



# NORTHLAND SCHOOL DIVISION REGULAR BOARD MEETING NO. 24-04 AGENDA

Location: Virtual	
Zoom:	
Meeting ID: Passcode:	Phone: 1 (587) 328-1099
Date: Friday, April 19, 2024	Time: 9:00 a.m. - 4:30 p.m.

*If you would like to join the public meeting, please contact Media Relations Manager Curtis Walty at 780-624-2060, ext. 6183 or [curtis.walty@nsd61.ca](mailto:curtis.walty@nsd61.ca).*

*Note: If the agenda is ahead of schedule, items will be moved up.*

## A. CALL TO ORDER

No.	Title	Responsible	Action	Page No.
1.	Recognition of Traditional Lands	Chair Guild		-
2.	Opening Prayer, Cultural Reflection or Reflection	Trustee		-
3.	Adoption of Agenda	All	Motion	-
4.	Closed Session	All	Motion	-

## B. BUSINESS ARISING FROM CLOSED SESSION

## C. BOARD MATTERS

## D. MINUTES

No.	Title	Responsible	Action	Page No.
1.	March 15, 2024 Regular Board Meeting Minutes	All	Motion	<b>04</b>
2.	Board Action Items	Superintendent Johnson	Information	<b>12</b>

## E. BUSINESS ARISING FROM MINUTES



# NORTHLAND SCHOOL DIVISION REGULAR BOARD MEETING NO. 24-04 AGENDA

## F. CONSENT AGENDA

No.	Title	Responsible	Action	Page No.
1.	Board Chair Report	Chair Guild	Information	15
2.	Superintendent of Schools Report	Superintendent Johnson	Information	16
3.	Trustee Activity, Committee and/or Board Representative/Association Reports <ul style="list-style-type: none"> <li>• Trustee Rude, Ward 8</li> </ul>	Trustees	Information	19

## G. ACTION ITEMS

No.	Title	Responsible	Action	Page No.
1.	Monthly Financial Report	Secretary-Treasurer Glaudemans	Information	20
2.	Student Engagement, Attendance & Completion Report	Acting Associate Superintendent Owens	Information	22
3.	Monthly Enrollment Report	Superintendent Johnson	Information	27
4.	Revised 2024-2025 School Calendar	Associate Superintendent Veitch	Motion	29
5.	Policy 2 - Role of the Board	Chair Guild	Motion	31
6.	Policy 3 - Role of the Trustee	Chair Guild	Motion	38
7.	Policy 3 Appendix A - Services, Materials and Equipment to Trustees	Chair Guild	Motion	42
8.	Policy 3 Appendix B - Trustee and Administration Working Relationship	Chair Guild	Motion	46
9.	Policy 4 - Trustee Code of Conduct	Chair Guild	Motion	53
10.	Policy 4 Appendix A - Trustee Code of Conduct Sanctions	Chair Guild	Motion	64
11.	Policy 5 - Role of the Board Chair	Chair Guild	Motion	67
12.	Policy 7 - Board Governance and Operations	Chair Guild	Motion	71
13.	Policy 7 Appendix C - Trustee Honoraria, Expense and Corporate Credit Card Guidelines	Chair Guild	Motion	86
14.	Policy 7 Appendix D - Rules of Order	Chair Guild	Motion	98
15.	Policy 17 - Student Transportation Services	Chair Guild	Motion	106
16.	Budget 2024-2025 Principles and Assumptions	Secretary-Treasurer Glaudemans	Motion	109



**NORTHLAND SCHOOL DIVISION  
REGULAR BOARD MEETING NO. 24-04  
AGENDA**

17.	Tri-Annual	Superintendent Johnson	Information	<b>114</b>
18.	Long Service Awards	Superintendent Johnson	Motion	<b>129</b>
19.	Bus Tender	Secretary-Treasurer Glaudemans	Motion	<b>130</b>

**H. MONITORING REPORTS**

No.	Title	Responsible	Action	Page No.
1.	Board Chair Highlights	Chair Guild	Information	<b>131</b>
2.	Superintendent Highlights	Superintendent Johnson	Information	<b>135</b>
3.	Deputy/Associate Superintendents Report	Acting Deputy Superintendent Meunier	Information	<b>139</b>
4.	Transportation Report	Secretary-Treasurer Glaudemans	Information	<b>142</b>
5.	OH&S Report	Associate Superintendent Veitch	Information	<b>149</b>

**I. PRELIMINARY DISCUSSION**

No.	Title	Responsible
1.	Alberta School Councils' Association Fundraiser Golf Tournament - June 5, 2024, Acheson	Chair Guild
2.	Upper Bound AI Conference, May 21-24, 2024, Edmonton	Chair Guild

**J. ADJOURNMENT & CLOSING CULTURAL REFLECTION**





**NORTHLAND SCHOOL DIVISION  
REGULAR BOARD MEETING NO. 24-03  
MINUTES**

Location: Zoom

Date: Friday, March 15, 2024

Time: 9:00 a.m.

Membership					
✓	Lorraine McGillivray	Trustee Ward 1	✓	Cal Johnson	Acting Superintendent of Schools
✓	Marianne Moberly	Trustee Ward 2	✓	Scott Meunier	Associate Superintendent
✓	Bonnie Lamouche	Trustee Ward 3	✓	Krista Veitch	Associate Superintendent of Human Resources
✓	Jesse Lamouche	Trustee Ward 4	✓	Johan Glaudemans	Secretary-Treasurer
✓	Tanya Fayant	Trustee Ward 5	✓	Curtis Walty	Media Relations Manager
✓	Thomas Auger	Trustee Ward 6	✓	Cheryl Osmond	Executive Assistant
✓	Robin Guild	Board Chair	✓	Susanne Jones	Transportation Manager
✓	Wally Rude	Trustee Ward 8			
✓	Aimee McCamon	Trustee Ward 9			

**A. CALL TO ORDER**

**1. Call to Order**

Chair Guild called the meeting to order at 9:00 a.m. Board Chair Guild advised the Board of Trustees and Administration that Trustee Fayant will chair the meeting due to an unstable internet connection.

**2. Recognition of Traditional Lands**

Acting Superintendent Johnson gave the land acknowledgement.

**3. Opening Prayer, Cultural Reflection or Reflection**

Trustee Rude gave the opening prayer, cultural reflection or reflection.

**4. Swearing-In of Trustee, Ward 2**

Marianne Moberly was sworn in as Trustee for Ward 2.

**5. Adoption of the Agenda**

MOTION: Trustee McCamon moved that the Board of Trustees approve the agenda as presented.

**25867/24 CARRIED**

**6. Closed Session**

MOTION: Trustee McGillivray moved the Board of Trustees go into a closed session at 9:07 a.m. with only the Administration.

**25868/24 CARRIED**

*Transportation Manager Jones left the meeting at this time.*

**NORTHLAND SCHOOL DIVISION**  
**REGULAR BOARD MEETING NO. 24-03**  
**MINUTES**

*Associate Superintendent Veitch left the meeting at 9:08 a.m.*

**7. Regular Session**

MOTION: Trustee McCamon moved that the Board of Trustees revert back to regular session at 10:00 a.m.

**25869/24 CARRIED**

*Break from 10:00 a.m. to 10:10 a.m.*

**8. Closed Session**

MOTION: Trustee Auger moved that the Board of Trustees go into a closed session at 10:11 a.m. with Associate Superintendent Veitch.

**25870/24 CARRIED**

**B. BUSINESS ARISING FROM CLOSED SESSION**

**1. Appointment of Superintendent**

MOTION: Trustee Rude moved that the Board of Trustees appoint Cal Johnson as Superintendent of Schools/CEO for Northland School Division effective immediately with a three-year term.

**25871/24 CARRIED**

**C. BOARD CONCERNS**

Trustee Rude shared several topics discussed at the last ASBA Zone 1 meeting, particularly money that the provincial government is spending on wellness and mental health for students within the province. He suggested that the Board of Trustees include a learning and wellness mandate in the strategic plan. Trustee Fayant suggests that wellness and data funding and lunch programs be included in their advocacy portfolio. It was also suggested that the Administration draft a letter for parents and community members to assist with the lobbying for capital projects.

Trustee J. Lamouche noted that the roads are deteriorating in East Prairie due to the warmer weather; a bus broke down and suggested that the Administration contact the Settlement to see if they can repair the roads.

Trustee Fayant suggested that the Division market the NSD Online School.

**NORTHLAND SCHOOL DIVISION**  
**REGULAR BOARD MEETING NO. 24-03**  
**MINUTES**

**D. MINUTES**

**1. Regular Board Meeting Minutes - February 23, 2024**

MOTION: Trustee McCamon moved that the Board of Trustees approve the February 23, 2024 Regular Meeting minutes as presented.

**25872/24 CARRIED**

**2. Board Action Items**

Acting Superintendent Johnson reviewed the Board Action Items with the Board of Trustees. The Board Action Items were received and filed as information.

**E. CONSENT AGENDA**

**1. Consent Agenda**

MOTION: Trustee Auger moved that the Board of Trustees approve the Consent Agenda, which adopts the following items:

1. Board Chair Report
2. Acting Superintendent Reports
3. Trustee Activity, Committee and Board Representative/Association Report

**25873/24 CARRIED**

**F. ACTION ITEMS**

**1. Monthly Financial Report**

Secretary-Treasurer Glaudemans presented the Monthly Financial Report for February. This report was received and filed as information.

*Trustee McCamon left the meeting at 11:18 a.m.*

**2. Student Engagement, Attendance & Completion Report**

Acting Associate Superintendent Owens presented the Student Engagement, Attendance & Completion Report for February 2024. This report was received and filed as information.

**NORTHLAND SCHOOL DIVISION**  
**REGULAR BOARD MEETING NO. 24-03**  
**MINUTES**

**3. Monthly Enrollment Report**

Acting Superintendent Johnson presented the Monthly Enrollment Report for March 2024. This report was received and filed as information.

*Trustee McCamon returned to the meeting at 11:22 a.m.*

**4. Policies**

MOTION: Trustee J. Lamouche moved that the Board of Trustees table the following policies until Chair Guild and Trustee Fayant can speak to legal counsel.

1. Policy 2 - Role of the Board
2. Policy 3 - Role of the Trustee
3. Policy 3 Appendix A - Services, Materials and Equipment to Trustees
4. Policy 3 Appendix B - Trustee and Administration Working Relationship
5. Policy 4 - Trustee Code of Conduct
6. Policy 4 Appendix A - Trustee Code of Conduct Sanctions
7. Policy 5 - Role of the Board Chair
8. Policy 7 - Board Governance and Operations
9. Policy 7 Appendix C - Trustee Honoraria, Expense and Corporate Credit Card Guidelines

**25874/24 CARRIED**

**5. Policy 6 - Role of the Vice-Chair**

MOTION: Chair Guild moved that the Board of Trustees approve the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 6 - Role of the Vice-Chair.

**25875/24 CARRIED**

**6. Policy 13 - Appeals and Hearings Regarding Student Matters**

MOTION: Trustee McCamon moved that the Board of Trustees approve the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 13 - Appeals and Hearings Regarding Student Matters.

**25876/24 CARRIED**



**NORTHLAND SCHOOL DIVISION**  
**REGULAR BOARD MEETING NO. 24-03**  
**MINUTES**

**7. 2024-2025 School Calendar**

MOTION: Trustee McCamon moved that the Board of Trustees approve the 2024-2025 school calendar as presented.

**25877/24 CARRIED**

**8. 2023-2024 Board Work Plan**

MOTION: Trustee McGillivray moved that the Board of Trustees approve the 2023-2024 Board Work Plan as presented.

**25878/24 CARRIED**

**9. Preliminary Revenue and Expenses for the 2024 Budget**

Secretary-Treasurer Glaudemans presented the Preliminary Revenue and Expenses for the 2024 Budget. This report was received and filed as information.

**10. 2025-2028 Capital Plan**

Secretary-Treasurer Glaudemans reviewed the 2025-2028 Capital Plan that Focus 10 compiled on behalf of the Division.

MOTION: Trustee J. Lamouche moved that the Board of Trustees approve the 2024-2027 Capital Plan as presented.

**25879/24 CARRIED**

**11. Projected Enrollment**

Acting Superintendent Johnson provided an overview of the projected enrollment for the 2024-2025 school year. This report has been received and filed as information.

**12. May 2024 Board Meeting**

MOTION: Trustee McCamon moved that the Board of Trustees approve the date change for the May 2024 regular board meeting from May 31, 2024, to May 11, 2024, in Edmonton.

**25880/24 CARRIED**

*Break from 11:58 p.m. to 12:36 p.m.*

**13. FNMI Program Update**

Acting Superintendent Johnson presented the FNMI Program Report that Dr. Barb Laderoute conducted. The report reviewed the current First Nation, Metis and Inuit programs within the Division, which reviewed the Cree and Dene language programs



**NORTHLAND SCHOOL DIVISION  
REGULAR BOARD MEETING NO. 24-03  
MINUTES**

and the Land-Based Learning Program. This report was received and filed as information.

**14. What We Heard Report**

Acting Superintendent Johnson shared the final “What We Heard” report with the Board of Trustees. Northland School Division held in-person engagement sessions with all the schools within the division from November 2023 to February 2024. Participants were asked reflective questions to gather information and feedback about their schools.

The report consisted of more in-depth data and summaries from the parents, community members, teachers, staff, and students feedback. This report was received and filed as information.

**15. AERR Ad Hoc Committee**

MOTION: Trustee McCamon moved that the Board of Trustees approve the appointment of Board Chair Guild, Trustee McGillivray, Trustee J. Lamouche, and Trustee Fayant to the AERR Ad Hoc Committee.

**25881/24 CARRIED**

**16. Deputy Superintendent and Associate Superintendent Hiring Ad Hoc Committee**

MOTION: Trustee Rude moved that the Board of Trustees approve the appointment of Board Chair Guild, Trustee B. Lamouche, Trustee J. Lamouche, Trustee McCamon and Trustee Moberly to the Deputy Superintendent and Associate Superintendent Ad Hoc Committee.

**25882/24 CARRIED**

**G. MONITORING REPORTS**

- 1. The Board of Trustees received and filed the following reports:
  - a. Board Chair Highlights
  - b. Acting Superintendent Highlights
  - c. Deputy/Associate Superintendents Report

**H. PRELIMINARY DISCUSSION**

- 1. There was no preliminary discussion.



**NORTHLAND SCHOOL DIVISION  
REGULAR BOARD MEETING NO. 24-03  
MINUTES**

**I. ADJOURNMENT & CLOSING PRAYER/CULTURAL REFLECTION**

**1. Closing Prayer, Cultural Reflection or Reflection**

Trustee B. Lamouche provided the closing prayer, cultural reflection or reflection.

**2. Adjournment**

MOTION: Trustee McCamon moved that the Board of Trustees declare the meeting adjourned at 1:27 p.m.

**25883/24 CARRIED**

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Robin Guild, Board Chair

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Johan Glaudemans, Secretary-Treasurer



**Current Board Action Items:**

Meeting	Date of Meeting	Assigned To	Agenda Item	Task	Due Date	Status	Action
Board	26-Aug-2023	Administration	Financial Allocation Policy	Financial allocation drafted for October	19-Apr-2024	Complete	<b>April 12, 2024:</b> Item included in Board package <i>Principles and Assumptions Budget 2024-2025</i> "
Board	27-Oct-2023	Administration	School Budgets	Requested to add the student population and the cost per student to each school budget.	19-Apr-2024	Update	<b>April 19, 2024:</b> Projected Enrolment information included in people plan, presented to the Board
Board	17-Nov-2023	Administration	Board Expenses	A report of the last 12 months breakdown of Trustees honorarium and travel expenses side by side, month by month break it out,	28-Feb-2024	Complete	Item presented during March 15, 2024 Board meeting
Board	17-Nov-2023	Administration	Audit and Finance Committee	The Media Relations Manager to share on social media, LinkedIn, communicate to the schools to post on bulletin boards and to provide copies to the Board of Trustees.	27-Jan-2024	Update	<b>April 18, 2024:</b> Mandate has been discussed with Sandy Jacobson of Richerdson, next meeting May 21, 2024 with intent to have candidate(s) in place by the start of the 2024-2025 school year
Board	27-Jan-2024	Board, Administration	Pelican Mountain School Viability Report	Begin community consultation around potential school closure at Sandy Lake (As per Policy 15, section 5.2.1)	1-May-2024	In Progress	<b>Feb 15, 2024:</b> A community meeting is scheduled for March 11, 2024.
Board	27-Jan-2024	Administration	Board Concerns	EA Funding for Non First Nation students similar to Jordan's Principles; internal processes; board advocacy opportunities; current JP dollars we receive? and JP EA's this will provide	28-Feb-2024	Update	This will be part of the budget discussion and allocation.  <b>April 9 2024:</b> SLT met to identify how to ensure sufficient coverage for students not covered by JP funding.
Board	27-Jan-2024	Administration	Board Concerns	Hillview School Signage	28-Feb-2024	In Progress	The Hillview School Sign provides a space to post text announcements, but should be replaced with a sign that bears the name of the school and the school division.
Board	23-Feb-2024	Administration	Board Concerns	Suggested that NSD schools without resources to partner with neighbouring schools/jurisdictions to deliver more programming. Engage with Frog Lake about the possibility of using their facilities	30-Apr-2024	In Progress	Angela Sanregret has worked with them. She is contacting them to set up a meeting with their principal
Board	23-Feb-2024	Administration	Board Concerns	Present "Terms of Reference" for scholarships; partner with a post-secondary institute such as Portage to increase chances of getting more Indigenous educators - bursaries	30-Apr-2024	In Progress	Draft AP with changes in progress.
Board	23-Feb-2024	Administration	Board Concerns	Clean vacant areas that are NSD-owned of debris	30-May-2024	Complete	April 9, 2024: One final area of debris is due to be cleared. All other known areas have been cleared.
Board	23-Feb-2024	Administration	Financial Report	Provide the Board with a term to date of Board's expenditures	15-Mar-2024	Complete	Information has been presented during March 15, 2024 Board Meeting
Board	23-Feb-2024	Administration	Dual Credits	Contact NLC to discuss the possibility of partnering with a dual credit for the EA Certificate and bursary for high school students	30-Apr-2024	In Progress	
Board	15-Mar-2024	Administration	Board Concerns	Review trustee remuneration across the province to see if we are aligned with other school jurisdictions.	30-Apr-2024	In Progress	
Board	15-Mar-2024	Administration	Board Concerns	Check Education Act on membership for the Audit Committee	30-Apr-2024	Complete	<b>April 17, 2024:</b> Education Act 142(2) <i>The audit committee shall comprise at least 5 individuals and shall include 2 members who are not trustees.</i>
Board	15-Mar-2024	Administration	Board Concerns	Work with the East Prairie Metis Settlement to see if they repair the roads as they are deplorable	30-Apr-2024	Complete	<b>April 16, 2024:</b> Consultation done with Northland School Bus drivers who report back that road conditions are "dusty but fine"
Board	15-Mar-2024	Administration	Board Concerns	Include in the trustees portfolio binders: wellness data and funding; breakout on funding and lunch programs	30-May-2024	In Progress	
Board	15-Mar-2024	Administration	Board Concerns	Draft a letter for parents/community members to lobby for Capital Plan Projects	30-May-2024	In Progress	
Board	15-Mar-2024	Administration	Board Concerns	Speak with KTCEA on extra curricular activities, sports program, land-based learning etc.	30-May-2024	Update	Met with KTCEA on March 18, 2024 to discuss potential partnerships around these items; Cal attended their session at CASS.



NORTHLAND SCHOOL DIVISION  
**ADMINISTRATION RECOMMENDATION TO THE BOARD**

**TO:** THE BOARD OF TRUSTEES **DATE:** APRIL 19, 2024  
**SUBMITTED BY:** Cal Johnson, Superintendent of Schools  
**SUBJECT:** Approval of Consent Agenda  
**REFERENCE(S) & ATTACHMENTS:**

**RECOMMENDATION**  
THAT the Board of Trustees approves the consent agenda, which approves the following items:

- C1 - Board Chair Report
- C2 - Superintendent Report
- C3 - Trustee Activity/ Committee and/or Board Representative/Association Reports

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**BACKGROUND:**

The consent agenda process is based on the assumption that everyone reads all the consent agenda items and asks questions outside the meeting. Questions about the items can be directed to the Superintendent, who will answer them by email, letting all trustees know the question and the response.

Consent agenda items can be pulled from the consent agenda and put into the regular agenda if a trustee feels there needs to be action on something contained in the item. This needs to be done prior to the approval of the agenda and simply requires a trustee to request the item be pulled from the consent agenda and placed on the regular agenda.

**RISK ANALYSIS:**



NORTHLAND SCHOOL DIVISION  
**BOARD CHAIR REPORT TO THE BOARD**

**TO:** THE BOARD OF TRUSTEES **DATE:** APRIL 19, 2024  
**SUBMITTED BY:** Robin Guild, Board Chair, Ward 7  
**SUBJECT:** Board Report as of April 12, 2024

March 11, 2024	Pelican Mountain School Closure Community Meeting via Zoom
March 13, 2024	NSD PD Opening Remarks
March 14, 2024	Board Governance Workshop AERR Planning Ad Hoc Committee Meeting
March 21, 2024	Chipewyan Lake School PAC Meeting
March 25, 2024	Legal Counsel Meeting via Zoom
April 2, 2024	Agenda Review Policy Committee Meeting
April 8, 2024	Deputy and Associate Superintendents Shortlisting, Edmonton
April 10, 2024	St. Theresa School Council Meeting
April 12, 2024	Alberta Education Meeting



# Superintendent's Report

## C. Johnson

April 10, 2024

<b>Admin Association Meeting</b>	<b>March 7, 2024</b>
Met with D. Powers with the Admin Association Meeting.	
<b>Principal One-on-One Meetings</b>	<b>March 8, 2024</b>
Met with principals one-on-one throughout the day to discuss their schools and how to provide additional support if needed.	
<b>Pelican Mountain School Closure Community Meeting</b>	<b>March 11, 2024</b>
Attended and facilitated the Pelican Mountain School Closure Community Meeting in Sandy Lake.	
<b>NSD Restorative Practices PD Session</b>	<b>March 13, 2024</b>
Attended the NSD Restorative Practice PD Session virtually.	
<b>Legal Meeting</b>	<b>March 13, 2024</b>
Met with legal counsel to discuss legal issues.	
<b>Board Governance Workshop</b>	<b>March 14, 2024</b>
Participated in the Board Governance Workshop that was facilitated by Dr. Cindi Vaselenak with the Alberta School Board Association (ASBA).	
<b>Corporate Board Meeting</b>	<b>March 15, 2024</b>
Attended the monthly Corporate Board.	
<b>AERR Planning Ad Hoc Committee Meeting</b>	<b>March 15, 2024</b>
Attended the AERR Planning Ad Hoc Committee Meeting with Trustees and Acting Deputy Superintendent Meunier.	
<b>Central Office PD Session</b>	<b>March 18, 2024</b>
Attended the Central Office PD Session on Restorative Practices led by Caroline Gosling.	
<b>KTCEA Meeting</b>	<b>March 18, 2024</b>
Met with the Administration from KTCEA to discuss potential areas of collaboration such as athletics, shared cultural learning opportunities and possible other resources.	



<b>Principals' Meeting</b>	<b>March 19, 2024</b>
Attended the monthly Principals' Meeting virtually.	
<b>CASS Annual Learning Conference</b>	<b>March 20 - 22, 2024</b>
Attended the CASS Annual Learning Conference in Edmonton.	
<b>Gift Lake Mètis Settlement Meeting</b>	<b>March 25, 2024</b>
Attended the meeting with the Gift Lake Mètis Settlement with Vice Chair Fayant and Deputy Superintendent Meunier.	
<b>Legal Meeting</b>	<b>March 25, 2024</b>
Met with legal counsel to discuss legal issues.	
<b>Grouard School Visit</b>	<b>March 25, 2024</b>
Visited Grouard School and met with the Principal.	
<b>Principal Advisory Committee Meeting</b>	<b>March 27, 2024</b>
Met with the Principal Advisory Committee to discuss professional learning.	
<b>Alberta Education Oversight Committee Meeting</b>	<b>March 27, 2024</b>
Met with the Alberta Education Oversight Committee to discuss attendance.	
<b>Agenda Review Committee Meeting</b>	<b>April 2, 2024</b>
Attended the monthly Agenda Review Committee to review and discuss the agenda for April's Corporate Board Meeting.	
<b>Policy Committee Meeting</b>	<b>April 2, 2024</b>
Attended the Policy Committee Meeting to review and discuss Policy 7 Appendix C & D and Policy 17.	
<b>Preserving Choice for Children and Youth Engagement Session</b>	<b>April 4, 2024</b>
Participated in the virtual Preserving Choice for Children and Youth engagement session that was hosted by Alberta Education.	
<b>Deputy and Associate Superintendents Shortlisting</b>	<b>April 8, 2024</b>
Met with Consultant Gunderson and members from the Deputy and Associate Superintendents Ad Hoc Hiring Committee to review resumes and shortlist.	
<b>Executive Planning Sessions</b>	<b>April 9-10, 2024</b>
Met with the Executive Team to discuss planning strategies for the 2024-2025 school year.	

<b>PSBC Meeting and Professional Learning</b>	<b>April 11-12, 2024</b>
Attended the PSBC meeting and professional learning session in Edmonton.	





NORTHLAND SCHOOL DIVISION  
**ADMINISTRATION INFORMATION ITEM**

**TO:** THE BOARD OF TRUSTEES **DATE:** APRIL 19, 2024  
**SUBMITTED BY:** Johan Glaudemans, Secretary-Treasurer  
**SUBJECT:** Monthly Financial Report  
**REFERENCE(S):**  
**ATTACHMENTS:** Monthly Financial Report as of March 31, 2024

**INFORMATION ITEM**  
The Monthly Financial report for the month of March 31, 2024 has been received as information and filed.

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**BACKGROUND:**

**RISK ANALYSIS:**



**NORTHLAND SCHOOL DIVISION**  
**As at March 31, 2024**  
**Statement of Revenues and Expenses**

REVENUE	Budget				
	2023-24	YTD Budget	YTD Actual	Variance	%
Alberta Education	\$ 44,698,045	\$ 26,073,860	\$ 22,405,846	\$ (3,668,014)	(14)
Federal Government & First Nations	9,880,018	5,763,344	7,603,934	1,840,590	32
Other Revenue	1,870,899	1,091,358	1,027,392	(63,966)	(6)
	<u>\$ 56,448,962</u>	<u>\$ 32,928,561</u>	<u>\$ 31,037,172</u>	<u>\$ (1,891,390)</u>	<u>(6)</u>
<b>EXPENSES</b>					
Schools	\$ 22,045,761	\$ 12,860,027	\$ 12,973,658	\$ (113,631)	(1)
Instructional Support	7,124,845	4,156,160	4,192,882	(36,722)	(1)
Instructional Supply	7,010,427	4,089,416	2,727,733	1,361,683	33
Transportation	3,854,628	2,248,533	2,322,369	(73,836)	(3)
Operations and Maintenance	9,076,052	5,294,364	5,010,994	283,370	5
External Services	3,857,191	2,250,028	2,268,660	(18,632)	(1)
System Administration	2,563,525	1,495,390	1,892,291	(396,901)	(27)
Corporate Board	453,068	264,290	298,599	(34,309)	(13)
Insurance (Buildings)	915,597	534,098	534,098	-	-
	<u>\$ 56,901,094</u>	<u>\$ 33,192,305</u>	<u>\$ 32,221,284</u>	<u>\$ 971,021</u>	<u>3</u>
<b>NET SURPLUS (DEFICIT)</b>	<u>\$ (452,132)</u>	<u>\$ (263,744)</u>	<u>\$ (1,184,112)</u>	<u>\$ (920,369)</u>	<u>349</u>

**VARIANCE ANALYSIS**

**Overall - At the end of the seventh month we are on track with our revenues, expenditures and planned use of reserve funds.**

**Revenues**

Revenues received have been less than planned due to timing variances and slightly reduced enrolment.

There is also a shift in the provincial vs. federal student mix. A deep analysis is underway.

The Transportation grant is being reduced based on the actual count.

**Expenses**

Expenses are lower than budget (3%) due to spending slightly below forecast in instructional supply and maintenance.

Certified salaries and benefits are 9% lower than budgeted due to vacancies in positions and positive cost variances.

Uncertified salaries and benefits incorporate staffing changes related to the Superintendent Entry Plan, unbudgeted Jordans Principle staff and benefits inflation.

Transportation is slightly over budget based on winter repairs and maintenance slightly higher than forecast.

Operations and Maintenance expenses are being monitored closely. Utility and maintenance cost pressures continue. The focus on capital works this year has also reduced expenses.

System Administration costs include restructuring and pooled costs for other programs, which will be allocated to each program.

External Services are also being monitored closely to ensure Housing operations and renovations remain on budget.

**Salaries and Benefits Detail**

Certificated salaries and benefits	\$ 20,021,665	\$ 11,679,305	\$ 10,581,462	\$ 1,097,843	9
Uncertificated salaries and benefits	14,150,837	8,254,655	10,379,098	(2,124,443)	(26)
	<u>\$ 34,172,502</u>	<u>\$ 19,933,960</u>	<u>\$ 20,960,560</u>	<u>\$ (1,026,601)</u>	<u>(5)</u>



NORTHLAND SCHOOL DIVISION  
**ADMINISTRATION INFORMATION ITEM**

**TO:** THE BOARD OF TRUSTEES **DATE:** APRIL 19, 2024

**SUBMITTED BY:** Mark Owens, Acting Associate Superintendent

**SUBJECT:** Student Engagement, Attendance, and Completion Report

**REFERENCE(S):**

**ATTACHMENTS:** Student Engagement, Attendance, and Completion Report  
March 2024

<b>INFORMATION ITEM</b>
The Student Engagement, Attendance, and Completion report for the month of March has been received as information and filed.

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<b>BACKGROUND:</b>
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<b>RISK ANALYSIS:</b>
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## The Northland School Division

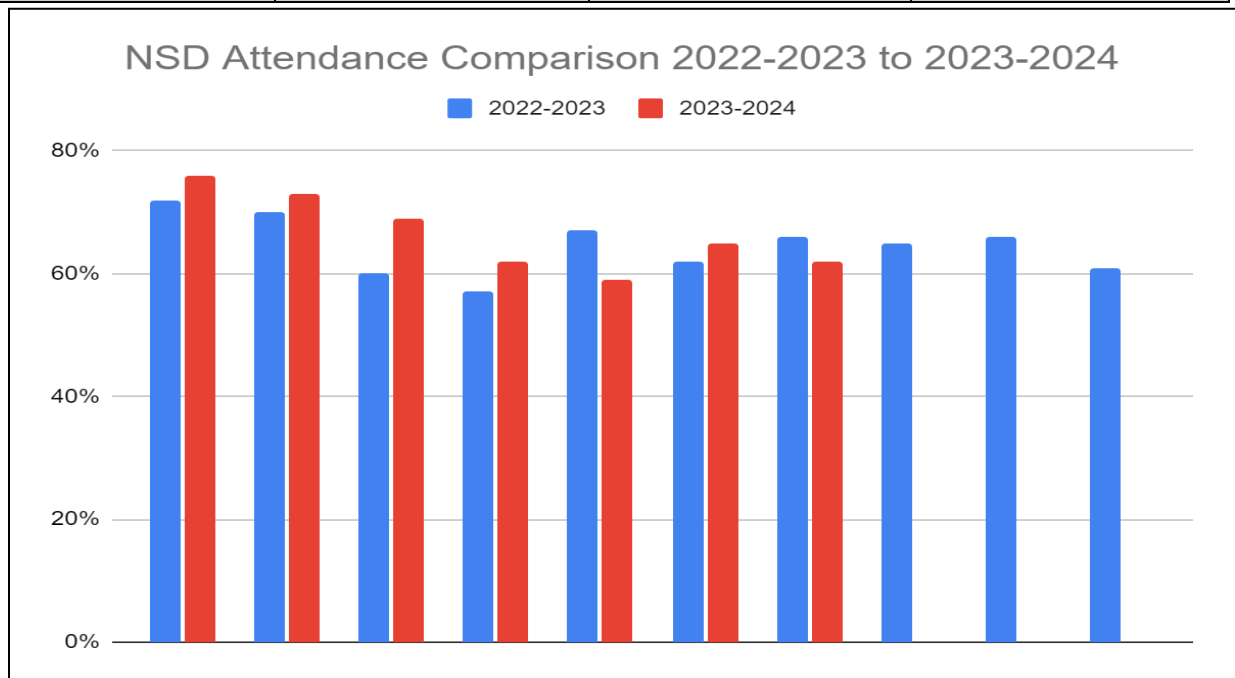
Director of Student Engagement, Attendance and Completion  
Board Attendance Report

**April 2024**

Monthly Attendance Rates from the previous year to the current year (2022-2023 to 2023-2024)

*Strategy 1.1: Standardize attendance tracking processes*

Month	2022-2023	2023-2024	Difference
September	72%	76%	4%
October	70%	73%	3%
November	60%	69%	9%
December	57%	62%	5%
January	67%	59%	-8%
February	62%	65%	3%
March	66%	62%	-4%
April	65%		
May	66%		
June	61%		
<b>Year End</b>	<b>65%</b>		



## Highlights

- There were over 100 students in both K-3 and Grades 4-6 with 90% or more attendance for March
  - K-3: 112
  - Gr 4-6: 101
- 7 schools had an increase from March of 2023 to March of 2024

### March 2023 to March 2024 attendance rates by individual school

School	March 2023	March 2024
Anzac	77%	78%
Bill Woodward	67%	62%
Bishop Routhier	72%	56%
Calling Lake	59%	63%
Chipewyan Lake	69%	76%
Conklin	76%	65%
Elizabeth	79%	67%
Father R Perin	53%	46%
Gift Lake	65%	60%
Grouard Northland	78%	74%
Hillview	78%	62%
JF Dion	82%	67%
Mistassiniy	53%	53%
Northland Online	42%	49%
Paddle Prairie	55%	57%
Pelican Mountain	82%	96%
St. Theresa	81%	72%
Susa Creek	70%	72%



### Individual School Attendance rates by percentile for March 2024

School	95-100	90-94	80-89	70-79	60-69	50-59	Below 50
Anzac	21%	22%	17%	12%	14%	3%	10%
Bill Woodward	4%	9%	15%	15%	19%	10%	28%
Bishop Routhier	0%	2%	10%	20%	19%	19%	31%
Calling Lake	7%	11%	14%	8%	19%	12%	30%
Chipewyan Lake	8%	23%	23%	12%	23%	0%	12%
Conklin	20%	15%	0%	5%	15%	15%	30%
Elizabeth	3%	9%	21%	18%	25%	10%	14%
Father R Perin	0%	4%	10%	14%	4%	14%	53%
Gift Lake	3%	11%	14%	21%	12%	8%	31%
Grouard Northland	24%	14%	7%	24%	3%	14%	14%
Hillview	0%	0%	18%	9%	35%	18%	21%
JF Dion	7%	11%	30%	16%	11%	7%	19%
Mistassiniy	3%	8%	12%	14%	8%	12%	43%
Northland Online	12%	9%	9%	5%	11%	5%	50%
Paddle Prairie	0%	5%	20%	17%	14%	8%	37%
Pelican Mountain	67%	33%	0%	0%	0%	0%	0%
St. Theresa	9%	17%	25%	9%	11%	12%	16%
Susa Creek	15%	15%	7%	26%	15%	11%	11%

### Attendance % by grade division (K-3, 4-6, 7-9 and High School) for 2023-2024

	Grades K-3	Grades 4-6	Grades 7-9	Grades 10-12
<b>September</b>	80%	81%	71%	66%
<b>October</b>	79%	78%	68%	61%
<b>November</b>	73%	75%	64%	56%
<b>December</b>	67%	68%	61%	52%
<b>January</b>	62%	64%	60%	55%
<b>February</b>	71%	71%	58%	54%
<b>March</b>	69%	68%	54%	49%

**Celebrating the success with excellent school attendance rates for March!!!**

*Strategy 2.3: Create an atmosphere of respect and appreciation for individuals*

School	Principal	March Attendance
Anzac	Amy Savill	78%
Chipewyan Lake	Brittney Lyon	76%
Pelican Mountain	Shelley Stevenson	96%

**Monthly Attendance Winners (Drawn from all students attending 90% or higher during the month of March 2024)**

*Strategy 2.3: Create an atmosphere of respect and appreciation for individuals*

Grade Level	Name	School
K-3	Ember Estabrooks	Anzac
4-6	Layla Cardinal	Calling Lake
7-9	Jordan Mugerwa	Mistassiniy
10-12	Daryn Alook-Auger	Mistassiniy



NORTHLAND SCHOOL DIVISION  
**ADMINISTRATION INFORMATION ITEM**

**TO:** THE BOARD OF TRUSTEES **DATE:** APRIL 19, 2024  
**SUBMITTED BY:** Cal Johnson, Superintendent of Schools  
**SUBJECT:** Monthly Enrollment  
**REFERENCE(S):**  
**ATTACHMENTS:** Monthly Enrollment as of April 9, 2024

<b>INFORMATION ITEM</b>
The monthly enrollment report as of April 9, 2024 has been received as information and filed.

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<b>BACKGROUND:</b>
The administration will provide a monthly update on student enrollment.
<b>RISK ANALYSIS:</b>
It is important for the Division to be aware of student enrollments, as this affects how Northland is able to organize and deliver services. A monthly update will be provided to the Board as information.



NORTHLAND SCHOOL DIVISION  
**ADMINISTRATION INFORMATION ITEM**

Schools	Sept 2023	<b>SEPT 30</b>	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	April 2024
Anzac Community School	92	<b>89</b>	89	90	90	90	90	86	90
Bill Woodward School	99	<b>91</b>	92	92	96	94	97	96	94
Bishop Routhier School	55	<b>54</b>	54	52	51	56	58	60	59
Calling Lake School	118	<b>109</b>	115	115	114	114	118	117	119
Career Pathways School	99	<b>100</b>	105	109	117	120	124	126	130
Chipewyan Lake School	23	<b>25</b>	25	25	25	25	25	25	26
Conklin Community School	14	<b>18</b>	18	19	20	20	20	20	20
Elizabeth School	102	<b>104</b>	104	102	98	99	96	98	91
Father R. Perin School	72	<b>69</b>	67	71	71	72	72	71	70
Gift Lake School	119	<b>121</b>	116	119	122	126	128	127	131
Grouard Northland School	25	<b>28</b>	31	31	30	31	31	31	29
Hillview School	30	<b>30</b>	30	32	37	35	36	37	34
J.F. Dion School	53	<b>55</b>	56	56	57	57	57	57	57
Mistassiniy School	360	<b>323</b>	323	319	316	316	314	310	308
Northland Online School	56	<b>41</b>	44	51	59	61	61	65	68
Paddle Prairie School	107	<b>116</b>	115	117	120	121	125	127	126
Pelican Mountain School	4	<b>4</b>	3	2	2	2	3	3	3
St. Theresa School	267	<b>256</b>	254	257	259	260	259	258	258
Susa Creek School	21	<b>25</b>	26	26	27	28	28	27	30
<b>TOTAL</b>	<b>1716</b>	<b>1658</b>	<b>1667</b>	<b>1685</b>	<b>1711</b>	<b>1727</b>	<b>1742</b>	<b>1741</b>	<b>1743</b>



# Northland School Division

## 2024-2025 School Calendar

August 2024						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

OD 5

ID 0

September 2024						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

OD 19

ID 19

October 2024						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

OD 22

ID 20

November 2024						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

OD 19

ID 18

December 2024						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

OD 15

ID 15

January 2025						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

OD 20

ID 19

February 2025						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

OD 18

ID 14

March 2025						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

OD 20

ID 19

April 2025						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

OD 16

ID 16

May 2025						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

OD 20

ID 20

June 2025						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

OD 19

ID 18

July 2025						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- Non-Operational Day - No school for staff or students
- Teachers Only - No school for students
- Teacher Prep Day - No school for students

Semester 1: 91 days  
Semester 2: 87 days

Operational Days 191 (193 minus 2 site based Wellness Days = 191)  
Instructional Days (178 minus 1 local PD days and 2 wellness days = 175 days)  
Semester 1 Ends January 30

August	26	First Day for Staff
August	26 to 29	School Organizational Days
August	30	Teacher Prep Day
Sept	2	Labour Day - Non-Operational Day
Sept	3	First Day for Students
Sept	30	National Day for Truth and Reconciliation: Non-Operational day
Oct	14	Thanksgiving Day: Non-Operational Day
Oct	24	Divisional PD Day
Oct	25	Divisional PD Day
Nov	1	Metis Settlement Day: Non-Operational Day
Nov	8	Divisional PD Day
Nov	11	Remembrance Day: Non-Operational Day
Dec 23 to Jan 3		Christmas Break - No school for staff or students
Jan 6		Classes resume

Jan	31	Divisional PD Day - No school for students
Feb	10	Professional Learning Day - No school for students
Feb	11	Divisional PD Day - No school for students
Feb	12	Non-operational day - No school for staff or students
Feb	13 & 14	Teacher Convention - No school for students
Feb	17	Family Day: Non-Operational Day
March	14	Divisional PD Day - No school for students
March 31 to April 4		Spring Break - Non-Operational Days
April 18 & 21		Easter Weekend - Non-Operational Days
May	16	Non-Operational Day - No school for staff or students
May	19	Victoria Day: Non-Operational Day
June	20	Non-Operational day - No school for staff or students
June	26	Last Day for Students
June	27	Last Day for Staff



NORTHLAND SCHOOL DIVISION

**ADMINISTRATION RECOMMENDATION TO THE BOARD**

**TO:** THE BOARD OF TRUSTEES

**DATE:** APRIL 19, 2024

**SUBMITTED BY:** Robin Guild, Board Chair

**SUBJECT:** Policy 2 - Role of the Board

**ATTACHMENTS:** Policy 2 - Role of the Board

**RECOMMENDATION:**

**THAT the Board of Trustees approves the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 2 - Role of the Board.**

\*\*\*\*\*

**BACKGROUND:**

The Board of Trustees reviewed this policy on January 26, 2024, and sent it for legal review. Legal's recommendations are highlighted in gray.

**RISK ANALYSIS:**



## POLICY 2 ROLE OF THE BOARD

The Board is a corporate entity established by the provincial legislature and given authority by the Education Act, the Northland School Division Act, and the attendant regulations. Board means Board of Trustees.

The Board is responsible for providing an education system that is organized and operated in the best interests of the students and the communities it serves. It exercises this responsibility through the setting of effective policies, clear strategic direction, the wide use of resources, and good monitoring practices.

### SPECIFIC AREAS OF RESPONSIBILITY

1. Accountability for Student Learning and Wellness
  - 1.1 Provide overall direction for the Division by establishing the vision, mission/commitment, beliefs, and values.
  - 1.2 Support & ensure the establishment of a welcoming, caring, respectful, safe, and healthy learning and work environment.
  - 1.3 Ensure Board policies respect local cultural goals, values, and traditions.
  - 1.4 Enable each community to guide and shape the building of culture, values, and traditions in their local school.
  - 1.5 Enable supports for children regarding the impacts of residential school legacy.
  - 1.6 Enable processes to support quality teaching.
  - 1.7 Closely monitor the effectiveness of each school in achieving student success, establishing priorities and learning from other key performance indicators.
  - 1.8 Initiate school and program reviews as necessary to ensure the achievement of outcomes and student success.
  - 1.9 Annually approve the process and timelines for refining the Three-Year Education Plan.
  - 1.10 In consultation with communities, identify Division priorities at the outset of the annual Three-Year Education planning process.
  - 1.11 Annually approve the “rolling” Three Year Assurance Model Framework/ Education Plan-and the Annual Education Results Report for submission to Alberta Education and for public distribution.
2. Engagement
  - 2.1 Engage at least once within the 12-month period immediately following each general election with respect to the establishment of the Board’s strategic direction with:
    - 2.1.1 the wards;





## POLICY 2 ROLE OF THE BOARD

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- 2.1.2 First Nations, Metis, Municipalities and other communities for which the Board provides educational services;
- 2.1.3 Treaty 8 First Nations of Alberta;
- 2.1.4 the Metis Settlements General Council; and
- 2.1.5 The Council of School Councils.
- 2.2 Meet with the Council of School Councils (COSC) at least once a term.
- 2.3 Enable and support the meeting of Ward Councils at least once each school year.
- 3. Community Assurance
  - 3.1 Make informed decisions representing the entire Division's best interests and honour community diversity.
  - 3.2 Establish ongoing plans for collaborative work between the Division and First Nations and Métis Settlements.
  - 3.3 Report Division outcomes to the community at least annually.
  - 3.4 Develop appeal procedures and hold hearings as required by statute and/or Board policy.
  - 3.5 Model a culture of respect and integrity.
  - 3.6 Maintain transparency in all fiduciary aspects.
  - 3.7 Ensure Board processes and procedures respect local culture, values and traditions.
  - 3.8 School facilities and grounds shall be kept to a high standard.
- 4. Accountability to the Provincial Government
  - 4.1 Act in accordance with all statutory requirements to implement provincial standards and policies.
  - 4.2 Perform Board functions required by governing legislation and existing Board policy.
  - 4.3 Ensure all students, teachers and Division leaders learn about First Nations, Métis and Inuit perspectives, experiences and contributions throughout history, treaties, and the history and legacy of residential schools.
- 5. Fiscal Accountability
  - 5.1 Within the context of results-based budgeting, approve budget assumptions/principles and establish priorities at the outset of the budget process.
  - 5.2 Approve the annual budget and allocation of resources to achieve desired results.



## POLICY 2 ROLE OF THE BOARD

- 5.3 Approve, if any, annual fees for instructional resources, transportation and tuition.
  - 5.4 Approve expense reimbursement rates.
  - 5.5 Approve substantive budget adjustments when necessary.
  - 5.6 Enable the development of reciprocal partnership agreements to collectively enhance support and services for all students, including those attending First Nations-operated schools.
  - 5.7 Approve **all** tenders/purchases/contracts/lease agreements over one hundred twenty-five thousand dollars (\$125,000).
  - 5.8 Ensure fair tender and bid processes.
  - 5.9 Monitor the fiscal management of the Division through receipt of, at minimum, quarterly variance analyses and year-end projections.
  - 5.10 Receive and approve the annual Audit Plan.
  - 5.11 Receive the Audit Report and ensure the management letter recommendations are addressed.
  - 5.12 Approve annually the Three-Year Capital Plan for submission to Alberta Education.
  - 5.13 Approve borrowing for capital expenditures within provincial restrictions.
  - 5.14 Set the parameters for negotiations after soliciting advice from the Superintendent and others.
  - 5.15 At its discretion, ratify Memoranda of Agreement with bargaining units.
  - 5.16 Approve the Superintendent's contract.
  - 5.17 Approve annually the signing authorities for the Division.
  - 5.18 Approve transfer of funds to/from reserves.
  - 5.19 Approve investment parameters.
  - 5.20 Ensure all non-instructional programs are regularly reviewed to test the programs' relevancy, effectiveness and efficiency against desired outcomes.
6. Board/Superintendent Relations ("First Team")
    - 6.1 Select the Superintendent; provide for succession planning as required.
    - 6.2 Provide the Superintendent with clear corporate direction.
    - 6.3 Delegate, in writing, administrative authority and identify responsibility subject to provisions and restrictions in the Education Act.
    - 6.4 Respect the authority of the Superintendent to carry out executive action and support the Superintendent's actions which are exercised within the delegated



## POLICY 2 ROLE OF THE BOARD

- discretionary powers of the position.
- 6.5 Demonstrate mutual respect and support, which is then conveyed to the staff and the community.
  - 6.6 Annually evaluate the Superintendent, in accordance with a pre-established performance appraisal mechanism.
  - 6.7 Annually review the compensation of the Superintendent.
  - 6.8 See also Policy 2 Appendix D Board and Superintendent Communication Guidelines.
  - 6.9 **Written resolutions require board approval [Note: what is the objective with this? That minutes should be taken regarding written resolutions?]**
- 7. Board Development
    - 7.1 Annually review and approve the Board work plan.
    - 7.2 Develop a professional development plan for governance excellence in fiduciary, strategic and generative engagement modes.
    - 7.3 Annually evaluate Board effectiveness in meeting performance indicators in the annual Assurance and Education Plans.
  - 8. Policy
    - 8.1 Identify how the Board is to function.
    - 8.2 **Annually** Develop/revise policies using an engagement process, when appropriate.
    - 8.3 On a regular basis, monitor policy currency, relevancy and effectiveness.
  - 9. Political Advocacy
    - 9.1 Act as an advocate for public education and the Division.
    - 9.2 Identify issues for advocacy on an ongoing basis.
    - 9.3 Develop a plan for advocacy, including focus, key messages, relationships and mechanisms.
    - 9.4 Promote regular meetings and maintain timely, frank and constructive communication with locally elected officials.
    - 9.5 Arrange meetings with elected provincial and federal government officials to communicate and garner support for education in local communities.

### SELECTED RESPONSIBILITIES

The Board shall **act in accordance with those board responsibilities set out in section 33 of the**



## POLICY 2 ROLE OF THE BOARD

### Education Act as amended from time to time and shall:

1. Acquire and dispose of land and buildings; ensure titles to or enforceable long-term interests in land, are in place before capital project construction.
2. Approve school attendance areas.
3. Establish entrance ages for student admission.
4. Approve locally developed/acquired courses for students.
5. Name schools and other Division-owned facilities.
6. Approve Division Calendar Framework and school calendar(s).
7. Provide for recognition of students, staff and community.
8. Approve leases, and agreements with municipal authorities; ensure leases are in place for all schools situated on Métis Settlement lands.
9. Approve all international field trips and out-of-province field trips in excess of three (3) school days.

### ORIENTATION

Trustees must be adequately briefed concerning existing Board policy and practice, statutory requirements, initiatives and long-range plans to ensure continuity and facilitate the smooth transition from one Board to the next following an election.

The Board believes an orientation program is necessary for effective trusteeship.

1. The Board Chair and Superintendent are responsible for ensuring the development and implementation of the Division's orientation program for trustees.
2. The Superintendent shall provide each trustee with access to the references listed in Policy 3 Appendix "Services, Materials and Equipment Provided to Trustees" at the Organizational Meeting following a general election or at the first regular meeting of the Board following a by-election.
3. In the year of an election, the Division will host a preliminary orientation session for all elected candidates prior to the Organizational Meeting, which will include a review of and an expression of interest in Board assignments and committees.



## POLICY 2 ROLE OF THE BOARD

4. The Division will offer an orientation program for all trustees that provides information on:
  - 4.1 Role of the trustee, ward councils and school councils
  - 4.2 Board policies, agendas and minutes;
  - 4.3 The organizational structure and administrative procedures of the Division;
  - 4.4 Existing Division initiatives, annual reports, budgets, financial statements and long-range plans;
  - 4.5 Division programs and services;
  - 4.6 Divisional Community/School Overview
  - 4.7 Board's function as an appeal body;
  - 4.8 Statutory and regulatory requirements, including responsibilities with regard to conflict of interest;
  - 4.9 Meeting rules and guidelines including Robert's Rules of Order, meeting etiquette, and key procedures.
  - 4.10 Trustee remuneration, expenses and associated processes.
  - 4.11 Technology Orientation
  - 4.12 **Trustee handbook; budgeting training**
  
5. The orientation program may also include:
  - 5.1 A tour of the offices and the opportunity to meet Division Office staff.
  - 5.2 A tour of the schools and the opportunity to meet principals and staff.
  
6. The Division will provide support within the Board governance budget for trustees attending provincial association-sponsored orientation seminars.

Legal Reference: Section 33, 51, 52, 53, 54, 60, 67, 139, 222 Education Act  
 Fiscal Planning and Transparency Act  
 Borrowing Regulation  
 Investment Regulation  
 School Fees Regulation  
 Trust and Reconciliation Commission Calls To Action  
 Local Authorities Elections Act  
 Northland School Division Act  
**Board Procedures Regulation**  
 Results-Based Budgeting Act  
 Disposition of Property Regulation  
 Early Childhood Services Regulation



NORTHLAND SCHOOL DIVISION

**ADMINISTRATION RECOMMENDATION TO THE BOARD**

**TO:** THE BOARD OF TRUSTEES

**DATE:** APRIL 19, 2024

**SUBMITTED BY:** Robin Guild, Board Chair

**SUBJECT:** Policy 3 - Role of a Trustee

**ATTACHMENTS:** Policy 3 - Role of a Trustee

**RECOMMENDATION:**

**THAT the Board of Trustees approves the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 3 - Role of a Trustee.**

\*\*\*\*\*

**BACKGROUND:**

The Board of Trustees reviewed this policy on January 26, 2024, and sent it for legal review. Legal's recommendations are highlighted in gray.

**RISK ANALYSIS:**

## **POLICY 3 ROLE OF A TRUSTEE**

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The role of the Trustee is to contribute to the Board as it carries out its mandate in order to achieve its vision, core purpose and goals. The Oath of Office taken by each trustee when s/he assumes office binds that person to work diligently and faithfully in the cause of public education. The Board of Trustees is a corporation. The decisions of the Board in a properly constituted meeting are those of the corporation. Individual trustees exercise an effective decision-making role in the context of corporate action.

A Trustee only has authority when so delegated by a motion of the Board. In such cases, the actions of the trustee are those of the Board, which is then responsible for them. A trustee acting individually has only the authority and status of any other citizen of the Division. Individual trustees do not have the authority to direct the Division's Administration and staff. Trustees shall also carry out their responsibilities diligently as detailed in Policy 4 Trustee Code of Conduct.

### **SPECIFIC RESPONSIBILITIES OF INDIVIDUAL TRUSTEES**

1. Recognize his/her fiduciary responsibility to the Division to act in the best interests of all students of the Division, understanding that Division needs are paramount.
2. Recognize and model the leadership role of a Trustee, including areas such as knowledge of governance, education promising practices, use of technology and independence.
3. When attending to business matters outside of the Division, represent the Division's best interests.
4. Become familiar with Division policies and procedures, meeting agendas and reports in order to participate in Board business and effectively interact with individuals.
5. Ensure opportunities are provided for the engagement of parents, students and the community in matters related to education.
6. Respectfully bring forward and advocate for school community issues and concerns.
7. Refer matters not covered by Board policy, but requiring a corporate decision, to the Board for discussion.
8. Refer concerns about individuals and administrative matters to the Superintendent or Associate Superintendent only.
9. Deal with complaints or inquiries as per Policy 3 Appendix B Trustee and Administration Working Relationships Guidelines.
10. Keep the Superintendent/Associate Superintendent and the Board informed in a timely manner of all matters coming to his/her attention that might affect the Division.
  - 10.1. Personnel matters are to be brought to the attention of the Superintendent or Associate Superintendent only.

## POLICY 3 ROLE OF A TRUSTEE

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- 10.2. Inform the Chair of sensitive issues in a timely manner so they can ensure the information gets into the proper process(s) so that all Trustees, the Superintendent and others are informed as needed.
11. See also Policy 2 Appendix D Board and Superintendent Communication Guidelines.
12. Attend Board meetings, and Committee meetings as assigned, having read all materials and be prepared to participate in and contribute to the decisions of the Board in order to help ensure the best decisions possible for education within the Division.
13. Inform the Chair and Executive Administrative Assistant to Corporate Services if unable to attend a meeting and/or committee meeting so an alternate can be arranged and briefed.
14. When delegated responsibility, will exercise such authority within the defined terms of reference in a responsible and effective way.
15. All Trustees are expected to attend all aspects of the orientation program.
16. Participate in Board/Trustee development sessions.
17. Be cognizant of provincial, national and international educational issues and trends.
18. Share the materials and ideas gained with fellow Trustees at a Board meeting following a Trustee development activity.
19. Strive to develop a positive and respectful learning and working culture within the Board and with school councils.
20. Be mindful of costs and help ensure the Board stays within its own budget.
21. Ward responsibilities include:
  - 21.1. Develop and nurture effective two-way communication with school councils and school community(s). See also Policy 3 Appendix B Trustee and Administration Working Relationships Guidelines.
  - 21.2. Attend school council meetings as possible, when invited.
  - 21.3. Attend Ward Council meetings.
  - 21.4. Attend school activities, including graduations as realistically as possible.
  - 21.5. Maintain good relationships with other organizations in your Ward toward the goal of enhancing the success of students.
22. Attend Division functions/events as regularly as possible.
23. Become familiar with, and adhere to, the Education Act and Trustee Code of Conduct.
24. Report any violation of the Trustee Code of Conduct to the Board Chair, or where applicable, to the Vice-Chair.
25. Incumbent Trustees are encouraged to help newly elected Trustees become informed about history, functions, policies, procedures, trends/challenges and successes.



## POLICY 3 ROLE OF A TRUSTEE

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26. Ensure a good knowledge and understanding of First Nations, Métis and Inuit perspectives, experiences and contributions throughout history, such as treaties and the history and legacy of residential schools.
27. Develop and increase technology skills and knowledge to enhance communication, cost efficiencies, environmental stewardship and leadership skills.
28. The interest of the Division is paramount to all other interests
29. Any monies owing to the trustee will be retained until all equipment has been returned to the Division [Note: what type of “monies” is intended here. This should be clarified.]
30. Develop positive and respectful learning and working relationships within the Board and the Division
31. Do not disclose or share information from other trustees unless permission has been given. [Note: this may be too limiting. It means that nothing that is said by one trustee to another trustee, can be shared to a third trustee with permission from that trustee who initially had shared information, and this, at all times. Is this the intent?]
32. Resolve differences constructively and in the best interests of the Division
33. Declare all and any pecuniary conflicts of interest between personal life and/or business interests and the trustee’s position on the board.
34. Maintain the integrity of the trustees, the Board as a whole and employees
35. Respect confidentiality of discussions that take place in closed sessions

Legal Reference: Section 33, 34, 51, 52, 53, 64, 67, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 222 Education Act  
Section 16, Notaries and Commissioners Act



NORTHLAND SCHOOL DIVISION

**ADMINISTRATION RECOMMENDATION TO THE BOARD**

**TO:** THE BOARD OF TRUSTEES **DATE:** APRIL 19, 2024

**SUBMITTED BY:** Robin Guild, Board Chair

**SUBJECT:** Policy 3 Appendix A - Services, Materials and Equipment to Trustees

**ATTACHMENTS:** Policy 3 Appendix A - Services, Materials and Equipment to Trustees

**RECOMMENDATION:**

**THAT the Board of Trustees approves the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 3 Appendix A - Services, Materials and Equipment to Trustees, as presented.**

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**BACKGROUND:**

The Board of Trustees reviewed this policy on January 26, 2024, and sent it for legal review. Legal had no revisions.

**RISK ANALYSIS:**

## **POLICY 3 - APPENDIX A**

### **SERVICES, MATERIALS AND EQUIPMENT PROVIDED TO TRUSTEES**

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Trustees will be equipped with the following services, materials, and equipment from within the Board governance budget while in office (generally by electronic access, paper copies may be provided if requested):

#### 1. Reference

Access to:

- 1.1 The Education Act, the Regulations, and related documents
- 1.2 The Northland School Division Act
- 1.3 Board Policy Handbook and Administrative Procedures Manual
- 1.4 Current Division documents
  - 1.4.1 Budget
  - 1.4.2 Capital Plan
  - 1.4.3 Three-Year Education Plan/Report
  - 1.4.4 Collective Agreements
  - 1.4.5 Audited Financial Statements
- 1.5 School year and meeting calendars
- 1.6 Current telephone listings of schools and principals
- 1.7 Alberta School Boards Association (ASBA) membership services

#### 2. Communications/Public Relations

- 2.1 Notification of significant media events
- 2.2 Name tags, business cards, and lapel pins
- 2.3 Key messages as required
- 2.4 Individual and Board photographs (for Division use)

#### 3. Administrative/Secretarial Services through the Superintendent

- 3.1 Access to interoffice mail
- 3.2 Conference registration, travel, and accommodation arrangements
- 3.3 E-mail address and service support
- 3.4 Photocopying and related secretarial services
- 3.5 Coordination of events sponsored by the Board

## POLICY 3 - APPENDIX A SERVICES, MATERIALS AND EQUIPMENT PROVIDED TO TRUSTEES

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### 4. Equipment

- 4.1 Trustees will be equipped with standard office equipment to assist in Division communications. This office equipment may include **the following: a cell phone, a laptop computer** and may include a printer/fax/copier. The need for a printer/fax/copier shall be determined in consultation with each trustee. Monthly day timer and leather portfolio.
- 4.2 Trustees may claim for the expense of toner and paper.
- 4.3 An outgoing trustee will return the Board provided office equipment within seven (7) days following an election or resignation or no longer a trustee for the Division.
- 4.4 If desired, trustees may purchase the board-provided office equipment at fair market value at the end of their term once it has been reformatted.
- 4.5 A replacement program for the Board-provided office equipment will be established.
- 4.6 All Board-provided office equipment will be maintained by the Division.
- 4.7 A record of office equipment on loan to each trustee will be kept on file.
- 4.8 Due diligence must be utilized to ensure the security of the office equipment and data.
- 4.9 **If any equipment is lost, stolen or damaged, the trustee must notify the Board Chair immediately; the trustee may be responsible for the replacement of such equipment**
- 4.10 **Refer to Administrative Procedure 549 - Staff Use of Division Equipment**

### 5. Service/Retirement Awards

- 5.1 Service awards will be presented for every four (4) years of service as a trustee.
- 5.2 Awards will be given in recognition of completed years of service as a trustee, as follows:
  - 5.2.1 A four (4) year service pin.
  - 5.2.2 An eight (8) year service pin.
  - 5.2.3 A twelve (12) year service pin.
  - 5.2.4 A sixteen (16) year service pin.
  - 5.2.5 A twenty (20) year service pin and a suitable memento of approximately one hundred and fifty dollars (\$150.00) in value.
  - 5.2.6 For each term beyond twenty (20) years of service, a pin and a suitable memento.

## **POLICY 3 - APPENDIX A**

### **SERVICES, MATERIALS AND EQUIPMENT PROVIDED TO TRUSTEES**

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- 5.3 The Superintendent will ensure that the service records of trustees are kept accurate and current. Based upon these records, the Superintendent will present the list of recipients to the Board by April 30 of each year that an award(s) applies.
- 5.4 Service awards will be assembled by the Board Chair or designate, assisted by the Superintendent or designate.
- 5.5 Service awards will be presented by the Board Chair at a time and place determined by the Board Chair.

Legal Reference:Section 33, 34, 51, 52, 53, 64, 67, 222 Education Act



**TO:** THE BOARD OF TRUSTEES **DATE:** APRIL 19, 2024

**SUBMITTED BY:** Robin Guild, Board Chair

**SUBJECT:** Policy 3 Appendix B - Trustee and Administration Working Relationships Guidelines

**ATTACHMENTS:** Policy 3 Appendix B - Trustee and Administration Working Relationships Guidelines

<b>RECOMMENDATION:</b>
<b>THAT the Board of Trustees approves the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 3 Appendix B - Trustee and Administration Working Relationships Guidelines.</b>

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<b>BACKGROUND:</b>
The Board of Trustees reviewed this policy on January 26, 2024, and sent it for legal review. Legal's recommendations are highlighted in gray.
<b>RISK ANALYSIS:</b>



## POLICY 3 APPENDIX B

# TRUSTEE AND ADMINISTRATION WORKING RELATIONSHIPS GUIDELINES

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The guidelines are provided with the intent to assist trustees and administration in their work together. They are a framework of actions that enable all parties to know and understand each other's role in working together, an understanding which is important in helping to ensure good working relationships as everyone shares the same goals: student success through strong community schools, with meaningful parent and community involvement.

The residential school legacy and oppression of the Métis people have left behind a mistrust and fear of schools that still exists for many people. Some community members feel they can't approach the school because of the history, therefore, effectively handling concerns becomes ever more important to help move forward and, ultimately, student success.

Definitions:

Senior Administration: Superintendent, Associate Superintendents, Secretary/Treasurer, Principals, Vice-Principals.

Executive Team: Superintendent, Associate Superintendents, Secretary-Treasurer.

### 1. Trustee/Superintendent Working Relationship

- 1.1. The goal of a good trustee/Superintendent working relationship is to enable the Superintendent to ensure the effective management of the Division and, ultimately, student success.
- 1.2. The Superintendent will ensure the coordination of Associate Superintendents, Principals, Secretary-Treasurer, and any other senior staff in the resolution of a concern, as needed. (See Administrative Procedure 152 Dispute Resolution).
- 1.3. The Superintendent ~~or Area Associate Superintendent~~ is the administrative contact for trustees.
  - ~~1.3.1. Superintendent and Area Associate Superintendent are responsible for keeping each other informed as required when contacted by a trustee.~~
- 1.4. Questions of clarification with regard to administrative procedures may be directed to an executive team member with a cc to the Superintendent or directly to the Superintendent.
- 1.5. If a matter is time-sensitive and the Superintendent ~~or Area Associate Superintendent~~ is not available, the trustee may contact an executive team member. The executive team member shall be responsible ~~to inform~~ **for informing** the Superintendent.
- ~~1.6. A trustee shall contact their Area Associate Superintendent or Superintendent if Associate Superintendent is unavailable or if they have questions or concerns.~~

### 2. Trustee/Principal Working Relationship

- 2.1. The goal of a strong trustee/principal working relationship is to support student success by working cooperatively within their roles to build strong community schools.



## POLICY 3 APPENDIX B

### TRUSTEE AND ADMINISTRATION WORKING RELATIONSHIPS

#### GUIDELINES

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- 2.2. A strong working relationship will assist the trustee:
    - 2.2.1. In hearing the voice of the community;
    - 2.2.2. In being knowledgeable in a general sense about what is happening in the schools within their ward;
    - 2.2.3. To engage the community with the school.
  - 2.3. A strong working relationship will assist the principal:
    - 2.3.1. In hearing the voice of the community;
    - 2.3.2. To strengthen communication and engagement with the community;
    - 2.3.3. In dealing with concerns effectively.
  - 2.4. The trustee and principal shall always demonstrate mutual respect and support.
  - 2.5. In general, the trustee should be involved with the school through invitation only.
  - 2.6. Trustees must not get involved in the school's day-to-day operations and understand the principal reports to the Area Associate Superintendent/Superintendent.
  - 2.7. The working relationship is not for the purposes of directing or monitoring each other's work.
- 3. Trustee - Principal Initial Meeting**
- 3.1. Following an election:
    - 3.1.1. Trustees are responsible to contact the principal to arrange a time for an initial meeting.
    - 3.1.2. Principals shall facilitate an initial meeting as soon as possible.
    - 3.1.3. The meeting should include:
      - 3.1.3.1. Tour of facilities; introductions to staff; students.
    - 3.1.4. General discussion on processes for:
      - 3.1.4.1. Sharing of school-related information, communications, and invitations.
      - 3.1.4.2. How can the principal and trustee assist each other in engaging the community, sharing information with the community, etc.
    - 3.1.5. The principal is responsible for introducing the trustee to the school council chair (or principal advisory committee) and facilitating discussions with regard to trustee participation in school council meetings (or principal advisory committee meetings).
    - 3.1.6. The principal and trustee should review the process the trustee will use for handling concerns brought to them with regard to anything at the school and establish the best way(s) for the trustee to contact the principal.
    - 3.1.7. Review Administrative Procedure 152 Appendix – Communication Protocol.
- 4. Trustee/School Council Working Relationship**
- 4.1. At the initial meeting with the principal, the trustee should ensure arrangements are made for them to meet the school council chair.
  - 4.2. It is important for trustees to develop and nurture a good relationship with the





## POLICY 3 APPENDIX B

# TRUSTEE AND ADMINISTRATION WORKING RELATIONSHIPS GUIDELINES

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school council chair and school council so the community feels connected to the board while keeping in mind it is the community's school council that is advisory to the principal.

- 4.3. Also important is for a trustee to be a champion of promoting parent and community involvement in education as a number one factor in student success, to be a champion of working together for the success of every student, and to promote the vision, *"Our students love to come to school in Northland"* and how can everyone help that to be achieved.
- 4.4. Generally, a trustee will provide a report at each school council meeting about the work of the board, but that should be confirmed with the school council chair.
  - 4.4.1. The report would be about items from the previous Board meeting and could include; policies to review with them, projects that are underway in the Division, and other items the trustees feel would be of interest for the school council to hear about.
- 4.5. If a concern is raised to the trustee, refer to the "process for Handling Concerns" below. Do not allow concerns about individuals to be discussed, as these must be handled with only the individuals involved.

### 5. Handling of Concerns

- 5.1. Everyone involved in resolving a concern shall be treated with respect and dignity.
- 5.2. Where appropriate, whoever the concern is about should be given the opportunity to respond to and/or resolve the situation first.
- 5.3. Process for Handling Concerns Involving Teachers
  - 5.3.1. Concerns involving teachers need to be resolved according to legal processes and agreements such as the code of conduct, collective agreement, Teaching Profession Act and/or appeal processes that are specific to teachers.
  - 5.3.2. When the concern is about a teacher, the teacher must be given the opportunity to resolve the situation first.
  - 5.3.3. Trustees will guide the person to:
    - 5.3.3.1. Meet with the teacher directly to resolve concerns; if not resolved, then;
    - 5.3.3.2. Meet with the principal about the concern; if not resolved, then;
    - 5.3.3.3. Meet with the Area Associate Superintendent; if not resolved, then;
    - 5.3.3.4. Inform them they have the right to go to the Superintendent, and if still not resolved,
    - 5.3.3.5. Inform them they have the right to appeal to the Board of Trustees on matters that significantly affect the education of the student. Trustees should seek clarification if a matter is appealable

## POLICY 3 APPENDIX B

### TRUSTEE AND ADMINISTRATION WORKING RELATIONSHIPS

### GUIDELINES

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- to the Board before informing the person it is.
- 5.3.4. If a person has a concern about a teacher and does not feel comfortable going and talking to the teacher, the trustee shall refer the matter directly to the Superintendent or Area Associate Superintendent.
  - 5.4. Process for Handling Concerns with Regard to Staff other than Teachers**
    - 5.4.1. Concerns with regard to staff other than teachers (education assistants, bus drivers, caretakers, maintenance staff, etc.) need to go directly to the principal, Area Associate Superintendent, or Superintendent.
    - 5.4.2. The steps followed would be the same as for teachers omitting the first step of going to the teacher first.
    - 5.4.3. See Administrative Procedure 418, Staff Suspension, and Termination and Appeal (non-teaching staff).
  - 5.5. See also Policy 2 Appendix D - Board and Superintendent Communication Guidelines
  - 6. Processes for Handling Superintendent Concerns**
    - 6.1. If a trustee has a concern about the behavior of the Superintendent, they shall report that concern to the Board Chair in a timely manner.
      - 6.1.1. The Chair will inform the Superintendent
      - 6.1.2. The Chair may request for intervention, engage in mediation or conduct an inquiry. If the matter is of a sensitive nature, the Chair is not required to proceed via resolution.
  - 7. Processes for Handling Community Concerns Brought to a Trustee**
    - 7.1. Goals applicable to all concerns are to ensure:
      - 7.1.1. The concern is resolved or a decision made.
      - 7.1.2. Details are shared on an “as needed” basis only, with as few people involved as possible for the protection of privacy.
      - 7.1.3. Everyone is treated professionally and with respect.
      - 7.1.4. The Superintendent is enabled to ensure the effective management of the Division.
      - 7.1.5. See also Administrative Procedure 408, Staff Code of Conduct.
    - 7.2. Procedures applicable to all concerns:**
      - 7.2.1. Trustees will inform the Superintendent ~~or Area Associate Superintendent~~ via email of all concerns/issues raised to them with a cc to the Board Chair for their awareness. The email needs to indicate if the trustees are:
        - 7.2.1.1. Requesting the Superintendent ~~or Area Associate~~ to deal with the matter; or
        - 7.2.1.2. Referring the matter to the school.
      - 7.2.2. To help avoid being deemed as having a personal bias should a concern come through to an appeal, trustees must be careful to only facilitate a



## POLICY 3 APPENDIX B

### TRUSTEE AND ADMINISTRATION WORKING RELATIONSHIPS

#### GUIDELINES

---

person through the process of resolving a concern and not offer any opinion, at any time, with regard to the concern or how it should perhaps be resolved and should not become involved in the resolution.

- 7.2.3. If the trustee is directing the person to the school, they shall contact the principal to provide them with a brief overview of the concern – a “no surprises” mantra.
- 7.2.4. Trustees are responsible for guiding a person through the process of resolving a concern and monitoring the process to ensure the person knows their rights in addressing their concern and that the concern is resolved or a decision made.
  - 7.2.4.1. Details about a situation must not be shared if it is about an individual due to privacy and legal implications.
  - 7.2.4.2. The Superintendent, Area Associate Superintendent, or principal will provide feedback to the trustee as/when the situation is resolved.
  - 7.2.4.3. It is also good practice for the trustee to ensure the concern is resolved or a decision is made by asking the person bringing the concern forward to communicate back to the trustee once it is resolved or a decision is made. You could also agree it will be assumed the concern was resolved unless they tell you otherwise.

#### **7.3. Process for Handling Concerns that are with Regard to Discrimination, Harassment or Sexual Harassment**

- 7.3.1. If a trustee receives a concern of this nature, they are to immediately refer it to the Superintendent or Area Associate Superintendent.
- 7.3.2. See also Administrative Procedure 170, Discrimination and Harassment.

#### **8. Process for Handling Concerns About A Trustee**

- 8.1. If there is a concern about the actions of a trustee, it should first be taken to that trustee for discussion and resolution, if possible.
- 8.2. If not able to discuss directly with the trustee involved or the concern is not resolved, then the following process shall apply:
  - 8.2.1. Discuss with Supervisor and determine next steps;
  - 8.2.2. Report to Superintendent, who will then work with the Chair and Vice-Chair to determine appropriate next steps, which may include, but are not limited to:
    - 8.2.2.1. The Superintendent discusses the concern with the individual and/or trustee; and/or

## POLICY 3 APPENDIX B

### TRUSTEE AND ADMINISTRATION WORKING RELATIONSHIPS

### GUIDELINES

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- 8.2.2.2. Chair and Vice-Chair discussing the concern with the trustee; and/or
  - 8.2.2.3. After discussions with the trustee whom the concern is, the Board as a whole may be informed about the situation at the next scheduled in-camera meeting, if deemed necessary and/or appropriate to do so by the Chair and Vice-Chair.
  - 8.2.3. In the case of the concern being about the Chair, the above procedures apply, except the Superintendent will work with the Vice-Chair and Alternate Trustee for the month (see Policy 9 Board Representatives).
  - 8.2.4. In the case of the concern being about the Vice-Chair, the above procedures apply, except the Superintendent will work with the Chair and Alternate Trustee for the month (see Policy 9 Board Representatives).
9. Process for Trustees to Handle a Concern About A Staff Member
- 9.1. If a trustee has a concern about the behavior of any staff member, they shall report that concern to the Chair:
    - 9.1.1. The Chair will inform the Superintendent and Vice-Chair;
    - 9.1.2. The Superintendent shall investigate;
      - 9.1.2.1. The Superintendent will report to the Chair and Vice-Chair and work with them to decide the appropriate next steps if any.
      - 9.1.2.2. The trustee raising the concern and/or Board will be informed of the outcome as appropriate.
10. Process for Trustees to Handle Concerns Between Each Other
- 10.1. Trustees should always try to resolve concerns about each other directly with each other.
  - 10.2. If not feasible or unable to resolve the concern(s) then the processes in Policy 4 Trustee Code of Conduct and Policy 4 Appendix A Trustee Code of Conduct Sanctions shall be followed.

Legal Reference: AP 152 Dispute Resolution  
Policy 4 Trustee Code of Conduct  
Policy 4 Appendix A Trustee Code of Conduct Sanctions  
AP 152 Appendix – Communication  
Protocol AP 170, Discrimination and Harassment  
AP 408, Staff Code of Conduct  
AP 418, Staff Suspension, Termination and Appeal (non-teaching staff)  
[AP Table of Contents](#)



NORTHLAND SCHOOL DIVISION

**ADMINISTRATION RECOMMENDATION TO THE BOARD**

**TO:** THE BOARD OF TRUSTEES

**DATE:** MARCH 15, 2024

**SUBMITTED BY:** Robin Guild, Board Chair

**SUBJECT:** Policy 4 - Trustee Code of Conduct

**ATTACHMENTS:** Policy 4 - Trustee Code of Conduct

**RECOMMENDATION:**

**THAT the Board of Trustees approves the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 4 - Trustee Code of Conduct.**

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**BACKGROUND:**

The Board of Trustees reviewed this policy on January 26, 2024, and sent it for legal review. Legal's recommendations are highlighted in gray.

**RISK ANALYSIS:**

Empty box for risk analysis.

## POLICY 4 TRUSTEE CODE OF CONDUCT

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### Purpose and Application

Section 33 of the *Education Act* requires every Board of Trustees in Alberta to adopt a code of conduct that applies to trustees of the Board. The purpose of this Code of Conduct is to provide standards for the conduct of members of the Board of Trustees of Northland School Division (the “Board”) relating to their roles and obligations and a procedure for the investigation and enforcement of those standards. This Code of Conduct applies to all trustees of the Board, including the Chair (“Members”). This Code of Conduct is one aspect of accountability and transparency both internally, among Members and between the Board and Administration, as well as externally, with Northland School Division students and parents, the public at large, other orders of government and the media.

### Framework and Interpretation

This Code of Conduct provides a framework to guide ethical conduct that upholds the integrity of the Board and the high standards of professional conduct the public expects of its elected representatives. This Code of Conduct is intended to supplement other legal duties imposed on Members by Board bylaws and policy and legislation, including:

- (a) the *Alberta Human Rights Act*;
- (b) the *Education Act*;
- (c) the *Freedom of Information and Protection of Privacy Act*;
- (d) the *Local Authorities Election Act*; and
- (e) the *Occupational Health and Safety Act*.
- (f) **The Code of Conduct does not supersede any of the above noted Acts**

This Code of Conduct is to be given a broad and liberal interpretation in accordance with applicable legislation. It is not possible to write a Code of Conduct that covers every scenario. Members are to be guided by and conduct themselves in a manner that reflects the spirit and intent of this Code.

### Principles and Values

1. Members are expected to perform their duties and functions of office with integrity, accountability and transparency.
2. Members have a duty to act respectfully, honestly, in good faith, and in the best interests of the Northland School Division.
3. Members shall:
  - (a) uphold the law established by the Federal Parliament and the Alberta Legislature and the bylaws and policies adopted by the Board;



## POLICY 4 TRUSTEE CODE OF CONDUCT

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- (b) carry out their duties in accordance with all applicable legislation, bylaws and policies pertaining to their position as a trustee;
- (c) observe the highest standard of ethical conduct and perform their duties in the office and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny; and
- (d) serve and have been seen to serve the interests of Northland School Division and their constituents in a conscientious and diligent manner and shall approach decision-making with an open mind.

### **Confidential Information**

1. The Board as a whole must be able to access information to fulfill its decision-making duties and oversight responsibilities; however, individual members must also recognize that certain information they receive in their capacity as trustees are subject to confidentiality and disclosure rules contained in legislation and the Board's bylaws and policies. Members must keep in confidence matters discussed in private at a Board or within the Closed Session of the Board meeting.
2. In the course of their duties, Members may also become privy to confidential information received outside of an "in-camera" meeting. Members must not:
  - (a) disclose or release by any means to any member of the public, including the media, any confidential information acquired by virtue of their office, unless the disclosure is required by law or authorized by the Board;
  - (b) access or attempt to gain access to confidential information in the custody or control of Northland School Division unless it is necessary for the performance of the Member's duties and is not otherwise prohibited by the Board, and only then if the information is acquired through appropriate channels in accordance with applicable Board bylaws and policies;
  - (c) use confidential information for personal benefit or for the benefit of any other individual or organization.
3. **No members shall use confidential information to do harm against the Division or to trustees**

### **Conflicts of Interest**

1. Members are expected to make decisions in the best interests of the Northland School Division. Members are to be free from undue influence and not act or appear to act in order to gain financial or other benefits for themselves, family, friends or associates, business or

## POLICY 4 TRUSTEE CODE OF CONDUCT

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otherwise. Members have a statutory duty to comply with the pecuniary interest provisions set out in Part 4, Division 5 of the *Education Act*.

2. No Member shall, in the exercise of official power, duty or function, give preferential treatment to any individual or organization if a reasonably well-informed person would conclude that the preferential treatment was advancing a private interest.
3. No Member shall initiate, endorse, support or otherwise participate in any proceeding being brought against the Board or Northland School Division.
4. Members must disclosure all and any conflicts of interests or pecuniary interests to the Board

### Improper Use of Influence

1. No Member shall use the influence of their office for any purpose other than for the exercise of the Member's official duties.
2. No Member shall act as an agent before the Board or a committee of the Board or any other body established by the Board.
3. No member shall use their position to undermine the Division, the Board and/or a Member.

### Conduct at Meetings

1. Members shall conduct themselves with decorum and make every effort to participate diligently in the meetings of the Board, committees of the Board and other bodies to which they are appointed by the Board.
2. Members shall comply with Board policies and procedures governing the conduct of meetings of the Board, and any other rules of meeting procedure applicable to the body to which they have been appointed by the Board.
3. Members shall act in a manner that demonstrates fairness, respect for individual differences, and an intention to work together for the common good and in furtherance of the public interest.
4. Members shall conduct and convey the Board's business and all their duties in an open and transparent manner other than for those matters which, by virtue of legislation, are authorized to be dealt with in a confidential manner in a closed session and in so doing, allow the public to view the process and rationale which was used to reach decisions and the reasons for taking specific actions.



## POLICY 4 TRUSTEE CODE OF CONDUCT

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5. No Member shall record any proceedings of the Board without the express prior permission of the Board.
6. ~~Trustees~~ Members shall limit personal technology ~~for personal use~~ when representing, ~~or acting in any way on behalf of the Board, or fulfilling their trustee or Board related duties,~~ and be engaged in the matter at hand. ~~Members may use technology for personal use in the event of an emergency.~~
7. ~~Trustees shall dress in a professional manner~~

### Respect for Decision-Making Process

1. Decision-making authority lies with the Board, and not with any individual Member. The Board acts by bylaw or resolution passed at a Board meeting held in public at which there is a quorum present, pursuant to section 64 of the *Education Act*.
2. A Member must not purport to bind the Board, either by publicly expressing their personal views on behalf of the Board when not authorized to do so or by giving direction to staff, agents, contractors, consultants or other service providers of Northland School Division or prospective vendors.
3. Members shall accurately communicate the decisions of the Board, even if they disagree with the Board's decision, such that respect for the Board's decision-making processes is fostered.

### External Communications

1. A Member must not purport to speak on behalf of the Board unless authorized to do so. Unless the Board directs otherwise, the Chair is the Board's official spokesperson and in the absence of the Chair, it is the Vice-Chair.
2. A Member who is authorized to act as the Board's official spokesperson must ensure that their comments accurately reflect the official position and will of the Board as a whole, even if the Member disagrees with the Board's position.
3. No Member shall make a statement when they know that statement is false.
4. No Member shall make a statement with the intent to mislead the Board or members of the public.

### Use of Social Media or Other Types of Media (Or Remove the word Social)

1. For the purposes of this Code of Conduct, "social media" refers to freely accessible, third-party hosted, interactive web-based technologies used to produce, post and interact through text, images, video and audio to inform, share, promote, collaborate or network.

## POLICY 4 TRUSTEE CODE OF CONDUCT

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2. As public figures and representatives of the Board, Members must act with discretion and be judicious in what material they post on social media. As with any other communications, Members are accountable for content and confidentiality.
3. No Member shall attempt to disguise or mislead as to their identity or status as a trustee when using social media.
4. No Member shall use social media to publish anything that is dishonest, untrue, offensive, disrespectful, constitutes harassment or is defamatory or misleading in any way.

### **Discrimination and Harassment**

1. Members have a duty to treat members of the public, one another and staff with dignity and respect and without abuse, bullying or intimidation, and to ensure that their work environment is free from discrimination and harassment.
2. No Member shall use indecent, abusive, or insulting words or expressions toward any other Member, any staff member or any member of the public.
3. No Member shall speak in a manner that is discriminatory to any individual based on the person's race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation.
4. The Board is the source of all governance authority and will make decisions on whether and to what extent to delegate the Board's authority to others, including the Chair, Board Committees and the Superintendent. The Superintendent serves the Board as a whole. No individual Member has executive authority over the Superintendent or staff in Administration. The Superintendent is the only employee of the Board.
5. Members shall respect the fact that staff work for the School Division as a corporate body and are charged with making recommendations that reflect their professional expertise and a corporate perspective and carrying out directions of the Board and administering the policies and programs of the Board, and that staff are required to do so without undue influence from any Member or group of Members.
6. Members must not:
  - (a) involve themselves in matters of Administration, which fall within the jurisdiction of the Superintendent;

## **POLICY 4**

### **TRUSTEE CODE OF CONDUCT**

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- (b) use, or attempt to use, their authority or influence for the purpose of intimidating, threatening, coercing, commanding or influencing any staff member with the intent of interfering in that staff member's duties; or
  - (c) maliciously or falsely injure the professional or ethical reputation or the prospects or practice of staff members.
7. Members shall obtain information about the operation or administration of the School Division from the Superintendent or a person designated by the Superintendent. Members are to only contact staff according to the procedures authorized by the Superintendent regarding the interaction of Members and staff.

#### **Use of School Division Property and Resources**

1. Members shall use School Division property, equipment, services, supplies and staff time only for the performance of their duties as a Member, subject to the following limited exceptions:
- (a) Board property, equipment, service, supplies and staff time that is available to the general public may be used by a Member for personal use upon the same terms and conditions as members of the general public, including booking and payment of any applicable fees or charges;
  - (b) Electronic communication devices, including but not limited to desktop computers, laptops, tablets and smartphones, which are supplied by the School Division to a Member, may be used by the Member for personal use, subject to the terms and conditions described below.
2. Electronic communication devices provided by the School Division are the property of the School Division, and shall, at all times, be treated as the School Division's property. Members are hereby notified that they are to have no expectation of privacy in the use of these devices and further that:
- (a) all emails or messages sent or received on School Division devices are subject to the *Freedom of Information and Protection of Privacy Act*;
  - (b) all files stored on School Division devices, all use of internal email and all use of the Internet through the School Division's firewall may be inspected, traced or logged by the School Division;
  - (c) in the event of a complaint pursuant to this Code of Conduct, the Board may require that any or all of the electronic communication devices provided by the School Division to

## POLICY 4 TRUSTEE CODE OF CONDUCT

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Members may be confiscated and inspected as part of the investigation including downloading information which is considered relevant to the investigation. All email messages or Internet connections may be retrieved.

(d) No trustees Member or staff shall access the email without permission.[Note: it is unclear what this means. Does this mean that users must first agree to/sign the Technology User Agreement?]

3. No Member shall use any School Division property, equipment, services or supplies, including email, Internet services, or any other electronic communication device if the use could be offensive or inappropriate.
4. Upon ceasing to hold office, a Member shall immediately deliver to the School Division any money, book, paper, thing or other property of the School Division that is in the Member's possession or under the Member's control, including, without restriction, any record created or obtained by virtue of the Member's office other than a personal record or constituency record as those terms are used in the *Freedom of Information and Protection of Privacy Act*.

### Expenses

1. Members shall comply with the provisions of all Board policies and related procedures and guidelines with respect to claims for remuneration and expenses, including but not limited to, claims for per diems (honoraria), mileage, travel, meals, lodging, event tickets, hosting and attendance at conferences, conventions, seminars, training courses and workshops.
2. Falsifying a Member's claim, including receipts or signatures, by a Member is a serious breach of this Code of Conduct and the Criminal Code of Canada and could lead to prosecution.

### Gifts and Benefits

1. Members are expected to represent the public and the interests of the School Division and to do so with both impartiality and objectivity. The acceptance of a gift or benefit can imply favouritism, bias or influence on the part of the Member. At times, the acceptance of a gift or benefit occurs as part of the culture, social protocol or community events linked to the duties of a Member and their role in representing the Board. Personal integrity and sound business practices require that relationships with vendors, contractors or others doing business with the School Division be such that no Member is perceived as showing favouritism or bias toward the giver.
2. Members shall not accept gifts or benefits that would, to a reasonable member of the public, appear to be in gratitude for influence, to induce influence, or otherwise to go beyond the necessary and appropriate public functions involved. For these purposes, a gift

## **POLICY 4**

### **TRUSTEE CODE OF CONDUCT**

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or benefit provided with the Member's knowledge to a Member's spouse, child, or parent that is connected directly or indirectly to the performance of the Member's duties is deemed to be a gift to that Member.

3. For further clarity, the following are recognized as acceptable gifts or benefits:
  - (a) such gifts or benefits that normally accompany the responsibilities of the office and are received as an incident of culture, protocol or social obligation, provided that the value of the gift or benefit does not exceed one hundred dollars (\$100).
  - (b) a political contribution otherwise reported by law;
  - (c) a suitable memento of a function honouring the Member;
  - (d) food, lodging, transportation, event tickets or entertainment provided by provincial, or local governments, by the Federal government or by a foreign government within a foreign county, or by a conference, seminar or event organizer where the Member is either speaking or attending in an official capacity on behalf of the Board;
  - (e) Food and beverages consumed at banquets, receptions, or similar events, if:
    - i. attendance serves a legitimate purpose;
    - ii. the person extending the invitation or a representative of the organization is in attendance; and
    - iii. the value is reasonable, and the invitations are infrequent;
4. Gifts received by a Member on behalf of the Board as a matter of official protocol which has significance or historical value for the School Division shall be left with the School Division when the Member ceases to hold office.
5. An invitation to attend a function where the invitation is directly or indirectly connected with the Member's duties of the office is not considered to be a gift but is the fulfillment of an official function or obligation. An invitation to attend a charity golf tournament or fundraising gala, provided the Member is not consistently attending such events as a guest of the same individual or corporation, is also part of the responsibilities of holding public office. Likewise, accepting invitations to professional sports events, concerts, or dinners may serve a legitimate business purpose.
6. Any doubts about the propriety of a gift or benefit should be resolved in favour of not accepting it or not keeping it.

## **POLICY 4**

### **TRUSTEE CODE OF CONDUCT**

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#### **Election-Related Activity**

1. Members are required to follow the provisions of the *Local Authorities Election Act* and are accountable under the provisions of that statute. Members should refrain from making inquiries of or relying on, staff to interpret or provide advice to Members regarding the requirements placed on candidates for the office of trustee. Members shall respect the Secretary-Treasurer's role in managing the election process and must not interfere with how the Secretary-Treasurer's election duties are carried out.
2. Members shall not use Board resources, including property, equipment, services, supplies and staff time, for any election-related activities, whether local, provincial or federal. Online resources hosted, supplied or funded by the Board, including but not limited to Member electronic newsletters, Member websites linked through the Board's website, and Member social media accounts used for ward communication, shall not be used for any election campaign or campaign-related activities. No Member shall use the School Division logo for campaign purposes.
3. For greater clarity, a Member may accept the services of staff who may choose to volunteer with the Member's election campaign during non-work hours.

#### **Compliance with this Code of Conduct**

1. Members are ultimately accountable to the public through the four-year election process. Between elections, Members may become disqualified and required to resign if the Member commits a disqualifying action pursuant to section 87 of the *Education Act*.
2. Any reported violation of a provision of this Code of Conduct may be subject to investigation by the Board, or a third-party investigator appointed by the Board.
3. Members are expected to cooperate in every way possible in securing compliance with the application and enforcement of this Code of Conduct.
4. No Member shall:
  - (a) undertake any act of reprisal or threaten reprisal against a complainant or any other person for providing relevant information to the Board or to any other person in accordance with this Code of Conduct; or
  - (b) obstruct the Board, or any other person, in carrying out the objectives or requirements of this Code of Conduct.

## **POLICY 4**

### **TRUSTEE CODE OF CONDUCT**

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5. If the Board determines it appropriate to do so, the Board may impose sanctions on a Member who contravenes this Code of Conduct. Sanctions that may be imposed on a Member by the Board include:
- (a) issuing a letter of reprimand addressed to the Member,
  - (b) requesting the Member to issue a letter of apology,
  - (c) publicly reprimanding the Member by a motion of sanction,
  - (d) publishing a letter of reprimand or request for an apology and the Member's response,
  - (e) requiring the Member to attend training,
  - (f) suspending or removing the Member from membership on a committee/committees,
  - (g) Removal of professional development opportunities
  - (h) suspending or removing the Member from chairing a committee,
  - (i) requiring the Member to reimburse monies received,
  - (j) reducing or suspending remuneration paid to the Member in respect of the Member's services,
  - (k) requiring the Member to return School Division property or reimburse its value,
  - (l) restricting the Member's access to School Division facilities, property, equipment, services and supplies,
  - (m) restricting the Member's contact with School Division staff,
  - (n) restricting the Member's travel and representation on behalf of the Board,
  - (o) restricting how documents are provided to the Member (e.g. no electronic copies, but only watermarked paper copies for tracking purposes),
  - (p) disqualifying the Member from the Board, but nothing in this Code of Conduct requires the Board to impose a sanction for any contravention.

Legal Reference: Sections 33, 34, 51, 52, 53, 64, 67, 85, 86, 87, 88, 89, 90, 91, 93, 94, 95, 96 Education Act.



NORTHLAND SCHOOL DIVISION  
**ADMINISTRATION RECOMMENDATION TO THE BOARD**

**TO:** THE BOARD OF TRUSTEES **DATE:** APRIL 19, 2024  
**SUBMITTED BY:** Robin Guild, Board Chair  
**SUBJECT:** Policy 4 Appendix A - Trustee Code of Conduct Sanctions  
**ATTACHMENTS:** Policy 4 Appendix A - Trustee Code of Conduct Sanctions

**RECOMMENDATION:**  
THAT the Board of Trustees approves the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 4 Appendix A - Trustee Code of Conduct Sanctions.

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**BACKGROUND:**  
The Board of Trustees reviewed this policy on January 26, 2024, and sent it for legal review. Legal's recommendations are highlighted in gray.

**RISK ANALYSIS:**



## POLICY 4 - APPENDIX A TRUSTEE CODE OF CONDUCT SANCTIONS

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### Informal Complaint Process

1. Any person who identifies or witnesses behaviour or activity by a Trustee that they reasonably believe, in good faith, is in contravention of this Code of Conduct is encouraged to attempt to address the prohibited behaviour or activity informally, where appropriate, by:
  - 1.1. Advising the Trustee that the behaviour or activity appears to contravene this Code of Conduct;
  - 1.2. Encouraging the Trustee to acknowledge and agree to stop the prohibited behaviour or activity and to avoid future occurrences of the prohibited behaviour or activity;
  - 1.3. Requesting the Chair to assist in an informal discussion of the alleged complaint with the Trustee in an attempt to resolve the issue. If the Chair is the subject of or is implicated in a complaint, request the assistance of the Vice Chair.
2. People are encouraged to pursue this informal complaint procedure as the first means of remedying behaviour or activity that they believe violates this Code of Conduct. However, a person is not required to complete this informal complaint process prior to pursuing the formal complaint process outlined below.
- ~~3. After 3 information complaints, the complaint will become a formal complaint~~ In the event of 3 or more informal complaints, the 3<sup>rd</sup> complaint and any thereafter that are deemed to be formal complaint. [Note: do you wish to establish a time frame?]

### Formal Complaint Process

4. Any person who identifies or witnesses behaviour or activity by a Trustee that they reasonably believe, in good faith, is in contravention of this Code of Conduct may file a formal complaint in accordance with the following conditions:
  - 4.1. a complaint must be made in writing and include the complainant's name and contact information;
  - 4.2. a complaint must be addressed to the Board, attention of the Chair. In the event that the Chair is the subject of, or is implicated in a complaint, the complaint shall be addressed to the attention of the Vice-Chair;
  - 4.3. a complaint must include the name of the Trustee(s) alleged to have contravened the Code of Conduct, the provision(s) of the Code of Conduct allegedly contravened and the facts surrounding the allegation, including any witnesses.
5. Upon receipt of a complaint, the Board will meet in a closed session, excluding the Trustee(s) alleged to have contravened the Code of Conduct, and decide whether to proceed to investigate the complaint or not. If the Board (with quorum) is of the opinion that:
  - 5.1. a complaint is frivolous or vexatious or is not made in good faith,
  - 5.2. a complaint is outside the jurisdiction of the Board or is more appropriately dealt with by another applicable legislative appeal, complaint or court process, or

## POLICY 4 - APPENDIX A

### TRUSTEE CODE OF CONDUCT SANCTIONS

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5.3. there are no grounds or insufficient grounds for conducting an investigation.

The Board may choose not to investigate or, if already commenced, may terminate any investigation or may dispose of the complaint in a summary manner. In such event, the complainant shall be advised of the Board's decision in writing, with reasons, and provided with information regarding other options to pursue the complaint, if applicable.

6. If the Board decides to investigate the complaint, it shall take such steps as it may consider appropriate in the circumstances having regard for the specific nature of the complaint, which may include but is not limited to, proceeding to investigate on its own, appointing a committee of the Board to conduct the investigation, seeking legal advice and/or engaging a third-party investigator.
7. Investigations will be conducted in a fair, timely, and confidential manner that respects the principles of procedural fairness and natural justice.
8. Prior to commencing an investigation, the complainant and the respondent Member(s) will be advised of the investigation, and the respondent Member(s) will receive a copy of the complaint.
9. A complainant or witness may be asked to provide additional information during an investigation. Staff may also be requested to provide information, and any person conducting an investigation under this Code of Conduct may look at any record or thing belonging to or used by the School Division and enter any School Division facility to complete the investigation.
10. The respondent Member(s) is entitled to disclosure of all relevant information gathered during an investigation and must be given an opportunity to respond to the complaint before the Board deliberates and disposes of the complaint.
11. Upon conclusion of the investigation, the Board will convene at an in-camera meeting of the Board, excluding the Member(s) alleged to have contravened the Code of Conduct, to consider the results of the investigation and dispose of the complaint.
12. All complaints received under this Code of Conduct and all information and records received, reviewed or generated during the course of an investigation and disposition of a complaint, including interviews and investigation reports, are and shall remain strictly confidential unless the Board directs otherwise.
13. Trustee may ~~decide~~ ~~elect~~ to forgo an investigation and hold a hearing about the matter where the board shall decide the outcome of the complaint.



NORTHLAND SCHOOL DIVISION

**ADMINISTRATION RECOMMENDATION TO THE BOARD**

**TO:** THE BOARD OF TRUSTEES

**DATE:** APRIL 19, 2024

**SUBMITTED BY:** Robin Guild, Board Chair

**SUBJECT:** Policy 5 - Role of the Board Chair

**ATTACHMENTS:** Policy 5 - Role of the Board Chair

**RECOMMENDATION:**

**THAT the Board of Trustees approves the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 5 - Role of the Board Chair.**

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**BACKGROUND:**

The Board of Trustees reviewed this policy on January 26, 2024, and sent it for legal review. Legal's recommendations are highlighted in gray.

**RISK ANALYSIS:**

The Board, at the annual Organizational Meeting and thereafter at any time as determined by the Board, shall elect one (1) of its members to serve as Board Chair, to hold office at the pleasure of the Board.

As a servant leader, the Board Chair's primary function is to facilitate the effective operation of the Board. The Chair is also responsible to provide for providing leadership that develops and grows the Board as a team focused on student success and always represents the Board and Division in a professional manner. The Board delegates to the Board Chair the following powers and duties:

1. Act as the official spokesperson for the Board, except for those instances where the Board has delegated this role to another individual or group and for the Division when there are potential political implications.
  - 1.1.1. When working with the government staff or elected officials with regard to the actions or operation of the Board or division, the Chair shall always ensure the Vice-Chair and/or another Trustee, and/or Superintendent or designate are part of the discussions to assist in decision making as well as the effective operation of the Board; this is not intended to apply to general discussions.
2. Preside over all Board meetings and ensure that such meetings are conducted in accordance with the current legislation and the policies and procedures as established by the Board.
3. Prior to each Board meeting, confer with the Vice-Chair, the Superintendent and/or designate on the items to be included on the agenda, the order of these items and become thoroughly familiar with them.
4. Be familiar with basic meeting procedures.
5. Perform the following duties during Board meetings:
  - 5.1. Ensure the meeting is opened and recognition of the Traditional Territory and contribution of Metis peoples and adheres to the culture, values and traditions of the community the meeting is in.
  - 5.2. Maintain order, proper conduct and decorum at the meeting so that motions may be formally debated.
  - 5.3. Ensure that all issues before the Board are well-stated and clearly expressed.
  - 5.4. Display firmness, courtesy, tact, impartiality, and willingness to give everyone an opportunity to speak on the subject under consideration.
  - 5.5. Ensure that the debate is relevant. The Board Chair, in keeping with his/her responsibility to ensure that debate must be relevant to the question, shall,

## POLICY 5 ROLE OF THE BOARD CHAIR

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- when s/he is of the opinion that the discussion is not relevant to the question, remind members that they must speak to the question.
- 5.6. Decide questions of order and procedure, subject to an appeal to the rest of the Board. The Board Chair may speak to points of order in preference to other members and shall decide questions of order, subject to an appeal to the Board by any member duly moved.
  - 5.7. Submit motions or other proposals to the final decision of the meeting by a formal show of hands.
  - 5.8. Ensure that each trustee presents votes on all issues before the Board. When appropriate, advise trustees of a the possibility of a conflict of interest.
  - 5.9. Facilitate meetings so that the will of the Board is achieved.
  - 5.10. Extend hospitality to trustees, officials of the Board, the press, and members of the public.
  6. Keep informed of significant developments within the Division.
  7. Assist with the Board's orientation program for trustees.
  8. Keep the Board and the Superintendent informed in a timely manner of all matters coming to his/her attention that might affect the Division.
  9. Be in regular contact with the Superintendent to maintain a working knowledge of current issues and events.
    - 9.1. See also Policy 2 Appendix D Board and Superintendent Communication Guidelines.
  10. Convey directly to the Superintendent such concerns as are related to him/her by trustees, parents, or students that may affect the administration of the Division.
  11. Provide counsel to the Superintendent.
  12. Ensure timely communication with school councils on emergent items and Division level initiatives.
  13. Review and approve the Superintendent's vacation entitlement and expenditure claims.
  14. Review and approve trustee expenditure claims, in accordance with Board policy.
  15. Bring to the Board all matters requiring a decision of the Board.
  16. Act as an ex-officio member of all Board committees, except the Student Expulsion Committee.
  17. Act as a signing authority for Board minutes.
  18. Act as a signing authority for the Division as follows:
    - 18.1. As required by the Government of Alberta.
    - 18.2. As required by financial institutions.
    - 18.3. The Vice-Chair is the alternate signing authority for the Board Chair
    - 18.4. Emergent: if one of the two signing authorities is not available, there will be a third trustee who will be an additional alternate signing authority for the Board

## POLICY 5 ROLE OF THE BOARD CHAIR

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### Chair.

19. Represent the Board, or arrange alternative representation, at official meetings or other public functions.
20. Ensure alternates are arranged and briefed when a trustee cannot attend a meeting they are appointed to.
21. Address inappropriate behaviour on the part of a trustee.
22. Ensure the Board engages in annual assessments of its effectiveness as a Board.
23. Act on behalf of the Superintendent in her/his inability to act due to conflict of interest.
24. If an urgent or a time-sensitive matter arises which has a potentially significant legal implication and the Chair needs to act, then the general practice is that a written resolution will be made. Depending on the circumstances, the Chair may need to act in the absence of a resolution to address emergency, safety and/or highly sensitive matters. In this event the Chair shall confer with the Vice Chair.

Legal Reference: Section 33, 51, 52, 53, 64, 67 Education Act  
Board Procedures Regulation



NORTHLAND SCHOOL DIVISION

**ADMINISTRATION RECOMMENDATION TO THE BOARD**

**TO:** THE BOARD OF TRUSTEES **DATE:** APRIL 19, 2024

**SUBMITTED BY:** Robin Guild, Board Chair

**SUBJECT:** Policy 7 - Board Governance and Operations

**ATTACHMENTS:** Policy 7 - Board Governance and Operations

**RECOMMENDATION:**

**THAT the Board of Trustees approves the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 7 - Board Governance and Operations, as presented.**

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**BACKGROUND:**

This policy was reviewed by the Board of Trustees on January 26, 2024, and was sent for legal review. Legal counsel had no revisions.

**RISK ANALYSIS:**

## POLICY 7 BOARD GOVERNANCE AND OPERATIONS

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The Board's ability to discharge its obligations in a productive and effective manner is dependent upon the development and implementation of a sound organizational design. In order to discharge its responsibilities to the electorate of the Division, the Board shall hold meetings as often as necessary. A quorum, which is a simple majority of the number of trustees, must be present for every duly constituted meeting. The Board has adopted policies so the business of the Board can be conducted in an orderly and efficient manner.

The Board's fundamental obligation is to preserve, if not enhance, the public trust in education and in the affairs of its operations in particular. Consistent with its objective to encourage the general public to engage in the educational process, Board meetings will be open to the public. Towards this end, the Board believes its affairs must be conducted in public to the greatest extent possible.

There are times when public interest is best served by private discussion of specific issues in a "closed session." The Board believes it is necessary to protect individual privacy and the Board's own position in negotiating either collective agreements or contracts and therefore expects to go in a closed session for issues dealing with individual students, individual employees, land, labour, litigation or negotiation.

Presentations at Board meetings by members of the public, students and staff can enhance the public interest.

### 1. Wards

Within the stipulation of Ministerial Order #040/2017 dated July 4, 2017, and Ministerial Order #002/2021 dated January 27, 2021, the Board will provide for the nomination and election of trustees within the Division by wards.

Copies of the Ministerial Order are available from the Division Office.

- 1.1 Seven (7) to Ten (10) wards can be established within the Northland School Division. Ten (10) wards were established for the 2021 elections.
- 1.2 One (1) trustee is to be elected in each ward.
- 1.3 The provisions of the Local Authorities Election Act respecting the election of trustees shall apply to every election in each ward.
- 1.4 Filling Vacancies
  - 1.4.1 During the 3 year period immediately following an election, a by-election need not be held if there is only one vacancy on the board, and
  - 1.4.2 During the 4th year following a general election, a by-election need not be held unless the number of vacancies on the board reduces the Board to a number that is less than the quorum of the Board plus one.



## POLICY 7 BOARD GOVERNANCE AND OPERATIONS

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By-elections may be held as determined by the Board.

### 2. Organizational Meeting

- 2.1 An Organizational Meeting of the Board, subject to 2.2, shall be held annually on the date determined by the Board in setting its schedule for regular meetings. In any year in which a general election takes place, an Organizational Meeting shall be held within four weeks following the date of that election, at a time and place to be fixed by the Corporate Secretary and/or Superintendent and shall be the first official meeting of the Board.
- 2.2 The Superintendent or designate will give notice of the Organizational Meeting to each trustee as if it were a special meeting. The Superintendent or designate shall call the meeting to order and act as Chair of the meeting for the purpose of the election of the Board Chair.
  - 2.2.1 All votes for the positions of Board Chair and Vice-Chair shall be conducted by secret ballot unless there is unanimous agreement among the trustees to use a show of hands.
- 2.3 Each trustee will take the oath of office immediately following the call to order of the Organizational Meeting after a general election. Special provisions will be made for a trustee taking office following a by-election.
- 2.4 Upon election as Chair, the Board Chair shall take the oath of office and preside over the remainder of the Organizational Meeting. The Board Chair shall normally be elected for a period of one (1) year.
- 2.5 The Organizational Meeting shall, in addition:
  - 2.5.1 Elect a Vice-Chair;
  - 2.5.2 Establish a schedule (date, time and place) for regular meetings and any other predetermined meetings required for the ensuing year;
  - 2.5.3 Create such standing or ad hoc committees of the Board as deemed appropriate, and appoint members;
  - 2.5.4 Appoint Board representation as per Policy 9 Board Representation;
  - 2.5.5 Review trustee conflict of interest stipulations and determine any disclosure of information requirements; and
  - 2.5.6 Address other organizational items as required.

**2.6 Organizational Meetings can only be called at a regular board meeting.**

## POLICY 7 BOARD GOVERNANCE AND OPERATIONS

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### 3. Policies

3.1 The Board of Trustees, by majority vote, may revise or amend its policies at any time. However, a proposed policy revision may be addressed at one session of the Board prior to being acting upon a subsequent board meeting.

3.2 All new policies must have three (3) readings.

### 4. Regular Meetings

Regular Board meeting dates, times and locations shall be as established at the Organizational Meeting each year.

4.1 Notwithstanding the schedule established at the Organizational Meeting, the Board may, by resolution, alter the schedule in such manner as it deems appropriate.

4.2 All trustees shall notify the Board Chair, Superintendent and Executive Assistant to Board and Corporate Services if they are unable to attend a Board meeting.

4.3 All trustees who are absent from three (3) consecutive regular meetings shall:

4.3.1 Obtain authorization by resolution of the Board to do so; or

4.3.2 Provide to the Board Chair evidence of illness in the form of a medical certificate respecting the period of absence.

Failure to attend may result in disqualification.

4.4 If both the Board Chair or Vice-Chair, through illness or other cause, is unable to perform the duties of the office or are absent, the Board shall appoint from among its members an acting Board Chair, who on being so appointed has all the powers and shall perform all the duties of the Board Chair during the Board Chair's and Vice-Chair's inability to act or absence.

4.5 Regular meetings of the Board will not be held without the Superintendent and/or designate(s) in attendance unless the Superintendent's contract is being discussed.

4.6 All agenda items must be submitted to the Board Chair no later than the first Monday of each month.

### 5. Special Meetings

5.1 Occasionally, unanticipated or emergent issues require immediate Board attention and/or action.

5.2 Special meetings of the Board will only be called when the Board Chair, the majority of trustees, or the Minister is of the opinion that an issue must be dealt with before the next regular Board meeting.

5.3 A notice of the special meeting, including date, time, place and nature of business, shall be issued to all trustees at least 2 days prior to the date of the meeting or

## POLICY 7 BOARD GOVERNANCE AND OPERATIONS

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unless every trustee agrees to waive in writing the requirements for notice. Such notice may be provided by recorded mail, personal service or by electronic means on the provision that the trustee provides a response that they received the notice.

- 5.4 The nature of the business to be transacted must be clearly specified in the notice of the meeting. Unless all trustees are present at the special meeting, no other business may be transacted. Items can be added to the agenda by a majority vote when all trustees are present.
  - 5.5 Special meetings of the Board shall be open to the public, recognizing that specific agenda matters may be held in a closed session.
  - 5.6 Special meetings of the Board will not be held without the Superintendent and/or designate(s) in attendance unless the Superintendent's contract is being discussed.
6. Meetings by Electronic Means
- 6.1 It is the preference of the Board to meet at a common location to conduct Division business with trustees and the Superintendent or designate in physical attendance.
  - 6.2 Notwithstanding 5.1, Trustees and Superintendent or designate participating in a meeting held by means of a communication facility are deemed to be present at the meeting, provided the trustee or Superintendent or designate are physically present within the boundaries of Alberta or with permission of the Chair if outside the boundaries of Alberta.
  - 6.3 The facilities must enable all the meeting's participants to hear each other and if possible, enable all participants to view each other.
  - 6.4 If it is a Board meeting, the facilities must enable the public to listen to the meeting and, if possible, enable the public to view the meeting and participants.
  - 6.5 One (1) facility will be determined by the Superintendent or designate to be the central and publicly accessible site, and this site will be communicated to the public with the board agenda.
    - 6.5.1 At least one (1) trustee and the Superintendent or designate must participate from the central and publicly-accessible site.
  - 6.6 Reasonable steps must be taken to notify the public of locations from which members of the public may participate.
  - 6.7 The Superintendent or designate will be responsible for the organization of the electronic communications with participants and will inform trustees at the meeting if the identity of a participant is in question.
  - 6.8 A trustee may participate from a location to which the public does not have access.

## POLICY 7 BOARD GOVERNANCE AND OPERATIONS

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- 6.9 A trustee must ensure the means and location used to participate in the meeting will allow moving to a closed session and will meet all requirements of a closed session.
- 6.10 Through a Board motion, at least one (1) month in advance, trustees may determine that a future meeting will be exempt from electronic communication.

### 7. Closed Sessions

The Education Act uses the term “private” for non-public meetings. Robert’s Rules of Order uses the term “executive session” for the same distinction. The term “closed session/in-camera” is most commonly used and is synonymous with the other two terms.

The preservation and enhancement of the public’s trust in the educational system is an important priority of the Board. The Board believes that public trust is preserved by conducting open Board meetings. Notwithstanding this belief, occasionally, matters of unusual sensitivity require the Board to hold closed meetings.

In order to understand the ability to meet in closed sessions, consideration must first be given to the obligation of a school board to hold meetings in public and to refrain from excluding anyone from such meetings except for improper conduct.

The exception to the general rule of holding meetings in public should be used sparingly.

- 7.1 The Board shall consider the following prior to moving to a closed session:
  - 7.1.1 Is it in the public interest to move into a closed session to have these discussions?
  - 7.1.2 Can the need to move a closed session be articulated by way of a resolution proposed to move in-camera?
  - 7.1.3 Would a reasonable member of the electorate, having understood all the circumstances, agree that it is in the public interest to have the matter further debated in a closed session?
- 7.2 The Board may convene in a closed session only to discuss matters of a sensitive nature, as outlined by the Education Act:
  - 7.2.1 Land: Acquisition/disposal of real property;
  - 7.2.2 Labour: Matters relating to negotiations;
  - 7.2.3 Legal: Litigation brought by or against the Board;
  - 7.2.4 The personal information of an individual, including an employee of a public body, is subject to guidelines outlined in 6.3.
    - 7.2.4.1 Personal information is much broader than personnel information and includes recorded information about an

## POLICY 7 BOARD GOVERNANCE AND OPERATIONS

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identifiable individual.

7.2.4.2 When considering personal information for a matter that falls within the Board's jurisdiction, the privacy protection rules under the FOIP Act must be applied.

7.2.5 Other topics that a majority of the trustees present feel are of the opinion that it is in the public interest to be discussed in private, subject to guidelines outlined in 6.3.

7.3 The FOIP Act protects the privacy of certain types of information, including personal information and sets out the rules for who has access to what information:

7.3.1 The access rules are generally governed by following the "need to know" principle. Under this principle, if the Board does not have a need to know, the information should not be before them.

7.3.2 The need to protect confidential information and the obligations of Trustees in that regard are outlined in Policy 4 Trustee Code of Conduct.

7.3.3 If the contents of a concern refer to a matter that does not fall within the authority or decision-making mandate of the Board, it should be referred to the Superintendent.

7.3.4 If the contents of concern do fall within the authority or decision-making mandate of the Board, the Board Chair will be responsible to determine for determining the use to which it is put while protecting the privacy interests of the individual involved.

7.4 The Board may, by resolution, schedule a closed session meeting at a time or place agreeable to the Board or recess a meeting in progress for the purpose of meeting in a closed session. Such resolutions shall be recorded in the minutes of the Board and shall specify those individuals eligible to attend in addition to trustees and the Superintendent, notwithstanding item 3.5 above.

7.5 Such sessions shall be closed to the public and news media. The Board shall only discuss the matter(s) that gave rise to the closed session meeting. Board members and other persons attending the session shall maintain confidentiality and shall not disclose the substance of the discussion at such sessions.

7.6 The Board shall, during the closed session, adopt only such resolution as is required to reconvene the Board in an open, public meeting. This resolution shall be recorded in the minutes of the Board meeting.

### 8. Agenda for Regular Meetings

## POLICY 7

# BOARD GOVERNANCE AND OPERATIONS

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The Agenda Planning Review Committee is responsible for preparing an agenda for Board meetings.

- 8.1 Items scheduled for a specific time shall be clearly identified on the agenda.
- 8.2 The agenda will be supported by copies of letters, reports, contracts and other materials as are pertinent to the business that will come before the Board and will be of value to the Board in the performance of its duties.
- 8.3 The Superintendent shall provide a recommendation, options considered, risk management and research, where appropriate.
- 8.4 Items may be placed on the agenda in one (1) of the following ways:
  - 8.4.1 By notifying the Board Chair or Superintendent at least six (6) calendar days prior to the Board meeting.
  - 8.4.2 By notice of motion at the previous meeting of the Board.
  - 8.4.3 As a request from a committee of the Board.
  - 8.4.4 Issues that require Board action may arise after the agenda has been prepared. The Board Chair, at the beginning of the meeting, shall ask for additions to and/or deletions from the agenda prior to agenda approval. Changes to the agenda to accommodate truly emergent items may be made by a majority of those present.
- 8.5 The agenda package, containing the agenda and supporting information, will be provided to each trustee at least four (4) calendar days prior to the Board meeting.
  - 8.5.1 Subsequently, information may be provided at the meeting; further, the Superintendent shall advise the Board Chair regarding the emergent nature of such information.
  - 8.5.2 The Superintendent (or designate) shall ensure **that** the board agenda is uploaded to the Northland Website for stakeholder access prior to the Board meeting.
- 8.6 The Board will follow the order of business set by the agenda unless the order is altered or new items are added by the agreement of the trustees.
- 8.7 During the course of the Board meeting, the trustees present, with unanimous consent, may amend the agenda and place items before the Board for discussion. The Board may take action on such items.
- 8.8 The list of agenda items shall be posted on the Division website and be available in the Division Office. Any elector may inspect the agenda and request a copy.

## 9. Minutes for Regular or Special Meetings

The Board shall maintain and preserve by means of minutes a record of its proceedings and

## **POLICY 7**

# **BOARD GOVERNANCE AND OPERATIONS**

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resolutions.

- 9.1 The minutes shall record:
  - 9.1.1 Date, time and place of meeting;
  - 9.1.2 Type of meeting;
  - 9.1.3 Name of the presiding officer;
  - 9.1.4 Names of those in attendance;
  - 9.1.5 Approval of preceding minutes;
  - 9.1.6 All resolutions, including the Board's disposition of the same, placed before the Board, are to be entered in full;
  - 9.1.7 Names of persons making the motions;
  - 9.1.8 A brief summary of the circumstances which gave rise to the matter being considered by the Board;
  - 9.1.9 Points of order and appeals;
  - 9.1.10 Appointments;
  - 9.1.11 Receipt of reports of committees;
  - 9.1.12 Recording of the declaration of all votes on a motion (when requested pursuant to the Education Act);
  - 9.1.13 Trustee declaration of conflict of interest pursuant to the Education Act;
  - 9.1.14 Departure and re-entry times of trustees and administration during a meeting; and
  - 9.1.15 The time of adjournment.
- 9.2 The minutes shall:
  - 9.2.1 Be prepared as directed by the Superintendent;
  - 9.2.2 Be reviewed by the Superintendent prior to submission to the Board;
  - 9.2.3 Be considered an unofficial record of proceedings until such time as adopted by a resolution of the Board; and
  - 9.2.4 Upon adoption by the Board, be deemed to be the official and sole record of the Board's business.
- 9.3 The Superintendent or designate shall ensure, upon acceptance by the Board, that appropriate initials are affixed to each page of the minutes and those appropriate signatures are affixed to the last page of the minutes.
- 9.4 The Superintendent shall establish a codification system for resolutions

## POLICY 7

# BOARD GOVERNANCE AND OPERATIONS

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determined by the Board which will:

- 9.4.1 Provide for ready identification as to the meeting at which it was considered;
- 9.4.2 Provide for cross-referencing with resolutions of similar nature adopted by the Board at previous meetings.
- 9.4.3 The Superintendent shall ensure all motions are tracked and business arising is completed and reported to the Board.
- 9.5 The Superintendent or designate will establish and maintain a secure file of all Board minutes.
- 9.6 As part of its ongoing effort to keep staff and the public fully informed concerning its affairs and actions, the Board expects the Superintendent to institute and maintain effective and appropriate procedures for the prompt dissemination of information about decisions made at all Board meetings.
- 9.7 The approved minutes of a regular or special meeting shall be posted to the website as soon as possible following approval. The Superintendent or designate is responsible to distribute and post the approved minutes.

### 10. Rules of Order

- 10.1 See Policy 7 Schedule D Northland School Division Board of Trustees Rules of Order.

### 11. Delegations at Board Meetings

The Board welcomes presentations on school matters by individuals or groups and may enter into a dialogue with a delegation concerning their expressed opinions, requests or demands in order to clarify the issues and/or explain the policy. The Board is not obligated to act in connection with a matter or matters raised by a delegation.

The Board has established the following channels of communication for parents and other groups to address their concerns regarding:

- 11.1 Issues regarding the selection of learning materials and the interpretation of Board policy by employees shall be communicated in the following order:
  - 11.1.1 Teacher,
  - 11.1.2 Principal,
  - 11.1.3 Superintendent,
  - 11.1.4 Board.
- 11.2 Issues and concerns about Board policies or actions shall be:
  - 11.2.1 Submitted to the Superintendent for review, discussion, and clarification.



## POLICY 7 BOARD GOVERNANCE AND OPERATIONS

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- 11.2.2 If the concerns are not addressed to the satisfaction of a concerned individual or group, a written submission may be made to the Board. The concerned party may also request an appearance before the Board.
- 11.3 Procedures for delegations to make a presentation to the Board are as follows:
- 11.3.1 The delegation shall give the Superintendent at least twenty (20) calendar days' notice before the day of the meeting at which it wishes to appear.
- 11.3.2 The notice shall be accompanied by a summary or explanation of the problem or concern that it wishes to discuss.
- 11.3.2.1 The Agenda Review Committee shall determine whether a delegation is to be permitted.
- 11.3.2.2 The Board Chair shall inform the delegation of the decision and review the details of the delegation process if it is to be heard.
- 11.3.3 The notice and summary shall be included in the agenda package for the meeting.
- 11.3.4 The delegation shall appoint not more than two (2) persons to speak on their behalf at the meeting and to respond to questions from the Board.
- 11.3.5 Normally, the Board will make their decision at the next regularly scheduled meeting.
12. Petitions
- 12.1 Petitions shall be filed with the Corporate Secretary or designate.
- 12.2 The Corporate Secretary shall determine petition sufficiency.
- 12.2.1 The Corporate Secretary will provide written notification of petition sufficiency/insufficiency to all petitioners.
- 12.3 Once a sufficient petition has been received by the Board, the Board shall establish an ad hoc committee within thirty (30) days to review the petition and provide recommendations on the purpose of the petition to the Board.
- 12.4 Within ninety (90) days of the receipt of a sufficient petition, the Board must make a decision(s) on the purpose of the petition.
- 12.5 Once a decision(s) on the purpose of the petition has been made by the Board, the Board will provide written notification to all petitioners.
13. Public Notices
- 13.1 Public notices must be published at least once a week for two (2) consecutive

## POLICY 7 BOARD GOVERNANCE AND OPERATIONS

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weeks in at least one (1) newspaper that has general circulation in the area in which school divisions and municipalities interested in the matter are situated.

- 13.2 Public notices must be posted for ten (10) business days in at least two (2) areas considered appropriate.
- 13.3 Additionally, public notices may be posted electronically.

### 14. Audio/Video Recording Devices

- 14.1 Anyone wanting to use recording devices at a public Board meeting must obtain prior approval from the Board Chair.

### 15. Trustee Compensation and Expenses

The Board recognizes that the Chair and trustees have a very important role to fulfill and should be fairly compensated and reimbursed for expenses for Board business.

The Board shall:

- 15.1 Include amounts for trustee honoraria and expenses in its annual budget.
- 15.2 Report individual trustee remuneration annually in the Division's audited financial statements in accordance with the Fiscal Planning and Transparency Act.
- 15.3 Annually review and approve rates in Policy 7 Appendix A Schedule of Rates in conjunction with the budgeting process.
  - 15.3.1 Any changes to rates and/or compensation shall come into effect at the Board of Trustees' discretion.
- 15.4 Services for which Trustees shall receive remuneration shall include:
  - 15.4.1 Regular School Board Meetings
  - 15.4.2 Special School Board Meetings;
  - 15.4.3 Meetings of Committees of the Board;
  - 15.4.4 ASBA Zone meetings; **Meetings with MLA and Local Government**
  - 15.4.5 ASBA and PSBAA spring and fall annual general meetings;
  - 15.4.6 PSBAA Governance Sessions, Council Meetings;
  - 15.4.7 ASCA Annual Conference
  - 15.4.8 Local Zone Alberta Education Consultation Sessions;
  - 15.4.9 Conventions, retreats and workshops as authorized by the Board through Policy 7 Appendix B Professional Development Guidelines (including ASBA and CSBA);
  - 15.4.10 Attendance at Christmas concerts of their respective school(s); **awards at**

## POLICY 7 BOARD GOVERNANCE AND OPERATIONS

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~~schools; Parent Council Meetings/Council of School Council schools~~

- 15.4.11 Attendance at Long Services Awards at schools within their ward or a division-wide event;
- 15.4.12 Attendance at school activities where the trustee is formally invited to participate and authorized by the Board Chair or Superintendent;
- 15.4.13 Attendance at meetings held by other organizations to which the Board has appointed the trustee as a representative;
- 15.4.14 Trustee General Duty Days
  - 15.4.14.1 General Duty Days are to cover time for reading materials and preparing for board and/or committee meetings, working with community members on individuals' concerns, short visits to schools, etc.
  - 15.4.14.2 The Board Chair is entitled to claim up to five (5) Trustee Duty days per month for time spent engaging in official Division business as directed by the Board through policy or motion.
  - 15.4.14.3 All other trustees are entitled to two (2) General Trustee Duty days per month, plus a maximum of four (4) additional days annually if the trustee is a member of a committee that requires significant additional reading, research and report writing. The committee will provide a consensus on who and how many days are claimed.
- 15.4.15 Other activities where the Board places an obligation on the trustee(s) to attend and/or participate.
- 15.5 Reimbursement of expenses and allowances shall be paid in accordance with Policy 7 Appendix A Schedule of Rates, Appendix B Professional Development Guidelines and Appendix C Trustee Expense Guidelines.
- 15.6 Support Trustee Development

The Board believes that trustees can best discharge their obligations to the electorate and the Board when they possess the necessary knowledge and skills.

  - 15.6.1 The Board shall establish, in its annual budget, a sum of monies for the purpose of defraying expenses incurred by trustees who attend workshops, conferences and seminars conducted beyond the boundaries of the Division.
    - 15.6.1.1 Monies may be accumulated in the first three (3) years following the election year, but in the fourth year, the budget

## POLICY 7 BOARD GOVERNANCE AND OPERATIONS

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must be balanced.

15.6.1.2 Surplus accounts in election years will be returned to the general revenues.

15.6.1.3 Deficit accounts will be accepted in the first three (3) years, providing a Four-Year plan is developed by the Board outlining how the deficit will be cleared in the fourth year of the election term.

15.6.2 Attendance at professional development shall be as per Policy 7 Appendix B Professional Development Guidelines

15.6.3 Reimbursement of expenses for professional development shall be paid in accordance with Policy 7 Appendix A Schedule of Rates and Policy 7 Appendix B Trustee Expense Guidelines.

15.6.4 The Secretary-Treasurer shall advise the trustees of their cumulative professional development expenditures on a quarterly basis.

### 16. Trustee Conflict of Interest - [Refer to Policy 4](#)

The trustee is directly responsible to the electorate of the Division and to the Board.

Upon election to office and annually thereafter, the trustee must complete a disclosure of personal interest statement and accept a position of public trust. The trustee is expected to act in a manner that will enhance the trust accorded the trustee, and through the trustee, the trust accorded to the Board.

The Board is of the firm conviction that its ability to discharge its obligations is dependent upon the trust and confidence of the electorate in its Board and in its trustee members. Therefore, the Board believes in the requirement to declare a conflict of interest.

16.1 The trustee is expected to comply with the relevant sections of the Education Act.

16.2 The trustee is responsible for declaring him/herself to be in a possible conflict of interest.

16.2.1 The trustee shall make such declaration in an open meeting prior to the Board or committee discussion of the subject matter, which may place the trustee in a conflict of interest.

16.2.2 Following the declaration of conflict of interest by a trustee, all debate and action shall cease until the trustee has left the room.

16.3 It shall be the responsibility of the trustee in conflict to absent him/herself from the meeting in accordance with the requirements of the Education Act and ensure that his/her declaration and absence are properly recorded within the minutes.

16.4 The recording secretary will record in the minutes:

## **POLICY 7**

# **BOARD GOVERNANCE AND OPERATIONS**

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- 16.4.1 The trustee's declaration;
- 16.4.2 The trustee's abstention from the debate and the vote; and
- 16.4.3 That the trustee left the room in which the meeting was held.

### 17. Written Resolution

- 17.1 That the board has the option to send out a written resolution via email, board members must respond with an approval or non-approval;
- 17.2 Board resolutions must be ratified at the next regular board meeting

Legal Reference: Section 33, 34, 51, 52, 53, 64, 65, 66, 67, 69, 73, 75, 81, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 112, 114, 138, 139, 222 Education Act  
Board Procedures Regulation  
Petitions and Public Notices Regulation  
Fiscal Planning and Transparency Act  
Local Authorities Elections Act  
Northland School Division Act  
Income Tax Act (Canada)  
Freedom of Information and Protection of Privacy Act

Reference: Policy 7, Appendix A – Schedule of Rates



NORTHLAND SCHOOL DIVISION  
**ADMINISTRATION RECOMMENDATION TO THE BOARD**

**TO:** THE BOARD OF TRUSTEES **DATE:** APRIL 19, 2024

**SUBMITTED BY:** Robin Guild, Board Chair

**SUBJECT:** Policy 7 Appendix C - Trustee Honoraria, Expense and Corporate Credit Guidelines

**ATTACHMENTS:** Policy 7 Appendix C - Trustee Honoraria, Expense and Corporate Credit Guidelines

**RECOMMENDATION:**

**THAT the Board of Trustees approves the correction of section designations, punctuations, typographical, and cross-references and authorizes the Administration to make such other technical and conforming changes as necessary to reflect the intent of the Board in connection with Policy 7 Appendix C - Trustee Honoraria, Expense and Corporate Credit Guidelines, as presented.**

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**BACKGROUND:**

This policy was reviewed by the Board of Trustees on January 26, 2024, and was sent for legal review. Legal counsel had no revisions. Alberta Education’s recommendations are highlighted in blue.

**RISK ANALYSIS:**



## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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This Appendix provides guidelines for the claiming, reimbursing and paying of honoraria, travel, meals and other expenses and/or allowances. It is intended to ensure trustees are properly **appropriately** reimbursed for honoraria/expenses incurred while on Northland School Division (NSD) board business through fair and reasonable practices and also enable the efficient review of honoraria/expenses by finance staff.

#### HONORARIA/EXPENSE GUIDELINES

##### 1. GENERAL GUIDELINES:

- 1.1. Reimbursement may only be **made** with respect of **to** honoraria/expenses and/or allowances incurred in relation to approved NSD board business.
- 1.2. Travel, meals, ~~and~~ other expenses, ~~as well as~~ **and** honoraria and/or allowances, must be necessary and economical with due regard for health, safety, and security.
- 1.3. Alcohol must not be purchased through any Division processes (NSD corporate credit card billed directly to the division, direct billing system or honoraria/expense claims system, etc.)
- 1.4. There should always be a focus on accountability and transparency.
- 1.5. The Board, by motion, may grant an exemption from all or part of this Appendix in extenuating circumstances that are well documented, excluding alcohol.
- 1.6. Personal expenses are any expenses NOT allowed by this appendix.
- 1.7. When the Administration requests trustee(s) to attend an administrative-sponsored event, expenses for the trustee(s) shall be covered by the administration's budget and honorariums by the Board's budget. The trustee's acceptance of the request shall be guided by policy.
- 1.8. In all cases **requiring** ~~where~~ reimbursement is ~~required~~, it shall be deducted from the ~~next~~ **subsequent** honoraria/expense claim.

##### 2. PROCEDURES:

- 2.1. This Appendix applies regardless of how an honoraria/expense has been paid for or is being reimbursed (e.g. NSD corporate credit card billed directly to the Division, direct billing system or expense claims system, etc.).
- 2.2. Expenses and/or allowances incurred by one trustee on behalf of another must be attributed to the trustee for whom those expenses and allowances were incurred.
- 2.3. The approved honoraria/expense claim form(s) must be used.



## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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- 2.4. A claim for reimbursement must be made within 60 days after the expense or occasion giving rise to the claim unless approved by the board.
- 2.5. No claim shall be paid unless approved by the Board if;
  - 2.5.1. It has been more than 60 days since the expense occurred
  - 2.5.2. It is not within the “electoral term of the Board” that the expense occurred.
  - 2.5.3. The trustee is no longer duly elected.
- 2.6. A trustee is required to submit a signed honoraria/expense claim to start the reimbursement process.
  - 2.6.1. By signing the honorarium/expense claim, a trustee ~~is attesting~~ attests that the honoraria/expense was incurred in relation to NSD Business and has not been claimed previously.
  - 2.6.2. Special oversight should be exercised when completing an honoraria/expense claim to ensure expenses charged to a corporate credit card or directly billed to NSD are not also claimed on an honoraria/expense claim.
- 2.7. All items on a claim must include enough detail to enable anyone reviewing the claim to determine if it is allowable.
- 2.8. Receipts must be provided for all expenses that contain details regarding the good or service purchased, and as well as itemized costs for each item with a total, which includes the GST, if applicable.
  - 2.8.1. If a receipt is not available:
    - 2.8.1.1. The trustee may claim the allowance amount instead (e.g. \$x for breakfast, \$x for lunch, \$x for parking) or;
    - 2.8.1.2. In exceptional circumstances, provide a written statement outlining why a receipt cannot be provided, signed by the trustee and Chair or Vice-Chair for the Chair.
  - 2.8.2. Receipts may be submitted electronically (scanned, faxed, or picture from a mobile phone)
- 2.9. When a discount, credit or bonus for travel is received that reduces the original travel cost at the time when the expense is incurred, only the net expense may be claimed.
- 2.10. Reimbursement must be repaid to the extent the related expense is credited or refunded.
- 2.11. Approvers must document their rationale for approval decisions for decision-making regarding each claim where they have exercised discretion.





## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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- 2.12.** It is the responsibility of both the approver and the trustee to work out appropriate arrangements that would meet the test of being fair and equitable.
- 2.13.** In cases where the trustee comes to the location of the Board meeting, conference, or workshops but does not attend the meeting(s) for any reason, the Board will not pay honoraria, ~~and~~ The trustee will be responsible for repaying all expenses associated with the member's travel to that meeting through their honorarium claim(s).
- 2.14.** In cases where a trustee does not attend a board meeting, conference or workshop and costs are incurred by the Board, the trustee is responsible for repaying those costs through their honorarium claim(s).
- 2.14.1.** If a trustee does not attend a conference and costs are incurred by the Board, the trustee is ~~not~~ **only** eligible to attend ~~any~~ further professional development ~~until~~ **once** all expenses are repaid.
- 2.14.2.** If there are extenuating circumstances, a trustee may appeal to the Board to exempt them from repaying the costs by Board motion.
- 2.15.** In cases where a trustee does not attend all sessions of the conference or workshop, they may only claim **an** honorarium for the time they ~~actually~~ attended sessions.
- 2.16.** In cases where costs are incurred to the Board due to trustees making changes to any travel arrangements or reservations, the trustee is responsible for repaying ~~to repay~~ the costs through their honorarium claim(s).
- 2.17.** Given the administration time required to book conferences and all logistics surrounding attending ~~a conference~~ and cancelling a conference, if a trustee does not attend a conference or workshop on more than one occasion, they shall only be allowed to attend further conferences or workshops by Board motion.
- 2.18.** In cases where the administration makes a logistical error ~~is made by the administration~~, such as not registering a trustee for a conference or **a mistake** ~~an error~~ in a date or location, the trustee shall be paid for any time and expenses they spent getting to and from the event.
- 2.19.** In cases where it is more prudent for a trustee to layover a day or a partial day between meetings or events, rather than travel home and back, the trustee shall claim expenses.
- 2.20.** When a trustee has to stay away from home longer due to various circumstances, such as it is more cost-effective to stay between meetings rather than travel home and back, weather, flight schedules, etc., they may claim up to two full days of honoraria.



## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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- 2.20.1. Additional honoraria may be conditionally approved by the Chair, in consultation with the Vice-Chair, for trustees, and by the Vice-Chair, in consultation with one other trustee, for the Chair.
- 2.20.2. Conditionally approved honoraria are subject to Board approval.
- 2.20.3. In a denial, case payment is referred to in Clause 1.8.

#### 3. HONORARIA/EXPENSE CLAIM PROCESS

- 3.1. Honoraria/Expense claims must be submitted in advance of scheduled cheque runs with enough time to allow for the review, correction and approval processes to be completed.
- 3.2. Review Process:
  - 3.2.1. Honoraria/Expense claims are to be submitted via the shared drive to the Executive Assistant for review against policy;
- 3.3. Correction Process:
  - 3.3.1. The Executive Assistant will inform the trustee and **explain** ~~provide an explanation~~ to the trustee of any errors or omissions;
  - 3.3.2. The trustee will correct and resubmit the honoraria/expense claim to the Executive Assistant;
  - 3.3.3. If the trustee disagrees with the correction, they may request the Board Chair to review it;
  - 3.3.4. If there is still disagreement, it will be taken to the Board for a decision.
- 3.4. Approval Process:
  - 3.4.1. After the review process is complete, the honoraria/expense claim shall be sent to the Board Chair for approval or **the** Vice-Chair if for the Chair;
  - 3.4.2. Once approved, the honoraria/expense claim shall be submitted by the Executive Assistant for payment.

#### 4. TRAVEL

- 4.1. Trustees requiring travel arrangements may book this on their own or request the arrangement of these services through the Executive Assistant. If booking on their own, the trustee should share the information with the Executive Assistant to help avoid double booking, allow easier coordination and make assistance easier if the trustee should so require while travelling.
  - 4.1.1. If a trustee wishes to bring a companion(s) while on board business, there shall be no additional costs to the division as a result of the companion(s).
    - 4.1.1.1. In the case of a flight(s), arrangements are to be made through the Executive Assistant.
    - 4.1.1.2. Repayment by the trustee will occur as per **section** 1.8



## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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- 4.2.** Subject to requirements set out in this Appendix, a trustee may claim reimbursement of the following expenses with receipts:
- 4.2.1. Air or rail fare;
  - 4.2.2. Automobile rental;
  - 4.2.3. Excess baggage charges where extra equipment is required because of duties being performed;
  - 4.2.4. Charges for electronic communication and faxes related to NSD business only if receipted;
  - 4.2.5. Charges for business-related phone calls;
  - 4.2.6. Inter-municipal bus fares, including airport buses and
  - 4.2.7. Internet connectivity in hotels or other public places if unable to use the hotspot on NSD cell phone.
- 4.3. FLIGHTS**
- 4.3.1. Air travel shall be by economy class unless otherwise approved by Board motion.
  - 4.3.2. If a trustee chooses to travel business class, they will only be reimbursed for the cost of economy class.
- 4.4. OTHER TRAVEL ROUTES OR MODES OF TRANSPORTATION**
- 4.4.1. If a trustee chooses to travel in a manner that is not the most direct, practical or cost-effective in the circumstances, the trustee may claim an allowance equivalent to the expense of the most direct, practical or cost-effective route and mode of transportation and pay the difference personally.
- 4.5. TRAVEL OUTSIDE OF CANADA**
- 4.5.1. When travelling outside of Canada, a trustee may be reimbursed for the expense of procuring a business visa or passport, and related expenses, where required and where the trustee does not hold one.
  - 4.5.2. A trustee shall be paid in Canadian currency for any allowances related to foreign travel or for reimbursement for expenses and/or allowances incurred in a foreign currency and supported by receipts.
  - 4.5.3. A trustee shall be reimbursed for losses incurred due to any change in the ~~rate of exchange~~ exchange rate for foreign currency purchased to meet reimbursable expenses when travel is required outside of Canada.
  - 4.5.4. A trustee must purchase and may claim the expense of travel medical insurance purchased for travel outside of Canada.



## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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- 4.5.5. If a trustee becomes ill and requires medical attention or hospitalization, or both while travelling outside of Canada, the trustee may claim reimbursement of any related expenses in excess of personal coverage in Alberta and any purchased travel medical insurance.
- 4.5.6. A trustee may claim the expense of travel immunizations.

#### 4.6. TRAVEL BY THIRD-PARTY VEHICLE, INCLUDING CAR RENTALS

- 4.6.1. A trustee may claim reimbursement for the actual expense of hiring or renting third-party vehicles. The actual expense shall be the amount shown on the invoice and may include a gratuity of up to 15 percent, as shown on the receipt.
- 4.6.2. A trustee may claim the expense of hiring a taxi and may only claim the cost of hiring a town car, limousine or similar vehicle if there is a valid business purpose.
- 4.6.3. A trustee may claim the expense of renting a vehicle.
  - 4.6.3.1. The size and type of the vehicle must be appropriate for the number of passengers, road conditions, and nature of the need.
  - 4.6.3.2. In-car navigation systems and electronic toll payments (where appropriate) are reimbursable expenses, but expenses for all other convenience options are not reimbursable.

#### 4.7. Travel by Trustee Vehicle

- 4.7.1. If a trustee uses their private vehicle to travel for NSD business, they shall be paid a vehicle mileage allowance at the rate set out in Policy 7 Appendix A Schedule of Rates.

## 5. MEAL EXPENSES

- 5.1. When travelling on NSD business, a trustee may claim either:
  - 5.1.1. The actual expense of the meal (with receipt) as per Policy 7 Appendix A Schedule of Rates, up to a maximum of 50% over the meal allowance subject to Chair approval or
  - 5.1.2. The meal allowance as set out in Policy 7 Appendix A Schedule of Rates (no receipt required).
- 5.2. The actual expense of a meal **meal expense** is the amount shown on the bill, excluding alcoholic beverages, and may include a gratuity as shown on the receipt of no more than 15 percent.



## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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- 5.3.** When a trustee is travelling on NSD Business for part of a day, the trustee may be reimbursed for the amount shown on the receipt or paid the meal allowance as follows:
- 5.3.1. For breakfast, if the departure time is 7:30 a.m. or earlier or the return time is 7:30 a.m. or later, or
  - 5.3.2. For lunch, if the departure time is 1:00 p.m. or earlier or the return time is 1:00 p.m. or later, or
  - 5.3.3. For dinner, if the departure time is 6:30 p.m. or earlier or the return time is 6:30 p.m. or later.
- 5.4.** A trustee must not claim a meal allowance if a meal is provided at no cost or included in a conference registration fee unless the trustee declines the meal because of a pre-authorized:
- 5.4.1. Dietary restriction; or
  - 5.4.2. Business reason.
- 5.5.** Meal expenses will not be reimbursed if the hotel provides a meal (usually breakfast) as part of the fee for the room.
- 5.5.1. If a meal is included in the expense of airfare, a trustee ~~cannot~~ can only claim a meal allowance if unless the flight is delayed. A meal may be claimed as per the guidelines when a flight is delayed.
- 5.6.** Any “room service” charges added to the cost of meals will not be reimbursed:
- 5.6.1. Unless there is a valid reason the meal could not be obtained elsewhere or,
  - 5.6.2. The room service charge plus the cost of the meal is equal to or less than the meal allowance.
- 6. ACCOMMODATION EXPENSES**
- 6.1.** When a trustee is travelling on NSD business, and overnight accommodation away from the trustee’s residence is necessary, the actual expense of accommodation (with receipt) or an allowance (no receipt required) at the rate set out in Policy 7, Appendix A Schedule of Rates per night may be claimed.
- 6.2.** If a trustee wishes for a larger or upgraded room from a standard room, they shall be reimbursed for the cost of a standard room only unless required for business reasons.
- 6.3.** Should a trustee wish to stay at a hotel other than that of the corporate booking rate, they shall be reimbursed to a maximum of 25% over the corporate booking rate.



## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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#### 7. LAUNDRY EXPENSES

- 7.1. A trustee may claim for laundry and dry cleaning expenses incurred (with receipt) after four consecutive nights while travelling.

#### 8. HOSTING EXPENSES

- 8.1. The main purpose of an individual trustee hosting should be:
- 8.1.1. To engage with the community toward the ultimate goal of improving student success.
  - 8.1.2. Engage with staff to help them feel welcome in the community, introduce them to the community and/or build relationships between them and the community.
- 8.2. Hosting may not include meeting with people about responsibilities that are outside of the Board's role. Any request to meet about an administrative responsibility area must involve the area Associate Superintendent and is not claimable through the trustee hosting budget. Trustee General Duty Days cover meetings with community members.
- 8.3. A "hosting summary" form must be submitted with any hosting expense claims that outline the purpose of the event, people in attendance and outcome.

#### 9. BUSINESS EXPENSES

- 9.1. Office-type supplies required by a trustee to fulfill the requirements of their position (printer ink, paper, cards, etc.) are allowable business expenses.
- 9.1.1. Trustees must check with the Executive Assistant before purchasing supplies to ensure the Division does not already have the required item(s) in stock and/or if there is a contract with a supplier, the item(s) can be obtained through at a reduced cost.
- 9.2. ~~Any other business expenses must be approved by the board chair or vice chair for the chair.~~ **The Board Chair or Vice-Chair must authorize any other business expenses for the Board Chair.**

### CORPORATE CREDIT CARD GUIDELINES

#### 10. GENERAL GUIDELINES:

- 10.1. At their request, trustees may be provided with a corporate credit card to assist with ease of travel and fulfilling the requirements of their position.
- 10.2. The card may be used for any allowable expenses outlined in this appendix.



## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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- 10.3.** The card may not be used for personal expenses. However, with pre-approval from the Board Chair, trustees are permitted to use corporate credit cards for fuel purchases in emergent situations such as requiring lodging or meals due to schedule changes or weather or other unforeseen circumstances to when attending NSD meetings.
- 10.4.** All expenditures charged to a corporate credit card must be supported by original bills or vouchers as well as and the customer's copy of the credit card receipt.
- 10.5.** Details as to the trustee's duties incurring the expense should be detailed on the receipt.
- 10.6.** No cash advance is allowed through the corporate credit card.
- 10.7.** The "Trustee Corporate Credit Card Agreement" must be signed by trustees receiving a corporate credit card. Cardholders are expected to know and observe the agreement as a condition of accepting and using the corporate card.
- 10.8.** It is the responsibility of the cardholder to protect the card from loss or theft and, in the event of loss or theft, to notify the Executive Assistant immediately.
- 10.9.** Along with the "Trustee Corporate Credit Card Agreement," this Appendix and all Board Policies apply to the use of a corporate credit card.
- 10.10.** The Chair or Vice-Chair, in the case of the Chair, is responsible for ensuring the proper use of trustee corporate credit cards.
- 10.11.** The Secretary-Treasurer shall immediately inform the Chair, or Vice-Chair in the case of the Chair, of any use by a trustee of their corporate credit card that is outside policy, including non-provision of receipts, and they shall take immediate action with the trustee involved.
- 10.12.** The Chair, in consultation with the Vice-Chair, and the Vice-Chair, in consultation with one other trustee in the case of the Chair, have the right to request the immediate return and/or cancellation of a card:
- 10.12.1. If the card is misused in any manner (e.g. charging personal expenses, charging alcohol)
  - 10.12.2. Any other actions that are considered to constitute a general mishandling of the card, such as, but not limited to:
    - 10.12.2.1. Excessive administration time is required to reconcile the credit card statement against the trustee's expense claim.
    - 10.12.2.2. Claiming expenses on their expense form that were charged to their credit card.
- 10.13.** ~~The following process shall be enacted by~~ The Chair shall enact the following process, or the Vice-Chair in the case of the Chair if receipts are not provided



## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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although. However, consideration may be given if the offences do not occur simultaneously:

- 10.13.1. The first time a receipt is not provided:
  - 10.13.1.1. The charge will not be reimbursed and will be deducted from the trustee's next honorarium/expense claim;
  - 10.13.1.2. The Chair, or Vice-Chair in the case of the Chair, shall be notified immediately with the details and will contact the trustee involved to remind them of the policy and warn them that their card could be cancelled. This will be followed up in writing.
- 10.13.2. The second time a receipt is not provided:
  - 10.13.2.1. The charge will not be reimbursed and will be deducted from the trustee's next honorarium/expense claim;
  - 10.13.2.2. The Chair, or Vice-Chair in the case of the Chair, shall be notified immediately with the details and will contact the trustee involved to remind them of the policy and warn them that their card will be cancelled should this occur again. This will be followed up in writing.
- 10.13.3. The third time a receipt is not provided, the credit card will be suspended. This will be followed up in writing.
- 10.13.4. Suspension of a card will be for the remainder of the electoral term unless the Chair/Vice-Chair decides to reinstate the card once all receipts and discrepancies have been resolved, including paying back any funds owed. Additional requirements can be added as well, such as signing an agreement.
- 10.14.** Trustees are responsible to keep a copy for keeping copies of all receipts which they can provide in the case of a dispute.
- 10.15.** As a condition of accepting a corporate credit card, a cardholder authorizes the Division to clear any outstanding accounts and deduct the payment from any funds which may be payable to the cardholder.
- 10.16.** The corporate card must be returned to the Division Office one month before prior to the end of each electoral term.
- 10.17.** Any outstanding charges on the account must be resolved through the trustee's honoraria claim prior to the end of an electoral term.
- 10.18.** The following may conditionally approve expense(s) outside of policy, subject to Board approval:
  - 10.18.1. The Chair, in consultation with the Vice-Chair and





## POLICY 7

### APPENDIX C - TRUSTEE HONORARIA/EXPENSE AND CORPORATE CREDIT CARD GUIDELINES

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- 10.18.2. In the case of the Chair, the Vice-Chair is in consultation with one other trustee as per the Agenda Review Schedule (Policy 8 - Board Committees).
- 10.19.** Expense(s) outside of policy may be conditionally approved, subject to Board approval, by:
  - 10.19.1. The Chair, in consultation with the Vice-Chair and
  - 10.19.2. In the case of the Chair, the Vice-Chair is in consultation with one other trustee as per the Agenda Review Schedule (Policy 8 - Board Committees).
  - 10.19.3. Repayment for any conditionally approved expense ~~that is denied by the Board~~ **the Board denies** is as per **section** 1.8.



## **POLICY 7 APPENDIX D**

### **RULES OF ORDER**

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Rules of order are designed to facilitate group decision-making. ~~To allow~~ **allowing** everyone's opinion to be heard while ensuring fairness, respect, and civility. Rules of order help efficiently manage conduct and time to cover all business. The ultimate goal is to help deliver quality decisions.

There are two components to the Rules of Order

- Rules of Procedure, how to get business done
- Rules of Conduct, how to behave

*"It is better to debate a question without settling it than to settle a question without debating it"* - Joseph Joubert, 1754-1824

#### **1. RULES OF PROCEDURE**

##### **1.1. Discussion**

- 1.1.1. Before a motion is made, time will be allowed to discuss an item. During this time, there should not be any debate on it; it should be only time for the presenter to highlight parts and for trustees to ask questions and gather more information.
- 1.1.2. Once the Chair is comfortable and there has been enough discussion, they will call for a motion.
- 1.1.3. Before asking for a motion, the Chair will ask if anyone needs more time for discussion.

##### **1.2. A motion is made**

- 1.2.1. A trustee shall make a motion (no seconder required as per **the** Education Act).
- 1.2.2. The motion may be as recommended by the Administration but does not have to be.
- 1.2.3. ~~Motions may be made by any trustee, including the Chair.~~ **Any trustee, including the Chair may make motions.**

##### **1.3. The Chair states the motion.**

- 1.3.1. A trustee may require the motion under discussion to be read at any time during the debate except when a trustee is speaking.

## POLICY 7 APPENDIX D

### RULES OF ORDER

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- 1.4. Debate
  - 1.4.1. Once a motion is made, **the** debate may only be about the motion.
    - 1.4.1.1. E.g. I am in favour of this motion because I am against this motion because
  - 1.4.2. The Chair controls the debate.
    - 1.4.2.1. The Chair may ~~very~~ occasionally let another trustee or administration provide feedback on a speaker's comments.
    - 1.4.2.2. The Chair may ask the Administration to speak in the middle of the speaker list if they feel it will ~~be beneficial to~~ **benefit** the discussion or let the mover answer a question from another trustee.
  - 1.4.3. Everyone can speak up to two times to each motion and up to two minutes per time ~~talking~~.
    - 1.4.3.1. The Chair may allow a third or more rounds of debate on an item if they determine it is necessary to ensure a quality decision.
  - 1.4.4. Mover speaks first and may close the debate as well.
  - 1.4.5. No one shall interrupt a speaker unless it is to ask for a necessary clarification of the speaker's remarks, and any such interruption shall not be permitted without ~~permission of the Chair~~ **the Chair's permission**.
  - 1.4.6. ~~When a trustee arrives at the meeting after a motion has been made and prior to **before** taking a vote, the trustee may request further discussion prior to the vote. The Chair shall rule on whether further discussion will be allowed.~~ **OR When a trustee arrives at the meeting after a motion has been made, and before taking a vote, the trustee may request further discussion before the vote.**
  - 1.4.7. Point of Order or Point of Information
    - 1.4.7.1. Everything stops to deal with "point."
    - 1.4.7.2. Two kinds of points of order:
      - 1.4.7.2.1. Point of Order
        - 1.4.7.2.1.1. Process problem (e.g. someone speaking too long)
      - 1.4.7.2.2. Point of Information (e.g. Need information on an item - e.g. need to know if you have enough dollars in the budget for an item asking to purchase.)
  - 1.4.8. In all debates, any matter of procedure in dispute shall be settled, ~~if possible,~~ by reference to this Appendix. If this reference **needs to be**

## POLICY 7 APPENDIX D RULES OF ORDER

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**revised** is inadequate, the procedure shall be determined by a motion supported by the majority of trustees in attendance.

### 1.5. Voting

- 1.5.1. As soon as the motion is voted on, the debate is over, and the motion stands as the position of the Board and each trustee.
- 1.5.2. The Chair, and all trustees present, unless excused by resolution of the Board or by the provisions of the School **Education** Act, shall vote on each question.
- 1.5.3. ~~Each question shall be decided by a majority of the votes of those trustees present.~~ **A majority of the votes of those trustees present shall decide each question.** A simple majority of a quorum of the Board will decide in favour of the question.
- 1.5.4. In the case of an equality of votes, the question is defeated.
- 1.5.5. A vote on a question shall be taken by open vote, expressed by show of hands, except votes to elect the Chair or Vice-Chair, which are by secret ballot, unless there is unanimous consent of all trustees present to use a show of hands.

### 1.6. The Chair announces the result and effect.

- 1.6.1. The result of the vote is announced (e.g. carried unanimously or carried or defeated).
- 1.6.2. The effect of the vote is announced (e.g. will be sending \$500 to charity for school uniforms).

### 1.7. Procedural Motions

- 1.7.1. Approve agenda; approve consent agenda.
  - 1.7.1.1. The trustee may ask for an item to be pulled from the consent agenda and put into action items but must do so prior to the approval of the consent agenda.
- 1.7.2. Procedural motions should go through very quickly.
  - 1.7.2.1. If a trustee wishes to address a procedural motion, they should be prepared to do so as soon as the item is called or have dealt with it before the board meeting, such as correcting typos in minutes.

## POLICY 7 APPENDIX D

### RULES OF ORDER

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- 1.8. Substantive motions
  - 1.8.1.1. Must only be debating one main motion at a time.
- 1.9. Amendments
  - 1.9.1. The Chair will decide if the amendment **contradicts** ~~is contrary to~~ the essence of the main motion.
    - 1.9.1.1. If an amendment is accepted, then debate on the main motion stops and ~~debate is about the amendment only.~~ **is only about the amendment**
    - 1.9.1.2. Only debate one amendment at a time.
    - 1.9.1.3. The Chair should restart the speaking list to discuss amendments.
    - 1.9.1.4. Ask the mover of the amendment if they would like to speak to their amendment.
    - 1.9.1.5. Ask if anyone else wants to speak to the amendment.
    - 1.9.1.6. After all **the** debate, **the** mover may close.
    - 1.9.1.7. Vote is taken
      - 1.9.1.7.1. If the amendment is accepted, ~~then~~ go back to the main motion as amended.
      - 1.9.1.7.2. If an amendment is not accepted, **then** go back to the main motion as it was and go back to the speaker list for the main motion.
  - 1.9.2. Friendly amendment
    - 1.9.2.1. Someone puts forward an amendment and indicates it may be a friendly amendment, or if the Chair sees a lot of heads nodding to ~~the amendment~~ **it**, **they** may ask if it is a friendly amendment.
    - 1.9.2.2. Chair asks if anyone DISAGREES with it being a friendly amendment.
    - 1.9.2.3. If it is unanimous, ~~then~~ the amendment is added to the main motion and then ~~goes back~~ **returned** to the speaker list of the main motion (as now amended) because it is a friendly amendment.
  - 1.9.3. Germane Amendments
    - 1.9.3.1. All amendments must be germane to the main motion, which means the amendment must be about the same essence as the main motion; if not, it might not be accepted.

## **POLICY 7 APPENDIX D**

### **RULES OF ORDER**

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1.9.3.2. **There is** no set rule on whether it is germane; it depends on the situation

1.9.3.2.1. The Chair can accept or not accept the amendment;

1.9.3.2.2. Trustees can challenge the Chair's ruling, and then the Board votes on whether it will be considered as an amendment.

#### 1.10. Notice of Motion

1.10.1. The notice of motion serves the purpose of officially putting an item on the agenda of the ~~next~~ **following** or future regular meeting and gives notice to all trustees of the item to be discussed.

1.10.2. A notice of motion is not debatable and may not be voted on.

#### 1.11. Motion to Adjourn

1.11.1. If all items on the agenda are complete:

1.11.1.1. Chair says: "Seeing no further business, the meeting is adjourned."

1.11.2. If the agenda is not completed and are deferring business, then should have the motion to adjourn and defer **or postpone** business.

## 2. **RULES OF CONDUCT**

2.1. The behaviour of everyone in attendance at a meeting shall be to help ensure good debate and quality decisions.

2.2. Laptops and cell phones should not be used during ~~in-camera~~ **closed session** meetings.

#### 2.3. Forms of address

2.3.1. Titles will be used at all public meetings

2.3.1.1. Example: Chair Smith, Trustee Brown, Superintendent Jones

#### 2.4. Speaking at Meetings

2.4.1. Raise hands to be put on the speaker list.

2.4.2. Must be recognized by the Chair before speaking.

## POLICY 7 APPENDIX D RULES OF ORDER

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- 2.4.3. Thank **the** Chair when **you are** recognized to speak, **and** thank **the** Chair when **you are** finished so everyone knows **they you** are finished speaking.
- 2.4.4. The custom of addressing comments to the Chair is to be followed by all persons in attendance.
  
- 2.5. Addressing the Motion
  - 2.5.1. Debate motion, not each other.
  - 2.5.2. Discussion should occur with no reference to a prior position.
  
- 2.6. Debating and Deciding the Motion
  - 2.6.1. All debates and decisions shall be:
    - 2.6.1.1. Formal enough to give clear direction to the Superintendent in implementing the Board's expectations.
    - 2.6.1.2. Informal enough to allow a complete, honest and factual sharing of information and opinions.
  
- 2.7. Role of the Chair
  - 2.7.1. The **main primary** role is to "direct traffic."
  - 2.7.2. Remain calm and neutral.
  - 2.7.3. Provide a "safe space" for everyone to speak and share thoughts and information.
  - 2.7.4. Acknowledge, generally by nodding, that they see a trustee or administration that wants to be on the speaker's list.
  - 2.7.5. Read the **next following** three speakers on the speaker list and then acknowledge the first speaker to speak.
  - 2.7.6. Be as neutral as possible.
  - 2.7.7. Avoid the temptation to speak after every comment.
  - 2.7.8. Hold your ~~own~~ comments as long as possible, or at least until other trustees have had the opportunity to speak once.
  - 2.7.9. Maintain **the** speaking order and work towards the goal of hearing from everyone, with priority given to first-time speakers.
  - 2.7.10. Think in "rounds". Has everybody had a chance to speak first? Does anybody else want to speak first? If not, then could go to the second round and allow second-time speakers.
  - 2.7.11. Responsible for limiting a speaker when ~~they are~~ speaking too long, becoming repetitive or not on topic.
  - 2.7.12. The Chair must be firm in keeping order.



## POLICY 7 APPENDIX D

### RULES OF ORDER

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- 2.8. Roles of Trustees
  - 2.8.1. All trustees are responsible for holding themselves and the Chair to the rules of order.
  - 2.8.2. Come prepared. A lot of work goes into preparing the board packages and asking questions ~~that are~~ already answered in the package just should **be avoided** ~~not happen~~.
  - 2.8.3. Read all materials provided to you ahead of the meeting at least once, preferably twice, and seek clarification on Consent Agenda items before the meeting.
  - 2.8.4. Represent the whole district.
  - 2.8.5. Know how to behave; don't repeat yourself.
  - 2.8.6. **Refrain from** ~~Do not~~ sidebar; only the Chair and **the** Superintendent can do that.
  - 2.8.7. Be humble if corrected by the Chair; you are the one ~~that~~ **who** made the mistake.
  - 2.8.8. Help the Chair!



The Board believes the priority of transportation services is to provide safe transportation for students to Board-designated programs within the Northland School Division.

School bus transportation service is provided in accordance with **by** provisions of the Education Act and the specifications outlined in this policy. Responsibility for students' safety and well-being is retained by the parents or guardian of the student up until the students are picked up by the school bus and after they are dropped off by the school bus.

### Specifically

1. The Board will provide transportation at no cost for students:
  - 1.1 ~~Eligible for provincial transportation funding: over 2.4 km from their designated school.~~
  - 1.2 ~~The Board will endeavour to provide transportation for students residing less than 2.4 km from their designated school.~~
2. The Board supports the use of congregated bus stops to facilitate efficient busing and ride times with consideration given to the safety and feasibility of walk distances for the age of the student(s).
3. The school bus is an extension of the classroom, and the same rules and discipline measures apply to the student on the bus as in the classroom. The Bus Driver is in charge of the bus, and students must listen and comply with the bus driver's rules.
4. Transportation services for students on-reserve to Northland Schools shall be as per contract.
5. ~~Non-resident students transported by Northland School Division must be covered by a transportation agreement.~~ **A transportation agreement must cover non-resident students transported by the Northland School Division.**
6. The Alberta Education transportation conveyance allowance may be forwarded to a **student's parent/guardian** ~~of a student~~ qualifying for alternative transportation services.
7. Funding received for a student may be forwarded to a student's parent/**guardian** ~~of a student~~ directed by the Board to attend a school of another board or an organization or agency providing special education services that requires the student to be absent from their home community.
8. The Board shall approve all school attendance and transportation service areas.



**POLICY 17**  
**STUDENT TRANSPORTATION SERVICES**

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- 9. For safety reasons, where practical, student pick-ups and drop-offs will be organized so that students who are picked up first in the morning are dropped off first in the afternoon.

Legal Reference:      Section 3, 7, 11, 31, 32, 33, 51, 52, 53, 59, 222 Education Act  
                                 Traffic Safety Act  
                                 Commercial Vehicle Safety Regulation 121/2009  
                                 Student Transportation Regulation  
                                 Use of Highway and Rules of the Road Regulation 304/2002  
                                 Vehicle Equipment Regulation 122/2009  
                                 Funding Manual for School Authorities



## **Principles and Assumptions**

### **Budget 2024-2025**

#### **Overview**

As part of its fiduciary duties the Board reviews and approves the budget annually, per the Annual Work Plan. These Principles and Assumptions are used to guide and support the Administration's detailed budget development. This includes all key components of the budget, including enrollments, revenues, expenses, school allocations, staffing and department costs.

The budget will also be provided to Alberta Education by May 31, 2024.

The Division's financial management cycle includes a fall update to the budget considering actual enrollments and emerging priorities, monthly financial reporting, variance followup and quarterly forecasting. The fall update will also reflect the impact of any Board decisions of a material nature following the submission of the Budget 2024-2025 in May 2024.

#### **1 - GUIDING PRINCIPLES**

1. A fair, transparent and equitable allocation.
2. A process of collaboration and consensus building developing fairness and equity.
3. Decentralized (site-based) budgets and the maximum funding for schools.
4. Financial decision-making:
  - a. those closest to the activity have major influence in decisions, as appropriate;
  - b. informed decisions will be made with attention to balancing choice, responsibility and accountability while maintaining alignment with our vision, commitments, and principles;
  - c. staff have the capability to make decisions for activities they are responsible for;
  - d. decision-makers will consider the full scope of the impact of their decisions and will collaborate with those who may be affected by such decisions;
5. Individuals are accountable and responsible for their decisions and approvals.

#### **2 - KEY ASSUMPTIONS**

##### **Allocation model**

1. The Division's allocation model provides appropriate resources for quality education at every school.
2. School Food Services is critical to the health and continuing success of our students. Although a specific grant has not been received for this, the program will continue.
3. Transportation is a necessity for each of our students and will continue to be fully funded within the parameters established by the School Division.
4. Departments and key cost centres will operate within envelopes, based on previous

years, with adjustments for Division priorities and key cost drivers.

5. The board and Staff will continue the strategic use of videoconferencing where appropriate to manage travel expenses.

#### **Revenues and Enrollment**

6. Enrollment projections driving grant funding and site allocations are based on the best estimates available, including local knowledge, and will be adjusted to site actuals when known (Fall Budget Update).

#### **Salaries and benefits**

7. The standard cost for teacher salaries is based on existing grid rates and will change only for grid movement/changes/ turnover.
8. Support salaries are planned based on current costs and will fit within existing envelopes.
9. ASEBP benefits costs will fully reflect the September 1st increase. Discounted rates continue for Extended Health, Dental, and Vision.

#### **Supplies and Services**

10. Insurance cost escalation has been halted and rates will not materially increase except for the area of transportation insurance.
11. Utilities have been budgeted based on current costs and include the effects of the utility rate contract renewal effective January 2024 (rates and usage).

#### **Capital Program**

12. Investments will enhance learning, provide lasting benefits or reduce ongoing operating costs.

#### **Contingencies**

13. Contingencies include inflation, carbon tax/ fuel costs and unforeseen key contract changes.

<b>The Northland School Division</b>		
<b>Projected Operational Funding - as of March 2024</b>		
	<b>Funding Framework Grants</b>	<b>Budget 2024</b>
<b>Base Instruction</b>	Grade ECS	\$90,890
	Grades 1 - 9	\$1,724,307
	High Schools	\$1,144,934
	Rural Small Schools	\$6,278,683
	Home Education & Shared Responsibility <sup>1</sup>	\$0
	Outreach Programs	\$100,000
	Distance Education (Non-Primary)	\$0
		<b>Sub-Total</b>
<b>Services &amp; Supports</b>	ECS Pre-K Program Unit Funding (PUF)	\$81,422
	Moderate Language Delay Grant (Pre-K & SLS K)	\$29,040
	Specialized Learning Support	\$1,250,770
	Specialized Learning Support - Kindergarten (Severe)	\$307,175
	First Nations, Métis, and Inuit Education	\$1,906,968
	English as an Additional Language	\$151,668
	Francisation	\$0
	Refugee Student	\$22,385
	Institutional Programs (EPI)	\$0
	Classroom complexity	\$99,179
<b>Schools</b>	Operations & Maintenance Grant	\$2,443,204
	SuperNet	\$172,800
	Transportation	\$2,679,856
	Infrastructure Maintenance Renewal (Operating)	\$251,129
<b>Community</b>	Socio-Economic Status	\$1,415,753
	Geographic	\$4,491,007
	Fort McMurray Allowance	\$611,520
	School Nutrition Program	\$266,500
	Francophone Equivalency	\$0
<b>Jurisdictions</b>	System Administration	\$3,427,626
	Teacher Salary Settlement	\$566,720
	Supplemental Enrolment Growth <sup>1</sup>	\$113,250
	Stabilization Funding (if applicable)	\$2,287,912
A	Budget 2024 - Projected Operational Funding	<u>\$31,914,699</u>
B	2023/24 school year - Estimated Operational Funding <sup>2</sup>	\$33,232,160
C	2023/24 Funding Adjustment	-\$579,013
D = B + C	2023/24 Total Operational Funding	\$32,653,147
E = A - D	\$ Increase/Decrease compared to 2023/24 Level	-\$738,448
<b>Financial Health of the School Division (2022/23 School Year)</b>		
	Operating Reserves	\$4,333,561
	ASO % of Operating Expenses (Provincial ASO - 3.8%)	7.29%
	Capital Reserves	\$9,633,724

**Notes:**

<sup>1</sup> Home Education, Shared Responsibility and Supplemental Enrolment Growth Grant estimates will be updated using the September actual enrolment count for the 2024/25 school year.

<sup>2</sup> School jurisdiction's operational funding includes Supplemental Enrolment Growth Grant, Transportation and other in-year adjustments.



<b>The Northland School Division</b>				
<b>WMA Funding Adjustment Details - as of March 2024</b>				
	<b>Funding Framework Grants</b>	<b>Estimated Funding 2023/24<sup>1</sup></b>	<b>Actual as of March 2024</b>	<b>WMA Funding Adjustment</b>
<b>Base Instruction</b>	Grade ECS	\$82,450	\$103,549	\$21,099
	Grades 1 - 9	\$1,722,359	\$1,712,621	-\$9,738
	High Schools	\$1,160,823	\$891,060	-\$269,764
	Rural Small Schools	\$6,425,357	\$6,268,296	-\$157,061
	Home Education & Shared Responsibility <sup>1</sup>	\$0	\$0	\$0
	Outreach Programs	\$100,000	\$100,000	\$0
	Distance Education (Non-Primary)	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$9,490,990</b>	<b>\$9,075,526</b>	<b>-\$415,464</b>
<b>Services &amp; Supports</b>	ECS Pre-K Program Unit Funding (PUF)	\$64,724	\$117,634	\$52,910
	Moderate Language Delay Grant (Pre-K & SLS K)	\$57,200	\$57,200	\$0
	Specialized Learning Support	\$1,269,834	\$1,211,068	-\$58,765
	Specialized Learning Support - Kindergarten (Severe)	\$250,657	\$420,222	\$169,565
	First Nations, Métis, and Inuit Education	\$2,178,277	\$2,153,831	-\$24,446
	English as an Additional Language	\$172,986	\$163,614	-\$9,372
	Francisation	\$0	\$0	\$0
	Refugee Student	\$16,940	\$16,638	-\$303
	Institutional Programs (EPI)	\$0	\$0	\$0
	Classroom complexity	\$99,638	\$98,793	-\$845
<b>Schools</b>	Operations & Maintenance Grant	\$2,440,229	\$2,426,609	-\$13,620
	SuperNet	\$153,600	\$153,600	\$0
	Transportation <sup>2</sup>	\$2,511,878	\$2,511,878	\$0
	Infrastructure Maintenance Renewal (Operating)	\$238,546	\$238,546	\$0
<b>Community</b>	Socio-Economic Status	\$1,423,294	\$1,386,933	-\$36,361
	Geographic	\$4,569,981	\$4,327,669	-\$242,312
	Fort McMurray Allowance	\$599,040	\$599,040	\$0
	School Nutrition Program	\$266,500	\$266,500	\$0
	Francophone Equivalency	\$0	\$0	\$0
<b>Jurisdictions</b>	System Administration	\$3,416,797	\$3,416,797	\$0
	Supplemental Enrolment Growth <sup>1,2</sup>	\$393,780	\$393,780	\$0
	Teacher Salary Settlement	\$566,720	\$566,720	\$0
	<b>Subtotal</b>	<b>\$30,181,610</b>	<b>\$29,602,597</b>	<b>-\$579,013</b>
	Stabilization Funding	\$3,050,550	\$3,050,550	\$0
	<b>Total</b>	<b>\$33,232,160</b>	<b>\$32,653,147</b>	<b>-\$579,013</b>

## Notes:

1. Home Education, Shared Responsibility and Moderate Language Delay Grant (Code 48 Pre-K & SLS-K) estimates will be updated using the September 30th actual enrolment count for the 2023/24 school year





# Tri-Annual Report #2

## 2023-2024



Photo from Paddle Prairie School's 2nd Annual Evening of the Arts



# Message from Board & Superintendent

## Tri-Annual Report #2 2023-2024

Tansi, Edlánat'e, Hello everyone! We are pleased to present our second Tri-Annual Report for the 2023-2024 school year! This report highlights progress we have made with meeting or exceeding the priorities for Northland School Division (NSD):

1. Excellence in Learning
2. Excellence in Leadership
3. Excellence in Relationships

Before you turn the page, check out our new promotional video! Let us show you why Northland is a great place to learn and teach! Visit the website link to view the video <https://tinyurl.com/msh2yr53>.

On behalf of the Board of Trustees and Administration, thank you for your continued support.

Sincerely,



A handwritten signature in black ink, appearing to read "Robin Guild".

Robin Guild  
Board Chair



A handwritten signature in black ink, appearing to read "Cal Johnson".

Cal Johnson  
Superintendent of Schools/CEO

# Excellence in Learning

## Tri-Annual Report #2 2023-2024

### Priority 1: Excellence in Learning

Students achieve or exceed the standards set by Alberta Education in literacy and numeracy

Outcome: Student success is supported by staff who ensure all students feel supported and have a sense of belonging within their schools.

Outcome: The Division uses consistent literacy and numeracy practices to support the growth of educators and student achievement.

Outcome: The Division offers multiple, flexible pathways to high school completion.

#### How is Northland achieving these outcomes?



**TELUS World of Science - Edmonton staff visit Northland schools!**

TELUS World of Science - Edmonton continues to support Northland educators with science-related topics in the classroom environment. The Science in Motion team organize science-themed activities virtually and in person! During an in-person session at Gift Lake School, students learned how to mix chemicals to create unexpected solutions and reactions, create codes to move robots, construct bridges using everyday materials, just to name a few.



# Excellence in Learning

## Tri-Annual Report #2 2023-2024

### Northland schools proudly participate in Pink Shirt Day

We all have a role to play in promoting healthy relationships and preventing bullying – in our schools, our homes, and our communities. On February 28, 2024, Northland School Division students and staff are wearing pink shirts in recognition of Pink Shirt Day - Anti-Bullying Day.



# Excellence in Learning

## Tri-Annual Report #2 2023-2024

### Weaving First Nations and Métis knowledge into the learning experience

Northland is focused on weaving local First Nations and Métis knowledge into the learning experiences. This deliberate programming enables students to see themselves in the curriculum and feel more connected to their identity.



Career Pathways School students from Conklin had the wonderful opportunity to attend a Winter Land Camp on February 8th and 9th with students from Bill Woodward School! The students learned about the history of the fur trade, survival, and they ended the two day camp with a survival scenario. The students slept in the trappers' tents, and they had to start a fire with minimal tools, build a shelter, and cook their own meal. The students earned two credits while attending the Winter Land Camp!



In March, J.F. Dion School students were taught how to set rabbit snares. The next day, students discovered that they caught a rabbit! After catching the rabbit, students learned how to skin and prepare a rabbit for cooking purposes.

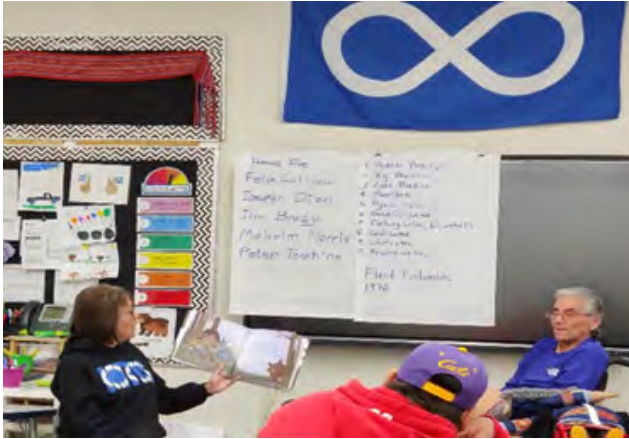


Anzac students learn how to filet a fish from members of the Willow Lake Métis Nation.



# Excellence in Learning

## Tri-Annual Report #2 2023-2024



### Strengthening Language and Cultural Connections

Since the beginning of the school year, NSD has continued to develop partnerships with Alberta Education, University of Alberta, Blue Quills University and local land-based contractors to strengthen Cree, Dene and Michif language and culture programs. During literacy nights for example, Director of First Nations, Métis and Inuit Education Debbie Mineault was invited by school principals to support their language instructors in strengthening their language and culture programs. Using the Indigenous Literature collection, local school staff used instructional strategies to engage their communities. Students, staff, parents, grandparents, guardians, Elders and Knowledge Keepers supported the event by sharing their historical stories and cultural connections.

### World Read Aloud Day celebrated across NSD!

February 7, 2024 marked the global celebration of World Read Aloud Day, and Northland School Division was thrilled to participate! Our schools hosted a series of activities designed to highlight the joy and importance of reading aloud.

This special day was even more memorable as our students had the unique opportunity to listen to captivating stories and poems. What makes it extraordinary? These readings were brought to life via Zoom by students, school staff and members of central office!



# Excellence in Learning

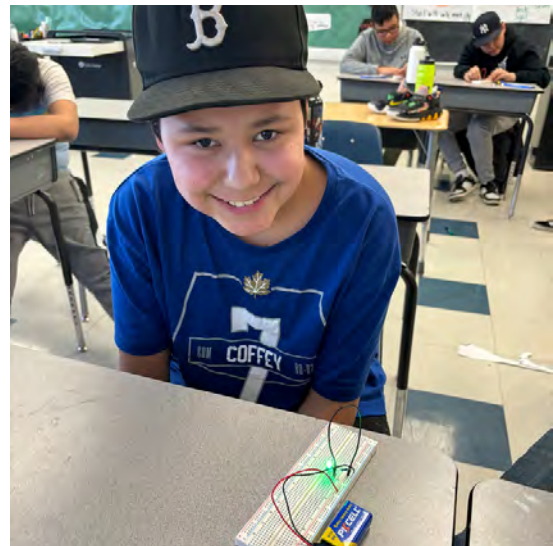
## Tri-Annual Report #2 2023-2024



### NSD Music Program Update

An innovative approach to program delivery is enabling more students to access quality music opportunities, through in-person sessions. Students at Mistassiniy School (Wabasca-Desmarais), Bishop Routhier School, Grouard Northland School and Hillview School are participating in a music program taught by NSD Music Specialist Boyd Davies.

In March, Grouard Northland School students participated in a music learning session with Boyd and guest artists Mallory Chapman and Brett Hansen. During this music learning experience, students worked on creating an original song accompanied by a video called "Good Feeling". The students spent time with our guest artists brainstorming ideas for the song and then were included in the recording process. Click on the website link to view the music video <https://www.youtube.com/watch?v=Ww-ZxA9w-FM>.



### Students benefit from MindFuel partnership

NSD has an ongoing partnership with MindFuel. The partnership allows students to learn about microcontrollers and robotics!



# Excellence in Leadership

## Tri-Annual Report #2 2023-2024

### Priority 2: Excellence in Leadership

Through excellent leadership practices, everyone feels welcome and valued.

Outcome: Northland School Division employs a consistent process for reviewing school improvement and assurance.

Outcome: Northland School Division and school leadership models a welcoming learning and working environment that fosters a sense of belonging and pride for First Nations and Métis and non First Nations and Métis learners.

Outcome: Finances are well managed, decisions are supported by facts and stewardship is exemplary.

### How is Northland achieving these outcomes?

#### New Mistassiniy School Update

The eagerly awaited sound of students engaging in academic and extracurricular activities at the new Mistassiniy School is now a reality!

Northland School Division (NSD) has reached a pivotal stage in constructing the new state-of-the-art learning facility. The transfer of items from the old Mistassiniy School concluded in late January. The first day for students and staff in the new Mistassiniy School was Thursday, February 1, 2024.

Click on the website link to view the news release <https://www.nsd61.ca/about-us/division-news/post/new-era-dawns-as-the-new-mistassiniy-school-prepares-to-open-doors>.



# Excellence in Leadership

## Tri-Annual Report #2 2023-2024



### Community Engagement Feedback shared in a What We Heard Report

From early November to the end of February, NSD hosted in person engagement sessions in all school communities with students, staff, parents and community members. The feedback collected was then organized into a What We Heard Report Overview, which was presented by Superintendent of Schools/CEO Cal Johnson to the Board.



To view the What We Heard Report, click on the website link:

<https://www.nsd61.ca/download/444545>.

In addition, each school will be presenting a What We Heard Report to their students, staff, parents/guardians and community members.



# Excellence in Leadership

## Tri-Annual Report #2 2023-2024

### NSD hosted a successful division-wide professional learning event

On March 13-14, 2024, hundreds of NSD staff participated in a division-wide professional learning event in Grouard, Wabasca-Desmarais and Anzac.

During this two-day event, staff learned about restorative practices. Restorative conversations are set to enable solution-based discussions with all parties involved. In these talks, everyone affected gets together to tell their story and figure out how to move forward in a positive way. These conversations are good because they help everyone understand the whole story. They make sure that the person who was hurt can ask questions and say what they need to feel better.

By participating in this learning session, staff are more prepared to address complex situations and improve communication with other staff and families. On March 18th, central office staff also participated in restorative practices training. Restorative practices are recommended by Alberta Education to support welcoming, caring, respectful and safe workplaces. In addition to restorative practices, staff were able to participate in learning sessions related to tradition learning (storytelling, beading, cooking), yoga, self-defence and “Try It” Career and Technology Studies (CTS) style sessions.



# Excellence in Relationships

## Tri-Annual Report #2 2023-2024

### Priority 3: Excellence in Relationships

Develop and actively promote healthy relationships with students, parents/guardians, staff, community and educational partners.

Outcome: Parents and community members engage in their school community and are involved in their child's education.

Outcome: Parents, guardians, communities and education partners are informed and involved in Northland School Division (NSD) plans, programs and progress through ongoing and effective communication.

Outcome: Northland School Division fosters purposeful and productive working relationships to collaboratively advance division operations to support student learning.

#### How is Northland achieving these outcomes?



#### NSD and KTCEA discuss partnership opportunities

NSD strongly believes in building relationships with communities, neighboring school authorities and education partners to support student learning.

In March, NSD hosted a get-together with Kee Tas Kee Now Tribal Council Education Authority to discuss ways they can work together to support student success.

During the meeting, senior leadership from NSD and KTCEA discussed way they can support each other with respect to literacy, numeracy, high school completion, language and culture, land-based learning, human resources, finance and communication. NSD and KTCEA plan to re-engage on partnership opportunities in the near future.



# Excellence in Relationships

## Tri-Annual Report #2 2023-2024



### NSD preparing for potential wildfires with neighbouring school divisions

In light of recent events and the increasing concerns regarding wildfires, Northland School Division is taking proactive measures to ensure the safety of students and staff. To this end, on March 25th, we took a significant step forward by joining forces with High Prairie School Division, Holy Family Catholic Regional Division, Kee Tas Kee Now Tribal Council Education Authority, and Living Waters Separate School Division in a Wildfire Tabletop Exercise.

This exercise involved identifying and sharing resources, strategic planning, and standardizing processes for messaging, busing, and operations in wildfire alert and/or evacuation scenarios.

To learn more about Northland School Division emergency response plan click on the website link: <https://www.nsd61.ca/about-us/division-news/post/wildfire-update3>.

### Relationship with Northern Lakes College and Atoske Action Group opens opportunity for students to attend carpentry camps

Students from Career Pathways School and Mistassiniy School have the opportunity to attend carpentry camps at the Northern Lakes College Wabasca-Desmarais Campus. The camps have taken place in December and April.

Students from both schools learned how to build boxes, benches and got some experience with upholstery in creating a seat cushion. While learning these valuable skills, students also earn high school credits!

These carpentry camp opportunities for NSD students is a result of a positive working relationship with Atoske Action Group and Northern Lakes College.





# Northland

## SCHOOL DIVISION

*"Our students love to come to school in Northland"*









**BOARD CHAIR HIGHLIGHTS**  
**April 19, 2024**

**Corporate Board Expense Summary as of March 31, 2024**

<b>EXPENSES</b>	<b>BUDGET</b>	<b>YTD</b>	<b>REMAINING</b>
Trustee Remuneration	155,973.00	90,700.50	65,272.50
Trustee Benefits	38,667.00	26,419.39	12,247.61
Advertising	1,253.00	506.21	746.79
Awards/Bursaries	32,335.00	519.89	31,815.11
In Service Board of Trustees - PD Training	39,361.00	12,284.32	27,076.68
Insurance	12.00	0.00	12.00
Legal Fees	1,742.00	0.00	1,742.00
Membership Fees (ASBA/PSBAA)	31,200.00	26,917.44	4,282.56
Professional Services	29,714.00	44,185.18	(14,471.18)
Repairs & Maintenance	0.00	365.47	(365.47)
Office Supplies	4,471.00	1,259.70	3,211.30
Office Equipment	0.00	0.00	0.00
Travel and Subsistence	188,437.00	98,931.25	89,505.75
Ward 1		13,533.06	
Ward 2		13,488.68	
Ward 3		6,326.10	
Ward 4		12,198.01	
Ward 5		11,424.02	
Ward 6		8,854.16	
Ward 7		7,435.93	
Ward 8		8,424.37	
Ward 9		8,382.13	
Telephone & Internet	2,898.00	0.00	2,898.00
Visa Suspense		4,502.05	(4,502.05)
Elections		200.00	(200.00)
<b>TOTAL</b>	<b>526,063.00</b>	<b>306,791.40</b>	<b>219,271.60</b>

On Sun, Mar 24, 2024, 5:57 PM Greta Gerstner, ASCA Director  
<[greta.gerstner@albertaschoolcouncils.ca](mailto:greta.gerstner@albertaschoolcouncils.ca)> wrote:

Good afternoon Trustee Guild,

My name is Greta Gerstner and I am a Director with Alberta School Councils' Association.

I have attached a letter hoping to have your support for Alberta School Councils' Association's first golf tournament fundraiser on June 5, 2024. Early bird registration is on until March 31, 2024.

We also have our annual Conference and AGM coming up April 26-28, 2024. We would love to see you and your school councils there.

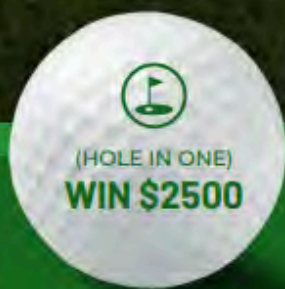
Please feel free to contact me if you have any questions.

Best Regards,  
Greta Gerstner  
Director  
Alberta School Councils' Association

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Join us for an 18 hole round of golf with electric carts, hole contests, and a steak BBQ!



**05 JUNE 2024**

WEDNESDAY 2:15 PM

**FIRST ANNUAL**

"DRIVE FORE FUNDS"

# **GOLF FUNDRAISER TOURNAMENT**

A fun format for every skill level! Texas Scramble, teams of four, playing best ball.

**EARLY BIRD PRICING,  
INDIVIDUAL AND TEAM RATES**



### **SPONSORSHIPS AVAILABLE**

Holes, contests, carts and meals. Partner with ASCA to promote your company to Alberta's education community!

Funds raised go to support the work of ASCA providing resources, materials and learning opportunities to school councils and education stakeholders in Alberta.

Visit [www.albertaschoolcouncils.ca](http://www.albertaschoolcouncils.ca)

### **THE RANCH GOLF & COUNTRY CLUB**

9574 Pinchbeck Road  
Acheson, AB



Alberta School Councils' Association

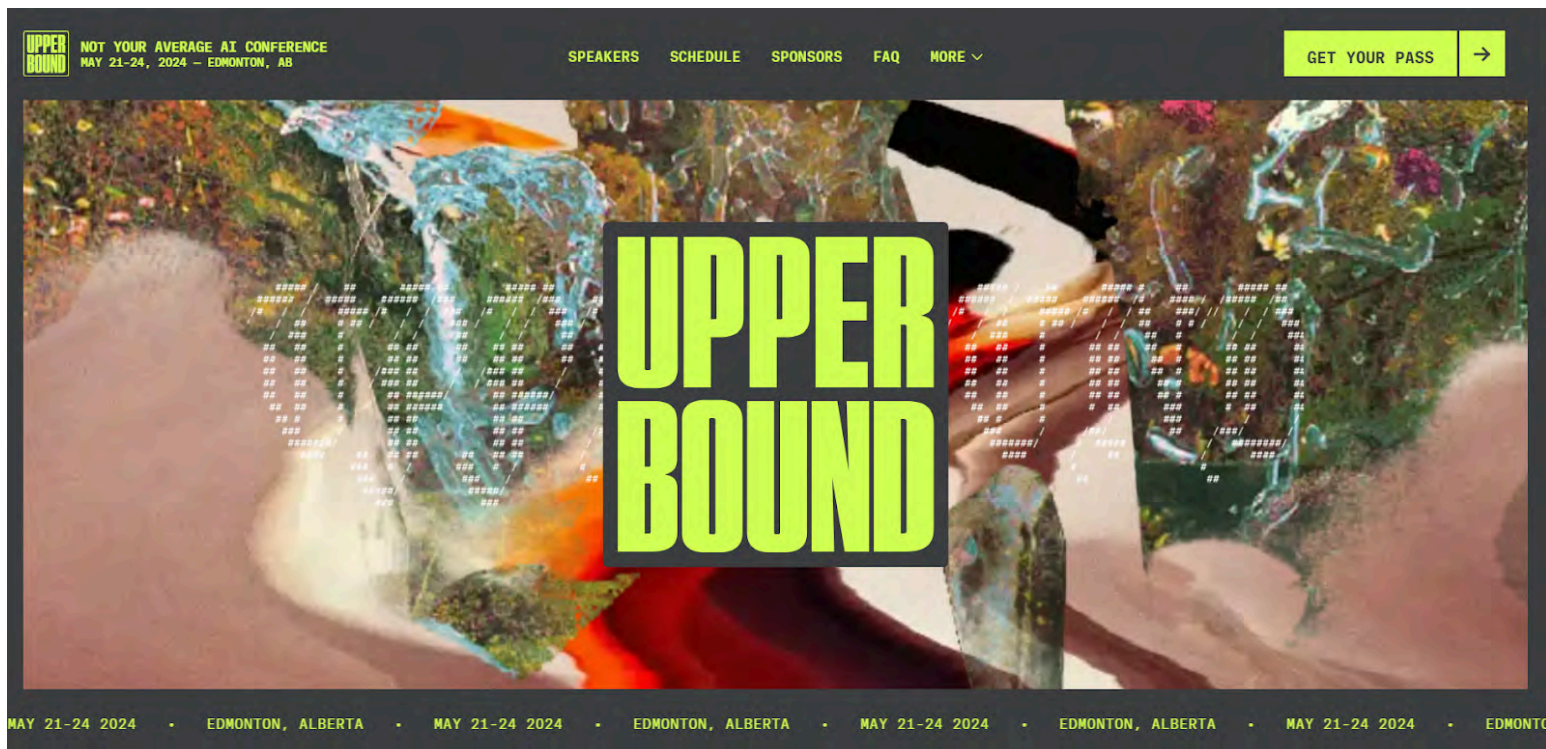
[Upper Bound 2024 Conference Information](#)

**Who organizes Upper Bound?**

Upper Bound is organized by Amii (Alberta Machine Intelligence Institute), one of Canada’s three centres of AI excellence, as part of the Pan-Canadian AI Strategy. amii is an Alberta-based non-profit institute that is focused on inspiring world-changing machine intelligence, for good and for all, through advice and guidance, talent development, corporate training and advanced research.

**What can I expect at Upper Bound?**

A fantastic lineup of speakers, a chance to ask your burning questions about AI, and the opportunity to connect with attendees from around the world.



# Superintendent's Highlights

April 19, 2024

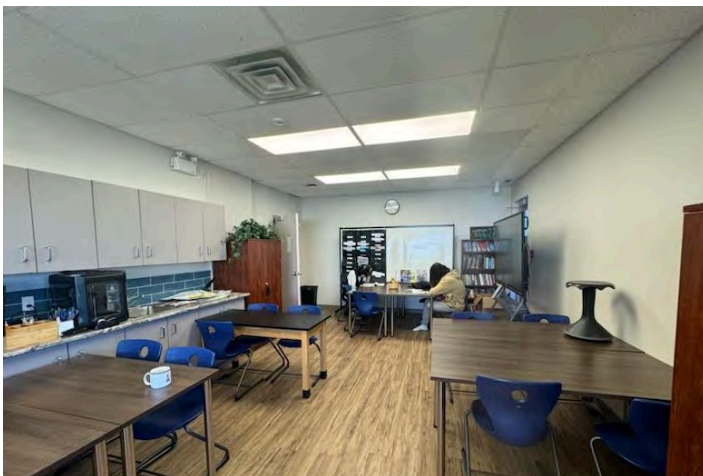
## March 13 - 14, 2024 Professional Development Days

Local professional development days were held in three locations: Wabasca, Anzac, and Grouard, on March 13 and 14, 2024. A session on Restorative Practices was held on the first day, and then staff had a choice of multiple sessions on the second day on programs that have been run with students as options and CTS Days. Positive feedback was received from staff, and was decided to continue with scheduling more PD Days in the 2024-2025 school year.



## Career Pathways Relocates

During spring break, Career Pathways relocated to Northern Lakes College. Relocating to NLC will give the students more room to learn and access to Mistassiniy School for various activities.



### Dual Credit Presentation by Northern Lakes College

Career Pathway and the Northland High School students participated in a virtual presentation from Northern Lakes College. The presentation provided an overview of various programs that they offer through the Dual Credit Program.



### Career Pathways School - Conklin Campus

Students from our CPS Conklin campus had the privilege of participating in the recent Resource Development Advisory Meeting at the Conklin Multiplex. This initiative is a key part of our commitment to engaging students with the community and deepening their understanding of local government operations.





## Grouard School Celebrates Music Week

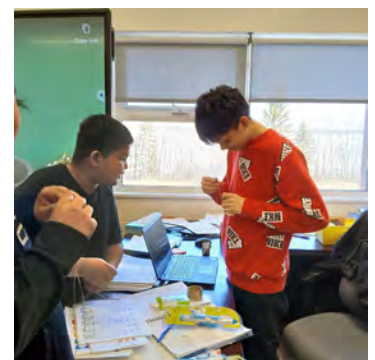
From March 25 - 28, 2024, the Grouard Northland School held their second music week. Mallory Chipman and Brett Hansen were the featured artists, along with Northland Music Specialist Boyd Davies.

This year's activities included creating an original song accompanied by a video called "Good Feeling." The students spent time with the guest artists brainstorming ideas for the song and then were included in the recording process. [Click here to view the video.](#)



## Chipewyan Lake students learn how to make drums

Students in grades 5 to 9 had fun learning how to make mini-drums in class this week.



## News Articles Featuring the Northland School Division

- Peace River Broadcasting, March 18, 2024



(<https://www.rivercountry.fm/>)

## Johnson New Superintendent at NSD

📅 March 18, 2024 📍 Local News (<https://www.rivercountry.fm/category/local-news/>)



Courtesy: Northland School Division

Northland School Division (NSD) is pleased to announce that Cal Johnson has been appointed the new Superintendent of Schools and Chief Executive Officer (CEO), effective March 15, 2024.

The Board of Trustees unanimously passed the motion during the March 15, 2024 Regular Board Meeting.

“Our nation-wide advertising resulted in a number of applications” said Robin Guild, Board Chair. “Mr. Johnson was selected from a field of outstanding candidates because of his leadership qualities and his commitment to working with communities to ensure students are

successful.”

“I am very honoured to be appointed by the Board of Trustees as the Superintendent of Schools/CEO of Northland School Division,” said Johnson. “As the Superintendent of Schools/CEO, I am focused on making sure students love to learn and have the skills they need to achieve their goals and dreams. To ensure this happens, ongoing engagement with students, staff, parents, guardians and community members is critical. All of us working together supports the division’s vision around strategic planning, creative thinking and weaving language and culture into the student learning experience.”

Mr. Johnson brings 29 years of experience as an educator in three Canadian provinces. Since joining NSD in 2016, he has served as a Principal in Conklin and in Anzac, Associate Superintendent and Acting Superintendent of Schools/CEO.

Cal holds a Master’s degree from the University of Calgary. He also earned a Bachelor of Physical Education and a Bachelor of Education, both with honours from the University of Manitoba.





## Associate Superintendents Report

April 19, 2024

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### Staff Recognition - “Awesomeness Awards”

In November 2023, the administration heard from the ATA local executive’s Attraction and Retention committee that regular staff recognition would be a positive addition to the Division’s communication activities. In response to this message, Associate Superintendent Veitch and the Human Resources Department have designed a mechanism for staff members to nominate those who, in their view, have been seen going above and beyond the call of duty. Informally referred to as the “Awesomeness Awards,” Associate Superintendent Veitch receives the information and rationale for those identified as “Awesome” and prepares both public and private commendation communications for the individuals identified.

This month, the recipients of these commendations include:

- Scott Meunier, Acting Deputy Superintendent
- Kayla Popp, Teacher, Hillview School
- Carol Wayandie, Custodian, Susa Creek School
- Darrel Delisle, Teacher, Susa Creek School
- Ann Shaw, Educational Assistant, Gift Lake School
- Jody Auger, Bus Driver/ Sub, Gift Lake School
- Sam Willier, Teacher, Gift Lake School
- Bobby Kilkenny, Custodian, Paddle Prairie School
- Lisa Thompson, Teacher, Paddle Prairie School
- Andrea Jackson, Teacher, Paddle Prairie School
- Lee Winik, Teacher, Elizabeth School
- Daryl Drew, Teacher, St. Theresa School
- Amanda (Mandy) Anderson, Educational Assistant, St. Theresa School
- Caren McLeod, Custodian, St. Theresa School
- Nina Quinney, Teacher, J.F. Dion School
- April Braithwaite, Educational Assistant, J.F. Dion School
- Terri-Lynn McLeod, Teacher, Mistassiniy School
- Colin McKay, Teacher, Mistassiniy School
- Cecil Ramsamugh, Teacher, Mistassiniy School
- Agnes Tomkow, Teacher, Mistassiniy School



### **Northland School Division Supporting Educational Assistants**

To support staff development and ensure student success, we are pleased to announce that the Northland School Division is offering a limited number of Educational Assistants the opportunity to acquire an Educational Assistants Certificate through Northern Lakes College.

Fully funded by Northland School Division, the online program will enable educational assistants to complete it at home while continuing to work. This is a one-year program, but staff have the discretion to extend it over a two-year period. The total cost of the program for each student is \$5,295.00.

An information session will be arranged for educational assistants who are interested in this opportunity or those who would like more information.

### **Math Minds Results and Update**

As a divisional Numeracy program, we have been working with the Math Minds team for the past two years. Through this partnership, Math Minds provides professional development sessions at each of our divisional PD days, and we have been using the Jump Math resources in our Math instruction. We have seen growth in both the schools that started in year one and year two. We have committed to continue to work with the Math Minds team for the 2024-2025 school year.

The CTBS test is a measure that is used to see the progress of students in their numeracy skills.

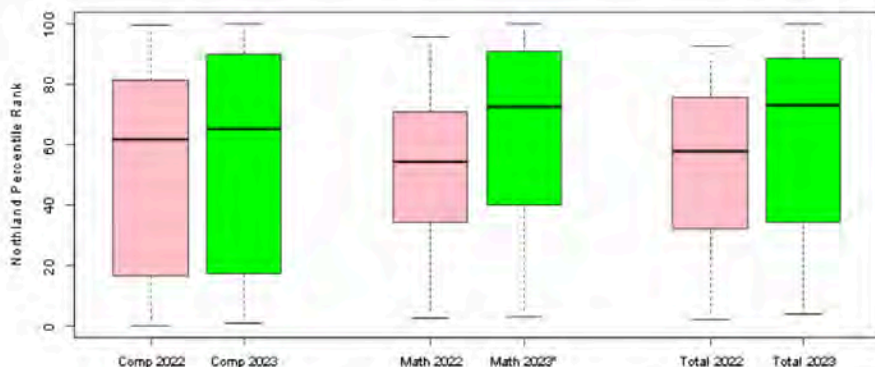
CTBS-R Math has two components and three scores

- **Mathematics (Math):** Concepts, Problem solving, Data interpretation
- **Computation (Comp)**



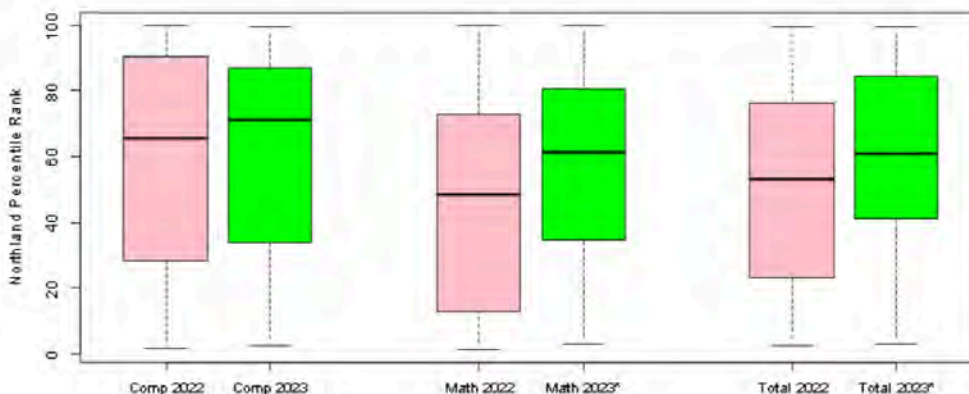
## The CTBS-R Results: Year 1 School Summary

Paired t-test for 42 students (2022-2023)



## The CTBS-R Results: Year 2 School Summary

Paired t-test for 101 students (2022-2023)



2024

# Transportation Department Monitoring Report



**Susanne Jones**  
**Transportation Manager**  
**Northland School Division**

**April 19, 2024**

### **Staffing**

As of February 2024, our department consists of 2.5 staff in the Central Office (Increased by 1.0 since last year), 32 bus drivers and 11 contract bus operators. We are currently advertising an additional bus route in Wabasca to relieve some load issues.

The increase in the Central Office staff was to accommodate the Transportation Department taking back over the operations of the small fleet vehicles (SUVs and Pickups) in addition to the Buses.

### **School Bus Driver Training**

We started off the 2023-2024 school year with 0 vacant routes.

Most areas have minimal spare drivers available. Since last year, we have had one spare driver for Paddle Prairie and one for Elizabeth. In spite of continuous advertising, we have received no suitable applications from areas such as the High Prairie Area (Gift Lake, Grouard & East Prairie) and Conklin.

We are continuously recruiting more school bus drivers. This year, we trained one driver from Wabasca, and we have a second driver just waiting to take the road test.

### **Buses**

NSD owns 52 School Buses that travel approximately 904,700 km/year. Recently, there was a fire at the shop that services our buses in High Level, and we lost one bus.

Northland School Division maintains a large spare fleet to ensure buses are always available. We have many communities with only one or two regular bus routes. In those communities, we must keep at least one spare bus. For example, Susa and Conklin have one bus run each and one spare bus each. We have to maintain four buses to service two routes. Because they are so far away from any of our other communities (with divisionally operated buses), the spare buses aren't shared like they are in the High Prairie Area. For example, Gift Lake, Grouard and East Prairie all share the spare buses, so we don't have to have one spare per run.

Only one serious accident (non-preventable, zero deaths) in the last sixteen years proves that School Bus Transportation is our students' safest means of transportation.

With the extremely cold weather we had in January, our buses had some mechanical issues, but overall, they did well. With the change in the AP, where the buses don't operate if the air temperature is colder than -35 or if the windchill is colder than -40, we saw a massive reduction in the number of mechanical breakdowns due to the cold weather.

The Transportation Department typically purchases and disposes of 4 buses per year. We have put out a tender to acquire four buses, which will close on April 9, 2024.

**Fleet**

Northland currently has 43 fleet vehicles (Trucks and SUVs). The transportation department just regained fleet organization in February, and we will be looking at what vehicles need to be disposed of in the near future.

**Students**

The Transportation Department has maintained roughly the same number of students as in previous years. We are responsible for the safe and effective transportation of over 2,200 students residing in the Northland School Division boundary to 31 schools.

Effective 2023-2024, Alberta Education started funding students in Kindergarten to Grade 6 who live over 1.0 kilometres from their designated school and students in Grade 7 to 12 who live over 2.0 km. NSD has long offered transportation for all NSD students regardless of distance, with pick-up locations right at the end of their driveway (no walking limit).

There are 1,708 total students (up 151 from last year) registered to ride NSD or contract buses.

K-6:	866 Total
	101 Reside under 1.0 Km
	12% Not Funded
7-12:	842 Total
	104 Reside under 2.0 Km's
	12% Not Funded

**Operation – Busing**

From September 2023 to February 2024, buses and drivers were available 98.5% of the time (Up 1.6% from 22-23). Inclement weather attributed 3.1% non-operational (this figure is not deducted from the total operational percentage as there was a bus and a driver available). The total operational percentage is 95.4%.

1.5% of the cancelled buses were due to driver illness/medical appointments, mechanical breakdown, personal days (2 paid per year), compassionate leave, family care & field trips.

**Routing**

The Transportation Department has been working with the Student Information Services Department, and a page was created in Power School where the schools enter the busing requirements for each student based on the information collected on the student registration forms. The Transportation Department receives an export from PowerSchool. It imports it into RouteFinder Plus (our routing program), which will automatically map the student at their home if all the information is entered correctly. The student will be automatically added to the bus list if the house is included on the bus run. Otherwise, for the new students that a stop



needs to be created, the Transportation Department can run a quick filter to identify those students and quickly add a stop.

Unfortunately, we do not have access to the SIS files for the students that attend outside schools (i.e. High Prairie Schools or Cold Lake Schools). The students required busing to outside schools will still have to register through the Transportation Department. We have set up a fill-in-the-blanks form on the website that will email the Transportation Department to register the students for busing after the parent/guardian has completed the form. Alternatively, paper forms are also available at any NSD school.

### **Strengths Weakness Opportunities Threats (SWOT)**

#### **Strengths**

- Staffing – Team respect and cooperation / Long-term contractors / Excellent benefits (both a strength and a weakness) / Centralized business service
- Communication – Cell Phones / Texting / Social Media / School Messenger / Bus Status App
- Solid fleet and driver practices as evidenced through Carrier Services audit (July 2014)
- Solid student data practices for grant purposes as evidenced by the Alberta Education audit (2017-2018 Funding Application Audit).
- Support from external bus repair facilities
- New routing software (TransFinder implemented 2017-2018 – Upgraded 2020-2021)
- Updated Bus Driver Handbook (Sept 2020)
- Use of technology – SIS Export for student data for routing (was previously a weakness)

#### **Weaknesses**

- Limited labour force - Casual driver availability/Training
- Age of staff
- Education/Communication/Literacy issues
- Timelines to get new procedures approved
- Mobility of the student population
- External fleet maintenance
- Size & Distance of the division (also a threat)
- In-Bus Reviews (drivers & routes)
- Green Movement - emissions standards

### Opportunities

- Skill/knowledge of staff - mentorship
- Community Support & Engagement - partnering with Metis Settlements / First Nations / local educational institutions / working with municipalities/road safety
- Provincial Government - Increasing safety recommendations
- Technology Integration - School Messenger / Website / PowerSchool

### Threats

- Funding Uncertainty - Fuel incentive / Carbon Tax
- Increasing expectations – Parents, communities, schools / Yard/door service
- Declining enrollment
- Weather and road conditions
- Training - Class 2 & 4 / Air Brakes / First Aid / S Endorsement
- Socioeconomic circumstances of the stakeholders
- Purchasing difficulties - Parts & service / Buses
- School of Choice - Impact on schools
- Size & distance of the division
- COVID Regression / Increased behavioural issues (i.e. vaping on buses)

As a result of the identified strengths, weaknesses, opportunities and threats, the Transportation Department has put together goals to improve our system and a plan on how to obtain them. The goals and action plans are:

#### **Goal #1: People - Training, Professional Development, Mentorship, Recognition**

*All staff will continue to receive appropriate training to remain abreast of safety, their current responsibilities and emergency duties.*

- ✓ Commit to budgeting funds for training
- ✓ Source outside driver training schools (ongoing)
- ✓ Continue financial support for driver training, examination and licensing costs
- ✓ Purchase new routing software
- Organize mandatory professional development such as Child Abuse & Neglect recognition and reporting, Anti Bullying Programs, Public School Works Safety Modules (Public School Works in the process), and many more.
- Explore annual gathering for Bus Drivers (in process)

## **Goal #2: Safety – Provincial/Federal Compliance, Highway/Road Safety, Student/Parent/School Education, OH&S Compliance & Mechanical Compliance**

*The Transportation Department prioritizes the safe transportation of children. Safety is our primary objective, and we will pursue all avenues of safety with due diligence and reasonable judgment.*

- ✓ Understand all Provincial and Federal Regulations, ensuring full compliance
- ✓ Apply “Route Risk Assessment” to every route
- ✓ Maintain membership in the Student Transportation Association of Alberta
- ✓ Drivers educate students on rules and safety procedures (rules posted on every bus) (ongoing)
- ✓ Drivers practice evacuation drills (twice per year)
- ✓ Continue school-based bus safety education programs
- ✓ Annual driver abstract records obtained for all bus drivers
- ✓ Mechanical Compliance & Integrity
- Use technology to ensure safety compliance (in the process)
- Review and update the Field Trip Manual

## **Goal #3: Service Quality and Communication – Internal and External**

*Solid communication is required to transmit reliable information regardless of the difficulties presented by demographics, such as distance, the number and variety of stakeholders, the age and technological maturity, and the literacy of stakeholders. Clear communication will enhance operations, and various methods such as newsletters, email, telephone, website, and staff meetings will be utilized.*

- ✓ Promote use of technology (Email, Website, School Messenger, Texting, Bus Status App)
- ✓ Provide information regarding upcoming events to the NSD Communications Coordinator
- ✓ Maintain contact with local municipalities and Transportation about pertinent signage (ongoing)
- ✓ Updated Bus Driver Manual (Summer 2020)
- Review all components of the Safety & Maintenance Plan, Preventative Maintenance Plan, and Emergency Response Plan (in process)

## **Goal #4: Operations Excellence**

- ✓ Train staff in routing software, implement software/self-serve for fleet and personnel records
- ✓ Maximize funding with accurate student data
- ✓ Annually assess routes based on expected student pick-ups and use TransFinder to create routes that minimize costs and make reasonable ride times for students (ongoing)
- ✓ Developed Inclement Weather AP
- Investigate GPS for safety
- Investigate Cameras for student safety

- Develop, review and revise policies that impact transportation, i.e. school of choice, walk limits, driveway service, cooperative bussing,

### Goal #5 Infrastructure

- ✓ Research and implement new technologies to enhance the fleet (ongoing)
- ✓ Use of joint resources (ongoing)
- ✓ Bus Fleet Evergreening (ongoing)

### Conclusion

The vast size of NSD has been a challenge in the past, but with technology becoming more the norm, we can communicate better with parents, bus drivers, schools and within the Central Office.

We are continuously looking for ways to improve safety and the use of technology in the Transportation Department. Effective 2023-2024, the Transportation Department can import the student data from Power School nightly to route students. An export is created and imported back into Power School with the bus route information for each student.

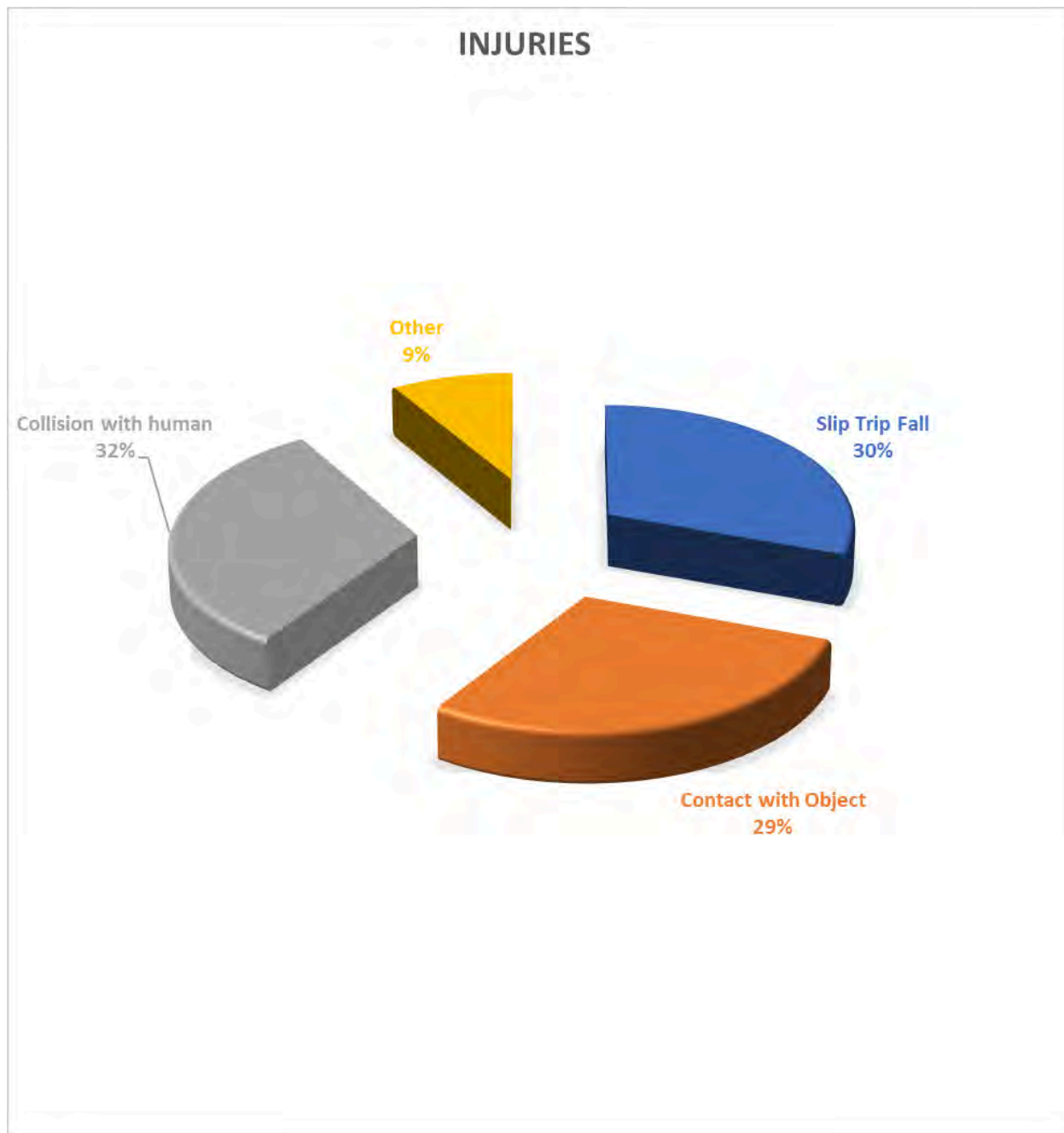
We have a phenomenal group of bus drivers who support our students' education, and they have worked super hard this year to keep everyone safe. They drive in the dark, snow, ice and rain. They take care of their buses like their own vehicles by boosting them when the batteries die and do their daily pre-trips to ensure their buses are safe. Our bus drivers are truly amazing.



# Occupational Health & Safety Report

## April 19, 2024

**Student Injuries:** 69 Injuries for the period of March 6, 2024 - April 10, 2024

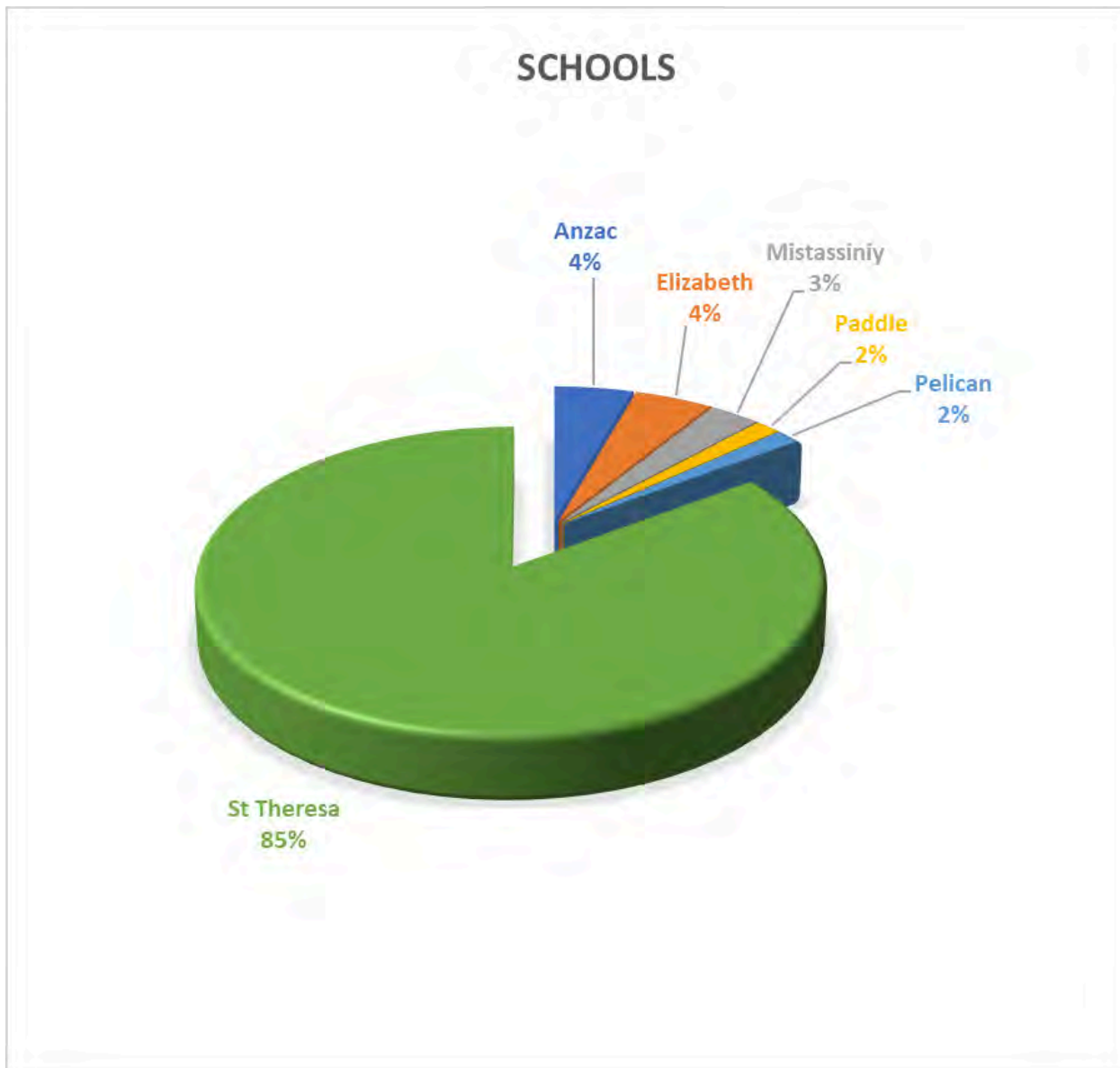




# Occupational Health & Safety Report

April 19, 2024

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**Staff Injuries:** 4 Injuries were reported for the period of March 6, 2024 to April 10, 2024

