



2023 – 2024 BUDGET SUMMARY

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Presented to the Board May 31, 2023

Foothills School Division
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DIVISION CONTACTS

FOOTHILLS SCHOOL DIVISION OPERATING BUDGET 2023-2024 SUMMARY

The Foothills School Division has a budget of \$101.7 million in revenue and \$102.7 million in planned expenditures for 2023-24. We provide public education services to the County of Foothills, Alberta, Canada and other municipalities therein, including the Towns of Okotoks, High River, Diamond Valley and the Village of Longview.

**Foothills School Division 2021-2024 Education Plan: Year 3
2021-22 Annual Education Results Report**



LAND ACKNOWLEDGEMENT

We honour the spirit, life and lessons this land and its ancestors teach us. We acknowledge the traditional territories of the Siksika, Piikani, Kainai, Tsuut'ina, Îyârhe Nakoda and the Métis Nation Region 3.

Truth and Reconciliation for Learner Success in Foothills School Division



VISION

Engagement, Support, and Success for each learner.



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!



PURPOSE

Education at the centre of a flourishing community.

PRIORITIES

Engagement: Ensure and maintain Division wide engagement that is timely, meaningful, and collaborative with all learners and communities.

Support: Ensure and maintain Division wide learning environments that are welcoming, caring, respectful, safe, and inclusive.

Success: Ensure and maintain Division wide excellence in teaching, learning and leadership.

Board Policy 01: Division Foundational Statements

Board Policy 14: A Place for All

COMMITMENTS

- Visionary leadership that inspires opportunities and initiatives to impact engagement, support and success of each learner and our communities.
- Engaging, communicating, and collaborating meaningfully with our learners and communities.
- Providing welcoming, caring, respectful, safe, flexible, and inclusive learning environments that embrace diversity within a culture of belonging.
- Building positive professional relationships and providing rich, meaningful, and appropriate learning experiences that are responsive to the needs of our learners and our communities.

SUCCESS

STUDENT GROWTH & ACHIEVEMENT

Advance Innovation and Design
Advance Learning that Transfer
Advance Literacy and Numeracy
Advance First Nations, Métis, and Inuit student success

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

TEACHING & LEADING

Advance Excellence in teaching, learning and leading

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

ENGAGEMENT

LOCAL & SOCIETAL CONTEXT

Advance Stakeholder Engagement and Communications

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

GOVERNANCE

Advance Continuous Improvement and Assurance

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

Education at the centre of a flourishing community.

SUPPORT

LEARNING SUPPORTS

Advance Wellness and Well-being
Advance Continuum of Supports

Assurance Measure: FSD provides 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.

» OUR DIVISION LEADERSHIP

The Foothills School Division prides itself on providing outstanding educational opportunities for the communities we serve and believes in its purpose of *education at the centre of a flourishing community*.

For further information about The Foothills School Division, view our Three-Year Education Plan, Annual Education Results Report and the Audited Financial Statements on the Division's website at foothillsschooldivision.com. The website is a great resource to provide further information about The Foothills School Division's schools, services, and resources.

BOARD OF TRUSTEES

Jack Molyneux – Ward 1

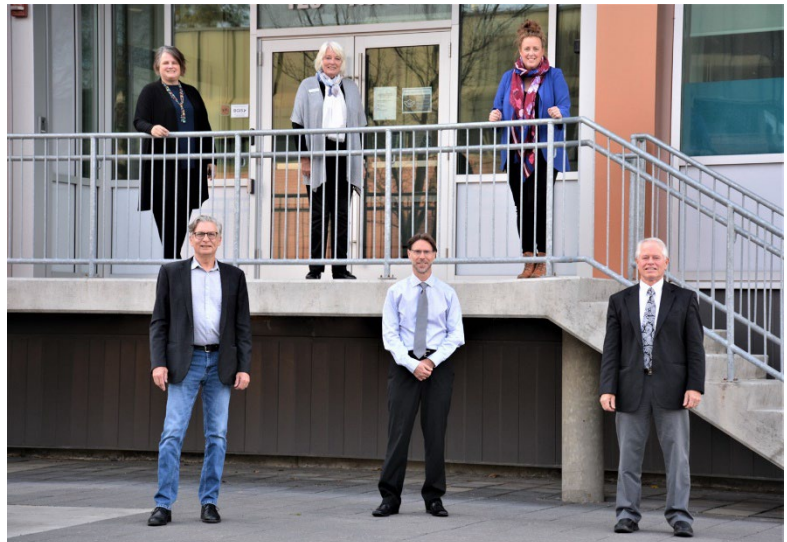
John Evans – Vice Chair, Ward 2

Theresa Letendre – Chair, Ward 3

Sharon Nichols – Ward 4

Lisa Penzo – Ward 4

Phil Irwin – Ward 5



EXECUTIVE TEAM

Dr. Christopher Fuzessy, Superintendent of Schools

Andrew Chipman, Assistant Superintendent, Corporate Services

Allen Davidson, Assistant Superintendent, Employee Services

Caroline Roberts, Assistant Superintendent, Learning Services

OUR SCHOOLS

HIGH RIVER & AREA SCHOOLS

- [École Joe Clark School](#) (K-5)
- [Spitzee Elementary School](#) (K-5)
- [École Senator Riley Middle School](#) (6-8)
- [École Secondaire Highwood High School](#) (9-12)
- [Blackie School](#) (K-8), Blackie
- [Cayley School](#) (K-8), Cayley
- Cayley Colony School
- High River Colony School
- MacMillan Colony School

OKOTOKS & AREA SCHOOLS

- [Big Rock School](#) (K-6)
- [Dr. Morris Gibson School](#) (K-6)
- [Meadow Ridge School](#) (K-9)
- [École Percy Pegler School](#) (K-6)
- [Westmount School](#) (K-9)
- [École Okotoks Junior High School](#) (7-9)
- [École Secondaire Foothills Composite High School / Alberta High School of Fine Arts](#) (10-12)
- [Cameron Crossing School](#) (10-12)
- [Heritage Heights School](#) (K-9), DeWinton
- [Red Deer Lake School](#) (K-9), Foothills County

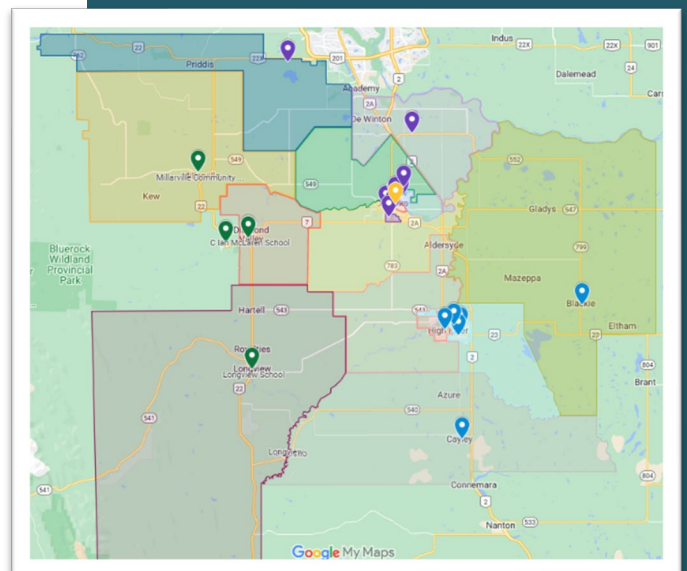
HIGH COUNTRY SCHOOLS

- [C. Ian McLaren School](#) (K-6), Diamond Valley
- [Turner Valley School](#) (K-6), Diamond Valley
- [Longview School](#) (K-6), Longview
- [Millarville Community School](#) (K-8), Millarville
- [Oilfields School](#) (7-12), Diamond Valley

LEARN ANYWHERE

- [Foothills Digital School](#) (1-12+)

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 8,079 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.



» BUDGET ENGAGEMENT

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 views of our learners and communities and use this knowledge to inform our decision-making. We do this to assure our communities that our decision-making is based on the best interests of all learners.

[Community Engagement Engagement Opportunities](#)

[Get Involved](#)

[Advocacy](#)

[Foothills Flourishing Community Award](#)

[FSD News](#)

[FSD Footnotes](#)

[School Council Presentations](#)

WHAT WE HEARD

The Foothills School Division Lead Team have completed a thorough review of the stakeholder engagement feedback. FSD received several responses to the Ideas that Make Cents engagement opportunity. With the understanding that our budget would be modest we communicated that we would be faced with needing to adjust our allocations. We asked our community to prioritize where we should invest our funds and create efficiencies. Here are the significant responses below:

- Increase frontline staff wherever possible (teachers and educational assistants)
- Leverage parent volunteers (coaching, traffic guards, fundraising)
- Minimize transportation routes, find efficiencies
- Reduce professional learning days
- Increase advocacy efforts
- Facility rentals
- Increase recycling and sustainability programs
- Encourage students to bring their own devices



BUDGET PROCESS

The Board of Trustees developed belief statements and set priorities, through our [3-year Education Plan](#), that guides the development of the 2023-2024 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. The Province increased funding for 2023-2024, which has allowed us to add additional teaching and support staff. When combined with anticipated increased costs to both staff and materials, the forecast has led us to plan for one more year of deficit spending. 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:

- 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 our [3 Year Education Plan](#)
- Deficit spending an additional \$1 million from operating reserves.
- Prioritizing current front-line staffing levels across the division
- Implementing new junior high Cameron Crossing program funded through Mental Health in Schools Pilot Grant
- Meeting mandated and negotiated salary and allowance increases
- Insurance costs budgeted a decrease of approximately \$100,000
- Additional division office provision to support schools; curriculum and student supports.
- Certified staff levels increased by 10.6 FTE
- Benefit costs Increases by provider of 10.3% plus an additional 15% on Extended Disability Benefit (EDB) premiums
- Increases to Payroll Benefits: CPP, EI and WCB
- Increasing leave costs as we are seeing significant increases in staff accessing leave provisions (e.g., sick leave)
- New division-wide telephone system to replace antiquated system.
- New curriculum revenue and expenditures added to budget.
- Fuel Contingency Grant estimated at \$125,000.

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.

CONTINUOUS IMPROVEMENT CYCLE

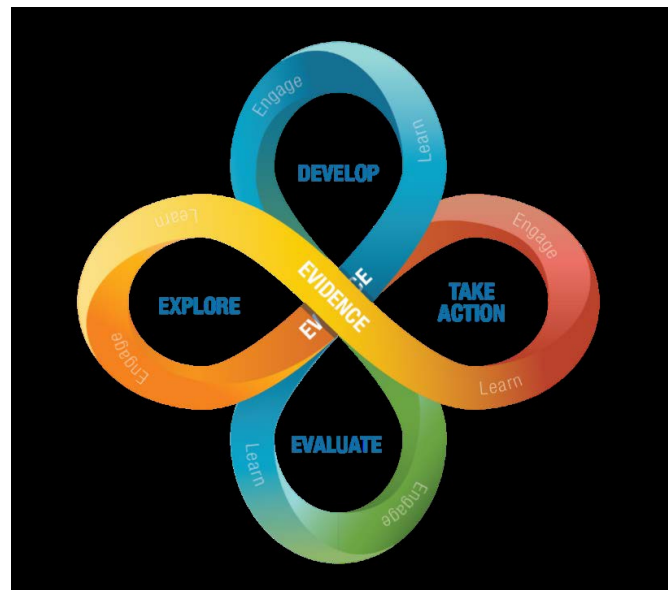
Successful work within and across the domains occurs within a continuous improvement cycle. There are a variety of approaches to improvement, and many include the following components:

- **Explore:** Involves accessing, analyzing and interpreting accurate and relevant data and identifying and understanding an issue, concern or problem. Key question: What is going on here?
- **Develop:** Involves identification of a problem or challenge that can be addressed; identification of potentially successful strategies to address a learner-centred problem/challenge; and developing an action plan. Key question: What needs to be improved? How?
- **Take action:** Involves learning as you implement the plan and making adjustments through formative feedback. Key question: How are we 'actioning' the plan?
- **Evaluate:** Involves evaluating the impact of the plan. Key question: Did our planned strategies have the desired outcomes? What next?

Key Enabling Processes for Continuous Improvement

Key enabling processes that must be part of all phases of a continuous improvement cycle (see graphic) include:

1. *Evidence-informed decision-making:* In a continuous improvement cycle, participants are persistently attentive to gathering ongoing, triangulated evidence to inform next steps.
2. *Engagement:* Effective engagement processes rely on education partners working together for the purposes of bringing about positive change, with all partners recognizing that the nature of the engagement will vary according to the needs of the participants.
3. *Learning and Capacity Building:* In **assurance**, reflection on learning is critical. Because the provision of **assurance** is a dynamic process, the opportunities for building capacity for change and improvement must be ongoing.



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 2SLGBTQ+ 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 the Foothills Digital School.
- Technology continues to be a focus for the Division as we move forward on the following initiatives:
 - Targeted evergreening where required
 - Learner Profile Enhancement
 - Automating helpdesk
- 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 2023-24. 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.

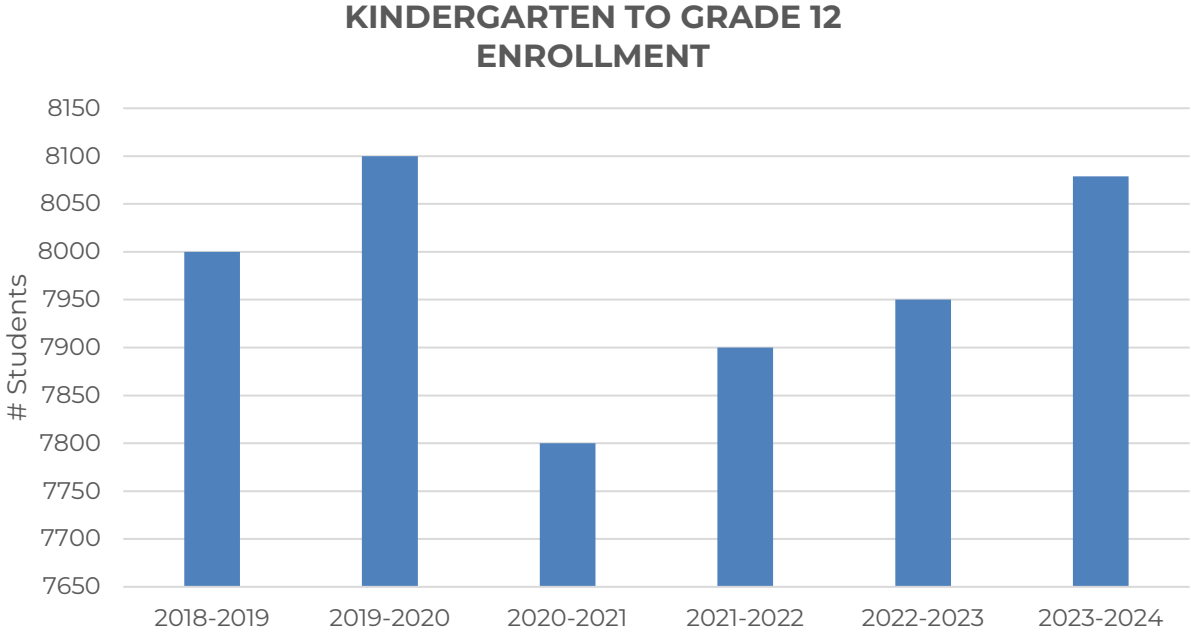


Explore: Nature based learning instituted at École Percy Pegler School continues to grow

ENROLMENT

The Foothills School Division has 8,079 students projected in early education (kindergarten) through grade 12 in the 2023-24 school year as compared to 7,962 in 2022-23. This is an increase of 117 students from the prior year (2022-23) 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 2018 to September 2023 and projected enrolment for the 2023-24 school year.

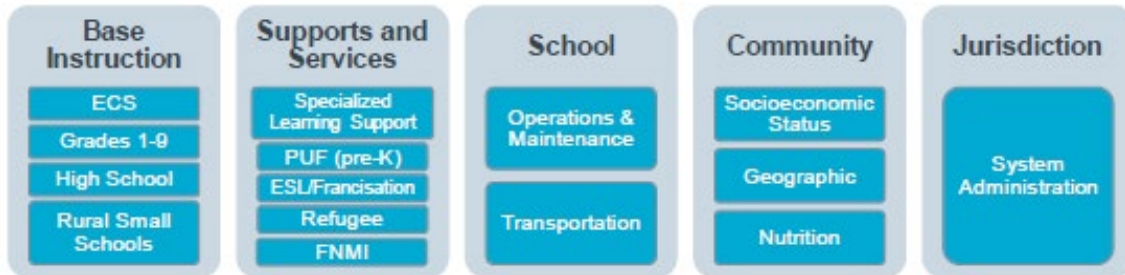


Enrolment projections are shared and deliberated with the individual schools and we work with them to fine tune our forecasts. The Foothills School Division works closely with all our municipal partners to prepare for the fluctuations in enrolment growth.

Programs and school offerings are key in meeting student and community priorities. FSD hopes to continue to grow enrolment through an expansion of the Foothills Digital School 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.

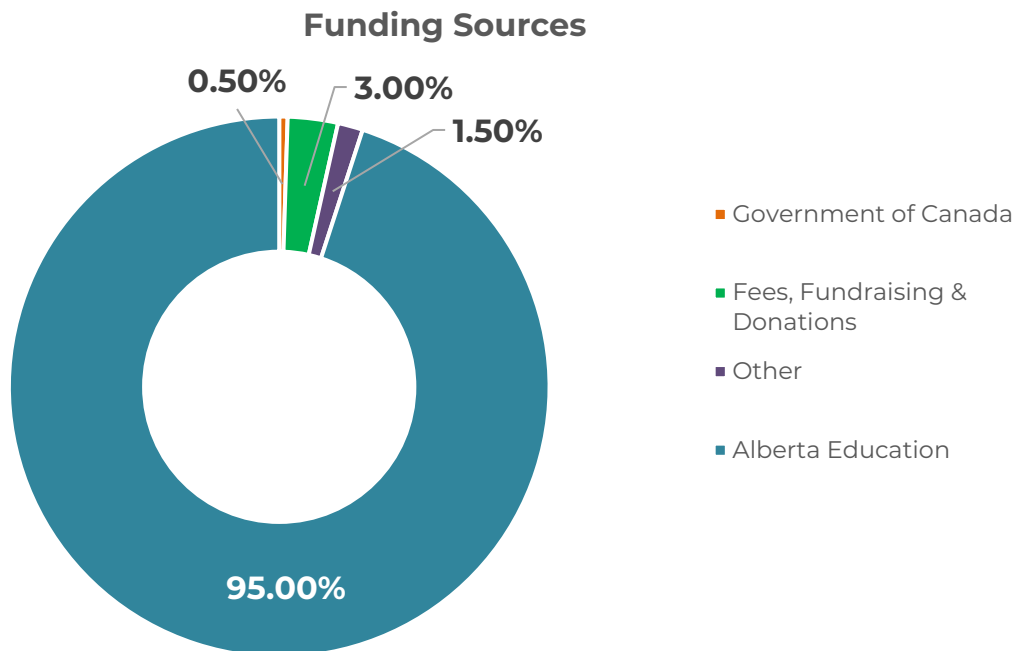
» REVENUE

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 2023-2024 are \$101.7 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	2023-2024	2022-2023
Total Revenue	\$101,754,179	\$93,942,335
Base Instruction	\$53,470,961	\$48,925,011
Services & Supports	\$8,704,559	\$7,231,354
Schools	\$14,210,764	\$13,186,042
Community	\$3,575,501,	\$3,488,088
Jurisdictions	\$4,800,952	\$3,094,605
Other	\$6,326,375	\$8,416,042
Federal Government Funding	\$290,000	\$290,000
Alberta Municipalities	\$95,000	\$111,000
Capital Funding	\$5,849,667	\$5,793,143,
Local fees and School Generated Funds	\$4,430,400	\$3,407,050

This budget reflects a deficit of \$922,489 for the 2023-24 school year.

2023 - 2024 BUDGET

NEW CURRICULUM
Supporting our teachers in the roll-out of mandated new curriculum.


INCREASING SCHOOL BASED STAFF
28 EAs | 10 teachers | 1 YDC | 1 FSLC
1 Psychologist | 1 CTS Instructor
0.5 Early Childhood Educator

JUNIOR HIGH SUPPORT
Dedicating a Learning Coach, EA, YDC, and Vice Principal to support alternative school option for Junior High students

ACHIEVING ED PLAN
Supporting the engagement support and success of our students through our 3 Year Ed Plan.

PARTNERSHIPS
Leveraging community partnerships and grant funds to best support our students.

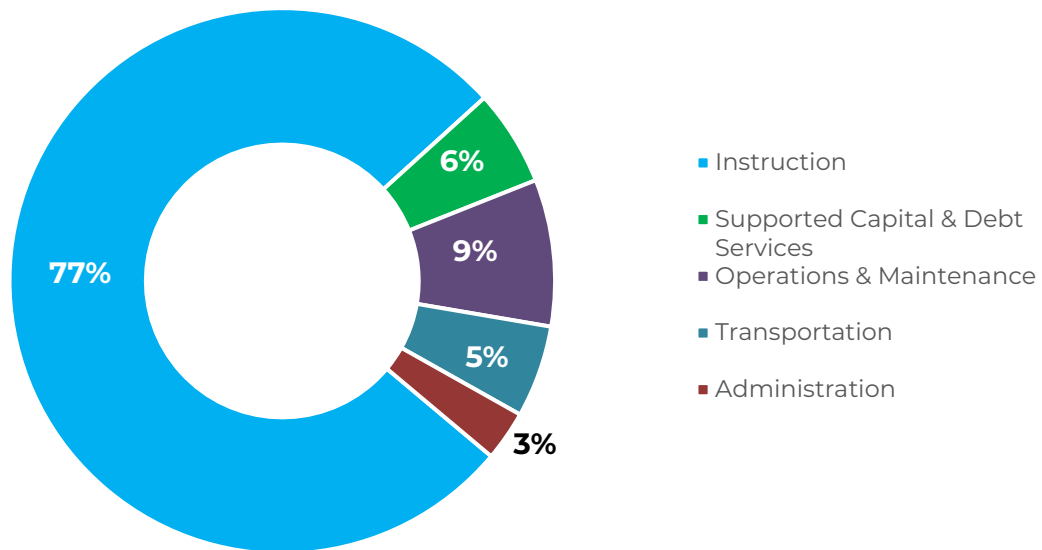
Investing in our system to assert that education is at the centre of a flourishing community

foothillsschooldivision.ca


» EXPENDITURES

EXPENDITURES 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 \$101.7 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.



Spending by Program	2023-2024	2022-2023
Total Expenditures	\$102,676,668	\$95,442,473
Instruction	\$79,200,829	\$72,333,089
Administration	\$3,042,704	\$3,019,260
Operations and Maintenance *	\$8,975,845	\$9,143,016
Transportation	\$5,607,623	\$5,153,965
Supported Capital and Debt Services	\$5,849,667	\$5,793,143

Instruction - The allocation to all schools and other instructional programs, such as the Foothills Digital 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 if 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.

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

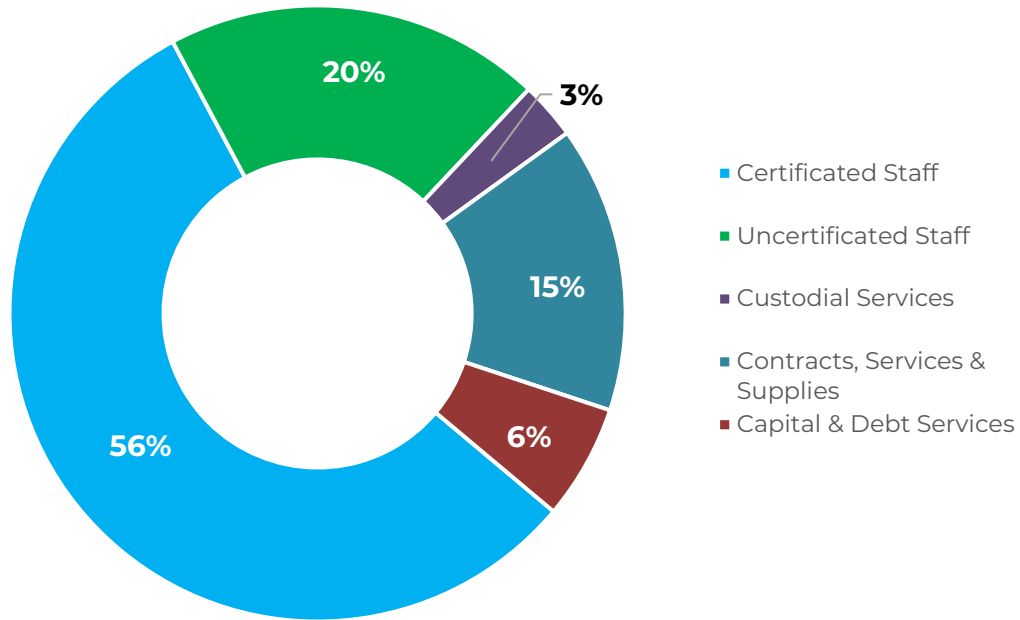
Operations and Maintenance - activities relate to the Division's responsibility for the construction, operation, maintenance, safety and security of all school buildings and the maintenance facility.

Transportation - program relates to all activities of transporting students to and from their attendance area schools.

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 \$80.8 million on staffing, which is about 79% of the Division's \$102.7 million budgeted expenditures. The percentages go to over 83% when you remove the supported portion of Capital and Debt Services. Fifty-nine percent would then be the amount spent on teaching staff and 24% spent on uncertificated staff (including custodial).



The chart below compares the expenditures of the 2023-2024 budget with the 2022-2023 spring budget.

Expenditures by Object	2023-2024	2022-2023
Total Expenditures	\$102,676,668	\$95,442,473
Certificated Staff	\$57,412,288	\$53,012,648
Un-certificated Staff	\$20,292,720	\$17,083,779
Custodial Services	\$3,086,000	\$3,055,264
Contracts, Services and Supplies	\$15,123,621	\$14,414,984
Capital and Debt Services (supported & unsupported)	\$6,762,039	\$7,875,798

The Division expends approximately 83% 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 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 437.6 full time equivalents (FTE) teachers and 296 full time equivalents (FTE) support staff and 72 bus routes in 2023-24.

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 3.2% of the division's expenditures. We anticipate that we will be less than the allowable maximum by the end of the 2022-23 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 \$ 922,489 out of operating reserves.

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:

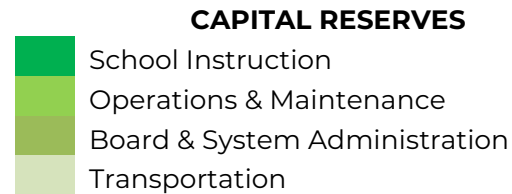
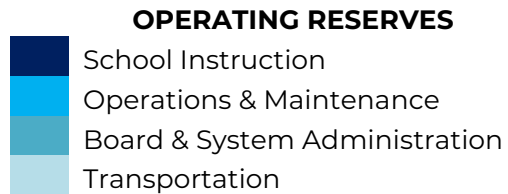
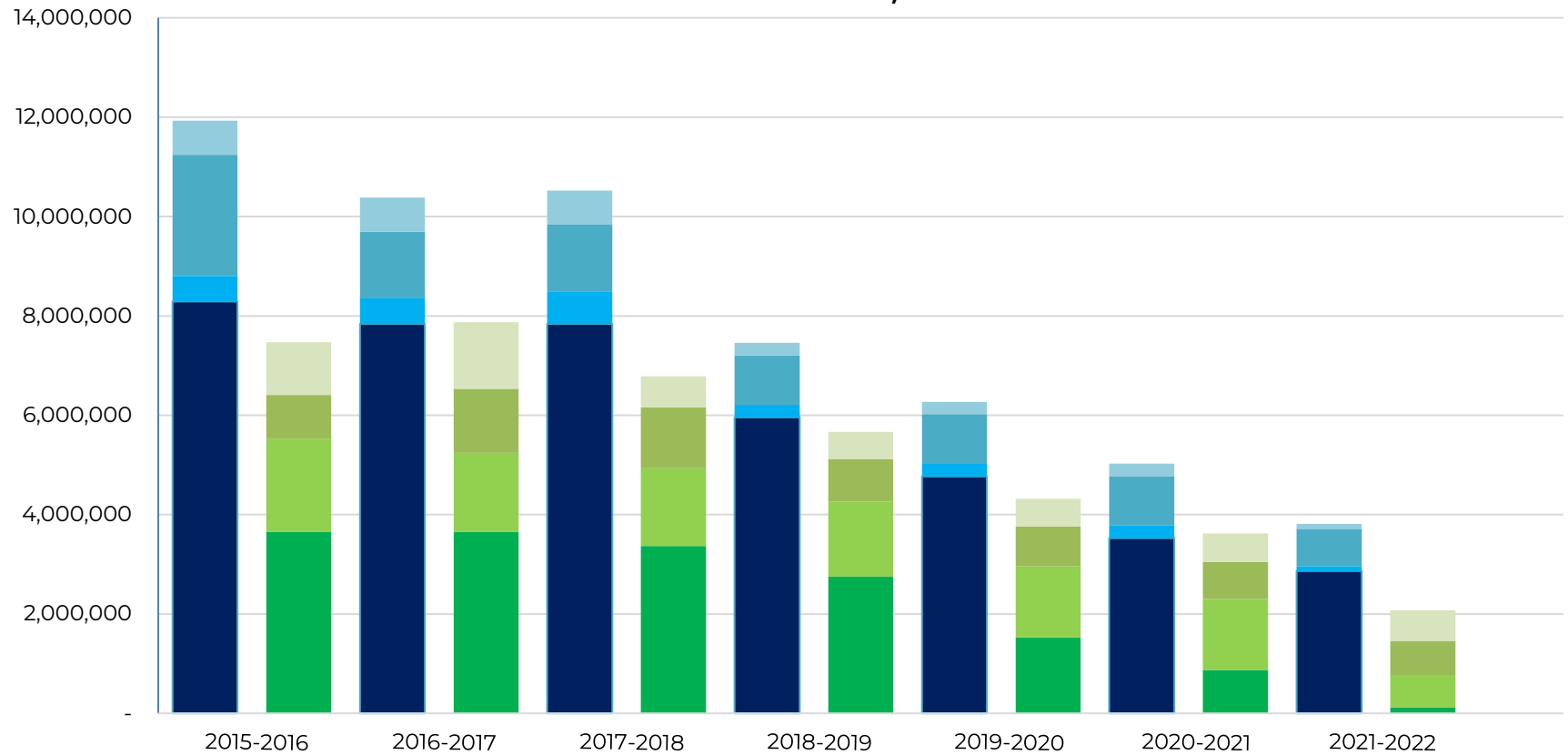
- The opportunity to design and implement the Classroom Program Innovative Projects
- Allows the Division to continue to integrate technology into the classroom
- Allowed for the provision of additional teaching and support staff
- Augment the furniture and equipment budgets during recent modernizations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

Capital Reserves

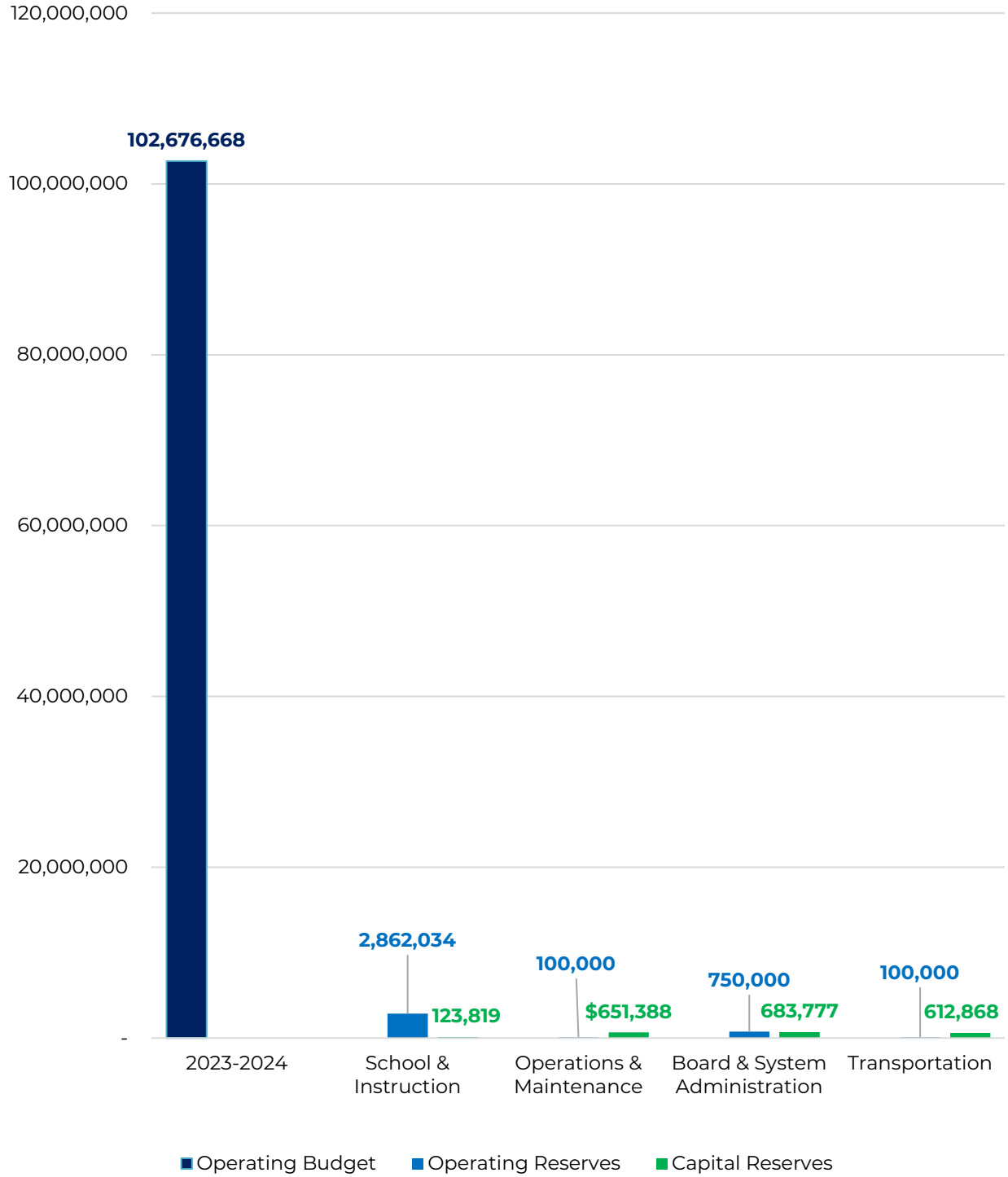
The Board uses capital reserves to provide for purchases which meet Alberta Education's capitalization criteria.

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.

**RESERVES BY PROGRAM
YEAR OVER YEAR COMPARISON
AS AT AUGUST 31, 2022**



RESERVES BY PROGRAM AS AT AUGUST 31, 2022



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 2021-2022. Cameron Crossing School was moved into the new Okotoks Arts and Learning Campus.

THE 2023-2025 THREE YEAR CAPITAL PLAN PRIORITIES:

NEW CONSTRUCTION

1. New 10 – 12 School, 1500 Capacity in Okotoks
2. New K – 9 School, 900 Capacity in Okotoks
3. New School High River, Configuration TBD at Spitzee Crossing Development

MODERNIZATION PRIORITIES

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

OVERALL PRIORITY LIST

1. New 10 – 12 School, 1,500 Capacity - Okotoks
2. New K – 9 School, 900 total capacity - Okotoks
3. École Senator Riley School – High River
4. Turner Valley School – Turner Valley
5. C. Ian McLaren School – Black Diamond
6. Cayley School – Cayley
7. New School High River, Configuration TBD at Spitzee Crossing Development
8. Longview School – Longview
9. École Joe Clark School – High River
10. Big Rock School - Okotoks



Blackie School Modernization