

## **CALGARY BOARD OF EDUCATION**

Minutes of the Regular Meeting of the Board of Trustees (the "Board") held in the Board Room, Education Centre, 515 Macleod Trail SE, Calgary, Alberta on Tuesday, May 17, 2011 at 5:00 p.m.

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### MEETING ATTENDANCE

#### Board of Trustees:

Trustee P. Cochrane, Chair  
Trustee C. Bazinet  
Trustee J. Bowen-Eyre  
Trustee L. Ferguson  
Trustee P. King  
Trustee G. Lane  
Trustee S. Taylor

#### Administration:

Ms. N. Johnson, Chief Superintendent of Schools  
Mr. D. Stevenson, Deputy Chief Superintendent of Schools  
Mr. F. Coppinger, Superintendent, Facilities and Environmental Services  
Ms. C. Faber, Superintendent, Learning Innovation  
Mr. J. Johnston, Superintendent, Human Resources  
Ms. D. Lewis, Superintendent, Learning Support  
Ms. D. Meyers, Superintendent, Finance & Business Services  
Mr. R. Peden, General Counsel and Corporate Secretary  
Mr. R. Peter, Chief Communications Officer  
Ms. D. Doll, Assistant Corporate Secretary  
Ms. S. Wasylshyn, Executive Assistant to the Trustees  
Ms. D. Perrier, Recording Secretary

#### Stakeholder Representatives:

Ms. A. Guinn, Calgary Association of Parents and School Councils  
Mr. F. Reaume, Canadian Union of Public Employees, Local 40  
Ms. J. Regal, Alberta Teachers' Association, Local 38  
Ms. L. Robb, Calgary Board of Education Staff Association

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### **1.0 CALL TO ORDER, NATIONAL ANTHEM AND WELCOME**

Chair Cochrane called the meeting to order at 5:00 p.m. on the plaza and the singing of the national anthem took place, led by the Colonel J. Fred Scott Handbell Choir.

The meeting reconvened in the Board Room and Chair Cochrane acknowledged and welcomed stakeholder representatives from the organizations as noted above.

### **2.0 CONSIDERATION/APPROVAL OF AGENDA**

Ms. D. Doll, Assistant Corporate Secretary, noted that responses to three public questions that were posed at the Regular Board Meeting on May 3,

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2011 would be provided in Agenda Item 5.3; that there were three new public questions to be asked under Item 5.3; there was one stakeholder report to be given under Item 5.4; there was one trustee inquiry to be made under Item 5.5; and Item 9.1.1, Approval of Minutes, was removed from the Consent Agenda and would be considered immediately following the Consent Agenda.

MOVED by Trustee Lane:

**THAT the Agenda for the Regular Meeting of May 17, 2011, be approved as submitted, subject to the changes as noted.**

The motion was  
CARRIED UNANIMOUSLY.

### **3.0 SCHOOL/SYSTEM PRESENTATIONS**

There were no presentations.

### **4.0 HONOURS AND RECOGNITIONS**

There were no honours or recognitions.

### **5.0 PUBLIC CONVERSATION AND INFORMATION**

#### **5.1 Report from the Chair and Trustees**

- Trustee Ferguson shared that on May 15<sup>th</sup> she and Trustee King attended the Educational Muslim Achievement Awards celebration, where students were recognized for their academic and athletic achievements. She presented the Board with a plaque from the Muslim Association of Canada – Calgary Chapter in recognition of the Calgary Board of Education (“CBE”)’s contribution and support.
- Trustee Bowen-Eyre attended several events and provided the following comments:
  - May 5<sup>th</sup> official opening of Royal Oaks School;
  - An event was recently held at the University of Calgary by the imagineCALGARY partners. The focus of the event was to look at one of the targets - sustainability, and how the partners are planning for it long term. She shared that it was evident at this event that the CBE is not only a leader, but also an innovator in terms of sustainability. She commended CBE employees Ms. O. Olafson and Mr. R. Jacques, for their great passion in detailing the CBE’s involvement in the partnership.
  - A meeting was held last week at Arbour Lake Middle School and she noted that parents and students have been closely watching the building and development of the new North West High School. Thirty-five students represented the school population to talk about their options and opinions about the new high school, which they will be attending.
- Trustee King noted that she spent time in Edmonton with some CBE students who were competing in the provincial SKILLS competition.

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She noted that the students did well in the competition. She said that to see students support each other, and staff support students who were not specifically connected to their own school, was very inspiring.

- Trustee Bazinet shared that she attended an Opera at Fish Creek School. She noted that the Calgary Opera works with three to four schools each year, helping students to write and perform an Opera. Calgary Opera developed an educational component for this work and over the past nine months the students have benefited from an amazing artistic and collaborative process with a professional artist and teaching staff.

## **5.2 Report from the Chief Superintendent**

Chief Superintendent Johnson provided the following remarks:

- She thanked trustees for the opportunity given to CBE superintendents to attend the Leadership Academy hosted by the College of Alberta Schools' Superintendents in Banff, Alberta. The conference was attended by representatives of school superintendents from all over Alberta as well as from Saskatchewan and Manitoba. They had the opportunity to work with Dr. Michael Fullan and Dr. Ben Levin, both well-known Canadian educators.
- The Canadian General Counsel Awards, Canada's only national program designated to recognize excellence in in-house counsel, will be held in Toronto, Ontario on June 13, 2011. She announced that Mr. R. Peden, General Counsel and Corporate Secretary, was nominated for the award and had been named one of the five finalists for the Business Achievement category.

## **5.3 Public Question Period**

Chair Cochrane noted that question period is given fifteen minutes on the agenda, in accordance with Board Procedures. The three questions posed at a previous board meeting and the administrative responses to those questions would be read into the record. The three new questions received would be read into the record if the people posing the questions were present, and responses to those questions would be provided at this meeting if time permitted, or otherwise at a future public board meeting.

Ms. Doll, Assistant Corporate Secretary, re-read the public questions that were received on May 3, 2011, as follows:

1. Question from Ms. T. Hurdman:

*"On April 25, the CBE provided a breakdown of how much each service unit contributed to the \$39.1 million dollars in administration expenses for the 2010-2011 operations budget. Can you add in the number of full time employees (FTEs) included in each of these service units that are considered part of administration? Also, excluded from administration expenses was \$5 million dollars from the Office of the Chief Superintendent, \$7.5 million from Human Resources and \$47.5 million from Finance and Business Services. Can you please provide a*

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*detailed breakdown of this \$60 million dollars with FTEs, by referencing the specific points in each subsection outlined in the ASBOA accounting guidelines that each portion of this \$60 million would fall under?"*

Superintendent Meyers provided the following response:

"Please note the chart below reflecting staff and associated expenses are derived from the updated Approved 2010/2011 Budget approved by the Board of Trustees on December 7, 2010.

On the left hand side of the chart the full time equivalent (FTE) employees, associated with administrative functions, have been identified for each of the applicable service units.

Reflected on the right hand side of the chart are the FTEs and budget for associated non-administration functions for the Chief Superintendent, Finance and Business Services, and Human Resources.

Also, please note that in the fall of 2010, some service units were realigned, with regards to departments reporting to new superintendents. These adjustments are thereby reflected in the following chart (right-hand column).

**2010/2011 Modified Approved Budget (\$Millions)**

Service Unit	Board & System Administration Block		Other Expense Blocks				
	FTE	Total Budget \$	FTE	Instructional Support	Operations & Maintenance	External Services	Total Budget \$
Board of Trustees	2.0	\$1.7	-	-	-	-	-
Chief Superintendent			-	-	-	-	-
Office of the Chief Superintendent		1.6	-	-	-	-	-
Communications		1.5	-	-	-	-	-
Legal Counsel		3.1	-	-	-	-	-
	39.6	6.2	34.6	\$7.2	1.9	-	9.1 <sup>(1)</sup>
Facilities & Environmental Services	2.3	0.9	-	-	-	-	-
Finance & Business Services	60.5	7.9	29.0	17.0	1.7	2.4	21.1 <sup>(2)</sup>
Human Resources	45.4	14.7	66.9	7.4	0.3	-	7.7 <sup>(3)</sup>
Learning Support	2.0	0.4	-	-	-	-	-
Learning Innovation	40.1	7.3	-	-	-	-	-
<b>Total</b>	<b>191.9</b>	<b>\$39.1</b>	<b>130.5</b>	<b>\$31.6</b>	<b>\$3.9</b>	<b>\$2.4</b>	<b>\$37.9</b>

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- (1) The \$9.1 million reflects expenditures in the Chief Superintendent's Office for the following:
  - \$7.2 million in instructional support block cost tied to the 5 Area Offices, FOIPP and instructional contingency provisions.
  - \$1.9 million in operations maintenance block tied to insurance premiums embedded in the Legal Services budget.
  
- (2) The \$21.1 million reflects expenditures in Finance and Business Services for the following:
  - \$17.0 million in instructional support block costs primarily tied to one time technology projects for schools (\$3.4 million), amortization of instructional systems, equipment and instructional support facility space (\$7.2 million), instructional support lease space interest expenses (\$2.0 million), ATA staff development fund contributions (\$1.0 million), and instruction support finance staff costs.
  - \$1.7 million in operations and maintenance block tied to financial staff support costs and amortization expense.
  - \$2.4 million in external block tied to support for Education Matters, and amortization and lease interest expense tied to top two floors of the new Education Centre. The budget reflects the sub-leasing of these floors to external users in 2010/2011.
  
- (3) The \$7.7 million reflects expenditures in Human Resources for the following:
  - \$7.4 million in support of professional improvement fellowships for instructional staff and to facilitate CBE staff seconded to other organizations (recovered through external billings) and staff costs in direct support to Areas and Schools.
  - \$0.3 million on staff costs in direct support to operations and maintenance departments (includes secondment expense recovered by external billing)."

2. Question from Ms. L. Newton:

*"Could the CBE share any feedback that they have received from the Ministry in regards to the Accountability Framework?"*

Superintendent Meyers provided the following response:

"In regards to the Accountability Pillar tied to financial matters, there are no prescribed stand-alone documents stated or required from Alberta Education. However, when it comes to accountability and financial reporting to Alberta Education, the Calgary Board of Education provides an Audited Financial Statement (AFS) in the format mandated by Alberta Education and as required by the *School Act* (November 30<sup>th</sup> of each year). Feedback is provided to all jurisdictions on the submitted AFS. The feedback is usually received two to three months after the submission of the statements. Feedback received pertains to disclosure and confirming amounts in any of the statements or schedules.

In addition, embedded in the Calgary Board of Education's Annual Education Results Report there are financial summary details of the most recently completed fiscal year, including revenues, expenses by program, any net use or application of operating funds and the organization's overall financial position. As mandated by Alberta Education, the organization further provides financial information

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regarding School Generated Funds (SGF) and under this program how revenues are generated and how funds are spent to augment student learning.

In the Accountability Pillar Report, Alberta Education provides authorities with a scorecard of results, identifying successes and areas of concern. Issues of concern are addressed through the following year's Three Year Education Plan.

In the Accountability Pillar Report, authorities receive a Measure Evaluation on each one of sixteen dimensions, some of which, e.g. Safe and Caring Schools, are based on perception data from the Accountability Pillar Survey; others, e.g. Student Learning Achievement, are based on our results on provincial examinations. The report also draws on quantitative data such as high school completion rates and diploma exam participation rates."

3. Question from Ms. L. Newton:

*"In response to the 2005/2006 Auditor General's Report, Alberta Education set up a Task Force under MLA Janice Saarich, Parliamentary Assistant to the Minister of Education.*

<http://www.asboa.ab.ca/PDF/jsfinancialtaskforceeditsfinal.pdf>

*Out of this 2010 report came a set of best practices to assist trustees and superintendents to improve the efficiency and effectiveness of their financial oversight activities. Could the board go through the list and comment on each of the best practices as they pertain to the Calgary Board of Education."*

Superintendent Meyers provided the following response:

"It is incumbent upon the Calgary Board of Education (CBE) to utilize best practice, sound financial business processes and incorporate these within the budgeting, monitoring and reporting cycles of the organization.

Below is a commentary on how the CBE incorporates these as referenced in the checklist found on page 53 of Appendix 6 to the 2010 report identified above.

Building Financial Capacity for School Board Trustees and Superintendents - Appendix 6 – Best Practices:

Budget Assumptions

- Considerable planning for the Operating Budget takes place – usually commencing in December of each fiscal year.
- The CBE fully considers the enrolment projections forecasted for the upcoming year (all types) and these are provided to the Board in January.
- The CBE identifies and incorporates the following budget assumptions which are shared with the Board:
  - CBE Finance Department considers and collaborates with Human Resources regarding resolved and expected salary

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- increases based on comparable organizations (i.e. City of Calgary) and considers general economic conditions for all staff.
- CBE considers all grid movements anticipated for staff in those specified categories.
- CBE considers all announced statutory changes (employer's share of CPP, EI, Pension plans).
- The CBE includes revenue change expectations (uses the Provincial Budget announcement and all associated grant rate changes).
- Other income sources (non Provincial) are fully considered (ie: interest income/fees).
- Transportation budget is considered including inflationary increases (fuel prices, etc.) and expected service offerings.
- Identifies all other contractual obligations (changes).
- The CBE builds and develops the budget in full alignment with the CBE Three-Year Education Plan.
- The Preliminary Budget and supporting assumptions and documentations are shared with the Board of Trustees as part of the budget approval process.

#### Budget Updates

- The Entire CBE budget is recalculated in the first quarter of every school year and reflects the confirmed student count at September 30 and all program requirements based on confirmed student need (i.e., demand for full day Kindergarten.) all revenues are recalculated and the Resource Allocation Method (Fall Schools RAM process) confirms the spending at schools and any required amended operating reserve draw(s) are placed before the Board for their consideration and approval.
- The Fall Budget Update or a full Budget Report, as prescribed by Alberta Education, is placed before the Board of Trustees for approval before being formally submitted to Alberta Education.
- The budget is updated to reflect changes for revenues and associated expenses, staffing changes and finalization of operating reserves for the previous year.

#### Financial Monitoring

- The Board of Trustees receives quarterly reports with projections to year end (Variances) for both the operating and capital budgets in accordance with Executive Limitation 11: Financial Condition.
- Superintendents' Team monitors all spending for the organization as a whole and individual Superintendent's monitor their own operating or capital budgets at the Department and Service Unit level, significant variances are investigated and mitigated as required during the year.

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- Managers, Directors and Superintendents have explicit responsibility for budgetary control as articulated in their position description for their area of accountability.
- Recommendations for budget adjustments by the Board of Trustees is communicated through these quarterly reports for consideration and approval.

#### Financial Health

- Is a dual responsibility of the Board of Trustees and Superintendents Team. Avoiding fiscal jeopardy is always in the forefront of the operating budget process to ensure a liquid and long term sustainable service offer to students. The Board of Trustees has prescribed Executive Limitations and especially Executive Limitation 10 – Budget Process to ensure prudent budgeting processes to ensure the long term financial health of the organization. The Board monitors compliance with EL-10 on an annual basis. The Financial Health of the organization is also considered with respect to available operating reserves to support any planned expenditures on a one time basis. The Board's auditors also monitor the health of the organization as part of the annual audit process (going concern).
- Projections are forecast out two to three years to ensure the long term fiscal health of the organization is not jeopardized.

#### Audit Committee

- The Board of Trustees has a fully functioning audit committee that recommends approval of the audit plan and recommends to the Board of Trustees approval of the year end financial statements. The audit committee exercises its function through approved Terms of Reference. The Audit Committee includes board members and external public members to review internal control adequacy. Members of the Audit Committee are able to ask questions of the appointed external auditors about any audit findings or other matters with and without administration present.

#### Internal Audit

- The organization has an internal controls advisor position within Corporate Financial Services whose primary function is to provide general advice and best practice concepts regarding matters of internal control. In addition, the auditors through their audit findings, report potential internal control improvements to Administration.

#### Capacity Training for School Board Trustees and Superintendents

- Internal training is provided to new Trustees following election, and includes financial reporting, financial literacy, financial monitoring and governance by CBE staff and through the Alberta Schools Boards Association."

Ms. Doll stated that the responses would also be provided in writing to the members of the public who posed the questions.

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Ms. Doll noted that a question had been received from Ms. S. MacDonald, however, subsequent to asking if she was in the public gallery and finding that she was not present, the question was not posed.

Ms. Doll read into the record a public question that had been received from Ms. K. Peters, as follows:

*"Why is the Calgary Board of Education risking the safety of special needs children by transporting them via taxi rather than school bus to save money?"*

Ms. Doll stated that a response would be provided in writing to Ms. Peters as soon as possible and it would be read into the corporate record at a future public meeting.

Ms. Doll read into the record a public question that had been received from Mr. L. Leach, as follows:

*"When will the 13-page legal opinion given to trustees on April 15 be made available to the public, and if it will not be released, why?"*

Ms. Doll stated that a response would be provided in writing to Mr. Leach as soon as possible and it would be read into the corporate record at a future public meeting.

Chair Cochrane reminded the Board that with respect to public inquiries, point (iv) of the Board Meeting Procedures states "If the Board of Trustees determines that any public inquiry will result in an excessive expenditure of time and/or resources, the Board of Trustees shall, by majority vote, determine whether it wishes to spend such resources to answer the inquiry". She concluded that, in the future, the Board may wish to inquire of Administration how much time is required to produce responses to public questions.

#### **5.4 Stakeholder Reports**

##### **5.4.1 Ms. H. Mowat, Member of the Public**

Ms. Mowat shared her beliefs about government and organizations. She stressed her viewpoint that we have institutions that are not serving the public and that decisions must be made by parents and teachers to start home schooling, as a result.

#### **5.5 Trustee Inquiries**

An inquiry was submitted by Trustee Bowen-Eyre, as follows:

*"Why was there no community engagement and public consultation prior to the decision regarding the changes to the CBE's second language initiative?"*

Chief Superintendent Johnson responded as follows:

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"The CBE places high importance on consultation with our communities and stakeholders to inform decisions. The process may not always be visible to all stakeholders, but it does happen. In relation to the decision to remove the "mandatory" from "mandatory second-language programs" for grades 4 to 9, the specific and ongoing process related to this decision are as follows:

Changes regarding second language learning were made in consultation with school administration. School administration works daily with their school counsels and communities to understand and respond to evolving needs.

One of the common themes from parents is the desire for choice in education. It is no surprise then that moving to address parent and student choice in determining second-language opportunities and services is foundational to the personalization of learning and the CBE's Three-Year Education Plan.

French was never mandatory at the CBE. What was mandatory was that every student in grades 4 to 9 studied a second language since 2005. There are six language courses offered and will still be available where they are the choices of students and parents. By providing choice in second-language learning, we engage students and parents in making commitments to high-quality, second language opportunities through grades 4 to 9.

French was and remains the most popular choice of students and parents. It follows that French will continue to be offered in those communities who want it.

While it is true that Canada is officially bilingual, our rich country is also multicultural and multilingual.

- The CBE has 7,200 students registered in French immersion.
- 2,200 students are registered in our Spanish-bilingual program.
- Thirty-five CBE schools have a second language immersion program, with more coming on stream.
- The CBE offers a multitude of language choices in many of our schools including French, Spanish, German, Mandarin and Italian.
- The CBE teaches 24,000 English language learners. These students arrive at our schools speaking one, two, three or more languages, excluding English. Learning English is their priority

Recent research regarding the "relevancy gap" and high school completion rates confirms that program choice that engages students and parents and works directly with school administration continues to raise standards and success in and beyond Kindergarten to grade 12 programs

To provide a review of the changes identified in support of personalization the following direction and support continues to apply regarding second language program opportunities within the CBE:

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- Alberta Education complementary optional courses in Chinese French, German, Cree, Blackfoot, Italian, Japanese, Latin, Punjabi, Spanish and Ukrainian language & culture programs may be offered in CBE grades 4 to 12;
- Grades 4 to 6 school administration will consult with school councils to determine second language program opportunities and choices;
- Grades 7 to 9 school administration will provide second-language courses for registration;
- The Alberta Guide to Education recommends 10 per cent of instructional time or 95 hours for second language instruction in a school year. At the high school level, second-language courses are timetabled for 125 hours. Courses are offered in the three year (3Y), six year (6Y) and nine year (9Y) streams, allow for multiple entry points and personalization and exploration of students' interest.
- Within the CBE, various service units and departments support and continue to support the second language learning throughout the CBE.

The CBE continues its ongoing commitment to second language learning. In addition to the school-based consultation processes, components such as the International Certificate, partnership agreements with other school boards (currently in negotiations), strong relationships with other countries through government contacts and embassies, student and teacher exchanges, visiting teacher programs, language credentialing in four languages as well as continued partnerships with external organizations such as Canadian Parents for French, support second language learning throughout CBE schools.”

## **6.0 ACTION ITEMS**

Chief Superintendent Johnson provided introductory comments for Items 6.1 and 6.2. She noted that the Board of Trustees recently directed Administration to examine the budget process and determine ways to maximize opportunities for trustee participation in view of certain potential pecuniary interests, which individual trustees could have, given their personal circumstances. Administration responded, where appropriate, based on information provided by the trustees, by creating specific recommendations within the budget-related reports being presented at this meeting, to permit trustees to participate in discussions and vote on the budget and budget-related items to the greatest extent possible.

With respect to the capital budget, Administration was unaware of any information that would require the need for further segregation of information, within the capital budget report. A trustee's pecuniary interest in relation to the capital budget would only be anticipated to arise in relation to Board approval of any underlying contract or commitment.

With respect to the transportation fee schedule, Administration separated the recommendations on fees into school groupings, thereby enabling

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trustees to declare any pecuniary interest only in relation to the school groupings affecting them individually.

Also, in relation to pecuniary interest that might arise as a consequence of a trustee having a teacher spouse or inter-dependent partner, Administration submitted the following information, which may impact the Board's budgetary considerations:

- The salaries and benefits of certificated staff are set under the terms and conditions of the collective agreement in place between the Board of Trustees of the Calgary Board of Education and the Alberta Teachers' Association (ATA), for the term of September 1, 2007 to August 31, 2012.
- The ATA's collective agreement provided in part that where a reduction in teaching and staff in system program cuts cannot be achieved by attrition, system seniority will be the sole determining factor.
- From the information Administration has to date, it was anticipated that the impact of the 2011-2012 teacher reductions will be limited to probationary teachers or in the worst case scenario there may be some limited impact on low seniority teachers.

### **6.1 Presentation and Consideration of Preliminary Capital Budget**

Superintendent Meyers provided brief remarks, and noted that Mr. W. Braun, Director, Corporate Financial Services, was available to assist in answering questions of the Board.

The following is a summary of the question and answer session that took place:

- Reference was made to page 6-6 of the report, Dr. Carl Safran Modernization/Addition, \$3 million for each of the next three years. Director Braun noted that at the completion of this project, the total investment will have been \$30 million. This was funded through interim financing, which will be paid out in ten equal installments of \$3 million each year to be applied towards the principle.
- Further down the same page, the line for projects to be identified shows specific amounts for each of 2012/13 and 2013/14, but there is no project identification. Director Braun explained that it simply is an extrapolation of the total for anticipated capital expenditures in 2011/12, with that figure used as an estimated expenditure over the three years, and the figures for this particular budget line in each of 2012/13 and 2013/14 are derived through balancing the figures to reach the total.
- Director Braun shared details about the process used by the Capital Budget Council in evaluating and ranking projects for prioritization. Each project was prioritized on its own merits with respect to its contribution to the CBE, and the dollar value of each project was not a consideration in the ranking process.
- Reference was made to page 6-3 of the report, regarding \$4.5 million in total, over the next two years, for New School Commissioning. In response to a question asked about the CBE having to top up that

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which is not covered by the province, Director Braun said the province provides furniture and equipment allocation funding, which is never enough to fully get a school operational. Over the past ten years, the CBE has topped up that funding.

- In response to a question of what restrictions apply when moving money from the capital budget into the operating budget, Director Braun noted that restrictions are applied to the use of capital reserve funds.
- \$2 million more is being spent on CBE-funded capital assets next year and the rationale for not increasing that to a higher amount is that there are a number of projects that commenced last year, that require completion in the next year.
- This capital financing is a short-term strategy, with the increase in amortization tied to the new Education Centre and the Dr. Carl Safran Centre, both of which are new assets that will not require input for a number of years.
- With respect to public engagement in this process, Director Braun stated that on the operating budget side there is significant collaboration. This budget speaks to capital asset replacement and part of the asset purchase is at the school decentralized level, which is expected to have received input as well at the school council level.
- Director Braun stated that \$1.25 million is allotted for the school decentralized budgets and that direct supports to the schools include the inclusive learning strategy and the learning resources strategy. He pointed out that the 2011-2012 Capital Budget funds are apportioned with approximately one-third of the total going to each of Administration, Teaching and Learning, and Facilities and Environmental Services.
- Superintendent Meyers addressed a question of how contingencies or risk variances are to be covered off, noting that the Budget Council meets regularly to review project reports and makes any necessary budget adjustments through redistribution on an as-needed basis.
- Administration concurred that the funding sources for this capital budget are not ideal and would not be considered for the long term; however, this gives us some time over the short term to smooth over the impact of what may potentially be continuingly decreased provincial funding.

MOVED by Trustee Ferguson:

- 1. THAT the 2011-2012 Capital Budget expenditures for the identified capital needs outlined in Attachments I to V to the report dated May 17, 2011 be approved.**
- 2. THAT the 2012-2013 and 2013-2014 Capital Expenditure Estimates be received for information.**

Chair Cochrane called for the vote on the motion.

The motion was  
CARRIED UNANIMOUSLY.

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## **6.2 2011/2012 Transportation Fee Schedule**

Trustees Taylor and Bowen-Eyre declared a pecuniary interest with respect to recommendation #3 of the report and each stated that they would leave the room prior to consideration of that recommendation. Trustee Bazinet declared a pecuniary interest with recommendation #5 of the report and noted that she would exercise her right on whether or not she should leave the room earlier as a result of the discussion becoming too broad.

Chair Cochrane described how the presentation would be provided by Administration given the pecuniary interests declared by certain trustees. She noted that this item had been pulled from the May 3, 2011 Regular Meeting for revisions to address potential pecuniary interests.

Superintendent Coppinger provided a brief overview of the report and noted that Mr. C. Davies, Director, Community Engagement and Operational Planning, was available to assist with questions of trustees.

MOVED by Trustee Ferguson:

**THAT the 2011/2012 Senior High School Transportation Fee Schedule, as outlined in Attachment I (Section A: 1) of the report be approved.**

Trustees posed questions, which were addressed by Administration and are summarized as follows:

- Comparisons had been made of the transportation fees charged by the four metro boards in the province, which Director Davies shared. The four metro boards in the province are the Calgary Public, Calgary Catholic, Edmonton Public and Edmonton Catholic.
- With respect to the \$18.50 rebate per month that is available to CBE students who are eligible Calgary Transit riders, the funds to cover that rebate are built into the CBE's budget. Students must hand in their bus pass at the end of each month to the school office and the rebate is directly deposited into the appropriate bank account of the student or parent.
- Approximately 60 percent of the 4,520 students that take Calgary Transit turn in their bus passes to claim the monthly rebate.
- Waiver applications are available for all CBE students who meet the criterion, which is based on the parents' eligibility for the Alberta Child Health benefit, which has its own criteria that is set by Alberta Health.
- Elementary and junior high school students are included in the family maximum count for transportation fees, but the senior high school students are not because they are eligible for a rebate.
- Some discussion was held around the possibility of increasing the transit fees, to alleviate increases to the charter transportation fees, but it was felt that the transit fee for the high school students was

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already higher than the charter fees, and also there was no fee increase passed on by Calgary Transit.

Trustee Ferguson provided rationale for the motion, noting that the fee and the rebate are proposed to remain the same as last year, and she believed that the reason for that is due to the proposed increase to the charter transportation fees.

A trustee shared how difficult it was to determine whether or not to support the motion when no opportunity exists to discuss the other recommendations or options.

Trustee Bazinet shared that she did not see the fees as being unrelated, declared a pecuniary interest with the matter and left the room (6:43 p.m.).

A trustee shared support for the motion, noting that Calgary Transit sets the fee for the bus pass.

Trustee Taylor shared that she had a number of questions that she did not feel comfortable with asking and declared a pecuniary interest with the matter and left the room (6:44 p.m.).

A Trustee expressed opposition to the motion, noting that there has been no increase in this fee for quite some time, and the CBE funds the rebate from its budget. It was felt to be an inequity.

Chair Cochrane called for the vote on the motion.

The motion was  
CARRIED.

In favour:	Trustee Bowen-Eyre Trustee Cochrane Trustee Ferguson Trustee Lane
Opposed:	Trustee King
Absent:	Trustee Bazinet Trustee Taylor

MOVED by Trustee Bowen-Eyre:

**THAT the 2011/2012 Kindergarten Charter Transportation Fee Schedule, as outlined in Attachment I (Section A: 2) of the report be approved.**

Trustees posed questions, which were addressed by Administration and are summarized as follows:

- Busing half-day Kindergarten students adds to the financial burden, with that cost being approximately \$1 million.
- A comparison of the fees charged by two other Alberta metro school boards with respect to the Kindergarten student transportation was provided.
- With respect to grandfathering the transportation fee for students who are impacted by a Board approved school closure taking effect for the

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2011/2012 school year, the cost is expected to be approximately \$50,000.

- Out of a total of 1,837 Kindergarten students that are being transported, approximately ten percent applied for a waiver of fees. With respect to the proposed fee increase, it is possible that a greater number of parents will make application for the fee waiver.
- The report contemplated a potential increase in the number of fee waiver applications as well as a potential reduction in the number of riders.
- Regarding the implementation consequences in relation to Kindergarten transportation fees, there would either need to be service level adjustments or there would need to be funds that would come into the transportation budget to subsidize costs. In the case of reviewing service levels, Administration would look at the route planning in relation to mid-day routes. It was noted that two other Alberta metro school boards do not currently provide mid-day runs for Kindergarten students.

Recessed: 7:00 p.m.

Reconvened: 7:13 p.m.

Trustees debated the motion, with comments summarized as follows:

- It is a struggle to consider increasing this fee by 60 percent. It is understood that transporting children back and forth to half-day and full-day Kindergarten programs can be challenging for some parents.
- All of the province's metro boards participated in the review of the transportation funding formula and a commitment was made to redesign the formula and have that in place by 2010. This has not been done and it is another broken promise by the government. The belief was shared that a plan to reduce the costs of transportation over the next few years may be needed.
- The city is sprawling and the CBE is unable to provide public schools in many residential communities, and it is believed important to be able to offer quality transportation both to and from school, especially for CBE Kindergarten students.
- Concern was expressed about increasing fees and decreasing service.
- A dilemma was noted as to whether to budget for the hiring of teachers and aides in CBE classrooms or whether to subsidize the costs of transportation for CBE students. It was felt that the conversation needs to be held on what the CBE's expectations are around this particular funding.
- It was questioned whether the Board should ask Administration to attempt to balance the input to instructional costs through the increase to transportation fees to a lesser amount. It was expressed that over time, with some of the CBE initiatives that have been utilized to close the gap between the transportation grants and the increased costs, and perhaps with some further advocacy, we might be able to better address this issue.

Action By:

- A trustee encouraged the Board to defeat the motion with the anticipation of motions arising following further consideration of the remainder of the report.
- Frustration was expressed with the lack of predictable and sustainable funding.

Chair Cochrane called for the vote on the motion.

The motion was

DEFEATED UNANIMOUSLY.

Absent:

Trustee Bazinet

Trustee Taylor

Trustee Bowen-Eyre left the room prior to the discussion of the elementary (grades 1 to 6) charter transportation fees (7:34 p.m.).

MOVED by Trustee Lane:

**THAT the 2011/2012 Elementary (grades 1-6) Charter Transportation Fee Schedule, as outlined in Attachment I (Section A: 3) of the report be approved.**

Administration responded to questions posed by trustees, and the discussion is summarized as follows:

- Reference was made to page 6-19 of the report, to the percentage noted for costs to be recovered from fees. It was questioned how it relates to a 60 percent increase that is recommended for some of the student transportation fees. Director Davies shared that 23.34 percent is the total amount that the system needs to recover in fees, and if you take away from that the amount that we are charging this year, which is the \$200 base fee, what you end up with is about a \$2.6 million difference and that is the component that we are attempting to realize in order to close the gap. The \$2.6 million difference is coming from a decrease in provincial funding for transportation, an increase in fuel costs, and not putting any funds into the transportation budget that could be utilized for instructional purposes.
- Director Davies provided a comparison of the fees charged by three other Alberta metro school boards with respect to the Elementary (grades 1 to 6) student transportation.
- Director Davies noted that Administration has conversed about the fees charged for transportation of students to alternative programs of choice. He pointed out that those fees are the same as for students who attend their designated regular program, and this is based on the Chief Superintendent's reasonable interpretation of Executive Limitations 15: Transportation, policy provision 8, and Executive Limitations 14: Student Accommodation, policy provision 1(e). He noted further that although the students pay the same fee for transportation to alternative programs, they do not all receive the same level of service, i.e. congregated bus stops.

Trustee Lane opened debate, noting that the Board has the responsibility of making a decision, regardless of how difficult that may be. He shared that he does not share too great of a concern with this transportation fee

Action By:

increase, as in looking at other metro board fee schedules, there are a number of variables. He expressed his belief that the Board's policy that speaks to equal access to all CBE programs is a valid policy.

At 7:47 p.m. Chair Cochrane received the consent of the Board to continue the meeting to the completion of the Agenda.

Further debate of the motion took place, which is summarized as follows:

- Some trustees expressed an inability to support the motion, noting it would be preferable to ask Administration for a report on different scenarios in an attempt to lessen the impact on the families of CBE students.
- It was noted that with respect to CBE values of access, equity and choice within our school system, an increase of 60 percent in the transportation fees for the coming year was felt to be too much of an impact. The idea of differentiating the fees by grade levels was also noted to be unacceptable.

Chair Cochrane called for the vote on the motion.

The motion was  
DEFEATED.

In favour:	Trustee Lane
Opposed:	Trustee Cochrane Trustee Ferguson Trustee King
Absent:	Trustee Bowen-Eyre Trustee Bazinet Trustee Taylor

Trustee Bowen-Eyre returned to the meeting.

Chair Cochrane shared that she had suggested in Trustee Bowen-Eyre's absence that recommendations four to eight be taken together, which Trustee Bowen-Eyre agreed to.

MOVED by Trustee Ferguson:

**THAT the 2011/2012 Junior High (grades 7-9) Charter Transportation Fee Schedule, as outlined in Attachment I (Section A: 4[a]) of the report be approved;**

**THAT the 2011/2012 Junior High (grades 7-9) Calgary Transit Transportation Fee Schedule, as outlined in Attachment I (Section A: 4[b]) of the report be approved;**

**THAT the 2011/2012 Eligible Special Needs Students Transportation Fee Schedule, as outlined in Attachment I (Section A: 5) of the report be approved;**

**THAT the 2011/2012 Family Maximum Transportation Fee Schedule, as outlined in Attachment I (Section A: 6) of the report be approved; and**

Action By:

**THAT the 2011/12 Ineligible Charter Transportation Fee Schedule, as outlined in Attachment I (Section A: 7) of the report be approved.**

Trustees posed questions, which were responded to by Administration and are summarized as follows:

- A trustee shared a concern of some parents, who have expressed the opinion that parents who choose to send their children to alternative program sites should be financially responsible for all costs associated with that choice. Director Davies reiterated that the transportation fees for students who choose to attend alternative programs are the same as for students who attend their designated regular program, and this is based on the Chief Superintendent's reasonable interpretation of Executive Limitations 15: Transportation, policy provision 8, and Executive Limitations 14: Student Accommodation, policy provision 1(e). He pointed out that although the fees are the same, the level of service is not, as many of the transportation routes to alternative programs are congregated bus stops. This is not the case for each and every alternative program because of a filter that is applied, which determines that if a route is less than 50 percent utilized, a congregated bus stop may be developed for that route, and once congregated bus stops are established they remain in place.
- In response to a question of what the impact is to our transportation budget in relation to costs associated with offering a family maximum, Director Davies said this issue was considered by Administration. He noted it was determined that removal of the family maximum would contribute approximately \$800,000 to the transportation budget; however, Administration did not remove the family maximum from the student transportation fees because it is offered for other CBE fees.

Trustees debated the motion and the following is a summary of their comments:

- A trustee noted that the transportation grants to the CBE have been frozen for two years, despite increased costs, and it is believed that funding this year has also been cut. The CBE has utilized the transportation stabilization reserve fund to hold down the fees to parents in past years. The belief was noted that the rural formula was adjusted several years ago and that the current provincial budget includes a \$2 million increase in transportation grants to rural boards to address their challenges in transporting students in sparsely populated areas. It was noted to be a fact that some rural boards currently do not charge fees. Several CBE initiatives have been undertaken over the past several years to try to close the gap between our transportation grant and our increased cost. As a public education system we believe in the values of excellence, access, equity and choice for all students. The trustee noted that despite all of the above, she could not support the motion as presented, and was uncertain about whether or not she could support the family maximum because she felt that \$800,000 is a significant cost to the system.

Action By:

- Appreciation and respect for the hard work by Administration in attempting to balance the transportation budget was expressed by trustees.
- Comments were shared that the proposed increase to the transportation fees is too significant for one year and that other ways to reduce the gap between funding and costs should be investigated.

Chair Cochrane called for the vote on the motion.

The motion was

DEFEATED UNANIMOUSLY.

Absent:

Trustee Bazinet  
Trustee Taylor

Recessed: 8:04 p.m.

Reconvened: 8:13 p.m.

Motion Arising

MOVED by Trustee Ferguson:

**THAT the Board of Trustees direct the Chief Superintendent to provide alternative scenarios regarding the 2011/2012 Transportation Fee Schedule and report back to the Board at the next public board meeting. This report is to be exclusive of the 2011/2012 Senior High School Transportation Fee Schedule.**

Trustees debated the motion and previous comments were reiterated, including the issues about the shortfall in the CBE's transportation budget, the reduced government transportation grant, the concern about fees potentially being raised by 60 percent, and the values held by the Board with respect to excellence, access, equity and choice.

Support for the motion was shared, but not for the exclusion of the senior high school transportation fee schedule. The belief was shared that re-examining a fee schedule for the entire school district, in terms of equity, would be appropriate. It was felt that a slight increase in the senior high school transportation fees may help to balance lower transportation fees for the other categories of the schedule, and it may alleviate any potential need for funds to be taken out of the classroom.

MOVED by Trustee Bowen-Eyre:

**THAT the Board of Trustees tables the main motion.**

The motion to table was

CARRIED.

In favour:

Trustee Bowen-Eyre  
Trustee Cochrane  
Trustee King  
Trustee Lane

Opposed:

Trustee Ferguson

Absent:

Trustee Bazinet  
Trustee Taylor

Action By:

MOVED by Trustee Bowen-Eyre:

**THAT the motion previously moved by Trustee Ferguson and approved by the Board of Trustees, which reads as follows, be rescinded:**

**THAT the 2011/2012 Senior High School Transportation Fee Schedule, as outlined in Attachment I (Section A: 1), of the report be approved.**

In debate of the motion, the belief was shared that in the interest of excellence, access, equity and choice for all students, it would be best to include the senior high school student transportation fees as part of the overall fee schedule.

Chair Cochrane called for the vote on the motion.

The motion was  
CARRIED UNANIMOUSLY.

MOVED by Trustee Ferguson:

**THAT the Board of Trustees directs the Chief Superintendent to provide alternative scenarios regarding the 2011/2012 Transportation Fee Schedule and report back to the Board at the next public Board meeting.**

The motion was  
CARRIED UNANIMOUSLY.

Chair Cochrane relinquished the chair to Vice-Chair Ferguson.

Trustees Bazinet and Taylor returned to the meeting, and Chair Cochrane and Trustee Bowen-Eyre left the room (8:31 p.m.).

## **7.0 MONITORING AND RESULTS**

### **7.1 Annual Monitoring Report for Executive Limitations 8: Staff Evaluation**

Chair Ferguson reviewed the criteria against which the trustees are to judge the monitoring report, including that of reasonable interpretation of the policy, compliance with the provisions of the policy, and whether sufficient information had been provided. She noted that the particular vote with regard to compliance should in no way be considered as a vote of non-confidence.

Superintendent Johnston provided a brief introduction of the report. He noted that the report shifts away from the previous format, in that it provides measures.

Trustees posed questions, which were responded to by Administration and are summarized as follows:

Action By:

- Superintendent Johnston confirmed that the report speaks to all staff, and that the evaluation of support staff includes Staff Association, Canadian Union of Public Employees and Trades.
- Principals are evaluated through a process that is based on a set of standards that are defined by the province. Information is also gathered at times by the Area Director, which can come from staff, parents, and identified stakeholders, and this information is reported back within the principal's first year. The Area Director may also decide to open an evaluation on a principal at any time after the first year. As part of the evaluation process, a self-reflection document that includes areas of strength as well as areas for growth is prepared by the principal being evaluated.

Chair Cochrane returned to the meeting (8:38 p.m.).

- It was clarified that a principal is primarily a teacher, and one who is in receipt of administrator designations; and although the evaluation process is covered under Administrative Regulation 4002, it is about teachers in receipt of administrator designations.

Trustee Bowen-Eyre returned to the meeting (8:39 p.m.)

MOVED by Trustee King:

**THAT the Chief Superintendent has reasonably interpreted the provisions of Executive Limitations 8: Staff Evaluation, and that the Board of Trustees finds the Chief Superintendent to be in compliance.**

Trustees debated the motion and a summary of their comments are as follows:

- Concerns were expressed that there was not enough evidence given in the report with respect to how compliance was achieved, and what performance was being measured.
- Comments were shared about the first two groups clearly showing that an annual evaluation process was in place, but it was not evidenced for the other two groups and in that regard, support for the motion was given with some reluctance.

Chair Ferguson called for the vote on the motion.

The motion was  
DEFEATED UNANIMOUSLY.

Chair Cochrane took back the chair.

## **8.0 POLICY DEVELOPMENT AND REVIEW**

### **8.1 Proposed Adoption of GP-12: Provision for Governance, and Review of Governance Policy GP-12E: Trustee Remuneration**

Trustee Lane thanked the members of the Trustee Remuneration Committee, listed on the front page of the report, and he noted a spelling correction to Committee member Ms. Wendelin Fraser's name. A further

Action By:

correction was noted to page 9-29, point 5, to correct the spelling of "carring" to "carrying". Trustee Lane shared some of the discussion that was held in the development of proposed policy GP-12: Provisions for Governance, and the proposed amendments to GP-12E: Trustee Remuneration.

MOVED by Trustee Lane:

**THAT the minutes of the Trustee Remuneration Committee meetings held March 17, 2011 and April 28, 2011 be received for information and for the record.**

Trustee Lane had agreed to a friendly amendment to the motion, to remove the minutes of the Trustee Remuneration Committee meeting held May 13, 2011, which were draft and not yet approved by the Committee.

Chair Cochrane called for the vote on the motion.

The motion was  
CARRIED UNANIMOUSLY.

MOVED by Trustee Lane:

**THAT the Board of Trustees gives first reading to the new policy Governance Process 12: Provisions for Governance, in the form as submitted.**

Trustees posed questions, which were addressed and are summarized as follows:

- In regard to policy provision 3, on page 9-29 of the report, Trustee Lane noted that as in past practice, the Committee reviewed the remuneration of the other metro boards, while keeping in mind that the CBE is the largest of the four. On the same policy point, he commented on the comparison made between the position of a trustee and City alderman, noting that the Committee reviewed a set of assumptions around the similarity of the two positions.
- With respect to policy provision 5, whether the intent is that parking can be a taxable benefit to trustees, Superintendent Meyers said that she could not speak definitively, but she contemplated that if trustees were assigned parking, it would be a taxable benefit.
- Administration clarified that the rates for parking at the new Education Centre, whether assigned or scramble, are the same.

Trustees debated the motion, which is summarized as follows:

- Comments of concern were expressed in relation to the comparison of the position of a trustee with a City alderman, as noted in policy provision 3.
- In regards to policy provision 4, and the expectation of on-site work, it was shared that some flexibility should be considered in attracting individuals to the position of trustee.

Action By:

- Concerns were noted with the statement in policy provision 5, regarding parking, with the belief shared that where a trustee does not wish to hold a parking space, that space should be freed up for a CBE employee.
- A belief was shared that the statement about parking in policy provision 5 could be taken to mean that access to parking is provided for a trustee, but it is not mandated for use by and charged to a trustee.
- With respect to policy provision 3, noting that trustee remuneration should be at a cost to the CBE that is commensurate with that of the other three Alberta metropolitan school boards, it was expressed by a trustee that the average number of students that trustees from the other metro boards serve is roughly half the number that CBE trustees serve.

Chair Cochrane called for the vote on the motion.

The motion was  
DEFEATED.

In favour:	Trustee Lane
Opposed:	Trustee Bazinet
	Trustee Bowen-Eyre
	Trustee Cochrane
	Trustee Ferguson
	Trustee King
	Trustee Taylor

MOVED by Trustee Lane:

**THAT the Board of Trustees approves the amended GP-12E:  
Trustee Remuneration.**

Trustee Lane pointed out that the major changes include the addition of B.3, and that each trustee will be provided the use of a laptop computer or similar portable electronic device.

Trustees posed questions on the proposed amendments to GP-12E, which are summarized as follows:

- In reference to C.1 regarding the provision of reserved underground parking for trustees, a trustee noted that part of the rationale for that suggestion is that it is an assurance that trustees have parking for the duration of their on-site meetings.
- It was noted that as part of the movement towards going paperless, the laptop computer would replace the desk top personal computer, and no additional costs are anticipated.
- A trustee shared the belief that the laptop would be a significant cost savings, and commented that going paperless would be a tremendous move for the Board as it would also be a commitment made to imagineCALGARY regarding sustainability.

Action By:

MOVED by Trustee King:

**THAT section B.3 be removed from the proposed amendment of GP-12E: Trustee Remuneration.**

Trustee comments in debate of the amendment are summarized as follows:

- It was noted that not all trustees use a cell phone for Board business and it was believed that it would be difficult to sort through what was personal use and what was business use.
- It was believed that the trustees' honorarium sufficiently covers these costs.

Chair Cochrane called for the vote on the amendment to the motion.

The amendment was  
CARRIED.

In favour:	Trustee Bazinet
	Trustee Bowen-Eyre
	Trustee Cochrane
	Trustee Ferguson
	Trustee King
	Trustee Taylor
Opposed:	Trustee Lane

MOVED by Trustee Bazinet:

**THAT section C.1 be amended in the first sentence by the substitution of "provided" with "entitled to", and the addition after "reserved underground parking" of "or scramble parking".**

In speaking to the rationale for the motion, Trustee Bazinet noted that the intent is that each trustee would be entitled to parking but do not necessarily have to take up that entitlement. She shared the belief that it would be desirable to free up parking space to make it available to staff.

Chair Cochrane called for the vote on the amendment to the motion.

The amendment was  
CARRIED.

In favour:	Trustee Bazinet
	Trustee Bowen-Eyre
	Trustee Cochrane
	Trustee Ferguson
	Trustee King
	Trustee Taylor
Opposed:	Trustee Lane

Chair Cochrane called for the vote on the main motion, as amended.

The motion, as amended, was  
CARRIED UNANIMOUSLY.

Action By:

## **9.0 CONSENT AGENDA**

Chair Cochrane noted that Item 9.1.1 was removed from the Consent Agenda and she declared the following items to be adopted as submitted:

### **9.1 Board Consent Agenda**

#### 9.1.2 Correspondence

**THAT the Board of Trustees receives the following correspondence for information and for the record, in the form as submitted:**

- **Correspondence email dated April 28, 2011 from the Honourable Dave Hancock, Minister of Education, to Board Chairs of Public, Separate, Francophone and Charter School Boards, regarding the Council of Ministers of Education, Canada (CMEC) meeting and issues discussed.**

#### 9.1.3 Liaison Report re: ASBA Board of Directors

**THAT the Alberta School Boards Association (ASBA) liaison report containing the ASBA Board of Directors' Meeting Highlights dated April 14-15, 2011 be received for information.**

#### 9.1.4 EducationMatters Quarterly Financial Report

**THAT the financial report for EducationMatters be received for information and for the record, in the form as submitted.**

### **9.2 Chief Superintendent Consent Agenda**

There were no items.

#### 9.1.1 Approval of Minutes

- Regular Meeting held April 19, 2011
- Regular Meeting held May 3, 2011

MOVED by Trustee Taylor:

**THAT the Board of Trustees approves the Minutes of the Regular Meetings held April 19 and May 3, 2011, as submitted.**

The motion was  
CARRIED UNANIMOUSLY.

## **10.0 TRUSTEE NOTICES OF MOTION**

Chair Cochrane gave notice of motion regarding the Board of Trustees giving consideration to the establishment of a committee to deal with planning issues.

Action By:

**11.0 ADJOURNMENT**

Chair Cochrane declared the meeting adjourned at 10:05 p.m.

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