



**Board of Education  
Saskatoon School Division No. 13  
Meeting of the  
Saskatoon Board of Education**

**TUESDAY, DECEMBER 7, 2021  
310 – 21<sup>st</sup> Street East - 6:30 p.m.**

Please Note: All public Board meetings are audio recorded

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## **AGENDA**

- 1. Roll Call**
- 2. Land Acknowledgement**
- 3. Agenda**
  - 3.1. Adoption of Agenda**

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*Proposed Board Motion: Move approval of the agenda.*

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- 3.2. Declaration of Conflict of Interest**
- 4. Celebrating Excellence:**
  - 4.1. Staff Recognition for Response During Moose Encounter – Sylvia Fedoruk School**

- 5. Consent Items**

The Chair will ask for a motion to receive the items, and to approve all recommendations contained therein. Prior to approving the motion, any trustee may request that a consent item be removed.

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*Proposed Board Motion: That the Board approve the consent items as presented.*

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- 5.1. Approval of Minutes – November 23, 2021**

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*Proposed Board Motion (if removed from consent items): That the Board approve the minutes of the Committee of the Whole and Regular Board meetings held November 23, 2021.*

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- 6. Reports from Administrative Staff**

- 6.1. Strategic Plan Accountability Report: Audited Financial Statements**

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*Proposed Board Motion: That the Board approve the Strategic Plan Accountability Report: Audited Financial Statements, to be included as part of the director of education's 2021-2022 evaluation.*

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**6.2. Strategic Plan Accountability Report: Human Resources Report**

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*Proposed Board Motion: That the Board approve the Strategic Plan Accountability Report: Human Resources, to be included as part of the director of education's 2021-2022 evaluation.*

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**6.3. COVID-19 Update**

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*Proposed Board Motion: That the Board receive the COVID-19 Update for information.*

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**7. Delegation**

**8. Business Arising from the Minutes**

**9. Unfinished Business**

**9.1. Items Arising from the Committee of the Whole**

**10. Reports of Committees and Trustees**

**11. New Business**

**12. Comments/Concerns/Questions from the Public**

(Maximum 5 minutes per speaker; 20 minutes total; must be related to a specific agenda item)

**13. Notices of Motion**

**14. Questions by Trustees**

**14.1. Response to Trustee Tait's Request for Administration to Develop a Broad Range of Budget Scenarios**

**15. Adjournment**

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*Proposed Board Motion: That the Board Adjourn to the call of the Chair or the meeting of Tuesday, January 11, 2022.*

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**MEETING DATE: DECEMBER 7, 2021****TOPIC: CELEBRATING EXCELLENCE: STAFF RECOGNITION FOR RESPONSE DURING MOOSE ENCOUNTER – SYLVIA FEDORUK SCHOOL**

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input type="checkbox"/> Decision
	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Other: Celebrating Excellence	<input checked="" type="checkbox"/> Information

**BACKGROUND**

Academic excellence, character, engagement, and well-being of students are at the heart of Saskatoon Public Schools' five-year strategic plan. The plan highlights our vision of each student being known, valued, and believed in. It emphasizes Saskatoon Public Schools' commitment to creating learning experiences that inspire all students to reach their potential and the importance of relationships, equity and accountability.

**CURRENT STATUS**

On the morning of November 4, 2021, a female moose broke through the glass in the community room situated between Sylvia Fedoruk School and St. Nicholas Catholic School. At the time, the Boys & Girls Club was in the room operating its before-school program.

When the moose broke through the glass and slid through the room toward the doors, students and program staff exited through the hole in the window created by the animal. Two staff members of the Boys & Girls Club – Charity Nosa Idemudia and Caelie Illebrun quickly evacuated the twelve students out of the room.

Within moments of this unbelievable incident occurring, these women along with three other Sylvia Fedoruk staff ensured that every student was moved to safety. Thanks to the quick thinking and actions of the staff no one was seriously hurt that day – only one band-aid was required.

Although this was a very serious situation, every child went home safely with a story to tell and a memory that almost no other students are likely to get over the course of their school careers.

Superintendent Trish Reeve will introduce Principal Miranda Low and Vice Principal Lori Parada who will speak about the heroic efforts of the staff members that day.

Charity Nosa Idemudia, Boys & Girls Club staff; Sarah Punter, teacher; Jocelyn Froese, educational assistant; and Karlie Bergen, parent and her son, will be in attendance.

PREPARED BY	DATE	ATTACHMENTS
Ms. Charlene Scrimshaw, Deputy Director of Education Ms. Trish Reeve, Superintendent of Education	December 1, 2021	None



**MEETING DATE:** DECEMBER 7, 2021

**TOPIC:** APPROVAL OF MINUTES

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input checked="" type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input type="checkbox"/> Decision
	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Other: Approval of Minutes	<input type="checkbox"/> Information

## BACKGROUND

## CURRENT STATUS

Attached are the minutes from the November 23, 2021 Committee of the Whole and Regular Board meetings.

PREPARED BY	DATE	ATTACHMENTS
Daniel Burke, Chief Financial Officer	November 29, 2021	- Minutes

## RECOMMENDATION

**Proposed Board Motion (if removed from consent items):**

*That the Board approve the minutes of the Committee of the Whole and Regular Board meetings held November 23, 2021.*

# UNAPPROVED

**MINUTES OF A MEETING:**

of the Board of Education of the Saskatoon School Division No. 13 of Saskatchewan, held on Tuesday, October 12, 2021 at 2:30 p.m.

November 23, 2021

**MEMBERS PRESENT:**

Trustees Angela Arneson, Donna Banks, Charmaine Bellamy, Kathleen Brannen, Vernon Linklater, Colleen MacPherson, Michael Pidwerbeski, Kim Stranden, Ross Tait, Suzanne Zwarych

Following discussions in Committee of the Whole, Trustee Arneson moved that the Board rise and report.

CARRIED (10)

The meeting adjourned at 5:05 p.m.

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Secretary of the School Division

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Board Chair

# UNAPPROVED

## MINUTES OF A MEETING:

of the Board of Education of the Saskatchewan School Division No. 13 of Saskatchewan, held on Tuesday, November 23, 2021 at 6:30 p.m.

November 23, 2021

## MEMBERS PRESENT:

Trustees Colleen MacPherson (Chair), Angela Arneson, Donna Banks, Charmaine Bellamy, Kathleen Brannen, Vernon Linklater, Michael Pidwerbeski, Kim Stranden, Ross Tait, Suzanne Zwarych

Chair MacPherson, called the meeting to order, read the roll call into the minutes, and acknowledged the meeting was being held on Treaty Six territory and traditional territory of the Cree, Dene, Nakoda, Lakota, Dakota and Saulteaux nations, and the homeland of the Métis and Michif people.

Agenda: Trustee Bellamy moved approval of the agenda.

Agenda

CARRIED (10)

There were no conflicts of interest declared by any Board members.

Celebrating Excellence – Practical and Applied Arts – Montgomery School  
Superintendent Kachur introduced Hugh Hamilton, Principal, and David Crowell, Vice Principal of Montgomery School. Vice Principal Crowell described the *ScienceTrek* program at Montgomery School and the enthusiastic involvement of the students and community. Students Carly and Tristin displayed their projects and shared how the program has impacted them.

Celebrating Excellence - Outreach Worker Support

Consent Items: Trustee Pidwerbeski moved that the following consent agenda items be approved as presented.

Consent Items

CARRIED (10)

Approval of Minutes - October 12, 2021 and November 9, 2021:  
Trustee Pidwerbeski moved that the Board approve the minutes of the Committee of the Whole and Regular Board meetings held October 12, 2021 and the Inaugural Board meeting held November 9, 2021.

Approval of Minutes

CARRIED (10)

Annual Report (Tabling of Documents): Trustee Pidwerbeski moved that the Board receive the Annual Report (Tabling of Documents) September 1, 2020 to August 31, 2021 as information.

Annual Report (Tabling of Documents)

CARRIED (10)

Financial Results for the Period September 1, 2020 to August 31, 2021:  
Trustee Pidwerbeski moved that the Board receive the financial results for the period September 1, 2020 to August 31, 2021 for information.

Financial Results for the period September 1, 2020 to August 31, 2021

CARRIED (10)

Financial Results for the period September 1, 2021 to October 31, 2021:  
Trustee Pidwerbeski moved that the Board receive the financial results for the period September 1, 2021 to October 31, 2021 for information.

Financial Results for the period September 1, 2021 to October 31, 2021

CARRIED (10)

## Reports from Administrative Staff:

### Strategic Plan Accountability Report: Student Transportation:

Chief Financial Officer Daniel Burke and Financial Analyst/Transportation Manager Sheila May presented the accountability report for Student Transportation.

Strategic  
Plan  
Accountability  
Report:  
Student  
Transportation

Trustee Zwarych moved that the Board approve the Strategic Plan Accountability Report: Student Transportation, to be included as part of the director of education's 2021-2022 evaluation.

CARRIED (10)

Draft Memorandum of Understanding Between Meewasin Valley Authority, Greater Saskatoon Catholic Schools, and Saskatoon Public Schools: Superintendent of Education, Dean Newton updated the Board on the work of Saskatoon Public Schools in drafting a memorandum of understanding with the Meewasin Valley Authority and Greater Saskatoon Catholic Schools to outline a framework to support students, staff, and community.

Draft Memorandum  
of Understanding  
Between  
Meewasin Valley  
Authority, Greater  
Saskatoon  
Catholic Schools,  
and Saskatoon  
Public Schools

### Amendment to Preventative Maintenance and Renewal Three

Year Plan: Trustee Arneson moved that the Board approve the Three Year Preventative Maintenance and Renewal Plan to include the following eight projects:

Amendment to  
Preventative  
Maintenance and  
Renewal Three  
Year Plan

- 1) Aden Bowman Collegiate various upgrades phase II at an estimated cost of \$850,000
- 2) École Alvin Buckwold School window replacement phase II at an estimated cost of \$300,000
- 3) Central Office elevator repair at an estimated cost of \$100,000
- 4) Greystone Heights School various upgrades at an estimated cost of \$900,000
- 5) Holliston School boiler replacement at an estimated cost of \$300,000
- 6) Hugh Cairns V.C. School various upgrades at an estimated cost of \$210,000
- 7) Lester B. Pearson School roof top unit replacement at an estimated cost of \$200,000
- 8) Various Schools – asbestos removal at an estimated cost of \$100,000
- 9) Various Schools – LED upgrade phase I at an estimated cost of \$1,000,000

CARRIED (10)

COVID-19 Update: Deputy Director Hills provided an update on the COVID-19 pandemic.

COVID-19  
Update

Trustee Stranden moved that the Board receive the COVID-19 update for information.

CARRIED (10)

## Unfinished Business:

### Audited Financial Statements and Audit Findings Report -

September 1, 2020 to August 31, 2021: Trustee Banks moved that the Board approve the following:

Audited  
Financial  
Statements and  
Audit Findings  
Report –  
September 1,  
2020 to August  
31, 2021

- 1) That the Board approve the "Report to the Audit and Risk Committee on the 2021 audit" for the year ended August 31, 2021.
- 2) That the Board approve the Audited Financial Statements for the year ended August 31, 2021, pending minor changes made after the Officer of the Provincial Auditor, Ministry of Education, and the Ministry of Finance's format review and approval.

CARRIED (10)

# UNAPPROVED

Annual Report (Tabling of Documents): Trustee Brannen moved that the Board approve the Annual Report for the year ended August 31, 2021, subject to minor edits.

Annual Report  
(Tabling of  
Documents)

CARRIED (10)

Board Governance – Trustee Remuneration: Trustee Tait moved that the Board approve the revised Schedule of Remuneration Allowance and Expenses effective September 1, 2021.

Board  
Governance -  
Trustee  
Remuneration

CARRIED (9-0-1)

Trustee Arneson voted against the motion

Board Subcommittee Minutes: Trustee Zwarych moved that the Board approve the minutes of the Board Audit and Risk Committee meeting held September 7, 2021.

Board  
Subcommittee  
Minutes

CARRIED (10)

## Reports of Committees and Trustees:

- Trustee Banks reported on her involvement in several meetings of the Saskatchewan School Boards Association, including the fall general assembly. She also reported on her attendance at school community council meetings at James L. Alexander School, wâhkôhtowin School, and Tommy Douglas Collegiate.
- Trustee Linklater reported on his attendance at the Mobilizing with the Matriarchs event at the Gordon Oakes Red Bear Student Centre on November 5, 2021.
- Trustee Brannen reported on her attendance at the Saskatchewan Schools Boards Association fall general assembly, as well as a school visit to École Victoria.
- Trustee Stranden reported on her attendance at Saskatchewan Schools Boards Association fall general assembly. She also attended the Pension Trustees Committee meeting, the town hall meeting at École Dundonald School, and school community council meetings at Ernest Lindner School, Howard Coad School, and Mount Royal Collegiate.
- Board Chair MacPherson reported on accompanying the Minister of Education on visiting two Saskatoon Public Schools.

## New Business

Relocatable Classroom Funding Requests 2021-22: Trustee Pidwerbeski moved that the Board approve the 2021-2022 Relocatable Classroom Funding Requests to the Ministry of Education as follows:

Relocatable  
Classroom  
Funding  
Requests  
2021-22

- 1) Willowgrove School – One new relocatable, with the option to rescind the request if the Ministry accepts the school division's proposal for the previously-approved 2020-21 relocatables.
- 2) Sylvia Fedoruk School – Two new relocatable classrooms
- 3) Ernest Lindner School – Two new relocatable classrooms
- 4) Colette Bourgonje School - Two new relocatable classrooms

CARRIED (10)



# UNAPPROVED

## Comments/Concerns/Questions from the Public:

Mr. Moore commented on the agenda item #6.4 - COVID-19 Update.

## Notice of Motion:

No Notices of Motion were brought forward.

## Questions by Trustees:

Trustee Tait asked Administration to develop a series of broad range budget scenarios.

## Adjournment:

Trustee Linklater moved that the Board adjourn to the call of the Chair or the Committee of the Whole meeting of Tuesday, December 7, 2021.

CARRIED (10)

The meeting adjourned at 7:48 p.m.

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Secretary of the School Division

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Board Chair



**MEETING DATE:** DECEMBER 7, 2021

**TOPIC:** STRATEGIC PLAN ACCOUNTABILITY REPORT:  
AUDITED FINANCIAL STATEMENTS

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input checked="" type="checkbox"/> Decision
	<input checked="" type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Information

## BACKGROUND

Academic excellence, character, engagement, and well-being of students are at the heart of Saskatoon Public Schools' five-year strategic plan. The plan highlights our vision of each student being known, valued, and believed in. It emphasizes Saskatoon Public Schools' commitment to creating learning experiences that inspire all students to reach their potential and the importance of relationships, equity, and accountability.

Saskatoon Public Schools' have completed their audit for the period September 1, 2020 to August 31, 2021. Representatives from Deloitte and the Office of the Provincial Auditor met with the Board Audit and Risk Committee on November 17, 2021 to review their findings.

## CURRENT STATUS

The consolidated financial statements and supplemental notes provide financial information on assets, liabilities, accumulated surplus and revenues and expenses for the division. Management has prepared consolidated financial statements in accordance with Canadian public sector accounting standards and in the format specified in the Financial Reporting Manual issued by the Ministry of Education.

PREPARED BY	DATE	ATTACHMENTS
Daniel Burke, Chief Financial Officer Krista Wei, General Manager of Finance	November 29, 2021	Accountability Report

## RECOMMENDATION

### **Proposed Board Motion:**

*That the Board approve the Strategic Plan Accountability Report: Audited Financial Statements, to be included as part of the director of education's 2021-2022 evaluation.*

# At Saskatoon Public Schools every student is Known • Valued • Believed In

We are committed to creating learning experiences that inspire all students to reach their potential.



## Accountability Topic: Audited Financial Statements

**Date of Board Meeting:** December 7, 2021

### Strategic Priorities:

<input type="checkbox"/> Academic Excellence	<input type="checkbox"/> Well-being
<input type="checkbox"/> Character	<input checked="" type="checkbox"/> Financial Stewardship
<input type="checkbox"/> Engagement	<input type="checkbox"/> Internal Business Processes

### Commitments:

- ☐ Relationships (honouring diversity, welcoming and joyful spaces, and community partnerships)
- ☐ Equity (anti-racist/anti-oppressive practice, representative workforce, high expectations)
- ☒ Accountability (evidence-based practice, focus on Indigenous student success, ensure safe, caring, and accepting learning environments)

### Key Measures:

Management is presenting actual audited financial results compared to budgeted estimates and providing supplemental financial information in the notes to the annual financial statements.

Management performs financial analysis of results of actual revenues, expenses and operating deficit compared to budget. Key highlights for the year include:

- Revenues are overall higher than budgeted due to increased grant revenues for COVID-19 related funding and increased external services revenues from the foundation.
- Expenses are slightly higher than budgeted due to increased costs related to COVID-19 expenditures and foundation program expenditures.
- Operating deficit for the year ended August 31, 2021 was \$3.5 million which is lower than the budgeted deficit of \$13.0 million.

### Targets:

Achieving an audit opinion that is unqualified with financial results that present fairly and are free from material misstatements.

**Key Initiatives Employed:**

The school division's management is responsible for preparation of the consolidated financial statements in accordance with Canadian public sector accounting standards and the format specified in the Financial Reporting Manual issued by the Ministry of Education.

The external auditors are responsible for performing the annual audit and internal controls testing and expressing an audit opinion on the financial statements.

**Data:**

See attached audited consolidated financial statements for the year ended August 31, 2021.

**Future Initiatives:**

Unaudited financial results will be presented on a monthly basis to the Board of Education and annual audited financial statements will be prepared for the year ended August 31, 2022.

**Risk Assessment:**

Management is responsible for designing and implementing a system of internal controls to prevent the risk of material misstatement due to fraud or error. The effectiveness of these internal controls is tested by the external auditors.

**Summary Comments:**

Management is presenting audited consolidated financial statements for the year ended August 31, 2021. The consolidated statement of operations and accumulated surplus from operations provides financial results for the year of actual revenues and expenses incurred compared to budget. The independent auditor report expresses an opinion that the statements are presented fairly, in all material respects.

Consolidated Financial Statements of

**THE BOARD OF EDUCATION OF THE  
SASKATOON SCHOOL DIVISION NO. 13 OF  
SASKATCHEWAN**

Year ended August 31, 2021

## Management's Responsibility for the Consolidated Financial Statements

The school division's management is responsible for the preparation of the consolidated financial statements in accordance with Canadian public sector accounting standards and the format specified in the Financial Reporting Manual issued by the Ministry of Education. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The school division's management maintains a system of accounting and administrative controls to ensure that accurate and reliable financial statements are prepared and to provide reasonable assurance that transactions are authorized, assets are safeguarded, and financial records are properly maintained to provide reliable information for the preparation of financial statements.

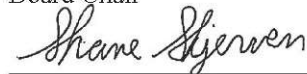
The Board of Education is comprised of elected officials who are not employees of the school division. The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and for approving the consolidated financial statements. The Board is also responsible for the appointment of the school division's external auditors.

The external auditors, Deloitte LLP, conduct an independent examination in accordance with Canadian auditing standards and express their opinion on the consolidated financial statements. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the school division's consolidated financial statements. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

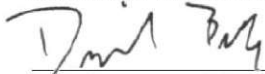
On behalf of the Board of Education of the Saskatoon School Division No. 13 of Saskatchewan:



Board Chair



Director of Education



Chief Financial Officer

November 23, 2021

Date

## Independent Auditor's Report

To the Trustees of the Board of Education of  
the Saskatoon School Division No. 13 of Saskatchewan

### Opinion

We have audited the consolidated financial statements of the Board of Education of the Saskatoon School Division No. 13 of Saskatchewan (the "Division"), which comprise the consolidated statement of financial position as at August 31, 2021, and the consolidated statements of operations and accumulated surplus from operations, remeasurement gains and losses, changes in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Division as at August 31, 2021, and the results of its operations, its remeasurement gains and losses, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Division in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

Management is responsible for the other information. The other information obtained at the date of this auditor's report is information included in the Annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Division's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Division or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Division's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Division's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Division's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Division to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Division to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The image shows a handwritten signature in black ink that reads "Deloitte LLP". The signature is written in a cursive, flowing style.

Chartered Professional Accountants  
November 23, 2021  
Saskatoon, Saskatchewan



**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**


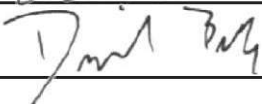
**Consolidated Statement of Financial Position  
as at August 31, 2021**

	2021	2020
	\$	\$
<b>Financial Assets</b>		
Cash and Cash Equivalents	39,417,619	28,666,273
Accounts Receivable (Note 7)	3,653,238	3,026,025
Portfolio Investments (Note 3)	20,536,930	20,325,029
Pension Asset (Note 6)	-	3,973,000
<b>Total Financial Assets</b>	<b>63,607,787</b>	<b>55,990,327</b>
<b>Liabilities</b>		
Accounts Payable and Accrued Liabilities (Note 8)	10,830,428	11,518,424
Long-Term Debt (Note 9)	10,037,934	11,980,918
Liability for Employee Future Benefits (Note 5)	7,030,300	6,677,600
Deferred Revenue (Note 10)	10,801,928	5,566,910
<b>Total Liabilities</b>	<b>38,700,590</b>	<b>35,743,852</b>
<b>Net Financial Assets</b>	<b>24,907,197</b>	<b>20,246,475</b>
<b>Non-Financial Assets</b>		
Tangible Capital Assets (Schedule C)	276,169,371	284,531,473
Prepaid Expenses	1,332,548	880,326
<b>Total Non-Financial Assets</b>	<b>277,501,919</b>	<b>285,411,799</b>
<b>Accumulated Surplus (Note 13)</b>	<b>302,409,116</b>	<b>305,658,274</b>
<b>Accumulated Surplus is Comprised of:</b>		
Accumulated Surplus from Operations	302,145,656	305,597,592
Accumulated Remeasurement Gains and Losses	263,460	60,682
<b>Total Accumulated Surplus (Note 13)</b>	<b>302,409,116</b>	<b>305,658,274</b>

Unrecognized Assets (Note 15)  
Contractual Rights (Note 16)  
Contingent Liabilities (Note 17)  
Contractual Obligations and Commitments (Note 18)

*The accompanying notes and schedules are an integral part of these statements.*

**Approved by the Board:**

  
\_\_\_\_\_  
  
\_\_\_\_\_

Chairperson

Chief Financial Officer

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Consolidated Statement of Operations and Accumulated Surplus from Operations  
for the year ended August 31, 2021**

	<b>2021 Budget</b>	<b>2021 Actual</b>	<b>2020 Actual</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
	(Note 14)		
<b>REVENUES</b>			
Grants	247,045,654	261,887,793	241,041,803
Tuition and Related Fees	1,579,032	1,590,046	1,674,712
School Generated Funds	4,955,000	1,351,849	3,132,927
Complementary Services (Note 11)	5,712,548	5,738,714	6,283,392
External Services (Note 12)	4,405,906	5,319,694	7,301,376
Other	1,570,506	1,061,683	1,265,250
<b>Total Revenues (Schedule A)</b>	<b>265,268,646</b>	<b>276,949,779</b>	<b>260,699,460</b>
<b>EXPENSES</b>			
Governance	1,025,340	928,084	597,667
Administration	6,425,808	8,257,414	6,176,877
Instruction	205,404,149	207,526,713	191,681,893
Plant	42,355,234	43,850,910	38,321,070
Transportation	6,818,567	6,157,492	5,586,917
Tuition and Related Fees	391,982	450,584	424,751
School Generated Funds	4,955,000	1,455,518	2,244,288
Complementary Services (Note 11)	5,776,453	6,210,619	5,563,603
External Services (Note 12)	4,791,185	5,222,821	7,521,054
Other	337,634	341,560	349,039
<b>Total Expenses (Schedule B)</b>	<b>278,281,352</b>	<b>280,401,715</b>	<b>258,467,159</b>
<b>Operating (Deficit) Surplus for the Year</b>	<b>(13,012,706)</b>	<b>(3,451,936)</b>	<b>2,232,301</b>
<b>Accumulated Surplus from Operations, Beginning of Year</b>	<b>305,597,592</b>	<b>305,597,592</b>	<b>303,365,291</b>
<b>Accumulated Surplus from Operations, End of Year</b>	<b>292,584,886</b>	<b>302,145,656</b>	<b>305,597,592</b>

*The accompanying notes and schedules are an integral part of these statements.*

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Consolidated Statement of Remeasurement Gains and Losses  
as at August 31, 2021**

	2021	2020
	\$	\$
<b>Accumulated Remeasurement Gains (Losses), Beginning of Year</b>	<b>60,682</b>	<b>(8,848)</b>
Unrealized gains attributable to:		
Portfolio investments	263,460	60,682
Amounts reclassified to the statement of operations:		
Portfolio investments	(60,682)	8,848
<b>Net remeasurement gains for the year</b>	<b>202,778</b>	<b>69,530</b>
<b>Accumulated Remeasurement Gains, End of Year</b>	<b>263,460</b>	<b>60,682</b>

*The accompanying notes and schedules are an integral part of these statements.*

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Consolidated Statement of Changes in Net Financial Assets  
for the year ended August 31, 2021**

	<b>2021 Budget</b>	<b>2021 Actual</b>	<b>2020 Actual</b>
	\$ (Note 14)	\$	\$
<b>Net Financial Assets, Beginning of Year</b>	<b>20,246,475</b>	<b>20,246,475</b>	<b>10,065,695</b>
<b>Changes During the Year</b>			
Operating (Deficit) Surplus for the Year	(13,012,706)	(3,451,936)	2,232,301
Acquisition of Tangible Capital Assets (Schedule C)	(3,670,000)	(7,154,429)	(6,375,657)
Amortization of Tangible Capital Assets (Schedule C)	13,460,000	15,516,531	14,252,722
Net Change in Other Non-Financial Assets	-	(452,222)	1,884
	<b>(3,222,706)</b>	<b>4,457,944</b>	<b>10,111,250</b>
Net Remeasurement Gains	-	202,778	69,530
<b>Change in Net Financial Assets</b>	<b>(3,222,706)</b>	<b>4,660,722</b>	<b>10,180,780</b>
<b>Net Financial Assets, End of Year</b>	<b>17,023,769</b>	<b>24,907,197</b>	<b>20,246,475</b>

*The accompanying notes and schedules are an integral part of these statements.*

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Consolidated Statement of Cash Flows  
for the year ended August 31, 2021**

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
<b>OPERATING ACTIVITIES</b>		
Operating (Deficit) Surplus for the Year	(3,451,936)	2,232,301
Add Non-Cash Items Included in Surplus / Deficit (Schedule D)	14,463,903	13,796,432
Net Change in Non-Cash Operating Activities (Schedule E)	7,793,287	(2,178,147)
<b>Cash Provided by Operating Activities</b>	<b>18,805,254</b>	<b>13,850,586</b>
<b>CAPITAL ACTIVITIES</b>		
Cash Used to Acquire Tangible Capital Assets*	(6,101,801)	(5,919,367)
<b>Cash Used by Capital Activities</b>	<b>(6,101,801)</b>	<b>(5,919,367)</b>
<b>INVESTING ACTIVITIES</b>		
Cash Used to Acquire Portfolio Investments	(20,273,470)	(20,264,347)
Proceeds on Disposal of Portfolio Investments	20,264,347	15,075,216
<b>Cash Used by Investing Activities</b>	<b>(9,123)</b>	<b>(5,189,131)</b>
<b>FINANCING ACTIVITIES</b>		
Proceeds from Issuance of Long-Term Debt	-	3,658,400
Repayment of Long-Term Debt	(1,942,984)	(1,362,483)
<b>Cash (Used) Provided by Financing Activities</b>	<b>(1,942,984)</b>	<b>2,295,917</b>
<b>INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>10,751,346</b>	<b>5,038,005</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>28,666,273</b>	<b>23,628,268</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>39,417,619</b>	<b>28,666,273</b>

\* This amount does not include in-kind grants for Joint-Use Schools Project of \$1,052,628.

*The accompanying notes and schedules are an integral part of these statements.*

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN  
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**1. AUTHORITY AND PURPOSE**

The school division operates under the authority of *The Education Act, 1995* of Saskatchewan as a corporation under the name of “The Board of Education of the Saskatoon School Division No. 13 of Saskatchewan” and operates as “Saskatoon Public Schools”. The school division provides education services to residents within its geographic region and is governed by an elected board of trustees. The school division is exempt from income tax and is a qualified donee for charity purposes under the *Income Tax Act*.

**2. SIGNIFICANT ACCOUNTING POLICIES**

These consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards for other government organizations as established by the Public Sector Accounting Board (PSAB) and as published by the Chartered Professional Accountants of Canada (CPA Canada).

Significant aspects of the accounting policies adopted by the school division are as follows:

**a) Basis of Accounting**

The consolidated financial statements are prepared using the accrual basis of accounting.

**b) Reporting Entity and Consolidation**

The school division reporting entity is comprised of all the organizations which are controlled by the school division.

**Controlled Entities**

Control is defined as the power to govern the financial and operating policies of another organization with the expected benefits or risk of loss to the school division. Control exists so long as the school division has the power to govern, regardless of whether the school division chooses to exercise this power.

All of the assets, liabilities, revenues and expenses of controlled organizations are consolidated line-by-line after adjusting the accounting policies to a basis consistent with the accounting policies of the school division. Inter-organizational transactions and balances have been eliminated.

- Saskatoon Public Schools Foundation Corp. (the “Foundation”) is incorporated under the *Saskatchewan Non-Profit Corporations Act, 1995* and was established to carry on activities which are for the charitable purpose of the advancement of education and enhancement of the quality of education offered by the school division. The Foundation has registered charity status.

**THE BOARD OF EDUCATION OF THE SASKATOON  
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**c) Measurement Uncertainty and the Use of Estimates**

Canadian public sector accounting standards require management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the year.

Measurement uncertainty that may be material to these consolidated financial statements exists for:

- the liability for employee future benefits of \$7,030,300 (2020 - \$6,677,600) because actual experience may differ significantly from actuarial estimations.
- useful lives of capital assets and related accumulated amortization of \$212,270,116 (2020 - \$197,295,946) because the actual useful lives of the capital assets may differ from their estimated economic lives.
- the net pension asset of \$0 (2020 – 3,973,000) because actual experience may differ significantly from actuarial estimations.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the periods in which they become known.

While best estimates are used for reporting items subject to measurement uncertainty, it is reasonably possible that changes in future conditions, occurring within one fiscal year, could require material changes in the amounts recognized or disclosed.

**d) Financial Instruments**

Financial instruments are any contracts that give rise to financial assets of one entity and financial liabilities or equity instruments of another entity. A contract establishing a financial instrument creates, at its inception, rights and obligations to receive or deliver economic benefits. The school division recognizes a financial instrument when it becomes a party to the contractual provisions of a financial instrument. The financial assets and financial liabilities portray these rights and obligations in the consolidated financial statements. Financial instruments of the school division include cash and cash equivalents, accounts receivable, portfolio investments, accounts payable and accrued liabilities, and long-term debt.

Financial instruments are assigned to one of the two measurement categories: fair value, or cost or amortized cost.

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**i) Fair Value**

Fair value measurement applies to portfolio investments in equity instruments that are quoted in an active market.

Any associated transaction costs are expensed upon initial recognition. Unrealized changes in fair value are recognized in the consolidated statement of remeasurement gains and losses until they are realized, at which time they are transferred to the consolidated statement of operations and accumulated surplus from operations.

Fair value is determined by quoted prices (unadjusted) in active markets for identical assets or liabilities.

When a decline in fair value is determined to be other than temporary, the amount of the loss is removed from any accumulated remeasurement gains and reported in the consolidated statement of operations and accumulated surplus from operations.

**ii) Cost or Amortized Cost**

All other financial instruments are measured at cost or amortized cost. Transaction costs are a component of the cost of financial instruments measured using cost or amortized cost. For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenues or expenses. Impairment losses such as write-downs or write-offs are reported in the consolidated statement of operations and accumulated surplus from operations.

Gains and losses on financial instruments, measured at cost or amortized cost, are recognized in the consolidated statement of operations and accumulated surplus from operations in the period the gain or loss occurs.

Foreign currency transactions are translated at the exchange rate prevailing at the date of the transactions. Financial assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the exchange rate prevailing at the consolidated financial statement date. The school division believes that it is not subject to significant unrealized foreign exchange translation gains and losses arising from its financial instruments.

**e) Financial Assets**

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Valuation allowances are used where considered necessary to reduce the amounts reported for financial assets to their net realizable value.



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**Cash and Cash Equivalents** consist of cash, bank deposits and highly liquid investments with initial maturity terms of three months or less and held for the purpose of meeting short-term operating cash commitments rather than for investing purposes.

**Accounts Receivable** includes provincial grants receivable, treaty land entitlement receivable and other receivables. Provincial grants receivable represent capital grants earned but not received at the end of the fiscal year, provided reasonable estimates of the amounts can be made. Grants are earned when the events giving rise to the grant have occurred, the grant is authorized and any eligibility criteria have been met.

Treaty land entitlement receivable and other receivables are recorded at cost less valuation allowances. These allowances are recorded where collectability is considered doubtful.

**Portfolio Investments** consist of notice deposits, term deposits and securities made to obtain a return on a temporary basis with maturity terms between three months and one year. The school division values its portfolio investments in accordance with its policy for financial instruments, as described in Note 2 (d).

**f) Non-Financial Assets**

Non-financial assets are assets held for consumption in the provision of services. These assets do not normally provide resources to discharge the liabilities of the school division unless they are sold.

**Tangible Capital Assets** have useful lives extending beyond the accounting period, are used by the school division to provide services to the public and are not intended for sale in the ordinary course of operations.

Tangible capital assets are recorded at cost (or estimated cost when the actual cost is unknown) and include all costs directly attributable to the acquisition, design, construction, development, installation and betterment of the tangible capital asset. The school division does not capitalize interest incurred while a tangible capital asset is under construction.

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The cost of depreciable tangible capital assets, net of any residual value, is amortized on a straight line basis over their estimated useful lives as follows:

Land improvements (pavement, fencing, lighting, etc.)	20 years
Buildings	50 years
Buildings – short-term (portables, storage sheds, outbuildings, garages)	20 years
Other vehicles – passenger	5 years
Other vehicles – heavy (graders, 1 ton truck, etc.)	10 years
Furniture and equipment	10 years
Computer hardware and audio visual equipment	5 years
Computer software	5 years
Leased capital assets	Lease term

Assets under construction are not amortized until completed and placed into service for use.

**Prepaid Expenses** are prepaid amounts for goods or services which will provide economic benefits in one or more future periods. Prepaid expenses include insurance premiums, Saskatchewan School Boards Association membership fees, Workers' Compensation premiums, and software licensing.

**g) Liabilities**

Liabilities are present obligations arising from transactions and events occurring prior to year-end, which will be satisfied in the future through the use of assets or another form of economic settlement.

**Accounts Payable and Accrued Liabilities** include accounts payable and accrued liabilities owing to third parties and employees for work performed, goods supplied and services rendered, but not yet paid, at the end of the fiscal period.

**Long-Term Debt** is comprised of capital loans with initial maturities of more than one year and are incurred for the purpose of financing capital expenses in accordance with the provisions of *The Education Act, 1995*.

Long-term debt also includes capital lease obligations where substantially all of the benefits and risks incident to ownership are transferred to the school division without necessarily transferring legal ownership. The amount of the lease liability recorded at the beginning of the lease term is the present value of the minimum lease payments, excluding the portion thereof relating to executory costs.

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**Liability for Employee Future Benefits** represents post-employment and compensated absence benefits that accrue to the school division's employees. The cost of these benefits is recorded as the benefits are earned by employees. The liability relating to these benefits is actuarially determined using the projected benefit method pro-rated on service. Actuarial valuations are performed periodically using assumptions including discount rate, inflation, salary escalation, termination and retirement rates and mortality. An actuary extrapolates these valuations when a valuation is not done in the current fiscal year. Actuarial gains and losses are amortized on a straight line basis over the expected average remaining service life of the related employee groups.

**h) Employee Pension Plans**

Employees of the school division participate in the following pension plans:

**Multi-Employer Defined Benefit Plans**

Teachers participate in the Saskatchewan Teachers' Retirement Plan (STRP) or the Saskatchewan Teachers' Superannuation Plan (STSP). The school division's obligation for these plans is limited to collecting and remitting contributions of the employees at rates determined by the plans.

**Defined Benefit Plan Administered by the School Division**

The school division administers a defined benefit plan to employees who are not eligible to participate in the teachers' pension plans described above. The net pension asset is the difference between the value of the accrued benefit obligation and the market value of related pension plan assets, net of unamortized actuarial gains and losses, and is reflected in these consolidated financial statements in Note 6 – Pension Plans.

The cost of pension benefits earned by employees is actuarially determined using the projected benefit method pro-rated on service and using assumptions including the pension plan's expected investment yields, discount rates, inflation, salary escalations, mortality of members, terminations and the ages at which members will retire. Actuarial gains and losses are changes in the value of the accrued benefit obligation and the pension fund assets resulting from the difference between the actual and expected results or resulting from changes in actuarial assumptions. Actuarial gains and losses are deferred and amortized over the average remaining service life of the related employee groups.

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**i) Revenue Recognition**

Revenues are recorded on the accrual basis. Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues, provided the amount to be received can be reasonably estimated and collection is reasonably assured.

The school division's sources of revenues include the following:

**i) Government Transfers (Grants)**

Grants from governments are considered to be government transfers. Government transfers are recognized as revenues when the transfer is authorized, all eligibility criteria have been met, except when, and to the extent, stipulations by the transferor give rise to an obligation that meets the definition of a liability. Transfers with stipulations that meet the definition of a liability are recorded as deferred revenue and recognized as revenue in the consolidated statement of operations and accumulated surplus from operations as the stipulation liabilities are settled. Payments made by the Government of Saskatchewan on behalf of the school division for Joint-Use capital projects are recorded as government transfers with ownership of schools vesting with the school division.

**ii) Fees and Services**

Revenues from tuition fees and other fees and services are recognized in the year they are earned. Amounts that are restricted pursuant to legislation, regulation or agreements with external parties that may only be used in the conduct of certain programs or in the delivery of specific services and transactions are initially recorded as deferred revenue and subsequently recognized as revenue in the fiscal year the related expenses are incurred or services are performed.

**iii) Interest Income**

Interest is recognized as revenue when it is earned.

**iv) Other (Non-Government Transfer) Contributions**

Unrestricted contributions are recognized as revenue in the year received or in the year the funds are committed to the school division if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are contributions for which the contributor has placed restrictions on the use of the resources. Externally restricted contributions are deferred until the resources are used for the purpose specified, at which time the contributions are recognized as revenue. In-kind contributions are recorded at their fair value when they are received.

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**3. PORTFOLIO INVESTMENTS**

Portfolio investments are comprised of the following:

	<b>2021</b>		<b>2020</b>	
<b>Portfolio investments in the cost or amortized cost category:</b>	<b><u>Cost</u></b>		<b><u>Cost</u></b>	
Raymond James, GIC, Interest of 0.78%, due Feb. 2, 2022	\$	4,000,000	\$	-
Raymond James, GIC, Interest of 0.88%, due Apr. 4, 2022		6,000,000		-
Scotiabank, GIC, Interest of 0.96%, due Feb. 2, 2021		-		2,000,000
Scotiabank, GIC, Interest of 0.94%, due Mar. 3, 2021		-		3,000,000
Scotiabank, GIC, Interest of 0.92%, due Apr. 5, 2021		-		3,000,000
Canadian Western, Notice Deposit, Interest of Prime minus 1.20%		-		8,000,000
<b>Total portfolio investments reported at cost or amortized cost</b>		<b>10,000,000</b>		<b>16,000,000</b>
<b>Portfolio investments in the fair value category:</b>	<b><u>Cost</u></b>	<b><u>Fair Value</u></b>	<b><u>Cost</u></b>	<b><u>Fair Value</u></b>
Equity investments in active market	10,273,470	10,536,930	4,264,347	4,325,029
<b>Total portfolio investments reported at fair value</b>	<b>10,273,470</b>	<b>10,536,930</b>	<b>4,264,347</b>	<b>4,325,029</b>
<b>Total portfolio investments</b>	<b>\$ 20,536,930</b>		<b>\$ 20,325,029</b>	

Notice deposits have a flexible maturity date with 90 days' notice.

**4. EXPENSES BY FUNCTION AND ECONOMIC CLASSIFICATION**

<b>Function</b>	<b>Salaries &amp; Benefits</b>	<b>Goods &amp; Services</b>	<b>Debt Service</b>	<b>Amortization of TCA</b>	<b>2021 Actual</b>	<b>2020 Actual</b>
Governance	\$ 341,014	\$ 587,070	\$ -	\$ -	\$ 928,084	\$ 597,667
Administration	6,365,402	1,709,979	-	182,033	8,257,414	6,176,877
Instruction	194,722,232	9,628,182	-	3,176,299	207,526,713	191,681,893
Plant	15,414,677	16,289,831	-	12,146,402	43,850,910	38,321,070
Transportation	-	6,157,492	-	-	6,157,492	5,586,917
Tuition and Related Fees	-	450,584	-	-	450,584	424,751
School Generated Funds	-	1,455,518	-	-	1,455,518	2,244,288
Complementary Services	5,124,098	1,086,521	-	-	6,210,619	5,563,603
External Services	2,509,932	2,701,091	-	11,798	5,222,821	7,521,054
Other	-	25,751	315,809	-	341,560	349,039
<b>TOTAL</b>	<b>\$ 224,477,355</b>	<b>\$ 40,092,019</b>	<b>\$ 315,809</b>	<b>\$ 15,516,532</b>	<b>\$ 280,401,715</b>	<b>\$ 258,467,159</b>

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**5. EMPLOYEE FUTURE BENEFITS**

The school division provides certain post-employment, compensated absence and termination benefits to its employees. These benefits include accumulating non-vested sick leave, severance benefits, retirement gratuity, and accumulating vacation banks. The liability associated with these benefits is calculated as the present value of expected future payments pro-rated for service and is recorded as Liability for Employee Future Benefits in the consolidated statement of financial position. HUB International Limited, a firm of consulting actuaries, performed an actuarial valuation as at March 31, 2021 and extrapolated the results to estimate the Liability for Employee Future Benefits as at August 31, 2021.

Details of the employee future benefits are as follows:

	2021	2020
Long-term assumptions used:		
Discount rate at end of period (per annum)	1.97%	1.54%
Inflation and productivity rate - Teachers (excluding merit and promotion) (per annum)	2.50%	2.50%
Inflation and productivity rate - Non-Teachers (excluding merit and promotion) (per annum)	3.00%	3.00%
Expected average remaining service life (years)	15	15

<b>Liability for Employee Future Benefits</b>	<b>2021</b>	<b>2020</b>
<b>Accrued Benefit Obligation - beginning of year</b>	<b>\$ 7,357,400</b>	<b>\$ 6,765,100</b>
Current period service cost	632,700	581,900
Interest cost	119,600	137,700
Benefit payments	(448,700)	(422,800)
Actuarial (gains) losses	(1,288,100)	295,500
Plan amendments	37,400	-
<b>Accrued Benefit Obligation - end of year</b>	<b>6,410,300</b>	<b>7,357,400</b>
Unamortized net actuarial gains (losses)	620,000	(679,800)
<b>Liability for Employee Future Benefits</b>	<b>\$ 7,030,300</b>	<b>\$ 6,677,600</b>

<b>Employee Future Benefits Expense</b>	<b>2021</b>	<b>2020</b>
Current period service cost	\$ 632,700	\$ 581,900
Amortization of net actuarial loss	49,100	29,400
<b>Benefit cost</b>	<b>681,800</b>	<b>611,300</b>
Interest cost	119,600	137,700
<b>Total Employee Future Benefits Expense</b>	<b>\$ 801,400</b>	<b>\$ 749,000</b>

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**6. PENSION PLANS**

**Multi-Employer Defined Benefit Plans**

Information on the multi-employer pension plans to which the school division contributes is as follows:

**Saskatchewan Teachers' Retirement Plan (STRP) and Saskatchewan Teachers' Superannuation Plan (STSP)**

The STRP and STSP provide retirement benefits based on length of service and pensionable earnings.

The STRP and STSP are funded by contributions by the participating employee members and the Government of Saskatchewan. The school division's obligation to the STRP and STSP is limited to collecting and remitting contributions of the employees at rates determined by the plans. Accordingly, these consolidated financial statements do not include any expense for employer contributions to these plans. Net pension assets or liabilities for these plans are not reflected in these consolidated financial statements as ultimate responsibility for retirement benefits rests with the Saskatchewan Teachers' Federation for the STRP and with the Government of Saskatchewan for the STSP.

Details of the contributions to these plans for the school division's employees are as follows:

	2021			2020
	STRP	STSP	TOTAL	TOTAL
Number of active School Division members	2,269	3	2,272	2,356
Member contribution rate (percentage of salary)	9.50%-11.70%	6.05%-7.85%	6.05%-11.70%	6.05%-11.70%
Member contributions for the year	\$ 15,308,740	\$ 8,510	\$ 15,317,250	\$ 14,801,739

**Defined Benefit Plan Administered by the School Division**

The school division administers a defined benefit plan to employees who are not eligible to participate in the teachers' pension plans which provides benefits based on length of service and pensionable earnings. The net pension asset represents accrued pension benefits less the fair value of related pension assets and the balance of unamortized experience gains and losses and is reflected in these consolidated financial statements as accounts receivable as the school division is ultimately responsible for the funding of these pension obligations.

Actuarial valuations for accounting purposes are performed at least triennially using the projected accrued benefit actuarial cost method. The most recent valuation was prepared by AON Consulting, an actuarial services firm, as at December 31, 2020. The accrued benefit obligation reported in the tables below is based on the extrapolation of the 2020 valuation.

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The market value of pension plan assets reported in the tables is done in accordance with the methodology used for the December 31, 2020 actuarial valuation report for the plan, which is market value.

Details of the plan are as follows:

	<b>2021</b>	<b>2020</b>
Number of active School Division members	1,051	1,006
Number of former members, superannuates and surviving spouses	628	566
Member contribution rate (percentage of salary)	8.10%	8.10%
School Division contribution rate (percentage of salary)	9.10%	9.10%
Member contributions	\$ 3,490,000	\$ 3,264,000
School Division contributions	\$ 3,917,000	\$ 3,655,000
Benefits paid	\$ (7,404,000)	\$ (7,398,000)
Actuarial extrapolation date	Aug 31/2021	Aug 31/2020
Long-term assumptions used:		
Salary escalation rate - Beginning of year	3.25%	3.25%
Salary escalation rate - End of year	3.25%	3.25%
Expected rate of return on plan assets - Beginning of year	6.35%	6.15%
Expected rate of return on plan assets - End of year	6.05%	6.35%
Discount rate - Beginning of year	6.05%	6.35%
Discount rate - End of year	5.85%	6.05%
Inflation rate - Beginning of year	2.25%	2.25%
Inflation rate - End of year	2.25%	2.25%
Expected average remaining service life (years)	12	12



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<b>Net Pension Asset</b>	<b>2021</b>	<b>2020</b>
<b>Accrued Benefit Obligation - beginning of year</b>	<b>\$ 144,544,000</b>	<b>\$ 130,925,000</b>
Current period benefit cost	5,989,000	5,359,000
Interest cost	8,702,000	8,249,000
Benefit payments	(7,404,000)	(7,398,000)
Actuarial gains	738,000	7,409,000
<b>Accrued Benefit Obligation - end of year</b>	<b>152,569,000</b>	<b>144,544,000</b>
<b>Pension Plan Assets at market value - beginning of year</b>	<b>147,346,000</b>	<b>141,310,000</b>
Employer contributions	3,917,000	3,655,000
Employee contributions	3,490,000	3,264,000
Return on plan assets	8,915,000	8,958,000
Actuarial gains (losses)	11,232,000	(2,443,000)
Benefit payments	(7,404,000)	(7,398,000)
<b>Pension Plan Assets at market value - end of year (1)</b>	<b>167,496,000</b>	<b>147,346,000</b>
<b>Funded Status - Pension Plan Surplus</b>	<b>14,927,000</b>	<b>2,802,000</b>
Unamortized Net Actuarial (Gains) Losses	(7,238,000)	3,973,000
Valuation allowance adjustment	(7,689,000)	(2,802,000)
<b>Net Pension Asset</b>	<b>\$ -</b>	<b>\$ 3,973,000</b>

<b>(1) Pension plan assets consist of:</b>	<b>2021</b>	<b>2020</b>
Fixed income securities	20.9%	20.4%
Equity investments	55.3%	55.0%
Mortgage	9.0%	8.9%
Real estate	14.8%	15.7%
	<b>100.0%</b>	<b>100.0%</b>

<b>Pension Expense</b>	<b>2021</b>	<b>2020</b>
Current period benefit cost	\$ 5,989,000	\$ 5,359,000
Amortization of net actuarial loss (gain)	717,000	(102,000)
Employee contributions	(3,490,000)	(3,264,000)
<b>Pension Cost</b>	<b>3,216,000</b>	<b>1,993,000</b>
Interest cost on the average accrued benefit obligation	8,702,000	8,249,000
Expected return on average pension plan assets	(8,915,000)	(8,958,000)
<b>Net Interest Cost</b>	<b>(213,000)</b>	<b>(709,000)</b>
Valuation allowance adjustment	4,887,000	(1,602,000)
<b>Total Pension Expense</b>	<b>\$ 7,890,000</b>	<b>\$ (318,000)</b>

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**7. ACCOUNTS RECEIVABLE**

All accounts receivable presented on the consolidated statement of financial position are net of any valuation allowances for doubtful accounts. Valuation allowances for doubtful accounts were \$0 (2020 - \$0).

Details of accounts receivable balances are as follows:

	<b>2021</b>	<b>2020</b>
Provincial Grants Receivable - Capital	\$ 1,644,648	\$ 1,389,325
Treaty Land Entitlement Receivable	1,009,226	1,210,071
Other Receivables	999,364	426,629
<b>Total Accounts Receivable</b>	<b>\$ 3,653,238</b>	<b>\$ 3,026,025</b>

**8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

Details of accounts payable and accrued liabilities are as follows:

	<b>2021</b>	<b>2020</b>
Accrued Salaries and Benefits	\$ 4,981,574	\$ 5,616,757
Accounts Payable - Operating	5,595,920	5,755,504
Accounts Payable - Capital	249,815	142,159
Accrued Interest Payable	3,119	4,004
<b>Total Accounts Payable and Accrued Liabilities</b>	<b>\$ 10,830,428</b>	<b>\$ 11,518,424</b>

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**9. LONG-TERM DEBT**

Details of long-term debt are as follows:

	<b>2021</b>	<b>2020</b>
Capital Loans:		
(a) Monthly payments of principal and interest combined of \$42,044, interest rate of 3.68%; due on the last day of each month through to May 30, 2033 (TD-Willowgrove Construction Loan)	\$ 4,808,527	\$ 5,129,667
(b) Monthly payments of principal and interest combined of \$24,354, interest rate of 2.47%; due on the last day of each month through to Apr. 30, 2025 (CPCI Repurpose Loan - BMO)	1,023,567	1,287,008
(c) Monthly payments of principal and interest combined of \$42,144, interest rate of 2.428%; due on the last day of each month through to January 28, 2024 (Tech Loan-TD)	1,186,420	1,653,667
(d) Monthly payments of principal and interest combined of \$63,527, interest rate of 1.675%; due on the 7th day of each month from July 7, 2020 through to June 7, 2025 (Tech Loan-TD)	2,831,960	3,540,645
	<b>9,850,474</b>	<b>11,610,987</b>
Capital Lease:		
(a) Photocopier Lease - Monthly payments of principal and interest combined of \$18,851, interest rate of 2.7%; due at the end of the month from September 30, 2018 to August 31, 2022 (Xerox)	187,460	369,931
	<b>187,460</b>	<b>369,931</b>
<b>Total Long-Term Debt</b>	<b>\$ 10,037,934</b>	<b>\$ 11,980,918</b>

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Future principal repayments over the next 5 years are estimated as follows:					
	Capital Loans		Capital Leases		Total
2022	\$	1,806,848	\$	187,460	\$ 1,994,308
2023		1,849,206		-	1,849,206
2024		1,596,587		-	1,596,587
2025		1,198,222		-	1,198,222
2026		385,891		-	385,891
Thereafter		3,013,720		-	3,013,720
Total	\$	9,850,474	\$	187,460	\$ 10,037,934

Principal and interest payments on the long-term debt are as follows:							
	Capital Loans		Capital Leases			2021	2020
Principal	\$	1,760,514	\$	182,470	\$	1,942,984	\$ 1,362,483
Interest		308,068		7,741		315,809	313,862
Total	\$	2,068,582	\$	190,211	\$	2,258,793	\$ 1,676,345

## 10. DEFERRED REVENUE

Details of deferred revenues are as follows:

	<b>Balance as at Aug. 31, 2020</b>	<b>Additions during the Year</b>	<b>Revenue recognized in the Year</b>	<b>Balance as at Aug. 31, 2021</b>
<b>Capital projects:</b>				
Non-Government deferred capital transfers	\$ -	\$ 40,000	\$ -	\$ 40,000
<b>Total capital projects deferred revenue</b>	-	40,000	-	40,000
<b>Non-Capital deferred revenue:</b>				
Multi-space agreement	891,902	-	45,351	846,551
Driver Education	18,986	947,794	933,306	33,474
Jordan's Principle	-	1,284,719	1,039,457	245,262
Foreign student tuition	43,750	63,750	82,500	25,000
Foundation deferred donations	4,612,272	6,846,638	1,847,269	9,611,641
<b>Total non-capital deferred revenue</b>	<b>5,566,910</b>	<b>9,142,901</b>	<b>3,947,883</b>	<b>10,761,928</b>
<b>Total Deferred Revenue</b>	<b>\$ 5,566,910</b>	<b>\$ 9,182,901</b>	<b>\$ 3,947,883</b>	<b>\$ 10,801,928</b>

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**11. COMPLEMENTARY SERVICES**

Complementary services represent those services and programs where the primary purpose is other than K-12 learning/learning support, but which have the specific objective of enhancing the school division's ability to successfully deliver its K-12 curriculum/learning programs.

Following is a summary of the revenues and expenses of the Complementary Services programs operated by the school division:

<b>Summary of Complementary Services Revenues and Expenses, by Program</b>	<b>Pre-K</b>	<b>Early Learning Intensive Support Pilot</b>	<b>Jordan's Principle</b>	<b>Students in Hospital</b>	<b>Other Programs</b>	<b>2021</b>	<b>2020</b>
<b>Revenues:</b>							
Operating Grants	\$ 2,660,920	\$ 475,000	\$ -	\$ 680,000	\$ 765,162	\$ 4,581,082	\$ 4,365,070
Fees and Other Revenues	-	-	1,039,457	-	118,175	1,157,632	1,918,322
<b>Total Revenues</b>	<b>2,660,920</b>	<b>475,000</b>	<b>1,039,457</b>	<b>680,000</b>	<b>883,337</b>	<b>5,738,714</b>	<b>6,283,392</b>
<b>Expenses:</b>							
Salaries & Benefits	2,412,565	502,742	1,341,926	567,088	299,777	5,124,098	4,900,222
Instructional Aids	46,691	2,271	-	-	571,093	620,055	302,952
Supplies and Services	-	-	337,024	-	13,645	350,669	245,252
Travel	-	-	-	-	8,999	8,999	-
Professional Development	234	-	-	-	-	234	5,173
Student Related Expenses	-	-	-	-	11,786	11,786	9,086
Contracted Transportation	-	-	-	82,546	12,232	94,778	100,918
<b>Total Expenses</b>	<b>2,459,490</b>	<b>505,013</b>	<b>1,678,950</b>	<b>649,634</b>	<b>917,532</b>	<b>6,210,619</b>	<b>5,563,603</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	<b>\$ 201,430</b>	<b>\$ (30,013)</b>	<b>\$ (639,493)</b>	<b>\$ 30,366</b>	<b>\$ (34,195)</b>	<b>\$ (471,905)</b>	<b>\$ 719,789</b>

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**12. EXTERNAL SERVICES**

External services represent those services and programs that are outside of the school division's learning/learning support and complementary programs. These services have no direct link to the delivery of the school division's K-12 programs nor do they directly enhance the school division's ability to deliver its K-12 programs.

Following is a summary of the revenues and expenses of the External Services programs operated by the school division:

Summary of External Services Revenues and Expenses, by Program	Associate School (Misbah)	Cafeteria	Qualified Donee & Foundation	Whitecap	Other Programs	2021	2020
<b>Revenues:</b>							
Operating Grants	\$ 1,558,240	\$ -	\$ -	\$ 213,724	\$ 95,419	\$ 1,867,383	\$ 4,289,976
Fees and Other Revenues	-	76,195	2,471,192	707,164	197,760	3,452,311	3,011,400
<b>Total Revenues</b>	<b>1,558,240</b>	<b>76,195</b>	<b>2,471,192</b>	<b>920,888</b>	<b>293,179</b>	<b>5,319,694</b>	<b>7,301,376</b>
<b>Expenses:</b>							
Other Related Fees	612,404	-	-	40,839	-	653,243	1,253,932
Salaries & Benefits	945,836	226,168	96,415	862,064	379,449	2,509,932	4,348,702
Instructional Aids	-	-	1,481,874	59,201	221	1,541,296	831,264
Supplies and Services	-	85,467	296,033	-	3,308	384,808	820,852
Non-Capital Equipment	-	-	4,205	-	-	4,205	69,625
Communications	-	-	87,277	-	721	87,998	168,471
Amortization	-	-	11,798	-	-	11,798	-
Building Operating Expenses	-	-	-	-	21,791	21,791	20,264
Student Related Expenses	-	-	7,750	-	-	7,750	7,944
<b>Total Expenses</b>	<b>1,558,240</b>	<b>311,635</b>	<b>1,985,352</b>	<b>962,104</b>	<b>405,490</b>	<b>5,222,821</b>	<b>7,521,054</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	<b>\$ -</b>	<b>\$ (235,440)</b>	<b>\$ 485,840</b>	<b>\$ (41,216)</b>	<b>\$ (112,311)</b>	<b>\$ 96,873</b>	<b>\$ (219,678)</b>

Summary of Associate School Revenues and Expenses, Details by School	Saskatoon Misbah School	2021	2020
<b>Revenues:</b>			
Operating Grants	\$ 1,558,240	\$ 1,558,240	\$ 4,043,152
<b>Total Revenues</b>	<b>1,558,240</b>	<b>1,558,240</b>	<b>4,043,152</b>
<b>Expenses:</b>			
Other Related Fees	612,404	612,404	1,197,313
Salaries & Benefits	945,836	945,836	2,831,686
Program Support Salaries & Benefits	-	-	14,153
<b>Total Expenses</b>	<b>1,558,240</b>	<b>1,558,240</b>	<b>4,043,152</b>
<b>Excess of Revenues over Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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**13. ACCUMULATED SURPLUS**

Accumulated surplus represents the financial assets and non-financial assets of the school division less liabilities. Accumulated surplus is comprised of the following two amounts:

- i) Accumulated surplus from operations which represents the accumulated balance of net surplus arising from the operations of the school division and school generated funds as detailed in the table below; and
- ii) Accumulated remeasurement gains and losses which represent the unrealized gains and losses associated with changes in the value of financial instruments recorded at fair value as detailed in the consolidated statement of remeasurement gains and losses.

Certain amounts of the accumulated surplus from operations, as approved by the board of education, have been designated for specific future purposes. These designated assets are included in the accumulated surplus from operations presented in the consolidated statement of financial position. The school division does not maintain separate bank accounts for the designated assets.

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Details of accumulated surplus are as follows:

	<b>August 31 2020</b>	<b>Additions during the year</b>	<b>Reductions during the year</b>	<b>August 31 2021</b>
<b>Invested in Tangible Capital Assets:</b>				
Net Book Value of Tangible Capital Assets	\$ 284,531,473	\$ 7,154,429	\$ 15,516,531	276,169,371
Less: Debt owing on Tangible Capital Assets	(11,980,918)	-	(1,942,984)	(10,037,934)
	<b>272,550,555</b>	<b>7,154,429</b>	<b>13,573,547</b>	<b>266,131,437</b>
<b>PMR maintenance project allocations (1)</b>	<b>8,760,888</b>	<b>6,384,155</b>	<b>6,959,943</b>	<b>8,185,100</b>
<b>Education Emergency Pandemic Support program allocation (2)</b>	<b>-</b>	<b>10,887,703</b>	<b>5,467,703</b>	<b>5,420,000</b>
<b>Internally Restricted Surplus:</b>				
<b>Capital projects:</b>				
Designated for tangible capital asset expenditures	3,876,245	4,005,784	2,806,592	5,075,437
	<b>3,876,245</b>	<b>4,005,784</b>	<b>2,806,592</b>	<b>5,075,437</b>
<b>Other:</b>				
School generated funds	3,487,517	45,175	33,308	3,499,384
School budget carryovers	1,896,944	-	77,772	1,819,172
Curriculum renewal	100,000	-	-	100,000
Governance	43,000	-	-	43,000
Technology replacement	3,122,000	3,125,000	1,272,000	4,975,000
COVID-19	3,125,000	-	3,125,000	-
Facility repairs related to rentals	306,953	-	170,663	136,290
Facility operating	437,201	248,047	107,285	577,963
Security camera	50,000	-	-	50,000
Mount Royal facility partnership	169,486	-	-	169,486
Alternate funds	1,017,459	-	620,562	396,897
Whitecap Pre-K	18,357	-	9,415	8,942
Whitecap Literacy	32,269	-	32,269	-
Whitecap K-4 school	(21,287)	467	-	(20,820)
	<b>13,784,899</b>	<b>3,418,689</b>	<b>5,448,274</b>	<b>11,755,314</b>
<b>Public Charities:</b>				
Foundation	1,084,453	2,477,895	2,139,522	1,422,826
Qualified Donee	490,983	146,281	69,200	568,064
	<b>1,575,436</b>	<b>2,624,176</b>	<b>2,208,722</b>	<b>1,990,890</b>
<b>Unrestricted Surplus</b>	<b>5,049,569</b>	<b>11,682,969</b>	<b>13,145,061</b>	<b>3,587,477</b>
<b>Total Accumulated Surplus from Operations</b>	<b>305,597,592</b>	<b>35,270,202</b>	<b>44,142,139</b>	<b>302,145,656</b>
<b>Accumulated Remeasurement Gain (Loss)</b>	<b>60,682</b>	<b>(60,682)</b>	<b>(263,460)</b>	<b>263,460</b>
<b>Total Accumulated Surplus</b>	<b>\$ 305,658,274</b>	<b>\$ 35,209,520</b>	<b>\$ 43,878,679</b>	<b>\$ 302,409,116</b>

(1) **PMR Maintenance Project Allocations** represent transfers received from the Ministry of Education as funding support for maintenance projects on the school division's approved 3-year capital maintenance plans. Unspent funds at the end of a fiscal year are designated for future approved capital plan maintenance project expenditures.

(2) **Education Emergency Pandemic Support Program Allocation** represent transfers received from the Ministry of Finance in 2020-21 to support costs related to the COVID-19 pandemic in the current and following school year.



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The purpose and nature of each Internally Restricted Surplus amount is as follows:

Capital projects represent funds allocated by the Board for capital construction.

School generated funds primarily represents fees collected from students participating in a variety of co-curricular activities including school clubs, music groups and sports teams. Each of these initiatives is treated as a unique program and the identity of program balances are maintained year over year.

School budget carryovers represent the unspent portion of budgets allocated to individual schools.

Curriculum renewal represents funds to be used to purchase student resources for curricular programming and implementation.

Governance represents funds to be used to support members of the Board of Trustees' governance activities.

Technology replacement represents funds to be used for purchases of computers, digital overhead projectors, smart boards and other related technology hardware.

COVID-19 represents funds to be used for computer technology loan payments.

Facility repairs related to rentals represents funds to be used to cover repairs to school property resulting from public rental of facilities.

Facility operating represents funds available to the facilities department to assist with operational activities.

Security camera represents funds to be directed toward the replacement or addition of security cameras in school division facilities.

Mount Royal facility partnership reserve represents the component part of the tenant agreements with Saskatoon Trades and Skills Centre and Saskatchewan Polytechnic designated for major maintenance and capital items at the expanded Mount Royal Collegiate.

Alternate funds represent funds received from external parties for specific projects.

Whitecap Pre-K represents funding for a Whitecap pre-kindergarten program.

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Whitecap Literacy represents funds to be directed towards literacy initiatives at Whitecap School.

Whitecap K-4 is an alliance school providing kindergarten to grade 4 school programming on the Whitecap Dakota First Nation. The program funding is received from the federal government and the Whitecap Dakota First Nation.

**Public Charities:**

The Foundation carries on activities which are for the charitable purpose of the advancement of education and enhancement of the quality of education offered by the school division.

The division's Qualified Donee tax status enables it to receive donations which are used to support educational initiatives.

**14. BUDGET FIGURES**

Budget figures included in the consolidated financial statements were approved by the board of education on June 16, 2020 and the Minister of Education on August 14, 2020.

**15. UNRECOGNIZED ASSETS**

The school division has works of art that are not recognized because a reasonable estimate cannot be made because the costs, benefits and economic value of such items cannot be reasonably and verifiably quantified using existing methods.

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**16. CONTRACTUAL RIGHTS**

Significant contractual rights of the school division are as follows:

- Memorandum of Agreement with the Whitecap Dakota First Nation ending on March 31, 2024. Payments under the agreement are based on tuition fees for students attending a school within the school division and reimbursement for the school division's salary, benefit and other operational and administrative costs for Charles Redhawk Elementary School.
- Mount Royal shared cost agreement of \$219,280 annually with no expiration, unless by notice of termination.

	<b>Mount Royal Shared Cost Agreement</b>
2022	\$ 219,280
2023	219,280
2024	219,280
2025	219,280
2026	219,280
Thereafter	Indefinite
<b>Total Contractual Rights</b>	<b>\$ 1,096,400</b>

**17. CONTINGENT LIABILITIES**

The school division has been named as a defendant in certain legal actions in which damages have been sought. The outcome of these actions is not determinable as at the date of reporting and accordingly, no provision has been made in these consolidated financial statements for any liability that may result. The school division's share of settlement, if any, will be charged to expenses in the year in which the amount is determinable.

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**18. CONTRACTUAL OBLIGATIONS AND COMMITMENTS**

Significant contractual obligations and commitments of the school division are as follows:

	<b>Estimated completion date</b>	<b>Amount</b>
Roofing - Aden Bowman	2022	\$ 210,970
Roofing - Evan Hardy	2022	463,930
Various Upgrades - Walter Murray	2022	225,611
City Centre School Project	2024	1,857,093
Roof Top Units	2022	214,163
Technology	2022	148,000
<b>Total</b>		<b>\$ 3,119,767</b>

The school division has ongoing service commitments for transportation, energy, and copiers. Other contracts and commitments are as follows:

	<b>Buses</b>	<b>Taxis</b>	<b>Energy</b>	<b>Total</b>
2022	\$ 5,655,400	\$ 795,503	\$ 983,394	\$ 7,434,297
2023	3,302,810	134,915	177,812	3,615,537
2024	3,401,894	134,915	-	3,536,809
2025	3,503,951	134,915	-	3,638,866
2026	3,609,070	134,915	-	3,743,985
<b>Total</b>	<b>\$ 19,473,125</b>	<b>\$ 1,335,163</b>	<b>\$ 1,161,206</b>	<b>\$ 21,969,494</b>

Capital lease obligations of the school division are as follows:

	<b>Capital Leases</b>	
	<b>Copiers</b>	<b>Total Capital</b>
<b>Future minimum lease payments:</b>		
2022	\$ 190,213	\$ 190,213
<b>Total future minimum lease payments</b>	190,213	190,213
<b>Less: Interest and executory costs</b>	(2,753)	(2,753)
<b>Total Lease Obligations</b>	<b>\$ 187,460</b>	<b>\$ 187,460</b>

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
As at August 31, 2021**

**19. RISK MANAGEMENT**

The school division is exposed to financial risks from its financial assets and liabilities. These risks include credit risk, liquidity risk and market risk (consisting of interest rate risk and foreign exchange risk).

**i) Credit Risk**

Credit risk is the risk to the school division from potential non-payment of accounts receivable. The credit risk related to the school division's receivables from the provincial government, federal government and their agencies are considered to be minimal. For other receivables, the school division has adopted credit policies which include implementation of credit limits and close monitoring of overdue accounts.

The school division does not have a significant exposure to any individual customer. Management reviews accounts receivable on a case by case basis to determine if a valuation allowance is necessary to reflect impairment in collectability.

The aging of grants and other accounts receivable as at August 31, 2021 was:

<b>31-Aug-21</b>					
	<b>Total</b>	<b>0-30 days</b>	<b>30-60 days</b>	<b>60-90 days</b>	<b>Over 90 days</b>
Grants Receivable	\$ 1,644,648	\$ -	\$ -	\$ -	\$ 1,644,648
Treaty Land Entitlement Receivable	1,009,226	-	200,845	-	808,381
Other Receivables	696,404	541,819	28,623	8,542	117,420
<b>Total Receivables</b>	<b>\$ 3,350,278</b>	<b>\$ 541,819</b>	<b>\$ 229,468</b>	<b>\$ 8,542</b>	<b>\$ 2,570,449</b>

Receivable amounts related to GST and PST are not applicable to credit risk, as these do not meet the definition of a financial instrument.

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
As at August 31, 2021**

**ii) Liquidity Risk**

Liquidity risk is the risk that the school division will not be able to meet its financial obligations as they come due. The school division manages liquidity risk by maintaining adequate cash balances, budget practices and monitoring and cash flow forecasts.

The following table sets out the contractual maturities of the school division's financial liabilities:

<b>31-Aug-21</b>					
	<b>Total</b>	<b>Within 6 months</b>	<b>6 months to 1 year</b>	<b>1 to 5 years</b>	<b>&gt; 5 years</b>
Accounts payable and accrued liabilities	\$ 10,830,428	\$ 10,711,169	\$ 34,500	\$ 74,691	\$ 10,068
Long-term debt	10,037,934	997,154	997,154	5,430,240	2,613,386
<b>Total</b>	<b>\$ 20,868,362</b>	<b>\$ 11,708,323</b>	<b>\$ 1,031,654</b>	<b>\$ 5,504,931</b>	<b>\$ 2,623,454</b>

**iii) Market Risk**

The school division is exposed to market risks with respect to interest rates and foreign currency exchange rates, as follows:

**Interest Rate Risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The school division's interest rate exposure relates to cash and cash equivalents and portfolio investments.

The school division also has an authorized bank line of credit of \$20,000,000 with interest payable monthly at a rate of prime minus 1.00% per annum. Changes in the bank's prime rate can cause fluctuation in interest payments and cash flows. There was no balance outstanding on this credit facility as of August 31, 2021.

The school division minimizes these risks by:

- holding cash in an account at a Canadian bank, denominated in Canadian currency
- investing in GICs and term deposits for short terms at fixed interest rates
- managing cash flows to minimize utilization of its bank line of credit
- managing its interest rate risk on long-term debt through the exclusive use of fixed rate terms for its long-term debt

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
As at August 31, 2021**

**Foreign Currency Risk**

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The school division is exposed to currency risk on purchases denominated in U.S. dollars for which the related accounts payable balances are subject to exchange rate fluctuations; however, the school division believes that it is not subject to significant foreign exchange risk from its financial instruments.

**20. COVID-19 PANDEMIC**

The COVID-19 pandemic is complex and rapidly evolving. It has caused material disruption to businesses and has resulted in an economic slowdown. The school division continues to assess and monitor the impact of COVID-19 on its financial condition. The magnitude and duration of COVID-19 is uncertain and, accordingly, it is difficult to reliably measure the potential future impact on the school division's financial position and operations.

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Schedule A: Consolidated Supplementary Details of Revenues  
for the year ended August 31, 2021**

	<b>2021 Budget</b>	<b>2021 Actual</b>	<b>2020 Actual</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Grants</b>			
<b>Operating Grants</b>			
Ministry of Education Grants			
Operating Grant	236,476,069	237,832,880	229,517,293
Other Ministry Grants	7,487,228	8,426,229	9,234,896
<b>Total Ministry Grants</b>	<b>243,963,297</b>	<b>246,259,109</b>	<b>238,752,189</b>
Other Provincial Grants	-	10,887,703	-
Grants from Others	982,357	933,306	908,676
<b>Total Operating Grants</b>	<b>244,945,654</b>	<b>258,080,118</b>	<b>239,660,865</b>
<b>Capital Grants</b>			
Ministry of Education Capital Grants	2,100,000	3,807,675	1,380,938
<b>Total Capital Grants</b>	<b>2,100,000</b>	<b>3,807,675</b>	<b>1,380,938</b>
<b>Total Grants</b>	<b>247,045,654</b>	<b>261,887,793</b>	<b>241,041,803</b>



**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Schedule A: Consolidated Supplementary Details of Revenues**

**for the year ended August 31, 2021**

	<b>2021 Budget</b>	<b>2021 Actual</b>	<b>2020 Actual</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Tuition and Related Fees Revenue</b>			
<b>Operating Fees</b>			
Tuition Fees			
Federal Government and First Nations	1,311,532	1,319,978	1,311,530
Individuals and Other	267,500	270,068	363,182
<b>Total Tuition Fees</b>	<b>1,579,032</b>	<b>1,590,046</b>	<b>1,674,712</b>
<b>Total Tuition and Related Fees Revenue</b>	<b>1,579,032</b>	<b>1,590,046</b>	<b>1,674,712</b>
<b>School Generated Funds Revenue</b>			
<b>Curricular</b>			
Student Fees	-	97,147	781,106
<b>Total Curricular Fees</b>	<b>-</b>	<b>97,147</b>	<b>781,106</b>
<b>Non-Curricular Fees</b>			
Commercial Sales - GST	-	8,903	8,526
Grants and Partnerships	-	347,282	144,122
Students Fees	-	154,742	269,914
Other	4,955,000	743,775	1,929,259
<b>Total Non-Curricular Fees</b>	<b>4,955,000</b>	<b>1,254,702</b>	<b>2,351,821</b>
<b>Total School Generated Funds Revenue</b>	<b>4,955,000</b>	<b>1,351,849</b>	<b>3,132,927</b>
<b>Complementary Services</b>			
<b>Operating Grants</b>			
Ministry of Education Grants			
Operating Grant	2,597,194	2,660,920	2,646,980
Other Ministry Grants	990,354	1,806,724	1,615,090
Other Grants	2,125,000	113,438	103,000
<b>Total Operating Grants</b>	<b>5,712,548</b>	<b>4,581,082</b>	<b>4,365,070</b>
<b>Fees and Other Revenue</b>			
Tuition and Related Fees	-	1,039,457	1,793,585
Other Revenue	-	118,175	124,737
<b>Total Fees and Other Revenue</b>	<b>-</b>	<b>1,157,632</b>	<b>1,918,322</b>
<b>Total Complementary Services Revenue</b>	<b>5,712,548</b>	<b>5,738,714</b>	<b>6,283,392</b>

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Schedule A: Consolidated Supplementary Details of Revenues**

**for the year ended August 31, 2021**

	<b>2021 Budget</b>	<b>2021 Actual</b>	<b>2020 Actual</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>External Services</b>			
<b>Operating Grants</b>			
Ministry of Education Grants			
Operating Grant	1,605,964	1,621,964	4,106,542
Other Ministry Grants	150,000	150,000	150,000
Other Provincial Grants	-	95,419	(334)
Other Grants	1,400,000	-	33,768
<b>Total Operating Grants</b>	<b>3,155,964</b>	<b>1,867,383</b>	<b>4,289,976</b>
<b>Fees and Other Revenue</b>			
Tuition and Related Fees	999,942	904,924	938,374
Other Revenue	250,000	2,547,387	2,073,026
<b>Total Fees and Other Revenue</b>	<b>1,249,942</b>	<b>3,452,311</b>	<b>3,011,400</b>
<b>Total External Services Revenue</b>	<b>4,405,906</b>	<b>5,319,694</b>	<b>7,301,376</b>
<b>Other Revenue</b>			
Miscellaneous Revenue	50,706	293,710	41,239
Sales & Rentals	1,219,800	541,985	892,477
Investments	300,000	225,988	331,534
<b>Total Other Revenue</b>	<b>1,570,506</b>	<b>1,061,683</b>	<b>1,265,250</b>
<b>TOTAL REVENUE FOR THE YEAR</b>	<b>265,268,646</b>	<b>276,949,779</b>	<b>260,699,460</b>

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Schedule B: Consolidated Supplementary Details of Expenses  
for the year ended August 31, 2021**

	2021 Budget	2021 Actual	2020 Actual
	\$	\$	\$
<b>Governance Expense</b>			
Board Members Expense	352,324	356,231	339,164
Professional Development - Board Members	20,800	1,211	3,708
Grants to School Community Councils	115,536	-	114,956
Elections	275,000	354,796	-
Other Governance Expenses	261,680	215,846	139,839
<b>Total Governance Expense</b>	<b>1,025,340</b>	<b>928,084</b>	<b>597,667</b>
<b>Administration Expense</b>			
Salaries	4,828,355	4,886,840	4,727,841
Benefits	736,848	1,478,562	277,159
Supplies & Services	267,220	223,526	207,565
Non-Capital Furniture & Equipment	51,326	23,283	26,309
Building Operating Expenses	203,474	1,394,224	654,967
Communications	60,850	50,556	58,281
Travel	10,000	5,755	8,421
Professional Development	87,735	12,635	31,267
Amortization of Tangible Capital Assets	180,000	182,033	185,067
<b>Total Administration Expense</b>	<b>6,425,808</b>	<b>8,257,414</b>	<b>6,176,877</b>
<b>Instruction Expense</b>			
Instructional (Teacher Contract) Salaries	144,430,623	143,814,125	137,785,898
Instructional (Teacher Contract) Benefits	8,004,216	8,636,960	7,097,776
Program Support (Non-Teacher Contract) Salaries	34,917,954	34,789,156	31,786,367
Program Support (Non-Teacher Contract) Benefits	5,369,139	7,481,991	3,065,221
Instructional Aids	3,555,289	3,247,297	3,020,808
Supplies & Services	3,326,559	4,045,596	3,025,174
Non-Capital Furniture & Equipment	429,362	321,505	414,402
Communications	406,443	492,274	543,495
Travel	270,439	85,442	136,300
Professional Development	791,989	583,650	829,715
Student Related Expense	1,122,136	852,418	922,000
Amortization of Tangible Capital Assets	2,780,000	3,176,299	3,054,737
<b>Total Instruction Expense</b>	<b>205,404,149</b>	<b>207,526,713</b>	<b>191,681,893</b>

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Schedule B: Consolidated Supplementary Details of Expenses  
for the year ended August 31, 2021**

	<b>2021 Budget</b>	<b>2021 Actual</b>	<b>2020 Actual</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Plant Operation &amp; Maintenance Expense</b>			
Salaries	11,273,800	11,504,076	10,757,931
Benefits	2,617,302	3,910,601	1,753,192
Supplies & Services	-	25,127	25,498
Non-Capital Furniture & Equipment	147,208	175,650	65,294
Building Operating Expenses	17,544,167	15,880,635	14,449,366
Communications	34,429	35,609	36,508
Travel	172,941	134,580	136,724
Professional Development	65,387	38,230	83,639
Amortization of Tangible Capital Assets	10,500,000	12,146,402	11,012,918
<b>Total Plant Operation &amp; Maintenance Expense</b>	<b>42,355,234</b>	<b>43,850,910</b>	<b>38,321,070</b>
<b>Student Transportation Expense</b>			
Contracted Transportation	6,818,567	6,157,492	5,586,917
<b>Total Student Transportation Expense</b>	<b>6,818,567</b>	<b>6,157,492</b>	<b>5,586,917</b>
<b>Tuition and Related Fees Expense</b>			
Tuition Fees	91,982	9,502	144,551
Other Fees	300,000	441,082	280,200
<b>Total Tuition and Related Fees Expense</b>	<b>391,982</b>	<b>450,584</b>	<b>424,751</b>
<b>School Generated Funds Expense</b>			
Academic Supplies & Services	-	358,648	455,668
Cost of Sales	-	8,852	6,344
School Fund Expenses	4,955,000	1,088,018	1,782,276
<b>Total School Generated Funds Expense</b>	<b>4,955,000</b>	<b>1,455,518</b>	<b>2,244,288</b>

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Schedule B: Consolidated Supplementary Details of Expenses**

**for the year ended August 31, 2021**

	<b>2021 Budget</b>	<b>2021 Actual</b>	<b>2020 Actual</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Complementary Services Expense</b>			
Instructional (Teacher Contract) Salaries & Benefits	2,395,520	2,105,225	2,243,121
Program Support (Non-Teacher Contract) Salaries & Benefits	1,013,655	3,018,873	2,657,101
Instructional Aids	102,138	620,055	302,952
Supplies & Services	2,125,000	350,669	245,252
Travel	-	8,999	-
Professional Development (Non-Salary Costs)	11,640	234	5,173
Student Related Expenses	-	11,786	9,086
Contracted Transportation & Allowances	128,500	94,778	100,918
<b>Total Complementary Services Expense</b>	<b>5,776,453</b>	<b>6,210,619</b>	<b>5,563,603</b>
<b>External Service Expense</b>			
Other Fees	435,464	653,243	1,253,932
Administration Salaries & Benefits	156,000	298,478	249,881
Instructional (Teacher Contract) Salaries & Benefits	2,087,342	1,900,207	3,729,894
Program Support (Non-Teacher Contract) Salaries & Benefits	401,087	311,247	368,927
Instructional Aids	1,434,555	1,541,296	831,264
Supplies & Services	255,259	384,808	820,852
Non-Capital Furniture & Equipment	-	4,205	69,625
Building Operating Expenses	21,478	21,791	20,264
Communications	-	87,998	168,471
Student Related Expenses	-	7,750	7,944
Amortization of Tangible Capital Assets	-	11,798	-
<b>Total External Services Expense</b>	<b>4,791,185</b>	<b>5,222,821</b>	<b>7,521,054</b>
<b>Other Expense</b>			
<b>Interest and Bank Charges</b>			
Current Interest and Bank Charges	27,500	25,751	35,177
Interest on Debentures	-	-	313,862
Interest on Capital Loans	310,134	315,809	-
<b>Total Interest and Bank Charges</b>	<b>337,634</b>	<b>341,560</b>	<b>349,039</b>
<b>Total Other Expense</b>	<b>337,634</b>	<b>341,560</b>	<b>349,039</b>
<b>TOTAL EXPENSES FOR THE YEAR</b>	<b>278,281,352</b>	<b>280,401,715</b>	<b>258,467,159</b>

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Schedule C: Consolidated Supplementary Details of Capital Assets  
for the year ended August 31, 2021**

	Land		Buildings		Other	Furniture and Equipment	Computer Hardware and Audio Visual Equipment	Computer Software	Assets Under Construction	2021	2020
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<i><b>Tangible Capital Assets - at Cost</b></i>											
Opening Balance as of September 1	12,521,311	1,939,108	424,276,030	21,285,592	235,870	11,486,029	9,370,409	140,416	572,654	481,827,419	478,540,459
Additions/Purchases	-	83,751	-	117,982	213,069	270,875	869,364	63,816	5,535,572	7,154,429	6,375,657
Disposals	-	-	-	-	(25,032)	(34,147)	(424,255)	(58,927)	-	(542,361)	(3,088,697)
Transfers to (from)	-	-	2,430,369	1,812,841	-	-	-	-	(4,243,210)	-	-
<b>Closing Balance as of August 31</b>	<b>12,521,311</b>	<b>2,022,859</b>	<b>426,706,399</b>	<b>23,216,415</b>	<b>423,907</b>	<b>11,722,757</b>	<b>9,815,518</b>	<b>145,305</b>	<b>1,865,016</b>	<b>488,439,487</b>	<b>481,827,419</b>
<i><b>Tangible Capital Assets - Amortization</b></i>											
Opening Balance as of September 1	-	377,722	182,595,403	6,165,871	176,662	4,185,529	3,686,407	108,352	-	197,295,946	186,131,921
Amortization	-	101,102	10,961,102	1,166,722	84,781	1,172,276	2,001,487	29,061	-	15,516,531	14,252,722
Disposals	-	-	-	-	(25,032)	(34,147)	(424,255)	(58,927)	-	(542,361)	(3,088,697)
<b>Closing Balance as of August 31</b>	<b>N/A</b>	<b>478,824</b>	<b>193,556,505</b>	<b>7,332,593</b>	<b>236,411</b>	<b>5,323,658</b>	<b>5,263,639</b>	<b>78,486</b>	<b>N/A</b>	<b>212,270,116</b>	<b>197,295,946</b>
<b>Net Book Value</b>											
Opening Balance as of September 1	12,521,311	1,561,386	241,680,627	15,119,721	59,208	7,300,500	5,684,002	32,064	572,654	284,531,473	292,408,538
Closing Balance as of August 31	12,521,311	1,544,035	233,149,894	15,883,822	187,496	6,399,099	4,551,879	66,819	1,865,016	276,169,371	284,531,473
<b>Change in Net Book Value</b>	<b>-</b>	<b>(17,351)</b>	<b>(8,530,733)</b>	<b>764,101</b>	<b>128,288</b>	<b>(901,401)</b>	<b>(1,132,123)</b>	<b>34,755</b>	<b>1,292,362</b>	<b>(8,362,102)</b>	<b>(7,877,065)</b>
<b>Disposals</b>											
Historical Cost	-	-	-	-	25,032	34,147	424,255	58,927	-	542,361	3,088,697
Accumulated Amortization	-	-	-	-	25,032	34,147	424,255	58,927	-	542,361	3,088,697
<b>Net Cost</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Price of Sale	-	-	-	-	-	-	-	-	-	-	-
<b>Gain (Loss) on Disposal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Book Value (NBV) of Assets Pledged as Security for Debt</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Closing costs of leased tangible capital assets of \$187,460 (2020 - \$369,930) representing \$184,460 (2020 - \$369,930) in Computer Hardware and Audio Visual Equipment. Accumulated amortization of \$532,977 (2020 - \$345,750) has been recorded on these assets.

**THE BOARD OF EDUCATION OF THE SASKATOON  
SCHOOL DIVISION NO. 13 OF SASKATCHEWAN**

**Schedule D: Consolidated Non-Cash Items Included in Deficit  
for the year ended August 31, 2021**

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
<b>Non-Cash Items Included in Surplus / Deficit</b>		
Amortization of Tangible Capital Assets (Schedule C)	15,516,531	14,252,722
In-Kind Ministry of Education Capital Grants for Joint-Use Schools		
Project included in Surplus / Deficit	(1,052,628)	(456,290)
<b>Total Non-Cash Items Included in Surplus / Deficit</b>	<b>14,463,903</b>	<b>13,796,432</b>

**Schedule E: Consolidated Net Change in Non-Cash Operating Activities  
for the year ended August 31, 2021**

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
<b>Net Change in Non-Cash Operating Activities</b>		
(Increase) Decrease in Accounts Receivable	(627,213)	713,067
(Decrease) Increase in Accounts Payable and Accrued Liabilities	(687,996)	1,516,032
Increase in Liability for Employee Future Benefits	352,700	326,200
Increase (Decrease) in Deferred Revenue	5,235,018	(762,330)
(Increase) Decrease in Prepaid Expenses	(452,222)	1,884
Decrease (Increase) in Pension Asset	3,973,000	(3,973,000)
<b>Total Net Change in Non-Cash Operating Activities</b>	<b>7,793,287</b>	<b>(2,178,147)</b>



**MEETING DATE:** DECEMBER 7, 2021

**TOPIC:** STRATEGIC PLAN ACCOUNTABILITY REPORT:  
HUMAN RESOURCES REPORT

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input checked="" type="checkbox"/> Decision
	<input checked="" type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Information

## BACKGROUND

Academic excellence, character, engagement, and well-being of students are at the heart of Saskatoon Public Schools' five-year strategic plan. The plan highlights our vision of each student being known, valued, and believed in. It emphasizes Saskatoon Public Schools' commitment to creating learning experiences that inspire all students to reach their potential and the importance of relationships, equity, and accountability.

## CURRENT STATUS

The attached report provides information on the operations of the Human Resources Department as of September 30, 2021. The following areas are addressed in this report:

- Active Employees by Category
- New Hires
- Staff Turnover
- Sick Leave
- Gender by Employment Group
- Leadership Positions by Gender
- Human Resources Initiatives
- Representative Workforce

Renee LaPlante, Superintendent of Human Resources will be in attendance to present the report.

PREPARED BY	DATE	ATTACHMENTS
Renee LaPlante, Superintendent of Human Resources	November 29, 2021	Accountability Report

## RECOMMENDATION

### **Proposed Board Motion:**

*That the Board approve the Strategic Plan Accountability Report: Human Resources, to be included as part of the director of education's 2021-2022 evaluation.*



# At Saskatoon Public Schools every student is Known • Valued • Believed In

We are committed to creating learning experiences that inspire all students to reach their potential.



## Accountability Topic: Human Resources

Date of Board Meeting: December 7, 2021

### Strategic Priorities:

<input type="checkbox"/> Academic Excellence	<input checked="" type="checkbox"/> Well-being
<input type="checkbox"/> Character	<input type="checkbox"/> Financial Stewardship
<input checked="" type="checkbox"/> Engagement	<input checked="" type="checkbox"/> Internal Business Processes

### Commitments:

- ☒ Relationships (honouring diversity, welcoming and joyful spaces, and community partnerships)
- ☒ Equity (anti-racist/anti-oppressive practice, representative workforce, high expectations)
- ☐ Accountability (evidence-based practice, focus on Indigenous student success, ensure safe, caring, and accepting learning environments)

### Key Measures:

As of September 30, 2021, the school division has 1574.64 FTE (full-time equivalents) employees on regular, replacement, and temporary contracts. This is compared to 1687.53 FTE's employees as of September 30, 2020. The school division hired 72 new staff members (compared to 105 in 2020) from October 1, 2020 to September 30, 2021. This includes all employee categories including teachers, \*CUPE 8443, \*\*Saskatoon Community Educators Association, and non-teachers.

\*CUPE 8443 includes Educational Assistants, Administrative Assistants, Secretaries, Caretaking, Maintenance, Information Systems, Accounting Technicians, Procurement, Library Technicians, Cafeteria, Nutrition Workers, Graphic Artist, and Restorative Justice Workers.

\*\*Saskatoon Community Educators Association (SCEA) includes Community School Coordinators. The Non-Teacher group includes out of scope support and managerial staff. This includes positions in Finance, Accounting, Transportation, Driver Education, Human Resources, Facilities, Information Systems, and Saskatoon Public Schools Foundation.

A breakdown of active employees by category (full-time equivalent) can be found in the data section of this report. The reduction of teachers from 2020 to 2021 was a result of the school

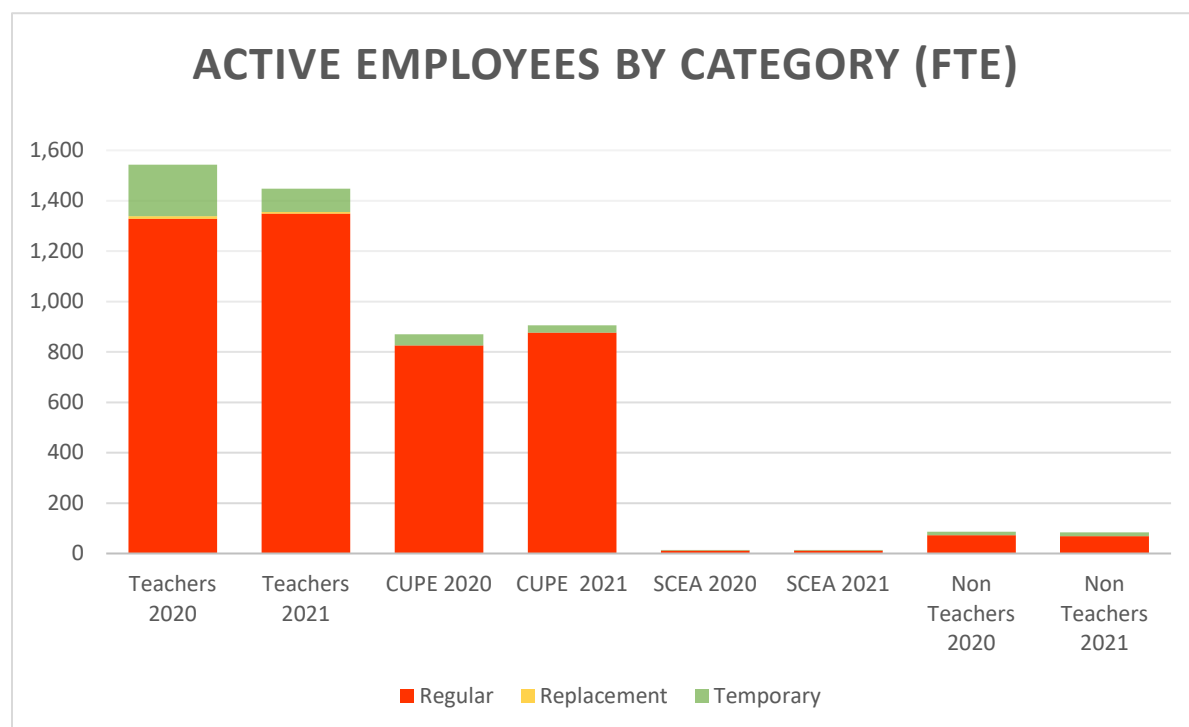
division not meeting enrolment projections in 2020-2021 and there was no mid-year funding adjustment which allowed the school division to reduce class sizes.

There was a 35% increase in employee turnover from 2020 to 2021, with 133 staff leaving the division from October 1, 2020 to September 30, 2021.

As the pandemic continues, the school division continues to see an increase in sick leave. Sick leave usage (including quarantine leave) for all employee groups, saw an increase of 34% from 2020 to 2021.

#### Data:

#### Employees by Category (as of September 30, 2020 vs September 30, 2021)

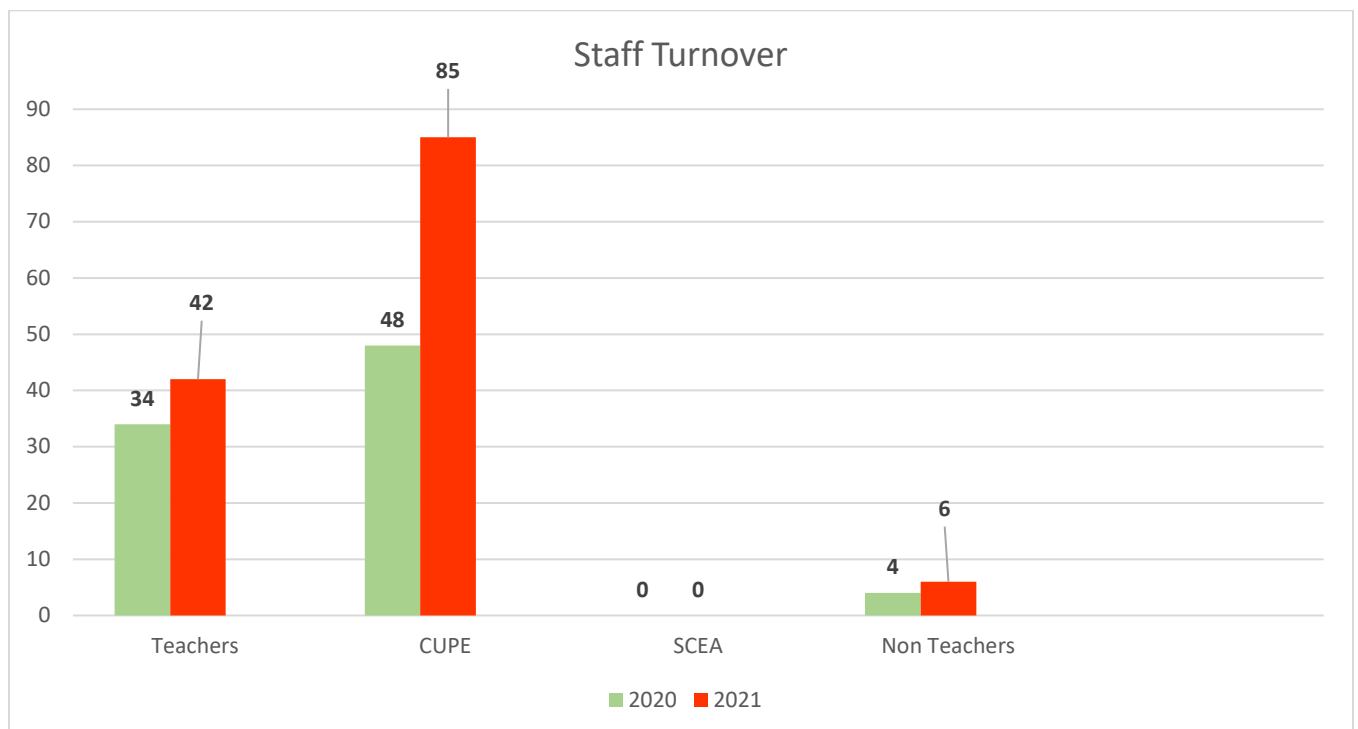


## Employee New Hires (October 1, 2020 – September 30, 2021)

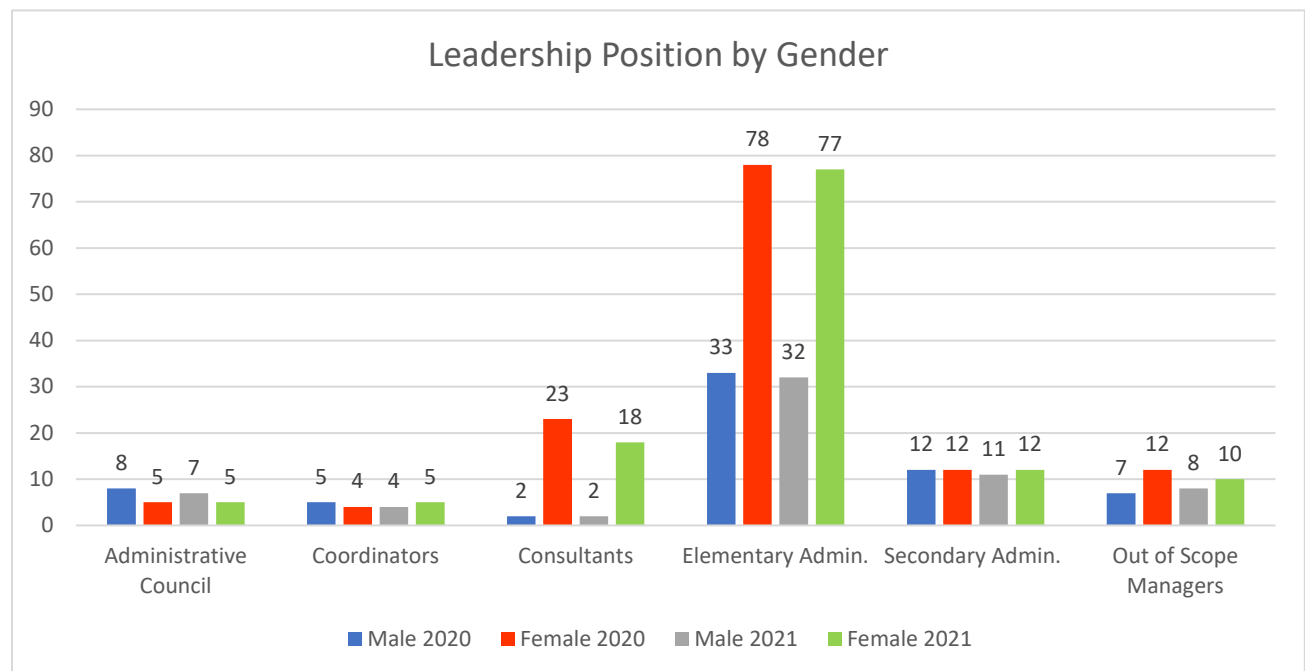
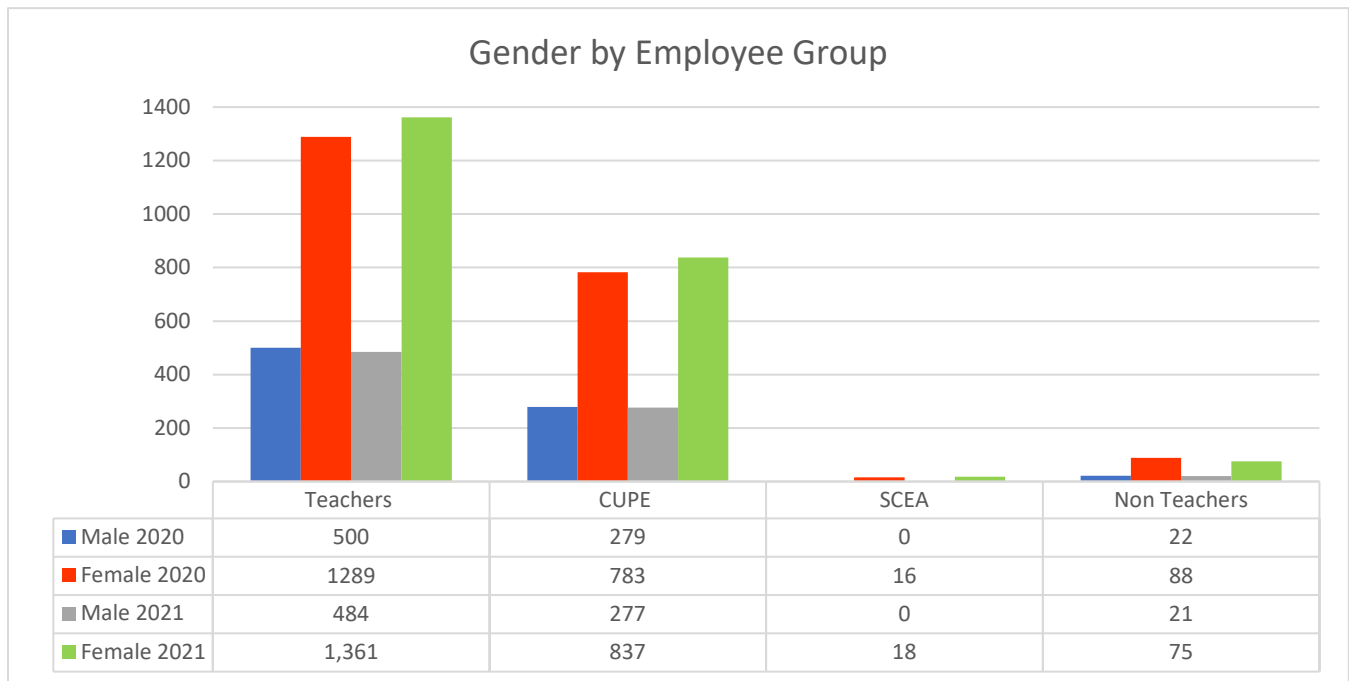
Employee Group	October 1, 2019 to September 30, 2020	October 1, 2020 to September 30, 2021
Teachers	39	30
CUPE	65	41
SCEA	0	0
Non Teachers	1	1
<b>Total</b>	<b>105</b>	<b>72</b>

## Staff Turnover

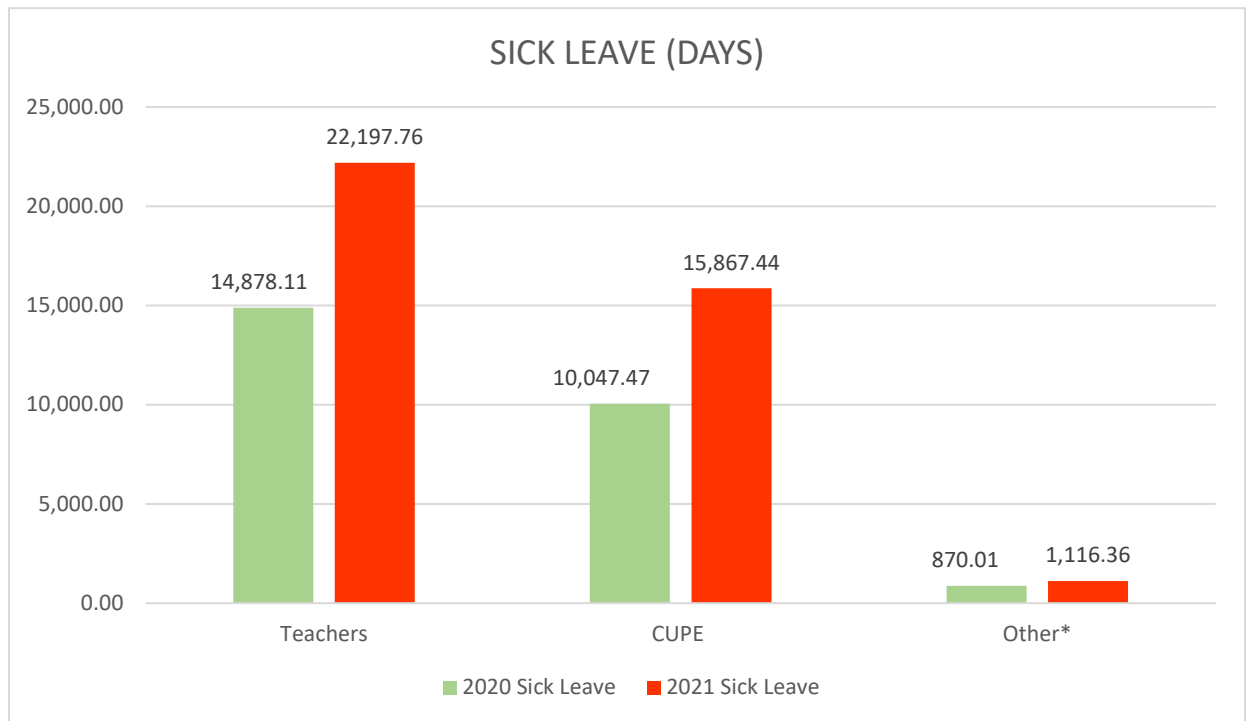
(October 1, 2019 – September 30, 2020 vs October 1, 2020 – September 30, 2021)



## Gender (As of September 30, 2020 vs September 30, 2021)

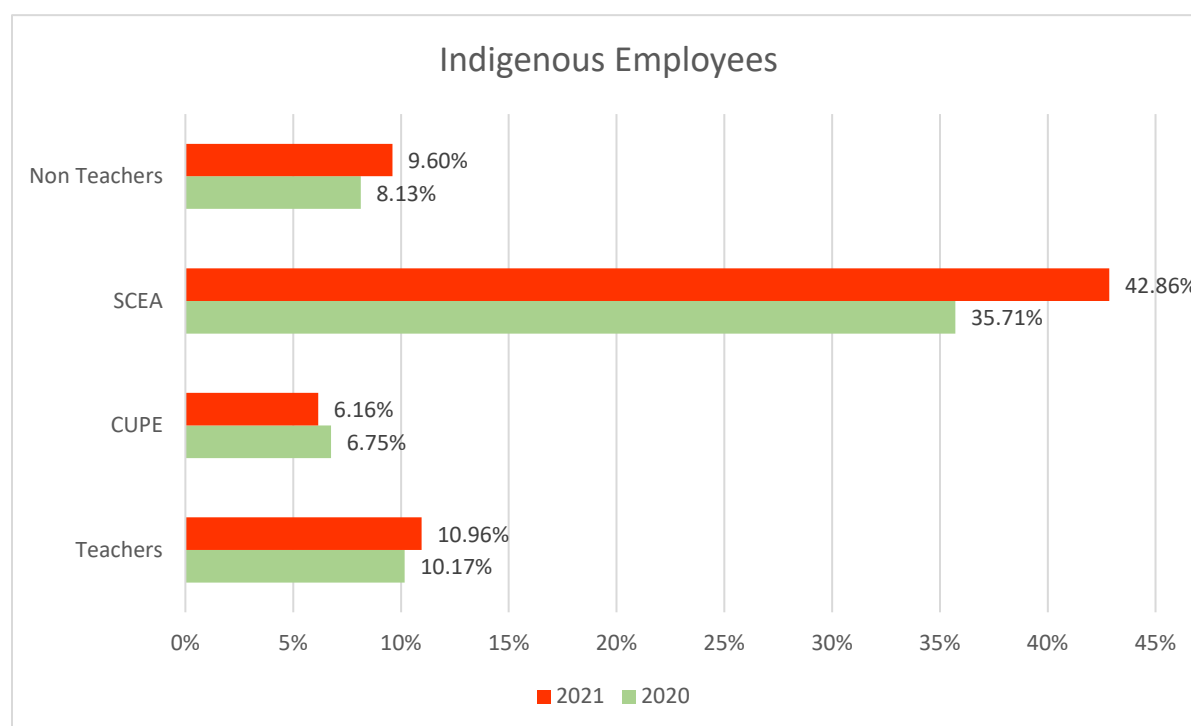


**Sick Leave (October 1, 2019 – September 30, 2020 vs October 1, 2020 – September 30, 2021)**



\* includes SCEA and Non-Teachers

## Indigenous Employees (as of September 30, 2020 vs September 30, 2021)



### Targets:

The Human Resources Department provides human resource leadership in supporting the development of a highly skilled, inclusive, and diverse workforce who are committed to supporting our students to be known, valued, and believed in.

The Representative and Culturally Competent Workforce Advisory Committee, which includes representation from the Human Resources Department is developing key targets and measures that will be presented in future reports.

### Key Initiatives Employed:

Administrative Procedure 415 – COVID Vaccination and Testing, was approved on October 25, 2021. This administrative procedure has been implemented through several phases. Initial work included the COVID-19 vaccination declaration survey that required employees to declare their vaccination status. As of November 26, 2021, ninety-five percent of permanent, temporary and substitute employees have been verified as fully vaccinated. The testing process began on November 29, 2021 for those employees who are not fully vaccinated or have been unwilling to disclose their vaccination status. Work continues with those employees who have requested accommodations under protected provisions of the Saskatchewan Human Rights Code.

Saskatoon Public Schools partnered with 4Seasons of Reconciliation to deliver a professional development course called Reconciliation Education. The course is an online cultural competency professional development module that is intended to promote a renewed relationship between Indigenous and non-Indigenous peoples in Canada. Saskatoon Public Schools is requiring all employees to complete the course by September 30, 2022. To date, 40% of employees are in process of completing or have completed the course.

Gender equity is a key factor of consideration when recruiting and selecting employees at all levels of the organization. Data on gender equity is included in this report.

Positive labour relations are supported through regular meetings with union groups and professional associations in the school division. Both the CUPE and LINC agreements were extended for an additional year which is an indication of the strong relationships that have been developed.

#### **Future Initiatives:**

The Representative and Culturally Competent Workforce Advisory committee is and revising their work plan to include the following focus:

- The self-declaration form is a voluntary process for employees to self-identify as First Nation, Métis, or Inuit. The form is in draft status with a target implementation date in early 2022. This statistical data will provide the committee baseline information to build key targets.
- Work continues to create a framework for mentorship of Indigenous employees within the school division.
- Partnerships and relationships continue with educational partners including ITEP, SUNTEP, University of Saskatchewan, SIIT, Saskatoon Open Door Society, Saskatchewan Intercultural Association, and International Women's Society.

The Human Resources Department has redeveloped work and learning plans for the business areas within the school division. Review of the new forms with feedback will occur prior to the start of the new school year. Performance appraisals for senior leaders in the business departments will be reviewed and updated this school year.

#### **Risk Assessment:**

Pressures on school division substitute lists continue because of increased sick leave, implementation of Administrative Procedure 415, and the reintroduction of teacher professional development. Recruitment continues through the school year for all substitute categories.

If the trend of increasing sick leave continues, the division will experience increased pressure on school division resources.

Over the past several years, there has been a drastic shift in the Educational Assistant supports required to support Intensive Support students. The school division has seen growth in the enrolment of students with intensive supports, but the severity and intensity of the supports required has increased. Work continues with educational partners to attract practicum students from a number of specializations including educational assistant, youth care worker, early childhood education, mental health and wellness, disability support workers, continuing care aid and nursing.

**Summary Comments:**

The Human Resources Department is committed to supporting division employees at all stages of their career through the delivery of professional human resource services, leadership and best practices while aligning with division policies, procedures, and strategic objectives.





**MEETING DATE:** DECEMBER 7, 2021

**TOPIC:** COVID-19 UPDATE

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input type="checkbox"/> Decision
	<input checked="" type="checkbox"/> Reports from Administrative Staff	<input checked="" type="checkbox"/> Discussion
	<input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Information

## BACKGROUND

Saskatoon Public Schools continues to focus on the response to the COVID-19 pandemic. Student and staff safety is our number one priority, and the division is focused on maintaining our efforts on the four student goals in the strategic plan. Timely and effective communication with staff, parents, and the community is a priority, and the division's administrative team will continue to ensure that all stakeholders are well informed on the response to the COVID-19 pandemic.

## CURRENT STATUS

As of December 2, 2021, Saskatoon Public Schools had been notified of 304 COVID cases this school year. As of that same date, only two schools remain in outbreak status. All classrooms that were temporarily providing remote learning have returned to in-class learning.

COVID numbers have remained low since early November. While concern over the new Omicron variant is prevalent, our partners in SHA continue to encourage vaccinations, masking, and additional cleaning measures until more is known.

SHA pediatric vaccination clinics are for children aged five to 11 years. The delivery plan includes participating pharmacies and Prairieland Park. SHA has chosen to offer after-school clinics at select SPS and GSCS schools for the week of December 6-10. Division administration has communicated all school clinics with all Saskatoon Public Schools families by way of email and newsletters.

Director Skjerven, Deputy Director Hills, and Deputy Director Scrimshaw will provide a verbal update on the ongoing response to the COVID-19 pandemic.

PREPARED BY	DATE	ATTACHMENTS
Shane Skjerven, Director of Education Brent Hills, Deputy Director of Education Charlene Scrimshaw, Deputy Director of Education	December 2, 2021	None

## RECOMMENDATION

### **Proposed Board Motion:**

*That the Board receive the COVID-19 Update for information.*

**MEETING DATE:** DECEMBER 7, 2021**TOPIC:** RESPONSE TO TRUSTEE TAIT'S REQUEST FOR ADMINISTRATION TO DEVELOP A BROAD RANGE OF BUDGET SCENARIOS

FORUM	AGENDA ITEMS	INTENT
<input type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input checked="" type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input type="checkbox"/> Decision
	<input type="checkbox"/> Reports from Administrative Staff	<input checked="" type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Other: Response to Trustee Question	<input checked="" type="checkbox"/> Information

**BACKGROUND**

At the November 23, 2021 Board meeting, Trustee Tait asked Administration to develop a broad range of budget scenarios.

**CURRENT STATUS**

The results of last year's financial forecast show a projected deficit/surplus for 2022-23 based on the following scenarios:

- An increase in funding of 0.8% results in total revenues of \$283.2 million and a projected deficit of \$6.9 million.
- An increase in funding of 1.8% results in total revenues of \$285.2 million and a projected deficit of \$5.0 million.
- An increase in funding of 4.8% results in total revenues of \$291.4 million and a projected surplus of \$0.4 million.

Due to successive years where funding increases were lower than projected increases in expenses, there are limited options to eliminate future budget deficits as financial reserves have been depleted and significant expense reductions have already occurred. Because the division's largest expense is in staffing, the vast majority of future reductions are likely to come in this area and would largely impact classrooms directly.

These projections are performed at a high level and based on assumptions of information available at the time for enrolment projections, inflation, salary adjustments and capital expenditures.

Administration has projected intensive supports student enrolment based on the historical intensive supports students as a percentage of enrolment (pre-COVID) and total student enrolment projections. The following are the projected intensive support student numbers:

- 2021-22 (actual): 1,536
- 2022-23: 1,682
- 2023-24: 1,727
- 2024-25: 1,772
- 2025-26: 1,802
- 2026-27: 1,842

The projected numbers of intensive needs students are important from a financial perspective. Saskatoon Public Schools welcomes all students of our community, including our most vulnerable, however our budget planning acknowledges that the costs of educating intensive needs students is much higher than for those without intensive needs and there is insufficient additional funding to offset these expenses.

PREPARED BY	DATE	ATTACHMENTS
Daniel Burke, Chief Financial Officer Krista Wei, General Manager of Financial Services	November 29, 2021	None