

# **Lethbridge School Division**

## **Year End Report**

August 31st

# **2021**

This document is Management's Discussion and Analysis of the Audited Financial Statements for the year ended August 31, 2021. *This report should be read in conjunction with the Audited Financial Statements and the financial information contained herein has not been audited.*

## **Report to the Board of Trustees**

November 23<sup>rd</sup>, 2021



*Lethbridge School Division  
433 – 15<sup>th</sup> Street South  
Lethbridge, AB T1J 2Z4  
Phone: 403-380-5300  
[www.lethsd.ab.ca](http://www.lethsd.ab.ca)*



**Lethbridge School Division**  
*Management Discussion and Analysis Report*  
**September 1, 2020 to August 31st, 2021**

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## **Lethbridge School Division**

### Management Discussion and Analysis Report Year End Report

### **Executive Summary**

Lethbridge School Division has a total budget of \$131.4 million (including use of reserves) and provides public education services to the citizens of the City of Lethbridge, Alberta, Canada.

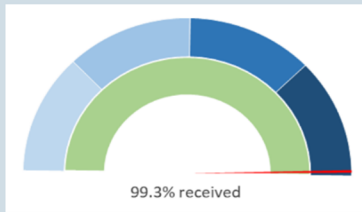
The School Division was established in 1886 and has proudly served our community for over 130 years. Lethbridge School Division serves over 11,249 students from early education (pre-school) to grade twelve. The Division provides high quality learning experiences for students through a broad range of educational programs in twenty-three (23) schools and four (4) institutional programs.

The Division has experienced overall enrollment reduction in 2020-2021 of 504 students (4.29 %) over 2019-2020 enrollment with the effects of the COVID-19 pandemic.

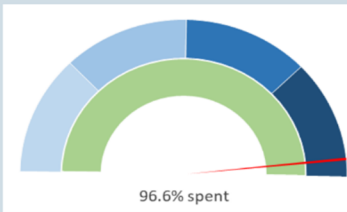
Lethbridge School Division believes in fiscal accountability and transparency through regular financial monitoring and reporting. Under *Policy 801.1 System Budgeting*, the Board directs that the expenditure of funds be within the guidelines established and be the responsibility of the designated Division or school-based administrator. The executive summary presents highlights of the school division's financial operations for the period September 1, 2020 until May 31st, 2021 to provide fiscal accountability within the established guidelines.



Nicholas Sheran Elementary School – Colour Run



**Total Revenues**



**Total Expenditures**

## Overview:

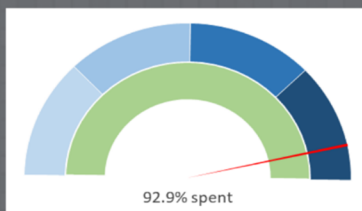
The following is an overview of the yearend reporting on the operations of Lethbridge School Division. This report is the yearend report (up to August 31, 2021).

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

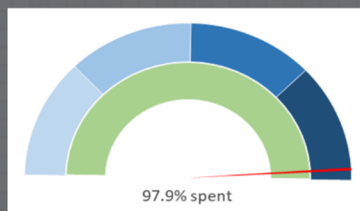
### Instruction - Pre K



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



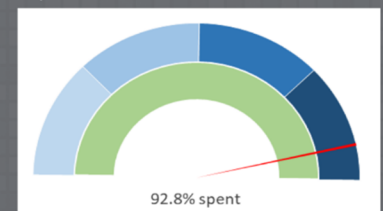
### Instruction - K to Grade 12



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



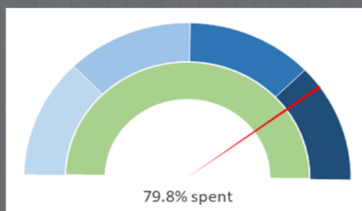
### Operation & Maintenance



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



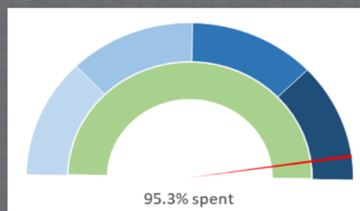
### Transportation



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



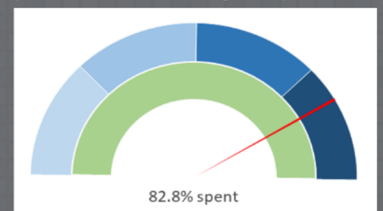
### System Administration



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



### External Services (International Program)

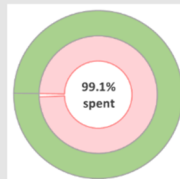


Budget: \$ 216,000  
Year-to-date: \$ 178,930 (82.8%)



## Salaries, Benefits & Professional Development

For all the Departments

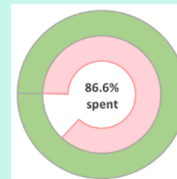


Budget: \$ 103,347,515  
Year-to-date: \$ 102,417,089 (99.1%)



## Contracted Services

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

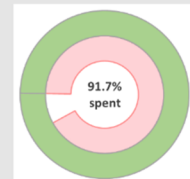


Budget: \$ 8,178,195  
Year-to-date: \$ 7,078,486 (86.6%)



## Other Services

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

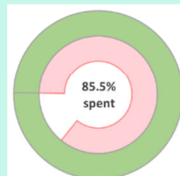


Budget: \$ 2,529,527  
Year-to-date: \$ 2,320,129 (91.7%)



## Supplies

General supplies,  
Technology,  
Maintenance,  
Small Equipment

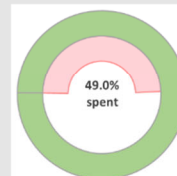


Budget: \$ 6,560,990  
Year-to-date: \$ 5,608,858 (85.5%)



## Other Expenditures

Contingency,  
Travel,  
Car Allowances,  
Renovations

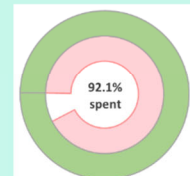


Budget: \$ 1,052,711  
Year-to-date: \$ 516,177 (49.0%)



## 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



### **Operations Overview**

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



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

- **Salaries, Benefits & Professional Development** are highly comparable to the operating budget. There were reductions due to the timing of staff being hired (such as with the staff relating to the Safe Return to Class grant), specific staffing vacancies, and reduced amounts of professional development. These reductions were somewhat offset by increases in benefit costs with increased benefit premiums and higher utilization of benefits.
- **Contracted Services** are less than the operating budget. This is mostly due to that the contracted services relating to consulting costs, transportation, and other maintenance costs being less than projected. The decrease in consulting costs were mostly due to the reductions in the contacted Occupational Therapists as part of this was reallocated to a staffing position and part was reduced as Alberta Health Services is covering some of the complex services that were previously provided by the Regional Collaborative Service Delivery (RCSD) program.
- **Other Services** are less than the operating budget. This is mostly related to that rentals costs and insurance costs being less than projected.
- **Supplies** are less than the operating budget. This is mostly due to that some of the general school supplies and other equipment were less than projected and that some supplies and equipment have been delayed into 2021-2022 due to supply chain delays (purchases orders were issued; however, the products did not arrive before yearend).
- **Other Expenditures** are less than the operating budget. This is due to a large portion is for the contingency accounts. These contingency accounts are typically only used if unexpected expenditures are incurred; otherwise, any unspent contingency funds are carried forward to the following budget year.
- **Transfers, SGF & Capital** are less than the operating budget. This mostly relates to the Infrastructure, Maintenance and Renewal (IMR) operating expenditures being less than the projected amount as many of these costs were on IMR capital projects (i.e., large HVAC projects and LED lighting upgrades).

## **Financial Position**

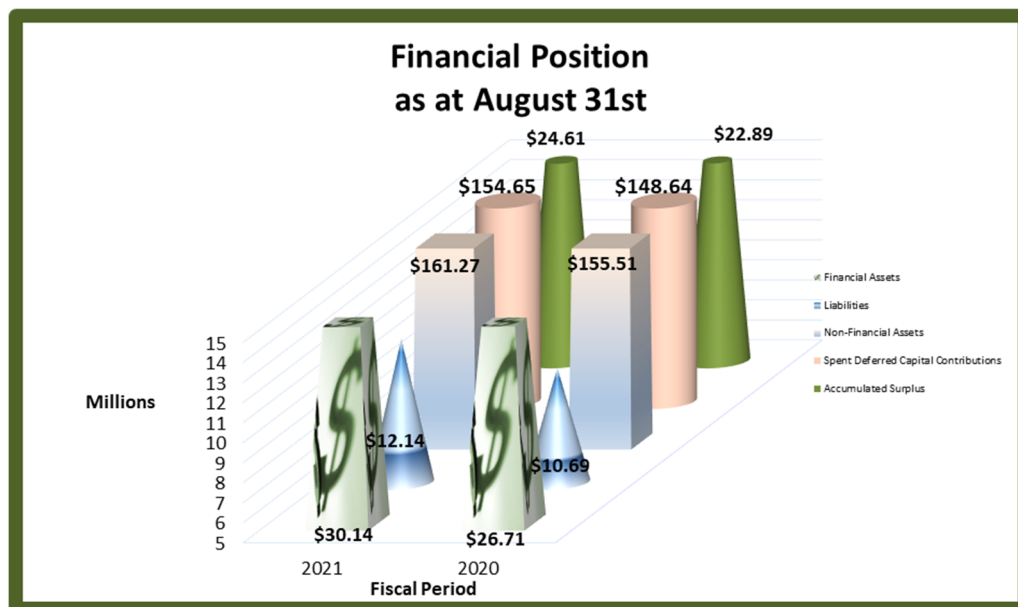
As at August 31, 2021, [Lethbridge School Division](#) has total financial assets of \$30.14 million and liabilities of \$12.14 million for net financial assets of \$18.00 million. A net financial asset position indicates that the Division has sufficient assets to cover its financial obligations.

The Division had net financial assets of \$18.00 million. Of this \$18.00 million, \$10.68 million is in operating reserves which have been restricted for future use with the majority related to instructional programming and school generated activities. Net financial assets also relate to \$691,500 of unrestricted reserves, \$7.56 million of capital reserves and \$320,000 of endowment funds.

There is \$161.27 million of non-financial assets (tangible capital assets, inventory of supplies, and prepaid expenses) which are represented mostly by supported capital assets of \$154.65 million, the Division's investment in capital assets of \$5.37 million, prepaid expenses, and other non-financial assets.

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

Together the Net Financial Assets, Non-Financial Assets, and Spent Deferred Capital Contributions (SDCC) equal the total Accumulated Surplus of \$24.61 million. The chart below compares the financial position of August 31<sup>st</sup> with the prior year.



**Lethbridge School Division**  
**STATEMENT OF FINANCIAL POSITION**  
As at August 31st, 2021

	August 31st, 2021	August 31st, 2020
<b>FINANCIAL ASSETS</b>		
Cash and cash equivalents	\$14,118,244	\$21,052,333
Accounts receivable (net after allowances)	\$6,017,328	\$5,579,821
Portfolio investments	\$10,000,521	\$74,300
Other financial assets	\$0	\$0
<b>Total financial assets</b>	<b>\$30,136,093</b>	<b>\$26,706,454</b>
<b>LIABILITIES</b>		
Bank indebtedness	\$0	\$0
Accounts payable and accrued liabilities	\$8,601,979	\$5,882,159
Deferred contributions	\$3,309,056	\$4,563,482
Employee future benefit liabilities	\$228,277	\$247,302
Other liabilities	\$0	\$0
Long term debt		
Supported: Debentures and other supported debt	\$0	\$0
Unsupported: Debentures and capital loans	\$0	\$0
Capital leases	\$0	\$0
Mortgages	\$0	\$0
<b>Total liabilities</b>	<b>\$12,139,312</b>	<b>\$10,692,943</b>
<b>Net Financial Assets (Net Debt)</b>	<b>\$17,996,781</b>	<b>\$16,013,511</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	\$160,018,293	\$154,359,097
Inventory of supplies	\$394,154	\$278,365
Prepaid expenses	\$855,486	\$877,029
<b>Total non-financial assets</b>	<b>\$161,267,933</b>	<b>\$155,514,491</b>
<b>Net assets before spent deferred contributions</b>	<b>\$179,264,714</b>	<b>\$171,528,002</b>
Spent deferred capital contribution (SDCC)	\$154,652,318	\$148,641,097
<b>Net assets</b>	<b>\$24,612,396</b>	<b>\$22,886,905</b>
<b>NET ASSETS (ACCUMULATED SURPLUS)</b>		
Unrestricted surplus	\$691,484	\$691,486
Operating reserves	\$10,677,181	\$9,760,912
<b>Accumulated Surplus from Operations</b>	<b>\$11,368,665</b>	<b>\$10,452,398</b>
Investment in capital assets	\$5,365,975	\$5,718,000
Capital reserves	\$7,557,882	\$6,396,633
Endowments	\$319,874	\$319,874
<b>Total Accumulated Surplus (Deficit)</b>	<b>\$24,612,396</b>	<b>\$22,886,905</b>

**Lethbridge School Division**  
**Notes to the Statement of Financial Position**  
*As at August 31st, 2021*

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**FINANCIAL ASSETS:**

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

**Cash and Cash Equivalents**

Cash at August 31, 2021 includes deferred contributions, endowment funds, and Accumulated Surplus from Operations.

**Accounts Receivable**

Accounts receivable at August 31, 2021 includes GST rebates receivable, capital contributions from the Province, and other miscellaneous funds owing to the Division.

**Portfolio Investments**

Portfolio investments represent GIC's and term deposits that have a maturity of greater than three-months. To maximize the Division's investment income, the Division moved funds from Cash into Term deposit accounts that provide a higher rate of return.

**Total Financial Assets as of August 31, 2021 are \$30.14 million.**

**Mike Mountain Horse  
Elementary School's  
Terry Fox run**



**FINANCIAL LIABILITIES:**

**Accounts Payable and Accrued Liabilities**

Accounts payable and accrued liabilities at August 31, 2021 mostly includes payments for construction invoices/holdbacks, funding being recovered by Alberta Education for reduced student enrolment from the Provincial grants received (Weighted Moving Average), and employee benefits such as remittances to the Canada Revenue Agency, Local Authorities Pension Plan, and to the Alberta School Employee Benefit Plan.

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

### **Unspent Deferred Contributions**

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

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

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

### **Employee Future Benefits**

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

**Total Financial Liabilities as of August 31, 2021 are \$12.14 million.**

### **NET FINANCIAL ASSETS:**

Net financial assets, which is the funds available (owing) after discharging the Division's financial obligations, is a **net asset position of \$18.00 million.**

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

**Total Net Assets as of August 31, 2021 are \$18.00 million.**



**NON-FINANCIAL ASSETS:**

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

**Tangible Capital Assets**

Tangible capital assets include land, buildings, equipment and vehicles used in the operations of the Division. These assets are amortized over their estimated useful lives to arrive at a net value of \$160.02 million as of August 31, 2021 (including \$154.65 million in supported capital assets and \$5.37 million of board funded assets).

Capital activity during the period included construction costs associated with the construction of the Dr. Robert Plaxton Elementary School (Southeast Lethbridge), capital modernizations that are through Capital Maintenance and Renewal (CMR) grant funding (including large HVAC projects at two of the schools), and other capital acquisitions. Since the beginning of the school year, a total of \$11.70 million has been capitalized on these projects, the majority of the capital additions relates to the construction of the Dr. Robert Plaxton Elementary School.



**Dr. Robert Plaxton Elementary School  
Construction progress**

**Inventory of Supplies**

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

**Prepaid Expenses**

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

**Total Non-Financial Assets as of August 31, 2021 are \$161.27 million.**

**SPENT DEFERRED CAPITAL CONTRIBUTIONS (UDCC)**

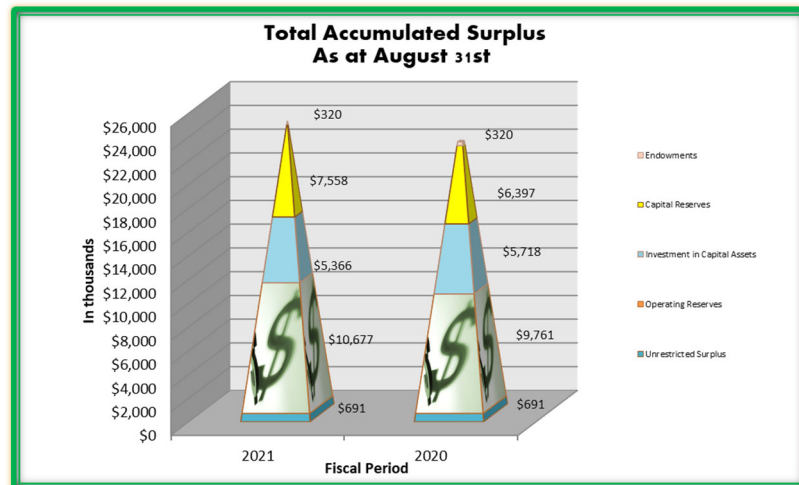
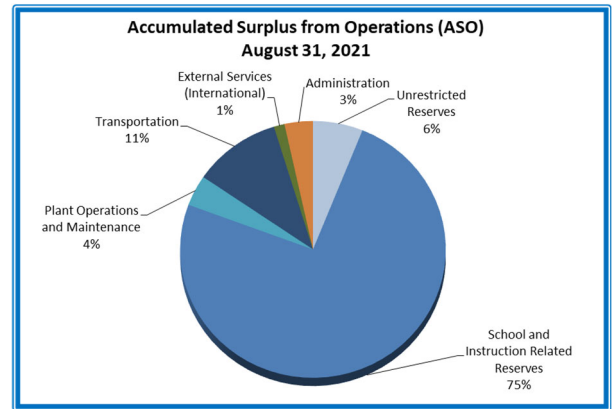
Spent Deferred Capital Contributions (SDCC) relates to deferred contributions related to the unamortized portion of supported capital assets (referred to as SDCC), which will be amortized into revenues in subsequent years to offset the amortization cost of supported capital assets. Supported Capital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

**Total SDCC as of August 31, 2021 are \$154.65 million.**

### **ACCUMULATED SURPLUS:**

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

The restricted operating reserves consist of 75% related to school and instruction reserves which includes reserves held at school sites for future operating expenditures, reserves to be spent over the next three years for curriculum and system improvement, funds to support inclusive learning, funds to provide for the planning, programming and resources required for new school facilities, and unspent funds related to school generated activities.



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

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

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

**The total accumulated surplus for the Division which consists of both operating and capital funds is \$24.61 million. The total of net financial assets, non-financial assets, and the spent deferred capital contributions (SDCC) equal the total accumulated surplus at August 31, 2021.**

## Operations

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

The revised budget for the 2020-2021 school year reflects changes to the Division budget as of September 30<sup>th</sup>, 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.

There were 12.3 full time equivalent teacher positions (majority for online learning) that were added in the revised budget. There were also 6.1 full time equivalent support staff positions (that were not yet hired) that were removed in the revised budget as a result of the reduced student enrolment.

In budget 2020-2021, \$2.65 million of one-time reserves will be utilized for division and school-based priorities.

<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>

*The Budget Adjustments is a reconciliation from the approved September 30<sup>th</sup> budget to the Updated 2020/2021 Operating Budget.*

**Lethbridge School Division**  
**STATEMENT OF OPERATIONS**  
For the period ended August 31st, 2021

	Budget Information		Actual Results	Variances
	Preliminary Budget 2020-2021 (May 2020)	Updated "September 30th" operating budget 2020-2021 (Sept 30th 2020)	Actual Year Ended August 31st	% Expended Revised Budget
<b>REVENUES</b>				
Government of Alberta	\$123,593,367	\$126,036,989	\$125,178,889	99.32%
Federal and Other Government	\$388,944	\$428,944	\$452,428	105.47%
Fees	\$3,936,505	\$922,053	\$812,872	88.16%
Sales and services	\$1,019,267	\$1,653,211	\$1,746,540	105.65%
Investment income	\$193,000	\$193,000	\$144,966	75.11%
Donations and Other Contributions	\$2,568,000	\$742,202	\$749,115	100.93%
Other Revenues	\$34,704	\$34,704	\$55,732	160.59%
<b>Total Revenues</b>	<b>\$131,733,787</b>	<b>\$130,011,103</b>	<b>\$129,140,542</b>	<b>99.33%</b>
<b>EXPENSES</b>				
Instruction - Pre Kindergarten	\$2,733,030	\$2,681,178	\$2,490,639	92.89%
Instruction - Kindergarten to Grades 12	\$105,379,192	\$102,387,325	\$100,250,944	97.91%
Operations and Maintenance	\$18,377,017	\$19,738,879	\$18,315,364	92.79%
Transportation	\$2,723,518	\$2,710,797	\$2,194,221	80.94%
Administration	\$4,181,195	\$4,221,194	\$3,984,953	94.40%
External services <i>(International Services)</i>	\$300,000	\$216,000	\$178,930	82.84%
<b>Total Expenses</b>	<b>\$133,693,952</b>	<b>\$131,955,373</b>	<b>\$127,415,051</b>	<b>96.56%</b>
Operating surplus (deficit)	(\$1,960,165)	(\$1,944,270)	\$1,725,491	
Accumulated Surplus from Operations beginning of Year	\$7,939,183	\$10,452,398	\$10,452,398	
Transfers to/from capital reserves, endowments, & capital	(\$745,395)	(\$693,071)	(\$809,224)	
Accumulated Operating Surplus (AOS) at end of period	\$5,233,623	\$7,815,057	\$11,368,665	
School Generated Funds included in Accumulated Operating Surplus	(\$2,498,006)	(\$2,215,906)	(\$2,364,504)	
Adjusted Accumulated Operating Surplus (Adjusted ASO) at end of period	\$2,735,617	\$5,599,151	\$9,004,161	
Adjusted AOS as a % of budgeted expenditures (excluding SGF accounts)	2.05%	4.24%	7.07%	

### About The Statement

The above statement includes four main areas:

- The first area highlighted in **GREEN** is budget Information. The first budget information is the preliminary budget that was approved by the Board of Trustees in May 2020. The second column of budget information is the budget that has been revised after September 30<sup>th</sup> enrolment counts and is used as the new operating budget for the fiscal year.
- The second area highlighted in **BLUE** is the actual results for the period.
- The third area highlighted in **TAN** is the variance area. This area provides information on the percent received/expended as compared to the September 30<sup>th</sup> operating budget and the percent received/ expended as compared to the updated forecast information.

**OPERATION RESULTS:**

For the year ended August 31<sup>st</sup>, 2021, \$129.01 million of revenues have been recorded which is 99.33% of operating budget. The major changes from budget include the following:

- The reduction in Government of Alberta funding from actual is due to the amount of operating Infrastructure, Maintenance and Renewal (IMR) grant revenues recognized; whereas, many of the 2020/2021 IMR projects were capital projects, including two major ventilation and LED lighting upgrades at schools.
- The reduction in fee revenues relates to that many of the SGF activities were not completed during the year (below adjusted operating budget for the effects of COVID-19 pandemic) including the projected option fee revenues that were planned for instructional purposes.
- Investment income earned on operating revenue was reduced with reductions in market rates.

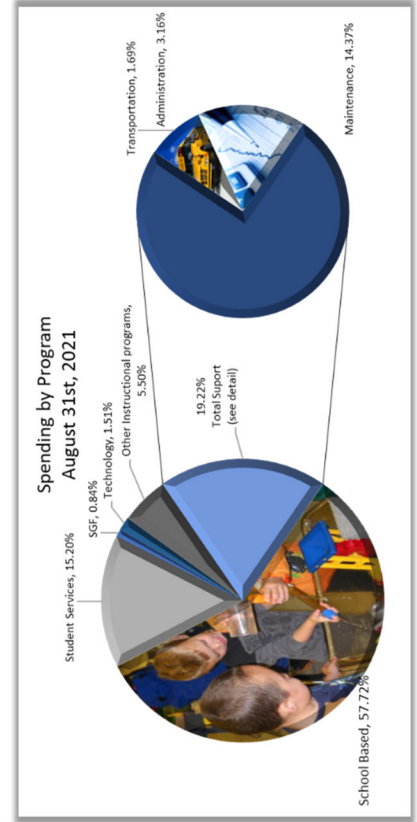
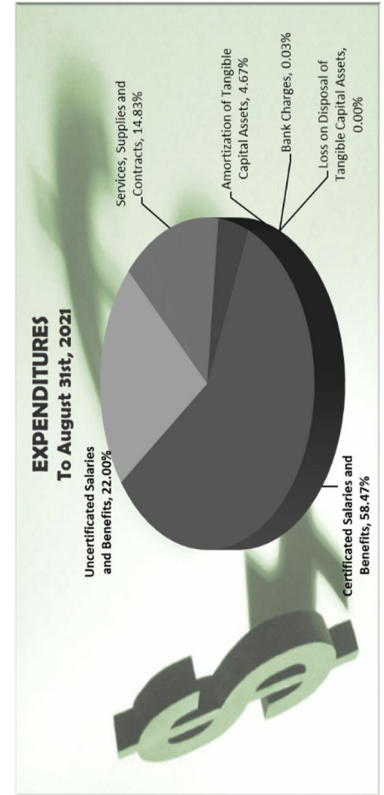
For the year ended August 31<sup>st</sup>, 2021, \$127.42 million of expenditures have been recorded which is 96.56% of operating budget. This is also an indicator that the budgets are being carefully monitored throughout the Division to ensure that the departments are not incurring cost overruns. The major changes from budget include the following:

- The COVID-19 pandemic had resulted in reductions in student enrolment levels, including some children with specific complex needs; therefore, some educational assistant staff positions were not specifically filled as they are based on student needs.
- The COVID-19 pandemic had created significant delays in supply chain for supplies and equipment; whereas, many products are taking significantly more time to be produced and shipped than in other years. This effectively delays the expenditures from one year to the next as the goods did not arrive prior to yearend.
- Occupational Therapists consulting costs were reduced as Alberta Health Services had covered some of the complex services that were previously provided by the Regional Collaborative Service Delivery (RCSD) program.
- The operating Infrastructure, Maintenance and Renewal (IMR) expenditures were reduced as many of the IMR costs were capitalized during the year for the related capital projects, including two major HVAC upgrades and LED lighting upgrades.
- The school contingency accounts were not fully utilized. These contingency accounts are typically only used if unexpected expenditures are incurred; otherwise, any unspent contingency funds are carried forward to the following budget year.



**Lethbridge School Division**  
**Schedule of Program Operations**  
**For the period ended August 31st, 2021**

	Instruction (Pre K)	Instruction (K to Grade 12)	Operations & Maintenance	Transportation	System Administration	External Services	TOTAL	TOTAL Budget	% Expended of Budget
<b>UPDATED BUDGET 2020-2021 (September 30th)</b>	\$2,681,178	\$102,387,325	\$19,738,879	\$2,710,797	\$4,221,194	\$216,000	\$131,955,373		
<b>EXPENSES</b>									
Certificated salaries and benefits	\$401,624	\$73,120,263	\$0	\$0	\$879,323	\$94,830	\$74,496,060	\$73,914,813	100.79%
Non-certificated salaries and benefits	\$2,040,151	\$18,621,378	\$5,084,604	\$126,181	\$2,123,807	\$32,203	\$28,028,324	\$28,437,399	98.56%
<b>SUB - TOTAL</b>	\$2,441,775	\$91,741,661	\$5,084,604	\$126,181	\$3,003,130	\$127,033	\$102,524,384	\$102,352,212	100.17%
Services, contracts and supplies	\$48,864	\$7,765,768	\$8,152,488	\$2,058,212	\$823,191	\$51,897	\$18,900,420	\$23,909,636	79.05%
Amortization of capital assets	\$0	\$702,340	\$5,073,988	\$9,828	\$158,632	\$0	\$5,944,798	\$5,658,525	105.08%
Interest and charges	\$0	\$41,175	\$0	\$0	\$0	\$0	\$41,175	\$35,000	117.84%
Losses on disposal of capital assets	\$0	\$0	\$4,274	\$0	\$0	\$0	\$4,274	\$0	100.00%
<b>TOTAL EXPENSES</b>	\$2,490,639	\$100,250,944	\$18,315,364	\$2,194,221	\$3,984,953	\$178,930	\$127,415,051	\$131,955,373	96.56%
<b>Total unexpended funds period to date</b>	\$190,539	\$2,136,381	\$1,423,515	\$516,576	\$236,241	\$37,070	\$4,540,322	\$131,955,373	3.44%
<b>% Expended of Budget</b>	92.89%	97.91%	92.79%	80.94%	94.40%	82.84%	96.56%		



*Lethbridge School Division*  
**Notes to the Statement of Operations**  
*For the year ended August 31st, 2021*

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**REVENUES:**

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

**Government of Alberta**

Government of Alberta (Alberta Education and Alberta Infrastructure) funding represents approx. 94% of the Division's total operating funding. Student enrolment is one of the largest factors in determining the funding. The Division has received 99.32% of the operating budget.

The decrease is due to the operating Infrastructure, Maintenance and Renewal (IMR) grant revenues recognized as two major HVAC upgrades at two schools and a LED lighting upgrade projects were allocated as capital projects and the IMR funding was allocated to these capital projects.

**Federal Government and First Nations**

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

**Fees**

Reflects fees that are collected for optional programming fees, school generated activity fees, Preschool Fees and tuition for foreign students. Most school fees and tuition fees are collected at the beginning of the school year. Note that the School Generated Funds (SGF) fees and other revenues were adjusted within the 2020-2021 operating budget based on the limited SGF activities that would occur during the COVID-19 pandemic. The Division has receives 88.16% of the operating budget.

**Division's  
My 1<sup>st</sup> Ride  
Event for new  
riders to school  
bus routine**



**Sales and Services**

Sales and services are mainly from school generated activities and also includes funds received for staff that are seconded to the University of Lethbridge. Note that the Sales and Services were adjusted within the 2020-2021 operating budget for the related proceeds on the bus sale as part of the termination of the transportation/bussing services that were contracted through the City of Lethbridge. There were other increases relating to Family & Community Support Services (FCSS) renewing their funding allocation mid-way through the school year and other sales and services received during the year.

### **Investment Income**

Interest earned on operating revenue was reduced with reductions in market rates.

### **Donations and Other Contributions**

Donations and other contributions are revenues that have been received for school generated activities fundraising/donations and donations for the Ready Set Go programs.

### **Other Revenues**

Other revenues include rentals, gains on disposal of tangible capital assets, and other revenues. There are rentals of facility space for external programs and operations such as the Southern Alberta Professional Development Consortia and the Boys and Girls Club of Lethbridge. There were no disposals of tangible capital assets. There was an additional \$27,625 of capital revenues recognized for the supported amortization relating to Other Sources of capital project funding received.

**Overall, revenues are less than the operating budget for the year ended  
August 31, 2021 (99.33% of the operating budget).**

### **EXPENDITURES:**

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

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

Instruction – Pre-K, represents expenditures from early education, which includes the early education program and the program unit funding (PUF) for early learners requiring specialized supports. Pre-K expenditures are at 92.89% of the total operating budget; whereas, there were staff savings and other savings on related service costs.

#### **Instruction- Kindergarten to Grade 12**

Instruction K to Grade 12, represent expenditures from kindergarten to grade twelve, school generated activities and supporting programs such as Inclusive Education, Technology, Instructional support, counselling, First Nations Metis and Inuit programming, and Institutional programs. Instructional expenditures are at 97.91% of the total operating budget. See the *Statement of Instructional (Kindergarten to Grade 12) Program Expenditures* for details of the major programs within this functional area.

### **Operations and Maintenance**

Operations and maintenance expenditures represent spending on operating and maintaining the Division's schools and facilities. These expenditures include maintenance and caretaking personnel, utilities, contracted maintenance, and Infrastructure Maintenance and Renewal (IMR) projects. Maintenance expenditures are at 92.79% of the total operating budget.

This mostly relates to the Infrastructure, Maintenance and Renewal (IMR) operating expenditures being less than the forecasted amount as many of these costs were on IMR capital projects. Decrease in costs are offset by the decrease in the revenues recognized.

### **Transportation**

Transportation expenditures represent mainly the cost of contracted bussing to bus students who reside more than 2.4 km away from their resident school. These costs include the operation of buses, cost sharing arrangements between the City of Lethbridge and Holy Spirit Catholic Schools, and the future replacement of yellow school buses. Note that the Division is transitioning to these services being provided by Southland Transportation Ltd during 2020-2021. Costs include the provision of specialized bussing needs for students with disabilities. Transportation expenditures are at 80.94% of the total operating budget; whereas, the Division had savings and cost reimbursements as part of the termination of the transportation/bussing services that were contracted through the City of Lethbridge.

### **System Administration**

System administration expenditures represent the cost of the Board of Trustees, Finance, Human Resources, System Instructional Support, and the Office of the Superintendent. Administration expenditures are at 94.40% of the total operating budget. There were savings on some of the contracted services and supplies that were not required or were reduced during the year.

### **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 who attend Division schools from other countries and pay a tuition fee to attend our schools. Costs include costs of homestay providers, student insurance, student recruitment and administration of the program. External (international) expenditures are at 82.84% of the total operating budget.

**Overall, expenditures are less than the operating budget for the year ended August 31, 2021 (96.56% of the operating budget).**

## Lethbridge School Division

### Schedule of Instructional (Kindergarten to Grade 12) Program Expenditures

For the period ended August 31st, 2021

PROGRAM	Budget	Actual Results	Variances
	Updated Budget	Actual Year Ended	% Expended
	2020-2021 (Sept 30th 2020)	August 31st	Updated Budget
School Based Instruction	\$66,263,863	\$64,554,213	97.42%
Inclusive Learning Supports	\$11,930,251	\$11,362,940	95.24%
Shared Instructional Services	\$10,888,741	\$11,672,530	107.20%
School Generated Funds Activities	\$1,151,404	\$1,076,157	93.46%
Technology	\$2,039,705	\$1,892,293	92.77%
Institutional Programs	\$978,774	\$749,862	76.61%
Division of Instructional Services	\$692,554	\$630,460	91.03%
FNMI Programming	\$637,629	\$521,069	81.72%
Counselling Program	\$2,475,148	\$2,454,217	99.15%
Other Instructional Programs	\$5,329,256	\$5,337,203	100.15%
<b>Total Instructional (Kindergarten to Grade 12) Program Expenditures</b>	<b>\$102,387,325</b>	<b>\$100,250,944</b>	<b>97.91%</b>

#### Other Instructional Programs:

Community Outreach School  
Downtown LA  
High School Off Campus  
Distance Learning Program  
Poverty Committee  
Making Connections  
Safe Return to Class Grant (Federal Funding)

#### Institutional Programs:

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

#### Inclusive Learning Supports:

Inclusive Education  
English as a Second Language



**Lethbridge School Division**  
**Notes to the Schedule of Instructional (Kindergarten to Grade 12)**  
*For the year ended August 31st, 2021*

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

**School Based Instruction**

These expenditures represent expenditures at school sites. School Based Instruction expenditures are at 97.42% of the total operating budget. See the *Schedule of School Based Instruction Expenditures* for details of the each of the schools.



**GS Lakie's  
1<sup>st</sup> Day return to  
classes**

**Inclusive Learning Supports**

Inclusive Learning Supports includes expenditures Inclusive Education and English as a Second Language. Inclusive Education provides all students with the most appropriate learning environment and opportunities for them to achieve their potential. Inclusion is about ensuring each student receives a quality education no matter their ability, disability, language, cultural background, gender or age. Inclusive Learning Supports expenditures are at 95.24% of the total operating budget. The expenditures are less than forecast mostly relates to that some educational assistant staff positions were not specifically filled as they are based on student needs and that the contracted services for Occupational Therapist were less than budget as some of the complex services were provided by AHS.

**Shared Instructional Services**

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

Shared Instructional Services expenditures are at 107.20% of the total operating budget. There was an increase in average staffing costs as the benefit premium rates increased during the year from initial projections and there were additional supply costs for technology as part of the implementation of the mobile device phase into the Division's technology evergreening.

### **School Generated Funds Activities**

School Generated Funds (SGF) activities includes activities at the school level for students that are not of a curricular nature, such as clubs, international travel, groups, athletics, and the arts. These activities are normally funded through user fees, fundraising, and donations. Note that the School Generated Funds (SGF) expenditures were adjusted within the 2020-2021 operating budget based on the limited SGF activities that would occur during the COVID-19 pandemic. SGF activity expenditures are at 93.46% of the total operating budget. See the *Schedule of School Generated Funds (SGF)* for details of the each of the schools.

### **Technology**

The Technology program is based on a standards-driven plan to provide the infrastructure to support current and future needs, trends, and applications in the school division for the implementation of information and communication technology. The Division completed the implementation of the mobile devices (i.e., laptops & iPads) phase of the technology evergreening program which costed approximately \$1.48 million; whereas, this was effectively able to be funded by currently year operational funds (i.e., additional one-time revenues received from the City of Lethbridge's bus sale proceeds).

### **Institutional Programs**

Institutional Programs include Harbor House School, CAMP (Lethbridge Regional Hospital School), Pitawani School, and Stafford Ridge School (AADAC). Institutional Programs expenditures are at 76.61% of the total operating budget.

### **Division of Instructional Services**

The Division of Instructional Services (DIS) which provides curriculum and instructional support to schools and instructional programs. DIS expenditures are at 91.03% of the total operating budget.

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

The FNMI program provides ongoing support for aboriginal students in their efforts to obtain an education and provides opportunities for aboriginal students to study and experience their own and other aboriginal cultures and lifestyles. FNMI expenditures are at 81.72% of the total operating budget. The expenditures are less than budget as it mostly relates to that many of the FNMI Liaison positions were not able to be filled (or retained) during the year and with reductions in consulting services, supplies/events, and savings on other related expenses.

Indigenous  
Education  
Graduation  
Ceremony



### **Counselling Program**

A comprehensive guidance and counselling program promotes the holistic development of students. The three-fold focus of counselling includes educational planning, personal and social development, and career preparation. Counsellors work with parents, teachers and community agencies to help students acquire the knowledge, skills, attitudes, and habits that enable students to reach their potential. Counselling Program expenditures are at 99.15% of the total operating budget.

### **Other Instructional Program**

These are the other instructional programs and initiatives that support early learning to grade 12 instruction other than those programs specifically listed above. These include Community Outreach School, Downtown LA, High School Off campus, Distant Learning Program, Poverty Committee, and Making Connections. Other Instructional Program expenditures are at 100.15% of the total operating budget.

**Overall, instructional (kindergarten to grade 12) program expenditures are less than the operating budget for the year ended August 31, 2021 (97.91% of the operating budget).**



Dr. Robert Plaxton  
Elementary School's  
Opening day

**Lethbridge School Division**  
**Schedule of School Based Instruction Expenditures**  
For the period ended August 31st, 2021

	Budget	Actual Results	Variances
	Updated Budget	Actual Year Ended	% Expended
<u>SCHOOL</u>	2020-2021 (Sept 30th 2020)	August 31st	Updated Budget
<b>High Schools:</b>			
Lethbridge Collegiate Institute	\$4,838,442	\$4,811,238	99.44%
Winston Churchill High School	\$5,112,548	\$4,862,689	95.11%
Chinook High School	\$6,828,671	\$6,584,962	96.43%
Victoria Park High School	\$2,052,058	\$2,043,636	99.59%
Immanuel Christian Secondary School	\$1,912,414	\$1,842,481	96.34%
<b>Middle Schools:</b>			
GS Lakie Middle School	\$2,810,261	\$2,715,328	96.62%
Wilson Middle School	\$4,044,944	\$3,866,797	95.60%
Gilbert Paterson	\$4,298,370	\$4,172,030	97.06%
Senator Joyce Fairbairn Middle School	\$3,368,375	\$3,219,473	95.58%
<b>Elementary Schools:</b>			
Senator Buchanan	\$1,809,258	\$1,803,519	99.68%
Immanuel Christian Elementary School	\$1,600,102	\$1,555,606	97.22%
Ecole Agnes Davidson	\$2,960,159	\$2,831,434	95.65%
Fleetwood-Bawden	\$2,004,320	\$1,963,560	97.97%
Galbraith	\$2,359,595	\$2,284,363	96.81%
Lakeview	\$3,049,344	\$3,019,310	99.02%
General Stewart	\$840,306	\$825,954	98.29%
Westminster	\$1,235,510	\$1,210,394	97.97%
Lethbridge Christian School	\$1,310,969	\$1,292,947	98.63%
Coalbanks Elementary School	\$3,224,411	\$3,136,363	97.27%
Ecole Nicholas Sheran	\$2,969,718	\$2,892,760	97.41%
Park Meadows	\$1,841,906	\$1,814,319	98.50%
Dr. Robert Plaxton	\$0	\$97,982	N/A
Mike Mountain Horse	\$2,818,505	\$2,758,437	97.87%
Dr. Probe Elementary School	\$2,973,677	\$2,948,633	99.16%
<b>Total School Based Instruction Expenditures</b>	<b>\$66,263,863</b>	<b>\$64,554,213</b>	<b>97.42%</b>

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

For the period ended August 31st, 2021

SCHOOL	SGF Balances		Actual Results		SGF Balances		Change in SGF
	August 31st	Revenues up to August 31st	Expenses up to August 31st	August 31st	August 31st	Increase (Decrease)	
UPDATED BUDGET 2020-2021 (September 30th)	N/A	\$1,151,404	(\$1,151,404)	N/A	N/A	N/A	
High Schools:							
Lethbridge Collegiate Institute	\$80,886	\$147,269	(\$118,577)	\$109,579	\$28,693		
Winston Churchill High School	\$349,046	\$108,393	(\$197,298)	\$260,142	(\$88,904)		
Chinook High School	\$170,885	\$167,958	(\$137,938)	\$200,905	\$30,020		
Victoria Park High School	\$263,610	\$154,019	(\$38,372)	\$379,257	\$115,648		
Immanuel Christian Secondary School	\$36,231	\$73,987	(\$46,560)	\$63,658	\$27,427		
Middle Schools:							
GS Lakie Middle School	\$216,851	\$92,078	(\$100,087)	\$208,843	(\$8,009)		
Wilson Middle School	\$160,757	\$104,995	(\$118,681)	\$147,071	(\$13,685)		
Gilbert Paterson	\$173,066	\$49,624	(\$58,573)	\$164,117	(\$8,948)		
Senator Joyce Fairbairn Middle School	\$85,195	\$85,579	(\$20,319)	\$150,456	\$65,260		
Elementary Schools:							
Senator Buchanan	\$21,426	\$31,651	(\$29,502)	\$23,576	\$2,149		
Immanuel Christian Elementary School	\$14,216	\$7,556	(\$7,486)	\$14,286	\$70		
Ecole Agnes Davidson	\$105,367	\$33,024	(\$31,172)	\$107,219	\$1,852		
Fleetwood-Bawden	\$34,868	\$16,732	(\$12,011)	\$39,589	\$4,720		
Galbraith	\$64,932	\$32,073	(\$19,254)	\$77,751	\$12,819		
Lakeview	\$47,681	\$11,188	(\$12,836)	\$46,033	(\$1,648)		
General Stewart	\$5,021	\$282	(\$2,608)	\$2,695	(\$2,326)		
Westminster	\$62,283	\$47,005	(\$25,939)	\$83,349	\$21,066		
Lethbridge Christian School	\$32,508	\$12,093	(\$16,213)	\$28,387	(\$4,120)		
Coalbanks Elementary School	\$19,066	\$8,838	(\$5,953)	\$21,951	\$2,885		
Ecole Nicholas Sheran	\$48,927	\$6,995	(\$16,022)	\$39,900	(\$9,027)		
Park Meadows	\$19,954	\$26,774	(\$14,512)	\$32,217	\$12,263		
Dr. Robert Plaxton	\$0	\$0	\$0	\$0	\$0		
Mike Mountain Horse	\$32,444	\$4,664	(\$9,090)	\$28,018	(\$4,426)		
Dr. Probe Elementary School	\$96,384	\$76,279	(\$37,158)	\$135,505	\$39,121		
School Generated Funds	\$2,141,606	\$1,299,056	(\$1,076,157)	\$2,364,504	\$222,898		
Total SGF investment accounts (GICs)	\$74,300	(\$74,300)		\$0	(\$74,300)		
Total School Generated Funds	\$2,215,906	\$1,224,756	(\$1,076,157)	\$2,364,504	\$148,598		
% Expended of Budget		106.37%	93.46%				



*Lethbridge School Division*  
**Appendices**  
*For the year ended August 31st, 2021*

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The Appendices include charts and graphs for the revenues and expenditures at August 31st, 2021. These charts/graphs compare the total operating budget, the forecast for the reporting period, and the year-to-date (YTD) amount.

**Revenues:**

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

**Expenditures:**

- **Summary of Expenditures**  
Compares the types of expenditures
- **Instruction – Pre-K**  
Reviews the total Pre-Kindergarten instructional expenditures, including the breakdown by the types of expenditures.
- **Instruction – K to Grade 12**  
Reviews the total Kindergarten to Grade 12 instructional expenditures, including the breakdown by the types of expenditures.
- **Operations and Maintenance**  
Reviews the total Operations and Maintenance expenditures, including the breakdown by the types of expenditures.
- **Transportation**  
Reviews the total Transportation expenditures, including the breakdown by the types of expenditures.
- **System Administration**  
Reviews the total System Administration expenditures, including the breakdown by the types of expenditures.
- **External Services**  
Reviews the total External Services (international program) expenditures, including the breakdown by the types of expenditures.

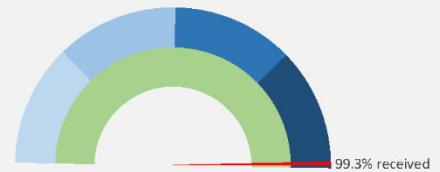


## Lethbridge School Division Summary of Revenues Yearend Reporting - August 31st, 2021

Financial Data as at October 25, 2021

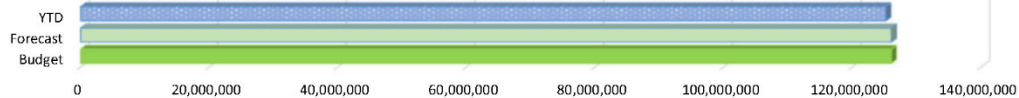
	Budget	Forecast	YTD	Variance	YTD %
Government of Alberta	126,036,989	126,036,989	125,166,516	870,473	99.3%
Federal & First Nations	388,944	388,944	452,428	(63,484)	116.3%
Other School Authorities	40,000	40,000	40,000	0	100.0%
Fees	922,053	922,053	812,872	109,181	88.2%
Other Sales & Services	1,653,211	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%
	130,011,103	130,011,103	129,140,542	870,561	99.3%

**Total Revenue Tachometer:**

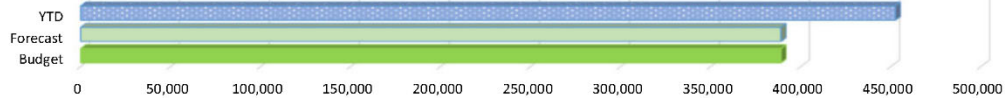


Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator

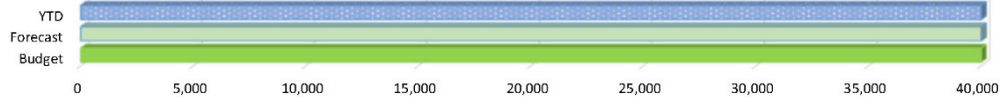
### Government of Alberta



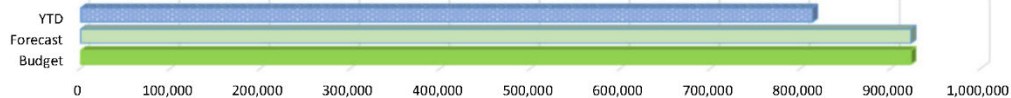
### Federal & First Nations



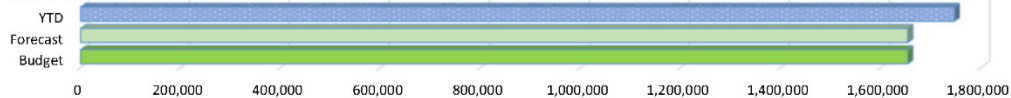
### Other School Authorities



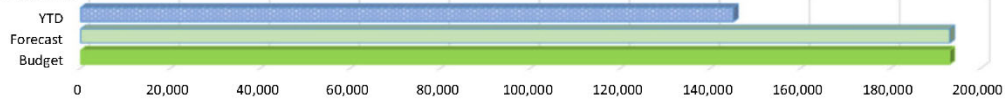
### Fees



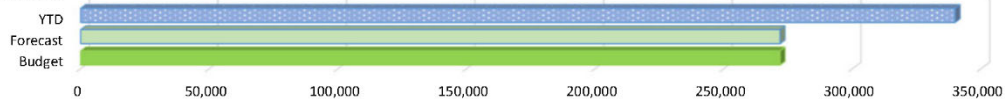
### Other Sales & Services



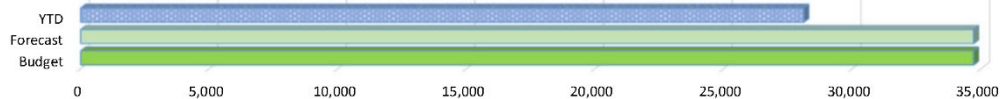
### Investment Income



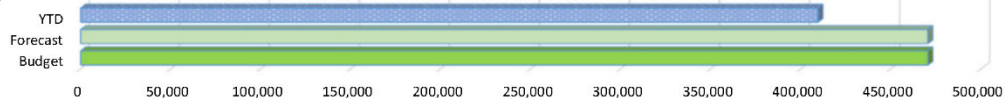
### Gifts & Donations



### Rental of Facilities



### Fundraising



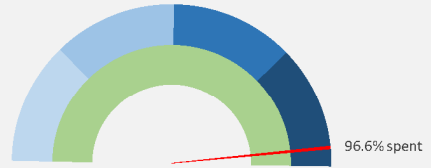


## Lethbridge School Division Summary of Expenses Yearend Reporting - August 31st, 2021

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%			

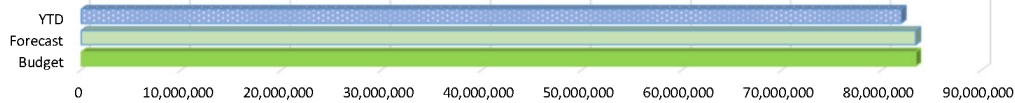
**Total Expense Tachometer:**



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.

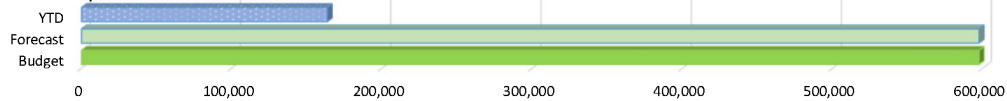
### Salaries



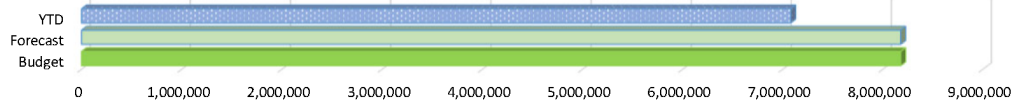
### Benefits



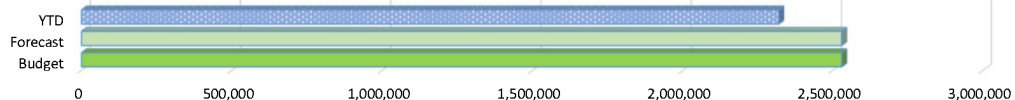
### Professional Development



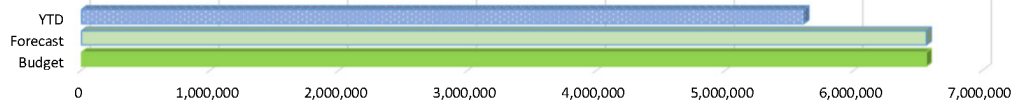
### Contracted Services



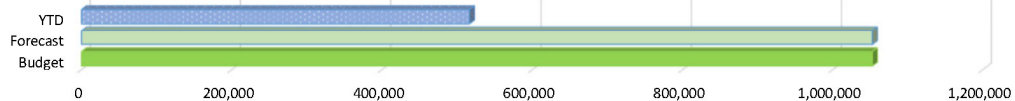
### Other Services



### Supplies



### Other Expenditures



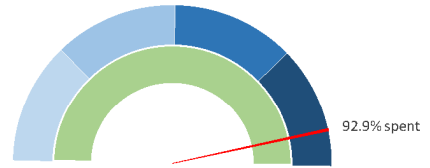


# **Instruction - Pre K Summary Yearend Reporting - August 31st, 2021**

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>
	100.0%				

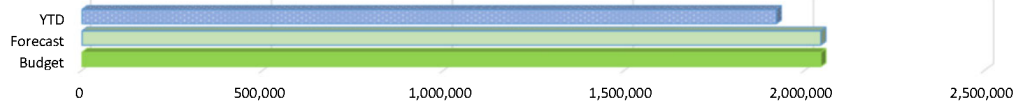
**Total Expense Tachometer:**



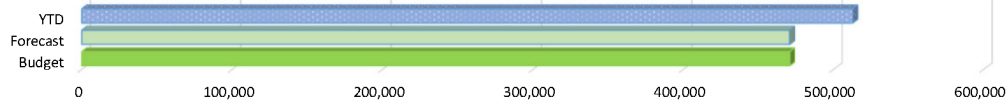
Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator

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

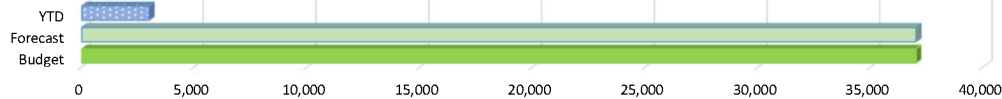
## **Salaries**



## **Benefits**



## **Professional Development**



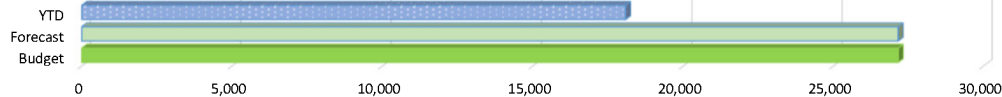
## **Contracted Services**



## **Other Services**



## **Supplies**



## **Other Expenditures**





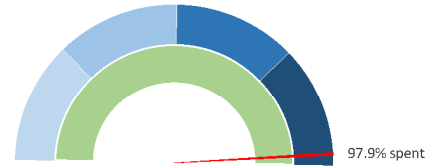
## Instruction - K to Grade 12 Summary Yearend Reporting - August 31st, 2021

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%			

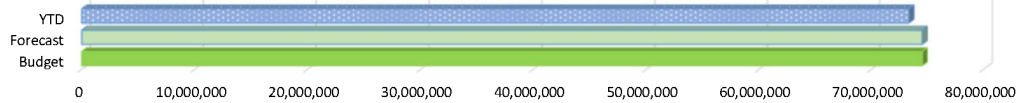
The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

**Total Expense Tachometer:**

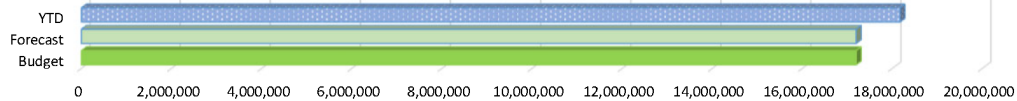


Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator

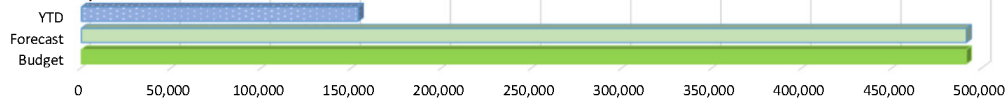
### Salaries



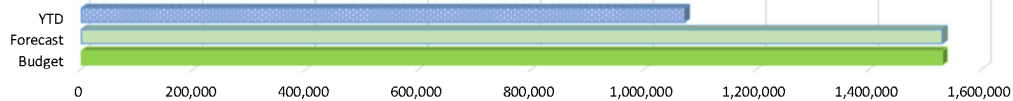
### Benefits



### Professional Development



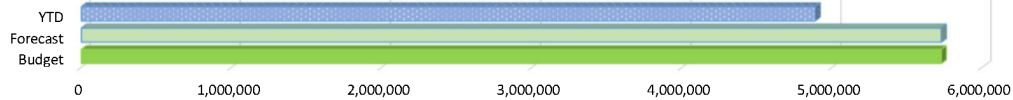
### Contracted Services



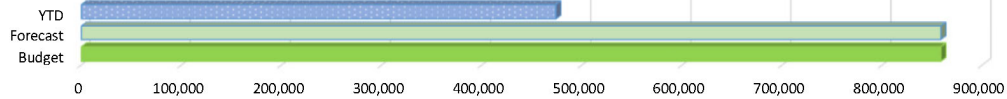
### Other Services



### Supplies



### Other Expenditures





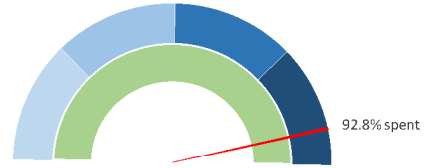
## Operations & Maintenance Summary Yearend Reporting - August 31st, 2021

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%				

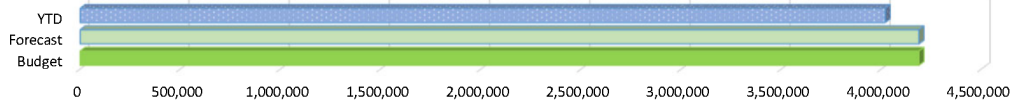
The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

**Total Expense Tachometer:**

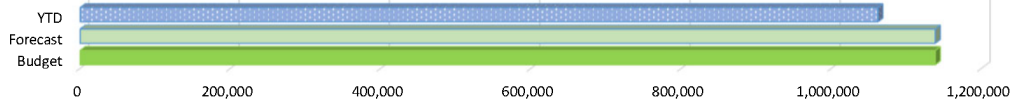


Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator

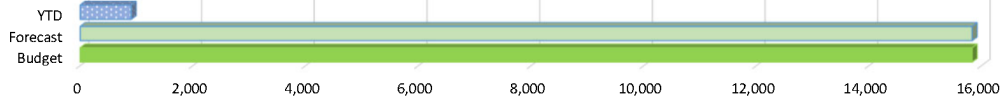
### Salaries



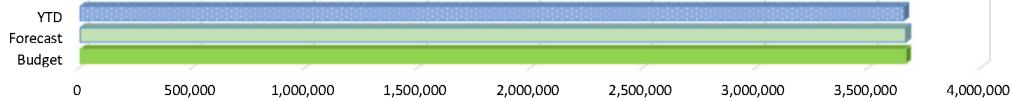
### Benefits



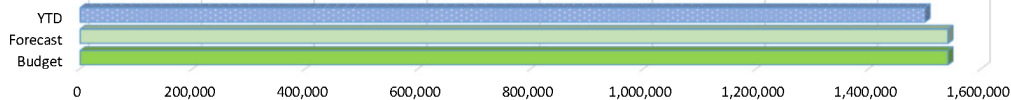
### Professional Development



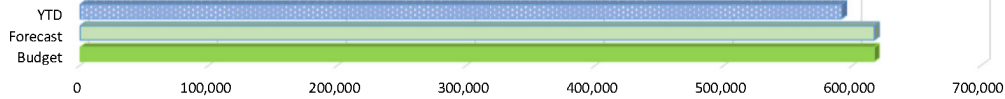
### Contracted Services



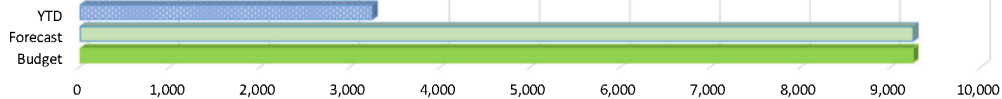
### Other Services



### Supplies



### Other Expenditures





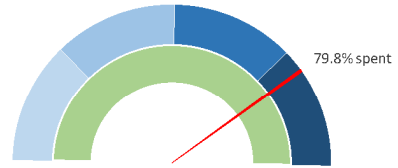


## Transportation Summary Yearend Reporting - August 31st, 2021

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%
	<b>2,750,796</b>	<b>2,750,796</b>	<b>2,194,221</b>	<b>556,575</b>	<b>79.8%</b>
	100.0%				

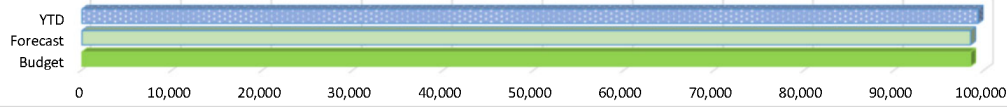
**Total Expense Tachometer:**



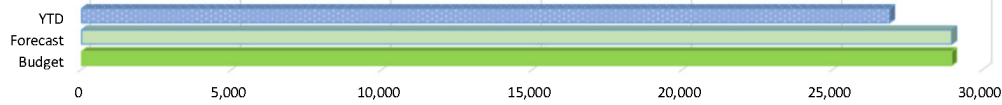
Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator

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

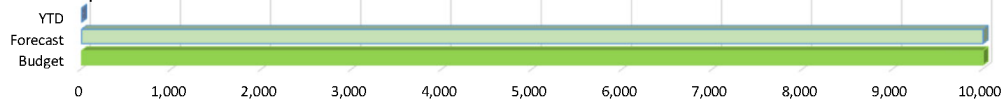
### Salaries



### Benefits



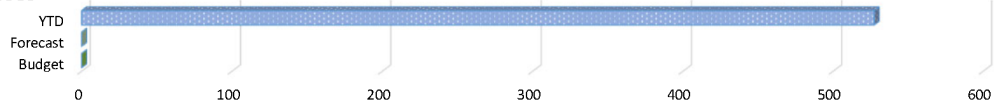
### Professional Development



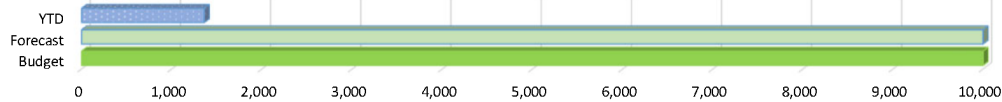
### Contracted Services



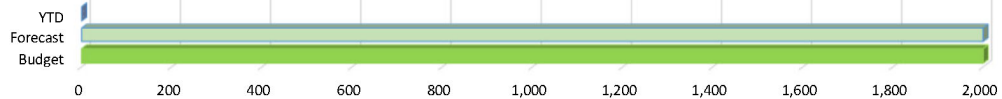
### Other Services



### Supplies



### Other Expenditures





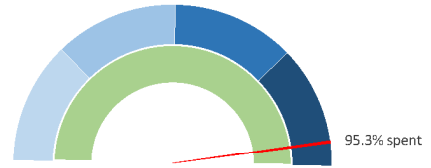
## System Administration Summary Yearend Reporting - August 31st, 2021

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%				

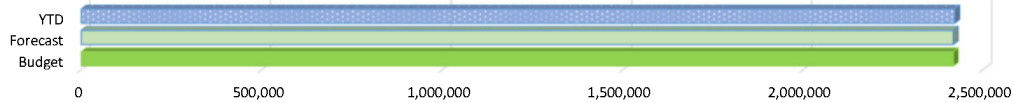
The forecast agrees to the "September 30th" budgeted costs as the report is for the entire fiscal year. Note: commitments and other applicable adjustments (i.e. fees, international credit, etc.) are taken into account to determine the carry-forward surplus.

**Total Expense Tachometer:**

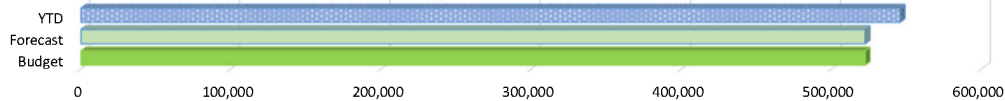


Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator

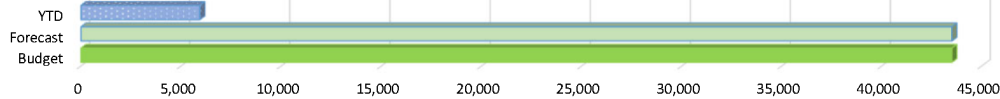
### Salaries



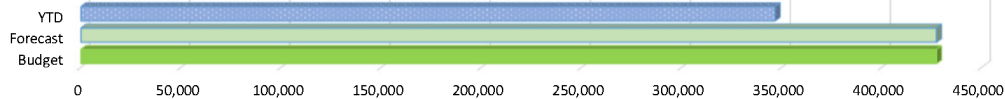
### Benefits



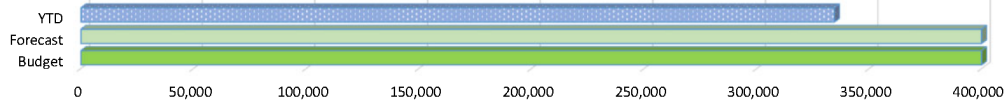
### Professional Development



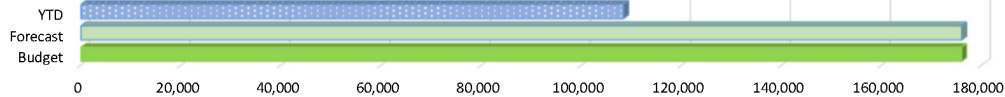
### Contracted Services



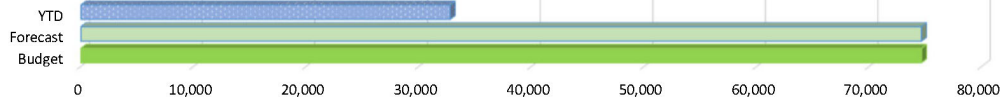
### Other Services



### Supplies



### Other Expenditures



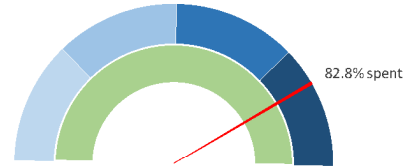


## External Services Summary Yearend Reporting - August 31st, 2021

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%

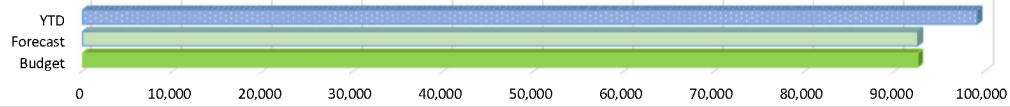
**Total Expense Tachometer:**



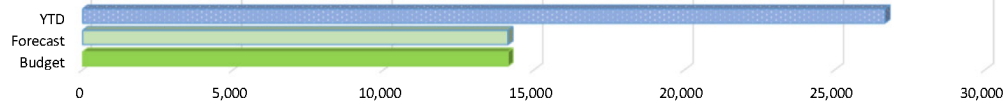
Year-to-date (YTD)  
compared to budget  
and forecast, including  
% of budget indicator

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



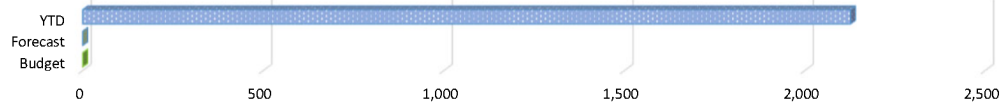
### Benefits



### Professional Development



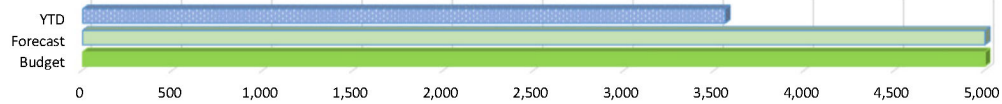
### Contracted Services



### Other Services



### Supplies



### Other Expenditures

