



Living Sky School Division No. 202

BOARD PACKAGE

Information for the regular meeting of the Living Sky
School Division Board of Education on:


April 29, 2026



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Prepared For:
LSKYSD Board of
Education

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LIVING SKY SCHOOL DIVISION NO. 202

Board of Education Regular Meeting

Date: April 29, 2026 – 5:30 pm

AGENDA

A. Call to Order

A.1 Land Acknowledgement & Values Page 2

A.2 Welcome and Introductions

A.3 Declaration of Conflict of Interest

B. Approval of Agenda

B.1 Agenda

C. Approval of Previous Minutes

C.1 Regular Board Meeting – March 25, 2026 Page 3

D. Business Arising / Unfinished Business from Previous Meeting

E. Presentations & Delegations

F. Business as Usual

G. Action Items

G.1 Accounts Page 5

H. Administrative Reports

H.1 Director's Report Page 6

I. Information Items

I.1 Continuous Agenda Page 23

I.2 March 31 Enrolments Page 25

J. In-Camera

K. Items Arising from In-Camera

J.1 Confidential HR Staffing Report

L. Advocacy

M. Adjournment





Land Acknowledgement

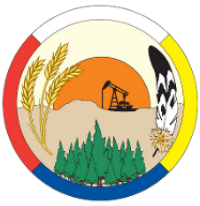
In the spirit of truth and reconciliation, we acknowledge, with gratitude and respect, that the land on which we gather is situated within Treaty Six and Treaty Four territories, traditional homelands of the Nehiyawak, Nakawe, Dene, Nakota, Dakota, Lakota and homeland of the Métis Nation. We recognize that we must learn about the rich history of this land to better understand our role as residents, neighbours, partners and stewards.

As a board and leadership team, we acknowledge the roles we play in making truth and reconciliation a priority and commit to deepening our understandings, so that we can support the journey toward building a more just and inclusive community, province and country. We are all treaty people.

Values

Genuine Relationships are...	Genuine Relationships are not...
<ul style="list-style-type: none"> • Engaging in healthy conflict over ideas and concepts that drive a discussion toward goals and growth, trusting that we are all committed to the vision and goals of the school division, knowing fully well that it does not impact our interpersonal relationships. • Acknowledging that we have heard and understood others' points of view. • Being transparent in our communication, disclosing what we are at liberty to share. • Demonstrating optimism – noticing what is going well, rather than noticing only what needs to improve. • Working as a team, everyone striving to do their best. 	<ul style="list-style-type: none"> • Thinking that we don't have to implement decisions that we did not fully support and undermining what the group is trying to accomplish. • Being aggressive to make a point without listening or honouring others' concerns or views. • Telling everyone everything. There are legal and professional obligations NOT to share personal information of students and staff. • Avoiding important conversations, not addressing conflict with others or not acknowledging things that could improve. • Succumbing to group think.





**MINUTES OF THE REGULAR MEETING
OF THE BOARD OF EDUCATION**

Living Sky School Division No. 202

On

Wednesday, March 25, 2026

Note: MC motion carried

Present		Trustees: <i>Pethick, Weber, Connor, Gartner, Kemery, Leask, Linnell, Omelchenko, and Schneider.</i> Also in attendance were: Director of Education, <i>Brenda Vickers</i> and Superintendent of Business, <i>Lisa Palmarin.</i> Absent: Trustee <i>Kobelsky</i>	
A	Call to Order	Chairman <i>Pethick</i> called the meeting to order at 4:00 p.m.	
	Declaration of Conflict of Interest	None declared.	
B	Agenda	MC	Trustee <i>Omelchenko</i> moved the agenda to be approved as presented. 117-03/25/2026
		MC	Trustee <i>Leask</i> moved the Board of Education to excuse Trustee <i>Kobelsky</i> from the March 25, 2026 board meeting. 118-03/25/2026
C	Minutes	MC	Trustee <i>Connor</i> moved the Board of Education to approve the Regular Meeting Minutes of February 25, 2026. 119-03/25/2026
D	Business Arising/Unfinished Business from Previous Meeting	Nothing to report.	
E	Presentations & Delegations	Nothing to report.	
F	Business As Usual	MC	Trustee <i>Schneider</i> moved the Board of Education to receive and file the Transportation and the PR/Advancement business as usual reports. 120-03/25/2026
G	Action Items	G.1	Accounts
		MC	Trustee <i>Linnell</i> moved the Board of Education to approve the payment of accounts as presented. 121-03/25/2026
H	Administrative Reports	MC	Trustee <i>Pethick</i> moved the Board of Education to receive and file the administration report as presented by <i>Brenda Vickers</i> , Director. 122-03/25/2026
		MC	Trustee <i>Weber</i> moved the Board of Education to receive and file the Q2 Financial Projections as presented by <i>Lisa Palmarin</i> , Superintendent of Business. 123-03/25/2026

J	Information Items	MC	Trustee <i>Kemery</i> moved the Board of Education to receive and file the following information items as presented: - Continuous Agenda, and - February 27 enrolments.	124-03/25/2026
K	In-Camera	MC	Trustee <i>Gartner</i> moved the Board to the in-camera session.	125-03/25/2026
		MC	Trustee <i>Leask</i> moved the Board to rise and report from the on-camera session.	126-03/25/2026
L	Items Arising from In-Camera	K.1	Confidential HR Staffing Report	
		MC	Trustee <i>Connor</i> moved the Board of Education to receive and file the Human Resources Confidential Staffing Report as presented.	127-03/25/2026
		K.3	Phoenix Building	
		MC	Trustee <i>Pethick</i> moved the Board of Education to authorize the sale/disposal of the Phoenix School Building, located at 2022 – 102 nd Street, North Battleford, pending Ministry of Education approval.	128-03/25/2026
		J.8	Sakewew	
		MC	Trustee <i>Weber</i> moved the Board of Education, pursuant to Section 20(2) of the Partnership Agreement dated February 2016, provide formal notice to terminate the partnership between the First Nations Education Authority Inc., the Board of Education of the Light of Christ Roman Catholic Separate School Division No. 16 of Saskatchewan, and the Board of Education of the Living Sky School Division No. 202 of Saskatchewan, effective June 30, 2027.	129-03/25/2026
M	Advocacy	Nothing to report at this time.		
N	Adjournment	MC	Trustee <i>Omelchenko</i> moved the Board to adjourn the regular meeting of March 25, 2026 at 7:28 p.m.	130-03/25/2026

Ronna Pethick
CHAIRMAN OF THE BOARD

Lisa Palmarin
SUPERINTENDENT OF BUSINESS



LIVING SKY SCHOOL DIVISION NO. 202

Board of Education Action Item

Action Number: G.1

Date: April 29, 2026

ACTION

TO: Board of Trustees

FROM: Lisa Palmarin, Superintendent of Business

SUBJECT: Payment of Accounts

BACKGROUND:

Accounts as listed in the April 29 Board Package:

Date	Item	Total
Mar 2, 2026	BMO	194,859.46
Mar 25, 2026	Net Total	1,437,489.38
Mar 25, 2026	Net Total	4,000.00
Apr 1, 2026	Net Total	2,091,527,.37
		\$3,727,876.21

RECOMMENDATION:

That the Board of Education approve the payment of accounts as presented.





LIVING SKY SCHOOL DIVISION NO. 202

Board of Education Regular Meeting

Date: April 29, 2026

ADMIN

TO: Board of Trustees

FROM: Brenda Vickers, Director of Education

SUBJECT: Director's Report

INTENT: Information

1. **More Cookies!**

We are pleased to share that Tim Hortons locations in the Battlefords and Meadow Lake are once again partnering with the Living Sky Innovation Fund for this year's Smile Cookie Campaign, running from April 27 to May 3. Proceeds will support the *Everyone Can Play* initiative, which helps ensure all children have access to extracurricular opportunities.

Every Smile Cookie or plush purchased contributes directly to programs that give students the chance to participate in activities they may not otherwise be able to enjoy. Thanks to the incredible support from our schools and surrounding communities, we have surpassed our fundraising total each year. Last year, we raised more than \$25,000; this year, we are aiming to meet or exceed that amount.

Mark your calendars for April 27 to May 3, and join us in making sure every child can participate. Pre-order information will be available on mySky, and updates will be shared on our social media channels leading up to and throughout the campaign.

Thank you in advance for your support. When everyone can play, everyone smiles!

2. **Administrators' Council**

The Administrators' Council met on Thursday, April 23rd. We continued learning about Robyn Jackson's Buildership Model. Kelsie will share the slides with everyone.

3. **Regional Board Engagement Meetings**

This year the SSBA will be hosting four Regional Board Engagement Meetings to connect with all boards across the province. Each meeting will run from 1:00 pm – 3:00 pm. These meetings are intended for board members; directors are welcome to attend. Meetings will be in person only with no hybrid option available.

The meeting for LSKYSD board members has been scheduled for May 25. Light of Christ will host. If you are planning to attend, please register.

4. **Rethinking Rural High School Programming**

Ruth and her team are working to ensure high quality high school programming for now and into the future. Based on Robyn Jackson's work, they have developed their purpose:

WHAT (they are trying to achieve for all students), WHY (it's important to do this work), and HOW (they will work together to achieve their goal). Here it is...

Composite 100% Goal: *What are we building?*

100% of our students will grow every year and graduate with the skills, confidence, and plans needed to succeed in learning, work, and life.

Composite Mission: *Why is this Important?*

We support every student to learn, grow, and contribute by fostering strong relationships, empowering purposeful and engaging learning, and ensuring safe, caring environments. We offer relevant learning to foster passion and pleasure. Students build the skills, resilience and self-worth needed for their futures.

Composite Values: *How must we work together? What's our Role?*

- Share expertise and resources.
- Ensure collaborative scheduling.
- Communicate consistently about SkyPlus with staff, students and public.
- Acknowledge the current state/condition/reality for our students.
- Recruit the people who want to get on the bus.
- Be open to changing what we do.

5. Risk Register

Tonya will present the risk register at the meeting.





School/Staff Visits and Meetings July 1, 2025 – June 30, 2026		
School	Date	Purpose
Battleford Central School	December 2025 March 3, 2026	Meeting with Admn School Visit
Bready Elementary School		
Cando Community School		
Connaught Elementary School		
Cut Knife Community School	April 30, 2026	SCC meeting
Hafford Central School		
Hartley Clark Elementary School	October 2, 2025	School Visit
Heritage Christian School		
Hillsvale Colony School	December 19, 2025	Visit/Concert
Kerrobert Composite School	November 14, 2025 January 21, 2026 February 11, 2026	School Visit PD with staff PD with staff
Lakeview Colony School	December 19, 2025 May 1, 2026	Visit/Concert Oratory
Lawrence Elementary School	January 12, 2026 January 26, 2026	Reading Reading
Leoville Central School	December 1, 2025	School Visit
Luseland District School		
Macklin School	September 18, 2025 October 10, 2025 January 9, 2026	Check-in Meeting with Admn Staff Visit and Lunch
Maymont Central School	April 28, 2026	Staff Visit
McKittrick Community School	December 4, 2025	
McLurg High School		
Meadow Lake Christian Academy	December 5, 2026	School Visit
Medstead Central School	September 12, 2025 March 6, 2026	Check-in on renovation Pipe Ceremony
Newmark Colony School	December 18, 2025	Visit/Concert
Norman Carter Elementary School		
NBCHS	November 7, 2025	Remembrance Day ceremony
Scott Colony School	December 19, 2025	Visit/Concert
Spiritwood High School	March 31, 2026	Visit/Pods
St. Vital Catholic School	March 27, 2026	Visit
Unity Composite High School	January 9, 2026 March 30, 2026	Visit Visit/Pods
Unity Public School		
Central Services	October 28, 2025	PD Day/Staff Meeting
SLT	Meetings every Wednesday	
Other	August 4 to 8, 2025 August 11 and 12, 2025 August 20 and 21, 2025 September 10, 2025 September 15, 2025 September 16, 2025 September 18, 2025 September 24, 2025 October 4, 2025 October 6, 2025	LEADS Summer Short Course Board Advance Administrators' Advance Board Meeting Directors' Meeting Meeting with Southland Bussing Business Administrators' Meeting Board Meeting Innovation Fun Run Directors' Meeting – Saskatoon





October 7, 2025	PEPIT Meeting – Saskatoon
October 14, 2025	Meeting with Cupe President
October 20, 2025	Meeting with CUPE Preseident
October 23, 2025	Administrators’ Council
October 29, 2025	Board Meeting
October 30, 2025	Public Section
November 3, 2025	Meetings with Mechanics/Bus Drivers
November 12, 2025	Board Meeting
November 13, 2025	Meeting with North West College
November 15-18, 2025	SSBA Fall Assembly
December 10, 2025	Board Meeting
January 7, 2026	LEADS course – Show Cause – Regina
Jaunary 13, 2026	Robyn Jackson with Admn (voluntary)
January 28, 2026	Board Meeting
February 4 and 5, 2026	Directors’ and PEPIT Meetings – Regina
February 9, 2026	SSBA Provincial CBA Planning Meeting
February 12, 2026	Public Section (virtual)
February 24, 2026	Meeting with Light of Christ
February 25, 2026	Board Meeting
February 26, 2026	Administrators’ Council
March 9-11, 2026	LEADS APC
March 12, 2026	Meeting with Light of Christ
March 19, 2026	Administrators’ Council – Business
March 25, 2026	Board Meeting
March 26, 2026	Meeting – Hutterian Schools
April 16 and 17, 2026	Spring Assembly
April 23, 2026	Administrators’ Council



2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
Operational Risks						
<p>HR: The mandate of HR is to ensure that the organization can achieve success through people.</p>	<p>There is a risk that LSKYSD will have a significant turnover in leadership and specialized roles caused by retirements, which will result in the inability to actualize the strategic plan and provide specialized services to students.</p>	<p>Succession Planning</p>	<ul style="list-style-type: none"> • Leadership development program • Position profiles including mandates, core services, accountabilities, and responsibilities are being created. • Project to mitigate risk is in early stages and has not yet changed the risk score. <p>2025-2026 Mitigations</p> <ul style="list-style-type: none"> • Leadership Inventory/Talent Mapping • Retention and Mentorship Development Program • Early recruitment 	11.5	6.8	From mitigate to accept
<p>HR: The mandate of HR is to ensure that the organization can achieve success through people. (Board – mitigate further)</p>	<p>There is a risk that LSKYSD will not be able to hire individuals to fill vacancies due to a lack of quality candidates applying to postings, resulting in a reduced ability to provide effective programming to students.</p>	<p>Unfilled Vacancies</p>	<ul style="list-style-type: none"> • Post job ads on a national database, Apply to Education, and SaskJobs. • Use radio and social media ads. • Attend career fairs. • Collaborate with colleges and universities re: internships. • Create an alternate calendar (Cando, CK). • Update wording in job postings. • Project to mitigate risk is in early stages and has not yet changed the risk score. <p>2025-2026 Mitigations</p> <ul style="list-style-type: none"> • Develop a yearly cycle for recruitment. • Review processes and procedures connected to recruitment and adjust as needed. • Explore new connections and partnerships that may support recruitment. 	10.9	7.6	Mitigate

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
			<ul style="list-style-type: none"> • Redefine employer brand to establish key points of differentiation and connect with defined audiences. 			
<p>HR: The mandate of HR is to ensure that the organization can achieve success through people.</p>	<p>Because LSKYSD does not have a comprehensive Occupational Health and Safety Program, there are not adequate controls in place to minimize the risk of hazards in the workplace, which could result in injuries.</p>	<p>OHS Safety Program</p>	<ul style="list-style-type: none"> • Some procedures are in place that address health and safety (e.g., Harassment). • Safe Schools Handbook • OHCs are in place at CS and in schools. • Workers' Compensation • First aid training • Current miscellaneous training: <ul style="list-style-type: none"> ▪ WHMIS ▪ NVCi ▪ Fall Protection (Trades) ▪ Implemented workplace incident report (WIR) process ▪ Implemented Violence Prevention Training for all staff working with students • Continuing to work on OH&S-related procedures. 	<p>9.8</p>	<p>N/A</p>	<p>From accept to mitigate This work was paused last year to support Atrieve implementation.</p>
<p>HR: The mandate of HR is to ensure that the organization can achieve success through people.</p>	<p>Because LSKYSD is facing an increased number and severity of situations requiring HR support, HR is focused solely on urgent and non- negotiable work, resulting in delayed strategic work in the creation and delivery of full employee life cycle services.</p>	<p>HR Urgency</p>	<ul style="list-style-type: none"> • Attempting to prioritize • Received budget to support contracting resources: <ul style="list-style-type: none"> ▪ Purchased LinkedIn to help with project ▪ Built a priority plan ▪ Current controls have lowered the score from 11.4 to 8.3. <p>2025-2026 Mitigations</p> <ul style="list-style-type: none"> • Contract a consultant to support ERP implementation. • Contract a data entry clerk to enter data into the ERP. 	<p>8.3</p>	<p>7</p>	<p>From mitigate to accept</p>
<p>HR: The mandate of HR is to ensure that the organization can achieve success through people.</p>	<p>Because negotiation dynamics and communication practices may erode trust, there is a risk that employee-employer relationships deteriorate</p>	<p>Teacher Negotiation</p>	<ul style="list-style-type: none"> • Documents from previous negotiations to support processes and communication • Communication plans both Division 	<p>7.6</p>		<p>Accept</p>

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
	during bargaining, resulting in disengagement in staff.		and SSBA			
Superintendent	There is a risk that LSKYSD allocates EAs at a rate that doesn't grow with the increase in student needs, leading to a decrease in the level of services offered to our students, resulting in the needs of complex students not being met.	EA Allotment	<ul style="list-style-type: none"> • Implement/Create a framework for allocation of EA deployment (fall). • Collect baseline data regarding current student needs and levels of support within our school division. • Redesign levelling system of students to accurately depict the level of support required for those with safety, medical and severe communication needs. • Examine current Learning Services delivery models to identify new, flexible approaches to supporting students, moving beyond the traditional reliance on educational assistants. 	13.4	7.1	Continue to mitigate
Privacy Officer	<p>There is a risk that LSKYSD's Data Storage and Retention Guideline is not followed, caused by inconsistent enforcement of it (and lack of clarity about which position's role it is to use the guide and monitor when documents need to be shredded), which could result in privacy leaks of confidential staff and/or student information.</p> <p>There is a risk that LSKYSD experiences a major privacy breach caused by widespread staff reliance on local practices on record retention and storage, resulting in harm to staff or students.</p>	Risky Records	<ul style="list-style-type: none"> • Most paper documents in schools are secured from access by students or the public. <ul style="list-style-type: none"> ▪ New door at NBCHS to allow only limited access to personnel files housed there • Accounting and payroll records are securely stored and managed. • Questions of retention or disposal are answered using SSBA retention guidelines and saskschoolsprivacy website. • Privacy Team identifies risks and develops initiatives to address them. • Data and privacy APs (LAFOIP, Student Records, and Staff Records) are being revised and updated. 	8.6	4.2	Accept

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
			<ul style="list-style-type: none"> • New protocols for cumulative folder retention, storage, disposal, and transfer have been drafted. • New protocol for sharing student data with FNs has been drafted. • Initiate process in schools for storage, retention, and disposal of all types of student data as per SSBA guidelines. • Developing training plan for staff in privacy and records. • Local training on school-based practices that are generally aligned with LAFOIP standards. • Small number of staff hold responsibility for securing records. • Superintendents, SIS team, and privacy officer provide advice when asked. • Onboarding including a briefing on confidentiality. • Most paper files in lockable filing cabinets in secured spaces. • PIA list and third-party controls for electronic files. <p>2025-2026 Mitigations</p> <ul style="list-style-type: none"> • Update APs and protocols regarding records retention and disposal. • Develop LAFOIP training for identified staff. <ul style="list-style-type: none"> ▪ Run pilot project with three volunteer schools on paper records retention and disposal. 			
Privacy Officer Service Lead	Because LSKYSD has not mandated a common and transparent platform for teacher/student/family communication, use of apps with inconsistent or low PII standards could result in a breach of	Wild Records	<ul style="list-style-type: none"> • Have a PIA process. • Compile and communicate a list of acceptable/unacceptable apps/sites/services gleaned from staff usage survey. • Communicate updated PIA process 	10.2	4.2	Accept

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
	<p>student/staff/family privacy and safety.</p> <p>Because the digital landscape has shifted toward the use of diverse, unvetted communication tools to meet family expectations, it leads to the potential use of platforms with low standards for the protection of personal information, resulting in a data breach that compromises the safety and privacy of the LSKYSD community.</p>		<p>to all school admin.</p> <ul style="list-style-type: none"> • Pending user testing, require use of Edsby as communication tool for school extracurricular activities/teams. • Determine best communication apps for schools. • Write cell phone procedure to mitigate use of personal phones for work communication. • PIA list and third-party controls for electronic files. • IT and consultants provide advice when asked. • IT blocks known problematic apps. • APs for confidentiality and responsible use of technology. <p>2025-2026 Mitigations</p> <ul style="list-style-type: none"> • Share directions with schools at Administrators’ Advance. 			
<p>Privacy Officer Service Lead</p>		<p>Wild Records</p>				
<p>IT: The mandate of IT is to provide a safe and reliable suite of computing technologies that supports staff and students to do their work well.</p>	<p>Because LSKYSD does not fully fund rising repair costs, this leads to an inability to maintain a device replacement cycle, resulting in a less-than-ideal staff and student experience.</p>	<p>Device Replacement</p>	<ul style="list-style-type: none"> • Device ratio • Replacing devices “ahead” of schedule, as budget allows, alleviates repair costs. • Device number reductions • Device Replacement Protocol • Accepted the risk, no update 	<p>6.7</p>	<p>N/A</p>	<p align="center">Accept remove for 2026-27</p>
<p>IT: The mandate of IT is to provide a safe and reliable suite of computing technologies that supports staff and students to do their work well.</p>	<p>There is a risk of a compromised LSKYSD account caused by lack of cybersecurity training resulting in a breach of PII.</p>	<p>Cybersecurity</p>	<ul style="list-style-type: none"> • Training is in place but not completed by all staff. • MFA (Muti-Factor Authentication) • PIA (Privacy Impact Assessment) • Office365 controls to prevent the sending of PII • Tuned spam filters • Password policy • Third party notifications of leaked credentials 	<p>8.6</p>	<p>N/A</p>	<p align="center">Accept remove for 2026-27</p>

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
IT: The mandate of IT is to provide a safe and reliable suite of computing technologies that supports staff and students to do their work well.	There is a risk of a compromised LSKYSD account caused by lack of cybersecurity training resulting in a breach of PII.	Lack of Training	<ul style="list-style-type: none"> • Accepted the risk, no update • Training is in place, added to first five days, deadline set. • MFA has been expanded. • PIA and education around why it's important • Office365 controls to prevent the sending of PII • Tuned spam filters • Updated password policy • Third party notifications of leaked credentials 	7.0	4.6	From mitigate to accept
IT: The mandate of IT is to provide a safe and reliable suite of computing technologies that supports staff and students to do their work well.	There is a risk LSKYSD fails to provide funding for a device replacement cycle resulting in a less-than-ideal staff and student experience.	Device Replacement	<ul style="list-style-type: none"> • Device ratio • Replacing devices "ahead" of schedule, as budget allows, alleviates repair costs. • Device number reductions • Device Replacement Protocol • Updated 5-year plans to adjust for devices replaced earlier • Cleaned up inventory for more accurate numbers • Work with schools to find best fit of device to perhaps lower cost 	8.5	5	From mitigate to accept
IT: The mandate of IT is to provide a safe and reliable suite of computing technologies that supports staff and students to do their work well.	There is a risk that LSKYSD will suffer a cyberattack caused by an external APT (advanced persistent threat) resulting in a failure of IT infrastructure.	Cybersecurity External APT IT Infrastructure	<ul style="list-style-type: none"> • FA • event international logins. • 5 license for higher value targets • uned spam filters • erts on possible attacks • assword policy • rewalls with notifications/active threat counter measures • ackups 	7.5	5.8	From mitigate to accept

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
			<ul style="list-style-type: none"> • accounts/files hosted in the cloud • centralized login • roll out cybersecurity monitoring platform. 			
<p>IT: The mandate of IT is to provide a safe and reliable suite of computing technologies that supports staff and students to do their work well.</p>	<p>There is a risk that LSKYSD will suffer a cyberattack caused by an external APT (advanced persistent threat) resulting in data being held for ransom.</p>	<p>Cybersecurity Ransom</p>	<ul style="list-style-type: none"> • Training is in place, added to first five days, deadline set. • FA has been expanded. • IA and education around why it's important • Office365 controls to prevent the sending of PII • Updated spam filters • Updated password policy • Third party notifications of leaked credentials • Roll out cybersecurity monitoring platform. 	<p>9.8</p>	<p>7</p>	<p>From mitigate to accept</p>
<p>IT: The mandate of IT is to provide a safe and reliable suite of computing technologies that supports staff and students to do their work well.</p>	<p>There is a risk that technology tools will be used inconsistently across classrooms because instructional technology guidance is decentralized and informally distributed, resulting in inequitable student experience and preparedness, potential use of unapproved tools, and inefficient use of district resources.</p>		<ul style="list-style-type: none"> • Self-directed PD is available. • Some vendor directed PD done • Ad Hoc creation of help documents 	<p>8.4</p>		<p>Mitigate</p>
<p>IT: The mandate of IT is to provide a safe and reliable suite of computing technologies that supports staff and students to do their</p>	<p>Because of a shift in supply chains leading to higher end user device costs there is an inability to maintain our current device replacement cycle, resulting in a less-than-ideal</p>		<ul style="list-style-type: none"> • Device ratio <ul style="list-style-type: none"> ▪ Replacing devices "ahead" of schedule, as budget allows, alleviates repair costs. • Device number reductions 	<p>7.2</p>		<p>Mitigate</p>

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
work well.	staff and student experience.		<ul style="list-style-type: none"> • Device Replacement Protocol • Updated 5-year plans to adjust for devices replaced earlier • Cleaned up inventory for more accurate numbers • Work with schools to find best fit of device to perhaps lower cost 			
Service Lead	There is a risk that LSKYSD staff accountable for projects have impractical access to shareable data caused by data not being collected or data being stored in ways that are inaccessible, and this results in staff being unable to demonstrate to themselves and others that projects are effective in using resources to achieve goals.	Data	<ul style="list-style-type: none"> • Database programs can produce reports in spreadsheets or convertible to spreadsheets. • Student achievement data collected is on spreadsheets. • Many staff in leadership positions have a basic understanding of spreadsheet manipulation. • Microsoft and Google have AI embedded into programs to offer synthesis and interpretation of data. • Will develop a training module for leaders in using data to develop, monitor, and assess plans and operations • Moving toward recommending a dashboard option for all databases that are accessed to inform decisions <p>2025-2026 Mitigations</p> <ul style="list-style-type: none"> • Acquire a student data dashboard. • Acquire new financial software with dashboard and easy reporting capacity. • Acquire new HR software with dashboard and easy reporting capacity. • Explore dashboard options for long-term planning based on demographics. 	9.4	9.4	Mitigate
Facilities: The mandate of Facilities is to build and	Because the cost of inspections continues to rise, Facilities has	Building Inspections	<ul style="list-style-type: none"> • We are doing building life safety inspections (fire system). 	7.6	N/A	Accept

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
maintain safe learning spaces that meet the needs of staff and students today and in the future.	found inadequate resources are allocated to complete necessary building system safety inspections, leading to building system failures which could result in injuries.		<ul style="list-style-type: none"> Some funded through PMR Accepting the current risk with continuing current practice Investigating whether new PMR grant can fund mitigations 			
Facilities: The mandate of Facilities is to build and maintain safe learning spaces that meet the needs of staff and students today and in the future.	Because LSKYSD has 14 school buildings over 60 years old and cannot fund PMR to maintain their envelopes, we are experiencing leaking roofs, resulting in less-than-ideal environments for students and staff.	No More Drips	<ul style="list-style-type: none"> Allocated funds specifically to address risks associated with roof maintenance and air quality Funds have allowed for prompt tackling of roof leaks as they arise and testing air quality concerns when raised. Have focused on more in-depth investigations into intermittent roof leaks that have occurred over a longer period and the repairs that come with them Are addressing issues related to ice damming to help expand lifespan of roofs As PMR allows, roofs are replaced. <p>2025 – 2026 Mitigations</p> <ul style="list-style-type: none"> Prioritize roof leak investigations and initial band-aid, above all other facilities work. 	9.8	7	From mitigate to accept
Facilities: The mandate of Facilities is to build and maintain safe learning spaces that meet the needs of staff and students today and in the future.	Because LSKYSD’s current maintenance capacity (time/budget) is insufficient to address the sudden influx of high-priority deficiencies identified by new inspection protocols, we cannot bring all high-risk learning spaces into code compliance in a timely manner, resulting in serious preventable physical injury to staff or students.	Building Inspections	<ul style="list-style-type: none"> Inspections have been completed in 3 schools. List of deficiencies for these schools PIT for PAA Decision matrix for prioritization Presentation at High School Redesign meeting 	11.8		Mitigate
Facilities: The mandate of Facilities is to build and maintain safe learning spaces that meet the needs of staff and students today and in the	There is a risk that staff or students with physical accessibility needs are unable to access spaces needed for equitable learning, caused by infrastructure predating accessibility	Barrier to Access	<ul style="list-style-type: none"> Comprehensive accessibility inventory (lifts, wheelchairs) Some proactive work is done if we are aware of upcoming student/staff needs. 	4.6		Accept

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
future.	requirements, and this results in LSKYSD being unable to provide a required service to staff or students.		<ul style="list-style-type: none"> • New accessibility plan and team 			
Facilities: The mandate of Facilities is to build and maintain safe learning spaces that meet the needs of staff and students today and in the future.	Because the aging Phoenix building and its deteriorating roof are making the large, heated storage space increasingly unsafe and at risk of becoming unusable, and no replacement has been identified, there is an urgent risk of inadequate storage across multiple departments, resulting in operational disruption, safety hazards, asset damage, increased costs, and reduced service.	Storage Squeeze		7.0		Mitigate
Procurement: The mandate of Procurement is to assist with timely purchase of goods and services using acceptable competitive purchasing practices. The role also leads asset and inventory management for resources common across the school division.	There is a risk that because of inflation and lack of new funding, LSKYSD cannot adequately budget for products and services, resulting in the elimination or reduction of programming (e.g., IA equipment).	Procurement	<ul style="list-style-type: none"> • Create tenders for stable and better pricing. • Reach out to multiple vendors for 3 prices. • Have an inventory for fewer duplicate purchases. • Added \$50,000 to budget for replacement and have purchased items for schools • Did not change the risk rating <p>2025 – 2026 Mitigations</p> <ul style="list-style-type: none"> • Select preferred suppliers. • Distribute preferred suppliers list. • Set up online purchasing portals with individual logins per user. 	9.3	9.3	From mitigate to accept and add a next step risk
Procurement: The mandate of Procurement is to assist with timely purchase of goods and services using acceptable competitive purchasing practices. The role also leads asset and inventory management for resources common across the school division.	There is a risk that the changing political atmosphere regarding international trade and procurement will increase costs of goods and materials necessary for maintaining current processes, leading to decreased operational capacity.	Procurement	<ul style="list-style-type: none"> • Working with contracted suppliers to find alternative products from Canada or beyond US • As per provincial guidelines, not taking on new US suppliers 	9.3	N/A	Accept

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
Procurement: The mandate of Procurement is to assist with timely purchase of goods and services using acceptable competitive purchasing practices. The role also leads asset and inventory management for resources common across the school division.	Our newly selected transport provider may not deliver the service levels, efficiencies, or performance commitments outlined in their proposal. Any shortfall in execution could result in the organization not realizing the anticipated cost savings, along with potential operational disruptions such as delays or reduced service quality.			2.4		Accept
Payroll: The mandate of payroll is to provide accurate and on-time remuneration to school division staff for time worked (pay staff, handle staff inquiries on payroll related issues).	There is a risk that LSKYSD experiences operational inefficiencies caused by lack of proper implementation of the new ERP causing increased workloads and inaccurate data (financial, payroll, and HR).	Atrieve Implementation	<ul style="list-style-type: none"> • Training for staff (financial, payroll, and HR) • Currently checking the accuracy of the data • Auditors will check the accuracy as a second set of eyes. • Shift in HR and Payroll processes and change work dynamic flow • Current mapping is happening now, so that we have accurate data. • Ongoing support from PowerSchool • Multiple people trained within Central Services to build capacity • Somewhat dependent on the next few months with payroll and HR implementation (absence management) 	6.9		Accept
Strategic Risks						
1.1 Responsive Programming for Emerging Needs Outcome: By the end of 2030, we will be an adaptive system that responds to student needs and ensures student success.	There is a risk that LSKYSD fails to adapt its high school program delivery quickly enough to address rural depopulation and competition from SDLC, leading to the loss of organizational viability in rural schools, resulting in educational inequity for rural learners.	Rural HS	<ul style="list-style-type: none"> • SkyPlus learning – place-based learning with subject matter experts • Classroom to classroom collaboration over distance • Use of apprenticeship, special credits or volunteerism • SDLC access 	7.1		Mitigate

2026-2027 Working Risk Register

Mandate	Risk Statement	Risk Identifier	Controls/Practices in Place	Risk Score 2025-26	New Risk Score	Proposed Action
<p>1.1 Responsive Programming for Emerging Needs Outcome: By the end of 2030, we will be an adaptive system that responds to student needs and ensures student success.</p>	<p>There is a risk that classroom instruction will not consistently build foundational reading skills, due to varying levels of teacher proficiency in evidence based universal reading practices, which may result in students failing to develop essential literacy skills and diminishing the effectiveness of interventions and overall student outcomes.</p>	<p>Staff Preparedness</p>	<ul style="list-style-type: none"> • Consultants visit first year teachers. • Educational assistant PD opportunities include a range of relevant options for participants to choose from (one day per year). • Grant funds and budget from unfilled positions have allowed for contracting some external facilitators to provide PD to specific groups. 	<p>10.8</p>		<p>Mitigate</p>
<p>1.1 Responsive Programming for Emerging Needs Outcome: By the end of 2030, we will be an adaptive system that responds to student needs and ensures student success.</p>	<p>There is a risk that LSKYSD is unable to respond effectively to students due to the steady increase of complex and diverse needs resulting in limited support for students toward individualized goals and disrupted learning opportunities for all students.</p>			<p>12.3</p>		<p>Mitigate</p>
<p>1.2 Affirming Environments Outcome: By the end of 2030, all schools will be affirming spaces in which students feel that they are safe and belong.</p>	<p>Because LSKYSD’s student population is experiencing a rapid increase in complex and diverse needs, the current service delivery model is unable to scale effectively. This strain on capacity is resulting in the inability to respond effectively and the inconsistent access and inequitable support for complex needs students.</p>	<p>Inequitable and inconsistent response</p>	<ul style="list-style-type: none"> • PIT started on developing consistent service delivery model for school teams and Learning Services (consistent processes for prioritization, referral process and timelines) • Contracted services hired to support need when available (external funding) 	<p>10.5</p>		<p>Mitigate</p>
<p>3.1 Staff Development</p>	<p>There is a risk that the use of AI tools in the division, caused by their wide availability for nominal cost, will result in inequitable and invisible use of AI in ways that do not align with values, policies, and best practices.</p>	<p>AI</p>	<ul style="list-style-type: none"> • Development of AI Guiding Principles and AP • Working group attended training and have met to discuss strategy/next steps 	<p>10.7</p>		<p>Mitigate</p>

Heat Map					
5 Catastrophic	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	2	6	8	10
1 Insignificant	1	2	3	4	5
Impact	1	2	3	4	5
Likelihood	Rare	Unlikely	Moderate	Likely	Almost Certain



CONTINUOUS AGENDA 2025-2026

Strategic Priorities

Strategic Mandate: to enhance student learning, well-being, transitions and equity

Strategic Priority	Outcome Areas	Reporting Periods
Students (Stakeholders)	Responsive Programming for Emerging Needs Affirming Environments	Plan Overview – SEP 24 Four Updates: • Update #1 – DEC 10 • Update #2 – MAR 25 • Update #3 – JUN 17
Internal Processes	Deepen Redesign Reconciliation in Processes	
Staff Capacity (Learning & Growth)	Staff Development Staff Well-being Reconciliation	
Finances	Strategic Budgeting Optimal Staffing	

Business as Usual (BAU) Reports

- In addition to strategic work, BAU reports will be presented as listed here:
 - PR/Advancement BAU – Nov & Mar
 - Transportation BAU – Oct & Mar
 - Information Technology BAU – Oct & Feb
 - Facilities BAU – Jan & May
 - Accounting/Payroll BAU – Nov & Jun
 - Procurement – Dec & Jun
 - Service Leads – included in strategic plan reporting
 - Superintendent of Business BAU – every meeting
 - Superintendent BAU – as required
- Director’s Reports
 - Presented at each meeting
 - Local and provincial updates
 - Log of school visits/meetings
- Data Reports
 - Presented with strategic updates
- School Visits – TBD
 - Three scheduled visits
- Board Working Sessions – TBD

May Board Notes:

MAY 14 to 15 – SSBA Executive Meeting

MAY 25 – SSBA Board Chair Council – 8:30 to 9:30 (virtual)

MAY 27/26	LOC Joint Board Meeting (our turn to host) Budget Associated School Committee Update Facilities BAU Human Resources (HR) BAU	Brenda Vickers, Director Lisa Palmarin, Superintendent of Business Glen Leask, Trustee Kelly Schneider, Trustee Wilma Peek, Facilities Specialist Aaron Melnyk, HR Administrator Rae McLenaghan, HR Administrator
June Board Notes: JUN 4 and 5 – Public Section General Meeting and PD (Regina Double Tree by Hilton)		
JUN 17/26	Strategic Update #3 (Data) Accounting/Payroll BAU Procurement BAU	Senior Leadership Team Kristy Gray, Accounting/Payroll Specialist Dan Coe, Procurement Administrator
AUG 12 & 13 2026	Board Advance <ul style="list-style-type: none">• Governance/Director Review• Professional Learning• Policy Review	Board/Senior Leadership Team

Living Sky School Division No. 202
2025-2026 Enrolments - March 31, 2026

School	Grades														2025-2026 Info				2024-25 Info	
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	MAR 31 2026	FEB 27 2026	Var	Teacher FTE	MAR 31 2025	Var 2024
Battleford Central School	18	27	31	37	46	49	50	52							310	312	-2	22.00	358	-48
Bready School		30	35	46	35	36	50	45							277	277	0	18.00	277	0
Cando Community School		2	3	6	5	7	3	6	5	11	21	12	12	14	107	108	-1	8.50	81	26
Connaught School	40	34	37	37	25										173	173	0	12.50	195	-22
Cut Knife Community	15	13	6	14	12	11	17	14	12	14	11	15	7	12	173	173	0	14.80	204	-31
Hafford Central School		7	6	14	9	12	8	7	18	5	5	13	7	14	125	126	-1	9.00	123	2
Hartley Clark School		10	11	18	14	14	14	11							92	91	1	7.00	94	-2
Heritage Christian School		2	5	7	1	3	5	3	4	3	1				34	33	1	2.00	33	1
Hillsvale Colony School		1	7	1	2	1	3	3	4	1					23	24	-1	2.00	24	-1
Home Based		16	13	17	18	18	14	22	16	11	9	13	7	4	178	178	0		158	20
Kerrobot Composite School		10	18	11	13	13	6	20	12	9	10	17	13	15	167	166	1	12.50	187	-20
Lakeview Colony School		3	3	1	6	0	0	2	1	2					18	18	0	1.20	16	2
Lawrence School	34	15	23	18	26	27	26	33							202	206	-4	13.50	214	-12
Leoville Central School	7	8	8	12	2	8	9	13	7	20	12	11	11	12	140	141	-1	10.50	129	11
Luseland School		8	11	13	17	23	18	15	9	22	10	13	15	14	188	188	0	13.49	188	0
Macklin School	16	8	27	23	20	16	24	29	32	27	14	24	17	22	299	299	0	20.50	321	-22
Maymont Central School	11	8	6	6	13	8	10	15	8	12	4	8	9	13	131	132	-1	11.50	145	-14
McKitrick Community						32	31	38							101	105	-4	10.00	122	-21
McLurg High School									19	22	19	18	20	18	116	113	3	11.90	131	-15
Meadow Lake Christian		6	5	3	3	1	6	6	4	6	2	1	1	0	44	44	0	2.00	38	6
Medstead Central School	8	9	5	13	8	10	12	16	6	14	7	3	13	3	127	125	2	9.50	123	4
Newmark Colony School		1	1	1	1	2	2	0	1						9	9	0	1.10	9	0
Norman Carter School		20	24	19	14	18	21	23							139	139	0	9.50	142	-3
North Battleford Comprehensive High School									166	161	161	181	213	195	1077	1103	-26	59.90	1088	-11
Scott Colony School		4	2	3	1	3	3	4	2	2					24	24	0	1.70	23	1
Spiritwood High School									27	26	38	51	42	50	234	238	-4	16.23	212	22
St. Vital Catholic School	49	19	19	25	16	18	20	21	20						207	202	5	11.20	181	26
Unity Composite High School									50	66	49	55	43	51	314	314	0	19.13	326	-12
Unity Public School	35	29	20	35	32	43	29	28							251	254	-3	13.25	241	10
Total	233	290	326	380	339	373	381	426	423	434	373	435	430	437	5280	5315	-35	344.40	5383	-103

Living Sky School Division No. 202

Enrolments - 2025-2026

School	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Battleford Central School	320	323	314	315	316	312	310		
Bready School	280	281	279	279	277	277	277		
Cando Community School	117	125	120	118	115	108	107		
Connaught School	167	168	175	171	174	173	173		
Cut Knife Community School	181	181	185	180	172	173	173		
Hafford Central School	130	127	127	127	127	126	125		
Hartley Clark School	94	94	98	100	95	91	92		
Heritage Christian School	33	33	33	33	33	33	34		
Hillsvale Colony School	24	24	24	24	24	24	23		
Home Based	180	182	182	179	178	178	178		
Kerrobert Composite School	175	176	175	175	172	166	167		
Lakeview Colony School	18	18	18	18	18	18	18		
Lawrence School	209	205	203	200	206	206	202		
Leoville Central School	137	136	137	138	138	141	140		
Luseland School	191	191	191	188	188	188	188		
Macklin School	299	301	302	301	300	299	299		
Maymont Central School	133	133	132	131	132	132	131		
McKitrick Community School	113	111	113	111	106	105	101		
McLurg High School	114	110	111	113	113	113	116		
Meadow Lake Christian Academy	42	43	44	44	43	44	44		
Medstead Central School	127	128	130	130	126	125	127		
Newmark Colony School	9	9	9	9	9	9	9		
Norman Carter School	140	140	141	142	142	139	139		
North Battleford Comprehensive High School	1123	1118	1093	1088	1082	1103	1077		
Scott Colony School	26	26	26	26	26	24	24		
Spiritwood High School	234	226	224	222	231	238	234		
St. Vital Catholic School	215	212	206	203	202	202	207		
Unity Composite High School	318	313	313	316	317	314	314		
Unity Public School	252	255	257	259	258	254	251		
Total	5401	5389	5362	5340	5320	5315	5280	0	0