

public agenda

Regular Board Meeting

November 10, 2015
1:00 p.m.

Multipurpose Room,
Education Centre
1221 8 Street SW,
Calgary, AB

R-1: Mission |

Each student, in keeping with his or her individual abilities and gifts, will complete high school with a foundation of learning necessary to thrive in life, work and continued learning.

Conflict of Interest reminder: Trustees must disclose any potential pecuniary interest in any matter before the Board of Trustees, as set forth in the agenda as well as any pecuniary interest in any contract before the Board requiring the Board's approval and/or ratification.

Time	Topic	Who	Policy Ref	Attachment
1:00 p.m.	1 Call to Order, National Anthem and Welcome			
	2 Consideration/Approval of Agenda		GC-2	
	3 Awards and Recognitions		GC-3	
	4 Results Focus			
15 mins	4.1 School Presentation – Langevin School	D. Unruh	R-2	
	5 Operational Expectations			(Corrected Nov 3/15 report) Page 5-1
20 mins	5.1 OE-4: Treatment of Employees – Annual Monitoring			
	6 Public Comment [PDF]		GC-3.2	
Max 20 mins	Requirements as outlined in Board Meeting Procedures			
	7 Matters Reserved for Board Action	Board	GC-3	
	8 Consent Agenda	Board	GC-2.6	
	8.1 Updates to Board Meeting Procedures (<i>THAT the Board approves the amendments as submitted in the attachment to the report.</i>)		GC-1,2,3, 5E	Page 8-32
	8.2 Items Provided for Board Information		OE-8	
	8.2.1 Chief Superintendent's Update		OE-8	Page 8-26



Time	Topic	Who	Policy Ref	Attachment
	8.2.2 Construction Projects Status Update		OE-8, 12	Page 8-1
4:00 p.m.	9 Adjournment			
	Debrief	Trustees	GC-2.3	

Notice |

This public Board meeting will be recorded & posted online.

Media may also attend these meetings.

You may appear in media coverage.

Archives will be available for a period of two years.

Information is collected under the authority of the School Act and the Freedom of Information and Protection of Privacy Act section 33(c) for the purpose of informing the public.

For questions or concerns, please contact:

Office of the Corporate Secretary at corpsec@cbe.ab.ca.

**operational
expectations
monitoring report**

Monitoring report for the
period September 1,
2014 to August 31, 2015

Report date:
November 3, 2015.

OE-4: Treatment of Employees

CHIEF SUPERINTENDENT CERTIFICATION

With respect to Operational Expectations 4: Treatment of Employees, the Chief Superintendent certifies that the proceeding information is accurate and complete.

- ☐ In Compliance
- ☒ In Compliance with exceptions as noted in the evidence
- ☐ Not in Compliance

Signed: 
David Stevenson, Chief Superintendent

Date: Nov. 4/15

BOARD OF TRUSTEES ACTION

With respect to Operational Expectations 4: Treatment of Employees, the Board of Trustees:

- ☐ Finds the evidence to be compliant
- ☐ Finds the evidence to be compliant with noted exceptions
- ☐ Finds evidence to be not compliant

Summary statement/motion of the Board of Trustees:

Signed: _____
Chair, Board of Trustees

Date: _____



OE-4: Treatment of Employees

Executive Summary

The Chief Superintendent shall ensure the recruitment, employment, development, evaluation and compensation of the organization's employees in a manner necessary to enable the organization to achieve its *Results* policies.

This Operational Expectation establishes the values and expectations of the Board of Trustees for the Calgary Board of Education regarding the actions that support relationships between the organization and its employees.

The Chief Superintendent's reasonable interpretation for OE 4: Treatment of Employees was approved on March 6, 2012. The Board of Trustees last monitored OE-4: Treatment of Employees on October 28, 2014.

4.1 Conduct extensive background inquiries and checks prior to hiring any paid personnel.

Indicator 1: Non-compliant

4.2 Select the most qualified and best-suited candidates for all positions.

Indicator 1: Compliant

4.3 *Ensure that all employees are qualified to perform the responsibilities assigned to them.*

Indicator 1: Compliant

4.4 Administer clear personnel rules and procedures for employees, including processes for suspension, transfer and termination actions.

Indicator 1: Compliant

Indicator 2: Compliant

Indicator 3: Compliant

4.5 Effectively handle complaints and concerns.

Indicator 1: Compliant

Indicator 2: Compliant

4.6 Maintain adequate job descriptions for all employee positions.

Indicator 1: Compliant

Indicator 2: Compliant

Indicator 3: Compliant

4.7 Protect confidential information

Indicator 1: Non-compliant

4.8 Develop total compensation plans to attract and retain the highest quality "exempt" employees within available resources.

Indicator 1: Compliant

4.9 Honour the terms of negotiated agreements

Indicator 1: Compliant

4.10 Receive Board of Trustees' approval for the bargaining mandate and ratification of all collective agreements for unionized employees.

Indicator 1: Non-compliant

Indicator 2: Compliant

4.11 Receive Board of Trustees' approval for total compensation packages for all exempt employees.

Indicator 1: Compliant

4.12 Maintain an organizational culture that positively impacts the ability of employees to responsibly perform their jobs and work in an environment of professional support and courtesy.

Indicator 1: Not applicable

Indicator 2: Compliant

Indicator 3: Compliant

4.13 Reasonably include people in decisions that affect them.

Indicator 1: Not applicable

OE-4: Treatment of Employees

The Chief Superintendent shall ensure the recruitment, employment, development, evaluation and compensation of the organization's employees in a manner necessary to enable the organization to achieve its *Results* policies.

Board-approved Interpretation |

The Chief Superintendent interprets the Board of Trustees' values in this statement to mean that the Calgary Board of Education will attract and retain the right people with the right skills at the right time in the right numbers. To attract and retain employees, the Calgary Board of Education must continuously foster working environments that support employees.

In addition to support, it is important that each and every employee understand how their work contributes to organizational performance, student learning and the Board of Trustees' Results.

For the purposes of this report, the term employees is interpreted to encompass "staff", "personnel" and "people" as found in OE-4.

The Chief Superintendent will

4.1 Conduct extensive background inquiries and checks prior to hiring any paid personnel.

Not compliant

Board-approved Interpretation |

The Chief Superintendent interprets *background inquiries* to be reference checks, a criminal record check including a vulnerable sector search, verification of past employment and verification of academic credentials. These checks are completed prior to an offer of employment.

Board-approved Indicator and Evidence of Compliance |

100% of new employees will have a thorough background check including but not limited to those conditions set out in the interpretation, prior to commencing employment.

The organization is non-compliant with this indicator.



- a) 99.3% of new hire or rehired employees began work after confirmation from Human Resources that the person successfully passed a vulnerable sector police information check.
- b) 100% of new employees provided academic credentials prior to commencing employment.
- c) 100% of new employees have had references checked prior to commencing employment.

Evidence demonstrates the indicator in sub-section 4.1 is not in compliance.

4.2	Select the most qualified and best-suited candidates for all positions.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets employment *qualifications* to be education and experience. During the selection process additional attributes are considered such as:

- quality of judgment;
- professional currency;
- effective cross-functional teamwork;
- communication and influencing skills;
- technical competence;
- customer service orientation;
- analytical competence;
- project management skills; and
- personal suitability.

The Chief Superintendent interprets *best-suited* to be those individuals with the required education, experience, attributes and fit with the organization.

Board-approved Indicator and *Evidence of Compliance* |

98% of selected employees are best-suited for their position.

The organization is compliant with this indicator.

100% of selected employees are best-suited for their positions. Suitability is determined through a rigorous selection process which includes;

- Ensuring candidate's qualifications match those identified in the position description;
- Analyzing the results of interviews;
- Checking references;
- Analyzing the results of teacher perceiver interviews;
- Reviewing practicum reports and teaching & leadership evaluations.
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Evidence demonstrates the indicator in subsection 4.2 is in compliance.

4.3	Ensure that all employees are qualified to perform the responsibilities assigned to them.	Compliant
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Board-approved Interpretation |

Employees must demonstrate an ability to perform the work required. A key measurement of success is how well a new employee performs in a new position. When an employee successfully completes their probationary assessment, they are deemed to possess the knowledge, skills and abilities required of their position. The employee has also demonstrated a cultural fit to the organization.

The Chief Superintendent interprets the *qualifications* of an employee to include an aspect of growth. Market shortages often dictate that an employer select an employee who may not have the full qualifications but certainly the potential to grow into the position.

Board-approved Indicator and *Evidence of Compliance* |

95% of all employees will successfully complete their probationary assessment.

The organization is compliant with this indicator.

99.7% of CBE employees successfully completed their probationary assessment as evidenced by successful performance evaluations and continued employment beyond the probationary period.

Evidence demonstrates the indicator in subsection 4.3 is in compliance.

4.4	Administer clear personnel rules and procedures for employees, including processes for suspension, transfer and termination actions.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets *rules and procedures* to be subject to the provisions of the collective agreements, terms and conditions of employment, and current statute (*School Act*). The Calgary Board of Education will develop and maintain Human Resource policies and procedures that set out the organizational expectations of the employee and govern processes that impact the employee lifecycle; that is, from hire to termination.

Board-approved Indicators and *Evidence of Compliance* |

1. Human Resource policies are current, foreknown, consistently applied and comply with statute and the provisions of the collective agreements.

The organization is compliant with this indicator.

All suspensions, transfers and terminations complied with collective agreements and statutes.

2. Human Resource policies are reviewed on a bi-annual basis to ensure currency and compliance with the collective agreements and statute.

The organization is compliant with this indicator.

Administrative Regulations (ARs) under the accountability of Human Resources continue to be reviewed on a regular basis. Two ARs were deleted and four ARs were revised during the 2014-2015 year.

3. 100% of employees will be made aware of Calgary Board of Education policies or regulations governing:
 - respect in the workplace;
 - conflict of interest; and
 - responsible use of electronic information resources.

The organization is compliant with this indicator.

- a) *Every employee is made aware of the policy regarding responsible use of electronic information each time they log in to the CBE network.*
- b) *All new employees are provided CBE documentation regarding regulations governing respect in the workplace, employee code of conduct and responsible use of electronic information resources, through the onboarding process. Employees are responsible for signing off to indicate awareness.*
- c) *Regulations governing respect in the workplace and conflict of interest are available to all employees. These regulations are posted online on the staff insite for employees to access.*

Evidence demonstrates the indicators in subsection 4.4 are in compliance.

4.5	Effectively handle complaints and concerns.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets *complaints and concerns* to be those matters voiced by employees within the context of their employment with the Calgary Board of Education.

The Chief Superintendent interprets *effective* as working relationships characterized by open and respectful dialogue with Calgary Board of Education employees and the resolution of issues in a timely fashion. This is not a random happening. Mechanisms must be developed and maintained, with intention, to foster a working environment where employees are free to voice their issues and expect resolution. Examples of these mechanisms are grievance procedures, the

whistleblower administrative regulation and the respect in the workplace administrative regulation.

Board-approved Indicators and *Evidence of Compliance* |

1. At least three internal mechanisms that support respectful resolution of employees' issues are developed, communicated and maintained.

The organization is compliant with this indicator.

There are eight internal mechanisms that support respectful resolution of employee issues.

2. 98% of employee inquiries to the Employee Information Centre are resolved within four business days.

The organization is compliant with this indicator.

99.3% of employee inquiries to the Employee Contact Centre (formerly known as the Employee Information Centre) were resolved within four business days.

Evidence demonstrates the indicators in subsection 4.5 are in compliance.

4.6	Maintain adequate job descriptions for all employee positions.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets a *job description* as an overview of a position that includes and is not limited to a job summary, illustrative examples of the work, and the qualifications, experience, skills and knowledge required of the candidate to perform the work. Further, the Chief Superintendent expects that employees fully understand the roles and responsibilities of the position they hold.

Board-approved Indicators and *Evidence of Compliance* |

1. A position description will be prepared and its currency maintained for all Calgary Board of Education positions.

The organization is compliant this indicator.

Every new position requires a job description prior to commencing the hiring process. Nineteen job descriptions were created in 2014-2015.

2. Every employee will be provided with their position description prior to commencing employment.

The organization is compliant with this indicator.

Every employee is provided with the position description as part of the application process.

3. Every Calgary Board of Education position description will be reviewed once in a three-year period.

The organization is compliant with this indicator.

A review process is in place to ensure all job descriptions will be reviewed on a three-year cycle. The three-year cycle commenced in July 2012.

<i>Date</i>	<i>Number of Active Position Descriptions</i>
<i>July 2012</i>	<i>787</i>
<i>November 2013</i>	<i>703</i>
<i>July 2014</i>	<i>587</i>
<i>August 2015</i>	<i>512</i>

At the end of 2014-2105, all job descriptions have been reviewed in the three year cycle commencing July 2012. This marks the end of the first 3 year cycle.

Evidence demonstrates the indicators in subsection 4.6 are in compliance.

4.7 Protect confidential information	Not compliant
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Board-approved Interpretation |

The Chief Superintendent interprets *confidential information* to be personal information about employees. Further, this confidential information exists in the form of a record. The definition of personal information is taken from the FOIP Act, Section 1(n), which states “personal information means recorded information about an identifiable individual.”

Personal information of Calgary Board of Education employees includes items such as:

- confirmation of employment with the Calgary Board of Education without employees’ stated permission;
- business address or home or business telephone number;
- race, national or ethnic origin, colour;
- age, sex, marital status or family status;
- health and health care history; and
- educational, financial, employment or criminal history, including criminal records where a pardon has been given.

A record is defined as personal information that is written, photographed, scanned or stored in any manner.

The Chief Superintendent interprets *protect* to mean the development and maintenance of appropriate security mechanisms that address three areas: physical, technical and administrative. Examples of these mechanisms include secure storage of records (physical), restricted access to records (technical) and protocols governing the release of personal information (administrative).

Board-approved Indicators and *Evidence of Compliance* |

No breaches in the reporting period.

The organization is non-compliant with this indicator.

There were 2 breaches of confidential information with respect to employee information:

- *September 2014: an employee's pay advice was opened by the wrong employee*
- *October 2014: Salary Overpayment information was emailed to the wrong employee.*

In the October 2014 instance, the breach to personal employee information occurred as a result of actions taken by the third-party provider. In the September 2014 incident, the breach was human error at a school, resulting in the wrong pay advice being handed to the wrong employee who didn't notice until he opened it.

Evidence demonstrates the indicator in subsection 4.7 is not in compliance.

4.8	Develop total compensation plans to attract and retain the highest quality "exempt" employees within available resources.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets *total compensation* to include salaries, benefits, and other perquisites. In order to attract and retain quality exempt employees, total compensation must be competitive subject to the Calgary Board of Education's ability to pay.

Board-approved Indicator and *Evidence of Compliance* |

Salaries and benefits are periodically reviewed against identified comparators.

The organization is compliant with this indicator.

In the 2014-2015 year, salaries for CBE exempt employees were compared against market data from Alberta organizations, including the Government of Alberta as reported from the Hay Group PayNet. Benefits were benchmarked against 10 Alberta public organizations.

Evidence demonstrates the indicator in subsection 4.8 is in compliance.

4.9 Honour the terms of negotiated agreements	Compliant
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Board-approved Interpretation |

In order to foster and maintain positive employee and labour relations, the Calgary Board of Education must adhere to the provisions of the collective agreements and the terms and conditions governing exempt employees.

Board-approved Indicator and Evidence of Compliance |

85% of grievances will be resolved prior to third party intervention.

The organization is compliant with this indicator.

100% of grievances were resolved prior to third party intervention.

Evidence demonstrates the indicator in subsection 4.9 is in compliance.

4.10 Receive Board of Trustees' approval for the bargaining mandate and ratification of all collective agreements for unionized employees.	Compliant
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Interpretation |

The Chief Superintendent interprets *Board of Trustees' approval* to be a carried motion recorded in the minutes of a meeting of the Board of Trustees.

The Chief Superintendent interprets *bargaining mandate* to be the granting of authority to commence collective bargaining in accordance with the *Labour Relations Code*.

The Chief Superintendent interprets *ratification* to be approval to conclude a collective agreement in accordance with the *Labour Relations Code*.

Board-approved Indicators and Evidence of Compliance |

1. The commencement of every round of collective bargaining occurs after the Board of Trustees approves a bargaining mandate.

The organization is non-compliant with this indicator.

Three rounds of bargaining commenced during the 2014-2015 school year. Two out of three bargaining rounds commenced after the mandate was approved by Board of Trustees.

<i>Bargaining Unit</i>	<i>Mandate approved</i>	<i>Bargaining commenced</i>
<i>CUPE</i>	<i>November 4, 2014</i>	<i>October 23, 2014</i>
<i>Staff Association</i>	<i>June 24, 2014</i>	<i>October 9, 2014</i>
<i>Construction and Maintenance Skilled Trade Unions</i>	<i>January 27, 2015</i>	<i>February 26, 2015</i>

2. The conclusion of every round of collective bargaining with the ratification of the new collective agreement by the Board of Trustees.

The organization is compliant with this indicator.

The Collective Agreement between the Calgary Board of Education and the Calgary Board of Education Staff Association was ratified by the Board of Trustees on March 17, 2015.

The Collective Agreement between the Calgary Board of Education and the Canadian Union of Public employees, Local 40 was ratified by the Board of Trustees on March 17, 2015.

The Collective Agreement between the Calgary Board of Education and the Bargaining Council of the Calgary Board of Education Construction and Maintenance Skilled Trade Unions was ratified by the Board of Trustees on March 17, 2015.

Evidence demonstrates the indicators in subsection 4.10 are in compliance.

4.11 Receive Board of Trustees' approval for total compensation packages for all exempt employees.	Compliant
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Interpretation |

The Chief Superintendent interprets *Board of Trustees' approval* to be a carried motion recorded in the minutes of a meeting of the Board of Trustees.

The Chief Superintendent interprets *total compensation* to include salaries, benefits, and other perquisites.

Board-approved Indicator and Evidence of Compliance |

Changes to total compensation packages occur after the Board of Trustees' approval.

The organization is compliant with this indicator.

The Board of Trustees approved exempt compensation in December 2014.

Evidence demonstrated the indicators in subsection 4.11 are in compliance.

4.12	Maintain an organizational culture that positively impacts the ability of employees to responsibly perform their jobs and work in an environment of professional support and courtesy.	Compliant
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Board-approved Interpretation |

There is a significant correlation between an organization's culture and the level of employee engagement. Employees who are engaged in their work have a purpose, understand organizational expectations and objectives, know they are making a contribution and find value in their achievements. The Chief Superintendent interprets an *environment of professional support and courtesy* to be a culture of respect, trust and participation. The Calgary Board of Education Working Relationship Commitment defines this culture and provides a developmental framework. Employee voice is a critical component and influences the organization's direction and processes wherever possible.

Further, the Chief Superintendent interprets *employee ability and performance* to be linked to capacity building. It is important that employees are current in their work and have opportunities to develop their understanding and skills. Most important is the direct relationship between building employee capacity and student achievement. Professional development provides an opportunity to meet the learning needs of employees, who in turn meet the needs of student learning.

Board-approved Indicators and Evidence of Compliance |

1. On a bi-annual basis the Calgary Board of Education shall conduct an employee engagement survey utilizing a representative sample of the workforce.
 - Employee response rate to the survey will exceed 35% of those surveyed.
 - Survey results regarding the degree of employee engagement will be equal to or better than the industry benchmark, as determined by the selected survey tool.

This indicator is not applicable at this time.

In November 2013, Administration identified the need to review and revise this reasonable interpretation and this indicator. In June 2014, the Board postponed consideration of revised reasonable interpretation of OE-4 pending further review of policy statements. The Board approved revisions to policy statements on June 9, 2015. Work is continuing on the revision of this indicator.

2. The Calgary Board of Education's attrition rate for all Calgary Board of Education employees excluding temporaries, substitutes and retirees will be equal to or less than the industry benchmark of 5%.

The organization is compliant with this indicator.

The Calgary Board of Education's attrition rate is 3% as indicated by voluntary separation. The current industry benchmark is 7%.

3. The Calgary Board of Education will achieve within a range of +/- one percentage point from previous three-year average results on the Accountability Pillar Survey pertaining to teacher responses about professional development.

The organization is compliant with this indicator.

In the February 2015 Accountability Pillar Survey, 76.1% of CBE teachers responded "Agree" or "Strongly Agree" to the following question:

"Thinking back over the past three years, to what extent do you agree or disagree that professional development opportunities made available through the jurisdiction have..."

- a) Effectively addressed your professional development needs*
- b) Significantly contributed to your on-going professional development*
- c) Been focused on the priorities of the jurisdiction"*

This result was 1.6 percentage points higher than the previous three-year average (2012 to 2014) of 74.5%.

Evidence demonstrates that indicators 4.12.2. and 4.12.3 are in compliance. At this time, there is no evidence to indicate the level of compliance for 4.12.1.

4.13 Reasonably include people in decisions that affect them.	Not applicable
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Board-approved Interpretation |

The Chief Superintendent interprets *reasonable inclusion* of employees in decision-making to begin with a framework that provides clarity for employees about their participation in the process. This framework is built on the platform of inform, consult, involve, collaborate and empower. The framework is designed to reflect the interests and concerns of employees who are impacted by pending decisions.

Board-approved Indicator and *Evidence of Compliance* |

On a bi-annual basis the Calgary Board of Education shall conduct an employee engagement survey utilizing a representative sample of the workforce.

- Survey results pertaining to reasonable inclusion of employees in decisions that affect them will be equal to or better than the industry benchmark, as determined by the selected survey tool.

The indicator is not applicable at this time.

In November 2013, Administration identified the need to review and revise this reasonable interpretation and this indicator. In June 2014, the Board postponed consideration of revised reasonable interpretation of OE-4 pending further review of policy statements. The Board approved revisions to policy statements on June 9, 2015. Work is continuing on the revision of this indicator.

There is no evidence to indicate level of compliance.

ATTACHMENT: OE-4 Capacity Building and/or Process Information

GLOSSARY – Developed by the Board of Trustees

Board: The Board of Trustees

Operational Expectations: These policies define both the nonnegotiable expectations and the clear boundaries within which the Chief Superintendent and staff must operate. They articulate the actions and decisions the Board would find either absolutely necessary or totally unacceptable.

Monitoring Report: The Board wants to know that its values have driven organizational performance. The Chief Superintendent will present to the Board, for its evaluation, a report that summarized how either compliance has been achieved on Operational Expectations or how reasonable progress has been made in Results. Each monitoring report requires: a re-statement of the full policy, by section; a reasonable interpretation of each section; data sufficient to prove compliance or reasonable progress; and a signed certification from the Chief Superintendent of the status.

Reasonable Interpretation: Once the Board has stated its values in policy, the Chief Superintendent is required to "interpret" policy values, saying back to the Board, "here is what the Board's value means to me." The Board then judges whether this interpretation is reasonable. In other words, does the Chief Superintendent "get it?" This reasonable interpretation is the first step required in monitoring compliance on Operational Expectations and monitoring reasonable progress on Results.

Compliance: Evidence or data that allow the Board to judge whether the Chief Superintendent has met the standard set in the Operational Expectations values.

Non-compliance: In gathering evidence and data to prove to the Board that its Operational Expectations values have been adhered to, there may be areas where the standards were not met. The policy or subsection of the policy would be found to be "non-compliant." The Chief Superintendent would identify the capacity-building needed to come into compliance and the Board would schedule this section of policy for re-monitoring.

| attachment |

November 3, 2015

OE-4: Treatment of Employees**Capacity Building Information**4.1a) Background checks prior to hiring

Talent Management conducted a process review and the following changes were made to our Police Information Check (PIC) process;

- A monthly audit was put in place to closely monitor all new hire data against PIC data and detailed audit results are shared with the Superintendent of HR
- Adjustments were made to the software program (PeopleSoft (PS)) to ensure the hiring process allows the PIC clearance information to be recorded in PS
- Verification checkpoints within PS to check the currency of the PIC date
- Revised the method of hiring for specific service units to ensure hire date is entered after PIC has been received
- Critical information regarding PIC and hiring practices was shared with Principals and hiring managers to support their work.

Ongoing communication will continue with principals and managers regarding the importance and necessity of ensuring a PIC is in place prior to commencing employment duties. The Administrative Regulation pertaining to PIC was revised to provide clarity and consistency.

4.7 Protect confidential information

CBE takes responsibility for breaches of confidential information. Human error is the cause of all breaches. Actions were taken by the provider or HR department personnel to resolve the issues at hand and to mitigate against repeat occurrences.

4.10.1 Receive Board of trustees' approval for the bargaining mandate...

CBE has put strategies in place to reduce the possibility of re-occurrence of bargaining commencing without an approved mandate. Human error contributed to this incident.



report to Board of Trustees

Updates to Board Meeting Procedures

Date | November 10, 2015

Meeting Type | Regular Meeting, Public Agenda

To | Board of Trustees

From | Trustee Stewart
Chair, Board Procedures Committee

Purpose | Decision

Governance Policy
Reference | Governance Culture Policies:
GC-1: Board Purpose
GC-2: Governing Commitments
GC-3: Board Job Description
GC-5E: Board Committees

1 | Recommendation

It is recommended:

- THAT the Board of Trustees approves the amendments to the Board Meeting Procedures, as shown in the attachment to the report.

2 | Background

On June 9, 2015, the Board Procedures Committee met to review the implications of the Board Meeting Procedures changes that were implemented for the pilot project from September 1 2014 to June 30, 2015. On June 16, 2015, the Board approved the recommendations of the Board Procedures Committee regarding the implementation of specific changes, and directed the Corporate Secretary to prepare the Board Meeting Procedures document to incorporate the approved changes, for Board consideration in September 2015.

Below is a summary of the approved changes that are included the attached document (shown in tracked changes):



- Organizational meeting held in June in a non-election year
- Board meeting time will focus on results
- Order of business will be flexible
- Decisions may be spread over 2 meetings
- Better utilization of digital resources
- Tuesday meetings with Noon start, 3pm finish
- Weeks of meetings flexible
- Lighthouse awards & school presentations alternate between the two public meetings
- Include Public comments on each public agenda, with a maximum of 5 presenters per meeting, 3 minutes each. Comments must be relevant to items on the agenda.
- Motion to receive for information not required
- Private agenda template published
- Chair states reason for Private meeting
- Private reports contain a cover report to state why the item needs to be in-camera, etc.

In addition, minor housekeeping updates have been made to the Board Meeting Procedures, including removal of excess words where possible, updating of the attached templates and maintaining some flexibility in board room seating.

Once the tracked changes are accepted, the Table of Contents will be verified and become a part of the updated document.

3 | Conclusion

The Board has previously approved that the pilot changes to the Board Meeting Procedures should be continued. Approval of this recommendation will formally incorporate these changes into the Board Meeting Procedures document. Once approved, the document will be amended and circulated as appropriate.

Attachment I: Board Meeting Procedures (in tracked changes)

**Board of
Trustees**

BOARD MEETING PROCEDURES

Approved by the Board of Trustees ~~April 1, 2014~~ 2015



**Calgary Board
of Education**

INTRODUCTION

"Parliament, the model for all assemblies, should be, in the words of Winston Churchill, 'a strong, easy, flexible instrument of free debate.' It attains Standing Committee status by the willing observance of sensible rules which provide for the orderly consideration of the questions before it, leading to an expression of collective will or opinion.

Unanimity cannot always be reached, but procedures which have ensured, and have been seen to ensure, proper deliberation of an issue will lead to acceptance and wide support of the outcome. The meticulous observance of agreed forms is of primary importance in the group conduct of both private and public business and it will moreover, help to avoid misunderstandings and friction in the process.

It may not always be possible to reconcile practice with theory, but in effect good procedure is fair play and common sense built on a solid foundation of acknowledged principle. Above all, the rules must not change in the middle of the game."

Source: *Bourinot's Rules of Order*, 3rd Edition

PURPOSE

- (1) The *School Act* provides that the Board of Trustees may make rules governing its internal procedure and its meetings.
- (2) These Procedures are adopted and enacted by the Board of Trustees in order that the duties vested in the Board of Trustees by the *School Act* and other legislation can be accomplished in an orderly and efficient manner, while maintaining the principles of democracy.
- (3) The Board of Trustees is, pursuant to the *School Act*, R.S.A.2000, c.S-3, as amended, (the "*School Act*"), a statutory corporation under the name of The Calgary Board of Education charged with the governance of the school district (the "District").

DEFINITIONS

- (1) In these Procedures:
 - (a) "Administration" means the Chief Superintendent, and any staff to whom the Chief Superintendent may choose to delegate any of the rights or responsibilities outlined in these Procedures;
 - (b) "Agenda" means the list of items and order of business for any meeting of the Board of Trustees;
 - (c) "Board" and "Board of Trustees" means the Board of Trustees of The Calgary Board of Education;

- (d) "Chair" and "Vice-Chair" mean, respectively, the Chair and Vice-Chair of the Board of Trustees of The Calgary Board of Education elected by the Board of Trustees pursuant to section 65 of the *School Act*;
- (e) "Chief Superintendent" means the person appointed by the Board of Trustees as the superintendent of schools, chief executive officer of the board, and chief education officer of the District pursuant to Section 113 of the *School Act*;
- (f) "Corporate Secretary" means the person appointed as the secretary of the District pursuant to Section 116 of the *School Act*. Where reference is made throughout these Procedures pertaining to duties of the Corporate Secretary or designate, such duties may be delegated to the Assistant Corporate Secretary, as appropriate;
- (g) "District" means The Calgary Board of Education, established by Ministerial Order, pursuant to Sections 207 and 246 of the *School Act*;
- (h) "Minister" means the Minister of Education, from time to time appointed by the Lieutenant Governor in Council of the Province of Alberta;
- (i) "Pecuniary interest" means, with respect to a person, a direct or indirect interest in a matter before the Board of Trustees that could monetarily affect:
 - (i) the person,
 - (ii) a corporation, other than a distributing corporation, in which the Trustee is a shareholder, director or officer,
 - (iii) a distributing corporation in which the person beneficially owns voting shares carrying at least 10% of the voting rights attached to the voting shares of the corporation or of which the Trustee is a director or officer,
 - (iv) a partnership or firm of which the person is a member,
 - (v) a corporation, partnership, firm, government or person that employs the person,

provided that a person shall not have a Pecuniary interest by reason only of any interest that the person may have by reason of any of the matters referred to in Sections 80(3) and 80(4) of the *School Act*;

For the purposes of the definition of "Pecuniary interest", "corporation", "distributing corporation", "shareholder", "voting shares", "voting rights", "director" and "officer" have the meanings given to them in the Business Corporations Act (Alberta); and

"spouse" means the husband or wife of a married person but does not include a spouse who is living separate and apart from the person if the person and spouse have separated pursuant to a written separation agreement or if their support obligations and family property have been dealt with by a court order.

For the purposes of determining the existence of a Pecuniary interest of a Trustee, the Pecuniary interests of the spouse or adult interdependent partner of that Trustee that are known to such Trustee or of which such Trustee reasonably should know are deemed to be the Pecuniary interests of such Trustee.

- (j) "Private Agenda" means that part of any Agenda and related information and materials which relate to any private meeting of the Board of Trustees;

- (k) "Procedures" means these Procedures for meetings of the Board of Trustees;
- (l) "Public Agenda" means that part of any Agenda and related information and materials which relate to any public meeting of the Board of Trustees;
- (m) "Quorum" means a majority of the Trustees that are specified by the Minister, under Section 247 of the *School Act*, to be elected to the Board of Trustees provided that (i) the Minister may order that when the number of Trustees has fallen below the Quorum, the remaining Trustees are deemed to be a Quorum until elections are held to fill the number of vacancies required to achieve a normal Quorum, and (ii) when the number of Trustees at a meeting is less than a Quorum because one or more Trustees has declared a conflict of interest with respect to a matter before the Board at the meeting, the Minister may order that the remaining Trustees are deemed to be a Quorum for the purpose of deciding that matter. Trustees participating in a meeting of the Board by electronic means or other communication facilities acceptable to the Board of Trustees, as described in Section J of these Procedures are deemed to be present at the meeting.
- (n) "*School Act*" means the *School Act*, R.S.A. 2000, c.S-3, as amended, and where applicable, all predecessor *School Acts* of the Province of Alberta from 1905, or School Ordinances of the Northwest Territories prior to 1905, applicable in what is now the Province of Alberta, the relevant school provisions of the Alberta Act, S.C. 1905, c.3, The Northwest Territories Acts, S.C. 1875 and 1877, the Constitution Act, 1867, the Constitution Act, 1982, Part I, Canadian Charter of Rights and Freedoms, Section 29, and any act or acts in substitution therefore, and any and all regulations in effect from time to time thereunder; and
- (o) "Trustee" means a member of the Board of Trustees of The Calgary Board of Education.

APPLICATION

- (1) The rules of order to be observed at meetings of the Board of Trustees shall be in accordance firstly with the *School Act*, and secondly with the provisions of these Procedures. In all cases not provided for by the *School Act* or these Procedures, the rules and practice of "Robert's Rules of Order Newly Revised" 11th Edition shall govern insofar as applicable.
- (2) In the event of any conflict between the provisions of these Procedures, and those contained in the *School Act*, the provisions of the *School Act* shall prevail and apply.
- (3) These Procedures apply to all regular and special meetings of the Board of Trustees, whether public or private.
- (4) Procedure is a matter of interpretation by the Chair or other person presiding at a meeting, subject to the appeal process as described in these Procedures.
- (5) In the absence of any statutory requirement, any provision of these Procedures may be temporarily altered or suspended by an affirmative vote of a majority of the votes of those Trustees present at the meeting of the Board of Trustees addressing such matter.

MEETINGS OF THE BOARD OF TRUSTEES

A. PUBLIC SESSIONS

- (1) The Meetings of the Board of Trustees shall be held in public, except when a majority of the Trustees present at a meeting of the Board of Trustees are of the opinion that it is in the public interest to hold the meeting or a part of the meeting in private. For the purpose of considering any such matter in private, the Board of Trustees may, by motion, exclude any person from the meeting.
- (2) Public meetings are meetings of the Board of Trustees that are held in a public venue. The purpose of the board meeting is to allow the Board to do its job; the meetings are not public forums.

B. PLACE OF MEETINGS

- (1) Public meetings of the Board of Trustees shall ordinarily be held in the Multipurpose Room in the Education Centre building. Private meetings shall ordinarily be held in the Trustees' Hearing Room in the Education Centre building. Committee meetings may be held where convenient.

C. BOARD ROOM SEATING

- (1) The Board of Trustees' table seating for Board meetings shall be reserved for the Trustees and shall include a seat for the Corporate Secretary ~~or the Assistant Corporate Secretary, as designate.~~
- (2) The following procedures shall apply to the selection of the Board of Trustees' table seating:
 - (a) the Chair will occupy a seat at the centre or middle of the Board table;
 - (b) the Corporate Secretary ~~or designate~~ will occupy the seating position directly to the left of the Chair;
 - (c) Trustees will occupy the remaining six Board table seats; ~~and~~
 - (d) ~~seat selection will be determined according to ward numbers, with the lower of any two ward numbers to be the determining number. The Trustee with the lowest ward number will occupy the seat on the far left of the Chair.~~
- (3) Seating shall be assigned for The Calgary Board of Education superintendents and directors who are required to attend Board meetings on a regular basis.
- (4) Assigned seating may be provided for individuals or groups as necessary, including administrative, student and other stakeholder representatives.
- (5) Limited seating room will be made available for members of the media.
- (6) The remainder of the seating accommodation will be available for the public.

D. CALLING OF MEETINGS

(1) *Pre-Organizational Meeting of the Trustees*

- (a) An informal pre-organizational meeting of Trustees shall be called within seven days prior to the Organizational Meeting. The meeting shall be called by the Corporate Secretary ~~or designate~~. The purpose of this informal meeting shall be for the discussion of the selection of the Chair and Vice-Chair, role and structure of committees, liaison appointments of the Board of Trustees and the annual schedule of Board of Trustees' meetings. A Request for Nominations form shall be circulated to all Trustees in advance of the meeting. No decisions may be taken at this meeting.

(2) *Organizational Meeting of the Board of Trustees*

- (a) The organizational meeting of the Board of Trustees shall be called by the Corporate Secretary ~~or designate~~ as provided in Section 64 of the *School Act*, as follows:
 - (i) Subject to clause (ii), the organizational meeting shall be held annually ~~on the third or fourth Tuesday of October of each year~~ in June with the exception of
 - (i) ~~—~~; and

in any year in which a general election takes place, the organizational meeting shall be held ~~within four (4) weeks following the date of that election~~ in accordance with the legislative requirement.

(3) *Regular Meetings of the Board of Trustees*

- (a) Regular meetings of the Board of Trustees shall be established by motion of the Board of Trustees. In accordance with Section 66 of the *School Act*, the motion establishing the regular meetings of the Board of Trustees shall state the date, time and place of the regular meeting, and the Board shall not be required to give notice of the regular meetings of the Board.
- (b) The Board of Trustees' regular meetings will normally be held during the period of September to June, inclusive, of each calendar year. The Board of Trustees' meetings in July and August may be held in accordance with the Procedures required for holding special meetings of the Board of Trustees, unless the Board determines that regular meeting(s) will be held during those months. In order to allow that the business of the Board of Trustees is not interrupted, Trustees must inform the Corporate Secretary of their contact information during vacation periods. Such information will be used to contact the Trustees for Board of Trustees' business.
- (c) To determine the schedule of the Board of Trustees' meetings, the following guidelines have been established:
 - (i) Regular Board of Trustees' Meetings, Public Agenda
1st and 3rd Two Tuesdays of each month — Noon - 3:00 p.m. — 6:00 p.m.
 - (ii) Regular Board of Trustees' Meetings, Private Agenda
4th One Tuesday of each month - 11:00 a.m. - Noon — 23:00 p.m.

(4) *Special Meetings of the Board of Trustees*

- (a) Special meetings of the Board of Trustees may be called in accordance with the procedures outlined below, to consider, among other matters, the following items:
- (i) matters of governance,
 - (ii) major issues of a specific nature that require lengthy consideration,
 - (iii) items of an emergent nature that cannot be postponed until a regular Board of Trustees' meeting is scheduled to be held,
 - (iv) collective bargaining and contract negotiations with staff and with applicable third parties,
 - (v) petitions, delegations and presentations from any individual, organization, or group, that have been filed with the Corporate Secretary ~~or designate~~, and
 - (vi) conduct of hearings and hearing appeals as required by the *School Act*, including, without limitation, those relating to employee matters.
- (b) In accordance with Section 67 of the *School Act*, the Chair, a majority of the Trustees, or the Minister may call a special meeting of the Board of Trustees after written notice has been given to each Trustee by the Corporate Secretary ~~or designate~~ in accordance with the following requirements:
- (i) The notice of the special meeting shall state the date, time and place of the special meeting, and the nature of the business to be transacted at the special meeting.
 - (ii) The notice of the special meeting shall be:
 - sent by registered mail to each Trustee at least seven (7) days before the date of the meeting, or
 - personally served on the Trustee or a responsible person at the Trustee's residence at least two (2) days before the date of meeting.
- (c) Notwithstanding the notice requirements prescribed above, a special meeting of the Board of Trustees may be held at any time without notice if every Trustee agrees, in writing, to waive such notice requirements..
- (d) The agreement of each Trustee to waive the notice requirement prescribed above shall be recorded in the minutes of the meeting by the Corporate Secretary ~~or designate~~ and the Waiver of Notice consent form shall be attached with the Minutes of the called special meeting. A sample copy of the *Waiver of Notice* form is attached as Appendix A.
- (e) In the case of special meetings of the Board of Trustees, other than special meetings held for the purpose of conducting hearings or hearing appeals, those Trustees participating and present by electronic means as provided for in Section J of these Procedures shall be considered present at the meeting.
- (f) As provided in Section 67(5) of the *School Act*, unless all the Trustees are present at the special meeting, no business other than that stated in the notice of special meeting shall be transacted at the special meeting.



(5) Other

- (a) When the Board of Trustees so decides, or when Trustees so agree, informal briefing sessions may be held for the purpose of providing background information, clarification, and in-depth discussion with respect to issues of relevance for Trustees or for the Board of Trustees. The purpose of these meetings will be for the provision of information, and will not include decision-making that advances the work of the Board of Trustees.
- (b) The Board of Trustees will plan and implement strategic communication dialogues to ensure the whole Board's ability to engage stakeholders in understanding the organization's work as well as sharing viewpoints and values. These sessions may be held in conjunction with a regular or special meeting of the Board of Trustees.

E. CANCELLATION OF MEETINGS

- (1) Should there be a need or desire to cancel or reschedule any meeting of the Board of Trustees, the Board of Trustees shall decide on the cancellation or rescheduling of the meeting to be held on another date. Where possible, the decision to cancel or reschedule a meeting will be made at least two (2) weeks prior to the originally scheduled date.

AGENDA

F. PREPARATION OF AGENDA

- (1) The Board of Trustees' Agenda Planning Committee shall prepare board meeting agendas in accordance with the Terms of Reference approved by the Board. The Chair is authorized to approve emergent agenda decisions, as required, in consultation with the Corporate Secretary or designate.
- (2) To the extent possible, the annual Board of Trustees' meeting Agendas will be approved at the organizational meeting of the Board of Trustees.
- ~~(3) The preparation of the Agenda also includes the determination of which Board of Trustees' correspondence is to be read at the meetings of the Board of Trustees. When determining whether Board of Trustees' correspondence should be read at a public meeting, consideration must be given to privacy issues and issues of confidentiality.~~
- (4)(3) Board meeting Agendas shall include a reminder to Trustees that they must disclose any potential Pecuniary interest that they may have in respect of any of the matters before the Board of Trustees, as set forth in the Agenda as well as any Pecuniary interest that they may have in any contract before the Board requiring the Board's approval and/or ratification.
- (5)(4) The Corporate Secretary or designate shall review each proposed Agenda as against the disclosure of information filed with the Corporate Secretary by each Trustee pursuant to section 81(1) of the *School Act*, in order to identify any potential Pecuniary interests of a Trustee, and, if applicable, bring these to the Trustee(s)' attention prior to the Board meeting. Notwithstanding such review by the Corporate Secretary or

designate, it shall ultimately be the personal responsibility of the Trustee to determine whether or not they have a Pecuniary interest in any Board matter being considered, and to act in accordance with the School Act and these Board Procedures.

(6)(5) All Board of Trustees' meeting Agenda materials and information will be printed on coloured paper, as required, in accordance with the following:

- (a) Regular Board of Trustees – Public Agenda – yellow,
- (b) Regular Board of Trustees – Private Agenda – grey,
- (c) Special Meetings – ivory.

G. DISTRIBUTION OF AGENDA – REGULAR MEETINGS

(1) All regular meeting Agenda information will be circulated by the Corporate Secretary or designate to Trustees and members of Administration, as appropriate, on the Wednesday, six days prior to the applicable meeting. In order to meet this schedule, signed reports and all other information required to prepare the Agenda must be received in the Corporate Secretary's Office by noon on the Tuesday, seven days prior to the meeting.

(4)(2) Board of Trustees' decisions may be spread over two meetings; the first meeting will accommodate questions and discussion, prior to making a decision at the second meeting. When agenda items are considered over two meetings, the report will be printed and distributed only for the first meeting at which the item is considered.

(2)(3) Only that material which has been received by the Corporate Secretary or designate by the time prescribed under Section G(1) above and included in the distributed information may be considered at a meeting for which the Agenda is prepared. Notwithstanding the foregoing, due to the emergent nature of some Agenda items, it may not be practicable to circulate some reports and information six days prior to the Board of Trustees' meeting. Private meeting materials will only be circulated to Trustees and Superintendents' Team and General Counsel, to maintain appropriate confidentiality.

(4) Agenda information for public meetings, including reports attached to the Agenda, shall be made available, either in print format or in an electronically, format by the Corporate Secretary or designate to the media and public on the Friday, four (4) days prior to the respective meeting. In the event that the Friday prior to the meeting is a statutory holiday, Board Meeting information will be made available by 10:00 a.m. on the Monday, one (1) day prior to the Board meeting.

(5) Agenda information for private meetings, which is limited to the template agenda, will be available electronically on the Friday, in accordance with the timelines above, for public meetings.

(3)(6) All board meeting reports and documents submitted to the Board of Trustees shall be retained in the corporate records of the District.

(4)(7) From time to time, private reports may be of such a sensitive nature that they are not distributed in advance of the Board of Trustees' meeting. In these instances, the Corporate Secretary's Office will make the reports available to Trustees in the board meeting room two hours in advance of the commencement of the Board meeting, if requested by trustees.

- (5)(8) An appropriate number of copies of the Agendas, with attachments, for all public meetings shall be printed and be made available for members of the public attending such meetings. Public Agendas shall also be available on the Calgary Board of Education web-site at <http://www.cbe.ab.ca>.

H. ORDER OF BUSINESS

- (1) Subject to other provisions of these Procedures, the order of business for a Board Meeting shall be the order of the items contained in the template Agendas contained in Appendix C of these Procedures, for regular meetings, special meetings and organizational meetings. A general description of each of the items included in such template Agenda is set forth in Section I, below.

I. CONDUCTING BUSINESS AT BOARD OF TRUSTEES' MEETINGS

(1) General Meeting Procedures

- (a) No act or proceeding of the Board of Trustees is binding unless it is adopted at a meeting at which a Quorum is present at the time the act or proceeding occurred.
- (b) After the time appointed for a meeting to convene, subject to a Quorum existing, the Chair shall take the chair and call the meeting to order.
- (c) If no Quorum exists within fifteen (15) minutes after the time appointed for a meeting of the Board of Trustees, the Board of Trustees shall stand adjourned until the next applicable regular meeting of the Board of Trustees or until a special meeting may be called in accordance with the prescribed requirements for such meetings.
- (d) If a meeting is not convened due to the lack of a Quorum at the expiration of the said fifteen (15) minutes, the Corporate Secretary ~~or designate~~ shall indicate as such in the Minute book with a record of the names of those members present.
- (e) The Board of Trustees shall adjourn a convened meeting whenever a Quorum is no longer present and the Corporate Secretary ~~or designate~~ shall record the time of adjournment and the names of the Trustees then present.
- (f) When the Board of Trustees is unable to meet for want of a Quorum, the Agenda delivered for that meeting shall be considered at the next scheduled meeting prior to the consideration of the Agenda for that subsequent meeting, or it shall be the Agenda for a special meeting called for that purpose.
- (g) Any remaining Agenda items not dealt with at a meeting shall automatically be placed on the Agenda of the next appropriate Board of Trustees' meeting as unfinished business carried forward. Such material shall take precedence over other items on the subsequent meeting's Agenda.

(2) Pecuniary Interest

- (a) When a Trustee has a Pecuniary interest in a matter before the Board, any committee of the Board or any commission, committee or agency to which the Trustee is appointed as a representative of the Board, subject to and in

accordance with Section 83 of the *School Act*, the Trustee shall, if present,

- (i) disclose the general nature of the Pecuniary interest prior to any discussion of the matter,
 - (ii) abstain from voting on any question relating to the matter,
 - (iii) subject to Subsection 6(c), abstain from discussing the matter, and
 - (iv) subject to subsection (b) and (c), leave the room in which the meeting is being held until the discussion and voting on the matter are concluded.
- (b) If the matter with respect to which the Trustee has a Pecuniary interest is the payment of an account for which funds have previously been committed, it is not necessary for the Trustee to leave the room.
- (c) If a Trustee is temporarily absent from a meeting when a matter in which the Trustee has a Pecuniary interest is introduced, the Trustee shall, immediately on the Trustee's return to the meeting or as soon afterwards as the Trustee becomes aware that the matter has been considered, disclose the general nature of the Trustee's Pecuniary interest in the matter.

(3) *Debrief*

The board will assess the quality of each meeting by debriefing, in order ~~to provide an opportunity for the board to assess what worked and what did not, so that success can be repeated and failure avoided in the future.~~ ~~This will be a brief verbal discussion to provide an opportunity for the board to assess what worked and what did not, so that success can be repeated and failure avoided in the future.~~

Conducting Business at Regular Board of Trustees' Meetings – Public Agenda

(1) *Call to Order, National Anthem and Welcome*

- (a) All regular public meetings of the Board of Trustees shall commence with the singing of the Canadian national anthem. The Chair shall request everyone present who is able to stand and participate in the singing of the Canadian national anthem.
- (b) The Chair shall make general welcome comments to Superintendents, Directors, stakeholders and members of the public. At the commencement of every regular public meeting of the Board of Trustees, the Chair shall indicate which Trustees are absent on Board of Trustees' business or for other purposes, as requested by the relevant Trustee(s).

(2) *Consideration/Approval of Agenda*

Prior to the discussion of business, the Chair may outline the Agenda, make or request any recommendations respecting amendments to the Agenda from the Corporate Secretary or designate and Trustees, and entertain any inquiries and conduct any necessary discussion concerning the Agenda. The Chair shall then entertain a motion to approve the Agenda as submitted or amended.

(3) *Awards and Recognitions*

This portion of the Agenda may be used to recognize special achievements of persons or departments within The Calgary Board of Education or educational partnerships.

(4) *Results Focus*

This portion of the Agenda will focus on the important Results that the Calgary Board of Education is expected to achieve. The Board's meeting time will focus on the Results and fulfilling the Board's Job Description as defined in the Board's governance policies. The following are examples of items that may be included in this portion of the Agenda:

(a) *School/System and Public Presentations*

This portion of the Agenda is to accommodate presentations related to educational issues by public interest groups, school/system groups, educational liaison groups or partners in education. Presentations are intended as a method of providing information related to Results policies. Up to fifteen (15) minutes will be allotted for each presentation. The Board of Trustees must give prior consent for these presentations. The ward Trustee, in the case of school presentations, or the Chair, in the case of system or public presentations, will thank the presenters.

(b) *Board Development*

The Board will identify topics for Board development, and the timing for each Board development session. Generally, the purpose of Board development sessions is to assist the Board to develop more complete knowledge and a better understanding of specific Results issues and to support effective policy development and Board monitoring. Prior to the detailed planning for each session, the Board will complete any information requirements, and provide more specific information as may be required for to allow presenters to appropriately prepare for Board development sessions ~~to the Chief Superintendent, who will be responsible for the preparation and organization of these sessions.~~

(c) *Results Policy Considerations*

This section of the Agenda shall include all reports related to the Results policies, including the Chief Superintendent's reasonable interpretation, indicators, and evidence monitoring, as well as Results policies language changes. The timing of such reports shall be in accordance with the Board's Annual Work Plan, as approved in the Board's governance policy, or as otherwise required by the Board.

(5) *Operational Expectations*

This section of the Agenda shall include all reports related to the Operational Expectations policies, including the Chief Superintendent's reasonable interpretation, indicators, and evidence monitoring, as well as Operational Expectations policies language changes. The timing of such reports shall be in accordance with the Board's Annual Work Plan, as approved in the Board's governance policy, or as otherwise required by the Board.

(6) *Public Comment*

A member of the public may verbally address the Board of Trustees on any educational issue deemed, by a majority of Trustees present at the particular meeting, to be relevant to the work matters before the Board, ~~under this Agenda category,~~ subject to the following procedure:

- (a) A prospective speaker shall notify the Assistant Corporate Secretary prior to by noon of the day of prior to the board meeting. Prospective presenters must provide the name and contact information for the presenter, the stakeholder or

public group that they are representing, if any, their proposed presentation and its relevance to a board meeting agenda item.

- (b) A speaker may speak for up to three minutes. The number of such speakers at any meeting shall not exceed five. To provide fair opportunities for a variety of viewpoints to be presented, exceptions to the time and number of presentations may be made by a majority vote of the Trustees present at the meeting.
- (c) The Board, at its discretion, may restrict the number of stakeholder reports made by any individual or group to a maximum of four times per year, unless the Board, by a majority vote, deems that additional presentations would be beneficial to the Calgary Board of Education.
- (d) A speaker should approach the microphone and wait to be recognized by the Chair. The Chair will ask the speaker to state his or her name, the stakeholder or public group represented, if appropriate, and the topic to be addressed.
- (e) A speaker shall address comments to the Chair of the meeting. Attacks on the personal character or performance of any individual(s), department or school, or disruptive remarks shall be ruled out of order. Persistence in such remarks shall terminate the speaker's privilege to address the Board of Trustees.
- (f) Comments with respect to the following issues will not be allowed:
 - (i) the security of the property of The Calgary Board of Education,
 - (ii) personal information of an individual, including but not limited to a student or an employee of The Calgary Board of Education,
 - (iii) a proposed or pending acquisition or disposition of property by or for The Calgary Board of Education,
 - (iv) labour relations or employee negotiations,
 - (v) a law enforcement matter, litigation or potential litigation, including matters before administrative tribunals affecting The Calgary Board of Education, or
 - (vi) the consideration of a request for access for information under the Freedom of Information and Protection of Privacy Act.
- (g) With the exception of the Chair, who may provide clarification as required, Trustees will not make comments or ask questions of the speaker. The Chair will thank the speaker.

(7) *Matters Reserved for Board Action*

- (a) This section of the Agenda shall include items requiring action or decision of the Board of Trustees.
- (b) Business introduced by Administration shall proceed by way of recommendation to the Board of Trustees. All reports to be considered by the Board of Trustees must be in written format in the prescribed report style as attached in Appendix E. In cases where timing is of a critical nature, the Board of Trustees may accept verbal reports.
- (b)(c) As described in section G, Board of Trustees' decisions may be spread over two meetings; the first meeting will accommodate questions and discussion, prior to making a decision at the second meeting.



(8) Consent Agenda

The Board of Trustees uses a "Consent Agenda" to act on non-controversial and routine items quickly. Items may also be placed on the consent agenda if there has been an opportunity for questions and discussion at a prior meeting. The Consent Agenda is considered approved if no Trustee objects to consideration of the item on the Consent Agenda. Items may be removed from the Consent Agenda and placed on the regular Agenda at the request of a Trustee. The Corporate Secretary or designate must be advised of such request by noon of the day prior to the Board of Trustees' meeting, in order that the appropriate member of administration can attend the meeting for discussion of the item. Items removed from the Consent Agenda will be dealt with on the regular Agenda, immediately following the Consent Agenda items.

(a) Board Consent Agenda

This section of the Agenda shall include reports relative to approval of minutes of prior meetings of the Board of Trustees, and the Board of Trustees' committees, Trustees' liaison responsibilities, correspondence sent or received by the Board of Trustees, and other routine matters of Board business. These reports must be submitted in a written format and shall be received as part of the record in Board of Trustees' meetings.

In the case of the approval of Board meeting minutes, if the approval of the minutes of any meeting is removed from the Consent Agenda, such approval shall be dealt with as noted in the process above; however, the following limitations shall apply:

- (i) The minutes of a previous meeting shall not be read aloud unless requested by a majority of the Trustees.
- (ii) Any Trustee may make a motion requesting that the minutes be amended to correct any inaccuracy or omission. However, the Corporate Secretary or designate should be advised in advance of the challenge to the minutes before they are officially adopted by the Board of Trustees.
- (iii) Minor changes may be made to correct errors in grammar, spelling, and punctuation or to correct the omission of a word necessary to the meaning or continuity of a sentence; but no change shall be allowed which would alter or affect, in a material way, any actual decision made by the Board of Trustees. Minor corrections to the minutes can be accomplished by informing the Corporate Secretary of such errors. The minutes do not need to be pulled from the Consent Agenda to make such corrections.

(b) Chief Superintendent Consent Agenda

This section of the Agenda includes:

- (i) all items delegated to the Chief Superintendent that are required by law or contract to be approved by the Board,
- (ii) adequate information necessary to keep the Board of Trustees informed, and
- (iii) other items as deemed appropriate by the Chief Superintendent.

(9) Recess and Adjournment

- (a) A short break may be called during Board of Trustees' meetings at the discretion of the Chair of the meeting. It shall be the responsibility of the Chair of the

meeting to bring the meeting back to order.

- (b) The regular adjournment time for Board of Trustees' meetings shall be at the conclusion of consideration of the approved Agenda items for the meeting, or a maximum duration time of three hours from the scheduled commencement of the meeting. If the business of the meeting is not completed within three hours, the following provision shall apply:
 - (i) Upon the completion of three hours, the Chair will announce that such time has arrived and shall seek the pleasure of the Board of Trustees. If a majority of the members present agree, the meeting may continue until the completion of the scheduled Agenda items or until the time agreed to by the majority.
- (c) When a regular or special meeting adjourns without ending the session, this necessarily means that the time for another meeting to continue the same business or order of business has already been set, or that provision has been made for such a meeting to be held "at the call of the Chair". If a motion to "adjourn to the call of the Chair" is moved prior to the Chair declaring that the meeting is adjourned, an adjourned meeting called accordingly is a continuation of the same session. However, if no such meeting is held before the next regular or special Board of Trustees' meeting, whichever is applicable to the adjourned meeting, the adjournment of the previous Board of Trustees' meeting becomes final retrospectively as of the date the last meeting adjourned, and the Chair's authority to call an adjourned meeting expires.

Conducting Business at Regular Board of Trustees' Meetings – Private Agenda

- (1) When a majority of the Trustees present at a meeting of the Board of Trustees are of the opinion that it is in the public interest to hold the meeting or a part of the meeting in private for the purpose of considering any matter, the Board of Trustees may by motion exclude any person from the meeting. As such, the purpose of the Private Agenda is to deal with in camera matters, as determined by the Board of Trustees and/or as described in Section 18(1) of the *Alberta Freedom of Information and Protection of Privacy Regulation (AR200/95)*, a copy of which is attached as Appendix B (as amended from time to time). These topics include matters of privacy and matters confidential to the internal governance and management of the Board of Trustees. Each report presented for consideration at a private meeting will include information regarding why the issue should be considered in camera, and whether the report or any part of the report is planned for public release.
- (2) When a meeting is held in private, the Board of Trustees does not have the power to pass a by-law or motion at that meeting apart from the motion necessary to revert to an open meeting.
- (3) When the Board of Trustees resolves to consider any matter in private, any motion(s) arising from the Private Agenda shall not be subject to question or debate.
- (4) Due to the confidential or privileged nature of all private meeting Agenda items and supporting material on which the motions are based, the comments, discussions and supporting material relating to private items shall remain strictly confidential, except in cases when the Board of Trustees determines that the information should be submitted to a public meeting of the Board of Trustees, when the Board of Trustees specifically

authorizes its public release, or when legally required to release such information. A motion of the Board of Trustees is required if this information is to be provided to any persons other than to the Board of Trustees or to employees or agents of the Board of Trustees who require such information to carry out the duties of their job.

- (5) As part of the fiduciary duties to which each Trustee is bound is the strict duty of confidentiality. That duty applies to every matter of a confidential nature before the Board or coming to the notice of any Trustee, including the private discussions and deliberations of Trustees during informal work sessions and the agendas, debates and discussions of or that occur during private meetings of the Board. Until such time as any such confidential matters are lawfully and properly disclosed pursuant to public meetings of the Board, such matters remain confidential and any Trustee breaching such obligation of confidentiality may be subject to sanctions anticipated under the *School Act* and the Board governance processes as well as possible legal claims.
- (6) Motions arising from Agenda items discussed in private session must be carefully worded so as to protect the confidentiality and personal privacy around the issue.

Conducting Business at the Board of Trustees' Special Meetings

The business of special meetings shall be conducted in accordance with the rules governing regular Board meetings, subject to following the order of business appropriate to the purpose of the meeting, as outlined in Appendix C of these Procedures.

Conducting Business at the Board of Trustees' Organizational Meetings

- | (1) The Corporate Secretary ~~or designate~~ shall assume the chair as Chair *pro tem*.
- (2) At the organizational meeting following civic elections, after the elected Trustees have taken their oaths of office, as provided in Section 76 of the *School Act*, and have taken their places at the Board table, the Corporate Secretary ~~or designate~~ shall:
 - (a) proceed to read to the Board of Trustees the returns of the election as certified by the Returning Officer; and
 - (b) declare the Board of Trustees to be legally constituted.
- | (3) The Corporate Secretary ~~or designate~~ shall then conduct the annual election for the office of the Chair of the Board of Trustees, as provided in Section 65 of the *School Act*, which shall be as follows:
 - (a) Call for nominations to be made orally by Trustees in public session.
 - (b) After the nominations have ceased, the nominee(s) shall be requested to inform the meeting whether they elect to stand or decline to stand.
 - (c) If only one person is nominated, that member shall be declared elected by acclamation.
 - (d) Where more than one nominee stands for election, an open vote shall be taken on the nominations in the order in which they were submitted.
 - (e) In the case of election of the Chair or Vice-Chair of the Board of Trustees, one

or more Trustees can request that the vote be by secret ballot, as provided in Section 73(d) of the *School Act*.

- (f) Each Trustee shall vote.
 - (g) The Board of Trustees' member who receives a simple majority of votes cast by the Trustees present shall be declared elected.
 - (h) Where more than two nominees elect to stand, if upon the first vote no nominee receives the majority required for election, the name of the nominee receiving the least number of votes shall be dropped, and the members shall proceed to vote anew and so continue until a nominee receives the majority required for election, at which time such nominee shall be declared elected.
 - (i) In the case of a vote where no nominee receives the majority required for election, and where two or more nominees are tied with the least number of votes, a special vote shall be taken to decide which one of such tied nominees' names shall be dropped from the list of names to be voted on in the next vote.
 - (j) In the case of a two-way tie vote, the Corporate Secretary ~~or designate~~ shall write the names of those nominees separately on blank sheets of paper of equal size and of the same colour and texture, and after folding the sheets of paper in a uniform manner and so that the names are concealed, shall deposit them in a receptacle and direct some person to withdraw one of the sheets. The Corporate Secretary ~~or designate~~ shall declare the nominee whose name appears on the withdrawn sheet to be elected.
 - (k) In the case of a three-way tie vote, the Corporate Secretary ~~or designate~~ shall write the names of those nominees separately on blank sheets of paper of equal size and of the same colour and texture and after folding the sheets of paper in a uniform manner and so that the names are concealed, shall deposit them in a receptacle and direct some person to withdraw one of the sheets. The nominee's name that appears on the withdrawn sheet shall be dropped, and a vote shall then be taken to elect one of the remaining two nominees.
- (4) The Chair shall then assume the chair.
- (5) The Chair shall then conduct the election for the office of Vice-Chair of the Board of Trustees in the same manner as for the election of the Chair of the Board of Trustees as set out in the preceding section.
- (6) *Term of Office, Chair and Vice-Chair*
- (a) In accordance with Section 65 of the *School Act*, the Chair and Vice-Chair shall hold office during the pleasure of the Board of Trustees, which under normal circumstances shall be until the next organizational meeting of the Board of Trustees.
 - (b) In the event that the office of the Chair or Vice-Chair becomes vacant due to death, incapacity, resignation or any other reason, the Board of Trustees shall elect a Trustee to fill the office for the remainder of the term.
 - (c) The position of second Vice-Chair shall be appointed at the organizational meeting on a rotating roster basis, every two months. During the months of July

and August a Trustee will be designated as an on call Trustee to assist the Chair and/or Vice-Chair.

(7) *Establishment of Committees and Liaison Requirements*

The number of committees of the Board of Trustees, their powers and duties, and the membership of each committee, shall be decided by the Board of Trustees, in accordance with the governance policy regarding committees.

(8) *Schedule of Meetings and Annual Agendas*

- (a) The Board of Trustees will determine the schedule of regular meetings for the forthcoming year (up to the date of the next organizational meeting of the Board of Trustees) and shall forthwith, by motion, adopt the calendar of meetings. This does not preclude motions to change the schedule ~~additional~~ of regular meetings, as required, throughout the year.
- (b) To the extent possible, the Board of Trustees shall determine the Agenda for meetings of the Board of Trustees for the forthcoming year.

(9) *Delegation of Power*

Any motion of the Board of Trustees to authorize delegation of the Board of Trustees' duties or powers may be made or renewed at the organizational meeting, and/or at such other time as the Board of Trustees determines to be appropriate.

J. CONTROL AND CONDUCT OF BOARD OF TRUSTEES' MEETINGS

(1) *Role of Chair in Presiding Over Meetings*

- (a) The Chair of the Board of Trustees shall preside over regular and special meetings of the Board of Trustees.
- (b) In the case of the absence of the Chair, the Vice-Chair has all the powers and shall perform all the duties of the Chair during the absence of the Chair. In the case of the absence of both the Chair and the Vice-Chair, the rotating second Vice-Chair shall preside. In the absence of all three of the above, the Corporate Secretary ~~or designate~~ shall call the meeting to order and a Chair shall be chosen by the members of the Board of Trustees present and that individual shall then preside during the meeting, or until the Chair, Vice-Chair or second Vice-Chair arrives.
- (c) Subject to being overruled by a majority vote of Trustees, as outlined in Section J(7) of these Procedures, the Chair:
 - (i) shall maintain order and preserve decorum and may, if necessary, call a Trustee to order;
 - (ii) shall decide points of order without debate or comment other than to state the rule applicable to the case;
 - (iii) shall determine which Trustee has a right to speak;
 - (iv) shall ensure that all Trustees who wish to speak on a motion have spoken, that the Trustees are ready to vote and shall subsequently call the vote;

- (v) shall rule when a motion is out of order; and
 - (vi) may, at any meeting, expel and exclude any person who creates any disturbance or acts improperly.
- (d) When the Chair wishes to make a motion, he/she shall:
- (i) vacate the chair, and request that the Vice-Chair take the chair; and
 - (ii) remain out of the chair until the motion has been dealt with.

(2) *Attendance at Meetings*

- (a) Any Trustee who will be absent from a Board of Trustees' meeting must notify the Corporate Secretary ~~or designate~~ in writing as soon as possible in order to accommodate the rescheduling of the meeting, if required.
- (b) No Trustee shall leave the Board of Trustees' meeting (other than for brief periods of time) without written notice being provided through the Corporate Secretary ~~or designate~~.

(3) *Trustees' Attendance at Board Meetings by Electronic Means*

- (a) It is the preference of the Board of Trustees to hold its meetings at a common location to conduct Board business, with Trustees and official staff physically present at the meeting. Notwithstanding this preference, from time to time, one or more Trustees may participate in a public meeting of the Board by electronic means or other communication facilities, subject to satisfying the requirements as outlined in these Procedures. Trustees may not participate in a private meeting or private portion of any Board of Trustees' meeting by electronic means.
- (b) Any acceptable electronic means or other communication facilities must permit the Trustee(s) not physically present at the meeting of the Board of Trustees to hear and be heard or watch and be heard by all other participants and public in attendance at the meeting, as is appropriate. Unless otherwise approved by the Board of Trustees, the electronic means of communication will be limited to land-line telephones or communication facilities that provide simultaneous audio and video communication.
- (c) Electronic attendance of Trustees may be permitted for regular public meetings of the Board of Trustees, and for special meetings of the Board of Trustees, except those special meetings held in-camera and/or for the purpose of hearing appeals or conducting hearings related to employee matters, or any Board decision which attracts the principles of natural justice. Notwithstanding the above, the Board of Trustees may by Board motion passed 30 days prior to a particular meeting, determine that such Board meeting will be exempt from having any Trustees attend the meeting electronically.
- (d) The Board of Trustees, in its sole discretion, reserves the right to determine which Trustees will be allowed to participate in a meeting of the Board via electronic means, so as to ensure that a Quorum of the Board will be physically present at the meeting. Preference will be given to those Trustees who request electronic attendance due to illness, circumstances beyond their control, or physical incapacity to be physically present at a meeting.



- (e) Notwithstanding the requirements of these Procedures, a Trustee cannot attend more than three consecutive Board meetings electronically, without being authorized by a resolution of the Board of Trustees to do so.
- (f) At every meeting of the Board, the following persons must be physically present in the meeting room of the Board:
 - (i) the Chair of the Board or his or her designate;
 - (ii) at least three (3) other Trustees, in order to ensure that a Quorum of the Board shall be physically present; and
 - (iii) the Corporate Secretary or designate.
- (g) At a meeting of the Board at which one or more Trustees is present electronically, voting on all motions shall be done verbally, with the Chair asking each Trustee to indicate whether they are in favour or opposed to each motion by stating their name.
- (h) At a meeting of the Board at which one or more Trustees is present electronically, if a ruling of the Chair is appealed, the Chair will poll Trustees alphabetically by last name to verify the decision.
- (i) Any Trustee wishing to participate in a Board meeting by electronic means must:
 - (i) notify the Corporate Secretary or designate a minimum of eight (8) hours prior to the stated commencement of the meeting that they will be physically absent and wish to participate electronically;
 - (ii) notify the Corporate Secretary or designate of the location at which they can be reached. Notwithstanding that a Trustee has requested to electronically attend a meeting of the Board of Trustees, if a reasonable attempt is made to connect with the Trustee, but for any reason, such connection is not made, the Trustee will be considered to be absent from the meeting. If the connection is lost during the meeting, the Trustee will be considered to be absent from the portion of the meeting during which there is no connection;
 - (iii) arrange to have access to all information that is distributed to Trustees prior to the meeting, and to a means to receive copies of all information that may be circulated at the meeting;
 - (iv) be available at the scheduled commencement of the meeting, as late electronic attendance will not be permitted;
 - (v) formally provide a verbal statement to the Board of their identity in order that the Board can be assured that only Board members are participating in the Board decision;
 - (vi) verbally inform the Chair if and when they wish to speak;
 - (vii) inform the Chair if they depart from a meeting, whether temporary or permanent;
 - (viii) ensure that they comply with the requirements of the Act and these Procedures with regard to any Pecuniary interest that they have in any matter before the Board.

(4) *Conduct of Trustees*



- (a) When a Trustee wishes to speak at a Board of Trustees' meeting the Trustee shall obtain the approval of the Chair before doing so.
- (b) When a Trustee is speaking every other Trustee shall:
 - (i) remain quiet and seated;
 - (ii) not interrupt the speaker, except on a point of order; and
 - (iii) not carry on a private conversation in person, via email, text or social media site (such as Facebook or Twitter).
- (c) When a Trustee is speaking the Trustee shall:
 - (i) not speak disrespectfully of Her Majesty The Queen, her official representatives or her government;
 - (ii) not use offensive words in referring to any person;
 - (iii) not reflect on any vote of the Board of Trustees except when moving to rescind it, and shall not reflect on the motives of the Trustees who voted on the motion, or the mover of the motion;
 - (iv) not shout or immoderately raise his voice or use profane, vulgar or offensive language; and
 - (v) assume personal responsibility for the accuracy of any statement made and, upon request of the Board of Trustees, shall give the source of the information.

(5) *Conduct of Members of the Public*

The members of the public during a Board of Trustees' meeting shall:

- (a) not address the Board of Trustees without permission;
- (b) maintain order and quiet; and
- (c) not interrupt any speech or action of the Board of Trustees, or any other person addressing the Board of Trustees.

(6) *Request for Information, Point of Order*

- (a) A request for information is a request or a statement directed to the Chair, or through the Chair to another Trustee, or to the Chief Superintendent, for or about information relevant to the business at hand, but not related to a point of procedure. When a request for information is raised, the Chair shall answer the question or direct the question to the appropriate Trustee or the Chief Superintendent.
- (b) A point of order is the raising of a question by a Trustee with the view of calling attention to any departure from the Board of Trustees' Procedures or the customary proceedings in debate or in the conduct of the Board of Trustees' business. When any point of order arises, it shall be immediately taken into consideration.
 - (i) When the Chair is called upon to decide a point of order, the point shall be stated without unnecessary comment, and the Chair shall state the rule or authority applicable in the case.
 - (ii) When a point of order is raised, or when a Trustee is called to order by



the Chair, the Trustee speaking shall immediately be silent and shall remain silent until the Chair decides the point raised.

- (iii) The Trustee raising a point of order may be granted permission to explain.

(7) *Ruling of the Chair*

- (a) When the Chair is of the opinion that any motion is contrary to the rules of the Board of Trustees, the Chair shall advise the Trustees immediately, quoting the rule or authority applicable.
- (b) No argument or comment as to the Chair's ruling shall be permitted, and the decision of the Chair shall be final unless a challenge is made.
- (c) When a Trustee wishes to challenge the ruling of the Chair, the motion, "That the decision of the Chair be overruled" shall be made.
- (d) A challenge of the ruling of the Chair shall be decided by a majority of the Trustees present. When the ruling of the Chair is challenged, the Chair shall have the right to state the reasons for the decision given, and shall then call the question, without further debate.

(8) *Calling a Trustee to Order*

- (a) When the Chair calls a Trustee to order, the Trustee shall cease to speak.
- (b) The Chair shall provide the opportunity for the Trustee to apologize and/or to explain the Trustee's position in making the remark for which the Trustee was called to order.
- (c) In the event that a Trustee refuses to remain quiet when called to order, the Chair shall request the Vice-Chair or any Trustee to move a motion to remove the unruly Trustee either:
 - (i) for the balance of the meeting; or
 - (ii) until a time stated in the motion;unless the Trustee makes an apology acceptable to the Board of Trustees for the Trustee's unruly behaviour.
- (d) When the majority of the Board of Trustees votes in favour of the motion, the Chair shall direct the unruly Trustee to leave the Board Room and, if the Trustee refuses to leave, direct that the Trustee be removed.
- (e) When the Chair has directed an unruly Trustee to leave the Board Room and the Trustee makes an explanation and apology satisfactory to the Board of Trustees, it may, by a majority vote of the remaining Trustees present, allow the offending Trustee to remain in his or her place.

(9) *Motions in Board of Trustees' Meetings*

- (a) Pursuant to Section 72(1) of the *School Act*, all motions shall be submitted to the Board of Trustees by the Chair or a Trustee and no seconder is required.

- (b) Any motion in excess of 25 words shall be submitted in writing to the Board of Trustees and the Corporate Secretary ~~or designate~~.
- (c) Unless exempted by the Chair, motions submitted during the course of debate shall also be submitted to the Corporate Secretary ~~or designate~~ in writing, except motions to receive or adopt reports, to refer, to adjourn, to lay on the table, to postpone, to recess, to extend termination of the meeting, or to rise and report to the Board of Trustees.
- (d) After a motion has been moved and prior to it being placed on the floor for debate, it is the property of its mover, who can withdraw it or modify it without asking the consent of anyone.
- (e) When a question is under debate, no motion shall be received, except a motion to extend adjournment, to adjourn, to lay on the table, to postpone to a certain time, to refer to a committee, to amend, or to postpone indefinitely, which motions shall have the precedence in the above order.
- (f) A motion to “lay on the table” should only be used if the purpose is to temporarily put business aside so that the Board of Trustees can take up a more urgent matter. If the motion to “lay on the table” is adopted, it is important to make the motion to “take from the table” after the more important business has been decided, in order that the Board of Trustees can again discuss and vote on the motion that was laid on the table. A tabling motion is not debatable. A question laid on the table remains there until taken from the table or until the close of the next regular meeting; if not taken up by that time, the question dies.
- (g) A motion to “adopt” a report has the effect of the Board of Trustees endorsing every word of the report, including the indicated facts and the reasoning, as its own statement.
- (h) A motion to “postpone indefinitely” has the purpose of suppressing the main motion for the duration of the meeting, while a “motion to postpone to a certain time” is for the purpose of putting off or delaying a decision until that time.
- (i) A motion to “refer” is for the purpose of having another group or committee investigate a proposal, and the motion is debatable. If the motion does not include a time by which the committee is to report, the motion might die in committee.
- (j) Agenda items presented to the Board for information will be retained on the corporate record, and do not require a board motion as such.

(10) *The Handling of a Motion*

- (a) The mover of a motion shall state the motion to be considered.
- (b) A question period will follow, during which Trustees will have an opportunity to ask questions for clarification or information prior to the Chair's calling for formal debate.
- (c) After a main motion has been made and before the question has been stated by the chair, any Trustee can informally suggest one or more modifications in the motion, which at this point the maker can accept or reject as the mover wishes.

- (d) Representatives of the Alberta Teachers' Association, Canadian Union of Public Employees, Calgary Association of Parents and School Councils, The Calgary Board of Education Staff Association, and Trade Unions, will be permitted to speak during the question period at the discretion of the Chair. Other representatives as deemed necessary can be included at the discretion of the Board of Trustees. Questions to these representatives are to be addressed through the Chair.
- (e) The Board of Trustees must approve by motion that a member of the public audience be allowed to respond to a Trustee's request for information during the question period.
- (f) Any Trustee desiring to speak shall so indicate by upraised hand and, upon recognition by the Chair who shall call the Trustee by name, the Trustee may then, but not before, proceed to speak.
- (g) Every individual, prior to speaking, shall address the Chair, and remarks shall be confined to the motion under consideration.
- (h) At the conclusion of the question period, the Chair states the motion, thus placing it on the floor for debate. After the motion has been stated by the Chair, it is the property of the Board of Trustees and the maker must receive the approval of the Board, either by consent or by formal approval, to withdraw or modify his own motion.
- (i) The mover of the motion shall be given the opportunity to speak first and open debate.
- (j) No Trustee may speak more than twice during the debate on any motion, except under the following circumstances:
 - (i) When a Trustee feels he/she has been misquoted or misunderstood, the Trustee may, after receiving permission from the Chair, explain a material part of his speech but the Trustee may not introduce any new matter and there shall be no debate on the explanation.
 - (ii) Before the debate has been closed and the vote called, provided no other Trustee has the floor, a Trustee may request that the motion be read aloud.
- (k) Unless the Board of Trustees by a majority vote extends the time, no Trustee shall speak more than twice for three minutes each on any motion.
- (l) During the debate, each Trustee has the right to speak twice on the same question, but cannot make a second speech so long as any Trustee who has not spoken on that question desires the floor.
- (m) When debate is closed, and prior to calling the question on the motion, the Chair shall always have the right and responsibility to make clear the exact question that the Board of Trustees is deciding and to make sure that Trustees understand the effect of an "aye" and of a "no" vote prior to calling the question on the motion.

(11) Motion to Adjourn

- (a) A motion to adjourn is always in order, except when a motion to adjourn was the immediately preceding motion, and takes precedence over all others, but it must not be entertained while a member is speaking nor while a vote is in progress.

(12) *Voting on Motions*

- (a) The Chair and each Trustee present must vote on all questions, unless excused from voting in accordance with Section 72 of the *School Act*. Each question shall be decided by a majority of the votes of those Trustees present. Any question on which there is an equality of votes shall be decided in the negative.
- (b) Notwithstanding the above section, any Trustee who was absent from a Board of Trustees' meeting is not entitled to vote on the adoption of the minutes arising from that meeting. Such abstention shall be recorded. This provision is deemed to satisfy the requirements of Section 72(2)(a) of the *School Act* and no further motion in this regard is required.
- (c) In accordance with Section 83 of the *School Act*, if a Trustee has a Pecuniary interest in any matter before the Board of Trustees, the Trustee shall disclose such interest prior to any discussion of the matter, abstain from voting on or discussing the matter, and leave the room in which the meeting is being held until the discussion and voting on the matter are concluded.
- (d) The Chair shall declare the results of all votes, including which Trustees voted for or against the motion in question.

(13) *Motions that Bring a Question Again Before the Board*

- (a) A question once decided cannot be brought up again at the same meeting unless otherwise decided by a majority of the Board of Trustees.
- (b) A question to reconsider must be made by a Trustee who voted on the prevailing side of the original motion and can only be considered on the same day that the original motion was decided. When the question to reconsider is on the table, the mover shall briefly state his reasons for reconsideration and the motion to reconsider shall then be voted on without further debate. If carried, the original motion shall then be read and is before the Board of Trustees for disposal.
- (c) If the Board of Trustees refuses to reconsider, no other motion to reconsider can be made.
- (d) If it should become necessary to rescind a motion that has passed, at least one weeks' notice in writing must be given unless otherwise decided by a majority of the Board of Trustees. The motion to rescind is then introduced and dealt with at the next regular Board meeting.
- (e) No motion to rescind or to reconsider shall have the effect of delaying or impeding the action necessary to give effect to any motion, unless the Board of Trustees shall order otherwise.

(14) *Adjournment*

- (a) At the conclusion of each Board of Trustees' or committee meeting, the Chair

must declare the meeting adjourned.

K. CORPORATE RECORDS OF MEETINGS

- (1) Minutes of all Board of Trustees' meetings, whether public or private, shall be recorded in the official minutes maintained by the Corporate Secretary on behalf of the Board of Trustees in accordance with Section 74 of the *School Act*. Minutes of committees of the Board of Trustees shall be presented to the Board of Trustees as part of the regular committee reports, and shall be retained in the corporate records of the Board of Trustees.
- (2) The Minutes for each Board of Trustees' meeting shall include:
 - (a) the kind-type of meeting: regular, special, or organizational;
 - (b) the name of the assembly;
 - (c) the date, time and place of the meeting;
 - (d) Trustees in attendance as well as Trustees who are absent;
 - (e) main and secondary motions and their disposition; including the names of Trustees voting in favour of, or in opposition to the motion or recommendation and the names of Trustees who were temporarily absent from the meeting at the time the question was called, or who abstained from voting in accordance with Section 72(2) of the *School Act*;
 - (f) points of order and appeals, whether sustained or lost, together with the reasons given by the Chair for his or her ruling;
 - (g) in accordance with Section 83(4) of the *School Act*, the abstention of a Trustee under Sections 83(1) and 83(3) of the *School Act*, as related to disclosure of any Pecuniary interests; and
 - (h) the hour of adjournment.
- (3) The Corporate Secretary shall prepare the minutes of each Board of Trustees' meeting and such minutes shall be considered for adoption at a subsequent meeting of the Board of Trustees.
- (4) The minutes shall contain a record of decisions and motions made at the meeting, along with a summary of Board deliberations and discussions, rather than detailed deliberations.
- (5) The Corporate Secretary's office shall cause an audio record of all public meetings of the Board of Trustees to be made and, if any Trustee questions the accuracy of any portion of the minutes of a previous meeting, the audio recording shall be used to decide the question.
- (6) The audio recording of a meeting of the Board of Trustees shall be erased immediately following the Board of Trustees' adoption of the minutes unless in the meantime, a written request has been received to retain the audio record, and followed by receipt within 60 days of a court order requiring the retention of the audio recording..
- (7) Public Board meetings will be broadcast over the internet. Archives of meetings will be accessible to the public for a period of two years from the date of the meeting. The Board of Trustees reserves the right to edit the video in the event that there is an unauthorized release of personal information, or for other legal requirements or emergent issues.

- (8) When a Trustee arrives late, leaves early, or is absent from a portion of a meeting due to a conflict of interest, the minutes of such meeting shall reflect the reason for the Trustee's absence.
- (9) All reports and documents submitted to the Board of Trustees shall be retained in the corporate records of the Board of Trustees.

L. COMMITTEES OF THE BOARD OF TRUSTEES

The Board of Trustees will make use of committees to help the Board of Trustees do its work. The functioning of Board of Trustees' committees will be governed by the Board of Trustees' governance policy regarding committees.



waiver of notice

APPENDIX A – WAIVER OF NOTICE FOR SPECIAL MEETING

Month/Day/Year
Time

Multipurpose Room,
Education Centre
1221 8 Street SW
Calgary, AB

We, the undersigned Trustees of The Calgary Board of Education of the Province of Alberta, do hereby waive notice for the above-noted Special Meeting of the Board of Trustees. This waiver is completed in accordance with the provisions of Section 67 (Special Meetings) of the *School Act*. (This waiver may be signed in counterpart and the counterparts when combined shall be treated as one and the same document.)

The purpose of the Special Meeting of the Board of Trustees scheduled for _____, is to give consideration to the following items:

-
-

Waiver of Notice is hereby granted:

Name of Trustee	Signature of Trustee	Date

| appendix |

APPENDIX B – Excerpt from Alberta Freedom of Information and Protection of Privacy Regulation (AR200/95)

- 18(1) A meeting of a local public body's elected officials, governing body or committee of its governing body may be held in the absence of the public only if the subject-matter being considered in the absence of the public concerns
- (a) the security of the property of the local public body,
 - (b) personal information of an individual, including an employee of a public body,
 - (c) a proposed or pending acquisition or disposition of property by or for a public body,
 - (d) labour relations or employee negotiations,
 - (e) a law enforcement matter, litigation or potential litigation, including matters before administrative tribunals affecting the local public body, or
 - (f) the consideration of a request for access for information under the *Freedom of Information and Protection of Privacy Act* if the governing body or committee of the governing body is itself designated as the head of the local public body for the purposes of the *Freedom of Information and Protection of Privacy Act*,
- and no other subject-matter is considered in the absence of the public.
- (2) Subsection (1) does not apply to a local public body if another Act
- (a) expressly authorizes the local public body to hold meetings in the absence of the public, and
 - (b) specifies the matters that may be discussed at those meetings.

APPENDIX C - TEMPLATES FOR ORDER OF BUSINESS FOR BOARD OF TRUSTEES' MEETINGS

- A. The normal order of business for the **Regular Meeting of the Board of Trustees, Public Agendas** shall be as follows:

Time	Topic	Policy Ref
12:00 p.m.	1 Call to Order, National Anthem and Welcome	
	2 Consideration/Approval of Agenda	GC-2
	3 Awards and Recognitions	
	4 Public Comment Requirements as outlined in Board Meeting Procedures	GC-3.2
	5 Results Focus School and System Presentations; Policy Consideration (Reasonable Interpretations, Benchmarks and Targets, Monitoring, Language Changes); Board Development Sessions	
	6 Operational Expectations Policy Consideration (Reasonable Interpretation, Indicators, Evidence Monitoring, Language Changes)	
	7 Matters Reserved for Board Action	GC-3
	8 Consent Agenda	GC-2.6
3:00 p.m.	9 Adjournment	
	Debrief	GC-2.3

- B. The normal order of business for the **Regular Meeting of the Board of Trustees, Private Agendas** shall be as follows:

Time	Topic	Policy Ref
12:00 p.m.	1 Call to Order	
	1.1 Motion to Move In Camera	
	2 Consideration/Approval of Agenda	GC-2
	3 Matters Reserved for Board Action	
	4 Matters for Board Information	
	4.1 Legal Issues	OE-8
	4.2 Labour Issues	OE-4
	4.3 Land Issues	OE-8, 12
	4.4 Other	

Time	Topic	Policy Ref
	5 Consent Agenda	GC-3
	6 Governance Issues Discussion	GC-2.6
	7 Motions – Action In-Camera Recommendations	
3:00 p.m.	8 Adjournment	
	Debrief	GC-2.3

C. The normal order of business for **Special Meetings** of the Board of Trustees established for any purpose other than the conducting of hearings and hearing of appeals shall be as follows:

1. Call to Order
2. Consideration of Agenda (subject to Section 67(5) of the *School Act*)
3. Action Items
4. Information Items
5. Governance/Board of Trustees
6. Adjournment

Debrief

D. The normal order of business for **Special Meetings** of the Board of Trustees established for employee matters shall be as follows:

1. Call to Order
 - (a) Motion to Consider Agenda In Camera
 - (b) Welcome and Introductions
 - (c) Review of Procedures
 - (d) Preliminary Points Prior to Commencement of Procedure
2. Presentations, Comments and Responses, Committee Questions, and Concluding Comments of Parties
 - (a) Written and Oral Presentations
 - (b) Comments by Way of Response
 - (c) Trustee Questions
 - (d) Concluding Remarks
3. Deliberation and Decision
 - (a) Deliberation
 - (b) Motion to Revert to Public Meeting
 - (c) Motion re: Decision
4. Adjournment

Debrief

E. The order of business at the **Organizational Meeting of the Board of Trustees** shall be as follows:

1. The Corporate Secretary or ~~designate~~ shall assume the Chair as Chair pro tem and carry out the following:
 - (a) Call to order
 - (b) Read the returns of the election as certified by the Returning Officer (Election Year)
 - (c) Declare the Board of Trustees to be legally constituted (Election Year)
 - (d) Election of Chair

The Chair shall assume the Chair and conduct the remainder of the Organizational Meeting.

2. Election of Vice-Chair
3. Establishment of Committees, Committee Membership, and Liaison Links
4. Schedule of Board of Trustees' Meetings and Annual Agendas
5. Delegation Order of the Board of Trustees
6. Adjournment

APPENDIX D – QUICK REFERENCE GUIDE TO ROBERT'S RULES OF ORDER

PROCEDURES AS ADAPTED FROM QUICK REFERENCE GUIDE TO ROBERT'S RULES OF ORDER

	ORDER OF MOTIONS	MOVER MUST BE RECOGNIZED	AMENDABLE	DEBATABLE	MAY BE RECONSIDERED
PRIVILEGED					
1	Fix time of next meeting	Yes	Yes	No	Yes
2	Adjourn	Yes	No	No	No
3	Take a recess	Yes	Yes	No	No
4	Question of privilege	No	No	No, but a resulting motion is	No
5	Orders of the day	No	No	No	No
INCIDENTAL (No order of Precedence)					
	Point of order	No	No	No	No
	Appeal	No	No	Usually	Yes
	Suspend the rules	Yes	No	No	No
	Create special orders	Yes	No	Yes	No
	Withdraw (or renew)	Yes	No	No	Negative only
	Objection to consideration	No	No	No	Negative only
SUBSIDIARY					
6a	Table	Yes	No	No	No
6b	Take from the table	Yes	No	No	No
7	Previous question	Yes	No	No	Yes
8	Limit or extend debate	Yes	Yes	No	Yes
9	Postpone definitely	Yes	Yes	Yes	Yes
10	Refer or commit	Yes	Yes	Yes	Yes
11	Amend	Yes	Yes, once	Yes	Yes
12	Postpone indefinitely	Yes	No	Yes	Affirmative only
13	Main question (or motion)	Yes	Yes	Yes	Yes
MOTIONS					
14	Reconsider	No	No	No	No
15	Rescind	Yes	Yes	Yes	Negative only
16	Elections (nominations)	No	No	Yes	Yes

Note: Under the provisions of the *School Act* and Board Meeting Procedures, a seconder is not required for Board of Trustees resolutions, and each motion shall be decided by a majority of the votes of those Trustees present.'

report to
Board of Trustees

APPENDIX E – BOARD REPORT TEMPLATE

Title of Report: To access title double click blue tab.

Date	Month date, 201X
Meeting Type	Click here to select an option
To	Board of Trustees
From	[Name] Chief Superintendent of Schools
Purpose	Click here to selection an option
Originator	First name Last name, title
Governance Policy Reference	<p>Make reference to pertinent Governance Policy type, number and name. State the policy group first; use acronyms for specific references. For example:</p> <p>Board/Chief Superintendent Relationship B/CSR-2: Single Unit Control</p> <p>Operational Expectations OE-3: Treatment of Owners OE-8: Communication With and Support for the Board</p>
Resource Person(s)	<p>(Those who assist in the generation of the report.) First name Last name, title</p>

NOTE: Include only the sections that are required and appropriate for this report. Not all reports will require all sections.

1 | Recommendation

The recommendation is the proposed Board action and specifies exactly what you want the Board of Trustees to decide. The rest of the report provides context, information and alternatives that support the recommendations. For a given issue, the recommendation proposes a solution.

Recommendations related to private agenda items must be carefully worded so as to protect the confidentiality and personal privacy around the issue.



Use the following format when preparing this section:

It is recommended:

- THAT the Board of Trustees receives the following report for information.
- Or
- THAT the Board of Trustees approves...

2 | Issue

The report and the recommendations exist for a reason. Be concise in describing why this report has been created and brought forward. This section should be brief.

Examples:

At the meeting of Dec. 15, 2010, the Board of Trustees directed the Chief Superintendent to provide further information on the use of capital reserves. The Board asked for the report by the end of January 2011.

Operational Expectations 8: Communication With and Support for the Board requires "the Board is supported in its work and is fully and adequately informed about matters relating to Board work and significant organizational concern." This update meets the requirement of OE-8 for information in a timely, simple and concise form.

3 | Background

This section should answer the question "how did we get here" and provide the context required to understand the analysis.

4 | Analysis

The analysis section does much of the heavy lifting of the report, including:

- describing the problem in greater detail
- clearly explaining the complexity of issues;
- demonstrating how governance policies and their interpretations impact the possible and resulting options;
- explaining measurements and results;
- describing and discussing alternatives;
- describing the CBE's position compared to others.



Ultimately, the analysis makes the case for the recommendations. In this section you should present the options you've considered (including those you are not recommending) and clearly explain your rationale. When the analysis is excellent, people may not like the outcome but they will understand the rationale.

Writing the report is not the full value of the process. The greatest value comes from thinking and reflection. The analysis section may contain recommendations to continually improve.

5 | Financial Impact

The financial section is important. One pillar of the Three-Year Education Plan is "stewarding our resources." This section demonstrates our financial sensibility and performance. This section should be as detailed and extensive as possible.

A thorough and compelling presentation of the financial impact may include implications such as:

- cost (e.g., capital, operating, incremental, one-time, ongoing);
- revenue or funding;
- balance sheet, cash flow and income statement;
- legislated or regulatory;
- human resource;
- organizational priorities; and
- opportunity cost

As in all sections, charts, tables and graphics should be used wherever they help to tell the story. At a minimum, a financial section should include figures.

6 | Implementation Consequences

Implementation Consequences is future focused. Explain the effects or expected outcomes that may occur if the report is approved and the recommendation implemented. The consequences may be positive or negative. In some cases, this section may underscore the risks of inaction as well. Regardless of how complex the situation, it must be explained simply and in plain language.

7 | Conclusion

The conclusion should recap the essence of the report. It is the last thing most people will read before turning back to the recommendations. The conclusion is not the place to introduce new information. It connects back to the stated issue and confirms that the report serves the purpose for which it was written.



Be brief. Be direct. Be persuasive.

[NAME]

CHIEF SUPERINTENDENT OF SCHOOLS

ATTACHMENTS

An attachment is a document that can stand alone and is not required to understand the rest of the original report. When numbering attachments, use Attachment Numbering Style.

Attachment I: Name of Attachment

Attachment II: Name of Attachment

Attachment III: Name of Attachment

APPENDICES

An appendix is a document that provides additional reference information and supplements the original report. When numbering appendices, use Appendix Numbering Style

Appendix I: Name of Appendix

Appendix II: Name of Appendix

Appendix III: Name of Appendix

Please do not edit, add to or delete from the Glossary.

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Trustee Agenda Request Form

AGENDA PLANNING
COMMITTEE

All Trustees
Chief Superintendent
Corporate Secretary

SUBMITTED BY: [Choose a Trustee](#)DATE: [Click here to enter a date.](#)

TOPIC OF PROPOSED AGENDA ITEM:

[Click here to enter text.](#)

SUGGESTED BOARD MEETING DATE/TIMELINE CONSIDERATIONS:

[Click here to enter text.](#)

RELATED BOARD POLICY: (Include proposed amendment to governance policy, if requested. Attach additional page, if required)

[Click here to enter text.](#)

EXPLAIN HOW THIS PROPOSED AGENDA ITEM WILL FURTHER THE WORK OF THE BOARD AND IS RELATED TO THE BOARD'S ANNUAL WORK PLAN:

[Click here to enter text.](#)

AGENDA PLANNING COMMITTEE DECISION:

(The Committee may refer the matter to the Chief Superintendent, to an appropriate Board Committee, or it may add the item to a Board meeting agenda, depending on the nature of the issue. The Committee may also request that the trustee provide further information prior to making its decision.)

Referred to: [Click here to enter text.](#)Recommended Response Timeline: [Click here to enter text.](#)

Board Meeting Agenda: NO ☒ YES ☐ PUBLIC ☐ PRIVATE ☐

Date: [Click here to enter a date.](#)

report to Board of Trustees

Chief Superintendent's Update

Date	November 10, 2015
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	David Stevenson, Chief Superintendent of Schools
Purpose	Information
Governance Policy Reference	Operational Expectations OE-8: Communication With and Support for the Board

1 | Recommendation

This report is being provided for the information of the Board. No decision is required at this time.

2 | Issue

As the Board of Trustees' chief executive officer, the Chief Superintendent is accountable for meeting the expectations set by the Board. These expectations are stated in Results and Operational Expectations policies.

OE-8: Communication With and Support for the Board requires that "the Board is supported in its work and is fully and adequately informed about matters relating to Board work and significant organizational concern." With other reports submitted to the Board of Trustees, this update meets the requirement of OE-8 for the provision of information in a timely, simple and concise form.



Personalize Learning

Assessment and Reporting

We continue to align assessment and reporting practices in the CBE to support personalized learning opportunities for student success. For the 2015-16 school year reference documents including: the CBE vision and guiding principles for assessment and reporting; a companion guide to the CBE vision for assessment and reporting including requirements K-12; and K-9 report card outcomes were updated/created and shared with schools. The changes made to the documents were based on feedback from teachers, students and families and informed by current educational research. The reference documents support our district strategy by maintaining an instructional design and leadership focus on assessment that informs teaching and learning. Additionally, the documents provide important points of reference as we build coherence and continuous improvement in programming, service to students and professional learning.

We are committed to supporting K-12 schools as they advance assessment and reporting practices consistent with the CBE vision, guiding principles and requirements. Specialists from Learning continue to support schools, and during the month of October three face-to-face sessions were offered to teams of administrators and teachers to discuss evolving assessment practices at their schools. We will continue to design and offer professional learning opportunities and resources in response to school requests.

School Development Plans

In September and October Principals lead school development planning processes with their staffs. The School Development Plan is a collective commitment to continuous improvement in student learning through planned and intentional responses to evidence of achievement and data about the learning conditions that support student success. They consider a variety of sources of data falling into three types. Student learning data considers both current levels of achievement and trends across time, whole school information and specific cohorts of students, report card marks, provincial assessments including Student Learning Assessments and Provincial Diploma examinations, as well as teacher observation of student learning patterns, accomplishments and needs. Perception data includes Accountability Pillar survey data, CBE Results survey data, Tell Them From Me survey data and in-school focus groups. School process data considers what goals they have previously identified, what strategies were employed and the impact of those strategies. After consideration of the relevant data schools determine an achievement goal to advance student success and determine a strategy to achieve it aligned with the Three Year Education Plan. They set an instructional goal to build staff capacity to successfully implement the achievement strategy. These goals enable focussed and rigorous collective staff work to assess and modify the



strategies over the course of the year through the adjustment cycle process. Progress toward the achievement goal is assessed and shared in the School Results Report (SRR) posted on school websites on November 30th. School Development Plans are available on school websites after November 13th.

We Day

We Day is an event that harnesses the energy and passion of young people who are ready to lead local and global change. It brings students in Grades 6 and up together in an unparalleled setting to show them that they are not alone in their journey to make a difference. 1,945 Calgary Board of Education students representing 124 schools took part in the celebration at the Scotiabank Saddledome on October 27, 2015. This event kicks off a year's worth of efforts in social justice aligned with our focus on student engagement to develop character and citizenship.

Build Professional Capital

C2 update

C2 is the name of the committee established by the Framework teacher collective agreement to reduce the impact of jurisdictional tasks on teacher workload and improve teacher efficacy. The committee is made up of CBE, ATA and Alberta Education representatives and is to operate until August, 2016. On June 29, 2015 and September 9, 2015, the Chief Superintendent provided an update to the membership regarding actions taken in response to the recommendations from the C2's internal review. Our C2 committee recently met on October 14, 2015 to continue its work. It is the intention of the committee to use the survey tool "Thought Exchange" in February 2016 to seek feedback on the implications of the recommendations and actions taken by administration to address jurisdictional tasks, teacher workload and efficacy.

First Nations Metis Inuit Symposium

Several CBE staff participated in the "Listening, Understanding and Moving Forward Together: First Nations, Métis and Inuit Symposium 2015" hosted by CASS and the First Nations, Métis and Inuit Education Division of Alberta Education and a number of partner organizations. Chair Bowen-Eyre, staff from the Learning service unit and Areas II and IV and Elder Randy Bottle presented three sessions : 1) Leading With our First Nation, Métis and Inuit Elders, 2) An Organizational Learning Winter-Count: Moving Towards Reconciliation Through Indigenous Pedagogies and Practices and 3) Trauma Informed Practice: A Universal Approach to Understanding and Addressing Intergenerational Trauma in Schools. The purpose of the symposium was to provide an opportunity to learn from each other and develop action-oriented plans moving forward to support improving learning by First Nations, Métis and Inuit students in our province. By participating in the dialogue and hearing many perspectives and



strategies from other jurisdictions staff built their understanding, which will continue to inform our strategies to improve student success.

Supporting Gender and Sexual Minority Youth

The CBE has identified as a priority our collective responsibility to create conditions for success for students as unique learners and as members of their school and community. Creating the conditions for gender and sexual minority youth to thrive has been a clear commitment for the CBE for some time.

A strategic framework to guide this work (Strategic Plan for Creating the Conditions to Thrive: Attending to Gender Identity, Gender Expression and Sexual Orientation) has recently been established and approved by superintendents' team. Significant work is underway to increase the provision and coordination of supports and services for students, staff and families.

We have seen a steady increase in the number of requests related to gender and sexual minority youth, staff and families. Since August 2015 for example, we have received over 30 requests for support. We anticipate that requests will increase as we strengthen our commitment to this work and make supports/services/resources visible and available throughout the district. Examples of supports and actions we have undertaken include: creating a core team to respond to requests, providing a resource package and learning opportunities for staff, researching practices in other districts to inform our work, and developing guidelines and processes for schools.

Engage Our Public

Building a New Approach to Public Engagement

The CBE is committed to involving people in decisions that affect them. To do this more effectively, we have started developing a system-wide approach to public engagement that respects the diversity of our community and supports the CBE in achieving its mission. The strength of this work will be in the collective thoughts and opinions we gather.

Students, parents, employees and other members of the Calgary community will have opportunities to get involved, share their perspectives and help shape our public engagement framework. Starting in November, a variety of face-to-face meetings, surveys and other engagement opportunities will be offered. Our goal is to develop a consistent and effective framework that is well understood, that will strengthen relationships with our stakeholders and will ultimately lead to more informed decisions that benefit students.

We encourage everyone to get involved. Details on opportunities to participate will be available on our website at cbe.ab.ca/publicengagement.



Open House for New Schools

The Calgary Board of Education was very pleased to hear from Alberta Education that the four new schools listed in the CBE Three Year School Capital Plan 2016-2019 with an approved design only project status, were now approved for construction to full build out. The schools are South East (Seton) High School, Martindale Elementary School, Springbank Hill/Discovery Ridge Elementary/Middle School and Silverado Elementary School.

Architectural consultants have been appointed for these schools and they have been working on the schematic school designs. An Open House is to be held at the Education Centre in early December 2015 to share the initial plans for these schools with their communities. It is anticipated that the high school will be opened for students in September 2018, and that the other three smaller schools will be ready for opening in September 2017.

Steward Our Resources

Transportation Study

Administration is planning to engage independent transportation consultants in the near future to undertake a study of the transportation services department with the following two key objectives:

- Review the current effectiveness and efficiency of student transportation services being provided by the Calgary Board of Education (CBE), and
- Inform strategic transportation planning to optimize the use of financial, human, vehicles, community and government resources to transport students to CBE public schools in Calgary.

Investment in Technology

Systems and technology are an integral part of how we teach and support our students and teachers. Today's learners cannot imagine life without access to the internet and supporting technology. Over the next few years the CBE is committed to investing over \$50 million in our systems technology to improve access, quality and core system efficiencies in a variety of ways.

Our Student Information System lies at the heart of our work to support student success. This system manages all aspects of student information including registrations, timetabling, assessment information and details needed for Provincial Government funding. We are planning a replacement of the current system which is past its useful life.

Our students and our teachers use devices every day to access the breadth of teaching and learning supports. Our planning is guided by both educational outcomes and technology best practices as we invest to refresh and replace

these access devices in order to maintain sustainable, effective technology environments in schools and classrooms.

The need for additional wireless capacity to support learning and teaching continues to grow and consequently the CBE is committed to ensuring that each student and teacher who needs wireless access can be assured of connectivity that is reliable and quick. Over the next few years the CBE will invest in wireless enhancements for each school. In conjunction with this, the CBE will also focus on maintenance upgrades to underlying school technology infrastructure. Though often invisible to the community (student, teachers and parents), core technology like Network Switches are vital for connectivity, access and overall reliability.

We are planning a further investment in Iris so that more students and teachers can continue to personalize their learning. Iris is a web-based teaching and learning application consisting of student learning plans, learner profiles, resource library and teacher and administrator workspaces. Iris brings together student voice, learning data, and best research in supporting teachers and administrators in making well-informed instructional decisions for each student

Digital displays for learning enable interactive and personalized learning. We are continuing to invest in this valuable technology for students ensuring that the right tools are available where they are needed and can benefit teaching and learning. In some classes this means touch interactive displays, but in other learning spaces digital interaction from a variety of devices on a shared display is better suited to the needs of today's learners.



DAVID STEVENSON
CHIEF SUPERINTENDENT OF SCHOOLS

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**report to
Board of Trustees****Construction Projects Status Report**

Date	November 10, 2015
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	David Stevenson, Chief Superintendent of Schools
Purpose	Information
Originator	Frank J. Coppinger, Superintendent, Facilities and Environmental Services
Governance Policy Reference	Operational Expectations OE-8: Communication With and Support for the Board OE-12: Facilities
Resource Person(s)	Eugene Heeger, Director, Design & Property Development Robert Ashley, Manager, Design Services

1 | Recommendation

It is recommended:

- This report is being provided for information for the Board. No decision is required at this time.

2 | Issue

The Chief Superintendent is required to provide the Board of Trustees with an update regarding the status of new and replacement facilities under development or construction.



3 | Background

Following the demolition of the old Ernest Manning High School, the National Sport School was moved temporarily into leased office accommodation at Calgary Olympic Park. On September 26, 2012, the Alberta Government approved provincial funding of \$3 million for the National Sport School on the condition that the Calgary Board of Education (CBE) funds an additional \$6 million for a total project value of \$9 million. The proposed new National Sport School at Canada Olympic Park is on hold, subject to funds being raised to enable a construction start in 2015. Discussions have recommenced with WinSport on potential funding strategies and options.

On July 7, 2012, the Alberta Government approved provincial funding for the Booth Centre modernization for Chinook Learning Services. In June 2013, significant damage occurred to the building as a result of the Calgary floods. Engineering and insurance assessments have been finalized. Meetings have been held with the Alberta Government (Justice, Infrastructure and Education) and the Calgary Municipal Land Corporation to review different concepts for the potential redevelopment of the Booth Centre site with a private developer. Discussions are ongoing.

On May 1, 2013, the Alberta Government announced the approval of six new schools for the CBE as part of Building Alberta Schools Construction Program (BASCP). This was the fourth phase of a Provincial alternative procurement program. The six schools included the North East High School, two middle schools located in Royal Oak and Saddle Ridge and three K-4 schools located in Copperfield, Evanston and New Brighton.

On January 21, 2014, the Alberta Government announced the approval of four major modernizations for the CBE. The four projects are: Christine Meikle School – A New Replacement, Harold W Riley School – An Aboriginal Family School Modernization, Jack James High School – A Modernization and Bowness High School – A Modernization.

On February 10, 2014, the Alberta Government announced the approval of six new schools for the CBE as part of the Provincial Government's commitment to build 50 new schools. The six schools include three K-4 schools located in Auburn Bay, Panorama and Tuscany and three middle schools located in Evergreen, McKenzie Towne and New Brighton-Copperfield.

On February 12, 2014, the Alberta Government advised that CBE's request for capital funding to rebuild Elbow Park School had been approved by the Flood Relief Ministerial Task Force.

On March 11, 2014, the Alberta Government also advised that Elbow Park School was eligible for flood mitigation funding up to \$2.5 million. The new school will be built on the original site and will incorporate flood mitigation in the design. On March 13, 2015, the Alberta Government advised that the CBE's request for flood mitigation funding had been approved.

On March 11, 2014, the Alberta Government advised that Rideau Park School was eligible for flood mitigation funding up to \$2.5 million. These funds will be used to implement measures that will better protect the school infrastructure to ensure that the facility is able to withstand future flood events. On March 13, 2015, the Alberta Government advised that CBE's request for flood mitigation funding had been approved.

In June 2014, the Provincial Government announced that they would not be pursuing the BASCP school package, that was originally announced in May 2013, and that these new schools, with the exception of the North East High School, would be handed over to the CBE for development and construction.

On September 22, 2014, the Provincial Government announced a \$30.6 million investment for four starter schools in Calgary. These schools will be located in West Springs/Cougar Ridge (middle school), Cranston (middle school), Saddle Ridge (elementary school) and Aspen Woods (elementary school).

In addition \$2.8 million of funding has been approved for the supply and installation of modular classrooms for Westgate School and \$1.0 million for the design development of the new high school in South East Calgary.

On October 8, 2014, the Provincial Government announced Phase 3 of a consolidated advancement of education capital projects. The new projects for the CBE included the design of schools located in Martindale and Silverado (elementary schools) and Springbank Hill/Discovery Ridge (elementary/middle school). In addition, the designs of two major modernization projects at Lord Beaverbrook and James Fowler High Schools were approved.

In November 2014, Alberta Education granted the CBE flexibility regarding the use of modular classroom capital originally intended for Westgate School. A revised plan has been developed to install additional modular units to the Glenmeadows School, which is scheduled to be returned from a charter school use to the CBE in September 2016.

On February 19, 2015, the Provincial Government advised the CBE that the four starter schools announced in September 2014 would proceed as full build-out developments, subject to the CBE committing to completing the middle schools by December 2016 and the elementary schools by September 2016.

On March 31, 2015, the Premier announced that the Province was proceeding ahead with the construction of the Phase 3 schools announced in 2014. They included four new schools and two modernization projects.

On May 24, 2015, Premier Rachel Notley announced appointment of David Eggen as the Minister of Education and Brian Mason as the Minister of Infrastructure and Transportation.

On October 7, 2015, the Provincial Government advised that the following projects were fully approved and funded, and that Grant Agreements would be forthcoming:

- James Fowler High School Modernization;
- Lord Beaverbrook High School Modernization;
- Martindale Elementary School;
- Silverado Elementary School;
- Springbank Hill Elementary/Middle School; and
- Southeast Calgary High School.

4 | Analysis

Information on the current status of the projects under development and being administered by the CBE and Alberta Infrastructure is provided in **Attachment I**.

The locations of the various new school and modernization capital projects under development are shown in **Attachment II**.

The following twenty Project Steering Committees have been setup for the twenty-six school projects being managed by CBE Administration:

- Aboriginal Learning Centre
- Christine Meikle School
- Bowness HS
- Jack James HS

- Elbow Park ES
- Evergreen MS (Bundle 1)
- Panorama Hills ES, Tuscany ES, Auburn Bay ES
- McKenzie Highlands MS
- Dr. Martha Cohen MS
- William D. Pratt MS (Bundle 4)
- Peter Lougheed MS (Bundle 4)

- Evanston ES (Bundle 5)
- Copperfield and New Brighton ES (Bundle 6)
- West Springs and Cranston MS (Bundle 7)
- Saddle Ridge and Aspen Woods K-4 School (Bundle 8)

- Springbank Hill/Discovery Ridge K-9 (Bundle 10)
- Martindale and Silverado ES (Bundle 11)
- Seton HS
- James Fowler HS
- Lord Beaverbrook HS.

These Steering Committees are scheduled to meet on a monthly basis. Individual project management committees meet on a more frequent basis.

The status of the BASCP North East High School, being managed by Alberta Infrastructure, is provided in **Attachment I**.



The Province also recently announced their approval of a modernization project at Sir William Van Horne High School, which is currently leased to Westmount Charter School.

Modular Classrooms

Administration submitted the 2015/16 Modular Classroom Plan, which was approved by the Board on October 14, 2014, to the Province for approval. This request included 28 modular classrooms in eleven CBE schools. On January 22, 2015, the Province advised that 19 modular classrooms were approved.

A map showing the locations of the modular receiving schools is shown in **Attachment III**.

All modular projects have been completed, with the exception of Radisson Park.

Photos of construction work are shown on **Attachment IV**.

5 | Conclusion

This report provides the current update on the status of new and modernized CBE facilities under development or construction by the Calgary Board of Education and Alberta Infrastructure.

It is provided to the Board of Trustees as monitoring information in compliance with Operational Expectation 8: Communication With and Support for the Board.



DAVID STEVENSON
CHIEF SUPERINTENDENT OF SCHOOLS

ATTACHMENTS

Attachment I:	New/Modernized Facilities Construction Status
Attachment II:	Project Location Map
Attachment III:	Modular Classrooms Location Map.
Attachment IV:	Project Photos

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**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
November 2015**

Building	Orig. Open Date	Rev. Open Date	Notes/Comments
1. National Sport School	Dec-14	TBD	The National Sport School is currently located in leased premises at Canada Olympic Park. Planning for the permanent school at Canada Olympic Park started in 2009 and has progressed to design stage. Design brief is complete. Comments sent to consultants for final revisions. Development Permit conditions are under review, a response has been submitted to the City. Until a source of capital funding is secured, no further architectural or engineering work will be completed. Discussions have commenced with WinSport on potential funding strategies, and with the City on progressing the Development Permit approval application extension.
2. Booth Centre (Chinook Learning Services) Capacity 675 students	Mar-14	TBD	<p>Booth Centre modernization for Chinook Learning Services central location was approved for provincial funding on July 7, 2012. Prime Consultants were appointed through a request for proposal process on July 23, 2012. Alberta Infrastructure has provided technical documentation on the existing facility. Schematic design and functional space layouts have been finalized.</p> <p>Different concepts are being assessed for the potential redevelopment of the site with the Calgary Municipal Land Corporation and developers. Discussions are ongoing. An Expression of Interest (EOI) proposal call was issued to developers in January 2015. Following the review of EOI submissions, four developers will be invited to submit RFPs.</p> <p>An educational program charrette was held in June to determine the functional program needs and requirements. A Draft Vision Statement has been prepared by Learning Services. The Land Use Re-designation Application has been submitted to the City of Calgary. The developer RFP is being prepared for issue.</p>
3. Evanston School Grades K-4 Capacity 600 students	Fall-16		<p>Project handed over to the CBE to develop and construct in June 2014. Sahuri + Partners Architecture Inc. appointed as Prime Consultant. Steering Committee set up. Working drawings were prepared for a fixed price lump sum tender. Tenders were issued November 2014 and closed in December 2014. Altus Group was appointed as Project Manager. The Development Permit was approved by the City. On January 29, Alberta Infrastructure approved the construction contract award. An Open House was held on February 25, 2015, at the Education Centre.</p> <p>A Letter of Award was issued to APM Construction Services Ltd. and mobilization and construction commenced on April 14, 2015 following the issuing of a partial Building Permit by the City.</p> <p>Excavations and foundations are complete with masonry being installed to the gymnasium. Site services are complete. An erosion and sedimentation control audit has been successfully undertaken. Masonry work is behind schedule, but should not impact the overall schedule. Steel work installation and mechanical and electrical rough-in following behind masonry activities. The overall project is tracking on schedule.</p>

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4. Peter Lougheed School (Saddle Ridge School) Grades 5 – 9 Capacity 900 students	Fall-16		<p>Project handed over to the CBE to develop and construct in June 2014. Gibbs Gage Architects appointed as Prime Consultant. Steering Committee set up. Working drawings were prepared for a fixed price lump sum tender. Tenders were issued November 2014 and closed in December 2014. Pivotal Projects was appointed as Project Manager. The Development Permit was approved by the City. An Open House was held on February 25, 2015, at the Education Centre.</p> <p>A Letter of Award was issued to LEAR Construction Management Ltd. and mobilization and construction commenced in mid-March 2015.</p> <p>Site piling and foundations are complete. Structural steel is progressing. Masonry and steel stud walls are progressing. The overall project is tracking on schedule.</p>
5. Copperfield School Grades K-4 Capacity 600 students	Fall-16		<p>Project handed over to the CBE to develop and construct in June 2014. Group 2 Architecture appointed as Prime Consultant. Steering Committee set up. Working drawings were prepared for a fixed price lump sum tender. Tenders were issued November 2014 and closed in December 2014. Pivotal Projects was appointed as Project Manager. The Development Permit was approved by the City. On January 29, Alberta Infrastructure approved the construction contract award. An Open House was held on February 25, 2015, at the Education Centre.</p> <p>A Letter of Award was issued to Tribuild Contracting (Calgary) Ltd. and mobilization and construction commencing in mid-March 2015.</p> <p>Site piling and foundations are complete. Deep services are complete. Masonry work is progressing. Steel delivery has been completed and steel erection is 75% complete. Construction is currently about 3 weeks behind schedule. The full Building Permit has been approved. Q-deck installation has commenced. Mechanical and Electrical rough-ins are progressing and the project is currently tracking on schedule.</p>
6. New Brighton School Grades K-4 Capacity 600 students	Fall-16		<p>Project handed over to the CBE to develop and construct in June 2014. Group 2 Architecture appointed as Prime Consultant. Steering Committee set up. Working drawings were prepared for a fixed price lump sum tender. Tenders were issued November 2014 and closed in December 2014. Pivotal Projects was appointed as Project Manager. The Development Permit was approved by the City. On January 29, Alberta Infrastructure approved the construction contract award. An Open House was held on February 25, 2015, at the Education Centre.</p> <p>A Letter of Award was issued to Tribuild Contracting (Calgary) Ltd. and mobilization and construction commenced in mid-March 2015.</p> <p>Site piling and foundations are complete. Deep services are complete. Masonry is continuing. Structural steel is complete. Q-deck is installed and complete. The roofing contractor is progressing. Aluminum windows are being installed. Mechanical and Electrical rough-ins are progressing. The project is currently tracking on schedule.</p>

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7. William D. Pratt School (Royal Oak/Rocky Ridge School) Grades 5 – 9 Capacity 900 students	Fall-16		<p>Project handed over to the CBE to develop and construct in June 2014. Gibbs Gage Architects appointed as Prime Consultant. Steering Committee set up. Working drawings were prepared for a fixed price lump sum tender. Tenders were issued in November 2014 and closed in December 2014. Pivotal Projects was appointed as Project Manager. The Development Permit was approved by the City. An Open House was held on February 25, 2015, at the Education Centre.</p> <p>A Letter of Award was issued to LEAR Construction Management Ltd. and mobilization and construction commenced in mid-March 2015.</p> <p>Site piling and foundations are complete. Slabs on grades are being completed. Structural steel is being erected. The contractor has developed a schedule to ensure compliance to the agreed schedule. Remedial work is being done to accommodate the installation of the modulars supplied by Alberta Infrastructure. Mechanical and Electrical rough-ins are progressing. The project is currently tracking on schedule.</p>
8. Nelson Mandela High School (Northeast High School) Grades 10 – 12 Capacity 1800 students	Fall-16		<p>School approved for Provincial funding May 1, 2013, as part of BASCP using the Design/Build delivery process, with the CBE to look after maintenance. Bridging Consultants worked with CBE to develop the site layout and floor plans for the proponent RFP. Gibbs Gage Architects and the Bird Construction team were the successful design build proponents.</p> <p>Alberta Education approved an increase in capacity of the school to 1800 students. Construction has commenced and continues as scheduled on site. Furniture, fixtures and equipment fit-up and commissioning will commence after the school is turned over to the CBE in Summer 2016. Two successful open houses were held in April and September 2014.</p> <p>Construction is proceeding without incident. A site tour was held on September 25, 2015. A request for a Gymnasium addition has been submitted to the Provincial Government.</p>
9. Harold W. Riley School Aboriginal Learning Centre	Sep-16		<p>Harold W. Riley modernization for the Aboriginal Learning Centre was announced January 21, 2014. A provincial pre-design charrette was held on November 25 and 26, 2013 as part of a Value Management exercise to gather support for the project. The Provincial kick-off meeting occurred February 25, 2014. The Leblond Partnership has been selected as Prime Consultant.</p> <p>The design process has been completed. Pivotal Projects Incorporated has been selected as Project Managers. Public engagement and open house held on June 18 and September 17, 2014. Development Permit application submitted in August 2014. Working drawings were finalized for tender, which was scheduled for mid-January 2015. Hazmat abatement work has been completed.</p> <p>Following the tender reviews by Alberta Infrastructure and the recommendation approval by Trustees, Everest Construction Management Ltd. was awarded the construction contract in mid-April 2015. Mobilization and construction has</p>

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			<p>commenced on site. Demolition has been completed and the full Building Permit has been approved. A number of unforeseen structural issues have been identified as a result of the demolition work and these are being dealt with by the team on site. Delivery of structural steel scheduled for mid-October was delayed and is now scheduled for early November. Masonry installation is 50% complete in the gym area. Slab on grade installation is 80% complete. Construction is currently behind schedule.</p>
10. Christine Meikle School (Replacement school)	Dec-16		<p>Christine Meikle School replacement for students with complex learning needs was announced January 21, 2014. This new school located on a greenfield site will combine attributes of both educational and health care facilities to address the special needs of the students. A provincial program charrette was held on February 12, 2014 as part of a Value Management exercise to gather information on the project. The Provincial kick-off meeting occurred February 25, 2014.</p> <p>Marshall Tittlemore Architects has been selected as Prime Consultant. Resource Planning Group has been retained to complete the functional program for the project. Stantec Consulting Ltd. has been selected as Project Manager. Public engagement and open house held on June 19, August 6 and September 17, 2014. Development Permit application submitted in September 2014.</p> <p>A Statement of Claim has been registered by a group of residents who are opposed to the development. No judgment has been made by the courts. Design development has been completed. Working drawings were finalized for tender, which was scheduled for mid-January 2015. Tenders closed on March 19, 2015.</p> <p>Following the tender reviews by Alberta Infrastructure and the recommendation approved by Trustees, Starcraft Construction Ltd. was awarded the construction contract in mid-April 2015. Mobilization and construction has commenced on site. Structural steel is complete in the south wing. Basement foundation walls are complete. Weeping tile and backfilling are ongoing. Decking installation has begun in the south wing. Masonry shear walls have commenced in the south wing. Construction remains on schedule.</p>
11. Bowness High School Modernization	Sep -16	Dec-16	<p>Modernization of Bowness HS was announced January 21, 2014. The modernization will update the spaces to meet the current and future needs of the students. The Provincial kick-off meeting occurred February 25, 2014. BKDI Architects has been selected as Prime Consultant. The design process is underway. MHPM Project Managers Inc. has been selected as Project Manager. Public engagement and open house held on June 18, August 6 and September 17, 2014. Development Permit application submitted in August 2014. On October 1, 2014, Alberta Infrastructure approved the appointment of Chandos Construction Ltd. as the Construction Manager. Working drawings have been prepared for sequential tendering, which will commence at the end of January 2015. A Design Development Cost Report has been completed and submitted to Alberta Infrastructure for staged Tender Approval reviews. The first tender package was released in March 2015, and approved for award.</p>

Tender Package #2 (Remaining Scope) was submitted to Alberta Infrastructure

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12. Jack James High School Modernization	Sep -16		<p>in Mid-April 2015 for approval to proceed to tender. A partial Permit for Demolition was received from the City in mid-April and construction demolition activities have been completed. Processing of contract awards for Tender Package #2 took longer than forecast and this will extend the construction schedule. The full Building Permit has been approved.</p> <p>The Learning Commons sprinkler installation and hazmat removal have been completed. A kitchen equipment supplier has been identified. A request to change the CTS Fashions program to a Robotics/Pre-Engineering program has been assessed. A request for additional capital has been submitted to the Capital Budget Council and has been approved. This will impact the completion schedule. Foundations are complete and some concrete elements such as stairs and elevator shafts are being cast. Structural steel arrival and installation to comment in November. Construction progress is slightly behind schedule.</p> <p>Modernization of Jack James High School was announced January 21, 2014. The modernization will update the spaces to meet the current and future needs of the students. The Provincial kick-off meeting occurred February 25, 2014. Dialog Alberta Architecture has been selected as Prime Consultant. The design process is underway. Turnbull Construction Services Ltd. Has been selected as Project Manager. Public engagement and open house held on June 18, August 6 and September 17, 2014.</p> <p>Development Permit application was submitted in August 2014 and approved by the City in December 2014. On October 1, 2014, Alberta Infrastructure approved the appointment of Carbon Constructors Inc. as the Construction Manager. Working drawings have been completed and sequential tendering has commenced since the end of January 2015. A Design Development Cost Report has been completed.</p> <p>Alberta Infrastructure has reviewed and approved the Tender Documents and Cost Report. The first Bid Package for work has been approved for award by Alberta Infrastructure. Construction mobilization has commenced.</p> <p>A second Bid Package (balance of work) was approved by Alberta Infrastructure and the Trustees and awarded to the Construction Manager in mid-April. A full Building Permit has been issued and mobilization and construction activities have commenced. The first program area, existing construction trades was ready for occupancy at the commencement of the new school year.</p> <p>Structural steel and metal decking to Building Trades addition complete. Mechanical and Electrical progressing with block work being completed. Structural steel complete, with interior partitions and Mechanical and Electrical progressing on the Autobody expansion and modernization. Asphalt and concrete to commence this Fall. Greenhouse structural steel is in place, with interiors to be completed in early 2016. Exterior concrete and canopies to Childcare area being installed. Construction remains on schedule.</p>

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13. Marshall Springs School (Evergreen School) Grades 5 - 9 Capacity 900 students	Sep-16	Mar-17	<p>The new Middle school was announced February 10, 2014, as part of the Provincial government's commitment to build 50 new schools. The Provincial kick-off meeting occurred February 25, 2014. Zeidler Partnership Architects has been selected as Bridging Consultant. The design process is completed. Public engagement and open house held on June 18, August 6 and September 17, 2014. Development Permit application submitted in August 2014.</p> <p>Design-Build proposal documents have been issued and contractor proposals were received and assessed in February 2015. The Design-Build responses were unsatisfactory and over budget. The Design Team will finalize a new set of working drawings and lump sum Tender Documents were issued in August 2015.</p> <p>On September 17, 2015, Alberta Infrastructure approved the construction contract award to LEAR Construction Management Ltd. A Letter of Award was issued to LEAR. Mobilization and construction commenced at the end of September 2015.</p> <p>Site work has been slowed due to permitting issues. This project has not yet received a Building Permit due to delays in the approval of storm Water Management Reports and DSSP plans by the City.</p>
14. Tuscany School Grades K-4 Capacity 600 students	Sep-16		<p>The new K-4 school was announced February 10, 2014, as part of the Provincial government's commitment to build 50 new schools. The Provincial kick-off meeting occurred February 25, 2014 Group 2 Architecture has been selected as Bridging Consultant. The design process is completed. Public engagement and open house held on June 18, 2014. The Development Permit application was submitted in August 2014 and was approved by the City. Design-Build proposal documents have been issued and contractor proposals will be received and assessed in February 2015.</p> <p>The Design-Build responses were unsatisfactory and over budget. The Design Team has finalized a new set of working drawings and lump sum Tender Documents were issued in March 2015.</p> <p>Tender closed in early April 2015. After tender reviews and approvals by Alberta Infrastructure and the Trustees, a Letter of Award has been issued to Everest Construction Management Ltd. Mobilization and construction has commenced. Site grading and piling complete. Grade beams are complete. Masonry installation has commenced. Underslab Mechanical and Electrical installations have commenced. Gymnasium foundations are complete. Main site servicing and tree removal complete. The contractor has advised that delays have been incurred due to the delays in the issuance of the full Building Permit. This is being reviewed and may impact the construction schedule which appears to be tracking later than anticipated.</p>

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15. Panorama School Grades K-4 Capacity 600 students	Sep-16		<p>The new K-4 school was announced February 10, 2014, as part of the Provincial government's commitment to build 50 new schools. The Provincial kick-off meeting occurred February 25, 2014. Group 2 Architecture has been selected as Bridging Consultant. The design process is underway. Public engagement and open house held on June 18, 2014.</p> <p>The Development Permit application was submitted in August 2014 and was approved by the City. Design-Build proposal documents have been issued and contractor proposals will be received and assessed in February 2015.</p> <p>The Design-Build responses were unsatisfactory and over budget. The Design Team has finalized a new set of working drawings and lump sum Tender Documents were issued in March 2015.</p> <p>Tender closed in early April 2015. After tender reviews and approval by Alberta Infrastructure and the Trustees, a Letter of Award has been issued to Westcor Construction. Mobilization and construction has commenced. Cast in place piles are complete. Grade beams and backfilling are complete and Mechanical underslab work is in progress. Block work in the gym area is progressing. Piles for the retaining wall are complete and external deep services installation has commenced. The project is currently tracking on schedule.</p>
16. Auburn Bay School Grades K-4 Capacity 600 students	Sep-16		<p>The new K-4 school was announced February 10, 2014, as part of the Provincial government's commitment to build 50 new schools. The Provincial kick-off meeting occurred February 25, 2014. Group 2 Architecture has been selected as Bridging Consultant. The design process is underway. Public engagement and open house held on June 18, 2014.</p> <p>Development Permit application submitted in August 2014 was approved by the City. Design-Build proposal documents have been issued and contractor proposals will be received and assessed in February 2015.</p> <p>The Design-Build responses were unsatisfactory and over budget. The Design Team has finalized a new set of working drawings and lump sum Tender Documents were issued in March 2015.</p> <p>Tender closed in early April 2015. After tender reviews and approvals by Alberta Infrastructure and the Trustees, a Letter of Award has been issued to Starcraft Construction Ltd. Mobilization and construction has commenced. Site grading and piling complete. Foundations and grade beams are complete. Mechanical and Electrical underslab installations have commenced. Masonry installation has commenced. Construction progress is slightly behind schedule.</p>
17. McKenzie Highlands School (McKenzie Towne School) Grades 5 - 9 Capacity 900 students	Sep-16	Dec-16	<p>The new Middle school was announced February 10, 2014, as part of the Provincial government's commitment to build 50 new schools. The Provincial kick-off meeting occurred February 25, 2014. Group 2 Architecture has been selected as Bridging Consultant. The design process is underway. Public engagement and open house held on June 18, 2014. The Development Permit application was submitted in August 2014 and was approved by the City. Design-</p>

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			Build proposal documents have been issued and contractor proposals will be received and assessed in February 2015.
			The Design-Build responses were unsatisfactory and over budget. The Design Team will finalize a new set of working drawings and lump sum Tender Documents will be issued in May 2015 for award and commencement of construction by July 2015. After tender approvals by Alberta Infrastructure and the Board, a Letter of Award was issued to Maple Reinders. Mobilization and construction has commenced. A partial Building Permit has been issued.
			Grade beam installations being completed. Deep service sanitary and storm drains have been completed. Mechanical and Electrical installations have commenced. Construction remains on schedule.
18. Dr. Martha Cohen School (New Brighton-Copperfield School) Grades 5 - 9 Capacity 900 students	Sep-16	Dec-16	<p>The new Middle school was announced February 10, 2014, as part of the Provincial government's commitment to build 50 new schools. The Provincial kick-off meeting occurred February 25, 2014. Group 2 Architecture has been selected as Bridging Consultant. The design process is underway. Public engagement and open house held on June 18, 2014. The Development Permit application was submitted in August 2014 and was approved by the City. Design-Build proposal documents have been issued and contractor proposals will be received and assessed in February 2015.</p> <p>The Design-Build responses were unsatisfactory and over budget. The Design Team will finalize a new set of working drawings and lump sum Tender Documents were issued in May 2015 for award and commencement of construction by July 2015. After tender approvals by Alberta Infrastructure and the Board, a Letter of Award was issued to Maple Reinders. Mobilization and construction has commenced. A partial Building Permit has been issued.</p> <p>Grade beam installations being completed. Mechanical and Electrical installations have commenced. Construction remains on schedule.</p>
19. Elbow Park School (Replacement school)	Dec-16		<p>The June 2013 flood caused significant structural damage to the existing Elbow Park School due to differential settlement. As a result, a replacement of the Elbow Park School was approved by the Provincial government on February 12, 2014. The Provincial kick-off meeting occurred on February 25, 2014. Gibbs Gage Architects were selected as the Prime Consultant. The new school will meet current building standards including barrier free access and will address flood mitigation in the design. The library will reflect the original aesthetic design.</p> <p>The first information meeting with the community was held on April 2, 2014. The consultant team led by Gibbs Gage Architects and advised by Donald Luxton & Associates and MMP Engineering recommended the preservation of the North, West and East exterior walls along with a partial preservation of the South façade, while demolishing the remainder of the school.</p> <p>This design concept for the Elbow Park Replacement School was presented to the public on July 3, 2014. Comments received were consistently favorable. A</p>

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			<p>new and modern school is planned to be constructed within the historic walls, with a new brick veneer and glass curtain wall gymnasium addition to the South. The new roofs are to emulate the original sloped roofs between the historic facades, while the new addition will have a flat roof with clerestory lighting over the central ancillary spaces.</p> <p>In June 2014, Duke Evans Inc. was retained as the Project Manager. Due to the nature of this project a Construction Management construction procurement process is to be followed to meet the phased schedule of activities. The Schematic Design Report has been completed and has been approved by Alberta Infrastructure. A Development Permit application has been approved. On October 1, 2014, Alberta Infrastructure approved the appointment of Stuart Olson Construction Ltd. as the Construction Manager.</p> <p>The first Tender Package for the specialist foundation work, demolition and structural wall stabilization was retendered and has been awarded. The balance of the work has been tendered. Hazmat abatement work has been completed. Demolition work continues as planned. Tender Package 2 (balance of work) has been approved for award by Alberta Infrastructure.</p> <p>The historic wall restraint work, together with all mass demolition activities has been completed. New foundations and concrete work have commenced. Construction is proceeding with a revised schedule to accommodate delays experienced in restraining the north wall foundations.</p>
20. Rideau Park School (Flood mitigation)	TBD		<p>Rideau Park School was approved for flood mitigation funding on March 11, 2014. Engineering Consultants have been appointed to commence flood mitigation design. Options have been assessed and it is anticipated that phased construction of this work will commence in the 1Q 2016</p>
21. West Springs/ Cougar Ridge School Grades 5 – 9 Capacity 900 students	Jan-17		<p>A new starter middle school was announced September 22, 2014, as part of the Provincial government's commitment to build four starter schools. On October 8, 2014, the Province committed to the immediate planning of the final school design. Riddell Kurczaba Architects was appointed to commence planning and design. Steering Committee Meetings have commenced and Schematic Design options have been developed for phasing the construction build-out.</p> <p>On February 19, 2015, full build-out was approved. Detailed Design and Tender Documents have been prepared for a Tender issued in June 2015. An Open House was held on February 25, 2015, at the Education Centre.</p> <p>Following tender reviews and approvals by Alberta Infrastructure and the Board, a Letter of Award was issued to Chandos Construction Ltd. Mobilization and construction have commenced. A full Building Permit has been issued.</p> <p>Site grading and piling is complete. Foundations and grade beams have commenced. Deep services installation is underway. The project is currently tracking on schedule.</p>

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22. Cranston School Grades 5 - 9 Capacity 900 students	Jan-17		<p>A new starter middle school was announced September 22, 2014, as part of the Provincial government's commitment to build four starter schools. On October 8, 2014, the Province committed to the immediate planning of the final school design. Riddell Kurczaba Architects was appointed to commence planning and design. Steering Committee meetings have commenced and schematic design options have been developed for phasing the construction build-out.</p> <p>On February 19, 2015, full build-out was approved. Detailed Design and Tender Documents has been prepared for a Tender issue in June 2015. An Open House was held on February 25, 2015, at the Education Centre.</p> <p>After tender reviews and approvals by Alberta Infrastructure and the Board, a Letter of Award was issued to Delnor Construction Ltd. Mobilization and construction has commenced. A full Building Permit has been issued.</p> <p>Site grading and piling is complete. Deep services installation is underway. The project is currently tracking on schedule.</p>
23. Saddle Ridge School Grades K-4 Capacity 600 students	Sept-16	Jan-17	<p>A new starter elementary school was announced September 22, 2014, as part of the Provincial government's commitment to build four starter schools. On October 8, 2014, the Province committed to the immediate planning of the final school design. Manasc Isaac Architects was appointed to commence planning and design. Steering Committee meetings have commenced and schematic design options have been developed for phasing the construction build-out.</p> <p>On February 19, 2015, full build-out was approved. Detailed Design and Tender Documents have been prepared for a Tender issue in June 2015. An Open House was held on February 25, 2015, at the Education Centre.</p> <p>After tender reviews and approvals by Alberta Infrastructure and the Board, a Letter of Award was issued to Bird Construction Group. Mobilization commenced at end of August. Awaiting approval for a full Building Permit.</p> <p>Construction has proceeded with stripping and grading of the site. Excavations and deep services have commenced. Construction is currently tracking behind schedule.</p>
24. Dr. Roberta Bondar School (Aspen Woods School) Grades K-4 Capacity 600 students	Sept-16	Jan-17	<p>A new starter elementary school was announced September 22, 2014, as part of the Provincial government's commitment to build four starter schools. On October 8, 2014, the Province committed to the immediate planning of the final school design. Manasc Isaac Architects was appointed to commence planning and design. Steering Committee meetings have commenced and schematic design options have been developed for phasing the construction build-out.</p> <p>On February 19, 2015, full build-out was approved. Detailed Design and Tender Documents have been prepared for a Tender issue by June 2015. An Open House was held on February 25, 2015, at the Education Centre.</p>

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			<p>The tenders closed September 1, 2015. Following review and approvals by Alberta Infrastructure and the Board, a contract was awarded on September 18, 2015. Mobilization and construction commenced at the end of September 2015. Awaiting approval for a full Building Permit.</p> <p>Site stripping and grading has commenced. Deep services have commenced. Project progress is slower than planned and is currently tracking behind schedule.</p>
25. Glenmeadows School Grades K-6 Extension	Sep-16		<p>The original plan to place eight modular units on the Westgate School site (Provincial approval September 22, 2014) has been changed to a revised plan to install six modular units (five classrooms and a washroom) at the Glenmeadows School site.</p> <p>A Development Permit application has been made to the City. A meeting with the Glenmeadows Community Association was held on January 12, 2015. The City advised the CBE that an Appeal had been lodged against the issuance of the Development Permit. The Appeal Hearing has resulted in an oral outcome allowing the approval of the Development Permit, subject to a number of conditions. Specific details will be set out in the written decision of the Board which has not yet been issued. The CBE will be required to amend the application and submit amended plans for approval.</p>
26. Southeast High School Grades 10 -12 Capacity 1800 students	Sep-18		<p>The Province announced the design development funding for the new high school on September 22, 2014. Proposals for a prime consultant have been assessed. Gibbs Gage Architects was appointed on February 10, 2015, to commence Design Development Services. Site investigation studies have commenced. Steering Committee Meetings have commenced. CTS Programs have been identified.</p> <p>A schematic concept has been developed and a Schematic Design Report has been prepared for sign off. A pre-application Development Permit meeting has been arranged prior to the Development Permit application submission. The Provincial Government has given approval to proceed to full design development and construction of the facility which is currently scheduled for September 2018.</p>
27. Martindale School Grades K-6 Capacity 600 students	Sep-17		<p>On October 8, 2014, the Province committed to the immediate planning and design of the elementary school. Request for Proposals were issued for design services and proposals were reviewed in December 2014. Design Services Contract was awarded to Sahuri + Partners Architecture Inc. Steering Committee Meetings have commenced. Schematic Designs have been developed.</p> <p>Following the Provincial Government's announcement of full funding for this project, full design development and construction documents will be prepared for tender in early 2016.</p>

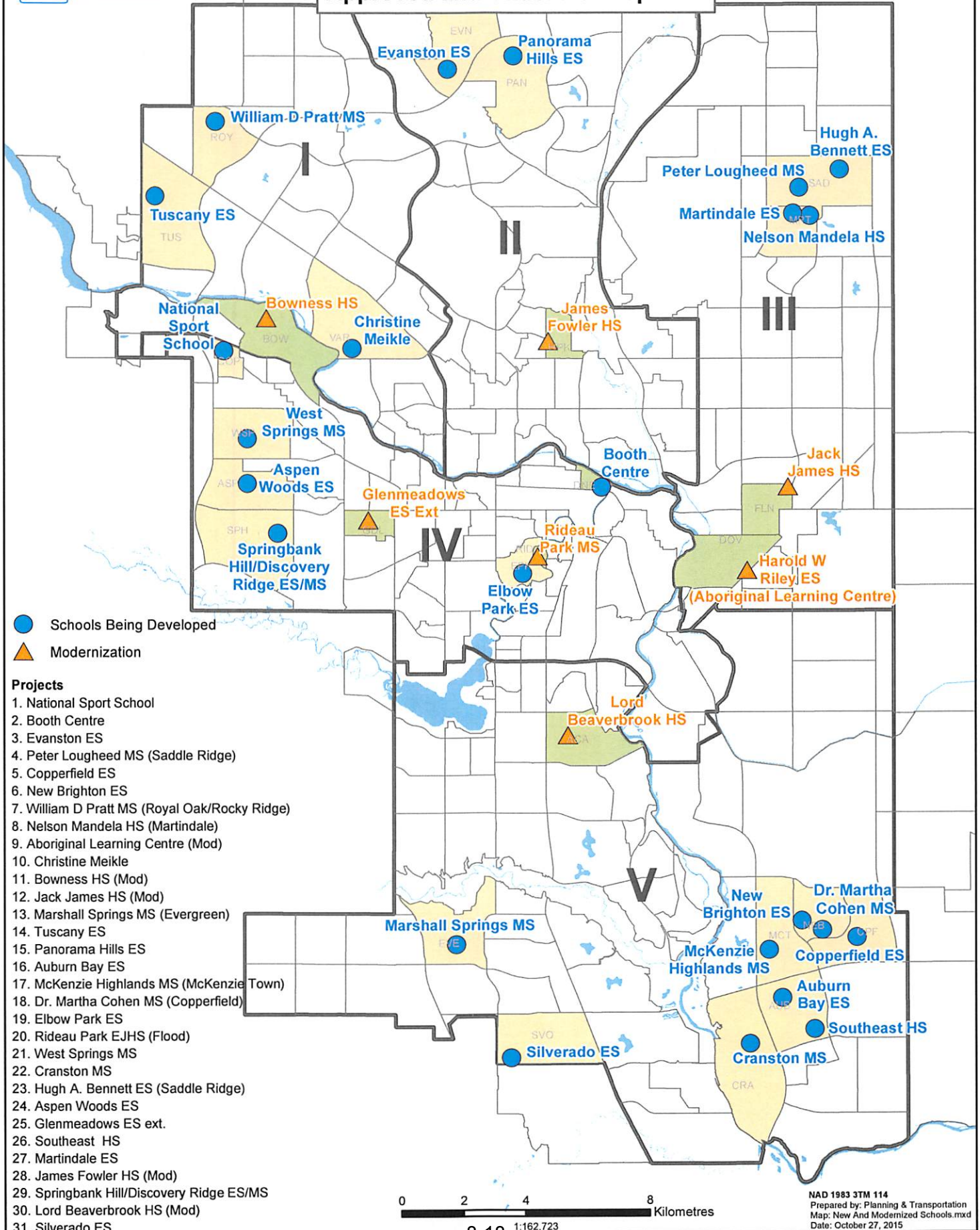
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28. James Fowler High School Modernization	Sep-17	Dec-17	On October 8, 2014, the Province committed to the immediate planning and development of design scope of the high school modernization. Onsite inspections and program assessments are being undertaken with the Province to determine an agreed scope of work. Responses for Design Services and Design Consultants have been received. Taff Architecture Ltd. has been awarded the design work. A Steering Committee has been set up and design development will commence immediately for a project completion by December 2017.
29. Springbank Hill/ Discovery Ridge School Grades K-9 Capacity 900 students	Sep-17		On October 8, 2014, the Province committed to the immediate planning and design of the elementary/middle school. Request for Proposals have been issued for design services and proposals were reviewed in December 2014. Design Services Contract was awarded to CEI Architecture Planning Interiors. Steering Committee Meetings have commenced. Schematic Designs have been developed. Following the Provincial Government's announcement of full funding for this project, full design development and construction documents will be prepared for tender in early 2016.
30. Lord Beaverbrook High School Modernization	Sep-17	Dec-17	On October 8, 2014, the Province committed to the immediate planning and development of design scope of the high school modernization. Onsite inspections and program assessments are being undertaken with the Province to determine an agreed scope of work. Responses for Design Services and Design Consultants have been received. Appointments are expected to be made at the end of September 2015. Riddell Kurczaba Architecture has been awarded the design work. A Steering Committee has been set up and design development will commence immediately for a project completion by December 2017.
31. Silverado School Grades K-4 Capacity 600 students	Sep-17		On October 8, 2014, the Province committed to the immediate planning and design of the elementary school. Tenders were issued November 2014 and proposals were reviewed in December 2014. Design Services Contract was awarded to Sahuri + Partners Architecture Inc. Steering Committee Meetings have commenced. Schematic Designs have been developed. Following the Provincial Government's announcement of full funding for this project, full design development and construction documents will be prepared for tender in early 2016.



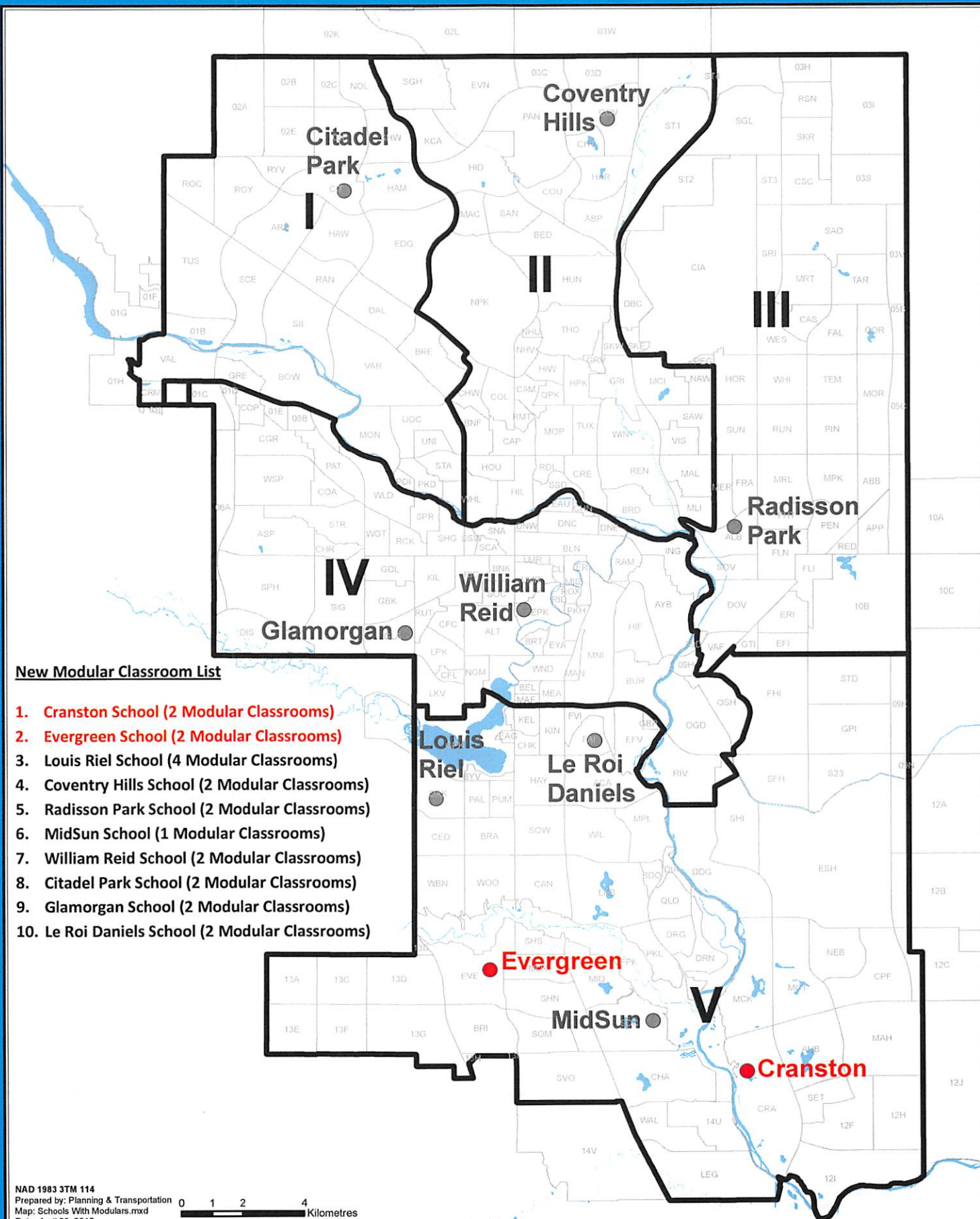
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of Education

CBE New/Modernized Schools Approved and Under Development

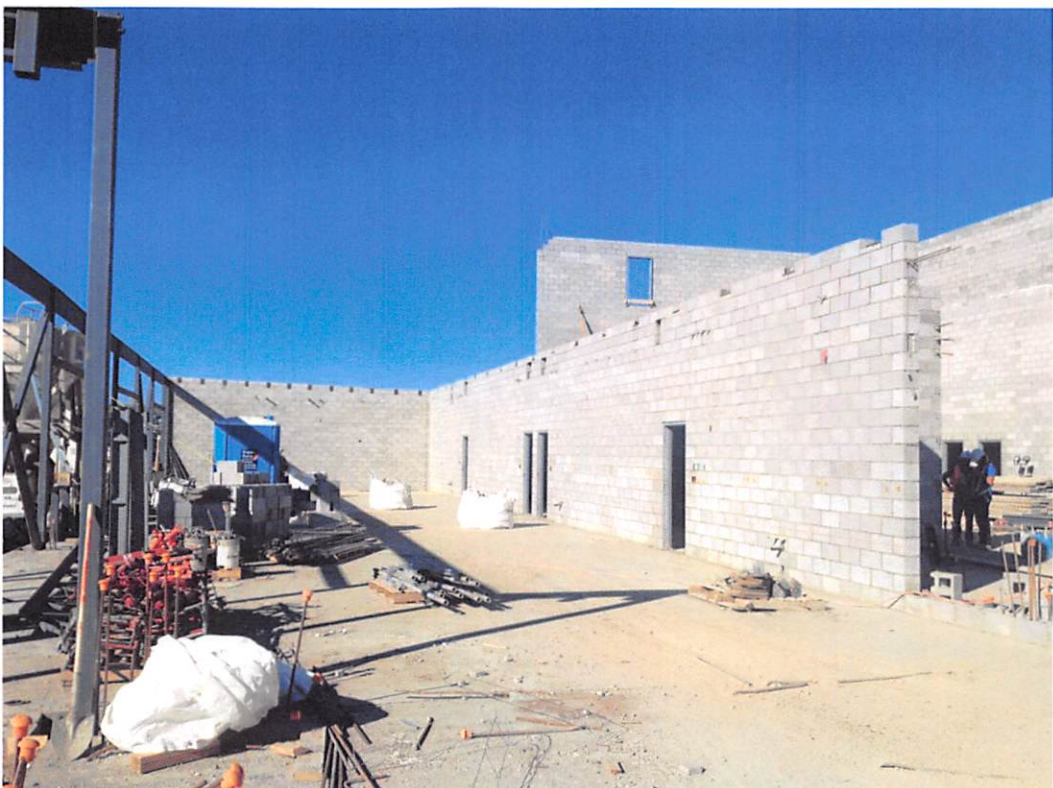




Schools With Modular Classrooms 2015-2016



Evanston School



Evanston School



Copperfield / New Brighton K-4 Schools



William D. Pratt School (Royal Oak/Rocky Ridge)



McKenzie Highlands School



Dr. Martha Cohen School

