



**Lethbridge**  
**SCHOOL DIVISION**

# ANNUAL FINANCIAL REPORT **2020-2021**

FOR FISCAL YEAR ENDING AUGUST 31, 2021  
LETHBRIDGE, ALBERTA, CANADA

## LETHBRIDGE SCHOOL DIVISION



**Lethbridge School Division**  
433 - 15th Street South  
Lethbridge, Alberta T1J 2Z4  
[www.lethsd.ab.ca](http://www.lethsd.ab.ca)





**Lethbridge School Division is inclusive, forward-thinking,  
and accountable for engaging students in quality learning  
experiences that develop strong foundations,  
innovative minds and responsible citizens.**

*- Mission Statement*

**Learners are innovative thinkers  
who are successful, confident,  
respectful, and caring.**

*- Vision Statement*



**Save Paper, view our report online.**

This report is optimized for onscreen viewing.  
For best results, choose “two-page display”  
in your PDF reader.



Built in 1928, this former school was renovated to provide much needed facility space for Division Administration. The Education Centre opened in July 2006.





# ANNUAL FINANCIAL REPORT

## 2020- 2021

FOR FISCAL YEAR ENDING AUGUST 31, 2021  
LETHBRIDGE, ALBERTA, CANADA

PREPARED BY LETHBRIDGE SCHOOL DIVISION  
DIVISION OF BUSINESS AND OPERATIONS - FINANCE  
DECEMBER 2021

433 - 15th Street South  
Lethbridge, Alberta, Canada T1J2Z4  
[www.lethsd.ab.ca](http://www.lethsd.ab.ca)





# Welcome to Our *Financial Report*

It is our pleasure to submit Lethbridge School Division's Annual Financial Report for the 2020-2021 school year. The purpose of the Annual Financial Report is to provide our community with a clear and transparent insight into the financial information and results for the Division. It also provides an opportunity to analyze and comment on the financial highlights and information of the Division, its finances, and the outlooks for the future.



The Annual Financial Report is divided into three (3) major sections:

- 1) Introductory Section
  - 1A) Financial Discussion & Analysis
- 2) Financial Statements
- 3) Statistics, Ratios, & Information

*Note that the "Financial Discussion & Analysis" is part of the Introductory Section; however, is separated as a sub-section so that this information may be highlighted for the reader of the report.*

The Division believes in fiscal accountability and transparency through regular financial monitoring and reporting. In an attempt to further improve the transparency of the Division's finances, we have developed this Annual Financial Report to assist in providing additional details and hope that this report assists you in understanding the Division's financial statements and related financial information.

## **2020-2021 Significant Factors:**

The 2020-2021 school year had many unique and significant challenges that effected the Division, including a complete change in the Provincial Funding Framework and the continued effects of the COVID-19 pandemic.

In April 2020, the Provincial Government released the final version of the new Provincial Funding Framework. The model is a "3-year funding commitment to Education" to allow for predictability and sustainability. The old funding framework grants (36 grants) has now been modified to the new framework (15 grants); whereas, these new grants are not easily (or at all) comparable to the prior framework.

- The most significant changes include use of the Weighted Moving Average (WMA) for funded full-time equivalent (FTE) student enrolment (for base instructional grants and other grant calculations); whereas, for 2020-2021 WMA is calculated based the following:
  - 20% of actual FTE enrolments of 2018-2019,
  - 30% of the estimated final FTE enrolments of 2019-2020, and
  - 50% of the projected funded FTE student enrolments for 2020-2021
- The WMA calculation is updated once the September 30th final student enrolment counts are determined, creating an accrual for the difference between funding provided and final WMA enrolments (accrual applied to subsequent funding allocation provided).
- The new Funding Framework also includes changes to PUF funding to only pre-Kindergarten, elimination of RCSD funding, separating the Jurisdiction funding, and having Operations and Maintenance funding include a space utilization component.



The COVID-19 pandemic also had significant impacts on the 2020-2021 school year; whereas, there was a significant reduction in student enrolment than projected and from prior year levels. The Provincial Government provided an additional \$4.14 million for the Safe Return to Class grant (federal grant flowed through the Province) to support the transition back to in-class and online learning as a result of COVID-19. There were also significant reductions to School Generated Funds (SGF) as many of these SGF activities could not be completed during the year. The Division was also effected by the world wide supply chain delays; in which, many of the supplies/equipment orders have been delayed or have taken much more time than in prior years.



*University of Lethbridge Wind Orchestra members virtually mentor students in band at Gilbert Paterson Middle School.*

Although the Division had these unique and significant challenges during 2020-2021; the Division's staff, students, and families were able to make the best of these situations. The guidance from the Division's Board and administration supported through many of these processes.

There are many success stories of staff and students overcoming adversity and learning new approaches for the delivery of online instruction. This was seen throughout the Division, including the collaboration between schools and staff for providing online instruction to our students.

I am honoured to be part of a team that truly cares about the School Division and our efforts to provide quality education to our students.

Respectfully submitted,

Mark DeBoer, CPA, CA, SFO, CSBO  
Director of Finance  
December 20, 2021





## ***Financial Reporting Recognition***

### **Government Finance Officers Association of the United States and Canada (GFOA)**

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting (CANFR) to Lethbridge School Division for its annual financial report for the fiscal year ended August 31, 2020. The Canadian Award for Financial Reporting program was established to encourage municipal and other local governments throughout Canada to publish high quality financial reports and provide peer recognition and technical guidance for officials preparing these reports.



In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principals and demonstrate an effort to clearly communicate the local government's financial picture, enhance an understanding of financial reporting by local governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirement, and we are submitting it to the GFOA to determine its eligibility for another award.

## ***Notes Regarding this Report***

This Annual Financial Report has been designed to act as a resource for the public, students, parents, and employees. The purpose of the Annual Financial Report is to provide our community with a clear and transparent insight into the financial information and results for the Division. It also provides an opportunity to analyze and comment on the financial highlights and information of the Division, its finances, and the outlooks for the future.

The fiscal year is the fiscal year 2020-2021, representing the period from September 1st, 2020 to August 31st, 2021. This fiscal year may also be referred to as 20-21, 2020-21, 20/21, and/or 2020/2021; these variations of the fiscal year or school year may be used interchangeably.

The Division name may be listed throughout the report as Lethbridge School Division, LSD51, and/or the Division; these variations of the Division name may be used interchangeably. Note: Effective September 1st, 2019, the School Division's name was legally changed from "Lethbridge School District No. 51" to "Lethbridge School Division" and has been updated accordingly throughout this document. *There may be some documents/reports developed before the legal name change that may be included in this report and were not able to be updated until appropriately approved (i.e., policies and other reports); whereas, these references to "Lethbridge School District No. 51" are considered to be interchangeable with the new legal name of "Lethbridge School Division".*





Government Finance Officers Association

# **Canadian Award for Financial Reporting**

Presented to

**Lethbridge School Division**

**Alberta**

For its Annual  
Financial Report  
for the Year Ended

**August 31, 2020**

*Christopher P. Morrill*

Executive Director/CEO



# **Lethbridge School Division**

## **20/21 Annual Financial Report**

### **Condensed Table of Contents:**

*The following is a condensed table of contents for the Division's Annual Financial Report including all of the major sections and categories of the report. A detailed table of contents is also included on the cover pages of each of the major sections.*

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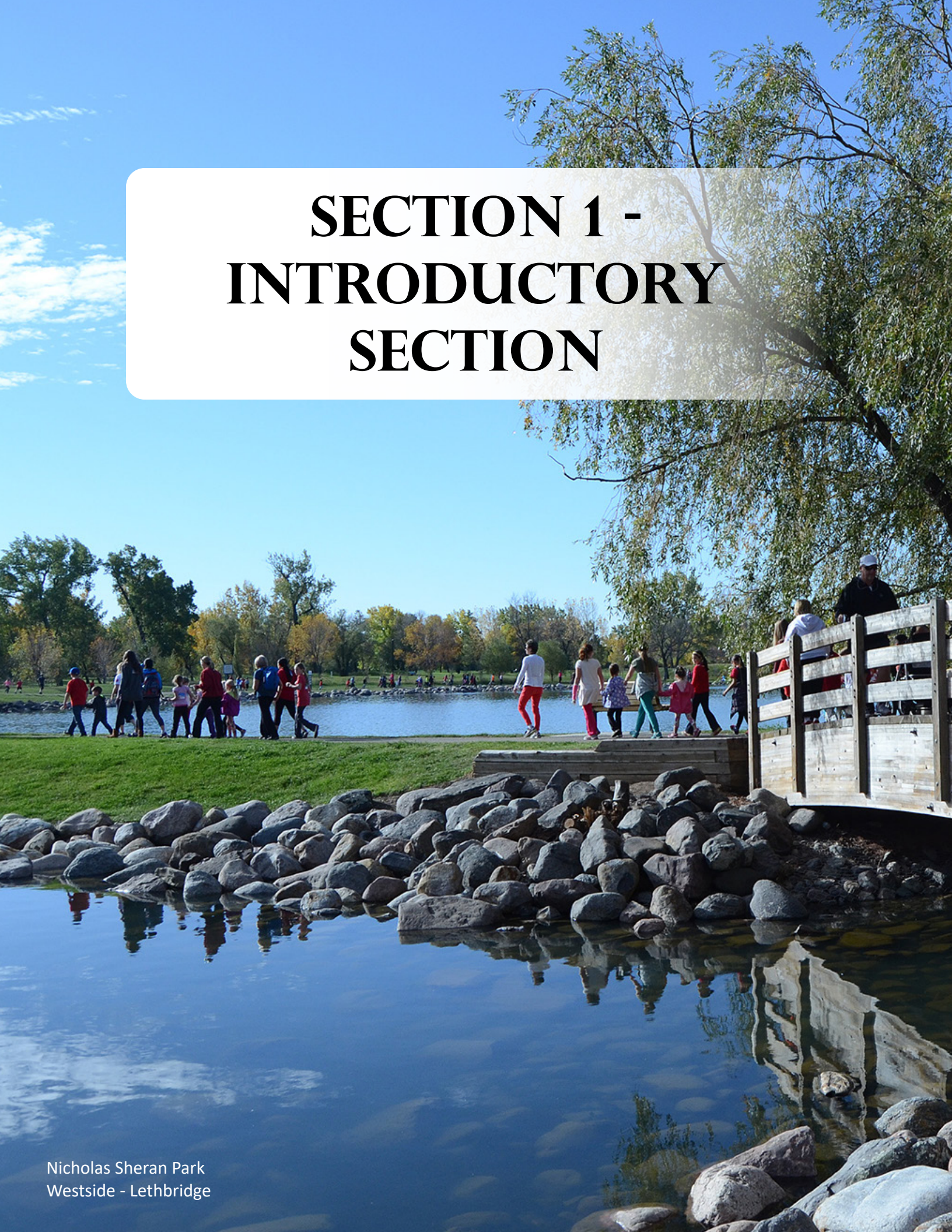
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# SECTION 1 - INTRODUCTORY SECTION





## Section 1 - INTRODUCTORY SECTION

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Introductory



Financial Analysis



Financial Statements



Statistics & Ratios

## DIVISION PROFILE

Lethbridge School Division provides public education services to the citizens of the City of Lethbridge, Alberta, Canada. The Division was established in 1886 and has proudly served our community for over 130 years.



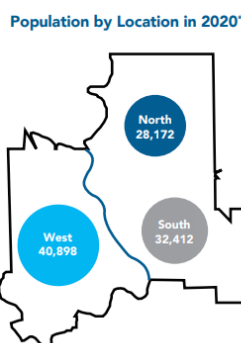
The Division will serve approximately 11,250 students from early education (pre-school) to grade twelve in 2020-2021. The Division provides high quality learning experiences for students through a broad range of educational programs in twenty-three (23) schools and four (4) institutional programs.

The Division is a local government entity established under the Alberta Education Act; whereas, the Division is chosen by and is accountable to the local community by means of local elections (elected Board of Trustees). The Division delivers its educational programs under the authority of the Alberta Education Act.

### Geographical Location

Lethbridge School Division is the public school system for the residents of the City of Lethbridge. The City has a population of approximately 101,500 residents (2019 Census) and is located in the southern part of the Province of Alberta at latitude 49.7 degrees north and 112.8 degrees east longitude and covers just over 124 square kilometers of land, which is located on the traditional territory of the Blackfoot First Nations.

The City of Lethbridge is home to the University of Lethbridge, Lethbridge College, and the Lethbridge Research Centre, one of the largest agricultural research facilities in Canada. The City also houses two large manufacturing plants involved in raw product development.



CITY OF  
*Lethbridge*



\* Statistical Information is an extract from the City of Lethbridge's 2020 Annual Report

Well situated in the south-western part of Alberta, Lethbridge residents enjoy access to state-of-the-art cultural and recreational facilities. Comprehensive retail services attract consumers from southern Alberta, south-eastern British Columbia and northern Montana.



Lethbridge School Division operates 23 schools and other various outreach facilities throughout the City. Our schools have a grade structure comprised of the following:

- 14 Elementary Schools - kindergarten to grade five students
- 4 Middle Schools - grade six to eight students
- 5 High Schools - grade nine to twelve students
- 4 Institutional Programs

*Click the logos to go to the school website*

## Elementary Schools

Elementary schools are schools that provide instruction to students from kindergarten to grade five, except for Lethbridge Christian School that provides instruction from kindergarten to grade eight.

Lethbridge School Division operates 14 elementary schools:



### Coalbanks Elementary School

230 Coalbanks Blvd West  
Grades K-5 - 621 students



### Immanuel Christian Elementary School

2010 - 5th Avenue North  
Grades K-5 - 224 students



### Dr. Gerald B. Probe School

120 Rocky Mt Blvd West  
Grades K-5 - 537 students



### Lakeview School

1129 Henderson Lake Blvd South  
Grades K-5 - 475 students



### Ecole Agnes Davidson School

2103 20th St South  
Grades K-5 - 492 students



### Lethbridge Christian School

3 St James Blvd North  
Grades K-8 - 201 students



### Ecole Nicholas Sheran School

380 Laval Blvd West  
Grades K-5 - 427 students



### Mike Mountain Horse School

155 Jerry Potts Blvd West  
Grades K-5 - 449 students



### Fleetwood Bawden School

1222 9th Ave South  
Grades K-5 - 290 students



### Park Meadows School

50 Meadowlark Blvd North  
Grades K-5 - 288 students



### Galbraith School

1801 8th Ave A North  
Grades K-5 - 352 students



### Senator Buchanan School

1101 7th Ave North  
Grades K-5 - 266 students



### General Stewart School

215 Corvette Cres South  
Grades K-5 - 110 students



### Westminster School

402 18th St North  
Grades K-5 - 165 students

*\*above student enrolment excludes early education (preschool) students.*

A new elementary school in the Southeast side of Lethbridge is currently under construction for completion by the start of the 2021-2022 school year (Dr. Robert Plaxton Elementary School).

## Middle Schools

Lethbridge School Division has four middle schools that educate students from grades six through grade eight.

The four middle schools in the jurisdiction are:



**Gilbert Paterson Middle School**  
2109 12th Ave South  
Grades 6-8 - 759 students



**Senator Joyce Fairbairn Middle School**  
301 Rocky Mountain Blvd West  
Grades 6-8 - 594 students



**G.S. Lakie Middle School**  
50 Blackfoot Blvd West  
Grades 6-8 - 488 students



**Wilson Middle School**  
2003 9th Ave North  
Grades 6-8 - 643 students

## High Schools

Lethbridge School Division has five high schools offering instruction to students from grades nine through twelve, except for Immanuel Christian Secondary School that offers instruction to students in grades six through twelve.

The five high schools in the jurisdiction are:



**Chinook High School**  
259 Britannia Blvd West  
Grades 9-12 - 1,156 students



**Winston Churchill High School**  
1605 15th Ave North  
Grades 9-12 - 897 students



**Immanuel Christian Secondary School**  
802 - 6th Avenue North  
Grades 6-12 - 288 students



**Victoria Park High School**  
1515 5th Ave South  
Grades 9-12 - 296 students



**Lethbridge Collegiate Institute**  
1701 5th Ave South  
Grades 9-12 - 915 students

## Institutional Programs

Lethbridge School Division has four institutional programs:

- **CAMP (Lethbridge Regional Hospital School)** - both an inpatient and outpatient program for youth who require psychiatric treatment and mental health services as well as those patients requiring specialized assistance with school curriculum
- **Harbour House School** - provides interim education and support to students of women who reside at the Women's Emergency Shelter.
- **Pitawani School** - attached to the Sifton Family and Youth Services site and provides educational programming to students residing in the centre who have behavioral and emotional difficulties as well as students who are in Secure Services.
- **Stafford Ridge School (AADAC)** - located at AADAC's Youth Residential Treatment Center, provides a co-ed residential school within a 12-week voluntary addictions treatment program.



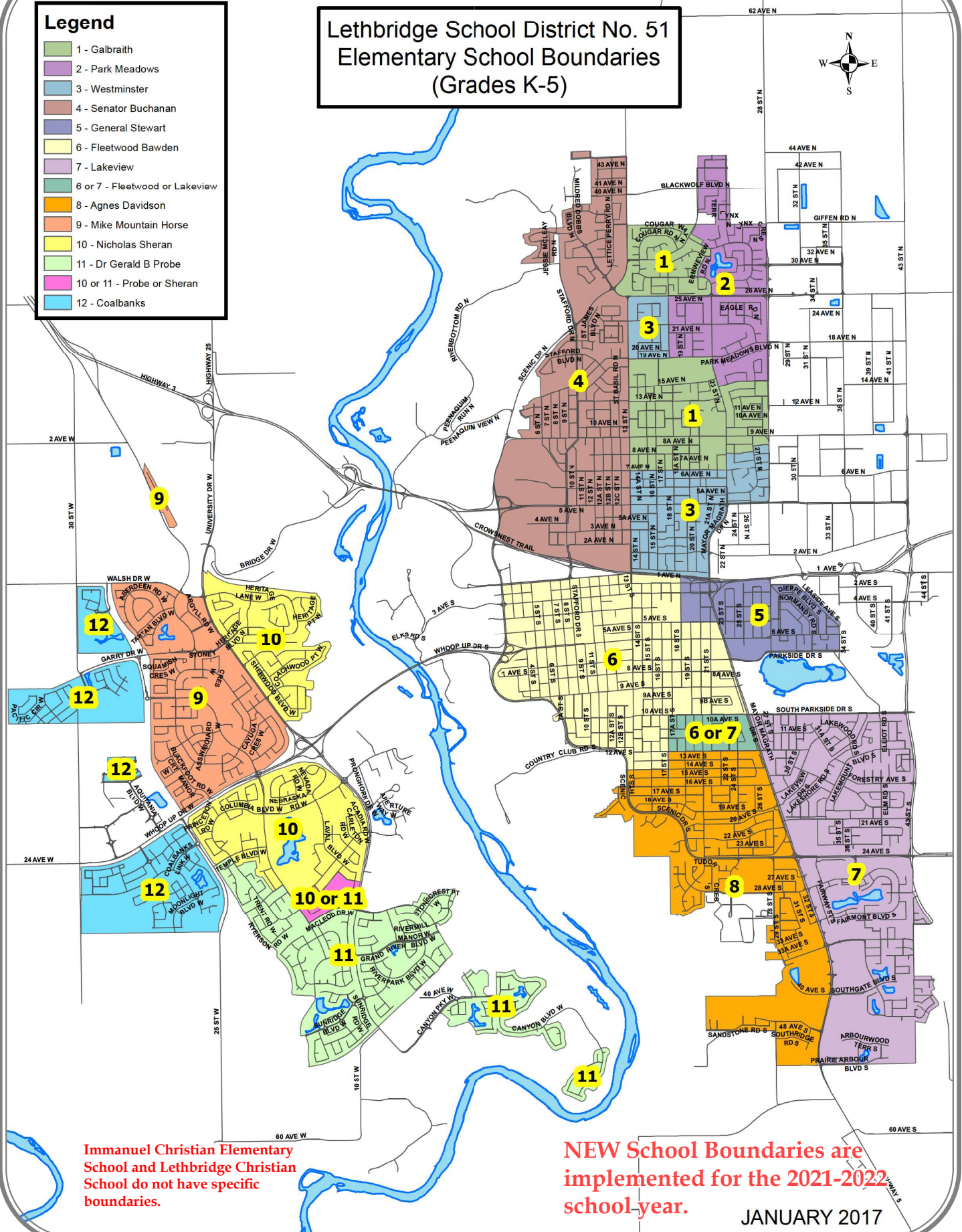




**Legend**

- 1 - Galbraith
- 2 - Park Meadows
- 3 - Westminster
- 4 - Senator Buchanan
- 5 - General Stewart
- 6 - Fleetwood Bowden
- 7 - Lakeview
- 6 or 7 - Fleetwood or Lakeview
- 8 - Agnes Davidson
- 9 - Mike Mountain Horse
- 10 - Nicholas Sheran
- 11 - Dr Gerald B Probe
- 10 or 11 - Probe or Sheran
- 12 - Coalbanks

## Lethbridge School District No. 51 Elementary School Boundaries (Grades K-5)

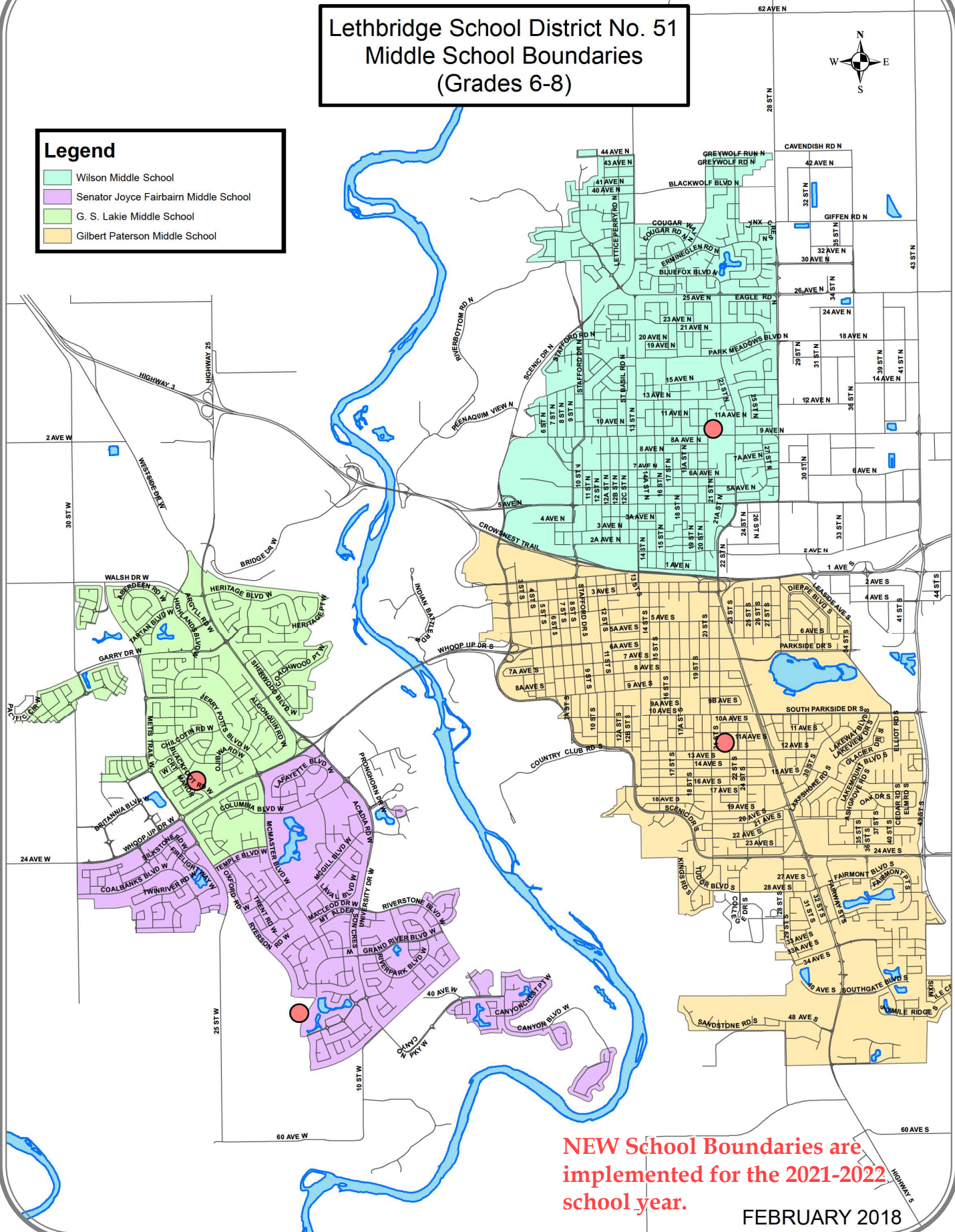




# Lethbridge School District No. 51 Middle School Boundaries (Grades 6-8)

## Legend

- Wilson Middle School
- Senator Joyce Fairbairn Middle School
- G. S. Lakie Middle School
- Gilbert Paterson Middle School



**NEW School Boundaries are  
implemented for the 2021-2022  
school year.**

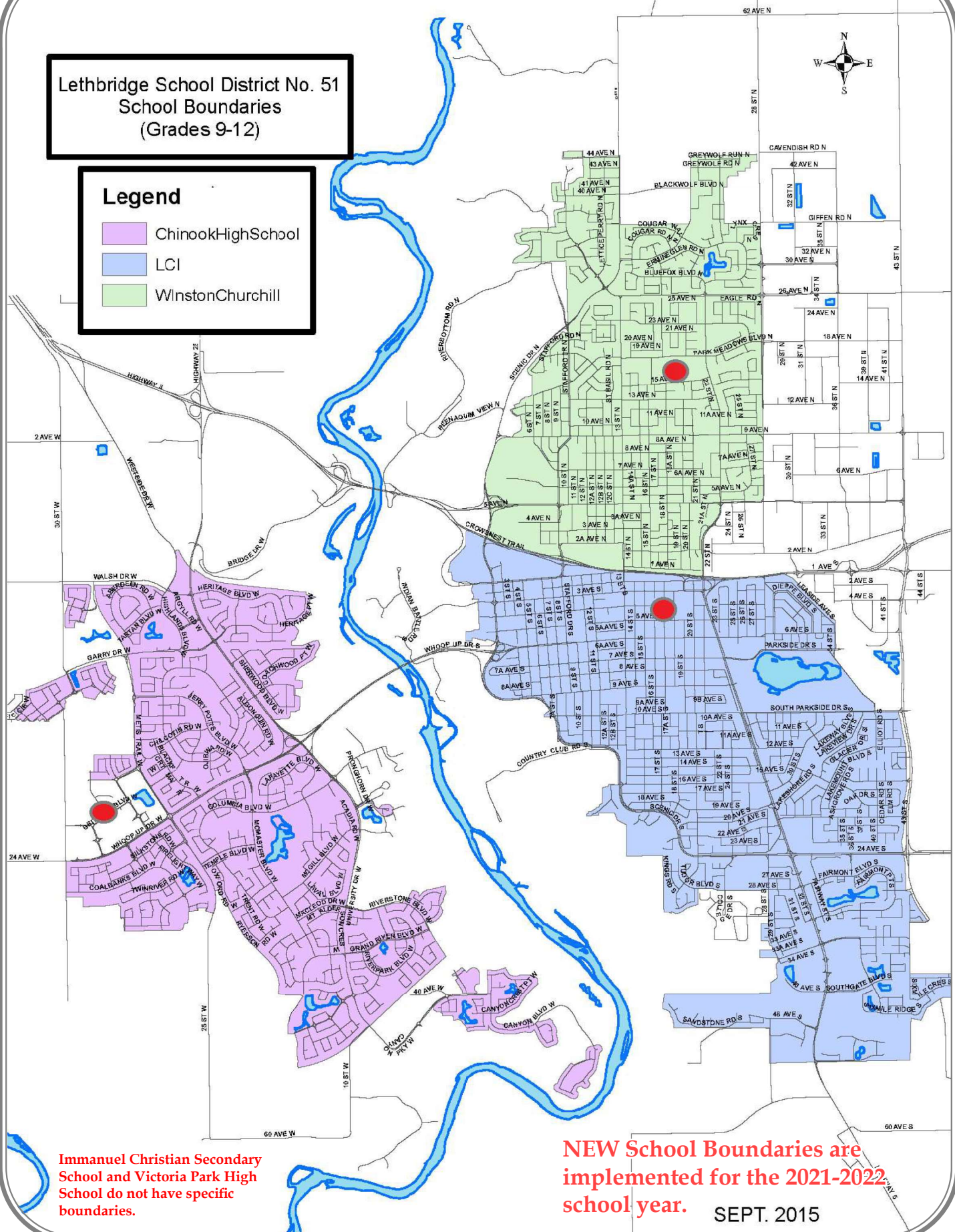
FEBRUARY 2018



# Lethbridge School District No. 51 School Boundaries (Grades 9-12)

## Legend

- ChinookHighSchool
- LCI
- WinstonChurchill



Immanuel Christian Secondary School and Victoria Park High School do not have specific boundaries.

**NEW School Boundaries are implemented for the 2021-2022 school year.** SEPT. 2015

## Services Provided by the Division

Lethbridge School Division receives over 90% of its funding from the Province of Alberta and operates under the authority of the Education Act (Statutes of Alberta, 2012), and takes pride in the breadth of its programs, the expertise of its staff, and the quality of its facilities in our schools and various outreach facilities throughout the city. Our schools have a grade structure comprised of kindergarten to grade five students in elementary schools, grade six to eight students in middle schools and grade nine to twelve students in high schools.

All schools provide instruction in the core subjects (language arts, mathematics, social studies and science), physical education, and the fine arts. Students at each school have access to learning commons (libraries) that provide a blend of print materials and access to modern computers and digital resources. French language instruction is provided in grades four through twelve, and a French Immersion program is offered for students from kindergarten through grade twelve. Spanish, German, and Japanese courses are also available. In addition, at the secondary level, students can experience a wide range of options or complementary courses designed to meet their unique needs and interests, including those related to career and technology studies. Information and communication technology instruction is integrated into all student programs. International Baccalaureate, Advanced Placement, Dual-credit courses, and Knowledge and Employability courses are also offered to high school students. The Division has an active international student program involved in recruitment of students from around the world, mostly at the high school level.

Other instructional programs include kindergarten offered in all elementary schools, First Nations, Métis and Inuit (FNMI) education, and early literacy. The Division's Early Education program will have 20 programs in twelve schools effective September 2020. A Montessori program is established in grades one to five. Lethbridge Christian School provides Christian education for students from kindergarten to grade eight. In 2015-2016, the Division welcomed two new schools offering Christian education as alternate schools, Immanuel Christian Elementary and Immanuel Christian High School. The Division continues to enhance inclusive practices in order to provide all students with the most appropriate learning environments and opportunities for them to best achieve their potential.

The instructional program is enhanced by the provision of counselling services in all schools that include social/emotional, educational, and career counselling. These services are enhanced by long-standing, community partnerships with the Lethbridge Regional Police Service, Alberta Health Services, Southwest Alberta Child and Family Services, Alberta Human Resources and Employment, and other agencies. A strong co-curricular program and extra-curricular programs are also provided that include a variety of athletic, fine arts, and student leadership opportunities.







# Our Division at a Glance

**11,249**

Total Students  
(4.29% decrease)

**\$135.88**

**MILLION**  
Operating Budget  
(including reserves)

**96.9%**

Of revenues are Provincial Grants

COVID-19  
Significantly impacted enrolment and operations.

**\$11,815**

Average Cost Per FTE Student  
(2020-2021)

**81%**

Spent on Instructional Services

**647**

Total FTE of Teachers

**\$95,575**

Average Teacher Cost  
(2020-2021)

**23**

Division Schools  
(K-12)

**475**

Total FTE of Support Staff

**3rd**

Largest Employer in the City  
(2019)

**100,442**

City of Lethbridge Population  
(2020)



**2020-2021 DIVISION HIGHLIGHTS**

# Division Performance Measures

## Financial Ratios & Comparisons



- Year Reference:**
- ☐ 2016/2017
  - ☐ 2017/2018
  - ☐ 2018/2019
  - ☐ 2019/2020
  - ☒ 2020/2021
  - ☐ 5-Year Average

The following Division Performance Measures are the Financial Ratios and Comparisons which compare the Division to Provincial averages and the averages for school divisions of similar size.

The data is provided from the Alberta Education for the most recent information available for each reporting year.

**The Visuals include:**

- > GREEN = Provincial Averages
- > BLUE = Comparable Size Divisions
- > RED = LSD51 Ratios

Funded Students (Grades K-12)\*

10,947

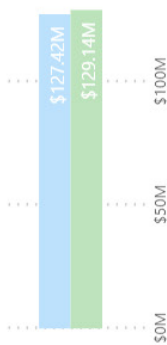
\*Excludes Fee-Based Enrolment (i.e., Early Education Program and International Students).

**Total Revenues**

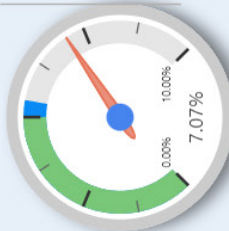
\$129,140,542

**Total Expenses**

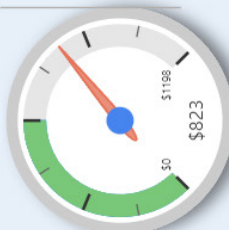
\$127,415,051



Adjusted ASO Percentage



Adjusted ASO per Student



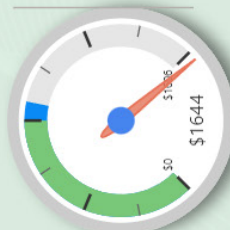
The Adjusted Accumulated Surplus from Operations ("Adjusted ASO") is the total accumulated surplus from operations less the School Generated Funds (SGF) that are included in the surplus.

The Adjusted ASO Percentage is a comparison to the total expenditures for the Division.

Liquidity Ratio



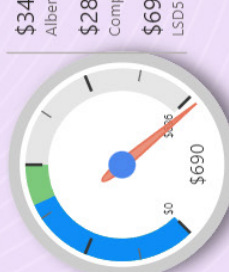
Working Capital per Student



The Net Financial Assets is the total Financial Assets less the total Liabilities (excluding the Spent Deferred Capital Contributions for the Provincially supported capital).

The Net Financial Assets are used to evaluate liquidity and the available Working Capital.

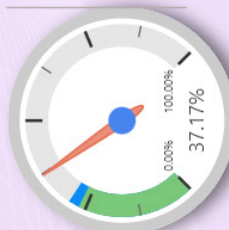
Capital Reserves per Student



NBV to Cost - Schools/Buildings



NBV to Cost - Equipment/Vehicles



Capital Reserves are funds that have been allocated towards the future replacement of Board Funded Assets (unsupported capital).

Net Book Value (NBV) to Historical Costs illustrates how new the capital assets are in comparison to their useful lives.

The above is an extract of the Division's Performance Measure Dashboard, which allows for an interactive review of the Division's performance measures.

The Provincial comparative figures are based on 2019/2020 data (until the 2020/2021 Provincial data is available).

Statistics & Ratios

Financial Statements

Financial Analysis

Introductory



# SCHOOL BOARD GOVERNANCE

## Board of Trustees

Lethbridge School Division is governed by a seven-person Board of Trustees, which is elected every four years (previously three years) effective for the 2013 elections. All trustees are elected “at large” and do not specifically serve geographic locations within the City of Lethbridge.



The Board of Trustees (the “Board”) of Lethbridge School Division operates under the authority of the Education Act (Statutes of Alberta, 2012) and policies and regulations pursuant to that legislation.

The Board is charged with the responsibility to ensure that each of its resident students are provided with an education program consistent with the requirements of the Education Act and exercises its authority through policy, regulations, and resolutions approved at duly conducted meetings of the Board.

Under the Education Act, the Board is required to elect one of its members as Board Chair. The Chair is elected at the Board’s organization meeting. The Board expects the Chair to provide leadership to the Board and act as its primary spokesperson. The Board expects that the Chair shall perform his/her duties in accordance with Division policy, the Education Act and other applicable provincial and federal statutes and regulations. In the absence of the Chair, the Vice-Chair shall perform the duties of the Chair and, when so acting, shall have all the power of the Chair.



In October 2021 (subsequent to the 2020-2021 school year), the Division held its elections in conjunction with the City’s municipal elections. The elected Board of Trustees included:

Andrea Andreachuck, Tyler Demers, Kristina Larkin, Christine Light, Allison Purcell, Genny Steed, & Craig Whitehead.

*Click the Pictures to go to their Profiles*

## Board Members:



**Christine Light**  
Board Chair / Trustee  
2017-date



**Tyler Demers**  
Vice-Chair / Trustee  
2007-2010, 2013-date



**Clark Bosch**  
Trustee  
2017-2021



**Jan Foster**  
Trustee  
1983-1992, 2007-2021



**Donna Hunt**  
Trustee  
2013-2021



**Doug James**  
Trustee  
2017-2021



**Lola Major**  
Trustee  
2007-2021

In addition to setting the Division's policies, the Board has also set a number of policies in relation to the mandate, authority, and protocols of the Board of Trustees. These policies are included in section 200 of the Division's policies and are available on the Division's website:

<http://www.lethsd.ab.ca/our-district/Policies>



Introductory



Financial Analysis



Financial Statements



Statistics & Ratios



## Division Administration

The position of Superintendent is the administrative head of the organization and reports directly to the Board of Trustees. Reporting to the Superintendent are the three (3) Associate Superintendents and the members of the Superintendent's office.

The Superintendent and the Associate Superintendents are the senior administrative officials that manage the operations of the Division and formally operate as the Executive Council to the School Board. Lethbridge School Division's Executive Council members are:



**Dr. Cheryl Gilmore**  
Superintendent



**Morag Asquith**  
Associate Superintendent,  
Instructional Services



**Mike Nightingale**  
Associate Superintendent,  
Human Resources

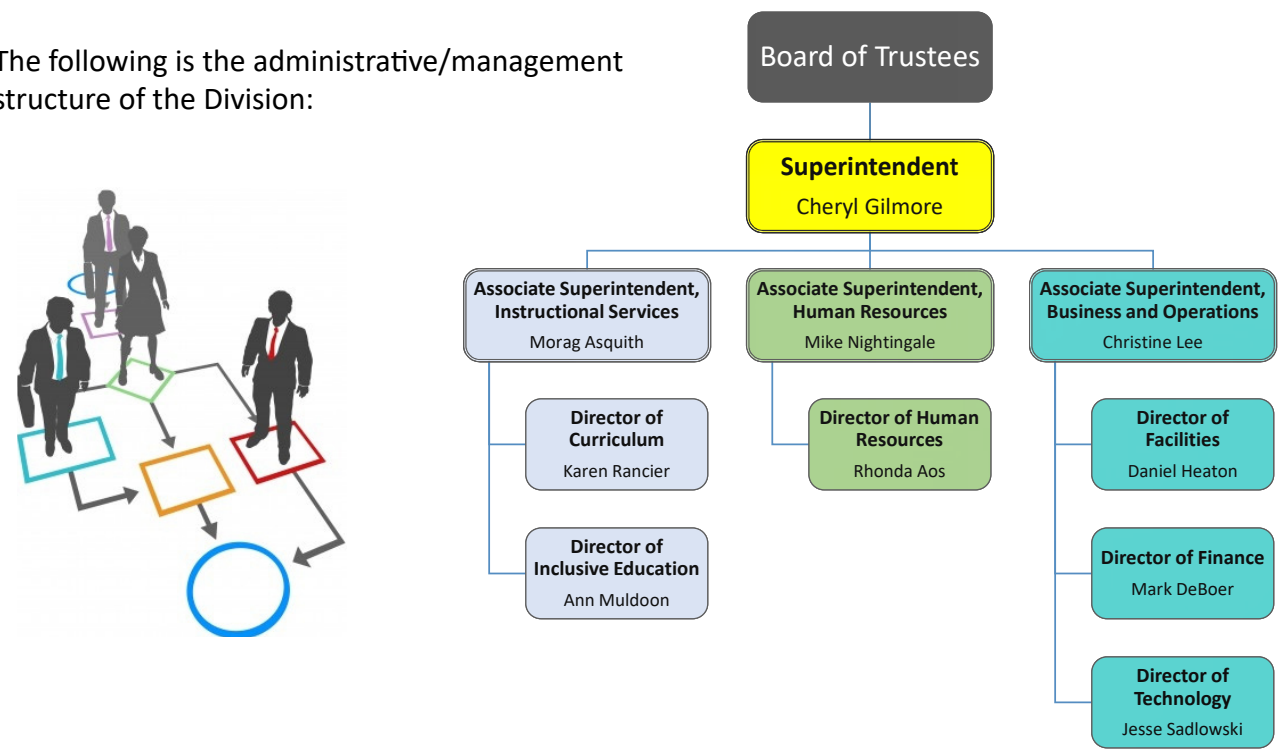


**Christine Lee**  
Associate Superintendent,  
Business and Operations

## Organizational Structure/Charts

The organizational structure of Lethbridge School Division aligns with each of the major areas represented within the Division's Executive Council: Instructional Services, Human Resources, and the Business and Operations departments.

The following is the administrative/management structure of the Division:



# Lethbridge School Division

2020-21 Organizational Chart

**Superintendent of Schools**  
Cheryl Gilmore

**Board of Trustees**  
Christine Light, Chair  
Tyler Demers, Vice Chair  
Clark Bosch  
Jan Foster  
Donna Hunt  
Doug James  
Lola Major

**Associate Superintendent, Instructional Services**  
Morag Asquith

**Director of Curriculum**  
Karen Rancier

**Director of Inclusive Education**  
Ann Muldoon

**Executive Assistant**  
Christina Peters

**Executive Assistant**  
Katie Guccione

**Associate Superintendent, Human Resources**  
Mike Nightingale

**Director of Human Resources**  
Rhonda Aas

**HR Manager**  
Stacey Withers

**Administrative Professional**  
Amber Ruest

**Administrative Assistants**  
Jolayne Prus  
Carrie Fahl

**School Principals**  
**Coordinator of Learning and International Education**  
Trish Syme

**Communications Officer**  
Garrett Simmons

**Administrative Assistant**  
Amy Dyck, International Education & Occupational Health & Safety

**Associate Superintendent, Business Affairs**  
Christine Lee

**Executive Assistant**  
LeeAnne Tedder

**Executive Assistant/Transportation Coordinator**  
Cheryl Shimbashi

**Director of Facilities**  
Daniel Heaton

**Director of Finance**  
Mark DeBoer

**Director of Technology**  
Jesse Sadlowski

**Administrative Assistants**  
Tina Camegie, Technology  
Mary Peake, Maintenance  
Melanie Gregson,  
Accounts Receivable/Transportation  
**Administrative Professional**  
Steph Lapointe, Payroll

**Coordinators**  
Krystal Steynen, Accounts Payable  
Lana Johnson, Benefits  
Brenda Clear, Caretaking  
Johnny Mantello, IT  
Chris Chapman, Operations & Maintenance  
Carrie McLaren, Payroll  
Joe Perry, Purchasing  
Luana Komanac, School Accounting

**Journeyman**  
Jack Kramer, Carpenter  
Grant Murland, Carpenter  
Trevor Leusink, Electrician/HVAC Tech  
Clint Patrick, Plumber  
Shane Vassel, Electrician

**Labourer Foreman**  
Jim Potts

**Labourer**  
Bandt Raven  
Kyle Hogan  
Ed Waldner

**Courier**  
Roy Oliver

**Division Buyer**  
Sheri Lacey

**Technology Support**  
Tyler Payant  
Greg Theron  
Cassandra Wickens  
David Harmon

**School Based Technology Support**  
Marco DeMusso  
Cam Findlay  
Greg Fischer  
Koji Nagahama  
Mark Taylor  
Doug Viel

**Administrative Professional**  
Anna Eli

**Administrative Assistants**  
Melinda Moore, Psychology/Counselling  
Kathy Kneisen, Curriculum Resource Centre

**Making Connections**  
DeeAnna Presley Roberts, Mental Health Capacity Building Program Manager

**Mental Health Capacity Building Wellness Coaches**  
Anne Kish  
Justina McCarthy  
Lacey Otway

**Indigenous Education**  
John Chief, Coordinator  
Jenna Jewison, Middle School Teacher  
Melanie Morrow, Elementary Teacher  
Mandy Plain Eagle, Grad Coach  
Kendall Good Rider, Grad Coach  
Crystal Cross Child, Grad Coach  
Maria Livingston, Grad Coach

**Coordinators**  
Kathy Mundell, Counselling  
Isabelle Plomp, ECS  
Rochelle Neville, Inclusive Learning

**Consultants**  
Jim Kerr, Student Engagement

**FastForward Teacher**  
Nikki Cale

**Lead Teachers**  
Bev Smith, Literacy and ESL  
Jenn Giles, Numeracy

**Psychologists**  
Christie Archer  
Arjana Sawhney-Burgess  
Melissa Gleeson

**Speech Language Pathologists**  
Christy Bates  
Robyn Henderson  
Kaitland Heyland  
Lacey Mueller  
Kara Reimer  
Kim Taylor  
Amanda Ward-Sutherland

**Student Support Worker**  
Sarah Ahlgren



# VISION, MISSION STATEMENT, & GUIDING PRINCIPLES

## Vision

Thinkers  
Confident  
Successful  
Innovative  
Learners  
Respectful

### Vision Statement

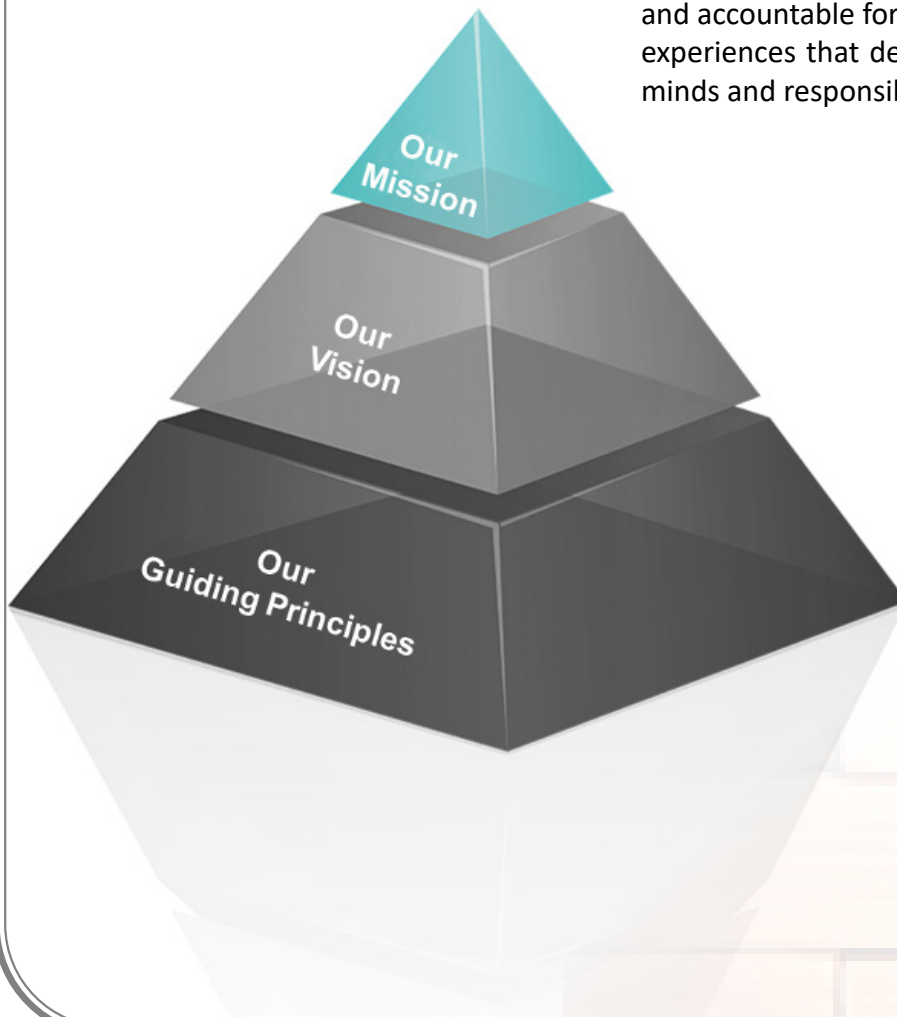
Our learners are innovative thinkers who are successful, confident, respectful and caring.

## Mission

Learning  
Responsible  
Innovative  
Accountable  
Breadth  
Global  
Citizens  
Inclusive  
Forward-Thinking  
Engaging  
Quality

### Mission Statement

Lethbridge School Division is inclusive, forward-thinking, and accountable for engaging students in quality learning experiences that develop strong foundations, innovative minds and responsible citizens.



## Guiding Principles

The Board believes a focus on learning builds capacity for continual improvement, innovative thinking, and confident, caring, and respectful citizens. The following principles provide the foundation for our learning system:

### Learning Foundations

- Every child can learn
- Learning is a lifelong activity
- Learners that grow are adaptable and confident
- Students learn in different ways and at different rates
- Innovative thinkers engage critically and creatively

### Cultural Foundations

- Schools are welcoming, safe, caring, and respectful
- Diversity is celebrated in an inclusive culture
- Students are empathetic and responsible for the well-being of self and others
- Schools inspire a passion for learning

### System Foundations

- Our system functions within the structure of Alberta Education
- Priorities and decisions are further guided by collaboratively developed educational goals
- Parents/Guardians are foundational to their children's learning
- Quality education goes beyond the school walls and involves opportunities for engagement within the community
- High standards result in successful school completion and transition to the adult world.

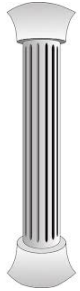
These guiding principles set the foundation of the Division's learning system. These assist in developing the Division's strategic plan and priorities.





# STRATEGIC PLAN AND PRIORITIES

As part of the three-year planning cycle, Alberta Education provides the Division with Goals, Outcomes and Performance Measures. The Division then develops local strategies and priorities to address the learning needs and achievement of outcomes for all students.



In 2004, Alberta Education introduced the Accountability Pillar. The Accountability Pillar places increased emphasis on the achievement of specific outcomes by evaluating and reporting results on a common set of measures. The focus of the Accountability Pillar is to improve school jurisdiction results. The Accountability Pillar performance measures are a required, consistent set of measures. An evaluation methodology has been developed which assesses each measure in the Accountability Pillar in terms of achievement and improvement.

Lethbridge School Division analyzes the results of the Accountability Pillar and develops strategies for improvement over the next three-year planning cycle. The Board of Trustees uses the Vision, Mission statement and Guiding Principal for the development of priorities and strategies. During 2020, Alberta Education introduced the Assurance Framework which has been implemented for 2021-2022.

## Community Engagement

The Board of Trustees held a consultation session with the education stakeholders of the community. This consultation included a highly successful Town Hall meeting which provided the opportunity for over 200 parents, students, division staff, and community members to provide comments and feedback to the trustees. This year's consultation used a World Café format and centered on two main questions:

- 1) What resource allocations make the most significant impact to the school experience of students?
- 2) What are some new and innovative ideas the Board can think about to maximize resource allocation?



The feedback on these questions assisted the Board of Trustees in establishing priorities for 2020-2021. The two intentionally - simple questions were designed to maximize input. Through group discussion and the use of technology, participants shared ideas throughout the evening.



The Board of Trustees developed three (3) priorities: **Achievement, Inclusion, and Innovation**. Although these have specific outcomes, they are highly correlated with each other; whereas, the success in one priority will likely assist in the other priorities.



## 2020-2021 Board Priorities

### OUTCOMES:

1. Students achieve student learning outcomes with strong foundational skills in **literacy and numeracy**.
2. Teachers possess a deep **understanding of pedagogy** that develops literacy and numeracy.
3. Students are **lifelong learners** possessing the skills and attributes to successfully transition within the system and to further education, credentialing or the world of work.
4. First Nations, Metis and Inuit (**FNMI**) student achievement relative to provincial standards will improve.
5. School administrators are highly skilled in all areas of the **School Leader Quality Standard**.
6. Teachers are highly skilled in all areas of the **Teaching Quality Standard**.
7. Support staff possess the knowledge, skills and attributes to **support student success** and create optimal learning environments.
8. Effective learning and teaching is achieved through **collaborative leadership** and structures that build capacity to improve within and across schools.
9. A comprehensive **wellness approach** promotes well-being and fosters learning.
10. The education system demonstrates collaboration and engagement to further Division priorities:
  - **Parents feel welcome**, included and possess agency to be full partners in their child's education;
  - Community members feel ownership as **collaborative partners** in the education of children and youth;
  - Community- minded **organizations are engaged** in collaborative delivery of programs and services to students.
11. Effective **management of growth and capacity** building to support learning spaces and the provision of programs.

### INNOVATION

#### OUTCOMES:

1. Learners demonstrate the attributes of **innovation, creativity and critical thinking** in a concept-based learning environment.
2. Breadth of **program choice** provides opportunities for students to explore and grow as learners.
3. All learners **effectively use technology** as creative and critical thinkers capable of accessing, sharing and creating knowledge.

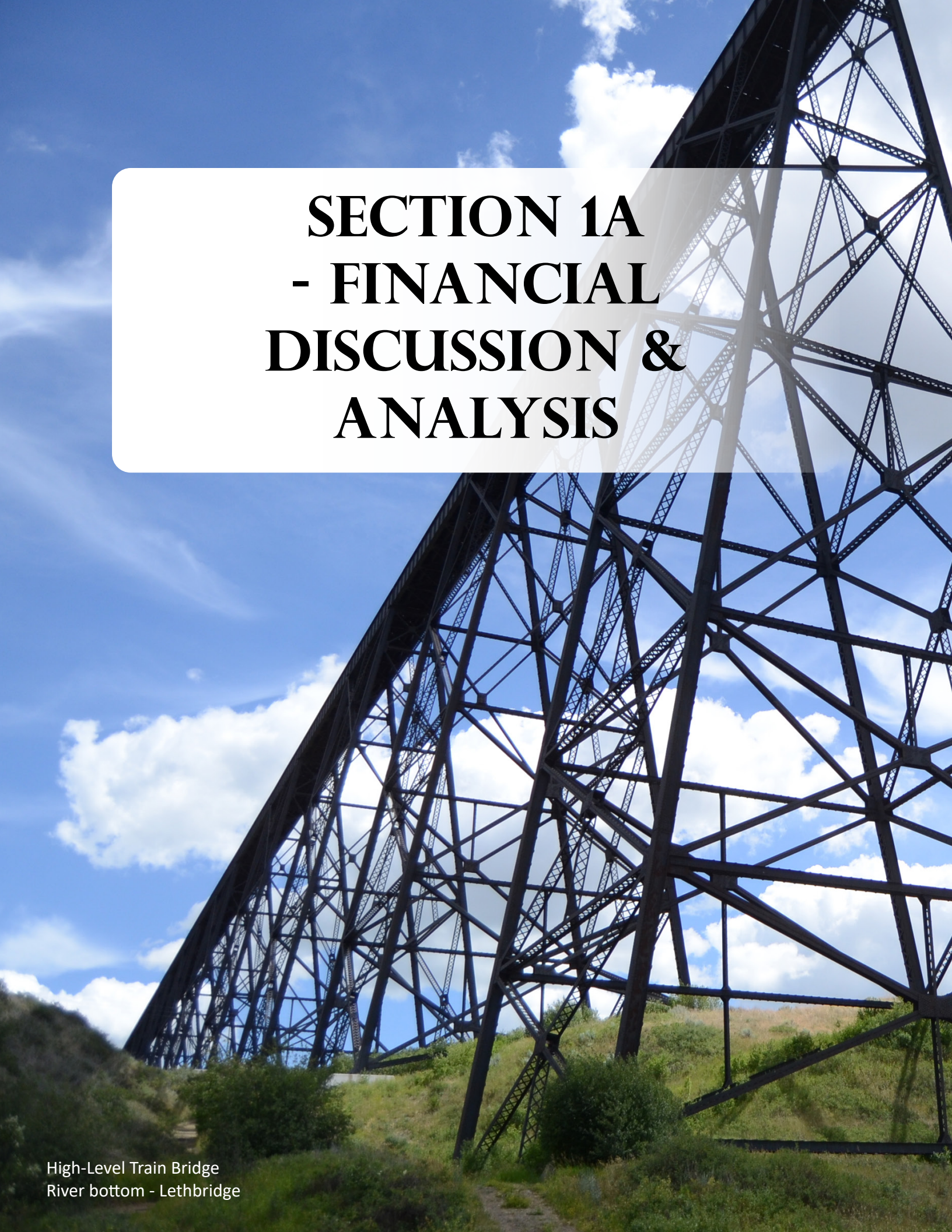
### INCLUSION

#### OUTCOMES:

1. Schools are welcoming **caring, respectful and safe** learning environments.
2. Schools are inclusive learning environments where all students are able to grow as learners.







# **SECTION 1A - FINANCIAL DISCUSSION & ANALYSIS**

High-Level Train Bridge  
River bottom - Lethbridge



## Section 1A - FINANCIAL DISCUSSION & ANALYSIS

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*Note: The "Financial Discussion & Analysis" is part of the Introductory Section; however, is separated as a sub-section so that this information may be highlighted for the reader of the report.*

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Introductory



Financial Analysis



Financial Statements



Statistics & Ratios



## REPORT FROM THE DIRECTOR OF FINANCE

It is our pleasure to submit Lethbridge School Division's Annual Financial Report for the year ended August 31, 2021. The purpose of this Annual Financial Report is to provide our community with a clear and transparent insight into the financial information and results of the Division.



Mark DeBoer  
CPA, CA, SFO, CSBO  
Director of Finance



This section of the Annual Financial Report provides the Division an opportunity to analyze and comment on the financial highlights and information of the Division. This includes information on the **internal financial controls** utilized by the Division and provides a **Financial Statement Discussion and Analysis (FSD&A)** for the 2020/2021 fiscal year.

The FSD&A is a supplement to the 2020/2021 audited financial statements that are contained in this report. The FSD&A is provided to enhance the understanding of the Division's financial position and provide additional insight in the Division's operations.

The FSD&A should be read in conjunction with the annual financial statements and accompanying notes. The annual financial statements are prepared in accordance with the Canadian Public Sector Accounting Standard (PSAS). Lethbridge School Division's management is responsible for the preparation and presentation of these statements.

BDO Canada LLP has audited the 2020/2021 Lethbridge School Division's Financial Statements and provided an unqualified opinion. The Board of Trustees approved the audited financial statement on November 23, 2021.



## INTERNAL FINANCIAL CONTROLS

Lethbridge School Division maintains a system of internal financial controls designed to provide reasonable assurances for the safeguarding of assets and the reliability of the financial records. The controls are subject to regular reviews and revisions (if required).

These controls include, but are not limited to, the financial policies set by Board of Trustees, administrative procedures, the budget process, and the internal/external audits.

## Financial Policies

Lethbridge School Division has a number of policies relating to the financials that are reviewed and approved by Board of Trustees, in conjunction with the review and recommendations of the Division's Policy Advisory Committee. These policies are designed to ensure that there are appropriate controls in place to safeguard the Division and to ensure that the Division is compliant with the Alberta Education Act, the Canadian Public Sector Accounting Standards, and other related legislation.

The Division Policies are organized by the major categories:

100 - Educational Philosophy	600 - Educational Programs
200 - Board of Trustees	700 - Workplace Health and Safety
300 - Administration	800 - Business Procedures
400 - Staff Personnel	900 - Buildings and Sites
500 - Students	1000 - School, Community Relations

The following are some of the financial policies that are in place:



- Fraud Prevention, Identification, and Reporting (Policy 400.4)
- Signing Authority (Policy 800.1)
- System Budgeting (Policy 801.1)
- Financial Planning and Management (Policy 801.9)
- Financial Investment (Policy 802.4)
- Purchasing (Policy 803.1)
- Expense Reimbursements (Policy 803.8)
- Disposal of Property (Policy 902.5)

## Administrative Procedures

Lethbridge School Division has a number of internal procedures that are used to document the steps and methods required to perform many of the financial tasks in the Division's administration. These internal procedures allow for ensuring that the proper steps are taken for recording financial transactions to ensure accuracy, consistency, and that policies are being followed appropriately.



The Division utilizes a centralized accounting process (other than the School Generated Funds - SGF); where the Business and Operations department is responsible for the common financial and computer systems used to record the financial transactions and information. These central activities account for the vast majority of the financial transactions; whereas, the SGF funds are tracked and recorded at the School level and only represent approx. 3-5% of the total revenues and expenses of the Division. The Business and Operations department, in conjunction with all other departments, provide the annual financial statements and financial reporting to the Board of Trustees.

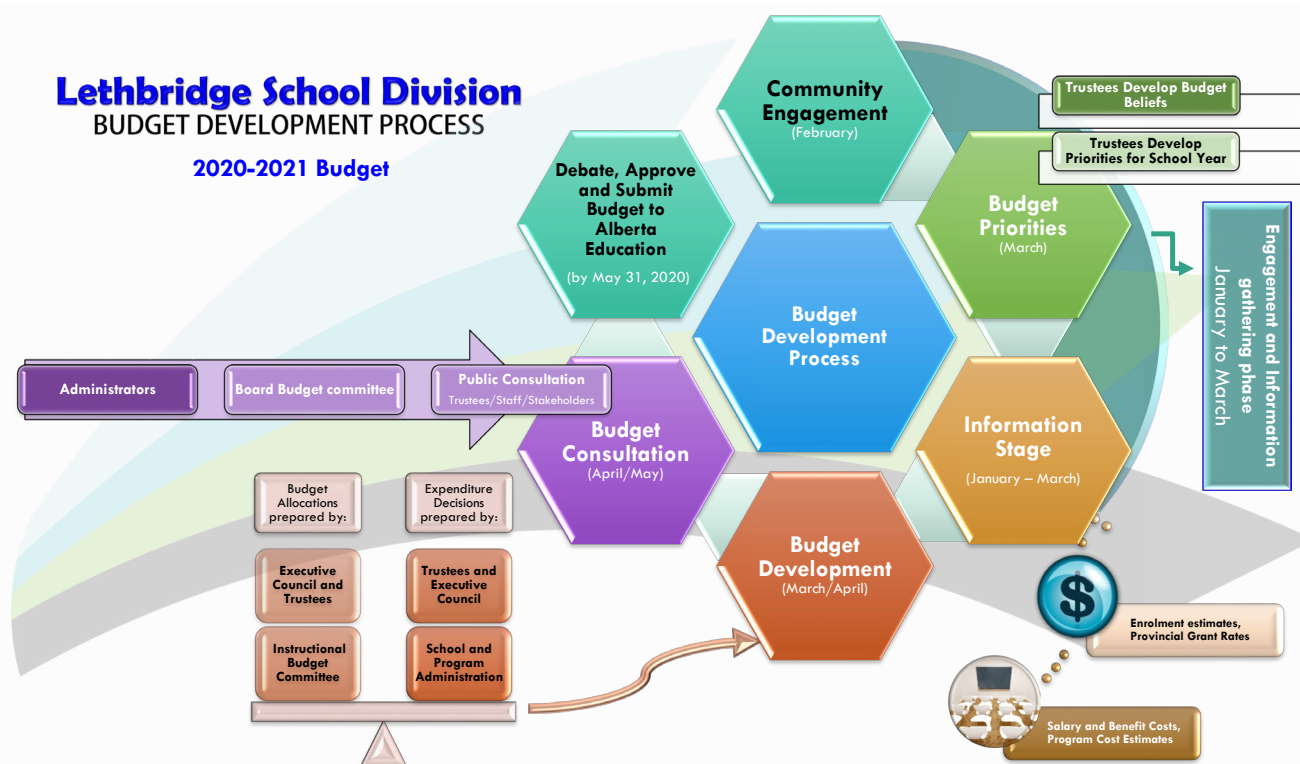
There are many Policies and Procedures that are publicly available on our website:

<http://www.lethsd.ab.ca/our-district/Policies>



## Budget Process

In accordance with the Alberta Education Act, Section 139; the Board of Trustees approve a budget on an annual basis and submit it to the Minister of Education by May 31st for the upcoming school year (starting September 1st). Typically, the “May 31st” budget (which is the legally adopted budget) is developed from January to May preceding the budgeted school year, and approved as the Preliminary Budget. The Preliminary Budget is the budget included in the Financial Statements. The following is an overview of the budget process for the development of the Preliminary Budget:



The Operating Budget is usually approved by the Board of Trustees in November during the school year as the “September 30th” budget and as the final information relating to the school year and funding is available. This includes the September 30th enrolment counts and other factors that have been updated since the establishment of the Preliminary Budget. The Operating Budget is compared to actuals in review of the financial results of the departments and programs as this is a “more accurate” indicator of operating results.

After the Operating Budget is approved by the Board of Trustees, the expenses are controlled against the budget by formal purchasing policies, financial systems, and financial reporting designed to prevent budget overruns.



## Internal Audits

As the School Generated Funds (SGF) are the de-centralized financial activities, these SGF funds are subject to both internal and external audits. Internal audits are done by members of the Business and Operations department (specifically Finance) and these internal audits are completed on approx. 6-8 schools per year on a rotating schedule (as approved by the Board's Audit Committee). Through these internal audits, the Division is able to determine areas of "best practice" and areas of improvements on these School Generated Funds.

## External Audits

In accordance with the Alberta Education Act, Section 138, the Board of Trustees appoints an independent auditor, BDO Canada Ltd, to report on the annual financial statements of the Division. The auditors' responsibility is to express an opinion on whether or not the financial statements are presented fairly, in all material respects, in accordance with the Canadian Public Sector Accounting Standards.



The auditors have full access to all of the Division's financial records and information and they meet with staff, management, and the Board Audit Committee to discuss matters relating to the audit. The auditors provide the Division with a management letter providing comments on the internal controls.

For the 2020/2021 Financial Statement audit, our auditors expressed a "clean" audit opinion, indicating that the financial statements are presented fairly. The auditors also did not have any management letter points for recommendations of improvements on the internal controls of the Division for the 2020/2021 audit; thus, indicating the effectiveness of the Division's internal controls.

In relation to the School Generated Funds (SGF), as these are decentralized, the Division (through the Board's Audit Committee) requests the auditor to perform specified audit procedures on the SGF transactions, including review of controls on typically 4-6 schools per year (on a rotating basis). Management letter points are provided for potential improvements (where necessary).



# FINANCIAL STATEMENT DISCUSSION & ANALYSIS

Lethbridge School Division’s 2020/2021 financial statements are prepared by management in accordance with the Canadian Public Sector Accounting Standards (PSAS). Management is responsible for the preparation, integrity and objectivity of the financial statements. The ultimate responsibility for the financial statements lies with the Board of Trustees. The Board of Trustees, through the Board Audit Committee, has reviewed the audited financial statements with management in detail and approved the financial statements for release.

The following Financial Statement Discussion and Analysis (FSD&A) is also prepared by management and is intended to expand on and explain information in the financial statements. The discussion & analysis is not part of the actual financial statement and therefore is not specifically audited.



As shown above in the pencil infographic, the Financial Statement Discussion & Analysis (FSD&A) is divided into six (6) major sections:

- 

Educating our Students
- 

Financial Position
- 

Accumulated Surplus
- 

Statement of Operations
- 

More Data
- 

Financial Indicators

*Click the Icons to go to the related section*



## Educating Our Students



The 2020/2021 enrolment was a total of 11,249 Students in Early Education to Grade 12. This was a decrease of 504 students or 4.29% from the 2019-2020 school year of 11,753. The significant reduction is due to students home schooling or other alternatives as a result of the COVID-19 pandemic.

Enrolment fluctuations have a significant impact on future grant revenues as approximately 51% of the Division's funding is specifically for Base Instruction.

Although the Division had projected 12,019 students in the 2020-2021 Preliminary Budget, COVID-19 had significant impacts on the September 30th, 2020 student enrolment levels, which reduced student enrolment to 11,249.

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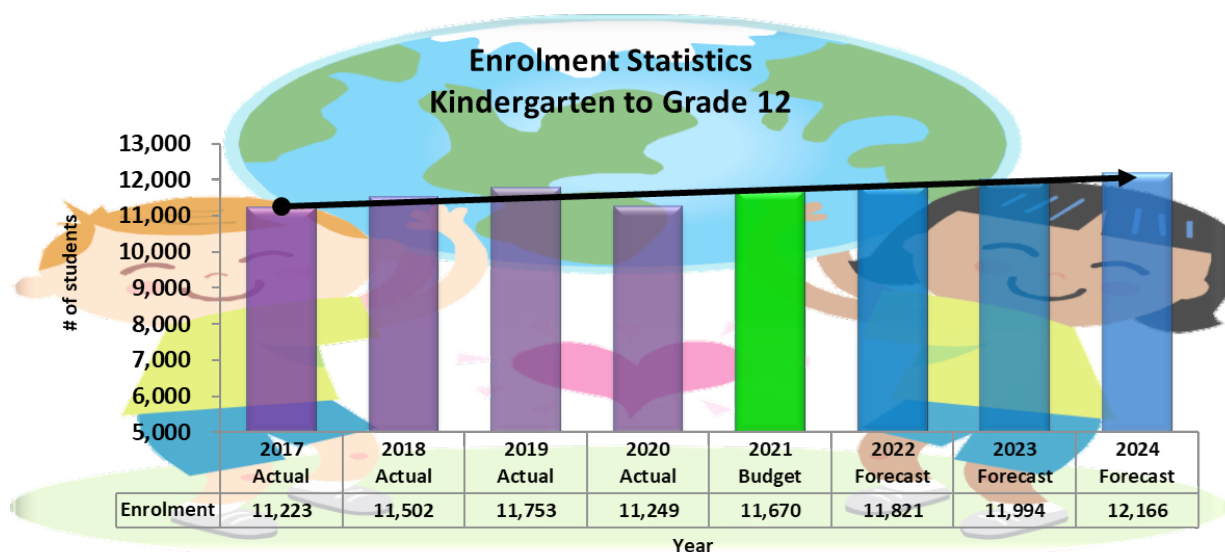
**11,249 STUDENTS**

### Enrollment

Early Education		357
Kindergarten		725
Elementary		4,111
Middle School		2,687
High School		3,369



Significant reduction due to students home schooling as a result of COVID-19



Enrolment for 2020/2021 had a decrease of 4.29%. Projected enrolment over the next three years shows increases of 3.74% for 2021/2022 (only a partial recovery on student enrolment), 1.29% for 2022/2023, and 1.46% for 2023/2024. There has been an upward trend in enrolment due in part to the significant growth that the City of Lethbridge has experienced. *The COVID-19 pandemic will have impacts on the students enrolment for the future projected years; whereas, for the 2021/2022 school year estimate of 11,670, the Division only saw a partial recovery on student enrolment compared to the previously enrolment of 11,753 in 2019/2020.*



Introductory



Financial Analysis



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## Statement of Financial Position



The Statement of Financial Position indicates the Division's Financial Assets, Liabilities, and Non-Financial Assets. The Accumulated Surplus is the net result of these assets and liabilities. This type of statement is often referred to as a "balance sheet".

### STATEMENT OF FINANCIAL POSITION As at August 31, 2021 (in dollars)

	2021	2020	Change
<b>FINANCIAL ASSETS</b>			
Cash and cash equivalents	\$ 14,118,244	\$ 21,052,333	\$ (6,934,089)
Accounts receivable (net after allowances)	\$ 6,017,328	\$ 5,579,821	\$ 437,507
Portfolio investments	\$ 10,000,521	\$ 74,300	\$ 9,926,221
<b>Total financial assets</b>	<b>\$ 30,136,093</b>	<b>\$ 26,706,454</b>	<b>\$ 3,429,639</b>
<b>LIABILITIES</b>			
Accounts payable and accrued liabilities	\$ 8,601,979	\$ 5,882,159	\$ 2,719,820
Deferred contributions	\$ 3,309,056	\$ 4,563,483	\$ (1,254,427)
Employee future benefits liabilities	\$ 228,277	\$ 247,302	\$ (19,025)
<b>Total liabilities</b>	<b>\$ 12,139,312</b>	<b>\$ 10,692,944</b>	<b>\$ 1,446,368</b>
<b>Net financial assets (debt)</b>	<b>\$ 17,996,781</b>	<b>\$ 16,013,510</b>	<b>\$ 1,983,271</b>
<b>NON-FINANCIAL ASSETS</b>			
Tangible capital assets	\$ 160,018,293	\$ 154,359,097	\$ 5,659,196
Inventory of supplies	\$ 394,154	\$ 278,365	\$ 115,789
Prepaid expenses	\$ 855,486	\$ 877,029	\$ (21,543)
<b>Total non-financial assets</b>	<b>\$ 161,267,933</b>	<b>\$ 155,514,491</b>	<b>\$ 5,753,442</b>
<b>Spent deferred capital contributions (SDCC)</b>	<b>\$ 154,652,318</b>	<b>\$ 148,641,096</b>	<b>\$ 6,011,222</b>
<b>Accumulated Surplus</b>	<b>\$ 24,612,396</b>	<b>\$ 22,886,905</b>	<b>\$ 1,725,491</b>

### Financial Assets

The Financial Assets consists of the following:

- Cash includes unspent capital contributions for capital projects, deferred operating contributions, endowment funds, and accumulated surplus from operations. There is a decrease from prior years as funding has been reallocated to investments.
- The majority of the accounts receivables relate to the approx. \$4.6 million from Alberta Infrastructure and the GST rebate from the Federal Government. The receivables from Alberta Infrastructure relates to the capital grant funding for the construction of the new Dr. Robert Plaxton Elementary School (opening in 2021-2022) and for Capital Maintenance & Renewal (CMR) projects.
- Portfolio investments include GICs and term deposit accounts; whereas, to maximize the Division's investment income, the Division moved funds from cash into these term deposit accounts that provide a higher rate of return.

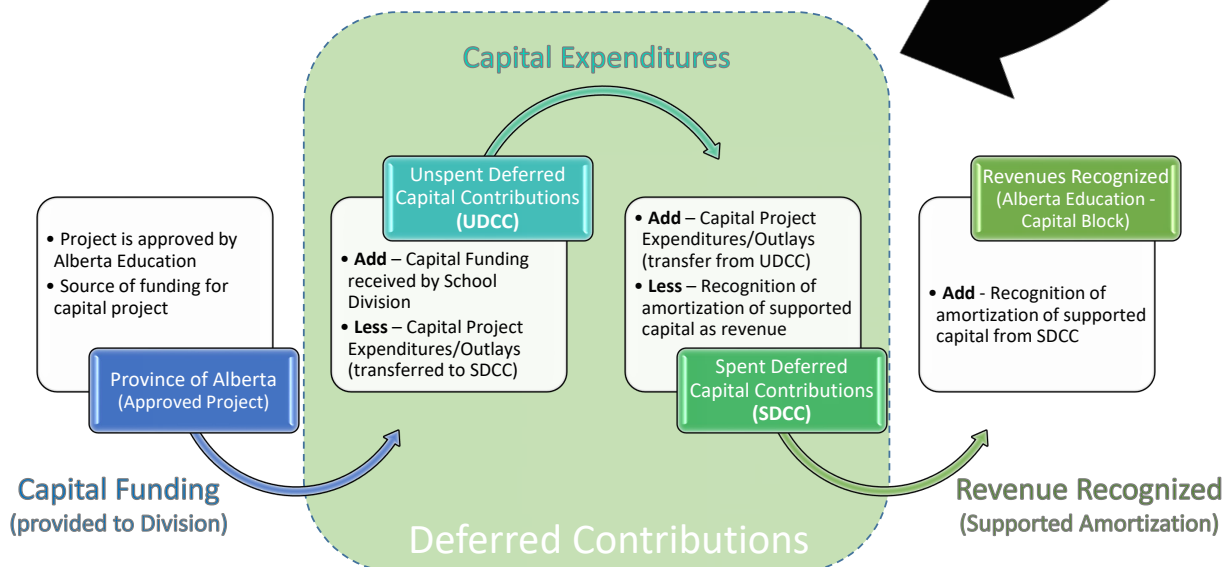
## Liabilities

The majority of the Financial Liabilities relate to accounts payables and deferred contributions.

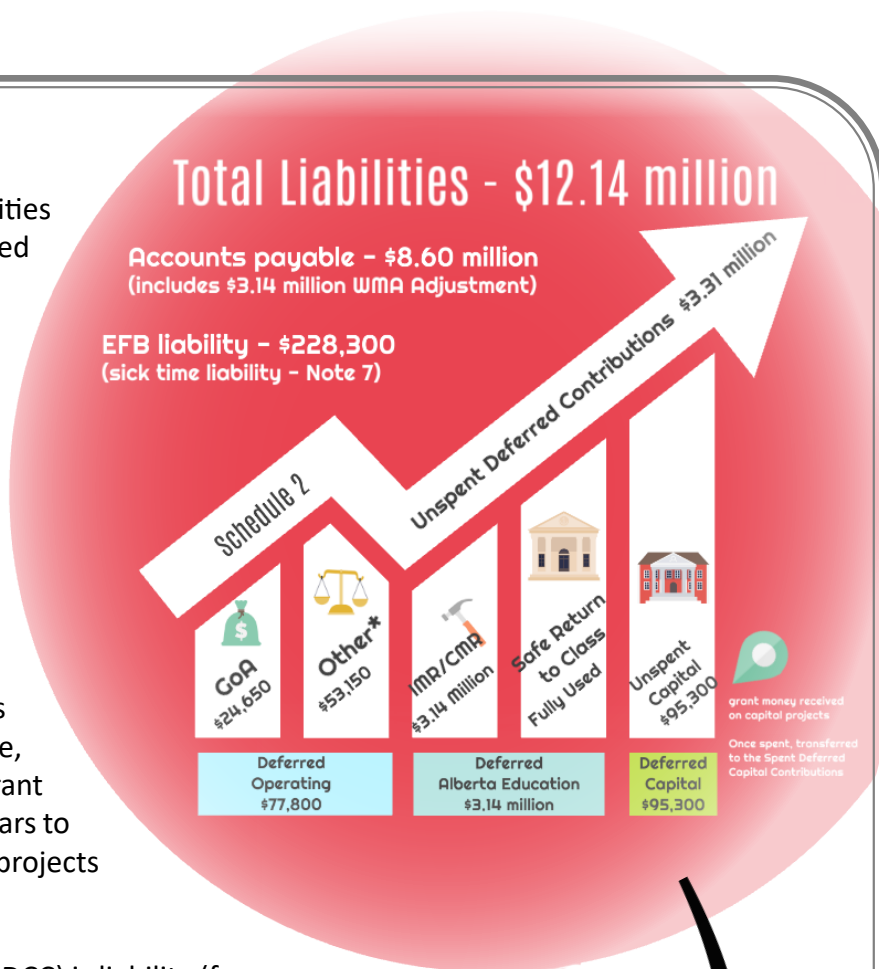
The accounts payable increased from the prior year due to addition of the Weighted Moving Average (WMA) liability for the funding being recovered by Alberta Education for reduced student enrolment.

As shown in the Schedule of Deferred Contributions (Schedule 2), the vast majority of the deferred contributions relate to the deferred Infrastructure, Maintenance and Renewal (IMR) grant funding which may be used in future years to support with upcoming maintenance projects on the Division's facilities.

Spent Deferred Capital Contributions (SDCC) is liability (for accounting purposes) back to Alberta Education for the remaining net book value of all supported tangible capital assets (i.e., school buildings). The concept of this is that if the Division was ever to terminate operations, these supported assets would be assumed by Alberta Education (as part of a stipulation/term of the funding agreement). The SDCC is now reported separately on the Statement of Financial Position.



Both the UDCC and the SDCC accounts are classified as deferred contributions in accordance with accounting standards PSAS 3200 as all Capital Funding grants have a stipulation that if the School Jurisdiction was ever to terminate operations, the Provincially Funded Capital would be returned to the Provincial Government.







## Net Financial Assets (Debt)

The net of the Financial Assets and Liabilities result in \$18.00 Million of Net Financial Assets:

Total Financial Assets	\$30.14 Million
Total Liabilities	<u>\$12.14 Million</u>
Net Financial Assets (Debt)	<b>\$18.00 Million</b>
Non Financial Assets	\$161.27 Million
Spent deferred capital	<u>(\$154.65 Million)</u>
Accumulated Surplus	<u><b>\$24.61 Million</b></u>

Excludes  
the spent  
deferred  
capital  
contributions

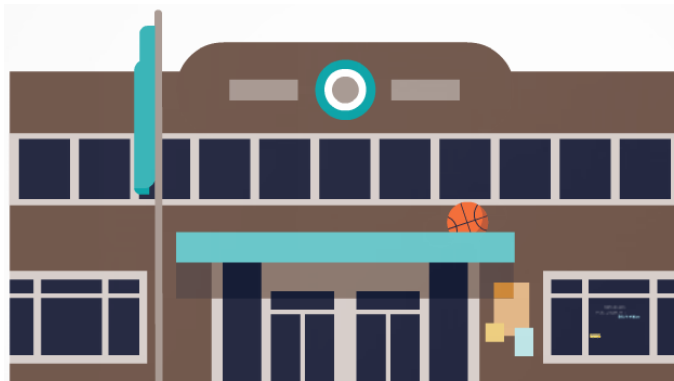
The 2020/2021 financial statements have specifically excluded the deferred contributions related to the unamortized portion of supported capital assets (referred to as Spent Deferred Capital Contributions). In prior financial statements, these Spent Deferred Capital Contributions (SDCC) were historically 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

## Non-Financial Assets

The Non-Financial Assets are comprised mostly of the Tangible Capital Assets (TCA) for a net book value of \$160.0 million, which are assets such as land, buildings, vehicles, and equipment.

The increase in the TCA is from the Division constructing and acquiring approximately \$11.70 million in assets. These additions are somewhat offset by approx. \$5.94 million of amortization of the TCA and the related disposals of TCA. The majority of the TCA additions and amortization are on supported assets; therefore, correlates to the increases in the SDCC deferred contributions.

The remaining Non-Financial Assets include prepaid expenses (i.e., insurance, software licensing, etc.) and inventory held by the Division.





The Tangible Capital Assets (TCA) is comprised of the following categories:

Tangible Capital Assets (TCA)	2021		Net Book Value
	Historical Cost	Accumulated Amortization	
Land	\$ 1,715,118	\$ -	\$ 1,715,118
Construction in Process	\$ 129,007	\$ -	\$ 129,007
Buildings	\$ 226,169,430	\$ (73,111,897)	\$ 153,057,533
Equipment	\$ 11,745,836	\$ (6,900,926)	\$ 4,844,910
Vehicles	\$ 1,088,106	\$ (816,381)	\$ 271,725
Computer equipment	\$ 932,444	\$ (932,444)	\$ -
<b>Total Tangible Capital Assets</b>	<b>\$ 241,779,941</b>	<b>\$ (81,761,648)</b>	<b>\$ 160,018,293</b>

The Historical Cost of the TCA is the original cost or construction/acquisition of these assets. The Accumulative Amortization is the total amortization that has been expensed on these assets; in which, the amortization expense is the systematic allocation of an asset to expense over a certain period of time (over the assets useful life). The Net Book Value (NBV) is the cost of the TCA less the total accumulated amortization on the TCA (total amount that has been expensed as amortization on the asset).

The Construction in Process previously included the construction costs of Dr. Robert Plaxton Elementary School (opening at the beginning of 2021/2022 school year); whereas, it has now been moved from "Construction in Process" to the in-service "Buildings" as it has been deemed to be available for use. The remaining Construction in Process relates to smaller capital projects that are in process at yearend.

Within the TCA accounts, the Division is required to separately track each of the assets as either being "Supported" or as "Unsupported" assets. The Supported TCA are those assets that have been funded by the Provincial Government either through Capital Grants or capitalized Infrastructure, Maintenance and Renewal (IMR) grants. Unsupported TCA are those assets that have been funded by the Division (not funded directly by the Province). The following is a breakdown of the Supported/Unsupported TCA:

Tangible Capital Assets (Net Book Value)	2021		Total
	Supported	Unsupported	
Land	\$ -	\$ 1,715,118	\$ 1,715,118
Construction in Process	\$ 129,007	\$ -	\$ 129,007
Buildings	\$ 150,843,676	\$ 2,213,857	\$ 153,057,533
Equipment	\$ 3,671,025	\$ 1,173,885	\$ 4,844,910
Vehicles	\$ 8,610	\$ 263,115	\$ 271,725
Computer equipment	\$ -	\$ -	\$ -
<b>Total Tangible Capital Assets (Net Book Value)</b>	<b>\$ 154,652,318</b>	<b>\$ 5,365,975</b>	<b>\$ 160,018,293</b>

The total Net Book Value (NBV) of the supported assets of \$154.65 million is equal to the amount of Spent Deferred Capital Contributions (SDCC) which is included in deferred contributions (as previously discussed in the Liabilities section); due to the stipulation within the capital funding from the Province.

The total Net Book Value (NBV) of the unsupported assets of \$5.37 million is equal to the amount of "Investment in Tangible Capital Assets" which is included in the Division's Accumulated Surplus.





## Accumulated Surplus / Net Assets



The Statement of Financial Position indicates that the Accumulated Surplus (or also referred to as "Net Assets") is net of the Financial Assets/Liabilities with the Non-Financial Assets. As outlined in Schedule 1 of the Financial Statements, the Accumulated Surplus is then comprised of four (4) main components: Unrestricted Surplus, Restricted Surplus (Operating and Capital Reserves), Endowments, and the Investment in Tangible Capital Assets.

Accumulated Surplus - Schedule 1	2021	2020	Change
Unrestricted Surplus	\$ 691,484	\$ 691,486	\$ (2)
Restricted Surplus:			
Operating Reserves	\$ 10,677,181	\$ 9,760,912	\$ 916,269
Capital Reserves	\$ 7,557,882	\$ 6,396,633	\$ 1,161,249
Endowments	\$ 319,874	\$ 319,874	\$ -
Investment in Tangible Capital Assets	\$ 5,365,975	\$ 5,718,000	\$ (352,025)
<b>Accumulated Surplus</b>	<b>\$ 24,612,396</b>	<b>\$ 22,886,905</b>	<b>\$ 1,725,491</b>

### Restricted Surplus (Reserves)

The Restricted Surplus, otherwise known as Reserves, are internally restricted funds that have been set aside for future activities and projects.

Restricted Surplus	2021		Total
	Operating	Capital	
School and Instruction Related	\$ 8,476,928	\$ 5,451,650	\$ 13,928,578
Operating and Maintenance	\$ 441,030	\$ 771,440	\$ 1,212,470
Board and System Administration	\$ 392,918	\$ 1,006,629	\$ 1,399,547
Transportation	\$ 1,218,250	\$ 328,163	\$ 1,546,413
External Services (International program)	\$ 148,055	\$ -	\$ 148,055
<b>Restricted Surplus</b>	<b>\$ 10,677,181</b>	<b>\$ 7,557,882</b>	<b>\$ 18,235,063</b>

The Operating Reserves are the funds to be utilized in future operating activities and projects including: carry-forward funds from the year to be utilized in the upcoming budget years, School Generated Funds (SGF), funds set aside for resources of new school sites, staff stability funding for future staffing increases, and other operating activities.

The Capital Reserves are funds that have been specifically set aside to fund future Board funded capital projects (Unsupported Tangible Capital Assets), including funding for technology evergreening.

Once funds have been restricted as Capital Reserves they must be used for the capital projects (would require Ministerial approval to use for other purposes).



## Investment in Tangible Capital Assets

The Tangible Capital Assets (TCA) are either funded by Alberta Education through capital grants (Supported TCA) or have been funded by the Division's Board (Unsupported TCA).

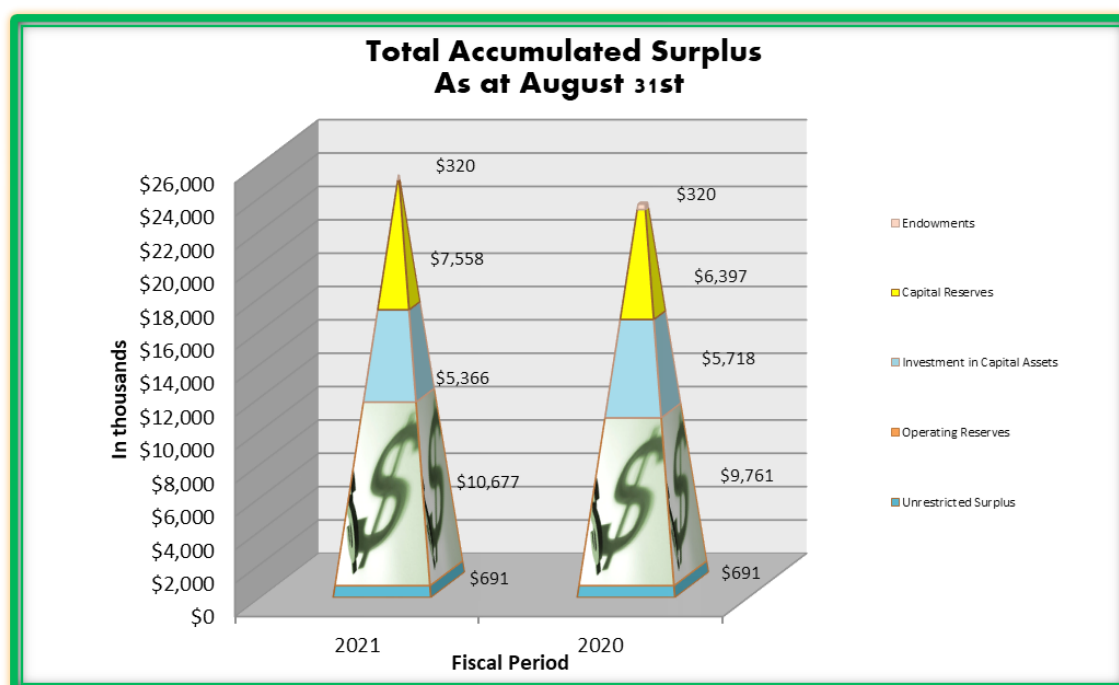
The total Unsupported TCA of \$5.37 million, as shown previously in the TCA section, agrees to the total Investment in Tangible Capital Assets included in the Accumulated Surplus, as this is the equity that the Division has in the Board funded tangible capital assets.

## Unrestricted Surplus

The Unrestricted Surplus is the accumulation of the Division's surpluses from year-to-year that have not been specifically restricted (either internally or externally). Typically, if a surplus (or a portion thereof) is restricted, it would be included in the Division's operating or capital reserves. An organization normally retains a balance within the Unrestricted Surplus for potential remeasurement of estimates of assets and liabilities (as discussed in the Measurement Uncertainty found within the Summary of Significant Accounting Policies).

## Endowments

The Endowments are funds that have been given to the Division; in which, the funds and/or income from the endowment are to be used for specified purposes (i.e., scholarships). Currently, there are 31 different endowments that are in the Division, having their funds held in perpetuity, where the interest from these funds are designated to the different scholarships.



## Statement of Operations



The Statement of Operations highlights the Division's revenues and expenses. This statement is mostly used to evaluate these revenues and expenses to the Approved Budget. It also provides the prior year data for comparative purposes.

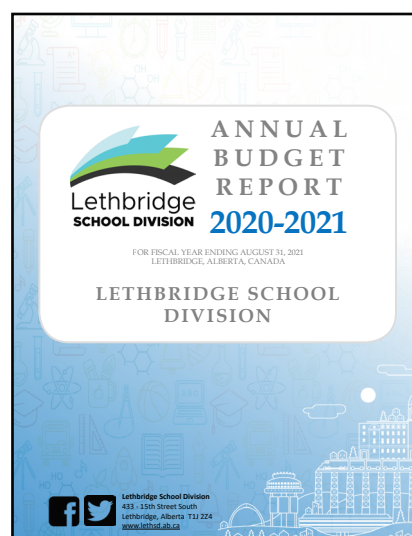
	Approved May Budget	September 30th Budget	2020-2021 Actual	2019-2020 Actual
<b>REVENUES</b>				
Government of Alberta	\$ 123,593,367	\$ 126,036,989	\$ 125,178,889	\$ 118,706,075
Federal and Other Government	\$ 388,944	\$ 428,944	\$ 452,428	\$ 494,542
Fees	\$ 3,936,505	\$ 922,053	\$ 812,872	\$ 1,480,790
Other sales and services	\$ 1,019,267	\$ 1,653,211	\$ 1,746,540	\$ 3,137,084
Investment income	\$ 193,000	\$ 193,000	\$ 144,966	\$ 201,809
Donations and other contributions	\$ 2,568,000	\$ 742,202	\$ 749,115	\$ 1,909,033
Other revenue	\$ 34,704	\$ 34,704	\$ 55,732	\$ 21,044
<b>Total revenues</b>	<b>\$ 131,733,787</b>	<b>\$ 130,011,103</b>	<b>\$ 129,140,542</b>	<b>\$ 125,950,377</b>
<b>EXPENSES</b>				
Instruction - Pre Kindergarten	\$ 2,733,030	\$ 2,681,178	\$ 2,490,639	\$ 5,110,935
Instruction - Kindergarten to Grades 12	\$ 105,379,192	\$ 102,387,325	\$ 100,250,944	\$ 98,082,847
Operations & Maintenance	\$ 18,377,017	\$ 19,738,879	\$ 18,315,364	\$ 15,262,572
Transportation	\$ 2,723,518	\$ 2,750,796	\$ 2,194,221	\$ 1,821,447
System Administration	\$ 4,181,195	\$ 4,181,195	\$ 3,984,953	\$ 4,095,662
External Services	\$ 300,000	\$ 216,000	\$ 178,930	\$ 275,580
<b>Total expenses</b>	<b>\$ 133,693,952</b>	<b>\$ 131,955,373</b>	<b>\$ 127,415,051</b>	<b>\$ 124,649,043</b>
<b>Operating surplus (deficit)</b>	<b>\$ (1,960,165)</b>	<b>\$ (1,944,270)</b>	<b>\$ 1,725,491</b>	<b>\$ 1,301,334</b>

### APPROVED MAY BUDGET:

The Approved May Budget is the legally adopted budget of the 2020/2021 financial statements and is the budget that is included in the financial statements. This is the preliminary budget that was approved by the Board of Trustees on May 26, 2020 and submitted to the Minister of Education of Alberta.

The 2020/2021 Preliminary Budget totalled \$134.45 million, including \$2.72 million of operating reserves (\$131.73 million excluding reserves). The projected enrolment within the preliminary budget was estimated at 12,019 students in Early Education to Grade 12 (WMA of 11,041). The Preliminary Budget included 625 FTE of teaching staff and 486 FTE of support staffing.

[Click the Page to go to the Review the detailed Annual Budget Report](#)







## SEPTEMBER 30TH BUDGET UPDATE (Operating Budget):

The revised budget for the 2020/2021 school year reflects changes to the Division budget as of September 30th, 2020, based on the additional information received since the preliminary budget.

As a result of the COVID-19 pandemic, there was a significant reduction to student enrolment due to students home schooling; whereas, the Division resulted in a 4.29% reduction or 504 students from the prior year. The preliminary budget had originally planned for student growth; however, this was not realized due to the pandemic. The Division adjusted the effective Weighted Moving Average (WMA) to account for the reduction in student enrolment, resulting in a \$2.65 million reduction in Provincial Funding (deferred and applied against the applicable WMA funding adjustment).

The Division also received a \$4.14 million Safe Return to Class Grant which is federal funding for supporting with the COVID-19 pandemic and the related programming costs (i.e., supporting online learning, caretaking, and personal protective equipment). Overall revenue, including use of reserves, in the revised budget increased by \$1.43 million over preliminary budget projections developed in May 2020.

The September 30th final enrolment was at 11,249 students in Early Education to Grade 12. The September 30th Budget was updated to included 637 FTE of teaching staff and 480 FTE of support staffing.



<b>Budget Adjustments:</b>	<b>Revenues</b>	<b>Expenses</b>
Approved Expenses - "September 30th Budget"	133,229,816	135,163,678
Transfers to Reserves	-	10,408
<b>Total "September 30th "Expenses and Transfers"</b>	<b>133,229,816</b>	<b>135,174,086</b>
<i>Updates from Approved "September 30th Budget":</i>		
Lease Grant Received	612,200	612,200
Society Contribution	22,423	22,423
Other Transportation Revenues	40,000	40,000
Projected SGF Adjustment	(5,161,311)	(5,161,311)
Reduced International Enrolment	(84,000)	(84,000)
WMA Funding - Final Adjustment	(375,325)	(375,325)
CWB Benefit - Funding and Costs	617,539	617,539
Proceed on Bus Sale	1,109,761	1,109,761
<b>Updated Operating Budget</b>	<b>130,011,103</b>	<b>131,955,373</b>
Transfers from Reserves/Capital	2,647,749	703,479
	<b>132,658,852</b>	<b>132,658,852</b>

Subsequent to the approval of the September budget, it was also updated to include a Lease Grant was received for \$612,200, additional \$22,423 was received from a society for additional supports, and an additional \$40,000 of revenues to provide the coordination of transportation services for another school division. As a result of COVID-19, there was an estimated \$5.16 million reduction in SGF activity revenues/costs, reduction in international enrolment, and recording the \$617,539 of Critical Worker Benefits received. The Division also was projected to receive \$1.11 million in proceeds on the bus sale as part of the termination of the transportation/bussing service that were contracted through the City of Lethbridge. These adjustments have been updated in the Division's 2020/2021 Operating Budget.



## Operating Revenues

The operating revenues include all of the funding and other revenue sources recognized by the Division. The vast majority of the revenues relate to the funding received from the Government of Alberta. The chart below illustrates the source of funding for every \$100 of revenue as at August 31st, 2021:

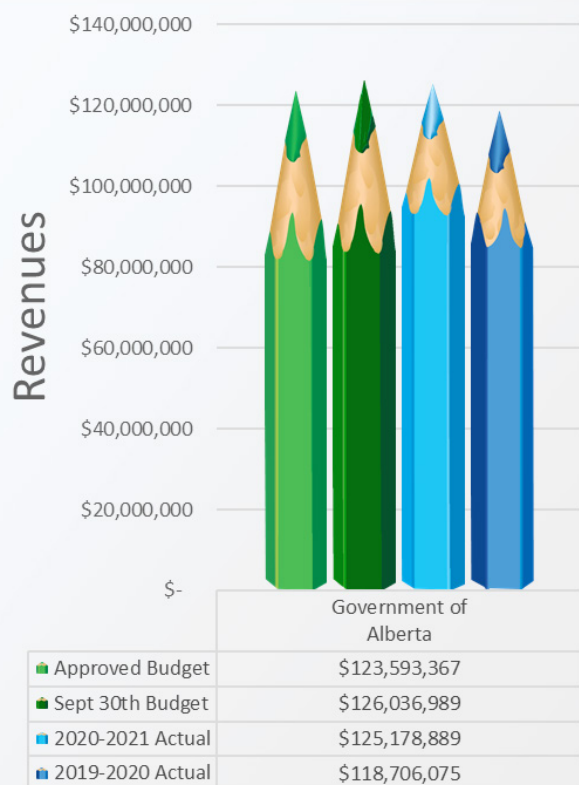


The Division had total revenues of \$129.14 million for the school year ended August 31, 2021. This was \$2.59 million less than the \$131.73 million budget approved in May 2020; whereas, this was also less than the \$130.01 million included in the September 30th budget.

	Approved May Budget	September 30th Budget	2020-2021 Actual	2019-2020 Actual
<b>REVENUES (by type)</b>				
Government of Alberta	\$ 123,593,367	\$ 126,036,989	\$ 125,178,889	\$ 118,706,075
Federal and Other Government	\$ 388,944	\$ 428,944	\$ 452,428	\$ 494,542
Fees	\$ 3,936,505	\$ 922,053	\$ 812,872	\$ 1,480,790
Other sales and services	\$ 1,019,267	\$ 1,653,211	\$ 1,746,540	\$ 3,137,084
Investment income	\$ 193,000	\$ 193,000	\$ 144,966	\$ 201,809
Donations and other contributions	\$ 2,568,000	\$ 742,202	\$ 749,115	\$ 1,909,033
Other revenue	\$ 34,704	\$ 34,704	\$ 55,732	\$ 21,044
<b>Total revenues</b>	<b>\$ 131,733,787</b>	<b>\$ 130,011,103</b>	<b>\$ 129,140,542</b>	<b>\$ 125,950,377</b>

The Schedule of Program Operations (Schedule 3) provides additional analysis on the operating revenues by redisplaying the revenues by both type and program (i.e. instruction, operation & maintenance, transportation, system administration, and external).

See the following [Financial Charts & Graphs](#) section for additional review



*The Division receives over 90% of all operating funding from the Government of Alberta. There is an economic dependence as the Division's ability to continue viable operations is dependent on this funding from the Provincial Government.*

Alberta

### Government of Alberta

The September 30th budget increased from the preliminary budget. There was an additional \$4.14 million provided through the Safe Return to School Grant and the additional facility lease and Critical Worker Benefit grants; however, these increases were partially offset by the \$3.14 million total adjustment for the Weighted Moving Average (WMA) funding deferral. The September 30th budget amount is a more accurate figure as it consists of more current information.

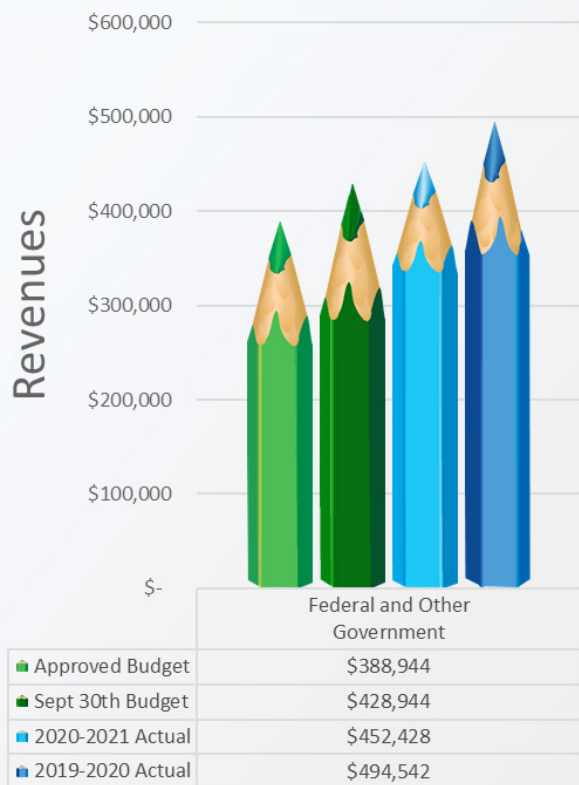
The 2020/2021 actual funding recognized from the Government of Alberta was \$858,100 less than the operating budget (Sept 30th budget) mostly due to the Infrastructure, Maintenance & Renewal (IMR) grant was recognized was \$957,000 less than budgeted. The IMR operating revenues recognized are based on the total IMR operating expenditures incurred; whereas, there were two major HVAC upgrades at two schools and a LED lighting upgrade project were capitalized in 2020/2021 (moved to capital revenues). Alberta Education operating grants were slightly more than projected; whereas, this includes increases in the recognized supported deferred capital contributions specifically relating to Alberta Education funded capital (i.e., IMR projects).

The funding from Alberta Education increased from the prior year, with the addition of the \$4.14 million in the Safe Return to Class Grant, the increases in the IMR operating revenues recognized, and the net increases as a result of the change in the Provincial Funding Framework. Note the old funding framework grants (36 grants) from 2019/2020 has now been modified to the new framework (15 grants) for 2020/2021; whereas, these new grants are not easily (or at all) comparable to the prior framework.

	Approved May Budget	September 30th Budget	2020-2021 Actual	2019-2020 Actual
<b>Government of Alberta</b>				
Alberta Education:				
Operating Grants	\$ 101,521,834	\$ 103,290,256	\$ 103,457,018	\$ 99,524,819
Operations and Maintenance	\$ 10,375,896	\$ 10,988,096	\$ 10,988,105	\$ 9,220,360
Transportation	\$ 2,723,518	\$ 2,723,518	\$ 2,723,518	\$ 2,601,548
Infrastructure Maintenance & Renewal	\$ 3,364,132	\$ 3,364,132	\$ 2,407,154	\$ 1,300,437
Total Alberta Education	\$ 117,985,380	\$ 120,366,002	\$ 119,575,795	\$ 112,647,164
Alberta Infrastructure	\$ 5,097,276	\$ 5,097,276	\$ 5,046,408	\$ 5,351,304
Other Government of Alberta	\$ 470,711	\$ 533,711	\$ 516,686	\$ 703,607
Other Alberta School Authorities	\$ 40,000	\$ 40,000	\$ 40,000	\$ 4,000
<b>Total</b>	<b>\$ 123,593,367</b>	<b>\$ 126,036,989</b>	<b>\$ 125,178,889</b>	<b>\$ 118,706,075</b>



## Operating Revenues - Continued



### Federal and Other Government

Represents amounts billed for tuition for students living on the Kainai reserve and secondment funding and other related government bodies. The budget(s) for these revenues are somewhat based on historical funding received; however, takes a conservative approach as these can vary significantly from year-to-year. The operating budget (Sept 30th budget) was increased specifically for the additional \$40,000 of revenues to provide the coordination of transportation services for another school division.

There was an increase in the number of students as compared to the budget projections as the budget is estimated on a conservative basis. This increase in students from Kainai reserve increased the total tuition received from First Nations. The 2020/2021 revenues are decreased from the prior year as there was a reduction in the students attending the Division in 2020/2021 as a result of COVID-19.

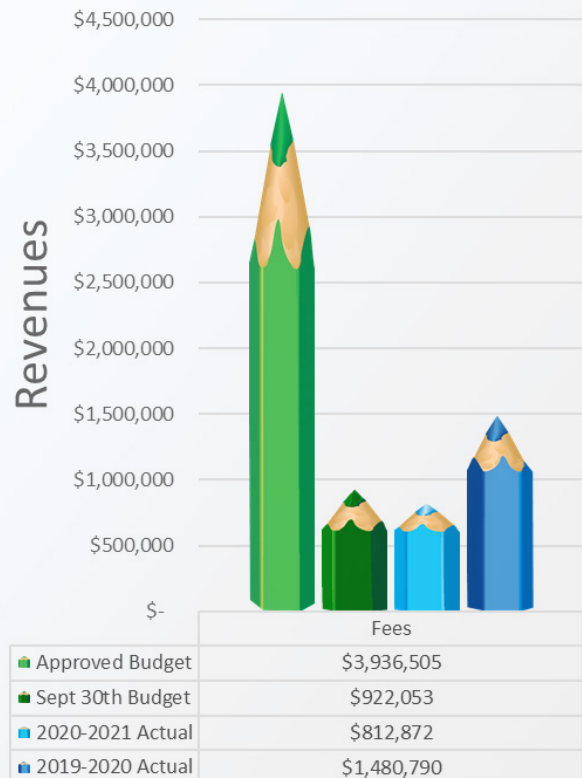
There was no federal funding received or projected for staff secondments in 2020/2021.

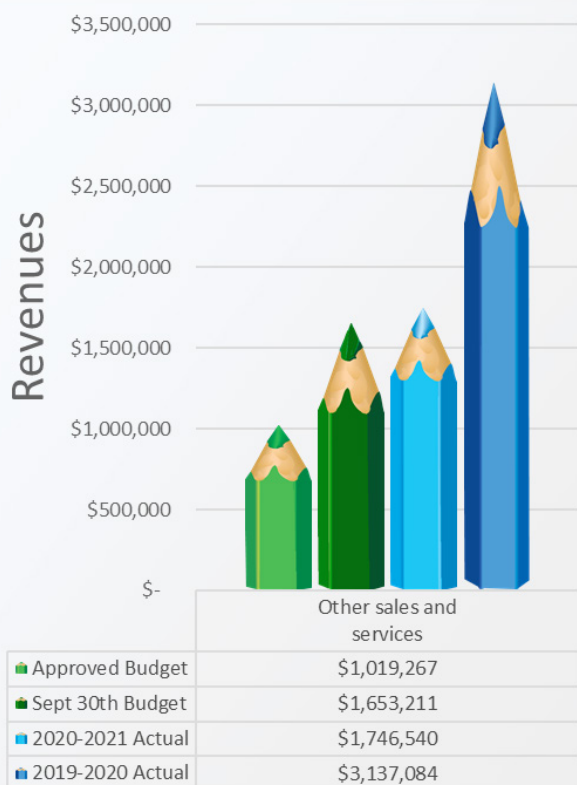
### Fees

Reflects fees that are collected for optional programming, school generated activity fees, and preschool fees.

The preliminary and operating budget (Sept 30th budget) are based on the estimated School Generated Funds (SGF) fees that are to be received for school based activities (i.e., extracurricular, non-curricular travel, etc.) and for the estimated preschool fees to be collected. These amounts may change based on additional information available at the time the budget is developed. The Operating budget was updated to significantly reduce the SGF activities that could occur during the year as a result of the COVID-19 pandemic (the Preliminary Budget was based on normal operations - did not include the effects of COVID-19).

The 2020/2021 actual fee revenues were overall comparable to the updated operating budget. These revenues were still less than the 2019/2020 year as the prior year included school closures due to COVID-19 which effected the last couple months of the prior year (many of the larger travel-based activities would have occurred during the school closures).





### Other Sales & Services

Other sales & services include funds received for staff that are seconded to the University of Lethbridge, homestay/insurance services for international students and other sales and services included in the school generated activities or the Division.

The operating budget (Sept 30th budget) was updated for the projected \$1.11 million in proceeds on the bus sale as part of the termination of the transportation/bussing service that were contracted through the City of Lethbridge. These increases were also partially offset by reductions to the projected School Generated Funds (SGF) sales/services.

The 2020/2021 actual revenues were overall comparable to the operating budget projections. The prior year included an additional \$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. SGF sales and services were also higher in the prior year with only partial year effects.

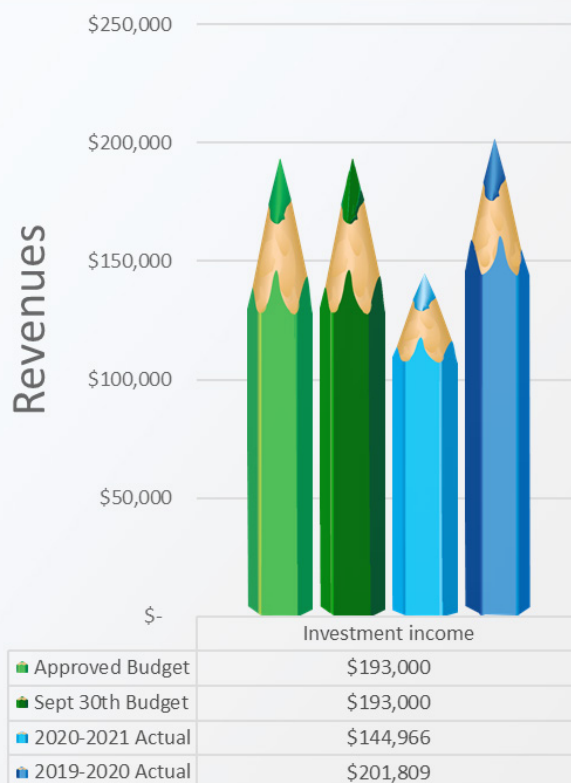
### Investment Income

Interest earned on the cash and investments held by the Division as part of the operating revenues and reserves.

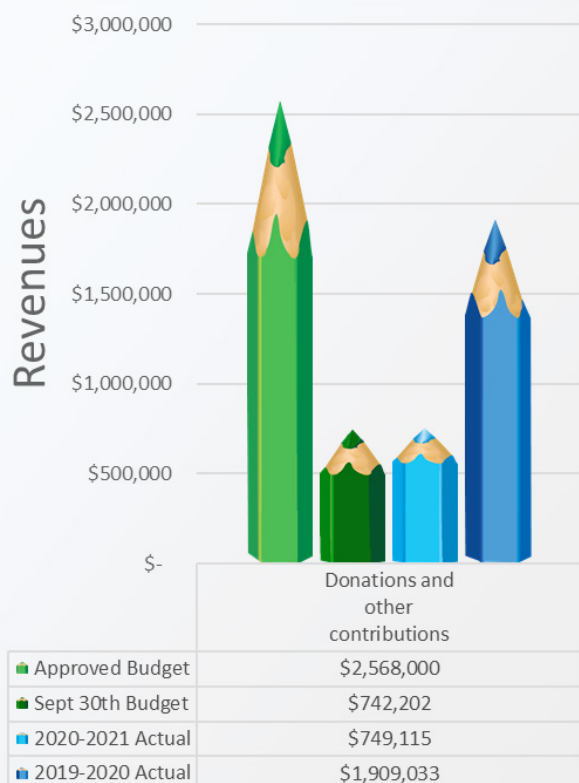
The preliminary and operating budget (Sept 30th budget) are based on the investment income that was earned in the prior years; whereas, this is typically budgeted on a conservative basis (should there be fluctuations in the investment rates).

The 2020/2021 actual revenues were less than budget(s) and the prior year as the investment rates that tied to the bank's prime rate; whereas, in March 2020, the prime rate decreased drastically with the reductions in the global markets as a result of COVID-19 pandemic. This rate reduction had partial impact on the 2019/2020 fiscal year; whereas, these rates stayed low for 2020/2021.

To maximize the Division's investment income for future years, the Division moved funds from cash into term deposit accounts that provide a higher rate of return. The term deposit accounts are also tied to the bank's prime rate; therefore, should rates begin to increase, the investment income will also increase further.



## Operating Revenues - Continued



### Donations and Other Contributions

Donations and other contributions include donations received by the Division and/or through funds raised for the benefit of school generated activities that are co-curricular in nature, including fundraising and donations. Fundraising include a-thons, and fundraising sales.

The Operating budget was updated significantly to reduce the SGF donations and fundraising activities that could occur during the year as a result of the COVID-19 pandemic (the Preliminary Budget was based on normal operations - did not include the effects of COVID-19).

The 2020/2021 actual fundraising and donation revenues were overall comparable to the updated operating budget. These revenues were still less than the 2019/2020 year as the prior year included school closures due to COVID-19 which effected the last couple months of the prior year (partial year effects).

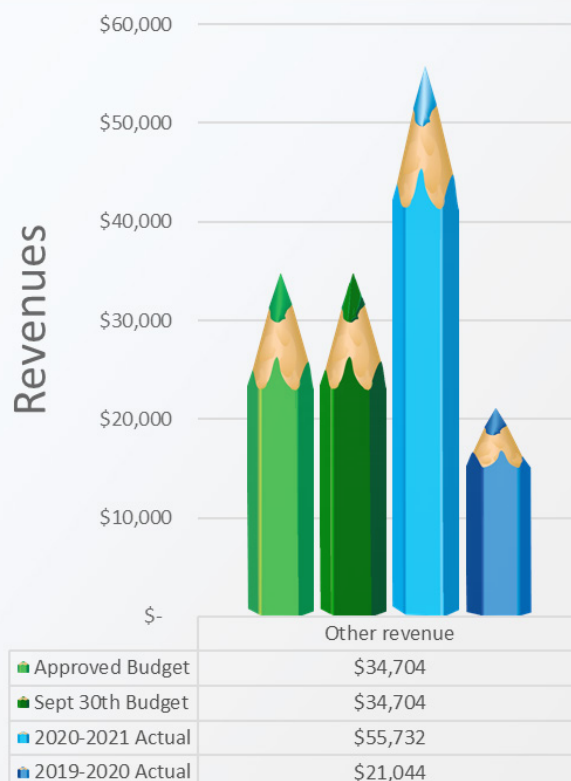
### Other Revenue

Other revenues include rental revenues, gains on disposal of tangible capital assets, and other types of revenues. Rental revenues are funds charged for use of facility space for external programs and operations such as the Southern Alberta Professional Development Consortia and the Boys and Girls Club of Lethbridge.

The 2020/2021 actual other revenues were increased from the budget(s) and the prior year as there were increases in the recognized supported deferred capital contributions specifically relating to Other Funding Sources (other than Government of Alberta) that funded capital (i.e., City contributions for upsizing school gyms as part of the Joint Use Agreements).

The rental revenues were overall comparable to the Operating Budget.

There were no gains on disposals in the current nor within the prior year.





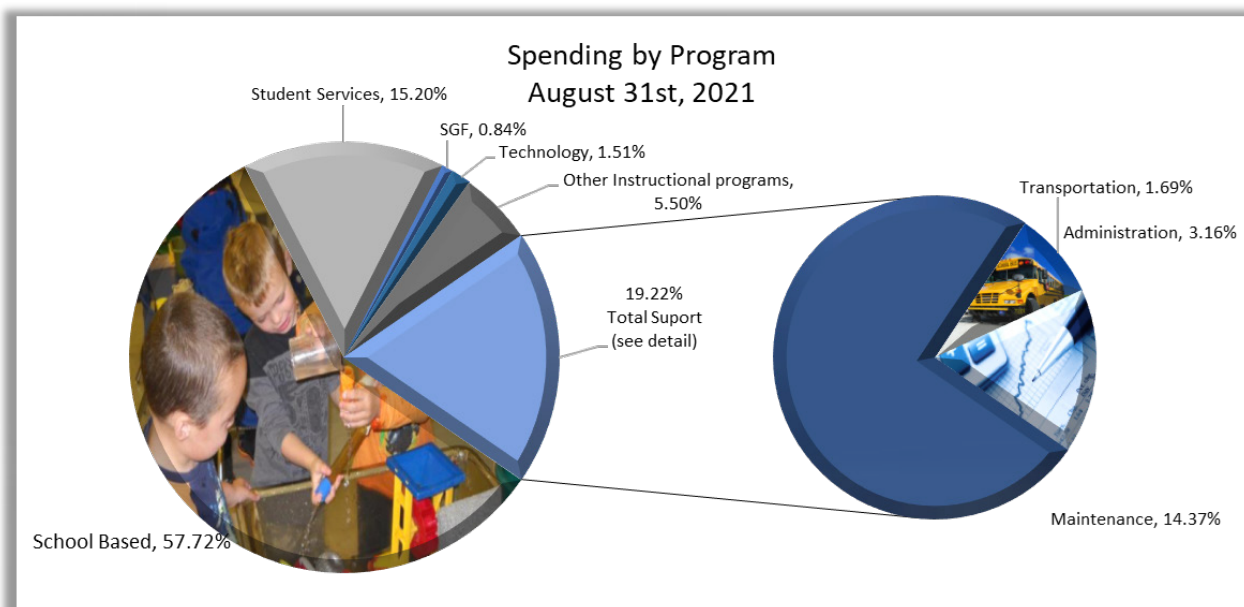
## Operating Expenses (by program)



The Statement of Operations presents the operating expenses by each of the segments/program areas operating within the Division, including: Instruction of Pre-Kindergarten, Instruction of Kindergarten to Grades 12, Operations and Maintenance, Transportation, System Administration, and External Services (International Program). Spending by major program areas are illustrated below:

	Approved May Budget	September 30th Budget	2020-2021 Actual	2019-2020 Actual
<b>EXPENSES (by program)</b>				
Instruction - Pre Kindergarten	\$ 2,733,030	\$ 2,681,178	\$ 2,490,639	\$ 5,110,935
Instruction - Kindergarten to Grades 12	\$ 105,379,192	\$ 102,387,325	\$ 100,250,944	\$ 98,082,847
Operations & Maintenance	\$ 18,377,017	\$ 19,738,879	\$ 18,315,364	\$ 15,262,572
Transportation	\$ 2,723,518	\$ 2,750,796	\$ 2,194,221	\$ 1,821,447
System Administration	\$ 4,181,195	\$ 4,181,195	\$ 3,984,953	\$ 4,095,662
External Services	\$ 300,000	\$ 216,000	\$ 178,930	\$ 275,580
<b>Total expenses</b>	<b>\$ 133,693,952</b>	<b>\$ 131,955,373</b>	<b>\$ 127,415,051</b>	<b>\$ 124,649,043</b>

The Division had total operating expenses of \$127.42 million for the school year ended August 31, 2021. This was \$4.54 million lower than the \$131.96 million included in the September 30th budget.



The Schedule of Program Operations (Schedule 3) provides additional analysis on the operating expenses by redisplaying the expenses by both program and type of expenses (i.e., salaries, benefits, services/contracts/supplies, amortization, and interest). See the following page for a breakdown of expenses by major program and by expense type.

*Note that the segments/programs were updated in 2020/2021 for the instructional programs (as part of the Province's updates to the Funding Framework and the related reporting. In prior years, Instruction was separated by ECS and Grades 1-12, which ECS included both Pre-Kindergarten and Kindergarten. The updated reporting moves Kindergarten to the larger segment; therefore resulting in Instruction being separated by Pre-Kindergarten and Kindergarten to Grade 12.*

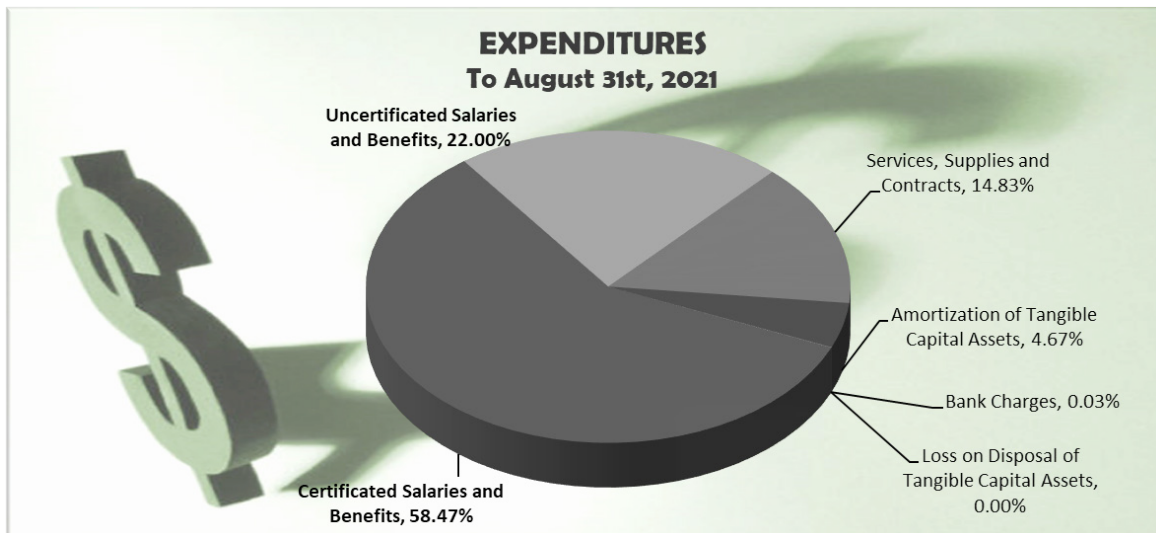


## Operating Expenses (by program) - Continued



	Instruction - Pre Kindergarten	Instruction - Kindergarten to Grades 12	Operations & Maintenance	Transportation	System Administration	External Services	Total
<b>APPROVED MAY BUDGET</b>	\$ 2,733,030	\$ 105,379,192	\$ 18,377,017	\$ 2,723,518	\$ 4,181,195	\$ 300,000	\$ 133,693,952
<b>SEPTEMBER 30TH BUDGET</b>	\$ 2,681,178	\$ 102,387,325	\$ 19,738,879	\$ 2,750,796	\$ 4,181,195	\$ 216,000	\$ 131,955,373
<b>2020-2021 - EXPENSES (by type):</b>							
Certificated Salaries and Benefits	\$ 3,011,141	\$ 69,187,093	\$ -	\$ -	\$ 845,990	\$ 90,729	\$ 74,496,060
Non-certificated Salaries and Benefits	\$ 4,769,487	\$ 14,746,210	\$ 4,518,433	\$ 85,096	\$ 2,236,123	\$ 39,541	\$ 28,028,324
<b>Total Salaries and Benefits</b>	<b>\$ 7,780,628</b>	<b>\$ 83,933,303</b>	<b>\$ 4,518,433</b>	<b>\$ 85,096</b>	<b>\$ 3,082,113</b>	<b>\$ 130,270</b>	<b>\$ 102,524,384</b>
Services, Contracts and Supplies	\$ 242,637	\$ 10,220,782	\$ 6,246,832	\$ 1,723,630	\$ 831,589	\$ 145,310	\$ 18,900,420
Amortization of TCA	\$ -	\$ 931,253	\$ 4,497,307	\$ 12,721	\$ 181,960	\$ -	\$ 5,944,798
Interest and Charges	\$ -	\$ 85,179	\$ -	\$ -	\$ -	\$ -	\$ 41,175
Losses on Disposal of TCA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,274
<b>Total expenses</b>	<b>\$ 2,490,639</b>	<b>\$ 100,250,944</b>	<b>\$ 18,315,364</b>	<b>\$ 2,194,221</b>	<b>\$ 3,984,953</b>	<b>\$ 178,930</b>	<b>\$ 127,415,051</b>
<b>2019-2020 - EXPENSES</b>	<b>\$ 5,110,935</b>	<b>\$ 98,082,847</b>	<b>\$ 15,262,572</b>	<b>\$ 1,821,447</b>	<b>\$ 4,095,662</b>	<b>\$ 275,580</b>	<b>\$ 124,649,043</b>

See the *Operating Expenses by Type* section for additional review



See the following [Financial Charts & Graphs](#) section for additional review

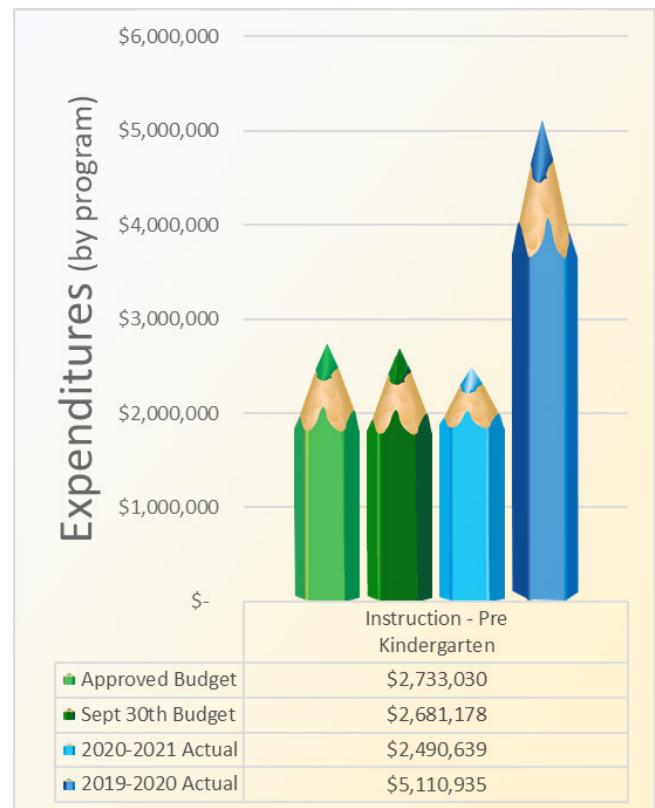
### **Instruction - Pre-Kindergarten**

Instruction - Pre-Kindergarten ("Pre-K") represents expenses for early education programs, which includes the Early Education Program (EEP), Program Unit Funding (PUF) for early learners requiring specialized supports in Pre-Kindergarten.

The operating budget (Sept 30th budget) was updated for a reduction in the projected EEP fees as there were reductions in students; whereas, these reductions were partially offset by a portion of the Critical Workers Benefit grants/costs relating to Pre-K programs.

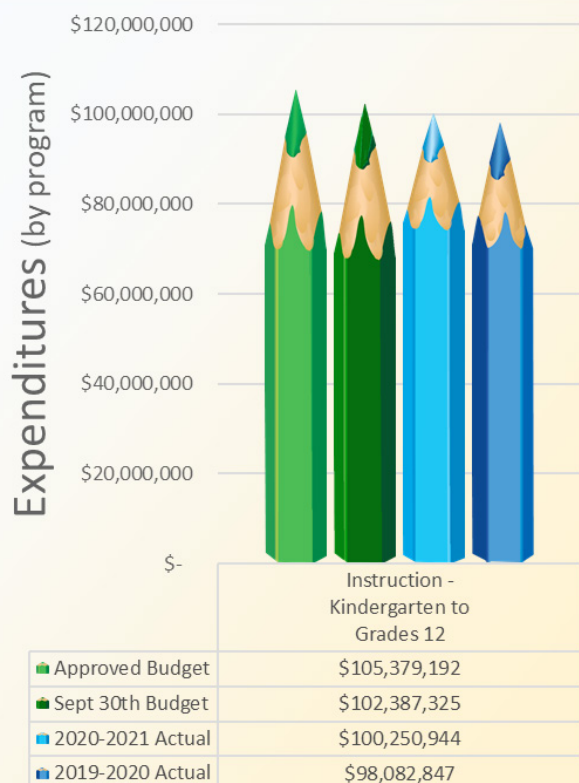
The Instructional Pre-K actual costs were less than the September 30th operating budget as there were overall staff savings between the PUF and EEP programs. Some of the reductions in staffing related to the timing of being able to hire the Educational Assistant. There were also some additional savings on related service costs.

There were significant decreases from the prior year in both actuals and budgets as 2019/2020 had significantly higher levels of Pre-K PUF & EEP students (reduced enrolment due to COVID-19) and the PUF eligibility changed as part of the new Funding Framework.





## Operating Expenses (by program) - Continued



The Instructional Programs (including ECS and Grades 1-12) represent the vast majority of the Division's budget. For budget 2020/2021, these sections accounted for 81% of the Division's total operating budget.



### Instruction - Kindergarten to Grades 12

Instruction - Kindergarten to Grades 12 represent expenses from kindergarten to grade twelve, school generated activities and supporting programs such as Inclusive Education, Technology, Instructional support, counselling, First Nations Metis and Inuit (FNMI) programming, and Institutional programs.

Although the operating budget (Sept 30th budget) is decreased from the preliminary budget. The Operating budget was updated for the reduction for the Weighted Moving Average (WMA) liability and the projected \$5.16 million decrease to School Generated Funds (SGF) costs due to COVID-19 pandemic as many of the SGF activities were not available in the year. These reductions were partially offset by the addition of the Safe Return to Class program was also added of \$4.14 million and the addition of the Critical Worker Benefits (CWB) staffing costs relating to K-12 instructional programs.

The Grades 1-12 Instructional expenses were \$2.14 million less than September 30th budget (approx. 2.1%). The majority of these reductions relate to the following:

- Staffing costs were less than budget due to that were reduced student enrolment levels (including reductions in complex needs) and as a result some educational staff positions were not specifically filled as they are hired based on student needs.
- The COVID19 pandemic also created significant delays in supply chain for supplies and equipment; whereas, many products are taking a significantly more time to be produced and shipped than in other prior years (many orders were carried forward to the 2021/2022 school year).
- Inclusive Education also had savings on projected Occupational Therapists as specific complex services were covered by Alberta Health Services (was previously provided by RCSD programs).
- Contingency accounts at the schools were not fully utilized by many of the schools (carried forward to the 2021/2022 school year).

Increases from prior year relates to the increases in staffing costs and the implementation of the Safe Return to Class program; however, these budgeted cost increases were offset in 2020/2021 with the reductions in student enrolment as a result of the COVID-19 pandemic.

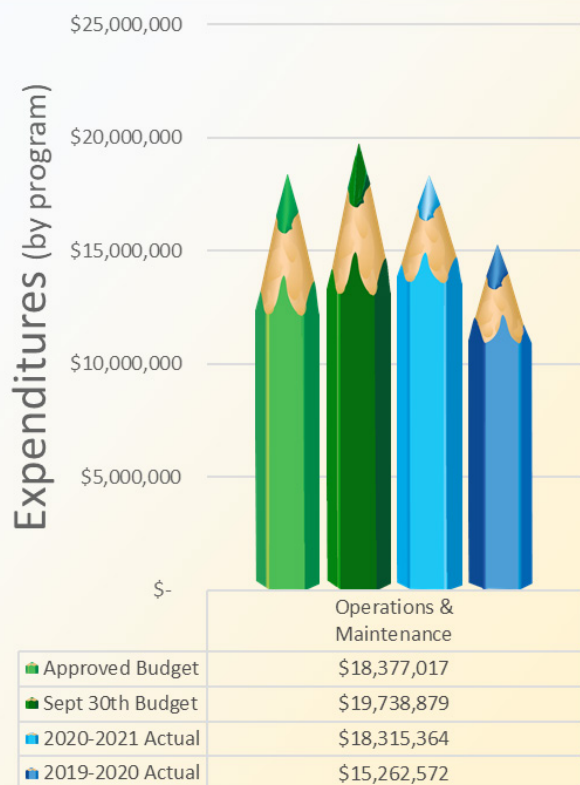


	Approved May Budget	September 30th Budget	2020-2021 Actual	2019-2020 Actual
<b>Instruction - Kindergarten to Grades 12</b>				
School Based Instruction	\$ 65,252,672	\$ 66,263,863	\$ 64,554,213	\$ 66,116,285
Inclusive Learning Supports	\$ 11,921,610	\$ 11,930,251	\$ 7,849,145	\$ 7,849,145
Shared Instructional Services	\$ 10,539,028	\$ 10,888,741	\$ 10,655,484	\$ 10,655,484
School Generated Funds Activities	\$ 6,312,715	\$ 1,151,404	\$ 3,596,345	\$ 3,596,345
Technology	\$ 2,639,705	\$ 2,039,705	\$ 3,778,094	\$ 3,778,094
Institutional Programs	\$ 978,773	\$ 978,774	\$ 893,250	\$ 893,250
Division of Instructional Services	\$ 667,554	\$ 692,554	\$ 792,627	\$ 792,627
FNMI Programming	\$ 612,499	\$ 637,629	\$ 394,919	\$ 394,919
Counselling Program	\$ 2,402,148	\$ 2,475,148	\$ 2,547,394	\$ 2,547,394
Other Instructional Programs	\$ 4,052,488	\$ 5,329,256	\$ 5,189,471	\$ 1,459,303
<b>Total</b>	<b>\$ 105,379,192</b>	<b>\$ 102,387,325</b>	<b>\$ 100,250,944</b>	<b>\$ 98,082,847</b>

	Approved May Budget	September 30th Budget	2020-2021 Actual	2019-2020 Actual
<b>School Based Instruction</b>				
<b>High Schools:</b>				
Lethbridge Collegiate Institute	\$ 4,730,506	\$ 4,838,442	\$ 4,811,238	\$ 4,662,875
Winston Churchill High School	\$ 5,022,721	\$ 5,112,548	\$ 4,862,689	\$ 5,159,266
Chinook High School	\$ 6,323,700	\$ 6,828,671	\$ 6,584,962	\$ 6,275,125
Victoria Park High School	\$ 1,968,799	\$ 2,052,058	\$ 2,043,636	\$ 1,874,727
Immanuel Christian Secondary School	\$ 1,918,877	\$ 1,912,414	\$ 1,842,481	\$ 1,894,172
<b>Middle Schools:</b>				
GS Lakie Middle School	\$ 2,785,590	\$ 2,810,261	\$ 2,715,328	\$ 2,757,567
Wilson Middle School	\$ 3,933,002	\$ 4,044,944	\$ 3,866,797	\$ 3,883,737
Gilbert Paterson Middle School	\$ 4,266,786	\$ 4,298,370	\$ 4,172,030	\$ 4,258,648
Senator Joyce Fairbairn Middle School	\$ 3,284,643	\$ 3,368,375	\$ 3,219,473	\$ 2,863,099
<b>Elementary Schools:</b>				
Senator Buchanan Elementary School	\$ 1,776,878	\$ 1,809,258	\$ 1,803,519	\$ 1,983,171
Immanuel Christian Elementary School	\$ 1,648,687	\$ 1,600,102	\$ 1,555,606	\$ 1,683,817
Ecole Agnes Davidson Elementary School	\$ 2,883,796	\$ 2,960,159	\$ 2,831,434	\$ 2,986,374
Fleetwood-Bawden Elementary School	\$ 1,932,064	\$ 2,004,320	\$ 1,963,560	\$ 2,102,342
Galbraith Elementary School	\$ 2,280,391	\$ 2,359,595	\$ 2,284,363	\$ 2,450,242
Lakeview Elementary School	\$ 2,972,593	\$ 3,049,344	\$ 3,019,310	\$ 3,040,239
General Stewart Elementary School	\$ 827,031	\$ 840,306	\$ 825,954	\$ 844,545
Westminster Elementary School	\$ 1,293,987	\$ 1,235,510	\$ 1,210,394	\$ 1,373,728
Lethbridge Christian School	\$ 1,409,811	\$ 1,310,969	\$ 1,292,947	\$ 1,434,454
Coalbanks Elementary School	\$ 3,236,290	\$ 3,224,411	\$ 3,136,363	\$ 2,994,177
Ecole Nicholas Sheran Elementary School	\$ 2,881,147	\$ 2,969,718	\$ 2,892,760	\$ 3,132,234
Park Meadows Elementary School	\$ 1,935,137	\$ 1,841,906	\$ 1,814,319	\$ 2,026,723
Dr. Robert Plaxton Elementary School *	\$ -	\$ -	\$ 97,982	\$ -
Mike Mountain Horse Elementary School	\$ 2,908,107	\$ 2,818,505	\$ 2,758,437	\$ 3,225,075
Dr. Gerald B. Probe Elementary School	\$ 3,032,129	\$ 2,973,677	\$ 2,948,633	\$ 3,209,947
<b>Total</b>	<b>\$ 65,252,672</b>	<b>\$ 66,263,863</b>	<b>\$ 64,554,213</b>	<b>\$ 66,116,285</b>

\* A new elementary school, Dr. Robert Plaxton Elementary School, is to be opened for the 2021/2022 school year (2020/2021 costs relate to some start-up staffing and supply costs).

## Operating Expenses (by program) - Continued



### Operations & Maintenance

Operations and maintenance expenses represent spending on operating and maintaining the Division's schools and facilities. These expenses include: maintenance and caretaking personnel, utilities, contracted maintenance, and Infrastructure Maintenance and Renewal (IMR) projects.

The operating budget (Sept 30th budget) was updated for the addition of the facility lease grant, and a portion of the Safe Return to Class and Critical Workers Benefit grants/costs relating to caretaking and maintenance staff.

Operations and maintenance expenses were less than the September 30th budget which was mostly due to the Infrastructure, Maintenance & Renewal (IMR) grant was recognized was \$957,000 less than budgeted. There were two major HVAC upgrades at two schools and a LED lighting upgrade project were capitalized.

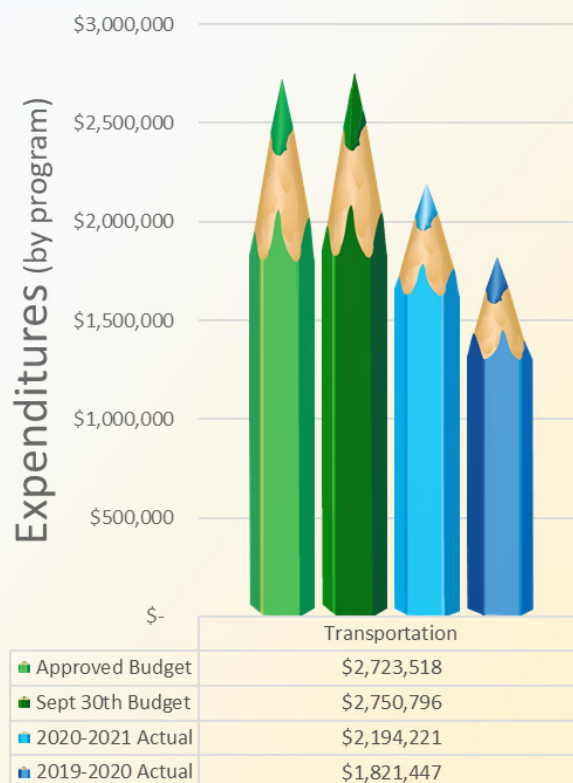
Increases from prior year relates to increases in the total operating IMR expenditures recognized and increases in the operating budgets for staffing and costs from the prior year with the changes in the Funding Framework.

### Transportation

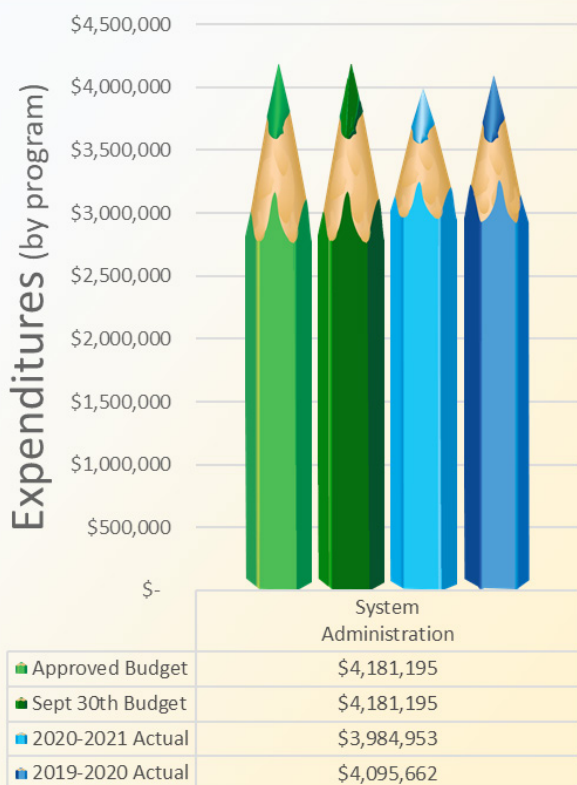
Transportation expenses represent the cost of contracted bussing to bus students who reside more than 2.4 km away from their resident school. These costs include the operation of buses, "cost sharing arrangements" between the City of Lethbridge and Holy Spirit Catholic Schools. As the City of Lethbridge decided to terminate the transportation/bussing services, the Division had entered into an agreement with Southland Transportation Ltd to provide the Division's transportation/bussing services.

The operating budget (Sept 30th budget) was increased as the Division received an additional \$40,000 to provide the coordination of transportation services for another school division.

The actual expenses were less than the operating budget; whereas, the City of Lethbridge had rebated some invoicing during the year, there was reduced student ridership with COVID-19, and not requiring contributions towards the Bus replacement fund as the City terminated the service agreement for busing. There was an increase from the prior year as 2019/2020 included some school closures due to COVID-19 and no transportation services were provided for those months in the prior year.







### System Administration

System Administration expenses represent the cost of the Board of Trustees, Finance, Human Resources, System Instructional Support, and the Office of the Superintendent.

The Administrative expenses were less than the September 30th budget. There specific contracted services, professional development, and supplies that were not required during the year.

The 2020/2021 Administrative expenses equate to 3.16% of the total expenses (prior year at 3.29%), which is within the 3.60% maximum for Administrative costs as historically set out by Alberta Education.

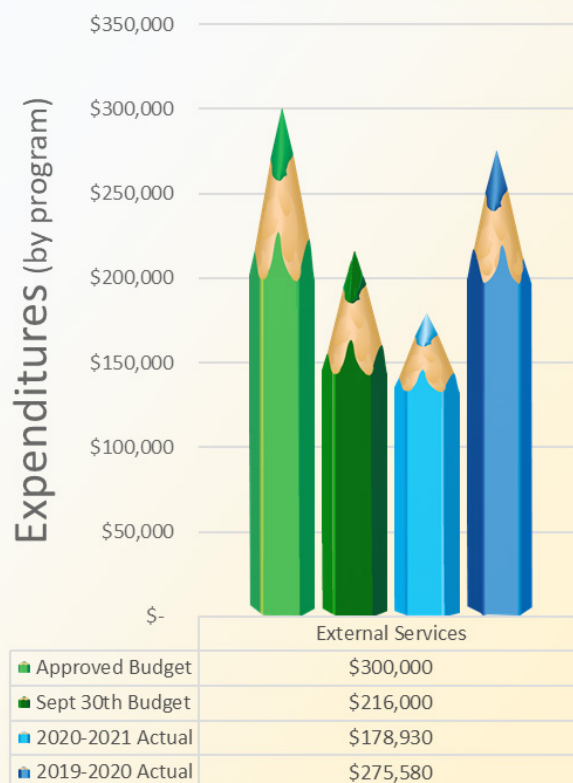
Overall, the total Administrative expenses remained consistent with the prior year (with a slight decrease); whereas, the decrease in the percentage compared to total expenses relates to the overall expense reduction of the prior year as a result of COVID-19 school closures, staff layoffs and other cost reductions in the 2019/2020.

### External Services

An External Service represents costs that are outside regular provincially mandated instruction and operations. For the Division, the International Services program provides programming to students from other countries who pay tuition fees to attend Division schools. Costs include the homestay providers, student insurance, student recruitment, and administration of the program. Tuition fees are collected from international students in this program.

The September 30th operating budget was reduced from the preliminary budget as there was a projected reduction in the amount of international students as a result of COVID-19.

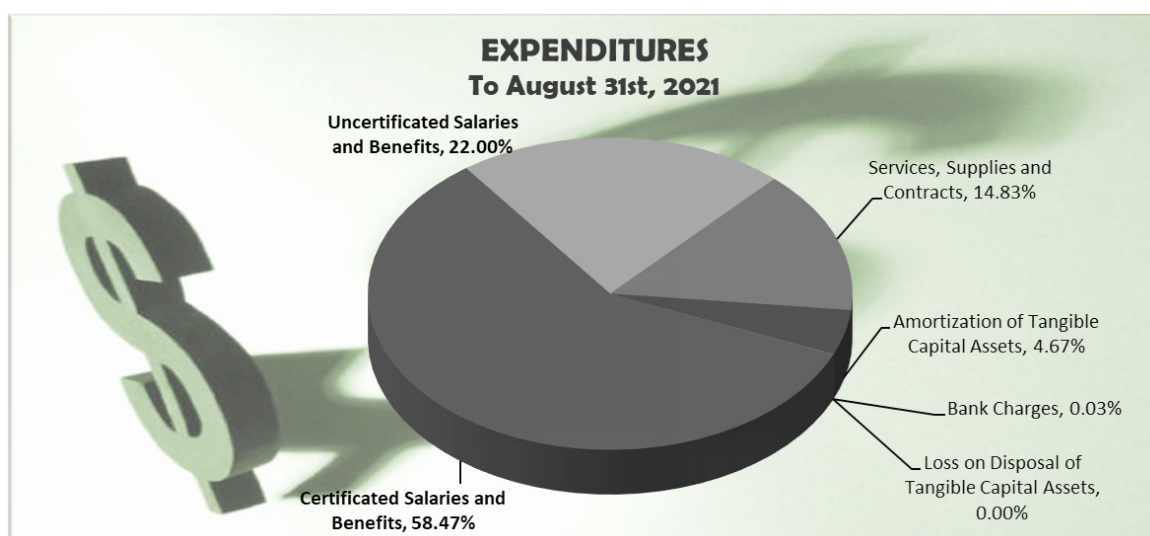
The actual expenses were less than the operating budget as there were unused contingency costs; whereas, the profit on the international program are partially allocated to those schools that had these international students attending their schools (as an internal reserve transfer). The 2020/2021 costs are less than the prior year as the prior year included a larger number of international students attending the Division.



## Operating Expenses (by type)

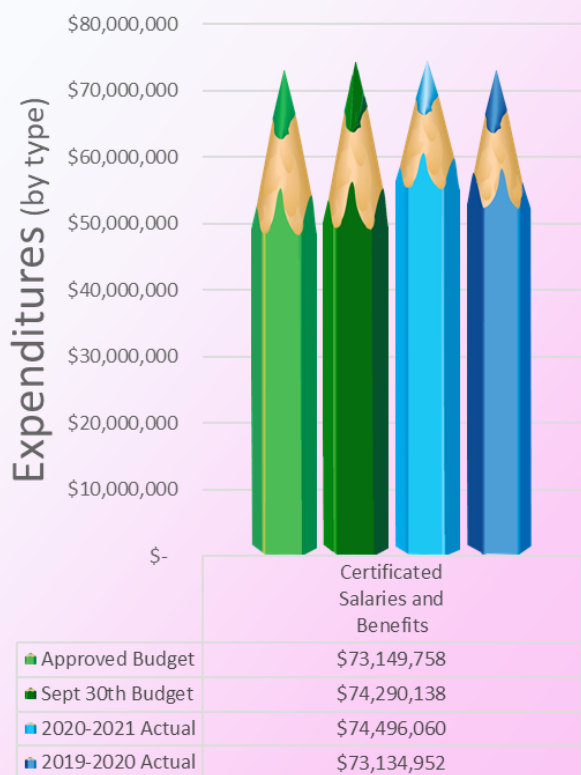
Supplemental to the Statement of Operations, the Schedule of Program Operations (Schedule 3) provides additional analysis on the operating expenses by redisplaying the expenses by both program and by the type of expenses. The following is a summary of expenses by types:

	Approved May Budget	September 30th Budget	2020-2021 Actual	2019-2020 Actual
<b>EXPENSES (by type)</b>				
Certificated Salaries and Benefits	\$ 73,149,758	\$ 74,290,138	\$ 74,496,060	\$ 73,134,952
Non-certificated Salaries and Benefits	\$ 27,656,995	\$ 28,459,942	\$ 28,028,324	\$ 26,394,890
Services, Contracts and Supplies	\$ 27,193,674	\$ 23,511,768	\$ 18,900,420	\$ 19,410,782
Amortization of TCA:				
Amortization of supported TCA	\$ 5,097,276	\$ 5,097,276	\$ 5,394,955	\$ 5,351,304
Amortization of unsupported TCA	\$ 561,249	\$ 561,249	\$ 549,843	\$ 271,936
Interest and Finance Charges:				
Supported Interest on Capital Debt	\$ -	\$ -	\$ -	\$ -
Other Interests and Finance Charges	\$ 35,000	\$ 35,000	\$ 41,175	\$ 85,179
Other Expenses:				
Losses on Disposal of TCA	\$ -	\$ -	\$ 4,274	\$ -
<b>Total expenses</b>	<b>\$ 133,693,952</b>	<b>\$ 131,955,373</b>	<b>\$ 127,415,051</b>	<b>\$ 124,649,043</b>



As shown above, approximately 80% of the Division's expenses relate to staffing in salaries and benefits. According to the 2019 Economic Development survey, Lethbridge School Division was considered the 3rd largest employer in the City of Lethbridge. This includes a wide range of staffing positions including teachers, educational assistants, principals, student support workers, administrative support, caretakers, maintenance staff, and multiple other positions to support student learning.

See the following [Financial Charts & Graphs](#) section for additional review



### **Certificated Salaries and Benefits**

Certificated staffing includes all certificated teaching staff within the Division (staff that have a teaching certificate). This includes all of the classroom teachers, principals, and other staff that require a teaching certificate such as lead teachers, instructional directors and superintendents.

The operating budget (Sept 30th budget) was increased from the preliminary budget with the addition of Safe Return to Class grant program. Certificated salaries and benefits are budgeted to be higher in 2020/2021 by a net increase of 8.5 FTE of additional classroom teachers (up to a total of 637 FTE of certificated staff).

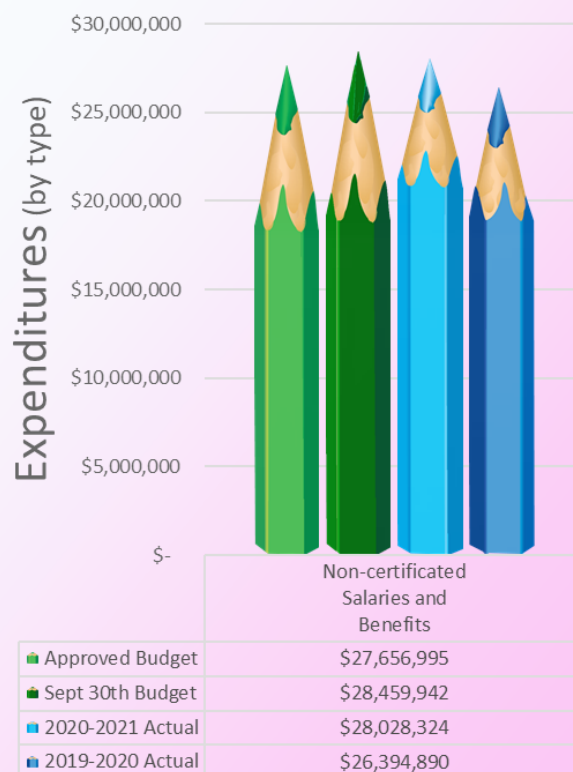
The 2020/2021 actuals were slightly more than the operating budget as the average benefit costs had increased during the year with increased benefit premiums and higher utilization of benefits compared to the projected budget. These benefit cost increases were partially offset by some savings on projected substitute costs for staff replacements as the Division had increased these budgets in 2020/2021 for the projected staff leaves (compared to other years). These costs were increased from the prior year with the increase in the total staffing levels and the increases in benefit costs.

### **Non-Certificated Salaries and Benefits**

Non-certificated staff includes all of the support staff within the Division (everyone else that does not specifically hold a teaching certificate). This includes all of the educational assistants, administrative support, caretakers, maintenance, and all other staffing positions.

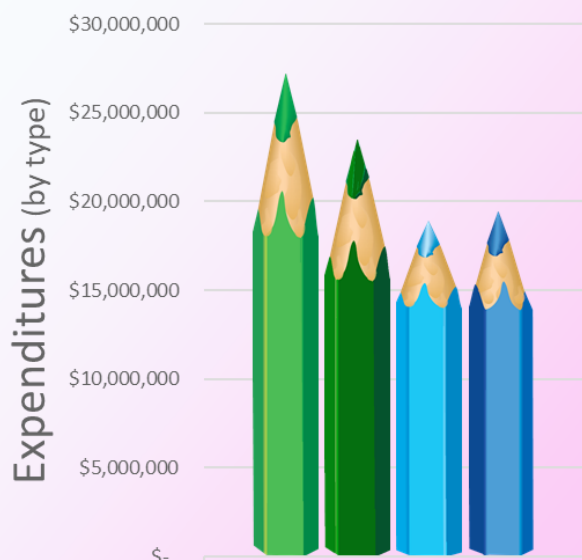
The operating budget (Sept 30th budget) was increased from the preliminary budget with the addition of Safe Return to Class grant program and the additional funding/costs of the Critical Worker Benefit program. Although there was a slight decrease in FTE from the preliminary budget, there were increases in support substitute costs and additional benefit costs with the Critical Worker Benefit program.

The 2020/2021 actuals were slightly less than the operating budget as the reduction related to the timing of being able to hire the Educational Assistant and other staff vacancies. These cost savings were somewhat offset by increases in the average benefit costs with increased benefit premiums and higher utilization of benefits compared to the projected budget. The costs were increased from 2019/2020 as the prior year included some support staff layoffs from the school closures.





## Operating Expenses (by type) - Continued



Approved Budget	\$27,193,674
Sept 30th Budget	\$23,511,768
2020-2021 Actual	\$18,900,420
2019-2020 Actual	\$19,410,782

### Services, Contracts, and Supplies

Services, contracts, and supplies includes a wide variety of costs for the Division. These can include consulting costs, IMR costs, maintenance costs, SGF Activity costs, computer services, insurance, textbooks, classroom supplies, and other services/supplies.

The operating budget (Sept 30th budget) was significantly reduced for the projected \$5.16 million decrease to School Generated Funds (SGF) costs due to COVID-19 pandemic as many of the SGF activities were not available in the year. These cost decreases were partially offset by the increased for the additional lease costs to the Society owned buildings and the projected funds received on the proceeds for the bus sales which was planned to upgrade technology evergreening and classroom furniture/equipment upgrades.

The 2020/2021 actuals were less than the operating budget as the IMR costs were approx. \$957,000 less than budget as the Division had large HVAC upgrades and LED upgrades capitalized during the year. There were also many costs that were less than budget, including consulting costs, transportation, and supply/equipment costs as a result of supply chain delays.

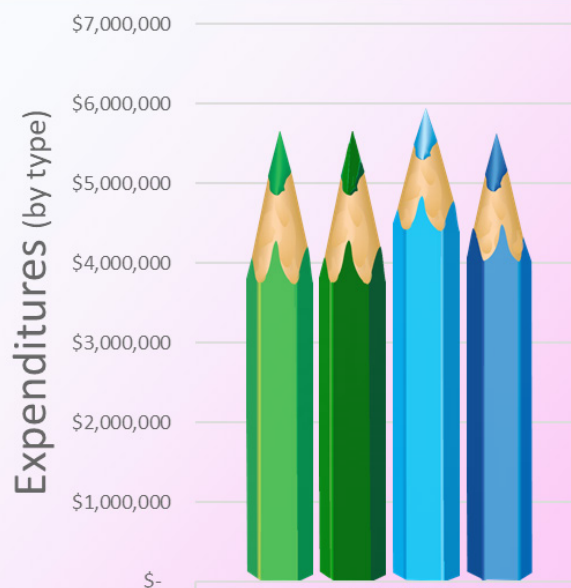
### Amortization of TCA

The amortization of tangible capital assets (TCA) is the systematic allocation of an asset to expense over a certain period of time. This is a non-cash transaction, in which, an asset is expensed over its projected useful life.

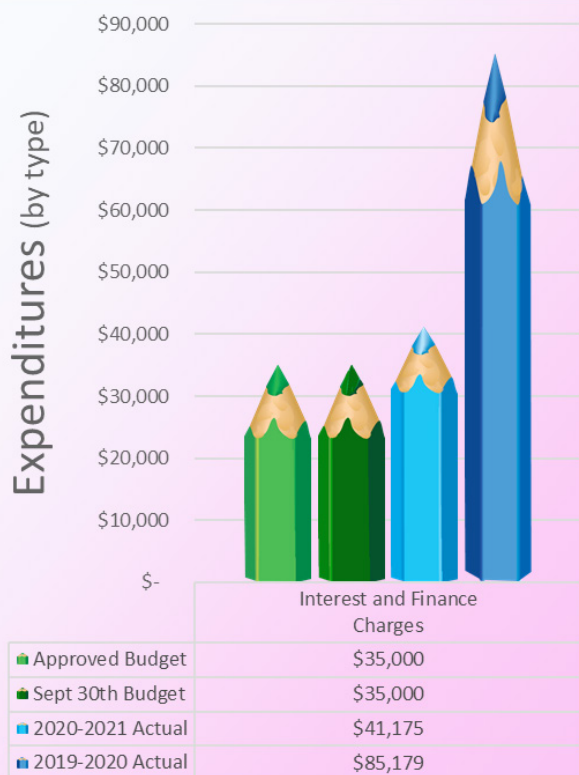
This reflects the supported amortization of capital assets that have been acquired through specific financial support by the Province of Alberta (such as school facilities) and unsupported amortization of capital assets that have been funded through the use of Division's operating funds.

The budget(s) are typically based on the prior year's amortization that has been recorded; whereas, the operating budget (Sept 30th budget) was maintained as it was similar to the 2019/2020 amortization levels.

The 2020/2021 amortization increased from the prior year as some of the new schools and related equipment have been put into service and are now being amortized. There is also amortization on some of the major IMR projects that have been capitalized.



Approved Budget	\$5,658,525
Sept 30th Budget	\$5,658,525
2020-2021 Actual	\$5,944,798
2019-2020 Actual	\$5,623,240



### Interest and Finance Charges

Interest and finance charges mainly include service charges for online banking acceptance of credit cards, foreign currency exchange, and interest costs of supported debenture debt.

The budget(s) do not specifically include budgeted foreign exchange or online fee payment costs.

The 2020/2021 actual are decreased from the prior year as there was an overall reduction in the amount of online fees. The prior year included some significant fees relating to additional online fee payment costs for the online reimbursement of prepaid student fees for activities that were cancelled during the year (there is a fee for both the initial collection of fees and the related reimbursement of cancelled fees).

The supported debentures were fully repaid during the 2017/2018 year, therefore, no applicable interest costs.

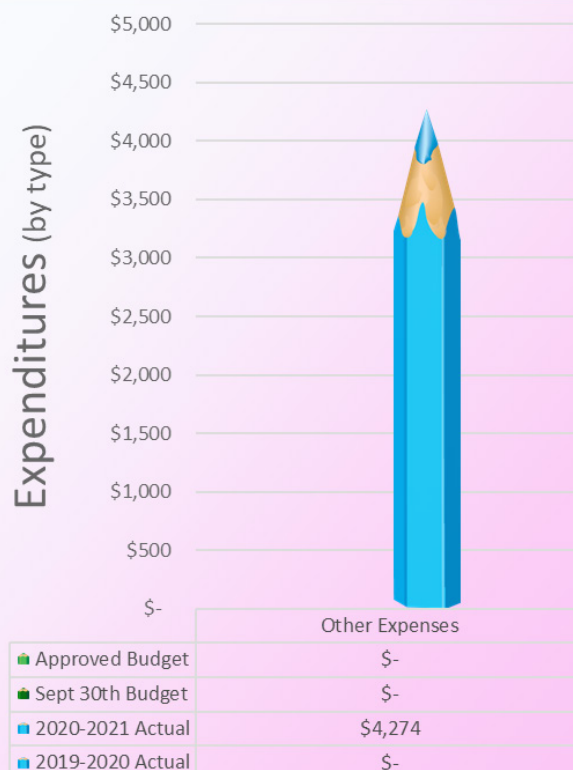
### Other Expenses

The other expenses include the losses on disposal of tangible capital assets (TCA) and any other expenses not specifically classified in the other types of expenses.

These types of expenses are not expected and therefore not specifically budgeted. Typically, any larger expected expenditures would have already been classified in the other expense types.

There was a net loss on the disposal/trade-in of capital equipment and vehicles during the year, include the sale of some Division owned buses and from the trade-in as part of a replacement of a bobcat.

These costs can fluctuate from year-to-year, depending on the types and related classification of activities.



## Other Statements, Schedules & Notes



All Statements, Schedules, and Notes that accompany the Audited Financial Statements provide useful information to understand the financial position and results of operations of the Division. Some schedules and notes are included that help to provide additional data, accountability, and transparency.

Alberta Education provides each School Division/Jurisdiction a financial statement template that is to be used for the preparation of the annual financial statements. This template includes the prescribed format for all statements and schedules required by the Division. The tables within the notes to the financial statements are also provided in a prescribed format.

### Statement of Cash Flows

The Statement of Cash Flows summarizes the sources and uses of cash and cash equivalents. It reconciles the cash position of the Division from the prior year using the operating revenues and expenses, capital funding and expenditures, investment and financing transactions.

As the revenues and expenses include “non-cash” transactions such as amortization expenses and the recognition of the Spent Deferred Capital Contributions (SDCC), these “non-cash” transactions are removed from the income to indicate the actual cash effects.

### Statement of Changes in Net Financial Assets

The Statement of Changes in Net Financial Assets summarizes the changes in the Net Financial Assets. It reconciles the Net Financial Assets of the Division from the prior year using the operating revenues and expenses, capital funding and expenditures, changes in Spent Deferred Capital Contributions (SDCC), and changes in the other non-financial assets such as prepaid expenses and other non-financial assets (i.e. inventory).

### Statement of Remeasurement Gains and Losses

The Statement of Remeasurement Gains and Losses summarizes the unrealized gains and losses on portfolio and other investments. Currently, this is not applicable to the Division.





## Schedules to the Financial Statements

There are a total of nine (9) audited & unaudited schedules in the financial statements, which are used to provide details to the financial statements.

Schedules 1-7 are **audited schedules** and are included as part of the annual financial statements. These schedules include:

### **Schedule 1 - Schedule of Net Assets**

Provides details on the changes in the components of Net Assets/Accumulated Surplus, including the transfers to and from each of these components (i.e., transfers from unrestricted to a restricted reserve).

### **Schedule 2 - Schedule of Deferred Contributions**

Provides a reconciliation of the deferred capital contributions. This includes the deferred operating contributions and both the unspent and spent deferred capital contributions.

### **Schedule 3 - Schedule of Program Operations**

Provides the details of the revenues and expenses for each of the Division's programs, including: Instruction - ECS, Instruction - Grades 1-12, Plant Operations and Maintenance, Transportation, Board & System Administration, and External Services.

### **Schedule 4 - Schedule of Operations and Maintenance**

Provides the additional details on the expenses within Operations and Maintenance. These include Custodial, Maintenance, Utilities/Telecommunications, IMR/Modular/Lease, Facilities, Unsupported and Supported expenditures.

### **Schedule 5 - Schedule of Cash, Cash Equivalents, and Portfolio Investments**

Provides details on the Cash and Investments, including interest rates, costs, market values, and maturity schedules.

### **Schedule 6 - Schedule of Tangible Capital Assets**

Provides details on the Tangible Capital Assets (TCA) including the historical costs, useful lives of the TCA, and the amount of amortization accumulated on the TCA. These details are provided for each of the major types of TCA (i.e., land, buildings, equipment, etc.)

### **Schedule 7 - Schedule of Remuneration and Monetary Incentives**

This schedule discloses the total remuneration, benefits, and other expenses for each of the Division's Trustees. It also discloses information relating to the Superintendent, the Secretary Treasurer, and the totals for certified/non-certified staff.

*Schedules continued on next page...*





## Schedules to the Financial Statements - Continued

Schedule 8-9 are **unaudited schedules** that are to provide supplementary data to the financial statements. These schedules include:

### **Schedule 8 - Unaudited Schedule of Fees**

This unaudited schedule provides information on type and amount of fees being charged by the Division. This schedule also provides details on carry-forward fee revenues.

### **Schedule 9 - Unaudited Schedule of System Administration**

This unaudited schedule provides information on the multiple departments/areas within Board & System Administration. There is also a reconciliation between these expenditures and the related funding allocations.

*Although these Unaudited Schedules are attached to the end of the annual financial statement, for this Annual Financial Report, these unaudited schedules have been included within the **Statistics, Ratios, and Information Section (Section 4)** of the report as they are separate from the audited financial statement and are provided for supplemental information only.*

## Notes to the Financial Statements

The notes to the financial statements provide additional details for the financial statements. These notes are intended to help provide additional data, accountability, and transparency.

These notes include the following:

- Authority and Purpose
- Significant accounting policies
- Details of Financial Statement balances
- Disclosure of additional information not recorded in the financials
  - Contractual Obligations and Contingencies
  - Trusts under Administration
  - School Generated Funds details
  - Related Party Transactions
  - Uncertainties Due to COVID-19
  - Economic Dependence



## Other Financial Reporting

The Division has additional financial reporting available on our website for more in-depth reports on the budgets, financial statements, quarterly reporting, infographics, management discussion/analysis, and health indicators.

The following are the 2020/2021 quarterly, yearend and budget reports which provide the details of the Division's financial planning and progress throughout the year:

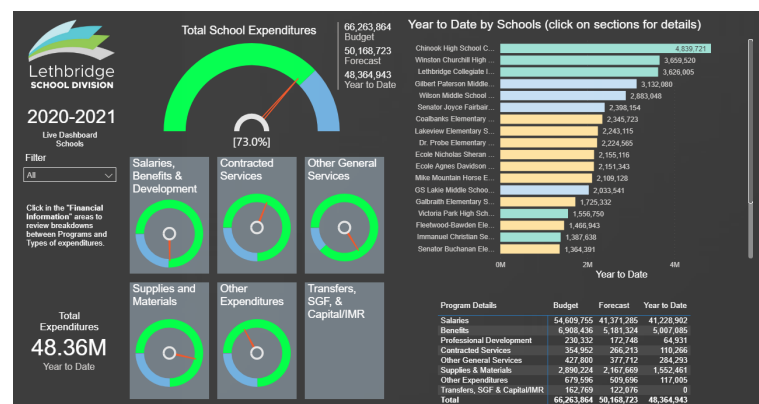


These financial reports and the other financial reporting and dashboards are located:  
[www.lethsd.ab.ca](http://www.lethsd.ab.ca) > Our Division > Plans & Reports > Financial Reporting

*Click the Pages to go to the Reports Documents*

The Division has also recently developed Financial Dashboards for an interactive review of the Division's financial information. This includes an effectively "LIVE" financial reporting of the Division and it's schools.

These interactive Financial Dashboards are to further increase the transparency of the Division's finances to the public.



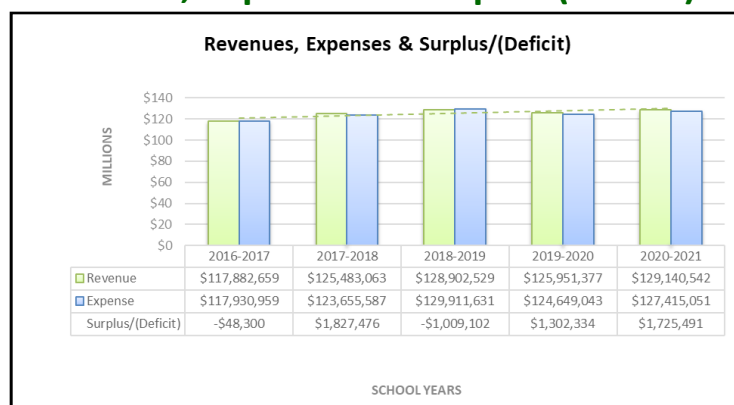


## Financial Health Indicators

Indicators of Financial Health help to measure how the School Division is doing over time and alert management to any issues or concerns that should be addressed. Through Alberta Education, the Division is able to compare specific indicators to other Alberta school jurisdictions that have similar student enrolment.

Note: The “Comparable” ratios are the average for the similar sized school divisions (9,000 to 20,000 FTE category). The “All SD’s” are averages across the Province. This report reviews the periods of 2016-2017 to 2019-2020 with only the Division’s data available for the 2020-2021 school year (*as the Provincial data was not available at the time of the report*).

### Revenues, Expenses & Surplus (Deficit)



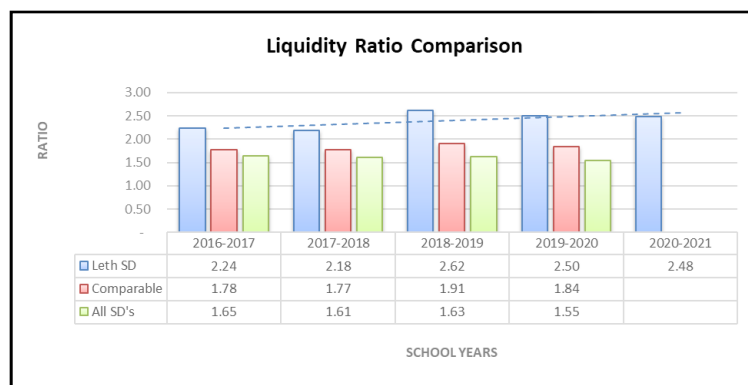
The chart indicates that we are a growing Division due to the continual student enrolment growth.

Growth is being shown in both the revenues and expenses. Revenues are impacted by enrolment and grant rate increases; while expenditures are primarily impacted by staffing decisions.

In 2016-2017, the Division budgeted a deficit to utilize some of the operating reserves (actual deficit was less than planned). In 2017-2018, the surplus increased to levels similar to prior years; whereas, there was reduced staffing costs due to beginning teachers hired during the year and funds set aside for technology

replacement in the future. In 2018-2019, the Division budgeted a deficit to utilize some of the operating reserves (actual deficit was less than planned). In 2019-2020 & 2020-2021, the Division generated surpluses as the expenses were significantly less than budgeted with the COVID19 grant funding, spending conservatively during times of uncertainty, and that the Division also received additional one-time revenues from the transportation capital replacement reserves and proceeds on bus sales previously held by the City of Lethbridge (no longer providing services to the Division).

### Liquidity Ratio Comparison



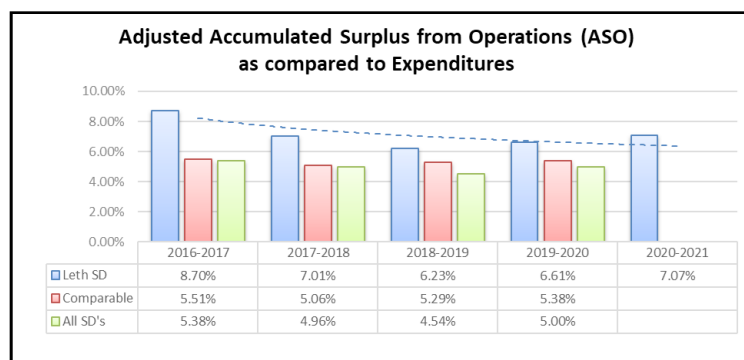
The chart shows that the Division’s liquidity ratio greater than one and greater than the other comparable school divisions. For school divisions the liquidity ratio is measured by taking the financial assets less liabilities (excluding the Spent Deferred Capital Contributions).

Overall, the Division retains a high liquidity ratio indicating that the Division can meet its short-term obligations and that the Division has the ability to better respond to rapidly changing circumstances (as often required).

The majority of the Division’s financial assets are comprised of cash and cash equivalents and short-term portfolio investments (representing approx. 80%); therefore, further increasing the liquidity of the Division.



## Adjusted Accumulated Surplus from Operations



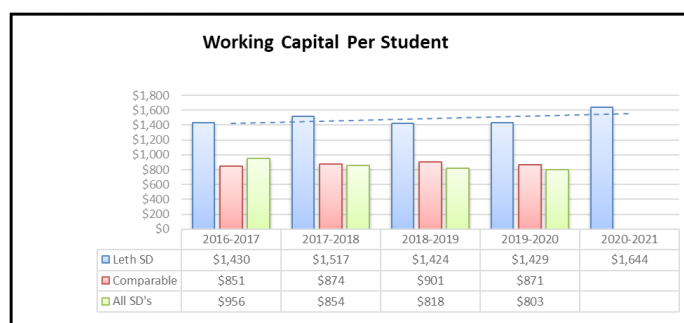
The chart indicates that the Division has an Adjusted Accumulated Surplus (compared to expenditures) greater than the other comparable school divisions, specifically compared to the 9,000 to 20,000 of student enrolment.

The higher ratio is due to the Division having reserves to maintain the growth in the Division. These reserves include specific reserves for new school resources/equipment, computer evergreening, and staff stability fund (will assist when % wage increases exceed % student growth).

Alberta Education has historically recommended that divisions retain an adjusted ASO ranging from 1-5% of operating expenses; whereas, they consider a division's financial health to be a concern if the adjusted ASO is less than 1%. The adjusted ASO excludes the reserves that are held in School Generated Funds (SGF).

The Division has planned/budgeted to draw from these reserves over the past couple years; whereas, in 2020/2021 the Division resulted with its adjusted ASO to 7.07%. The adjusted ASO is still in the higher range (based on Alberta Education's recommendations) as the Division is planning on utilizing some additional operating reserves in 2021/2022 to assist with the effects of reduced enrolment through the weighted moving averages (WMA); whereas, the goal is to reduce the Adjusted ASO to 3.15% by the end of 2022/2023 (potential Provincial cap).

## Working Capital per Student



The chart indicates an overall trend of increases in the working capital per student. This is greater than the other comparable school divisions, specifically compared to the 9,000 to 20,000 of student enrolment.

The Division has ranged from \$1,424 to \$1,644 working capital per student; whereas, the working capital remained relatively consistent from year-to-year. This correlates to the funds held in ASO.

See the [Division Performance Measures](#) for additional review.



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Financial Analysis



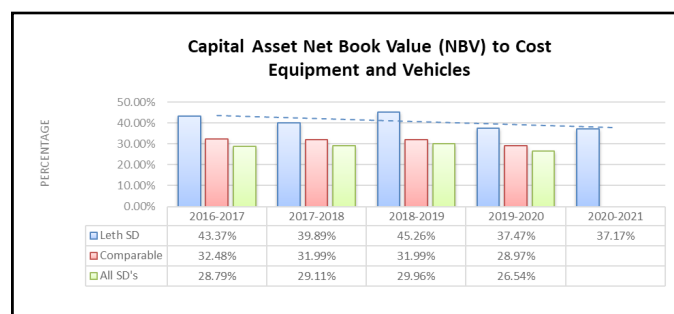
Financial Statements



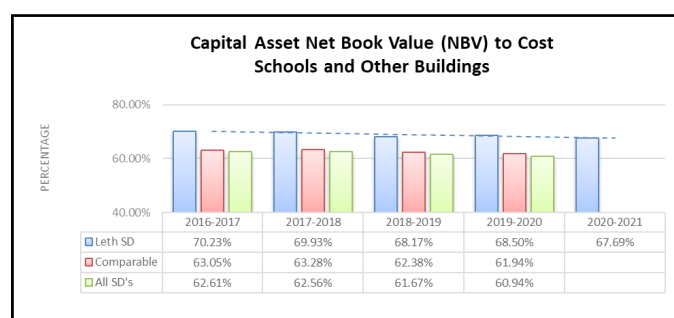
Statistics & Ratios



## Capital Asset Net Book Value

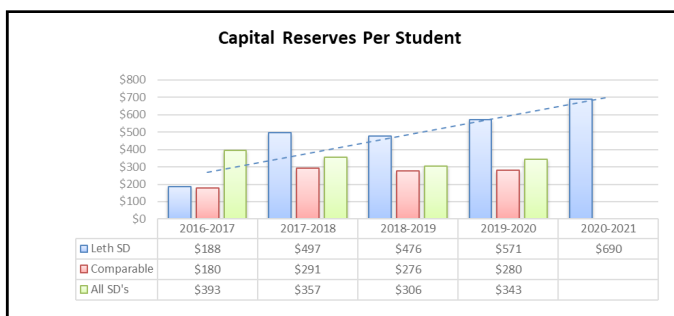


In both the Capital Asset Net Book Value to Cost of Equipment/Vehicles and the Schools/Other Buildings charts indicates that we have greater ratios than the other comparable school divisions. This effectively means that on average we have newer buildings, equipment, and vehicles than other school divisions. A lower ratio may indicate that the capital assets may not be replaced on a regular basis.



In relation to Schools and Other Buildings, the increases over the last couple of years correlate to the construction of the new school sites (Coalbanks Elementary School, Senator Joyce Fairbairn Middle School, and Dr. Robert Plaxton Elementary School) and the modernization of Wilson Middle School. These new schools have also had increases in equipment as new equipment has been acquired for these new sites.

## Capital Reserves



The Division puts funds into capital reserves for the future replacement of capital assets. Capital reserves per student indicates the amount of capital reserves on a per student basis.

It is important to compare both the Capital Reserves per student and Net Book Value compared to Historical Costs financial health indicators related to capital. There would be a concern if the Net Book Value to Cost percentage was very low and capital reserves were low.

During 2017/2018, the Division revised their treatment of the Technology Evergreening program to capital reserves. These technology evergreening funds are higher at the end of 2020/2021 as there has been saving for a couple years for the upcoming evergreening phases; whereas, the Elementary Phase is projected for 2022-2023 and the Secondary Phase is projected for 2024-2025 which will use up a large portion of these reserves.

Overall, Lethbridge School Division has a strong financial health; whereas, the Division seems to be in a strong financial position when in comparison to many of the other comparable divisions and to divisions throughout the Province. This is shown throughout this report, including liquidity, accumulated surplus, working capital, and in its tangible capital assets. This strong financial health can be contributed to sound financial management, planning, and governance.



## FUTURE OUTLOOKS FOR THE DIVISION

Lethbridge School Division will strive to continue maintaining its strong financial position. In looking ahead, the biggest challenges facing the Division will be to manage the Province's plans for meeting the needs of the students with balancing fiscal realities of the current economic climate within the Province having lower provincial revenues from resources (i.e., oil & gas revenues) which has required Provincial budget deficits over the past couple years to maintain service levels. The Division will also need to manage the growth as it impacts both the student needs and the facility/resources requirements.

With the change in the Provincial Framework in 2020/2021 and with the additional Safe Return to Class grant, the Division is currently operating and staffing on one-time grant funding to support with the transition into the new Funding Framework and to support with the reduced student enrolment levels as a result of the COVID-19 pandemic. Although these one-time grants are well received and support with maintaining some school-based staffing levels; there are no guarantees that this funding will be maintained nor that the projected student enrolment growth will cover the difference in the reductions in these one-time grants.

The Division will continue to review student enrolment and related projections to ensure that we are providing the appropriate levels of education to our student while trying to bring some of the student back to our Division. The Division projects to have student enrolment of 11,670 for the 2021/2022 school year and continued growth over the next couple years; whereas, the Division should eventually come back to and start exceeding the "pre-COVID" enrolment levels (i.e., 2019/2020 enrolment of 11,753 students). The reduced student enrolment of 2020/2021 will still have impact on the next couple years of funding as it will be factored into the calculations of the Weighted Moving Average (WMA) on the Division's grant funding. The Division has reviewed many of these factors when reviewing its long-term planning; whereas, in addition to student growth, the Division is planning on utilizing some reserves to also support in the upcoming years.

The Division is currently in a strong financial position due to the continual growth, sound financial management, planning, and governance; in which, this assists the Division in balancing these needs with the financial realities. The use of the Board Priorities, stakeholder involvement, and effective budgeting should assist in these challenges.

Respectfully submitted,



Mark DeBoer,  
CPA, CA, SFO, CSBO  
Director of Finance  
December 20, 2021





# **SECTION 2 - FINANCIAL STATEMENTS**



## Section 2 - FINANCIAL STATEMENTS

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*Note: The Annual Financial Statements are prepared on the Alberta Education's financial statement template. This template includes the prescribed format for all statements and schedules required by the Division. The tables within the notes to the financial statements are also provided in a prescribed format.*

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**AUDITED  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED AUGUST 31, 2021**  
[Education Act, Sections 139, 140, 244]

**The Lethbridge School Division**

Legal Name of School Jurisdiction

**433 15 Street S Lethbridge AB T1J 2Z4**

Mailing Address

**(403-380-5308) mark.deboer@lethsd.ab.ca;**

Contact Numbers and Email Address

**SCHOOL JURISDICTION MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING**

The financial statements of The Lethbridge School Division presented to Alberta Education have been prepared by school jurisdiction management which has responsibility for their preparation, integrity and objectivity. The financial statements, including notes, have been prepared in accordance with Canadian Public Sector Accounting Standards and follow format prescribed by Alberta Education.

In fulfilling its reporting responsibilities, management has maintained internal control systems and procedures designed to provide reasonable assurance that the school jurisdiction's assets are safeguarded, that transactions are executed in accordance with appropriate authorization and that accounting records may be relied upon to properly reflect the school jurisdiction's transactions. The effectiveness of the control systems is supported by the selection and training of qualified personnel, an organizational structure that provides an appropriate division of responsibility and a strong system of budgetary control.

***Board of Trustees Responsibility***

The ultimate responsibility for the financial statements lies with the Board of Trustees. The Board reviewed the audited financial statements with management in detail and approved the financial statements for release.

***External Auditors***

The Board appoints external auditors to audit the financial statements and meets with the auditors to review their findings. The external auditors were given full access to school jurisdiction records.


***Declaration of Management and Board Chair***

To the best of our knowledge and belief, these financial statements reflect, in all material respects, the financial position, results of operations, remeasurement gains and losses, changes in net financial assets (debt), and cash flows for the year in accordance with Canadian Public Sector Accounting Standards.

**BOARD CHAIR**

Allison Purcell

Name

  
Signature

**SUPERINTENDENT**

Cheryl Gilmore


Name

  
Signature

**SECRETARY-TREASURER OR TREASURER**

Christine Lee

Name

  
Signature

November 23, 2021

Board-approved Release Date

c.c. ALBERTA EDUCATION, Financial Reporting & Accountability Branch  
8th Floor Commerce Place, 10155-102 Street, Edmonton AB T5J 4L5  
EMAIL: EDC.FRA@gov.ab.ca  
PHONE: Ash Bhasin: (780) 415-8940; Jianan Wang: (780) 427-3855 FAX: (780) 422-6996

## Independent Auditor's Report

To the Board of Trustees of Lethbridge School Division

### Opinion

We have audited the financial statements of Lethbridge School Division (the Division), which comprise the statement of financial position as at August 31, 2021 and the results of operations, change in net financial assets, cash flows and results of remeasurement gains and losses for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

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

### Basis for Opinion

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

### Other Matters

The Schedule of Fees and Schedule of Central Administration Expenses reflect additional information required by Alberta Education that is not required under Canadian public sector accounting standards. We were not engaged to audit this information and accordingly it is considered unaudited.

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

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

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

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards 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 generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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

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.

*BDO Canada LLP*

Chartered Professional Accountants

Lethbridge, Alberta  
November 23, 2021



**STATEMENT OF FINANCIAL POSITION**  
As at August 31, 2021 (in dollars)

		2021	2020
<b>FINANCIAL ASSETS</b>			
Cash and cash equivalents	(Schedule 5)	\$ 14,118,244	\$ 21,052,333
Accounts receivable (net after allowances)	(Note 3)	\$ 6,017,328	\$ 5,579,821
Portfolio investments			
Operating	(Schedule 5)	\$ 10,000,521	\$ 74,300
Endowments		\$ -	\$ -
Inventories for resale		\$ -	\$ -
Other financial assets		\$ -	\$ -
<b>Total financial assets</b>		<b>\$ 30,136,093</b>	<b>\$ 26,706,454</b>
<b>LIABILITIES</b>			
Bank indebtedness	(Note 4)	\$ -	\$ -
Accounts payable and accrued liabilities	(Note 5)	\$ 8,601,979	\$ 5,882,159
Unspent deferred contributions	(Schedule 2)	\$ 3,309,056	\$ 4,563,483
Employee future benefits liabilities	(Note 6)	\$ 228,277	\$ 247,302
Environmental liabilities		\$ -	\$ -
Other liabilities		\$ -	\$ -
Debt			
Supported: Debentures		\$ -	\$ -
Unsupported: Debentures		\$ -	\$ -
Mortgages and capital loans		\$ -	\$ -
Capital leases		\$ -	\$ -
<b>Total liabilities</b>		<b>\$ 12,139,312</b>	<b>\$ 10,692,944</b>
<b>Net financial assets</b>		<b>\$ 17,996,781</b>	<b>\$ 16,013,510</b>
<b>NON-FINANCIAL ASSETS</b>			
Tangible capital assets	(Schedule 6)	\$ 160,018,293	\$ 154,359,097
Inventory of supplies	(Note 7)	\$ 394,154	\$ 278,365
Prepaid expenses	(Note 8)	\$ 855,486	\$ 877,029
Other non-financial assets		\$ -	\$ -
<b>Total non-financial assets</b>		<b>\$ 161,267,933</b>	<b>\$ 155,514,491</b>
<b>Net assets before spent deferred capital contributions</b>		<b>\$ 179,264,714</b>	<b>\$ 171,528,001</b>
Spent deferred capital contributions	(Schedule 2)	\$ 154,652,318	\$ 148,641,096
<b>Net assets</b>		<b>\$ 24,612,396</b>	<b>\$ 22,886,905</b>
<b>Net assets</b>	(Note 9)		
Accumulated surplus (deficit)	(Schedule 1)	\$ 24,612,396	\$ 22,886,905
Accumulated remeasurement gains (losses)		\$ -	\$ -
		\$ 24,612,396	\$ 22,886,905
<b>Contractual rights</b>	(Note 11)		
<b>Contractual obligations</b>	(Note 12)		
<b>Contractual assets and liabilities</b>	(Note 13)		

The accompanying notes and schedules are part of these financial statements.



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**STATEMENT OF OPERATIONS**  
For the Year Ended August 31, 2021 (in dollars)

	Budget 2021	Actual 2021	Actual 2020
<b>REVENUES</b>			
Government of Alberta	\$ 123,593,367	\$ 125,178,889	\$ 118,706,075
Federal Government and other government grants	\$ 388,944	\$ 452,428	\$ 495,542
Property taxes	\$ -	\$ -	\$ -
Fees (Schedule 8)	\$ 3,936,505	\$ 812,872	\$ 1,480,790
Sales of services and products	\$ 1,019,267	\$ 1,746,540	\$ 3,137,084
Investment income	\$ 193,000	\$ 144,966	\$ 201,809
Donations and other contributions	\$ 2,568,000	\$ 749,115	\$ 1,909,033
Other revenue	\$ 34,704	\$ 55,732	\$ 21,044
<b>Total revenues</b>	<b>\$ 131,733,787</b>	<b>\$ 129,140,542</b>	<b>\$ 125,951,377</b>
<b>EXPENSES</b>			
Instruction - Pre Kindergarten	\$ 2,733,030	\$ 2,490,639	\$ 5,110,935
Instruction - Kindergarten to Grade 12	\$ 105,379,192	\$ 100,250,944	\$ 98,082,847
Operations and maintenance (Schedule 4)	\$ 18,377,017	\$ 18,315,364	\$ 15,262,572
Transportation	\$ 2,723,518	\$ 2,194,221	\$ 1,821,447
System administration	\$ 4,181,195	\$ 3,984,953	\$ 4,095,662
External services	\$ 300,000	\$ 178,930	\$ 275,580
<b>Total expenses</b>	<b>\$ 133,693,952</b>	<b>\$ 127,415,051</b>	<b>\$ 124,649,043</b>
<b>Annual operating surplus (deficit)</b>	<b>\$ (1,960,165)</b>	<b>\$ 1,725,491</b>	<b>\$ 1,302,334</b>
Endowment contributions and reinvested income	\$ -	\$ -	\$ -
<b>Annual surplus (deficit)</b>	<b>\$ (1,960,165)</b>	<b>\$ 1,725,491</b>	<b>\$ 1,302,334</b>
<b>Accumulated surplus (deficit) at beginning of year</b>	<b>\$ 22,886,905</b>	<b>\$ 22,886,905</b>	<b>\$ 21,584,571</b>
<b>Accumulated surplus (deficit) at end of year</b>	<b>\$ 20,926,740</b>	<b>\$ 24,612,396</b>	<b>\$ 22,886,905</b>

The accompanying notes and schedules are part of these financial statements.

**STATEMENT OF CASH FLOWS**  
For the Year Ended August 31, 2021 (in dollars)

	2021	2020
<b>CASH FLOWS FROM:</b>		
<b>A. OPERATING TRANSACTIONS</b>		
Annual surplus (deficit)	\$ 1,725,491	\$ 1,302,334
Add (Deduct) items not affecting cash:		
Amortization of tangible capital assets	\$ 5,944,798	\$ 5,623,241
Net (gain)/loss on disposal of tangible capital assets	\$ 4,274	\$ -
Transfer of tangible capital assets (from)/to other entities	\$ -	\$ -
(Gain)/Loss on sale of portfolio investments	\$ -	\$ -
Spent deferred capital recognized as revenue	\$ (5,394,955)	\$ (5,351,304)
Deferred capital revenue write-down / adjustment	\$ -	\$ -
Increase/(Decrease) in employee future benefit liabilities	\$ (19,025)	\$ 16,764
Donations in kind	\$ -	\$ -
	\$ -	\$ -
	\$ 2,260,583	\$ 1,591,035
(Increase)/Decrease in accounts receivable	\$ (437,507)	\$ 865,551
(Increase)/Decrease in inventories for resale	\$ -	\$ -
(Increase)/Decrease in other financial assets	\$ -	\$ -
(Increase)/Decrease in inventory of supplies	\$ (115,789)	\$ (94,345)
(Increase)/Decrease in prepaid expenses	\$ 21,543	\$ (395,335)
(Increase)/Decrease in other non-financial assets	\$ -	\$ -
Increase/(Decrease) in accounts payable, accrued and other liabilities	\$ 2,719,820	\$ 894,306
Increase/(Decrease) in unspent deferred contributions	\$ (1,254,427)	\$ 262,352
Increase/(Decrease) in environmental liabilities	\$ -	\$ -
	\$ -	\$ -
<b>Total cash flows from operating transactions</b>	<b>\$ 3,194,223</b>	<b>\$ 3,123,564</b>
<b>B. CAPITAL TRANSACTIONS</b>		
Acquisition of tangible capital assets	\$ (11,319,335)	\$ (16,041,752)
Net proceeds from disposal of unsupported capital assets	\$ 95,607	\$ -
	\$ -	\$ -
<b>Total cash flows from capital transactions</b>	<b>\$ (11,223,728)</b>	<b>\$ (16,041,752)</b>
<b>C. INVESTING TRANSACTIONS</b>		
Purchases of portfolio investments	\$ (10,000,520)	\$ -
Proceeds on sale of portfolio investments	\$ 74,299	\$ 19,169
	\$ -	\$ -
	\$ -	\$ -
<b>Total cash flows from investing transactions</b>	<b>\$ (9,926,221)</b>	<b>\$ 19,169</b>
<b>D. FINANCING TRANSACTIONS</b>		
Debt issuances	\$ -	\$ -
Debt repayments	\$ -	\$ -
Increase (decrease) in spent deferred capital contributions	\$ 11,021,637	\$ 15,575,968
Capital lease issuances	\$ -	\$ -
Capital lease payments	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
<b>Total cash flows from financing transactions</b>	<b>\$ 11,021,637</b>	<b>\$ 15,575,968</b>
<b>Increase (decrease) in cash and cash equivalents</b>	<b>\$ (6,934,089)</b>	<b>\$ 2,676,949</b>
<b>Cash and cash equivalents, at beginning of year</b>	<b>\$ 21,052,333</b>	<b>\$ 18,375,384</b>
<b>Cash and cash equivalents, at end of year</b>	<b>\$ 14,118,244</b>	<b>\$ 21,052,333</b>

The accompanying notes and schedules are part of these financial statements.





## STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the Year Ended August 31, 2021 (in dollars)

	Budget 2021	2021	2020
Annual surplus (deficit)	\$ (1,960,165)	\$ 1,725,491	\$ 1,302,334
Effect of changes in tangible capital assets			
Acquisition of tangible capital assets	\$ (7,395,056)	\$ (11,319,335)	\$ (16,041,752)
Amortization of tangible capital assets	\$ 5,658,525	\$ 5,944,798	\$ 5,623,241
Net (gain)/loss on disposal of tangible capital assets	\$ -	\$ 4,274	\$ -
Net proceeds from disposal of unsupported capital assets	\$ -	\$ 95,607	\$ -
Write-down carrying value of tangible capital assets	\$ -	\$ -	\$ -
Transfer of tangible capital assets (from)/to other entities	\$ -	\$ (384,540)	\$ (617,266)
Other changes	\$ -	\$ -	\$ -
<b>Total effect of changes in tangible capital assets</b>	<b>\$ (1,736,531)</b>	<b>\$ (5,659,196)</b>	<b>\$ (11,035,777)</b>
Acquisition of inventory of supplies	\$ -	\$ (115,789)	\$ (94,345)
Consumption of inventory of supplies	\$ -	\$ -	\$ -
(Increase)/Decrease in prepaid expenses	\$ -	\$ 21,543	\$ (395,335)
(Increase)/Decrease in other non-financial assets	\$ -	\$ -	\$ -
Net remeasurement gains and (losses)	\$ -	\$ -	\$ -
Change in spent deferred capital contributions (Schedule 2)	\$ 2,152,385	\$ 6,011,222	\$ 10,841,930
Other changes	\$ -	\$ -	\$ -
<b>Increase (decrease) in net financial assets</b>	<b>\$ (1,544,311)</b>	<b>\$ 1,983,271</b>	<b>\$ 618,807</b>
<b>Net financial assets at beginning of year</b>	<b>\$ 16,013,510</b>	<b>\$ 16,013,510</b>	<b>\$ 15,394,703</b>
<b>Net financial assets at end of year</b>	<b>\$ 14,469,199</b>	<b>\$ 17,996,781</b>	<b>\$ 16,013,510</b>

The accompanying notes and schedules are part of these financial statements.

# STATEMENT OF REMEASUREMENT GAINS AND LOSSES

For the Year Ended August 31, 2021 (in dollars)

	2021	2020
Unrealized gains (losses) attributable to:		
Portfolio investments	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
Amounts reclassified to the statement of operations:		
Portfolio investments	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
Other Adjustment	\$ -	\$ -
Net remeasurement gains (losses) for the year	\$ -	\$ -
Accumulated remeasurement gains (losses) at beginning of year	\$ -	\$ -
Accumulated remeasurement gains (losses) at end of year	\$ -	\$ -

The accompanying notes and schedules are part of these financial statements.



## SCHEDULE 1

### SCHEDULE OF NET ASSETS For the Year Ended August 31, 2021 (in dollars)

	NET ASSETS	ACCUMULATED REMEASUREMENT GAINS (LOSSES)	ACCUMULATED SURPLUS (DEFICIT)	INVESTMENT IN TANGIBLE CAPITAL ASSETS	ENDOWMENTS	UNRESTRICTED SURPLUS	INTERNALLY RESTRICTED TOTAL OPERATING RESERVES	TOTAL CAPITAL RESERVES
<b>Balance at August 31, 2020</b>	\$ 22,886,905	\$ -	\$ 22,886,905	\$ 5,718,000	\$ 319,874	\$ 691,486	\$ 9,760,912	\$ 6,396,633
<b>Prior period adjustments:</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjusted Balance, August 31, 2020</b>	\$ 22,886,905	\$ -	\$ 22,886,905	\$ 5,718,000	\$ 319,874	\$ 691,486	\$ 9,760,912	\$ 6,396,633
Operating surplus (deficit)	\$ 1,725,491		\$ 1,725,491			\$ 1,725,491		
Board funded tangible capital asset additions				\$ 297,697		\$ (297,697)	\$ -	\$ -
Disposal of unsupported tangible capital assets or board funded portion of supported assets	\$ -		\$ -	\$ (99,879)		\$ 99,879		\$ -
Write-down of unsupported tangible capital assets or board funded portion of supported assets	\$ -		\$ -	\$ -		\$ -		\$ -
Net remeasurement gains (losses) for the year	\$ -	\$ -						
Endowment expenses & disbursements	\$ -		\$ -	\$ -	\$ -	\$ -		
Endowment contributions	\$ -		\$ -	\$ -	\$ -	\$ -		
Reinvested endowment income	\$ -		\$ -	\$ -	\$ -	\$ -		
Direct credits to accumulated surplus	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amortization of tangible capital assets	\$ -			\$ (5,944,798)		\$ 5,944,798		
Capital revenue recognized	\$ -			\$ 5,394,955		\$ (5,394,955)		
Debt principal repayments (unsupported)	\$ -			\$ -		\$ -		
Additional capital debt or capital leases	\$ -			\$ -		\$ -		
Net transfers to operating reserves	\$ -					\$ (1,133,658)	\$ 1,133,658	
Net transfers from operating reserves	\$ -					\$ 217,389	\$ (217,389)	
Net transfers to capital reserves	\$ -					\$ (1,161,249)		\$ 1,161,249
Net transfers from capital reserves	\$ -					\$ -		\$ -
	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Balance at August 31, 2021</b>	\$ 24,612,396	\$ -	\$ 24,612,396	\$ 5,365,975	\$ 319,874	\$ 691,484	\$ 10,677,181	\$ 7,557,882



# **SCHEDULE 1**

## **SCHEDULE OF NET ASSETS** **For the Year Ended August 31, 2021 (in dollars)**

	INTERNALLY RESTRICTED RESERVES BY PROGRAM									
	School & Instruction Related		Operations & Maintenance		System Administration		Transportation		External Services	
	Operating Reserves	Capital Reserves	Operating Reserves	Capital Reserves	Operating Reserves	Capital Reserves	Operating Reserves	Capital Reserves	Operating Reserves	Capital Reserves
<b>Balance at August 31, 2020</b>	\$ 8,003,313	\$ 4,498,675	\$ 347,391	\$ 664,866	\$ 467,918	\$ 917,650	\$ 651,846	\$ 315,442	\$ 290,444	\$ -
<b>Prior period adjustments:</b>										
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjusted Balance, August 31, 2020</b>	\$ 8,003,313	\$ 4,498,675	\$ 347,391	\$ 664,866	\$ 467,918	\$ 917,650	\$ 651,846	\$ 315,442	\$ 290,444	\$ -
Operating surplus (deficit)										
Board funded tangible capital asset additions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Disposal of unsupported tangible capital assets or board funded portion of supported		\$ -		\$ -		\$ -		\$ -		\$ -
Write-down of unsupported tangible capital assets or board funded portion of supported		\$ -		\$ -		\$ -		\$ -		\$ -
Net remeasurement gains (losses) for the year										
Endowment expenses & disbursements										
Endowment contributions										
Reinvested endowment income										
Direct credits to accumulated surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amortization of tangible capital assets										
Capital revenue recognized										
Debt principal repayments (unsupported)										
Additional capital debt or capital leases										
Net transfers to operating reserves	\$ 473,615		\$ 93,639		\$ -		\$ 566,404		\$ -	
Net transfers from operating reserves	\$ -		\$ -		\$ (75,000)		\$ -		\$ (142,389)	
Net transfers to capital reserves		\$ 952,975		\$ 106,574		\$ 88,979		\$ 12,721		\$ -
Net transfers from capital reserves		\$ -		\$ -		\$ -		\$ -		\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Balance at August 31, 2021</b>	\$ 8,476,928	\$ 5,451,650	\$ 441,030	\$ 771,440	\$ 392,918	\$ 1,006,629	\$ 1,218,250	\$ 328,163	\$ 148,055	\$ -





## SCHEDULE 2

**SCHEDULE OF DEFERRED CONTRIBUTIONS**  
(EXTERNALLY RESTRICTED CONTRIBUTIONS ONLY)  
For the Year Ended August 31, 2021 (in dollars)

	Alberta Education					Other GoA Ministries				
	IMR	CMR	Safe Return to Class	Others	Total Education	Alberta Infrastructure	Children's Services	Health	Other GoA Ministries	Total Other GoA Ministries
<b>Deferred Operating Contributions (DOC)</b>										
Balance at August 31, 2020	\$ 3,981,093	\$ 367,759	\$ -	\$ 110,131	\$ 4,458,983	\$ -	\$ -	\$ -	\$ -	\$ -
Prior period adjustments - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjusted ending balance August 31, 2020</b>	<b>\$ 3,981,093</b>	<b>\$ 367,759</b>	<b>\$ -</b>	<b>\$ 110,131</b>	<b>\$ 4,458,983</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Received during the year (excluding investment income)	\$ 3,389,576	\$ 1,270,464	\$ 4,140,500	\$ -	\$ 8,790,530	\$ -	\$ 90,000	\$ 388,319	\$ -	\$ 478,319
Transfer (to) grant/donation revenue (excluding investment income)	\$ (2,407,154)	\$ -	\$ (4,140,500)	\$ (110,131)	\$ (6,657,785)	\$ -	\$ (79,025)	\$ (374,661)	\$ -	\$ (453,686)
Investment earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Received during the year	\$ 33,817	\$ -	\$ -	\$ -	\$ 33,817	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred to investment income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred (to) from UDCC	\$ (1,841,376)	\$ (1,638,213)	\$ -	\$ -	\$ (3,479,589)	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred directly (to) SDCC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred (to) from others - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>DOC closing balance at August 31, 2021</b>	<b>\$ 3,135,956</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,135,956</b>	<b>\$ -</b>	<b>\$ 10,975</b>	<b>\$ 13,658</b>	<b>\$ -</b>	<b>\$ 24,633</b>
<b>Unspent Deferred Capital Contributions (UDCC)</b>										
Balance at August 31, 2020	\$ -	\$ -	\$ -	\$ 104,500	\$ 104,500	\$ -	\$ -	\$ -	\$ -	\$ -
Prior period adjustments - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjusted ending balance August 31, 2020</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 104,500</b>	<b>\$ 104,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Received during the year (excluding investment income)	\$ -	\$ 753,760	\$ -	\$ 225,000	\$ 978,760	\$ 1,322,192	\$ -	\$ -	\$ -	\$ 1,322,192
UDCC Receivable	\$ -	\$ 881,450	\$ -	\$ 25,000	\$ 906,450	\$ 3,731,033	\$ -	\$ -	\$ -	\$ 3,731,033
Transfer (to) grant/donation revenue (excluding investment income)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Received during the year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred to investment income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds on disposition of supported capital/ Insurance proceeds (and related interest)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred from (to) DOC	\$ 1,841,376	\$ 1,638,213	\$ -	\$ -	\$ 3,479,589	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred from (to) SDCC	\$ (1,841,376)	\$ (3,273,423)	\$ -	\$ (259,166)	\$ (5,373,965)	\$ (5,053,225)	\$ -	\$ -	\$ -	\$ (5,053,225)
Transferred (to) from others - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>UDCC closing balance at August 31, 2021</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 95,334</b>	<b>\$ 95,334</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Unspent Deferred Contributions at August 31, 2021</b>	<b>\$ 3,135,956</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 95,334</b>	<b>\$ 3,231,290</b>	<b>\$ -</b>	<b>\$ 10,975</b>	<b>\$ 13,658</b>	<b>\$ -</b>	<b>\$ 24,633</b>
<b>Spent Deferred Capital Contributions (SDCC)</b>										
Balance at August 31, 2020	\$ 4,989,441	\$ 2,614,787	\$ -	\$ -	\$ 7,604,228	\$ 139,731,410	\$ -	\$ -	\$ -	\$ 139,731,410
Prior period adjustments - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjusted ending balance August 31, 2020</b>	<b>\$ 4,989,441</b>	<b>\$ 2,614,787</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,604,228</b>	<b>\$ 139,731,410</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 139,731,410</b>
Donated tangible capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Alberta Infrastructure managed projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 384,540	\$ -	\$ -	\$ -	\$ 384,540
Transferred from DOC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred from UDCC	\$ 1,841,376	\$ 3,273,423	\$ -	\$ 259,166	\$ 5,373,965	\$ 5,053,225	\$ -	\$ -	\$ -	\$ 5,053,225
Amounts recognized as revenue (Amortization of SDCC)	\$ (168,917)	\$ (152,005)	\$ -	\$ -	\$ (320,922)	\$ (5,046,408)	\$ -	\$ -	\$ -	\$ (5,046,408)
Disposal of supported capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred (to) from others - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>SDCC closing balance at August 31, 2021</b>	<b>\$ 6,661,900</b>	<b>\$ 5,736,205</b>	<b>\$ -</b>	<b>\$ 259,166</b>	<b>\$ 12,657,271</b>	<b>\$ 140,122,767</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140,122,767</b>

**SCHEDULE 2**

**SCHEDULE OF DEFERRED CONTRIBUTIONS  
(EXTERNALLY RESTRICTED CONTRIBUTIONS ONLY)  
For the Year Ended August 31, 2021 (in dollars)**

	Other Sources				Total other sources
	Gov't of Canada	Donations and grants from others	Other		
<b>Deferred Operating Contributions (DOC)</b>					
Balance at August 31, 2020	\$ -	\$ -	\$ -	\$ -	\$ 4,458,983
Prior period adjustments - please explain:					\$ -
<b>Adjusted ending balance August 31, 2020</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,458,983</b>
Received during the year (excluding investment income)	\$ -	\$ 199,381	\$ -	\$ 199,381	\$ 9,458,230
Transfer (to) grant/donation revenue (excluding investment income)	\$ -	\$ (146,248)	\$ -	\$ (146,248)	\$ (7,257,719)
Investment earnings	\$ -	\$ -	\$ -	\$ -	\$ -
Received during the year	\$ -	\$ -	\$ -	\$ -	\$ 33,817
Transferred to investment income	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred (to) from UDCC	\$ -	\$ -	\$ -	\$ -	\$ (3,479,589)
Transferred directly (to) SDCC	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred (to) from others - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -
<b>DOC closing balance at August 31, 2021</b>	<b>\$ -</b>	<b>\$ 53,133</b>	<b>\$ -</b>	<b>\$ 53,133</b>	<b>\$ 3,213,722</b>
<b>Unspent Deferred Capital Contributions (UDCC)</b>					
Balance at August 31, 2020	\$ -	\$ -	\$ -	\$ -	\$ 104,500
Prior period adjustments - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjusted ending balance August 31, 2020</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 104,500</b>
Received during the year (excluding investment income)	\$ -	\$ 594,447	\$ -	\$ 594,447	\$ 2,895,399
UDCC Receivable	\$ -	\$ -	\$ -	\$ -	\$ 4,637,483
Transfer (to) grant/donation revenue (excluding investment income)	\$ -	\$ -	\$ -	\$ -	\$ -
Investment earnings	\$ -	\$ -	\$ -	\$ -	\$ -
Received during the year	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred to investment income	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds on disposition of supported capital/ Insurance proceeds (and related interest)	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred from (to) DOC	\$ -	\$ -	\$ -	\$ -	\$ 3,479,589
Transferred from (to) SDCC	\$ -	\$ (594,447)	\$ -	\$ (594,447)	\$ (11,021,637)
Transferred (to) from others - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -
<b>UDCC closing balance at August 31, 2021</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 95,334</b>
<b>Total Unspent Deferred Contributions at August 31, 2021</b>	<b>\$ -</b>	<b>\$ 53,133</b>	<b>\$ -</b>	<b>\$ 53,133</b>	<b>\$ 3,309,056</b>
<b>Spent Deferred Capital Contributions (SDCC)</b>					
Balance at August 31, 2020	\$ -	\$ 1,305,458	\$ -	\$ 1,305,458	\$ 148,641,096
Prior period adjustments - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjusted ending balance August 31, 2020</b>	<b>\$ -</b>	<b>\$ 1,305,458</b>	<b>\$ -</b>	<b>\$ 1,305,458</b>	<b>\$ 148,641,096</b>
Donated tangible capital assets	\$ -	\$ -	\$ -	\$ -	\$ -
Alberta Infrastructure managed projects	\$ -	\$ -	\$ -	\$ -	\$ 384,540
Transferred from DOC	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred from UDCC	\$ -	\$ 594,447	\$ -	\$ 594,447	\$ 11,021,637
Amounts recognized as revenue (Amortization of SDCC)	\$ -	\$ (27,625)	\$ -	\$ (27,625)	\$ (5,394,955)
Disposal of supported capital assets	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred (to) from others - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -
<b>SDCC closing balance at August 31, 2021</b>	<b>\$ -</b>	<b>\$ 1,872,280</b>	<b>\$ -</b>	<b>\$ 1,872,280</b>	<b>\$ 154,652,318</b>





# SCHEDULE 3

## SCHEDULE OF PROGRAM OPERATIONS for the Year Ended August 31, 2021 (in dollars)

FOR THE YEAR ENDED AUGUST 31, 2021													2020	
REVENUES	2021												TOTAL	
	Instruction		Operations and		Transportation	System		External Services	TOTAL		TOTAL			
	Pre Kindergarten	Kindergarten to Grade 12	Maintenance			Administration								
(1) Alberta Education	\$ 1,993,542	\$ 97,088,513	\$ 13,608,528	\$ 4,575,912	\$ 2,723,518	\$ 4,153,053	\$ 8,641	\$ 119,575,795	\$ 112,647,164					
(2) Alberta Infrastructure	\$ -	\$ 420,759	\$ -	\$ -	\$ -	\$ 49,737	\$ -	\$ 5,046,408	\$ 5,351,304					
(3) Other - Government of Alberta	\$ -	\$ 516,686	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 516,686	\$ 703,607					
(4) Federal Government and First Nations	\$ -	\$ 452,428	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 452,428	\$ 495,542					
(5) Other Alberta school authorities	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ 4,000					
(6) Out of province authorities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
(7) Alberta municipalities-special tax levies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
(8) Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
(9) Fees	\$ 258,682	\$ 554,190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 812,872	\$ 1,480,790					
(10) Sales of services and products	\$ -	\$ 436,339	\$ 1,312	\$ -	\$ 1,109,761	\$ -	\$ 199,128	\$ 1,746,540	\$ 3,137,084					
(11) Investment income	\$ -	\$ 81,446	\$ 26,328	\$ -	\$ 31,973	\$ 5,219	\$ -	\$ 144,966	\$ 201,809					
(12) Gifts and donations	\$ -	\$ 339,822	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 339,822	\$ 303,740					
(13) Rental of facilities	\$ -	\$ -	\$ 28,107	\$ -	\$ -	\$ -	\$ -	\$ 28,107	\$ 21,044					
(14) Fundraising	\$ -	\$ 409,293	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 409,293	\$ 1,605,293					
(15) Gains on disposal of tangible capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
(16) Other	\$ -	\$ -	\$ 27,625	\$ -	\$ -	\$ -	\$ -	\$ 27,625	\$ -					
(17) TOTAL REVENUES	\$ 2,252,224	\$ 100,299,476	\$ 18,267,812	\$ 3,905,252	\$ 207,769	\$ 4,208,009	\$ 129,140,542	\$ 125,951,377						
EXPENSES														
(18) Certificated salaries	\$ 347,026	\$ 58,901,679				\$ 670,468	\$ 73,080	\$ 59,992,253	\$ 58,776,374					
(19) Certificated benefits	\$ 54,598	\$ 14,218,604				\$ 208,855	\$ 21,750	\$ 14,503,807	\$ 14,358,579					
(20) Non-certificated salaries and wages	\$ 1,573,709	\$ 14,450,717	\$ 4,018,595	\$ 99,293	\$ 26,026	\$ 1,750,611	\$ 26,026	\$ 21,918,951	\$ 20,537,836					
(21) Non-certificated benefits	\$ 466,442	\$ 4,170,661	\$ 1,066,009	\$ 26,888	\$ 6,177	\$ 373,196	\$ 6,177	\$ 6,109,373	\$ 5,857,054					
(22) SUB - TOTAL	\$ 2,441,775	\$ 91,741,661	\$ 5,084,604	\$ 126,181	\$ 3,003,130	\$ 127,033	\$ 127,033	\$ 102,524,384	\$ 99,529,843					
(23) Services, contracts and supplies	\$ 48,864	\$ 7,765,768	\$ 8,152,488	\$ 2,058,212	\$ 823,191	\$ 51,897	\$ 51,897	\$ 18,900,420	\$ 19,410,780					
(24) Amortization of supported tangible capital assets	\$ -	\$ 427,865	\$ 4,917,353	\$ -	\$ 49,737	\$ -	\$ -	\$ 5,394,955	\$ 5,351,304					
(25) Amortization of unsupported tangible capital assets	\$ -	\$ 274,475	\$ 156,645	\$ 9,828	\$ 108,895	\$ -	\$ -	\$ 549,843	\$ 271,937					
(26) Supported interest on capital debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
(27) Unsupported interest on capital debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
(28) Other interest and finance charges	\$ -	\$ 41,175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,175	\$ 85,179					
(29) Losses on disposal of tangible capital assets	\$ -	\$ -	\$ 4,274	\$ -	\$ -	\$ -	\$ -	\$ 4,274	\$ -					
(30) Other expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
(31) TOTAL EXPENSES	\$ 2,490,639	\$ 100,250,944	\$ 18,315,364	\$ 2,194,221	\$ 3,984,953	\$ 178,930	\$ 178,930	\$ 127,415,051	\$ 124,649,043					
(32) OPERATING SURPLUS (DEFICIT)	\$ (238,415)	\$ 48,532	\$ (47,552)	\$ 1,711,031	\$ 223,056	\$ 28,839	\$ 28,839	\$ 1,725,491	\$ 1,302,334					

**SCHEDULE 4**

**SCHEDULE OF OPERATIONS AND MAINTENANCE  
for the Year Ended August 31, 2021 (in dollars)**

EXPENSES	Custodial	Maintenance	Utilities and Telecomm.	Expensed IMR/CMR, Modular Unit Relocations & Lease Payments	Facility Planning & Operations Administration	Unsupported Amortization & Other Expenses	Supported Capital & Debt Services	2021 TOTAL Operations and Maintenance	2020 TOTAL Operations and Maintenance
Non-certificated salaries and wages	\$ 3,171,663	\$ 645,408	\$ -	\$ -	\$ 201,524			\$ 4,018,595	\$ 3,511,084
Non-certificated benefits	\$ 787,059	\$ 230,247	\$ -	\$ -	\$ 48,703			\$ 1,066,009	\$ 1,007,339
<b>SUB-TOTAL REMUNERATION</b>	\$ 3,958,722	\$ 875,655	\$ -	\$ -	\$ 250,227			\$ 5,084,604	\$ 4,518,433
Supplies and services	\$ 365,387	\$ 1,738,765	\$ -	\$ 2,988,744	\$ 8,122			\$ 5,101,018	\$ 3,627,990
Electricity			\$ 1,531,261					\$ 1,531,261	\$ 1,478,592
Natural gas/heating fuel			\$ 578,307					\$ 578,307	\$ 459,572
Sewer and water			\$ 209,778					\$ 209,778	\$ 164,574
Telecommunications			\$ 98,043					\$ 98,043	\$ 58,424
Insurance					\$ 634,081			\$ 634,081	\$ 457,680
ASAP maintenance & renewal payments							\$ -	\$ -	\$ -
Amortization of tangible capital assets									
Supported							\$ 4,917,353	\$ 4,917,353	\$ 4,670,828
Unsupported						\$ 156,645		\$ 156,645	\$ (173,521)
<b>TOTAL AMORTIZATION</b>						\$ 156,645	\$ 4,917,353	\$ 5,073,998	\$ 4,497,307
Interest on capital debt									
Supported							\$ -	\$ -	\$ -
Unsupported						\$ -		\$ -	\$ -
Lease payments for facilities				\$ -				\$ -	\$ -
Other interest charges						\$ -		\$ -	\$ -
Losses on disposal of capital assets						\$ 4,274		\$ 4,274	\$ -
<b>TOTAL EXPENSES</b>	\$ 4,324,109	\$ 2,614,420	\$ 2,417,389	\$ 2,988,744	\$ 892,430	\$ 160,919	\$ 4,917,353	\$ 18,315,364	\$ 15,262,572

<b>SQUARE METRES</b>									
School buildings								\$ 135,485.0	\$ 130,703.0
Non school buildings								\$ 5,525.0	\$ 5,525.0

**Notes:**

**Custodial:** All expenses related to activities undertaken to keep the school environment and maintenance shops clean and safe.

**Maintenance:** All expenses associated with the repair, replacement, enhancement and minor construction of buildings, grounds and equipment components. This includes regular and preventative maintenance undertaken to ensure components reach or exceed their life cycle and the repair of broken components. Maintenance expenses exclude operational costs related to expensed Infrastructure Maintenance Renewal (IMR), CMR & Modular Unit relocations, as they are reported on separately.

**Utilities & Telecommunications:** All expenses related to electricity, natural gas and other heating fuels, sewer and water and all forms of telecommunications.

**Expensed IMR, CMR & Modular Unit Relocation & Lease Payments:** All operational expenses associated with non-capitalized IMR and CMR projects, modular unit (portable) relocation, and payments on leased facilities.

**Facility Planning & Operations Administration:** All expenses related to the administration of operations and maintenance including (but not limited to) contract administration, clerical functions, negotiations, supervision of employees & contractors, school facility planning & project administration, administration of joint-use agreements, and all expenses related to ensuring compliance with health and safety standards, codes and government regulations.

**Unsupported Amortization & Other Expenses:** All expenses related to unsupported capital assets amortization and interest on unsupported capital debt.

**Supported Capital & Debt Services:** All expenses related to supported capital assets amortization and interest on supported capital debt.

# **SCHEDULE 5**

## **SCHEDULE OF CASH, CASH EQUIVALENTS, AND PORTFOLIO INVESTMENTS** for the Year Ended August 31, 2021 (in dollars)

### **Cash & Cash Equivalents**

	2021			2020
	Average Effective (Market) Yield	Cost	Amortized Cost	Amortized Cost
Cash		\$ 14,118,244	\$ 14,118,244	\$ 21,052,333
Cash equivalents				
Government of Canada, direct and guaranteed	0.00%	-	-	-
Provincial, direct and guaranteed	0.00%	-	-	-
Corporate	0.00%	-	-	-
Other, including GIC's	0.00%	-	-	-
Total cash and cash equivalents		\$ 14,118,244	\$ 14,118,244	\$ 21,052,333

### **Portfolio Investments**

	Average Effective (Market) Yield	2021			2020
		Cost	Fair Value	Balance	Balance
<b>Interest-bearing securities</b>					
Deposits and short-term securities	0.95%	\$ 10,000,521	\$ 10,000,521	\$ 10,000,521	\$ 74,300
Bonds and mortgages	0.00%	-	-	-	-
	0.95%	10,000,521	10,000,521	10,000,521	74,300
<b>Equities</b>					
Canadian equities	0.00%	\$ -	\$ -	\$ -	\$ -
Global developed equities	0.00%	-	-	-	-
Emerging markets equities	0.00%	-	-	-	-
Private equities	0.00%	-	-	-	-
Pooled investment funds	0.00%	-	-	-	-
Total fixed income securities	0.00%	-	-	-	-
<b>Other</b>					
	0.00%	\$ -	\$ -	\$ -	\$ -
	0.00%	-	-	-	-
	0.00%	-	-	-	-
	0.00%	-	-	-	-
Total equities	0.00%	-	-	-	-
Total portfolio investments	0.95%	\$ 10,000,521	\$ 10,000,521	\$ 10,000,521	\$ 74,300

### **Portfolio investments**

#### **Operating**

Cost  
Unrealized gains and losses

#### **Endowments**

Cost  
Unrealized gains and losses  
Deferred revenue

### **Total portfolio investments**

	2021	2020
Cost	\$ 10,000,521	\$ 74,300
Unrealized gains and losses	-	-
	10,000,521	74,300
Cost	\$ -	\$ -
Unrealized gains and losses	-	-
Deferred revenue	-	-
	-	-
	\$ 10,000,521	\$ 74,300

The following represents the maturity structure for portfolio investments based on principal amount:

	2021	2020
Under 1 year	100.0%	100.0%
1 to 5 years	0.0%	0.0%
6 to 10 years	0.0%	0.0%
11 to 20 years	0.0%	0.0%
Over 20 years	0.0%	0.0%
	100.0%	100.0%



# **SCHEDULE 6**

## **SCHEDULE OF TANGIBLE CAPITAL ASSETS** **For the Year Ended August 31, 2021 (in dollars)**

Tangible Capital Assets	2021						2020	
	Land	Work In Progress	Buildings 20-40 Years	Equipment 3-10 Years	Vehicles 5-10 Years	Computer Hardware & Software 3-5 Years	Total	Total
<b>Historical cost</b>								
Estimated useful life								
Beginning of year	\$ 1,715,118	\$ 14,069,398	\$ 201,897,093	\$ 10,536,416	\$ 1,112,667	\$ 932,444	\$ 230,263,136	\$ 213,604,118
Prior period adjustments	-	-	-	-	-	-	-	-
Additions	-	6,104,417	4,227,529	1,209,420	162,509	-	11,703,875	16,659,018
Transfers in (out)	-	(20,044,808)	20,044,808	-	-	-	-	-
Less disposals including write-offs	-	-	-	-	(187,070)	-	(187,070)	-
Historical cost, August 31, 2021	\$ 1,715,118	\$ 129,007	\$ 226,169,430	\$ 11,745,836	\$ 1,088,106	\$ 932,444	\$ 241,779,941	\$ 230,263,136
<b>Accumulated amortization</b>								
Beginning of year	\$ -	\$ -	\$ 68,036,776	\$ 6,197,323	\$ 808,423	\$ 861,517	\$ 75,904,039	\$ 70,280,798
Prior period adjustments	-	-	-	-	-	-	-	-
Amortization	-	-	5,075,121	703,603	95,147	70,927	5,944,798	5,623,241
Other additions	-	-	-	-	-	-	-	-
Transfers in (out)	-	-	-	-	(87,189)	-	(87,189)	-
Less disposals including write-offs	-	-	-	-	-	-	-	-
Accumulated amortization, August 31, 2021	\$ -	\$ -	\$ 73,111,897	\$ 6,900,926	\$ 816,381	\$ 932,444	\$ 81,761,648	\$ 75,904,039
<b>Net Book Value at August 31, 2021</b>	<b>\$ 1,715,118</b>	<b>\$ 129,007</b>	<b>\$ 153,057,533</b>	<b>\$ 4,844,910</b>	<b>\$ 271,725</b>	<b>\$ -</b>	<b>\$ 160,018,293</b>	<b>\$ -</b>
<b>Net Book Value at August 31, 2020</b>	<b>\$ 1,715,118</b>	<b>\$ 14,069,398</b>	<b>\$ 133,860,317</b>	<b>\$ 4,339,093</b>	<b>\$ 304,244</b>	<b>\$ 70,927</b>	<b>\$ -</b>	<b>\$ 154,359,097</b>

	2021	2020
Total cost of assets under capital lease	\$ -	\$ -
Total amortization of assets under capital lease	\$ -	\$ -

Donated (contributed) tangible capital assets are recognized at fair value at the date of donation. There were no donations of tangible capital assets that were received during the year (2020 - \$nil).

**SCHEDULE 7**

**SCHEDULE OF REMUNERATION AND MONETARY INCENTIVES**  
**For the Year Ended August 31, 2021 (in dollars)**

Board Members:	FTE	Remuneration	Benefits	Allowances	Performance Bonuses	ERIP's / Other Paid	Other Accrued Unpaid Benefits	Expenses
Christine Light - Chair	1.00	\$34,879	\$2,916	\$0			\$0	\$485
Clark Bosch	1.00	\$28,840	\$2,522	\$0			\$0	\$0
Tyler Demers	1.00	\$29,197	\$2,551	\$0			\$0	\$0
Jan Foster	1.00	\$26,700	\$1,078	\$0			\$0	\$1,480
Donna Hunt	1.00	\$26,700	\$1,078	\$0			\$0	\$210
Doug James	1.00	\$26,000	\$2,344	\$0			\$0	\$0
Lola Major	1.00	\$26,000	\$1,070	\$0			\$0	\$0
<b>Subtotal</b>	<b>7.00</b>	<b>\$198,316</b>	<b>\$13,559</b>	<b>\$0</b>			<b>\$0</b>	<b>\$2,175</b>
Cheryl Gilmore, Superintendent	1.00	\$215,859	\$37,698	\$5,000	\$0	\$0	\$0	\$1,748
Christine Lee, Secretary Treasurer	1.00	\$183,519	\$35,125	\$5,000	\$0	\$0	\$0	\$2,632
Certificated		\$59,776,394	\$14,431,668	\$29,441	\$0	\$0	\$0	
School based	628.56							
Non-School based	20.75							
Non-certificated		\$21,537,116	\$5,991,503	\$64,186	\$0	\$0	\$0	
Instructional	361.60							
Plant Operations & Maintenance	69.25							
Transportation	1.50							
Other	33.11							
<b>TOTALS</b>	<b>1,121.77</b>	<b>\$81,911,204</b>	<b>\$20,509,553</b>	<b>\$103,627</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,555</b>

# The Lethbridge School Division

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## 1. AUTHORITY AND PURPOSE

Lethbridge School Division delivers education programs under the authority of the *Education Act*, 2012, Chapter E-0.3.

The School Division receives funding for instruction and support under Education Grants Regulation (AR 120/2008). The regulation allows for the setting of conditions and use of grant monies. The School Division is limited on certain funding allocations and administration expenses.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the Chartered Professional Accounting (CPA) Canadian Public Sector Accounting Standards (PSAS). The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies summarized below:

### **Basis of Financial Reporting**

#### **a) Financial Assets**

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations.

Financial assets are the school jurisdiction's financial claims on external organizations and individuals, and inventories for resale at the year end.

#### **i) Cash and Cash Equivalents**

Cash comprises of cash on hand and demand deposits. Cash equivalents are short-term, highly liquid, investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of change in value. Cash equivalents have a maturity of three months or less at acquisition and are held for the purpose of meeting short-term commitments rather than for investment purposes.

#### **ii) Accounts Receivable**

Accounts receivable are recognized at the lower of cost or net recoverable value. A valuation allowance is recognized when recovery is uncertain.

#### **iii) Portfolio Investments**

The School Division has investments in GIC's and term deposits that have a maturity of greater than three months. GIC's and term deposits not quoted in an active market are reported at cost or amortized cost.

Impairment is defined as a loss in value of a portfolio investment that is other than a temporary decline and is included in the Statement of Operations. In the case of an item in the fair value category, a reversal of any net remeasurement gains recognized in previous reporting periods up to the amount of the write-down is reported in the Statement of Remeasurement Gains and Losses. The loss is not reversed if there is a subsequent increase in value.



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## b) Liabilities

Liabilities are present obligations of the school jurisdiction to external organizations and individuals arising from past transactions or events occurring before the year end, the settlement of which is expected to result in the future sacrifice of economic benefits. They are recognized when there is an appropriate basis of measurement and management can reasonably estimate the amounts.

### i) Accounts Payable and Accrued Liabilities

Accounts payable and accrued liabilities include unearned revenue collected from external organizations and individuals for which goods and services have yet to be provided.

### ii) Deferred Contributions

Deferred contributions include contributions received for operations which have stipulations that meet the definition of a liability per Public Sector Accounting Standards (PSAS) Section PS 3200. These contributions are recognized by the School Division once it has met all eligibility criteria to receive the contributions. When stipulations are met, deferred contributions are recognized as revenue in the fiscal year in a manner consistent with the circumstances and evidence used to support the initial recognition of the contributions received as a liability.

Deferred contributions also include contributions for capital expenditures, unspent and spent:

- Unspent Deferred Capital Contributions

Unspent Deferred Capital Contributions (UDCC) represents externally restricted supported capital funds provided for a specific capital purposes received or receivable by the jurisdiction, but the related expenditure has not been made at year-end. These contributions must also have stipulations that meet the definition of a liability per PS 3200 when spent.

- Spent Deferred Capital Contributions

Spent Deferred Capital Contributions (SDCC) represent externally restricted supported capital funds that have been spent but have yet to be amortized over the useful life of the related capital asset. Amortization over the useful life of the related capital asset is due to certain stipulations related to the contributions that require that the school jurisdiction to use the asset in a prescribed manner over the life of the associated asset.

### iii) Employee Future Benefits

The School Division accrues its obligations and related costs including both vested and non-vested benefits under employee future benefit plans. Benefits include accumulating sick leave, banked time and various qualifying compensated absences.

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## c) Non-Financial Assets

Non-financial assets are acquired, constructed, or developed assets that do not normally provide resources to discharge existing liabilities, but instead:

- are normally employed to deliver government services;
- may be consumed in the normal course of operations; and
- are not for sale in the normal course of operations.

## i) Tangible Capital Assets

The following criteria apply:

- Tangible capital assets acquired or constructed are recorded at cost which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the asset. Cost also includes overhead directly attributable to construction as well as interest costs that are directly attributable to the acquisition or construction of the asset.
- Donated tangible capital assets are recorded at their fair market value at the date of donation, except in circumstances where fair value cannot be reasonably determined, when they are then recognized at nominal value. Transfers of capital assets from related parties are recorded at original cost less accumulated amortization.
- Construction-in-progress is recorded as a transfer to the applicable asset class at substantial completion.
- Sites and buildings are written down to residual value when conditions indicate they no longer contribute to the ability of the School Division to provide services or when the value of future economic benefits associated with the sites and buildings are less than their net book value. For supported assets, the write-downs are accounted for as reductions to Spent Deferred Capital Contributions (SDCC).
- Buildings that are demolished or destroyed are written-off.
- Tangible capital assets with costs in excess of \$5,000 are capitalized.
- Tangible capital assets are amortized over their estimated useful lives on a straight-line basis, at the following rates:

Buildings	20 to 40 years
Vehicles	5 to 10 years
Computer Hardware & Software	3 to 5 years
Other Equipment & Furnishings	3 to 10 years



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## ii) Inventory of Supplies

Inventories of supplies are valued at the lower of cost and replacement cost. Cost is determined on a first-in, first-out basis.

## iii) Prepaid Expenses

Prepaid expenses are recognized at cost and amortized based on the terms of the agreement or using a methodology that reflects use of the resource.

## d) Operating and Capital Reserves

Certain amounts are internally or externally restricted for future operating or capital purposes. Transfers to and from reserves are recorded when approved by the Board of Trustees. Capital reserves are restricted to capital purposes and may only be used for operating purposes with approval by the Minister of Education. Reserves are disclosed in the Schedule of Change in Accumulated Surplus.

## e) Revenue Recognition

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recognized as unearned revenue and recorded in accounts payable and other accrued liabilities.

Endowment contributions, matching contributions, and associated investment income allocated for preservation of endowment capital purchasing power are recognized in the Statement of Operations in the period in which they are received.

## i) Government Transfers

Transfers from all governments are referred to as government transfers.

Government transfers and associated externally restricted investment income are recognized as deferred contributions if the eligibility criteria for use of the transfer, or the stipulations together with the School Division's actions and communications as to the use of the transfer, create a liability. *Stipulations* describe how the School Division must use the contributions or the actions it must perform in order to keep the contributions. These transfers are recognized as revenue as the stipulations are met and, when applicable, the School Division complies with its communicated use of these transfers. The following items fall under this category:

- Non-capital contributions for specific purposes are recorded as deferred contributions and recognized as revenue in the year the stipulated related expenses are incurred;
- Unspent Deferred Capital Contributions (UDCC); or
- Spent Deferred Capital Contributions (SDCC).

All other government transfers, without stipulations for the use of the transfer, are recognized as revenue when the transfer is authorized and the School Division meets the eligibility criteria (if any).



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## ii) Donations and Non-Government Contributions

Donations and non-government contributions are received from individuals, corporations, and private sector not-for-profit organizations. Donations and non-government contributions may be unrestricted or externally restricted for operating or capital purposes.

Unrestricted donations and non-government contributions are recognized as revenue in the year received or in the year the funds are committed to the School Division if the amount can be reasonably estimated and collection is reasonably assured.

Externally restricted donations, non-government contributions and realized and unrealized gains and losses for the associated externally restricted investment income are recognized as deferred contributions if the terms for their use, or the terms along with the School Division's actions and communications as to the use, create a liability. These resources are recognized as revenue as the terms are met and, when applicable, the School Division complies with its communicated use.

In-kind donations of services and materials are recognized at fair value when such value can reasonably be determined. While volunteers contribute a significant amount of time each year to assist the School Division, the value of their services are not recognized as revenue and expenses in the financial statements because fair value cannot be reasonably determined.

## iii) Grants and Donations for Land

The School Division records transfers and donations for the purchase of the land as a liability when received and as revenue when the School Division purchases the land. The School Division records in-kind contributions of land as revenue at the fair value of the land. When the School Division cannot determine the fair value, it records such in-kind contributions at nominal value.

## f) Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

Allocation of Costs:

- Actual salaries of personnel assigned to two or more programs are allocated based on the time spent in each program.
- Employee benefits and allowances are allocated to the same programs, and in the same proportions, as the individual's salary.
- Supplies and services are allocated based on actual program identification.



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## g) Program Reporting

The Division's operations have been segmented as follows:

- **Pre-K Instruction:** The provision of Pre-Kindergarten education instructional services that fall under the basic public education mandate.
- **K to Grade 12 Instruction:** The provision of instructional services for Kindergarten to Grade 12 that fall under the basic public education mandate.
- **Operations and Maintenance:** The operation and maintenance of all school buildings and maintenance shop facilities.
- **Transportation:** The provision of regular and special education bus services (to and from school), whether contracted or board operated, including transportation facility expenses.
- **System Administration:** The provision of board governance and system-based / central office administration.
- **External Services:** All projects, activities, and services offered outside the public education mandate for Pre-K children and students in K to grade 12. Services offered beyond the mandate for public education are to be self-supporting, and Alberta Education funding may not be utilized to support these programs.

The allocation of revenues and expenses are reported by program, source, and object on the Schedule of Program Operations. Respective instruction expenses include the cost of certificated teachers, non-certificated teaching assistants as well as a proportionate share of supplies and services, school administration and instructional support, and System Instructional Support.

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### h) Pensions

Pension costs included in these statements comprise the cost of employer contributions for current service of employees during the year.

The current and past service costs of the Alberta Teachers' Retirement Fund are met by contributions by active members and the Government of Alberta. Under the terms of the Teachers' Pension Plan Act, Lethbridge School Division does not make pension contributions for certificated staff. The Government portion of the current service contribution to the Alberta Teachers' Retirement Fund on behalf of the jurisdiction is included in both revenues and expenses. For the school year ended August 31, 2021, the amount contributed by the Government was \$6.43 million (2020 - \$6.52 million). The total current service contribution by employees of the Division to the Alberta Teachers' Retirement Fund is \$6.58 million for the year ended August 31, 2021 (2020 - \$6.81 million).

The School Division participates in a multi-employer pension plan, the Local Authorities Pension Plan (LAPP), and does not report on any unfunded liabilities. The expense for this pension plan is equivalent to the annual contributions of \$1.62 million for the year ended August 31, 2021 (2020 - \$1.55 million). The total current service contribution by employees of the Division to the Local Authorities Pension Plan (LAPP) is \$1.45 million for the year ended August 31, 2021 (2020 - \$1.39 million). At December 31, 2020, the Local Authorities Pension Plan (LAPP) reported a surplus of \$4,961,337,000 (2019: surplus of \$7,913,261,000).

### i) Scholarship Endowment Funds

Contributions and income pertaining to scholarship endowment funds are recognized on the Statement of Operations must be held in perpetuity in accordance with the agreement with the donor. The residual may be disbursed for the purposes of the scholarship.

Reinvestment of the endowment principal represents a direct increase to accumulated surplus. Undisbursed funds earned on endowment principal is recognized as deferred contributions or as revenue in the year to the extent that stipulations have been met.

### j) Trusts Under Administration

The School Division has property that has been transferred or assigned to it to be administered or directed by a trust agreement or statute. The Division holds title to the property for the benefit of the beneficiary.

Trusts under administration have been excluded from the financial reporting of the Division. Trust balances can be found in Note 14.



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## k) Financial Instruments

A contract establishing a financial instrument creates, at its inception, rights and obligations to receive or deliver economic benefits. The financial assets and financial liabilities portray these rights and obligations in the financial statements. The School Division recognizes a financial instrument when it becomes a party to a financial instrument contract.

Financial instruments consist of cash and cash equivalents, accounts receivable, portfolio investments, accounts payable and accrued liabilities, and long-term debt. Unless otherwise noted, it is management's opinion that the School Division is not exposed to significant credit and liquidity risks, or market risk, which includes currency, interest rate, and other price risks.

All financial assets and liabilities are recorded at cost or amortized cost and the associated transaction costs are added to the carrying value of items in the cost or amortized cost upon initial recognition. The gain or loss arising from derecognition of a financial instrument is recognized in the Statement of Operations. Impairment losses such as write-downs or write-offs are reported in the Statement of Operations.

## l) Measurement Uncertainty

Measurement uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount. The precise determination of many assets and liabilities is dependent on future events. As a result, the preparation of financial statements for a period involves the use of estimates and approximations, which have been made using careful judgement. Actual results could differ from those estimates. Significant areas requiring the use of management estimates relate to the potential impairment of assets, rates for amortization, and estimated employee benefits recognized/disclosed in these financial statements, is subject to measurement uncertainty.

The cost of non-vesting sick time benefits should be actuarially determined using the projected unit credit method pro-rata on service and using management's best estimate of expected salary escalation, benefit usage, termination and retirement rates and mortality. Currently there has not been any actuarial valuation used in the determination of the sick time that has been accrued. Management has estimated the accrual of sick time based on historical use over the annual sick time allotment, and recorded a portion of the time estimated.

# The Lethbridge School Division

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## m) Future Accounting Changes

The Public Sector Accounting Board has issued the following accounting standards:

- PS 3280 Asset Retirement Obligations (effective September 1, 2022)  
Effective April 1, 2022, this standard provides guidance on how to account for and report liabilities for retirement of tangible capital assets.
- PS 3450 Financial Instruments (effective September 1, 2022)  
This standard provides guidance on how to account for all types of financial instruments and specifically addresses how to account for and report financial instruments.
- PS 3400 Revenue (effective September 1, 2023)  
This standard provides guidance on how to account for and report on revenue, and specifically, it addresses revenue arising from exchange transactions and non-exchange transactions.

Management is currently assessing the impact of these standards on the financial statements.

## 3. ACCOUNTS RECEIVABLE

Accounts Receivable consists of the following:

	2021			2020
	Gross Amount	Allowance for Doubtful Accounts	Net Realizable Value	Net Realizable Value
Alberta Education - Grants	\$ 34,063	\$ -	\$ 34,063	\$ 113,759
Alberta Education - Capital	3,731,033	-	3,731,033	3,886,928
Alberta Education - CMR	881,450	-	881,450	-
Alberta Education - Other	25,000	-	25,000	-
Other Alberta school jurisdictions	-	-	-	17,941
Alberta Health	114,885	-	114,885	31,877
Federal government	813,994	-	813,994	1,036,766
Municipalities	-	-	-	4,399
Other	416,903	-	416,903	488,151
Total	<u>\$6,017,328</u>	<u>\$ -</u>	<u>\$6,017,328</u>	<u>\$5,579,821</u>

## 4. BANK INDEBTEDNESS

The jurisdiction has negotiated a line of credit with the Royal Bank of Canada in the amount of \$500,000 that bears interest at the bank prime rate. This line of credit is secured by a borrowing resolution and a security agreement, covering all revenue of the jurisdiction. There is no outstanding line of credit balance at August 31, 2021.



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## 5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts Payable and Accrued Liabilities consists of the following:

	2021	2020
Alberta Education - Weighted Moving Average (WMA)	\$ 3,140,646	\$ -
Alberta Education - Other	130,107	70,456
Accrued vacation pay liability	700,687	715,302
Other trade payables and accrued liabilities	4,204,226	4,632,292
Unearned Revenue		
School Generated Funds, including fees	49,062	77,551
Other fee revenue not collected at school level	377,251	386,558
Total	<u>\$ 8,601,979</u>	<u>\$ 5,882,159</u>

Unearned Revenue represents a performance obligation of the school jurisdiction to a payor for consideration received. Unearned revenue is distinct from deferred contributions as the latter represents non-exchange transactions with government and other sources. These unearned revenues include the fees paid in advance for the school generated funds and international student tuition fees for the following school year.

## 6. EMPLOYEE FUTURE BENEFIT LIABILITY

Employee future benefit liabilities consist of the following:

	2021	2020
Defined benefit pension plan liability	\$ -	\$ -
Accumulating sick pay liability (vested)	-	-
Accumulating sick pay liability (non-vested)	218,727	234,129
Other compensated absences	9,550	13,173
Total	<u>\$ 228,277</u>	<u>\$ 247,302</u>

The Division's caretaking and maintenance employees accumulate sick time to a maximum of 75 working days in accordance with the CUPE 290 collective agreement. The accumulated amount is reduced when sick time is taken. When an employee leaves employment with the Division, their accumulated sick time is not paid out. As of August 31, 2021, management has accrued \$218,727 (2020 - \$234,129) for estimated sick time benefits. Refer to significant accounting policies section for additional details (Note 2(l) – Measurement Uncertainty).

## 7. INVENTORY OF SUPPLIES

Inventory of Supplies consists of the following:

	2021	2020
Caretaking inventory	\$ 136,821	\$ 193,393
Warehouse inventory	118,714	80,167
Other inventory	138,619	4,805
Total	<u>\$ 394,154</u>	<u>\$ 278,365</u>

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## 8. PREPAID EXPENSES

Prepaid Expenses consists of the following:

	2021	2020
Prepaid insurance	\$ 147,175	\$ 99,987
Prepaid software licensing / maintenance costs	660,705	498,116
Other supplies and materials	47,606	278,926
Total	<u>\$ 855,486</u>	<u>\$ 877,029</u>

## 9. NET ASSETS

Detailed information related to Net Assets is available on the Schedule of Changes in Net Assets. The School Division's accumulated surplus is summarized as follows:

	2021	2020
Unrestricted surplus	\$ 691,484	\$ 691,486
Operating reserves	<u>10,677,181</u>	<u>9,760,912</u>
Accumulated surplus (deficit) from operations	11,368,665	10,452,398
Investment in tangible capital assets	5,365,975	5,718,000
Capital reserves	7,557,882	6,396,633
Endowments <sup>(1)</sup>	319,874	319,874
Accumulated remeasurement gains (losses)	-	-
Accumulated surplus (deficit)	<u>\$ 24,612,396</u>	<u>\$ 22,886,905</u>

Included in Accumulated surplus from operations are school generated funds to which the Division has no claim. Adjusted accumulated surplus represents funds owned by Lethbridge School Division.

	2021	2020
Accumulated surplus (deficit) from operations	\$ 11,368,665	\$ 10,452,398
Deduct: School generated funds included in accumulated surplus (Note 15)	<u>2,364,504</u>	<u>2,215,906</u>
Adjusted accumulated surplus (deficit) from operations <sup>(2)</sup>	<u>\$ 9,004,161</u>	<u>\$ 8,236,492</u>

(1) Terms of the endowments stipulate that the principal balance be maintained permanently. Investment income of \$46,129 (2020 - \$47,119) is externally restricted for scholarships and is included in deferred contribution. Investment income of \$144,966 (2020 - \$201,809) is unrestricted.

(2) Accumulated surplus represents funding available for use by the school jurisdiction after deducting funds committed for use by the schools.



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## 10. ENDOWMENTS

Endowments represent principal amounts contributed for student scholarships. The conditions of the endowment agreement are such that principal amounts must be held in perpetuity in accordance with stipulations placed by the contributor. Endowment assets are held in Cash and Cash Equivalents.

## 11. CONTRACTUAL RIGHTS

Contractual rights are rights of the division to economic resources arising from contracts or agreements that will result in both assets and revenues in the future when the terms of those contracts or agreements are met.

	2021	2020
Contractual rights from capital project agreements <sup>(1)</sup>	\$ 3,358,464	\$ 6,317,416
Contractual rights from service agreement	-	-
Other	-	-
Total	\$ 3,358,464	\$ 6,317,416

1) Capital Project Agreements are capital grant agreements with Alberta Infrastructure of \$3.36 million (2020 - \$5.75 million) which is a related party to the school jurisdiction. The Capital Project Agreements had also included an agreement with the City of Lethbridge to contribute towards the gymnasium upsize at Dr. Robert Plaxton Elementary School of \$nil (2020 - \$566,667).

Estimated amounts that will be received or receivable for each of the next five years and thereafter are as follows:

	Capital Project Agreements	Service Agreements	Other
2021-2022	\$ 3,358,464	\$ -	\$ -
2022-2023	-	-	-
2023-2024	-	-	-
2024-2025	-	-	-
2025-2026	-	-	-
Thereafter	-	-	-
Total	\$ 3,358,464	\$ -	\$ -

# The Lethbridge School Division

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## 12. CONTRACTUAL OBLIGATIONS

Contractual Obligations are summarized as follows:

	2021	2020
Building projects <sup>(1)</sup>	\$ 21,762	\$ 4,097,199
Service Providers <sup>(2)</sup>	12,564,282	2,808,372
Other <sup>(3)</sup>	858,314	439,122
Total	\$ 13,444,358	\$ 7,344,693

1) Buildings projects: The jurisdiction is committed for capital expenditures of \$21,762 (2020 - \$4.07 million) of a \$15.22 million construction contract of Dr. Robert Plaxton Elementary School. It is anticipated that these costs will be fully funded from capital revenues from Alberta Infrastructure.

2) Service providers: As of August 31, 2021, the jurisdiction has \$12.56 million (2020 - \$2.81 million) in commitments relating to service contracts. Service providers include utility, equipment, and transportation/bussing services. Transportation and bussing services contract provides several rates for various routes and activities; whereas, management estimates the average annual costs to be \$2.17 million.

3) Other: The jurisdiction is committed for purchase orders for supplies, materials, and equipment that has been ordered but not received before August 31, 2021.

Estimated payment requirement for each of the next five years and thereafter are as follows:

	Building Projects	Service Providers	Other
2021-2022	\$ 21,762	\$ 3,416,868	\$ 858,314
2022-2023	-	2,222,637	-
2023-2024	-	2,264,852	-
2024-2025	-	2,307,997	-
2025-2026	-	2,351,928	-
Thereafter	-	-	-
Total	\$ 21,762	\$ 12,564,282	\$ 858,314

## 13. CONTINGENT ASSETS AND LIABILITIES

- a) The jurisdiction is a member of Urban Schools Insurance Consortium (USIC). Under the terms of its membership, the jurisdiction could become liable for its proportionate share of any claim losses in excess of the funds held by the exchange. The jurisdiction's share of the pool as at August 31, 2021 is \$355,040 (2020 - \$155,507).

None of these contingent assets nor liabilities involve related parties. These amounts have not been recognized in the financial statements.



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## 14. TRUSTS UNDER ADMINISTRATION

These balances represent assets that are held in trust by the jurisdiction. They are not recorded on the statements of the School Division. Trust funds under administration were as follows:

	2021	2020
Scholarship trusts	\$ 237,947	\$ 235,008
Chinook Regional Foundation for Career Transitions	5,091	35,655
Regional Learning Consortium (Banker board)	-	339,318
Total	<u>\$ 243,038</u>	<u>\$ 609,981</u>

## 15. SCHOOL GENERATED FUNDS

School Generated Funds (SGF) are summarized as follows:

	2021	2020
School Generated Funds, Beginning of Year	\$ 2,293,457	\$ 2,579,349
Gross Receipts:		
Fees	379,231	1,129,766
Fundraising	409,293	1,605,293
Gifts and donations	295,962	341,735
Grants to schools	-	-
Other sales and services	111,781	233,660
Total gross receipts	1,196,267	3,310,454
Total Related Expenses and Uses of Funds	422,959	1,481,791
Total Direct Costs Including Cost of Goods Sold to Raise Funds	653,199	2,114,555
School Generated Funds, End of Year	<u>\$ 2,413,566</u>	<u>\$ 2,293,457</u>
Balance included in Deferred Contributions	\$ -	\$ -
Balance included in Accounts Payable	\$ 49,062	\$ 77,551
Balance included in Accumulated Surplus (Operating Reserves)	\$ 2,364,504	\$ 2,215,906

# The Lethbridge School Division

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## 16. RELATED PARTY TRANSACTIONS

Related parties are those entities consolidated or accounted for on the modified equity basis in the Government of Alberta Consolidated Financial Statements. Related parties also include key management personnel in division and their close family members.

All entities that are consolidated in the accounts of the Government of Alberta are related parties of school jurisdictions. These include government departments, health authorities, post-secondary institutions, and other school jurisdictions in Alberta.

	Balances		Transactions	
	Financial Assets (at cost or net realizable value)	Liabilities (at amortized cost)	Revenues	Expenses
<b>Government of Alberta (GOA):</b>				
<b>Alberta Education</b>				
Accounts receivable / Accounts payable	\$ 940,513	\$ 3,270,753		
Prepaid expenses / Deferred operating revenue	-	3,135,956		
Unspent deferred capital contributions		95,334		
Spent deferred capital revenue		12,657,271	320,922	
Grant revenue & expenses			112,825,700	
ATRF payments made on behalf of district			6,429,173	
Other revenues & expenses			63,000	11,918
<b>Other Alberta school jurisdictions</b>	-	-	40,000	1,111
<b>Alberta Health</b>	-	-	374,661	-
<b>Post-secondary institutions</b>	-	-	-	42,346
<b>Alberta Infrastructure</b>	-	-	-	-
Alberta Infrastructure	3,731,033			
Unspent deferred capital contributions		-		
Spent deferred capital contributions		140,122,767	5,046,408	
<b>Other:</b>				
Children's Services	-	-	79,025	-
<b>TOTAL 2020/2021</b>	<b>\$ 4,671,546</b>	<b>\$ 159,282,081</b>	<b>\$ 125,178,889</b>	<b>\$ 55,375</b>
<b>TOTAL 2019/2020</b>	<b>\$ 4,050,505</b>	<b>\$ 151,971,992</b>	<b>\$ 118,480,702</b>	<b>\$ 120,042</b>

The School Division and its employees paid or collected certain taxes and amounts set by regulation or local policy. These amounts were incurred in the normal course of business, reflect charges applicable to all users and have been excluded from this schedule.



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## 17. UNCERTAINTIES DUE TO COVID-19

In March 2020, the World Health Organization declared the outbreak of a novel coronavirus (COVID-19) as a global pandemic, which continues to spread in Canada and around the world.

This pandemic is evolving and the school jurisdiction continues to respond with public health measures and financial assistance as necessary. The ongoing impact of the pandemic presents uncertainty over future cash flows, may have a significant impact on future operations including decreases in revenue, impairment of receivables, and reduction in investment income. The duration and potential impacts of COVID-19 are unknown at this time. As a result, we are unable to estimate the effect of these developments on the financial statements.

## 18. ECONOMIC DEPENDENCE ON RELATED THIRD PARTY

The jurisdiction's primary source of income is from the Alberta Government. The Division's ability to continue viable operations is dependent on this funding.

## 19. BUDGET AMOUNTS

The budget was prepared by the school jurisdiction and approved by the Board of Trustees on May 26<sup>th</sup>, 2020. It is presented for information purposes only and has not been audited.

## 20. COMPARATIVE FIGURES

The comparative figures have been reclassified where necessary to conform to the 2020/2021 presentation.



## END OF FINANCIAL STATEMENTS

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# **SECTION 3 - STATISTICS, RATIOS & INFORMATION**



## Section 3 - STATISTICS, RATIOS & INFORMATION

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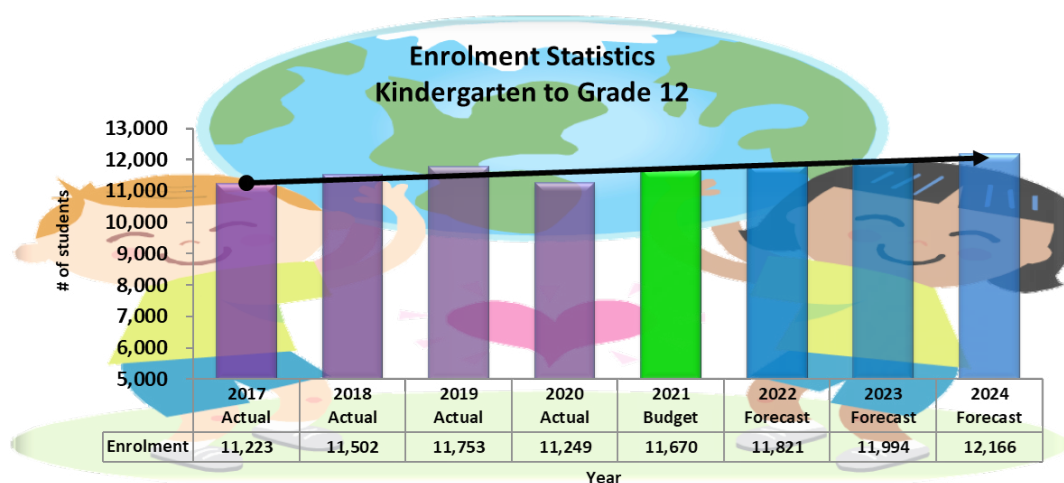


# STATISTICS AND RATIOS

## Demographics and Other Factors

DEMOGRAPHICS AND OTHER FACTORS					
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
<b>CITY OF LETHBRIDGE POPULATION *</b>	96,828	98,198	99,769	101,482	101,482
<b>NUMBER OF SCHOOLS</b>	21	22	23	23	23
<b>STUDENT ENROLMENT</b>					
Early Education Program	349	471	506	497	357
Kindergarten	699	858	766	806	725
Elementary School	4,192	4,250	4,386	4,467	4,111
Middle School	2,266	2,432	2,490	2,631	2,687
High School	3,141	3,263	3,354	3,352	3,369
<b>TOTAL STUDENT ENROLMENT</b>	<b>10,647</b>	<b>11,274</b>	<b>11,502</b>	<b>11,753</b>	<b>11,249</b>
<b>BUDGETED STAFFING (in FTE)</b>					
Teachers	504.6	537.9	564.7	564.0	560.0
Other Certified Staff	60.1	62.1	64.1	65.1	65.1
<b>Total Certified Staff</b>	<b>564.7</b>	<b>600.0</b>	<b>628.8</b>	<b>629.1</b>	<b>625.1</b>
Educational Assistance	226.7	277.9	299.4	288.3	268.5
Other Uncertified Staff	217.9	216.9	220.3	228.9	217.9
<b>Total Uncertified Staff</b>	<b>444.6</b>	<b>494.8</b>	<b>519.6</b>	<b>517.2</b>	<b>486.4</b>
<b>TOTAL BUDGETED STAFFING</b>	<b>1,009.3</b>	<b>1,094.8</b>	<b>1,148.4</b>	<b>1,146.2</b>	<b>1,111.5</b>

\* Statistical Information on Population is an extract from the City of Lethbridge's 2020 Annual Report.





## School Division Comparisons

SCHOOL DIVISION COMPARISONS					
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
<b>CURRENT RATIO (LIQUIDITY)</b>	<b>2.24</b>	<b>2.18</b>	<b>2.62</b>	<b>2.50</b>	<b>2.48</b>
Comparable Jurisdictions (based on FTE enrolment)	1.78	1.77	1.91	1.84	
All Jurisdictions in Alberta	1.65	1.61	1.63	1.55	
<b>ACCUMULATED SURPLUS FROM OPERATIONS</b>	<b>8.70%</b>	<b>7.01%</b>	<b>6.23%</b>	<b>6.61%</b>	<b>7.07%</b>
Comparable Jurisdictions (based on FTE enrolment)	5.51%	5.06%	5.29%	5.38%	
All Jurisdictions in Alberta	5.38%	4.96%	4.54%	5.00%	
<b>WORKING CAPITAL PER STUDENT</b>	<b>\$ 1,430</b>	<b>\$ 1,517</b>	<b>\$ 1,424</b>	<b>\$ 1,429</b>	<b>\$ 1,644</b>
Comparable Jurisdictions (based on FTE enrolment)	\$ 851	\$ 874	\$ 901	\$ 871	
All Jurisdictions in Alberta	\$ 956	\$ 854	\$ 818	\$ 803	
<b>CAPITAL ASSETS - EQUIPMENT/VEHICLES (NBV to cost)</b>	<b>43.37%</b>	<b>39.89%</b>	<b>45.26%</b>	<b>37.47%</b>	<b>37.17%</b>
Comparable Jurisdictions (based on FTE enrolment)	32.48%	31.99%	31.99%	28.97%	
All Jurisdictions in Alberta	28.79%	29.11%	29.96%	26.54%	
<b>CAPITAL ASSETS - SCHOOLS/BUILDINGS (NBV to cost)</b>	<b>70.23%</b>	<b>69.93%</b>	<b>68.17%</b>	<b>68.50%</b>	<b>67.69%</b>
Comparable Jurisdictions (based on FTE enrolment)	63.05%	63.28%	62.38%	61.94%	
All Jurisdictions in Alberta	62.61%	62.56%	61.67%	60.94%	
<b>CAPITAL RESERVES PER STUDENT</b>	<b>\$ 188</b>	<b>\$ 497</b>	<b>\$ 476</b>	<b>\$ 571</b>	<b>\$ 690</b>
Comparable Jurisdictions (based on FTE enrolment)	\$ 180	\$ 291	\$ 276	\$ 280	
All Jurisdictions in Alberta	\$ 393	\$ 357	\$ 306	\$ 343	

\* Statistical Information on Comparable and Provincial Jurisdictions are by Alberta Education (Financial Reporting and Accountability Branch).

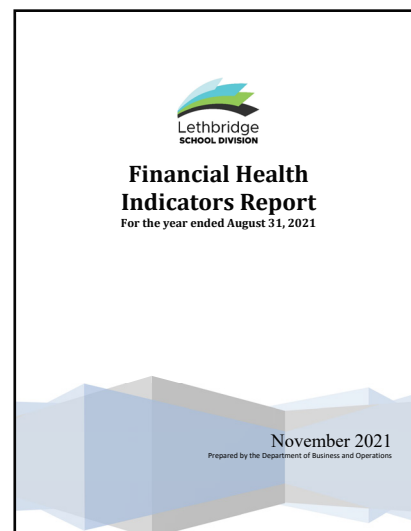


For additional details on Ratio Comparisons (above), please see the “Financial Health Indicators” section of the Financial Statement Discussion and Analysis (included in this report).

A full report on the Financial Health Indicators is also available on the Division’s website:

[www.lethsd.ab.ca](http://www.lethsd.ab.ca) > Our Division > Plans & Reports > Financial Reporting

*The Provincial comparative figures are based on 2019/2020 data (until the 2020/2021 Provincial data is available).*



## Financial Position

FINANCIAL POSITION					
(in Thousands)					
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
FINANCIAL ASSETS	26,502	29,676	24,914	26,706	30,136
FINANCIAL LIABILITIES	(11,857)	(13,605)	(9,519)	(10,693)	(12,139)
NET FINANCIAL ASSETS (DEBT)	14,645	16,071	15,395	16,013	17,997
TANGIBLE CAPITAL ASSETS (NBV)	132,945	140,912	143,323	154,359	160,018
OTHER NON-FINANCIAL ASSETS	356	605	666	1,156	1,249
SPENT DEFERRED CAPITAL CONTRIBUTIONS (SDCC)	(127,180)	(134,994)	(137,799)	(148,641)	(154,652)
<b>ACCUMULATED SURPLUS</b>	<b>20,766</b>	<b>22,594</b>	<b>21,585</b>	<b>22,887</b>	<b>24,612</b>
<b>TANGIBLE CAPITAL ASSETS:</b>					
Historical Cost	191,837	204,926	213,604	230,263	241,780
Accumulated Amortization	(58,892)	(64,014)	(70,281)	(75,904)	(81,762)
<b>TANGIBLE CAPITAL ASSETS (NBV)</b>	<b>132,945</b>	<b>140,912</b>	<b>143,323</b>	<b>154,359</b>	<b>160,018</b>
<b>ACCUMULATED SURPLUS:</b>					
Unrestricted Surplus	836	758	700	691	691
Operating Reserves	11,923	10,330	9,894	9,761	10,677
Capital Reserves	1,922	5,268	5,147	6,397	7,558
Investment in Tangible Capital Assets	5,765	5,918	5,524	5,718	5,366
Endowments	320	320	320	320	320
<b>ACCUMULATED SURPLUS</b>	<b>20,766</b>	<b>22,594</b>	<b>21,585</b>	<b>22,887</b>	<b>24,612</b>

\* 2019/2020 and subsequent Financial Statements separated Spent Deferred Capital Contributions (SDCC) - prior year's figures have been reclassified accordingly.

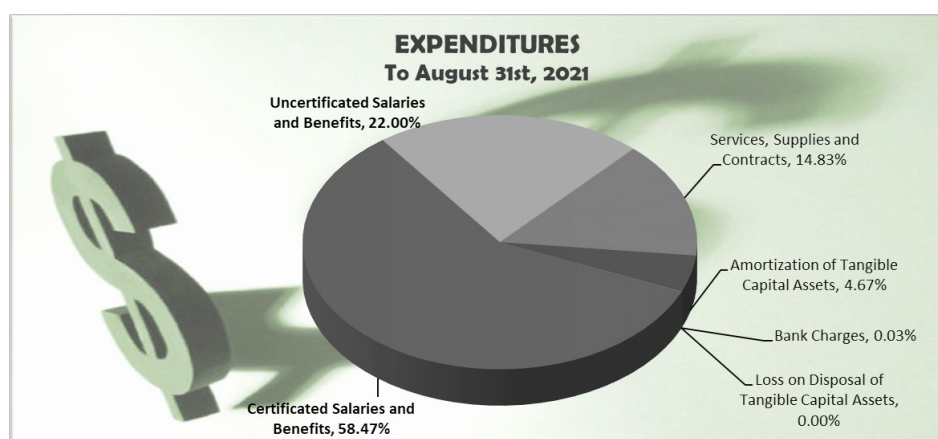
FINANCIAL POSITION - TANGIBLE CAPITAL ASSETS					
(in Thousands)					
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
HISTORICAL COST, OPENING	169,657	191,836	204,926	213,604	230,263
ADDITIONS	22,318	13,129	8,779	16,659	11,704
DISPOSALS	(139)	(39)	(101)	0	(187)
<b>HISTORICAL COST, CLOSING</b>	<b>191,836</b>	<b>204,926</b>	<b>213,604</b>	<b>230,263</b>	<b>241,780</b>
ACCUMULATIVE AMORTIZATION, OPENING	55,010	58,891	64,014	70,281	75,904
AMORTIZATION	3,937	5,138	6,280	5,623	5,945
DISPOSALS	(56)	(15)	(13)	0	(87)
<b>ACCUMULATIVE AMORTIZATION, CLOSING</b>	<b>58,891</b>	<b>64,014</b>	<b>70,281</b>	<b>75,904</b>	<b>81,762</b>
<b>NET BOOK VALUE (NBV)</b>	<b>132,945</b>	<b>140,912</b>	<b>143,323</b>	<b>154,359</b>	<b>160,018</b>
SUPPORTED ASSETS (NBV)	127,180	134,994	137,799	148,641	154,652
UNSUPPORTED ASSETS (NBV)	5,765	5,918	5,524	5,718	5,366
<b>NET BOOK VALUE (NBV)</b>	<b>132,945</b>	<b>140,912</b>	<b>143,323</b>	<b>154,359</b>	<b>160,018</b>

\* Increase in Tangible Capital Assets (TCA) over past couple years mostly relates to the construction of a new elementary school (Coalbanks Elementary School - opened September 2017), a new middle school (Senator Joyce Fairbairn Middle School - opened September 2018), and the start of a new elementary school in South-East Lethbridge (Dr. Robert Plaxton Elementary School - opening September 2021).

# Operations

OPERATIONS					
(in Thousands)					
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
<b>REVENUES:</b>					
Government of Alberta	111,791	118,806	121,726	118,706	125,179
Federal Government and First Nations	318	387	401	495	452
Fees	1,530	1,732	1,944	1,481	813
Other Sales and Services	1,318	1,245	1,433	3,137	1,747
Investment Income	182	272	413	202	145
Donations and Other Contributions	2,711	3,014	2,956	1,909	749
Other Revenues	33	28	30	21	55
<b>TOTAL REVENUES</b>	<b>117,883</b>	<b>125,483</b>	<b>128,903</b>	<b>125,951</b>	<b>129,140</b>
<b>EXPENSES (by Program):</b>					
Instruction - ECS	6,878	8,284	8,919	N/A	N/A
Instruction - Grades 1 -12	91,002	93,989	98,384	N/A	N/A
Instruction - Pre-Kindergarten	N/A	N/A	N/A	5,111	2,491
Instruction - Kindergarten to Grades 12	N/A	N/A	N/A	98,083	100,251
Operations and Maintenance	13,311	14,575	15,886	15,263	18,315
Transportation	2,477	2,339	2,162	1,821	2,194
System Administration	3,979	4,038	4,133	4,095	3,985
External Services	284	431	428	276	179
<b>TOTAL EXPENSES</b>	<b>117,931</b>	<b>123,656</b>	<b>129,912</b>	<b>124,649</b>	<b>127,415</b>
<b>OPERATING SURPLUS</b>	<b>(48)</b>	<b>1,827</b>	<b>(1,009)</b>	<b>1,302</b>	<b>1,725</b>
<b>EXPENSES (by Type):</b>					
Certificated Salaries and Benefits	67,602	70,711	73,230	73,135	74,497
Uncertificated Salaries and Benefits	26,862	28,238	29,320	26,395	28,028
Services, Contracts and Supplies	19,443	19,503	20,991	19,411	18,900
Amortization	3,937	5,138	6,280	5,623	5,945
Interest on Capital Debt	24	4	0	0	0
Other Interest and Finance Charges	63	58	91	85	41
Losses on Disposals	0	4	0	0	4
<b>TOTAL EXPENSES</b>	<b>117,931</b>	<b>123,656</b>	<b>129,912</b>	<b>124,649</b>	<b>127,415</b>

\* 2019/2020 and subsequent Financial Statements reclassified certain revenues - prior year's figures have been reclassified accordingly. Instructional expenditures have been reclassified in 2020/2021 to disclose Pre-Kindergarten and Kindergarten to Grade 12 - 2019/2020 have been reclassified accordingly (other historical years are not available for reclassification).





# UNAUDITED SCHEDULES TO THE FINANCIAL STATEMENTS

## SCHEDULE 8

### UNAUDITED SCHEDULE OF FEES For the Year Ended August 31, 2021 (in dollars)

	Actual Fees Collected 2019/2020	Budgeted Fee Revenue 2020/2021	(A) Actual Fees Collected 2020/2021	(B) Unspent September 1, 2020*	(C) Funds Raised to Defray Fees 2020/2021	(D) Expenditures 2020/2021	(A) + (B) + (C) - (D) Unspent Balance at August 31, 2021*
<b>Transportation Fees</b>	\$40	\$2,950	\$0	\$50	\$0	\$50	\$0
<b>Basic Instruction Fees</b>							
Basic instruction supplies	\$0	\$6,080	\$0	\$0	\$0	\$0	\$0
<b>Fees to Enhance Basic Instruction</b>							
Technology user fees	\$73,792	\$107,900	\$65,530	\$47,790	\$0	\$6,263	\$107,057
Alternative program fees	\$5,210	\$49,320	\$0	\$1,728	\$0	\$0	\$1,728
Fees for optional courses	\$281,003	\$570,600	\$200,420	\$82,841	\$0	\$204,971	\$78,290
Activity fees	\$25,830	\$522,948	\$10,563	\$24,724	\$0	\$9,093	\$26,194
Early childhood services	\$194,609	\$0	\$260,696	\$2,916	\$0	\$259,848	\$3,764
Other fees to enhance education	\$3,250	\$68,095	\$3,845	\$84,410	\$0	\$1,209	\$87,046
<b>Non-Curricular fees</b>							
Extracurricular fees	\$493,911	\$801,915	\$45,267	\$107,369	\$0	\$73,526	\$79,110
Non-curricular travel	\$220,670	\$1,384,199	\$78,525	\$6,010	\$0	\$61,844	\$22,691
Lunch supervision and noon hour activity fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-curricular goods and services	\$182,475	\$420,278	\$148,026	\$243,580	\$0	\$134,706	\$256,900
Other Fees	\$0	\$2,220	\$0	\$0	\$0	\$0	\$0
<b>TOTAL FEES</b>	\$1,480,790	\$3,936,505	\$812,872	\$601,418	\$0	\$751,510	\$662,780
*Unspent balances cannot be less than \$0							
<b>Please disclose amounts paid by parents of students that are recorded as "Sales of services and products", "Fundraising", or "Other revenue"</b>							
<b>(rather than fee revenue):</b>							
Cafeteria sales, hot lunch, milk programs					\$0	\$0	\$0
Special events, graduation, tickets					\$0	\$0	\$0
International and out of province student revenue					\$199,128	\$199,128	\$559,627
Sales or rentals of other supplies/services (clothing, agendas, yearbooks)					\$93,490	\$93,490	\$105,040
Adult education revenue					\$0	\$0	\$0
Preschool					\$0	\$0	\$0
Child care & before and after school care					\$0	\$0	\$0
Lost item replacement fee					\$0	\$0	\$0
					\$0	\$0	\$0
					\$0	\$0	\$0
<b>TOTAL</b>					\$292,618	\$292,618	\$664,667

**SCHEDULE 9**

**UNAUDITED SCHEDULE OF SYSTEM ADMINISTRATION**  
**For the Year Ended August 31, 2021 (in dollars)**

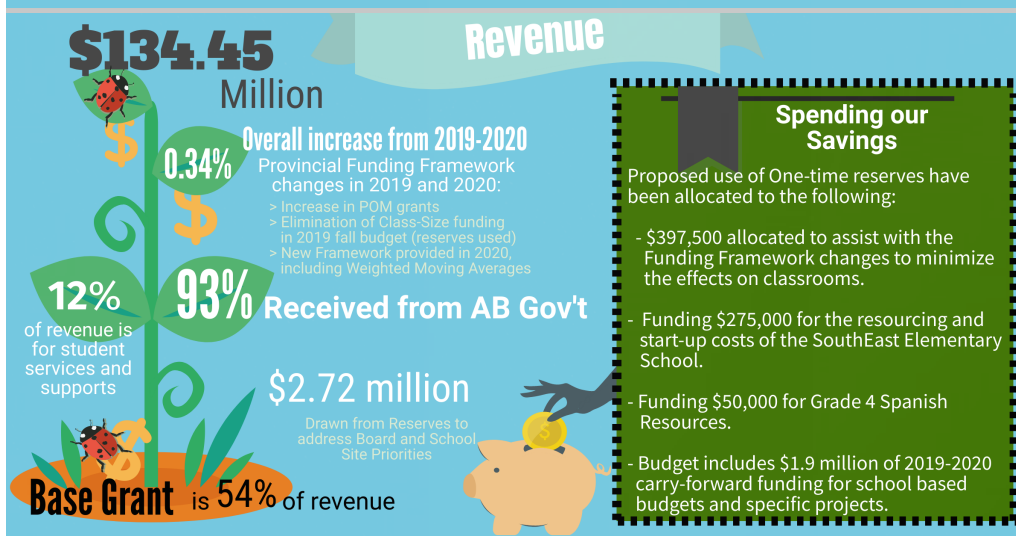
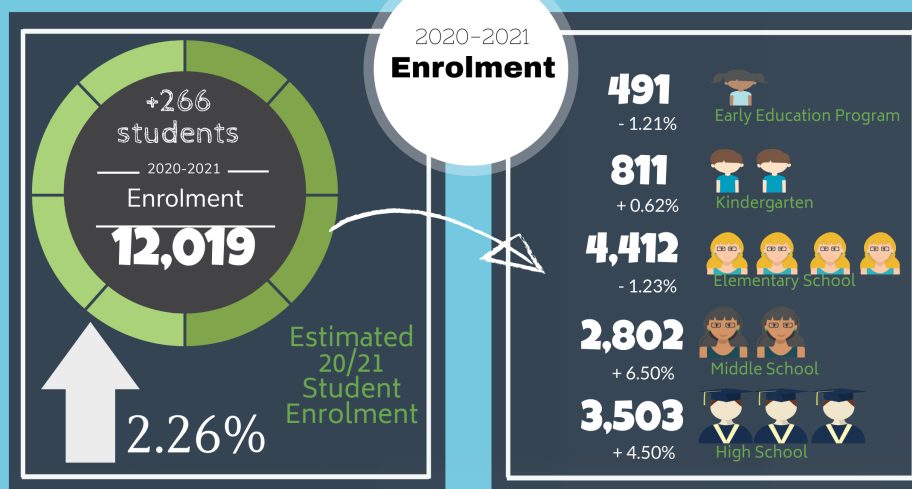
	Allocated to System Administration 2021			
<b>EXPENSES</b>	<b>Salaries &amp; Benefits</b>	<b>Supplies &amp; Services</b>	<b>Other</b>	<b>TOTAL</b>
Office of the superintendent	\$ 426,981	\$ 27,005	\$ -	\$ 453,986
Educational administration (excluding superintendent)	302,529	4,422	-	306,951
Business administration	730,096	279,687	-	1,009,783
Board governance (Board of Trustees)	215,021	159,566	-	374,587
Information technology	-	161,119	-	161,119
Human resources	842,880	25,613	-	868,493
Central purchasing, communications, marketing	300,173	19,638	-	319,811
Payroll	173,278	-	-	173,278
Administration - insurance			146,141	146,141
Administration - amortization			158,632	158,632
Administration - other (admin building, interest)			-	-
Occupational Health and Safety	12,172	-	-	12,172
	-	-	-	-
	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 3,003,130</b>	<b>\$ 677,050</b>	<b>\$ 304,773</b>	<b>\$ 3,984,953</b>
Less: Amortization of unsupported tangible capital assets				(\$108,895)
<b>TOTAL FUNDED SYSTEM ADMINISTRATION EXPENSES</b>				<b>3,876,058</b>

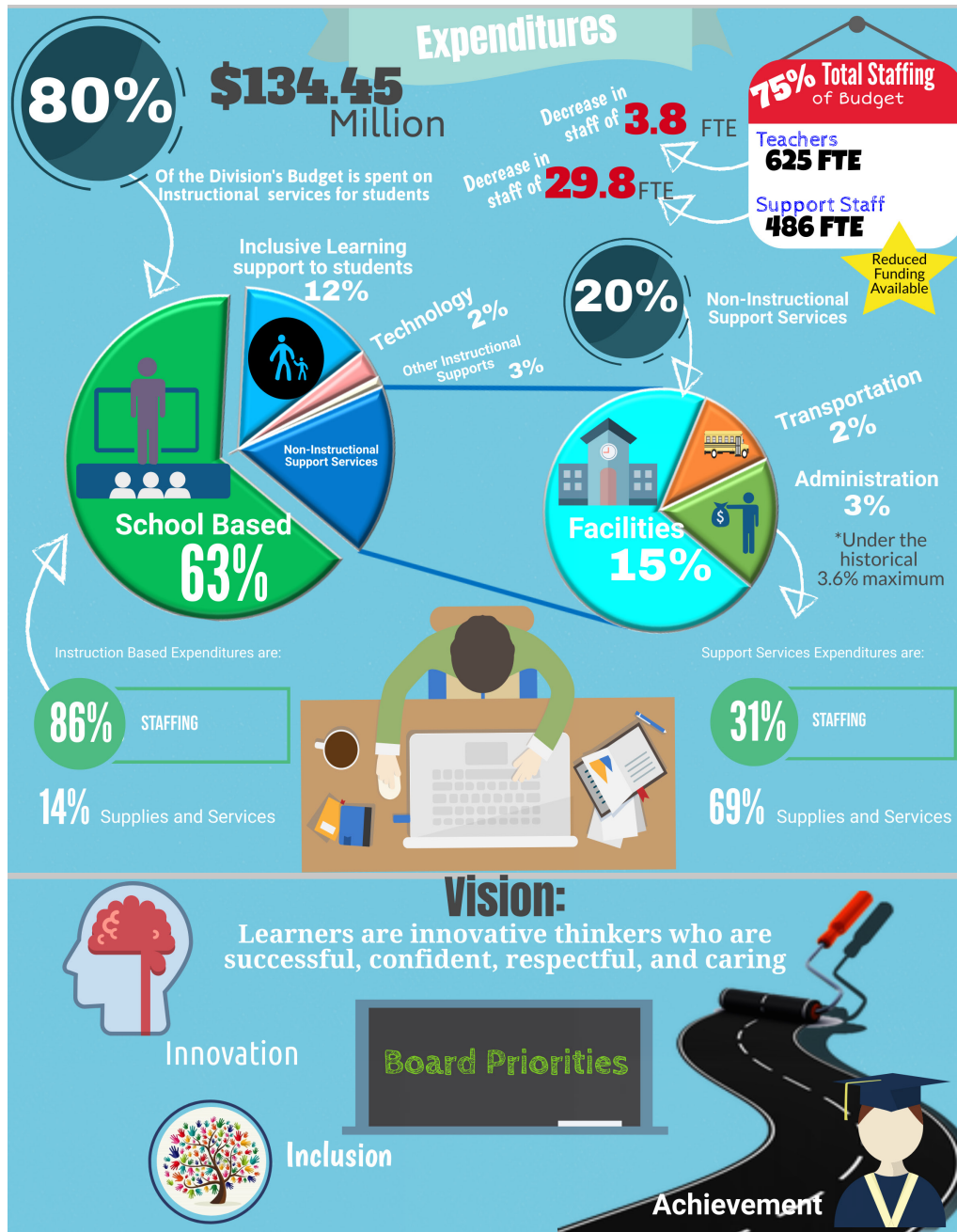
<b>REVENUES</b>	<b>2021</b>
System Administration grant from Alberta Education	4,092,216
System Administration other funding/revenue from Alberta Education (ATRF, secondment revenue, etc)	60,837
System Administration funding from others	54,956
<b>TOTAL SYSTEM ADMINISTRATION REVENUES</b>	<b>4,208,009</b>
Transfers (to)/from System Administration reserves	(13,979)
Transfers to other programs	(317,972)
<b>SUBTOTAL</b>	<b>3,876,058</b>
2020 - 21 System Administration expense (over) under spent	\$0



# INFOGRAPHICS

## 2020/2021 Preliminary Budget





Introductory



Financial Analysis



Financial Statements



Statistics & Ratios



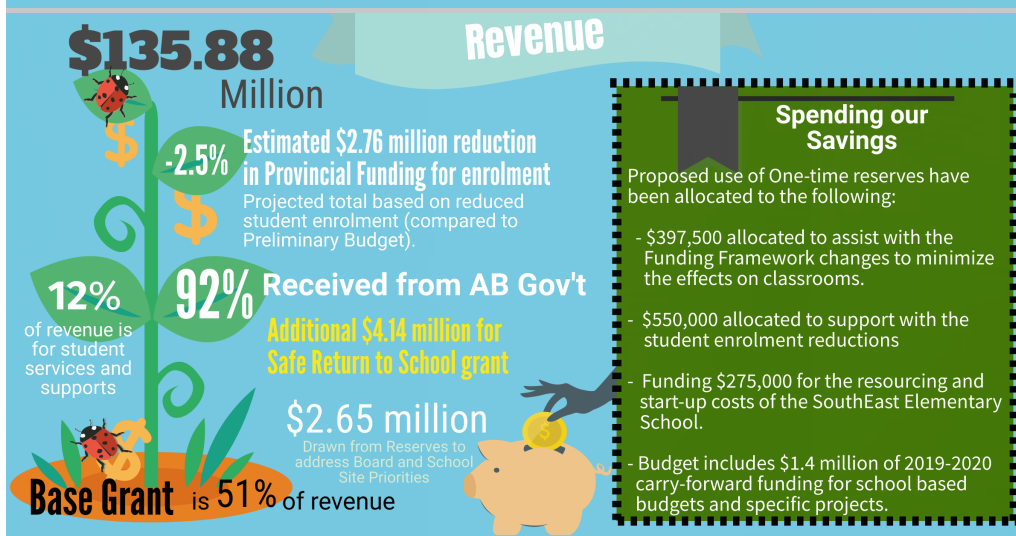
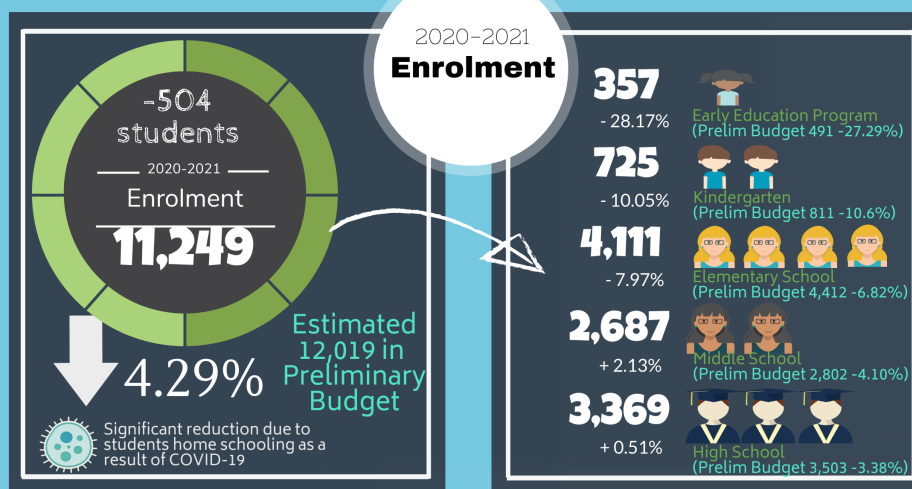
## 2020/2021 September 30th Budget

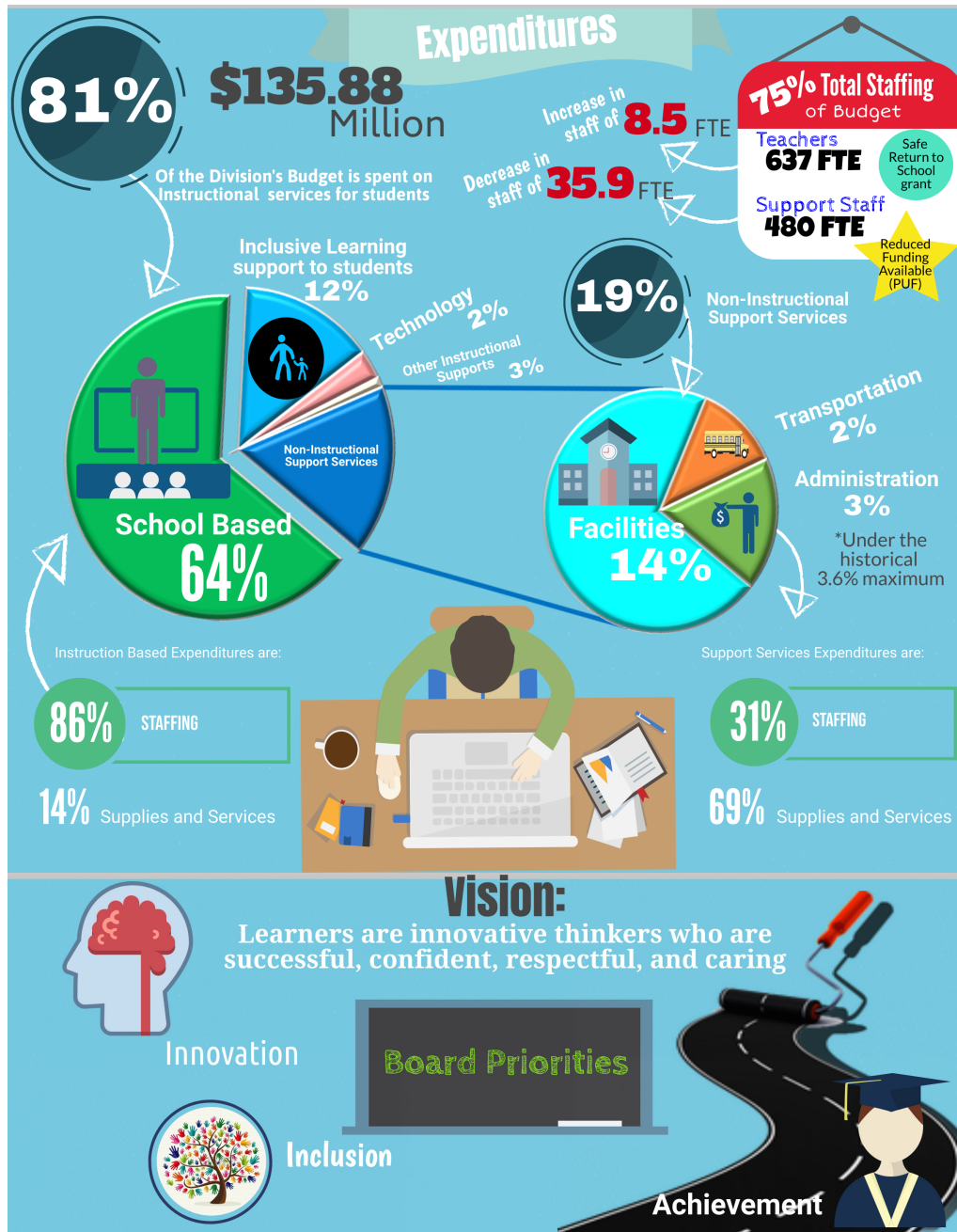
Introductory

Financial Analysis

Financial Statements

Statistics & Ratios





Introductory



Financial Analysis

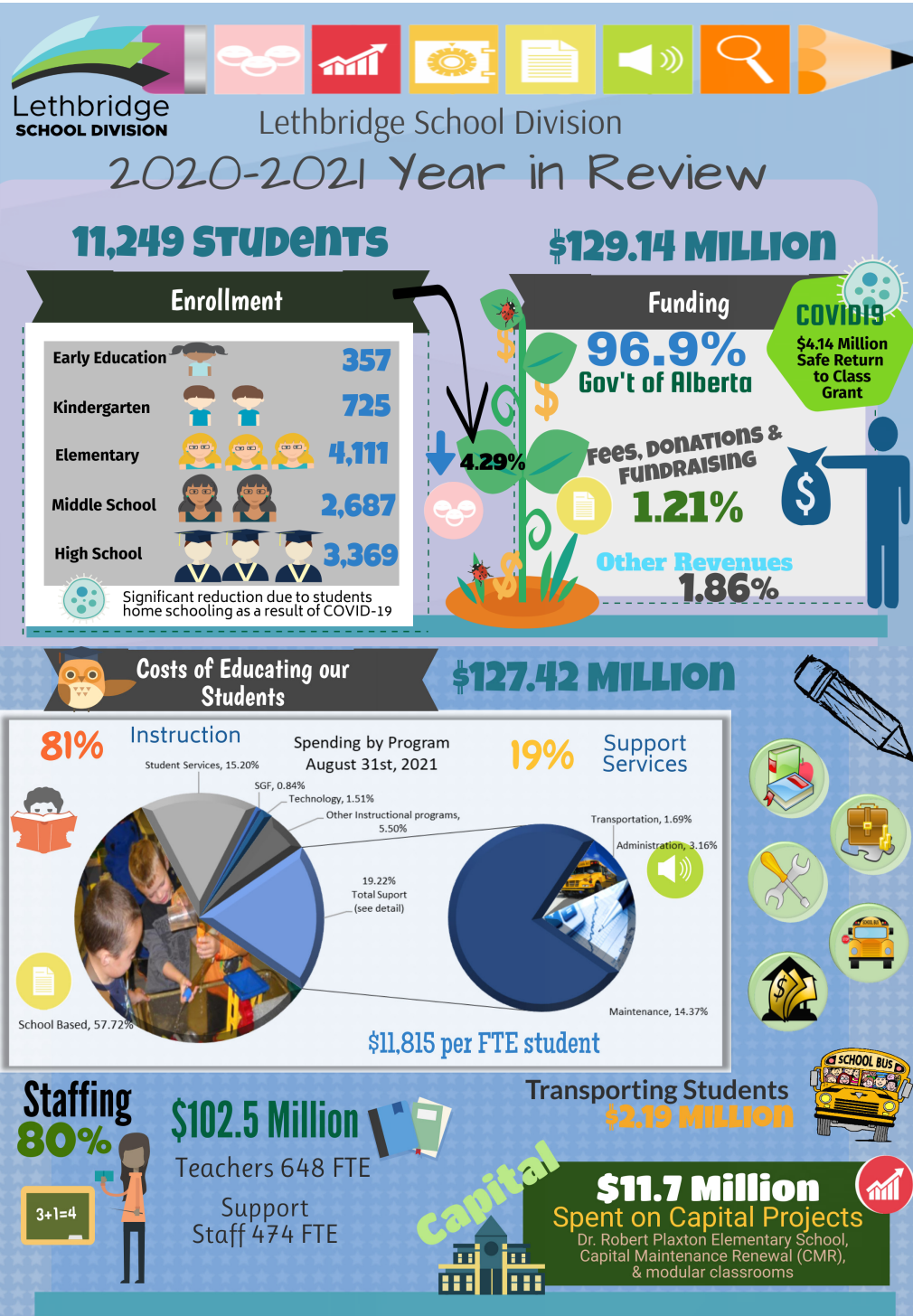


Financial Statements



Statistics & Ratios

## 2020/2021 Year in Review



#### Staffing

**80%**

**\$102.5 Million**

Teachers 648 FTE

Support Staff 474 FTE

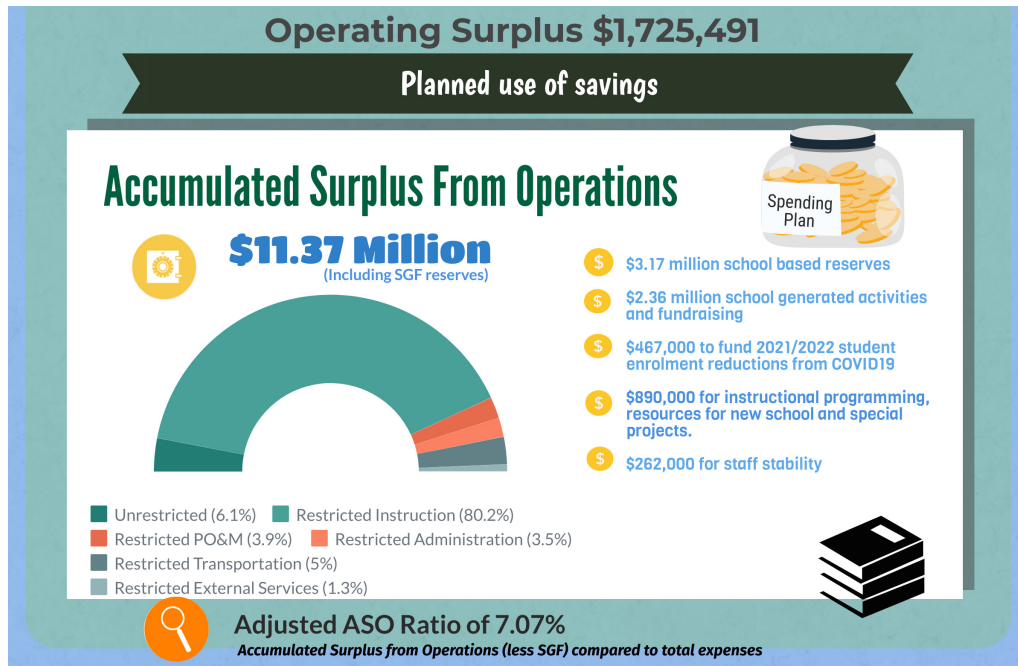
#### Transporting Students

**\$2.19 MILLION**

#### Spent on Capital Projects

**\$11.7 Million**

Dr. Robert Plaxton Elementary School, Capital Maintenance Renewal (CMR), & modular classrooms





## 2020/2021 Provincial Funding Update

### 2019/2020 to 2020/2021

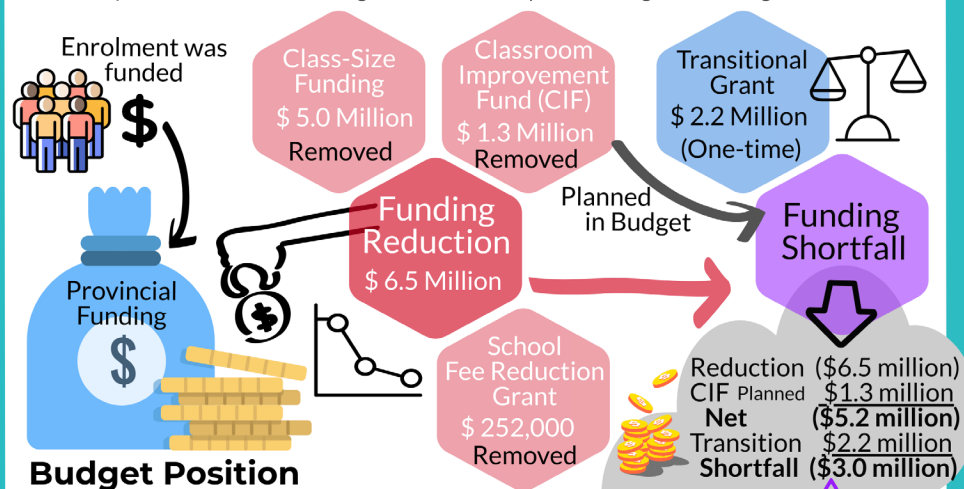
### Provincial Funding Review

There have been some **significant changes** to the Division's funding over prior year. This includes the significant changes that occurred in the 2019 Provincial Budget and the new Funding Framework provided for the 2020/2021 school year.

To understand the Provincial Funding, the changes in both years have to be reviewed.

### 2019/2020

2019 Provincial Budget was announced on October 24th, 2019. This budget had some unexpected changes to funding allocations:



Revenues	2019-2020 Operating Budget	2019-2020 Preliminary Budget	Variance from 19-20 Operating Budget	Change %
<b>Total Revenue</b>	\$133,996,454	\$132,619,029	\$1,377,425	1.04%
Base Funding	\$76,266,804	\$79,343,727	(\$3,076,923)	-3.88%
Differential Cost Funding	\$11,354,665	\$11,483,705	(\$129,040)	-1.12%
Projects/Contracts	\$6,085,617	\$6,035,407	\$50,210	0.83%
Federal Government Funding	\$388,944	\$248,128	\$140,816	56.75%
Other Provincial Revenue	\$922,533	\$1,327,533	(\$405,000)	-30.51%
Teacher Pension Costs	\$6,500,000	\$6,500,000	\$0	0.00%
Transportation	\$2,631,000	\$2,468,500	\$162,500	6.58%
Plant Operations and Maintenance	\$8,711,000	\$8,725,187	(\$14,187)	-0.16%
Other Revenues	\$8,147,887	\$8,122,222	\$25,665	0.32%
Capital and Debt Services	\$8,433,276	\$7,633,022	\$800,254	10.48%
Prior Years Reserves (one-time funds)	\$4,554,728	\$731,598	\$3,823,130	522.57%

### Resulting Effects to 2019-2020

#### Response to the Challenge

The \$3.0 million shortfall was funded by one-time reserves and other savings to minimize disruption to classrooms, programs, and services.

## NEW Funding Framework 2020/2021

2020 Provincial Budget 2020 included a significant change to the funding framework model for education.

The model is a "3-year funding commitment to Education" to allow for predictability and sustainability.

The old funding framework grants (36 grants) has now been **modified to the new framework** (15 grants); whereas, these new grants are not easily (or at all) comparable to the prior framework.

"Apples to Oranges"

### Weighted Moving Averages

One of the most significant changes in the new Provincial Funding Framework is the use of Weighted Moving Averages (WMA) to determine funding allocations. Although WMA assist with a predictable funding model (removes significant fluctuations from year-to-year), it has its disadvantages to growing Districts:



As shown in the example, although there are 12,000 students there is only funding for 11,300

2018/19	10,000 FTE @ 20% =	2,000 FTE
2019/20	11,000 FTE @ 30% =	3,300 FTE
2020/21	12,000 FTE @ 50% =	6,000 FTE
WMA		11,300 FTE Funding



Base Instruction



Services & Supports



School / Facilities



Community



Jurisdiction

### Other Funding Framework Changes:

#### PUF Funding

Only available for Pre-K, no longer for Kindergarten students

#### RCSD Funding

RCSD funding eliminated including supports received

#### Separating Jurisdictional Funding (Administration)

#### Bridge/Transitional Funding

Provincial Funding for new Framework

#### POM Funding

Includes utilization of facility space in funding allocations.



### Resulting Effects to 2020-2021

Revenues and Allocations	2020-2021 Preliminary Budget	2019-2020 Operating Budget	Variance from 20-21 Prelim Budget	Change %
Alberta Education - Base Instruction	\$71,200,508	\$76,796,136	(\$5,595,628)	-7.29%
Alberta Education - Services and Supports	\$15,740,533	\$15,278,732	\$461,801	3.02%
Alberta Education - Schools/Facilities	\$16,741,922	\$14,956,000	\$1,785,922	11.94%
Alberta Education - Community	\$3,687,410	\$1,425,527	\$2,261,883	158.67%
Alberta Education - Jurisdiction	\$4,092,507	\$0	\$4,092,507	100.00%
Projects/Contracts	\$62,500	\$62,500	\$0	0.00%
Other Provincial Revenue	\$470,711	\$788,725	(\$318,014)	-40.32%
Teacher Pension Costs	\$6,500,000	\$6,500,000	\$0	0.00%
Federal Government Funding	\$388,944	\$388,944	\$0	0.00%
Other Revenues	\$7,751,476	\$8,147,886	(\$396,410)	-4.87%
Capital and Debt Services	\$5,097,276	\$5,097,276	\$0	0.00%
<b>Total Operating Revenue</b>	<b>\$131,733,787</b>	<b>\$129,441,726</b>	<b>\$2,292,061</b>	<b>1.77%</b>
Prior Years Reserves (one-time funds)	\$2,717,468	\$4,554,728	(\$1,837,260)	-40.34%
<b>Total Revenue and Allocations</b>	<b>\$134,451,255</b>	<b>\$133,996,454</b>	<b>\$454,801</b>	<b>0.34%</b>

> Majority of increase is for Plant Operation & Maintenance (POM) (\$1.79 million of the \$2.29 million increase in operating revenue)

> Jurisdictional component broken out from other Provincial funding

> Prior year had large one-time reserves used to minimize effects on classrooms (as 2019 Provincial Budget was released mid-school year)

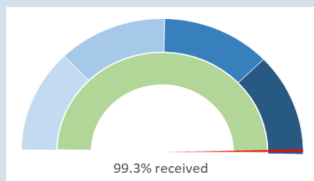
> The changes in the Program Unit Funding (PUF) and the Regional Collaborative Service Delivery (RCSD) program had significant effects on instructional programs with the funding and supports received.

# FINANCIAL CHARTS & GRAPHS

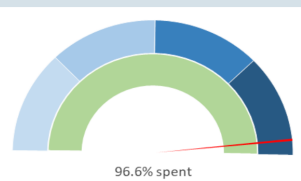


## August 2021 FINANCE AT A GLANCE

2020-2021 - Yearend Reporting - Sept 1/20 to Aug 31/21



Total Revenues



Total Expenditures

### Overview:

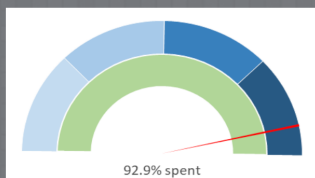
The following is an overview of the yearend reporting on the operations of Lethbridge School Division. This report is the yearend report (up to August 31, 2021).

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 2020/2021 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

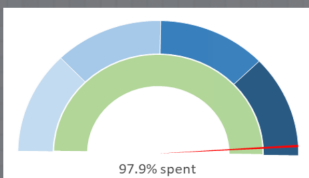
#### Instruction - Pre K



Budget: \$ 2,681,178  
Year-to-date: \$ 2,490,639 (92.9%)



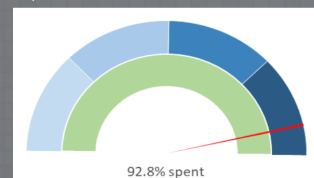
#### Instruction - K to Grade 12



Budget: \$ 102,387,325  
Year-to-date: \$ 100,250,944 (97.9%)



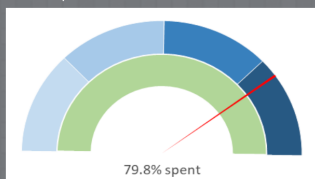
#### Operation & Maintenance



Budget: \$ 19,738,879  
Year-to-date: \$ 18,315,364 (92.8%)



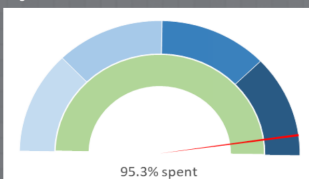
#### Transportation



Budget: \$ 2,750,797  
Year-to-date: \$ 2,194,221 (79.8%)



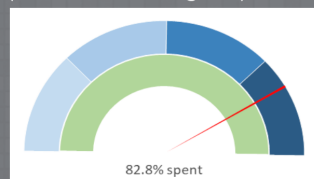
#### System Administration



Budget: \$ 4,181,195  
Year-to-date: \$ 3,984,953 (95.3%)



#### External Services (International Program)

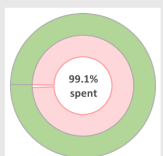


Budget: \$ 216,000  
Year-to-date: \$ 178,930 (82.8%)



#### Salaries, Benefits & Professional Development

For all the Departments

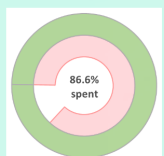


Budget: \$ 103,347,515  
Year-to-date: \$ 102,417,089 (99.1%)



#### Contracted Services

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

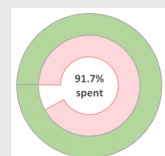


Budget: \$ 8,178,195  
Year-to-date: \$ 7,078,486 (86.6%)



#### Other Services

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

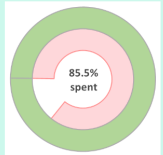


Budget: \$ 2,529,527  
Year-to-date: \$ 2,320,129 (91.7%)



#### Supplies

General supplies, Technology, Maintenance, Small Equipment

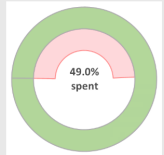


Budget: \$ 6,560,990  
Year-to-date: \$ 5,608,858 (85.5%)



#### Other Expenditures

Contingency, Travel, Car Allowances, Renovations

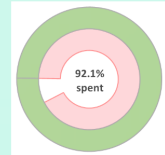


Budget: \$ 1,052,711  
Year-to-date: \$ 516,177 (49.0%)



#### Transfers, SGF, & Capital/IMR

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

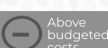


Budget: \$ 10,286,435  
Year-to-date: \$ 9,474,313 (92.1%)



### TYPES OF EXPENSES

For details on the above information and other financial reporting, please see the August 31, 2021 Yearend Report.





## Lethbridge School Division Summary of Revenues Yearend Reporting - August 31st, 2021

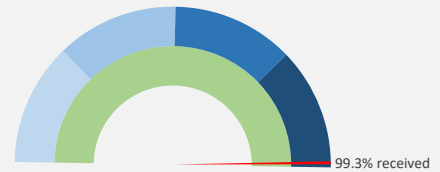
Financial Data as at October 25, 2021

Government of Alberta  
Federal & First Nations  
Other School Authorities  
Fees  
Other Sales & Services  
Investment Income  
Gifts & Donations  
Rental of Facilities  
Fundraising  
Gain on Disposal

	Budget	Forecast	YTD	Variance	YTD %
Government of Alberta	126,036,989	126,036,989	125,166,516	870,473	99.3%
Federal & First Nations	388,944	388,944	452,428	(63,484)	116.3%
Other School Authorities	40,000	40,000	40,000	0	100.0%
Fees	922,053	922,053	812,872	109,181	88.2%
Other Sales & Services	1,653,211	1,653,211	1,746,540	(93,329)	105.6%
Investment Income	193,000	193,000	144,966	48,034	75.1%
Gifts & Donations	271,844	271,844	339,822	(67,978)	125.0%
Rental of Facilities	34,704	34,704	28,107	6,597	81.0%
Fundraising	470,358	470,358	409,293	61,066	87.0%
Gain on Disposal	0	0	0	0	0.0%
<b>Total</b>	<b>130,011,103</b>	<b>130,011,103</b>	<b>129,140,542</b>	<b>870,561</b>	<b>99.3%</b>

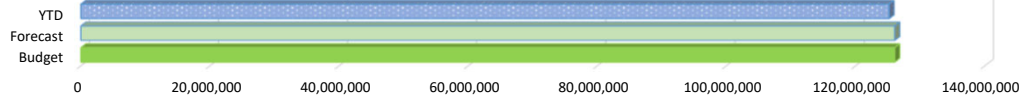
100.0%

**Total Revenue Tachometer:**

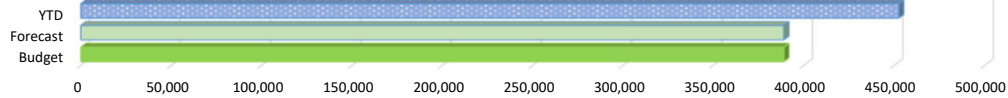


Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator

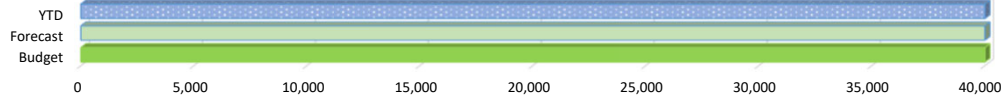
### Government of Alberta



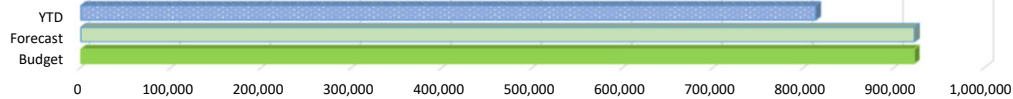
### Federal & First Nations



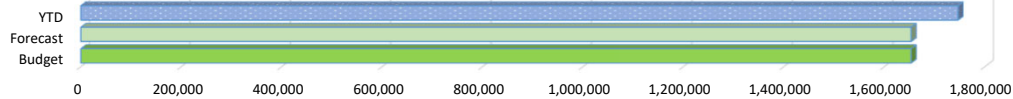
### Other School Authorities



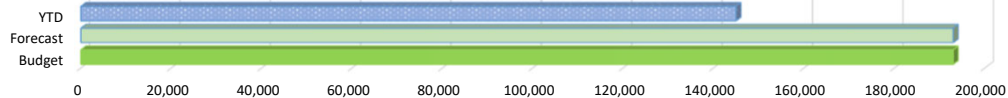
### Fees



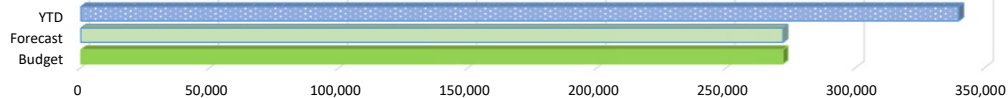
### Other Sales & Services



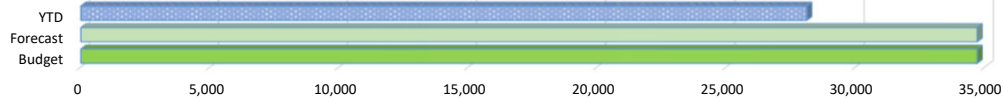
### Investment Income



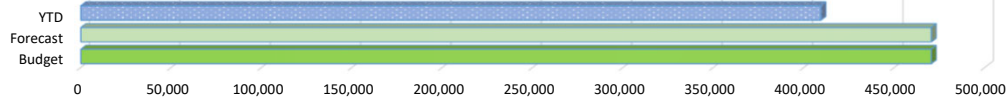
### Gifts & Donations



### Rental of Facilities



### Fundraising



Introductory



Financial Analysis



Financial Statements



Statistics & Ratios





## Lethbridge School Division Summary of Expenses Yearend Reporting - August 31st, 2021

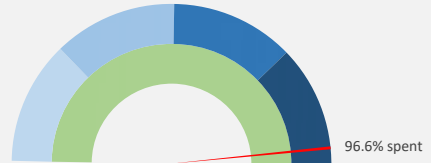
Financial Data as at October 25, 2021

	Budget	Forecast	YTD	Variance	YTD %
Salaries	83,379,657	83,379,657	81,911,203	1,468,454	98.2%
Benefits	19,370,423	19,370,423	20,342,435	(972,012)	105.0%
Professional Development	597,434	597,434	163,450	433,984	27.4%
Contracted Services	8,178,195	8,178,195	7,078,486	1,099,710	86.6%
Other Services	2,529,527	2,529,527	2,320,128	209,399	91.7%
Supplies	6,560,990	6,560,990	5,608,858	952,132	85.5%
Other Expenditures	1,052,711	1,052,711	516,177	536,534	49.0%
Capital, Transfer & Projects	10,286,435	10,286,435	9,474,313	812,122	92.1%
	<b>131,955,373</b>	<b>131,955,373</b>	<b>127,415,051</b>	<b>4,540,322</b>	<b>96.6%</b>

100.0%

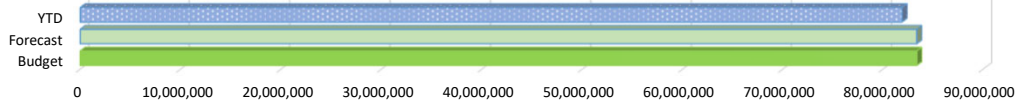
The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

### Total Expense Tachometer:



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

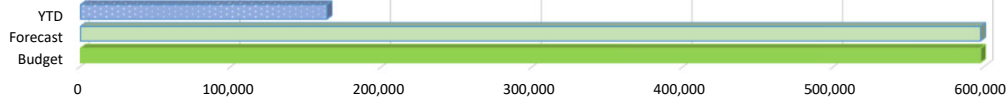
### Salaries



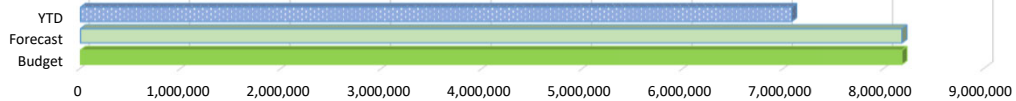
### Benefits



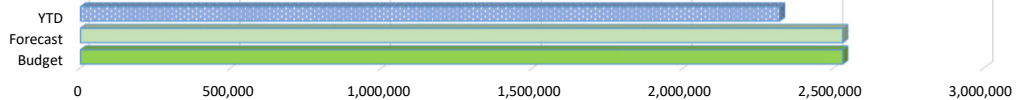
### Professional Development



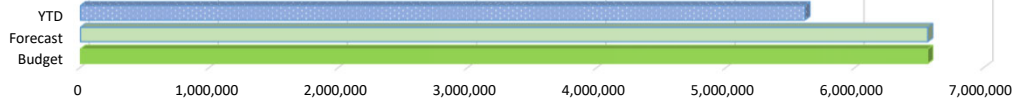
### Contracted Services



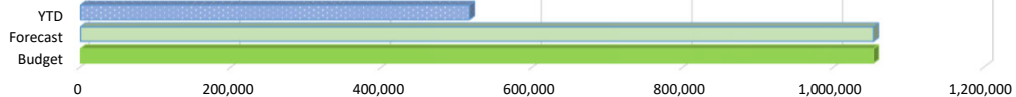
### Other Services



### Supplies



### Other Expenditures



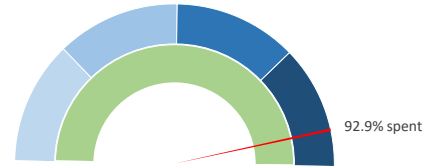


## Instruction - Pre K Summary Yearend Reporting - August 31st, 2021

Financial Data as at October 25, 2021

	Budget	Forecast	YTD	Variance	YTD %
Salaries	2,044,187	2,044,187	1,920,735	123,452	94.0%
Benefits	470,835	470,835	512,808	(41,973)	108.9%
Professional Development	37,000	37,000	2,982	34,018	8.1%
Contracted Services	10,000	10,000	1,181	8,819	11.8%
Other Services	35,000	35,000	29,603	5,397	84.6%
Supplies	27,156	27,156	18,079	9,077	66.6%
Other Expenditures	57,000	57,000	5,250	51,750	9.2%
Capital, Transfer & Projects	0	0	0	0	0.0%
	<b>2,681,178</b>	<b>2,681,178</b>	<b>2,490,639</b>	<b>190,539</b>	<b>92.9%</b>

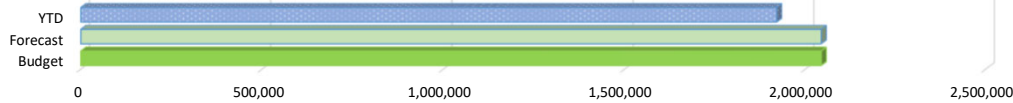
Total Expense Tachometer:



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.

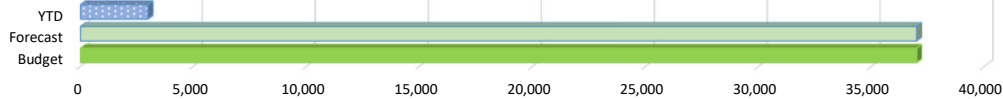
### Salaries



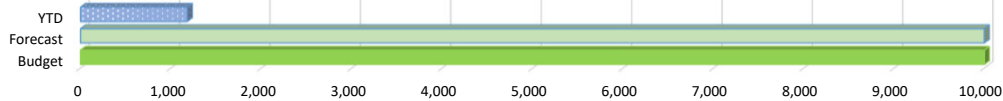
### Benefits



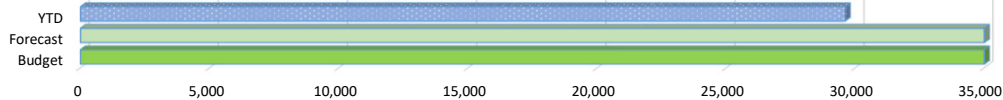
### Professional Development



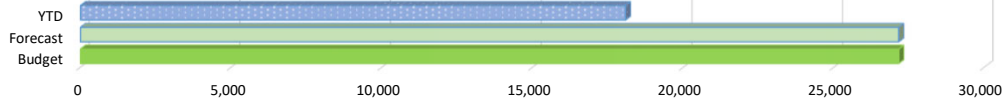
### Contracted Services



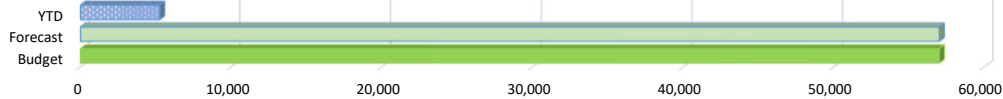
### Other Services



### Supplies



### Other Expenditures



Introductory



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# Instruction - K to Grade 12 Summary Yearend Reporting - August 31st, 2021

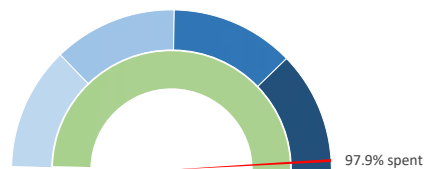
Financial Data as at October 25, 2021

	Budget	Forecast	YTD	Variance	YTD %
Salaries	74,540,089	74,540,089	73,352,395	1,187,694	98.4%
Benefits	17,195,918	17,195,918	18,168,723	(972,805)	105.7%
Professional Development	491,099	491,099	153,625	337,474	31.3%
Contracted Services	1,528,733	1,528,733	1,070,337	458,395	70.0%
Other Services	501,158	501,158	409,769	91,389	81.8%
Supplies	5,726,266	5,726,266	4,886,203	840,063	85.3%
Other Expenditures	858,488	858,488	473,665	384,823	55.2%
Capital, Transfer & Projects	1,545,574	1,545,574	1,736,227	(190,653)	112.3%
	102,387,325	102,387,325	100,250,944	2,136,381	97.9%

100.0%

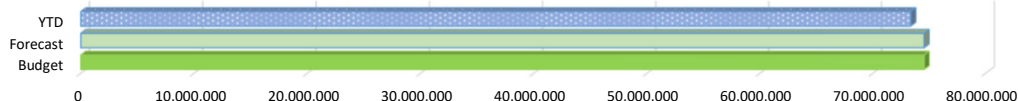
The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

## Total Expense Tachometer:

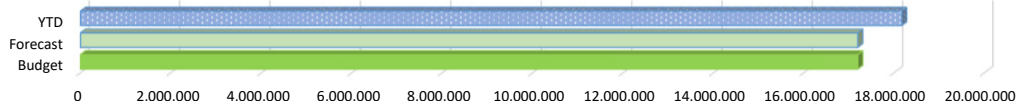


Year-to-date (YTD) compared to budget and forecast, including % of budget indicator

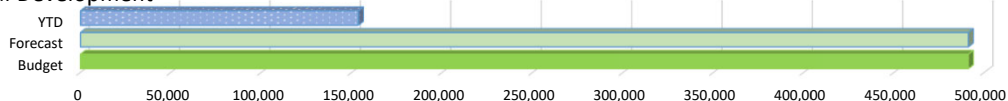
### Salaries



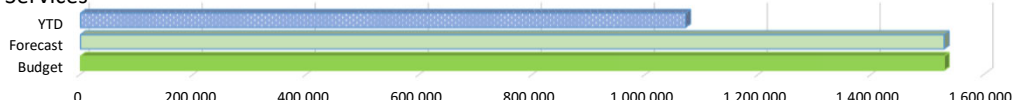
### Benefits



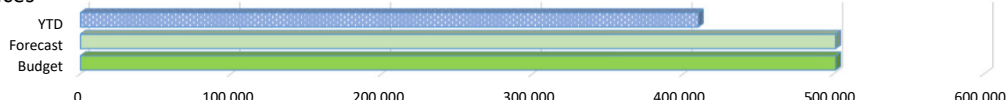
### Professional Development



### Contracted Services



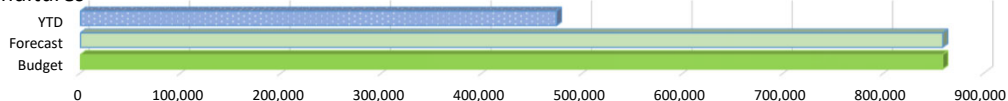
### Other Services



### Supplies



### Other Expenditures





## Operations & Maintenance Summary Yearend Reporting - August 31st, 2021

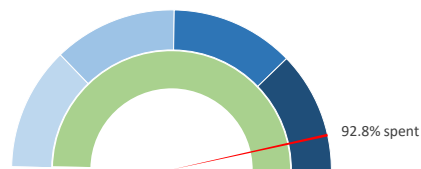
Financial Data as at October 25, 2021

	Budget	Forecast	YTD	Variance	YTD %
Salaries	4,187,127	4,187,127	4,018,595	168,533	96.0%
Benefits	1,138,349	1,138,349	1,061,862	76,487	93.3%
Professional Development	15,832	15,832	906	14,926	5.7%
Contracted Services	3,663,301	3,663,301	3,654,478	8,823	99.8%
Other Services	1,540,450	1,540,450	1,499,563	40,887	97.3%
Supplies	616,598	616,598	591,294	25,304	95.9%
Other Expenditures	9,240	9,240	3,240	6,000	35.1%
Capital, Transfer & Projects	8,567,982	8,567,982	7,485,426	1,082,556	87.4%
	<b>19,738,879</b>	<b>19,738,879</b>	<b>18,315,364</b>	<b>1,423,515</b>	<b>92.8%</b>

100.0%

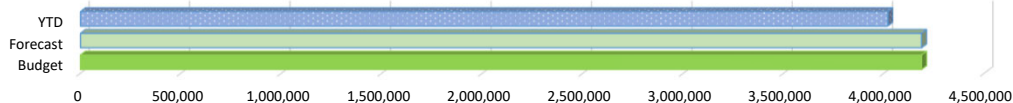
The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

**Total Expense Tachometer:**

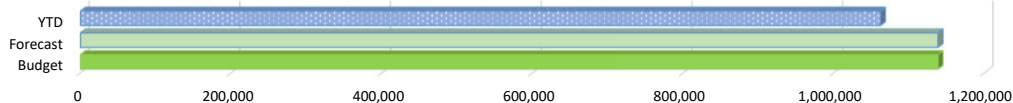


Year-to-date (YTD) compared to budget and forecast, including % of budget indicator

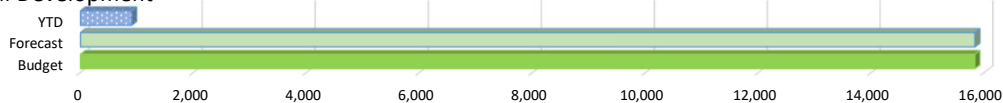
### Salaries



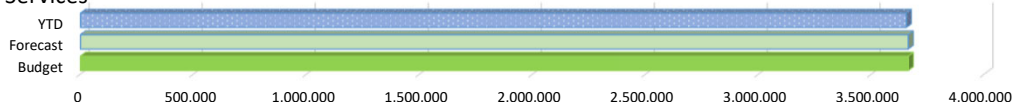
### Benefits



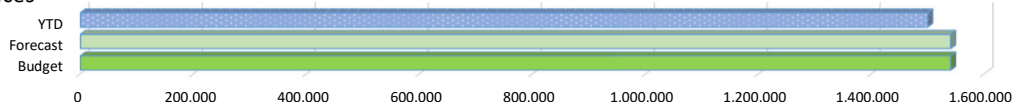
### Professional Development



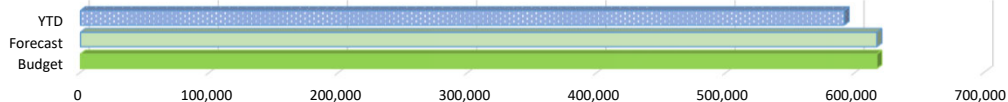
### Contracted Services



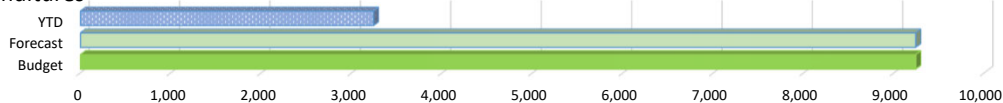
### Other Services



### Supplies



### Other Expenditures



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# Transportation Summary Yearend Reporting - August 31st, 2021

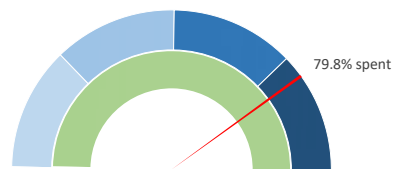
Financial Data as at October 25, 2021

	Budget	Forecast	YTD	Variance	YTD %
Salaries	98,460	98,460	99,293	(833)	100.8%
Benefits	28,952	28,952	26,888	2,064	92.9%
Professional Development	10,000	10,000	0	10,000	0.0%
Contracted Services	2,548,785	2,548,785	2,003,724	545,060	78.6%
Other Services	0	0	527	(527)	N/A
Supplies	10,000	10,000	1,360	8,640	13.6%
Other Expenditures	2,000	2,000	0	2,000	0.0%
Capital, Transfer & Projects	52,600	52,600	62,428	(9,828)	118.7%
	2,750,796	2,750,796	2,194,221	556,575	79.8%

100.0%

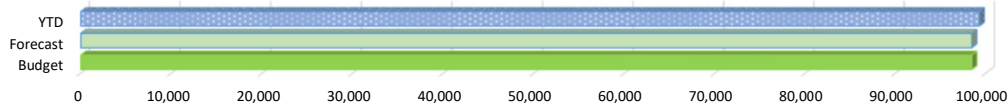
The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

## Total Expense Tachometer:

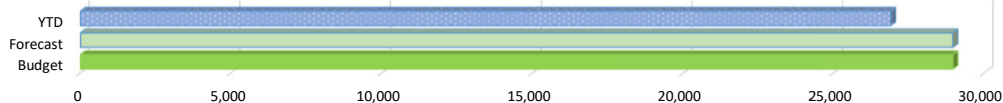


Year-to-date (YTD) compared to budget and forecast, including % of budget indicator

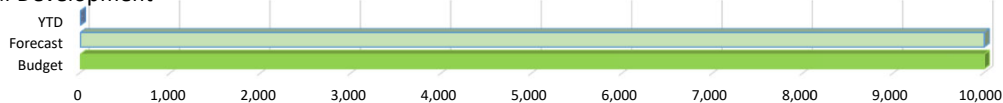
### Salaries



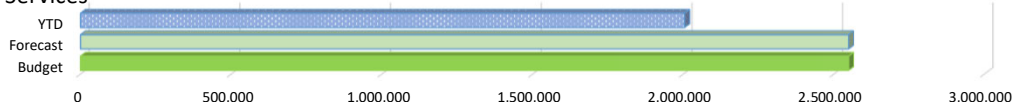
### Benefits



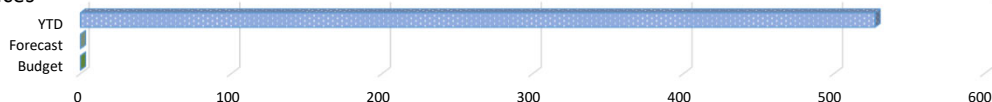
### Professional Development



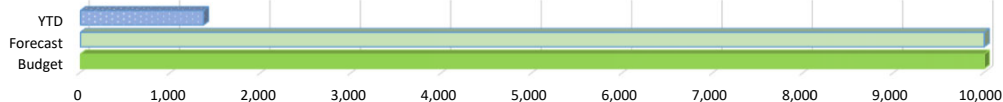
### Contracted Services



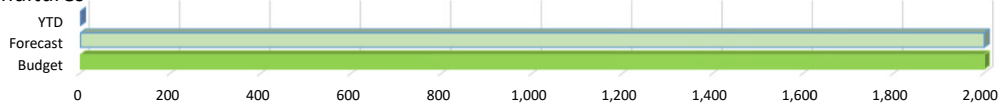
### Other Services



### Supplies



### Other Expenditures





## System Administration Summary Yearend Reporting - August 31st, 2021

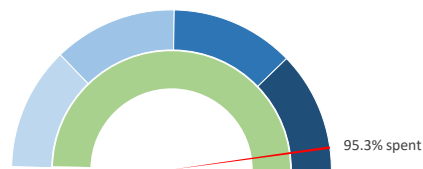
Financial Data as at October 25, 2021

	Budget	Forecast	YTD	Variance	YTD %
Salaries	2,417,267	2,417,267	2,421,079	(3,812)	100.2%
Benefits	522,240	522,240	545,488	(23,248)	104.5%
Professional Development	43,503	43,503	5,937	37,566	13.6%
Contracted Services	427,377	427,377	346,638	80,739	81.1%
Other Services	399,919	399,919	334,453	65,466	83.6%
Supplies	175,970	175,970	108,364	67,606	61.6%
Other Expenditures	74,640	74,640	32,763	41,877	43.9%
Capital, Transfer & Projects	120,279	120,279	190,232	(69,953)	158.2%
	4,181,195	4,181,195	3,984,953	196,242	95.3%

100.0%

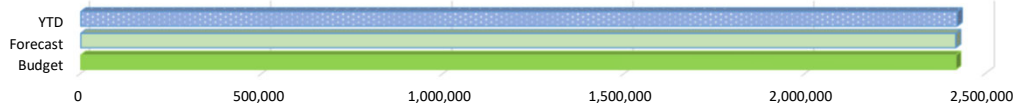
The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

**Total Expense Tachometer:**

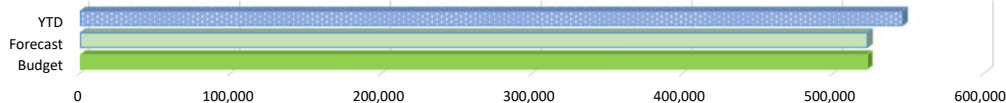


Year-to-date (YTD) compared to budget and forecast, including % of budget indicator

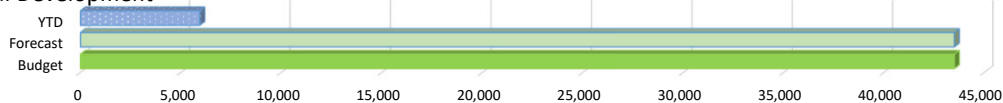
### Salaries



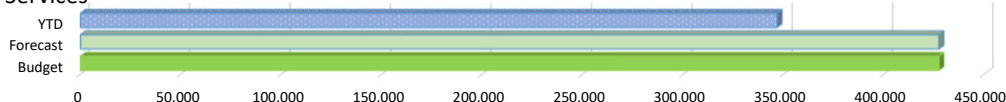
### Benefits



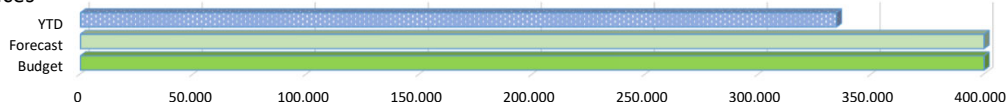
### Professional Development



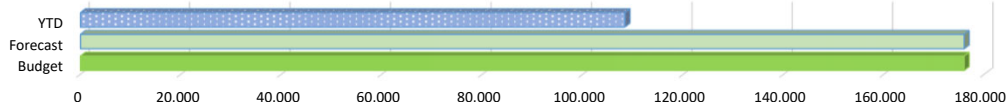
### Contracted Services



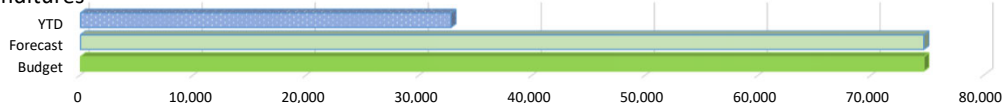
### Other Services



### Supplies



### Other Expenditures



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## External Services Summary Yearend Reporting - August 31st, 2021

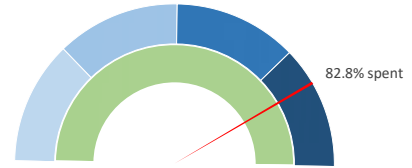
Financial Data as at October 25, 2021

	Budget	Forecast	YTD	Variance	YTD %
Salaries	92,527	92,527	99,106	(6,579)	107.1%
Benefits	14,129	14,129	26,666	(12,537)	188.7%
Professional Development	0	0	0	0	0.0%
Contracted Services	0	0	2,127	(2,127)	N/A
Other Services	53,000	53,000	46,213	6,787	87.2%
Supplies	5,000	5,000	3,558	1,442	71.2%
Other Expenditures	51,343	51,343	1,260	50,083	2.5%
Capital, Transfer & Projects	0	0	0	0	0.0%
	216,000	216,000	178,930	37,070	82.8%

100.0%

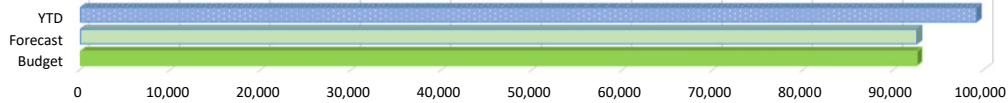
The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

### Total Expense Tachometer:

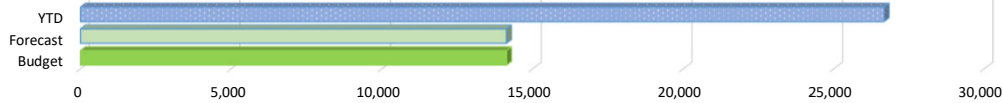


Year-to-date (YTD) compared to budget and forecast, including % of budget indicator

### Salaries



### Benefits



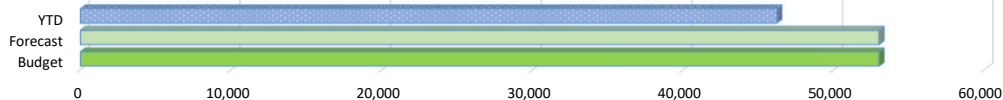
### Professional Development



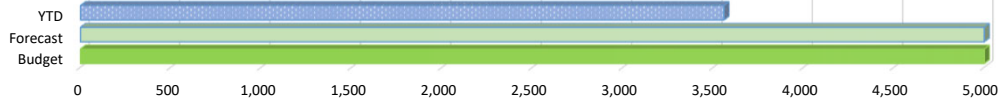
### Contracted Services



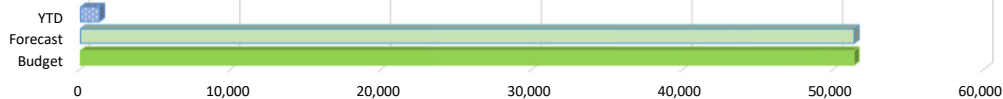
### Other Services



### Supplies



### Other Expenditures





**END OF FINANCIAL CHARTS & GRAPHS**

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## Lethbridge School Division

### Glossary of Terms

#### Accountability Pillar

Data provided to give school boards a consistent way to measure their success and assess progress using a broad spectrum of measures. It is based on a set of common factors that measure outcomes in specific categories, giving a clear picture of how well learning goals are being achieved. It also helps identify areas that need improvement and set priorities for the future.

#### Accumulated Surplus from Operations (ASO)

The total unrestricted net assets and operating reserves of the Division. An "Adjusted ASO" excludes the unspent school generated funds (SGF) which are held at the schools.

#### Alberta Education

Department of the Government of Alberta, responsible for developing curriculum and setting standards, evaluating curriculum and assessing outcomes, teacher development and certification, supporting special needs students, funding and supporting school boards, Aboriginal and francophone education, and overseeing basic education policy and regulations. Alberta Education also approves and funds new facilities and infrastructure for school jurisdictions in cooperation with Alberta Infrastructure and Transportation.

#### Alberta Finance

Department of the Government of Alberta responsible for economic and fiscal policy advice to the government as well as tax and regulatory administration.

#### Alberta Infrastructure and Transportation

Department of the Government of Alberta, responsible for the provision of infrastructure for health care, education, community, seniors' lodges, municipal transportation, and municipal water/wastewater treatment and distribution.

#### Amortization of Tangible Capital Assets

The systematic allocation of an asset to expense over a certain period of time. This is a non-cash transaction, in which, an asset is expensed over its projected useful life.

#### Approved Budget

The budget(s) that have been presented and have been approved by the Board of Trustees by way of Motion, which will govern the Division's operations for the budget year. This may include the Preliminary and September 30th operating budget.

#### Balanced Budget

A budget where the total budgeted revenues/transfers in match the total budgeted expenditures/transfers out.

#### Base Funding

Funding provided on a per Weighted Moving Average (WMA) student basis for every full time equivalent (FTE) student from Kindergarten (ECS) to grade 12.

#### Benefits

The employer's share of amounts paid on behalf of employees for statutory and pension contributions, and medical and insurance benefits. It also includes allowances which are taxable payments made to (or on behalf of) employees for sabbatical leave, advanced study and training, and for negotiable or board-authorized allowances including automobile, subsidized housing, relocation, retirement, and supplementary unemployment benefits.

#### Capital and Debt Services

Includes the provision for amortization of the Division's capital assets, Infrastructure Maintenance and Renewal grant expenditures, and interest on debenture debt.

#### Certificated Staffing

Employees (teachers) holding a valid teaching certificate.



### Capital Budget/Plan

The planned capital revenues, expenditure and transfers required to the acquisition and/or construction of tangible capital assets over a \$250,000 threshold.

### Capital Expenditures

Expenditures to acquire, develop or construct tangible capital assets

### Contracted Services

Services provided to the Division by external organizations, individuals, or agencies. The Division contracted out these services as the Division does not have the expertise or resources to complete the work internally (i.e. engineering and legal services).

### Differential Funding

Funding allocated to recognize the uniqueness of school boards. A funding allocation designed to address variable cost factors that a school jurisdiction may face due to the uniqueness of the student population or jurisdiction profile. Some of this funding includes First Nation Métis and Inuit, Severe Disabilities, English as A Second Language, and Small Schools by Necessity funding. *Note that differential funding changes significantly in 2020/2021 funding framework.*

### Division of Instructional Services

System based instruction services to support the implementation of curriculum, coordination of in-service instruction, assist teachers with program delivery, and implementation of system wide initiatives.

### Early Education (Pre-school) Program

Programming to provide early learning opportunities for children three to five years old.

### Education Act

Legislation of the Province of Alberta governing the formation, governance, and operation of school jurisdictions.

### Elementary School

Schools that provide instruction to students enrolled in Kindergarten to grade five. Also includes Lethbridge Christian School which is a Kindergarten to grade eight school and Immanuel Christian Elementary School which is a Kindergarten to grade six school.

### Expenditure/Expenses

The use of financial resources for cash outflows or transactions resulting in current or future cash outflows.

### Executive Council

The senior administration team of the Division which includes the Superintendent, and the Associate Superintendents of Instructional Services, Human Resources, and Business and Operations.

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

A program that provides ongoing support for aboriginal students in their efforts to obtain an education. This program provides opportunities for aboriginal students to study and experience their own and other aboriginal cultures and lifestyles.

### High School

Schools that provide instruction to students enrolled in grade nine to twelve. Also includes Immanuel Christian High School which provides programming from grade seven to twelve.

### Inclusive Education/Inclusive Learning

An inclusive education system is to provide all students with the most appropriate learning environments and opportunities for them to best achieve their potential. Inclusion in the education system is about ensuring that each student belongs and receives a quality education no matter their ability, disability, language, cultural background, gender, or age.

### Institutional Programs

School instruction provided in a secure residence that is prescribed as an institution whereby lodging and care are provided on a 24-hour basis. Lethbridge School Division provides instruction to four institutional programs. Harbour House (Emergency Women' Shelter), Lethbridge Regional Hospital School (Hospital), and Pitawani School (Sifton Children's Centre), and Stafford Ridge School.

### Kindergarten Program

This program offers a minimum of 475 hours of instruction to children who are at least 4 years 6 months of age and less than 6 years as of September 1 of the school year (also known as ECS).

**Middle School**

Schools that provide instruction to students enrolled in grade six to eight.

**Operating Budget**

Budgeted expenditures for the operation of the school division for a school year. It does not include capital expenditures over \$250,000, which is included under the Division's Capital plan.

**Program Unit Funding (PUF)**

Funding provided for educational programming offered to children who are at least 2 years 8 months of age and up to 4 years 8 months and have a severe disability.

**Public Sector Accounting Standards (PSAS)**

The Canadian generally accepted accounting standards/principals that are followed by the public sector (i.e. school divisions).

**Reserve Funds**

The operating or capital funds held for a future use or for a specific purpose. These reserves are typically unspent funds from a prior school year and are available for allocation to a future school year. Some of these reserves are saved for multiple budget years (i.e. computer evergreening program).

**Revenues**

Financial resources received from cash inflows or transaction resulting in current or future cash inflows.

**Salaries**

All remuneration/wages paid or accrued to employees of the Division.

**School Generated Funds (SGF)**

Funds raised in the community that come under the control and responsibility of a school and are for student activities.

**Shared Instructional Services**

Programs and expenditures that provide support to the schools within the jurisdiction.

**Spent Deferred Capital Contributions (SDCC) – previously EDCC**

Deferred contributions relating to Provincially Approved Capital Projects that have been used for the capital expenditure. SDCC equals the net book value of the supported tangible capital assets.

**Supported Capital**

Tangible capital assets that have been funded by the Province through the relating to Provincially Approved Capital Projects.

**Surplus**

The result of revenues/transfers in exceeding the expenditures/transfers out (revenues greater than expenses). Surpluses are often transferred to reserves at the yearend to be used for future budget years.

**Tangible Capital Assets**

Capital assets that have a physical form. These tangible capital assets (TCA) include, but are not limited to, land, buildings, vehicles, and equipment. The supported TCA are assets that were grant funded by the Province of Alberta. Unsupported TCA are assets that were funded by the School Division.

**Transportation**

The transportation by school bus of students to, from and between schools, within the school jurisdiction.

**Uncertificated Staffing**

Staffing of the school jurisdiction that do not hold teaching certificates. Also known as Support Staff.

**Unspent Deferred Capital Contributions (UDCC)**

Deferred contributions relating to Provincially Approved Capital Projects that have not yet been spent on capital expenditures.

**Unsupported Capital**

Tangible capital assets that have been funded by the by the School Jurisdiction (not funded by the Province)

## Lethbridge School Division

### Glossary of Common Acronyms

[AHS](#) – Alberta Health Services

[ASO](#) – Accumulated Surplus from Operations

[ASFF](#) – Alberta School Foundation Fund

[CMR](#) – Capital Maintenance and Renewal

[ECS](#) – Early Childhood Services

[EEP](#) – Early Education Program

[ESL](#) – English as a Second Language

[FNMI](#) – First Nations Métis and Inuit Program

[FTE](#) – Full Time Equivalent

[HVAC](#) – Heating, ventilation, and air conditioning

[IBC](#) – Instructional Budget Committee

[IMR](#) – Infrastructure, Maintenance and Renewal

[LSD51](#) – Lethbridge School Division (previously referred to as Lethbridge School District No. 51)

[POM](#) – Plant Operation and Maintenance

[PSAS](#) – Public Sector Accounting Standards

[RCSD](#) – Regional Collaborative Service Delivery

[SGF](#) – School Generated Funds

[SDCC](#) – Spent Deferred Capital Contributions (previously referred to as EDCC)

[TCA](#) – Tangible Capital Assets

[UDCC](#) – Unspent Deferred Capital Contributions

[WMA](#) – Weighted Moving Average





