

DATE: March 7, 2017

TO: Board of Trustees

FROM: Darrel Robertson, Superintendent of Schools

SUBJECT: Process and Timeline for the 2017-2018 Budget and for the Fall Review of the 2016-2017 Results and the Plans for 2017-2018

ORIGINATOR: Todd Burnstad, Chief Financial Officer, Financial Services

RESOURCE STAFF: Krista Brandon, Director, Budget and Funding

REFERENCE: [Province of Alberta School Act](#)

ISSUE

School boards are required to prepare and submit to the Minister of Education a budget for the fiscal year beginning on the following September 1 of a given year. The spring proposed budget is based on projected enrolment and the revised budget is updated in the fall based on the actual September 30 enrolment.

In conjunction with the annual budget process, the Board of Trustees is required to meet government policy and requirements for school board planning and results reporting no later than November 30.

BACKGROUND

The 2017-2018 Provincial Budget announcement is scheduled for March 16, 2017. To accommodate site-based budgeting, the Process and Timeline for the approval of the 2017-2018 Budget has been developed (Attachment I).

In addition, each school year, the Board of Trustees approves the process and timeline for review of the previous year's results as well as the review of the plans established for the current school year. Through discussions, the Board of Trustees have an opportunity to learn about the results achieved by schools and central decision units and the implications those results may have on their 2017-2018 plans. The Board of Trustees will also gain an understanding of how schools and central departments will address their plans in support of the District priorities.

Schools and central decision units will report on their results (Attachment II) achieved from the SMART (Specific, Measurable, Attainable, Relevant, Time-framed) goals that were established for 2016-2017 as well as identify the biggest challenges and improvement opportunities that will impact their 2017-2018 plans. The Plans document details priority, high impact SMART goals for the upcoming school year (Attachment III).

RELATED FACTS

The proposed budget is based on projected enrolment, proposed revenue and funding assumptions to schools and decision units and the basis of allocation, which are developed in tandem.

The proposed budget is then updated in the fall based on September 30 enrolment. The process and timeline outlines key dates and specific information requirements necessary to meet the target date for the approval of both the spring proposed and the fall revised budget which in tandem represent the 2017-2018 budget. In order to allow sufficient time for planning, the Distribution of Funds report will be presented at the Caucus meeting on April 11, 2017 prior to public board on April 25, 2017. The Board of Trustees will then have an opportunity to review the proposed budget, prior to seeking approval at public board on June 6, 2017.

As part of the fall budget process, the Board of Trustees will review approximately one half of the schools in their ward in subcommittee meetings each year with the goal of having all schools reviewed twice over a four-year term. These meetings have been arranged so that trustees have the option to participate in additional reviews in other wards. School trustee subcommittee meetings will be held at schools; central trustee subcommittee meetings will be held at the Centre for Education. All subcommittee meetings will take place between November 16 and 29, 2017 and will be for a maximum of 2½ hours each. School subcommittee meetings will have groupings of up to four schools. Assistant superintendents, in addition to attending the subcommittee meetings, will review all their schools as part of one-on-one or in catchment meetings prior to November 30, 2017.

Central subcommittee meetings have been scheduled to take place November 29, 2017. There will be four central subcommittee meetings scheduled for a maximum of 2½ hours per session. The Superintendent will present his decision unit results review and plans as part of the Annual Education Results Review at public board on November 28, 2017.

During the school subcommittee meetings trustees, in collaboration with assistant superintendents, will facilitate a group dialogue. Proposed agendas for both school and central meetings are provided in Attachment IV. Attachment V identifies the proposed groupings (based on trustee ward) for trustee subcommittee reviews.

As in previous years the school decision units with first and second year principals will be reviewed by assistant superintendents. These meetings will be scheduled by the assistant superintendents prior to November 30, 2017.

RECOMMENDATION

- 1. That the Process and Timeline for the 2017-2018 Spring Budget and the 2017-2018 Fall Revised Budget, as outlined in Attachment I, be approved.**
- 2. That the Process and Timeline for Review of the 2016-2017 Results and the 2017-2018 Plans, as outlined in this report be approved.**

CONSIDERATIONS & ANALYSIS

The compilation of the schools scheduled for review (Attachment V) was done using the new ward boundaries as approved at Board on January 31, 2017. Since Ward H includes several new schools and schools that were reviewed last fall it is not included in this year's schedule. Schools for review may also be updated in the fall to adjust for changes in principalships.

NEXT STEPS

- If approved by the Board of Trustees, the 2017-2018 budget process and timeline will be communicated to principals and central decision unit leaders.
- As consistent with prior years a draft budget report will be sent to Alberta Education on May 31, 2017 with the final report being submitted following Board approval on June 6, 2017.

ATTACHMENTS & APPENDICES

ATTACHMENT I	Process and Timeline for the 2017-2018 Budget (Calendar)
ATTACHMENT II	2016-2017 Results Review - document template
ATTACHMENT III	2017-2018 Plans - document template
ATTACHMENT IV	Proposed Agendas
ATTACHMENT V	School and Central Groups for review of 2016-2017 results and 2017-2018 plans – Trustees Subcommittee Review

TB:ja

Spring Proposed 2017-2018 Budget Timeline - *DRAFT*

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
MAR	5	6	7 BOARD 2:00pm Process & Timeline Recommendation MARS #14100	8	9	10	11
	12	13	14	15	16 Provincial Budget Announcement	17 PD DAY (NO STUDENTS) (STAFF PD)	18
	19	20	21 BOARD 2:00pm Caucus- Introduction of Proposed 17-18 Budget	22	23	24	25
APR	26	27 SPRING BREAK	28	29	30	31	1
	2	3	4	5	6	7	8
	9	10	11 BOARD 2:00pm Caucus-Distribution of Funds Feedback #14101	12	13	14 GOOD FRIDAY	15
MAY	16	17 EASTER MONDAY	18	19	20	21 Enrolment File	22
	23	24	25 BOARD 2:00pm Distribution of Funds Recommendation #14102	26	27	28 PD DAY (NO STUDENTS) (STAFF PD)	29
	30	1 Projected Allocations to Schools & Central	2	3	4	5	6
JUN	7	8	9 BOARD 2:00PM	10	11	12 School and Central Budgets Due	13
	14	15	16	17	18	19	20
	21	22 VICTORIA DAY	23 BOARD 2:00pm Teacher's Day in Lieu	24 Board Approved Non-Instructional Day	25	26	27
JUN	28	29	30 Trustees Off-site Meeting	31 Budget to Province W/O Extension	1	2	3
	4	5	6 BOARD 2:00pm Approval 2017-2018 Budget Recommendation #14106 ASBA	7 ASBA	8	9	10
	11	12	13	14	15	16	17
JUN	18	19	20 BOARD 2:00PM	21	22	23	24
	25	26	27	28	29 Last Day of Classes	30 Last Operational Day	

Fall Revised 2017-2018 Budget Timeline – *DRAFT*

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
SEP					First Day of Classes	1	2
	3	4 Labour Day	5	6	7	8	9
	10	11	12 BOARD 2:00PM	13	14	15	16
	17	18	19	20	21	22	23
	24	25	26 BOARD 2:00PM	27	28	29 BPS Results/Planning Modules Open	30
OCT	1	2	3	4	5 Enrolment Files Due to Budget Services	6 Principal Allowance Calc due to HR	7
	8	9 Thanksgiving	10	11	12	13 Results Review & Planning Doc's Due Revised Budget Open - Allocations to Schools & Central	14
	15	16 Trustee Elections	17	18	19	20	21
	22	23	24 ORGANIZATIONAL BOARD	25 Revised Budget Due	26	27	28
NOV	29	30	31	1	2	3	4
	5	6	7 BOARD 2:00PM	8	9 Target Date to Distribute Results Review + Plans to Trustee's & Assistant Superintendents	10	11 Remembrance Day
	12	13 Non-Instructional Day	14 Non-Instructional Day	15	16 Trustee School Reviews	17 Trustee School Reviews	18
	19	20 ASBA GENERAL MTG.	21 ASBA GENERAL MTG.	22 Trustee School Reviews	23 Trustee School Reviews	24 Audit Committee	25
	26	27 Trustee School Reviews	28 BOARD Fall Budget Update presented at Board MARS (TBD)	29 Trustee Central Review	30 Fall Budget Update due to the Province		

**PROCESS AND TIMELINE FOR THE 2017-2018 SPRING PROPOSED
BUDGET (DETAIL) - DRAFT**

Spring/Planning Timeline	Process
March 7, 2017	<ul style="list-style-type: none"> • Process and Timeline for 2017-2018 Spring Proposed Budget is recommended to Board
April 11, 2017	<ul style="list-style-type: none"> • Distribution of Funds report is presented to Caucus
April 25, 2017	<ul style="list-style-type: none"> • Distribution of Funds is recommended to Board
May 1, 2017	<ul style="list-style-type: none"> • Schools and central departments receive projected allocations and budget requirements
May 12, 2017	<ul style="list-style-type: none"> • Schools and Central departments proposed budgets due and uploaded in BPS
June 6, 2017	<ul style="list-style-type: none"> • Approval of 2017-2018 Spring Proposed Budget to Board

**PROCESS AND TIMELINE FOR THE 2017-2018 FALL REVISED
BUDGET (DETAIL) - DRAFT**

Timeline	Process
September 2017	<ul style="list-style-type: none"> • Schools to invite the chairperson of the school council and other parents to attend the subcommittee review • School council members will be invited to the review of central department results
September 29, 2017	<ul style="list-style-type: none"> • BPS Results/Planning Modules Open
October 13, 2017	<ul style="list-style-type: none"> • The 2016-2017 Results Review document is due • The 2017-2018 Plans document is due
October 13, 2017	<ul style="list-style-type: none"> • Schools receive 2017-2018 allocations based on September 30 enrolment • Central decision units receive 2017-2018 allocations
October 25, 2017	<ul style="list-style-type: none"> • 2017-2018 Fall Revised Budget is due
November 9, 2017	<ul style="list-style-type: none"> • Copies of 2016-2017 results review documentation will be made for all Trustees • Copies of 2017-2018 planning documentation and revised budgets will be made for all Trustees
November 16 to 27, 2017	<ul style="list-style-type: none"> • School Trustee Subcommittees • Each group of principals presents their results at a public meeting to designated Trustees
November 28, 2017	<ul style="list-style-type: none"> • Superintendent of Schools' DU to be presented at Board as part of the Annual Education Results Review (AERR).
November 29, 2017	<ul style="list-style-type: none"> • Central Trustee Subcommittees • Each central department presents their results at a public meeting to designated Trustees
Prior to November 30, 2017	<ul style="list-style-type: none"> • Assistant Superintendent Subcommittees • First and second year principals present their results to designated Assistant Superintendents • Review of remaining schools from assistant superintendents' catchment areas
November 30, 2017	<ul style="list-style-type: none"> • 2017-2018 Fall Budget Update submitted to the Province

2016-2017 Results Review**School Name – DU #****District Priorities 2014-2018**

1. Foster growth and success for every student by supporting their journey from early learning through high school completion and beyond.
2. Provide welcoming, high quality learning and working environments.
3. Enhance public education through communication, engagement and partnerships.

Based on the three SMART goals that were established for 2016-2017 report on the results you achieved (with evidence, including referencing the School's Accountability Pillar results, if applicable) and describe how achievement of the goal supports the above District's Priorities (reference the priority number in your response).

SMART Goal #1: *goal will be imported from the 2016-2017 Budget*

Results Achieved:

SMART Goal #2: *goal will be imported from the 2016-2017 Budget*

Results Achieved:

SMART Goal #3: *goal will be imported from the 2016-2017 Budget*

Results Achieved:

Challenges:

What were the biggest challenges encountered in 2016-2017?

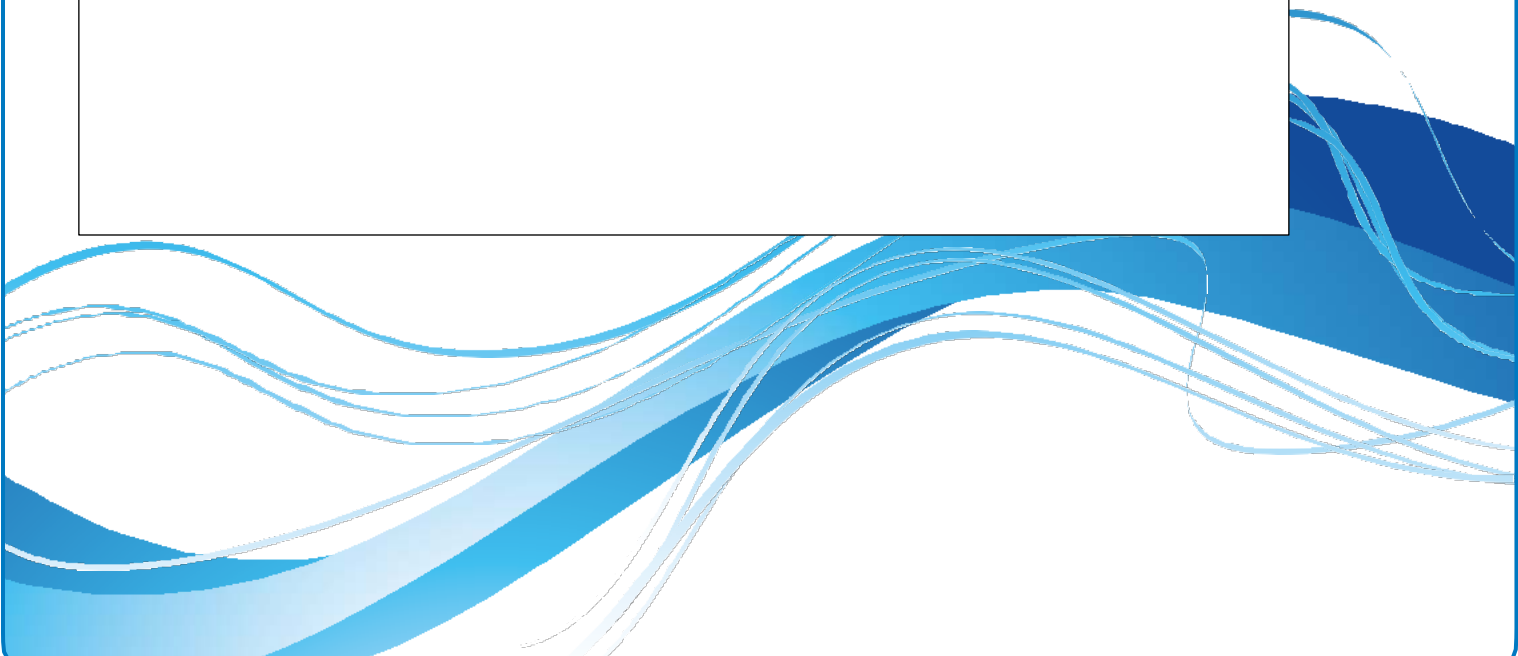
Improvement Opportunities:

What are the opportunities for improvement from 2016-2017 that will inform your plan for 2017-2018?

**2017-2018 Plans****School/Central Name: DU #****District Priorities 2014-2018**

1. Foster growth and success for every student by supporting their journey from early learning through high school completion and beyond.
2. Provide welcoming, high quality learning and working environments.
3. Enhance public education through communication, engagement and partnerships.

The following SMART (Specific, Measureable, Attainable, Relevant, Time-framed) goals have been established for the 2017-2018 school year (referencing the District's Priority number that the goal supports). Schools are to set one goal for each priority. Central DU's can set their goals around one or more priorities.

SMART Goal #1:**SMART Goal #2:****SMART Goal #3:**

TRUSTEE SUBCOMMITTEE MEETINGS**AGENDA**

1. Welcome by the Trustee, and introductions by the Assistant Superintendent or Executive Director. (3 min.)
2. Introductions by Principals/(Central DU) of any staff, students, parents or community members in attendance. (4 min)
3. Introductory remarks by the Chairperson (5 min.)
4. Group discussion facilitated by Chairperson and Assistant Superintendent/Executive Director. (2 hours)
5. Break where appropriate. (10 min)
6. Final remarks and closing of the meeting by the Chairperson. (5 min.)

LUNCH

- There will be a 1 ½ hour break between the a.m. and p.m. sessions to allow time for lunch and travel time to the host school for the afternoon session.
- There is no expectation that schools provide lunch for Trustees or Assistant Superintendents



**SCHOOL/CENTRAL REVIEW 2016-2017 RESULTS
& 2017-2018 PLANS
POTENTIAL SPEAKING NOTES FOR THE
CHAIRPERSON, TRUSTEE SUBCOMMITTEE**

Suggested Trustee Welcome and Introductions

My name is () and I am pleased to welcome each of you to the trustee subcommittee review of the 2016-2017 results and the 2017-2018 plans. I am going to begin by calling upon the Assistant Superintendent (or Executive Director) to introduce each principal (or Central Decision Unit) who will in turn introduce staff, students, parents as well as any community members who are with us today.

Suggested Trustee Opening Remarks

The Board of Trustees is elected to represent the public and is responsible and accountable to that public and to the Provincial Government for the expenditure of the District's billion dollar annual budget.

In collaboration with staff, students, parents and the general public, the Board established the District's vision, mission and priorities. A district plan was then developed to align with, and support these priorities.

As part of the accountability process, Trustees have the opportunity to review the results of schools from the previous year, and to learn about the plans for the current school year - both of which should be in support of the overall District Priorities. This helps us formulate a better picture of what is happening not only in your school but in all schools across the District. These meetings allow Trustees to hear about:

- Each school's biggest success/achievement from the SMART goals that were set last year,
- If there were any challenges that were encountered and;
- What the plans/goals are for the current school year?

I would now like to call upon the principal of each school to start the discussion by referring to the goal that they established last year in their school plan around Priority 1. Reflecting on the Accountability Pillar Data, the District Feedback Survey and any other local measures discuss your greatest success.

If you are at a central results review: I would now like to call upon the Director of each decision unit to start the discussion by referring to a goal that they established last year in their central plan. Reflecting on your data, discuss your greatest success.

SCHOOLS – SUGGESTED FORMAT

Please note: the purpose of this suggested format is to provide consistency among all the results review meetings taking place.

Environment

- More conversation-based rather than presentation-based.
- Safety/openness to sharing both successes and challenges.
- No additional documentation will be required (other than the BPS modules).

While trustees are allowed to ask any questions/clarify any responses; schools requested consistency in process. As such, suggested common questions that could be asked by Trustees are highlighted below. Once approved by the Board, these questions will be shared with schools to support them in being adequately prepared to respond.

Format 2016-2017 Results Review

1. Principals are asked to refer to the goal that they established last year in their school plan related to Priority 1.
 - Reflecting on your Accountability Pillar data, the District Feedback Survey results and any other local measures, discuss your greatest success.
 - What strategies did you use to achieve this success?
 - What are some potential next steps?
2. Principals are asked to refer to any of the goals established last year in their school plan.
 - Reflecting on your Accountability Pillar data, and/or the District Feedback Survey results and/or any other local measures, what does the data indicate is your greatest opportunity for growth?
 - How does this opportunity for growth connect to the goals outlined in your 2017-2018 school plan?
 - What strategies will you use to achieve your goal?
 - What evidence will be used to demonstrate success in achieving this goal?
3. Part of our role as a Trustee is to determine if there are common areas of challenge across the District and to advocate for potential solutions.
 - Discuss a challenge you encountered during the 2016-2017 school year.
 - How was it handled? What did you learn?
 - Will this challenge impact the 2017-2018 school year?
 - After hearing from other schools today, are there any supports or strategies you could have used to address your challenge?
4. Other Attendees
 - If time allows, direct limited questions to parents/other parties in attendance; possibly tie back to a District Feedback Survey question (i.e. How has the school provided you opportunities to be involved in (your child's) education)? Keep responses to a limited time to allow all parties in attendance an opportunity to contribute.

**School and Central Groups for Review of 2016-2017 Results
and 2017-2018 Plans
Trustee Subcommittee Review**

Thursday November 16, 2017

Ward A	Ward B	Ward C
<p>9:00 to 11:30 am Host School: TBD</p>	<p>9:00 to 11:30 am Host School: TBD</p>	<p>9:00 to 11:30 am Host School: TBD</p>
<p>Trustee TBD Assistant Superintendent TBD</p>	<p>Trustee TBD Assistant Superintendent TBD</p>	<p>Trustee TBD Assistant Superintendent TBD</p>
<p>Elizabeth Finch Lago Lindo Lorelei Mary Butterworth</p>	<p>Dr. Donald Massey Edmonton Christian NE Horse Hill Kirkness</p>	<p>Coronation Edmonton Christian High Edmonton Christian West Winterburn</p>
Ward A	Ward B	Ward C
<p>1:00 to 3:30 pm Host School: TBD</p>	<p>1:00 to 3:30 pm Host School: TBD</p>	<p>1:00 to 3:30 pm Host School: TBD</p>
<p>Trustee TBD Assistant Superintendent TBD</p>	<p>Trustee TBD Assistant Superintendent TBD</p>	<p>Trustee TBD Assistant Superintendent TBD</p>
<p>McArthur Northmount Scott Robertson</p>	<p>Kildare Londonderry M.E. LaZerte</p>	<p>Spruce Avenue Victoria Westminister</p>

**School and Central Groups for Review of 2016-2017 Results
and 2017-2018 Plans
Trustee Subcommittee Review**

Friday November 17, 2017

Ward A	Ward D	Ward E
9:00 to 11:30 am Host School: TBD	9:00 to 11:30 am Host School: TBD	9:00 to 11:30 am Host School: TBD
Trustee TBD Assistant Superintendent TBD	Trustee TBD Assistant Superintendent TBD	Trustee TBD Assistant Superintendent TBD
Mee-Yah-Noh Queen Elizabeth Rosslyn	Abbott Beacon Heights R. J. Scott	Bessie Nichols Michael A. Kostek S. Bruce Smith

Ward B	Ward D	Ward E
1:00 to 3:30 pm Host School: TBD	1:00 to 3:30 pm Host School: TBD	1:00 to 3:30 pm Host School: TBD
Trustee TBD Assistant Superintendent TBD	Trustee TBD Assistant Superintendent TBD	Trustee TBD Assistant Superintendent TBD
Bannerman Fraser John D. Bracco Overlanders	Eastglen Highlands Mount Royal Virginia Park	Elmwood Hillcrest Patricia Heights Rio Terrace

**School and Central Groups for Review of 2016-2017 Results
and 2017-2018 Plans
Trustee Subcommittee Review**

Wednesday November 22, 2017

Ward D	Ward F
9:00 to 11:30 am Host School: TBD	9:00 to 11:30 am Host School: TBD
Trustee TBD Assistant Superintendent TBD	Trustee TBD Assistant Superintendent TBD
Argyll Hardisty McNally Oliver	Alberta School for the Deaf Allendale Avalon Belgravia

Ward E	Ward F
1:00 to 3:30 pm Host School: TBD	1:00 to 3:30 pm Host School: TBD
Trustee TBD Assistant Superintendent TBD	Trustee TBD Assistant Superintendent TBD
Glendale Laurier Heights Meadowlark Christian Jasper Place	Brookside George H. Luck Lansdowne Riverbend

**School and Central Groups for Review of 2016-2017 Results
and 2017-2018 Plans
Trustee Subcommittee Review**

Thursday November 23, 2017

Ward F	Ward G	Ward I
9:00 to 11:30 am Host School: TBD	9:00 to 11:30 am Host School: TBD	9:00 to 11:30 am Host School: TBD
Trustee TBD Assistant Superintendent TBD	Trustee TBD Assistant Superintendent TBD	Trustee TBD Assistant Superintendent TBD
Harry Ainlay Richard Secord Sweet Grass	Metro Ottewell Vimy Ridge	Bisset Kameyosek Kate Chegwin

Ward F	Ward G	Ward I
1:00 to 3:30 pm Host School: TBD	1:00 to 3:30 pm Host School: TBD	1:00 to 3:30 pm Host School: TBD
Trustee TBD Assistant Superintendent TBD	Trustee TBD Assistant Superintendent TBD	Trustee TBD Assistant Superintendent TBD
D.S. MacKenzie Duggan Lillian Osborne Vernon Barford	Avonmore Jackson Heights Waverley	Dan Knott Meyokumin Meyonohk Pollard Meadows

**School and Central Groups for Review of 2016-2017 Results
and 2017-2018 Plans
Trustee Subcommittee Review**

Monday November 27, 2017

Ward G

9:00 to 11:30 am Host School: TBD
Trustee TBD Assistant Superintendent TBD
A. Blair McPherson Hillview Velma E. Baker Julia Kiniski

Ward G

1:00 to 3:30 pm Host School: TBD
Trustee TBD Assistant Superintendent TBD
Greenview Malcom Tweddle Minchau

**School and Central Groups for Review of 2016-2017 Results
and 2017-2018 Plans**

Trustee Subcommittee Review

****Superintendent of Schools DU to be reviewed at Board, November 28, 2017**

**Thursday, November 29, 2017
9:00 am to 11:30 am**

Trustee TBD
Trustee TBD
Trustee TBD
Conference Room
<i>Darrel Robertson, Superintendent</i>
Communications District Foundation General Counsel Human Resources

**Thursday, November 29, 2017
1:00 to 3:30 pm**

Trustee TBD
Trustee TBD
Trustee TBD
Conference Room
<i>Lorne Parker, Executive Director</i> <i>Todd Burnstad, Chief Financial Officer</i>
District Technology Financial Services Infrastructure

Trustee TBD
Trustee TBD
Trustee TBD
Conference Room
<i>Nancy Petersen, Acting Executive Director</i>
Governance & Strategic Support Services Support for Students