

Please join us on the Link at 11:45 a.m. for a pre-meeting performance by the Grade 9 Concert Band from Samuel W. Shaw School 🎵

# public agenda

## Regular Meeting of the Board of Trustees

January 23, 2018  
12:00 p.m.

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

### R-1: Mission |

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

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

Time	Topic	Who	Policy Ref	Attachment
12:00 p.m.	<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>		GC-3	
10 mins	3.1 2017 Pacific Northwest Regional Conference Pinnacle Award for Elbow Park School, and the Alberta Region Award for Christine Meikle School	D. Breton		
	<b>4   Results Focus</b>			
	4.1 School Presentation – Samuel W. Shaw School	S. Monfette	R-5	
	<b>5   Operational Expectations</b>			
	<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	

Time	Topic	Who	Policy Ref	Attachment
	<b>8   Consent Agenda</b>	Board	GC-2.6	
	8.1 OE-6: Financial Administration – Annual Monitoring <i>(THAT the Board approves the Chief Superintendent is in compliance with the provisions of policy OE-6 with exceptions as noted in the report.)</i>		OE-1, 9	Page 8-26
	8.2 OE-7: Asset Protection – Annual Monitoring <i>(THAT the Board approves the Chief Superintendent is in compliance with the provisions of policy OE-7.)</i>		OE-1, 9	Page 8-27
	8.3 Items Provided for Board Information		OE-8	
	8.3.1 Correspondence		OE-7	Page 8-28
	8.3.2 Chief Superintendent's Update		OE-7	Page 8-1
	8.3.3 Construction Projects Status Update		OE-7, 8	Page 8-8
	<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).

operational  
expectations  
monitoring report

## OE-6: Financial Administration

### BOARD OF TRUSTEES ACTION

Monitoring report for the  
school year 2016-2017

Report date:  
January, 9, 2018  
Resubmitted:  
January 23, 2018

With respect to OE-6: Financial Administration, the Board of Trustees:

- approves that the Chief Superintendent is in compliance with the provisions of this policy.
- Finds the evidence to be compliant with noted exceptions
- Finds evidence to be not compliant

operational  
expectations  
monitoring report

Monitoring report for  
the school year  
2016-2017

January 9, 2018.

## OE-6: Financial Administration

### CHIEF SUPERINTENDENT CERTIFICATION

With respect to Operational Expectations 6: Financial Administration, the Chief Superintendent certifies that the proceeding information is accurate and complete.

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

Signed: *D. Stevenson*  
David Stevenson, Chief Superintendent

Date: December 8, 2017

### BOARD OF TRUSTEES ACTION

With respect to Operational Expectations 6: Financial Administration, the Board of Trustees:

- Finds the evidence to be fully compliant
- Finds the evidence to be compliant with noted exceptions
- Finds the evidence to be noncompliant

Summary statement/motion of the Board of Trustees:

Signed: \_\_\_\_\_  
Chair, Board of Trustees

Date: \_\_\_\_\_

**OE-6: Financial Administration**

## Executive Summary

The Chief Superintendent shall not cause or allow any financial activity or condition that materially deviates from the budget adopted by the Board; cause or allow any fiscal condition that is inconsistent with achieving the Board's *Results* or meeting any *Operational Expectations* goals; or places the long-term financial health of the organization in jeopardy.

Operational Expectation 6: Financial Administration establishes the Board of Trustees values and expectations for the Calgary Board of Education's work in developing and maintaining financial plans and operations that avoid long-term fiscal jeopardy for the organization.

The Chief Superintendent's reasonable interpretations for OE 6: Financial Administration were initially approved on June 12, 2012 and revised on December 2, 2014. The Board of Trustees last monitored OE 6: Financial Administration on January 10, 2017.

6.1 The Chief Superintendent will ensure that payroll and debts of the organization are promptly paid when due.

- Indicator 1: Compliant
- Indicator 2: Non-compliant
- Indicator 3: Compliant

6.2 The Chief Superintendent will ensure that all purchases are based upon comparative prices of items of similar value, including consideration of both cost and long-term quality, using appropriate business practices and in compliance with industry standards.

- Indicator 1: Compliant
- Indicator 2: Compliant

6.3 The Chief Superintendent will coordinate and cooperate with the Board's appointed financial auditor for the annual audit.

- Indicator 1: Compliant

6.4 The Chief Superintendent will make all reasonable efforts to collect any funds due the organization from any source.

- Indicator 1: Non-Compliant

6.5 The Chief Superintendent will keep complete and accurate financial records by funds and accounts in accordance with Canadian Generally Accepted Accounting Principles.

- Indicator 1: Compliant

6.6 The Chief Superintendent shall not expend more funds than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances or the authorized transfer of funds from reserve funds.

- Indicator 1: Compliant

6.7 The Chief Superintendent shall not indebt the organization.

- Indicator 1: Compliant

6.8 The Chief Superintendent shall not expend monies from reserve funds.

- Indicator 1: Compliant

6.9 The Chief Superintendent shall not transfer monies between operating reserves, capital reserves or committed operating surplus.

- Indicator 1: Compliant

6.10 The Chief Superintendent shall not allow any required reports to be overdue or inaccurately filed.

- Indicator 1: Compliant
- Indicator 2: Compliant

6.11 The Chief Superintendent shall not receive process or disburse funds under controls that are insufficient.

- Indicator 1: Compliant

The Chief Superintendent shall not cause or allow any financial activity or condition that materially deviates from the budget adopted by the Board; cause or allow any fiscal condition that is inconsistent with achieving the Board's Results or meeting any Operational Expectations goals; or places the long-term financial health of the organization in jeopardy.

#### Board-Approved Interpretation |

Operational Expectation 5: Financial Planning similarly requires that the Chief Superintendent develop and maintain a multi-year financial plan that is related directly to the Board's Results priorities and Operational Expectations goals, and that avoids long-term fiscal jeopardy to the organization. The same interpretations should be made for managing financial expenditure as were made when planning for financial expenditure.

The Chief Superintendent interprets *materially deviates from the budget adopted by the Board* as follows:

- any change in approved use of reserves;
- creation of a deficit in any amount; or
- an annual negative variance from planned net operating surplus of \$5 million or more.

The following indicator is related to material deviations from the budget, which is not covered under the sub-sections of this policy. Indicators for the remaining conditions within this section are specifically covered under the sub-sections of this policy.

#### Board-Approved Indicator and Evidence of Compliance |

Quarterly variance report showing:

- line by line variances between budget and forecasted year end actual with explanations for any line item that varies by greater than 1%; and \$500,000.
- a net operating surplus variance that is:
  - positive (greater than budget); or

- if negative, the variance is less than \$5 million.

*The organization is compliant with this indicator.*

*For the 2016-17 fiscal year, quarterly variance reports were presented to the Board of Trustees on the following dates:*

- *First Quarter 2016-17 Operating – November 29, 2016*
- *Second Quarter 2016-17 Operating – March 14, 2017*
- *Third Quarter 2016-17 Operating – June 13, 2017*
- *Fourth Quarter 2016-17 Operating – November 28, 2017*

*In every case, reports contained line by line variances as described in the above indicator and there was either a nil or a positive net operating surplus variance.*

**Evidence demonstrates the indicator in this sub-section is in compliance.**

**The Chief Superintendent will:**

6.1 Ensure that payroll and debts of the organization are promptly paid when due.	Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets *payroll* to mean the process for computation, the disbursement of payments, and the financial record of employees’ salaries, wages, net pay and deductions.

The Chief Superintendent interprets *promptly paid when due* to mean in compliance with, as applicable:

- Alberta Employment Standards Code for payroll; and
- contract/invoice terms for other debts.

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

1. 99.5% accurate and complete pays for the pay runs completed in each month compared to the total number of pays required for such pay runs.

*The organization is compliant with this indicator.*

*For the period of September 2016 –August 2017 payroll accuracy was 99.95%.*

2. 100% adherence with respect to payment of earnings requirements in the Employment Standards Code.

*The organization is not compliant with this indicator.*



*For the period of September 2016 –August 2017 99.23% of payments to employees were made in accordance with Employment Standards Code.*

3. 100% of all non-salary debts will be paid in accordance with the terms and conditions of the associated purchase agreement, except where there is a dispute with respect to satisfactory delivery of the service/product or no late payment charges are levied.

*The organization is compliant with this indicator.*

*For the period September 1, 2016 through August 31, 2017 100% of all non-salary debts were paid without being charged late payment fees.*

**Evidence demonstrates two of three indicators in sub-section 6.1 is in compliance. The exception is 6.1.2.**

6.2	Ensure that all purchases are based upon comparative prices of items of similar value, including consideration of both cost and long-term quality, using appropriate business practices and in compliance with industry standards.	Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets that the Board values compliance with legal and trade agreement requirements and procurement of goods and services based on the principles of: vendor fair access to information on procurement opportunities, competition, demand aggregation, value for money, transparency and accountability.

To achieve these objectives, the Calgary Board of Education uses a variety of procurement or solicitation instruments to ensure that the cost of the procurement process, to both vendors and the Calgary Board of Education, is appropriate in relation to the value and complexity of each procurement and that procurement in “exception” circumstances is consistent with best practice. In this case, “exception” is a situation in which normal purchasing processes may not occur, such as sole sourcing due to proprietary acquisitions, emergency situations, warranty requirements, patent rights, license agreements or other obligations which may prevent Strategic Sourcing Services from using the normal competitive bidding or formal bidding processes and is in the best interest of the Calgary Board of Education.

The expectations for purchasing practices within the Calgary Board of Education are contained within Administrative Regulation 7001: Purchase of Goods and Services.

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

1. 100% compliance with The Agreement on Internal Trade, New West Partnership Trade Agreement (NWPTA) between British Columbia, Alberta and Saskatchewan, and any Acts/Regulations specifically relevant to the CBE as evidenced by internal monitoring.

*The organization is compliant with this indicator.*

*100% of schools and service units reported that all procurements over \$75,000 were competitively bid or justified as sole source, as required by the NWPTA.*

2. 100% of all procurements over \$75,000 are competitively bid or are justified as sole source as evidenced by internal monitoring.

*The organization is compliant with this indicator.*

*100% of schools and service units reported that all procurements over \$75,000 were competitively bid or justified as sole source.*

**Evidence demonstrates the indicators in sub-section 6.2 are in compliance.**

6.3 Coordinate and cooperate with the Board's appointed financial auditor for the annual audit.	Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets that the Board values both the work of the CBE's external financial auditor and administration's working relationship with the external auditor – both enhancing the integrity and credibility of the annual financial statements of the Calgary Board of Education.

**Board-Approved Indicator and Evidence of Compliance |**

The Audit Committee informs the Board of Trustees that the external auditor has reported that administration has appropriately coordinated and cooperated with them.

*The organization is compliant with this indicator.*

*Attached is a letter from the Chair of the Audit Committee informing the Board of Trustees that the external auditor has reported that administration has appropriately coordinated and cooperated with them.*

**Evidence demonstrates the indicator in sub-section 6.3 is in compliance.**

6.4 Make all reasonable efforts to collect any funds due the organization from any source.	Not Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets *all reasonable efforts* to include best practice efforts. This would include a series of escalating steps, from reminder correspondence, up to referral to a collection agency.

The Chief Superintendent interprets *funds due* to be revenues.

The Chief Superintendent interprets *any source* to be those fees related to unfunded or partially funded services provided to students by the Calgary Board of Education, amounts owed by employees, and lease revenue. The interpretation does not include funding grants and/or allocations from government, or donations from members of the public including funds raised through parent groups, which would not be subject to collection procedures.

**Board-Approved Indicator and Evidence of Compliance |**

Bad debt expense shall not exceed 5% of the total revenue that may incur a bad debt expense.

*The organization is not compliant with this indicator.*

*Bad debt expense for student fees in 2016-17 was \$2,530,000 representing 7.8% of centrally collected student fee revenue (fees for Instructional Supplies and Materials, Noon Supervision, and Transportation) totaling \$32,396,000.*

**Evidence demonstrates the indicator in sub-section 6.4 is not in compliance.**

6.5 Keep complete and accurate financial records by funds and accounts in accordance with Canadian Generally Accepted Accounting Principles.	Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets *complete and accurate* within the context of “materiality.” Therefore, while administration strives for 100% accuracy and completeness, the appropriate interpretation for measurement of this policy provision would apply the materiality used in the completion of our external audit, which by its nature, reflects the level of accuracy/completeness that would change or impact decisions based on the financial information.

The Chief Superintendent interprets *funds* to be the reserves established by the Board. The Chief Superintendent interprets *Canadian Generally Accepted Accounting Principles* to be those principles established by the Canadian

Institute of Chartered Accountants and applicable to school districts. Commencing 2013, this will include the application of Public Sector Accounting Board (“PSAB”) principles.

**Board-Approved Indicator and Evidence of Compliance |**

External Auditors unqualified audit opinion on the financial statements of the CBE.

*The organization is compliant with this indicator.*

*The audited financial statements were presented to the Board of Trustees November 28, 2017 with an unqualified opinion.*

**Evidence demonstrates the indicator in sub-section 6.5 is in compliance.**

**The Chief Superintendent shall not:**

6.6 Expend more funds than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances or the authorized transfer of funds from reserve funds.	Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets *fund balances* to be the reserves established by the Board. The Chief Superintendent interprets *authorized transfer of funds from reserve funds* to be the approval by the Board of Trustees of the use of reserve funds.

**Board-Approved Indicator and Evidence of Compliance |**

Year-end audited financial statements reflect a zero or net operating surplus.

*The organization is compliant with this indicator.*

*The 2016-17 audited financial statements showed a net operating deficit of \$15.1 million. After application of transfers from available reserves, the net operating surplus is \$nil.*

**Evidence demonstrates the indicator in sub-section 6.6 is in compliance.**

6.7 Indebt the organization.	Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets *indebt the organization* to exclude typical operating accounts payable, normally paid within 30 days.

The Chief Superintendent interprets any other indebtedness must be with the approval of the Minister of Education and requires the approval of the Board of Trustees.

**Board-Approved Indicator and Evidence of Compliance |**

100% of debt arrangements will occur with the prior approval of the Board of Trustees.

*The organization is compliant with this indicator.*

*There were no new debt arrangements created in 2016-2017.*

**Evidence demonstrates the indicator in sub-section 6.7 is in compliance.**

6.8 Expend monies from reserve funds.	Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets that Board approval must be sought for the use of reserve funds of any kind.

**Board-Approved Indicator and Evidence of Compliance |**

100% of monies expended from reserve funds will occur with the prior approval of the Board of Trustees.

*The organization is compliant with this indicator.*

*The 2016-17 fall update budget was approved by the board with planned use of reserves on November 29, 2016. Reserve transfers (reflecting the actual expenditure of reserve funds) were approved by the Board of Trustees on October 31, 2017.*

**Evidence demonstrates the indicator in sub-section 6.8 is in compliance.**

6.9 Transfer monies between operating reserves, capital reserves or committed operating surplus.	Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets that Board approval must be sought for all transactions between reserve funds of any kind.

**Board-Approved Indicator and Evidence of Compliance |**

100% of transfers between reserve funds will occur with the prior approval of the Board of Trustees.

*The organization is compliant with this indicator.*

*Actual reserve transfers (reflecting the actual expenditure of reserve funds) were approved by the Board of Trustees on October 31, 2017.*

**Evidence demonstrates the indicator in sub-section 6.9 is in compliance.**

6.10 Allow any required reports to be overdue or inaccurately filed.	Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets this to mean that all external financial reports are filed by their due date or within approved extensions, and no financial penalties were levied for late or inaccurate reporting.

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

1. 100% of external financial reports and/or filings, which are within the control of the CBE, are submitted by their filing due date or within approved extensions.

*The organization is compliant with this indicator.*

*100% of external financial reports and/or filings, within the control of the CBE, were submitted by their filing due date or within approved extensions.*

2. 100% of external financial reports and/or filings are without financial penalties for inaccurate reporting.

*The organization is compliant with this indicator.*

*100% of external financial reports and/or filings were without financial penalties for inaccurate reporting.*

**Evidence demonstrates all indicators in sub-section 6.10 are in compliance.**

6.11 Receive, process or disburse funds under controls that are insufficient.	Compliant
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**Board-Approved Interpretation |**

The Chief Superintendent interprets *controls* to mean the policies and procedures that help ensure management directives are carried out and necessary actions are taken to address risks that threaten the achievement of the Board’s Results.

The Chief Superintendent interprets *controls that are insufficient* to mean a significant deficiency, or a combination of deficiencies, in internal control, such that a control is designed, implemented or operated in such a way that it is unable to prevent, or detect and correct, misstatements in the CBE financial statements on a timely basis, or a control necessary to prevent, or detect and correct, misstatements in the financial statements on a timely basis is missing. Significant deficiencies would result in pervasive additional audit testing or a qualified opinion on the financial statements, and in the external auditor’s professional judgment, are of sufficient importance to merit the attention of those charged with governance.

If the external auditor identifies one or more deficiencies in internal control, the external auditor shall determine, on the basis of the audit work performed, whether, individually or in combination, they constitute significant deficiencies in internal control.

**Board-Approved Indicator and Evidence of Compliance |**

The Audit Committee reports to the Board that no significant deficiencies were reported by the external auditors.

*The organization is compliant with this indicator.*

*Attached is a letter from the Chair of the Audit Committee informing the Board of Trustees that the auditors did not find evidence of insufficient internal controls for receiving, processing or disbursing funds. (Attachment II)*

**Evidence demonstrates the indicator in sub-section 6.11 is in compliance.**

ATTACHMENT I: Capacity Building  
ATTACHMENT II: Letter from Chair of the Audit Committee

GLOSSARY – Developed by the Board of Trustees

Board: The Board of Trustees

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

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

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

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

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



## | attachment |

**OE-6: Financial Administration****Capacity Building/Process Information**

January 19, 2018

**6.1.2 100% adherence with respect to payment of earnings requirements in the Employment Standards Code**

For the period of September 2016 to August 2017, 99.23% of payments to employees were made in accordance with Employment Standards Code.

Non-compliance to the Employment Standards Code was largely due to late submission of employment related paperwork, both on hires and on terminations. HR will continue to communicate timelines to CBE leaders and provide ongoing education to improve adherence to HR processes

**6.4 Bad debt expense shall not exceed 5% of the total revenue that may incur a bad debt expense.**

For the 2016-2017 school year our bad debt expenses increased. We have reassessed the likelihood of collecting outstanding fees based on past experiences and current legislative regulations which contributed to increasing our bad debt expenses. Given the intention of *Bill 1* to reduce school fees, the CBE reassessed the likelihood of collecting the outstanding fees and decided to write off \$1,700,000 moving this into non-compliance. As the requirements under the new fee regulations for the *School Act* evolve, CBE will monitor its impact and respond accordingly.



**Calgary Board  
of Education**

## Board of Trustees

1221 – 8 Street SW Calgary, AB T2R 0L4 | t | 403-817-7933 | f | 403-294-8282 | www.cbe.ab.ca

www.cbe.ab.ca

### Board Chair

Trina Hurdman Wards 1 & 2

### Vice-Chair

Marilyn Dennis Wards 5 & 10

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Lisa Davis Wards 6 & 7

Richard Hehr Wards 8 & 9

Julie Hrdlicka Wards 11 & 13

Mike Bradshaw Wards 12 & 14

November 15, 2017

Board of Trustees  
Calgary Board of Education

Dear Board Members,

The Audit Committee has met with the Calgary Board of Education's external auditors, KPMG LLP, regarding their audit of CBE's financial statements for the 2016-17 fiscal year. As Chair of the Audit Committee, I am pleased to confirm:

1. That KPMG have confirmed to the Audit Committee that administration has appropriately coordinated and cooperated with the external auditors, and
2. That KPMG reported no significant deficiencies in controls for how funds are received, processed or disbursed.

Sincerely,

Lisa Davis  
Chair, Audit Committee  
Trustee, Wards 6 & 7

c.c. David Stevenson, Chief Superintendent of Schools

learning | **as unique** | as every student

operational  
expectations  
monitoring report

Monitoring report for the  
school year 2016-2017

Report date:  
January, 9, 2018  
Resubmitted:  
January 23, 2018

## OE-7: Asset Protection

### BOARD OF TRUSTEES ACTION

With respect to OE-7: Asset Protection, the Board of Trustees:

- approves that the Chief Superintendent is in compliance with the provisions of this policy.
- Finds the evidence to be compliant with noted exceptions
- Finds evidence to be not compliant

operational  
expectations  
monitoring report

Monitoring report for the  
school year  
2016-2017  
January 9, 2018

## OE-7: Asset Protection

### CHIEF SUPERINTENDENT CERTIFICATION

With respect to Operational Expectations 7: Asset Protection, the Chief Superintendent certifies that the proceeding information is accurate and complete.

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

Signed: *D. Stevenson*  
David Stevenson, Chief Superintendent

Date: December 8, 2017

### BOARD OF TRUSTEES ACTION

With respect to Operational Expectations 7: Asset Protection, 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-7: Asset Protection**

## Executive Summary

The Chief Superintendent will ensure that all organizational assets are adequately protected, properly maintained, appropriately used and not placed at undue risk.

Operational Expectation 7: Asset Protection establishes the Board of Trustees values and expectation for the Calgary Board of Education's work towards protecting, maintaining and using all assets owned by the organization.

The Chief Superintendent's reasonable interpretations for OE 7: Asset Protection were approved on October 2, 2012. The Board of Trustees last monitored OE 7: Asset Protection on January 10, 2017.

7.1 The Chief Superintendent will insure against theft and property losses equal to replacement value and against liability losses to the organization itself, the Board of Trustees, individual trustees and staff in an amount at least equal to the average for comparable organizations.

- Indicator 1: Compliant

7.2 Maintain both Errors and Omissions and Comprehensive General Liability insurance coverage protecting board members, employees and the organization itself in an amount that is reasonable for school districts of comparable size and character.

- Indicator 1: Compliant

7.3 Protect intellectual property, information, files, records and fixed assets from loss or significant damage.

- Indicator 1a: Not Compliant
- Indicator 1b: Compliant
- Indicator 2: Compliant
- Indicator 3: Compliant



- Indicator 4: Compliant
- Indicator 5: Compliant

7.4 Allow facilities and equipment to be subject to improper use or insufficient maintenance.

- Indicator 1: Compliant
- Indicator 2: Compliant
- Indicator 3: Compliant
- Indicator 4: Compliant

7.5 Recklessly expose the organization, the Board or employees to legal liability.

- Indicator 1: Compliant
- Indicator 2: Compliant
- Indicator 3: Compliant

7.6 Invest in financial instruments that are not in accordance with the School Act, the Trustee Act, or as otherwise permitted by the Minister of Education.

- Indicator 1: Compliant

7.7 Acquire, encumber or dispose of real property.

- Indicator 1: Compliant

7.8 Take any action that damages the organization's public image or credibility.

- Indicator 1: Compliant

The Chief Superintendent will ensure that all organizational assets are adequately protected, properly maintained, appropriately used and not placed at undue risk.

#### Board-approved Interpretation |

The Chief Superintendent interprets *all organizational assets* to mean all assets owned by the Calgary Board of Education. This includes all asset categories recorded on the organization’s balance sheet.

Currently there are certain inventories of supplies that are not tracked and recorded on the balance sheet of the organization, and which therefore would not be considered as part of the above interpretation of *all organizational assets*. However, the CBE is in the process of developing tracking mechanisms for some of the larger inventories (such as musical instruments and textbooks), and at such time as they are incorporated into the balance sheet, OE-7 would apply.

The Chief Superintendent interprets *adequately protected, properly maintained, appropriately used and not placed at undue risk* to mean that controls and processes are in place to ensure that assets are safeguarded, kept in safe working order, used for the purposes for which they were intended – all within the context of the organization’s defined risk tolerance profile. This means that controls and processes are in place to decrease risk to a medium or low level.

#### The Chief Superintendent will

7.1 Insure against theft and property losses equal to replacement value and against liability losses to the organization itself, the Board of Trustees, individual trustees and staff in an amount at least equal to the average for comparable organizations.	Compliant
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#### Board-approved Interpretation |

The Chief Superintendent interprets *comparable organizations* to mean Canadian school districts having similar budget amounts and at least as many schools and employees. 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.

#### Board-approved Indicator and Evidence of Compliance |

USIC (and therefore CBE) coverage of risks is greater than or equal to the Ontario School Board Insurance Exchange.

*The organization is compliant with this indicator.*

*USIC's coverage of risk is greater than or equal to that of the Ontario School Board Insurance Exchange, based on information provided by OSBIE.*

**Evidence demonstrates the indicator in sub-section 7.1 is in compliance.**

7.2 Maintain both Errors and Omissions and Comprehensive General Liability insurance coverage protecting board members, employees and the organization itself in an amount that is reasonable for school districts of comparable size and character.	Compliant
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**Board-approved Interpretation |**

The Chief Superintendent interprets *school districts of comparable size and character* to mean Canadian school districts having similar budget amounts and at least as many schools and employees. 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.

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

USIC (and therefore CBE) coverage of risks is comparable to the Ontario School Board Insurance Exchange.

*The organization is compliant with this indicator.*

*USIC's coverage of Errors and Omissions and Comprehensive General Liability is greater than that of the Ontario School Board Insurance Exchange, based on information provided by OSBIE.*

**Evidence demonstrates the indicator in sub-section 7.2 is in compliance.**

7.3 Protect intellectual property, information, files, records and fixed assets from loss or significant damage.	Compliant
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**Board-approved Interpretation |**

The Chief Superintendent interprets *protect* to mean that internal control processes and insurance coverage appropriately reflect the risk exposure.

The Chief Superintendent interprets *information* to mean a collection of facts or data, and this sub-section to apply to corporate data – both digital and non-digital information.



The Chief Superintendent interprets *Intellectual Property* to mean certain intangible rights in works, materials, creations and inventions and includes, without limitation, trademarks, copyright, patents, trade secrets, moral rights and other intellectual property rights that are generated or result from the creation, invention or generation by CBE employees and contractors of such works, materials, creations or inventions in their course of their employment or contractual relationship with CBE or using CBE resources or funding. In such events, all such Intellectual Property rights vest, by statute, in the CBE, except for moral rights that vest in the creator unless waived in writing.

Intellectual Property rights in works, creations, materials and inventions created or generated by a CBE employee outside his or her CBE employment mandate and hours of work with CBE and not using CBE funding or resources will be deemed to vest in such employee, unless the CBE employee has assigned such Intellectual Property rights to CBE or another party.

The Chief Superintendent interprets *fixed assets* to mean assets capitalized on the balance sheet of the CBE's financial statements.

The Chief Superintendent interprets *loss or significant damage* to mean loss or damage sufficient to require replacement or major repair costing in excess of \$25,000.

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

1. a) 95% of the corporate information created, received, maintained, disposed or preserved by the CBE is in accordance with GARP (Generally Accepted Record Keeping Principles), as measured by internal tracking.

*The organization is not compliant with this indicator.*

*An internal audit of record management practices indicated that approximately 62% of the schools audited (8 of 13 schools) achieved the CBE's target maturity standard (Essential), based on Generally Accepted Recordkeeping Principles. The practices of the five (5) schools that were below the target standard were assessed as being at the lower maturity levels of "In development".*

*While year over year improvements and engagement have been very encouraging, even more training, support and attention is required to ensure that the CBE's RM practices match Generally Accepted Recordkeeping Principles. In addition, explicit organizational direction will be needed to ensure that RM requirements are understood as compulsory as opposed to discretionary.*

- b) Targets set for completion of records management tasks required to achieve compliance will be met, as measured by the Records Management time line.

*The organization is compliant with this indicator.*

*2016-2017 is the seventh year of concentrated work towards advancing the organization's Generally Accepted Recordkeeping Principles maturity level as detailed in the approved Records Management timeline.*

*The timeline was established as a means of representing the strategy and work plan that would be pursued to enhance the organization's Records Management maturity over the short to medium term. In addition, the ongoing quarterly reporting together with the annual update of the timeline serves to reflect work undertaken, progress made and next steps.*

*Consistent with the quarterly updates that were shared with the Board of Trustees in Chief Superintendent written update reports on October 4<sup>th</sup> 2016, January 10<sup>th</sup> 2017, April 4<sup>th</sup> 2017 and June 13<sup>th</sup> 2017, all targets defined in the timeline to achieve compliance for 2016-2017 were met.*

*The updated Corporate Records Management Program timeline is available at:*

*<http://www.cbe.ab.ca/about-us/board-of-trustees/trusteepublicdocuments/corporate-records-management-program-high-level-timeline.pdf>*

2. 99% of all attempted intrusions into the CBE Information Systems will be successfully blocked, as measured by internal tracking.

*The organization is compliant with this indicator.*

*Internal tracking determined that of the millions of intrusion attempts during the reporting period, thirty nine (39) phishing related intrusions were successful.*

*These related to staff members being deceived through different methods into disclosing their passwords to individuals who were neither entitled nor authorized to have access to CBE Systems.*

*There were also two (2) incidents where students gained unauthorized access to the Student Information and Records System using teacher credentials. In both cases, the teacher's credentials were surreptitiously obtained through spear-phishing and "shoulder surfing" respectively. Following quick corrective actions, thorough investigations were conducted and appropriate disciplinary actions were taken.*

*To strengthen authentication (and help prevent future incidents), the CBE is working to implement Two-Factor Authentication (2FA). This technology will introduce a second Factor (or authentication mechanism) to confirm the legitimacy of users prior to them gaining access. It is expected that this technology will be implemented in 2017/18.*

3. 100% of critical/sensitive/confidential electronic information and data within CBE-managed systems is access controlled with passwords, as measured by internal tracking.

*The organization is compliant with this indicator.*

*Internal controls and tracking confirm that 100 percent of critical/sensitive/confidential electronic information and data within CBE-managed systems is access controlled with passwords. In addition, an internal audit of the Financial System included an examination of password controls and no password issues were identified although a recommendation was made to consider strengthening the CBE's password standards. In response, the CBE highlighted its work on Two-Factor Authentication (2FA) and its expected 2017/18 implementation.*

4. To the extent any agreements or legal documents refer to Intellectual Property rights of CBE, such agreements or documents shall contain a provision clarifying that CBE has custody or control of the documents or materials with respect to which the Intellectual Property rights exist, provided such provision is applicable within the context of such agreements or documents, as measured by internal tracking.

*The organization is compliant with this indicator.*

*All contracts and service agreements executed by the Calgary Board of Education included a provision to protect CBE's intellectual property rights, where applicable.*

5. 100% of Intellectual Property related to research works produced through the direction of the Board and any other Board produced documents required by the Chief Superintendent to be copyrighted, shall show the Calgary Board of Education copyright and an acknowledgement of the authors, as measured by internal tracking.

*The organization is compliant with this indicator.*

*All works produced are identified with the Calgary Board of Education's name and logo copyright and an acknowledgement of the authors.*

**Evidence demonstrates four of five indicators in sub-section 7.3 are in compliance. The exception is 7.3.1a.**

The Chief Superintendent shall not:

7.4 Allow facilities and equipment to be subject to improper use or insufficient maintenance.	Compliant
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**Board-approved Interpretation |**

The Chief Superintendent interprets this sub-section to mean managing maintenance requirements within the confines of the funding provided by Alberta Education for the purposes of maintenance.

The Chief Superintendent interprets *improper use* to mean used for purposes other than intended, and excludes acts of vandalism and break and enters.

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

1. 100% of provincial plant operations and maintenance funding is spent at a minimum on the following: custodial services, maintenance and repair of school buildings and grounds, utilities and facility support services, as measured by internal tracking.

*The organization is compliant with this indicator.*

*In 2016-17, \$91.8 million was spent on custodial services, maintenance and repair of school buildings and grounds, utilities and facility support services. The plant operations and maintenance (PO&M) funding received was \$85.9 million, therefore 107% of PO&M funding was spent on these services.*

2. 100% of the rolling three year average for Infrastructure Maintenance Renewal (IMR) funding entitlement is expended on qualified IMR projects, and 90% of these are expended annually, as measured by internal tracking.

*The organization is compliant with this indicator.*

*Over the three-year period from 2014-15 to 2016-17, \$102 million was spent on qualified IMR projects, while \$92.5 million in IMR funding was received. The three year rolling average related to funding is \$30.8 million. The annual expenditure on IMR projects in 2016-17 was \$42.5 million, which is 138% of the three year rolling funding average.*

3. No more than 5% of CBE schools audited by Alberta Infrastructure will have facility condition index of “marginal”, as measured by internal tracking.

*The organization is compliant with this indicator.*

*In 2016-17, only 1 of 188 (0.5%) audited schools had a facility condition index of marginal.*

4. No more than five instances, per annum, of remedial work exceeding \$10,000 is required to address the impact of improper use, as measured by internal tracking.

*The organization is compliant with this indicator.*

*In 2016-17, there was one instance of remedial work exceeding \$10,000. The restoration work in this one case cost \$17,879.*

**Evidence demonstrates all indicators in sub-section 7.4 are in compliance.**

7.5 Recklessly expose the organization, the Board or employees to legal liability.	Compliant
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**Board-approved Interpretation |**

The Chief Superintendent interprets *recklessly expose* as failure to obtain insurance coverage which is appropriate for the Calgary Board of Education (CBE) or 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.

*The organization is compliant with this indicator.*

*The CBE purchases its insurance through the Urban Schools Insurance Consortium, and as such, its insurance coverage is similar to other metro school districts.*

2. The CBE's insurance deductibles are similar to other comparable school districts in Alberta.

*The organization is compliant with this indicator.*

*The CBE purchases its insurance through the Urban Schools Insurance Consortium, and as such, its insurance deductibles are similar to other metro school districts in Alberta.*

3. Zero instances of CBE's insurers refusing to insure the CBE due to the existence of hazardous conditions.

*The organization is compliant with this indicator.*

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

**Evidence demonstrates all indicators in sub-section 7.5 are in compliance.**

7.6 Invest in financial instruments that are not in accordance with the School Act, the Trustee Act, or as otherwise permitted by the Minister of Education.	Compliant
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**Board-approved Interpretation |**

The Chief Superintendent interprets *financial instruments* to mean all investments.

The Chief Superintendent interprets *permitted by the Minister of Education* to refer to ability to invest in accordance with the “prudent person” rule granted by the Minister of Education. This provision restricts discretion in investments to that of a prudent person seeking reasonable income and preservation of capital.

**Board-approved Indicators of Compliance |**

100% of all investments are in alignment with legislated and ministerial requirements, as measured by internal tracking.

*The organization is compliant with this indicator.*

*Quarterly investment reports received from CBE’s investment management firms indicate that all investments were in compliance with legislated and ministerial requirements.*

**Evidence demonstrates the indicator in sub-section 7.6 is in compliance.**

7.7 Acquire, encumber or dispose of real property.	Compliant
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**Board-approved Interpretation |**

The Chief Superintendent interprets this sub-section to mean that only the Board of Trustees is permitted to acquire, encumber or dispose of school properties, subject to Provincial and Municipal requirements.

The Chief Superintendent interprets *real property* to mean land and buildings.

The Chief Superintendent interprets *encumber* to mean burden with financial claims (mortgage) or other registrations affecting transferability of the property, but excluding standard property encumbrances such as utility right of way and temporary construction liens.

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

100% of all real property acquisitions, disposals and encumbrances will be approved by the Board of Trustees, as measured by internal tracking.

*The organization is compliant with this indicator.*

*In June 2017, the CBE requested a transfer and disposition of its interest in a 0.13 acre portion of land at Nelson Mandela High School to the City of Calgary for roadway and sidewalk realignment. This disposal was approved by the Board and the Minister of Education. No other disposals of real property occurred in 2016-2017*

**Evidence demonstrates the indicator in sub-section 7.7 is in compliance.**

7.8 Take any action that damages the organization's public image or credibility.	Compliant
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#### **Board-approved Interpretation |**

The Chief Superintendent interprets this sub-section to mean that the Board of Trustees considers the organization's public image and credibility to be an asset that requires protection and preventative measures.

The Chief Superintendent interprets *take any action* to mean specific acts by employees of the Calgary Board of Education in the performance of their role within the organization.

The Chief Superintendent interprets *take any action that damages the organization's public image or credibility* to have the same meaning as *does not take action that endangers the organization's public image or credibility* as defined in OE-1, that is, to mean that administration leads the Calgary Board of Education and its operations in a way that meets or exceeds the community's expectations for the conduct of a public institution.

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

Calgary Board of Education employees are alerted to the expectations for their conduct in the context of their employment with the CBE through Administrative Regulation 4027 – Code of Conduct for Employees:

- a) at the point of hire;
- b) annually by school principals;
- c) annually by supervisors.

*The organization is compliant with this indicator.*



*All employees newly hired or re-hired to the CBE in the 2016-2017 school year completed a form indicating their acknowledgement and awareness of the employee code of conduct. 100% of principals, service unit managers and area directors confirmed that their employees were informed of the expectations for their conduct within the context of their employment as outlined in Administrative Regulation 4027.*

**Evidence demonstrates the indicator in sub-section 7.8 is in compliance.**

#### **ATTACHMENT I: Capacity Building Information**

#### **GLOSSARY – Developed by the Board of Trustees**

Board: The Board of Trustees

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

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

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

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

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



## | attachment |

**OE-7: Asset Protection**

January 9, 2018

**Capacity Building Information**

**7.3** Protect intellectual property, information, files, records and fixed assets from loss or significant damage.

1. a) 95% of the corporate information created, received, maintained, disposed or preserved by the CBE is in accordance with GARP (Generally Accepted Record Keeping Principles), as measured by internal tracking.

The results of our internal audits at schools have indicated a significant improvement in the practices consistent with GARP. This audit process will continue as will regular learning opportunities for school staff through area or cohort meetings as well as direct onsite consultations. Schools will continue to be encouraged to contact Records Management to access training, resources and support. Administration intends to continue to support training, resources and direct RM onsite assistance to schools and to redouble efforts to encourage participation so that organizationally the CBE's practices will be consistent with Generally Accepted Recordkeeping Principles.



## report to Board of Trustees

### Correspondence

Date	January 23, 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

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

- Letter dated December 20, 2017 from the Hon. S. Anderson, Minister of Municipal Affairs, and the Hon. D. Eggen, Minister of Education, inviting municipal and school board administrators to participate in a collaboration table on urban school planning.

Attachments: Relevant Correspondence



ALBERTA  
MUNICIPAL AFFAIRS

*Office of the Minister  
MLA, Leduc-Beaumont*



AR92182

DEC 20 2017

His Worship Naheed Nenshi  
Mayor  
City of Calgary

His Worship Don Iveson  
Mayor  
City of Edmonton

Ms. Nathalie Lachance  
Chair  
Conseil scolaire Centre-Nord

Ms. Trina Hurdman  
Chair, Board of Trustees  
Calgary Board of Education

Ms. Michelle Draper  
Board Chair  
Edmonton Public School  
Board

Mr. Louis Arseneault  
President  
Conseil scolaire FrancoSud

Ms. Cheryl Low  
Chair, Board of Trustees  
Calgary Catholic School  
District

Ms. Laura Thibert  
Board Chair  
Edmonton Catholic Schools

Dear Mayor Nenshi, Mayor Iveson, Ms. Hurdman, Ms. Draper, Ms. Low, Ms. Thibert, Mr. Arseneault, and Ms. Lachance,

As part of City Charters, the Government of Alberta and the cities of Calgary and Edmonton have established a series of collaboration tables. These tables provide a forum for the parties to discuss issues of mutual interest, find solutions to common problems, and capitalize on opportunities of mutual benefit.

Throughout City Charters discussions, the issue of urban planning and the strong correlation to school capital planning emerged as a topic of interest. As the school boards are the authorities on issues related to schools, it is critical the boards are partners in any ongoing discussions and collaboration efforts on this topic. As such, the province is requesting your participation in a collaboration sub-table to be comprised of senior administration from the province, cities, and school boards. This administrative sub-table will meet regularly to identify opportunities and mechanisms to collaboratively support each party on urban and school planning issues. The administrative sub-table will then report back to their respective elected officials regularly to confirm direction and seek approval on implementation of any proposed initiatives.

.../2

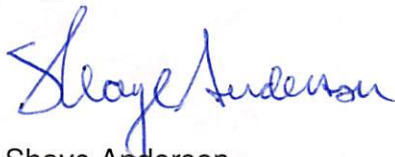
Initial scoping for the urban school planning table has been based on the issues recently discussed through the Calgary joint-use agreement, and ELEVATE in Edmonton. Future topics of discussion may include:

- ways to enhance and support complementary public uses of school sites to foster community hubs;
- solutions to retain recreation and green space, and options for retaining and repurposing schools for other public uses;
- opportunities for strengthening joint-use planning agreements;
- opportunities to align land-use planning provisions and capital plans related to development and redevelopment; and
- ways to increase flexibility in school building design standards.

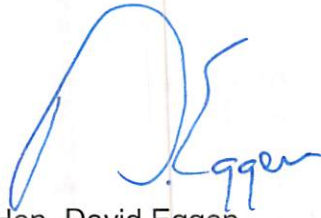
We are writing to confirm your interest in having your respective administrations participate in the collaboration table on urban school planning, and to discuss related issues such as the ones listed above.

We look forward to seeing the results of our joint efforts.

Sincerely,



Hon. Shaye Anderson  
Minister of Municipal Affairs



Hon. David Eggen  
Minister of Education

**report to  
Board of Trustees**

**Chief Superintendent's Update**

Date	January 23, 2018
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	David Stevenson, Chief Superintendent of Schools
Purpose	Information
Governance Policy Reference	Operational Expectations OE-7: Communication With and Support for the Board

**1 | Recommendation**

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

**2 | Issue**

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

OE-7: Communication With and Support for the Board requires that "the Board is supported in its work and is fully and adequately informed about matters relating to Board work and significant organizational concern." With other reports submitted to the Board of Trustees, this update meets the requirement of OE-7 for the provision of information in a timely, simple and concise form.



## **Personalize Learning**

### GAS Conference

The 6th Annual Alberta Gay Straight Alliance (GSA) Provincial Network Conference was hosted by the CBE on November 18, 2017 at Central Memorial High School. More than 500 students and GSA teacher-advisors gathered to connect with, educate, and inspire each other as they develop and strengthen their inclusive school communities. The participants attended various workshops throughout the day that included learning how to use texts to ensure all students can see themselves reflected positively, reviewing legislation that supports GSA work and creating an art piece using natural elements that represent the full range of uniqueness within humanity.

### Learning Commons Grant

EducationMatters and the Curriculum and the Pathways team are supporting six K-12 schools which recently received grant funds from EducationMatters to enhance their transition from a library to a learning commons.

The learning commons philosophy offers a shift for students to actively engage in the learning process in different and personalized ways. In the learning commons hub student learning experiences become enriched as they access a variety of physical, human and digital resources through technology and curriculum. This grant allows schools to redesign their space and gather supporting resources and technology to help engage students.

The Curriculum and Pathways team will work closely with each school to offer professional learning around the pedagogy supporting this transition to a learning commons. Overall, this will help to ensure that the sustainability of the learning commons is integrated into the teaching and learning of each school.

### Trauma Informed Practice for High School Success Learning Collaborative

In the spring of 2016 high school principals requested support with increasing complexities of students presenting with mental health struggles. In an effort to address the needs of these students the Trauma-Informed Practice for High School Success Learning Collaborative (“Learning Collaborative”) was developed. To date, there have been three out of eight learning sessions offered and each high school is represented at these sessions.

Schools are supported through training, outreach opportunities and service referrals depending on their school identified need. The Learning Collaborative is:

- building capacity of schools to address the needs of students and staff impacted by trauma by creating welcoming, caring, respectful and safe learning environments

- informing on latest research to build knowledge base
- capturing work already happening and sharing it with each other
- developing/adopting/adapting best practices that will help students self-regulate emotions and behaviours and succeed academically, personally and socially

The Learning Collaborative is supported by a faculty comprised of representatives from education, mental health and social services agencies, post-secondary academic institutions and government sectors including:

- CBE Leadership (system and school-based)
- The Palix Foundation
- Alberta Health Services
- Alberta Education
- Sheldon Kennedy Child Advocacy Centre
- The Mathison Centre for Mental Health Research & Education

The Palix Foundation has been instrumental in supporting this work by funding a Development Evaluator for two years to work with the CBE team.

Implementation of trauma-informed practice (TIP) in high schools provides support in meeting the outcomes identified in the Calgary Board of Education’s Three Year Plan. Achieving the Calgary Board of Education’s mission of **high school completion** and the results of **academic success, citizenship, personal development and character** for students who have experienced trauma rests on the ability of educators to inform their practice by increasing their understanding of trauma informed practice.

## **Build Professional Capital**

### Education Assistant Role Review

In the fall of 2016 the Chief Superintendent requested Human Resources lead a review of the Education Assistant (EA) role and to identify any opportunities for improvement. The focus of the review was on student needs and what our employees need to be successful in their roles. A cross-functional committee was established and the committee conducted a first round of focus groups to capture their feedback. Every piece of feedback was analyzed by the committee and possible solutions were created. The same stakeholders were re-engaged to hear the possible solutions and to provide their feedback. There were 16 total possible solutions identified through the analysis of the feedback. The committee began to make immediate improvements if it was seen as a non-complex problem.

Currently, the status of the 16 improvement opportunities are: action has already been taken to implement the solution (3), in progress (7), or not yet started as approval from Superintendents’ team was requested and approved on November 30, 2017 (6). The 6 remaining solutions are tracked within the EA Role Review Program Charter and each will have its own implementation plan and be resourced by existing CBE employees. The design and implementation phase will begin in

January 2018. Solutions will be implemented between February and April and assessments and adjustments will take place one year after to allow for new practices to become embedded.

This work will provide crucial supports to principals, teachers and EAs that promote consistency of successful practices and inclusivity in schools; inform employees of available professional learning opportunities that will improve their support of students; clarify the types of support roles available for classrooms; target the necessary skills for hire; augment the sense of team and increase employee engagement.

### Dialogue Framework Training

Implementing the Dialogue Framework is a priority on the Three-Year Education Plan. Training is being provided to CBE employees as part of the implementation plan. At the December 6, 2017 system leadership meetings, more than 400 CBE principals, assistant principals and service unit leaders had the opportunity to participate in an interactive training session focused on the CBE's approach to community engagement, called Dialogue.

The training was provided through an online game developed by Communications and Community Engagement. The game presents a scenario for participants to use as they develop an engagement plan in small groups.

Each activity allows participants the opportunity to earn points and build their stakeholder support, while also receiving other feedback about their choices throughout the game.

The sessions generated lively discussions and increased the confidence of many participants. In a pre-session survey CBE leaders were asked to indicate how confident they felt leading community engagement activities and 64.7 per cent of 431 respondents indicated "it's a breeze" or "I'm on pretty solid ground most of the time." Following the session, 86.5 percent of 237 respondents had the same response.

Many other comments on the session evaluation survey suggest that CBE leaders found it to be an engaging and worthwhile learning experience. Additional training opportunities will be offered in 2018. In addition to the training CBE employees can access the Dialogue Framework and Toolkit on Staff Insite to help them in their community engagement initiatives. Employees are also welcome to contact Communications and Community Engagement for advice and support.

### **Engage Our Stakeholders**

#### Approved Instructional Calendars

The Instructional Calendars for the 2018-2019 school year have been approved. The traditional and modified calendar have been posted on the CBE website. Tentative calendars for the school years up to and including 2021-2022 have also



been set and posted. These have been shared with schools and with the public via the corporate website.

## **Steward Our Resources**

### Association for Learning Environments Awards

The Calgary Board of Education (CBE) received outstanding facility planning and design awards for Elbow Park School and Christine Meikle School at the 2017 Spring Conference of the Association for Learning Environments (A4LE)

Elbow Park School won the 2017 Pinnacle Award. The Pinnacle Award Program recognizes outstanding education facilities in the Pacific Northwest Region (Canada and USA). These international awards recognize learning environments that positively impact teaching and learning and are a result of a sound planning process that grows out of the needs and expectations of the community. The new Elbow Park school replaces the original building built in 1926 that was damaged during the 2013 flood. The creative design and engineering solutions developed ensured that the school was able to retain the original north façade, historical learning commons roof trusses and maintain the spirit of the original school design while addressing the future with innovative flexible learning spaces. A distinguished international jury representing planning, design and educational professionals in both public and private sectors were selected by the Pacific Northwest Regional Board to review the entries. Elbow Park School was selected from all the entries as the school project that best represented exemplary practice in planning, designing and constructing contemporary learning environments.

Christine Meikle School was the 2017 Alberta Chapter Award winner. The A4LE Alberta Chapter Award Program recognizes outstanding education facilities in Alberta. Christine Meikle School was selected from all the Alberta school entries as the project that best represented quality learning environments that positively impact teaching and learning. Christine Meikle School is a school designed specifically for secondary school-age students with cognitive, medical, emotional, sensory and behavioural challenges. Community input helped influence the design in regards to how the school could best be incorporated within this established neighbourhood. The school has classrooms with special lifts to easily maneuver the students, a saltwater therapeutic pool with an access ramp and grab bars, multi-sensory rooms and a wheelchair accessible outdoor play area to name just a few unique features.

A4LE is a professional non-profit association whose sole mission is improving the places where children learn. A4LE believes that:

- Facilities impact the learning, development and behavior of the users;
- The planning process is essential for quality facilities;
- Sharing and networking improves the planning process; and
- That there is an international standard by which to measure designs.

The A4LE was first established in 1921 as the National Council on Schoolhouse Construction (NCSC) then becoming the Council of Educational Facility Planners International (CEFPI) in 1971. In 2015, it was rebranded as the Association for Learning Environments.

### Calgary Transit Rebate

In accordance with the School Act, School Transportation Regulation CBE launched its Transit Pass Rebate program. Parents and legal guardians can receive a rebate of up to \$54.90 for each monthly transit pass purchased for an eligible student. Generally Grade 6-12 students who attend their designated community school for a Regular Program, reside more than 2.4 km from the school and are assigned to Calgary Transit are eligible for a rebate.

CBE has contracted a third-party vendor to distribute rebates on its behalf, enabling parents to access rebates at their convenience while ensuring additional administrative burden is not placed on schools.

The program is offered in electronic format, which includes online and mobile friendly portals, and in paper format to parents and legal guardians of approximately 12,700 students.

At the direction of the Minister of Education, CBE is required to offer parents and legal guardians of an additional 1,300 students at schools transitioning from yellow school bus to municipal transit a rebate of transit pass amounts purchased in excess of the current yellow school bus fee of \$335.

Both rebate programs launched online registration on November 20, 2017 with submission of monthly passes accepted starting December 1, 2017. As of December 11, total registrations were 2,750 and submission claims were 3,950.

Reminder notifications will be sent in February 2018 and May 2018 to ensure parents are aware of their students' eligibility and have time to submit monthly passes for rebate.

Monthly pass submissions for the 2017-18 school year will be accepted until July 31, 2018.



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**

**Construction Projects Status Report**

Date	January 23, 2018
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	David Stevenson Chief Superintendent of Schools
Purpose	Information
Originator	Dany Breton, Superintendent, Facilities and Environmental Services
Governance Policy Reference	Operational Expectations OE-7: Communication With and Support for the Board OE-9: Facilities
Resource Person(s)	Eugene Heeger, Director, Design & Property Development Leah Hartley, Senior Project Manager, Capital Projects

**1 | Recommendation**

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It is recommended:

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

**2 | Issue**

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



### 3 | Background

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The Calgary Board of Education (CBE) is currently undertaking 7 new school construction and modernization projects. Two new schools opened at the start of the 2017-18 school year, one opened this month and another one is scheduled to open later this school year. One new high school and two high school modernizations are anticipated for the 2018-19 school year.

On March 21, 2017, the Alberta Government announced the approval of three new elementary schools for Cranston, Evergreen and Coventry Hills, as well as a major modernization for Forest Lawn High School.

On April 12, 2017, the Alberta Government advised that at the CBE's request, the three new elementary schools would be managed by Alberta Infrastructure, and that the Forest Lawn High School Modernization would be Grant Funded and managed by the CBE.

### 4 | Analysis

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

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

There are five Project Steering Committees setup for the current school projects as follows:

- Griffith Woods K-9 (Bundle 10)
- Joane Cardinal-Schubert HS (Seton HS)
- James Fowler HS Modernization
- Lord Beaverbrook HS Modernization
- Forest Lawn HS Modernization

## 5 | Conclusion

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

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



DAVID STEVENSON  
CHIEF SUPERINTENDENT OF SCHOOLS

### ATTACHMENTS

Attachment I: New/Modernized Facilities Construction Status  
Attachment II: Project Location Map  
Attachment III: Project Photos

### GLOSSARY – Developed by the Board of Trustees

Board: Board of Trustees

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

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

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

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

**CALGARY BOARD OF EDUCATION  
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS  
January 2018**

Building	Opening Date	Notes/Comments	
2. Innovation Centre / Academy (Booth Centre) (Chinook Learning Services) Capacity 675 students	TBD	Land Use Amendment	100%
		Expression of Interest Document	100%
		Concept Design	20%
		Design and Specifications	0%
		City Permits	0%
		Note: Currently on hold at the request of Alberta Education, the requirement for this project is being reviewed by the CBE in light of the multi-campus approach being adopted for Chinook Learning Services.	
8. (b) Nelson Mandela High School (Northeast High School) Gymnasium	Feb-18	City Permits	100%
		Construction Award	100%
		Foundations	100%
		Steel Fabrication and Erection (Manufacture)	50%
		Roofing and Membranes	100%
		Building Envelope (Precast Panels)	100%
		Interior Finishes	80%
		Note: Construction is expected to be completed at the end of February 2018	
20. Rideau Park School (Flood mitigation)	Dec. 17	Design and Specifications	100%
		City Permits	100%
		Construction Award	100%
		Phase 1	100%
		Phase 2 (Fire Damage)	75%
		Note: The gymnasium re-opened for use on January 15, 2018. Landscaping deficiencies will be to attended to in the spring of 2018.	
26. Joane Cardinal-Schubert High School (Southeast High School) Grades 10 -12 Capacity 1800 students	Fall-18	Design and Specifications	100%
		City Permits	100%
		Construction Award	100%
		Foundations	100%
		Steel Fabrication and Erection	100%
		Roofing and Membranes	95%
		Building Envelope	75%
		Interior Finishes	10%
Note: Work is proceeding without incident.			

**CALGARY BOARD OF EDUCATION  
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS  
January 2018**

Building	Opening Date	Notes/Comments	
28. James Fowler High School Modernization	Fall-18	Design and Specifications	100%
		City Permits	100%
		Construction Award	100%
		Tender to subtrades	100%
		Award to subtrades	100%
		Construction Progress	65%
		Note: Phased construction proceeding as planned.	
29. Griffith Woods School (Springbank Hill/ Discovery Ridge School) Grades K-9 Capacity 900 students	Winter-18	Design and Specifications	100%
		City Permits	100%
		Construction Award	100%
		Foundations	100%
		Steel Fabrication and Erection	100%
		Roofing and Membranes	100%
		Building Envelope	98%
		Interior Finishes	80%
Note: Project is progressing and work acceleration measures are being closely monitored. A revised opening date will be announced in January 2018.			
30. Lord Beaverbrook High School Modernization	Fall-18	Design and Specifications	100%
		City Permits	100%
		Construction Award	100%
		Tender to subtrades	100%
		Award to subtrades	100%
		Construction Progress	75%
		Note: Phased construction proceeding as planned.	
32. Forest Lawn High School Modernization	Fall-19	Phases being identified. Project Scope of work being elaborated.	
		Note: Project Managed by CBE. Consultants have been appointed and Steering Committee Meetings have commenced.	
33. Coventry Hills/Country Hills Village School Grades K-4 Capacity 600 students	TBC	Note: Project Managed by Alberta Infrastructure. Consultants have been appointed and the design development process has commenced. The opening date will be determined in the spring of 2018.	
34. Cranston School Grades K-4 Capacity 600 students	TBC	Note: Project Managed by Alberta Infrastructure. Consultants have been appointed and the design development process has commenced. The opening date	



**CALGARY BOARD OF EDUCATION  
NEW/MODERNIZED FACILITY CONSTRUCTION STATUS  
January 2018**

Building	Opening Date	Notes/Comments
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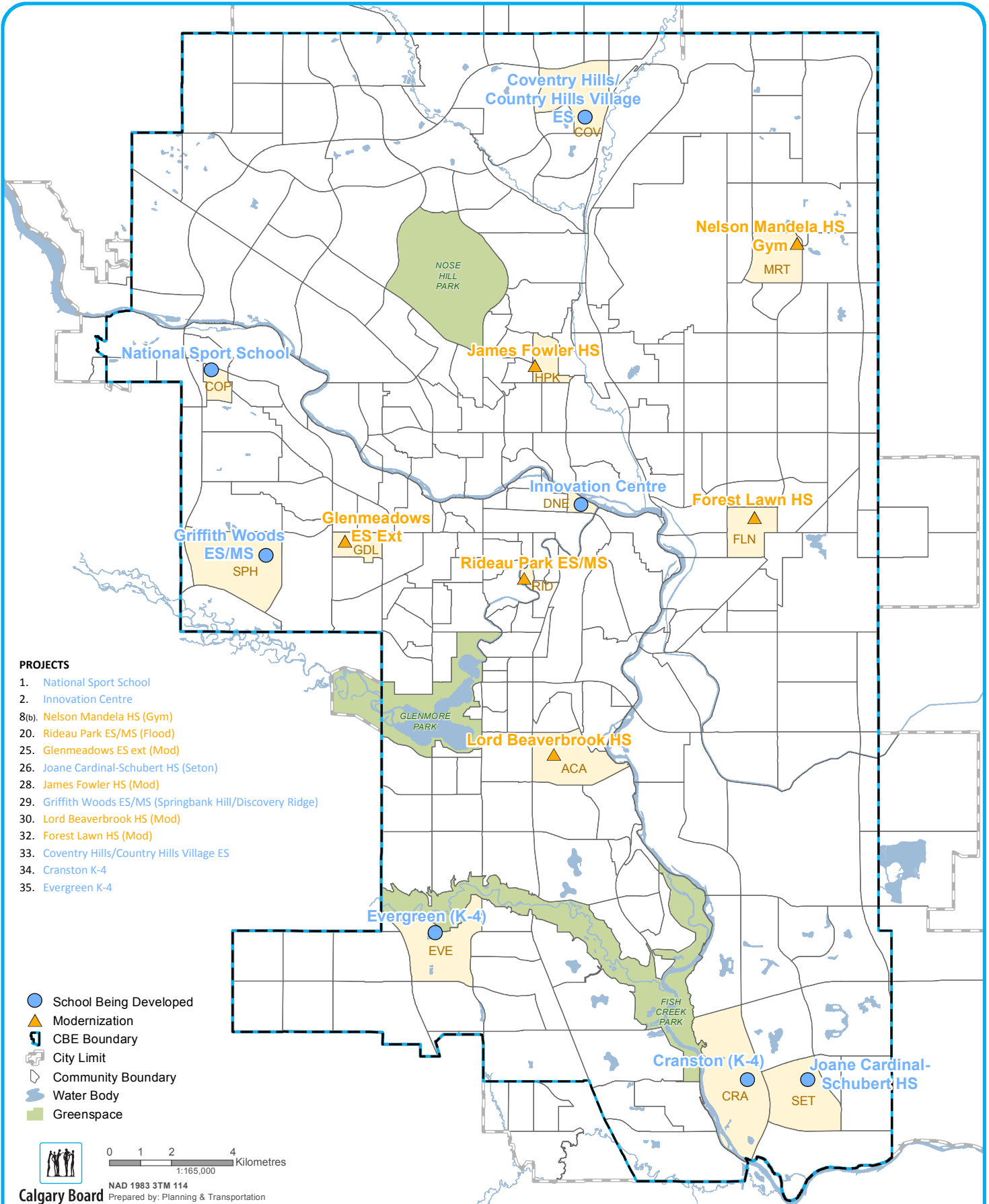
will be determined in the spring of 2018.	
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35. Evergreen School  
Grades K-4  
Capacity 600 students

TBC

Note: Managed by Alberta Infrastructure. Consultants have been appointed and the design development process has commenced. The opening date will be determined in the spring of 2018.	
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# New and Modernized Schools As of January 2018



**PROJECTS**

1. National Sport School
2. Innovation Centre
- 8(b). Nelson Mandela HS (Gym)
20. Rideau Park ES/MS (Flood)
25. Glenmeadows ES ext (Mod)
26. Joane Cardinal-Schubert HS (Seton)
28. James Fowler HS (Mod)
29. Griffith Woods ES/MS (Springbank Hill/Discovery Ridge)
30. Lord Beaverbrook HS (Mod)
32. Forest Lawn HS (Mod)
33. Coventry Hills/Country Hills Village ES
34. Cranston K-4
35. Evergreen K-4

- School Being Developed
- Modernization
- CBE Boundary
- City Limit
- Community Boundary
- Water Body
- Greenspace



0 1 2 4  
Kilometres  
1:165,000

Rideau Park School





Rideau Park School



**Joane Cardinal-Schubert High School  
(Southeast High School)**





**Joane Cardinal-Schubert High School  
(Seton High School)**



**Joane Cardinal-Schubert High School  
(Southeast High School)**





James Fowler High School





**Griffith Woods School  
(Springbank Hill/Discover Ridge School)**







Lord Beaverbrook High School



Lord Beaverbrook High School

