

Calgary Board of Education

Minutes of the Regular Meeting of the Board of Trustees held in the Board Room, Education Centre, 515 Macleod Trail SE, Calgary, Alberta, on Tuesday, December 5, 2006 at 5:00 p.m.

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PRESENT

Board of Trustees:

Trustee P. Cochrane, Chair  
Trustee C. Bazinet  
Trustee N. Close  
Trustee G. Dirks  
Trustee K. Fawcett  
Trustee L. Ferguson  
Trustee G. Lane

Administration:

Ms. J. Barkway, Assistant Corporate Secretary  
Mr. D. Dart, Superintendent, Corporate Services – Secretary Treasurer  
Mr. J. Drysdale, Superintendent, Educational Support Services  
Ms. B. Hubert, Deputy Chief Superintendent of Schools  
Mr. J. Jones, Executive Assistant to the Chief Superintendent  
Ms. B. Kuester, Executive Director of Communications  
Ms. D. Perrier, Recording Secretary  
Ms. S. Wasylshyn, Executive Assistant to the Trustees

Stakeholder Representatives:

Ms. G. Burger-Martindale, Calgary Association of Parents and School Councils  
Ms. A. Craig, Calgary Board of Education Staff Association  
Mr. S. MacNeill, Elementary School Principals' Association  
Mr. F. Reaume, Canadian Union of Public Employees, Local 40  
Ms. J. Regal, Alberta Teachers' Association, Local 38  
Ms. L. Youck-McGowan, Principals' Association for Adolescent Learners (PAAL)

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

Chair Cochrane called the meeting to order at 5:00 p.m., and Alicia, who is a grade six student at Alex Munro Elementary School, led in the singing of the national anthem. Chair Cochrane noted it is extremely gratifying to have a student come into our Board Room to perform this important aspect of our public meetings. Representatives from the aforementioned organizations were acknowledged, and along with members of the public, were welcomed.

**2.0 CONSIDERATION/APPROVAL OF AGENDA**

MOVED by Trustee Close:

**THAT the Agenda for the Regular Meeting held December 5, 2006 be approved as submitted.**

The motion was  
CARRIED UNANIMOUSLY.

Action By

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

#### **3.1 Rundle School**

Deputy Chief Superintendent Hubert welcomed and called forward Ms. M. McBride, Director, Area III, to give introductory remarks. Ms. McBride shared comments about the students' very rich and exciting learning experience while they were at City Hall School, and she noted that a video of this experience to be shown in the presentation would display extremely thoughtful citizenship as well as resiliency by the students.

Ms. L. Androsoff, Principal, spoke about the learning environment at Rundle School. She noted that it is a multi-cultural school with over eighty-five percent of their students considered to be English as a Second Language, with many of them intentionally developing the skills relating to cultural competence and academic excellence, in combination with citizenship and character development. Ms. Androsoff informed that this year, seven classes of Rundle School were accepted into the Campus Calgary Open Minds project. She acknowledged and thanked Global TV for their efforts in producing a video clip of the grades five and six students while they were at the Open Minds City Hall School. Also included in the audiovisual presentation are pictures that were taken by the students at Campus Calgary Open Minds as well as the students' visit and volunteer work at the Calgary Drop-In Centre.

Clarence and Sahar came forward and shared comments about their personal gains from attending the City Hall School, and noted that since the month of November, their entire school has become involved in a citizenship and character development activity, called *The Rundle Paper Bag Princess and Prince Project*. Each student has been given a brown paper lunch bag to decorate and to fill with personal-care items, to be returned to the school, and these will be given to the homeless people at the Calgary Drop-In Centre. To date, they have collected over 350 lunch bags. The two students distributed a sample brown bag to each of the Trustees, to act as a reminder of the example of work they do daily at Rundle School.

On behalf of the Board of Trustees, Trustee Fawcett expressed appreciation for the presentation. He noted that it is very impressive to not only know that our students are learning about taking care of others and each other, but that they are taking action in this area as well.

#### **3.2 EducationMatters – *Building Future Leaders***

Chair Cochrane introduced the presentation, noting that EducationMatters is our Public Education Trust that the Board of Trustees established a number of years ago. She pointed out that on November 15, 2006, the Calgary Board of Education and EducationMatters held an inaugural event to celebrate our distinguished alumni award, which was awarded to Dr. Martha Cohen. This presentation was given through a DVD, which was developed to help kick-start a new fund that EducationMatters is promoting called the *Future Leaders Fund*; the DVD video was of students in the classroom expressing what they want to be when they grow up. The students in the video are from Connaught Community School and Lord Beaverbrook High School.

### **4.0 HONOURS AND RECOGNITIONS**

There were none.

## **5.0 PUBLIC CONVERSATION AND INFORMATION**

### **5.1 Correspondence**

There was no correspondence.

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

Trustee Lane shared comments about the *Breakfast of Champions* that was recently held at Ernest Manning High School. This is an event that is held in the spring and fall of each year to recognize students who have demonstrated exceptionally good character.

Trustee Ferguson reported that she visited Terry Fox School last week to celebrate the humanitarian effort of one of its teachers, Mr. A. Brash; and their school council announced that in honour of Mr. Brash, they will be funding an annual award to a student or group of students who best demonstrate humanitarian efforts. Mr. Brash, in his climb of Mount Everest earlier in the year, aborted his goal of reaching its summit in order to save a fellow climber.

Trustee Ferguson noted she participated in an assembly at Crossing Park School to launch a school cookbook project titled *A Taste of Crossing Park*, which was sponsored by EducationMatters as a multi-cultural project.

Trustee Fawcett shared that on behalf of Trustee Lane he attended the launch of *Book Bags for Kids* that took place at Rosscarrock School earlier in the day; and with many thanks to our significant corporate sponsors, over 25 schools will receive 1,000 book bags for kids from this drive.

Trustee Bazinet noted that she attended the launch of the *Robert Bateman "Get To Know"* campaign. This campaign is aimed towards helping students become better global citizens through recognizing the natural world around them, and giving them knowledge of plants and animals and their preservation in the area in which students live. Staff members throughout the Calgary Board of Education have been working on the development of an inter-active CD on this subject.

### **5.3 Report from the Chief Superintendent**

Deputy Chief Superintendent Hubert informed that Chief Superintendent Croskery is currently in Athens, Georgia, attending the bar on *Emotional Quotient Inventory Certification* Program. She noted that he has spent a great amount of time with Calgary Board of Education staff in the area of leadership, learning styles and team building; and this work can now be expanded to the area of emotional intelligence, which is emerging as a relatively new and promising field of research and study. The training that he is currently taking will help expand his efforts in leadership development, and thus furthering the advancement of the five Ends policies.

In addition, Deputy Chief Superintendent Hubert noted that last week the International Bureau hosted an information meeting for Calgary Board of Education employees and staff who are interested in participating in an educational travel opportunity to Korea and China. This trip is proposed for March 27 to April 7, 2007, over the spring break, and it is the first of its kind to be organized by the Calgary Board of Education. It is hoped to attract about 20 employees from various work sites and schools, to visit schools throughout Asia, to meet with educators and, as well, to visit important cultural and historical sites. The goal of this trip is to deepen the understanding of these two cultures and to increase staff sensitivity to cultural issues.

**5.4 Public Question Period**

There were no questions from the public.

**5.5 Stakeholder Reports**

There were no stakeholder reports.

**5.6 Trustee Inquiries**

There were no Trustee inquiries.

**6.0 BOARD DEVELOPMENT**

**6.1 CBE Infrastructure – Part 1**

Chair Cochrane provided introductory remarks, noting that the rationale for Board development sessions is to assist Trustees in developing more complete knowledge and a better understanding of specific policy issues, and to support effective Board monitoring. She noted further that it is equally important to provide increased public awareness of particular issues that face public education, and of the work of the Board of Trustees.

She acknowledged and welcomed to the public audience Ms. C. Ady, MLA Calgary-Shaw; Mr. H. Chase, MLA Calgary-Varsity, and Liberal Critic for Infrastructure and Transportation; Mr. D. Taylor, MLA Calgary-Currie, and Deputy Leader of the Liberal Caucus and Liberal Critic for Advanced Education and Municipal Affairs; and Mr. R. McIver, Alderman, Ward 12 of the City of Calgary.

Deputy Chief Superintendent Hubert extended appreciation to Mr. P. Carlton, Director, Community Engagement and Operational Planning, for his leadership in this work. A PowerPoint presentation was given, of which a written handout was made available at the meeting, and the following is a summary of the contents of the presentation material.

- A historical overview (1999-2007):
  - New school projects completed/under construction.
  - Modernization projects completed/under construction.
  - City of Calgary population change (1997-2006), including a breakdown of natural increase and net migration. The 2005-2006 population change showed growth of inner city at + 4,061; established suburbs at + 4,054; developing communities at + 27,389; other at + 177. This equals a total population increase of 35,681.
- Population projections (2005 forecast):
  - Breakdown of years between 2006 and 2025, and breakdown of developing communities, established communities, and City-wide.
  - 30-year population forecast comparisons.
- Current issues in terms of new school construction:
  - New school construction priorities: provincial funding not keeping pace with number of developing communities in Calgary.
  - Number of developing communities approved by the City: the large number of these that come on stream at any one time is of concern.
  - Schools in the right places: although there is space system wide in our existing schools, the space is not in the right places; the trend is for less space available in more schools rather than more space being available in fewer schools.

- Challenges of class size initiative: resulting “inequities” within the system; provincial guidelines and CBE practice in planning for student accommodation, creates tension with stakeholder groups; another layer of complexity to the issues around new school construction is added.
  - Class size initiative – utilization estimate: a breakdown of grade levels, for a system total of 2005-06 enrolment equal to 97,146; capacity equal to 121,925; utilization equal to 79.68%; adjusted capacity equal to 112,018; and adjusted utilization equal to 91.87%.
  - Regulatory challenges: the future of a bus-receiver school; new school buildings not being ready for student occupancy at start of school year, due to current construction market in the city, which is expected to continue.
  - Alternative programs: increased demand; locations can be problematic; travel times can be lengthy; stakeholders’ desire for placement of language programs in newly constructed schools.
  - Other issues: lack of schools for high growth communities in sectors that don’t qualify for new school construction based on 85% utilization; communities of less than 10,000 population have a difficult time ranking high on the School Capital Plan; many of our facilities are aging.
- Future issues in terms of new school construction:
    - Pressure to increase school sizes: based on the level of provincial funding, there will be added pressure in larger communities.
    - School closure: nearly 100% of the growth in the city is in the developing communities, and this is where the majority of new students reside.
    - Construction issues: the labour shortage, which will continue; the need for cost-effective alternative building systems to suit market conditions; the need to incorporate additional infrastructure to accommodate technology into the future; the need for flexibility in designs to meet future school instructional space requirements.
    - Other issues of concern: the level at which a community ranks on the capital plan is fluid and not static; the ability to include space for programs such as special education and English as a Second Language; alternative methods of funding for school building or modernization; provincial and municipal guidelines that limit our ability to design and build schools that include space for programs such as daycare, pre-school, before-and-after school care; pressures of maintaining community schools in inner city and established communities; pressure to build high performance ‘green’ schools; increased pressures to use vacant sites for development.
  - Impacts on the transportation budget as a result of schools not being in the right places:
    - Factors influencing transportation cost saving analysis: average route cost is \$43,500; mid-day Kindergarten costs \$10,000; students per bus equals 60 elementary, and 48 junior high; site location influences walk distance.
    - The communities of Saddleridge and Coventry Hills were examples given of high volume busing.

Chair Cochrane welcomed to the Board Room, Ms. A. DeLong, MLA Calgary-Bow; and Mr. A. Chabot, Alderman, Ward 10, City of Calgary.

A question and answer session was held, which is summarized as follows:

- Concern was expressed with regards to the limitations of access to schools where, in some communities, a solid wall is constructed for a noise barrier, for retention purposes, or other reason, and thereby making the walk distance much lengthier between the residence and the school.
- Comments were shared about the building of ‘green’ schools, and it was noted that the initial investment will be high but, in the long run, cost savings will be realized.

- A question was raised regarding what criteria are used to determine the size of school to build or to add relocatables to increase existing space? Administration noted that a study is undertaken of the projection for the number of students to reside in a particular area, of the potential build-out of a community, of the school site to determine the footprint of the core building as well as to determine its potential for accommodating relocatables if or when they are required. In a large community, it is usually hoped to be able to construct two elementary schools.
- With respect to a question of what is considered to be too small, or too large, it was noted that insofar as research that has been done on what the appropriate size of a school is, the findings are inconclusive. In regards to making a determination of the number of students to accommodate, an example of Tuscany was given, where the members of the community were engaged in discussions with our staff about what the grade configuration of their school should be, with the view of keeping the younger students closer to home. It was noted further that there are many variations of school sizes throughout North America, as there are throughout our city, and an example being Crossing Park School, which accommodates approximately 1,100 students from Kindergarten to Grade Nine.
- It was clarified that the utilization figures estimated for the class size initiative, noted in the presentation, do not take into account the school space that is leased or rented.
- Discussion took place about the high number of communities - approximately 30, that don't have CBE schools, and in relation to a comment that when a school is built within a community the bussing for that community reduces by about sixty-six percent. General comments were shared by a Trustee about the significance of those savings and what could be realized as a tremendous dent in our infrastructure backlog; and it was surmised it would bring other benefits such as shorter bus rides for students, more flexibility for planning, and less detriment to the effects on the environment.
- Administration noted that a realignment of the metro formula would help as well in this regard, and it would alleviate some of the fees that we have to pass down to parents. It was noted that service costs are also a big cost to the transportation budget; and it is believed a large part is driven by the complexity of scheduling and the complexity of the city traffic patterns, and the more that can be reduced by having schools built closer to communities, the easier it is to reduce the cost of the overall transportation service. It was pointed out that service costs associated with transportation to programs of choice and special education are likely inadequately being addressed with the transportation budget.
- Comments were shared by Administration with respect to the potential planning for a reconfiguration of our elementary schools to the grade levels of Kindergarten to Grade four. This has been considered where it is appropriate, i.e. Hidden Valley, where we've had to use a flexible movement of grades because of the growth of the population; however, this is not always a feasible option due to the type of growth in a particular area, and some schools have no room to allow such a change to occur.
- A Trustee expressed alarm with respect to the population forecasts and, in particular, with the different forecasts made in 2005 and 2006 – the 2005 forecast shows a population in year 2010 of approximately 1,000,000; and the 2006 forecast shows a population in year 2010 of approximately 1,100,000.

- Trustees asked for data to be provided at a later date by Administration, regarding enrolment in Calgary Board of Education schools in terms of the Calgary Board of Education's market share in newer communities where we don't have schools.

P. Carlton

6:45 p.m. - Recessed.  
7:08 p.m. - Reconvened.

## **7.0 MONITORING AND RESULTS**

There were no items.

## **8.0 POLICY DEVELOPMENT AND REVIEW**

### **8.1 Governance Process Policy 3: Governance Policy Development**

Trustee Fawcett provided a brief introduction of the item. The Board of Trustees gave first reading to the revised policy on November 7, 2006, and at that meeting approved the deletion of the former GP-3E: Policy Development Process. The flowchart attached to the report, titled *Governance Policy Development, Amendment or Deletion, December 2006*, will act only as a resource document for the Board of Trustees.

MOVED by Trustee Fawcett:

**THAT the Board of Trustees approves second reading to the amended policy Governance Process 3: Policy Development, in the form as submitted as Attachment 1 to the report dated December 5, 2006.**

The motion was  
CARRIED UNANIMOUSLY.

MOVED by Trustee Fawcett:

**THAT the Board of Trustees gives third reading and thereby final approval to Governance Process 3: Policy Development, in the form as submitted as Attachment 1 to the report dated December 5, 2006.**

The motion was  
CARRIED UNANIMOUSLY.

MOVED by Trustee Fawcett:

**THAT the Board of Trustees approves a new Exhibit to Governance Process 3, *Initiation of Policy Development – Issue Identification and Problem Specification*, in the form as submitted as Attachment 2 to the report dated December 5, 2006.**

The motion was  
CARRIED UNANIMOUSLY.

(A copy of GP-3: Policy Development, in its final form, is attached to these Minutes.)

## **9.0 CONSENT AGENDA**

There were no objections to the Consent Agenda and Chair Cochrane declared the item to be adopted as presented.

Action By

**9.1 Chief Superintendent Consent Agenda**

9.1.1 Monthly Update

**THAT the Board of Trustees receives the Chief Superintendent's Monthly Update for information and for the record, in the form as submitted with the agenda for the Regular Meeting held December 5, 2006.**

**10.0 ACTION ITEMS**

There were no items.

**11.0 TRUSTEE NOTICES OF MOTION**

There were no Trustee notices of motion.

**12.0 ADJOURNMENT**

The Chair declared the meeting adjourned at 7:14 p.m.

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Chair

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Assistant Corporate Secretary  
December 5, 2006

Attachment: GP-3: Policy Development.