



ANNUAL REPORT 2016

President's Message

It was my great honour and privilege to be elected to serve as the president of the Saskatchewan School Boards Association in 2016. This year has been characterized by uncertainty within the education sector with significant change being contemplated.

I am committed to represent all 28 school boards in our province as I lead our Association forward to speak with a unified voice on matters important to our sector and the best interests of the students we serve. The Executive shares with every trustee a belief in the importance of our education system for the future of our children. That will continue to guide all of our efforts.



Dr. Shawn Davidson
President



Executive Director's Message

The mandate of the association continues to focus on providing advocacy, services and board development to our members in line with the strategic vision, plans and goals for education in our province. The SSBA serves many roles for its members and the importance of our efforts and the need for boards to work together is particularly clear in a challenging year such as 2016.

It remains a privilege to lead the dedicated and talented staff at the SSBA in the quality provision of services to our members. In these times of change, we will continue to adapt to provide the supports school boards require in their many undertakings.



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



During the strategic planning session for the 2016 year, the Executive and staff of the SSBA refreshed and aligned the SSBA's Vision 2025 document with the Education Sector Strategic Plan (ESSP). This alignment resulted in the development of a 2016 Strategic Plan and Matrix that supports the strategic intent and desired outcomes of both the SSBA Vision 2025 and the ESSP. This strategic plan was presented along with the proposed 2016 budget to the membership at the Annual General Meeting in November 2015 where the 2016 budget was approved. This also marked a transition to using the new methodology to align the planning and reporting, which is reflected in this annual report document.

SSBA Priorities & Outcomes

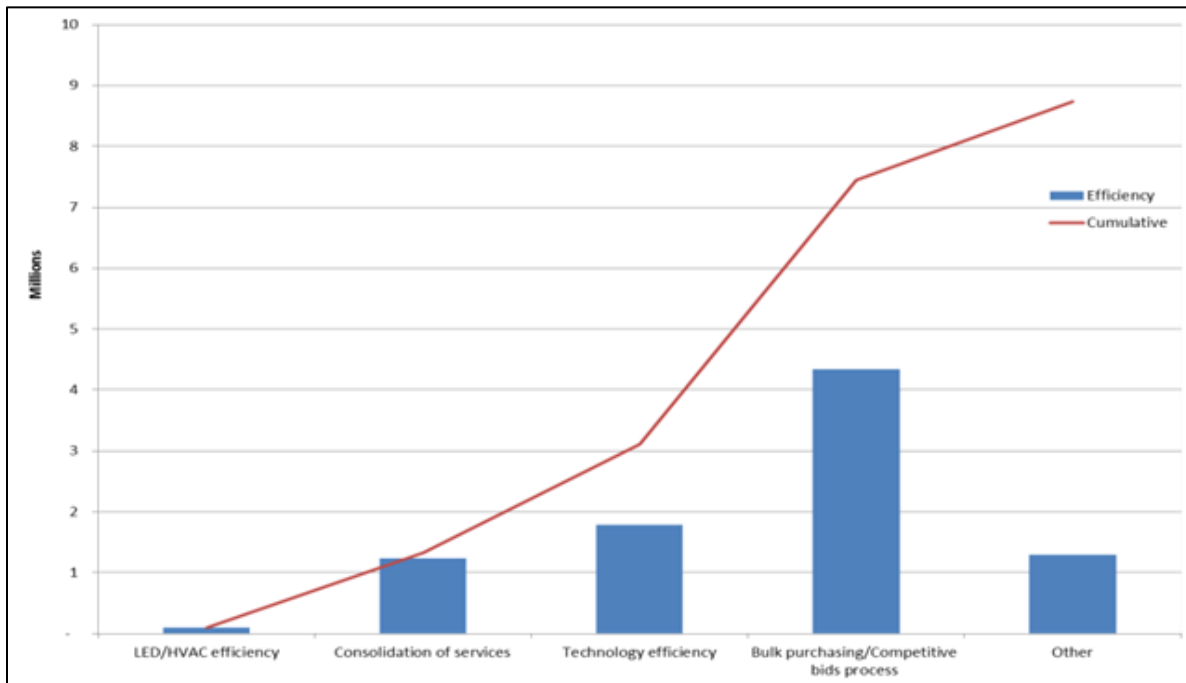
Sector-Wide Approach to Efficiencies and Value Add

By August 31, 2020, implement a sector-wide approach to find efficiencies and increase value add in order for the sector to be responsive to the challenges of student needs.

Administrative and cost efficient services that meet the strategic objectives of the SSBA and its membership are a primary goal in relation to the Education Sector Strategic Plan (ESSP).

Achieving an accumulated savings of \$5 million by August 31, 2017, is an ESSP target. School divisions self-identified [approximately \\$9 million in accumulated efficiencies](#) for the 2015-16 school year. School divisions also saved the provincial government over \$4 million related to the WCB surplus distribution. The SSBA's efficiencies data collection saw participation from 24 out of 28 divisions.

Each board of education has been committed to identifying efficiencies or new approaches that would have minimal impact on students' educational outcomes yet operate within challenging fiscal budgets.



Common themes identified in school division efficiencies for the 2015-16 year.

SSBA Priorities & Outcomes

Board Engagement

By 2017, the membership perceives the SSBA to be strong organization which is guided by boards of education and effectively advocates on their behalf.

Following a governance review, membership approved to proceed with implementation of Board Chairs (or designate) Council (BCC) for a two-year pilot. All members will be engaged in a review to determine the future of BCC, with a decision made by November 2017 when the pilot concludes.

A survey was conducted in fall 2016 to check in with the membership on [the value of BCC and thoughts regarding Members' Council](#). The membership continues to value both BCC and Members' Council.

Attendance and engagement of boards at BCC is consistently high. BCC has been used to provide advice to the SSBA Executive. It has also resulted in broad support for the Education Belongs to Community campaign and other initiatives.



Delegates participate at Members' Council.



Delegates participate at Spring Assembly.

Strategic Initiatives & Outcomes

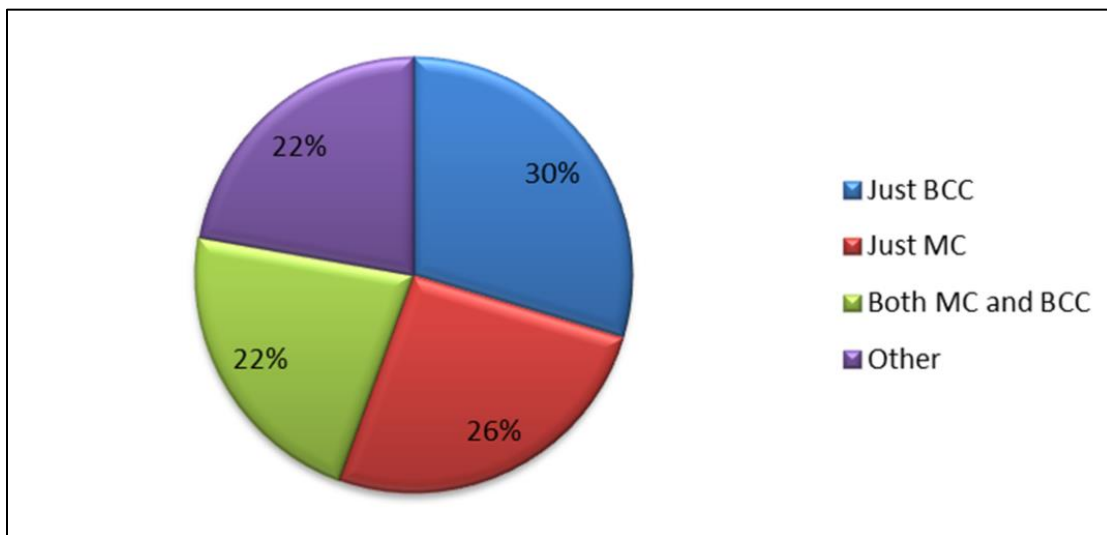
Conduct a Stakeholder Relations Process and Embed Engagement in Decision Making

By December 2016 have a clear account of the stakeholder and engagement processes and continue to integrate the principles and values for engagement.

The SSBA Vision provides clear direction to tackle change and challenge in a spirit of shared leadership, respecting and valuing the role of education and community partners. The values and guiding principles drive the SSBA's efforts and the association has prioritized conducting effective stakeholder relations and embedding engagement and inclusion of member boards in decision-making.

Research and analysis conducted in 2016 has supported many engagement opportunities and decision-making. These principles led to communication and processes supporting the newly formed Board Chairs (or designate) Council, Executive Meetings and delegations and development and changes to Members' Councils, General Assemblies and SSBA professional development opportunities. Decisions and changes were informed through membership participation in committees, working groups, meetings, conference calls and 18 surveys and evaluations.

The SSBA also conducted an internal survey on stakeholder and engagement processes. This information will ensure effectiveness and the continued integration of the principles and values for engagement.



Members provided feedback on their preferences for types of SSBA events.

Strategic Initiatives & Outcomes

Improve Communications and Information Sharing

Raise awareness in 2016 of the role and importance of locally elected boards of education (local voice).

The SSBA strives to communicate and share reliable information to support the work of locally elected and accountable boards of education. Honest, open and transparent communication with 28 member boards and partners is valued in facilitating sharing of information at the provincial level.

With uncertainty around ‘transformational change’ in 2016, the SSBA supported members with timely and relevant communication and information. A major focus was to raise public and stakeholder awareness regarding local voice and the importance of locally elected school boards for the benefit of all Saskatchewan students. Key initiatives in 2016 included the [School Boards Election Package](#), the SSBA’s [budget response](#) and launching the [Education Belongs to Community campaign](#).



The SSBA’s Education Belongs to Community campaign began in 2016.

Strategic Initiatives & Outcomes

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

Boards of education governance is enhanced through the research supports provided by the SSBA to support decision making.

The SSBA provides a variety of research policy supports to boards of education. Determining the effectiveness and use of these resources by boards of education supports ongoing work.

In 2016, school division policies (publicly available on websites) related to life-threatening conditions were reviewed to determine any updates made following the [SSBA Policy Advisory “Managing Life-Threatening Conditions: Guidelines for Saskatchewan School Divisions”](#).

As of January 2017, at least five school divisions had updated their policies related to life-threatening conditions based on the SSBA policy advisory.

Engagement of the education partners occurred throughout the development of the policy advisory. Engagement with boards to support their ongoing policy renewal will continue.

Define the Leadership Skills and Styles Needed for Success and Associated PD by contributing to the creation of a plan or strategy to move forward in addressing leadership skills and development.

Leadership and succession planning for the education sector has been identified as an area requiring collaborative attention.

A committee involving sector partners was formed to investigate this further and develop a strategy for leadership and succession planning.

The committee formed to work on leadership and succession planning agreed to put the work on hold, given priorities in the sector regarding ‘transformational change’.

Strategic Initiatives & Outcomes

Improving FNM Student Achievement

By June 1, 2016 successfully transition the coordination of the AYEP to education partner.

Following a three-year pilot, provincial coordination for the [Aboriginal Youth Entrepreneurship Program](#) (AYEP) in Saskatchewan was successfully transitioned from the SSBA to Saskatoon Public Schools and the status quo was maintained. Teachers and students continue to provide positive feedback about the AYP and school participation has continued for 2016-17 term.

Commission the development of a FNME/Residential Schools Position Paper.

The SSBA Executive sought the development of a [position paper on residential schools to encourage engagement in curriculum renewal for First Nations and Métis Education](#). The membership passed a resolution that the position paper, which was crafted by the SSBA with guidance from the Aboriginal Constituency, be used to advocate to the Ministry of Education for mandatory curriculum that includes the rich and diverse history of First Nations and Métis with their experience of the arrival of the European newcomers and the legacy of the residential schools era.

The SSBA also participated in stakeholder consultations conducted by Ministry representatives regarding curriculum renewal.

Proclamation for September 30, 2016, Orange Shirt Day.

In 2016, the SSBA membership passed a resolution for the association to advocate to the Government of Saskatchewan to officially recognize Sept. 30 as 'Orange Shirt Day'. This day is to recognize the harm the Indian Residential School System did to children's sense of self-esteem and well-being and is an affirmation of the province's commitment to ensure that 'Every Child Matters'.

The government [officially proclaimed Sept. 30 as Orange Shirt Day for the first time in 2016](#). School divisions were engaged in participating in and recognizing Orange Shirt Day. Orange Shirt Day activities across Saskatchewan school divisions were featured on social media. The SSBA participated in an event promoting the day that was attended by media and dignitaries.

Strategic Initiatives & Outcomes

Service Improvement

Conduct service consultations to ensure a clear understanding of all expectations by all stakeholders of services provided by SSBA.

Evaluation of the SSBA's services in real time and over time provides the feedback needed to determine whether the services being provided are valuable to the membership and whether they are achieving their stated objectives.

A common 'Services Consultation Framework' document was developed and implemented internally to provide support for real-time service evaluation, strategic service reviews and large aggregate survey activities. It will be used to identify common measures and common questions to enhance the reliability and validity of our services surveys over time.

The SSBA Insurance plan was evaluated as a strategic service review. Recommendations from that review are being developed.

These processes engage various levels within school divisions in answering surveys.

Common Data Collection and Sharing – Develop a common data collection and sharing needs assessment.

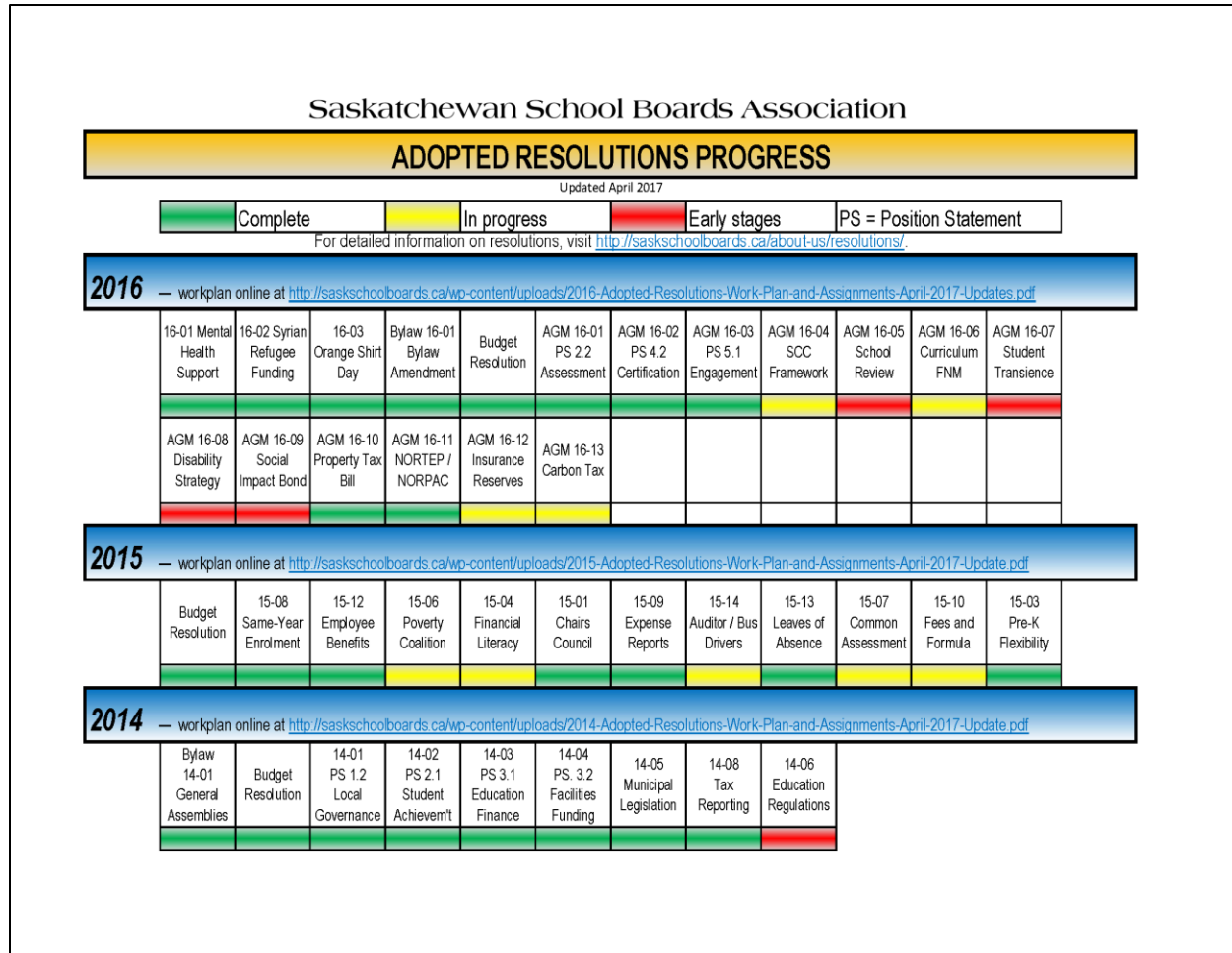
Common data collection and sharing internally and externally to the organization ensures common understanding of issues.

The SSBA's Human Resources Data Warehouse was the first target for data collection on a number of items. A second target was to increase the number of workgroups using SharePoint as a common platform to engage their sector partners. Local teacher agreements, trustee remuneration and LEADS and SASBO compensation information is in the Data Warehouse. Five of seven internal work groups are actively working on developing their SharePoint sites.

These processes engage various levels within school divisions in providing data for inclusion.

Resolutions

Dashboard



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

Resolutions Links

Detailed information about resolutions is available on the [Resolutions section](#) of the SSBA website, including work plans for [2014](#), [2015](#) and [Spring 2016](#) and [Fall 2016](#) resolutions.

Operations Highlights

Board Development

Governance Handbook

In 2016, the [SSBA Board Development Committee](#) led a renewal project of the [SSBA Governance Handbook](#). Brown Governance Inc. was contracted to write the handbook. The handbook was launched in November 2016 at Fall General Assembly. This handbook provides boards of education with an online document complete with videos, supplemental information and tools, and “questions boards should ask” related to the four core areas of governance: Strategy, Risk, People and Resources.



The main principles of governance depicted.

2016 Events

- Spring Members' Council – 91% rated good or very good; attendance on par with 2015.
- Spring General Assembly – 96% rated good, very good or excellent; attendance up from 2015.
- Trustee Academy – 92% rated good, very good or excellent; attendance up from 2014.
- Fall Members' Council – 88% rated good or very good; attendance on par with 2015.
- Fall General Assembly – 89% rated good, very good or excellent; attendance on par with 2015.

Operations Highlights

Communications

Communications and Advocacy Strategic Plan

As part of the SSBA mission and mandate, a [range of communications services](#) are made available to, and undertaken on behalf of, boards of education. These efforts are guided by the communications and advocacy strategy approved annually by the Provincial Executive. Objectives for the 2016 year included promoting the work and importance of locally elected school boards, advocating for education funding that adheres to principles identified by the membership, ensuring stakeholders have understanding of value of services provided by the SSBA, supporting key initiatives focused on First Nations and Métis student achievement and improving internal and external information sharing.

2016 Activity

Specific and special projects for communications work in 2016 included: development and initial implementation of the [Education Belongs To Community campaign](#); support for [school board elections](#); highlighting [efficiencies found by divisions](#); advocacy related to the [provincial election](#) and [subsequent budget](#); promotion of the [Aboriginal Youth Entrepreneurship Program](#), [Mosaic Extreme School Makeover Challenge](#), [Orange Shirt Day](#), [Provincial Students' Day](#) and other initiatives endorsed by the association; and, direct support for divisions on local concerns and in communications workshops.



SSBA Vice-President Ronna Pethick and President Connie Bailey attended Budget Day 2016 at the Provincial Legislature.

Operations Highlights

Employee Benefits and Insurance Plans

Employee Benefits

The 2016 renewal for the [SSBA Employee Benefits Plan](#) (EBP) was for a 2% increase, reflecting increased costs and usage, as well as a weak Canadian dollar relative to the US dollar. There were no EBP coverage enhancements, although technological and process enhancements continue to be implemented to drive down administration costs. The EBP covers approximately 8,000 non-teaching employees, including trustees, LEADS and SASBO members. The EBP has annual revenues of approximately \$14 million.

Insurance

The [SSBA General Insurance Plan](#) saw a premium reduction of 7.72% for the 2016-2017 year. This year's premium reductions reflect an outcome of the plan's loss-prevention program and good risk-management practices carried out by school division personnel. The 2016 renewal showed an insured property value of \$9.04 billion (replacement value) and 180,475 students enrolled.

Value for Money

These two types of shared-service models provide value for money for school-board budgets. In these plans, risks are shared in such a way that when one school division has higher claims in one year, their premiums do not spike in the next year when their claims are lower. This spread of risk provides stability to costs. As well, internal administrative costs are minimized through economies of scale.



School division employees participated in the 2016 Benefit and Pension Summit.

Operations Highlights

First Nations and Métis Education

Aboriginal Council

The SSBA offers [First Nations and Métis Education Services](#) in support of its strategic plan and the Aboriginal Council. The Aboriginal Council consists of all self-identified First Nations and Métis school board members in Saskatchewan. The Aboriginal Council elects one member to act as the Aboriginal Constituency Representative on the SSBA Provincial Executive. Prior to the October 2016 school board elections, nine per cent of all Saskatchewan school board trustees had self-declared as Aboriginal. Following the elections, the Council represents 11 per cent of all Saskatchewan school board trustees. During 2016, preliminary discussions began regarding a 2017 Aboriginal Council Strategic Plan, to support the important voices from this growing component of association membership.

2016 Activity

In addition to supporting the council, focus areas for FNME services included supporting the [first-ever proclamation of Orange Shirt Day](#) in the province and work around the development and presentation of the SSBA's [advocacy paper for mandatory curriculum](#) that includes the rich and diverse history of First Nations and Métis Peoples pre-contact and the legacy of Indian Residential Schools. SSBA efforts have also supported the [Calls to Action](#) in the Final Report of the Truth and Reconciliation Commission.



Orange Shirt Day artwork was developed for use on T-shirts and an event was held in Regina.

Operations Highlights

Legal Services

Services

The [SSBA Legal Services unit](#) is widely recognized and used by the member school boards to formulate, evaluate and dispense sound situational and preventative legal advice. It is committed to facilitating legal solutions for clients. The team advised on thousands of education-related legal questions, matters and files during 2016. The varied scope of requests from school boards included contracts, duty of care, employment, interpretation of legislation, procurement and staff accommodation. Lawyers represented school boards at mediations and hearings in a variety of practice areas.

2016 Projects

- Duty to Accommodate Students seminars for administration from more than 20 school divisions
- Presentation with the Information and Privacy Commissioner at the Regina Teachers Convention
- Prairie Valley School Division v. Pilot Butte, Saskatchewan Court of Appeal
- Legal Modules (10 hours of professional development) for LEADS
- Various presentations on legal topics (privacy law, search and seizure, student accommodation, conflict of interest, board conduct) to individual school divisions
- Comprehensive legal support to school boards for the 2016 municipal and school board elections
- Collaboration with education partners on the [Privacy and Access in Saskatchewan Schools website](#)



Legal Services workshops were held on Duty to Accommodate.

Operations Highlights

Strategic Human Resources and Employee Relations

Services

The [SSBA strategic human resources and employee relations consultants](#) provide advice and support to boards and school divisions on a wide variety of topics including attendance management, bargaining, duty to accommodate, discipline, interpretation of legislation and collective agreements, occupational health and safety, staffing and classification and training seminars and presentations. This department also supports internal strategic human resources work and sector committee work.

Human Resources Data Warehouse

The SSBA Human Resources Data Warehouse provides a searchable, comprehensive and user-friendly database of school division compensation information with comparison functionality. The Data Warehouse includes school division support staff agreements, local teacher agreements, out-of-scope central office salary information and support staff salary information. Trustee remuneration and school division job descriptions will soon be included.



A presentation was given at Trustee Academy by SSBA Strategic HR and Employee Relations.

Community & Partner Support

Mosaic Extreme School Makeover Challenge

Ten schools across Saskatchewan each received \$10,000 for winning the 10th Anniversary Mosaic Extreme School Makeover Challenge. The [10 winning projects](#) have goals including expanding breakfast and snack programs, establishing indoor and outdoor gardens, furthering family and community involvement and increasing education about nutrition, cooking, food security, fire safety in the kitchen and Indigenous knowledge. Together with the Saskatchewan School Boards Association and Breakfast for Learning, The Mosaic Company launched the [Extreme School Makeover Challenge](#) in 2006 to encourage grassroots initiatives to improve student nutrition.



Premier's Board of Education Award for Innovation and Excellence

Regina Catholic Schools received the 2016 [Premier's Board of Education Award](#) for its [Innovation & Empowerment: Continuous Action Planning Outcomes for First Nations, Inuit and Métis \(FNIM\) Education](#). The 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 LEADS.



Regina Catholic Schools received the 2016 Premier's Board of Education Award

Community & Partner Support

Scholarships and Awards

The 2016 recipients of the SSBA's [Education Scholarships](#) were Sarah Hoag, who graduated from Gravelbourg High School in the Prairie South School Division, and Jory Dyck, who graduated from Gordon F. Kells High School in the South East Cornerstone School Division.

Kevin Waugh was the recipient of the Association's 2016 Award of Distinction. William Caisse was honoured as a new Life Member. The awards were announced at Fall General Assembly. Marsh and Mercer were the Principal Sponsors of the assembly.



Kevin Waugh and William Caisse were presented with certificates by Connie Bailey.



Sarah Hoag and Jory Dyck were the education scholarship recipients for 2016.

Executive Delegations

The [SSBA Provincial Executive](#) met with many delegations throughout the course of 2016, including Saskatchewan Public Schools, the League of Educational Administrators, Directors and Superintendents of Saskatchewan (LEADS), the Saskatchewan Association of School Business Officials (SASBO), the Canadian Union of Public Employees Education Workers' Steering Committee (CUPE EWSC), the Saskatchewan High School Athletics Association (SHSAA), the Saskatchewan Association of Rural Municipalities (SARM) and the University of Regina Faculty of Education.

Provincial Executive



Dr. Shawn Davidson
President
(as of November 2016)



Aleana Young
Vice-President
(as of November 2016)



Duane Favel
Aboriginal Constituency
(as of November 2016)



Jerome Niezgoda
Catholic Constituency



Jaimie Smith-Windsor
Central Constituency
(as of November 2016)



Martin Prince
CSF Constituency
(as of November 2016)



Joe Daigneault
Northern Constituency



Janet Kotylak
Southern Constituency



Donna Banks
Urban Public Constituency

The SSBA thanks the following Provincial Executive members (outgoing in 2016) for their service:

Connie Bailey

Ronna Pethick

Vernon Linklater

Larry Pavloff

Élizabeth Perreault

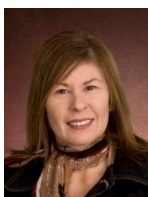
Staff



Darren McKee
Executive Director



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



Jamie Lerat
Director, First
Nations and Métis
Education



Jeff McNaughton
Director, Employee
Benefits and
Insurance Plans



Catherine Vu
Director, Corporate
Services &
Enterprise Risk
Management ¹



Jill Welke
Director,
Communications
Services



Leona Baun
Benefits Supervisor



April Blondeau
Strategic HR / ER



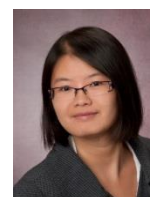
Yves Bousquet
AYEP Coordinator
(until June 2016) ¹



Joe Couture
Communication
and Research
Consultant



Sheila Gyorgy
Benefits
Administrator ²



Rong Hu
Accounting Clerk



Innocent Ihenyen
Insurance
Administrator



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

Notes:

1. The SSBA completed its three-year commitment coordinating the AYP for the province in the summer of 2016. For the 2016-17 school year, Saskatoon Public Schools has assumed that responsibility.
2. Sheila Gyorgy left the SSBA as of Mar. 29, 2017.

Financial Summary

The Association maintains a strong financial position with total net assets of \$1.9M in the Operating Fund and \$26.5M in the Benefits and Insurance Funds. The Association ended the year with a net surplus of almost \$0.9M, attributed mainly to the Insurance Fund.

The Association's operating fund net surplus of \$0.122M for 2016 is due primarily to the following:

- \$0.050M surplus for a government grant received for the addition of an accessible washroom as part of the renovations to the building
- \$0.062M surplus is associated with the AYE program for grant funding related to prior year that was not received until 2016. The AYE program wound down at the SSBA in 2016 and no further deferred grant funding is expected.

The Association continues to manage the Benefits and Insurance Funds in a fiscally responsible manner and identifying every opportunity to reduce costs, including an organizational change to share a Director to provide oversight to both areas. Although the Benefits Fund currently estimates a deficit of \$1.115M due to higher number of claims in the current year, a reserve fund exists to manage claims fluctuations surrounding the estimated claims incurred but not yet reported. The Insurance Fund had a net surplus of \$1.851M due primarily to higher investment earnings, lower administration costs, sustained premiums and fewer claims.

As part of the continuous improvement, the Association completed a building renovation which reduced approximately 30% of the space required by the Association which created opportunity for additional commercial rental revenue.

Financial statements of

**Saskatchewan School Boards
Association**

December 31, 2016



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Canada

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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, 2016, 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, 2016, 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
Licensed Professional Accountants

May 1, 2017
Regina, Saskatchewan

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION
Statement of financial position
as at December 31, 2016

	Operating Fund	Benefits Fund	Insurance Fund	Total 2016	Total 2015
Assets					
Current assets					
Cash	\$ 1,381,188	\$ -	\$ 1,551,170	\$ 2,932,358	\$ 3,235,528
Accounts receivable	97,673	661,764	-	759,437	415,630
Prepaid expenses	17,750	-	-	17,750	25,060
Due from other funds	-	-	992,324	992,324	-
	1,496,611	661,764	2,543,494	4,701,869	3,676,218
Investments (Note 3)	1,264,412	8,731,104	20,501,471	30,496,987	29,379,516
Capital assets (Note 4)	1,103,629	-	-	1,103,629	196,402
	\$ 3,864,652	\$ 9,392,868	\$ 23,044,965	\$ 36,302,485	\$ 33,252,136
Liabilities					
Current liabilities					
Accounts payable and accrued liabilities	\$ 418,690	\$ 2,632,275	\$ 421	\$ 3,051,386	\$ 2,487,405
Provision for unpaid claims	-	563,000	1,721,852	2,284,852	2,317,933
Due to other funds	-	992,324	-	992,324	-
Deferred revenue	1,519,841	-	-	1,519,841	850,445
	1,938,531	4,187,599	1,722,273	7,848,403	5,655,783
Net assets (Schedule 1)					
Appropriated	1,506,948	1,394,105	21,322,692	24,223,745	21,862,244
Unappropriated	419,173	3,811,164	-	4,230,337	5,734,109
	1,926,121	5,205,269	21,322,692	28,454,082	27,596,353
	\$ 3,864,652	\$ 9,392,868	\$ 23,044,965	\$ 36,302,485	\$ 33,252,136

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, 2016

	Operating Fund	Benefits Fund	Insurance Fund	Total 2016	Total 2015
REVENUE					
Membership fees	\$ 2,526,240	\$ -	\$ -	\$ 2,526,240	\$ 2,538,018
Premiums	-	15,473,786	3,124,937	18,598,723	18,177,652
Investment income	18,217	355,720	834,967	1,208,904	727,611
Other income	214,890	18,182	17,500	250,572	456,981
Assemblies, events and board development	207,436	-	-	207,436	433,606
Building	169,133	-	-	169,133	197,802
SK Nutritional Advisory Council for Kids	115,000	-	-	115,000	43,653
Freedom of information project	-	-	-	-	966
Aboriginal affairs	105,738	-	-	105,738	238,938
	\$ 3,356,654	\$ 15,847,688	\$ 3,977,404	\$ 23,181,746	\$ 22,815,227
EXPENSES					
Executive activity/membership engagement	\$ 402,210	\$ -	\$ -	\$ 402,210	\$ 418,503
Executive director/administration	628,213	-	-	628,213	636,111
Association operations	225,781	756,601	311,926	1,294,308	1,226,541
Building	189,743	-	-	189,743	207,021
Communication services	280,994	-	-	280,994	275,212
Board of education development services	366,749	-	-	366,749	574,011
Employee relations	315,647	-	-	315,647	322,599
Legal services	519,749	-	-	519,749	527,236
First nations and metis education services	111,445	-	-	111,445	123,411
SK Nutritional Advisory Council for Kids	118,575	-	-	118,575	40,525
Freedom of information project	-	-	-	-	695
Aboriginal affairs	61,730	-	-	61,730	214,872
Claims/carrier (Note 5)	-	16,206,241	1,814,690	18,020,931	16,802,099
Amortization	13,723	-	-	13,723	-
	\$ 3,234,559	\$ 16,962,842	\$ 2,126,616	\$ 22,324,017	\$ 21,368,836
Excess (deficit) of revenue over expenses	\$ 122,095	\$ (1,115,154)	\$ 1,850,788	\$ 857,729	\$ 1,446,391
Net assets, beginning of year	1,804,026	6,320,423	19,471,904	27,596,353	26,149,962
NET ASSETS, END OF YEAR	\$ 1,926,121	\$ 5,205,269	\$ 21,322,692	\$ 28,454,082	\$ 27,596,353

See accompanying notes

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

Statement of Cash Flows

for the year ended December 31, 2016

	2016	2015
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 857,729	\$ 1,446,391
Items not involving cash		
Amortization	13,723	-
Unrealized (gain) loss on investments	(42,820)	61,331
Change in non-cash working capital		
(Increase) decrease in accounts receivable	(343,807)	874,842
Decrease (increase) in prepaid expenses	7,310	(11,795)
Increase in accounts payable and accrued liabilities	563,981	560,444
Increase (decrease) in provision for unpaid claims	(33,081)	(491,816)
Increase in deferred revenue	669,396	814,538
Cash provided by Operating Activities	\$ 1,692,431	\$ 3,253,935
INVESTING ACTIVITIES		
Proceeds from sale of investments	\$ 3,129,849	\$ 2,148,530
Purchase of investments	(4,204,498)	(2,915,947)
Capital expenditure	(920,951)	-
	\$ (1,995,600)	\$ (767,417)
INCREASE IN CASH	\$ (303,169)	\$ 2,486,518
CASH, BEGINNING OF YEAR	3,235,528	749,010
CASH, END OF YEAR	\$ 2,932,358	\$ 3,235,528

See accompanying notes

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2016

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, 2016

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.

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

e. Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate their carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. 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.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2016

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

f. Revenue recognition (continued)

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

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

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 2016	Total 2015
Cash & Short Term Investments	\$ 1,264,413	\$ 912,841	\$ 2,143,769	\$ 4,321,023	\$ 3,660,438
Fixed Income	-	5,661,971	13,294,897	18,956,868	18,259,566
Canadian Equities	-	1,374,134	3,226,369	4,600,503	3,892,618
U.S. Equities	-	782,157	1,836,436	2,618,593	3,566,894
Total	\$ 1,264,413	\$ 8,731,103	\$ 20,501,471	\$ 30,496,987	\$ 29,379,516

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

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2016

3. INVESTMENTS (Continued)

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

	2015 Balance	Net Investment Income	Unrealized Gains (Losses)	Transfers	2016 Balance
Operating Fund	\$ 1,254,085	\$ 13,027	\$ -	\$ (2,699)	\$ 1,264,413
Benefits Fund	8,400,336	318,006	12,761	-	8,731,103
Insurance Fund	19,725,095	746,317	30,059	-	20,501,471
Total Investments	\$ 29,379,516	\$ 1,077,350	\$ 42,820	\$ (2,699)	\$ 30,496,987

4. CAPITAL ASSETS

	Cost	Accumulated amortization	2016 Net book value	2015 Net book value
Building	\$ 2,181,039	\$ (1,200,158)	\$ 980,881	\$ 96,402
Land	100,000	-	100,000	100,000
Office furniture and equipment	25,275	(2,528)	22,747	-
	\$ 2,306,315	\$ (1,202,686)	\$ 1,103,629	\$ 196,402

During the year, the Association completed improvements to its owned building at a cost of \$895,676. The most recently published valuation appraisal as of December 13, 2016 reported the following:

Cost of Reproduction New:	\$7,262,200
Cost of Reproduction New Less Depreciation:	\$4,388,400

The Association also acquired office furniture and equipment at a cost of \$25,275 in 2016.

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 \$1,117,000 (2015 - \$757,051) for the Benefits Fund for the period of January 1 to December 31, 2016. This amount is reflected in accounts payable and accrued liabilities.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2016

6. PENSION PLAN

During the year, the employee's contribution rate and the Association's contribution rates relating to MEPP were 8.15% (2015 - 8.15%). The Association's contributions was \$179,431 (2015 - \$187,557).

The most recently published actuarial valuation as of December 31, 2015 reported the following:

Plan Assets:	\$1,936,122,000
Plan Liabilities:	\$1,808,943,000
Plan Surplus:	\$ 127,179,000

7. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

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

	Office
	Equipment
2017	\$ 21,938
2018	4,766
Total	\$ 26,704

8. CONTINGENT LIABILITIES

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

9. FUNDS HELD IN TRUSTS

The Association administers funds for the School Division Specific Land Claims Tax Loss Compensation Fund held in trust pursuant to an agreement between the Government of Saskatchewan and the Association. The total cash and investments held in the trust as at December 31, 2016 was \$2,291,640 (\$2,268,959 in 2015). 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.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2016

10. ALLOCATION OF EXPENSES (Continued)

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:

	2016		2015	
	Benefits Fund	Insurance Fund	Benefits Fund	Insurance Fund
Administrative support and office space	\$ 89,646	\$ 31,184	\$ 66,414	\$ 36,614
Total	\$ 89,646	\$ 31,184	\$ 66,414	\$ 36,614

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

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.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2016

11. APPROPRIATED FUNDS (Continued)

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.

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.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2016

11. APPROPRIATED FUNDS (Continued)

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.

ii) *Foreign currency risk*

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

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

At December 31, 2016, investments in U.S. equities accounted for 9% (2015 – 13%) of the total portfolio for both the Benefits and the Insurance Funds as compared to a policy limit of 15% for each fund. There are no investments in international equities.

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.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2016

12. FINANCIAL RISKS (continued)

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, 2016, investments in equities accounted for 25% (2015 - 27%) of the total portfolio for both the Benefits and the Insurance Funds as compared to a policy limit of 40% (2015 - 40%) 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.

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, 2016 (2015 - \$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, 2016, the Association has accounts payable and accrued liabilities of \$5,290,975 (2015 - \$4,805,338).

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

Schedule 1 - Schedule of Changes in Reserves

for the year ended December 31, 2016

	Net Assets 2015	Net revenue over expenses	Transfers	Net Assets 2016
OPERATING FUND				
Building repairs	\$ 325,995	\$ -	\$ (19,780)	\$ 306,215
Bylaw review	21,346	-	-	21,346
Investment in capital assets	196,402	(13,723)	920,951	1,103,630
Provincial bargaining	75,757	-	-	75,757
Unappropriated	1,184,526	135,818	(901,171)	419,173
	1,804,026	122,095	-	1,926,121
BENEFITS FUND				
Claims Reserve	1,770,840	(376,735)	-	1,394,105
Unappropriated	4,549,583	(738,419)	-	3,811,164
	6,320,423	(1,115,154)	-	5,205,269
INSURANCE FUND				
Property pool	3,020,110	1,064,983	-	4,085,093
Sexual molestation pool	5,464,432	216,197	-	5,680,629
General liability pool	7,780,452	262,472	-	8,042,924
Air quality pool	3,206,910	307,136	-	3,514,046
	19,471,904	1,850,788	-	21,322,692
	\$ 27,596,353	\$ 857,729	\$ -	\$ 28,454,082

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



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