

# public agenda

## Regular Meeting of the Board of Trustees

June 12, 2018  
12:00 p.m.

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

### R-1: Mission |

Each student, in keeping with their 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.	<b>1   Call to Order, National Anthem and Welcome</b>			
	<b>2   Consideration/Approval of Agenda</b>		GC-2	
	<b>3   Awards and Recognitions</b>			
5 mins	3.1 Deputy Consul-General, People's Republic of China Panda Photo Exhibit			
10 mins	3.2 Lighthouse Award		GC-3	
	<b>4   Results Focus</b>			
	<b>5   Operational Expectations</b>			
20 mins	5.1 OE-1: Global Operational Expectation – Annual Monitoring	D. Stevenson	B/CSR-5, OE-8	Page 5-1
	<b>6   Public Comment [ <a href="#">PDF</a> ]</b>		GC-3.2	
Max 20 mins	Requirements as outlined in Board Meeting Procedures			
	<b>7   Matters Reserved for Board Action</b>	Board	GC-3	
30 mins	7.1 Proposed Revisions to Board Meeting Procedures Second Reading		GC-3	Page 7-1



Time	Topic	Who	Policy Ref	Attachment
	<b>8   Consent Agenda</b>	Board	GC-2.6	
	8.1 Approval of Minutes			
	<ul style="list-style-type: none"> <li>▪ Regular Meeting held February 13, 2018</li> <li>▪ Regular Meeting held February 27, 2018</li> <li>▪ Regular Meeting held March 6, 2018</li> <li>▪ Regular Meeting held March 13, 2018</li> <li>▪ Regular Meeting held March 20, 2018</li> <li>▪ Regular Meeting held April 3, 2018</li> </ul> (THAT the Board approves the minutes of the above-noted Regular Meetings, as submitted.)			Page 8-1 Page 8-11 Page 8-13 Page 8-21 Page 8-30 Page 8-32
	8.2 Discontinuation of Quarterly Records Management Updates (THAT the Board approves the concluding of the written quarterly Records Management updates)		OE-1,3,6	Page 8-35
	8.3 Items Provided for Board Information		OE-8	
	8.3.1 Correspondence			Page 8-38
	<b>9   In-Camera Session</b>			
3:00 p.m.	<b>10   Adjournment</b>			
	<b>Debrief</b>	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](mailto:corpsec@cbe.ab.ca).

## OE-1: Global Operational Expectations

### CHIEF SUPERINTENDENT CERTIFICATION

With respect to Operational Expectations 1: Global Operational Expectations, the Chief Superintendent certifies that the proceeding information is accurate and complete.

- In Compliance.
- In Compliance with exceptions noted in the evidence.
- Not in Compliance.

Signed:   
David Stevenson, Chief Superintendent

Date: May 25, 2018

### BOARD OF TRUSTEES ACTION

With respect to Operational Expectations 1: Global Operational Expectations, 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-1: Global Operational Expectations**

## Executive Summary

The Board of Trustees believes that the credibility of and public confidence in the organization are necessary to contribute positively to student success. The Board expects practices, activities and decisions that are in keeping with the standards, as defined in law and board policies, for an organization responsible for public education.

This Operational Expectation establishes the global values and expectations of the Board of Trustees for the Calgary Board of Education regarding the operation of the organization.

The Chief Superintendent's reasonable interpretation for OE 1: Global Operational Expectations was approved on September 18, 2012 and revised on October 1, 2017. The Board of Trustees last monitored OE 1 on June 13, 2017. This report includes data available from the 2017-2018 school year and contains evidence to support the following findings:

Policy Statement	Indicator	Finding
1.1	1.1.1	Compliant
1.1	1.1.2	Compliant
1.2	1.2.1	Compliant
1.2	1.2.2	Compliant
1.2	1.2.3	Compliant
1.2	1.2.4	Compliant

## OE-1: Global Operational Expectations

The Board of Trustees believes that the credibility of and public confidence in the organization are necessary to contribute positively to student success. The Board expects practices, activities and decisions that are in keeping with the standards, as defined in law and board policies, for an organization responsible for public education.

### Board-approved Interpretation |

The Chief Superintendent has a responsibility to ensure that the organization operates in such a way that public trust and confidence is maintained. In order to do this, the organization must:

- operate in accordance with the *School Act* and the related regulations, as well as other applicable legislation and regulations;
- operate using standards associated with sound professional and business practice;
- maintain working and learning environments that endeavour to keep employees and students from harm;
- support a respectful work and learning environment for students and employees and considerate, thoughtful interactions with the public;
- meet the expectations set out in the Board of Trustees’ Operational Expectations policies; and
- administer its operations in ways that meet or exceed the community's expectations for the conduct of a public institution.

The Chief Superintendent shall:

1.1	Take all reasonable measures to ensure that practices, activities, decisions and organizational conditions are lawful, ethical, safe, respectful, prudent, in compliance with Board policy and preserve the organization’s public image and credibility.	Compliant
-----	--	-----------

**OE-1: Global Operational Expectations**

The Chief Superintendent is responsible for ensuring the organization operates within the boundaries of law and Board of Trustees policies. Having consistent expectations through regulations aligned with and in support of applicable legislation and policies provides guidance and clarity for employees as they perform their duties.

The Chief Superintendent interprets:

- *reasonable measures* to mean system-wide preventative internal controls.
- *practice, activity, decision or organizational condition* to mean the day-to-day operations of the Calgary Board of Education.

**Board-approved Indicators and Evidence of Compliance |**

1. Employees are informed of the expectations for their conduct in the context of their employment through the CBE Employee Code of Conduct.	Compliant
--	-----------

*The organization is compliant with this indicator*

a) at the point of hire, as evidenced by new employee acknowledgement;

*All employees newly hired or re-hired to the CBE in the 2017-2018 school year completed a form indicating their acknowledgement and awareness of the employee code of conduct. This is confirmed by a review of the new hire checklist maintained in the Human Resources service unit.*

b) annually by school principals;

*100 per cent of school principals responded Yes to the following statements:*

*“I have informed all employees in my school of the expectations for their conduct in the context of their employment within CBE”*

*“I have shared and discussed the Employee Code of Conduct with all employees at my school.”*

c) annually by supervisors.

*100 per cent of area directors responded Yes to the following statements:*



## OE-1: Global Operational Expectations

*"I have informed all my direct reports of the expectations for their conduct in the context of their employment within CBE"*

*"I have shared and discussed the Employee Code of Conduct with all my direct reports."*

*100 per cent of service unit directors responded Yes to the following statements:*

*I have informed all employees in my service unit of the expectations for their conduct in the context of their employment within CBE"*

*"I have shared and discussed the Employee Code of Conduct with all employees at my service unit."*

2. Administrative Regulations are reviewed and revised accordingly according to the identified work plan.	Compliant
---	-----------

*The organization is compliant with this indicator.*

*The following is an overview of the work completed on Administrative Regulations during the 2017-2018 school year:*

<u>Deleted</u>	<u>Revised</u>	<u>New</u>
1020: Travel Accident Insurance	2034: Investment of Cash Resources	2061: Employee Gifts and Appreciation
1039: Continuing Education	2044: Banking	
3033A: Extra-Curricular and Co-Curricular Activities: High School Dances	2060: Employee Expense and Business Travel	
6008: Student Accident Insurance	3021: School Emergency Practices and Procedures	
	3027: Off-site Activities	
	6095: Student Transportation	

Evidence demonstrates all indicators in sub section 1.1 are in compliance.

## OE-1: Global Operational Expectations

1.2	Take reasonable actions to ensure that the organization, the Board or employees are not recklessly exposed to legal liability.	Compliant
-----	--	-----------

The Chief Superintendent interprets:

- *recklessly expose* as allowing conditions to exist which prevent the Calgary Board of Education from obtaining insurance coverage

### Board-approved Indicators and *Evidence of Compliance* |

1.	CBE purchases insurance coverage that is comparable to the Ontario School Board Insurance Exchange and therefore considered normal and customary for the operation of a similar school district.	Compliant
----	--	-----------

*The organization is compliant with this indicator*

*The CBE is a member of the Urban Schools Insurance Consortium (“USIC”) and insures and manages its risks in cooperation with thirteen other Alberta school districts. USIC’s coverage of risk is greater than or equal to that of the Ontario School Board Insurance Exchange, (OSBIE) based on information provided by OSBIE.*

2.	Zero instances of CBE’s insurers refusing to insure the CBE due to the existence of hazardous conditions.	Compliant
----	---	-----------

*The organization is compliant with this indicator*





**OE-1: Global Operational Expectations**

*There were no instances of CBE being refused insurance due to the existence of hazardous conditions.*

3. Standard form contracts are available and utilized for master agreements, purchasing.	Compliant
--	-----------

*The organization is compliant with this indicator*

*CBE signed 3 new master agreements this year for a total of 93 system wide. A review of contracts utilized for procurement purposes indicated a common format and process in place to review, update, create and revise such contracts.*

4. Clearly defined processes are in place and utilized for approval of offsite activities.	Compliant
--	-----------

*The organization is compliant with this indicator.*

*CBE has a clearly defined and well communicated process for approving off-site activities of all types. The following chart identifies the process for each classification of activity.*

<b>Off-Site Activity Classification</b>	<b>Authorized by</b>	<b>Reviewed by</b>	<b>Reviewed by</b>	<b>Final Approval by</b>
A * (within Calgary region)	Principal	--	--	Principal
B1 * (outside Calgary region, within Alberta, on the list of designated off-site activities)	Principal	--	--	Principal
B2 (outside Calgary region, within Alberta, not on the	Principal	Co-ordinator Off-Site	--	Principal



**OE-1: Global Operational Expectations**

<i>list of designated off-site activities)</i>				
<b>C</b> <i>(outside Alberta, within Canada)</i>	<i>Principal</i>	<i>Co-ordinator Off-Site</i>	<i>OSAC</i>	<i>Area Director</i>
<b>D</b> <i>(outside Canada)</i>	<i>Principal</i>	<i>Co-ordinator Off-Site</i>	<i>OSAC</i>	<i>Area Director</i>
<b>An off-site activity may only proceed once it has received the appropriate final approval</b>				

Proposals for off-site activities are completed by the Teacher in Charge (TIC) of the activity through the Off-Site Activities Enhanced online program. In their initial review, the Principal will ensure that the documentation is completed and filed in a manner that demonstrates the schools commitment to student safety and education and that the procedures from the Off-Site Activities Manual have been followed and all Administrative Regulations have been adhered to. If the Off-Site Co-ordinator is involved in the review process, they will then provide advice and/or recommendations to the TIC and Principal. They will also provide organizational oversight, system leadership and coordination to schools with regard to the alignment of student learning and risk management for off-site activities. Out of Province and out of Country off-site activities are also reviewed by OSAC (Off-Site Safety Advisory Committee) which includes the Off-Site Co-ordinator and senior Manager from Corporate Risk Management. These “C” and “D” trips also receive final approval from the Area Director.

The following are the numbers of off-site activities for the 2017/2018 school year for each of the classifications of activities as of April 30<sup>th</sup>, 2018:

<b>Off-Site Activity Classification</b>	<b>Number of Activities</b>	<b>Number of Student Participants</b>
A	18 524	644 955
B (B1 & B2 combined)	848	38 917
C	101 (105 schools)	2 996
D	25 (27 schools)	1048

Evidence demonstrates all indicators in sub section 1.2 are in compliance.

## OE-1: Global Operational Expectations

### 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

Proposed Revisions to Board Meeting Procedures

Date	June 12, 2018
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Trustee Lisa Davis, Wards 6 and 7
Purpose	Decision
Governance Policy Reference	Governance Culture GC-3 Board Job Description

1 | Recommendation

---

THAT the Board of Trustees gives second reading, and thereby final approval, of the amendments to its Board Meeting Procedures, as provided in this report.

2 | Issue

---

That the Board amend its Board Meeting Procedures, under *G. Distribution of Agenda – Regular Meetings* to read as follows:

“1. All regular meeting Agenda information will be circulated by the Corporate Secretary to Trustees and members of Administration, as appropriate, 14 days prior to the applicable meeting. In order to meet this schedule, signed reports and all information required to prepare the Agenda must be received in the Corporate Secretary’s Office by noon, 15 days prior to the meeting.”

“4. Agenda information for public meetings, including reports attached to the Agenda, shall be made available in an electronic format by the Corporate Secretary to the media and public 7 days prior to the respective meeting.”



### 3 | Background

---

The Board of Trustees approved first reading to the Board Meeting Procedure amendment at the Regular Meeting held December 5, 2017 and directed the Chief Superintendent inform the Board of significant organizational or financial impacts, if any, that would results from the proposed changes.

The Board of Trustees received the “Impact of Proposed Amendments to Board Meeting Procedure” report at its Regular Meeting held February 13, 2018. The report was removed from the February 13, 2018 consent agenda at the request of the Board of Trustees. The Board of Trustees then discussed the “Impact of Proposed Amendments to Board Meeting Procedure” report at its Regular Meeting held April 24, 2018. Chief Superintendent confirmed in the report that the proposed amendments are expected to have major organizational or financial impacts.

### 4 | Conclusion

---

The proposed amendments to the Board Meeting Procedures are important for the Board to fulfill its duties to the public by being adequately prepared for discussion and debate of the vision, mission, values, and monitoring of results.

## report to Board of Trustees

# Discontinuation of Quarterly Records Management Updates

Date	June 12, 2018
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	Operational Expectations OE-1: Global Operational Expectation OE-6: Asset Protection OE-3: Treatment of Owners
Resource Person(s)	Justin Ramdin, Director, Information Technology Service Fatima Parvez, Supervisor, Records Management

## 1 | Recommendation

---

It is recommended:

- THAT the Board of Trustees approves the concluding of the written quarterly updates related to Records Management that was requested by the Board of Trustees at its regular meeting of January 24, 2012.



## 2 | Issue

---

The Calgary Board of Education Trustees passed a motion on January 24, 2012 as follows:

*THAT, the Board of Trustees directs the Chief Superintendent to present quarterly updates to the Board of Trustees regarding records management and retention.*

Since that time, 26 reports have been submitted and the CBE has significantly advanced its Records Management program to the point where monitoring progress on a quarterly basis is no longer required.

## 3 | Background

---

Following two successive years of reporting non-compliance on Records Management measures that were a part of the then Executive Limitation 12: Asset Protection, the Board of Trustees unanimously passed the motion directing the Chief Superintendent to provide quarterly updates regarding Records Management and Retention.

While the quarterly reporting served to bring focus to needed advancements of the CBE's Records Management practices and simultaneously, to highlight the associated actions that were undertaken, the context that necessitated quarterly reporting is today no longer present and hence the requirement to supply quarterly Records Management updates should be concluded.

## 4 | Analysis

---

The CBE has significantly advanced its Records Management program over the past six and a half years and has consistently reported its efforts and its progress quarterly.

Specifically, the program is well defined in a high-level timeline that details planned tasks and activities together with their respective focus areas against Generally Accepted Records Management Principles and overall Records Management Maturity.

In conjunction with the latter, an up to date Classification and Retention Schedule, robust supports, resources and training continue to be critical components of the Records Management program available to Schools and Service Units. In addition, external audits are conducted annually and Records Management staff reinforce records management expectations and understandings through participation at Employee Orientation sessions as well as System and Area Office Professional Development meetings.

The work of managing the organization's records will never end or be complete; it reflects ongoing work that must evolve with legislative developments and, as new records and record requirements arise. The structure and maturity of the CBE's Records Management program reflects a suitably robust foundation for handling the current requirements as well as those anticipated in the medium term.

While the quarterly reporting started in 2012 served to bring focus to needed advancements and then to highlight the corrective actions that were commenced to develop and mature the CBE's Records Management program, today, the context that necessitated quarterly reporting is no longer present.

## 5 | Implementation Consequences

---

In the absence of this requirement, Records Management staff will be able to redirect time and efforts previously committed to capturing data, measuring and report preparation toward providing more attention to supporting schools and service units with their day-to-day Records Management needs. Progress will continue to be closely monitored and actions adjusted as required. Regular annual reporting through Board approved indicators will continue through Operational Expectation 6: Asset Protection.

## 6 | Conclusion

---

While Records Management perfection has not been achieved, the conditions that precipitated the quarterly update mandate are not present today. The CBE has established a robust system of policies, guidelines, accountabilities, training, supports and resources that obviate the need for continuing the quarterly updates that were required in 2012.



DAVID STEVENSON  
CHIEF SUPERINTENDENT OF SCHOOLS

### **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**

**Correspondence**

Date	June 12, 2018
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Kelly-Ann Fenney 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 June 4, 2018 to the Board Chair from The Honourable D. Eggen, Minister of Education, regarding the CBE's request to change the jurisdictional boundary.

Attachments: Relevant Correspondence





ALBERTA  
EDUCATION

*Office of the Minister*

AR101475

JUN 04 2018

Ms. Trina Hurdman  
Board Chair  
Calgary Board of Education  
1221 - 8 Street SW  
Calgary AB T2R 0L4

Dear Ms. Hurdman:

I am writing to follow up on my March 1, 2018 letter regarding your request to adjust the Calgary Board of Education's jurisdictional boundary.

Alberta Education staff have now completed their review of the annexation request for the West Crestmont and Livingston areas of Calgary. I understand that homes are under construction in both areas, and some families have already moved into residences in Livingston, while other families will be moving into homes in West Crestmont this fall. Therefore, I have determined that sufficient urban development is underway, and I will be adjusting the school jurisdiction boundaries in the two areas.

Ministry staff are currently drafting the required ministerial orders. I will forward to you copies of the orders once they have been signed. It is my intention to adjust the boundaries for the start of the 2018/19 school year.

I wish your staff and students continued success for the remainder of the 2017/18 school year.

Sincerely,

David Eggen  
Minister

cc: Todd Brand, Board Chair  
Rocky View School Division