

AGENDA

FOR THE REGULAR MEETING OF THE NORTHWEST SCHOOL DIVISION NO. 203 BOARD OF EDUCATION

DATE: November 25, 2025 **LOCATION:** Northwest School Division
TIME: 10:30 a.m. CST Boardroom / TEAMS

- 1. Call to Order**
- 2. Conflict-of-Interest Declaration**
- 3. Adoption of Agenda**
- 4. Approval of Previous Minutes**
 - [Regular Meeting – October 16, 2025](#)
- 5. Delegation**
 - 5.1** Transportation – Gini Calvert
 - 5.2** Classroom Complexity Teachers – Cheryl Treptow
 - 5.3** External Auditors – Derek Sieben (1:00 p.m.)
- 6. Decision Items**
 - 6.1** [Annual Report](#)
 - 6.2** [Audited Financial Statements](#)
 - 6.3** [2026-2027 Academic Calendar Parameters](#)
 - 6.4** [Advocacy Linkage MLAs](#)
 - 6.5** [December Meeting Location](#)
 - 6.6** [Green Acre SCC Collaboration](#)
 - 6.7** [Policy 3](#)
 - 6.8** [Policy 11](#)
 - 6.9** [PMR](#)
 - 6.10** [Accessibility Report](#)
 - 6.11** [Tuition Agreement – Makwa Sahgaiehcan](#)
 - 6.12** December Holidays

7. Reports to the Board

7.1 [Director's Report – Jennifer Williamson](#)

7.2 [CFO's Report – Michelle Pickett](#)

8. Correspondence

9. Celebrating Excellence

10. Information Items

10.1 Chair Report

10.2 Admin Procedures Updates

10.3 [Calendar](#)

11. Committee of the Whole

11.1 HR Report

11.2 Sector Update

11.3 [Governance Committee Meeting Minutes – attached](#)

11.4 Public Section

11.5 Capital Plan

12. Identification of Future Items

13. In Camera Session

14. Adjournment

November

Regular Board Meeting Agenda Items

- Organizational Meeting: Elect Board Chair, Vice-Chair, Committee appointments, dates of regular Board meetings for the year
- Set Parameters for next School Year Calendar
- Review and approve Annual Report
- Saskatchewan School Boards Association (SSBA) Fall Assembly
- Transportation Report
- Advocacy Linkage MLAs

December

Regular Board Meeting Agenda Items

- Receive input from stakeholders(including SCC's) regarding setting of Division Priorities
- Strategic Planning/Policy Review/Planning Time

January

Regular Board Meeting Agenda Items

- Maintenance Facilities Report
- Review Draft School Year Calendar
- Tender of Audit (every 3 years)

February

Regular Board Meeting Agenda Items

- Establish Board budget priorities
- Mid Term Report Annual Sector Plan
- Approve School Year Calendar
- Approve Annual Capital Plan

March

Regular Board Meeting Agenda Items

- Transportation Report #2
- Student Services Report
- Student Voice Presentation
- Appointment of Auditor (every 3 years)

April

Regular Board Meeting Agenda Items

- Strategic Planning
- SSBA Spring Assembly
- Amend School Division Goals
- Approve budget assumptions
- Host Gala Awards Night

May

Regular Board Meeting Agenda Items

- Review draft budget and provide required redirection
- Approve PMR
- Establish compensation guidelines for out of scope staff
- Sub-Division graduation ceremonies to present awards as determined

June

Regular Board Meeting Agenda Items

- Approve Annual Budget
- Advocacy Linkage MLA's
- Personnel Accountability Report – HR Report
- Public Section Annual Meeting
- Sub-Division graduation ceremonies to present awards as determined

July

Regular Board Meeting Agenda Items

- No Scheduled Board meeting



Regular Meeting Minutes

MINUTES OF THE REGULAR MEETING OF THE BOARD OF EDUCATION OF THE NORTHWEST SCHOOL DIVISION NO. 203 HELD THURSDAY, OCTOBER 16, 2025, AT 10:00 A.M. IN THE BOARD OFFICE AT MEADOW LAKE, SASKATCHEWAN VIA TEAMS

Members Present: Barb Seymour, Chair
Patricia Main, Vice-Chair (via teams)
Travis Neufeld, Kim Russell, Amanda McGowan, Rick Starnes, Laurel Pauls, Kristen McGowan, Vaughn Bellin, Cheyenne Ludwig(via teams)

Members Absent: Dr.James Mckee
Kaitlin Harman, Communications Officer

In Attendance: Jennifer Williamson, CEO
Michelle Pickett, CFO
Davin Hildebrand, Deputy Director of Education
Dawn Paylor, Superintendent of Learning
Cheryl Treptow, Superintendent of Learning
Jennifer Dorval, Superintendent of Student Services

Agenda 26-113	Travis Neufeld	That the agenda be adopted as amended.	CARRIED
Minutes 26-114	Kristen McGowan	That the minutes of the September 11, 2025, regular meeting be approved as presented.	CARRIED
Minutes 26-115	Amanda McGowan	That the minutes of the October 10, 2025, special meeting be approved as presented.	CARRIED
Delegation		The Board met with North West Teachers Association Alan Robins, President, Leighton Chiverton, Vice-President to discuss Association business.	
Delegation		The Board heard from Virginia Calvert, Supervisor of Transportation, regarding updates on yard service, items allowed on the bus, vacant routes, and recruitment.	
December Meeting 26-116	Barb Seymour	To hold a regular meeting on December 11th, 2025, be approved as presented.	CARRIED
Policy 2 26-117	Vaughn Bellin	Motion to accept red changes in Policy 2.	CARRIED
SSBA Ballot Form 26-118	Laurel Pauls	Motion the ballot form be completed and submitted to the SSBA by the deadline date.	CARRIED
Finance	Amanda	That the Financial Report for the period ending October 31, 2025,	

Statement 26-119	McGowan	be approved as presented.	CARRIED
Committee of the Whole 26-120	Barb Seymour	That we enter a Committee of the Whole.	CARRIED
Report from the Committee of the Whole 26-121	Barb Seymour	That we rise and report from the Committee of the Whole. The Committee reported on Education Sector arising issues, personnel, and committee reports.	CARRIED
Future Items		1. Receive input from stakeholders (including SCC's) regarding setting of Division Priorities 2. Strategic Planning/Policy Review/Planning Time	
Adjournment 26-122	Travis Neufeld	That we adjourn.	CARRIED Time: 3:25 p.m.

Barb Seymour, Chair

Michelle Pickett, Chief Financial Officer



6.1: Annual Report 2024-25 Approval

MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☐ Information
☐ Committee of the Whole	☒ New Business	☒ Decision
	☐ Reports from Administrative Staff	☒ Discussion
	☐ Other: Delegations	

BACKGROUND

School Divisions are mandated to complete an Annual Report to be submitted to government.

CURRENT STATUS

The Annual Report focuses on the Provincial Education plan and local priorities. A common template is used by all School Divisions. Each School Division provides an explanation of the results shown in the report.

PROS AND CONS

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FINANCIAL IMPLICATION

PREPARED BY:	DATE	ATTACHMENTS
Jennifer Williamson	November 12, 2025	Separate file
RECOMMENDATION		

Approve the draft Annual Report 2024-25

6.2: Audited Financial Statement Approval

MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☒ Information
☐ Committee of the Whole	☐ New Business	☒ Decision
	☒ Reports from Administrative Staff	☐ Discussion
	☐ Other: Delegations	

BACKGROUND

Each year, the Audited Financial Statements require format approval from the Ministry of Education and the Provincial Comptroller from the Ministry of Finance. In direct audit years, format approval is also required from the Office of the Provincial Auditor.

CURRENT STATUS

Final format approval of the AFS was scheduled to be received by November 21, 2025. The statements require a Board motion of acceptance to be formally adopted.

PROS AND CONS

N/A

FINANCIAL IMPLICATION

N/A

PREPARED BY:	DATE	ATTACHMENTS
Michelle Pickett	November 13, 2025	None

RECOMMENDATION

That the Audited Financial Statements be approved as presented.

6.3: Academic Calendar Parameters 2025-26



MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☐ Information
☐ Committee of the Whole	☐ New Business	☒ Decision
	☒ Reports from Administrative Staff	☐ Discussion
	☐ Other: Delegations	

BACKGROUND

A calendar committee consisting of LEADS and NWTa members develop draft calendar choices for Board approval. In previous years the Board may approve multiple calendars and allow division staff to vote on their preferred choice. The Board of Education has the final decision to approve the school academic calendar.

CURRENT STATUS

The Ministry of Education sets the start date of school along with Final Examination dates. The Board of Education will need to determine the number of student and staff days and school breaks within the alignment of the Education Act. Teacher directed hours cannot exceed 1044 hours and student must have a minimum of 950 hours of instruction (475 in Kindergarten).

PROS AND CONS

FINANCIAL IMPLICATION

PREPARED BY:	DATE	ATTACHMENTS
Jennifer Williamson	November 14, 2025	

RECOMMENDATION

6.4: Advocacy Linkage MLAs



MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☐ Information
☐ Committee of the Whole	☒ New Business	☒ Decision
	☐ Reports from Administrative Staff	☒ Discussion
	☐ Other: Delegations	

BACKGROUND

Building strong advocacy linkages with local MLAs provides an opportunity for our Board to share key priorities, influence provincial education policy, and strengthen understanding of issues impacting our schools and communities.

CURRENT STATUS

Currently, we do not have a coordinated or clearly defined advocacy plan in place to guide this work.

PROS AND CONS

- Enhances the Board's visibility and credibility with government decision-makers.
- Creates channels to share local success stories and challenges directly.
- Increases potential influence on education funding, legislation, and policy direction.
- Builds collaborative relationships that can benefit long-term strategic goals.
- Requires ongoing time and coordination to maintain relationships.
- Outcomes may be slow to materialize due to political timelines.

FINANCIAL IMPLICATION

Minimal financial impact is anticipated. Costs may include travel or meeting expenses, development of communication materials, and possible participation in provincial advocacy events or conferences. However, we can coordinate advocacy efforts with pre-existing conferences to avoid additional costs.

PREPARED BY:

Jennifer Williamson

DATE

November 12, 2025

ATTACHMENTS

RECOMMENDATION

That the Board develop and implement an advocacy plan outlining clear goals, key messages, communication strategies, and timelines for engagement with local MLAs and other government representatives.

6.5: December 2025 Meeting Location



MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☐ Information
☐ Committee of the Whole	☒ New Business	☒ Decision
	☐ Reports from Administrative Staff	☒ Discussion
	☐ Other: Delegations	

BACKGROUND

At our October meeting, a motion was passed to hold a December meeting.

CURRENT STATUS

The Board must determine the location of our December meeting.

PROS AND CONS

Costs are similar in both locations
Less travel time for some trustees
Potential challenges with technology in alternate location

FINANCIAL IMPLICATION

PREPARED BY:	DATE	ATTACHMENTS
Jennifer Williamson	November 14, 2025	1

RECOMMENDATION

Cost of a Board Meeting 2025				
Indemnity - based on 6 hour day	\$344	x10	\$3,440.00	
Travel	0.5724 +\$20/hr		\$1,450.93	Total for all board members claiming their max
Lunch/snacks/coffee/water	\$28/person	x11	\$ 308.00	
			\$5,198.93	
Sr. Admin	\$28/person	x7	\$ 196.00	
Jen D travels				
IT availability				
			\$5,394.93	
Cost of Board Meeting - Paradise Hill (based on Feb 2025 meeting)				
Indemnity - based on 6 hour day	\$344	x10	\$3,440.00	
Travel	0.5724 +\$20/hr		\$1,126.95	
Lunch/snacks/coffee/water	\$28/person	x11	\$ 308.00	
Rental of Facility			\$225.00	
			\$5,099.95	
Sr. Admin	\$28/person	x7	\$ 196.00	
Sr Admin	travel P'Hill	x6		
IT availability	travel P'Hill	x1		
			\$5,295.95	

6.6: Green Acre SCC Collaboration



MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☐ Information
☐ Committee of the Whole	☒ New Business	☒ Decision
	☐ Reports from Administrative Staff	☒ Discussion
	☐ Other: Delegations	

BACKGROUND

At our October special meeting, a decision was made to defer placing Green Acre School on review.

CURRENT STATUS

Following that decision, the School Community Council (SCC) has reached out to their trustee expressing a desire to work collaboratively to explore strategies for increasing student enrollment and strengthening the school's long-term viability.

PROS AND CONS

- Encourages shared responsibility and strengthens the partnership between the Board, school, and community in addressing enrollment challenges.
- Demonstrates transparency, inclusiveness, and responsiveness to community concerns.
- The SCC may offer valuable community-based ideas or outreach strategies that the Board might not otherwise access.
- Collaborative efforts may help retain existing students and attract new ones.
- Allows time to assess whether meaningful enrollment improvements can occur before further considering school review
- Demographic and population trends may limit the effectiveness of local recruitment efforts.
- Administrative and trustee support and time will be required to facilitate meetings, data sharing, and follow-up.
- The SCC and community may expect outcomes that are not achievable given the broader enrollment and financial realities.

FINANCIAL IMPLICATION

Minimal financial costs for time, travel, and meetings.

PREPARED BY:	DATE	ATTACHMENTS
Jennifer Williamson	November 14, 2025	

RECOMMENDATION

That the Board establish an Ad Hoc Standing committee to work proactively and collaboratively with the Green Acre SCC.



6.7: Board Policy 3 Review

MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☐ Information
☐ Committee of the Whole	☒ New Business	☒ Decision
	☐ Reports from Administrative Staff	☒ Discussion
	☐ Other: Delegations	

BACKGROUND

The Governance Committee reviewed Policy 3 and has made some suggested changes. Draft copy of proposed changes is attached.

CURRENT STATUS

The Governance committee requests feedback on proposed changes.

PROS AND CONS

- More strategic orientation for new trustees
- Alignment with expectations set out in election materials

FINANCIAL IMPLICATION

PREPARED BY:	DATE	ATTACHMENTS
Jennifer Williamson	November 17, 2025	Policy 3 Policy 3 Appendix

RECOMMENDATION

The Board will provide the governance committee with feedback on proposed changes to the draft of policy 3 and approve the final draft version.



6.8: Board Policy 11 Review

MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☐ Information
☐ Committee of the Whole	☒ New Business	☒ Decision
	☐ Reports from Administrative Staff	☒ Discussion
	☐ Other: Delegations	

BACKGROUND

The Governance Committee reviewed Policy 11 and has made some suggested changes as shown in the attached draft.

CURRENT STATUS

The Governance committee requests feedback on proposed changes and comments for discussion.

PROS AND CONS

- Specifically reference LA FOIP and its delegated authority

FINANCIAL IMPLICATION

PREPARED BY:	DATE	ATTACHMENTS
Jennifer Williamson	November 14, 2025	Policy 11

RECOMMENDATION

The Board will provide the governance committee with feedback on proposed changes to the draft of policy 11 and approve the final draft version.

6.9: PMR Plan Amendment

MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☒ Information
☐ Committee of the Whole	☐ New Business	☒ Decision
	☒ Reports from Administrative Staff	☒ Discussion
	☐ Other: Delegations	

BACKGROUND

The Ministry has requested that all school divisions submit a 3-year plan pertaining to Preventative Maintenance and Renewal. The plan is to be based on information entered into the AssetPlanner software program.

CURRENT STATUS

The Ministry requires that changes to the approved 3-year plan are submitted on a PMR Plan Amendment form. An emergent issue has been identified that needs to be included in the 2025 phase of the approved plan. The project was not included in the 3-year plan approved by the Board in May 2025 that included the 2025-26 school year. A Board motion is required to submit the plan amendment.

PROS AND CONS

N/A

FINANCIAL IMPLICATION

The total cost of the identified projects is estimated at \$17,000. Funds will be taken from existing PMR dollars that were being held as a contingency fund.

PREPARED BY:	DATE	ATTACHMENTS
Michelle Pickett	November 25, 2025	Two

RECOMMENDATION

That the proposed PMR plan amendment be approved as requested and submitted to the Ministry of Education.

Northwest #203

[illegible]

Ministry of Education
Preventative Maintenance and Renewal Authorization Form

☐ Three Year Plan☒ Amendment Form

Board Motion #

November 25, 2025

Amendment for the following:

Marshall - Fire Panel

Carpenter - RO system for gym humidifier

Printed Name Michelle Pickett

Signature _____

Title CFO

School Division Northwest #203

Date November 25, 2025

6.10: Accessibility Plan



MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☐ Information
☐ Committee of the Whole	☒ New Business	☒ Decision
	☐ Reports from Administrative Staff	☒ Discussion
	☐ Other: Delegations	

BACKGROUND

The Accessible Saskatchewan Act came into effect in 2023 with the goal of removing and preventing barriers that limit the full and equal participation of persons with disabilities. The Act outlines requirements for public sector organizations, including school divisions, to identify, remove, and prevent accessibility barriers in areas such as employment, communication, transportation, the built environment, and the delivery of programs and services.

CURRENT STATUS

Our school division has begun preliminary work on the Accessibility Plan in alignment with provincial requirements. A small working group has been tasked with drafting the plan. The group has reviewed the government's guidance document and templates provided through the Accessible Saskatchewan website. Our plan will be posted on our website by December 3, 2025.

PROS AND CONS

FINANCIAL IMPLICATION

PREPARED BY:	DATE	ATTACHMENTS
Jennifer Williamson	November 17, 2025	Accessibility Plan

RECOMMENDATION

Review draft copy, provide any feedback and approve final copy.



6.11: Makwa Tuition Agreement

MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☒ Information
☐ Committee of the Whole	☐ New Business	☒ Decision
	☒ Reports from Administrative Staff	☒ Discussion
	☐ Other: Delegations	

BACKGROUND

The school division currently has tuition services agreement in existence pertaining to federal students attending the Ernie Studer School in Loon Lake. Discussions were conducted regarding a new tuition services agreement with the Makwa Sahgaiehcan First Nation.

In 2013 - The two parties reached consensus regarding the terms of a new agreement. Current practices and legislation were taken into consideration to ensure that all aspects of the agreement were in alignment with existing rules and regulations. The draft agreement was sent to the SSBA legal services department for review to ensure legislative compliance and Board liability issues were addressed. As of 2025 - the Education Services Agreement has not been signed.

CURRENT STATUS

NWSD#203 CFO reached out September 16th, 2025, to arrange a meeting with Makwa Sahgaiehcan First Nation (MSFN). We were able to touch base November 6th, 2025, with Chief and some Council, MSFN Director of Education, and MSFN Education committee members. Both parties are eager to sign the Education Services Agreement and form a relationship/partnership to work together going forward.

The two parties have been able to reach consensus regarding the terms of the new agreement. Current practices and legislation have been taken into consideration to ensure that all aspects of the agreement are in alignment with existing rules and regulations. The draft agreement has been sent again to the SSBA legal services department for review to ensure legislative compliance and Board liability issues have been addressed.

PROS AND CONS

N/A

FINANCIAL IMPLICATION

Tuition fee calculations will be based on Regulation 20 of the *Education Regulations, 1986*.

PREPARED BY:	DATE	ATTACHMENTS
Michelle Pickett	November 13, 2025	Makwa S Tuition Agreement

RECOMMENDATION

That the Education Services Agreement with the Makwa Sahgaiehcan First Nation be approved.

7.1: Director's Report

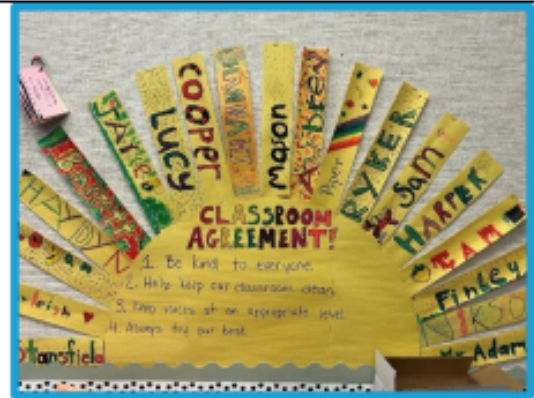
BOARD OF EDUCATION

DIRECTOR OF EDUCATION REPORT

November 25, 2025

CONNECTIONS

School Visits: Student Voice



We want to hear from you

on Accessibility in NWSD

Students, Parents, Staff & Community are invited to complete the Accessibility Survey

Survey Window | October 6-22



Accessibility Plan: Northwest School Division is creating an Accessibility Plan under the Accessible Saskatchewan Act (ASA) and the plan will be posted on our website by December 3, 2025. To hear from students, families, staff, community members, and anyone who uses or hopes to use our schools, services, or facilities we have shared a survey to gather information for people to share their experiences and ideas to help us identify barriers and improve accessibility.

Leadership Meetings: On October 14, 2025, an in-person administrator meeting was held using a Café style discussion format. Four stations were organized: Mental Health and Well-being, Indigenous Education Reference Framework, Leadership Styles, and Classroom Observations. Productive conversations took place regarding the pressures faced by administrators, along with opportunities to exchange effective classroom observation strategies. Participants completed an exit survey to provide feedback and indicate topics of interest for future meetings. Additionally, on October 15, 2025, I met with the Facility and Maintenance team for an initial session focused on addressing frustrations and responding to their questions.



Building Safer, More Supportive School Communities through VTRA Training

This month, we hosted a two-day Level 1 Violence Threat Risk Assessment (VTRA) training in partnership with the Centre for Trauma Informed Practices (CTIP). The training brought together school leaders, school staff and counsellors to strengthen our collective capacity to identify, assess, and respond to potential threats of violence in a trauma-informed and collaborative way.

Participants explored the three-stage VTRA model, from initial data collection to risk evaluation and intervention planning, through hands-on scenarios and case studies. A key focus was understanding that most serious incidents are evolutionary, not spontaneous, and that early identification and coordinated response can prevent harm while supporting student well-being.

The training reinforced the importance of multi-agency collaboration, ensuring education, mental health, RCMP, and social services work together using a shared language and consistent process. By adopting the VTRA framework, we continue our commitment to fostering safe, caring, and inclusive learning environments for all students.



School/Community Connections: Attended the Adulting Day (Grades 6-12) and Big Kids' Basics Day (Grades 1-5) at Hillmond Central School on October 23, 2025. It was an occasion to interact with students, parents, and community members who provided insights into different professions. Sessions attended included Commercial Pilot, Engineering Basics, Barber-Q, Hair and Esthetics, Stranger Danger, Pet Care, and Personal Hygiene.

Sask. Distance Learning Centre (SDLC): At present, there are 57 full-time students and 279 part-time students registered with the SDLC. Of the full-time students, 74% are in grades 10-12. Part-time students are enrolled in a range of electives, including Agriculture Production-Cow/Calf A10/20/30, Agriculture Production-Equine Studies A10/20/30, Agriculture Production-Field Crop B10/20/30, Accounting 10/20/30, Agricultural Equipment Technician 20/30, Agriculture and Sustainable Food Systems 20, Animation B20, Astronomy 20L, Autobody 10/A20, Baseball Skills 10L/20L, Construction and Carpentry 10, Exercise Science 30L, Food Studies 30, Forensic Science 20L, Interior Design and Decorating 30, Law 30, Mechanical and Automotive 10/A20/B20, Mental Wellness 30L, Photography 10, Sport Psychology 20L, Welding 10/20, and Wildlife and Habitat Studies 10/20. Core classes are utilized when a student is missing a required course and cannot take it at their local school.

Supporting Student Well-Being: Insights from *The Anxious Generation*

Many educators have been reflecting on Jonathan Haidt's *The Anxious Generation*, a powerful look at the rise of anxiety, depression, and loneliness among youth. The book offers valuable insights for schools as we continue to strengthen student mental health and well-being.

1. Reclaiming Play and Independence

Haidt reminds us that unstructured, outdoor play has sharply declined over the past two decades. Opportunities for autonomy and exploration are essential for confidence and resilience. Schools can help by creating more space for movement, creativity, and student-led learning.

Major Depression Among Teens

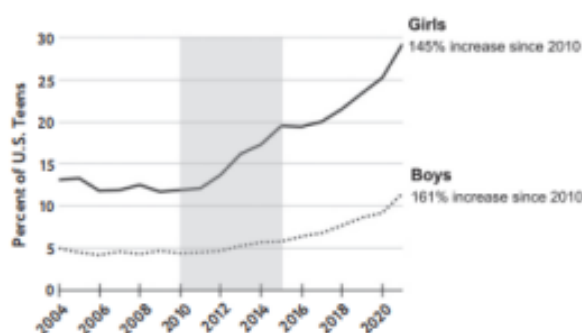


Figure 1.1. Percent of U.S. teens (ages 12-17) who had at least one major depressive episode in the past year, by self-report based on a symptom checklist. This was figure 7.1 in *The Coddling of the American Mind*, now updated with data beyond 2016. (Source: U.S. National Survey on Drug Use and Health.)³

2. The Impact of the “Phone-Based Childhood”

The shift to constant connectivity has deeply affected how students socialize and see themselves. Encouraging digital balance, through phone-free learning environments, digital literacy, and open conversations about social media, can help students reconnect with real-world relationships.

3. Building Real Connections

Face-to-face interaction remains one of the strongest protective factors for mental health. Prioritizing collaboration, peer mentorship, and restorative practices helps strengthen belonging and community within our schools.

4. Fostering Resilience, Not Overprotection

While we want to protect students, Haidt cautions against shielding them from every challenge. Allowing space for healthy struggle and problem-solving helps students develop coping skills and confidence in themselves.

5. The Power of Belonging

Strong relationships, with peers, staff, and caring adults, remain the most effective antidote to anxiety. When students feel seen, supported, and connected, they thrive.

As educators, we play a vital role in helping students rediscover balance—less screen time, more real time; less perfection, more play. Together, we can create environments where students feel capable, connected, and grounded in a sense of belonging and purpose. For more information, please refer to the supplemental resources found at [Online Supplement for The Anxious Generation](#) | Jonathan Haidt.

Anxiety Prevalence by Age

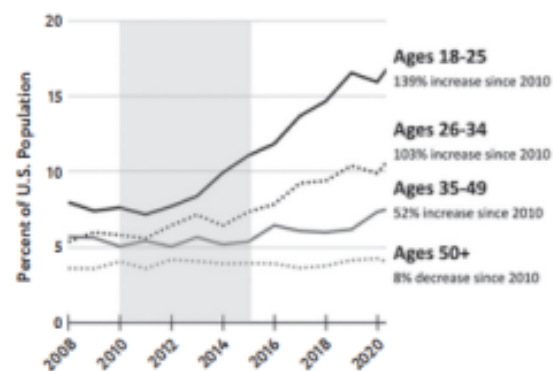


Figure 1.3. Percent of U.S. adults reporting high levels of anxiety by age group. (Source: U.S. National Survey on Drug Use and Health.)¹¹

Professional Development: Johnson and Shoyama and LEADS Module- The Role of the Director & Sr. Staff in Working with an Elected Public Sector Board

The pre-work and second day of Public Sector Governance by Johnson and Shoyama were completed. This session addressed Fiduciary Duty, Duty of Care—both legal standards—and Financial Stewardship. The discussion included approaches to managing conflict of interest related to Fiduciary Duty, as well as actions associated with demonstrating Duty of Care. The session also provided information about the timing and methods of Financial Stewardship and clarified the responsibilities of the Board and Administration.

I also attended mandated the Role of the Director & Sr. Staff in Working with an Elected Public Sector Board in Regina, along with the Board Chair and CFO. Here were some key takeaways:

Strategic Leadership & Governance

- Effective school boards and directors work as one team, focusing on clear governance structures, role clarity, and unified decision-making.
- Strategic leadership means anticipating future needs, mobilizing resources, and maintaining a shared vision for educational excellence.

Building High-Performing Teams

- Successful teams foster trust, open communication, and shared goals.

7.2: Financial Reports



MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☒ Information
☐ Committee of the Whole	☐ New Business	☒ Decision
	☒ Reports from Administrative Staff	☒ Discussion
	☐ Other: Delegations	

BACKGROUND

Financial reports are presented regularly.

CURRENT STATUS

The statement is for the period September 1, 2025, to October 31, 2025.

PROS AND CONS

N/A

FINANCIAL IMPLICATION

N/A

PREPARED BY:	DATE	ATTACHMENTS
Michelle Pickett		One

RECOMMENDATION

That the financial report for the period ending October 31, 2025, be approved.

Northwest School Division #203							
Statement of Operations and Accumulated Surplus							
For the Period from September 1, 2025 to October 31, 2025							
	2025-26 Budget	Current Year Actual	Budget Remaining	Budget % Remaining	2024-25 Actual	Actual Variance	Explanation
REVENUE							
Grants	65,077,469	10,498,156	(54,579,313)	83.87%	TBD	TBD	FOG entry - SEB 23/24 retro \$148k, Grant \$4.3mill, SFL \$751k, NFSP Grant \$84k, MHCb 55k switched this year
Tuition and Related Fees	3,840,563	-	(3,840,563)	100.00%	TBD	TBD	Billed for Sept - Dec billed 3 times a year - approx. Oct, Feb, May
School Generated Funds	1,837,000	-	(1,837,000)	100.00%	TBD	TBD	Recorded at yearend
Complementary Services	1,364,273	416,577	(947,696)	69.47%	TBD	TBD	Prek 81K, CNP 28.6K
External Services	1,315,715	201,152	(1,114,563)	84.71%	TBD	TBD	fog entry
Capital Revenue	-	29,198	29,198	NA	TBD	TBD	
Other	150,000	17,867	(132,133)	88.09%	TBD	TBD	lle-x services
Total Revenue	73,585,020	11,162,950	(62,422,070)		TBD	TBD	
EXPENSES							
Governance	297,054	11,132	(285,922)	96.25%	TBD	TBD	Expenses from last board meeting
Administration	3,254,165	395,394	(2,858,771)	87.85%	TBD	TBD	Admin salaries & benefits
Instruction	49,820,305	7,267,114	(42,553,191)	85.41%	TBD	TBD	Instructional salaries & benefits
Plant	11,039,278	1,168,715	(9,870,563)	89.41%	TBD	TBD	Plant salaries & benefits
Transportation	6,393,570	724,102	(5,669,468)	88.67%	TBD	TBD	Transportation salaries & benefits
Tuition and Related Fees	781,803	-	(781,803)	100.00%	TBD	TBD	
School Generated Funds	1,837,000	-	(1,837,000)	100.00%	TBD	TBD	
Complementary Services	1,981,009	283,579	(1,697,430)	85.69%	TBD	TBD	prek salaries & benefits, ELIS, michif
External Services	1,332,009	165,039	(1,166,970)	87.61%	TBD	TBD	ISSI salary & benefits, JP EA's
Total Capital Expenditures	350,000	-	(350,000)	100.00%	TBD	TBD	
Interest, Bank Fees, and other Expenses	188,710	17,936	(170,774)	90.50%	TBD	TBD	
Total Expenses	77,274,902	10,033,010	(67,241,893)		-	-	
(Deficit) surplus for the Period	(3,689,882)	1,129,940	(4,819,822)		TBD	TBD	
Accumulated Surplus, Beginning of Year	TBD	TBD			76,065,005	TBD	
Accumulated Surplus, End of Period	TBD	TBD			TBD	TBD	
Tangible Capital Assets - Beginning of Year	54,801,993	54,801,993	-	0.00%	55,100,120		\$655K Computers&audio visual, \$316K Furniture&equip, \$94K Cargo van, \$1.3M track, \$863K busses
Tangible Capital Asset Purchases	3,264,642	1,209,866	(2,054,776)	-169.84%	3,257,616		
Amortization	(4,215,750)	(4,825,000)	(609,250)	12.63%	(3,555,743)		
Tangible Capital Assets - End of Period	53,850,885	51,186,859	(2,664,026)		54,801,993		



10.3: Calendar

MEETING DATE: November 25, 2025

FORUM	AGENDA ITEMS	INTENT
☒ Board Meeting	☐ Correspondence	☒ Information
	☒ Reports from Administrative Staff	☐ Discussion

CURRENT STATUS

Northwest School Division Schedule

Professional Development (extended day for teachers)

Christmas Break (includes Christmas & New Years)

Last Day of Classes

School Reopens

Final Exam Schedule (High School)

Semester Turn Around / School Planning Day (no classes)

Winter Break (including Family Day)

Professional Development (extended day for teachers)

Spring Break (includes Good Friday & Easter)

Last Day of Classes

School Reopens

Professional Development (extended day for teachers)

Victoria Day (no school)

Final Exam Schedule (High School)

Professional Development (extended day for teachers)

Admin Days

Wednesday, November 26

Friday, December 19, 2025

Monday, January 5, 2026

Monday to Thursday, January 26-29

Friday, January 30

Monday-Friday, February 16-20

Wednesday, March 4

Thursday, April 3

Monday, April 13

Wednesday, April 29

Monday, May 18

Monday-Thursday, June 22-25

Friday, June 26

Monday & Tuesday, June 29 & 30

SSBA Events (<http://saskschoolboards.ca/>) - 2025

2026 Trustee Academy – via Zoom – January 29, 2026

2026 Spring Assembly – April 16-17 (Sheraton Cavalier)

Board Meetings – 2025 – Second Thursday of each month

PREPARED BY:	DATE	ATTACHMENTS
Shirley Gerstenhofer	November 17, 2025	



11.3: Minutes-Governance Committee

MINUTES OF THE GOVERNANCE COMMITTEE OF THE NORTHWEST SCHOOL DIVISION
NO. 203 HELD TUESDAY OCTOBER 7, 2025 AT 8:00 A.M. VIA TEAMS

Trustees Present: Barb Seymour, Kristen McGowan, Travis Neufeld
In Attendance: Jennifer Williamson

Barb called the meeting to order at 8:00 a.m.

Agenda	Kristen	That the agenda be adopted. CARRIED
Goals and Priorities		Policy 3 (Travis), Policy 11 (Kristen) and Policy 12 (Barb) to be reviewed and brought to November Board meeting. New Policy 17 and Enterprise Risk Management to be discussed at a potential December Board meeting. Future review of Policy 16 with SCC Stakeholder engagement. Policy 14 was recently reviewed following the last School Review process and committee feels it is current.
Next Meeting		Informally at SSBA Fall Assembly
Adjournment	Travis	That we adjourn. CARRIED Time: 8:29 a.m.

Barb Seymour, Committee Chair

Travis Neufeld, Committee Secretary