



2024-2025 Budget

June 24, 2024



Introduction

Regina School Division No. 4 of Saskatchewan (Regina Public Schools) is one of the largest school divisions in the province, serving the educational needs of more than 26,000 students in 44 public elementary schools, eight public high schools, three faith-based associate schools, as well as at Campus Regina Public and the Allan Blakeney Adult Campus.

Regina Public Schools operate on Treaty 4 territory and the homeland of the Métis.

Regina Public Schools is governed by an elected board of seven Trustees, each representing one of seven subdivisions in the City of Regina. *The Education Act, 1995* gives the Board of Education the authority to “administer and manage the educational affairs of the school division” and to “exercise general supervision and control over the schools in the school division.”

Current Board members are:

Subdivision 1: Ted Jaleta

Subdivision 2: Tracey McMurchy

Subdivision 3: Adam Hicks

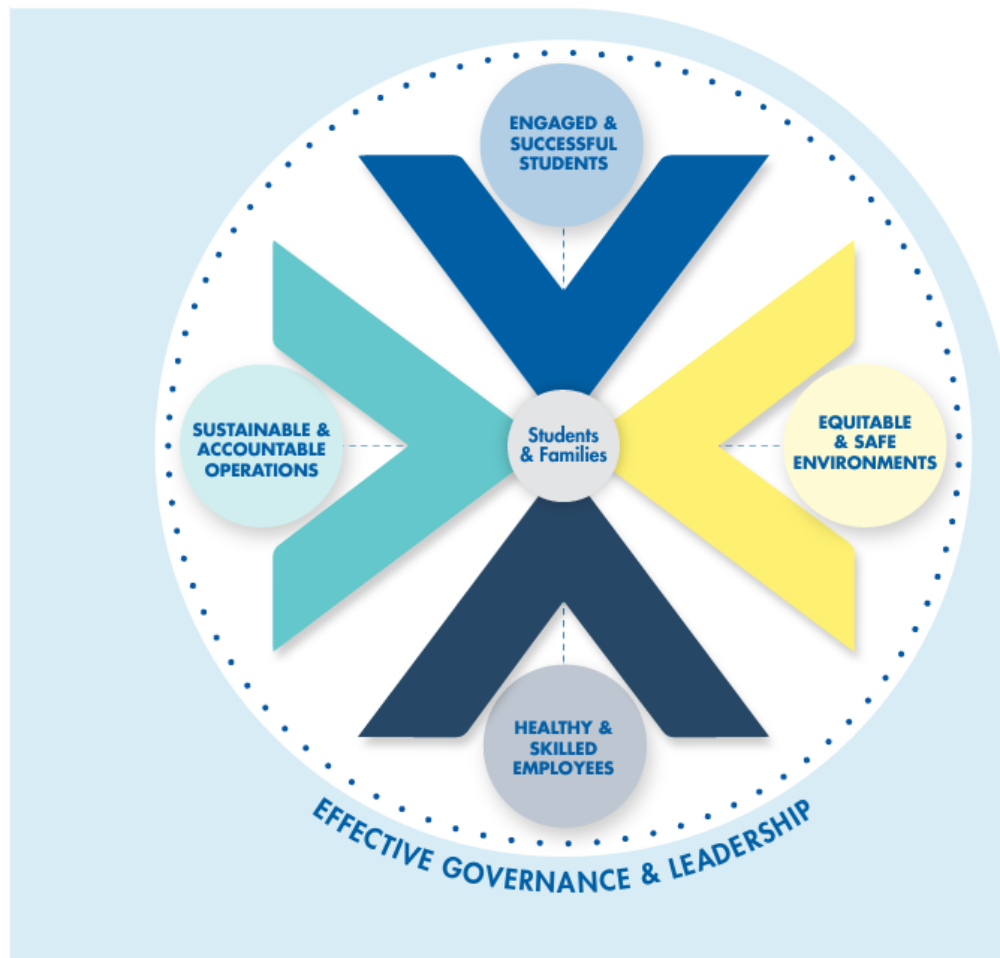
Subdivision 4: Cindy Anderson

Subdivision 5: Sarah Cummings Truszkowski (Chair)

Subdivision 6: Tara Molson

Subdivision 7: Lacey Weekes (Vice Chair)

Strategic Plan



The 2024-25 Budget aligns with and supports progress on the Regina Public Schools' 2023-2027 *Strategic Plan*. Action items in the four-year plan were developed within a status quo budget assumption (i.e., are not dependent on new or increased funding). However, in some areas, incremental funding can accelerate progress. The specific strategic plan initiatives directly addressed in the 2024-25 budget are listed below.

STRATEGIC PRIORITY 1: Engaged & Successful Students Provide inclusive, quality, and joyful teaching and learning experiences for each student to reach their potential.	
ACTIONS	2024-25 Budget
Action 1.1.1: Establish an Early Years Intervention Framework for all students from PreK to Grade 3 using existing and promising practices and resources. <ul style="list-style-type: none"> • Continued funding for EYIT. 	✓
Action 1.1.2: Implement the Responsive Instructional Coaches with a focus on High-Count High-Rate schools (schools identified as having vulnerable populations) in support of increasing reading achievement in Grades 1-3. <ul style="list-style-type: none"> • Continued funding for RICs. 	✓
Action 1.3.1: Conduct an analysis of the current practices within Intensive Supports, in particular the effectiveness and impact of congregated programming. <ul style="list-style-type: none"> • New funding for Intensive Supports program review. 	✓

STRATEGIC PRIORITY 1: Engaged & Successful Students

Provide inclusive, quality, and joyful teaching and learning experiences for each student to reach their potential.

ACTIONS	2024-25 Budget
Action 1.3.2: Enhance and expand intervention supports and instructional practices. <ul style="list-style-type: none"> • Reduce PTRs in 7 schools and add Learning Resource Teacher time in 3 schools using additional classroom supports funding. 	✓

STRATEGIC PRIORITY 2: Equitable & Safe Environments

Provide inclusive, safe, and welcoming environments, informed by trauma-sensitive practices, committed to principles of diversity, equity, and inclusion.

ACTIONS	2024-25 Budget
Action 2.1.1: Develop and begin to implement an updated Mental Health and Well-being framework for staff and students focusing on promotion, prevention, and intervention. Action 2.2.1: Develop a new Diversity, Equity and Inclusion framework that focuses on teaching and learning, leadership, culture and climate, and family and community engagement with DEI principles. <ul style="list-style-type: none"> • Continued funding for DEI and Mental Health Coordinators to lead Division-level DEI work (3 FTE). • Introduce Mental Health Capacity Building at Balfour Collegiate (recent Ministry grant-funding approval). 	✓
Action 2.3.1: Develop and implement playground standards that include universal and local accessibility considerations. <ul style="list-style-type: none"> • \$25K to support equity and accessibility in school projects. 	✓

STRATEGIC PRIORITY 3: Healthy & Skilled Employees

Inspire, support, and empower individuals and teams.

ACTIONS	2024-25 Budget
<ul style="list-style-type: none"> • \$95K increase teacher Professional Development funding focused on literacy and numeracy. 	✓

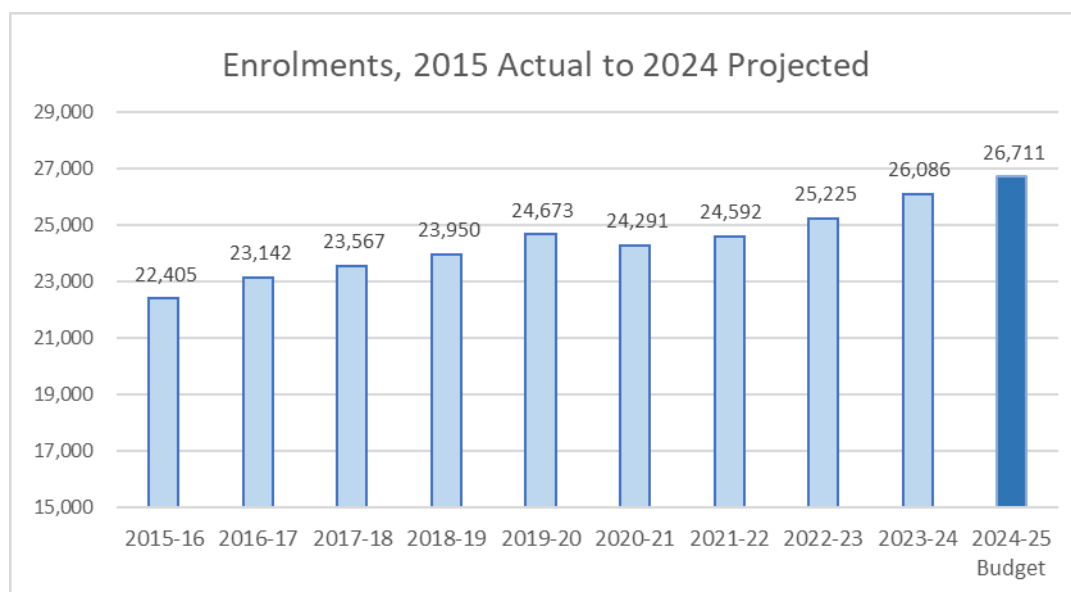
STRATEGIC PRIORITY 4: Sustainable & Accountable Operations

Ensure responsible management of the organization and its physical infrastructure toward ongoing operational sustainability.

ACTIONS	2024-25 Budget
Action 4.1.1: Develop annual budgets that align with the Strategic Plan and manage within Provincial operating funding. <ul style="list-style-type: none"> • Lower deficit; strengthened base funding; targeted new spending initiatives; deficit elimination plan. 	✓
Action 4.2.2: Analyze transportation logistics and processes and develop new approaches to promote light vehicle and busing efficiency. <ul style="list-style-type: none"> • Continue transportation rationalization. 	✓
Action 4.4.6: Develop a Facility Master Plan that provides a comprehensive assessment of building infrastructure and projected student numbers to guide future school facility capital decisions. <ul style="list-style-type: none"> • Phase 1 included in PMR Plan. 	✓
Action 4.5.4: Complete and operationalize a Division-Wide Energy Sustainability Plan. <ul style="list-style-type: none"> • Implement Energy Sustainability plan; continue \$250K Green Energy Fund. 	✓

Enrolments

Enrolments are the key driver of both revenues and expenses. From 2015 to 2023, enrolments have increased by almost 3,600 students, or 16%, putting pressure on the Division's human, financial and infrastructure resources.



In December 2023, the Division submitted enrolment projections to the Ministry of Education for 2024-25 funding purposes that projected a total of 26,711 students (excluding 292 estimated Regina students enrolled in the Saskatchewan Distance Learning Corporation), an increase of 625 students over September 30, 2023.

The table below breaks down enrolments by grade level for 2023-24 and 2024-25:

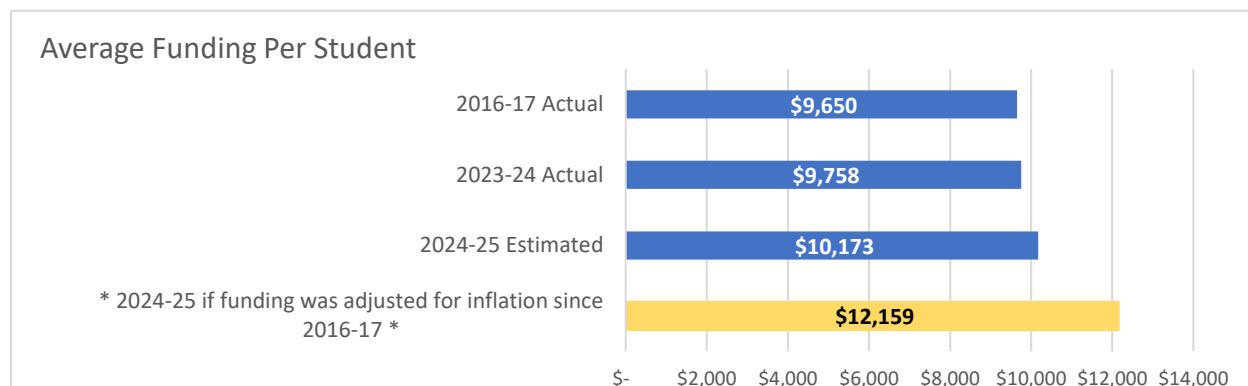
Enrolment Summary	September 30, 2023 Actual	2024-25 Funding Projection	Variance to September 30 Actual
Elementary Schools	16,899	17,192	293
High Schools	7,250	7,507	257
Associate Schools	1,655	1,731	76
Home-based	282	281	-1
Sub Total	26,086	26,711	625
Saskatchewan Distance Learning Corporation	292	292	-

Student numbers will continue to be monitored through the summer and early fall.

Provincial Funding

Provincial operating grants make up 90% of Regina Public Schools' operating budget. While operating funding has increased over time, funding increases have not kept pace with enrolment growth and inflation.

The chart below shows average per student funding in 2016-17 (\$9,650), 2023-24 (\$9,758) and the estimate for 2024-25 (\$10,173), along with a projection of what the Division's per student funding would be if 2016-17 funding had kept pace with inflation (\$12,159):



Per student funding levels over the period 2016 to 2023 necessitated staffing and budget decisions that have:

- increased pupil-teacher ratios
- lengthened wait times for specialized programming
- increased infrastructure backlog
- depleted financial reserves

The March 20, 2024 Provincial budget provided encouraging news, announcing:

Saskatchewan's 27 school divisions will receive \$2.22 billion in school operating funding for the 2024-25 school year. This is an increase of \$180 million compared to last budget day. Included in the increase is \$35 million to support enrolment growth in the 2024-25 school year, an increase of \$8.6 million to targeted funding for classroom supports, \$96.4 million for other inflationary pressures such as fuel and salary increases, and annualizing the \$40 million for enrolment growth and classroom supports provided in 2023-24.

Of the announced increase, approximately \$46.6M (2.1%) is incremental funding that school divisions can immediately incorporate into 2024-25 budgets to address enrolment growth and inflation, along with an increase of \$8.6M in conditional Classroom Supports funding.

Preventive Maintenance and Renewal (PMR) funding for school facilities remains at \$50M and did not restore last year's \$5M funding decrease.

Capital Funding

A total of \$216M in major capital funding was announced, which is an increase of \$68.7M for:

- Five new projects.
- Pre-planning for two new joint use projects.
- Ongoing funding for 14 projects that were previously approved.

Minor capital funding of \$12.8M will fund ongoing projects and two new projects.

The March budget also announced continuation of the special fund for Targeted Classroom Supports to hire more educational assistants (EAs).

The March 2024 Provincial Budget was a step in the right direction and responded to several key issues that the Board has raised in the past several years.

For Regina Public Schools, the March 2024 Provincial Budget means:

- An increase of \$9.3M, which includes \$3.2M received in June last year for a net real increase of \$6.2M or 2.5% for enrolment growth and inflation plus \$3.4M for Classroom Supports, which includes \$2.4M received last year for a net increase of \$1M.
- In addition, revenue of \$10.4M is estimated for the 2023-24 and 2024-25 costs of the teachers' collective agreement; these amounts will be confirmed once the provincial collective agreement is settled.
- An additional \$2.1M is potentially available for in-year enrolment growth during the 2024-25 year if enrolments warrant but is not expected or budgeted.
- Funding for 30 FTE targeted Educational Assistant positions continues at \$922K.
- PMR grants remain at \$5.5M.

In addition, the Division's top priorities from the February 2023 major capital submission were advanced with \$22.3M in capital funding:

- Approval for a new southeast area joint use elementary school (\$500K). The Division is in the process of finalizing the land and will proceed to secure a consultant and proceed with design development in collaboration with Regina Catholic Schools.
- Pre-planning approval for a new southeast area joint use high school (\$200K). The Division is finalizing the terms for a detailed study including environmental scan, Board, staff and community consultations, functional program design, schematic design and site/transportation logistics in collaboration with Regina Catholic Schools. The report will be ready by the end of November 2024.
- Ongoing funding for Harbour Landing West (\$5M), North Regina Joint Use (\$14.7M) and Campbell Collegiate foundation (\$2M).

Budget Assumptions

- Revenues and expenses are budgeted on a projected enrolment of 26,727, slightly higher than the original projection of 26,711.
- All costs associated with future settlement of the provincial collective agreement with teachers will be funded by the Province.
- The Classroom Supports plan prepared by the Division will be approved.
- Other conditional grants (e.g., for in-hospital learning, early learning intensive supports, Classroom Supports pilot, Following Their Voices, nutrition and more) will be available as projected.

Financial Summary

Regina School Division No. 4 Statement of Operations (PSAB)

	2024-25 Budget	2023-24 Budget	\$ Variance	% Variance	Explanation
REVENUES					
Operating Grants	288,209,317	264,782,183	23,427,134	8.85%	Increase in Ministry operating grant, Classroom Support grant, settlement for future Provincial teachers' collective agreement, increase in in-kind grants for Community Net (offset by increase in expense), increase in capital grants for Imperial School rebuild, Harbour Landing West, Campbell Collegiate, southeast elementary joint use school construction and southeast joint use high school planning.
Tuition and Related Fees	969,000	969,000	-	0.00%	
School Generated Funds	4,786,000	4,786,000	-	0.00%	
Complementary Services	4,569,700	4,544,124	25,576	0.56%	Increase in operating grant for Pre-K programs.
External Services	13,413,595	12,440,675	972,920	7.82%	Increase in operating grant to Associate Schools and increase in revenue for SGI Driver Education Program (offset by increase in expense).
Other	2,248,400	2,546,400	(298,000)	(11.70%)	Decrease in interest revenue offset by fee increase for facility rentals.
Total Revenues	314,196,012	290,068,382	24,127,630	8.32%	
EXPENSES					
Governance	898,468	617,032	281,436	45.61%	Increase for November 2024 Board elections.
Administration	7,460,380	7,401,014	59,366	0.80%	Increase for salaries and benefits, offset by Division Office budget reduction targets.
Instruction	215,612,623	200,301,017	15,311,606	7.64%	Increase in salaries related to: adjustment to base budgets, collective agreement/economic adjustments for 2024-25 for non-teaching positions, estimated collective agreement adjustments for 2023-24 and 2024-25 for teachers, increments for all employee groups as well as additional positions for Classroom Supports and enrolment increases.
Plant	44,352,929	42,885,942	1,466,987	3.42%	Increase in salaries and benefits, utilities, maintenance, caretaking supplies and contracted services.
Transportation	10,602,189	9,749,624	852,565	8.74%	Increase in contracted transportation service costs, additional routes due to enrolment increases, and base budget adjustment.

	2024-25 Budget	2023-24 Budget	\$ Variance	% Variance	Explanation
Tuition and Related Fees	279,500	300,000	(20,500)	(6.83%)	Decrease in tuition costs.
School Generated Funds	3,687,000	3,701,000	(14,000)	(0.38%)	Decrease in capitalization of equipment and furniture.
Complementary Services	5,907,283	5,961,434	(54,151)	(0.91%)	Adjustment to base budget and Division Office reduction target, partially offset by salaries and benefit increases.
External Services	13,413,595	12,440,675	972,920	7.82%	Increase in grant funding for Associate Schools and higher expenses for SGI Driver Education Program.
Other Expenses	963,107	981,341	(18,234)	(1.86%)	Decrease in interest on debt payments.
Total Expenses	303,177,074	284,339,079	18,837,995	6.21%	
Operating Surplus	11,018,938	5,729,303	5,289,635		
PSAB Adjustments:					
Capital Purchases - Budget	(1,676,300)	(2,217,300)	541,000		
Capital Purchases - Capital Grants	(22,307,000)	(15,921,000)	(6,386,000)		
Repayment Long-term Debt	(1,456,753)	(1,398,519)	(58,234)		
Amortization of Capital Assets	13,637,500	13,232,280	405,220		
Accretion expense	400,000	360,000	40,000		
Employee Future Benefits	(325,500)	(350,200)	24,700		
Total PSAB Adjustments	(11,728,053)	(6,294,739)	(5,433,314)		
(Deficit) Cash Basis	(709,115)	(565,436)	(143,679)		

Revenues

The budget development process begins with base revenue growth, the key component of which is Ministry of Education Operating Grants.

- For 2024-25, provincial operating grants will increase budget to budget by \$24.3M (8.7%) and 2023-24 actual to budget by \$23.1M (7.6%). This includes increases in operating grants for enrolment and inflation (\$6.1M), capital grants (\$6.4), Classroom Supports (\$1M), estimated teacher Provincial collective agreement settlement (\$10.4M) and in-kind grants. The Ministry will, as usual, recalculate operating grants in the late fall based on actual September 30 enrolments.
- Capital grants total \$22.3M for approved capital projects: Harbour Landing joint use elementary school, north Regina joint use elementary school, Campbell Collegiate, East elementary joint use school and East high school joint use school, an increase of \$6.4M over 2023-24.
- Various fees, including community use rental rates, international student tuition and before and after school rental rates will increase with inflation, by about 3%. Noon supervision fees cover approximately 50% of the cost of providing noon supervision and remain unchanged for 2024-25. Supervision is

provided primarily by school staff; those staff who choose to volunteer for supervision duties are paid for their time. The following fees apply to all elementary and high school students who stay at school for lunch, including students who are transported to school by the School Division:

Kindergarten	\$55
Elementary	\$110
High School	\$55
Family maximum (2 or more students)	\$220

- Interest income will decrease by \$300K due to declining cash balances and anticipated interest rate decreases.
- Total revenues on a cash basis are \$291.9M, an increase of 6.5% over the 2023-24 budget.
- Total revenues on a Public Sector Accounting Board (PSAB) basis are \$314.2M, an increase of 8.3% over the 2023-24 budget.

Expenses

Key areas of expense changes are summarized below.

- The expense side of the budget starts with removing one-time items from the budget base, totaling \$1.2M and 11 FTE that were funded but held back in case 2023-24 enrolments exceeded projections.
- Salary and benefit adjustments total over \$3M, including salary grid movement for all employees, collective agreement costs for support staff, adjustments to base salary allocations to reflect actual experience, particularly in substitute costs, and statutory and other benefit rate increases. In addition, \$10.4M is estimated for the 2023-24 and 2024-25 cost of the anticipated settlement of the Provincial teachers' collective agreement. This amount is subject to change once a final agreement is reached.
- The projected increase in enrolments compared to last year's budget requires \$1.97M and 21 FTE, assuming no change to student-teacher ratios, plus minor adjustments to administrative assistant and facilities support positions in some schools. This includes a very small contingency to address enrolment pressures in the fall.
- Classroom Supports funding increases by \$1M to \$3.4M. The base funding of \$2.4M provided for 2023-24 was allocated to mitigate pupil-teacher ratio increases and enrolment growth, to reinstate some planned budget reductions, add a psychologist position and develop two new initiatives focused on student achievement: an Early Years Intensive Support Team and five Responsive Instructional Coaches. Data from both initiatives is being closely monitored and these initiatives are showing positive results.

Allocation of the additional \$1M was guided by survey feedback from principals, vice principals, learning leaders, coordinators and consultants who were provided a range of options and asked, in their opinion, which would most effectively address class size pressures, class complexity pressures, and day to day operating pressures. The clear consensus was to reduce pupil-teacher ratios in early years classrooms and those that serve more vulnerable populations:

Classroom Supports Funding, 2023-24 and 2024-25		
	2024-25	2023-24
Grants	3,409,682	2,375,000
Expenses		
PTR/Enrolment growth (8 FTE)	727,900	727,900
Reinstate planned budget reductions (7.5 FTE)	746,500	746,500
Intensive Support Early Years Team (3 FTE)	335,600	335,600
Responsive Instructional Coaches (5 FTE)	465,000	465,000
Psychologist (1 FTE)	100,000	100,000
PTR reduction in 7 schools (8.3 FTE)	752,000	-
Learning resource teachers in 3 schools (1.7 FTE)	282,682	-
Total	3,409,682	2,375,000

- Programming enhancements include:
 - \$30K annually for three years to engage the Saskatchewan Education Leadership Unit (SELU) at the University of Saskatchewan to begin a comprehensive review of Intensive Support programs in Regina Public Schools.
 - An additional \$100K for full-time SDLC registrations. Operating grant funding for SDLC increased from \$1.3M to \$2M, or \$658K. Administration will be doing additional analytical work to confirm the 2024-25 expense estimate.
 - A new Youth Academy Program at Martin Collegiate for Grades 6, 7 and 8 students requires 1 FTE teacher, managed from within teacher FTE base.
 - The Specialized Support Classroom Pilot announced earlier this year for Arcola School continues until June 2025 using funding received in 2023-24.

In addition, Regina Public Schools will receive grant funding through the Saskatchewan Health Authority's Mental Health Capacity Building (MHCB) program in 2024-25. The initiative supports positive mental health and well-being by enhancing protective factors and reducing preventable risk factors for mental illness. The MHCB program builds capacity for students, families, caregivers, staff, and communities to work together towards a healthy school environment. Five schools were recently added to the initiative, including Balfour Collegiate. The program funds in-school support positions (a program coordinator and a wellness promoter) who connect students with school and community supports, build capacity in school staff and connect with other MCHB schools. Work is still in the planning stage and is not yet incorporated into the budget but is expected to roll out this fall.

- Division-delivered professional development increases by \$95K to support focused work on literacy and numeracy.
- Transportation costs increase by an estimated \$624K, consisting of \$244K for contracted services increases for busing, \$200K for light vehicle transportation, and a \$200K base budget adjustment based on actual costs in 2023-24. Managing the transportation budget will require some route consolidations and shifts from light vehicles to buses.
- The Governance budget increases by \$290K for the 2024-25 share of fall 2024 Board election costs administered by Elections Regina plus estimated adjustments to remuneration per Board Policy.
- Administrative costs increase by \$170K to account for phone, photocopier, and related increases.

- Utility rate increases amount to \$433K and a base budget adjustment of \$300K to Facility operations reflects inflationary impacts in caretaking supplies, services, and contracts. In addition, \$25K will be internally reallocated from the Central Equipment Fund to a new Playground account to help schools with limited fundraising capacity to enhance their grounds and amenities.
- Offsetting reductions totalling \$700K were found by examining Division-level spending but do not impact staffing allocations.
- Amortization expense is \$13.6M.
- Total expenses on a cash basis are \$292.6M, an increase of 6.2% over the 2023-24 budget.
- Total expenses on a Public Sector Accounting Board (PSAB) basis are \$303.2M, an increase of 6.6% over the 2023-24 budget.

FTE Count

Division-wide, full-time equivalents will increase by approximately 38 FTE because of enrolment increases.

FTE Summary, 2023-24 and 2024-25			
	2024-25	2023-24	Variance
Teaching Staff	1579.30	1545.43	33.87
School-based Support Staff	598.95	597.15	1.80
Division-level Staff	161.88	161.98	-0.10
Facilities Staff	185.44	182.64	2.80
Total	2525.57	2487.20	38.37

Surplus/Deficit

On a PSAB basis, the 2024-25 Budget shows a surplus because Provincial capital grants are recorded as revenue in the year the grants are received. The corresponding expense will be recorded once the projects are complete and amortized over the useful life of the assets.

	2024-25 Budget	2023-24 Budget	\$ Variance	% Variance
Revenues	314,196,012	290,068,382	24,127,630	8.32%
Expenses	303,177,074	284,339,079	18,837,995	6.21%
Surplus	11,018,938	5,729,303	5,289,635	

On a cash basis, the 2024-25 Budget shows a net increase in the estimated deficit for the year due to school board elections in November 2024, which are typically funded through reserves:

	2024-25 Budget	2023-24 Budget	\$ Variance	% Variance
Revenues	291,889,012	274,147,382	17,741,630	6.5%
Expenses	292,598,127	274,712,818	17,885,308	6.5%
(Deficit)	(709,115)	(565,436)	(143,678)	

Ongoing sustainability requires that the budget be balanced each year which will require closing the remaining deficit gap. **Administration recommends setting a multi-year target to achieve a balance, as shown in the table below.** This plan requires a reduction in spending of \$140K per year in 2024-25 and the subsequent two years. This is manageable provided funding keeps pace with enrolments and inflation. In addition, election expenses are added for 2023-24 and 2024-25 which increase the deficit and are typically covered by reserves.

	2023-24	2024-25	2025-26	2026-27	2027-28
Operating Deficit	(565,437)	(424,078)	(282,719)	(141,359)	
Plus election costs	(140,436)	(285,037)	0	0	TBD
Total	(705,873)	(709,115)	(282,719)	(141,359)	0

The cash deficit will be managed by accessing available reserve funds. Most reserve funds are either internally restricted with defined purposes (such as technology or facility renewal) or externally restricted (such as school generated funds and Ministry capital funding that has not yet been spent). The table below summarizes reserve balances as of the end of the 2022-23 fiscal year.

Reserve Funds as of August 31, 2023		
Jointly Administered Funds		
School generated funds	2,694,950	Unspent school generated account balances.
Ministry of Education		
Designated for tangible capital assets expenditures	2,498,132	Carryover of capital grants for projects in progress.
Sale of school buildings	476,913	To be used for future building projects.
Preventive Maintenance and Renewal	5,676,323	Funds received in June 2022 and held in reserve for the 2023-24 year.
Federal capital tuition reserve	8,025	
Internal Sources		
Curriculum and student learning	144,156	For unspent program funds and school operating budget carryovers.
Facilities	7,112,795	For unanticipated and unfunded facility repairs and renovations.
Furniture and equipment	2,499,648	For annual furniture and equipment renewal.
Information technology renewal	5,764,739	For annual technology refreshes and purchases.
Operating	6,101,951	Contingency fund to cushion unexpected revenue shortfalls/expenditures.
Unrestricted	-	
Total Restricted and Unrestricted	32,977,632	

The Operating Reserve will be drawn down to cover operating deficits in 2024-25 through 2026-27.

Administration recommends accessing the Facilities reserve (\$7.1M) up to \$500K in 2024-25 to begin renovations at the JA Burnett Centre. The Division Office provides workspace for more than 165 Division staff, including specialized instructional supports such as psychologists, speech-language pathologists, occupational therapists, instructional consultants and coordinators, as well as corporate functions such as finance, payroll, human resources, facilities, and Division leadership. In certain areas, workspace is inadequate, inefficient, and does not meet accessibility requirements. The immediate priority is to consolidate IT staff into a single, secure, functional space. Administration will approach this work in a phased way, continuing to work on a longer-term plan for the Division Office including examining other options and accessing external market advice.

Capital

Ministry-funded major capital grants continue for a second joint use elementary school facility in Harbour Landing, construction of a school to replace St. Peter, St. Michael, Imperial and McDermid elementary schools, Campbell Collegiate foundation repairs, a new southeast joint use elementary school and pre-planning for a new southeast joint use high school.

	2024-25 Budget	2023-24 Budget	\$ Variance
Major Capital	22,307,000	15,921,000	6,386,000
Furniture and Equipment	376,300	575,300	(199,000)
Information Technology	1,300,000	1,642,000	(342,000)
Total Capital	23,983,300	18,138,300	5,845,000
Preventive Maintenance and Renewal	5,518,000	5,459,826	58,174
Total Infrastructure	29,501,300	23,598,126	5,903,174

Risks and Opportunities

- Accurately projecting enrolments post-pandemic has been challenging and, with minimal contingency funds, the Division will need to make staffing adjustments in the fall if actual enrolments do not meet projections, creating disruption for students, families, and staff.
- The 2024-25 budget is largely status quo, meaning the Division will maintain programs, services, staff positions and PTRs and avoiding significant spending and service reductions, funding is not sufficient to reinstate budget reductions made over the past eight years or fully respond to classroom complexities and student needs.
- The final teachers' settlement could impact other locally bargained agreements and non-union/out of scope economic adjustments and will likely exceed the budgeted estimates.
- Noon supervision revenues and expenses remain a key risk.
- Increased Classroom Supports funding directly benefit 10 schools. While the \$1M increase is welcome, the amount was not sufficient to be felt by every school.
- A strategy is in place to achieve a balanced budget over the next three budgets; with minimal contingency funds, it will be challenging to manage within the 2024-25 budget plan.

Attachment 1 – Statement of Operations (PSAB)

	2024-25 Budget	2023-24 Budget
REVENUES		
Grants		
Ministry of Education Grants	256,884,431	240,084,111
Ministry of Education Capital grants	22,307,000	15,921,000
Ministry of Education Preventive Maintenance and Renewal	5,518,000	5,459,826
Ministry of Education Other Grants	3,499,886	3,317,246
Total Grants	288,209,317	264,782,183
Tuition & Related Fees		
School Boards	450,000	450,000
Individual and Others	519,000	519,000
Total Tuition & Related Fees	969,000	969,000
School Generated Funds		
Curricular Student Fees	700,000	1,366,000
Commercial Sales	600,000	600,000
Fundraising	950,000	950,000
Grants and Partnerships	370,000	370,000
Student Fees - Non-Curricular	1,466,000	800,000
Other	700,000	700,000
Total School Generated Funds	4,786,000	4,786,000
Other Revenue		
Miscellaneous Revenue	270,000	353,000
Sales & Rentals	578,400	493,400
Investments	1,400,000	1,700,000
Total Other Revenue	2,248,400	2,546,400
Complementary Services		
Ministry of Education Operating Grant	2,824,630	2,799,054
Ministry of Education Other Grants	1,485,070	1,485,070
Other Grants	260,000	260,000
Total Complementary Services	4,569,700	4,544,124
External Services		
Ministry of Education Operating Grant	12,563,595	11,669,775
Other Grants	850,000	770,900
Total External Services	13,413,595	12,440,675
Total Revenue	314,196,012	290,068,382
EXPENSES		
Governance		
Board Member Expenses	258,253	253,154
Professional Development - Board Members	14,000	14,000
Grants to School Community Councils	108,378	108,378
Elections	310,037	25,000
Other Governance Expenses	205,300	215,300

	2024-25 Budget	2023-24 Budget
Amortization	2,500	1,200
Total Governance	898,468	617,032
Administration		
Salaries and Benefits	6,312,440	6,292,504
Supplies and Services	809,130	751,200
Non-capital Furniture and Equipment	5,000	10,000
Building Operating Costs	118,110	118,110
Communications	47,500	48,000
Travel	47,000	57,000
Professional Development	69,200	69,200
Amortization	52,000	55,000
Total Administration	7,460,380	7,401,014
Instruction		
Instructional Salaries and Benefits	163,600,580	151,117,726
Non-instructional Salaries and Benefits	37,484,840	35,122,299
Instructional Aids	3,566,084	3,755,457
Supplies and Services	2,762,574	2,903,568
Non-capital Furniture and Equipment	2,149,932	1,822,272
Communications	432,662	380,095
Travel	165,511	247,861
Professional Development	972,387	987,163
Student Related Expenses	178,053	175,309
Amortization	4,300,000	3,789,267
Total Instruction	215,612,623	200,301,017
Plant Operation & Maintenance		
Salaries and Benefits	14,544,294	13,872,312
Supplies and Services	2,300	2,300
Non-capital Furniture and Equipment	61,000	41,000
Building Operating Costs	20,630,335	19,719,297
Communications	60,000	60,000
Travel	119,500	119,500
Professional Development	35,500	48,750
Amortization	8,900,000	9,022,783
Total Plant Operation & Maintenance	44,352,929	42,885,942
Student Transportation		
Salaries and Benefits	188,479	182,128
Supplies and Services	701,700	694,700
Non-capital Furniture and Equipment	30,500	30,500
Building Operating Costs	393,000	393,000
Communications	600	4,600
Travel	0	0
Professional Development	1,000	1,000
Contracted Transportation	9,070,910	8,274,896
Amortization	216,000	168,800
Total Student Transportation	10,602,189	9,749,624

	2024-25 Budget	2023-24 Budget
Tuition & Related Fee Expense		
School Division tuition	235,000	260,000
School Division Transportation	44,500	40,000
Total Tuition & Related Fee Expense	279,500	300,000
 School Generated Funds		
Instructional Aids	500,000	200,000
Supplies and Services	400,000	500,000
Non-capital Furniture and Equipment	40,000	50,000
Student Related Expenses	2,610,000	2,800,000
Amortization	137,000	151,000
Total School Generated Funds	3,687,000	3,701,000
 Complementary Services		
Instructional Salaries and Benefits	2,120,542	2,094,742
Non-instructional Salaries and Benefits	3,144,694	3,102,171
Instructional Aids	510,047	612,872
Non-capital Furniture and Equipment	18,000	12,000
Building Operating Costs	34,000	33,800
Communications	-	1,000
Travel	-	5,620
Professional Development	-	5,000
Student Related Expenses	50,000	50,000
Amortization	30,000	44,229
Total Complementary Services	5,907,283	5,961,434
 External Services		
Grant Transfers	2,278,034	1,977,606
Instructional Salaries and Benefits	9,370,130	8,825,905
Instructional Aids	25,000	38,400
Supplies and Services	1,729,451	1,587,784
Professional Development	10,980	10,980
Total External Services	13,413,595	12,440,675
 Other Expenses		
Asset Retirement Obligation - Accretion	400,000	360,000
Service Charges	5,000	5,000
Capital Loans	558,107	616,341
Total Other Expenses	963,107	981,341
 Total Expenses	303,177,074	284,339,078
 Excess for the year	11,018,938	5,729,304