



GOLDEN HILLS SCHOOL DIVISION

AGENDA

TYPE: Regular Board Meeting

DATE: 3/28/2023 **TIME:** 9:30 AM

LOCATION: Boardroom of the Golden Hills School Division

DETAILS:

"Powering Hope and Possibilities" Vision: Inspiring confident, connected, caring citizens of the world

Mission: Intentionally maximizing learning for all

1.0 Attendance

2.0 Call to Order

3.0 Acknowledgment

4.0 In Camera

4.1 In Camera Action

4.2 Out of In Camera Action

5.0 Approval of Agenda

5.1 Approval of Agenda Action

6.0 Welcome Public, Vision and Mission Statements

7.0 Presentation of Minutes

7.1 Regular Minutes of February 28, 2023 Action

8.0 REPORTS

A) Chair's Report

B) Board Committees

C) Board Representatives to External Organizations

D) Administration Reports

9.0 NEW BUSINESS

A) Action Items

9.1 Capital Planning (T. Sabir) Action

9.2 Advocacy Planning (B. Daverne) Action

B) Information Items

9.3 Monthly Enrolment Monitoring Report (February) (T. Sabir) Info

9.4 Budget Announcement (T. Sabir) Info

9.5 Transportation Monitoring Report Info

9.6 School Capital Project Planning Process - Westmount (T. Sabir) Info

9.7 Acme Replacement School Project Update (B. Daverne) Info

10.0 School Monitoring Reports

10.1 Drumheller Valley Secondary School Info
Greentree Elementary School

11.0 ADJOURNMENT



MINUTES

Golden Hills School Division

Regular Meeting of the Board of Trustees

Location: Boardroom of the Golden Hills School Division

Start Time: 9:30 AM

Tuesday, February 28, 2023 (9:30 AM)

1.0 Attendance

Present:

a) Chair

- Laurie Huntley

c) Trustees

- Barry Kletke
- Rob Pirie
- Jen Mertz
- Justin Bolin

d) Superintendent

- Bevan Daverne

f) Associate Superintendent

- Jeff Grimsdale - excused himself at 1:30 p.m.

g) Secretary Treasurer

- Tahra Sabir

h) Recoding Secretary

- Kristy Polet

Absent:

c) Vice Chair

- Jim Northcott

e) Deputy Superintendent

- Wes Miskiman

2.0 Call to Order

Chair Huntley called the meeting to order at 9:26 a.m.

Chair Initials _____ Secretary Treasurer Initials _____

3.0 Acknowledgment

In the spirit of reconciliation, we acknowledge that we live, work and play on the traditional territories of the Blackfoot Confederacy (Siksika, Kainai, Piikani), the Tsuut'ina, the Îyâxe Nakoda Nations, the Métis Nation (Region 3), and all people who make their homes in the Treaty 7 region of Southern Alberta.

4.0 In Camera

4.1 In Camera

Recommendation: BD#20230228.1001

MOVED by Trustee Kletke that the Board of Trustees go In Camera at 9:27 a.m.

4.2 Out of In Camera

Recommendation: BD#20230228.1002

MOVED by Trustee Kletke that the Board of Trustees rise from In Camera at 11:08 a.m.

Recessed at 11:08 a.m. Reconvened at 11:20 a.m.

5.0 Approval of Agenda

5.1 Approval of Agenda

Recommendation: BD#20230228.1003

MOVED by Trustee Bolin that the Board of Trustees approve the agenda as presented.

6.0 Welcome Public, Vision and Mission Statements

7.0 Presentation of Minutes

7.1 Regular Minutes of January 24, 2023

Recommendation: BD#20230228.1004

MOVED by Trustee Pirie that the Board of Trustees approve the Regular Minutes of January 24, 2023 as presented.

8.0 REPORTS

A) Chair's Report

Chair Huntley presented information on the following topics:

- Discussed the following letters:
 - Elk Island Public School Division:
 - to the Minister regarding School Nutrition Program.
 - to Alberta School Boards Association (ASBA) regarding Board Chair Meetings.
 - to the Minister regarding Curriculum feedback.
 - Calgary Board of Education to the Minister regarding Driver shortages.
 - Rocky View School Division to the Minister regarding ASBA emergent positions.
 - Northern Lights School Division to the Minister regarding funding for Divisions 1 and 2 students.
 - Wolf Creek School Division to Sarah Hoffman, NDP Education Critic, regarding teacher workload and curriculum
 - Parkland School Division Chair, Lorraine Stewart, to ASBA, regarding Governance.
 - St. Paul Education Division to the Alberta School Employee Benefit Plan (ASEBP) regarding rate increase.
 - Golden Hills School Division to the Minister regarding reserve cap.
- Discussed summary that came from the ASBA Board Chairs meeting that was held January 30, 2023.

Chair Initials _____ Secretary Treasurer Initials _____

- Discussed the ASBA Election Toolkit and Advocacy handout.

B) Board Committees

Trustee Pirie presented information on the Alberta School Boards Association (ASBA) Zone 5 meeting that was held February 3, 2023.

- Edwin Parr celebration will be held May 18, 2023.
- ASBA Zone 5 is starting a book club, the first book will be "Caring is Everything" by David Irvine.
- Support to review ASBA position statements.
- Friends of Education is open for nominations.
- Letter that was sent by Rocky View School Division regarding "emergent positions", looking to see if other boards are in support.
- Presentation by Provincial ASBA concerning proposed changes to ASBA Bylaws. This will be reviewed by Chairs on June 4 and will be voted on by boards at the ASBA SGM held June 5-6, 2023.

Trustee Kletke and Chair Huntley presented information on the Public School Boards' Association of Alberta (PSBAA) meeting that was held on February 9-10, 2023.

- Reviewed key messaging leading up to the May 2023 Elections:
 - Cross Ministry Solutions and Collaboration (Primary Message):
 - Student success increases within an educative environment supported by collaborative cross ministry networks.
 - Funding (Primary Message):
 - Alberta's Public School education system is recognized around the world for excellent outcomes and requires appropriate funding for infrastructure, staffing, supports, transportation, and programming to maintain that standing.
 - Mental Health (Primary Message):
 - Public Schools are collaborative partners in identifying, supporting, and seeking solutions for students experiencing mental health issues.
 - Public Education is best for Alberta Communities (Charter/Private) schools (Primary Message):
 - Public Schools offer a foundation for exceptional learning, providing access to all.
 - Transportation (Primary Message):
 - Transportation is an essential element for student success, with the safe arrival and daily attendance of students correlating directly to outcomes.

Recessed at 12:06 p.m.

Reconvened at 12:33 p.m.

C) Board Representatives to External Organizations

Nothing to report on currently.

D) Administration Reports

Secretary Treasurer Sabir presented information on the following topics:

- Transportation:
 - Driver shortage, continuously training and recruiting bus drivers.

Chair Initials _____ Secretary Treasurer Initials _____

- Discussed driver testing wait times that other divisions have been experiencing. Fortunately, Golden Hills Drivers have not encountered any delays in scheduling test dates.
- The Transportation Monitoring Report has been moved to March 28, 2023 board meeting.
- Facilities:
 - Westmount School - needs a new blower motor for the Roof Top Unit, supplier indicates replacement parts are backlogged a year.
 - Westmount and Trinity Christian Academy waiting on approval for parking lot.
- Finance:
 - Government Reporting Entity (GRE) financial forms are being completed; this coincides with the government of Alberta's year end.
 - Finance team is reviewing internal procedures and adjusting as needed.
 - The 10th Annual Secretaries In-Service will be held Thursday, March 9, 2023 at Division Office.
- ARMIC:
 - ARMIC held their yearly Subscribers meeting on February 24, 2023.
 - Government of Alberta is supplying the \$10m backstop for ARMIC group insurance.
 - Three Boards gave notice to no longer be part of the ARMIC insurance group.
 - ARMIC is working with brokers to bring costs down and highlight the benefits of ARMIC.
- Budget:
 - Budget 2023 will be announced February 28, 2023.

Associate Superintendent Grimsdale discussed the following topics:

- Discussed new Curriculum Support PD Days, division office has held eight so far, by the end of the year there will have been 14 Curriculum PD days for Teachers and one for Administrators, receiving good feedback.
- Discussed Mental and Wellness Grant, provides support for families in schools.
- Integrated School Support Program (ISSP) - Golden Hills will be moving forward with this pilot program in the Wheatland Elementary School.
- Early Literacy and Numeracy Intervention Grants have been applied for.

Superintendent Daverne discussed the following topics:

- 2023 Edwin Parr Award nominee is Brooklyn Gipman from Drumheller Valley Secondary School, Runner Up Nominees are Lauren Wills from Trinity Christian Academy and Tatiana Vacey from Crowther Memorial Jr High.
- Alberta Teachers' Association (ATA) Bargaining will have the first meeting on March 2, 2023.
- ATA Retirement Workshops will be held virtually, the first one will be March 4, 2023.
- Long Service Awards (LSA) will be held on May 25, 2023 at the Travelodge in Strathmore, AB.

9.0 NEW BUSINESS

A) Action Items

9.1 Budget Development Process (T. Sabir)

Recommendation: **BD#20230228.1005**

MOVED by Trustee Kletke that the Board of Trustees adopt the Budgeting Principles and the timeline for the 2023-2024 fiscal year subject to a potential review following a provincial budget announcement.

Chair Initials _____ Secretary Treasurer Initials _____

9.2 Trinity Christian Academy - Ministerial Approval Request (T. Sabir)

Recommendation: BD#20230228.1006

MOVED by Trustee Pirie that the Board of Trustees direct Administration to request Ministerial Approval for the Trinity Christian Academy addition.

9.3 Advocacy Planning (B. Daverne)

Recommendation: BD#

Superintendent Daverne and the Board of Trustees have tabled Advocacy Planning until further notice.

B) Information Items

9.4 Monthly Enrolment Monitoring Report (January) (T. Sabir)

Recommendation:

Secretary Treasurer Sabir presented information on the Monthly Enrolment Monitoring Report for January 2023 to the Board of Trustees.

9.5 Joint Use and Planning Agreements between Golden Hills and Municipalities (B. Daverne)

Recommendation:

Superintendent Daverne presented material around the Joint Use and Planning Agreements to the Board of Trustees for the record and information.

10.0 School Monitoring Reports

10.1 Crowther Memorial Jr. High and Ecole Brentwood School

Recommendation:

The Board of Trustees and Superintendent Daverne toured Crowther Memorial Jr High and Ecole Brentwood School.

11.0 ADJOURNMENT

11.1 Adjournment

Recommendation: BD#20230228.1007

The Board of Trustees adjourned at 1:46 p.m.

Chair

Secretary Treasurer

Chair Initials _____ Secretary Treasurer Initials _____



CAPITAL PLANNING

"Inspiring confident, connected, caring citizens of the world"

March 28, 2023

Background:

In accordance with the guidelines set forth by Alberta Education and Alberta Infrastructure, it is mandated that Boards submit their annual capital planning priorities by the deadline of April 1, 2023. This planning process encompasses several considerations, such as leases, modular classrooms, modernizations, new schools, and replacement (new) schools.

Capital planning considers the following needs: leases, modular classrooms, modernizations, new schools, and replacement (new) schools. Alberta Education evaluates all requests according to factors such as utilization rates, facility condition, and enrollment patterns in order to establish the Provincial priorities that are eligible for funding approval.

It is pertinent to mention that the aging schools in South Kneehill County, with Greentree School in Drumheller and Dr. Elliott in Linden presents ongoing challenges.

These schools will require modernization/replacement to facilitate 21st Century learning opportunities.

On March 1st, as part of Budget 2023, a total of 58 projects were announced, which included 13 full construction projects, 20 design, 14 planning and 11 pre-planning projects. Notably, Westmount School in Strathmore has been approved for planning dollars.

Recommendation:

That the Board of Trustees approves the request replacement schools for the following:

1. Westmount School (\$ 4,107,506 deferred maintenance) - currently received "planning funding"
2. Greentree School (\$ 3,543,117 deferred maintenance) - Replacement
3. Dr. Elliott School (\$ 3,404,200 deferred maintenance) - Replacement

A handwritten signature in blue ink, appearing to read "Bevan Daverne".

Bevan Daverne
Superintendent

A handwritten signature in blue ink, appearing to read "Tahra Sabir".

Tahra Sabir
Secretary Treasurer



ADVOCACY PLANNING

"Inspiring confident, caring citizens of the world"

March 28, 2023

Background:

The Board's main priority is to advocate for quality education and equal programming opportunities for students at Golden Hills. To this end, the Board of Trustees maintains an Advocacy Committee with the purpose of developing advocacy priorities and a plan to share these concerns with the Golden Hills stakeholders and community, provincial authorities, and other municipal officials.

Recommendation:

That the Board of Trustees approves the attached Advocacy Points for the 2022/23 school year.

A handwritten signature in blue ink, appearing to read "Bevan Daverne", written over a horizontal line.

Bevan Daverne
Superintendent



GOLDEN HILLS SCHOOL DIVISION BOARD OF TRUSTEES ADVOCACY POINTS 2022/23

One of our key roles as a Board is to advocate on behalf of students, our parents and our staff. We believe the best people to establish local priorities and to make choices for local communities and local stakeholders are local people. We value this work we do with our local stakeholders. Our ability to connect directly with students, parents and our communities allow us to more deeply understand the positive and negative impacts of our decisions. We appreciate the level of accountability this gives in our communities and they, in turn, appreciate the direct impact their feedback has on important decisions. We believe this principle of local voices and local choices works best for our schools.

SUPPORT FOR OUR STUDENTS

PUF Funding

Over time, there have been changes to the Program Unit Funding (PUF) model. In the past, this funding supported 3, 4 and 5 year olds with learning challenges. This type of early intervention was a critical support in their early development and worked to solve many learning challenges for these students. Many would argue it saved us resources and time later on in later grades as these students grew and matured.

A few years ago, this funding was changed and reduced. Today PUF funding covers 3 and 4 year olds (Kg students are covered under a different funding model and there are challenges there as well). After a few years in this new model, we have a very clear picture of the impacts of those funding changes:

- Our funding has been reduced by almost 50%. From approximately \$19k/student to about \$10k/student
- Additionally, because of a withdrawal of services by Alberta Health Services, we must use additional resources to pay for the costs of those services (OT/PT, SLP)
- This school year, we receive about \$400k to support PUF students
- We spend about \$650K to support those students leaving us in a \$250K deficit
- Other school divisions have opted to phase out programming support for 3 and 4 year olds

We have heard from a number of other districts in our area they will no longer offer PUF programming support. They are leaving these interventions to private providers (where available) and to Alberta Health Services.

- **In Golden Hills, we are making this work, but elsewhere in the province, school divisions are withdrawing this programming. If the province wishes for early intervention programming to succeed, a review of this program may be required.**



GOLDEN HILLS SCHOOL DIVISION BOARD OF TRUSTEES ADVOCACY POINTS 2022/23

Dual Credit

Dual credit was program intended to encourage high school students to begin to take post-secondary programming. Initially both the school and college were funded by the provincial government. This was successful and allowed many students to start career programming early and be ready to enter the job market after high school graduation. Courses like health care aide, aviation training and others have been popular.

With recent funding changes, dual credit is no longer dual funded. If a student wishes to take a post-secondary course, the school must pay the tuition out of their budget. Our schools cannot afford to take this funding out of their budgets. There is no option, under this program, for the student's family to pay this tuition themselves. As a result, many school divisions no longer offer support to develop post secondary dual credit partnerships or offer the programming.

- **If the province wishes to support this programming a new funding model that supports both high schools and post-secondary should be developed. Alternatively, the province could allow students to pay their tuition and receive the high school and postsecondary credit (currently families are not allowed to pay the tuition and still get high school credits).**

Special Needs Students

The number and complexity of our population of students requiring specialized supports has continued to grow. Funding for these students has not increased, in fact overall, this funding has decreased.

The current funding framework, that uses external demographic data, does not accurately represent our local needs or provide accurate comparative data between our context and situations elsewhere.

- **We need special needs funding that more accurately recognizes actual student populations and the supports required. We believe our profile should be adjusted**



GOLDEN HILLS SCHOOL DIVISION BOARD OF TRUSTEES ADVOCACY POINTS 2022/23

Support for our staff

Local bargaining

Local bargaining has allowed us the opportunity to build positive relationships and address issues important to our employees in our local context.

- **We need to retain the ability to bargain meaningful issues with our staff and maintain local decision making that impacts management rights, employee working conditions and professional support and development for all our teachers and other staff.**

Board Financial Autonomy

Budget Reserve Cap

We appreciate the autonomy our Board has in decision making in many areas. We take seriously our obligations to our students' staff and communities and the accountability that is built into our roles as elected officials. The new regulation requiring Boards to be maintain an operating reserve below 3% is problematic for our Board particularly due to the unique programming and operational needs required by our international program. This program generates an additional \$7M in revenue and this money should be outside the reserve cap.

- **We need to have more flexibility around the reserves and funding we require to effectively operate our international program. The funding we raise as part of this program and that is outside any Alberta Education funding should be exempt from the reserve cap.**

Capital Maintenance Renewal (CMR)

Capital Maintenance Renewal (CMR) funding has been increased in recent years and is intended to support our facilities though it remains at a lower rate than typical industry standards.

Golden Hills also receives Infrastructure Maintenance Renewal (IMR) funding. We would appreciate more flexibility in the use of ALL facility enrollment funding. We need the flexibility to transfer funding between instruction and facilities and vice versa. Currently facilities funding can only be spent on facilities, unlike instructional funding which can be spent as Boards see fit.

- **We want government to eliminate red tape and other approval processes to access existing funds for emergent or planned projects. Our school divisions need flexibility and agility to adjust project spending based on emergent issues and local needs.**



MONTHLY ENROLMENT MONITORING REPORT

"Inspiring confident, connected, caring citizens of the world"

March 28, 2023

Background:

The Board of Trustees regularly monitors enrolment and notes trends over time. Funding is primarily enrolment-driven and monitoring, and projecting enrolment trends informs the board's budgeting processes.

As per the attached monitoring report, information is provided on the September 29, 2022, enrolment of provincially funded students, Siksika funded students and International funded students. Enrolment information has been adjusted for the New Funding Model.

Recommendation:

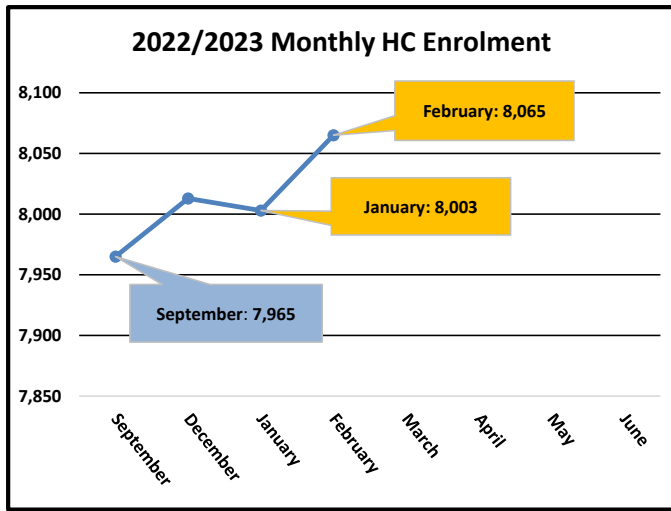
That the Board of Trustees receives the Enrolment Monitoring Report for information and for the record.

Bevan Daverne
Superintendent

Tahra Sabir
Secretary Treasurer

Golden Hills School Division Enrolment

* Enrolment information has been adjusted for the New Funding Model



Schools - Month to Month Comparison

Sept 30, 2022 to Feb 28, 2023

*Please note
kindergarten adjusted
to 1.0

Configuration	School	September 30, 2022*	February 28, 2023	January 31, 2023	Difference
K-6, 10-12	Acme School	204.00	207.00	208.00	-1.00
K-9	Carbon School	56.00	62.00	61.00	1.00
K-6	Carsland School	77.00	73.00	73.00	0.00
7-9	Crowther Memorial Jr. High School	505.00	498.00	500.00	-2.00
K-9	Dr. Elliott Community School	191.00	199.00	199.00	0.00
7-12	Drumheller Valley Secondary School	382.00	380.00	381.00	-1.00
K-6	École Brentwood Elementary School	207.00	209.00	208.00	1.00
K-12	George Freeman	461.00	453.00	453.00	0.00
K-6	Greentree School	355.00	358.00	357.00	1.00
K-12	Prairie Christian Academy School	298.00	299.00	299.00	0.00
10-12	Strathmore High School	672.00	664.00	664.00	0.00
K-12	Three Hills School	464.00	467.00	462.00	5.00
K-9	Trinity Christian Academy	210.00	208.00	208.00	0.00
K-12	Trochu Valley School	263.00	271.00	269.00	2.00
K-6	Westmount School	378.00	376.00	375.00	1.00
K-12	Wheatland Crossing	348.00	349.00	346.00	3.00
K-6	Wheatland Elementary School	310.00	315.00	310.00	5.00
Sub Total		5,381.00	5,388.00	5,373.00	15.00
7-9	Colonies	383.00	377.00	377.00	0.00
7-12	Drumheller Outreach	8.00	19.00	15.00	4.00
1-12	Golden Hills Learning Academy	290.00	335.00	327.00	8.00
1-12	NorthStar Academy	427.00	411.00	419.00	-8.00
7-12	Strathmore StoreFront	78.00	93.00	88.00	5.00
Sub Total		1,186.00	1,235.00	1,226.00	9.00
Homeschool		780.00	782.00	778.00	4.00
Shared Responsibility		207.00	200.00	203.00	-3.00
Sub Total		987.00	982.00	981.00	1.00
Provincial Total		7,554.00	7,605.00	7,580.00	25.00
Siksika		155.00	155.00	155.00	0.00
International (Incl. Online)		256.00	297.00	268.00	29.00
Sub Total		411.00	452.00	423.00	29.00
Total HEADCOUNT		7,965.00	8,057.00	8,003.00	54.00



BUDGET ANNOUNCEMENT REPORTING

"Inspiring confident, caring citizens of the world"

March 28, 2023

Background:

On Tuesday, February 28th, 2023, the Minister of Finance, Honorable Travis Toews, delivered Alberta's 2023 Budget. The Funding Manual and profiles were provided to the boards were provided to the Boards on March 7, 2023.

Three main themes included in the budget are investment in:

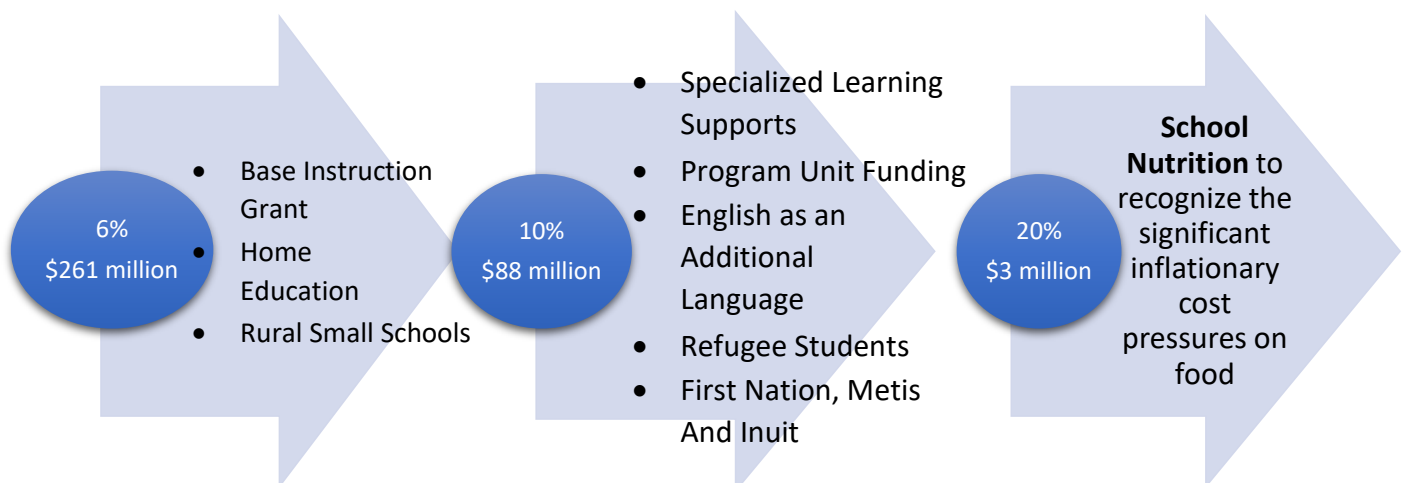
1. Enrolment,
2. Inflation/affordability; and
3. Education mandate which includes mental health, learning loss, and school infrastructure.

Alberta Education announced they are committed to **funding enrolment growth** over the next 3 years as follows:

- 2.5% Increase for 2023/2024 and additional funding to support unanticipated growth of 1.5% for 2022/2023
- 2.0% increase for 2024/2025; and
- 1.4% increase for 2025/2026

Other funding changes

- Bridge and Mitigation funding are being built into the Base Instruction Grant



- Operations and Maintenance funding as increase by 5% overall to address inflationary pressures related to utilities, insurance, and supplies
- Student transportation is being restructured and continued increases in funding along with funds for training bus drivers and fuel price subsidies.
- Slight increase in System Administration

New funding includes a pilot program for Home Education for Kindergarten Children, funds for classroom complexity to support more classroom support staff based on division needs.

Please see the table below for a brief summary:

Adjustments	Restructured	New
Base Instruction, 6%	Transportation - bus driver training grants <u>KM changes:</u> 1km for students in grade 6 or less 2 km for students in grade 7 or higher Maintaining Fuel Price Contingency 2 years to transition	Home Ed for Kinders (pilot)
Supports & Services, 10%		Classroom Complexity
O & M, Summer School, IMR/CMR - reduced		Teacher Settlement

Golden Hills will continue to pursue program initiatives and system improvements to ensure that students get the best education in Golden Hills.

Recommendation:

That the Board of Trustees receives the 2023-2024 Budget as information.



Bevan Daverne
Superintendent



Tahra Sabir
Secretary Treasurer



TRANSPORTATION MONITORING REPORT

"Inspiring confident, connected, caring citizens of the world"

February 28, 2023

Background:

Annually, administration provides a Transportation Monitoring Report for information. This report provides opportunity to consider the impact of Transportation Policy on the education of students in the jurisdiction.

Please see attached Monitoring Report.

Recommendation:

That the Board of Trustees receives the Transportation Monitoring Report for information and the record.

A handwritten signature in blue ink, appearing to read "Bevan Daverne".

Bevan Daverne
Superintendent of Schools

A handwritten signature in blue ink, appearing to read "Tahra Sabir".

Tahra Sabir
Secretary Treasurer



TRANSPORTATION MONITORING REPORT

Presented to the Board of Trustees by Bevan Daverne, Superintendent of Schools

Resource Persons:

Tahra Sabir, Secretary Treasurer

Kelly-Anne McCarry, Transportation Supervisor

Monica Giberson, Transportation Clerk

March 2023

REPORTING PERIOD: September 1, 2021 – August 31, 2022, and September 1, 2023, to current

OVERVIEW:

Alberta Education provides funding to school boards to operate or contract transportation systems for Kindergarten to Grade 12 students.

SUMMARY & IMPLICATIONS:

- Safety is paramount and Golden Hills has made this a priority with success.
- Future Initiatives – Continue to increase efficiency with increased flexibility to support Golden Hills' program initiatives while keeping costs within funding limits.
- Some recent initiatives are:
 - Additional Routes to help reduce Ride Times.
 - Choice Ridership continues to increase.
 - Continued Implementation of cameras on bus.
 - Division wide implementation of school bus passes (move from manual to digital attendance).
 - New recruiting strategies.

Safety - #1 Priority

Golden Hills transports over 2,900 students, 177 days a year over an area of 8,400 square kilometers for a total of 2,400,000 km a year. Safety of transporting students is the number one priority and continues to be successful.

Golden Hills monitors bus routes in a variety of ways which include driver and parent consultation. Golden Hills works with the busing industry to develop a standardized route risk assessment checklist to ensure that all areas of the province are consistently applying best practices concerning the safety of routes and any modifications required due to adverse conditions such as weather and geographical challenges. This government program formalizes the procedures and standardizes the assessments for all routes in Alberta.

Safe Driving Program

For the past few years Golden Hills has met the criteria for an Alberta Transportation approved driving school. A formalized training and evaluation program is in place for all our professional school bus operators. The purpose of this program is to ensure the safety of passengers on Golden Hills buses and that Golden Hills operators are equipped with the skills they need to safely operate a school bus and manage the passengers. We want to elevate the perception of school bus operators with parents and the community. School bus operators are professionals who participate in ongoing training to safely

transport extremely precious cargo. Please refer to **Appendix A** for detailed information on Bus driver training.

Driver Training Hours	GHSD Existing	MELT 2-S (Effective Sept 2022)
Classroom Training	20	19.5 hours
In Yard Training	5	9.5 hours
On Road Training	20 (25 if necessary)	24.5 hours
S Endorsement (Classroom)	17 hours	N/A
Total	62 hours	53.5 hours

*prior to MELT 2-S the “S Endorsement” part was more flexible, and the bus driver had a year to complete. Now it must be completed prior to driving a school bus.

School Bus Operator Evaluations

Golden Hills performs three types of operator evaluations in addition to dexterity testing:

Scheduled Evaluation	<p>Evaluations are scheduled for the following reasons:</p> <ul style="list-style-type: none"> • Probationary <ul style="list-style-type: none"> - Operators must complete a satisfactory on-road evaluation within three months of employment • Scheduled <ul style="list-style-type: none"> - Operators aged under 47: Every 5 years - Operators aged 47-67: Every 2 years - Operators aged over 67: Annually • Remedial, for example <ul style="list-style-type: none"> - Preventable Collision - Parent Complaint - Unsatisfactory Observation
On-Road Observation	<p>Continuous monitoring involves creating a positive culture for drivers as yellow buses are monitored.</p>

The Transportation department has conducted 15 evaluations during the 2021/2022 school year and has a five year cycle period to evaluate all our drivers.

Bus drivers were introduced to the world of E-Learning as our S Endorsement training and S Endorsement Refresher training took place online using a combination of Google Classroom and Zoom. On road evaluations were conducted using appropriate social distancing and masking.

An evaluation consists of the School Bus Supervisor/ Evaluator riding along on the route and assessing communication with passengers and passenger management as well as the operators’ driving skills and abilities.

Bus Driver Shortage Challenges

- Currently we are experiencing province wide bus driver shortages and recruiting new drivers has continued to be a challenge.
- We have developed some strategies to manage this as follows:
 - Offered free training to those interested in obtaining their bus driver’s license.

- Encourage current drivers who meet criteria to start process of becoming a bus driver trainer.
- Streamlined processes to make bus driver's work more manageable.
- Provide continuous support and training.
- We are using several strategies to advertise for potential drivers:
 - Word of mouth (drivers referring family members, friends, or parents of students)
 - Submitting advertisements to local employment services
 - Advertising online through local employment services
 - Posting on Facebook through local employment services and school Facebook pages

So far this year we have trained seven (7) bus drivers (including Melt S) and we have approximately seven (7) more to train this year.

We also continued with our regular S Endorsement training throughout the year.

Last year we trained a total of seven (7) drivers. This training is a total of approximately 60 hours for both classroom and on the road training. Additional training time (road and yard work) is provided should a trainee require it.

Once students complete their course, GHSD submits their completed certificate for review and verification by Alberta Transportation. In our experience, the driver training department has been able to complete this process within 24 hours. Once the course completion has been posted, the students will book their on-road evaluation online and it is usually within a week. We have not experienced any issues booking driver evaluators for our trainees. This process is streamlined and trouble free, we have a contact person with registry.

Route Risk Assessments

Route Risk Assessments are conducted at Golden Hills. These assessments are filled out by every driver in the division and then returned to the Transportation Department. Approximately **52%** of the forms returned had no issues. The other **48%** were returned with concerns such as weather conditions, sight distances, traffic volumes, and the need for parent/pedestrian education in bus loops. As drivers are learning more about the risk assessment process, they are better able to assess and prepare for potential risks. Please see **Appendix B** for suggested possible solutions for risks reported by bus drivers.

The bus driver route assessment is an excellent process for all drivers to reassess their route each year. One of the many benefits of this process also facilitates collaboration with the Counties. An example of this would be the request for signage (School Bus Stop Ahead Signs).

Bus Route Inclement Weather - Administrative Procedure (AP) 131

Last year we went through an extensive consultation process which included in person meetings with bus drivers, mechanics, and senior administration. A recommendation was made about temperature. We also discussed Golden Hills emergency rescue plan with drivers. To support this, we have provided cold weather emergency kits and we are currently piloting engine warmers and cabin heaters.

The following change was approved in January 2022.

- ***If road conditions and visibility are not of concern, bus routes will continue regular operation unless ambient temperatures drop below -35C. Below these temperatures, bus drivers of rural routes may make a decision not to operate based on temperatures and other factors along their route.***

This change continues to allow bus operators to use their professional judgement on the safe operation of the bus route.

The AP contains three levels of school closures:

Levels	Description
Green Closure	Due to weather and travel conditions, some buses are not running. School is open and regular classes will be offered.
Yellow Closure	Due to severe weather and travel conditions, no buses are running. School is open but regular classes are not being offered. We encourage parents and students to stay home and avoid the risks of travel.
Red Closure	Due to the severe weather and travel conditions the school is closed. Do not send students to school. Due to the severe weather, we are unable to ensure the school doors will be unlocked, or any staff will be in the building.

- Bus drivers play a primary role in the decision-making process as they are the first to evaluate weather conditions and decide if it is safe to transport students. Bus drivers are to inform administrators, transportation manager and parents/students of any service interruptions/cancellations.
- Administrators will call the Superintendent for approval to declare either a yellow or red closure level.
- Parents, students, and staff are informed as early as 6:30 am. Cancellations are posted to school websites, Facebook pages, and other social media. Messages are also sent by text and phone.
- Golden Hills continues the practice of running an afternoon bus (when the weather conditions have improved significantly, and it is safe to do so) if the morning bus was cancelled due to weather conditions.

AM Bus Cancellations		Bus Ran in PM	
2021/2022	2020/2021	2021/2022	2020/2021
305	313	*72 (24%)	84 (27%)

* For example, 24% of the 305 buses that did not run in the AM did run in the PM.

Between January 9th and February 15, 2023, we have 39 bus cancelations which is in line with 2021/2022.

No Child Left Behind

“No Child Left Behind” is a system that forces the driver to go to the back of the bus before it can be shut off. This prevents students from being left on a bus after a run. Currently all of our route buses have this system. We have two buses that do not have this system in place and are primarily used as spare buses and for field trips.

A two part “post-trip” inspection has been introduced which drivers perform shortly after drop-off at their last stop and then again when the bus is parked at the park-out to ensure that no students or belongings are left on the bus.

Budget / Financial Implications

The Chart below shows the Projected Revenue and Expenses for the Transportation Department for 2022/2023 and provides the 2021/2022 Audited Financial Statements.

Description	Budget 2022/2023	% Of Budget	AFS 2021-2022	% Of Budget
Revenue				
Grants	4,705,315	96%	4,397,028	97%
Fees/Other Sales & Services	190,000	4%	147,327	3%
Total Revenue	4,895,315		4,544,355	
Expenses				
Salaries & Benefits	1,974,635	40%	1,928,993	42%
Supplies & Services	2,220,680	45%	1,990,786	43%
Amortization	700,000	14%	685,345	15%
Total Expenses	4,895,315		4,605,124	
Net Surplus			(60,769)	

Points of Interest

- Alberta Education increased the transportation grant by 5% as the funding model is currently under review.
- Volatile fuel costs.
- Sparsely populated Rural areas impact efficiency.

Fuel Costs

	2022	2021	2020
Average Fuel (\$/l)	\$1.27	\$1.11	\$0.97

Average Fuel Cost for this year is \$1.43 (February 15, 2023)

Fee Structure

Golden Hills eliminated all transportation fees as of the 2012/13 school year. We believe this has positively impacted our enrolment.

Fleet

Pursuant Administrative Procedure 555, *Bus Replacement*, it is desirable to replace buses on a timely basis for the safety and efficiency of the operation. Urban buses are replaced within 14 years and rural buses are replaced within 12 years. Golden Hills continues to ensure buses are replaced within the appropriate time periods while taking budget constraints into consideration.

Currently Golden Hills operates 71 routes with 81 runs.

Spare buses (18%) are needed for the fleet to operate efficiently while maintaining the current levels of service. Some of the challenges are:

1. Allowing for optimal amount of wheelchair buses;
2. Having buses available for field trips that overlap regular routes; and
3. Golden Hills is a large geographical area. Spare buses are available locally to allow quick access as needed.
4. Warranty on buses expires after 6 years. Currently 74% of our buses are no longer under warranty.

Age of Bus	2021/2022		2020/2021	
	# of Buses	% of Fleet	# of Buses	% of Fleet
0-2 years	4	5%	4	4%
3-5 years	20	21%	20	21%
6-10 years	59	63%	59	63%
11-17 years	9	10%	10	11%
18+ years	1	1%	1	1%
Total	93	100%	94	100%

Field Trips

Golden Hills Transportation supports all schools in the division with busing for students on field trips and extra-curricular events. The following table shows how many field trips occurred.

	2021/2022	2019/2020
In Town Field Trips	172 (17%)	33 (22%)
Out of Town Field Trips	309 (31%)	57 (38%)
Non GHSD Field Trips *	45 (5%)	15 (10%)
International	89 (9%)	45 (30%)
Alumni	386 (38%)	*
Total Field Trips	1,001	150

* Alumni field trip data not collected for 2019/2020

- We supply both operators and buses for school field trips.

We adjusted the per kilometre rate in the fall of 2019 to \$1.25. As we are currently running a deficit in transportation this will help cover more of the expenses associated with buses supporting field trips. Outside Agencies were charged \$1.50/km and \$30/hr (\$25 plus CPP and EI). Approximately \$7,420 last year was attributed to external contracted work.

Bus Size

A common public misconception is cost savings associated with bus size. Contract routes are paid by the weighted load which means Golden Hills pays the contractor for number of students versus the size of bus. Contractors and Divisions often choose to purchase a bigger bus to maximize their flexibility (change buses from one area to another) and efficiency (schools can hire one bus for a field trip vs. two) and effectiveness (in an emergency evacuation for either a community or school). The major cost associated with bus routes is the labour. Differential fuel, tire, and insurance costs for a small or larger bus is minimal. The benefit of a larger bus is the flexibility, efficiency, and effectiveness.

Board and Contracted Route Information

Costs

- Cost per kilometer is less for Board than Contracted routes (15 % plus) over the years.

Number of Routes and History of Routes

Year	Total Routes	Total Runs	Board Operated	% Board Operated	Contracted	% Contracted
2021/2022	71	81	71	100%	0	0%
2020/2021	72	84	71	99%	1	1%
2019/2020	72		72	100%	0	0%
2018/2019	75		72	96%	3	4%
2017/2018	73		70	96%	3	4%

- Table above shows how Board owned routes have increased to reduce costs and allow for flexibility. The ability to be flexible has played a crucial role in addressing driver shortages, as it allows us to swiftly adapt our routes and promptly inform parents.
- For 2022/2023 we have added an additional three (3) routes for a total of 74 routes

Staffing

Table below shows the staffing levels (total full time equivalent) in the transportation department.

	2021/2022	2020/2021
Administration	2.0	2.0
Trades	2.8	2.8
Bus Drivers	71.0	72.0
Apprentice/Shop Helper	2.0	2.0
Total	77.8	78.8

Golden Hills has maintenance shops located in Strathmore and Trochu.

As of February 15, 2023 we have added three (3) drivers for a total of 74 drivers and 81 employees

The purpose of the transportation shops is to provide mechanical services to the board owned buses. Regular maintenance continues to be a priority to ensure safety. As per the Commercial Vehicle Program requirements, inspections are performed at a minimum of twice a year. Oil changes are performed every 5,000 km or 10,000 km depending on the type of engine.

Ridership Information

Currently (2022/2023) Golden Hills is transporting 2,955 students which represents 54% of our regular funded student enrolment. Alberta has approximately 600,000 students and about 50% of those students ride the bus on a daily basis.

Year	Students that ride the bus	% of Total
2022/2023	2,955	54%
2021/2022	2,882	45%
2020/2021	2,279	37%

Urban and Rural

The table below shows the distribution percentage of urban and rural funded students transported by bus for two years. (These numbers do not include Siksika and International students)

Year	Totals	Urban	Rural
2022/2023	2,955	848 (29%)	2,107 (71%)
2021/2022	2,882	882 (31%)	2,000 (69%)
2020/2021	2,279	753 (33%)	1,526 (67%)

Courtesy and Choice

Courtesy Rider - someone who lives less than 2.4 km from their designated school and is meeting an existing route.

The Table below shows the percentage of courtesy riders who are urban and rural.

Courtesy Ridership	2021/2022	Percentage
Urban	238/848	28%
Rural	281/2,107	13%
International	131/246	53%

Please note that included in Courtesy Ridership may be choice ridership as they do not meet the 2.4 km criteria to their designated school, however we would not receive any funding to transport to their school of choice even if it was greater than 2.4 km.

Choice Ridership - someone who is meeting an existing route and is attending a school other than their designated school.

The Table below shows the percentage of choice riders who are urban and rural.

Choice Ridership	2022/2023	Percentage
Urban	391/848	46%
Rural	314/2,107	15%

In summary, there is additional demand to transport students who wish to attend their school of choice.

Special Needs Students

Currently Golden Hills provides transportation for 127 special needs students who are designated to programs unavailable in their attendance area. The following table breaks down the type of transportation provided. Golden Hills incurs the costs and receives the funding.

Type of Transportation	Number of Students		
	2022-2023	2021/2022	2020/2021
Regular School Bus	127	63	93
Taxi or Handicap Bus	6	14	21
Parent Provided	18	16	11
Totals	151	93	125

Riders in Other Districts

Golden Hills School Division has entered into agreements with other school jurisdictions. This allows students to attend a school of another school authority and to allow students who in other school jurisdictions to be enrolled in Golden Hills Schools.

School Division	# of Students Attending GHSD from other Districts		# of GHSD Students going to other Districts that we have information on*	
	2022/2023	2021/2022	2022/2023	2021/2022
Grassland Public School Division	0	0	18	18
Palliser School Division	6	8	0	0
Prairie Land Public School Division	12	22	8	9
Chinook's Edge School Division	25	17	5	5
Totals	43	47	26	32

*Only have student information from other divisions if there is an agreement. There may be other students leaving the division that we do not have any information on.

Affect

Transportation Agreements allows Golden Hills to claim grant money for the students. Transportation grants may not cover all of the expenses; however, the offset is the claim of the education grants and stability for the students attending their school of choice. At the end of the day parents and students are choosing Golden Hills.

Rural Ride Times

Ride Times are monitored, and we try to keep the routes to a minimum taking into consideration geography. In town, ride times are an average of 20 minutes or less.

Three (3) new rural routes were added in 2022/2023 (Strathmore, Three Hills & Wheatland Crossing) and monitoring will continue to reduce student ride time.

One Way Minutes	2022/2023
75+ Minutes	2 %
61-75 Minutes	5 %
46-60 Minutes	13 %
0-45 Minutes	80 %

Communication and Culture

Communication and “customer service” are two priority areas within the Transportation Department. An area of concern is department communication with parents and students, school administration and staff, and division office staff.

With the goal of creating a cohesive and collaborative relationship between all stakeholders, our staff is developing strategies to enhance the customer service experience with our department. Training is ongoing with our department staff (accessing PD opportunities face to face and online) as well as with our bus drivers.

Transportation Department Initiatives			
Date	Issue/Project	Action/Resolution	Date Complete
Sept 2022	School Bus Attendance Software	New student attendance software is being implemented throughout the division. Accurate, real-time attendance reporting is now available to schools and parents. Bus drivers are better able to manage student loading and unloading while remaining aware of traffic patterns and parents/students in school bus loops.	Ongoing
Sept 2022	Bus Status App	Parents may now see bus status (on time, delayed or cancelled) using app that provides notifications when changes are posted to the GHSD web site.	Ongoing
Dec 2021	Headlight Replacement	Installation of higher lumen bulbs on each bus to improve driver experience	Ongoing

Transportation Department Initiatives			
Date	Issue/Project	Action/Resolution	Date Complete
May/June 2021	Demographic Confirmation	All parents of student currently riding buses contacted to confirm/change passenger information for 2021/2022	Ongoing/Annual

Stakeholder Issues

Issue	Summary	Resolution
Bus Run Times over an hour	Concerns with students (especially K – 1) being on the bus for long periods.	Review routes and whenever possible (when not affected by geography of area) make changes.
Driver Queries	Concerns with drivers	Ongoing professional development regarding student management, explaining behavior expectations and creating a positive climate on the bus. Performed evaluations, provided more training, created development plans for operators.
Bus Operator Communication	Bus operators’ communication with parents.	Drivers now use group text messages and Remind to contact parents.
Child Care Transportation	Transportation from the caregiver’s place of residence is supplied for parents when there is capacity on the bus.	Adjust bus routes to provide transportation for these students.
Red Light Violations	Parents concerned with increasing number of drivers passing busses when red lights are flashing.	Work with Bylaw, Sheriff, County Peace Officers and RCMP to alert them of areas where violations are occurring.

Summary

- Always striving to improve the overall level of information and customer service
- Courtesy and choice are not funded to school of attendance, and we do not charge a fee to parents.

Proposed Areas for Advocacy

The funding model is currently under review and transportation funding has been status quo with a 5% increase.

1. Choice – funding to follow choice principle within reason.
2. Equitable Funding Model – funding for rural areas.
3. Flexibility in funding envelope.

Appendix A

New Operator Training

<p>Dexterity Testing</p>	<ul style="list-style-type: none"> ✓ A series of physical tests to ensure that the driver is physically able to: <ul style="list-style-type: none"> - Execute a full pre-trip inspection - Flexibility to move in the seat to minimize blind spots - Maneuver the bus safely - Evacuate the bus in an emergency situation.
<p>Classroom Training MELT 2-S</p>	<p>MELT 2 – S training is now mandatory in Alberta. Required topics for classroom instruction are:</p> <ul style="list-style-type: none"> ✓ Employment in the Busing Industry ✓ Vehicle Component & Inspection Activities ✓ Basic Driving Techniques ✓ Professional Driving Habits ✓ Off-Road Tasks & Maneuvers ✓ Documents, Paperwork & Regulatory Requirements ✓ Hours of Service Compliance ✓ Passenger Management, Loading & Unloading Passengers ✓ Handling Emergencies ✓ 18.5 Hours Required Classroom Training (New Program)
<p>In Yard Training MELT 2-S</p>	<p>In-Yard training covers:</p> <ul style="list-style-type: none"> ✓ The Pre-trip Inspection ✓ Yard Procedures ✓ Backing Procedures ✓ Parking Procedures <ul style="list-style-type: none"> ✓ Health & Safety ✓ Workplace Hazardous Materials Information System (WHMIS) ✓ School Bus Inspections and Maintenance ✓ Bus Manoeuvres and Defensive Driving ✓ Emergencies, Bus Evacuations, First Aid, Emergency Equipment and Mechanical Breakdowns ✓ Passengers with Disabilities, Mobility Aids and Child Safety Seats ✓ 11 Hours Required In Yard Training (New Program)
<p>On Road Training</p>	<p>This covers:</p> <ul style="list-style-type: none"> ✓ The Pre-trip Inspection ✓ Yard Procedures ✓ Commentary Driving ✓ Backing Procedures ✓ General Driving ✓ Highway Driving ✓ City Driving and Procedures ✓ Town Driving and Procedures ✓ Country Driving and Procedures ✓ Student Pick-Ups and Drop-Offs

	<ul style="list-style-type: none"> ✓ Railroad Crossings ✓ “Turn Around” and various bus maneuvers ✓ Advanced Driving Techniques and the SMITH System (5 Keys): <ol style="list-style-type: none"> 1. Aim High In Steering 2. Get The Big Picture 3. Keep Your Eyes Moving 4. Leave Yourself An Out 5. Make Sure They See You ✓ The Post Trip Inspection ✓ 24 Hours Required On Road Training
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Appendix B

Issue	Analysis	Recommendation
Weather	Snow drifts, sleet, fog, rain, etc.	<ul style="list-style-type: none"> • Encourage drivers to follow Inclement Weather procedure. • Use the Smith Keys to identify and avoid potential problems. • Attend the Winter Driving training session offered at staff/safety meeting.
Sight Distance	Visit location and review area	<p>Possible options:</p> <ul style="list-style-type: none"> • May change from gate service to yard service or vice versa; or • Installation of signs; or • Route reconfigured to change direction of travel for the bus; or • Re-locate stop to different location. • Encourage homeowners to prune trees, shrubs, etc. to improve line of sight. • Communicate with counties to have trees/bushes on public property pruned. • Use SMITH System to improve skills (Big Picture etc.)
Traffic Volume	Picking up/dropping off on busy highway	<ul style="list-style-type: none"> • Warning lights on earlier and for longer periods of time. • Instruct students on safety and danger zones.
Left-Handed Stops	Review safety implications of left-handed stops	<p>Made changes for high traffic routes as follows:</p> <ul style="list-style-type: none"> • Obtain permission from parents to have bus pick up student in yard, if possible. • Re-route bus route to change from left-handed to right-handed.

School Bus Loops	Review safety practices in bus loop	Work with school administration to: <ul style="list-style-type: none">• Increase parent safety awareness• Work with the Town of Strathmore and By-Law Enforcement to make drivers aware of parking zones• Increase supervision in bus loop
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SCHOOL CAPITAL PROJECT PLANNING PROCESS Westmount School

“Inspiring confident, connected, caring citizens of the world”

March 28, 2023

Background:

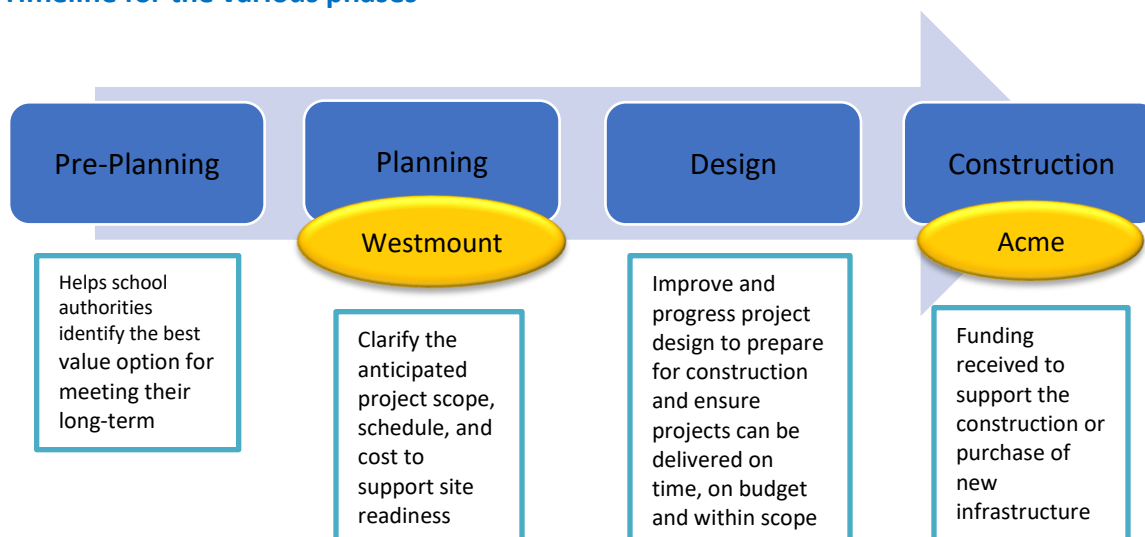
On February 28, 2023 the Government of Alberta (GOA) Budget was announced. Within the announcement came support for 58 projects, which includes 13 full construction projects, 20 design, 14 planning and 11 pre-planning projects. Westmount School falls into the 14 planning projects group.

As per the GOA, the availability of suitable sites has been one of the biggest roadblocks causing delays to school projects. This Budget has created a new School Planning Program that will serve as a transparent “pipeline” for upcoming school projects to begin as soon as formal construction funding is approved. The fourteen school projects will begin planning and site development through this new project.

What does Planning Funding mean?

Planning funding is intended to support site readiness for priority projects, with the goal of clarifying the anticipated scope, schedule, and cost of a project. The approval of planning funding demonstrates a commitment to the project as an upcoming priority and may be approved to proceed to further design and construction stages, pending the development of a comprehensive business case or preliminary study.

Timeline for the various phases



The planning stage should not be considered an extra step in the approval process, and not every project will need to go through pre-planning and planning as distinct phases. In working with their local

municipality and communities, some school jurisdictions may move their project readiness activities forward on their own. In these cases, it is possible some project requests will skip the planning stage and move straight to design or full funding approvals.

Recommendation:

That the Board of Trustees receives this as information and for the record.



Bevan Daverne
Superintendent of Schools



Tahra Sabir
Secretary Treasurer



ACME REPLACEMENT SCHOOL PROJECT UPDATE

"Inspiring confident, caring citizens of the world"

March 28, 2023

Background:

In March 2022 the Government of Alberta allocated funding for the Acme School. Over the past year Golden Hills has been working closely with partners and stakeholders to move forward with this project.

Golden Hills School Division has successfully;

- Contracted Architects
- Began the design process
- Began preliminary site exploration, currently reviewing options of the site

Recommendation:

That the Board of Trustees receives the update on the Acme Replacement School as information.

A handwritten signature in blue ink, appearing to read "Bevan Daverne", is written over a horizontal line.

Bevan Daverne
Superintendent