



Parkland School Division
BOARD OF TRUSTEES

A G E N D A

June 15, 2021

Regular Board Meeting: 9:30 AM

*Our Vision:
Our students possess the confidence, resilience, insight and skills required to thrive in, and positively impact, the world.*

Parkland School Division

BOARD OF TRUSTEES REGULAR MEETING

June 15, 2021

Regular Board Meeting: 9:30 AM
Meeting Held Virtually from Various Locations

A G E N D A

Page Number

1. CALL TO ORDER at 9:30 AM

- 1.1. National Anthem
- 1.2. Personal Reflection
- 1.3. Treaty 6 Acknowledgement
- 1.4. Announcements
- 1.5. Changes to the Agenda
- 1.6. Approval of the Agenda

2. APPROVAL OF MINUTES

- 4- 2.1. Regular Meeting of May 25, 2021

3. BUSINESS ARISING FROM THE MINUTES

4. DELEGATION/PRESENTATION

A Grade 6 class from Graminia School, will be presenting an 'Outdoor Learning Experience' and their 'Student-Led Governance Model'.

5. BOARD CHAIR REPORT

- 5.1. Board Chair's Report

Recess Break / Public Question Period

6. SUPERINTENDENT REPORT

- 6.1. Superintendent's Report

7. ACTION ITEMS

- 11- 7.1. New Board Policy 4: Trustee Code of Conduct (L. Stewart, E. Cameron)
- 38- 7.2. Revised Board Policy 6: Role of the Vice-Chair (L. Stewart, E. Cameron)

8. ADMINISTRATION REPORTS

- 43- 8.1. 2020-2021 Third Quarter Financial Report and Forecast (S. McFadyen, J. Krefting)
- 75- 8.2. Instructional Services Report (S. Johnston, K. Mann)
- 82- 8.3. Board Legacy Document (M. Francis)
- 97- 8.4. Draft 2021-2022 Board Meeting Schedule (S. Boyce, S. McFadyen)
- 101- 8.5. Draft 2021-2022 Board Annual Work Plan (S. Boyce, S. McFadyen)

9. TRUSTEE REPORTS

- 105- 9.1. PSD Tomorrow Committee (L. Stewart)
- 109- 9.2. Teacher Board Advisory Committee (R. Heinrichs)
- 9.3. Public School Boards’ Association of Alberta (R. Heinrichs, L. Stewart)
- 9.4. Alberta School Boards Association (E. Cameron, S. Kucher-Johnson)
- 9.5. Chamber of Commerce (L. Stewart)
- 9.6. Rural Caucus of Alberta School Boards (L. Stewart)

10. FUTURE BUSINESS

10.1. Meeting Dates: *

Board - Open to the Public:

Sep 14, 2021 Regular Board Meeting 6:00 pm, Centre for Education

Committees - Closed to the Public:

Aug 31, 2021..... Governance & Planning Committee 9:00 am, Centre for Education **(AM ONLY)**

Sep 15, 2021 Audit Committee 1:00 pm, Centre for Education

Sep 22, 2021 Benefits Committee 3:15 pm, Centre for Education

Sep 28, 2021 Governance & Planning Committee 9:00 am, Centre for Education **(FULL DAY)**

*** Please Note:** Due to the COVID-19 pandemic, meetings and events may be changed to a virtual format, postponed or cancelled. The [Parkland School Division public website](#) will be updated as information becomes available.

- 10.2. Notice of Motion
- 10.3. Topics for future agendas
- 10.4. Requests for information
- 10.5. Responses to Requests for information

11. IN-CAMERA: LAND

12. ACTION IN RESPONSE TO IN CAMERA

13. ADJOURNMENT



MINUTES OF THE REGULAR BOARD MEETING OF THE BOARD OF TRUSTEES OF THE PARKLAND SCHOOL DIVISION HELD VIRTUALLY FROM VARIOUS LOCATIONS ON MAY 25, 2021.

TRUSTEE ATTENDANCE:

Lorraine Stewart, Chair	Present
Eric Cameron, Vice-Chair	Present
Ron Heinrichs	Present
Sally Kucher-Johnson	Present
Paul McCann	Present
Darlene Clarke	Present
Anne Montgomery	Present

ADMINISTRATION ATTENDANCE:

- Shauna Boyce, Superintendent
 - Mark Francis, Deputy Superintendent
 - Scott Johnston, Associate Superintendent
 - Dr. Dianne McConnell, Associate Superintendent
 - Scott McFadyen, Associate Superintendent
 - Jason Krefting, Director, Financial Services
 - Darcy Sims, Accounting Supervisor, Financial Services
 - Jordi Weidman, Director, Strategic Communications
 - Keri Zylla, Executive Assistant, Recording Secretary
-

CALL TO ORDER

Board Chair Stewart called the meeting to order at 9:30 a.m.

NATIONAL ANTHEM

PERSONAL REFLECTION

TREATY SIX ACKNOWLEDGMENT

ANNOUNCEMENTS

Board Chair

Secretary-Treasurer

CHANGES TO THE AGENDA

APPROVAL OF THE AGENDA

Res 059-21

MOVED by Trustee McCann that the agenda be approved as presented.

CARRIED UNANIMOUSLY

APPROVAL OF THE MINUTES

Res 060-21

MOVED by Vice-Chair Cameron that the minutes of the Regular Board Meeting held on May 4, 2021 be approved as amended.

CARRIED UNANIMOUSLY

Amendment: Typo in Resolution 056-21 "*the Board*" repeated twice.

BUSINESS ARISING FROM THE MINUTES

None.

DELEGATION / PRESENTATION

None.

BOARD CHAIR REPORT

Board Chair Stewart shared her report.

There were no questions submitted for the Question Period.

SUPERINTENDENT REPORT

Superintendent Boyce shared her report.

ACTION ITEMS

2021-2022 ANNUAL EDUCATION PLAN

Res 061-21

Moved by Trustee McCann that the Board of Trustees approves the 2021-2022 Annual Education Plan as presented at the Regular Meeting of May 25, 2021.

CARRIED UNANIMOUSLY

Board Chair

Secretary-Treasurer

Associate Superintendent Johnston provided additional information on the motion and responded to questions.

Res 062-21

APPOINTMENT OF AUDITORS FOR PARKLAND SCHOOL DIVISION

Moved by Trustee McCann that the Board of Trustees approve the appointment of PricewaterhouseCoopers as the auditors for Parkland School Division for a period of 5 years as recommended by the Audit Committee.

CARRIED 5 to 2

In Favour: Board Chair Stewart, Vice-Chair Cameron, Trustee Heinrichs, Trustee McCann, Trustee Montgomery

Opposed: Trustee Kucher-Johnson, Trustee Clarke

Superintendent Boyce, Associate Superintendent McFadyen and members of the Audit Committee, provided information on the motion and responded to questions.

Board Chair Stewart called a recess at 10:42 a.m. Meeting resumed at 10:50 a.m.

Res 063-21

TRUSTEE REMUNERATION MODEL

Moved by Trustee McCann that the Board of Trustees approve the Trustee Remuneration Model used for the 2020-2021 school year for the 2021-2022 school year and beyond, as recommended by the Audit Committee.

*Board Chair Stewart transferred the chair to Vice-Chair Cameron at 10:58 a.m.
Board Chair Stewart resumed chair at 10:59 a.m.*

CARRIED 6 to 1

In Favour: Board Chair Stewart, Vice-Chair Cameron, Trustee Heinrichs, Trustee McCann, Trustee Clarke, Trustee Montgomery

Opposed: Trustee Kucher-Johnson

Associate Superintendent McFadyen and members of the Audit Committee provided information on the motion and responded to questions.

Board Chair

Secretary-Treasurer

TRUSTEE BASE REMUNERATION (Original Motion)

Moved by Trustee McCann that the Board of Trustees approve that the 10% reduction to base remuneration be maintained as recommended by the Audit Committee

Res 064-21

AMENDMENT TO MOTION

Moved by Vice-Chair Cameron that the Board of Trustees approve adding “*and Board Policy 7: Board Operations is updated to reflect the change*” to the end of the original motion.

CARRIED UNANIMOUSLY

Res 065-21

AMENDED TRUSTEE BASE REMUNERATION MOTION

Moved by Trustee McCann that the Board of Trustees approve that the 10% reduction to base remuneration be maintained as recommended by the Audit Committee and Board Policy 7: Board Operations is updated to reflect the change.

CARRIED UNANIMOUSLY

Associate Superintendent McFadyen and Members of the Audit Committee provided information on the motion and responded to questions.

Res 066-21

TRUSTEE PROFESSIONAL DEVELOPMENT

Moved by Trustee McCann that the Board of Trustees approve that the Professional Development budget is reduced by 9,500. Each Trustee received \$2,000 with an additional \$1,500 for the Board Chair. Further, the remaining amount will be allocated to the general Board professional development under direction of the Chair. The general professional development fund will pay for the ASBA and PSBAA general assemblies for the 2021-2022 school year and beyond, as recommended by the Audit Committee.

CARRIED 5 to 2

In Favour: Board Chair Stewart, Vice-Chair Cameron, Trustee McCann, Trustee Clarke, Trustee Montgomery

Opposed: Trustee Heinrichs, Trustee Kucher-Johnson

Board Chair

Secretary-Treasurer

Associate Superintendent McFadyen and members of the Audit Committee provided information on the motion and responded to questions.

Board Chair Stewart called a recess at 11:49 a.m. Meeting resumed at 11:55 a.m.

Res 067-21

BUDGET FOR THE 2021-2022 FISCAL YEAR

Moved by Trustee McCann that the Board Trustees approve the Budget for the 2021-2022 fiscal year, as recommended by the Audit Committee and presented at the Regular Meeting of May 25, 2021.

CARRIED UNANIMOUSLY

Associate Superintendent McFadyen provided information on the motion and responded to questions.

ADMINISTRATION REPORTS

ASSURANCE REPORT 2020-2021

The Board of Trustees received for information, the Assurance Report 2020-2021, as presented at the Regular Meeting of May 25, 2021.

Associate Superintendent Johnston provided additional information and responded to questions.

TRUSTEE REPORTS

COUNCIL OF SCHOOL COUNCILS – MAY 6, 2021

Trustee Montgomery shared her report from the May 6, 2021, Council of School Councils Meeting as presented at the Regular Meeting of May 25, 2021.

AUDIT COMMITTEE – MAY 12, 2021

Trustee McCann shared his report from the May 12, 2021, Audit Committee Meeting, as presented at the Regular Meeting of May 25, 2021.

PUBLIC SCHOOL BOARDS' ASSOCIATION OF ALBERTA

Trustee Heinrichs shared information.

ALBERTA SCHOOL BOARDS ASSOCIATION

Trustee Kucher-Johnson shared her report.

Board Chair

Secretary-Treasurer

Vice-Chair Cameron shared information on an additional position statement that was passed, as well as the five position statements that were discussed at the May 4, 2021 Regular Board Meeting and brought forward at the ASBA Zone 2/3 meeting held May 21, 2021.

CHAMBER OF COMMERCE

There was no report.

FUTURE BUSINESS

Meeting Dates *

Board - Open to the Public:

June 15, 2021 Regular Board Meeting 9:30 am, Centre for Education

Committees - Closed to the Public:

June 1, 2021..... PSD Tomorrow Committee Meeting 12:30 pm, Centre for Education

June 8, 2021..... Teacher Board Advisory Committee Meeting TBD, Centre for Education

** **Please Note:** Due to the COVID-19 pandemic, meetings and events may be changed to a virtual format, postponed or cancelled. The [Parkland School Division public website](#) will be updated as information becomes available.*

Notice of Motion

There was no notice of motion.

Topics for Future Agendas

There were no topics for future agendas.

Board Chair

Secretary-Treasurer

Request for Information

Trustee McCann requested information on two questions brought forward through school council meetings he attended:

1. What is the total cost associated with the rebranding initiative Parkland School Division has undertaken?
2. What percentage of students who started the school year in one of the two at-home-learning options available through Parkland School Division (Option 2 or Virtual Program) completed the school year in that option?

Responses to Requests for Information

Board Chair Stewart noted Trustee Montgomery's request for information at the May 4, 2021 Regular Board Meeting with regard to the Nutrition Programs and Initiatives will be discussed at the June 1, 2021 PSD Tomorrow meeting.

IN-CAMERA

There was no In-Camera.

ACTION IN RESPONSE TO IN-CAMERA

There was no action in response to In-Camera.

ADJOURNMENT

The meeting was adjourned at 1:16 p.m.

Board Chair

Secretary-Treasurer



MEMORANDUM

Date June 15, 2021

To Board of Trustees

From Lorraine Stewart, Board Chair
Eric Cameron, Board Vice-Chair

Originator Shauna Boyce, Superintendent

Resource Board Policy Review Committee

Governance Policy Board Policy 2: Role of the Board
Board Policy 10: Policy Formation and Review
Board Policy 12: Role of the Superintendent

Additional Reference BP 2: Section 2. Policy Governance
BP 10: Policy Formation and Review
BP 12: Section 5. Policy
BP 12: Section 7. Planning and Accountability

Subject **REVISED (NEW) BOARD POLICY 4: TRUSTEE CODE OF CONDUCT**

Purpose

For approval. Recommendation required.

Recommendation:

That the Board of Trustees approve the Revised New Board Policy 4: Trustee Code of Conduct, as presented at the Regular Meeting of June 15, 2021.

Background

The Board of Trustees is responsible to review Board Policies on an ongoing basis in order to adhere to the requirements necessary to provide excellence in public education and comply with the *Education Act* as well as provincial and federal legislation. The following revised policy is in support of this responsibility.

Report Summary

On February 16, 2021, the Board Policy Committee met and reviewed Board Policy 4: Trustee Code of Ethics, in order to fulfill Board mandates and comply with the *Education Act* which came into effect for all Alberta school jurisdictions on September 1, 2019. The policy was then presented to the Board for a review at the March 23, 2021 PSD Tomorrow Meeting. After discussion, the original policy would have needed substantive changes and additions to address the content Trustees felt was needed, therefore a new policy was drafted.

On May 19, 2021, the Board Policy Committee met and reviewed the new Board Policy 4, under its new title: Trustee Code of Conduct (BP4). BP4 was presented for review at the June 1, 2021 PSD Tomorrow Meeting. There were no substantive amendments needed, however, several language and formatting revisions were made for added clarity.

The following report reflects all revisions made and includes the original Board Policy 4: Trustee Code of Ethics, and the final, tracked and original drafts of the *new* Board Policy 4: Trustee Code of Conduct.

Members of the Board Policy Committee would be pleased to respond to any questions.

LS:kz



Parkland School Division Board Policy 4 TRUSTEE CODE OF CONDUCT

The Board commits itself and its members to conduct of the highest ethical standards. This high standard includes the proper use of authority and appropriate decorum exhibited as individuals and within group behaviour. It is expected that all personal interactions and relationships will be characterized by mutual respect, which acknowledges the dignity and affirms the worth of each person. The Trustee *Code of Conduct* requires that trustees respect the confidentiality appropriate to issues of a sensitive nature.

Guidelines for Trustee Conduct:

1. Trustees shall carry out their responsibilities as detailed in *Board Policy 3: Role of the Trustee* and shall devote time, thought and study to the duties and responsibilities of trusteeship, with reasonable diligence, so that they may render effective and creditable service.
2. Trustees shall conduct themselves in a manner that enhances public confidence and trust, and positively affects the public's perception of their ability to do their job in an impartial manner.
3. Trustees shall commit themselves to dignified, ethical, lawful and professional conduct.
4. While trustees have the same rights afforded to individuals, trustees are required at all times to maintain the integrity of public office and conduct themselves in a manner that enhances public confidence and trust, and positively affects the public's perception of their ability to do their job in an impartial and professional manner. Specifically:
 - 4.1. Relationships with the division staff, the local citizenry, and the media shall be conducted on the basis of this fact.
 - 4.2. Trustees have no legal authority outside the meetings of the Board, unless the Board has so delegated.
 - 4.3. Trustees recognize that the Board Chair is the official spokesperson of the Board.
 - 4.4. Trustees shall not attempt to exercise individual authority over the Superintendent of Schools or any member of the staff.
5. Trustees shall support the Board's policies and resolutions when communicating with the public.
6. While elected from specific wards, trustees shall represent the best interest of the entire Division.

With respect to trustee decisions:

7. Trustees shall do everything possible to maintain the integrity, confidence, and dignity of the office of trustee.

8. Trustees shall base decisions upon all available facts in each situation.
9. Trustees shall vote with honest conviction in every case.
10. Trustees shall refrain from becoming swayed by partisan bias of any kind.

With respect to Board collegiality:

11. Trustees shall endeavour to work with fellow Board members cooperatively, with respect, and in a spirit of harmony and cooperation, in spite of any differences of opinion which may arise during debate:
 - 11.1. Trustees shall encourage full and open discussions in all matters with fellow trustees;
 - 11.2. Trustees shall not withhold or conceal any information or matter with which other Trustees should be concerned;
 - 11.3. Trustees shall honour the roles established by the Board for the purpose of Board Chair, Board Vice-Chair and/or Board committee representation, and
 - 11.4. Trustees shall abide by and uphold the final majority decision of the Board.

With respect to schools and school operations:

12. Trustees shall not use the schools or any part of the school program for their own personal advantage or for the advantage of family and friends.
13. Trustees shall demonstrate an understanding of the needs and aspirations of the Division and shall support the Board's current Education Plan.
14. Trustees shall govern through Board policy and shall respect the role of the Superintendent with regard to Division management and operations.

With respect to confidentiality, pecuniary interest and/or fiduciary responsibilities:

15. Trustees shall keep confidential any personal, privileged or confidential information obtained in the capacity of a trustee, and shall not disclose the information except when authorized by law, or by the Board.
16. Trustees shall honour their fiduciary responsibility to the Board and demonstrate that the expenditure of school funds is a public trust; notably
 - 16.1. Trustees shall endeavour to see that all such funds shall be expended efficiently, economically, and for the best interest of the students.
17. Trustees' fiduciary responsibility to the Board supersedes any conflicting loyalty, such as that to advocacy or interest groups and memberships on other Boards or staffs, or acting as an individual consumer of the Division's services:

- 17.1. Trustees, having a pecuniary interest in a matter before the Board, and as defined in s. 85(1)(b) of the *Education Act*, shall follow the requirements of the *Education Act* and *Board Policy 7: Board Operations*;
 - 17.2. Trustees shall declare any pecuniary interests and act in accordance with provincial and federal legislation; and
 - 17.3. Trustees shall avoid any conflict-of-interest with respect to their fiduciary responsibility.
 - 17.4. Trustees shall not use their influence, or allow themselves to submit to any external pressure, to advance any personal, family or friends’ interests or the interests of any organization with which the trustee is associated.
18. Trustees shall be accountable to represent loyalty without conflict to the interests of the Division:
- 18.1. This accountability shall supersede any conflicting loyalty such as that to advocacy or interest groups and memberships on other boards or staffs; and
 - 18.2. This accountability also supersedes the personal interest of any trustee acting as a consumer of the organization’s services.

With respect to a breach of the *Code of Conduct*:

19. Consequences for the failure of a Trustee to adhere to *Board Policy 4: Trustee Code of Conduct* (herein) are specified in Policy 4: Appendix 4.1.

Reference: Education Act: 33, 34, 51-53, 64, 67, 85-96, 260 Local Authorities Election Act: 21-24,	Approved: (signature)
	Date Approved:
Cross-Reference: Board Policy: 1, 3, 20	Reviewed or June, 2021 Revised:



Parkland School Division
Board Policy 4: Appendix 4.1
TRUSTEE CODE OF CONDUCT SANCTIONS

Trustees shall conduct themselves in an ethical and prudent manner in compliance with Parkland School Division Board Policy 4: Trustee *Code of Conduct*. The failure by trustees to conduct themselves in compliance with this policy may result in the Board instituting sanctions.

Regarding allegations of inappropriate or unethical conduct:

1. Any trustee who perceives that a fellow trustee has violated the *Code of Conduct* may seek resolution of the matter through appropriate, conciliatory measures, prior to commencing an official complaint under the *Code of Conduct*.
2. A trustee who wishes to commence an official complaint (the complainant) under the *Code of Conduct* shall file a letter of complaint with the Board Chair within fifteen (15) days of becoming aware of the alleged violation of the *Code of Conduct* occurring:
 - 2.1. If the complaint is with respect to the conduct of the Board Chair, the letter of complaint shall be filed with the Vice-Chair;
 - 2.2. The letter of complaint shall indicate the nature of the complaint and the section or sections of the *Code of Conduct* that are alleged to have been violated by the trustee;
 - 2.3. The trustee who is alleged to have violated the *Code of Conduct* (the respondent), and all other trustees, shall be forwarded a copy of the letter of complaint by the Board Chair, or by the Vice-Chair where otherwise applicable, within five (5) days of receipt by the Board Chair or Vice Chair of the letter of complaint;
 - 2.4. The communication forwarding the letter of complaint to the other trustees shall be by e-mail to the trustees' Parkland School Division email accounts.
3. When a trustee files a letter of complaint, and a copy of that letter of complaint is forwarded to all trustees, the filing, notification, content, and nature of the complaint shall be deemed to be strictly confidential, the public disclosure of which shall be deemed to be a violation of the *Code of Conduct*; notably:
 - 3.1. Public disclosure of the complaint and any resulting decision taken by the Board may be disclosed by the Board Chair only at the direction of the Board, following the disposition of the complaint by the Board at a *Code of Conduct* hearing.
4. To ensure that the complaint has merit to be considered and reviewed, at least one other trustee must provide to the Board Chair, within five (5) days of the notice in writing of the complaint being forwarded to all trustees, a letter indicating support for having the complaint heard at a *Code of Conduct* hearing; notably:

- 4.1. Any trustee who forwards such a letter of support shall not be disqualified from attending at and deliberating upon the complaint at a *Code of Conduct* hearing convened to hear the matter, solely for having issued such a letter.
5. Where no letter supporting a hearing is received by the Board Chair within the five (5) day period referred to in section 4 above, the complaint shall not be heard; notably:
 - 5.1. The Board Chair shall notify all other trustees in writing by email to each trustees' Parkland School Division email account that no further action of the Board shall occur.
6. Where a letter supporting a hearing is received by the Board Chair within the five (5) day period referred to in section 4 above, the Board Chair shall convene, as soon as is reasonable, a special meeting of the Board to conduct a *Code of Conduct* hearing.
7. The Board Chair may request that the Superintendent or designate (as Head of the Division under the *Freedom of Information and Protection of Privacy Act*), appoint an independent investigator to review this matter.
 - 7.1. This request may occur only after such a motion has been discussed and agreed to by a majority of trustees present at an *in-camera* meeting of the Board.
 - 7.2. This decision shall immediately be approved in a public meeting of the Board.
 - 7.3. The independent investigator shall investigate the matter and submit, in a timely manner, a report of findings and recommendations to the Board Chair and to the Superintendent.
 - 7.4. The Board Chair shall present the report of the independent investigator at an *in-camera* meeting of the Board.
 - 7.5. At this time, the trustee in question shall have an opportunity to present any additional, relevant information.

Code of Conduct Hearing:

8. At the commencement of a special meeting of the Board, the Board Chair shall indicate the nature of the business to be transacted, and that the complaint shall be heard in an *in-camera* session of the special meeting; notably:
 - 8.1. The Board Chair shall also confirm that trustees may optionally take paper notes for their own use but otherwise, there will be no recording of the proceedings; and
 - 8.2. The notes, if any, shall be retained until the matter has been disposed of by way of a resolution of the Board, following which the notes will be destroyed, and the resolution will be the only record relating to the proceedings.
9. Without limitation, the Board Chair shall ensure fairness in dealing with the complaint or allegation, and shall adhere to the following:
 - 9.1. All preliminary matters, including whether one or more trustees may have a conflict of interest in hearing the presentations regarding the complaint, shall be dealt with prior to the presentation of the complaint on behalf of the complainant trustee.

10. The *Code of Conduct* hearing shall adhere to the following sequence:
 - 10.1. The complainant trustee shall provide a presentation which may be written or oral or both;
 - 10.2. The respondent trustee shall provide a presentation which may be written or oral or both;
 - 10.3. The complainant trustee shall then be given an opportunity to reply to the respondent trustee's presentation;
 - 10.4. The respondent trustee shall then be provided a further opportunity to respond to the complaining trustee's presentation and subsequent remarks;
 - 10.5. The remaining trustees of the Board shall be given the opportunity to ask questions of both parties;
 - 10.6. The complainant trustee shall be given the opportunity to make final comments; and
 - 10.7. The respondent trustee shall be given the opportunity to make final comments.
11. Following the presentation of the respective positions of the complainant trustee and respondent trustee, the complainant trustee and respondent trustee shall be required to leave the room, and the remaining trustees shall deliberate, without assistance from administration;
 - 11.1. The Board may, in its discretion, call upon legal advisors to assist them on points of law or the drafting of a possible resolution.
12. If the remaining trustees in deliberation require further information or clarification, the parties shall be recalled, and the requests made in the presence of both parties:
 - 12.1. If the information is not readily available, the presiding Chair may request a recess or, if necessary, an adjournment of the *Code of Conduct* hearing to a later date.
 - 12.2. In the case of an adjournment, no discussion by trustees whatsoever of the matters heard at the *Code of Conduct* hearing may take place until the meeting is reconvened.
13. The remaining trustees in deliberation may draft a resolution indicating what action, if any, may be taken regarding the respondent trustee.
14. The presiding Chair shall reconvene the parties to the *Code of Conduct* hearing and request a motion to revert to the open meeting in order to consider motion(s), if any.
 - 14.1. The respondent trustee and complainant trustee would be ineligible from voting on the motions.
15. Sanctions shall be applied to a Trustee if, by a majority vote of the Board, it is determined that a breach of the *Code of Conduct* has occurred.
16. All documentation that is related to the *Code of Conduct* hearing shall be returned to the Superintendent or designate immediately upon conclusion of the *Code of Conduct* hearing and shall be retained in accordance with legal requirements.
17. The presiding Chair shall declare the special Board meeting adjourned.

Code of Conduct Sanctions:

18. A violation of the *Code of Conduct* may result in the Board instituting, without limitation, any or all of the following sanctions:
 - 18.1. The Board Chair writing a letter of identifying the violation of the *Code of Conduct* marked “Personal and Confidential” to the trustee in question.
 - 18.1.1. This occurs only after having such action discussed and agreed upon by a majority vote of trustees present at an *in-camera* meeting of the Board.
 - 18.1.2. A majority of trustees at a public meeting of the Board shall approve this decision.
 - 18.2. Having a motion of censure naming the respondent passed by a majority of those trustees present and allowed to vote at the special meeting of the Board;
 - 18.3. Having a motion to remove the offending trustee from one, some or all Board committees or other appointments of the Board for a time not to exceed the trustee’s term as trustee passed by a majority of those trustees present and allowed to vote at the special meeting of the Board; or
 - 18.4. Having a motion to disqualify the offending trustee passed by a majority of those trustees present and allowed to vote at the special meeting of the Board.
19. The Board may, in its discretion, make public its findings at the special meeting or at a regular meeting of the Board where the board has not upheld the complaint alleging a violation of the board’s *Code of Conduct* or where there has been a withdrawal of the complaint or under any other circumstances that the Board deems reasonable and appropriate to indicate publicly its disposition of the complaint.
20. If a trustee is disqualified under section 87 or 88 of the *Education Act* from remaining as a trustee of the Board and does not resign as required under section 90, the Board may by resolution declare the trustee to be disqualified from remaining a trustee and the seat on the Board to be vacant.
21. The Board may apply for originating notice to the Court of Queen’s Bench for an Order:
 - 21.1. Determining whether the person is qualified to remain as a trustee, or
 - 21.2. Declaring the person to be disqualified from remaining as a trustee and the seat on the Board to be vacant.

Date Approved:	Reviewed or Revised: June, 2021
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Parkland School Division
Board Policy 4
TRUSTEE CODE OF CONDUCT

The Board commits itself and its members to conduct of the highest ethical standards. This high standard includes the proper use of authority and appropriate decorum exhibited as individuals and within group behaviour. It is expected that all personal interactions and relationships will be characterized by mutual respect, which acknowledges the dignity and affirms the worth of each person. The Trustee *Code of Conduct* requires that trustees respect the confidentiality appropriate to issues of a sensitive nature.

Guidelines for Trustee Conduct:

1. Trustees shall carry out their responsibilities as detailed in *Board Policy 3: Role of the Trustee* and shall devote time, thought and study to the duties and responsibilities of trusteeship, with reasonable diligence, so that they may render effective and creditable service.
2. Trustees shall conduct themselves in a manner that enhances public confidence and trust, and positively affects the public's perception of their ability to do their job in an impartial manner.
3. Trustees shall commit themselves to dignified, ethical, lawful and professional conduct.
4. While trustees have the same rights afforded to individuals, trustees are required at all times to maintain the integrity of public office and conduct themselves in a manner that enhances public confidence and trust, and positively affects the public's perception of their ability to do their job in an impartial and professional manner. Specifically:
 - 4.1. Relationships with the division staff, the local citizenry, and the media shall be conducted on the basis of this fact.
 - 4.2. Trustees have no legal authority outside the meetings of the Board, unless the Board has so delegated.
 - 4.3. Trustees recognize that the Board Chair is the official spokesperson of the Board.
 - 4.4. Trustees shall not attempt to exercise individual authority over the Superintendent of Schools or any member of the staff.
5. Trustees shall support the Board's policies and resolutions when communicating with the public.
6. While elected from specific wards, trustees shall represent the best interest of the entire Division.

With respect to trustee decisions:

7. Trustees shall do everything possible to maintain the integrity, confidence, and dignity of the office of trustee.

8. Trustees shall base decisions upon all available facts in each situation.
9. Trustees shall vote with honest conviction in every case.
10. Trustees shall refrain from becoming swayed by partisan bias of any kind.

With respect to Board collegiality:

11. Trustees shall endeavour to work with fellow Board members cooperatively, with respect, and in a spirit of harmony and cooperation, in spite of any differences of opinion which may arise during debate:
 - 11.1. Trustees shall encourage full and open discussions in all matters with fellow trustees;
 - 11.2. Trustees shall not withhold or conceal any information or matter with which other Trustees should be concerned;
 - 11.3. Trustees shall honour the roles established by the Board for the purpose of Board Chair, Board Vice-Chair and/or Board committee representation, and
 - 11.4. Trustees shall abide by and uphold the final majority decision of the Board.

With respect to schools and school operations:

12. Trustees shall not use the schools or any part of the school program for their own personal advantage or for the advantage of family and friends.
13. Trustees shall demonstrate an understanding of the needs and aspirations of the Division and shall support the Board's current Education Plan.
14. Trustees shall govern through Board policy and shall respect the role of the Superintendent with regard to Division management and operations.

With respect to confidentiality, pecuniary interest and/or fiduciary responsibilities:

15. Trustees shall keep confidential any personal, privileged or confidential information obtained in the capacity of a trustee, and shall not disclose the information except when authorized by law, or by the Board.
16. Trustees shall honour their fiduciary responsibility to the Board and demonstrate that the expenditure of school funds is a public trust; notably
 - 16.1. Trustees shall endeavour to see that all such funds shall be expended efficiently, economically, and for the best interest of the students.
17. Trustees' fiduciary responsibility to the Board supersedes any conflicting loyalty, such as that to advocacy or interest groups and memberships on other Boards or staffs, or acting as an individual consumer of the Division's services:

- 17.1. Trustees, having a pecuniary interest in a matter before the Board, and as defined in s. 85(1)(b) of the *Education Act*, shall follow the requirements of the *Education Act* and *Board Policy 7: Board Operations*;
 - 17.2. Trustees shall declare any pecuniary interests and act in accordance with provincial and federal legislation; and
 - 17.3. Trustees shall avoid any conflict-of-interest with respect to their fiduciary responsibility.
 - 17.4. Trustees shall not use their influence, or allow themselves to submit to any external pressure, to advance any personal, family or friends’ interests or the interests of any organization with which the trustee is associated.
18. Trustees shall be accountable to represent loyalty without conflict to the interests of the Division:
- 18.1. This accountability shall supersede any conflicting loyalty such as that to advocacy or interest groups and memberships on other boards or staffs; and
 - 18.2. This accountability also supersedes the personal interest of any trustee acting as a consumer of the organization’s services.

With respect to a breach of the *Code of Conduct*:

19. Consequences for the failure of a Trustee to adhere to *Board Policy 4: Trustee Code of Conduct* (herein) are specified in Policy 4: Appendix 4.1.

Reference: Education Act: 33, 34, 51-53, 64, 67, 85-96, 260 Local Authorities Election Act: 21-24,	Approved: (signature)
	Date Approved:
Cross-Reference: Board Policy: 1, 3, 20	Reviewed or Revised: May June, 2021



Parkland School Division
Board Policy 4: Appendix 4.1
TRUSTEE CODE OF CONDUCT SANCTIONS

Trustees shall conduct themselves in an ethical and prudent manner in compliance with Parkland School Division Board Policy 4: Trustee *Code of Conduct*. The failure by trustees to conduct themselves in compliance with this policy may result in the Board instituting sanctions.

Regarding allegations of inappropriate or unethical conduct:

1. Any trustee who perceives that a fellow trustee has violated the *Code of Conduct* may seek resolution of the matter through appropriate, conciliatory measures, prior to commencing an official complaint under the *Code of Conduct*.
2. A trustee who wishes to commence an official complaint (the complainant) under the *Code of Conduct* shall file a letter of complaint with the Board Chair within fifteen (15) days of becoming aware of the alleged violation of the *Code of Conduct* occurring:
 - 2.1. If the complaint is with respect to the conduct of the Board Chair, the letter of complaint shall be filed with the Vice-Chair;
 - 2.2. The letter of complaint shall indicate the nature of the complaint and the section or sections of the *Code of Conduct* that are alleged to have been violated by the trustee;
 - 2.3. The trustee who is alleged to have violated the *Code of Conduct* (the respondent), and all other trustees, shall be forwarded a copy of the letter of complaint by the Board Chair, or by the Vice-Chair where otherwise applicable, within five (5) days of receipt by the Board Chair or Vice Chair of the letter of complaint;
 - 2.4. The communication forwarding the letter of complaint to the other trustees shall be by e-mail to the trustees' Parkland School Division email accounts.
3. When a trustee files a letter of complaint, and a copy of that letter of complaint is forwarded to all trustees, the filing, notification, content, and nature of the complaint shall be deemed to be strictly confidential, the public disclosure of which shall be deemed to be a violation of the *Code of Conduct*; notably:
 - 3.1. Public disclosure of the complaint and any resulting decision taken by the Board may be disclosed by the Board Chair only at the direction of the Board, following the disposition of the complaint by the Board at a *Code of Conduct* hearing.
4. To ensure that the complaint has merit to be considered and reviewed, at least one other trustee must provide to the Board Chair, within ~~three-five~~ (35) days of the notice in writing of the complaint being forwarded to all trustees, a letter indicating support for having the complaint heard at a *Code of Conduct* hearing; notably:

- 4.1. Any trustee who forwards such a letter of support shall not be disqualified from attending at and deliberating upon the complaint at a *Code of Conduct* hearing convened to hear the matter, solely for having issued such a letter.
5. Where no letter supporting a hearing is received by the Board Chair within the ~~three~~five (35) day period referred to in section ~~14~~ above, the complaint shall not be heard; notably:
 - 5.1. The Board Chair shall notify all other trustees in writing by email to each trustees' Parkland School Division email account that no further action of the Board shall occur.
6. Where a letter supporting a hearing is received by the Board Chair within the ~~three~~five (35) day period referred to in section ~~14~~ above, the Board Chair shall convene, as soon as is reasonable, a special meeting of the Board to conduct a *Code of Conduct* hearing.
7. The Board Chair may request that the Superintendent or designate (as Head of the Division under the *Freedom of Information and Protection of Privacy Act*), appoint an independent investigator to review this matter.
 - 7.1. This request may occur only after such a motion has been discussed and agreed to by a majority of trustees present at an *in-camera* meeting of the Board.
 - 7.2. This decision shall immediately be approved in a public meeting of the Board.
 - 7.3. The independent investigator shall investigate the matter and submit, in a timely manner, a report of findings and recommendations to the Board Chair and to the Superintendent.
 - 7.4. The Board Chair shall present the report of the independent investigator at an *in-camera* meeting of the Board.
 - 7.5. At this time, the trustee in question shall have an opportunity to present any additional, relevant information.

Code of Conduct Hearing:

8. At the commencement of a special meeting of the Board, the Board Chair shall indicate the nature of the business to be transacted, and that the complaint shall be heard in an *in-camera* session of the special meeting; notably:
 - 8.1. The Board Chair shall also confirm that trustees may optionally take paper notes for their own use but otherwise, there will be no recording of the proceedings; and
 - 8.2. The notes, if any, shall be retained until the matter has been disposed of by way of a resolution of the Board, following which the notes will be destroyed, and the resolution will be the only record relating to the proceedings.
9. Without limitation, the Board Chair shall ensure fairness in dealing with the complaint or allegation, and shall adhere to the following:
 - 9.1. All preliminary matters, including whether one or more trustees may have a conflict of interest in hearing the presentations regarding the complaint, shall be dealt with prior to the presentation of the complaint on behalf of the complainant trustee.

10. The *Code of Conduct* hearing shall adhere to the following sequence:
 - 10.1. The complainant trustee shall provide a presentation which may be written or oral or both;
 - 10.2. The respondent trustee shall provide a presentation which may be written or oral or both;
 - 10.3. The complainant trustee shall then be given an opportunity to reply to the respondent trustee's presentation;
 - 10.4. The respondent trustee shall then be provided a further opportunity to respond to the complaining trustee's presentation and subsequent remarks;
 - 10.5. The remaining trustees of the Board shall be given the opportunity to ask questions of both parties;
 - 10.6. The complainant trustee shall be given the opportunity to make final comments; and
 - 10.7. The respondent trustee shall be given the opportunity to make final comments.
11. Following the presentation of the respective positions of the complainant trustee and respondent trustee, the complainant trustee and respondent trustee shall be required to leave the room, and the remaining trustees shall deliberate, without assistance from administration;
 - 11.1. The Board may, in its discretion, call upon legal advisors to assist them on points of law or the drafting of a possible resolution.
12. If the remaining trustees in deliberation require further information or clarification, the parties shall be recalled, and the requests made in the presence of both parties:
 - 12.1. If the information is not readily available, the presiding Chair may request a recess or, if necessary, an adjournment of the *Code of Conduct* hearing to a later date.
 - 12.2. In the case of an adjournment, no discussion by trustees whatsoever of the matters heard at the *Code of Conduct* hearing may take place until the meeting is reconvened.
13. The remaining trustees in deliberation may draft a resolution indicating what action, if any, may be taken regarding the respondent trustee.
14. The presiding Chair shall reconvene the parties to the *Code of Conduct* hearing and request a motion to revert to the open meeting in order to consider motion(s), if any.
 - 14.1. The respondent trustee and complainant trustee would be ineligible from voting on the motions.
15. Sanctions shall be applied to a Trustee if, by a majority vote of the Board, it is determined that a breach of the *Code of Conduct* has occurred.
16. All documentation that is related to the *Code of Conduct* hearing shall be returned to the Superintendent or designate immediately upon conclusion of the *Code of Conduct* hearing and shall be retained in accordance with legal requirements.
17. The presiding Chair shall declare the special Board meeting adjourned.

Code of Conduct Sanctions:

- 18. A violation of the *Code of Conduct* may result in the Board instituting, without limitation, any or all of the following sanctions:
 - 18.1. The Board Chair writing a letter of identifying the violation of the *Code of Conduct* marked “Personal and Confidential” to the trustee in question.
 - 18.1.1. This occurs only after having such action discussed and agreed upon by a majority vote of trustees present at an *in-camera* meeting of the Board.
 - 18.1.2. A majority of trustees at a public meeting of the Board shall approve this decision.
 - 18.2. Having a motion of censure naming the respondent passed by a majority of those trustees present and allowed to vote at the special meeting of the Board;
 - 18.3. Having a motion to remove the offending trustee from one, some or all Board committees or other appointments of the Board for a time not to exceed the trustee’s term as trustee passed by a majority of those trustees present and allowed to vote at the special meeting of the Board; or
 - 18.4. Having a motion to disqualify the offending trustee passed by a majority of those trustees present and allowed to vote at the special meeting of the Board.
- 19. The Board may, in its discretion, make public its findings at the special meeting or at a regular meeting of the Board where the board has not upheld the complaint alleging a violation of the board’s *Code of Conduct* or where there has been a withdrawal of the complaint or under any other circumstances that the Board deems reasonable and appropriate to indicate publicly its disposition of the complaint.
- ~~20.~~ 20. If a trustee is disqualified under section 87 or 88 of the *Education Act* from remaining as a trustee of the Board and does not resign as required under section 90, the Board may by resolution declare the trustee to be disqualified from remaining a trustee and the seat on the Board to be vacant. ~~or~~
- ~~20-21.~~ 20-21. The Board may apply for originating notice to the Court of Queen’s Bench for an Order:
 - ~~20-1-21.1.~~ 20-1-21.1. Determining whether the ~~trustee-person~~ is qualified to remain as a trustee, or
 - ~~20-2-21.2.~~ 20-2-21.2. Declaring the ~~trustee-person~~ to be disqualified from remaining as a trustee and the seat on the Board to be vacant.

Date Approved:	Reviewed or Revised: <u>MayJune</u> , 2021
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Parkland School Division Board Policy 4 TRUSTEE CODE OF CONDUCT

The Board commits itself and its members to conduct of the highest ethical standards. This high standard includes the proper use of authority and appropriate decorum exhibited as individuals and within group behaviour. It is expected that all personal interactions and relationships will be characterized by mutual respect, which acknowledges the dignity and affirms the worth of each person. The Trustee *Code of Conduct* requires that trustees respect the confidentiality appropriate to issues of a sensitive nature.

Guidelines for Trustee Conduct:

1. Trustees shall carry out their responsibilities as detailed in *Board Policy 3: Role of the Trustee* and shall devote time, thought and study to the duties and responsibilities of trusteeship, with reasonable diligence, so that they may render effective and creditable service.
2. Trustees shall conduct themselves in a manner that enhances public confidence and trust, and positively affects the public's perception of their ability to do their job in an impartial manner.
3. Trustees shall commit themselves to dignified, ethical, lawful and professional conduct.
4. While trustees have the same rights afforded to individuals, trustees are required at all times to maintain the integrity of public office and conduct themselves in a manner that enhances public confidence and trust, and positively affects the public's perception of their ability to do their job in an impartial and professional manner. Specifically:
 - 4.1. Relationships with the division staff, the local citizenry, and the media shall be conducted on the basis of this fact.
 - 4.2. Trustees have no legal authority outside the meetings of the Board, unless the Board has so delegated.
 - 4.3. Trustees recognize that the Board Chair is the official spokesperson of the Board.
 - 4.4. Trustees shall not attempt to exercise individual authority over the Superintendent of Schools or any member of the staff.
5. Trustees shall support the Board's policies and resolutions when communicating with the public.
6. While elected from specific wards, trustees shall represent the best interest of the entire Division.

With respect to trustee decisions:

7. Trustees shall do everything possible to maintain the integrity, confidence, and dignity of the office of trustee.

8. Trustees shall base decisions upon all available facts in each situation.
9. Trustees shall vote with honest conviction in every case.
10. Trustees shall refrain from becoming swayed by partisan bias of any kind.

With respect to Board collegiality:

11. Trustees shall endeavour to work with fellow Board members cooperatively, with respect, and in a spirit of harmony and cooperation, in spite of any differences of opinion which may arise during debate:
 - 11.1. Trustees shall encourage full and open discussions in all matters with fellow trustees;
 - 11.2. Trustees shall not withhold or conceal any information or matter with which other Trustees should be concerned;
 - 11.3. Trustees shall honour the roles established by the Board for the purpose of Board Chair, Board Vice-Chair and/or Board committee representation, and
 - 11.4. Trustees shall abide by and uphold the final majority decision of the Board.

With respect to schools and school operations:

12. Trustees shall not use the schools or any part of the school program for their own personal advantage or for the advantage of family and friends.
13. Trustees shall demonstrate an understanding of the needs and aspirations of the Division and shall support the Board's current Education Plan.
14. Trustees shall govern through Board policy and shall respect the role of the Superintendent with regard to Division management and operations.

With respect to confidentiality, pecuniary interest and/or fiduciary responsibilities:

15. Trustees shall keep confidential any personal, privileged or confidential information obtained in the capacity of a trustee, and shall not disclose the information except when authorized by law, or by the Board.
16. Trustees shall honour their fiduciary responsibility to the Board and demonstrate that the expenditure of school funds is a public trust; notably
 - 16.1. Trustees shall endeavour to see that all such funds shall be expended efficiently, economically, and for the best interest of the students.
17. Trustees' fiduciary responsibility to the Board supersedes any conflicting loyalty, such as that to advocacy or interest groups and memberships on other Boards or staffs, or acting as an individual consumer of the Division's services:

- 17.1. Trustees, having a pecuniary interest in a matter before the Board, and as defined in s. 85(1)(b) of the *Education Act*, shall follow the requirements of the *Education Act* and *Board Policy 7: Board Operations*;
 - 17.2. Trustees shall declare any pecuniary interests and act in accordance with provincial and federal legislation; and
 - 17.3. Trustees shall avoid any conflict-of-interest with respect to their fiduciary responsibility.
 - 17.4. Trustees shall not use their influence, or allow themselves to submit to any external pressure, to advance any personal, family or friends’ interests or the interests of any organization with which the trustee is associated.
18. Trustees shall be accountable to represent loyalty without conflict to the interests of the Division:
- 18.1. This accountability shall supersede any conflicting loyalty such as that to advocacy or interest groups and memberships on other boards or staffs; and
 - 18.2. This accountability also supersedes the personal interest of any trustee acting as a consumer of the organization’s services.

With respect to a breach of the *Code of Conduct*:

- 19. Consequences for the failure of a Trustee to adhere to *Board Policy 4: Trustee Code of Conduct* (herein) are specified in Policy 4: Appendix 4.1.

Reference: Education Act: 33, 34, 51-53, 64, 67, 85-96, 260 Local Authorities Election Act: 21-24,	Approved: (signature)
	Date Approved:
Cross-Reference: Board Policy: 1, 3, 20	Reviewed or Revised: May, 2021



Parkland School Division
Board Policy 4: Appendix 4.1
TRUSTEE CODE OF CONDUCT SANCTIONS

Trustees shall conduct themselves in an ethical and prudent manner in compliance with Parkland School Division Board Policy 4: Trustee *Code of Conduct*. The failure by trustees to conduct themselves in compliance with this policy may result in the Board instituting sanctions.

Regarding allegations of inappropriate or unethical conduct:

1. Any trustee who perceives that a fellow trustee has violated the *Code of Conduct* may seek resolution of the matter through appropriate, conciliatory measures, prior to commencing an official complaint under the *Code of Conduct*.
2. A trustee who wishes to commence an official complaint under the *Code of Conduct* shall file a letter of complaint with the Board Chair within fifteen (15) days of the alleged violation of the *Code of Conduct* occurring:
 - 2.1. If the complaint is with respect to the conduct of the Board Chair, the letter of complaint shall be filed with the Vice-Chair;
 - 2.2. The letter of complaint shall indicate the nature of the complaint and the section or sections of the *Code of Conduct* that are alleged to have been violated by the trustee;
 - 2.3. The trustee who is alleged to have violated the *Code of Conduct*, and all other trustees, shall be forwarded a copy of the letter of complaint by the Board Chair, or by the Vice-Chair where otherwise applicable, within five (5) days of receipt by the Board Chair or Vice Chair of the letter of complaint;
 - 2.4. The communication forwarding the letter of complaint to the other trustees shall be by e-mail to the trustees' Parkland School Division email accounts.
3. When a trustee files a letter of complaint, and a copy of that letter of complaint is forwarded to all trustees, the filing, notification, content, and nature of the complaint shall be deemed to be strictly confidential, the public disclosure of which shall be deemed to be a violation of the *Code of Conduct*; notably:
 - 3.1. Public disclosure of the complaint and any resulting decision taken by the Board may be disclosed by the Board Chair only at the direction of the Board, following the disposition of the complaint by the Board at a *Code of Conduct* hearing.
4. To ensure that the complaint has merit to be considered and reviewed, at least one other trustee must provide to the Board Chair, within three (3) days of the notice in writing of the complaint being forwarded to all trustees, a letter indicating support for having the complaint heard at a *Code of Conduct* hearing; notably:

- 4.1. Any trustee who forwards such a letter of support shall not be disqualified from attending at and deliberating upon the complaint at a *Code of Conduct* hearing convened to hear the matter, solely for having issued such a letter.
5. Where no letter supporting a hearing is received by the Board Chair within the three (3) day period referred to in section 14 above, the complaint shall not be heard; notably:
 - 5.1. The Board Chair shall notify all other trustees in writing by email to each trustees' Parkland School Division email account that no further action of the Board shall occur.
6. Where a letter supporting a hearing is received by the Board Chair within the three (3) day period referred to in section 14 above, the Board Chair shall convene, as soon as is reasonable, a special meeting of the Board to conduct a *Code of Conduct* hearing.
7. The Board Chair may request that the Superintendent or designate (as Head of the Division under the *Freedom of Information and Protection of Privacy Act*), appoint an independent investigator to review this matter.
 - 7.1. This request may occur only after such a motion has been discussed and agreed to by a majority of trustees present at an *in-camera* meeting of the Board.
 - 7.2. This decision shall immediately be approved in a public meeting of the Board.
 - 7.3. The independent investigator shall investigate the matter and submit a report of findings and recommendations to the Board Chair and to the Superintendent.
 - 7.4. The Board Chair shall present the report of the independent investigator at an *in-camera* meeting of the Board.
 - 7.5. At this time, the trustee in question shall have an opportunity to present any additional, relevant information.

Code of Conduct Hearing:

8. At the commencement of a special meeting of the Board, the Board Chair shall indicate the nature of the business to be transacted, and that the complaint shall be heard in an *in-camera* session of the special meeting; notably:
 - 8.1. The Board Chair shall also confirm that trustees may optionally take paper notes for their own use but otherwise, there will be no recording of the proceedings; and
 - 8.2. The notes, if any, shall be retained until the matter has been disposed of by way of a resolution of the Board, following which the notes will be destroyed, and the resolution will be the only record relating to the proceedings.
9. Without limitation, the Board Chair shall ensure fairness in dealing with the complaint or allegation, and shall adhere to the following:
 - 9.1. All preliminary matters, including whether one or more trustees may have a conflict of interest in hearing the presentations regarding the complaint, shall be dealt with prior to the presentation of the complaint on behalf of the complainant trustee.

10. The *Code of Conduct* hearing shall adhere to the following sequence:
 - 10.1. The complainant trustee shall provide a presentation which may be written or oral or both;
 - 10.2. The respondent trustee shall provide a presentation which may be written or oral or both;
 - 10.3. The complainant trustee shall then be given an opportunity to reply to the respondent trustee's presentation;
 - 10.4. The respondent trustee shall then be provided a further opportunity to respond to the complaining trustee's presentation and subsequent remarks;
 - 10.5. The remaining trustees of the Board shall be given the opportunity to ask questions of both parties;
 - 10.6. The complainant trustee shall be given the opportunity to make final comments; and
 - 10.7. The respondent trustee shall be given the opportunity to make final comments.
11. Following the presentation of the respective positions of the complainant trustee and respondent trustee, the complainant trustee and respondent trustee shall be required to leave the room, and the remaining trustees shall deliberate, without assistance from administration;
 - 11.1. The Board may, in its discretion, call upon legal advisors to assist them on points of law or the drafting of a possible resolution.
12. If the remaining trustees in deliberation require further information or clarification, the parties shall be recalled, and the requests made in the presence of both parties:
 - 12.1. If the information is not readily available, the presiding Chair may request a recess or, if necessary, an adjournment of the *Code of Conduct* hearing to a later date.
 - 12.2. In the case of an adjournment, no discussion by trustees whatsoever of the matters heard at the *Code of Conduct* hearing may take place until the meeting is reconvened.
13. The remaining trustees in deliberation may draft a resolution indicating what action, if any, may be taken regarding the respondent trustee.
14. The presiding Chair shall reconvene the parties to the *Code of Conduct* hearing and request a motion to revert to the open meeting in order to consider motion(s), if any.
 - 14.1. The respondent trustee and complainant trustee would be ineligible from voting on the motions.
15. Sanctions shall be applied to a Trustee if, by a majority vote of the Board, it is determined that a breach of the *Code of Conduct* has occurred.
16. All documentation that is related to the *Code of Conduct* hearing shall be returned to the Superintendent or designate immediately upon conclusion of the *Code of Conduct* hearing and shall be retained in accordance with legal requirements.
17. The presiding Chair shall declare the special Board meeting adjourned.

Code of Conduct Sanctions:

18. A violation of the *Code of Conduct* may result in the Board instituting, without limitation, any or all of the following sanctions:
 - 18.1. The Board Chair writing a letter of identifying the violation of the *Code of Conduct* marked “Personal and Confidential” to the trustee in question.
 - 18.1.1. This occurs only after having such action discussed and agreed upon by a majority vote of trustees present at an *in-camera* meeting of the Board.
 - 18.1.2. A majority of trustees at a public meeting of the Board shall approve this decision.
 - 18.2. Having a motion of censure naming the respondent passed by a majority of those trustees present and allowed to vote at the special meeting of the Board;
 - 18.3. Having a motion to remove the offending trustee from one, some or all Board committees or other appointments of the Board for a time not to exceed the trustee’s term as trustee passed by a majority of those trustees present and allowed to vote at the special meeting of the Board; or
 - 18.4. Having a motion to disqualify the offending trustee passed by a majority of those trustees present and allowed to vote at the special meeting of the Board.
19. The Board may, in its discretion, make public its findings at the special meeting or at a regular meeting of the Board where the board has not upheld the complaint alleging a violation of the board’s *Code of Conduct* or where there has been a withdrawal of the complaint or under any other circumstances that the Board deems reasonable and appropriate to indicate publicly its disposition of the complaint.
20. If a trustee is disqualified under section 87 or 88 of the *Education Act* from remaining as a trustee of the Board and does not resign as required under section 90, the Board may by resolution declare the trustee to be disqualified from remaining a trustee or the Board may apply for originating notice to the Court of Queen’s Bench for an Order:
 - 20.1. Determining whether the trustee is qualified to remain as a trustee, or
 - 20.2. Declaring the trustee to be disqualified from remaining as a trustee

Date Approved:	Reviewed or Revised: May, 2021
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Parkland School Division
Board Policy 4
TRUSTEE CODE OF ETHICS

The Board commits itself and its members to conduct of the highest ethical standards. It is expected that all personal interactions and relationships will be characterized by mutual respect, which acknowledges the dignity and affirms the worth of each person

Specifically

1. Trustees shall carry out their responsibilities as detailed in *Board Policy 3: Role of the Trustee* and devote time, thought and study to the duties and responsibilities of trusteeship, with reasonable diligence, so that they may render effective and creditable service.
2. Trustees shall remember at all times that, as an individual, they have no legal authority outside the meetings of the Board unless the Board has so delegated. Relationships with the school staff, the local citizenry, and the media will be conducted on the basis of this fact.
3. Trustees shall respect and preserve information of a sensitive or confidential nature that is not otherwise available to the public.
4. Trustees shall recognize that the expenditure of school funds is a public trust and endeavour to see that all such funds shall be expended efficiently, economically, and for the best interest of the students.
5. Trustees shall do everything possible to maintain the integrity, confidence, and dignity of the office of trustee; and resist every temptation and outside pressure to use their position as a trustee to benefit either themselves or any other individual or agency.
6. With respect to fellow Board members:
 - 6.1. Trustees shall endeavour to work in a spirit of harmony and cooperation, in spite of and differences of opinion which may arise during debate;
 - 6.2. Trustees shall encourage full and open discussions in all matters with fellow trustees; and
 - 6.3. Trustees shall not withhold or conceal any information or matter with which other Trustees should be concerned.
7. With respect to personal decisions:
 - 7.1. Trustees shall base decisions upon all available facts in each situation;
 - 7.2. Trustees shall vote with honest conviction in every case;
 - 7.3. Trustees shall refrain from becoming swayed by partisan bias of any kind; and
 - 7.4. Trustees shall abide by and uphold the final majority decision of the Board
8. With respect to schools:

- 8.1. Trustees shall not use the schools or any part of the school program for their own personal advantage or for the advantage of family and friends.
- 9. Trustees shall earnestly attempt to understand the needs and aspirations of the Division and do their best to support the Board’s current Education Plan.
- 10. Trustees shall be accountable to represent loyalty without conflict to the interests of the Division:
 - 10.1. This accountability shall supersede any conflicting loyalty such as that to advocacy or interest groups and memberships on other boards or staffs.
 - 10.2. This accountability also supersedes the personal interest of any trustee acting as a consumer of the organization’s services.
- 11. Trustees shall avoid any conflict-of-interest with respect to their fiduciary responsibility.
- 12. Trustees shall declare any pecuniary interests and act in accordance with provincial and federal legislation.
- 13. Consequences for the failure of a Trustee to adhere to Board Policy 4: Trustee Code of Ethics (herein) are specified in Policy 4: Appendix 4.1.

Reference: School Act: 60-61, 68, 72, 80-91, 246	Approved: (signature)
	Date UNAPPROVED – Indicate Board Approved: Meeting Date
Cross-Reference: Board Policy: 1, 20 Admin Procedure: 403	Reviewed or March, 2017 Revised:



Parkland School Division
Board Policy 4: Appendix 4.1
TRUSTEE CODE OF ETHICS SANCTIONS

Trustees shall conduct themselves in an ethical and prudent manner in compliance with Parkland School Division Board Policy 4: Trustee Code of Ethics. The failure by trustees to conduct themselves in compliance with this policy may result in the Board instituting sanctions.

1. The Trustee Code of Ethics requires that trustees shall respect the confidentiality appropriate to issues of a sensitive nature.

Failure to comply with this requirement constitutes a failure of security. An individual trustee may bring a suspected breach of the *Trustee Code of Ethics* to the attention of the Board Chair or the Vice Chair in the event circumstances prevent a disclosure to the Board Chair. If unresolved, the suspected breach of security will go to an in-camera meeting of the Board. If, by majority vote at a public meeting, the Board agrees that a failure has occurred, the failure shall be recorded by the Board and the following procedure shall be invoked:

- 1.1. The Board Chair shall request that the Superintendent or designate (as Head of the Division under the Freedom of Information and Protection of Privacy Act), appoint an independent investigator to review this matter. This request may occur only after such a motion has been discussed and agreed to by a majority of trustees present at an in-camera meeting of the Board. This decision shall immediately be approved in a public meeting of the Board.
 - 1.2. The independent investigator shall conduct an investigation and submit a report of findings and recommendations to the Board Chair and to the Superintendent.
 - 1.3. The Board Chair shall present at an in-camera meeting of the Board, the report of the independent investigator. At this time, the trustee in question shall have an opportunity to present any additional, relevant information.
 - 1.4. If it is determined by a majority vote of the Board that a willful violation of security has occurred, for a first occurrence, a motion to write a letter of censure marked "Personal and Confidential" is required to be discussed and agreed upon by a majority of trustees present at an in-camera meeting of the Board. This decision requires immediate approval by a majority vote of trustees at a public meeting of the Board.
 - 1.5. For subsequent occurrences, a motion of censure against the trustee in question may be brought directly to a public meeting of the Board. To have effect this motion must be approved by a majority vote of trustees present at such a meeting.
2. A violation of all other sections of the Code of Ethics shall result in:
 - 2.1. The Board Chair writing a letter of censure marked "Personal and Confidential" to the trustee in question. This occurs only after having such action discussed and agreed upon by a majority

vote of trustees present at an in-camera meeting of the Board. A majority of trustees at a public meeting of the Board shall immediately approve this decision;

- 2.2. For a subsequent occurrence, at a public meeting of the Board, a motion of censure shall be presented against the trustee in question; and
 - 2.3. For a third and subsequent occurrences, at a public meeting of the Board, a motion to remove the trustee in question from one (1), or more, of all Board appointments may be presented.
3. There may be violations deemed to be so extreme that the Board may omit steps in the process defined above.

Date Approved:	Reviewed or Revised: March 2017 September, 2010
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MEMORANDUM

Date June 15, 2021

To Board of Trustees

From Lorraine Stewart, Board Chair
Eric Cameron, Board Vice-Chair

Originator Shauna Boyce, Superintendent

Resource Board Policy Review Committee

Governance Policy Board Policy 2: Role of the Board
Board Policy 10: Policy Formation and Review
Board Policy 12: Role of the Superintendent

Additional Reference BP 2: Section 2. Policy Governance
BP 10: Policy Formation and Review
BP 12: Section 5. Policy
BP 12: Section 7. Planning and Accountability

Subject **REVISED BOARD POLICY 6: ROLE OF THE VICE-CHAIR**

Purpose

For approval. Recommendation required.

Recommendation:

That the Board of Trustees approve the Revised Board Policy 6: Role of the Vice-Chair, as presented at the Regular Meeting of June 15, 2021.

Background

The Board of Trustees is responsible to review Board Policies on an ongoing basis in order to adhere to the requirements necessary to provide excellence in public education and comply with the *Education Act* and provincial, as well as federal, legislation. The following revised policy is in support of this responsibility.

Report Summary

On May 19, 2021, the Board Policy Committee met and reviewed Board Policy 6: Role of the Vice-Chair, in order to fulfill Board mandates and comply with the *Education Act* which came into effect for all Alberta school jurisdictions on September 1, 2019. There were no substantive changes. References were reviewed updated to reflect the corresponding sections of the *Education Act*.

The following report reflects all revisions made and includes final, tracked and original drafts.

Members of the Board Policy Committee would be pleased to respond to any questions.

LS:kz



Parkland School Division
Board Policy 6
ROLE OF THE BOARD VICE-CHAIR

The Vice-Chair shall be elected by the Board at its Organizational Meeting, and thereafter at any time determined by the Board, to hold office during the pleasure of the Board.

Specific Responsibilities

1. The Vice-Chair shall act on behalf of the Board Chair, and shall have all the duties and responsibilities of the Board Chair whenever:
 - 1.1. The Board Chair is absent, or
 - 1.2. The Board Chair is deemed to have a conflict-of-interest in matters that pertain to the Board.
2. The Vice-Chair shall assist the Board Chair in ensuring that the Board operates in accordance with its own policies and procedures and in providing leadership and guidance to the Board.
3. Prior to each Board meeting, the Vice-Chair shall confer with the Board Chair and Superintendent on items to be included on the agenda, the order of these items and become thoroughly familiar with them.
4. The Vice-Chair shall review and approve the Board Chair’s expenditure claims, in accordance with Board policy.
5. The Vice-Chair may be assigned other duties and responsibilities by the Board Chair.

Reference:	Education Act: 52, 53	Approved:	(signature)
		Date	UNAPPROVED – Indicate Board Meeting Date
Cross-Reference:	Board Policy: 2, 5, 20 Admin Procedure: 100s	Reviewed or Revised:	June, 2021 March, 2017



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5. The Vice-Chair may be assigned other duties and responsibilities by the Board Chair.

Reference:	School Act: 60-61, 65 Education Act: 52, 53	Approved: (signature)
		Date UNAPPROVED – Indicate Board Meeting Date Approved: Meeting Date
Cross-Reference:	Board Policy: 2, 5, 20 Admin Procedure: 100s	Reviewed or Revised: June, 2021 March, 2017



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Reference:	School Act: 60-61, 65	Approved:	(signature)
		Date	UNAPPROVED – Indicate Board Meeting Date
Cross-Reference:	Board Policy: 2, 5, 20 Admin Procedure: 100	Reviewed or Revised:	March, 2017



MEMORANDUM

Date June 15, 2021

To Board of Trustees

From Shauna Boyce, Superintendent

Originator Scott McFadyen, Associate Superintendent

Resource Jason Krefting, Director, Financial Services

Governance Policy Board Policy 2: Role of the Board
Board Policy 12: Role of the Superintendent

Additional Reference Board Annual Work Plan

Subject **QUARTERLY FINANCIAL REPORT – PERIOD ENDED MAY 31, 2021**

Purpose

For information. No recommendation necessary.

Background

The Quarterly Financial reports are part of the responsibility of the Board, as defined by Board Policy 2: Role of the Board. The fiscal year for Parkland School Division is September 1 to August 31.

Administration provides three quarterly financial reports and an annual financial report as follows:

- First Quarterly Report (January)
- Second Quarterly Report (April)
- Third Quarterly Report (June)
- Audited Financial Statements (November of the subsequent school year)

The following report is in support of this responsibility.

Report Summary

The financial statement included within this package is for the nine months ended May 31, 2021. The audited financial statements for the current school year will be presented to the Board in November 2021. The Management Discussion and Analysis includes an updated forecast and provides variance explanations from the budget.

As of May 31, 2021, revenues year to date were \$103.7M and expenditures year to date were \$100.0M resulting in a surplus of \$3.7M. A Surplus of \$4.5M is currently forecast for the year ended August 31, 2021. The forecasted surplus is the result of an additional \$1.3M of funding that was expected to be deferred due to a decrease in enrolment from budget, \$4.0M in federal Covid-19 funding that was not included in the budget, \$445K gain on the sale of a Division property and \$243K of for Alberta Covid-19 learning support funding. These additional revenues were partially offset with additional expenditures including online learning, personal protective equipment (PPE), custodial and a centralized purchasing initiative.

Administration would be pleased to respond to any questions.

SM:kz



Where the world opens up

Management's Discussion and Analysis

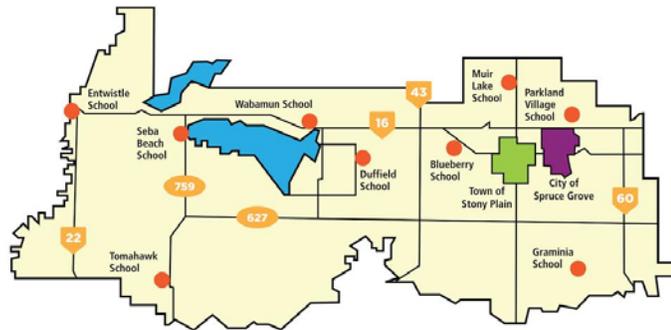
May 31, 2021

Management’s discussion and analysis

The following is a discussion of the financial condition and results of operations of The Parkland School Division (the Division) for the nine months ended May 31, 2021 and should be read with the Division’s interim financial statements. The statements have been prepared in accordance with Canadian public sector accounting standards (PSAS).

The Division had a total budget of \$131.7 million to provide public education services to approximately 11,500 students for the 2020-21 school year. The division operates 22 schools, two high school outreach centers and one institutional program.

The Division sits just west of Edmonton, stretched out along highway 16 on the first leg of the route to the Rocky Mountains. At more than 100km east-to-west, Parkland School Division covers approximately 2,400 square kilometers and serves more than 73,000 residents.



Originally an agricultural region, over the past twenty-five years the economic base of the Division has grown increasingly industrial. The development of major power generation and coal mining projects, added to the production of oil and gas resources have, historically, significantly impacted our demographics. We now recognize that changes to the energy sector – converting coal to natural gas – may continue to impact our region. Additionally, the industrial and commercial developments in the Acheson Park and the Ellis and Sherwin Industrial Parks, as well as industrial parks within Spruce Grove and Stony Plain continue to promote growth in urban areas.

Changes in Alberta’s economy have resulted in a noticeable population shift for the Division as more families move from rural areas to more urban centers, creating smaller rural communities with decreasing school populations.

The Division believes in fiscal accountability and transparency through regular financial reporting to the Board. Ensuring effective stewardship of the Board’s resources is a responsibility that is legislated through the Education Act. Through resource stewardship, student success and well-being are supported by ensuring equitable and sustainable use of our resources and ensuring financial responsibility remains a priority. Assurance Elements that prioritize resource stewardship include a consideration of how limited resources will be utilized with maximum results.

1. Budget to Actual at May 31, 2021 Analysis

The Division is showing a surplus at Q3 primarily due to the federal Covid-19 funding, the hold harmless funding related to WMA by the province and reduced expenditures for travel, professional development, and other initiatives that have been impacted by Covid-19.

	Budget 2020-21	Actual May 31, 2021	% of Budget	Q3 Forecast 2020 - 2021	Variance from Budget	% Change From Budget
REVENUES						
Government of Alberta	\$ 125,350,721	\$ 99,522,948	79.4%	\$ 130,766,572	\$ 5,415,851	4.3%
Federal Government and First Nations	1,099,800	1,432,255	130.2%	1,563,842	464,042	42.2%
Other Alberta school authorities	108,645	-	0.0%	36,000	(72,645)	-66.9%
Fees	3,058,801	1,304,603	42.7%	1,319,623	(1,739,178)	-56.9%
Other sales and services	1,098,075	729,019	66.4%	829,216	(268,859)	-24.5%
Investment income	250,000	87,112	34.8%	111,000	(139,000)	-55.6%
Gifts and donations	465,979	585,444	125.6%	567,787	101,808	21.8%
Rental of facilities	83,000	12,590	15.2%	9,613	(73,387)	-88.4%
Fundraising	175,770	41,770	23.8%	52,044	(123,726)	-70.4%
Gains on disposal of capital assets	-	-	0.0%	445,329	445,329	100.0%
Total revenues	\$ 131,690,791	\$ 103,715,741	78.8%	\$ 135,701,028	\$ 4,010,236	3.0%
EXPENSES BY PROGRAM						
Instruction	\$ 99,717,813	\$ 74,015,507	74.2%	\$ 98,814,030	\$ 903,783	0.9%
Plant operations and maintenance	17,274,612	14,430,945	83.5%	18,055,505	(780,893)	-4.5%
Transportation	10,309,343	8,712,478	84.5%	10,347,090	(37,747)	-0.4%
Board & system administration	4,290,322	2,825,957	65.9%	3,902,177	388,146	9.0%
External services	98,700	33,894	34.3%	50,859	47,841	48.5%
Total expenses	\$ 131,690,791	\$ 100,018,782	75.9%	\$ 131,169,662	\$ 521,128	0.4%
Operating surplus (deficit)	\$ -	\$ 3,696,959		\$ 4,531,366	\$ 4,531,365	
EXPENSES BY CATEGORY						
Salaries, wages and benefits	\$ 96,460,195	\$ 74,531,616	77.3%	\$ 96,638,233	\$ (178,038)	-0.2%
Services, contracts and supplies	24,500,096	18,447,467	75.3%	25,162,906	(662,810)	-2.7%
School generated Funds	1,700,344	297,091	17.5%	338,367	1,361,977	80.1%
Infrastructure Maintenance Renewal	2,255,021	1,766,120	78.3%	2,255,021	-	0.0%
Amortization of capital assets and interest	6,775,135	4,976,487	73.5%	6,775,135	-	0.0%
Total expenses	\$ 131,690,791	\$ 100,018,782	75.9%	\$ 131,169,662	\$ 521,128	0.4%
SURPLUS/(DEFICIT) BY PROGRAM						
Instruction	\$ -	\$ 3,500,421		\$ 3,462,939	\$ 3,462,939	
Operations and Maintenance	-	370,194		695,772	695,772	
Transportation	-	(673,589)		1,455	1,455	
Board and System Administration	-	434,932		373,493	373,493	
External Services	-	-		(15,879)	(15,879)	
Surplus/(Deficit) from Operations	\$ -	\$ 3,631,958		\$ 4,517,780	\$ 4,517,780	
School Generated Funds	-	65,001		13,586	13,586	
Total Surplus/(Deficit)	\$ -	\$ 3,696,959		\$ 4,531,366	\$ 4,531,366	
*The \$445K gain on sale of assets is transferred to capital reserves and does not become part of the accumulated operating reserve.						

As of May 31, 2021, revenues year to date were \$103.7M and expenditures year to date were \$100.0M resulting in a surplus of \$3.7M. A Surplus of \$4.5M is currently forecast for the year ended August 31, 2021. The forecasted surplus is the result of an additional \$1.3M of funding that was expected to be

deferred due to a decrease in enrolment from budget, \$4.0M in Federal Covid-19 Funding that was not included in the budget, \$445K gain on the sale of a Division property and \$243K for Alberta Covid-19 learning support funding. These additional revenues were partially offset with additional expenditures including online learning, personal protective equipment (PPE), custodial and a centralized purchasing initiative.

Changes to forecasted revenues compared to budget include:

-  4.3% The Government of Alberta revenues are forecast to be \$5.4M above budget due to:
 - \$4.0M - safe return to class funding
 - \$601K – critical worker benefit funding
 - \$243K – Alberta Covid-19 learning support funding
 - \$166K – additional CEU funding from the 2019 – 2020 school year
 - \$140K – federal French funding
 - \$154K – recognition of property plant and equipment (PPE) received from the government of Alberta
 - \$50K – Grant for dual credit programing
 - \$21K – additional federal French funding from the 2019 – 2020 school year
 - Other Alberta Education – other small grants that include wellnessThe federal safe return to class funding and federal French funding is included with the Government of Alberta funding as it flows through the provincial government.
-  42.2% Federal government and First Nations revenues are forecast to increase \$464K from budget due to:
 - \$92K – FTE increase in students (113 to 121.5)
 - \$246K - \$2.2K increase in the funding rate per student (\$8.6K to \$10.8K)
 - \$63K – increase in Jordan’s Principle grants
 - \$47K – wellness grants (Voyageur Paddling \$25K new funding and \$22K deferred at year end and brought forward)
-  -66.9% The Division is forecasting payments from other divisions for a special needs student to be the lower than budget. Two students that were budgeted for are not attending. No payments have been received yet this year for this student.
-  -56.9% Forecasted fees are expected to decrease as school activities have been significantly impacted by Covid-19. Many schools this year are not charging field trip and other activity fees until the time of an event due to the uncertainty caused by Covid-19.

-  -24.5% Other sales and services are anticipated to decrease as sales of supplies & services to students and special events such as graduation are expected to be impacted by Covid-19.
-  -55.6% Investment income is forecast to be lower than budgeted due to lower interest revenue than planned. Interest rates have fallen and are not expected to rebound this fiscal year.
-  21.8% Gifts and Donations are forecasted to increase by \$102K as primarily as a result of additional donations related to the work of the wellness coordinator within the Division.
-  -88.4% Rental of facilities revenue is forecast to decrease from budget as a result of Covid-19 as evening and weekend rentals have not been occurring.
-  -70.4% Fundraising is forecast to decrease due to a lower number of events occurring as a result of Covid-19.
-  100% Gains on the disposal of capital assets is forecasted to increase by \$445K due to the sale of Division property.

The forecasted changes in expenditures when compared by program are:

-  0.9% Instructional expenditures decreased by \$904K. The decreased costs in instruction are related to reductions in support and professional services, travel, subsistence, staff development and expenditures directly related to fees for school generated funds (SGF) and field trips. These reductions are offset by the Division purchasing initiative.
-  -4.5% Plant operations and maintenance expenses increased by \$781K for Covid-19 related expenses such as PPE, sanitizer, cleaning supplies and equipment and additional custodial staffing.
-  -0.4% Transportation expenditures are forecast to be slightly higher than budget. Transportation contract services are expended over a 10-month period rather than 12.
-  9.0% Board and system administration is forecast to be \$388K lower than budget. The reduction in expenditures was primarily attributed to lower forecasted professional and other services, travel, subsistence, staff development, insurance and utility costs.
-  48.5% External services expenditures are forecast to decrease as result of lower facility rentals.

The forecasted changes to expenditures when compared by category are:

-  -0.2% Salaries, wages and benefits expenses are forecasted to be slightly higher than budget. The increase in staffing is related to additional custodial requirements due to Covid-19.
-  -2.7% Service contracts and supplies is forecasted higher than budget due to PPE and supplies for Covid-19 and the Division purchasing initiative offset by expenditures that would normally occur for field trips that are not happening due to Covid-19.



- 80.1% SGF expenditures are forecasted lower than budget as Covid-19 has impacted many of the activities within SGF. Expenditures for SGF do not occur evenly over the year and vary dependent on when the activity occurs.
- 0.0% Infrastructure Maintenance Renewal (IMR) is expected to be on budget.
- 0.0% Amortization expense is expected to be on budget.

Site Expense Forecast

Parkland School Division

Site	Budget Revenues	Forecasted Revenues	Budget to Forecast Revenue variance Positive (Negative)	Budget Expenditures 2020-21	Forecasted Expenditures 2020-21	Budget to Forecast Expense variance Positive (Negative)	Budget Adjustments	Net Change from Budget to Forecast	Budget Surplus (Deficit)	Forecasted Surplus (Deficit)	Variance Explanation
Governance, Staff/Student Awards	\$ -	\$ -	\$ -	\$ 565,679	\$ 485,427	\$ 80,252	\$ (24,752)	\$ 55,500	\$ -	\$ 55,500	A reduction in Board travel, subsistence and staff development expenditures are forecast to be lower than budget.
Office of the Superintendent	-	-	-	469,198	399,543	69,654	(16,210)	53,444	-	53,444	Substitute costs for school based staff professional development at CFE, travel and subsistence are forecast to be reduced due to Covid-19.
Deputy Superintendent	-	-	-	438,342	418,342	20,000	(20,000)	-	-	-	
Assoc Super Corporate Supports & Services	-	9,667	9,667	820,397	703,016	117,382	-	127,049	-	127,049	Casual staffing, legal, miscellaneous services, advertising are forecast to be lower than budget.
Assoc Super Learning Services	-	-	-	327,264	297,014	30,249	7,595	37,844	-	37,844	
Assoc Super Education & System Admin	-	-	-	287,309	283,568	3,741	(3,741)	-	-	-	
Human Resources	-	-	-	481,744	501,744	(20,000)	20,000	-	-	-	
Communications	-	-	-	373,880	369,862	4,018	(3,500)	518	-	518	
Financial Services	14,000	1,558	(12,442)	1,163,000	1,151,659	11,341	14,000	12,899	-	12,899	Other professional services, staff development, supplies and software are lower than forecast.
Tech Support Services	-	-	-	1,631,179	1,634,919	(3,740)	3,740	-	-	-	
Print Centre	11,000	1,294	(9,706)	87,000	132,318	(45,318)	-	(55,024)	-	(55,024)	Recoveries are expected to be lower than budgeted due to the impact of Covid-19.
Student Transportation	10,309,343	10,348,546	39,202	10,238,443	10,275,460	(37,016)	(2,187)	(1)	-	(1)	
Maintenance	9,877,591	10,002,263	124,672	5,922,891	6,107,165	(184,275)	74,363	14,760	-	14,760	Support staffing and supplies for additional cleaning are forecast to be higher due to Covid-19. Additional funds were provided for Covid-19 that have not yet been spent.
Custodial	57,000	2,752	(54,248)	3,863,347	4,443,374	(580,027)	1,227,670	593,395	-	593,395	
Instructional Pool	93,788,967	99,166,956	5,377,988	5,154,101	5,541,488	(387,389)	(2,458,086)	2,532,517	-	2,532,517	The surplus is driven by increased revenue offset by covid expenditures and the Division purchasing initiative.

Site Expense Forecast

Parkland School Division

	Budget Revenues	Forecasted Revenues	Budget to Forecast Revenue variance Positive (Negative)	Budget Expenditures 2020-21	Forecasted Expenditures 2020-21	Budget to Forecast Expense variance Positive (Negative)	Budget Adjustments	Net Change from Budget to Forecast	Budget Surplus (Deficit)	Forecasted Surplus (Deficit)	Variance Explanation
Blueberry	72,155	4,264	(67,891)	3,784,403	3,540,014	244,390	(165,978)	10,521		10,521	Certificated and temporary support staff, support services, staff development and technology integration are forecast to be lower than budget due to lower enrolment.
Brookwood	48,876	7,349	(41,527)	3,450,112	3,432,091	18,021	32,808	9,302		9,302	Other professional services, staff development and supplies are lower than forecast due to lower enrolment.
École Broxton Park	125,215	91,061	(34,154)	4,190,006	3,958,969	231,037	(196,883)	-		-	
Connections for Learning	191,860	646,961	455,101	2,197,196	3,809,220	(1,612,024)	1,172,575	15,652		15,652	Certificated and support salaries and benefits, miscellaneous services and supplies are forecast to be higher than budget due to new online programming and home schooling due to Covid-19.
Copperhaven	72,860	14,766	(58,094)	4,812,713	4,332,066	480,647	(360,707)	61,846		61,846	Substitutes, support salaries and benefits are expected to be lower than budget due to lower enrolment.
Duffield	37,280	2,486	(34,794)	1,969,900	1,860,563	109,337	(28,709)	45,834		45,834	Certificated staffing is forecast to be lower than budget due to lower enrolment.
Entwistle	19,429	5,576	(13,853)	1,075,458	1,078,488	(3,030)	16,883	-		-	
Forest Green	137,650	90,057	(47,593)	1,940,264	1,867,214	73,050	(3,990)	21,467		21,467	
Graminia	92,620	95,142	2,522	3,326,868	3,473,844	(146,976)	144,376	(78)		(78)	
Greystone Centennial Middle	56,000	14,126	(41,874)	3,392,916	3,420,875	(27,959)	69,833	-		-	
High Park	59,094	2,704	(56,390)	3,369,136	3,202,781	166,355	(109,965)	-		-	
Memorial Composite High	156,710	92,415	(64,295)	7,104,846	6,960,804	144,042	(48,109)	31,638		31,638	
Memorial Outreach	1,200	-	(1,200)	529,200	-	529,200	(528,000)	-		-	
École Meridian Heights	64,945	9,441	(55,504)	4,853,795	4,606,157	247,639	(138,901)	53,234		53,234	Certificated, substitutes and support staffing, media materials, software and furniture and equipment are forecast to be below budget due to lower enrolment.
Millgrove	61,394	1,006	(60,388)	3,390,093	3,334,530	55,564	41,268	36,444		36,444	Subsistence, staff development and supplies are lower than forecast due to lower enrolment.
Muir Lake	175,778	177,602	1,824	3,126,269	3,150,261	(23,992)	22,167	-		-	
Parkland Village	17,801	380	(17,421)	1,361,979	1,331,481	30,498	(2,171)	10,906		10,906	Certificated salaries and benefits are forecast to be lower due to lower enrolment.
Prescott Learning Center	102,473	91,963	(10,510)	5,380,704	5,287,161	93,543	(63,741)	19,292		19,292	Support salaries and benefits, staff development, supplies and technology integration is forecast to be below budget due to lower support staff than budget.
Online School	-	650	650	-	1,414,245	(1,414,245)	1,498,520	84,925		84,925	Salaries and benefits are forecast to be lower than budget as timelines for staff hiring can be different than originally projected.
Spruce Grove Composite High	80,932	48,456	(32,476)	7,003,726	7,083,452	(79,726)	156,238	44,036		44,036	Staff development, supplies and technology integration is forecast to be below budget.

Site Expense Forecast

Parkland School Division

	Budget Revenues	Forecasted Revenues	Budget to Forecast Revenue variance Positive (Negative)	Budget Expenditures 2020-21	Forecasted Expenditures 2020-21	Budget to Forecast Expense variance Positive (Negative)	Budget Adjustments	Net Change from Budget to Forecast	Budget Surplus (Deficit)	Forecasted Surplus (Deficit)	Variance Explanation
Spruce Grove Outreach	125	23,060	22,935	423,125	914,770	(491,645)	476,362	7,652		7,652	Memorial Outreach and Spruce Grove Outreach have been combined into a single cost center.
Stony Plain Central	135,830	20,057	(115,773)	4,099,266	3,931,688	167,578	(51,805)	-		-	
Tomahawk	25,770	18,112	(7,658)	869,763	825,272	44,492	(41,287)	(4,453)		(4,453)	
Wabamun	49,000	14,242	(34,758)	994,026	984,144	9,882	24,876	-		-	
Woodhaven Middle	62,446	43,557	(18,889)	2,985,961	2,995,255	(9,294)	30,622	2,439		2,439	
Student Services	200,000	(3,026)	(203,026)	2,019,267	1,576,912	442,355	(40,704)	198,625		198,625	Nutrition grant was reallocated to CFL. Substitute salaries and other professional services are forecast to be lower than budget as the need for additional supports was lower than expected.
Instructional Services	-	88,489	88,489	435,500	507,624	(72,124)	13,637	30,002		30,002	Certificated salaries and benefits are forecast to be higher than budget partially offset by additional revenues and allocations. Staff development and software costs are forecast lower than budget.
Real Program	-	-	-	1,116,000	1,041,101	74,899	(74,899)	-		-	
Specialized Classrooms	-	-	-	673,214	682,563	(9,349)	9,349	-		-	Substitutes salaries, casual salaries and other professional services are forecast to be lower than budget.
Early Education	140,400	2,612	(137,788)	2,864,550	2,103,884	760,666	(602,612)	20,266		20,266	
Connections for Learning Summer School	-	22,500	22,500	140,280	92,827	47,453	(69,953)	-		-	
	116,245,744	121,159,044	4,913,299	114,704,309	115,545,154	(840,844)	-	4,072,451	-	4,072,451	
Other Sites											
Capital and Debt Services	5,183,700	5,629,029	445,329	6,725,135	6,725,135	-	-	445,329		445,329	Gain on sale of Division property
Capital Projects - Building											
Infrastructure Maintenance Renewal	2,255,021	2,255,021	-	2,255,021	2,255,021	-	-	-		-	
School Generated Funds	1,700,344	351,952	(1,348,392)	1,700,344	338,367	1,361,977	-	13,586		13,586	Revenues and expenses are both forecast to be lower than budget due to Covid-19.
Government Contributions to ATRF	6,305,982	6,305,982	-	6,305,982	6,305,986	(4)	-	-		-	
Total Other Sites	15,445,047	14,541,984	(903,063)	16,986,482	15,624,509	1,361,973	-	458,915	-	458,915	
Total	\$ 131,690,791	\$ 135,701,028	\$ 4,010,236	\$ 131,690,791	\$ 131,169,662	\$ 521,129	\$ -	\$ 4,531,366	\$ -	\$ 4,531,366	

Financial Position – Comparator Budget to Q3 Actuals at May 31, 2021

The following section is based on a comparative of the budget to actuals.

As at May 31, 2021 the Division has total financial assets of \$20.9M and liabilities of \$8.3M resulting in net financial assets of \$12.6M.

Financial assets include

- \$20.4M in cash – cash increased from year end due to IMR funding that has not yet been spent and the safe return to school federal funding.
- \$499K in accounts receivable that includes GST receivable, receivables for secondments to other organizations, installment plans, supported capital receivable and other general receivables. The decrease in accounts receivable from the year end is primarily due to funding received for Capital Maintenance and Renewable Stimulus (CMR), Copperhaven parking lot and 2019 - 2020 CEU funding.

Liabilities include

- \$4.2M in accounts payable and accrued liabilities that includes vendor invoices for amounts incurred but not yet paid for supplies and services and accrued liabilities including payroll withholdings. The decrease from the prior year end is primarily related to accrued liabilities at year end related to CMR projects over the summer.
- \$3.7M unspent deferred contributions is comprised of both restricted operational funding not expended which primarily includes unexpended IMR and safe return to class funding and small grants from other external sources. Unexpended deferred capital revenue is for contributions received for supported capital projects that has not been spent. The increase in unspent deferred contributions is primarily due to IMR and safe return to class funding received that has not yet been spent.
- \$432K in future benefit liabilities is a Supplemental Executive Retirement Plan (SERP) for current and former senior executives based on contributions and actuarial valuations offset by payments to retired employees during the year.

Non-financial assets include

- \$142.7M in capital assets, increases to capital assets this year include Woodhaven modernization, Stony Plain replacement school and modular units for Prescott and Millgrove schools.
- \$15K inventory of supplies for PPE from the Alberta government due to Covid-19.
- \$795K in prepaid expenses for items and services paid in advance and not yet received, such as insurance.

Spent deferred capital contributions include

- \$135.3M in spent deferred capital contributions. This represents the unamortized value of supported assets. The increase from year end is due to the increase of additions to supported capital projects for the Woodhaven modernization, Prescott and Millgrove modular projects and Copperhaven parking lot remediation offset by the amortization of all supported projects.

Accumulated surplus includes

- Accumulated Surplus from Operations are reserves designated for operating purposes by the Board and include operating reserves by program.
- The Unrestricted Surplus is a reserve that the Board has not allocated for a specific purpose.
- School Generated Funds are reserves that are allocated for specific projects within the schools.
- Capital Reserves are designated for future capital purchases by the Board.
- Investment in Capital Assets represents the Division's amortized investment in Board supported capital assets.

Projected Accumulated Surplus

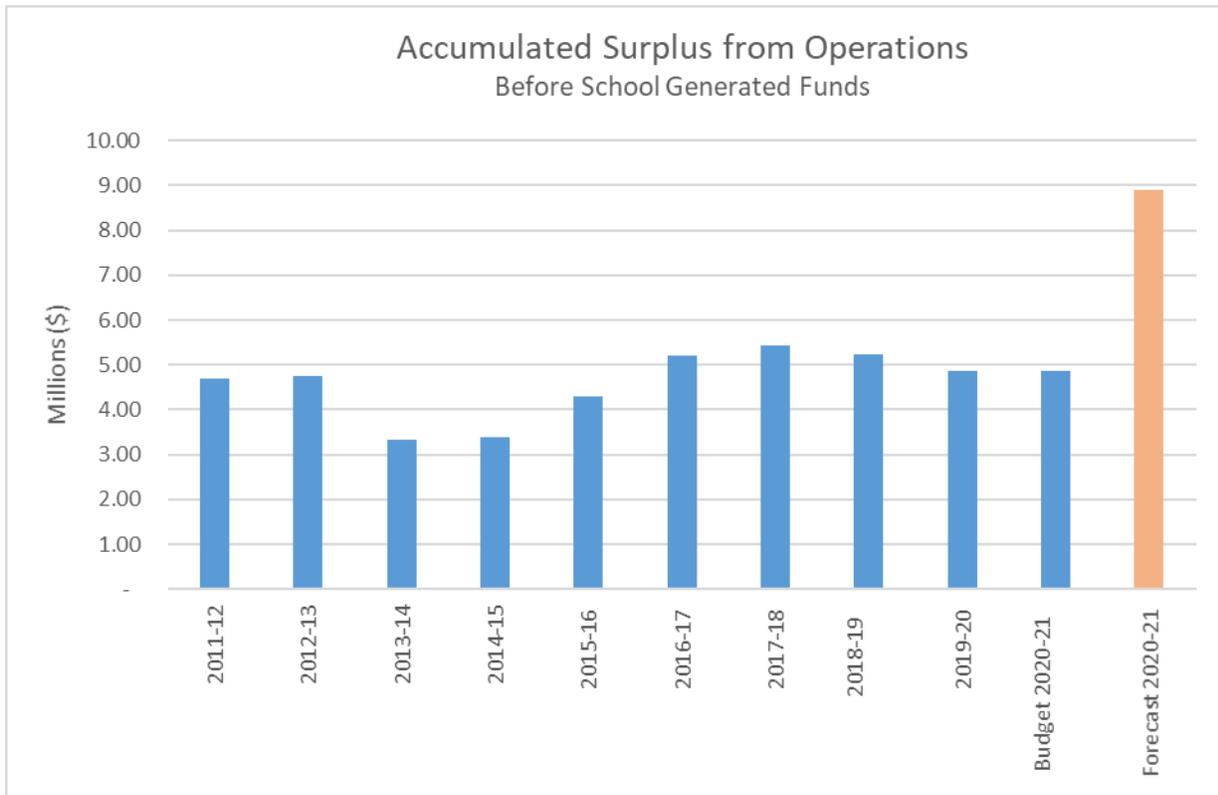
	Audited Balance at Sep 1, 2020	Actual Balance at May 31, 2021	Projected Balance at Aug 31, 2021
Operating Surplus (deficit)			
Instruction	\$ 3,193,930	\$ 6,694,350	\$ 6,211,540
Administration	715,962	1,150,894	1,089,455
Operations and Maintenance ¹	-	307,999	695,772
Transportation	-	(673,589)	1,455
External Services	-	-	(15,879)
Total Restricted Operating Surplus before SGF	3,909,892	7,479,655	7,982,343
Unrestricted Surplus	943,769	943,769	943,769
Accumulated Surplus from Operations (Excluding SGF)	4,853,661	8,423,424	8,926,112
School Generated Funds	959,561	1,024,562	973,147
Accumulated Surplus from Operations	\$ 5,813,222	\$ 9,447,986	\$ 9,899,258
Capital Reserves			
Instruction	\$ 2,846,554	\$ 3,443,500	\$ 3,738,905
Operations and Maintenance	290,044	377,439	260,044
Administration	751,156	823,123	479,156
Transportation	243,276	304,502	276,837
External Services	28,385	28,385	28,385
Total Capital Reserves	\$ 4,159,415	\$ 4,976,949	\$ 4,783,327
Investment in Capital Assets	\$ 7,179,454	\$ 6,424,114	\$ 7,305,542
Total Accumulated Surplus	\$ 17,152,089	\$ 20,849,048	\$ 21,988,127

¹ Operations and maintenance includes a transfer of \$62.2K to a capital project from operating reserves.

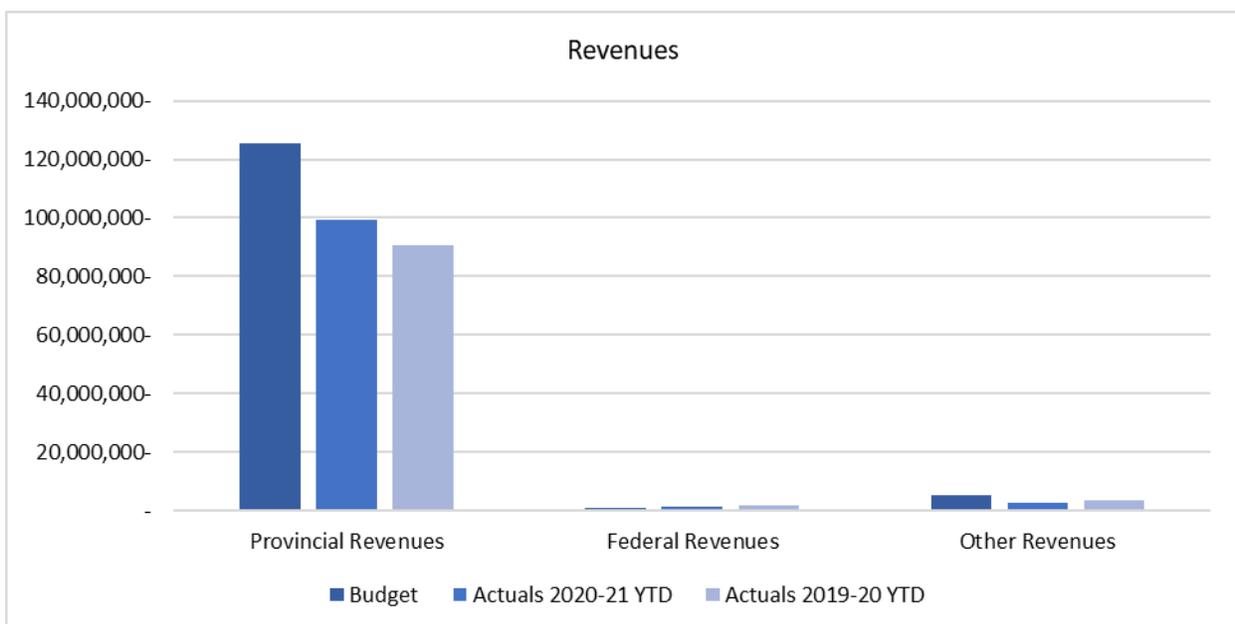
The projected financial health indicator Accumulated Surplus from Operations (excluding SGF) to Expense Ratio (A.S.O. %) is 6.78%.

Operations

2. Results from Operations



3.1 Revenues – Comparator to budget and actuals to May 31, 2021



3.1.1 Revenue from Provincial Government

Annual Budget	Nine Months Ended May 31, 2021	% of Budget	Nine Months Ended May 31, 2020	% Change
\$ 125,459,366	\$ 99,522,948	79.3%	\$ 90,768,332	9.6%

The Alberta government is the key revenue source of the Division providing 95% of its revenues.

Revenue received from the Government of Alberta was 79.3% of budget. The actual revenue is higher than budget due to the additional safe return to class funding, hold harmless funding for WMA changes, critical worker benefit, Alberta Covid-19 learning support funding, federal French and CEU and funding from the 2019 – 2020 school year. Basic instruction grant rates are allocated on a 3 year WMA enrolment. The 9.6% increase over the prior year is primarily due to the hold harmless funding that provided funding for the budgeted enrolment growth, bridge funding, the safe return to school federal funding, the critical worker benefit funding and the Alberta Covid-19 learning support funding.

3.1.2 Revenue from Federal Government

Annual Budget	Nine Months Ended May 31, 2021	% of Budget	Nine Months Ended May 31, 2020	% Change
\$ 1,099,800	\$ 1,432,255	130.2%	\$ 1,630,364	-12.2%

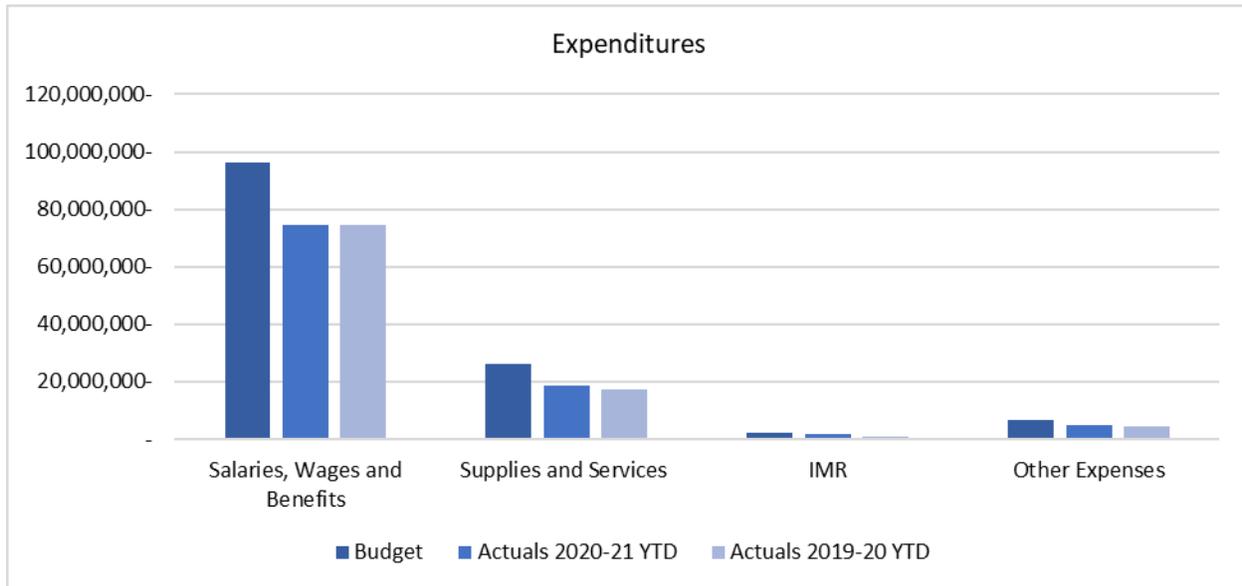
The Federal government provides funding for First Nation students. Actual revenues are higher than budget due to more students than budgeted and the tuition rate received from the federal government was higher than budgeted. The change from the prior year is related to lower first nations enrolments compared to the prior year.

3.1.3 Other Revenues

Annual Budget	Nine Months Ended May 31, 2021	% of Budget	Nine Months Ended May 31, 2020	% Change
\$ 5,131,625	\$ 2,760,537	53.8%	\$ 3,593,575	-23.2%

Other Revenues for the year are 53.8% of budget. The decrease is attributed to lower than budgeted transportation fees, activity and extracurricular fees due to Covid-19. The 23.2% decrease over the prior year is primarily due to a decrease in revenue generated from school and transportation fees and fundraising due to Covid-19.

3.2 Expenditures - Comparator to budget and actuals to May 31, 2021



3.2.1 Salaries, Wages and Benefits

Annual Budget	Nine Months Ended May 31, 2021	% of Budget	Nine Months Ended May 31, 2020	% Change
\$ 96,460,195	\$ 74,531,616	77.3%	\$ 74,665,620	-0.2%

Salaries, Wages and Benefits are 77.3% of budget. The slight overage is attributed to higher temporary support custodial salaries due to Covid-19. The 0.2% decrease over the prior year is primarily due to the reduction in funding for the Program Unit Funding program. Early learning services have reduced 28 pre-k classrooms to 12 which has resulted in a reduction of staff. In addition, kindergarten enrolments are down by 100 students from the prior year resulting in fewer classes and related staffing. These reductions in Early learning have been largely offset by increases in staff to support online learning and other supports related to Covid-19 and the critical worker benefit that was provided by the provincial government to some employees.

3.2.2 Service, Contracts and Supplies

Annual Budget	Nine Months Ended May 31, 2021	% of Budget	Nine Months Ended May 31, 2020	% Change
\$ 26,200,440	\$ 18,744,558	71.5%	\$ 17,250,616	8.7%

The Service, Contracts and Supplies are sitting at 71.5% of budget due to lower than budgeted expenditures such as travel, subsistence, staff development and support services and expenditures related to the reduction of fees and other sales and services impacted by Covid-19. The 8.7% increase from the prior year is largely due to a Division purchasing initiative this year to evergreen equipment and supplies within the schools and the critical worker benefit that was to our bus contractors by the provincial government.

3.2.3 Infrastructure Maintenance Renewal (IMR)

Annual Budget	Nine Months Ended May 31, 2021	% of Budget	Nine Months Ended May 31, 2020	% Change
\$ 2,255,021	\$ 1,766,120	78.3%	\$ 881,556	100.3%

Infrastructure, Maintenance and Renewal expenditures were 78.3% of budget as IMR is project based and does not occur evenly over the year. IMR expenditures were 100.3% higher than the prior year due to the timing of ongoing projects from one year to the next and the funding provided to the Division.

3.2.4 Other Expenses

Annual Budget	Nine Months Ended May 31, 2021	% of Budget	Nine Months Ended May 31, 2020	% Change
\$ 6,775,135	\$ 4,976,487	73.5%	\$ 4,479,344	11.1%

Other Expenses include amortization of capital assets and are 73.5% of budget as new amortization is added throughout the year as new assets are put into use. The 11.1% increase over the prior year is primarily the result of increased amortization of Copperhaven School, Woodhaven modernization and the modulars for Prescott and Millgrove schools.

3.3 Excess of Revenues over Expenses

Overall, the Division has a surplus of \$3.7M at the end of the third quarter.

Program	Budget 2020-21	May 31 2021	May 31 2020
Instruction	\$ -	\$ 3,500,421	\$ (462,398)
Administration	-	434,932	376,645
Operations and Maintenance	-	370,194	(97,691)
Transportation	-	(673,589)	(1,209,223)
External Services	-	-	-
Total	\$ -	\$ 3,631,958	\$ (1,392,666)
Add: SGF		65,001	107,804
Total	\$ -	\$ 3,696,959	\$ (1,284,862)

The Instructional Program had a surplus of \$3.5M as a result of the additional funding this year including: Federal safe return to class funding \$4.0M, \$1.3M in funding that was expected to be deferred due to decreased enrolment and \$243K in Alberta Covid-19 learning support funding. These new revenues were offset by costs related to Covid-19 including online learning, Covid-19 related custodial costs and a Division purchasing initiative that is in progress.

The Administration program was in a surplus position of \$435K due to lower than expected costs for miscellaneous and other professional services, awards, staff development and supplies due to Covid-19. Cost savings for insurance have been realized through the new consortium.

Operations and Maintenance is currently in a surplus of \$370K due to the timing of IMR and other work done during the year.

The Transportation program is operating at a deficit of \$674K. The transportation grant is received over 12 months but contracted bus services are paid over 10 months.

4. Significant Changes and Events

4.1 Labour Relations

The Alberta Teachers Association (ATA) collective agreement expired on August 31, 2020. Central table negotiations are currently in progress.

The Central Alberta Association of Municipal and School Employees (CAAMSE) has a new collective agreement with a term of September 1, 2019 to August 31, 2023.

The International Union of Operating Engineers (IUOE) collective agreement expires August 31, 2023.

4.2 Provincial Funding Model

The provincial government introduced a new funding model based on Weighted Moving Average (WMA) enrolment across 3 years.

The new provincial funding model is broken down into 5 categories using the WMA model:

- Base Instruction
 - Funding for early learning and Grades 1 – 9
 - High school funding using a base rate 10% higher than the Grade 1 – 9 base rates to account for the increased cost of high school programming
 - Rural small schools funding based on various enrolment thresholds for schools between 35 and 155 students
- Services and Supports
 - Specialized learning support funding supports the learning needs of students within an inclusive learning environment (includes funding for kindergarten students with severe disabilities and delays)
 - Program Unit Funding allocated using the WMA enrolment of children ages 2 years 8 months to 4 years 8 months with severe disabilities and delays
 - First Nations, Métis and Inuit funding to assist school authorities to improve education outcomes for First Nations, Métis and Inuit students

- School
 - Operations and Maintenance (Targeted) uses WMA enrolment funding as well as considerations for utilized space and under-utilized space
 - Transportation grant funding increased by 5% over 2019-20 as Alberta Education is currently developing a new model

- Community
 - These grants are designed to address socio-economic contexts and geographic locations which pose unique challenges to the operation of schools and delivery of educational services
 - Socio-economic status funding
 - Geographic
 - Nutrition

- Jurisdiction
 - System Administration Grant (SAG)
 - Funding to cover governance (Board of Trustees) and central administration costs
 - Targeted grant to support System Administration
 - Amounts can be transferred from the SAG to other grants, but cannot utilize funds from other grants for system administration

The Division received bridge funding of \$5.5M for 2020-21. The government uses bridge funding to offset future enrolment across the province. This grant is expected to be in place for another 2 years. The Division expects this grant to decrease over time as this fund is used to fund enrolment growth throughout the province.

In Q1, the Division expected to defer funding as a result of a decrease in Weighted Moving Average (WMA) enrolment, which had been accrued for. The Alberta government announced new funding this spring that will hold school divisions harmless for the WMA funding decreases in 2020 – 2021 related to lower enrolments than budget. This new funding has provided the Division with an additional \$1.3M in revenue that was not anticipated.

4.3 Insurance Premiums

The Division has achieved significant savings this year with the new consortium.

4.4 Carbon Levy

The carbon levy increased from \$1.58 per GJ to \$2.10 per GJ on April 1, 2021. The annualized impact of the increase on the Division will be approximately \$49K in natural gas charges. The carbon levy on gasoline is increased to \$.088 from \$.066 per litre. The annualized impact of the increase on the Division will be \$1K for gasoline for the Division's fleet vehicles. The carbon levy on diesel fuel is increased from \$0.081 to \$0.11 per litre on April 1, 2021 resulting in a potential annualized impact of \$23K on the division related to fuel escalator amounts paid to contractors.

4.5 Covid-19 Pandemic

Covid-19 has had a significant impact on the Division and resulted in additional expenditures. The Division is receiving \$4.0M in safe return to class funding and \$243K in Alberta Covid-19 learning support funding to help offset these costs. The Division is offering both in school and online classes in response to the Covid-19 pandemic and has allowed students to move between them. Additional costs include:

- Certificated salaries and benefits that includes teachers who are teaching online classes, substitutes for Covid-19 related leaves, time spent performing contact tracing and other Covid-19 issues.
- Non-certificated salaries and benefits that include staff supporting online students, additional custodial staffing due to additional cleaning protocols and covering Covid-19 related leaves, time spent on contract tracing at schools and within transportation, time spent by administration on managing Covid-19 issues.
- Additional Services, contacts and supplies include personal protective equipment, additional cleaning supplies and equipment, and sanitizer.

The Division is currently forecasting that Covid-19 will cost \$5.5M. This estimate includes internal staffing costs redirected to Covid-19 such as communications staff. This estimate will be updated as we move forward and gain a better understanding of the impacts on the Division.

The Parkland School Division
INTERIM FINANCIAL STATEMENTS
May 31, 2021

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STATEMENT OF FINANCIAL POSITION
As at May 31, 2021

	May 31, 2021	August 31, 2020
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 20,428,501	\$ 14,824,289
Accounts receivable (net after allowances)	499,384	2,268,016
Portfolio investments	-	-
Operating		
Endowments		
Inventories for resale		
Other financial assets	-	-
Total financial assets	20,927,885	17,092,304
LIABILITIES		
Bank indebtedness	-	-
Accounts payable and accrued liabilities	4,232,376	6,124,842
Unspent deferred contributions	3,665,834	2,112,145
Employee future benefit liabilities	432,344	459,400
Environmental liabilities	-	-
Other liabilities	-	-
Debt		
Supported: Debentures	-	-
Unsupported: Debentures	-	-
Mortgages and capital loans	-	-
Capital leases	-	-
Total liabilities	8,330,555	8,696,387
Net financial assets	12,597,330	8,395,917
NON-FINANCIAL ASSETS		
Tangible capital assets	142,719,309	138,910,083
Inventory of supplies	14,847	129,265
Prepaid expenses	795,485	446,204
Other non-financial assets	-	-
Total non-financial assets	143,529,641	139,485,552
Net assets before spent deferred capital contributions	156,126,971	147,881,469
Spent deferred capital contributions	135,277,920	130,729,375
Net assets	20,849,050	17,152,094
Net assets	20,849,048	17,152,089
Accumulated operating surplus (deficit)	20,849,048	17,152,089
Accumulated remeasurement gains (losses)	-	-
	\$ 20,849,048	\$ 17,152,089

STATEMENT OF OPERATIONS
For the nine months ended May 31, 2021

	Annual Budget 2020-2021	Actual May 31, 2021	Actual May 31, 2020
REVENUES			
Government of Alberta	\$ 125,459,366	\$ 99,522,948	\$ 90,768,332
Federal Government and other government grants	1,099,800	1,432,255	1,630,364
Property taxes	-	-	-
Fees	3,058,801	1,304,603	1,637,821
Sales of services and products	1,098,075	729,019	785,840
Investment income	250,000	87,112	197,143
Donations and other contributions	641,749	627,214	919,672
Other revenue	83,000	12,590	53,100
Total revenues	131,690,791	103,715,741	95,992,271
EXPENSES			
Instruction	99,717,814	74,015,507	74,564,605
Plant operations and maintenance	17,274,612	14,430,945	12,121,452
Transportation	10,309,343	8,712,478	7,624,628
Board & system administration	4,290,322	2,825,957	2,906,889
External services	98,700	33,894	59,561
Total expenses	131,690,791	100,018,782	97,277,135
Annual operating surplus (deficit)	-	3,696,959	(1,284,864)
Endowment contributions and reinvested income	-	-	-
Annual surplus (deficit)	-	3,696,959	(1,284,864)
Accumulated surplus (deficit) at beginning of year	17,152,089	17,152,089	17,403,526
Accumulated surplus (deficit) at end of year	\$ 17,152,089	\$ 20,849,047	\$ 16,118,662

STATEMENT OF CASH FLOWS
For the nine months ended May 31, 2021

	May 31, 2021	August 31, 2020
CASH FLOWS FROM:		
A. OPERATING TRANSACTIONS		
Annual surplus (deficit)	\$ 3,696,959	\$ (251,436)
Add (Deduct) items not affecting cash:		
Amortization of tangible capital assets	4,976,487	6,018,696
Net (gain)/loss on disposal of tangible capital assets	-	(6,126)
Transfer of tangible capital assets (from)/to other entities	-	-
(Gain)/loss on disposal of portfolio investments		
Expended deferred capital revenue recognition	(4,074,818)	(4,761,121)
Deferred capital revenue write-down / adjustment	-	-
Increase/Decrease in employee future benefit liabilities	(27,056)	5,700
Donations in kind	-	-
	4,571,573	1,005,713
(Increase)/Decrease in accounts receivable	1,768,632	(1,191,681)
(Increase)/Decrease in inventories for resale	-	-
(Increase)/Decrease in other financial assets	-	-
(Increase)/Decrease in inventory of supplies	114,419	(129,265)
(Increase)/Decrease in prepaid expenses	(349,281)	(62,467)
(Increase)/Decrease in other non-financial assets	-	-
Increase/(Decrease) in accounts payable, accrued and other liabilities	(1,892,466)	2,199,613
Increase/(Decrease) in unspent deferred contributions	1,553,691	1,431,631
Increase/(Decrease) in environmental liabilities	-	-
Non-monetary transfer of land		(1,001,250)
Total cash flows from operating transactions	5,766,567	2,252,295
B. CAPITAL TRANSACTIONS		
Purchases of tangible capital assets		
Acquisition of tangible capital assets	(2,464,178)	(6,323,234)
Net proceeds from disposal of unsupported capital assets	-	6,126
Other (describe)	-	-
Total cash flows from capital transactions	(2,464,178)	(6,317,108)
C. INVESTING TRANSACTIONS		
Purchases of portfolio investments	-	-
Proceeds on sale of portfolio investments	-	-
Other (describe)	-	-
Total cash flows from investing transactions	-	-
D. FINANCING TRANSACTIONS		
Debt issuances	-	-
Debt repayments	-	-
Increase (decrease) in spent deferred capital contributions	2,301,824	5,219,143
Capital lease issuances	-	-
Capital lease payments	-	-
Total cash flows from financing transactions	2,301,824	5,219,143
Increase (decrease) in cash and cash equivalents	5,604,214	1,154,330
Cash and cash equivalents, at beginning of year	14,824,288	13,669,958
Cash and cash equivalents, at end of year	\$ 20,428,501	\$ 14,824,288

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the nine months ended May 31, 2021

	Actual May 31, 2021	Actual August 31, 2020
Annual surplus (deficit)	\$ 3,696,959	\$ (251,436)
Effect of changes in tangible capital assets		
Acquisition of tangible capital assets	(2,464,178)	(6,323,234)
Amortization of tangible capital assets	4,976,487	6,018,696
Net (gain)/loss on disposal of tangible capital assets	-	(6,126)
Net proceeds from disposal of unsupported capital assets	-	6,126
Write-down carrying value of tangible capital assets	-	-
Transfer of tangible capital assets (from)/to other entities	(6,321,536)	(15,900,042)
Other changes Non-monetary transfer of land	-	(1,001,250)
Total effect of changes in tangible capital assets	(3,809,227)	(17,205,830)
Effect of changes in non-tangible capital assets		
Acquisition of inventory supplies	(9,600)	(129,265)
Consumption of inventory supplies	124,019	-
(Increase)/Decrease in prepaid expenses	(349,281)	(62,467)
(Increase)/Decrease in other non-financial assets	-	-
Net remeasurement gains and (losses)	-	-
Change in spent deferred capital contributions	4,548,549	16,358,061
Other changes	-	-
Increase (decrease) in net financial assets	4,201,417	(1,290,937)
Net financial assets (net debt) at beginning of year	8,395,915	9,686,852
Net financial assets (net debt) at end of year	\$ 12,597,332	\$ 8,395,915

SCHEDULE OF CHANGES IN ACCUMULATED SURPLUS
For the nine months ended May 31, 2021

	ACCUMULATED SURPLUS	ACCUMULATED REMEASUREMENT GAINS (LOSSES)	ACCUMULATED OPERATING SURPLUS	INVESTMENT IN TANGIBLE CAPITAL ASSETS	ENDOWMENTS	UNRESTRICTED SURPLUS	INTERNALLY RESTRICTED	
							TOTAL OPERATING RESERVES	TOTAL CAPITAL RESERVES
Balance at August 31, 2020	\$ 17,152,089	\$ -	\$ 17,152,089	\$ 7,179,453	\$ -	\$ 943,769	\$ 4,869,453	\$ 4,159,415
Prior period adjustments:								
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Adjusted Balance, August 31, 2018	17,152,089	-	17,152,089	7,179,453	-	943,769	4,869,453	4,159,415
Operating surplus (deficit)	3,696,959		3,696,959			3,696,959		
Board funded tangible capital asset additions				146,330			(62,195)	(84,135)
Disposal of unsupported tangible capital assets or board funded portion of supported	-		-					
Write-down of unsupported tangible capital assets or board funded portion of supported	-		-					
Net remeasurement gains (losses) for the year	-	-						
Endowment expenses & disbursements	-		-		-	-		
Endowment contributions	-		-		-	-		
Reinvested endowment income	-		-		-	-		
Direct credits to accumulated surplus (Describe)	-		-		-	-		
Amortization of tangible capital assets	-			(4,976,487)		4,976,487		
Capital revenue recognized	-			4,074,818		(4,074,818)		
Debt principal repayments (unsupported)	-			-		-		
Additional capital debt or capital leases	-			-		-		
Net transfers to operating reserves	-					(4,000,354)	4,000,354	
Net transfers from operating reserves	-					303,395	(303,395)	
Net transfers to capital reserves	-					(901,669)		901,669
Net transfers from capital reserves	-					-		-
Other Changes								
Other Changes	-		-	-	-	-	-	-
Balance at May 31, 2021	\$ 20,849,048	\$ -	\$ 20,849,048	\$ 6,424,114	\$ -	\$ 943,769	\$ 8,504,217	\$ 4,976,949

SCHEDULE OF CHANGES IN ACCUMULATED SURPLUS
For the nine months ended May 31, 2021

	INTERNALLY RESTRICTED RESERVES BY PROGRAM									
	School & Instruction Related		Operations & Maintenance		Board & System Administration		Transportation		External Services	
	Operating Reserves	Capital Reserves	Operating Reserves	Capital Reserves	Operating Reserves	Capital Reserves	Operating Reserves	Capital Reserves	Operating Reserves	Capital Reserves
Balance at August 31, 2020	\$ 4,153,491	\$ 2,846,554	\$ -	\$ 290,044	\$ 715,962	\$ 751,156	\$ -	\$ 243,276	\$ -	\$ 28,385
Prior period adjustments:										
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Adjusted Balance, August 31, 2018	4,153,491	2,846,554	-	290,044	715,962	751,156	-	243,276	-	28,385
Operating surplus (deficit)										
Board funded tangible capital asset additions		(20,224.00)	(62,195)	(86,601)	-	(44,886)		67,576	-	-
Disposal of unsupported tangible capital assets or board funded portion of supported										-
Write-down of unsupported tangible capital assets or board funded portion of supported										-
Net remeasurement gains (losses) for the year										
Endowment expenses & disbursements										
Endowment contributions										
Reinvested endowment income										
Direct credits to accumulated surplus (Describe)	-	-	-	-	-	-	-	-	-	-
Amortization of tangible capital assets										
Capital revenue recognized										
Debt principal repayments (unsupported)										
Additional capital debt or capital leases										
Net transfers to operating reserves	3,565,422				434,932					-
Net transfers from operating reserves	-		370,194				(673,589)			-
Net transfers to capital reserves		617,170		173,996		116,853		(6,350)		-
Net transfers from capital reserves										-
Other Changes										
Other Changes										
Balance at May 31, 2021	\$ 7,718,912	\$ 3,443,500	\$ 307,999	\$ 377,439	\$ 1,150,894	\$ 823,123	\$ (673,589)	\$ 304,502	\$ -	\$ 28,385

SCHEDULE 2

SCHEDULE OF DEFERRED CONTRIBUTIONS
(EXTERNALLY RESTRICTED CONTRIBUTIONS ONLY)
YTD May 31, 2021

	Alberta Education					Other GoA Ministries					Other Sources				Total
	IMR	CMR	Safe Return to Class	Others	Total Education	Alberta Infrastructure	Children's Services	Health	Other GOA Ministries	Total Other GoA Ministries	Gov't of Canada	Donations and grants from others	Other	Total other sources	
Deferred Operating Contributions (DOC)															
Balance at Aug 31, 2020	\$ 778,058	\$ -		\$ 149,139	\$ 927,197	\$ -	\$ -	\$ -	\$ 1,198	\$ 1,198	\$ 21,693	\$ -	\$ 215,362	\$ 237,055	\$ 1,165,450
Prior period adjustments - please explain:	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -
Adjusted ending balance Aug. 31, 2020	\$ 778,058	\$ -		\$ 149,139	\$ 927,197	\$ -	\$ -	\$ -	\$ 1,198	\$ 1,198	\$ 21,693	\$ -	\$ 215,362	\$ 237,055	\$ 1,165,450
Received during the year (excluding investment income)	\$ 3,986,014	\$ -	\$ 4,024,650	\$ 159,580	\$ 8,170,244	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 158,104	\$ 183,104	\$ 8,353,348
Transfer (to) grant/donation revenue (excluding investment income)	\$ (1,766,120)	\$ -	\$ (3,624,650)	\$ (273,621)	\$ (5,664,391)	\$ -	\$ -	\$ -	\$ (1,198)	\$ (1,198)	\$ (26,828)	\$ -	\$ (400,801)	\$ (427,629)	\$ (6,093,218)
Investment earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Received during the year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred to investment income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred (to) from UDCC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred directly (to) SDCC	\$ (22,599)	\$ -	\$ -	\$ -	\$ (22,599)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (22,599)
Transferred (to) from others - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DOC closing balance at Aug 31, 2021	\$ 2,975,353	\$ -	\$ 400,000	\$ 35,098	\$ 3,410,451	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,865	\$ -	\$ (27,335)	\$ (7,470)	\$ 3,402,981
Unspent Deferred Capital Contributions (UDCC)															
Balance at Aug 31, 2020	\$ -	\$ 673,141		\$ -	\$ 673,141	\$ 273,552	\$ -	\$ -	\$ -	\$ 273,552	\$ -	\$ -	\$ -	\$ -	\$ 946,693
Prior period adjustments - please explain:	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Adjusted ending balance Aug. 31, 2020	\$ -	\$ 673,141		\$ -	\$ 673,141	\$ 273,552	\$ -	\$ -	\$ -	\$ 273,552	\$ -	\$ -	\$ -	\$ -	\$ 946,693
Received during the year (excluding investment income)	\$ -	\$ 1,237,795	\$ -	\$ 299,401	\$ 1,537,196	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,537,196
UDCC Receivable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58,192	\$ -	\$ -	\$ -	\$ 58,192	\$ -	\$ -	\$ -	\$ -	\$ 58,192
Transfer (to) grant/donation revenue (excluding investment income)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Received during the year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred to investment income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds on disposition of supported capital/ Insurance proceeds (and related)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred from (to) DOC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred from (to) SDCC	\$ -	\$ (2,141,838)	\$ -	\$ -	\$ (2,141,838)	\$ (137,390)	\$ -	\$ -	\$ -	\$ (137,390)	\$ -	\$ -	\$ -	\$ -	\$ (2,279,228)
Transferred (to) from others - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UDCC closing balance at Aug 31, 2021	\$ -	\$ (230,902)	\$ -	\$ 299,401	\$ 68,499	\$ 194,354	\$ -	\$ -	\$ -	\$ 194,354	\$ -	\$ -	\$ -	\$ -	\$ 262,853
Total Unspent Deferred Contributions at Aug 31, 2020	\$ 2,975,353	\$ (230,902)	\$ 400,000	\$ 334,499	\$ 3,478,950	\$ 194,354	\$ -	\$ -	\$ -	\$ 194,354	\$ 19,865	\$ -	\$ (27,335)	\$ (7,470)	\$ 3,665,834
Spent Deferred Capital Contributions (SDCC)															
Balance at Aug 31, 2020	\$ 777,220	\$ 2,215,059		\$ 3,576,337	\$ 6,568,616	\$ 124,160,762	\$ -	\$ -	\$ -	\$ 124,160,762	\$ -	\$ -	\$ -	\$ -	\$ 130,729,378
Prior period adjustments - please explain:	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Adjusted ending balance Aug. 31, 2020	\$ 777,220	\$ 2,215,059		\$ 3,576,337	\$ 6,568,616	\$ 124,160,762	\$ -	\$ -	\$ -	\$ 124,160,762	\$ -	\$ -	\$ -	\$ -	\$ 130,729,378
Donated tangible capital assets	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Alberta Infrastructure managed projects	\$ -	\$ -		\$ -	\$ -	\$ 6,321,536	\$ -	\$ -	\$ -	\$ 6,321,536	\$ -	\$ -	\$ -	\$ -	\$ 6,321,536
Transferred from DOC	\$ 22,599	\$ -	\$ -	\$ -	\$ 22,599	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,599
Transferred from UDCC	\$ -	\$ 2,141,838	\$ -	\$ -	\$ 2,141,838	\$ 137,390	\$ -	\$ -	\$ -	\$ 137,390	\$ -	\$ -	\$ -	\$ -	\$ 2,279,228
Amounts recognized as revenue (Amortization of SDCC)	\$ (151,980)	\$ (132,799)	\$ (1,205)	\$ (34,290)	\$ (320,274)	\$ (3,754,547)	\$ -	\$ -	\$ -	\$ (3,754,547)	\$ -	\$ -	\$ -	\$ -	\$ (4,074,821)
Disposal of supported capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transferred (to) from others - please explain:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SDCC closing balance at Aug 31, 2021	\$ 647,839	\$ 4,224,098	\$ (1,205)	\$ 3,542,047	\$ 8,412,779	\$ 126,865,141	\$ -	\$ -	\$ -	\$ 126,865,141	\$ -	\$ -	\$ -	\$ -	\$ 135,277,920

SCHEDULE OF PROGRAM OPERATIONS

REVENUES	YTD May 31, 2021						August 31, 2020
	Instruction	Plant Operations and Maintenance	Transportation	Board & System Administration	External Services	TOTAL	TOTAL
Alberta Education	\$ 74,705,061	\$ 10,922,377	\$ 6,927,191	\$ 3,211,367	\$ -	\$ 95,765,996	\$ 114,260,269
Alberta Infrastructure	-	3,744,024	-	-	11,729	3,755,753	4,541,924
Other - Government of Alberta	1,198	-	-	-	-	1,198	19,328
Federal Government and other government grants	1,252,388	131,903	-	47,965	-	1,432,255	1,845,769
Other Alberta school authorities	-	-	-	-	-	-	72,430
Out of province authorities	-	-	-	-	-	-	-
Alberta municipalities-special tax levies	-	-	-	-	-	-	-
Property taxes	-	-	-	-	-	-	-
Fees	456,464	-	848,138	-	-	1,304,603	1,731,745
Other sales and services	451,491	208	263,560	1,558	12,202	729,019	961,127
Investment income	87,112	-	-	-	-	87,112	220,193
Gifts and donations	585,444	-	-	-	-	585,444	792,909
Rental of facilities	-	2,627	-	-	9,963	12,590	57,263
Fundraising	41,770	-	-	-	-	41,770	182,808
Gains on disposal of tangible capital assets	-	-	-	-	-	-	6,126
Other revenue	-	-	-	-	-	-	-
TOTAL REVENUES	\$ 77,580,929	\$ 14,801,139	\$ 8,038,889	\$ 3,260,889	\$ 33,894	\$ 103,715,741	\$ 124,691,891
EXPENSES							
Certificated salaries	\$ 44,096,028	-	-	\$ 379,655	\$ -	\$ 44,475,683	\$ 58,061,897
Certificated benefits	9,699,753	-	-	97,060	-	9,796,813	12,845,148
Non-certificated salaries and wages	11,136,370	2,966,313	529,338	1,327,608	3,510	15,963,139	18,829,812
Non-certificated benefits	3,051,006	788,580	115,533	340,863	-	4,295,982	5,291,115
SUB - TOTAL	67,983,157	3,754,893	644,872	2,145,185	3,510	74,531,616	95,027,972
Services, contracts and supplies	5,415,180	6,493,709	8,019,214	563,920	18,656	20,510,678	23,896,659
Amortization of supported tangible capital assets	-	4,063,090	-	-	11,729	4,074,818	4,761,121
Amortization of unsupported tangible capital assets	617,170	119,254	48,392	116,853	-	901,669	1,257,575
Supported interest on capital debt	-	-	-	-	-	-	-
Unsupported interest on capital debt	-	-	-	-	-	-	-
Other interest and finance charges	-	-	-	-	-	-	-
Losses on disposal of tangible capital assets	-	-	-	-	-	-	-
Other expense	-	-	-	-	-	-	-
TOTAL EXPENSES	74,015,507	14,430,945	8,712,478	2,825,957	33,894	100,018,782	124,943,327
OPERATING SURPLUS (DEFICIT)	\$ 3,565,422	\$ 370,194	\$ (673,589)	\$ 434,932	\$ -	\$ 3,696,959	\$ (251,436)

COVID - 19 EXPENDITURES

EXPENSES DUE TO COVID-19	2020-21 Forecasted	YTD May 31, 2021						
		Instruction		Plant Operations and Maintenance	Transportation	Board & System Administration	External Services	TOTAL
		ECS	Grades 1 - 12					
(1) Certificated salaries	\$ 3,678,685	\$ 9,651	\$ 2,853,000			\$ 246,109	\$ -	\$ 3,108,761
(2) Certificated benefits	428,303	563	333,391			41,918	-	375,872
(3) Non-certificated salaries and wages	629,184	3,807	204,527	112,490	75,749	110,438	-	507,012
(4) Non-certificated benefits	120,657	228	42,164	7,617	10,329	24,904	-	85,242
(5) SUB - TOTAL	4,856,829	14,249	3,433,083	120,107	86,078	423,369	-	4,076,887
(6) Services, contracts and supplies	675,220	-	81,810	405,334	59,112	30	-	546,285
(7) Amortization of supported tangible capital assets	-	-	-	-	-	-	-	-
(8) Amortization of unsupported tangible capital assets	-	-	-	1,205	-	-	-	1,205
(9) Supported interest on capital debt	-	-	-	-	-	-	-	-
(10) Unsupported interest on capital debt	-	-	-	-	-	-	-	-
(11) Other interest and finance charges	-	-	-	-	-	-	-	-
(12) Losses on disposal of tangible capital assets	-	-	-	-	-	-	-	-
(13) Other expense	-	-	-	-	-	-	-	-
(14) TOTAL EXPENSES DUE TO COVID-19	\$ 5,532,049	\$ 14,249	\$ 3,514,893	\$ 526,646	\$ 145,190	\$ 423,399	\$ -	\$ 4,624,377

(1&2) Certificated Salaries and benefits includes the FTE of teachers who are teaching students who are online, additional substitute teachers for Covid related leaves, time spent by certificated staff performing contract tracing.

(3&4) Non-certificated Salaries and benefits includes the FTE of support staff who are supporting students who are online, additional custodial staff to cover sick leaves and enhanced cleaning protocols, contract tracing by school and central division support staff, Administration FTE spent managing Covid issues.

(6) Services, contracts and supplies includes personal protective equipment, cleaning supplies and equipment, sanitizer

TANGIBLE CAPITAL ASSETS DUE TO COVID-19	Land	Buildings	Equipment	Vehicles	Computer Hardware & Software	Total
Historical cost						
Beginning of year	\$ -	\$ -	\$ 8,033	\$ -	\$ -	\$ 8,033
Additions	-	-	-	-	-	-
Transfers in (out)	-	-	-	-	-	-
Less: disposals including write-offs	-	-	-	-	-	-
Historical cost, August 31, 2020	-	-	8,033	-	-	8,033
Accumulated amortization						
Beginning of year			402			402
Amortization			1,205			1,205
Other additions						
Transfers in (out)						
Less: disposals including write-offs						
Accumulated amortization, August 31, 2020			1,607			1,607
Net Book Value at August 31, 2020	\$ -	\$ -	\$ 6,426	\$ -	\$ -	



MEMORANDUM

Date June 15, 2021

To Board of Trustees

From Shauna Boyce, Superintendent

Originator Scott Johnston, Associate Superintendent

Resource Katherine Mann, Director, Instructional Services

Governance Policy Board Policy 1: Division Foundational Statements
Board Policy 2: Role of the Board
Board Policy 12: Role of the Superintendent

Additional Reference BP 1: Vision Statement, Mission Statement
BP 2: Education Planning and Programming
BP 2: Stakeholder Engagement and Communication
Board Annual Work Plan

Subject **INSTRUCTIONAL SERVICES REPORT**

Purpose

For Information. No recommendation Required.

Background

The Board of Trustees upholds the Mission for Parkland School Division (PSD) to “assure supportive learning environments, meaningful experiences and healthy relationships that create opportunities to develop resilience, to gain diversity in perspectives and to achieve enduring success.” This report is in support of the Division’s Mission and is provided with respect to the Board Annual Work Plan.

Report Summary

Instructional Services provides support to schools in achieving the foundational goals of Parkland School Division. The continual objective of the Instructional Services department is to assist and collaborate with school administration in instruction, programming, educational technology, exploration and analysis and educational technology throughout the school year.

The Instructional Services Report highlights the ongoing innovative work that is being conducted in support of PSD staff and ultimately student success.

Administration would be pleased to respond to questions.

SJ:kz



Parkland School Division

Where the World Opens Up

INSTRUCTIONAL SERVICES REPORT (2020-2021 SUMMARY)

June 15, 2021

OUR STUDENTS POSSESS THE CONFIDENCE, RESILIENCE, INSIGHT AND SKILLS REQUIRED TO THRIVE IN, AND POSITIVELY IMPACT, THE WORLD.

REGARDING INSTRUCTIONAL SERVICES

Parkland School Division's Mission states:

We assure supportive learning environments, meaningful experiences and healthy relationships that create opportunities to develop resilience, to gain diversity in perspectives and to achieve enduring success.

For 2020-2021, the Instructional Services department continued to focus on the enduring academic success of our students. Our general focus areas this year included:

- Indigenous education: Promoting strategies for success for all Indigenous learners and reducing any systemic gaps in achievement;
- Curriculum expertise: Increasing the instructional-leadership skillset of our school administration and providing guidance for lesson development and delivery;
- Assessment "best-practice" approaches: Strengthening the understanding and application of effective assessment practices across the Division and continuing to develop uniform assessment practices;
- Improving high school pathways to completion: Reviewing graduation rates and attending to credit-recovery and four (4) and five (5) year increased graduation rates;
- Increasing Off-Campus educational opportunities: Improving pathways for students to attend dual-credit opportunities, acquire Green-certificate courses and explore work experience options; and
- Improving online learning: Responding to the virtual requirements made necessary by the ongoing pandemic.

Instructional Services reviews stakeholder engagement feedback (formative assurance data) and derived results (summative assurance data) to inform the development of the Education Plan and the Annual Education Results Report. Instructional Services additionally responds to other relevant requests for information, with an emphasis on research-based approaches and the implementation of measures to know well we are meeting our objectives.

INSTRUCTIONAL SERVICES – OUR CURRENT STATE

USING DATA TO IMPROVE UNDERSTANDING

During the 2020-2021 school year, Instructional Services coordinated with schools to complete literacy and numeracy assessments (benchmarking) that Instructional Services collected and analyzed at the Division level.

- The literacy benchmarking involved reporting the *Fountas and Pinnell* reading level of Grades 1-9 students in the Fall and then again in June.
- The numeracy benchmarking involves the administration of the *Math Intervention Programming Instrument* (MIPI) for grades 2-10 at the beginning of the year.

It is clear from these measures that we have significant work to do in both areas of numeracy and literacy and that our efforts toward improvements are impacted by the ongoing pandemic. We currently recognize that 47% of our students are below an acceptable numeracy level.

Numeracy Benchmarking - PSD MIPI Results (2020: Fall)	
Students requiring numeracy attention:	46.9%
Students that may require numeracy attention:	26.6%
Students that do not require numeracy attention:	26.5%

Lagging competency in numeracy, without intervention, is anticipated to generate a long-term, negative impact on our Diploma examination participation rates in math and science.

Literacy Benchmarking - PSD MIPI Results (2020-2021) All Schools, All Grades, All Rooms	
Above the grade level expectation for literacy:	19.46%
At the grade level expectation for literacy:	33.13%
Below the grade level expectation for literacy:	47.41%

FLA Literacy Benchmarking - PSD MIPI Results (2020-2021) All Schools, All Grades, All Rooms	
Supérieur (Superior performance):	15.86%
À Niveau (At the standard level):	15.69%
Inférieur (Inferior performance):	68.45%

REGARDING COURSE SELECTION

In Parkland School Division, there is currently a gap in the percentage of students who are participating in the writing of diplomas in 30-1 courses in comparison to the Province of Alberta. We have more students who elect to take courses at the 30-2 level.

In the Maths and Sciences, we see that we have proportionally fewer students in general pursuing Math at the *dash-one* level, or Science courses, which means we have more students taking Math at the *dash-three* level and Science at the 14/24 level. This pathway limits the post-secondary choices of students.

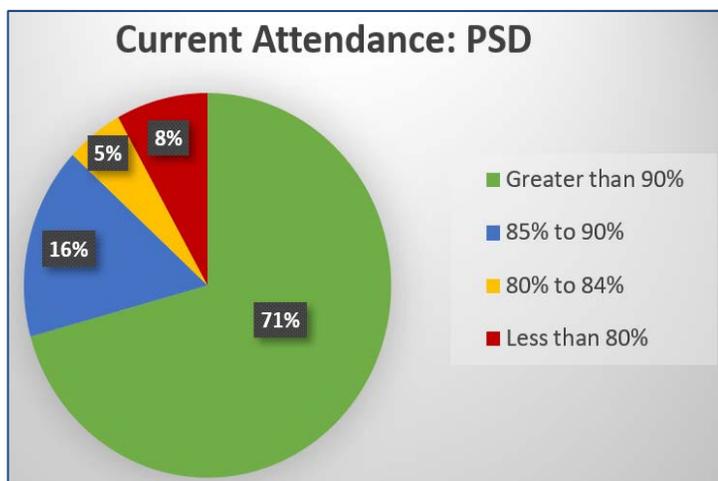
2019 Diploma Completion	Alberta	PSD	Gap
Number of Students	45,562	735	
English Language Arts 30-1 (%)	55.7	41.0	-14.7
English Language Arts 30-2 (%)	28.8	39.0	+10.2
1 or More English Diploma Exams (%)	81.3	79.0	-2.3
Social Studies 30-1 (%)	44.1	35.1	-9.0
Social Studies 30-2 (%)	37.8	43.0	+5.2
1 or More Social Studies Diploma Exams (%)	81.3	77.7	-3.6
Math 30-1 (%)	35.3	21.9	-13.4
Math 30-2 (%)	25.9	26.8	+0.9
1 or More Math Diploma Exams (%)	59.1	47.1	-12.0
Biology 30 (%)	42.3	29.7	-12.6
Chemistry 30 (%)	35.1	21.5	-13.6
Physics 30 (%)	17.6	10.6	-7.0
Science 30 (%)	18.1	17.8	-0.3
1 or More Science Diploma Exams (%)	61.8	49.3	-12.5
Francais 30-1 (%)	0.3	0.0	-0.3
French Language Arts 30 (%)	2.6	4.9	+2.3
Total of 1 or More French Diploma Exams (%)	2.9	4.9	+2.0

LEARNING FROM HOME

Instructional Services significantly supports our students who have made the choice to learn from home due to the pandemic. We are anticipating there will be a need to monitor and remediate the potential long-term impacts of this on student achievement. Our Education Plan for 2021-2022 has a clear focus on student success and academic achievement.

STUDENT ATTENDANCE

Instructional Services continues to review student attendance from a system-perspective. Student attendance continues to be impacted by the COVID pandemic, and our initiatives have not had the opportunity to “land” as well as we would like. We will revisit how we might re-launch attendance initiatives through public messaging, reviewing procedures with School Administration, and clarifying how a successful attendance process could occur once an attendance issue reaches the need for Division-level support.



INSTRUCTIONAL SERVICES – CURRENT AND CONTINUED INITIATIVES

IMPROVING INDIGENOUS EDUCATION

- We are working with schools to increase a Sense of Belonging for our Indigenous students through visual representations of culture and education in language;
- We are leading the study of what it means to be an antiracist through a Division-offered book study; and
- We are supporting the connection of Paul First Nation students to their schools.

STRENGTHENING LITERACY

- We are providing professional development programs (K-9). Beginning in the 21/22 school year we will focus on phonological awareness, word study and comprehensive literacy, with a special focus on small group instruction. This will include both English and French language programs;
- We are providing universal screeners for phonological awareness and word knowledge for 21/22; and
- We are developing universal screeners in phonological awareness and word study in French Immersion.

PROMOTING NUMERACY

- We continue to promote the *First Steps* program in Math with 5 schools and we will expand to additional schools for next year; and
- We are providing professional development for Grades 7-9 on Number Concepts.

IMPROVING ASSESSMENT

- We continue to increase transparency and timeliness of reporting K-9 academic achievement through the online gradebook;
- We reworked the Kindergarten report card to more closely align with the Programs of Study; and
- We established clear criteria for making judgments about levels of achievement in Kindergarten.

IMPROVING HIGH SCHOOL COMPLETION

- We initiated and are continuing to explore participation in dual credit programming;
- We increased placements in Registered Apprenticeship Programs [RAP] and Green Certificate Programs; and
- We continue to attend to Graduation recovery through Outreach.

STRENGTHENING EDUCATIONAL TECHNOLOGY USE

- We continued to hold regular meetings with school representatives within an Ed Tech Focus group; and
- We continued to develop resources and training for tools to support online learning

INSTRUCTIONAL SERVICES – NEW AND CONSIDERED INITIATIVES

For 2021-2022, Instructional Services will attend to a significant focus on improving achievement in literacy and numeracy. We look forward to achieving the following outcomes:

1. We will attend to a specific focus on phonological awareness and word study within a comprehensive literacy framework;
2. We will identify K-9 Literacy Leads in each school to coordinate and support ongoing attention to literacy intervention and improvement;
3. We will implement universal screeners to detect and identify specific areas requiring intervention for individual students;
4. We will build on the capacity of staff to embed a balance of Mathematical conceptual understandings and procedural fluencies into their knowledge and practice;
5. We will increase the use of quick, ongoing diagnostic tools in Math to assess and differentiate programming (eg. First Steps in Math);
6. We will develop a checklist and continuum of Reading Behaviours in French Immersion;
7. We will review and implement effective structures for ongoing Division-level mentoring for New Teachers;
8. We will develop the role of the STEAM (Science, Technology, Engineering, Arts and Mathematics) facilitator to increase achievement in Science and Mathematics;
9. We will build a cohort of Indigenous Education school leads to build school-level capacity in Indigenous Ways of Knowing;
10. We will further explore Gifted Education programming; and
11. We will collaborate with Principals to explore opportunities to address anti-racism and anti-oppression with students and staff.



MEMORANDUM

Date June 15, 2021

To Board of Trustees

From Shauna Boyce, Superintendent

Originator Mark Francis, Deputy Superintendent

Resource Board of Trustees and Executive Team
Jordi Weidman, Director of Strategic Communications

Governance Policy Board Policy 2: Role of the Board
Board Policy 3: Role of a Trustee
Board Policy 7: Board Operations
Board Policy 12: Role of the Superintendent

Additional Reference Brenda Zimmerman, *From Lifecycle to Ecocycle: Renewal via Destruction and Encouraging Diversity for Sustainability*

Subject **BOARD LEGACY DOCUMENT (2017-2021)**

Purpose

Information. No recommendation is required

Background

The Board of Trustees supports the opportunity for all trustees to engage in dialogue on generative governance and to inform on long range plans and strategic modeling. The Superintendent reports directly to the corporate Board and is accountable to the Board of Trustees for the conduct and operation of the Division. The following report shares the Minutes from the June 1, 2021 meeting, in which participants share their perspectives for these purposes.

Report Summary

During the 2020-2021 school year, and the final year of the current Board of Trustees, the process of drafting a legacy document for future Parkland School Division Boards began. The Board Legacy Document provides the context of events, economics, government agencies, and much more, at the

time of this Board taking office. It also summarizes some of work initiated by this Board and many of the accomplishments during their term. This document will provide context and direction for the incoming Board in October 2021 and memorialize the legacy of this particular Board of Trustees.

The Board Legacy Document (2017-2021) will be submitted for Board approval at the September 14, 2021, Regular Board Meeting.

Administration would be pleased to respond to any questions.

MF:kz



Board Legacy Document

Parkland School Division Board of Trustees (2017-2021)

Top Row (left to right):

Trustee Eric Cameron (Ward 5)
Trustee Ron Heinrichs (Ward 1)
Trustee Paul McCann (Ward 4)

Bottom Row (left to right):

Trustee Anne Montgomery (Ward 5)
Trustee Sally Kucher-Johnson (Ward 3)
Trustee Lorraine Stewart (Ward 2)
Trustee Darlene Clarke (Ward 5)



Board Chair:

Trustee Eric Cameron (2017-2019)
Trustee Lorraine Stewart (2019-2021)

Board Vice-Chair:

Trustee Ron Heinrichs (2017-2018)
Trustee Lorraine Stewart (2018-2019)
Trustee Eric Cameron (2019-2021)

Context:

- The Board of Trustees was elected in October 2017. Returning trustees included Eric Cameron (Ward 5), Ron Heinrichs (Ward 1) and Sally Kucher-Johnson (Ward 3). New trustees included Darlene Clarke (Ward 5), Paul McCann (Ward 4), Anne Montgomery (Ward 5) and Lorraine Stewart (Ward 2).
- At the time of this Board forming, the New Democratic Party (NDP) formed the provincial government under Premier Rachel Notley and the Minister of Education was David Eggen.
- The United Conservative Party (UCP) under Premier Jason Kenney was elected in the fall of 2019. Adriana LaGrange was appointed Minister of Education.
- The School Act was rescinded and the Education Act became effective September 1, 2019.
- After extensive lobbying from Alberta school boards, the provincial government reviewed and implemented a new funding framework for Education in 2020.
- In March 2020, the COVID-19 pandemic caused the closure of all in-person learning for the remainder of 2019-2020.
- The reopening of schools for the 2020-2021 school year was under strict pandemic safety measures. A significant number of students were learning online at home. There were multiple temporary closures of schools throughout the school year.
- The Board began its tenure with the NDP government's commitment to funding enrollment growth in Budget 2017. With the transition to the UCP in 2019, the province committed to flat educational funding for the following four years while enrollment in the Division continued to increase prior to the COVID-19 global pandemic. The economic realities of oil prices and the pandemic have resulted in provincial economic challenges.
- Parkland School Division (PSD) experienced growth in enrolment, from 10,750 students in 2017, to 11,600 (projected) in 2021.

During the Term of the Board:

- The Trustees developed and implemented a new Vision and Mission.
- The modernization of Woodhaven Middle School was announced in March 2017. Construction began in the Spring of 2019. Students moved into the new area of the school after Christmas 2020 which will allow for the modernization of the original building to take place in 2021.
- The replacement school for Stony Plain Central was announced in the Spring of 2018 and construction began in the Spring of 2021.
- The Board hired Superintendent, Shauna Boyce in May, 2018.
- Copperhaven School opened in the fall of 2018.
- Board formed Ad-Hoc Sub Committees: Transportation; Support for Diversity and Inclusive Environments; and Community Engagement.
- In 2018-2019, the Board provided four transportation stakeholder engagement events to review the \$900K transportation deficit - Administration reviewed this in detail and provided four actions to help eliminate the deficit, including:
 - Changes to cooperative busing arrangements;
 - An increase transportation fees;
 - A review and change to school start and end times; and
 - Potential changes to service levels.
- In the 2018-2019 school year, significant revisions were made to the K-9 Reporting and Assessment (Report Card) in response to stakeholder and teacher feedback.
- In 2018-2019, Trustees and Executive Team met with the Alberta Minister of Education, Honourable Adriana LaGrange, Spruce Grove Member of Legislative Assembly, Honourable Searle Turton and staff for discussion. Topics included: Choice in Education, Provincial Budget Impact, School Division Collaboration/System Efficiencies and Assurance Model for Planning & Reporting.
- As a result of significant deficits in Student Transportation and changes provincially, PSD implemented an increase in fees and made significant changes to the transportation system in 2019.
- As a result of the economic situation in the Province of Alberta, funding/revenues decreased \$4,712,165 or 3.5% from 2018-2019 to 2019-2020. The Government of Alberta has implemented a freeze in education funding for a period of 4 years. This has resulted in significant challenges, budget adjustments and other changes including the introduction of a new remuneration model for PSD trustees in 2020-2021.
- At a Special Board Meeting March 17, 2020, PSD's Board of Trustees voted 5 - 2 in favour of permanently closing Seba Beach School, effective June 30, 2020. The closure is a result of the ongoing reality that includes declining enrollment at the school combined with very little projected growth in the area. As outlined in the Seba Beach School Viability Report, many factors weighed into the decision including, but not limited to, enrollment, maintenance costs, school capacity, as well as the financial aspect involved.

During the Term of the Board (cont'd):

- The Board and administration met with the Provincial Transportation Task Force on Regional Transportation Agreements to inform province-wide practice.
- In 2020-2021, the Board of Trustees initiated a review of school boundaries to address future needs and capacity of the region.
- PSD successfully supported over 1,200 students in 'at-home' learning as a result of COVID-19 and implemented significant safety measures for students and staff for in-school learning during the COVID-19 pandemic.
- PSD engaged in joint committees with Alberta Teachers' Association (ATA) on topics including:
 - Self-directed Professional Development (PD);
 - Teacher Mentorship; and
 - Staff Wellness
- PSD continued to provide historical understanding through the implementation of a number of Division PD activities such as the following: Indigenous Games, the Blanket Exercise, land-based teaching (Voyageur Paddling, Gathering Sage), Bare Icebi (gathering together). The "gathering together" involved participants enjoying traditional teachings.
- The Regional Collaborative Service Delivery (RCSD) partnership between Health, Education and Children's Services was discontinued by the Alberta government, resulting in significant changes in PSD when it came to the delivery and support of students with complex needs.
- The Board expanded and enhanced the relationship with ATA Local, MLA's, Municipal Partners, and partner school divisions (Separate, neighbouring division, and local private schools).
- Implemented a number of new programs-of-choice including:
 - Nature Kindergarten Program (2017-2018)
 - (Y)Our Program (2017-2018)
 - My Path Program (2017-2018)
 - Virtual Learning (through Connections for Learning - CFL) (2019-2020)
 - Junior High Outreach (2019-2020)
 - Full-time French Immersion Kindergarten (2019-2020)
 - Parkland Student Athlete Academy (2020-2021)
 - Building Futures Program (2020-2021)

Process:

In preparation of this Legacy Document, the Board of Trustees engaged in a process to reflect on the term of the Board. The intent of this process and the subsequent Legacy Document is to provide guidance and advice to the subsequent Board of Trustees in subsequent terms and to provide a reflection on the accomplishments and challenges. This activity and organizational reflection use the analogy of the lifecycle of the forest. While an old growth forest appears to have reached a point of “static” maturity, it has actually continued to undergo a series of changes to maintain a healthy balance.

The evolution and sustainability of complex adaptive systems includes the natural and necessary processes of destruction and renewal. The ecocycle framework invites leaders to think about what they need to deliberately destroy or stop doing to facilitate the renewal of their work.

Drawing from biological systems, the ecocycle also suggests a need for a "healthy" organization or system to have parts (or aspects) of the organization in every phase of the ecocycle. (From Lifecycle to Ecocycle: Renewal via Destruction and Encouraging Diversity for Sustainability, Brenda Zimmerman, Schulick School of Business, York University, Toronto Canada).

This reflective model used by the Board of Trustees is adapted from *From Lifecycle to Ecocycle: Renewal via Destruction and Encouraging Diversity for Sustainability*, by Brenda Zimmerman.

A full description of the process and model can be found at:

http://www.plexusinstitute.org/edgeware/archive/think/main_aides9.html

The Phases:

Emerging/New Growth: During this phase, the forest has open meadows, plenty of resources and room to grow. In human organizations it is a time of renewal, creativity and exploration of new ideas.

Developing: Like the new growth in a forest, some ideas have taken root and need time for further growth, development and nurturing. Resources, whether sun, water and nutrients in a forest, or finances, time, or professional development, these emerging ideas need to be allocated for ideas to grow and develop.

Maturity: Like an old growth forest, the ideas, systems, or processes have taken root and have developed to maturity and sustainability. Healthy organizations, like healthy forests, have well established systems that serve to keep the organization functioning.

Creative Destruction: Healthy forest ecosystems need to go through a natural period regrowth; some changes are small (death of a mature tree) and some changes are more drastic like a forest fire. A human organization such as PSD, also has to go through periodic and continual periods of “creative destruction” where some of the mature processes/systems/components of the organization are examined and changed to meet the emerging needs of the school system.

EMERGING / NEW GROWTH (Gestation): These items require investment of time and effort to discover if they are valuable (“sowing”).

What has been accomplished	Next Steps (What might the new board consider?)
<p>Division of work between Trustees</p> <ul style="list-style-type: none"> • The Board divides representation for the various committees between Trustees. • In typical (non-COVID) years, the Board decides in advance which Trustees will attend each conference - Trustees bring back a report to the next scheduled Board Meeting. 	<ul style="list-style-type: none"> • The new Board will need to discuss and determine which PD sessions or conferences add value, overall, to individual trustees and the Board. • The Board may want to explore the efficiencies of virtual vs in person sessions/meetings. • The Board should discuss the need and potential limiting of trustees attending the same event.
<p>Community Partnerships</p>	<ul style="list-style-type: none"> • The Board should explore new community partnerships to build on existing partnerships (i.e. Programs of Choice, Chamber of Commerce, Rotary clubs). • Continue to present/engage with partner associations (Rotary, Municipalities, Chamber of Commerce).
<p>Fiscal Understanding</p> <ul style="list-style-type: none"> • With the Weighted Moving Average funding model introduced in the 2019 provincial budget, the Board focused advocacy efforts for a funding model that helps school boards best meet their students’ needs. COVID-19 has resulted in fewer students, thus less revenue for boards. 	<ul style="list-style-type: none"> • The new Board considers its fiscal responsibility with respect to fees and funding <ul style="list-style-type: none"> ○ What priorities will yield the greatest results? ○ What are the service levels (i.e. transportation) that must be maintained/changed? ○ What format stakeholder input will be needed to identify priorities?
<p>Expansion of Virtual Learning (CFL) (allowing greater attendance)</p> <ul style="list-style-type: none"> • The full-time equivalent (FTE) student enrolment in virtual delivery program (Gr.1-12) operating out of CFL increased to 300 in 2020-2021 (+200 FTE increase). • This trend began prior to the pandemic and does not include the 1,200 students selecting “at-home” leaning due to the pandemic. 	<ul style="list-style-type: none"> • The new board should review the societal context contributing to a rise (or potential decline) in demand for virtual education. Will this become a growth area in the future? • The new Board will need to determine how to best support distance learning as numbers of students accessing distance education increase, i.e.: <ul style="list-style-type: none"> ○ Funding levels to support CFL ○ Supports needed for students choosing distance learning

<p>International Partnerships (i.e. travel)</p> <ul style="list-style-type: none"> ● The Board has supported and participated in exchanges in the Town or Stony Plain’s Shikaoi Exchange Program. 	<ul style="list-style-type: none"> ● What are the stakeholder demands for international travel experiences for students? ● The new Board will need to determine the global readiness for travel experiences for students.
<p>Partnerships with other Boards and School Authorities</p> <ul style="list-style-type: none"> ● The Board meets annually with Evergreen Catholic Separate School Division ● Collaboration regarding Division calendar and transportation ● The Board continues to connect with private school authorities within PSD boundaries ● Sends Board highlights to education partners monthly 	<ul style="list-style-type: none"> ● New Board reaches out to neighboring Boards to determine similarities in advocacy or approach. To what degree will we partner with neighboring Boards? ● The new Board will need to consider the relationship with local private schools.

DEVELOPING (Birth): These items require time and effort to become valuable (“growing”)

What we have Accomplished	Next Steps (What might we continue to grow?)
<p>Options for programming</p>	<ul style="list-style-type: none"> ● PSD has implemented many new and innovative programs. Are there other programs that could be considered? ● Does the funding framework support alternative/programs of choice? ● What is the role of fees in Programs-of-choice?
<p>Support for improved student reporting (i.e. report cards)</p> <ul style="list-style-type: none"> ● A new Director was hired for Instructional Services / working with schools for student reporting / reframing report cards. ● Beginning in the 2019-2020 school year, the Division implemented a simplified report card that provides parents and students with grade equivalents following an extensive review process that began in June of 2018 in response to stakeholder/teacher engagement (ThoughtExchange, student engagement, Council of School Councils - COSC, ATA Local, Teacher Advisory, etc.) in May of 2018. 	<ul style="list-style-type: none"> ● Continue to support the new Divisional Principal organizational structure. ● The Report Card is well-received by stakeholders, and will require continual growth as we improve our ability to connect with parents of all grades through PowerSchool (improved school to home communication methods). ● As assessment practices and reporting technologies change and improve, system approach to parent teacher interviews etc. will need to be evaluated and changed accordingly.
<p>Programs of Choice</p> <ul style="list-style-type: none"> ● PSD’s advocacy efforts included the key message of promoting choice in public education. In PSD, this includes programs of choice like: <ul style="list-style-type: none"> ○ Maranatha Christian Program; ○ Building Futures; ○ Parkland Student Athlete Academy; and ○ Virtual Learning 	<ul style="list-style-type: none"> ● It will be important to continue to nurture the new programs, recently implemented. ● The new Board will need to consider how to support growth in areas of choice as a component of boundary reconfiguration. ● In 2020-2021 the Board and executive presented to the Chamber of Commerce and Rotary Club(s)/local private schools and Evergreen Catholic on Choice in Education. The Board should continue to reach out to community partner organizations to promote choice within PSD. ● With the increase and expansion of programs of choice, the Board will need to consider how to balance those with existing programs of choice.

<p>Student Advisory</p> <ul style="list-style-type: none"> PSD's Board of Trustees meets with students in the jurisdiction to learn of issues important to them and to seek their advice on a variety of topics. Traditionally this involved handpicked students from across the Division gathering centrally to meet with Trustees. This evolved into its current format where smaller groups of Trustees would visit various full classes of students representing at a number schools throughout the Division. 	<ul style="list-style-type: none"> How will the new Board continue to ensure that all students are heard? The new Board will want to continue to engage students. This may involve reaching out to students more often, or to different "interest groups" from among the student body. The new board may want to engage students on specific matters, possibly at board meetings to ensure student voice is heard and reflected in the public decisions of the Board of Trustees (i.e. a student delegation on weighting of Provincial Diploma Exams). The Board may want to consider how to receive feedback over time (i.e. same group of students in grades 3, 6, 9).
<p>Supports for reliable connectivity and technology access</p> <ul style="list-style-type: none"> The cancellation of classes in March dramatically changed the service model for Technology Services. PSD had to move to a remote support model for students and staff. This included making laptops available for staff, and enabling the loaning of PSD devices to students for at-home learning. PSD's strong BYOD (Bring Your Own Device) initiative enabled many students to be prepared for at-home learning. In April 2020, PSD joined the Mayor's Task Force (Social Stream - Community Wi-Fi) in enabling open Wi-Fi at all sites to provide free Wi-Fi for public use within range of the wireless signal of PSD buildings. 	<ul style="list-style-type: none"> The new Board will review and nurture growth for online learning as this approach continues to be preferred by some stakeholders. <p>How will fiscal resources be applied to assure stakeholders that students' technological needs (in school and out of school) are adequately met?</p> <ul style="list-style-type: none"> How will the Board support municipal/provincial/federal efforts to enhance internet connectivity in rural areas? What opportunities may exist to increase our students' access to technology and online learning? What are the opportunities to make school spaces available beyond the regular hours to support student access to technology/internet?
<p>Model of remuneration:</p> <ul style="list-style-type: none"> The Board approved a 10% reduction to Trustee base remuneration for the 2020-2021 school year. At the September 1, 2020 Board Meeting, the Board approved changes to the Remuneration Model. 	<ul style="list-style-type: none"> The new Board will continue to evaluate remuneration as an aspect of fiscal responsibility. The new Board will continue to discuss how it demonstrates accountability to our public, including fiscal accountability. The Board may want to consider a new model to determine Board Remuneration (i.e. external panel, committee).

<p>Understanding of Policy / Rules apply to purpose</p> <ul style="list-style-type: none"> ● Board continues to evaluate and refine policy on an ongoing and regular basis ensuring that all policies are current and effective. 	<ul style="list-style-type: none"> ● The new Board will need to continue to: <ul style="list-style-type: none"> ○ evaluate Board Policy on an ongoing basis and ensure that policy requirements continue to meet current needs; ○ Alter or rescind policies that are no longer applicable; ○ Review every policy during the 4-year term of the board; and ○ Align work and priorities with Board Policy.
<p>Virtual Meetings - expanding for public access (i.e. Board meetings)</p> <ul style="list-style-type: none"> ● The Board improved the technology in the PSD Board Room to enable and improve virtual/online meetings. 	<ul style="list-style-type: none"> ● The new Board will pick up and continue the initiatives of the previous Board to communicate effectively and transparently with stakeholders. ● The new Board should evaluate the increased access of some online meetings/engagements.
<p>Communication Tools / Social Media</p>	<ul style="list-style-type: none"> ● The Board should consider and evaluate how PSD is engaging with stakeholders through social media (new platform etc.). ● The Board should consider its collective and individual trustees' use of social media.
<p>Role of Trustees</p>	<ul style="list-style-type: none"> ● New Board should continue to deepen understanding of the relationship of governance with operations. Trustee Orientation will be utilized to orient new Trustees with work of previous Board and returning Trustees. ● The new Board will need to consider how the role of the board, the work of the board, and the issues facing education can be effectively communicated to stakeholders.
<p>Review of transportation fees / ride times</p>	<ul style="list-style-type: none"> ● New Board will continue to monitor stakeholder satisfaction with transportation as balanced against fiscal restrictions/challenges. ● The Board will need to be transparent in the discussion, decision and application of the transportation fees.

MATURITY: These items generate value (are valuable) with little or no effort (“harvesting”).

What we have Accomplished	Next Steps (What continues to work well?)
<p>Leadership in Division Office / Superintendent:</p> <ul style="list-style-type: none"> ● Hired new Superintendent, Secretary-Treasurer and Deputy Superintendent ● Reorganization of Division Office 	<ul style="list-style-type: none"> ● The Executive Team is working well - Division Principal Reorganization will add to this success. ● The new Board will need to continue to be informed about the work of Executive Team. ● The new Board should be aware of the importance of the Board/Executive relationship.
<p>Relationship with School Councils / Interactions:</p> <ul style="list-style-type: none"> ● COSC ● Regular Trustee reports to full Board on School Council meetings attended ● Regular reports from Board at School Council meetings 	<ul style="list-style-type: none"> ● The new Board should increase participation in all Trustees attending a COSC meeting. ● The Board should encourage participation of school council members at COSC. ● The Board should continue to offer a mix of in-person and virtual meetings to accommodate participant needs with both methods of participation .
<p>Responsiveness to parent queries</p>	<ul style="list-style-type: none"> ● The present system is working well. The Board identifies concerns to the Office of the Superintendent - matters are triaged and responded to and the Board is informed. ● Multiple parent concerns/inquiries may require a more robust discussion at Trustee/Senior Admin level (e.g. transportation, curriculum, boundary reorganization). ● Board is accessible to parents and parent perspectives at School Council meetings.
<p>Board delegations - students / guests sharing</p> <ul style="list-style-type: none"> ● The Board continues to welcome delegations to their regular board meetings involving students and staff who are eager to share their learning and school experiences. 	<ul style="list-style-type: none"> ● Delegations continue to be appreciated as they provide a deeper understanding of the product of the Board’s assurance endeavors. The new Board will determine what avenues to explore with respect to delegations/education. ● The new Board should continue to send notes of thanks and appreciation to the delegates providing an example of ‘what we learned’ and ‘what we will do with what we learned’ as a way of continuous improvement.

	<ul style="list-style-type: none">● The Board may want to explore other possibilities of delegations to inform Board decisions.
Stakeholder Engagements / Engagement Events	<ul style="list-style-type: none">● New Board should continue to expand engagement opportunities with specific focal areas (i.e., Indigenous Education).● The Board may want to consider how the results of engagements are relayed/used in the decisions of the Board to ensure public trust.

CREATIVE DESTRUCTION: These items need to be stopped or destroyed to create space for innovation (“plowing”).

What we have Accomplished	Next Steps (What items may benefit from a different approach?) in identifying
<p>West End / Small school support</p>	<ul style="list-style-type: none"> ● With the continued decline in rural enrolment, the Board will need to determine, “How do we best support our smaller schools”? ● The new Board will continue conversations with our municipal partner, Parkland County, as they work towards their Social Development and Recreation/Arts Development plans. ● The Board may want to investigate partnerships with neighboring divisions/education authorities to provide service and support for students, regardless of boundaries (i.e. partnerships with Paul First Nation, Evansburg/Entwistle).
<p>Board Committee’s</p> <ul style="list-style-type: none"> ● The PSD Tomorrow (Committee of the Whole) and Education Committee are under review in 2021. 	<ul style="list-style-type: none"> ● The new Board should work with the Superintendent to implement and refine the new Policy 8 - Board Committees. ● The Board should review and determine how best to learn about educational initiatives and successes within the Division to inform their decisions.
<p>Board Professional Development (PD)</p>	<ul style="list-style-type: none"> ● New Board will consider how best to improve Trustee competencies through PD. ● The new Board must consider public accountability when it comes to Trustee access to and expenditure of funds on PD.
<p>Attendance Area Review</p> <ul style="list-style-type: none"> ● PSD is rapidly approaching capacity at a number of schools and has surplus capacity due to new construction (Stony Plain Central School), renovations (Woodhaven Middle School) or declining enrolments. 	<ul style="list-style-type: none"> ● The new Board must continue with the Attendance area review currently underway. ● The new Board should take the recommendations of the review under advisement to ensure the future access of students to community schools. ● The new Board should consider access to programs of choice when considering the attendance area recommendations.

	<ul style="list-style-type: none"> ● The new Board will need to consider how to best “right size” catchment areas for schools that are underutilized. ● Any change to school attendance boundaries may need to consider families, ability to “grandparent” existing students, impact on programming, and travel times.
<p>Relationships with levels of government, other school authorities</p>	<ul style="list-style-type: none"> ● Relationships are a product of the people in the roles - many new individuals will be “at the table” after the municipal elections and new relationships will need to be created.
<p>Building relationships as a Board (to each other)</p>	<ul style="list-style-type: none"> ● With the potential of new Trustees, the absolute importance of quickly establishing an effective and respectful working relationship with the new Board is paramount. The Board will be discussing emotional and critically important matters and will be tasked with making difficult decisions. The working relationship of the Board Members must be a priority to ensure effective governance.
<p>Relationships with Board Professional Associations (Alberta School Boards Association - ASBA, Public School Boards’ Association of Alberta - PSBAA)</p>	<ul style="list-style-type: none"> ● With potential change of membership/leadership at ASBA/PSBAA, the new Board will need to quickly establish a positive working relationship with the partner organizations.



MEMORANDUM

Date: June 15, 2021

To: Board of Trustees

From: Shauna Boyce, Superintendent

Originator: Scott McFadyen, Associate Superintendent

Resource: Executive Team

Governance Policy: Board Policy 2: Role of the Board
Board Policy 7: Board Operations
Board Policy 12: Role of the Superintendent

Additional Reference: BP 7: Organizational Meeting – Schedule
BP 7: Organizational Meeting - Process
BP 12: Section 6: Superintendent / Board Relations

Subject: **2021-2022 DRAFT BOARD MEETING DATES**

Purpose

For information. No recommendation required.

Background

As per Board Policy 7: Board Operations (BP 7), Article 12.2., the Board approves *“the schedule (date, time and place) for regular meetings and any additional required meetings shall be established”*, at the Organizational Meeting. Board Policy 12: Role of the Superintendent, Section 6. States that *“the Superintendent shall:”* Article 6.3. *“Provide the information which the Board requires to perform its role.”* As this is an election year, the Organizational Meeting will not take place until after the election (BP 7: Article 7). The following information is in response to the time and Board responsibilities outlined in BP 7.

Report Summary

In order to establish the dates for the beginning of the ensuing year, administration has provided a draft schedule of the meeting dates for the 2021-2022 school year. These dates will be in effect until the Organizational Meeting of the Board, following the general election, can be held and the Board can approve the schedule of the meeting dates for Regular Board meetings, committee meetings and Board hosted events.

Administration has proposed the following dates according to the 2021-2022 School Calendar, approved March 2, 2021, and suggested dates that will allow the Board to participate in all board and committee meetings, engagements, school events and activities throughout the 2021-2022 school calendar year, and meet deadlines for action items requiring Board approval.

Administration would be pleased to respond to any questions.

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DRAFT 2021-2022 Committee Meetings and Events

MONTH/DATE	Time / Location	MEETINGS OF THE WHOLE	COMMITTEE MEETINGS	EVENTS
AUGUST 2021				
27	TBD			PSD PD Day
31	9:00 am, CFE	Governance and Planning Meeting (AM Only)		
SEPTEMBER 2021				
14	6:00 pm, CFE	Regular Board Meeting		
15	1:00 pm, CFE		Audit Committee	
22	3:15 pm, CFE		Benefits Committee	
28	9:00 am, CFE	Governance and Planning Meeting (Full Day)		
Tentative OCTOBER 2021				
12	4:15 pm, CFE		Teacher Board Advisory Cte	
TBD	7:00 pm, MCHS			MCHS Awards (2020-2021)
13 -16	Edmonton			PSBAA Fall AGM
TBD	7:00 pm, SGCHS			SGCHS Awards (2020-2021)
26	6:00 pm, CFE	Oaths of Office / Swearing-in		
27 - 29	1:00 pm, Off-Site	Trustee Summit/Orientation		
28	9:00 am, Off-Site	Governance and Planning Meeting (Full Day)		
29	9:00 am, Off-Site	Organizational Meeting		
29	10:00 am, Off-Site	Regular Board Meeting		
Tentative NOVEMBER 2021				
4	7:00 pm, CFE		COSC first meeting	
8 - 12		Fall Break		
14 - 16	Edmonton			ASBA Annual Fall Meeting
17	1:00 pm, CFE		Audit Committee	
18	9:00 am, CFE	Governance and Planning Meeting (Full Day)		
24	7:00 pm, TBD	Stakeholder Engagement Evening		
30	9:00 am, CFE	Regular Board Meeting		
Tentative DECEMBER 2021				
TBD	7:00 pm, CFE		COSC	
1	9:00 am, CFE		Benefits Committee	
14	9:00 am, CFE	Regular Board Meeting		
14	1:00 pm, CFE	Governance and Planning Meeting (PM Only)		
Dec 24 - Jan 7		Christmas Break		
Tentative JANUARY 2022				
18	9:00 am, CFE	Regular Board Meeting		
25	9:00 am, CFE	Governance and Planning Meeting (Full Day)		
Tentative FEBRUARY 2022				
8	9:00 am, CFE	Regular Board Meeting		
15	4:15 pm, ATA Office		Teacher Board Advisory Cte	
TBD	7:00 pm, CFE		COSC	
18	9:00 am, CFE	Governance and Planning Meeting (Full Day)		
Tentative MARCH 2022				
8	9:00 am, CFE	Regular Board Meeting		
TBD	7:00 pm, CFE		COSC	
15	9:00 am, CFE	Governance and Planning Meeting (Full Day)		
Mar 21 - Mar 25		Spring Break		
Tentative APRIL 2022				
4	1:00 pm, CFE		Audit Committee	
7	8:30 am, TBD	Education Planning Day		
12	9:00 am, CFE	Regular Board Meeting		
13	3:15 pm, CFE		Benefits Committee	
21	9:00 am, CFE	Governance and Planning Meeting (Full Day)		
26	4:15 pm, CFE		Teacher Board Advisory Cte	
Tentative MAY 2022				
TBD	7:00 pm, CFE		COSC	
10	9:00 am, CFE	Governance and Planning Meeting (Full Day)		
11	1:00 pm, CFE		Audit Committee	
24	9:00 am, CFE	Regular Board Meeting		
27	TBD, Stony Plain			Milestones and Merits

DRAFT 2021-2022 Committee Meetings and Events

MONTH/DATE	Time / Location	MEETINGS OF THE WHOLE	COMMITTEE MEETINGS	EVENTS
Tentative JUNE 2022				
3 - 7	Red Deer	PSBAA/ASBA Spring General Meeting		PSBAA/ASBA Spring General Meeting
TBD	TBD			SGCHS Graduation
7	5:00 pm, TBD		Teacher Board Advisory Cte	
14	9:00 am, CFE	Governance and Planning Meeting (Full Day)		
21	9:00 am, CFE	Organizational Meeting		
21	10:00 am, CFE	Regular Board Meeting		
TBD	TBD			MCHS Graduation
Tentative JULY 2022				
TBD	Tentative dates			CSBA Conference
Tentative August 2022				
TBD	Tentative dates			PSBC Leadership Academy

There are 10 Regular Board Meetings: 1 per month Sep - Jun

There are Two Organizational Meetings: Oct and Jun

There are 11 Governance and Planning Meetings: Aug, Sep, Nov, Dec, Jan, Feb, Mar, Apr and May

A Board Summit and Orientation has been planned for Oct 27-29, 2021

A Stakeholder Engagement Evening is planned for November 24, 2021

There are 4 Audit committee meetings: Sep, Nov, Apr and May

There are 3 Benefits Committee meetings: Sep, Dec and Apr

There are 5 COSC meetings planned tentatively for: Nov, Dec, Feb, Mar and May

There are 4 TBAC meetings: Oct, Feb, Apr and Jun

Education Planning Day is tentatively planned for April 7, 2022



MEMORANDUM

Date June 15, 2021

To Board of Trustees

From Shauna Boyce, Superintendent

Originator Scott McFadyen, Associate Superintendent

Resource Executive Team

Governance Policy Board Policy 2: Role of the Board
Board Policy 7: Board Operations
Board Policy 12: Role of the Superintendent

Additional Reference BP 7: Section 3: Organizational Meeting
BP 12: Role of the Superintendent
Board Annual Work Plan
Education Act

Subject **DRAFT BOARD ANNUAL WORK PLAN (2021-2022)**

Recommendation

For information. No recommendation required.

Background

As per Board Policy 2 (BP 2), Article 28 the Board “creates the Board Annual Work Plan”, for the purpose of “maintaining governance and organizational structures that promote student well-being and success, and monitor and evaluate their effectiveness”. Board Policy 12 (BP 12), Section 6. States that “*the Superintendent shall:*” Article 6.3. “*Provide the information which the Board requires to perform its role.*” As this is an election year, the Organizational Meeting will not take place until after the election (BP 7: Article 7). The following information is in response to timelines established in the *Education Act* and Board responsibilities outlined in BP 2 and BP 7.

Report Summary

Each year the Parkland School Division (PSD) Executive Team review and adjust the action items needed for Board approval, the information items and reports that may be of interest to the Board of Trustees according to timelines set by Alberta Education and within PSD. Once the adjustments have been made, various Board events, engagements and responsibilities are added to develop the Board Annual Work Plan.

The Draft Board Annual Work Plan for 2021-2022 will be in effect until the Organizational Meeting of the Board, following the general election, can be held and the Board can approve the work plan.

Administration would be pleased to respond to any questions.

SM:kz



DRAFT 2021-2022 BOARD ANNUAL WORK PLAN

EVENTS		BOARD MEETINGS	
Event	Key Action Items	Administration Reports / Information	
August	Aug 27, 2021 (TBD)		
	• Opening Day - PSD Staff Welcome		
September	Sep 14, 2021 (6pm - 9pm) - Regular Meeting		
		<ul style="list-style-type: none"> • Board Policy 8: Board Committees • Board Legacy Document 	<ul style="list-style-type: none"> • Facilities Summer Work Report • Field-Trip Summary Report • Human Resources Report • 2020-2021 Student Conduct Report • 2020-2021 Indigenous Education Report
October	Oct 26, 2021 - (6pm)		Oct 29, 2021 (9am - 10am) - Organizational Meeting
	• Swearing-In Ceremony	• Committees 2021-2022	
	Oct 27, 2021 (1pm) - Oct 29, 2021 (1pm)		Oct 29, 2021 (10am - 12pm) - Regular Meeting
	• Board Summit	• Modular Submission Request	• 2021-2022 Enrolment Report
November	TBD Nov 30, 2021 (9am - 12pm) - Regular Meeting		
	• Stakeholder Engagement Evening	<ul style="list-style-type: none"> • Annual Education Results Report (AERR) • Audited Financial Statements 	<ul style="list-style-type: none"> • Budget Forecast Update • Achievement Results Report (PAT/DIP) * • Early Learning Report • Community Partnerships Report • Communications Priorities Report
December	TBD Dec 14, 2021 (9am - 12pm) - Regular Meeting		
	• School Christmas Celebrations		<ul style="list-style-type: none"> • Programs of Choice Report • Off-Campus Education Report • Staff and Wellness Report • Class Size Report • 2022-2023 School Calendar
January	TBD Jan 18, 2022 (9am - 12pm) - Regular Meeting		
	• PSD / Parkland County Joint Meeting	<ul style="list-style-type: none"> • Edwin Parr Selection Committee • Attendance Area Review 	<ul style="list-style-type: none"> • 1st Quarter Financial Report • Safety in Schools Report • School Resource Officer Report • Stakeholder Engagement Feedback • Literacy Report
February	TBD Feb 8, 2022 (9am - 12pm) - Regular Meeting		
	• PSD / Town of Stony Plain Joint Meeting		<ul style="list-style-type: none"> • Occupational Health and Safety Report • Transportation Department Report • Student Services Department Report
March	TBD Mar 8, 2022 (9am - 12pm) - Regular Meeting		
	• PSD / Evergreen Joint Meeting	<ul style="list-style-type: none"> • 2022-2023 Fees and Allowances • Edwin Parr Nominee • Approve Capital Plan 	<ul style="list-style-type: none"> • 2021-2022 IMR Expenditure Plan • Financial Reporting Profile • Numeracy Report
April	TBD Apr 12, 2022 (9am - 12pm) - Regular Meeting		
	• PSD / City of Spruce Grove Meeting	• Budget Assumptions	<ul style="list-style-type: none"> • 2nd Quarter Financial Report and Forecast • Student Advisory Report
TBD - (Early April)			
• Education Planning Day Engagement			
May	TBD - (Late May) May 24, 2022 (9am - 12pm) - Regular Meeting		
	• Milestones and Merits	<ul style="list-style-type: none"> • Education Plan • 2022-2023 Budget 	<ul style="list-style-type: none"> • Communications Department Report • Learning & Technology Report • Assurance Results Report
June	TBD - (Early June) Jun 21, 2022 (9am - 10am) - Organizational Meeting		
	• PSBAA / ASBA Spring General Assembly	• Committees 2022-2023	
	TBD Jun 21, 2022 (10:00am - 12:00pm) - Regular Meeting		
	• PSD / Paul First Nation Joint Meeting		<ul style="list-style-type: none"> • 3rd Quarter Financial Report and Forecast • Science, Technology, Engineering, Arts and Mathematics (STEAM) Report • 2021-2022 Indigenous Education Report

* No DIP/PAT Exams in 2021

ONGOING BOARD WORK PLAN ITEMS

- | | |
|---|---|
| <ul style="list-style-type: none"> • Attend all 'Committees of the Whole' Meetings • Attend all ASBA Fall and Spring business meetings • Attend all PSBAA Fall and Spring business meetings • Attend Committee Meetings as appointed • Attend Ad Hoc Committee, ASBA Zone 2/3 and PSBC Meetings as appointed • Attend School Council Meetings (monthly) • Attend Stakeholder Engagements / Meetings • Attend Division or school community functions when possible | <ul style="list-style-type: none"> • Attend Professional Development • Host Community Consultations • Participate in community initiatives / activities • Participate in meetings with elected officials (MLAs, Mayors, Councillors, etc.) • Conduct Advocacy Activities • Review and update each Board Policy as necessary and at least once within the four-year term of an established Board (Board Policy Committee - Chair and Vice-Chair) |
|---|---|

Governance and Planning Meeting Areas for Discussion

Governance:	Strategic Planning	Operations and Information
<ul style="list-style-type: none"> • Policy Review • Advocacy & Provincial Connections (MLA mtgs, Chamber, ASBA, PSBAA) • Board Evaluation • Superintendent Evaluation 	<ul style="list-style-type: none"> • Budget • Capital Planning • Fee/Transportation Assumptions • Education Plan • Engagement Plan • Student Engagement Opportunities • Communications Plan 	<ul style="list-style-type: none"> • Education Plan, Priorities and Progress • Literacy • Numeracy • Wellness • Indigenous Ways of Knowing • Inclusive and Supportive Practices • Community Partnerships and Support



MEMORANDUM

Date June 15, 2021

To Board of Trustees

From Lorraine Stewart, Board Chair

Originator Lorraine Stewart, Board Chair

Resource Board of Trustees and Executive Team

Governance Policy Board Policy 8: Board Committees
Board Policy 12: Role of the Superintendent

Additional Reference BP 8: Appendix 8.1 PSD Tomorrow Committee

Subject **PSD TOMORROW COMMITTEE**

Purpose

Information. No recommendation is required.

Background

The Board of Trustees supports the opportunity for all trustees to engage in dialogue on generative governance and to inform on long range plans and strategic modeling. The Superintendent reports directly to the corporate Board and is accountable to the Board of Trustees for the conduct and operation of the Division. The following report shares the Minutes from the June 1, 2021 meeting.

Report Summary

On June 1, 2021, the PSD Tomorrow Committee met virtually to discuss a number of topics chosen in advance by both the Board of Trustees and the Executive Team. The following report is a record of this meeting.

LS:kz



**MINUTES OF THE PSD TOMORROW COMMITTEE
MEETING HELD VIRTUALLY FROM VARIOUS LOCATIONS
ON TUESDAY, JUNE 1, 2021**

ATTENDANCE:

Lorraine Stewart, Board Chair
Eric Cameron, Board Vice-Chair
Ron Heinrichs, Trustee
Sally Kucher-Johnson, Trustee
Paul McCann, Trustee
Darlene Clarke, Trustee
Anne Montgomery, Trustee
Shauna Boyce, Superintendent
Mark Francis, Deputy Superintendent
Scott Johnston, Associate Superintendent
Scott McFadyen, Associate Superintendent
Dr. Dianne McConnell, Associate Superintendent
Jordi Weidman, Director of Strategic Communications
Lisa Farough, Executive Assistant
Keri Zylla, Recording Secretary

1. WELCOME & LEARNING MOMENT:

1.1. Call Meeting to Order: Board Chair Stewart called the meeting to order at 12:30 p.m.

1.2. Changes to the Agenda:

Add agenda item 4.5 Administrative Updates

1.3. Approval of the Agenda: Moved by Trustee Heinrichs that the Board of Trustees accept the agenda as amended.

CARRIED UNANIMOUSLY

1.4. Learning Moment: Board Chair Stewart read a Treaty 6 Land Acknowledgement and led the committee in discussion on truth, reconciliation and the impact of the shocking discovery of 215 children in unmarked graves at a site near the former Kamloops Indian Residential School.

1.5. School Council Reports: Trustees shared reports from School Council Meetings they attended.

2. GOVERNANCE / STRATEGIC PLANNING:

2.1. Board Legacy Document: Deputy Superintendent Francis reviewed and discussed the Draft Board Legacy Document. The final version will be presented for information at the June 15, 2021 Regular Board Meeting, for approval at the September 14, 2021 Regular Board Meeting and used as a summary for future Parkland School Division School Boards.

- 2.2. Reporting on Assurance Elements:** Board Chair Stewart shared the Reporting on Assurance Elements document and discussed next steps.

Chair Stewart called a wellness break at 1:32 p.m. Meeting resumed at 1:37 p.m.

- 2.3. Draft 2021-2022 Meeting Schedule:** Superintendent Boyce shared a draft schedule of meetings for the 2021-2022 school year. The Draft 2021-2022 Meeting Schedule will be shared for information at the June 15, 2021 Regular Board Meeting and for Board approval after the October 2021 Election. Discussion ensued.

- 2.4. Draft 2021-2022 Board Annual Work Plan:** Superintendent Boyce shared a draft Board work plan for the 2021-2022 school year and the framework for the key action items and administration reports. The Draft 2021-2022 Board Annual Work Plan will be shared for information at the June 15, 2021 Regular Board Meeting and for Board approval after the October 2021 Election. Discussion ensued.

3. GENERATIVE DISCUSSION:

- 3.1. New Board Policy 4: Trustee Code of Conduct:** Superintendent Boyce reviewed a newly drafted Board Policy 4: Trustee Code of Conduct highlighting key changes from the original policy. Discussion ensued. Administration will make the discussed revisions and the New Board Policy 4 will be brought forward for approval at the June 15, 2021 Regular Board Meeting.

- 3.2. Revised Board Policy 6: Role of the Vice-Chair:** Superintendent Boyce reviewed Board Policy 6: Role of the Vice-Chair, with some minor revisions. The revised policy will be brought forward for approval at the June 15, 2021 Regular Board Meeting.

Chair Stewart called a wellness break at 3:14 p.m. Meeting resumed at 3:20 p.m.

- 3.3. Transportation Task Force:** Superintendent Boyce indicated that operationally, we will not know the full impact of the Transportation Task Force recommendations. There are various phases and audits that are still in process across Alberta. Discussion ensued.

4. ADMINISTRATIVE UPDATES:

- 4.1. Poverty and Food Insecurity in Parkland School Division:** In response to Trustee Montgomery's request for information at the May 4, 2021 Regular Board Meeting, Associate Superintendent Dr. McConnell and Associate Superintendent Johnston shared a brief to understand the socio-economic status, poverty and food security issues we have as a Division, and how resources and supports are allocated.

- 4.2. Summer Institute:** Deputy Superintendent Francis shared information on the [Career Explorations Summer Institute](#) being offered through Connections for Learning this summer.

- 4.3. New Logo and Staff Appreciation:** Superintendent Boyce provided some context and information on the costs associated with the rebranding initiative in PSD. Superintendent Boyce also indicated that a staff appreciation initiative will be launched this week.

4.4. Focus on Indigenous Education: Associate Superintendent Johnston shared information on Indigenous Education in PSD with a focus on the accountability pillars of academics, culture and collaboration with indigenous community partners. He also discussed some of the initiatives in Indigenous Education (i.e. Stoney Language Classes, Homework Hub, Division professional development, parent engagement, anti-racism campaigns, etc.). Discussion ensued.

4.5. Administrative Updates: Superintendent Boyce shared several administrative updates with committee members. Discussion ensued.

5. TOPICS TO BRING FORWARD TO THE JUNE 15, 2021 REGULAR BOARD MEETING:

Board Legacy Document; Draft 2021-2022 Meeting Schedule; Draft 2021-2022 Board Annual Work Plan; New Board Policy 4: Trustee Code of Ethics; and Revised Board Policy 6: Role of the Vice-Chair.

6. CLOSING ROUND TABLE DISCUSSION:

7. Adjournment:

Meeting adjourned at 5:03 p.m.

NEXT MEETING: Tuesday, August 31, 2021 @ 9:00 a.m.



MEMORANDUM

Date June 15, 2021

To Board of Trustees

From Ron Heinrichs, Trustee, TBAC Chair

Originator Ron Heinrichs, Trustee, TBAC Chair

Resource Trustees, Executive Team and ATA members of TBAC

Governance Policy Board Policy 8: Board Committees

Additional Reference BP 8: Appendix 8.6 Teacher Board Advisory Committee Terms of Reference

Subject **TEACHER BOARD ADVISORY COMMITTEE (TBAC)**

Purpose

For Information. No recommendation is required.

Background

The Board of Trustees supports effective consultation and transparent communication with the Board and teacher representatives. The following report outlines the topics from the June 8, 2021 Teacher Board Advisory Committee (TBAC) meeting in which participants shared their perspectives for this purpose.

Report Summary

On June 8, 2021, TBAC met to discuss a number of topics chosen in advance by both Board and ATA Parkland Teachers' Local 10 representatives.

Superintendent Boyce and Deputy Superintendent Francis shared updates on the following items:

- 2021-2022 Star-Up
 - COVID Protocols
 - August Days

- 2021-2022 School Year Calendar
- Feedback on the Draft K-6 Curriculum
- Review of the high school quarter system

The ATA shared information regarding a vote on no-confidence in the Minister of Education.

TBAC items of discussion included a review and approval of the following proposed meeting dates for the 2021-2022 school year:

- October 12, 2021 – 4:15 pm at CFE
- February 15, 2022 – 4:15pm at ATA Office
- April 26, 2022 – 4:15pm at CFE
- June 7, 2022 – 5:00pm Supper Meeting (TBD)

Members of TBAC would be pleased to respond to any questions.

RH:kz