



MEMORANDUM

November 29, 2022
Regular Board Meeting

TO Board of Trustees

FROM Shauna Boyce, Superintendent

ORIGINATOR Scott McFadyen, Associate Superintendent

RESOURCE Jason Krefting, Director Financial Services

GOVERNANCE POLICY Board Policy 2: Role of the Board
Board Policy 12: Role of the Superintendent

ADDITIONAL REFERENCE BP 2: Stakeholder Engagement and Communication
BP 2: Resource Stewardship
BP 12: Fiscal Responsibility

SUBJECT **2022-2023 FALL FORECAST**

PURPOSE

For information. No recommendation required.

BACKGROUND

The Division prepares a fall forecast based on the September enrolments each year. The Division updates revenue projections, staffing and other expenses based on these actual enrolments to provide sites with an updated operating plan based on their revised allocations.

REPORT SUMMARY

The October Forecast included within this package is an updated forecast for the year ended August 31, 2023. This report provides variance explanations for the changes from the approved budget for 2023.

The forecasted revenues are \$145,092,631 an increase of 5.9% over the budget. The forecasted expenditures are \$148,219,223 an increase of 6.4% over the budget. The increases in revenues and expenses are due to the addition of Athabasca Delta Community School in Fort Chipewyan, AB by Ministerial Order after the approval of the budget in the spring and additional grants that were not known in the spring (Fuel Contingency, Learning Loss, and Enrollment Growth). In addition, PSD ended 2021-2022 with a smaller deficit than budgeted and therefore resources were added to further support students.

The Division is forecasting a deficit of \$3,126,592 compared to a deficit of \$2,268,890 in the budget. In addition, the Division is forecasting a transfer of \$1,600,000 from Unrestricted and Administrative operating reserves to capital reserves for a new capital project. The transfer is subject to Ministerial approval. The forecasted deficit and transfer of operating reserves brings the Divisions operating reserves below the new cap set by Alberta Education for the end of the year.

Administration would be pleased to respond to any questions.

SM:kz

2022-2023 Fall Forecast

The Fall Forecast provides an update to the 2022-2023 budget that was approved in the spring. This forecast incorporates changes in revenues based on actual enrolments and other changes since the budget was approved. Expenditures have also been updated to include changes in staffing, and expenditures based on the updated revenue. The forecast includes the addition of Athabasca Delta Community School (ADCS) as it was added to The Parkland School Division (PSD) by Ministerial Order after the budget was approved. ADCS added \$4.6M to both the revenues and expenses in the fall forecast. In addition, PSD ended with a smaller deficit in 2021-2022 than what was budgeted, therefore, additional resources were added to support students.

School enrolments are up 144 students or 1.2% over the 2022-2023 budget including the addition of 156 students at ADCS. Without ADCS, actual enrolments were close to budget.

School allocations were updated based on their September 29 enrolments and WMA revenues were updated based on the enrolments. WMA revenues are calculated using the WMA enrolment. WMA enrolment is a weighted moving average calculated using three years data. The WMA enrolment for 2022-23 is calculated using 20% of 2020-21 enrolments, 30% of 2021-22 enrolments and 50% of 2022-23 enrolments. Therefore, as enrolment increases funding lags behind as new growth is only funded in 50% the first year and 80% in the second year.

Sites have updated their forecasts based on their actual enrolments, staffing and new information.

The Division is forecasting a deficit of \$3,126,592 for the year based on the fall forecast in order to support students and utilize Division operating reserves as Alberta Education has implemented a cap on operating reserves at the end of this fiscal year. The Division's operating reserve before school generated funds (SGF) is 3.15% of the 2021-2022 expenditures and is \$4.3M. The Division is forecast to have an operating reserve before SGF of \$3.5M at the end of the year as a result of the forecast deficit and a transfer of \$1.6M to capital reserves to fund a capital project. The transfer to capital reserves is coming from unrestricted and administrative operating reserves.

Statement of Revenues and Expenses

	Fall Forecast 2022-23	Budget 2022-23	Change	% Increase (decrease)
Revenues				
Instruction (ECS to Grade 12)	\$ 109,906,580	\$ 103,566,094	\$ 6,340,485	6.1%
School Generated Funds	1,113,479	1,115,001	(1,522)	-0.1%
Operations & Maintenance	18,011,642	16,881,901	1,129,741	6.7%
Transportation	11,461,790	10,991,218	470,572	4.3%
Board & System Administration	4,384,382	4,354,965	29,417	0.7%
External Services	214,758	84,638	130,120	153.7%
Total Revenues	\$ 145,092,631	\$ 136,993,818	\$ 8,098,813	5.9%
Expenses				
Instruction (ECS to Grade 12)	\$ 112,673,871	\$ 105,601,582	\$ 7,072,290	6.7%
School Generated Funds	1,113,479	1,115,001	(1,522)	-0.1%
Operations & Maintenance	18,370,943	17,115,302	1,255,640	7.3%
Transportation	11,461,790	10,991,218	470,572	4.3%
Board & System Administration	4,384,382	4,354,967	29,415	0.7%
External Services	214,758	84,638	130,120	153.7%
Total Expenses	\$ 148,219,223	\$ 139,262,708	\$ 8,956,515	6.4%
Surplus/(Deficit)	\$ (3,126,592)	\$ (2,268,890)	\$ (857,702)	

2022-2023

Statement of Revenues and Expenses with Breakdown of Athabasca Delta Community School

	Fall Forecast 2022-23	PSD Without ADCS 2022-23	ADCS 2022-23
Revenues			
Instruction (ECS to Grade 12)	\$ 109,906,580	\$ 106,710,089	\$ 3,196,492
School Generated Funds	1,113,479	1,078,479	35,000
Operations & Maintenance	18,011,642	16,884,418	1,127,224
Transportation	11,461,790	11,349,093	112,697
Board & System Administration	4,384,382	4,357,442	26,940
External Services	214,758	89,638	125,120
Total Revenues	\$ 145,092,631	\$ 140,469,159	\$ 4,623,473
Expenses			
Instruction (ECS to Grade 12)	\$ 112,673,871	\$ 109,477,380	\$ 3,196,492
School Generated Funds	1,113,479	1,078,479	35,000
Operations & Maintenance	18,370,943	17,243,719	1,127,224
Transportation	11,461,790	11,349,093	112,697
Board & System Administration	4,384,382	4,357,442	26,940
External Services	214,758	89,638	125,120
Total Expenses	\$ 148,219,223	\$ 143,595,751	\$ 4,623,473
Surplus/(Deficit)	\$ (3,126,592)	\$ (3,126,592)	\$ -

Revenues














Overall increase in revenues of \$8.1 million

Revenues increased by \$8.1 million or 5.9% from budget to \$145.1 million. \$4.6M of the increase due to the addition of ADCS.

Key variances are:

Alberta Education – increase of \$4.3M or 3.4% - Alberta Education revenues increased:

-  • \$1.4M - Provincial revenues for Athabasca Delta Community School (ADCS)
-  • \$1.1M - Teacher settlement related to the new collective agreement
-  • \$731K - Learning Loss and Curriculum Implementation funding
-  • \$275K - Alberta Education revenues related to higher weighted moving average enrolments over budget (Grades 1 – 12 and regular High School funding)
-  • \$358K – Transportation Fuel Initiative grant to assist with escalating fuel costs
-  • \$196K - Supplemental Enrolment Growth grant provides additional per student funding greater than between 2% and 5%
-  • \$135K – Additional secondments
-  • \$111K – Alberta Teachers Retirement Fund increased which is offset by the related expense
-  • \$30K – Rural small schools due to a shift in enrolments between small schools
-  • (\$84K) – the decrease in on-line high school funding is due to lower enrolments
-  • (\$66K) – Home education enrolments (decrease of 39 students from 150 budgeted)



Other Government of Alberta (GOA) – increase of \$336K – Other GOA revenues increased:

- \$104K – amortization of supported capital allocations
- \$235K – Helping Hands grant for ADCS



Federal Government – increase of \$3M - primarily due to funding designated to ADCS (\$2.8M) and increases in other grants such as Jordan’s Principle (\$206K)



Federal French Funding – increase of \$157K – primarily due to 1 year of double payments due to the timing of grants



Fee Revenue – increase of \$92K – mainly due to programs offered at Connections for Learning



Other revenues – increase of \$416K – includes sales and services, facility rentals, donations and fundraising and rental revenues related to ADCS

Expenditures



Overall increase in expenditures of \$9.0 million

Expenditures increased by \$9.0 million or 6.4% from budget to \$148.0 million. \$4.6M of the increase due to the addition of ADCS.

Key variances are:



Salaries, Wages and Benefits – increase of \$5.3 million or 5.0% - Salaries, wages and benefits increased:

- \$4.5M increase in certificated salaries and benefits (23.5 FTE)
 - \$1.7M - increased enrolment due to the addition of ADCS
 - \$1.1M - teacher increases due to new collective agreement
 - \$442K - Curriculum Implementation and Learning Loss for substitute coverage

- \$653K - Division initiatives - COVID Supplement for Instructional Services and Student Services
- \$111K – additional costs for Alberta Teacher Retirement Fund
- \$350K – central costs related to sick leaves and grid movement
- \$135K – additional secondments
- \$55K – increase for substitutes regular coverage
- \$771K increase in support salary and benefits (24.3 FTE)
 - \$694K - to support increased enrolment due to the addition of ADCS
 - \$77K – increase as support staffing was adjusted based on actual enrolments



Services, Contracts and Supplies – increase of \$3.5M or 14% – Services, Contracts and Supplies increased:

- \$2.0M - increase in supplies and services to support increased enrolment due to the addition of ADCS
- \$291K - increases are related to supplies for Curriculum Implementation expenditures for resource purchasing
- \$203K – increase related to Breakfast Club expenditures due to additional funding
- \$336K – increase to furniture and equipment as furniture purchased in the prior year did not arrive prior to year-end
- \$262K – increase to fuel costs for transportation services
- \$300K – increase to utility expenditures

2022-2023 Fall Forecast
Accumulated Surplus from Operations

	Projected Operating Reserves at Aug 31, 2022	Projected Surplus (Deficit)	Transfers	Projected Operating Reserves at Aug 31, 2023
Instruction	\$ 5,358,546	\$ (2,767,291)	\$ -	\$ 2,591,255
Board & System Administration	1,463,117	-	(656,232)	806,885
Operations & Maintenance	120,610	(359,301)	233,401	(5,290)
Transportation	107,150	-	-	107,150
External Services	-	-	-	-
Total	\$ 7,049,423	\$ (3,126,592)	\$ (422,831)	\$ 3,500,000
Unrestricted	\$ 943,768		\$ (943,768)	\$ -
Total Accumulated Surplus from Operations (Excluding SGF)	\$ 7,993,191		\$	\$ 3,500,000
SGF	647,362			647,362
Accumulated Surplus from Operations	\$ 8,640,553		\$	4,147,362
A.S.O. before SGF to expense Ratio	5.74%			2.36%

Accumulated Surplus from Operations before SGF to Expense Ratio Cap is \$4,313,393
 \$1.6M - unrestricted surplus(\$944K) and Board & System Administration (\$656K) is being transferred from operating reserves to capital reserves to fund a capital project
 Transfer of \$233,401 is a transfer from investment in TCA for ARO

Schedule B - 2022-23 Fall Forecast

Budget of Revenues and Expenses By Program

Revenues	Total	Instruction	System Administration	Operations & Maintenance	Transportation	External Services
Alberta Education	\$ 129,462,653	\$ 103,372,768	\$ 4,286,958	\$ 11,782,642	\$ 10,020,285	\$ -
Alberta Infrastructure (Amortization of Capital Alloc)	5,216,544	-	-	5,200,906	-	15,638
Other - Government of Alberta	235,061	235,061	-	-	-	-
Federal Government and/or First Nations	4,780,836	3,539,751	82,424	1,028,094	112,697	17,870
Other Alberta school authorities	36,215	36,215	-	-	-	-
School based course material fees	2,341,069	2,341,069	-	-	-	-
Transportation fees	1,031,808	-	-	-	1,031,808	-
Other sales and services	1,127,377	795,378	15,000	-	297,000	20,000
Investment income	110,000	110,000	-	-	-	-
Gifts and Donations	500,547	500,547	-	-	-	-
Fundraising	89,270	89,270	-	-	-	-
Rentals of facilities	161,250	-	-	-	-	161,250
Total Revenues	\$ 145,092,631	\$ 111,020,060	\$ 4,384,382	\$ 18,011,642	\$ 11,461,790	\$ 214,758
Expenses						
Certificated salaries	\$ 66,275,281	\$ 65,749,112	\$ 506,169	\$ -	\$ -	\$ 20,000
Certificated benefits	15,113,269	14,969,600	143,669	-	-	-
Non-certificated salaries and wages	22,080,877	15,831,594	1,818,907	3,701,179	701,197	28,000
Non-certificated benefits	6,690,613	4,884,958	479,264	1,152,788	173,603	-
Sub-total	110,160,040	101,435,265	2,948,008	4,853,967	874,800	48,000
Services, contracts and supplies	30,820,942	11,644,097	1,257,521	7,212,326	10,555,879	151,120
Cost recoveries between programs	-	44,333	(6,070)	(25,000)	(13,263)	-
Amortization of capital assets	-	-	-	-	-	-
Supported	5,980,136	-	-	5,964,498	-	15,638
Unsupported	1,024,704	663,655	184,924	131,751	44,374	-
Supported ARO 1	-	-	-	-	-	-
Unsupported ARO	233,401	-	-	233,401	-	-
Total Amortization	7,238,241	663,655	184,924	6,329,650	44,374	15,638
Interest on capital debt	-	-	-	-	-	-
Supported	-	-	-	-	-	-
Unsupported	-	-	-	-	-	-
Other interest charges	-	-	-	-	-	-
Losses on disposal of capital assets	-	-	-	-	-	-
Total Expenses	\$ 148,219,223	\$ 113,787,350	\$ 4,384,382	\$ 18,370,943	\$ 11,461,790	\$ 214,758
Excess(Deficiency) of Revenues Over Expenses Before Extraordinary Items	\$ (3,126,592)	\$ (2,767,291)	\$ -	\$ (359,301)	\$ -	\$ -

1 Supported ARO is still to be determined and will be recorded with offsetting revenue and expenses once the amount is finalized

Schedule B - 2022-23 Fall Forecast

Revenues

	Fall Forecast 2022-23	Budget 2021-22	Change	% Increase (decrease)
Revenue Alberta Education				
Base Instruction				
Early Learning	\$ 2,843,977	\$ 2,994,030	\$ (150,054)	-5.0%
Grades 1 - 9	47,725,645	47,459,223	266,422	0.6%
High Schools	17,235,118	17,159,891	75,227	0.4%
Rural Small Schools	2,686,600	2,656,300	30,300	1.1%
Home Education	205,128	271,428	(66,300)	-24.4%
Outreach Programs	150,000	150,000	-	0.0%
Distance Education	4,050	4,050	-	0.0%
Base Instruction Subtotal	70,850,517	70,694,922	155,595	0.2%
Services & Supports				
Specialized Learning Support (SLS)	7,846,978	7,845,207	1,770	0.0%
Specialized Learning Support - Kindergarten (Severe)	1,083,100	964,600	118,500	12.3%
First Nations, Metis and Inuit Education	1,671,851	1,671,851	-	0.0%
English as a Second Language	152,160	143,640	8,520	5.9%
Refugee Student	15,950	18,700	(2,750)	-14.7%
Moderate Language Delay Grant (Pre-K & SLS K)	124,000	124,000	-	0.0%
ECS Program Unit Funding (PUF) ³	1,555,500	1,689,000	(133,500)	-7.9%
Services & Supports Subtotal	12,449,539	12,456,999	(7,460)	-0.1%
Schools				
Operations & Maintenance Grant	9,499,032	9,499,032	-	0.0%
SuperNet	231,744	231,744	-	0.0%
Transportation - Urban	2,659,257	2,659,257	-	0.0%
Transportation - Rural	6,227,696	6,227,696	-	0.0%
Transportation - Special	622,552	622,552	-	0.0%
Transportation - Early Learning (PUF)	100,299	100,299	-	0.0%
Transportation - Early Learning Family Oriented Programming	52,606	52,606	-	0.0%
Infrastructure Maintenance and Renewal	1,288,274	1,288,274	-	0.0%
Schools Subtotal	20,681,460	20,681,460	-	0.0%
Community				
Socio-Economic Status	1,410,610	1,410,547	63	0.0%
Geographic	1,275,267	1,275,237	29	0.0%
School Nutrition Program	200,000	200,000	-	0.0%
Community Subtotal	2,885,877	2,885,785	92	0.0%
Jurisdictions				
System Administration	4,237,458	4,237,458	-	0.0%
Bridge Funding				
Bridge Funding Framework	6,354,592	6,354,592	-	0.0%
Other Alberta Education				
Government contributions to ATRF	6,385,988	6,275,000	110,988	1.8%
Athabasca Delta Community School Funding	1,384,453	-	1,384,453	100.0%
Other (includes secondments)	692,669	575,912	116,757	20.3%
Other Alberta Education System Instructional Support	730,805	-	730,805	100.0%
Alberta Education School Based Revenues or Grants	96,125	99,009	(2,884)	-2.9%
Alberta Education Teacher Settlement	1,098,310	-	1,098,310	100.0%
Supplemental Enrolment Funding	196,065	-	196,065	100.0%
Fuel Contingency Funding	357,875	-	357,875	100.0%
Other Alberta Education Subtotal	10,942,289	6,949,921	3,992,369	57.4%

Schedule B - 2022-23 Fall Forecast

Revenues

	Fall Forecast 2022-23	Budget 2021-22	Change	% Increase (decrease)
Federal French Funding (Through Alberta Ed)				
Federal French Funding	297,329	140,279	157,050	112.0%
Amortization of Capital Allocations				
Amortization of Capital Allocations - AB Education	763,592	765,479	(1,887)	-0.2%
Total Alberta Education	129,462,653	125,166,894	4,295,759	3.4%
Alberta Infrastructure				
Amortization of Capital Allocations - AB Infrastructure	5,216,544	5,113,010	103,534	2.0%
Other Government of Alberta				
Helping Hands	235,061	-	235,061	100.0%
Federal Government				
First Nations tuition	4,138,879	1,376,430	2,762,449	200.7%
Other federal grants	641,957	447,004	194,953	43.6%
Federal Government Subtotal	4,780,836	1,823,434	2,957,402	162.2%
Alberta School Authorities				
Tuition fees	36,215	36,215	-	0.0%
Fees				
Optional courses	366,756	326,343	40,413	12.4%
Activity fees - field trips	735,793	754,658	(18,865)	-2.5%
Activity fees - cultural events	124,520	118,245	6,275	5.3%
Full time kindergarten	232,600	277,000	(44,400)	-16.0%
Other course material fees	320,040	211,977	108,063	51.0%
Extra-curricular fees	408,610	402,035	6,575	1.6%
Non-curricular travel/field trips	152,750	150,450	2,300	1.5%
Transportation fees - eligible	318,807	318,807	-	0.0%
Transportation fees - ineligible	452,689	452,689	-	0.0%
Transportation fees - private	41,950	41,950	-	0.0%
Transportation fees - cross attendance	171,367	171,367	-	0.0%
Transportation fees - alternate seat	46,995	46,995	-	0.0%
Fees Subtotal	3,372,877	3,272,516	100,361	3.1%
Other Sales and Services				
Transportation insurance (private organizations)	270,000	270,000	-	0.0%
Tuition fees - adults	20,000	15,000	5,000	33.3%
Hot lunch - milk programs	8,500	5,500	3,000	54.5%
Play partners	21,600	28,800	(7,200)	-25.0%
Special events and graduations	86,500	106,500	(20,000)	-18.8%
Sales of supplies and services to students	96,035	74,889	21,146	28.2%
Miscellaneous sales	584,742	524,881	59,861	11.4%
Other Sales and Services Subtotal	1,087,377	1,025,570	61,807	6.0%

Schedule B - 2022-23 Fall Forecast
Revenues

	Fall Forecast	Budget		% Increase
	2022-23	2021-22	Change	(decrease)
Investment Income				
Interest & investment income	150,000	110,000	40,000	36.4%
Gifts and Donations				
Donations	500,547	304,909	195,638	64.2%
Rental of Facilities				
Rentals - facilities and housing	161,250	54,000	107,250	198.6%
Fundraising				
Fundraising	89,270	87,270	2,000	2.3%
Fundraising Subtotal	89,270	87,270	2,000	2.3%
Total Revenues	\$ 145,092,631	\$ 136,993,818	\$ 8,098,813	5.9%

**Schedule B - 2022-23 Fall Forecast
Expenses**

		Fall Forecast 2022-23		Budget 2022-23		Change	% Increase (decrease)
By Program							
Instruction	\$	113,787,350	\$	106,716,583	\$	7,070,767	6.6%
Board & System Administration		4,384,385		4,354,968		29,417	0.7%
Operations & Maintenance		17,082,669		15,827,028		1,255,641	7.9%
Infrastructure Maintenance Renewal		1,288,274		1,288,274		-	0.0%
Transportation		11,461,790		10,991,218		470,572	4.3%
External Services		214,758		84,638		130,120	153.7%
Total Expenses	\$	148,219,223	\$	139,262,708	\$	8,956,515	6.4%

		Fall Forecast 2022-23		Budget 2022-23		Change	% Increase (decrease)
By Category							
Salaries, wages and benefits	\$	110,160,040	\$	104,896,282	\$	5,263,758	5.0%
Services, contracts and supplies		28,419,189		24,912,158		3,507,031	14.1%
School Generated Funds		1,113,479		1,115,001		(1,522)	-0.1%
Infrastructure Maintenance Renewal		1,288,274		1,288,274		-	0.0%
Amortization of property and equipment		7,238,241		7,050,992		187,249	2.7%
Total Expenses	\$	148,219,223	\$	139,262,708	\$	8,956,515	6.4%

Schedule B - 2022-23 Fall Forecast Expenditures by Site

Site	Fall Forecast		Budget		Change	% Increase (decrease)
	2022-23		2022-23			
Governance	\$	558,111	\$	555,283	\$ 2,828	0.5%
Office of the Superintendent		479,233		468,518	10,715	2.3%
Deputy Superintendent		456,975		442,725	14,250	3.2%
Corporate Supports & Services		884,025		863,601	20,424	2.4%
Education & System Services		338,670		290,499	48,171	16.6%
Student Supports & Services		459,984		445,907	14,077	3.2%
Communications		382,879		374,083	8,796	2.4%
Human Resources		502,546		486,561	15,985	3.3%
Financial Services		1,192,314		1,164,630	27,684	2.4%
Technology Services		1,823,393		1,779,544	43,849	2.5%
Print Centre		82,760		82,760	-	0.0%
Transportation Services		11,409,716		10,972,884	436,832	4.0%
Maintenance		7,283,260		6,038,888	1,244,372	20.6%
Custodial		3,714,582		3,680,172	34,410	0.9%
Infrastructure Maintenance Renewal		1,288,274		1,288,274	-	0.0%
Capital & Debt Services		7,163,241		6,975,992	187,249	2.7%
Instructional Pool		4,265,934		3,524,041	741,893	21.1%
Subtotal	\$	42,285,897	\$	39,434,362	\$ 2,851,535	7.2%
Athabasca Delta Community School	\$	2,163,217	\$	-	\$ 2,163,217	100.0%
Blueberry School		3,883,694		3,897,022	(13,328)	-0.3%
Brookwood School		3,394,592		3,190,761	203,831	6.4%
Ecole Braxton Park School		4,386,676		4,708,969	(322,293)	-6.8%
Connections for Learning		5,226,017		4,902,309	323,708	6.6%
Copperhaven School		5,162,195		5,138,207	23,988	0.5%
Duffield School		2,324,264		2,286,212	38,052	1.7%
Entwistle School		994,375		1,038,454	(44,079)	-4.2%
Forest Green School		2,258,248		2,086,236	172,012	8.2%
Graminia School		3,618,088		3,673,944	(55,856)	-1.5%
Greystone Centennial Middle School		3,754,531		3,614,549	139,982	3.9%
High Park School		3,578,265		3,504,225	74,040	2.1%
Memorial Composite High School		8,786,496		8,611,047	175,449	2.0%
Ecole Meridian Heights School		4,855,781		5,025,731	(169,950)	-3.4%
Millgrove School		3,799,754		3,689,116	110,638	3.0%
Muir Lake School		3,612,744		3,614,372	(1,628)	0.0%
Parkland Village School		1,276,438		1,059,185	217,253	20.5%
Prescott Learning Centre		6,177,575		6,480,752	(303,177)	-4.7%
Spruce Grove Composite High School		8,364,259		8,109,678	254,581	3.1%
Stony Plain Central School		4,430,729		4,216,026	214,703	5.1%
Tomahawk School		928,271		951,677	(23,406)	-2.5%
Wabamun School		1,216,249		1,248,414	(32,165)	-2.6%
Woodhaven Middle School		3,513,086		3,317,585	195,501	5.9%
Early Learning		2,919,639		3,045,402	(125,763)	-4.1%
Student Services		1,698,062		1,709,422	(11,360)	-0.7%
Wellness & Community Partnership		526,686		460,000	66,686	14.5%
Literacy & Lifelong Learning		409,597		404,616	4,981	1.2%
Indigenous Education & Numeracy		1,185,207		450,800	734,407	162.9%
Northern & Indigenous Relations		352,314		-	352,314	100.0%
Real Program		977,023		944,820	32,203	3.4%
Wellness Program		694,235		290,500	403,735	139.0%
STEPS		872,732		815,766	56,966	7.0%
PSD COVID Supplement - Student Services		507,826		-	507,826	100.0%
PSD COVID Supplement - Instructional Services		585,000		-	585,000	100.0%
Government Contributions to ATRF		6,385,988		6,227,550	158,438	2.5%
School Generated Funds		1,113,479		1,115,001	(1,522)	-0.1%
Subtotal School Instructional Sites	\$	105,933,330	\$	99,828,348	\$ 6,104,984	6.1%
Total	\$	148,219,223	\$	139,262,708	\$ 8,956,515	6.4%