



Living Sky School Division No. 202

BOARD PACKAGE

Information for the regular meeting of the Living Sky
School Division Board of Education on:
December 10, 2025



Prepared By:
Christeena Fisher

Prepared For:
LSKYSD Board of
Education



www.livingskysd.ca



306-937-7702



LIVING SKY SCHOOL DIVISION NO. 202

Board of Education Regular Meeting

Date: December 10, 2025 – 5:30 pm

AGENDA

A. Call to Order

- A.1 Land Acknowledgement & Values Page 3
- 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 Organizational Meeting – November 12, 2025 Page 4
- C.2 Regular Board Meeting – November 12, 2025 Page 6
- C.3 Regular Board Meeting – November 26, 2025 Page 8

D. Business Arising / Unfinished Business from Previous Meeting

E. Presentations & Delegations

- E.1 CUPE Local 4747
Tria Donaldson, Political Action Coordinator

F. Business as Usual

- F.1 Accounting/Payroll BAU Page 10
Kristy Gray, Accounting/Payroll Specialist
- F.2 Procurement BAU Page 13
Dan Coe, Procurement Administrator
- F.3 PR/Advancement BAU Page 17
Kelsie Valliere, PR/Advancement Specialist

G. Action Items

- G.1 Accounts Page 19
- G.2 Revision of Policy 2060 - Meetings Page 20

H. Administrative Reports

- H.1 Director's Report Page 26

I. Board Reports

- I.1 Board Chair Commitments – November Page 40
- I.2 Board Chair Council – Trustee *Weber*





I.3 Public Section – Trustee *Kobelsky*

J. Information Items

J.1 Continuous Agenda Page 42

J.2 SSBA Trustee Academy Page 46

J.3 November 30 Enrolments Page 47

K. In-Camera

L. Items Arising from In-Camera

M. Advocacy

N. 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 ORGANIZATIONAL MEETING OF THE BOARD OF EDUCATION

Living Sky School Division No. 202

On

Wednesday, November 12, 2025 at 4:00 p.m.

Note: MC motion carried

Present		Trustees: <i>Pethick, Connor, Gartner, Kemery, Kobelsky, Leask, Linnell, Omelchenko, and Schneider.</i> Absent: Trustee <i>Weber</i> – joined the meeting part way through Also in attendance were: Director of Education, <i>Brenda Vickers</i> and Superintendent of Business, <i>Lisa Palmarin.</i>		
A	Call to Order	Director of Education, <i>Brenda Vickers</i> called the meeting to order at 4:00 p.m.		
B	Agenda	MC	Trustee <i>Omelchenko</i> moved the organizational meeting agenda to be approved as presented.	046-11/12/2025
C	Minutes	Organizational Meeting Minutes of November 20, 2024 were previously approved and distributed for reference.		
D	Action Items	D.1	Nomination/Election of Chairperson	
		Director of Education, <i>Brenda Vickers</i> called for nominations for the position of Chairperson. Trustee <i>Omelchenko</i> nominated Trustee <i>Pethick</i> . There was a second call for nominations. There was none. There was a third call for nominations. There was none. Trustee <i>Leask</i> moved that nominations cease. Trustee <i>Pethick</i> was declared Chairperson by acclamation.		
		D.2	Nomination/Election of Vice-Chairperson	
		Trustee <i>Pethick</i> , Chairperson called for nominations for the position of Vice-Chairperson. Trustee <i>Kobelsky</i> nominated Trustee <i>Omelchenko</i> . There was a second call for nominations. There was none. There was a third call for nominations. There was none. Trustee <i>Linnell</i> moved that nominations cease. Trustee <i>Omelchenko</i> was declared Chairperson by acclamation.		
		D.3	Signing Officers	
		MC	Trustee <i>Leask</i> moved the Board to authorize the following as signing officers for the Division: <ul style="list-style-type: none"> • Board Chair • Vice-Chair • Director of Education • Superintendent of Business Further, that the Accounting/Payroll Specialist be designated as a signing authority solely for the purpose of facilitating secure access to the Division's online banking platform and approving electronic transactions within the Payment Stream system, subject to all established internal control protocols.	047-11/12/2025
		D.4	Review of Board Committees	
		MC	Trustee <i>Connor</i> moved the Board to approve the Board Committee appointments with changes as presented.	048-11/12/2025

		D.5	Review of Board School Liaison List	
		MC	Trustee <i>Gartner</i> moved the Board to approve the Board School Liaison list with changes as presented.	049-11/12/2025
		D.6	Dates and Times of Board Meetings	
		MC	Trustee <i>Kemery</i> moved the Board to set the meeting dates and times according to Policy 2060 – Meetings.	050-11/12/2025
		D.7	Solicitors	
		MC	Trustee <i>Kobelsky</i> moved the Board to direct the director or designate to review and amend Policy 2060 – Meetings, bringing back to the December meeting for review.	051-11/12/2025
E	Code of Conduct	E.1	Statement of Acknowledgement Signature	
			Board members completed and signed. No motion required.	
N	Adjournment	MC	Trustee <i>Linnell</i> moved the Board to adjourn the organizational meeting of November 12, 2025 at 4:46 p.m.	052-11/12/2025

Ronna Pethick
CHAIRMAN OF THE BOARD

Lisa Palmarin
SUPERINTENDENT OF BUSINESS



MINUTES OF THE REGULAR MEETING OF THE BOARD OF EDUCATION

Living Sky School Division No. 202

On

Wednesday, November 12, 2025

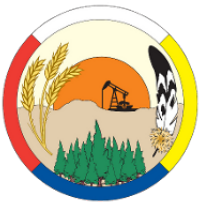
Note: MC motion carried

Present		Trustees: <i>Pethick, Weber, Connor, Gartner, Kemery, Kobelsky, 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>		
A	Call to Order	Chairman <i>Pethick</i> called the meeting to order at 4:47 p.m.		
	Declaration of Conflict of Interest	Nothing to report.		
B	Agenda	MC	Trustee <i>Weber</i> moved the agenda to be approved as presented.	053-11/12/2025
C	Minutes	MC	Trustee <i>Pethick</i> moved the Board to approve the minutes of the Regular Meeting of October 29, 2025.	054-11/12/2025
D	Business Arising/Unfinished Business from Previous Meeting	Nothing to report.		
E	Presentations & Delegations	Nothing to report		
F	Business As Usual	MC	Trustee <i>Omelchenko</i> moved the Board to receive and file the Superintendent's Business as Usual (School Goals/SLIP Approval) Report.	055-11/12/2025
G	Action Items	G.1	Accounts	
		MC	Trustee <i>Leask</i> moved the Board to approve payment of accounts as presented.	056-11/12/2025
		G.2	Sale of Cando House	
		MC	Trustee <i>Connor</i> moved the Board to sell the property located at 102 7 th Street Cando, SK and that the list price be set based on the October 21 st , 2025 market evaluation conducted by Dream Realty.	057-11/12/2025
H	Administrative Reports	H.1	Director's Report	
		MC	Trustee <i>Gartner</i> moved the Board to receive and file the Director and Superintendent of Business reports as presented.	058-11/12/2025
I	Board Reports	I.1	Board Chair Report – Commitments October	
		MC	Trustee <i>Kemery</i> moved the Board to receive and file the Board Chair Report as presented.	059-11/12/2025
J	Information Items	J.1	Continuous Agenda	
		J.2	October 31 Enrolments	

		MC	Trustee <i>Kobelsky</i> moved the Board to receive and file the information items as presented.	060-11/12/2025
K	In-Camera	K.1	Move In-Camera	
		MC	Trustee <i>Schneider</i> moved the Board move to the in-camera session.	061-11/12/2025
		K.2	Rise and Report	
		MC	Trustee <i>Linnell</i> moved the Board to rise and report from the in-camera session.	062-11/12/2025
L	Items Arising from In-Camera	Nothing to report.		
M	Advocacy	<ul style="list-style-type: none"> • The Hafford Viking Football Team achieved victory again this year, marking an impressive record of success. • Trustees expressed appreciation for the school's Remembrance Day celebrations, noting the thoughtful efforts made to honor and respect veterans. • The NBCHS Band performance during their service was highlighted as remarkable. 		
N	Adjournment	MC	Trustee <i>Weber</i> moved the Board to adjourn the regular meeting of November 12, 2025 at 8:22 p.m.	063-11/12/2025

Ronna Pethick
CHAIRMAN OF THE BOARD

Lisa Palmarin
SUPERINTENDENT OF BUSINESS



MINUTES OF THE REGULAR MEETING OF THE BOARD OF EDUCATION

Living Sky School Division No. 202

On

Wednesday, November 26, 2025

Note: MC motion carried

Present		Trustees: <i>Pethick, Weber, Connor, Gartner, Kemery, Kobelsky, Leask, Linnell, Omelchenko, and Schneider.</i> Also in attendance were: Director of Education, <i>Brenda Vickers</i> and Superintendent of Business, Lisa Palmarin.		
A	Call to Order	Chairman <i>Pethick</i> called the meeting to order at 4:00 p.m.		
	Declaration of Conflict of Interest	Nothing to report.		
B	Agenda	MC	Trustee <i>Omelchenko</i> moved the agenda to be approved as presented.	064-11/26/2025
C	Minutes	Nothing to report.		
D	Business Arising/Unfinished Business from Previous Meeting	Nothing to report.		
E	Presentations & Delegations	Nothing to report		
F	Business As Usual	Nothing to report.		
G	Action Items	G.1	Annual Report	
		MC	Trustee <i>Leask</i> moved the Board to approve the 2024-25 Annual Report as presented by Lisa Palmarin, Superintendent of Business, pending addition of audited financial statements as well as minor changes made after format review and approval received from the Ministry of Education.	065-11/26/2025
		G.2	Audited Financial Statements	
		MC	Trustee <i>Connor</i> moved the Board to approve the Audited Financial Statements for the fiscal year ended August 31, 2025, as presented by Lisa Palmarin, Superintendent of Business pending minor changes made from the Ministry of Education and after Provincial Comptroller's Office format and review approval.	066-11/26/2025
H	Administrative Reports	Nothing to report.		
I	Board Reports	Nothing to report.		

J	Information Items	J.1	Accessibility Plan	
		MC	Trustee <i>Linnell</i> moved the Board to receive and file the Accessibility Plan as presented by Jennifer Harder, Service Lead.	067-11/26/2025
K	In-Camera	Nothing to report.		
L	Items Arising from In-Camera	Nothing to report.		
M	Advocacy	Nothing to report.		
N	Adjournment	MC	Trustee <i>Kobelsky</i> moved the Board to adjourn the regular meeting of November 26, 2025 at 4:50 p.m.	068-11/26/2025

Ronna Pethick
CHAIRMAN OF THE BOARD

Lisa Palmarin
SUPERINTENDENT OF BUSINESS



LIVING SKY SCHOOL DIVISION NO. 202

Board of Education Regular Meeting

BAU Number: F.1

Date: December 10, 2025

BAU

TO: Board of Trustees

FROM: Kristy Gray, Accounting/Payroll Specialist

SUBJECT: Accounting and Payroll Report

INTENT: Information

PowerSchool Atrieve Implementation

We have established go-live dates for the new ERP system, PowerSchool Atrieve. The Finance and Human Resources modules are scheduled to go live in early February, followed by Payroll in May.

Currently, we are engaged in the discovery phase with PowerSchool. As part of this process, we are completing detailed questionnaires and data spreadsheets for each functional area. These deliverables are due in early December. Once submitted, PowerSchool will begin configuring our system.

Training for the Finance module is scheduled for January. Payroll training is still being finalized but is expected to take place in April.

WCB Historical Cost Recovery Review

In 2022, we engaged BCL Consulting to conduct a Historical Cost Recovery Review of our Workers' Compensation Board (WCB) claims. This specialized service is designed to help employers reduce WCB-related costs through a detailed analysis of historical claims. The objective is to identify opportunities for cost relief or cost removal, ultimately lowering premium rates.

WCB premium adjustments are based on a three-year weighted claim cost calculation with a one-year lag. For example, the 2025 experience rating incorporates claim costs from 2023, 2022, and 2021 to determine the employer's Weighted Loss Ratio (WLR). This WLR is then compared to the industry average to set the premium adjustment. Lower claim costs result in a lower WLR and, consequently, more favorable premium rates.

We are now seeing the benefits of this initiative. BCL Consulting successfully reduced our total claim costs for 2023 by \$240,000, which lowered our 2025 experience rate from 1.68 to 0.88. This adjustment translates into a \$160,000 reduction in WCB premiums. Under the terms of our agreement, BCL receives 50% of the savings (\$80,000), leaving us with a net savings of \$80,000. Additionally, we anticipate continued cost reductions over the next two years, as the 2023 claim costs will remain part of the experience rating calculation.





Secretary Training

On November 24, Central Services hosted a training day for school secretaries. The purpose of this event was to support their professional growth, provide opportunities to strengthen connections with Central Services staff, and foster collaboration among secretaries.

As part of the program, Finance facilitated two sessions. The first, led by Lisa, focused on updates to procedures and protocols that directly impact secretarial responsibilities. The second session provided guidance and reminders on key accounting processes. Historically, auditors have identified multiple concerns across schools; however, this year only two primary issues were noted, and these were consistent across all schools reviewed. We offered detailed guidance on these areas and reinforced best practices for other accounting procedures. The session concluded with an open forum, allowing secretaries to seek assistance on any areas where they have experienced challenges.

2025-2026 SSBA Employee Benefits Rate Renewal Information

The support staff benefit plan, insured by Manulife Financial, is sponsored by the SSBA, which acts as the third-party administrator and policyholder. Our plan includes Life, Accidental Death and Dismemberment, Long Term Disability, Health, Vision, Dental and Employee Family Assistance benefits. The plan is renewed each school year.

For this renewal year, premiums for Health, Vision, and Dental plans saw a modest increase, while Life Insurance premiums decreased slightly. Long Term Disability premiums were significantly reduced. In addition, the SSBA lowered its administration fee from 2% to 1.5% of the billed premium. Combined with a similar reduction last year, this represents a 50% decrease in administration costs over the past two years.

Here is a breakdown of the change to each benefit premium:

Benefit	Change to Premium
Group Life	0.8% decrease
Group Accidental Death & Dismemberment (AD&D):	No Change
Long Term Disability Taxable (CUPE)	15% decrease
Long Term Disability Non-Taxable (Out of Scope)	20% decrease
Employee Family Assistance Program (ComPsych)	No Change

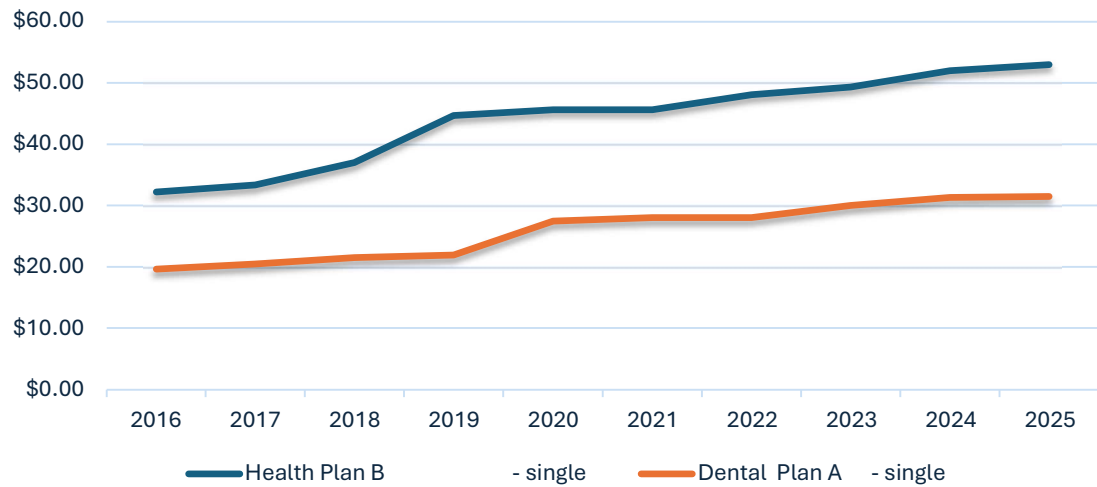
Monthly Increase to Premium			
	Extended Health (1.9%)	Vision (1.9%)	Dental (1.5%)
Single	0.99	0.19	0.63
Couple	1.95	0.38	1.26
Family	2.88	0.47	1.96

The following graphs, provided by the SSBA, show the premium changes over the last several years:

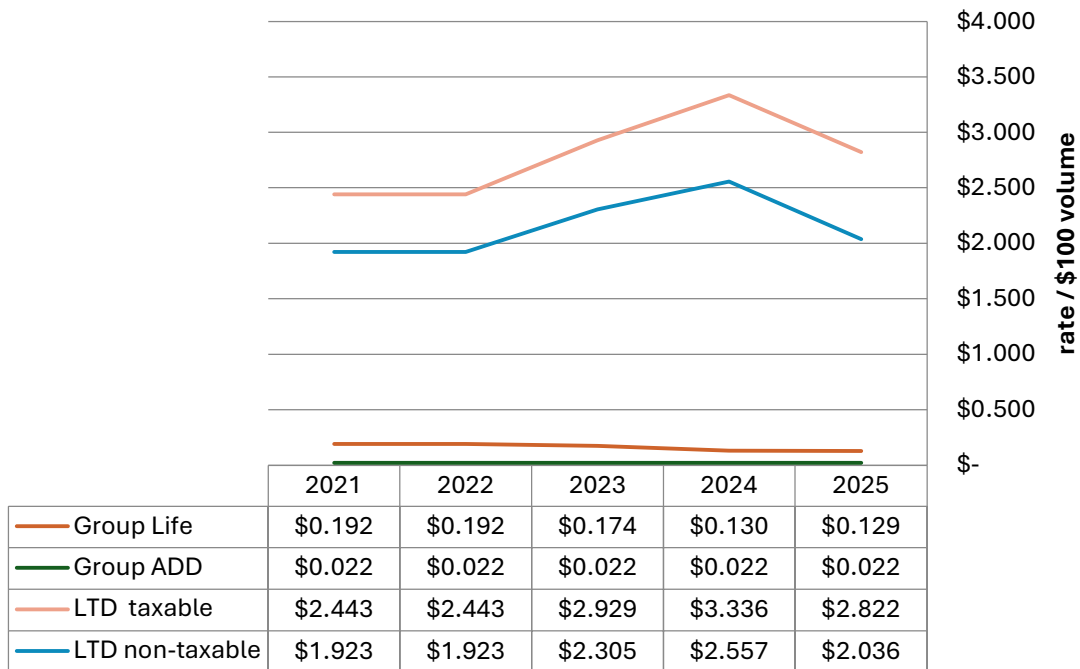




Health and Dental Premium 2016 - 2025



LTD and Life Insurance 2021 - 2025





LIVING SKY SCHOOL DIVISION NO. 202

Board of Education Regular Meeting

BAU Number: F.2

Date: December 10, 2025

BAU

TO: Board of Trustees

FROM: Dan Coe, Procurement Administrator

SUBJECT: Procurement

INTENT: Information

Background:

Since joining the Division in Feb this year, my focus has been on:

- introducing consistent processes that ensure we meet the requirements of the applicable trade agreements while also getting best value for the Division, and
- assisting with larger spend projects.

We recently adopted a new procurement procedure, which outlined thresholds based on spend:

- Budget holder approval for spends under \$10k,
- Three quote template to be completed for spends of \$10k to \$75k,
- Formal RFP process managed by procurement administrator for spends over \$75k (required to comply with trade agreements),
- Board to be informed of awards in relation to spend of \$250k - \$500k, and
- Board approval required for spend of over \$500k.

Ongoing Projects:

Rural Transportation, an RFP has been launched and currently awaiting proposals from potential suppliers to purchase our existing fleet, lease our bus garage and operate existing routes outside of the Battlefords. I expect to have a recommendation for the Board at the January meeting with services targeted to start in May if approved.

Classroom Inventory, intention is to create and maintain a record of all chairs, desks and blinds in classrooms across the division, ultimately using this data to facilitate the utilization of all existing furniture and identifying the best use of central funds. The data collection process has been defined, and we are currently seeking additional resources required to collect this data.





Preferred Supplier List, intention to create a document identifying contracted preferred suppliers particularly for smaller but regular spending. Contracts already in place for janitorial supplies and playground equipment, we are in discussions regarding stationery and classroom furniture.

Natural Gas, provision of product from SaskEnergy via Connect Energy renewed for 3 years as of 1st November 2025. We are moving from a fixed price agreement to a wholesale flex plan with the option to lock in pricing for a portion of our supply, which we have done for 25% of our supply for 1 year. Historic figures suggest this could result in an annual saving of \$169k (30%), however we would not anticipate savings to be this much given recent price movement. Our intention is to monitor flex pricing versus fixed going forward to ensure we remain informed.

Amazon Business, the previous annual Prime subscription expired in July. Via Kinectic GPO, we were able to secure an additional year of Prime subscription for free, otherwise the cost would have been \$3k. We have implemented new controls to significantly reduce risk of fraud by limiting payment methods and restricting delivery addresses, prohibiting personal addresses. Spending patterns will be monitored going forward and we have the ability to restrict or block the purchase of certain items, e.g. could restrict stationery if we select an alternative preferred supplier.

Fuel Cost Monitoring, tracking daily fuel prices across 4 suppliers currently being used. This will need to be tracked over a longer period to draw conclusions, but aim is to ensure we are at least informed of trends and can monitor rates charged by outsourced suppliers, such as First Student.

Completed Projects:

Grounds Maintenance, required due to the current agreements with Apollo and Eppic expiring as of 30th April 2025. Eppic declined to bid while Apollo was unsuccessful due to pricing and previous customer experience. An RFP was launched with 5 bidders, contracts awarded to 4 new suppliers across the division (Jared Sharpe, JDS RV, SLP and Property Bros). Total forecast spend of \$212k over 2 years with option to extend for a further year. \$1k saving per year versus previous contract including \$13k increase per year within the central region, likely showing the previous pricing from Eppic was unsustainable.

Snow Removal, previous agreement with K&S Asphalt expired in April 2024 and used without formal agreement since. An RFP was launched with 3 bidders, K&S awarded contract on basis of lowest cost of delivery. While their hourly rates were not the lowest, the equipment used would provide much higher productivity. Total forecast spend of \$91k over 2 years, flat versus previous agreement and \$2k below 2024/25 budget.





Macklin & Unity Playgrounds, schools raised \$95k and \$90k respectively for new playground equipment. An RFP was launched with 9 bidders, Madera Playscapes awarded the contract to install both playgrounds with Blue Imp equipment. They were chosen due to the amount of equipment provided and the thought they put into meeting the requirements stated by each school. In addition, Madera Playscapes along with 3 other suppliers (1 Stop Playgrounds, GLVT and Playgrounds R Us) were awarded pre-qualified status for a 3-year period. This means for this time RFP's can be sent directly to these 4 suppliers only.

Luseland Playground, school raised \$48k with the intention to apply for a grant to match these funds once the supplier and playground plan was selected. An RFP was sent to the 4 pre-qualified suppliers with Madera Playscapes awarded the contract to install. As with previous project, their meeting of the brief and sheer amount of equipment within the budget couldn't be matched by their competitors.

Device Replacement, the supply of desktops, laptops and tablets for students required due to previous agreement with Horizon expired end of May 2025. An RFP was launched with 4 bidders. Award was split between Horizon and PC Corp based on a mixture of pricing and device durability. Total forecast spend of \$170k over 1 year, a saving of \$29k versus the previous agreement and \$100k versus the 2024/25 budget which had anticipated a significant impact from tariffs.

Server Cores, software licenses and hardware warranty required to ensure safe and reliable data transmission across the division, with previous agreements expiring June and September respectively. An RFP was launched with 5 bidders, WBM was awarded the contract for both software licenses and hardware warranty as they were the lowest cost option and met our requirements. Total forecast spend of \$291k over 5 years, \$45k increase versus previous agreement in line with compounded CPI of 18% between 2020 and 2024. \$1.5k increase versus 2024/25 budget.

Cisco Enterprise Agreement, amalgamation of 4 separate Cisco via Sasktel agreements due the expiration between June 2026 and May 2028. Bringing these services together will allow for competition that would not previously have been realistic with overlapping terms of related agreements. Total contract spend of \$506k over 5 years, \$158k higher than previous agreements, however a \$36k cost avoidance versus renewal of separate agreements.

Urban School Bus Routes, a renewal option was exercised at the end of initial 7-year term with First Student to deliver school bus routes (primarily) in the Battlefords. Benchmarking confirmed the renewal to be by far the most cost-effective option given that actual inflation significantly exceeds the 2.4% escalation applied to the contract over the 7-year term. Forecast spend of \$12.7m over 3 years, \$3.5m (28%) lower than the next best option.





School Buses, purchase of 4 new 47-seat vehicles to help meet our aim to maintain a maximum average fleet age of 12 years. An RFP was launched with 2 bids received, contract awarded to Warner Bus Industries as the most cost-effective option. Total spend of \$691k, \$29k saving versus 2025/26 budget for purchase of 4 vehicles.

Contract Management System, introduction of Concord to enable the safe storage of all contracts in one place, while also making information available to all administrators (ias much as helpful and permittable) with ability to organize agreements, search for key words across the entire database and harness AI for data extraction.





LIVING SKY SCHOOL DIVISION NO. 202

Board of Education Regular Meeting

BAU Number: F.3

Date: December 10, 2025

BAU

TO: Board of Trustees

FROM: Kelsie Valliere, PR & Advancement Specialist

SUBJECT: PR & Advancement Report

INTENT: Information

Projects

- Accessibility Plan – responsible for communication barrier section as well as assisting Jen to get the plan ready for publishing. We also are working together to develop a roll out plan for the document.
- Annual Report Preparation
The final report was sent in with the audited financials on Dec. 3, 2025.
- Website Development
This is an ongoing project from the last few years. Focus this year is on optimizing content on our division and school websites. Specific focus currently is on:
 - Careers Page (part of Recruitment PIT)
 - Parent Resources section, specific focus on creating better communication on what families can expect from us in crisis/emergency (what platforms, in what priority, etc.)
 - Board Section (with Christeena)
 - Innovation Fund section
 - Also looking into blogging opportunities for the division site for better content turnover and SEO positioning
- Transportation RFP communications
Assisted with communication pieces required for this announcement.
- ERP Communication Support
Have been added to the ERP team to assist with internal communications as the project moves forward.
- MySky Development
 - Have helped build staff handbook resources for Maymont and McKitrick on the platform. Onboarding and Curriculum projects also have sections in development.





- **AP Project**
I continue to assist Doug with the project to make sure all APs are up to date and consistent across our internal and external websites. I have a social media AP I am currently working on that I hope to have in place for all staff by early 2026. Specific additions to the AP include a social media management agreement for anyone operating an account on behalf of the division on a social media platform and more specific expectations for responsible use including copyright, student-teacher or parent-teacher communications through the platforms, etc.
- Presented at the Secretary PD Day held on Nov. 24 covering topics such as service vs. hospitality, conversation styles, and communications support review. As our frontline staff at schools, and often the ones responsible for school level communications, this was a great opportunity to connect and share.

Professional Development

- Attended the Canadian Association of Communicators in Education (CACE) Conference held in Regina Oct. 16-19. Learning included themes such as crisis communication, topics on privacy specific to AI, AI as a communication/media tool, writing 'crispy' goals. Great event for building connections with other communicators in the education sector.
- By the end of next week, I will hope to have completed my PR Certificate through Toronto Metropolitan University, finishing the last two credits needed (Social Media in PR and my Capstone project). The capstone project topic I chose centered around building a crisis communication handbook for the division to help train crisis response teams in schools and at central services. It includes a crisis theory and foundational learning section to build understanding of crisis and specific frameworks and theories used along with a practical toolkit section that includes checklists and communication templates that can be followed/used in crisis or emergency situations.

Innovation Fund

- I assist Christeena with campaigns and initiatives related to the Living Sky Innovation Fund. So far this year has included:
 - Innovation FUNd Run – Colour Edition held Oct. 4 (design and event coordination support)
 - Year End Rewind Document (design support)
 - Season of Giving Campaign (design support)
 - Website support (minimal so far this year)





LIVING SKY SCHOOL DIVISION NO. 202

Board of Education Action Item

Action Number: G.1

Date: December 10, 2025

ACTION

TO: Board of Trustees

FROM: Lisa Palmarin, Superintendent of Business

SUBJECT: Payment of Accounts

BACKGROUND:

Accounts as listed in the December 10 Board Package:

Date	Item	Total
Sep 24, 2025	#003215 – 003216 (US Acct)	21,019.36
Oct 24, 2025	#003217 (US Acct)	717.81
Nov 21, 2025	#PJ00624 (online payment)	37,187.00
Nov 19, 2025	#PJ00625 (online payment)	3,263.69
Nov 21, 2025	#PJ00626 (online payment)	528,805.92
Nov 25, 2025	#DD095085 – DD095205 (direct deposit)	32,501.90
Nov 25, 2025	#DD095206 – DD095334 (direct deposit)	1,967,877.35
Nov 25, 2025	#088340 - 088362	126,502.78
Nov 25, 2025	#003218 (US Acct)	1,277.97
Dec 3, 2025	#PJ00627 (online payment)	513,077.77
		\$3,232,231.55

RECOMMENDATION:

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





LIVING SKY SCHOOL DIVISION NO. 202

Board of Education Action Item

Action Number: G.2

Date: December 10, 2025

ACTION

TO: Board of Trustees

FROM: Lisa Palmarin, Superintendent of Business

SUBJECT: Revision of Policy 2060 - Meetings

BACKGROUND:

Policy 2060 – *Meetings: Regular, Special, Organizational, Delegations, Minutes* was last revised in 2023. During the November 2024 Organizational Meeting, a question arose regarding the Board's obligation to appoint a solicitor as part of its annual organizational business. This prompted a broader review of the policy to confirm consistency with *The Education Act, 1995*, the *School Division Administration Regulations (E-0.2 Reg 26)*, and current governance practices across Saskatchewan school divisions.

Subsequent analysis identified several legislative updates and procedural requirements that were not fully reflected in the existing policy, including provisions relating to legal counsel, meeting procedures, trustee attendance and authorization, signing authority, and appointments required under the Act.

The proposed revisions modernize the policy, ensure full compliance with the Act and Regulations, enhance procedural clarity, and align Board practice with current expectations for transparency, accountability, and effective governance.

RECOMMENDATION:

That the Board of Education approve Policy 2060 – Meetings – Organizational, Regular, Special, Delegations, Minutes, as revised.



Policy Type:	Governance and Management
Policy Title:	2060 Meetings – Regular, Special, Organizational, Delegations, Minutes
Legal Reference:	<i>Education Act: Sections 80, 80.1, 85, 159 (1), 367</i> <i>School Division Administration Regulations E-0.2 Reg 26 Part 3, 4</i>

Policy Statement

This policy establishes the structure, expectations, and procedural requirements for all meetings of the Board of Education – including organizational, regular, and special meetings. It sets out the provisions regarding delegation, legal counsel, signing authority, attendance, agenda processes, decision-making, and record-keeping. The Board is committed to transparent governance, accountability, and full compliance with the *Education Act, 1995*, and the *School Division Administration Regulations*.

Organizational Meetings

Policy

The Board of Education of Living Sky School Division No. 202 shall hold an organizational meeting within 30 days after the election of the board of education, and not later than November 30 in every year following an election.

Regulations

1. The Board of Education shall elect:
 - a. a Chairperson.
 - b. a Vice Chairperson to act in the absence of the Chairperson.
2. The Board of Education:
 - a. Shall appoint an auditor to audit the books and accounts of the Division at least once in each fiscal year.
 - b. May appoint the Division's official solicitor or legal counsel for the upcoming year.
 - c. Shall appoint an attendance counsellor for the Division.
 - d. Confirm banking institutions and financial service providers.
3. The Board of Education shall establish:
 - a. the date, time, and place of regular meetings.
 - b. a line of credit with the appointed financial institution.
 - c. the amount of indemnity to be paid to members of the Board of Education in an election year; in other years, this will take place during the budget process; and
 - d. the signing authority for the Division, which shall consist exclusively of:
 - i. Board Chairperson

- ii. Board Vice Chairperson
- iii. Director of Education
- iv. Superintendent of Business

4. Legal Services and Solicitor Appointment

- a. The Board may annually appoint an official solicitor or approved law firm to provide general legal services to the Division and to advise the Board on governance, policy, statutory obligations, and corporate matters.
- b. Where specialized legal expertise is required, the Board or Administration may engage alternate or additional legal counsel.
- c. The Director of Education or the Superintendent of Business is authorized to retain additional legal counsel as necessary to protect the Division's interests, subject to reporting to the Board on such engagements.

Regular Meetings

The Board of Education shall meet regularly in open session on days, at times, and places as the Board of Education may determine, at the organizational meeting each year.

Policy

- 1. The Board hold a minimum of six (6) regular meetings per year.
- 2. All regular meetings of the Board of Education shall be open to the public.
- 3. No act, proceedings, or policy of the Board of Education shall be deemed valid unless adopted by a regular or special meeting at which quorum of the Board of Education is present. A quorum of the Board of Education shall be defined as six (6) members of the Board.
- 4. The Director of Education and the Superintendent of Business, or designates, are expected to attend all meetings of the Board of Education.
- 5. The Director of Education may, from time to time, require other employees of the Board of Education to attend meetings.
- 6. Board meetings will be presided over by the Chairperson and will follow the voting procedures outlined in the Regulations.

Regulations

- 1. The agenda for the regular meetings shall be set by the Chairperson and / or Vice Chairperson and be prepared by the Executive Assistant in consultation with the Director of Education. The agenda, along with supporting letters, reports, and background materials necessary for information decision-making, shall be delivered to all Board members at least two (2) days prior to the meeting.
- 2. The suggested order of business for regular meetings shall be:
 - a. Call to order
 - b. Adoption of agenda

- c. Approval of minutes of previous meeting(s)
- d. Delegations
- e. Business arising / unfinished business from previous meeting
- f. Business as Usual
- g. Action Items
- h. Administration Reports
 - i. Director's Report
 - ii. Superintendent of Business Report
- i. Board Reports
- j. Information Items
- k. Advocacy
- l. Adjournment

Note: Reports from other administrative staff are part of the Director's report. Presentations should be purposeful and aligned with strategic priorities.

3. The Executive Assistant to the Board shall email Board members one week prior to meetings to determine if there are any additions to the agenda. In addition, a member of the Board of Education may have an item placed on the agenda by:
 - a. Making a request to the Director of Education before the agenda is sent to Board members, or
 - b. Securing approval from the Board of Education for inclusion of the item(s) on the agenda for the meeting, or
 - c. Presenting a Notice of Motion which will place the item on the agenda for the next regular meeting.
4. In all matters of procedure not covered in this section, the Rules of Parliamentary Procedure shall apply.
 - a. All questions shall be submitted to the Board of Education on the motion of the Chairperson, or any other Board member and no seconder shall be required.
 - b. At all meetings of the Board of Education, questions shall be decided by a majority of votes and the Chairperson shall have the right to vote, but in the event of an equality of votes, the question shall be decided in the negative.
 - c. All members, including the Chairperson, may vote on all questions and motions.
 - d. Unless otherwise requested by a member, all votes shall be counted by a show of hands.
 - e. Recorded votes – Individual trustees may request, before the vote is taken, that the vote be recorded.
 - f. A motion to lay a question on the table shall not be subject to debate, but the question may be debated when it is lifted from the table.
5. Board of Education members are expected to attend all Board meetings.

- a. A record of members present at regular meetings, special meetings, and at standing committee meetings of the Board of Education shall be kept by the Superintendent of Business.
- b. A Board member who anticipates being absent from a meeting shall notify the Chairperson as early as possible and request authorization for the absence.
- c. A Board member who is absent from three or more consecutive meetings of the Board of Education without authorization from the Board shall be deemed to have vacated their office in accordance with the Regulations.

Special Meeting

Policy

A special meeting of the Board of Education may be called by the Chairperson or Vice Chairperson in the Chairperson's absence, or upon the written request of six (6) or more Board members, explicitly stating the purpose of the meeting.

Regulations

1. A special meeting may be called:
 - a. By giving at least six (6) days' notice to each member by registered mail, certified mail, or special delivery, or by delivering written notice to each member in person at least three (3) days before the meeting or by leaving the notice with an adult person at each member's place of residence at least three (3) days before the meeting.
 - b. The Board may, by unanimous consent, waive notice and hold a meeting at any time and that consent shall be subscribed to in writing by each member of the Board prior to the commencement of the meeting and shall be so recorded in the minutes of the meeting.
2. The notice shall set forth the business to be considered at the special meeting. The agenda as set in the notice shall not be changed unless all members of the Board of Education are present and then only if there is a unanimous agreement.

Delegations

Policy

Public input is considered valuable to the Board of Education. The Board is prepared to receive delegations wishing to bring to the attention of the Board, matters or concerns related to schools, program and program delivery, and the well-being of students and the school community.

Regulations

1. All delegations wishing to appear before the Board of Education shall be required to submit a brief written overview of their concern or proposal to the Director of Education at least four (4)

business days before the meeting to which they wish to be heard. The four-day notice can be waived with the approval of the Chairperson in emergency situations.

- a. Participants shall indicate in writing:
 - i. The names of members of the delegation and the organization if appearing on behalf of one.
 - ii. The intent and purpose of the delegation.
 - iii. The response or action expected from the Board.
2. The delegation will be requested to limit their oral presentation to ten (10) minutes. This time limit may be extended at the discretion of the Chairperson. The delegation will be given the opportunity to use their allotted time on the agenda to make their presentation and respond to questions by the Board.
3. The delegation will be advised that a decision, if any, may not be made immediately but the Board will communicate its response to them at its earliest convenience.
4. If the Chairperson is approached regarding the delegation requesting to meet with the Board, the Chairperson shall make the necessary arrangements with the Director of Education.
5. The Local Authority Freedom of Information and Protection of Privacy Act prevents the Board of Education from discussing in the regular public meeting, issues relating to specific students or personnel. Such written briefs would be presented in closed session.
6. The Chairperson presiding at any meeting may cause to be expelled or excluded any person who is considered by the Board of Education to demonstrate improper conduct.
7. The names and email addresses of all Board of Education members and the Central Services phone number will be provided to the public.

Meeting Minutes

Policy

A complete and accurate record of the proceedings of all meetings of the Board of Education shall be maintained.

Regulations

1. The Superintendent of Business shall arrange that the complete and accurate record of each Board of Education meeting be recorded.
2. The Superintendent of Business shall arrange, prior to the next regular Board meeting, the distribution of the minutes to members of the Board of Education and shall present the minutes for approval at the next meeting of the Board of Education. Once approved, these minutes will be posted on the Living Sky School Division website.



LIVING SKY SCHOOL DIVISION NO. 202

Board of Education Regular Meeting

Date: December 10, 2025

ADMIN

TO: Board of Trustees

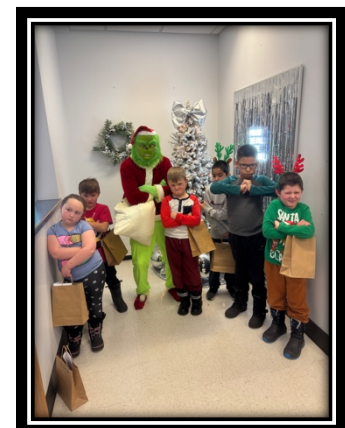
FROM: Brenda Vickers, Director of Education

SUBJECT: Director's Report

INTENT: Information

1. Deck the Halls

Deck the Halls was a hit! On November 25th and 27th, we hosted students from Cut Knife, Hafford and Battleford Central schools.



2. Holiday Pop-up!

On December 3rd, the NBCHS Entrepreneurship 30 class visited Central Services. Students showcased and sold products from their student-run businesses, and just in time for Christmas! Staff enjoyed sipping on a variety of specialty coffees while shopping for hoodies, T-shirts, bath bombs, and baking!

3. Third Parties in Schools

Presenters from Anchor and Thread offered programming to K-2 students at Bready Elementary School. The students represented 95 families. After the break, Anchor and Thread will return to work with students in grade 3.

4. Strategic Plan – Quarterly Update

The first quarter update is attached.





School/Staff Visits and Meetings July 1, 2025 – June 30, 2026		
School	Date	Purpose
Battleford Central School		
Bready Elementary School		
Cando Community School		
Connaught Elementary School		
Cut Knife Community School		
Hafford Central School		
Hartley Clark Elementary School	October 2, 2025	School Visit
Heritage Christian School		
Hillside Colony School	December 19, 2025	Visit/Concert
Kerrobert Composite School	November 14, 2025	School Visit
Lakeview Colony School	December 19, 2025	Visit/Concert
Lawrence Elementary School		
Leoville Central School	December 1, 2025	School Visit
Luseland District School		
Macklin School	September 18, 2025 October 10, 2025	Check-in Meeting with Admn
Maymont Central School		
McKittrick Community School	December 4, 2025	
McLurg High School		
Meadow Lake Christian Academy		
Medstead Central School	September 12, 2025	Check-in on renovation
Newmark Colony School	December 18, 2025	Visit/Concert
Norman Carter Elementary School		
NBCHS	November 7, 2025	Remembrance Day ceremony
Scott Colony School		
Spiritwood High School		
St. Vital Catholic School		
Unity Composite High School		
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 October 7, 2025 October 14, 2025 October 20, 2025 October 23, 2025 October 29, 2025 October 30, 2025 November 3, 2025 November 13, 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 PEPIT Meeting – Saskatoon Meeting with Cupe President Meeting with CUPE Preseident Administrators' Council Board Meeting Public Section Meetings with Mechanics/Bus Drivers Meeting with North West College







	November 15-18, 2025	SSBA Fall Assembly
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Strategic Outcome and Risk Monitoring Report 2025-2026

Risk/Outcome	Measure	Mitigations/Actions	Q1	Q2	Q3	Q4	Comments and Progress Updates
STRATEGIC OUTCOMES							
1.1 Responsive Programming for Emerging Needs	Leads: Ruth and Christine						
	By June 2026, all teachers in implementation groups will gain knowledge of targeted practices and begin to demonstrate them in their classrooms.	<ul style="list-style-type: none"> Improve and align teacher practice in targeted areas to ensure we provide responsive programming. 					Notes: <ul style="list-style-type: none"> Thinking Classroom is on track. Assessment actions are delayed. Literacy actions are delayed due to lack of a screener. The Literacy Intervention PIT is on track.
1.2 Affirming Environments	Leads: Tonya and Lindsay						
	By June 2026, there will be an increase in individualized support for students with complex needs. By June 2026, all schools will move from <i>observing</i> to <i>supporting</i> or from <i>supporting</i> to <i>disrupting</i> on the LSKYSD reconciliation rubric in the areas identified in their	<ul style="list-style-type: none"> Identify complexity in each school. Ensure designated staff develop and implement interventions. Collect and respond to data. Hire specialized positions. Implement the new LSKYSD Reconciliation Rubric. Ensure that every school develops a plan for reconciliation. 					Notes: <ul style="list-style-type: none"> Complexity is on track except at Battleford Central and McKittrick schools. The reconciliation rubric was shared, but further check-ins on development of plans is needed.


 On target
(progress is 100% of quarter target)


 Potential concern or actively monitoring
(progress is within 75-99% of quarter target)


 Confirmed concern or action planned
(progress is less than 75% of quarter target)

Strategic Outcome and Risk Monitoring Report 2025-2026

Risk/Outcome	Measure	Mitigations/Actions	Q1	Q2	Q3	Q4	Comments and Progress Updates
	reconciliation plans.						
2.1 Deepened Redesign	Lead: Shannon						
	<p>By June 2026, 85% of schools will report being satisfied with the services provided by Central Services.</p> <p>By June 2026, we will have documented at least 30 <i>leader-full</i> stories from across the division.</p>	<ul style="list-style-type: none"> Refine and consistently use teal-inspired tools, processes and training plans to ensure a culture rooted in our shared values, a structure that supports innovation, and processes that strengthen core services. Continue building a <i>leader-full</i> organization in which leadership is shared and nurtured at all levels. Refine the school learning improvement plan template to focus on the mandates and core services of leaders and building healthy learning cultures. 					<p>Notes</p> <ul style="list-style-type: none">


 On target
(progress is 100% of quarter target)


 Potential concern or actively monitoring
(progress is within 75-99% of quarter target)


 Confirmed concern or action planned
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Strategic Outcome and Risk Monitoring Report 2025-2026

Risk/Outcome	Measure	Mitigations/Actions	Q1	Q2	Q3	Q4	Comments and Progress Updates
2.2 Reconciliation in Process	Lead: Doug						
	By June 2026, operational interactions with FN partners will reflect deepened practices in IERF stepping stones 1c, 3a, and 3b.	<ul style="list-style-type: none"> Conclude four new partnership agreements with local FNs and other organizations that include regular operational contact. Establish a tuition billing process that works for LSKYSD and FN partners. Establish a new elders council co-developed with Indigenous partners. 					Notes: <ul style="list-style-type: none">
3.1 Staff Development	Lead: Jen						
	By June 2026, all roles at Central Services will have updated position profiles, onboarding expectations, training plans, and professional development expectations established.	<ul style="list-style-type: none"> Review and update Central Services position profiles. Align training plans with position profiles. Implement the onboarding processes as outlined in the Central Services Onboarding Handbook. Identify required training and PD for Central Services roles. Capture the substitute costs associated with internal PD. 					Notes: <ul style="list-style-type: none"> The Role Ready PIT's goal is to have training plans established for all Central Services roles by the end of January 2026. Currently, progress in completing these plans is slow. It is essential that all training plans are finalized to ensure alignment with position profiles.


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(progress is 100% of quarter target)


 Potential concern or actively monitoring
(progress is within 75-99% of quarter target)


 Confirmed concern or action planned
(progress is less than 75% of quarter target)

Strategic Outcome and Risk Monitoring Report 2025-2026

Risk/Outcome	Measure	Mitigations/Actions	Q1	Q2	Q3	Q4	Comments and Progress Updates
3.2 Staff Well-being	Lead: TBD						
	By the end of June 2026, a plan will be developed to align with the Mental Health section of the Provincial Education Plan.	<ul style="list-style-type: none"> Identify a lead and establish a team. Review current and future PEP priorities around Staff Well-being. Plan for future outcomes to be created and shared for the following school year. 					Notes: <ul style="list-style-type: none"> HR will be accountable for this priority. Work in this area is on pause until next year. Change of outcome will be presented at a later date.
3.3 Staff Development for Reconciliation	Leads: Doug and Tonya						
	By June 2026, IERF stepping stone 3c will shift from <i>observing</i> to <i>supporting</i> .	<ul style="list-style-type: none"> Support school learning by making Stepping Stones resources available to all staff. Support school learning by launching the LSKYSD Reconciliation Rubric for schools. Establish the conditions whereby all staff shall take 4 Seasons of Reconciliation certification within one year of working at LSKYSD. 					Notes: <ul style="list-style-type: none">


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 Potential concern or actively monitoring
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 Confirmed concern or action planned
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Strategic Outcome and Risk Monitoring Report 2025-2026

Risk/Outcome	Measure	Mitigations/Actions	Q1	Q2	Q3	Q4	Comments and Progress Updates
4.1 Strategic Budgeting	Lead: Lisa						
	By June 2026, Administrative Procedure 7.02 will be revised to formally embed the strategic budgeting process, ensuring alignment with divisional priorities and risk management practices.	<ul style="list-style-type: none"> Align the 25/26 budget with priorities and ERM to direct resources toward risks and student learning impact. Revise Policy 3040 – Finances. Rewrite and implement AP 7.02. Explore strategies to balance the operating budget. 					Notes: <ul style="list-style-type: none">
4.2 Optimal Staffing	Lead: Tonya						
	By June 2026, the formula for teacher allocation will be reviewed and adjusted to reflect the needs of the diverse schools in LSKYSD.	<ul style="list-style-type: none"> Review the current formula. Complete an analysis of provincial comparisons. Create adjustments to meet the needs and budget of the Division. 					Notes: <ul style="list-style-type: none">


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 Confirmed concern or action planned
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Strategic Outcome and Risk Monitoring Report 2025-2026

Risk/Outcome	Measure	Mitigations/Actions	Q1	Q2	Q3	Q4	Comments and Progress Updates
OPERATIONAL RISKS							
HR Unfilled Vacancies	Lead: Aaron						
	All teaching and learning services positions will be filled by qualified candidates for the start of the 2026-27 school year.	<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. Redefine employer brand to establish key points of differentiation and connect with defined audiences. 					Notes <ul style="list-style-type: none">
HR Succession Planning	Lead: Aaron						
	Establish a strong pipeline of qualified internal candidates, enabling seamless transitions into leadership and specialized roles without disrupting strategic priorities or student services.	<ul style="list-style-type: none"> Map expected retirements for the next 3-5 years to anticipate vacancies and plan succession well in advance. Create a leadership inventory; focus on talent mapping. Cross train acting admn. Create a Retention and Mentorship Development Program. 					Notes: <ul style="list-style-type: none"> Mapping of future leadership vacancies has begun. Q2 will focus on creating an inventory.


 On target
(progress is 100% of quarter target)


 Potential concern or actively monitoring
(progress is within 75-99% of quarter target)


 Confirmed concern or action planned
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Strategic Outcome and Risk Monitoring Report 2025-2026

Risk/Outcome	Measure	Mitigations/Actions	Q1	Q2	Q3	Q4	Comments and Progress Updates
HR HR Urgency	Leads: Rae and Lisa						
	By the end of June 2026, ERP data entry will be completed.	<ul style="list-style-type: none"> Contract a consultant to support ERP implementation. Contract a data entry clerk to enter data into the ERP. 					Notes: <ul style="list-style-type: none">
Superintendents EA Allotment	Lead: Lindsay						
	By June 2026, a plan for fall implementation will be created to enhance supports for students with intensive needs, adapting our service delivery model that supports tier 2 and 3 students in optimal ways.	<ul style="list-style-type: none"> 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 the 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 					Notes: <ul style="list-style-type: none">


 On target
(progress is 100% of quarter target)


 Potential concern or actively monitoring
(progress is within 75-99% of quarter target)


 Confirmed concern or action planned
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Strategic Outcome and Risk Monitoring Report 2025-2026

Risk/Outcome	Measure	Mitigations/Actions	Q1	Q2	Q3	Q4	Comments and Progress Updates
		traditional reliance on educational assistants.					
Privacy Officer Paper Privacy Leak	Lead: Doug						
	By June 2026, conditions will be in place to begin widespread compliance with SSBA's records retention guidelines.	<ul style="list-style-type: none"> Update APs and protocols regarding records retention and disposal. Develop LAFOIP training for identified staff. Run pilot project with three volunteer schools on paper records retention and disposal. 					Notes: <ul style="list-style-type: none"> AP development is in progress. LAFOIP training development is awaiting AP completion. A pilot project is in development.
Privacy Officer Use of Apps	Lead: Doug						
	By June 2026, 75% of schools will demonstrate consistent compliance with new directions on the use of apps.	<ul style="list-style-type: none"> Share directions with schools at Administrators' Advance. Monitor compliance through observations of school practice. Support school leadership in phasing out non-compliant apps or rolling out compliant ones. 					Notes: <ul style="list-style-type: none">


 On target
(progress is 100% of quarter target)


 Potential concern or actively monitoring
(progress is within 75-99% of quarter target)


 Confirmed concern or action planned
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Strategic Outcome and Risk Monitoring Report 2025-2026

Risk/Outcome	Measure	Mitigations/Actions	Q1	Q2	Q3	Q4	Comments and Progress Updates
IT Lack of Training PII Breach	Lead: Ryan						
	100% of staff will have taken or refreshed cybersecurity training. No instances of PII shared through email.	<ul style="list-style-type: none"> Add cybersecurity training to the <i>first five days</i>. Prevent sending of PII (mainly through email). Train on alternatives to emailed PII. 					Notes: <ul style="list-style-type: none"> 20% haven't started training; 12% are in progress. Reminders will be sent.
IT Device Replacement	Lead: Ryan						
	Maintain the replacement cycle in the Device Replacement Protocol.	<ul style="list-style-type: none"> Examine lower cost devices. Replace devices ahead of time to smooth out large numbers of replacements. 					Notes: <ul style="list-style-type: none">
IT Cybersecurity External APT IT Infrastructure	Lead: Ryan						
	Complete 5 SPiDR recommendations with our cybersecurity provider.	<ul style="list-style-type: none"> Roll out cybersecurity monitoring platform. Implement recommended actions from vendor. 					Notes: <ul style="list-style-type: none">
IT Cybersecurity Ransom	Lead: Ryan						
	Complete 5 SPiDR recommendations with our cybersecurity provider.	<ul style="list-style-type: none"> Roll out cybersecurity monitoring platform. Implement recommended actions from vendor. 					Notes: <ul style="list-style-type: none">


 On target
(progress is 100% of quarter target)


 Potential concern or actively monitoring
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 Confirmed concern or action planned
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Strategic Outcome and Risk Monitoring Report 2025-2026

Risk/Outcome	Measure	Mitigations/Actions	Q1	Q2	Q3	Q4	Comments and Progress Updates
Service Lead Data	Lead: Doug						
	By June 2026, all identified sources of data for decision making will be accessible by a dashboard or have a concrete timeline for dashboard acquisition.	<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. 					Notes: <ul style="list-style-type: none">
Facilities No More Drips	Lead: Facilities Specialist						
	Investigate any newly reported roof leaks within 48 business hours of detection.	<ul style="list-style-type: none"> Prioritize roof leak investigations and initial band-aid above all other facilities work. 					Notes: <ul style="list-style-type: none"> No progress report is available due to the Facilities Specialist's current leave.
Procurement Administrator	Lead: Dan						
	Examine the percentage of controlled spend via preferred suppliers that can be monitored and tracked.	<ul style="list-style-type: none"> Select preferred suppliers. Distribute preferred suppliers list. Set up online purchasing portals with individual logins per user. 					Notes: <ul style="list-style-type: none">

 On target
(progress is 100% of quarter target)

 Potential concern or actively monitoring
(progress is within 75-99% of quarter target)

 Confirmed concern or action planned
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BOARD CHAIR COMMITMENTS FOR NOVEMBER, 2025

November 4 – The Best Laid Plans: Three Underutilized Aspects of Strategic Planning – Webinar

November 4 – Unity Public School SCC Meeting

November 4 – Board Agenda Planning Meeting

November 5 – Unity Public School Remembrance Day Service

November 11 – The Governance Solutions Podcast – Webinar

November 12 – Board Meeting

November 13 – Tour of North West College

November 13 – Board Events Committee Meeting

November 14 – Election Buddy Training

November 16 – SSBA Executive Meeting

November 16 – Board Chairs Council Meeting

November 16 – Public Section Meeting

November 17 – SSBA Fall General Assembly

November 17 – Meeting with Minister of Education, Minister of Health, Light of Christ Director and Chair, and Brenda

November 18 – SSBA Fall General Assembly

November 18 – Making a Difference: 3 Practical Ways a Not-For-Profit's Governance Professional Can Elevate Their Boardroom – Webinar

November 18 – School Board/Trustee Advocacy at the Legislature

November 20 – Sakewew Board Meeting

November 20 – Board Agenda Planning Meeting

November 25 – SSBA New Executive Orientation

November 26 – Audit Committee Meeting

November 26 – Board Meeting



Information Items





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: <ul style="list-style-type: none"> • 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

September Board Notes: SEP 17 – SSBA Executive Meeting SEP 18 – SSBA Board Chair Council – 1:00 – 4:00 (Regina) SEP 18 – Public Section Executive (Board) – 9:00 to 10:30 (Zoom)		
SEP 10/25	Audit Committee Meeting – 2:00 SSBA Board Engagement	
SEP 24/25	Strategic Plan Overview (Actions, Outcomes and Metrics) Extra-Curricular Committee and Maymont Joint-Use Facility Update	Brenda Vickers, Director Mary Linnell, Trustee
October Board Notes: OCT 16 and 17 – SSBA Executive Meeting OCT 20 – Board Chair Council – 8:30 to 9:30 (Virtual?)		
OCT 29/25	Heritage Christian & Meadow Lake Christian Board & Admin Human Resources (HR) BAU (Fall Staffing and Enrolments) Information Technology (IT) BAU Transportation BAU	Aaron Melnyk, HR Administrator Rae McLenaghan, HR Administrator Ryan Kobelsky, IT Specialist Karen Weber, Transportation Specialist
November Board Notes: NOV 16 – Board Chair Council (Regina Delta) NOV 16, 17 & 18 – Fall General Assembly (Regina Delta) NOV 16 or 17 – Public Section Annual Meeting (Regina Delta)		
NOV 12/25	Organizational Meeting (review and sign Code of Conduct) Superintendents BAU (School Goals/SLIP Approval)	Superintendents of Learning
NOV 26/25 (virtual meeting)	Audit Committee Meeting – 2:00 Year End Financial Statements – BAU Annual Report – BAU	Lisa Palmarin, Superintendent of Business Senior Leadership Team Kelsie Valliere, PR/Advancement Specialist
December Board Notes: DEC 4 and 5 – SSBA Executive Meeting (Location TBD)		
DEC 10/25	Strategic Update #1 (Data) Procurement BAU PR/Advancement BAU Accounting/Payroll BAU	Senior Leadership Team Dan Coe, Procurement Administrator Kelsie Valliere, PR/Advancement Specialist Kristy Gray, Accounting/Payroll Specialist

January Board Notes: JAN ? – SSBA Executive Meeting JAN ? – SSBA School for New Trustee Academy (location?)		
JAN 28/26 (virtual meeting)	NBCHS Welding Student Visit Superintendents BAU (Supervision/Curriculum Update) Catholic Advisory Committee Update Facilities BAU	Superintendents of Learning Glen Leask, Trustee Kelly Schneider, Trustee Wilma Peek, Facilities Specialist
February Board Notes: FEB 12 – Public Section Executive Meeting (Board Chairs & Directors) – 1:00 – 2:30 (Zoom)		
FEB 25/26 (virtual meeting)	Information Technology (IT) BAU	Ryan Kobelsky, IT Specialist
March Board Notes: MAR ? – SSBA Executive Meeting MAR 9 to 11 – LEADS APC (Regina)		
MAR 25/26	Strategic Update #2 (Data) School Year Calendar Approval Hutterian Committee Update Heat Map Presentation Transportation BAU PR/Advancement BAU	Senior Leadership Team Ruth Weber, Superintendent of Learning Ronna Pethick, Trustee Nicole Kobelsky, Trustee Bailey Kemery, Trustee SLT and Specialists Karen Weber, Transportation Specialist Kelsie Valliere, PR/Advancement Specialist
MAR 31/26 Tuesday (virtual meeting)	After Budget Work Session	Lisa Palmarin, Superintendent of Business
April Board Notes: APR ?? – SSBA Executive Meeting APR ?? – SSBA Board Chairs Council APR ?? – 2025 SSBA Spring Assembly (Saskatoon Sheraton) Apr 3 to 10 – Easter Break APR 16 or 17 – Public Section Executive Meeting (Saskatoon Sheraton) APR 22 to 24 – SASBO (Regina)		

APR 29/26	LOC Joint Board Meeting (our turn to host) Budget Process Presentation	Brenda Vickers, Director
May Board Notes: MAY ?? – SSBA Executive Meeting MAY ?? – SSBA Board Chair Council – 8:30 to 9:30 (virtual)		
MAY 27/26	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 (Location TBD)		
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/SEPT 2026	Board Advance <ul style="list-style-type: none"> Governance/Director Review Professional Learning Policy Review 	Board/Senior Leadership Team

THURSDAY JANUARY 29, 2026 (VIA ZOOM)

9:00 a.m.	Welcome and Land Acknowledgment – President Shawn Davidson
9:05 a.m.	Welcome and Land Acknowledgment – President Shawn Davidson
9:05 a.m.	Role of the Board Chair – Rob DeRooy, Governance Solutions
10:30 a.m.	Break (<i>remain logged into Zoom</i>)
10:45 a.m.	Enterprise Risk Management – Sheila Fillion, Virtus Group & Jeff McNaughton, SSBA
12:00 p.m.	Lunch (<i>exit Zoom and log back in at 1:00 p.m.</i>)
1:00 p.m.	Governing Without Administering – Clare Isman, Johnson Shoyama Graduate School of Public Policy
1:45 p.m.	Conflict Resolution & Communication – (TBD) Dispute Resolution Office
3:00 p.m.	Trustee Academy Concludes (<i>exit Zoom</i>)

Living Sky School Division No. 202
2025-2026 Enrolments - November 30, 2025

School	Grades														2025-2026 Info				2024-25 Info	
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	NOV 30 2025	OCT 31 2025	Var	Teacher FTE	NOV 29 2024	Var 2024
Battleford Central School	18	28	31	35	47	54	48	53							314	323	-9	22.00	351	-37
Bready School		29	36	46	36	36	51	45							279	281	-2	18.00	286	-7
Cando Community School		1	3	5	6	9	3	5	5	10	25	11	16	21	120	125	-5	8.50	88	32
Connaught School	38	38	36	35	28										175	168	7	12.50	189	-14
Cut Knife Community	12	10	7	14	12	14	19	15	13	15	12	20	9	13	185	181	4	15.00	209	-24
Hafford Central School		8	6	14	9	12	8	8	17	5	5	13	7	15	127	127	0	9.00	127	0
Hartley Clark School		10	13	21	14	14	14	12							98	94	4	7.00	92	6
Heritage Christian School		2	5	7	1	3	5	3	3	3	1				33	33	0	2.00	34	-1
Hillsvale Colony School		1	7	1	3	0	3	3	4	2					24	24	0	2.00	24	0
Home Based		16	12	17	18	20	15	23	16	11	10	13	7	4	182	182	0		152	30
Kerrobert Composite School		9	18	11	14	14	8	21	14	9	11	17	14	15	175	176	-1	12.50	189	-14
Lakeview Colony School		3	3	1	6	0	0	2	1	2					18	18	0	1.10	16	2
Lawrence School	35	14	25	18	27	24	28	32							203	205	-2	13.00	207	-4
Leoville Central School	7	8	7	11	3	9	9	12	7	19	11	11	10	13	137	136	1	10.50	136	1
Luseland School		8	11	13	17	25	18	17	8	21	10	13	16	14	191	191	0	13.50	193	-2
Macklin School	16	8	27	23	20	16	24	29	34	27	15	25	17	21	302	301	1	20.50	314	-12
Maymont Central School	11	8	6	6	14	8	10	14	7	14	4	8	10	12	132	133	-1	11.50	144	-12
McKittrick Community						35	35	43							113	111	2	10.00	128	-15
McLurg High School									18	22	19	16	18	18	111	110	1	11.90	129	-18
Meadow Lake Christian		6	5	3	3	1	6	6	4	6	2	1	1	0	44	43	1	2.00	38	6
Medstead Central School	8	10	5	14	8	9	12	17	6	15	7	3	13	3	130	128	2	9.50	125	5
Newmark Colony School		1	1	1	1	2	2	0	1						9	9	0	1.10	9	0
Norman Carter School		20	24	20	14	18	21	24							141	140	1	9.40	145	-4
North Battleford Comprehensive High School									165	174	152	184	216	202	1093	1118	-25	59.90	1093	0
Scott Colony School		4	2	3	1	3	3	4	2	4					26	26	0	1.70	23	3
Spiritwood High School									27	25	40	44	39	49	224	226	-2	16.43	219	5
St. Vital Catholic School	44	21	19	25	16	18	21	23	19						206	212	-6	11.20	177	29
Unity Composite High School									49	65	49	56	42	52	313	313	0	19.13	324	-11
Unity Public School	35	32	21	35	35	43	29	27							257	255	2	13.75	239	18
Total	224	295	330	379	353	387	392	438	420	449	373	435	435	452	5362	5389	-27	344.61	5400	-38

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						
Bready School	280	281	279						
Cando Community School	117	125	120						
Connaught School	167	168	175						
Cut Knife Community School	181	181	185						
Hafford Central School	130	127	127						
Hartley Clark School	94	94	98						
Heritage Christian School	33	33	33						
Hillsvale Colony School	24	24	24						
Home Based	180	182	182						
Kerrobert Composite School	175	176	175						
Lakeview Colony School	18	18	18						
Lawrence School	209	205	203						
Leoville Central School	137	136	137						
Luseland School	191	191	191						
Macklin School	299	301	302						
Maymont Central School	133	133	132						
McKitrick Community School	113	111	113						
McLurg High School	114	110	111						
Meadow Lake Christian Academy	42	43	44						
Medstead Central School	127	128	130						
Newmark Colony School	9	9	9						
Norman Carter School	140	140	141						
North Battleford Comprehensive High School	1123	1118	1093						
Scott Colony School	26	26	26						
Spiritwood High School	234	226	224						
St. Vital Catholic School	215	212	206						
Unity Composite High School	318	313	313						
Unity Public School	252	255	257						
Total	5401	5389	5362	0	0	0	0	0	0