

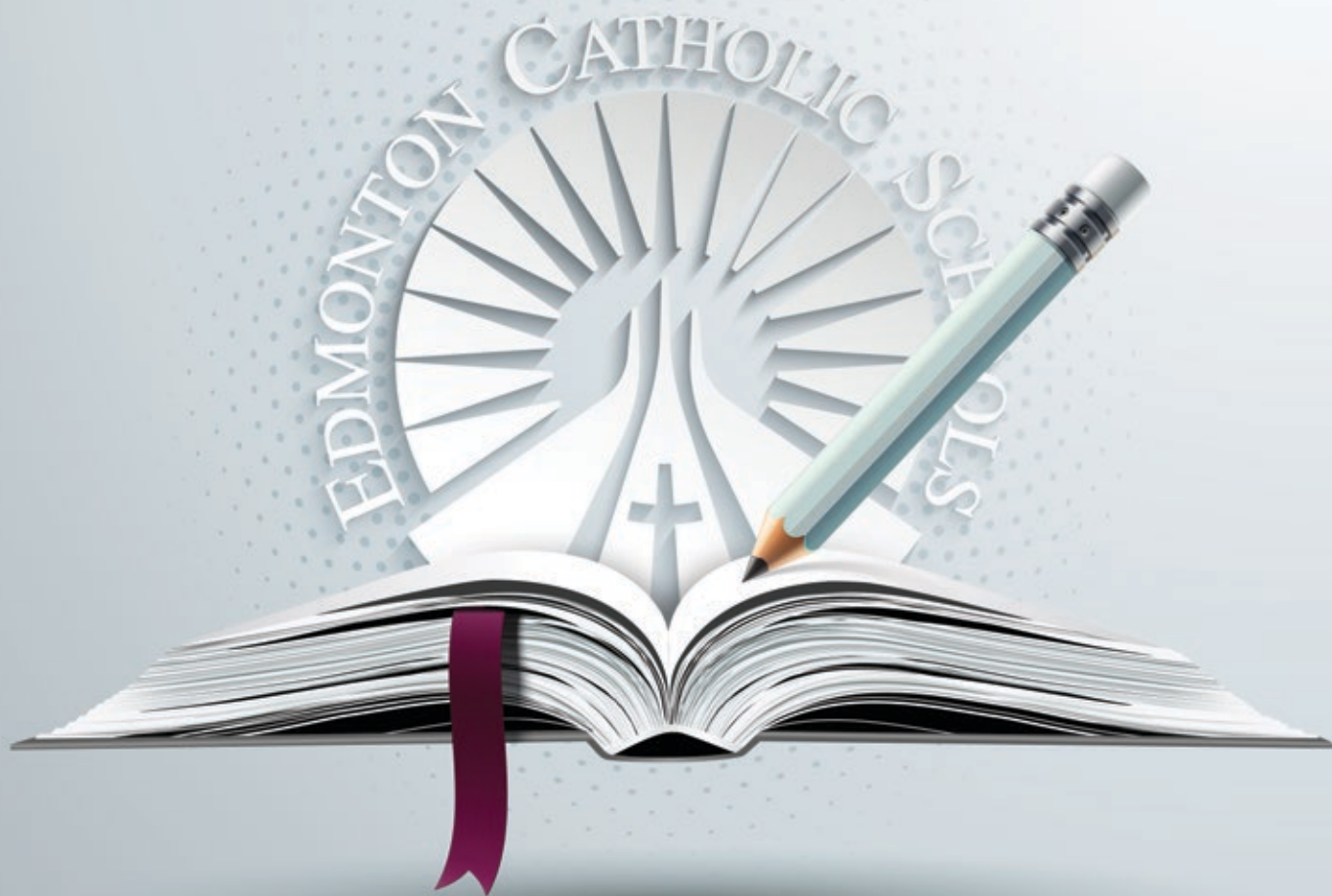


2015-16 DISTRICT OPERATING
BUDGET

“LISTEN, CHILDREN, TO A FATHER’S INSTRUCTION, AND BE ATTENTIVE, THAT YOU MAY GAIN INSIGHT” - PROVERBS 4:1

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Our Foundation

The mission of Edmonton Catholic Schools is to provide a Catholic education that inspires students to learn and that prepares them to live fully and to serve God in one another.

INSPIRED BY

- Love of the Father • Faith in Jesus Christ • Hope from the Holy Spirit

WE BELIEVE IN GOD AND WE BELIEVE

- that each person is created in the image and likeness of God
- that each child is a precious gift and sacred responsibility
- in the goodness, dignity and worth of each person
- that Christ is our model and our teacher
- in celebrating and witnessing our faith
- in transforming the world through Catholic education
- that Catholic education includes spiritual growth and fulfillment
- that learning is a lifelong journey
- that all can learn and develop their gifts
- in building inclusive Christ-centred communities for service to one another
- that all have rights, roles and responsibilities for which they are accountable
- that Catholic education is a shared responsibility in which parents have a primary role

VISION

Our students will learn together, work together and pray together in answering the call to a faith-filled life of service.

EIGHT CHARACTERS OF CATHOLIC EDUCATION

- | | | | |
|-------------|------------------|----------------|---------------|
| • Community | • Humanness | • Rationality | • Justice |
| • Tradition | • Sacramentality | • Spirituality | • Hospitality |

CORE VALUES

- | | | |
|---------------------|------------|------------------------------|
| • Dignity & Respect | • Honesty | • Personal & Communal Growth |
| • Loyalty | • Fairness | |

A STATEMENT OF 21ST CENTURY LEARNING IN EDMONTON CATHOLIC SCHOOLS

Preparing our students for a world not yet realized

In keeping with our Foundation Statement, the students and staff of Edmonton Catholic Schools commit to 21st century learning. In support of hopeful Christ-centred living, in a society transformed by globalization, technological innovation, and human ingenuity, 21st century learning complements our commitment as a Catholic community of learners, leaders and educators.

Edmonton Catholic Schools fosters faith-based learning that deeply engages all staff and students in 21st century learning opportunities. All facets of the learning system -- curriculum, instruction, assessment, professional learning, accountability and resource allocation -- are in support of 21st century learning. Students will be creative, digitally aware, critical-thinking global citizens, analysts, communicators and producers engaged in learning that is conceptual and authentic within a faith-based environment.

Guided by our moral compass and focused on the common good, students and staff will be self-directed, adaptable, discerning and curious, as they engage individually and collaboratively in 21st century learning.

A DEFINING STATEMENT OF INCLUSIVE EDUCATION IN OUR DISTRICT - KATHOLOS: EDUCATION FOR LIFE FOR ALL

In accordance with our District Foundation Statement, all *resident students and their parents/caregivers are welcomed into our schools. The Learning Team is committed to collaborating, identifying, applying and monitoring practices enabling all students to reach their potential, spiritually, socially, emotionally, physically and academically within the Programs of Study alongside their peers.

**resident student as defined by the School Act*

OUR CATHOLIC VISION FOR OUR STUDENTS

- Our Catholic values and traditions are infused into all our learning environments.
- Our students will have lifetime success.
- Our students show improvement and excellence in their learning outcomes.
- Our schools are models of our “Katholos” (Inclusive Education) philosophy of Education for Life for All.
- Our staff are models of Christ-centred engagement with our students.
- Our success will be achieved with the resources available to us.

The Province has indicated that new economic realities will likely affect funding to provincially supported entities. We understand the challenges affecting the Province. Our commitment and focus will continue to be on our students in the classroom as we embrace the ministerial order that mandates us to provide educational programs that supports our students in becoming ethical citizens, engaged learners with an entrepreneurial in spirit.

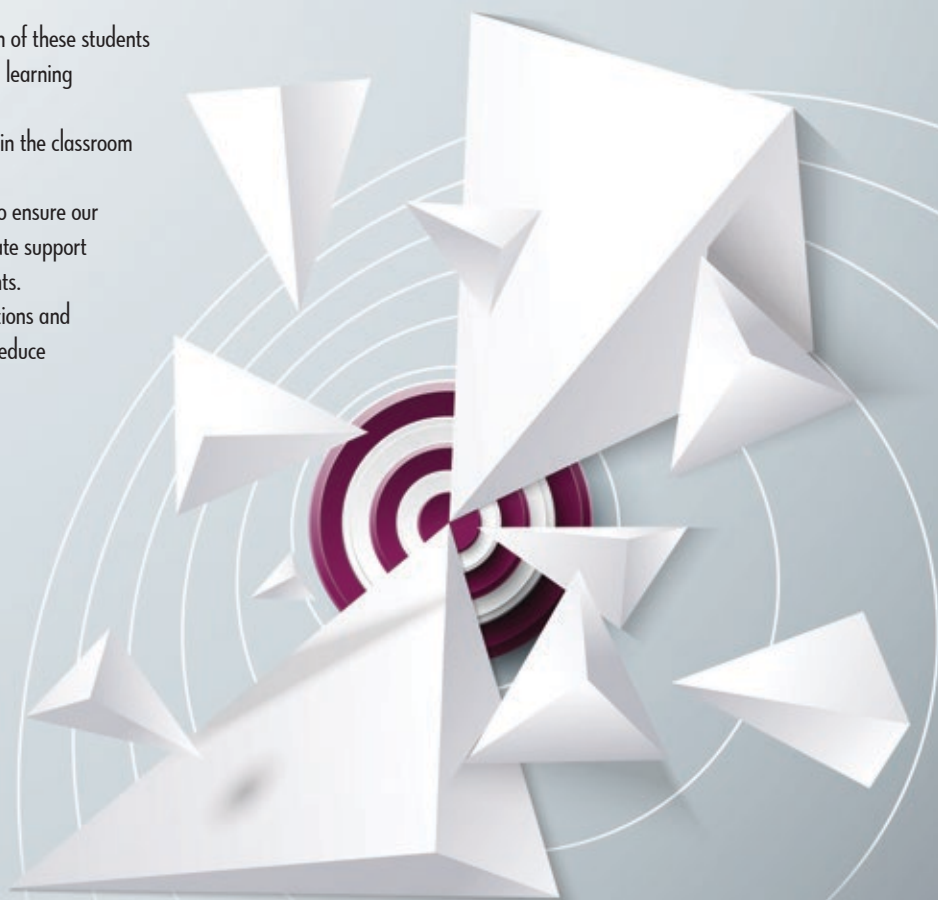


OUR CHALLENGES

The Province is experiencing significant revenue shortfalls. It is predicted that this shortfall will continue for some time. The previous government had instituted a series of funding changes to education that would have significantly reduced the amount of money available to the District. This funding shortfall would be in the range of \$18 million. The newly elected government has promised that funding will be restored and in particular funding for new student enrollment. This budget had been prepared based on our belief that funding will be restored using previous funding policies. Even with the restored funding the District is facing a number of challenges:

- Enrollment continues to increase and a large portion of these students are immigrants and refugees who require support in learning the English language.
- Our Inclusive Education model supporting students in the classroom requires increasing support.
- The Province as well as the District has set a goal to ensure our First Nations, Métis and Inuit students have adequate support and we continue to provide support for these students.
- We recognize the potential for future funding reductions and as a result we have initiated a plan to identify and reduce operational expenses. Our considerations include:
 - » Reducing and/or eliminating district support for some educational priorities
 - » Finding operational savings in schools and departments
 - » Assessing consolidation of administrative offices
 - » Eliminating leases where costs outweigh benefits
 - » Reviewing our Alternative Education programs to ensure efficiency and effectiveness
 - » Improving instructional productivity through calendar planning
 - » Considering consolidation of schools

- With funding levels restored the District can now assess prudent courses of action and will work with our stakeholders and Alberta Education to ensure our students' success continues to be the focus of our actions.



OUR BUDGET PROCESS

Our budget process is centred by our Core Budget Committee composed of five members of the District’s senior administration team, three school principals and two Financial Services managers. This committee was charged with overseeing the development of the budget to ensure consideration is given to all the important components that are foundational in ensuring our students have a quality education in a faith filled environment. Our budget process included researching and assessing factors in our internal and external environment that have an impact on our budget.

OUR DISTRICT GUIDING PRINCIPLES

Our guiding principles are the foundational piece in the development of our budget

- Budgetary resources are allocated such that the District can effectively celebrate and promote Catholic education and therefore, to help ensure that the mission of the District will be actualized
- The budget will be balanced; today’s dollars for today’s students
- Every student has a full range of learning opportunities that meet their needs to complete the mandated Program of Studies, with appropriate supports and resources
- Funding allocations support the District Plan for Continuous Growth
- Funding supports the Statement of 21st Century Learning in Edmonton Catholic Schools
- Student success is the direct or indirect focus of all budgetary allocations
- Every student has access to an equitable share of budget resources

We reviewed all of our foundational documents with special attention on our Guiding Principles. We solicited stakeholder input through the use of surveys and discussion groups. Parents, students and employee groups were asked a series of questions relating to their views on relevant issues. Our budget incorporates these views while balancing student needs with the resources available to us. Of high priority were the issues of class size, faith formation, support for special needs, and the need for prudent fiscal management.

OUR GOALS

We incorporate our District goals into our District Plan for Continuous Growth and align them with Alberta Educations goals. The Province has four goals while we have five with our first goal being of paramount importance and central to our mission. These are our goals:

- Goal one..... **Live the distinctiveness of Catholic education**
- Goal two..... **Every student is successful**
- Goal three..... **Quality teaching and school leadership**
- Goal four..... **Engaged and effective governance**
- Goal five..... **First Nations, Métis and Inuit students are successful**

OUR BUDGET ASSUMPTIONS

Budget 2015-16 is prepared based on the information available at the time of preparation. We have relied primarily on the Alberta Education Funding Manual along with policy statements made by the Ministry. The key budget assumptions used for our Budget 2015-16 are as follows:

- New student enrollment will be funded at the Alberta Education revised funding manual rates
- Some other funding envelopes will also be funded at higher rates
- Inflationary cost pressure will be minimal
- Teacher salary costs are funded appropriately through the basic grant rate
- Teacher salary lump sum payment of 1% due in November 2015 is fully funded
- The new Education Act will not result in additional costs to the District
- The District will continue with its site based model using our existing allocation methodology

DISTRICT PRIORITIES

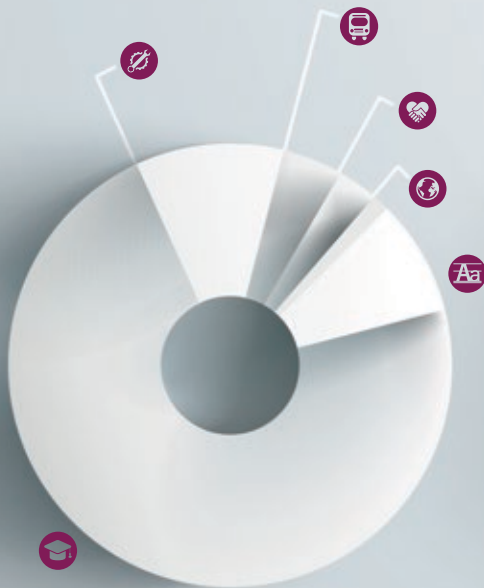
One of the outcomes of our engagement process is the identification of district priorities. Addressing these priorities ensures our students are supported in the most appropriate manner to achieve our goals. We have recapped these priorities in the table:

Schedule of District Priorities Supporting Students in the Classroom	2015-16 Budget
SCHOOL BASED STAFF	
Support for learning coaches	8,448,000
Support for technology coaches in schools	845,000
Support for Chaplains in Schools (Junior and Senior High)	651,000
Support for High School Completion Programs	411,000
Support for Full Day Kindergarten	1,365,000
Support for First Nations, Métis and Inuit Grad Facilitators	250,000
RESOURCES	
Support for new religious curriculum	736,000
PROGRAMS	
Support for Transform	900,000
Support for Enhanced English Language Learners (ELL)	1,000,000
Support for Literacy/Numeracy	800,000
SHORT FUNDED GRANTS	
Transitional support for reduced Provincial funding	797,000
PRIORITIES FUNDED FROM OTHER GRANTS	
Support for High Needs Schools	2,000,000
Support for Targeted Learning (all schools)	2,562,000
Support for Elementary Chaplains (pilot project)	490,000
Other Program Supports	710,000
TOTAL	21,965,000

OUR BUDGET AND FINANCIAL SCHEDULES FOR 2015-16

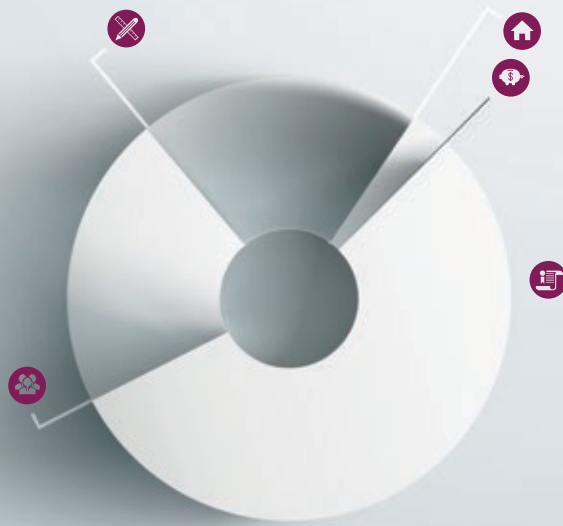
Our Budget for 2015-16 is a balanced budget with revenues of \$459 million and expenses of \$459 million. In Budget 2015-16 80.3% is spent on instructional expenses demonstrating our District's commitment to front line student support. Our Plant Operations & Maintenance Budget is 10.9% and External Services 1.2%. Expenditures on Administration is 3.1% well below the Provincial guidelines of between 3.5% to 4.0%. Our expenses by Account show that 76.5% is related to salaries and benefits while Services, Contracts and Supplies is another 20.4%.

Alberta Education funding of \$423 million accounts for over 92% of the District's revenue highlighting the dependence of the District on the Province. The federal government provides about \$5 million in funding with the balance of our funding largely being generated by the schools and District activities. Funds raised in the schools are cost based and are usually expensed in the same year for the purposes for which they are raised.



EXPENSES BY PROGRAM

	Instruction - Early Childhood Services.....	8.5%
	Instruction - Grades 1-12.....	71.9%
	Plant Operations & Maintenance.....	10.9%
	Transportation.....	4.4%
	Administration.....	3.1%
	External Services.....	1.2%
		100%



EXPENSES BY ACCOUNT

	Certificated Salaries & Benefits.....	55.2%
	Non-certificated Salaries & Benefits.....	21.4%
	Services, Contracts & Supplies.....	20.4%
	Amortization of Capital Assets.....	2.9%
	Other Expenses.....	0.1%
		100%



2013 - 14

2014 - 15

2014 - 15

2015 - 16

**Budgeted Statement of Operations
with Revenue and Expenses by Program****ACTUAL****BUDGET****FORECAST****BUDGET****REVENUES**

Alberta Education	391,244,378	402,304,000	403,354,000	423,410,000
Other - Government of Alberta	375,510	700,000	400,000	500,000
Federal Government & First Nations	5,054,997	5,500,000	5,000,000	4,981,000
Other Alberta School Authorities	-	-	250,000	200,000
Other Provincial Authorities	-	-	-	-
Alberta Municipalities - tax levies	-	-	-	-
Property Taxes	-	-	-	-
Fees	16,370,216	16,600,000	16,566,000	17,075,000
Other Sales and Services	7,232,934	6,100,000	7,100,000	5,700,000
Investment Income	721,237	700,000	725,000	500,000
Gifts and Donations	4,218,393	4,000,000	4,225,000	4,000,000
Rental of Facilities	2,462,342	2,000,000	2,500,000	1,933,000
Fundraising	754,938	800,000	750,000	900,000
Gains on Disposal of Capital Assets	22,774	5,000	20,000	5,000
Other revenue	-	-	-	-
TOTAL REVENUES	428,457,719	438,709,000	440,890,000	459,204,000

EXPENSES

Instruction - Early Childhood Services	35,220,626	37,442,000	37,381,000	38,612,000
Instruction - Grades 1-12	293,212,543	311,465,110	311,201,000	330,282,000
Plant Operations & Maintenance	50,879,250	53,191,756	54,001,000	50,157,000
Transportation	17,517,591	17,900,380	18,592,000	20,168,000
Administration	13,429,390	13,146,615	14,253,000	14,385,000
External Services	5,016,465	5,563,139	5,325,000	5,600,000
TOTAL EXPENSES	415,275,865	438,709,000	440,753,000	459,204,000
OPERATING SURPLUS (DEFICIT)	13,181,854	-	137,000	-



2013 - 14

2014 - 15

2014 - 15

2015 - 16



Budgeted Statement of Expenses By Account



ACTUAL



BUDGET



FORECAST



BUDGET

Certificated Salaries	184,951,629	196,499,000	196,800,000	205,196,000
Certificated Benefits	43,664,530	45,781,000	46,000,000	48,439,000
Non-certificated Salaries & Wages	70,688,731	75,737,000	77,260,000	77,776,000
Non-certificated Benefits	18,383,616	19,324,000	19,617,000	20,227,000
Services, Contracts, and Supplies	85,280,446	87,619,000	87,756,000	93,847,000

CAPITAL AND DEBT SERVICES

Amortization - Supported Assets	8,591,883	9,082,000	8,775,000	9,174,000
Amortization - Unsupported Assets	3,623,033	4,590,000	3,988,000	4,018,000
Interest on Capital Debt - supported	14,156	-	3,000	-
Interest on Capital Debt - unsupported	-	3,000	478,000	470,000
Other Interest and Finance Charges	12,760	14,000	16,000	12,000
Losses on Disposal of Capital Assets	30,800	20,000	20,000	5,000
Other Expenses	34,281	40,000	40,000	40,000

TOTAL EXPENSES	415,275,865	438,709,000	440,753,000	459,204,000
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ALBERTA EDUCATION FUNDING

Alberta Education provides funding based on a number of funding envelopes.
The following table shows the Provinces current funding:

	2013 - 14	2014 - 15	2014 - 15	2015 - 16
 Schedule of Alberta Education Funding	 ACTUAL	 BUDGET	 FORECAST	 BUDGET
Base Instruction	252,467,856	260,297,000	260,050,000	276,836,000
Inclusive Education	22,485,283	23,430,000	23,405,000	23,066,000
Severe Disabilities	19,840,048	18,679,000	19,840,000	19,225,000
Other Differential Funding	17,838,068	17,350,000	17,350,000	19,405,000
Transportation Funding	13,070,344	12,646,000	13,639,000	13,455,000
Plant Operations & Maintenance	26,186,877	26,983,000	27,677,000	27,819,000
Targeted Funding	3,210,781	3,334,000	3,334,000	2,930,000
Infrastructure, Maintenance & Renewal	4,957,611	6,000,000	5,500,000	7,000,000
Capital Debt Interest	14,156	3,000	3,000	-
Capital Revenue Amortization	8,591,883	9,082,000	8,775,000	9,174,000
Alberta Teachers Retirement Fund	22,581,471	24,500,000	23,781,000	24,500,000
TOTAL ALBERTA EDUCATION FUNDING	391,244,378	402,304,000	403,354,000	423,410,000

FEE REVENUE

The Province has expanded its requirements for reporting fee revenue. Fee revenue for Budget 2015-16 is budgeted to be \$475,000 or 2.9% higher than the prior year's budgeted fees.

	2013 - 14	2014 - 15	2014 - 15	2015 - 16
 Schedule of Fee Revenue	 ACTUAL	 BUDGET	 FORECAST	 BUDGET
Transportation Fees	4,975,275	5,100,000	4,392,000	5,420,000
Basic Instruction (supplies, text book rental, material fees)	7,077,828	7,100,000	7,658,000	7,190,000
Technology User Fees	-	-	-	-
Alternative Program Fees	296,783	300,000	300,000	305,000
Fees for Optional Courses	931,121	950,000	950,000	960,000
Fees for Students From Other Boards	-	-	-	-
Tuition Fees (International and out of province)	632,092	650,000	766,000	655,000
Kindergarten & Preschool	864,567	880,000	880,000	890,000
Extracurricular Fees	187,323	190,000	190,000	195,000
Field Trips	1,063,812	1,080,000	1,080,000	1,100,000
Noon Supervision Fees	-	-	-	-
Other	341,415	350,000	350,000	360,000
TOTAL FEES	16,370,216	16,600,000	16,566,000	17,075,000

ACCUMULATED SURPLUS FROM OPERATIONS

The District's accumulated surplus from operations is the result of savings that are carried over from a year-end to be spend on projects in the coming year. As well, often grants and other revenues arrive late in the school year and do not allow enough lead time to be spent in the current year. It is important to understand the nature of operating expenses and to ensure school budgets are sustainable. To this end surpluses provide a cushion to alleviate short term revenue issues or to accommodate critical planned or unplanned expenses.

For instance a computer lab can cost up to \$60,000 so it is incumbent on a school to be prudent with their spending so funds can be accumulated to make this purchase in a subsequent year. I-Pads, science labs, electrical equipment and sports uniforms are other examples of one time purchases coming out of operating surpluses. There are many more examples of school and district needs which are accommodated in subsequent years from accumulated surpluses.

	2013 - 14	2014 - 15	2014 - 15	2015 - 16
 Schedule of Accumulated Surplus from Operations	 ACTUAL	 BUDGET	 FORECAST	 BUDGET
Opening Surplus - Beginning of Year	24,162,180	23,955,846	28,472,346	29,737,346
CHANGES IN THE YEAR				
Net Operating Surplus (Loss) for the Period	13,181,854	-	137,000	-
Board Funded Capital Additions	(4,256,523)	(6,800,000)	(2,860,000)	(4,018,000)
Disposal of Board Funded Capital Assets	30,802	15,000	-	-
Disposal of Supported Capital Assets	-	-	-	-
Amortization of Board Funded Assets	3,623,033	4,590,000	3,988,000	4,018,000
Net Transfers (to) from Capital Reserves	(8,269,000)	-	-	-
Net Increase (Decrease) for the Year	4,310,166	(2,195,000)	1,265,000	-
Ending Surplus	28,472,346	21,760,846	29,737,346	29,737,346
Days of Operation held in Operating Reserves	171	12.4	16.9	16.2
% OF TOTAL EXPENSES	6.9%	5.0%	6.7%	6.5%

CAPITAL RESERVES

There is considerable uncertainty in predicting capital transactions. The District has taken the view that a conservative approach is best and these transactions should be recorded when they occur. Our Capital Reserves schedule is provided.

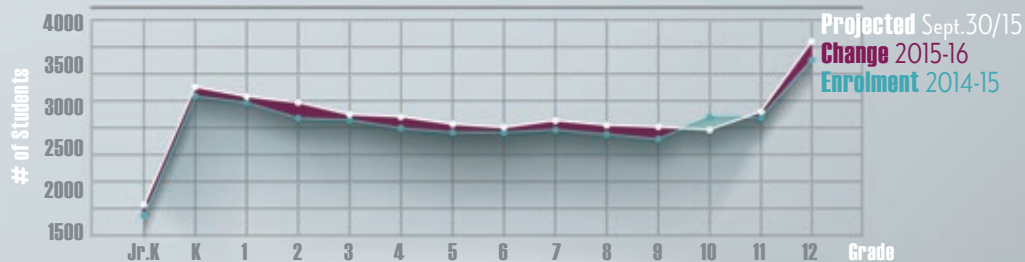
	2013 - 14	2014 - 15	2014 - 15	2015 - 16
 Schedule of Capital Reserves	 ACTUAL	 BUDGET	 FORECAST	 BUDGET
Opening Capital Reserves	3,295,356	5,000	8,870,522	650,522
Net Proceeds from the sale of Capital Assets	-	5,000	-	-
Capital Transactions	(2,693,834)	-	(8,220,000)	-
Transfers to (from) Reserves	8,269,000	-	-	-
ENDING CAPITAL RESERVES	8,870,522	10,000	650,522	650,522



ENROLMENT

Our enrollment is estimated to increase by 3.5% or 1,357 students compared to the prior year.

District Enrolment by Grade	2014-15 Enrolment	September 30, 2015 Projected Enrolment	2015-16 Change in Enrolment
Junior Kindergarten	1,715	1,821	106
Kindergarten	3,110	3,227	117
Grade 1	3,042	3,118	76
Grade 2	2,854	3,060	206
Grade 3	2,829	2,884	55
Grade 4	2,738	2,874	136
Grade 5	2,693	2,773	80
Grade 6	2,696	2,744	48
Grade 7	2,718	2,831	113
Grade 8	2,663	2,763	100
Grade 9	2,623	2,750	127
Grade 10	2,856	2,747	(109)
Grade 11	2,865	2,930	65
Grade 12	3,539	3,776	237
TOTAL	38,941	40,298	1,357
PERCENTAGE INCREASE			3.5%





THE FOLLOWING DOCUMENTS ARE INTEGRAL IN THE DEVELOPMENT OF OUR DISTRICT OPERATING BUDGET 2015-16

- District Plan for Continuous Growth 2015-16
- Statement of 21st Century Learning
- Katholos – Education for Life for All
- District Guiding Principles for Budget 2015-16
- Three-Year Educational Plan 2014-2017
- Annual Educational Results Report 2013-2014
- Three-Year Capital Plan 2016-2019
- Audited Financial Statements 2013-14

“LET ME BE WEIGHED IN A JUST BALANCE, AND LET GOD KNOW MY INTEGRITY” - JOB 31:6



EDMONTON CATHOLIC SCHOOLS

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**May the God of hope fill you with all joy and peace in believing,
so that you may abound in hope by the power of the Holy Spirit.**

- Romans 15:13