Agenda available at **http://www.rbe.sk.ca/sites/default/files/agendas/2017-09-26_agenda.pdf**
OR scan this QR code

N O T I C E

MEETING OF THE BOARD OF EDUCATION

of the Regina School Division No. 4 of Saskatchewan

September 26, 2017, at 7:00 p.m.

Regina Public School Board Office – 1600 4th Avenue

A G E N D A

1. Adoption of Agenda

2. Declaration of Any Conflicts of Interest re: Agenda Items

3. Approving of minutes of the Board meeting of September 5, 2017 — Request approval.

4. DELEGATIONS / PRESENTATIONS

   a) Achievement Results (p. 1) — Mr. Darren Boldt and Ms. Laurie Gatzke to comment.

5. EMPLOYEE GROUPS

6. STANDING COMMITTEES

7. SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

a) Submission of Bylaw Amendments and Resolutions for the 2017 Annual General Meeting (pp. 2-4)	Mrs. Katherine Gagne to comment.
b) 2017 Annual General Meeting: Appointment of Voting Delegates and Vote Distribution (pp. 5-8)	Request direction.
c) Members' Council Update	i) Mrs. K. Gagne to comment. ii) Suggest discussion in closed session.

8. BUSINESS ARISING OUT OF THE MINUTES

a) Accommodation Review (pp. 9-28)	Mr. Mark Whiting to comment.
b) Director Evaluation (enclosure)	Suggest discussion in closed session.

9. CORRESPONDENCE

10. NEW BUSINESS

a) Provincial Leadership Team Update (p. 29)	Mr. Greg Enion to comment.

b) 2017-2020 Strategic Plan (enclosure) — Suggest discussion in closed session.

c) Personnel Matter — Suggest discussion in closed session.

11. NOTICES OF MOTION

12. OTHER BUSINESS

13. SUBDIVISION REPORTS

14. INFORMATION

Grand Opening of École Wascana Plains School	Wednesday, September 27, 2017, 2:00 PM, École Wascana Plains School.
Shared Values Recognition Program Awards Reception	Tuesday, October 3, 2017, 6:30-8:30 PM, The Rotunda at The Terrace, Innovation Plan, 10 Research Drive, Regina.
Education Week	October 15-21, 2017.
Grand Opening of École Connaught Community School	Friday, October 20, 2017, 2:00 PM, École Connaught Community School.
SSBA Fall General Assembly	November 13-14, 2017, Regina.

Board Standing Committees:	***Meeting Dates:***
Audit and Compliance Committee	TBD
Community Relations Committee	TBD
Indigenous Education Advisory Council	October 12, 2017
Policy and Planning Committee	TBD
Public Education Advocacy Committee	TBD

Upcoming Board Meetings:

Tuesday, October 17, 2017, 7:00PM
Tuesday, November 7, 2017, 7:00 PM

REGINA BOARD OF EDUCATION

4a

BOARD MEETING DATE: **SEPTEMBER 26, 2017**

TOPIC: **STUDENT ACHIEVEMENT REPORT 2016-2017**

FORUM	AGENDA ITEMS	INTENT
☒ Open Session	☐ Correspondence	☒ Information
☐ Closed Session	☐ New Business	☐ Decision
	☒ Reports from Administrative Staff	☐ Discussion
	☐ Other: External Reports/Presentations	

BACKGROUND

Measuring the achievement of students requires the use of multiple forms of assessment to determine student achievement levels. Regina Public Schools has a responsibility to report on achievement data as it pertains to the educational programs in the Division and to show progress towards goals included in the Regina Public Schools Education Strategic Plan.

CURRENT STATUS

The presentation, given by Darren Boldt and Laurie Gatzke, will give an overview of 2016-2017 achievement data and results as they relate to the Regina Public Schools Education Strategic Plan and corresponding Priority Strategies.

PREPARED BY	DATE	ATTACHMENTS
Darren Boldt, Deputy Director, Student Achievement	September 22, 2017	☐ Yes ☒ No

REGINA BOARD OF EDUCATION

7a

BOARD MEETING DATE: **SEPTEMBER 26, 2017**

TOPIC: **SUBMISSION OF BYLAW AMENDMENTS & RESOLUTIONS FOR THE 2017 ANNUAL GENERAL MEETING**

FORUM	AGENDA ITEMS	INTENT
☒ Open Session	☐ Correspondence	☐ Information
☐ Closed Session	☐ New Business	☒ Decision
	☒ Reports from Administrative Staff	☐ Discussion
	☐ Other: External Reports/Presentations	

BACKGROUND / CURRENT STATUS

The deadline for submission of resolutions to the Saskatchewan School Boards Association Annual General Meeting is October 13, 2016. Attached, for Board consideration, are four draft resolutions.

RECOMMENDATION

That resolutions approved by the Board at the September 26, 2017 meeting be submitted to the Saskatchewan School Boards Association for presentation at the 2017 Annual Convention.

PREPARED BY	DATE	ATTACHMENTS
Debra Burnett, Deputy Director, Division Services	September 20, 2017	☒ Yes ☐ No

Submitted by Trustee Hicks

PROPOSED CONVENTION RESOLUTION

BE IT RESOLVED that the Saskatchewan School Boards Association Executive consult with the Government of Saskatchewan, Elections Saskatchewan and SSBA Chairs' Council to consider additional qualifications for eligibility to be nominated as a candidate for and hold office as a board member for a school division under section 45 of *The Local Government Election Act, 2015*.

Regina S. D. No. 4

Sponsor's Rationale:

The Local Government Election Act, 2015 currently lists the following qualifications for a person to be eligible to be nominated as a candidate for and hold office as a board member for a school division:

- Canadian citizen;
- 18 years old;
- Lived in the school division for at least three consecutive months; and
- Lived in Saskatchewan for at least six consecutive months.

A requested addition to the required qualifications, before the 2020 elections, would be a satisfactory Vulnerable Sector Check. During the 2016 election, it was publicized that a candidate running for trustee of a board of education in Saskatoon had a criminal record involving underage individuals. As it currently stands, there no regulations against someone running for a board of education with offences such as these.

Other potential additions to the required qualifications, before the 2020 elections, could include the following, pending further consultation with SSBA member boards:

- Specifying a minimum elapsed time from leaving a school division as an employee to becoming a school board member. There could be potential conflicts of interest in such cases.
- An individual being prevented from other elected positions during their term as a school board member.

Cost of this resolution:
Costs, in addition to advocacy, include attendance of meetings, consultations with member boards, and potential engagement costs such as surveys.

Submitted by Trustee Hicks

PROPOSED CONVENTION RESOLUTION

BE IT RESOLVED that the Saskatchewan School Boards Association Executive request that the Government of Saskatchewan create a working committee to develop standards, curriculum and implementation of a course credited personal finance class for high school students.

Regina S. D. No. 4

Sponsor's Rationale:

Personal finance classes exist throughout a few school divisions in Saskatchewan. These courses are 'locally developed courses' were a school division can develop a course and have it approved locally by the Ministry of Education.

Within Saskatchewan, the Saskatchewan Business Teachers' Association (SBTA) have set and share best practices across a number of school divisions to help build programming consistency. These teachers share ideas and work on teaching similar programs through their locally developed courses.

Some current examples of what current locally developed personal finance courses incorporate are:

a) Housing, including rent and mortgages;
b) Buy vs. lease a vehicle and general costs of vehicles;
c) Credit cards;
d) Investments, such as mutual funds, RESP, RRSP, pensions, etc.;
e) Taxes;
f) Life or critical insurance; and
g) Wills.

Potential working committee partners could include SBTA, STF and LEADS. It could also be beneficial to include external experts such as bankers, mortgage brokers, insurance brokers, and bankruptcy trustees.

This resolution has the potential to ensure all high school students have a heightened knowledge of financial literacy, helping them ease their transition to life after high school.

Cost of this resolution:
Advocacy efforts, in addition to partnering as a potential committee member for provincial feedback into the design/implementation of the course.

REGINA BOARD OF EDUCATION

7b

BOARD MEETING DATE: **SEPTEMBER 26, 2017**

TOPIC: **2017 ANNUAL GENERAL MEETING: APPOINTMENT OF VOTING DELEGATES AND VOTE DISTRIBUTION**

FORUM	AGENDA ITEMS	INTENT
☒ Open Session	☐ Correspondence	☐ Information
☐ Closed Session	☒ New Business	☒ Decision
	☐ Reports from Administrative Staff	☐ Discussion
	☐ Other: External Reports/Presentations	

BACKGROUND

Attached is a copy of a memorandum from the Saskatchewan School Boards Association, dated September 18, 2017.

In accordance with established practice, the allocation of votes to Board members attending the SSBA Annual Convention is determined as follows:

1. Where the number of votes allotted to the Board is sufficient, each member of the board of education attending the SSTA Annual Convention shall be a voting delegate:
2. Each voting delegate shall be apportioned at least one vote; and
3. Any votes remaining unapportioned following the implementation of guideline 2 shall be divided as equally as possible, using whole numbers, among members of the board of education who are voting delegates.

CURRENT STATUS

Calculation of Votes to be Cast:
According to the established formula, 51 votes are available to be cast by the Board at the Annual General Meeting. Depending upon the number of members attending the Annual Meeting and appointed as delegates to same, a motion in the form outlined below is required.

RECOMMENDATION

1) That … … … … … be appointed as voting delegates to the Annual General Meeting of the Saskatchewan School Boards Association to be held November 13, 2017, in Regina.

2) That the 51 vote allocation to be cast on behalf of the Board at the 2017 Saskatchewan School Boards Association Annual General Meeting be allocated as follows: … … … … …; and that, as a matter of policy, if for some reason the number of board members attending the Annual General Meeting is less than the number specified, the total available votes be divided among members in attendance as evenly as possible, as determined by the chairperson, in order to ensure that the Board's entire voting allotment can be cast.

PREPARED BY	DATE	ATTACHMENTS
Debra Burnett, Deputy Director, Division Services	September 22, 2017	☒ Yes ☐ No

SASKATCHEWAN School Boards ASSOCIATION

400 – 2222 Thirteenth Avenue, Regina, Saskatchewan S4P 3M7
Tel: 306-569-0750 • Fax 306-569-2317
admin@saskschoolboards.ca • http://www.saskschoolboards.ca/

MEMORANDUM

September 18, 2017

TO: Chief Financial Officers for Boards of Education

FROM: Krista Lenius, Administrative Paralegal

RE: 2017 Annual General Meeting
Ballot Information Forms

Please find attached a Ballot Information form that we ask you to complete and return to this office by November 7, 2017. This will enable us to prepare a package of ballots for your board for the purposes of voting on bylaw amendments and resolutions at the annual general meeting to be held on November 13, 2017 during the Fall General Assembly. Ballots that can be picked up at the Ballot station at the General Assembly Registration Desk by an authorized representative of your board.

A copy of Bylaw No. 11, which provides for allocation of votes, is also attached for your information.

NOTE: If a board member who is listed as a "voting" delegate for your board does not attend the general meeting or must leave before votes on resolutions have been completed, your board chair or other person authorized by your board can have that board member's ballots allocated to another board member. To do this, please see Geraldine Knudsen or Krista Lenius, during the General Assembly to make a change. It is important to do this prior to the start of the AGM, if possible, so that the AGM is not interrupted after it has begun.

Thank you for your assistance.

BALLOT INFORMATION
2017 Annual General Meeting Voting Delegates

FOR: Board of Education of Regina School Division No. 4

The representative authorized to pick up ballots for the board at the General Assembly Registration Desk is:_____
(Name of authorized representative)

Pursuant to Bylaw No. 11, section 4:
The number of votes to which your Board is entitled 51
(Based on your December 2016 student count of 22,376.)

The board of education has determined that its votes will be cast by the following board members in the following numbers:

Board members - Voting Delegates	**# of Votes**

_____
Signature of School Business Official

PLEASE RETURN THIS FORM, TO THE ATTENTION OF KRISTA LENIUS, TO THE SASKATCHEWAN SCHOOL BOARDS ASSOCIATION BY EMAIL TO klenius@saskschoolboards.ca
Thank you!

For your information:

Ballot Voting

Association Bylaw No. 11 provides:

Bylaw No. 11: Delegates and Voting

1. School board members who register and pay the registration fee are delegates at the general meetings of the Association.

2. Every member shall inform the Association as to which of its delegates it has authorized to be accredited delegates to cast the votes of the member on questions for which a formal ballot is used, and the number of votes each accredited delegate is authorized to cast.

3. Formal ballots shall be used for:

   (a) election of members to the Executive;
   (b) adoption of the Association budget;
   (c) votes on bylaw amendments and resolutions; and
   (d) approval to the Executive to petition the Legislative Assembly for changes to the Act incorporating the Association.

4. The number of votes to which each board of education is entitled when a formal ballot is used shall be determined in accordance with the following table using the student count of the board of education as of September 30 for the most recent year as provide by the Ministry of Education:

Student Count	Number of Votes
1 to 2000 students	6
2001 to 3000 students	9
3001 to 4000 students	12
4001 to 5000 students	15
5001 to 6000 students	18
6001 to 7000 students	21
7001 to 8000 students	24
8001 to 10,000 students	30
10,001 to 15,000 students	45
15,001 students and over	51

5. Only accredited delegates in attendance at the time a vote is taken shall be entitled to vote.

6. Absentee voting shall not be allowed.

7. On matters where voting is by show of hands, such as motions on procedural matters, each delegate in attendance at the time the vote is taken shall be entitled to vote, and shall have one vote.

8. Delegates who are not accredited delegates may participate in General Assembly and general meeting discussions and debate.

REGINA BOARD OF EDUCATION

8a

BOARD MEETING DATE: **SEPTEMBER 26, 2017**

TOPIC: **ACCOMMODATION REVIEW**

FORUM	AGENDA ITEMS	INTENT
☒ Open Session	☐ Correspondence	☒ Information
☐ Closed Session	☐ New Business	☐ Decision
	☒ Reports from Administrative Staff	☐ Discussion
	☐ Other: External Reports/Presentations	

BACKGROUND

According to Board policy, the Administration periodically prepares a school accommodation plan that analyzes current and projected school facility requirements. The last Accommodation Review was brought forward to the Board on September 29, 2015.

CURRENT STATUS

The attached report provides a discussion and recommendations for work to be undertaken in the 2017-2018 school year for introduction in the 2018-2019 school year.

RECOMMENDATION

That the Accommodation Review report be received.

PREPARED BY	DATE	ATTACHMENTS
Mark Whiting, Supervisor, Policy, Planning and Research	September 22, 2017	☒ Yes ☐ No

Accommodation Review

REGINA PUBLIC SCHOOLS

www.rbe.sk.ca

September 2017

Contents

Page

1. Background 1

2. Major Findings: 2
   - A. Enrolment Trends and Projections 2
     - High School Enrolments 3
   - B. Planning Horizon 5
   - C. "Theodore" Decision 5
   - D. Program Delivery Model 7
   - E. Low Enrolment Programs 7
   - F. Growing Enrolment Programs 8
   - G. School Capacity and Utilization 12

3. Major Capital Projects 14

4. Recommendations 15

Appendices

A. Division Enrolment Projections 17

1. Background

According to Board policy the Administration periodically prepares a school accommodation plan that analyzes current and projected school facility requirements.

In 2007, the Board of Education adopted a school accommodation plan that was anchored by a research-based educational model that identified the need for between 8-16 classroom teachers at each elementary school and between 25-50 teachers at each secondary school, both supported by an administrative and support staff complement. Given current class size averages in the Division, this model suggests elementary schools in the range of 200-400 students and high schools in the range of 600-1,200 students. The original "10-year Renewal Plan" included a complement of action items, which included program reviews, school mergers, school closures and new facility development.

In 2013, the Administration reported to the Board on the conclusion of the action items from the original plan and announced the intent to continue operational monitoring of enrolment and capacity at schools. Projected school enrolments continue to be vetted through program delivery model criteria for staffing and space requirements.

Recommendations from the 2013 review and the related High School Facility Strategy (2013) resulted in the implementation of a number of initiatives: introduction of the family of schools' model, the Division-wide expansion of the Advanced Placement program (with the phase-out of the IB program), and the continued development of Campus Regina Public.

The most recent Accommodation Report (2015) identified the growth of the City of Regina, the accelerated student enrolment growth in the suburbs, and growth impacts on the Division's French Immersion programs. Announcements for three new joint-schools for the Division and the continued redevelopment of École Connaught School and Scott Collegiate/ Mâmawêyatitân added to the complexity of balancing school programs, enrolments, and capacity.

As a result, boundaries for both the French Immersion and regular program were adjusted beginning in the 2016/17 school year and new programs/boundaries created for the three new schools opening this fall.

The following report (2017) provides a discussion and recommendations for work to be undertaken during the 2017-18 school year for introduction in the 2018-19 school year and beyond. By policy, any contemplated school closures or program changes are to be communicated to the public no later than September 30 in the year prior to the year changes are recommended to take place. Any final decisions by the Board are to be made no later than January 15th of the year the action is to occur.

2. Major Findings

Growth has continued for the City of Regina enhanced by economic growth, increased immigration, and record birthrates. Early-years aged student cohorts continue to increase and advance; increasing present elementary school enrolments (for at least five years hence), while advancing the anticipated high school enrolment growth upswing, which will occur in 2019. Projected Division enrolments will exceed existing Division capacity to accommodate students, even with the addition of three new school facilities in 2017.

School "utilization factors" continue to play a role in both accommodation planning and as a driver in funding facility-related expenses (such as the cost of utilities and cleaning) and more recently for the allocation of capital-related funding and as criterion for portable classroom approval. With the completion of the Division's five new school projects, the capital program, as it relates to the Division's Capital Strategy Plan and the Ministry's current funding program, requires alignment to address future growth in the school division.

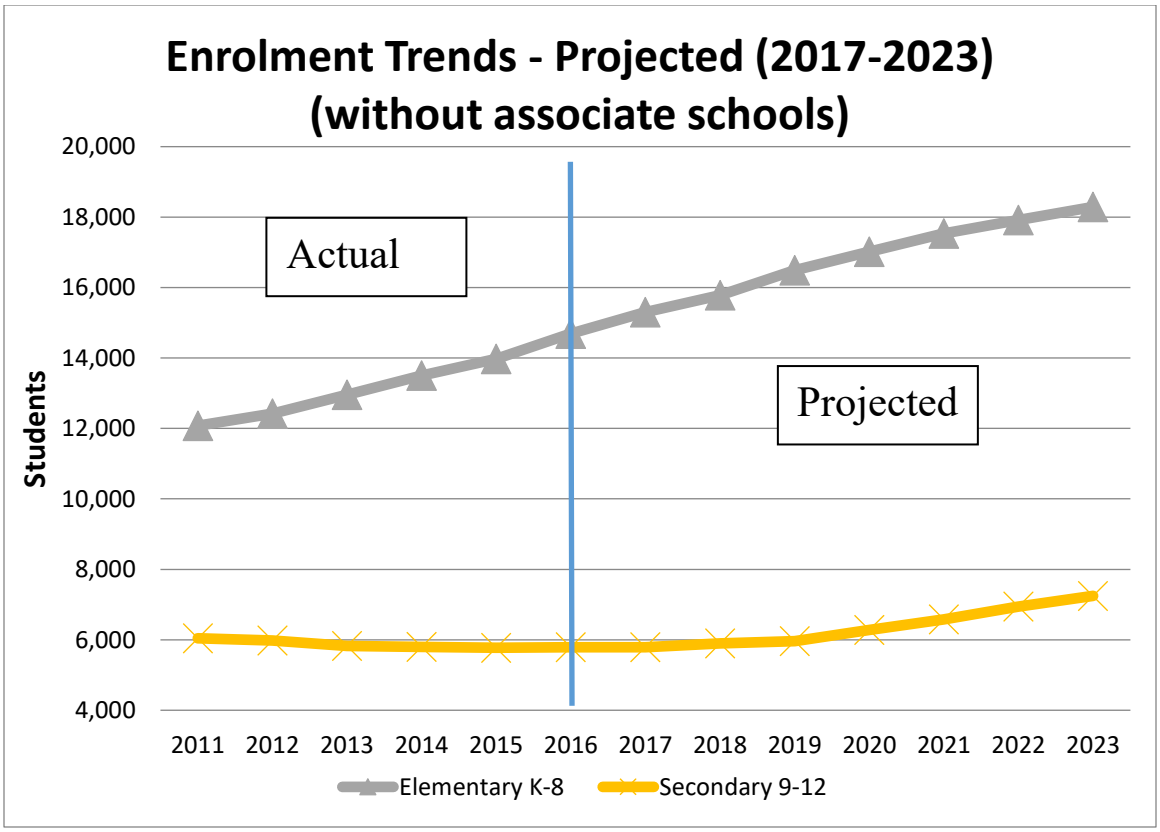
The recent "Theodore" court decision (currently under appeal), has the potential to impact education funding in the province and may also impact the school division's enrolment. The possible impacts to school enrolment will be considered as part of this year's review.

A. RPS Enrolment Trends

At the last Biennial Review (Fall 2015), school division projections indicated growing elementary enrolments with growth at high schools remaining minimal until 2018 when the elementary growth cohort will begin to increase high school intake.

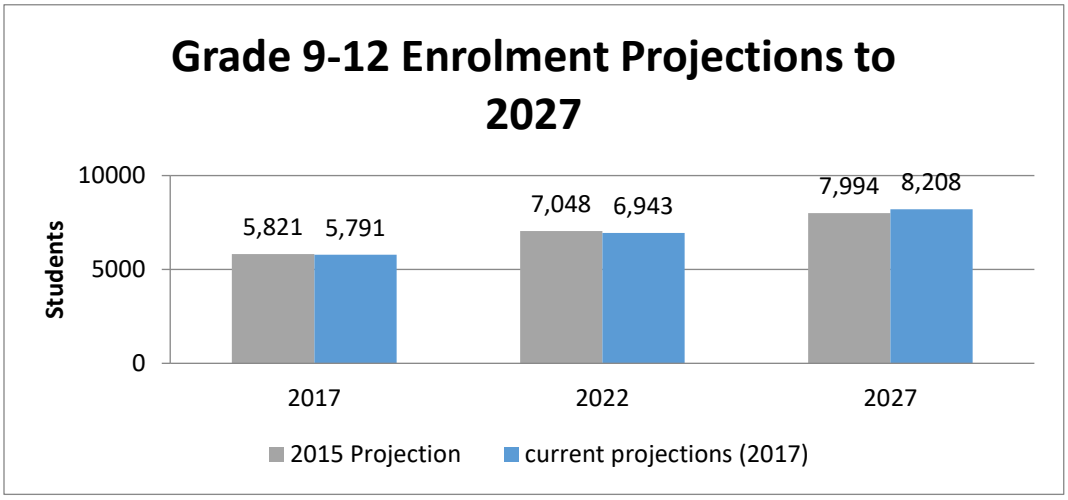
There is every indication that the Division will reach the projected enrolment of 24,000 by 2018 with the upswing in high school enrolments beginning in 2019. Elementary enrolments are projected to continue to increase annually from the previous average of 400 students per year to 600 students each year; until at least 2022 when they are projected to average out around 400 per year.

Total elementary enrolment is projected to increase by 2,800 students over the next five years with projected Division enrolment to exceed 26,500 students by 2021. High school enrolments are projected to increase by approximately 800 students in the same time-frame, however, that number increases to over 2,400 additional high school students by the extended projection horizon of 2027. The extended projection horizon for high schools is important for planning as both the cost and planning time-frame is greater than it is for individual elementary schools.



High School enrolments

High school enrolments and projections continue to follow the pattern identified during the development of the current High School Facility strategy. In the 2015 Accommodation Review, high school enrolments were anticipated to continue a slight decline due to smaller cohorts of existing middle-year students. Moving forward, high school enrolments were projected to remain relatively constant until 2020 when they would begin a steeper growth pattern as the current elementary cohort of students transition to attend high schools.

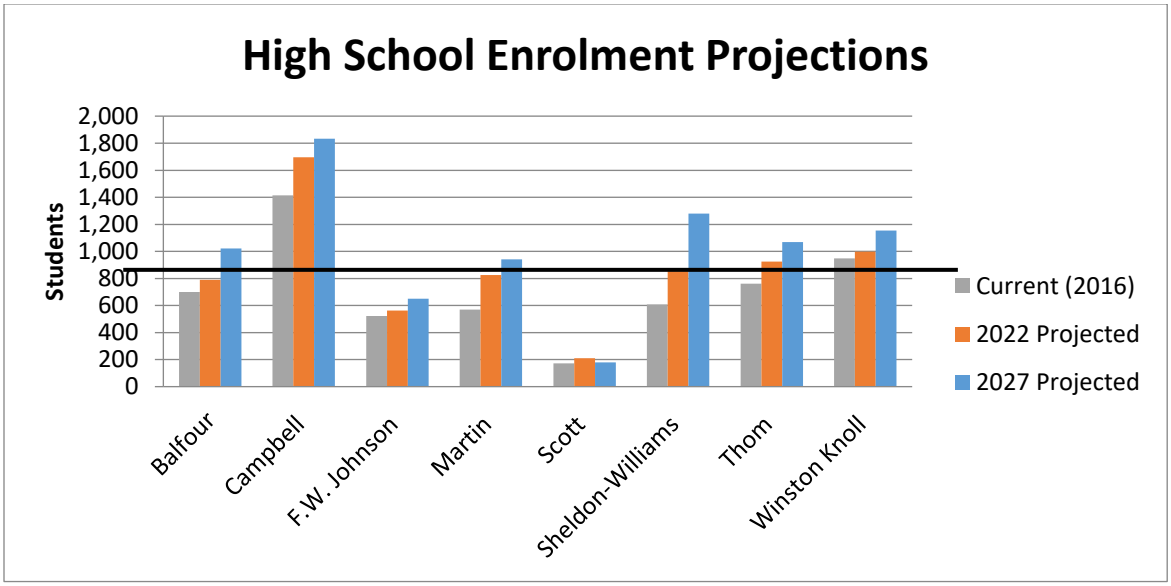


This pattern continues in the current projection with anticipated increases of 300 students each year starting in the fall of 2020. These annual enrolment increases will require the addition of a southeast high school no later than the fall of 2021 and will lead to future discussions for another high school to accommodate enrolment growth to 2027 (most likely in the north west).

A new southeast high school should continue to be included in the Division's annual capital submission to the Ministry with an emphasis on the need for a 2021 opening to accommodate the student growth in southeast Regina.

High School Facility Strategy (2013)

The High School Facility Strategy (2013) highlighted the need to balance enrolments amongst facilities to better reflect student demographics, balance program-related resources, and to support greater efficiencies in RPS facility usage. The Family of Schools Model, where elementary schools align with their neighbourhood high school and students attend high schools determined by their home address, was introduced beginning in the fall of 2015. With the changes, individual high school enrolments were expected to balance out around the 900-1000 range.



Current school projections suggest the effective implementation of the strategy with Campbell and Sheldon-Williams Collegiates as potential outliers. Sheldon-Williams' growth is projected to rise as a result of urban growth in the Harbour Landing area, while Campbell Collegiate continues to host students from south east Regina where the City continues to expand. (Approximately 40% of the students in the regular school program at Campbell Collegiate reside in the southeastern parts of City.)

The future projections for Sheldon-Williams may moderate as the current Harbour Landing subdivision is nearing full development and any additional expansion lands are still under review and discussion. Campbell and Balfour Collegiate's growth and

eventual size will continue to be influenced by the urban development in the southeast portion of Regina.

High School Utilization

The High School Facility Strategy (2013) also identified the need to consider "sizing" the Division's high school facilities to maximize space utilization and/or funding. As school populations were projected to rebalance, each high school building would also require evaluation to ensure that the maximum utility of the space is considered. Campbell and Balfour Collegiates were identified to have excess capacity upon a rebalancing situation (primarily the addition of a southeast high school) and would require option to re-utilize or downsize the additional space. Discussions will need to continue, especially during any capital upgrading and/or planning for a new southeast high school.

Additional facility consideration will now have to be afforded Sheldon-Williams if the school population continues to grow as projected, beyond its existing capacity.

Continued monitoring of school populations at all high schools, the pursuit of a new high school for south east Regina, and facility considerations for both Balfour Collegiate and Campbell Collegiate should be considered to manage demographic and population changes that will occur upon the opening of a new southeast high school.

B. Planning Horizon

School-based projections for past reviews used a planning horizon to 2018. With that date quickly approaching, a new projection horizon to 2027 (with confidence intervals +/- 30%) has been established to provide a foundation for this and future reviews.

School division projections are updated annually to account for population changes, student migration and student attendance patterns. The impact of this year's Division boundary changes (2016/17) and the anticipated attendance changes related to the upcoming opening of the new schools, are yet to be fully incorporated into the data. As such, projections used in shorter-term decisions are to be carefully considered and monitored.

C. "Theodore" Decision

The recent "Theodore" court decision (under appeal as of writing) has the potential to impact education funding in the province and may also have an impact on RPS enrolment. Potential changes for funding of Catholic students within the Catholic school systems could result in any current and future non-Catholic students/families, formerly in the Catholic school system, to be redirected to public schools.

Although changes are not imminent and details are scarce, consideration of such events should be factored into future planning discussions. At present, there is little detailed information as to the number of students that could be impacted by this change.

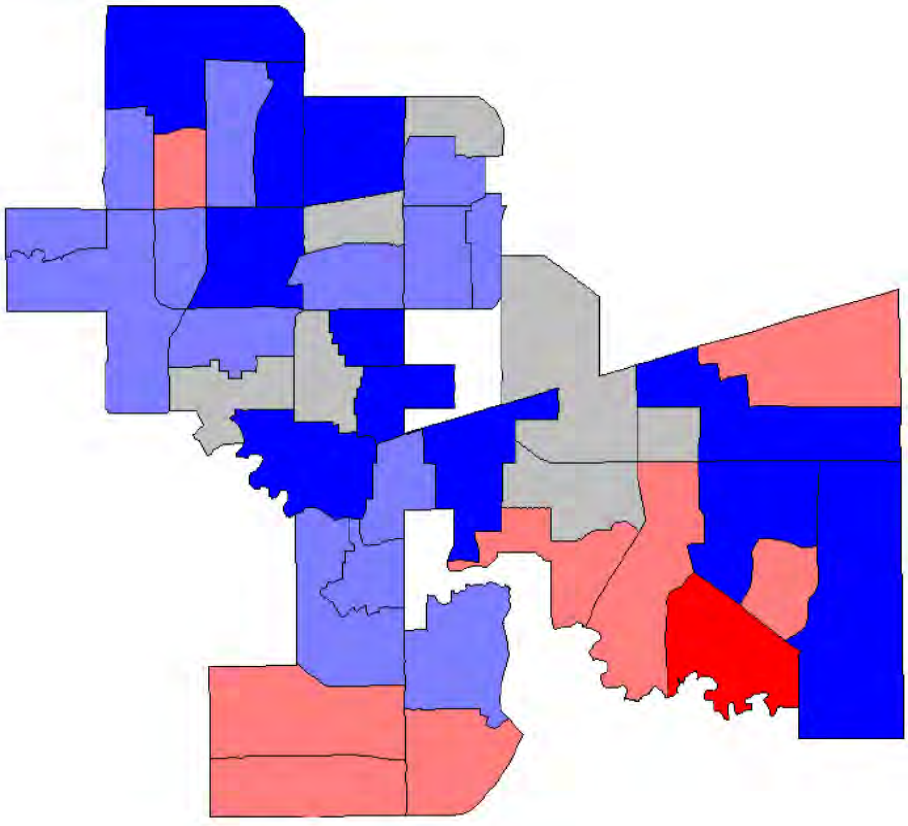
For planning purposes, RPS will use the school division's participation data (% of Regina's student-aged population attending a RPS school) to the estimated eligible student-aged population (% of Non-Catholic population - 2011 National Household Survey Religion statistics) to assess variances in eligible population to actual enrolments.

School enrolment participation lower than the eligible population would indicate that some eligible students are opting for another school division in Regina (Catholic, Francophone or Rural). The magnitude of the variances provides some indication of which school areas may see a greater influx of students because of the changes.

The following graphic displays the variance in school boundary enrolment participation to the eligible population. Boundaries shaded in blue represent lower participation areas (the degree according to shading) and would most likely be the areas that would increase in to enrolment as a result of any changes. Boundaries shaded in grey remain close to a balance between participation and non-Catholic eligibility, while the red tones represent areas where participation exceeds eligibility (this is not uncommon as all students can attend public schools).

Future consideration for the possible increase to a school area population should be factored into both the individual school and neighborhood capacity planning discussions.

Variance in School Boundary (2016/17) Participation to Eligible Population:



D. Elementary School Program Delivery Model Variances

The program delivery models at RPS were established to determine an appropriate enrolment grouping to support the deployment of teaching and instructional support to maintain a focus on quality education. Predicated in a declining enrolment environment, the original Renewal Plan identified a number of actions to address elementary and high school programs that were projected to have enrolments below the program delivery models. With the turnaround in enrolment growth that began in 2011, fewer schools and programs have fallen below the delivery model and, increasingly, schools are being projected to exceed the higher ranges.

Updated projections for 2018 (former planning horizon) and now to 2027 (see Appendix A) indicate that only a few elementary programs continue to be projected to remain below the program delivery models (after consideration of confidence intervals). The school programs identified below program delivery enrolments include:

- École Connaught (English)
- École Connaught (French)
- M.J. Coldwell

School programs with enrolments below the program delivery model risk having insufficient resources to ensure an effective educational program at its location. These schools are also more likely to have excess space capacity, which negatively impacts operational funding allocated through the Ministry's new funding program. Low facility utilization also impacts the ability to successfully obtain funding through the Ministry's major capital funding process.

E. Low Enrolment Programs

The temporary relocation of the Connaught program during the construction of their new facility resulted in a decrease in enrolments and therefore impacted the longer term projections for this school. It is anticipated that moving to the new facility for 2017-18 will re-establish former attendance patterns and the French Immersion program attendance boundary expansion, established this past year, will increase enrolments.

Coldwell School enrolment is projected to remain under program delivery models. Both Ruth Pawson and Coldwell schools serve the Uplands area. The status of these two schools remains similar to the last review. A merger of schools would create a school community of around 400, however, neither school has the capacity to serve that many students. There continues to be new development in the northern portion of this subdivision (albeit at sluggish pace) which may continue to impact Ruth Pawson enrolment. The Coldwell enrolment should continue to be monitored to ensure continuity of resources to support the educational program in this building.

F. Growing Enrolment Schools

School programs with enrolments exceeding the program delivery model are not likely to have resource constraints; rather they have the potential for overcrowding in some areas. Maximizing existing space, acquiring new facilities, balancing enrolments amongst neighbouring or low enrolment schools all become tools in managing within a growth environment.

Recent school boundary adjustments and the opening of new schools begin to assist in balancing school populations. As mentioned previously, the impact of these changes may not be fully factored into the projections and need to be carefully considered for shorter term decisions.

Updated projections for 2018 (former planning horizon) and now to 2027 (see Appendix A) identify seven programs that are projected to exceed program delivery models (after consideration of confidence intervals). The school programs identified above enrolments include:

Plainsview
Buck
McLurg
Hanna
Harbour Landing
Bryant
Wascana Plains

New Growth

The announcement and construction of three new schools to open in 2017 was to accommodate expansion in the City's suburbs and to alleviate the growth in, and size of, host schools in these areas. Initial projections suggest that the former host schools have, and will, moderate, however the three new schools are now projected to eventually exceed delivery model expectations. Four other schools added to this year's list are also affected by civic expansion as well organic growth within the school boundaries. The eventuality of the new school areas expanding beyond capacity hinges upon the pace and rate of residential development.

Northwest

Continued growth in the northwest will come primarily from the Coopertown development. At present no residential construction has been started in the new development areas. School enrolments usually begin to be impacted 2-3 years after initial construction. Plainsview School will be able to accommodate growth with the addition of relocatable classrooms. No additional action is required during this review period. Residential development will continue to be monitored in addition to any changes that may occur associated with the Theodore decision.

Hanna School is a new addition to schools identified to exceed program delivery models over the planning horizon. Hanna school enrolment and enrolment projections are impacted by the growth in the Hawkstone subdivision development. The Hawkstone development is nearing completion, which may moderate the longer term growth projection. There are no adjacent schools that can easily support boundary changes to assist in enrolment reductions. Continued monitoring of enrolment patterns and addressing the capacity (capital development) for Hanna School to accommodate future enrolment will be necessary.

West

The Westerra subdivision is currently part of the McLurg School attendance area. In the fall of 2017 this development will begin generating school-aged enrolment. Existing enrolment projections have McLurg school exceeding 600 students over the next 10 years, without factoring in the growth from Westerra or potential impacts from the Theodore decision. Continued growth in the new subdivision will increase enrolment for McLurg School. Adjacent schools such as Walker, Rosemont and Ruth Buck, are at capacity with Ruth Buck School also identified to exceed planned program delivery enrolments. These schools will be unable to assist in accommodating any additional growth.

The former Dieppe School remains in the Division's building inventory. Dieppe School was closed in 2012 due to declining enrolment in the Dieppe subdivision and based on the indication that the Westerra subdivision would not be allowed or approved. Although existing enrolments in the Dieppe subdivision are unsustainable for a school operation by themselves, the addition of students from Westerra could grow sufficiently to warrant reopening the school. A K-8 cohort of 100-150 students from the Westerra subdivision would be required before considering the re-opening, which could eventually work to reduce enrolments at McLurg School.

A significant reduction in enrolment at McLurg School, could in turn, be used to help reduce enrolment pressures in adjacent schools such as Ruth Buck by looking at options to move the current Westhill attendance portion of the Buck attendance area to McLurg School.

Enrolments at McLurg and Buck Schools should be monitored annually in addition to the growth in the Westerra subdivision, to determine a potential re-opening date for Dieppe School. Significant Westerra growth and/or influences from the Theodore decision may hasten a decision in this area.

South West

The patterns of highest growth are correlated with the civic expansion in the City's suburbs. The Harbour Landing area began construction pre-2010 and has been growing consistently each year. The subdivision is approximately 80% complete. Local schools,

Perry and Milliken, were used to accommodate students from Harbour Landing pending the development of new schools for the area. Both Perry and Milliken Schools have required additional expansion over the past few years to accommodate the growth in students.

During the planning stages for the Harbour Landing subdivision, the Division identified a need to establish and acquire school sites in the area. School site acquisition requests were made to the Ministry in 2008. In the fall of 2013, the Ministry of Education announced a new joint-use school for the Harbour Landing area as part of a multi-school P3 initiative. The school, proposed to open this fall, was originally approved for a public school design expandable to 650 students. At that time, the Division projected that enrolments would reach maximum capacity at or shortly after the scheduled opening. The projected opening enrolment is anticipated to be 605 for 2017.

With continued development in Harbour Landing and the growth of the French Immersion program as it continues to add grade cohorts, the projected enrolment will grow substantially beyond the capacity of the new school. At least one new school is required to support programming for southwest Regina.

By 2019, Harbour Landing School is anticipated to exceed its capacity by 130% and by 2020 enrolments are projected to reach over 1,000 students (160% capacity). Since the existing school is not designed to be expandable beyond its existing footprint, a new school or alternatives will need to be in place prior to the fall of 2020.

If growth continues as projected to 2020, the Harbour Landing subdivision will be at development capacity, which would assist in leveling-off the steep enrolment growth for the area. However, the proposed West Harbour Landing development, which provides for growth to the west of Harbour Landing, would continue to exacerbate capacity problems for this area. Planning continues for this area with the intent of beginning development five years out (2022). This new area is where any new schools would be located as there are no longer any building sites available in the existing Harbour Landing subdivision. Continued discussions with the Ministry, City and developer should include school site locations and options for earlier development (for 2020).

One interim alternative, should total school enrolments exceed capacity prior to the construction of a new school, would be to consider the relocation the French Immersion program to another facility. Both Milliken and Perry Schools will have excess capacity as the schools were increased in size to accommodate students prior to the opening of Harbour Landing School. While neither school has the physical capacity to support a dual track program (English and French Immersion), the Perry school site has sufficient space and accessibility to support a dual-track program.

Alternatively, one school could be used as a French Immersion Centre, which would require the existing Perry and Milliken school populations to combine at the other location. The combination of school populations would most likely require similar expansion capacity to support the enrolment base.

East

The Wascana Plains School area serves the Greens on Gardiner subdivision along with the new Towns, and Eastbrook subdivisions. Continued construction in the new development areas will increase enrolments at Wascana Plains School. Unlike the Harbour Landing School, Wascana Plains will open with an enrolment of around 375 students, which accommodates a number of years' growth prior to reaching the operating capacity of the school. This extended time provides additional opportunities to review enrolment patterns and projections in advance of any decision around capacity. Additionally, with the adjacency of both the Jack Mackenzie and W.F. Ready School attendance areas, these schools may also be able to be factored into future accommodation needs. The monitoring of enrolment growth and subdivision development, along with the development activities around the future southeast high school location and a potential future elementary school site, should continue so as to anticipate any school additions required.

Judge Bryant School is one of three elementary schools that serve the Dewdney East community area. The long term projection for this school is to exceed program delivery model enrolments, which provides opportunity to consider options. Normally, to accommodate these concerns, other local schools would be considered for space and or opportunities to change boundaries to balance enrolments. However, the associated schools remain projected at capacity and the school facilities cannot be expanded further due to physical and structural constraints (Henry Braun Ferguson Schools). Bryant School is the only school site in the area that can be readily expanded to accommodate growth. Should there be additional growth beyond projection from the other local school(s), this increase would also have to be absorbed by Bryant School. Continued monitoring of enrolment patterns and addressing the capacity (capital development) for Bryant to accommodate future enrolment will be necessary.

G. School Capacity and Utilization

With the increasing elementary enrolment at RPS there is a risk of some schools outgrowing existing facility space. The current methodology for determining the formal capacity of a school is based on a set of approved space criteria set out by the Ministry of Education. When combined with a school's enrolment a "utilization factor" is created, which is used by the Ministry as a driver in funding facility-related expenses (such as the cost of utilities and cleaning) and the allocation of capital-related funding and as criterion for portable classroom approval.

From experience, RPS has discovered that the operational capacity of a school can vary based upon the programming and resources (both internal and external) that are offered in a school and, in some instances, based upon the nature of the building envelope as designed. As a consequence, RPS is able to operate some schools at higher official utilization factors, but still have some schools that risk overcrowding even though the official utilization factors show lower utilization.

Utilization factors, and projected utilization factors based on enrolment projections, can also be used to indicate a potential for overcrowding. Similar to the need to monitor schools with high enrolments, highly utilized schools should continue to be monitored to ensure continuity of resources and sufficient spaces to support the educational program in these buildings.

School	Projected 2027 Utilization (2016/17 data)
Harbour Landing Elementary	264%
Bryant Elementary	197%
Grant Road Elementary	192%
Glen Elm Elementary	177%
Hanna Elementary	175%
Wascana Plains	167%
Argyle Elementary	160%
Hawrylak Elementary	159%
McLurg Elementary	158%
Buck Elementary	157%
Mironuck Elementary	157%
Walker Elementary	154%

Using the existing utilization methodology and applying projected enrolment to 2027 provides an indicator of schools that require review to ensure the continuity of programming at that location. Of the 12 highest projected utilization schools, half of them (Harbour Landing, McLurg, Buck, Hanna and Wascana Plains) have been discussed due to their high projected enrolments.

Two of the schools are presently included as part of the top priority requests in the Division's facilities capital request of the Ministry. The capital request submissions for these schools (Argyle and Glen Elm) should be reviewed and updated to reflect any projected growth over the former applications.

Grant Road, Hawrylak, and Mironuck Schools have been subject to school boundary changes that were designed to distribute enrolment more evenly within the school areas. The Grant Road changes, once fully implemented, should work to keep the school utilization and capacities lower than projected. Hawrylak School enrolment will be reduced with the movement of part of its French Immersion attendance boundary to the new Wascana Plains School.

The Elsie Mironuck enrolment was projected to remain relatively consistent, even after the recent boundary changes. The French Immersion program remains robust and adds to the capacity pressures of the school. Movement of the French Immersion program (or a portion thereof) to another location would assist in reducing capacity issues, however, there is insufficient facility capacity in the neighbouring schools to support another dual track school.

One possible central location would be Coronation Park School. Although there would be insufficient capacity at present to accommodate another program, the school facility is a high priority for replacement due to its age and facility condition. The addition of sufficient capacity to add a French immersion program to Coronation Park should be included as part of the capital project replacement request for Coronation Park School.

Continued monitoring of the enrolments is necessary to ensure that the original expectations are achieved and that overcrowding at these school is avoided.

3. Major Capital

The Board's Capital Plan and the Ministry of Education application process currently guide capital development for Regina Public Schools. The focus of any facility capital renewal in RPS is premised upon the provision of quality facilities to support the learning agenda. Capital requests are prioritized by RPS to support student safety, to address overcapacity in schools, to address aging school buildings and to reduce deferred maintenance backlogs.

All major capital projects are subject to Ministerial processes and approval. The Board's involvement is limited to providing prioritized plans and recommendations for the Ministry's consideration. Historically, in order to analyze and prioritize major capital project funding requests on a provincial basis, the Ministry of Education formally requested boards to submit five-year construction plans/projects (B5 application) on an annual basis. These projects then incorporated into and analyzed as part of the provincial-wide Major Capital Request List.

Currently, the Ministry only accepts the Division's top three projects for consideration on an annual basis. At the last review, there were four projects awaiting Ministry approval, the maximum number of requests the Ministry would consider. The same four projects continue to remain as the Division's priority and have been submitted annually for continued consideration. The Argyle/Athabasca and the Imperial/McDermid project were updated and submitted this year as joint-school projects with Regina Catholic Schools.

Project	2011-12	2012-13	2013-14	Since 2014-15
Imperial/McDermid+	Facility Study	Facility Study Completed & Approved	Design Stage Site selected (Pending)*	Design Stage Site selected (Pending)*
Argyle(Athabasca)**	Design Stage (Pending)*	Design Stage (Pending)*	Design Stage (Pending)*	Design Stage (Pending)*
Glen Elm(Haultain)	Facility Study	Facility Study Completed & Approved	Design Stage (Pending)*	Design Stage (Pending)*
Southeast High School		Facility Study	Study Completed	Study approval (Pending)*

* awaiting Provincial Government Approval
** re-submitted as joint-school project with Regina Catholic Schools (St. Pius X) in 2016-17
+ re-submitted as joint-school project with Regina Catholic Schools (St. Michaels) in 2016-17

The Division's Facilities Strategy Plan was updated in January of this year (2017). The strategy acknowledged the changes that have occurred with the Ministry's capital project application process that requires only the submission of the school divisions' top three projects. Prior to the changes, school divisions provided five-year capital project plans (the B5 application) updated annually as required. The benefit of creating and providing a five-year capital plan allowed the school divisions greater opportunity to present their strategic approach to capital replacement, while ensuring that many critical capital refurbishment projects remained in front of the Ministry for consideration.

The Division has continued to informally use the last B5 submission (2013) to the Ministry as placeholder for its long-term capital projects list. Since 2013, there have been a number of projects on that list that were approved and completed. Additionally, since there are a number of significant capital projects required for consideration to support the Division's future growth plans, the update and creation of a multi-year plan is appropriate.

An updated multi-year plan will assist RPS in prioritizing longer term capital plans. It will also provide a strategic document that can be presented to the Ministry to support favourable consideration for the numerous projects the Division deems necessary over the next decade.

4. Recommendations

Annually, action items including school mergers, program changes and/or school closures are required to be cited prior to September 30th and communicated to School Community Councils and the public.

Recommendations arising out of this report are that:

- The new southeast high school should continue to be included in the Division's annual capital submission to the Ministry with an emphasis on the need for a 2021 opening to accommodate the student growth in south east Regina. Facility utilization considerations for both Balfour Collegiate and Campbell Collegiate should be considered to manage demographic and population changes that will occur upon the opening of a new southeast high school.

- An additional new school should be requested in the Harbour Landing area. By 2019 Harbour Landing School is anticipated to exceed its capacity by 130% and by 2020 enrolments are projected to reach over 1,000 students (160% capacity). Since the existing school is not designed to be expandable beyond its existing footprint, a new school or alternatives will need to be in place prior to the fall of 2020.

- Dieppe School should be retained to allow for its repurposing in the future if required. Enrolments at McLurg and Buck School should be monitored annually as well as growth in the Westerra subdivision to inform a decision regarding the potential re-opening of Dieppe School.

- A Coronation Park School rebuild is necessary due to the condition and age of the existing facility. Consideration should be given to relocate the French Immersion programming from Mironuck school to Coronation Park School (centralized location) as part of a proposal to rebuild and resize Coronation Park School. A relocation of the French Immersion program will assist in reducing the capacity pressures at Mironuck School. A major capital redevelopment/rebuild proposal should be included in the Division's major capital strategy.

- Continued monitoring of enrolment patterns and addressing the capacity (capital development) for Hanna School to accommodate future enrolment will be necessary. A major capital redevelopment/rebuild proposal should be included in the Division's major capital strategy.

- Continued monitoring of enrolment patterns and addressing the capacity (capital development) for Bryant School to accommodate future enrolment will be necessary. A major capital redevelopment/rebuild proposal should be included in the Division's major capital strategy.

- Continued monitoring of the enrolments at Grant Road, Hawrylak, and Mironuck Schools is necessary to ensure that the recent boundary changes achieve the original expectations and that overcrowding at these school is avoided.

APPENDIX A – DIVISION ENROLMENT PROJECTIONS

Projection dataset for year	Actual 2014	Actual 2016	Enrolment Projection 2027	Utilization Projection 2027
Connaught Elementary Regular	93	102	93	92%
Coldwell Elementary Regular	120	136	134	94%
Kitchener Elementary Regular	230	224	195	58%
Perry Elementary Regular	406	422	203	99%
McDermid Elementary Regular	178	166	208	139%
McDonald Elementary Regular	200	179	221	152%
Connaught Elementary French	104	139	238	92%
Albert Elementary Regular	231	223	242	122%
Thomson Elementary Regular	181	205	247	103%
Walker Elementary Regular	237	243	255	154%
Pawson Elementary Regular	250	268	262	94%
Imperial Elementary Regular	185	201	265	84%
Hawrylak Elementary French	345	315	271	159%
Ford Elementary Regular	282	307	275	92%
Wascana Plains French			286	167%
Coronation Park Elementary Regular	265	252	289	142%
Hunt Elementary Regular	222	256	306	103%
Rosemont Elementary Regular	195	234	315	135%
Mironuck Elementary French	337	323	316	157%
McVeety Elementary Regular	216	340	320	141%
Ready Elementary Regular	467	537	327	85%
Ferguson Elementary Regular	248	264	333	141%
Argyle Elementary Regular	284	290	335	160%
Glen Elm Elementary Regular	236	261	343	177%
Massey Elementary French	426	304	358	121%
Mironuck Elementary Regular	203	252	364	157%
Seven Stones Elementary Regular	319	304	365	106%
MacKenzie Elementary Regular	476	418	372	91%
Centennial Elementary French	267	304	373	95%
Lakeview Elementary Regular	314	338	380	102%
Milliken Elementary Regular	399	502	385	126%
Davin Elementary Regular	255	266	407	141%
Janzen Elementary Regular	449	455	407	92%
Lee Elementary Regular	417	437	440	139%
Wilfrid Walker Elementary French	317	365	440	135%
Braun Elementary Regular	467	464	445	105%
Hawrylak Elementary Regular	392	414	453	159%
Grant Road Elementary Regular	402	443	467	192%
Douglas Park Elementary Regular	401	430	469	123%
MacNeill Elementary Regular	476	568	472	144%
Arcola Elementary Regular	319	391	508	132%
Harbour Landing Elementary French			519	264%
Plainsview Elementary Regular			527	109%
Buck Elementary Regular	411	415	540	157%
Hanna Elementary Regular	332	379	638	175%
McLurg Elementary Regular	427	492	641	158%
Bryant Elementary Regular	364	438	695	197%
Wascana Plains Regular			724	167%
Harbour Landing Elementary Regular			1582	264%

REGINA BOARD OF EDUCATION

10a

BOARD MEETING DATE: **SEPTEMBER 26, 2017**

TOPIC: **PROVINCIAL LEADERSHIP TEAM (PLT) UPDATE**

FORUM	AGENDA ITEMS	INTENT
☒ Open Session	☐ Correspondence	☒ Information
☐ Closed Session	☐ New Business	☐ Decision
	☒ Reports from Administrative Staff	☐ Discussion
	☐ Other: External Reports/Presentations	

CURRENT STATUS

I will be pleased to provide an update from the PLT meeting and Wall Walk, held Thursday, September 21, 2017, in Saskatoon, at the September 26, 2017 Board meeting.

PREPARED BY	DATE	ATTACHMENTS
Greg Enion, Director of Education	September 22, 2017	☐ Yes ☒ No