

CALGARY BOARD OF EDUCATION

Minutes of the Regular Meeting of the Board of Trustees held in the Board Room, Education Centre, 515 Macleod Trail SE, Calgary, Alberta on Tuesday, January 18, 2011 at 5:00 p.m.

MEETING ATTENDANCE

Board of Trustees:

Trustee P. Cochrane, Chair
Trustee C. Bazinet (departed at 8:58 p.m.)
Trustee J. Bowen-Eyre
Trustee L. Ferguson
Trustee P. King
Trustee G. Lane
Trustee S. Taylor

Administration:

Ms. N. Johnson, Chief Superintendent of Schools
Mr. D. Stevenson, Deputy Chief Superintendent of Schools
Mr. F. Coppinger, Superintendent, Facilities and Environmental Services
Ms. C. Faber, Superintendent, Learning Innovation
Mr. J. Johnston, Superintendent, Human Resources
Ms. D. Lewis, Superintendent, Learning Support
Ms. D. Meyers, Superintendent, Finance & Business Services
Mr. R. Peden, General Counsel and Corporate Secretary
Ms. J. Barkway, Assistant Corporate Secretary
Ms. S. Wasylshyn, Executive Assistant to the Trustees
Ms. D. Perrier, Recording Secretary

Stakeholder Representatives:

Mr. B. Anderson, Canadian Union of Public Employees, Local 40
Ms. J. Minifie, Calgary Board of Education Staff Association
Ms. J. Regal, Alberta Teachers' Association, Local 38
Ms. L. Newton, Calgary Association of Parents and School Councils
Mr. K. Brown, Elementary School Principals' Association

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1.0 CALL TO ORDER, NATIONAL ANTHEM AND WELCOME

Chair Cochrane called the meeting to order at 5:00 p.m. and students Kiley, Michael, Blake and Reese, along with a DVD of the entire student body from Buchanan School, led in the singing of the national anthem. Chair Cochrane acknowledged and welcomed representatives from the aforementioned organizations and she also recognized the presence of Mr. Harry Chase, MLA for Calgary Varsity.

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2.0 CONSIDERATION/APPROVAL OF AGENDA

Ms. Barkway noted that Item 4.1 would be removed from the Agenda; that one public question would be presented under Item 5.3; three stakeholder reports would be presented under Item 5.4; and three items were removed from the Consent Agenda: Item 9.2.2 - 2010/11 Capital Budget Status Report as at November 30, 2010, Item 9.2.3 - Transition Strategies for Sir William Van Horne High School Students, and Item 9.2.5 - Administrative Response re Electronic Broadcast of Board Meetings, and they would be considered immediately following the Consent Agenda.

MOVED by Trustee Taylor:

THAT the Agenda for the Regular Meeting of January 18, 2011, be approved as submitted, subject to the changes as noted above.

The motion was
CARRIED UNANIMOUSLY.

3.0 SCHOOL/SYSTEM PRESENTATIONS

3.1 Buchanan School

Ms. S. Church, Area II Director, provided introductory comments about the deliberate work of students, staff and parents of Buchanan School in guiding the ongoing character development of each child and for the greater good of the whole school community. Students Michael and Reese from grade 4 and 5 respectively came forward and shared comments about their learning and understanding of character and what it means to be a responsible and caring citizen. A video clip was shown of Buchanan students learning and demonstrating the virtues of generosity, kindness, respect and empathy.

Mr. B. Cocking, Principal, Buchanan School, commented on the diligent work by school staff in assisting students with intentionalizing Ends 5: Character Development. This intentional work is evident in their school development plan, in their professional learning communities, and in their daily lessons and activities. A video clip was shown of students singing their school song, which is based on their school motto "Together We Are Better". Mr. Cocking concluded by saying that at Buchanan School they show kindness, sharing and caring for others, and that together they create a culture that is respectful, safe, caring and inclusive.

Mr. B. Cuch, parent, commended the teaching and learning that takes place at the school, for which his family is very grateful. In conclusion he shared an inspirational quote by Rick Hansen about hope, security and connectedness, and helping children to understand self-confidence and how to make a difference.

On behalf of the Board of Trustees, Trustee Ferguson thanked the presenters for their excellent presentation on character development and for leading in the singing of O Canada at the start of the meeting. She noted that Buchanan is a small school

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with a big heart and models its school motto of “Together We Are Better” in all that happens at the school.

Chair Cochrane acknowledged and welcomed Mr. Kent Hehr, MLA, Calgary Buffalo, to the public gallery.

4.0 HONOURS AND RECOGNITIONS

There were no honours or recognitions.

5.0 PUBLIC CONVERSATION AND INFORMATION

5.1 Report from the Chair and Trustees

Trustee Bowen-Eyre shared about her visit to West View School located at the Calgary Young Offender Centre. She noted that each student’s needs are truly looked at individually. At West View School, all staff work diligently to establish trust and relationships with the youth to ensure that their needs are being met. She noted that the Ends are alive and well at this school. Trustee Bowen-Eyre stated that Chief Superintendent Johnson and her staff are to be commended for the outstanding work that is being done at this school. She expressed the belief that West View School is a model that we could look towards and learn from when working with special populations of youth.

Trustee King shared that she, Trustee Bazinet and Trustee Lane attended the 14th annual Staff and Volunteer Appreciation Dinner for the Chinese Academy. There are 1900 students attending the Chinese Academy. The partnership between the Academy and the CBE has been in place since 1997 and over 500 CBE students have had the opportunity to attend the Chinese International Baccalaureate program free of charge. Trustee King noted that Ms. E. Chan, Principal of the Chinese Academy and CBE teacher announced her retirement from the CBE effective February 1, 2011.

Trustee Ferguson informed that she, Chair Cochrane, Chief Superintendent Johnson, Chief Financial Officer D. Meyers, and Superintendent Johnston attended the Alberta School Boards Association Information Session on the Tripartite Discussions. The Minister of Alberta Education addressed the assembly and the private session was highlighted by many questions about the process from school boards across the province.

5.2 Report from the Chief Superintendent

Chief Superintendent Johnson commented on the following issues and events:

- Buchanan School Principal, Mr. B. Cocking, was her daughter’s kindergarten teacher and she commended him as an excellent educator.
- She provided an update on the system strategy for the Career and Technology Strategy (CTS). Over the past month the strategy has been shared with all schools, external stakeholders and partners to build on the design capacity of program opportunities for student success. On October 7th post secondary, business, industry and union representatives, together

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with southern Alberta school jurisdictions, met at the Career and Technology Centre to see how students were learning through credentialed and specialized programs, and to meet with the teachers and the support staff. They also heard about strategic alliance opportunities and how we might work together to move the strategy beyond the classroom as well as beyond our single school jurisdiction. Last week the CTS Advisory Committee held its first meeting at the Calgary Chamber of Commerce, where representatives from local and provincial educational and technology institutions, unions, provincial government and stakeholder groups met to launch a new process of engagement to provide advice and direction from their perspectives to advance and transform learning opportunities through the Career and Technology Strategy. This group will continue to meet three times a year to move this work forward. Earlier today our elementary school principals and many staff members met with senior leadership to look at the connection from kindergarten to grade 6, within the Career and Technology Strategy. A new cohort of high school students from Area IV will arrive at the new Career and Technology Centre this February. Plans for middle and junior high school visits and tours are being planned for the spring.

- Our junior high school symposium will be held this year for grade 9 students, here at the Education Centre on March 16th and 17th. It will be modeled after the Mega End Symposium in that it will be an event about students, for students, and by the students themselves. Student facilitators will moderate the discussions to take place in conference rooms throughout this building. Members from the Chief Superintendent's Student Advisory Council will be developing promotional materials and visiting junior high and middle schools to explain the reason for this symposium and the importance of each school's participation. It is hoped the junior high symposium will provide valuable data for ongoing work in improving student learning outcomes as we use this data in our annual monitoring reports and to inform the strategies and actions in our Three-Year Education Plan.

5.3 Public Question Period

A public inquiry was submitted by Ms. L. Newton, Co-President, Calgary Association of Parents and School Councils. Ms. J. Barkway read the question into the record as follows:

“We have heard that the new Education Act is intended to be more values based than prescriptive. The Board of Trustees, in their response to the Education Minister regarding the Education Act 2011 Proposed Framework, have asked that values based statements regarding access to K to 12 education replace the age specific restrictions currently laid out in the framework document. Could the Board of Trustees please tell us what they mean by ‘values based statements’ in this instance?”

Chair Cochrane read the response of the Board of Trustees as follows:

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“Our Mega End states that each student, in keeping with his or her individual abilities and gifts, will complete high school with a foundation of learning to function effectively in life, work and continued learning.

Our Board recognizes that for a variety of reasons some students are not able to complete high school by the age prescribed in the School Act.

The journey to complete high school begins on a student’s first day of kindergarten and our Board is committed to supporting the learning needs of our youngest students by offering full day kindergarten to students who will benefit from extra time in the classroom.

Placing an age restriction on K to 12 education is not in the best interest of students and Albertans. We believe that cost factors should not inhibit a person’s ability to complete high school and we hope the New Education Act will be student focused, so that it allows people flexibility in completing high school by providing funded access to people who may take longer to complete.

We would like to see a statement in the New Education Act regarding access to kindergarten to grade 12 education that will support our Mega End and facilitate the possibility that each student will complete high school.”

5.4 Stakeholder Reports

5.4.1 Ms. E. Kelly, speaking on behalf of herself, Ms. L. Newton and parent stakeholders

Ms. Kelly noted that the government is set to revamp the *Education Act*, and she stated that this is the time to let our elected representatives know what we want and expect around issues of how we formally educate our children and what we want our public education system to look like in Alberta. She pointed out that the opportunity to influence legislative reform comes only once a generation, if that. It is generally understood that public institutions have budgets and that the efficient and fair allocation of those scarce resources is a very important part of the work that our elected officials do. She stated that the chance to offer up our collective thinking on higher order concerns should, for now, trump preoccupation with one particular fiscal issue. Ms. Kelly noted that some people are encouraging a third party investigation that will require more time and energy into the cost and processes that went into Calgary’s (public) education building. She felt that there is a real risk that a significant part of the conversation around education will be set aside. She shared the belief that decisions regarding the building of infrastructure need to be transparent – the public needs to know why the decision was made to build the new site and what the costs are up front; they should be provided an opportunity to provide feedback and the deliberations over fiscal decisions should be clearly stated in the minutes of the trustees’ meetings and easily accessible to the public. Ms. Kelly reiterated that their passion and focus just now is about expressing concern and suggestion over the proposed *Education Act* and to take the conversation where it needs to go - to our communities. She concluded by stating their expectation that the current Board be fiscally responsible, accountable and collaborative. She stated they look forward to working collaboratively with the

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Board on issues of importance, which she noted can not be done without a sense of trust and it is hoped that the CBE Administration and the Board will answer the questions that members of the public are putting forth, without the need to spend more valuable resources and time.

5.4.2 Ms. J. Regal, Alberta Teachers' Association (ATA)

Ms. Regal stated that Calgary public teachers of ATA, Local 38 are committed to advancing best practices in support of student learning. They are also committed to advancing their preferred futures – a future in which Calgary public teachers are well informed and actively participate in Local 38 decision making; are the professional authority on pedagogical issues, including curriculum and assessment; and are recognized by the community as highly competent professionals. She noted that for these reasons their Research Oversight Committee, in collaboration with provincial association staff, initiated a comprehensive survey focused on the teaching and learning conditions affecting Calgary public teachers during the 2009-10 school year. Ms. Regal informed that the resulting position paper *Leading Our Future Together – Necessary Conditions for Shared Leadership in Calgary Public Schools* is aimed at advancing the professional role of teachers as educational leaders, removing obstacles to students' readiness to learn and improving the teaching and learning conditions in Calgary public schools. She shared the belief that the release of this paper provides the Board with a perfect foundation for informed transformation in the context of engaging all educational partners in meaningful discourse on the most urgent educational challenges facing our students today. The concept of shared leadership is a key component of this process. Ms. Regal noted that they invite all stakeholders to join them in a concerted and united effort to improve teaching and learning in Calgary public schools. She pointed out that the position paper is available on the ATA Local 38 website and she encouraged viewers to give particular attention to the design framework for shared leadership on pages 15 through 20. Ms. Regal stated that questions, comments and concerns about the paper are invited.

5.4.3 Mr. J. Traptow, member of the public

Mr. Traptow shared his thoughts as well as those he heard when he ran for public trustee in the fall election. He noted there has been a great deal of discussion and controversy surrounding the new CBE headquarters and the lease of the building. He said that it has been heard by individuals that it is a private matter for the Board only, while others have expressed their belief that it is a matter for public domain. He noted that the trustees are elected to represent their constituents, and with any elected office comes a great deal of expectation of being open, transparent and accountable to constituents, taxpayers, parents, teachers and students. He urged Trustees to hear the voices of their constituents and to discuss the new headquarters and lease in an open and transparent way. He noted his belief that the legal issues surrounding this matter could be worked out. Mr. Traptow commented that this Board prides itself on its governance model and being one of the best school boards in the province, let alone the country, and that the Board has said on numerous occasions that policy and procedures were followed. He suggested that the Board show everyone that this is true and finally put this issue to rest. He shared his belief

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that the matter would become a public relations nightmare if there is any inkling of sweeping it under the carpet or discussing it behind closed doors.

5.5 Trustee Inquiries

There were no Trustee inquiries.

6.0 ACTION ITEMS

6.1 Proposed Accommodation Plan for Montgomery School

Mr. C. Davies, Director, Community Engagement and Operational Planning (CEOP) noted that enrolment at Montgomery School continues to be low and is projected to decline. He commented that it is challenging to provide regular programming for these grades seven to nine students that reside in the districts of Montgomery and Silver Springs. As such, the Administration would like the Board of Trustees to consider the closure of Montgomery School.

Chair Cochrane reaffirmed that the decision to be made at this meeting is not one of closure; but it is whether or not the Board will proceed with the consideration of closure process based on the information in the report.

Trustees posed questions, which were responded to by Administration and the discussion is summarized as follows:

- With respect to community engagement, Mr. Davies stated that the attachment to the report shows the degree to which engagement was undertaken. He noted that CEOP had the opportunity to attend a school council meeting at Montgomery School; they directly engaged with the Silver Springs community residents; and they had a follow-up meeting at Montgomery School where approximately 110 individuals were in attendance. As well, an open house was held at Montgomery School.
- During an historical process there was some discussion about the possibility of Montgomery School being reconfigured to a middle school; however, it was determined not to be a desirable direction to take at that time. These discussions again took place in this process; however, in looking at the accommodation plan for Area I, the Administration felt it not to be a future consideration for Montgomery School.
- The 2012 opening of Tuscany middle school was considered by Administration and it is believed that both Silver Springs and Montgomery residential district students could be accommodated at F.E. Osborne School for the one-year period, should the Board approve the closure of the regular program at Montgomery School. Administration also considered the possibility of timing this potential closure with the opening of Tuscany middle school, but concluded that the current low enrolment and projected enrolment decline at Montgomery School warrants the recommendation as put forth in the report.
- With respect to the proposed designation of students from Silver Springs to either H.D. Cartwright School or F.E. Osborne School, the Administration is awaiting more feedback from the residents of Silver Springs before deciding on

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which of the two schools would be the designated school for those students, should the recommended closure be approved.

MOVED by Trustee Ferguson:

THAT the Board of Trustees receives, as information and for the record, the accommodation and implementation plan outlined in the report dated January 18, 2011; and

THAT the Board of Trustees is satisfied that there is cause to proceed with a consideration of closure of Montgomery School, and all programs contained therein, in accordance with the Closure of Schools Regulation and the Board of Trustees' Governance Process Policy 5E: *Board of Trustees' Procedure – Consideration of School Closure*; and

THAT the Board follows the procedures for the closure of schools, as outlined in Governance Policy GP-5E, sections 4 to 7.

Trustee comments were made in support of the motion, with the belief shared that there is enough information in the report to proceed to the consideration of closure process.

Chair Cochrane called for the vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

6.2 New Education Centre, Dr. Carl Safran School Renovation and Connaught School Renovation

Trustee Lane questioned whether it would be desirable to postpone consideration of this item until the beginning of the private session for this meeting, in anticipation of a motion being made to go in camera. He noted that the postponement would alleviate any disruption to the proceedings of this meeting and to the public.

In addressing a point of order, Chair Cochrane ruled that because the Agenda has already been approved, the postponement of the item would require a motion to change the order of business on the Agenda.

MOVED by Trustee Lane:

THAT Item 6.2 be moved and placed just before Item 10.0 on the Agenda.

With respect to a point of order raised about the rules of procedure pertaining to the question again coming before the assembly, Chair Cochrane ruled that the approval of the Agenda requires only a simple majority, and this question may again be considered and ruled by a simple majority.

Trustee Lane opened the debate noting that the intent of the motion is to make things more orderly and more convenient for the public and for those who must be present for items that are scheduled later on the Agenda.

A Trustee commented in opposition to the motion, noting the belief that many of the people were in attendance to hear about this particular item, and that they are

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aware of the current order of business on the Agenda. It was noted that it is possible to move in camera on any item of the Agenda at any given time if Trustees feel that private information could be involved. The Trustee noted that she felt no reason at this point to assume that the Board would go into a private session for this item, anymore than for any other item on the Agenda for this meeting.

Chair Cochrane called for the vote on the motion.

The motion was
DEFEATED.

In favour:	Trustee Ferguson Trustee Lane
Opposed:	Trustee Bazinet Trustee Bowen-Eyre Trustee Cochrane Trustee King Trustee Taylor

MOVED by Trustee Lane:

Whereas I am of the opinion that it is in the public interest that this matter be considered at an in-camera session; therefore, be it

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

Trustee Lane opened the debate noting his concerns surrounding this item relate to property sales and legal matters, and in regard to the question about whether the Administration managed this project in an open, sound, consistent and legal manner. He shared his belief that it is inappropriate to raise questions in public that reflect on the competence of the Administration who managed this project, many of whom are not present, and many of whom are no longer employed by the CBE.

The following is a summary of debate by Trustees:

- A considerable amount of time has gone into the preparation of the motion and the intention is to make comments only on matters that can be shared publicly. If, at any time during the discussion, any Trustee felt that a particular issue of the discussion should be carried out in camera, a motion could come forward to go in camera.
- The Board's governance responsibility is to ensure the reputation and financial and legal credibility of a \$1 billion corporation; as well as to inform and engage the public in its decision making. The *School Act* recognizes that responsibility by allowing certain matters to be discussed in private.
- A Trustee noted that during the past four months the people in her Wards have been more concerned with upcoming changes to how we educate students and the challenges ahead in achieving success for students. She expressed the belief that there has not been a high level of concern expressed regarding the Board's transparency and as this project continues to be ongoing as we move forward to sell assets and property, it is believed this discussion should continue in a private in-camera session.

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- The opinion was shared by some Trustees that the conversation could begin in the public forum and if need be, the Board could go into a private session.

Chair Cochrane called for the vote on the motion.

The motion was
DEFEATED.

In favour:	Trustee Ferguson Trustee Lane
Opposed:	Trustee Bazinet Trustee Bowen-Eyre Trustee Cochrane Trustee King Trustee Taylor

MOVED by Trustee Taylor:

WHEREAS the Calgary Board of Education (CBE) entered into agreements related to construction and lease of a new Education Centre located at 930 – 13 Avenue S.W., renovation of Dr. Carl Safran School located at 930 - 13 Avenue S.W. and renovation of Connaught school located at 1121 - 12 Avenue S.W.; and

WHEREAS there is ongoing public interest in the cost and project management of the new CBE Education Centre, Dr. Carl Safran School renovation and Connaught school renovation; and

WHEREAS there is a desire to review and where necessary improve the project management capability of the Board of Trustees; now therefore be it

Resolved, THAT the Board of Trustees initiate an independent review of the new CBE Education Centre, Dr. Carl Safran School and Connaught School renovations (“The Project”), to answer the following questions and provide recommendations for any future projects:

1. **Were The Project’s property sale prices, lease costs, construction and management costs at a fair market value, or in other words, similar to other projects being constructed and leased at that time in the city of Calgary?**
2. **Was The Project managed at all stages in a manner consistent with Board of Trustee policies, Board of Trustee motions, CBE policies and administrative regulations, related provincial laws and regulations, and sound business practices?**

And,

Resolved, THAT a review committee made up of two Trustees selected by the Board and the Chief Superintendent (or her designate) will take the following steps:

1. **Compile a draft Terms of Reference for the work described above and initiate a Request for Quotation.**
2. **Evaluate the incoming quotations and recommend to the Board for their approval the specific expert(s), Terms of Reference, and**

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approximate costs to perform the independent review by no later than May 31, 2011.

3. Ensure the final report related to independent review of The Project will be provided to the Board by no later than November 30, 2011.

Trustee Taylor provided rationale for the motion, noting that in the next few months the Calgary Board of Education will move into the new Education Centre at a cost of \$285 million over 20 years. She noted that the Dr. Carl Safran and Connaught School renovations have often been tied to the Education Centre in Board documents and approvals, which is why they are included in the motion. She expressed her belief that an independent review is critical to reaffirm that the Board follows sound policies and business practices, and where necessary to provide direction and a recommendation where such practices can be improved. Trustee Taylor commented on the necessity of an arms-length review process to review the Board's own work and to provide feedback on best practices as the Board manages its \$1 billion budget and goes forward with other contracts and projects in the future. She expressed that the reputation of our Board is important and it must be safeguarded. A desire to have an open and transparent review of The Project will reassure both taxpayers and the provincial government that these expenditures were good value for money and done in a sound business fashion.

Trustee Taylor stated that the Education Centre Project has been in the works for ten years with different Boards and staff involved. She expressed the belief that no review has been done to date and she felt that now was the time to look at this Project.

Trustees posed numerous questions, which are summarized as follows:

- It was questioned whether there was cause to believe that Administration may have violated any Board policies or motions. Trustee Taylor stated that she could not speak for Trustees who were in office at that time, nor could she speak to the challenges that the Trustees faced at that time. She noted that she is cognizant of the challenges that Trustees face today, and that is the perspective that leads her to bring the motion forward, understanding the serious financial challenges and also that independent reviews such as this should be a standard part of our organizational culture.
- It was questioned whether the belief is held that a review should be done of every building project that the CBE undertakes. Trustee Taylor noted that at this point in time she is speaking only to this particular Project.
- With respect to a question of costs associated with a third party review, Trustee Taylor shared that she recognizes the concerns expressed around costs and she stated that she is loathe to spend even one dollar more outside of our classrooms. She noted that any costs that come in would have to be approved by the Board of Trustees. She shared that the quotes she has received have been less than one-half of one per cent of the cost of this Project.
- In response to a question about keeping costs down and considering the Administration to undertake the review, Trustee Taylor stated that an independent review holds a different standard and carries a different weight than something that is done internally.

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- It was questioned whether the understanding is that the inquiry would in some way change the current conditions of the Project on a go-forward basis. Trustee Taylor responded that her belief is that the output of the review would not be about pointing fingers, but it would be about recognizing that as a \$1 billion organization we are not done with major projects – we would be moving forward with lots of projects in the future and we need to make sure we understand best practices and how to constantly get the most value out of our dollar so that we can put more money into our classrooms. She responded to a subsequent question, noting her belief that the outcome of such a review could show some trends and improvements in the area of business controls, and could likely be incorporated into future projects, regardless of their size.
- Trustee Taylor reiterated that she does not have reason to believe that Administration failed to manage this Project in a competent and best-practice manner. Upon further questioning, she stressed that at this point there has been no undertaking of an independent review and there are a number of questions that can not be answered.

Recessed: 6:31 p.m.

Reconvened: 6:41 p.m.

Trustee Taylor opened debate, noting that she strongly believes that independent reviews should be a part of our organizational culture, both to review and improve our operations. She stated that Calgarians own our public education system and they deserve accountability for how their tax dollars are spent. Trustee Taylor said that it is the job of Trustees to ask tough questions, to get unvarnished answers and to ensure that CBE stated values are reflected, namely that assurance is made that students come first.

Further debate that was given by Trustees is summarized as follows:

- Comments were made that this has been a complex Project, involving several partners and relationships for more than ten years. Subsequent Boards of Trustees were involved and have regularly monitored CBE Administration on compliance performance with its policies regarding finance, asset protection, prudent and ethical judgement, conflict of interest and comparative pricing. The *School Act* currently allows a school board to discuss certain matters in private session. As the Project unfolded, the public was engaged and informed during the development process of The City, newspaper and website updates, and in open houses on the Project. By mid-February, CBE employees will be moving from various locations into the building.
- The belief was shared that there are no apparent reasons or evidence given that during the course of this Project, anything inappropriate occurred. Significant legal costs have already been a part of this Project and several highly respected industry consultants have provided advice. It was noted that hindsight is always 20/20 perfect, and information and decisions were made within the context of shifting conditions. The role of the Board in its policies is to concentrate on forward-looking strategic thinking; to provide effective leadership and direct the Chief Superintendent through policy so that she can undertake the operations of

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the School Board. It was noted that it is not the role of the Board to micromanage projects.

- It was expressed that this review, if approved, can not mandate cooperation with its inquiry, nor will it change the conditions and the contractual agreements of the Project. The belief was shared that the inquiry may cost around \$1.4 million; but, more importantly, it is difficult to understand the need to expend further time, energy and scarce resources on a costly review that will not do anything to support student learning or success for all students.
- A concern was shared that there appears to be a mismatch between the stated objective leading up to the motion that had to do with more transparency or better communication, and having this review that is going to examine whether or not things were done properly. It was felt that if the issue is truly about transparency, then the motion should specifically direct the Administration to do more about transparent communication. Concern was also expressed with the timing of this motion because the Project is still ongoing and tied with the potential revenues from future sales of properties.
- A Trustee, in support of the motion, commented that in light of the numerous Boards and partners involved in the Project over time, there is perhaps good reason to do the independent review to look at how future projects can be done well. There are other parts to this Project in addition to the \$285 million lease, and it is understood that this is money to be expended over a period of time, coming out of many different budget envelopes; however, it is taxpayer dollars, which the Board is accountable for. It was questioned why the expectation is held by some that something wrong has been done would be the only reason to suggest that an external review be undertaken. We do an external audit each year, and we have had prior external reviews done, i.e., alternative programs. The belief was shared that an external review is good to have from time to time so that we have some external confirmation of the work that we are doing with the CBE. The size of project is not believed to be an issue when considering an external review.
- It was agreed that the Project was very complex. The new Education Centre is a fabulous building that will meet and exceed the needs of the CBE for many years ahead. It is believed that bringing people together under one roof will help to foster positive working relationships and collaboration to ensure that the organization is providing the best quality education to our students. Making a decision of this magnitude has both personal and professional consequences for all Trustees involved. A Trustee noted that she had many comments and questions from concerned voters throughout the fall election regarding the new Education Centre, and she was not fully aware of the scope and timeline of this Project until after taking office.
- The belief was shared that it is unlikely anyone predicted the economic highs and lows in our city during the ten-year period of the Project; nor could they have been prepared or fully informed with how to deal with those fluctuations. It was felt that because this Project is virtually complete, plans are in place to move in, and the lease has been signed, it is time to move forward. A Trustee noted that under the current leadership of the CBE, the capacity is there to perform the necessary audit to ensure that an organization of this magnitude is

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following the necessary protocols in a timely, effective and sound financial manner. It was expressed that it is often believed by many people that bringing in outside experts will always serve to provide a greater value, purpose or role; however, sometimes the best people are within our own organization. An external opinion is only another opinion offered by another source, which can be very costly. We must look forward and make decisions that will benefit future generations and not get bogged down on past decisions that can not be changed.

- A Trustee commented that subsequent to reviewing all the information that has been shared by her constituents, including the different perspectives on the issue, the underlying message was about being fiscally responsible. She shared her personal opinion that we should not spend any more money on this issue; and that we need to get back to our core business, which is students.
- A Trustee expressed concern that the cost of an external review amounts to many teachers or aids or supports for our classrooms. The Trustee shared comments she has recently heard from stakeholders are that the Board did a very poor job in communicating the issue. She believed this needs to be the clear focus in going forward, to have clear data and information for our communities. The concern was reiterated about potentially spending up to \$1.4 million to review something that we have no evidence that anything was done improperly or poorly.
- A comment was shared that on a go-forward basis, it will be expected that our Administration and future Boards of Trustees will ensure that the proper checks and balances are in place for future projects, so as to ensure our resources are expended responsibly, that student learning continues to be our central purpose, and that we do communicate more effectively with our public.
- A Trustee expressed the hope that if the motion does not pass, that internally the Board could come together to have some discussion around what may have been of issue, because it is believed that people feel that there are unanswered questions.
- In closing, Trustee Taylor provided clarity around the question of costs associated with the review, and she noted her belief that this should not come down to a debate about costs. She felt it was really a debate about principles and about good business practices. She stated that what she had heard was that the cost would be less than one-half of one per cent of the total cost; and, further, that the quotes she heard were for a paper review, which she expected would be approximately \$50,000. In forming the motion, she was also looking at whether or not there was a need for any changes in policy or procedure, resulting from the learnings of the Education Centre Project. She questioned whether or not it is a common practice for Trustees to look back on decisions that have been made related to different projects. She expressed the belief that there is a need to look at the whole picture with projects of this size – to take the time to take a deliberate step, to do a review, to answer questions that have been put forth by the public, as the public are the owners of the education system.

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Chair Cochrane called for the vote on the motion.

The motion was
DEFEATED.

In favour:	Trustee Bazinet Trustee Taylor
Opposed:	Trustee Bowen-Eyre Trustee Cochrane Trustee Ferguson Trustee King Trustee Lane

7.0 MONITORING AND RESULTS

7.1 Annual Monitoring Report for Executive Limitations 12: Asset Protection

Superintendent D. Meyers provided a brief introduction of the report and noted the Administration is open to questions.

Chair Cochrane reviewed the criteria against which the Trustees are to judge the monitoring report, including that of reasonable interpretation of the policy, compliance with the provisions of the policy or disclosure of how compliance would be met, and whether sufficient information has been provided. She noted further that the particular vote with regard to compliance should in no way be considered as a vote of non-confidence.

A number of questions were posed by Trustees, which are summarized as follows:

- In regards to measure 5.1, it was noted that it is difficult to determine what percentage the organization is currently at in terms of records management and retention because as yet there is not a monitoring process in place for the entire organization. It could take up to three years to reach full compliance across the system.
- Superintendent Meyers spoke in reference to measure 6.1, noting that a management letter is received by Administration from the auditors that speaks to internal controls and details possible improvements. An auditor's opinion must be provided in accordance with generally accepted auditing standards, which requires an overall review of controls. Internal controls, if inadequate, would affect the issuance of a clean audit opinion.
- Clarification was provided on the interpretation of measure 4.1, with Chief Superintendent Johnson confirming that \$500,000 applies to each individual agreement. Superintendent Meyers shared her knowledge that all contracts that are entered into have an end term or end date.
- Superintendent Meyers expanded on the recommendation by Administration for enhancement of policy provision 4 regarding the purchase or commitments of amounts greater than \$500,000, noting that the intent is to get clarification around the positioning of this limitation within EL-12, and whether it would be better placed as a limitation within EL-11: Financial Condition.

Action By:

- In response to a question of process surrounding potential contract changes, Mr. Peden shared his belief that when a change is expected to the dollar amount of a contract that has already been approved by the Board, such change would have to be approved by the Board.
- Mr. W. Braun, Director, Corporate Financial Services, provided further information in relation to policy provision 1, specific to our level of insurance coverage in comparison to other school boards in the Urban Schools Insurance Consortium (USIC).

MOVED by Trustee Ferguson:

THAT the Chief Superintendent has reasonably interpreted the provisions of Executive Limitations 12: Asset Protection, and the Board of Trustees finds the Chief Superintendent to be in compliance.

MOVED by Trustee Bazinet:

THAT the motion be amended by the addition of “with the exception of policy provision 5”.

(Policy provision 5 requires that the Chief Superintendent must not fail to reasonably protect intellectual property, information, corporate data and files from loss, significant damage, or unauthorized access.)

The rationale for the motion was stated, and it was clarified that the issue of non-compliance relates to measure 5.1 and the statement made earlier in the discussion by Administration that it could take three years to ensure that 100% of records and files are stored in accordance with current records management and retention requirements and practices.

Chair Cochrane called for the vote on the amendment.

The amendment was
CARRIED UNANIMOUSLY.

Chair Cochrane called for the vote on the motion, as amended.

The motion, as amended, was
CARRIED UNANIMOUSLY.

Chair Cochrane noted that the Board would consider the recommended policy amendments at a future meeting.

J. Barkway

8.0 POLICY DEVELOPMENT AND REVIEW

There were no items.

Action By:

9.0 CONSENT AGENDA

Chair Cochrane reminded the Board of the removal of items 9.2.2, 9.2.3 and 9.2.5 from the Consent Agenda and declared the following items to be adopted as submitted:

9.1 Board Consent Agenda

9.1.1 Approval of Minutes

- Regular Meeting held January 4, 2011

THAT the Board of Trustees approves the Minutes of the Regular Meeting held January 4, 2011, as submitted.

9.1.2 Correspondence

THAT the Board of Trustees receives the following correspondence for information and for the record, in the form as submitted:

- **Email received from Keray Henke, Deputy Minister, Alberta Education, addressed to the School Board Chairs of Edmonton Public, Edmonton Catholic, Calgary Catholic and Calgary Public School Districts, regarding discussions held about the metro board challenges in serving a higher proportion of First Nations, Métis and Inuit (FNMI) students, severely disabled students and English as a Second Language students.**

9.2 Chief Superintendent Consent Agenda

9.2.1 Report on the Financial Status of the Operating Budget as at November 30, 2010 and Forecast for the Year Ending August 31, 2011

- 1. THAT information regarding all previously approved budget revisions and reserve transfers made during the period September 1, 2010 to November 30, 2010 inclusive (identified in this report and in Attachment I), be received for monitoring information and for the record.**
- 2. THAT the 2010/2011 Budget Variance Report as at August 31, 2011 (identified in Attachment II) be received for monitoring information and for the record.**

9.2.4 Early Development Instrument Screening Results, 2010

THAT the Board of Trustees receives the report *Early Development Instrument Screening Results 2010* for information.

9.2.2 2010/11 Capital Budget Status Report as at November 30, 2010

A Trustee questioned the capital fund surplus of \$5.314 million, which is noted in recommendation 3 of the report. Mr. W. Braun, Director, Corporate Financial Services, explained that certain projects, some of which are multi-year, experienced delays and at the end of the fiscal year this surplus was

Action By:

identified. Administration had received the Board's approval to carry forward those projects and to place them temporarily in the capital reserve. The request in this report today is that those projects be brought out of reserve and be built into the 2010-11 budget. This particular process for Board approval is followed by Administration in accordance with Board policy.

MOVED by Trustee Taylor:

- 1. THAT information regarding all budget revisions and previously approved transfers, as outlined in this report for the period September 1 to November 30, 2010 inclusive, be received for monitoring information and for the record.**
- 2. THAT attachments I to IV, reflecting actual capital expenditures for the period September 1 to November 30, 2010 and forecast expenditures for year ending August 31, 2011, be received for monitoring information and for the record.**
- 3. THAT the capital fund surplus of \$5.314 million, designated for project initiatives previously approved for carry forward from 2009/10, be approved for transfer and inclusion in the 2010/2011 Capital Budget.**
- 4. THAT the \$3,400 in proceeds from the disposal of capital equipment assets be placed in Capital Reserves (Attachment IV).**

The motion was
CARRIED UNANIMOUSLY.

9.2.3 Transition Strategies for Sir William Van Horne High School Students

Dr. D. Yee, Director, Area 1, responded to questions posed by Trustees, and the discussion is summarized as follows:

- A number of the 118 grade 12 students enrolled at Sir William Van Horne High School are anticipated to be 4th year students and will apply for another year of high school or another semester of high school. At this point in time it is unknown how many of those students will graduate in June 2011. Exams and assessments are undergoing changes until March, when first semester results will be submitted. At that point in time we will know how many additional credits the students need. We have a variety of places where those students can transition to and the school staff has tentative placements for students who are moving on and they are willing to discuss possibilities should those plans change.
- The data showing the number of students who transitioned out of Sir William Van Horne High School in June 2010, and where they transitioned to, will be available in the third report.
- In reference to Table 3 on page 9-3 of the report, the number of students that are shown to have withdrawn from Sir William Van Horne High School is typical.

Action By:

- Typically, our high schools do not register students who are 20 years of age. There are times when we register them in September at 19 years of age. It is also known that students want to complete and we do help them with transitioning to other organizations that can be of assistance with their credit achievement. Dr. Yee stated that she did not have immediately available the statistics on the number of students who continue their education at Chinook Learning Services.
- Typically, class sizes for Knowledge and Employability courses are 15-18 students, and rarely more than 20-22 students. It is not a one-size fits all across the system, but it is gauged around the particular needs of the students.

MOVED by Trustee Ferguson:

THAT the report *Transition Strategies for Sir William Van Horne High School Students*, dated January 18, 2011, be received for information.

The motion was

CARRIED UNANIMOUSLY.

9.2.5 Electronic Broadcasting of the Public Meetings of the Board of Trustees

Trustees posed questions, which are summarized as follows:

- Superintendent Faber noted that of the options that were provided on page 9-51 of the report, a pilot project could be engaged using Option 3 if the process is to begin within a 30-day timeline and is to be undertaken in this building. Should the Board contemplate starting the broadcasting in September 2011. Option 1 might be a reasonable response in a new facility.
- In regards to the risk that “participation levels may not justify financial investments and HR costs” Superintendent Faber informed that in the development of the pilot phase, either here or at the new Education Centre building, we may want to look at what the back-channel would be to establish a participation level that would justify the cost. A communication plan would have to be developed to ensure that our public is aware of this opportunity.
- Mr. B. Parker, Director, Innovation and Learning Technology, spoke to the risks, noting that the backchannel allows for online user activity. These are typically moderated, but it is a forum in which online users can comment in relation to the content being taken up in the meeting. The risks do not pertain to the backchannel output alone, but apply to anything that is put out in a digital form, which can be taken and repurposed by an individual.
- Some savings could be generated through less printing of reports, less paper usage, and there could be less travel required.

Action By:

- Interactivity would require different technology. This report was designed for a broadcast medium, rather than an interactive medium.

At 7:55 p.m. Chair Cochran received the consent of the Board to continue the meeting to the completion of the Agenda.

- The quotes on estimated costs outlined in the report offer the highest quality standard to allow for appropriate lighting, appropriate sound, and the use of more than one camera, providing for better image and service quality. Mr. Parker added that Administration also envisions an opportunity for schools to potentially become more engaged in the governance work of the Board. It is anticipated that if this work proceeds we could also archive meetings so they would be available not only live, but later as well so that they could be available for class discussions. Another unique opportunity is the potential strengthening and expanding of our Career and Technology Strategy for students, as part of a for-credit work experience opportunity, they could come in and do some of the work related to the production of the meetings of our Board.

MOVED by Trustee King:

THAT the report *Electronic Broadcasting of the Public Meetings of the Board of Trustees*, dated January 18, 2011, be received for information.

The motion was
CARRIED UNANIMOUSLY.

10.0 TRUSTEE NOTICES OF MOTION

Trustee Bazinet gave notice of motion regarding the removal of the document entitled "Board of Trustees' Administrative Procedures".

Recessed: 7:52 p.m.

Reconvened: 8:14 p.m.

11.0 IN-CAMERA ISSUES

11.1 Motion to Move In Camera

MOVED by Trustee Lane:

Whereas the Board of Trustees is of the opinion that it is in the public interest that matters on the Private Agenda for the Regular Meeting of the Board of Trustees, January 18, 2011 be considered at an in camera session; therefore, be it

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

The motion was
CARRIED UNANIMOUSLY.

Action By:

Motion to Revert to Public Meeting

MOVED by Trustee King:

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

The motion was
CARRIED UNANIMOUSLY.

Motions to Action In-Camera Recommendations

MOVED by Trustee King:

- 1. THAT the Board of Trustees receives the Education Centre Project Communications Plan for information; and**
- 2. THAT the Board of Trustees authorizes public use of the information in the Education Centre Project Communications Plan, as appropriate; and**
- 3. THAT the Board of Trustees recognizes the purpose of the Education Centre Project Communications Plan as a Superintendents' Team strategy document that does not require the Board of Trustees ratification.**

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Ferguson:

THAT the Board of Trustees receives the Alberta School Boards Association (ASBA) liaison report, dated January 18, 2011, for information and for the record.

The motion was
CARRIED UNANIMOUSLY.

Trustee Cochrane declared the following approved, as submitted on the Consent Agenda:

THAT the Board of Trustees receives the following correspondence for information and for the record, in the form as submitted:

- Letter dated December 8, 2010 from The Honourable Dave Hancock, Minister, Alberta Education, to Chair Cochrane, regarding approval to list the Albert Park School property with a real estate firm.**
- Memorandum dated January 10, 2011 from Chief Superintendent Johnson, copied to the Board of Trustees, regarding coverage during her absence on January 16, 2011 in the event of an emergency situation.**

Action By:

- **Memorandum dated January 11, 2011 from Chief Superintendent Johnson, copied to the Board of Trustees, regarding coverage during her absence for the period January 19, 2011 to January 23, 2011.**
- **Memorandum dated January 10, 2011 from Chief Superintendent Johnson, copied to the Board of Trustees, regarding coverage during her absence for the period February 7 through February 9, 2011, inclusive.**

12.0 ADJOURNMENT

Chair Cochrane declared the meeting adjourned at 9:35 p.m.