

CALGARY BOARD OF EDUCATION

Minutes of the Regular Meeting of the Board of Trustees (the “Board”) held on Tuesday, June 22, 2021 at 12:00 p.m. through Microsoft Teams

MEETING ATTENDANCE (Virtual)

Board of Trustees:

Trustee M. Dennis, Chair
Trustee A. Adams
Trustee M. Bradshaw
Trustee R. Hehr
Trustee J. Hrdlicka
Trustee T. Hurdman

Administration:

Mr. C. Usih, Chief Superintendent of Schools
Mr. R. Armstrong, Superintendent, Human Resources
Mr. D. Breton, Superintendent, Facilities and Environmental Services
Ms. K. Fenney, General Counsel
Mr. B. Grundy, Superintendent, Finance/Technology Services
Ms. M. Martin-Esposito, Chief Communications Officer
Ms. J. Pitman, Superintendent, School Improvement
Ms. D. Unruh, Acting Superintendent, School Improvement
Ms. T. Minor, Corporate Secretary
Ms. M. Broda, Board Administrator

1 | CALL TO ORDER, NATIONAL ANTHEM AND WELCOME

Chair Dennis called the meeting to order at 12:01 p.m. and O Canada was led by students from Fish Creek School by way of pre-recorded video.

Chair Dennis acknowledged the traditional territories and oral practices of the Blackfoot Nations, which includes the Siksika, the Piikani, and the Kainai. She also acknowledged the Tsuut’ina and Stoney Nakoda First Nations, the Métis Nation (Region 3), and all people who make their homes in the Treaty 7 region of Southern Alberta.

Chair Dennis welcomed staff, public members, and union representatives participating in the virtual Board meeting.

2 | CONSIDERATION/APPROVAL OF AGENDA

Ms. Minor, Corporate Secretary, noted there was a request for item 9.2.1 Three-Year System Student Accommodation Plan 2021-2024 to be removed from the Consent Agenda and added as item 7.2 under Matters Reserved for Board Information.



MOVED by Trustee Hurdman:

THAT the Board of Trustees approves the agenda for the Regular Meeting of June 22, 2021, subject to the changes noted above.

The motion was
CARRIED UNANIMOUSLY.

3 | **AWARDS AND RECOGNITIONS**

There were no awards or recognitions.

4 | **RESULTS FOCUS**

There were no reports or presentations.

5 | **OPERATIONAL EXPECTATIONS**

There were no reports or presentations.

6 | **PUBLIC COMMENT**

There were no public comments.

7 | **MATTERS RESERVED FOR BOARD INFORMATION**

7.1 **EducationMatters Presentation and Financial Statements**

Marilyn Field, Executive Director, and Nancy Close, Board Chair for EducationMatters presented providing a brief history of EducationMatters, including the mission and mandate. Currently, work is underway to update the strategic plan for the next three to five years, with the anticipation of Board of Governors approval in October 2021. EducationMatters is looking at how they can align their priorities better with the CBE, become self sustaining, and effectively and efficiently distribute funds to increase student success. An overview was provided of how funding and donations flow through to donations and disbursements, which included the 2020 year's donations and disbursements. EducationMatters continues to work in collaboration with the CBE to help achieve the Education Plan objectives through supporting much needed programs and initiatives.

Following the presentation, trustees made comments on: thanking EducationMatters staff for their dedication; the disparity increasing between those that can afford the education extras and those that cannot; and the success of the initiative to raise funds providing for technology support.

7.2 **Three-Year System Student Accommodation Plan 2021-2024**

Chief Superintendent Usih stated the report summarizes projects and engagements completed during the current school year to optimize student accommodation within CBE



schools. It also lays out decisions that will be required in the short term to address student accommodation pressures for the 2022-2023 school year and accommodation challenges anticipated for the following two school years.

Superintendent Breton provided additional comments about the plan, highlighting the decisions made to close Rosscarrock School and the National Sport School, as well as closure for the purpose of relocation, the Discovering Choices Marlborough site. These closures allowed for the opportunity to serve students within neighbouring schools while better aligning CBE resources with the revised provincial funding framework. He also highlighted the High School Engagement initiative that seeks to optimize student opportunities at the high school level. He summarized that the report presents the ongoing work done to ensure that CBE schools continue to evolve, ensuring they can continue to provide learning environments that offer access, flexibility, and choice.

Administration responded to trustee questions on matters including: the relocation or expansion of complex learning classes; the challenges of an expanding city and lowering birth rates; considering consolidation of Braeside and Cedarbrae Schools; the low utilization rates in the Southwest quadrant; the process for engaging with communities when enrolment is decreasing; and longer term perspectives or plans for system classes.

8 | **MATTERS RESERVED FOR BOARD DECISION**

8.1 Proposed Amendments to Board/ Chief Superintendent Relationship Policy 5: Chief Superintendent Accountability

Chair Dennis introduced the report, stating the policy changes set out the requirements of data to be used.

MOVED by Trustee Hehr:

THAT the Board of Trustees gives first reading to the amendments of Board/Chief Superintendent Relationship 5: Chief Superintendent Accountability policy, as provided in Attachment I to the report.

In debate of the motion, a trustee made a comment on the three year definition for data being presented as clarification.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Adams:

THAT the Board of Trustees gives second reading, and thereby final approval, to the amendments of Board/Chief Superintendent Relationship 5: Chief Superintendent Accountability policy, as provided in Attachment I to the report.



In debate of the motion, trustees made comments on: clarifying the policy; and looking forward to using three years of data.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

8.2 Proposed Amendments to Governance Culture Policies

Chair Dennis introduced the report, stating the Governance Culture policies define the individual and collective behaviour required by the Board of Trustees to establish a culture of good governance. As part of the Board's ongoing work, the policies were reviewed to identify areas of improvement and to adopt a school name review process.

Trustees requested each policy be considered separately.

MOVED by Trustee Bradshaw:

THAT the Board of Trustees gives first reading to the amendments of Governance Culture GC-1: Board Purpose policy, as provided in Attachment I to the report.

In debate of the motion, trustees made comments on: the role of trustees and the Board; Governance Culture policies being the guide for how trustees ensure they are working well; having the purpose clear in order to provide leadership; trustees commitment to students and citizens; the changes being made after using the policy, knowing the job better, and being able to see what works and what doesn't; the extensive orientation at the beginning of the term being a lot of information to remember; having the opportunity to update the policies in place; the challenges of operating under governance procedures; and being elected by citizens and being obligated to them while balancing that with the best interests and policies of the CBE.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Hurdman:

THAT the Board of Trustees gives second reading, and thereby final approval to the amendments of Governance Culture GC-1: Board Purpose policy, as provided in Attachment I to the report.

In debate of the motion, trustees made comments on: doing both readings at the same meeting; setting up the incoming board for success; the changes providing clarification; and the large amount of time spent examining the policies.

Chair Dennis called for a vote on the motion.



The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Adams:

THAT the Board of Trustees gives first reading to the amendments of Governance Culture GC-2: Governing Commitments policy, as provided in Attachment II to the report.

In debate of the motion, trustees made comments on: changes being minor; highlighting that the Board directs the organization through policy, functions as a single unit, is responsible for their own performance and commits to continuous improvement; the policy defining how the Board does its work and defines the culture the Board wants; policy being essential; needing to deal with issues in a timely matter that's in the best interests of students and schools; being sworn in agreeing to these policies; putting best efforts forward and moving on to the next piece of business once a decision is made; focusing on student results; acting as one unit, but with different perspectives and experiences; having competing values and interests and the importance of coming to meetings prepared, with an open mind and being considerate in order to move forward; policy aiding in sound decision making; ensuring the culture encourages discussion in order to come up with the best decisions possible; policies being in place to allow the Chief Superintendent to make the best decisions necessary for the school system and the Boards' job being to monitor the policies to ensure they are being followed; not getting involved in operations by delegating to the Chief Superintendent; and difference between governing through policy vs. governing through decisions.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Hurdman:

THAT the Board of Trustees gives second reading, and thereby final approval to the amendments of Governance Culture GC-2: Governing Commitments policy, as provided in Attachment II to the report.

In debate of the motion, trustees made comments on: using the skills matrix for trustees to help build knowledge through the job; having differences of opinion but still acting as a single unit; and having the best interests of students in mind.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.



MOVED by Trustee Bradshaw:

THAT the Board of Trustees gives first reading to the amendments of Governance Culture GC-3: Board Job Description policy, as provided in Attachment III to the report.

In debate of the motion, trustees made comments on: the significant work done on the policy; surveying other organizations; renaming schools and the triggers to consider renaming; appreciating the renaming work done; signature requirements being too high; trying to bring a motion to agenda planning as an emergent issue that did not meet the criteria; petitions having to be meaningful and possible; governance being the core work of the Board; implications being made that it is difficult to get items on an agenda, but with this revised policy the process has been made clear; this policy not being about the name of one school, but all names; previously not having a clear policy on renaming and the path forward; the decision to look at developing a process for evaluating names for the purpose of renaming being made in February and the significant amount of work it has taken; the revelation of unmarked graves at the Kamloops Residential School site bringing an urgency to renaming; school naming being in the public interest and wanting it debated in public; the strengthening of public engagement written in the policy; wanting information to help make decisions, including hearing from Indigenous Elders and community members; needing the most information available to make the best decisions; and voting taking place in public allows the public to see the decisions made and who made them.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED.

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| In favour: | Trustee Adams Trustee Bradshaw Trustee Dennis Trustee Hehr Trustee Hurdman |
| Opposed: | Trustee Hrdlicka |

MOVED by Trustee Hurdman:

THAT the Board of Trustees gives second reading, and thereby final approval to the amendments of Governance Culture GC-3: Board Job Description policy, as provided in Attachment III to the report.

MOVED by Trustee Hrdlicka:

That the motion be amended to read **THAT the Board of Trustees gives second reading, and thereby final approval to the amendments of Governance Culture GC-3: Board Job Description policy, as provided in Attachment III to the report, on or before September 30, 2021.**

A question was asked by a trustee on the amendment about additional work requirements being the reason to extend the timeframe for final approval.



In debate of the amendment, trustees made comments on: the Alberta Governments' new Assurance Framework; wanting to provide the community the ability to review the policy and provide input over the summer; the urgency of renaming Langevin school, but now having the opportunity to get it right in asking for community input; getting feedback being tough over the summer, especially with re-opening; the importance of finishing the work and not leaving it for another Board; having a lot to consider in a large organization; the original policy saying renaming but having no process to back it up; providing an opportunity for the next Board to work with the policy and adjusting as necessary; not wanting to risk stalling the work and leaving it unfinished; Calgary Catholic School Board surveying the community on their renaming; Indigenous injustices being a local and international issue as historical truths are uncovered and society learns more; and only having one opportunity to look at the report not being sufficient.

Chair Dennis called for a vote on the amendment.

The amendment was
DEFEATED.

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| In favour: | Trustee Hehr Trustee Hrdlicka |
| Opposed: | Trustee Adams Trustee Bradshaw Trustee Dennis Trustee Hurdman |

Recessed: 2:28 p.m.
Reconvened: 2:35 p.m.

In debate of the main motion, trustees made comments on: the likelihood of more names coming forward for the new Board to rename and wanting them set up for success; renaming of schools will continue; trustees likely being the most frequent route used for triggering renaming; the policy being about more than just school renaming; role of the trustee being about governing and oversight; delegating to the Chief Superintendent through policy, but also through legislation; the importance of engaging with the public about important issues; engagement being restricted by choosing when the engagement can happen and with who; the CBE dialogue framework always being open and allowing people to engage; and the board meeting procedures being an important part of Board policy as it provides clarity of how meetings are run.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED.

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| In favour: | Trustee Adams Trustee Bradshaw Trustee Dennis Trustee Hehr Trustee Hurdman |
| Opposed: | Trustee Hrdlicka |

MOVED by Trustee Hrdlicka:

THAT, notwithstanding the Petition and Public Notices Regulation 91/2019, the Board of Trustees directs the Chief Superintendent to amend Administrative Regulation 1007 to accept petitions for name review with 1000 signatures of the electors.

Trustees' questions on the motion included: selecting 1000 signatures as alternative to requirement set out in Regulation; the use of notwithstanding being used; and having Administrative Regulation 1007 petition requirements read aloud.

In debate of the motion, trustees made comments on: the policy following the petition requirements set out in the *Education Act*; the number of signatures required being a barrier; Langevin School petition not getting required signatures even though it was online; other jurisdictions having 1000 signature minimum; the signature threshold being a very small percentage of the total population of Calgary; the signature threshold in the *Education Act* triggering the automatic formation of a committee; equity being important in the CBE; consider 1000 signatures being sufficient; the review committee's ability to stop renaming process; concerns about the costs associated with school renaming; lowering the signature threshold showing a lack of confidence in trustees; the 5000 signature limit showing commitment and legitimacy; concerns that the Board could be directing the Chief Superintendent into doing something in contravention of the *Education Act*; the other ways for a naming review to be undertaken; and petitions carrying the weight of many voices.

A point of information was raised regarding concerns about the Chief Superintendent being in contravention of the *Education Act* if the petition signature requirements were lowered.

Recessed: 3:14 p.m.

Reconvened: 3:20 p.m.

In continued debate of the motion, trustees made comments on: having different reasons to change school names; and the concern that lowering petition threshold could bring negative changes to names from undesirable groups.

Recessed: 3:28 p.m.

Reconvened: 3:33 p.m.

In continued debate of the motion, trustees made comments on: using a naming committee; 5000 signatures being a barrier to getting changes made; people not feeling comfortable going to places with names that caused harm; the evidence that 5000 is an acceptable number; questioning the legal requirements of keeping petitions at 5000 signatures; and wanting to make the policy more reasonable and fair.



The motion was
DEFEATED.

In favour: Trustee Hehr
Trustee Hrdlicka
Opposed: Trustee Adams
Trustee Bradshaw
Trustee Dennis
Trustee Hurdman

MOVED by Trustee Bradshaw:

THAT the Board of Trustees gives first reading to the amendments of Governance Culture GC-4: Officers' Roles policy, as provided in Attachment IV to the report.

In debate of the motion, trustees made comments on: being straight forward in defining roles; providing additional clarity around roles of vice-chair and second vice-chair; sitting on other committees helping to build capacity; and allowing for learning opportunities and expanding knowledge and experience.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Hurdman:

THAT the Board of Trustees gives second reading, and thereby final approval to the amendments of Governance Culture GC-4: Officers' Roles policy, as provided in Attachment IV to the report.

In debate of the motion a trustee made a comment on thanking the trustees who have been the Chairs over the last four years.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Bradshaw:

THAT the Board of Trustees gives first reading to the amendments of Governance Culture GC-5: Board Committees policy, as provided in Attachment V to the report.

In debate of the motion, trustees made comments on: most of the work and changes being made are in the specific committee's terms of reference; and the changes making the committees stronger.

Chair Dennis called for a vote on the motion.



The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Hurdman:

THAT the Board of Trustees gives second reading, and thereby final approval to the amendments of Governance Culture GC-5: Board Committees policy, as provided in Attachment V to the report.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Bradshaw:

THAT the Board of Trustees gives first reading to the amendments of Governance Culture GC-6: Annual Work Plan policy, as provided in Attachment VIII to the report.

In debate of the motion, trustees made comments on: accepting the annual work plan informs the system what trustees work is going to be over the year and when everything will be reviewed; tidying up the policies to have fewer will allow trustees more time to focus on them throughout the school year; looking at the work plan and then adding in additional work; the time demands on the Administration team in responding to the Board and also running the system; ensuring all policies are being monitored; being elected and coming to the Board with expectations and the work plan being the place to plan out that work; and the amount of work required behind the scenes to make the work happen.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Hurdman:

THAT the Board of Trustees gives second reading, and thereby final approval to the amendments of Governance Culture GC-6: Annual Work Plan policy, as provided in Attachment VIII to the report.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Adams:

THAT the Board of Trustees gives first reading to the amendments of Governance Culture GC-7: Trustee Code of Conduct policy, as provided in Attachment IX to the report.

In debate of the motion, trustees made comments on: the policy being vital in outlining how trustees treat each other and function as a Board; being on a Board compared to being part of a four year long group project; the role of trustee coming before friendships; trusting each other and having honest conversations; the *Education Act* requiring school



boards to have and abide by a code of conduct; the language being strengthened and clarified so there is no ambiguity; the loss of decorum in political discourse and increased polarization seen in society; acting selflessly, honestly and loyally; looking at trustees to lead by example; and the importance of confidentiality being maintained.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Hurdman:

THAT the Board of Trustees gives second reading, and thereby final approval to the amendments of Governance Culture GC-7: Trustee Code of Conduct policy, as provided in Attachment IX to the report.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Bradshaw:

THAT the Board of Trustees gives first reading to the amendments of Governance Culture GC-8: Trustee Conflict of Interest policy, as provided in Attachment XI to the report.

In debate of the motion, trustees made comments on: outlining the conflict of interest provisions in both the *Education Act* and CBE policy; importance of the policy as most trustees had jobs prior to being elected, as well as outside lives; provisions being in policy to protect the Board and trustees from making decisions that could harm the CBE or a trustee; the importance of erring on the side of caution where there may be a conflict of interest; non-pecuniary conflict also being important to include; the clarifying language added; avoiding conflict of interests being up to each trustee to declare; and failing to disclose conflicts can put job and relationships with colleagues in jeopardy.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Hurdman:

THAT the Board of Trustees gives second reading, and thereby final approval to the amendments of Governance Culture GC-8: Trustee Conflict of Interest policy, as provided in Attachment XI to the report.

The motion was
CARRIED UNANIMOUSLY.

Recessed: 4:33 p.m.
Reconvened: 4:38 p.m.



MOVED by Trustee Adams:

THAT the Board of Trustees approves the amendments to GC-5E: Board Committees School Naming Committee Terms of Reference, as provided in Attachment VI to the report.

MOVED by Trustee Hrdlicka:

That the motion be amended to read **THAT the Board of Trustees approves the amendments to GC-5E: Board Committees School Naming Committee Terms of Reference, as provided in Attachment VI to the report, subject to the deletion of the following words in the Committee Terms of Reference Appendix 1:**

- **A Canadian Individual of recognized stature, whose life work aligns with achievement of CBE's *Results*, or who demonstrated exemplary achievement of the CBE's mission and values;**
- **When naming the school after an individual, the use of the names of individuals who have deceased or who have retired will be considered first. Prior to naming a school after an individual, that individual or immediate family will be requested to grant permission.**

In debate of the amendment, trustees made comments on: no longer naming schools after individuals to ensure the harm they potentially left behind is not a hindrance or a reminder in the school system; having a school named after an individual being a great honor and meant to hold the person as a role model; making some mistakes in naming in the past, but still being willing to take that risk and learn from the mistakes; the school naming process being community driven with trustees facilitating the discussion; community members typically wanting to name schools after people; feeling connected to the name of the schools; using the names as learning experiences for students; not wanting to limit the community's choices for school names; the Board ultimately makes the final decision on school names; valuing the inspiration a person can bring to a school; highlighting how special it was to have Dr. Frieda Miller speak to the Board about the honor she felt of having a school named after her; and the breakdown of existing schools named after men, women, diverse individuals, and communities or geography.

Chair Dennis called for a vote on the motion.

The amendment was
DEFEATED.

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| In favour: | Trustee Hehr Trustee Hrdlicka |
| Opposed: | Trustee Adams Trustee Bradshaw Trustee Dennis Trustee Hurdman |

In debate of the main motion, trustees made comments on: the majority of the changes being made to the appendix; appreciating the inclusion of diverse communities and Indigenous knowledge of the land; including Indigenous voices being essential as Canada moves to truth and reconciliation; giving students an opportunity in decision making; the



amendments made to retain historians allowing for more research and due diligence; ensuring diversity when considering any school name; and membership of committees not showing diversity and inclusion based on required member breakdown.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED.

In favour: Trustee Adams
Trustee Bradshaw
Trustee Dennis
Trustee Hehr
Trustee Hurdman

Opposed: Trustee Hrdlicka

MOVED by Trustee Bradshaw:

THAT the Board of Trustees approves the amendments to GC-5E: Board Committees Name Review Committee Terms of Reference, as provided in Attachment VII to the report.

In debate of the motion, trustees made comments on: being part of school naming committees; creating a place to bring recommendations back to the Board; wanting the committee to do as much research and engagement as possible; people feeling heard in this process; the process of initiating renaming; process to look at facility names being critical; having great success with external members on other committees; missing the opportunity to include CBE CARES, the Elder Advisory Council, and student voices; engaging with stakeholders and using the dialogue framework; and the ability for changes to be made after the process has been used.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED.

In favour: Trustee Adams
Trustee Bradshaw
Trustee Dennis
Trustee Hehr
Trustee Hurdman

Opposed: Trustee Hrdlicka

MOVED by Trustee Hrdlicka:

THAT the Board of Trustees approves the amendments to GC-7E: Code of Conduct Sanctions, as provided in Attachment X to the report.

In debate of the motion, trustees made comments on: aligning with GC-7: Code of Conduct policy; this being required by the *Education Act*; the process to resolving grievances being a great addition; the value of talking to each other, sharing concerns and working together prior to sanctions being undertaken; and the policy is keeping with procedural fairness.



Recessed: 5:38 p.m.
Reconvened: 5:43p.m.

In continued debate, trustees made comments on: the new policy allowing for procedural fairness, process for handling escalations; significant changes made from the previous policy; being impressed with the work and finding it helpful; creating a clear path forward for the Board if there is an instance of a trustee violating policy; and setting up the next board for success.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Adams:

THAT the Board of Trustees approves the repeal of Governance Culture GC-9: Process for Addressing Board Member Violations policy.

In debate of the motion a trustee commented that with the approval of GC-7E: Code of Conduct Sanctions, this policy is no longer needed.

Chair Dennis called for a vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

9 | **CONSENT AGENDA**

9.1 Items Provided for Board Decision

9.1.1 OE-5: Financial Planning – Annual Monitoring Report

THAT the Board of Trustees approves that the Chief Superintendent is in compliance with the provisions of OE-5: Financial Planning.

9.1.2 OE-9: Facilities – Annual Monitoring Report

THAT the Board of Trustees approves that the Chief Superintendent is in compliance with the provisions of OE-9: Facilities.

9.1.3 Solar for Schools Phase 2

THAT the Board of Trustees approves a budget expenditure of up to \$8,200,000 from capital reserves to enhance the CBE solar power portfolio; and,

THAT the Board of Trustees authorizes the Chair to correspond with the Minister of Education pertaining to the use of reserves.



9.1.4 Revision to the Schedule of Regular Meetings

THAT the Board of Trustees approves revisions to the Schedule of Regular Meetings to:

1. add a public meeting to be held on Tuesday, September 14, 2021 commencing at 12:00 p.m., in the Multipurpose Room at 1221 – 8 Street SW, Calgary, Alberta; and
2. add a public meeting to be held on Tuesday September 28, 2021 commencing at 12:00 p.m., in the Multipurpose Room at 1221 – 8 Street SW, Calgary, Alberta; and
3. add a public meeting to be held on Tuesday October 12, 2021 commencing at 12:00 p.m., in the Multipurpose Room at 1221 – 8 Street SW, Calgary, Alberta.

9.1.5 Meeting Minutes

- Regular Meeting held May 18, 2021
- Regular Meeting held May 20, 2021
- Special Meeting held May 31, 2021

THAT the Board of Trustees approves the minutes of the Regular Meetings held May 18 and May 20, 2021, and the Special Meeting held May 31, 2021.

9.2 Items Provided for Board Information

9.2.1 Annual Summative Evaluation of the Chief Superintendent

9.2.2 Correspondence

Chair Dennis noted that the Board would meet in-camera following the public portion of the meeting to discuss four land, two labour, one legal, and two strategic planning matters. She noted the next public Board meeting is scheduled for Tuesday September 14, 2021.

Recessed: 5:52 p.m.

Reconvened: 6:33 p.m.

10 | **IN-CAMERA SESSION**

All Trustees and Superintendents confirmed they were alone and in a location that no other person could hear them or any part of this meeting.

Motion to Move In-Camera

MOVED by Trustee Hehr:

Whereas the Board of Trustees is of the opinion that it is in the public interest that matters on the private agenda for the Regular Meeting of the Board of Trustees, June 22, 2021 be considered at an in-camera session; therefore, be it

Resolved, THAT the Regular Meeting of the Board of Trustees moves in-camera.

The motion was
CARRIED UNANIMOUSLY.



Motion to Revert to Public Meeting

MOVED by Trustee Bradshaw:

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

The motion was

CARRIED UNANIMOUSLY.

Absent:

Trustee Hehr

Motion to Action In-Camera Recommendations

MOVED by Trustee Hurdman:

THAT the Board of Trustees authorizes the Chair to communicate with the Minister of Education as discussed in-camera.

The motion was

CARRIED UNANIMOUSLY.

Absent:

Trustee Hehr

MOVED by Trustee Hrdlicka:

THAT the Board of Trustees authorizes the Chair to communicate with the Minister of Education as discussed in-camera.

The motion was

CARRIED UNANIMOUSLY.

Absent:

Trustee Hehr

MOVED by Trustee Adams:

THAT the Board of Trustees directs the Chief Superintendent to review the targets for Results 2: Academic Success for Board reaffirmation or approval by June 30, 2022.

The motion was

CARRIED UNANIMOUSLY.

11 | **ADJOURNMENT**

The meeting adjourned at 8:43 p.m.

Chair

Corporate Secretary

Adopted: September 14, 2021



Attachments:

- Amended B/CSR-5: Chief Superintendent Accountability
- Amended GC-1: Board Purpose
- Amended GC-2: Governing Commitments
- Amended GC-3: Board Job Description
- Amended GC-4: Officers' Roles
- Amended GC-5: Board Committees
- Amended GC-5E: School Naming Committee Terms of Reference
- Amended GC-5E: Name Review Committee Terms of Reference
- Amended GC-6: Annual Work Plan
- Amended GC-7: Trustee Code of Conduct
- Amended GC-7E: Trustee Code of Conduct Sanctions
- Amended GC-8: Trustee Conflict of Interest



**BOARD/CHIEF SUPERINTENDENT RELATIONSHIP
B/CSR-5: Chief Superintendent Accountability**

Monitoring Method: Board Self-assessment
Monitoring Frequency: Annually

The Board considers Chief Superintendent performance to be identical to organization performance. Organizational accomplishment of the Board's *Results* policies, and operation according to the values expressed in the Board's *Operational Expectations* policies, will be considered successful Chief Superintendent performance. These two components define the Chief Superintendent's job responsibilities, and are the basis for the Chief Superintendent's performance evaluation.

- 5.1 The Board will determine organizational performance based upon a systematic monitoring process.
- 5.2 The Board will acquire monitoring data on *Results* and *Operational Expectations* policies by one or more of three methods:
 - a. By *Internal Report*, in which the Chief Superintendent submits information that certifies and documents to the Board compliance or reasonable progress;
 - b. By *External Review*, in which an external third party selected by the Board assesses compliance or reasonable progress with applicable Board policies;
 - c. By *Board Inspection*, in which the whole Board or a committee duly charged by the Board formally assesses compliance or reasonable progress based upon specific policy criteria.
- 5.3 The consistent performance standard for *Operational Expectations* policies shall be whether the Chief Superintendent has:
 - a. reasonably interpreted the policy and its subparts; and
 - b. complied with the provisions of the Board policy.

- 5.4 The consistent performance standard for *Results* policies shall be whether the Chief Superintendent has:
- a. reasonably interpreted the policy and its subparts; and
 - b. made reasonable progress toward achieving the outcomes defined by the Board's *Results* policies.
- 5.5 The Board will make the final determination as to whether Chief Superintendent's interpretation is reasonable, whether the Chief Superintendent is in compliance and whether reasonable progress has been made. In doing so, the Board will apply the "reasonable person" standard.
- 5.6 All policies that instruct the Chief Superintendent will be monitored according to a schedule and by a method determined by the Board and included in the Board's annual work plan. The Board may monitor any policy out of this defined sequence, if it is determined by a majority of the Board that conditions warrant monitoring at times other than those specified by the annual schedule.
- 5.7 Each January, the Board will conduct a formal summative evaluation of the Chief Superintendent. The summative evaluation will be based upon data collected during the school year from the monitoring of *Results* and *Operational Expectations* policies. The Board will prepare a written evaluation document that will consist of:
- a. a summary of the data derived during the previous three school years from monitoring the Board's *Results* and *Operational Expectations* policies;
 - b. conclusions based upon the Board's prior action during the previous three school years relative to the Chief Superintendent's reasonable interpretation of each *Results* policy and whether reasonable progress has been made toward its achievement; and

- c. conclusions based upon the Board’s prior action during the previous three school years relative to whether the Chief Superintendent has reasonably interpreted and operated according to the provisions of the *Operational Expectations* policies.

Adopted: June 22, 2021

GOVERNANCE CULTURE
GC-1: Board Purpose**Monitoring Method: Board Self-assessment**
Monitoring Frequency: Annually

The Board of Trustees provides leadership for the Calgary Board of Education by defining the mission, values, *Results* and *Operational Expectations* for the organization on behalf of its community.

The Board of Trustees leads, serves and represents the citizens of Calgary and holds itself accountable to them by committing to act in the best interests of The Calgary Board of Education and by ensuring that all Board and organization action is consistent with law and Board Policies (as defined in GC-3: Board Job Description).

The Board's purpose is to ensure that the organization achieves the results described in the Board's *Results* policies and that it operates according to the values expressed in the Board's *Operational Expectations* policies.

The Board's core values are the fundamental beliefs of the organization, the guiding principles for all behaviour and action of The Calgary Board of Education:

- Students come first.
- Learning is our central purpose.
- Public education serves the common good.

Adopted: June 22, 2021

GOVERNANCE CULTURE
GC-2: Governing Commitments**Monitoring Method: Board Self-assessment**
Monitoring Frequency: Annually

The Board will govern lawfully with primary emphasis on *Results* for students; encourage full exploration of diverse viewpoints; focus on governance matters rather than operations in keeping with Board Policies (as defined in GC-3: Board Job Description); observe clear separation of Board and Chief Superintendent roles; make all official decisions by formal vote of the Board; and govern with long-term vision.

- 2.1 The Board will direct the organization through policy. The Board's major focus will be on the results expected to be achieved by students, rather than on the strategic choices made by the Chief Superintendent to achieve those results.
- 2.2 The Board will function as a single unit. The opinions and personal strengths of individual members will be used to the Board's best advantage, but the Board will faithfully make decisions as a group, by formal vote. No officer, individual trustee, or committee of the Board will be permitted to limit the Board's performance or prevent the Board from fulfilling its commitments.
- 2.3 The Board is responsible for its own performance, and commits itself to continuous improvement.
- 2.4 The Board will ensure that the Board and its members have the knowledge, skills and budget support necessary for effective governance.

Accordingly:

- a. training and coaching will be used to orient candidates and new members, as well as to maintain and increase current member skills and knowledge based on the skills identified in the trustee skills matrix;
- b. external, third-party monitoring will be used as necessary to enable the Board to exercise confident oversight of the organization's performance;

GOVERNANCE CULTURE
GC-2: Governing Commitments

- c. the Board regularly and systematically will monitor all Board policies and will debrief the quality of each meeting; and
 - d. strategic communication dialogues will be planned and implemented to ensure the whole Board's ability to engage stakeholders in understanding the organization's work as well as sharing viewpoints and values.
- 2.5 To ensure that the Board's business meetings are conducted with maximum effectiveness and efficiency, members will comply with Board Policies (as defined in GC-3: Board Job Description) and:
- a. come to meetings properly prepared for Board discussions and deliberations;
 - b. speak only when recognized, not interrupting each other or engaging in side conversations;
 - c. not repeat unnecessarily what has already been said;
 - d. not play to the audience or camera or monopolize the discussion;
 - e. support the Chair's efforts to facilitate an orderly meeting;
 - f. communicate openly to avoid surprises;
 - g. encourage equal participation of all members, and
 - h. practice respectful body language.
- 2.6 The Board will use the Board's consent agenda as a means to expedite the disposition of routine matters and dispose of other items of business it chooses not to discuss.
- 2.7 The Board, by majority vote, may revise or amend its policies at any time. However, as a customary practice, a proposed policy revision will be discussed at one session of the Board, at least, prior to being acted upon at a subsequent Board meeting.

Adopted: June 22, 2021

Policy Exhibits:
GC-2E: Trustee Remuneration

GOVERNANCE CULTURE
GC-3: Board Job Description**Monitoring Method: Board Self-assessment**
Monitoring Frequency: Annually

The Board's job is to act in the best interest of The Calgary Board of Education. The Board shall govern the organization by establishing expectations for organizational results, expectations for quality operational performance, and monitoring actual performance against those expectations.

The Board will:

- 3.1 Ensure that the *Results* are the dominant focus of organization performance.
- 3.2 Advocate for The Calgary Board of Education and the students it serves.
- 3.3 In accordance with GC 2.4(d), initiate and maintain constructive two-way dialogue with students, employees, parents and the citizens as a means to engage all stakeholders in the work of the Board and the organization.
- 3.4 Develop written governing Board policies (Results, Operational Expectations, Governance Culture, Board/Chief Superintendent Relationship and Board Meeting Procedures policies are collectively referred to as "Board Policies") that address:
 - a. **Results:** These policies define the outcome the organization is expected to achieve for each student it serves. The Results policies are the performance targets for the Chief Superintendent and the organization, and form the basis for judging the success of the organization and the Chief Superintendent on reasonable progress towards achieving the Results.
 - b. **Operational Expectations:** These policies define both the non-negotiable expectations and the clear boundaries within which the Chief Superintendent and staff must operate. The Chief Superintendent is required to comply with the Board's stated values about operational conditions and actions as set out in these policies.



GOVERNANCE CULTURE
GC-3: Board Job Description

- c. **Governance Culture:** These policies define the individual and collective behaviour required to establish a culture of good governance. These policies establish standards for how the Board performs its work, including policies that define the Board's job, its purpose and its accountability.
 - d. **Board/Chief Superintendent Relationship:** These policies define the degree of authority delegated to the Chief Superintendent, and sets out how the Chief Superintendent's performance, and ultimately the organization's performance, will be evaluated.
 - e. **Board Meeting Procedures:** This policy outlines the procedures for regular and special meetings of the Board of Trustees, whether public or private.
- 3.5 Ensure acceptable Chief Superintendent performance through effective monitoring of *Results* and *Operational Expectations* policies.
 - 3.6 Ensure acceptable Board performance through effective evaluation of Board *Governance Culture* and *Board/Chief Superintendent Relationship* policies, actions and processes.
 - 3.7 Appoint an independent auditor to conduct an annual external review of the organization's financial condition and report directly to the Board.
 - 3.8 Name or rename the organization, schools, portions of schools, school grounds, and other Calgary Board of Education facilities.
 - a. Review of the existing name of the organization, schools, portions of schools, school grounds, and other Calgary Board of Education facilities may occur if one of the following occur:
 - i. the Board of Trustees decide that a name review is needed in keeping with Board Policies; or

GOVERNANCE CULTURE
GC-3: Board Job Description

- ii. a petition requesting a name review is received in accordance with Administrative Regulation 1007.
- b. The Board may consider the name of the organization, schools, portions of schools, school grounds, and other Calgary Board of Education facilities for renaming under this policy if:
 - i. the current name does not align with the Board's commitment or its legal responsibilities to promote a welcoming, caring, safe, respectful and inclusive learning environment;
 - ii. the current name constitutes a significant departure from generally-recognized standards of public behaviour which is seen to undermine the credibility, integrity or relevance of the Board's contemporary values;
 - iii. the Board, in conjunction with the school, has developed a new identity for the school;
 - iv. the name is after an area of curricular concentration or educational value that is no longer relevant or valid because of programming changes; or
 - v. the name is after a geographical area and there are substantial changes to the geographical area to warrant consideration of a change of name.
- 3.9 Approve the bargaining mandate and ratify all collective agreements for unionized employees.
- 3.10 Approve the total compensation packages for all exempt employees.
- 3.11 Oversee the Calgary Board of Education's risks related to its strategic and operational objectives, including approval of the risk appetite and risk tolerance levels.

GOVERNANCE CULTURE
GC-3: Board Job Description

3.12 Perform other duties required by law or not otherwise delegated to the Chief Superintendent.

Adopted: June 22, 2021

Policy Exhibits:

GC-3E: Closure of Schools Procedure

GC-3E(2): The Calgary Board of Education Ward Boundary Review

GOVERNANCE CULTURE
GC-4: Officers' Roles**Monitoring Method: Board Self-assessment**
Monitoring Frequency: Annually

The officers of the Board are those listed in this policy. Their duties are those assigned by this policy, and others required by law.

Chair

The Chair provides leadership to the Board, ensures the faithful execution of the Board's processes, exercises interpretive responsibilities with integrity, reflecting the spirit and intent of the Board's policies, and serves as the Board's official spokesperson.

The Chair has the following specific authority and duties:

- 4.1 Monitor Board actions to ensure that they are consistent with the Board's own procedures and policies and with other obligations imposed by agencies whose authority supersedes the Board's own authority:
 - a. Conduct and monitor Board meeting deliberations to ensure that Board discussion and attention are focused on Board issues, as defined in Board Policies (as defined in GC-3: Board Job Description).
 - b. Ensure that Board meeting discussions are productive, efficient and orderly.
 - c. Ensure Board meeting debriefings and periodic self-assessments are conducted to ensure continuous process improvement.
 - d. Serve as ex-officio member of all Board committees.
- 4.2 Ensure the compilation and facilitation of the Board's summative evaluation of the Chief Superintendent.
- 4.3 Represent the Board as its official spokesperson about issues decided by the Board and other matters related to official Board business.

GOVERNANCE CULTURE
GC-4: Officers' Roles

- 4.4 Execute all documents authorized by the Board, except as otherwise provided by law.
- 4.5 On behalf of the Board, and in consultation with the Corporate Secretary, the Chair is authorized to approve emergent agenda decisions, as required.
- 4.6 Make all interpretive decisions of Board policies in the *Governance Culture* and *Board/Chief Superintendent Relationship* sections, using reasonable judgment. The Chair is not authorized to:
 - a. make any interpretive decisions about policies created by the Board in the *Results* and *Operational Expectations* policy areas. Interpretation of these policies is the responsibility of the Chief Superintendent;
 - b. exercise any authority as an individual to supervise or direct the Chief Superintendent.
- 4.7 The Chair may delegate any of these responsibilities, but the Chair remains accountable for any resulting actions.

Vice-Chair

The Vice-Chair shall support the Chair in their duties and will serve as Chair in the event of the Chair's absence or inability to perform assigned duties.

The Vice-Chair is the Chairperson of the Agenda Planning Committee and Board Evaluation Committee.

Second Vice-Chair

The Second Vice-Chair shall serve in the absence or inability of both the Chair and Vice-Chair.

The Second Vice-Chair is a member of the Agenda Planning Committee

Adopted: June 22, 2021

GOVERNANCE CULTURE
GC-5: Board Committees**Monitoring Method: Board Self-assessment**
Monitoring Frequency: Annually

Pursuant to section 52 of the *Education Act*, the Board may create committees if they are deemed helpful to assist the Board in the performance of its responsibilities. If committees are established, they will be used exclusively to support the work of the Board as described in Policy GC-3, and will never be created or used to assist the Chief Superintendent in any operational area.

- 5.1 Board committees and other such entities by whatever name created by the Board will not be used to direct, advise, assist or oversee employees. Committees customarily will prepare recommendations for Board consideration. Board committees will have no authority over employees, and may exercise demands on employee's time and organizational resources only to the extent authorized in this policy. Members are not entitled to any fees or compensation; however, external committee members may be reimbursed for actual out-of-pocket parking expenses to attend the Committee meetings.
- 5.2 Board committees may not speak or act for the Board. The responsibilities and authority of all Board committees are carefully stated in this policy, which includes the committees' terms of reference contained in GC-5E, to ensure that committees fully understand their duties and extent of authority, and to assure that committee work will not usurp or conflict with the Board's own authority, or conflict with authority delegated to the Chief Superintendent.
- 5.3 All Board committees are considered to be ad hoc, or temporary. The date for their termination is listed for each committee. Committees may be renewed or reauthorized upon their expiration, but unless the Board acts to renew the committee's existence, it shall cease to exist upon the date specified.
- 5.4 The Board shall appoint members to committees and these members shall serve at the pleasure of the Board. Trustee committee membership shall be reviewed annually at the

GOVERNANCE CULTURE
GC-5: Board Committees

Organizational Meeting and more frequently if the Board of Trustees so determines.

- 5.5 Meetings of committees may be held publicly or in private, at the discretion of the Board. The committees may hold its meetings, and members of the committee may attend meetings by electronic means, provided all meeting attendees can hear each other.
- 5.6 All Board members, whether a member of a Board committee or not, are welcome to attend any committee meetings as observers, unless otherwise specified in a committee's terms of reference.
- 5.7 Chairpersons shall establish the agendas for meetings, ensure that properly prepared agenda materials are circulated to the members with sufficient time for study prior to the meeting, chair committee meetings, and be responsible for reporting to the Board of Trustees as required in GC-5E.
- 5.8 All Board committees and their terms of reference are listed in GC-5E.

Adopted: June 22, 2021

Policy Exhibits:

- GC-5E: Agenda Planning Committee Terms of Reference
- GC-5E: Audit and Risk Committee Terms of Reference
- GC-5E: Board Evaluation Committee Terms of Reference
- GC-5E: Name Review Committee Terms of Reference
- GC-5E: School Naming Committee Terms of Reference
- GC-5E: Strategic Dialogue and Public Engagement Committee Terms of Reference
- GC-5E: Trustee Remuneration Committee Terms of Reference

GOVERNANCE CULTURE**GC-5E: Board Committees Terms of Reference**

Monitoring Method: Board Self-assessment
Monitoring Frequency: Annually

School Naming Committee**Purpose/Charge:**

The purpose of the School Naming Committee (the "Committee") is to assist the Board of Trustees in the naming of a school.

Membership:

1. The Committee shall consist of a minimum of seven individuals comprised of:
 - the Ward trustee for the community in which the school is located. The Ward trustee will serve as Committee Chair;
 - an alternate trustee, as designated by the Board;
 - the Education Directors or designee;
 - a minimum of three school community representatives external to The Calgary Board of Education and independent of The Calgary Board of Education; and
 - other member(s) as determined by the Board.
2. Each external Committee member shall serve at the pleasure of the Board of Trustees as a volunteer and will not receive any compensation for their time. The Board of Trustees reserve the right to terminate any Committee appointment.

Meetings:

1. The Committee will meet regularly at such times as required by the Committee Chair.
2. The Chair of the Committee shall establish the agendas for meetings, ensure that properly prepared agenda materials are circulated to the members with sufficient time for review prior to the meeting, chair the committee meetings, and be responsible for reporting to the Board of Trustees.
3. A majority of the members of the Committee shall constitute a quorum. One trustee must be present at all Committee meetings.

School Naming Committee (Continued)

Reporting Schedule:

1. The Committee Chair or their designate shall report to the Board of Trustees on the work of the Committee and bring forward recommendation(s) to the Board of Trustees.
2. Minutes of all meetings of the Committee shall be provided to the Board of Trustees by the Chair and filed with the Board of Trustees for the corporate record and indicate at least the following information:
 - date and place of meeting;
 - attendees; and
 - record Committee recommendations.

Roles and Responsibilities:

1. The Committee shall have the responsibilities set out in Appendix I as well as any other matters as may be delegated to the Committee by the Board from time to time.
2. The Committee and each of its members shall comply with such additional requirements as may be specified in the *Education Act* and in resolutions of the Board in effect from time to time.

Term:

As determined by the Board of Trustees and convened by the Corporate Secretary's Office in consultation with the Ward Trustee, terminating upon the approval of a name for the particular school.

Authority Over Division Resources:

The Committee shall have no authority over The Calgary Board of Education resources; this is the responsibility of the Board of Trustees.

Adopted: June 22, 2021

Appendix I
School Naming Committee
Roles and Responsibilities Calendar
 ✓ When Performed

| Roles and Responsibilities | Required |
|--|-----------------|
| 1. May retain up to two independent historians to conduct historical research and analysis on potential names, as approved by the Board of Trustees. | |
| 2. Ensure the acknowledgement of the land and its relationship with Indigenous peoples is considered. | ✓ |
| 3. Review potential names for a school including any related historical research conducted. | ✓ |
| 4. Ensure the Calgary Board of Education’s values are considered: <ul style="list-style-type: none"> • Students come first • Learning is our central purpose • Public education serves the common good | ✓ |
| 5. Ensure the following guiding principles are considered when reviewing and recommending possible names: <ul style="list-style-type: none"> • The name should provide meaningful learning opportunities for students. • Schools, portions of a school or school grounds may be named for: <ul style="list-style-type: none"> ○ the community in which they are located; or ○ locations or events that show great Canadian historical significance; or ○ a Canadian individual of recognized stature, whose life work aligns with achievement of the CBE’s <i>Results</i>, or who has demonstrated exemplary achievement of the CBE’s mission and values; ○ names that reflect the diverse culture of The Calgary Board of Education; or ○ any other name that may be deemed appropriate by the Board of Trustees • The name should align with the Board’s commitment or its legal responsibilities to promote a welcoming, caring, safe, respectful and inclusive learning environment. When naming a school after an individual, the use of the names of individuals who are deceased or who have retired will be considered first. Prior to naming a school after an individual, | ✓ |

| Roles and Responsibilities | Required |
|--|----------|
| <p>that individual or immediate family will be requested to grant permission.</p> <ul style="list-style-type: none"> • Except for high schools, it will be the practice to exclude grade configurations as part of school name recommendation(s). | |
| <p>6. Engage with the community prior to making a recommendation to the Board. Engagement must be consistent with the CBE's dialogue framework.</p> | √ |
| <p>7. Ensure the reputation of The Calgary Board of Education is given the highest priority when making recommendations for the naming of a school.</p> | √ |
| <p>8. Provide recommendation(s) to the Board of Trustees for the naming of a school.</p> | √ |

GOVERNANCE CULTURE**GC-5E: Board Committees Terms of Reference**

Monitoring Method: Board Self-assessment
Monitoring Frequency: Annually

Name Review Committee**Purpose/Charge:**

The purpose of the Name Review Committee (the "Committee") is to assist the Board of Trustees in collecting relevant information pertaining to the name of a school.

Membership:

1. The Committee shall consist of seven individuals comprised of:
 - the Chair of the Board of Trustees, who will serve as Committee Chair. An alternate trustee, as designated by the Board, will be appointed should the Chair also be the Ward Trustee for the community in which the school is located;
 - the Ward Trustee for the community in which the school is located or alternate trustee, as designated by the Board;
 - two administration representatives as designated by the Chief Superintendent;
 - the School Council Chair, or designee; and
 - two community representatives external to The Calgary Board of Education and independent of The Calgary Board of Education.
2. Each external Committee member shall serve at the pleasure of the Board of Trustees as a volunteer and will not receive any compensation for their time. The Board of Trustees reserve the right to terminate any Committee appointment.

Meetings:

1. The Committee will meet regularly at such times as required by the Committee Chair.
2. The Chair of the Committee shall establish the agendas for meetings, ensure that properly prepared agenda materials are circulated to the members with sufficient time for review prior to the meeting, chair the committee meetings, and be responsible for reporting to the Board of Trustees.
3. A majority of the members of the Committee shall constitute a quorum. One trustee must be present at all Committee meetings.



Name Review Committee (Continued)

Reporting Schedule:

1. The Committee Chair or their designate shall report to the Board of Trustees on the work of the Committee and bring forward recommendation(s) to the Board of Trustees.
2. Minutes of all meetings of the Committee shall be provided to the Board of Trustees by the Chair and filed with the Board of Trustees for the corporate record and indicate at least the following information:
 - date and place of meeting;
 - attendees; and
 - record Committee recommendations.

Roles and Responsibilities:

1. The Committee shall have the responsibilities set out in Appendix I as well as any other matters as may be delegated to the Committee by the Board from time to time.
2. The Committee and each of its members shall comply with such additional requirements as may be specified in the *Education Act* and in resolutions of the Board in effect from time to time.

Term:

As determined by the Board of Trustees and convened by the Corporate Secretary's Office in consultation with the Committee Chair, terminating upon any decision of the Board regarding name review.

Authority Over Division Resources:

The Committee shall have no authority over The Calgary Board of Education resources; this is the responsibility of the Board of Trustees.

Adopted: June 22, 2021

Appendix I
Name Review Committee
Roles and Responsibilities Calendar
 ✓ When Performed

| Roles and Responsibilities | Required |
|--|-----------------|
| 1. May retain up to two independent historians to conduct historical research and analysis on current name, as approved by the Board of Trustees. | |
| 2. Review and consider all Board of Trustees' records connected with the naming of the school. | ✓ |
| 3. Ensure the following guiding principles are considered when reviewing and recommending possible renaming of a school: <ul style="list-style-type: none"> • Does the name align with the Board's commitment or its legal responsibilities to promote a welcome, caring, safe, respectful and inclusive learning environment? • Does the current name constitute a significant departure from generally recognized standards of public behaviour, which is seen to undermine the credibility, integrity or relevance of the Board's contemporary values? • Has the Board, in conjunction with the school, developed a new identity for the school? • Is the name after an area of curricular concentration or educational value that is no longer relevant or valid because of programming changes? • Is the name after a geographical area and there are substantial changes to the geographical area to warrant consideration of a change of name? | ✓ |
| 4. Engage with stakeholders, when appropriate, prior to making a recommendation to the Board. Engagement must be consistent with the CBE's dialogue framework. | ✓ |
| 5. Ensure the reputation of The Calgary Board of Education is given the highest priority when making recommendations to the Board. | ✓ |
| 6. Provide recommendation(s) to the Board of Trustees. | ✓ |

GOVERNANCE CULTURE
GC-6: Annual Work Plan**Monitoring Method: Board Self-assessment**
Monitoring Frequency: Annually

The Board will follow an annual work plan that includes continuing monitoring and review of all policies; dialogue sessions with community, employee and student groups; and activities to improve Board performance.

- 6.1 The annual planning cycle will end each school year in June to allow the Chief Superintendent to properly align internal operational systems and processes to achieve the subsequent year's Board-determined priorities.
- 6.2 The Board's annual work plan for each school year will include:
 - a. in accordance with section 34(d) of the *Education Act*, Governance Culture 2.4(c) and Governance Culture 3.3 scheduled dialogue sessions with stakeholder groups and persons whose viewpoints are considered helpful to the Board;
 - b. governance improvement activities, including orientation of candidates and new Board members in the Board's governance and other discussions by the Board about means to improve its own performance, especially Board member knowledge and skill-building;
 - c. scheduled monitoring of all policies; and
 - d. other events and activities that are part of the Board's responsibilities and interests.

Adopted: June 22, 2021

GOVERNANCE CULTURE

GC-7: Trustee Code of Conduct

The Board and trustees will conduct themselves lawfully, with integrity and high ethical standards. This includes proper use of authority and appropriate decorum in group and individual behaviour. Trustees shall model the behaviors expected of employees and students and to build public confidence and credibility.

- 7.1 While elected from specific wards, trustees have a duty to act honestly, in good faith, and in the best interest of The Calgary Board of Education.
- 7.2 Each trustee is responsible to comply with this Trustee Code of Conduct. Trustees shall also comply with Board Policies (as defined in Board Policy GC-3: Board Job Description).
- 7.3 Trustees shall accept that authority rests with the Board. No individual trustee shall act on behalf of the Board other than as delegated or authorized by the Board.
- 7.4 Trustees shall honour their fiduciary responsibilities which supersedes any conflicting loyalty including, but not limited to, the following:
 - a. any loyalty a trustee may have to any other advocacy, interest or political groups;
 - b. loyalty based upon membership on other boards or staffs;
 - c. the personal interest of any trustee who is also a parent or guardian of a student in the organization; and
 - d. being a relative of an employee of the organization.
- 7.5 Trustees will not attempt to exercise individual authority over the organization.
 - a. Trustees will not assume personal responsibility for resolving operational problems or complaints. Trustees will refer persons lodging operational complaints to the appropriate organizational level of impact.

GOVERNANCE CULTURE
GC-7: Trustee Code of Conduct

- b. Trustees will not personally direct the Chief Superintendent, any employee or any part of the operational organization.
 - c. Trustees will not publicly express individual negative judgments about Chief Superintendent or employee performance.
 - d. Trustees shall reflect Board Policies and resolutions when communicating to the public.
 - e. Trustees shall support the decision of the Board on matters, regardless of the trustee's personal position on the issue.
 - f. As public representatives of the Board, trustees must act with discretion and be judicious in what information they share with members of the public and post on social media. Trustees must recognize that their online activity and interactions with the public can dramatically affect the general public's perception of the trustee, the Board, The Calgary Board of Education, employees and schools within The Calgary Board of Education.
- 7.6 To build trust among trustees and to ensure an environment conducive to effective governance, trustees will:
- a. focus on issues rather than personalities;
 - b. respect decisions of the Board;
 - c. exercise honesty in all written and interpersonal interaction, never intentionally misleading, surprising or misinforming each other;
 - d. criticize privately, praise publicly;
 - e. make every reasonable effort to protect the integrity and promote the positive image of the organization and one another; and
 - f. never embarrass each other or the organization.

GOVERNANCE CULTURE
GC-7: Trustee Code of Conduct

- 7.7 Trustees will exercise the powers and duties of their office honestly and in good faith, and will exercise a degree of care, diligence and skill that a reasonably prudent person would exercise in a comparable circumstance.
- 7.8 Trustees shall attend and take part in all meetings of the Board and Committee meetings as assigned on a regular and punctual basis. Repeated unexcused absences, partial attendance or late attendance by trustees may be cause for disciplinary action, as determined by the Board.
- 7.9 Trustees recognize that the Board Chair is the official spokesperson of the Board.
- 7.10 Trustees shall keep confidential any personal, business, privileged or confidential information obtained in their capacity as a trustee and not disclose that information except when authorized by law or by the Board to do so. Trustees must not:
- a. disclose or release by any means to the public, including the media, any confidential information acquired by virtue of their office unless authorized by law or the Board to do so;
 - b. access or attempt to gain access to confidential information in the custody and control of the CBE unless it is necessary for the performance of the trustee's duties and access is not otherwise limited by the Board, and only then if through established channels and in accordance with the Board's policies; and
 - c. use confidential information for personal benefit or for the benefit of any other organization or individual.
- 7.11 Trustees shall be familiar with the *Education Act*, Board Policies (as defined in GC-3: Board Job Description) and other applicable rules of procedure and proper conduct of a Board meeting.

GOVERNANCE CULTURE

GC-7: Trustee Code of Conduct

- 7.12 Trustees shall disclose the nature of any personal or pecuniary conflict of interest in accordance with the requirements of GC-8: Trustee Conflict of Interest.
- 7.13 Trustees will comply with the requirement of Administrative Regulation 1062: Responsible Use of Electronic Information Resources (as may be amended from time to time).
- 7.14 Trustees are expected to co-operate in supporting compliance with Board Policies and this Code of Conduct.
- 7.15 The failure by trustees to conduct themselves in accordance with the Trustee Code of Conduct and/or Board Policies may result in the Board instituting sanctions.
- 7.16 A trustee shall not advance allegations and/or a breach of this Code of Conduct that are vexatious against another trustee.
- 7.17 Trustees may be disqualified and required to resign if the trustee commits a disqualifying action pursuant to section 87 or 88 of the *Education Act*.

Adopted: June 22, 2021

Policy Exhibits:
GC-7E: Code of Conduct Sanctions

GOVERNANCE CULTURE**GC-7E: Code of Conduct Sanctions****Monitoring Method: Board Self-assessment****Monitoring Frequency: Annually**

1. Trustees shall conduct themselves in an ethical and prudent manner in compliance with the Board's policies including Governance Culture 7: Trustee Code of Conduct. The failure by trustees to conduct themselves in accordance with the Board's policies, including the Code of Conduct, may result in the Board of Trustees instituting sanctions.
2. A trustee who believes that a fellow trustee has violated the Code of Conduct may seek resolution of the matter through appropriate conciliatory measures prior to commencing an official complaint under the Code of Conduct. The aggrieved trustee and offending trustee may meet to discuss the concern with the assistance of a mediator if the use of such mediator is approved by the Board.
3. A trustee who wishes to commence an official complaint under the Code of Conduct shall file a letter of complaint with the Board Chair within thirty (30) days of the alleged event occurring and indicate the nature of the complaint and the section or sections of the Code of Conduct and related Board policy that are alleged to have been violated by the trustee. The trustee who is alleged to have violated the Code of Conduct and all other trustees shall be forwarded a copy of the letter of complaint by the Board Chair, or where otherwise applicable in what follows, by the Vice-Chair, within five (5) days of receipt by the Board Chair of the letter of complaint. If the complaint is with respect to the conduct of the Board Chair, the letter of complaint shall be filed with the Vice-Chair.
4. When a trustee files a letter of complaint and a copy of that letter of complaint is forwarded to all trustees, the filing, notification, content, and nature of the complaint shall be deemed to be strictly confidential, the public disclosure of which shall be deemed to be a violation of the Code of Conduct. Public disclosure of the complaint and any resulting decision taken by the Board may be disclosed by the Board Chair only at the direction of the Board, following the disposition of the complaint by the Board at a Code of Conduct hearing.

5. To ensure that the complaint has merit to be considered and reviewed, at least one other trustee must provide to the Board Chair, within three (3) days of the notice in writing of the complaint being forwarded to all trustees, their support in writing for having the complaint heard at a Code of Conduct hearing. Any trustee who forwards such written support shall not be disqualified from attending at and deliberating upon the complaint at a Code of Conduct hearing convened to hear the matter, solely for having issued such a letter.
6. Where no letter supporting a hearing is received by the Board Chair in the three (3) day period referred to in section 5 above, the complaint shall not be heard. The Board Chair shall notify all other trustees in writing that no further action of the Board shall occur.
7. Where a letter supporting a hearing is received by the Board Chair in the three (3) day period referred to in section 5 above, the Board Chair shall convene, as soon as is reasonable, a special meeting of the Board to allow the complaining trustee to present his or her views of the alleged violation of the Code of Conduct.
8. At the special meeting of the Board, the Board Chair shall indicate, at the commencement of the meeting, the nature of the business to be transacted and that the complaint shall be heard in an in-camera session of the special meeting. Without limiting what appears below, the Board Chair shall ensure fairness in dealing with the complaint by adhering to the following procedures.
 - 8.1 The Code of Conduct complaint shall be conducted at an in-camera session, Code of Conduct hearing, of a special Board meeting convened for that purpose. All preliminary matters, including whether one or more trustees may have a conflict of interest in hearing the presentations regarding the complaint, shall be dealt with prior to the presentation of the complaint on behalf of the complaining trustee.

- 8.2 The sequence of the Code of Conduct hearing shall be:
- (a) the complaining trustee shall provide a presentation which may be written or oral or both;
 - (b) the respondent trustee shall provide a presentation which may be written or oral or both;
 - (c) the complaining trustee shall then be given an opportunity to reply to the respondent trustee's presentation;
 - (d) the respondent trustee shall then be provided a further opportunity to respond to the complaining trustee's presentation and subsequent remarks;
 - (e) the remaining trustees of the Board shall be given the opportunity to ask questions of both parties;
 - (f) the complaining trustee shall be given the opportunity to make final comments; and
 - (g) the respondent trustee shall be given the opportunity to make final comments.
- 8.3 Following the presentation of the respective positions of the parties, the parties and all persons other than the remaining trustees who do not have a conflict of interest shall be required to leave the room, and the remaining trustees shall deliberate in private, without assistance from administration. The Board may, however, in its discretion, call upon legal advisors to assist them on points of law or the drafting of a possible resolution.
- 8.4 If the remaining trustees in deliberation require further information or clarification, the parties shall be reconvened and the requests made in the presence of both parties. If the information is not readily available, the presiding Chair may request a recess or, if necessary, an adjournment of the Code of Conduct hearing to a later date.
- 8.5 In the case of an adjournment, no discussion by trustees whatsoever of the matters heard at the Code of Conduct hearing may take place until the meeting is reconvened.

- 8.6 The remaining trustees in deliberation may draft a resolution indicating what action, if any, may be taken regarding the respondent trustee.
 - 8.7 The presiding Chair shall reconvene the parties to the Code of Conduct hearing and request a motion to revert to the open meeting in order to pass the resolution.
 - 8.8 All documentation that is related to the Code of Conduct hearing shall be given to the Superintendent or designate immediately upon conclusion of the Code of Conduct hearing and shall be retained in accordance with legal requirements.
 - 8.9 The presiding Chair shall declare the special Board meeting adjourned.
9. A violation of the Code of Conduct may result in the Board instituting, without limiting what follows, any or all of the following sanctions:
 - (a) having the Board Chair write a letter of censure marked "personal and confidential" to the offending trustee, on the approval of a majority of those trustees present and allowed to vote at the special meeting of the Board;
 - (b) having a motion of censure passed by a majority of those trustees present and allowed to vote at the special meeting of the Board;
 - (c) having a motion to remove the offending trustee from one, some or all Board committees or other appointments of the Board passed by a majority of those trustees present and allowed to vote at the special meeting of the Board, for a time not to exceed the trustee's term as trustee; and/or
 - (d) other remedial action as directed by the Board.
 10. The Board may, in its discretion, make public its findings at the special meeting or at a regular meeting of the Board where the Board has not upheld the complaint alleging a violation of the Board's Code of Conduct, or where there has been a withdrawal

of the complaint, or under any other circumstances that the Board deems reasonable and appropriate to indicate publicly its disposition of the complaint.

11. If a trustee is disqualified under section 87 or 88 of the *Education Act* from remaining as a trustee of the Board and does not resign as required under section 90, the Board may by resolution declare the trustee to be disqualified from remaining a trustee or the Board may apply for originating notice to the Court of Queen's Bench for an Order:
 - (a) determining whether the trustee is qualified to remain as a trustee, or
 - (b) declaring the trustee to be disqualified from remaining as a trustee.

Approved: June 22, 2021

GOVERNANCE CULTURE
GC-8: Trustee Conflict of Interest**Monitoring Method: Board Self-assessment**
Monitoring Frequency: Annually

Trustees are expected to avoid conflicts of interest with respect to their fiduciary duties and in all matters considered by the Board. An actual or potential conflict of interest exists when a trustee is confronted with an issue in which the trustee has a personal interest or financial interest, or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the interests of the organization.

- 8.1 Each individual trustee is responsible for adhering to the requirements regarding pecuniary conflicts of interest within the *Education Act* and to avoid any other actual, perceived or potential (e.g. personal) conflicts of interests with their fiduciary responsibilities.

For greater clarity,

- a. a "personal interest" includes, but is not limited to, matters in which the trustee has any interest that may reasonably be regarded as likely to have influence on them when carrying out their duties and responsibilities; and
- b. a "pecuniary interest" includes, but is not limited to, where a matter would or could give rise to the expectation of a gain or loss of money and includes "pecuniary interest" as defined in the *Education Act*.

Accordingly, a trustee shall not:

- a. disclose or use confidential information acquired during the performance of official duties;
- b. accept a gift of substantial value or economic benefit which would tend to improperly influence a reasonable person, or which the trustee knows or should know is primarily for the purpose of a reward for official action;



GOVERNANCE CULTURE
GC-8: Trustee Conflict of Interest

- c. engage in a substantial financial transaction for private business purposes with a person employed by the organization;
- d. perform an official act that directly confers an economic benefit on a business in which the trustee has a substantial financial interest or is engaged as a counsel, consultant, representative or agent; and
- e. otherwise be in a position of conflict as enumerated in section 85 of the *Education Act*, as the same may be amended from time to time.

If a trustee has a personal or pecuniary interest in any matter being considered by the Board, the trustee shall disclose such interest to the Board, shall not vote on the matter and shall not participate in the decision and shall not attempt to influence the decisions of other Board members.

For greater clarity, if a trustee has a pecuniary interest in a matter before the Board or a committee of the Board, they shall comply with the specified procedures set forth in the *Education Act*, as the same may be amended from time to time.

- 8.2 A trustee shall not also be an employee of the organization, nor shall a member receive any compensation for services rendered to the organization in any non-governance capacity. This provision shall not prohibit trustees from receiving authorized compensation for serving as a member of the Board or from receiving reimbursement for authorized expenses incurred during the performance of Board duties.
- 8.3 The Board shall not enter into any contract with any of its members or with a firm in which a member has a significant financial interest.

Adopted: June 22, 2021