



**Board of Education
Saskatoon School Division No. 13
Meeting of the
Saskatoon Board of Education**

**TUESDAY, DECEMBER 12, 2023
310 – 21st Street East - 6:30 p.m.**

Please note that all public board meetings are audio recorded.

AGENDA

- 1. Roll Call**
- 2. Acknowledgement**
- 3. Agenda**
 - 3.1. Adoption of Agenda**

Proposed Board Motion: Move approval of the agenda.

- 3.2. Declaration of Conflict of Interest**
- 4. Celebrating Excellence:**
 - 4.1. High School Musicals**

- 5. Consent Items**

The Chair will ask for a motion to receive the items, and to approve all recommendations contained therein. Prior to approving the motion, any trustee may request that a consent item be removed.

Proposed Board Motion: That the board approve the consent items as presented.

- 5.1. Approval of Minutes – November 21, 2023**

Proposed Board Motion (if removed from consent items): That the board approve the minutes of the committee of the whole and regular board meetings held November 21, 2023.

6. Reports from Administrative Staff

6.1. Strategic Plan Accountability Report: Human Resources

Proposed Board Motion: That the board approve the Strategic Plan Accountability Report: Human Resources, to be included as part of the director of education's 2023-2024 evaluation.

6.2. Strategic Plan Accountability Report: Facilities

Proposed Board Motion: That the board approve the Strategic Plan Accountability Report: Facilities, to be included as part of the director of education's 2023-2024 evaluation.

6.3. Ward Boundaries

7. Delegation

8. Business Arising from the Minutes

9. Unfinished Business

9.1. Items Arising from the Committee of the Whole

10. Reports of Committees and Trustees

11. New Business

11.1. Pension Trustee Committee – Appointment of Independent Trustee

Proposed Board Motion: That the board approve the appointment of Ryan Glass, Independent Trustee, to serve as Pension Trustee; from January 1, 2024 to October 31, 2027.

11.2. Pension Trustee Committee and Board Observer

Proposed Board Motion: That the board accept the resignation of Colleen MacPherson as Pension Trustee and appoint Kim Stranden to the role of Pension Trustee for the remaining term.

and

That the board appoint Angela Arneson as Board Observer to the Pension Trustee Committee for the remaining term.

12. Notices of Motion

13. Questions by Trustees

14. Comments and Questions from the Public (must be related to a specific agenda item)

- Members of the public will have five minutes each to ask their question or make comments, for a total of 20 minutes per meeting.
- All comments or questions about specific agenda items must be submitted in writing by noon the day before the meeting being considered. If the Monday before the Tuesday board meeting is a statutory holiday, the request must be submitted by noon the Friday before the meeting.
- Information on the process for speaking at a board meeting can be found at [Board Meetings - Saskatoon Public Schools \(spsd.sk.ca\)](https://www.spsd.sk.ca/BoardMeetings).

15. Adjournment

Proposed Board Motion: That the board adjourn to the call of the Chair or the meeting of Tuesday, January 16, 2024.



MEETING DATE: DECEMBER 12, 2023

TOPIC: CELEBRATING EXCELLENCE: HIGH SCHOOL MUSICALS

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input type="checkbox"/> Decision
	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Other: Celebrating Excellence	<input checked="" type="checkbox"/> Information

BACKGROUND

Academic excellence, character, engagement and well-being of students are at the heart of Saskatoon Public Schools' strategic plan. The plan highlights our vision of each student being known, valued and believed in. It emphasizes Saskatoon Public Schools' commitment to creating learning experiences that inspire all students to reach their potential and the importance of relationships, equity and accountability.

CURRENT STATUS

This time of year is very busy for Saskatoon Public School stages. Many middle years and high school bands are performing concerts, elementary schools are singing at TCU's Noon Festival of Carols, holding winter carnivals and holiday programs, and collegiates are entertaining audiences with one-act plays, skit nights, full-length plays and musicals.

This year, several of our collegiates will be performing mainstage productions. The arts are an integral part of a students' educational experience, supporting development of the whole child through improved self-confidence, wellness, problem-solving and interpersonal skills, as well as increased achievement in other academic subject areas. Involvement in the arts affirms culture and diversity though offering windows into others' lived experiences, while also providing mirrors that reflect our students' identities, inspiring them to realize their authentic selves. Art is joyful – it enriches our lives and embodies the human experience.

Bedford Road's teacher-director Krissy Regier, along with some of her students who recently performed in *Mean Girls, the Musical* will be in attendance to highlight their experiences with this project.

PREPARED BY	DATE	ATTACHMENTS
Brent Hills, Deputy Director of Education Paul Janzen, Superintendent of Education	December 12, 2023	None



MEETING DATE: DECEMBER 12, 2023

TOPIC: APPROVAL OF MINUTES

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input checked="" type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input type="checkbox"/> Decision
	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Other: Approval of Minutes	<input type="checkbox"/> Information

BACKGROUND

CURRENT STATUS

Attached are the minutes from committee of the whole and regular board meetings held November 21, 2023.

PREPARED BY	DATE	ATTACHMENTS
Daniel Burke, Chief Financial Officer	December 5, 2023	Minutes

RECOMMENDATION

Proposed Board Motion (if removed from consent items):

That the board approve the minutes of the committee of the whole and regular board meetings held November 21, 2023.

UNAPPROVED

MINUTES OF A MEETING:

of the Board of Education of the Saskatoon School Division No. 13 of Saskatchewan, held on Tuesday, November 21, 2023 at 2:00 p.m.

November 21, 2023

MEMBERS PRESENT:

Trustees Angela Arneson, Donna Banks, Charmaine Bellamy, Kathleen Brannen, Vernon Linklater, Colleen MacPherson, Michael Pidwerbeski, Ross Tait, Suzanne Zwarych

Following discussions in Committee of the Whole, Trustee Zwarych moved that the Board rise and report.

CARRIED (9)

The meeting adjourned at 4:16 p.m.

Secretary of the School Division

Board Chair

MINUTES OF A MEETING:

of the Board of Education of the Saskatchewan School Division No. 13 of Saskatchewan, held on Tuesday, November 21, 2023 at 6:30 p.m.

November 21, 2023

MEMBERS PRESENT:

Trustees Angela Arneson (Vice Chair), Donna Banks, Charmaine Bellamy, Kathleen Brannen, Vernon Linklater, Colleen MacPherson, Michael Pidwerbeski, Ross Tait, Suzanne Zwarych

In Trustee Stranden's absence, Vice Chair Arneson assumed chair of the meeting.

Vice Chair Arneson, called the meeting to order, read the roll call into the minutes, acknowledged that the meeting was being held on Treaty Six territory and traditional territory of the Cree, Dene, Nakoda, Lakota, Dakota and Sauteaux nations, and the homeland of the Métis and Michif people. She also took a moment to recognize and thank Colleen MacPherson, for her advocacy and dedication as chair in the past.

Agenda: Trustee Zwarych moved approval of the agenda.

Agenda

CARRIED (9)

There were no conflicts of interest declared by any board members.

Celebrating Excellence – Vision Support Program in Saskatoon Public Schools:

Trish Reeve, superintendent of education, introduced Vision Support Teachers, Carla Giesbrecht and Laura Glass. They highlighted the extended program video featuring students with vision loss in various learning environments. Parent and student Mercedes and Emma also spoke to the board about the value of the program.

Celebrating Excellence - Vision Support Program in Saskatoon Public Schools

Consent Items: Trustee Brannen moved that the following consent agenda items be approved as presented.

Consent Items

CARRIED (9)

Approval of Minutes: Trustee Brannen moved that the board approve the minutes of the committee of the whole and regular board meetings held October 10, 2023 and the inaugural board meeting held November 7, 2023.

Approval of Minutes

CARRIED (9)

Correspondence: Trustee Brannen moved that the board receive the correspondence as listed.

Correspondence

- a) November 8, 2023 correspondence from Honourable Jeremy Cockrill regarding the Provincial Education Plan.
- b) October 23, 2023 correspondence from Honourable Jeremy Cockrill regarding Ministerial Directives and future meeting.
- c) October 23, 2023 correspondence from Jeremy Cockrill regarding *The Education (Parents' Bill of Rights) Amendment Act, 2023*.

CARRIED (9)

Reports from Administrative Staff:

Strategic Plan Accountability Report – Student Transportation: Trustee Tait moved that the board approve the Strategic Plan Accountability Report: Student Transportation, to be included as part of the director of education's 2023-2024 evaluation.

Strategic Plan Accountability Report – Student Transportation

CARRIED (9)

Unfinished Business:

Audited Financial Statements and Audit Findings Report: Trustee Banks moved that the board approve the following:

1) That the board approve the "Report to the Audit and Risk Committee on the 2023 audit" for the year ended August 31, 2023.

2) That the board approve the Audited Financial Statements for the year ended August 31 2023, pending minor changes made after the Office of the Provincial Auditor, Ministry of Education and the Ministry of Finance's format review and approval.

Audited Financial Statements and Audit Findings Report

CARRIED (9)

Staff Laptop Refresh: Trustee Linklater moved that the board approve the purchase of staff laptop computers and associated peripherals from Dell Canada Inc. in the total amount of \$2,602,750.

Staff Laptop Refresh

CARRIED (9)

Annual Report (Tabling of Documents): Trustee Zwarych moved that the board approve the Annual Report for the year ended August 31, 2023 subject to minor edits.

Annual Report (Tabling of Documents)

CARRIED (9)

Pelican Lake First Nation – Treaty Land Entitlement: Trustee Tait moved that the board approve the tax compensation agreement with Pelican Lake First Nation, subject to agreement from all parties involved.

Pelican Lake First Nation – Treaty Land Entitlement

CARRIED (9)

Reports of Committees and Trustees:

- Trustee Zwarych reported on her attendance at Evan Hardy Collegiate's academic award presentations, Remembrance Day service at Greystone Heights School and an advocate presentation hosted by B'nai Brith.
- Trustee Tait reported on his attendance at the Saskatchewan School Boards Association Annual General Meeting.
- Trustee Brannen reported on her attendance at the Saskatchewan School Boards Association Annual General Meeting as well as the Remembrance Day service at Brunskill School.
- Trustee MacPherson reported on her attendance at several school visits and school community council meetings within Ward 5. She also attended the Remembrance Day service at Marion M. Graham Collegiate, a joint governance meeting between Saskatoon Public Schools and Whitecap Dakota Nation, as well the Saskatchewan School Boards Association Annual General Meeting.
- Trustee Banks reported on her attendance at several events at Tommy Douglas Collegiate, including senior football, a school community council meeting and the Remembrance Day service. She also attended school community council meetings at wáhkóhtowin, Lester B. Pearson, Fairhaven and James L. Alexander schools. Trustee Banks also attended several meetings of the Saskatchewan School Boards Association, including the annual general meeting. Other events also included the Care and Share reception, mustang volleyball, Indigenous Ensemble lunch and learn and a sector relation implementation committee meeting.
- Trustee Linklater reported on his attendance Veterans memorial service at Whitecap Dakota Nation. He also participated in the bingo event at Montgomery School.
- Trustee Arneson reported on her attendance at the Remembrance Day ceremony at Sasktel Centre, where she laid the wreath on behalf of Saskatoon Public Schools. She also attended school community council meetings at Dr. J. G. Egnatoff and Sylvia Fedoruk schools as well as Centennial Collegiate. Trustee Arneson also shared her attendance at meetings with Councillor Jeffries and the board meeting with the NDP caucus on November 21.

New Business

Relocatable Classroom Funding Requests 2023-2024: Trustee MacPherson moved that the board approve the 2023-2024 Relocatable Classroom Funding Requests to the Ministry of Education as follows:

Relocatable
Classroom
Funding
Requests
2023-2024

- 1) Colette Bourgonje School – Four new relocatable classrooms, with supplemental information provided requesting an additional four (eight total)
- 2) Sylvia Fedoruk School – Four new relocatable classrooms
- 3) Dr. John G. Egnatoff School – Four new relocatable classrooms
- 4) Brunskill School – Three new relocatable classrooms
- 5) North Park Wilson School – Four new relocatable classrooms
- 6) Centennial Collegiate – Four new relocatable classrooms
- 7) Ernest Lindner School – Four new relocatable classrooms
- 8) Greystone Heights School – One new relocatable classroom.
- 9) James L. Alexander School – Two new relocatable classrooms
- 10) Howard Coad School – Two new relocatable classrooms.

CARRIED (9)

Notice of Motion:

No Notices of Motion were brought forward.

Questions by Trustees:

No questions by trustees were brought forward.

Delegation:

No delegations.

Comments and Questions from the Public:

No comments or questions were submitted from the public.

Adjournment:

Trustee Pidwerbeski moved that the board adjourn to the call of the chair or the board meeting of December 12, 2023.

CARRIED (9)

The meeting adjourned at 7:26 p.m.

Secretary of the School Division

Board Chair



MEETING DATE: DECEMBER 12, 2023

TOPIC: STRATEGIC PLAN ACCOUNTABILITY REPORT: HUMAN RESOURCES

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input checked="" type="checkbox"/> Decision
	<input checked="" type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Information

BACKGROUND

Academic excellence, character, engagement, and well-being of students are at the heart of Saskatoon Public Schools' five-year strategic plan. The plan highlights our vision of each student being known, valued, and believed in. It emphasizes Saskatoon Public Schools' commitment to creating learning experiences that inspire all students to reach their potential and the importance of relationships, equity, and accountability.

CURRENT STATUS

The attached accountability report from the human resources department includes a brief commentary on key measures and primary targets, as well as information regarding current and future initiatives. It also identifies primary risk factors going forward, and corresponding mitigation strategies in each case.

Renee LaPlante, superintendent of human resources will present the report.

PREPARED BY	DATE	ATTACHMENTS
Renee LaPlante, Superintendent of Human Resources	December 5, 2023	Accountability Report

RECOMMENDATION

Proposed Board Motion:

That the Board approve the Strategic Plan Accountability Report: Human Resources, to be included as part of the director of education's 2023-2024 evaluation.

At Saskatoon Public Schools every student is **Known • Valued • Believed In**

We are committed to creating learning experiences that inspire all students to reach their potential.



Accountability Topic: Human Resources

Date of Board Meeting: December 12, 2023

Strategic Priorities:

<input type="checkbox"/> Academic Excellence	<input checked="" type="checkbox"/> Well-being
<input type="checkbox"/> Character	<input type="checkbox"/> Financial Stewardship
<input checked="" type="checkbox"/> Engagement	<input checked="" type="checkbox"/> Internal Business Processes

Commitments:

- Relationships (honouring diversity, welcoming and joyful spaces, and community partnerships)
- Equity (anti-racist/anti-oppressive practice, representative workforce, high expectations)
- Accountability (evidence-based practice, focus on Indigenous student success, ensure safe, caring, and accepting learning environments)

Key Measures:

- *Representative workforce* is a commitment to building a workforce that is represented by the students in schools, the province and society at all levels of the organization. This includes cultural competency, recruitment, retention, communication and partnerships.
- *Employee growth or decline* is reflected by the increase of employees through recruitment and a decline through resignation, retirement, termination or position reduction over a period of time.
- *Employee recruitment* includes the strategies utilized to attract and recruit new employees to the school division.
- *Absenteeism* is the number of days employees are away from their assigned position because of paid sick leave.

Targets:

Increase Indigenous employee representation to 10% of total employees from the 2022-2023 level of 7.94%.

Key Initiatives Employed:

Representative Workforce

All new employees are automatically enrolled in the virtual 4Seasons of Reconciliation course and have one year to complete the course requirements.

The school division continues to pursue a representative workforce by building and maintaining relationships with educational and community partners. This creates opportunities for intern and practicum placements for Indigenous students to work within the division. Also, those responsible for making staffing decisions are guided by our commitment to pursuing a representative workforce.

Equity is a key component in the *Fulfilling Our Commitment* section of the strategic plan. Part of this commitment is to pursue a representative workforce. In addition to the actions identified above, the information below represents a sampling of activities the division undertakes to honour the commitment to equity:

- recognition of the National Day for Truth and Reconciliation by staff and students,
- changing the recruitment process by staffing superintendents to elicit a teacher candidate's awareness of anti-racist/anti-oppressive pedagogy,
- revitalization of the Indigenous Employee Network,
- raising of Every Child Matters flag at central office in September of each year,
- displaying of the Treaty 6, Métis Nation and Whitecap Dakota First Nation flags at central office,
- continuation of the anti-racist/anti-oppressive education committee which is a holistic professional development initiative developed in the school division, and
- continuation of using the wâhkôhtowin PD model: U of S SUNTEP/ITEP.

Revisioning of the First Nations, Inuit and Métis Education Unit including the creation of senior leads for First Nations and Métis engagement and community relations and Métis/Michif resource liaison positions.

Saskatoon Public Schools Pride Network was established to bring 2SLGBTQ+ employees together to network and help continue to move the division forward in an inclusive and positive way. The Pride Network meets throughout the year to support one another and to discuss pertinent issues. The Pride Network also works with central office staff in a variety of ways such as developing and facilitating professional development and representing the 2SLGBTQ+ community at events throughout the year.

The Safe, Caring and Accepting Schools (SCAS) team members consult, provide resources, and provide responsive professional development and communications for leaders related to well-being. SCAS developed a Staff Well-Being site that houses resources and tools to support physical and emotional well-being for staff. SCAS also has an Instagram page (@spswellbeing) that is posted to regularly.

Recruitment

Recruitment strategies (listed below) to address the ongoing shortages in the labour market and the rising number of educational assistant positions within the division through special education, Jordan's Principle and prekindergarten.

- Continue educational partnerships which support practicum placements, program presentations and supporting practice interviews.
- Continue marketing flexible hours as an educational assistant substitute to post-secondary students.
- Continue work with an employment partner for educational assistant training program. Twenty-seven students successfully completed the course and are currently employed with the school division.
- Participating in job fairs, on-campus recruitment pop-up sessions and employer spotlight events with community partners.

Employee Relations

The school division worked with both CUPE Local 8443 and the Local Implementation and Negotiation (LINC) teams to successfully negotiate new collective agreements. The LINC team, comprised of school division representatives Charlene Scrimshaw, Jennifer Haywood, Joy-Anne Wurst, Heather Saunders and Renee LaPlante, engaged in a series of meetings with the teacher LINC team spanning seven days, resulting in a successful agreement.

Simultaneously, the school division team engaged in ten meetings with CUPE Local 8443 to successfully conclude negotiations. This team included Renee LaPlante, Mitch Kachur, Heather Saunders, Melissa Tate, and Ivan Englesman.

Data:

October 1st to September 30th annually from 2018 to 2023 unless otherwise noted.

Employee categories in the data below are defined as:

- **Teachers** - classroom teachers, resource, EAL, speech language pathologists, educational psychologists, school administration and superintendents of education.
- **CUPE 8443** - educational assistants, administrative assistants, secretaries, caretaking, maintenance, information systems, accounting technicians, procurement, library technicians, cafeteria, nutrition workers, graphic artist, and restorative justice workers.
- **Saskatoon Community Educators Association (SCEA)** - community school coordinators.
- **Non-Teaching** - out-of-scope support staff, managerial staff and non-teaching senior administration. This includes positions in finance, accounting, transportation, driver education, human resources, facilities, information systems, and Saskatoon Public Schools Foundation.

Representative Workforce

Indigenous Employees (# of employees)

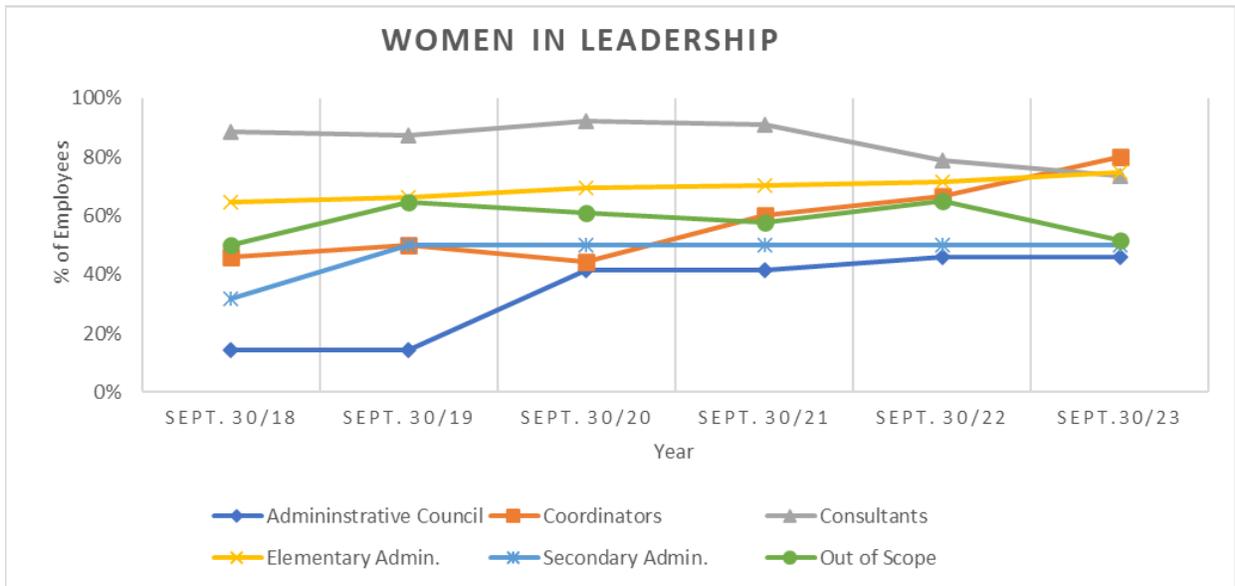
Employee Group	Sept. 30/18	Sept. 30/19	Sept. 30/20	Sept. 30/21	Sept.30/22	Sept. 30/23
Teachers	138	142	149	146	148	161
CUPE	58	68	79	69	79	73
SCEA	4	4	5	5	4	7
Non-Teaching	1	3	3	3	3	1
Total	201	217	236	223	234	242

Indigenous Leadership (# of employees)

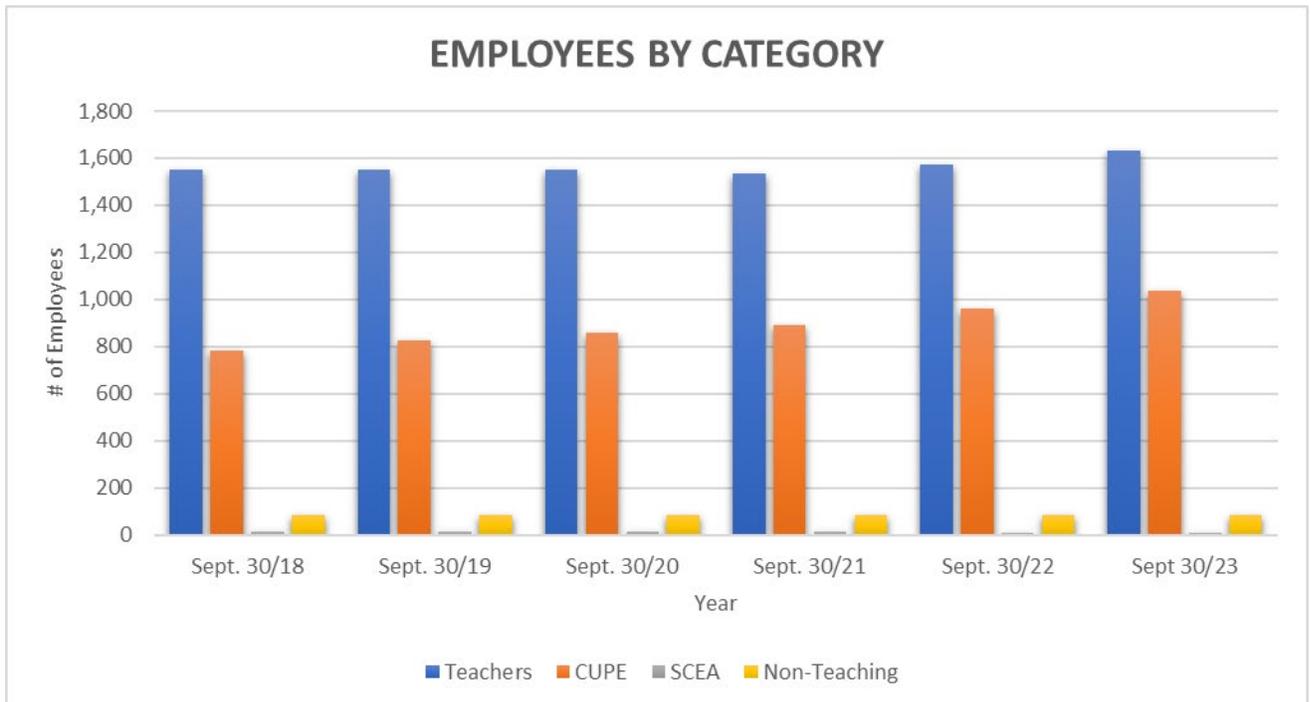


Indigenous leadership includes all employees who self-identify as First Nations, Inuit and Métis in a leadership position. This includes members of administrative council, school administrators, coordinators, consultants and out-of-scope managers.

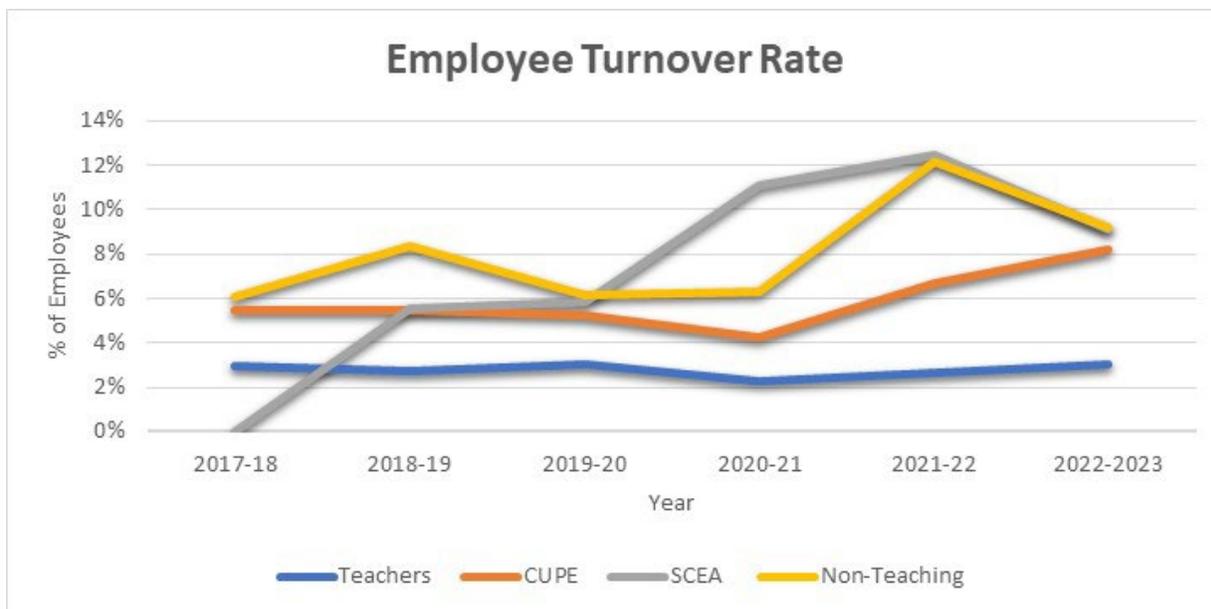
Women in Leadership Positions



Number of Employees by Category by Full-time Equivalents (FTE)



Employee Turnover Rate (Percentage)



Employee turnover rate is calculated based on the number of employees who have left the school division in the year divided by the total employees in the employee group.

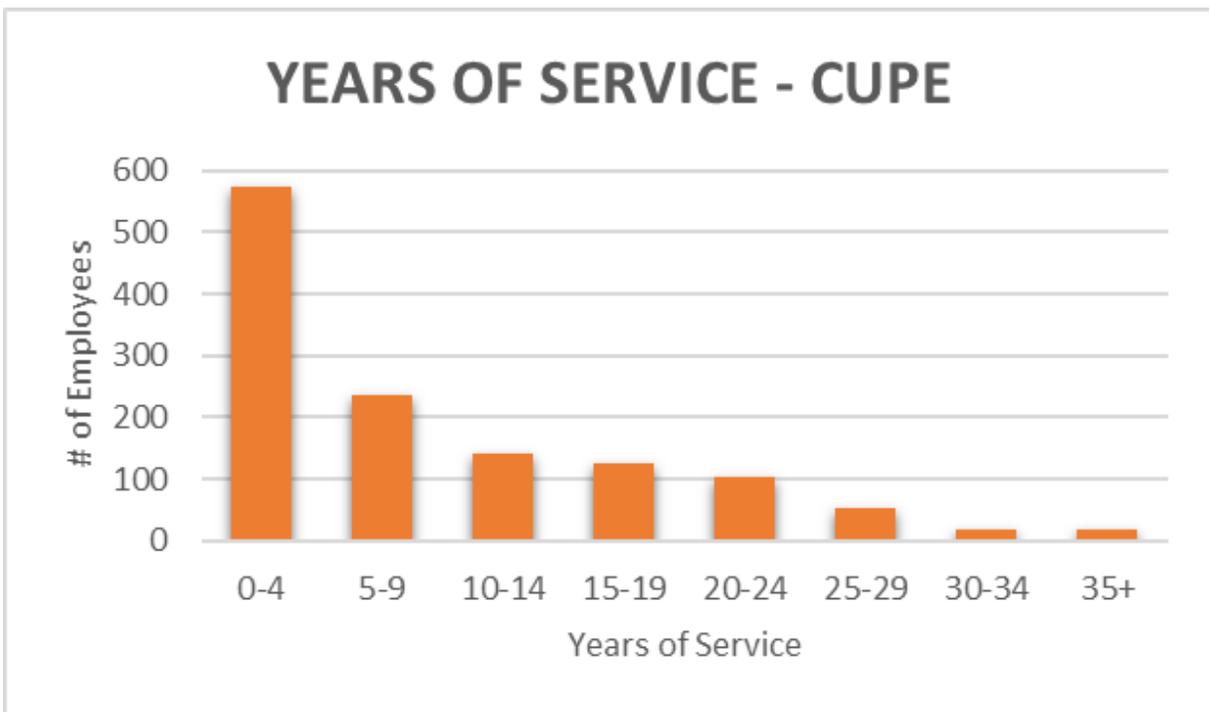
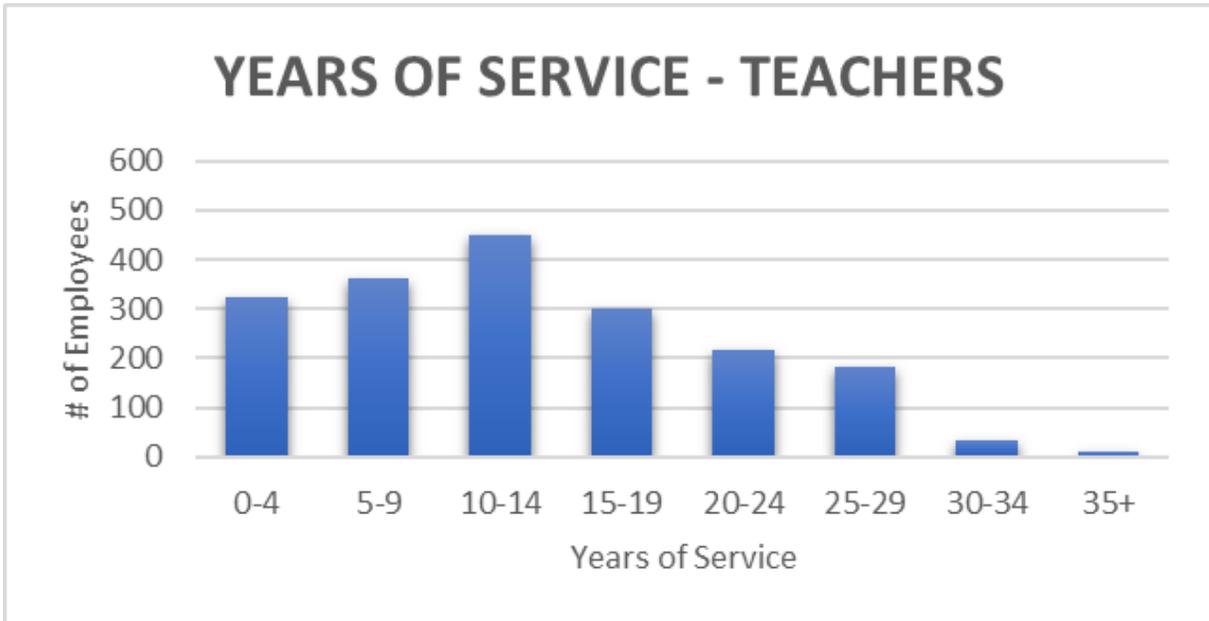
Analysis

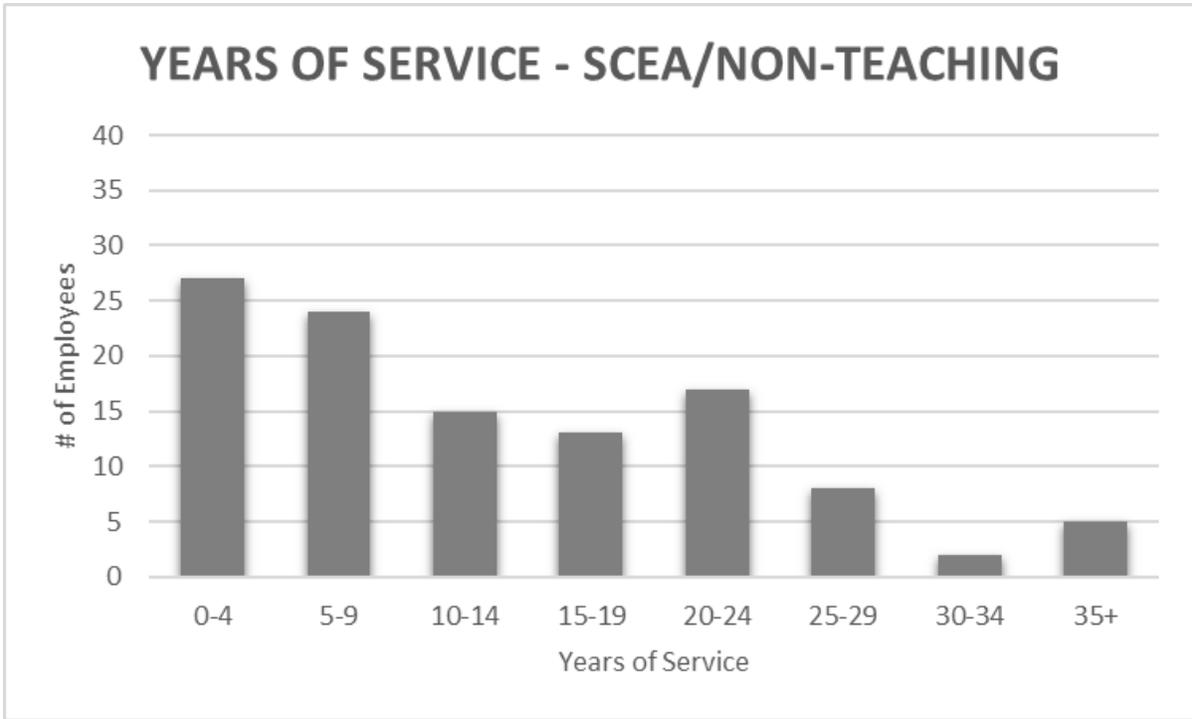
Teachers: the turnover rate has remained very consistent over time due to the large number of people in this category.

CUPE: as demonstrated in the graph above and referenced throughout this report, the school division continues to deal with challenges in recruitment and retention of support staff. The turnover rate has increased significantly since 2020. These challenges will continue to have a significant impact on school division operations.

SCEA and Non-Teaching: the turnover rate for both groups appears to fluctuate due to the small number of employees in each group.

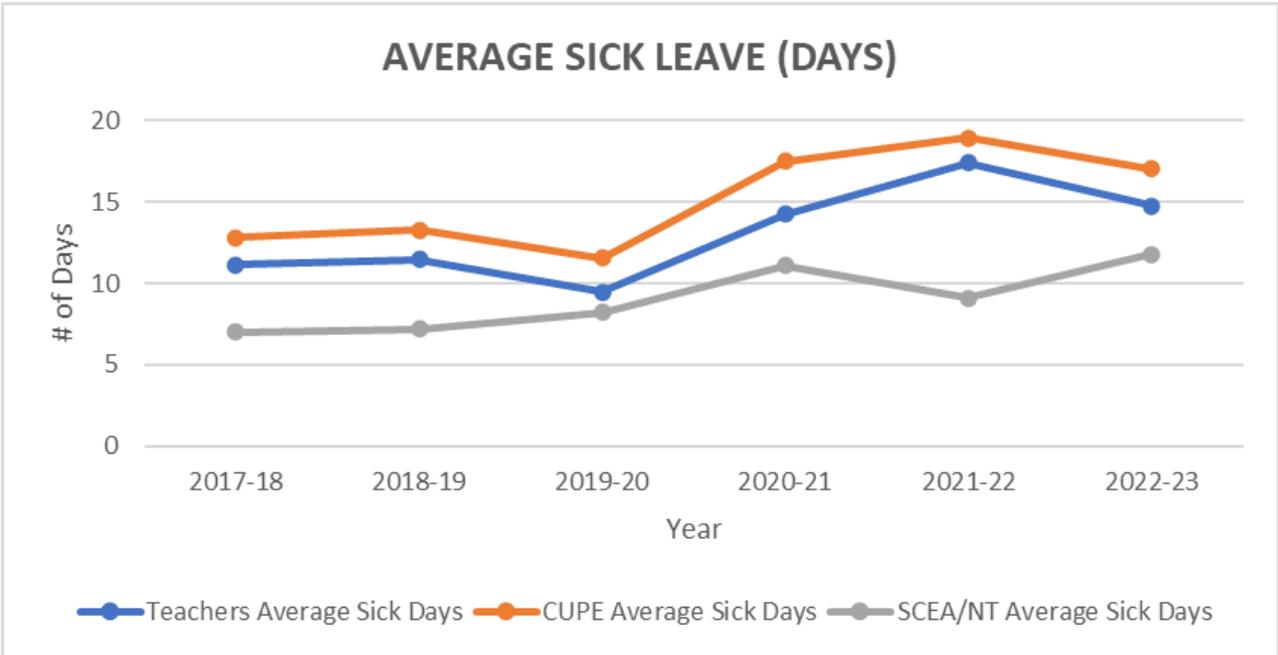
Years of Service by Employee Group (as of September 30, 2023)





As the SCEA and non-teaching groups have a small number of employees, the two have been combined to ensure privacy is maintained.

Absenteeism



The average number of sick days used was calculated by dividing the total number of paid sick days by the total number of employees in the employee category. The average number of sick leave days used per employee from October 1, 2022, to September 30, 2023, was 14.76 days for teachers, 17.06 days for CUPE 8443 and 11.77 days for SCEA/Non-Teaching.

Future Initiatives:

The Representative and Culturally Competent Workforce Advisory committee will focus their work plan to include:

- Further expanding the self-declaration form for employees to self-identify as member of a visible minority (as defined by the [Saskatchewan Human Rights Commission](#)). This statistical data will provide the committee baseline information to build key targets.
- Create a framework for mentorship of Indigenous employees within the school division.

Risk Assessment:

Pressures on school division substitute lists continue because of labour shortages, increased student enrolment and increased sick leave. Recruitment continues through the school year for all substitute categories. If sick leave does not normalize to pre-pandemic levels, the division will experience increased disruptions to school division operations.

Over the past several years, there has been a significant increase in the number of students that have intensive needs. Much of this support is provided through educational assistants. The ability to recruit and retain qualified educational assistants is critical to provide this much-needed support.

Work continues to build strong relationships with educational partners to attract practicum students from several areas including educational assistants, youth care workers, early childhood education, mental health and wellness, disability support workers, continuing care aid and nursing.

Summary Comments:

The Human Resources department is committed to supporting division employees at all stages of their career through the delivery of professional human resource services, leadership and best practices while aligning with division policies, procedures, and strategic objectives.



MEETING DATE: DECEMBER 12, 2023

TOPIC: STRATEGIC PLAN ACCOUNTABILITY REPORT: FACILITIES

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input checked="" type="checkbox"/> Decision
	<input checked="" type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Information

BACKGROUND

Academic excellence, character, engagement, and well-being of students are at the heart of Saskatoon Public Schools' five-year strategic plan. The plan highlights our vision of each student being known, valued, and believed in. It emphasizes Saskatoon Public Schools' commitment to creating learning experiences that inspire all students to reach their potential and the importance of relationships, equity and accountability.

CURRENT STATUS

The attached accountability report from the facilities department includes a brief commentary on key measures and primary targets, as well as information regarding current and future initiatives. It also identifies primary risk factors going forward, and corresponding mitigation strategies in each case.

Stan Laba, superintendent of facilities will present the report.

PREPARED BY	DATE	ATTACHMENTS
Stan Laba, Superintendent of Facilities	December 5, 2023	Accountability Report

RECOMMENDATION

Proposed Board Motion:

That the board approve the Strategic Plan Accountability Report: Facilities, to be included as part of the director of education's 2023-2024 evaluation.

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We are committed to creating learning experiences that inspire all students to reach their potential.



Accountability Topic: Facilities

Date of Board Meeting: December 12, 2023

Strategic Priorities:

<input type="checkbox"/> Academic Excellence	<input type="checkbox"/> Well-being
<input type="checkbox"/> Character	<input checked="" type="checkbox"/> Financial Stewardship
<input type="checkbox"/> Engagement	<input checked="" type="checkbox"/> Internal Business Processes

Commitments:

- Relationships (honouring diversity, welcoming and joyful spaces, and community partnerships)
- Equity (anti-racist/anti-oppressive practice, representative workforce, high expectations)
- Accountability (evidence-based practice, focus on Indigenous student success, ensure safe, caring, and accepting learning environments)

Key Measures:

1. Facility Condition Index (FCI) – this is a common industry standard that measures a facility’s deferred maintenance backlog in relation to its replacement value. For example, a facility with a \$20 million current replacement value with \$5 million of deferred maintenance work results in an FCI of 0.25. A lower FCI value is more favourable than a higher FCI value. An FCI value in excess of 0.30 would suggest an immediate need for significant investment in infrastructure upgrading and replacement.
2. Capital project approvals – the Ministry of Education (MOE) requests that school divisions submit their top 3 - 5 major and top 2 minor capital renewal program funding projects annually, for its review and prioritization from a provincial perspective. The MOE then issues Phase 1 Pre-Design Approval for its selected priority projects, with subsequent phases approved annually, or as provincial budgets allow. Major and minor capital renewal program funded projects are 100% funded by the province, based on its determination of an appropriate budget for the work. However, the current budget for new school builds is \$4,100 per square metre, which is approximately 20% below current local construction market values for similar work according to the third-party cost consultant used by the school division as well as other major capital projects recently approved by the Ministry of Education/Saskbuilds and Procurement.

3. Relocatable classroom approvals – the MOE requests that school divisions submit their top priorities for new relocatable classrooms and relocatable classroom relocations annually. Relocatable classroom projects are 100% funded by the province, based on the MOE’s determination of appropriate budgets for the work. The previous year’s budget was \$500,000 for the supply and installation of a new relocatable classroom, and \$200,000 for the transfer of an existing relocatable classroom. These costs are below current local construction market values for similar work and subject to review and revision by the Ministry of Education in the current year.
4. Further development of the new City Centre Project – with a continued focus on strong community relationships and stakeholder consultations. Potential program partners may possibly include, but are not necessarily limited to, the Saskatoon Tribal Council, the City of Saskatoon and the Saskatchewan Health Authority.
5. Disposal of Pleasant Hill School and King George School – Pleasant Hill School has been sold to the provincial government in 2023, and it is expected that King George School can be sold through a public RFP process once a new City Centre Project is under construction and nearing completion.
6. Meeting annual preventative maintenance and renewal (PMR) budget targets - it is understood that individual budget lines for PMR funded projects can be overspent in some cases, as long as the annual PMR budget including contingency is not exceeded in any given year. A PMR reserve fund for emergency infrastructure work is available to address unforeseen issues.
7. Refer to Attachment #1: Examples of Recently Completed Facilities Projects for some before and after photographs of recently completed projects.

Targets:

1. Slowing the increase in FCI year over year, with 0.30 being the maximum not to exceed. Refer to Attachment #2: FCI Chart - Current and Future Projections for more details.
2. Phase 2 approval of the new City Centre School Project on the existing Princess Alexandra School site. Phase 2 includes a number of different project stages, including schematic and design development report approvals by the MOE, as well as 75% and 99% contract documents reviews and approvals by the MOE.
3. Timely application for 2025-26 major and minor capital renewal program funding, for MOE review and approval, for the school division’s top major capital renewal program funding priorities. Deadline - February 29, 2024.
4. Timely application for 2023-24 new relocatable classroom funding, MOE review and approval, based on 110% or higher utilization rate in existing schools. Deadline November 3, 2023.
5. Refer to attachment #3: Status of Major Capital Projects and Relocatable Classroom Requests for more details regarding the above.

Key Initiatives Employed:

1. **Effective and efficient workforce:** With an existing maintenance workforce of stable size and experience but an increasing and aging number of schools to service, the focus on 'mainly maintenance' work, and not project work, has allowed day to day service requests to become the major priority of the maintenance workforce. Project work is usually undertaken by outside contractors, supervised by the contract services team. Given the continuing challenge of reduced maintenance repair and replacement budgets, a focus on predictive and preventative maintenance workforce strategies to extend the life of existing components, systems, products and materials has resulted in less frequent callouts for emergency breakdowns. Providing building operators with training and equipment to assist with minor maintenance work items has allowed the maintenance workforce to focus on larger breakdown repairs, ensuring an improved level of efficacy and efficiency in delivery of these essential services. Refer to Attachment #4: Facilities Staffing & Asset Report and Attachment #5: Routine Maintenance Reports, Department Funded and Special Education Projects and Preventative Maintenance Report for more details.
2. **Management team planning sessions:** Regular planning sessions with the facilities management team comprising operations, maintenance, contract services and administrative managers, has allowed the facilities department to react to emerging facilities issues while updating and adjusting priority work items to suit available funds and timelines. Strategic planning sessions are undertaken with the facilities management team periodically each year, to ensure that short, medium and long-term priorities are refreshed and re-aligned as required (key measures 1, 2, 3, 4, 5 and 6).
3. **Strategic planning sessions –** Strategic planning sessions with senior leadership and the Board are undertaken annually, to ensure that the 10 Year Construction Plan is updated, major and minor capital renewal program funding requests are confirmed for submission to the MOE, and other important facilities priorities are reviewed and approved for further investigation and development (key measures 1, 2, 3, 4, 5 and 6).
4. **Communication/consultation with stakeholders -** Ensuring appropriate communication and consultation with all applicable stakeholders is an important requirement for successful project delivery. This includes regular communication and consultation with MOE representatives, as well as architects, engineers, contractors, the school division's cost consultant and other school division colleagues and stakeholders (key measures 1, 2, 3, 4, 5 and 6).
5. **Research and investigate -** Research and investigation into new components, products, systems and processes is ongoing, with all facilities team members responsible for maintaining a current best practice knowledge in their respective areas of training and expertise. Local and regional construction market conditions are monitored regularly, to ensure that the best cost/value approach to project development and delivery is undertaken whenever possible (key measures 1, 2, 3, 4, 5 and 6).

Data:

- Attachment #1: Examples of Recently Completed Facilities Projects
- Attachment #2: FCI Chart - Current and Future Projections
- Attachment #3: Status of Major Capital Projects and Relocatable Classroom Requests
- Attachment #4: Facilities Staffing and Asset Report

- Attachment #5: Routine Maintenance Reports, Department Funded and Special Education Projects and Preventative Maintenance Report

Current and Future Initiatives:

1. LED project – The provision of new energy-efficient light-emitting diode (LED) lighting to replace existing T-5 and T-8 fluorescent lighting in all existing schools is a major facilities initiative. It is expected that the work will be completed in multiple phases over the next two years. The work at 19 existing schools is complete, while work is currently being undertaken at eight other schools (key measures 1 and 6).
2. Unified Security Platform/Fire Alarm project – The upgrading of the existing fire alarm systems and the provision of a new unified security platform in all existing schools is another major facilities initiative. New fire regulations require that the work be completed in multiple phases over the next two to three years. Work has been completed at the prototype school Prince Philip and all schools have been transferred to the new software control system. Work will continue at all other schools in 2023-24 (key measures 1 and 6).
3. Building Automated Controls Systems – the upgrading and/or replacement of building automated controls systems (BACS) in existing schools will be a major facilities initiative in the next few years. The legacy Metasys BACS provided by Johnson Controls Inc. have been maintained and upgraded in various existing schools over the past 30 years, and a plan for the continued upgrading and/or replacement of these systems has been developed and costed. Work is currently underway at six schools (key measures 1 and 6).
4. School reviews – The existing schools in the division have an average age of approximately 56 years. However, ages vary greatly with some more than 100 years old, and some less than 10 years old. Facilities operating, maintenance and construction budgets have remained static or have shrunk, relative to inflation, local construction market conditions and other related factors. It is not expected that significant additional funds will be available to address these challenges, hence the need to consider future school reviews where capacity significantly exceeds current and forecasted enrolment and deferred maintenance backlogs become increasingly unmanageable. One example of this is the new City Centre Project, where one new consolidated school is replacing three existing schools, each with a significant deferred maintenance backlog (key measures 1, 2, 4, 5 and 6).
5. Future new schools and addition/infill projects - With the continued long-term growth of City of Saskatoon, and the rapid development and build-out of new residential neighbourhoods in the east, north-east and west parts of the city, a corresponding need for new schools and collegiates has been identified. Based on a four-to-five-year timeline for new school delivery, from date of MOE initial approval, new elementary schools in Brighton (east) and Aspen Ridge (north-east) and a new Collegiate in Holmwood (east sector) remain urgent major capital program funding requests of the school division. With the continued significant growth in student numbers originating in these east side communities, it is imperative that the provincial government approve these three new school projects in the very near future. Other major capital program funding requests that focus on infrastructure renewal and infill, to optimize the use of existing space, and to upgrade existing school infrastructure, should continue to be considered priorities for submission to the MOE. Additional new collegiates in the north-east and west parts of the city together with a new elementary school in Kensington (west side) will be required to address further student capacity issues in these parts of the city as well. For example, it is expected that the

Kensington neighbourhood will be fully built out as soon as 2028, according to the City of Saskatoon's Growth Monitoring Report dated October 2022 (key measures 2, 3 and 6).

Risk Assessment:

1. Increase in FCI – The increase is directly correlated to the decrease in facilities operating and capital budgets – high likelihood, high impact. Mitigation strategies include increasing facilities operating and capital budgets, consolidating existing schools and advocacy work with MOE representatives (key measures 1 and 6).
2. Increasing Student Enrolments – Increasing student enrolments are creating capacity issues in some schools and puts at risk the provision of quality student learning environments - high likelihood, high impact. Mitigation strategies include more effective use of existing space for core school requirements, building more schools and additions, and providing more relocatable classrooms subject to ministry funding approvals. Continue advocacy work with SaskBuilds and Procurement (SBP) and MOE representatives (key measures 2 and 3).
3. Fewer New Schools, Additions, Infill Projects and Relocatable Classrooms – Fewer new schools, additions, infill projects and relocatable puts at risk increasing student enrolments due to quantity and quality of available learning environments - high likelihood, high impact. Mitigation strategies include building more schools and additions, providing more relocatable classrooms subject to ministry funding approvals and advocacy work with SBP and MOE representatives (key measures 2 and 3).
4. Equipment/Component/Asset failure – There is the ongoing and increasing risk of equipment/component/asset failure - medium likelihood, high impact. Mitigation strategies include regular facility monitoring, predictive and preventative maintenance, maintaining a significant infrastructure emergency reserve fund and advocacy work with SBP and MOE representatives (key measures 1 and 6).
5. Major Facility Emergency or Failure – There is an ongoing and increasing risk of a major facility emergency – medium likelihood, high impact. Mitigation strategies – same as above (key measures 1 and 6).
6. Construction Cost Increases – There is the ongoing likelihood of construction cost increase in the local and regional construction market for goods and services - likelihood high, impact high. Mitigation strategies include reviewing and revising approved projects list where possible, project deferral, project scope adjustment, reviewing and revising construction delivery methods and advocacy work with SBP and MOE representatives (key measures 1, 2, 3, 4 and 6).
7. Labour Availability – There is the ongoing likelihood of challenges in hiring and retaining qualified caretakers, building operators, tradespersons and other maintenance personnel in a tight and highly competitive labour market (key measures 1 and 6).

Summary Comments:

The facilities department is committed to supporting the school division in providing safe, secure, and healthy learning environments for staff and students in the context of challenging annual budgets, an increasing number of aging facilities, increasing regulatory requirements and technological innovations in product and project delivery.

Attachment #1: Examples of Recently Completed Facilities Projects

Dundonald Roof Replacement Section #15 (P70), 23 (P4) and Mansards

Final Cost: \$525,000

Timeline: June to August 2023

Funded by: Preventative Maintenance and Renewal (PMR) Funding



North Park Wilson Roof Replacement Section #7, 8 and 13

Final Cost: \$230,000

Timeline: July to October 2023

Funded by: Preventative Maintenance and Renewal (PMR) Funding



Central Office Elevator Replacement

Final Cost: \$330,000

Timeline: March to November 2023

Funded by: Preventative Maintenance and Renewal (PMR) Funding



Bedford Road Collegiate Various Upgrades

Final Cost: \$667,000

Timeline: July to October 2023

Funded by: Preventative Maintenance and Renewal (PMR) Funding



Evan Hardy Collegiate Various Upgrades

Final Cost: \$1,414,000

Timeline: July 2022 to March 2023

Funded by: Preventative Maintenance and Renewal (PMR) Funding



Greystone Heights Various Upgrades

Final Cost: \$780,000

Timeline: July to December 2023

Funded by: Preventative Maintenance and Renewal (PMR) Funding



James L. Alexander Personal Care and Universal Washroom

Final Cost: \$193,000

Timeline: June to September 2023

Funded by: Preventative Maintenance and Renewal (PMR) Funding



Roland Michener Painting and Boot Room Upgrade

Final Cost: \$60,000

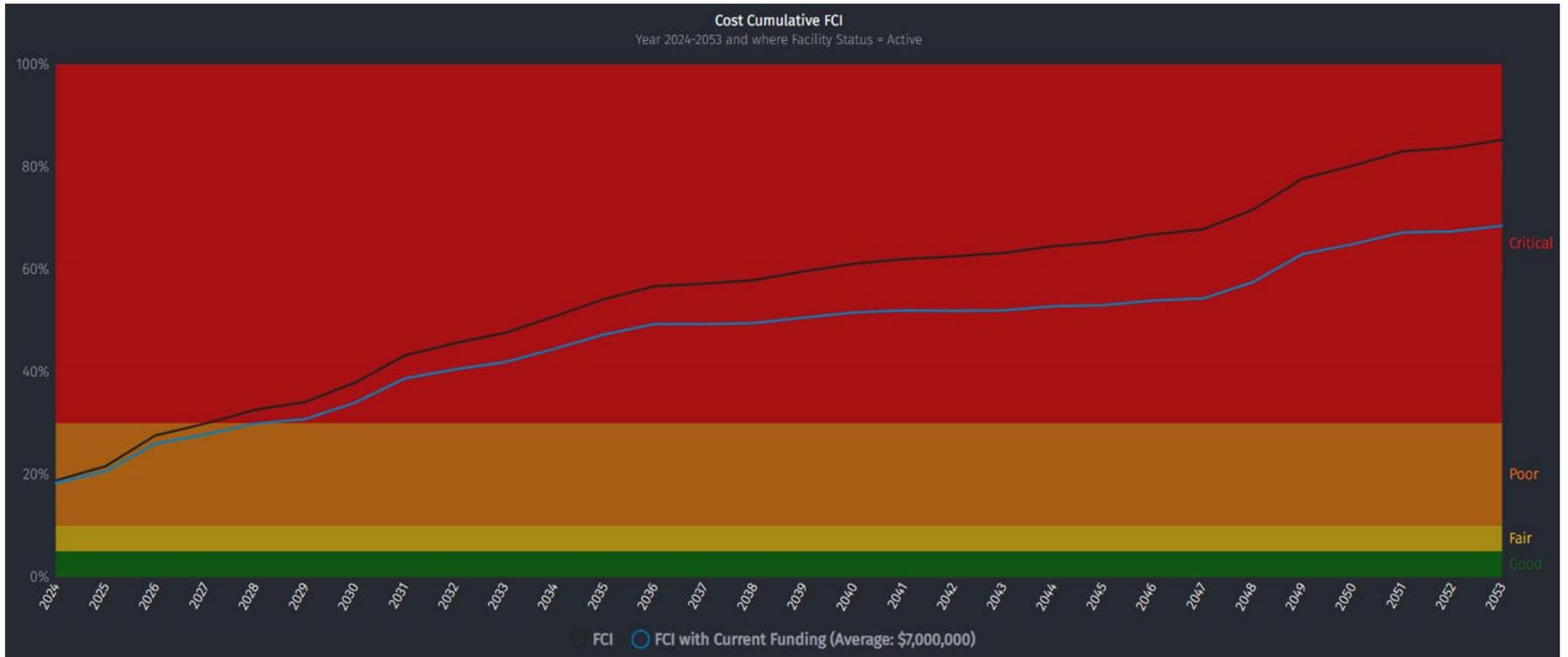
Timeline: June to July 2023

Funded by: Preventative Maintenance and Renewal (PMR) Funding



Attachment #2: FCI Chart - Current and Future Projections

November 30, 2023



The following extrapolated trend lines are based on the current facilities funding allocation of approximately \$7,000,000 per year for deferred maintenance backlog (blue line) or with no annual allocation for deferred maintenance backlog (black line). For the first, most likely scenario (blue line), cost cumulative FCI reaches 0.30 (i.e., 30%) in 2029. In the second scenario, least likely scenario (black line), cost cumulative FCI reaches 0.30 (i.e., 30%) in 2027.

Attachment #3: Status of Major Capital Projects and Relocatable Classroom Requests

December 5, 2023

1. Major Capital Project Funding Requests

Following are the five major capital projects submitted to the Ministry of Education (MOE) for its review in February 2023:

- New Eastside Collegiate
- New Brighton Elementary School
- New Aspen Ridge Elementary School
- New Brighton Elementary School 2
- Walter Murray Collegiate Infrastructure and Infill Project

The status of each of the above is unknown at the present time. It is expected that the MOE will provide a list of its top ten major capital projects prioritized from a provincial perspective as part of its budget presentation in March 2024. The new Eastside Collegiate was listed in the MOE's top ten list in March 2023.

2. Minor Capital Renewal Program Funding Requests

Following are the two minor capital projects submitted to the MOE for its' review in February 2023:

- Centennial Collegiate Upgrades for Enrolment Growth
- Cultural Component and Infrastructure Upgrades at wâhkôhtowin school

The status of each of the above is unknown at the present time. It is expected that the MOE will provide more information as part of its budget presentation in March 2024.

3. 2023-24 Relocatable Classroom Requests

Following are the new relocatable classroom requests submitted to the MOE for its review in November 2023:

- Eight new relocatable classrooms at Colette Bourgonje School
- Four new relocatable classrooms at Centennial Collegiate
- Four new relocatable classrooms at Sylvia Fedoruk School
- Four new relocatable classrooms at North Park Wilson School
- Three relocatable classrooms at Brunskill School
- One relocatable classroom at Greystone Heights School
- Four new relocatable classrooms at Ernest Lindner School
- Four new relocatable classrooms at Dr. John G. Egnatoff School
- Two new relocatable classrooms at James L. Alexander School
- Two new relocatable classrooms at Howard Coad School

4. 2022-23 Relocatable Classroom Approvals

The MOE approved 11 new relocatable classrooms and three relocatable classroom moves on January 13, 2023 as part of its 2022-23 program. Approved relocatable classrooms are as follows:

- Five new for Sylvia Fedoruk School
- Four new for Colette Bourgonje School
- Two new for Centennial Collegiate
- Two moves to Dr. John G. Egnatoff School (from École Henry Kelsey)
- One move to North Park Wilson School (from École Henry Kelsey)

5. 2021-22 Relocatable Classroom Approvals

The MOE approved three new relocatable classrooms in January 2022 as follows:

- Two for Sylvia Fedoruk School
- One for Willowgrove School

6. 2020-21 Relocatable Classroom Approvals

The MOE approved four new relocatable classrooms in December 2020 as follows:

- Two for Willowgrove School
- One for École Alvin Buckwold School
- One for Centennial Collegiate

Note: The MOE also approved the school division request to combine the budgets for the École Alvin Buckwold School and Willowgrove School relocatables into a new project for new relocatable classrooms at Willowgrove School. This work was undertaken in 2023 with completion of three relocatables expected in spring of 2024.

Attachment #4: Facilities Staffing and Asset Report

Facilities Staffing and Asset Report:

Departments	2016-17	2023-24
Facilities	3	3
Contract Services	4	4
Maintenance	4.5	3.5
Operations	4.5	4.5
Trades	26	26
Caretaking (FTE)	166.5	161
Total	208.5	202

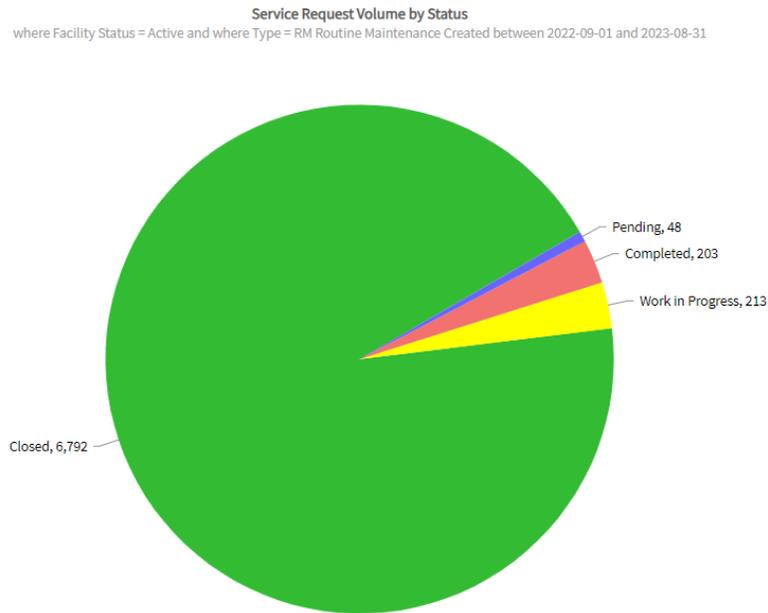
Floor Area		
Gross Floor Area m ²	347,365	385,673
Gross Floor Area sqft	3,739,006	4,151,348

Number of Facilities		
Schools	55	57
Administration Buildings	3	3
Associate Schools	2	1
Alliance Schools	1	1
Total	61	62

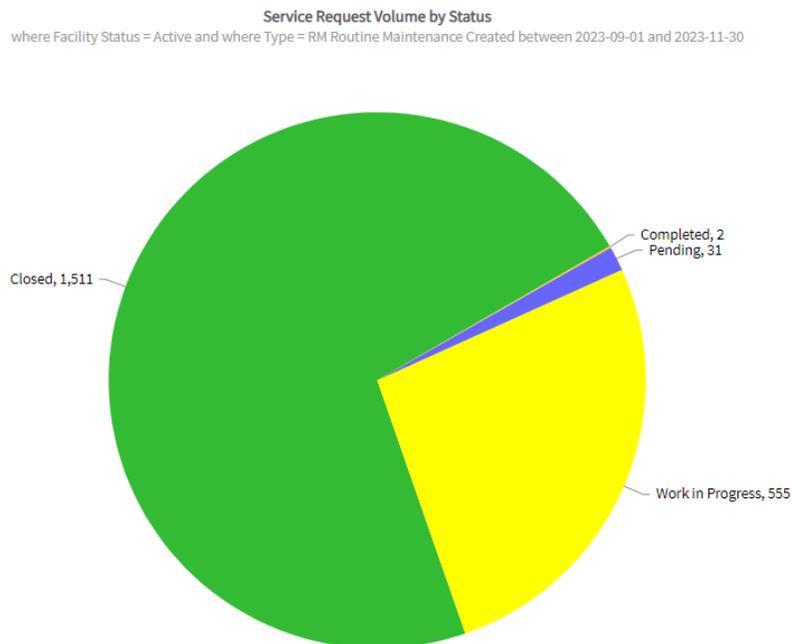
Attachment #5: Routine Maintenance Reports, Department Funded and Special Education Projects and Preventative Maintenance Report

RM reports indicate the volume and status of work items for a specified period. These work items generally address breakdown repair and replacement in existing schools.

September 1, 2022 to August 31, 2023



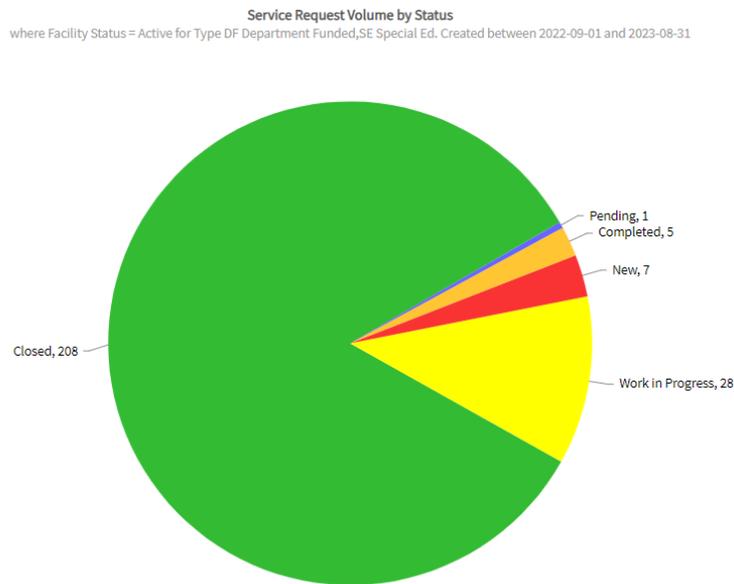
September 1, 2023 to November 30, 2023



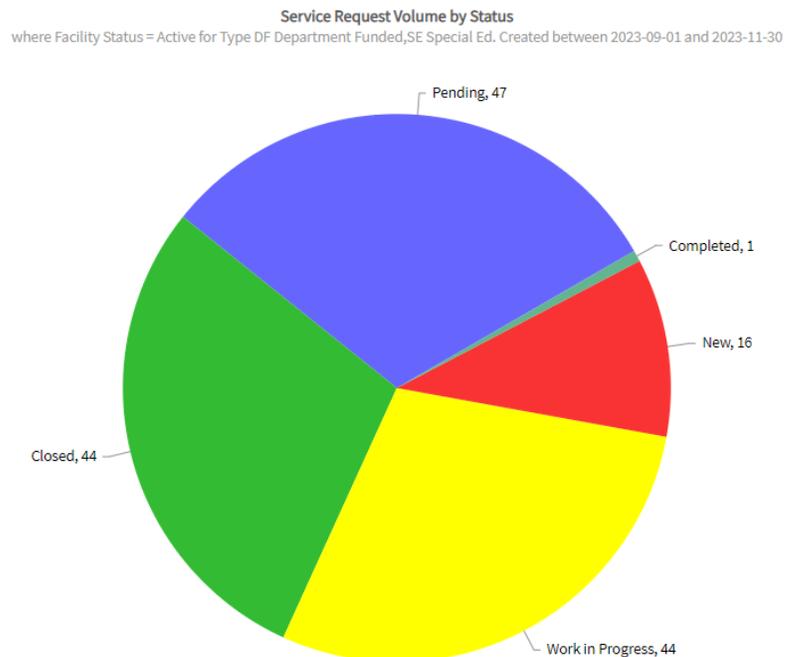
Department Funded (DF) and Special Education (SE) Funded Projects

DF and SE funded project requests reports indicate the volume and status of work items for a specific period. These work items are funded by either school budgets or other department budgets.

September 1, 2022 to August 31, 2023



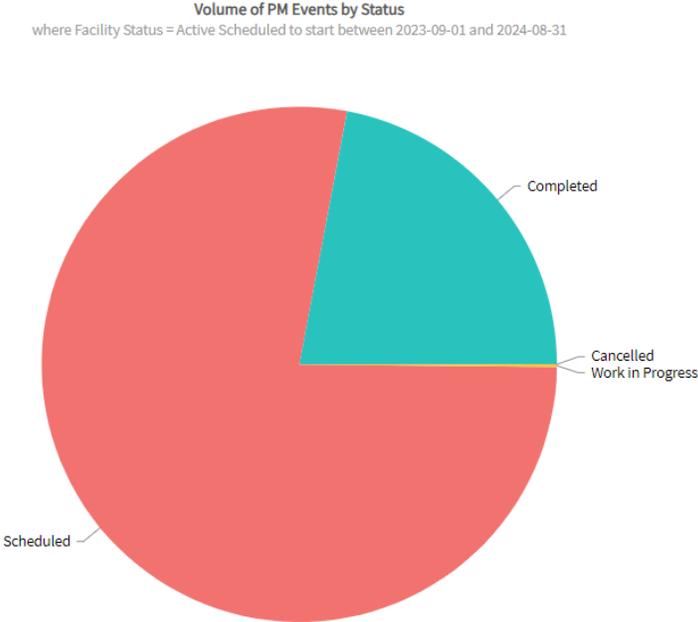
September 1, 2023 to November 30, 2023



Preventative Maintenance (PM) Report

The PM report indicates the volume and status of work items for a specific time period. These are work items that are regularly scheduled over the course of an entire year and can range from minor to relatively major commitments by the maintenance and operations workforce. Preventative maintenance is an important strategy in ensuring the operational effectiveness and efficiency of existing building systems, products and components.

September 1, 2023 to August 31, 2024





MEETING DATE: DECEMBER 12, 2023

TOPIC: WARD BOUNDARIES

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input checked="" type="checkbox"/> New Business	<input type="checkbox"/> Decision
	<input checked="" type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Information

BACKGROUND

The Municipal Wards Commission established new ward boundaries which will come into effect with the new 2024 civic election. Under *The Cities Act*, each ward must meet population variance requirements. Statistics showed the populations in Ward 2 were below the variation limit and Ward 7 exceeded the limit.

The Commission then made the decision to alter ward boundaries based on public feedback received and legislative requirements.

CURRENT STATUS

The ward boundary changes are as follows:

1. Confederation Urban Centre, currently Ward 3 moves to Ward 2.
2. Nutana Park, currently Ward 7 moves to Ward 9.

The new boundaries will take effect with the 2024 municipal and school board elections on November 13, 2024.

PREPARED BY	DATE	ATTACHMENTS
Daniel Burke, Chief Financial Officer	December 5, 2023	- Ward Commission Final Report - Ward Boundary Map 2024 - Ward Boundary Map 2020



MEETING DATE: DECEMBER 21, 2023

TOPIC: PENSION TRUSTEE COMMITTEE – APPOINTMENT OF INDEPENDENT TRUSTEE

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Information
<input type="checkbox"/> Committee of the Whole	<input checked="" type="checkbox"/> New Business	<input checked="" type="checkbox"/> Decision
	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other:	

BACKGROUND

Independent pension trustees are appointed to the pension trustee committee, they are members of the general public with appropriate background and experience to serve on the committee. To ensure continuity on the pension board, the terms for independent trustees are staggered with renewals of the positions on a four year cycle.

CURRENT STATUS

At their meeting of December 5, 2023, the Pension Trustees Committee approved the motion to appoint Ryan Glass as independent trustee for the term of January 1, 2024 to October 31, 2027.

PREPARED BY	DATE	ATTACHMENTS
Daniel Burke, Chief Financial Officer	December 6, 2023	None

RECOMMENDATION

Proposed Board Motion:

That the board approve the appointment of Ryan Glass, Independent Trustee, to serve as Pension Trustee; from January 1, 2024 to October 31, 2027.



MEETING DATE: DECEMBER 12, 2023

TOPIC: PENSION – PENSION TRUSTEE COMMITTEE AND BOARD OBSERVER

FORUM	AGENDA ITEMS	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Information
<input type="checkbox"/> Committee of the Whole	<input checked="" type="checkbox"/> New Business	<input checked="" type="checkbox"/> Decision
	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other:	

BACKGROUND

The Trust Agreement for the Pension Plan for the Non-Teaching Employees of the Saskatoon Board of Education (article 4) states that pension trustees shall be comprised of three board pension trustees, one executive staff pension trustee and two independent pension trustees. The three board pension trustees are members of the board and are appointed by the board, with each board pension trustee appointed for an initial term of four years.

Additionally, at their meeting of April 7, 2020 the Pension Trustee Committee approved the Board Observer Policy. Board committee members appointed November 16, 2020 are trustees Brannen, MacPherson and Zwarych, with trustee Stranden being appointed observer November 8, 2022.

CURRENT STATUS

Colleen MacPherson has submitted her resignation as a pension trustee.

At their meeting of December 5, 2023, the Pension Trustees Committee approved the motion to appoint Kim Stranden to assume the remaining term of Colleen MacPherson’s pension trustee position.

Additionally, at their meeting of December 5, 2023, the Pension Trustees Committee approved the motion to appoint Angela Arneson to assume the remaining term of Kim Stranden’s board observer position.

PREPARED BY	DATE	ATTACHMENTS
Daniel Burke, Chief Financial Officer	December 6, 2023	None

RECOMMENDATION

Proposed Motion for the Public Board Meeting:

That the board accept the resignation of Colleen MacPherson as Pension Trustee and appoint Kim Stranden to the role of Pension Trustee for the remaining term.

and

That the board appoint Angela Arneson as Board Observer to the Pension Trustee Committee for the remaining term.