

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, April 22, 2008 at 5:00 p.m.

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PRESENT:

Board of Trustees:

Trustee P. Cochrane, Chair  
Trustee C. Bazinet  
Trustee G. Dirks  
Trustee L. Ferguson  
Trustee P. King  
Trustee K. Kryczka  
Trustee G. Lane

Administration:

Dr. B. Croskery, Chief Superintendent of Schools  
Mr. F. Coppinger, Superintendent, Facilities and Environmental Services  
Mr. D. Dart, Superintendent, Corporate Services – Secretary Treasurer  
Ms. J. Crarer, Acting 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  
Mr. R. Peden, Director and General Counsel, Legal Affairs  
Ms. S. Wasylyshyn, Executive Assistant to the Trustees  
Ms. J. Barkway, Assistant Corporate Secretary  
Ms. H. Numrich, Recording Secretary

Stakeholder Representatives:

Ms. J. Regal, Alberta Teachers' Association, Local No. 38  
Ms. A. Craig, Calgary Board of Education Staff Association  
Ms. L. Shutlak, Calgary Association of Parents and School Councils  
Mr. F. Reaume, Canadian Union of Public Employees Local No. 40  
Ms. J. Holloway, Elementary School Principals' Association  
Ms. L. Youck-McGowan, Principals' Association for Adolescent Learners (PAAL)

Action By

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

Chair Cochrane called the meeting to order at 5:00 p.m. Guitar students from Ian Bazalgette School played an instrumental version of the national anthem. Chair Cochrane expressed her appreciation on behalf of the Board and thanked the students: Dylan, Austin, Nancy, Nadia, Michael, Nyameiok and their teacher, Mr. N. Hawkeswood for a very enjoyable performance. Mr. Hawkeswood noted that the students would be performing again on May 22, 2008 at the grand re-opening of Ian Bazalgette School and welcomed all to attend. Chair Cochrane stated that she would be in attendance at the re-opening and as students presented the Board and Administration with gifts, Ms. L. Youck-McGowan, principal of Ian Bazalgette School, expressed her appreciation on behalf of the students and school for the invitation to the Board meeting. Chair Cochrane acknowledged and welcomed representatives from the aforementioned organizations.

**2.0 CONSIDERATION/APPROVAL OF AGENDA**

Ms. Barkway noted that a late attachment for Item 8.1 and an amended page 9-99 for Item 9.2.2 had been circulated.

MOVED by Trustee Ferguson:

**THAT the Agenda for the Regular Meeting of April 22, 2008, be approved as submitted, with the above noted changes.**

The motion was  
CARRIED UNANIMOUSLY.

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

3.1 There were no school/system presentations.

### **4.0 HONOURS AND RECOGNITIONS**

#### **4.1 Lighthouse Award**

Ms. M. Levy, System Principal, Corporate Partnerships, introduced the recipient of this month's Lighthouse Award as Ducks Unlimited Canada. Ducks Unlimited works to educate youth about the protection of wetlands, ecosystems and the environment. They offer a range of environmental education programs for both students and teachers at a variety of outdoor facilities and serve as an important resource of information for staff and students exploring areas such as wetland stewardship. Mr. J. Brunen, Head of Education of the Western Region at Ducks Unlimited Canada accepted the award and stated that they have been partnering with the Calgary Board of Education for the past twelve years. He spoke of the importance of the large number of wetlands in Calgary (8,000); that they are windows to the wonders of water and powerhouses for natural capital and ecological barometers. On behalf of the Board of Trustees, Chair Cochrane presented him with a plaque and echoed her thanks and appreciation for the work that their organization does and for the opportunities they provide to students. She noted that it was of particular significance on "Earth Day".

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

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

Trustee Kryczka reported that she had attended an enjoyable presentation of the "Jungle Book" at Rideau Park School. She noted that 270 students from grades one through nine participated and of particular significance was their connection to students in Ghana, South Africa, an example of alignment with Ends 4 Personal Development. She also attended a "Dance Central" showcase at Central Memorial High School, a school council meeting at Juno Beach Academy of Canadian Studies at Lord Shaughnessy School.

Trustee Ferguson reported that she had attended Crescent Heights High School "Diverse City" show, a wonderful celebration of the diversity and culture within the school and another example of success towards meeting the Ends. She also visited Buchanan School to take part in a fundraising project for "Ryan's Well Foundation", an organization that provides funds for water wells, sanitation and education in developing countries. The students had fun while helping others and raised \$892 towards the project.

Trustee Lane reported that he and Trustee Ferguson, as representatives of the Calgary Board of Education, attended the 20-year celebration of the 1988 Winter Olympics in Calgary. He commented that this is another of the great partnerships in the city and the development of the National Sport School is a result.

Trustee Dirks attended a kick off event to a community outreach initiative by the Canadian Olympic Committee and Petro Canada held at West Dalhousie School, and involving thirty schools. Bronze medal winner Blythe Hartley spoke to students, encouraging them to "dream big". Trustee Dirks also attended a gala for the Impact Society, a partner organization that provides effective mentoring through their "Heroes Program". He noted that a teacher from Terry Fox School spoke of the value of this program as developing students' gifts and abilities reinforces resilient behaviour. Trustee Dirks stated that there is now data available showing that this program is a strong factor in creating student resiliency. He noted that other school boards have decided to implement it district wide and that the provincial government is taking strong interest in the Heroes Program as a means to improve high school completion rates. Trustee Dirks also officially opened the National High School Debate Championships at William Aberhart High School. He attended, by personal

invitation, an annual dinner and auction at Dr. E. P. Scarlett High School in support of the band program there.

Trustee King reported that she attended the “Pride in the Properties” at the Jubilee Auditorium. This was an excellent showcase of students’ talents including music, art and dance. Schools included were Annie Gale, Bob Edwards, Cecil Swanson, Chief Justice Milvain, Clarence Sansom, Colonel J. Fred Scott, Dr. Gordon Higgins, Guy Weadick, Lester B. Pearson, Monterey Park, Pineridge and Rundle. She also attended a “Community Resiliency Evening” at Radisson Park School.

5.2 Report from the Chief Superintendent

Dr. Croskery reported on his attendance at the following events: he attended the Crescent Heights School “Diverse City” celebration that Trustee Ferguson previously mentioned; he met with Ms. I. Lewis, President of the Southern Alberta Institute of Technology (SAIT), Mr. G. Nixon, Vice President, Academic SAIT, Mr. G. Michaud, Pathways Co-ordinator, Dean, SAIT Center for Academic Learning Services and Mr. N. Sigalet Career Pathways, CBE Senior Education Specialist, with regards to looking for ways to expand opportunities to work together following the implementation of the recent retail pharmacy program; he attended an Education Leadership summit in San Francisco sponsored by Apple computers; Senior High School principals attended the Education Matters Kafé 12 regarding improving the high school completion rate; Dr. Croskery attended two leadership qualifier meetings; met with Saskatoon school district Board Chair and Chief Superintendent; and he noted that this week he would be working on the Administrative Succession Plan with a company from Athens, Georgia.

5.3 Public Question Period

There were no questions from the public.

5.4 Stakeholder Reports

There were no stakeholder reports.

5.5 Trustee Inquiries

There were no Trustee inquiries.

5.6 Board Development Session Part 2: Calgary Board of Education Administration Presentation – Recruitment and Retention of Teachers

Chair Cochrane acknowledged and welcomed guests that were in attendance for the presentation, including Mr. J. Blevins, Alberta Education; Ms. J. Hopper and Mr. W. Phillips, Alberta Teacher’s Association as well as other Calgary Board of Education staff. Superintendent Dart provided brief introductory comments and Director L. Angelo gave a PowerPoint presentation.

Ms. Angelo noted the following demographics:

The Calgary Board of Education is the largest school district in Western Canada; one of the five largest employers in Alberta (not for profit organizations); one of the ten largest employers in Alberta (Private/Public); serves over 100,000 students; employs 10,726 employees (6,823 Teaching, 3,903 Non-teaching, not inclusive of substitute, temporary or casual workers). She stated that Calgary’s economic growth has impacted students and communities.

Graphs were shown to display demographics of teachers, demonstrating that Calgary Board of Education teachers are 75 percent female, 25 per cent male and an average age of 42 years. Current enrolment in teacher preparation programs shows that the female to male ratio is expected to widen to 80/20. It is significant to note that over 2,000 teachers were recruited into the district during the past 3-4 years.

Gender distribution of employees with non-teaching positions is very similar; however, the age distribution is significantly different. The average age for non-teaching positions is 48, and it is anticipated that over the next 5-7 years a number of employees will be retiring.

A graph was shown representing anticipated retention rates for 2007/2008 in three categories: teachers 98 per cent; support staff 91 to 95 per cent; and CUPE 87-94 per cent.

Attrition rates include total retirements and resignations. It is anticipated that the percentage of employees leaving every year through retirement or resignation are as follows: teachers 5-9 per cent; support staff 8-11 per cent; CUPE 10-14 per cent. Ms. Angelo noted that the 2006/2007 year was an anomaly due to both the economic situation in Calgary and changes to the collective agreement. It is anticipated that CBE will need to hire 1000 – 1500 new employees every year, two thirds of these in teaching positions.

Ms. Angelo stated the number of retirements and resignations for both teaching and non-teaching staff have increased and it is anticipated that these trends will continue, as there are many opportunities for employees today. She noted that there has also been an increase in the number of maternity leaves as numerous new female employees are in the childbearing years. It is anticipated that there could be a shift in the generational mix as new employees are hired and it is important for leaders to plan meaningful attraction and retention strategies for a diverse workforce.

Recruitment of qualified candidates is a challenge, particularly when looking for teachers with specialized skill sets and certification in specialty areas such as second languages, special education, English as a Second Language, mathematics, science, career and technology studies. Some of the challenges in recruitment of non-teaching staff include education assistants (particularly Braille and deaf or hard of hearing certified), facility operators, cleaners, lunch supervisors and information technologists as there are many opportunities elsewhere.

Recruitment practices for teachers include forecasting of positions. This can be a challenge as, although a contract can be offered and guaranteed, it is not always possible to tell teachers what school or position they will have. This current year teachers were hired from various universities, 60 per cent within Alberta, and 40 per cent out of province (with 3 per cent of those from outside of Canada).

Ms. Angelo provided clarification regarding the teacher assessment processes. There is an in-house screening process to determine suitability that includes review of academic success, subject area expertise, practicum results, alignment of values, skills and interests. Alberta Education's Teacher Development and Certification Branch ensure that teachers qualify and hold Alberta certification. The Alberta Teachers' Association does an evaluation of teacher qualifications and years of service to determine placement on the salary grid.

Currently there is no formal induction or mentoring program for new teachers; however, support is provided in a number of ways. The level of support varies by school and may include: professional development opportunities; mentors; team teaching; new teacher regular support meetings; learning leader/education support services; curriculum team support; engagement in professional learning communities; and special education/English as a Second Language training pilot program (Spring 2008).

Some of the additional recruitment challenges include working with limited resources in a very competitive environment and attaining comprehensive workforce data. Ms. Angelo noted that the work being done at the provincial level is very helpful. Forecasting and identifying future needs, managing mid-year leaves, timing of funding announcements (anticipate close to 200 learning leaders for AISI), and technological proficiency are also challenges.

Some of the short-term strategies include:

- target recruitment to attract expertise and diversity – locally and nationally;
- visiting teacher programs;
- offering early/supply teacher contracts;
- effective management of Education Assistant transfers;
- eRecruit;
- effective marketing/branding;
- talent referral program (s);
- differentiated sourcing – Job Fairs, Career Fairs, online recruitment; and
- “Grow Our Own” Initiatives – Special Education/English as a Second Language.

Long term strategies include:

- comprehensive workforce demographics;
- forecasting;
- ongoing evaluation of recruitment and retention strategies;
- job segmentation, training and development;
- partnering with stakeholders such as Alberta Education and post secondary institutions;
- alignment of Calgary Board of Education attraction and retention strategies with generational interests of employees;
- *Transition to Alberta Classrooms Program (TAC)*, a new joint venture with the University of Calgary and Chinook Learning targeting teachers with foreign credentials and Alberta certification that want to become familiar with Alberta classrooms in order to support their future success.

Ms. Angelo concluded her presentation by stating that they are trying to do their best to anticipate for the future and quoted a famous Ralph Waldo Emerson quote that “The future belongs to those who prepare for it.”

Chair Cochrane thanked Ms. Angelo for the presentation and Trustees posed questions that are summarized as follows:

- Suggestions for effective marketing/branding include the opportunity to “tell our story” and draw individuals to the system by getting the message out. The variety of positions available within the Calgary Board of Education needs to be made known. These include roles such as engineers and finance, not just teaching. Ms. Angelo noted that the generational mix is significant and marketing strategies that appeal to younger generations need to be attractive and engaging.
- Ms. Angelo stated that to this point, incentives or bonuses to attract people from out of province have not been offered because of the advantage of great opportunities available for teachers here in comparison to provinces such as the Maritimes. She noted that housing prices have been high which was a factor for some, but they are better now.

- In response to a Trustee question regarding an intentional mentoring program for new staff, Ms. Angelo responded that many mentoring strategies have been considered although a formalized program has not been developed.
- Ms. Angelo stated that many retired teachers return for temporary and short term assignments. She stated that there are over 250 retirees on the substitute lists and that upon retirement teachers are sent a letter asking if they would consider coming back for short-term assignments.
- Ms. Angelo stated that years ago teachers were very reluctant to leave the Calgary Board of Education as the opportunities to return were not as available as they are now. Tracking is being done informally as to the reasons why some teachers return to work after maternity leave and others do not. Some of the reasons include personal choice, a challenge to find suitable daycare, or other flexible opportunities available such as substituting one or two days per week.
- Marketing stay at home moms looking to come back in the workforce was suggested. Ms. Angelo stated that upgrading of certification is required for teachers who have not been practicing for ten years or more, but they would like to support them to do this.
- A Trustee suggested that a pool of teacher speakers go the Universities and post-secondary institutions to market the teaching profession. Ms. Angelo stated that this idea had not yet been considered.
- In reference to the existence of a spousal assistance program for out of province new hires, Ms. Angelo stated that the Calgary Board of Education does not offer this type of program; however, in cases where both spouses are teachers they would try to find suitable positions for both. She stated they do provide a great deal of information to new hires regarding the city, providing web site links, etc.
- It has been necessary to hire teachers from outside of Alberta, as it has not been possible to find the number of teachers required from within the province. Ms. Angelo stated that it is a real challenge not only to find the number of teachers required, but they are looking for the “best” with certain skills and expertise. The Calgary Board of Education hired 800 teachers this year, and other boards within the province are hiring as well. The University of Calgary graduates approximately 400-450 teachers per year. Many of these are generalists, which do not qualify for the senior high math and science vacancies. She noted that last year CBE needed 60 special education teachers and there is no local program that provides this specific training. She stated that training institutions, Alberta Education and the CBE need to collectively work together and look at this in the future. For the next 5-10 years it is anticipated that 500-600 teachers per year will be required.
- Ms. Angelo stated that the requirements for educational assistants have not changed but the challenge has been the increasing numbers of students, diversity of students and programs and aging populations. Historically, there have people waiting for these positions, but this is not so any longer with so many other employment opportunities available.

Chair Cochrane concluded the session stating that the Board Development sessions were to provide information to the Board and that now the Board would formally consider “next steps”. The Board agreed that further discussion will take place in their upcoming work sessions and they will bring back the results to a future Board meeting. Chair Cochrane expressed her thanks, on behalf of the Board of Trustees, to Ms. Angelo for the very informative presentation. Refreshments were available on the plaza.

Recessed at 6:30 p.m.  
Reconvened at 6:53 p.m.

## 6.0 ACTION ITEMS

### 6.1 Implication of Proposed Amendments to EL-11 Financial Condition

Superintendent Dart provided brief introductory remarks. Director W. Braun noted that the existing provision for planned use of operating surpluses and capital reserves are included in the budget planning.

MOVED by Trustee Lane:

**THAT the Board of Trustees receives this report for information.**

The motion was  
CARRIED UNANIMOUSLY.

MOVED by Trustee Dirks:

**THAT the Board of Trustees refers this report to the Board of Trustees Policy Committee.**

The motion was  
CARRIED UNANIMOUSLY.

### 6.2 Allocation of Alberta Education's Supplementary 2007-08 Funding

Superintendent Dart introduced the report. He stated that this report identifies a supplementary one-time funding amount from Alberta Education of \$9.93 million. He noted that Administration felt that it was important to advise the Board of Trustees of the details and decisions relative to this funding. Recommendations are provided for information.

Trustees posed questions to Administration regarding the report and the discussion is summarized as follows:

- There was some discussion regarding whether this report should require approval by the Board of Trustees, rather than just receiving it for information. Superintendent Dart explained that this revision is also identified in the quarterly report that is on the Consent Agenda. A Trustee noted that the policy requirement is to receive the report for information as it reads: "the Chief Superintendent shall not fail to inform the Board of Trustees in a timely manner of significant deviations or projected deviations in either the income or expenditures in the approved budget". Superintendent Dart explained that items such as enrolment changes and one time funding amounts that can affect the budget are not controlled by Administration, as was discussed in previous budget discussions; however, it is at the discretion of the Board to qualify budget restrictions or judgments made by Administration. Chair Cochrane noted that additional funding announcements from the province are exciting and a real bonus to our schools.
- Ms. C. Faber, Director, Innovative Learning Services explained that the "Curriculum Digital Materials Project" involves the design, development and implementation of learning resources. Over the past seven years they have been developing and designing resources in a variety of capacities that fit within the learning management system called "Desire 2 Learn". She stated that approximately 80,000 students have accessed material in a digital format, including the internet or Alberta Education projects. The desire is to

identify gaps in subject areas such as math and other subjects and to work with teaching and support staff to ensure the resources are available for students. She noted that the non-CBE stakeholders that will have access to the learning resources would be corporate partners, and government agencies and organizations.

MOVED by Trustee Dirks:

**THAT the Board of Trustees receives this report for information.**

The motion was  
CARRIED UNANIMOUSLY.

### 6.3 2008/09 Student Fees Report

Superintendent Dart introduced the report. He noted that this report is also provided for information purposes. He noted that the majority of the fees remain the same, except for a nominal increase in the parking fee and a proposed change in the lunch supervision fee. He stated that Administration has developed a strategy for setting lunch supervision fees that includes reducing the fee over the next 3 years to be consistent with transportation fees, particularly for elementary students. The first phase of the reduction will reduce fees this year from \$240 to \$215. He noted that all of these fees would be included in the 2008/2009 budget for Board approval. Superintendent Dart thanked Director Braun and his team for their work on the report.

Trustees posed questions to which Administration responded and a summary of the discussion follows:

- There was some discussion regarding the significant decline in enrolment of International students. Director Braun stated that the fees are competitive with that of other school boards and explained that although it appears that enrolment has declined, this is due to an adjustment from an over estimate in the previous report. He also noted that students who start after the September 30<sup>th</sup> deadline are not included in the enrolment figure. Mr. Braun stated that he would inquire further with the International Bureau regarding the decline and bring back more specific information to the Board.
- A lengthy discussion took place regarding the lunch supervision fees. Administration is recommending that transportation fees and lunch room supervision fees be brought more in line with each other.

D. Dart

Trustees expressed concern that a similar scenario took place in the past and cautioned against the same situation taking place again. Trustees questioned Administration as to why the lunch supervision costs were being subsidized. Director Braun stated that the difference will be absorbed by the RAM for eligible students, totaling approximately \$650,000 and over the next two years \$1,350,000, assuming there is no cost increase. The option of absorbing the total difference all at once was considered, but Administration is recommending the phased in approach to be more prudent. Administration will confirm the amount provided to schools (per student and for the total system) to cover the lunchroom supervision costs of students who ride the buses.

D. Dart

There was some discussion as to the fairness of the transportation fee for eligible students compared to that of the lunchroom fee. Superintendent Dart stated that the transportation fees paid by parents do not cover the full cost of the service. It was remarked that the lunchroom supervision fee is tax deductible as childcare; however, the transportation fee is not. The amount depends on the family income as to the tax advantage. A Trustee also noted that this could cause further problems in future, if the province were to provide funding for transportation, eliminating the need for a fee. The lunchroom



supervision is a service being provided that is not a requirement; however transportation is a service that must be provided, and is partially funded by the government.

MOVED by Trustee Bazinet:

**THAT the Board of Trustees receives this report for information.**

The motion was  
CARRIED UNANIMOUSLY.

## **7.0 MONITORING AND RESULTS**

### **7.1 Annual Monitoring Report for Executive Limitations 15: Transportation**

Dr. Croskery introduced the report and thanked Director P. Carlton and his team for their work on the report. He noted that this Executive Limitation was adopted May 1, 2007. It differs very little from the previous Transportation Executive Limitation in intent. The Chief Superintendent's Reasonable Interpretation therefore has not changed significantly from that which the Board previously approved.

Director P. Carlton acknowledged the work of Ms. C. Llewellyn, Manager of Transportation Services and her team for their work in a very complex area. He highlighted particular aspects of the report noting the goal to maximize efficiency by filling as many seats as possible on each bus run, and to link as many bus runs to each bus as possible ("pairing or dual utilizing"). He also highlighted the internal and external factors listed that impact transportation efficiencies and continued strategies that were implemented to address funding challenges in 2007/08 and prior years.

It was noted that the report indicates that the Chief Superintendent is reporting non-compliance with the policy provision that states, "transportation services are provided for all eligible students". Director Carlton explained that some students have experienced service interruptions due to the driver shortage and it is the Chief Superintendent's opinion this is a direct result of the economic conditions in Calgary. The result has been less than an effective service to some eligible students. He also noted that there has been an increase in special education students with the growing city and unfortunately the length of ride time continues to be problematic. Every effort continues to be made by Administration to keep ride times as short as practical, particularly given known challenges and the operational fiscal capacities of the Calgary Board of Education.

Director Carlton stated that Administration Regulation 6095 Student Transportation is currently being reviewed to determine if the process for addressing concerns of students and parents regarding student transportation can be more clearly outlined and the results of the review are expected at the next meeting of the Board of Trustees.

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

Trustees posed questions that were addressed by Administration and a brief summary of the discussion is provided as follows:

- A Trustee inquired as to what amount of funding would make it possible to provide service to all eligible students and made reference to the policy statement: "with the fiscal and operational capacity of the school system." Director Carlton stated that a substantial increase in fees would not necessarily guarantee regular, dependable bus service. The

main issue is recruitment of bus drivers, which is a challenge in the current market. He stated that they are working diligently to improve service and attract drivers with new recruitment strategies. Some of these strategies include: the possibility of ongoing public announcements to indicate the value placed on those who drive buses to get children to schools; allowing drivers to park the bus at a local school nearby their homes; and giving drivers the option to choose their route.

- With regards to the policy provision that reads “Calgary Board of Education carrier transportation services are compliant with Alberta Transportation and industry standards”, a Trustee questioned how compliance is determined if standards are broken? He noted parent concerns of as many as 4 -5 children seated in one seat. Ms. Llewellyn stated that carriers have trained staff to be compliant but if it is brought to their attention that they are not, the carrier disciplines staff as any employer would and follows up to ensure they remain compliant.

A Trustee commented that 1,700 students riding charter buses without having registered is a very large number, and suggested that perhaps this is the reason for too many students per seat. Ms. Llewellyn, Manager, Transportation Services explained that this number has been stable year after year. Administration is currently engaged in the process of identifying the students and requesting payment for those who are accessing the service and who have not paid the fees. She noted that the number is reduced throughout the year but they are never successful in identifying all that don't pay. She also noted that this is not the reason for the number of students sharing a seat but rather due to driver shortage and bus drivers picking up students whose bus did not arrive.

- Dr. Croskery commented that the issue of being in compliance is a judgment call when discussed at Superintendents' meetings. There are occasions where on the whole it is felt that there is compliance, but Trustees may see some exceptions as non-compliance. There can be a good argument either way and there is value in discussion, more so than the final verdict. The key issue with this EL is “subject to financial provisions”.
- There was some discussion regarding the different modes of transportation provided to schools and programs. Director Carlton commented that they recognize that this is an issue even within families where there are different transportation eligibility rules for children in different programs. In an effort to provide standardization, they are currently in discussions with the government regarding transportation eligibility.
- Director Carlton reported that a comprehensive engagement process began last year at the request of Trustees to provide better communication to stakeholders. Over 3,000 responses were received from a survey and some parents indicated they would be willing to serve on a focus group. Three meetings were held and members of the community engagement team spoke to key communicator meetings and Calgary Association of Parents and School Councils (CAPSC) to get the message out. They continue to look for more ways to do so. Proposed revisions to the Administrative Regulations on transportation will not be done without engaging all school communities that receive transportation first.
- Mr. Carlton stated that contracting a third carrier is not a possibility because they have a Master Agreement with two carriers that do not allow this option. He also noted that the other carriers are also in the same driver shortage situation.

MOVED by Trustee Bazinet:

**THAT the Chief Superintendent has reasonably interpreted the provisions of this policy, *Executive Limitations 15: Transportation*, and the Board of Trustees finds the Chief Superintendent to be in compliance.**

Chair Cochrane noted that the Chief Superintendent reported non-compliance on sub-point one of this policy.

MOVED by Trustee Lane:

**THAT the motion be amended to include “with the exception of sub-part one”.**

Trustees entered into debate over the amendment to the motion and comments in support of the amendment summarized as follows:

- Administration has provided an explanation as to why the Chief Superintendent is reporting non-compliance; it should be accepted and does not need to be debated.
- It is not being suggested that an effort is not being made to deal with the problem; commendable steps have been taken, but all expectations of the policy have not been met and the results show less than effective service to some students. Therefore, reporting non-compliance is a fair self assessment.

Trustees comments not in support of the amendment to the motion are summarized as follows:

- A Trustee disagreed that there is non-compliance as the policy states “within the fiscal capacity of the Calgary Board of Education” and Administration has made it clear that increasing funding or salary levels of drivers would not guarantee improvement of service levels. The recruitment strategies show that the policy provisions have been met and that the Chief has tried to establish compliance.

At 7:59 pm. Chair Cochrane received the consent of the Board to continue to the end of the Agenda.

- Administration does not have control over the labour market and the carriers share some of the responsibility.
- The meaning of non-compliance was questioned, as thousands of students are picked up and taken to and from school every day and at what point does it become non-compliance?

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

The amendment was  
DEFEATED.

In Favour:	Trustee Dirks Trustee Lane
Opposed:	Trustee Bazinet Trustee Cochrane Trustee Ferguson Trustee King Trustee Kryczka

Trustees entered into debate on the main motion as follows:

Transportation is a major concern of parents. The report shows that Administration is working hard to streamline the process with strategies including: coordinated start and end times of schools; a waiver system is provided; ride times are minimized as much as possible; shared service with the Calgary Catholic system; and carriers are compliant with Alberta industry standards.

The motion was  
CARRIED UNANIMOUSLY.

Motion arising:

MOVED by Trustee Dirks:

**THAT the Board of Trustees commends the Chief Superintendent for exemplary performance in addressing the critical transportation challenges through the introduction of creative and innovative solutions.**

Trustees entered into debate on the motion as follows:

Trustee Dirks noted that Administration should be commended and he is encouraged that this issue is being taken seriously, as it is very important to parents. He suggested that it would be helpful if Administration would provide Trustees with a list of the steps that have been taken and strategies that are in place so that they can bring them forward to parents when contacted.

The motion was  
CARRIED UNANIMOUSLY.

Recessed at 8:12 p.m.  
Reconvened at 8:21 p.m.

## **8.0 POLICY DEVELOPMENT AND REVIEW**

### **8.1 Governance Issues Discussion: Premier's Directive to the Minister of Education – Early Intervention Initiatives for at-risk Children.**

Chair Cochrane expressed appreciation to Superintendent Crarer for the very helpful information provided. Superintendent Crarer gave brief introductory remarks.

Trustees posed questions regarding the report and Administration responded, a summary of the discussion is as follows:

- Director E. Gouthro stated that the information provided is for full time kindergarten at risk students. There are other schools that do offer full time kindergartens such as Montessori and Briar Hill; these are privately operated programs in leased space from the Calgary Board of Education. Director Carlton noted that the Montessori program and Medicine Wheel programs are similar in that Calgary Board of Education provides half day programming and the other half day is privately provided.
- In response to a Trustee inquiry regarding the number of students enrolled in full day kindergarten programs, Director Gouthro stated that there are other school boards in the province that offer programming for 3 ½ and 4 ½ year olds. They provide a full service child development centre and combined day care, for children who have not been identified with special education needs. They also offer joint service delivery through the health region for speech and occupational therapy, etc. as well as an

educational program for children who have been identified as special education learners.

- In September, 2006 Alberta Education mandated the provision of educational programming services to early childhood children who had been identified as mild/moderate or gifted. Assessments must be completed prior to students coming to the Calgary Board of Education by professionals such as speech language pathologists, psychiatrists, doctors, etc.

The Premier's Commission on Learning two years earlier recommended that children come to school ready to learn. Recommendations around this included junior kindergarten, and service delivery coordination in communities.

Calgary Board of Education Administration met with healthcare and Family Services to coordinate identification of students. The Calgary Health Region applied for a grant from the government in order to expand their assessment program to meet the demand to identify preschool age children earlier; however, the grant was denied. Work is continuing with private kindergarten operators to support children, to provide assistance to the teacher in developing Individual Program Plans and monitor the program.

Director Gouthro also noted that the Calgary Board of Education is a partner with the Southern Alberta Child/Youth Health network and that they are working together to collaborate, combine services, identify students, and are developing a process. Currently there are 48 full day kindergarten programs, providing service to approximately 800 children. This is well within the 12 percent aggregate that the province expects to have identified as mild/moderate and severe.

- Director Gouthro explained that the basic instructional funding provided is for those students who have been identified as mild/moderate or gifted. The Program Unit Funding (PUF) has been in place for a number of years for severe delays. The severity of the delay determines the level of service and support. Funding is also provided for parent oriented programming, which has been very successful, with 80-90 percent of parents participating.
- The criteria used to prioritize schools for this funding is according to the three risk factors noted in the report and have not changed. Improvement results on grade 3 achievement tests of the students who attended the first CBE full day kindergarten programs are not yet available as those students are now just in grade 2; however they are looking at other indicators such as readiness to learn, ability in literacy activities, social, emotional, and cognitive skills.
- A Trustee asked if any work or thought had been given to the future, as to where would students best be served, what programs would be best to provide? Dr. Croskery responded that research shows that in general, the earlier the better. Studies show that investing in education, as early as in prenatal care is the place to start because of the effect substances such as alcohol and smoking can have on the health of the child.

Director Gouthro stated that some new initiatives in the Calgary area that are supportive to the Calgary Board of Education are: University of Calgary, Fraser Mustard Chair in Early Childhood development; and the Child Development Centre in combination with Calgary Health Services. She noted that Alberta does not have a stated policy on early childhood development, which would be helpful. Support for families is needed and the need will increase as the number of immigrant families coming to the city increases.

- A Trustee noted that full time kindergarten and junior kindergarten are common in Europe and the United States, and Ontario is planning to have full time junior and senior kindergarten. It was suggested that now might be the time for the Calgary Board of Education to approach the Minister of Education and offer to become a leader in furthering this area in Alberta.
- Trustees questioned Director Gouthro as to what strategies she would suggest to take this to the next level and make best use of the funding. She stated that she would like to look at the youngest English as a Second Language learners and the acquisition of a second language. They are currently piloting a preschool Korean program, allowing children to develop their first language before introducing English and would like to learn more about this.

## 9.0 CONSENT AGENDA

Chair Cochrane declared the items on the Consent agenda to be approved as submitted with the Regular Agenda of April 22, 2008 as follows:

### 9.1 Board Consent Agenda

#### 9.1.1 imagineCALGARY Liaison Report

**THAT the imagineCALGARY Partnership work plans for the imagineCALGARY Steering Committee, Communications and Awareness Committee and Collaborative Action Committee and Steering Committee Minutes of Thursday, March 20, 2008 and December 18, 2007 be received for information.**

### 9.2 Chief Superintendent Consent Agenda

#### 9.2.1 Report on the Financial Status of the Operating Budget as at February 29, 2008 and Forecast for the Year Ending August 31, 2008

**THAT information regarding all budget revisions made during the period December 1, 2007 to February 29, 2008 inclusive (identified in the Analysis section of this report and in Attachments I and II), be received for monitoring information and for the record; and**

**THAT the Statement of Revenue and Expense for the period December 1, 2007 to February 29, 2008 and Forecast Annual Revenue and Expense for the year ending August 31, 2008 and notes thereto (Attachments III and IV, respectively) be received for monitoring information and for the record.**

#### 9.2.2 Capital Budget Status Reports as at February 29, 2008

**THAT information regarding all budget revisions and transfers, as outlined in this report for the period December 1, 2007 to February 29, 2008 inclusive, be received for monitoring information and for the record; and**

**THAT attachments I to IV, reflecting actual capital expenditures for the period December 1, 2007 to February 29, 2008 inclusive and forecast expenditures for the year ending August 31, 2008, be received for monitoring information and for the record.**

## 10.0 TRUSTEE NOTICES OF MOTION

There were no Trustee notices of motion.

Recessed at 8:51 p.m.  
Reconvened at 9:00 p.m.

### **11.0 In-Camera Issues**

#### 11.1 Motion to Move In-Camera

MOVED by Trustee Ferguson:

**THAT the Regular Meeting of the Board of Trustees moves in camera.**

The motion was  
CARRIED UNANIMOUSLY.

#### 11.2 Motion to Revert to Public Meeting

MOVED by Trustee Dirks:

**THAT the Regular Meeting of the Board of Trustees moves out of in camera.**

The motion was  
CARRIED UNANIMOUSLY.

### **12.0 ADJOURNMENT**

Chair Cochrane declared the meeting adjourned at 9:10 p.m.