BRANDON SCHOOL DIVISION

November 20, 2026

NOTICE IS HEREBY GIVEN OF THE REGULAR MEETING
OF THE BOARD OF TRUSTEES

TO BE HELD MONDAY, NOVEMBER 23, 2026
7:30 P.M. (Public)

J. L. MILNE BOARDROOM, ADMINISTRATION OFFICE

1031 - 6TH STREET, BRANDON, MANITOBA

D. Labossiere
Secretary-Treasurer

AGENDA

1.00 AGENDA/MINUTES:

1.01 Approval of Agenda

1.02 Adoption of Minutes of Previous Meetings

a) Regular Board Meeting – November 9, 2026
Adopt

2.00 IN CAMERA DISCUSSION

2.01 Student Issues

- Reports
- Trustee Inquiries

2.02 Personnel Matters

- Reports
- Trustee Inquiries

2.03 Property Matters/Tenders

- Reports
- Trustee Inquiries

2.04 Board Operations

- Reports
- Trustee Inquiries

3.00 PRESENTATIONS AND COMMUNICATIONS

3.01 Presentations for Information

3.02 Communications for Information

3.03 Communications for Action

4.00 REPORT OF SENIOR ADMINISTRATION

- From Report of Senior Administration

a) Review Report of Senior Administration – November 23, 2026

5.00 GOVERNANCE MATTERS

5.01 Reports of Committees - UPDATED

- Education and Community Relations K. Fallis
- Finance and Facilities D. Ross
- Personnel and Policy L. McConnell

5.02 Delegations and Petitions (Max. 15 minutes)

Sandra Thompson, President, Brandon Teachers' Association, presenting on the upcoming budget.

5.03 Business Arising

- From Previous Delegation

- From Board Agenda

- MSBA Issues

5.04 Public Inquiries (Max. 15 Mins)

5.05 Motions:

71/2026 That Trustees Carr and McConnell be approved to serve as members of the ad hoc committee regarding the naming of the new school.

72/2026 That the appointment of Trustee representatives to the following external committee be approved for the 2026-2027 term:

St. Augustine School Education Joint Liaison Committee:
D. Ross, L. Ross

73/2026 That the Trustees be paid the appropriate indemnity for attending the Trustee Orientation Session on November 13, 2026.

5.06 Bylaws

5.07 Giving of Notice

5.08 Trustee Inquiries

6.00 ANNOUNCEMENTS

a) Next Board Committee Meetings – 6:00 p.m., Monday, December 14, 2026
b) Next Regular Board Meeting – 7:30 p.m., Monday, December 14, 2026

Additional Information:

- Members of the public wishing to make a presentation, a delegation or a petition are asked to contact the office of the Secretary-Treasurer, by email: delegations@bsd.ca, or by phone at (204) 729-3114, no later than 12:00 p.m. on the Tuesday prior to the Board meeting.
- For all other inquiries related to Board matters, please email: trusteeinfo@bsd.ca.
- We invite everyone to watch live streaming of the Board meetings on our website:https://www.bsd.ca/page/8192/board-meeting-dates-live-streaming.

7.00 ADJOURNMENT

BRANDON SCHOOL DIVISION

Minutes of the Regular Board Meeting
Monday, November 9, 2026

J. L. Milne Boardroom
Administration Office
1031 - 6th Street, Brandon, Manitoba

Trustees Present:	L. Ross, Chairperson	K. Carr, Vice-Chairperson
	K. Fallis	B. Hogan
	L. McConnell	J. McCrae
	S. Mozdzen	D. Ross
	B. Rusnak	

Also Present:
D. Labossiere, Secretary-Treasurer
J. Zilkey, Superintendent/CEO
S. Gilleshammer, Assistant Superintendent – Student Services
M. Sawa, Assistant Superintendent – Curriculum and HR
J. McBeth, Executive Assistant
T. Curtis, Communications Coordinator

The Chairperson called the meeting to order at 7:09 p.m.

AGENDA

1.00 AGENDA/MINUTES:

1.01 Approval of Agenda

Senior Administration added four (4) items for In-Camera.

L. McConnell – D. Ross
That the agenda be approved.
Carried

1.02 Adoption of Minutes of Previous Meeting

a) Regular Board Meeting – October 26, 2026
K. Fallis – K. Carr

That the minutes be approved as circulated.
Carried

b) Inaugural Meeting – November 2, 2026
K. Fallis – B. Rusnak

That the minutes be approved as circulated.
Carried

D. Ross – B. Hogan
That the Board move into In-Camera session at 7:11 p.m.

2.00 IN-CAMERA DISCUSSION

2.01 Student Issues

Mr. Zilkey provided information on a Student Issues Matter and answered Trustee questions.

2.02 Personnel Matters

- Reports
- Trustee Inquiries

2.03 Property Matters/Tenders

- Reports
- Trustee Inquiries

2.04 Board Operations

Mr. Zilkey provided information on a Board Operations Matter and answered Trustee questions.

Mr. Labossiere provided information on two (2) Board Operations Matters and received feedback and direction from the Board.

K. Fallis – D. Ross
That the Board move out of In-Camera session at 7:31 p.m.

The Chairperson called the public portion of the meeting to order at 7:34 p.m., with a traditional heritage land acknowledgment.

3.00 PRESENTATIONS AND COMMUNICATIONS

3.01 Presentations for Information

3.02 Communications for Information

3.03 Communications for Action

4.00 REPORT OF SENIOR ADMINISTRATION

Mr. Zilkey provided highlights from the following items from the November 9, 2026, Report of Senior Administration:

a) Administrative Information:
- Celebrations:
  - The Brandon School Division received a donation of 24 new winter coats for BSD students from the Knights of Columbus (Brandon Chapter).
  - On November 6, 2026, students from École Harrison, École O'Kelly School, Riverheights School, and St. Augustine School participated in the annual Remembrance Day ceremony, No Stone Left Alone.
  - National Indigenous Veterans Day is a Canadian Memorial Day observed annually on November 8. It is dedicated to the contributions of Indigenous Canadians to military service. BSD schools held various ceremonies and activities to recognize the contributions of Canadians to military service and displayed information and artwork in the schools.

- Information Items:
  - Correspondence was received from Honourable Tracy Schmidt, Minster of Education and Early Childhood Learning, proclaiming November 2026 as Financial Literacy Month in Manitoba.
  - The Milestones Preschool Wellness Fair is scheduled to take place in Brandon, at the Westman Immigrant Services Multicultural Centre on Friday, November 20, 2026, from 9:00am – 1:00pm. This is a free event for families with children ages three and four to attend and connect with community services and access health and developmental screenings to support their child's well-being and readiness for school.

- Presentations:
  - Mr. Zilkey and Funmilayo Oluwafemi, Research and Evaluation Analyst, shared a report on the Brandon School Division graduation rate for 2025-2026. Mr. Zilkey answered Trustee questions for clarification.

  - Susan Gilleshammer and Funmilayo Oluwafemi, Research and Evaluation Analyst, presented a report related to Student Presence and Engagement. Ms. Gilleshammer answered Trustee questions for clarification.

b) Business Arising for Board Action:
- Information for Discussion and Correspondence:
  - The Staffing Activity Report was distributed to the Board as Confidential No. 1.
  - Mr. Labossiere spoke to the appointment of Signing Officers.
  - Mr. Labossiere spoke to the appointment of Board Committees.

K. Carr – K. Fallis
That the November 9, 2026, Report of Senior Administration be received and filed.
Carried

5.00 GOVERNANCE MATTERS

5.01 Reports of Committees

a) Education & Community Relations Committee Meeting
The written report of the Education & Community Relations Committee meeting held on October 26, 2026, was circulated.

K. Carr – B. Hogan
That the report be received and filed.
Carried

b) Finance & Facilities Committee Meeting
The written report of the Finance & Facilities Committee meeting held on October 26, 2026, was circulated.

S. Mozdzen – D. Ross
That the report be received and filed.
Carried

c) Personnel & Policy Committee Meeting
The written report of the Personnel & Policy Committee meeting held on October 26, 2026, was circulated.

L. McConnell – K. Carr
That the report be received and filed.
Carried

5.02 Delegations and Petitions (Max. 15 minutes)

5.03 Business Arising

- From Previous Delegation:

- From Board Agenda

- MSBA Issues

a) E-News, November 4, 2026

5.04 Public Inquiries (Max. 15 Mins)

During the November 9, 2026, Regular Board meeting, Mr. James Epp, Brandon Citizen, indicated that Mr. Labossiere referenced an in-camera meeting following the Inaugural Meeting. Mr. Epp inquired if the special meeting minutes from November 2, 2026, were under an active draft, and wanted to know when the public would have minutes to this meeting? Mr. Labossiere indicated that the Board met for organization and that the motions for committee appointments are included in the current agenda.

5.05 Motions:

66/2026 B. Rusnak – L. McConnell
That the Committees of the Board, effective November 9, 2026, be and are hereby approved as follows:

Education and Community Relations: K. Fallis, B. Rusnak (Alternate)

Finance and Facilities: D. Ross, K. Carr (Alternate)

Personnel and Policy: L. McConnell, B. Hogan (Alternate)
Carried

67/2026 L. McConnell – B. Hogan
That the Sub-Committees of the Board, effective November 9, 2026, be and are hereby approved as follows:

Brandon Community Youth Wellness Committee:
K. Carr, D. Ross (Alternate)

Friends of Education Fund:
K. Fallis, L. McConnell (Alternate)

Parent/Guardian/Division: Committee of the Whole

Support Personnel Labour Management:
J. McCrae, K. Fallis (Alternate)

CUPE Negotiations:
S. Mozdzen, D. Ross, L. Ross
Carried

68/2026 B. Hogan – L. McConnell
That the Ad-Hoc Committee of the Board, effective November 9, 2026, be and is hereby approved as follows:

MSBA Resolutions: L. McConnell, B. Rusnak
Carried

69/2026 K. Fallis – B. Hogan
That the appointment of Trustee representatives to the following external committee be approved for the 2026-2027 term:

Brandon Urban Aboriginal Peoples' Council:
B. Hogan, L. Ross (Alternate)
Carried

70/2026 J. McCrae – K. Carr
That the Annual Resolution Appointing Officers be approved.
Carried

5.06 Bylaws

5.07 Giving of Notice

5.08 Trustee Inquiries

6.00 ANNOUNCEMENTS

a) Next Board Committee Meetings – 6:00 p.m., Monday, November 23, 2026
b) Next Regular Board Meeting – 7:30 p.m., Monday, November 23, 2026

7.00 ADJOURNMENT

K. Carr – D. Ross
That the Board do now adjourn at 8:32 p.m.
. Carried

_____ _____
Chairperson (L. Ross) Secretary-Treasurer (D. Labossiere)

Report of Senior Administration to the Board of Trustees

November 23, 2026

A. Administrative Information

I. CELEBRATIONS

1. MAJOR PRODUCTION – ÉCOLE SECONDAIRE NEELIN HIGH SCHOOL
École secondaire Neelin High School is pleased to present Bring it On from December 2 – 4, 2026 at the Western Manitoba Centennial Auditorium.

2. HIKE-A-THON – VINCENT MASSEY HIGH SCHOOL
The Viking Hike Club at Vincent Massey High School held its first annual hike-a-thon on October 22 – 23 at the Brandon Hills Wildlife Management Area. Students raised $1,556.80 in support of local trails.

3. 2026 PROVINCIAL SENIOR HONOUR BAND
Congratulations to Jacquie K., Grade 11 student at École secondaire Neelin High School, who was selected to join the 2026 Provincial Senior Honour Band, the top ensemble of its kind in Manitoba.

4. UPCOMING BRANDON SCHOOL DIVISION BAND CONCERTS
Vincent Massey Jazz Concert
Monday, November 30 at 7:00 p.m.
Vincent Massey Library

Vincent Massey Winter Concert
Monday, December 7 at 7:00 p.m.
Western Manitoba Centennial Auditorium

Crocus Plains/Neelin Winter Concert
Tuesday, December 8 at 7:00 p.m.
Western Manitoba Centennial Auditorium

1031 - 6th Street • Brandon, Manitoba • R7A 4K5 • Telephone 204-729-3100 • Fax 204-727-2217
www.bsd.ca • info@bsd.ca • Linktree: @BrandonMBSD

Crocus Plains/Neelin Jazz Combo, CP Maroon Jive
Saturday, December 12 at 1:00 p.m.
The Green Spot, Brandon

II. SUSPENSIONS

Below are the number of suspensions from November 3 to November 16, 2026.

Grade Level	Number of Students Suspended	Category: Inappropriate Behaviour	Category: Assaultive Behaviour	Category: Drugs and Alcohol
K-8 In-School	3	5	1	0
K-8 Out-of-School	6	5	6	0
Total Suspensions K-8	9	10	7	0
9-12 In-School	0	-	-	-
9-12 Out-of-School	13	12	12	0
Total Suspensions 9-12	13	12	12	0
All Schools Total	22	22	19	0
		possession of weapons – 0	use of weapons – 0	

Note: A suspension may involve more than one category.

III. COMMUNITY CONNECTIONS AND SCHOOL VISITS

The following community connections and school visits were made by Senior Administration:

- November 4, 2026 – Riverheights School staff meeting – Jon Zilkey
- November 4, 2026 – Meadows School staff meeting – Jon Zilkey

- November 5, 2026 – Crocus Plains Regional Secondary School staff meeting – Jon Zilkey
- November 6, 2026 – No Stone Left Alone ceremony – Jon Zilkey, Susan Gilleshammer, Michelle Sawa
- November 6, 2026 – Brandon Chamber of Commerce – Jon Zilkey
- November 10, 2026 – Human Resources Department staff meeting – Jon Zilkey
- November 10, 2026 – École secondaire Neelin High School Remembrance Day ceremony – Susan Gilleshammer
- November 12, 2026 – City of Brandon – Jon Zilkey, Denis Labossiere
- November 12, 2026 – King George School – Michelle Sawa
- November 12, 2026 – Brandon Police Service – Susan Gilleshammer, Michelle Sawa
- November 17, 2026 – Brandon Chamber of Commerce Workforce Alignment Committee – Jon Zilkey

IV. INFORMATION ITEMS

1. CORRESPONDENCE FROM MANITOBA EDUCATION AND EARLY CHILDHOOD LEARNING

BULLYING AWARENESS AND PREVENTION WEEK

For Information .....J. Zilkey

Correspondence was received from Honourable Tracy Schmidt, Minister of Education and Early Childhood Learning, proclaiming November 15 to 21, 2026, as Bullying Awareness and Prevention Week. Manitoba Education and Early Childhood Learning recognizes that bullying behaviour is complex and can have significant impacts on individuals and school communities. The Department remains committed to Manitoba schools being safe and welcoming learning environments where all students feel respected, valued, and engaged in meaningful, high-quality education.

Schools and school divisions are encouraged to share this proclamation as a statement of recognition and encouragement for the continued efforts in nurturing healthy, safe, and inclusive environments for all. Please see Appendix A.

2. REPORT ON BRANDON SCHOOL DIVISION FACILITIES – AGE OF SCHOOLS

For Information .....J. Zilkey

Brandon School Division has three categories of school buildings: original buildings, additions, and modulars.

1. Original Building (includes the heating plant and core structures)

School/Building	Original Building
Alexander	1968
Betty Gibson	1975
Crocus Plains	1974
Earl Oxford	1928
George Fitton	1954
Green Acres	1962
Harrison	1960
J.R. Reid	1959
King George	1979
Kirkcaldy Heights	1988
Linden Lanes	1964
Maryland Park	2021
Meadows	1968
Neelin	1956
New Era	1906
O'Kelly	1956
Riverheights	1978
Riverview	1961
St. Augustine	1957
Valleyview	1967
Vincent Massey	1960
Waverly Park	1991
Administration	1927
Maintenance/Transportation	1984

- The Division has 24 buildings (not including Prairie Hope High School and Spring Valley Colony School) ranging between 5 and 120 years of age.
- The average age of the buildings is 62 years.
- 75% of buildings are 50 years old or older.
- Only one building is under 35 years in age.

2. Additions
   - may have additional HVAC/heating or utilities if addition is large enough; otherwise, the addition utilizes the original infrastructure

School/Building	Original Building	Addition #1	Addition #2	Addition #3
Alexander	1968			
Betty Gibson	1975			
Crocus Plains	1974	1985	1986	1996

School/Building	Original Building	Addition #1	Addition #2	Addition #3
Earl Oxford	1928	1956	1978	
George Fitton	1954	1966	1975	2014
Green Acres	1962	2017		
Harrison	1960	1978		
J.R. Reid	1959	1963	2002	
King George	1979	1988		
Kirkcaldy Heights	1988	1998		
Linden Lanes	1964	1967	2002	
Maryland Park	2021	2026		
Meadows	1968	2015		
Neelin	1956	1966	1976	
New Era	1906	1963		
O'Kelly	1956	1977		
Riverheights	1978			
Riverview	1961	1965	1967	
St. Augustine	1957	1992		
Valleyview	1967			
Vincent Massey	1960	1971	1979	
Waverly Park	1991	1996	2015	
Administration	1927	1962		
Maintenance/Transportation	1984	2016		

- 31 additions (classrooms, gymnasiums, Applied Technology/ Human Ecology, Band, Life Skills, Vocational, bus garage), ranging between 0-70 years of age
- the average age of the additions is 41.5 years
- 38.7% of the additions are 50 years old or older
- only 12 additions are under 35 years in age

3. Modulars (stand-alone units with unknown life expectancy)

Year	# of modulars added	location	
2012	3	Alexander New Era	1 2
2013	4	Betty Gibson Earl Oxford Meadows	1 2 1
2015	1	Betty Gibson	1
2018	1	Earl Oxford	1
2023	4	Maryland Park	4
2026	1	Meadows	1

Modulars are upcoming for Valleyview, Earl Oxford and Betty Gibson

Brandon School Division Continued Strategy

1. Corrective Maintenance or Repair: reactive maintenance to building failures (ex. leaking plumbing) or mandated actions (ex. eye wash stations)
2. Preventative Maintenance: focus on increasing asset lifetime, preventing excess wear and tear or failures
3. Predictive Maintenance: use data analysis to identify operational anomalies and potential equipment defects, enabling timely repairs before failures occur

BSD is primarily utilizing corrective maintenance with the goal of reaching a greater level of preventative maintenance. Predictive maintenance opportunities are considered when we can easily incorporate (ex. Johnson Environmental controls, work order system). We have prioritized our capital budgets to address the corrective maintenance first and then some of the preventative maintenance items as budget allows. We have tried to address this with enhanced staffing and budget dollars which were incorporated into the budget last year. Examples include a full staff complement, increased carpenters and HVAC personnel. However, the corrective maintenance costs have been continuing to outpace our budget which is having a negative impact on preventative and predictive maintenance actions.

There are financial benefits to a preventive and predictive maintenance schedule as well as reducing impact on our core activities (ex. a failed air handling unit can impact the classroom environment).

- Every $1 worth of maintenance deferred could quadruple to $4 in capital renewal costs later on (Biedenweg).
- Predictive maintenance is highly cost effective, saving roughly 8% to 12% over preventive maintenance, and up to 40% over reactive maintenance (according to the U.S. Department of Energy).

3. ADMINISTRATIVE PROCEDURE 2127 – STAFF AND STUDENT INTERACTIONS

For Information .....J. Zilkey

Administrative Procedure 2127 – Staff and Student Interactions has been amended to align with a directive from the Minister of Education and Early Childhood Learning for school divisions to review and revise their policies and practices regarding online communications between employees and students. Please see Appendix B.

4. TAKE OUR KIDS TO WORK DAY

For Information .....M. Sawa

Graciela de Tobar, Divisional Career Technician, provided information regarding Take Our Kids to Work (TOKTW) Day.

Take Our Kids to Work Day is a national career exploration event held annually on the first Wednesday of November. It provides Grade 9 students with an opportunity to experience a day in the life of a working professional, fostering career awareness and community engagement. The event strengthens partnerships between schools, families, and businesses. It also inspires students to explore diverse career pathways. Please see Appendix C.

V. PRESENTATIONS

1. 2027/2028 PRELIMINARY BUDGET INFORMATION

For Information .....J. Zilkey, D. Labossiere

Jon Zilkey, Superintendent/Chief Executive Officer, and Denis Labossiere, Secretary-Treasurer, will share information regarding the 2027/2028 preliminary budget. Please see Appendix D.

B. Business Arising for Board Action

I. INFORMATION FOR DISCUSSION AND CORRESPONDENCE

1. STAFFING ACTIVITY REPORT

For Information .....M. Sawa

Included in the agenda package for the Board of Trustees is the Staffing Activity Report (Confidential No. 1), a listing of resignations and employment approved by the Superintendent/Chief Executive Officer and Secretary-Treasurer since the last meeting.

2. JOINT LIAISON COMMITTEE

For Action .....J. Zilkey

Article 15 of the Agreement between Brandon School Division, The Roman Catholic Archiepiscopal Corporation of Winnipeg, and The Brandon Catholic School Board references the Joint Liaison Committee:

15. On the request of either Party a joint liaison meeting attended by representatives of the Division and the Board, and where appropriate, the Archdiocese shall be convened for the purpose of considering matters of mutual concern.

A meeting has been requested by The Brandon Catholic School Board.

A motion has been included in the agenda appointing the trustee committee members.

Senior Administration respectfully submits this report for your consideration, action, and information.

Jon Zilkey
Superintendent/Chief Executive Officer

Appendix A

PROVINCE OF MANITOBA

PROCLAMATION

Bullying Awareness and Prevention Week
November 15 to 21, 2026

WHEREAS Manitoba Education and Early Childhood Learning is committed to fostering safe and caring schools where from every part of Manitoba, from every background, all children and youth matter, belong, are respected, successful, and safe;

WHEREAS Manitoba Education and Early Childhood Learning continues to advance inclusive practices that support every learner and promote equitable, responsive environments from early childhood through to high school graduation. Inclusive schools build a culture of respect, belonging, and safety for all members of the school community;

WHEREAS Bullying can occur in many settings, including schools, homes, workplaces, communities, and online environments, and has harmful effects on individuals, families, and society. Those who experience bullying are at greater risk to encounter a range of physical and social-emotional challenges;

WHEREAS Manitoba Education and Early Childhood Learning acknowledges the complex nature and far-reaching impacts of bullying. Addressing these behaviours requires shared responsibility and collaboration among schools, families, and communities to promote awareness and take proactive steps toward prevention;

WHEREAS By working together, we can strengthen our collective efforts to create safer, more inclusive school communities where all students feel respected, supported, and empowered to fully participate in the highest quality learning experiences;

NOW THEREFORE BE IT KNOWN THAT I, Tracy Schmidt, Minister of Education and Early Childhood Learning for the Province of Manitoba, do hereby proclaim the week of November 15 to 21, 2026, as

Bullying Awareness and Prevention Week

in Manitoba and commend its thoughtful observance to all citizens in our province.

[redacted]

Honourable Tracy Schmidt
Minister
Education and
Early Childhood Learning

Administrative Procedure 2127

Staff and Student Interactions

Board Governance Policy Cross Reference: 1, 11, 12, 13, 14

Administrative Procedures Cross Reference:

Student Code of Conduct

Dispute Resolution

Off-Site Programs and Activities

Use of Personal Mobile Devices by Employees, Trustees, Parents, Volunteers and Visitors

Enhancing Protections for Students

Form Cross Reference:

Student Protection – Complaint Report

Legal/Regulatory Reference:

The Education Administration Act

The Public Schools Act

Date Adopted: January 2026

Amended: November 2026

This administrative procedure provides key information on personal and professional boundaries as well as acceptable behaviours that can serve to promote safety for students, staff, and volunteers.

The guidelines in this administrative procedure are the firm expectations of the Division and are compliant with The Education Administration Act. All staff are required to familiarize themselves with these guidelines and incorporate them into their daily practice.

This administrative procedure provides an overview of human trafficking, sexual exploitation, and provides clarification on “consent”.

Staff Interactions with Students: Recommended Best Practices

Introduction

All Brandon School Division staff and school-based volunteers will complete the "Respect in Schools" Program. Staff and volunteers providing supervision or coaching of intramural or extra-curricular school athletics programs will also complete the "Respect in Sport" program. These programs provide valuable information to help all staff become aware of circumstances within our school communities that challenge positive interactions, or where students may require special support or assistance from staff. These programs must be updated every 4 years. The overarching purpose of this administrative procedure is to ensure that staff are aware of how they can protect themselves and their students for their mutual benefit and advantage, while helping schools and school divisions to recognize many forms of staff-student interactions that deserve special consideration.

Definitions

Boundaries - defined as professional behaviour by staff members while and when interacting with/communicating with students. See "behaviours" section in the content that follows, for further clarification and definition of acceptable boundaries.

Intention/intentional/intentionally - any act or outcome undertaken with express advance planning and/or purpose by a staff member.

Parent/guardian - any person who exercises parental duties and obligations over a student by virtue of biological, adoptive, customary, temporary ward or custody, or host family arrangement.

Property/properties - means any physical, electronic, stationary, moveable or vehicular properties.

Student - means any person attending or participating in school instruction or activities inside or outside of Manitoba, subject to exceptions as laid out in the content that follows.

Staff or staff member(s) - includes all school or school division employees including administration, teaching and non-teaching staff, as well as coaches, volunteers, teacher candidates and practicum candidates.

Boundaries

As with any relationship, boundaries are important guideposts for defining what should and should not be done, what is acceptable or not acceptable, and what promotes the best interests of all people who are in that relationship.

In the context of staff-student relationships within and outside of school, it is very important for all staff to be aware that they hold a legal position of trust and power in relation to students. They are deemed to be *in loco parentis*, or in place of the parents, when supervising or otherwise engaging with students. While legal obligations may vary depending on the specific circumstances, the position of trust does not stop when a staff member or a student leaves the school. It applies at all times and under all circumstances.

A compromise of the position of trust and power is an act or omission that exceeds the boundaries of an appropriate student/staff relationship. An abuse and/or breach of power on the part of the staff member, a breach of their required employment duties and responsibilities, and/or a breach and betrayal of both parental/guardian and public trust, are all detrimental to our students and the communities we serve.

The following requirements and best practices are designed to ensure that appropriate professional boundaries remain in place at all times. Staff are expected to maintain appropriate and professional boundaries with all students.

Acceptable vs. Unacceptable Behaviours

The following best practices are particularly designed to raise further understanding of staff-student interactions and/or communications that are, could lead to, or may be perceived as flirtatious, sexually suggestive, abusive (physical/mental) or otherwise objectively inappropriate and unacceptable. While these are not the only behaviours and boundaries that might be considered by staff when interacting with students, they remain among the most damaging and negative should they occur, for both students and for the staff themselves.

Staff must be diligent in avoiding any conduct that is unprofessional; this is to say any act that does not represent a staff-student interaction that is required for learning and instruction, or that could reasonably be perceived as a breach of power or trust on the part of the staff member by others.

Compliance with these recommended behaviours is not designed to restrict or challenge staff members' own personal or professional freedoms. Rather, these recommendations are designed to keep staff, their students, schools, and the school division safe, to minimize potential risk and harm, and to promote the proper exercise of their authority and trust under all circumstances.

Best Practices

During school hours:

1. Staff members should not intentionally invite or allow students to visit with them at, meet them at, or conjointly and concurrently make use of a non-school or private property (including a student's residence or property), for any purpose unless:

    i. advance authorization and permission is sought from the staff member's immediate supervisor, and

    ii. such authorization from the supervisor does permit for this interaction to occur.

    a) staff members who have obtained approval from their immediate supervisor should additionally seek written approval from the student's parent/guardian in advance and this written approval from the student's parent/guardian should be submitted by the staff member to their supervisor at the earliest possible time using existing parent/guardian consent or release forms.

    b) In circumstances where no parental/guardian approval or consent is required, such as in contexts:

        i) involving students who are legally emancipated;

        ii) where notifying the student's parent/guardian would create potential harm or risk to the student; or

        iii) where a staff member may be unduly limited, restricted or prohibited from exercising the full scope of their divisionally mandated duties and responsibilities,

    the supervisor must carefully consider whether granting permission or approval to a staff member for purposes of engaging in such an interaction poses potential risk or harm to either the staff or student. If the supervisor is reasonably satisfied that any potential risk and harm from such interaction between staff and student is addressed, they may grant approval for it to occur.

    c) If a staff member intentionally interacts with any student(s) according to section 1 above more than once per month, a general authorization covering all recurring interactions may be sought by the staff member from both their immediate supervisor as well as from the parent(s)/guardian(s) of that/those student(s). Again, schools can provide permission slips and consent forms that cover the full length of each school year, rather than on an occasional or one-time basis.

Outside of school hours (during weekends, weeknights, holiday/break periods):

2. If a staff member intentionally invites or allows students to visit with them at, meet them at, or conjointly and concurrently make use of a non-school or private property, including a student's residence or property, for any purpose, they should only do so subject to express consent or permission of the parent/guardian of that/those student(s). It is required that such consent or permission remain verifiable if interactions between a staff member and student(s) are ever called into question.

3. Interactions between staff and students that may be unintentional – that is to say happenstance or unplanned (e.g., when either a staff member or students are acting as a private citizen in community or the neighbouring environs of the school) – remain permissible, although staff members should avoid any such interactions that may give rise to public perception of unprofessional conduct.

4. Interactions between a staff member and student(s), arising from relationships of established family or kinship between that staff member and student(s), remain permissible at all times, although it is still strongly recommended that the parents/guardians of the students provide consent to such interactions.

In general (both during and outside of school hours including extracurricular):

5. Staff must only create emotional attachments with student(s) within the confines of a professional staff-student relationship.

6. Staff must avoid sharing or disclosing information about their own personal life or the personal lives of others with any student(s), and must never share any information about romantic, sexual, or other types of private and/or sensitive information that is not relevant to the activity and/or instruction in which students are engaged.

   Voluntary disclosure of personal information between staff and students regarding a staff member's or student's personal information and/or sexual orientation, in context of school events and activities designed or intended to foster a supportive learning environment to staff or students, remains permissible.

7. Staff must avoid giving gifts to an individual student that are perceived to be of significant value or of a personal or intimate nature.

8. Staff must avoid engaging in any unnecessary physical contact or interactions with a student.

9. Staff must avoid "singling out" a particular student(s) for inappropriate personal attention and/or friendship beyond the usual staff-student relationship. "Singling out" includes making comments or sharing observations concerning a student's appearance, dress or other physical or personal characteristics.

10. Staff must avoid showing excessive attention and/or favouritism toward a student(s).
11. Staff must avoid asking or encouraging a student(s) to keep specific information or incidents from others.
12. Staff must avoid making or participating in unacceptable or inappropriate comments and/or jokes of a sexual or profane nature or use of inappropriate language/profanity in the presence of students.
13. Staff must avoid becoming involved with a student in such a way that could objectively be viewed as inappropriate or sexual behaviour.
14. Staff must keep appropriate administrator(s) informed when a significant issue develops involving a student's welfare.
15. Staff must avoid taking on the role of a surrogate parent/guardian for a student (even when and where this may be formally requested by child welfare authorities) or criticizing the student's parents/guardians to the student.
16. Staff must not start a personal relationship with a student for the purposes of a romantic relationship. Under no context or circumstance should such a relationship occur. It is an outright infringement and violation of the trust and power that defines acceptable boundaries and behaviours.
17. Staff must not add, follow, subscribe to, connect with, or otherwise engage with students through personal social media accounts where direct or private communication is possible.
18. Staff must not initiate, maintain, or participate in one-to-one communications with students through personal social media accounts, social networking platforms, private messaging applications, texting, or any messaging features embedded within such platforms. Communications between staff and students regarding educational programming, extracurricular activities, student support, or other school-related matters must occur only through School Division approved and monitored online communications platforms.
19. Staff must avoid sharing passwords, handles, names, or identifiers for social media, school or personal email or other means of communication with students.
20. Appropriate communication exceptions may be authorized in unique circumstances where necessary to support student safety, accessibility, well-being, or learning needs, provided that such communication is pre-approved by school administration and parents and caregivers are included in the communication or advised of it.
21. Exceptions involving existing family or personal relationships must be disclosed to and approved by the staff member's immediate supervisor. These would only be approved when absolutely needed.

22. Staff must minimize and avoid, to the greatest extent possible, being alone in a room with a student at school or elsewhere beyond the visibility or earshot of others (for example, with the door closed and/or if other barriers block a clear public view of the room). See below re “Rule of Two”.

Outside the School Day

It is recognized that staff or their children have intentional, amicable or happenstance interactions with other students and/or their families outside of school, such as those arising in the course of family, friendship, or community social functions or where there is a formal arrangement for a staff member to supervise, tutor or mentor a student in a non-school capacity. Within such relationships and during the course of such interactions, staff are to consult and practice 2, 3 and 4 as outlined above. Communication with students outside of the regular school day should be limited to the greatest extent possible.

Rule of Two

Staff use the **“Rule of Two”: having two adults present during the course of any interaction with a student(s), in planning for individualized or small group interactions with any student(s) during and outside of the school day, to protect students and themselves.**

The “Rule of Two” serves to protect staff and students in potentially vulnerable situations by ensuring that more than one adult is present when staff are meeting with a student both during and outside of the school day. Staff should ensure there is at least one other person, preferably another adult, with them and the student at all times. If this is not possible, staff will consider alternative measures, such as having another student or staff member present, meeting in a public area within the school or elsewhere and/or leaving their classroom or office door open.

Duty to Report

If a staff member finds themself in a difficult situation related to boundaries, has questions related to the conduct outlined above, or questions on any of the recommendations outlined in this administrative procedure, they should consult their administrator and/or Superintendent/CEO or designate.

When any staff member becomes aware of or has reason to believe another staff member is violating acceptable boundaries with a student, the staff must report the matter at the earliest possible time to their supervisor and/or Superintendent/CEO or designate. Not doing so is a violation of legal obligations on the part of every staff member. The Public Schools Act, The Criminal Code of Canada, and The Child and

Family Services Act each mandate duties for staff to report violations of acceptable boundaries according to the type of violation in question.

It is expected that staff members consult with their supervisor if a student is, or may reasonably be perceived to be, infringing upon a staff member's professional and/or personal boundaries, attempting to establish an inappropriate relationship, or engaging in conduct or behaviours that may compromise acceptable and appropriate staff-student interactions.

Anyone who believes a staff member may have engaged in or is engaging in conduct that may violate this procedure should notify a staff supervisor. The staff supervisor may advise to complete the Student Protection – Complaint Report. The complaint will be investigated by the School Division with proper notification to agencies required by law.

BRANDON SCHOOL DIVISION · CAREER DEVELOPMENT PROGRAM

Take Our Kids to Work 2026

Results Summary · Wednesday, November 4, 2026

"Different Perspectives, Shared Direction"

93.2%	203	859	4
Grade 9 in TOKTW 2026 (790 students)	Businesses and organizations hosting students	Students at SWOT safety sessions in 4 high schools	Community hosts for students without a placement

Student Engagement

- TOKTW began with an information presentation at each participating school, with hybrid registration.

High school	Grade 9 students	Participated	Participation rate
Crocus Plains Regional	349	318	91.1%
Neelin High School	162	143	88.3%
Vincent Massey High School	337	329	97.6%
TOTAL DIVISION	**848**	**790**	**93.2%**

2024	2025	2026
725 students (86%)	789 students (91%)	790 students (93.2%)

- Participation rate rose 2.2 points over 2025 (91% to 93.2%), the highest to date. Newcomer students and students without a family workplace connection were each matched with a host.

Workplace Readiness & Safety

SWOT in-person sessions	Crocus Plains	Vincent Massey	Neelin	Prairie Hope	Total
Grade 9 students (Oct. 19–22)	340	337	162	20	**859**

- Note: Prairie Hope High School (PHHS) took part in SWOT only; it did not participate in Take Our Kids to Work Day. SAFE Workers of Tomorrow also provided 80 hats.

Employers & Community Partnerships

- Community hosts: CFB Shilo, Westman Immigrant Services, Career Trek and Assiniboine College, arranged by the Divisional Career Technician for students without a workplace. Many host contacts had changed roles.

Community host	Assiniboine College	CFB Shilo	Westman Immigrant Services	Career Trek	Total
Students (all 3 schools)	33	24	10	4	**71**

- Featured businesses: 203 businesses and organizations hosted students, plus 19 schools and early-learning sites. In all three high schools: Canada Packers, McCain Foods, Koch Fertilizer and Behlen Industries. In two: Prairie Mountain Health, Brandon Regional Health Centre, City of Brandon, Brandon Police Service, Westman Communications Group, MNP and Precision Toyota.
- Media: the Brandon Sun attended the Career Trek host site.

Feedback from Businesses & Community Hosts

- Hosts shared that students were more curious and engaged this year: they asked thoughtful questions, introduced themselves and spoke directly with staff.

Lessons Learned & Goals for 2027

- Keep host contacts current, involve counselling teams, and connect TOKTW to Xello career plans. Goal: grow participation beyond 93.2%.

Graciela de Tobar | Divisional Career Technician — Brandon School Division

Appendix D

BRANDON SCHOOL DIVISION
WWW.BSD.CA

Brandon School Division
Preliminary Budget Information

PRESENTED TO: BRANDON SCHOOL DIVISION BOARD OF TRUSTEES
PRESENTED BY: JON ZILKEY, SUPERINTENDENT/CHIEF EXECUTIVE OFFICER
DENIS LABOSSIERE, SECRETARY-TREASURER
DATE: NOVEMBER 23, 2026

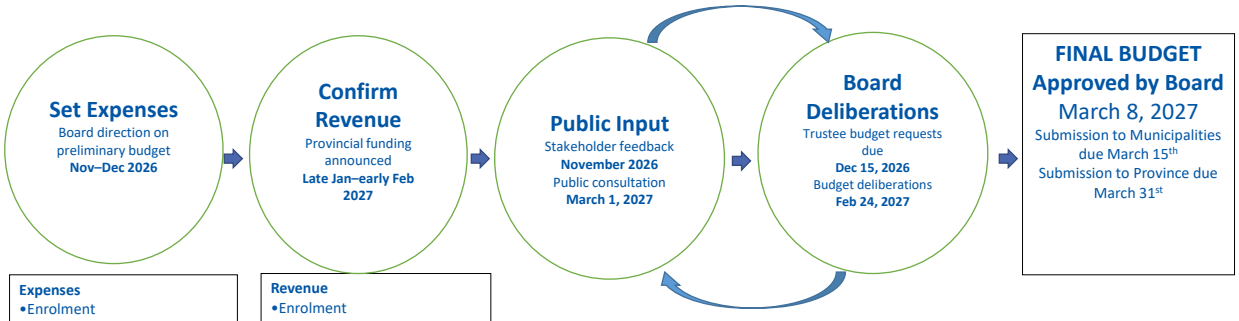
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Overview of presentation

- Budget Process
- Next year tax increase prior to budget decisions
- Last year's Provincial funding increase
- Past budgets additions and deletions
- Enrolment changes
- Province wide data comparisons for upcoming budget decisions
  - Expense per pupil
  - Pupil teacher ratio
  - Regular instruction
  - Student support services
  - Division administration
  - Instructional support
  - Operations and maintenance
  - Direct support to pupils

2

Budget Process 2027-28: Key Dates to Know



Expenses
- Enrolment
- Non-Controllable Expenditures
- Controllable Expenditures
- School Instructional Budget
- Capital & Maintenance Budget
- Salaries and Benefits

Revenue
- Enrolment
- Provincial Funding
- Revenue from other sources
- Special Requirement
- Special Levy (Municipal / property taxes)
- Assessment & Growth in Brandon

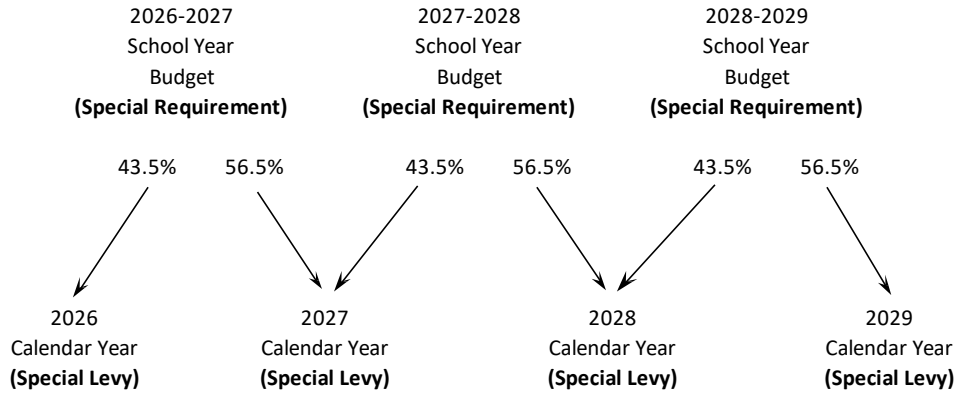
Stakeholder input reflecting community priorities.

***The Board discusses budget over multiple meetings throughout the year prior to deliberating and finalizing the budget.**

Other Factors
- Accumulated Surplus
- Capital Reserves
- Comparisons to Provincial Average and Similar Divisions

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Effect of the School Year Budget



4

2027 School Tax: 4.12% Increase Before Any Decisions

4.12%
increase in the 2027 special levy and mill rate, already committed before any budget decisions

$2.44M
more special levy needed in 2027 ($2,441,551), before changes to assessment, enrolment, funding or expenses

+$84.39 / year
in school taxes on a typical $301,300 home ($7.03/month); $15.61 lower after the higher provincial tax credit



		2026-2027 Budget			2027 Mill Rate Commitment		
	2025	2026	$ Change	% Change	2027	$ Change	Inc
Budget - Special Requirement	$ 59,999,509	$ 64,261,527	$ 4,262,018	7.10%	$ 64,261,527	$ -	0.00%
Budget - Special Levy	$ 54,894,623	$ 59,274,200	$ 4,379,577	7.98%	$ 61,715,751	$ 2,441,551	4.12%
Total School Assessment	$ 3,896,199,690	$ 3,922,655,250	$ 26,455,560	0.68%	$ 3,922,655,250	$ -	0.00%
Brandon School Division Tax							
Assessed Value*	$ 301,300	$ 301,300	$ -	0.00%	$ 301,300	$ -	0.00%
Portioned Value @ 45%	135,585	135,585			135,585		
Mill Rate	14.089	15.111	1.021	7.25%	15.733	0.622	4.12%
Total School Taxes	**$ 1,910.29**	**$ 2,048.79**	**$ 138.49**	7.25%	**$ 2,133.18**	**$ 84.39**	**4.12%**
Homeowners Affordability Tax Credit (HATC)	$ (1,500.00)	$ (1,600.00)	$ (100.00)	6.67%	$ (1,700.00)	$ (100.00)	6.25%
Net School Taxes (After Provincial Tax Rebates)	**$ 410.29**	**$ 448.79**	**$ 38.49**	9.38%	**$ 433.18**	**$ (15.61)**	(3.48%)
Net Annual Increase (After Provincial Tax Rebates/Credits)		**$ 38.49**			**$ (15.61)**		
Net Monthly Increase (After Provincial Tax Rebates/Credits)		**$ 3.21**			**$ (1.30)**		

*Average single family residential property

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Budget Breakdown – Expenses

Budget Type	2025-2026	Increase	%	2026-2027	Increase	%
Non controllable - Services & Supplies	7,177,152	410,984	6.1%	7,001,970	(175,182)	-2.4%
Non Controllable - Payroll Tax	2,395,824	136,962	6.1%	2,565,860	170,036	7.1%
Contracts	1,777,380	130,743	7.9%	1,920,640	143,260	8.1%
Total Non Controllable Expenditures	11,350,356	678,689	6.4%	11,488,470	138,114	1.2%
Controllable Services & Supplies	4,395,018	51,139	1.2%	4,479,320	84,302	1.9%
School Instructional Budgets	2,185,367	72,753	3.4%	2,259,760	74,393	3.4%
Capital & Maintenance Budget	1,853,618	39,182	2.2%	2,172,990	319,372	17.2%
Total Controllable Expenditures	8,434,003	163,074	2.0%	8,912,070	478,067	5.7%
Total Supplies and Services	19,784,359	841,763	4.4%	20,400,540	616,181	3.1%
	14.08%			13.63%		
Salaries	111,087,096	6,351,847	6.1%	118,942,290	7,855,194	7.1%
Non Controllable - Benefits	9,618,010	866,490	9.9%	10,340,070	722,060	7.5%
Total Salaries & Benefits	120,705,106	7,218,337	6.4%	129,282,360	8,577,254	7.1%
	85.92%			86.37%		
Total Operating Expenses	**140,489,465**	**8,060,100**	**6.1%**	**149,682,900**	**9,193,435**	**6.5%**
Net Transfers to/(from) Capital	143,300	-	0.0%	153,500	10,200	7.1%
Total Operating Expenses & Transfers to Capital	**140,632,765**	**8,060,100**	**6.1%**	**149,836,400**	**9,203,635**	**6.5%**

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Budget Breakdown – Special Requirement

Budget Type	2025-2026	Increase	%	2026-2027	Increase	%
Total Operating Expenses & Transfers to Capital	**140,632,765**	**8,060,100**	**6.1%**	**149,836,400**	**9,203,635**	**6.5%**
Revenue						
Provincial Funding & Other Revenue	80,633,256	3,707,772	4.8%	85,574,873	4,941,617	6.1%
Special Requirement	59,999,509	4,352,328	7.8%	64,261,527	4,262,018	7.1%
Total Revenue	**140,632,765**	**8,060,100**	**6.1%**	**149,836,400**	**9,203,635**	**6.5%**
Net Surplus (Deficit)	-			-		

7

If Nothing Changes: +4.12% in 2027, Unchanged in 2028

4.12%
special levy and mill rate increase in 2027 ($2,441,551); 0.00% further change in 2028

+$84.39 / year
in 2027 school taxes on a typical $301,300 home ($7.03/month), before the provincial tax credit

$15.25 / year
change in 2027 school taxes for every $1M change in expenditures ($19.80 in 2028)



		2027-2028 Budget			2028 Mill Rate Commitment		
	2026	2027	$ Change	% Change	2028	$ Change	Inc
Budget - Special Requirement	$ 64,261,527	$ 64,261,527	$ -	0.00%	$ 64,261,527	$ -	0.00%
Budget - Special Levy	$ 59,274,200	$ 61,715,751	$ 2,441,551	4.12%	$ 61,715,751	$ -	0.00%
Total School Assessment	$ 3,922,655,250	$ 3,922,655,250	$ -	0.00%	$ 3,922,655,250	$ -	0.00%
Brandon School Division Tax Assessed Value*	$ 301,300	$ 301,300	$ -	0.00%	$ 301,300	$ -	0.00%
Portioned Value @ 45%	135,585	135,585			135,585		
Mill Rate	15.111	15.733	0.622	4.12%	15.733	-	0.00%
Total School Taxes	**$ 2,048.79**	**$ 2,133.18**	**$ 84.39**	4.12%	**$ 2,133.18**	**$ -**	**0.00%**
Homeowners Affordability Tax Credit (HATC)	$ (1,600.00)	$ (1,700.00)	$ (100.00)	6.25%	$ (1,700.00)	$ -	0.00%
Net School Taxes (After Provincial Tax Rebates)	**$ 448.79**	**$ 433.18**	**$ (15.61)**	(3.48%)	**$ 433.18**	**$ -**	0.00%
Net Annual Increase (After Provincial Tax Rebates/Credits)		**$ (15.61)**			$ -		
Net Monthly Increase (After Provincial Tax Rebates/Credits)		**$ (1.30)**			$ -		

*Average single family residential property

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Change in Provincial Funding Support

	DSF2024-25E2 2024/2025 ESTIMATE	DSF2025-26E2 2025/2026 ESTIMATE	2025-2026 Difference to Prior Year Amount	%	DSF2026-27E2 2026/2027 ESTIMATE	2026-2027 Difference to Prior Year Amount	%
Base Support	27,894,510	29,320,380	1,425,870	5.1%	29,623,789	303,409	1.0%
Categorical Support	8,116,783	7,846,226	(270,557)	(3.3%)	7,791,231	(54,995)	(0.7%)
Equalization Support	26,948,253	32,025,970	5,077,717	18.8%	35,313,512	3,287,542	10.3%
School Building (D-Grant) Support	211,560	211,020	(540)	(0.3%)	211,980	960	0.5%
Technology Enhancement Equipment	95,400	95,400	0	0.0%	148,800	53,400	56.0%
Total Operating Support (Funding of Schools)	**63,266,506**	**69,498,996**	**6,232,490**	**9.9%**	**73,089,312**	**3,590,316**	**5.2%**
Tax Incentive Grant (TIG) / TIG Guarantee (TIGG) / Property Tax Offset Grant	**3,342,631**	**3,342,631**	**0**	0.0%	**3,342,631**	**0**	0.0%
Total Operating including TIG, TIGG, PTOG	**66,609,137**	**72,841,626**	**6,232,490**	**9.4%**	**76,431,943**	**3,590,316**	**4.9%**
Additional Special Needs	**861,393**	**861,393**	**0**	**0.0%**	**861,393**	**0**	**0.0%**
Wage & Enrolment Growth Redistribution	**3,586,303**	**913,192**	**(2,673,111)**	**(74.5%)**	**913,192**	**0**	**0.0%**
Support for Enrolment Growth	**366,000**	**0**	**(366,000)**	**(100.0%)**	**0**	**0**	**0.0%**
Student Engagement and Presence	**959,000**	**959,000**	**0**	**0.0%**	**959,000**	**0**	**0.0%**
Additional Operating Support**	**1,839,000**	**1,839,000**	**0**	**0.0%**	**1,839,000**	**0**	**0.0%**
Nutrition Funding	**1,020,000**	**1,123,000**	**103,000**	**10.1%**	**1,123,000**	**0**	**0.0%**
Harmonization Grant					**1,071,746**	**1,071,746**	**100.0%**
Total including Additional Funding	**75,240,833**	**78,537,212**	**3,296,379**	**4.4%**	**83,199,274**	**4,662,062**	**5.9%**

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2026-2027 Operating Budget Summary

	2025-2026 BUDGET	2026-2027 BUDGET	BUDGET INCREASE (DECREASE)	% Change
Revenue				
Provincial Government	97,941,808	103,847,588	5,905,780	6.0%
Federal Government	28,000	291,000	263,000	939.3%
Municipal Government	40,306,553	43,614,632	3,308,079	8.2%
Other School Divisions	477,520	463,510	(14,010)	-2.9%
First Nations	438,650	312,480	(126,170)	-28.8%
Private Organizations and Individuals	1,027,084	920,500	(106,584)	-10.4%
Other Sources	413,150	386,690	(26,460)	-6.4%
Total Revenue	140,632,765	149,836,400	9,203,635	6.5%
Expenses				
Regular Instruction	85,179,914	91,414,490	6,234,576	7.3%
Student Support Services	28,564,600	29,610,670	1,046,070	3.7%
Community Education and Services	586,295	608,060	21,765	3.7%
Divisional Administration	3,655,370	3,838,970	183,600	5.0%
Instructional & Other Support Services	4,521,937	5,321,890	799,953	17.7%
Transportation	3,294,200	3,402,070	107,870	3.3%
Operations and Maintenance	12,265,935	12,911,240	645,305	5.3%
Fiscal	2,421,214	2,575,510	154,296	6.4%
Total Expenses	140,489,465	149,682,900	9,193,435	6.5%
Operating Surplus (Deficit)	143,300	153,500	10,200	
Net Transfers from (to) Capital Fund	(143,300)	(153,500)	(10,200)	
Net Surplus (Deficit)	-	-	-	

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2026-2027 Budget Additions

Item(s)	FTE	Amount ($)
Maintenance Workers	2.00	133,110
Facility Maintenance and Adaptations		275,000
Carpenter	1.00	100,260
School Safety - Controlled/Monitored Access - Home School Liaisons	10.73	360,140
Security as a Service		66,460
Add back teachers reduced in the 2025-2026 budget through the Pupil/Teacher ratio	5.00	525,250
Education Assistants - Change model used for EA Ratio	6.39	214,510
Instructional Support	1.50	157,580
2026-2027 Total	**26.62**	**1,832,310**

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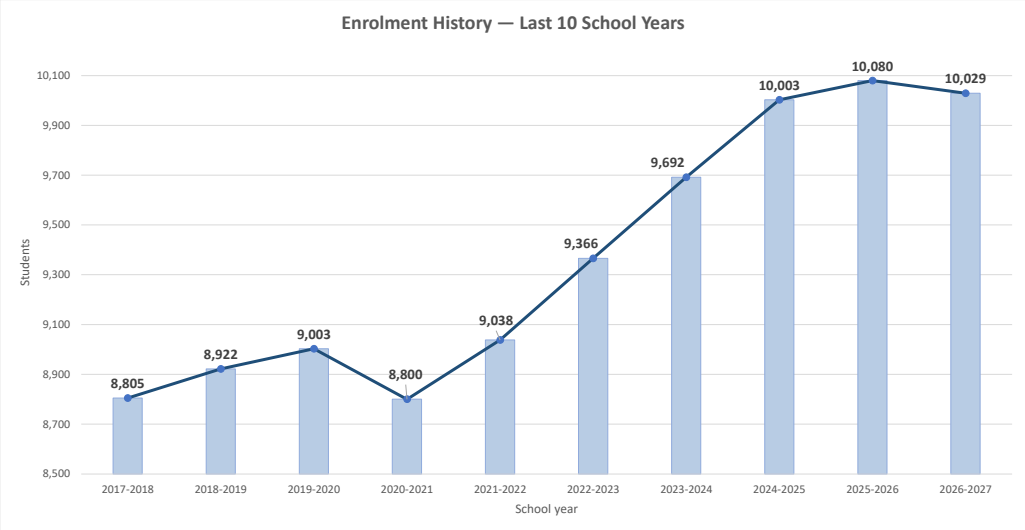
Summary of Budget Additions and Reductions

Budget Year	FTE	Amount ($)
2026-2027	**26.62**	**1,832,310**
2025-2026	**(31.00)**	**(2,347,440)**
2024-2025	**12.24**	**1,266,431**
2023-2024	**4.00**	**518,639**
2022-2023	**(7.12)**	**(1,041,900)**
2021-2022	**(3.00)**	**(720,500)**
2020-2021	**6.00**	**808,900**
2019-2020	**12.00**	**418,800**
2018-2019	**8.00**	**331,500**
2017-2018	**(5.00)**	**(976,800)**
5 Year Total (2022-23 to 2026-2027)	**4.74**	**228,040**
10 Year Total (2017-18 to 2026-2027)	**22.74**	**89,940**

The above budget additions and reductions through budget deliberations do not include staffing changes based on approved staffing ratios or additional expenses due to enrollment growth, inflation or contractual obligations.

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Enrolment



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FRAME Report

- FRAME stands for the Financial Reporting and Accounting in Manitoba Education
- provides school divisions with a standardized method of accounting and financial reporting
- provides provincewide data, which can be used by school division management, Manitoba Education and Early Childhood Learning, or interested third parties
- Most recent FRAME document is the 2025-26 FRAME Budget Report

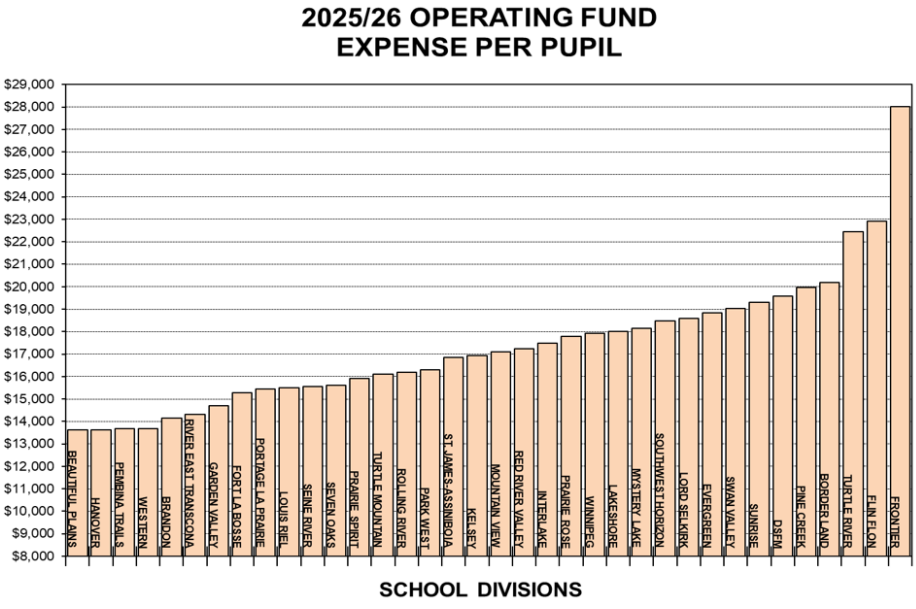
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Comparisons to average

- The Division should not strive to be at the average level in all areas
- The comparisons should not be interpreted as a budget target
- The comparisons are provided to give perspective on where the Division could focus enhancements or reductions relative to where other divisions have focused
- BSD is often compared to urban divisions
- % of budget and per pupil comparisons are used to provide relative comparisons between different sized divisions
- All comparisons are for the 25-26 budget and will not reflect any changes divisions made to their 26-27 budget
- Brandon data is included in the average for both the provincial and urban

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Brandon School Division comparisons



- BSD Expense per pupil was $14,140
- Province Expense per pupil was $16,493
- Urban Average Expense per pupil was $15,429
- BSD Expense per pupil is the 5th lowest in the province and 2nd lowest of urban
- Using the 25/26 Frame budget enrolment, BSD would have had to expense an additional $12.75 million to reach the urban per pupil average
- More insight can be found in the different areas of expenses
- Pg 4 - 5

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DIVISION / DISTRICT	FRAME PUPIL/TEACHER RATIOS	
	REGULAR INSTRUCTION [1]	EDUCATOR [2]
BEAUTIFUL PLAINS	16.3	14.0
BORDER LAND	11.8	9.6
BRANDON	16.8	13.4
DSFM	14.7	11.7
EVERGREEN	13.5	11.1
FLIN FLON	13.3	10.6
FORT LA BOSSE	14.3	12.7
FRONTIER	13.4	10.7
GARDEN VALLEY	17.1	13.9
HANOVER	18.0	14.5
INTERLAKE	16.5	12.3
KELSEY	16.3	12.2
LAKESHORE	14.7	12.3
LORD SELKIRK	14.5	11.6
LOUIS RIEL	18.1	13.7
MOUNTAIN VIEW	15.9	12.9
MYSTERY LAKE	15.8	12.3
PARK WEST	14.7	12.0
PEMBINA TRAILS	18.3	14.9
PINE CREEK	11.4	10.1
PORTAGE LA PRAIRIE	15.4	12.4
PRAIRIE ROSE	14.1	11.3
PRAIRIE SPIRIT	16.2	12.7
RED RIVER VALLEY	15.7	12.5
RIVER EAST TRANSCONA	17.7	13.5
ROLLING RIVER	16.8	13.7
SEINE RIVER [3]	18.1	14.6
SEVEN OAKS	16.7	13.6
SOUTHWEST HORIZON	14.4	11.8
ST. JAMES-ASSINIBOIA	17.6	13.5
SUNRISE	15.2	11.8
SWAN VALLEY	16.3	12.8
TURTLE MOUNTAIN	15.5	12.9
TURTLE RIVER	11.3	9.8
WESTERN	17.4	14.2
WINNIPEG	16.2	12.8
PROVINCE	16.4	13.0

Pupil/Teacher Ratio Estimate September 2025

- Regular Instruction ratio includes classroom, PE, Music, EAL teachers but does not include school-based administration or special placement classroom teachers
- Educator ratio includes total teaching and school-based administration. Does not include Division Administration.
- Lower ratios mean more teacher FTE per student
- BSD Regular Instruction Ratio is 16.8 and Educator Ratio is 13.4
- Provincial Regular Instruction Ratio is 16.4 and Educator Ratio is 13.0
- Average Urban Regular Instruction Ratio is 17.4 and Educator Ratio is 13.6
- BSD has the 2nd lowest ratio of urban divisions in educator and 3rd lowest in Regular. Change due to Budget staffing reductions in the 2025/2026 budget
- Does not represent % of budget dedicated to school
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A Bigger Share of a Smaller Budget Can Still Mean Fewer Dollars

Consider two families…

- Family A's monthly salary is $3,750
- Family A spends 40% of their combined salary on rent
- Family A's rent is $1,500.
- Family A spends a greater portion of their budget on rent but spends less $ on rent.
- Family A spends $1,000 on food (27%)
- Family A has less of their budget to spend on other items

- Family B's monthly salary is $12,500
- Family B spends 20% of their combined salary on rent
- Family B's rent is $2,500.
- Family B spends a smaller portion of their budget on rent but spends a greater amount on rent
- Family B spends $2,000 on food (16%)

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Analysis of Expense by Function
Operating Fund 2025/26 Budget

	REGULAR INSTRUCTION			STUDENT SUPPORT SERVICES			ADULT LEARNING CENTRES	
DIVISION / DISTRICT	AMOUNT	%	PER PUPIL	AMOUNT	%	PER PUPIL	AMOUNT	%
BEAUTIFUL PLAINS	19,701,555	64.7	8,825	3,862,678	12.7	1,730		
BORDER LAND	24,414,979	58.8	11,989	6,351,660	15.3	3,119	360,000	0.9
BRANDON	85,108,414	60.6	8,606	28,564,600	20.3	2,889		
DSFM	69,923,668	54.7	10,794	16,933,978	13.2	2,614	295,042	0.2
EVERGREEN	14,153,429	53.9	10,146	4,481,782	17.1	3,213		
FLIN FLON	10,389,266	55.9	12,890	3,595,770	19.3	4,461	100,833	0.5
FORT LA BOSSE	14,711,940	62.5	9,622	2,480,900	10.5	1,623		
FRONTIER	70,013,095	40.1	11,584	29,638,625	17.0	4,904	2,538,585	1.5
GARDEN VALLEY	36,236,191	57.9	8,544	11,369,601	18.2	2,681		
HANOVER	71,601,800	60.7	8,276	21,875,500	18.5	2,529		
INTERLAKE	27,086,276	54.8	9,588	9,952,000	20.1	3,523		
KELSEY	12,565,691	50.3	8,775	5,380,732	21.6	3,757	684,130	2.7
LAKESHORE	9,675,173	51.7	9,532	3,213,000	17.2	3,166	322,587	1.7
LORD SELKIRK	43,944,399	59.0	11,050	12,936,948	17.4	3,253	375,124	0.5
LOUIS RIEL	148,429,721	54.9	8,605	59,426,329	22.0	3,445	375,204	0.1
MOUNTAIN VIEW	29,078,403	55.5	9,511	8,175,352	15.6	2,674		
MYSTERY LAKE	26,930,281	51.2	9,309	11,736,737	22.3	4,057		
PARK WEST	21,901,709	59.7	9,841	5,217,223	14.2	2,344	193,119	0.5
PEMBINA TRAILS	142,070,429	58.2	7,959	49,498,433	20.3	2,773		
PINE CREEK	13,074,157	61.2	12,219	2,669,483	12.5	2,495		
PORTAGE LA PRAIRIE	31,203,439	58.5	9,048	10,334,970	19.4	2,997		
PRAIRIE ROSE	23,238,757	55.9	10,038	6,989,043	16.8	3,019	366,107	0.9
PRAIRIE SPIRIT	19,679,950	56.7	9,025	5,582,045	16.1	2,560		
RED RIVER VALLEY	23,028,090	57.1	9,862	6,795,163	16.8	2,910		
RIVER EAST TRANSCONA	155,434,836	58.1	8,403	55,051,897	20.6	2,976	1,887,943	0.7
ROLLING RIVER	16,619,640	57.1	9,254	4,081,330	14.0	2,272		
SEINE RIVER	42,799,416	56.0	8,749	15,325,900	20.0	3,133	363,460	0.5
SEVEN OAKS	111,609,972	57.8	9,282	35,811,302	18.5	2,978	2,523,725	1.3
SOUTHWEST HORIZON	14,459,700	54.4	10,126	4,774,150	18.0	3,343		
ST. JAMES-ASSINIBOIA	77,948,104	55.1	9,367	33,271,643	23.5	3,998		
SUNRISE	45,617,421	53.1	10,402	17,146,938	20.0	3,910	1,153,563	1.3
SWAN VALLEY	13,483,831	51.7	9,846	5,356,841	20.5	3,912		
TURTLE MOUNTAIN	9,941,092	56.2	9,171	3,027,206	17.1	2,793	216,412	1.2
TURTLE RIVER	7,207,495	54.7	12,321	1,950,112	14.8	3,334		
WESTERN	19,604,631	59.5	8,269	5,783,281	17.5	2,439	472,563	1.4
WINNIPEG	275,901,933	53.0	9,663	113,589,432	21.8	3,978	819,633	0.2
PROVINCE	1,778,788,883	55.4	9,241	622,232,584	19.4	3,233	13,048,030	0.4

Expense by function - Regular Instruction

- Provincial Average for Regular Instruction is 55.4% of budget and $9,241 per pupil
- BSD has the 5th highest % (60.6%) for Regular Instruction of budget
- BSD per pupil amount is 7th lowest ($8,606) with a provincial average of $9,241. BSD has a smaller per pupil amount but directs a greater portion of the budget to schools
- BSD has the highest % of budget (60.6%) for Regular Instruction of Urban divisions (56.8% average)
- BSD per pupil amount is 4th ($8,606) of urban divisions with an urban average of ($8,841). BSD has a smaller per pupil amount but directs a greater portion of the budget to schools
- Using the 25/26 Frame budget enrolment, BSD expensed $2.32 million less in comparison to the urban average
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Analysis of Expense by Function
Operating Fund 2025/26 Budget

	REGULAR INSTRUCTION			STUDENT SUPPORT SERVICES			ADULT LEARNING CENTRES	
DIVISION / DISTRICT	AMOUNT	%	PER PUPIL	AMOUNT	%	PER PUPIL	AMOUNT	%
BEAUTIFUL PLAINS	19,701,555	64.7	8,825	3,862,678	12.7	1,730		
BORDER LAND	24,414,979	58.8	11,989	6,351,660	15.3	3,119	360,000	0.9
BRANDON	85,108,414	60.6	8,606	28,564,600	20.3	2,889		
DSFM	69,923,668	54.7	10,794	16,933,978	13.2	2,614	295,042	0.2
EVERGREEN	14,153,429	53.9	10,146	4,481,782	17.1	3,213		
FLIN FLON	10,389,266	55.9	12,890	3,595,770	19.3	4,461	100,833	0.5
FORT LA BOSSE	14,711,940	62.5	9,622	2,480,900	10.5	1,623		
FRONTIER	70,013,095	40.1	11,584	29,638,625	17.0	4,904	2,538,585	1.5
GARDEN VALLEY	36,236,191	57.9	8,544	11,369,601	18.2	2,681		
HANOVER	71,601,800	60.7	8,276	21,875,500	18.5	2,529		
INTERLAKE	27,086,276	54.8	9,588	9,952,000	20.1	3,523		
KELSEY	12,565,691	50.3	8,775	5,380,732	21.6	3,757	684,130	2.7
LAKESHORE	9,675,173	51.7	9,532	3,213,000	17.2	3,166	322,587	1.7
LORD SELKIRK	43,944,399	59.0	11,050	12,936,948	17.4	3,253	375,124	0.5
LOUIS RIEL	148,429,721	54.9	8,605	59,426,329	22.0	3,445	375,204	0.1
MOUNTAIN VIEW	29,078,403	55.5	9,511	8,175,352	15.6	2,674		
MYSTERY LAKE	26,930,281	51.2	9,309	11,736,737	22.3	4,057		
PARK WEST	21,901,709	59.7	9,841	5,217,223	14.2	2,344	193,119	0.5
PEMBINA TRAILS	142,070,429	58.2	7,959	49,498,433	20.3	2,773		
PINE CREEK	13,074,157	61.2	12,219	2,669,483	12.5	2,495		
PORTAGE LA PRAIRIE	31,203,439	58.5	9,048	10,334,970	19.4	2,997		
PRAIRIE ROSE	23,238,757	55.9	10,038	6,989,043	16.8	3,019	366,107	0.9
PRAIRIE SPIRIT	19,679,950	56.7	9,025	5,582,045	16.1	2,560		
RED RIVER VALLEY	23,028,090	57.1	9,862	6,795,163	16.8	2,910		
RIVER EAST TRANSCONA	155,434,836	58.1	8,403	55,051,897	20.6	2,976	1,887,943	0.7
ROLLING RIVER	16,619,640	57.1	9,254	4,081,330	14.0	2,272		
SEINE RIVER	42,799,416	56.0	8,749	15,325,900	20.0	3,133	363,460	0.5
SEVEN OAKS	111,609,972	57.8	9,282	35,811,302	18.5	2,978	2,523,725	1.3
SOUTHWEST HORIZON	14,459,700	54.4	10,126	4,774,150	18.0	3,343		
ST. JAMES-ASSINIBOIA	77,948,104	55.1	9,367	33,271,643	23.5	3,998		
SUNRISE	45,617,421	53.1	10,402	17,146,938	20.0	3,910	1,153,563	1.3
SWAN VALLEY	13,483,831	51.7	9,846	5,356,841	20.5	3,912		
TURTLE MOUNTAIN	9,941,092	56.2	9,171	3,027,206	17.1	2,793	216,412	1.2
TURTLE RIVER	7,207,495	54.7	12,321	1,950,112	14.8	3,334		
WESTERN	19,604,631	59.5	8,269	5,783,281	17.5	2,439	472,563	1.4
WINNIPEG	275,901,933	53.0	9,663	113,589,432	21.8	3,978	819,633	0.2
PROVINCE	1,778,788,883	55.4	9,241	622,232,584	19.4	3,233	13,048,030	0.4

Expense by function - Student Support Services

- Student Support Services includes clinical, resource and guidance positions.
- BSD has the 7th highest % (20.3%) for Student Support Services and the provincial average is 19.4%.
- BSD per pupil amount is 22nd ($2,889) with a provincial average of $3,233.
- BSD is tied for 5th highest urban (20.3%) for Student Support Services and the urban average is 21.8%
- BSD per pupil amount is ($2,889) with an urban average of ($3,291).
- Using the 25/26 Frame budget enrolment, BSD would have had to expense an additional $3.98 million to reach the urban per pupil average
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Analysis of Expense by Function (*continued*)
Operating Fund 2025/26 Budget

	COMMUNITY EDUCATION AND SERVICES		DIVISIONAL ADMINISTRATION			INSTRUCTIONAL & OTHER SUPPORT SERVICES		
DIVISION / DISTRICT	AMOUNT	%	AMOUNT	%	PER PUPIL	AMOUNT	%	PER PUPIL
BEAUTIFUL PLAINS	24,310	0.1	901,678	3.0	404	860,384	2.8	385
BORDER LAND	52,690	0.1	1,217,488	2.9	598	856,406	2.1	421
BRANDON	586,295	0.4	3,655,370	2.6	370	4,521,937	3.2	457
DSFM	738,946	0.6	4,464,157	3.5	689	4,925,341	3.9	760
EVERGREEN			908,781	3.5	651	694,703	2.6	498
FLIN FLON	12,169	0.1	716,390	3.9	889	347,640	1.9	431
FORT LA BOSSE	177,690	0.8	897,332	3.8	587	634,940	2.7	415
FRONTIER	2,529,164	1.5	9,391,619	5.4	1,554	12,798,546	7.3	2,118
GARDEN VALLEY	160,229	0.3	1,962,711	3.1	463	2,150,678	3.4	507
HANOVER	128,200	0.1	2,669,300	2.3	309	2,610,900	2.2	302
INTERLAKE			1,551,000	3.1	549	1,598,350	3.2	566
KELSEY	54,249	0.2	940,657	3.8	657	1,178,537	4.7	823
LAKESHORE	121,987	0.7	726,050	3.9	715	476,500	2.5	469
LORD SELKIRK	251,001	0.3	2,226,300	3.0	560	1,929,415	2.6	485
LOUIS RIEL	2,577,521	1.0	8,856,701	3.3	513	12,448,558	4.6	722
MOUNTAIN VIEW	121,662	0.2	1,628,194	3.1	533	2,008,463	3.8	657
MYSTERY LAKE	41,968	0.1	2,110,038	4.0	729	3,122,991	5.9	1,080
PARK WEST	129,444	0.4	1,286,711	3.5	578	1,207,871	3.3	543
PEMBINA TRAILS	182,879	0.1	7,489,182	3.1	420	9,915,774	4.1	555
PINE CREEK	14,790	0.1	668,900	3.1	625	549,007	2.6	513
PORTAGE LA PRAIRIE	51,260	0.1	1,422,340	2.7	412	2,366,284	4.4	686
PRAIRIE ROSE	28,077	0.1	1,281,762	3.1	554	1,272,659	3.1	550
PRAIRIE SPIRIT	34,617	0.1	1,000,870	2.9	459	1,137,821	3.3	522
RED RIVER VALLEY	61,325	0.2	1,408,022	3.5	603	947,012	2.3	406
RIVER EAST TRANSCONA	599,581	0.2	7,245,022	2.7	392	9,965,064	3.7	539
ROLLING RIVER	23,475	0.1	1,036,765	3.6	577	849,055	2.9	473
SEINE RIVER			2,383,928	3.1	487	2,526,270	3.3	516
SEVEN OAKS	2,971,444	1.5	5,376,530	2.8	447	8,109,118	4.2	674
SOUTHWEST HORIZON	200,100	0.8	973,200	3.7	682	537,850	2.0	377
ST. JAMES-ASSINIBOIA	1,193,128	0.8	4,556,872	3.2	548	5,216,855	3.7	627
SUNRISE	61,718	0.1	2,642,780	3.1	603	1,845,576	2.1	421
SWAN VALLEY	43,741	0.2	911,986	3.5	666	686,607	2.6	501
TURTLE MOUNTAIN	16,876	0.1	578,199	3.3	533	673,332	3.8	621
TURTLE RIVER	35,161	0.3	496,768	3.8	849	244,255	1.9	418
WESTERN	70,793	0.2	868,367	2.6	366	859,766	2.6	363
WINNIPEG	8,469,445	1.6	14,424,372	2.8	505	22,189,026	4.3	777
PROVINCE	21,765,935	0.7	100,876,342	3.1	524	124,263,491	3.9	646

Expense by function – Division Administration

- Division Administration includes Board of Trustees, Business and Administrative Services
- BSD has the 2nd lowest % at 2.6% for Division Administration and provincial average is 3.1%
- While BSD has the 2nd lowest %, the per pupil amount is 3rd ($370) lowest with a provincial average of $524. BSD has a small per pupil budget and directs a small portion of the budget to Division Administration
- BSD has the lowest urban at 2.6% for Division Administration with an urban average of 2.9%
- BSD has the lowest urban per pupil amount $370 with an urban average of $456.
- Using the 25/26 Frame budget enrolment, BSD would have had to expense an additional $0.86 million to reach the urban per pupil average
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Analysis of Expense by Function (*continued*)
Operating Fund 2025/26 Budget

	COMMUNITY EDUCATION AND SERVICES		DIVISIONAL ADMINISTRATION			INSTRUCTIONAL & OTHER SUPPORT SERVICES		
DIVISION / DISTRICT	AMOUNT	%	AMOUNT	%	PER PUPIL	AMOUNT	%	PER PUPIL
BEAUTIFUL PLAINS	24,310	0.1	901,678	3.0	404	860,384	2.8	385
BORDER LAND	52,690	0.1	1,217,488	2.9	598	856,406	2.1	421
BRANDON	586,295	0.4	3,655,370	2.6	370	4,521,937	3.2	457
DSFM	738,946	0.6	4,464,157	3.5	689	4,925,341	3.9	760
EVERGREEN			908,781	3.5	651	694,703	2.6	498
FLIN FLON	12,169	0.1	716,390	3.9	889	347,640	1.9	431
FORT LA BOSSE	177,690	0.8	897,332	3.8	587	634,940	2.7	415
FRONTIER	2,529,164	1.5	9,391,619	5.4	1,554	12,798,546	7.3	2,118
GARDEN VALLEY	160,229	0.3	1,962,711	3.1	463	2,150,678	3.4	507
HANOVER	128,200	0.1	2,669,300	2.3	309	2,610,900	2.2	302
INTERLAKE			1,551,000	3.1	549	1,598,350	3.2	566
KELSEY	54,249	0.2	940,657	3.8	657	1,178,537	4.7	823
LAKESHORE	121,987	0.7	726,050	3.9	715	476,500	2.5	469
LORD SELKIRK	251,001	0.3	2,226,300	3.0	560	1,929,415	2.6	485
LOUIS RIEL	2,577,521	1.0	8,856,701	3.3	513	12,448,558	4.6	722
MOUNTAIN VIEW	121,662	0.2	1,628,194	3.1	533	2,008,463	3.8	657
MYSTERY LAKE	41,968	0.1	2,110,038	4.0	729	3,122,991	5.9	1,080
PARK WEST	129,444	0.4	1,286,711	3.5	578	1,207,871	3.3	543
PEMBINA TRAILS	182,879	0.1	7,489,182	3.1	420	9,915,774	4.1	555
PINE CREEK	14,790	0.1	668,900	3.1	625	549,007	2.6	513
PORTAGE LA PRAIRIE	51,260	0.1	1,422,340	2.7	412	2,366,284	4.4	686
PRAIRIE ROSE	28,077	0.1	1,281,762	3.1	554	1,272,659	3.1	550
PRAIRIE SPIRIT	34,617	0.1	1,000,870	2.9	459	1,137,821	3.3	522
RED RIVER VALLEY	61,325	0.2	1,408,022	3.5	603	947,012	2.3	406
RIVER EAST TRANSCONA	599,581	0.2	7,245,022	2.7	392	9,965,064	3.7	539
ROLLING RIVER	23,475	0.1	1,036,765	3.6	577	849,055	2.9	473
SEINE RIVER			2,383,928	3.1	487	2,526,270	3.3	516
SEVEN OAKS	2,971,444	1.5	5,376,530	2.8	447	8,109,118	4.2	674
SOUTHWEST HORIZON	200,100	0.8	973,200	3.7	682	537,850	2.0	377
ST. JAMES-ASSINIBOIA	1,193,128	0.8	4,556,872	3.2	548	5,216,855	3.7	627
SUNRISE	61,718	0.1	2,642,780	3.1	603	1,845,576	2.1	421
SWAN VALLEY	43,741	0.2	911,986	3.5	666	686,607	2.6	501
TURTLE MOUNTAIN	16,876	0.1	578,199	3.3	533	673,332	3.8	621
TURTLE RIVER	35,161	0.3	496,768	3.8	849	244,255	1.9	418
WESTERN	70,793	0.2	868,367	2.6	366	859,766	2.6	363
WINNIPEG	8,469,445	1.6	14,424,372	2.8	505	22,189,026	4.3	777
PROVINCE	21,765,935	0.7	100,876,342	3.1	524	124,263,491	3.9	646

Expense by function- Instructional Support

- Instructional Support includes curriculum consulting, library and professional development
- BSD has the 18th highest % (3.2%) for Instructional Support Services and the provincial average is 3.9%
- While BSD has the 18th highest %, the per pupil amount is 25th ($457) with a provincial average of $646. BSD has a smaller per pupil budget but directs a greater portion of the budget to instructional services
- BSD has the lowest urban % (3.2%) for Instructional Support with an urban average of 4.0%
- BSD has the lowest urban per pupil amount ($457) with an urban average of $622.
- Using the 25/26 Frame budget enrolment, BSD would have had to expense an additional $1.63 million to reach the urban per pupil average
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Analysis of Expense by Function (*continued*)
Operating Fund 2025/26 Budget

	TRANSPORTATION OF PUPILS			OPERATIONS AND MAINTENANCE			FISCAL		
DIVISION / DISTRICT	AMOUNT	%	PER PUPIL	AMOUNT	%	PER PUPIL	AMOUNT	%	PER PUPIL
BEAUTIFUL PLAINS	1,726,701	5.7	773	2,839,440	9.3	1,272	519,919	1.7	233
BORDER LAND	3,097,865	7.5	1,521	4,431,582	10.7	2,176	735,614	1.8	361
BRANDON	3,294,200	2.3	333	12,265,935	8.7	1,240	2,421,214	1.7	245
DSFM	14,289,644	11.2	2,206	14,409,033	11.3	2,224	1,877,656	1.5	290
EVERGREEN	2,254,350	8.6	1,616	3,382,120	12.9	2,424	400,000	1.5	287
FLIN FLON	637,316	3.4	791	2,570,940	13.8	3,190	223,381	1.2	277
FORT LA BOSSE	1,865,257	7.9	1,220	2,285,328	9.7	1,495	473,000	2.0	309
FRONTIER	14,207,128	8.1	2,351	31,762,722	18.2	5,255	1,524,479	0.9	252
GARDEN VALLEY	3,237,887	5.2	763	6,392,361	10.2	1,507	1,032,500	1.7	243
HANOVER	5,187,400	4.4	600	11,764,500	10.0	1,360	2,184,900	1.9	253
INTERLAKE	3,303,000	6.7	1,169	5,019,000	10.2	1,777	893,000	1.8	316
KELSEY	608,135	2.4	425	3,140,315	12.6	2,193	414,554	1.7	289
LAKESHORE	2,045,400	10.9	2,015	1,863,732	10.0	1,836	265,000	1.4	261
LORD SELKIRK	3,435,622	4.6	864	7,997,408	10.7	2,011	1,447,700	1.9	364
LOUIS RIEL	6,927,199	2.6	402	26,567,599	9.8	1,540	4,547,314	1.7	264
MOUNTAIN VIEW	3,633,713	6.9	1,188	6,759,614	12.9	2,211	979,423	1.9	320
MYSTERY LAKE	741,215	1.4	256	7,048,315	13.4	2,436	845,390	1.6	292
PARK WEST	2,138,831	5.8	961	4,109,437	11.2	1,847	526,600	1.4	237
PEMBINA TRAILS	6,069,766	2.5	340	24,543,634	10.1	1,375	4,385,000	1.8	246
PINE CREEK	2,017,632	9.4	1,886	2,046,399	9.6	1,913	324,864	1.5	304
PORTAGE LA PRAIRIE	1,445,838	2.7	419	5,663,060	10.6	1,642	832,000	1.6	241
PRAIRIE ROSE	3,060,783	7.4	1,322	4,467,153	10.7	1,930	875,000	2.1	378
PRAIRIE SPIRIT	2,891,210	8.3	1,326	3,811,378	11.0	1,748	595,295	1.7	273
RED RIVER VALLEY	3,556,183	8.8	1,523	3,742,394	9.3	1,603	790,054	2.0	338
RIVER EAST TRANSCONA	6,675,444	2.5	361	26,509,348	9.9	1,433	4,004,453	1.5	216
ROLLING RIVER	2,164,265	7.4	1,205	3,539,340	12.2	1,971	774,000	2.7	431
SEINE RIVER	4,723,950	6.2	966	7,125,300	9.3	1,457	1,242,500	1.6	254
SEVEN OAKS	5,797,277	3.0	482	17,430,230	9.0	1,450	3,480,240	1.8	289
SOUTHWEST HORIZON	2,331,400	8.8	1,633	2,799,900	10.5	1,961	507,600	1.9	355
ST. JAMES-ASSINIBOIA	3,495,268	2.5	420	13,330,341	9.4	1,602	2,505,900	1.8	301
SUNRISE	6,788,328	7.9	1,548	8,771,814	10.2	2,000	1,878,285	2.2	428
SWAN VALLEY	2,195,737	8.4	1,603	2,982,202	11.4	2,178	444,000	1.7	324
TURTLE MOUNTAIN	1,494,889	8.5	1,379	1,321,102	7.5	1,219	413,894	2.3	382
TURTLE RIVER	1,500,040	11.4	2,564	1,527,400	11.6	2,611	210,982	1.6	361
WESTERN	1,424,685	4.3	601	3,281,287	10.0	1,384	610,973	1.9	258
WINNIPEG	10,077,067	1.9	353	65,823,163	12.6	2,305	9,718,486	1.9	340
PROVINCE	140,340,625	4.4	729	353,324,826	11.0	1,836	54,905,170	1.7	285

Expense by function- Operations and Maintenance

- BSD has the 2nd lowest % (8.7%) for Operations and Maintenance and the provincial average is 11.0%
- BSD per pupil amount is 2nd lowest ($1,240) with a provincial average of $1,836.
- BSD has the lowest urban % (8.7%) for Operations and Maintenance with an urban average of 9.9%
- BSD has the lowest urban per pupil amount ($1,240) with an urban average of $1,564.
- Using the 25/26 Frame budget enrolment, BSD would have had to expense an additional $3.20 million to reach the urban per pupil average
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Direct Support to Pupils 2024/25 and 2025/26 Budget

DIVISION / DISTRICT	DIRECT SUPPORT TO PUPILS FUNCTIONS 100 + 200 + 600 [1]				DIRECT SUPPORT PER PUPIL	
	2024/25	% of Total Expense	2025/26	% of Total Expense	2024/25	2025/26
BEAUTIFUL PLAINS	22,858,817	80.2	24,424,617	80.3	10,219	10,940
BORDER LAND	30,424,331	76.8	31,623,045	76.9	14,954	15,528
BRANDON	111,561,198	84.6	118,194,951	84.5	11,792	11,952
DSFM	84,430,037	71.8	91,782,987	72.4	13,668	14,168
EVERGREEN	18,343,189	73.9	19,329,914	73.6	13,140	13,857
FLIN FLON	13,942,732	77.3	14,332,676	77.6	17,494	17,782
FORT LA BOSSE	17,263,760	76.6	17,827,780	76.4	11,074	11,660
FRONTIER	115,216,122	67.4	112,450,266	66.4	17,720	18,605
GARDEN VALLEY	47,103,875	80.2	49,756,470	79.8	11,086	11,732
HANOVER	94,505,600	81.8	96,088,200	81.5	11,094	11,107
INTERLAKE	35,137,514	78.8	38,636,626	78.2	12,277	13,677
KELSEY	18,561,153	79.2	19,124,960	78.9	12,962	13,355
LAKESHORE	13,208,884	74.1	13,364,673	73.2	13,548	13,167
LORD SELKIRK	54,697,682	80.1	58,810,762	79.6	14,520	14,788
LOUIS RIEL	196,877,860	82.1	220,304,608	82.4	11,576	12,772
MOUNTAIN VIEW	37,258,920	75.0	39,262,218	75.1	11,973	12,841
MYSTERY LAKE	40,480,020	80.7	41,790,009	79.5	14,352	14,445
PARK WEST	26,304,160	76.6	28,326,803	77.8	12,000	12,728
PEMBINA TRAILS	181,200,173	82.1	201,484,636	82.6	10,941	11,287
PINE CREEK	15,066,942	76.8	16,292,647	76.3	14,035	15,227
PORTAGE LA PRAIRIE	41,217,553	83.0	43,904,693	82.4	12,195	12,732
PRAIRIE ROSE	28,001,714	76.7	31,500,459	76.5	12,101	13,607
PRAIRIE SPIRIT	24,878,475	75.5	26,399,816	76.1	11,571	12,107
RED RIVER VALLEY	28,919,608	76.5	30,770,265	76.4	12,338	13,178
RIVER EAST TRANSCONA	206,516,932	83.0	220,451,797	83.2	11,374	11,918
ROLLING RIVER	20,774,815	74.4	21,550,025	74.1	11,854	11,999
SEINE RIVER	51,267,022	79.3	60,651,586	79.7	11,600	12,398
SEVEN OAKS	144,970,762	83.0	155,530,392	82.9	12,257	12,934
SOUTHWEST HORIZON	19,631,200	75.2	19,771,700	74.9	13,781	13,846
ST. JAMES-ASSINIBOIA	106,699,606	82.9	116,436,602	83.0	13,244	13,991
SUNRISE	60,814,616	76.8	64,609,935	76.3	13,182	14,733
SWAN VALLEY	20,842,493	76.2	19,527,279	74.9	15,038	14,259
TURTLE MOUNTAIN	12,466,130	78.8	13,641,630	78.2	11,839	12,585
TURTLE RIVER	9,307,399	73.1	9,401,862	71.6	15,397	16,072
WESTERN	24,278,056	80.5	26,247,678	80.9	10,695	11,070
WINNIPEG	374,486,825	80.4	411,680,391	80.4	13,180	14,418
PROVINCE	2,349,516,175	79.5	2,525,284,958	79.5	12,438	13,119

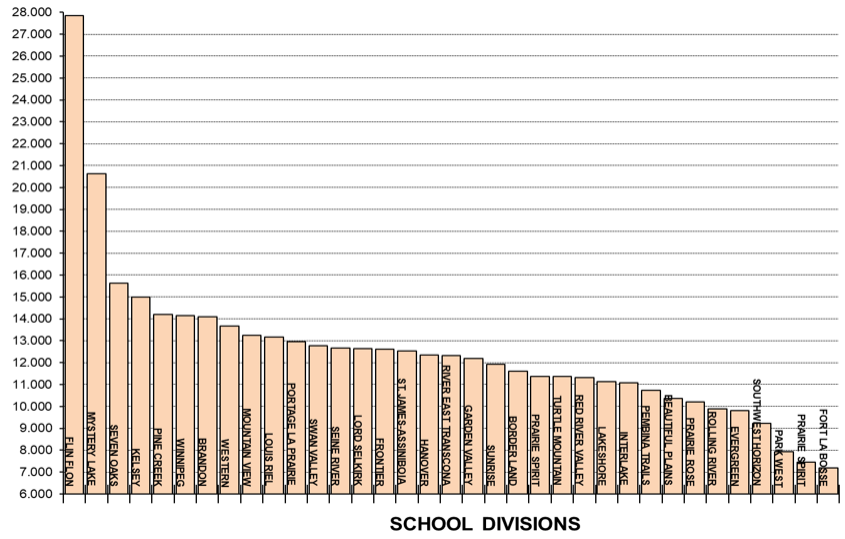
Direct Support to Pupils

- Direct Support to Pupils incorporates functions 100, 200 and 600 which include: teachers, EAs, textbooks/supplies, guidance/counselling, resource, clinicians, services, libraries, PD, curriculum consulting
- BSD direct support to pupils % of total expenses is the highest in the province at 84.5%. Provincial Average is 79.5%. Urban average is 82.7%.
- BSD Direct Support per pupil is $11,952. Provincial Average is $13,199 and urban average is $12,753.
- This represents a Board budgeting focus on the classroom but also represents the smaller amount budgeted in other areas and where reductions occur. In other words, you can increase the % of direct support by spending more in direct support areas or you can increase the % of direct support by an overall budget reduction.
- Using the 25/26 Frame budget enrolment, BSD would have had to expense an additional $7.92 million to reach the urban per pupil average
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Brandon School Division comparisons

2025 SPECIAL LEVY MILL RATES

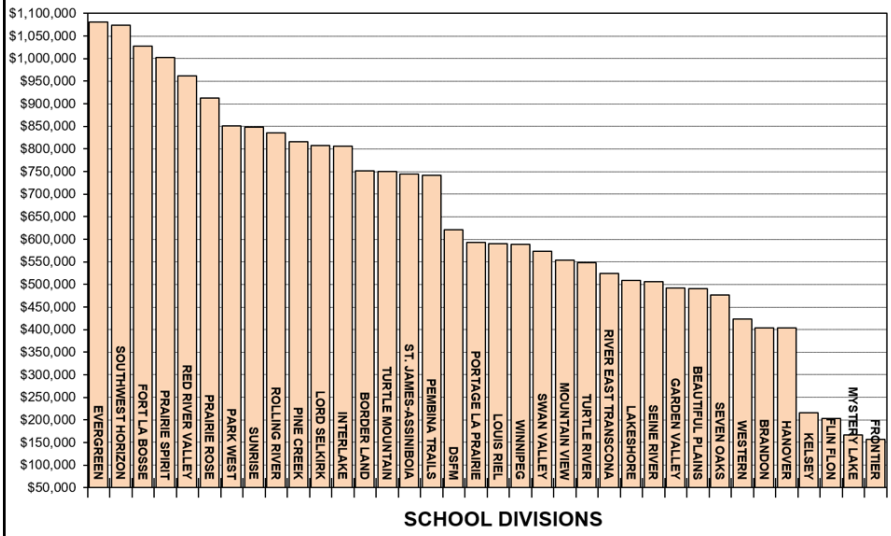


- BSD Mill Rate was 14.1
- Provincial Mill Rate was 12.4
- Lowest Mill rate in the Province was 7.2
- The same assessed value home in Brandon pays 96% more in school taxes than the Division with the lowest mill rate
- Higher mill rate can be due to increased expenditures per pupil or due to lower assessment base
- Pg 46 - 47

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Brandon School Division comparisons

2025 ASSESSMENT PER RESIDENT PUPIL



- BSD Assessment per pupil was $403,375
- Provincial Assessment per pupil was $602,110
- Highest Assessment per pupil was $1,080,474
- A mill rate increase of 1.0 generates $677.10 less than the highest assessment per pupil division
- Assessment per pupil is impacted by assessment value, commercial assessment, and enrolment
- Positive impact on special levy when a division has high assessment growth and low enrolment growth
- Pg 49-50

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Summary

- Division faces a 4.12% tax increase prior to any changes for assessment, enrollment, funding, salaries, inflationary factors on expenses and budget decisions
- The Division received an additional $4.66 million in provincial funding last budget, which included $1.07 million for harmonization costs
- The Division reduced $2.43 million in expenses two budgets ago. The majority of the $2.43 million in reductions was staff and that has affected where BSD is in the FRAME report.
- The Division added $1.83 million in expenses last year out of necessity.

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Summary (continued)

- A decrease in enrolment will impact the amount of funding received by the Province
- The Division must plan for new expenditures associated with opening of a new school in Brookwood South.
- It is anticipated that the Board will face difficult decisions in the upcoming budget with limited options (based on 25/26 FRAME).

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Summary (continued)

- BSD has a low expense per pupil and is $12.75 million less than the urban average.
- Pupil/Teacher Ratio is a positive area for the Division. BSD has the 2nd lowest ratio of urban divisions in educator and 3rd lowest in Regular. Change due to Budget staffing reductions in 2025/2026 budget
- Though these reductions have changed the pupil/teacher ratio the % of BSD has the highest (60.6%) for Regular Instruction of Urban divisions (56.2% average).

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Summary (continued)

- BSD spends the 2nd lowest per pupil amounts of urban divisions in student support services and is $3.98 million less than the urban average.
- BSD per pupil expenditures for divisional administration is the lowest of urban divisions and is $0.86 million less than the urban average.
- BSD per pupil instructional support is the lowest of all urban divisions and is $1.63 million less than the urban average.
- BSD has the lowest per pupil expenditures for operations and maintenance and is $3.20 million less than the urban average

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Summary (continued)

- Because the Board prioritizes classrooms and schools and because of the low budgeted amounts in other areas, BSD spends the greatest portion of its budget towards direct support to pupils in the province at 84.5%. However, the actual dollar amount is less than the urban and provincial average due to enrollment and assessment.

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Cost of Matching the Urban Average Expenditure per Pupil



	2026	2027-2028 Budget 2027	$ Change	% Change
Budget - Special Requirement	$ 64,261,527	$ 77,009,861	$ 12,748,334	19.84%
Budget - Special Levy	$ 59,274,200	$ 67,338,452	$ 8,064,252	13.60%
Total School Assessment	$ 3,922,655,250	$ 3,922,655,250	$ -	0.00%
Brandon School Division Tax Assessed Value*	$ 301,300	$ 301,300	$ -	0.00%
Portioned Value @ 45%	135,585	135,585		
Mill Rate	15.111	17.167	2.056	13.60%
Total School Taxes	**$ 2,048.79**	**$ 2,327.53**	**$ 278.74**	13.60%
Homeowners Affordability Tax Credit (HATC)	$ (1,600.00)	$ (1,700.00)	$ (100.00)	6.25%
Net School Taxes (After Provincial Tax Rebates)	**$ 448.79**	**$ 627.53**	**$ 178.74**	39.83%
Net Annual Increase (After Provincial Tax Rebates/Credits)		**$ 178.74**		
Net Monthly Increase (After Provincial Tax Rebates/Credits)		**$ 14.89**		

*Average single family residential property

School tax increase needed to:

- Maintain the existing budget, with no changes to assessment, enrolment, funding, salaries, inflation or budget decisions
- Add $12.75 million to reach the 2025-26 urban average expenditure per pupil

Added school tax on a $301,300 home before provincial tax credit:

- 2027 = $278.74 (13.60%)
- 2028 = $225.43 (10.85%)

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BRANDON
SCHOOL DIVISION
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Brandon School Division Preliminary Budget Information

PRESENTED TO: BRANDON SCHOOL DIVISION BOARD OF TRUSTEES

PRESENTED BY: JON ZILKEY, SUPERINTENDENT/CHIEF EXECUTIVE OFFICER
DENIS LABOSSIERE, SECRETARY-TREASURER

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BRANDON SCHOOL DIVISION

EDUCATION AND COMMUNITY RELATIONS COMMITTEE MINUTES

Monday, November 9, 2026 – 6:00 p.m.
Boardroom, Administration Office

Trustees Present:	L. Ross	K. Carr
	K. Fallis	B. Hogan
	L. McConnell	J. McCrae
	S. Mozdzen	D. Ross
	B. Rusnak	

Also Present: D. Labossiere, Secretary-Treasurer
J. Zilkey, Superintendent/CEO
S. Gilleshammer, Assistant Superintendent – Student Services
M. Sawa, Assistant Superintendent – Curriculum and HR
J. McBeth, Executive Assistant

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1. COMMITTEE ITEMS

A. UPDATE ON LUNCH PROGRAM

Mr. Zilkey provided an update on the BSD lunch supervision program. He indicated that there are 2,294 students enrolled in the program, out of 14 schools participating. He added that there are 1,239 bussed students (Division funded) also in the lunch program for a total of approximately 3,500 students in the lunch program. Mr. Zilkey answered Trustee questions for clarification.

2. OPERATIONS INFORMATION

A. CORRESPONDENCE

- Ms. Sawa spoke to the correspondence received from Honourable Tracy Schmidt, Minister of Education and Early Childhood Learning, regarding the proclamation of Bill 18. Bill 18: The Public Schools Amendment Act (Indigenous Languages of Instruction) and the Languages of Instruction and Study Regulation amendment act came into force on October 1, 2026. Ms. Sawa answered Trustee questions for clarification.
- Ms. Sawa reviewed the correspondence received from René Déquier, Assistant Deputy Minister, Bureau de l'éducation française Division, presenting the first edition of the *French Immersion in Manitoba: Leadership in Action* newsletter. Ms. Sawa answered Trustee questions for clarification.
- Ms. Gilleshammer spoke to the correspondence received from Jeffrey Kehler, Assistant Deputy Minister, System Performance and Accountability Division, regarding Remembrance Day Observances.

Respectfully submitted,

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K. Fallis

BRANDON SCHOOL DIVISION

FINANCE & FACILITIES COMMITTEE MINUTES
Monday, November 9, 2026 – 6:00 p.m.
Boardroom, Administration Office

Trustees Present:	L. Ross	K. Carr
	K. Fallis	B. Hogan
	L. McConnell	J. McCrae
	S. Mozdzen	D. Ross
	B. Rusnak	

Also Present: D. Labossiere, Secretary-Treasurer
J. Zilkey, Superintendent/CEO
S. Gilleshammer, Assistant Superintendent – Student Services
M. Sawa, Assistant Superintendent – Curriculum and HR
J. McBeth, Executive Assistant

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1. COMMITTEE ITEMS

A. CONFIRM PAYMENTS OF ACCOUNT (OCTOBER)
The payments of account for the month of October were provided for information and accepted as circulated. Mr. Labossiere answered Trustee questions for clarification.

2. OPERATIONS INFORMATION

A. FACILITY PROJECT UPDATES:

- Mr. Labossiere reviewed the Capital Project Report and provided statuses on projects funded by the Province, along with projects funded by the Division. The current projects consist of, but are not limited to the following:

  Funded by the Province:
  - Betty Gibson – Modular Classroom
  - Crocus Plains – East Side Roof Structural Reinforcement (Phase 2)
  - Crocus Plains – West Side Roof Replacement with Structural Upgrade (Phase 3)
  - Crocus Plains – Make Up Air (MUA) Unit Replacements (Vocational Shops)
  - Crocus Plains – Emergency Lighting Upgrade
  - Earl Oxford – Modular Classroom
  - King George – Play Structure Replacement
  - Kirkcaldy Heights – Roof Replacement
  - Maryland Park – Classroom Addition

- Meadows – Modular Classroom
- Meadows – Boiler Replacement
- Meadows – Roof Replacement
- Neelin – Crawlspace Remediation
- New Era – Roof Replacement
- New Era – Structural Roof Upgrade and Masonry Repairs
- New K-8 School – Southwest Brandon
- Valleyview – Modular Classroom

Funded by the Division:

- Various Schools – Supply, remove & install flooring
- Various Schools – Installation of doors and windows
- Riverheights – Ceiling tile abatement & installation of new tiles
- Riverheights – Supply of ceiling tiles for ceiling tile abatement
- Earl Oxford – Replacement of school paging system

- Mr. Labossiere reviewed exterior and interior renderings of the new K-8 school in Brookwood and answered Trustee questions for clarification.

Respectfully submitted,

D. Ross

BRANDON SCHOOL DIVISION

PERSONNEL AND POLICY COMMITTEE MINUTES
Monday, November 9, 2026 – 6:00 p.m.
Boardroom, Administration Office

Trustees Present:	L. Ross	K. Carr
	K. Fallis	B. Hogan
	L. McConnell	J. McCrae
	S. Mozdzen	D. Ross
	B. Rusnak	

Also Present: D. Labossiere, Secretary-Treasurer
J. Zilkey, Superintendent/CEO
S. Gilleshammer, Assistant Superintendent – Student Services
M. Sawa, Assistant Superintendent – Curriculum and HR
J. McBeth, Executive Assistant

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1. COMMITTEE ITEMS

A. PERSONNEL MATTER

Mr. Labossiere spoke to a Personnel Matter and answered Trustee questions for clarification.

B. NEW SCHOOL NAMING COMMITTEE

Mr. Zilkey indicated that as per Administrative Procedure 7035 – Naming and Renaming of Division Facilities, the committee is to include two Trustee representatives appointed by the Board. He added that participation in approximately two meetings will be required. The Committee agreed to bring forward the following motion to the Regular Board Meeting, November 23, 2026:

Recommendation:
That Trustees Carr and McConnell be approved to serve as members of the ad hoc committee regarding the naming of the new school.

2. OPERATIONS INFORMATION

A. MSBA – COLLECTIVE BARGAINING UPDATE/SALARY BULLETINS:

- Collective Bargaining Update:
  - Mr. Labossiere reviewed information on a Personnel Matter.

- Salary Bulletin:
    - Mr. Labossiere reviewed the Interlake School Division and CUPE Local 2972 (Custodial & Trades) – Ratified Agreement, Rolling River School Division and CUPE Local 1630 (Custodians & Cleaners) – Ratified Agreement, and Pembina Trails School Division and Educational Assistants of Pembina Trails – Ratified Agreement. Mr. Labossiere answered Trustee questions for clarification.

B. CORRESPONDENCE:

- Mr. Zilkey spoke to the correspondence received from Honourable Tracy Schmidt, Minister of Education and Early Childhood Learning, regarding strengthening student safety and professional boundaries in online communications. Mr. Zilkey answered Trustee questions for clarification.

Respectfully submitted,

L. McConnell