

## **Lethbridge School Division**

# Year End Report

August 31st

# 2020

This document is Management's Discussion and Analysis of the Audited Financial Statements for the year ended August 31, 2020. *This report should be read in conjunction with the Audited Financial Statements and the financial information contained herein has not been audited.*

## Report to the Board of Trustees

November 24<sup>th</sup>, 2020



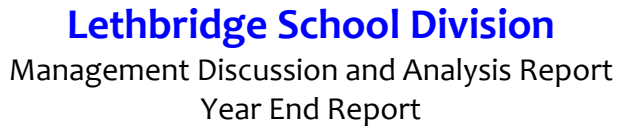
*Lethbridge School Division  
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**Lethbridge School Division**  
*Management Discussion and Analysis Report*  
**September 1, 2019 to August 31st, 2020**

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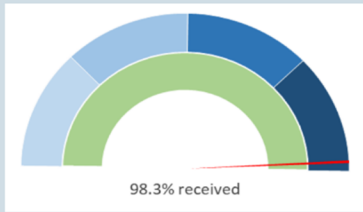


Lethbridge School Division has a total budget of \$134.0 million (including use of reserves) and provides public education services to the citizens of the City of Lethbridge, Alberta, Canada.

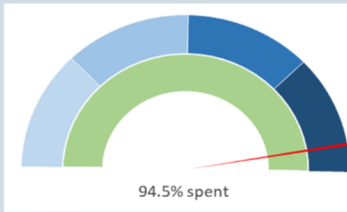
The Division has experienced overall enrolment growth in 2019-2020 of 251 students (2.18 %) over 2018-2019 enrollment.

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**Total Revenues**



**Total Expenditures**

## Overview:

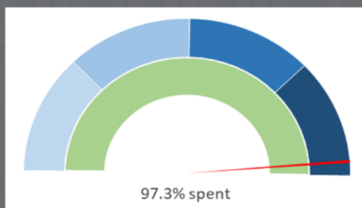
The following is an overview of the yearend reporting on the operations of Lethbridge School Division. This report is the yearend report (up to August 31, 2020).

The graphs/charts compare the year-to-date amounts to the budget for the period. The budget included in this report is the Division's 2019/2020 operating budget (updated fall budget - may differ from legally adopted budget as included in the financial statements)

The blue half-circle represents the total budget for the year (divided into four quarters). The green section below represents the projected forecast of the budget. The red line indicates the total year-to-date amount recorded.

## DEPARTMENTS

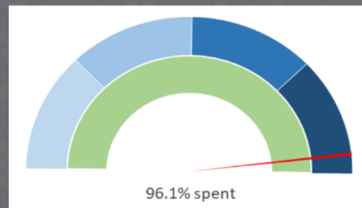
### Instruction - ECS



Budget: \$ 8,248,969  
Year-to-date: \$ 8,023,265 (97.3%)



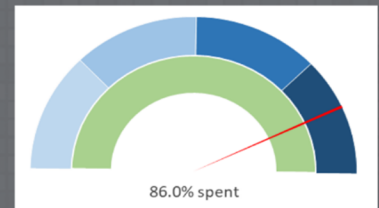
### Instruction - Grade 1 - 12



Budget: \$ 99,008,228  
Year-to-date: \$ 95,170,517 (96.1%)



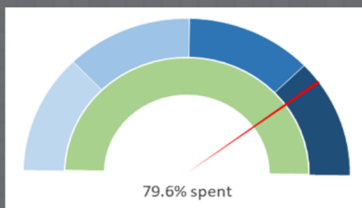
### Plant Operation & Maintenance



Budget: \$ 17,753,858  
Year-to-date: \$ 15,262,572 (86.0%)



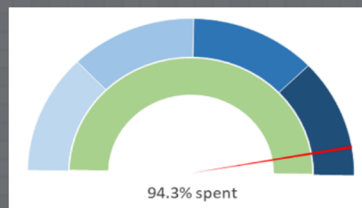
### Transportation



Budget: \$ 2,287,466  
Year-to-date: \$ 1,821,447 (79.6%)



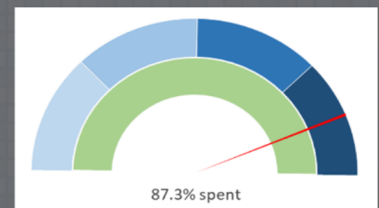
### Board & System Administration



Budget: \$ 4,342,262  
Year-to-date: \$ 4,095,662 (94.3%)



### External Services (International Program)

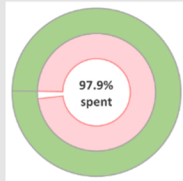


Budget: \$ 315,500  
Year-to-date: \$ 275,580 (87.3%)



## Salaries, Benefits & Professional Development

For all the Departments

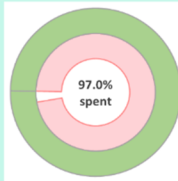


Budget: \$ 101,471,827  
Year-to-date: \$ 99,391,300 (97.9%)



## Contracted Services

Audit/legal, Consulting, Utilities, Transportation, Maintenance, Safety/Wellness

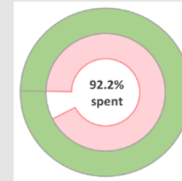


Budget: \$ 7,098,240  
Year-to-date: \$ 6,886,728 (97.0%)



## Other Services

Insurance, International Programs, Memberships, Printing/Rentals, Advertising



Budget: \$ 2,323,603  
Year-to-date: \$ 2,142,992 (92.2%)



## Supplies

General supplies, Technology, Maintenance, Small Equipment

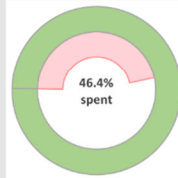


Budget: \$ 4,830,206  
Year-to-date: \$ 5,230,637 (108.3%)



## Other Expenditures

Contingency, Travel, Car Allowances, Renovations

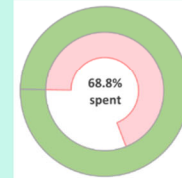


Budget: \$ 782,043  
Year-to-date: \$ 362,761 (46.4%)



## Transfers, SGF, & Capital/IMR

Bank Charges, SGF Expenses, Amortization, IMR expenditures, Modular/Capital



Budget: \$ 15,450,365  
Year-to-date: \$ 10,634,624 (68.8%)



## TYPES OF EXPENSES



### **Operations Overview**

As shown in the “Finance at a Glance” report, [Lethbridge School Division](#) is operating financially as anticipated based on the approved budget.



As shown in this report, all of the departments have kept their total expenditures within their forecasts. The following is a brief analysis on the types of expenses:

- **Salaries, Benefits & Professional Development** are less than the budget. There were staff savings due to the COVID-19 school closures for layoffs of staff not required during closure and reduced teacher substitute costs during school closures. There was also some savings from the actual average costs of teachers being slightly less than the budgeted average teaching costs. There were also vacancies in staff positions in instructional programs, First Nations Métis and Inuit (FNMI), and within administration.
- **Contracted Services** are overall less than the budget. The contracted transportation services were reduced as the contribution towards capital replacement was not required (with termination of transportation services from the City). These reductions were somewhat offset by additional costs of Personal Protective Equipment (PPE) relating to COVID-19 in preparation for the upcoming school year.
- **Other Services** are overall less than the budget. These reductions in other services include the Poverty Intervention Committee and rental costs relating to the joint-use-agreement for school facilities as these were closed due to COVID-19.
- **Supplies** are overall greater than the budget. This is mostly due to the secondary school phase of the technology evergreening program being completed during the year. These increases were partially offset by reductions in the costs of general school supplies and equipment within the schools from the school closures and other costs savings.
- **Other Expenditures** are significantly less than the budget. This is due to contingency accounts. These contingency accounts are typically only used if unexpected expenditures are incurred; otherwise, any unspent contingency funds are carried forward for use in future budget years.
- **Transfers, SGF, & Capital/IMR** are significantly less than the budget. This mostly relates to the reductions in the SGF expenditures as many of the SGF activities were not completed during the year and the result of COVID-19 school closures. The reduced SGF costs also correlates to the reduced SGF revenues (SGF fees are not charged if some of the activities are not done during the year). IMR operating expenditures are also less than the budgeted amount as many of these costs were on IMR capital projects.

## **Financial Position**

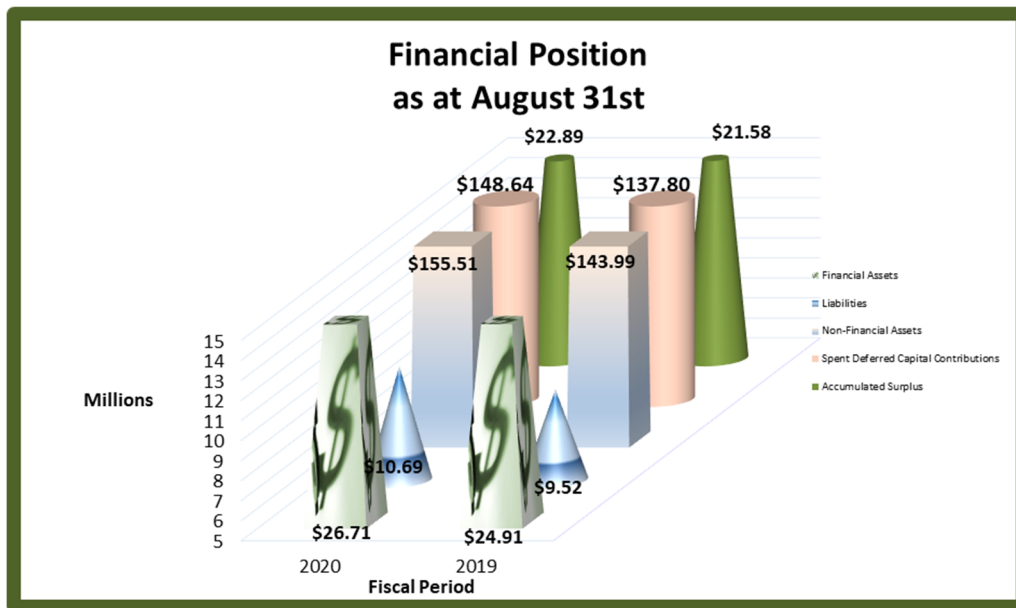
As at August 31, 2020, [Lethbridge School Division](#) has total financial assets of \$26.71 million and liabilities of \$10.69 million for net financial assets of \$16.01 million. A net financial asset position indicates that the Division has sufficient assets to cover its financial obligations.

The Division had net financial assets of \$16.01 million. Of this \$16.01 million, \$9.76 million is in operating reserves which have been restricted for future use with the majority related to instructional programming and school generated activities. Net financial assets also relate to \$691,500 of unrestricted reserves, \$6.37 million of capital reserves and \$320,000 of endowment funds.

There is \$155.51 million of non-financial assets (tangible capital assets, inventory of supplies, and prepaid expenses) which are represented mostly by supported capital assets of \$148.6 million, the Division's investment in capital assets of \$5.72 million, prepaid expenses, and other non-financial assets.

The 2019-2020 financial statements have specifically excluded the deferred contributions related to the unamortized portion of supported capital assets (referred to as Spent Deferred Capital Contributions), which will be amortized into revenues in subsequent years to offset the amortization cost of supported capital assets. Supported Capital Assets are those assets that have been funded by the Province of Alberta and other external sources.

Together the Net Financial Assets, Non-Financial Assets, and Spent Deferred Capital Contributions (SDCC) equal the total Accumulated Surplus of \$22.89 million. The chart below compares the financial position of August 31<sup>st</sup> with the prior year.



**Lethbridge School Division**  
**STATEMENT OF FINANCIAL POSITION**  
As at August 31st, 2020

	August 31st, 2020	August 31st, 2019
<b>FINANCIAL ASSETS</b>		
Cash and cash equivalents	\$21,052,333	\$18,375,384
Accounts receivable (net after allowances)	\$5,579,821	\$6,445,372
Portfolio investments	\$74,300	\$93,469
Other financial assets	\$0	\$0
<b>Total financial assets</b>	<b>\$26,706,454</b>	<b>\$24,914,225</b>
<b>LIABILITIES</b>		
Bank indebtedness	\$0	\$0
Accounts payable and accrued liabilities	\$5,882,159	\$4,987,852
Deferred contributions	\$4,563,483	\$4,301,131
Employee future benefit liabilities	\$247,302	\$230,538
Other liabilities	\$0	\$0
Long term debt		
Supported: Debentures and other supported debt	\$0	\$0
Unsupported: Debentures and capital loans	\$0	\$0
Capital leases	\$0	\$0
Mortgages	\$0	\$0
<b>Total liabilities</b>	<b>\$10,692,944</b>	<b>\$9,519,521</b>
<b>Net Financial Assets (Net Debt)</b>	<b>\$16,013,510</b>	<b>\$15,394,704</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	\$154,359,097	\$143,323,320
Inventory of supplies	\$278,365	\$184,020
Prepaid expenses	\$877,029	\$481,694
<b>Total non-financial assets</b>	<b>\$155,514,491</b>	<b>\$143,989,034</b>
<b>Net assets before spent deferred contributions</b>	<b>\$171,528,001</b>	<b>\$159,383,738</b>
Spent deferred capital contribution (SDCC)	\$148,641,096	\$137,799,167
<b>Net assets</b>	<b>\$22,886,905</b>	<b>\$21,584,571</b>
<b>NET ASSETS (ACCUMULATED SURPLUS)</b>		
Unrestricted surplus	\$691,486	\$700,209
Operating reserves	\$9,760,912	\$9,893,702
<b>Accumulated Surplus from Operations</b>	<b>\$10,452,398</b>	<b>\$10,593,911</b>
Investment in capital assets	\$5,718,000	\$5,524,153
Capital reserves	\$6,396,633	\$5,146,633
Endowments	\$319,874	\$319,874
<b>Total Accumulated Surplus (Deficit)</b>	<b>\$22,886,905</b>	<b>\$21,584,571</b>

**Lethbridge School Division**  
**Notes to the Statement of Financial Position**  
As at August 31st, 2020

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**FINANCIAL ASSETS:**

Financial assets consist of assets that are readily converted to cash.

**Cash and Cash Equivalents**

Cash at August 31, 2020 includes deferred contributions, endowment funds, and Accumulated Surplus from Operations.

**Accounts Receivable**

Accounts receivable at August 31, 2020 includes GST rebates receivable, capital contributions from the Province, and other miscellaneous funds owing to the Division.

**Portfolio Investments**

Portfolio investments represent one-year term savings certificates held at the school level for school generated activities.

**Total Financial Assets as of August 31, 2020 are \$26.71 million dollars.**

**Coalbanks  
Elementary School's  
Spanish Carnival  
Parade**



**FINANCIAL LIABILITIES:**

**Accounts Payable and Accrued Liabilities**

Accounts payable at August 31, 2020 mostly includes payments for construction invoices/holdbacks, and employee benefits such as remittances to the Canada Revenue Agency, Local Authorities Pension Plan, and to the Alberta School Employee Benefit Plan.

Accounts Payable also includes unearned revenues (with the adoption of accounting standard PS 3430 Restructuring Transactions in the prior year), including prepaid international fees for the following schools year and externally restricted School Generated Funds, such as student travel group deposits or school activity fees. These unearned revenues are classified within accounts payable as these types of transactions require that goods and/or services are to be provided in the future by the Division to the groups/individuals that directly paid these fees.



### **Unspent Deferred Contributions**

Included the Deferred Operating Contributions and the Unspent Deferred Capital Contributions (UDCC).

Deferred Operating Contributions is mainly unspent Infrastructure, Maintenance and Renewal (IMR) grant funding and other grant funding requiring eligible expenditures. Contributions are allocated to revenue as funds are expended.

Unspent Deferred Capital Contributions (UDCC) relates to capital grant contributions received that has not been expended on the related capital projects. This typically occurs with modular and capital planning grants that a large portion is received at the beginning of the project. Large capital construction projects typically receive progress-based grant contributions based on costs already expended on the capital project.

### **Employee Future Benefits**

Consists of benefits earned but not utilized that relate to banked time that will or may be utilized in a future period.

**Total Financial Liabilities as of August 31, 2020 are \$10.69 million.**

### **NET FINANCIAL ASSETS:**

Net financial assets, which is the funds available (owing) after discharging the Division's financial obligations, is a **net asset position of \$16.01 million.**

The 2019-2020 financial statements have specifically excluded the deferred contributions related to the unamortized portion of supported capital assets (referred to as Spent Deferred Capital Contributions). In prior financial statements, these Spent Deferred Capital Contributions (SDCC) were included within the liabilities section, resulted in the Division having a large Net Financial Debt position; whereas, the Division would then be required to exclude the SDCC to provide a clearer picture on the effective Net Asset position. The change to the Provincial financial statement template provides a clearer understanding to the readers of the financial statements.

**Total Net Assets as of August 31, 2020 are \$16.01 million.**

**NON-FINANCIAL ASSETS:**

Non-financial assets are tangible assets that are used in the operations of the Division and are not readily converted to cash.

**Tangible Capital Assets**

Tangible capital assets include land, buildings, equipment and vehicles used in the operations of the Division. These assets are amortized over their estimated useful lives to arrive at a net value of \$154.36 million as of August 31, 2020 (including \$148.64 million in supported capital assets and \$5.72 million of board funded assets).

Capital activity during the period included construction costs associated with the completion of the Senator Joyce Fairbairn Middle School (West Lethbridge), planning and construction costs of the Dr. Robert Plaxton Elementary School (Southeast Lethbridge), the installation of modular structures at Coalbanks Elementary School and Dr. Gerald Probe Elementary School, and the start of the secondary school technology evergreening phase. Since the beginning of the school year, a total of \$16.66 million has been capitalized on these projects, the majority of the capital additions relates to the construction of the Dr. Robert Plaxton Elementary School.



**Dr. Robert Plaxton  
Elementary School**

**Construction progress**

**Inventory of Supplies**

Inventory of supplies represent the warehouse and caretaking supplies and materials on hand to be used in a subsequent fiscal period.

**Prepaid Expenses**

Prepaid expenses represent insurance, licenses, and materials that are for a subsequent fiscal period.

**Total Non-Financial Assets as of August 31, 2020 are \$155.51 million.**

**SPENT DEFERRED CAPITAL CONTRIBUTIONS (UDCC)**

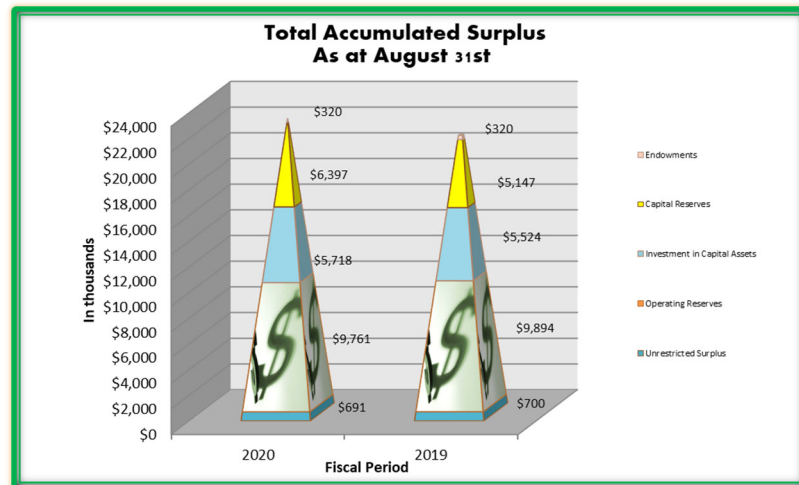
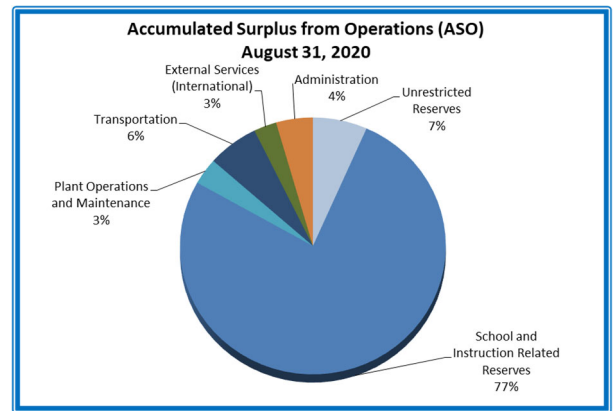
Spent Deferred Capital Contributions (SDCC) relates to deferred contributions related to the unamortized portion of supported capital assets (referred to as SDCC), which will be amortized into revenues in subsequent years to offset the amortization cost of supported capital assets. Supported Capital Assets are those assets that have been funded by the Province of Alberta and other external sources.

**Total SDCC as of August 31, 2020 are \$148.64 million.**

### **ACCUMULATED SURPLUS:**

Accumulated surplus is represented by accumulated surplus from operations which is made up of unrestricted reserves and operating reserves. Also included in accumulated surplus are capital funds which include investment in capital assets and capital reserves. Funds held by the Division, where the principal must be maintained permanently, called endowments, are also included in accumulated surplus.

The restricted operating reserves consist of 77% related to school and instruction reserves which includes reserves held at school sites for future operating expenditures, reserves to be spent over the next three years for curriculum and system improvement, funds to support inclusive learning, funds to provide for the planning, programming and resources required for new school facilities, and unspent funds related to school generated activities.



Unrestricted surplus are funds that are not designated for a specific purpose and operating reserves are funds that have been designated for a specific program of the Division.

Investment in capital assets represents the net book value of capital assets that have been paid from Division revenues (board funded capital) and are not supported by the Province or external contributions.

Capital reserves are funds that have been set aside for future replacement of Division assets that are not supported by the Province or external contributions. The Division contributes the budgeted amount of amortization on unsupported assets into the capital reserve fund, as per the approved budget, to fund future asset replacement.

**The total accumulated surplus for the Division which consists of both operating and capital funds is \$22.89 million. The total of net financial assets, non-financial assets, and the spent deferred capital contributions (SDCC) equal the total accumulated surplus at August 31, 2020.**

## Operations

### Budget Update as of September 30<sup>th</sup>

The revised budget for the 2019-2020 school year reflects changes to the Division budget as of September 30<sup>th</sup>, 2019, based on the additional information received since the preliminary budget.

With the release of the October 24<sup>th</sup>, 2019, the Provincial Government released the budget and related Provincial Funding Manuals. Student enrolment was funded; however, there were other specific grants that were eliminated to assist in funding enrolment (which was not expected by school boards across the Province) including the Class-size funding which accounted for approximately \$5.0 million in the prior year. The Province did provide a one-time transitional grant of \$2.2 million in the budget year; however, the Division still had an overall reduction of Provincial grant revenues for the 2019-2020 Operating Budget.



Overall revenue, including use of reserves, in the revised budget increased by \$1.38 million over preliminary budget projections developed in June 2019. This majority of increase is due to the utilization of operating reserves to cover the Provincial funding shortfall and some carryforward of school-based and other instructional surpluses. This increase from operating reserves is utilized to cover the \$3.0 million reduction in Provincial funding.

As a result of COVID-19 school closures, the Provincial Government reduced the Division's operating grants by a total of \$1.85 million for non-essential support staffing layoffs and reduced costs for transportation. These adjustments have been updated in the Division's 2019-2020 Operating Budget.

In budget 2019-2020, \$4.55 million of one-time reserves will be utilized for the funding shortfall and other division and school-based priorities.

<b>Budget Adjustments:</b>	<b>Revenues</b>	<b>Expenses</b>
Approved Expenses - "September 30th Budget"	129,441,726	133,208,125
Transfers to Reserves		25,000
<b>Total "September 30th" Expenses and Transfers</b>	<b>129,441,726</b>	<b>133,233,125</b>
 <i>Updates from Approved "September 30th Budget":</i>		
Increased PUF Grant/Expenditures	47,231	47,231
Lease Grant Received	509,582	509,582
Society Contribution	20,173	20,173
School Closures - Provincial recovery of instructional grants	(1,523,013)	(1,523,013)
School Closures - Provincial recovery of transportation grants	(330,814)	(330,814)
<b>Updated Operating Budget</b>	<b>128,164,885</b>	<b>131,956,284</b>
Transfers from Reserves/Capital	4,554,728	763,329
	<b>132,719,613</b>	<b>132,719,613</b>

*The Budget Adjustments is a reconciliation from the approved September 30<sup>th</sup> budget to the Updated 2019/2020 Operating Budget.*



**Lethbridge School Division**  
**STATEMENT OF OPERATIONS**  
For the period ended August 31st, 2020

	Budget Information		Actual Results	Variances
	Preliminary Budget 2019-2020 (June 2019)	Updated "September 30th" operating budget 2019-2020 (Sept 30th 2019)	Actual Year Ended August 31st	% Expended Revised Budget
<b>REVENUES</b>				
Government of Alberta	\$123,517,081	\$119,607,883	\$118,702,075	99.24%
Federal and Other Government	\$248,128	\$388,944	\$499,542	128.44%
Fees	\$3,762,082	\$4,106,603	\$1,480,790	36.06%
Sales and services	\$1,308,436	\$964,751	\$3,137,084	325.17%
Investment income	\$193,000	\$193,000	\$201,809	104.56%
Donations and Other Contributions	\$2,824,000	\$2,869,000	\$1,909,033	66.54%
Other Revenues	\$34,704	\$34,704	\$21,044	60.64%
<b>Total Revenues</b>	<b>\$131,887,431</b>	<b>\$128,164,885</b>	<b>\$125,951,377</b>	<b>98.27%</b>
<b>EXPENSES</b>				
Instruction - Early Childhood Services	\$8,896,976	\$8,248,969	\$8,023,265	97.26%
Instruction - Grades 1-12	\$99,139,082	\$99,008,228	\$95,170,517	96.12%
Plant operations and maintenance	\$16,855,126	\$17,753,858	\$15,262,572	85.97%
Transportation	\$2,468,779	\$2,287,466	\$1,821,447	79.63%
Administration	\$4,253,283	\$4,342,262	\$4,095,662	94.32%
External services [International Services]	\$315,500	\$315,500	\$275,580	87.35%
<b>Total Expenses</b>	<b>\$131,928,746</b>	<b>\$131,956,283</b>	<b>\$124,649,043</b>	<b>94.46%</b>
Operating surplus (deficit)	(\$41,315)	(\$3,791,398)	\$1,302,334	
Accumulated Surplus from Operations beginning of Year	\$7,978,192	\$10,593,911	\$10,593,911	
Transfers to/from capital reserves, endowments, & capital	(\$690,283)	(\$778,329)	(\$1,443,847)	
Accumulated Operating Surplus (AOS) at end of period	\$7,246,594	\$6,024,184	\$10,452,398	
School Generated Funds included in Accumulated Operating Surplus	(\$2,424,478)	(\$2,498,006)	(\$2,215,906)	
Adjusted Accumulated Operating Surplus (Adjusted ASO) at end of period	\$4,822,116	\$3,526,178	\$8,236,492	
Adjusted AOS as a % of budgeted expenditures (excluding SGF accounts)	3.66%	2.67%	6.61%	

**About The Statement**

The above statement includes four main areas:

- The first area highlighted in **GREEN** is budget Information. The first budget information is the preliminary budget that was approved by the Board of Trustees in June 2019. The second column of budget information is the budget that has been revised after September 30<sup>th</sup> enrolment counts and is used as the new operating budget for the fiscal year.
- The second area highlighted in **BLUE** is the actual results for the period.
- The third area highlighted in **TAN** is the variance area. This area provides information on the percent received/expended as compared to the September 30<sup>th</sup> operating budget and the percent received/ expended as compared to the updated forecast information.

**OPERATION RESULTS:**

For the year ended August 31<sup>st</sup>, 2020, \$125.95 million of revenues have been recorded which is 98.27% of operating budget. The major changes from budget include the following:

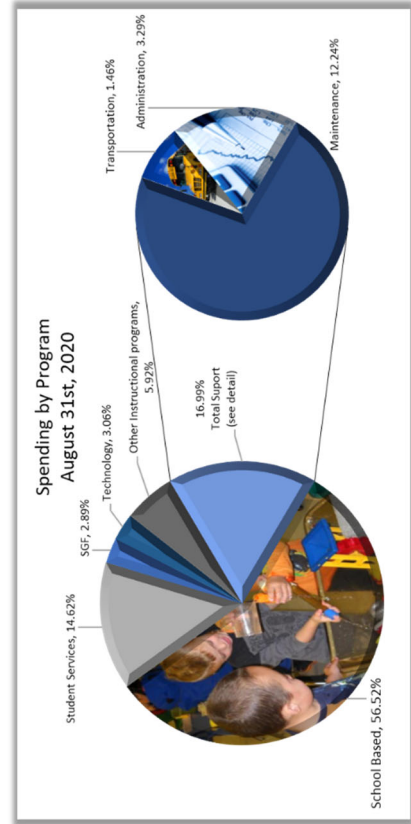
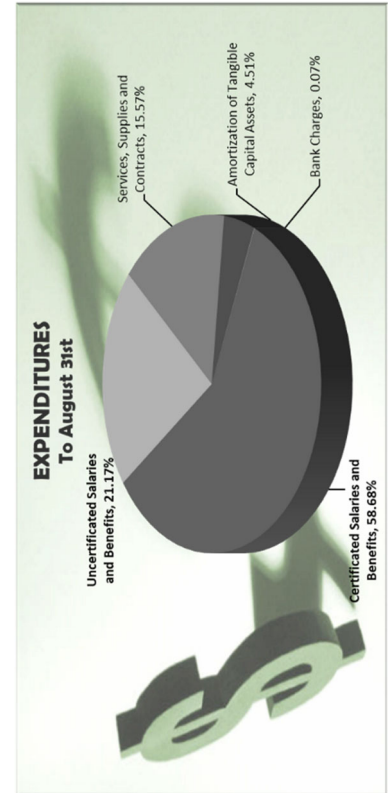
- The reduction in Government of Alberta funding from actual is due to the amount of operating Infrastructure, Maintenance and Renewal (IMR) grant revenues recognized; whereas, many of the 2019/2020 IMR projects were capital projects, including two major ventilation and lighting upgrades at two schools.
- The reduction in fee and fundraising revenues relates to that many of the SGF activities were not completed during the year and the result of COVID-19 school closures; therefore, there are no related costs nor fees/fundraising for these activities not completed during the year.
- The sales and services revenues received a significant increase as the Division received an approx. \$2.06 million of one-time funding as part of the termination of the transportation/bussing services that were contracted through the City of Lethbridge for the accumulated bus replacement funds that the City managed for their capital replacement of school buses.

For the year ended August 31<sup>st</sup>, 2020, \$124.65 million of expenditures have been recorded which is 94.46% of operating budget. This is also an indicator that the budgets are being carefully monitored throughout the Division to ensure that the departments are not incurring cost overruns. The major changes from budget include the following:

- There were cost savings due to COVID-19 school closures that had significant effects on the 2019-2020 school year, including layoffs of staff not required during closure, teacher substitute costs during school closures, transportation costs, school supply costs, and other projects that did not occur or are delayed until 2020-2021.
- There was overall savings on actual average costs of teachers being slightly less than the budgeted average teaching costs. As the Division's enrolment is continuing to grow, additional teaching staff are added to accommodate the student growth and there have also been retirements of teaching staff from year-to-year. The teachers being hired are typically newer to the profession; therefore, the average teaching costs have been reducing over the past couple years.
- There was a reduction in the amount of SGF activities were not completed during the year and the result of COVID-19 school closures; therefore, there are no related costs nor fees for these activities not completed during the year.
- The operating Infrastructure, Maintenance and Renewal (IMR) expenditures were reduced as many of the IMR costs were capitalized during the year for the related capital projects, including two major HVAC upgrades at two schools.
- The school contingency accounts were not fully utilized. These contingency accounts are typically only used if unexpected expenditures are incurred; otherwise, any unspent contingency funds are carried forward to the following budget year.

**Lethbridge School Division  
Schedule of Program Operations  
For the period ended August 31st, 2020**

	Instruction (ECS)	Instruction (Grades 1-12)	Plant Operations and Maintenance	Transportation	Board & System Administration	External Services	TOTAL	TOTAL Budget	% Expended of Budget
<b>REVISED BUDGET 2019-2020 (September 30th)</b>	\$8,248,969	\$99,009,228	\$17,753,858	\$2,287,466	\$4,342,262	\$315,500	<b>\$131,956,283</b>		
<b>EXPENSES</b>									
Certificated salaries and benefits	\$3,011,141	\$69,187,093	\$0	\$0	\$845,990	\$90,729	<b>\$73,134,953</b>	\$72,897,496	100.33%
Non-certificated salaries and benefits	\$4,769,487	\$14,746,210	\$4,518,433	\$85,096	\$2,236,123	\$39,541	<b>\$26,394,890</b>	\$27,368,265	96.44%
<b>SUB - TOTAL</b>	\$7,780,628	\$83,933,303	\$4,518,433	\$85,096	\$3,082,113	\$130,270	<b>\$99,529,843</b>	\$100,265,761	99.27%
Services, contracts and supplies	\$242,637	\$10,220,782	\$6,246,832	\$1,723,630	\$831,589	\$145,310	<b>\$19,410,780</b>	\$26,031,997	74.57%
Amortization of capital assets	\$0	\$931,253	\$4,497,307	\$12,721	\$181,960	\$0	<b>\$5,623,241</b>	\$5,658,525	99.38%
Interest and charges	\$0	\$85,179	\$0	\$0	\$0	\$0	<b>\$85,179</b>	\$0	100.00%
<b>TOTAL EXPENSES</b>	\$8,023,265	\$95,170,517	\$15,262,572	\$1,821,447	\$4,095,662	\$275,580	<b>\$124,649,043</b>	\$131,956,283	94.46%
Total unexpended funds period to date	\$225,704	\$3,837,711	\$2,491,286	\$466,019	\$246,600	\$39,920	<b>\$7,307,240</b>	\$131,956,283	5.54%
<b>% Expended of Budget</b>	<b>97.26%</b>	<b>96.12%</b>	<b>85.97%</b>	<b>79.63%</b>	<b>94.32%</b>	<b>87.35%</b>	<b>94.46%</b>		



*Lethbridge School Division*  
**Notes to the Statement of Operations**  
*For the year ended August 31st, 2020*

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**REVENUES:**

Revenues are reported by type for the Division. For further information on types of revenues please see the Appendices for charts on these functional areas.

**Government of Alberta**

Government of Alberta (Alberta Education and Alberta Infrastructure) funding represents approx. 94% of the Division's total operating funding. Student enrolment is one of the largest factors in determining the funding. The District has received 99.24% of the operating budget.

The reductions in funding mostly relates to the amount of operating Infrastructure, Maintenance and Renewal (IMR) grant revenues recognized; whereas, many of the 2019/2020 IMR projects were capital projects, including two major ventilation and lighting upgrades at two schools.

**Federal Government and First Nations**

Represents amounts billed for tuition for students living on the Kainai reserve. Increases in revenues relates to increased amount of Kainai students attending our schools.

**Fees**

Reflects fees that are collected for optional programming fees, school generated activity fees, Preschool Fees and tuition for foreign students. Most school fees and tuition fees are collected at the beginning of the school year. The Division has receives 36.06% of the operating budget. This reduction relates to that many of the SGF activities were not completed during the year and the result of COVID-19 school closures; therefore, there are no related costs nor fees for these activities not completed during the year. Note that many of the high dollar value fees (i.e. non-curricular travel) would have occurred during the last couple months of school, but were not done due to the school closures and restricted travel.

**Community Support  
during COVID-19  
school closures for  
staff at Lakeview  
Elementary School**



**Sales and Services**

Sales and services are mainly from school generated activities and also includes funds received for staff that are seconded to the University of Lethbridge. There was a significant increase as Division received an approx. \$2.06 million of one-time funding as part of the termination of the transportation/bussing services that were contracted through the City of Lethbridge for the accumulated bus replacement funds that the City managed for their capital replacement of school buses.



### **Investment Income**

Interest earned on operating revenue which is performing better than budgeted; however, reduced from the prior year with the reduction in investment rates.

### **Donations and Other Contributions**

Donations and other contributions are revenues that have been received for school generated activities fundraising/donations and donations for the Ready Set Go programs. The Division has receives 66.54% of the operating budget. This reduction relates to that many of the SGF fundraising activities were not completed during the year (COVID-19 school closures); therefore, there are no related costs nor fundraising for these activities not completed during the year.

### **Other Revenues**

Other revenues include rentals, gains on disposal of tangible capital assets, and other revenues. There are rental of facility space for external programs and operations such as the Southern Alberta Professional Development Consortia and the Boys and Girls Club of Lethbridge. There were no disposals of tangible capital assets.

**Overall, revenues are less than the operating budget for the year ended  
August 31, 2020 (98.27% of the operating budget).**

### **EXPENDITURES:**

Expenditures are reported as a total for each functional area within the Division. For further information on types of expenditures and spending in these functional areas please see the *Schedule of Program Operations* and Appendices for charts on these functional areas.

### **Instruction - ECS**

Instruction ECS, represents expenditures from early education to kindergarten, which includes the early education program, program unit funding for early learners requiring specialized supports, and the kindergarten program at elementary schools. ECS expenditures are at 97.26% of the total operating budget; whereas, there were staff savings which mostly related to COVID-19 with layoffs of staff not required during closure and other savings on related service costs.

### **Instruction- Grades 1 - 12**

Instruction Grades 1 – 12, represent expenditures from grade one to grade twelve, school generated activities and supporting programs such as Inclusive Education, Technology, Instructional support, counselling, First Nations Metis and Inuit programming, and Institutional programs. Instructional expenditures are at 96.12% of the total operating budget. See the *Schedule of Instructional (Grade 1-12) Program Expenditures* for details of the major programs within this functional area.

### **Plant Operations and Maintenance**

Plant operations and maintenance expenditures represent spending on operating and maintaining the Division's schools and facilities. These expenditures include maintenance and caretaking personnel, utilities, contracted maintenance, and Infrastructure Maintenance and Renewal (IMR) projects. Maintenance expenditures are at 85.97% of the total operating budget. The reductions in these costs mostly relates to the IMR costs that were part of the capital projects (reduced the IMR operating costs).

### **Transportation**

Transportation expenditures represent mainly the cost of contracted bussing to bus students who reside more than 2.4 km away from their resident school. These costs include the operation of buses, cost sharing arrangements between the City of Lethbridge and Holy Spirit Catholic Schools, and the future replacement of yellow school buses. Transportation expenditures are at 79.63% of the total operating budget; whereas, the District had savings on transportation costs for the last couple months with school closures (COVID-19) and the Division was not required to provide contributions to the City's bus replacement program as the City decided to terminated the transportation/bussing services. *Note that the Division has subsequently entered into an agreement with Southland Transportation Ltd to provide the Division's transportation/bussing services.*

### **Administration**

Administration expenditures represent the cost of the Board of Trustees, Finance, Human Resources, System Instructional Support, and the Office of the Superintendent. Administration expenditures are at 94.32% of the total operating budget. There were staff savings on vacancies that were not filled and there was software implementation costs that were not completed in the year or that were delayed until 2020-2021.

### **External Services**

An external service represents costs that are outside regular provincially mandated instruction and operations. For the District, the International Services program provides programming to students who attend District schools from other countries and pay a tuition fee to attend our schools. Costs include costs of homestay providers, student insurance, student recruitment and administration of the program. External (international) expenditures are at 87.35% of the total operating budget.

**Overall, expenditures are less than the operating budget for the year ended August 31, 2020 (94.46% of the operating budget).**

**Lethbridge School Division**  
**Schedule of Instructional (Grades 1-12) Program Expenditures**

For the period ended August 31st, 2020

PROGRAM	Budget	Actual Results	Variances
	Updated Budget	Actual Year Ended	% Expended
	2019-2020 (Sept 30th 2019)	August 31st	Updated Budget
School Based Instruction	\$64,949,126	\$63,204,436	97.31%
Inclusive Learning Supports	\$8,398,706	\$7,849,145	93.46%
Shared Instructional Services	\$10,319,886	\$10,655,484	103.25%
School Generated Funds Activities	\$6,481,461	\$3,596,345	55.49%
Technology	\$2,112,360	\$3,778,094	178.86%
Institutional Programs	\$983,999	\$893,250	90.78%
Division of Instructional Services	\$830,551	\$792,627	95.43%
FNMI Programming	\$671,316	\$394,919	58.83%
Counselling Program	\$2,562,675	\$2,547,394	99.40%
Other Instructional Programs	\$1,698,149	\$1,458,822	85.91%
<b>Total Instructional (Grades 1 -12) Program Expenditures</b>	<b>\$99,008,228</b>	<b>\$95,170,517</b>	<b>96.12%</b>

**Other Instructional Programs:**

Community Outreach School  
Downtown LA  
High School Off Campus  
Distance Learning Program  
Poverty Committee  
Making Connections

**Institutional Programs:**

Harbor House School  
CAMP (Lethbridge Regional Hospital School)  
Pitawani School  
Stafford Ridge School (AADAC)

**Inclusive Learning Supports:**

Inclusive Education  
English as a Second Language

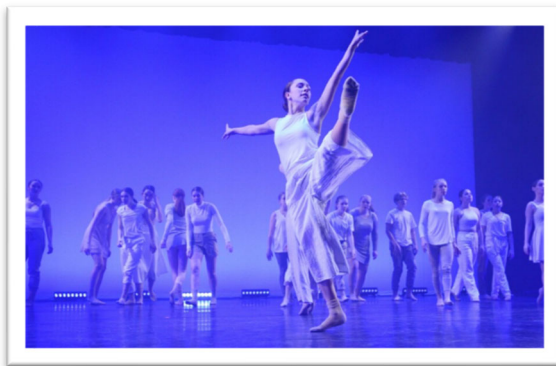
*Lethbridge School Division*  
**Notes to the Schedule of Instructional (Grade 1-12) Program Expenditures**  
*For the year ended August 31st, 2020*

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This statement provides further information about expenditures in programs that are within the Instruction (Grades 1-12) functional area that is shown on the *Statement of Operations* and the *Schedule of Program Operations*.

**School Based Instruction**

These expenditures represent expenditures at school sites. School Based Instruction expenditures are at 97.31% of the total operating budget. See the *Schedule of School Based Instruction Expenditures* for details of the each of the schools.



**Lethbridge  
Collegiate Institute's  
"Khoros"  
dance production**

**Inclusive Learning Supports**

Inclusive Learning Supports includes expenditures Inclusive Education and English as a Second Language. Inclusive Education provides all students with the most appropriate learning environment and opportunities for them to achieve their potential. Inclusion is about ensuring each student receives a quality education no matter their ability, disability, language, cultural background, gender or age. Inclusive Learning Supports expenditures are at 93.46% of the total operating budget; whereas, there were staff savings which mostly related to COVID-19 with layoffs of staff not required during closure, supply costs, contracted services and other related costs. There were also staffing savings as there were contingent staffing that were retained and planned to be hired mid-year (based on student needs) but were not able to fully utilize due to the school closures (COVID-19).

**Shared Instructional Services**

Shared Instructional Services includes programs and expenditures that provide support to schools within the District. Expenditures include administrative allowances, the provision for sick leave, elementary counseling, staff professional development and the employer share of teacher retirement fund costs that are supported by the Province.

Shared Instructional Services expenditures are at 103.25% of the total operating budget. There was a significant increase in contracted service costs for additional personal protective equipment (PPE) of approx. \$468,100 as part of COVID-19 and preparing for the upcoming school year, including front desk sneeze guards, portable guards, face shields, masks, gloves, and other PPE to protect and support the schools and staff.



### **School Generated Funds Activities**

School Generated Funds (SGF) activities includes activities at the school level for students that are not of a curricular nature, such as clubs, international travel, groups, athletics, and the arts. These activities are normally funded through user fees, fundraising, and donations. SGF activity expenditures are at 55.49% of the total operating budget. SGF activities are less than budgeted due to a reduction in the amount of SGF activities were not completed during the year and the result of COVID-19 school closures. These decreases in expenditure are offset by the decreases in the SGF revenues (no fees are charged if the activity is not done during the year). See the *Schedule of School Generated Funds (SGF)* for details of the each of the schools.

### **Technology**

The Technology program is based on a standards-driven plan to provide the infrastructure to support current and future needs, trends, and applications in the school division for the implementation of information and communication technology. Technology expenditures are significantly higher than the operating budget. The Division completed the secondary school phase of the technology evergreening program which costed approximately \$1.95 million which originally this was planned/budgeted to be funded by reserves; however, this was able to be funded by currently year operational funds (i.e. additional one-time revenues received from the City of Lethbridge's accumulated bus replacement funds).

### **Institutional Programs**

Institutional Programs include Harbor House School, CAMP (Lethbridge Regional Hospital School), Pitawani School, and Stafford Ridge School (AADAC). Institutional Programs expenditures are at 90.78% of the total operating budget.

### **Division of Instructional Services**

The Division of Instructional Services (DIS) which provides curriculum and instructional support to schools and instructional programs. DIS expenditures are at 95.43% of the total operating budget.

### **First Nations Métis and Inuit (FNMI) Program**

The FNMI program provides ongoing support for aboriginal students in their efforts to obtain an education and provides opportunities for aboriginal students to study and experience their own and other aboriginal cultures and lifestyles. FNMI expenditures are at 58.83% of the total operating budget. The expenditures are less than budget as it mostly relates to that many of the FNMI Liaison positions were not able to be filled during the year and the effects from school closures (COVID-19) with reductions in consulting services, supplies/events, and savings on other related expenses.

FNMI's Drum  
Making Workshop



### **Counselling Program**

A comprehensive guidance and counselling program promotes the holistic development of students. The three-fold focus of counselling includes educational planning, personal and social development, and career preparation. Counsellors work with parents, teachers and community agencies to help students acquire the knowledge, skills, attitudes, and habits that enable students to reach their potential. Counselling Program expenditures are at 99.40% of the total operating budget.

### **Other Instructional Program**

These are the other instructional programs and initiatives that support early learning to grade 12 instruction other than those programs specifically listed above. These include Community Outreach School, Downtown LA, High School Off campus, Distant Learning Program, Poverty Committee, and Making Connections. Other Instructional Program expenditures are at 85.91% of the total operating budget. Many of these were also effected by the COVID-19 school closures.

**Overall, instructional (grade 1-12) program expenditures are less than the operating budget for the year ended August 31, 2020 (96.12% of the operating budget).**



Gilbert Paterson's  
Alice in Wonderland  
Production

**Lethbridge School Division**  
**Schedule of School Based Instruction Expenditures**  
**For the period ended August 31st, 2020**

	Budget	Actual Results	Variances
	Updated Budget	Actual Year Ended	% Expended
<u>SCHOOL</u>	2019-2020 (Sept 30th 2019)	August 31st	Updated Budget
<b>High Schools:</b>			
Lethbridge Collegiate Institute	\$4,753,671	\$4,662,875	98.09%
Winston Churchill High School	\$5,329,930	\$5,159,266	96.80%
Chinook High School	\$6,680,688	\$6,275,125	93.93%
Victoria Park High School	\$1,926,866	\$1,874,727	97.29%
Immanuel Christian Secondary School	\$1,956,720	\$1,894,172	96.80%
<b>Middle Schools:</b>			
GS Lakie Middle School	\$2,810,092	\$2,757,567	98.13%
Wilson Middle School	\$4,035,626	\$3,883,737	96.24%
Gilbert Paterson	\$4,360,169	\$4,258,648	97.67%
Senator Joyce Fairbairn Middle School	\$3,004,362	\$2,863,099	95.30%
<b>Elementary Schools:</b>			
Senator Buchanan	\$1,983,068	\$1,983,171	100.01%
Immanuel Christian Elementary School	\$1,701,286	\$1,683,817	98.97%
Ecole Agnes Davidson	\$3,069,420	\$2,986,374	97.29%
Fleetwood-Bawden	\$2,123,397	\$2,102,342	99.01%
Galbraith	\$2,541,897	\$2,450,242	96.39%
Lakeview	\$3,085,935	\$3,040,239	98.52%
General Stewart	\$849,011	\$844,545	99.47%
Westminster	\$1,395,827	\$1,373,728	98.42%
Lethbridge Christian School	\$1,439,099	\$1,434,454	99.68%
Coalbanks Elementary School	\$3,072,533	\$2,994,177	97.45%
Ecole Nicholas Sheran	\$3,210,601	\$3,132,234	97.56%
Park Meadows	\$2,039,681	\$2,026,723	99.36%
Mike Mountain Horse	\$3,249,368	\$3,225,075	99.25%
Dr. Probe Elementary School	\$3,242,211	\$3,209,947	99.00%
<b>Allocation of ECS Teachers included in Schools</b>	<b>(\$2,912,330)</b>	<b>(\$2,911,849)</b>	<b>99.98%</b>
<b>Total School Based Instruction Expenditures</b>	<b>\$64,949,126</b>	<b>\$63,204,436</b>	<b>97.31%</b>

**Lethbridge School Division**  
**Schedule of School Generated Funds (SGF)**

For the period ended August 31st, 2020

SCHOOL	SGF Balances August 31st	Actual Results Revenues up to August 31st	Expenses up to August 31st	SGF Balances August 31st	Change in SGF Increase (Decrease)
<b>REVISED BUDGET 2019-2020 (September 30th)</b>	<b>N/A</b>	<b>\$6,481,461</b>	<b>(\$6,481,461)</b>	<b>N/A</b>	<b>N/A</b>
<b>High Schools:</b>					
Lethbridge Collegiate Institute	\$113,113	\$489,337	(\$521,564)	\$80,886	(\$32,227)
Winston Churchill High School	\$373,106	\$458,551	(\$482,611)	\$349,046	(\$24,060)
Chinook High School	\$284,926	\$506,808	(\$620,848)	\$170,885	(\$114,041)
Victoria Park High School	\$248,934	\$88,104	(\$73,428)	\$263,610	\$14,676
Immanuel Christian Secondary School	\$59,087	\$163,919	(\$186,775)	\$36,231	(\$22,855)
<b>Middle Schools:</b>					
GS Lakie Middle School	\$228,629	\$217,408	(\$229,185)	\$216,851	(\$11,777)
Wilson Middle School	\$198,470	\$248,616	(\$286,329)	\$160,757	(\$37,713)
Gilbert Paterson	\$150,341	\$549,883	(\$527,158)	\$173,066	\$22,725
Senator Joyce Fairbairn Middle School	\$83,568	\$154,361	(\$152,734)	\$85,195	\$1,627
<b>Elementary Schools:</b>					
Senator Buchanan	\$52,031	\$42,370	(\$72,975)	\$21,426	(\$30,605)
Immanuel Christian Elementary School	\$13,407	\$34,840	(\$34,032)	\$14,216	\$809
Ecole Agnes Davidson	\$140,051	\$46,960	(\$81,643)	\$105,367	(\$34,683)
Fleetwood-Bawden	\$25,326	\$32,388	(\$22,846)	\$34,868	\$9,542
Galbraith	\$63,723	\$28,550	(\$27,341)	\$64,932	\$1,209
Lakeview	\$39,456	\$38,872	(\$30,646)	\$47,681	\$8,226
General Stewart	\$3,866	\$10,431	(\$9,276)	\$5,021	\$1,155
Westminster	\$67,904	\$28,580	(\$34,200)	\$62,283	(\$5,620)
Lethbridge Christian School	\$27,627	\$23,202	(\$18,321)	\$32,508	\$4,881
Coalbanks Elementary School	\$10,537	\$65,021	(\$56,492)	\$19,066	\$8,529
Ecole Nicholas Sheran	\$50,152	\$30,738	(\$31,963)	\$48,927	(\$1,225)
Park Meadows	\$53,821	\$25,352	(\$59,219)	\$19,954	(\$33,867)
Mike Mountain Horse	\$29,689	\$15,139	(\$12,383)	\$32,444	\$2,755
Dr. Probe Elementary School	\$86,774	\$33,985	(\$24,375)	\$96,384	\$9,610
<b>School Generated Funds</b>	<b>\$2,404,537</b>	<b>\$3,333,414</b>	<b>(\$3,596,345)</b>	<b>\$2,141,606</b>	<b>(\$262,931)</b>
Total SGF investment accounts (GICs)	\$93,469			\$74,300	(\$19,169)
<b>Total School Generated Funds</b>	<b>\$2,498,006</b>	<b>\$3,333,414</b>	<b>(\$3,596,345)</b>	<b>\$2,215,906</b>	<b>(\$282,100)</b>
<b>% Expended of Budget</b>		<b>51.43%</b>	<b>55.49%</b>		

*Lethbridge School Division*  
**Appendices**  
*For the year ended August 31st, 2020*

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The Appendices include charts and graphs for the revenues and expenditures at August 31st, 2020. These charts/graphs compare the total operating budget, the forecast for the reporting period, and the year-to-date (YTD) amount.

**Revenues:**

- **Summary of Revenues**  
Compares the types of revenues

**Expenditures:**

- **Summary of Expenditures**  
Compares the types of expenditures
- **Instruction – ECS**  
Reviews the total ECS instructional expenditures, including the breakdown by the types of expenditures.
- **Instruction – Grade 1-12**  
Reviews the total Grade 1-12 instructional expenditures, including the breakdown by the types of expenditures.
- **Plant Operations and Maintenance**  
Reviews the total Plant Operations and Maintenance expenditures, including the breakdown by the types of expenditures.
- **Transportation**  
Reviews the total Transportation expenditures, including the breakdown by the types of expenditures.
- **Board & System Administration**  
Reviews the total Board & System Administration expenditures, including the breakdown by the types of expenditures.
- **External Services**  
Reviews the total External Services (international program) expenditures, including the breakdown by the types of expenditures.



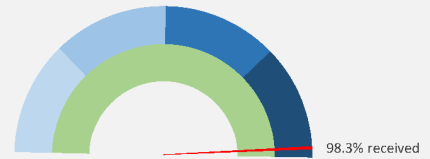


## Lethbridge School Division Summary of Revenues Yearend Reporting - August 31st, 2020

Financial Data as at October 26, 2020

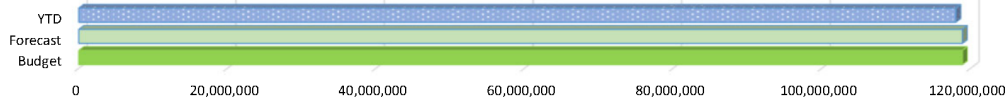
	Budget	Forecast	YTD	Variance	YTD %
Alberta Education	118,878,025	118,878,025	117,998,470	879,555	99.3%
Government of Alberta	729,858	729,858	703,607	26,251	96.4%
Federal & First Nations	388,944	388,944	495,542	(106,598)	127.4%
Other School Authorities	0	0	4,000	(4,000)	N/A
Fees	3,760,475	4,106,603	1,480,789	2,625,814	39.4%
Other Sales & Services	1,310,879	964,751	3,137,084	(2,172,333)	239.3%
Investment Income	193,000	193,000	201,809	(8,809)	104.6%
Gifts & Donations	408,000	408,000	303,740	104,260	74.4%
Rental of Facilities	34,704	34,704	21,044	13,660	60.6%
Fundraising	2,461,000	2,461,000	1,605,293	855,707	65.2%
Gain on Disposal	0	0	0	0	0.0%
<b>Total</b>	<b>128,164,885</b>	<b>128,164,885</b>	<b>125,951,378</b>	<b>2,213,507</b>	<b>98.3%</b>

**Total Revenue Tachometer:**

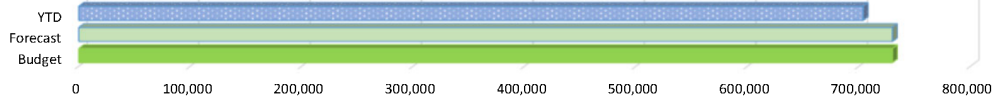


Year-to-date (YTD) compared to budget and forecast, including % of budget indicator

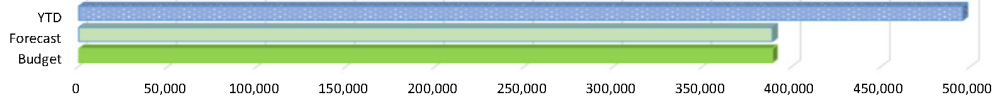
### Alberta Education



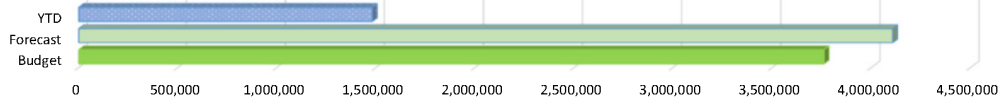
### Government of Alberta



### Federal & First Nations



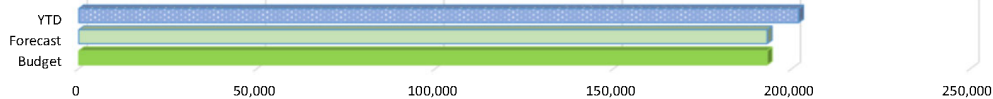
### Fees



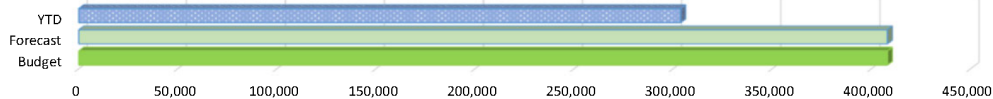
### Other Sales & Services



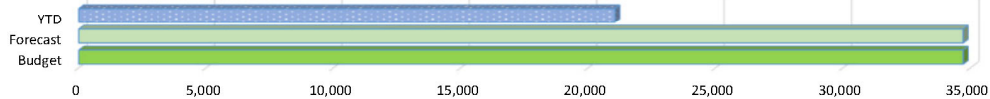
### Investment Income



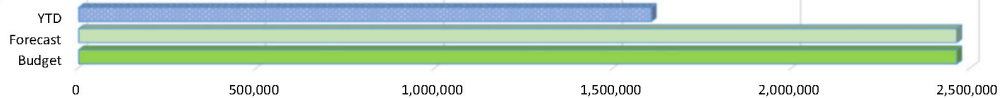
### Gifts & Donations



### Rental of Facilities



### Fundraising





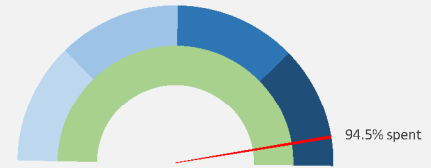
## Lethbridge School Division Summary of Expenses Yearend Reporting - August 31st, 2020

Financial Data as at October 26, 2020

	Budget	Forecast	YTD	Variance	YTD %
Salaries	81,359,310	81,359,310	79,314,210	2,045,100	97.5%
Benefits	19,412,829	19,412,829	19,646,613	(233,784)	101.2%
Professional Development	699,688	699,688	430,477	269,211	61.5%
Contracted Services	7,098,240	7,098,240	6,886,728	211,512	97.0%
Other Services	2,323,603	2,323,603	2,142,993	180,610	92.2%
Supplies	4,830,206	4,830,206	5,230,637	(400,431)	108.3%
Other Expenditures	782,043	782,043	362,761	419,282	46.4%
Capital, Transfer & Projects	15,450,365	15,450,365	10,634,624	4,815,741	68.8%
	131,956,284	131,956,284	124,649,043	7,307,241	94.5%
				100.0%	

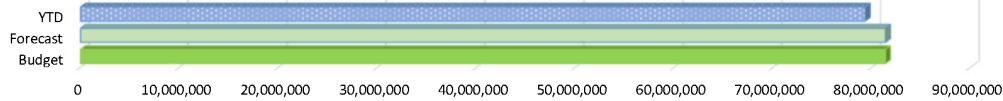
The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

**Total Expense Tachometer:**

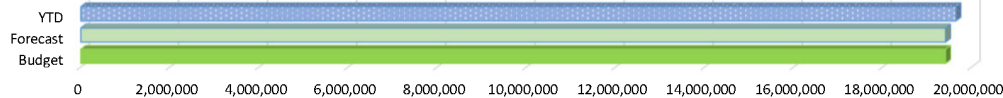


Year-to-date (YTD) compared to budget and forecast, including % of budget indicator

### Salaries



### Benefits



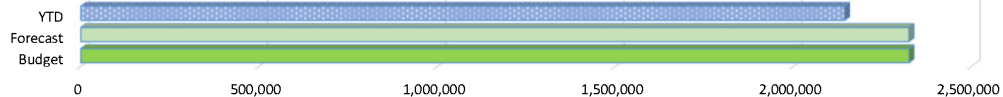
### Professional Development



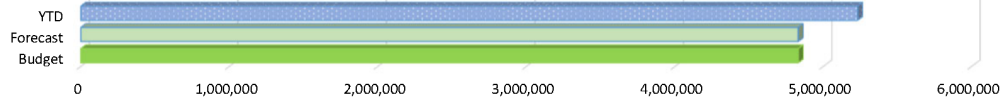
### Contracted Services



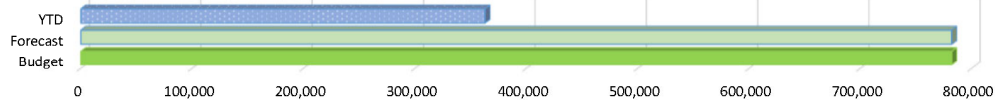
### Other Services



### Supplies



### Other Expenditures



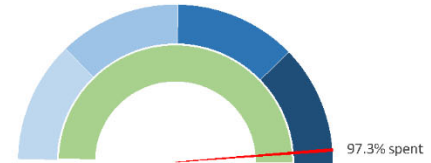


# Instruction - ECS Summary Yearend Reporting - August 31st, 2020

Financial Data as at October 26, 2020

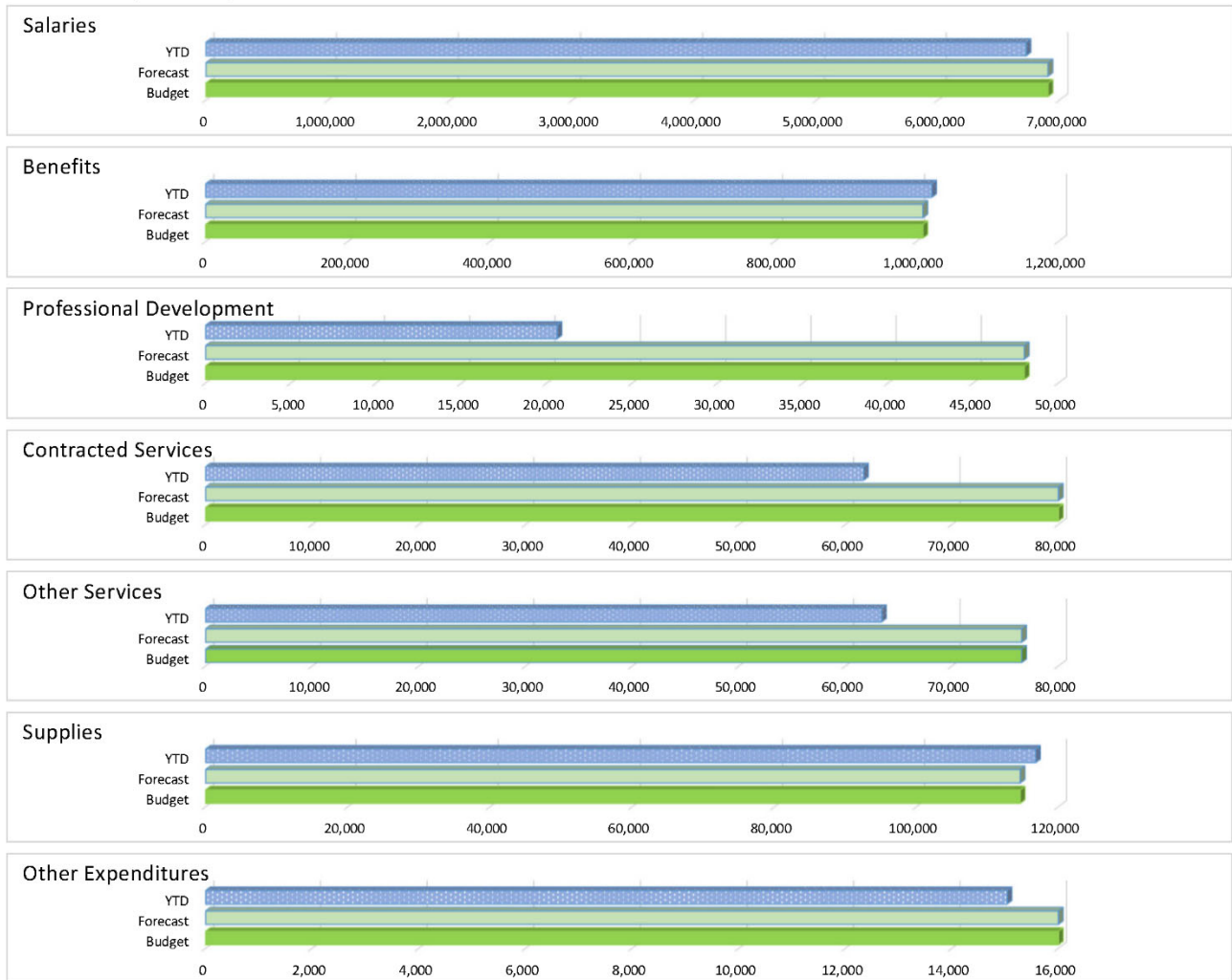
	Budget	Forecast	YTD	Variance	YTD %
Salaries	6,904,664	6,904,664	6,724,147	180,517	97.4%
Benefits	1,009,135	1,009,135	1,021,607	(12,472)	101.2%
Professional Development	48,000	48,000	20,593	27,407	42.9%
Contracted Services	80,000	80,000	61,698	18,302	77.1%
Other Services	76,550	76,550	63,390	13,160	82.8%
Supplies	114,620	114,620	116,793	(2,173)	101.9%
Other Expenditures	16,000	16,000	15,036	964	94.0%
Capital, Transfer & Projects	0	0	0	0	0.0%
	8,248,969	8,248,969	8,023,265	225,704	97.3%
	100.0%				

Total Expense Tachometer:



Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator

The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.





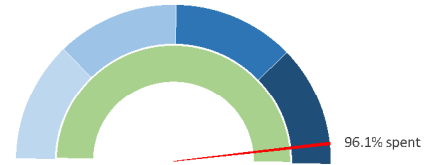
# Instruction - Grades 1-12 Summary Yearend Reporting - August 31st, 2020

Financial Data as at October 26, 2020

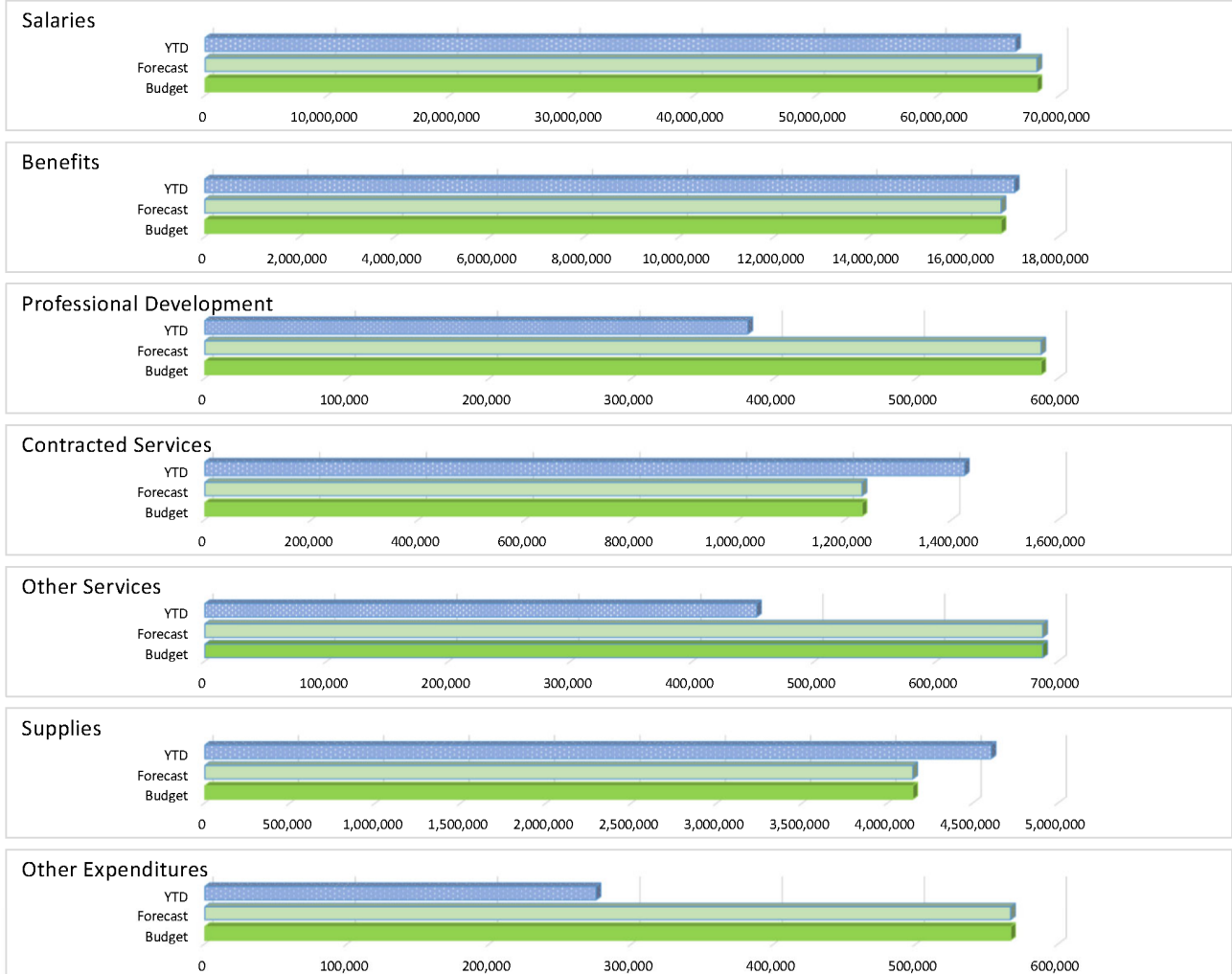
	Budget	Forecast	YTD	Variance	YTD %
Salaries	68,153,667	68,153,667	66,400,104	1,753,563	97.4%
Benefits	16,792,702	16,792,702	17,073,587	(280,884)	101.7%
Professional Development	587,853	587,853	381,526	206,327	64.9%
Contracted Services	1,231,671	1,231,671	1,423,824	(192,153)	115.6%
Other Services	687,216	687,216	452,220	234,996	65.8%
Supplies	4,146,502	4,146,502	4,606,294	(459,792)	111.1%
Other Expenditures	566,486	566,486	274,837	291,649	48.5%
Capital, Transfer & Projects	6,842,131	6,842,131	4,558,125	2,284,006	66.6%
	99,008,228	99,008,228	95,170,517	3,837,711	96.1%
	100.0%				

The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

Total Expense Tachometer:



Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator





## Plant Operations and Maintenance Summary

Yearend Reporting - August 31st, 2020

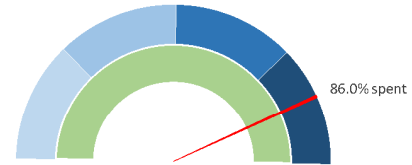
Financial Data as at October 26, 2020

	Budget	Forecast	YTD	Variance	YTD %
Salaries	3,553,629	3,553,629	3,511,094	42,535	98.8%
Benefits	1,001,652	1,001,652	1,004,100	(2,448)	100.2%
Professional Development	15,832	15,832	0	15,832	0.0%
Contracted Services	3,238,739	3,238,739	3,422,186	(183,447)	105.7%
Other Services	1,135,189	1,135,189	1,111,352	23,837	97.9%
Supplies	364,222	364,222	412,333	(48,111)	113.2%
Other Expenditures	9,240	9,240	3,765	5,475	40.8%
Capital, Transfer & Projects	8,435,355	8,435,355	5,797,743	2,637,612	68.7%
	17,753,858	17,753,858	15,262,572	2,491,286	86.0%

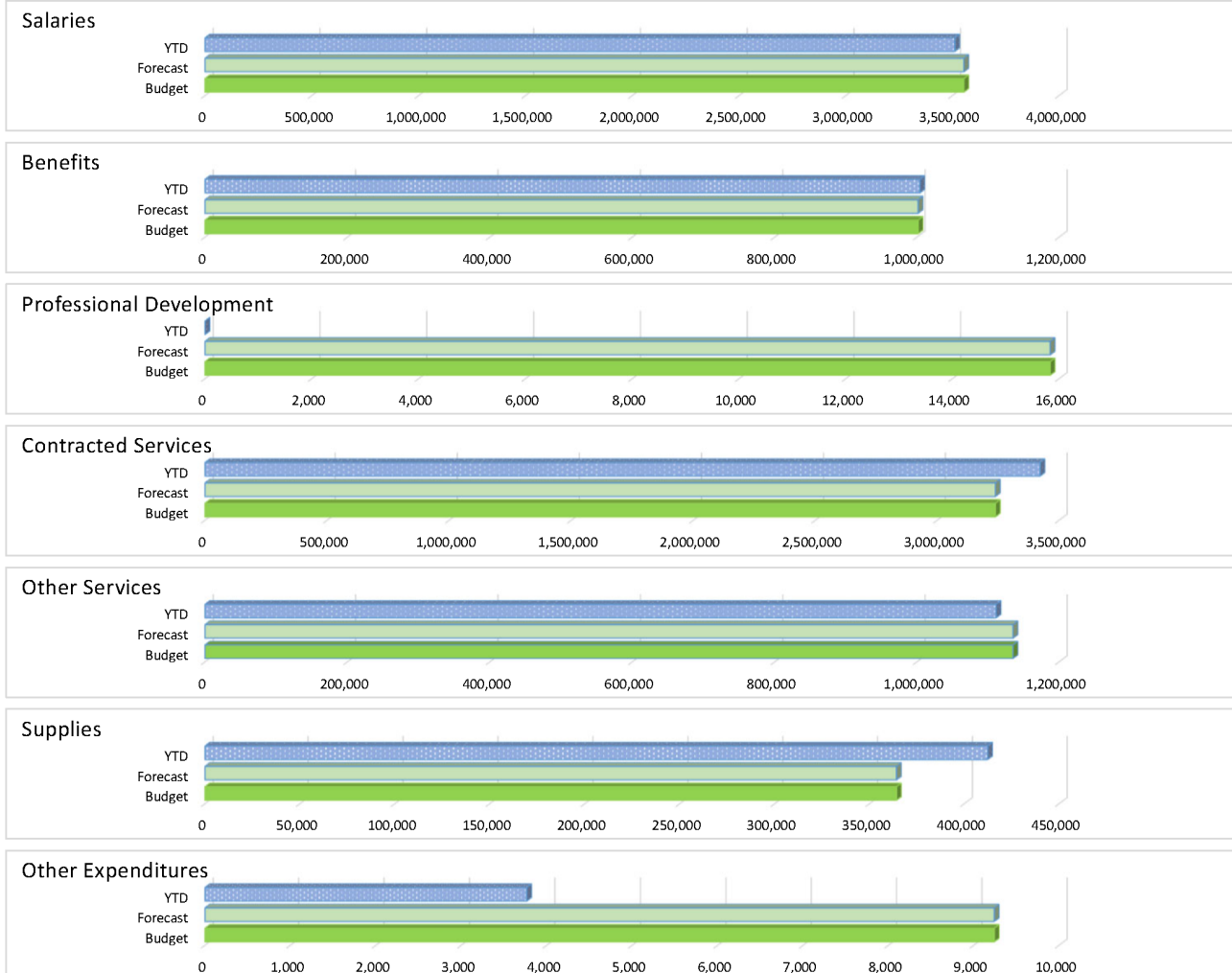
100.0%

The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

Total Expense Tachometer:



Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator







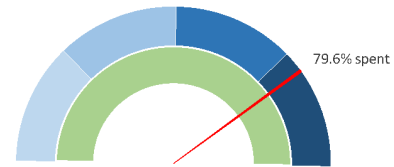
## Transportation Summary Yearend Reporting - August 31st, 2020

Financial Data as at October 26, 2020

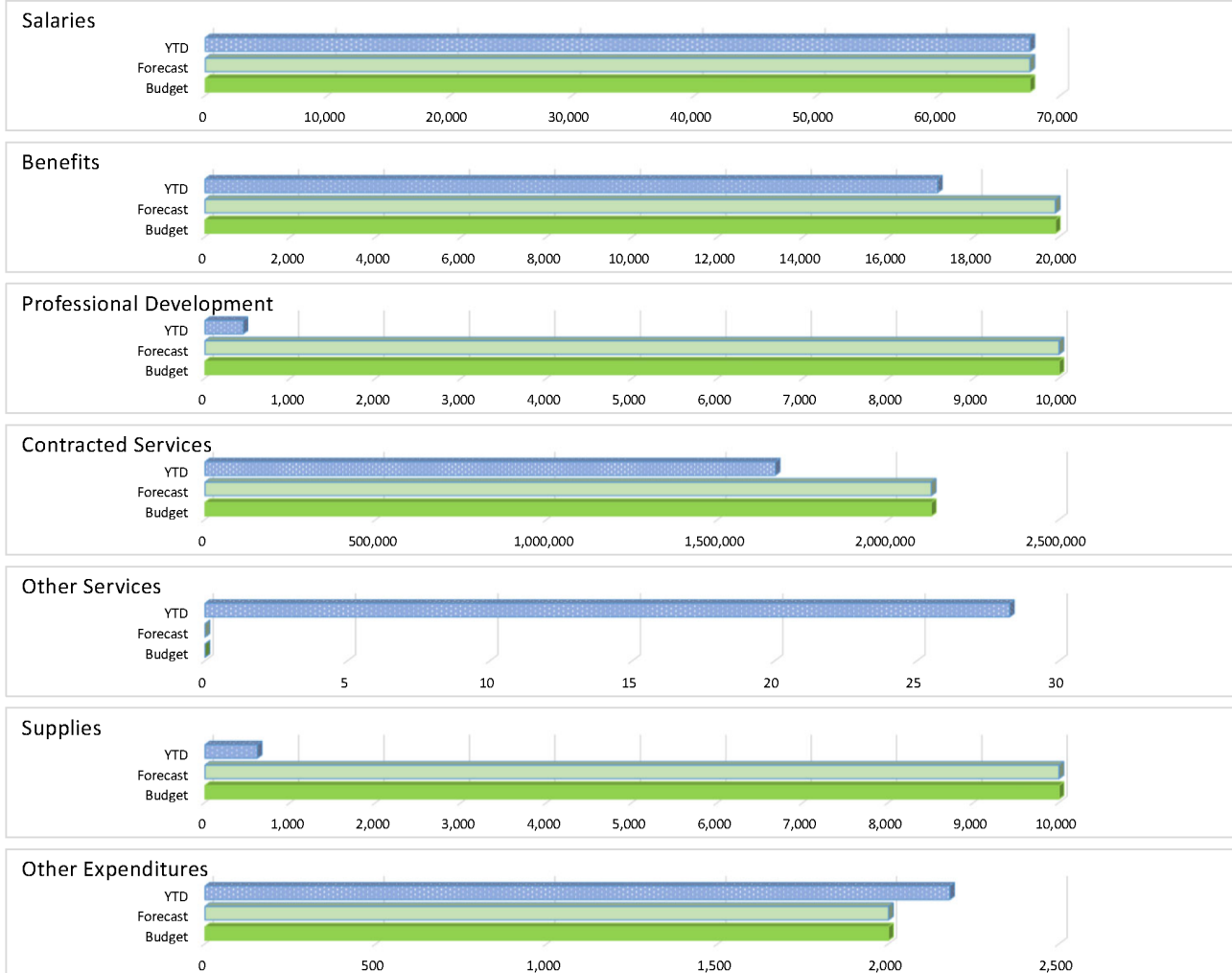
	Budget	Forecast	YTD	Variance	YTD %
Salaries	67,500	67,500	67,500	0	100.0%
Benefits	19,913	19,913	17,151	2,762	86.1%
Professional Development	10,000	10,000	445	9,555	4.5%
Contracted Services	2,125,453	2,125,453	1,668,212	457,241	78.5%
Other Services	0	0	28	(28)	N/A
Supplies	10,000	10,000	611	9,389	6.1%
Other Expenditures	2,000	2,000	2,179	(179)	109.0%
Capital, Transfer & Projects	52,600	52,600	65,321	(12,721)	124.2%
	2,287,466	2,287,466	1,821,447	466,019	79.6%
	100.0%				

The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

**Total Expense Tachometer:**



Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator





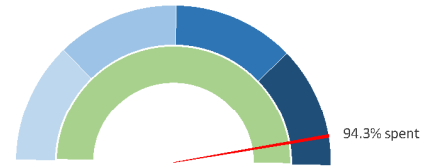
## Board & System Administration Summary Yearend Reporting - August 31st, 2020

Financial Data as at October 26, 2020

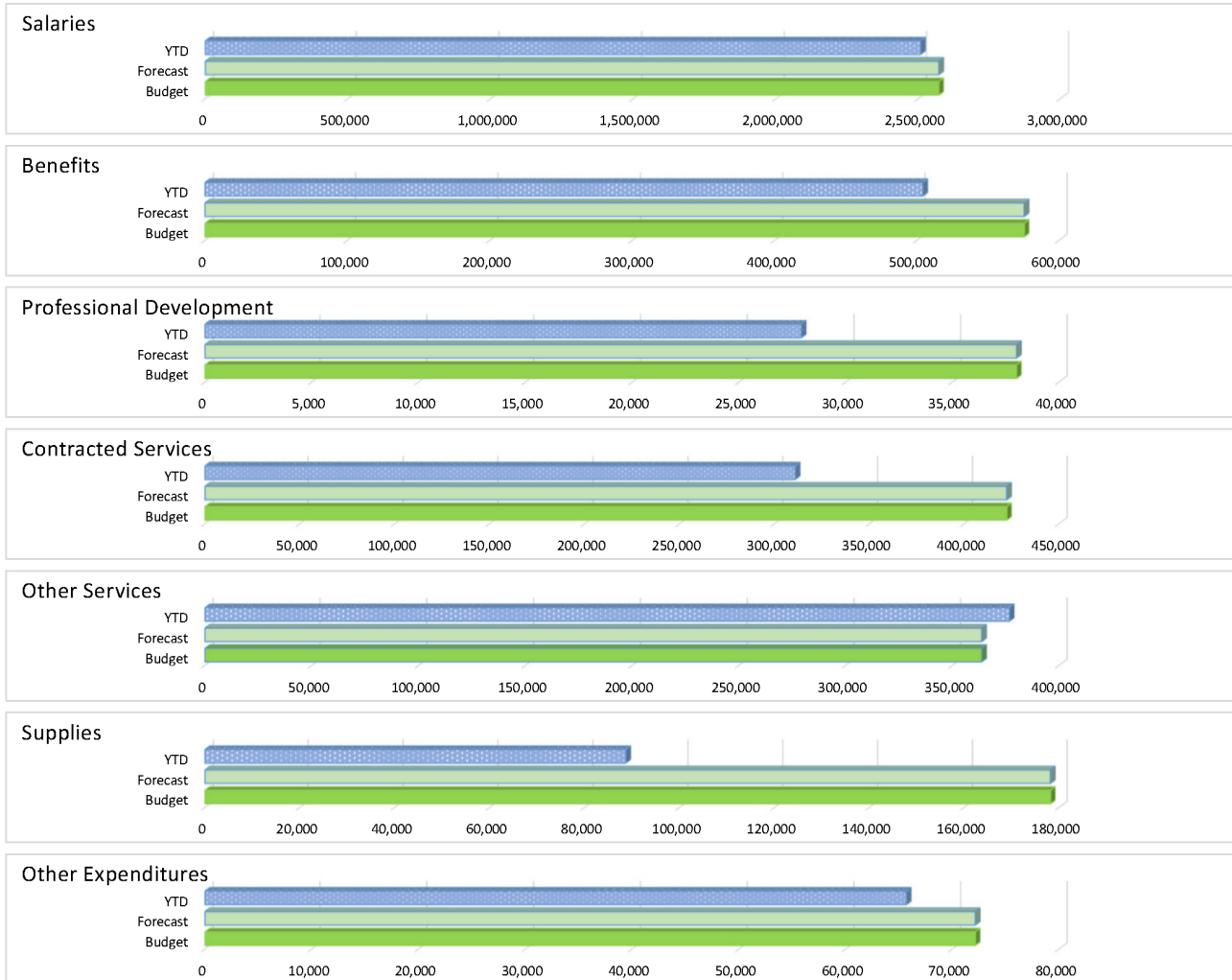
	Budget	Forecast	YTD	Variance	YTD %
Salaries	2,572,078	2,572,078	2,508,368	63,710	97.5%
Benefits	575,512	575,512	504,156	71,356	87.6%
Professional Development	38,003	38,003	27,913	10,090	73.4%
Contracted Services	422,377	422,377	310,809	111,568	73.6%
Other Services	363,698	363,698	376,659	(12,961)	103.6%
Supplies	178,175	178,175	88,638	89,537	49.7%
Other Expenditures	72,140	72,140	65,683	6,457	91.0%
Capital, Transfer & Projects	120,279	120,279	213,435	(93,156)	177.5%
	4,342,262	4,342,262	4,095,662	246,600	94.3%
				100.0%	

The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

**Total Expense Tachometer:**



Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator





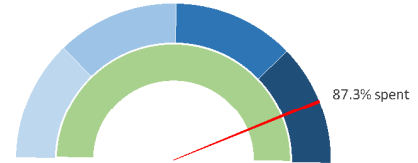
## External Services Summary Yearend Reporting - August 31st, 2020

Financial Data as at October 26, 2020

	Budget	Forecast	YTD	Variance	YTD %
Salaries	107,772	107,772	102,997	4,775	95.6%
Benefits	13,914	13,914	26,012	(12,098)	187.0%
Professional Development	0	0	0	0	0.0%
Contracted Services	0	0	0	0	0.0%
Other Services	60,950	60,950	139,343	(78,393)	228.6%
Supplies	16,687	16,687	5,968	10,719	35.8%
Other Expenditures	116,177	116,177	1,260	114,917	1.1%
Capital, Transfer & Projects	0	0	0	0	0.0%
	315,500	315,500	275,580	39,920	87.3%
	100.0%				

The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

**Total Expense Tachometer:**



Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator

