

public agenda

Regular Board Meeting

September 13, 2016
12:00 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
12:00 p.m.	1 Call to Order, National Anthem and Welcome			
	2 Consideration/Approval of Agenda		GC-2	
	3 Awards and Recognitions			
10 mins	3.1 School Year Opening Remarks	D. Stevenson		Verbal
10 mins	3.2 Lighthouse Award	J. Everett	GC-3	
	4 Results Focus			
	5 Operational Expectations			
10 mins	5.1 OE-2: Temporary Chief Superintendent Succession - Annual Monitoring	D. Stevenson	B/CSR-5, OE-2	Page 5-1
60 mins	5.2 Board Development Session - Planning for Future Use of CBE Learning Spaces	D. Stevenson	OE-8, 12	
Max 20 mins	6 Public Comment [PDF] Requirements as outlined in Board Meeting Procedures		GC-3.2	
	7 Matters Reserved for Board Action	Board	GC-3	



Time	Topic	Who	Policy Ref	Attachment
	8 Consent Agenda	Board	GC-2.6	
	8.1 Approval of Minutes <ul style="list-style-type: none"> ▪ Regular Meeting held June 14, 2016 ▪ Regular Meeting held June 21, 2016 ▪ Regular Meeting held June 28, 2016 (THAT the Board approves the minutes of the Regular Meetings held June 14, 21 and 28 as submitted)			Page 8-1 Page 8-8 Page 8-17
	8.2 Roster for Second Vice-Chair (THAT the Board approves the roster for Second Vice-Chair for the period of September 2016 through October 2017)		GC-4	Page 8-20
	8.3 Board Annual Self Evaluation (THAT the Board approves the Trustees' self-evaluation report as developed during the evaluation workshop of June 16, 2016)		GC-2, 5 & B/CSR 1-5	Page 8-21
	8.4 Annual Work Plan 2016-2017 (GC-6E) (THAT the Board approves GC-6E: Annual Work Plan 2016-17 in principle, recognizing that the work of the Board and Agenda planning for specific Board meetings is subject to ongoing review and update.)		GC-6E	Page 8-27
	8.5 Changes to Available for Use Reserves		OE-5, 6	Page 8-62
	8.6 Items Provided for Board Information		OE-8	
	8.6.1 Correspondence			Page 8-68
	8.6.2 Construction Projects Status Update			Page 8-29
	8.6.3 Liaison Report from ASBA Director			Page 8-24
5 mins	8.6.4 Modular Classroom Plan – Installation Delays			Page 8-73
	9 In-Camera Session			
3:00 p.m.	10 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 school year 2015-2016

Report date: September 13, 2016

OE-2: Temporary Chief Superintendent Succession

CHIEF SUPERINTENDENT CERTIFICATION

With respect to Operational Expectations 2: Temporary Chief Superintendent Succession, the Chief Superintendent certifies that the proceeding information is accurate and complete.

- [x] In Compliance.
[] In Compliance with exceptions noted in the evidence.
[] Not in Compliance.

Signed: [Signature] David Stevenson, Chief Superintendent

Date: Aug 29/16

BOARD OF TRUSTEES ACTION

With respect to Operational Expectations 2: Temporary Chief Superintendent Succession, 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-2: Temporary Chief Superintendent Succession

The Chief Superintendent shall designate at least one other employee who is familiar with the Board's governance process and issues of current concern and is capable of assuming Chief Superintendent responsibilities on a temporary basis.

Board-approved Interpretation |

The Chief Superintendent interprets:

- *Board's governance process* to mean the governance model adopted by the Board of Trustees, and the governance policies and Board procedures approved by the Board of Trustees;
- *issues of current concern* to mean those matters immediately affecting the organization or the Board of Trustees;
- *capable* to mean those employees who can manage essential functions and urgent matters related to the responsibilities of the Chief Superintendent;
- *responsibilities* to mean the management of essential functions and urgent matters as distinct from the role as a whole;
- *temporary* to mean instances of time, including both planned and unplanned, where the Chief Superintendent is absent and/or unavailable.

Outside of operational hours, the Chief Superintendent remains the Chief Superintendent, available and in contact electronically, via cell phone, text or email. The Chief Superintendent will determine when a planned absence requires a temporary designation. This will be communicated, in writing, to the Board of Trustees. If the Chief Superintendent is unavailable electronically, the primary plan of designation is in effect.

Further, in accordance with Alberta Regulation 178/2003, the qualifications of an individual appointed to act in the office of the superintendent of schools include:

- (a) a Bachelor of Education degree or equivalent, and a Master's degree;
- (b) a certificate of qualification as a teacher; and
- (c) 3 years' experience in a school system in Alberta.

OE-2: Temporary Chief Superintendent Succession

The naming of an employee to assume the responsibilities of Chief Superintendent on a short-term basis does not presume a detailed knowledge of all functions. It does require an awareness of primary needs, knowledge of resources for the management of those needs and the ability to access those resources in an appropriate and timely manner.

Calgary Board of Education practices ensure the holders of the following positions meet the criteria of Alberta Regulation 178-2003 and are sufficiently familiar with Board and organizational issues and processes.

In the absence of the Chief Superintendent, the primary plan of designation is:

1. Deputy Chief Superintendent
2. Superintendent, Learning
3. Area Directors
4. Education Directors

Board-approved Indicator and *Evidence of Compliance* |

At the beginning of each school year, the Board of Trustees will receive a signed document from the Chief Superintendent confirming the positions and order of designates indicating the primary plan of designation. A separate, confidential document which identifies each individual's name and contact information will be updated annually or within 30 days as positions or people change

The organization is compliant with this indicator.

The plan of designation was provided to the Board of Trustees and approved on September 8, 2015.

Two memoranda dated October 2, 2015 and January 4, 2016 and signed by the Chief Superintendent were distributed to all Trustees indicating the names, positions and order of all designates due to changes within senior administration. Electronic memos were distributed, to all Trustees, in all instances during the 2015-2016 school year, where the Chief Superintendent was absent. Each memo indicated the primary contact during the temporary absence.

Evidence demonstrates the indicator in sub section 1 is in compliance.

OE-2: Temporary Chief Superintendent Succession

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.

report to Board of Trustees

Roster for Second Vice-Chair

Date	September 13, 2016
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Janice R. Barkway Corporate Secretary
Purpose	Decision
Governance Policy Reference	Governance Culture GC-4: Officers' Roles

1 | Recommendation

THAT the Board of Trustees approves the roster for Second Vice-Chair for the period of September 2016 through October 2017 as follows:

- September/October 2016 Trustee King
- November/December 2016 Trustee Hrdlicka
- January/February 2017 Trustee Stewart
- March/April 2017 Trustee Hehr
- May/June 2017 Trustee Ferguson
- July/August 2017 As Available
- September/October 2017 Trustee Ferguson

2 | Background

The Board of Trustees' Board Meeting Procedures require that a second Vice-Chair be appointed on a rotating roster basis, every two months. During the months of July and August Trustees will provide information to the Corporate Secretary and other trustees regarding their availability and whereabouts, in order that each trustee can be contacted in the event of the need to call a special meeting, an emergency, or if a trustee(s) is required to assist the Chair and/or Vice-Chair. The roster was not completed at the Organizational Meeting held June 21, 2016, and it needs to be updated following the Organizational Meeting, as it must exclude the Chair and Vice-Chair. As 2017 is an election year, the roster has been extended to cover until after the election. The next Organizational meeting will not take place until following the election.



report to Board of Trustees

Governance Culture and Board/Chief Superintendent Relationship Governance Policies - Board of Trustees' Annual Self-Evaluation

Date	September 13, 2016
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
Purpose	Decision
Originator	Trustee Stewart, Chair Board Evaluation Committee Trustee Hurdman, Member, Board Evaluation Committee
Governance Policy Reference	GC-2: Governing Commitments GC-5: Board Committees B/CSR 1-5: Board/Chief Superintendent Relationship Policies

1 | Recommendation

- That the Board approves the Board of Trustees' self-evaluation report as developed during the evaluation workshop of June 16, 2016.

2 | Issue

The Board of Trustees' Governance Policy GC-2 Governing Commitments, stipulates that *"2.3 The Board is responsible for its own performance, and commits itself to continuous improvement. The Board regularly and systematically will monitor all policies in this section"*.

Similarly, each of the Board/Chief Superintendent Relationship Policies requires that the monitoring method will be "Board Self-Assessment".

3 | Background

The Board's Governance Culture policies identify the board's values about how it should do its work. The Board/Chief Superintendent Relationship policies include the values about how the Board will interact with its CEO. These policies set operational standards for board behaviour. As such,



they provide a logical basis for the board to effectively monitor its own performance.

The Board of Trustees is committed to self-evaluation through the annual monitoring of its governance culture policies. In governance culture policies, the Board describes standards of group and individual behaviour to which it agrees to hold itself. In addition, the Board commits to annual self-assessment of its relationship with its only employee, the Chief Superintendent.

The following policies were reviewed:

- Governance Culture Policies 1 through 9; and
- Board/Chief Superintendent Relationship Policies 1 through 5

4 | Analysis

Dr. Charles Ungerleider, the board's external consultant on governance, facilitated a meeting that included the Calgary Board of Education Trustees and the Chief Superintendent on June 16, 2016, for the following purposes:

- reviewing the board's adherence to its Governance Culture and Board-Chief Superintendent Relationship policies over the past year;
- developing performance improvement recommendations for the next year.
- considering redundancies in the policies; and
- reviewing the recommendations from the prior board self-assessment as well as the summary of the debrief notes following each board meeting.

Dr. Ungerleider confirmed that the data indicate that the Board has performed well against standards reflected in the Board's Governance Culture policies and against the standards for the relationship between the Board and the Chief Superintendent. Moreover, it was the external consultant's view that, in comparison to many other boards and the relationship between those boards and their chief executive officers he has observed, the Calgary Board of Education has performed well.

In particular, the Board noted significant improvement in many policy areas. Generally, the conversation was focussed on the increase in compliance over the past year. Especially noteworthy is the very good working relationship evident between the board and the chief superintendent. The Board has developed a strong and respectful relationship with the Chief Superintendent, and the Chief Superintendent has been very respectful of the board's needs.

5 | Conclusion

The following represents the Trustees' recommendations for the next year:

- All trustees are responsible for conducting the Board's business meetings with maximum effectiveness and efficiency. Trustees need to be attentive to the requirement to be recognized prior to speaking, not interrupting each other or engaging in side conversations. In addition, trustees need to be fully prepared for each board meeting. The Vice-Chair will ensure that trustees consider motions for follow-up of each policy monitoring report in advance of the board meetings.
- Building trust amongst board members contributes to an environment conducive to effective governance. Trustees will make a conscious attempt to focus on issues rather than personalities.
- In order to ensure that the constructive dialogue sessions are conducted regularly, the Strategic Dialogue & Public Engagement Committee will plan for sessions with students, employees, parents and citizens well in advance.
- Despite substantial improvement in regard to a common and unambiguous understanding of the areas of responsibility of the Board and the Chief Superintendent, trustees and the Board need to be vigilant about not attempting to solve operational concerns.
- The Chief Superintendent is the Board's sole employee; Trustees need to be disciplined to avoid formally or informally evaluating any employee other than the Chief Superintendent.
- The annual summative evaluation of the Chief Superintendent needs to be scheduled in a timely manner.
- That the trustees regularly (approximately 3 times throughout the year) consider the aforementioned recommendations as they debrief each Board meeting as a means of incorporating them into, and reinforcing, their practice.

report to Board of Trustees

GC-6E: Annual Work Plan 2016-2017

Date	September 13, 2016
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Janice R. Barkway Corporate Secretary
Purpose	Decision
Governance Policy Reference	Governance Culture GC-2: Governing Commitments GC-6: Annual Work Plan

1 | Recommendation

- THAT the Board of Trustees approves GC-6E: Annual Work Plan 2016-2017 in principle, recognizing that the work of the Board and Agenda planning for specific Board Meetings is subject to ongoing review and update.

2 | Background

The Board Meetings Procedures require that, “To the extent possible, the Board of Trustees shall determine the agenda for meetings of the Board of Trustees for the forthcoming year.” GC-6E: Annual Agenda Planning will determine, to a large extent, the Board’s meeting agendas for the remainder of this school year. Regular and ongoing review of the upcoming Board agendas will fine tune and amend agendas, as circumstances arise.

Attachment I: GC-6E: Annual Work Plan 2016-2017



Board of Trustees'
Governance Policy

MONTH	GC/ B/CSR	OE	RESULTS	STRATEGIC DIALOGUE/ ENGAGEMENT	BOARD DEVELOPMENT/ GENERATIVE DISCUSSION	OTHER BUSINESS
2016 SEPT 13, 20, 27		OE-2 (M)		COSC - Sep 28 (Setting Goals & Volunteer Re- cruitment (incl ideas generated at spring mtg)	-Closure of Schools Legisla- tion & Procedures (13th) -Literacy Strategy (20 th)	
OCT 4, 11, 25		OE-3 (M)	-DIPS & PATs Results		-School Devel- opment Planning	• EducationMatters
NOV 1, 8, 23, 29		OE-4 (M)	R-2 Science Info Report	COSC - Nov 16 (Mental Health)	Indigenous Edu- cation Strategy	• ASBA FGM Nov 13-15 • Audited Financials • Annual Education Results Report & 3- Yr. Education Plan • Education Matters
DEC 6, 13		OE-5 (M) OE-11 (M)	R-2 Social Studies Info Report R-4 (RI) R-5 (RI)			
2017 JAN 10, 17, 31		OE-6 (M) OE-7 (M)	R-3 (M) R-2 Math	COSC - Jan 26 (Math)	Math Strategy	• Chief Sup't. Summa- tive Evaluation
FEB 7, 14, 28		OE-12 (M)	R-4 (M) R-2 Language Arts Info Report			• Planning for Fall Election
MAR 7, 14, 21		OE-8 (M)	R-2 Arts, PE, CTS Info Report	COSC - Mar 16 (School Suc- cess)		• Edwin Parr Nominee
APR 4, 11, 25		OE-9 (M)	R-5 (M) R-2 Languages Info Report	COSC - Apr 26 (Open to sug- gestions – year in review?)		• 3-Yr. School Capital Plan • Trustee Remunera- tion Report • EducationMatters • Budget Assumptions Report
MAY 16, 23, 30		OE-10 (M)	R-2 (M)			• Operating & Capital Budget • Locally Developed/ Authorized Courses
JUNE 13, 20, 27	GC 1-9 B/CSR 1-5	OE-1 (M)			Future: -Refining High School Success	• ASBA SGM June 4-6 • EducationMatters

RI Reasonable Interpretation

I Indicators

Dates of Private Meetings in Red

M Monitoring of compliance or reasonable progress

RM Re-monitoring

B/T Baseline and Targets

report to Board of Trustees

Changes to Available for Use Reserves

Date	September 13, 2016
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	David Stevenson, Chief Superintendent of Schools
Purpose	Decision
Originator	Brad Grundy, Superintendent, Chief Financial Officer, Corporate Treasurer
Governance Policy Reference	OE-5: Financial Planning OE-6: Financial Administration
Resource Persons	Carla Male, Director, School Financial Management Donna Rogers, Manager, Corporate Planning and Reporting

1 | Recommendations

It is recommended that the Board of Trustees:

- Approve the transfer of all remaining funds from the reserves listed in Attachment I to the Fiscal Stability Reserve on August 31, 2016.
- Approve closure of the reserves listed in Attachment I once transfer is made to the Fiscal Stability Reserve effective August 31, 2016.
- Approve changes to the Fiscal Stability Reserve Terms and Conditions, as per Attachment II, effective August 31, 2016.

2 | Issue

The CBE has a total of 8 reserves that are grouped together as “available for use”. This means that while each reserve has specific terms and conditions, these reserves are, as a group, considered discretionary and available for use for purposes outside of their terms and conditions at the direction of the Board of Trustees.

As a result, Administration is recommending that the 8 reserves be collapsed into one reserve – the Fiscal Stability Reserve – and the reserve’s terms and conditions be changed to reflect the proposed philosophical purpose and use of the reserve.

3 | Background

Reserve creation, use, addition, modification and closure are the exclusive domain of the Board of Trustees. Administration operates within the terms and conditions established by the Board of Trustees for reserve funds. Reserve balances and planned activity are reported to the Board of Trustees each quarter and during the budget process. Actual reserve activity is reflected in the annual financial statements.

There are 8 reserves considered “available for use”. In the preparation of the budget for the 2015-16 and 2016-17 school years, the amount of funds available in the 8 reserves were considered in balancing of the CBE’s budget.

Given the departure from the original intended use of these funds based on the approved terms and conditions, as well as the anticipated use of all available for use operating reserve funds in balancing the 2016-17 operating budget, Administration recommends that the balances in 7 reserves be transferred to the Fiscal Stability Reserve. Once transfer occurs, Administration recommends these 7 reserves be closed. In addition, Administration recommends that the terms and conditions of the Fiscal Stability Reserve be amended to reflect the proposed practice.

For clarity, Administration is not recommending any changes to the restricted or capital reserves listed on Attachment III.

4 | Analysis & Financial Impact

The establishment of reserve funds is a consistent feature of school boards and governments. The CBE has one of the lowest levels of reserves province-wide in keeping with direction provided by the Alberta Education.

Generally speaking, reserves are part of good management that allows for funds to be spent judiciously over time on priorities or to match financial inflows with expenditures over the short to medium term.

In times of fiscal constraint, Administration recommends maximum flexibility to determine the priority uses of available reserve funds. Rather than constraining available savings to address risks identified in the past, having one reserve fund provides flexibility and resilience in response to emerging risks and priorities.

For the past two budget cycles, the Board has used all anticipated available for use funds, regardless of their originally intended purpose to balance the budget. At this time, it is anticipated that there will be no unallocated available for use operating reserve funds at the end of August, 2017.

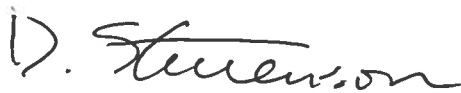
5 | Implementation Consequences

As there are no available for use reserves anticipated to be available at the end of August, 2017, there would be reserves that exist without balances and for some, no future funding sources. This would mean that the risk that a reserve was set up to mitigate must be mitigated using the other operating resources.

Going forward, in the event there are savings identified where actual expenditures are lower than budget, it is recommended that the CBE place all operating surplus amounts into the Fiscal Stability Reserve. In the event a financial risk or priority emerges that cannot be addressed from within existing resources, Administration would request the use of the Fiscal Stability Reserve funds. As always, the Board of Trustees would remain the final approving authority.

6 | Conclusion

Administration recommends that all available-for-use reserves be collapsed into one Fiscal Stability reserve to enable maximum flexibility for the expenditure of the fund to the highest priority activities or to address emerging issues that could not be reasonably predicted.



DAVID STEVENSON
CHIEF SUPERINTENDENT OF SCHOOLS

ATTACHMENTS

- Attachment I: Reserves recommended for change or closure
- Attachment II: Fiscal Stability Reserve proposed terms and conditions
- Attachment III: Reserves not recommended for change or closure

GLOSSARY – Developed by the Board of Trustees

Board: Board of Trustees

Governance Culture: The Board defined its own work and how it will be carried out. These policies clearly state the expectations the Board has for individual and collective behaviour.

Board/Chief Superintendent Relationship: The Board defined in policy how authority is delegated to its only point of connection – the Chief Superintendent – and how the Chief Superintendent's performance will be evaluated.

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.

Results: These are our statements of outcomes for each student in our district. The Results policies become the Chief Superintendent's and the organization's performance targets and form the basis for judging organization and Chief Superintendent performance.

Calgary Board of Education
 Summary of Available for Use Reserves
 Recommended for change or closure
Reserves requested to be closed:

Attachment I

Reserve Description	Interest	Terms & Conditions	Maximum	Additions/How Calculated	Effective/ Approved Date	Balance Sept 1, 2015
System Transformation	Unfunded reserve; no accrual of interest	Initial contrib. was \$1.0 M to support education or operating transformation budgets and other emergent operating expenses.	\$2.0 M (approx. 0.2% of total annual op budget).	Additions made annually from any unrestricted surplus funds.	02-Oct-07	1,593,000
Utility Expense Stabilization	Unfunded reserve; no accrual of interest	Support utility budget under PO&M block or other emergent operating expenses.	25% of utility budget.	Additions made annually from any Utility Surplus.	27-Jan-04	5,007,000
Snow Removal Budget	Unfunded reserve; no accrual of interest	To support snow removal budget or Board of Trustees may approve use of fund for other emergent operating expenses funded by PO&M grants.	\$500,000	Additions made annually from any Snow Removal Surpluses.	27-Jun-06	200,000
Administrative Systems Renewal	Unfunded reserve; no accrual of interest	To support planned new or enhanced Admin Info Systems, operating budget, or to support other emergent operating expenses.	4% of System Admin. Expenses; up to incremental costs identified in Capital or Operating Plans approved by Board of Trustees.	Additions made annually from operational surplus.	28-Jun-05	890,000
General Instructional Resource Fund	Unfunded reserve; no accrual of interest	Initial contrib. was \$1.0 M to support teaching & learning programs. Also to support other emergent operating expenses.	\$3.0 M (approx. 0.3% of total annual operating budget).	Additions made annually from any unrestricted instructional surplus funds.	02-Oct-07	3,000,000
Chinook College/Continuing Education	Interest will accrue to the fund	Initial contrib. was \$667,990 to support Cont. Ed and fee waivers.	10% of annual budgeted revenue for Continuing Education.	Additions made annually from any Cont Ed surplus funds.	13-Nov-97	2,000,000
Operating Lease Reserve	Interest will accrue to the reserve	Initial contrib. was \$15.6 M net proceeds from the sale of 515 Macleod Trail. Intended to draw \$1.0 M per year to mitigate the cost of the Education Centre operating lease until the reserve is depleted.	n/a	Additions may be made by the Board of Trustees.	03-Dec-13	14,577,000

For information only, these are the original reserve terms and conditions. Administration is proposing a changes on attachment II.

Reserve Description	Interest	Terms & Conditions	Maximum	Additions/How Calculated	Effective/ Approved Date	Balance Sept 1, 2015
Fiscal Stabilization Reserve	Unfunded reserve; no accrual of interest	Initial contrib. was \$1.0 M to support future operating budget through fluctuations in non-grant revenues (investment income, lease rental and other). Also to support other emergent operating expenses.	\$5.0 M or 0.5% of total annual operating budget.	Additions made annually from operating surplus funds.	02-Oct-07	10,464,000

**Calgary Board of Education
Fiscal Stability Reserve
Proposed revised terms and conditions**

Purpose: To stabilize the CBE's operating activities from year to year if provincial funding does not keep pace with student growth.

To stabilize the CBE's operating activities from year to year in years of temporary student decline.

To provide funds for planned or unexpected dramatic operational consequences or emergencies.

To provide funds for one-time initiatives that generate operating budget savings.

Conditions: Reserve funds must be used within three years of being placed in the reserve.

The target for this reserve is to maintain a minimum of \$5.0 million or 0.5% of total annual operating budget.

Restrictions: In the event funds are not required within three years of being placed in the reserve, board funded capital requests may be considered for funding.

Funding sources: Annual Unrestricted Surplus (as calculated according to Alberta Education's Audited Financial Statements formula).

Any previously committed one-time contingent funds that are no longer required for their original purpose, such as recoveries from liabilities that resolve favorably.

Any investment income earned in excess of budgeted amounts.

Any other funding source identified and approved by the Board of Trustees.

This reserve does not attract investment income.

Reserve Description	Interest	Terms & Conditions	Maximum	Additions/How Calculated	Effective/ Approved Date
Restricted Reserves:					
Student Transportation (formerly Transportation Fee Stabilization - 1996)	Interest will accrue; will be calculated based on average rate of return for CBE investments.	In 1996, initial contrib. was \$0.5 M to support fee waivers and minimize fee increases. Must be used within two (2) years following year of surplus.	MAX: 2x the projected annual user fee revenue + budgeted waiver cost. MIN: 5% of the current budgeted transportation grant.	Additions made annually from any Student Transportation Surpluses.	16-Sep-96
EducationMatters Endowment Funds Reserve	No interest	The reserve will hold principal amounts contributed to EducationMatters for the benefit of third parties which must be held in perpetuity in accordance with stipulations from contributor.	No maximum	Additions may occur during the year based on additional endowment donations or favourable market returns.	03-Dec-13
Changes in accounting policy reserve	No interest	Reserve is required to appropriately track changes to the CBE's accumulated surplus / deficit as a result of the implementation of Public Sector Accounting Standards.	No maximum	Additions or withdrawals only made if required under accounting policy changes that result in restatement directly to the CBE's accumulated surplus / deficit.	03-Dec-13
Designated Operating Reserves:					
Instructional and service unit initiatives	Restricted funds - reserve established through the carryforward of budgets available in one year, but projects completing in a subsequent year.				
School decentralized budgets	Restricted funds - reserve established through the carryforward of school decentralized budgets or for projects started in one year and completing in a subsequent year.				
Education Matters	Restricted funds - reserve established through GAAP accounting for consolidated entity, not available for CBE operations.				
Capital Reserves:					
Cap- Buildings - Supported			0		
Building Reserve (Land & Building)	Net proceeds on the disposal of land and buildings is held to support future unsupported land and building costs.				
Cap- Vehicles - Unsupported			0		
Other - Lease (Major Building Component in Leased School Buildings)	Unfunded reserve; no accrual of interest	Projects with total cost of less than \$250,000 to support upgrades to leased buildings per 5-yr plan.	\$2.0 M	Based upon \$107 sqft/yr charge. Additions made annually from lease revenues; amt of transfer not greater than 30% of est. gross lease revenue.	22-Apr-03
Other - School Program Modernization	Unfunded reserve; no accrual of interest	Initial contrib was \$2.5 M to support enhancements to school facility and equipment and other emergent operating expenses.	Accumulate only to max of amounts within capital or operating plans approved by the Board of Trustees.	Additions made annually from any operational surplus funds. Used for ongoing/enhancing school programs.	25-Oct-05
Other - Carryforward from Operations (formerly Capital Proceeds Reserve)	Restricted funds - reserve established through the carryforward of budgets available in one year, but projects not completed until a subsequent year.				
Other - Chinook Learning Services Relocation		To establish a source of funds to cover the commissioning of the new Chinook Learning space.		Suggested that Chinook's annual operating budget surplus is allocated to the reserve until it reaches a maximum of \$3.0 M (in years when surplus funds are available).	28-Feb-16
Equipment & Vehicles (Plant, operations and maintenance asset replacement)	Interest will accrue; will be calculated based on average rate of return for CBE investments.	Formerly: Capital Proceeds Reserve Fund. To fund capital expenditures less than \$500,000 (greater than this, require Board approval).		Additions made from gains on disposal of CBE-owned capital assets (excl. any assets w. restrictions imposed).	22-Jun-99

report to Board of Trustees

Correspondence

Date	September 13, 2016
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Janice R. Barkway Office of the Corporate Secretary
Purpose	Information
Governance Policy Reference	Operational Expectations OE-8: Communication With and Support for the Board

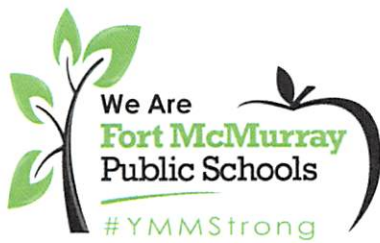
1 | Recommendation

The following correspondence is being provided to the Board for information:

- Letter dated July 20, 2016 from Fort McMurray Public School District Board Chair to CBE Chair thanking CBE for taking in students displaced by the fire.
- Letter dated August 15, 2016 from Hon. D. Eggen, Minister of Education, to the Chair regarding Alberta Education's new schedule monthly financial reporting from school boards; quarterly till April 2017, then monthly following that.
- Email dated August 16, 2016 from Hon. D. Eggen, Minister of Education, to Chairs of Public, Separate and Francophone School Boards thanking them for submitting their policies related to their responsibilities under sections 45.1 and 16.1 of the School Act.

Attachments: Relevant Correspondence





Fort McMurray Public School District #2833

231 Hardin Street, Fort McMurray, AB T9H 2G2
Telephone: 780.799.7900 | Fax: 780.743.2655
Website: www.fmpsdschools.ca
Twitter: @FMPSD



July 20, 2016

Joy Bowen-Eyre
Board Chair
Calgary School District No. 19
1221- 8th Street SW
Calgary, Alberta T2R 0L4

Dear Joy,

Fort McMurray Public School District's Board of Trustees and staff would like to thank your students, staff members and you as a Board for welcoming our students after the wildfire on May 3rd. Our students and our parents were looking for an educational home for the remainder of the school year and the Calgary School District No. 19 was one of the systems that provided that stability.

The information provided to us indicated that 325 of our students enrolled in your schools. I have heard many stories about the incredible reception and support the children received upon their arrival to a new District. From school supplies to fundraisers to special assemblies to inclusion in grad ceremonies to swag from the host schools, the support meant so much to our students and families. Besides the importance of covering curriculum and program, our students benefitted from the normalcy that was provided. Our students' welcome was heart-warming and certainly demonstrated the character of Albertans and Canadians.

Thank you again for everything your system implemented to ensure our students and families experienced love and support during such an unexpected event. It made such a difference for our District and region.

Sincerely,

Jeff Thompson
Board Chair
Fort McMurray Public School District

cc: David Stevenson, Superintendent



Office of the Minister



AR95300

AUG 15 2016

Ms. Joy Bowen-Eyre
Board Chair
Calgary Board of Education
1221 - 8 Street SW
Calgary AB T2R 0L4

Dear Ms. Bowen-Eyre:

In an effort to increase openness and transparency, the Government of Alberta has chosen to publicly report monthly financial information. This is intended to assist the finance community with strategic decision-making when it comes to project planning and resource allocation.

As a result of a change in financial reporting at the provincial level, a consolidated reporting approach was implemented in the 2014/2015 fiscal year. This requires Alberta Education to report summarized school board financial results on a monthly basis, as school board spending accounts for approximately 90 per cent of Alberta Education's total consolidated expenses. Therefore, we now require each school board to provide, on a quarterly basis for the first year and on a monthly basis for subsequent years, specific operational information. This information will be used by Alberta Education to meet the monthly reporting requirements of Treasury Board and Finance.

Quarterly reporting commenced for the period ending June 30, 2016. In March, superintendents were advised that school boards are required to submit the quarterly report template to Financial Reporting and Accountability Branch by the 15th day of the following month. The first submission was due July 15, 2016, and subsequent submissions will be due October 15, 2016 and January 15, 2017.

Beginning April 2017, the template will be required each month and must be submitted by the 15th day of the following month.

.../2

Ms. Joy Bowen-Eyre
Page Two

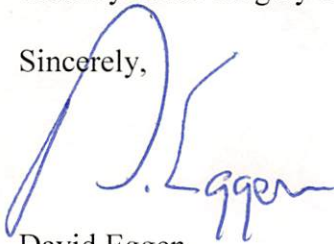
Alberta Education understands the work involved as a result of the additional reporting requirement and has been working closely with the Association of School Business Officials of Alberta (ASBOA) to identify concerns and needs for both Treasury Board and Finance and school jurisdictions. Based on communication from ASBOA, it is my understanding that a significant number of school jurisdictions, both large and small, already prepare monthly financial information.

Alberta Education staff have worked to develop a template that is user-friendly and consistent with other forms of information submitted to the ministry. Education staff have also worked with school jurisdictions to set a submission deadline that works for both the ministry and school jurisdictions.

Education has examined numerous reporting alternatives in order to meet Treasury Board and Finance's requirements. Ministry staff have also taken into consideration the cost and time required to complete the template and believe the final proposed template should not add significant time or cost to school jurisdictions. For this reason, there are no plans to either raise the administration cap or increase funding.

Thank you for Calgary Board of Education's co-operation in this matter.

Sincerely,



David Eggen
Minister

From: EDC Minister <Education.Minister@gov.ab.ca>
Sent: Tuesday, August 16, 2016 4:17 PM
Subject: Policy Review

To: Board Chairs of Public, Separate and Francophone School Boards

I would like to thank you for submitting policies related to your responsibilities under sections 45.1 and 16.1 of the *School Act*.

Our government's goal has always been - and will continue to be - that every student and school staff member in Alberta, regardless of sexual orientation, gender identity or gender expression, feels welcome, safe and supported in their school.

As we move toward the start of the new school year, the important work of implementing these policies and respecting students' human rights lies ahead. Our Field Services liaisons continue to assess aspects of certain policies and may have further questions in the days and weeks ahead. I look forward to continuing to work co-operatively with you to make any necessary revisions to ensure our students are properly supported.

Looking ahead, I will also be announcing resources to support our students and staff, as well as avenues to reach out directly to Alberta Education representatives for assistance if they feel these sections of the *School Act* are not being respected in their school. One of these resources will be through direct contact with Alberta Education at studentsupport@gov.ab.ca

It's imperative that we co-operate in order to make our schools inclusive for all.

I would like to take this opportunity to remind you that, as per the School Act, all school boards also have the responsibility to ensure each student enrolled in a school, and each staff member employed by the board, is provided with a welcoming, caring, and safe learning environment that respects diversity and fosters a sense of belonging.

Students must also be provided with support to establish voluntary student organizations, or to lead activities intended to promote welcoming, caring, respectful and safe schools. It is legally required that schools permit the establishment of these organizations and designate a liaison to assist in these efforts. Through consultation with the school principal, students will also have the right to select a respectful and inclusive name for their organization, including "gay-straight alliance" or "queer-straight alliance."

The Act is clear and it will be universally applied in our schools.

I had the opportunity to tour the province this past spring and meet with student members of existing gay-straight alliances. Their message was clear: The work we are all doing has the potential to save lives.

Sincerely,

David Eggen
Minister

cc: Superintendents of Public, Separate and Francophone School Boards

report to Board of Trustees

Construction Projects Status Report

Date	September 13, 2016
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	David Stevenson, Chief Superintendent of Schools
Purpose	Information
Originator	Dany Breton, Superintendent, Facilities & 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 \$3M for the National Sport School on the condition that the Calgary Board of Education (CBE) funds an additional \$6M for a total project value of \$9M.

On July 7, 2012, the Alberta Government approved provincial funding for the Innovation Centre/Academy (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. Work is ongoing with the Alberta Government (Justice, Infrastructure and Education), the City of Calgary and the Calgary Municipal Land Corporation to allow site redevelopment to advance.

On May 1, 2013, the Alberta Government announced the approval of six new CBE schools 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 CBE major modernizations. The four projects are: Christine Meikle School (replacement), Aboriginal Learning Centre (Harold W Riley School modernization), Jack James High School (modernization) and Bowness High School (modernization).

On February 10, 2014, the Alberta Government announced the approval of six new CBE schools as part of their 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 capital funding to rebuild Elbow Park School had been approved by the Flood Relief Ministerial Task Force.

On March 11, 2014, the Alberta Government advised that Elbow Park School was eligible for flood mitigation funding up to \$2.5M. 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 \$2.5M. On March 13, 2015, the Alberta Government advised that CBE's request for flood mitigation funding had been approved.

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

On September 22, 2014, the Alberta Government announced a \$30.6M 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). \$2.8M of additional funding was approved for the supply and installation of modular classrooms for Westgate School and \$1.0M for the design development of the new high school in South East Calgary.

On October 8, 2014, the Alberta Government announced Phase 3 of a consolidated advancement of education capital projects. The new CBE projects 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.

On February 19, 2015, the Alberta 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 the construction of the Phase 3 schools announced in 2014. They included four new schools and two modernization projects.

On September 23, 2015, Alberta Education advised Administration that the six school projects that had been approved for design only (Refer to the 2016-2019 School Capital Plan) were approved for full build out.

On November 11 and 12, 2015, Alberta Education released grants for the construction or modernization of six schools totalling \$157.7M. This funding will allow for the construction of the Southeast High School (Seton), Martindale middle school, Springbank Hill/Discovery Ridge middle school and Silverado elementary school, along with the modernization of James Fowler High School and Lord Beaverbrook High School.

On January 27, 2016, Alberta Education approved \$4.3M towards the construction of a gymnasium at Nelson Mandela High School.

In March 2016, Alberta Education adjusted approved grant funding agreements to align with tender award values. For four schools, this meant grant increases totalling \$3.1M. For twelve schools, this meant a reduction of \$22.6M. The CBE is currently working with Alberta Education to ensure that this reduction does not impact school completion schedules.

On April 14, 2016, the Alberta Government, as part of their commitment to transparency and openness, presented a list of unfunded capital projects to the Budget 2016 Capital Plan. This "Sunshine List" identifies four new elementary schools and two major high school modernizations for the CBE. While these projects were selected from the 2016-2019 Three-Year School Capital Plan, they will only receive funding and proceed if they meet Provincial criteria and if funding is available next year. Note that this list does not reflect the CBE priorities identified in the 2017-2020 Three-Year School Capital Plan submitted on April 1, 2016, to the Alberta Government.

On July 8, 2016, the CBE was successful in having Alberta Education restore \$1.7M towards the Jack James modernization grant agreement reduced in March 2016. Work is now underway to have grant adjusted for the remaining 11 schools.

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**.

There are twelve Project Steering Committees setup for the seventeen school projects still under development by CBE Administration:

- Aboriginal Learning Centre
- Christine Meikle School

- Elbow Park ES
- Marshall Springs MS (Bundle 1)
- Buffalo Rubbing Stone ES, Eric Harvie ES, Auburn Bay ES
- McKenzie Highlands MS
- Dr. Martha Cohen MS

- West Ridge and Dr. George Stanley MS (Bundle 7)
- Hugh A. Bennett and Dr. Roberta Bondar K-4 School (Bundle 8)

- Griffith Woods K-9 (Bundle 10)
- Manmeet Singh Bhullar and Ron Southern ES (Bundle 11)
- Seton 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 (Nelson Mandela High School), being managed by Alberta Infrastructure, is provided in **Attachment I**.

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

Modular Classrooms

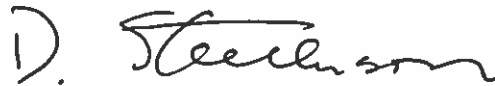
On January 18, 2016, the Province approved the following 15 modular classroom requests. Due to delays in the permitting process, the installation of these modular units will be completed in late 2016 to early 2017.

Queen Elizabeth Elementary School	2
Samuel W. Shaw School	4
Lake Bonavista School	2
Midsun School	1
Chris Akkerman Elementary School	6

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:	Project Photos

GLOSSARY – Developed by the Board of Trustees

Board: Board of Trustees

Governance Culture: The Board defined its own work and how it will be carried out. These policies clearly state the expectations the Board has for individual and collective behaviour.

Board/Chief Superintendent Relationship: The Board defined in policy how authority is delegated to its only point of connection – the Chief Superintendent – and how the Chief Superintendent's performance will be evaluated.

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.

Results: These are our statements of outcomes for each student in our district. The Results policies become the Chief Superintendent's and the organization's performance targets and form the basis for judging organization and Chief Superintendent's performance.

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. 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. 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 were held with WinSport on potential funding strategies, and with the City on progressing the Development Permit approval application extension.
2. Innovation Centre / Academy (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 (RFP) 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 2015 to determine the functional program needs and requirements. The Land Use Re-designation application has been submitted to the City of Calgary. The preparation of the Developer RFP has been suspended until the Land Use Re-designation has been approved by the City.</p> <p>An Open House and Public Information Session was hosted at Fort Calgary on March 30, 2016 for East Village residents and neighbours to outline the Land Use Amendment application to the City of Calgary.</p> <p>The Land Use Amendment application was approved by the Calgary Planning Commission on August 11, 2016. It must now be ratified by City Council on October 8, 2016.</p>
3. Kenneth D. Taylor School (Evanston School) Grades K-4 Capacity 600 students	Fall-16	Sept-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>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
4. Peter Lougheed School (Saddle Ridge School) Grades 5 – 9 Capacity 900 students	Fall-16	Sept-16	<p>Construction has been completed as scheduled for a school opening on September 6, 2016.</p> <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>Construction has been completed with an anticipated 3 day delay for school opening on September 9, 2016.</p>
5. Copperfield School Grades K-4 Capacity 600 students	Fall-16	Sept-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>Construction has been completed as scheduled for a school opening on September 6, 2016.</p>
6. New Brighton School Grades K-4 Capacity 600 students	Fall-16	Sept-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>Construction has been completed as scheduled for a school opening on September 6, 2016.</p>
7. William D. Pratt School (Royal Oak/Rocky Ridge School) Grades 5 – 9 Capacity 900 students	Fall-16	Sept-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</p>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
			Centre.
			A Letter of Award was issued to LEAR Construction Management Ltd. and mobilization and construction commenced in mid-March 2015.
			Construction has been completed as scheduled for a school opening on September 6, 2016.
8. (a) Nelson Mandela High School (Northeast High School) Grades 10 – 12 Capacity 1800 students	Fall-16	Sept-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 continues and Alberta Infrastructure has advised of a phased handover to the CBE. 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>A site tour was held on September 25, 2015.</p> <p>Alberta Infrastructure has advised that the building will be handed over in five stages between June 1 and August 12, 2016. The 300 student addition was to be ready for occupancy on December 2, 2016, but was released early to the CBE.</p> <p>An Operational transition team has been assembled to take over the facility on a phased basis from AI. The CBE CTS and FF&E fit-out requirements are being scoped and will be installed over the summer.</p> <p>All areas were handed over to the CBE on Wednesday, August 24, 2016, after Alberta Infrastructure received the Occupancy Permit from the City of Calgary. Fit up of the Aeronautical CTS Space will commence into Fall and will not be completed by September 6, 2016.</p> <p>All other FF&E activities have been underway since July and will be substantially complete, subject to Alberta Infrastructure base building deficiencies being corrected, by September 6, 2016.</p>
8. (b) Nelson Mandela High School (Northeast High School) Gymnasium	Fall-17		<p>Following the approval of partial capital funding by the Provincial Government, a new gymnasium will be added to the scope of this facility. CBE will be contributing capital to this development and will oversee the design and construction.</p> <p>Design development is completed and working drawings are being prepared. The Development Permit application has been submitted for approval.</p> <p>Completion and occupancy is scheduled for Fall 2017.</p>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
9. Harold W. Riley School Aboriginal Learning Centre	Sep-16	Dec-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 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. Structural steel erection has been completed following initial delivery delays. There was slow progress of steel installation, which created scheduling uncertainty and mechanical and electrical installation delays as a consequence. Block work to Gym and Washrooms are complete. AHUs and glulam beams have been delivered to site and central gathering space framing complete. Sub-contractors are struggling to resource project sufficiently. On January 13, 2016, the Prime Consultant issued a Notice of Default to the Contractor. Block work is complete. Roof installation is complete. Mechanical and electrical rough ins, equipment installation and duct work ongoing. Slabs on grade complete. Framing of walls complete. Interior painting has commenced. Installation of glulams complete. Stairs and handrails are installed. Installation of ceilings ongoing. Terrazzo flooring at entry ongoing. Installation of windows and glazing ongoing. Mechanical work continuing in Boiler and Mechanical Room. Sprinkler installation ongoing. East and west canopies being installed. Progress on site continues to be labored and difficult. The Contractor's schedule is being closely monitored. The project is expected to be completed and ready for occupancy by December 2016.</p>
10. Christine Meikle School (Replacement school)	Dec-16	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 Tittermore 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>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
			<p>A Statement of Claim registered by a group of residents who are opposed to the development has been withdrawn. No judgment has been made by the courts. Design development has been completed. 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. The full Building Permit has been approved. Foundations are complete. Structural steel installation, q-deck erection and roofing are complete. Masonry work, steel stud and drywall complete. Winter hoarding for masonry walls and concrete work in place. Interior masonry walls complete with GWB partitions following progress. ATCO gas line installed. Installation of window frames and glazing complete. Mechanical and electrical rough-ins, equipment installation and ducting are complete. ENMAX transformer installed. Interior framing and masonry walls completed. Slabs on grade complete. Sprinkler installation complete. Excess stock pile material being removed from site. Landscaping being completed. Progress on site continues to be good. Construction is on schedule for FF&E fit out in the Fall.</p>
11. Bowness High School Modernization	Sep-16	Sept-16	<p>Modernization of Bowness 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. 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 commenced 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> <p>Tender Package #2 (Remaining Scope) was submitted to Alberta Infrastructure 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.</p> <p>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>Construction has been completed as scheduled for school opening on September 6, 2016. All planned CTS areas will be available for use.</p>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
12. Jack James High School Modernization	Sep-16	Sept-16	<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. Construction remains on schedule. The first program area, existing construction trades was ready for occupancy at the commencement of the new school year.</p> <p>Building Trades Expansion was delayed due to delays caused by the discovery of lead paint and existing concrete beams which required replacement with steel beams. This space was turned over in mid February 2016. In addition, the Autobody and Multipurpose Room was delayed from February to March 2016 due to these knock-on effects. The Autobody expansion and Multipurpose Room was turned over to the school in March 2016.</p> <p style="color: red;">Construction has been completed as scheduled for school opening on September 6, 2016. All planned CTS areas will be available for use.</p>
13. Marshall Springs School (Evergreen School) Grades 5 - 9 Capacity 900 students	Sep-16	Sep-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. On September 17, 2015, Alberta Infrastructure approved the construction contract award to LEAR Construction Management Ltd. A Letter of Award was</p>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
			<p>issued to LEAR. Mobilization and construction commenced at the end of September 2015.</p> <p>Foundations are complete, following the stripping and preparation of the site. Structural steel installation complete. Construction schedule has been re-assessed. Full Building Permit was finally released by the City mid-January 2016. This project is at major risk due to delays with permitting approvals and progress constraints. Masonry walls ongoing. Shallow underground piping installed. Slabs on grade completed. Mechanical and electrical rough ins ongoing. There is increasing activity on site and construction is being negatively affected by heavy thunder storms and rain. Contractor continuing to improve schedule to meet substantial completion.</p>
14. Eric Harvie School (Tuscany School) Grades K-4 Capacity 600 students	Sep-16	Dec-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. Foundations complete. Deep services utility connections complete. Masonry to Gym complete. Q-deck complete. Slab on grade complete. Exterior GWB partitions complete. Interior framing and masonry walls complete. Mechanical and electrical rough-ins and ducts ongoing. ENMAX transformer installed and energized. ATCO gas connection complete. Roofing work complete. Window installation complete. Exterior cladding installation complete. Data Room ready for Supernet data installation. Entire building is now watertight. Interior painting has commenced. Sprinkler system installation complete. Contractor continues to have challenges with the construction schedule with completion dates. This project is experiencing significant weather related delays and manpower resource issues. Landscaping has commenced. Construction is still tracking behind schedule and will be substantially complete by year end.</p>
15. Buffalo Rubbing Stone School (Panorama Hills School) Grades K-4 Capacity 600 students	Sep-16	Sept-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>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
			<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 was issued to Westcor Construction. Mobilization and construction has commenced.</p> <p>This project has experienced significant setbacks since commencement with unexpected soil conditions, and recently has been negatively affected by heavy thunder storms and rain. Despite all attempts to accelerate activities to make up lost time, the Contractor has been unable to meet the September 6, 2016, opening date. A delay of 3 weeks has been requested and the school will open on September 26, 2016. A contingency plan has been put in place to accommodate the students in the interim period.</p>
16. Auburn Bay School Grades K-4 Capacity 600 students	Sep-16	Sept-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. 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.</p> <p>Construction has been completed as scheduled despite significant manpower issues and weather delays. The school is expected to open on September 6, 2016.</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-Build proposal documents have been issued and contractor proposals will be received and assessed in February 2015.</p>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
			<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 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 Building Permit has been issued. Erosion control in place. Top soil stripping and stock piling complete. Grade beams and piling complete. Concrete slabs complete. Under slab deep services complete. Wall framing is complete. Electrical rough-ins for prefab concrete panels complete. Fabrication and installation of concrete panels complete. Glulam manufacturer has advised that there will be material delivery delays. Schedule has been reassessed. Substantial completion is forecast for November. Erection of glulams is complete. Internal framing complete. Blueskin application complete to exterior walls. Mechanical and electrical rough-ins are ongoing, including wiring and plumbing. Duct installation ongoing. Quality control issues with the precast concrete elements is under dispute. This situation has significant risks for the CBE which will be assessed by the project team. Roofs are complete. Brickwork is nearly complete with windows and doors installed. ENMAX transformer installed. Electrical progress is slow. This project is experiencing significant weather related delays and manpower resource issues. Construction is currently 2 weeks behind schedule and is at risk.</p>
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>Erosion control in place. Top soil stripping and stock piling complete. Piling is complete. Grade beams are complete. Concrete slabs complete. Under slab deep services complete. Structural slabs are complete. External wall framing complete. Glulam manufacturer has advised that there will be material delivery delays. Schedule has been reassessed. Substantial completion is forecast for November. Erection of glulams complete. Mechanical and electrical rough-ins and equipment installations ongoing. HVAC duct installation ongoing. Quality control issues with the precast concrete elements are being addressed. This situation has significant risks for the CBE which will be assessed by the project team. Interior framing ongoing. GWB installation ongoing. Priming and painting ongoing. This project is experiencing significant weather related delays and</p>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
19. Elbow Park School (Replacement school)	Dec-16		<p>manpower resource issues. Construction is currently 2 weeks behind schedule and is at risk.</p> <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 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. Construction is proceeding following re-sequencing of activities. Construction is lagging behind due to subcontractor resourcing and performance issues. The concrete grade beams and pilaster connections to the historic wall is complete. Engineered foundation backfill complete. Under slab services complete. Cast in place slabs are poured. Main floor masonry installation progressing. Structural steel installation complete. Restored Library trusses and cupola have been reinstalled. Steel truss delivery complete. Continuous assessment of project activities and schedule is being undertaken to ensure appropriate acceleration to meet completion deadline. Significant construction progress has occurred. Completion is still projected as scheduled.</p>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
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 construction of this work will commence in the 1Q 2016. The first phase design work for the mechanical systems move and new mechanical and electrical room scope has been developed. The Development Permit for Phase I has been approved. Building Permit drawings and tender documents have been developed for tender.</p> <p>An Engagement Meeting was held with the School Council and Community Association on February 17, 2016.</p> <p style="color: red;">Additional Development Permitting challenges have emerged for Phase II. The City has been insisting on additional site surveys, slope stability studies and naturalization area tree count studies. These additional studies have delayed planned progress.</p> <p style="color: red;">Tenders for Phase I came in over budget and cannot therefore be submitted for Alberta Infrastructure's approval. As a result of these issues, the project will be retendered with both phases so that the work can be rescheduled in a different sequence provided tenders are within the approved budget.</p> <p style="color: red;">It is now envisaged that all the flood mitigation work will commence in late Fall for completion by Fall 2017.</p>
21. West Ridge School (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 has commenced. Erosion control in place. Top soil stripping and stock piling complete. Site piling and foundations complete. Deep services installation complete. Slab installation complete. Installation of precast walls complete. Structural steel erection complete. Underground mechanical and electrical services complete. Building envelope complete. Q-deck complete. Insulation on exterior walls complete. Vapour barrier membrane installation complete. Concrete block walls complete. Mechanical and electrical rough-ins and duct work ongoing. Fireproofing installation complete. Roofing complete. Internal partitions and drywall ongoing. While the work has been progressing well, this project has been experiencing significant weather related impacts over the past month. Construction is on schedule.</p>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
22. Dr. George Stanley School (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. Erosion control in place. Top soil stripping and stock piling complete. Site piling and foundations complete. Deep services installation complete. Slab installation in complete. Installation of precast walls complete. Structural steel erection complete. Steel decking complete. Underground mechanical and electrical services complete. Building envelope ongoing. Roofing installation ongoing. Insulation and vapour barrier on exterior walls complete. Mechanical and electrical rough-ins and duct work ongoing. Window frames and glazing installation ongoing. Internal partitions and drywall ongoing. While the work has been progressing well, this project has been experiencing significant weather related impacts over the past month. Construction is on schedule.</p>
23. Hugh A. Bennett School (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. Erosion control in place. Top soil stripping and stock piling complete. Foundation grade beams complete. Underground services complete. Structural steel installation complete. A full Building Permit has been issued. Q-decking installation complete. Blueskin installation complete. Mechanical and electrical rough-ins and ducting continues. Interior steel stud erection complete. Masonry work complete. Exterior cladding continues. Roofing installation complete. Slabs on grade complete. Wall, floor and ceiling installation ongoing. Progress on site continues to be good. Construction is on schedule.</p>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
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> <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. Erosion control in place. Top soil stripping and stock piling complete. Foundation grade beams complete. Underground services complete. Structural steel installation complete. A full Building Permit has been issued. Q-decking installation complete. Blueskin installation complete on exterior cladding. Mechanical and electrical rough-ins and ducting continues. Interior steel stud erection continues. Masonry work continues. Exterior cladding continues. Roofing installation continues. Slabs on grade complete. Wall, floor and ceiling installation ongoing. Progress on site continues to be good. Construction is currently on schedule.</p>
25. Glenmeadows School Grades K-6 Extension	Sep-16	TBD	<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 has advised the CBE that an Appeal has been lodged against the issuance of the Development Permit. The Hearing ruled for the CBE with a substantial number of conditions for the release of the Development Permit. The CBE has received the Calgary Subdivision and Development Appeal Board's ruling. The appeal requirements are being addressed in order to meet the Development Permit conditions.</p>
26. Southeast High School Grades 10 -12 Capacity 1800 students	Fall-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 the Development Permit application process has commenced with the pre-application planning process. The Design Development Report has been finalized together with a Cost Report which has been submitted to Alberta Infrastructure for approval. The working drawings are being prepared for a Summer tender. A request for qualifications</p>

**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
			<p>(RFQ) has been prepared to determine a shortlist of qualified General Contractors. The tender documents are currently being reviewed and finalized.</p> <p>The project was tendered during August and closed on August 29, 2016. The responses are being assessed and reviewed by the Consultants and Project Managers.</p> <p>A Partial Building Permit has already been issued and construction will commence upon award and approval by Alberta Infrastructure.</p>
27. Manmeet Singh Bhullar School (Martindale School) Grades K-6 Capacity 600 students	Fall-17		<p>On October 8, 2014, the Province committed to the immediate planning and design of the elementary school. RFPs 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 were developed. Working drawings and the pretender estimates were reviewed by Alberta Infrastructure for a tender release in January 2016. Tenders were received in March 2016 and have been approved by the Board of Trustees and Alberta Infrastructure. The contract was awarded to Chandos Construction and construction has commenced on site. Project Managers were appointed in June to oversee the construction process.</p>
28. James Fowler High School Modernization	Dec-17	Fall-18	<p>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 has been appointed to lead the Design Team. Steering Committee Meetings have commenced. Design Team has commenced detailed assessments of the school and has developed conceptual schematic layouts of the required program spaces. A design Development Report has been prepared. Working drawings are being prepared for a Summer tender. 90% Design drawings are currently being reviewed and finalized.</p> <p>Proposals for Construction Management Services were issued in June and recommendations were made to Alberta Infrastructure in July for appointments to be made. Awaiting Alberta Infrastructure approval of Construction Management, commencement to proceed immediately upon award in September.</p>
29. Griffith Woods School (Springbank Hill/ Discovery Ridge School) Grades K-9 Capacity 900 students	Fall-17		<p>On October 8, 2014, the Province committed to the immediate planning and design of the elementary/middle school. RFPs 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. Working drawings were prepared for Alberta Infrastructure review in January 2016 for tender release. Alberta Infrastructure approved the tender and the documents were released in March 2016. Tenders were received in April 2016, approved by the Board of Trustees. Alberta Infrastructure approved the award to the recommended bidder, Maple Reinders Inc, on June 7, 2016. Work is now underway.</p>

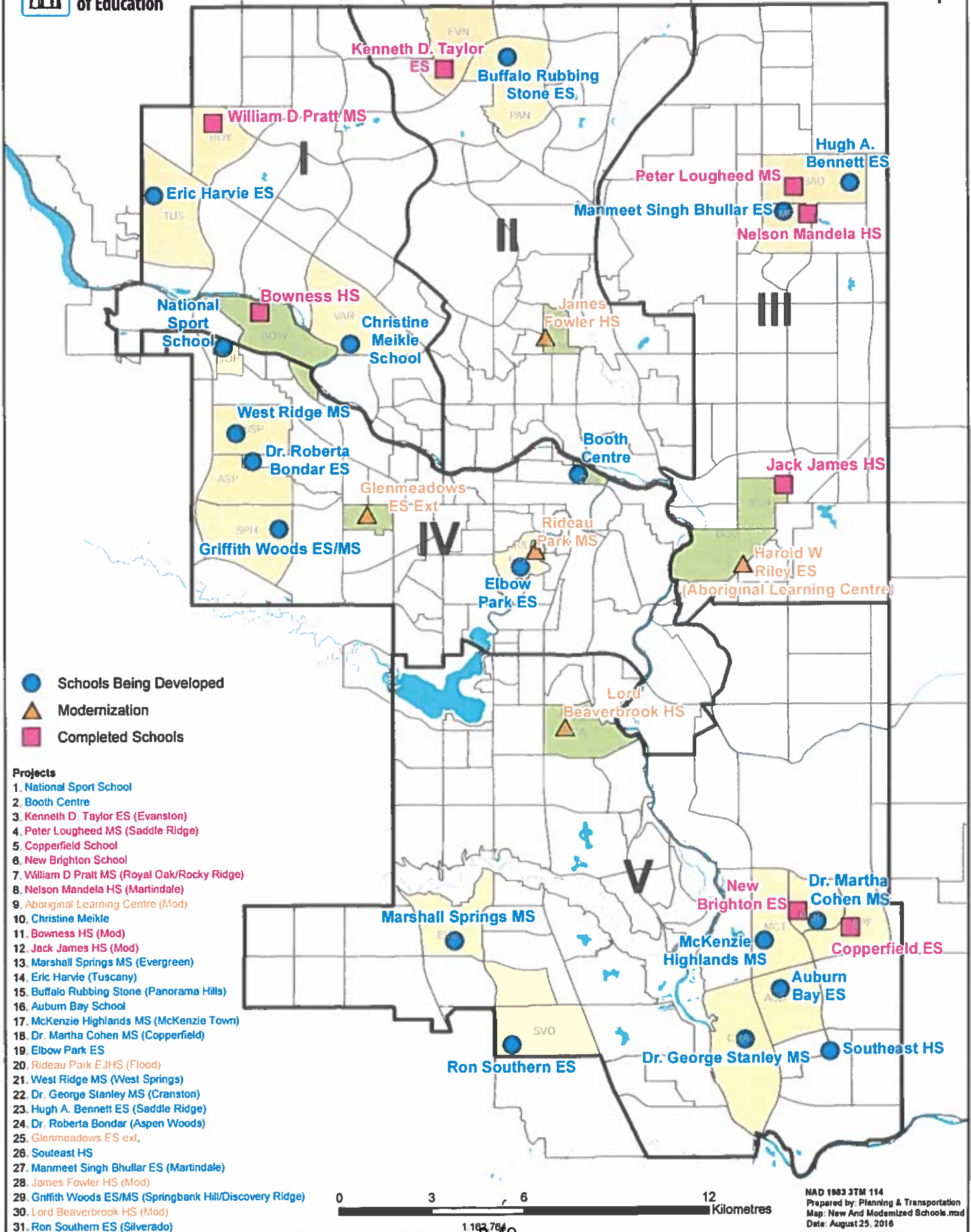
**CALGARY BOARD OF EDUCATION
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS
September 2016**

Building	Orig. Occ. Date	Rev. Occ. Date	Notes/Comments
30. Lord Beaverbrook High School Modernization	Dec-17	Fall-18	<p>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. Riddell Kurczaba Architects have been appointed to lead the Design Team. Steering Committee Meetings have commenced. Design Team has commenced detailed assessment of the school and has developed conceptual schematic layouts of the required program spaces. A design Development Report has been prepared. Working drawings are being prepared for a Summer tender. 90% Design drawings are currently being reviewed and finalized.</p> <p style="color: red;">Proposals for Construction Management Services were issued in June and recommendations were made to Alberta Infrastructure in July for appointments to be made. Awaiting Alberta Infrastructure approval of Construction Management, commencement to proceed immediately upon award in September.</p>
31. Ron Southern School (Silverado School) Grades K-4 Capacity 600 students	Fall-17		<p>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 were developed. Working drawings and the pretender estimate were reviewed by Alberta Infrastructure for a tender release in January 2016. Tenders were received in March 2016 and have been approved by the Board of Trustees and Alberta Infrastructure. The contract was awarded to UPA Construction Group and construction has commenced on site. Project Managers were appointed in June to oversee the construction process.</p>



Calgary Board of Education

CBE New, Completed & Modernized Schools



NAD 1983 3TM 114
 Prepared by: Planning & Transportation
 Map: New And Modernized Schools.mxd
 Date: August 25, 2016

Kenneth D. Taylor School (Evanston K-4 School)



Peter Loughheed School (Saddle Ridge MS)



Copperfield School



New Brighton School



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



Nelson Mandela High School



Nelson Mandela High School



Bowness High School Modernization



Jack James High School Modernization



Buffalo Rubbing Stone School (Panorama Hills ES)





Auburn Bay School



**report to
Board of Trustees**

**Trustee Liaison Report - Alberta School Boards Association
(ASBA) Board of Directors**

Date | September 13, 2016

Meeting Type | Regular Meeting, Public Agenda

To | Board of Trustees

From | Trustee Pamela King

Purpose | Information

Governance Policy Reference | Governance Culture
GC-3 Board Job Description

1 | Recommendation

The Alberta School Boards Association (ASBA) liaison report containing the ASBA Board of Directors' Meeting Highlights dated August 2016 is being provided for Board information.

2 | Issue

The attached are reports provided by the Alberta School Boards Association (ASBA) with respect to their work. As the Board of Trustees' representative on the ASBA Board of Directors, I am providing this report for your information.

Attachment I: ASBA Highlights August 2016



ASBA Board of Directors Meeting

Board Highlights are circulated to the ASBA Board of Directors and ASBA staff after each meeting. Directors are asked to share Board Highlights with their respective constituencies. See the ASBA website www.asba.ab.ca for official minutes. For more information contact **Marian Johnson** at 1.780.451.7101.

ASBA Fall Provincial Issues Forum

The Fall Provincial Issues Forum will be held in Edmonton on September 27-28, 2016 at The Matrix hotel. Registration is now open through the ASBA website. The Forum is designed to provide an opportunity for generative discussion on key matters facing boards, including local collective bargaining, *ASBA: Imagining Our Future*, curriculum redesign and information updates on current issues.

Local Authorities Election Act Submission

Working within a brief consultation period, ASBA recently provided input on proposed changes to the *Local Authorities Election Act (LAEA)*. Despite the short timelines, a number of boards provided feedback that informed the Board of Directors as the submission was finalized. You may review the submission at <http://bit.ly/2bjfT4f>.

Modernized Municipal Government Act Submission

ASBA has worked through the summer months to ensure the interests of school boards are protected and enhanced relative to the *Modernized Municipal Government Act*. In particular, a meeting with the Minister of Municipal Affairs in July afforded the opportunity to share ASBA's perspectives on the *Act*, and a submission was provided to the department. The submission is posted on the website at <http://bit.ly/2cbFpbC>.

Joint Commitment to Action

ASBA was proud to be a signatory to the Government of Alberta's Joint Commitment to Action, announced on June 22, 2016.

School board trustees will be expected to understand, support and implement locally-appropriate curriculum that supports the culture, history, perspectives, experiences and contributions of Canada's First Nations, Métis and Inuit people. To support our trustees in that role, ASBA will design, develop and implement professional learning opportunities and resource materials for school boards and trustees. ASBA's news release is posted on the website at <http://bit.ly/28N1mGN>.

ASBA: Imagining Our Future

Prior to the August Board meeting, Directors, Board Alternates and Zone Chairs took part in a Leadership Session that provided professional development on facilitation and the establishment of a plan for membership engagement, shaping ASBA's future.

A description of the process, timelines, opportunities for engagement and summaries of input received will be posted on the ASBA website by the end of August.

ASBA General Meetings

Feedback following the Spring General Meeting on June 5-6, 2016 in Red Deer indicates a high level of satisfaction from attendees, with 90 per cent of respondents rating the event as “excellent”, “very good” or “good” overall.

The Fall General Meeting (FGM) program is being finalized, and the FGM will be held at the Westin Hotel in Edmonton from November 20-22, 2016. This year’s theme is *Stronger Together*. Registration will be open by the end of September.

October 16, 2016 is the deadline for Boards to submit proposed emergent policies to ASBA, for consideration at FGM 2016.

report to Board of Trustees

Modular Classroom Plan – Installation Delay

Date	September 13, 2016
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	David Stevenson, Chief Superintendent of Schools
Purpose	Information
Originator	Dany Breton, Superintendent, Facilities and Environmental Services
Governance Policy Reference	OE-8: Communication With and Support for the Board OE-9: Communicating with the Public OE-12: Facilities
Resource Person(s)	Eugene Heeger, Director, Design & Property Development Robert Ashley, Manager Design Services Erin Hafichuk, Supervisor, Project Services Leah Hartley, Project Manager, Capital Projects

1 | Recommendation

It is recommended that:

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

2 | Background

On August 11, 2016, Administration notified the Board of Trustees of delays of the installation and occupancy of 15 the modular classrooms that were approved for 2016. A detailed report is provided in **Attachment I**



3 | Conclusion

As per established processes for information reporting to the Board during their recess over the summer months, this report is being provided for information only for the corporate record.



DAVID STEVENSON
CHIEF SUPERINTENDENT OF SCHOOLS

ATTACHMENTS

Attachment I Board Report: Modular Classroom Plan – Installation Delay & Letter to Parents

GLOSSARY – Developed by the Board of Trustees

Board: Board of Trustees

Governance Culture: The Board defined its own work and how it will be carried out. These policies clearly state the expectations the Board has for individual and collective behaviour.

Board/Chief Superintendent Relationship: The Board defined in policy how authority is delegated to its only point of connection – the Chief Superintendent – and how the Chief Superintendent's performance will be evaluated.

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.

Results: These are our statements of outcomes for each student in our district. The Results policies become the Chief Superintendent's and the organization's performance targets and form the basis for judging organization and Chief Superintendent performance.

report to Board of Trustees

2016 Modular Classroom Plan – Installation Delay

Date	August 11, 2016 – provided for information on this date
Meeting Type	Regular Meeting, Private Agenda
To	Board of Trustees
From	David Stevenson, Chief Superintendent of Schools
Purpose	Information
Originator	Dany Breton, Superintendent, Facilities and Environmental Services
Governance Policy Reference	OE-8: Communication With and Support for the Board OE-9: Communicating with the Public OE-12: Facilities
Resource Person(s)	Eugene Heeger, Director, Design and Property Development Carrie Edwards, Director, Planning & Transportation Anne Trombley, Manager, Planning Erin Hafichuk, Supervisor, Project Services

1 | Recommendation

It is recommended that:

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

2 | Issue

Due to a number of unforeseen circumstances and delays related to permitting, tendering and mandated scope of work increases, the installation and occupancy of the 15 modular classrooms approved in 2016 is delayed until the end of 2016 to early 2017.



3 | Background

On January 18, 2016, Alberta Education approved 15 modular classrooms as part of the CBE's 2016/2017 Modular Classroom submission as follows:

- Queen Elizabeth ES – 2 modular classrooms;
- Samuel W. Shaw MS – 4 modular classrooms;
- Lake Bonavista ES – 2 modular classrooms;
- MidSun MS – 1 modular classroom; and
- Chris Akkerman ES – 6 replacement modular classrooms.

From end January until March 3, 2016, Facilities and Environmental Services staff reviewed the options and produced conceptual plans for the location of the modular classrooms. Using these conceptual plans, preliminary code discussions with the City of Calgary were also initiated. A request for proposal was also elaborated to secure a prime consultant and project manager for this undertaking.

On March 3, 2016, the request for proposal was tendered. The tender closed on March 24, 2016. On April 14, 2016, the prime consultant and project manager was contracted for engineering and construction documentation. Tender documentation was subsequently developed and issued in July 2016.

On July 25, 2016, public tenders closed. Bidder participation was low, resulting in a single bidder situation for three of the five sites, namely Lake Bonavista School, MidSun School and Queen Elizabeth Elementary School. For the remaining two sites, only two bids were received.

4 | Analysis

Through May and June, FES staff subsequently worked closely with City of Calgary development permitting officials; however more site requirements and fire code interpretations resulted in a 10 week process versus the three week timeframe anticipated. More importantly, the more stringent interpretation translated into a greatly increased scope of work on the sites to address the development permit requirements.

Finally, the installation work was tendered in July with the public tenders closing on July 25, 2016. Contractor interest in the emergent modular program faces challenges during years where the construction market is saturated. This year, bidder participation was low due to the large number of new school capital projects and the resource pressures of major modernizations underway. The lack of multiple bidders reduces contractor capacity for concurrent activity that could have expedited the installation.

5 | Financial Impact

The financial impact resulting from the modular classroom installation delay is minimal. The Government of Alberta has indicated that it will cover the increased costs associated with the lack of market competitiveness and the increased permitting demands.

6 | Implementation Consequences

Not having the modular classrooms on location for the start of the regular calendar school year may create accommodation pressures upon the impacted schools. Principals are developing contingency plans to mitigate any challenges until such time as the modular classrooms are ready for occupancy.

7 | Conclusion

Installation of the 15 modular classrooms approved in January 2016 is delayed between late 2016 to early 2017. The principals of the impacted schools are elaborating school-specific temporary solutions to maximize learning space utilization plans to mitigate the pressures they will experience as a result.

Concurrently, a communication plan is being elaborated to ensure that parents are advised of the situation and the plans in place to accommodate quality student learning until such time as the modular classrooms are in place. Attachment I contains the proposed letter to parents informing them of the delay.

Going forward, the CBE is currently exploring alternate contractual approaches with Alberta Infrastructure and the Calgary Catholic School District in the event that these may offer more cost effective and expeditious installation possibilities. Additionally, the most recent development permit challenges will be subject of ongoing discussion with the City of Calgary at the executive level to determine how these may be minimized in the future.

DAVID STEVENSON
CHIEF SUPERINTENDENT OF SCHOOLS

ATTACHMENTS:
 Attachment I: Draft Letter to Parents

GLOSSARY – Developed by the Board of Trustees

Board: Board of Trustees

Governance Culture: The Board defined its own work and how it will be carried out. These policies clearly state the expectations the Board has for individual and collective behaviour.

Board/Chief Superintendent Relationship: The Board defined in policy how authority is delegated to its only point of connection – the Chief Superintendent – and how the Chief Superintendent's performance will be evaluated.

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.

Results: These are our statements of outcomes for each student in our district. The Results policies become the Chief Superintendent's and the organization's performance targets and form the basis for judging organization and Chief Superintendent performance.



Dear Parents/Guardians

Re: Modular Classrooms Update

As you are aware, **(School Name)** was scheduled to have **(number)** of modular unit(s) installed over the summer. We have run into a number of unforeseen issues related to municipal permitting and tendering. Consequently, the installation and occupancy is now forecasted between late 2016 to early 2017.

As we plan for the new school year, contingency planning is underway to maximize the use of space for student learning. The teachers and staff at **(School Name)** will work together with students and families to ensure quality learning will continue throughout this temporary situation.

We are also working closely with the contractor to determine an installation schedule that will have the least impact on student learning and ensure student safety. We will continue to provide updated information as it is received.

Should you have any questions, please contact feel free to contact me at 403-777-XXXX.

Sincerely,

Name,
Principal