

Please join us on the Plaza at 4:40 p.m. for a musical presentation by students from Colonel J. Fred Scott School



REGULAR MEETING OF THE BOARD OF TRUSTEES

PUBLIC AGENDA

TUESDAY, MAY 17, 2011

5:00 P.M. – 8:00 P.M.

Board Room, Plaza Level (2nd Floor), Education Centre
515 Macleod Trail SE, Calgary, Alberta

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.

<u>Attach.</u>	<u>TOPIC</u>	<u>Who</u>	<u>Time</u>
	1.0 CALL TO ORDER, NATIONAL ANTHEM AND WELCOME	Chair	5 min.
Agenda	2.0 CONSIDERATION/APPROVAL OF AGENDA	Chair	2 min.
	3.0 SCHOOL/SYSTEM PRESENTATIONS		
	4.0 HONOURS AND RECOGNITIONS		
Verbal	5.0 PUBLIC CONVERSATION AND INFORMATION		30 min.
	5.1 Report from Chair and Trustees		
	5.2 Report from Chief Superintendent		
	5.3 <u>Public Question Period</u> (An opportunity for the public and/or stakeholders to raise questions and seek clarification on educational matters with the trustees. Fill out "Public Question Period" form on the table in the foyer and submit to the Corporate Secretary in writing or electronically to corpsec@cbe.ab.ca no later than 5 hours prior to the scheduled start time of the meeting. This form is also available in Appendix C of the Board Meeting Procedures. The person asking the question must be present at the meeting.)	Public	
	5.4 <u>Stakeholder Reports</u> (An opportunity for stakeholder groups or the public to verbally address the Board for 3 minutes on any educational issue, to a maximum of 5 reports per meeting. Advise the Corporate Secretary at least 10 minutes prior to the commencement of the meeting if you wish to do a stakeholder presentation.)	Public	
	5.5 Trustee Inquiries		

<u>Attach.</u>	<u>TOPIC</u>	<u>Who</u>	<u>Time</u>
	6.0 ACTION ITEMS		
P. 6-1	6.1 Presentation and Consideration of Preliminary Capital Budget <i>(THAT the 2011-2012 Capital Budget expenditures identified and financing sources outlined in the report be approved; and that the 2011-2012 Capital Expenditures Estimates be received for information.)</i>	D. Meyers	20 min.
P. 6-12	6.2 2011/2012 Transportation Fee Schedule <i>(THAT the Board of Trustees approves the 2011/2012 Transportation Fee Schedules, as submitted.)</i>	F. Coppinger	30 min.
	7.0 MONITORING AND RESULTS		
P. 7-1	7.1 Annual Monitoring of EL-8: Staff Evaluation	N. Johnson	20 min.
	8.0 POLICY DEVELOPMENT AND REVIEW		
P. 9-23	8.1 Proposed Adoption of GP-12: Provision for Governance, and Review of Governance Policy GP-12E: Trustee Remuneration <i>(THAT the Board receives the Trustee Remuneration Committee meeting minutes for information; and THAT the Board approves the adoption of GP-12 and the amendment of GP-12E, as submitted.)</i>	Board	15 min.
	9.0 CONSENT AGENDA		5 min.
	9.1 Board Consent Agenda		
	9.1.1 Approval of Minutes <ul style="list-style-type: none"> • Regular Meeting held April 19, 2011 • Regular Meeting held May 3, 2011 <i>(THAT the Board of Trustees approves the Minutes of the Regular Meetings held April 19, 2011 and May 3, 2011, as submitted.)</i>		
P. 9-15	9.1.2 Correspondence <i>(THAT the Board approves the correspondence for information and for the record, as submitted.)</i>		
P. 9-1	9.1.3 Liaison Report re: ASBA Board of Directors <i>(THAT the Board receives the Liaison Report re: ASBA Board of Directors, as submitted.)</i>		
P. 9-4	9.1.4 EducationMatters Quarterly Financial Report <i>(THAT the Board receives the financial report for EducationMatters for information and for the record, in the form as submitted.)</i>		
	9.2 Chief Superintendent Consent Agenda		
	10.0 TRUSTEE NOTICES OF MOTION		
	11.0 ADJOURNMENT		

<u>Attach.</u>	<u>TOPIC</u>
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<u>Who</u>

<u>Time</u>

CALGARY BOARD OF EDUCATION
REPORT TO THE REGULAR MEETING OF THE BOARD OF TRUSTEES

PUBLIC AGENDA
May 17, 2011

To: BOARD OF TRUSTEES

From: Naomi E. Johnson, Chief Superintendent of Schools

Re: **Preliminary 2011-2012 Capital Budget and 2012-2014 Capital Estimates**

Purpose: Information and Approval

Executive Limitations References: EL-3: Information, Counsel and Support to the Board of Trustees
EL-10: Budgeting Process
EL-12: Asset Protection

Originators: Frank J. Coppinger, Superintendent, Facilities and Environmental Services
Deborah Meyers, Superintendent, Chief Financial Officer and Corporate Treasurer

Resource Persons: Wayne T. Braun, Director, Corporate Financial Services
Bob Coll, Capital Controller, Corporate Financial Services
Members of the Capital Budget Council

I. RECOMMENDATIONS

It is recommended:

1. THAT the 2011-2012 Capital Budget expenditures for the identified capital needs outlined in Attachments I to V be approved.
2. THAT the 2012-2013 and 2013-2014 Capital Expenditure Estimates be received for information.

II. ISSUE

The ongoing provision of educational services to students requires significant and ongoing investment in capital infrastructure, including equipment, technology, furniture and accommodation needs of new schools and programs. This infrastructure must be maintained, upgraded or renewed, to accommodate both growth and changes in required service levels. Additional and strategic investments are regularly required due to changes in programs, student enrolment, technology and curriculum enhancements, or other identified improvements required to meet the needs of students and staff as reflected in CBE's Three-Year Education Plan. The

planned expenditures and funding sources to provide the required investments are reflected in the Capital Budget presented annually to the Board of Trustees for their consideration and approval.

III. BACKGROUND

The Capital Budget Council coordinates the compilation of the annual Capital Budget. The Council, chaired by the Superintendent, Facilities and Environment Services consists of the Chief Financial Officer and Corporate Treasurer, Director representation from service units and a principal from each of the Elementary, Middle/Junior, and Senior High School levels. This council met four times from February to April 2011 to review, discuss, prioritize and make recommendations on capital budget requests submitted for consideration, keeping in mind the financial constraints of the organization and the link with the CBE Three-Year Education Plan 2011-2014, Board of Trustees Ends and Executive Limitations.

The 2011-2012 Capital Budget does not reflect capital needs for school buildings and related facility infrastructure supported by additional capital grants approved and provided by the Provincial Government through a separate three year capital planning process. A Three Year Capital Plan for these initiatives was approved by the Board on April 5, 2011 and submitted to Alberta Education for this purpose.

The Capital Budget was prepared based on information received from both schools and the departments within each of the Service Units. Departments are required to complete a Capital Budget request form for each item requested in the 2011-2012 Capital Budget and the 2012-2013 and 2013-2014 Estimates. Each form contains sections which include the capital asset/project description, an identification of a priority and an explanation of the priority, capital request justification and funding impact identification and signoff. Each department must identify the project type of capital request being made (strategic, enhancement or lifecycle), the priority (mandatory, critical, necessary or discretionary), the applicable category (maintenance, upgrade, growth, service change), and whether the project is new or ongoing. In addition, through the decentralized Resource Allocation Method for funding schools, schools may also budget for the acquisition of certain capital assets to support their particular services and programs.

For new technology projects or projects with a technology component, each department was required to complete an Opportunity Assessment Document (OAD) for each request which identified the project's background, objectives, scope, options, type, benefits, staff & resource requirements, evaluation metrics, and budgeting implications from both a capital and operational perspective of initiating the project. All technology related projects are evaluated by the IT Technology council and assigned a priority, either Tier 1 or 2. Priority consideration was given to projects that are legally or contractually required, projects that are strategic in nature, projects that will prevent system failure and those required for the continuing support of multi-year initiatives already underway.

IV. ANALYSIS

The 2011-2012 Capital Budget expenditures, together with the 2012-2013 and 2013-2014 Capital Estimates for capital needs funded from the amortization reserve, school decentralized funds or capital reserves is attached as Attachments I through V inclusive. These projects and needs reflect a capital budget request for the 2011-2012 school year, of approximately \$19.75 million, as recommended by the Capital Budget Council. Funding sources for these capital expenditures have been identified in Attachment I and are summarized as follows:

Funding Sources	\$ Million
Amortization Reserve Provision	18.50
School Decentralized Funds	1.25
Total	19.75

A breakdown of the 2011-2012 Capital Budget, by service area, is as follows:

Service Area	\$ Million	% of Total
Administration	5.97	30.2
Teaching and Learning	6.50	32.9
Facilities and Environmental Services	7.28	36.9
Total	19.75	100.0

The initial requests for 2011-2012 reviewed by the Capital Budget Council totaled \$26.5 million; including school funded assets and required capital lease payments for the energy retrofits and the Dr. Carl Safran modernization/addition projects. A number of items were either, deferred, deleted, spread out over several years, or commenced during the 2010-2011 fiscal year, to reduce the requests to a more manageable and affordable level. Recommendations were made, keeping in mind the linkage to the Three-Year Education Plan 2011-2014, by applying filters to each request, including an objective points-based ranking system developed by the Capital Budget Council, the project type, the priority, and the asset or project category as outlined in Attachment II.

There are two new technology projects in the 2011-2012 Capital Budget: Apple Automated Remote Management and Anti-Virus Infrastructure Upgrade. The balance of the remaining projects are a continuation of multi-year initiatives commenced in the current and prior years.

Some of the more significant (those in excess of \$1.0 million) projects recommended by the Capital Budget Council and Superintendents' Team are as follows:

- \$2.7 million, over the next three years to continue to support the initiatives for Program Moves and Expansions,
- \$2.1 million, over the next three years, for the Learning Resources Strategy project,
- \$4.5 million in total, over the next two years, for New School Commissioning:
 - the four Grades 5-9 P3 schools announced during 2007-2008 (\$3 million), to be built in the communities of Coventry Hills, Panorama, Taradale, Tuscany, and
 - a Grade 10-12 P3 Northwest High School announced during 2007-2008 (\$1.5 million), to be built in the community of Arbour Lake,

- \$1.7 million, over the next three years, to complete the Electronic Door Access project,
- \$1.7 million to complete the Enterprise Portal Deployment Expansion project,
- \$3.8 million, over the next three years, for school purchased capital assets,
- \$1.5 million, over the next two years to undertake the required upgrade of the Oracle Financials System to version 12.1,
- \$3.8 million, over the next three years, for the ITS Infrastructure Renewal and Growth project.

The 2011-2012 Capital Budget and the 2012-2013 and 2013-2014 Capital Budget Estimates include a provision for required Capital lease payments for both the four existing energy performance contracts as well as the Dr. Carl Safran project, over the next three years, in the amount of \$16.6 million.

V. FINANCIAL IMPACTS

The recommended 2011-2012 Capital Budget, in the amount of \$19.75 million (\$17.83 million in 2010-2011), will be funded from the following funding sources:

- Amortization Reserve of \$18.5 million, and
- School Decentralized Funds of \$1.25 million.

The anticipated draw on the amortization reserve is approximately \$3.0 million less than the unsupported amortization expense for 2011-2012. This will allow for a partial mitigation against the projected accumulated operating budget deficit in the Preliminary Operating Budget for 2011-2012.

The approval of this recommended 2011-2012 Capital Budget will result in an approximately \$3.1 million increase in the CBE's annual amortization costs in each of the next four years.

The 2011-2012 Capital Budget, as well as estimates for 2012-2013 and 2013-2014, has been presented under the assumption that all capital assets and projects identified in Attachments I to V will be financed by the amortization reserve and designated school decentralized funds.

No new capital leases or borrowings are anticipated as a result of this Board Funded capital plan.

VI. IMPLEMENTATION CONSEQUENCES

Approval of these projects will enable the CBE to replace aging equipment, replace, initiate or upgrade various information technology systems, support the commissioning needs of new programs and schools, invest in certain strategic initiatives aligned with the Three-Year Education Plan, and to fund previously approved projects undertaken through a capital leasing arrangement. The Calgary Board of Education must continue to replace and upgrade its multi-million dollar infrastructure and related equipment in order to accommodate growth, program changes and curriculum changes. These projects will also enable the CBE to avoid higher maintenance costs, minimize any down-time due to the potential failure of capital assets, and be compliant with EL-12: Asset Protection.

VII. CONCLUSION

This report reflects a Capital Budget request for 2011-2012 of \$19.75 million, with Capital Expenditure Estimates for 2012-2013 and 2013-2014, based on asset investments which are considered essential and affordable. The amounts contained in this Budget do not, however, provide for all essential life cycle management needs of buildings, equipment and related infrastructure. Significant resource limitations for accommodating all maintenance, growth, and service level requests continue to exist within the District. This is due to the limitation of CBE's internal funds and limited capital reserves to accommodate all needs presented to the Capital Budget Council and Superintendents' Team, and limits on the availability of staff resources to implement all these project requests.



Naomi E. Johnson
Chief Superintendent of Schools
CALGARY BOARD OF EDUCATION

Attachment I:	2011-2014 Capital Budget and Estimates Summary
Attachment II:	Project Types, Priorities, and Categories
Attachment III:	Project Type: Strategic Projects
Attachment IV:	Project Type: Enhancement Projects
Attachment V:	Project Type: Lifecycle Projects

Calgary Board of Education
2011 - 2014 Capital Budget and Estimates
by Project Type

Attachment I

	Attachment Number	2011/12 Capital Budget \$000	2012/13 Capital Estimate \$000	2013/14 Capital Estimate \$000
Capital Lease Payments (Contracts)				
Performance Contracts		2,400	2,600	2,600
Dr. Carl Safran Modernization/Addition		3,000	3,000	3,000
Total Capital Lease Payments (Contracts)		5,400	5,600	5,600
Non-Facility Related Projects				
Strategic	III	3,815	3,603	2,850
Enhancement	IV	3,781	2,692	2,079
Lifecycle	V	3,654	2,968	2,167
Total Non-Facility Related Projects		11,250	9,263	7,096
Facility Related Projects				
Strategic	III	3,000	1,500	-
Enhancement	IV	100	100	100
Total Facility Related Projects		3,100	1,600	100
Projects to be Identified				
		-	3,287	6,954
		-	3,287	6,954
Total Capital Expenditures		19,750	19,750	19,750
Financed by the Following:				
Amortization Reserve		18,500	18,500	18,500
School Purchased Assets		1,250	1,250	1,250
Total Capital Financing		19,750	19,750	19,750

Legend:

Project Type: S=Strategic; E=Enhancement; L=Lifecycle

Priority: M=Mandatory; C=Critical; N=Necessary; D=Discretionary

Category: M=Maintenance; U=Upgrade; G=Growth; SC=Service Change; SF=Self Funded

Calgary Board of Education
2009 - 2012 Capital Budget and Estimates
Project Types, Priorities and Categories

Attachment II

The Capital Budget Council established criteria for prioritizing capital budget projects/equipment requests from schools and service units by project type, priority and category. A points ranking system was adopted to further prioritize requests based on the priority and project type, with requests with a Priority: Mandatory and Project Type: Mandatory scoring highest and requests with a Priority: Discretionary and Project Type: Lifecycle scoring lowest. The following three Project Types have been identified:

1. **Strategic (S)** - an investment that brings something of value to the CBE in direct link with the Three year Education Plan.
2. **Enhancement (E)** - projects that provide the CBE with a return on investment.
3. **Lifecycle (L)** - the replacement and evergreening of existing CBE equipment and technologies.

The following four Priorities have been identified:

1. **Mandatory (M)** - projects for which there is a legislated requirement and/or contractual agreement that obligates the CBE to provide a service or physical facility.
2. **Critical (C)** - projects for which the need to start within one or two years is critical. Conditions which make a project critical include safety concerns, avoidance of greater replacement costs in the future, and operational requirements.
3. **Necessary (N)** - projects needed to ensure provision of well maintained facilities, systems equipment to support the CBE mission and/or normal business functions.
4. **Discretionary (D)** - projects identified as desirable, but not necessary, in terms of the CBE mission and/or normal business functions.

The following five Categories have been identified.

1. **Maintenance (M)** - the need is due to safety concerns, deteriorating condition, obsolescence and/or age of an existing asset.
2. **Upgrade (U)** - improvement of an existing asset with a new asset that provides improved functionality, and/or reliability/compatibility. These changes are driven by new legislation/compliance, technological innovations, changing
3. **Growth (G)** - assets needed to service the growth of changes to CBE's population and geographic area, demographic changes and/or economic expansion. This category includes all aspects of improvements necessitated primarily by
5. **Self Funded (SF)** - assets required through operations that are fully supported by the revenues received in support of those operations.

Calgary Board of Education
2011 - 2014 Capital Budget and Estimates
Priorities and Categories

Attachment III

Service Unit	Description	Priority	Category	2011/12 Capital Budget \$000	2012/13 Capital Estimate \$000	2013/14 Capital Estimate \$000
Strategic						
Non-Facility Related						
Capital Plan/Dev.	Facilities IT Strategic Plan	M	U	380	355	125
Central Facility Srv.	Fall Protection - OHS Compliance	M	U	100	285	285
Learning Innovation	Inclusive Learning Technologies	C	M	969	-	-
Corp. Financial Srv.	Budgeting System Implementation (New)	C	U	-	-	500
Learning Innovation	H.E.A.T. upgrade Project (Incident Management)	C	U	-	15	15
Central Facility Srv.	Security Cameras (CCTV)	C	U	175	375	375
Comm. Engagement	Program Moves and Expansions	C	G	900	900	900
Information Tech.	Mobile Device Disk Encryption	C	SC	-	973	-
Capital Plan/Dev.	Mobile Computing	N	U	226	-	-
Learning Innovation	Apple Automated Remote Management	N	G	300	-	-
Learning Innovation	Learning Resource Strategy	N	G	765	700	650
Total Strategic - Non-Facility Related				3,815	3,603	2,850
Facility Related						
Schools	New School Commissioning	C	G	3,000	1,500	-
Total Strategic - Facility Related				3,000	1,500	-
Total Strategic				6,815	5,103	2,850

Legend:
Priority: M=Mandatory; C=Critical; N=Necessary; D=Discretionary
Category: M=Maintenance; U=Upgrade; G=Growth; SC=Service Change; SF=Self Funded

Calgary Board of Education
2011 - 2014 Capital Budget and Estimates
Priorities and Categories

Attachment IV

Service Unit	Description	Priority	Category	2011/12 Capital Budget \$000	2012/13 Capital Estimate \$000	2013/14 Capital Estimate \$000
Enhancement						
Non-Facility Related						
Information Tech.	Anti-Virus Infrastructure Upgrade	C	M	610	-	-
Central Facility Srv.	3/4 Ton Van - All Wheel Drive (0,1,0)	N	M	-	40	-
Corp. Financial Srv.	Enhancements - Financial System	N	M	-	50	50
Central Facility Srv.	Electronic Door Access	N	U	134	779	779
Information Tech.	Enterprise Portal Deployment	N	U	1,713	-	-
Central Facility Srv.	Glazing Shop Cutting Table (1,0,0)	N	U	11	-	-
Information Tech.	Microsoft Office 2011 for Macintosh	N	U	-	469	-
Central Facility Srv.	4 x 4 Truck with Box (0,1,0)	N	G	-	40	-
Facility Operations	Aerial Lifts (1,1,0)	N	G	10	10	-
Central Facility Srv.	Portable Balancer (1,0,0)	N	G	9	-	-
Central Facility Srv.	Scissor Lift (1,0,0)	N	G	20	-	-
Central Facility Srv.	Thermal Imaging Camera (1,0,0)	N	G	24	-	-
Central Facility Srv.	Glazing Shop Argon Gas Filling Unit	D	G	-	9	-
Central Facility Srv.	Glazing Shop Glass Washer (0,1,0)	D	G	-	45	-
Schools	School Purchased Assets	D	SF	1,250	1,250	1,250
Total Enhancement - Non Facility Related				3,781	2,692	2,079
Facility Related						
Corp. Business Srv.	Administrative Renovations	N	M	100	100	100
Total Enhancement - Facility Related				100	100	100
Total Enhancement				3,881	2,792	2,179

Legend:

Priority: M=Mandatory; C=Critical; N=Necessary; D=Discretionary

Category: M=Maintenance; U=Upgrade; G=Growth; SC=Service Change; SF=Self Funded

Calgary Board of Education
2011 - 2014 Capital Budget and Estimates
Priorities and Categories

Attachment V

Service Unit	Description	Priority	Category	2011/12 Capital Budget \$000	2012/13 Capital Estimate \$000	2013/14 Capital Estimate \$000
Lifecycle						
Non-Facility Related						
Corp. Financial Srv.	Oracle Financials Upgrade (Version 11.5.8 to 12.1)	M	U	1,200	300	-
Central Facility Srv.	Compact Tractor with Attachments (1,1,0)	C	M	60	60	-
Facility Operations	Highfield Heating, Ventilation, Air Conditioning	C	M	-	130	195
Information Tech.	ITS Infrastructure Renewal and Growth	C	M	1,664	1,033	1,098
Central Facility Srv.	Municipal Tractor with Attachments (0,1,0)	C	M	-	150	-
Facility Operations	South Loading Dock Masonry Repairs - Highfield	C	M	40	-	-
Central Facility Srv.	Wide Area Mower (1,0,0)	C	U	110	-	-
Learning Innovation	Desire 2 Learn Storage Project	C	G	-	55	5
Central Facility Srv.	2 Ton Hoist Truck (0,0,1)	N	M	-	-	68
Central Facility Srv.	5 Ton Dump Trucks (0,2,0)	N	M	-	210	-
Central Facility Srv.	Bobcat Skid Steer Loader	N	M	60	-	-
Central Facility Srv.	Genie Lift (1,0,0)	N	M	10	-	-
Central Facility Srv.	Hydraulic Metal Band Saw	N	M	6	-	-
Central Facility Srv.	Mail Truck with Box (0,1,0)	N	M	-	74	-
Central Facility Srv.	Metal Lathe	N	M	10	-	-
Central Facility Srv.	Road Grader (0,1,0)	N	M	-	150	-
Central Facility Srv.	Service Truck with Box (0,1,3)	N	M	-	65	203
Central Facility Srv.	Service Vans with Racking (8,13,6)	N	M	250	387	167
Central Facility Srv.	Truck with Racks for Glass (0,1,0)	N	M	-	64	-
Central Facility Srv.	Welding Truck with Box (0,0,1)	N	M	-	-	65
Corp. Financial Srv.	Quick Books Upgrade (2006)	N	U	-	-	65
Central Facility Srv.	Utility Trailer	N	U	7	-	-
Facility Operations	Auto Scrubbers (21,30,33)	N	G	135	188	210
Facility Operations	Battery Operated Burnishers (3,5,0)	N	G	21	34	-
Facility Operations	Carpet Cleaner (0,1,0)	N	G	-	8	-

Legend:

Priority: M=Mandatory; C=Critical; N=Necessary; D=Discretionary

Category: M=Maintenance; U=Upgrade; G=Growth; SC=Service Change; SF=Self Funded

Calgary Board of Education
2011 - 2014 Capital Budget and Estimates
 Priorities and Categories

Attachment V

Service Unit	Description	Priority	Category	2011/12 Capital Budget \$000	2012/13 Capital Estimate \$000	2013/14 Capital Estimate \$000
Non-Facility Related Continued						
Facility Operations	Ride-on Auto Scrubbers (4,3,6)	N	G	51	38	76
Facility Operations	Ride-on Tractors (3,2,1)	N	G	30	22	15
	Total Lifecycle - Non-Facility Related			<u>3,654</u>	<u>2,968</u>	<u>2,167</u>
Total Lifecycle				<u><u>3,654</u></u>	<u><u>2,968</u></u>	<u><u>2,167</u></u>

Legend:

Priority: M=Mandatory; C=Critical; N=Necessary; D=Discretionary

Category: M=Maintenance; U=Upgrade; G=Growth; SC=Service Change; SF=Self Funded

CALGARY BOARD OF EDUCATION
REPORT TO THE REGULAR MEETING OF THE BOARD OF TRUSTEES

PUBLIC AGENDA
May 17, 2011

To: BOARD OF TRUSTEES

From: Naomi E. Johnson, Chief Superintendent of Schools

Re: 2011/2012 Transportation Fee Schedule

Purpose: Approval

Governance Policy Reference: EL-1: General Executive Constraint
EL-11: Financial Condition
EL-15: Transportation

Originator: Frank J. Copping, Superintendent, Facilities and Environmental Services

Resource Persons: Wayne T. Braun, Director, Corporate Financial Services
Calvin Davies, Director, Community Engagement and Operational Planning
Jon R. Anderson, Manager, Corporate Financial Services
Charlie Llewellyn, Manager, Transportation Services

I. RECOMMENDATIONS

It is recommended:

1. THAT the 2011/2012 Senior High School Transportation Fee Schedule, as outlined in Attachment I (Section A: 1), of this report be approved; and
2. THAT the 2011/2012 Kindergarten Charter Transportation Fee Schedule, as outlined in Attachment I (Section A: 2), of this report be approved; and
3. THAT the 2011/2012 Elementary (grades 1-6) Charter Transportation Fee Schedule, as outlined in Attachment I (Section A: 3), of this report be approved; and
4. THAT the 2011/2012 Junior High (grades 7-9) Charter Transportation Fee Schedule, as outlined in Attachment I (Section A: 4[a]), of this report be approved; and

5. THAT the 2011/2012 Junior High (grades 7-9) Calgary Transit Transportation Fee Schedule, as outlined in Attachment I (Section A: 4[b]), of this report be approved; and
6. THAT the 2011/2012 Eligible Special Needs Students Transportation Fee Schedule, as outlined in Attachment I (Section A: 5), of this report be approved; and
7. THAT the 2011/2012 Family Maximum Transportation Fee Schedule, as outlined in Attachment I (Section A: 6), of this report be approved; and
8. THAT the 2011/12 Ineligible Charter Transportation Fee Schedule, as outlined in Attachment I (Section A: 7), of this report be approved.

II. ISSUE

Executive Limitation 15: Transportation requires that an annual transportation fee schedule be developed and recommended by the Chief Superintendent for approval by the Board of Trustees. This report includes a transportation fee schedule for the Board's consideration for the 2011/2012 school year.

Executive Limitation 11: Financial Condition requires that the Chief Superintendent shall not plan to use any uncommitted operating reserves without the prior approval of the Board of Trustees. Consistent with the Annual Financial Statements and all 2010/11 current year projections, it is expected that the Transportation Fee Stabilization Reserve will continue to have a \$nil balance at August 31, 2011 and there are no reserve amounts to support 2011/2012 Transportation expenses.

III. BACKGROUND

Administration continues to be responsive to student needs while maintaining fiscal responsibility in the management of transportation services in a large metro setting to all eligible students in the Calgary Board of Education (CBE). Implementation of the results of a provincial review of the metro transportation funding formula has again been delayed and no announcements on formula changes are anticipated until at least the 2012/2013 school year.

The CBE will need to continue to rely on the existing Transportation grant formulae and costs recovered from user fees to fund transportation service expenses for 2011/2012. Reliance on user fees ensures that transportation expenses are based on full cost recovery and that no sources of instructional funding are utilized to subsidize the transportation budget for 2011/2012. This is consistent with stakeholder feedback gathered during the preparation of the CBE budget for 2011/2012.

Over the past five years a number of strategies have been successfully implemented to reduce costs and contain fee increases. These have included:

- 1) Congregated bus stops on bus routes for alternative programs where buses were less than 50% utilized.
- 2) Junior high students accessing Calgary Transit Service where appropriate.
- 3) Students attending special needs programs access regular charter bus service where appropriate.
- 4) Coordinated school start and end times.
- 5) Bus route reductions.
- 6) Reduced central supports within the Transportation Office.
- 7) Utilization of Transportation Reserves, when available.

For the 2011/12 school year, there will again be a need to utilize and expand upon the strategies identified above in order to partially mitigate the shortfall in the provincial transportation grants, before setting the transportation fee schedule. As such, administration is aligning ten system wide non-instructional days. Currently, all CBE schools have three professional/organizational days and one appeal day that are aligned system wide. As administration examined school calendars, it was evident that additional non-instructional days were already being designated by schools for parent/student/teacher conferences and professional/organizational purposes at a variety of different times throughout the school year. The alignment of these dates across the school system means that no transportation services are required on those days. This change reduces transportation costs and assists in the containment of any proposed transportation fee increases.

Administration acknowledges further challenges need to be addressed including, school/program closures and moves and the opening of any new programs. For the 2011/2012 school year all these items are being addressed in this transportation budget.

IV. ANALYSIS

In accordance with Section 51(3) of the *School Act*, a school board may charge a fee (as determined by the Provincial Student Transportation Regulation) to the parents of students receiving student transportation services.

Transportation fees are payable by the parents of all students receiving transportation services. Waivers are allowed by Administrative Regulation 6095: Student Transportation

to all eligible parents of low income families who qualify. This regulation also sets out the rules for transporting Calgary Board of Education students.

Attachment I outlines relevant transportation fee information for 2011/2012 that relates to the 2011/2012 fee schedule being recommended to the Board of Trustees. For transportation services, budget revenue and expenditure estimates for 2011/2012 are outlined in Attachment I, Part E of this report. These estimates provide for expected service route changes, student ridership assumptions, and contracted service costs to CBE carriers. Contracted carrier costs reflect a confirmed 0% CPI adjustment for carrier employee wages and reflect the increased cost of fuel (fuel price clause).

V. FINANCIAL IMPACT

In developing the transportation budget, administration has implemented many strategies (see background) to ensure full access by students to transportation against a provincially announced 0% per student grant rate increase. This is the second year of no funding rate increase. In addition, Alberta Education implemented a funding reduction in the RCPA factor (inflation protection) for transportation by 50% resulting in a \$0.4 million funding loss and placing further pressure on this budget.

The preliminary transportation operating budget for 2011/2012 identified a shortfall of \$3.7 million in order to maintain current student transportation services without any operating reserves available.

The information below summarizes the impacts and cost savings of two major strategies approved for implementation by Superintendent's Team:

1. Alignment of 10 system wide non-instructional days.

Impacts

- reduction in school flexibility
- impact on pre-planned professional learning activities
- lack of responsiveness to individual school needs

Cost savings

There are currently four aligned system wide non-instructional days (three professional/organizational days and one appeal day). The alignment of a further six system wide non-instructional days (parent/student/teacher conference days and organizational/professional days) would reduce costs by approximately \$1.0 million for 2011/2012.

2. Revise charter bus fee schedule

Impacts

- public intolerance for fee increases
- increase in non-payments
- expectations of enhanced services

Revenue Increase

A fee increase of \$13.50 per student per month would generate approximately \$2.6 million in transportation user fees.

The CBE is not proposing an increase in fees for senior high students accessing Calgary Transit Service (CTS) bus passes for 2011/2012, as there was no CTS fee increase passed on by the city.

The 2011/2012 estimated student transportation budget projects fee cost recovery to be \$8.79 million based on a per student fee of \$33.50 per month for ten months. These fees plus the provincial grants will balance the 2011/2012 transportation budget utilizing a full cost recovery model.

VI. IMPLEMENTATION CONSEQUENCES

Should the Board of Trustees not approve any or all of these recommendations for the 2011/2012 Transportation Fee Schedule administration would need to make adjustments to service level and/or subsidize the transportation budget with funds that could be utilized for instructional purposes.

A plan to communicate the approved transportation fee schedule to schools and the parents of students will be prepared and implemented by the Communications Department and Community Engagement and Operational Planning upon approval by the Board of Trustees of the fee schedule for the 2011/2012 school year. Approval of the transportation fee schedule prior to the budget allows for distribution of contracts to parents and the finalization of route planning can begin in anticipation of distribution in August, 2011.

VII. CONCLUSION

A Transportation Fee Schedule with recommended rates for the 2011/2012 year will be implemented upon approval of the Board of Trustees. This will fulfill the Chief Superintendent's obligations under Executive Limitation 15: Transportation, Executive Limitation 11: Financial Condition, Executive Limitation 10: Budgeting Process and Executive Limitation 1: General Executive Constraint.



NAOMI E. JOHNSON
CHIEF SUPERINTENDENT OF SCHOOLS

Attachment I: 2011/2012 Transportation Fee Information

Calgary Board of Education
2011/2012 TRANSPORTATION FEE INFORMATION

A. 2011/2012 Transportation Fee Schedule

The following fee schedule is recommended for the 2011/2012 school year:

	<u>2011/2012</u>	<u>2010/2011</u>
1. <u>Senior High School</u>	Per month	Per month
	fee	fee
Calgary Transit*	\$35.75	\$35.75
Ineligible Transit	\$54.25	\$54.25

** Calgary Transit student monthly bus passes are set at \$54.25 per month for the 2011/2012 school year. It is proposed that, for the 2011/2012 school year, the CBE continue to provide a rebate of \$18.50 per month (\$18.50 per month 2010/2011)*

<u>Kindergarten and Grades 1-9</u>	Per month	Per month
	fee	fee
2. Kindergarten Charter Transportation	\$33.50	\$20.00
3. Elementary (grades 1-6) Charter Transportation	\$33.50	\$20.00
4. (a) Junior High (grades 7-9) Charter Transportation	\$33.50	\$20.00
(b) Junior High (grades 7-9) Calgary Transit**	\$33.50	\$20.00
5. Eligible Special Needs Students (Grades 10-12)	\$33.50	\$20.00
6. Family Maximum	\$67.00	\$40.00
7. Ineligible Charter	\$33.50	\$20.00

*** The fees associated with Calgary Transit student monthly bus passes will be provided on an equitable basis with the fees for charter bus transportation for Junior High students. As a result, it is proposed that the CBE continue to provide an approved rebate for the eligible Junior High students with Calgary Transit student monthly bus passes at \$20.75 per month for 2011/2012 (\$34.25 per month in 2010/2011).*

Note: Students who are impacted by a Board approved school closure taking effect for the 2011/2012 school year, but are required to access student transportation services, will be grandfathered from this fee for the 2011/2012 school year.

There is a \$13.50 per month (\$0.74 per day) increase in Annual Charter Transportation Fees for eligible Elementary and Junior High students proposed for the 2011/2012 school year. There is no proposed annual fee increase for all senior high students accessing Calgary Transit.

B. Procedures

In order to minimize the impact of administrative tasks at the school level, the following procedures will remain in place for 2011/2012:

1. Calgary Transit monthly bus passes will be sold through independent outlets of Calgary Transit at the full price of \$54.25/month. Eligible students will be requested to return expired passes to the school in the following month for a rebate. The rebate is the difference between the Calgary Transit monthly pass cost and the Board's approved fee (\$35.75/month). Parents must register for rebate eligibility.
2. For charter buses and all other modes of transportation provided by the Calgary Board of Education, parents/independent students will sign a transportation agreement. Prior to the beginning of the school year payment can be made in full or by ten post-dated monthly installments.
3. Waiver applications for fees for those families experiencing financial hardship and who qualify under existing Calgary Board of Education fee waiver guidelines will be processed centrally by the Corporate Financial Services Department. Parents must apply for waiver eligibility.

C. Service Provision

Kindergarten and Grades 1-6	Two-way charter transportation will be provided for students living in the transportation service area for their directed school.
Grades 7-9	Depending on the school or program attended either two-way charter transportation or subsidized Calgary Transit transportation will be provided for students living in the transportation service area for their directed school.
Grades 10-12	Subsidized transportation is provided on Calgary Transit for students living beyond 2.4 km from the school they are attending where Calgary Transit service exists. Alternate service is provided to students' directed schools if there is no Calgary Transit service available.

D. Fee Structure

The annual student transportation fee amounts are established according to the Student Transportation Regulation (*Alberta Regulation 250/98*). This regulation requires that the cost of transportation service, including delivery coordination, less the Provincial transportation grants and any transfers from established Transportation Reserves, be the basis for determining the amount of the fee revenues required to establish fee levels. The cost of fee waivers for eligible parents is considered in establishing the amount of revenues to be collected from fees.

E. Budget Estimates**Budget Estimates for 2011/2012**

Student Transportation Expenses	\$ 37,688,000	100.00 %
Provincial Transportation Grants	(28,893,000)	(76.66)%
Fee Stabilization Reserve Fund	<u>\$NIL</u>	<u>(0.00)%</u>
Costs to be Recovered from Fees	<u>\$ 8,795,000</u>	<u>23.34 %</u>

There are no funds available in the Transportation Fee Stabilization Reserve Fund to support the transportation service offer. The fees proposed along with the cost containment strategies identified in this report for 2011/2012 will fully provide for costs over and above government transportation grants. Administration will explore all opportunities to work collaboratively with Alberta Education to expedite an equitable metro transportation formula that meets the needs of CBE students and is financially sustainable.

CALGARY BOARD OF EDUCATION
REPORT TO THE REGULAR MEETING OF THE BOARD OF TRUSTEES
PUBLIC AGENDA

May 17, 2011

To: Board of Trustees

From: Naomi E. Johnson, Chief Superintendent of Schools

Re: **Annual Monitoring Report for Executive Limitation 8:
Staff Evaluation**

Originator: John G. Johnston, Superintendent, Human Resources

Resources: Keith Peterson, Director, Partner Services
Karen Demassi, Director, Centres of Excellence

I. PURPOSE OF THE REPORT

The Chief Superintendent is required to provide an annual monitoring report for the Board of Trustees with respect to Executive Limitation 8: Staff Evaluation. The purpose of this report is to reflect on the extent to which the Calgary Board of Education achieved the Chief Superintendent's Reasonable Interpretation of this Executive Limitation.

II. EXECUTIVE LIMITATION 8: STAFF EVALUATION

The Chief Superintendent shall not fail to evaluate all employees' performance according to their contribution toward achieving the Board of Trustees' Ends policies for student achievement and their compliance with the Board of Trustees' Executive Limitations policies.

III. REASONABLE INTERPRETATION AND RESULTS

Chief Superintendent's Interpretation

The evaluation of employee performance enhances productivity, builds strong relationships and facilitates ongoing communication. Clearly articulating the through line from individual employee performance to the organization's achievement of the Ends and compliance with the Executive Limitations is the

focus of our work. The evaluation process is one way to support employees as they learn to understand how their role builds from an individual to a work group, from a team to a school and a service unit, and ultimately contributes to organizational performance. Foundational Calgary Board of Education documents including administrative regulations and the Three-Year Education Plan outline an expectation of accountability for all employees to take “into consideration the education plans of the school and the Calgary Board of Education.” (CBE AR 4003) Whether through Teacher Professional Growth Plans or the key performance objectives identified by senior leaders, the integral connection between employee outcomes and the outcomes of the organization are clear.

In order to fulfill the requirement that the Chief Superintendent shall not fail to evaluate all employees’ performance within the context of Board of Trustees’ Ends and Executive Limitations policies, the following measures have been identified.

Evaluation of the Senior Leadership Team

Measure

On an annual basis, the performance of each member of the senior leadership team will be assessed.

Rationale

The measure is explicit from the Chief Superintendent’s Interpretation.

Result

The measure was achieved.

Evaluation of Exempt Staff Performance

Measure

On an annual basis the performance of each Exempt staff member will be assessed.

Rationale

The measure is explicit from the Interpretation.

Result

The measure was achieved.

Evaluation of Teacher Performance

Measure

Teacher performance evaluation is undertaken as required by Administrative Regulation 4003 – Teacher Growth, Supervision and Evaluation and the *School Act*, and is governed by the Alberta Education Teaching Quality Standard.

Rationale

The measure is explicit from the Interpretation.

Result

The measure was achieved.

Evaluation of Support Staff

Measure

An evaluative tool and process for support staff will be developed in calendar year 2011.

Rationale

The measure is explicit from the Interpretation.

Result

The measure was achieved.

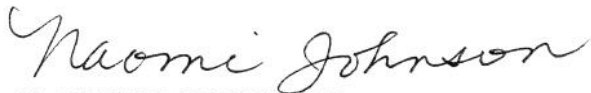
Work on this tool and process has commenced and completion is planned prior to the end of the calendar year. The project is on target and complies with the timeline framed by administration.

IV. STATEMENT OF COMPLIANCE

In the May 18, 2010 monitoring report for Executive Limitation 8: Staff Evaluation, several significant gaps were identified and overall non-compliance with this Executive Limitation was reported. An undertaking was provided to the Board of Trustees that in 2010 a Performance Management Program would be developed and introduced for Superintendents and Exempt Staff. This undertaking was fulfilled

The Board of Trustees was further advised that, following the introduction of the Exempt Staff Performance Management Program, work would commence on developing both an instrument as well as a process for support staff. Further, that given the number of support staff, an assessment cycle would be recommended. This work has been initiated, development is planned for 2011 and introduction of the Program in calendar year 2012.

The Chief Superintendent is required to provide an annual monitoring report to the Board of Trustees, reflecting on the extent to which the organization complies with the reasonable interpretation of Executive Limitation 8: Staff Evaluation. This report includes a reasonable interpretation and provides documented evidence of compliance. As such, I am reporting overall compliance with this Executive Limitation.

A handwritten signature in cursive script that reads "Naomi Johnson".

NAOMI E. JOHNSON

CHIEF SUPERINTENDENT OF SCHOOLS

CALGARY BOARD OF EDUCATION

**REGULAR MEETING OF THE BOARD OF TRUSTEES
PUBLIC AGENDA**

May 17, 2011

TOPIC: PROPOSED ADOPTION OF GP-12, PROVISION FOR GOVERNANCE AND REVIEW OF GOVERNANCE POLICY GP-12E

RECOMMENDATIONS:

1. THAT the minutes of Trustee Remuneration Committee meetings held March 17, 2011, April 28, 2011 and May 13, 2011 be received for information and for the record.
2. THAT the Board of Trustees approves the adoption of GP12: Provisions for Governance.
3. THAT the Board of Trustees approves the amended GP-12E: Trustee Remuneration.

The Trustee Remuneration Committee is comprised of:

Trustee, George Lane, Chair of the Trustee Remuneration Committee

Trustee, Pat Cochrane

Ms. Eryn Kelly (Calgary Association of Parents and School Councils (CAPSC) representative)

Mr. Eric B. Miller (Corporate representative)

Ms. Wendeline Fraser (Stakeholder representative)

Ms. Marina Munro (Stakeholder representative)

BACKGROUND:

The Committee held three meetings the minutes of which are attached.

In addition to the usual work of the Trustee Remuneration Committee a number of related matters were, this year, referred to the Committee for the Committee's consideration. These matters ranged from the question of support to Trustees for cellular phones/smart phones to adopting or devising a replacement for the deleted GP-12 – Investment in Governance to which GP- 12E had heretofore been attached.

Taken together these matters tended to relate to one or more of the following objectives:

- 1] Provisions for effective and efficient Trustees' work on site at the Dr. Carl Safran Centre.
- 2] Provisions for effective and efficient Trustees' work off site.
- 3] Provision for Trustees' Taxable Honoraria, Benefits, Allowances and Expenses.

The CBE current policy states:

The position of Trustee is similar to that of a City of Calgary Alderman except, to the extent that the latter position is deemed to be full-time, the former is deemed to be half time. The intent of this policy is to ensure that Trustee remuneration approximates one-half that of City of Calgary Aldermen at a cost to the Calgary Board of Education that is commensurate with that of the other three Alberta metropolitan school boards.

It should also be noted that the City of Calgary is currently undertaking a major review of remuneration of Aldermen.

According to audited financial statements filed with the Alberta Government the total remuneration of Trustees [including benefits, allowances and expenses] for the year ended August 31, 2010 for the CBE was \$422,000. The comparable cost for the other three Metro School Boards was \$422,000; \$419,000; and \$277,000. Given that the CBE is about 25% larger than the second largest Metro board some increase in this item for the CBE would not be out of line with other large boards.

However, given the currently constrained resources of the CBE the Trustee Remuneration Committee concluded that its recommendations, at this time, should be focused on matters that would tend to improve the governance function as Trustees adapt to new concepts and new technologies in a new environment in the Dr. Carl Safran Centre.

All things considered it seems prudent therefore for the Trustee Remuneration Committee to recommend continuing the freeze on Trustees' Honoraria until after the City of Calgary reports in the Fall of 2011. At that time consideration might be given to asking the Trustee Remuneration Committee to reconvene.

Respectfully Submitted,

Dr. George S. Lane, Trustee
Chair, Trustee Remuneration Committee

CALGARY BOARD OF EDUCATION

TRUSTEE REMUNERATION COMMITTEE

Minutes of the Meeting of the Trustee Remuneration Committee held at the Education Centre,
515 Macleod Trail SE, Calgary, Alberta
Thursday, March 17, 2011

PRESENT: Dr. G. Lane, Trustee and Committee Chair
Ms. P. Cochrane, Trustee and Committee Member
Ms. W. Fraser, Committee Member
Ms. M. Munro, Committee Member
Mr. E. Miller, Committee Member (Joined meeting at 8:45 a.m. to 9:00 a.m.)
Ms. G. St. Croix (Recorder of Notes)

REGRETS: Ms. E. Kelly, Committee Member

1.0 Chair's comments and introductions

Chair Lane introduced Committee Members and thanked everyone for attending the meeting.

2.0 Approval of Agenda

Committee members reviewed and approved the March 17, 2011 agenda.

3.0 Review of Major Assumptions

Committee members reviewed and discussed the Major Assumptions based on their professional experience.

Committee members agreed to look into other incentives in lieu of remuneration increases.

Action: W. Fraser to gather information and data for comparison. Chair Lane to gather information on the provincial data for Metro Boards. Chair Lane and P. Cochrane to schedule meeting with E. Kelly to obtain her input. G. St. Croix to provide contact information to each committee member.

4.0 Mandate of the Committee

Committee members reviewed and discussed the mandate of the Committee.

5.0 Next meeting – April 15, 2011 – 8:00 a.m. to 10:00 a.m.

6.0 Adjournment – 10:00 a.m.

CALGARY BOARD OF EDUCATION

TRUSTEE REMUNERATION COMMITTEE

**Minutes of the Meeting of the Trustee Remuneration Committee held at the Education Centre,
515 Macleod Trail SE, Calgary, Alberta
Thursday, April 28, 2011
7:30am-9:30am**

PRESENT: Dr. G Lane, Trustee and Committee Chair
Ms. P. Cochrane, Trustee and Committee Member
Ms. E. Kelly, Committee Member
Ms. M. Munro, Committee Member
Mr. E. Miller, Committee Member (Left meeting at 8:50am)
Ms. G. St. Croix (Recorder of Notes)

REGRETS: Ms. W. Fraser, Committee Member

1.0 Chair's comments and introductions

Chair Lane introduced Committee Members and thanked everyone for attending the meeting.

2.0 Approval of Agenda

Committee members reviewed and amended the April 28, 2011 Agenda.

3.0 Approval/Revisions of Meeting Minutes from March 17, 2011

Committee members reviewed and approved the March 17, 2011 Meeting Minutes.

4.0 Review of New Data/Information

Committee members reviewed and discussed the New Data/Information. E. Miller requested the following question be added to the agenda. "Financially, where is the Calgary Board of Education with the Province regarding the Provincial Budget?" P. Cochrane provided background information related to the CBE's financial position including an update from the Board Chairs and Superintendents Metro Boards meeting held on April 27, 2011.

Action: Chair Lane to draft a proposed report with policy recommendations.

Parking for Trustees

Committee members agreed that parking fees should be covered for Trustees.

5.0 Next meeting – May 13, 2011 – 8:00 a.m. to 10:00 a.m.

6.0 Adjournment – 9:20 a.m.

CALGARY BOARD OF EDUCATION
TRUSTEE REMUNERATION COMMITTEE

**Minutes of the Meeting of the Trustee Remuneration Committee held at the Board of Education,
515 Macleod Trail, SE Calgary, Alberta
Thursday, May 13, 2011
8:00am-10:00am**

PRESENT: Dr. George Lane, Trustee and Committee Chair
Ms. Pat Cochrane, Trustee and Committee Member
Ms. Wendelin Fraser, Committee Member
Mr. Eric Miller, Committee Member
Ms. Marina Munro, Committee Member

REGRETS: Ms. Eryn Kelly, Committee Member

1.0 Chair's comments and introductions

Chair Lane thanked everyone for attending the meeting.

2.0 Approval of Agenda

Committee members reviewed and approved the May 13, 2011 agenda.

3.0 Approval/revisions of Meeting Minutes from April 28, 2011

Committee members reviewed and approved the April 28, 2011 Meeting Minutes.

4.0 Review of Draft Outline of CBE Recommendation to Public Meeting

Committee members reviewed the Draft outline of the Proposed Policy.

Moved by Ms. Marina Munro and Seconded by Ms. Wendelin Fraser

**THAT the Trustee Remuneration Committee approve the Draft Outline of
the CBE recommendation to Public Meeting report as revised.**

**The motion was
CARRIED UNANIMOUSLY**

5.0 Review of Draft Outline of Proposed Policy GP-12: Provisions for Governance

Committee members reviewed the Draft outline of the Proposed Policy GP-12: Provisions for Governance.

Moved by Mr. Eric Miller and Seconded by Ms. Marina Munro

THAT the Trustee Remuneration Committee approve the Draft Proposed Policy GP-12: Provisions for Governance as revised.

**The motion was
CARRIED UNANIMOUSLY**

6.0 Review of Draft Outline of Proposed Policy GP-12E: Trustee Remuneration

Committee members reviewed the Draft outline of the Proposed Policy GP-12E: Trustee Remuneration.

Moved by Ms. Wendelin Fraser and Seconded by Mr. Eric Miller

THAT the Trustee Remuneration Committee approve the Draft Proposed Policy GP-12E: Provisions for Governance as revised.

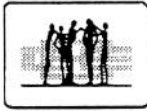
**The motion was
CARRIED UNANIMOUSLY**

7.0 Ms. W. Fraser suggested to include the following into the May 13, 2011 Meeting Minutes

Propose the Trustees undertake a review to assess effectiveness and costs related to:

- Support of new laptops
- Support for transportation allowances
- Support for Trustees on communications devices

8.0 Adjournment – 9:30 a.m.



CALGARY BOARD OF EDUCATION

Board of Trustees' Policy – Governance Process

GP-12: Provisions for Governance

Monitoring Method: Self-Assessment

Monitoring Frequency: Annual

1. Investment in governance capacity is necessary and prudent to assure that the governance function of the Board of Trustees is effective and efficient.
2. Society's and parents' expectations of the role of trustee, combined with the governance requirements of a large and complex school system, make it inappropriate to consider the position of trustee to be that of a volunteer. Therefore it is important to the well being of the Calgary Board of Education that corporately skilled people representative of the city's public school supporters and committed to public education be attracted to the position of trustee.
3. The position of trustee is similar to that of a City of Calgary Alderman except, to the extent that the latter position is deemed to be full-time, the former is deemed to be half time. The intent of this policy is to ensure that trustee remuneration approximates one-half that of City of Calgary Aldermen at a cost to the Calgary Board of Education that is commensurate with that of the other three Alberta metropolitan school boards.
4. Trustees are expected to be available to work 'on site' at CBE offices during 'meeting days' [currently Tuesdays and Wednesdays]; and occasionally, at other times, at the call of the Chair. In accordance with established practice Trustees on other days [including weekends, evenings and holidays] may choose to work on site or off site in accordance with the demands of their situation.
5. Trustees work in a changing and dynamic environment. Each trustee will be supported in carrying out their duties for the CBE through appropriate office space, appropriate technologies to facilitate work across CBE properties, access to parking and other transportation requirements.
6. Consistent with the public demand for more transparency and greater accountability of elected officials and governments, this policy requires all remuneration to be taxable and all reimbursements of expenses to be supported by receipts.

Adopted: _____



CALGARY BOARD OF EDUCATION

Board of Trustees' Policy – Governance Process GP-12E: Trustee Remuneration

A. Taxable Honoraria, Benefits and Allowances

1. Effective November 1, 2009, Trustees' honoraria will be \$46,618 per annum paid in regular bi-weekly payments. The annual honoraria provide compensation for all duties, responsibilities and activities required of Trustees.
2. The Chair will receive an additional honorarium in regular bi-weekly payments at the rate of \$10,476 per annum; and the Vice-Chair will receive an additional honorarium in regular bi-weekly payments at the rate of \$5,238 per annum. These honoraria provide compensation for duties, responsibilities and activities required of the Chair and Vice-Chair.
3. In addition to honoraria, each Trustee will receive a taxable benefit package worth 10% of the basic honorarium. The package will include for each Trustee, \$50,000 group life insurance and \$50,000 Accidental Death and Dismemberment coverage which will be paid 100% by the Calgary Board of Education. In lieu of other benefits, each Trustee will receive the remainder of the package (the value of 10% of basic honorarium less the cost of the group life insurance and Accidental Death and Dismemberment premiums) in regular bi-weekly payments.
4. Each Trustee will receive an annual taxable transportation allowance of \$3,600 paid in regular bi-weekly payments. This allowance will compensate for all in-city transportation costs including vehicle expenses, parking, taxis, LRT fares and the like.

B. Reimbursable Expenses

1. Each Trustee will be entitled to be reimbursed from the Board of Trustees' budget for expenses, which are supported by receipts, related to professional development up to a maximum of \$4000 per fiscal year of the CBE. This budget is expected to cover the costs of travel, fees and related expenses to attend professional meetings; and the costs of books, journals and similar items that are clearly of a professional development nature.
2. Each Trustee will be entitled to be reimbursed from the Board of Trustees' budget for expenses, that are supported by receipts, related to reasonable costs of carrying out assigned Board business or approved representation of the Board at meetings and events in accordance with standard CBE policies.

3. Effective September 1, 2011, each Trustee will be entitled to be reimbursed from the Board of Trustees' budget for expenses related to costs of communication devices (cell phones, etc.) to a maximum of \$50 per month.
4. Conference costs to attend the Canadian School Boards Association annual conference and the Alberta School Boards Association semi-annual conferences will be charged to the Board of Trustees' general travel account in accordance with established practices.

C. Other

1. Each Trustee will be provided reserved underground parking paid for from the Trustees' Office budget. Each Trustee will be provided office space in the Dr. Carl Safran Centre. Each Trustee will be provided the use of a laptop computer or similar portable electronic device for use in the Board Room, in the Trustee's Office and off site.
2. At the end of each Trustee's service, such Trustee shall be entitled to a retiring allowance to ease the transition from such service, in accordance with the following schedule:
 - i) A Trustee whose service ends at the end of his/her first term shall receive a retiring allowance equal to two weeks of Trustees' basic honorarium prevailing at the end of such service per year of service;
 - ii) A Trustee whose service ends following the completion of two or more terms shall receive a retiring allowance equal to one month's honoraria per year of continuous service to a maximum of one-half of the Trustees' basic annual honorarium prevailing at the end of such service;
 - iii) Notwithstanding i) and ii) above, a Trustee who fails to complete the term to which he/she is elected shall not be entitled to a retirement allowance for any portion of that term, except as the Board of Trustees might determine after due consideration of any extenuating circumstances.
3. It should be noted that there is no provision to pay 'meeting honoraria' or 'per diems'; nor is there any provision to reimburse Trustees for any other support of home offices that Trustees may choose to establish as an off site work place.

Adopted: _____

CALGARY BOARD OF EDUCATION
REGULAR MEETING OF THE BOARD OF TRUSTEES
PUBLIC AGENDA

MAY 17, 2011

To: BOARD OF TRUSTEES

From: Danielle Doll, Assistant Corporate Secretary

Re: Correspondence

Purpose: Information

Governance Policy Reference: EL-3: Information, Counsel and Support to
the Board of Trustees

I. RECOMMENDATION

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

- **Correspondence email dated April 28, 2011 from the Honourable Dave Hancock, Minister of Education, to Board Chairs of Public, Separate, Francophone and Charter School Boards, regarding the Council of Ministers of Education, Canada (CMEC) meeting and issues discussed.**

Respectfully Submitted,

Danielle Doll,
Assistant Corporate Secretary

From: Education Minister [mailto:Education.Minister@gov.ab.ca]
Sent: Thursday, April 28, 2011 10:52 AM
To: Undisclosed recipients
Subject: Council of Ministers of Education, Canada (CMEC) Follow-Up

**TO: Chairs of Public, Separate, Francophone and Charter School Boards
Presidents, Stakeholder Associations**
ACSTA (Alberta Catholic School Trustees' Association)
ASBA (Alberta School Boards Association)
ASCA (Alberta School Councils' Association)
AISCA (Association of Independent Schools & Colleges in Alberta)
CASS (College of Alberta School Superintendents)
PSBAA (Public School Boards' Association of Alberta)

The Council of Ministers of Education, Canada (CMEC) meets regularly to review issues of a pan-Canadian interest and to provide leadership at the national level on matters of learning. Further information on CMEC can be found at www.cmec.ca/About/Pages/default.aspx.

Highlights of some of the discussions that took place at the recent CMEC meeting in February 2011 include:

Special Session on Early Childhood Learning and Development

Dr. Stuart Shanker, Distinguished Research Professor of Philosophy and Psychology at York University, presented on the importance of self-regulation in children. Self-regulation in children can be defined as the ability to stay calmly focused and alert. Dr. Shanker postulates that self-regulation is the key determinant in educational success for children and is a stronger predictor of success than IQ, hours of schooling and exposure to technology.

Dr. Shanker claims that poor self-regulation is a byproduct of children being unable to manage external stimuli/stressors. Research has shown that children as young as 18 months show signs of self-regulation. However, poor self-regulation, seen in children as early as four years of age, can have a cascading effect on their ability to learn.

Some children have a more difficult time acquiring the necessary attention-, behaviour- and emotion-regulating skills required to self-regulate. The key to helping children self-regulate is for parents and educators to work together to control the stressors in a child's life and to teach him or her self-regulation at a very early age.

Meeting with National Aboriginal Organizations (NAOs)

Ministers met with leaders from the five NAOs: Assembly of First Nations, Congress of Aboriginal Peoples, Inuit Tapiriit Kanatami, Métis National Council and the Native Women's Association of Canada.

CMEC will be hosting the *Moving Forward: Sharing Experiences and Evidence in Aboriginal Education* workshop planned for November 2011. The workshop will provide a forum for educators to share evidence and experience about what works to improve education outcomes for Aboriginal students.

CMEC also outlined the upcoming Aboriginal data strategy and technical workshop. Alberta is one of the few Canadian jurisdictions that already collect self-identified Aboriginal student data. Alberta has also established and defined measures and indicators in consultation with their regional Aboriginal organizations and stakeholders.

International Education

Ministers of education, in collaboration with respective ministers responsible for immigration matters, developed an interim International Education Marketing Action Plan.

The plan addresses the growing global competition to attract international students, the recognition of the contribution international students make to educational institutions and the Canadian economy, and the recognition of the value that Canada's education brand brings to the country's international reputation.

The plan will be finalized over the coming months, and a final report will be submitted to premiers on June 1, 2011.

Canadian School Boards Association (CSBA)

The CSBA presented on the need for students to acquire new skills for the 21st century, the CSBA's role in 21st century learning, the challenges in public education and the CSBA's desire for positive collaborative relationships with school boards across the country to help school boards achieve their goals.

In illustrating the CSBA's role in 21st century learning, the presentation referenced a number of initiatives occurring in Canadian jurisdictions that align with the CSBA. A copy of the presentation is attached.

To achieve their vision of promoting and communicating best practices in education across Canada, the CSBA believes that it is necessary to continue developing strategic partnerships and alliances and holding pan-Canadian forums and discussions.

Yours truly,

Dave Hancock, Q.C.
Minister of Education

Attachment

cc: Superintendents of Public, Separate, Francophone and Charter School Boards



- ▶ Who we are
- ▶ Our Vision
- ▶ Canadian Students as Global Citizens Initiative
- ▶ A National Consensus on 21st Century Learning
- ▶ CSBA's Role in 21st Century Learning
- ▶ Challenges in Public Education
- ▶ How Can We Achieve the Vision?
- ▶ CSBA Goals for 21st Century Learning



Canadian School Boards Association
Presentation to Council of Ministers of Education, Canada
February 22nd 2011, Toronto, ON

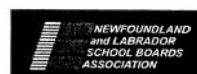
- ▶ CSBA's members are provincial school board associations which represent 250 school boards and 3 million students across Canada
- ▶ We advocate success for each and every student across Canada through **collaborative action**



British Columbia
School Trustees
Association



NSSBA



ONTARIO PUBLIC
SCHOOL BOARDS'
ASSOCIATION



Association des commissions scolaires anglophones du Québec
Quebec English School Boards Association

Our Vision



- ▶ The CSBA facilitates the promotion and communication of best practices in education across Canada through information-sharing, use of current research, professional development opportunities and action.

CSBA's Focus on 21st Century Learning



"Canadian Students as Global Citizens"

Canadian students are the world's citizens, with the potential to make quality contributions to a constantly adapting, fast-changing global economy. Public education must prepare them to meet this challenge.



What We Know...a Canadian Consensus on 21st Century Learning



- ▶ Our school system is designed for an outdated skill set.
- ▶ Information and communication technologies have changed the way in which we use information.
- ▶ The role of the school has changed, as a direct result of differences in the structure of communities and families.
- ▶ Economic demands have placed greater emphasis on a different skill set for Canadian students, which in turn has created demands on school boards/districts and teachers to teach this skill set.
- ▶ Global interconnectivity is allowing students to access information instantaneously and interact with others globally on a daily basis.
- ▶ Knowledge of how the human brain processes information for learning has changed the practice of teaching and learning.

(OECD, Canadian Council on Learning, 21st Century Learning Partnership, Canadian Education Association, changelearning.ca, the 21st Century Learning Initiative, The Learning Partnership)

Required: A New Skill Set For The 21st Century



- ▶ *Ways of knowing:* Extrapolation of important knowledge and application to novel situations
- ▶ *Ways of thinking:* Creative and critical approaches to problem-solving and decision-making
- ▶ *Ways of working:* Collaboration and communication
- ▶ *Ways of doing:* Using and exploiting technology
- ▶ *Ways of living:* Globally as an active and engaged citizen

CSBA's Role in 21st Century Learning



1. **Canadian vision of 21st century learning**
2. Promote **educational opportunities and student achievement for aboriginal students**, as well as effective practices for engaging Aboriginal students in the public system
3. Establish channels to **communicate best practices** occurring in boards and districts across the country (through new technologies and social media strategies)
4. A focus on **engagement in public education** and the value of locally elected, democratic school systems on student achievement
5. Communicating the **value of pan-Canadian partnerships**

1. Canadian vision of 21st century learning



- ▶ Defining a vision of 21st century education (BC, NS, ON) through provincial forums, in conjunction with Ministries.
- ▶ Innovative models of labour relations (QC)
- ▶ Personalized learning initiatives (BC)
- ▶ Policy and professional development for sustainable technology (BC, ON, NL, NS, SK, QC)
- ▶ Promotion of policy for infrastructure for distance learning initiatives (NL)
- ▶ Promotion of early learning and care as a foundation to success (BC, MB, ON, QC)

2. Educational opportunities and student achievement for aboriginal students



- ▶ First Nation and Métis Education Action Plan (SK)
- ▶ Urban Aboriginal Project (ON)
- ▶ "Seven Habits of Highly Effective People" school leadership initiative (NS)
- ▶ Aboriginal representation for school boards (BC, SK)
- ▶ Representative workforce policies (SK)
- ▶ Resource Guide for Tuition Agreements (ON)
- ▶ Infusion of Aboriginal values and cultures, history, perspectives into school environments and curricula (BC, MB, ON, NL, SK)
- ▶ Provincial Structures for First Nation Trustees (ON)
- ▶ Input of First Nation, Inuit and Métis perspectives and cultures into full-day early learning initiatives (ON)
- ▶ Equitable Education Funding (ON)

3. Channels to communicate best practices



- ▶ Website that promotes best practices and current issues in Canadian education through blogs and interactive forums (CSBA head office)
- ▶ Annual CSBA Congress to provide professional development opportunities (All)
- ▶ Provincial forums, regional conferences (All)



4. Engagement in public education



- ▶ Innovative public engagement initiatives and "toolkits" to mobilize public support for community involvement in education (BC, MB, ON, NL, NS, SK, QC)
- ▶ Promotion of strong leadership in school board governance and its positive impact on student achievement (BC, MB, ON, NL, NS, SK, QC)
- ▶ Public engagement through social media tools (All)



5. Pan-Canadian partnerships



- ▶ The CSBA Board is an example of a national partnership
- ▶ Working towards partnerships with other Canadian educational organizations:
 - ▶ Canadian Teachers' Federation
 - ▶ Canadian Education Association

Challenges in Public Education: Aboriginal Learners



- ▶ Federal funding supports for First Nation Schools
- ▶ Strengthen student achievement of First Nation students
- ▶ Process to ensure payment of tuitions to provincial school boards for First Nations Pupils and/or services provided to First Nations communities
- ▶ Models of aboriginal representation on provincial school boards
- ▶ A Canadian position on creation of First Nation School divisions in non-reservation settings

Challenges in Public Education: 21st Century Learning



- ▶ Community engagement in support of public education
- ▶ A climate of uncertainty regarding elected school boards
- ▶ Ongoing support for the delivery of virtual learning programs
- ▶ Increased funding for new technology infrastructure
- ▶ A focus on technology in support of learning for all students, including those who learn differently
- ▶ The future of learning materials
- ▶ Access to education for all
- ▶ Changes to professional development to reflect 21st century skill sets, with a focus on sustainable expenditures in education
- ▶ Models and supports for technical and vocational education
- ▶ Support services for newcomer students and families in Canada
- ▶ **An efficient design of a 21st century system that is effective in serving Canadian economic and social imperatives.**

How Can We Achieve the Vision?



- ▶ Strategic partnerships and alliances to achieve transformation in education are essential
- ▶ Pan-Canadian forums and discussion are necessary to share best practices occurring at the provincial level



Building Momentum and Capacity for Change



"The challenge of discovery lies not in seeking new landscapes but having new eyes".

- Proust

CSBA Goals for 21st Century Learning:



- ▶ A dialogue with Canadian education partners to explore progress and initiatives
- ▶ Analysis and synthesis of successful initiatives
- ▶ The development of a pan-Canadian perspective for the sustainable use of technology in schools

Thank you!

- ▶ Continued collaboration is key to further student success. We look forward to working with CMEC and our partners in the future.



CALGARY BOARD OF EDUCATION
REPORT TO THE REGULAR MEETING OF THE BOARD OF TRUSTEES

PUBLIC AGENDA
May 17, 2011

To: BOARD OF TRUSTEES

From: Trustee Lynn Ferguson

Re: **Liaison Report – Alberta School Boards Association (ASBA)**

Purpose: Information

Governance Policy Reference: GP-13: Board of Trustees' Linkages

I. RECOMMENDATION

THAT the Alberta School Boards Association (ASBA) liaison report containing the ASBA Board of Directors' Meeting Highlights dated April 14-15, 2011 be received for information.

II. ISSUE

The attached is a report provided by the Alberta School Boards Association (ASBA) with respect to their work. As the Board of Trustees' representative on the ASBA Board of Directors, I am providing this report for your information.

Respectfully submitted,

Trustee Lynn Ferguson
Liaison Representative

ASBA Board of Directors Meeting

Board Highlights are circulated to the Board of Directors and ASBA staff after each meeting. Board of Directors members are asked to share Board Highlights with their respective constituencies. **Note:** Draft and ratified minutes of the meetings are posted on the ASBA website at <http://www.asba.ab.ca/people/board-of-directors.asp>. For more information contact **Marian Johnson** at 1.780.451.7101.

ZONE 2/3 SUBMITS THREE DIRECTIVES FOR ACTION TO ASBA BOARD

Zone 2/3 used the new shortcut to ask the ASBA Board of Directors to expedite an association response to the following proposed directives for action:

- Election Costs – The membership would like ASBA to work with other municipalities and school boards to lobby for the election costs of candidates to be tax deductible. *St. Albert Protestant Schools*
- Criminal Record Checks and CYIM Checks for Student Teachers - Should student teachers have criminal record and CYIM checks before they enter our classrooms? *Pembina Hills School Division*
- School Boards Reserves/Surpluses – The minister of education has been quoted as saying that school boards have \$300 million in reserves. This number does not seem to be correct or is outdated. The minister does not seem to be taking into account the fact that over the past two years boards' reserves have been shrinking, and will continue to shrink right up to the end of this year. Could ASBA gather information from each school board to see what the reserves might be at the end of the present school year? *St. Paul Education Regional Division*

The ASBA Board of Directors referred these requests to the Policy Development Advisory Committee and has asked this committee to make recommendations to the board.

The PDAC members are: Vice-President **Cheryl Smith**, Zone 2/3 Director **Lisa Brower**, **Becky Kallal**, Edmonton Catholic Schools and Zone 5 Director **Anne-Marie Boucher**.

ASBA BOARD COMMENDS EXECUTIVE DIRECTOR DAVID ANDERSON FOR INITIATIVES: INTERIM EVALUATION

Having reviewed Executive Director David Anderson's interim accountability portfolio, the board deemed his accomplishments to date acceptable and commended him for:

- Ensuring school boards receive quality services including orientation sessions for new trustees; the legal conference and videoconferences and the *vis-à-vis* legal newsletter.
- Fostering a positive working environment for staff.
- Maintaining a high quality staff with leadership depth who are able to provide support to the board of directors.

- Facilitating a strategic planning process which provided for governance decisions of the board of directors and embracing the board's new directions.
- Facilitating transparent, effective fiduciary responsibility processes for the board, including giving the board the opportunity to meet with the auditor without staff present; giving the board of directors information and recommendations with respect to the budget, maintaining association's financial position even in difficult fiscal periods, facilitating budget discussions that reflected the board's will; and aligning the budget to the ASBA's strategic plan.
- Providing significant opportunities for school board engagement often under very tight timelines with respect to the tripartite discussions, which resulted in the ASBA influencing the outcome. Using the three lenses developed by the ASBA as a guide to those discussions.
- Receiving the Alberta School Councils' Association's inaugural Friends of the Alberta School Councils' Association award.

POLITICAL ADVISORY COMMITTEE TO REVIEW ASBA APPROACH TO POLITICAL ADVOCACY AND PROVIDE RECOMMENDATIONS

Under the chairmanship of Zone 6 Director **Karen Bartsch** the following individuals will review the ASBA's current approach to political advocacy and make recommendations to the ASBA Board of Directors.

Political Advisory Committee

Karen Bartsch Chair Grasslands Regional Division No. 6

Richard Van Ee Trustee Buffalo Trail PS Regional Division No. 28

David Price Chair Golden Hills School Division No. 75

Michael Ouellette Trustee Grande Prairie RCSSD No. 28

Bill MacFarquhar Trustee Chinook's Edge School Division No. 73

Marie Logan Trustee Horizon School Division No. 67

Dr. Lucy Miller Chief Superintendent Calgary RCSSD No. 1

ASBA Director of Communications **Suzanne Lundrigan** and Executive Director **David Anderson** are providing staff support to this committee.

ZONE 2/3 DIRECTOR LISA BROWER STEPPING DOWN

As the Brower family will be moving to Victoria in August, Zone 2/3 Director **Lisa Brower** announced she would be stepping down from the board of directors – likely in August.

CALGARY BOARD OF EDUCATION
REPORT TO THE BOARD OF TRUSTEES
PUBLIC AGENDA

MAY 17, 2011

To: BOARD OF TRUSTEES

From: Danielle Doll, Assistant Corporate Secretary

Re: EducationMatters

Purpose: Information

Governance Policy Reference: GP-13: Board of Trustees' Linkages

I. RECOMMENDATION

THAT the financial report for EducationMatters be received for information and for the record, in the form as submitted.

II. ISSUE

The Board of Trustees has requested quarterly reporting from EducationMatters. The attached report is provided in response to this request.

Respectfully submitted,

Danielle Doll
Asst. Corporate Secretary

May 10, 2011

To the Calgary Board of Education Trustees

EducationMatters is pleased to share its March 31, 2011 unaudited internal financial report (the "Report") with you.

EducationMatters management ("Management") has prepared the Report to the Trustees based on its internal reports and accounting records. While Management has used its best estimates in preparing the Report, please be advised that the Report has not been audited or reviewed nor have notes to the statements been prepared. Other readers may require additional information in order to rely on the Report for their own purposes.

The Report contains the following special purpose financial statements and other information:

- Unaudited Statement of Financial Position as at March 31, 2011 and December 31, 2010
- Unaudited Statement of Operations for the period ended March 31, 2011 and comparative for the year ended December 31, 2010
- Unaudited Operating Budget Comparison to March 31, 2011
- Statement of EducationMatters Funds Established as at March 31, 2011
- Statement of Grants Awarded for the year to date March 31, 2011
- A discussion of some of the amounts and transactions summarized in the statements

Respectfully submitted,

Monica Bryan - Director of Finance & Information Systems, EducationMatters
Mark Saar - Treasurer, EducationMatters

EducationMatters
Statement of Financial Position

As at Mar 31, 2011

\$,000

(unaudited)

	As At Mar 31/11	As At Dec 31/10
ASSETS	(unaudited)	(audited)
Cash and cash equivalents	119	49
Investments	3,177	3,284
Accounts receivable		4
Capital assets	9	11
Total assets	<u>3,304</u>	<u>3,348</u>
LIABILITIES		
Accounts payable	19	14
Deferred Contributions		500
Total liabilities	<u>19</u>	<u>514</u>
FUND BALANCES		
Endowment funds	1,710	1,670
Flow through funds	692	574
Operating funds	884	590
Total fund balances	<u>3,286</u>	<u>2,834</u>
Total liabilities and fund balances	<u>3,304</u>	<u>3,348</u>

EducationMatters

Statement of Operations

Year to Date to Mar 31, 2011

\$,000

(unaudited)

(audited)

	<u>Endowment</u>	<u>Flow-Thru</u>	<u>Operating</u>	<u>Total</u>	<u>Dec 31/10</u>
	\$	\$	\$	\$	\$
REVENUES					
Contributions	5	196	10	211	862
CBE grants			500	500	750
Gains/losses on investments	43		4	47	87
Interest & fees			6	6	76
Total revenue	48	196	520	764	1,775
 GRANTS					
Grants issued	3	77		80	571
 EXPENSES					
Salaries & benefits			153	153	520
Consulting & professional fees			12	12	47
Administrative expenses	6		39	45	181
Advertising & communications			22	22	130
Total expenses	6		226	232	878
 FUND BALANCES					
Change during the period	39	119	294	452	326
Beginning balance	1,670	574	590	2,834	2,834
Balance, end of period	1,709	693	884	3,286	3,160

Total contributions since inception:

2011 (to Mar 31)	211
2010	862
2009	733
2008	1,197
2007	641
2006	865
2005	786
2004	612
2003	356
	<u>6,263</u>

EducationMatters
Operating Budget Comparison
Year-to-Date Mar 31, 2011
(thousands of dollars)

	2010 BUDGET	30 - Mar Actual (unaudited)
	\$	\$
Operating Expenses by function:		
Salaries and Employee Benefits	623	153
Events	86	5
Fund Development	35	8
Communications & Community	127	20
Organizational Administration	140	40
	<hr/>	<hr/>
Total Expenses	<u>1,011</u>	<u>226</u>

EducationMatters
Funds Established
as at Mar 31, 2011

	Fund Balance \$
Flow Through Funds:	
Allan Markin Healthy Learners Fund	207,553
Athletics Flow Thru Fund, Helping Students in Need	-
Benjamin (Ben) Albert Legacy Fund (Flow Thru)	-
Beverley Hubert Global Citizenship Fund	95
Bowness High School Enhancement Flow Thru Fund	-
Calgary Flames Ambassadors Supports for Kids with the Gift of Dyslexia Fund	9,500
Campus Calgary Programs Flow Thru Fund	3,904
Career Pathways Flow Thru Projects Fund	11,067
Christine Meikle School Flow Thru Fund	-
Civil Society & Citizenship Flow Thru Fund	143
Cornerstone Fund, Enhancing Education for Economically Disadvantaged Students	95
Distinguished Alumni Fund	-
Dr. Brendan Croskery Aboriginal Culture Fund	95
Ernest Manning HS Enhancement Flow Thru Fund	-
Family Literacy Program Flow Thru Fund	2,968
Fuel for School Program Flow Thru Fund	604
Future Leaders Flow Thru Fund	27,747
French for the Future Program Fund	-
Heather and N. Murray Edwards Literacy Fund	28,250
High School Transition Program	-
Integro Legacy Fund	10,241
James Fowler HS Art Program Equipment Enhancement Fund	-
Lord Shaughnessy High School Enhancement Flow Thru Fund	4
Louise Dean School Fund	-
McGill University Faculty of Agricultural and Environmental Sciences Fund	4,750
Public Education Enhancement Flow Thru Fund (Designated)	20,877
Public Education Enhancement Flow Thru Fund	4,090
Schools Helping Schools Fund	-
SPIRIT Program Fund	-
Stampede Foundation Fund	-
Students with Special Needs Flow Thru Fund	185
Supports for Students with Fetal Alcohol Spectrum Disorder Flow Thru	48
TEAM Leadership Flow Thru Fund	-
Tyler Zeer Imbursement Fund	250
West Springs School Enhancement Fund	69,725
Willow Park School Program Enhancement Flow Thru Fund	33
Youth Mentorship Flow Thru Fund	-
Endowment Funds:	
Athletics Endowment Fund, Helping Students in Need	5,166
Beverley Hubert Global Citizenship Fund	15,200
Career Pathways Field of Interest Endowment Fund	58,798
Civil Society & Citizenship Education Endowment Fund	15,007
ConocoPhillips World Schools Debate Development Endowment Fund	34,934
Cornerstone Fund, Enhancing Education for Economically Disadvantaged Students	52,682
Creagh Family Fund	13,035
Dr. Brendan Croskery Aboriginal Culture Fund	25,902
EducationMatters Admin Endowment Fund	29,085

	Fund Balance \$
Enhancing Education for Students with Special Needs Endowment Fund	26,112
Enhancing ESL Education Endowment Fund	41,373
Future Leaders Endowment Fund	31,619
Georgie C Higgins Junior High Memorial School Fund	5,931
Georgie C Higgins Investment Fund for Lester B Pearson High School	6,338
Governors' Endowment Fund	5,738
Jason and Jane Louie Memorial Fund	5,729
Lehew-Wyman Family Endowment Fund	23,271
M.P. Hess Fund	5,057
Margaret and Bill Whelan Endowment Fund	47,667
Mary Nelson Memorial Fund	46,627
Mawer Investment Management Literacy Fund	16,381
McGill University Faculty of Agricultural and Environmental Sciences Fund	5,233
Public Education Enhancement Endowment Fund	236,207
Schools Helping Schools Fund (Endowment)	18,198
Southland Transportation Career Pathways Endowment Fund	5,495
Sunnyside Community School Endowment Fund	12,876
Supports for Students Born with Fetal Alcohol Spectrum Disorder Fund	26,715
TEAM Leadership Lord Beaverbrook HS Endowment Fund	4,934
Terry Wright Endowment Fund	5,628
Tiberious Publishing Program Fund	5,573
Tyler Zeer Endowment Fund	25,643
William Reid School Endowment Fund	14,387
Youth Mentorship Endowment Fund	7,140

EducationMatters
Funds Established
as at Mar 31, 2011

	Fund Balance \$
Scholarship Funds:	
Aaron Family Scholarship Fund	9,890
Aaron Family Scholarship Fund (Flow Thru)	-
Aberhart Alumni Scholarship Fund	54,491
Aberhart Alumni Scholarship Fund (Flow Thru)	1,900
Aboriginal Students Award Fund	2,000
Arrata Family Award for New Canadians	35,631
Arrata Family Award for New Canadians Fund (Flow Thru)	4,889
Ataturk Peace Scholarship	9,750
Benjamin (Ben) Albert Legacy Fund (Endowed)	133,330
Bruce Leidl Composition Award Fund	9,988
Calgary Chamber of Commerce Play with the Presidents Scholarship Fund	7,000
Carolyn Baxter Memorial Award Fund	5,740
City of Calgary Degree Granting Scholarship Fund	27,200
City of Calgary Post Secondary Scholarships	27,200
ConocoPhillips Canada Awards	23,120
CTS Scholarship Endowment Fund	58,929
CTS Scholarship Flow Thru Fund	663
David James Anderson Memorial Award Fund	11,033
David James Anderson Memorial Award Fund (Flow Thru)	1,080
Dr Gordon Higgins Student Award Fund	13,153
Edith Berger Memorial Scholarship Fund	12,644
EducationMatters Endowed Scholarship Fund	12
EducationMatters Scholarship Flow Thru Fund	13,205
EllisDon Student Award Fund	6,634
ENMAX Scholarship Fund	9,469
Future Leaders Scholarship Endowment Fund	20,163
Future Leaders Scholarship Flow Thru Fund	1,001
Gary Weimann Award for Community Service (Endowment)	16,577
Gary Weimann Award for Community Service (Flow Thru)	238
George Morley Memorial Scholarship	7,540
Green & Gold Endowment Scholarship Fund	143,796
Green & Gold Flow Thru Scholarship Fund	9,984
Hal Winlaw Health & Nutrition Legacy Award (Endowment)	3,995
Hal Winlaw Health & Nutrition Legacy Award (Flow Thru)	950
Henry Wise Wood Warriors Legacy Endowment Scholarship Fund	17,516
Henry Wise Wood Warriors Legacy Flow Thru Scholarship Fund	1,777
Hopewell Scholarship Fund	2,375
Hugh Robertson Science Award Fund	8,958
Ivy & Len Freeston Student Award Endowment Fund	13,977
Ivy & Len Freeston Student Award Flow Thru Fund	95
James Fowler School Award Fund	11,178
Jim Hoepfner Award (Flow Thru)	-
Keith Yu Memorial Scholarship Fund	21,353
The Marguerite Patricia P. Bannister Scholarship Fund at the Calgary Foundation	90,426
Marjorie Taylor Memorial Scholarship Fund	49,478
Marofke Family Aberhart Music Scholarship Fund	23,797
Marofke Family Aberhart Music Scholarship Fund (Flow Thru)	1,585
Mary Belkin Memorial Scholarship Fund	17,480

	Fund Balance \$
MW & JR Tebo Memorial Journalism Fund	14,254
Queen Elizabeth Deaf & Hard of Hearing Scholarship & Program Enhancement Fund	11,598
Queen E Deaf & Hard of Hearing Scholarship & Program Enhancement Fund (FT)	2,000
Richard D Tingle Student Award Fund	21,437
Richard D Tingle Student Award Flow Thru Fund	750
Rick Theriault Memorial Athletic Scholarship Fund	12,272
Ruth Ursula Leipziger Scholarship Fund	23,061
Shawn Whitney Memorial Award Fund	9,146
Southland Transportation Scholarship Endowment Fund	5,788
Southland Transp. Scholarship Flow Thru Fund	1,770
Steven Irving Memorial Music Scholarship Fund	24,083
Susy Devlin Memorial Award Fund	19,991
Thomas Moore Memorial Bursary Fund	12,945
Verna Hart Toole Legacy Award Fund	6,645
Viscount Bennett Band Parents Assoc. Award Fund	6,676
William & Toshimi Sembo Badminton Scholarship Fund	6,238
William Keir MacGougan Memorial Bursary Fund	17,776

EducationMatters
Statement of Grants Awarded
Year-to-Date Mar 31, 2011

	\$
Calgary Board of Education – Teaming Up 4 Healthy Learners	1,500
Calgary Board of Education – Discovering Choices	5,000
Calgary Board of Education – Teaming Up for Healthy Learners	817
Calgary Board of Education – Teaming Up for Healthy Learners	9,600
Calgary Board of Education – Teaming Up for Healthy Learners	15,700
Calgary Board of Education – Teaming Up for Healthy Learners	4,900
Christine Meikle School – School Equipment Program	4,751
Louise Dean School – Emergency Funds	5,795
William Reid School – School Enhancements	614

Total Program Grants

\$ 48,677

Total Scholarships

30,466

Total Grants and Scholarships

\$ 79,143

EducationMatters
Discussion of Financial Position and Results of Operations

Statement of Financial Position

As a result of CBE and EducationMatters having different fiscal years, a portion of our operating grant contributions are deferred each year end to reflect the fiscal year for which we have received operating funds.

At December 31, 2010 we deferred 500,000 of CBE operating contributions received in 2010 that relate to our fiscal year 2011.

Capital assets consist primarily of office furniture and equipment.

Statement of Operations

At March 31, 2011, we feel confident that we will come close to achieving the fund development targets set for 2011.

As is common with most not for profit or charitable organizations, donations are recognized only when they are received and not accrued as promises receivable.

Operating Budget Comparison

Expenditures reported include only cash expenses for budget comparison purposes.

Funds Established and Grants Awarded

Our report on Funds Established and their balances to March 31, 2011 reflect both realized and unrealized gains on funds as a result of a recovery of markets. For the long term EducationMatters expects steady growth as a result of improved markets and contributions.

The majority of granting activities occur in the fall of each year. Grants issued in 2011 continue to provide a significant contribution back to public school students and systems, particularly the CBE.