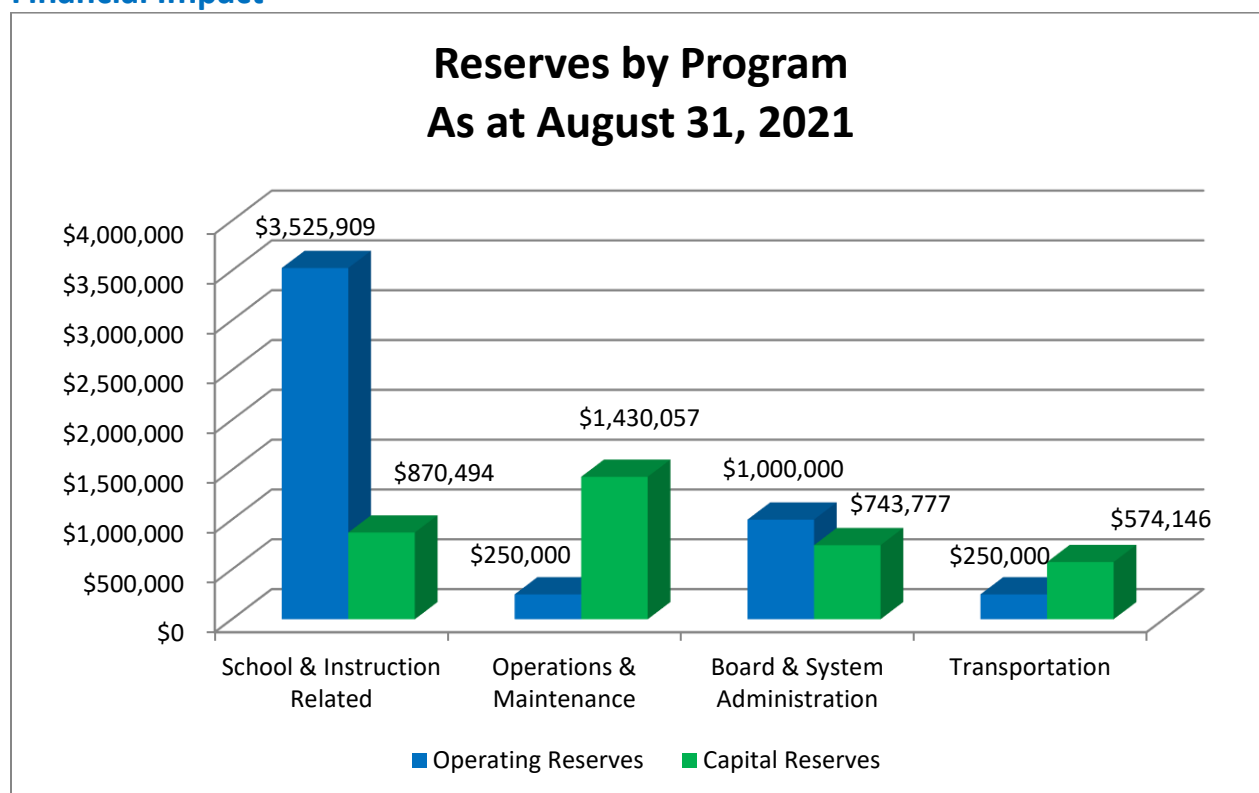
Staff Contracts

The Board negotiates contracts with all of its staffing groups. The Alberta Teachers' Association bargains both at a central table (Teacher Employer Bargaining Association) and at the local level. Other associations include Canadian Union of Public Employees (CUPE), the Bus Drivers Association and the Maintenance Association.

Division staffing has the greatest impact on the educational opportunities provided to students within The Foothills School Division. The division will employ approximately 427 full time equivalent (FTE) teachers and 258 full time equivalents (FTE) support staff and 72 bus routes in 2022-23.



Financial Impact



The Foothills School Division has benefited by having operating reserves for the last number of years. The Board of Trustees previously implemented a plan aimed at reducing the surplus to the government's target of 3.15% of the division's expenditures. We anticipate that we will be less than the allowable maximum by the end of the 2021-22 school year. The Province has also required that Boards have a minimum level of operating reserves at no less than 1% of expenditures. Maximum and minimums are as of August 31, 2023. This budget requires Ministerial approval to take \$445,909 out of operating reserves and to take \$1,054,229 out of capital reserves to cover the \$1,500,138 planned deficit.

Operating Reserves - The Board's operating reserves has provided it with flexibility and the opportunity to be innovative. Some of the purposes reserves have been used for include:

- The opportunity to design and implement the Classroom Program Innovative Projects
- Allows the Division to continue to integrate technology into the classroom
- Allowed for the provision of additional teaching and support staff
- Augment the furniture and equipment budgets during recent modernizations or new builds
- Provide dollars in the case of emergencies.

Capital Reserves – The Board uses capital reserves to provide for purchases which meet Alberta Education’s capitalization criteria.

These capital reserves also allow us to purchase buses and equipment for the Transportation and Facility Services departments and to provide upgrades to non-instructional buildings. The division will need to monitor its reserve levels in future operating budgets to ensure that it maintains an appropriate balance between meeting the needs of students and the financial health of the division. The amount of the reserves will be dependent on future financial resources from Alberta Education and expenditure decisions made by the division.

Capital Plan

All new school facilities are funded from the Province of Alberta through Alberta Infrastructure in consultation with the Department of Education. Each year, school jurisdictions submit facility needs for the next three years and await funding and approval from the province. The Province announced funding for the Blackie School Modernization in March of 2020 in the amount of \$8.7 million dollars, which was augmented by the County of Foothills contributing an additional \$500,000 to help transform the school into a community hub. Construction completed in 2021/22. Cameron Crossing School was moved into the new Okotoks Arts and Learning Campus.

The 2022-2025 Three Year Capital Plan Priorities:

New Construction

1. New 10 – 12 School, 1500 Capacity on 32nd Street Site Okotoks
2. New K – 9 School, 900 total capacity on D’Arcy Ranch Development Okotoks
3. New School High River, Configuration TBD at Spitzee Crossing Development

Modernization Priorities

1. Cayley School – Cayley
2. Longview School – Longview
3. Turner Valley School – Turner Valley
4. Ecole Senator Riley School – High River
5. C. Ian McLaren School – Black Diamond
6. École Joe Clark School – High River
7. Big Rock School – Okotoks

Overall Priority List

1. New 10 – 12 School, 1,500 Capacity on 32nd Street Site Okotoks
2. New K – 9 School, 900 total capacity on D’Arcy Ranch Development Okotoks
3. Cayley School – Cayley
4. New School High River, Configuration TBD at Spitzee Crossing Development
5. Longview School – Longview
6. Turner Valley School – Turner Valley

7. École Senator Riley School – High River
8. C. Ian McLaren School – Black Diamond
9. École Joe Clark School – High River
10. Big Rock School - Okotoks

Cameron Crossing – Okotoks Arts and Learning Campus



Blackie Modernization - Foyer



Information

Board of Trustees

The elected board of trustees of Foothills School Division for the period October 2021 to October 2025:

Theresa Letendre, Board Chair

John Evans, Vice Chair

Jack Molyneux

Sharon Nichols

Lisa Penzo

Phil Irwin

Senior Administration

Senior administration for Foothills School Division:

Dr. Christopher Fuzessy, Superintendent of Schools

Andrew Chipman, Assistant Superintendent, Corporate Services

Allen Davidson, Assistant Superintendent, Employee Services

Caroline Roberts, Assistant Superintendent, Learning Services

The Foothills School Division prides itself on providing outstanding educational opportunities for the students we serve and believes in its motto **“Explore. Develop. Celebrate.”** For further information about The Foothills School Division, view the Division’s Three-Year Education Plan and Annual Education Results Report and the Audited Financial Statements on the Division’s website at www.fsd38.ab.ca. The website is a great resource to provide further information about The Foothills School Division’s schools, services, and resources.