

**2024/25 BUDGET DEVELOPMENT
OBJECTIVES AND QUESTIONS**

The following draft budget objectives and questions are intended to guide the Board of Trustees in the development of the annual budget for Pembina Trails School Division.

Budget Development Objectives

1. To maximize the educational opportunities for all students through the efficient and equitable provision of programs and services,
2. To promote understanding and acceptance amongst stakeholders of the budget and budget development process,
3. To provide opportunity for authentic involvement (information sharing, discussion and influence) of stakeholders in the development of the budget,
4. To respect the taxpayer,
5. To provide sound financial planning in support of both short-term (one-year) and long-term division goals,
6. To validate and resource existing and approved new initiatives.
7. To incorporate sound sustainable development principles in the budget.
8. To use systems thinking to guide decisions that balance operational needs with planned strategic investments that ensure the division is future-ready.

Annual Budget Questions

1. Are the desired programs, class sizes, and services reflected in the budgeted expenditures?
2. Is the resulting Special Requirement for the fiscal year and the Special Levy for the calendar year at a satisfactory level?
3. If programs and services are included as desired and the taxes are too high, how does the Board arrive at an acceptable balance between the two?
4. If expenditures must be reduced, which ones, and how much?
5. What provision should be included for material uncertainties?
6. What provisions, if any, should be included in the Budget towards building/maintaining a prudent accumulated reserve (bus reserve only)?
7. Has the Board adhered to the limitations and restrictions placed on school divisions by the Provincial Government?

2024/25 DRAFT BUDGET GUIDELINES

The Budget Guidelines are intended to be the Board's instructions to the Administration in developing the 2024/25 Draft Budget for consideration by the Board.

The Draft Budget for consideration by the Board will include:

1. Continued support for current levels of educational programming for all students with emphasis on programming and activities which advance the goals of the three Expectations for Student Learning and the Commitment to our Learners Document;
2. Non-discretionary budgets based on best estimate of actual expenditures. (Includes insurance, utilities, legal, property taxes, telephones and all other non-discretionary services, employee benefits, interest, transfers and any other non-personnel, non-discretionary, operating expenditures);
3. A provision for exigencies (material expenses demanded by circumstances which are not certain or necessarily foreseeable) which would include such items as the potential for the impact of collective bargaining, interest arbitration, unanticipated staffing needs, emergencies, etc.;
4. An appropriate provision for school facilities maintenance and upgrading with respect to ongoing renovation initiatives, including the continuation of long-term facility renewal initiatives;
5. A provision for the maintenance of a prudent level of accumulated surplus adhering to the cap established by the Provincial Government of accumulated surplus to be retained;
6. Adherence to the 2.7% cap established by the Provincial Government for defined administrative costs;
7. Provisions arising out of Board approvals following recommendations from Standing Committees' consideration of Budget Study Topics

UNCERTAINTIES FOR 2024/25 BUDGET CONSIDERATION

The Province has announced that a new education funding model will be in place for the 2024/25 budget year.

The November 2019 directive regarding restrictions placed on school divisions by the Provincial Government with respect to Capital Reserve remains in place.