

public agenda

Regular Meeting of the Board of Trustees

November 15, 2022
11:00 a.m.

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

R-1: Mission |

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

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

Time	Topic	Who	Policy Ref	Attachment
11:00 a.m.	1 Call to Order, National Anthem and Welcome			
	2 Consideration/Approval of Agenda		GC-2	
	3 Awards and Recognitions		GC-3	
	4 Results Focus			
	5 Operational Expectations			
	5.1 OE-4: Treatment of Employees – Annual Monitoring	C. Usih	OE-4	Page 5-1
	6 Public Comment		GC-3.2	
	Requirements as outlined in Board Meeting Procedures			
	7 Matters Reserved for Board Information		GC-3	
8 Matters Reserved for Board Decision	Board	GC-3		
8.1 CBE Boundary Adjustment – Part of Belvedere, and Hotchkiss Communities		OE-7,9	Page 8-1	
8.2 Financial Status of Reserves and Designated Funds	Board	OE-5	Page 8-17	
9 Consent Agenda	Board	GC-2.6		



Time	Topic	Who	Policy Ref	Attachment
9.1	Items Provided for Board Decision			
9.2	Items Provided for Board Information			
9.2.1	Chief Superintendent's Update			Page 9-1
10 In-Camera Session				
11 Adjournment				
	Debrief	Trustees	GC-2.3	

Notice |

This public Board meeting will be recorded & posted online.
 Media may also attend these meetings.
 You may appear in media coverage.

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

For questions or concerns, please contact:
 Office of the Corporate Secretary at corpsec@cbe.ab.ca.

operational
expectations
monitoring report

Monitoring report for the
school year 2021-2022

Report date:
November 15, 2022

OE-4: Treatment of Employees

CHIEF SUPERINTENDENT CERTIFICATION

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

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

Signed: Christopher Usih Date: November 15, 2022
Christopher Usih, Chief Superintendent

BOARD OF TRUSTEES ACTION

With respect to Operational Expectations 1: Global Operational Expectations, the Board of Trustees:

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

Summary statement/motion of the Board of Trustees:

Signed: _____ Date: _____
Chair, Board of Trustees

OE-4: Treatment of Employees

Executive Summary

The Board of Trustees believes that student success and well-being depend upon the recruitment, retention, and fair compensation of highly qualified employees working in an environment that is safe, courteous, and professionally supportive.

This Operational Expectation establishes the values and expectations of the Board of Trustees for the Calgary Board of Education regarding the treatment of employees.

The Chief Superintendent's reasonable interpretation and indicators for OE 4: Treatment of Employees were approved on October 10, 2017. The Board of Trustees last monitored OE 4 on November 10, 2020. This report includes data available from the 2021-2022 school year and contains evidence to support the following findings:

Policy Statement	Indicator	Finding
4.1	4.1.1	No longer applicable
4.1	4.1.2	No longer applicable
4.1	4.1.3	Compliance
4.1	4.1.4	Compliance
4.2	4.2.1	Compliance
4.2	4.2.2	Compliance
4.2	4.2.3	Compliance
4.3	4.3.1	Compliance
4.3	4.3.2	Compliance
4.4	4.4.1	Compliance
4.4	4.4.2	Compliance
4.4	4.4.3	Compliance
4.4	4.4.4	Compliance

OE-4: Treatment of Employees

The Board of Trustees believes that student success and well-being depend upon the recruitment, retention, and fair compensation of highly qualified employees working in an environment that is safe, courteous, and professionally supportive.

Board-approved Interpretation |

CBE has the ability to positively impact achievement of CBE Results through the quality and performance of employees and attention to workplace culture.

The Chief Superintendent interprets:

- *recruitment* to mean the selection of employees newly hired to the CBE.
- *retention* to mean the ongoing employment and commitment of employees.
- *fair compensation* to mean the aggregate cost of salaries and benefits for employees that are competitive subject to CBE’s ability to pay.
- *highly qualified* to mean possessing the skills, knowledge and abilities required of the position and whose principles align with CBE values and vision.

The Chief Superintendent shall:

4.1	Provide a safe, supportive and respectful organizational culture for all staff that respects diversity and fosters a positive and welcoming environment.	Compliant
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It is important to create and maintain a workplace that engages employees and enables them to perform their duties to the best of their ability.

The Chief Superintendent interprets:

- *safe* to mean a work environment that is free from potential harm to employees and their well-being.

OE-4: Treatment of Employees

- *supportive* to mean opportunities for growth and development
- *respectful* to mean a work environment that is caring and where employees feel they are treated fairly.
- *organizational culture* to mean the creation and existence of a safe and courteous environment for its employees
- *diversity* to mean exhibiting the full range of human characteristics and abilities.
- *positive and welcoming environment* to mean an atmosphere that is encouraging, stimulating and engaging.

Board-approved Indicators and *Evidence of Compliance* |

1. An employee engagement survey will be conducted every two years.	*no longer applicable
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*On November 24, 2020, the Board of Trustees passed a motion directing the Chief Superintendent to review indicators 4.1.1 and 4.1.2 for Board re-affirmation or approval. On October 12, 2021, the Board of Trustees approved a new indicator related to employee surveys. Reporting on the new indicator, which is An employee engagement survey will be conducted every two years.

Evidence statement

CBE administration adopted a new means for monitoring employee engagement and well-being through shorter, targeted “pulse” surveys. The first survey of all staff was conducted in June 2022. The topic for the survey was Employee Wellbeing. A total of 8622 staff completed the survey. In addition to quantitative questions, the survey provided the opportunity for staff to provide written comments. Approximately 2300 comments were received. The survey responses are being analyzed to identify key themes that need to be addressed.

Communication, with respect to those themes and actions to address concerns, will be communicated during the 2022-2023 school year.

OE-4: Treatment of Employees

<p>2. Improvement will be noted in the bi-annual employee engagement survey on identified areas of focus.</p>	<p>No longer applicable*</p>
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*On November 24, 2020, the Board of Trustees passed a motion directing the Chief Superintendent to review indicators 4.1.1 and 4.1.2 for Board re-affirmation or approval. On October 12, 2021, the Board of Trustees approved a new indicator related to employee surveys. As a result, this indicator is no longer applicable for this report.

Evidence statement

Due to the changes noted above, this indicator is no longer applicable.

<p>3. A comprehensive program of PIF and granted leaves of absences in support of opportunities for personal and professional growth or learning will be offered annually.</p>	<p>Compliant</p>
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The organization is compliant with this indicator.

Evidence statement

The CBE currently provides Professional Improvement Fellowships (PIF) leave opportunities to continuous Staff Association (SA), Professional Support Staff (PSS) and certificated Alberta Teachers' Association (ATA) employees. In the 2021-2022 school year, 80 employees were granted and began their Professional Improvement Fellowship (PIF) leave.

Composition of employees taking a PIF consisted of 71 employees affiliated with the ATA and 9 with the SA. Currently, the CBE does not track if other granted leaves (deferred salary or general leaves) are utilized for professional or personal development; however, it is plausible that some are used in this manner



OE-4: Treatment of Employees

<p>4. Mechanisms in place that support a safe organizational culture are utilized (such as Harassment, Workplace Violence, and Whistleblower reports).</p>	<p>Compliant</p>
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The organization is compliant with this indicator.

Evidence statement

CBE has comprehensive administrative regulations that establish standards for employee conduct, and that provide clear processes to address complaints of bullying, harassment, discrimination, and gross mismanagement of CBE resources. During 2021-2022 school year, AR 4090 - Public Interest Disclosure, AR 4027 - Employee Code of Conduct and AR 4038 - Harassment, Sexual Harassment and Discrimination were reported as being shared and discussed by 100% of all supervisors, including principals. Employees can file complaints through multiple mechanisms – e.g. directly to the Superintendent of Human Resources or through Public School Works. Whistleblower complaints are directed to the Designated Officer at CBE.

Complaints under the relevant mechanisms from a range of employee occupations and worksites is evidence of that these mechanisms are available and utilized.

Evidence demonstrates applicable indicators, namely 3 and 4, in subsection 1 are in compliance. Indicators 1 and 2 are no longer applicable as per direction of the Board.

<p>4.2</p>	<p>Establish and implement standards and practices for the recruitment, fair compensation, and retention of highly qualified employees.</p>	<p>Compliant</p>
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The processes involved in hiring new employees and maintaining current employees is critical to support achievement of CBE Results.

OE-4: Treatment of Employees

The Chief Superintendent interprets:

- *recruitment* to mean the selection of employees newly hired to the CBE.
- *fair compensation* to mean the aggregate cost of salaries and benefits for employees that are competitive subject to CBE's ability to pay.
- *retention* to mean the ongoing employment and commitment of employees.
- *highly qualified* to mean possessing the skills, knowledge and abilities required of the position.

Board-approved Indicators and Evidence of Compliance |

1. 90% of employees who pass their probationary period will still be employed with the CBE at the 2 year anniversary.	Compliant
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The organization is compliant with this indicator.

Evidence statement

At the end of the 2021-2022 school year, 87.44% of continuous employees remained employed with the CBE two years after completing their probation period. A drop occurred in 2021. 60% of the employees who did not remain employed after 2 years were Lunch Room Supervisors, who while continuous employees, are part time and work a limited number of hours per week (10 hours per week). The challenges associated with COVID-19 appear to have impacted this group more than other staff. Excluding Lunchroom Supervisors, 92.6% of employees remained employed after 2 years.

2. 95% of school based principals and assistant principals who successfully pass their evaluation will have maintained the designation at the 3 year anniversary.	Compliant
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The organization is compliant with this indicator.

Evidence statement

OE-4: Treatment of Employees

In 2021-2022 school year, 100% of school based principals and assistant principals, who successfully passed their evaluation, maintained their designation at their three (3) year anniversary in 2021-2022.

3. Salaries and benefits are reviewed annually against identified comparators.	Compliant
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The organization is compliant with this indicator.

Evidence statement

In 2021-2022 salaries and benefits were reviewed against relevant comparators in support of both collective bargaining in the case of unionized staff and compensation policy decisions for exempt staff
A new external survey will be conducted in 2023.

4.2.4. An external expert conducted a survey of exempt and executive position salaries.	Compliant
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The organization is compliant with this indicator.

Evidence statement

The CBE will retain an external expert to conduct a salary survey of exempt and executive positions in 2023 and every four years thereafter.

Evidence demonstrates all indicators in subsection 2 are in compliance.

4.3	Administer clear personnel rules and procedures for employees, including processes for suspension, transfer and termination actions.	Compliant
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OE-4: Treatment of Employees

Having clear rules and procedures that identify expectations and govern employees is essential to the fair and transparent operation of the organization.

The Chief Superintendent interprets:

- *administer* to mean develop, provide and apply.
- *personnel rules* to mean CBE Administrative Regulations pertaining to employee behaviour and those provisions/processes identified within the *Education Act*.
- *procedures* to mean those practices and processes subject to the provisions of the collective agreements, terms and conditions of employment and current *Education Act*.

<p>1. 100% of employees will be made aware of Calgary Board of Education policies or regulations governing:</p> <ul style="list-style-type: none"> • respect in the workplace; • conflict of interest; and • responsible use of electronic information resources. 	<p>Compliant</p>
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The organization is compliant with this indicator.

Evidence statement

All employees who join the organization are provided CBE documentation regarding regulations governing respect in the workplace, the Employee Code of Conduct and Responsible Use of Electronic Information resources and regulations, through the onboarding process. Employees are responsible for signing-off to indicate awareness.

Every new employee is provided a link to all new hire documents that include:

- AR 4027 – Employee Code of Conduct;
- AR 1061 – Responsible Care and Security of Information;
- AR-1062 – Responsible Use of Electronic Information;
- AR 1070 – Occupational Health and Safety; and
- AR 6024 – Student Records.

OE-4: Treatment of Employees

Regulations governing respect in the workplace and conflict of interest are available to all employees. Employees access regulations online through the CBE Staff Insite. All employees are advised, as part of a communication plan, of any changes to the administrative regulations. In addition, one hundred percent (100%) of employees are made aware of the policy regarding the responsible use of electronic information each time they log into the CBE network.

<p>2. There will be no grievance arbitration, board of reference decisions, or findings in a court of law that the CBE failed to administer clear personnel rules and procedures for employees, including processes for suspension, transfer and termination actions</p>	<p>Compliant</p>
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The organization is compliant with this indicator.

Evidence statement

There were no grievances, arbitrations, board of reference decisions or finding in a court of law that CBE failed to administer clear personnel rules and procedures for employees, including processes for suspension, transfer and termination actions.

Evidence demonstrates all indicators in subsection 3 are in compliance.

<p>4.4</p>	<p>Ensure the Board’s approval for the bargaining mandate, the ratification of all collective agreements for unionized employees, and the approval of the total compensation of all exempt employees.</p>	<p>Compliant</p>
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Negotiation discussions with unionized employees must be conducted within reasonable and permitted parameters

The Chief Superintendent interprets:

- *Board’s approval* to mean a carried motion recorded in the minutes of a

OE-4: Treatment of Employees

meeting of the Board of Trustees.

- *bargaining mandate* to mean the parameters within which a new collective agreement may be negotiated.
- *ratification* to mean the approval to conclude a collective agreement in accordance with the Labour Relations Code.
- *total compensation* to mean aggregate cost of salaries and benefits for exempt employees that are funded from the CBE budget.
- *exempt employees* to mean personnel who are not part of a bargaining unit according to the Labour Relations Code.

1. The commencement of every round of collective bargaining occurs after the Board of Trustees approves a bargaining mandate.	Compliant
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The organization is compliant with this indicator.

Evidence statement

There were no bargaining mandates presented to the Board of Trustees between September 1, 2021 and August 31, 2022 (fiscal year) as no collective bargaining sessions occurred.

2. All collective bargaining settlements occur within the parameters of any mandate approved by the Board of Trustees.	Compliant
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The organization is compliant with this indicator.

Evidence statement

There were no collective bargaining settlements between September 1, 2021 and August 31, 2022 (fiscal year). A new collective agreement covering teachers was negotiated between the Teacher Employer Bargaining Association (TEBA) and the Alberta Teachers Association (ATA) but that agreement does not require a mandate from the Board of Trustees.



OE-4: Treatment of Employees

3. Every round of collective bargaining is concluded with the ratification of the new collective agreement by the Board of Trustees	Compliant
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The organization is compliant with this indicator.

Evidence statement

There were no new collective bargaining agreements ratified between September 1, 2021 and August 31, 2022 (fiscal year). A new collective agreement covering teachers was negotiated between the Teacher Employer Bargaining Association (TEBA) and the Alberta Teachers Association (ATA) but that agreement does not require approval by the Board of Trustees

4. Changes to total compensation packages for exempt employees occur after the Board of Trustees' approval.	Compliant
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The organization is compliant with this indicator.

Evidence statement

No changes to the total compensation package for exempt employees occurred from September 1, 2021 to August 31, 2022.

Evidence demonstrates all indicators in subsection 4 are in compliance.

OE-4: Treatment of Employees

GLOSSARY – Developed by the Board of Trustees

Board: The Board of Trustees

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

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

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

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

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



report to Board of Trustees

CBE Boundary Adjustment – Belvedere and Hotchkiss Communities

Date	November 15, 2022
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Christopher Usih, Chief Superintendent of Schools
Purpose	Decision
Originator	Dany Breton, Superintendent, Facilities and Environmental Services
Governance Policy Reference	OE-7: Communication With and Support for the Board OE-9: Facilities
Resource Person(s)	Catherine Ford, Director, Planning Natalie Campbell, Manager, Planning

1 | Recommendation

It is recommended:

- THAT the Board of Trustees authorizes the Chair to correspond with the Minister of Education, as per Attachment I to this report.

2 | Issue

Urban development has commenced on a small parcel in the Belvedere Area Structure Plan (ASP) on the southeast corner of 17th Avenue SE and 84th Street SE, and in the community of Hotchkiss (Attachments II, III). These areas are within the City of Calgary limits, but are currently outside of the Calgary Board of Education's (CBE) jurisdictional boundary. There are no students from these communities currently attending CBE Schools.



3 | Background

Annexation of land by the City of Calgary (City) elucidates the direction of the City's development plans. In other words, City Annexation reveals where new municipal communities, and corresponding school populations, will be located in the future.

The City annexed land in 2005, 2007 and 2010 that remains outside of the CBE's jurisdiction. At that time, the CBE requested to have its jurisdictional boundary changed to match the City's boundary when the annexation occurred. However, the Minister of Education advised that it was in the best interest of students to leave school jurisdiction boundaries as they were until such time as urban development warranted a change and parts of the annexed lands became subject to area structure plans (ASP) and real estate development, as stated in a letter dated February 23, 2009 (Attachment IV).

Attachment V shows areas that are in various stages of development within the city limits of Calgary, but outside the CBE's current jurisdictional boundary. The timelines for occupancy are estimates, based on information provided by the City and developers, and are subject to change. The CBE will request to have communities added to its jurisdictional boundary as lands becomes subject to area structure plans and real estate development, in accordance with the Provincial mandate.

CBE's boundary last changed in May 2, 2022, following receipt of Ministerial approval of boundary adjustments for the Glacier Ridge ASP, Carrington north of 144 Ave NW, the Crestmont remnant lands, and the remainder of the West Macleod ASP. The boundary changes became effective for the 2022-2023 school year.

Current Jurisdictional Boundary

The Belvedere area parcel and the Hotchkiss community lands recommended for incorporation are within the city limits of Calgary but are currently within the Rocky View School Division boundary.

CBE staff have had discussions with the representatives from the Rocky View School Division regarding these areas. The CBE has sent a formal notification to the Rocky View School Division of its intention to request incorporation of these lands into its boundary, in a letter addressed to the Director of Operations of the Rocky View School Division dated October 25, 2022 (Attachment VI).

4 | Analysis

The Ministry of Education's position is to leave school jurisdiction boundaries in place until such time as urban development warrants a change. CBE is supportive of this approach given how the student transportation formula for metro school jurisdictions is not adequate to address the cost of providing transportation services when an area is comprised of sparse rural development. The areas

requested for incorporation below meet the Ministry of Education's requirements that lands be subject to area structure plans and real estate development.

The request to annex areas into the CBE's boundary is based on information provided by the City and from developers. Timelines to complete infrastructure such as water, sanitary, storm, transportation and fire services are based on estimates received from the City and from developers. These estimates can also be impacted by market conditions. For these reasons, the proposed timelines are subject to change and can be sooner or later than anticipated.

Part of Belvedere ASP (parcel on the south side of 17th Avenue SE)

The Belvedere ASP was originally approved in May 2013 and revised in December 2018. This ASP will ultimately include four communities and accommodate a population of approximately 61,000 people. Development commenced on the northeast corner of Stony Trail SE and 17th Avenue SE.

The CBE requests to have in its boundary the parcels of land on the southwest corner of 17th Avenue SE and 84th Street SE. This area is bounded by the CBE current jurisdictional boundary (17th Avenue SE) on the north, 87th Street SE on the east and south, and 84th Street SE on the west.

Roads, underground utilities and homes are currently in various stages of construction. Based on information provided by the developer, residents are expected to begin occupying homes in the Fall of 2022.

There are currently no students in this Calgary development attending schools in the Rocky View School Division, and no students attending CBE schools from this development.

Hotchkiss

Hotchkiss is part of the South Shepard ASP, originally approved in May 2013 and revised in September 2019. This ASP will comprise of two communities and accommodate a population of approximately 27,800 people.

The CBE requests to have in its boundary the Hotchkiss community. This area is bounded by 146th Avenue SE on the north, 104th Street SE on the east, Stony Trail SE (22X) on the south and the CBE current jurisdictional boundary on the west.

Roads, underground utilities and homes are currently in various stages of construction. Based on information provided by developers, residents are expected to occupy homes commencing Spring/Summer 2023, with additional residences ready for occupancy by Summer/Fall 2023 and into 2024.

There are currently no students in this Calgary community attending schools in the Rocky View School Division, and no students attending CBE schools from this community.

School Designations

Once approval is granted by the Minister of Education, school designations for students from the approved area(s) will be determined. To the extent possible, school designations will be determined in alignment with CBE’s planning principles as outlined in AR1090:

- Minimize disruptions for students
- Provide program continuity from Kindergarten to Grade 12
- Keep cohort groups of students together
- Allow students to attend school as close to home as possible
- Provide long term sustainability
- Use space and resources effectively
- Provide equitable access for all students to quality learning environments and choice of programs

5 | Financial Impact

Expansion of the CBE jurisdictional boundary over time, as urban development progresses, allows the CBE to adequately plan for the incorporation of new residential communities into the system.

The expansion of the CBE’s jurisdictional boundary to include new communities will increase the CBE’s global transportation and accommodation costs. A phased in approach to boundary changes is preferable from a transportation perspective, as newly annexed areas on the edge of City have low populations when development first starts. CBE boundary changes that closely mirror the City boundary each time land is annexed could result in multiple buses going to the edges of the City to serve a low number of students if no immediate development has occurred.

The combined estimated transportation costs for the regular designated program over the next three school years to serve these new areas are:

2023-2024	2024-2025	2025-2026
\$130,000	\$130,000	\$130,000

Transportation services for students attending alternative programs are provided using a congregated stop model. Initially, it is anticipated that students in these areas will travel to existing congregated stops, which will not have a financial implication based on the current service model.

New communities are regularly assessed on suitability for transportation services to ensure there is a consistent and safe path that is clear of obstructions. The presence of construction supplies and equipment in newer communities is particularly considered. The CBE requires City-maintained roads for yellow school buses to enter, maneuver to pick up students, and safely exit the community. Until yellow school bus service is added to new communities, a stop is provided as

close as possible in a neighbouring community. This initial bus stop location may not fall within the current CBE guidelines for travel distance to a bus stop.

6 | Implementation Consequences

As new ASPs are approved and urban development commences, the CBE will continue to request for approval from Alberta Education to incorporate these new communities into the CBE's jurisdictional boundary. These new communities will be included in the CBE's capital and operational planning, allowing for comprehensive long-term accommodation, transportation and school planning.

7 | Conclusion

As part of the community of Belvedere at the southwest corner of 17 Avenue SE and 84th Street SE, and the Hotchkiss community are within the City boundary; are in approved ASPs; and exhibit evidence of real estate development they now meet Alberta Education's requirements for inclusion within the CBE's jurisdictional boundary. Leaving school jurisdiction boundaries in place until there is an approved ASP and evidence of real estate development also aligns with the existing transportation funding model.



CHRISTOPHER USIH

CHIEF SUPERINTENDENT OF SCHOOLS

ATTACHMENTS

- Attachment I: Letter to Minister of Education
- Attachment II: Proposed Belvedere Annexation Area
- Attachment III: Proposed Hotchkiss Annexation Area
- Attachment IV: Letter from the Ministry of Education, February 23, 2009
- Attachment V: Estimated Residential Occupancy Timelines for Communities Outside the CBE's Boundary
- Attachment VI: Letter to Rocky View School Division

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.



1221 – 8 Street S.W., Calgary, AB T2R 0L4

November XX, 2022

Honourable Adriana LaGrange
Minister of Education
228 Legislature Building
10800 – 97 Avenue
Edmonton, AB T5K 2B6

Dear Ms. LaGrange,

Re: Calgary Board of Education (CBE) Jurisdictional Boundary

On behalf of the Board of Trustees, I am writing to request an adjustment to the CBE's jurisdictional boundary.

The areas the CBE is requesting to be annexed consist of an area at the southwest corner of 17th Avenue SE and 84th Street SE in the community of Belvedere, and the community of Hotchkiss. These areas are within the City of Calgary's municipal boundary.

Section of Belvedere (southeast corner 17th Avenue SE and 84th Street SE)

This area is located on the east side of the City of Calgary, in the community of Belvedere.

The legal descriptions of the area are:

PLAN 171 1148, AREA A, ATS REFERENCE: 4;28;24;7;NW, and PLAN 2010253, BLOCK 14, LOT 1, ATS REFERENCE: 4;28;24;7;NW (Attachment I).

Hotchkiss Community

This area is located on the southeast side of the City of Calgary, on the east side of Stony Trail SE and the north side of 22X, east of the existing community of Copperfield.

The legal descriptions of the area are:

Portion of NW SEC 36-22-29-4, Portion of SW SEC 36-22-29-4, 1 Plan 9010548, Lot 1 Plan 9210090, Portion of Plan +9112287 Block 2, Area A Plan 1710701, NE & SE ¼ Sec 26-Twp22-Rge 29-W4M (Attachment II).

A large area of the 36,000 acres annexed by the City of Calgary, from the MD of Foothills in 2005 and the MD of Rocky View in 2007, are currently outside of the CBE's jurisdictional boundary. The Minister of Education, in a letter dated February 23, 2009 (Attachment III), advised that it was in the best interest of students to retain the existing

school boundaries until urban development warranted change and parts of the annexed lands become subject to area structure plans and real estate development. The two areas requested now meet these criteria as they are communities with approved area structure plans that are now seeing roads, underground utilities and homes in various stages of construction.

The Rocky View School Division was notified of the CBE's intention to request approval from the Minister of Education to incorporate these areas into its boundaries in a letter dated October 25, 2022 to their Director of Operations (Attachment IV).

Based on the above information, I am respectfully requesting that you, as the Minister of Education, invoke your authority under Section 23 of the *School Act* and incorporate these lands into the CBE's jurisdictional boundary.

Thank you for your consideration of this matter.

Yours sincerely,

Signature

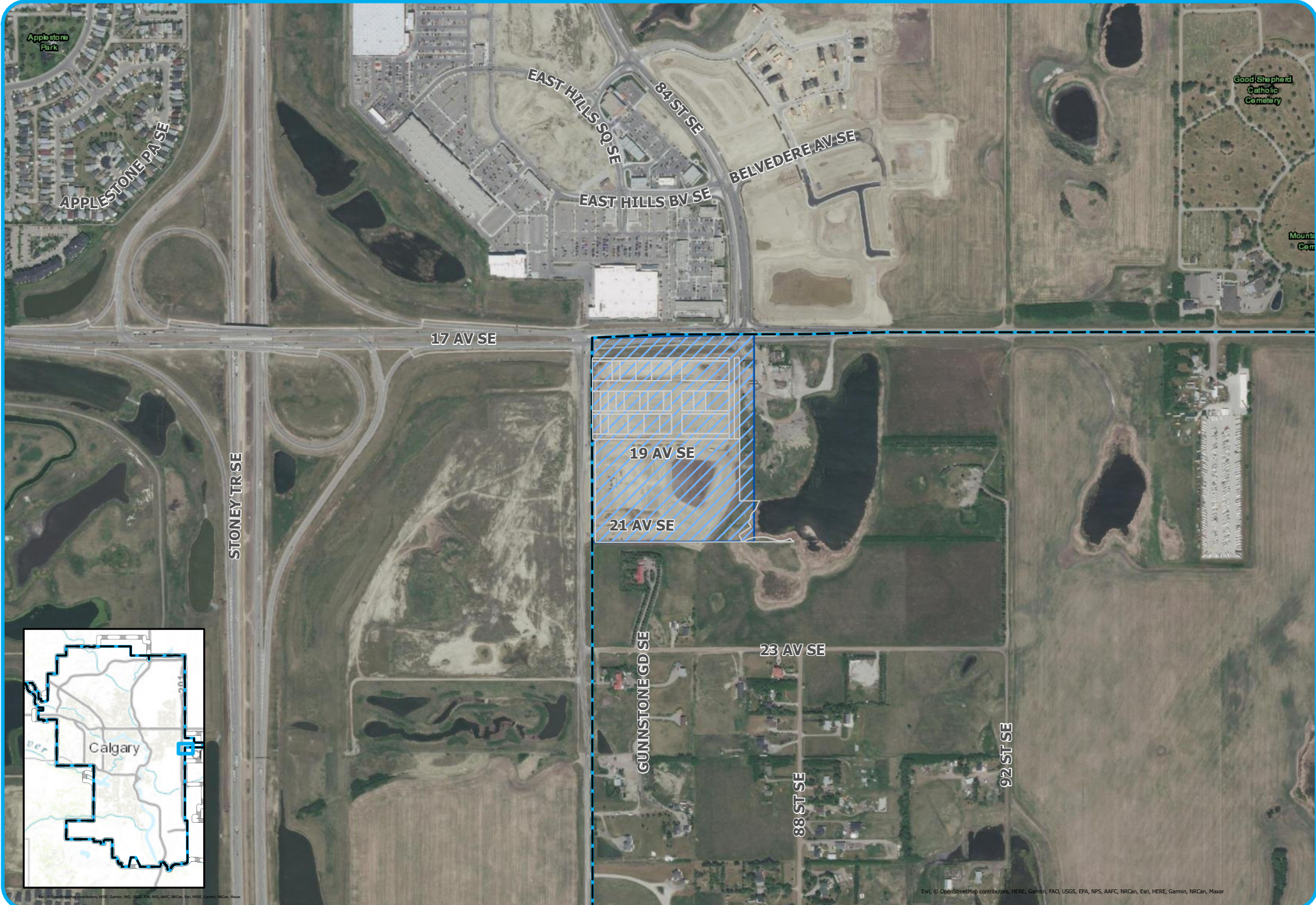
Laura Hack, Chair
Board of Trustees





t | 403-817-7926

laahack@cbe.ab.ca

ATTACHMENTS

- Attachment I: Proposed Belvedere Annexation Area
- Attachment II: Proposed Hotchkiss Annexation Area
- Attachment III: Letter from the Ministry of Education, February 23, 2009
- Attachment IV: Letter to Rocky View School Division





-  Calgary Board of Education
-  Proposed Annexation
-  CBE Boundary
-  City Boundary

Attachment II

Proposed Belvedere Annexation Area

8-9









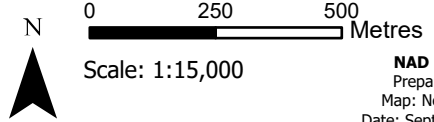
Scale: 1:10,000
NAD 1983 3TM 114
 Prepared by: Planning
 Map: New_Communités
 Date: September 22, 2022

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-  Calgary Board of Education
-  Proposed Annexation
-  CBE Boundary
-  City Boundary

Attachment III Proposed Hotchkiss Annexation Area



NAD 1983 3TM 114
 Prepared by: Planning
 Map: New_Communes
 Date: September 22, 2022

ALBERTA
EDUCATION*Office of the Minister*

February 23, 2009

Ms. Pat Cochrane
Chairman
Calgary School District
515 Macleod Trail SE
Calgary, Alberta
T2G 2L9

Dear Ms. Cochrane:

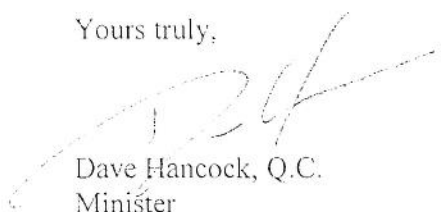
In 2005 and 2007, the City of Calgary annexed land into Foothills School Division, Christ the Redeemer Catholic Separate Regional Division and Rocky View School Division (see attached map).

As a result of municipal annexations, my ministry has been conducting a review of the school jurisdiction boundaries in the Calgary area over the past year, and that review is now complete. I appreciated the opportunity to consider the views expressed by school jurisdictions regarding annexation in the Calgary area. I wish to assure you that the information provided by school jurisdictions regarding their individual perspectives was conveyed to me by my staff and proved to be most helpful. I will not invoke my authority under Section 239 of the *School Act* to add or take lands from the affected school jurisdictions. I believe that it is in the best interest of students to leave school jurisdiction boundaries as they currently are. However, boundaries may be looked at in the future if urban development warrants a further review. Please ensure that your current and long-term planning continues to meet the needs of both current and future resident students.

Therefore, Calgary Board of Education, Calgary Roman Catholic Separate School District, Foothills School Division, Christ the Redeemer Catholic Separate Regional Division, and Rocky View School Division will continue to operate with their current educational boundaries.

If you have any questions, please contact my office at 780-427-5010.

Yours truly,




Dave Hancock, Q.C.
Minister

Attachment



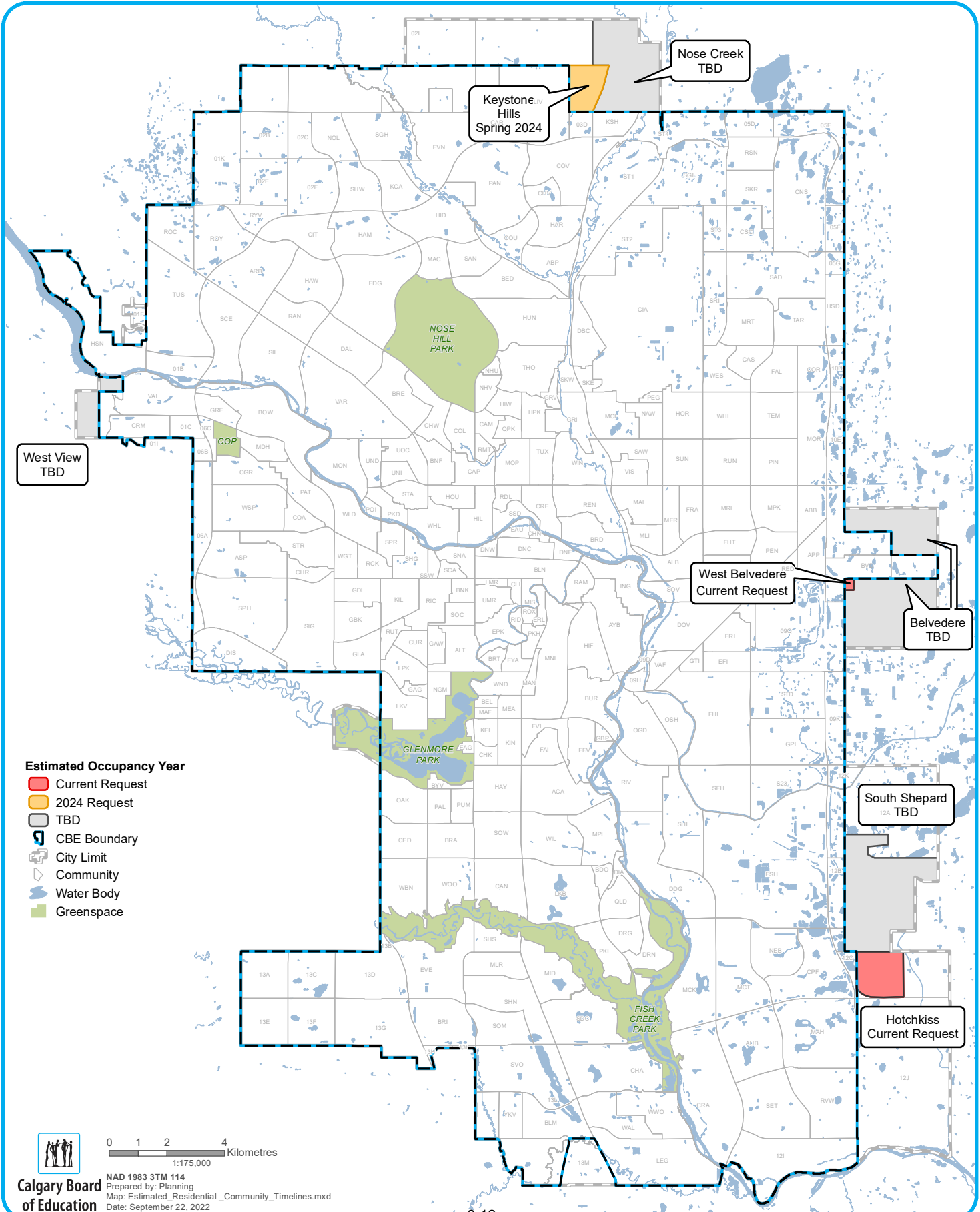
world skills
Calgary 2009

224 Legislature Building 10800 - 97 Avenue, Edmonton, Alberta Canada T5K 2B6 Telephone 780-427-5010 Fax 780-427-5018
203, 569 Riverbend Square, Edmonton, Alberta Canada T6R 2E3 Telephone 780-413-5970 Fax 780-413-5971

 Printed on recycled paper

Attachment V Estimated Residential Occupancy Timelines for Communities Outside the CBE's Boundary

N



Estimated Occupancy Year

- Current Request
- 2024 Request
- TBD
- CBE Boundary
- City Limit
- Community
- Water Body
- Greenspace



0 1 2 4 Kilometres
1:175,000

**Calgary Board
of Education**

NAD 1983 3TM 114
Prepared by: Planning
Map: Estimated_Residential_Community_Timelines.mxd
Date: September 22, 2022



October 25, 2022

Sent Via Email

Colette Winter
Director of Operations
Rocky View Schools
2651 Chinook Winds Drive SW
Airdrie, AB T4B 0B4

Dear Ms. Winter:

Re: Consideration of Changes to Jurisdictional Boundaries

I am writing to follow up on, my phone messages and the conversation I had with Rocky View planning staff and to formally advise that the Calgary Board of Education (CBE) administration will be requesting authorization for the Board Chair to request approval of a boundary change from the Province of Alberta.

Under previous governments, the Minister of Education advised that it was in the best interest of students to leave school jurisdiction boundaries as they were until urban development warranted change. With urban development advancing in areas previously annexed by the City of Calgary, the CBE is now requesting corresponding boundary changes.

The areas the CBE will be requesting to annex are the following, which is within the City of Calgary's municipal boundary. Maps showing the locations of the areas are provided at the end of this letter.

Belvedere, southeast corner 17th Avenue SE and 84th Street SE

This area is located on the east side of the City of Calgary, in the community of Belvedere

The legal descriptions of the area are: PLAN 171 1148, AREA A, ATS REFERENCE: 4;28;24;7;NW, and PLAN 2010253, BLOCK 14, LOT 1, ATS REFERENCE: 4;28;24;7;NW (Attachment I).

Hotchkiss Community

This area is located on the southeast side of the City of Calgary, on the east side of Stony Trail SE and the north side of 22X, east of the existing community of Copperfield.

The legal descriptions of the area are: portion of NW SEC 36-22-29-4, portion of SW SEC 36-22-29-4, 1 Plan 9010548, Lot 1 Plan 9210090, portion of Plan +9112287 Block 2 , Area A Plan 1710701, NE & SE ¼ Sec 26-Twp22-Rge 29-W4M (Attachment I).

The CBE wishes to continue to work in partnership with Rocky View Schools to ensure effective planning for current and future students. If you require any further information or have any questions, please contact me.

Sincerely,

Catherine Ford
Director, Planning
t | 403-978-6367







report to Board of Trustees

Financial Status of Reserves and Designated Funds at August 31, 2022

Date	November 15, 2022
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Christopher Usih, Chief Superintendent of Schools
Purpose	Decision and Information
Originator	Brad Grundy, Superintendent, Chief Financial Officer and Corporate Treasurer
Governance Policy Reference	Operational Expectations OE-5: Financial Planning OE-7: Communication With and Support for the Board
Resource Person(s)	Tanya Scanga, Manager, Corporate Planning & Reporting

1 | Recommendation

It is recommended:

THAT the Board of Trustees approve the transfers represented in Attachment I to this report.

2 | Issue

Operational Expectation OE-5: Financial Planning requires that the Chief Superintendent ensure that prior board approval is received for all expenditures from reserves funds and for all transfers between operating reserves, capital reserves or committed operating surplus.

3 | Background

Each spring, the Calgary Board of Education (CBE) prepares operating and capital budgets (by May 30th) for the school and fiscal year beginning September 1st for submission to Alberta Education. Quarterly and annual reports are presented to the Audit and Risk Committee and the Board of Trustees to provide updates on the status and results of financial activity. These results are compared to the approved operating and capital budgets to meet the monitoring requirements of OE 5: Financial Planning and GC-5E: Board Committees.

When the year-end actual financial results are known, funds are transferred in to or out of reserves in order to fund a deficit or to reserve the use of a surplus for a future period. The Board has approved terms and conditions for various operating and capital reserves which include conditions for additions and withdrawals that are subject to Board approval consistent with OE 5: Financial Planning.

The CBE has previously permitted unspent budgeted funds pertaining to one-time projects to be carried forward for use in the following year. The amount and purpose for these carried forward funds are approved annually by superintendents. These are referred to as Designated Funds.

On May 20, 2021, the Board of Trustees approved the 2021-22 balanced budget which did not include any request from operating reserves. Subsequent to the submission of the May budget, the CBE applied for the use of \$14 million of operating reserves in January 2022 as a result of the COVID – 19 implications on school operations. The use of reserves was identified to balance the 2021-22 year end financial statements. CBE's original intention was to first fund the deficit from savings found over the course of the year. The significant financial and operational volatility brought on by the global pandemic negatively impacted that plan.

If the transfers proposed in this report are approved, the operating reserves balance at August 31, 2022 will be \$37.4 million (2.8% of total fiscal 2020-21 expenditures). This operating reserve balance will then be available to fund future operations subject to Board of Trustee and Ministerial approval. (Attachment I).

4 | Analysis

The following provides details to support all requests for operating and capital reserve transfers for the year ended August 31, 2022 (Attachment I).

Restricted Reserves

EducationMatters flow-through fund

The CBE is required to consolidate the financial results of EducationMatters¹ for financial reporting purposes under public sector accounting standards. The EducationMatters flow-through fund represents the operating surplus of EducationMatters which is not available to support CBE operations.

Sept 1, 2021	Transfers in / (out)	Aug 31, 2022
\$ 2,168,000	\$ (239,000)	\$ 1,929,000

Designated Operating Funds

Operating budgets are prepared on an annual basis and relate to the CBE's fiscal year. Past practice at the CBE has been to permit unspent budgeted funds, pertaining to projects initiated in the year that are not yet fully completed, to be carried forward, subject to superintendent approval, for use in the following year. If not approved, these expenditures would need to be funded from 2021-22 resources.

Sept 1, 2021	Transfers in / (out)	Aug 31, 2022
\$ 9,409,000	\$ (1,107,000)	\$ 8,302,000

Guidelines are in place to assist in the determination of which requests are considered appropriate to support the carryforward of unspent budgeted funds (Attachment II). In general, for funds to be carried forward, the project requires previous approval, has commenced, and is planned to conclude in the following school/fiscal year.

The \$1.1 million transfer out represents a cumulative increase in service unit carryforwards (\$2.7 million) and a decrease in school carryforwards (\$3.8 million). This decrease establishes a carryforward of \$3.7 million in school carryforwards and \$4.6 million in service unit carryforwards towards the 2022-23 fiscal year.

¹ EducationMatters is a charitable trust that funds innovative public enhancement programs. It is governed through a Trust indenture by an independent Board of Governors, which includes two appointed CBE Trustees.

Available for use reserves

Fiscal Stability Reserve

The Fiscal Stability Reserve was established at the end of 2006-07 and amended in September 2016 to:

- Stabilize the CBE's operating activities from year to year if provincial funding does not keep pace with student growth.
- Stabilize the CBE's operating activities from year to year in years of temporary student decline.
- Provide funds for planned or unexpected dramatic operational consequences or emergencies.
- Provide funds for one-time initiatives that generate operating budget savings.

There is no recommended entry for the reserve this current year. The targeted minimum balance under the terms and conditions for this reserve is \$7 million or 0.5% of the total annual operating budget.

Sept 1, 2021	Transfers in / (out)	Aug 31, 2022
\$ 37,364,000	\$ -	\$37,364,000

Capital Reserves

Other Capital Reserves

Other Capital Reserves includes the carry forward of unspent budgeted funds from the previous year as well as other specific capital reserves established such as capital leases, relocations, etc. Similar to operating designated funds, unspent budgeted funds pertaining to projects initiated in the year that are not yet fully completed, are recommended for carry forward for use in the following year.

The current year increase of \$8.0 million can be attributed to an increase in capital project carryforwards of \$4.0 million and \$4.0 million through the statements of final claim for 25 new schools whereby the CBE initially funded expenses that were subsequently funded through Alberta Education upon statement closure.

The same guidelines for both operating and capital are used to determine which requests are considered appropriate for carryforward (Attachment II).

Sept 1, 2021	Transfers in / (out)	Aug 31, 2022
\$41,863,000	\$ 8,019,000	\$ 49,882,000



5 | Financial Impact

The Statement of Operations for the Year Ended August 31, 2022

For the year ended Aug. 31, 2022, the CBE's unrestricted surplus is expected to be in deficit position of \$12,165,000 after accounting for the reserve provision requests identified in this report.

The complete Financial Statements with the signed Audit Report will be presented to the Board of Trustees in November 2022 for approval. At the time of writing this report, the audit is in progress. Any changes required, as a result of audit findings, could amend the year end unrestricted surplus balance or actual reserves transfers recommended for the CBE.

The Financial Statements will include disclosure of planned reserve transfers and the reserved designated funds with full disclosure in the 2021-22 year-end Audited Financial Statements and this disclosure will be consistent with previous Board of Trustees motions.

6 | Conclusion

Each of these requests to transfer funds to or from these Reserves is being recommended in accordance with the Board approved terms and conditions for specific reserve funds where applicable, and in accordance with provincial regulations and guidelines.

This report represents the Statement of Total Reserves and Designated Funds as at August 31, 2022, with a request for consideration and approval of the Reserve transfers by the Board of Trustees in connection with the 2021-22 operating and capital budgets and associated financial results for the Calgary Board of Education, as required by OE 5: Financial Planning.



CHRISTOPHER USIH
CHIEF SUPERINTENDENT OF SCHOOLS

ATTACHMENTS

Attachment I: **2021-22 Statement of Total Reserves and Designated Funds**
Attachment II: **Guidelines for carryforward requests**

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.



Attachment I – 2021-22 Statement of Total Reserves and Designated Funds

<u>Description</u>	Reserves balance Sep. 1, 2021	2021-22 Budget planned use of reserves ⁽¹⁾	2021-22 Proposed use of reserves	Reserves balance Aug. 31, 2022
Accumulated operating reserves				
<u>Available for use reserves</u>				
Fiscal stabilization reserve	37,364	-		37,364
<u>Restricted reserves</u>				
EducationMatters flow-through funds ⁽²⁾	2,168	-	(239)	1,929
Changes in accounting policy reserve	(10,164)	-		(10,164)
Total operating reserves	29,368	-	(239)	29,129
Designated operating reserves				
School decentralized budgets	7,504		(3,804)	3,700
Instructional and service unit initiatives	1,905		2,697	4,602
Total designated funds	9,409	-	(1,107)	8,302
Total operating reserves and designated	38,777	-	(1,346)	37,431
Capital reserves				
Building reserve	17,388	-	4,093	21,481
Other capital reserves	23,677		3,926	27,603
Plant, operations and maintenance	798	-		798
Total capital reserves	41,863	-	8,019	49,882
Total reserves	80,640	-	6,673	87,313

(1) Approved by the Board of Trustees on May 20, 2021.

(2) This reserve is the result of consolidating EducationMatters into the CBE's financial statements in accordance with accounting standards

Attachment II: GUIDELINES FOR CARRYFORWARD REQUEST

- 1) The amount requested is for project expenditures not otherwise incorporated in the 2021-22 operating and capital budgets and are directly related and critical to the success of the Education Plan.
- 2) The initial funding for the project has been specifically approved by superintendents' team or the Capital Budget Council (A cross-organizational council chaired by the Chief Financial Officer).
- 3) The project is already underway as evidenced by outstanding purchase orders or a work order.
- 4) All service unit carryforward requests are presented to superintendents' team for approval or rejection prior to their inclusion in this report.

report to Board of Trustees

Chief Superintendent's Update

Date	November 15, 2022
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Christopher Usih Chief Superintendent of Schools
Purpose	Information
Governance Policy Reference	OE-2: Learning Environment/Treatment of Students OE-8: Communicating and Engaging with the Public OE-9: Facilities

1 | Recommendation

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

2 | Issue

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

OE-2: Learning/Environment/Treatment of Students states that "it is essential to establish and maintain a learning environment that is welcoming, caring, safe, respectful and conducive to effective learning for each student." With other reports submitted to the Board of Trustees, this update meets the requirement of providing safe and positive learning conditions for each student that fosters a sense of belonging and a respect for diversity.

OE-8: Communicating and Engaging with the Public states that "working with our communities is a critical component to building relationships that support student



success.” With other reports submitted to the Board of Trustees, this update meets the requirement of OE-8 in reasonably including people in decisions that affect them.

OE-9: Facilities states that “in order to meet the needs of the entire organization, the responsible stewardship of resources requires effective and efficient use of funding for real property”. With other reports submitted to the Board of Trustees, this update meets the requirement of OE-9 in the effective and efficient use of capital funding and demonstrates responsible stewardship of resources.

3 | Timely information

Strategic Resourcing | Record Student Enrolment Growth for 2022-23

The official September 29, 2022 enrolment count of the CBE is 131,215 students. This represents an increase of 5,886 students, or a 4.7% increase over September 29, 2021 - *the single largest year-over-year enrolment increase in the last 42 years!*

One of the primary drivers likely contributing to this dramatic increase are students returning to school after studying in different settings during the first years of the COVID pandemic. For context, the 2020-21 school year saw an unprecedented enrolment decrease of 2.53%, or a drop of 3168 students. The 2021-22 school year saw some students return to schools with a 2.19% increase or 2688 enrolment growth. This is in line with growth seen over the last 10 years that is typically increases by roughly 2% or 2000 students per year.

These recent large fluctuations in enrolment have impacted CBE student enrolment projections over the last couple of years. Last year our models anticipated more students returning than actually did, and this year projections did not anticipate the unparalleled growth experienced. In fact, school jurisdictions across the province experienced a similar influx of students back into their schools leading to never before seen growth. In response to this record growth, all levels of the CBE have risen to the challenge by:

- ensuring that resources are available to schools, within the provided government funding, to address student enrolment and complexity growth;
- having Principal and Area Education Director review class sizes and points of pressure within their schools. School-based monitoring allows decisions to be made in the prioritization of funds that may need to address pressures that may occur due to enrolment shifts; and
- having the CBE student accommodation planning department work with Area Education Directors to immediately enact measures to manage the emergent enrolment pressures being experienced by schools.

A comprehensive School Enrolment Report will be presented at the regularly scheduled public Board meeting on December 13th where school-by-school and program-specific details of this record-breaking year will be available.



CHRISTOPHER USIH
CHIEF SUPERINTENDENT OF SCHOOLS

GLOSSARY – Developed by the Board of Trustees

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