



ANNUAL REPORT 2015

President's Message

It was my privilege to serve as president of the Saskatchewan School Boards Association (SSBA) in our Association's historic centennial year. 2015 was also proclaimed "The Year of the School Trustee" in our province to honour and acknowledge the SSBA's 100-year history of supporting students, families and communities.

As we look back on a 100-year history of our Association, we truly have built a strong foundation and have much to be proud of. One only needs to read the newspaper in their community, or visit a school division website, or attend a local education event, to see shining examples of how boards of education lead and support the incredible things happening in the education system.

2015 was truly a significant and remarkable milestone in our history. All of the work that we have done this year – along with that accomplished by our predecessors over the past century – has indeed set a strong foundation for our efforts going forward.

Some highlights from this past year included hosting local and national guests to the 2015 National Trustees Gathering on Aboriginal Education and CSBA Congress in Saskatoon, and having Premier Wall speak for the first time at our Fall Assembly and AGM held in Regina. Both events provided us with a great opportunity, during our 100th anniversary year, to shine the spotlight on education and highlight the contributions of boards of education in Saskatchewan.

A lot has changed during our organization's 100-year history and we know the role of school boards and trustees will continue to evolve and change in order to meet the needs of our students and the challenges in our education system. We must be bold in looking ahead and planning for the future, for this organization and its members, and for the education system as a whole, but we should also take a moment to reflect on the efforts of our association in 2015 – representing all 28 boards of education in this province, our voice was strong, our voice was heard, and education remains a priority.

The work of the SSBA and its member boards remains deeply rooted in the belief that every child in Saskatchewan, regardless of where they live or their personal circumstances, must have the resources and supports they need to achieve and succeed. Thank you all for your continued efforts in support of our Association and education in our province.



Connie Bailey
President



Executive Director's Message

As I reflect on 2015, it was most certainly a year of looking back and celebrating an impressive 100-year history, but it was also about looking forward, with collaboration and partnerships in mind, to promote and encourage a long-term vision for education that benefits all students in Saskatchewan.

With a mandate focused on *Advocacy, Services and Board Development*, your Association continued to refine and enhance our strategic focus and outcomes. With bold targets in the ESSP and our Association's Vision 2025 Strategic Plan, 2015 was a year of challenge and celebration in our sector.

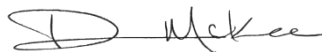
In terms of advocacy, we worked hard to enhance our effectiveness in speaking on behalf of our members by identifying priorities and concerns we all share. We continued to advocate for the autonomy of boards to make the decisions they know are in the best interests of their students and communities – while finding the best ways to come together for the benefit of all Saskatchewan students.

In terms of services, we heard that the services offered by the SSBA are valued and embraced by many, but with the provincial fiscal situation and our continued focus on efficiencies, we focused on continuous improvement to ensure that the services offered under our banner meet the needs of our members and that the value for money boards receive is clear.

And in terms of board development, the third piece of our mandate, there was significant focus in 2015 on continuing and completing the governance review, enhancing opportunities for growth and education, and providing meaningful ways to connect boards of education and partners throughout the year.

As you read through this annual report, you will see the highlights of what was achieved in 2015 and the solid financial accountability of our organization.

It remains a privilege to lead a team of such dedicated and talented staff at the SSBA and to serve our members well.



Darren McKee
Executive Director



Strategic Direction

Vision 2025

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

Mission

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

Values

- Personal integrity and courageous leadership;
- Honest relationships built through collaboration, open and transparent communication; and,
- An atmosphere of trust and mutual respect.

Strategic Intent

The SSBA's Vision 2025 call for achieving outcomes in four strategic intent or theme areas:

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



In this 2015 SSBA Annual Report, progress is reported on the Vision 2025 strategic goals established by the SSBA Provincial Executive and approved by the membership.

Engagement at All Levels

Goals:

2.1 SSBA member boards and key stakeholders are engaged in strategic decision making.

SSBA Employee Engagement Project: This project resulted in the SELU Employee Engagement Report that was released to all School Boards in March of 2015. The report explores the literature on employee engagement with a preference for recent literature reporting empirical studies of the concept. In addition, a synthesis of research findings was completed and a systematic analysis of publicly available documents of a sample of Saskatchewan school divisions was undertaken.

The report is available here:

<http://saskschoolboards.ca/wp-content/uploads/Employee-Engagement-Review-Report-2015.pdf>

2.2 Value and Ownership in Information Sharing

Publications, Meetings and Events

Information sharing and communication with members occurred throughout 2015:

- Publication and distribution of 5 *The School Trustee* newsletters – <http://saskschoolboards.ca/publications/the-school-trustee/>
- New SSBA website launched – www.saskschoolboards.ca
- Regular correspondence and information sharing with members regarding issues, updates, announcements, committee work and association milestones.
- Communications and advocacy support provided through strategic advice, research, best practices, news releases and key messages.
- SSBA events also provided excellent opportunities for information sharing and networking. Events in 2015 included:
 - Spring Members' Council – 100% rated good or very good
 - Spring General Assembly – 90% rated good, very good or excellent
 - CSBA Congress – 96% rated good, very good or excellent
 - Fall Members' Council – 100% rated good, very good or excellent
 - Fall General Assembly – 93% rated good, very good or excellent

Executive Delegations

Throughout the year, the SSBA Executive met with many delegations to share information, enhance understanding of topics of mutual interest and build relationships to support the work of boards of education.



PARCS



LEADS



SASBO



CUPE



Ministry of Education



Catholic Section



Public Section



STF



Opposition



SHSAA



Faculty of Education

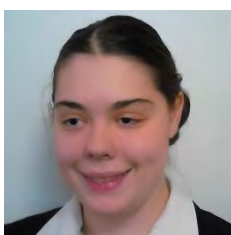
Premier's Award and Scholarships



Prairie South Schools received the 2015 Premier's Board of Education Award for Innovation and Excellence in Education for its Pathways to Success Practical and Applied Arts Enhancement Project. The Saskatchewan School Boards Association coordinates the Premier's Award each year. The award was presented by Premier Brad Wall during the SSBA 100th Anniversary Annual General Assembly on Nov. 9 in Saskatoon.

Prior to Prairie South's Pathways to Success: Practical and Applied Arts Enhancement Project, not all high school students in the division had equitable access to the same practical and applied arts credit options. Now, through a variety of delivery options, flexible learning programs, centralized equipment purchasing and innovative partnerships, all Prairie South students have the opportunity, regardless of geographical location and the size of their schools, to access a wider variety of options.

The \$3,000 award is sponsored by Xerox Canada. The award recipient is recommended by a panel that includes representation from the Faculty of Education at the University of Regina, the College of Education at the University of Saskatchewan, the Ministry of Education, the Saskatchewan Teachers' Federation and the League of Educational Administrators, Directors and Superintendents of Saskatchewan. Developed in 1999, the Premier's Award recognizes educational innovations and improvements focused on student achievement that have been advanced or directed by boards of education. The prize is to be used to support or extend the innovation or project.



Lyndell Nunn is the winner of the 2015 University Scholarship. Lyndell graduated from Humboldt Collegiate Institute, located in the Horizon School Division. Lyndell is enrolled in the Bachelor of Science in Animal Bioscience program at the University of Saskatchewan.




Rebecca Trarback is the winner of the 2015 Applied Science and Technology Scholarship. Rebecca graduated from Outlook High School, located in the Sun West School Division. She is enrolled in the Saskatchewan Collaborative Bachelor of Science in Nursing program at Saskatchewan Polytechnic.

2.3 Measurable Increase in Public Awareness

Communications and Advocacy Strategic Plan (CASP)

A plan was developed and implemented in 2015 to support the SSBA staff and Executive in advocating with a unified, province-wide voice on matters identified as important by the membership and in promoting the important work of locally elected boards of education in improving outcomes for all students. For 2015, there were four key objectives in the CASP:

- *Advocate for K-12 education funding that adheres to principles identified by the SSBA membership in its position statement on financing, by developing a report-card system that boards can use to evaluate provincial budgets, and strategically releasing the results.*
 - ✓ The completed objective resulted in more information and knowledge about funding issues impacting boards of education with the public and stakeholders via media coverage and sharing of report card results, as well as the Minister calling for a review of the funding model. The funding principles were included in 100% of the related materials and communications messages.
- 
- *Encourage the development of resources and supports to help improve outcome for First Nations and Métis students, by undertaking research and engaging partners, and by continuing to support and promote the Aboriginal Youth Entrepreneurship Program.*
 - ✓ Effectively raised the profile of the AYEP through development of a poster, banner, recognition events at the CSBA, AGM and Sakewew, articles in The Trustee newsletter and a feature article in Chamber Link. FNME and/or AYEP was mentioned or profiled in 100% of SSBA newsletters and events.
 - *Promote the work of boards of education by celebrating 100 years of supporting student success during the SSBA centennial year.*
 - ✓ Effectively profiled 100th anniversary in speeches, messages, articles, letters, news releases and media events, commemorative video, *Looking Back* series and the 100th Anniversary book.
 - ✓ Every trustee in Saskatchewan received messages and information regarding the anniversary.
 - ✓ Branding of 100th anniversary was consistently applied and used in communications materials throughout the year.
 - *Ensure board members have increased awareness of the value for money they receive from SSBA advocacy, services, and board development, by developing key messages related to value for money and including those in all communications to Association members.*
 - ✓ Effectively communicated value through key messages, executive documents and newsletter.
 - ✓ Conducted a communications audit to better understand what and how we have been communicating value for money – as well as to discover areas for improvement and further promotion.

Alignment at All Levels

Goals:

4.1 Shared, collaborative plans

Everyday Counts

As follow-up to good discussions around shared goals at the SASBO Communications Functional Group meeting, a working group was formed with representatives from SSBA and school divisions to plan and launch the 2015 Provincial Students' Day with a common theme and tools for school divisions and education partners to use and distribute. In August of 2015, a campaign was successfully launched that focused on attendance that was designed to be used starting on Provincial Students' Day as part of back to school campaigns, but also over the course of the year.



Employee Benefits Plan (EBP) Engagement

In 2015, the EBP staff created alignment with education partners by further improving internal and external processes. Lean principles were applied to administrative procedures and benefits forms – working towards the outcome of enabling school division personnel to more effectively administer their employee benefit plans.

- ✓ 1 form was created and implemented: Electronic Enrolment Form
- ✓ 3 reports were updated: Invoices, Master Rate Cards and the Dependent Report
- ✓ 1 report was eliminated: the Outstanding Forms list

Aboriginal Youth Entrepreneurship Program (AYEP)

The AYEP uses innovative, hands-on activities to improve students' proficiency in business mathematics, financial literacy, accounting, marketing, information/communications technology, and social responsibility with supporting the development and achievement of leadership skills, and ultimately, student achievement.



- In 2015, student enrollment in AYEP increased by 58%. School participation also experienced a slight increase, going from 12 schools in 2013-14, to 14 schools in 2014-15.
- Program funders included both levels of government, Federal and Provincial. Indigenous and Northern Affairs Canada (nee: AANDC) provided funding for the AYEP Coordinator position for 2015. In addition, the Martin Aboriginal Education Initiative received program funding from the Saskatchewan Government for 12 Saskatchewan Schools to offer AYEP to Grade 11 and 12 students during 2015.
- Two AYEP students were recipients of a \$500 business start-up grant. This is the first time since AYEP has been offered in Saskatchewan for grants to be received here. The two students who received the grants were Heather Keskotagan and Tia Wahobin, both graduates from Sakewew High School, North Battleford.

4.2 Shared resources and investment

Data Warehouse

The SSBA Data Warehouse provides a searchable, comprehensive and user friendly provincial HR data warehouse which includes support staff salary information, support staff articles, LINC articles, and OOS/Central Office salary data with comparison functionality. In 2015, project advancements included:

- ✓ Completed Phase 3 of Data Warehouse project – Out-of-Scope/Central Office salary data and Support Staff articles
- ✓ Provided Data Warehouse User Training to all 28 school divisions
- ✓ Presented Data Warehouse at Spring Member’s Council, HR Networking Group, AGM and to the SSBA Executive

4.3 Shared vision, focus and direction

National Trustees Gathering on Aboriginal Education and CSBA Congress 2015

The SSBA was host to this national gathering and congress in July 2015. 250 delegates from across Canada attended, hearing presentations on educational topics from across the country. Haley Wickenheiser was the keynote speaker. Event highlights also included site tours to the Saskatoon Trades and Skills Centre and St. Mary’s Wellness and Education Centre.

- ✓ Target attendance for CSBA achieved.
- ✓ The National Aboriginal Trustees Gathering experienced a 65% increase in delegate registration over the 2011 gathering.



Canadian Education Negotiators 2015 Annual Meeting

The SSBA also hosted the Canadian Education Negotiators 2015 Annual Meeting with delegates in attendance from 13 Canadian jurisdictions.

Accountability for All

Goals:

1.1. A clear accountability framework with flexible implementation targets established

- ✓ Audit & Investment Committee met 5 times during the year to provide oversight and direction over financial reporting, investments, and other internal financial policies.
- ✓ In early 2015, the Employee Benefits Plan issued an RFP for an insurance company partner. This process yielded overall premium cost savings for the following 3 years as well as a 1% decrease in administrative expenses over that time. Further, the process resulted in ensuring a stable partner for the EBP over that period of time.
- ✓ EBP Value for Money: further decreases in Health and Vision premiums in 2015 following decreases in Dental premiums in 2014.
- ✓ In 2015, the Executive and staff of the SSBA refreshed and aligned the SSBA Vision 2025 document with the Education Sector Strategic Plan (ESSP). This alignment resulted in the development of a Level 2 Matrix that supports the strategic intent and desired outcomes of both the SSBA Vision 2025 and the ESSP. As such, 2015 marked the transition to using a new methodology to align the planning and reporting with the larger sector plan.



1.2. Success is measured against clearly defined roles and accountabilities

- ✓ Performance pay – a performance pay system based upon the achievement of key individual and departmental success factors continued in 2015.

1.3. Performance management is developed, valued and used at all levels

- ✓ Performance plans that align with the SSBA Vision 2025 continue to be developed and implemented for all staff. Plans were developed in consultation with staff and performance reviews were conducted.
- ✓ Management continued to work on ensuring that performance management is well understood by staff and that consistent criteria are used in evaluation.

Courageous Leadership

Goals:

3.1 Clear direction and positions

Saskatchewan School Boards Association

ADOPTED RESOLUTIONS PROGRESS											
Updated Oct. 30, 2015											
Complete	In progress			Early stages			PS = Position Statement				
For detailed information on resolutions, visit http://saskschoolboards.ca/about-us/resolutions/ .											
2014 — workplan online at http://www.saskschoolboards.ca/about-us/resolutions/2014ResolutionsWorkPlan.pdf											
Bylaw 14-01 General Assemblies	Budget Resolution	14-01 PS 1.2 Local Governance	14-02 PS 2.1 Student Achievem't	14-03 PS 3.1 Education Finance	14-04 PS. 3.2 Facilities Funding	14-05 Municipal Legislation	14-08 Tax Reporting	14-06 Education Regulations			
2013 — workplan online at http://www.saskschoolboards.ca/about-us/resolutions/2013ResolutionsWorkPlan.pdf											
Budget Resolution	13-02 PS 2.3 Technology	13-01 PS 1.1 Developing Statements	13-09 PST Exemption for Boards	13-08 100% Rebate of GST	13-07 Portable Classrooms	13-04 Health Action Plan	13-03 Anaphylaxis Policy	13-06 Statement of Apology	13-11 Tuition Fee Rate Study		
2012 — workplan online at http://www.saskschoolboards.ca/about-us/resolutions/2012ResolutionsWorkPlan.pdf											
Bylaw 12-01 President / V-P terms	Amended Budget Resolution	12-01 PS 3.3 Education Equity	12-02 PS 4.1 Collective Bargaining	12-03 PS 5.2 Partnership Agreements	12-07 Increase Bandwidth in Schools	12-14 Recognize Enrolment Growth	12-11 First Nations Tuition Agreements	12-06 First Nations Student Transitions	12-13 Education Tax Statements	12-10 Joint Purchasing Consortiums	12-09 Salary Survey Process

Life-Threatening Conditions Policy Advisory

Stemming from a 2013 adopted Resolution, a committee of SSBA, SASBO, LEADS, Government, FSIN, and STF was created. This committee identified current research and effective practices related to life-threatening conditions.

- ✓ Through their leadership, a policy advisory was shared with boards and First Nations educational authorities in September 2015.
- ✓ Through a process of substantial feedback from all the partners at the table, as well as the expertise of SSBA Legal, an allergist, four school divisions, the Saskatchewan Lung Association, Anaphylaxis Canada, the Canadian Diabetes Association, and the Epilepsy Foundation, the policy advisory is highly credible and available for boards to adopt or adapt.

3.2 Leadership as a means to an end

SSBA Governance Review

Consultation with the membership continued throughout 2015. A Resolution was passed at 2015 Fall Assembly to create the Board Chairs or designate Council (BCC). The BCC will provide the necessary forum to collectively advise the SSBA on its direction.

3.3 Evidence-based decision making

Employee Benefits Plan (EBP) Consultation

In October 2015, the EBP conducted a stakeholder relations and consultation process, the EBP Plan Design Conference, with delegates from 25 school divisions, including Trustees, SASBO and LEADS members.

- ✓ As a result of the consultation, a planning framework was developed for the EBP which will guide the direction of the EBP over the next 5 years.
- ✓ The report was been distributed to all school divisions and to all Trustees.

Good Practices and Dispute Resolution

This committee made up of SSBA and STF was tasked with collaborating to establish processes necessary to implement recommendations made in the MOA regarding Good Practice and Dispute Resolution (2011) and the Report of the Joint Committee released May 2013.

- ✓ To date, a Repository of formal dispute documents has been created. Four topics under HR exemplary practices have been chosen, analyzed and a mechanism to share best practice with the school divisions is being developed.
- ✓ A Formal Dispute Resolution process document is drafted. Teacher Contracts are being analyzed with the intent to understand what the issues and needs are.

Information Guides

Two information guides were also released in 2015 to support the work of boards of education and education partners.

- ✓ Counsel for Children Guide
- ✓ Tuition Guide for School Divisions

Provincial Executive



Connie Bailey
President



Ronna Pethick
Vice-President



Vernon J. Linklater
Aboriginal Constituency
(as of Jul. 2015)



Jerome Niezgoda
Catholic Constituency



Larry Pavloff
Central Constituency



Élizabéth Perreault
CSF Constituency



Joe Daigneault
Northern Constituency
(as of Nov. 2015)



Janet Kotylak
Southern Constituency



Donna Banks
Urban Public Constituency
(as of Nov. 2015)



William Caisse
Aboriginal Constituency
(until Jul. 2015)



Janine Boucher
Northern Constituency
(until Nov. 2015)



Kevin Waugh
Urban Public Constituency
(until Nov. 2015)

Staff



Darren McKee
Executive Director



Ted Amendt
Director, Board
Development,
Strategic HR and
Legal Services ¹



Jamie Lerat
Director, First
Nations and Métis
Education



Jeff McNaughton
Director, Employee
Benefits and
Insurance Plans ¹



Catherine Vu
Director, Corporate
Services &
Enterprise Risk
Management ¹



Jill Welke
Director,
Communications
Services
(as of Mar. 2015)



Leona Baun
Benefits Supervisor



April Blondeau
Strategic HR / ER



Yves Bousquet
AYEP Coordinator



Joe Couture
Communication
and Research
Consultant



Sheila Gyorgy
Benefits
Administrator



Rong Hu
Accounting Clerk
(as of Jul. 2015)



Innocent Ihenyen
Insurance
Administrator
(as of Feb. 2016)



Maureen Jickling
Solicitor



Geraldine Knudsen
Solicitor



Cindy Komonosky
Receptionist



Krista Lenius
Administrative
Paralegal



Cathy Nyhus
Benefits Clerk



Chris Petford
Benefits
Administrator



Leanne Petford
Benefits Clerk



Debby Thomas
Administrative
Assistant



Patty Webb
Benefits
Administrator



Helen Yum
Solicitor



Greg Zaba
Strategic HR / ER



Leslie Anderson
Communications
Director
(until Mar. 2015)



Dave Jackson
Director,
Insurance, Risk
Management and
Legal Services ¹



Lori Mann
Corporate Services
Director
(until Jul. 2015)



Andrea Ashton
Communications
Consultant
(until May 2015)

Note:

1. Dave Jackson left the SSBA as of Jan. 31, 2016. Following his departure, Ted Amendt is now responsible for Legal Services, Jeff McNaughton is responsible for the Insurance Plan and Catherine Vu is responsible for Enterprise Risk Management.

Financial Summary

The Association remains in a strong financial position with total net assets of \$1.8M in the Operating Fund and \$25.8M in the Benefits and Insurance Funds. The Association ended the year with a net surplus of almost \$1.4M, attributed mainly to the Insurance Fund.

The Association's operating fund net surplus of \$0.056M for 2015 is due to the following:

- \$0.166M shortfall in investment income related to the decline in commodity prices and its effect on the global market.
- \$0.012M surplus in membership fees due to a new associate member joining the Association partly through the year.
- \$0.083M surplus in spending on executive, committee, and project expenses as the opportunities for more efficient meetings were utilized to reduce travel expenditures.
- \$0.100M surplus in association operating expenses primarily due to the change in rental and administration allocation of expenditures to the Operating, Benefits and Insurance Funds.
- \$0.029M surplus is associated with the AYEP program due to anticipated grant funding from prior year being delayed until 2015.

The Association continues to manage the Benefits and Insurance Funds in a fiscally responsible manner. Although the Benefits Fund currently estimates a deficit of \$0.687M due to higher number of claims in the current year, a reserve fund exists to manage claims fluctuations surrounding the estimated claims incurred by not yet reported. The Insurance Fund had a net surplus of \$2.077M due primarily to sustained premiums and fewer claims.

The Association celebrated its 100th anniversary and continues to grow with a focus on continuous improvement to provide the solid foundation for the provision of value add services for membership in the future.

As part of the continuous improvement, the Association underwent an organizational 5S (Sorting, Set in order, Systematic cleaning, Standardizing, and Sustaining.) 5S is a philosophy and tool to simplify, clean up, and organize a workplace and work materials in order to reduce waste and optimize quality and productivity and the ability to achieve more consistent results. The 5S has resulted in an increase in productivity as items are easier to find, an increase in quality in the work environment and a reduction of the cost of office supplies in 2015 as there was an excess supply to utilize before additional items were ordered.

Financial statements of

**Saskatchewan School Boards
Association**

December 31, 2015



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INDEPENDENT AUDITOR'S REPORT

To the Members of
Saskatchewan School Boards Association

We have audited the accompanying financial statements of Saskatchewan School Boards Association, which comprise the statement of financial position as at December 31, 2015, and the statements of revenue, expenses and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Audit Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan School Boards Association as at December 31, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Professional Accountants, Chartered Accountants
Licensed Professional Accountants


April 29, 2016
Regina, Saskatchewan

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION
Statement of financial position
as at December 31, 2015

	Operating Fund	Benefits Fund	Insurance Fund	Total 2015	Total 2014
Assets					
Current assets					
Cash	\$ 1,443,514	\$ 281,100	\$ 1,510,914	\$ 3,235,528	\$ 749,010
Accounts receivable	21,153	394,477	-	415,630	1,290,472
Prepaid expenses	25,060	-	-	25,060	13,265
	1,489,727	675,577	1,510,914	3,676,218	2,052,747
Investments (Note 3)	1,254,085	8,400,336	19,725,095	29,379,516	28,673,430
Capital assets (Note 4)	196,402	-	-	196,402	196,402
	\$ 2,940,214	\$ 9,075,913	\$ 21,236,009	\$ 33,252,136	\$ 30,922,579
Liabilities					
Current liabilities					
Accounts payable and accrued liabilities	\$ 285,743	\$ 2,192,490	\$ 9,172	\$ 2,487,405	\$ 1,926,961
Provision for unpaid claims	-	563,000	1,754,933	2,317,933	2,809,749
Deferred revenue	850,445	-	-	850,445	35,907
	1,136,188	2,755,490	1,764,105	5,655,783	4,772,617
Net assets (Schedule 1)					
Appropriated	619,500	1,770,840	19,471,904	21,862,244	20,471,968
Unappropriated	1,184,526	4,549,583	-	5,734,109	5,677,994
	1,804,026	6,320,423	19,471,904	27,596,353	26,149,962
	\$ 2,940,214	\$ 9,075,913	\$ 21,236,009	\$ 33,252,136	\$ 30,922,579

See accompanying notes

Approved by the Executive

 President

 Executive Director

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION
Statement of revenue, expenses and changes in net assets
for the year ended December 31, 2015

	Operating Fund	Benefits Fund	Insurance Fund	Total 2015	Total 2014
REVENUE					
Membership fees	\$ 2,538,018	\$ -	\$ -	\$ 2,538,018	\$ 2,476,791
Premiums	-	15,049,974	3,127,678	18,177,652	18,266,082
Investment income	34,120	206,525	486,966	727,611	1,979,582
Other income	113,242	27,241	316,498	456,981	738,305
Assemblies, events and board development	433,606	-	-	433,606	390,320
Building	197,802	-	-	197,802	221,736
SK Nutritional Advisory Council for Kids	43,653	-	-	43,653	41,892
Freedom of information project	966	-	-	966	3,637
Aboriginal affairs	238,938	-	-	238,938	230,817
	3,600,345	15,283,740	3,931,142	22,815,227	24,449,162
EXPENSES					
Executive activity/membership engagement	418,503	-	-	418,503	470,595
Executive director/administration	636,111	-	-	636,111	646,710
Association operations	204,034	720,318	302,189	1,226,541	1,214,552
Building	207,021	-	-	207,021	193,729
Communication services	275,212	-	-	275,212	224,658
Board of education development services	574,011	-	-	574,011	675,563
Employee relations	322,599	-	-	322,599	357,271
Legal services	527,236	-	-	527,236	568,660
First nations and metis education services	123,411	-	-	123,411	124,665
SK Nutritional Advisory Council for Kids	40,525	-	-	40,525	41,892
Freedom of information project	695	-	-	695	3,637
Aboriginal affairs	214,872	-	-	214,872	285,277
Claims/carrier (Note 5)	-	15,250,473	1,551,626	16,802,099	17,733,696
Amortization	-	-	-	-	32,134
	3,544,230	15,970,791	1,853,815	21,368,836	22,573,039
Excess (deficit) of revenue over expenses	56,115	(687,051)	2,077,327	1,446,391	1,876,123
Net assets, beginning of year	1,747,911	7,007,474	17,394,577	26,149,962	24,273,839
NET ASSETS, END OF YEAR	1,804,026	6,320,423	19,471,904	27,596,353	26,149,962

See accompanying notes

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION**Statement of Cash Flows**

for the year ended December 31, 2015

	2015	2014
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 1,446,391	\$ 1,876,123
Items not involving cash		
Amortization	-	32,134
Unrealized (loss) gain on investments	61,331	(1,834,940)
Change in non-cash working capital		
Decrease (increase) in accounts receivable	874,842	(569,747)
(Increase) decrease in prepaid expenses	(11,795)	49,676
Increase in accounts payable and accrued liabilities	560,444	401,170
(Decrease) increase in provision for unpaid claims	(491,816)	229,885
Increase (decrease) in deferred revenue	814,538	(310,977)
Cash provided by Operating Activities	3,253,935	(126,676)
INVESTING ACTIVITIES		
Proceeds from sale of investments	2,148,530	28,465,911
Purchase of investments	(2,915,947)	(28,610,554)
	(767,417)	(144,643)
INCREASE (DECREASE) IN CASH	2,486,518	(271,319)
CASH, BEGINNING OF YEAR	749,010	1,020,329
CASH, END OF YEAR	\$ 3,235,528	\$ 749,010

See accompanying notes

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2015

1. PURPOSE OF THE ASSOCIATION

The Saskatchewan School Boards Association (the “Association”) is a democratic and voluntary organization. It provides advocacy, leadership and support for member boards of education by speaking as the voice for quality public education for all children, offering opportunities for trustee development and providing information and services.

The Association is incorporated under the Non-Profit Corporation Act of Saskatchewan and is exempt from income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

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

a. Fund accounting

Operating Fund

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

Benefits Fund

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

Insurance Fund

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

b. Cash

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

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2015

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

c. Financial instruments

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

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

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

d. Capital Assets

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

e. Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate their carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

f. Revenue recognition

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

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

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

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

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

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2015

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

g. Claims incurred not yet reported

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

h. Employee Pension Plan

Employees of the Saskatchewan School Boards Association participate in the Municipal Employees' Pension Plan (MEPP). The plan is a defined benefit pension plan that provides pensions calculated using a formula that takes into account a member's service and salary history. The Association's liability is limited to the employer contribution which are expensed in the period that they become payable.

i. Use of estimates

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

3. INVESTMENTS

	Operating Fund	Benefits Fund	Insurance Fund	Total 2015	Total 2014
Cash & Short Term Investments	\$ 1,254,085	\$ 717,166	\$ 1,689,187	\$ 3,660,438	\$ 3,619,885
Fixed Income	-	5,458,656	12,800,910	18,259,566	17,867,315
Canadian Equities	-	1,162,127	2,730,491	3,892,618	4,155,754
U.S. Equities	-	1,062,387	2,504,507	3,566,894	3,030,476
Total	\$ 1,254,085	\$ 8,400,336	\$ 19,725,095	\$ 29,379,516	\$ 28,673,430

Short term investments include highly liquid investments that can be quickly converted into cash or have a maturity date of 12 months or less.

The net investment income and unrealized gains (losses) for each fund is provided in the following table:

	2014 Balance	Net Investment Income	Unrealized Gains (Losses)	Transfers	2015 Balance
Operating Fund	\$ 1,174,294	\$ 28,321	\$ -	\$ 51,470	\$ 1,254,085
Benefits Fund	8,213,744	205,302	(18,710)	-	8,400,336
Insurance Fund	19,285,392	482,324	(42,621)	-	19,725,095
Total Investments	\$ 28,673,430	\$ 715,947	\$ (61,331)	\$ 51,470	\$ 29,379,516

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2015

4. CAPITAL ASSETS

	Cost	Accumulated amortization	2015 Net book value	2014 Net book value
Building	\$ 1,285,364	\$ (1,188,962)	\$ 96,402	\$ 96,402
Land	100,000	-	100,000	100,000
	\$ 1,385,364	\$ (1,188,962)	\$ 196,402	\$ 196,402

5. BENEFITS FUND

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

The Association currently estimates a deficit of \$757,051 for the Benefits Fund for the period of January 1 to December 31, 2015. This amount is reflected in accounts payable and accrued liabilities.

6. PENSION PLAN

During the year, the employee's contribution rate and the Association's contribution rates relating to MEPP were 8.15% (2014 - 8.15%). The Association's contributions was \$187,557 (2014 - \$172,345).

The most recently published actuarial valuation as of December 31, 2013 reported the following:

Plan Assets:	\$1,685,167,000
Plan Liabilities:	\$1,498,853,000
Plan Surplus:	\$186,394,000

7. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

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

	Office	Equipment
2016	\$ 26,675	
2017		21,938
2018		4,766
Total	\$ 53,379	

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2015

8. CONTINGENT LIABILITIES

A contingent liability exists for the Insurance fund associated with legal action related to a sexual molestation claim. The liability for this claim cannot be estimated until the results of the legal action are known.

9. FUNDS HELD IN TRUSTS

The Association administers funds for the School Division Specific Land Claims Tax Loss Compensation Fund held in trust pursuant to an agreement between the Government of Saskatchewan and the Association. The total cash and investments held in the trust as at December 31, 2015 was \$2,268,959 (\$2,241,523 in 2014). These amounts are not reflected in the financial statements.

10. ALLOCATION OF EXPENSES

The Association allocates expenses associated with administrative and communications support to the Benefits and Insurance Funds using results from an updated cost study in 2014. The appropriate cost driver was determined for each function and applied appropriately. Examples of cost drivers include payroll costs allocated based on percentage of employees in each department and communications support allocated based on percentage of time of specific employees used to support the Benefits and Insurance Fund activities.

In addition, building rent costs were transferred to each fund using existing office space square footage and the rate charged to other building tenants.

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

	2015		2014	
	Benefits Fund	Insurance Fund	Benefits Fund	Insurance Fund
Administrative Support (1)	\$ 35,469	\$ 32,232	\$ 30,123	\$ 26,955
Building Rent	30,945	4,382	30,190	4,275
Total	\$ 66,414	\$ 36,614	\$ 60,313	\$ 31,230

(1) Includes costs associated with payroll, expense processing, financial management, financial reporting, communications, and Executive Director support.

Prior year's figures have been reclassified to include financial reporting (Note 13).

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2015

11. APPROPRIATED FUNDS

Operating Fund Reserves

- a. Reserve for Building Repairs and Renovations - Amounts have been appropriated in expectation of future major building repairs. Expenditures for major repairs and renovations are charged to the reserve.
- b. Bylaw Review – The purpose of this reserve is to set aside an appropriation for work to periodically review the mission, mandate and bylaws of the Association, pursuant to section 8 of Bylaw No. 13.
- c. Investment in Property - This reserve is equal to the net book value of property.
- d. Provincial Bargaining – The purpose of this reserve is to set aside an appropriation for costs incurred by the Association for involvement in the Provincial Bargaining process.
- e. Unappropriated Reserve – The purpose of this reserve is to:
 - i) set aside an appropriation for costs associated with the winding down of the Association if the corporation is dissolved; and
 - ii) to set aside an appropriation for unbudgeted expenditures that were unforeseen and could not have been reasonably anticipated at the time the budget was approved and to address emergent situations that arise between budgets.

Benefits Fund Reserves

- a. Unappropriated reserves - The amount of this reserve shall not be less than \$1,000,000 as per Association policy. The purpose of this fund is:
 - i) to set aside an appropriation for administrative costs associated with the winding down of the plan if dissolved,
 - ii) to set aside an appropriation for costs incurred as a result of a significant group withdrawal from the plan, creating a plan deficit,
 - iii) to set aside an appropriation for administrative expenditures that have not been budgeted for that were unforeseen and could not have been reasonably anticipated at the time the budget was approved and to address emergent situations that arise between budgets, and
 - iv) to set aside an appropriation for development of administrative infrastructure to support the Employee Benefits Plan in its role as a third party benefit administrator and policy holder.
- b. Claims Fund Reserve - The purpose of this fund is to set aside an appropriation for Incurred But Not Reported (IBNR) amounts and to ensure that an amount is appropriated for claims fluctuations.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2015

11. APPROPRIATED FUNDS (continued)

Insurance Fund Reserves

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

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

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

12. FINANCIAL RISKS

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

a. *Market Risk*

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

i) Interest rate risk

Interest rate risk refers to the adverse consequences of interest rate changes on the Association’s cash flows and appropriated and unappropriated funds. The investment portfolio is exposed to interest rate risk in respect to its fixed income and short-term investments. Fixed rate instruments subject the Association to a fair value risk. To manage, interest rate risk, the Association investment policy provides for distribution of investments among several classes of investments in order to reduce exposure to investment volatility.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2015

12. FINANCIAL RISKS (continued)

ii) Foreign currency risk

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

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

ii) Foreign currency risk (continued)

At December 31, 2015, investments in U.S. equities accounted for 13% (2014 – 11%) of the total portfolio for both the Benefits and the Insurance Funds as compared to a policy limit of 15% for each fund. Investments in international equities were 0% (2014 – 0%) as compared to a policy limit of 10% for these funds.

iii) Equity price risk

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

The investment policy limits equity price risk by providing maximum investment amounts in equities as a percentage of the total investment portfolio. At December 31, 2015, investments in equities accounted for 27% (2014 - 26%) of the total portfolio for both the Benefits and the Insurance Funds as compared to a policy limit of 40% (2014 - 50%) for each fund.

b. *Credit Risk*

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

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

Cash and short term securities investments are limited to Treasury Bills and other securities issued or guaranteed by the federal government, provinces or municipalities of Canada, Bankers Acceptances and other bank and trust company obligations or deposits, and corporate and asset backed commercial paper with credit ratings of A or stronger.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2015

12. FINANCIAL RISKS (continued)

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

None of the assets in the investment portfolio are past due or impaired as at December 31, 2015 (2014 - Nil).

c. *Liquidity Risk*

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

As at December 31, 2015, the Association has accounts payable and accrued liabilities of \$4,805,338 (2014 - \$4,736,710).

13. COMPARATIVE FIGURES

Certain of the comparative figures have been restated to conform to the current year financial statement presentation.

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION
Schedule 1 - Schedule of Changes in Reserves

for the year ended December 31, 2015

	Net Assets 2014	Net revenue over expenses	Transfers	Net Assets 2015
OPERATING FUND				
Building repairs	\$ 325,995	\$ -	\$ -	\$ 325,995
Bylaw review	21,346	-	-	21,346
Investment in property	196,402	-	-	196,402
Provincial bargaining	75,757	-	-	75,757
Unappropriated	1,128,411	56,115	-	1,184,526
	1,747,911	56,115	-	1,804,026
BENEFITS FUND				
Claims Reserve	2,457,891	(687,051)	-	1,770,840
Unappropriated	4,549,583	-	-	4,549,583
	7,007,474	(687,051)	-	6,320,423
INSURANCE FUND				
Property pool	2,026,072	994,038	-	3,020,110
Sexual molestation pool	5,174,010	290,422	-	5,464,432
General liability pool	7,236,127	544,325	-	7,780,452
Air quality pool	2,958,368	248,542	-	3,206,910
	17,394,577	2,077,327	-	19,471,904
	\$ 26,149,962	\$ 1,446,391	\$ -	\$ 27,596,353

See Note 10 for further information regarding the reserves and their purpose.



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