

## Calgary Board of Education

Minutes of the Regular Meeting of the Board of Trustees (the “Board”) held in the Multipurpose Room, Education Centre, 1221 – 8 Street SW, Calgary, Alberta on Tuesday, May 28, 2013 at 3:00 p.m.

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### MEETING ATTENDANCE

#### Board of Trustees:

Trustee P. Cochrane, Chair  
Trustee C. Bazinet  
Trustee J. Bowen-Eyre  
Trustee L. Ferguson  
Trustee P. King  
Trustee G. Lane  
Trustee S. Taylor

#### Administration:

Ms. N. Johnson, Chief Superintendent of Schools  
Mr. D. Stevenson, Deputy Chief Superintendent of Schools  
Mr. F. Coppinger, Superintendent, Facilities and Environmental Services  
Ms. C. Faber, Superintendent, Learning Innovation  
Ms. E. Gouthro, Acting Superintendent, Learning Services  
Ms. D. Meyers, Superintendent, Finance and Supply Chain Services  
Mr. G. Francis, General Counsel, Legal Services  
Ms. J. Barkway, Corporate Secretary  
Ms. D. Perrier, Recording Secretary

#### Stakeholder Representatives:

Mr. R. Anderson, Canadian Union of Public Employees, Local 40  
Mr. F. Bruseker, Alberta Teachers' Association, Local 38  
Ms. C. Hall, Principals' Association for Adolescent Learners (PAAL)  
Ms. L. Robb, Calgary Board of Education Staff Association  
Ms. V. Saretsky, Principals' Association for Adolescent Learners (PAAL)  
Mr. B. Unterschultz, Elementary School Principals' Association

### **1 | CALL TO ORDER, NATIONAL ANTHEM AND WELCOME**

Chair Cochrane called the meeting to order at 3:00 p.m. and O Canada was led by a group of Grade 3 and 4 students from Evergreen School.

Chair Cochrane acknowledged and welcomed representatives from the aforementioned organizations.

## 2 | CONSIDERATION/APPROVAL OF AGENDA

Ms. J. Barkway, Corporate Secretary, noted that the proposed changes to the Agenda included the addition of a public comment under Item 6.0, and the removal of Item 8.1, Minutes of the Regular Meeting held May 21, 2013 from the Consent Agenda for consideration of a correction.

Chair Cochrane declared a pecuniary interest for Item 7.1, Calgary Board of Education Funding of EducationMatters, and noted that she would leave the room prior to discussion and consideration of the issue.

MOVED by Trustee Ferguson:

**THAT the Agenda for the Regular Meeting of May 28, 2013, be approved as submitted, subject to the revisions noted above.**

The motion was  
CARRIED UNANIMOUSLY.

## 3 | AWARDS AND RECOGNITIONS

### 3.1 Lighthouse Award

Ms. M. Levy, System Principal, Corporate Partnerships, introduced Allan Markin as this month's Lighthouse Award recipient. Mr. Markin is a native Calgarian and a graduate of Bowness High School. He is an important member of the Calgary community and has received numerous awards and honours for both his business accomplishments and philanthropic actions.

Presently Mr. Markin is a major supporter of the Alberta Project Promoting Active Living & Healthy Eating in Schools (APPLE Schools) program, at the University of Alberta, School of Public Health. The program has expanded since inception, and is now running in 57 Alberta schools, serving urban, rural, and First Nations, Metis and Inuit students. In 2012 Mr. Markin committed to enhancing the APPLE Schools program by integrating principles set out in the FranklinCovey *Leader in Me* program into existing APPLE Schools. To date Mr. Markin has supported a variety of educational programs with financial contributions of \$1.4 million through funds set up by EducationMatters. This support has benefitted our students through the following programs: *Families Learning Together*, *Teaming Up! 4 Healthy Learners*, and *The Leader in Me*. A video was shown of our comprehensive school health strategy for students, with highlights of the benefits to our students every day, resulting from the generous donations to the program.

Mr. Markin shared comments about the importance of education, and about making healthy life choices. On behalf of the Board, Chair Cochrane expressed appreciation for Mr. Markin's generous assistance in helping students and their families understand learning literacy and loving to read, for helping them to understand what leading a healthy life can be, and for helping our students to understand about leadership. She pointed out that Mr. Markin is a CBE Distinguished Alumni Award recipient.

#### 4 | **RESULTS FOCUS**

##### 4.1 **Evergreen School**

Ms. S. Smith, Director, Area V, acknowledged and thanked Ms. D. Henderson, Music Specialist, for bringing the students to lead in the singing of O Canada. She introduced the presentation, noting that Evergreen School would portray their teaching of and student success with personal development. She noted that the students have a strong foundation in numeracy and literacy, and they engage in rigorous, higher level thinking tasks that are multi-disciplinary. Staff work with students to develop positive character qualities so that students can independently problem-solve and interact positively with others. The *Circle of Courage* is an integral part of the learning at Evergreen School. Students acquire a sense of mastery; they demonstrate independence and become generous citizens. Ms. Smith introduced and called forward Ms. G. Landon, Principal, and Ms. D. McAsey, Assistant Principal, to give the presentation.

Ms. Landon provided a snapshot of personalized learning at Evergreen School, assisted by a PowerPoint presentation. She shared that global citizenship is an everyday reality at their school, with the cultural diversity of their students bringing 35 language groups to the school. Some of their students have very significant special needs and require specialized support; many other students are academically strong, and some meet the criteria for gifted. Ms. Landon commented on the importance of personalized learning through the instructional core, noting that the relationship of the teacher and the student in the presence of content is critical to improved student learning.

Ms. McAsey shared how Iris has assisted their teaching and learning of personal development over this past year. Teachers work together in professional learning communities with colleagues in their grade group, where they review the adjustment cycle around shared learning goals, identify common learning objectives, plan collaboratively for student learning, test strategies and use assessment data to inform and refine their teaching to best support the needs of all students. Through Iris, continuous dialogue is shared between students and teachers. Videos were shown of a classroom experience with Iris; of students sharing their experience with developing their own learning plan, and commentary was shared of how students are improving through working and sharing their learning experiences with their peers.

On behalf of the Board and as Trustee of Ward 13, Trustee Taylor expressed appreciation for the presentation. She also acknowledged that Ms. L. Brandt, Learning Leader, and Ms. E. Crocker, Learning Leader, were instrumental in this work.

#### 5 | **OPERATIONAL EXPECTATIONS**

##### 5.1 **OE-5: Financial Planning – Annual Monitoring**

Superintendent Meyers provided an introduction to the report, noting that Administration is reporting compliance in accordance with the Chief Superintendent's revised interpretation. The interpretation required a minor revision to reflect new Public Sector Accounting reporting Standards. Specifically, those Standards require that the Calgary

Board of Education not update the approved budget through reflective enrolment changes; rather, changes resulting from September enrolment counts will now be reported as variances from the approved budget. She pointed out that the revised interpretation for OE-5: Financial Planning has been provided in a report as Item 9.3 of the Consent Agenda for this Board meeting.

Chair Cochrane noted that Trustees are to determine whether the Chief Superintendent is in compliance with OE-5: Financial Planning, based on the Board's previously approved interpretation and indicators. She pointed out that any decision or comment of the Board of Trustees around non-compliance of the operational expectations, or any part of it, is in no way intended to be a vote of non-confidence for the Chief Superintendent.

The following is a summary of Administration's responses to Trustee questions:

- With respect to cuts to high schools, Administration noted that an average number was used and the impact regarding how cuts are absorbed will be specific to each school's circumstance, including enrolments. It was noted that an elementary school may also have a funding decrease if its enrolment decreased.
- In regards to planning for fiscal soundness in future years, Administration shared that what is shown in the projected years in the operating budget is not a plan for spending, but an indication of how much additional revenue is required to balance the budget, given our current circumstances, or how much cost must be reduced. This policy interpretation was developed when the provincial government had committed to a three-year funding timeline. At this point in time, given the magnitude of uncertainty with regard to revenues, Administration does not see value in identifying detailed mitigation strategies for projection years. Administration will be changing its processes in terms of developing strategies to address the projection years and what needs to happen. Unless there are surpluses in 2012-13, which free up reserves for potential use, Administration will be dealing with eliminating the deficit in 2014-15.
- Administration clarified that last year's budgeting and projection for 2013-14, using enrolment projections and the planned increases, expected an increase in revenue of \$32 million. The CBE ended up this year with an increase in revenue of \$3 million.
- Referencing policy subsection 5.6, Administration noted that the interpretation is global and there are no specific details provided for all of the assumptions made, but they have all been incorporated into the development of the budget. Included in the 2013-14 Operating Budget is the September to December portion of the already approved performance increase for the Exempt group, which constitutes approximately \$400,000. There has been a 0% increase incorporated into the budget for any further year, however, that does not preclude Administration from bringing a recommendation forward to the Board at a future date if additional funds or some alternative means for providing compensation for performance were available.
- With respect to the budget and meeting the educational requirements of students in Knowledge and Employability Courses, Administration pointed out that this curriculum is mandated by Alberta Education, and it must be provided to students who require it.

MOVED by Trustee King:

**THAT the Board approves that the Chief Superintendent is in compliance with the provisions of OE-5: Financial Planning.**

Trustee comments in support of the motion are summarized as follows:

- A number of Trustees remarked that the report gives evidence that the Chief Superintendent is in compliance with the Board's policy statements.
- A concern was noted in terms of financial planning and what will happen next year if further cuts are necessary. In looking to be open, transparent and accountable, it is not about the amount of line items that are depicted, but it is about having open data and allowing the public to manipulate that data. It may be a huge expense to our system to provide more detailed data, but the system should eventually move to an open data set.
- Positive comments were shared about the value of the budget assumptions report. It was noted that much of the budget is left to our school sites, and therefore it would be at the school level that parents and community members would be hearing about how the dollars would be spent in the best interests of students. The budget document meets all the requirements of Alberta Education for school board reporting, the breakdown for expenses is by block, and it also provides expenses by commonly used accounting categories.
- A Trustee agreed with the opinion shared about having open data and noted that it is important to know how to post the numbers in a manner that is understandable to all readers. It is not the amount of information that is provided in a budget document, but rather the context of that information.
- It is felt that Administration does a really good job with what they have to work with, including unstable amounts of funding. It is recognized that the focus of Administration is on students.

Trustee comments in opposition to the motion are summarized as follows:

- A Trustee shared her belief that policy subsections 5.2 and 5.5 are out of compliance, making the entire policy out of compliance. She felt that the details provided in the budget document are too few; the budget should provide a breakdown of details in relation to department budgets, Administration expenses, revenues from parent fees and where that money is being spent.
- A Trustee noted her belief that there is not enough information provided in the report to indicate compliance, and in regards to policy subsection 5.6, it is simply a statement of compliance. A concern was that the content of the report does not provide evidence that Administration has a handle on deficit planning, and that the report does not demonstrate that we are budgeting wisely.
- The opinion was expressed by a couple of Trustees that the budget assumptions report should have included what was going to happen at our high schools.
- With respect to the report credibly describing revenues and expenditures, a Trustee acknowledged that it meets the requirements of Alberta Education, but she did not agree that it meets the needs of the Board.

Chair Cochrane called for the vote on the motion.

The motion was  
CARRIED.

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

## 6 | **PUBLIC COMMENT**

### 6.1 **Ms. H. Mowat, Member of the Public**

Ms. Mowat stated that she understands the big picture and she is the owner of a company called "Beyond Global Education". She noted that she educates for knowledge and for knowing rather than to condition and to control, consensus and concealment. Ms. Mowat noted that for many years we have not learned our history in school. She stated that when we don't have morals and ethics, and structures are incorrect, civilization goes down. She said that she sees this with the CBE, with City Hall, at the provincial level and at the federal level. Ms. Mowat stated that her speech is dedicated to the Divine and to her two children. She noted that she is not asking for others to believe her words, but to do their own research. She stated that it is sad that we do not know our history, and that this was intentional. She would like to start up a school and teach students about their magnificent selves; how to think and not what to think. Ms. Mowat noted that she loves freedom, liberty and life, and she would like to pass her skills, talents and gifts to other people so that they can explore, create and imagine a more honest and real world. She remarked that the United States is the most free and creative country in the world, but this has been gradually taken away from them through infiltration of the new world order.

Recessed at 4:50 p.m.  
Reconvened at 5:05 p.m.

## 7 | **MATTERS RESERVED FOR BOARD ACTION**

### 7.1 **Calgary Board of Education Funding of EducationMatters**

Chair Cochrane relinquished the Chair to Vice-Chair Ferguson, declaring a pecuniary interest in the matter, and she left the meeting.

Chief Superintendent Johnson recognized Mr. G. Francis, General Counsel, for his work on this report. She noted that Administration will adjust the Operating Budget strategies based on the Board's direction in this matter. This is addressed further in the Operating Budget report.

Trustees posed questions, which were addressed by Administration and are summarized as follows:

- Administration noted that the CBE could take over some of the services that are provided by EducationMatters, but to replicate the programs and services they currently provide would increase costs to the CBE. The recommendation to cut CBE's funding to EducationMatters by 12% was offered by EducationMatters, as they anticipate staff turnover in the coming year.
- With respect to recommendation #2 of the report, it was asked if the Administration is looking to change the working relationship with EducationMatters, from an arms-length relationship to co-ordinating and aligning their activities with the CBE Department of Corporate Partnerships. Mr. G. Francis, General Counsel, noted that as the work moves forward towards alignment with Corporate Partnerships, Administration will ensure compliance with the laws of Alberta, and they will reassess the historical emphasis on the arms-length status.
- A key dynamic in going forward is that the CBE respect the governance structure of EducationMatters, but a practical reality is that the CBE provides the majority of operational funding to the organization. It will take a co-operative negotiation and a co-operative venture to move the expectations forward.
- In regards to the \$400,000 reserve fund of EducationMatters, Administration was unable to address a Trustee question about where the reserve is noted in the financials for EducationMatters.

MOVED by Trustee Bowen-Eyre:

**THAT funding be maintained for EducationMatters for the coming 2013-14 fiscal year in the amount of \$660,000.**

Trustees' debate of the motion is summarized as follows:

- The benefits of EducationMatters to students are many, and it is uncertain that under this current fiscal budget the CBE could replicate or provide the same kind of services, support and resources to students, which target not only our most vulnerable students, but all students across the city.
- It would be unwise to rush matters that could impact the CBE, EducationMatters and students. The suggested reduction in funding to EducationMatters is reasonable, and this should not be the end of the conversation about how EducationMatters operates and how much it is funded. When EducationMatters was first developed it was expected to be financially independent within three years.
- A concern shared by a Trustee was not only with the legal implications of discontinuing funding, but also with the reputations of EducationMatters and the CBE. She commented on the tremendous support that EducationMatters provides that is highly visible within CBE schools. She expressed her appreciation for the conversation being about reduced funding to EducationMatters and not about its dissolution.
- An issue raised by a Trustee was with the wording of the report on page 7-67, particular to the statement that reads "...the Board is encouraged to re-consider the suggestion in the Budget Assumption report of April 13, 2013..." It was noted that the Board did not consider this matter at that time, but received the report for information

only. The Trustee expressed support for the motion, sharing her belief that it is a reasonable amount of support to EducationMatters for the next year.

- EducationMatters is one of the largest of its kind in Canada and it is a model for many other educational foundations; it has a strong volunteer Board, and it passed an extensive Canada Revenue Agency audit one and a half years ago. It is felt that this gives a strong benchmark from which to examine how their core business is being accomplished. EducationMatters already maintains alignment with the CBE's Three-Year Education Plan, and it also responds to the initiatives suggested by teachers and principals.
- A Trustee recognized that members of EducationMatters provide a great amount of time and expertise and they are very generous in their support of the CBE. He shared the belief that this is a way of leveraging the resources and the reputation of the CBE in its engagement with the community, and he felt it to be in the interests of the CBE to approve the motion.
- The report has provided clarity and it offers an opportunity to have the conversation with EducationMatters. In moving forward, celebrating public education and having the Board of Directors of EducationMatters going out and talking to the community about the importance of public education and how it benefits the community and the citizens of Calgary is important. The Trustee shared her belief that it is wise to work together as well as independently.

Vice-Chair Ferguson called for the vote on the motion.

The motion was

CARRIED UNANIMOUSLY.

Absent:

Trustee Cochrane

MOVED by Trustee Bowen-Eyre:

**THAT the Board directs Calgary Board of Education Administration to work closely with the Executive Director and Board of Governors of EducationMatters to co-ordinate and align the activities of EducationMatters and the Calgary Board of Education Department of Corporate Partnerships.**

In debate of the motion, Trustee comments in favour are summarized as follows:

- It would be prudent for the CBE and EducationMatters to work closer together, to join skillsets for the benefit of students. This is an opportunity to potentially cut costs in terms of space and communications. This is believed to be a win-win situation for both parties.
- EducationMatters was established by the Board of Trustees, and in that way the CBE has a unique relationship with the Foundation. EducationMatters has invested in management systems for donor management and fundraising and has expertise in its staff. In going forward there needs to be more conversations between CBE Administration and EducationMatters to explore ways to help eliminate some of the costs and to work better for our students.
- A Trustee shared the belief that directing the Administration in this manner is within the purview of the Board.



- It was noted that in a recent meeting between some Trustees and members of EducationMatters the opinion was shared that it would be more beneficial to students for EducationMatters and Corporate Partnerships to work together. Further, it was felt that EducationMatters and senior Administration could work together to streamline this work and to ensure there is no duplication of services.

Trustee comments in opposition to the motion are summarized as follows:

- A Trustee felt that there is nothing that would prevent this from happening. She commented in support of Administration doing this work but she was not supportive of a motion directing Administration to do the work.
- A Trustee noted that EducationMatters operates at arms-length from the CBE, with its own Board of Directors, and with this structure that is currently in place, she felt that the CBE can't control the mandate of EducationMatters.

Vice-Chair Ferguson called for the vote on the motion.

The motion was  
CARRIED.

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

MOVED by Trustee Taylor:

- 1. THAT a clear and intentional strategic plan be developed by the Calgary Board of Education, in consultation with EducationMatters, regarding future funding for and operational expectations of EducationMatters; and**
- 2. THAT this plan be communicated by December 1, 2013 to the Board of Governors of EducationMatters and to the Board of Trustees.**

In debate of the motion all Trustees expressed support, reiterating comments about the benefits of EducationMatters and CBE working together, commending the work that has been done by EducationMatters in support of students, and expressing their need for a better understanding of the budget for this work and where cost-savings may be realized.

Vice-Chair Ferguson called for the vote on the motion.

The motion was  
CARRIED UNANIMOUSLY.

Absent:	Trustee Cochrane
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At 6:10 p.m. Vice-Chair Ferguson received the consent of the Board to continue the meeting to the completion of the Agenda.

Motion Arising:

MOVED by Trustee Taylor:

**THAT the Board requests information from EducationMatters on their financial reserves.**

Trustees' debate of the motion is summarized as follows:

- It was noted that the Board received audited financial statements from EducationMatters in April, 2013. A Trustee noted that the information does not appear to be in the financial statements of EducationMatters and she believed that this information could be readily available.
- A belief was shared by a Trustee that the motion was unnecessary because general counsel offered to obtain the information from EducationMatters.

Vice-Chair Ferguson called for the vote on the motion.

The motion was  
CARRIED.

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

Recessed at 6:19 p.m.

Reconvened at 6:25 p.m. at which time Trustee Cochrane returned to the meeting and resumed the Chair.

## 7.2 2013-2014 Operating Budget

Superintendent Meyers noted that last year's three-year financial plan anticipated revenue increases in 2013-2014 of over \$32 million. The reality was that provincial revenue was essentially flat in spite of projected enrolment growth of 3%. In addition, the province reduced the cap on Administrative expenses from 4% to 3.6% and reduced the revenues by \$4.6 million.

The goal in building this budget was to direct as much funding as possible to students in classrooms; the strategy was to cut everywhere else first, to minimize the impact on students and parents. Unfortunately, given our projected \$62 million shortfall and with consecutive years of provincial funding reductions it was impossible to continue to make cuts without negative impacts on students, parents, classrooms, staff, programs and services. Even with severe cuts to Administration and other centralized supports, the increase in funding to schools through the Resource Allocation Method (RAM) is insufficient given the increased enrolment. Furthermore, the immediate impact of the revenue reductions was reduced by utilizing reserves to assist with balancing the budget. As finding an additional \$15 million in expenditure cuts this year may have been

crippling, Alberta Education urged school boards to supplement the grant reductions by using reserves. This means that the CBE will have to find savings for the shortfall next year. This year's operating budget does not reflect detailed financial plans for the projection years 2014 and 2015. Due to the uncertainty of provincial revenues, detailed mitigation strategies are provided annually. The amounts reflected in these projection years represent the net anticipated additional revenues or expenditure reductions required to balance the budget - they do not represent planned over expenditure and this deficit will be eliminated next year. This budget reflects the assumptions presented to the Board on April 16, 2013. With respect to EducationMatters and the Board's direction earlier in today's meeting, Administration will adjust its strategies in this budget accordingly.

Trustees posed questions, which were addressed by Administration and are summarized as follows:

- Discussion took place about Administration's memberships to various associations that are being considered for minimization or elimination.
- With respect to the rollout of the Resource Allocation Method (RAM) to schools it is difficult to provide a range of those figures because our systems are fairly manual, making it difficult to provide this information in the format required. In addition, this information may not be of value because of the combined impact of enrolment increases or decreases.
- With reference to page 7-16, categories "Redesign and restructure of service delivery and support" and "Service Units – Operational Excellence Initiative", Administration noted that these two strategies are related to particular actions and strategies that will contribute as a whole, and they are not individual line items. With respect to the particular service units, some of the strategies relate to the Instruction block, and some relate to the Administration block. Some may be finding efficiencies through a combination of work between an FTE, which results in a reduction in salaries; others may be a reduction in contracts. Administration clarified that the depictions on page 7-16 and 7-17 are mitigations to help us meet the overall shortfall of \$62 million, which includes the increases for which we receive no funding and that is our status quo.
- The \$4 million that is shown as reduction in service is what Administration focused on in terms of finding the claw-back from the province. This was strictly found within the service units, most of which had to come up with a minimum of 12% reduction in staff.
- Administration noted that the budget is presented in accordance with the format expectations of OE-5: Financial Planning. The detailed breakdown of the individual budget blocks was unavailable at this time.
- In regards to funding \$660,000 to EducationMatters, Administration anticipates that coming from either planned gapping in the budget or through additional savings as a result of this year's fiscal budget in freeing up reserves, and that would be reported to the Board as a variance in the budget actuals.
- Administration commented on the investment in Career and Technology Studies (CTS), noting that it is a new curriculum in Alberta called the "Career and Technology Foundations" at the middle school/junior level, and CTS in the senior high schools. It is about children looking at different pathways, from exploration to credentialing. The

attempt now is to be more strategic to make these offerings available in different places throughout the city to avoid duplication and to build on efficiencies in the delivery of these studies, and flexibility to students in their individual learning needs.

- With respect to cuts at the high schools, Administration noted that individual decisions are being made at each of the high schools to address the resources that have been allocated to them. It is inaccurate to say that every high school has an 11% budget cut – some high school budgets have remained static.
- In regards to building revenue through leased space, Administration is in the process of identifying how space may be freed up, and a plan is to clear one floor of the Education Centre for external leasing. Another strategy is to give up the Learning Commons space and move that work to another area. Administration is also in the process of amalgamating service units.
- The support that schools need to deliver education to the students comes through Area support teams, which have not seen any cuts.
- Administration addressed questions about fee waivers and related budget assumptions, noting that in relation to transportation, the number of fee waivers increased – they are normally around 10% and the increase was to approximately 11-12%. Noon supervision waivers remained approximately the same, as did fees that were unpaid, because they were already quite a bit higher than transportation in terms of total percentage. The assumptions for expected defaults in transportation and in noon supervision have not been changed.

MOVED by Trustee Ferguson:

- 1. THAT the 2013-14 Operating Budget as presented in Attachment I, of the report, reflecting total planned revenues of \$1,161.6 million and planned spending of \$1,176.9 million be approved, and Appendix I be submitted to Alberta Education by May 31, 2013.**
- 2. THAT use of the Continuing Education Fee Stabilization Reserve Fund to support planned 2013-14 spending be approved.**
- 3. THAT application of operating reserves and use of amortization totalling \$15.3 million to support the planned difference between total revenue of \$1,161.6 million and total expenditures of \$1,176.9 million, be approved.**

Administration clarified that the strategies are part of the assumptions and are provided for information to the Board, as per the direction of OE-5; what is presented for the Board's consideration for approval is the expenditure and revenue piece.

Trustees debated the motion and their comments in favour are summarized as follows:

- A Trustee expressed that the budget is designed to provide benefits and quality learning environments to all of our students. It attempts to minimize the impact of cuts on students in classrooms. This is a difficult budget to pass; given the funding cuts made in areas that impact more vulnerable students, the loss of commitment for predictable funding, and by having to use all of our reserves, we are faced with decisions that are not always what we would want to make.

- The Board of Trustees is obligated to pass a balanced budget, and that is the determination that the Board needs to make. A Trustee shared her belief that we eventually need to move to a system of providing open data.
- A belief was shared by a Trustee that the Board needs to concern itself with the oversight, policy and the bigger picture, and this is a reasonable planning document to go forward with.
- It was noted that the Board agreed in the past that this was a reasonable format to use for budget reporting. The Trustee shared her belief that the most critical element is that we had stunning success for our students and for our school system. Budgets are planning documents that change over the year to adapt to circumstances. She felt that this is a sufficient level of information for Trustees and our public to understand what is going on because there are other public documents that explain strategic planning for student achievement. A big question is whether we have enough money to keep the outstanding work going forward.
- A concern of a Trustee was that our system is doing so well with so little for students and that every year that becomes more of a challenge.
- A role of the Board is to advocate for its students for sufficient funding, for long term sustainable funding. The budget this past year was severely impacted because what was promised was taken away. The belief was shared that next steps involve having the conversation with our public and communities, to let them know the value of public education and to advocate strongly for sustainable funding going forward so that we can look into the future, manage and plan for funding of programming, services and support for our students.
- A Trustee shared her opinion that the proof that taxpayer education dollars are being spent wisely is in the results that are being achieved by our students, by completion rates, and by judgements that are being made in the Accountability Pillar Survey. She agreed with comments made by another Trustee that the public is concerned that its public education system can adequately support the learning of its students, so that we will be able to provide for everyone for our society, the ethical citizens, the engaged lifelong learners, and the workers with employable skills. She noted her belief that the concern really is around the need to advocate on behalf of our students to provide them with those learning opportunities.

Trustee comments in opposition to the motion are summarized as follows:

- Concern was noted that there are not enough details in this budget to describe to our public how the money is being spent, and to prove that it is being spent wisely.
- A concern was shared about the cuts to high schools, and an opinion that those cuts should have been spread out over a longer period of time. Concern was noted with the cuts to maintenance, considering the deferred maintenance needs, and a belief that fees to parents remain high, although the CBE is not in a position to lower the fees. The Chief Superintendent was complimented on the communication about the flexible fee waiver process. It was noted that it is not the Board's job to balance the budget, but it is its job to provide strong oversight.
- A Trustee shared her concern that a budget should indicate how we can best deliver education within the revenue that the system will be given by the provincial

government, and what exactly is going to happen within service units and organizational activities.

Chair Cochrane called for the vote on the motion.

The motion was  
CARRIED.

In favour: Trustee Bowen-Eyre  
Trustee Cochrane  
Trustee Ferguson  
Trustee King  
Trustee Lane

Opposed: Trustee Bazinet  
Trustee Taylor

Motion Arising:

MOVED by Trustee King:

1. **THAT the Board approves a reduction in the payment of fees to the Alberta School Boards Association (ASBA) by 10% for the 2013-14 fiscal year; and**
2. **THAT ASBA be notified immediately of this decision.**

Trustees debated the motion and their comments in favour are summarized as follows:

- In terms of finding cost savings, and in light of the provincial government asking that Administration cut its budget by 10%, a Trustee felt the motion was not unreasonable. In terms of the amount of fees, it is recognized that the fees support smaller school boards and provide them with administrative support.
- A few Trustees questioned the value of the membership to ASBA and how it benefits our students.
- We need to maximize the amount of money that goes to our classrooms.
- It was pointed out by some Trustees that in addition to these membership fees there are high costs associated with Trustees' attendance to ASBA meetings and conferences.
- A Trustee noted that the ASBA has no definition in its bylaws that requires a member school board to pay the membership fees.
- It was clarified that there is no intention to imply that the Board withdraws its membership in the ASBA.
- It was felt that this makes a clear statement by the Board that this is public money being spent and the value to our students is questionable. This has been a deep concern that the Board has asked to discuss with the ASBA for some time. The ASBA provides an administrative support function, and in our district we have cut that support by 10%. This is an example of that reduction.

Trustee comments in opposition to the motion are summarized as follows:

- It was noted that ASBA is a membership group, that there will be a debate of their budget at an upcoming meeting and that would be the appropriate place to address this issue. The Trustee noted that the proposed ASBA budget has many reductions, some greater than 10%.
- A couple of Trustees expressed their concern about the appropriateness of the motion, and shared their belief that the proposal to pay only a portion of the membership fees is not reasonable.
- A Trustee pointed out that there are 62 school boards in the province of Alberta, all of whom have a membership in the ASBA. She expressed her concern of potential ramifications if this motion were approved, and noted that she could not support the motion without a risk assessment first being undertaken. She noted that through this membership in the ASBA we have a relationship with the Alberta School Employee Benefits Plan.

Chair Cochrane called for the vote on the motion.

The motion was  
CARRIED.

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

Recessed at 7:58 p.m.  
Reconvened at 8:11 p.m.

### **7.3 2013-14 Capital Budget With 2014-15 and 2015-16 Capital Budget Estimates**

Superintendent Meyers provided an overview of the contents of the report, noting that the 2013-14 Capital Budget proposes an expenditure of \$21.3 million, to be funded from the amortization reserve of \$14.6 million, technology funding of \$4.2 million, and school decentralized funds of \$2.5 million.

Trustees posed questions, which were addressed by Administration and are summarized as follows:

- The Capital Budget Council is made up of a group of administration representing Finance, Facilities and other service units. This Council makes an assessment of capital needs for schools and service units and presents their capital budget requests to Superintendents' Team who, in turn, makes recommendations to the Board.
- The investment mix of Strategic 25%, Enhancement 10% and Maintenance 65% is considered by the Capital Budget Council to be a balanced approach. The objective is to get to this balance within the next one to two years. This is a current guideline and each year it may be reviewed, but it is the target over the longer term.

- With respect to the Iris project Administration noted that it will not be completed this year, and there are upwards of 50 schools involved in this, with an interest that is growing. With respect to funding this project in the next two years, it has been placed in the line item noted on page 7-44 "Funding Held for Projects to be Identified".
- The increase in Non-Facility Related Projects specific to Maintenance is mainly due to the Evergreen program. A change was made to the accounting policy this year in that expenditures related to the replacement of technology are categorized as capital rather than an operating charge.
- The deployment of Employee Kiosks in schools will allow all employees to access the computer-based program used for electronic time-sheet reporting.
- Administration spoke about the \$6 million "Less Contribution to Operations", noting that this strategy has been used over the past three or four years, because there were no specific mitigation strategies devised in the Operating Budget for the projected years. It has been the goal of Administration to eliminate reliance on using the amortization reserve for the Operating Budget and that is a target for the 2014-15 and 2015-16.
- Other enhancement items less than \$120 thousand include the Oracle e-Business Suite, a ride-on tractor, and the expanded roll out of SmartFind Express, which is a system for substitutes. Administration noted that the detailed information of all items is included as a quarterly budget update to the Board.
- Administration shared comments about the use of the amortization reserve. Superintendent Meyers noted her belief that ongoing use of it could ultimately impact our purchase of Board-Funded Capital; however, when using only a small portion of the amortization reserve, as a temporary use, she believed does not impact the organization overall.

MOVED by Trustee Taylor:

- 1. THAT the 2013-14 Capital Budget expenditures for the identified capital needs outlined in Attachments I to V of the report be approved.**
- 2. THAT the 2014-15 and 2015-16 Capital Expenditure Estimates be received for information.**

The motion was  
CARRIED UNANIMOUSLY.

#### **7.4 Three-Year School Capital Plan, 2014-2017**

Superintendent Coppinger introduced the report by highlighting the most commonly asked questions about the three-year school capital plan, and his comments are summarized as follows:

- Page 128 of the report depicts the ranking methodology, which was first approved by the Board in 2001, and subsequently revised over the years. This past year the ranking methodology was again slightly revised to address city development trends, as well as the longer gaps between provincial approvals. The ranking adjustments were an increase of the weighting to pre-school, Kindergarten to Grade 4, and Grades



5 to 9 student enrolments, and eliminating the community build-out factor, which was felt to give an unfair advantage and an equity situation with larger communities over smaller communities.

- The objective behind choosing 25 schools in this Plan was to maintain the 80% system utilization that the CBE currently has. The 80% does not refer to an individual school's occupancy, but rather it is the system-wide occupancy. We are faced with having to have lotteries for schools and moving student groups around the system because existing schools in the outer communities can't accommodate all of the students. The six new schools recently approved might not be available for 3 or 4 years, so our system utilization is going to increase and, as a result, more and more schools will be unable to accommodate the students in their areas. We are unable to offer special education for students in Kindergarten through to Grade 4 in these overcrowded schools, which escalates community concerns.
- An announcement from the provincial government is expected later this year, for 28 new schools and for 68 modernization projects. Probably the most the CBE can expect is 4 new schools and around 20% of the modernization projects. The modernization needs are listed on page 121 of the Plan and they are divided into two sections, with the first on priority program or curriculum needs and the second on facility condition. The curriculum schools are rated at the top partly due to their condition but also to assist high school student success and to close the gap between the world of education and the world of work.
- Alberta Education asked school boards to hold their 2014-17 Capital Plans until their announcement of the new schools, and this was delayed until May 1, 2013. The Ministry also indicated that they required submission of the Plans by June 1, 2013, and that no extensions would be granted. If the 2014-17 Capital Plans were not received by the Ministry by that date, they would roll forward the 2013-16 Capital Plan and only consider that.

The following is a summary of Administration's responses to Trustee questions:

- The province does an evaluation of approximately 20% of the facilities each year, and it is a five-year rotation for them to do a reassessment of the deferred maintenance backlog.
- With respect to the addition to Centennial High School that was in last year's Capital Plan, because it would take upwards to 3 years for that work to get underway, and with the expected dramatic growth in the southeast, it was felt that there would be a greater need for the southeast high school.
- Some discussion occurred about the Aboriginal Family Community School. Administration noted that they would be providing the Board with a report on the Aboriginal school and education before the end of June.
- Administration noted that they would look into the meaning of the asterisk beside Bridlewood middle school and provide the Board with an explanation at an upcoming meeting.
- With respect to a question of why the communities of Mahogany and Auburn Bay did not make the list for middle/junior schools, Administration noted that a response would be provided to the Board at an upcoming meeting.

- Administration commented on the proposal for new construction of a Stampede Youth Campus, noting that there have been some discussions with the Stampede Board about exploring a continuing Arts experience for Grades 10 to 12 students. Collaborative discussions are being held between the Stampede Board, Alberta Education and the Calgary Arts Academy, and the CBE is looking at how it might address funding opportunities that would bring a variety of programs forward.
- Modernizations for CTS in our high schools was discussed, with Administration noting that there is a need throughout our system to provide high quality programming. The Capital Plan speaks to placing these programs so that they are accessible to the broadest number of students.
- Administration commented on the financing of new construction and major modernization projects approved by Alberta Education, noting that discussions are occurring between Alberta Education and Alberta Infrastructure, and decisions have yet to be made.
- With respect to safety and building conditions an audit has been performed on all of our high school workshops. Administration noted that our high school workshops are deemed to be safe, but all those high schools that are listed high in the ranking are in relatively poor condition and their shops are unable to adequately deliver the curriculum and the certificated programs.
- Administration noted that Chinook Learning Services has been proposed in the Capital Plan for James Fowler High School, due to the new Northeast High School that has been proposed and that could accommodate students from the northeast communities.
- Administration explained that the major modernizations include a complete school retrofit of upgrading, modernizing, or repairing. The replacement of boilers, the building envelope and roofs is normally considered a single issue item; they are handled under Infrastructure Maintenance and Repair (IMR) and tracked under deferred maintenance. These issues require closer attention to be given to them in terms of aging and need. The unfortunate realization is that each year our backlog grows by approximately \$40 million and the province has cut that funding by 20% this year.

MOVED by Trustee Ferguson:

**THAT the Calgary Board of Education's (CBE) Three-Year School Capital Plan 2014-2017 be approved and referred to Alberta Education.**

MOVED by Trustee Taylor:

**THAT the Board postpones consideration of the 2014-2017 Capital Plan pending approval from Alberta Education for an extension of the submission deadline.**

Trustees debated the motion and their comments are summarized as follows:

- Concern was noted that the document was released to the public one day prior to the Board's consideration of it, and the belief that the public would like time to review the Capital Plan and to give feedback to the ranking and the criteria.

- Concerns were expressed with the motion coming at this time, since the Board approved the ranking criteria back near the beginning of the year. It was felt that there was plenty of time for this motion to be brought forward for the Board's consideration.
- Some Trustees noted their uncertainty of what information parents and schools could give to the Board that would change the situation of trying to be fair and equitable to the system overall and to meet the large scale needs of our growing population. A few Trustees commented about how each school community would predictably push for a formula that would move their priority ranking higher. It was noted that the issue would become too political and lead to communities being pitted against one another, which has occurred in the past and gave rise to the creation of the ranking criteria.
- It was noted that the CBE has a huge need for new schools and it has a need for an incredible amount of modernizations, but at the end of the day, the provincial government makes the final decisions.
- A Trustee expressed her support behind the idea of the motion, noting that the Board had previously voted on the ranking method, but that was not made public. She felt that the ranking criteria itself is a matter of political interest, and she believed that the public should be allowed input prior to approval of the criteria. She shared that she could not support the motion to postpone because there is not another Board meeting scheduled before the due date of the Capital Plan to Alberta Education, and that is a concern if the Minister were to refuse an extension.
- Comments were made by a couple of Trustees about the need for the provincial government to provide sustainable and predictable funding to allow school boards to plan in ways that communities can understand and support.

Chair Cochrane called for the vote on the motion to postpone consideration of the Three-Year School Capital Plan.

The motion was  
DEFEATED.

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

MOVED by Trustee Bazinet:

**THAT the 2014-2017 Three-Year School Capital Plan be approved subject to amendment by changing the priority ranking of the New Brighton/ Copperfield Middle School from number 9 to number 2 on Table 3: New School Construction and Major Modernizations (page 33) and all other items be renumbered accordingly.**

Trustees' debate of the amendment is summarized as follows:

- A Trustee noted that this was the middle school at position number 6 on the CBE's Capital Plan last year and it was skipped over in favour of the middle school that was ranked number 7. She noted that there was a mistake in comments the Minister made about the populations of some of our communities, during his announcement of new school construction. She shared her belief that the Board's approval of this amendment would admit that this was a mistake that should be rectified.
- A comment was shared that some of the numbers that were quoted during the announcement did not sound correct; however, it is questionable whether the Board should say that a mistake was made by the provincial government.
- A few Trustees shared comments about the provincial government making the final determination of what schools will be approved, and in that regard they were uncertain about what this would actually accomplish.
- Comments were made that each year a capital plan is developed and each year communities move around on the list of ranking, dependent on circumstances. On the basis of the principle that this Plan is in accordance with the most recent priorities, given current circumstances, they were unable to support the amendment.
- A Trustee noted that the Board has prioritized its schools for a reason. In the past the provincial government has sometimes only given us elementary schools, or middle schools, but never has it given one school over and above a school of the same grade levels. She felt this qualified as an extenuating circumstance.

Chair Cochrane called for the vote on the amendment.

The amendment was  
DEFEATED.

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

Chair Cochrane restated the main motion, which was back on the table and is noted as follows:

**THAT the Calgary Board of Education's (CBE) Three-Year School Capital Plan 2014-2017 be approved and referred to Alberta Education.**

The motion was  
CARRIED.

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

Chair Cochrane declared the following items on the Consent Agenda to be adopted as submitted:

**8 | BOARD CONSENT AGENDA**

Item 8.1 was removed for consideration immediately following the Consent Agenda.

**8.2 Correspondence**

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

- **Email dated May 6, 2013 to Board Chairs and Superintendents from the Honourable Jeff Johnson, Minister, Alberta Education, regarding the Provincial Dual Credit Strategy.**

**8.3 EducationMatters Financial Statements, March 31, 2013**

**THAT the Board of Trustees receives the financial report for EducationMatters for information and for the record, in the form as submitted.**

**9 | CHIEF SUPERINTENDENT CONSENT AGENDA**

**9.1 Chief Superintendent's Update**

**THAT the Board of Trustees receives the report for information.**

**9.2 Locally Developed Courses**

1. **THAT, subject to receiving appropriate approvals from Alberta Education, the Board of Trustees approves the following, newly developed for the Calgary Board of Education, senior high locally developed courses and resources, as listed in the course outline submitted to Alberta Education, for use in Calgary Board of Education schools for September 1, 2013 to August 31, 2016:**

Biology (IB)

Level: 25 Credits: 3

Chemistry (AP)

Level: 35 Credits: 5

Physics (IB)

Level: 25 Credits: 3 and 5

2. **THAT, subject to receiving appropriate approvals from Alberta Education, the Board of Trustees approves the following, newly acquired and adapted for Calgary Board of Education senior high locally developed courses and resources, as listed in the course outline submitted to Alberta Education, for**

**use in Calgary Board of Education schools for September 1, 2013 to August 31, 2016:**

**From Edmonton Public School District No. 7:**

Arabic Language and Culture

Level: 15, 25, 35 Credits: 5

**From Rocky View School Division No. 41:**

Geology

Level: 25 Credits: 3

3. **THAT the Board of Trustees approves the following, newly acquired and adapted for Calgary Board of Education senior high locally developed courses and resources, as listed in the course outline submitted to Alberta Education, for use in Calgary Board of Education schools for September 1, 2013 to August 31, 2014:**

**From Edmonton Public School District No. 7:**

Drill and Parade

Level: 15, 25, 35 Credits: 15-3, 25-3, 35-3 & 35-5

4. **THAT the Board of Trustees approves the following, newly acquired Calgary Board of Education senior high locally developed courses and resources, as listed in the course outline submitted to Alberta Education, for use in Calgary Board of Education schools for September 1, 2013 to August 31, 2016:**

**From Edmonton Catholic Separate School District No. 7:**

Biology (IB)

Level: 25 Credits: 3

**From Edmonton Public School District No. 7:**

Works in Translation (IB)

Level: 35 Credits: 3

**From Red Deer Public School District No. 104:**

Mathematics (IB)

Level: 25 Credits: 3

**From St. Albert Public School District No. 5565:**

European History (AP)

Level: 35 Credits: 3

5. **THAT the Board of Trustees approves the following re-acquired Calgary Board of Education senior high locally developed courses and the resources, as listed in the course outline submitted to Alberta Education, for use in Calgary Board of Education schools from September 1, 2013 to August 31, 2016:**

**From Edmonton Public School District No. 7:**

American Sign Language – Language Arts

Level: 15, 25, 35                      Credits: 5

Directing

Level: 25, 35                              Credits: 5

**From Calgary Roman Catholic School District No. 1:**

Biology (IB)

Level: 35                                      Credits: 5

Physics (IB)

Level: 25, 35                              Credits: 25 – 3; 35 – 5

6. **THAT the Board of Trustees approves the following re-acquired, Calgary Board of Education senior high locally developed courses and the resources, as listed in the course outline submitted to Alberta Education, for use in Calgary Board of Education schools from September 1, 2013 to August 31, 2014:**

**From Edmonton Public School District No. 7:**

Forensic Science Studies

Level: 25, 35                              Credits: 3

Sports Performance

Level: 35                                      Credits: 3 and 5

7. **THAT the Board of Trustees approves the following renewed Calgary Board of Education junior high locally developed course and resources required to teach them for use in Calgary Board of Education schools for the period September 1, 2013 to August 31, 2016:**

Aboriginal Studies

Grades: 7, 8, 9

ESL Introduction to Math

Grades: 7, 8, 9

Exploration in Film

Grades: 7, 8, 9

8. **THAT the Board of Trustees approves the following re-acquired Calgary Board of Education junior high locally developed courses and resources, as listed in the course outline submitted to Alberta Education, for use in Calgary Board of Education schools for the period listed within each course outline:**

**From Edmonton Public School District No.7:**

American Sign Language (Language Arts)

Grades: 7, 8, 9

Military History

Grades: 7, 8

9. **THAT the Board of Trustees approves the withdrawal of the following expiring or expired Calgary Board of Education senior and junior high locally developed courses from the list of approved courses available for use in Calgary Board of Education schools:**

**Senior High Courses:**

Biology (IB)

Level 15 Credits: 3

Physics (IB)

Level 15 Credits: 3

World Literature (IB)

Level 35 Credits: 3

**Junior High Courses:**

Drill & Parade

Grades: 7, 8, 9

Math 94

Grades: 9

- 9.3 OE-5: Financial Planning – Reasonable Interpretation

**THAT the Board of Trustees approves the updated reasonable interpretation of OE-5: Financial Planning.**

- 9.4 Over Flow Lottery Process

**THAT the Board of Trustees receives the report for information.**

- 8.1 Approval of Minutes

- Regular Meeting held May 21, 2013

MOVED by Trustee King:

**THAT the Board of Trustees approves the Minutes of the Regular Meeting held May 21, 2013, subject to the removal of Trustee G. Lane from the list of attendees.**

The motion was  
CARRIED UNANIMOUSLY.

Recessed: 10:08 p.m.

Reconvened: 10:25 p.m.



**10 | IN-CAMERA ISSUES**

**10.1 Motion to Move In Camera**

MOVED by Trustee Bowen-Eyre:

Whereas the Board of Trustees is of the opinion that it is in the public interest that matters on the Private Agenda for the Regular Meeting of the Board of Trustees, May 28, 2013, be considered at an in-camera session; therefore, be it

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

The motion was  
CARRIED UNANIMOUSLY.

**10.2 Motion to Revert to Public Meeting**

MOVED by Trustee King:

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

The motion was  
CARRIED UNANIMOUSLY.

**10.3 Motions to Action In-Camera Recommendations**

MOVED by Trustee Ferguson:

- 1. THAT the Board of Trustees receives for information and for the record, the draft minutes of a meeting of the Audit Committee held on May 15, 2013;**
- 2. THAT the Audit Planning Report for the year ending August 31, 2013 be approved by the Board of Trustees;**
- 3. THAT the Board of Trustees approves the carry forward of unexpended funds approved in the prior fiscal year for the purpose of promoting an orderly conversion to Public Sector Accounting Board (PSAB) accounting standards, to a maximum expenditure of \$50,000; and**
- 4. THAT the Board approves the Engagement letter as presented, and authorizes the Chair of the Board to sign the letter on behalf of the organization.**

The motion was  
CARRIED UNANIMOUSLY.

**11 | ADJOURNMENT**

Chair Cochrane declared the meeting adjourned at 10:43 p.m.