

DATE: March 23, 2021

TO: Board of Trustees

FROM: Darrel Robertson, Superintendent of Schools

SUBJECT: Process and Timeline for the 2021-2022 Budget and for the Fall Review of the 2020-2021 Results and the Plans for 2021-2022

ORIGINATOR: Todd Burnstad, Chief Financial Officer

RESOURCE STAFF: Jeremy Higginbotham, Madonna Proulx

REFERENCE: [*Province of Alberta Education Act*](#)

ISSUE

School divisions are required to prepare and submit a board-approved budget to the Minister of Education by May 31 of each year for the fiscal year beginning on the following September 1. As well, school board planning and results reporting must be completed no later than November 30. As such, to assist Division staff and the Board of Trustees with the planning process, Financial Services develops a process and timeline calendar for approval by the Board of Trustees.

BACKGROUND

The 2021-2022 Budget is based on projected enrolment. There is no longer a fall budget update; however, budget adjustments may be made to reflect schools' actual September 30 enrolment.

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, they have an opportunity to learn about the results achieved by schools and central decision units and the implications those results may have on their 2021-2022 plans. They also gain an understanding of how schools and central departments will develop their plans in support of Division 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 2020-2021. They will also identify the biggest challenges and improvement opportunities that will impact their 2021-2022 plans which details priority, high impact SMART goals for the upcoming school year (Attachment III).

RELATED FACTS

- The 2021-2022 provincial budget remains frozen at \$8.22 billion and continues to use a weighted moving average funding model. As a fall budget process is no longer required, budget adjustments for schools based on the September 30 enrolment may be made.
- The Distribution of Funds report will be presented at the Caucus meeting on April 6, 2021, and at the April 13, 2021, Public Board meeting.
- School subcommittee meetings have been scheduled to take place November 17-23, 2021. During these 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. This schedule will be updated in September to adjust for changes in school principalship.
- Central subcommittee meetings have been scheduled to take place November 22-23, 2021. There will be three central subcommittee meetings scheduled for a maximum of two and a half 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 meeting on November 30, 2021 (subject to finalization of the 2021-2022 Board of Trustees calendar dates).
- 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, 2021.
- It is yet to be determined if the results review meetings will be held in person or online.

RECOMMENDATION

1. **That the Process and Timeline for the 2021-2022 Budget as outlined in Attachment I, be approved.**
2. **That the Process and Timeline for Review of the 2020-2021 Results and the 2021-2022 Plans, as outlined in this report be approved.**

NEXT STEPS

- If approved by the Board of Trustees, the 2021-2022 budget process and timeline will be communicated to principals and central decision unit leaders.
- Consistent with prior years, a draft budget report will be sent to Alberta Education on May 28, 2021, with the final report being submitted following Board approval.

ATTACHMENTS and APPENDICES

ATTACHMENT I	Process and Timeline for the 2021-2022 Budget (Calendar)
ATTACHMENT II	2020-2021 Results Review - document template
ATTACHMENT III	2021-2022 Plans - document template
ATTACHMENT IV	Proposed Agendas
ATTACHMENT V	Draft School and Central Groups for review of 2020-2021 results and 2021-2022 plans – Trustees Subcommittee Review

MP:ja

Spring Proposed 2021-2022 Budget Timeline

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
FEB		1 PD Day - No Students	2	3 DLM	4	5	6
	7	8	9 CAUCUS BOARD 2:00pm	10	11	12	13
	14	15 FAMILY DAY	16	17 SCOPE-Budget Allocation Generative Conversation (Budget Allocation Committee attending)	18	19	20
	21	22	23 BOARD 2:00pm	24	25 Teachers' Convention PROVINCIAL BUDGET ANNOUNCEMENT	26 Teachers' Convention	27
	28	1 Calculate Projected Division Revenue Budget	2 MST-Trustee Generative Budget Allocation Conversation	3	4	5	6
	7	8	9 CAUCUS BOARD 2:00pm	10	11	12 PD Day – No Students	13
MAR	14	15	16	17 Projected Enrolment open for Principal Input	18	19	20
	21	22	23 BOARD 2:00pm Process & Timeline Recommendation MARS #14636	24 Projected Enrolment Principal input file closed	25	26 Projected Enrolment File forwarded to Budget and Funding	27
	28	29 SPRING BREAK	30 SPRING BREAK	31 SPRING BREAK Division Funding Profile posted by Alberta Education	1 SPRING BREAK	2 SPRING BREAK GOOD FRIDAY	3
	4	5 EASTER MONDAY	6 NON-INSTRUCTIONAL DAY Proposed – Special Caucus Distribution of Funds Feedback Report (walk-in)	7	8	9	10
	11	12	13 CAUCUS BOARD 2:00PM 2021-2022 Distribution of Funds Recommendation MARS #14638	14 Budget Open (BPS)	15	16	17
	18	19	20	21	22	23 Budget DUE	24
APR	25	26 PD DAY – NO CLASSES	27 BOARD 2:00PM	28	29	30	1

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
MAY	2	3 HR/STAFFING IDFT(Support) -Prior to May 3	4	5	6	7	8
	9	10	11 CAUCUS BOARD 2:00PM	12 DLM	13	14 PD DAY--NO CLASSES	15
	16	17	18	19	20	21 HR/STAFFING IDFT(Certificated) - Prior to May 21	22
	23	24 VICTORIA DAY	25 SPECIAL CAUCUS Introduction of the Proposed 2021-2022 Budget MARS# 14643 BOARD 2:00PM	26 NON-INSTRUCTIONAL DAY	27	28 DRAFT Budget submitted to the Province	29
	30	31	1	2	3	4	5
JUN	6	7	8 BOARD 2:00PM Presented for 2021-2022 Budget MARS# 14649	9	10	11	12

Fall 2021-2022 Timeline

OCT	3	4	5	6 Enrollment File to Budget & Funding	7	8 Results Review and Planning Opened	9
	10	11 THANKSGIVING	12	13	14	15 Possible Weighted Enrolment Amendment	16
	17	18 MUNICIPAL ELECTION	19	20	21 PD DAY – no students	22 PD DAY – no students	23
	24	25	26 BOARD 2:00PM	27	28 Results Review and Planning Due	29	30
NOV	31	1	2	3	4	5 Target Date to Distribute Results Review & Plans to Trustees & Asst. Superintendents	6
	7	8	9 BOARD 2:00PM	10 NON-INSTRUCTIONAL DAY	11 REMEMBRANCE DAY	12 TEACHER'S DAY IN LIEU	13
	14	15 PD DAY – no students PSBAA Nov 15-17	16 ASBA FGM Nov 15 & 16	17 School Results Review	18 School Results Review	19 School Results Review	20
	21	22 Central & School Results Review	23 Central Results Review	24	25	26 Audit Committee Presentation of Audited Financial Statements	27
	28	29	30 BOARD 2:00PM Audited Financial Statements presented to Board	Audited Financial Statements due to the Province			

**PROCESS AND TIMELINE FOR THE
2021-2022 BUDGET (DETAIL)**

Timeline	Process
March 23, 2021	• Process and Timeline for 2021-2022 Budget is recommended to the Board of Trustees
April 6, 2021	• Distribution of Funds report is presented to Caucus
April 13, 2021	• Distribution of Funds is recommended to Board
April 14, 2021	• Schools and central departments receive allocations and budget requirements
April 23, 2021	• Schools and Central departments budgets are due
May 25, 2021	• Introduction of the budget to Caucus
June 8, 2021	• The 2021-2022 Budget is recommended to the Board of Trustees

**PROCESS AND TIMELINE FOR THE
2021-2022 FALL RESULTS REVIEW AND PLANS (DETAIL)**

Timeline	Process
October 8, 2021	• Results Review & Planning open
October 28, 2021	• Results Review & Plans Due
November 5, 2021	• Target Date to distribute Results Review & Plans to Trustees and Assistant Superintendents
November 17 – 23, 2021	• School Results Reviews
November 22 – 23, 2021	• Central Results Reviews

**2020-2021 Results Review****School Name – DU #****Division Priorities 2018-2022**

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 2020-2021 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 Division's Priorities (reference the priority number in your response).

SMART Goal #1: *goal will be imported from the 2020-2021 Budget*

Results Achieved:

SMART Goal #2: *goal will be imported from the 2020-2021 Budget*

Results Achieved:

SMART Goal #3: *goal will be imported from the 2020-2021 Budget*

Results Achieved:

Challenges:

What were the biggest challenges encountered in 2020-2021?

Improvement Opportunities:

What are the opportunities for improvement from 2020-2021 that will inform your plan for 2021-2022?

**2021-2022 Plans****School/Central Name: DU #****Division Priorities 2018-2022**

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 2021-2022 school year (referencing the Division'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. (3 min.)
2. Introductions by Principals/Central DU executive 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. (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 to 1-½ hour break between the a.m. and p.m. sessions to allow time for lunch.



**SCHOOL/CENTRAL REVIEW 2020-2021 RESULTS
AND 2021-2022 PLANS
POTENTIAL SPEAKING NOTES FOR THE
CHAIRPERSON, TRUSTEE SUBCOMMITTEE**

Suggested Trustee Welcome and Introductions

We acknowledge that we are on Treaty 6 territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. We acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.

My name is () and I am pleased to welcome each of you to the Trustee subcommittee review of the 2020-2021 results and the 2021-2022 plans. I am going to begin by calling upon the Assistant Superintendent to introduce each principal 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 the public and to the provincial government for the expenditure of the Division's annual budget.

In collaboration with staff, students, parents and the general public, the Board established the Division's vision, mission and priorities. A Division 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 in support of the overall Division Priorities. This helps us formulate a better picture of what is happening not only in your school but in all schools across the Division. These meetings allow Trustees to hear about:

- Each school's biggest success/achievement from the goals that were set last year.
- If there were any challenges that were encountered.
- 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: (for example using the suggested common question #1 from below) highlighting a goal that was established last year in their school plan around Priority 1. If possible, please refer to any measure that supports your results.

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 formal presentation-based.
- Safety/openness to sharing both successes and challenges.
- No additional documentation is required to be distributed at the meeting.

While Trustees can ask any questions/clarify any responses, suggested common questions are included below to help with consistency across the various meetings. These optional questions are shared with schools in advance to support them in being adequately prepared to respond.

Optional Suggested Common Questions:

1. Principals are asked to refer to the goal that they established last year in their school plan related to Priority 1.
 - Reflecting on any available data or 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 any available data or any other local measures, what do the results indicate is your greatest opportunity for growth?
 - How does this opportunity for growth connect to the goals outlined in your 2021-2022 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 Division and to advocate for potential solutions.

Covid-19:

- What have you learned about teaching and supporting students during a global pandemic?
- How have your experiences impacted learning? Mental health? Vulnerable students?
- What is something creative/innovative that your school has done to support students and families during Covid-19?
- What strategies did you use to achieve success?
- What do we need to prioritize in education as we look ahead to the future? What are some potential next steps?

Mental Health:

- What have you been seeing as needs in terms of student mental health?
- What have you been seeing as needs in terms of staff mental wellbeing?
- How has positive mental health been supported at your school?
- How can we, as Trustees, advocate to help the mental health needs at your school?

FNMI:

- How have the recommendations from the Organization for Economic Co-operation & Development (OECD) report impacted teaching and learning in your school?
- What cultural events or supports are in place at the school level to support success for our Indigenous students? Please discuss the impact of these events and supports.

School and Community Partners:

- How have Community Partnerships served to support the success of students in your school?

Related to other items:

- Discuss a challenge you encountered at your school during the 2020-2021 school year.
 - How was it handled? What did you learn?
 - Will this challenge impact the 2021-2022 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 Division Feedback Survey question [e.g., 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 the 2020-2021 Results and 2021-2022 Plans

Trustee Subcommittee Review

Wednesday, November 17, 2021

9:00 TO 11:30 AM

WARD A	WARD B	WARD C	WARD E
9:00 TO 11:30 AM	9:00 TO 11:30 AM	9:00 TO 11:30 AM	9:00 TO 11:30 AM
TRUSTEE: WARD A	TRUSTEE: WARD B	TRUSTEE: WARD C	TRUSTEE: WARD E
<u>ASSISTANT SUPERINTENDENT(S):</u> Kent Pharis	<u>ASSISTANT SUPERINTENDENT(S):</u> Liz Yule	<u>ASSISTANT SUPERINTENDENT(S):</u> Ron MacNeil	<u>ASSISTANT SUPERINTENDENT(S):</u> Leona Morrison
<u>SCHOOLS:</u> Dickinsfield Lago Lindo Lorelei Mee-Yah-Noh	<u>SCHOOLS:</u> Edmonton Christian NE Londonderry M.E. LaZerte Sifton* *School is part of Ward B but reports to Kent Pharis' leadership group	<u>SCHOOLS:</u> Britannia Dovercourt Edmonton Christian HS Edmonton Christian W	<u>SCHOOLS:</u> Hillcrest Jasper Place Meadowlark Christian Michael A. Kostek

Wednesday, November 17, 2021

1:00 TO 3:30 PM

WARD A	WARD C	WARD G	WARD I
1:00 TO 3:30 PM	1:00 TO 3:30 PM	1:00 TO 3:30 PM	1:00 TO 3:30 PM
TRUSTEE: WARD A	TRUSTEE: WARD C	TRUSTEE: WARD G	TRUSTEE: WARD I
<u>ASSISTANT SUPERINTENDENT(S):</u> Kent Pharis	<u>ASSISTANT SUPERINTENDENT(S):</u> Ron MacNeil	<u>ASSISTANT SUPERINTENDENT(S):</u> Leona Morrison	<u>ASSISTANT SUPERINTENDENT(S):</u> Liz Yule
<u>SCHOOLS:</u> Northmount Queen Elizabeth Rosslyn Scott Robertson	<u>SCHOOLS:</u> Mayfield Ross Sheppard Westminster Youngstown	<u>SCHOOLS:</u> Greenview Hillview Lee Ridge Millwoods Christian	<u>SCHOOLS:</u> Bisset Crawford Plains Kate Chegwin Pollard Meadows

School and Central Groups for Review of the 2020-2021 Results and 2021-2022 Plans
Trustee Subcommittee Review

Thursday, November 18, 2021

9:00 TO 11:30 AM

WARD B	WARD C	WARD D	WARD F
9:00 TO 11:30 AM	9:00 TO 11:30 AM	9:00 TO 11:30 AM	9:00 TO 11:30 AM
TRUSTEE: WARD B	TRUSTEE: WARD C	TRUSTEE: WARD D	TRUSTEE: WARD F
<u>ASSISTANT SUPERINTENDENT(S):</u> Kent Pharis	<u>ASSISTANT SUPERINTENDENT(S):</u> Leona Morrison	<u>ASSISTANT SUPERINTENDENT(S):</u> Ron MacNeil	<u>ASSISTANT SUPERINTENDENT(S):</u> Liz Yule
<u>SCHOOLS:</u> Bannerman Belmont John D. Bracco Overlanders	<u>SCHOOLS:</u> Hospital School Campuses Micheal Phair Winterburn David Thomas King	<u>SCHOOLS:</u> Forest Heights Gold Bar Hardisty McNally	<u>SCHOOLS:</u> Allendale Avalon Belgravia Queen Alexandra

Thursday, November 18, 2021

1:00 TO 3:30 PM

WARD D	WARD F	WARD I
1:00 TO 3:30 PM	1:00 TO 3:30 PM	1:00 TO 3:30 PM
TRUSTEE: WARD D	TRUSTEE: WARD F	TRUSTEE: WARD I
<u>ASSISTANT SUPERINTENDENT(S):</u> Kent Pharis	<u>ASSISTANT SUPERINTENDENT(S):</u> Ron MacNeil	<u>ASSISTANT SUPERINTENDENT(S):</u> Liz Yule
<u>SCHOOLS:</u> Beacon Heights Eastglen Ivor Dent Highlands	<u>SCHOOLS:</u> Brookside Earl Buxton George H. Luck Riverbend	<u>SCHOOLS:</u> Bisset Crawford Plains Kate Chegwin Pollard Meadows

School and Central Groups for Review of the 2020-2021 Results and 2021-2022 Plans

Trustee Subcommittee Review

Friday, November 19, 2021

9:00 TO 11:30 AM

WARD A	WARD F	WARD G	WARD I
9:00 TO 11:30 AM	9:00 TO 11:30 AM	9:00 TO 11:30 AM	9:00 TO 11:30 AM
TRUSTEE: WARD A	TRUSTEE: WARD F	TRUSTEE: WARD	TRUSTEE: WARD
ASSISTANT SUPERINTENDENT(S): Ron MacNeil	ASSISTANT SUPERINTENDENT(S): Kent Pharis	ASSISTANT SUPERINTENDENT(S): Liz Yule	ASSISTANT SUPERINTENDENT(S): Leona Morrison
SCHOOLS: Athlone Hilwie Hamdon Institutional Services* Outreach Programs* *School is part of Ward A but reports to Leona Morrison's leadership group	SCHOOLS: Alberta School for the Deaf D.S. MacKenzie Duggan McKee	SCHOOLS: Millcreek Minchau Velma E. Baker Millwoods Christian* *School is part of Ward G but reports to Leona Morrison's leadership group	SCHOOLS: Dan Knott Kameyosek Shauna May Seneca Svend Hanson* *School is part of Ward G but reports to Liz Yule's leadership group

Friday, November 19, 2021

1:00 TO 3:30 PM

WARD G	WARD F	WARD I
1:00 TO 3:30 PM	1:00 TO 3:30 PM	1:00 TO 3:30 PM
TRUSTEE: WARD G	TRUSTEE: WARD F	TRUSTEE: WARD I
ASSISTANT SUPERINTENDENT(S): Ron MacNeil	ASSISTANT SUPERINTENDENT(S): Kent Pharis	ASSISTANT SUPERINTENDENT(S): Leona Morrison
SCHOOLS: A. Blair McPherson Julia Kiniski Ottewell Waverly	SCHOOLS: Richard Secord Sweet Grass Vernon Barford Westbrook	SCHOOLS: Ekota Meyonohk Weilos* *School is part of Ward I but reports to Liz Yule's leadership group

School and Central Groups for Review of the 2020-2021 Results and 2021-2022 Plans

Trustee Subcommittee Review

Monday, November 22, 2021

9:00 TO 11:30 AM

WARD H
9:00 TO 11:30 AM
<i>TRUSTEE:</i> WARD A
<i>ASSISTANT SUPERINTENDENT(S):</i> Kent Pharis
<i>SCHOOLS:</i> Dr. Lila Fahlman George P. Nicholson Johnny Bright Keehewin

CENTRAL RESULTS REVIEW
1:00 TO 3:30 PM
<i>TRUSTEES:</i>
<i>Darrel Robertson, Superintendent</i> <i>Kathy Muhlethaler, Assistant Superintendent, Operations and Learning Services</i>
<i>DECISION UNITS:</i> Communications Infrastructure Technology & Information Management

School and Central Groups for Review of the 2020-2021 Results and 2021-2022 Plans
Trustee Subcommittee Review

Tuesday, November 23, 2021

9:00 TO 11:30 AM

CENTRAL RESULTS REVIEW
9:00 TO 11:30 AM
<i>TRUSTEES:</i>
<i>Darrel Robertson, Superintendent</i> <i>Todd Burnstad, Chief Financial Officer</i> <i>Grace Cooke, General Counsel</i> <i>Angela Anderson, Chief Human Resources Officer</i>
<u>DECISION UNITS:</u> Financial Services General Counsel - Division Support Services Human Resources

Tuesday, November 23, 2021

1:00 TO 3:30 PM

CENTRAL RESULTS REVIEW
1:00 TO 3:30 PM
<i>TRUSTEES:</i>
<i>Darrel Robertson, Superintendent</i> <i>Kathy Muhlethaler, Assistant Superintendent, Operations and Learning Services</i> <i>Assistant Superintendents:</i> <i>Kent Pharis</i> <i>Leona Morrison</i> <i>Liz Yule</i> <i>Ron MacNeil</i>
<u>DECISION UNITS:</u> Instructional Supports - Specialized Learning Supports (SLS) - Curriculum Learning Supports Strategic Division Supports