

## March 3, 2022 Regular Meeting

The Regular Board meeting for March 2022 took place in the Birch Room at Good Spirit Education Complex on March 3, 2022. Trustees who were in attendance included: Chairperson Bob Simpson, Vice Chairperson Jaime Johnson, Trustees Jade Anderson, Chris Balyski, Gilda Dokuchie, Gord Gendur, Shannon Leson, Jan Morrison, Lois Smandych, Nicole Pohl and Steve Variyan. Division office staff in attendance included Director of Education/CEO Quintin Robertson, Chief Financial Officer, Keith Gervais, Superintendent of School Operations Mick Parmar, and Executive Services Supervisor Heather Morris.

## Approval of Minutes

The January 27, 2022, Regular Board meeting minutes were approved by the Board and posted to the website. To access the minutes, visit [gssd.ca](http://gssd.ca) > Board > Board Meetings > 2022 01 27 Regular Board Meeting > [January 27, 2022 Minutes](#).

## Accountability Report

### Effective Policy & Procedures – Human Resources – Admin Council Evaluation Process

Superintendent of Human Resources, Jason Trost, presented the accountability report, which met the Director/CEO's following Quality Indicators: 4.1 - Quality recruitment, orientation, staff development, disciplinary, evaluation and supervisor processes are developed and effectively implemented; and, QI 4.6 - Board personnel policies are followed.

The evaluation process for Administrative Council (Superintendents, Managers & Supervisors) and school-based Administrators gathers information through products, observations and conversations connected to:

- Job descriptions (renewed duties and updated to a common template).
- Annual Work Plans (for Admin Council) and School Level Plans (for Administrators). Reviewed on an ongoing basis.
- GSSD Service Commitment Reports developed by R360 Survey Data (for Admin Council) and Our School (for Administrators).
- Annual Self-Reflections.

Evidence is gathered over a two-year period in a digital portfolio and used to populate the Formal Performance Evaluation (see attached). The Formal Performance Evaluation is completed during the first year of employment and every second year thereafter. If an employee is not succeeding or improving their job performance, the performance evaluation documentation can be used to develop a Performance Improvement Plan.

The ultimate goal of Performance Evaluation is three-fold:

- the first is to ensure the will and direction of the Board of Education is met with fidelity;
- to facilitate self-efficacy and a growth mindset in our employees; and,
- meet basic Human Resource standards of practice that protect the employee and the employer.

The GSSD model leans heavily on working relationships and purposefully collects information continually through conversations, observations, and products with and from the employee.

To read the accountability report, visit [gssd.ca](http://gssd.ca) > Board > Board Meetings > 2022 03 03 Regular Board Meeting > [Accountability Report – Admin Council Evaluation Process](#).

# Board Development

## Understanding the Role of the Board Chair, Vice Chair, Executive, and Trustee

Ted Amendt from Saskatchewan School Boards Association (SSBA) virtually joined the meeting to conduct the Board Development. Prior to his presentation on the role of the Board Chair, Vice Chair, Executive, and Trustee, Ted thanked and commended the Trustees for joining the Board to represent their communities.

School Boards are **expected** to:

- administer and manage the educational affairs of the school division, to exercise general supervision and control over the schools – through bylaws and resolutions (The Education Act).
- Activate strategic oversight by planning, measuring, reporting and evaluating.

The **Board** is responsible for oversight of the organization through:

- Leadership
  - strategic direction and plan;
  - empowering of the Director/CEO;
  - Board renewal and management succession process; and,
  - performance of the organization.
- Stewardship
  - the organization’s resources;
  - financial, risk and capital management; and
  - the authority levels and policies delegated to the Director/management.
- Monitoring
  - Evaluating performance measures and holding management accountable;
  - Audit and control systems;
  - Director evaluation and compensation; and,
  - Board evaluation process.
- Reporting
  - School board communications;
  - Continuous and periodic disclosure, engagement, and accountability to stakeholders; and,
  - Degree/culture of openness and transparency in the organization.

**Good Spirit SCHOOL DIVISION**

### BOARD OF EDUCATION BOARD DEVELOPMENT

**The role of Boards**

Corporate governance is the system by which organizations are directed and controlled. Boards of Education are a system independent from, and above, the operating system. A system needs to be run by different people than the operating system.

- **Board runs governance**
- **Management runs operating**

**1** The Board of Education (Governance) are the people who:

- Have the ultimate authority and responsibility to act in the broadest interests of the school division
- Create the organization
- Contribute to resources/capital

**2** School boards are expected to:

- Administer and manage the educational affairs of the school division, to exercise general supervision and control over the schools through bylaws and resolutions (The Education Act)

**3** School boards are responsible for oversight of the division through:

- Leadership
- Stewardship
- Monitoring
- Reporting

**4** Board Trustees should:

- Ask good questions
- Continually learn
- Focus on Strategy
- Monitor Results
- Do their homework
- Act in the best interest of GSSD

Good Spirit School Division is governed by an eleven-person elected Board of Education who are elected for four years at a time. GSSD is organized into nine subdivisions for purpose of elections, but once elected the members of the Board of Education represent all students in the division and are committed to providing the very best education possible for each and every GSSD student.

The Board **Chair** is responsible for:

- the oversight of the Board;
- Board agenda and work plan;
- Relationships with MLA, Ministry, etc;
- Approach to governance – creating an atmosphere to dialogue and debate;
- Manage conflict resolution; and,
- Promote unity of Board after decisions are reached.

The Board **Vice Chair**:

- acts on behalf of the Board Chair, in their absence;
- assists the Board Chair in ensuring that the Board operates in accordance with its own policies and procedures;
- assists in providing leadership and guidance to the Board; and,
- confers with the Board Chair and the Director on items to be included on the agenda.

### The **Executive Committee**:

- makes decisions on behalf of the Board, in emergent situations;
- recommends the independent Auditor to the Board;
- meets with the Board appointed Auditor and Provincial Auditor;
- reviews and recommends financial statements and reports for distribution; and,
- negotiates the Directors contact and represents the Board on committees established to hire the Chief Financial Officer and Superintendent of Education.

### The Board **Members** are responsible for:

- contributing to the Board as it carries out its mandate to achieve its mission and goals;
- their own oversight;
- duty of care;
- fiduciary duty;
- code of conduct;
- ethical behaviour; and,
- conflict of interest.

Ted wrapped up his presentation by suggesting that Board members access the SSBA Governance Handbook to review what Board members need to know about:

- Governance and Strategy;
- Governance and Risk;
- Governance and Resources; and,
- Governance and People.

To access the detailed board development, visit [gssd.ca](https://gssd.ca) > Board > Board Meetings > 2022 03 03 Regular Board Meeting > [Board Development – Understanding the Role of the Board Chair, Vice Chair, Executive, and Trustee](#).

## Advocacy Session

### Saskatchewan School Boards Association

The Board was pleased to have Darren McKee (Executive Director), Shawn Davidson (President), Jaimie Smith-Windsor (Vice President), Robert Bachmann (South Constituency Rep) from the Saskatchewan School Boards Association join, virtually, to engage in the advocacy session.

Director/CEO Robertson began the session by reviewing GSSD's strategic plan and how SSBA supports the long-term goals.

### The session focused on:

- Advocacy
  - The SSBA represents the interests of school boards by advocating as a collective and unified voice for education.
- Mental health
  - The SSBA Executive is committed to pursuing projects to support mental health which will include having a common understanding of diversity, providing an inclusive education.
  - Emphasis was placed on the need for all Ministries to work together to support mental health.
- Risk management workshops and presentations
  - The SSBA will provide a Risk Management Framework which attempts to anticipate and respond to the changing business environment; manage in accordance with leading practice and demonstrating due diligence in

decision making; balance the cost of controls with the anticipated benefits; and, provide understanding of the need for enterprise wide risk management.

- Strategic planning and meeting facilitation services
  - The SSBA will support the Board during the strategic plan implementation and meeting facilitation processes.
- Board and Director evaluation
  - Facilitate the processes outlined in Board policies.
  - Provide a facilitation of the policy direction and procedure within current policy.
  - Provide services on how to conduct a board meeting.
- First Nations & Métis Education Services
  - The SSBA is researching ways to support school divisions in creating strategic outcomes.

The final topic focused on the 2022-23 budget, which may be announced on March 23, 2022 (tentatively). The SSBA will continue to advocate for adequate budgets which will support student learning and well-being.

Chair Simpson thanked the SSBA members for sharing their expertise and GSSD looks forward to utilizing their services in the future.

## **New Business**

### **2022-2023 School Year Calendar**

The Board passed a motion to approve the 2022-23 school year calendar, as presented.

The Board approved calendar will be submitted to the Ministry of Education for approval, prior to May 1, 2022. Once approval has been received, dates such as professional development, student led conferences, Kindergarten orientation, etc. will be identified and shared with all stakeholders.

Robertson mentioned to the Board that many individuals had asked for the first day of school to occur after the long weekend in September. Divisions across Saskatchewan have been directed by Minister Duncan to identify either a September 1 or September 2 start date.

### **Melville/Grayson Boundary Review**

GSSD has been working with Davison, Grayson, and Miller School Administration and School Community Councils to discuss opportunities and challenges related to attendance boundaries.

Currently, Miller and Davison have different grade configurations: Miller is a Kindergarten to Grade 4 school and Davison has Prekindergarten to Grade 6. This grade configuration inconsistency between Miller and Davison forces students in the Miller catchment to transition from Miller to Davison to complete Grade 5 & 6. These same students transition again, in Grade 7, to Melville Comprehensive School.

Renowned educational researcher, John Hattie, has reviewed nearly 1,200 comprehensive studies to identify factors that positively and negatively impact student learning and achievement. Movement or transition between schools has shown to produce significant negative impacts for student learning and well-being. As a result, GSSD proposed the following actions:

- Grayson School
  - Increase the attendance boundary resulting in potential increased enrolment in the future
- Davison School
  - Increase the attendance boundary
  - Maintain current grade configuration of Prekindergarten to Grade 6
- Miller School

- Decrease the attendance boundary
- Grade reconfiguration of Kindergarten to Grade 5 in 2022-23 and Kindergarten to Grade 6 in 2023-24

The Board passed the motion to approve the proposed boundary and grade configuration changes at Miller, Davison, and Grayson School.

Over the next few weeks:

- GSSD senior administration will work with in-school administration to implement a phased in approach to increase the grade configuration at Miller school over two years.
- Administration will redraw the boundaries for Miller, Davison, and Grayson Schools.
- Information will be shared on multiple sources to ensure the community understands the changes to the school boundaries.
- GSSD senior administration will notify the Ministry of Education of the grade reconfiguration at Miller School and the new attendance boundaries.

Prior to the end of March, Davison School, Grayson School, and Miller School families will receive information from GSSD including the process to follow for students who wish to be “grandfathered” and the new boundary maps.

## Director’s Report

### Board Policy Review

The Director and Board of Education, as part of their annual work plan, review all eighteen policies and appendixes each year, revising these policies as the Board sees fit.

Trustees reviewed the following Board Policies:

- [Policy 9 – Board Representatives](#)
- [Policy 10 – Policy Making](#)
- [Policy 11 – Delegation of Authority](#)

Robertson reported that GSSD is in the process of forming an Indigenous Advisory Council. The Council will seek to engage the Indigenous community so that there is a greater understanding of First Nations culture, history and people and use this knowledge to better educate and improve learning outcomes of GSSD students. Based on the formation of the Indigenous Advisory Council, revisions to Policy 9 will occur in the future.

### Financial Update

Chief Financial Officer Keith Gervais presented a detailed financial update to the Board of Education. Gervais highlighted that caretaker subs are over budget but there have been savings in special events transportation due to COVID-19.

Gervais provided an overview of GSSDs budget forecasting process. Budget forecasting is performed annually to best utilize funds available to support education of current students. Budget lines, where savings are anticipated or where spending plans do not come to fruition, are reallocated. This is also an opportunity to cover unplanned expenditures or projects with reallocated funds. Discussions during Administrative Council result in tracking of savings and areas where additional pressures exist. Additional projects are prioritized for optimal use of fund and potential to reduce pressure from future budget planning.

### Transportation Update

Ryan Hall, Transportation Manager, shared that GSSD began the school year with 99 regular bus routes. The plan is to recruit drivers in the Esterhazy area to reinstate one more route, which would leave GSSD with 100 regular routes.

Throughout December, GSSD had taken delivery of eight new Thomas buses from Warner Industries. The buses arrived with cameras installed and have been distributed to the new drivers. In mid-December, the Board approved a purchase of two new fleet trucks from Royal Ford in Yorkton. The trucks were in stock, picked up within days of approval, and are now being used by the Facilities technicians.

**Staffing:**

- Bus driver recruitment continues to be challenging. The removal of the vaccine/testing requirement has helped considerably, as three spare drivers returned immediately after that announcement was made.
- The transportation department will collaborate with HR to continue to improve our recruitment efforts.
- A group from GSSD including Quintin Robertson, Mick Parmar, Ryan Hall, and Ron Wunder travelled to Cote First Nation on December 14, 2021, to assist with recruitment efforts. This would help with the proposed transportation agreement between GSSD and Cote. Cote and GSSD continue to experience challenges finding drivers to drive the proposed Cote routes.

**Work currently being started or currently in the stages of being completed:**

- The increased travel for the coaches and consultants this year will result in added usage of the division fleet vehicles. The transportation department has met with the curriculum team to discuss fleet vehicle policy and maintenance. Job aids have been sent out to show how to add fleet vehicles to each employee’s calendar and to show how to properly book the vehicle. Fleet vehicle usage has increased since information has been sent out and will continue to increase as restrictions are removed.
- November, December, and January saw disruptions in transportation for drivers, spare drivers, and mechanics related to COVID isolation. As restrictions were removed and vaccines rolled out, the effects have slowly dissipated.
- From mid-December to present, many challenges have been presented for the bus garages due to extreme cold weather and road conditions. There have been increased cancellations because of DEF lines freezing and buses that have become stuck, or having impassable roads, most notably in the rural areas. We have been in regular communication with RMs regarding road conditions and maintenance.
- Work is being done with Zonar on the scan card project. There have been a number of virtual meetings and more rigorous texting, with various fixes from Zonar, including software updates and some hardware changes. Considerable progress has been made.
- BusPlanner Workflow and BusPlanner Web are being tested to determine our ability to move away from Baragar as a school locator application.
- The purchase of nine new Thomas was approved at the January Board meeting. These buses are expected to arrive in late July. There was discussion regarding additional used buses being purchased. This may be revisited once we receive budget information from the Ministry.
- Work was done regarding potential boundary amendments for Davison, Grayson, Macdonald, and Miller Schools. GSSD has met with the SCCs and a public consultation took place February 15.

**Facilities Update**

Pat Morrison, Facilities Manager, provided a listing of current projects in the active design phase, scheduled projects, and projects in progress.

**Current Projects – Active Design**

Project	Budget	Current Status
Esterhazy High School Major Capital	Major Capital	Submitted February 28 <sup>th</sup>
Canora Comp Roof Structure	PMR	Investigation to determine root cause
Canora Comp Home Ec Renovation	PMR	Design – 1080 Architecture
Churchbridge Public Boiler Room Renovation	PMR	Design – Fall Tender, plan for next season
Churchbridge Public Entrance Way Renovation	PMR	Design – 1080 Architecture
Esterhazy High School Computer Lab	PMR	Design – 1080 Architecture

YRHS Cosmetology Renovation	PMR	Planning
Davison School Playground Accessibility	Minor Renovations	Planning
Macdonald School Water Softener System	Minor Renovations	Planning
Macdonald School Learning Commons Ph2	PMR	Design – Internal
Norquay Home Ec and Classroom Renovations	Federal Tuition	Design – Internal

### Current Projects - Scheduled

Project	Budget	Current Status
YRHS Major Capital	Major Capital	Scheduled April
Melville Comp Roof Replacement	PMR	Scheduled March
Grayson School Roof Replacement	PMR	Scheduled March
Macdonald School Roof Replacement	PMR	Scheduled March
Grayson School Phone System	PMR	Scheduled Summer
Canora Junior Phone System	PMR	Scheduled Summer
Springside School Phone System	PMR	Scheduled Summer
Springside School Roof	PMR	Scheduled Spring
Kamsack Comprehensive Institute Boilers	PMR/Fed Tuition	Scheduled Spring
Victoria School Gymnasium HVAC	PMR/Fed Tuition	Tender closed, for board approval
Sturgis High School Brick Wall Repairs	Minor Renovations	Scheduled Spring
YRHS Daycare Countertops and Flooring	Minor Renovations	Scheduled Spring
Saltcoats Exterior Doors Main Entrance	Minor Renovations	Scheduled February
Macdonald School Staffroom Cabinetry	Minor Renovations	Scheduled March
Melville Comprehensive Entry Way	Minor Renovations	Scheduled Spring
Canora Junior Barrier Free Change/Washroom	Minor Renovations	Scheduled Summer
Sturgis Composite School PAA Air Quality	Minor Renovations	Scheduled Summer
YRHS Cooler Replacement	Minor Ren/ HC PAA	Scheduled Summer

### Current Projects – Work in Progress

Project	Budget	Current Status
Esterhazy High Home Ec Renovations	PMR	In Progress – Complete February
Churchbridge Public Surveillance	Minor Renovations	Will complete when weather permits

### Recently Completed Projects

Project	Budget	Current Status
YRHS Roof Replacement	Stimulus	Complete February 15
YRHS Commercial Freezer Renovation	Minor Renovations	Complete over Christmas break

Morrison shared that between January 24 to February 23, the Facilities Department received 168 service requests, 102 of which have been closed.

Morrison provided facilities strategic plan details on projects at Kamsack Comprehensive Institute, Norquay School, and Victoria School as well as other items (refer to the table below).

Item	Note
Summer Minor Renovations	In addition to the large project planned for this upcoming spring and summer Facilities intends to invest some of minor renovations funding to security system installation, sidewalks and parking lot improvements, and landscaping/drainage improvements. Priority of these project types will be determined by school and then will enter the planning stage.

Federal Capital Tuition Funding	<p>Facilities has been approved to utilize the Federal Capital Tuition on three projects. The projects selected will make a huge difference for students, staff and communities involved.</p> <ul style="list-style-type: none"> <li>• Kamsack Comprehensive Institute Boiler Replacement \$350,000</li> <li>• Norquay School Home Ec and Classroom Renovations \$75,000</li> <li>• Victoria School Gymnasium Renovation \$74,889</li> </ul>
Preventative Maintenance Strategic Plan	<p>Phase 1 of GSSDs Preventative Maintenance plan is complete. A strategic plan has been crafted and circulated for review. Next steps are to evolve inspection checklists. Checklists will be tested during the summer inspections. Once complete Facilities will shift their focus to AssetPlanner integration.</p>
YRHS Major Capital Project	<ul style="list-style-type: none"> <li>• Tender is active.</li> <li>• Project is tendered with base bid and optional alternates.</li> <li>• Base bid scope includes: <ul style="list-style-type: none"> <li>○ HVAC System Replacement</li> <li>○ Roof Sections – Around Gymnasium</li> <li>○ Entrance location cladding</li> <li>○ A wing Classrooms: Paint, floor, and ceilings (separate pricing for funding flexibility)</li> </ul> </li> <li>• Alternate options: <ul style="list-style-type: none"> <li>○ Roof sections – Around Theatre</li> <li>○ Windows and cladding in 14 groups by location</li> </ul> </li> <li>• Tender scheduled to close has been extended from February 25<sup>th</sup> to March 8<sup>th</sup></li> <li>• Project duration scheduled April 25, 2022 – September 27, 2023.</li> </ul>
Esterhazy Major Capital Application	<ul style="list-style-type: none"> <li>• Revised proposed project scope was complete and reviewed with 1080 Architecture.</li> <li>• Request was submitted on February 28<sup>th</sup>.</li> </ul>

## Facilities Tour

Victoria School is a Prekindergarten to Grade 4 school with a current enrolment of 183 students. The school, built in 1964 in Kamsack, Saskatchewan, has seen some additions of a library, mechanical room, staff room, and classrooms in 1968 and 1982.





When you enter the school, you immediately gain a feeling of comfort and belonging. The administration office was part of a renovation that took place in 2014 which opened the space up and improved the utilization and flow.



The “Zen Den” offers a welcome space for students to gather and learn together.



To view in the full report, visit [gssd.ca](http://gssd.ca) > [Division](#) > [Facilities](#) > [School Tours](#) > [Victoria School](#).

## GSSD Professional Development Opportunities

March 30, 2022

- Using myBlueprint Beyond the Basics

April 25 & 26, 2022

- Violent Threat Risk Assessment Level 1 Day

## Administrative Procedure Update

Morris provided a listing of the Administrative Procedure which went up for feedback, went through the approval process and has been posted to the GSSD website:

- [AP 208 Community Perceptions and Norms: Controversial Issues](#)
- [AP 225 Smudging](#)
- [AP 270 Selection of Instructional Materials and Equipment](#)
- [AP 331 Service Dogs in Schools](#)

## Upcoming Important Dates

March 3, 2022	Public Section Executive Meeting, 1:00 pm – 2:30 pm – via Zoom
March 21, 2022	March 31 Board Meeting Prep, 9-10:15 am via Teams
March 27-28, 2022	<a href="#">2022 National Congress on Rural Education</a>
March 31, 2022	Regular Board Meeting, 10 am – 5 pm, Birch Room
April 7, 2022	Public Section Executive Meeting, Saskatoon, time TBA
April 15, 2022	Good Friday
April 18, 2022	Easter Monday
April 19-22, 2022	Easter Break
April 25, 2022	May Board Meeting Prep, 9-10:15 am via Teams
May 5, 2022	Regular Board Meeting, 10 am – 5 pm, Birch Room
May 26, 2022	Special Board Meeting, 1-5 pm, Birch Room
June 2, 2022	Public Section General Meeting and Professional Development Event, Saskatoon Travelodge, 6:30 pm – 9:00 pm
June 3, 2022	Public Section General Meeting and Professional Development Event, Saskatoon Travelodge, 8:30 am – 2:00 pm
June 6, 2022	June Board Meeting Prep, 9-10:15 am via Teams
June 16, 2022	Regular Board Meeting, 10 am – 5 pm, Birch Room
August 8, 2022	August Board Meeting Prep, 9-10:30 am via Teams
August 18, 2022	Regular Board Meeting, 10 am – 5 pm, Birch Room



Upcoming Board Meetings: March 31, May 5, June 16, August 18  
Location: Good Spirit Education Complex  
To review [Board Policy 7 Board Operations](#), visit [gssd.ca](http://gssd.ca) > [Board](#) > [Policy Handbook](#) > [Board Operations](#).

### Submissions & Feedback

To submit photos or stories regarding the Board of Education or an individual Trustee in your school community, please contact [Heather.Morris@gssd.ca](mailto:Heather.Morris@gssd.ca).

For more information related to the Board of Education, visit [gssd.ca](http://gssd.ca) > [Board](#)

### Contact Us

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Visit us online at  
[www.gssd.ca](http://www.gssd.ca)

*Building Strong Foundations to  
Create Bright Futures*