

**THE REGULAR MEETING FOR THE BOARD OF EDUCATION OF THE  
SASKATCHEWAN RIVERS PUBLIC SCHOOL DIVISION**

Seminar Room, Education Centre  
545 – 11<sup>th</sup> Street East  
Prince Albert, SK S6V 1B1

Monday, April 12, 2021  
Time: 4:00 p.m.

**AGENDA (#21R-4)**

1. Call to order by Board Chair **B. Hollick**
2. Land Acknowledgement
3. Declaration of Conflict of Interest
4. Motion to move into Closed Session
5. Regular session convenes at 5:30 p.m.
6. Adoption of the agenda
7. Consent Items
  - (a) Adoption of the Minutes for Regular meetings of March 8, 2021
  - (b) Financial Statements – for the Second Quarter Ending February 28, 2021
8. Business arising from the previous meeting
  - (a) Trustee Appointment to the SSBA Indigenous Council – **B. Hollick**
9. **New Business** (Board Committee Reports, Trustees' items and Notice of Motions)
  - (a) Motions brought forward from Closed Session from March 8, 2021
  - (b) External Board Committees
    - Terms of Reference – June Recognition Event and Welcome Back Barbeque Committee– **B. Hollick, Chair**
    - Board Development Plan Progress Verbal Update – **D. Rowden**
  - (c) Provincial Update
    - Board Chairs Council Verbal Update – **B. Hollick**
    - Verbal Update - Rural Congress – **B. Hollick**
  - (d) Saskatchewan Rivers Students for Change (SRSC) Report – **K. Lam/E. Zbarachuk, student trustees**

- (e) Review of March 24, 2021 Linkage Meeting with PAATA Executive – **B. Hollick**
- (f) Appointment of the LAFOIP (Head) for the School Division – **B. Hollick**
- (g) Inclusion of Board Committee Minutes/Notes in Board Packages – **D. Rowden**

**10. Accountability reports**

- (a) Facilities Accountability Report – **M. Hurd**

**11. Reports from administrative staff**

**12. Three key messages for SCC/Public from meeting**

**13. Board members’ forum**

**14. Adjournment**

CALENDAR OF EVENTS	
<b>Thursday, April 15 (evening) &amp; Friday, April 16, 2021 (all day)</b>	SSBA Virtual Spring Assembly – April 15 – all virtually Friday – in-person and virtually
<b>Monday, April 26, 2021</b> <i>Time: 1:00 to 3:00 p.m.</i>	Day 2 – Virtual School Tours (Lunch will be provided at 12:30 p.m. for in person attendance)
<b>Monday, April 26, 2021</b> <i>Time: 3:00 to 5:00 p.m.</i>	Planning meeting, Education Centre, 545 -11 <sup>th</sup> Street East, Prince Albert, SK
<b>Sunday, May 2 to Tuesday, May 4, 2021</b>	CAPSLE Virtual 2021 Conference – link will be emailed to trustees attending
<b>Monday, May 10, 2021</b> <i>Time: 4:00 p.m.</i>	Regular meeting, Education Centre, 545 -11 <sup>th</sup> Street East, Prince Albert, SK
<b>Monday, May 17, 2021</b> <i>Time: 9:00 to 1:30 p.m.</i>	Day 3 – Virtual School Tours (Lunch will be provided for in person attendance)
<b>Monday May 31, 2021</b> <i>Time: 3:00 to 5:00 p.m.</i>	Planning meeting, Education Centre, 545 -11 <sup>th</sup> Street East, Prince Albert, SK

**MEETING DATE:** April 12, 2021

Type of Meeting	Agenda Items	Intent
<input checked="" type="checkbox"/> Regular	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Information
<input type="checkbox"/> Closed Session	<input type="checkbox"/> New Business	<input type="checkbox"/> Decision
<input type="checkbox"/> Committee of the Whole	<input checked="" type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other: _____	<input checked="" type="checkbox"/> Consent Item
<i>Primary Policy Reference:</i>	<u>8.8</u>	

**FROM:** R. Bratvold, Director of Education **ATTACHMENTS** [v]

**BACKGROUND**

**RE:** ADOPTION OF THE MINUTES OF THE REGULAR MEETINGS

- March 8, 2021 Regular minutes

**RECOMMENDATION**

*That the minutes of the Regular meeting of March 8, 2021 be approved as presented.*

**NO. #2021R-3 (MONDAY, MARCH 8, 2021)**

**MINUTES OF THE REGULAR MEETING OF THE SASKATCHEWAN RIVERS PUBLIC SCHOOL DIVISION, BOARD OF EDUCATION HELD ON MONDAY, MARCH 8, 2021 AT 5:30 P.M. IN THE SEMINAR ROOM, EDUCATION CENTRE, 545 11<sup>TH</sup> STREET EAST, PRINCE ALBERT, SK**

**PRESENT:**

**MEMBERS OF THE BOARD**

**MRS. C. BLOOM**, Trustee

**MR. B. GEROW**, Trustee

**MR. G. GUSTAFSON**, Trustee

**MR. B. HOLLICK**, Board Chair

**MR. A. LINDBERG**, Trustee

**MR. A. NUNN**, Trustee

**MS. D. ROWDEN**, Vice-Chair

**MS. J. SMITH-WINDSOR**, Trustee (electronically)

**DR. M. VICKERS**, Trustee

**MR. B. YEAMAN**, Trustee

**SENIOR ADMINISTRATION**

Mr. R. Bratvold, Director of Education (electronically)

Mrs. J. Ward, Administrative Services Officer

Mr. J. Pidborochynski, Chief Financial Officer (electronically)

B. Hollick, Board Chair, called the meeting to order.

B. Hollick acknowledged the traditional homelands of the Métis and the ancestral lands of the Cree, Dene, Dakota, Lakota, Nakoda and Saulteaux peoples and that the division is within Treaty 6 Territory.

Trustees were given an opportunity to declare a conflict of interest.

**MOTION TO MOVE INTO CLOSED SESSION:**

**#21R-21**

***Moved by D. Rowden that the meeting move into Closed Session with Board and Administration present.***

***Carried.***

Regular meeting resumed.

**STUDENT TRUSTEES**

K. Lam (absent)

E. Zbaraschuk (electronically)

**OTHERS**

M. Oleksyn, Daily Herald reporter

**ADOPTION OF THE AGENDA:**

**#21R-22**

***Moved by G. Gustafson that the agenda be approved as presented.***

***Carried.***



**CONSENT ITEMS:**

**#21R-23**

*Moved by that the following consent items be approved:*

*(a) Adoption of the Minutes for Regular meetings of February 8, 2021*

*(b) Administrative Procedures Changes.*

*Carried.*

**BUSINESS ARISING FROM A PREVIOUS MEETING:**

**(a) Board/Director Evaluation Workshop Costs**

B. Hollick provided a verbal update regarding the costs for using an external facilitator versus the Saskatchewan School Boards Association for the Board and Director evaluations in the fall of 2021

**#21R-24**

*Moved by A. Lindberg that the Board utilize the services of the Saskatchewan School Boards Association to conduct the Board and Director evaluation for the fall of 2021.*

*Carried.*

**NEW BUSINESS:**

**(a) Motions from the Closed Session of March 8, 2021:**

**#21R-25**

*Moved by B. Hollick that the following motions be brought forward:*

*1. That the Board amend Policy 9: Board Committees as presented.*

*Carried.*

*2. That the Board approve the Out of Scope Committee's Terms of Reference as presented.*

*Carried.*

**(b) External Board Committees**

**• Policy Committee Report**

G. Gustafson provided a written report regarding the work of the Policy Committee to date. He also outlined a new proposal for the Board's annual policy review.

**#21R-26**

*Moved by A. Nunn That Policy 5: Role of the Board Chair, Policy 8: Board Operations, Policy 10: Board Representatives and Policy 18: Partnerships be approved as revised.*

*Carried.*

**#21R-27**

*Moved by A. Lindberg That the proposed outline for the annual policy review be approved.*

*Carried.*

March 8, 2021

- **Terms of Reference – SRSC Committee**

J. Smith-Windsor commented that she had participated in the first session with the SRSC committee on workshop called ‘Presenting With Confidence’. The SRSC Committee terms of reference were presented for approval.

**#21R-28**

***Moved by M. Vickers that the Terms of Reference for the SRSC Committee be approved as outlined.***

***Carried.***

- **Terms of Reference – Facilities Committee**

B. Yeaman reviewed a minor adjustment to the terms of reference for the Facilities Committee. J. Smith-Windsor made reference to the Office of Privacy Commission regarding process, transparency and best practices with capital projects that the committee may be interested in reviewing.

**#21R-29**

***Moved by D. Rowden that the Board approved the Facilities Committee Terms of Reference for 2020-2021 as presented.***

***Carried.***

- **Terms of Reference – Superintendent Selection Committee**

R. Bratvold reviewed the proposed terms of reference for the Superintendent Selection Committee. Consensus was to revise the ToR to include two trustees for the composition of the committee.

**#21R-30**

***Moved by G. Gustafson that the Board approved the Superintendent Selection Committee Terms of Reference for 2020-2021 with the change to include two trustees for the composition of the committee.***

***Carried.***

- **Board Development Committee Report and Proposal**

D. Rowden reviewed the two options that the Board Development Committee is proposing for upcoming Board development. Trustees were given an opportunity to ask questions regarding the two options.

**#21R-31**

***Moved by A. Lindberg that the Board approve Option A as outlined in the Board Development Committee Report for Board development.***

***Carried.***

(c) **Provincial Update**

• **Meeting with the Saskatchewan School Boards Association (SSBA)**

B. Hollick reported that the SSBA is arranging for the President Shawn Davidson, Vice-President Jaimie Smith-Windsor, and Executive Director Darren McKee to meet with our Board for a 15-20 minute session to discuss: *2022 Budget, 2022 Strategic Plan, other priorities and Services Review happening this year*. Our session is scheduled for Monday, March 22, 2021 at 3:00 p.m.

• **SSBA Spring Assembly Verbal Update**

B. Hollick noted that trustees will join the SSBA Spring Assembly Thursday evening session remotely and the Friday session will be held at the Education Centre for in person attendance.

• **Report on the SSBA Indigenous Council**

J. Smith-Windsor provided the minutes of the February 11, 2021 SSBA Indigenous Council meeting for information. She reviewed some items that may be of interest to the Board. The next meeting of the Council will take place at the SSBA Spring Assembly and all trustees are welcome to attend the session.

The selection of one designated trustee from the SRPSD Board for the SSBA Indigenous Council will be placed on the next Regular meeting agenda.

(d) **Saskatchewan Rivers Students for Change (SRSC) Report**

E. Zbaraschuk provided a verbal SRSC report on the recent SRSC professional development session on public speaking, two more sessions are planned. She also provided school updates for information.

**THREE KEY MESSAGES FOR SCC/PUBLIC FROM BOARD MEETING**

- Meeting with Minister of Education Duncan;
- Upcoming board development opportunities for trustees;
- Linkage meeting with PAATA Executive.

**BOARD MEMBERS' FORUM:**

Trustees were given an opportunity to share information on items of mutual interest.

**ADJOURNMENT:**

**#21R-32**

***Moved by A. Lindberg that the meeting adjourn (6:45 p.m.)***

***Carried.***

**SIGNATURES:**

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Administrative Services Officer

\_\_\_\_\_  
Date of Approval

**MEETING DATE:** April 12, 2021

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<input type="checkbox"/> Committee of the Whole	<input checked="" type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other: _____	<input checked="" type="checkbox"/> Consent Item
Primary Policy Reference:	<u>2.8</u>	
<b>FROM:</b>	<b>J. Pidborochynski, Chief Financial Officer</b>	<b>ATTACHMENTS [v]</b>

**BACKGROUND**

**RE: FINANCIAL STATEMENTS – for the Second Quarter Ending February 28, 2021**

The Statements of Financial Position and Operations have been prepared in accordance with the Canadian public sector accounting standards and the format specified in the Financial Reporting Manual issued by the Ministry of Education. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The accompanying financial statements will be reviewed in detail with specific reference to the budget percentage remaining for the period. For comparative purposes 50.0% or six months remain in the fiscal year.

Details of major variances in actual to budgeted revenue are detailed as follows:

1. Grants – Pandemic funding of \$4M not budgeted.
2. Tuition Fees – On-reserve tuition fees have been billed for September to December 2020. January to March 2021 tuition fees to be billed in March 2021.
3. School Generated Funds – large decrease in fundraising
4. Complementary Services - ELIS grant not budgeted
5. External Services – Large project grants (FTV, ISSI) are received in June.

Details of major variances in actual to budgeted expenditure are detailed as follows:

1. Tuition Fees – paid in June
2. School Generated Funds – consistent with decrease in SGF revenue
3. Complementary Services – ELIS expenses not budgeted

Capital Purchases

1. Computer equip - \$329K, other equipment - \$88K, AP Daycare - \$163K.

**RECOMMENDATION**

***That the Board approve the Financial Statements for the second quarter ending February 28, 2021.***



**Saskatchewan Rivers School Division No. 119**  
**Statement of Financial Position**  
**As at February 28, 2021**

	Current Year Actual	Prior Year Actual	Variance
<b>Financial Assets</b>			
Cash and Cash Equivalents	18,572,558	21,905,101	(3,332,543)
Other Receivables	1,071,271	1,267,900	(196,629)
Portfolio Investments	5,000,000	5,000,000	-
<b>Total Financial Assets</b>	<b>24,643,829</b>	<b>28,173,001</b>	<b>(3,529,172)</b>
<b>Liabilities</b>			
Accounts Payable and Accrued Liabilities	4,345,198	2,622,502	1,722,696
Liability for Employee Future Benefits	3,391,900	3,391,900	-
Deferred Revenue	341,551	414,640	(73,089)
<b>Total Liabilities</b>	<b>8,078,649</b>	<b>6,429,042</b>	<b>1,649,607</b>
<b>Net Financial Assets</b>	<b>16,565,180</b>	<b>21,743,959</b>	<b>(5,178,779)</b>
<b>Non-Financial Assets</b>			
Tangible Capital Assets	63,086,257	65,480,175	(2,393,918)
Inventory of Supplies for Consumption	137,403	137,403	-
Prepaid Expenses	136,248	639,245	(502,997)
<b>Total Non-Financial Assets</b>	<b>63,359,908</b>	<b>66,256,823</b>	<b>(2,896,915)</b>
<b>Net Assets</b>	<b>79,925,088</b>	<b>88,000,782</b>	<b>(8,075,694)</b>
<b>Accumulated Surplus</b>			
Accumulated Surplus - Beginning of the Year	88,000,782	86,933,796	1,066,986
(Loss) earnings from Operations	(8,075,694)	1,066,986	(9,142,680)
<b>Accumulated Surplus</b>	<b>79,925,088</b>	<b>88,000,782</b>	<b>(8,075,694)</b>

**Saskatchewan Rivers School Division No. 119**  
**Statement of Operations and Accumulated Surplus**  
**For the Period from September 1, 2020 to February 28, 2021**

	Current Year Actual	Current Year Budget	Budget Remaining	Budget % Remaining	Prior Year Actual	Actual Variance
<b>REVENUE</b>						
Property Taxation	-	-	-	#DIV/0!	5,218	(5,218)
Grants	49,691,490	92,217,736	42,526,246	46.12%	92,036,682	(42,345,192)
Tuition and Related Fees	1,085,410	2,864,131	1,778,721	62.10%	3,145,774	(2,060,364)
School Generated Funds	607,661	2,280,000	1,672,339	73.35%	1,854,661	(1,247,000)
Complementary Services	933,270	1,566,543	633,273	40.42%	1,858,335	(925,065)
External Services	791,207	4,056,585	3,265,378	80.50%	5,889,509	(5,098,302)
Other	370,594	821,319	450,725	54.88%	2,313,017	(1,942,423)
<b>Total Revenue</b>	<b>53,479,632</b>	<b>103,806,314</b>	<b>50,326,682</b>		<b>107,103,196</b>	<b>(53,623,564)</b>
<b>EXPENSES</b>						
Governance	336,520	601,327	264,807	44.04%	427,931	(91,411)
Administration	1,726,224	3,350,441	1,624,217	48.48%	3,271,026	(1,544,802)
Instruction	43,498,594	73,354,004	29,855,410	40.70%	71,577,876	(28,079,282)
Plant	8,660,952	15,985,011	7,324,059	45.82%	15,288,130	(6,627,178)
Transportation	3,656,541	7,298,486	3,641,945	49.90%	6,704,799	(3,048,258)
Tuition and Related Fees	1,500	69,072	67,572	97.83%	64,300	(62,800)
School Generated Funds	508,612	2,305,000	1,796,388	77.93%	1,652,986	(1,144,374)
Complementary Services	1,001,174	1,653,263	652,089	39.44%	1,754,487	(753,313)
External Services	2,165,209	4,111,210	1,946,001	47.33%	5,290,826	(3,125,617)
Other Expenses	-	500	500	100.00%	3,849	(3,849)
<b>Total Expenses</b>	<b>61,555,326</b>	<b>108,728,314</b>	<b>47,172,988</b>		<b>106,036,210</b>	<b>(44,480,884)</b>
<b>(Deficit) surplus for the Period</b>	<b>(8,075,694)</b>	<b>(4,922,000)</b>	<b>(3,153,694)</b>		<b>1,066,986</b>	<b>(9,142,680)</b>
<b>Accumulated Surplus, Beginning of Year</b>	<b>88,000,782</b>	<b>88,000,782</b>			<b>86,933,796</b>	<b>1,066,986</b>
<b>Accumulated Surplus, End of Period</b>	<b>79,925,088</b>	<b>83,078,782</b>			<b>88,000,782</b>	<b>(8,075,694)</b>
<b>Tangible Capital Assets - Beginning of Year</b>	<b>65,480,175</b>	<b>65,480,175</b>	<b>-</b>	<b>0.00%</b>	<b>68,222,399</b>	
Tangible Capital Asset Purchases	579,832	1,160,500	580,668	50.04%	1,498,297	
Amortization	(2,973,750)	(5,947,500)	(2,973,750)	50.00%	(4,240,521)	
<b>Tangible Capital Assets - End of Period</b>	<b>63,086,257</b>	<b>60,693,175</b>	<b>(2,393,082)</b>		<b>65,480,175</b>	

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<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Other: <u>Board Committee</u>	<input type="checkbox"/> Consent Item
<i>Primary Policy Reference:</i>	<u>2</u>	

**FROM:** B. Hollick, Chair, June Recognition & Barbeque Committee ATTACHMENTS

**BACKGROUND**

**RE: TERMS OF REFERENCE FOR JUNE RECOGNITION EVENT AND WELCOME BACK BARBEQUE COMMITTEE**

Attached is the proposed terms of reference for the above committee for Board approval.

**RECOMMENDATION**

*That the Terms of References for the June Recognition Event and Welcome Back Barbeque Committee be approved.*

# **Ad Hoc Committee Terms of Reference**

## **June Recognition Event and Welcome Back Barbeque Committee Terms of Reference**

### **1. Purpose of the Committee:**

The purpose of this Committee is to organize for:

- Recognition of employees on long service and/or retirement;
- A method to showcase Board support for staff, and enhance staff morale, preferably in the fall of 2021.

### **2. Background**

The Board established the committee to organize these two special events for staff because it has not been able to host any gatherings in the last year due to COVID-19. Board members want to ensure that staff were recognized in a special manner on their long service achievements and retirement. They also wanted to provide a means of ensuring that staff feel appreciated for their continued efforts in providing excellence for all learners by providing a method to welcome staff at the school start up. Current provincial health guidelines will be adhered to in the planning of the events.

### **3. Member Expectations**

Committee members are expected to demonstrate a commitment to:

- Work collaboratively to achieve the committee's purpose.
- Provide perspective of what is best for the Division and its employees.
- Attend committee meetings and follow through in a timely manner on any commitments.
- Support the success of these events.

### **4. Composition of the Committee:**

The committee shall be composed of five trustees, including:

Barry Hollick (Chair)

Bill Gerow (Committee Member)

Alan Nunn (Committee Member)

Darlene Rowden (Committee Member)

Bill Yeaman (Committee Member)

and administrative support as determined by the Director of Education.

### **5. Roles and Responsibilities:**

- The committee chair (or designate) is responsible for
  - calling the meetings, setting the agenda and sending notice to committee members.
  - chairing the meetings and recording minutes.
  - ensuring the purpose/deliverables of the committee are achieved.
- Committee members are responsible for reading, preparation and contributing to the committee work.

### **6. Meetings:**

- Meetings will be called by notice of the committee chair, either virtually or at a location agreed upon by the Committee.
- The first meeting was held on March 15, 2021 from 1:30 – 2:30 p.m.



**7. Expenses:**

- Costs of the committee are borne by the Board.
- Meetings are expected to be arranged in a manner that reasonably minimizes costs (at locations that are conveniently central to members and rent-free, at times connected to other Board events if possible, when meal costs are not required, etc.)
- Other than necessary mileage and expenses, committee work is included in monthly trustee remuneration, unless otherwise determined by motion of the Board.

**8. Term of the Committee:**

The term of the Committee shall be from February 8, 2021 to October, 2021

**9. Reporting/Communication:**

The committee chair (or designate) will report on the progress of the committee to the Board.

**10. Decision Making**

The committee will work towards consensus in their internal decisions but the chair will call for a vote where appropriate. The committee will makes recommendations to the Board when substantive decisions are required.

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<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Other: <u>Board Report</u>	<input type="checkbox"/> Consent Item
<i>Primary Policy Reference:</i>	<u>12</u>	

**FROM:** B. Hollick, Board Chair

**ATTACHMENTS** [ ]

**BACKGROUND**

**RE: APPOINTMENT OF THE LAFOIP “HEAD” FOR THE SCHOOL DIVISION**

As per *The Local Authority Freedom of Information and Protection of Privacy Act*, the Chairperson of the board of education is the “head” within the meaning of the legislation, unless someone else is designated. Policy 12: Board Delegation of Authority delegates this responsibility to the Director of Education but we have been advised that a written letter specifying this is required.

**RECOMMENDATION**

*For Board information.*

**MEETING DATE: April 12, 2021**

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<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Other: <u>Accountability Report</u>	<input type="checkbox"/> Consent Item

Primary Policy Reference: 2

**FROM: M. Hurd, Superintendent of Facilities** **ATTACHMENTS**

**BACKGROUND**

**RE: FACILITIES ACCOUNTABILITY REPORT**

The attached Facilities Accountability Report will be reviewed at the Board table. There will be an opportunity for trustees' feedback and questions during the presentation.

**RECOMMENDATION**

***That the Board confirm that the intent of Policy 8, Item 8 and Policy 13, Item 6.1 have been met and that the Facilities Accountability Report be referred to the Director Evaluation process.***



# Accountability Report

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## Facilities

**Mike Hurd, Superintendent of Facilities**

**April 12, 2021**



# Accountability Report

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## **SOURCE DOCUMENTS:**

- SRPSD Policy 8: Board Operations, item 8 states the following:

*“8.0 Fiscal Accountability*

*8.2 Annually approve the five-year capital plan and review facilities master plan. Submit the five-year capital plan to the Ministry of Education by the due date.*

*8.4 Approve the submission of capital projects to the Ministry of Education, including emergency block capital projects.”*

- SRPSD Policy 13: Role of the Director of Education

*“6.0 Continuous Improvement Planning and Reporting*

*6.1 Leads the strategic planning process including the development of Division goals, budget, student learning, facilities and transportation plans and implements plans as approved. Involves the Board appropriately (Board identification of priorities and outcomes, opportunity for Board input early in the process, final Board approval).”*

- SRPSD 2017 -2020 Strategic Plan

Core value related to the infrastructure and facilities indicates:

***“Infrastructure and Facilities”***

***Long Term Outcome***

*Students will be supported in their learning by appropriate infrastructure and engaged communities.*

***Broad Strategies***

- Use of Asset Planner for facility management.
- Engagement with community partners for shared facility usage.

- There are several Administrative Procedures that guide the work of the Facilities Department.

# Accountability Report

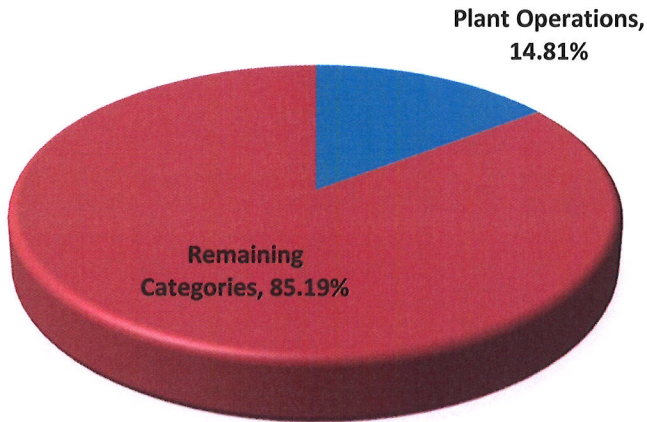
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## **EVIDENCE:**

### **A. Budget**

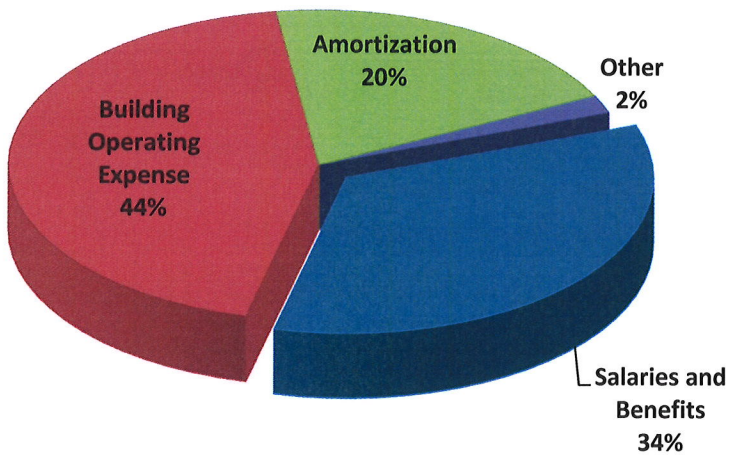
- Facilities operating budget is \$14.5 million.
- This includes PMR and capital expenditures.

## **PLANT OPERATIONS AND MAINTENANCE AS A PERCENTAGE OF BUDGET**



Source: Budget 2019-20

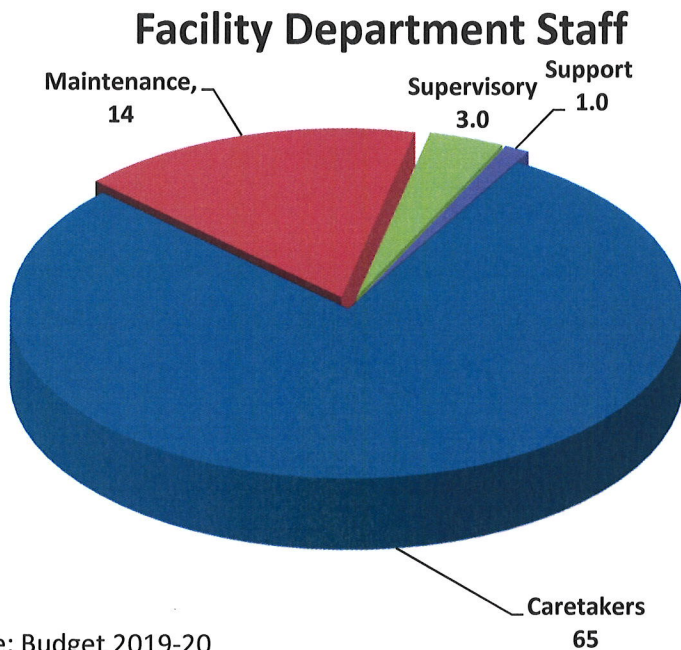
## **Operating Budget**



Source: Budget 2019-20

## B. Staff

- Total number of staff in the department – see below.



Source: Budget 2019-20

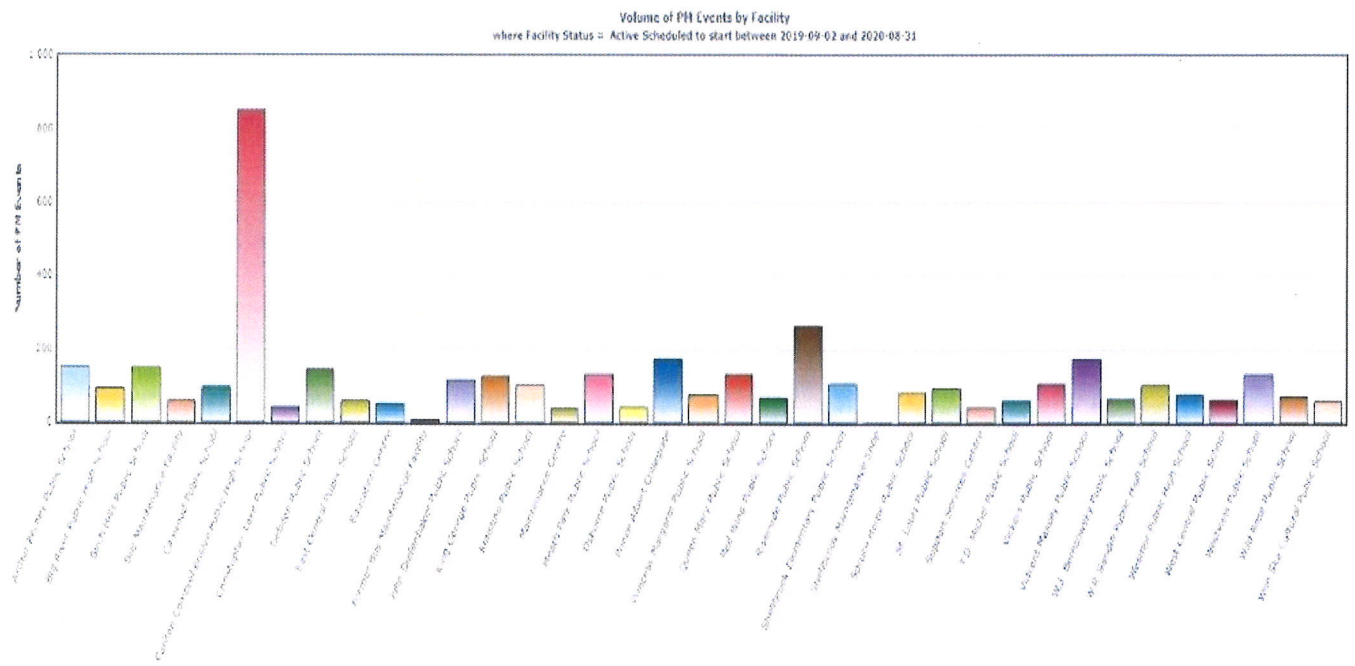
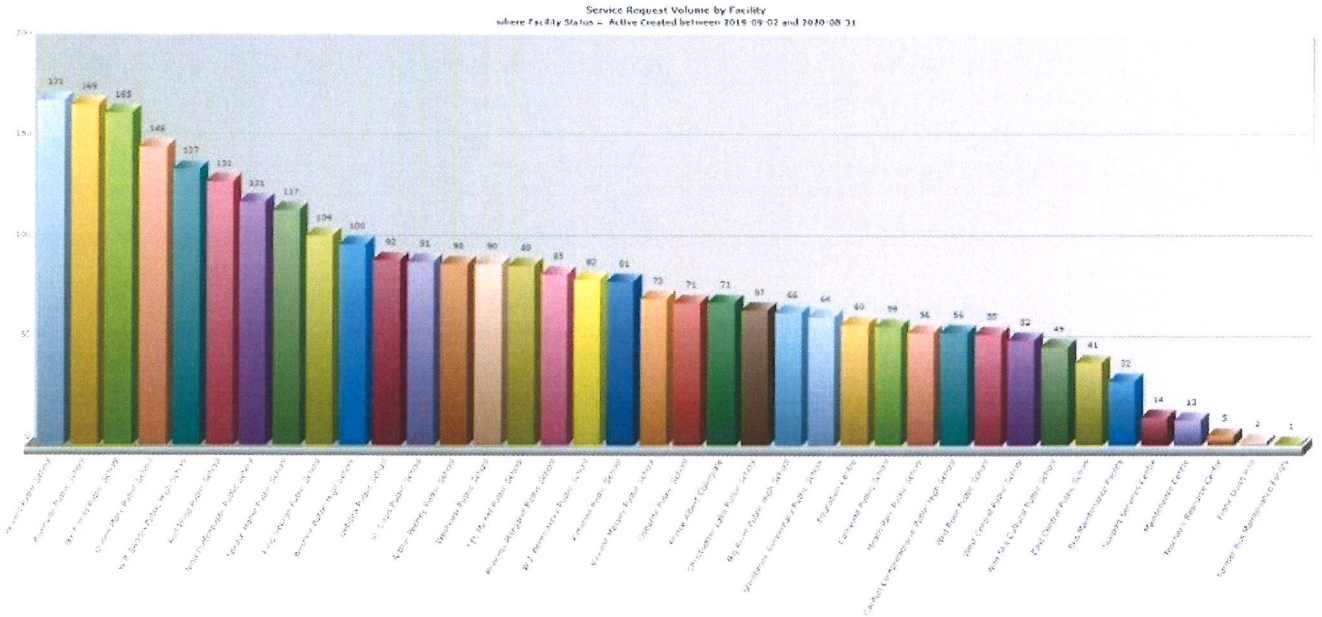
- Caretakers assigned to schools based on the size of the facility.
- Maintenance tradespersons (carpenters, plumbers, electrician, and welder) are assigned to the Maintenance Centre and service all facilities in the Division.
- Due to the size of facility, Carlton Comprehensive Public High School has three full time maintenance staff assigned to it permanently.

## C. Maintenance Services Delivery Methods

- **Service Requests**
  - Service requests submitted electronically through the Asset Planner software by school administration and caretakers. The support person distributes the requests to the appropriate maintenance staff.
  - Approximately 250 service requests monthly.
  - Service requests reviewed quarterly to ensure targets for completion are being met.
- **Preventative Maintenance Requests**
  - Maintenance staff performs regularly scheduled maintenance on facility and components, i.e., boilers, furnaces, air-handling units.
  - Approximately 230 preventative maintenance requests monthly.
  - Preventative maintenance requests reviewed quarterly to ensure targets for completion are being met and discuss equipment that may be reaching the end of its lifecycle.



# Accountability Report





# Accountability Report

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## D. Projects

- **Annual Small Projects**

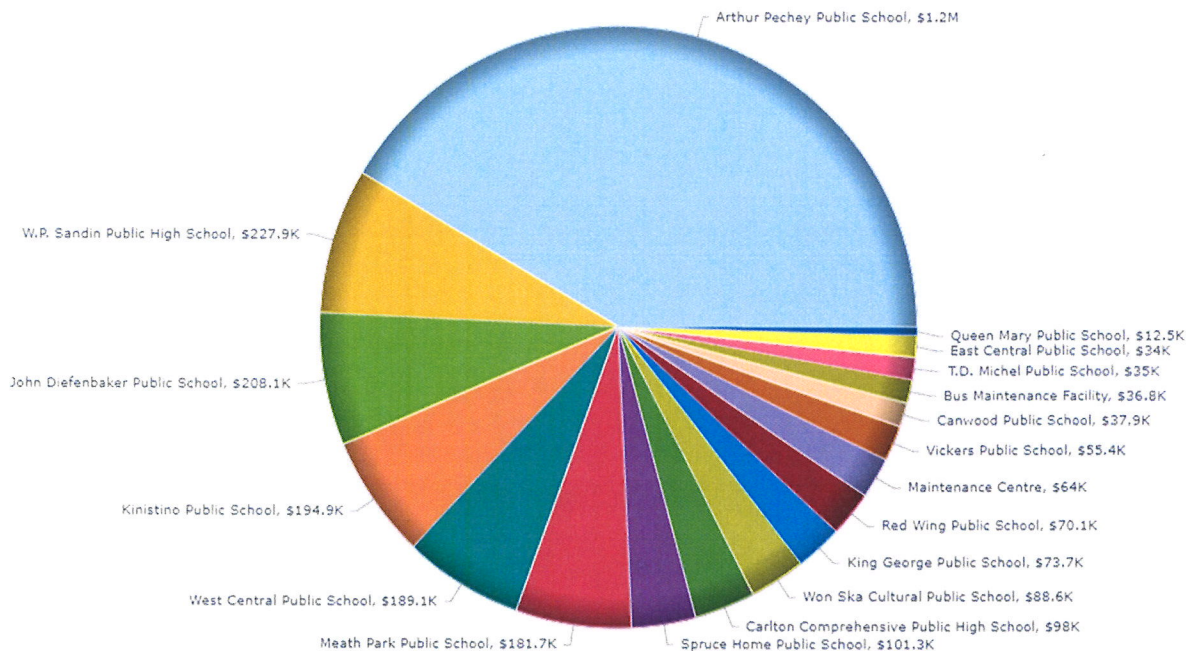
- Work is determined by regular facility inspections and annual review meetings with principals and the use of the Asset Planner audit module.
- Maintenance Centre staff undertook a large number of projects this past year some example are as follows:
  - Gym floor sanding and recoating WP Sandin, Canwood, and Big River High School.
  - Re-tube boiler WP Sandin.
  - Refresh painting Phase III École Vickers.
  - Refresh painting West Central.
  - Refresh painting East Central.
  - Replaced sidewalks and step Birch Hills.
  - Replaced flooring in classrooms, hallways and washrooms in number of schools.
  - Installed intercom and electronic strike systems on St. Louis and Red Wing.
  - Renovated multi purpose room Wesmor into Cosmetology Lab.
  - Wireless network upgrades Debden and Canwood.
  - Replaced fire alarm panels West Central and TD Michel.
  - Installation of bottle fill stations in schools Phase 1.
  - Installation of sheds and fencing for Pre-K at JD, PM, and WJB.
  - Replacement of AC condenser top floor Ed Centre.
  - Outdoor learning space King George.
  - Phase IV of water line and drain line replacement at Carlton in the crawlspace.
  - Replaced lockers and toilet partitions in a number of schools.
  - Installation of playground equipment in a number of schools.
  - Replaced doors and hardware in a number of schools.

- **Preventative Maintenance and Renewal (PMR)**

- Ministry funding in addition to operating budget.
- Based on square footage of facilities.
- Board approve updated three-year PMR plan prior to June 30 of each year.
- The division received \$2,630,00.00 in 2019-2020.
- Preventative Maintenance and Renewal Projects tracked on the Asset Planner software.
- The software indicates work in progress and CAM (Capital Asset Management).

# Accountability Report

Project Cost by Facility  
where Status is Work in Progress or Completed and where Facility Status = Active Actual Start Date between 2019-09-02 and 2020-08-31



## • Major Projects

- Replacement of boilers at Meath Park (high efficient).
- Replacement of boilers at West Central School (high efficient).
- Block repair and new cladding Red Wing Gym.
- Replaced windows King George South East Wing.
- Replacement of windows John Diefenbaker.
- Replacement of windows Spruce Home.
- Replacement of windows Won Ska.
- Replaced roof top units Canwood, Kinistino, and Osborne.
- New Childcare Centre addition at École Arthur Pechey.
- Upgraded building management controls systems in 17 schools and bus maintenance facility.
- Division wide LED lighting retrofit project.
- Replaced roof over carpentry shop Carlton.
- Replaced roof over main entry, admin area and hallway W.P.Sandin.
- Replaced gym floor École Arthur Pechey.
- Replaced gym floor John Diefenbaker.
- Replacement of CCTV systems Queen Mary, École Vickers, John Diefenbaker, and Birch Hills.

## E. Capital Planning

### • Summary

The present level of the deferred maintenance backlog and facility renewal for the SRPSD portfolio is about \$76 million. The replacement value of the assets estimated to be \$410 million based on cost per square foot analysis projections (in current year dollars). Using these two

# Accountability Report

numbers, without funding, we find that the overall portfolio is in the “Poor” range (18.7% FCI) based on industry standards.

The current portfolio FCI of 18.7% is common among school boards & public infrastructure in Canada and can be effectively managed with adequate funding and the application of capital planning strategies. Without funding the portfolio migrates to “Critical” by 2025 but with current funding the portfolio will reach “Critical” by 2055. The current estimated annual funding of \$5.3 Million extends the life of the portfolio by 30 years.

- **Detailed Findings**

- **Age Profile**

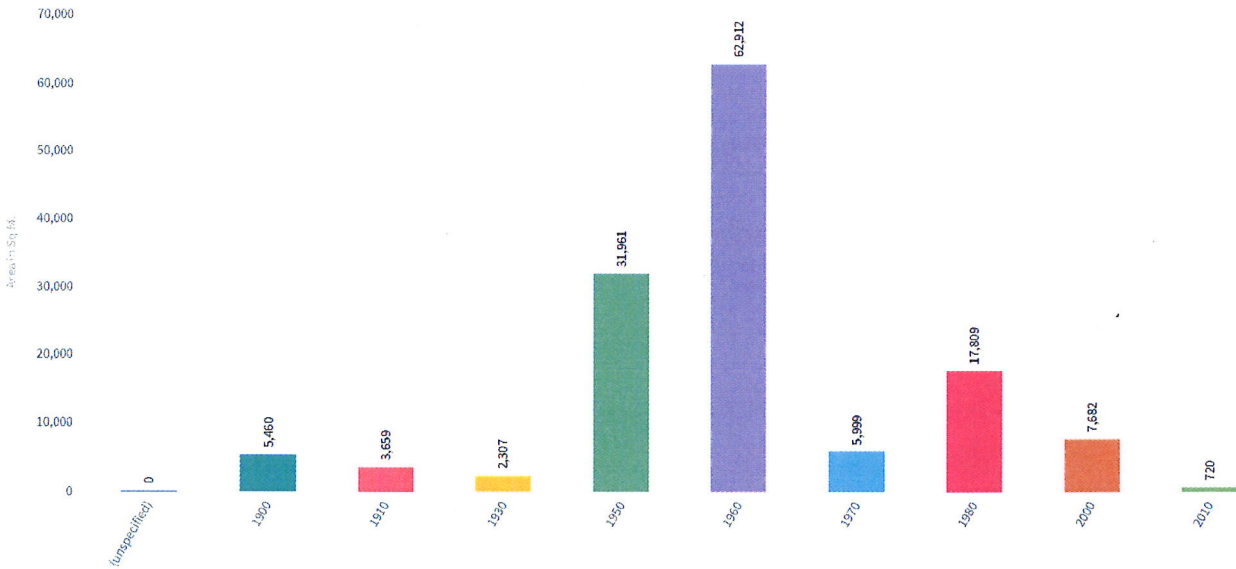


Figure 1: Age Profile of SRPSD Portfolio by Decade

The building ages vary from 1900 to 2012 with a weighted average portfolio age of 52 years (circa 1964). Over half of the portfolio – 25 facilities – representing 76% of the total portfolio size were constructed prior to 1970 while the remaining 19 facilities were constructed between 1970 and 2012.

As facilities age, they require increased maintenance and upkeep. The overall condition of the portfolio is directly attributable to the level of funding required for maintenance and building renewal.

### Life Cycle Projections

Based on preliminary estimates of life cycle timing and costs, the present level of the “Deferred Maintenance Backlog” is estimated at approximately \$76 million prior to any funding as shown in Figure 2 below. Life cycle renewal costs for the major building elements have been established for each building to determine the Capital Renewal budget requirements over the next 30 years. These repair and replacement values are in current year dollars.

# Accountability Report

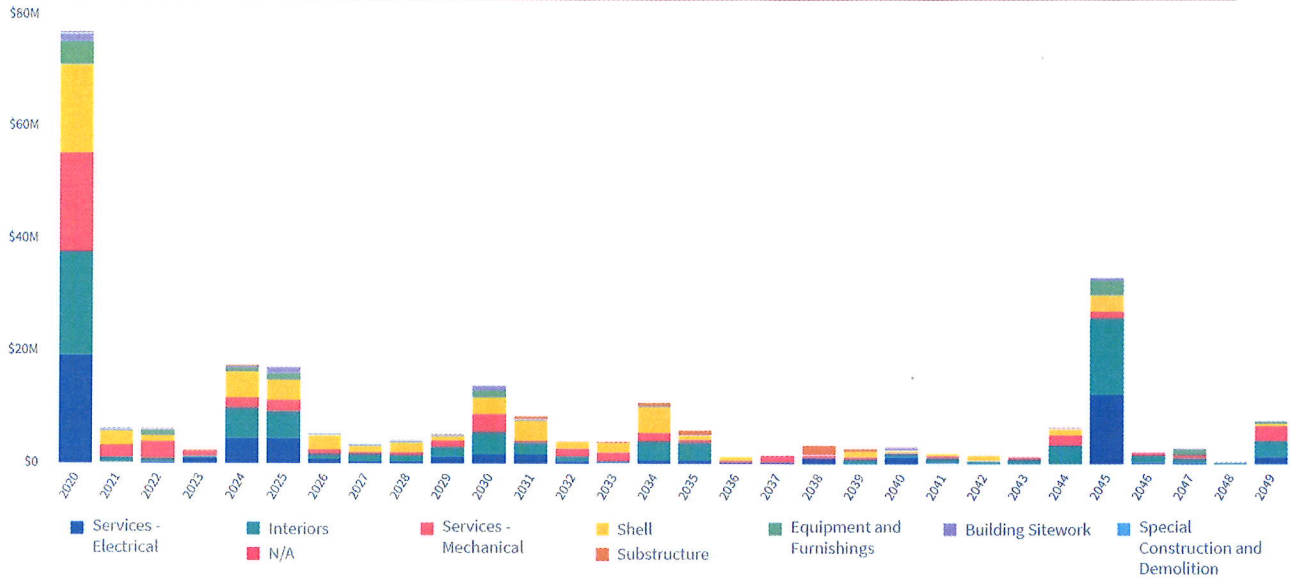


Figure 2: Current Deferred Backlog and 30-year Renewal Cost for all SRPSD Facilities

- Capital Funding Analysis

How much funding is required?

Industry guidelines recommend an annual funding amount between 2% to 4% of the facility replacement value to adequately maintain them. In addition to an annual funding amount, special funds should be allocated to reduce the backlog of deferred maintenance.

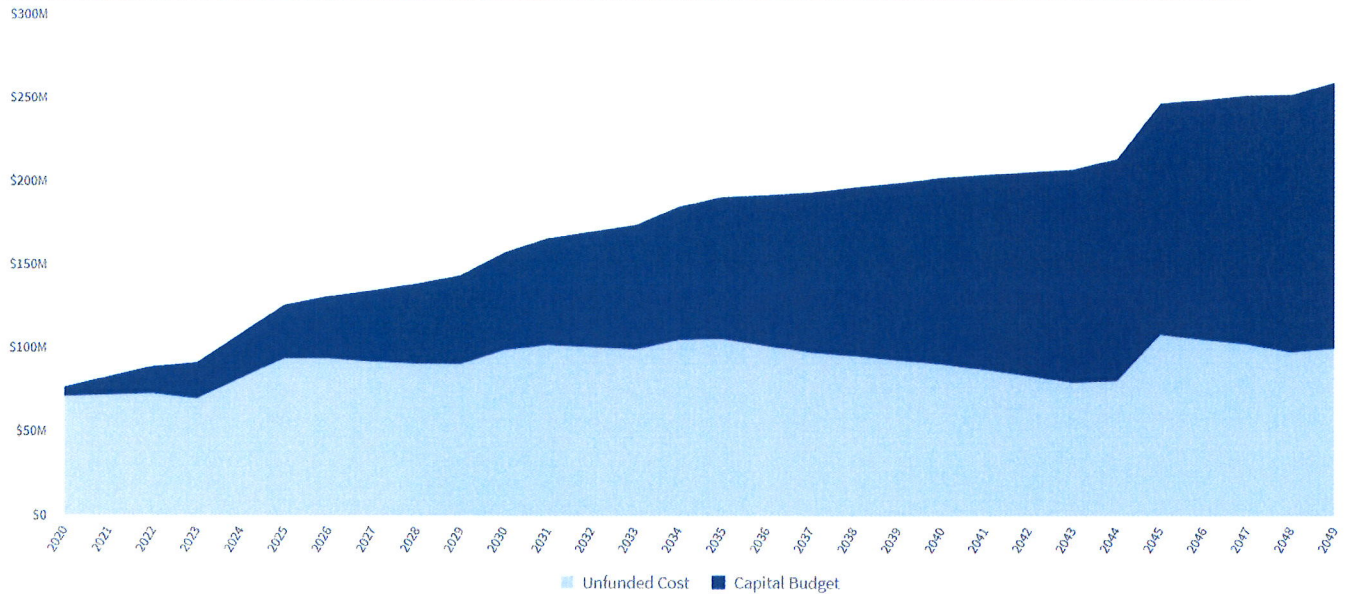
Excluding special funds, the renewal funding required for SRPSD portfolio would translate to \$8.2 million annually (2% of \$410M replacement value).

Presently, the average funding for the SRPSD portfolio, allocated to deferred maintenance and capital renewal, is estimated to be \$5.3 million per year.

Figure 3 below provides a graphical comparison of the cumulative renewal costs (top line) and the cumulative assumed current funding allocation (dark blue). The unfunded liability gap (light blue) in 30 years is approximately \$100 million.



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**Figure 3: Cumulative Needs (top line) vs Available Funds (dark blue)**

The unfunded figures represent the findings and results obtained from the life cycle renewal cost analysis.

### Facility Condition Index (FCI)

The term Facility Condition Index (or FCI) is “a ratio of the cost of remedying capital deficiencies listed in the deferred maintenance backlog to the current replacement value”. The formula used for determining the FCI for a facility, or a component of the facility, is as follows:

$$F.C.I = \frac{\text{Unfunded Liability (\$)}}{\text{Current Replacement Value (\$)}}$$

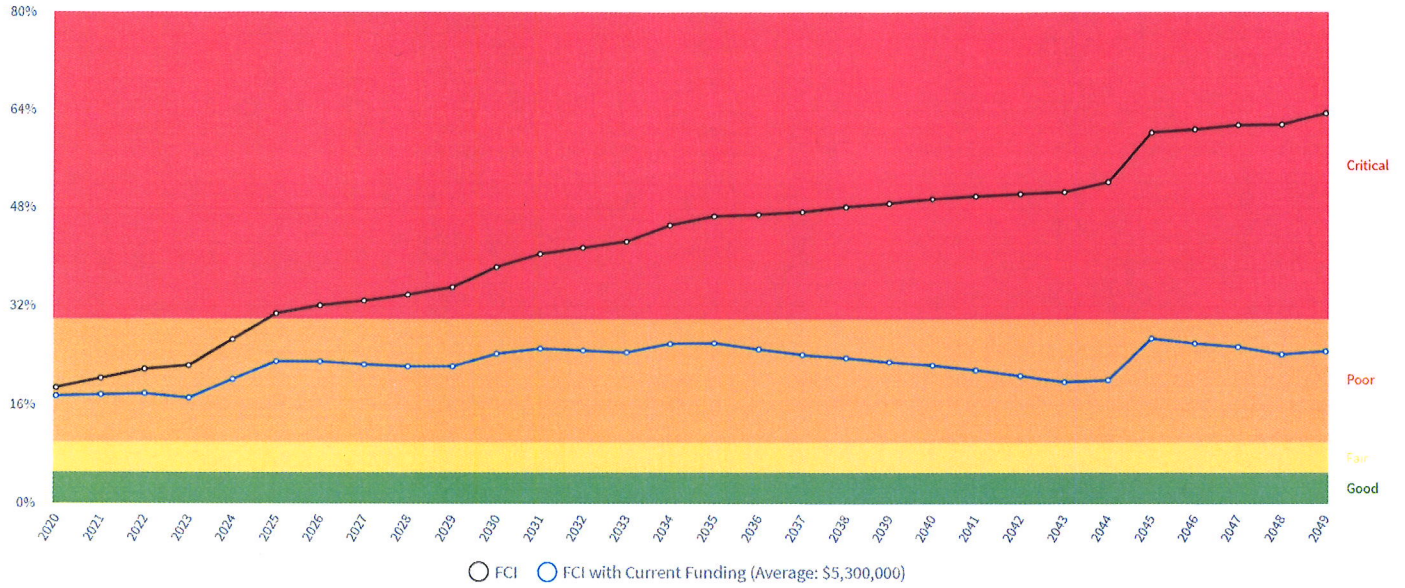
Where the “Unfunded liability” represents the sum value of all capital deficiencies and renewal costs (at any given point in time) less the funding applied to the asset(s) for capital renewal. “Current Replacement Value” is defined as the total amount of expenditure in current dollars that would be required to replace the institution's facilities to its optimal condition.

As the FCI rating increases, facilities will experience:

- Increased failure risk to components
- Increased maintenance and operating costs of facilities
- Negative impacts on building occupants; Quality of Teaching & Learning

Figure 4 below illustrates that the SRPSD Campus Portfolio has a deferred unfunded liability of 18.7% in the current year, which places the portfolio in the “Poor” range based on its current FCI rating and will migrate to the “Critical” range by 2025 (**black line**). With \$5.3 million in annual funding the current FCI is 17.4% and will migrate to the “Critical” range by 2055 (**blue line**).

# Accountability Report

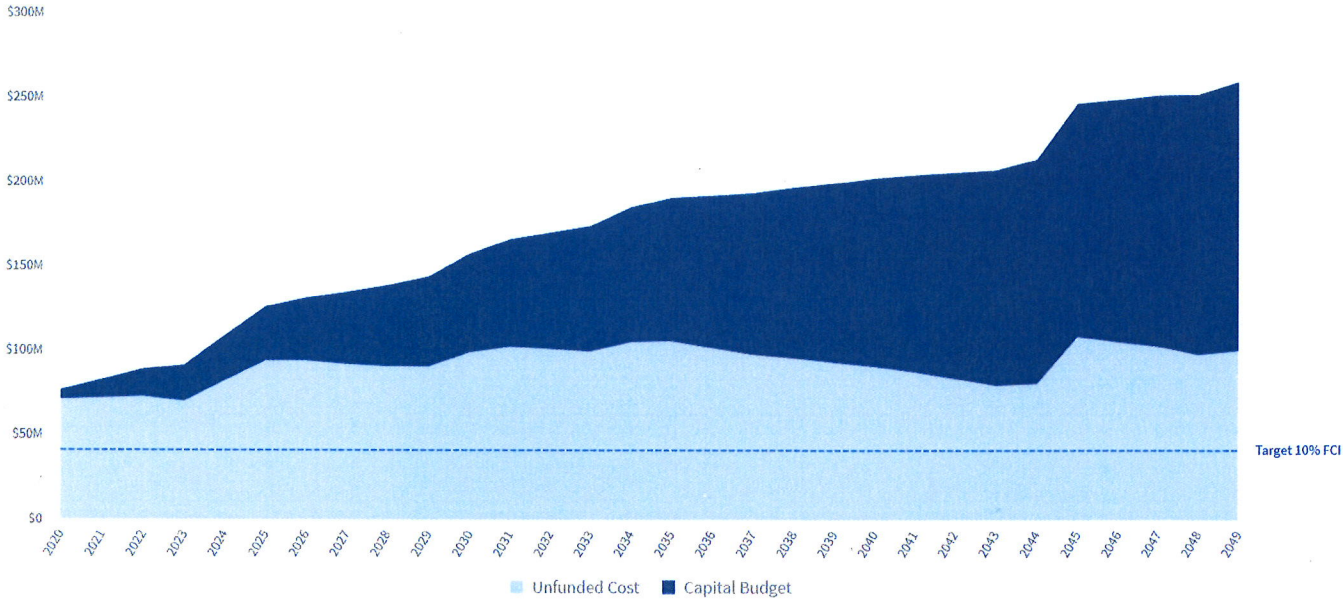


**Figure 4: FCI & Backlog Funding Model for SRPSD Portfolio**

**Sustainability Target**

Many Real Property Owners have begun using 10% as an appropriate FCI level for their portfolios, stating that it is acceptable to carry a deferred backlog of up to 10% of the replacement value of the asset.

If the deferred backlog can remain around 10%, then the assets will be continually “sustained” at an acceptable level of risk that preserves the initial capital investment and minimizes impacts to campus occupants. This Sustainability Target compared to the Unfunded Liability is shown below in Figure 5.



**Figure 5: Unfunded Liability & Sustainability Target for SRPSD Portfolio**



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The Sustainability Target funding levels are illustrated below in Figure 6 in what is known as the Backlog Funding Model. Based on the projected future funding level a Facilities Condition Index (FCI) is calculated. To maintain the facilities in a “Fair” state of repair (based on a 10% FCI rating), about \$7.2 million will need to be applied annually for the next 30 years.

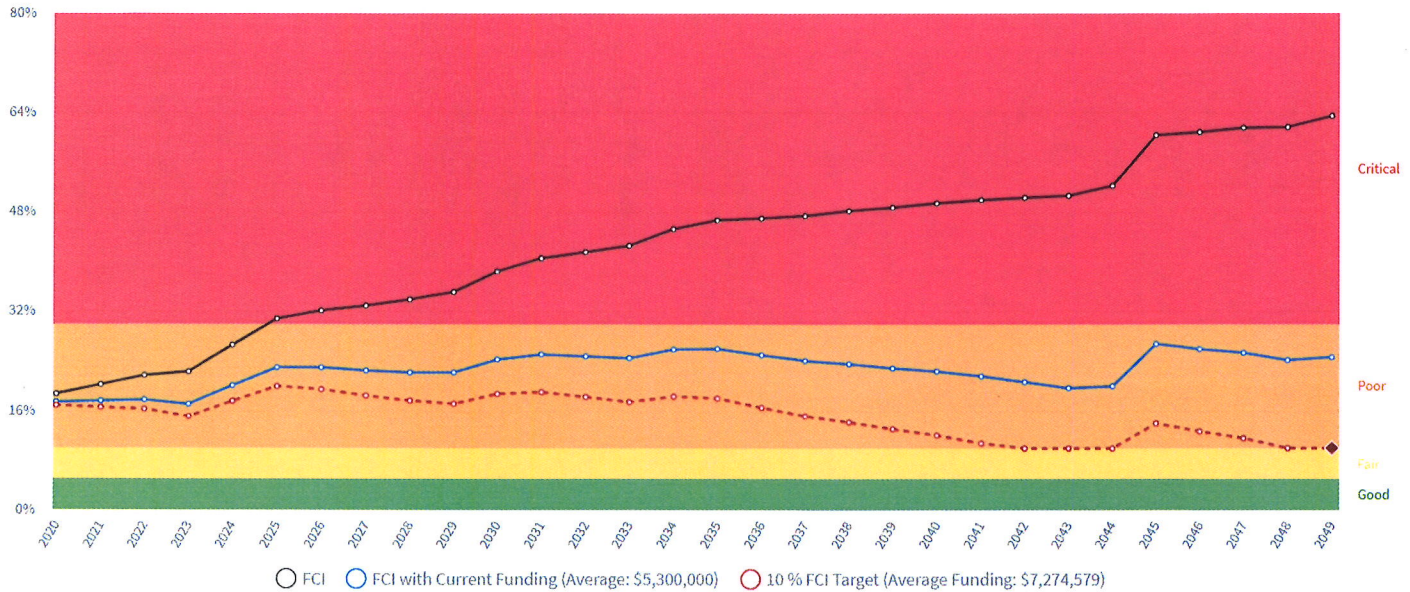


Figure 6: FCI and Funding Required to Maintain Assets

These levels of funding for capital and repair will ensure the building stock will be maintained at an acceptable level of risk preserving the initial capital investment. If the level of facility renewal funding is reduced, the exposure to risk will increase and the probability of premium renewal expenditures will increase.

### Impact Analysis of Current Funding

In addition to demonstrating the need for additional funding, we have performed an impact analysis to demonstrate the impact of the current funding level. The analysis demonstrates that the \$5.3 million in annual capital funds does make a significant impact on the portfolio FCI and unfunded liability. The impact analysis is outlined below and demonstrated in Figure 7.

With funding, the current FCI is 17.4% and the portfolio approaches critical in 2055;

Without funding, the current FCI is 18.7% and the portfolio approaches critical in 2025;

This demonstrates that the current funding of \$5.3 million annually extends the portfolio useful service life by 30 years, by utilizing the Critical range as our facility lifecycle benchmark (30% FCI).



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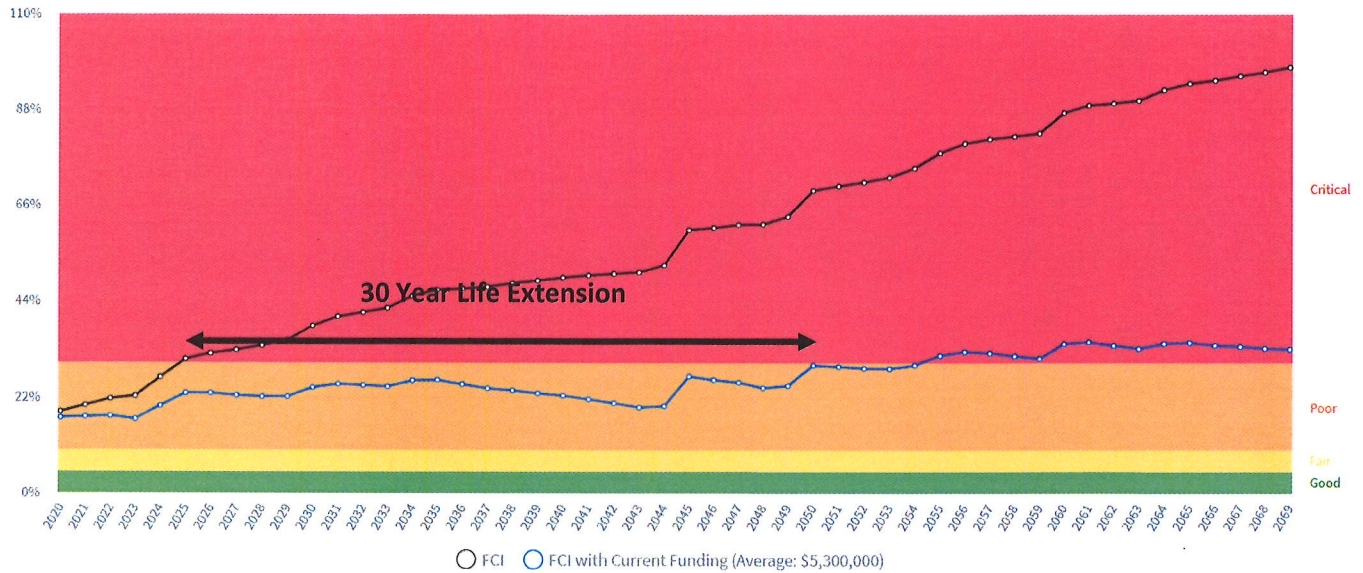


Figure 7: Impact Analysis & Useful Service Life Extension for SRPSD Portfolio

While additional funding would help to improve the FCI and sustain a 10% FCI, it is important to note that the current funding level does make a significant impact on the portfolio condition and the expected life of the facilities. If this funding level were to be reduced, it would have a clear impact on the FCI and the lifecycle of the SRPSD facilities.

## F. Safety

- Active SRPSD safety program.
- COR status (Certificate of Recognition) for Maintenance Department.
- An external audit was completed on the Maintenance Department in November 2019.
- Safe work practices and job procedures reviewed annually (October).
- Ongoing safety training for facilities staff.
- Weekly toolbox meetings – safety is always first and foremost.

### Division safety initiatives

- Review of asbestos management plan
  - Reviewed existing asbestos audit and upgraded maintenance plan. Undertook removal where recommended by asbestos management Consultant.
  - Asbestos awareness training provided to all Maintenance and Caretaking staff and supervisors
- Occupational, Health and Safety
  - Ensuring that all schools and support facilities have an active Occupational Health and Safety committees and that the Co-Chairs are trained with Level I and II for compliance with the OH&S Regulations.
- Review of the Fire Safety Guidelines for Schools
  - Implementation of recommendations from the Fire Safety Audit and Inspections.
  - Annual school fire inspection.
  - Fire officials and risk managers inspect all schools annually.

# Accountability Report

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- WHMIS 2015
  - Co-ordinated the expedition of all SRPSD staff obtaining WHMIS 2015 to comply with legislation.

## **G. Professional Development**

- Facility staff receives professional development in areas relating to their job – health and safety, first aid, etc.
- All facilities staff received first aid training/re-certification.
- Mechanical controls and building automation training (mechanical and electrical trades).
- All facilities staff have taken the new WHMIS Global Harmonization course.

## **H. Facility Department Initiatives**

- Review preventative maintenance procedures and practices annually
- Metasys Building management software upgrade.

## **ADMINISTRATIVE IMPLICATIONS:**

### **A. Successes**

- Regularly scheduled maintenance and repair of SRPSD facilities allows for the delivery of educational programming in a safe and well-maintained environment.
- Construction of a new Daycare facility at École Arthur Pechey.
- Increase in PMR funding was appreciated and will assist in funding future projects.
- The 2019 PMR budget was increased to \$2,600,000.00
- Increase in funding levels of PMR and the Board's commitment to maintaining its facilities have allowed us to undertake projects that will help in extending the life of the division facilities.
- Mechanical systems in many of our schools have been or are on list for replacement.
- Addressing building envelope projects such as window replacements.
- Although the pandemic presented many challenges, there was opportunities for the Facilities Department to complete projects while schools were closed.

### **B. Challenges**

- The age of SRPSD facilities (14 to 113 years).
- Lack of funding for capital projects (i.e. W.P. Sandin Public High School).
- Additional sanitizing requirements for caretaking staff due to COVID-19 protocols.

## **GOVERNANCE IMPLICATIONS**

1. Based upon the report, it is recommended the Board maintain current direction for ensuring the facilities budget remains at the level that best serves our facilities.