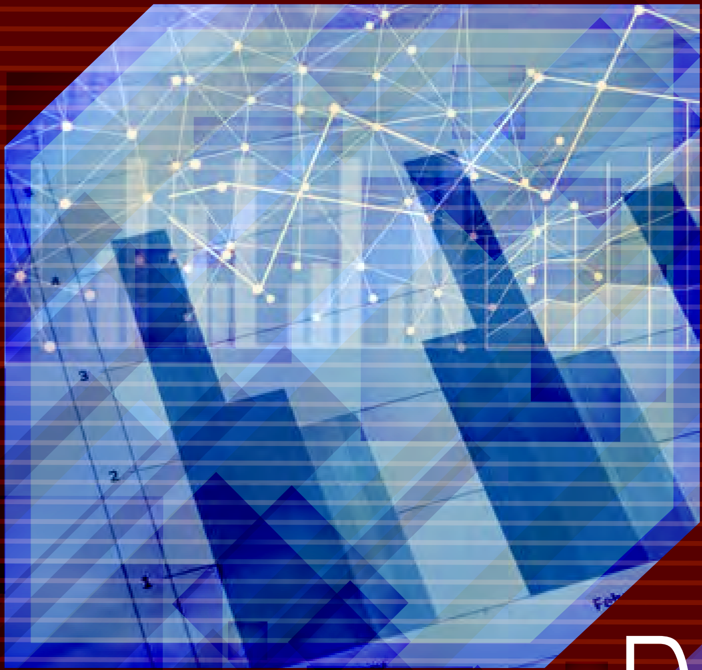
Edmonton Catholic Schools



2019-2020

DISTRICT OPERATING BUDGET

The following documents are integral in the development of our District Operating Budget 2019-20

- District Plan for Continuous Growth 2019-22
- Statement of Christ-Centred, Competency-Based Learning
- Katholos – Education for Life for All
- District Guiding Principles for Budget 2019-20
- Three-Year Education Plan 2018-21
- Annual Education Results Report 2017-18
- Three-Year Capital Plan 2020-23
- Audited Financial Statements August 31, 2018
- The Five Marks of Catholic School Identity

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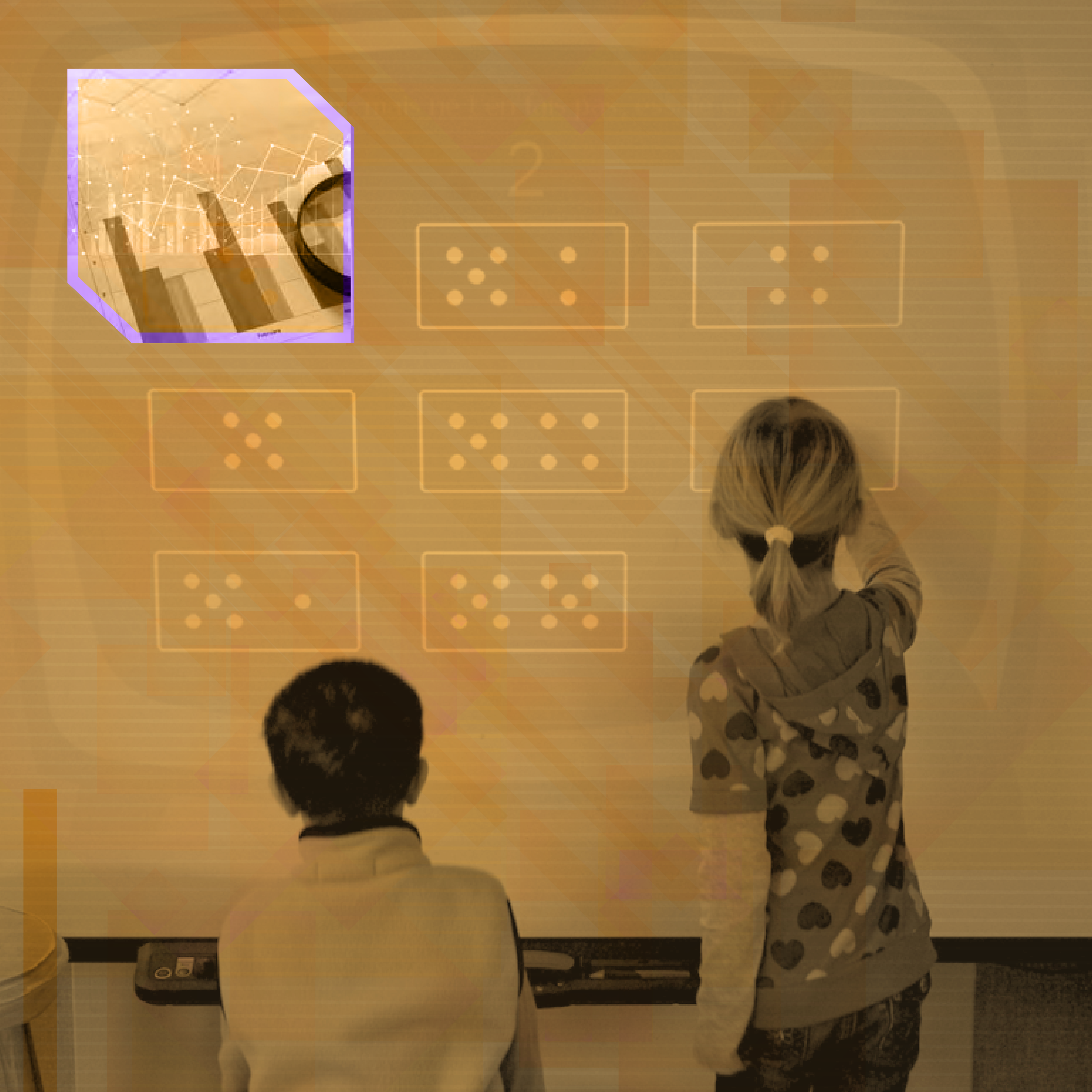
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OUR FOUNDATION

The mission of Edmonton Catholic Schools is to provide a Catholic education that inspires students to learn and that prepares them to live fully and to serve God in one another.

INSPIRED BY

• Love of the Father • Faith in Jesus Christ • Hope from the Holy Spirit

WE BELIEVE IN GOD AND WE BELIEVE

- that each person is created in the image and likeness of God
- that each child is a precious gift and sacred responsibility
- in the goodness, dignity and worth of each person
- that Christ is our model and our teacher
- in celebrating and witnessing our faith
- in transforming the world through Catholic education
- that Catholic education includes spiritual growth and fulfillment
- that learning is a lifelong journey
- that all can learn and develop their gifts
- in building inclusive Christ-centred communities for service to one another
- that all have rights, roles and responsibilities for which they are accountable
- that Catholic education is a shared responsibility in which parents have a primary role

VISION

Our students will learn together, work together and pray together in answering the call to a faith-filled life of service.

EIGHT CHARACTERS OF CATHOLIC EDUCATION

• Community • Humanness • Rationality • Justice
• Tradition • Sacramentality • Spirituality • Hospitality

CORE VALUES

• Dignity & Respect • Honesty • Personal & Communal Growth
• Loyalty • Fairness

STATEMENT OF CHRIST-CENTRED, COMPETENCY-BASED LEARNING

Preparing our students for a world not yet realized

Inspired by our District mission and vision statements, Edmonton Catholic Schools is committed to offering a Christ-centred, competency-based learning experience for all learners. Every facet of our learning system is aligned to offer an excellent Catholic education that inspires students to develop the conceptual and procedural understanding needed for successful learning, living, and working in Alberta and beyond.

Guided by our moral compass, students and staff will engage individually and collaboratively in serving the common good today while being good stewards for tomorrow.

A DEFINING STATEMENT OF INCLUSIVE EDUCATION IN OUR DISTRICT – KATHOLOS: EDUCATION FOR LIFE FOR ALL

In accordance with our District Foundation Statement, all *resident students and their parents/caregivers are welcomed into our schools. The Learning Team is committed to collaborating, identifying, applying and monitoring practices enabling all students to reach their potential, spiritually, socially, emotionally, physically and academically within the Programs of Study alongside their peers.

**resident student as defined by the School Act*

MANAGEMENT DISCUSSION AND ANALYSIS

FUNDING AND THE PROVINCIAL ENVIRONMENT

For many years, the District has relied on the Government of Alberta for most of its funding. While this funding is typically known at the time of preparing the District's budget, the situation for 2019-20 is different. As a result of change in government in April and the delay of the 2019-20 Provincial budget to the fall of 2019, the District has made several funding assumptions in preparing its 2019-20 budget. These assumptions include:

- No changes to student funding rates or fee support,
- Funding for forecast enrolment growth of 1.4%,
- No changes to Infrastructure & Maintenance Renewal (IMR), Plant Operations & Maintenance (PO&M) or Inclusive Education grants except as impacted by enrolment growth, and
- No Classroom Improvement Fund (CIF) as there has been no confirmation that it will continue.

The net impact of these assumptions is that Government of Alberta revenues will be relatively flat from those forecast for 2018-19. This has meant the District has had to continue to be vigilant with its expenditures as it deals with salary grid movement and modest inflation while simultaneously focusing on the classroom to ensure all students have the opportunity to reach their full potential.

The District's budget for 2019-20 is forecasting total revenues of $526.2 million and expenditures of $527.8 million resulting in a $1.6 million operating deficit. The District will use funds from its Accumulated Surplus from Operations (ASO) to achieve an overall balanced budget. For 2018-19, the District is forecasting total revenues of $528 million and expenditures of $528.8 million resulting in a $0.8 million operating deficit. The 2018-19 operating deficit as compared to budget is mainly due to increased Inclusive Education staffing resources as well as increased Transportation operations costs. A draw-down of the ASO will be used to balance the 2018-19 operating deficit. The District is forecasting to have $19.5 million of ASO at the end of the 2018-19 fiscal year (3.7% of total expenditures). For the fiscal year ending August 31, 2020, the District is forecasting to have $19.6 million of ASO (3.7% of total expenditures). These forecast ASO percentages are within the 1%-5% bandwidth previously communicated as reasonable by Alberta Education. After the Province tables its 2019-20 Budget in the fall of 2019, the District will update this budget, as necessary.

STUDENT BASIC EDUCATION FEES AND TRANSPORTATION FEES

The District's school fee policy and fee schedules continue to be subject to the reporting requirements of Alberta Education which include, in part, a requirement to consult with parents before the Board of Trustees sets, increases or decreases any fee or cost. The District continues to be confident that its stakeholder engagement processes meet the requirements of Alberta Education and that parents and students still desire enhanced educational opportunities in particular course offerings.

This budget assumes the Government of Alberta will continue with the practice of eliminated transportation fees for those residing 2.4 kilometers or more from the designated school they attend for regular or special education programming; those who have a disability, or disabilities, that prohibit them from using regular transportation services; and children attending an Early Childhood Services program, such as kindergarten, for noon-hour transportation. Further to this, the budget assumes the Government of Alberta will continue to subsidize transportation fees for eligible students who take ETS so that they pay only the difference between the cost of a monthly public transit pass and per-student provincial transportation funding. In order to ensure the student transportation system is as efficient and sustainable as possible, the District is continuing to seek, identify and implement changes that address inflationary pressures. Despite these efforts, a bus pass fee increase of 5% for elementary, junior and senior high students is needed. The District remains committed to continuing to work closely with EPSB Transportation to realize further efficiencies in providing the best transportation system possible.

STAKEHOLDERS' INPUT

In order to gather input for this 2019-20 Budget, the District continued to actively consult with its stakeholders including parents, principals, and all our employee groups (ATA, Unifor, AUPE and Out of Scope). The feedback received provided important information on allocations, centrally funded support, professional learning, inclusive education programming as well as other issues tied to meeting the diverse needs of our students. We also heard from parents on funding priorities including class size, inclusive education support, funding for technology, school buildings and infrastructure, competency-based learning skills and maintaining a Catholic identity.

We remain committed to our students and parents who have made the choice to support our Catholic schools. Our outstanding academic results, prudent fiscal management, educational innovations, and firm commitment to our Catholic values have been recognized by all our stakeholders. We value this support and continue to advocate for our separate, publicly funded Catholic school districts.

Act Justly,
Love Tenderly,
Walk Humbly with Your God.

Micah 6:8

SUPPORT FOR INCLUSIVE EDUCATION

The Inclusive Education needs of the District's classrooms continue to increase, be diverse and exceed resources available. This is especially true in 2019-20 as the District transitions to the potential impact of not having $4.7 million associated with the Classroom Improvement Fund. In order to address these challenges, the District completed consultations on its Inclusive Education allocation model as well as its multi-disciplinary teams. The result of this consultation is the District has been able to ensure 2019-20 Inclusive Education expenditures are consistent with the expenditures that were in place for 2017-18. This means the District will continue to provide supports and services to our students that are determined based on the student needs and voices of the school teams as well as flexible and responsive pathways to learning, Programs of Choice for our families that include Pathways programs, Guided Intervention Supported Transition (GIST) Classrooms, Whatever is Needed (WIN) Junior and Knowledge & Employability (K&E) programming. Mental Health continues to be an ongoing focus as well as ongoing professional development, resources aligned with our Mental Health Strategic Plan, and partnerships with Alberta Health Services continue.

FISCAL CHALLENGES

The District recognizes the fiscal challenges being faced by the Province. These fiscal challenges have resulted in the Province's funding not addressing all the District's ongoing costs. For example, existing union agreements require the funding of salary grid movement within job classifications. This salary grid movement has not been funded for the past three years. General inflation occurring in all areas has also had to be managed by the District. Overall, the District has worked within these constraints to ensure instructional dollars are maximized.

DISTRICT COST CONTAINMENT AND EFFICIENCIES

The District has an ongoing commitment to focus on cost containment and efficiencies. This is illustrated by its low Board and System Administration costs as a percentage of total annual expenses (2.9%). This is significantly below the maximum of 3.6% set by Alberta Education. The District also maintains a high ratio of instructional expenses as compared to total expenses at 78%.

OUR BUDGET

BUDGET PROCESS

Our budget process for 2019-20 started in late 2018 with the selection of the Core Budget Committee. This committee is comprised of six principals, two from each division, several members of the senior executive team and employees with expert knowledge of District operations. The committee's role is to prepare, discuss and recommend the priorities and allocation methods that best achieve our District's goals. The process begins with a series of meetings with the senior executive team and the Core Budget Committee. As part of these meetings, it was determined that two additional subcommittees were required to complete additional detailed budget work. The additional subcommittees created were the Differentiated Funding Subcommittee and the Inclusive Education Subcommittee, which completed detailed work in their respective areas and made recommendations to the Core Budget Committee. Recommendations coming from the Core Budget Committee were taken to the Audit and Finance Committee to compile our final budget. The Audit and Finance Committee is comprised of all the members of the District's Board of Trustees and it recommends approval of the budget to the Board before final approval at a public meeting.

There are many processes that precede the completion of our final budget. These are highlighted as follows:

- We first create and circulate targeted stakeholder surveys. The feedback received is assessed and then incorporated into our budget plan.
- We engage our employee groups in discussions on budget priorities.
- We perform an environmental scan of the economy and review current educational developments.
- We complete a high level risk assessment of concerning issues in the District.
- We update our District Plan for Continuous Growth and review it with the Core Budget Committee, the senior executive team and the Board of Trustees Audit and Finance Committee.
- We review all our Foundational Statements.
- We develop our budget principles.
- We assess, if available, the provincial budget and the supporting funding manual rates as well as the goals set out by Alberta Education.
- We determine our enrolment projections, and this forms the basis for most funding estimates.
- We set District priorities to align with our educational and Catholicity goals and the goals set out by the Province.
- We determine our centralized supports and department requirements.
- We review our school allocation model to ensure there is maximum support for students in the classroom. This school allocation model was updated as part of this year's process.
- We determine, assess and review our budget assumptions throughout our budget preparation.
- We present the budget components at various meetings with the Core Budget Committee, principals and the Board of Trustees Audit and Finance Committee.
- We present our completed budget to the Trustees for approval at a public meeting.

BUDGET PRINCIPLES – "TODAY'S DOLLARS FOR TODAY'S STUDENTS"

Our guiding principles are the basis on which we allocate our funding to ensure every student has the opportunity to reach their full potential spiritually and intellectually:

- We allocate resources to ensure the District can effectively celebrate and promote our Catholicity and provide all students opportunities to understand and realize the treasure of their God given gifts.
- We ensure that all Alberta Education mandated educational requirements are met and we continue to focus on literacy, numeracy, cross-curricular competencies, and conceptual and procedural knowledge within all learning environments.
- We ensure that student success is the direct or indirect focus of all budget allocations.
- We recognize the increasing complexities and diversities of our learning environments and the need to appropriately fund these needs for all students and staff.
- Through good stewardship, we plan for the long-term sustainability and growth of our schools and school communities.

BUDGET ASSUMPTIONS

As previously discussed, the Province's 2019-20 Budget will not be tabled by the Province until the fall of 2019. Given this situation, the District has used the following key budget assumptions:

- We will continue to be funded by enrolment using the registered students at September 30, 2019 and our student enrolment will increase by 613 students or 1.4% over 2018-19 actual enrolment.
- We have used the 2018-19 Alberta Education Funding Manual rates and funding formulas.
- The District's 2019-20 budget does not include the Classroom Improvement Fund (CIF) Program.
- That any compensation adjustment to the teachers' 2018-2020 agreement will be fully funded by the Province.
- No additional funding will be provided by the Province for new curriculum implementation.
- The District will continue to fund schools on enrolment and provide additional funding allocations for schools based on assessed needs of students in the classroom.
- Inflationary costs will be managed internally by departments and schools.
- Our site-based funding model will continue our focus on expenditure control and managing our resources efficiently and effectively.
- Basic school fees will continue to not be charged to parents in 2019-20 and the Province's funding will offset these fees not charged to parents.
- Bus fees will not be charged for students attending their designated school if the travel distance is greater than 2.4 kilometers and the Province's funding will fully offset this parent cost. Students traveling to Programs of Choice will continue to pay fees. For those students paying for a bus pass, there will be a bus pass fee increase of 5% for elementary, junior and senior high students in 2019-20.

EDMONTON CATHOLIC SCHOOL DISTRICT (ECSD) GOALS

Edmonton Catholic Schools

District Goal ....

Live and enhance the distinctiveness of Catholic education

ECSD Goal one ....

ECSD students are successful

ECSD Goal two ....

ECSD supports First Nations, Métis and Inuit students' success

ECSD Goal three ....

ECSD respects diversity and promotes inclusion

ECSD Goal four ....

ECSD has excellent teachers, school and school authority leaders

ECSD Goal five ....

ECSD is well governed and managed

BUDGETED STATEMENT OF OPERATIONS WITH EXPENSES BY PROGRAM

Budget 2019-20 is a budget with revenues of $526.2 million and expenses of $527.8 million. Over 92% of our revenue is dependent on funding provided by the Province. Total budget revenue decreased by $1.7 million over forecast 2018-19 revenues mainly due to no gains on disposition of property and no Classroom Improvement Fund (CIF) partially offset by enrolment growth. Expenses by Program show that 78% of all expenses are directed to instruction, while 2.9% is used for administration.

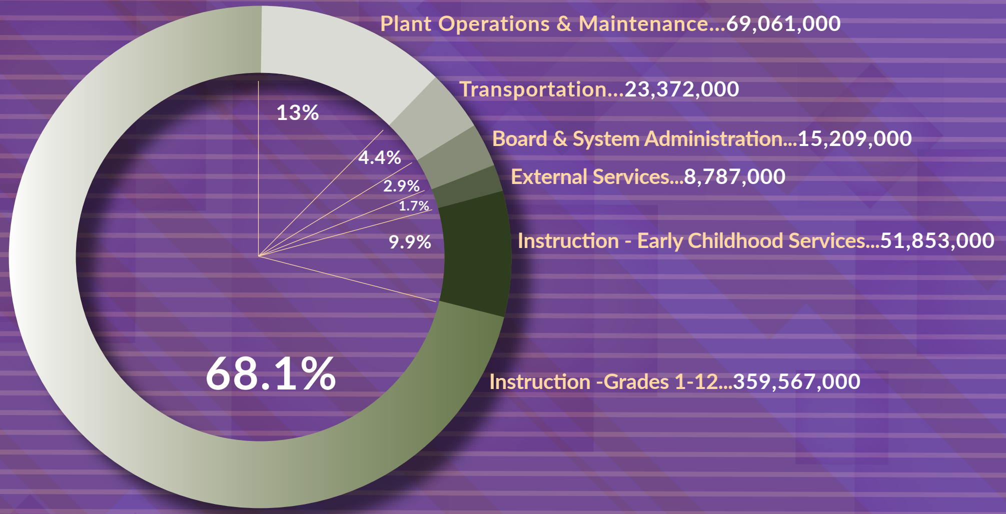
	2017-2018	2018-2019	2018-2019	2019-2020
Budgeted Statement of Operations with Expenses by Program	**ACTUAL**	**BUDGET**	**FORECAST**	**BUDGET**
REVENUES				
Alberta Education	475,748,901	490,065,000	487,328,000	486,123,000
Other - Government of Alberta	1,293,332	431,000	699,000	1,254,000
Federal Government and First Nations	8,160,773	7,867,000	8,415,000	8,934,000
Other Alberta School Authorities	110,000	55,000	55,000	55,000
Fees	14,647,147	14,830,000	15,091,000	15,413,000
Other Sales and Services	5,936,859	5,800,000	5,800,000	5,800,000
Investment Income	975,668	800,000	1,443,000	1,450,000
Gifts and Donations	4,783,438	4,802,000	4,802,000	4,802,000
Rental of Facilities	2,643,010	2,555,000	1,920,000	1,966,000
Fundraising	396,589	452,000	452,000	452,000
Gains on Disposal of Capital Assets	-	-	1,992,000	-
TOTAL REVENUES	**514,695,717**	**527,657,000**	**527,997,000**	**526,249,000**
EXPENSES				
Instruction - Early Childhood Services	50,404,624	48,609,000	52,825,000	51,853,000
Instruction - Grades 1-12	357,334,657	365,942,000	361,800,000	359,567,000
Plant Operations and Maintenance	65,784,412	68,370,000	67,845,000	69,061,000
Transportation	22,291,628	21,678,000	23,278,000	23,372,000
Board & System Administration	14,985,377	15,120,000	15,120,000	15,209,000
External Services	7,870,229	7,938,000	7,938,000	8,787,000
TOTAL EXPENSES	**518,670,927**	**527,657,000**	**528,806,000**	**527,849,000**
OPERATING SURPLUS (DEFICIT)	**(3,975,210)**	**-**	**(809,000)**	**(1,600,000)**

BUDGETED STATEMENT OF EXPENSES BY ACCOUNT

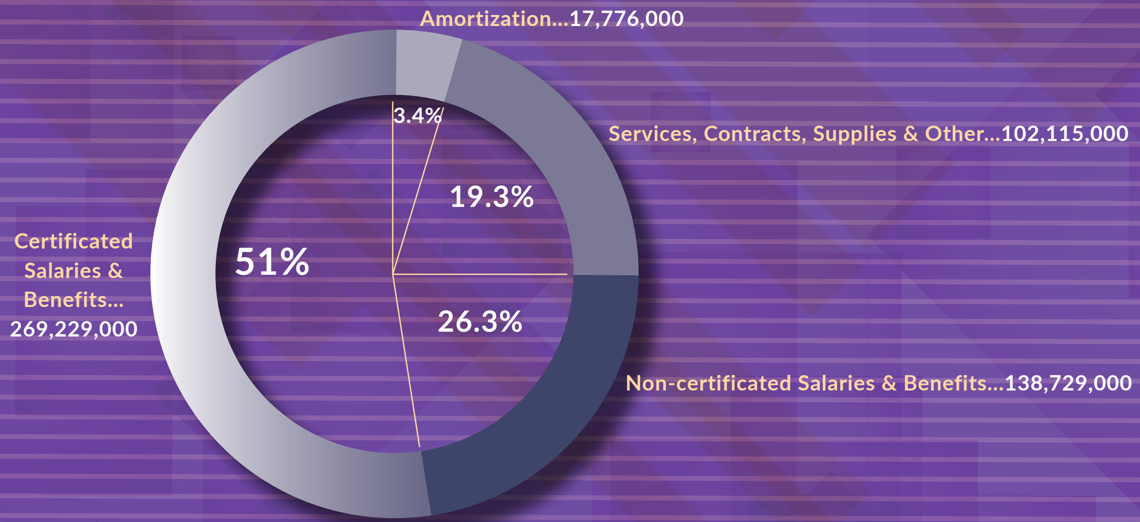
Certificated salaries and benefits account for 51% of all budgeted expenses and total salaries and benefits account for 77.3% of all expenses.

	2017-2018	2018-2019	2018-2019	2019-2020
Budgeted Statement of Expenses by Account	**ACTUAL**	**BUDGET**	**FORECAST**	**BUDGET**
EXPENSES				
Certificated Salaries	220,470,781	224,160,000	220,806,000	220,619,000
Certificated Benefits	49,689,480	51,160,000	48,594,000	48,610,000
Non-certificated Salaries and Wages	102,712,980	104,375,000	112,097,000	110,898,000
Non-certificated Benefits	25,743,091	24,203,000	28,168,000	27,831,000
Services, Contracts, and Supplies	102,819,791	106,159,000	101,120,000	101,600,000
CAPITAL AND DEBT SERVICES				
Amortization - Supported Assets	13,022,171	13,783,000	14,308,000	14,726,000
Amortization - Unsupported Assets	3,702,017	3,292,000	3,188,000	3,050,000
Interest on Capital Debt - Unsupported	459,368	450,000	450,000	440,000
Other Interest Charges	31,758	15,000	15,000	15,000
Losses on Disposal of Capital Assets	8,495	20,000	20,000	20,000
Other Expenses	10,995	40,000	40,000	40,000
TOTAL EXPENSES	**518,670,927**	**527,657,000**	**528,806,000**	**527,849,000**

EXPENSES BY PROGRAM



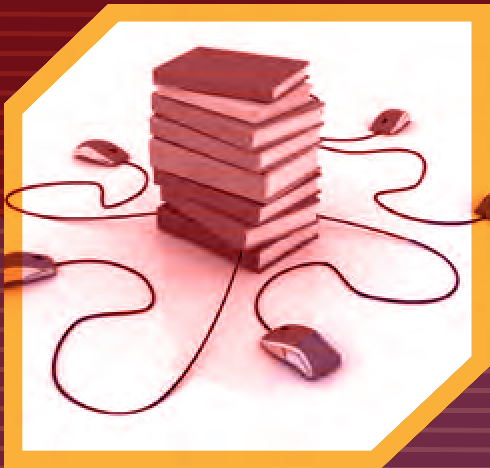
EXPENSES BY ACCOUNT



ALBERTA EDUCATION FUNDING

Total Alberta Education funding decreased by $1.2 million vs. forecast 2018-19 funding.

	2017-2018	2018-2019	2018-2019	2019-2020
Schedule of Alberta Education Funding	**ACTUAL**	**BUDGET**	**FORECAST**	**BUDGET**
Base Instruction	290,656,120	294,128,000	295,253,000	298,123,000
Inclusive Education	26,447,698	27,345,000	27,367,000	27,750,000
Severe Disabilities (PUF - Program Unit Funding)	30,407,604	33,164,000	32,208,000	31,446,000
Differential Funding				
ESL Funding	10,436,493	11,064,000	10,644,000	10,793,000
FNMI Funding	3,747,536	3,898,000	3,740,000	3,792,000
Other Funding	12,377,082	12,061,000	11,164,000	11,318,000
Transportation Funding	14,064,645	14,335,000	14,420,000	14,622,000
Plant Operations & Maintenance	30,616,250	31,637,000	31,626,000	31,998,000
Targeted Funding	12,098,140	12,452,000	11,848,000	7,430,000
Infrastructure Maintenance and Renewal	6,357,586	10,298,000	10,298,000	10,298,000
Capital Revenue Amortization	13,022,171	13,783,000	14,090,000	13,953,000
Alberta Teachers' Retirement Fund	25,517,576	25,900,000	24,670,000	24,600,000
TOTAL ALBERTA EDUCATION FUNDING	**475,748,901**	**490,065,000**	**487,328,000**	**486,123,000**



FEE REVENUES*

	2017-2018	2018-2019	2018-2019	2019-2020
Schedule of Fee Revenues	ACTUAL	BUDGET	FORECAST	BUDGET
Transportation	4,253,075	4,437,000	4,225,000	4,409,000
FEES TO ENHANCE BASIC INSTRUCTION:				
Technology User Fees	1,477,613	1,476,000	1,373,000	1,392,000
Alternative Program Fees	2,519,480	2,646,000	2,326,000	2,359,000
Fees For Optional Courses	1,380,443	1,381,000	1,470,000	1,491,000
Activity Fees	1,062,870	1,000,000	1,356,000	1,360,000
OTHER FEES TO ENHANCE EDUCATION:				
PASS, Summer School, Tutorials	117,525	81,000	139,000	141,000
NON-CURRICULAR FEES				
Extra-curricular Fees	2,218,541	2,142,000	2,271,000	2,303,000
Non-curricular Goods and Services	677,102	735,000	641,000	650,000
Non-curricular Travel	940,498	932,000	1,290,000	1,308,000
TOTAL FEES	14,647,147	14,830,000	15,091,000	15,413,000

*Fee Revenue for 2018-19 Forecast as well as 2019-20 Budget classified in accordance with most recent Alberta Education Guidelines.

ACCUMULATED SURPLUS FROM OPERATIONS (ASO)

Schedule of Accumulated Surplus from Operations	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 FORECAST	2019-2020 BUDGET
Surplus - Beginning of Year	19,905,690	11,593,000	19,725,000	19,462,000
CHANGES IN THE YEAR				
Operating Surplus (Deficit)	(3,975,210)	-	(809,000)	(1,600,000)
Board Funded Capital Additions	83,009	(205,000)	(114,000)	(1,114,000)
Disposal of Board Funded Capital Assets	9,926	20,000	(1,992,000)	20,000
Amortization of Board Funded Assets	3,702,017	3,292,000	3,188,000	3,050,000
Debt Principal Repayments	-	(253,000)	(536,000)	(263,000)
Net Increase (Decrease)	(180,258)	2,854,000	(263,000)	93,000
Surplus - End of Year	19,725,432	14,447,000	19,462,000	19,555,000
Days of Operation held in Operating Reserves	9.5	6.8	9.2	9.3
% OF TOTAL EXPENSES	3.8%	2.7%	3.7%	3.7%

(Days of Operation = ASO/Total Expenses x 250 Operating Days)

CAPITAL RESERVES

Schedule of Capital Reserves	2017-2018 ACTUAL	2018-2019 BUDGET	2018-2019 FORECAST	2019-2020 BUDGET
Capital Reserves - Beginning of Year	16,143,528	14,018,000	15,571,000	15,027,000
Net Proceeds from Sale of Capital Assets	-	-	1,992,000	-
Board Funded Capital Additions	(572,912)	(2,435,000)	(2,536,000)	(4,086,000)
CAPITAL RESERVES - END OF YEAR	15,570,616	11,583,000	15,027,000	10,941,000
CAPITAL RESERVES PER STUDENT	391	284	373	266

ENROLMENT : FIVE-YEAR HISTORY AND FIVE-YEAR PROJECTION

Enrolment increased by 1.4% or 613 students for an expected enrolment for 2019-20 of 43,702 students

District Enrolment by Grade	2018-2019 Enrolment	September 30, 2019 Projected Enrolment	Change in Enrolment
Pre-Kindergarten	1,948	1,991	43
Kindergarten	3,258	3,268	10
Grade 1	3,239	3,284	45
Grade 2	3,232	3,189	(43)
Grade 3	3,107	3,237	130
Grade 4	3,262	3,119	(143)
Grade 5	3,082	3,269	187
Grade 6	3,098	3,089	(9)
Grade 7	3,068	3,114	46
Grade 8	2,897	3,097	200
Grade 9	2,936	2,926	(10)
Grade 10	2,919	3,007	88
Grade 11	2,901	3,020	119
Grade 12	4,142	4,092	(50)
TOTAL	**43,089**	**43,702**	**613**
PERCENTAGE INCREASE		**1.4%**	

Grade	Actual Five-Year Enrolment					Projected Enrolment				
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Total Enrolment										
Pre-Kindergarten	1,715	1,754	1,736	1,811	1,948	1,991	2,000	2,009	2,018	2,027
Kindergarten	3,110	3,064	3,247	3,216	3,258	3,268	3,390	3,491	3,556	3,673
Grade 1	3,042	3,170	3,084	3,260	3,239	3,284	3,278	3,420	3,519	3,588
Grade 2	2,854	3,012	3,196	3,093	3,232	3,189	3,212	3,225	3,366	3,459
Grade 3	2,829	2,946	3,029	3,254	3,107	3,237	3,178	3,229	3,243	3,384
Grade 4	2,738	2,868	2,996	3,092	3,262	3,119	3,222	3,183	3,236	3,253
Grade 5	2,693	2,789	2,944	3,073	3,082	3,269	3,113	3,230	3,187	3,241
Grade 6	2,696	2,720	2,830	3,010	3,098	3,089	3,285	3,129	3,250	3,204
Grade 7	2,718	2,758	2,805	2,886	3,068	3,114	3,144	3,279	3,169	3,257
Grade 8	2,663	2,772	2,841	2,882	2,897	3,097	3,134	3,166	3,312	3,185
Grade 9	2,623	2,751	2,845	2,920	2,936	2,926	3,123	3,149	3,197	3,327
Grade 10	2,856	2,715	2,810	2,869	2,919	3,007	3,014	3,119	3,214	3,218
Grade 11	2,865	2,970	2,817	2,925	2,901	3,020	3,083	3,067	3,187	3,291
Grade 12	3,539	3,811	4,153	4,219	4,142	4,092	4,276	4,405	4,384	4,569
TOTAL	38,941	40,100	41,333	42,510	43,089	43,702	44,452	45,101	45,838	46,676
PERCENTAGE GROWTH	4.0%	3.0%	3.1%	2.8%	1.4%	1.4%				

WWW.ECSD.NET

9807-106 Street nw | Edmonton AB T5K 1C2 | 780 441-6000

June 2019