

Board of Education of Saskatoon School Division No. 13

Meeting of the Saskatoon Board of Education

Tuesday, December 9, 2025

310 – 21ST Street East – 6:30 p.m. – W.B. Doyle Board Room

Please note that all public board meetings are video recorded and [live streamed](#).

AGENDA

1. Roll Call
2. Acknowledgement
3. Agenda

- 3.1. Adoption of Agenda

Proposed Board Motion: *Move approval of the agenda.*

- 3.2. Declaration of Conflict of Interest

4. Celebrating Excellence

- 4.1. Supporting One of Our Own

5. Consent Items

The Chair will ask for a motion to receive the items, and to approve all recommendations contained therein. Prior to approving the motion, any trustee may request that a consent item be removed.

Proposed Board Motion: *That the board approve the consent items as presented.*

Decision

- 5.1. Approval of Minutes – November 25, 2025

Proposed Board Motion (if removed from consent items): *That the board approve the minutes of the committee of the whole and regular board meetings held November 25, 2025.*

6. Reports from Administrative Staff

Decision

- 6.1. Strategic Plan Accountability Report: Human Resources

Proposed Board Motion: *That the board approve the Strategic Plan Accountability Report: Human Resources, to be included as part of the director of education's 2025-26 evaluation.*

Information

6.2. City Centre School Project Update

7. Delegation

8. Business Arising from the Minutes

9. Unfinished Business

9.1. Items Arising from the Committee of the Whole

10. Reports of Trustees

11. New Business

12. Notices of Motion

13. Questions by Trustees

14. Comments and Questions from the Public (must be related to a specific agenda item)

- Members of the public will have five minutes each to ask their question or make comments, for a total of 20 minutes per meeting.
- All comments or questions about specific agenda items must be submitted in writing by noon the day before the meeting being considered. If the Monday before the Tuesday board meeting is a statutory holiday, the request must be submitted by noon the Friday before the meeting.
- Information on the process for speaking at a board meeting can be found at [Board Meetings - Saskatoon Public Schools \(spsd.sk.ca\)](https://www.spsd.sk.ca/BoardMeetings).

15. Adjournment

Proposed Board Motion: *That the board adjourn to the call of the chair or the board meeting of Tuesday, January 13, 2026.*



MEETING DATE: DECEMBER 9, 2025

TOPIC: CELEBRATING EXCELLENCE: SUPPORTING ONE OF OUR OWN

FORUM	AGENDA ITEM	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input type="checkbox"/> Decision
	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Other: Celebrating Excellence	<input checked="" type="checkbox"/> Information

BACKGROUND

Academic excellence, character, engagement and well-being of students are at the heart of Saskatoon Public Schools' strategic plan. The plan highlights our vision of each student being known, valued and believed in. It emphasizes Saskatoon Public Schools' commitment to creating learning experiences that inspire all students to reach their potential and the importance of relationships, equity and accountability.

CURRENT STATUS

During the 2023–24 school year, a valued Brunskill School staff member was diagnosed with breast cancer. In response, the school community came together in a meaningful and compassionate way to show their support. Staff initiated a contribution to the C95 Radio Marathon for Breast Cancer Research, and the school choir played a meaningful role in this effort.

On October 23, 2025, the Brunskill School choir performed both at a school assembly and at the Radio Marathon itself. Their participation highlighted the profound impact of music and the arts in bringing people together, offering comfort, and strengthening a sense of community. Through their voices, students demonstrated empathy, citizenship, and leadership, embodying the spirit of giving back and supporting others during challenging times.

This Celebrating Excellence presentation highlights Brunskill School's commitment to community engagement and showcases the students and staff whose efforts made a meaningful contribution to both their school family and the broader Saskatoon community.

Presenters:

- Miranda Low, principal of Brunskill School
- Jana Salt, teacher and choir director
- Members of the Brunskill choir (grades 4-7)

PREPARED BY	DATE	ATTACHMENTS
Charlene Scrimshaw, Deputy Director of Education Mitch Kachur, Superintendent of Education	December 2, 2025	None



MEETING DATE: DECEMBER 9, 2025

TOPIC: APPROVAL OF MINUTES

FORUM	AGENDA ITEM	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input checked="" type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input type="checkbox"/> Decision
	<input type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Other: Approval of Minutes	<input type="checkbox"/> Information

BACKGROUND

CURRENT STATUS

Attached are the minutes from the November 25, 2025 committee of the whole and regular board meetings.

PREPARED BY	DATE	ATTACHMENTS
Daniel Burke, Chief Financial Officer	December 3, 2025	Minutes

RECOMMENDATION

Proposed Board Motion (if removed from consent items):

That the board approve the minutes of the committee of the whole and regular board meetings held November 25, 2025.

Minutes of the Meeting of the Board of Education of the Saskatoon School Division No. 13 of Saskatchewan, held on Tuesday, November 25, 2025 at 2:30 p.m.

Members Present: Board Chair Kim Stranden, Trustees Angela Arneson, Donna Banks, Tanya Napper, Anne-Marie Rollo, Kevin Schmidt, Ross Tait, Kirk Jones, Trustees Vernon Linklater and Jennifer Scherman

Regrets: No regrets

Trustee Linklater arrived at 2:52 p.m.

Following discussions in Committee of the Whole, Trustee Arneson moved that the board rise and report. CARRIED (10)

The meeting adjourned at 5:34 p.m.

Secretary of the School Division

Board Chair

Minutes of the Meeting of the Board of Education of the Saskatoon School Division No. 13 of Saskatchewan, held on Tuesday, November 25, 2025 at 6:30 p.m.

Members Present: Board Chair Kim Stranden, Trustees Angela Arneson, Donna Banks, Tanya Napper, Anne-Marie Rollo, Kirk Jones, Kevin Schmidt, Ross Tait, Vernon Linklater, Jennifer Scherman

Regrets: No regrets

1. Roll Call

2. Acknowledgement

Chair Stranden called the meeting to order, read the roll call into the minutes, acknowledged the land on which we gather.

3. Adoption of Agenda and Declaration of Conflict of Interest

Trustee Rollo moved approval of the agenda.

CARRIED (10)

4. Celebrating Excellence

4.1. Tommy Douglas Collegiate Softball Academy

Deputy Director Norris introduced Principal Kevin McNarland, program teachers Trevor Ethier and Don Bates, and two Grade 12 students, Ashlyn Chatfield and Emma Frisky to highlight Tommy Douglas Collegiate's Softball Academy. They shared how the academy supports students in grades 9 to 12 through high-quality coaching, skill development, academic credit and community involvement, offering a balanced semester of on-field training and classroom learning.

5. Consent Items

Trustee Jones moved that the board approve the consent items as presented.

5.1. Approval of Minutes: October 14, 2025

CARRIED (10)

Information

5.2. Board Annual Work Plan 2025-26

5.3. Ministry's Teacher Innovation and Supported Fund

6. Reports from Administrative Staff

Decision

- 6.1. Strategic Plan Accountability Report: Student Transportation: Trustee Tait moved that the board approve the Strategic Plan Accountability Report: Student Transportation, to be included as part of the director of education's 2025-26 evaluation. CARRIED (10)
- 6.2. Strategic Plan Accountability Report: Student Learning Results Grades 9-12: Trustee Schmidt moved that the board approve the Strategic Plan Accountability Report: Student Learning Results Grades 9-12, to be included as part of the director of education's 2025-26 evaluation. CARRIED (10)

7. Delegations

No delegations.

8. Business Arising from the Minutes

No business arising from the minutes.

9. Unfinished Business

- 9.1. Audited Financial Statements and Audit Findings Report – September 1, 2024 to August 31, 2025: Trustee Banks moved that the board approve:
1. the "Report to the Board Audit and Risk Committee on the 2025 audit" for the year ended August 31, 2025, and
 2. the audited financial statements for the year ended August 31, 2025, pending minor changes made after the Office of the Provincial Auditor, Ministry of Education and the Ministry of Finance's format review and approval.
- CARRIED (10)
- 9.2. Saskatoon Public Schools' Accessibility Plan 2025-2028: Trustee Linklater moved that the board approve the Saskatoon Public Schools' Accessibility Plan 2025-2028 and direct administration to post it on Saskatoon Public Schools' website by December 3, 2025. CARRIED (10)
- 9.3. Annual Report (Tabling of Documents) – September 1, 2024 to August 31, 2025: Trustee Napper moved that the board approve the Annual Report for the year ended August 31, 2025 subject to minor edits. CARRIED (10)

10. Reports of Trustees

Trustee Arneson

- Attended:
 - Remembrance Day Service at Sasktel Centre
 - SSBA AGM Fall Assembly
 - Centennial Collegiate's Awards Ceremony

Trustee Schmidt

- Attended:
 - Caroline Robins School Federal and Provincial Funding Announcement - National School Food Program
 - SSBA AGM Fall Assembly
 - The board dinner in honour of former trustees
 - Walter Murray Collegiate Remembrance Day Service
 - Walter Murray Collegiate staff meeting
 - The Senior Volleyball game between Walter Murray Collegiate and Aden Bowman Collegiate
 - The Production Kitchen unveiling at Lakeview Church
 - SSBA executive meeting
 - Johnson Shoyama Governance Course
 - John Dolan School Silent Auction Fundraiser

Trustee Rollo

- Attended:
 - All her Ward 8 School Community Council meetings
 - The Remembrance Day Service at Greystone Heights School
 - The Operation Santa event

Trustee Jones

- Attended:
 - The Award of Excellence meeting
 - The board dinner in honour of former trustees
 - Caroline Robins School Federal and Provincial Funding Announcement - National School Food Program

Trustee Stranden

- Attended:
 - Caroline Robins School Federal and Provincial Funding Announcement - National School Food Program
 - SSBA AGM Fall Assembly
 - The board dinner in honour of former trustees
 - The Little Women Production at Aden Bowman Collegiate
 - The Production Kitchen unveiling at Lakeview Church
 - SSBA executive meeting
 - Ernest Lindner School Community Council meeting

Trustee Scherman

- Wanted to share her gratitude for the specialized classrooms in her ward.

Trustee Banks

- Attended:
 - The Mount Royal Collegiate volleyball tournament
 - The Production Kitchen unveiling at Lakeview Church
 - Board Chair Council
 - The SSBA Executive meeting
 - Lester B. Pearson School Community Council meeting
 - The Remembrance Day service at Fairhaven School and Tommy Douglas Collegiate
 - The board dinner in honour of former trustees
 - Fairhaven School Community Council meeting
 - wâhkôhtowin School Community Council meeting

Trustee Napper

- Attended all her Ward School Community Council meetings.
- Will be attending upcoming winter concerts within her Ward.
- Will be celebrating initiatives at Mayfair School including teaching students about cooking and recycling.

Trustee Linklater

- Attended the W.P. Bate Coat Presentation by Operation Warm.

Trustee Tait

- Attended Hugh Cairns V.C. School Remembrance Day Service.

11. New Business

Decision

11.1. Amendment to Preventative Maintenance and Renewal Three-Year Plan: Trustee Arneson moved that the board approve the amendment of the Three-Year Preventative Maintenance and Renewal Plan to include the following 15 projects:

- Nutana Collegiate relocatable #84 repairs for an estimated cost of \$100,000
- École River Heights School relocatable #35 repairs for an estimated cost of \$100,000
- Vincent Massey School relocatable #18 repairs for an estimated cost of \$100,000
- Vincent Massey School relocatable #68 repairs for an estimated cost of \$100,000
- Dr. John G Egnatoff School relocatable #7 repairs for an estimated cost of \$100,000
- École River Heights School relocatable #32 repairs for an estimated cost of \$100,000
- Nutana Collegiate backflow prevention for an estimated cost of \$200,000
- Evan Hardy Collegiate door replacements for an estimated cost of \$120,000
- Westmount School sidewalk and landscaping upgrades for an estimated cost of \$50,000
- Mayfair School sidewalk and landscaping upgrades for an estimated cost of \$50,000
- Holliston School sidewalk and landscaping upgrades for an estimated cost of \$50,000
- Wildwood School sidewalk and landscaping upgrades for an estimated cost of \$50,000
- Mount Royal Collegiate recommissioning work for an estimated cost of \$200,000
- Walter Murray Collegiate recommissioning work for an estimated cost of \$200,000
- Centennial Collegiate recommissioning work for an estimated cost of \$200,000

CARRIED (10)

12. Notices of Motion: There were no notices of motion.

13. Questions by Trustees: There were no questions this evening.

14. Comments/Concerns/Questions from the Public: There were no comments/concerns/questions from the public.

15. Adjournment

Trustee Tait moved that the board adjourn to the call of the chair or the board meeting of Tuesday, December 9, 2025.

CARRIED (10)

The meeting adjourned at 7:58 p.m.

Secretary of the School Division

Board Chair



MEETING DATE: DECEMBER 9, 2025

TOPIC: STRATEGIC PLAN ACCOUNTABILITY REPORT:
HUMAN RESOURCES

FORUM	AGENDA ITEM	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input checked="" type="checkbox"/> Decision
	<input checked="" type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Information

BACKGROUND

Academic excellence, character, engagement, and well-being of students are at the heart of Saskatoon Public Schools' five-year strategic plan. The plan highlights our vision of each student being known, valued, and believed in. It emphasizes Saskatoon Public Schools' commitment to creating learning experiences that inspire all students to reach their potential and the importance of relationships, equity and accountability.

CURRENT STATUS

The attached accountability report from the human resources department includes a brief commentary on key measures and targets, as well as information regarding current and future initiatives

Michelle Leith, superintendent of human resources will present the report.

PREPARED BY	DATE	ATTACHMENTS
Michelle Leith, Superintendent of Human Resources	December 3, 2025	Accountability Report

RECOMMENDATION

Proposed Board Motion:

That the board approve the Strategic Plan Accountability Report: Human Resources, to be included as part of the director of education's 2025-2026 evaluation.

At Saskatoon Public Schools every student is Known • Valued • Believed In

We will create learning experiences that inspire all students to reach their potential.



Accountability Topic: Human Resources

Date of Board Meeting: December 9, 2025

Strategic Priorities:

<input type="checkbox"/> Academic Excellence	<input checked="" type="checkbox"/> Well-being
<input type="checkbox"/> Character	<input type="checkbox"/> Financial Stewardship
<input checked="" type="checkbox"/> Engagement	<input checked="" type="checkbox"/> Internal Business Processes

Commitments:

- ☒ Relationships (honouring diversity, welcoming and joyful spaces, and community partnerships)
- ☒ Equity (anti-racist/anti-oppressive practice, representative workforce, high expectations)
- ☒ Accountability (evidence-based practice, focus on Indigenous student success, ensure safe, caring, and accepting learning environments)

Key Measures:

- **Representative workforce** is a commitment to building a workforce that is represented by the students in schools, the province and. A representative workforce ensures diversity and inclusion at all levels of the organization including leadership roles. This includes cultural competency, recruitment, retention, communication and partnerships.
- **Recruitment and retention** are key to establishing a strong team of skilled employees and high performing teams to contribute to attaining the highest levels of student achievement, character development, engagement and well-being.
- **Absenteeism** can be an indicator of employee job satisfaction and may be reflective of the culture and practices within each workplace. Efforts toward creating safe and caring workplaces

that support mental health and well-being and ensure respectful, collaborative, inclusive environments will be factors necessary to address employee absenteeism.

Strategic Measurement Plan Target:

- Increase representation of Indigenous employees to a minimum of 10% of the total workforce.

Key Initiatives Employed:

Saskatoon Public Schools continues to advance its commitment to equity, as outlined in the *Fulfilling Our Commitment* section of the strategic plan. A central part of this work is building a representative and culturally competent workforce that reflects the diversity of the community we serve. The following actions highlight ongoing efforts to strengthen representation, deepen cultural understanding and support truth and reconciliation across the division.

- Pursuing a representative workforce:
The division continues its work to increase Indigenous representation at all levels of the organization.
- Strengthening partnerships with educational institutions:
 - Ongoing relationships with SUNTEP, ITEP, Gabriel Dumont Institute and SIIT support recruitment and development.
 - Partnerships with SUNTEP and ITEP expand intern and practicum placements for Indigenous teacher candidates.
 - Connections with community partners broaden the diversity of applicants and advance the goal of a representative workforce.
- Re-establishing the Representative and Culturally Competent Workforce Committee:
The committee has been renewed with membership from underrepresented groups. It is examining:
 - Opportunities to increase employee self-identification by clarifying the purpose and intent while also building trust and transparency.
 - Options to expand self-identification categories to better reflect the diversity of the school division's workforce.
- Advancing truth and reconciliation through professional learning:
 - All employees are enrolled in the 4 Seasons of Reconciliation course and have one year to complete its requirements.
 - Principals and vice-principals participate in anti-racist and anti-oppressive professional learning to strengthen culturally responsive leadership.

In addition to the actions identified above, the actions below are focused on honouring the commitment to equity:

- Recognition of the National Day for Truth and Reconciliation by staff and students.
- Ensure recruitment and selection processes elicit a teacher candidate's awareness of anti-racist/anti-oppressive pedagogy.
- Recruitment practices are guided by the commitment to pursuing a representative workforce.
- Working with the Representative and Culturally Competent Workforce committee to establish a renewed vision and communication plan regarding the purpose of self-identification.
- Raising the Every Child Matters flag at central office in September of each year.
- Displaying the Treaty 6, Métis Nation and Whitecap Dakota Nation flags at central office.
- Continuation of the wâhkôhtowin professional development model with ITEP students.

Pride Network

Saskatoon Public Schools Pride Network was established to bring 2SLGBTQ+ employees together to network and help continue to move the school division forward in an inclusive manner. The Pride Network meets throughout the year to support one another and to discuss pertinent issues and works with central office staff in a variety of ways such as developing and facilitating professional development and representing the 2SLGBTQ+ community at events.

Employee Well-being

The Safe, Caring and Accepting Schools (SCAS) team offers consultation, provides resources, responsive professional development and communications for leaders related to mental health and well-being. The Mental Health Capacity Building team including the Coordinator and Wellness Promotor are leading initiatives to support student and staff mental health and well-being.

Subscriptions to Not Myself Today, created by the Canadian Mental Health Association, were purchased for all employees. Not Myself Today supports awareness and understanding of mental health and equips leaders with the practical skills to support employee well-being. The subscription provides evidence-informed training and resources to support employee mental health and well-being and to foster a safe and supportive workplace culture. The platform includes resources that may be utilized by individual employees as well as guided plans that may be incorporated into staff meetings to build effective teams and strengthen workplace culture.

Recruitment

Review of current recruitment strategies to ensure quality candidates for all positions, including educational assistant positions. Continue educational partnerships which support practicum placements, program presentations and supporting practice interviews.

- Market flexible hours as a casual educational assistant to post-secondary students, particularly College of Education students.

- Continue work with employment partners for educational assistant training program including Saskatchewan Polytechnic.
- Participating in job fairs, on-campus recruitment and employer spotlight events with community partners.
- Review opportunities to increase temporary and permanent support staff positions to reduce the number of employees hired as casual to increase quality and number of applicants.

Employee Relationships

Insightrix conducted a staff survey in June 2025, providing the school division with valuable insights across several areas, including engagement, character, the strategic plan, well-being and indicators of effective school divisions. The findings highlighted key strengths to celebrate as well as opportunities for improvement. Survey results are now being shared with employees to gather feedback and collaboratively develop action plans aimed at enhancing outcomes for both students and staff. Ongoing communication and collaboration with employees and unions/associations improves employee engagement, job satisfaction and retention.

Negotiations are in progress with CUPE 8443, using employee interest-based negotiations (IBN). This is the first time CUPE 8443 has engaged in interest-based negotiations. The IBN process is beneficial in improving relationships and finding solutions through collaborative problem solving.

Labour management meetings are held with CUPE 8443 executive and members of the human resources department approximately five times per school year. These meetings include open dialogue about concerns raised by CUPE members and collaborative problem solving to address issues and reduce disputes or grievances.

Meetings are held with the Saskatoon Teachers Association (STA) Teacher Relations Committee with the goal of increasing two-way communication and engaging in respectful and collaborative problem solving on issues impacting teachers. Agenda topics are collaboratively developed through open communication with the STA.

Open communication with the Local Implementation Negotiation Committee (LINC) chairperson and committee members supports the accurate interpretation and application of the local agreement between the Saskatoon Teachers' Association and Saskatoon Public Schools.

Data:

Data is reported for the period from October 1 to September 30 annually, unless otherwise noted.

Employee categories in the data below are defined as:

- **Teachers** - classroom teachers, resource teachers, English as an Additional Language (EAL) teachers, speech language pathologists, educational psychologists, school administration and superintendents of education.
- **CUPE 8443** – includes educational assistants, administrative assistants, secretaries, caretaking, maintenance, information systems technicians, accounting technicians,

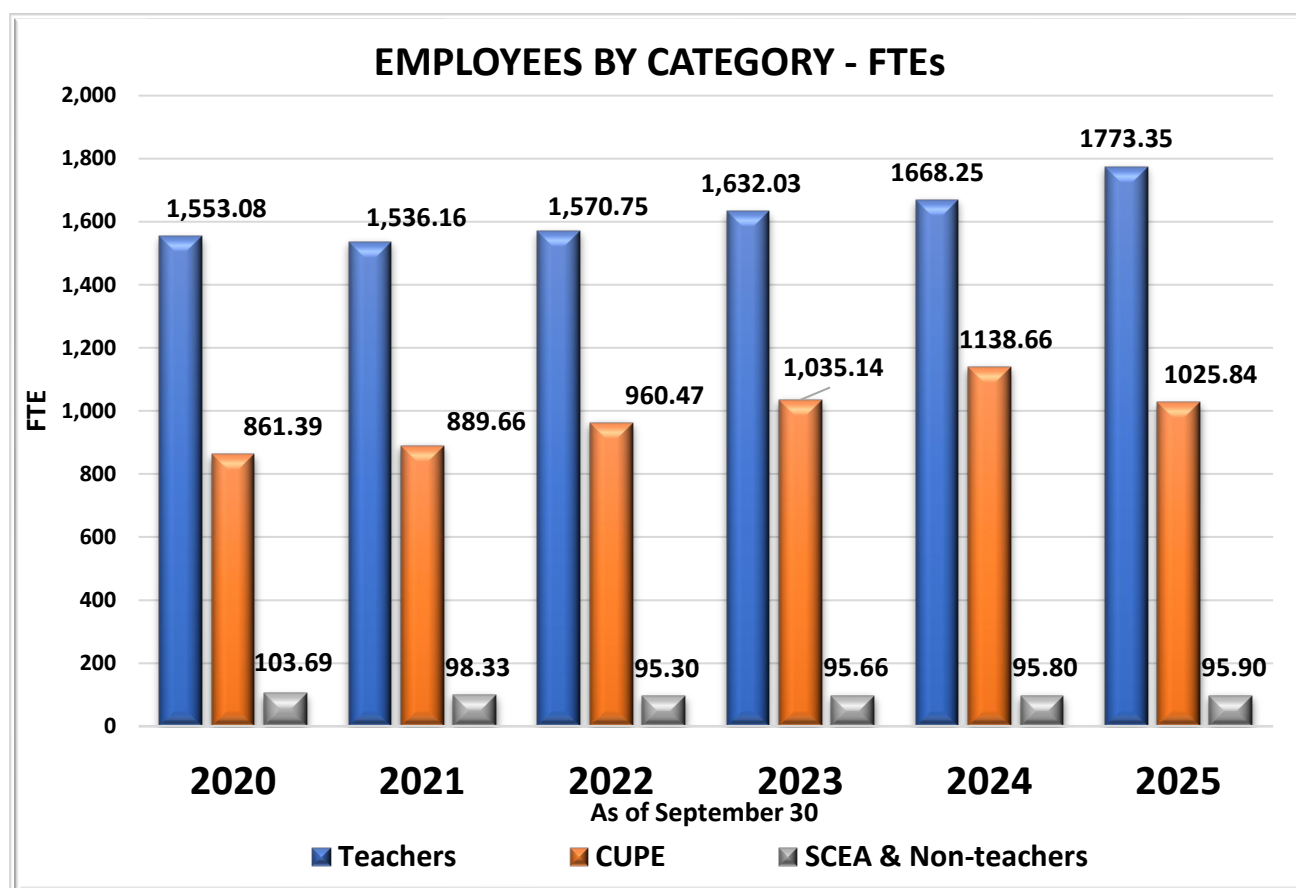
procurement, library technicians, cafeteria, nutrition workers, graphic artists and restorative justice workers.

- **Saskatoon Community Educators Association (SCEA)** - community school coordinators.
- **Non-Teaching** - out-of-scope support staff, managerial staff and non-teaching senior administration. This includes positions in finance, accounting, transportation, driver education, human resources, facilities, information systems, and the Saskatoon Public Schools Foundation.

Student Enrolment as of September 30:

	2020	2021	2022	2023	2024	2025
Student Enrolment	25,622	26,256	27,258	28,256	28,924	28,878

Employment by Category:



*Increase in teaching FTE as of September 30, 2025 includes the addition of classroom complexity teachers and specialized support classrooms.

**Decrease in CUPE FTE as of September 30, 2025 is primarily due to federal funding for Jordan's Principle educational assistants ending during the 2024-2025 school year.

Turnover rates:

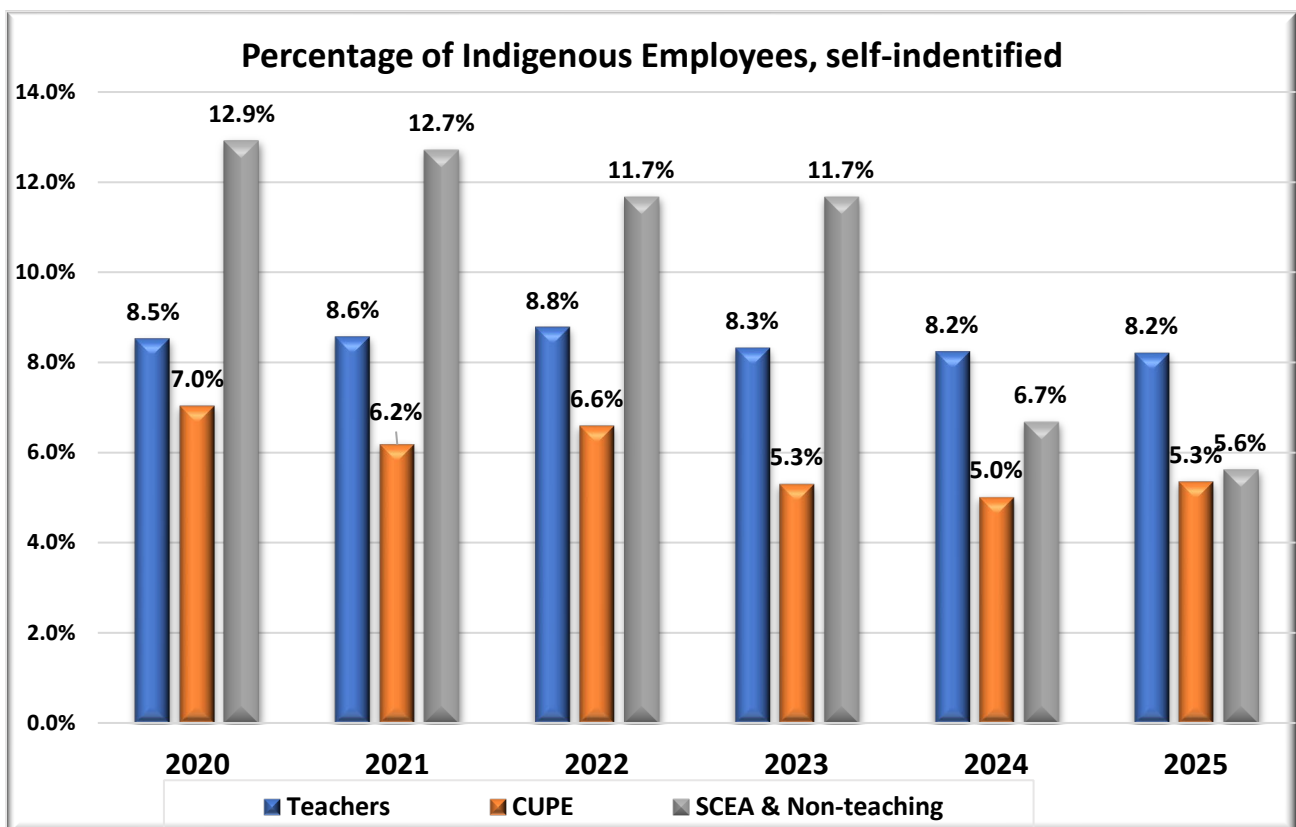
Employee Category	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Teachers	3.06%	2.26%	2.68%	3.01%	2.02%	2.64%
CUPE	5.27%	4.28%	6.68%	8.20%	6.62%	10.61%
SCEA & Non-teaching	7.84%	6.12%	7.22%	12.22%	9.20%	7.87%

Turnover rates include retirements, resignations and terminations as a percentage of the total employees within each category.

Representative Workforce

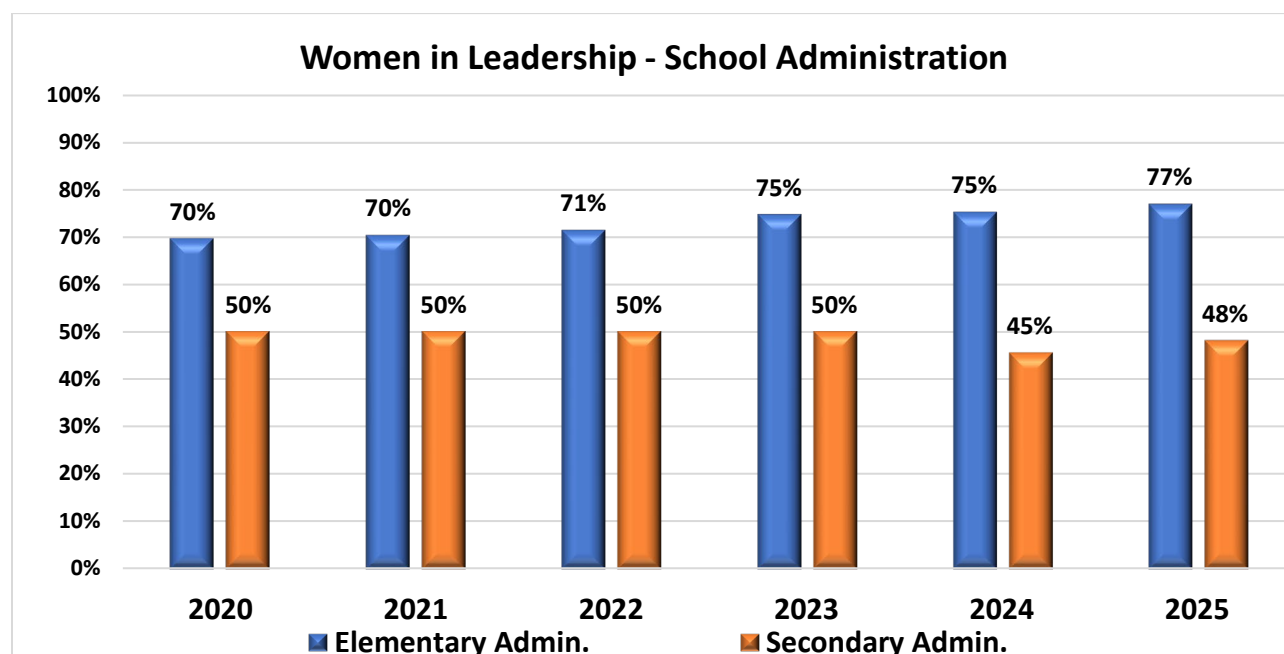
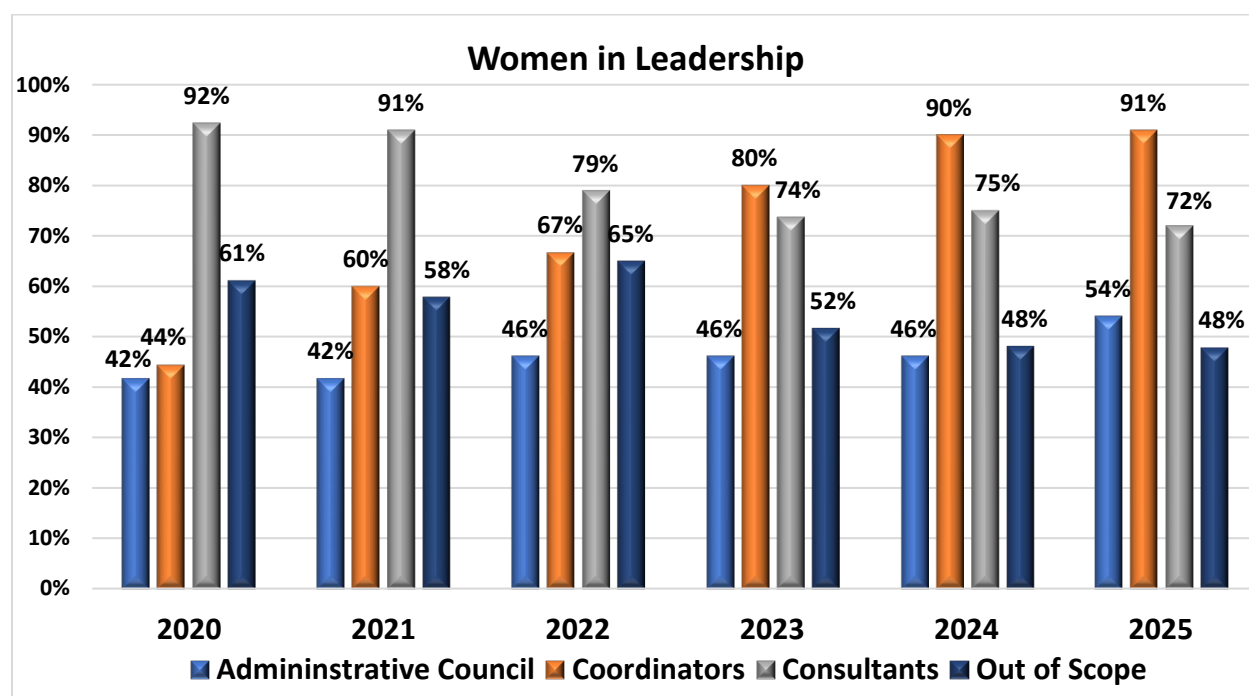
As of September 30, 2025, 7% of employees have voluntarily self-identified as Indigenous. Because self-identification is voluntary, this number reflects only those who have chosen to complete the process.

Percentage of Indigenous employees, self-identified:



Employee Group	2019	2020	2021	2022	2023	2024	2025
Teachers	142	149	146	148	145	147	152
CUPE	68	79	69	79	68	71	62
SCEA & Non-teaching	7	8	8	7	7	4	5
Total	217	236	223	234	220	222	219

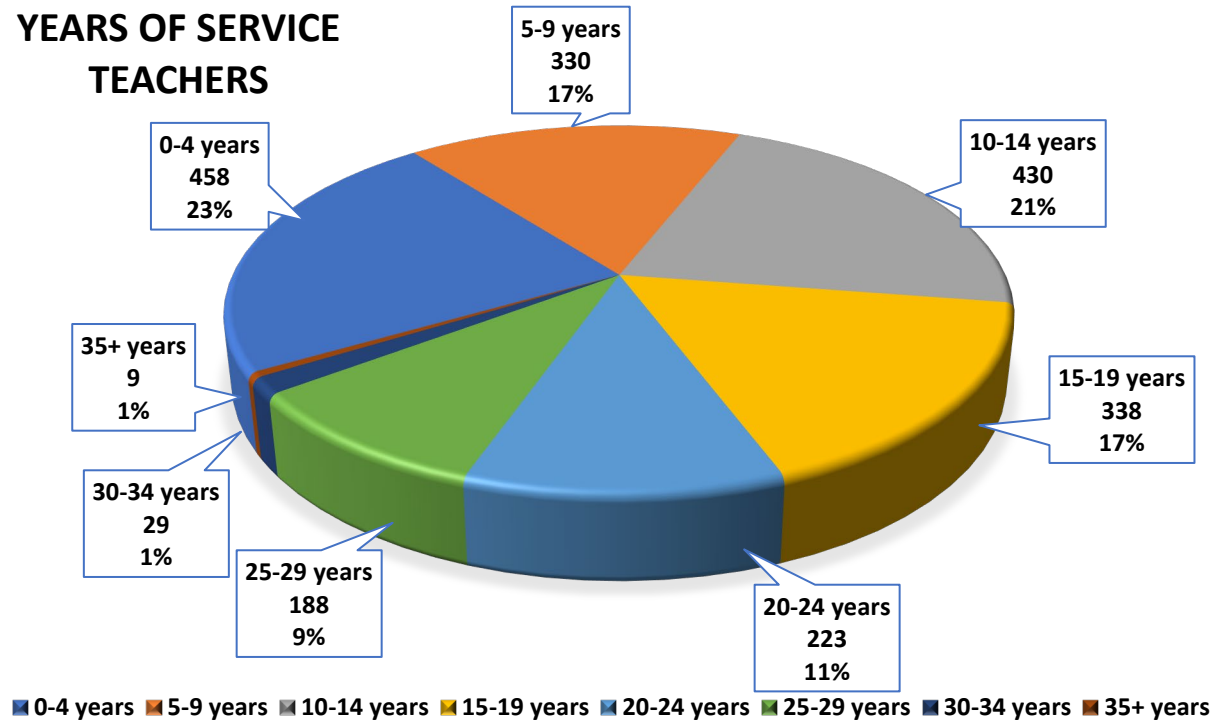
Women in leadership roles:



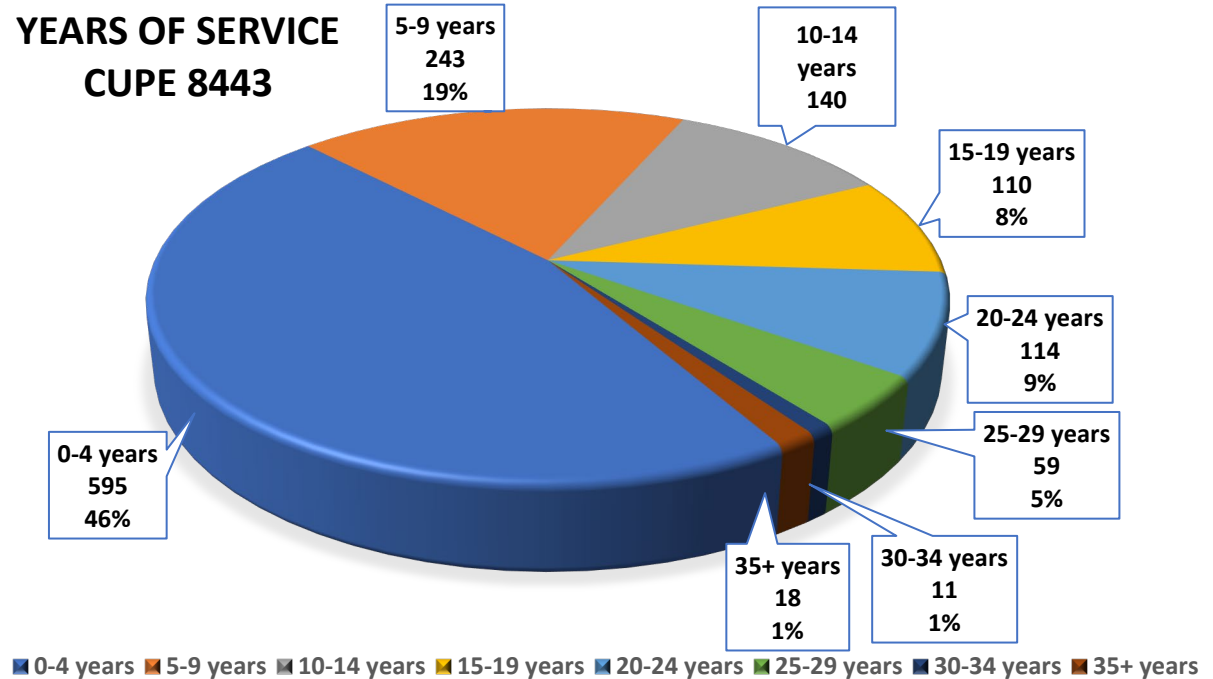
2025 Gender Demographics of Teachers:

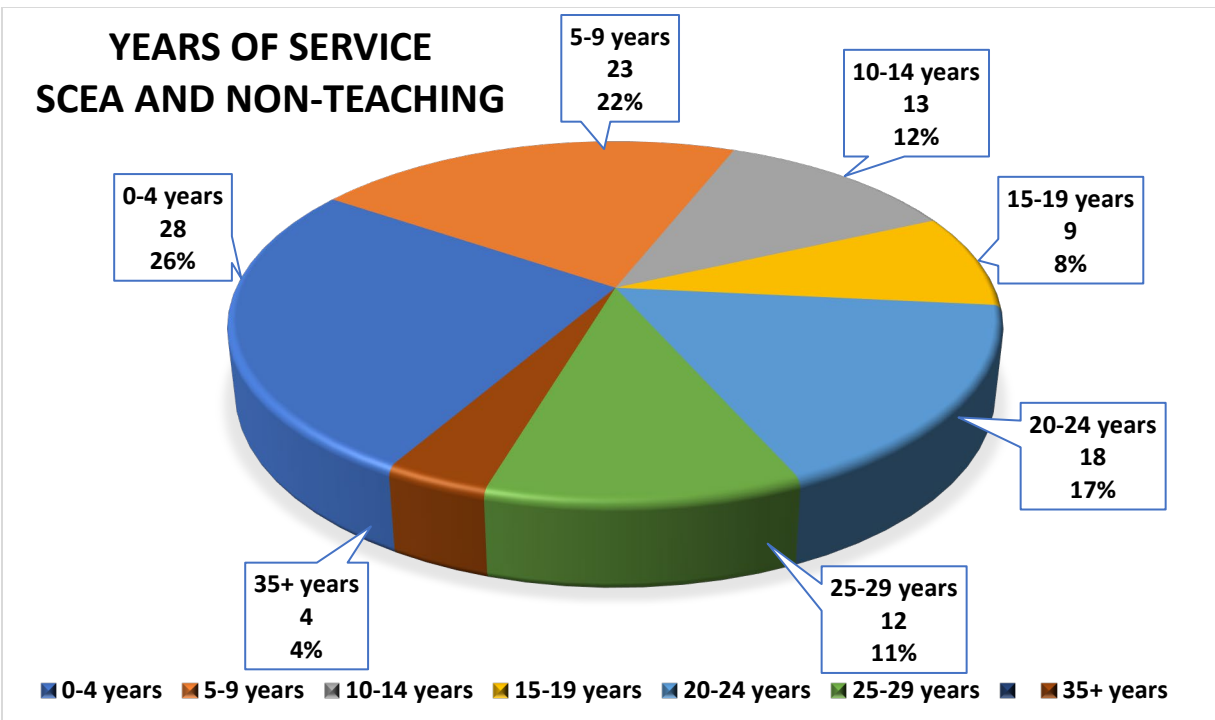
	Female	Male
Elementary	79%	21%
Secondary	56%	43%

YEARS OF SERVICE TEACHERS

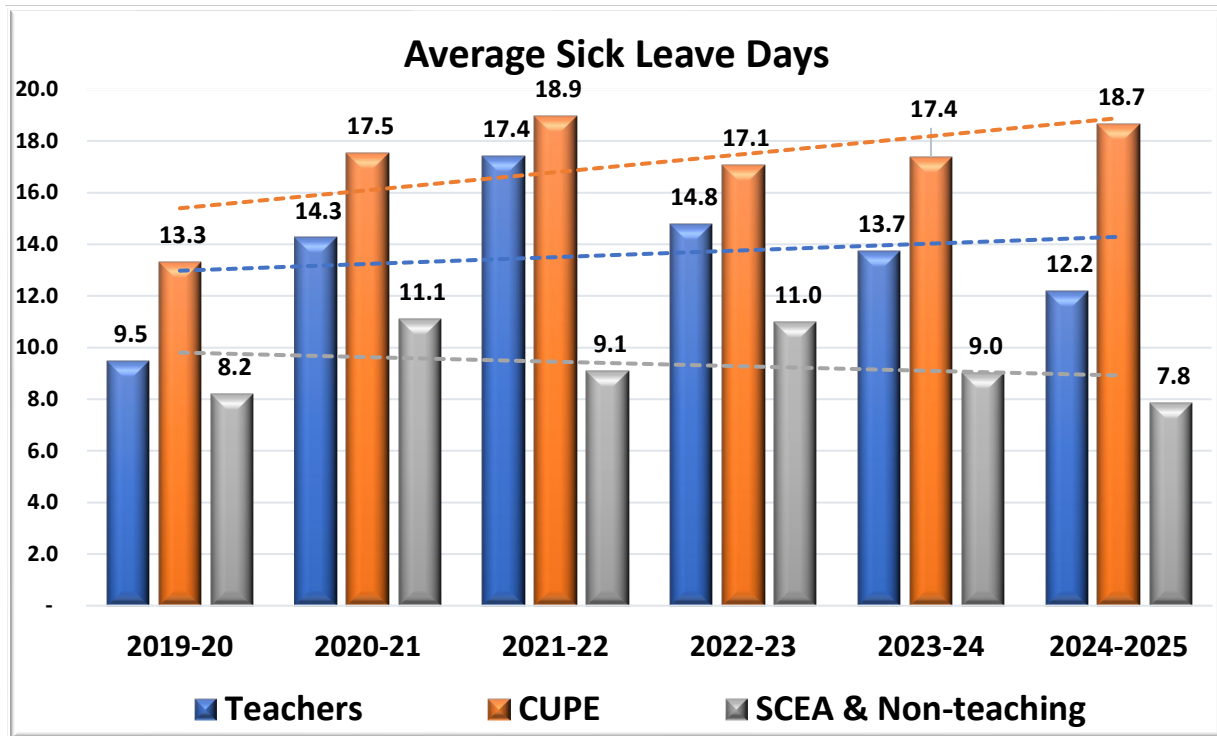


YEARS OF SERVICE CUPE 8443





Sick Leave with Pay:



Risk Assessment:

Absenteeism

Sick leave continues to be very high. The amount of sick leave and other paid leaves leads to increased demand for substitute teachers and educational assistants and increased costs to the division. In addition, fluctuations in staff attendance can influence the consistency of learning experiences provided to students. With the decrease in the number of substitute teachers across the province supporting workplace attendance will be key in preventing disruptions to school division operations. Communication was provided to school administration and employees encouraging efforts to schedule appointments to minimize time away from the classroom to support improved attendance.

Recruitment and Retention

Over the past several years, there have been increases in the number of students requiring additional support or with intensive needs. The ability to recruit and retain qualified educational assistants is necessary to provide effective educational support for the increased needs in classrooms.

Employee Engagement and Well-being

Workload and employee mental health and well-being may impact productivity, attendance, and retention. Efforts to support mental health and well-being have been implemented including Not Myself Today subscriptions for all employees and increased communication about the employee and family assistance plan, -ComPsych Guidance Resources.

Compliance with Legislation, Collective Agreements, and Administrative Procedures

Inconsistent application of legislation, collective agreements, and procedures. We always critically examine current practices to strengthen alignment with collective agreements and legislative obligations.

Performance Management

Inconsistent application of performance management processes may impact employee development, accountability, and overall organizational performance. Ensuring clear expectations, regular feedback, and effective documentation is critical for maintaining high standards and building a strong workforce.

Future Initiatives:

Attendance Support

- Strategies to address attendance will be developed with consideration of the current organizational culture, ensuring these efforts remain supportive of employee well-being while promoting consistent attendance.
- As attendance is impacted by well-being, efforts to support employee mental health and workplace culture are necessary to address potential underlying causes.

- Enhanced communication will provide staff with clear guidance regarding minimizing time away from school, in accordance with provincial and local collective agreements.
- Onboarding resources and school opening materials will continue to communicate expectations and best practices to support improved attendance.
- Strengthening the medical accommodation processes to ensure consistent support for employees and to promote earlier or more effective return to work, including opportunities for modified duties.

Employee Engagement and Well-being

- Staff survey data will continue to guide initiatives aimed at improving employee satisfaction, commitment, and overall wellbeing.
- Survey results are being shared with staff to promote collaborative discussion, feedback, and co-development of action plans to enhance outcomes for both students and employees.
- Analysis of the employee engagement data will help focus actions to ensure employees feel valued and supported.
- Continued efforts to increase communication, transparency, and collaboration with staff to strengthen relationships, improve job satisfaction, and increase organizational commitment.

Performance Management

- Current performance management processes will continue to be reviewed to ensure clarity, consistency, and alignment with organizational goals.
- Support for school administrators to clarify role expectations, provide constructive and timely feedback, and assist employees through performance challenges will contribute to a strong, effective, and resilient workforce.

Summary Comments:

The Human Resources department is committed to fostering a high-performing, diverse, and accountable workforce, guided by transparency, integrity, and a focus on supporting and engaging all employees.



MEETING DATE: DECEMBER 9, 2025

TOPIC: CITY CENTRE SCHOOL PROJECT UPDATE

FORUM	AGENDA ITEM	INTENT
<input checked="" type="checkbox"/> Board Meeting	<input type="checkbox"/> Correspondence	<input type="checkbox"/> Consent
<input type="checkbox"/> Committee of the Whole	<input type="checkbox"/> New Business	<input type="checkbox"/> Decision
	<input checked="" type="checkbox"/> Reports from Administrative Staff	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Information

BACKGROUND

Administration continues to provide the board with regular updates on major capital projects.

CURRENT STATUS

City Centre School Project

Completed Construction/Activities

- Installation of mass timber columns and beams is underway.
- Installation of nail-laminated timber (NLT) is underway.
- Installation of the transformer is underway by Saskatoon Light and Power.

Upcoming Construction Activities

- Continued deliveries and installation of mass timber columns and beams, as well as NLT.

Notable Construction Milestones

- Precast exterior panels deliveries beginning in February 2026.
- Building to be enclosed by the end of April 2026.

Schedule Update

- Substantial completion date – July 31, 2027 – is on track.
- School division access for furniture date – July 15, 2027 – is on track.

Budget Update

- Detailed budget information will be shared once the final funding agreement from the Ministry of Education (MoE)/SaskBuilds and Procurement (SBP) is received. There are no budget concerns currently.

Risk Tracking Update

- Ongoing site security concerns are being monitored.
- Three-week delay in delivery of mass timber has caused some construction to be behind schedule. The schedule is being monitored to identify opportunities to recover time.

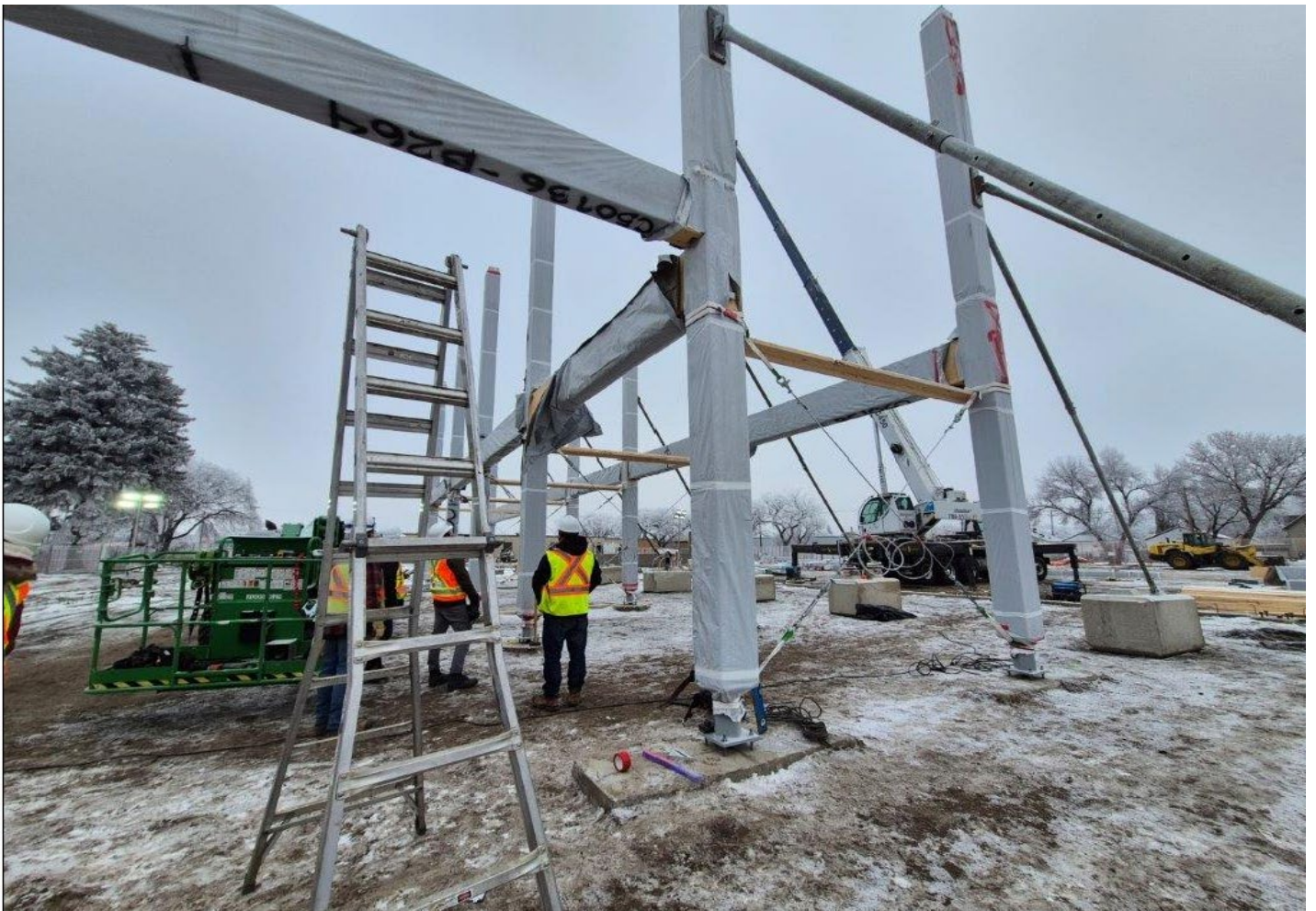


Image 1: Mass timber columns and beams



Image 2: Installation of columns and beams



Image 3: Installation of reclaimed NLT

PREPARED BY	DATE	ATTACHMENTS
Tyson Robertson, Superintendent of Facilities	December 3, 2025	None