

Prairie South Schools
BOARD OF EDUCATION

September 7, 2021

Immediately following the Organizational Meeting
Central Office, 1075 9th Avenue NW
Moose Jaw

AGENDA

- 1. Call to Order**
- 2. Adoption of the Agenda**
- 3. Adoption of Minutes**
 - 3.1.** Regular Board June 1, 2021
 - 3.2.** Special Board Meeting August 27, 2021
- 4. Decision and Discussion Items**
 - 4.1.** Updated Third Quarter Forecast
 - 4.2.** Positive Path Forward
 - 4.3.** Board Policy 5 Update
 - 4.4.** Board Policy 8 Update
 - 4.5. Monthly Reports**
 - 4.5.1.** Teacher Absence and Substitute Usage Report
 - 4.5.2.** CUPE Staff Absence and Substitute Usage Report
 - 4.5.3.** Bus Driver Absence and Substitute Usage Report
 - 4.5.4.** Out of Scope Absence and Substitute Usage Report
 - 4.5.5.** Tender Report
- 5. Delegations and Presentation**
 - 5.1.** Devon Fingland 3:00 p.m.
- 6. Information Items**
 - 6.1.** Provincial Auditor of Saskatchewan (PAS) Letter of Involvement
 - 6.2.** Public Section Update
 - 6.3.** Public Section Calendar of Events 2021-2022
 - 6.4.** SSBA Annual Report
 - 6.5.** Organizational Chart
- 7. Provincial Matters**
- 8. Celebration Items**

- 9. Identification of Items for Next Meeting Agenda**
 - 9.1.** Notice of Motions
 - 9.2.** Inquiries
- 10. Meeting Review**
- 11. Adjournment**

MINUTES OF THE REGULAR BOARD MEETING OF THE PRAIRIE SOUTH SCHOOL DIVISION NO. 210 BOARD OF EDUCATION held at the Central Office, 1075 9th Avenue North West, Moose Jaw, Saskatchewan on June 1, 2021 at 1:00 p.m.

Attendance:

Mr. R. Bachmann; Mr. J. Bumbac; Dr. S. Davidson; Ms. C. Froese; Mr. B. Hagan; Mr. T. Johnson; Ms. M. Jukes; Ms. D. Pryor; Ms. G. Wilson; Mr. L. Young; R. Purdy, Business Manager; D. Teneycke, Superintendent of School Operations; A. Johnson, Superintendent of Human Resources; A. Olson, Superintendent of Learning; D. Huschi, Superintendent of School Operations; R. Boughen, Superintendent of School Operations; T. Baldwin, Director of Education; H. Boese, Transportation Manager; R. Dueck, Executive Assistant

Regrets:

S. Robitaille, Superintendent of Business and Operations

Delegations:

Kristin Schafer

Motions:

- | | | |
|-------------------|---|---------|
| 2021-06-01 - 3568 | That the meeting be called to order at 1:07 p.m.
- Bachmann | |
| 2021-06-01- 3569 | That the Board adopt the agenda as presented.
- Johnson | Carried |
| 2021-06-01 - 3570 | That the Board adopt the minutes of the May 4, 2021 Board meeting.
- Pryor | Carried |
| 2021-06-01 - 3571 | That the Board endorse the 2021-2022 Provincial Education Plan (PEP) priorities as attached.
- Jukes | Carried |
| 2021-06-01 - 3572 | That the Board go into a closed session at 1:45 p.m.
- Bumbac | Carried |
| 2021-06-01 - 3573 | That the Board reconvene at 2:22 p.m.
- Johnson | Carried |
| | Lew Young left the meeting at 2:22 p.m. and returned at 2:23 p.m. | |

2021-06-01 - 3574	That the Board approve that the catchment line between Kincad and Mankota be altered as recommended. - Froese	Carried
2021-06-01 - 3575	That the Board confirm the 2021-2022 Board Annual Work Plan. - Jukes	Carried
2021-06-01 - 3576	That the Board approve the 2022-2024 PMR plan as presented so it can start the Ministry process of grant funding for the upcoming year. - Froese	Carried
2021-06-01 - 3577	That the Board receive and file the monthly reports as presented. - Pryor	Carried
2021-06-01 - 3578	That the meeting be adjourned at 3:07 p.m. - Wilson	Carried

R. Bachmann
Chairperson

S. Robitaille
Superintendent of Business and Operations

Next Regular Board Meeting:

September 7, 2021
Prairie South School Division Central Office, Moose Jaw

**MINUTES OF THE SPECIAL BOARD MEETING OF THE PRAIRIE SOUTH SCHOOL
DIVISION NO. 210 BOARD OF EDUCATION held at the Central Office,
1075 9th Avenue North West, Moose Jaw, Saskatchewan on August 27, 2021 at 3:00 p.m.**

Attendance Via Zoom and Conference Call:

Mr. R. Bachmann; Mr. J. Bumbac; Dr. S. Davidson; Ms. C. Froese; Mr. B. Hagan; Mr. T. Johnson; Ms. M. Jukes; Ms. D. Pryor; Ms. G. Wilson; Mr. L. Young; R. Boughen, Director of Education; R. Purdy, Superintendent of Business; H. Boese, Executive Assistant to the Director

Motions:

- 2021-08-27 - 3579 That the meeting be called to order at 3:06 p.m.
- Bachmann
- 2021-08-27 - 3580 That the Board adopt the agenda as presented. Carried
- Johnson
- 2021-08-27 - 3581 That the Board approve the revised 2021-2022 Budget as Carried
presented with revenue of \$93,171,873, operating expenses of
\$90,819,201 and capital purchases of \$11,095,006.
- Froese
- Mary Jukes joined the meeting at 3:22 p.m.
- 2021-08-27 - 3582 That the meeting be adjourned at 3:26 p.m. Carried
- Bumbac

R. Bachmann
Chairperson

R. Purdy
Superintendent of Business

Next Regular Board Meeting:

September 7, 2021
Prairie South School Division Central Office, Moose Jaw

AGENDA ITEM

Meeting Date:	September 7, 2021	Agenda Item #:	04.1
Topic:	Updated 3rd Quarter Forecast and Finance Report		
Intent:	<input checked="" type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input type="checkbox"/> Information

Background:	The Division was required to submit a 2020-2021 3 rd Quarter Forecast to the Ministry by June 30, 2021.
Current Status:	The forecast was submitted to the Ministry. The report includes brief variance explanations associated to the report and Function level Income and Expense statement. It could not be prepared in time for the June Board Meeting. We have updated the forecast to show where we think we are now.
Pros and Cons:	It must be noted that this information is a forecast and based on information currently available. Year-end calculations and entries have not been done.
Financial Implications:	
Governance/Policy Implications:	
Legal Implications:	
Communications:	

Prepared By:	Date:	Attachments:
Ron Purdy	September 2, 2021	PSSD #210 Updated 3 rd Quarter Forecast, Function level Income and Expense Statement

Recommendation:

That the Board receive and file the Updated 3rd Quarter Forecast and Finance Report.

UPDATED 3RD QUARTER FINANCE REPORT
For the period ended August 31, 2021

Source Documents

Policy 12 Section 3. Fiscal Responsibility

- 3.1. Ensures the fiscal management of the Division is in accordance with the terms or conditions of any funding received by the Board.
- 3.2. Ensures the Division operates in a fiscally responsible manner, including adherence to recognized accounting procedures.
- 3.3. Ensures insurance coverage is in place to adequately protect assets, indemnify liabilities and provide for reasonable risk management.

1. Revenue/Expenditure patterns to August 31, 2021:

The updated 3rd Quarter report estimates a surplus of \$991,461. The budget was for a \$1,885,679 deficit.

Revenue:

Overall our revenues are \$3.7 million more than budget.

- There are a number of items different than budget in grants. We received \$3.39 million in Covid funding, were approved for \$1.65 million of emergent funding, we received \$225 thousand more than budget for PMR, we have to recognize \$447 thousand for Community Net, \$333 thousand for the Climate Action Incentive fund, we received \$1.75 million less than budget for the new school.
- School Generated Funds revenue is down substantially because of reduced activities and fund raising. This offsets some of the overage in grants so total revenue is not up by as much as the additional grant money.
- In other revenue we had rebates from WCB, SGI and PowerSchool (137K), a paper gain on the school bus that was totalled and sold used buses for \$88K. Interest is 28K under budget and HT bus repairs were under budget 38K.
- Complementary Services are over budget from 50K more than budget in ELIS funding and a nutrition donation.
- External is over from Covid funding. There is also a little extra grant that is offset by a reduction in concession revenues.

Expenses:

Our expenses are slightly under one million dollars over budget. The biggest variance areas are Instruction, facilities, transportation, and School Generated funds.

- Administration is basically on budget.
- Instruction is over. We added a million dollars to instruction for the virtual school and had extra covid costs in instructional resources that are partially offset by savings in student related expenses, PD and travel. The net is an overage of ~\$865K.
- Facilities should be over about \$1.4 million. We are over \$1.78 million on building operating expenses, under 230K on equipment and under \$150K on salaries.
- The savings in Transportation are mainly in repairs, fuel, and bus driver expenses for extra trips. Benefits and unbudgeted GPS costs offset some of the savings.
- SGF expense are also down substantially because of reduced activities at the schools.
- The majority of the overage in complementary is a salary that was budgeted under instruction.
- External is over by \$100K. It is the net overage between grant transfers being higher and salaries lower than budget.

Governance Implications

Develop final year-end numbers with the financial statements and audit.

Prairie South School Division No. 210

FORECAST Statement of Operations

For the Period Ended Aug 31, 2021

	2021 Budget	Aug 31, 2021 Projection	Aug 31, 2020 Actual
REVENUES			
Property Taxation	-	-	2,403
Grants	80,682,967	85,102,715	78,917,227
Tuition and Related Fees	234,000	250,538	251,931
School Generated Funds	1,511,071	394,163	1,074,893
Complementary Services	625,142	691,956	673,629
External Services	3,565,194	3,720,070	3,541,985
Other	519,300	681,387	892,523
Total Revenues (Schedule A)	87,137,674	90,840,829	85,354,591
Governance	460,988	387,847	334,396
Administration	2,879,201	2,874,361	2,832,848
Instruction	59,278,980	60,143,426	55,395,947
Plant	13,409,096	14,798,362	14,239,879
Transportation	6,528,234	6,045,067	5,810,288
Tuition and Related Fees	10,000	5,500	14,525
School Generated Funds	1,455,398	363,869	1,027,725
Complementary Services	1,246,246	1,376,175	1,482,449
External Services	3,748,210	3,850,526	3,651,319
Other Expenses	7,000	4,235	3,120
Total Expenses (Schedule B)	89,023,353	89,849,368	84,792,496
Operating Surplus (Deficit) for the Year	(1,885,679)	991,461	562,095

AGENDA ITEM

Meeting Date:	September 7, 2021	Agenda Item #:	04.2
Topic:	Positive Path Forward		
Intent:	<input checked="" type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input type="checkbox"/> Information

Background:	A facilitated Board self-evaluation and Positive Path Forward process was completed during a planning session of the Board on May 25, 2021. A subsequent planning session was held with Tony Baldwin and Ryan Boughen on June 1, 2021.
Current Status:	The summary document related to self-evaluation and goals and activities for 2021-2022 is attached.
Pros and Cons:	
Financial Implications:	
Governance/Policy Implications:	The Board of Education self-evaluation process is consistent with the requirements of Board Policy 2.
Legal Implications:	
Communications:	

Prepared By:	Date:	Attachments:
Ryan Boughen	September 1, 2021	<ul style="list-style-type: none"> A Positive Path Forward

Recommendation:

That the Board approve the Board of Education Self Evaluation Positive Path Forward document as developed at the facilitated workshop on May 25, 2021 and subsequent workshop held with Tony Baldwin and Ryan Boughen on June 1, 2021 and that the Board Chair be authorized to monitor the priorities and suggestions agreed to and bring items forward for Board consideration as deemed appropriate.



A Positive Path Forward: A Self-Evaluation of Board Performance in 2020-2021 Prairie South Schools Board of Education June 1st, 2021

1. Evaluation Process

The Prairie South School Division Board of Education completes a yearly self-appraisal in conjunction with appraisals of the Board Chair. In 2020-2021, the Board determined that the Director of Education would facilitate the development of the Board's Positive Path Forward for the coming year as part of the transition process for the incoming CEO in August 2021. Online feedback gathering from trustees was completed in May 2021 in preparation for a planning session held at the Division Office on May 25th, 2021. All trustees participated in all aspects of the self-evaluation process.

2. Context

The Board of Education is a corporate entity created by provincial legislation and given authority by *The Education Act* and associated regulations. The Board is comprised of Trustees elected in accordance with *The Local Government Election Act*. The Board's authority is defined through provincial statute and Board policy. The primary purpose of the Board of Education is to provide an education system that is organized and operated in the best interests of students and parents. The Board exercises this responsibility through a democratic process that sets clear strategic direction and uses resources wisely.

Several factors affected the governance landscape in Prairie South in 2020-2021:

- The COVID-19 global pandemic caused significant disruption to schools and the decision-making processes connected to them for the entire year. School division administration orientation moved significantly towards crisis management beginning in March 2020 and this orientation endured for the entire year in 2020-2021.
- As a result of the pace and uniqueness of decisions related to COVID-19, the Board of Education met much more frequently for administrative briefings as a Committee of the Whole and much less frequently as smaller sub-committees.
- A late election date set by the Government of Saskatchewan for the school board election resulted in a significant change in membership around the Board table in November 2020. 40% of trustees are new to the Board in 2020-2021.
- Structures developed at the provincial level to manage emerging questions related to COVID-19 altered traditional Board autonomy and blurred areas of responsibility for school boards and administration.
- The resignation of the current CEO effective July 31, 2021 triggered a detailed recruitment process as the Board searched for a new CEO. This work placed a significant additional time burden on trustees.
- In addition to the CEO, two other members of the Central Administrative Council resigned during the 2020-2021 school year and the Board was faced with a changing landscape in terms of the school division executive leadership team. One additional member of the Central Administrative Council was on leave for the 2020-2021 school year.



A Positive Path Forward: A Self-Evaluation of Board Performance in 2020-2021 Prairie South Schools Board of Education June 1st, 2021

3. Review of Board Performance: Looking Back

Prior to the planning session on May 25th, trustees provided feedback in an online survey related to the responsibilities included in Board Policy 2: Role of the Board. All 10 trustees participated in the online survey. Using a ten point scale, average trustee ratings of Board performance were as follows:

Area of Board Performance	Score
Accountability to Provincial Government	9.10
Accountability to Community	7.80
Strategic Plan	7.80
Policy	8.10
Director of Education / Board Relations	8.60
Board Development	8.30
Political / Advocacy	8.30
Fiscal	8.70
Recognition/celebration	7.00

Additionally, the Board reviewed the Positive Path Forward feedback from a previous self-evaluation conducted in the fall of 2020. At the May 2021 planning session, trustees identified several areas where governance work had advanced during the year and several areas where the Board was challenged.

Areas of Progress	Areas of Challenge
<ul style="list-style-type: none">• Political advocacy activities. Trustees met with MLAs including the Minister of Education and the Education Critic and also with Moose Jaw City Council which led to additional conversations between the Board Chair and the Mayor of Moose Jaw.• Professional Development. All trustees participated in Saskatchewan School Boards Association PD modules and completed the Four Seasons of Reconciliation training program.• Policy. Trustees engaged in learning opportunities related to Board Policy• Tone. Trustees agreed that the Board was more united and respectful and had moved away from a time where disagreement rather than understanding was seen as a principle of good governance.	<ul style="list-style-type: none">• Individual trustee outreach and engagement with community has been hampered.• Focus on academics has been limited due to focus on COVID-19.• Relationships among trustees and between the Board and staff were hampered due to safety processes related to COVID-19.• Exposure and learning related to national and provincial issues in education was limited.• Trustee awareness of school-level celebrations was impeded by COVID-19 restrictions, which led to fewer opportunities to celebrate accomplishments of students, staff, schools and the school division.



A Positive Path Forward: A Self-Evaluation of Board Performance in 2020-2021 Prairie South Schools Board of Education June 1st, 2021

4. Positive Path Forward Goals for 2020-2021: Looking Forward

Three deliverables related to a Positive Path Forward were planned as part of the May 25th planning session:

- Board Feedback – Director Transition Process
- Opportunity for Collaboration – Board and Incoming CEO
- Conceptual Framework for Board Activity in 2021-2022

One challenge identified to the Board was related to their activities in 2020-2021 as compared to their typical activities in a year when there wasn't a global pandemic and the fact that 40% of trustees had never experienced "normal" governance work and scheduling. In order to mitigate this challenge, trustee consensus was sought and achieved in two important areas. First, trustees came to agreement related to the amount of time they expected to be engaged in governance activity in a typical month in 2021-2022. Trustees identified scheduled activities and agreed on typical time commitments as follows:

1. Preparation for and participation in Public Board Meetings – 4 hours monthly on average
2. Committee of the Whole Planning and Professional Development Sessions – 7 hours monthly on average
3. Committee Meetings – 2 hours monthly on average
4. Trustee and Board professional development activities - 2 hours monthly on average

In addition to scheduled activities, trustees reviewed individual public interaction and engagement activities including phone calls, emails, SCC meetings and school and division events. While these activities vary among trustees and from month to month, trustees agreed that individual public interaction and engagement activities accounted for between 5 and 25 hours monthly. Consensus related to governance activity times is intended to support both trustees and the CEO as "Board work" is planned for the 2021-2022 school year. A draft Public and Committee of the Whole meeting schedule was developed in alignment with this consensus.

The second area of consensus was connected to trustee expectations for accountability reporting during the 2021-2022 school year. Trustees agreed that the current accountability report requirements were sufficient to meet the oversight needs of the Board and acknowledged that all accountability reports had been thoroughly reviewed and updated as part of a previous Positive Path Forward process. Consensus related to accountability reporting requirements is intended to support both trustees and the CEO as reporting activities are planned for the 2021-2022 school year. Trustees acknowledged that a strategic planning process planned for 2021-2022 might result in adjustments to reporting requirements in subsequent years.

A proposed Board Work Plan for 2021-2022 was reviewed by Trustees and was ratified by the Board on June 1, 2021.



A Positive Path Forward: A Self-Evaluation of Board Performance in 2020-2021 Prairie South Schools Board of Education June 1st, 2021

During the planning session on May 25th, trustees reviewed data from budgeting activities earlier in 2021 as well as data from the trustee surveys conducted in May related to the Roles of the Board as directed by Board Policy 2.

In order of importance as determined by the Board, budgeting and strategic priorities for 2021-2022 are:

- ✓ Post-COVID Learning Gaps Focus
- ✓ Prekindergarten Programming
- ✓ Classroom Staff (Class Size)
- ✓ Strategic (Ongoing) Mental Health Supports (more than just post-COVID wellness)
- ✓ Prairie South Virtual School Programming (Grades 1-9)
- ✓ Physical Infrastructure (Bricks and Mortar)
- ✓ Mitigating Classroom Complexity
- ✓ Post-COVID Wellness Focus
- ✓ Transportation Ride Times
- ✓ Innovation Funding
- ✓ Staff Appreciation Activities
- ✓ Additional Communications Support

In order of importance as determined by the Board, governance focus priorities for 2021-2022 are:

- ✓ Strategic Plan
- ✓ Director/Board Relations
- ✓ Fiscal Oversight
- ✓ Accountability to Community
- ✓ Policy
- ✓ Accountability to Provincial Government
- ✓ Political / Advocacy
- ✓ Board Development
- ✓ Recognition / Celebration

5. Positive Path Forward Recommendations for 2021-2022

1. That the Board focus the majority of its time on areas of high importance as defined above, including
 - a. ongoing relationship development with the CEO and executive staff, taking advantage of recent staff and trustee changes
 - b. the development of a renewed strategic plan, with consideration to provincial, national and global education realities
 - c. the review of Prekindergarten program allocation to schools
 - d. the mitigation of challenges for students and families related to COVID-19.

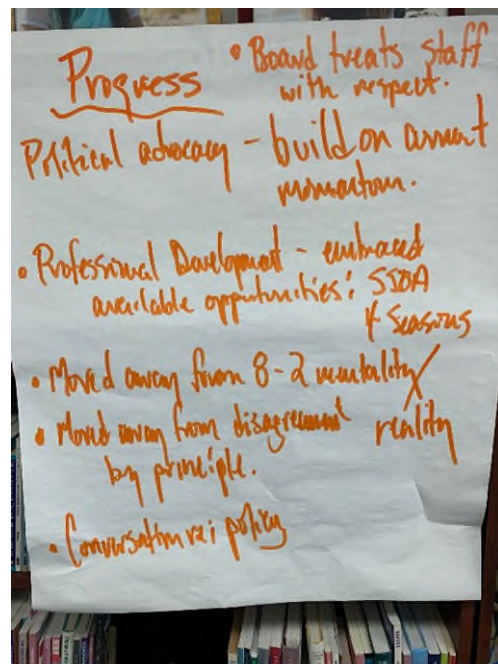
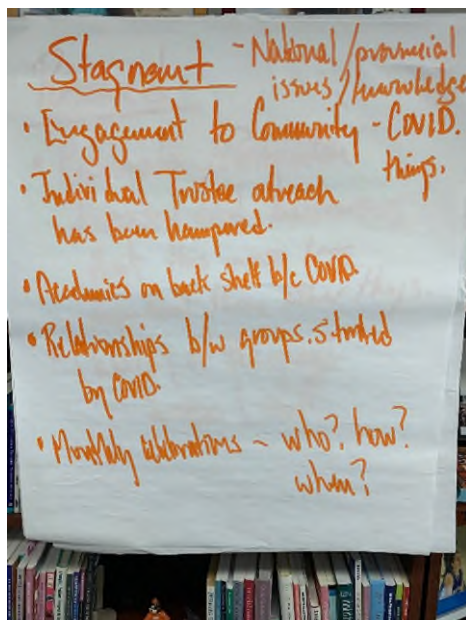


A Positive Path Forward: A Self-Evaluation of Board Performance in 2020-2021 Prairie South Schools Board of Education June 1st, 2021

2. That the Board consider enhanced communication opportunities related to community accountability and student and staff mental health, well being and engagement.
3. That the Board continue to take advantage of opportunities for Board development and encourage individual trustees to continue with trustee development.
4. That the Board Chair consider appointing a third person in addition to the Chair and Vice-Chair to the Executive Committee as a succession planning strategy.
5. That the Board adjust its committee structure by replacing the Innovation Committee with the Staffing Resource Committee to enhance trustee understanding of staffing levels and fiscal realities related to staffing.

6. Suggested Board Motion

That the Board approve the Board Self Evaluation Positive Path Forward report developed through the facilitated workshop of 25 May 2021, and that the Board Chair be authorized to monitor the priorities and suggestions agreed to and bring items forward for Board consideration as deemed appropriate.



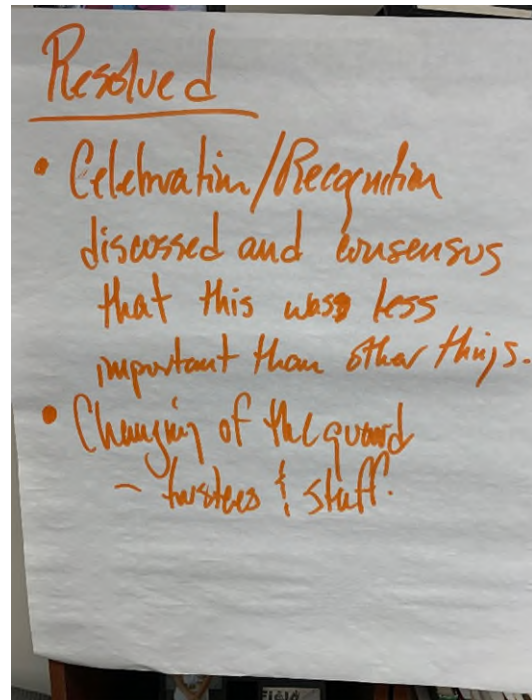
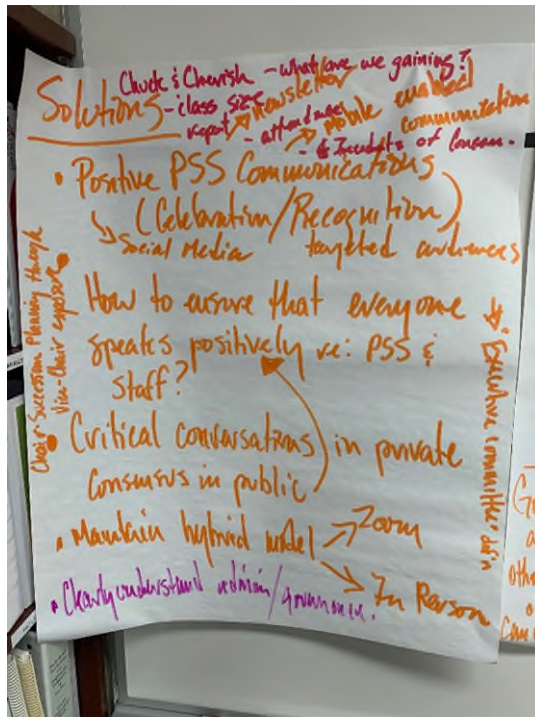


A Positive Path Forward: A Self-Evaluation of Board Performance in 2020-2021 Prairie South Schools Board of Education June 1st, 2021

Trustees and Time.
→ not all time is accounted for. → emails, windshield time,
→ 10 hours/week = 40 hours/month.
might be reasonable.
✓ 20-40 hours/mo
→

* Trustee vs Board Dev't
↑ Now ↑ Later
→ How can we be people as well as trustees and administrators?
* Strategic planning processes
will contribute to Board development.
→ Governance work happens at the Board table; other work happens at other times.
Can we move focus from public to public?
Education world/financial realities.
Connect to national!

A Positive Path Forward: A Self-Evaluation of Board Performance in 2020-2021 Prairie South Schools Board of Education June 1st, 2021



AGENDA ITEM

Meeting Date:	September 7, 2021	Agenda Item #:	4.3
Topic:	Board Policy 5 Update		
Intent:	<input checked="" type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input type="checkbox"/> Information

Background:	<p>Policy development is a key responsibility of the Board. Policies constitute the will of the Board in determining how the Division will operate. Policies provide direction and guidelines for the action of the Board, Director of Education, staff, students, electors and other agencies. Policies also serve as sources of information and guidelines to all who may be interested in or connected with the operation of the Division.</p> <p>Adoption of new Board policies or revision of existing policies is solely the responsibility of the Board. The Board shall be guided in its approach to policy making by ensuring adherence to the requirements necessary to provide public education and compliance with <i>The Education Act, 1995</i> and other provincial and federal legislation.</p>
Current Status:	<p>The Board and Director of Education participated in facilitated self-evaluation and planning sessions on May 25 and June 1. During these planning sessions, trustees expressed a desire to adjust the Board Executive Committee by including an additional trustee to sit on the Committee for one term determined by the Board Chair. Board Policy 5 requires an update to reflect this change.</p>
Pros and Cons:	<p>The adjusted policy is consistent with the outcomes of the facilitated self-evaluation and planning session.</p>
Financial Implications:	
Governance/Policy Implications:	
Legal Implications:	
Communications:	<p>All new or updated policies are available at www.prairiesouth.ca once adopted by the Board of Education.</p>

Prepared By:	Date:	Attachments:
Ryan Boughen	September 1, 2021	• Board Policy 5 Updated September 7, 2021

Recommendation:

That the Board adopt Board Policy 5 updated September 7, 2021.

Policy 5

ROLE OF THE BOARD CHAIR

The Board believes that its ability to discharge its obligation is enhanced when leadership and guidance is forthcoming from its membership.

The Board, at the Organizational Meeting and thereafter at any time as determined by the Board, shall elect one of its members to serve as Board Chair, to hold office at the pleasure of the Board.

The Board delegates to the Chair the following powers and duties:

1. Preside over all Board meetings and ensure that such meetings are conducted in accordance with the Education Act and the policies and procedures as established by the Board and where those are silent, Robert's Rules of Order.
2. ~~Prior to each Board meeting, confer with the other members of the Executive Committee (Director of Education, Superintendent of Business & Operations, Chair and Vice-Chair) on the items to be included on the agenda, the order of these items, and become thoroughly familiar with them.~~ Prior to each Board meeting, confer with the other members of the Executive Committee.
 - 2.1 The Executive Committee shall consist of the Director of Education, Superintendent of Business, Board Chair, Board Vice-Chair, and one additional Board member.
 - 2.2 The additional Board member shall be in place for one term.
 - 2.3 One term shall be defined by September through January or February through July/August.
 - 2.4 The additional Board member shall follow a rotation determined by the Board Chair.
3. Perform the following duties during Board meetings:
 - 3.1 Preside over all Board meetings and ensure that such meetings are conducted in accordance with the Education Act, the policies and procedures as established by the Board and Robert's Rules of Order;
 - 3.2 Maintain the order and proper conduct and decorum of the meeting so that motions may be formally debated;
 - 3.3 Ensure that all issues before the Board are well-stated and clearly expressed;
 - 3.4 Display firmness, courtesy, tact, and impartiality;
 - 3.5 Ensure that each trustee has a full and fair opportunity to be heard and understood by the other members of the Board in order that collective opinion can be developed and a corporate decision reached;
 - 3.6 Ensure that debate is relevant. The Chair, in keeping with his/her responsibility to ensure that debate must be relevant to the question, shall, when s/he is of the opinion that the discussion is not relevant to the question, remind members that they

must speak to the question;

- 3.7 Decide questions of order and procedure, subject to an appeal to the rest of the Board. The Chair may speak to points of order in preference to other members;
 - 3.8 Submit motions or other proposals to the final decision of the meeting by a formal vote;
 - 3.9 Extend hospitality to other trustees, officials of the Board, the press, and members of the public.
4. Keep informed of significant developments within the Division.
 5. Keep the Board and the Director of Education informed in a timely manner of all matters coming to his/her attention that might affect educational opportunities in the Division.
 6. Be in regular contact with the Director of Education to maintain a working knowledge of current issues and events.
 7. Convey directly to the Director of Education such concerns as are related to him/her by trustees, parents, students or employees which may affect the administration of the Division.
 8. Provide counsel to the Director of Education, when requested to do so.
 9. Bring to the Board all matters requiring a decision of the Board.
 10. Act as the chief spokesperson for the Board except for those instances where the Board has delegated this role to another individual or group.
 11. Act as an ex-officio (non-voting) member of all committees appointed by the Board.
 12. Act as a voting member of any committee specifically appointed to by Board resolution.
 13. Act as a signing officer for the Division.
 14. Represent the Board, or arrange alternative representation, at official meetings or other public functions.
 15. Review and approve the Director of Education's monthly expense claim, vacation entitlement report and sick leave report in accordance with the Director of Education's contract provisions, and the Vice-Chair's monthly expense claim in accordance with Board policy.
 16. Review and sign-off trustee expense claim for the Vice-Chair and submit his own trustee expense claim to the Chair of the Business, Infrastructure and Governance Committee for review and sign-off.
 17. Ensure the Director of Education's contract provisions are administered appropriately.
 18. Name trustees to serve on standing and ad hoc committees.

19. Address inappropriate behaviour on the part of a trustee.
20. Receive any harassment complaints that involve the Director of Education.

Reference: The School Division Administration Regulations, 2017, Sections 14 and 39

November 6, 2018

AGENDA ITEM

Meeting Date:	September 7, 2021	Agenda Item #:	4.4
Topic:	Board Policy 8 Update		
Intent:	<input checked="" type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input type="checkbox"/> Information

Background:	<p>Policy development is a key responsibility of the Board. Policies constitute the will of the Board in determining how the Division will operate. Policies provide direction and guidelines for the action of the Board, Director of Education, staff, students, electors and other agencies. Policies also serve as sources of information and guidelines to all who may be interested in or connected with the operation of the Division.</p> <p>Adoption of new Board policies or revision of existing policies is solely the responsibility of the Board. The Board shall be guided in its approach to policy making by ensuring adherence to the requirements necessary to provide public education and compliance with <i>The Education Act, 1995</i> and other provincial and federal legislation.</p>
Current Status:	<p>The Board and Director of Education participated in facilitated self-evaluation and planning sessions on May 25 and June 1. During these planning sessions, trustees expressed a desire to adjust the Board Committee structure for the 2021-2022 school year. Board Committees are defined and established in Board Policy 8, so this adjustment requires an update of that policy.</p>
Pros and Cons:	<p>The adjusted policy is consistent with the outcomes of the facilitated self-evaluation and planning session.</p>
Financial Implications:	
Governance/Policy Implications:	
Legal Implications:	
Communications:	<p>All new or updated policies are available at www.prairiesouth.ca once adopted by the Board of Education.</p>

Prepared By:	Date:	Attachments:
Ryan Boughen	September 1, 2021	<ul style="list-style-type: none"> Board Policy 8 Updated September 7, 2021

Recommendation:

That the Board adopt Board Policy 8 updated September 7, 2021.

Policy 8

BOARD COMMITTEES

The Board may establish committees to assist with its work. Committees may be standing or ad hoc in nature.

At its annual Organizational Meeting, the Board shall establish such standing committees, and terms of reference for each, as it deems necessary. At any duly constituted meeting, the Board may establish standing or ad hoc committees, and terms of reference for each.

General Requirements

Subsequent to the establishment of committees, appointment of trustees to committees will be the responsibility of the Chair. Normally trustees serve on a maximum of two standing committees. The Board Chair may sit as an assigned member of any committee; however s/he shall be an ex-officio member of all Board committees.

Committee Chairs will be determined by the Committee.

All committees of the Board, unless otherwise directed by a majority of the Board, shall report their activity and any recommendations arising from their work to the Board. Reports shall be delivered orally to the Committee of the Whole and any written reports shall be included in the Board agenda package.

Standing Committees

Standing committees are established to assist the Board with work of an on-going or recurring nature. All Committee meetings are closed to the public, and committee members shall hold committee work in strict confidence until such time as work is shared at a public meeting of the Board of Education as described above. The Director of Education may assign staff to support the work of the committee. Committees shall not exercise authority over staff.

Committee work will be presented to the Board by written report for decision, discussion or information.

1. Student Outcomes Standing Committee

1.1 Membership

- Minimum of three, maximum of four trustees.

1.2 Terms of Reference

- To review accountability reports and to make recommendations to the Board.
- To examine issues related to increasing student literacy and achievement, promoting academic achievement for all students while closing achievement gaps and enhancing student outcomes.
- To examine possible interventions which may be considered or that others have successfully taken which might be appropriate for implementation in the Division.

- To make recommendations to the Board relative to actions the Board may take to improve student learning and achievement within the Division.

1.3 Authority

- To make recommendations to the Board.

2. ~~Innovation Standing Committee~~ Human Resources Committee

2.1 Membership

- Minimum of three, maximum of four trustees.

2.2 Terms of Reference

- To review accountability reports and to make recommendations to the Board.
- ~~To examine issues related to innovative practices and environments to allow students to maximize their potential regardless of socioeconomic status, gender, cultural or linguistic background, geographic location, personal circumstances or ability.~~ To understand issues related to school staffing, recruitment and retention, performance management and employee and labour relations.
- ~~To examine possible interventions which may be considered or that others have successfully taken which might be appropriate for implementation in the Division.~~ To explore and advance the Human Resources initiatives within the school division.
- To make recommendations to the Board relative to actions the Board may take to advance innovative practice opportunities in the Division.

2.3 Authority

- To make recommendations to the Board.

3. Business, Infrastructure and Governance Standing Committee

3.1 Membership

- Minimum of three, maximum of four trustees.

3.2 Terms of reference

- To review accountability reports and to make recommendations to the Board.
- To examine issues related to business, public accountability, stewardship, the advancement of public education including effective utilization of: ~~human resources~~, finance, transportation, and facilities.
- To examine possible interventions which may be considered or that others have successfully taken which might be appropriate for implementation in the Division.

3.3 Authority

- To make recommendations to the Board.

4. Partnerships and Teambuilding Standing Committee

4.1 Members

- Minimum of three, maximum of four trustees.

4.2 Terms of Reference

- To examine issues related to advocacy and networking and enhanced relationships with all stakeholders.
- To draft the Board annual advocacy plan for consideration by the Board.
- To monitor the implementation of the Board's annual advocacy plan.
- To annually assess the effectiveness of the Board's advocacy plan.
- To research effective advocacy plans and actions taken by other divisions.

4.3 Authority

- To make recommendations to the Board.

Committees of the Whole

The Board may, from time to time, assign responsibility to the committee of the whole.

1. Membership

- All trustees

2. Terms of reference

- To provide a forum for trustees to engage in planning sessions related to issues such as, but not restricted to, finance, facilities, special projects and the Education Sector Strategic Plan.

3. Authority

- To make recommendations to the Board.

4. Meetings

- As determined by the Board.

Executive Committee

The Board may, from time to time, assign responsibility to the Chair and Vice-Chair.

Ad Hoc Committees

Ad hoc committees are established to assist the Board on a specific project for a specific period of time. The terms of reference for each ad hoc committee will be established at the time of formation.

Each ad hoc committee, at the conclusion of its work, shall present a written report to the Board. Unless otherwise directed by the Board, ad hoc committees are dissolved as soon as they have reported to the Board.

The Director of Education shall attend meetings of ad hoc committees.

Resource Personnel for Committees

The Director of Education may appoint resource personnel to work with committees and shall determine the roles, responsibilities and reporting requirements of the resource personnel.

Reference: *The Education Act, 1995*, Section 85
The School Division Administration Regulations, 2017, Section 41

December 4, 2018

AGENDA ITEM

Meeting Date:	September 7, 2021	Agenda Item #:	04.5
Topic:	Monthly Reports		
Intent:	<input checked="" type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input type="checkbox"/> Information

Background:	The Board has requested monthly updates regarding staff absences and tenders awarded.
Current Status:	Current Information is attached.
Pros and Cons:	
Financial Implications:	
Governance/Policy Implications:	
Legal Implications:	
Communications:	

Prepared By:	Date:	Attachments:
Ryan Boughen	September 1, 2021	<ul style="list-style-type: none"> Staff Absence Summaries Tender Summary

Recommendation:

That the Board receive and file the monthly reports as presented.

Teacher Absences & Substitute Usage					
Date Range:	May 26, 2021 - June 30, 2021				
Absence Reason	Days	% of Total Absences	Sub Days	% Needed Sub	% of possible days
LINC Agreement					
Compassionate Leave	29.4	2.09%	21.66	73.67%	0.26%
Competition Leave	0	0.00%	0	0.00%	0.00%
Convocation Leave	26.76	1.90%	15.91	59.45%	0.23%
Earned Day Off	99.03	7.02%	82.07	82.87%	0.86%
Education Leave	0	0.00%	0	0.00%	0.00%
Emergency Leave	1	0.07%	0	0.00%	0.01%
Executive Leave	1	0.07%	1	100.00%	0.01%
Prep Time	493.44	35.00%	482.26	97.73%	4.30%
Pressing Leave	36.26	2.57%	23.43	64.62%	0.32%
PSTA	0	0.00%	0	0.00%	0.00%
Leave Without Pay	3.86	0.27%	3	77.72%	0.03%
SUB TOTAL	690.75	48.99%	629.33	91.11%	6.02%
Provincial Agreement/ Education Act/ Employment Act					
Court/Jury	0	0.00%	0	0.00%	0.00%
Illness - Teacher	172.74	12.25%	132.27	76.57%	1.51%
Illness - Long Term	172	12.20%	0	0.00%	1.50%
Medical/Dental Appt	134.65	9.55%	110	81.69%	1.17%
Paternity/Adoption Leave	0	0.00%	0	0.00%	0.00%
Quarantine	187.52	13.30%	105.75	56.39%	1.64%
Secondment	1	0.07%	1	100.00%	0.01%
STF Business - Invoice	0	0.00%	0	0.00%	0.00%
Unpaid Sick Leave	1.5	0.11%	1	66.67%	0.01%
SUB TOTAL	669.41	47.48%	350.02	52.29%	5.84%
Prairie South					
Extra/Co-curr Teach	4.04	0.29%	3.5	86.63%	0.04%
FACI Meet/PD	0	0.00%	0	0.00%	0.00%
HUMA Meet/PD	14.54	1.03%	13.15	90.44%	0.13%
Internship Seminar	0	0.00%	0	0.00%	0.00%
IT Meet/PD	0	0.00%	0	0.00%	0.00%
LRNG Meet/PD	6.96	0.49%	6.96	100.00%	0.06%
PD DEC Teachers	22.2	1.57%	20.67	93.11%	0.19%
School Operations Meet/PD	2.12	0.15%	2	94.34%	0.02%
TRAN Meet/PD	0	0.00%	0	0.00%	0.00%
SUB TOTAL	49.86	3.54%	46.28	92.82%	0.43%
Total Absences	1410.02	100.00%	1025.63	72.74%	12.30%

Teachers (FTE)	# of teaching Days	Possible Days
441.04	26	11467.04

Long Term Illness: When a temporary contract is issued for an illness leave of 20+ days.

CUPE Staff Absences & Casual Usage 2020-2021

Date: May 24, 2021 - June 30, 2021

Absence Reason	Days	% of Total Absences	Sub Days	% Received Sub	% of possible days
CUPE Agreement					
Act of God	1	0.10%	0	0.00%	0.01%
Bereavement Leave	19.37	1.86%	5.31	27.41%	0.26%
Community Service	0	0.00%	0	0.00%	0.00%
Compassionate Care	6.8	0.65%	4.8	70.59%	0.09%
Competition Leave	0	0.00%	0	0.00%	0.00%
Convocation Leave	7.93	0.76%	4.14	52.21%	0.11%
Covid Close Contact Leave	129.59	12.42%	44	33.95%	1.75%
CUPE Business - Invo	8.5	0.81%	8.5	100.00%	0.11%
Earned Day Off	18.56	1.78%	14.2	76.51%	0.25%
Executive Position	0	0.00%	0	0.00%	0.00%
Family Responsibilities	43.96	4.21%	20.25	46.06%	0.59%
Illness - Support	402.36	38.57%	185.57	46.12%	5.43%
Med/Den Appt Support	89.85	8.61%	51.83	57.69%	1.21%
Parenting/Caregiver	27.64	2.65%	7.78	28.15%	0.37%
Pressing Leave	22	2.11%	9.47	43.05%	0.30%
Quarantine Leave	18	1.73%	3.57	19.83%	0.24%
Service Recognition Days	22.19	2.13%	9.95	44.84%	0.30%
TIL Support	11.07	1.06%	6	54.20%	0.15%
Without Pay Support	24.24	2.32%	9.5	39.19%	0.33%
SUB TOTAL	853.06	81.77%	384.87	45.12%	11.52%
Employment Act					
Court/Jury Duty	0.5	0.05%	0.5	100.00%	0.01%
Paternity Leave	3.5	0.34%	1	28.57%	0.05%
Special Vaccination Leave	10.12	0.97%	3.67	36.26%	0.14%
Vacation Support	124.36	11.92%	70.3	56.53%	1.68%
Workers Compensation	47.24	4.53%	19.78	41.87%	0.64%
SUB TOTAL	185.72	17.80%	95.25	51.29%	2.51%
Prairie South					
ACCT Meet/PD	0	0.00%	0	0.00%	0.00%
BUSI Meet/PD	0	0.00%	0	0.00%	0.00%
Extra/Co-curr Sup	0	0.00%	0	0.00%	0.00%
FACI Meet/PD	0	0.00%	0	0.00%	0.00%
HUMA Meet/PD	1	0.10%	0.5	50.00%	0.01%
LRNG Meet/PD	0	0.00%	0	0.00%	0.00%
PD DEC In Province Support Staff	3.5	0.34%	2.5	71.43%	0.05%
PD Out of Province Support Staff	0	0.00%	0	0.00%	0.00%
SCHOOL OPERATIONS MEET/PD	0	0.00%	0	0.00%	0.00%
TRAN Meet/PD	0	0.00%	0	0.00%	0.00%
SUB TOTAL	4.5	0.43%	3	0.00%	0.06%
Total Absences	1043.28	100.00%	483.12	46.31%	14.09%

Possible Days

May 24, 2021 - June 30, 2021

Days

27.00

FTE

274.26

Total Days

7405.02

** WCB absences are adjusted after they occur as they are not entered as such until WCB accepts and pays the claim.

CUPE Staff Absences & Casual Usage 2020-2021

Date: July 1 - 31, 2021

Absence Reason	Days	% of Total Absences	Sub Days	% Received Sub	% of possible days
CUPE Agreement					
Act of God	0	0.00%	0	0.00%	0.00%
Bereavement Leave	4.5	2.06%	0	0.00%	0.37%
Community Service	0	0.00%	0	0.00%	0.00%
Compassionate Care	0	0.00%	0	0.00%	0.00%
Competition Leave	0	0.00%	0	0.00%	0.00%
Convocation Leave	0	0.00%	0	0.00%	0.00%
Covid Close Contact Leave	0	0.00%	0	0.00%	0.00%
CUPE Business - Invo	2.5	1.14%	2.5	100.00%	0.20%
Earned Day Off	0	0.00%	0	0.00%	0.00%
Executive Position	0	0.00%	0	0.00%	0.00%
Family Responsibilities	0	0.00%	0	0.00%	0.00%
Illness - Support	28.46	13.01%	11.5	40.41%	2.31%
Med/Den Appt Support	7.22	3.30%	2.5	34.63%	0.59%
Parenting/Caregiver	0	0.00%	0	0.00%	0.00%
Pressing Leave	0	0.00%	0	0.00%	0.00%
Quarantine Leave	1.94	0.89%	0	0.00%	0.16%
Service Recognition Days	0	0.00%	0	0.00%	0.00%
TIL Support	5.75	2.63%	3.75	65.22%	0.47%
Without Pay Support	4	1.83%	0	0.00%	0.32%
SUB TOTAL	54.37	24.85%	20.25	37.24%	4.42%
Employment Act					
Court/Jury Duty	0	0.00%	0	0.00%	0.00%
Paternity Leave	0	0.00%	0	0.00%	0.00%
Special Vaccination Leave	0.13	0.06%	0	0.00%	0.01%
Vacation Support	126.81	57.95%	21.25	16.76%	10.30%
Workers Compensation	37.5	17.14%	35	93.33%	3.05%
SUB TOTAL	164.44	75.15%	56.25	34.21%	13.36%
Prairie South					
ACCT Meet/PD	0	0.00%	0	0.00%	0.00%
BUSI Meet/PD	0	0.00%	0	0.00%	0.00%
Extra/Co-curr Sup	0	0.00%	0	0.00%	0.00%
FACI Meet/PD	0	0.00%	0	0.00%	0.00%
HUMA Meet/PD	0	0.00%	0	0.00%	0.00%
LRNG Meet/PD	0	0.00%	0	0.00%	0.00%
PD DEC In Province Support Staff	0	0.00%	0	0.00%	0.00%
PD Out of Province Support Staff	0	0.00%	0	0.00%	0.00%
SCHOOL OPERATIONS MEET/PD	0	0.00%	0	0.00%	0.00%
TRAN Meet/PD	0	0.00%	0	0.00%	0.00%
SUB TOTAL	0	0.00%	0	0.00%	0.00%
Total Absences	218.81	100.00%	76.5	34.96%	17.78%

Possible Days

July 1 - 31, 2021

Days

21.00

FTE

58.61

Total Days

1230.81

** WCB absences are adjusted after they occur as they are not entered as such until WCB accepts and pays the claim.

CUPE Staff Absences & Casual Usage 2020-2021

Date: August 1 - 31, 2021

Absence Reason	Days	% of Total Absences	Sub Days	% Received Sub	% of possible days
CUPE Agreement					
Act of God	0	0.00%	0	0.00%	0.00%
Bereavement Leave	0	0.00%	0	0.00%	0.00%
Community Service	0	0.00%	0	0.00%	0.00%
Compassionate Care	0	0.00%	0	0.00%	0.00%
Competition Leave	0	0.00%	0	0.00%	0.00%
Convocation Leave	0	0.00%	0	0.00%	0.00%
Covid Close Contact Leave	0	0.00%	0	0.00%	0.00%
CUPE Business - Invo	2.5	0.72%	2.5	100.00%	0.22%
Earned Day Off	0	0.00%	0	0.00%	0.00%
Executive Position	0	0.00%	0	0.00%	0.00%
Family Responsibilities	0	0.00%	0	0.00%	0.00%
Illness - Support	46.03	13.32%	11.75	25.53%	4.01%
Med/Den Appt Support	24.43	7.07%	23.13	94.68%	2.13%
Parenting/Caregiver	3.35	0.97%	0.85	25.37%	0.29%
Pressing Leave	0	0.00%	0	0.00%	0.00%
Quarantine Leave	0	0.00%	0	0.00%	0.00%
Service Recognition Days	0	0.00%	0	0.00%	0.00%
TIL Support	9.22	2.67%	0	0.00%	0.80%
Without Pay Support	0	0.00%	0	0.00%	0.00%
SUB TOTAL	85.53	24.76%	38.23	44.70%	7.46%
Employment Act					
Court/Jury Duty	0	0.00%	0	0.00%	0.00%
Paternity Leave	0	0.00%	0	0.00%	0.00%
Special Vaccination Leave	0	0.00%	0	0.00%	0.00%
Vacation Support	230.45	66.70%	54.5	23.65%	20.09%
Workers Compensation	29.5	8.54%	30	101.69%	2.57%
SUB TOTAL	259.95	75.24%	84.5	32.51%	22.67%
Prairie South					
ACCT Meet/PD	0	0.00%	0	0.00%	0.00%
BUSI Meet/PD	0	0.00%	0	0.00%	0.00%
Extra/Co-curr Sup	0	0.00%	0	0.00%	0.00%
FACI Meet/PD	0	0.00%	0	0.00%	0.00%
HUMA Meet/PD	0	0.00%	0	0.00%	0.00%
LRNG Meet/PD	0	0.00%	0	0.00%	0.00%
PD DEC In Province Support Staff	0	0.00%	0	0.00%	0.00%
PD Out of Province Support Staff	0	0.00%	0	0.00%	0.00%
SCHOOL OPERATIONS MEET/PD	0	0.00%	0	0.00%	0.00%
TRAN Meet/PD	0	0.00%	0	0.00%	0.00%
SUB TOTAL	0	0.00%	0	0.00%	0.00%
Total Absences	345.48	100.00%	122.73	35.52%	30.13%

Possible Days

August 1 - 31, 2021

Days

21.00

FTE

54.61

Total Days

1146.81

** WCB absences are adjusted after they occur as they are not entered as such until WCB accepts and pays the claim.

Bus Driver Staff Absences & Casual Usage 2020-2021

Date: May 24, 2021 - June 30, 2021

Absence Reason	Days	% of Total Absences	Sub Days	% Received Sub	% of possible days
Conditions of Employment					
Act of God	0.00	0.00%	0.00	0.00%	0.00%
Bereavement Leave	10.00	0.00%	7.50	75.00%	0.37%
Community Service	0.00	0.00%	0.00	0.00%	0.00%
Compassionate Care	2.50	1.22%	1.50	60.00%	0.09%
Competition Leave	0.00	0.00%	0.00	0.00%	0.00%
Convocation Leave	2.00	0.00%	2.00	100.00%	0.07%
Covid Close Contact	5.50	2.68%	2.00	36.36%	0.21%
Family Responsibilities	16.00	7.79%	15.50	96.88%	0.60%
Illness - Support	82.50	40.15%	45.00	54.55%	3.08%
Med/Den Appt Support	32.50	15.82%	30.50	93.85%	1.21%
Parenting/Caregiver	10.00	0.00%	8.00	80.00%	0.37%
Pressing Leave	5.00	2.43%	4.00	80.00%	0.19%
Quarantine Leave	3.00	1.46%	2.50	83.33%	0.11%
Without Pay Support	32.50	15.82%	32.00	98.46%	1.21%
SUB TOTAL	201.50	84.67%	150.50	74.69%	7.53%
Employment Act					
Court/Jury Duty	0.00	0.00%	0.00	0.00%	0.00%
Paternity Leave	0.00	0.00%	0.00	0.00%	0.00%
Special Vaccination Leave	0.00	0.00%	0.00	0.00%	0.00%
Vacation Support	0.00	0.00%	0.00	0.00%	0.00%
Workers Compensation	4.00	1.95%	4.00	100.00%	0.15%
SUB TOTAL	4.00	14.74%	4.00	100.00%	0.15%
Prairie South					
ACCT Meet/PD	0.00	0.00%	0.00	0.00%	0.00%
BUSI Meet/PD	0.00	0.00%	0.00	0.00%	0.00%
Extra/Co-Curricular	0.00	0.00%	0.00	0.00%	0.00%
FACI Meet/PD	0.00	0.00%	0.00	0.00%	0.00%
HUMA Meet/PD	0.00	0.00%	0.00	0.00%	0.00%
LRNG Meet/PD	0.00	0.00%	0.00	0.00%	0.00%
SCHOOL OPERATIONS MEET/PD	0.00	0.00%	0.00	0.00%	0.00%
TRAN Meet/PD	0.00	0.00%	0.00	0.00%	0.00%
SUB TOTAL	0.00	0.00%	0.00	0.00%	0.00%
Total Absences	205.50	99.41%	154.50	75.18%	7.68%

Possible Days

May 24, 2021 - June 30, 2021

Days

25.00

Staff

107.00

Total Days

2675.00

** Data includes data from 3 CUPE bus drivers

*** WCB absences are adjusted after they occur as they are not entered as such until WCB accepts and pays the claim.

Out of Scope Staff Absences & Casual Usage 2020-2021

Date: May 24, 2021 - June 30, 2021

Absence Reason	Days	% of Total Absences	Sub Days	% Received Sub	% of possible days
Conditions of Employment					
Act of God	0	0.00%	0	0.00%	0.00%
Bereavement Leave	0	0.00%	0	0.00%	0.00%
Community Service	0	0.00%	0	0.00%	0.00%
Compassionate Care	3.13	2.34%	0	0.00%	0.29%
Competition Leave	0	0.00%	0	0.00%	0.00%
Convocation Leave	3	2.24%	0	0.00%	0.28%
Covid Close Contact	0	0.00%	0	0.00%	0.00%
Family Responsibilities	0	0.00%	0	0.00%	0.00%
Illness - Support	55.85	41.71%	0	0.00%	5.13%
Med/Den Appt Support	5.86	4.38%	0	0.00%	0.54%
Parenting/Caregiver	1.93	1.44%	0	0.00%	0.18%
Pressing Leave	3	2.24%	0	0.00%	0.28%
Quarantine Leave	0	0.00%	0	0.00%	0.00%
Without Pay Support	0.92	0.69%	0	0.00%	0.08%
SUB TOTAL	73.69	55.04%	0	0.00%	6.77%
Employment Act					
Court/Jury Duty	0	0.00%	0	0.00%	0.00%
Paternity Leave	0	0.00%	0	0.00%	0.00%
Special Vaccination Leave	1.01	0.00%	0	0.00%	0.09%
Vacation Support	58.19	43.46%	0	0.00%	5.35%
Workers Compensation	1	0.75%	0	0.00%	0.09%
SUB TOTAL	60.2	44.96%	0	0.00%	5.53%
Prairie South					
ACCT Meet/PD	0	0.00%	0	0.00%	0.00%
BUSI Meet/PD	0	0.00%	0	0.00%	0.00%
FACI Meet/PD	0	0.00%	0	0.00%	0.00%
HUMA Meet/PD	0	0.00%	0	0.00%	0.00%
LRNG Meet/PD	0	0.00%	0	0.00%	0.00%
SCHOOL OPERATIONS MEET/PD	0	0.00%	0	0.00%	0.00%
TRAN Meet/PD	0	0.00%	0	0.00%	0.00%
PD Out of Province	0	0.00%	0	0.00%	0.00%
SUB TOTAL	0	0.00%	0	0.00%	0.00%
Total Absences	133.89	100.00%	0	0.00%	12.30%

Possible Days

May 24, 2021 - June 30, 2021

Days

27.00

FTE4

41.32

Total Days

1088.64

** WCB absences are adjusted after they occur as they are not entered as such until WCB accepts and pays the claim.

Out of Scope Staff Absences & Casual Usage 2020-2021

Date: July 1 - 31, 2021

Absence Reason	Days	% of Total Absences	Sub Days	% Received Sub	% of possible days
Conditions of Employment					
Act of God	0	0.00%	0	0.00%	0.00%
Bereavement Leave	3.88	1.38%	0	0.00%	0.42%
Community Service	0	0.00%	0	0.00%	0.00%
Compassionate Care	0	0.00%	0	0.00%	0.00%
Competition Leave	0	0.00%	0	0.00%	0.00%
Convocation Leave	0	0.00%	0	0.00%	0.00%
Covid Close Contact	0	0.00%	0	0.00%	0.00%
Family Responsibilities	0	0.00%	0	0.00%	0.00%
Illness - Support	26.03	9.27%	0	0.00%	2.83%
Med/Den Appt Support	1.14	0.41%	0	0.00%	0.12%
Parenting/Caregiver	1.3	0.46%	0	0.00%	0.14%
Pressing Leave	1.27	0.45%	0	0.00%	0.14%
Quarantine Leave	0	0.00%	0	0.00%	0.00%
Without Pay Support	4.44	1.58%	0	0.00%	0.48%
SUB TOTAL	38.06	13.55%	0	0.00%	4.14%
Employment Act					
Court/Jury Duty	0	0.00%	0	0.00%	0.00%
Paternity Leave	0	0.00%	0	0.00%	0.00%
Special Vaccination Leave	0	0.00%	0	0.00%	0.00%
Vacation Support	242.84	86.45%	0	0.00%	26.39%
Workers Compensation	0	0.00%	0	0.00%	0.00%
SUB TOTAL	242.84	86.45%	0	0.00%	26.39%
Prairie South					
ACCT Meet/PD	0	0.00%	0	0.00%	0.00%
BUSI Meet/PD	0	0.00%	0	0.00%	0.00%
FACI Meet/PD	0	0.00%	0	0.00%	0.00%
HUMA Meet/PD	0	0.00%	0	0.00%	0.00%
LRNG Meet/PD	0	0.00%	0	0.00%	0.00%
SCHOOL OPERATIONS MEET/PD	0	0.00%	0	0.00%	0.00%
TRAN Meet/PD	0	0.00%	0	0.00%	0.00%
PD Out of Province	0	0.00%	0	0.00%	0.00%
SUB TOTAL	0	0.00%	0	0.00%	0.00%
Total Absences	280.9	100.00%	0	0.00%	30.53%

Possible Days

July 1 - 31, 2021

Days

21.00

FTE4

42.82

Total Days

920.22

** WCB absences are adjusted after they occur as they are not entered as such until WCB accepts and pays the claim.

Out of Scope Staff Absences & Casual Usage 2020-2021

Date: August 1 - 31, 2021

Absence Reason	Days	% of Total Absences	Sub Days	% Received Sub	% of possible days
Conditions of Employment					
Act of God	0	0.00%	0	0.00%	0.00%
Bereavement Leave	0	0.00%	0	0.00%	0.00%
Community Service	0	0.00%	0	0.00%	0.00%
Compassionate Care	0	0.00%	0	0.00%	0.00%
Competition Leave	0	0.00%	0	0.00%	0.00%
Convocation Leave	0	0.00%	0	0.00%	0.00%
Covid Close Contact	0	0.00%	0	0.00%	0.00%
Family Responsibilities	0	0.00%	0	0.00%	0.00%
Illness - Support	21.88	8.15%	0	0.00%	2.30%
Med/Den Appt Support	4.27	1.59%	0	0.00%	0.45%
Parenting/Caregiver	1.02	0.38%	0	0.00%	0.11%
Pressing Leave	1.17	0.44%	0	0.00%	0.12%
Quarantine Leave	0	0.00%	0	0.00%	0.00%
Without Pay Support	2	0.74%	0	0.00%	0.21%
SUB TOTAL	30.34	11.30%	0	0.00%	3.19%
Employment Act					
Court/Jury Duty	0	0.00%	0	0.00%	0.00%
Paternity Leave	0	0.00%	0	0.00%	0.00%
Special Vaccination Leave	0	0.00%	0	0.00%	0.00%
Vacation Support	238.21	88.70%	0	0.00%	25.03%
Workers Compensation	0	0.00%	0	0.00%	0.00%
SUB TOTAL	238.21	88.70%	0	0.00%	25.03%
Prairie South					
ACCT Meet/PD	0	0.00%	0	0.00%	0.00%
BUSI Meet/PD	0	0.00%	0	0.00%	0.00%
FACI Meet/PD	0	0.00%	0	0.00%	0.00%
HUMA Meet/PD	0	0.00%	0	0.00%	0.00%
LRNG Meet/PD	0	0.00%	0	0.00%	0.00%
SCHOOL OPERATIONS MEET/PD	0	0.00%	0	0.00%	0.00%
TRAN Meet/PD	0	0.00%	0	0.00%	0.00%
PD Out of Province	0	0.00%	0	0.00%	0.00%
SUB TOTAL	0	0.00%	0	0.00%	0.00%
Total Absences	268.55	100.00%	0	0.00%	28.22%

Possible Days

August 1 - 31, 2021

Days

21.00

FTE

45.32

Total Days

951.72

** WCB absences are adjusted after they occur as they are not entered as such until WCB accepts and pays the claim.

Tender Report for the period May 27, 2021 to August 31, 2021

Background:

- Board has requested a monthly report of tenders awarded.
- Administrative procedure 513, which details limits where formal competitive bids are required.

The procedure is as follows:

- The Board of Education has delegated responsibility for the award of tenders to administration except where bids received for capital projects exceed budget. In this case the Board reserves the authority to accept/reject those tenders. A report of tenders awarded since the previous Board Meeting will be prepared for each regularly planned Board meeting as an information item.
- Competitive bids will be required for the purchase, lease or other acquisition of an interest in real or personal property, for the purchase of building materials, for the provision of transportation services and for other services exceeding \$75,000 and for the construction, renovation or alteration of a facility and other capital works authorized under the Education Act 1995 exceeding \$200,000.

Current Status:

The following competitive bids were done:

- A tender was issued for Bengough School Ductwork Replacement. The tender was awarded to Don's Plumbing and Heating for a cost of \$177,777.96 including tax.
- A quote was done for interactive TV's for Prince Arthur. The quote was awarded to CDW for a cost of \$17,485 including taxes.
- A tender was issued for new asphalt for the Gravelbourg bus lane. The tender was awarded to Regina Asphalt Paving for a cost of \$55,200 plus taxes.
- A tender was issued for Concrete Slab replacement at Glentworth School. The tender was awarded to All n All Construction (ANAC) Inc. for a quoted cost of \$135,958 before taxes.
- A tender was issued for asbestos abatement at Central Collegiate. The tender was awarded to C&S Builders for a cost of \$1,095,041 plus taxes.
- A tender was issued to replace the floor in the Peacock Electrical room. The tender was awarded to C&S Builders for a cost of \$37,308 plus taxes.
- A tender was issued for a five year contract for natural gas. The tender was awarded to Direct Energy on points as the highest scoring bidder.
- A tender was issued for a heating system upgrade for Chaplin School. The tender was awarded to Regina Plumbing and Heating for a cost of \$97,400 before taxes.
- A tender was done for asbestos abatement at Lindale School. The tender was awarded to McColman and Sons Demolition for a cost of \$294,000 plus taxes.

- A tender was issued for heating system revisions for Glentworth, Mossbank, Assininboia High and Mankota. The tender was awarded to Prairie Mechanical for a cost of \$9,416 for Glentworth, \$11,446 for Mossbank, \$15,600 for Assiniboia High and \$9,339 for Mankota. All costs are before taxes.
- A quote was done for welders for Peacock. The quote was awarded to Linde Canada for a cost of \$29,937 including taxes.
- A quote was done for servers. The quote was awarded to Powerland Computers for a cost of \$34,912 plus taxes.

Two used wheelchair buses were purchased from Warner Industries at a total cost of \$117,856.

AGENDA ITEM

Meeting Date:	September 7, 2021	Agenda Item #:	06.1
Topic:	Provincial Auditor of Saskatchewan (PAS) Letter of Involvement		
Intent:	<input type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input checked="" type="checkbox"/> Information

Background:	The Provincial Auditor of Saskatchewan (PAS) annually selects school divisions where the PAS is involved directly in the yearly financial audit process. School divisions not selected in a given year have their audits monitored by the PAS in collaboration with the school division auditor.
Current Status:	During the audit of the 2020-2021 school year in the fall of 2021, the Provincial Auditor of Saskatchewan will be involved in a monitoring capacity.
Pros and Cons:	
Financial Implications:	
Governance/Policy Implications:	
Legal Implications:	
Communications:	In May 2021, the Provincial Auditor of Saskatchewan corresponded with the Board of Education through the Board Chair, who acknowledged receipt of the PAS intentions on behalf of the Board.

Prepared By:	Date:	Attachments:
Ron Purdy	September 1, 2021	• Audit Involvement Letter May 2021

Recommendation:

That the Board review the materials provided.



May 5, 2021

R. Bachman, Chair
Board of Education
Prairie South School Division No. 210
1075 9th Avenue N.W.
Moose Jaw, SK S6H1V7

(via Email)

Dear R. Bachman:

Re: Planned Involvement in Annual Audit of Prairie South School Division No. 210 for the Year Ended August 31, 2021

In this letter we set out an overview of our audit expectations for all 27 school divisions. We are also communicating these expectations, in writing, to your appointed auditor.

We plan to use a cyclical approach for our direct involvement in the audits of the school divisions. Under this approach, we will annually select certain school divisions in which we expect to be involved in the key steps of the audits. We have selected the following school divisions for the year ended August 31, 2021:

Prairie Spirit School Division No. 206
Regina School Division No. 4
Saskatoon School Division No. 13
St. Paul's Roman Catholic Separate School Division No. 20
Living Sky School Division No. 202
Lloydminster Public School Division No. 99
Lloydminster Roman Catholic Separate School Division No. 89
Prairie Valley School Division No. 208
Saskatchewan Rivers School Division No. 119

This letter sets out our audit expectations for the annual audit of Prairie South School Division No. 210 for the year ended August 31, 2021.

As in prior years, we ask your appointed auditor to provide us with a copy of the school division's financial statements, its audit report thereon, the summary of errors, the materiality used and various representations (e.g., independence), as well as the following standard reports for reliance purposes, addressed to the Provincial Auditor:

- a) The appointed auditor's opinion on the school division's system of control (see **Appendix A**)
- b) The appointed auditor's opinion on the school division's compliance with legislative and related authorities (see **Appendix B**)
- c) The appointed auditor's report on other arising matters that came to its attention during the audit for the purpose of assisting the Provincial Auditor in discharging her responsibilities under *The Provincial Auditor Act*, and for preparing her annual report to the Legislative Assembly of Saskatchewan (see **Appendix C**)
- d) The appointed auditor's letter to management on results of the audit (e.g., management letter, constructive services letter) including a summary of errors in the financial statements

Confidentiality notice: This may contain confidential information exempt from disclosure under *The Provincial Auditor Act*. We issue final documents (plans and reports) electronically using the Office's secure file-share program. Please whitelist the email account saskauditor@auditor.sk.ca to ensure it is not blocked or sent to junk.

For the August 31, 2021 audit of the school division, we plan to limit our involvement to reviewing the above-listed information. Where either your appointed auditor or our Office identify matters of significance to report to the Legislative Assembly, we will work with your appointed auditor to obtain the necessary support, and vet the draft chapter with the appointed auditor and officials of your school division.

We will preserve confidentiality with respect to all matters that come to our knowledge in the course of our duties under *The Provincial Auditor Act* and will not communicate those matters to any person, other than when required to do so under *The Provincial Auditor Act* or by a court of law. For additional information, please see **Appendix D**—Independence and Confidentiality.

Any working papers and files, other materials, reports and work created, developed or performed by our office during the course of the audit is the property of the Provincial Auditor.

We issue final draft chapters, if any, electronically using the Office's secure file-share program. Please whitelist the email account saskauditor@auditor.sk.ca to ensure it is not blocked or sent to junk.

Our *2022 Report – Volume 1* to the Legislative Assembly will include the results of the school division's audit for the year ended August 31, 2021. We expect to issue this Report in June 2022.

We would be pleased to answer any questions concerning our involvement in the annual audit. If there are matters you would like to discuss, please contact me directly at 306-787-6305, stjohn@auditor.sk.ca, or Michelle Lindenbach at 306-787-2716, lindenbach@auditor.sk.ca.

Please confirm your understanding of our planned audit involvement by signing the bottom of this letter and emailing a copy of the signed letter to us via saskauditor@auditor.sk.ca.

Yours truly,



Trevor St. John, CPA, CA, CISA
Deputy Provincial Auditor

/kf

Attachment

cc: (Via email)
T. Baldwin, Director of Education, Prairie South School Division No. 210
S. Robitaille, Superintendent of Business and Operations, Prairie South School Division No. 210
T. Paton, Provincial Comptroller, Ministry of Finance
D. Johnson, Deputy Minister, Ministry of Education
R. Jensen, Acting Assistant Deputy Minister, Ministry of Education
V. Watson, CPA, CA, Deloitte LLP

We read and understood the attached audit involvement plan.

Date

Chair, Board of Education

APPENDIX A—STANDARD WORDING FOR THE EXPRESSION OF AN OPINION ON INTERNAL CONTROL (CSAE 3001)

INDEPENDENT PRACTITIONERS' REASONABLE ASSURANCE REPORT

To: The Provincial Auditor of Saskatchewan

We have undertaken a reasonable assurance engagement of [Agency]'s operating effectiveness of internal controls as of [Year End] to express an opinion as to the effectiveness of its internal controls related to the following objectives:

- To safeguard public resources. That is, to ensure its assets are not lost or used inappropriately; to ensure it does not inappropriately incur obligations; to establish a financial plan for the purposes of achieving its financial goals; and to monitor and react to its progress towards the objectives established in its financial plan
- To prepare reliable financial statements
- To conduct its activities following laws, regulations, and policies related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing

CPA Canada defines control as comprising those elements of an organization that, taken together, support people in the achievement of the organization's objectives. Control is effective to the extent that it provides reasonable assurance that the organization will achieve its objectives.

[Agency]'s management is responsible for effective internal controls related to the objectives described above. Our responsibility is to express an opinion on the effectiveness of internal controls based on our audit.

We used the control framework included in COSO's *Internal Control—Integrated Framework* to make our judgments about the effectiveness of [Agency]'s internal controls.¹⁴ We did not audit certain aspects of internal controls concerning the effectiveness, economy, and efficiency of certain management decision-making processes.

We conducted our reasonable assurance engagement in accordance with Canadian Standard on Assurance Engagements (CSAE) 3001, *Direct Engagements*. This standard requires that we plan and perform this engagement to obtain reasonable assurance as to the effectiveness of [Agency]'s internal controls related to the objectives stated above. The nature, timing and extent of procedures performed depends on our professional judgment, including an assessment of the risks of material misstatement, whether due to fraud or error, and involves obtaining evidence about the effectiveness of internal controls. An audit includes obtaining an understanding of the significant risks related to these objectives, the key control elements and control activities to manage these risks, and examining, on a test basis, evidence relating to control.

Reasonable assurance is a high level of assurance, but is not a guarantee that an engagement conducted in accordance with this standard will always detect a material misstatement when it exists.

Our audit on the effectiveness of [Agency]'s internal controls related to the above objectives does not constitute an audit of internal control over financial reporting performed in conjunction with an audit of financial statements in *CPA Canada Handbook—Assurance*, Section 5925, An Audit of Internal Control Over Financial Reporting that is Integrated with an Audit of Financial Statements.

¹⁴The Committee of Sponsoring Organizations of the Treadway Commission's *Internal Control—Integrated Framework*. (www.aicpastore.com/content/media/producer_content/generic_template_content/Illustrative_Tools.jsp) (26 November 2018).

Control can provide only reasonable, and not absolute, assurance of achieving objectives reliably for the following reasons. There are inherent limitations in control including judgment in decision-making, human error, collusion to circumvent control activities, and management overriding control. Cost/benefit decisions are made when designing control in organizations. Because control can be expected to provide only reasonable assurance and not absolute assurance, the objectives referred to above may not be achieved reliably. Also, projections of any evaluation of control to future periods are subject to the risk that control may become ineffective because of changes in internal and external conditions, or that the degree of compliance with control activities may deteriorate.

We believe the evidence we obtained is sufficient and appropriate to provide a basis for our opinion.

In our opinion, subject to the limitations noted above, [Agency]'s internal controls were operating effectively, in all material respects, to meet the objectives stated above as of [Year End] based on COSO's *Internal Control—Integrated Framework*.

[If control is not effective in all material respects, describe the risk or significant deficiency, and indicate which objective is affected. The report should state whether the deficiency resulted from the absence of control procedures or the degree of compliance with them.]

This report is provided solely for the purpose of assisting the Provincial Auditor in discharging her responsibilities and for preparing her annual report to the Legislative Assembly of Saskatchewan and is not to be referred to or distributed to any person who is not a member of management or the Board of [Agency], its supervising agencies or the Office of the Provincial Auditor and should not be used for any other purpose. Any use that a third party makes of information contained in this report, or any reliance or decisions based on such information, is the responsibility of such third parties.

We accept no responsibility for loss or damages, if any, suffered by any third party as a result of decisions made or actions taken based on information contained in this report.

We have complied with the ethical requirements of the Chartered Professional Accountants of Saskatchewan—*Rules of Professional Conduct*, founded on fundamental principles of integrity, objectivity, professional competency and due care, confidentiality, and professional behaviour.

We apply the *Canadian Standard on Quality Control 1* issued by CPA Canada and, accordingly, maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Chartered Professional Accountants
Regina, Saskatchewan
Date

APPENDIX B—STANDARD WORDING FOR THE EXPRESSION OF AN OPINION ON COMPLIANCE WITH SPECIFIED AUTHORITIES (CSAE 3001, 3531)

INDEPENDENT PRACTITIONERS' REASONABLE ASSURANCE REPORT ON COMPLIANCE

To: The Provincial Auditor of Saskatchewan

We have undertaken a reasonable assurance engagement of [Agency]'s compliance with the provisions of the following legislative and related authorities pertaining to its financial reporting, safeguarding of assets, spending, revenue raising, borrowing, and investment activities during the year ended [Year End]:

(List all legislative and related authorities covered by this report. This list must include all governing authorities.)

Compliance with the provisions of the stated legislative and related authorities is the responsibility of management of [Agency]. Management is also responsible for such internal control as management determines necessary to enable the [Agency]'s compliance with the specified requirements.

Our responsibility is to express a reasonable assurance opinion on [Agency]'s compliance based on the evidence we have obtained.

We conducted our reasonable assurance engagement in accordance with Canadian Standard on Assurance Engagements (CSAE) 3531 *Direct Engagements to Report on Compliance*. This standard requires that we plan and perform this engagement to obtain reasonable assurance whether [Agency] complied with the criteria established by the legislation and related authorities referred to above, in all significant respects. A reasonable assurance compliance reporting engagement involves performing procedures to obtain evidence about the entity's compliance with the specified requirements. The nature, timing and extent of procedures selected depends on our professional judgment, including an assessment of the risks of significant non-compliance, whether due to fraud or error.

Reasonable assurance is a high level of assurance, but is not a guarantee that an engagement conducted in accordance with this standard will always detect a material misstatement when it exists.

We believe the evidence we obtained is sufficient and appropriate to provide a basis for our opinion.

In our opinion, for the year ended [Year End], [Agency] has complied, in all significant respects, with the provisions of the aforementioned legislative and related authorities.

We do not provide a legal opinion on the [Agency]'s compliance with the aforementioned legislative and related authorities.

(The report should provide adequate explanation with respect to any reservation contained in the opinion together with, if relevant and practicable, the monetary effect.)

This report is provided solely for the purpose of assisting the Provincial Auditor in discharging her responsibilities and for preparing her annual report to the Legislative Assembly of Saskatchewan and is not to be referred to or distributed to any person who is not a member of management or the Board of [Agency], its supervising agencies or the Office of the Provincial Auditor and should not be used for any other purpose. Any use that a third party makes of information contained in this report, or any reliance or decisions based on such information, is the responsibility of such third parties.

We accept no responsibility for loss or damages, if any, suffered by any third party as a result of decisions made or actions taken based on information contained in this report.

We have complied with the ethical requirements of the Chartered Professional Accountants of Saskatchewan—*Rules of Professional Conduct* founded on fundamental principles of integrity, objectivity, professional competency and due care, confidentiality, and professional behaviour.

We apply the *Canadian Standard on Quality Control 1* issued by CPA Canada and, accordingly, maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Chartered Professional Accountants
Regina, Saskatchewan
Date

APPENDIX C— STANDARD WORDING FOR REPORTING OTHER MATTERS PURSUANT TO SECTION 12 OF *THE PROVINCIAL AUDITOR ACT* (CSRS 4460)

REPORT ON SUPPLEMENTARY MATTERS ARISING FROM AN AUDIT ENGAGEMENT

To: The Provincial Auditor of Saskatchewan

In accordance with Section 12(1) of *The Provincial Auditor Act*, we are required to report the details of reservations of opinion, if any, made in an audit report and to identify any instances we consider to be of significance and of a nature that should be brought to the attention of the Legislative Assembly, including any cases in which we observe situations as noted in Section 12(1) (the "other reporting responsibility") in which:

- a) Any officer or employee has wilfully or negligently omitted to collect or receive any public money belonging to the Crown
- b) There has been a deficiency or loss to the Crown through the fraud, default or mistake of any person
- c) Any expenditure was made for which there was no authority or which was not properly vouchered or certified

We have audited the financial statements of [Agency] for the year ended [Year End] and have issued our report thereon dated [Date]. We have audited the effectiveness of internal controls of [Agency] as of [Year End] related to safeguarding public resources, preparing reliable financial statements, and conducting its activities following laws, regulations, and policies related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing, and have issued our report to you dated [Date]. We have also audited [Agency]'s compliance with specified legislative and related authorities pertaining to its financial reporting, safeguarding of assets, spending, revenue raising, borrowing and investing activities for the year ended [Year End], and have issued our report to you dated [Date].

This report has been prepared in accordance with Canadian Standards on Related Services (CSRS) 4460. Our responsibility is to report on the supplementary matter. This standard requires us to comply with ethical requirements and to plan and perform procedures to address the other reporting responsibility. The procedures were selected based on our professional judgment to enable us to form a basis for this report. The procedures vary in nature from, and are less extent than for, those required when providing an audit opinion or a review conclusion. Users are cautioned that the procedures performed may not be suitable for their purposes.

Accordingly, we do not express an audit opinion or a review conclusion on this supplementary matter.

In response to the other reporting responsibility, [explain the details of reservations of opinion, if any, made in an audit report. Explain details of any instances we consider to be of significance and of a nature that should be brought to the attention of the Legislative Assembly, including any cases in which we observe situations as noted in Section 12(1).] OR [we have nothing to report.]

This information is provided solely for the purpose of assisting the Provincial Auditor in discharging her responsibilities and for preparing her annual report to the Legislative Assembly of Saskatchewan and is not to be referred to or distributed to any person who is not a member of management or the Board of [Agency], its supervising agencies or the Office of the Provincial Auditor and should not be used for any other purpose. Any use that a third party makes of this information, or any reliance or decisions based on such information, is the responsibility of such third parties. We accept no responsibility for loss or damages, if any, suffered by any third party as a result of decisions made or actions taken based on this information.

Chartered Professional Accountants
Regina, Saskatchewan
Date

APPENDIX D—INDEPENDENCE AND CONFIDENTIALITY

Independence

We are independent, and are unaware of any relationships between the Prairie South School Division No. 210 and our audit team that, in our professional judgment, may reasonably be thought to bear on our independence and objectivity. We complied with the ethical requirements of the CPA Saskatchewan's *Rules of Professional Conduct* founded on fundamental principles of integrity, objectivity, professional competency and due care, confidentiality, and professional behaviour.

The Office uses the following processes to maintain and confirm our independence consistent with professional and legislative requirements.

The Office applies the *Canadian Standard on Quality Control 1* issued by CPA Canada and, accordingly, maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. We provide additional details about our quality control processes on our website at auditor.sk.ca/about/audit-quality.

The Provincial Auditor Act creates an independent Officer of the Legislative Assembly called the Provincial Auditor. The Act gives the Provincial Auditor the responsibility to audit all government agencies and report the results of the audits to the Legislative Assembly.

The Act ensures the Provincial Auditor is independent from elected and appointed officials including the Legislative Assembly's committees and boards. The Standing Committee on Public Accounts (PAC), an all-party committee that does not include cabinet ministers, unanimously recommends to the Legislative Assembly the appointment of the Provincial Auditor for an eight-year term, and can suspend the Provincial Auditor, in certain circumstances with a unanimous decision. The Legislative Assembly must pass an order to appoint, suspend, or remove the Provincial Auditor, and can only suspend or remove the Provincial Auditor for cause.

The Act sets the Provincial Auditor's salary and benefits. Each year, PAC recommends to the Standing Committee on House Services the amount of resources for the Provincial Auditor's Office. The Act gives the Provincial Auditor

administrative independence to decide what audit work to do, how to do that work, which employees to hire, and for how much.

Office policies require all employees to confirm annually whether they have any relationships with agencies we examine that could be perceived to influence their independence and objectivity. Also, our policies require us to consider whether any significant threats to our independence exist. If a significant threat exists, we must apply adequate safeguards to reduce the threat to an acceptable level.

Confidentiality

The Act and Office policies require all employees to preserve confidentiality with respect to all matters that come to their knowledge in the course of their duties under *The Provincial Auditor Act* and not to communicate those matters to any person, other than when required to do so under the Act or by a court of law.

This letter and attached report are intended solely for the use of those to whom it is addressed; it should not be used or distributed for any other purposes. This communication is considered confidential in accordance with *The Provincial Auditor Act*.

The Prairie South School Division No. 210 should consult with the Office of the Provincial Auditor if it receives any requests for information under *The Local Authority Freedom of Information and Protection of Privacy Act* related to correspondence or documents of the Office prior to the Prairie South School Division No. 210 responding to such requests.

AGENDA ITEM

Meeting Date:	September 7, 2021	Agenda Item #:	6.2
Topic:	Public Section Update		
Intent:	<input type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input checked="" type="checkbox"/> Information

Background:	Prairie South is a member of the Public Section of the Saskatchewan School Boards' Association.
Current Status:	The Executive Director of the Public Section has provided an update for trustees.
Pros and Cons:	
Financial Implications:	
Governance/Policy Implications:	
Legal Implications:	
Communications:	

Prepared By:	Date:	Attachments:
Ryan Boughen	September 1, 2021	• Public Section Update, June 2021

Recommendation:

That the Board review the information provided.



Public Section Update

June 30, 2021

Hello everyone,

I hope and trust this finds you safe and well, and enjoying the summer weather.

As things are reopening, it's important to thank all those that have helped to get us through a difficult and challenging time. You folks on boards and in division offices have done a fantastic job making things as easy as possible for your students and teachers to maintain a focus on learning. I know from speaking with many of you that it hasn't been easy. Thanks for being so courteous and wonderful with me when many other things were on your minds.

On another note, I was really pleased with our first citizenship awards presentations. Thanks to the committee and to everyone who joined us online for that important occasion. After reviewing all the applications and seeing the winners, I feel great about what we do in public education and about the future of our province.

Finally, thank you to the Public Section Executive for the new two-year contract as executive director. I look forward to advocating for and advancing public education in our province for at least two more years. I am passionate about the work we do and I firmly believe it makes a difference in the lives of students.

Have a great summer!

Norm Dray
Executive Director

1. Strategic Plan – Our strategic plan was adopted by the Public Section membership at the November 2018 AGM. The Executive adopted the work plan for the 2020-2021 school year to support the strategic plan at its meeting in October.

Meetings Emanating from our Strategic Plan – In our strategic plan, one of the goals is to advocate for public education and one of the strategic actions to attain that goal is to meet with key actors in the education sector. Meetings in the past two months were as follows.

- A. Public School Boards' Association of Alberta (PSBAA) – Chair Colleen and I attended a portion of PSBAA's Spring General Assembly on June 3. On your behalf, we accepted a special recognition award for the Public Schools of Saskatchewan for contributions to public education.
- B. Public School Boards' Association of Alberta (PSBAA) Executive Director – I met with my Alberta counterpart when he was in Saskatoon on June 10. We discussed opportunities for our organizations to work together during the next school year and beyond. In addition to that, we exchanged ideas on the process of renewing our organizations' strategic plans.

Strategic Plan Renewal – As I said at the June general meeting, it is probably time to refresh our strategic plan. I am hoping that the Table Officers and I can work together on a plan for renewal in the not too distant future. Even if we can get started in the fall, it will likely be well into 2022 before any new plan can be adopted by the membership.

In the meantime, we will continue to work to actualize the strategic plan and the work plan now in place. The strategic plan and the work plan are on our website. See the link below.

<https://www.saskpublicschools.ca/public-section/strategic-plan/>

- 2. Social Media – Our social media presence is ongoing on Twitter and Facebook. We have increased our followers and interactions. We have 900 Twitter followers. Social media have become increasingly relevant during this time of physical distancing.

Please take an opportunity to follow us on Facebook and Twitter.

<https://www.facebook.com/publicschoolsofsaskatchewan/>

[@publicschoolssk](#)

- 3. Student Citizenship Awards – We received 28 applications for the six \$1000 awards that were presented on June 4. I believe that the Executive Student Citizenship Awards Committee, consisting of Carol Flynn (chair), Lois Smandych and Alan Nunn, did an extremely professional job selecting the winners. I thank them for their work. The awards presentations were well received, and we have heard and read many positive comments about the quality of the projects in which the students were engaged.

The videos of the winning projects are posted on our website. They were also posted on Facebook and Twitter.

As mentioned at the general meeting, the committee decided to award \$100 to each applicant group to recognize the effort it took to apply during a pandemic. This funding would have been used to bring the teachers and representative students to Saskatoon had we been able to hold an in-person presentation ceremony.

I want to thank Deputy Minister Donna Johnson and Judge David Arnot for speaking at the awards presentation event. Thanks also to the Concentus Citizenship Foundation for helping to sponsor the awards.

4. Budget 2021-2022 – The budget for the Public Section was adopted at the June 4 general meeting. Public Section fees were kept at \$.70 per student. Another important feature of the budget was the decision to invest the equivalent of one year's budget in GICs.
5. SSBA Executive Composition – As discussed at the general meeting, Chair Colleen and I met with Ken Kosolofski and Ted Amendt on June 10 to present the views of the Public Section on SSBA executive composition. After reviewing the feedback we received from boards and the discussion at the general meeting, we informed them that there was no consensus among Public Section boards on SSBA Executive composition except that there should be Public Section representation to balance Catholic representation.
6. 2022 General Meeting and PD Event – We have scheduled our 2022 event for in person on June 2 and 3 at the Saskatoon Travelodge. (Maybe third time lucky?)

AGENDA ITEM

Meeting Date:	September 7, 2021	Agenda Item #:	06.3
Topic:	Public Section Calendar of Events 2021-2022		
Intent:	<input type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input checked="" type="checkbox"/> Information

Background:	Prairie South is a member of the Public Section of the Saskatchewan School Boards' Association.
Current Status:	The Executive Director of the Public Section has provided a calendar of events for trustees.
Pros and Cons:	
Financial Implications:	
Governance/Policy Implications:	
Legal Implications:	
Communications:	

Prepared By:	Date:	Attachments:
Ryan Boughen	September 1, 2021	<ul style="list-style-type: none"> Public Section Calendar of Events 2021-2022

Recommendation:

That the Board review the information provided.

Public Section Calendar (June 2021)

2021 – 2022 School Year

September 14, 2021

Public Section Table Officers' Meeting

1:00 p.m. to 2:30 p.m.

Zoom

September 28, 2021

Public Section Executive Meeting

1:00 p.m. to 2:30 p.m.

Teleconference

November 15, 2022

Public Section Annual General Meeting

(SSBA AGM Nov. 14 – 16, Regina)

Time TBA

February 15, 2022

Public Section Executive Meeting

1:00 p.m. to 2:30 p.m.

Zoom

April 7, 2022

Public Section Executive Meeting

(SSBA Spring Assembly Apr. 7/8, Saskatoon)

Time TBA

June 2/3, 2022

Public Section General Meeting and Professional Development Event

June 2: 6:30 pm to 9:00 pm

June 3: 8:30 am to 2:00 pm

Saskatoon Travelodge

Meetings have been coordinated with the SSBA.

(Note: Meetings of the Executive or Table Officers will be called at the pleasure of the Chair and in accordance with the by-laws.)

AGENDA ITEM

Meeting Date:	September 7, 2021	Agenda Item #:	6.4
Topic:	SSBA Annual Report		
Intent:	<input type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input checked="" type="checkbox"/> Information

Background:	The Saskatchewan School Boards Association represents boards of education in Saskatchewan and provides professional learning opportunities for trustees. The SSBA fiscal year is not aligned with the school division fiscal year and, as a result, there is an offset between reporting dates from school divisions and the SSBA. Prairie South is a member board of the Saskatchewan School Boards Association.
Current Status:	The 2020 Annual Report of the SSBA has been provided.
Pros and Cons:	
Financial Implications:	
Governance/Policy Implications:	
Legal Implications:	
Communications:	

Prepared By:	Date:	Attachments:
Ryan Boughen	September 1, 2021	• SSBA Annual Report 2020

Recommendation:

That the Board review the materials provided.

ANNUAL REPORT 2020



President's Message



I would be remiss if I didn't start out by thanking you and commending you all for the tireless efforts over this past year for the benefit of all Saskatchewan students.

When everything changed with what felt like a moment's notice back in March 2020, and has continued to change and evolve ever since – so too have our schools. We should all be very proud of how boards and school divisions across the province came together to meet the challenges. It says a lot about the passion and the commitment of the people who are elected and working in the education sector. Let's keep this up.

I also want to acknowledge the SSBA team – the Executive and the staff who didn't miss a beat to ensure that your Association continued to offer the leadership, advocacy and services our members need and value, while also supporting the significant efforts of school divisions, boards and the sector as a whole in these unprecedented times.

We have worked very hard to stay connected, to keep our members engaged, seek your feedback, input and direction, to share information and provide regular updates – and we will continue to do so.

People in this province care about education – and we know that a healthy and safe publicly funded education system is foundational to the economic and social well-being of our province. School boards are locally elected to bring forth the local voices of your communities and your role is to consider all the factors needed for a properly resourced classroom.

There is no doubt that health, safety and well-being have been absolute priorities for boards during the pandemic and will be going forward. Looking ahead, we have identified three priority areas for education: **Innovation**, **Inclusion** and **Investment**. We also know that keeping decisions closer to the communities we serve will always result in better outcomes for students.

Your Association will be a strong advocate for locally elected boards, continue to support good governance and highlight and celebrate your successes. The work of the SSBA and its member boards remains deeply rooted in the belief that every child in Saskatchewan, regardless of where they live or their personal circumstances, must have the resources and supports they need to succeed and achieve.

Thank you for your continued support of the SSBA and the work undertaken on behalf of boards of education.

A stylized, handwritten signature in black ink, appearing to read 'Shawn Davidson'.

Dr. Shawn Davidson
President

Executive Director's Message



While 2020 was unprecedented, the SSBA regularly makes it a priority to respond and adapt the services offered to our members' needs and this past year reflects just that in a significant way.

All of our service areas continued to support the regular requests, while also providing significant advice and support to school boards as we managed and continue to manage through a global pandemic.

I am very proud of the work we do on behalf of boards. The SSBA Services are all listed on our website and I encourage you to take a look as to what is offered as part of your membership and as you make your board plans.

While it is hard not to feel that much of our time and efforts since March have been COVID-19 focused, this 2020 Annual Report highlights that the work prioritized in the SSBA strategic plan for 2020 continued. Significant efforts were undertaken by the SSBA staff and Executive to advance our strategic priorities and actions through our advocacy, board development, and services. Much of this work is also accomplished through our committees and working advisory groups, which we report on regularly.

Please know that any of our members can contact us with any questions you have, and regular updates and progress on the SSBA Strategic Plan and Resolutions are sent to members throughout the year and are also available on our website.

It continues to be an honour to work for locally elected boards of education. Your grassroots and community approach to good governance and leadership for education in Saskatchewan is so important for the success of all students. I truly believe that education is the highest priority social endeavor in the province.

My hope for each and every one of you – and your students, staff, colleagues, friends and families – is to stay healthy and safe. Please take care.

A handwritten signature in black ink that reads "Darren McKee".

Darren McKee
Executive Director

Strategic Direction

Vision 2025

By 2025, Saskatchewan has a globally recognized education system that others wish to emulate.

Mission

Provide leadership, coordination and services to member boards of education to support student achievement.

Values

- Personal integrity and courageous leadership – we take pride and responsibility for our work and our decisions;
- Honest relationships built through collaboration, open and transparent communication; and,
- An atmosphere of trust and mutual respect.

Strategic Intent

The Saskatchewan School Boards Association, as a democratic and voluntary organization, ensures advocacy, leadership and support for member boards of education by speaking as the voice of public education, offering opportunities for trustee development and providing information and services. We are committed to:

- Engagement at All Levels
- Alignment at All Levels
- Accountability for All
- Courageous Leadership



2020 SSBA Strategic Initiatives & Outcomes

Board and Public Engagement

Youth and Parent Engagement Strategies

As part of the strategic work of the SSBA on behalf of boards of education – a priority was set to help ensure youth and parent/caregiver voice is considered and embedded in the work and planning for education in the province.

- **The target:** Evidence that School Community Councils (SCCs) are engaged in school-level planning to support the implementation of the provincial education plan framework.
- **The outcome:** A SCC Handbook Review committee was formed to revise the SSBA SCC Handbook. The Committee met in October 2020, and work will be ongoing in 2021.



Provincial Education Plan Framework:

<https://publications.saskatchewan.ca/#/products/103407>

2020 SSBA Strategic Initiatives & Outcomes

Board and Public Engagement

(continued)

Local Voice and Decision Making in Education

The focus in 2020 was on ensuring local voice and governance is part of the work and planning for education and supporting boards with their local initiatives.

- **The target:** Maintain and support local voice and decision making in education by highlighting local initiatives and ensuring consultation and engagement continues and that local autonomy, including the input from boards is authentically valued and considered when planning for education.
 - Reciprocal accountability, local voice reflected in strategic priorities and planning for education.
- **The outcome:**
 - The findings from the SSBA Connections report are reflected in the Provincial Framework.
 - Key messages related to board autonomy and local voice are consistently utilized in SSBA communications materials and within our strategic work and actions.
 - The *Local Voices Local Choices* campaign launched in 2020 with digital card profiles of local programs.
 - Local Government Week



Local Voices Local Choices - Campaign:

<https://saskschoolboards.ca/advocacy/local-voices-local-choices/>

2020 SSBA Strategic Initiatives & Outcomes

Board and Public Engagement

(continued)

School Board Elections

With 2020 being an election year for school boards, the SSBA wanted to profile the importance of locally elected representation in education and encourage diversity in those seeking election.

Priority resolutions identified for 2020:

- *AGM 19-11 BE IT RESOLVED that, with the exception of CSF, the Saskatchewan School Boards Association supports School Division collaboration with Municipalities in administration of General Election proceedings.*
- **The target:** Awareness of the school board elections, coordination with Municipalities, highlight the importance of democratic process in education (locally elected) and increased diversity in trusteeship.
- **The outcome:**
 - The SSBA school board elections information document was updated and posted online: <https://saskschoolboards.ca/wp-content/uploads/elections-2020-full.pdf>
 - A social media campaign was launched to share information about running as a trustee, to share important dates related to running for office and the election dates.
 - A video and social media campaign was launched with the direction and support of the SSBA Indigenous Council to create awareness of trusteeship and encourage Indigenous candidates: <https://saskschoolboards.ca/about-us/advance-nominations/>
 - In preparing for municipal and school board elections, SUMA, SARM and the SSBA encouraged collaboration with their members, shared information about elections and profiled the work of local governments.

"LET US PUT OUR MINDS TOGETHER AND SEE WHAT LIFE WE CAN MAKE FOR OUR CHILDREN."

Sitting Bull

The voices of Indigenous people and communities are so important in helping to ensure kids get the best education possible. Currently 11% of school board trustees in Saskatchewan are self declared Indigenous. In the spirit of Truth and Reconciliation, we need more Indigenous voices.

 **Help Make a Positive Difference - Become a Locally Elected School Board Member!**

To learn more about school boards and becoming a trustee visit:
<https://saskschoolboards.ca/about-us/advance-nominations/>

 **Saskatchewan School Boards Association**

2020 SSBA Strategic Initiatives & Outcomes

Board and Public Engagement

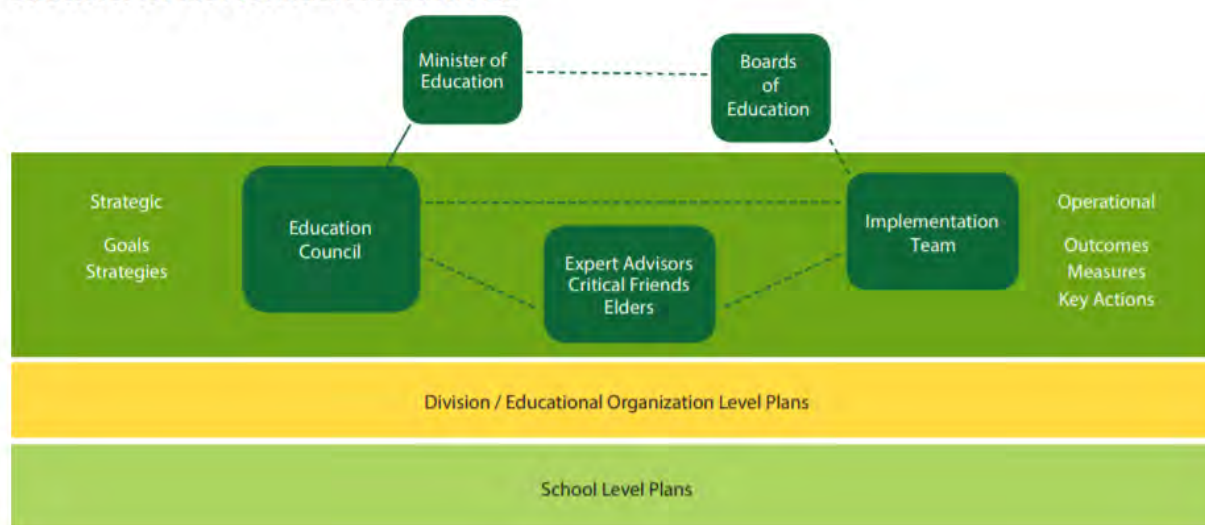
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Development of a Provincial Plan for Education 2020-2030

As part of the Ministry of Education led process to develop a plan for education for 2020 and beyond, the SSBA established an Education Visioning Working Advisory Group in late 2018 to lead the consultation and engagement process with boards of education that resulted in the Connections report that was submitted to the Minister of Education. This report was among the data sets used in the development of the provincial education plan framework.

- **The target:** With the Provincial Framework released and planning underway, the focus of the SSBA was to engage and support plan development, ensure alignment with the Connections report and ultimately implement a new plan for education that includes local voice and is approved by boards of education.
- **The outcome:**
 - The SSBA staff were actively engaged in supporting and facilitating the provincial planning processes.
 - The findings from the SSBA Connections report are reflected in the Provincial Framework.
 - Planning was put on pause by the Ministry of Education in spring 2020 due to the pandemic and outcome development resumed in November 2020 before a decision was made to pause the long-term planning due to the ongoing pandemic and focus on the development of an Interim Provincial Plan for 2021-22.

Structures for the Provincial Education Plan



2020 SSBA Strategic Initiatives & Outcomes

Advocacy

Provincial Election

Saskatchewan's provincial election took place on Oct. 26, 2020. The Saskatchewan School Boards Association representing all 27 school boards in the province, shared our priorities for the future of education and encouraged asking questions regarding education of those running for provincial office.

Advocacy efforts emphasized that health, safety and wellbeing are absolute priorities for boards during the pandemic. Going forward we know that education is the best long-term investment we can make for our province and our economy and that school boards are locally elected to bring forth the local voices of their communities. Looking ahead we need to carefully consider all the factors needed for a properly resourced classroom and identified three priority areas for education – Innovation, Inclusion and Investment.

- **The target:** Education identified as a priority for funding and focus for the future of our province. Education issues included in the platforms of all parties and candidate response to education questions and concerns.
- **The outcome:** The SSBA released a campaign video, an open letter on education and shared information on the identified priority areas. Questions and key messages were also shared to support local boards in talking with local candidates. <https://saskschoolboards.ca/2020/10/07/open-letter-on-education-2020-provincial-election/>



INNOVATION



INCLUSION



INVESTMENT

Review of Position Statement 3.2: Facilities Funding

As per the SSBA's Executive Policy No. 11, Position 3.2 was due for review and was identified as needing to be updated. The Resolutions and Policy Development Committee is responsible for the review and update.

- **The target:** Create a Working Advisory Group (WAG) of members and partners (SASBO/LEADS) to review the existing statement and develop options for changes to the Statement.
- **The outcome:** The WAG met in May and October of 2020. A draft position statement was prepared and shared in December with LEADS, SASBO and SSBA members for feedback. The committee will reconvene in February 2021 to finalize the statement, and a revised position statement will be presented at Fall Assembly 2021 for adoption.

2020 SSBA Strategic Initiatives & Outcomes

Advocacy (continued)

Education Funding – Investment

The SSBA has eight principles for education funding that have been identified by our members as important; they are: sufficiency, autonomy, equity, engagement, predictability, reciprocal accountability, sustainability and transparency. As provincial funding is not keeping pace with student need, school boards are still impacted by funding cuts to education, boards are calling for restoration of funding to operations combined with future investment that is needed for innovation.

Advocacy efforts related to specific member concerns as well as the overall sufficiency of education funding began in 2017 continued in 2018, 2019 and 2020. The advocacy has contributed to significant public awareness and concern about the long-term impact of provincial funding not keeping pace with student need. Key messages and information were shared with boards to support them in engaging with the stakeholders, communities and families they represent.

Priority resolutions identified for 2020:

- *AGM 19-07 WHEREAS some municipalities expect school divisions to cover the costs for local improvements near public schools (i.e., roadwork, infrastructure) and whereas the school division does not receive provincial funding for these unexpected costs, BE IT RESOLVED that the Saskatchewan School Boards Association ask the Minister of Education to work with other government departments, including the Minister of Government Relations, to develop a remedy to provide relief to school divisions regarding local improvement costs.*
 - *AGM 19-10 BE IT RESOLVED that the Saskatchewan School Boards Association advocate to the Ministry of Education to work collaboratively with school divisions to review and update the Relocatable Classroom Program.*
-
- **The target:** Restoration of funding cut to include enrollment and inflationary costs – plus future investment.
 - **The outcome:** Budget Day didn't go as expected with only a "spending plan" released on March 18, 2020 due to COVID-19. A small increase to funding education was in the spending – but continued pressures and uncertainty was felt by our members given it did not restore fully the cuts and address inflationary pressures identified. Given the global pandemic and economic uncertainty school boards did share a message of appreciation for stability of funding at this unprecedented time. Provincial and Federal funding related to the pandemic for education was announced and application process was in the work. The provincial budget was then released officially on June 15, 2020. We recognized that the provincial government had committed to supporting schools financially, considering the pandemic context and challenges. The budget took a step toward addressing calls for predictability, with an allocation of operating funding that reflected pressures of enrolment and inflation. Capital investment was also significant. Operating funding levels for 2020-21 enabled boards to continue doing what they needed to do at a base level, though the budget fell short of the significant investment we hoped for to help address some of the challenges in classrooms. It was acknowledged that the full effects of the budget would be better understood going forward as the full impact of the pandemic is realized by school divisions.

2020 SSBA Strategic Initiatives & Outcomes

Services

Board Development Schedule for Professional Learning

As part of the SSBA's commitment to ongoing service improvement, a priority for 2020 was to develop a schedule to help boards plan for professional learning and development.

- **The target:** To develop a cycle of service delivery and professional development for members internally at the SSBA.
- **The outcome:** Learning and development opportunities paused and changed dramatically in 2020 due to the pandemic. The SSBA shared online and virtual opportunities offered by other organizations and a virtual School for New Trustees/Trustee Academy is being planned for early 2021 to provide to board members following school board elections in November 2020. These sessions will provide an array of recommended professional learning on topics designed to equip board members in their role.

SSBA General Insurance Plan Governance and Accountability

As part of the SSBA's commitment to ongoing service improvement, a priority for 2020 was to implement and operationalize the governance and accountability work done by the GIP Working Advisory Group and the Design Team for the SSBA General Insurance Plan.

- **The target:** Improved governance, transparency and accountability to the membership for the SSBA General Insurance Plan.
- **The outcome:** A standing General Insurance Plan (GIP) Committee has been appointed and held their first meeting in early 2020. The GIP Committee's committee meets four times per year and is provides regular reporting to the membership.

2020 SSBA Strategic Initiatives & Outcomes

Services

(continued)

Sector-Wide and Inter-Ministerial Service Improvement and Shared Services Opportunities for Vulnerable Students

As directed in a number of resolutions from our members, service improvement and support is required across ministries and the sector for vulnerable students. This is also tied to the committee work the Minister/Ministry is leading.

- **The target:** Advocate for more coordination and programming along with increased support and funding for vulnerable students. Looking for outcomes and action from the committee work.
- **The outcome:** Minister's Committee on Class Size and Composition is underway – report expected in 2021 that will inform next steps for advocacy and action. Board involvement and connection to the Deputy Minister inter-ministerial committee work yet to be established.

Priority resolutions identified for 2020:

- AGM - 18-02 WHEREAS the socioeconomic status of families can affect their physical and mental health, and the health of the family impacts the children's ability to learn and succeed at school; BE IT RESOLVED that the Saskatchewan School Boards Association invite the Ministry of Education to consider the possibility of creating a committee of professionals from Social Services, Health, Justice and Education to explore how the four can work together to help vulnerable children access what they need to be healthy and stay in and succeed at school.
- AGM-18-03 BE IT RESOLVED that the SSBA advocate to the Ministry of Education and Ministry of Advanced Education for a collaborative approach in the co-construction of a recruitment and retention strategy for Saskatchewan teachers.
- AGM 19-13 BE IT RESOLVED that the Saskatchewan School Boards Association request that the Government of Saskatchewan provide guidance to school divisions as it relates to the accommodation of immune-compromised students, staff, and volunteers, as well as those who are electively unvaccinated.
- AGM 19-14 WHEREAS the promotion and marketing of vapes and vaping products should be treated like other tobacco products. BE IT RESOLVED that the Saskatchewan School Boards Association commend the Minister of Health and Members of the Legislative Assembly for passing legislation to limit the marketing, visibility and availability of vaping products to minors and advocate to the Ministries of Education and Health to establish a proactive public education initiative to reduce the use of vaping products by young people.

2020 SSBA Strategic Initiatives & Outcomes

Research Policy that Supports and Builds Capacity for Evidence Based Decision Making

Education Funding – Historical Data

As part of our advocacy efforts related to education funding – a priority was set in 2020 to undertake further research and analysis of historical education funding and look at historical data.

- **The target:** To have a historical look at mill rates, Education Property Tax, education funding and share information with members and stakeholders.
- **The outcome:** Research and analysis began in early 2020 but was postponed to 2021 due to unexpected competing priorities related to the pandemic planning and response.

Education Act

The SSBA has been calling for a collaborative review and/or re-write of the Education Act for some time. While there are no current plans to review or re-write the Act, it was determined that 2020 being an election year, is an opportune time to being research and planning for what boards would like to see updated, changed, etc. in the eventuality of a re-write or review.

- **The target:** To develop a clear understanding of the Act with boards in preparation for a research and consultation process about potential updates or re-write.
- **The outcome:** This priority was postponed to 2022 due to capacity and competing priorities related to the pandemic planning and response.

Definition and Position: Inclusive Education

In support of a resolution and to support members in this priority area research is required to develop a definition and position on inclusive education.

Priority Resolution for 2020:

- *AGM 19-08 BE IT RESOLVED that the Saskatchewan School Boards Association ratify a standing Advisory Committee on Inclusive and Special Education to provide advice and recommendations to the Executive on matters related to the funding and provision of programs and services to students requiring specialized supports in Saskatchewan.*
 - **The target:** To begin researching definitions and information on inclusive education.
 - **The outcome:** Some research is being undertaken through the Class Size and Composition Committee and this work will inform the research and development of a definition and position for boards. The Committee continues to meet and we are waiting the report and findings of their work.

National Discussions on School Bus Safety

There are ongoing and national discussions around the requirements of seatbelts on school buses – including a national report. Transportation safety and continuous improvement is an ongoing area of focus for our members – as such we wanted to put a process in place to identify provincial initiatives for improving student transportation safety, including but not limited to seatbelts.

- **The target:** To develop and support a Student Transportation Working Advisory Group to identify opportunities and provincial initiatives.
- **The outcome:** The Student Transportation WAG was established and meetings continued in 2020 – with some safety pilot initiatives related to stop arms underway in Saskatchewan.

SSBA Executive Composition, Membership Fees and Voting Structure Review

Priority resolutions identified for 2020:

- Resolution 15-10 – SSBA undertake a review of its membership fee structure and its relationship to the funding formula used for that purpose as outlined by the Ministry of Education funding distribution model.
 - Resolution 18-06 – That the SSBA initiate an Executive Composition review with results reported to the members prior to the 2019 AGM.
-
- **The target:** A process of consultation with member boards and the Sections to review membership fees, voting, and Executive composition. Any proposed changes to be brought to the membership for a vote.
 - **The outcome:** An Executive Composition, Membership Fees and Voting Structure Working Advisory Group (WAG) was established in 2020 with an external chair leading the work and consultation. The WAG met several times over the summer. A Current State and Comparators document with consultation questions was prepared and distributed to boards. As of end of October 2020, 17 boards had responded as well as both Sections. The WAG shared the analysis of the responses with member boards and the Sections and provided an update at Fall Assembly. Ongoing work will continue into 2021.

2020 SSBA Strategic Initiatives & Outcomes

First Nations and Métis Education - Student Achievement Through Reconciliation

TRC Calls to Action

The SSBA [FNME webpage](#) includes highlights of action in education related to the Truth and Reconciliation Commission (TRC) recommendations. The SSBA actively supported this work by:

- Gathering and sharing actions in education with our member boards.
- Collaborating with education partners regarding strengthening Reconciliation through Treaty awareness and education.



Memorandum of Understanding on Treaty Education

The Federation of Sovereign Indigenous Nations, the Saskatchewan Indigenous Cultural Centre, the Office of the Treaty Commissioner and the Saskatchewan School Boards Association signed a Memorandum of Understanding (MOU) on Reconciliation through Treaty education in February of 2018. The MOU recognizes that Reconciliation through Treaty education can be the tool to overcome obstacles that affect Treaty relations. It also endorses partnerships to address the advancement of Treaty awareness and education, as vehicles toward the elimination of systemic discrimination and embody the Truth and Reconciliation Commission's Calls to Action.

Memorandum of Understanding "Strengthening Our Commitment for Success of Saskatchewan Métis Students"

The Métis Nation–Saskatchewan (MN-S) and the Saskatchewan School Boards Association (SSBA) signed a Memorandum of Understanding (MOU) on "strengthening our commitment for success of Saskatchewan Métis Students" in July of 2018. The MOU recognizes that the advancement of Métis culture, traditions and ways of knowing can be the vehicle to overcome obstacles that affect Métis student success and their educational aspirations.

Indigenous Education Responsibility Framework

With a priority commitment and numerous resolutions related to First Nations and Métis Education (FNME) and Student Achievement Through Reconciliation, the SSBA Indigenous Council led discussions with the Minister of Education around the development of an Indigenous Education Responsibility Framework. The SSBA Executive has approved this project.

- **The target:** Development of an Indigenous Education Responsibility Framework
- **The outcome:** A small team – Working Advisory Group (WAG) was established and held meetings since the summer of 2020 with support from a U of S researcher/writer. The committee has conducted an analysis of current school division FNME reporting in annual reports, and a literature review of effective practices in FNME measurement. The WAG Chair, the SSBA President and Executive Director, met with

the Office of the Treaty Commissioner to advise them of this project. Work continues into 2021 on the development of an Indigenous Education Responsibility Framework to be aligned with the new provincial education plan and the priority related to FNME.

Priority resolutions identified for 2020:

- *AGM-18-04 BE IT RESOLVED that the Saskatchewan School Boards Association advocate to the Ministry of Education to create and implement an assessment tool, forming a measurement of student knowledge of Treaty Education in Saskatchewan Schools.*
- *AGM 19-09 BE IT RESOLVED that the Government of Saskatchewan be urged to review the level of funding to be distributed through the First Nations and Métis Education Achievement Fund component of the Funding Distribution Model to ensure it is sufficient for “ensuring equitable outcomes and improving student achievement for First Nations, Métis and Inuit students” (excerpt from 2019-20 Funding Manual – Prekindergarten to Grade 12 Funding Distribution Model), and to ensure that the available funding component pool is distributed to school divisions based on current First Nations, Métis and Inuit enrolment data.*
- *AGM 19-12 BE IT RESOLVED that the SSBA advocate to the Ministry of Education for a commitment of a trilateral funding agreement that includes Boards of Education (Trustees, LEADS & SASBO members), SSBA and the Ministry. This resolution supports the participation of all Trustees, LEADS & SASBO members to complete the 4 Seasons of Reconciliation, a 3.5 hrs on-line professional development training unit that provides a basic foundational knowledge of Truth and Reconciliation, the Treaties and supporting connections to some of the TRC’s Calls to Action.*

Resolutions




Resolutions passed at the Annual General Meeting help drive the work of the SSBA and priorities are set based in part upon adopted resolutions. All of the resolutions prioritized for this year are identified under our strategic priorities for 2020. For a complete update of all resolutions and the associated work plans, you can [view more details online](#).

Dashboard

Saskatchewan School Boards Association






ADOPTED RESOLUTIONS PROGRESS

Updated April 2021
















	Complete		In progress		Early stages	PS = Position Statement
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For detailed information on resolutions, visit: <http://saskschoolboards.ca/about-us/resolutions/>











2020 — workplan online at <https://saskschoolboards.ca/wp-content/uploads/2020-Adopted-Resolutions-Work-Plan-April-2021.pdf>

Budget Resolution	AGM 20-01 Indigenous Education	AGM 20-02 Other Area of Politics	AGM 20-03 Review of LGE Act	AGM 20-04 Diversity Definition
				

2019 — workplan online at <https://saskschoolboards.ca/wp-content/uploads/2019-Adopted-Resolutions-Work-Plan-April-2021.pdf>

Bylaw Amendment No. 4.1 (13)	Bylaw Amendment No. 4.1 (14)	Budget Resolution	AGM 19-01 Position Statement 1.2	AGM 19-02 Position Statement 2.1	AGM 19-03 Position Statement 2.3	AGM 19-04 Position Statement 3.1	AGM-19-07 Local Improvement	AGM-19-08 Inclusive Education	AGM-19-09 FNME Achievement Fund	AGM-19-10 Relocatable Classrooms	AGM-19-11 Election Proceedings	AGM-19-12 Trilateral Agreement	AGM-19-13 Immune Guidance	AGM-19-14 Vaping Marketing
														

2018 — workplan online at <https://saskschoolboards.ca/wp-content/uploads/2018-Adopted-Resolutions-Work-Plan-April-2021.pdf>

Bylaw Amendment No. 4.1 (c) (vii)	Bylaw Amendment No. 4.1 7. (5)	Bylaw Amendment No. 4.1 7. (7)	Budget Resolution	AGM 18-01 Position Statement 1.1	AGM 18-02 Vulnerable Children	AGM-18-03 Recruitment Strategy	AGM-18-04 Treaty Education	AGM-18-05 Campaign Donations	AGM-18-06 Executive Composition
									

This Adopted Resolutions Progress dashboard is regularly updated and shared with members.

Community and Partner Support

Mosaic Extreme School Makeover Challenge

Ten Saskatchewan schools each received \$10,000 to support student nutrition after winning the [Mosaic Extreme School Makeover Challenge](#) for 2020. The grants, provided by the Mosaic Company, [supported projects](#) that have goals including building or renovating kitchen, garden and other indoor and outdoor facilities; enhancing, through courses, clubs and other efforts, the learning opportunities available for students, families and communities about topics including nutrition, cooking, Indigenous traditional knowledge and environmental sustainability; promoting reconciliation and celebrating cultures; and, implementing or increasing breakfast, lunch and other programs.



Image from a video highlighting 2020 recipients.

Premier's Board of Education Award for Innovation and Excellence

Greater Saskatoon Catholic Schools and Central Urban Métis Federation Inc., in collaboration with Métis Nation – Saskatchewan, Saskatchewan Urban Native Teacher Education Program and Gabriel Dumont Institute, have received the 2020 [Premier's Board of Education Award for Innovation and Excellence in Education](#) for the submission of "[Marrsî ôma kici kâmiyin – The St. Michael Métis School of Excellence](#)".



GSCS Chair Diane Boyko in a [video](#) highlighting the award recipients.

Community and Partner Support

(continued)

2020 Executive Delegations

The [SSBA Provincial Executive](#) met with many delegations in 2020, including:

- CUPE Education Workers Steering Committee
- Saskatchewan Professional Teacher's Regulatory Board
- Public Section
- Opposition Education Critic
- Deloitte (Auditors)
- Ministry of Education
- University of Saskatchewan
- Saskatchewan Association of Rural Municipalities
- Saskatchewan High School Athletics Association
- University of Regina
- Catholic Section
- Public Section



*The Provincial Executive meets with a delegation in January 2020.
Delegations during the subsequent months of the year met with the Executive virtually.*

SSBA Highlights for 2020

Scholarships and Awards



Degree Program Recipient

Amanda Gel is the recipient of the 2020 Degree Program Scholarship. Amanda graduated from Hudson Bay Community School in the North East School Division and is enrolled in the Arts and Science program at the University of Saskatchewan.



Technical / Trade Program Recipient

Tiara Thiessen is the recipient of the 2020 Technical / Trade Program Scholarship. Tiara graduated from Kerrobert Composite School in the Living Sky School Division and is enrolled in the Fabricator Welding program at Saskatchewan Polytechnic.

Amanda Gel and Tiara Thiessen were the recipients of SSBA [Education Scholarships](#) in 2020.

Provincial Students' Day and Orange Shirt Day

At the SSBA's request, Provincial Students' Day and Orange Shirt Day are proclaimed in September each year. Provincial Students' Day is to help ensure a focus on safety as students return to school. Orange Shirt Day is an opportunity for reflection to occur regarding residential schools.



SSBA staff members participate virtually in Orange Shirt Day.

SSBA Highlights for 2020

(continued)

Virtual Fall General Assembly



The SSBA's Fall General Assembly and Annual General Meeting was held virtually in 2020.

Trustee Academy



Trustee Academies were held in Regina and Saskatoon in February.

Provincial Budget Response

The SSBA recognized that the provincial government committed to supporting schools financially, considering the pandemic context and challenges to fiscal capacity, with June's 2020-21 budget announcement.

The SSBA committed to continuing working closely with government and all sector partners to ensure safety during the pandemic and supports for the education system going forward.

SSBA Highlights for 2020

(continued)

Healthy and Safe Communities = Healthy and Safe Schools



Education sector organizations in Saskatchewan joined together in 2020 to ask all communities to do their part in following the recommended health measures to reduce the spread of COVID-19 and help keep our schools safe.

Local Government Week



As part of Local Government Week, Saskatchewan's Local Government Week Committee offered a free virtual session for residents interested in learning more about local government in Saskatchewan.

Provincial Collective Bargaining

In April 2020, the Government-Trustee Bargaining Committee and the Teachers' Bargaining Committee met and reached a tentative Provincial Collective Bargaining Agreement, and in a vote held in May, the province's teachers voted 85 per cent in support of the new four-year agreement.

The collective agreement will be effective from Sept. 1, 2019 to Aug. 31, 2023.

SSBA Highlights for 2020

(continued)

Employee Benefits Plan (EBP)

Offering benefits to 25 Boards of Education:

- ✓ \$7.0 million in Health Claims
- ✓ \$4.5 million in Dental Claims
- ✓ \$3.7 million in Life and Disability Claims

General Insurance Plan (GIP)

All 27 Boards of Education participate and receive:

- ✓ Shared Value
- ✓ Shared Risk
- ✓ Shared Protection

Group Tendering

- ✓ Hotel Lodging
- ✓ School Bus Tires

Board Development

- ✓ Policy Review and Development
- ✓ Board and Director Evaluation
- ✓ SCC Presentations
- ✓ Enterprise Risk Management Sessions
- ✓ First-ever Virtual Fall General Assembly

Legal Services

- ✓ Advice to all 27 Boards
- ✓ Primary Focus in 2020 on Issues Related to COVID-19 Pandemic
- ✓ Memos Provided on HR, LAFOIP, Facilities, Students, Other Agencies

Human Resources & Employees Relations

- ✓ Support Related to COVID-19
- ✓ Service Requests
- ✓ Advice & Research
- ✓ Bargaining Support
- ✓ Data Warehouse

Communications, Advocacy & Policy Support

- ✓ Provincial Advocacy & Local Support
- ✓ Advice & Issues Management
- ✓ Strategic Planning & Facilitation
- ✓ Workshops & Presentations
- ✓ Media Relations
- ✓ Policy & Research Support

First Nations and Métis Education

- ✓ Advice
- ✓ Presentations
- ✓ Information & Research

Provincial Executive



Dr. Shawn Davidson
President



Jaimie Smith-Windsor
Vice-President
(as of November 2020)



Jerome Niezgoda
Catholic Constituency



Christine Gradin
Central Constituency
(as of November 2020)



Élizabéth Perreault
CSF Constituency
(as of November 2020)



Kimberly Greyeyes
Indigenous Constituency



Nathan Favel
Northern Constituency
(as of November 2020)



Janet Kotylak
Southern Constituency



Donna Banks
Urban Public Constituency

Thanks to Aleana Young, Martin Prince and Harry Morin (outgoing in 2020) for their Executive service.

SSBA Staff



Darren McKee
Executive Director



Ted Amendt
Director, Board Development,
Strategic HR, Legal,
and FNME Services



Georgia Hanwell
Director, Corporate
Services ¹



Jeff McNaughton
Director, Employee
Benefits and
Insurance Plans



Catherine Vu
Director, Corporate
Services ¹



Jill Welke
Director,
Communications
and Policy Support



Leona Baun
Benefits
Supervisor ²



April Blondeau
Strategic HR / ER



Joe Couture
Communications,
Research and
Policy Analyst



Rong Hu
Accounting Clerk



Innocent Ihneny
Insurance
Administrator



Maureen Jickling
Solicitor



Bini Johnson
Benefits
Administrator



Geraldine Knudsen
Solicitor



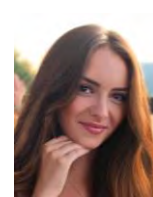
Krista Lenius
Administrative
Paralegal



Chris Petford
Benefits
Administrator



Leanne Petford
Benefits
Administrator



Stephanie Shaw
Administrative
Assistant ³



Kristen Slinn
Administrative
Assistant ³



Rachel Tabrizi-
Reardigan
Benefits
Administrator



Patty Webb
Benefits
Administrator

Long-Service Awards in 2020:

- ✓ Rong Hu – 5 years
- ✓ Geraldine Knudsen – 25 years
- ✓ Jeff McNaughton – 10 years
- ✓ Chris Petford – 30 years
- ✓ Catherine Vu – 5 years
- ✓ Patricia Webb – 10 years
- ✓ Jill Welke – 5 years

Notes:

1. Georgia Hanwell covered for Catherine Vu's leave starting September 2020.
2. Leona Baun left the SSBA as of December 2020.
3. Kristen Slinn left and Stephanie Shaw joined the SSBA in December 2020.

Financial Summary

The Association maintains a strong financial position with total net assets of \$2.7M in the Operating Fund and \$27.9M in the Benefits and Insurance Funds. The Association ended the year with a net surplus of almost \$227K in operations, a net surplus of \$2.8M in the Benefits Fund, and a net surplus of \$692K in the Insurance Fund.

The final result was better than budgeted due to the restrictions on travel and large gatherings of the global pandemic. The Association's operating fund net surplus of 227K for 2020 is due primarily to the following:

- \$105K surplus in travel related expenses throughout SSBA due to the restrictions of the COVID-19 pandemic for 75% of the year;
- Limited revenue for board development services was shown in 2020 and expenses were decreased by \$140K due to the inability to host in person events;
- \$72K surplus in the Executive director/administration due to vacancies in the department;
- \$48K savings in Association operating expense due to management minimizing expense throughout the year to offset tenant vacancy and renegotiating service and purchase contracts.

During the year, the investment markets took a severe loss in the first quarter of 2020 due to COVID-19 and the recovery happened slowly which resulted in a loss of \$1M in investment income to the prior year. The disbursement of excess capital of \$1.15M to plan members from the Insurance Fund and other cash needs resulted in a total decline of investments in the amount of \$436K from the prior year.

The Benefits Fund reflects a surplus of \$2.8M as a result of fewer services being used in 2020 due to COVID-19 restrictions. The reserve fund of \$4.9M exists to manage unexpected claims activity in future years.

The Insurance Fund had a net surplus of \$692K after all claims were recorded and an excess capital distribution of \$1.15M from the insurance pools to the members during the year. Claims paid in 2020 exceeded the prior year by \$420K.

Financial statements of

**Saskatchewan School Boards
Association**

December 31, 2020



Deloitte LLP
2103 - 11th Avenue
Suite 900
Bank of Montreal Building
Regina SK S4P 3Z8
Canada

Tel: 306-565-5200
Fax: 306-757-4753
www.deloitte.ca

Independent Auditor's Report

To the Members of
Saskatchewan School Boards Association

Opinion

We have audited the financial statements of Saskatchewan School Boards Association (the "Association"), which comprise the statement of financial position as at December 31, 2020, and the statements of revenue, expenses and changes in net assets and cash flows for the year then ended, and notes to the 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 Association as at December 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

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 Association 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 audit opinion.

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 Canadian accounting standards for not-for-profit organizations, 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 Association'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 Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association'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 Association'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 Association'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 Association 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.

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.

Deloitte LLP

Chartered Professional Accountants
Regina, Saskatchewan
June 14, 2021

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

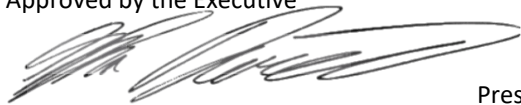
Statement of financial position

as at December 31, 2020

	Operating Fund	Benefits Fund	Insurance Fund	2020	Total 2019
ASSETS					
Current assets					
Cash	\$ 471,507	\$ -	\$ -	\$ 471,507	\$ 1,752,265
Accounts receivable	4,251	3,438,733	291,374	3,734,358	789,496
Prepaid expenses	8,178	-	-	8,178	8,066
Due from other funds	1,296,931	-	-	1,296,931	387,623
Short-term investments (Note 3)	390,350	4,847,261	24,936,757	30,174,368	3,735,990
	2,171,217	8,285,994	25,228,131	35,685,342	6,673,440
Long-term investments (Note 3)	-	-	-	-	26,874,630
Capital assets (Note 4)	993,841	-	-	993,841	1,021,288
	\$ 3,165,058	\$ 8,285,994	\$ 25,228,131	\$ 36,679,183	\$ 34,569,358
LIABILITIES					
Current liabilities					
Accounts payable and accrued liabilities	\$ 457,209	\$ 2,158,803	\$ 5,314	\$ 2,621,326	\$ 2,687,904
Provision for unpaid claims	-	671,953	1,514,135	2,186,088	3,321,296
Due to other funds	-	520,691	776,240	1,296,931	387,623
Deferred revenue	-	-	-	-	1,329,451
	457,209	3,351,447	2,295,689	6,104,345	7,726,274
NET ASSETS (Schedule 1)					
Appropriated	1,893,321	1,195,582	22,932,442	26,021,345	25,195,585
Unappropriated	814,528	3,738,965	-	4,553,493	1,647,499
	2,707,849	4,934,547	22,932,442	30,574,838	26,843,084
	\$ 3,165,058	\$ 8,285,994	\$ 25,228,131	\$ 36,679,183	\$ 34,569,358

See accompanying notes

Approved by the Executive

 President

 Executive Director

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

Statement of revenue, expenses and changes in net assets for the year ended December 31, 2020

	Operating Fund	Benefits Fund	Insurance Fund	Total 2020	Total 2019
REVENUE					
Membership fees	\$ 2,238,891	\$ -	\$ -	\$ 2,238,891	\$ 2,238,894
Premiums	-	22,488,096	2,998,359	25,486,455	23,808,881
Investment income	23,292	289,992	1,465,296	1,778,580	2,802,885
Other income	262,162	2,793,536	-	3,055,698	208,608
Assemblies, events and board development	2,474	-	-	2,474	113,420
Building	19,561	-	-	19,561	168,675
Mosaic Breakfast for Learning	115,000	-	-	115,000	115,000
	\$ 2,661,380	\$ 25,571,624	\$ 4,463,655	\$ 32,696,659	\$ 29,456,363
EXPENSES					
Executive activity/membership engagement	\$ 229,734	\$ -	\$ -	\$ 229,734	\$ 347,537
Executive director/ administration	629,686	-	-	629,686	654,426
Communication services	284,600	-	-	284,600	276,588
Board of education development services	218,529	-	-	218,529	303,858
Employee relations	140,763	-	-	140,763	161,940
Legal services	362,006	-	-	362,006	367,096
First nations and metis education services	49,563	-	-	49,563	86,904
Association operations	178,648	801,035	397,090	1,376,773	1,264,992
Building	201,086	-	-	201,086	200,958
Mosaic Breakfast for Learning	112,415	-	-	112,415	114,913
Claims/carrier (Note 5)	-	21,958,185	2,215,022	24,173,207	23,243,976
Insurance pool rebate (Note 11)	-	-	1,159,096	1,159,096	1,159,096
Bad debt (recovery) expense	-	-	-	-	(10,500)
Amortization	27,447	-	-	27,447	27,447
	\$ 2,434,477	\$ 22,759,220	\$ 3,771,208	\$ 28,964,905	\$ 28,199,231
Excess of revenue over expenses	\$ 226,903	\$ 2,812,404	\$ 692,447	\$ 3,731,754	\$ 1,257,132
Net assets, beginning of year	2,480,946	2,122,143	22,239,995	26,843,084	25,585,952
NET ASSETS, END OF YEAR	\$ 2,707,849	\$ 4,934,547	\$ 22,932,442	\$ 30,574,838	\$ 26,843,084

See accompanying notes

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

Statement of Cash Flows

for the year ended December 31, 2020

	2020	2019
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 3,731,754	\$ 1,257,132
Items not involving cash		
Amortization	27,447	27,447
Realized gain on investments	(1,636,473)	(1,427,556)
Change in non-cash working capital		
(Increase) in accounts receivable	(2,944,862)	(67,043)
(Increase) decrease in prepaid expenses	(112)	4,377
(Decrease) in accounts payable and accrued liabilities	(66,578)	(371,598)
(Decrease) in provision for unpaid claims	(1,135,208)	(448,704)
(Decrease) increase in deferred revenue	(1,329,451)	749,352
Cash used in Operating Activities	\$ (3,353,483)	\$ (276,593)
INVESTING ACTIVITIES		
Proceeds from sale of investments	\$ 31,892,568	\$ 4,706,341
Purchase of investments	(29,819,843)	(3,636,694)
Cash provided by Investing Activities	\$ 2,072,725	\$ 1,069,647
(Decrease) increase in cash	\$ (1,280,758)	\$ 793,054
Cash, beginning of year	1,752,265	959,211
CASH, END OF YEAR	\$ 471,507	\$ 1,752,265

See accompanying notes

1. PURPOSE OF THE ASSOCIATION

The Saskatchewan School Boards Association (the "Association") is a democratic and voluntary organization. It provides advocacy, leadership and support for member boards of education by speaking as the voice for quality public education for all children, offering opportunities for trustee development and providing information and services. The Association operates an Employee Benefits Plan for non-teaching staff in the Province of Saskatchewan and a group Insurance Plan for school divisions.

The Association is incorporated under "An Act to Incorporate Saskatchewan School Boards Association" and is exempt from income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO) and include the following significant accounting policies:

a. Fund accounting

Operating Fund

Revenue and expenses related to program delivery and administrative activities are reported in the Operating Fund.

Benefits Fund

Revenue and expenses related to the services offered through the Employee Benefits Plan (EBP) are reported in the Benefits fund. This plan is a group employee benefits plan offering group insurance and related products to member school boards.

Insurance Fund

Revenue and expenses related to the services offered through the General Insurance Plan are reported in the Insurance Fund. This is a group insurance plan offering general insurance coverage (property, general liability, sexual molestation/abuse and air quality liability) to member school boards.

b. Cash

Cash represents cash held in the bank. The Association operates one bank account and therefore for financial statement purposes, the cash held by the Association is allocated between the operating fund, the benefits fund, and the insurance fund.

c. Financial instruments

Financial assets and financial liabilities are initially recognized at fair value when the Association becomes a party to the contractual provisions of the financial instrument. Subsequently, all financial instruments are measured at amortized cost except investments, which are measured at fair value.

Transaction costs related to financial instruments measured subsequent to initial recognition at fair value are expensed as incurred.

2. **SIGNIFICANT ACCOUNTING POLICIES (continued)**

c. Financial instruments (continued)

With respect to financial assets measured at cost or amortized cost, the Association recognizes in net earnings an impairment loss, if any, when there are indicators of impairment and it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to net earnings in the period the reversal occurs.

d. Capital Assets

Land and building are stated at cost. Amortization is recognized to write off the cost of the building and related capital expenditures over its useful life of 40 years, using the straight-line method.

Office furniture and equipment are stated at cost. Amortization is recognized to write off the cost over its useful life of 5 years, using the straight-line method.

e. Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate their carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. When conditions indicate that a tangible capital asset is impaired, the net carrying amount of the tangible capital asset is written down to the asset's fair value or replacement cost. The write-down of tangible capital assets is recognized as an expense in the statement of operations and changes in fund balances. A write-down should not be reversed.

f. Revenue recognition

Membership fees are recorded as revenue over the applicable membership period as services are performed and collection is reasonably assured.

Premiums are recognized as revenue in the period to which they relate. Any premiums relating to the current year and not yet received at the end of the year are accrued as revenue for the current year.

Interest on investments is recognized as revenue as it is earned. Dividend income is recognized as revenue when received. Realized and unrealized gains and losses from changes in market values are recognized in income in the period that gains and losses occur.

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably assured and collection is reasonably assured.

All other revenues are recognized in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Claims incurred not yet reported

An accrual is recorded for benefit claims that occurred at the end of the year but have not yet been paid by the Benefit Fund.

h. Employee Pension Plan

Employees of the Saskatchewan School Boards Association participate in the Municipal Employees' Pension Plan (MEPP). The multiemployer plan is a defined benefit pension plan that provides pensions calculated using a formula that takes into account a member's service and salary history. The contributions by the participant employers are not segregated in separate accounts or restricted to provide benefits to the employees of a particular employer. The portion of the annual benefit costs and of the asset surpluses (deficits) that are attributable to the Association cannot be easily determined. Accordingly, the multiemployer plan is accounted for on the defined contribution basis. No portion of the asset (deficit) surplus of the plan is recognized in these financial statements. The Association's liability is limited to the employer contribution which are expensed in the period that they become payable.

i. Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Key areas of estimation include useful lives of capital assets and accruals for claims incurred not yet reported. Actual amounts could differ from these estimates.

j. COVID-19

The global pandemic declared by the World Health Organization on March 11, 2020 due to the outbreak of COVID-19 has cast uncertainty on the estimates, assumptions, and critical judgements exercised by management. Although the development of successful vaccine candidates towards the end of 2020 signals a turning point in pandemic, ongoing delays in the deployment of these vaccine and continuing public health restrictions indicate that the pandemic will continue to negatively impact the Canadian economy for the foreseeable future.

COVID-19 did not have a significant impact on the Association's financial statements for the year ended December 31, 2020.

3. INVESTMENTS

Short term investments are reported separately on the financial statements. Short term investments include highly liquid investments that can be quickly converted into cash or remaining maturity or have a maturity date of 12 months or less.

Saskatchewan School Boards Association

Notes to the financial statements

December 31, 2020

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3. INVESTMENTS (continued)

	Operating Fund	Benefits Fund	Insurance Fund	Total 2020	Total 2019
Cash & short-term investments	\$ 390,350	\$ 4,847,261	\$ 24,936,757	\$ 30,174,368	\$ 3,735,990
Pooled funds - fixed income	-	-	-	-	18,866,567
Pooled funds - Canadian equities	-	-	-	-	6,526,656
Pooled funds - U.S. equities	-	-	-	-	1,481,407
Long-term investments	-	-	-	-	26,874,630
Total investments	\$ 390,350	\$ 4,847,261	\$ 24,936,757	\$ 30,174,368	\$ 30,610,620

The net investment income, realized and unrealized gains for each fund are provided in the following table:

	2019 Balance	Net Investment Income	Realized Gains (Losses)	Transfers	2020 Balance
Operating Fund	\$ 1,320,724	\$ 19,080	\$ -	\$ (949,454)	\$ 390,350
Benefits Fund	4,573,609	(3,873)	277,525	-	4,847,261
Insurance Fund	24,716,287	20,618	1,358,948	(1,159,096)	24,936,757
Total investments	\$ 30,610,620	\$ 35,825	\$ 1,636,473	\$ (2,108,550)	\$ 30,174,368

4. CAPITAL ASSETS

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value
Building	\$ 2,181,040	\$ (1,289,725)	\$ 891,315	\$ 913,706
Land	100,000	-	100,000	100,000
Office furniture and equipment	25,275	(22,749)	2,526	7,582
	\$ 2,306,315	\$ (1,312,474)	\$ 993,841	\$ 1,021,288

The most recently published valuation appraisal as of November 20, 2020 reported the following:

Cost of Reproduction New:	\$7,549,589
Cost of Reproduction New Less Depreciation:	\$4,348,623

5. BENEFITS FUND

In 2005, the Association entered into an agreement with Manufacturers Life Insurance Company (Manulife) whereby the Association assumed the risk for the extended health, dental and vision plans. Manulife is responsible for the administration of the plans and provides an annual accounting of the financial results of the plans - premiums less claims and certain administrative expenses.

Saskatchewan School Boards Association

Notes to the financial statements

December 31, 2020

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5. BENEFITS FUND (continued)

The Association currently estimates a surplus of \$2,793,536 for the Benefits Fund for the period of January 1 to December 31, 2020. The Association has left the surplus with Manulife, and as such is recorded in accounts receivable.

The Association estimated a deficit of \$105,000 for the Benefits Fund for the period of January 1 to December 31, 2019. This amount was reflected in the provision for unpaid claims as at December 31, 2019, and the actual deficit amount was subsequently paid to Manulife.

6. PENSION PLAN

During the year, the employee's contribution rate and the Association's contribution rates relating to MEPP remained at 9.00% (2019 – 9.00%). The Association's contributions were \$167,274 (2019 – \$170,879).

Every three years, MEPP has an actuary perform an actuarial valuation of the pension fund. The most recently published actuarial valuation as of December 31, 2018 reported the following:

Plan Assets:	\$2,519,436,000
Plan Liabilities:	\$2,021,710,000
Plan Surplus:	\$ 497,726,000
Funded Ratio:	124.6%

7. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

Significant contractual obligations and commitments of the Association are as follows:

	Office Equipment	Building Equipment	Total
2021	\$ 7,192	\$ 4,560	\$ 11,752
2022	3,596	4,560	8,156
2023	-	4,560	4,560
2024	-	4,560	4,560
2025	-	1,140	1,140
Total	\$ 10,788	\$ 19,380	\$ 30,168

8. CONTINGENT LIABILITIES

A contingent liability exists for the Insurance fund associated with legal action related to various insurance claims. The liability for some of the claims cannot be estimated until the results of the legal action are known.

9. FUNDS HELD IN TRUSTS

The Association administers funds for the School Division Specific Land Claims Tax Loss Compensation Fund held in trust pursuant to an agreement between the Government of Saskatchewan and the Association. The total cash and investments held in the trust as at December 31, 2020 was \$2,293,199 (2019 - \$2,260,286). These amounts are not reflected in the financial statements.

10. ALLOCATION OF EXPENSES

The Association allocates expenses associated with administrative and communications support to the Benefits and Insurance Funds. The appropriate cost driver was determined for each function and applied appropriately. Examples of cost drivers include payroll costs allocated based on percentage of employees in each department and communications support allocated based on percentage of time of specific employees used to support the Benefits and Insurance Fund activities.

Administrative support includes costs associated with information technology, payroll, expense processing, financial management, financial reporting, communications, and Executive Director support. In addition, building rent costs were transferred to each fund using existing office space square footage and the rate charged to other building tenants.

The cost transfers from the Operating Fund to the Benefits and Insurance Funds are provided in the following table:

	2020		2019	
	Benefits Fund	Insurance Fund	Benefits Fund	Insurance Fund
Administrative support and office space	\$ 153,784	\$ 50,384	\$ 133,368	\$ 44,055

11. APPROPRIATED FUNDS

Operating Fund Reserves

- a. Reserve for Building Repairs and Renovations - Amounts have been appropriated in expectation of future major building repairs. Expenditures for major repairs and renovations are charged to the reserve.
- b. Investment in Property - This reserve is equal to the net book value of property.
- c. Provincial Bargaining – The purpose of this reserve is to set aside an appropriation for costs incurred by the Association for involvement in the Provincial Bargaining process.
- d. Unappropriated Reserve – The purpose of this reserve is to:
 - i) set aside an appropriation for costs associated with the winding down of the Association if the corporation is dissolved; and
 - ii) to set aside an appropriation for unbudgeted expenditures that were unforeseen and could not have been reasonably anticipated at the time the budget was approved and to address emergent situations that arise between budgets.

Benefits Fund Reserves

- a. Unappropriated reserves - The amount of this reserve shall not be more than \$1,000,000 as per Association policy. The purpose of this fund is:
 - i) to set aside an appropriation for administrative costs associated with the winding down of the plan if dissolved,

11. APPROPRIATED FUNDS (continued)

- ii) to set aside an appropriation for costs incurred as a result of a significant group withdrawal from the plan, creating a plan deficit,
- iii) to set aside an appropriation for administrative expenditures that have not been budgeted for that were unforeseen and could not have been reasonably anticipated at the time the budget was approved and to address emergent situations that arise between budgets, and
- iv) to set aside an appropriation for development of administrative infrastructure to support the Employee Benefits Plan in its role as a third-party benefit administrator and policy holder.

The unappropriated reserve has been in excess of the Association policy and a plan was developed to utilize the excess by reducing administration fees collected over several years to minimize the impact. The administration fee is estimated around \$700,000 per year.

- b. Claims Fund Reserve - The purpose of this fund is to set aside an appropriation for Incurred But Not Reported (IBNR) amounts and to ensure that an amount is appropriated for claims fluctuations.

Insurance Fund Reserves

Reserve accounts have been established to set aside an appropriation for self-insurance amounts and/or unanticipated costs.

- a. Property pool – This reserve is designated as a “group self-insurance plan” for members’ losses for property claims to be used to cover members’ losses in excess of the basic insurance deductible of \$5,000 to a maximum of \$200,000 per occurrence. The Association’s maximum annual exposure for the pool is \$2,000,000.
- b. General liability pool – This reserve is designated as a “group self-insurance plan” for general liability claims against school boards for bodily injury and property damage. The statute of limitations on liability insurance is currently two years beyond the age of majority for an individual to claim damages for negligence against a school board. \$400,000 is set aside annually for this pool with a maximum of \$45,000 available per claim.
- c. Sexual molestation pool – This reserve is designated as a “group self-insurance plan” for the risk and exposure to school boards resulting from sexual molestation claims. Association policy requires a minimum balance of \$2,000,000 in this pool. Annual coverage is provided by insurers for expenses between \$1,000,000 and \$8,000,000. This reserve is funded by the addition of \$1.00 per student to the cost of insurance to school boards.
- d. Air quality pool – This reserve is designed as a “group self-insurance plan” to offset the risk and exposure to school boards resulting from air quality, mold and fungus. There is a maximum of \$1,000,000 annual aggregate expenses to this reserve and a \$500,000 per claim limit, with a \$5,000 deductible for each claim. This reserve is funded by the addition of \$1.00 per student to the cost of insurance to the school boards.

Schedule 1 outlines the transfers between the unappropriated and appropriated reserves.

Saskatchewan School Boards Association

Notes to the financial statements

December 31, 2020

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11. APPROPRIATED FUNDS (continued)

The insurance funds reserves have been in excess of the Association policy for many years. On May 20, 2021, the Executive approved the distribution of \$1,159,096 (2019 - \$1,159,096) of excess insurance funds reserves as follows:

	2020	2019
Property pool	\$ 703,135	\$ 703,135
Sexual molestation pool	436,665	436,665
General liability pool	19,296	19,296
Air quality pool	-	-
Total	\$ 1,159,096	\$ 1,159,096

12. FINANCIAL RISKS

The Association is exposed to various risks through its financial instruments.

a. *Market Risk*

Market risk is the risk of loss that may arise from change in market factors such as interest rates, foreign currency rates and equity prices. The Association is mainly exposed to this market risk in its investing activities.

i) Interest rate risk

Interest rate risk refers to the adverse consequences of interest rate changes on the Association's cash flows and appropriated and unappropriated funds. The investment portfolio is exposed to interest rate risk in respect to its fixed income and short-term investments. Fixed rate instruments subject the Association to a fair value risk. To manage,

interest rate risk, the Association investment policy provides for distribution of investments among several classes of investments in order to reduce exposure to investment volatility.

ii) Foreign currency risk

Foreign currency exposure arises from holdings of non-Canadian investments. The investment policy limits foreign currency risk by providing maximum investment amounts in US and International Equities as a percentage of the total investment portfolio for both the Benefits and Insurance Funds. Investment in international equities requires prior approval from the Audit and Investment Committee.

The Operating Fund is limited to investments in Canadian cash and short-term securities.

At December 31, 2020, investments in U.S. equities accounted for 0% (2019 – 5%) of the total portfolio for both the Benefits and the Insurance Funds as compared to a policy limit of 15% for each fund. There are no investments in international equities.

12. FINANCIAL RISKS (continued)

iii) Equity price risk

Equity price risk is the risk the fair value or future cash flows of an equity investment will fluctuate because of changes in market prices (other than those arising from interest risk or foreign currency risk), whether those changes are caused by factors specific to the individual equity instrument or factors affecting similar equity instruments traded in the market.

The investment policy limits equity price risk by providing maximum investment amounts in equities as a percentage of the total investment portfolio. At December 31, 2020, investments in equities accounted for 0% (2019 - 22%) of the total portfolio for both the Benefits and the Insurance Funds as compared to a policy limit of 25% for each fund.

b. **Credit Risk**

Credit risk is the potential financial loss resulting from the failure of a counterparty to settle its financial and contractual obligations of the Association, as and when they come due.

The investment policy limits credit risk by dealing with investees that are considered to be of high quality.

Cash and short-term securities investments are limited to Treasury Bills and other securities

Bankers Acceptances and other bank and trust company obligations or deposits, and corporate and asset backed commercial paper with credit ratings of A or stronger.

Fixed Income Securities are limited to securities issued or guaranteed by the federal government, provinces, or municipalities of Canada, corporate bonds with credit ratings of A or stronger, and mortgage and other asset backed securities.

None of the assets in the investment portfolio are past due or impaired as at December 31, 2020 (2019 - \$nil).

c. **Liquidity Risk**

The business of the Association necessitates the management of liquidity risk. Liquidity risk is the risk of being unable to meet financial commitments, under all circumstances, without having to raise funds at unreasonable prices or sell assets at a forced basis.

As at December 31, 2020, the Association has accounts payable, accrued liabilities, and provision for unpaid claims of \$4,807,411 (2019 - \$6,009,200).

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

Schedule 1 - Schedule of changes in reserves

for the year ended December 31, 2020

	Net Assets 2019	Net revenue over expenses	Transfers	Net Assets 2020
OPERATING FUND				
Building repairs	\$ 656,215	\$ -	\$ 100,000	\$ 756,215
Investment in capital assets	1,021,288	(27,447)	-	993,841
Provincial bargaining	112,416	(19,151)	50,000	143,265
Unappropriated	691,027	273,501	(150,000)	814,528
	2,480,946	226,903	-	2,707,849
BENEFITS FUND				
Claims Reserve	1,165,671	529,911	(500,000)	1,195,582
Unappropriated	956,472	2,282,493	500,000	3,738,965
	2,122,143	2,812,404	-	4,934,547
INSURANCE FUND				
Property pool	3,520,239	(440,659)	-	3,079,580
Sexual molestation pool	6,666,213	53,057	-	6,719,270
General liability pool	9,824,152	916,786	-	10,740,938
Air quality pool	2,229,391	163,263	-	2,392,654
	22,239,995	692,447	-	22,932,442
	\$ 26,843,084	\$ 3,731,754	\$ -	\$ 30,574,838

See Note 11 for further information regarding the reserves and their purpose.



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AGENDA ITEM

Meeting Date:	September 7, 2021	Agenda Item #:	06.5
Topic:	Organizational Chart		
Intent:	<input type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input checked="" type="checkbox"/> Information

Background:	The organizational chart is a shared responsibility between the Director and the Board and is determined on a yearly basis as a component of the budgeting process.
Current Status:	The final organizational chart for 2021-2022 is provided for Board review.
Pros and Cons:	
Financial Implications:	
Governance/Policy Implications:	
Legal Implications:	
Communications:	

Prepared By:	Date:	Attachments:
Ryan Boughen	September 1, 2021	• 2021-2022 Organizational Chart

Recommendation:

That the Board review the information provided.

