

public agenda

Regular Meeting of the Board of Trustees

October 17, 2023
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
11:00am	1 Call to Order, National Anthem, Acknowledgement of the Land and Welcome	Chair		
	2 Consideration/Approval of Agenda	Board	GC-2	
	3 Awards and Recognitions		GC-3	
	4 Results Focus			
	5 Operational Expectations			
	5.1 OE-1: Global Operational Expectations – Annual Monitoring	G. Strother	OE-1	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-2	
	9 Consent Agenda	Board	GC-2.6	
	9.1 Items Provided for Board Decision			
	9.2 Items Provided for Board Information		OE-8	
	9.2.1 Acting Chief Superintendent's Update	G. Strother	OE-2,3,8	Page 9-1



Time	Topic	Who	Policy Ref	Attachment
	Private Session			
	Termination of Meeting			
	Debrief	Board	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.

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

OE-1: Global Operational Expectations


Monitoring report for the
school year 2022-2023

Report date:
October 17, 2023

CHIEF SUPERINTENDENT CERTIFICATION

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

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

Signed: 
Gary Strother, Acting Chief Superintendent

Date: October 17, 2023

BOARD OF TRUSTEES ACTION

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

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

Summary statement/motion of the Board of Trustees:

Signed: _____
Chair, Board of Trustees

Date: _____

OE-1: Global Operational Expectations

Executive Summary

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

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

The Chief Superintendent's reasonable interpretation and indicators for OE 1: Global Operational Expectations were approved on October 10, 2017. The Board last monitored that version of the policy on October 11, 2022. The Board of Trustees approved revisions to the reasonable interpretations and indicators for OE 1 on October 25, 2022, which are reflected in this report. This report includes data available from the 2022-2023 school year and contains evidence to support the following findings:

Policy Statement	Indicator	Finding
1.1	1.1.1	Compliant
1.1	1.1.2	Compliant
1.2	1.2.1	Compliant
1.2	1.2.2	Not Applicable
1.3	1.3.1	Compliant
1.3	1.3.2	Compliant
1.3	1.3.3	Compliant
1.3	1.3.4	Compliant



OE-1: Global Operational Expectations

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

Board-approved Interpretation |

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

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

The Chief Superintendent shall:

1.1	Take all reasonable measures to ensure that practices, activities, decisions, and organizational conditions are lawful, ethical, safe, respectful, prudent, in compliance with Board policy and preserve the organization's public image and credibility.	Compliant
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OE-1: Global Operational Expectations**Board-approved Interpretation |**

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

The Chief Superintendent interprets:

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

Board-approved Indicators and Evidence of Compliance |

1. Employees are informed of the expectations for their conduct in the context of their employment through the CBE Employee Code of Conduct.	Compliant
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The organization is compliant with this indicator.

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

Evidence statement

Human resources confirms 100% compliance. Before any hire or re-hire is completed, all paperwork must be received as well as the signed acknowledgement form, stating the employee is aware of the Employee Code of Conduct.

b) annually by school principals;

Evidence statement

Principals have confirmed 100% compliance in sharing the Employee Code of Conduct with their staff as well as the expectations for their conduct in the context of their employment with CBE.

OE-1: Global Operational Expectations

c) annually by supervisors.

Evidence statement

All supervisors confirm 100% compliance in sharing and discussing the Employee Code of Conduct with their staff. This includes education directors, service unit directors, and superintendents.

2. Administrative Regulations are reviewed and revised accordingly according to the identified work plan.	Compliant
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The organization is compliant with this indicator.

Evidence statement

While staffing vacancies have limited the advancement of administrative regulation reviews, it is anticipated that reviews will begin to return to a more consistent pacing during 2023-2024. In January 2023, a former principal was hired to assist in backfilling for the role until a permanent Policy Coordinator could be hired. A workplan was generated and provided to General Counsel. The plan prioritized work based on legislative and regulatory changes, amendments flowing from Board policies, and changes stemming from material operational changes. This work is followed by regularly scheduled reviews.

In 2022-2023, the following Administrative Regulations were amended:

- AR 4029: Employee Police Information;
- AR 3006: Home Education;
- AR 5007: Concerns and Complaints;
- AR 1070: Occupational Health and Safety; and
- AR 6020: Attendance of Students.

In addition, a substantial review was completed on AR 6024: Records Management. A revised AR 6024 will be implemented early fall 2023.

The Chief Superintendent shall:

1.2	Appropriately manage risks related to the strategic and operational objectives of The Calgary Board of Education, including but not limited to risk identification, prioritization, assessment, mitigation, monitoring and reporting.	Compliant
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OE-1: Global Operational Expectations

Board-approved Interpretation |

The Chief Superintendent shall ensure that activities and conditions within the CBE support the reliable achievement of strategic and operational objectives over time and within available financial resources.

The Chief Superintendent interprets:

- *appropriately manage risks* to mean that the effects of uncertainty on strategic and operational objectives are addressed through the coordinated allocation and prioritization of resources and investments to minimize, and control risk likelihood and/or impact, or to maximize the realization of opportunities within the CBE's agreed risk appetite and risk tolerance levels;
- *strategic and operational objectives* to mean the Board of Trustees' Results priorities as well as the strategic objectives and outcomes set out in the CBE's Three-Year Education Plan;
- *risk identification* to mean a wide-ranging analysis of activities and occurrences that could impede the CBE from achieving its strategic and operational objectives over the short term and long term;
- *risk prioritization* to mean the ranking of identified risks based on a combination of the risks likelihood of occurrence and impact on the achievement of the CBE's strategic and operational objectives;
- *risk assessment* to mean identifying the significance of events that might affect the achievement of the CBE's strategic and operational objectives. Risk assessment includes consideration of the likelihood of a risk occurring and the impact or consequence of the risk on the achievement of the CBE's strategic and operational objectives and outcomes;
- *risk mitigation* to mean a risk modification process to bring the amount of risk within the CBE's overall risk appetite or specific risk tolerance levels;
- *risk monitoring* to mean planning, gathering, and analyzing information, recording results, and providing feedback;
- *risk reporting* to mean the communicating risk management activities and outcomes across the organization; and
- *reliable achievement* to mean that risk is managed to mitigate any barriers to achievement of the strategic and operational objectives in the short and long term.

OE-1: Global Operational ExpectationsBoard-approved Indicators and *Evidence of Compliance* |

1. The CBE is making reasonable progress towards the Results on an annual basis as indicated in Annual Results reporting.	Compliant
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The organization is compliant with this indicator.

Evidence statement

The Board of Trustees monitored Results throughout the 2022-2023 school year in accordance with its Annual Work plan. Results 2 – Academic Success was monitored January 17, January 31, and February 21, 2023. On February 21, 2023, the Board determined that administration made reasonable progress towards the ultimate achievement of the Board Results with an exception for students who self-identify as Indigenous in all academic areas. This determination was based on the evidence in the Monitoring report.

Results 3 – Citizenship was monitored on March 7 and 21, 2023. Based on the evidence in the Monitoring report, the Board determined that administration made reasonable progress towards the ultimate achievement in all areas of this Results policy.

Result 4 - Personal Development was monitored on April 4 and 18, 2023 and determined that administration made reasonable progress towards the ultimate achievement of this Results policy.

Results 5 – Character was monitored on May 9 and 23, 2023. Based on the evidence in the Monitoring report, the Board determined that administration made reasonable progress towards the ultimate achievement of this Results policy.

OE-1: Global Operational Expectations

<p>2. Risks to the achievement of the CBE's strategic and operational objectives are managed within the Board's risk appetite and risk tolerance levels.</p>	<p>Not applicable</p>
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This indicator is not applicable pending Board of Trustee approval of the Board's risk appetite and risk tolerance.

Evidence statement

In late October 2020, the Board of Trustees amended Operational Expectation 1: Global Operations Expectations, to reflect a renewed focus on governance and oversight of strategic and operational risks to the CBE. Subsection 1.2 was amended to provide specific policy direction on management of CBE's organizational risks. The policy amendments provide for Board of Trustees oversight of risk management through Board approval of a risk appetite and risk tolerance statements that define the Board's values in relation to risk management within the CBE.

In 2021, CBE administration commenced development of a risk appetite and risk tolerance for review and approval by the Board of Trustees pursuant to the Board's amended policy. CBE administration also commenced development of an internal risk register to support the prioritization, management, and mitigation of strategic and operational risks. CBE administration consulted with external and internal experts in developing these three instruments and engaged the then Board on the development of these guiding documents. In discussion with the former Board of Trustees, approval of the risk appetite and risk tolerance statements was deferred to enable the 2021-2025 Board of Trustees to review and approve it.

A proposed risk appetite and risk tolerance statement was to be presented to this Board of Trustees for approval no later than June 30, 2023. With the resignation of the Chief Superintendent in May 2023, this work was further deferred by the Board until a new Chief Superintendent is selected.

OE-1: Global Operational Expectations

The Chief Superintendent shall:

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

The Chief Superintendent interprets *recklessly expose* as allowing conditions to exist which prevent The Calgary Board of Education from obtaining insurance coverage.

Board-approved Indicators and *Evidence of Compliance* |

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

Evidence statement

The Urban Schools Insurance Consortium, and by extension, CBE, did not experience any challenges in acquiring insurance coverage for our multiple exposure lines (casualty, property, vehicles, student activities, general liability and cyber) during the 2022-2023 school year. As a result of world-wide catastrophes, including the recent COVID-19 pandemic, the global insurance market is in what is known as a "hard-market" state and is expected to be for the next year. This means that underwriters who provide the finances to support our insurance policies, can be more selective in the risks they take and the clients they are willing to back. Despite this hard market, the CBE (USIC) has been able to secure adequate coverage for our risks.

OE-1: Global Operational Expectations

2. Zero instances of CBE's insurers refusing to insure the CBE due to the existence of hazardous conditions.	Compliant
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The organization is compliant with this indicator.

Evidence statement

The CBE has not been denied coverage as there are no identified hazardous conditions at any of our facilities that would warrant denial of coverage.

3. Standard form contracts are available and utilized for master agreements, purchasing.	Compliant
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The organization is compliant with this indicator.

Evidence statement

All service units responsible for managing master agreements confirm that they use standard form contracts for their agreements. Standard forms are available for various types of agreements, including procurement, on-site and off-site activities, and partnerships with external organizations. These master agreements undergo review and revision in consultation with Legal Services whenever necessary. The following revisions continue to the master agreements in various areas:

- Purchase of goods, services and professional services agreements;
- Supplementary terms in CCDC2, RAIC-6 and ACEC standard form contracts;
- The CBE's Master Tour Operator agreements; and
- Ad-Hoc Transportation Agreements

OE-1: Global Operational Expectations

4. Clearly defined processes are in place and utilized for approval of offsite activities.	Compliant
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The organization is compliant with this indicator.

Evidence statement

CBE has a clearly defined and well-communicated process for approving off-site activities of all types. The process includes an Off-Site Activities Procedures Manual, administrative regulations, an online Off-Site Activities Proposal and Review process, an Education Director, and an Off-Site Activities Coordinator (System Assistant Principal) to oversee off-site activities. Oversight ensures compliance with the Off-Site Activities Procedures Manual and the applicable administrative regulations.

The processes in place for off-site locations differentiates between local and provincial off-site locations and those that go out of province or country. Out of province and out of country off-site activities are reviewed by OSAC (Off-Site Safety Advisory Committee) which includes the Off-Site Activities Coordinator and either the Manager from Corporate Risk & Security (“D” trips) or a Risk Advisor from Corporate Risk (“C” trips). These “C” and “D” trips also receive final approval from the Education Director.

OE-1: Global Operational Expectations

The following chart identifies the process for each classification of activity.

Off-site	Authorized by	Reviewed by	Reviewed by	Final Approval by
A* (within Calgary region)	Principal	--	--	Principal
B1* (within AB, but outside Calgary region) – with a Service Provider with a Master Agreement	Principal	--	--	Principal
B2* (outside Calgary region, within AB) – without a Service Provider or with a Service Provider without a Master Agreement, and all “wilderness trips”.	Principal	Coordinator Off-site	--	Principal
C (outside Alberta, within Canada)	Principal	Coordinator Off-site	Risk Analyst, Corporate Risk (OSAC)	Education Director
D (outside Canada)	Principal	Coordinator Off-site	Manager, Corporate Risk & Security (OSAC)	Education Director
An off-site activity may only proceed once it has received the appropriate final approval.				

* The principal can request to have Off-Site Activities review any “A” and “B1” offsite activities provided the appropriate timeline is followed.



OE-1: Global Operational Expectations

Approved Trips (August 2022 – June 2023)

2022 - 2023 Trip Stats

	A	B	C	D
# of Trips	14,489	952	61	14
# of Students	342,865	45,068	2,006	541

Evidence demonstrates all indicators in subsection 1 are in compliance.

OE-1: Global Operational Expectations

GLOSSARY – Developed by the Board of Trustees

Board: The Board of Trustees

Operational Expectations: These policies define both the non-negotiable 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.

Acting Chief Superintendent’s Update

Date October 17, 2023

Meeting Type Regular Meeting, Public Agenda

To Board of Trustees

From Gary Strother
Acting Chief Superintendent of Schools

Purpose Information

Governance Policy Reference
 OE-2: Learning Environment/Treatment of Students
 OE-3: Instructional Program
 OE-8: Communicating and Engaging with the Public

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-3: Instructional Program states that “providing high quality programming for all students is essential for student success, as defined in the Results”. With other reports submitted to the Board of Trustees, this update meets the

requirement of OE-3 in planning for and providing challenging, relevant and high quality programming opportunities that consider the educational needs of students.

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.

3 | Background

Learning Excellence | Indigenous Education Events in September

In recognition of Indigenous Education events in September, the Indigenous Education Team created a virtual Padlet resource to support teaching and learning related to the following events:

- Fall Equinox – September 23
- Treaty 7 Week – September 18 - 22
- National Week for Truth and Reconciliation – September 25 - 29
- National Day for Truth and Reconciliation & Orange Shirt Day – September 30

These resources were curated and shared to support learning for all CBE staff.

Learning Excellence | Strategic Resourcing | People Excellence | French Immersion Literacy Lessons

In the 2022-23 school year, the Calgary Board of Education’s Language team sponsored and collaborated with 40 teachers to create explicit three-day sequences on sound lessons based on the *Science of Reading* for our Kindergarten to Grade 3 French Immersion (FI) instruction. These lessons follow a Scope and Sequence that was determined using the new French Immersion Language Arts and Literature curriculum.

Teacher representatives from each of our twelve K-3 FI elementary schools are now sharing these lessons within their schools, demonstrating best practices. Videos were also made of teachers using the lessons in classrooms with students to provide professional development and further equip our teachers.

These lessons have been reviewed and endorsed by experts in the field. They can be found on the Languages Insite page and have been adopted through networks such as ACPI, and with consultants from various school divisions across Canada.

Collaborative Partnerships | Elder Advisory Council

On Wednesday, September 13, the Chief Superintendent’s Elder Advisory Council (EAC) met for the first time this school year. After spending some time renewing relationships and sharing some laughs, the EAC celebrated last year’s 20-year anniversary of Piitoayis Family School and then each Elder and Knowledge Keeper shared their experience with the school and students, and what they each dream of for the next 20 years. Gifts of sweetgrass and an orange t-shirt were offered to each Elder and Knowledge Keeper. Future Elder Advisory Council dates are December 6, February 28 and May 15.

Collaborative Partnerships | September 30 National Day for Truth and Reconciliation and Orange Shirt Day Event

CBE students, staff and their families and friends were invited to join an event hosted by the City of Calgary in partnership with the Calgary Board of Education and the Calgary Catholic School District. The 3rd annual ceremonial opening took place on September 30 from 9:00-10:30 a.m. at Fort Calgary. This year's gathering included a smudge tent, Indigenous speakers and performers, and an aerial salute. The highlight of the event included an intertribal dance demonstration featuring Indigenous students from the CBE and CCSD. The students danced to commemorate and honour the Indigenous children who didn't return home and all survivors and intergenerational survivors of residential schools. Following the YYC, CBE & CCSD event, many of the participants joined the Pokaiks – The Children Commemorative Annual Walk and Gathering 2023 from City Hall to Shaw Millenium Park.

People Excellence | Keeping our Indigenous Education Circle Strong

To open the new school year in a good way, staff from the Niitsitapi Learning Centre, Piitoayis Family School, and the Indigenous Education Team gathered at the Niitsitapi Learning Centre with Piikani Elder Leonard Weasel Traveller for a Blackfoot Tobacco Ceremony. As a part of the ceremony, all staff reflected on their dreams for Indigenous children while holding a pinch of tobacco. The tobacco was then gathered and returned to the land. Superintendents Jo Pitman and Mike Nelson and Area 3 education director, Melody Pelling joined the ceremony to keep our circle strong. Following the ceremony, Piitoayis principal, Crystal Good Rider shared feast protocol and then a community feast of Saskatoon Berry Soup, bannock, fruit, and other treats was held. The circle will continue to gather at various times throughout the school year.



GARY STROTHER
ACTING CHIEF SUPERINTENDENT OF SCHOOLS

GLOSSARY – Developed by the Board of Trustees

Board: Board of Trustees

Governance Culture: The Board defined in policy the individual and collective behaviour required to establish a culture of good governance. These policies establish standards for how the Board performs its work, including policies that define the Board's job, its purpose and its accountability.

Board/Chief Superintendent Relationship: The Board defined in policy the degree of authority delegated to the Chief Superintendent, and set out how the Chief Superintendent's performance, and ultimately the organization's performance, will be evaluated.

Results: These policies define the outcome the organization is expected to achieve for each student it serves. The Results policies are the performance targets for the Chief Superintendent and the organization, and form the basis for judging the success of the organization and the Chief Superintendent on reasonable progress towards achieving the Results.

Operational Expectations: These policies define both the non-negotiable expectations and the clear boundaries within which the Chief Superintendent and staff must operate. The Chief Superintendent is required to comply with the Board's stated values about operational conditions and actions as set out in these policies.