

SOARING TO NEW HEIGHTS



**Churchill Academy
Annual Report 2021**

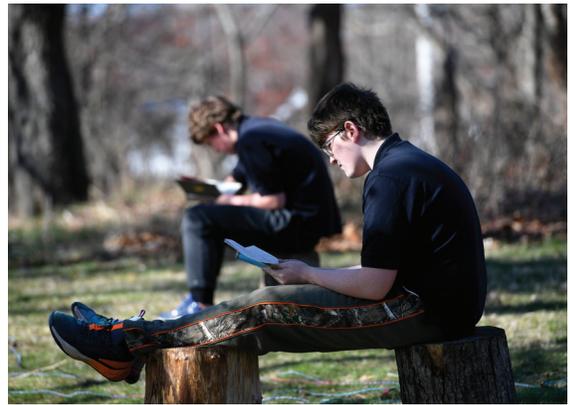


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OUR MISSION



AT CHURCHILL ACADEMY, our mission can be summed up in the words learning success. We devote ourselves to helping students discover their unique learning style and we encourage them to advocate for themselves on their learning journey. The result is confidence in themselves and confidence

in their ability to learn. Before they come to Churchill Academy, these children have lost their enthusiasm to learn and confidence in themselves. When they leave, they are students who have succeeded in learning and confidently look to the future to pursue their dreams.





PIVOTING TO THE NEW NORMAL – THE YEAR IN REVIEW

The 2020-2021 school year saw Churchill Academy swept up, once again, in the marathon struggle to contain and get past the pandemic. Provincial COVID-19 protocols and guidelines for health and safety made the school's seventeenth year another memorable one. Last year, during the COVID-19 outbreak our community adapted to emergency remote learning and learned to “mask up” in pandemic times. Over the most recent year, students, staff and families adapted to the “new normal” and, confronted with the third wave, pivoted back to online learning to end the year. We are learning to be flexible and resilient as the Academy pivots back-and-forth. Through it all, we have come to depend, more and more, upon each other.

Our school, as students, teachers, and parents well know, is one of the Halifax Region's best kept secrets – a small school serving learning challenged students and supporting them while they find their wings. This year, Pandemic Year 2.0, demonstrated our capacity to adapt to the twists and turns, fears, anxieties and unpredictability of a pandemic. Our Annual Report provides us with an opportunity to rise above the “new normal” and begin to embrace the future. Our theme “Soaring to New Heights” captures well that aspiration.

Starting in September 2020, students, staff and families learned to live with and embrace in-person school under a new set of COVID-19 health guidelines. Our 9-page set of protocols, developed by our Head in collaboration with provincial authorities, emphasized our commitment to provide a “student-centred learning experience with strict adherence to public health guidelines.” With only 78 students and small class sizes, we met or exceeded the requirements established by the Education Department and Public Health. Students and staff adapted to new routines for arrival and departure, social distancing, limited indoor movement, frequent handwashing, eating lunch in classrooms, and outdoor exercise breaks. Everyone coped remarkably well, most of the time, and outdoor play provided an outlet to relieve that ‘bottled-up feeling’ under such conditions. The Pandemic played havoc with our usual schedule of community-building and fundraising events. The Welcome Back BBQ was cancelled and replaced by a brief “Welcome Back” session on Zoom. Our annual Churchill Academy Golf Tournament, co-sponsored with O'Regan's, was postponed and then morphed into a truly unique “Virtual Charity Golf Tournament” held from December 17 to 28, 2020. That little project, spearheaded by Peter Fardy and Sean

O'Regan, generated lots of fun participation and netted some \$34,000 in funds for the school. The Annual Auction, normally held in April, was rescheduled for July 2021 and turned out to be another fundraising success. Lead volunteer Roger King, President of King Supplements, and Sean O'Regan, organized a fantastic live event at Brightwood Golf Club and an online auction which generated record proceeds.

again that when adversity strikes, our staff and parents pull together for the sake of our students. Our mettle was tested, once again, in 2020-21, and Pat and his staff worked tirelessly to keep our students as engaged as possible and on the right track. It was a tough year with all the uncertainties and changes. Maintaining our enrolment is a testament to the enormous contributions of our staff in guiding us to calmer, more predictable waters.

The third wave hit Churchill Academy in the Spring of 2021 and everyone had to pivot back to emergency remote learning. Our Head of School provided clear, consistent and steady leadership, made more challenging by the absence because of illness of Vice- Principal Dave McNeil. The past year proved once



DISCOVER YOUR CHILD'S POTENTIAL

About Us

Churchill Academy is an independent, not-for-profit school specializing in delivering a curriculum to meet the educational needs of students with learning challenges. Our school offers students the opportunity to receive the quality educational support they

deserve and a chance for a productive and rewarding future. We provide an individually tailored program to students from grades 4-12 by determining their needs and developing strategies that best suit their learning abilities.

OUR MISSION STATEMENT



Churchill Academy offers students the opportunity to succeed academically and socially by developing their self-confidence, and by providing the specialized, student-centered education they require to achieve their full potential.



THE YEAR IN IMAGES



 *Teacher-guided problem-solving in Michelle Browne's Grade 8 Math class*



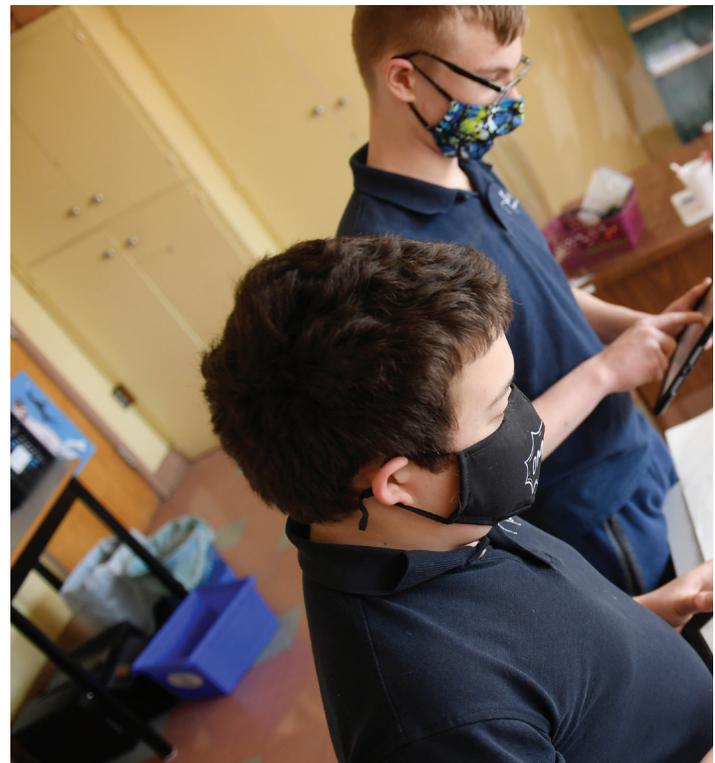
 *Nature study - Junior school class with teacher Janna Gillis*



 *Reading for understanding and enjoyment, guided by teacher Alison Crowe*

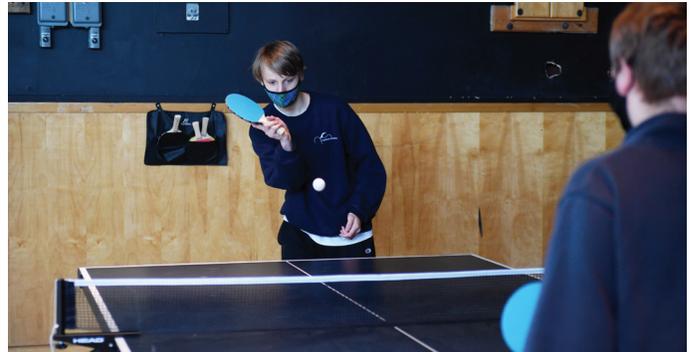


 *Learning Through Doing - Healthy Living class in the CA kitchen*





Learning new skills with the Sphero Mini Robot Ball app in Technology Education class



Games Period: A rousing game of table tennis in the Churchill Academy Gymnasium



Quiet reading in the outdoors



School Head Pat Doherty in his Office, 'action central' at Churchill Academy.





MESSAGE FROM OUR BOARD CHAIR

Adjusting and adapting to the “new normal” in COVID-19 times consumed us again in the 2020-21 school year, for the second year-in-a-row. We began the year with a new set of COVID-19 protocols and procedures aimed at maintaining in-person and following health protection and safety guidelines. Nurturing and developing “Learning Success” can be a challenge in such circumstances, but our Head, teaching staff and students did remarkably well, taking full advantage of opportunities for outdoor education activities. Pivoting back to remote learning at year’s end showed just how effective we have become to ‘pivoting’ in response to this unpredictable virus.

Our School has been tested over the past 18 months and we have fared reasonably well, largely as a result of our school leadership, the incredible dedication of our teachers, and the loyal support of our parents. Your Board stepped up by establishing sustainable budgets, overseeing the proper management of resources, and providing student bursaries for those undergoing financial stress. Our Head of School leads by example and steadied the ship, and the staff came through with adapted learning that provided genuine individualized support for students.

Going into 2020-21, the Board allocated additional funds for COVID-19 related facilities upgrades, more laptops, and enhanced school cleaning services. We were better prepared for the second ‘pivot’ to remote, home learning in the Spring of 2021. Everyone carried an extra burden, but none more so than our School Head. With Vice-Principal Dave McNeil battling a serious health condition, Pat went above and beyond the call of duty in seeing us through the year.

Our Board had a difficult year with the passing of two long-serving members, Dr. David Gass and Chester Goluch. Both came as a shock, but we came together and Pater Fardy stepped forward to serve as Vice-Chair, filling a critical role and taking on the recruitment of new members. Our parents’ group, CAPA, benefited from the effective leadership of Jessica and Malcolm McCall, keeping parents engaged and streamlining fundraising operations. Former CAPA chair, Board member Jenny Tyler, contributed with her great ideas, but has elected to take a break for health reasons. Best wishes for a return to full health in the coming year. We all learned, once again, why our experienced and caring faculty and staff remain our greatest strength.



Paul W. Bennett, Ed.D.

MESSAGE FROM OUR SCHOOL HEAD

The 2020/21 school year threw some new challenges our way as we navigated the combination of in person learning and covid restrictions and protocols. Both students and staff did an admirable job as we figured out new routines, expectations and kept each other safe and healthy. Physical distancing, masks and technology were in full effect.

Our student body was so resilient and supportive all year. The classroom became a good distraction from the situation that was on every newscast and update. Teachers worked so hard to make school a safe and inviting place. Fortunately, our small student population allowed us to create the necessary spacing and distancing needed.

Technology and outdoor time became more important than ever. Regular cohorted gym classes were supplemented with multiple walks over the course of the day. Google classroom was quickly mastered and less paper changed hands than ever before. Strategic outside field trips were utilized as often as possible.

It quickly became apparent that our students were up to this new challenge. They embraced every new obstacle head on and pushed themselves to meet new goals. Even though we had to do a quick

pivot to online learning for the last six weeks of the year the effort was outstanding. Our thirteen graduates had an outdoor graduation experience that allowed for family members to attend. Junior high and elementary students had a virtual ceremony. Each student was praised for all their accomplishments and effort over the course of the year.

The Churchill community spirit was never more evident than over the last year. Teachers, students, parents and board member all contributed in many different ways. As we work to slowly return to the familiar and comfortable school traditions that are so important we will continue to prioritize the health and safety of everyone. The mission and guiding principles of Churchill Academy continue to provide our students with the support that they need to learn effectively. Collectively we are stronger than ever!



Pat Doherty

OUR BOARD OF GOVERNORS

Churchill Academy Board Members, 2020-21

Paul W. Bennett,

Ed.D., Chair

Jean Beeler

David Boyd

Peter Fardy,

Vice-Chair

Chester Goluch

(to Nov 24, 2020)

Dr. David Gass,

Vice-Chair

(to March 19, 2021)

Sean O' Regan

Lynne Pascoe,

Board Secretary

Tim Wilson

Claude Thibault

Jenny Tyler

Pat Doherty,

Head of School

Janna Gillis,

Staff Representative

Jessica/Malcolm McCall,

CAPA Representative

Board Executive Committee, 2020-21

Paul W. Bennett,

Ed.D., Board Chair

Dr. David Gass,

Vice-Chair

(to March 19, 2021)

David Boyd,

Treasurer and

Finance Chair

Peter Fardy,

Development Chair/

Vice-Chair

Pat Doherty,

Head of School

Budget and Audit Committee

David Boyd, Chair

Paul W. Bennett

Pat Doherty

Community Fundraising Committee

Peter Fardy, Chair

Sean O' Regan,

Roger King,

Claude Thibault,

Paul W. Bennett,

Pat Doherty



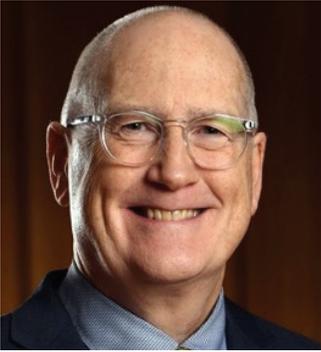
CHURCHILL ACADEMY BOARD EXECUTIVE, 2020-21



Paul W. Bennett
Ed.D., Board Chair



David Gass
Vice-Chair



Peter Fardy
Chair,
Development
Strategy
Committee



David Boyd
Treasurer and
Finance Chair



Pat Doherty
Head of School

IN MEMORIAM

THE PASSING OF TWO BOARD MEMBERS



Dr. David Gass

The Churchill Community lost a dear friend and dedicated supporter when Dr. David Gass passed away on Friday, March 19, from injuries sustained in a tragic pedestrian-motor vehicle accident. When struck down David was our Vice-Chair and actively engaged in recruiting prospective new members. His death left a huge hole in Nova Scotia family medicine and we lost a grandparent who cared deeply about the welfare of our School. Dr. Gass is revered at the Faculty of Medicine and Dalhousie University. He was a clinical teacher who served as the Head of the Department of Family Medicine from 1987-1995, stepping in again as Interim Department Head in 2017 and 2019 and retiring from the role in 2020. The local and national family medicine community has lost an extraordinary leader, and we will deeply miss Dr Gass' wise counsel. A Churchill Academy Student Diversity Fund will be established in his honour as a tribute to his legacy.



Chester Goluch

Churchill Board member Chester Goluch passed away on November 24, 2020, depriving us of one of our most creative thinkers. He was born in a Nazi work camp in a German town, and went on to live a fascinating life, working as an untrained cartographer and in a wide range of other jobs. He achieved great success in the Canadian advertising industry known for his work on the Proctor & Gamble, GM, Coca-Cola, and Labatt accounts. In his heart, he was an Ad Man who loved, lived and breathed the advertising business. Starting at big firms in Toronto, he eventually built his own agency, Chester + Company, in Halifax. Here he is widely known for his work for Keith's Brewery, N.S. Tourism, Eastlink and O'Regan's. He donated his time and talent to Churchill in recent years. Friends and family have established a Chester Goluch Memorial Fund with proceeds going to Churchill Academy.

FINANCIAL AID POLICY & STUDENT BURSARY FUND

PASSED BY BOARD OF GOVERNORS EFFECTIVE SCHOOL YEAR, 2020-21

Looking ahead in May 2020, in the midst of the first wave of the Pandemic, our Board of Governors, responded to the unexpected global crisis by reviewing and expanding our financial aid program for students with demonstrable needs for additional assistance.

The Board recognized that the pandemic had adversely affected some families and was causing financial stress. That is why we established a new Bursary Student Fund

in addition to the provincial Tuition Support Program (TSP). We recognized that, from time to time, some families may require additional assistance to pay their fees.

The School now has a supplementary bursary fund for students whose families are in financial distress. During the 2020-21 year, funding totaling \$10,000 was provided to support this student bursary program.

STUDENT BURSARY PROGRAM POLICY (APPROVED BY THE BOARD, JUNE 2020)

An additional limited amount of Churchill Academy bursary funding will be available, normally on an annual basis, and awarded to deserving students based upon demonstrable need. Parents at the Academy are generally expected to finance their children's education to the extent they are able. Should affordability of tuition present problems, parents of existing students are free to apply for such assistance. For a family to be considered for Financial Aid, they must have received an offer of acceptance to the school.

A Student Bursary is a monetary award applied to a student's tuition fee at Churchill Academy. Bursaries are awarded to students from families who are able to demonstrate genuine financial

need. The amount of available bursary funding depends on the amount of money allocated by the Board of Governors for that purpose and/or raised through fundraising efforts. The amount available will fluctuate from year to year.

All families seeking financial support from the Bursary Fund shall apply for aid through the Head of School in the Main Office and complete the required application forms. Student bursary applications will be reviewed by the School Head in consultation with the designated Financial Aid Committee and communicated by the Head to applicant families.



PANDEMIC INGENUITY

2020 CHURCHILL ACADEMY - VIRTUAL CHARITY GOLF TOURNAMENT

Our Annual Golf Tournament in September 2020 was postponed and then reinvented as a very entertaining virtual game conducted on-line between December 17 and 28, 2020. Some 18 corporate sponsors fielded teams and a total of 84 individuals golfers took

part in the three-round tournament. Team and individual prizes were awarded to 24 players. Over \$39,000 in net proceeds were earned for Churchill Academy. Many thanks to Peter Fardy and members of the Charity Golf Tourney Committee.

Presenting Sponsor



O'Regan's BMW

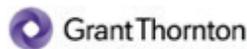
Eagle Sponsors



Birdie Sponsors



Gimme Sponsors



Par Sponsors

Scotiabank, IMP Solutions, Turner Drake, NorthEastern Protection Services, G&M Commercial Cleaning

REINVENTING THE AUCTION – LIVE AND ONLINE! (JULY 2021)



Lead Volunteers – Roger King and his Team

Founder of King Supplements, Roger King, and his team were instrumental in organizing our July 2021 Churchill Academy Auction.

Left to right: Nichol Reilly, Roger King, and Alisha Bayers.

Our Churchill Academy Auction experienced an incredible rebirth in the middle of the summer of 2021. With the pandemic receding, Board member Sean O'Regan saw an opportunity to stage our Auction, in-person, at Brightwood Golf Club and to include an online auction for those who were less inclined to attend public gatherings. He approached well-known Halifax entrepreneur Roger King to take the lead in organizing the event. Roger and his team at Supplement King, based in Burnside, went to town in rounding up sponsors, gathering auction items, and selling tickets for a scaled-down live event.

The fundraising event, held Thursday July 22, 2021, exceeded all expectations. Roger and his Supplement King team, working with Sean, pulled it all together in a matter of weeks and secured some \$30,000 in commitments well in advance of the event. Local businesses

joined in by purchasing tables, making donations, and talking-up Churchill Academy in the community. The live auction facilitated by Halifax's own Adam Conter enlivened the whole evening and set the tone for a fun and entertaining evening. Major contributors, in addition to Supplement King, were Fusion Nutrition, Castone Construction, VEP Mechanical, Zzap Architects and designers, O'Regan's Auto Group, and Giant Tiger.

Why was the July 2021 Auction such a resounding success? Inspired volunteer leadership and generosity made all the difference. When asked, Sean O'Regan put it best: "People were ready for a night out after months of isolation, and Churchill Academy is, as we all know, a worthy cause right here in Dartmouth." The net proceeds of \$87,567.00 broke all previous records.

LOOKING BEYOND THE PANDEMIC

SOARING TO NEW HEIGHTS

Coming out of our Strategic Planning process, Churchill Academy has adopted a future vision, “Soaring to New Heights,” and, guided by board member Peter Fardy, generated a school renewal plan to “help Churchill students soar” in the years ahead.

The Academy was founded and remains focused on the belief that every student can and should achieve their full potential, no matter what challenges and obstacles stand in their way. Our community has demonstrated

time and time again over 17 years that this commitment pays off and that young people, families and our community is better off for it.

Over the next few years, we are planning to invest in helping our students to soar in upgraded and enhanced facilities. We took a pause during the COVID-19 school disruption and are now ready to launch a fundraising campaign expressing confidence in the future of Churchill Academy.



THE VISION - THEMES AND GOALS FOR RENEWAL

Six themes have emerged, all of which have been identified as essential to enable Churchill to fully fulfill its mission:

THEMES	GOAL STATEMENTS
1. Whole-Life Experiences	Students at Churchill benefit from being treated and supported as “the whole person” with regular access to indoor and outdoor extra-curricular activities.
2. Post-Grad Student Success	Students at Churchill are well positioned to succeed post-graduation, having built confidence and acquired skills through programs such as co-op placements and life skills.
3. Student Supports	Students at Churchill have ready access to professional mental health care, youth counselling, guidance counselling and academic supports to help them succeed.
4. Facilities	Students at Churchill enjoy a modern, safe, quality physical learning environment with flexible classrooms and spaces to provide student support and extra-curricular activities.
5. Technology	Students at Churchill have access to modern assistive learning and other technologies to support their varied learning abilities.
6. Alumni	Students are inspired by the life success of those who came before.

STRATEGIC FUNDRAISING PRIORITIES

We are now moving forward in pursuit of the six themes seeking the philanthropic support of individuals, community businesses and charitable foundations. Initial priority investments and estimated resource requirements have been identified and will be refined further as we engage prospective supporters in our community and beyond and incorporate their feedback into our evolving plans.

1. Enhance whole-life experiences for students.

Priorities: Develop and deliver programming for a wide variety of extra-curricular, useful life-skills and interests, such as:

- Gardening/greenhouse (increased project-based learning)
- Sewing/textiles
- Life skills (bus schedules, banking, budgeting, cooking)
- Photography

2. Build confidence and skills for post-graduation success.

Priorities: Develop and deliver experiential learning opportunities for students, including:

- Co-op placements with local businesses
- Summer employment opportunities
- Volunteer placements
- Enhanced curriculum to include family studies, child studies, entrepreneurship, physical education

3. Provide the best academic and mental health supports to help students succeed.

Priorities: Develop and deliver new programs in the areas of:

- Improve phonics reading and social skills programs (gr 4-9)
- Social skills development
- Teen mental health support
- Academic support
- Psycho-educational assessment

4. Improve physical environment to enhance teaching and learning.

Priorities: Establish facility improvement fund to:

- Enable rapid response to significant maintenance issues
- Adapt current spaces to allow for new programming (e.g, sensory room, stage, computer room, weight room, kitchen, workshop/arts, staff room)
- Acquire specialized furnishings such as alternative seating, standing tables, gym dividers
- Enable reconfiguring and upgrading of classrooms

5. Provide modern assistive learning technologies to support students' varied learning abilities.

Priorities: Establish a technology improvement fund to:

- Equip all classrooms with PCs, ceiling projectors
- Upgrade existing computers and consolidate on one platform
- Adopt Google classroom to improve efficiency and effectiveness
- Provide more mobile computing options to students
- Acquire purpose-developed software
- Create STEM makerspaces for students
- Provide Technology-focused PD opportunities to teachers

THE DREAM CLASSROOM

Our first project, the “Dream Classroom,” focuses on enhancing teaching and learning. Churchill Academy’s approach to individualized teaching and learning will be enhanced by improving the physical environment and updating and/or adding furniture and equipment meeting identified student and teacher needs.

Among the proposed classroom improvements are:

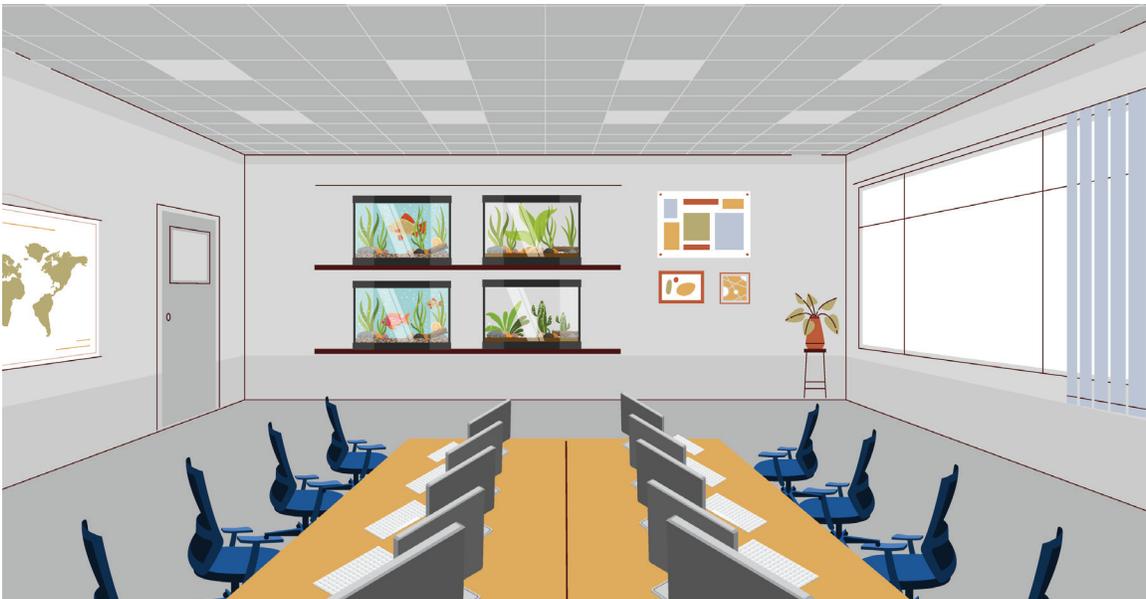
- Height-adjustable desks that enable sitting or standing.
- Durable task chairs that allow “active sitting”: multiple directional movement and adjustability (swivel, rock, recline, seat and arm height).
- Personal Computers: iMac 27” all-in-one computers
- Aquarium/Terrarium: Three 20-40 gallon aquaria and starter supplies
- Indoor Gardening: 120W EcoKitchen home gardening hydroponic system and plant lights.
- Enhance current storage and shelving units in classrooms.
- Adobe creative software including PhotoShop, Illustrator and Animator.
- Wide Format Printer capable of printing in 11”x17” format.
- Film & Video Supplies, Microphones and lighting equipment.
- Other Supplies: Curtains, paint, etc. to create better environment for tech assignments. Frames for completed projects.

A number of Churchill board members and other volunteers will be engaging certain individuals, corporations and other organizations to identify opportunities for philanthropic investment.

Imagining the Dream Classroom



FRONT



BACK

ANNUAL REPORT – CHURCHILL ACADEMY PARENTS ASSOCIATION (CAPA)

2020-2021 was another unique school year at Churchill Academy as we were all impacted again by COVID-19. Rising to meet the challenges, the CAPA team was determined to forge ahead, supporting our teachers, students, and the administration.

The school year started off like no other, with the welcome back barbecue cancelled due to COVID and students back in small pods to support social distancing. This was not what we hoped for but the teachers and administration worked incredibly hard to make sure we could start the year together.

We knew some of the normal CAPA fundraising and social activities could not take place this year, so we felt that investing in classroom experiences was a great way to have an impact. This started with the purchase of two large tent canopies to support the outdoor classrooms and other outdoor activities. CAPA was also able to purchase a high-end projector for one of the junior high classrooms, science lab equipment, a C-PEN for reading support, gift cards for classroom supplies, and a full-sized ping pong



table. We were also excited to support the amazing cooking classes with new kitchen equipment and grocery gift cards. Learning to cook is such a valuable skill and I know the students really enjoyed eating their class assignments!

The last major support CAPA was thrilled to provide this year was a special treat for each and every student at Churchill Academy as part of the COVID-safe year end celebration. The graduates were given a gift card to Dairy Queen for a graduation ice cream cake and the other students were given a gift card for a sweet treat.

The monthly CAPA meetings are still occurring via Zoom and although being together in person would be wonderful, the use of technology has allowed more people to join the meetings and participate. CAPA will continue with Zoom and when safe to do so, move to a hybrid model with both in person and online options for participation.

With the retirement of the past CAPA executives due to the graduation of their children and the challenges of COVID, the CAPA team is still in need of additional volunteers and currently has openings on the executive team. Filling these roles is a key step to continued growth. Mike Tobin, our teacher liaison, was a huge asset to the CAPA community and we thank him for his dedication.

This year CAPA has made significant strides with incorporating technology across all areas including online volunteer registration, online wreath ordering, online banking, and electronic funds transfer for payments among other things. These changes will have a continued positive impact on the CAPA team members, teachers and parents as well as allowing for more flexibility and financial accuracy.

With the multiple lockdowns, homeschool and distancing requirements, the two fundraisers CAPA hosted were the annual Christmas wreath sales and a Wine & more Survivor. These were both well supported by the Churchill Family and CAPA team. CAPA ended the school year with \$3,903.73

in the bank and was able to generate enough revenue that even with many of the traditional fundraisers not in place, we are almost in the same financial place as last year with a small difference of less than \$300, after having spent \$4000 on Churchill.

Churchill Academy is a unique place that fosters and supports the growth of amazing children and their families and the CAPA team are inspired by and lucky to be part of the Churchill family. My time as a member of CAPA and co-chair for the past year has been a wonderful honour. Our Churchill Family is resilient and seeing how hard everyone worked to keep the children learning and safe, is remarkable. Thank you for the opportunity to serve.

Jessica McCall
CAPA Co-Chair



Co-Chairs, CAPA:
Jessica McCall



Co-Chairs, CAPA:
Malcolm McCall

FINANCIAL REPORT



*Expertise, value, and trust
you can build on.*

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G&R CPA
3 Spectacle Lake Drive
Suite 230
Dartmouth, NS B3B 1W8

Independent Practitioner's Review Engagement Report

The to Board of Governors of
Churchill Academy Incorporated

We have reviewed the accompanying financial statements of Churchill Academy Incorporated that comprise the statement of financial position as at July 31, 2021 and the statements of net earnings, 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.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian general accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and varying in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these financial statements do not present fairly, in all material respects, the financial position of Churchill Academy Incorporated as at July 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with the Canadian accounting standards for not-for-profit organizations.

CHARTERED PROFESSIONAL ACCOUNTANTS
Licensed Public Accountants

Dartmouth, Nova Scotia
September 03, 2021

Churchill Academy Incorporated

Balance Sheet

July 31, 2021

	Operations \$	Capital Campaign \$	Total 2021 \$	Total 2020 \$
Assets				
Current Assets				
Cash	756,017	112,017	868,034	738,179
Accounts receivable	39,883	-	39,883	67,424
Inventory	10,013	-	10,013	11,432
HST receivable	6,094	-	6,094	6,982
Prepaid expenses	16,634	-	16,634	33,112
	828,641	112,017	940,658	857,129
Equipment, Computers and Leaseholds (note 3)	56,279	29,476	85,755	111,495
Total Assets	884,920	141,493	1,026,413	968,624
Liabilities				
Current Liabilities				
Accounts payable and accrued liabilities	16,510	-	16,510	11,774
Unearned revenue	150,767	-	150,767	184,939
	167,277	-	167,277	196,713
Canada Emergency Business Account	30,000	-	30,000	-
Total Liabilities	197,277	-	197,277	196,713
Net Assets				
Restricted Net Assets	-	112,017	112,017	112,017
Net Assets invested in Capital Assets	56,279	29,476	85,755	111,495
Unrestricted Net Assets	611,364	-	611,364	528,399
Contributions to Capital	20,000	-	20,000	20,000
	687,643	141,493	829,136	771,911
Total Liabilities and Net Assets	884,920	141,493	1,026,413	968,624

SIGNED ON BEHALF OF THE BOARD

Director

Director

Churchill Academy Incorporated

Statement of Earnings

For the Year Ended July 31, 2021

	Operations \$	Capital Campaign \$	Total 2021 \$	Total 2020 \$
Revenue				
Tuition	1,206,474	-	1,206,474	1,293,042
COVID 19 grants and subsidies	30,000	-	30,000	22,418
Donations and fundraising	134,762	-	134,762	67,066
Interest revenue	3,006	-	3,006	11,000
Student fees	8,598	-	8,598	5,818
Total Revenue	1,382,840	-	1,382,840	1,399,344
General and Administrative Expenses				
Advertising and promotion	7,965	-	7,965	10,722
Amortization	17,365	8,374	25,739	33,646
Bad debts	5,630	-	5,630	-
Financial aid	1,000	-	1,000	8,000
Fund raising expenses	10,415	-	10,415	19,299
Insurance	8,792	-	8,792	9,469
Interest and bank charges	2,413	-	2,413	2,520
Office supplies and administration	6,254	-	6,254	7,855
Professional fees	2,127	-	2,127	2,294
Repairs and maintenance	33,035	-	33,035	23,782
Strategic Plan Initiatives	2,485	-	2,485	15,308
Student supplies	10,603	-	10,603	11,411
Supplies	10,826	-	10,826	10,225
Telephone and internet	4,538	-	4,538	4,004
Travel	336	-	336	288
Utilities	26,849	-	26,849	28,136
Wages and benefits	1,163,150	-	1,163,150	1,251,936
Year book and graduation costs	3,458	-	3,458	2,877
Total Expenses	1,317,241	8,374	1,325,615	1,441,772
Excess (Deficiency) of Revenue over Expenses	65,599	(8,374)	57,225	(42,428)

Churchill Academy Incorporated

Statement of Net Assets

For the Year Ended July 31, 2021

	Operations \$	Capital Campaign \$	Total 2021 \$	Total 2020 \$
Net Assets - Beginning of Year	622,044	149,867	771,911	814,339
Excess (Deficiency) of revenue over expenses	65,599	(8,374)	57,225	(42,428)
Net Assets - End of Year	687,643	141,493	829,136	771,911

Churchill Academy Incorporated

Statement of Cash Flows

For the Year Ended July 31, 2021

	2021	2020
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess (deficiency) of revenue over expenses	57,225	(42,428)
Adjustments to earnings not involving cash - Amortization	25,738	33,646
	82,963	(8,782)
Changes in non-cash working capital -		
Decrease (Increase) in accounts receivable	27,542	(46,972)
Decrease (Increase) in inventory	1,419	(2,057)
Decrease in HST receivable	889	14
Decrease (Increase) in prepaid expenses	16,479	(24,156)
Decrease (Increase) in unearned revenue	(34,172)	17,229
Increase in accounts payable	4,735	7,895
TOTAL CASH FLOWS FROM OPERATING ACTIVITIES	99,855	(56,829)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds of long-term debt	30,000	-
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of capital assets	-	(56,461)
INCREASE (DECREASE) IN CASH	129,855	(113,290)
CASH - BEGINNING OF YEAR	738,179	851,469
CASH - END OF YEAR	868,034	738,179

Churchill Academy Incorporated

Notes to Financial Statements

For the Year Ended July 31, 2021

Churchill Academy Incorporated ("the Academy") was incorporated under the laws of the Province of Nova Scotia on March 11, 2004. The Academy is a Limited By Guarantee Company and was established for the purpose of operating a private, not-for-profit school for children with learning difficulties.

1. SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

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

Fund Accounting

The Operating Fund summarizes those activities relating to the overall operations of the Academy.

The Capital Campaign Fund summarizes the Academy's fundraising efforts related to the repair and upgrade of the gymnasium, the construction of new classrooms, and the founding of an endowment.

Financial Instruments

The financial assets and liabilities are initially recorded at fair value. The Academy subsequently measures all its financial assets and financial liabilities at cost or amortized cost. Changes in fair value are recognized in net income.

Financial assets measured at cost include cash and accounts receivable. Financial liabilities measured at cost include accounts payable and accrued liabilities.

Cash

The Academy defines cash as the amount of cash on hand and cash on deposit net of cheques that are issued and outstanding at the end of the year.

Inventory

Inventories are measured at the lower of cost and net realizable value, with cost being determined using the first in first out method.

Income Taxes

The Academy is a registered charity under the *Income Tax Act* Section 149(1)(f). The Academy may issue receipts for charitable donations and income from operations is exempt from income taxes.

Revenue Recognition

Revenue is recognized under the deferral method of accounting.

Tuition is recorded as revenue throughout the period of instruction. At the time a parent or guardian places a deposit to secure a space in the upcoming school year, the total tuition is recorded as unearned revenue and the difference between the tuition and the deposit is recorded as a receivable.

Donations are recorded in the period in which they are received. No external restrictions have been placed on donations.

Student fees and interest income are recognized when earned and considered collectible.

Contributed Services

The Academy is grateful for the many hours that volunteers contribute through the Churchill Academy Parents' Association, the Board of Governors and through other activities, however these contributed services have not been recognized in the financial statements due to the difficulty of quantifying them.

... (continued) ...

Churchill Academy Incorporated

Notes to Financial Statements

For the Year Ended July 31, 2021

1. SIGNIFICANT ACCOUNTING POLICIES . . . (continued)

Equipment, Computers and Leaseholds

Equipment, computers and leasehold improvements are recorded at cost. Amortization is calculated using the diminishing balance method at the annual rate of 20% for furniture, equipment, camera system and sign and 30% for computer equipment and software. Amortization of leasehold improvements is calculated using the straight line method over the term of the lease.

In the year of acquisition, amortization is calculated at one-half of the annual rate.

Impairment of Long-lived Assets

Property, plant and equipment and intangible assets subject to amortization are tested for impairment whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when the carrying amount of the asset exceeds the sum of the projected future net cash flows resulting from its use and eventual disposition. The impairment loss, if any is measured as the amount by which the carrying amount of the asset exceeds its fair value.

Statement of Cash Flows

The Academy prepares the statement of cash flows on a net cash basis and reports cash flows from operating and financing activities using the indirect method.

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 effect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities as at July 31, 2021 and the reported amount of revenues and expenses for the year then ended. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they become known. The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts recorded in the financial statements. These estimates are based on management's best knowledge of current events and actions that the Academy may undertake in the future. Actual results may differ from these estimates.

2. FINANCIAL INSTRUMENTS

The significant financial risk to which the Academy is exposed are credit risk and liquidity risk.

Credit Risk

Financial instruments that potentially subject the company to credit risk consist of cash and accounts receivable. The company uses reputable institutions for cash and believes risk of loss to be remote. The company estimates an allowance for doubtful accounts for accounts receivable. As at July 31, 2021 an allowance for doubtful accounts of \$4,640 (July 31, 2020 - \$13,585) for accounts receivable was recorded. Any credit losses are provided for in the financial statements and consistently have been within management's expectations.

Liquidity Risk

Liquidity risk is the risk that the Academy will not be able to meet its obligations as they become due. The Academy's approach to managing liquidity risk is to ensure that it always has sufficient cash flows, cash on hand and credit facilities to meet its operating obligations.

Churchill Academy Incorporated

Notes to Financial Statements

For the Year Ended July 31, 2021

3. Equipment, Computers and Leaseholds

	Cost \$	Accumulated amortization \$	Total 2021 \$	Total 2020 \$
Equipment	44,518	31,921	12,597	15,747
Camera system	5,552	4,972	580	829
Computers and software	53,866	47,502	6,364	9,090
Gym equipment	1,210	1,181	29	42
Literacy program	9,527	9,201	326	467
Sign	5,807	5,056	751	939
Leasehold Improvements	54,496	18,864	35,632	46,531
Capital assets financed by operations	174,976	118,697	56,279	73,645
Capital assets financed by capital campaign	78,224	48,748	29,476	37,850
	253,200	167,445	85,755	111,495

4. Economic Dependence

The majority of the students of the Academy receive assistance from Halifax Regional Continuing Education (HRCE) and the Province of Nova Scotia to subsidize the cost of their tuition fees. As the Academy's main source of revenue is derived from tuition fees, its ability to continue viable operations is dependant upon HRCE and the Province maintaining this funding to its students. During the year, approximately 75% (2020 - 70%) of the Academy's tuition fees came from assistance provided to its students by HRCE and the Province.

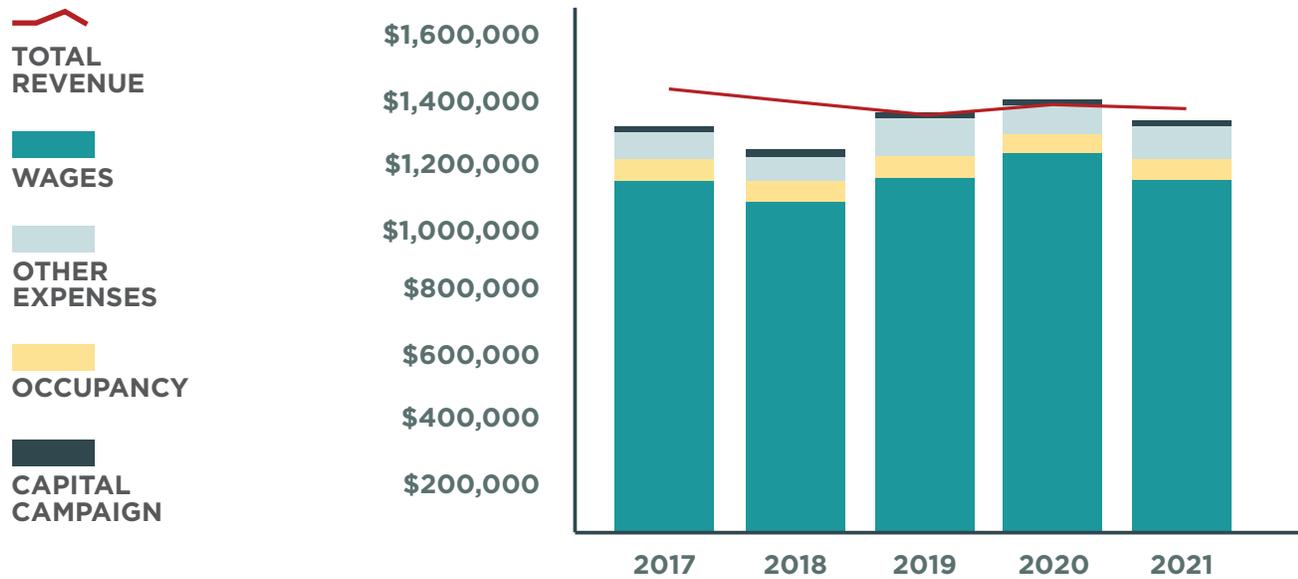
5. Lease Commitments

The minimum annual rental for equipment under a long-term lease is \$1,572 until July, 2022.

2016 - 2020

CHURCHILL ACADEMY FINANCIAL POSITION & BALANCE SHEET*

OPERATING EXPENSES



*Prepared for Churchill Academy by Lawrence Roche, CPA, CA | Partner | G&R Chartered Professional Accountants,
230-3 Spectacle Lake Drive, Dartmouth NS B3B 1W8

Revenue



LOOKING AHEAD

LEARNING SUCCESS

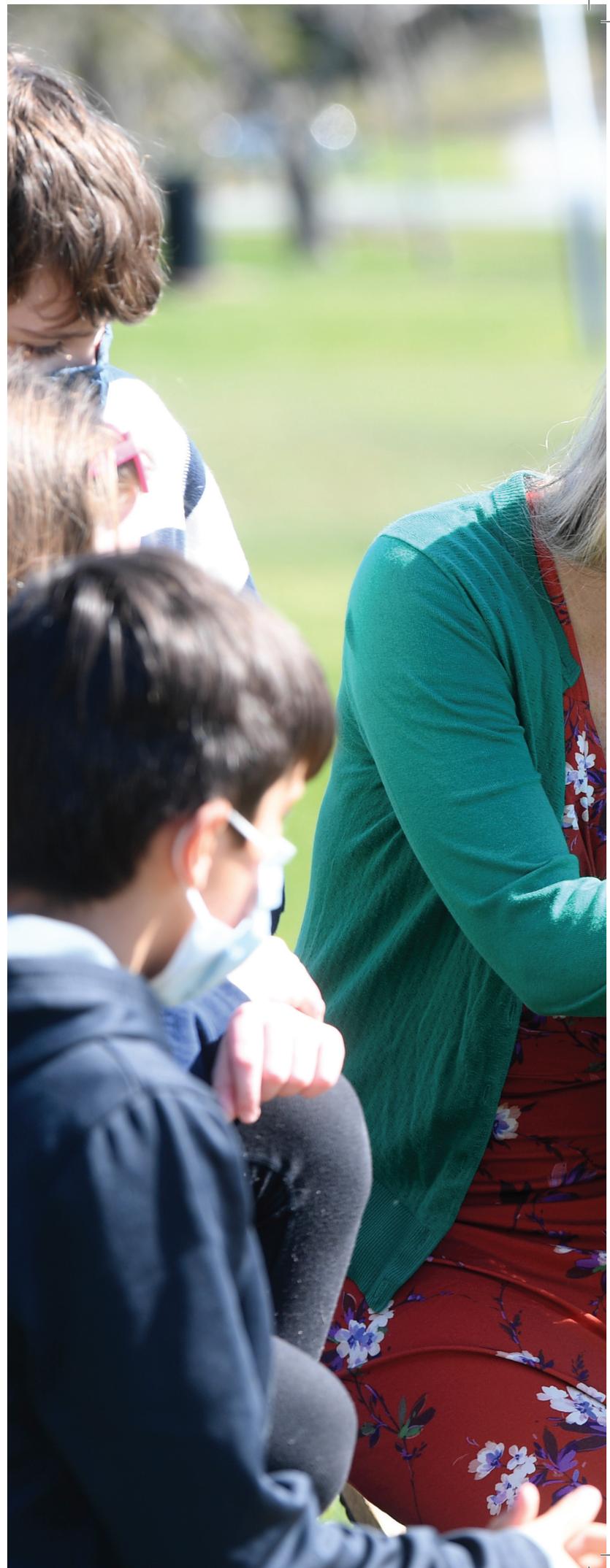
When geese fly in formation they are engaging in an intricate, beautiful ballet of cooperation and mutual support.

They're a community working towards a common goal. Not unlike the community your child enjoys at Churchill Academy.

Just as each goose creates an updraft that helps lift the birds that follow, the caring teachers and staff at Churchill create an uplifting environment that nurtures your child.

Just as stronger geese will assume the lead positions when other geese tire, your child will be empowered by the support of fellow students.

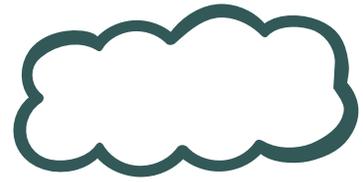
And just as the geese reach their destination more easily than if they went it alone, your child will enjoy a new learning confidence and vibrant future that comes from such an inclusive environment.



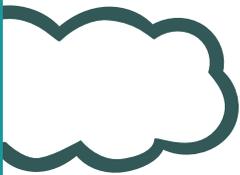




CHURCHILL ACADEMY
Learning Success



**FINDING
YOUR
WINGS**



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