

Prairie South Schools

BOARD OF EDUCATION

SEPTEMBER 08, 2015
11:00 a.m. – 4:00 p.m.
Central Office, 1075 9th Avenue NW, Moose Jaw

AGENDA

- 1. Board Planning Session (9:00 – 11:00 a.m.)**
 - 1.1. Theodore Litigation Update**
 - 1.2. Board of Education Knowledge and Competencies to Govern Process**
- 2. Call to Order**
- 3. Adoption of the Agenda**
- 4. Adoption of Minutes**
- 5. Decision and Discussion Items**
 - 5.1. Court of Appeal for Saskatchewan Docket CACV2709 (Discussion)**
 - 5.2. Staff Engagement Plan 2015-2016 (Decision)**
 - 5.3. Monthly Reports (Decision)**
 - 5.3.1. Substitute Usage Report – NO REPORT**
 - 5.3.2. Tender Report**
 - 5.3.3. Incidents of Concern – NO REPORT**
- 6. Delegations and Presentations**
 - 6.1. Wichota" (many people) Presenting the Discovery Centre Plans for the old Wild Animal Park (11:45 a.m.)**
- 7. Committee Reports**
 - 7.1. Standing Committees**
 - 7.1.1. Higher Literacy and Achievement**
 - 7.1.2. Equitable Opportunities**
 - 7.1.3. Smooth Transitions**
 - 7.1.4. Strong System-Wide Accountability and Governance**
 - 7.1.5. Advocacy and Networking**
 - 7.1.6. Rural Catchment and Transportation**
 - 7.1.7. Urban Possibilities**
- 8. Information Items**
 - 8.1. 2015-16 Estimated Revenues and Expenditures Submission**
 - 8.2. SSBA Submission of Bylaw Amendments and Resolutions for 2015 AGM**
 - 8.3. SSBA Financial Statements December 31, 2014**
 - 8.4. SSBA School Board Member Education and Certification Program**

- 9. Celebration Items**
- 10. Identification of Items for Next Meeting Agenda**
 - 10.1. Notice of Motions**
 - 10.2. Inquiries**
- 11. Meeting Review**
- 12. Adjournment**

MINUTES OF THE REGULAR BOARD MEETING OF THE PRAIRIE SOUTH SCHOOL DIVISION NO. 210 BOARD OF EDUCATION held at Central Office, 201 1075 9th Avenue North West, Moose Jaw, Saskatchewan on AUGUST 11, 2015 at 11:00 a.m.

Attendance: Mr. R. Bachmann; Mr. D. Crabbe; Dr. S. Davidson; Mr. R. Gleim; Mr. A. Kessler; Mr. T. McLeod; Mr. J. Radwanski; Mr. B. Swanson; Ms. G. Wilson; T. Baldwin, Director of Education; B. Girardin, Superintendent of Business and Operations; R. Boughen, Superintendent of Human Resources; L. Meyer, Superintendent of Learning; B. Compton, Superintendent of School Operations; D. Huschi, Superintendent of School Operations; K. Novak, Superintendent of School Operations; H. Boese, Executive Assistant

Regrets: Mr. L. Young, Trustee

Delegation: Jackie & Collin MacLean (11:45 a.m.)

Motions:

- | | | |
|-----------------|---|---------|
| 08/11/15 – 2395 | That the meeting be called to order at 11:20 a.m.
- Davidson | Carried |
| 08/11/15 – 2396 | That the Board adopt the agenda as presented.
- Gleim | Carried |
| 08/11/15 – 2397 | That the Board adopt the Minutes of the regular meeting of June 2, 2015 as amended.
- Swanson | Carried |
| 08/11/15 – 2398 | That the delegation be allowed to present now.
- Swanson | Carried |
| 08/11/15 – 2399 | That the Board direct the Chair, with assistance from the Director, to send correspondence to the City of Moose Jaw outlining our concerns regarding the lack of consultation with their decision regarding the property that we own on Thatcher Drive.
- McLeod | Carried |
| 08/11/15 – 2400 | That the Board set the date for the joint meeting with Holy Trinity Catholic School Division for November 24, 2015.
- Gleim | Carried |
| 08/11/15 – 2401 | That the Board approve the Capital Funding Agreement between the Province and Prairie South with respect to the Gravelbourg School expansion and construction.
- Swanson | Carried |

That the Board break for lunch at 11:58 a.m.

That the Board reconvene at 1:10 p.m.

08/11/15 – 2404	That the Board change the rural catchment division for the area in question. - Kessler	Carried
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08/11/15 – 2407	That the McLean family be provided yard bus service to Coronach School only as long as a school bus to Coronach School services Fife Lake. - Swanson	Carried
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Adjournment

08/11/15 – 2408

That the meeting be adjourned at 1:52p.m.
- Swanson

Carried

Shawn Davidson
Chair

B. Girardin
Superintendent of Business and Operations

Next Regular Board Meeting:

Date: September 8, 2015
Location: Central Office, 1075 9th Avenue, Moose Jaw

DRAFT

AGENDA ITEM

Meeting Date:	September 8, 2015	Agenda Item #:	5.1
Topic:	Court of Appeal for Saskatchewan Docket CACV2709		
Intent:	<input type="checkbox"/> Decision <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Information		

Background: Prairie Valley School Division and the Town of Pilot Butte have been in a dispute regarding a Local Improvement Tax levied by the town. Prairie Valley requested leave to appeal a decision of the Saskatchewan Municipal Board that favoured the Town of Pilot Butte. Leave to appeal was granted, and several points of law raised by Justice Ottenbreit may assist Prairie South if the City of Moose Jaw levies a proposed tax related to cast iron water line replacement. As of June 11, 2015, the Saskatchewan Municipal Board had not received an application from the City of Moose Jaw related to the implementation of this tax.

Current Status: Leave to appeal to the Saskatchewan Court of Appeal has been granted.

Pros and Cons:

Financial Implications: If the city of Moose Jaw is able to proceed with the local improvement tax as initially suggested, the levy related to Prairie South Schools may be in excess of 1 million dollars over the span of the improvement work.

Governance/Policy Implications:

Legal Implications: Outcome of the litigation may provide some clarity related to the interaction between Prairie South and the City of Moose Jaw.

Communications:

Prepared By:	Date:	Attachments:
Tony Baldwin	August 28, 2015	<ul style="list-style-type: none"> • Court of Appeal Docket CACV2709

Recommendation:

That the Board review the Court of Appeal disposition as provided.

Court of Appeal for Saskatchewan

Docket: CACV2709

Date: 2015-08-07

Between:

Prairie Valley School Division No. 208

*Applicant/
Prospective Appellant*

And

Town of Pilot Butte

*Respondent/
Prospective Respondent*

Before: Ottenbreit J.A. (in Chambers)

Disposition: Leave granted

On Appeal From: Saskatchewan Municipal Board, AAC 2014-0012
Heard: July 22, 2015

Counsel: Maureen Jickling for the Applicant
Jeffrey Grubb, Q.C., and Andrea Johnson for the Respondent

Ottenbreit J.A.

I. INTRODUCTION

[1] Prairie Valley School Division No. 208 [Prairie Valley] seeks leave to appeal the decision of the Saskatchewan Municipal Board [the SMB] dated April 23, 2015, regarding a special assessment pursuant to *The Local Improvements Act, 1993*, SS 1993, c L-33.1 [*Act*], against land owned by it located in the Town of Pilot Butte [the Town]. The application for leave is made pursuant to s. 33.1 of *The Municipal Board Act*, SS 1988-89, c M-23.2.

[2] For the reasons hereinafter set forth, leave to appeal is granted.

II. FACTS AND BACKGROUND

[3] Prairie Valley operates a school in the Town on four lots [the Land]. The Town passed a bylaw which permitted it to install central water system connections for properties within the Town. Under the bylaw the owner of each affected property is obligated to pay a special assessment as a local improvement being relative to the costs related to the central water system. Prairie Valley was assessed the special levy but disputes its obligation to pay. The Town maintained that the central water system project is a local improvement under the *Act* and it was entitled to assess Prairie Valley for that improvement.

[4] Prairie Valley appealed the assessment to the Board of Revision but that appeal was dismissed. Prairie Valley then appealed that decision to the SMB. The SMB dismissed the appeal. In dismissing the appeal, the SMB determined the following:

- (1) The Town has jurisdiction to levy the special assessment on the Land because the Land is not exempt from taxation for local improvements under any of the provisions of s. 30 of the *Act*;
- (2) The Land is not exempt because it is not property of the Crown. Prairie Valley is not a Crown entity. It is a corporation and it owns the Land as such;

- (3) The Land is not held in trust for the Crown by Prairie Valley and is therefore not exempt on that basis;
- (4) The Land is not a park within the meaning of s. 30(1)(b) of the *Act* and therefore not exempt; and
- (5) The Land was benefited as defined by the *Act* and the Land was assessed equitably and the assessment is properly made.

III. PROPOSED GROUNDS OF APPEAL

[5] Although Prairie Valley has not filed a draft notice of appeal on the application as is the usual custom, the proposed grounds of appeal if leave is granted are set forth in a draft order and may be summarized as follows:

- (a) The SMB erred in law in its interpretation and application of “corporation” in s. 63(1) of *The Education Act, 1995*, SS 1995, c E-0.2, to determine that Prairie Valley is subject to the *Act* as a “corporation”;
- (b) The SMB erred in its interpretation and application of the words “land that is the property of the Crown, including land held by a person in trust for the Crown” as found in s. 30(1)(a) of the *Act* in holding that the Land is subject to taxation for local improvements;
- (c) The SMB erred in its interpretation and application of s. 30(1)(b) of the *Act* by holding that the school yard at the school operated by Prairie Valley in the Town is not a “park” and therefore is subject to taxation;
- (d) The SMB erred in its interpretation and application of s. 34(1)(c) of the *Act* by arbitrarily restricting the principles of “equity”;
- (e) The SMB erred in its interpretation and application of s. 34(1)(e) of the *Act* by failing to contemplate “benefit” as it applies to government-owned land; and
- (f) The SMB erred in determining the Town had the jurisdiction to levy the special assessment against the Land. The Province of Saskatchewan did not specifically

delegate statutory authority to the Town to tax Prairie Valley and the Town's tax on Prairie Valley is an indirect tax on the Province and its taxpayers contrary to s. 92(2) of the *Constitution Act, 1867*, and is *ultra vires* the Town.

IV. ANALYSIS

[6] Prairie Valley applies for leave pursuant to s. 33.1 of *The Municipal Board Act* which provides for an appeal on a question of law or a question concerning the jurisdiction of the SMB. Section 33.1 of *The Municipal Board Act* reads as follows:

33.1 Any person affected by an order, decision or determination of the board may appeal to the Court of Appeal against the order, decision or determination on a question of law or on a question concerning the jurisdiction of the board:

(a) within:

(i) 30 days after the date on which the order, decision or determination is made; or

(ii) any further time, not exceeding 30 days, that a judge of the Court of Appeal may allow on an application made within 30 days after the date on which the order, decision or determination is made; and

(b) with leave of a judge of the Court of Appeal.

[7] The test in *Rothmans, Benson & Hedges Inc. v Saskatchewan*, 2002 SKCA 119 at para 6, 227 Sask R 121 [*Rothmans*], regarding leave to appeal is applicable to s. 33.1 of *The Municipal Board Act*. As such to succeed on an application for leave Prairie Valley must show that not only are the grounds of appeal related to questions of law but also that the criteria in *Rothmans* are met. See: *Pilot Butte (Town) v Aaron Enterprises Inc.*, 2014 SKCA 119; *Saskatoon v North Ridge Development Corp.*, 2013 SKCA 62, 417 Sask R 64; and *Behenna v Rudy (Rural Municipality, No. 284)*, 2012 SKCA 14, 385 Sask R 240.

[8] The *Rothmans*' criteria to be applied in determining whether leave to appeal ought to be granted are well known. Essentially, the proposed grounds of appeal must be of sufficient merit to warrant the attention of the court and of sufficient importance to the proceedings before the court, or to the field of practice or the state of the law, or to the administration of justice generally.

[9] I proceed now to the proposed grounds of appeal.

A. Interpretation and application of “corporation” in *The Education Act* and the *Act*

[10] The SMB, in para. 25 of its decision, finds that the Land is owned by a corporation, *i.e.*, Prairie Valley, and are not the property of the Crown. To the extent that the SMB determined that the designation of Prairie Valley as a corporation in s. 63(1) of *The Education Act* as a corporation gives the Town jurisdiction to levy the special assessment, this may be, without deciding the issue, an error.

[11] While it is clear that Prairie Valley is a “corporation” as used in s. 63 of *The Education Act*, it does not appear that the alleged right of the Town to levy the special assessment under the *Act* is dependent on whether or not Prairie Valley is a corporation. The *Act* does not contain a definition of corporation although it contains a definition of land and local improvements. Moreover, s. 18 of the *Act* allows a municipality to levy a special assessment where land is benefited. Section 2(1)(n) of the *Act* defines land as land that is required to be assessed under *The Municipalities Act*, SS 2005, c M-36.1. Section 194(1) of *The Municipalities Act* states that all property in a municipality is subject to assessment. Without deciding the issue, the Town’s jurisdiction to assess does not appear to turn on whether the entity against which the special assessment is made is a corporation.

[12] Prairie Valley seeks to raise as a question of law the ambit of the term corporation in s. 63(1) of *The Education Act* not only in relation to the ability of the Town to levy the special assessment but in relation to other matters including municipal service charges and the ambit of the definition for other purposes. To the extent that Prairie Valley attempts to do this, I am not inclined to give leave. To the extent that the decision of the SMB that the Land is owned by Prairie Valley as a corporation determines whether the special assessment under the *Act* is legal, leave is granted. There is, in my view, sufficient merit to this issue on the restricted basis as I have indicated.

B. Interpretation and application of “land that is the property of the Crown, including land held by a person in trust for the Crown” pursuant to s. 30(1)(a) of the *Act*

[13] The Town argues simply that the Land is neither the property of the Crown since it is owned by the School Board nor held in trust for the Crown based on case law such as *Toronto District School Board v Canada*, 2009 FCA 324 (Ont). It argues that Prairie Valley is a separate entity from the Provincial Crown and the Land is vested in Prairie Valley for its own use and not held in trust and is therefore subject to the special assessment under the *Act* in the same way as any other landowner in a municipality.

[14] There is no definition of and no case law interpreting these words as found in s. 30(1)(a) of the *Act*. Prairie Valley argues that the Crown’s plenary powers exercised pursuant to the *Constitution Act, 1867*, extend to rights of school boards respecting property ownership. Prairie Valley raises the effect of the *Statute of Charitable Uses*, 1601, 43 Eliz I, c 4, and how it interacts with the *Saskatchewan Education Act*. It argues that access to education in Saskatchewan is based on a purpose trust that is constitutionally mandated in Canada and a human right in Saskatchewan and at international law. Prairie Valley argues that the purpose trust perimeters as defined by *The Education Act, 1993*, allow the Minister of Education control over the activity and land it owns and in substance the Land is held substantially in trust for the Crown.

[15] In my view, this ground has sufficient merit and is not destined to fail.

C. Interpretation and application of “park” in s. 30(1)(b) of the *Act*

[16] The SMB determined that the school yard on the Land is not public land and that its primary purpose is for the use of children attending the school during school hours. Moreover, it determined that access to the school yard by the public does not alone make it a park and that the Land is not a park within the meaning of the *Act*.

[17] Prairie Valley argues that the SMB restricted the definition of park improperly and argues that the school yard or playground of the school is a park within the meaning of the *Act*.

However, there is no definition of park in the *Act*. That there is no definition does not necessarily raise an issue of law.

[18] This is, in my view, a question of mixed fact and law. It tends to be more a factual issue than a legal issue because whether or not the Land has the attributes of a park depends primarily on factual issues regarding its configuration, use and access. In this regard I am not satisfied that an issue of law is raised. Even if it is a question of law, I am satisfied that the arguments of Prairie Valley on this issue are destined to fail. Leave is denied on this ground.

D. Interpretation and application of “equity” in s. 34(1)(c) of the *Act*

[19] As an alternative, Prairie Valley argues that if the Land is not exempt from municipal taxation pursuant to s. 30 of the *Act*, then the decision of the SMB is not equitable. The SMB determined that there was no evidence on the appeal on which to base a conclusion that the Land is not benefited more or less equally than other land that the Town specially assessed for local improvement on the same basis. It also determined that Prairie Valley’s argument respecting equity was based on matters that fell outside of the *Act*’s view of equity in local improvements.

[20] Prairie Valley argues that the SMB restricted the definition of equity by not considering as part of that analysis that it did not receive any monies from the Province to pay for the Town’s special levy and that it would have to use monies it received for education purposes to pay for the levy. This issue is a matter of statutory interpretation and it may be that the SMB has inappropriately restricted this term. In my view, this ground has sufficient merit and is not destined to fail.

E. Interpretation and application of “benefit” in s. 34(1)(e) of the *Act*

[21] As a further alternative ground, Prairie Valley argues that if the Land is not exempt from municipal taxation and the assessment is found to be equitable, the Town’s infrastructure benefits the School only minimally and that the School Division’s Land benefits less equally than other privately-owned lands in Pilot Butte. Prairie Valley argues that there is no case law interpreting benefit as set forth in s. 34(1)(e) of the *Act*.

[22] The SMB stated in para. 51 of its decision that the determination of benefit must be conducted with reference to the land alone without reference to the improvements to the land and that this interpretation is supported by the scheme of the *Act* as a whole. Moreover, the SMB indicated that Prairie Valley made no submission either to the Board or the Committee that challenged “benefit” in the context that “benefit to land” equates to an enhancement of the land’s utility for uses to which the land may reasonably be put and to the land’s development potential without reference to the extent to which the land was already developed or improved when the local improvement is constructed. The SMB concluded that the water main installation brought benefit as defined by the *Act* to Prairie Valley’s Land.

[23] Prairie Valley argues that the issue of benefit is a question of law. In my view, it is a question of fact especially since the issue raised by Prairie Valley in this case is the extent to which the School benefits from the connection. That it received a benefit of some sort appears to have been admitted. Such an issue is largely evidence based. Even if it were a question of law, I am not satisfied that its argument that there is no legal interpretation of the word benefit in s. 34(1)(e) of the *Act* in any event is a question necessary to decide given that the definition of benefit was essentially not challenged by Prairie Valley either before the Board or the Committee. Accordingly, leave will not be granted on this ground.

F. The Province of Saskatchewan did not specifically delegate statutory authority to the Town to tax Prairie Valley in the *Act* and the special assessment on Prairie Valley is an indirect tax on the Province and its taxpayers contrary to s. 92(2) of *The Constitution Act, 1867*, and is *ultra vires* the Town

[24] The SMB determined that *The Municipalities Act* provides for certain properties to be exempt from property taxes, specifically the land of school divisions but the *Act* contains no such specific exemption from local improvement taxation for school division lands. The SMB determined that the School Division is not a Crown entity but merely a corporation owning land which is not the property of the Crown. The SMB determined that the Town had statutory authority to levy the assessment.

[25] Prairie Valley argues that in this case the *Act* is silent and does not specifically grant a municipality delegated statutory authority to tax another delegated government and Prairie Valley argues there is no case law in Canada on municipal taxation authority on that point. Prairie Valley argues that taxation powers cannot arise incidentally in delegated legislation and because the *Act* does not specifically delegate legislative capacity to the Town to impose the assessment on Prairie Valley, there is no jurisdiction to do so. Moreover, Prairie Valley argues that the question further arises whether the Town's special assessment is an indirect tax on the Province and its taxpayers.

[26] I am satisfied that the issue of whether the special assessment is *ultra vires* the Town in respect of a School Division and whether it is an indirect tax on the Province and its taxpayers contrary to s. 92(2) of the *Constitution Act, 1867*, is a question of law and is not destined to fail. Accordingly, leave will be granted on this issue.

[27] I am also satisfied given all the foregoing that the issues which I have indicated have sufficient merit, are also of sufficient importance within the meaning of *Rothmans*.

[28] Prairie Valley will have leave to appeal the decision of the SMB on the grounds set forth in the draft order filed with its application except for those grounds for which leave was not granted in this decision and subject to the restriction on the ground with respect to the term "corporation".

[29] Prairie Valley also asks that the decision of the SMB be stayed until the appeal has been determined by this Court. As indicated by counsel for the Town, this is not necessary since it is unlikely that enforcement proceedings will be taken against the School Division by the Town pending the hearing of the appeal. This application for a stay is dismissed with leave to reapply if enforcement proceedings are taken. The costs of this application shall be costs in the cause.

"Ottenbreit J.A."

Ottenbreit J.A.

AGENDA ITEM

Meeting Date:	September 8, 2015	Agenda Item #:	5.2
Topic:	Staff Engagement Plan 2015-2016		
Intent:	<input checked="" type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input type="checkbox"/> Information

Background: In 2014-2015, the Board embarked on a staff engagement plan designed to bolster relations between the Board and the three employee groups in Prairie South Schools.

Current Status: The proposed plan is identical to the plan last year in an attempt to provide continuity to the process. The plan would be managed by the Networking and Advocacy Committee of the Board.

Pros and Cons:
 Pros: Opportunity to build a sense of team with a common purpose among employee groups in Prairie South.
 Cons: Additional time for meetings and survey development and distribution.

Financial Implications:

Governance/Policy Implications:

Legal Implications:

Communications: Communication of the plan necessary for CUPE, the PSTA, and out-of-scope staff members.

Prepared By:	Date:	Attachments:
Tony Baldwin	August 28, 2015	<ul style="list-style-type: none"> 2015-2016 Staff Engagement Plan

Recommendation:

That administration be directed to implement the Staff Engagement Plan as presented.

Prairie South Schools Board of Education
Staff Engagement Plan 2015-2016
08 September 2015

Preamble

The Board is interested in building relationships with PSTA, CUPE, and other staff through an open communication process with representatives of these staff groups. The Board is interested in opportunities to discuss educational and workplace issues in a forum that is solution-focused and independent from local CUPE and PSTA negotiation processes. This plan focuses on staff engagement in 2015-2016.

PSTA/Board Engagement

The PSTA/Board Engagement Forum is independent of the structures in place to support LINC negotiations and maintenance of the LINC agreement. The mandate of the PSTA/Board Engagement Forum is to provide an open communication opportunity between the PSTA and the Board of Education. PSTA/Board Engagement Forum meetings will be held twice yearly in October and April. A maximum of 6 agenda items will be set equally by the Board (2 items in October and 1 item in April) and the PSTA (1 item in October and 2 items in April). Forum members will consist of 4 Board Trustees, 4 members of the PSTA Executive, the PSTA President, the Director of Education, and others by mutual agreement on an ad hoc basis.

A PSTA/Board Engagement Survey will be jointly developed in December and administered in December and January. The PSTA and the Board will use the data from this survey to meet their own needs, including providing a framework for future engagement discussions.

CUPE/Board Engagement

The CUPE/Board Engagement Forum is independent of the structures in place to support CUPE negotiations and maintenance of the CUPE agreement. The mandate of the CUPE/Board Engagement Forum is to provide an open communication opportunity between CUPE and the Board of Education. CUPE/Board Engagement Forum meetings will be held twice yearly in November and May. A maximum of 6 agenda items will be set equally by the Board (1 item in November and 2 items in May) and CUPE (2 items in November and 1 item in May). Forum members will consist of 4 Board Trustees, 4 members of the CUPE Executive, the CUPE President, the Director of Education, and others by mutual agreement on an ad hoc basis.

A CUPE/Board Engagement Survey will be jointly developed in December and administered in December and January. CUPE and the Board will use the data from this survey to meet their own needs, including providing a framework for future engagement discussions.

Conditions of Employment Staff/Board Engagement

The majority of Business and Operations staff who are not school-based are members of neither CUPE nor the PSTA. As these employees have a different work environment than school-based employees, it is not necessary that Board engagement strategies are parallel with other groups. The mandate of the Conditions of Employment Staff/Board Engagement Forum is to provide an open communication opportunity between these employees and the Board of Education. Conditions of Employment Staff/Board Engagement Forum meetings will be held once yearly in March. Up to 3 agenda items will be set by each group. Forum members will consist of 4 Board Trustees, 1 Superintendent, 1 Manager, and 2 additional Conditions of Employment staff.

A Conditions of Employment Staff/Board Engagement Survey will be developed collaboratively in December and administered in December and January. Data from the survey will be shared with all Conditions of Employment staff and the Board.

AGENDA ITEM

Meeting Date:	September 8, 2015	Agenda Item #:	5.3
Topic:	Monthly Reports		
Intent:	<input checked="" type="checkbox"/> Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Information		

Background: Attached is the Tender Report for Board approval for the period August 3 – August 31, 2015

There is no report for Teacher Absences & Substitute Usage or Incidents of Concern.

Current Status:

Pros and Cons:

Financial Implications:

**Governance/Policy
Implications:**

Legal Implications:

Communications:

Prepared By:	Date:	Attachments:
Ron Purdy	August 31, 2015	1. Tender Report

Recommendation:

That the Board accept the Tender Report as presented.

Tender Report for the period August 3, 2015 to August 31, 2015

Background:

- Board has requested a monthly report of tenders awarded which exceed the limits of Administrative procedure 513, which details limits where formal competitive bids are required. The procedure is as follows:
 - The Board of Education has delegated responsibility for the award of tenders to administration except where bids received for capital projects exceed budget. In this case the Board reserves the authority to accept/reject those tenders. A report of tenders awarded since the previous Board Meeting will be prepared for each regularly planned Board meeting as an information item.
 - Competitive bids will be required for the purchase, lease or other acquisition of an interest in real or personal property, for the purchase of building materials, for the provision of transportation services and for other services exceeding \$75,000 and for the construction, renovation or alteration of a facility and other capital works authorized under the Education Act 1995 exceeding \$200,000.

Current Status:

- There were two items awarded as sole source items for compatibility reasons. An intercom, alarm, bell repair upgrade was ordered for both Lindale and William Grayson Schools. Dollar amounts were \$24,343.07 and \$20,132.38.

AGENDA ITEM

Meeting Date:	September 8, 2015	Agenda Item #:	8.1
Topic:	2015-16 Estimated Revenues and Expenditures Submission		
Intent:	<input type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input checked="" type="checkbox"/> Information

Background: Our 2015-16 estimated revenues and expenditures were reviewed by the Ministry and have been approved. See attached.

Current Status:

Pros and Cons:

Financial Implications:

Governance Implications:

Legal Implications:

Communications:

Prepared By:	Date:	Attachments:
Bernie Girardin	August 28, 2015	Letter and submission

Recommendation:

This is information only.



Government
— of —
Saskatchewan

Ministry of Education
Deputy Minister
5th Floor, 2220 College Ave.
Regina, Canada S4P 4V9

August 20, 2015

Dr. Shawn Davidson
Board of Education Chair
Prairie South School Division No. 210
1075 9th Avenue NW
MOOSE JAW SK S6H 1V7

Dear Dr. Davidson:

Thank you for the submission of your school division's estimated revenues and expenditures for the 2015-16 school division fiscal year as required by Section 278 of *The Education Act, 1995*.

Your 2015-16 estimated revenues and expenditures have been reviewed by the ministry. On behalf of the Minister of Education, I approve these revenues and expenditures, as submitted and enclosed, in accordance with Section 280 of *The Education Act, 1995*.

I would like to take this opportunity to thank your board and division staff for their time and effort in completing these documents. If you have any questions or concerns, please contact Doug Schell, Director of Financial Analysis and Reporting, at 306-787-6634 or by email at doug.schell@gov.sk.ca.

Sincerely,

Julie MacRae

Enclosure

cc: Tony Baldwin, Director, Prairie South School Division No. 210
Bernie Girardin, Chief Financial Officer, Prairie South School Division No. 210
Donna Johnson, Assistant Deputy Minister of Education
Doug Schell, Director, Financial Analysis and Reporting, Education Funding

Prairie South School Division No. 210
CASH BUDGET
For the period ending August 31, 2016

Chart of Accounts	Description	Budget 2015-16
REVENUES		
1-1-01-000-000	Property Taxation	29,525,076
1-1-02-000-000	Grants	58,576,696
1-1-03-000-000	Tuition and Related Fees	55,978
1-1-04-000-000	School Generated Funds	1,254,300
1-1-07-000-000	Complementary Services	572,288
1-1-08-000-000	External Services	3,691,892
1-1-05-000-000	Other Revenue	318,500
	Total Revenues	93,994,730
EXPENDITURES		
1-2-10-000-000	Governance	507,025
1-2-11-000-000	Administration	3,098,931
1-2-12-000-000	Instruction	57,743,788
1-2-13-000-000	Plant	13,111,628
1-2-14-000-000	Transportation	7,430,973
1-2-15-000-000	Tuition and Related Fees	66,000
1-2-16-000-000	School Generated Funds	1,254,300
1-2-21-000-000	Complementary Services	2,056,295
1-2-22-000-000	External Services	3,621,887
1-2-17-000-000	Other Expenses	47,902
	Total Expenditures	88,938,729
	Excess (Deficit) for the year	5,056,001

ADDITIONAL INFORMATION REQUESTED FROM THE SCHOOL DIVISIONS:

	Budget 2015-16
Tangible Capital Assets:	
(-) Purchases	10,197,054
(+) Proceeds from disposals	-
Long Term Debt, including capital leases:	
(-) Repayments of the year	368,642
(+) Debt issued during the year	-
NON-CASH GAIN/EXPENSES:	
(+) Amortization expense	5,009,520
(-) Gain on disposals of tangible capital assets	-
(+) Employee Future Benefits expenses	254,800
OTHER CASH REQUIREMENTS:	
(-) Employee Future Benefits expected payments	90,000
NET EXCESS (DEFICIT) CASH OF THE YEAR	(335,375)
FINAL DEFICIT POSITION WILL BE COVER BY:	
Cash received or to be received from capital loans	-
Reserves included in prior year's accumulated surplus balance	335,375
Other (please explain)	-
REVISED CASH POSITION	-

AGENDA ITEM

Meeting Date:	September 8, 2015	Agenda Item #:	8.2
Topic:	SSBA Submission of Bylaw Amendments and Resolutions for 2015 AGM		
Intent:	<input type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input checked="" type="checkbox"/> Information

Background:

The attached memorandum was received from the SSBA asking for bylaw amendments and resolutions for this year's AGM, which will be held on November 9, 2015. Deadline for submission of bylaw amendments is September 24. The deadline for submission of resolutions is October 9.

Current Status:

The Board will need to discuss if any bylaw amendments or resolutions will be forthcoming from Prairie South.

Pros and Cons:

Financial Implications:

Governance Implications:

Legal Implications:

Communications:

Prepared By:	Date:	Attachments:
Bernie Girardin	August 28, 2015	Memo from SSBA

Recommendation:

Board information.

MEMORANDUM

August 10, 2015

TO: Chairs, Boards of Education, Conseil scolaire fransaskois,
Directors of Education and Chief Financial Officers
cc. Resolutions and Policy Development Committee, Darren McKee, Executive
Ken Loehndorf, Catholic Section
Larry Huber, Public Section

FROM: Resolutions and Policy Development Committee

RE: Submission of Bylaw Amendments and Resolutions for the 2015 AGM

The 2015 Fall General Assembly will be held in Saskatoon at the Radisson Hotel on November 8-10, 2015. Resolutions and bylaw amendments are a key part of the Association's Annual General Meeting, which is part of the Fall General Assembly. The AGM is scheduled for November 9, 2015. The purpose of this memorandum is to remind boards of the resolutions and bylaw amendments process and to communicate deadlines for submission to the Committee for presentation by the Committee at the Annual General Meeting.

The Executive, a board of education, the Conseil scolaire fransaskois or a group established in accordance with Bylaw No. 8 are entitled to sponsor bylaw amendments and resolutions.

Bylaw Amendments:

1. Bylaw No. 13, Paragraph 4, states that bylaw amendments are to be submitted to the Resolutions and Policy Development Committee "at least 45 days prior to the day on which the annual general meeting commences".

This year the **deadline for submission of bylaw amendments** is 4:30 p.m. **September 24, 2015.**

Every bylaw amendment is to **be submitted in writing** by email (see below) and **accompanied by a rationale explaining the background and reasons for** the amendment containing sufficient detail so that members may form a reasonable judgment about it. An amendment to one provision of a bylaw may necessitate consequential changes to other parts of the bylaws, and those consequential amendments must also be included. If you have questions regarding Bylaw Amendments, please contact Krista Lenius at (306)569-0750 ext. 120 or klenius@saskschoolboards.ca.

2. The Committee will examine and edit proposed bylaw amendments.
3. The package of proposed bylaw amendments will be forwarded to boards and posted on the Association's website no later than October 26, 2015.

Resolutions:

1. Bylaw No. 12, Paragraph 4, states that resolutions are to be submitted to the Resolutions and Policy Development Committee “at least 30 days prior” to the commencement of the general meeting at which they will be voted on. This year the **deadline for submission of resolutions** is 4:30 p.m., **October 9, 2015**. Resolutions received by the deadline will be presented by the Committee at the AGM.

(Paragraph 5 of Bylaw No. 12 provides for submission of resolutions that “directly relate to a matter that has arisen after the deadline for submission” at least 5 days prior to the commencement of the general meeting.)

2. Every resolution is to **be in writing** and **accompanied by a rationale explaining the background and reasons for the resolution**.

Pursuant to Resolution 5-E passed at the 2010 AGM, the Committee asks sponsors to provide, where applicable, a simple estimate of the anticipated cost and staff resources that would be required to act on the resolution.

5-E BE IT RESOLVED that from time to time when proposals for projects or services to be carried out by the Saskatchewan School Boards Association are put to member Boards for approval and those projects or services may have a cost and time component that will impact Association finances and staff time, it be required that all such proposals put to member Boards for consideration include the cost and time requirements to conduct the project or provide the service.

3. The Committee will examine, edit, and, where considered necessary, combine similar resolutions.
4. The package of resolutions to be presented by the Committee at the AGM will be e-mailed to boards, posted on the Association website no later than October 26, 2015 and included in the Fall General Assembly registration package.
5. Resolutions provide directives for action to the Association by its members and direction for development of Association position statements. To increase the effectiveness of resolutions, the wording of a resolution should, whenever possible, describe what boards of education or the Association will do, rather than directing others, over whom the Association has no control, to act.
6. Resolutions received by the deadline will be presented at the AGM by the Committee. Any board that wishes to present a resolution after the deadline for submission will have to obtain the consent of the delegates at the annual general meeting after all reported resolutions have been disposed of. (Bylaw No. 12, paragraph 6).

Bylaw amendments and resolutions must be submitted by email to Krista Lenius, Legal Assistant: klenius@saskschoolboards.ca. You will receive an email confirmation that your submission has been received.

AGENDA ITEM

Meeting Date:	September 8, 2015	Agenda Item #:	8.3
Topic:	SSBA Financial Statements December 31, 2014		
Intent:	<input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information		

Background: The Saskatchewan School Boards Association has provided an approved audited financial statement for review by the membership of the SSBA.

Current Status: Prairie South is a member Board of the SSBA.

Pros and Cons:

**Financial
Implications:**

**Governance/Policy
Implications:**

Legal Implications:

Communications:

Prepared By:	Date:	Attachments:
Tony Baldwin	August 31, 2015	<ul style="list-style-type: none"> December 31 2014 SSBA Financial Statements

Recommendation:

That the Board review the financial statements provided.

August 31, 2015

Dear Members of Saskatchewan Boards of Education:

Attached to this letter please find the Saskatchewan School Boards Association's financial summary and audited financial statements for the year ended Dec. 31, 2014. The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations using the accrual basis of accounting.

The SSBA's Audit & Investment Committee, established in 2014, met with Deloitte to review the Financial Statements prior to recommending to the Provincial Executive for approval. The Executive has approved the audited financial statements.

The provision of this information concludes the required financial reporting for 2014. You can also view more details in the already released and circulated 2014 Annual Report posted on our website.

This past June, you also would have received information regarding the proposed SSBA Operating Budget for 2016. Expect additional information to be forthcoming in advance of the budget going before you for approval at this fall's Annual General Meeting.

On behalf of the Provincial Executive, thank you to all Boards of Education for your support of the SSBA and the work it does on your behalf. Please let us know if you have any questions.

Sincerely,



Connie Bailey, Pro. Dir.
President

The Association ended the year with a net surplus of almost \$1.9M, attributed mainly to the Benefits and Insurance Fund, and is respectively offset by a net deficit of \$0.26M for the Operating Fund.

The Association's operating fund net deficit for 2014 is due to the following:

- \$0.092M spending on the data warehouse project approved by the Executive in 2014. In 2014, work to secure, compile and update information for all 28 boards was completed, providing salary grid and other information in one searchable site for the benefit of all school boards.
- \$0.054M shortfall associated with the Martin Aboriginal Education Initiative Aboriginal Youth Entrepreneurship Program, due to anticipated grant funding being delayed until 2015. This successful program is aimed at increasing attendance and graduation rates among Aboriginal youth. In 2014-15, the second year of the program, enrolment more than doubled from 146 students to 327.
- \$0.042M vacation accrual for Association staff and professional development accruals for Association staff and Executive members. This is the first year that accruals have been recorded in the operating results for the Association, as a result of a recommendation by the auditors.
- \$0.038M shortfall for School Board Member Education and Certification Program training. This program is a university-level course designed specifically for school board members to support them in pursuing excellence in school board governance, offered through the Johnson-Shoyama Graduate School of Public Policy and supported by Brown Governance. Although efforts were made to ensure that all training spots were filled, a shortfall arose as a result of lower board member uptake.
- \$0.032M amortization expense which has not been previously budgeted. Amortization expense will be included in the next budget to address this issue.
- \$0.025M planning expenses associated with the 2015 CSBA Congress. These expenses will be recovered through registration fees for the July 2015 event.
- The above expenses were partially offset by savings found through operational efficiencies.

The Association continues to manage the Benefits and Insurance Funds in a fiscally responsible manner. Although this is the first year that the Benefits Fund has accrued for the estimated claims incurred but not yet reported, the fund received higher investment returns and Manulife announced a surplus distribution of \$0.566M to offset the additional expense. The Insurance Fund had a net surplus of \$1.5M due primarily to sustained premiums and higher investment returns.

The Association continues with its commitment to lean methodology and the senior management team continues to seek opportunities for efficiencies on an ongoing basis. The Association remains in a strong financial position with total net assets of \$1.7M in the Operating Fund and \$24.4M in the Benefits and Insurance Funds. This, combined with a focus on continuous improvement, will provide the solid foundation for the provision of value-add services for the membership in the future.

**SASKATCHEWAN SCHOOL
BOARDS ASSOCIATION**

FINANCIAL STATEMENTS

December 31, 2014

Independent Auditor's Report

To the Members of
the Saskatchewan School Boards Association

We have audited the accompanying financial statements of Saskatchewan School Boards Association, which comprise the statement of financial position as at December 31, 2014 and the statements of revenue, expenses and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit includes performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Saskatchewan School Boards Association as at December 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Restated Comparative Information

Without modifying our opinion, we draw attention to Note 14 to the financial statements, which explains that certain comparative information for the year ended December 31, 2013 has been restated. The financial statements of Saskatchewan School Boards Association for the year ended December 31, 2013 (prior to the restatement of the comparative information) were audited by another auditor who expressed an unmodified opinion on those financial statements on June 16, 2014.



Chartered Professional Accountants, Chartered Accountants
Licensed Professional Accountants

May 27, 2015
Regina, Saskatchewan

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

Statement of Financial Position

as at December 31, 2014

	Operating Fund	Benefits Fund	Insurance Fund	Total 2014	Total 2013
					(Restated - see Note 14)
Assets					
Current assets					
Cash	\$ 420,505	\$ 29,966	\$ 298,539	\$ 749,010	\$ 1,020,329
Accounts receivable	65,215	1,225,257	-	1,290,472	720,725
Prepaid expenses	13,265	-	-	13,265	62,941
	498,985	1,255,223	298,539	2,052,747	1,803,995
Investments (Note 3)	1,174,294	8,213,744	19,285,392	28,673,430	26,693,847
Capital assets (Note 4)	196,402	-	-	196,402	228,536
	\$ 1,869,681	\$ 9,468,967	\$ 19,583,931	\$ 30,922,579	\$ 28,726,378
Liabilities					
Current liabilities					
Accounts payable and accrued liabilities	\$ 85,863	\$ 1,830,744	\$ 10,354	\$ 1,926,961	\$ 1,525,791
Provision for unpaid claims	-	630,749	2,179,000	2,809,749	2,579,864
Deferred revenue	35,907	-	-	35,907	346,884
	121,770	2,461,493	2,189,354	4,772,617	4,452,539
Net assets (Schedule 1)					
Appropriated	619,500	2,457,891	17,394,577	20,471,968	17,303,229
Unappropriated	1,128,411	4,549,583	-	5,677,994	6,970,610
	1,747,911	7,007,474	17,394,577	26,149,962	24,273,839
	\$ 1,869,681	\$ 9,468,967	\$ 19,583,931	\$ 30,922,579	\$ 28,726,378

See accompanying notes

Approved by the Executive

 President

Executive Director

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION
Statement of Revenue, Expenses and Changes in Net Assets
year ended December 31, 2014

	Operating Fund	Benefits Fund	Insurance Fund	Total 2014	Total 2013 (Restated - see Note 14)
REVENUE					
Membership fees	\$ 2,476,791	\$ -	\$ -	\$ 2,476,791	\$ 2,334,211
Premiums	-	15,249,708	3,116,374	18,366,082	18,265,611
Investment income	121,508	517,806	1,340,268	1,979,582	507,809
Other income	112,754	577,598	47,953	738,305	1,563,178
Assemblies, events and board development	390,320	-	-	390,320	273,982
Building	221,736	-	-	221,736	192,639
Sk Nutritional Advisory Council for Kids	41,892	-	-	41,892	17,135
Freedom of information project	3,637	-	-	3,637	80,342
Aboriginal affairs	230,817	-	-	230,817	32,279
	3,599,455	16,345,112	4,504,595	24,449,162	23,267,186
EXPENSES					
Executive activity/membership engagement	470,595	-	-	470,595	497,538
Executive director/administration	646,710	-	-	646,710	542,986
Association operations	239,531	729,750	245,271	1,214,552	1,117,478
Building	193,729	-	-	193,729	188,536
Communication services	224,658	-	-	224,658	189,990
Board of education development services	675,563	-	-	675,563	494,871
Employee relations	357,271	-	-	357,271	273,293
Legal services	568,660	-	-	568,660	532,362
First nations and metis education services	124,665	-	-	124,665	187,008
Sk Nutritional Advisory Council for Kids	41,892	-	-	41,892	17,135
Freedom of information project	3,637	-	-	3,637	80,342
Aboriginal affairs	285,277	-	-	285,277	32,279
Claims/carer (Note 5 and 6)	-	14,996,326	2,737,370	17,733,696	16,411,038
Amortization	32,134	-	-	32,134	32,134
	3,864,322	15,726,076	2,982,641	22,573,039	20,596,990
Excess (deficit) of revenue over expenses	(264,867)	619,036	1,521,954	1,876,123	2,670,196
Net assets, beginning of year, as previously reported (Note 14)	2,012,778	6,895,802	15,872,623	24,781,203	22,027,279
Prior period adjustments (Note 14)	-	(507,364)	-	(507,364)	(423,636)
Net assets, beginning of year, as restated	2,012,778	6,388,438	15,872,623	24,273,839	21,603,643
NET ASSETS, END OF YEAR	\$ 1,747,911	\$ 7,007,474	\$ 17,394,577	\$ 26,149,962	\$ 24,273,839

See accompanying notes

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

Statement of Cash Flows

year ended December 31, 2014

	2014	2013
		(Restated - see Note 14)
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 1,876,123	\$ 2,670,196
Items not involving cash		
Amortization	32,134	32,134
Realized and unrealized (gains) losses on investments	(1,834,940)	321,526
Change in non-cash working capital		
(Increase) decrease in accounts receivable	(569,747)	154,075
Decrease (increase) in prepaid expenses	49,676	(21,551)
Increase in accounts payable and accrued liabilities	401,170	240,098
Increase in provision for unpaid claims	229,885	590,455
(Decrease) increase in deferred revenue	(310,977)	323,416
	(126,676)	4,310,349
INVESTING ACTIVITIES		
Proceeds from sale of investments	28,465,911	1,268,776
Purchase of investments	(28,610,554)	(4,837,997)
	(144,643)	(3,569,221)
(DECREASE) INCREASE IN CASH	(271,319)	741,128
CASH, BEGINNING OF YEAR	1,020,329	279,201
CASH, END OF YEAR	\$ 749,010	\$ 1,020,329

See accompanying notes

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2014

1. PURPOSE OF THE SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

The Saskatchewan School Boards Association (the "Association") is a democratic and voluntary organization. It provides advocacy, leadership and support for member boards of education by speaking as the voice for quality public education for all children, offering opportunities for trustee development and providing information and services.

The Association is incorporated under the Non-Profit Corporation Act of Saskatchewan and is exempt from income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

a. *Fund accounting*

Operating Fund

Revenue and expenses related to program delivery and administrative activities are reported in the Operating Fund.

Benefits Fund

Revenue and expenses related to the services offered through the Employee Benefits Plan are reported in the Benefits Fund. This plan is a group employee benefits plan offering group insurance and related products to member school boards.

Insurance Fund

Revenue and expenses related to the services offered through the General Insurance Plan are reported in the Insurance Fund. This is a group insurance plan offering general insurance coverage (property, boiler and machinery breakdown, general liability, sexual molestation/abuse and air quality liability) to member school boards.

b. *Cash*

Cash represents cash held in the bank. The Association operates one bank account and, therefore for financial statement purposes, the cash held by the Association is allocated between the Operating Fund, the Benefits Fund, and the Insurance Fund.

c. *Financial instruments*

Financial assets and financial liabilities are initially recognized at fair value when the Association becomes a party to the contractual provisions of the financial instrument. Subsequently, all financial instruments are measured at amortized cost except all investments which are measured at fair value.

Transaction costs related to financial instruments measured subsequent to initial recognition at fair value are expensed as incurred.

With respect to financial assets measured at cost or amortized cost, the Association recognizes in net earnings an impairment loss, if any, when there are indicators of impairment and it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to net earnings in the period the reversal occurs.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2014

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

d. Capital assets

Land and building are stated at cost. The building is being amortized over 40 years on a straight-line basis.

e. Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate their carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

f. Revenue recognition

Membership fees are recorded as revenue over the applicable membership period as services are performed and collection is reasonably assured.

Premiums are recognized as revenue in the period to which they relate. Any premiums relating to the current year and not yet received at the end of the year are accrued as revenue for the current year.

Interest on investments is recognized as revenue as it is earned. Dividend income is recognized as revenue when received. Realized and unrealized gains and losses from changes in market values are recognized in investment income in the period that gains and losses occur.

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably assured and collection is reasonably assured.

All other revenues are recognized in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

g. Provision for unpaid claims

An accrual is recorded for benefit claims that occurred at the end of the year but have not yet been paid by the Benefits Fund.

h. Employee pension plan

Employees of the Association participate in the Municipal Employees' Pension multi-employer defined benefit pension plan. The contributions to the Municipal Employees Pension Plan ("MEPP") by the participating employers are not segregated in separate accounts or restricted to provide benefits to the employees of a particular employer. As a result, individual employers are not able to identify their share of the underlying assets and liabilities, and the net pension assets or liabilities for this plan are not recognized in these financial statements. This plan is accounted for as a defined contribution plan whereby the Association contributions are expensed when due.

i. Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Key areas of estimation include useful lives of capital assets and provision for unpaid claims. Actual amounts could differ from these estimates.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2014

3. INVESTMENTS

	Operating Fund	Benefits Fund	Insurance Fund	Total 2014	Total 2013
Cash & Short Term Investments	\$ 1,174,294	\$ 729,049	\$ 1,716,542	\$ 3,619,885	\$ 2,874,550
Fixed Income	-	5,341,393	12,525,922	17,867,315	20,544,840
Canadian Equities	-	1,240,685	2,915,069	4,155,754	890,607
U.S. Equities	-	902,617	2,127,859	3,030,476	1,168,614
Non North American Equities	-	-	-	-	1,215,236
Total	\$ 1,174,294	\$ 8,213,744	\$ 19,285,392	\$ 28,673,430	\$ 26,693,847

The net investment income and unrealized gains (losses) for each fund is provided in the following table.

	2013 Balance	Net Investment Income	Unrealized Gains (Losses)	2014 Balance
Operating Fund	\$ 1,052,785	\$ 121,508	\$ -	\$ 1,174,294
Benefits Fund	\$ 7,695,938	\$ 510,946	\$ 6,860	\$ 8,213,744
Insurance Fund	\$ 17,945,124	\$ 1,324,283	\$ 15,985	\$ 19,285,392
	\$ 26,693,847	\$ 1,956,737	\$ 22,845	\$ 28,673,430

4. CAPITAL ASSETS

	Cost	Accumulated depreciation	2014 Net book value	2013 Net book value
Building	\$ 1,285,364	\$ 1,188,962	\$ 96,402	\$ 128,536
Land	\$ 100,000	-	\$ 100,000	\$ 100,000
	\$ 1,385,364	\$ 1,188,962	\$ 196,402	\$ 228,536

5. BENEFITS FUND

In 2005, the Association entered into an agreement with Manufacturers Life Insurance Company (Manulife) whereby the Association assumed the risk for the extended health, dental and vision plans. Manulife is responsible for the administration of the plans and provides an annual accounting of the financial results of the plans - premiums less claims and certain administrative expenses.

A surplus of \$566,099 accumulated in the Manulife account as of February 28, 2014 for the period of March 1, 2013 to February 28, 2014 (\$1,409,298 in 2013). The Association has left the surplus of \$566,099 on deposit with Manulife and as such it is recorded in accounts receivable.

The Association currently estimates a deficit of \$385,804 for the Benefits Fund for the period of March 1 to December 31, 2014. This amount is reflected in accounts payable and accrued liabilities.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2014

6. INSURANCE FUND

The Association offers general insurance coverage (property, boiler and machinery breakdown, general liability, sexual molestation/abuse and air quality liability) to member school boards. These are self-insurance plans and therefore the Association assumes the risk associated with insurance coverage as follows.

Property pool

The Association covers members' losses for property claims in excess of the basic insurance deductible of \$5,000 to a maximum of \$200,000 per occurrence. The Association's maximum annual exposure for the pool is \$2,000,000. This pool must be fully funded annually.

General liability pool

The Association covers members' losses relating to general liability claims against school boards for bodily injury and property damage. The statute of limitations on liability insurance is currently two years beyond the age of majority for an individual to claim damages for negligence against a school board. The Association maximum exposure, after the basic insurance deductible of \$5,000, is a maximum is \$45,000 per claim. The Association's maximum annual exposure for the pool is \$400,000.

Sexual molestation pool

The Association covers members' losses from sexual molestation claims. Association policy requires a minimum balance of \$2,000,000 in this pool. Annual coverage is provided by insurers for expenses between \$1,000,000 and \$8,000,000.

Air quality pool

The Association covers members' losses resulting from air quality, mold and fungus. The Association maximum exposure, after the basic insurance deductible of \$5,000, is a maximum of \$500,000 per claim. The Association's maximum annual exposure for the pool is \$1,000,000.

7. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

Significant contractual obligations and commitments of the Association are as follows:

	Office Equipment
2015	\$ 27,425
2016	26,675
2017	21,938
2018	4,766
Total	\$ 80,804

8. CONTINGENT LIABILITIES

A contingent liability exists for the Insurance Fund associated with legal action related to five loss claims for personal injury. The Association's minimum exposure to these claims is approximately \$5,000 for legal representation if a statement of claim is filed to a maximum of \$45,000 which is the Association's insurance deductible for these types of incidents. The liability for each claim cannot be estimated until the results of the legal action are known.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2014

9. FUNDS HELD IN TRUSTS

The Association administers funds for the School Division Specific Land Claims Tax Loss Compensation Fund held in trust pursuant to an agreement between the Government of Saskatchewan and the Association. The total cash and investments held in the trust as at December 31, 2014 was \$2,241,523 (\$2,107,058 in 2013). These amounts are not reflected in the financial statements.

10. ALLOCATION OF EXPENSES

The Association allocates expenses associated with administrative and communications support to the Benefits and Insurance Funds using results from an updated cost study in 2014. The appropriate cost driver was determined for each function and applied appropriately. Examples of cost drivers include payroll costs allocated based on percentage of employees in each department and communications support allocated based on percentage of time of specific employees used to support the Benefits and Insurance Funds activities.

In addition, building rent costs were transferred to each fund using existing office space square footage and the rate charged to other building tenants.

The cost transfers from the Operating Fund to the Benefits and Insurance Funds are provided in the following table.

	2014		2013	
	Benefits Fund Transfer	Insurance Fund Transfer	Benefits Fund Transfer	Insurance Fund Transfer
Administrative Support ¹	\$ 27,981	\$ 24,809	\$ 22,452	\$ 21,292
Building Rent	30,190	4,275	19,600	2,800
Total	\$ 58,171	\$ 29,084	\$ 42,052	\$ 24,092

1. Includes costs associated with payroll, expense processing, financial management, communications and Executive Director support.

11. APPROPRIATED FUNDS

Operating Fund Reserves

- i. Reserve for Building Repairs and Renovations - Amounts have been appropriated in expectation of future major building repairs. Expenditures for major repairs and renovations are charged to the reserve.
- ii. Bylaw Review – The purpose of this reserve is to set aside an appropriation for work to periodically review the mission, mandate and bylaws of the Association, pursuant to section 8 of Bylaw No. 13.
- iii. Investment in Property - This reserve is equal to the net book value of property.
- iv. Provincial Bargaining – The purpose of this reserve is to set aside an appropriation for costs incurred by the Association for involvement in the Provincial Bargaining process.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2014

11. APPROPRIATED FUNDS (continued)

- v. Unappropriated Reserve – The purpose of this reserve is to:
 - a. set aside an appropriation for costs associated with the winding down of the Association if the corporation is dissolved; and
 - b. to set aside an appropriation for unbudgeted expenditures that were unforeseen and could not have been reasonably anticipated at the time the budget was approved and to address emergent situations that arise between budgets.

Benefits Fund Reserves

- i. Unappropriated reserves - The amount of this reserve shall not be less than \$1,000,000 as per Association policy. The purpose of this fund is:
 - a. to set aside an appropriation for administrative costs associated with the winding down of the plan if dissolved,
 - b. to set aside an appropriation for costs incurred as a result of a significant group withdrawal from the plan, creating a plan deficit,
 - c. to set aside an appropriation for administrative expenditures that have not been budgeted for that were unforeseen and could not have been reasonably anticipated at the time the budget was approved and to address emergent situations that arise between budgets, and
 - d. to set aside an appropriation for development of administrative infrastructure to support the Employee Benefits Plan in its role as a third party benefit administrator and policy holder.
- ii. Claims Fund Reserve - The purpose of this fund is to set aside an appropriation for Incurred But Not Reported amounts and to ensure that an amount is appropriated for claims fluctuations.

In 2014, a review of the Employee Benefits Plan reserve funds resulted in amendments to the *Restricted Funds Related to Employee Benefits Plan* policy. Changes to reserve funding amounts include the following:

- i. Combining the amounts in the Administration and Unappropriated reserves.
- ii. Transferring \$301,499 from the Risk Management Fund to the Unappropriated Reserve. Risk management and research is budgeted through consulting contracts that the Plan may enter into from time to time.
- iii. Adjusting the Claims Fund Reserve to reflect industry standards for the calculation of Incurred But Not Reported amounts and to ensure that an amount is appropriated for claims fluctuations. The increase to this fund was offset by a decrease to the Unappropriated Reserve.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2014

11. APPROPRIATED FUNDS (continued)

Insurance Fund Reserves

Reserve accounts have been established to set aside an appropriation for self-insurance amounts and/or unanticipated costs.

- i. Property pool – This reserve is designated as a “group self-insurance plan” for members’ losses for property claims.
- ii. General liability pool – This reserve is designated as a “group self-insurance plan” for general liability claims against school boards for bodily injury and property damage.
- iii. Sexual molestation pool – This reserve is designated as a “group self-insurance plan” for the risk and exposure to school boards resulting from sexual molestation claims.
- iv. Air quality pool – This reserve is designed as a “group self-insurance plan” to offset the risk and exposure to school boards resulting from air quality, mold and fungus.

Schedule 1 outlines the transfers between the unappropriated and appropriated reserves.

12. PENSION PLAN

During the year the employee’s contribution rate and the Association contribution rates relating to MEPP were 8.15%. The Association contributions for the year were \$172,345.

The most recently published actuarial valuation as of December 31, 2013 reported the following:

Plan Assets:	\$1,685,167,000
Plan Liabilities:	\$1,498,853,000
Plan Surplus:	\$186,394,000

13. FINANCIAL RISKS

The Association is exposed to various risks through its financial instruments.

Market Risk

Market risk is the risk of loss that may arise from change in market factors such as interest rates, foreign currency rates and equity prices. The Association is mainly exposed to this market risk in its investing activities. The Audit and Investment Committee is responsible for the implementation of the Investment policy and for monitoring the various risks to which the investment portfolio is exposed. As part of this process, the Audit and Investment Committee regularly reviews the quantitative and qualitative performance of the Investment Manager and custodial bank. The investment policy is formally reviewed annually and changes made to it, if and when appropriate, with approval by the Executive.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2014

13. FINANCIAL RISKS (continued)

a) Interest rate risk

Interest rate risk refers to the adverse consequences of interest rate changes on the Association's cash flows and appropriated and unappropriated funds. The investment portfolio is exposed to interest rate risk in respect to its fixed income and short-term investments. Fixed rate instruments subject the Association to a fair value risk. To manage, interest rate risk, the Association investment policy provides for distribution of investments among several classes of investments in order to reduce exposure to investment volatility.

b) Foreign currency risk

Foreign currency exposure arises from holdings of non-Canadian investments. The investment policy limits foreign currency risk by providing maximum investment amounts in US and International Equities as a percentage of the total investment portfolio for both the Benefits and Insurance Funds. Investment in international equities requires prior approval from the Audit and Investment Committee. The Operating Fund is limited to investments in Canadian cash and short-term securities.

At December 31, 2014, investments in U.S. equities accounted for 11% of the total portfolio for both the Benefits and the Insurance Funds as compared to a policy limit of 15% for each fund. Investments in international equities were 0% as compared to a policy limit of 10% for these funds.

c) Equity price risk

Equity price risk is the risk the fair value or future cash flows of an equity investment will fluctuate because of changes in market prices (other than those arising from interest risk or foreign currency risk), whether those changes are caused by factors specific to the individual equity instrument or factors affecting similar equity instruments traded in the market.

The investment policy limits equity price risk by providing maximum investment amounts in equities as a percentage of the total investment portfolio. At December 31, 2014, investments in equities accounted for 26% of the total portfolio for both the Benefits and the Insurance Funds as compared to a policy limit of 50% for each fund.

Credit Risk

Credit risk is the potential financial loss resulting from the failure of a counterparty to settle its financial and contractual obligations of the Association, as and when they come due.

The investment policy limits credit risk by dealing with investees that are considered to be of high quality.

Cash and short term securities investments are limited to Treasury Bills and other securities issued or guaranteed by the federal government, provinces or municipalities of Canada, Bankers Acceptances and other bank and trust company obligations or deposits, and corporate and asset backed commercial paper with credit ratings of A or stronger.

Fixed Income Securities are limited to securities issued or guaranteed by the federal government, provinces, or municipalities of Canada, corporate bonds with credit ratings of A or stronger, and mortgage and other asset backed securities.

None of the assets in the investment portfolio are past due or impaired as at December 31, 2014.

Saskatchewan School Boards Association
Notes to the financial statements
December 31, 2014

13. FINANCIAL RISKS (continued)

Liquidity Risk

The business of the Association necessitates the management of liquidity risk. Liquidity risk is the risk of being unable to meet financial commitments, under all circumstances, without having to raise funds at unreasonable prices or sell assets at a forced basis.

As at December 31, 2014, the Association has accounts payable and accrued liabilities and provision for unpaid claims totaling \$4,736,710.

The Association manages its liquidity by monitoring cash flows and holding assets that can be readily converted to cash.

14. COMPARATIVE FIGURES

Certain of the comparative figures have been reclassified to conform to the current year financial statement presentation.

During the year the Association determined that the claims incurred but not reported relating to the Benefits Fund were not properly accrued. The comparative figures have been restated to include an estimate of the claims incurred but not reported relating to the Benefits Fund. This restatement resulted in a decrease in opening net assets at January 1, 2013 of \$423,636, a decrease in revenue over expenses for the year ending December 31, 2013 of \$83,728 and an increase in provision for unpaid claims as at December 31, 2013 of \$507,364.

SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

Schedule 1 - Schedule of Changes in Reserves

year ended December 31, 2014

	Net Assets 2013	Net revenue over expenses	Transfers	Net Assets 2014
	(Restated - see Note 14)			
OPERATING FUND				
Building repairs	\$ 272,995	\$ -	\$ 53,000	\$ 325,995
Bylaw review	47,564	-	(26,218)	21,346
Investment in property	228,536	(32,134)	-	196,402
Provincial bargaining	100,000	-	(24,243)	75,757
Unappropriated	1,363,683	(232,733)	(2,539)	1,128,411
	2,012,778	(264,867)	-	1,747,911
BENEFITS FUND				
Administration	456,000	-	(456,000)	-
Claims Reserve	24,012	-	2,433,879	2,457,891
Risk management	301,499	-	(301,499)	-
Unappropriated	5,606,927	619,036	(1,676,380)	4,549,583
	6,388,438	619,036	-	7,007,474
INSURANCE FUND				
Property pool	2,333,948	(307,876)	-	2,026,072
Sexual molestation pool	4,619,469	554,541	-	5,174,010
General liability pool	6,350,845	885,282	-	7,236,127
Air quality pool	2,568,361	390,007	-	2,958,368
	15,872,623	1,521,954	-	17,394,577
	\$ 24,273,839	\$ 1,876,123	\$ -	\$ 26,149,962

See accompanying notes

AGENDA ITEM

Meeting Date:	September 8, 2015	Agenda Item #:	8.4
Topic:	SSBA School Board Member Education and Certification Program		
Intent:	<input type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input checked="" type="checkbox"/> Information

Background: The Saskatchewan School Boards Association School Board Member Education and Certification Program is available for registration until September 30th.

Current Status: Prairie South is a member Board of the SSBA. Trustee professional development planning and budgeting is a tentative item on the Board Planning Agenda on September 15th.

Pros and Cons:

Financial Implications: Registration fee is \$7,308 plus GST of which 50% will be subsidized by the Ministry of Education. Based on some feedback from trustees, this year you are able to enroll in individual modules if you cannot take the full program. The registration fee per module is \$1,827 plus GST of which 50% will be subsidized by the Ministry of Education.

Governance/Policy Implications: While the Saskatchewan School Boards Association School Board Member Education and Certification Program is not a required element of trustee development, it is aligned with the recommendations for the Provincial Auditor.

Legal Implications:

Communications:

Prepared By:	Date:	Attachments:
Tony Baldwin	August 31, 2015	<ul style="list-style-type: none"> SSBA School Board Member Education and Certification Program

Recommendation:

That the Board review the information provided.



Building Better Governance
Achieving Excellence in Education





Building Better Governance

Achieving Excellence in Education



The Government of Saskatchewan supports excellence in board governance and is contributing to the cost of this program to make it more affordable to School Board Members.



THE SCHOOL BOARD MEMBER EDUCATION & CERTIFICATION PROGRAM

The School Board Member Education & Certification Program is designed to ensure school board members have the skills, knowledge, attitude and capabilities to fully contribute to the pursuit of excellence in corporate governance in the school board sector.

"I have over 10 years of experience serving on boards in the co-operative, corporate, non-profit and public sectors. Even with this experience, the Health Director Education & Certification Program helped to clarify my understanding of my role as a board member. It also helped to clarify my understanding of the board's role in the governance of an organization. Now, as Mayor of a small community in Saskatchewan, I find myself returning to the things I learned in the program and applying them. I only wish this program was available to more elected officials. As elected officials, I think we have an even greater responsibility to know our roles and take any training that will help us to do so."

M.L. Whittles, Pro.Dir; Mayor, Village of Kenaston; Graduate, Health Director Education & Certification Program

THE SCHEDULE

MODULE	2015	2016	2016	2016	2016
NOTE – ALL SESSIONS WILL BE IN SASKATOON OR REGINA (TBC)					
Registration	Now Open!				
Module 1: Governance & Strategy	November 26 & 27				
Module 2: Governance & Resources		January 21 & 22			
Module 3: Governance & Risk			March 17 & 18		
Module 4: Governance & People				May 5 & 6	
Examination: Following completion of Module 4					May 20 – June 3



VALUE PROPOSITION: FAQ'S AND BENEFITS

Why is the SSBA committed to the School Board Member Education and Certification Program?

The SSBA Vision 2025 commits "by 2025, Saskatchewan has a globally recognized education system that others wish to emulate". To ensure school board members have the skills, knowledge, attitude and capabilities to pursue excellence in school board governance, the SSBA is committed to working with the Johnson-Shoyama Graduate School of Public Policy and Brown Governance Inc. to develop and deliver a world-class, university level education program that is designed specifically for the Saskatchewan education sector.

"This program should be mandatory for all board members! Great program!"

Advanced Education Governor
Development & Certification Program
Participant

Is this a Government imposed program?

This program was the idea and initiative of the Saskatchewan School Boards Association and it's Executive. They reviewed alternative approaches and programs, and selected this comprehensive school board member education program for all members.

Isn't this program costly and expensive?

This program is an investment in building the capacity of School Boards and the whole system at a time when this is needed. This is a \$1.8 billion system that 259 board members are responsible for governing and stewarding. This is an opportunity to pool our resources and have a program custom designed and delivered that will add tremendous lasting value to school boards' effectiveness and governance, which will translate into better outcomes for students and communities. The cost is low in comparison with similar university-level board member education programs with a certification. There is a substantial Government investment in the program which significantly reduces the cost to School Boards.

"Before I began the Health Director Education & Certification Program, I wasn't sure it was the program for me. I had already served as a school board trustee, as well as on municipal council for 12 years and as mayor for 7 years. However, I learned things in the program that could have really benefited me in these roles. I believe this program would be beneficial for any board member, regardless of their previous experience."

Gary St. Onge, Pro.Dir; Former Mayor,
Estevan; Graduate, Health Director Education
& Certification Program

Aren't these types of programs designed for appointed board members – we are elected?

This program is tailored to the specific needs and nuances of elected board members, including focusing on practical tools to help you to be more confident and more effective, as well as more transparent and accountable to those who elected you.

We are volunteers – isn't this type of program more than we need or should take?

Just the contrary – as volunteers, your time is at a premium and you want to make sure that you get the maximum value out of any program. This program is designed to build the capacity of the whole School Board and province-wide system, not just the individual members of the boards (it will do both). This program will help you to use your scarce time more wisely and efficiently when you prepare for and participate in School Board meetings by giving you practical tools to narrow your focus and enhance your deliberations, decision-making and outcomes.

"I left with a renewed hope in performing my duties as a Board member, charged with the overall care of our system."

Health Director Education & Certification
Program Participant



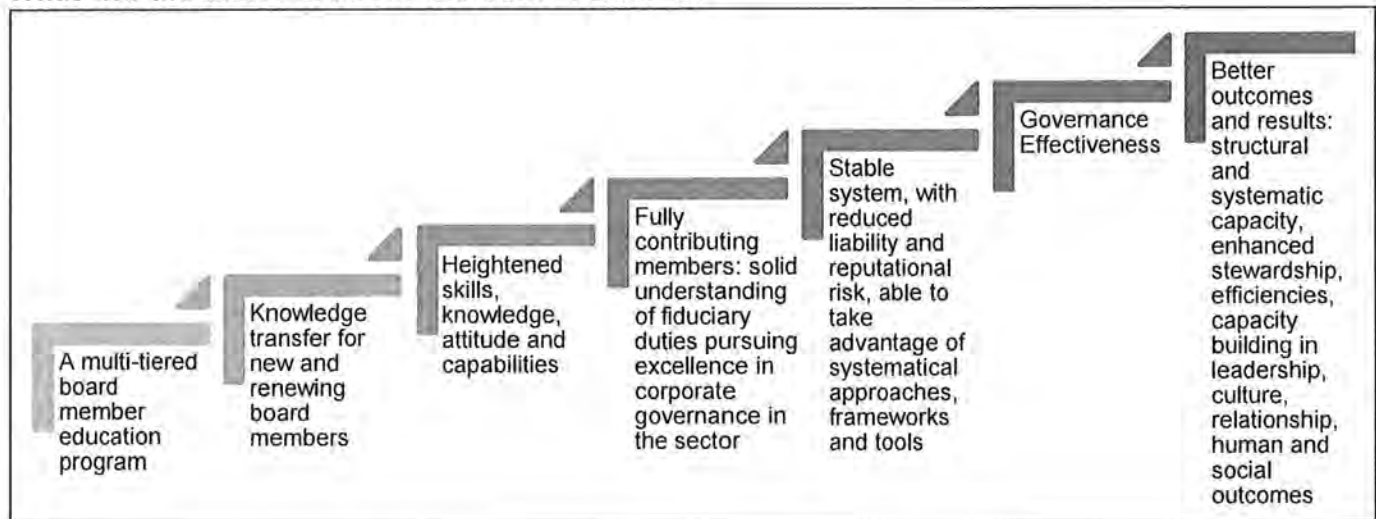
Isn't this just another "flash in the pan" or "flavour of the month?"

No, this is a long-term commitment to capacity-building in School Boards and the system, through a sustainable governance framework with a systematic approach and better outcomes. This is about lasting and sustainable shift – instead of championing new programs or initiatives, this will show us and help us to integrate, coordinate and apply the programs and tools, like the new (KPMG) Performance Management System, in our School Boards.

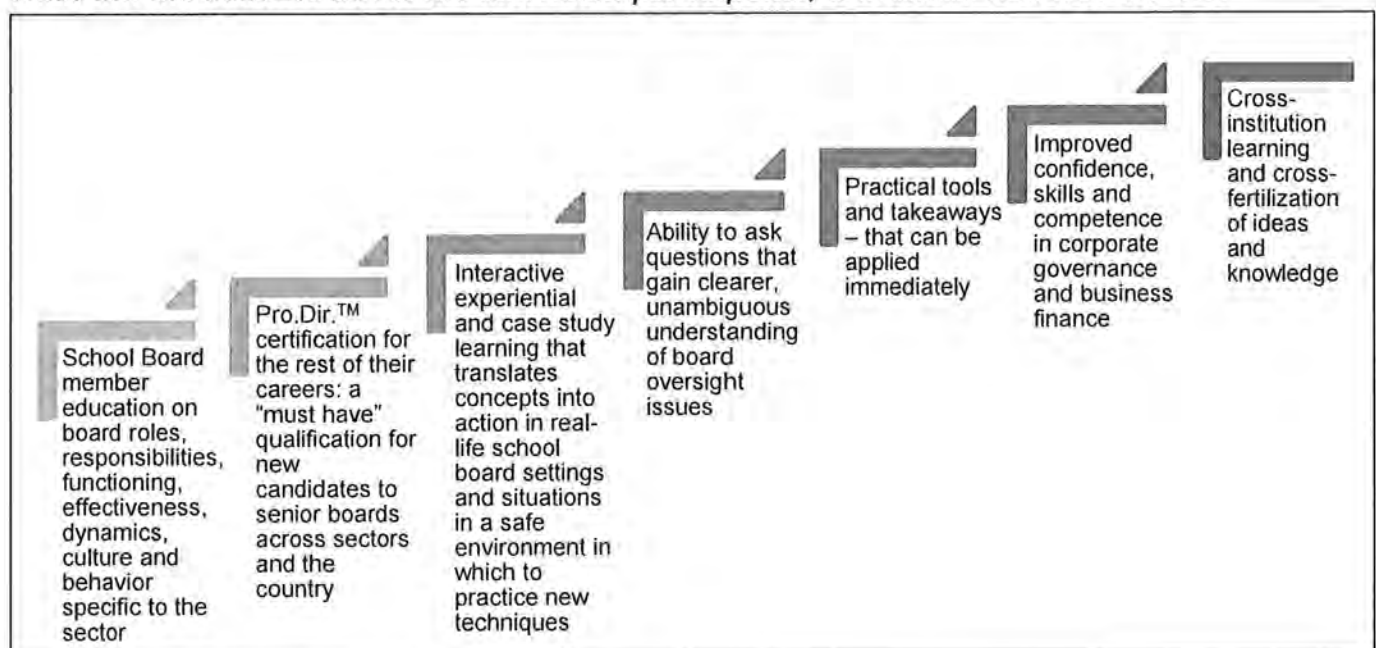
Isn't this a way to force us to use Johnson-Shoyama and Brown Governance for our ongoing governance education?

No, in fact any recognized governance or board effectiveness education sessions, conferences, seminars, even tools, consulting and reading are all eligible for continuing education for Pro.Dir.TM graduates of the program.

What will the benefits be for the School Boards?

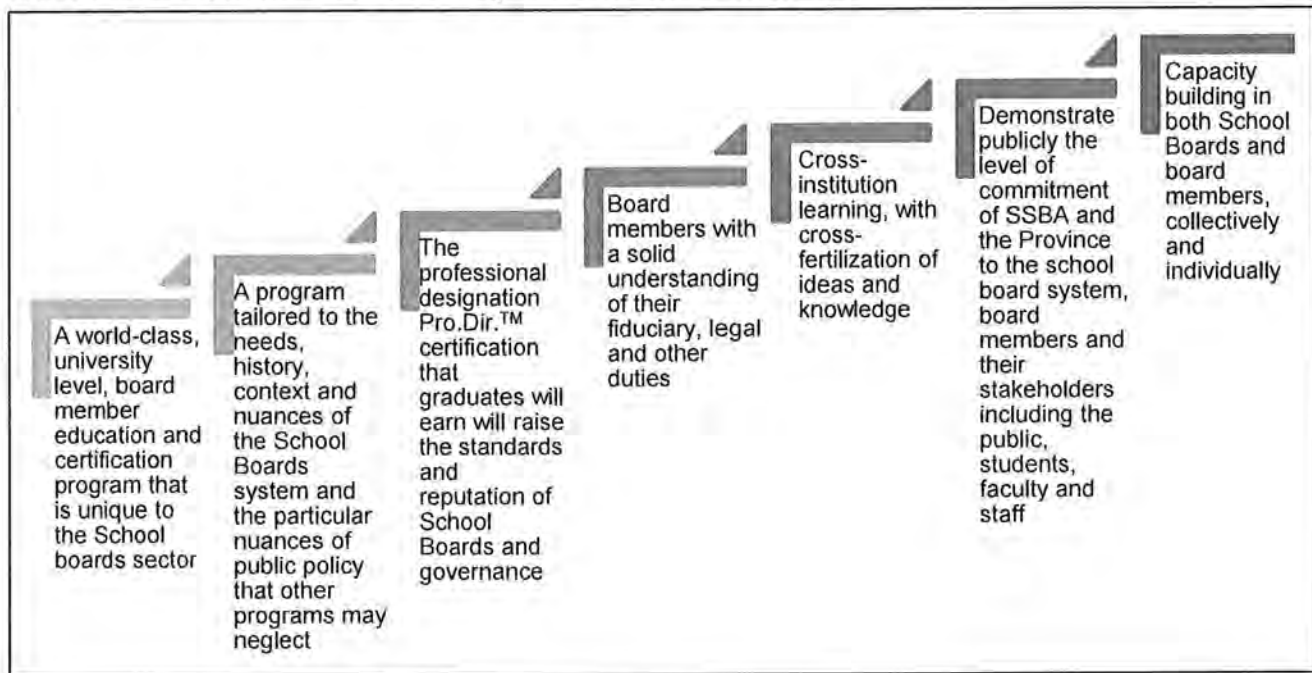


What will the benefits be for the individual participants, the school board members?





What will the benefits be for the system and the Province?



Is there a limit to the size of each cohort?

Each offering of a module holds a maximum of 50 participants.

Is there a limit to how many directors may attend from each board?

No! Registration is on a first come first served basis. If the cohort fills, you will be placed on a waiting list for the next cohort.

What happens if I have to miss a module?

It is required that each participant attends each of the four modules of the program to qualify to write the certification exam. The program is designed to employ various interactive adult learning techniques, such as case studies, simulations, and discussion of real-life scenarios. If there is a compelling reason that causes a participant to miss a portion of the program, every effort will be made to work with the participant to make up what was missed. Making up the sessions will be necessary in order to be eligible to write the final examination and obtain certification. Participants who do not wish to obtain certification may miss a module if necessary. Please note, as participants are signing up for the full program, they will be charged after each module, even if they must miss a module.

How will the final exam be administered?

The comprehensive examination will be administered online and will include material from all four modules of the program. For participants who qualify, the examination period will be May 20 - June 3, 2016.

Do I have to take the exam?

Board members may choose to complete the four modules in the program, but then select to opt out of the quizzes and the final exam, and therefore not obtain certification.

Can I challenge the exam?

It is required that each participant attend the entire four modules of the program, or he/she is no longer eligible to write the final examination and obtain certification.



What are the requirements for certification?

Participants must attend each of the four modules (including making up for any missed sessions) and successfully pass the written examination in order to obtain certification.

Is there any pre-reading or other preparation required prior to each module?

Required pre-reading materials will be made available to participants on the program website in advance of this session. Participants are expected to read all documents provided and to be fully prepared for group dialogue and case study engagement during the session.

Can I request the written materials if I miss a module?

Written materials are only distributed to participants who attend a module. The written materials are intended to complement the experiential learning emphasized in each module. Written materials are not meant to be consulted without this frame of reference.

Who should I contact to register and if I forget my username and/or password?

Please contact the Johnson-Shoyama Graduate School of Public Policy at js_governance@uregina.ca for assistance.



Program Overview

MODULE 1: GOVERNANCE & STRATEGY

Learning Objectives

- ❑ Ability to Articulate the Right Roles and Responsibilities of Board, Committees, Director and Executive Team
- ❑ Ability to Establish a Clear Sense of Purpose, Direction and Priorities
- ❑ Ability to Effectively Ensure the Accomplishment of Strategic Objectives
- ❑ Ability to Promote Innovation
- ❑ Ability to Deal Fairly With Stakeholders, Government, Management and Staff, Community

"I feel more solid in my role as a board member as a result of participating in this module. Time well spent."

School Board Member
Education & Certification Program
Participant

"I enjoyed every minute of Module 1 and can't wait for Module 2!"

Advanced Education Governor
Development & Certification
Program Participant

MODULE 2: GOVERNANCE & RESOURCES

Learning Objectives

- ❑ Ability to Receive Accurate, Complete and Timely Information at the Board
- ❑ Ability to Effectively Oversee Programs and Projects of the Organization
- ❑ Ability to Ensure Effective Oversight of the Financial System
- ❑ Ability to Ensure Effective Oversight of all Corporate Resources

"Excellent, excellent, excellent.....relevant and up to date."

Health Director Education &
Certification Program
Participant

MODULE 3: GOVERNANCE & RISK

Learning Objectives

- ❑ Ability to Oversee Management and Control of Resources
- ❑ Ability to Effectively Measure the Organization's Performance
- ❑ Ability to Ensure Quality and Safety
- ❑ Ability to Effectively Communicate: Two-Way and Proactively, Internally and Externally
- ❑ Ability to Effectively Report— With Transparency, Clarity and Accountability

"I came away with a renewed passion for doing the very best that I can to not only play a role in bettering healthcare across the province but also to be a "change agent" where-ever and how-ever I can. Thank you!!!!"

Health Director Education & Certification
Program Participant

MODULE 4: GOVERNANCE & PEOPLE

Learning Objectives

- ❑ Ability to Ensure Board and Management Function Effectively Together and Make Decisions Wisely
- ❑ Ability to Encourage the Healthy Succession of Board Members
- ❑ Ability to Ensure Accountability of The Board, Committees, Director
- ❑ Ability to Change, Improve and Learn From The Past
- ❑ Ability to Conduct Business Ethically and Professionally, With Integrity
- ❑ Ability to Effectively Oversee Human Resource Policy and Development

"The whole two days were very motivating. I learned so much and am grateful that I have the opportunity to take this training."

Advanced Education Governor
Development & Certification Program
Participant



EXAMINATION & CERTIFICATION: MAKING IT OFFICIAL

Examinations

The comprehensive final examination will be administered online and will include material from all four Modules of the program (a total of 55 questions, including 25 questions from Module 4 and 10 questions each from Modules 1-3). To be eligible to write the final examination and obtain certification, a participant must attend the entirety of all four modules of the program (including making up for any missed sessions.) Board members may choose to complete the four modules in the program, but then elect to opt out of the exam, and therefore not obtain certification.

There will be a 15 question quiz after Module 1, 2 and 3 which will also be administered online. The quiz for Module 4 will be included in the final exam and not be a separate quiz.

Certification

Certification is viewed as a significant value-added benefit to the program, including a "take-away" benefit for participants who complete and graduate. Certification is viewed by many as a hallmark of a "best practice" board member education program today.

Certification for this non-credit program will be provided by the Johnson-Shoyama Graduate School of Public Policy. In order to receive certification, the board member must write a comprehensive final exam following Module Four. In order to maintain their certification, board members must complete a minimum of 30 hours of qualifying continuing governance education every three years.

Some More Testimonials

"At the end of the two day module I was rejuvenated, buoyed, and felt much more confident in the work we are doing as a board."

"Speakers were amazing and incredibly helpful."

"I left feeling empowered with relevant and invaluable information!"

"Absolutely stimulating. Very well presented and easement of adult learning methodology."

"Keep this good education coming. These are necessary for well-functioning boards."

"Thank you for these sessions - they are extremely important in helping me to become a more effective board member."



WHO WE ARE

The Partnership

Brown Governance Inc. and the Johnson-Shoyama Graduate School of Public Policy have established a strategic partnership that specializes in designing and delivering world-class, university level, board member education programs that are unique to broader public sector organizations.

Boards such as those in the health and education sectors, or any other group of boards with a public sector flavour, can now benefit from board member education programs designed specifically for them. This has been made possible by leveraging the strengths of our two organizations.

Our approach is to bring organizations of a particular sector together and work with them to design a customized program. These programs not only meet the needs of training board members in technical and structural governance, but they move beyond the basics to addressing the behavioural and cultural aspects of good board governance. And, we don't stop there. Most importantly, we ensure that the particular nuances of a given sector including those aspects of public policy that other programs may neglect are a key component of our programs.

Our philosophy is to:

1. Build on well established, foundational, principle-based governance practices;
2. Design customized programs that meet the unique needs and regulations of a specific sector;
3. Integrate the political character of board governance into each distinctive program; and
4. Provide a university level, professional designation of Pro.Dir™ (Professional Director) for graduates of the program.



Brown Governance Inc.

Brown Governance helps organizations strengthen their governance practices. We understand your challenges and are trusted by leading organizations across North America and beyond because we have walked in your shoes as CEOs and Board members. We stand for being accountable, right in the moral business sense and values, and socially responsible trends. We employ a principle-based approach that empowers board members and senior executives who are responsible for governance. Our integrated portfolio of products and services delivers knowledge, expertise and advice based on a unique blend of experience and research. We offer governance benchmarking capabilities that reflect more than 21 years of research, as well as many years of dialogue with governance leaders. We will work with you to develop actionable steps that support the foundation of good governance: a credible, reliable, trustworthy, responsible and accountable organization.

Brown Governance Inc. has developed and tested a comprehensive principle-based governance system that has been adopted and adapted by award-winning, leading governance organizations including BMO Financial Group (Bank of Montreal) in Canada's private sector, federal and provincial governments in the public sector, and the Directors College (a joint venture of McMaster University and the Conference Board of Canada.)

Debra Brown, President and Chief Executive Officer

Brown Governance Inc.

David Brown, Executive Director

Brown Governance Inc.

Rob DeRooy, Principal

Brown Governance Inc.

Jake Skinner, IT Manager

Brown Governance Inc.

Alexandra Martin, Production Designer

Brown Governance Inc.



Johnson-Shoyama Graduate School of Public Policy

The Johnson-Shoyama Graduate School of Public Policy is the only provincial policy school in Canada, housing a strong outreach and training team, with campuses at both the University of Regina and the University of Saskatchewan. Its unique three-part structure positions it to fulfill the intellectual and training requirements of the public sector, today and in the future.

The school is committed to the development of professionals and leaders in the Saskatchewan and Canadian public sector, addressing contemporary public policy and administration challenges in an academic environment renowned for innovation. The JSGS faculty offer high-level policy research and advanced education. Students from all over the world are taking Master's and doctorate degrees in public policy under the guidance of faculty members. Through its outreach activities, JSGS provides quality training programs at the executive and management-level in the public sector. Training activities are led by experienced former public servants grounded in the knowledge of Saskatchewan's political and policy environment. At all levels, JSGS is making important contributions to creating and maintaining a well-educated public workforce.

Kathy McNutt, Executive Director

Johnson-Shoyama Graduate School of Public Policy

Jeremy Rayner, Director, UofS Campus

Johnson-Shoyama Graduate School of Public Policy

Wynne Young, Executive-in-Residence

Johnson-Shoyama Graduate School of Public Policy

Andrea Geisbauer, Manager of Outreach & Training

Johnson-Shoyama Graduate School of Public Policy

Brenda Buchanan, Program Coordinator of Outreach & Training (as of August 4, 2015)

Johnson-Shoyama Graduate School of Public Policy



Contact Us

For more information on the School Board Member Education and Certification Program, please contact:

Andrea Geisbauer, Manager of Outreach & Training
Johnson-Shoyama Graduate School of Public Policy
Telephone: 1-306-585-4923
Email: andrea.geisbauer@uregina.ca

For all registration inquiries, please contact:

Brenda Buchanan, Governance Training Program Coordinator (as of August 4, 2015)
Johnson-Shoyama Graduate School of Public Policy
Telephone: 1-306-585-5637
Email: js_governance@uregina.ca

To register for this program, please go to:

<https://jsgs.ohmedia.ca/form/684>

Please ensure you review the registration guidelines.

PROPRIETARY NOTICE

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