AGENDA

1. Roll Call

2. Playing of O Canada

3. Adoption of Agenda

4. Comments/Concerns/Questions from the Public
   (Maximum 5 minutes per speaker; 20 minutes total; comments must be related to specific agenda items)

5. Approval of Minutes of Last Meeting
   March 26, 2013 (unapproved)

6. Delegations
   a. Stepping Stones Ministries Inc.

7. External Reports/Presentations
   a. Celebrating Excellence
      Treaty Catalyst Teacher Training

8. Business Arising from the Minutes

9. Unfinished Business
   a. Items Arising from the Committee of the Whole
10. **Correspondence**

11. **Reports of Committees and Trustees**

12. **New Business**

   **Decision**
   
   a. Assessing Our Learning Community: Staff Perceptions
   b. Request for Construction Management Services – Caroline Robins Renovation Project
   c. Emergency and Minor Roofing Repairs
      Request for Proposal T1213-0017
   d. Ècole Victoria School – Masonry Repair Tender
   e. Resolution of Intent to Borrow for Willowgrove School

13. **Reports from Administrative Staff**

   **Information**
   
   a. Continuous Improvement and Accountability Framework Report
   b. Collegiate Renewal Update
   c. Financial Results for the Period September 1, 2012 to March 31, 2013

14. **Notices of Motion**

15. **Questions by Trustees**

16. **Questions from the Public**

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**NEXT REGULAR MEETING:**

At the call of the Chair or Tuesday, May 7, 2013
7:00 p.m.
MINUTES OF A MEETING: of the Board of Education of the Saskatoon School Division No. 13 of Saskatchewan, held on Tuesday, March 12, 2013 at 3:00 p.m.

MEMBERS PRESENT: Ms. Donna Banks, Mr. Dan Danielson, Ms. Bronwyn Eyre, Ms. Holly Kelleher, Mr. Vernon Linklater, Ms. Colleen MacPherson, Mr. Ray Morrison, Mr. Darrell Utley, Mr. Kevin Waugh

Trustee Kelleher joined the meeting at 3:10 p.m.
Trustee Danielson joined the meeting at 3:15 p.m.
Trustee Waugh excused himself from the meeting at 5:20 p.m.

Following discussions in Committee of the Whole, Ms. MacPherson moved that the Board rise and report.

CARRIED (8)

The meeting adjourned at 6:15 p.m.

______________________________________________
Secretary of the School Division

______________________________________________
Board Chair
MINUTES OF A MEETING: of the Board of Education of the Saskatoon School Division No. 13 of Saskatchewan, held on Tuesday, March 26, 2013 at 7:00 p.m., 2013

MEMBERS PRESENT: Mr. Ray Morrison (Board Chair), Ms. Donna Banks, Mr. Dan Danielson, Ms. Bronwyn Eyre, Ms. Holly Kelleher, Mr. Vernon Linklater, Ms. Colleen MacPherson, Mr. Darrell Utley, Mr. Kevin Waugh

Agenda: Ms. Banks moved approval of the agenda with the following amendments:
1) Move Item #13d) Caroline Robins Program and Facilities Renewal to Item #12b)
2) Add Item #12c) Roofing Replacement Tenders
3) Add Item #12d) Portable Classroom Tenders
4) Change Information Item #12b) Provincial Budget 2013-2013 to Item #12e)

CARRIED (9)

Minutes: Ms. Eyre moved approval of the minutes of the Committee of the Whole and Regular Board Meeting of March 12, 2013.

CARRIED (9)

Celebrating Excellence – Technology for Learning: Inquiry Circles
Ms. Lisa Fleming, Superintendent of Education, introduced Ms. Carlene Walter, Educational Consultant, Mrs. Najla Akl, Teacher Librarian at Brunskill School and Mrs. Jodie Wach, Teacher at Brunskill School. Mrs. Walter provided the Board with an overview of connecting technology to learning in the classroom. Mrs. Akl and Mrs. Wach described how students explored motion through text and websites. Brunskill School grade 1/2 students Arianna, Ayden, Sabri and Tristan demonstrated to Board members their learning journey.

Co-Ownership Agreement for Willowgrove School: Ms. MacPherson moved that the Board approve the Co-Ownership Agreement for Willowgrove School.

CARRIED (9)

Director/CEO Evaluation: Ms. Kelleher moved that Board approve the ‘Director’s Report to the Board’ for the period December 1, 2012 to March 15, 2013 to be included as part of the evidence of the quality indicators for the Director’s annual evaluation.

CARRIED (9)

Correspondence: Mr. Linklater moved that the Board receive, in confidence, the correspondence from the closed session of Committee of the Whole.

CARRIED (9)

Reports of Committees and Trustees:

- Trustee Banks reported on her attendance at school community council meetings at Fairhaven School and Tommy Douglas Collegiate. She also attended a basketball tournament hosted by Tommy Douglas Collegiate for elementary school students. Ms. Banks updated the Board on the parent engagement conference plans for a fall 2014 conference and the preparations for the 2013 Saskatoon Public Schools Foundation’s Fools’ Roast.

- Trustee Waugh reported on his attendance at the CHEP fundraiser on March 16th, the year-end celebration for the Kinsmen Hockey League and Saskatchewan School Boards Association Executive meeting in Regina on March 21st and 22nd. Mr. Waugh expressed thanks to Cameco’s generous donation of 2013 University Cup tickets for many of our students and acknowledged the work of City Park and Nutana Collegiate’s displays at Gardenscape.
• Trustee Utley reported on his involvement with the Saskatchewan School Boards Association Public Section where he visited and dialogued with trustees from the Living Sky School Division in North Battleford and the Prairie Spirit School Division in Warman.

• Trustee Eyre reported on her attendance at Ward 7 schools - Hugh Cairns V.C. and John Lake.

School Calendar 2013-2014: Mr. Utley moved that the Saskatoon Board of Education adopt the proposed 2013-2014 school year calendar, based upon the legislative and regulatory amendments proclaimed on January 1, 2013.

CARRIED (9)

Caroline Robins Program and Facility Renewal: Mr. Danielson moved that the Board authorize Administration to proceed with the renovation work required to create a new “21st Century Learning Academy”, upgrades to primary classrooms and an outdoor early learning space at Caroline Robins School, at a total cost not to exceed $700,000.

CARRIED (9)

Roofing Replacement Tenders: Ms. Kelleher moved that tenders for seven roofing replacement projects be awarded at the following amount plus GST:

1) Dundonald School Century Roofing & Sheet Metal $467,107
2) Howard Coad School Flynn Canada Ltd. $60,002
3) Mount Royal Collegiate Century Roofing & Sheet Metal $166,779
4) Silverwood Heights School Clark Roofing Ltd. $749,341
5) Victoria School Flynn Canada Ltd. $198,936
6) Vincent Massey School (Section #8) Flynn Canada Ltd. $653,106
7) Vincent Massey School (Section #8) Flynn Canada Ltd. $61,174

CARRIED (9)

Portable Classroom Tenders: Ms. MacPherson moved that the Board authorize Administration to offer to purchase 12 portable classrooms. Total installed cost of 12 units not to exceed $3,000,000.

CARRIED (8-1) (Trustee Waugh voted against the motion)

Provincial Budget 2013-2014: Trustees had an opportunity to comment on the provincial budget which was passed by the provincial government on March 20, 2013.

Reports from Administrative Staff: Reports were received, for information, on the following issues:

• Wildwood School Structural Report

• Literacy for Life Update: Ms Lisa Fleming, Superintendent of Education, introduced Mrs. Lorraine Bentham, literacy teacher at Sutherland School, Mrs. Pamela Schaaf, FNIM Leveled Literacy Intervention (LLI) teacher at Confederation Park School and Mrs. Stacy Hoskins, resource teacher at Vincent Massey School. This group shared with the Board how implementing LLI has impacted the reading success of their students.

• Financial Results for the period September 1, 2012 to February 28, 2013
Ms. Eyre moved that the Board adjourn to the call of the Chair or the Committee of the Whole Meeting of Tuesday, April 23, 2013 at 3:00 p.m.

The meeting adjourned at 9:10 p.m.

CARRIED (9)

______________________________________
Secretary of the School Division

______________________________________
Board Chair
MEETING DATE: APRIL 23, 2013

TOPIC: STEPPING STONES MINISTRIES INC. DELEGATION

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<th>FORUM</th>
<th>AGENDA ITEMS</th>
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BACKGROUND

Mr. Robin Bellamy, Board Member, Stepping Stones Ministries Inc., has requested and has been granted permission to address the Board with regarding to the Saskatoon Board of Education’s donations of used computers. They would also like to thank College Park, Forest Grove, Brevoort Park and Prince Philip schools for their donations.

CURRENT STATUS

The letter of request from Mr. Bellamy is attached for trustee information.

PREPARED BY

Mrs. Avon Whittles, Director of Education

DATE

April 17, 2013

ATTACHMENTS

Letter from Stepping Stones Ministries Inc.
Monday, April 15, 2013

Dear Mr. Morrison,

On behalf of our charity we would like to thank the Saskatoon Public Board of Education for their donation of used computers. The computers were sent to various schools in Central and Southern Philippines after devastating typhoons destroyed or damaged many of their schools.

This past February a number of our members had an opportunity to visit some of the schools that received these computers and we would like to pass on to the Public School Division their thanks. We would like to show their gratitude by presenting the School Division with a plaque of appreciation at your next regular Board meeting on April 23rd.

With this letter we would also like to thank College Park, Forest Grove, Brevoort Park and Prince Philip Schools for their help in collecting much needed household items and clothing for these areas devastated by the typhoons.

Sincerely,

Robin Bellamy
Board Member, Stepping Stones Ministries Inc.

8B-183, 3110 8th St. E., Saskatoon, SK., S7H 0W2
MEETING DATE: APRIL 23, 2013

TOPIC: CELEBRATING EXCELLENCE
TREATY CATALYST TEACHER TRAINING

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BACKGROUND

Strengthening Our Learning Community - Strategic Direction: Our Students’ Learning goal states: “Our students will engage in relevant and challenging learning opportunities to enhance their academic, personal, and social/cultural growth.” Our People goal states: “Our people will be committed to a constructive educational culture that values people, excellence, and life-long learning.” Our Community goal states: “We seek to build with our community shared ownership and responsibility for the well-being and education of our children and youth.” Our Organization goal states: “Our organization will be principled, innovative, collaborative, accountable, and effective.”

CURRENT STATUS

Saskatoon Public Schools is committed to the actualization of Treaty Essential Learnings (TELS) in all subject areas K-Grade 12. It is our goal to have our staff and students understand the history of Saskatchewan and Canada that includes multiple perspectives and experiences. It is important that our learning community understands the historical and contemporary contexts of the treaty relationship and the impact that the Indian Act has had on our communities. We continue to engage all members of our learning community to develop their understanding around treaty education. To date we have provided treaty education workshops for trustees, parents, administrators, students and teachers. We want all of our students, staff, parents/caregivers and community members to understand the meaning of “we are all treaty people”.

Saskatoon Public Schools has a very successful partnership with the Office of the Treaty Commissioner. Through this partnership we have been developing treaty education competencies by offering treaty catalyst teacher training. In partnership with the Office of the Treaty Commissioner, Saskatoon Public Schools offers treaty catalyst teacher certification during Ignite each year and then offers the four days of training during the school year. In our First Nations, Inuit and Métis Education ACTION Plan 2012-2015 we have stated our goal to have a treaty catalyst teacher in every one of our elementary and secondary schools. In September 2011, we had 13 certified treaty catalyst teachers. As of April 10, 2013 we have 83 certified treaty catalyst teachers with representation in 37 of the 56 schools in Saskatoon Public Schools and seven teachers in roles at central office.

Angie Caron and Darryl Isbister, Educational Consultants: First Nations and Métis Education, will be present to share information on our treaty catalyst teacher initiative. Jack Sargeant and Tanya George will share their experiences as treaty catalyst teachers in our school division.

PREPARED BY DATE ATTACHMENTS
Ms Patricia Prowse, Superintendent of Education April 17, 2013 None
Mrs. Jennifer Hingley, Coordinator: First Nations, Inuit and Métis Education
MEETING DATE: APRIL 23, 2013

TOPIC: ASSESSING OUR LEARNING COMMUNITY: STAFF PERCEPTIONS

FORUM AGENDA ITEMS INTENT

[✓] Board Meeting [ ] Correspondence [ ] Information
[ ] Committee of the Whole [✓] New Business [✓] Decision
[ ] Reports From Administrative Staff [ ] Discussion
[ ] Other:

BACKGROUND
Administration collects perceptual data every year as part of our strategic planning process. Data are collected on a biannual basis for any particular stakeholder group. During the 2004–2005, 2006–2007, 2008–2009, 2010–2011 and 2012-2013 school years, perceptions were collected from our staff, as well as our ratepayers who do not have children in school and business community stakeholders via telephone surveys with statistically representative samples of each group.

CURRENT STATUS
Attached is the report on the results from the staff perceptions survey.

Highlights of the report:
• Saskatoon Public Schools continues to enhance our learning community capacity.
• The areas of the telephone survey with the highest level of agreement were related to:
  ➢ Staff members’ shared purpose focusing on student learning.
  ➢ Staff members’ mutual support and assistance to each other.
  ➢ Staff members’ enjoyment of their workplace experiences.
  ➢ Staff members’ opportunities to learn and grow professionally.

Dr. Scott Tunison, Coordinator: Research and Measurement will be in attendance at the meeting to answer questions as required.

PREPARED BY DATE ATTACHMENTS
Mr. Barry MacDougall, Deputy Director of Education April 17, 2013 Assessing Our Learning Community: Staff Perceptions
Dr. Scott Tunison, Coordinator: Research and Measurement

RECOMMENDATION

Proposed Motion:
That the Board receive the Assessing Our Learning Community: Staff Perceptions report to be included as part of the evidence of the quality indicators for the Director’s annual evaluation.
Assessing Our Learning Community: Staff Perceptions

Prepared by:
Barry MacDougall – Deputy Director
and
Scott Tunison – Coordinator: Research and Measurement
Introduction

A key aspect of Saskatoon Public Schools’ strategic planning process is to provide stakeholders in our organization, (i.e., students, parents, staff, and the community-at-large), with an opportunity to offer their advice and input regarding the operation and direction of the division.

During this school year, we conducted perception surveys with our staff as well as with members of the general public and the business community. This report focuses on the results of the staff perception survey.

The Survey

This is the fifth systematic survey of our employee learning community. This biannual survey is important because staff members are provided with a voice to contribute to the Board’s strategic plan.

Traditionally, learning communities have been conceptualized in terms of small teams of professionals gathered together for a common interest (e.g., a book club, a professional growth network, grade-alike or department grouping, etc.) or as an individual school community. However, this survey sees all employees of Saskatoon Public Schools – members of the Saskatchewan Teachers’ Federation, Canadian Union of Public Employees, and out-of-scope personnel – as contributors to one large learning community focused on supporting student learning.

The survey instrument asks staff members to comment on several statements that reflect the six main attributes of a learning community identified by Dr. Larry Sackney – a leading international learning community researcher. These characteristics include:

- Shared Understanding and Collaboration,
- Reflective Practice,
- Quality of Work Life,
- Organizational Resources,
- Currency, and
- Learning Opportunity.

About half of the survey items ask respondents to reflect upon the frequency of certain behaviours among their workplace colleagues that would be typical in effective learning communities. The remainder of the survey invites respondents to rate their level of agreement with a series of statements referring to personal experiences that would be common among employees in effective learning communities.

In addition, invited staff members elaborated on their responses to the survey items or to offer their views on issues not directly addressed by the survey.
Our Results:

The results are reported in two sections: Behaviours and Workplace experiences.

Behaviours: this year and trends over time

Staff members were asked to indicate how frequently their workplace colleagues engage in eleven behaviours typical among learning community members. They were asked to rate the statements according to the following scale:

- Staff members rarely engage in what is described in the statement.
- Staff members engage in what is described once in a while.
- Staff members sometimes do what is described.
- Staff members do what is described fairly often.
- Staff members do what is described very frequently or almost always.

This year, statements related to a focus on student learning and assistance to each other received the highest ratings by respondents (see Figure 1).

- 64% feel that staff members are very frequently or almost always quick to provide assistance to each other when the need arises (another 24% engage in this behaviour fairly often).
- 63% feel that staff members very frequently or almost always have a shared purpose that is focused on student learning (an additional 28% are focussed on this fairly often).
- 54% also feel that staff members very frequently or almost always take collective responsibility for student learning (another 32% do so fairly often).

Employee perceptions of some collegial and reflective behaviours declined this year (two items were statistically significant declines).

- 23% of staff members very frequently or almost always consider how their practices affect each other (a decline of 6%).
- 37% of staff members very frequently or almost always reflect on their professional practice (a decline of 6%)

Over the seven years since our first staff learning community survey, staff ratings of the frequency of learning community behaviours have improved in all areas included in this survey. (Note: two items in this section of the survey were asked for the first time in 2011). This is particularly true when we look at the data in light of those who frequently or almost always engage in these behaviours (see Figure 1).

The improvement for three of these items was 10% or more. Of particular importance is the increase in staff members’ focus on and collective responsibility for student learning.

- Staff members have a shared purpose that is focussed on student learning has increased by 14.5% since 2007.
- Staff members take collective responsibility for student learning has increased by 10% since 2007.
Figure 1 – Staff ratings of the frequency of learning community behaviours

<table>
<thead>
<tr>
<th>Very frequently or almost always</th>
<th>2013</th>
<th>2011</th>
<th>2009</th>
<th>2007</th>
<th>Difference from 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff members have a shared purpose that is focused on student learning.</td>
<td>63.0%</td>
<td>61.3%</td>
<td>50.3%</td>
<td>48.5%</td>
<td>▶+1.7pp</td>
</tr>
<tr>
<td>Staff members make effective use of electronic tools and resources.</td>
<td>32.4%</td>
<td>30.8%</td>
<td>30.1%</td>
<td>24.5%</td>
<td>▶+1.6pp</td>
</tr>
<tr>
<td>Staff members view conflict as a learning opportunity.</td>
<td>17.0%</td>
<td>16.9%</td>
<td>13.0%</td>
<td>13.1%</td>
<td>▶+0.1pp</td>
</tr>
<tr>
<td>Staff members consider how their practices affect each other.</td>
<td>23.3%</td>
<td>29.0%</td>
<td>N/A</td>
<td>N/A</td>
<td>▼-5.7pp</td>
</tr>
<tr>
<td>Staff members reflect on their professional practice.</td>
<td>37.0%</td>
<td>42.6%</td>
<td>35.5%</td>
<td>30.9%</td>
<td>▼-5.6pp</td>
</tr>
<tr>
<td>Staff members are quick to provide assistance to each other when the need arises.</td>
<td>63.9%</td>
<td>67.7%</td>
<td>61.7%</td>
<td>60.1%</td>
<td>▼-3.8pp</td>
</tr>
<tr>
<td>Staff members take collective responsibility for student learning.</td>
<td>53.9%</td>
<td>57.7%</td>
<td>44.9%</td>
<td>43.5%</td>
<td>▼-3.8pp</td>
</tr>
<tr>
<td>Staff members are adequately trained when new technology is introduced.</td>
<td>11.8%</td>
<td>13.9%</td>
<td>N/A</td>
<td>N/A</td>
<td>▼-2.1pp</td>
</tr>
<tr>
<td>Staff members’ informal staff room and/or hallway conversations are professional.</td>
<td>41.8%</td>
<td>43.2%</td>
<td>35.8%</td>
<td>29.2%</td>
<td>▼-1.4pp</td>
</tr>
<tr>
<td>Staff members believe that they make a difference in the school division.</td>
<td>33.3%</td>
<td>34.7%</td>
<td>28.0%</td>
<td>27.3%</td>
<td>▼-1.4pp</td>
</tr>
<tr>
<td>Staff members see failed initiatives as learning opportunities.</td>
<td>21.8%</td>
<td>22.4%</td>
<td>15.4%</td>
<td>15.4%</td>
<td>▼-0.6pp</td>
</tr>
</tbody>
</table>

**Workplace experiences: this year and trends over time**

Staff members were asked to rate the extent to which they agree with each of nine statements regarding their experiences in the workplace. They were asked to use the following rating scale:
- Strongly disagree,
- Disagree,
- Don’t know,
- Agree, and
- Strongly agree.

This year, employees tend to be fairly positive about many aspects of their workplace experience (see Figure 2). For example,
- 62% strongly agree that they enjoy working at their workplace (an additional 34% agree).
- 43% of respondents strongly agree that they have had the opportunity to learn and grow professionally (a further 46% agree).
- 27% strongly agree that they have access to the support and materials necessary to perform their duties (an additional 58% agree).

There were two statements that used a reverse scale designed to elicit strong levels of disagreement. In other words, we hope to see that employees strongly disagree with them.
• 48% of staff strongly disagreed that they do not know what is expected of them at work (an additional 47% disagree), and
• 40% of staff strongly disagreed that their supervisor seems indifferent toward them as a person (an additional 40% disagreed).

Since 2007, staff ratings of their workplace experiences have improved or stayed about the same in most areas included with respect to those who strongly agreed with the statements in this survey. (Note: two items in this section used a reverse scale and a decline in ratings means there has been an improvement in employee perception). (see Figure 2)

The items for which there was the most improvement include:
• There are sufficient opportunities for professional development (7% improvement).
• Over the last year, I have had the opportunity to learn and grow professionally (7% improvement).
• I enjoy working at my workplace (5% improvement).
• There is adequate funding for professional development (5% improvement).

Over time, employees have also reported an increase in the level of stress in their workplaces (11% increase in those who strongly agree) and a decrease in the amount of constructive feedback they receive from their supervisors (8% decline).

Figure 2 – Trends in staff ratings of their workplace experiences

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<tbody>
<tr>
<td>The stress level in my workplace is high.</td>
<td>27.0%</td>
<td>20.2%</td>
<td>22.6%</td>
<td>16.1%</td>
<td>▲+6.8pp</td>
</tr>
<tr>
<td>I enjoy working at my workplace.</td>
<td>61.5%</td>
<td>60.1%</td>
<td>51.2%</td>
<td>58.5%</td>
<td>▲+1.4pp</td>
</tr>
<tr>
<td>Over the last year, I have had the opportunity to learn and grow professionally.</td>
<td>43.3%</td>
<td>42.9%</td>
<td>34.6%</td>
<td>35.9%</td>
<td>▲+0.4pp</td>
</tr>
<tr>
<td>There is adequate funding for professional development.</td>
<td>10.9%</td>
<td>16.6%</td>
<td>7.2%</td>
<td>6.4%</td>
<td>▼-5.7pp</td>
</tr>
<tr>
<td>In the last seven days, I have received constructive feedback about my work.</td>
<td>11.2%</td>
<td>15.1%</td>
<td>14.5%</td>
<td>18.7%</td>
<td>▼-3.9pp</td>
</tr>
<tr>
<td>I have sufficient opportunities for professional development.</td>
<td>23.0%</td>
<td>26.6%</td>
<td>19.9%</td>
<td>15.8%</td>
<td>▼-3.6pp</td>
</tr>
<tr>
<td>My supervisor seems to be indifferent about me as a person.</td>
<td>3.3%</td>
<td>5.7%</td>
<td>4.5%</td>
<td>4.3%</td>
<td>▼-2.4pp*</td>
</tr>
<tr>
<td>I have access to the support and materials necessary to perform my duties.</td>
<td>23.9%</td>
<td>25.7%</td>
<td>23.5%</td>
<td>23.9%</td>
<td>▼-1.8pp</td>
</tr>
<tr>
<td>I do not know what is expected of me at work.</td>
<td>2.1%</td>
<td>2.7%</td>
<td>1.2%</td>
<td>2.1%</td>
<td>▼-0.6pp*</td>
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</tbody>
</table>

* Note: these items used a reverse scale – decline in them is considered an improvement.
Reflections on Staff Satisfaction:

Overall, Saskatoon Public Schools’ staff members continue to be positive about the quality of their work lives. They tend to enjoy working at their work places, and they have a shared purpose that is focused on student learning. However, they also identified some challenges in terms of ensuring that all staff members feel that they have a voice in School Division decisions and that they are equipped with the knowledge and confidence that they can cope with the ever-increasing pace of change in the educational world.

Our staff members indicated that while they were satisfied with the collaborative atmosphere in their workplaces, they were concerned about the level of support available for self-directed personal and collective professional growth. In addition, technological use and training among our staff requires additional support – particularly as it relates to embedding technological tools in support of Board priorities and strategic initiatives. Finally, we must continue to encourage everyone to see themselves and others as both teachers and learners and to value both conflict and unsuccessful initiatives as learning opportunities.

This project continues to be a learning experience for all of us. We must continue to build trust and to communicate with our staff members not only to improve their experiences as employees in the Division but also to encourage them to grow and learn together as colleagues. We must also continue our work toward enhancing leadership capacity throughout the Division to support employees and Board priorities. Nevertheless, many respondents are looking forward to the opportunities ahead as we strive to meet the changing needs of students at they adapt to the conditions of the 21st Century information age.
MEETING DATE: APRIL 23, 2013
TOPIC: REQUEST FOR CONSTRUCTION MANAGEMENT SERVICES – CAROLINE ROBINS RENOVATION PROJECT

FORUM
[✓] Board Meeting
[ ] Committee of the Whole

AGENDA ITEMS
[ ] Correspondence
[✓] New Business
[ ] Reports From Administrative Staff
[ ] Other:

INTENT
[ ] Information
[✓] Decision
[ ] Discussion

BACKGROUND
At the March 26, 2013 Board meeting, the Board authorized administration to proceed with renovation work required to create a new 21st Century Learning Academy, upgrades to primary classrooms and an outdoor early learning space at Caroline Robins School.

CURRENT STATUS
In order to meet the targeted first phase completion date of September 2013, administration issued a request for construction management services from qualified and available construction managers. The request was advertised in the StarPhoenix on Saturday, April 13, 2013, with a deadline for receipt of proposals on Friday, April 19, 2013. Administration, together with representatives from the design consultant, Kindrachuck Agrey Architecture and the Board’s cost consultant - Mr. Ken Leier of KDL Consulting, will review submitted proposals and bring forward a summary of the results and a recommendation to the Board at its meeting on April 23, 2013.

PREPARED BY
Mr. Stan Laba, Superintendent of Facilities

DATE
April 16, 2013

ATTACHMENTS
None

RECOMMENDATION
Proposed Motion:
That the Board approve the contract for the provision of construction management services for the Caroline Robins Renovation Project, to _________________________ as per its fee proposal dated April 19, 2013.
MEETING DATE: APRIL 23, 2013

TOPIC: EMERGENCY AND MINOR ROOFING REPAIRS
REQUEST FOR PROPOSAL T1213-0017

FORUM AGENDA ITEMS INTENT

[✓] Board Meeting [✓] New Business [✓] Decision
[  ] Committee of the Whole [  ] Correspondence [  ] Information
[  ] Reports From Administrative Staff [  ] Discussion
[  ] Other:

BACKGROUND
A request for proposal for supply of emergency and minor roof repairs was issued on January 7, 2013.

The intent of the request was to solicit proposals from qualified contractors to manage smaller roofing repairs and when they may become necessary over a three-year period. Contractors were requested to give unit pricing on a variety of types of roofing repair procedures and to provide detail on their experience and expertise in handling the different types of situations we may encounter in our schools. Our intent is to select one contractor with the best mix of pricing and expertise and to enter into a contract relationship with that contractor to handle all repairs over the term of the contract.

It is estimated that the school division will spend approximately $175,000 per year on this type of repair.

The request for proposal document was sent to three (3) firms and advertised on the Board’s public website, as well as the provincial government’s competitive bidding site. The request for proposal closed on January 24, 2013 and three (3) proposals were received.

Because of the technical nature of the information included in this request, we contracted the services of Roof Management & Inspection Services Ltd. to assist in the evaluation process.

CURRENT STATUS
The current contract for this service with Flynn Canada will expire at the end of June, 2013.

FINANCIAL IMPLICATIONS
Cost will be covered under existing operating budgets.

PREPARED BY DATE ATTACHMENTS
Mr. Garry Benning, Chief Financial Officer April 15, 2013 Evaluation Summary
Mr. Gordon Mortson, Manager of Purchasing Services
Mr. Randy Holfeld, Manager of Maintenance and Operations

RECOMMENDATION
Proposed Motion:
That the Board award the contract with a term of three (3) years commencing May 1, 2013 for supply of emergency and minor roof repairs as specified in Request for Proposal T1213-0017 to Flynn Canada. Work will be completed as it is needed using the pricing structure defined in the proposal submitted by Flynn Canada.
The Request for Proposal identified the following criteria that would be used in the evaluation and the weighting assigned to each of the criteria.

<table>
<thead>
<tr>
<th>Material &amp; Labour Costs</th>
<th>40%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience with different types of repair</td>
<td>15%</td>
</tr>
<tr>
<td>Response Time</td>
<td>25%</td>
</tr>
<tr>
<td>Vehicle Charge</td>
<td>10%</td>
</tr>
<tr>
<td>Minimum Charge</td>
<td>10%</td>
</tr>
</tbody>
</table>

Total points available: 100

### EVALUATION CRITERIA

<table>
<thead>
<tr>
<th>EVALUATION CRITERIA</th>
<th>Mandatory Features</th>
<th>Flynn Canada</th>
<th>Century Roofing &amp; Sheet Metal</th>
<th>Clark Roofing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Submitted on Time</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>2. Signed Certificate</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3. Required Copies</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>4. Ability to Supply all Services as per “Scope”</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
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</tbody>
</table>

### Other Evaluation Factors

<table>
<thead>
<tr>
<th>Other Evaluation Factors</th>
<th>Points</th>
<th>Flynn Canada</th>
<th>Century Roofing &amp; Sheet Metal</th>
<th>Clark Roofing</th>
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</thead>
<tbody>
<tr>
<td>Material &amp; Labour Costs</td>
<td>40</td>
<td>40</td>
<td>28</td>
<td>25</td>
</tr>
<tr>
<td>Experience with different types of repair</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Response Time</td>
<td>25</td>
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<td>Vehicle Charge</td>
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<td>7</td>
</tr>
<tr>
<td>Minimum Charge</td>
<td>10</td>
<td>9</td>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>

Total Points 100

The summary of evaluation shows:

- Flynn Canada: 91 points
- Century Roofing & Sheet Metal: 81 points
- Clark Roofing: 72 points
BACKGROUND
The first phase of exterior masonry repair at École Victoria School is an important priority for facilities work in 2013. This work was originally tendered in late summer 2012, but was not awarded because of the sole tender received and its cost.

CURRENT STATUS
Four tenders were received on Tuesday, April 2, 2013 at 2:00 p.m. The tender submitted by Gracom Masonry LP, in a total amount of $148,843 plus GST was found to be acceptable in all regards, and is recommended for award by the design engineer and administration.

RECOMMENDATION
Proposed Motion:
That the Board award the tender for masonry repairs at École Victoria School to Gracom Masonry LP, in a total amount of $148,843 plus GST.
MEETING DATE: APRIL 23, 2013

TOPIC: RESOLUTION OF INTENT TO BORROW FOR WILLOWGROVE SCHOOL

FORUM

<table>
<thead>
<tr>
<th>☑ Board Meeting</th>
<th>[ ] Committee of the Whole</th>
</tr>
</thead>
</table>

AGENDA ITEMS

<table>
<thead>
<tr>
<th>[ ] Correspondence</th>
<th>[ ☑ ] New Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ] Reports From Administrative Staff</td>
<td>[ ] Other:</td>
</tr>
</tbody>
</table>

INTENT

<table>
<thead>
<tr>
<th>[ ] Information</th>
<th>[ ☑ ] Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ] Discussion</td>
<td></td>
</tr>
</tbody>
</table>

BACKGROUND

The total budget for the construction of the new Willowgrove elementary school is $20,407,576 (net of the refundable portion of GST). The Ministry will fund $13,264,924 and Saskatoon Public Schools will need to borrow $7,142,652.

The Ministry of Education’s policy for “Borrowing for Approved Infrastructure Projects” (see attached) requires “a resolution setting forth the intent to borrow must be passed by the board of education or the conseil scolaire at a meeting showing in detail:

The amount proposed to be borrowed;

1) The purposes for which the expenditure is to be made;
2) The term of the promissory note or other form of security to be issued;
3) The rate of interest payable; and
4) The method of repayment.”

CURRENT STATUS

After the resolution for borrowing is passed by the Board, “the board of education or conseil scolaire must publish a copy of the resolution and a notice of intention to apply to the minister for consent to borrow the proposed amount in at least one issue of a newspaper that has general circulation in the school division or division scolaire francophone.” (Ministry policy for “Borrowing for Approved Infrastructure Projects”) There are plans to publish this information in Saskatoon Express.

A request for proposals will be the next step. This will probably take approximately two or three weeks. The Ministry of Education requires three interest rate quotes from three different lending institutions.

The application to borrow will then be submitted to the Ministry of Education for consent and authorization of the loan.

FINANCIAL IMPLICATIONS

The Ministry of Education will fund both the interest and principal repayments amounts as the amounts become due.

PREPARED BY

Mr. Garry Benning, Chief Financial officer
Ms. Wanda McLeod, Budget and Audit Manager

DATE

April 16, 2013

ATTACHMENTS

Policy for Borrowing - Approved Infrastructure Projects

RECOMMENDATION

Proposed Motion:
That the Board approve that application will be made to the Ministry of Education for permission to borrow the sum of $7,142,652 repayable over 20 years on a monthly basis at an interest rate not to exceed 4% for the purpose of funding the school division’s share of the total costs for the construction of Willowgrove elementary school in Saskatoon.
**Name of Policy:**
Borrowing for Approved Infrastructure Projects

**Authority:**
Sections 279, 286, 321 of *The Education Act, 1995*

**Intent:**
To allow boards of education and the conseil scolaire to borrow funds to cover capital costs associated with approved school and non-school infrastructure projects.

**Policy Statement:**
Borrowing for infrastructure projects will only be consented by the ministry for purposes of funding approved projects or portions of approved projects. Projects approved by the ministry prior to April 1, 2011 are not included in this policy.

**Process – Borrowing for Capital Expenditures:**
*A board of education or conseil scolaire is not permitted to finance its share of approved infrastructure projects with an existing line of credit.*

Boards of education or the conseil scolaire wishing to borrow funds for any infrastructure project must undertake the following steps:

1. Receive ministry approval of infrastructure project.
2. Use accumulated capital surplus and deferred revenue prior to borrowing.
3. Pass resolution setting forth intent to borrow.
4. Apply to ministry for consent to borrow.

1. **Ministry Approval of Infrastructure Project:**
   - Board of education or the conseil scolaire submits application for approval and funding of infrastructure project. If approved, the ministry will provide notification of preliminary approval.
   - Board of education or the conseil scolaire submits detailed design documentation to the ministry and awaits approval to tender.
   - Upon receiving written approval from the ministry, the board of education or the conseil scolaire shall tender the project and submit the tender results to the ministry.
   - Ministry will provide the board of education or the conseil scolaire with notification of final approval for the project.
   - Board of education or the conseil scolaire will submit a cash-flow projection to the ministry for all major capital infrastructure projects.
   - Ministry will provide its total share less any applicable contingency, in advance of the board of education or the conseil scolaire share. This will allow ample time for the board of education or the conseil scolaire to secure borrowing.
- Board of education or the conseil scolaire may begin preliminary discussions with a financial institution with regards to borrowing options.

2. Utilization of Accumulated Capital Surplus and Deferred Revenue:
- In consultation with the ministry, externally restricted (ie. Ministry of Education) reserves designated for capital purposes will be drawn down and applied to the board of education’s or conseil scolaire’s share of the approved capital project at the direction of the Ministry prior to making application to borrow. These reserves are recorded in audited financial statements commonly referred to as:
  - Pre-April 2009 Capital Reserves
  - Deferred Revenue
  - Federal Capital Tuition Fee Component - this deferred revenue is only applied if the capital project is for a school where federal students are enrolled
- If a board of education or the conseil scolaire requires funds in addition to any reserves identified above, an application to borrow must be submitted to the ministry as outlined within this policy.
- A signed declaration providing a breakdown of capital reserves and deferred revenue balances held by boards of education and the conseil scolaire will be required by the ministry as part of the application to borrow.
- The declaration should be signed by the Chief Financial Officer and the Board Chair.

3. Resolution of Intent to Borrow:
- A resolution setting forth the intent to borrow must be passed by the board of education or the conseil scolaire at a meeting showing in detail:
  1) the amount proposed to be borrowed;
  2) the purposes for which the expenditure is to be made;
  3) the term of the promissory note or other form of security to be issued;
  4) the rate of interest payable; and
  5) the method of repayment.
- After the resolution is passed, the board of education or conseil scolaire must publish a copy of the resolution and a notice of intention to apply to the minister for consent to borrow the proposed amount in at least one issue of a newspaper that has general circulation in the school division or division scolaire francophone.
- The board of education or the conseil scolaire shall then submit an application to borrow to the ministry for consent and authorization of the loan.
4. Application for Consent to Borrow:
- The ministry requires boards of education and the conseil scolaire to solicit three (3) quotes from three (3) different lending institutions. Quotes must include interest rates and terms.
- Capital projects with a total project cost of less than $1.0M can be grouped into one single borrowing application with project details attached. Borrowing applications for projects greater than $1.0M must be submitted on separate applications.
- The ministry will review the application to borrow, provide consent if appropriate and notify the board of education or the conseil scolaire if the terms of the loan are approved;
- If the application is consented to, the ministry will publish the authorization in the Gazette.

**Note:** The ministry may request additional information prior to consenting to or rejecting any borrowing application. Consent to borrow does not represent a loan guarantee.

### Borrowing Instruments:

Boards of education or the conseil scolaire may utilize the following instruments for borrowing purposes:
- A loan from any banking institution or any credit union with its head office located in Canada;
- Interest rates **must** be a “fixed-rate” for the term of the loan. Variable rate terms will not be approved.
- The term for borrowing is as follows:
  - Projects >$1.0M (school and non school) = 20 years *
  - Projects <$1.0M (school and non school) = 5 years

* or less if the design service life of the asset is < 20 years

### Other supporting documents:

Application to Borrow

### Contact:

If you have any questions relating to this policy, please contact: Ministry of Education, Corporate Services Branch, Infrastructure Unit (306) 787-1156.
MEETING DATE: APRIL 23, 2013

TOPIC: CONTINUOUS IMPROVEMENT AND ACCOUNTABILITY FRAMEWORK CONFERENCE REPORT

FORUM | AGENDA ITEMS | INTENT
---|---|---
[✓] Board Meeting | [ ] Correspondence | [✓] Information
[ ] Committee of the Whole | [ ] New Business | [ ] Decision
[✓] Reports From Administrative Staff | [✓] Discussion
[ ] Other:

BACKGROUND
All Saskatchewan school divisions prepare and publicize an annual Continuous Improvement Plan. In addition, all divisions are required to participate in an annual Continuous Improvement and Accountability Framework Conference with the Ministry of Education. The Continuous Improvement and Accountability Framework (CI AF) supports the alignment of division and school operations with the Ministry’s priority to improve the achievement of all students. The CI AF provides divisions with a template for planning, monitoring, and public reporting on student achievement, the use of resources, and strategic practices in support of the Ministry’s four provincial priorities:

- higher literacy and achievement,
- equitable opportunities and outcomes for all,
- smooth transitions into and through the system, and
- system accountability and governance.

The Ministry has provided divisions with an outline around which to organize the required information for their annual conference for the 2012-13 school year. In addition, school divisions are required to include long-range goals and strategies to achieve them. Saskatoon Public Schools has scheduled our Continuous Improvement and Accountability Framework Conference for Friday, April 26th. Our report will be posted to the school division website on Wednesday, April 24th.

CURRENT STATUS
Dr. Scott Tunison will be in attendance at the Board meeting to answer any questions trustees may have regarding the report.

PREPARED BY | DATE | ATTACHMENTS
---|---|---
Mr. Barry MacDougall, Deputy Director of Education | April 17, 2013 | None
Dr. Scott Tunison, Coordinator: Research and Measurement

SASKATOON BOARD OF EDUCATION
MEETING DATE: APRIL 23, 2013

TOPIC: COLLEGIATE RENEWAL UPDATE

<table>
<thead>
<tr>
<th>FORUM</th>
<th>AGENDA ITEMS</th>
<th>INTENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>[✓] Board Meeting</td>
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<tr>
<td>[ ] Committee of the Whole</td>
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<tr>
<td>[✓] Reports From Administrative Staff</td>
<td>[ ] Discussion</td>
<td></td>
</tr>
<tr>
<td>[ ] Other:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

BACKGROUND

The school division is in its sixth year of implementing the Board’s priority, Collegiate Renewal. The overall goal of Collegiate Renewal is to have collegiate students “engaged in their learning so they will graduate as active participants in lifelong learning and as responsible and caring citizens in the community, nation, and world”. Engagement is being framed and assessed through the following four dimensions: competency, relevancy, belonging and potency.

CURRENT STATUS

Smooth Transitions, a key component of the Ministry of Education’s Continuous Improvement and Accountability Framework, highlights those activities which support our students to progress successfully into, through and ultimately from our K-12 school system. One of the programs which is in place to support student transition from Grade 8 to Grade 9 is the Math 9 Plus program. This program is designed to engage Grade 9 math students and grow math competency and potency.

Joining us this evening will be Superintendent of Education, Mr. Shane Skjerven who leads the Saskatoon Public Schools’ math core strategy. Also joining us this evening will be Dr. Shirley Figley, Principal of Marion M. Graham Collegiate, along with Marion M. Graham Collegiate teachers, Ms Nicole Reed and Ms Janelle Tang and students from Marion M. Graham Collegiate, who will be talking about their experience teaching and learning in the Math 9 Plus program.

PREPARED BY

Mr. Barry MacDougall, Deputy Director of Education
Mr. Shane Skjerven, Superintendent of Education
Mr. Dean Newton, Superintendent of Education
Ms. Wendy James, Coordinator, Collegiate Renewal and Coordinator, 9-12 Curriculum and Instruction

DATE: April 17, 2013
ATTACHMENTS: None
MEETING DATE: APRIL 23, 2013

TOPIC: FINANCIAL RESULTS FOR THE PERIOD SEPTEMBER 1, 2012 TO MARCH 31, 2013

FORUM AGENDA ITEMS INTENT

✓ Board Meeting [ ] Correspondence ✓ Information

✓ Committee of the Whole [ ] New Business [ ] Decision

✓ Reports From Administrative Staff [ ] Discussion

[ ] Other:

BACKGROUND

The attached financial information shows the school division’s year-to-date financial position.

CURRENT STATUS

Attached are the following documents:

1. Memorandum regarding Financial Results to March 31, 2013 Pages 1-4
4. Restricted Accumulated Surplus Detail at March 31, 2013 Pages 7-9
5. Capital Expenditures Pages 10-11

Trustees with specific questions are asked to contact Mr. Garry Benning prior to the Board meeting.

PREPARED BY DATE ATTACHMENTS

Mr. Garry Benning, Chief Financial Officer April 16, 2013 Financial Results

Ms. Wanda McLeod, Budget and Audit Manager
MEMORANDUM

DATE: April 17, 2013

TO: Trustees
   Administrative Council

FROM: Garry Benning, Chief Financial Officer
      Wanda McLeod, Budget and Audit Manager

RE: FINANCIAL RESULTS TO MARCH 31, 2013

At the request of the Ministry of Education, the teachers’ salary increase in 2011-12 was not included in the budget. This results in the instructional expenses being over budget in 2011-12. The teachers’ salary increases were funded by the Ministry of Education.

For the seven months ending March 31, 2013, the majority of revenues and expenditures are on budget. The following is an explanation for several of the revenues and expenditures:

1. Revenues
   a) Total Revenue
      Total revenue to date is approximately $132.0 million which is 59.6% of budget. This 1.2% less when compared to the March 31, 2012 (prior year) actual results.
   b) Property Taxes
      $56.7 million or 59.6% of property tax has been recognized (which is 1.0% more than the prior year). The property tax revenue for 2011 and 2012 is based on the final information from the City of Saskatoon and 2013 is based on an estimate.
   c) Provincial Grants
      $63.1 million or 57.4% (4.7% less than the prior year) of the grants have been reported. For the seven months ending March 31, 2013, $60.8 million or 59.4% (prior year was 64.3%) of the operating provincial grant revenue has been recognized.

The 2012-13 provincial grants include $2.6 million for a mid-year grant adjustment because the enrolment increase in September 2012 was so high. This funding was not included in the budget. The 2012-13 budget is consistent with prior years for the grant revenue – the funding is based on the September 2011 enrolment.

The actual provincial grant revenue for 2011-12 included approximately $7.0 million ($700,000 per month) for the salary increases in September 2010 and September 2011. At the direction of the Ministry of Education, the salary increases for the teachers and the
corresponding operating grant revenue were not included in the 2011-12 budget. This revenue is recognized as the salaries are paid to the teachers.

d) **Tuition and Related Fees**

$1.9 million or 123.6% (11.6% more than the prior year) of tuition and related fee revenue is the total estimated billings to March 31, 2013. In 2012-13, there is more revenue reported for the international student program.

e) **Complementary Services**

The complementary services revenues of $2.3 million ($374,012 in the prior year). In 2012-13, complementary services revenues include funding for pre-kindergarten and alternative funding. Alternate funding includes grants for specific projects from third parties and donations for scholarships, playground and other projects.

There are more alternative funds received and expended in 2012-13 compared to 2011-12.

In 2012-13, the pre-kindergarten funding from the Ministry of Education is conditional and reported in this category (the pre-kindergarten funding was not reported in this area in 2011-12 because it was not conditional). The timing of the third party funding recognition varies from year to year.

f) **External Services**

$3.4 million or 65.0% (5.4% more than the prior year) of external services revenue has been recorded. External services revenue includes adult education, donation revenues, cafeteria revenues and provincial funding for the associate schools.

g) **School-Based**

$3.7 million or 75.2% (0.5% less than the prior year) of school-based revenue has been recorded. School-based revenue includes student fees and grants at the school level. There were more third party grants received in 2012-13.

h) **Other**

$806,555 or 78.5% (6.8% less than the prior year) of other revenue has been recognized. In November 2011, there was a $90,000 payment received for a Literacy for Life initiative that is funded by Horizon School Division and the Okicīyapi partnership in 2011-12 and not in 2012-13. This initiative was not included in the 2011-12 budget. The timing of the payments in this category also varies from year to year. Other includes investment and rental income.

2. **Expenditures**

a) **Total Expenditures**

Total expenditures to date are $141.0 million which is 63.4% of the budget (4.2% less than in 2011-12). The 2011-12 actuals include the teachers’ salary increase for both September 1, 2010 and September 1, 2011. At the direction of the Ministry, this salary increase was not included in the 2011-12 budget.
b) **Governance**

Governance expenses for the seven months ending March 31, 2013 total $564,290 or 58.1% of budget (0.8% less than in 2011-12).

c) **Administration**

Administration expenses for the seven months ending March 31, 2013 total $2.4 million or 57.7% of budget which is 4.6% less when compared to the last fiscal year.

d) **Instruction**

Instruction expenses total $107.5 million or 65.4% of the budget for the seven months ending March 31, 2013 which is 5.2% less than the prior year.

At the direction of the Ministry, the 2011-12 budget did not include estimates for the teachers’ salary increases as a result of the most recent collective agreement. As a result, instruction expenses include approximately $700,000 per month in salary increases that were not included in the budget. If this additional amount was removed from 2011-12, the instructional expenses would be 2.0% less at March 31, 2013 compared to March 31, 2012. The Ministry of Education funded the additional costs associated with the teachers’ new collective agreement.

e) **Plant**

Plant expenses totaling $16.8 million or 52.9% of the budget has been incurred (compared to $17.4 million or 55.4% in the prior year).

f) **School-based**

School-based expenses totaled $3.2 million or 64.4% of the budget for the seven months ending March 31, 2013 (57.7% in the prior year).

g) **Transportation**

Transportation expenses of $3.9 million or 70.0% are estimated at March 31, 2013 (compared to 70.0% in 2011-12). Both years are estimates based on the budget.

h) **Tuition and Related Fees**

Tuition and related fees totaling $242,440 or 93.2% of the budget have been incurred (compared to 85.0% in the prior year). In 2012-13, approximately $20,000 more was issued to home-based educators when compared to 2011-12.

i) **Complementary Services**

$3.0 million or 65.4% (4.5% more than the prior year) of the budget for complementary services has been spent at the end of March 2012. Complementary services expenses report the pre-kindergarten programs and expenditures related to alternate funding.

There are more alternative funds received and expended in 2012-13 compared to 2011-12.
j) **External Services**

In 2012-13, $3.0 million or 60.4% (compared to 76.1% in the prior year) of the budget for external services has been spent. External services include expenses related to the associate school, cafeterias alternate funding and donations.

In 2011-12, the budget did not include any costs associated with the teachers’ salary increase; however, the actual costs include the teachers’ salary increase for both 2010-11 and 2011-12 in the payments provided to the associate schools. This increase is also included in the external revenues.

k) **Interest/Allowances**

In 2012-13, $488,008 or 44.4% of the budget for interest/allowances has been recognized. This is 5.1% less than in the prior year.

3. **Cash Flow Requirements**

The cash flow requirements statement converts the statement of financial activities into more of a cash basis.

The cash flow requirements statement provides financial information that is not included in the statement of financial activities such as the purchase of tangible capital assets and the repayment of long-term debt. The statement also adjusts for non-cash items included in the statement of financial activities such as amortization expense.

4. **Internally Restricted Surplus**

The budget allocations for 2012-13 have been completed and more detailed information is included in the attached schedule.

5. **Capital Expenditures**

The attached schedule provides information regarding the capital expenditures for the six months ending March 31, 2013.
## Consolidated Statement of Financial Activities

**For the Seven Months Ended March 31, 2013**

<table>
<thead>
<tr>
<th></th>
<th>2012-13</th>
<th>Percentage of Consolidated Actual</th>
<th>2011-12</th>
<th>Percentage of Consolidated Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property taxes</td>
<td>$56,722,855</td>
<td>59.6%</td>
<td>$54,257,270</td>
<td>58.6%</td>
</tr>
<tr>
<td>Provincial grants</td>
<td>63,105,041</td>
<td>57.4%</td>
<td>64,849,423</td>
<td>62.1%</td>
</tr>
<tr>
<td>Tuition and related fees</td>
<td>1,914,078</td>
<td>123.6%</td>
<td>1,260,404</td>
<td>112.0%</td>
</tr>
<tr>
<td>Complementary services</td>
<td>2,349,016</td>
<td>66.7%</td>
<td>374,012</td>
<td>20.4%</td>
</tr>
<tr>
<td>External services</td>
<td>3,392,204</td>
<td>65.0%</td>
<td>2,189,629</td>
<td>59.6%</td>
</tr>
<tr>
<td>School-based</td>
<td>3,728,231</td>
<td>75.2%</td>
<td>3,752,676</td>
<td>75.7%</td>
</tr>
<tr>
<td>Other</td>
<td>806,555</td>
<td>78.5%</td>
<td>902,402</td>
<td>85.3%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>132,017,979</td>
<td>59.6%</td>
<td>127,585,816</td>
<td>60.8%</td>
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<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td>564,290</td>
<td>58.1%</td>
<td>441,802</td>
<td>58.9%</td>
</tr>
<tr>
<td>Administration</td>
<td>2,379,120</td>
<td>57.7%</td>
<td>2,565,234</td>
<td>62.3%</td>
</tr>
<tr>
<td>Instruction</td>
<td>107,458,520</td>
<td>65.4%</td>
<td>106,903,498</td>
<td>70.6%</td>
</tr>
<tr>
<td>Plant</td>
<td>16,810,018</td>
<td>52.9%</td>
<td>17,446,323</td>
<td>55.4%</td>
</tr>
<tr>
<td>School-based</td>
<td>3,192,471</td>
<td>64.4%</td>
<td>2,860,483</td>
<td>57.7%</td>
</tr>
<tr>
<td>Transportation</td>
<td>3,894,180</td>
<td>70.0%</td>
<td>3,658,665</td>
<td>70.0%</td>
</tr>
<tr>
<td>Tuition and related fees</td>
<td>242,440</td>
<td>93.2%</td>
<td>221,071</td>
<td>85.0%</td>
</tr>
<tr>
<td>Complementary services</td>
<td>2,977,423</td>
<td>65.4%</td>
<td>2,539,367</td>
<td>60.9%</td>
</tr>
<tr>
<td>External services</td>
<td>3,009,552</td>
<td>60.4%</td>
<td>2,684,287</td>
<td>76.1%</td>
</tr>
<tr>
<td>Interest/allowances</td>
<td>488,008</td>
<td>44.4%</td>
<td>628,486</td>
<td>49.5%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>141,016,021</td>
<td>63.4%</td>
<td>139,949,215</td>
<td>67.6%</td>
</tr>
<tr>
<td><strong>Surplus/(deficit)</strong></td>
<td>(8,998,041)</td>
<td></td>
<td>(12,363,399)</td>
<td></td>
</tr>
</tbody>
</table>
Cash Flow Requirements  
For the Seven Months Ended March 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012-13</th>
<th>Budget 2012-13</th>
<th>Actual 2011-12</th>
<th>Budget 2011-12 (restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus/(deficit)</td>
<td>(8,998,041)</td>
<td>(1,134,873)</td>
<td>(12,363,399)</td>
<td>2,549,619</td>
</tr>
</tbody>
</table>

CASH REQUIREMENTS:

Tangible capital assets:

Long term debt:
- Repayments: (2,633,157) (4,716,000) (2,516,880) (4,654,000)
- Debt issued: - 7,269,500 - 6,681,500

Non-cash items included in surplus/deficit:
- Amortization expense: 6,529,770 11,260,000 6,476,700 11,006,000
- Employee Future Benefits expenses: - 540,000 - 530,000

Other cash requirements:
- Expected Employee Future Benefits payments: - (200,000) - (200,000)

NET EXCESS (REQUESTED) CASH: (10,107,705) 630,750 (13,399,263) 1,606,500

Reserves:
- Use/timing difference for Capital Reserves: - (3,634,750) - (3,681,500)
- Contributions to Other Reserves: (624,029) 154,000 (43,750) (75,000)

Use of Operating Reserves:
- For Unfunded Enrolment Increase: 1,662,500 2,850,000 1,505,000 2,150,000
- For Unfunded Enrolment Increase: 641,667 1,100,000

ADJUSTED CASH REQUIREMENT: (8,427,567) 1,100,000 (11,938,013) -
Internally and Externally Restricted Surplus
As at March 31, 2013

<table>
<thead>
<tr>
<th>Internally Restricted</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Civic Elections</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, August 31, 2012</td>
<td>184,139</td>
<td></td>
</tr>
<tr>
<td>Add: 2012-13 Budget allocation</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>(178,260)</td>
<td></td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>5,879</td>
<td></td>
</tr>
</tbody>
</table>

| School Generated Funds       |                                      |                                      |
| Balance, August 31, 2012     | 2,513,069                            |                                      |
| Add: Revenues                | 3,728,231                            |                                      |
| Deduct: Expenses             | (3,192,471)                          |                                      |
| Balance, March 31, 2013      | 3,048,829                            |                                      |

| General                      |                                      |                                      |
| Balance, August 31, 2012     | 113,253                              |                                      |
| Add: 2012-13 Budget allocation| -                                    |                                      |
| Deduct: Expenses             | -                                    |                                      |
| Balance, March 31, 2013      | 113,253                              |                                      |

| Facility Rental Reserve      |                                      |                                      |
| Balance, August 31, 2012     | 186,953                              |                                      |
| Add: 2012-13 Budget allocation| 15,000                               |                                      |
| Deduct: Expenses             | -                                    |                                      |
| Balance, March 31, 2013      | 201,953                              |                                      |

| System Application Reserve   |                                      |                                      |
| Balance, August 31, 2012     | 1,125,000                            |                                      |
| Add: 2012-13 Budget allocation| -                                    |                                      |
| Deduct: Expenses             | -                                    |                                      |
| Balance, March 31, 2013      | 1,125,000                            |                                      |
Memo to Trustees and Administrative Council  
April 17, 2013  
Financial Results to March 31, 2013

<table>
<thead>
<tr>
<th>Trustee Education Allowance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>43,000</td>
</tr>
<tr>
<td>Add: 2012-13 Budget allocation</td>
<td>-</td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>-</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>43,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Facility Operating Reserve</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>332,201</td>
</tr>
<tr>
<td>Add: 2012-13 Budget allocation</td>
<td>-</td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>-</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>332,201</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Specialized School Equipment Reserve</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>1,400,000</td>
</tr>
<tr>
<td>Add: 2012-13 Budget allocation</td>
<td>-</td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>-</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>1,400,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Curriculum Renewal Reserve</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>1,460,000</td>
</tr>
<tr>
<td>Add: 2012-13 Budget allocation</td>
<td>-</td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>-</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>1,460,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technology Renewal Reserve</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>1,400,000</td>
</tr>
<tr>
<td>Add: 2012-13 Budget allocation</td>
<td>-</td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>-</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>1,400,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff Professional Development Reserve</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>800,000</td>
</tr>
<tr>
<td>Add: 2012-13 Budget allocation</td>
<td>-</td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>-</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>800,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Secondary Security Camera</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>50,000</td>
</tr>
<tr>
<td>Add: 2012-13 Budget allocation</td>
<td>-</td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>-</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>50,000</td>
</tr>
</tbody>
</table>
Memo to Trustees and Administrative Council  
April 17, 2013  
Financial Results to March 31, 2013

### School Carry Forwards

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>1,231,715</td>
</tr>
<tr>
<td>Add: Revenues</td>
<td>-</td>
</tr>
<tr>
<td>Net increase</td>
<td>-</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>1,231,715</td>
</tr>
</tbody>
</table>

### Contingency Fund Reserve

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>977,942</td>
</tr>
<tr>
<td>Add: Revenues</td>
<td>-</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>977,942</td>
</tr>
</tbody>
</table>

### Alternative Funds

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>351,741</td>
</tr>
<tr>
<td>Add: Revenues</td>
<td>633,363</td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>(543,340)</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>441,764</td>
</tr>
</tbody>
</table>

Total Internally Restricted, March 31, 2013: 12,631,536

### Externally Restricted

#### Donations

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>382,352</td>
</tr>
<tr>
<td>Add: Revenues</td>
<td>100,383</td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>(70,245)</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>412,490</td>
</tr>
</tbody>
</table>

#### Foundation

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, August 31, 2012</td>
<td>122,459</td>
</tr>
<tr>
<td>Add: Revenues</td>
<td>-</td>
</tr>
<tr>
<td>Deduct: Expenses</td>
<td>-</td>
</tr>
<tr>
<td>Balance, March 31, 2013</td>
<td>122,459</td>
</tr>
</tbody>
</table>

Total Externally Restricted, March 31, 2013: 534,949

Grand Total - March 31, 2013: 13,166,485
# Memo to Trustees and Administrative Council

April 17, 2013

Financial Results to March 31, 2013

## Capital Expenditures

**As at March 31, 2013**

<table>
<thead>
<tr>
<th>Facility</th>
<th>Project Description</th>
<th>Total Available in 2012-13</th>
<th>Expenditures to March 31, 2013</th>
<th>Percent Expended to March 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROJECTS FROM PRIOR YEARS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mount Royal Collegiate</td>
<td>Saskatoon Trades and Skills Centre</td>
<td>42,000</td>
<td>47</td>
<td>0.1%</td>
</tr>
<tr>
<td>Nutana Collegiate</td>
<td>Renovation Project</td>
<td>249,687</td>
<td>171,338</td>
<td>68.6%</td>
</tr>
<tr>
<td><strong>Total Projects from Prior Years</strong></td>
<td></td>
<td>291,687</td>
<td>171,385</td>
<td>58.8%</td>
</tr>
<tr>
<td><strong>NEW PROJECTS IN 2011-12 BUDGET</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walter Murray Collegiate</td>
<td>Media Lab &amp; Auditorium</td>
<td>339,522</td>
<td>176,068</td>
<td>51.9%</td>
</tr>
<tr>
<td>Evan Hardy Collegiate</td>
<td>Theatre Upgrades</td>
<td>42,234</td>
<td>74,445</td>
<td>176.3%</td>
</tr>
<tr>
<td>Brightwater</td>
<td>Eco-Science Centre</td>
<td>383,620</td>
<td>228,045</td>
<td>59.4%</td>
</tr>
<tr>
<td><strong>Total New Projects in 2011-12 Budget</strong></td>
<td></td>
<td>765,376</td>
<td>478,558</td>
<td>62.5%</td>
</tr>
<tr>
<td><strong>ADDITIONAL PROJECTS IN 2011-12 &amp; 2012-13 CAPITAL BUDGET</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Willowgrove</td>
<td>Construction</td>
<td>20,407,575</td>
<td>2,138,161</td>
<td>10.5%</td>
</tr>
<tr>
<td>Mount Royal Collegiate</td>
<td>Roofing Project</td>
<td>288,801</td>
<td>273,377</td>
<td>94.7%</td>
</tr>
<tr>
<td>Caroline Robins</td>
<td>Roofing Project</td>
<td>204,439</td>
<td>122,503</td>
<td>59.9%</td>
</tr>
<tr>
<td>Hugh Cairns School</td>
<td>Roofing Project</td>
<td>147,241</td>
<td>127,161</td>
<td>86.4%</td>
</tr>
<tr>
<td>Royal West School</td>
<td>Roofing Project</td>
<td>520,833</td>
<td>426,338</td>
<td>81.9%</td>
</tr>
<tr>
<td>Various</td>
<td>Roofing Projects</td>
<td>724,889</td>
<td>316,448</td>
<td>43.7%</td>
</tr>
<tr>
<td>Dundonald School</td>
<td>Three Portables</td>
<td>519,283</td>
<td>454,796</td>
<td>87.6%</td>
</tr>
<tr>
<td>Lakeview School</td>
<td>Two Portables</td>
<td>223,132</td>
<td>147,633</td>
<td>66.2%</td>
</tr>
<tr>
<td>Tommy Douglas Collegiate</td>
<td>Service Road</td>
<td>180,000</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Alvin Buckwold School</td>
<td>Interior Renovations</td>
<td>162,086</td>
<td>184,317</td>
<td>113.7%</td>
</tr>
<tr>
<td>Various</td>
<td>Mobile Stair Climber</td>
<td>56,300</td>
<td>152</td>
<td>0.3%</td>
</tr>
<tr>
<td>Vehicles</td>
<td></td>
<td>59,065</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Victoria School</td>
<td>Exterior Stabilization and Repair</td>
<td>200,000</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Projects Additional Projects and 2012-13 Capital Budget</strong></td>
<td></td>
<td>23,693,644</td>
<td>4,190,886</td>
<td>17.7%</td>
</tr>
<tr>
<td><strong>OTHER DEPARTMENTS</strong></td>
<td></td>
<td>715,983</td>
<td>165,447</td>
<td>23.1%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td>25,466,690</td>
<td>5,006,276</td>
<td>19.7%</td>
</tr>
<tr>
<td>Long-term Projects</td>
<td>Total Original Budget</td>
<td>Budget Added/Subtracted</td>
<td>Total Available</td>
<td>Total to Date</td>
</tr>
<tr>
<td>------------------------</td>
<td>-----------------------</td>
<td>-------------------------</td>
<td>-----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Nutana Collegiate</td>
<td>13,500,000</td>
<td>(1,402,000)</td>
<td>12,098,000</td>
<td>12,019,651</td>
</tr>
<tr>
<td>Willowgrove School</td>
<td>20,407,575</td>
<td>-</td>
<td>20,407,575</td>
<td>2,138,161</td>
</tr>
</tbody>
</table>