EDMONTON PUBLIC SCHOOLS

# TRUSTEES' HANDBOOK

*Last updated: October 14, 2026*

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# PREFACE

Public education and the students of Edmonton Public Schools are best served by a Board of Trustees that leads by example in all its decisions and activities. The Trustees' Handbook contains clear statements and explanations of the policies, principles, protocols, and practices related to Board Governance and Operations at Edmonton Public Schools.

The Trustees' Handbook details how the Board accomplishes its main governance tasks:

- representing the interests of the community and reflecting the values of the community in its decision making,
- serving as an advocate and steward of public education,
- setting priorities and policies to provide leadership and overall direction for the Division,
- allocating resources to the Division to fulfill its responsibilities,
- monitoring the implementation of policies,
- evaluating the results achieved in the Division,
- reporting the results achieved to its public,
- serving as a communication bridge between the community and the Division, and
- hiring and evaluating the Superintendent of Schools to ensure accountability to students and the public.

The Handbook serves as a single point of reference for all Trustees and sets the foundation for common understanding for the Trustees, the Superintendent of Schools and the Administration about its own operations, procedures, practices, and conduct as a school board.

The Handbook includes expectations and procedures for individual Trustees, both as members of the Board and as representatives of the communities that elected them. Trustees are expected to govern themselves accordingly.

Annually, the Board evaluates itself against the principles and expectations contained in this Handbook to continually improve its governance practices.

The Handbook is published on the Division website to foster greater transparency and accountability in relation to the Board's operations and conduct. Transparency around the role and responsibilities of an elected Board of Trustees and how it is meeting its own standards and expectations leads to public confidence.

# 1. SCHOOL BOARDS AND TRUSTEESHIP IN ALBERTA

*"In and for each Province the legislature may exclusively make law as in relation to education."*
*Constitution Act 1867*

## *Introduction*

*The following is adapted from an excerpt from the Alberta School Boards Association "What Do School Boards Do".*

---

*The Alberta legislature through Education Act and regulations passed thereunder has delegated some authority for the governance of education to locally elected school boards. School boards are statutory corporations and, as such, have certain obligations to perform and certain powers to carry out their tasks.*

*The philosophy of school board governance is that government is most effective when it is close to the people being governed. Historically, community residents have elected trustees to boards to act for the legislature in their local schools.*

*The board practices leadership through governance in three main areas: fiduciary leadership; strategic leadership and generative leadership. In its fiduciary leadership role the board focuses on its legal responsibilities as defined in the Education Act, regulations and other legislation pertinent to children and youth.*

*The board provides oversight and stewardship to ensure:*

- *each student has the opportunity to achieve their potential*
- *children are safe at school*
- *the jurisdiction's financial and capital resources are well managed*
- *that business is conducted in a legal and ethical manner*

*The school board's **strategic leadership** role sees school boards looking into the future – conducting environmental scans of internal and external issues and trends. In this role, the school board reviews, revises or drafts the school jurisdiction's mission, values, vision and goals. This role involves planning and making decisions about resources, programs and services that reflect long term priorities.*

*The school board's **generative leadership** role is grounded in the notion that "it takes a whole village to raise a child". It recognizes that governance should not exist in isolation but that it should engage the community. In its generative leadership role, the school board reaches out to involve the community in a dialogue about the needs of the community, its youth and the future. Moving beyond consultation, generative leadership suggests that school boards share direction-setting and sometimes decision-making with others. This role increases education's profile as a fundamental community resource and it gives all citizens an opportunity to shape the direction that education takes locally.*

### *Role of School Boards*

*The school board, as a representative of the people, is a decision-maker and direction-setter. The board integrates information from many sources; processes that information; evaluates it and makes a decision compatible with the system's beliefs, values and goals.*

*As it makes these decisions, the school board considers the interests of all the students in the jurisdiction – not just the interests of students from a particular school or area.*

- *The school board is responsible for setting the overall direction for the school system. This is usually done through an annual strategic planning process. The board revisits its vision, mission, values and beliefs and identifies strategic priorities and goals for the system.*
- *The school board sets the annual budget which determines how resources are allocated to schools and programs. The school board also provides direction through its policy processes. These include planning, developing, implementing and evaluating policy.*
- *The school board also holds the system – and the board itself – accountable for achieving its goals. The board creates this accountability by assigning roles and responsibilities for the desired results and creating a system to monitor and evaluate those results.*
- *The school board reports system and school performance to the public and to the provincial government.*
- *The school board is an advocate for public education and for the local school system. As an advocate, the school board consults with its constituents; it provides advice with respect to education to MLAs and government as an individual board and collectively through the Alberta School Boards Association. School boards also advocate for students. The board assesses proposed policies based on what is best for the development of the whole individual. While schools cannot usurp the family's role, serving on a school board means partnering with parents to ensure children are provided with the best possible educational opportunities to become productive citizens who contribute to their communities.*
- *The school board selects a superintendent of schools, delegates administrative duties to the superintendent and evaluates the superintendent's performance. The school board clearly outlines its expectations of the superintendent. In this context, job descriptions must be based on outcomes or accomplishments rather than activities.*
- *While legislation gives the school board the power to engage in a wide range of activities, it is most common for the school board to delegate operational tasks to the superintendent. School boards tend to focus on governing the system by setting performance targets and holding the system accountable for the desired results. It is critical that the school board creates the appropriate policies and procedures to ensure the appropriate conduct of the school system and the limitations of delegated responsibilities or powers. Ultimately the board is accountable.*

### *What is a Trustee Personally Liable For?*

#### *Relationship between the school board and the superintendent*

*The relationship between the school board and the superintendent is the most important relationship in the school system. The school board and superintendent have different but complementary roles in many areas. Each party's success is greatly influenced by the other's success. Both parties must nurture this relationship.*

*The school board must clearly establish the roles and responsibilities of the school board, the school board chair and the chief superintendent.*

***No trustee can act alone – the school board is a corporate entity***

*The school board is a corporation. If the school board chooses, it may delegate a trustee to perform specific duties as an individual; but only as an agent of the board and only as prescribed by the board, by board motion. In other words, the school board is ultimately responsible for the individual's action. With this exception, a trustee acting on their own has only the authority and privileges of an ordinary citizen.*

***What is a trustee personally liable for?***

*All authority delegated by the province is to the corporate school board; not to individual trustees. With the four following exceptions any action taken against the school board is against the corporate board – not individual trustees.*

***Improper Use of Funds***

*If a school board uses money acquired for capital expenditures for unauthorized purposes, the trustees who were on the board when the board approved the improper application of the capital money, whether or not they are still trustees, are jointly and severally liable for the payment to the board of the amount of money applied to the unauthorized use (s.183 Education Act).*

***Non-Performance of Statutory Duties***

*Trustees who fail or refuse to perform statutory duties imposed by various statutes may be held personally responsible (e.g., s.112 of the Employment Standards Code could hold trustees jointly and severally liable for unpaid wages).*

***Personal Gain***

*If a court declares a trustee disqualified from remaining on the board due to their personal gain from contracts with the board, the trustee may be ordered to pay the board any profits.*

***Breaches of Common Law***

*Trustees may be held personally liable for breaches of common law such as acting in bad faith, in a discriminatory manner or in abuse of their powers. It must be noted that actions against such breaches are likely to be successful only where the evidence presented is clearly indisputable.*

---

***End of Excerpt***

**Edmonton Public School Board Governance Structure**

Each newly elected Board receives the torch from the previous Board and determines its course forward. Due largely to the size and complexity of the organization, the Board of Trustees has operated primarily from a "Policy Governance" model.

The Policy Governance model is designed to ensure accountability of the Board and Administration. The model provides a governance system which enables boards to provide strategic leadership in creating the future for organizations through principles of action called "Policies".

Strategic changes and/or directions are initiated by the Board through the development of policy and separate issues of organizational purpose from all other organizational issues, placing primary importance on purpose. Early in its term, the Board reviews the Division vision and mission and establishes Division Priorities from which the Board and Administration derive its focus.

Through the Division Priorities, the Board sets a desired outcome or end result, with the method being left to be determined by the Superintendent. As such, the Superintendent prepares a Division Plan, which provides a set of goals and initiatives for the staff to focus on in support of the Division Priorities. All schools and Decision Units are to incorporate activities into their annual plans that support the Division Plan. These results are reported on at annual budget and results review meetings.

Some Boards have also incorporated an annual work plan to guide and focus their strategic efforts. Ad hoc committees and task forces are established as needed.

# 2. ABOUT EDMONTON PUBLIC SCHOOLS

## 2.1 History

- Edmonton Public Schools has been in existence for over 130 years.
- The first school opened on January 3, 1882; teacher Mr. James Harris welcomed 28 pupils: 25 boys and 3 girls.
- For the first few years, the Edmonton School was supported through public subscription.
- The Division was legally constituted February 3, 1885.
- Members of the first Board of the legally constituted school district, elected March 21, 1885, were M. McCauley (Chairman), D. Ross and W. S. Robertson.
- The first Superintendent of Edmonton Public Schools was Mr. James McCaig, appointed in 1906; at that time, there were five schools, 30 teachers and approximately 2,500 pupils.
- In 1907, the Division was successful in having its name changed. The words “Protestant” and “Public” were dropped from the Division’s name and became known as “Edmonton School District No. 7”.
- On February 16, 1912, Bessie Nichols was elected as a Trustee, making her the first woman in Edmonton to be elected to civic office. Only the day before the election, had the legislation changed to allow for women to sit as school board trustees.
- Elementary school included grades 1 to 8 and high school grades 9 to 12. Between 1918 and 1925, the Division operated seven experimental junior high schools as a means of addressing the serious problem of high school accommodation; by offering Grade 9 at various junior high schools, classroom space was opened up at the high schools. Westmount accommodated the first junior high, in 1918.
- The first program of choice was introduced in Edmonton Public Schools in 1974. By the end of the 1970s, the Division offered students more than half a dozen new program opportunities. Since then, new and innovative programs have been steadily added.
- Committed to a collaborative, transparent approach to decision making processes, site-based decision making was introduced to seven pilot schools in 1976. Division-wide implementation of this process in 1979 provided individual schools an opportunity to address the unique needs of their community and staff.
- On September 1, 2019, the Education Minister issued a Ministerial Order in conjunction with the *Education Act* that changed the jurisdiction’s legal name to Edmonton School Division.

## 2.2 Quick Facts

Edmonton Public Schools is the second largest school division in Alberta, and the sixth largest in Canada.

The Division offers more than 30 alternative programs including visual and performing arts, athletics, faith-based, language and cultural philosophies. Alternative programs are offered in schools where there is

sufficient demand for program sustainability, and where there is adequate space to accommodate the programming requirements.

The Division works in collaboration with staff, parents and community stakeholders to ensure students are welcomed and supported in their community schools. Division staff promote awareness and build capacity on inclusive practices.

Edmonton Public Schools continues to support community schools as the first guaranteed point of entry for all students. Throughout the Division inclusive opportunities are increasingly available for students identified with special education needs.

| 2025-2026 School Year | | Student Enrolment | 2025-2026 Operating Budget | Total Staff | Four-Year High School Completion Rate | Drop Out Rate | Rutherford Scholarship Eligibility |
|---|---|---|---|---|---|---|---|
| **Total Number of Schools: 214** | | 122,014 (Sep. 30, 2025) | $1.42 Billion | 10,873 FTE (Sep.30, 2025) | 81.7% (*2024-2025) | 2.3% (*2024-2025) | 68.3% (*2024-2025) |
| 125 | elementary schools | | | | | | |
| 38 | elementary/junior high schools | | | | | | |
| 5 | elementary/junior/ senior high schools | | | | | | |
| 26 | junior high schools | | | | | | |
| 4 | junior/high schools | | | | | | |
| 16 | senior high schools | | | | | | |
| 19 | other specialized educational programs to serve students with additional needs | | | | | | |

**Link to 2024-2025 Annual Education Results Report (AERR)* (page 14-Table 3)

## 2.3 Union and Staff Groups

Edmonton Public Schools works in collaboration with four staff union groups. The Board is the employer and provides direction and approval in the collective agreement bargaining process. Two Board representatives are appointed by the Board to serve on the various negotiating teams for the following staff groups:

**Custodial:** Custodial staff are represented by CUPE Local 474. Positions include head custodians, spare custodians, charge hands, relief custodians, utility custodians, custodians and custodial assistants.

**Exempt:** Employees who are not represented by a union group are considered “Exempt” staff. Positions include school and central services non-management positions.

**Maintenance:** Maintenance staff are represented by CUPE Local 784. Positions include both tradespeople and maintenance workers.

**Support:** Support staff are represented by CUPE Local 3550. Positions include administrative assistants, clerks, food preparers, interpreters, library technicians, secretaries, educational assistants and technicians.

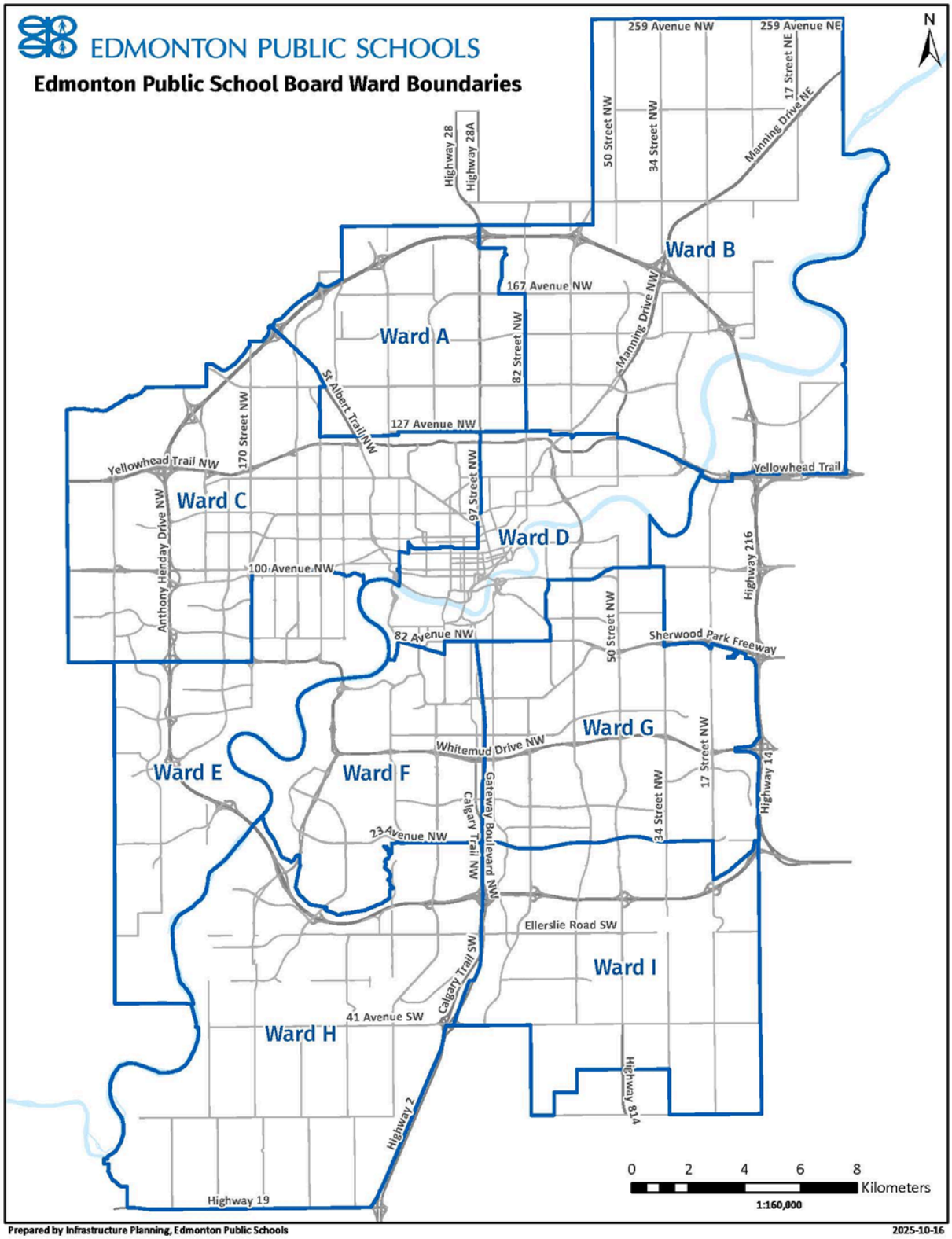
**Specialized Learning Supports Employees:** Some employees in the Specialized Learning Supports decision unit and in schools are represented by CUPE Local 3550. These employees have a variety of position titles, such as Speech Language Pathologists, Occupational Therapy Consultants, Psychology Consultants, Social Work Consultants, Audiology Consultants, School Family Liaisons, Occupational Therapists, and Intercultural Consultants.

**Teacher:** Teaching positions are covered by a collective agreement with the Alberta Teachers' Association (ATA). Local 37 of the ATA represents the Division’s teaching staff.

Leadership positions include management positions either covered by a collective agreement with the Alberta Teachers' Association or exempt from any collective agreement. Exempt leaders are classified as “Exempt management”.

## 2.4 Ward Boundary Map

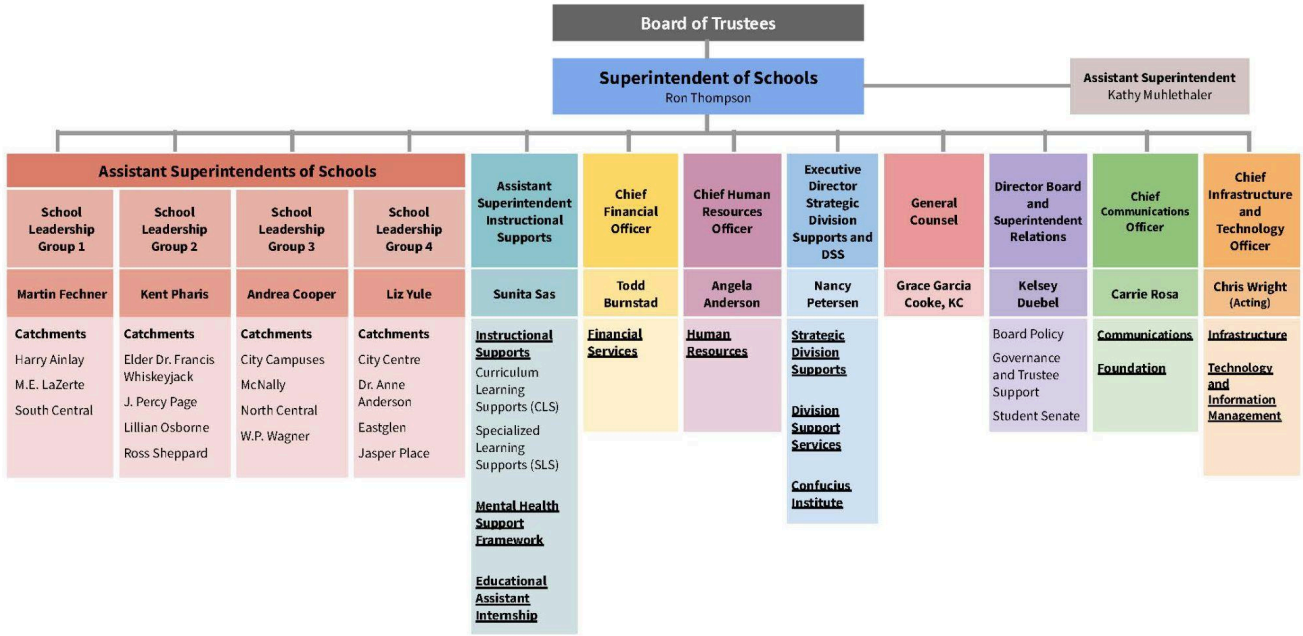
Ward boundaries in effect for 2025 Edmonton Elections



## 2.5 List of Schools by Ward

| Ward A | Ward B | Ward C | Ward D | Ward E | Ward F | Ward G | Ward H | Ward I |
|---|---|---|---|---|---|---|---|---|
| Athlone<br>Baturyn<br>Caernarvon<br>Calder<br>Dickinsfield<br>Dunluce<br>Elizabeth Finch<br>Evansdale<br>Florence Hallock<br>Glengarry<br>Hilwie Hamdon<br>Kensington<br>Killarney<br>Lago Lindo<br>Lauderdale<br>Learning Store at Northgate<br>Lorelei<br>Major-General Griesbach<br>Mary Butterworth<br>McArthur<br>Mee-Yah-Noh<br>North-mount<br>Queen Elizabeth<br>Rosslyn<br>Scott Robertson | Balwin<br>Bannerman<br>Belmont<br>Belvedere<br>Delwood<br>Dr. Donald Massey<br>Edmonton Christian Northeast<br>Fraser<br>Homesteader<br>Horse Hill<br>J.A. Fife<br>John Barnett<br>John D. Bracco<br>Kildare<br>Kirkness<br>Londonderry<br>M.E. LaZerte<br>McLeod<br>Overlanders<br>Princeton<br>Sifton<br>Soraya Hafez<br>Steele Heights<br>York | Aldergrove<br>amiskwaciy Academy<br>awâsis waciston<br>Belmead<br>Brightview<br>Britannia<br>Coronation<br>David Thomas King<br>Dovercourt<br>Edmonton Christian High<br>Edmonton Christian West<br>Glenora<br>Grovenor<br>Inglewood<br>John A. McDougall<br>LaPerle<br>Mayfield<br>Michael Phair<br>Ross Sheppard<br>Spruce Avenue<br>Thorncliffe<br>Victoria<br>Westglen<br>West-minster<br>Westmount<br>Winterburn<br>Youngstown | Abbott<br>Academy at King Edward<br>Argyll Centre<br>Beacon Heights<br>Centre High Campus<br>Delton<br>Eastglen<br>Forest Heights<br>Garneau<br>Gold Bar<br>Hardisty<br>Highlands<br>Ivor Dent<br>King Edward<br>McNally<br>Norwood<br>Old Scona<br>Riverdale<br>Rutherford<br>Virginia Park<br>Wîhkwên-tôwin<br>Windsor Park | Aleda Patterson<br>Alex Janvier<br>Bessie Nichols<br>Callingwood<br>Centennial<br>Crestwood<br>Elmwood<br>Hillcrest<br>James Gibbons<br>Jasper Place<br>Kim Hung<br>Laurier Heights<br>Learning Store West Edmonton<br>Lymburn<br>Lynnwood Meadow-lark<br>Meadow-lark Christian<br>Michael A. Kostek<br>Ormsby<br>Parkview<br>Patricia Heights<br>Rio Terrace<br>S. Bruce Smith<br>Stratford<br>Talmud Torah | Alberta School for the Deaf<br>Allendale<br>Avalon<br>Belgravia<br>Brander Gardens<br>Brookside<br>D.S. MacKenzie<br>Duggan<br>Earl Buxton<br>Esther Starkman<br>George H. Luck<br>Grandview Heights<br>Greenfield<br>Harry Ainlay<br>L.Y. Cairns<br>Lansdowne<br>Learning Store at Blue Quill<br>Lendrum<br>Lillian Osborne<br>Malmo<br>McKee<br>McKernan<br>Mount Pleasant<br>Nellie Carlson<br>Parkallen<br>Queen Alexandra<br>Richard Secord<br>Rideau Park<br>Riverbend<br>Steinhauer<br>Strathcona<br>Sweet Grass<br>Tevie Miller Heritage School Program<br>Vernon Barford<br>Westbrook | A. Blair McPherson<br>Avonmore<br>Bisset<br>Braemar<br>Clara Tyner<br>Donnan<br>Edith Rogers<br>Elder Dr. Francis Whiskeyjack<br>Grace Martin<br>Greenview<br>Hazeldean<br>Hillview<br>Holyrood<br>J. Percy Page<br>Jackson Heights<br>Julia Kiniski<br>Kameyosek<br>Kate Chegwin<br>Kenilworth<br>Learning Store on Whyte<br>Lee Ridge<br>Malcolm Tweddle<br>Metro Continuing Education<br>Meyonohk<br>Mill Creek<br>Millwoods Christian<br>Minchau<br>Ottewell<br>Thelma Chalifoux<br>Tipaskan<br>Velma E. Baker<br>Vimy Ridge Academy<br>W.P. Wagner<br>Waverley<br>Weinlos | Constable Daniel Woodall<br>Donald R. Getty<br>Dr. Anne Anderson<br>Dr. Lila Fahlman<br>Dr. Margaret-Ann Armour<br>Garth Worthington<br>George P. Nicholson<br>Joey Moss<br>Johnny Bright<br>Keheewin<br>Roberta MacAdams | Crawford Plains<br>Daly Grove<br>Ekota<br>Ellerslie Campus<br>Jan Reimer<br>Kisêwâtisiwin<br>Menisa<br>Meyokumin<br>Michael Strembitsky<br>Pollard Meadows<br>Sakaw<br>Satoo<br>Shauna May Seneca<br>Svend Hansen<br>T.D. Baker |

## 2.6 Organizational Chart




September 22, 2026

## 2.7 School Groupings by Assistant Superintendent

2025-2026 Assistant Superintendent School Groupings

| Martin Fechner<br>Assistant Superintendent of Schools<br>(School Leadership Group 1) | Kent Pharis<br>Assistant Superintendent of Schools<br>(School Leadership Group 2) | Andrea Cooper<br>Assistant Superintendent of Schools<br>(School Leadership Group 3) | Liz Yule<br>Assistant Superintendent of Schools<br>(School Leadership Group 4) |
|---|---|---|---|
| **Harry Ainlay Catchment** | **Elder Dr. Francis Whiskeyjack** | **City Campuses Catchment** | **City Centre Catchment** |
| ASD/Tevie Miller | A. Blair McPherson | Bennett/Argyll/Metro | amiskwaciy Academy |
| D.S. MacKenzie | Elder Dr. Francis Whiskeyjack | Braemar | Delton |
| Duggan | Ellerslie Campus | Centre High | John A. McDougall |
| George P. Nicholson | Shauna May Seneca | Institutional Services | Norwood |
| Greenfield | Svend Hansen | Outreach | Spruce Avenue |
| Harry Ainlay | Thelma Chalifoux | | wîhkwêntôwin |
| Joey Moss | Velma E. Baker | **McNally Catchment** | |
| Keheewin | | Avonmore | **Dr. Anne Anderson** |
| L.Y. Cairns | **J. Percy Page Catchment** | Clara Tyner | Donald R. Getty |
| Malmo | Ekota | Donnan | Dr. Anne Anderson |
| McKee | J. Percy Page | Forest Heights | Dr. Lila Fahlman |
| Old Scona | Jan Reimer | Gold Bar | Garth Worthington |
| Richard Secord | Kameyosek | Hardisty | Johnny Bright |
| Rideau Park | kisêwâtisiwin | Holyrood | Roberta MacAdams |
| Steinhauer | Menisa | Kenilworth | |
| Sweet Grass | Meyokumin | McNally | **Eastglen Catchment** |
| Vernon Barford | Meyonohk | Ottewell | Abbott |
| Westbrook | Michael Strembitsky | Rutherford | Bannerman |
| | Sakaw | Vimy Ridge | Beacon Heights |
| **M.E. LaZerte Catchment** | Satoo | Waverley | Belmont |
| Balwin | Tipaskan | | Eastglen |
| Belvedere | | **North Central Catchment** | Fraser |
| Delwood | **Lillian Osborne Catchment** | Baturyn | Highlands |
| Dr. Donald Massey | Brander Gardens | Caernarvon | Homesteader |
| Horse Hill | Brookside | Calder | Ivor Dent |
| J.A. Fife | Constable Daniel Woodall | Dickinsfield | John D. Bracco |
| John Barnett | Dr. Margaret-Ann Armour | Dunluce | Kirkness |
| Kildare | Earl Buxton | Evansdale | Overlanders |
| Londonderry | Esther Starkman | Florence Hallock | Sifton |
| M.E. LaZerte | George H. Luck | Glengarry | Virginia Park |
| McLeod | Lillian Osborne | Killarney | |
| Princeton | Nellie Carlson | Lago Lindo | **Jasper Place Catchment** |
| Soraya Hafez | Riverbend | Lauderdale | Aldergrove |
| Steele Heights | | Lorelei | Aleda Patterson |
| York | **Ross Sheppard Catchment** | Major General Griesbach | Alex Janvier |
| | Athlone | Mary Butterworth | Belmead |
| **South Central Catchment** | awâsis waciston | Mee-Yah-Noh | Bessie Nichols |
| Academy at King Edward | Brightview | Northmount | Callingwood |
| Allendale | Britannia | Queen Elizabeth | Centennial |
| Avalon | Coronation | Rosslyn | David Thomas King |
| Belgravia | Crestwood | Scott Robertson | Elmwood |
| Garneau | Dovercourt | | Hillcrest |
| Grandview Heights | Edmonton Christian High | **W.P. Wagner Catchment** | James Gibbons |
| Hazeldean | Edmonton Christian Northeast | Bisset | Jasper Place |
| King Edward | Edmonton Christian West | Crawford Plains | Kim Hung |
| Lansdowne | Elizabeth Finch | Daly Grove | LaPerle |
| Lendrum | Glenora | Edith Rogers | Lymburn |
| McKernan | Grovenor | Grace Martin | Lynnwood |
| Mill Creek | Hilwie Hamdon | Greenview | Meadowlark |
| Mount Pleasant | Inglewood | Hillview | Meadowlark Christian |
| Parkallen | Kensington | Kate Chegwin | Michael A. Kostek |
| Queen Alexandra | Laurier Heights | Jackson Heights | Michael Phair |
| Riverdale | Mayfield | Julia Kiniski | Ormsby |
| Strathcona | McArthur | Lee Ridge | Patricia Heights |
| Victoria | Parkview | Malcolm Tweddle | Rio Terrace |
| Windsor Park | Ross Sheppard | Millwoods Christian | S. Bruce Smith |
| | Westglen | Minchau | Stratford |
| | Westminster | Pollard Meadows | Talmud Torah |
| | Westmount | T.D. Baker | Thorncliffe |
| | Youngstown | W.P. Wagner | Winterburn |
| | | Weinlos | |

October 5, 2025

# 3. BOARD GOVERNANCE

**PURPOSE:**
The Board believes effective governance practices guide the actions of Trustees in carrying out their work as members of the Board of Trustees fairly, professionally, and transparently.

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## 3.1 Code of Conduct

**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 Edmonton 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 (Trustees). In this Code of Conduct, "staff member" refers to all Division staff, including the Superintendent.

**Framework and Interpretation**
This Code of Conduct provides a framework to guide ethical conduct in a way 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 **Trustees by Board bylaw and policy and applicable legislation, including**:

a) the *Access to Information Act*,
b) the *Alberta Human Rights Act*,
c) the *Criminal Code of Canada*,
d) the *Education Act*,
e) the *Local Authorities Election Act*,
f) the *Occupational Health and Safety Act*, and
g) the *Protection of Privacy Act*.

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 and, accordingly, Trustees are to be guided by and conduct themselves in a manner that reflects the spirit and intent of this Code.

**Principles and Values**

1. Trustees are expected to perform their duties and functions of office with integrity and be accountable for their actions.
2. Trustees are expected to treat others with respect, work diligently to build positive relationships and support the Vision, Mission and Values of the Board.
3. Trustees must:
   a) uphold the law established by the Federal Parliament and the Alberta Legislature and the bylaws and policies adopted by the Board;

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

**Confidential information**

4. A Trustee must not disclose or release by any means to any member of the public, any confidential information acquired by virtue of their office, except when required by law or authorized by the Board to do so. This is a continuous obligation that extends beyond the Trustee's term of office.
5. A Trustee must not access or attempt to gain access to confidential information unless it is required for the performance of the Trustee's duties and only then if the information is acquired through appropriate channels in accordance with applicable Board bylaws and policies.
6. A Trustee must not use or attempt to use confidential information for their own personal benefit or for the benefit of any other individual or organization.

**Conflicts of Interest**

7. Trustees are expected to make decisions in the best interests of the Division. Trustees are to be free from undue influence and not act or appear to act to gain financial or other benefits for themselves, family, friends or associates, business or otherwise. Trustees have a statutory duty to comply with the pecuniary interest provisions set out in Part 4, Division 5 of the *Education Act*.
8. A Trustee must not, in the exercise of an 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.
9. A Trustee must not initiate, endorse, support or otherwise participate in any proceeding being brought against the Board or the Division.
10. A Trustee must not, without the prior approval of the Board, enter into a contract with the Division, either personally or through a third party.

**Improper Use of Influence**

11. A Trustee must not use the influence of their office for any purpose other than for the exercise of the Trustee's official duties.
12. A Trustee must not act as an agent to advocate on behalf of any individual, organization, or corporate entity before the Board or a committee of the Board or any other body established by the Board.

**Conduct at Meetings**

13. Trustees must 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.

14. Trustees must 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.
15. Trustees must conduct and convey the Board's business and all their duties in an open and transparent manner other than for those matters which are authorized by the Board in accordance with section 64 of the *Education Act* to be dealt with in a confidential manner in a private meeting, and in so doing, allow the public to view the process and rationale which was used to reach decisions and the reasons for taking certain actions.
16. A Trustee must not record any proceedings of the Board or any committee of the Board without the express permission of the Board or the committee, as applicable.

**Respect for the Decision Making Process**

17. Decision-making authority lies with the Board, and not with any individual Trustee. The Board acts by bylaw or resolution passed at a duly constituted meeting held in public at which there is a quorum present, pursuant to section 64 of the *Education Act*.
18. A Trustee must not attempt to bind the Board, either by publicly expressing their personal views as being 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 the Division or prospective vendors.
19. Trustees must accurately communicate the decisions of the Board, even if they disagree with the Board's decision, such that respect for the decision-making processes of the Board is fostered.
20. If a Trustee cannot live with a decision of the Board, they may choose to resign as an honourable option.

**Public Communications**

21. A Trustee must not communicate 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.
22. A Trustee who is authorized to act as the Board's official spokesperson must ensure that their comments accurately reflect the official position of the Board, even if the Trustee disagrees with the Board's position.
23. A Trustee must not make a statement when they know or reasonably ought to know that statement is false.
24. A Trustee must not make a statement that reasonably could mislead the Board or Trustees or the public.
25. This portion of this Code of Conduct is not meant to limit public comment solely to the Board's official spokesperson, but rather to recognize that the Board requires a single point of contact to speak with authority on behalf of the Board. Trustees have the *Charter*-protected right to publicly express their personal opinions, whether those opinions are complimentary or critical of the Board's official position, subject to those limits prescribed by law including defamation, hate speech and the applicable provisions of this Code of Conduct.

**Use of Social Media**

26. Use of one social media account for multiple purposes is acceptable, with recognition that being a Trustee is a part-time position and Trustees have multiple roles. However, as with any other activity, Trustees must ensure that their use of social media complies with the law, the requirements of this Code of Conduct and any related Board policies. This Code of Conduct applies to all communications a Trustee makes.
27. For the purposes of section 24 of this Code of Conduct, "communications" means any information or data submitted by a Trustee to a social media network or platform that is capable of being displayed using software or approved hardware such as text, images, videos, or links to other content and includes a Trustee "liking", "retweeting", commenting on or sharing content created by other users of the social network or platform.

**Discreditable Conduct**

28. Trustees have a duty to treat members of the public, one another and Division staff and students with dignity and respect and without abuse, bullying or intimidation, and to ensure that their work environment is free from discrimination and harassment.
29. A Trustee must not use indecent, abusive, or insulting words or expressions toward any other Trustee, any Division staff member or student or any member of the public.
30. A Trustee must not conduct themselves in a manner that is discriminatory to any individual based on the person's race, religious beliefs, colour, gender, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation.

**Conduct Respecting Administration**

31. 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 to the Superintendent. Under the direction of the Superintendent, staff in Administration serves the Board as a whole. No individual Trustee has executive authority over the Superintendent or staff in Administration.
32. Trustees will respect the fact that staff work for the Division as a body corporate 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 Trustee or group of Trustees.
33. Trustees must not:
    a) involve themselves in Administration and the day-to-day management of the Division, which fall within the jurisdiction of the Superintendent pursuant to the *Education Act*;
    b) use, or attempt to use, their authority or influence to intimidate, threaten, coerce, command or influence any staff member or to otherwise interfere in that staff member's duties; or
    c) maliciously or falsely attempt to injure the professional or ethical reputation, or the prospects or practice of any staff member.
34. Trustees must obtain information about the operation or administration of the Division from the Superintendent or a person designated by the Superintendent, and Trustees must refrain from contacting any other staff in Administration without authorization.

**Use of Division Property and Resources**

35. Trustees must use Division property, equipment, services, supplies and staff time only for the performance of their duties as a Trustee, 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 Trustee 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 may be supplied by the Division to a Trustee, may be used by the Trustee for personal use, subject to the terms and conditions described below.
36. Electronic communication devices provided by the Division are the property of the Division, and must, at all times, be treated as the Division's property. Trustees 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 Division devices are subject to the *Access to Information Act*;
    b) all files stored on Division devices, all use of internal email and all use of the Internet through the Division's firewall may be inspected, traced or logged by the Division;
    c) in the event of a complaint pursuant to this Code of Conduct, the third-party complaints reviewer appointed by the Board may require that any or all the electronic communication devices provided by the Division to Trustees 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.
37. A Trustee must not use any Division property, equipment, services or supplies, including email, Internet services, or any other electronic communication device, if the use could be illegal, unethical, offensive or otherwise inappropriate.
38. Trustees must exercise all reasonable care to prevent abuse to, excessive wear of, or loss of Division-owned property, equipment or supplies entrusted to their care.
39. Upon ceasing to hold office, a Trustee must immediately deliver to the Division any money, book, paper, thing or other property of the Division that is in the Trustee's possession or under the Trustee's control including, without restriction, any record created or obtained by virtue of the Trustee's office other than a personal record or constituency record as those terms are used in the *Access to Information Act*.

**Expenses**

40. Division funds are public funds and Trustees are expected to be faithful stewards of the public purse and ensure that each intended expenditure can withstand public scrutiny.
41. Trustees must strictly 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, mileage, travel, meals, lodging, event tickets, hosting and attendance at conferences, conventions, seminars, training courses and workshops.
42. Falsifying of claims, including receipts or signatures, by a Trustee is a serious breach of this Code of Conduct and the *Criminal Code* (Canada) and could lead to prosecution.

**Gifts, Benefits and Hospitality**

43. Trustees are expected to represent the public and the interests of the 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 Trustee. At times, the acceptance of a gift or benefit occurs as part of the social protocol or community events linked to the duties of a Trustee 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 Division be such that no Trustee is perceived as showing favouritism or bias toward the giver.
44. Trustees must 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 or benefit provided with the Trustee's knowledge to a Trustee's spouse, child, or parent that is connected directly or indirectly to the performance of the Trustee's duties is deemed to be a gift to that Trustee.
45. For further clarity, the following are recognized as acceptable gifts or benefits:
    a) such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation, provided that the value of the gift or benefit does not exceed $100;
    b) a political contribution otherwise reported by law;
    c) a suitable memento of a function honouring the Trustee;
    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 Trustee 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 infrequent.
46. Gifts received by a Trustee on behalf of the Board as a matter of official protocol which have significance or historical value for the Division must be left with the Division when the Trustee ceases to hold office.
47. An invitation to attend a function where the invitation is directly connected with education and the Trustee's duties of office is not considered to be a gift or benefit and thus is not subject to the $100 value limit. An invitation to attend a charity golf tournament or fund-raising gala, provided the Trustee 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.
48. Any doubts about the propriety of a gift or benefit should be resolved in favour of not accepting it or not keeping it.

**Election Related Activity**

49. Trustees are required to follow the provisions of the *Local Authorities Election Act* and are accountable under the provisions of that statute. Trustees should not make inquiries of, or rely on,

Division staff to interpret or provide advice to Trustees regarding the requirements placed on candidates for the office of trustee. Trustees must be respectful of the role of the Corporate Secretary in managing the election process and must not interfere with how the Corporate Secretary's election duties are carried out.

50. Trustees must 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 SchoolZone and Trustee electronic newsletters must not be used for any election campaign or campaign-related activities. A Trustee must not use the Division logo for campaign purposes. No campaign-related materials or activities can be funded by a Trustee's individual expense account. If a Trustee individual expense account is used to pay for a digital subscription (e.g., web hosting, graphics software) and the Trustee now wants to use it to host or create campaign materials, they are expected to reimburse the Division for the pro-rated amount from the day they declared notice of intent until election day.
51. For greater clarity, a Trustee may accept the services of Division staff who may choose to volunteer with the Trustee's election campaign during non-work hours.

**Compliance with this Code of Conduct**

52. Trustees are ultimately accountable to the public through the democratic election process. Between elections, Trustees may become disqualified and required to resign if the Trustee commits a disqualifying action pursuant to section 87 of the *Education Act*.
53. Any reported violation of a provision of this Code of Conduct may be subject to investigation by a third-party investigator appointed by the Board.
54. Trustees are expected to co-operate in every way possible in securing compliance with the application and enforcement of this Code of Conduct.
55. A Trustee must not:
    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.

**Remedial Action**

56. Remedial action is intended to be corrective, serve as a deterrent, and follow the principle of progressive discipline. Prior to imposing any remedial action, the Board will take into consideration the nature and severity of the breach as well as whether the Trustee has previously breached this Code of Conduct.
57. If the Board determines it appropriate to do so, the Board may impose remedial action on a Trustee who contravenes this Code of Conduct. Remedial actions that may be imposed on a Trustee by the Board include, but are not limited to, the following:
    a) issuing a letter of reprimand addressed to the Trustee,
    b) requesting the Trustee to issue a letter of apology,
    c) publicly reprimanding the Trustee by motion of censure,

d) publishing a letter of reprimand or request for apology and the Trustee's response on the Division's website,
e) requiring the Trustee to attend training either at the expense of the Board or the Trustee,
f) suspending or removing the Trustee from membership on a committee,
g) suspending or removing the Trustee from chairing a committee,
h) requiring the Trustee to reimburse the Board for monies received,
i) reducing or suspending remuneration paid to the Trustee in respect of the Trustee's services,
j) requiring the Trustee to return Division property or reimburse its value,
k) restricting the Trustee's access to Division facilities, property, equipment, services and/or supplies,
l) restricting the Trustee's travel and representation on behalf of the Board,
m) restricting how documents are provided to the Trustee (e.g., no electronic copies, but only watermarked paper copies for tracking purposes),

but nothing in this Code of Conduct requires the Board to impose a sanction for any contravention.

## SCHEDULE A

## COMPLAINTS

**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:
   a) advising the Trustee that the behaviour or activity appears to contravene this Code of Conduct;
   b) 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; and
   c) if addressing the Trustee privately does not resolve the matter, requesting the Chair to assist in 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. Staff member concerns regarding a Trustee's conduct should be expressed informally through the Superintendent of Schools or the Superintendent's designate.
3. 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.

**Formal 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 may file a formal complaint in accordance with the following conditions:
   a) a complaint must be made in writing to the third-party external reviewer and investigator (complaints reviewer) and include the complainant's name and contact information;
   b) a complaint must include the name of the Trustee(s) alleged to have contravened the Code of Conduct, the specific provision(s) of the Code of Conduct allegedly contravened and the facts surrounding the allegation, including the names of any witnesses.
2. The complaints reviewer must receive the complaint not later than 90 days after the date the complainant became aware of the conduct giving rise to the complaint. The complaints reviewer may exercise their discretion to grant an extension if:
   a) the delay in filing a formal complaint occurred in good faith;
   b) it is in the public interest to conduct an investigation or to give consideration whether to conduct an investigation; and
   c) no substantial prejudice will result to any person because of the delay.
3. Complaints that:
   a) are not about a current Trustee, or
   b) allege criminal activity, or
   c) allege a violation of the *Education Act* or the *Access to Information Act*, or the *Protection of Privacy Act*, or

d) are covered by other applicable legislative appeal, complaint or court processes, or
e) have no grounds or insufficient grounds for conducting an investigation, or
f) are deemed by the external reviewer to be frivolous, vexatious or not made in good faith will be immediately dismissed and the complaints reviewer will notify the complainant in writing, with reasons, and provide information regarding other options, if applicable. The complaints reviewer will also notify in writing the Trustee(s) alleged to have contravened the Code of Conduct, with reasons.

4. For any complaint not immediately dismissed, the complaints reviewer will inform the Board Chair, or the Vice Chair if the complaint is against the Board Chair, or the Governance and Evaluation Committee Chair if the complaint is against both the Board Chair and Vice Chair, that they are initiating an investigation of a complaint.
5. Investigations will be conducted in a fair, timely, and confidential manner that respects the principles of procedural fairness and natural justice.
6. Prior to commencing an investigation, the complaints reviewer will advise, in writing, the complainant and the respondent Trustee(s) of the investigation process.
7. During an investigation, a complainant or witness may be asked to provide additional information. Division 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 Division, and enter any Division facility for the purpose of completing the investigation.
8. The Trustee(s) whose conduct is in question is entitled to disclosure of all relevant information gathered during an investigation, subject to the *Access to Information Act*, and the *Protection of Privacy Act*, and must be given an opportunity to respond to the complaint before the Board deliberates and disposes of the complaint. No investigation will be concluded or any investigation report issued in relation to a complaint unless a Trustee whose conduct is in question has had reasonable notice of the basis for the proposed findings and conclusion as to whether or not a complaint is substantiated and an opportunity to respond to the proposed findings and conclusion.
9. Upon conclusion of the investigation, the Board will convene at a closed session of the Board to consider the results of the investigation and dispose of the complaint. After giving the Trustee(s) alleged to have contravened the Code of Conduct an opportunity to respond to the investigative report and speak to remedial action, if applicable, the Board will consider the results of the investigation and dispose of the complaint in the absence of the Trustee(s) alleged to have contravened the Code of Conduct and any Trustee complainant(s). The complainant and the Trustee(s) alleged to have contravened the Code of Conduct will be advised of the Board's disposition of the complaint in writing, with reasons.
10. Subject to the *Access to Information Act*, and the *Protection of Privacy Act*, 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 must remain strictly confidential, unless the Board directs otherwise.

# 4. BOARD MEMBER POSITIONS

**PURPOSE:**
The Board believes the annual election of a Board Chair and Vice-Chair enhances the effectiveness and efficiency of Board governance and operations. The Board delegates specific responsibility for Board process to the Board Chair, but this in no way mitigates other Board members' responsibility to contribute to the integrity of the process.

## 4.1 Roles and Responsibilities

**Board Chair**
The Board Chair will have authority, on behalf of the Board to:

- preside at all Board meetings, call the meetings to order at the hour appointed, maintain order in the meetings and facilitate full debate and proceed with the business of the Board.
- facilitate the development of positive Board dynamics, and encourage all Board members to participate fully.
- sign all documents required by law or as authorized by the action of the Board.
- represent the Board as required in public, with media, etc.
- delegate Board representation at a function. The Board Chair may request a Trustee to represent the Board at any function which relates to that Trustee's ward.
- delegate any of the Board Chair's other duties, when necessary, to the Vice-Chair.

**Board Vice-Chair**
The Board Vice-Chair will:

- preside over Caucus Committee meetings, call the meetings to order at the hour appointed, maintain order in the meetings, and facilitate full debate and proceed with the business of the Board.
- preside over Board meetings when the Board Chair is unavailable.
- undertake other duties when requested by the Board Chair.

## 4.2 Criteria for Decision Making

**Purpose:**
When multiple individuals are involved in making a decision, many values, experiences and views can come into play. Clear, shared criteria can make the process more efficient, effective and transparent.

With that in mind, the Board created the following criteria on March 12, 2019, to assist Trustees in evaluating alternatives, creating a consistent decision-making framework, and ensuring decisions are aligned with the Board's mandate and Strategic Plan.

**Criteria:**

| | |
|---|---|
| Mandate test | To what degree is it within the Board's mandate under the *Education Act*? |
| Scope test | To what degree does it fit approved strategic goals and policy? |
| Benefit test | To what degree does it maximize the number of students that benefit?<br>Have we considered the effectiveness/efficiency outcomes for this decision?<br>What evidence exists to support achieving its outcome?<br>Is this good for kids? |
| Public support test | What degree of public support does it have?<br>Do other levels of government/key stakeholders support it? |
| Equity test | To what degree does it provide an equitable response?<br>Does this increase equity in our Division? |
| Capacity test | To what degree do we have human, managerial, and financial resources now and into the future (sustainability)?<br>Does it position the Division to be seen as a leader in future delivery?<br>Is this model replicable?<br>Are we setting a precedent?<br>Is there a change management plan in place?<br>Who leads and how much support do they have (e.g., shift to principals leading mature community discussions rather than Planning)? |
| Unintended consequences | Have these been considered?<br>What won't be pursued if this choice is selected? |
| Cornerstone Values test | Does the decision align with our Cornerstone Values of accountability, collaboration, equity and integrity? |
| Timing test | Why now? |

# 5. MEETINGS OF THE BOARD

**PURPOSE:**
The Board of Trustees conducts its business at meetings according to the *Education Act* and other legislation. In meetings, the Board draws on the expertise of the Superintendent of Schools and the Administration to understand the educational, fiduciary, human, and community implications (both risks and benefits) of any decisions.

## 5.1 Organizational Board Meeting in Non-Election Years

In non-election years, an organizational meeting will be held immediately after the final regularly scheduled Board meeting in June and will follow the same process as that of an election year, with the exception of the reading of election results issued by the City's Returning Officer and the taking of the Oaths of Office by Trustees. If the meeting is not held at this time, a meeting will be called for each succeeding afternoon at the same hour and place until a meeting occurs. Results of the organizational meeting in non-election years will come into effect immediately following the organizational meeting.

### 5.1.1 Organizational Board Meeting in Election Year

The first public meeting of the Board of Trustees following a general election will be conducted as an organizational Board meeting, and will be held within four weeks following the date the statement of results of that election is announced or posted in accordance with *Education Act*. The meeting will commence at 2 p.m. unless otherwise directed by special motion or by the Board Chair.

An informal pre-organizational meeting of the Trustees will be held prior to the organizational Board meeting to provide an opportunity for Trustees to discuss the roles and responsibilities and interested nominations for the various Board and committee positions. No decisions may be taken at this meeting.

Orientation will be provided for all Trustees about applicable legislation, including the *Education Act*, Board governance model, Board meeting procedures, Board committee structure and roles and responsibilities prior to the organizational board meeting.

### 5.1.2 Organizational Board Meeting Process in Election Year

The meeting will take place in public, and be called to order by the Chair of the previous Board or, in their absence, the Vice-Chair. In the absence of both of these persons, the Superintendent of Schools will act as Chair.

The Corporate Secretary or, in their absence, the Superintendent of Schools will read the election results issued by the City's Returning Officer.

Every Trustee will take and subscribe to the official oath prescribed by the *Oaths of Office Act* in accordance with the *Education Act*, section 75. The Division's General Counsel will administer the Oath

of Office. The Corporate Secretary will receive the declarations of office and these will be retained in the Board Office. Following the declaration proceedings, nominations and elections for Board positions and committee representation will take place.

**1. Election of the Board Chair**

Nominations will be received for the position of Board Chair. Nominees will have an opportunity to provide a one-minute speech with voting to follow. Election for the position of Board Chair will be by open vote unless one or more Trustees request that the vote be held by secret ballot (Board Procedures Regulation AR82/2019, Section 9). In that case, the vote will be held by secret ballot. The Corporate Secretary will collect and count the ballots, and the Superintendent of Schools will act as scrutineer for the ballot count.

The Corporate Secretary will announce the name of the person who receives the majority of votes of the members present, as being declared elected by the Board.

If no candidate receives a majority of the votes of the members present, the nominee who receives the fewest number of votes will be dropped from the ballots and successive votes will be taken until one nominee receives a majority of votes of the members present.

In the case of a tie, nominations for Board Chair will again be called for and a vote on the persons nominated will be taken. This procedure will be repeated until a chair is elected.

The newly elected Board Chair will assume office at the close of the meeting at which they are elected.

**2. Election of the Board Vice-Chair**

Nominations and election for the office of Vice-Chair will proceed in the same manner as that of the Board Chair. Election for the position of Vice-Chair will be by open vote unless one or more Trustees request that the vote be held by secret ballot. In that case, the vote will be held by secret ballot, (Board Procedures Regulation AR82/2019, Section 9) as provided for the Board Chair position.

**3. Elections for Membership - Standing Committees**

**a) Committees of the Whole**

The Board will establish or confirm the retention of the following standing committees of the whole:

- Caucus Committee: The Vice-Chair serves as the chair of the committee.
- Audit Committee: A chair for the Audit Committee is elected at the organizational Board meeting.
- Budget Planning/Results Review

**b) Other Standing Committees**

The Board will establish or confirm any other standing committee required for the proper conduct of the Board's affairs including:

- Governance and Evaluation Committee
- Policy Review
- ASBA Issues and Resolutions

Nominations will then be received for committee membership by verbal nomination from a Trustee. Once nominations are complete, the elections will be by an open vote in accordance with section 9 of the Board Procedures Regulation 82/2019. The Board Chair is an ex-officio member of all Other Standing Committees.

**4. Elections for Membership - Ad Hoc Committees**

The Board may appoint special committees or subcommittees consisting of one or more Trustees to study, investigate, or act on specific matters. These committees will report either to the appropriate standing committee of the Board or directly to the Board and will be discharged on the completion of their assignments. The Board Chair will be an ex-officio member of all ad hoc committees.

**5. Elections for Board Representatives on External Committees**

The Board will establish or confirm the Board's membership and/or participation in external committees and/organizations.

- The Board, or a committee, may appoint Trustee representatives to external committees that support the Board's strategic areas of focus and priorities.
- Trustees representing the Board on committees or boards of other agencies may request the Superintendent of Schools to appoint representatives of the Administration to attend meetings with them or as their envoys.
- These representatives are responsible to, and will report back to, the Board or committee that appointed them. Reporting back to the Board will take place at minimum twice annually through a verbal or written report submitted to the Board as a whole via Caucus Committee or to the Trustee committee that appointed that Trustee's representation.

**6. Confirmation of Meeting Day, Time and Location**

The Board will establish or confirm the day, time, and place of regular public meetings of the Board and Caucus Committee.

**7. Organizational Meeting Adjournment or Reconvene**

- The meeting may then be adjourned.
- If the Board wishes, a meeting may be reconvened as a regular public Board meeting to conduct the business of the Board (See Section 5.2 - Public Board Meetings).

## 5.2 Public Board Meetings

**Public Sessions**

- All Board meetings are open to the public (*Education Act*, Section 64) and will be conducted in accordance with the *Education Act* and other applicable legislation.
- Attendance of all Trustees at Board meetings to fulfill legislated responsibilities is an expectation under the *Education Act*.
- Attendees are not permitted to bring props or signs to a Board meeting.

**Time and Location of Regular Meetings**

The Board will hold its regular meetings at 2:00 p.m. the first and third Tuesday of each month, when possible, unless otherwise directed by special motion or by the Board Chair.

- With the approval of the majority, the Board may change the day, time and location of its public meetings. Any changes to set Board meeting date, location or time would be noted on the Division website.

**Quorum**

A quorum is a majority of the Trustees that are specified by the Minister, under the *Education Act* to be elected to the Board.

Unless there is a quorum within half an hour after the meeting time set for the Board, the meeting will be adjourned until the next meeting, or until another meeting is called. The names of the members present at the end of the half hour will be recorded. An act or proceeding is only valid if it is adopted at a regular or special meeting at which a quorum of the Board is present.

Note that quorum is different from majority; quorum remains at five Trustees, while majority varies depending on attendance at a meeting. A majority vote of Trustees present is required to approve most motions. For example, if all nine Trustees are in attendance at a meeting, the quorum is five and the majority is five. However, if only six Trustees are in attendance, quorum remains at five, but the majority is four.

**Remote Participation of Trustees in Board and Caucus Meetings**

Trustees must make every effort to attend Board and Caucus meetings in person. Should a Trustee be unable to be physically present, the Trustee may participate in a Board or Caucus meeting using electronic means or other communication facilities (Board Procedure Regulation AR82/1029, Section 5(1)) up to three times in a calendar year. This can be extended at the discretion of the Board Chair.

- The Trustee wishing to participate remotely is asked to provide the Board Office with a minimum of one working day notice prior to the meeting at which they wish to participate remotely and a telephone number through which contact can be made during the meeting.
- Should the communication connection fail so that quorum cannot be met, the meeting will be adjourned and reconvened at the next regularly scheduled meeting or as called by the Board Chair.
- Costs incurred (e.g., long distance, roaming charges) will be charged to the office of the Trustee(s) participating remotely.
- Trustees participating remotely will keep their camera on throughout the meeting.
- Trustees participating remotely will inform the Chair of their departure from a meeting, temporarily or permanently.
- If a Trustee participating remotely has a pecuniary interest on a matter under discussion, the Trustee will advise the Chair and disconnect from the meeting. The Chair will reconnect the Trustee back into the meeting when the item under discussion has been dealt with.
- If the Trustee participating remotely is not able to enter their vote electronically, the Chair will ask the Trustee to verbally indicate whether they are in favour of or opposed to the motion.

- If a reasonable attempt is made to connect with the Trustee who has requested to attend remotely, but for any reason such connection is not made, the Trustee will be considered to be absent from the meeting.
- If the connection is lost during the meeting, the Trustee will be considered to be absent from the portion of the meeting during which there is no connection.
- If a connection is lost twice during remote participation, no further attempts to connect will be made.
- The Board or the committee concerned will consider requests for exceptions from the above procedure when exceptional circumstances exist.

### 5.2.1 Public Board Meeting Agendas

The agenda format may be adjusted from time to time at the specific request of the Board.

Reports are normally ordered on the agenda with recommendation reports first and information reports following with the intent of assisting the Board in being efficient with its time and getting to those items which require Board approval.

Trustees can view upcoming meeting reports through the Management Activity Reporting System (MARS) posted on the Board Intranet Site (BIS). The MARS report is updated regularly.

**Agenda Format**

The following will be the format for board meeting agendas:

A. Land Acknowledgement
B. O Canada
C. Roll Call
D. Approval of the Agenda
E. Communications from the Board Chair
F. Communications from the Superintendent of Schools
G. Approval of the Minutes
H. Recognition
I. Comments from the Public and Staff Group Representatives on Items on the Meeting Agenda
   NOTE: Pre-registration opens upon posting of the agenda to the Division's website (typically by end of day Thursday) and is required by noon the business day before the meeting to reserve a speaking time.
J. Comments from the Public and Staff Group Representatives on Educational Topics
   NOTE: Pre-registration opens upon posting of the agenda to the Division's website (typically by end of day Thursday) and is required by noon the business day before the meeting to reserve a speaking time.
K. Reports
   - Recommendation

   (From Board Committee, Representative, Trustee Motions and Superintendent of Schools)
   - Information*

   (Board Committee, Representative or Trustee and Superintendent of Schools)

*Information reports will be dealt with as an omnibus

- Delegation or External Presentation (time-specific)

L. Other Committee, Board Representative and Trustee Reports
M. Trustees and Board Requests for Information
N. Notices of Motion
O. Meeting Dates
P. Adjournment

**Agenda Preparation**

In accordance with Board policy, Board motion, practice and law, the preparation of the draft agenda for a regular meeting is the responsibility of the Superintendent of Schools or designate.

All Trustees may view MARS for an up-to-date listing of items anticipated for Board and Caucus meetings. Trustees who wish to have an item added to the agenda are to contact the Board Chair or Caucus Chair with their request including a notice of motion or motion.

The Board or Caucus Chair will provide all changes and approval to the Superintendent's designate for the item to be added to the agenda. Board entries will be notified prior to the Wednesday preceding the Board meeting.

**Delivery of Agendas**

- Material for Board meetings will be posted on the Board Intranet Site (BIS) at least three days in advance of the meeting.
- A copy of the agenda for public meetings will be posted on the Division's website at least three days preceding the meeting.
- The Board and Caucus Committee will approve the meeting agendas at each meeting in the event there are changes or emergent items requiring discussion.
- Agenda materials that are not dealt with at a meeting will be added to the next meeting agenda.

### 5.2.2 Meeting Proceedings and Rules of Order

Robert's Rules of Order will govern the conduct of all regular and special meetings of the Board when not specifically covered by the following rules of order:

**Chair**

- The Chair will preside at all meetings, call the meetings to order at the hour appointed, and proceed with business.
- In the absence of the Chair, the Vice-Chair will preside.
- In the absence of the Chair and the Vice-Chair, the members present will elect another Trustee to act as Chair of the meeting.

**Order of Business**

The Board will deal with all matters properly brought before it, unless referred to a committee by a majority vote of the members present.

**Motions and Recommendations**

Board business is facilitated through group discussion, debate and voting on either individual Trustee motions or recommendations from the Superintendent of Schools or a Board committee, which are submitted to the Board by a motion of the Chair or any other Trustee. Both individual Trustee motions and recommendations from the Superintendent of Schools or Board committees are formal proposals that the Board or Administration undertake certain action. In both cases, no seconder is required (Board Procedures Regulation AR82/2019, Section 8(1)).

**Process for a Trustee to Initiate Action on Selected Concerns through Motions**

A Trustee who has identified issues on which they wish to initiate action is first encouraged to seek advice and assistance from the Superintendent's designate and the Board Chair. The designate can assist the Trustee in exploring and furthering their understanding of Division policies and practices related to the issue, potential implications of the proposed action, and what written background information might be appended in support of the motion to aid discussion and decision. The Superintendent's designate can also help with suggested wording for a motion so as to ensure clarity of intent and direction and to achieve the desired action. The Trustee submitting a potential motion is expected to first seek feedback from all Trustees and the Superintendent or the Superintendent's designate, prior to submitting it to the Board Chair or Caucus Chair for addition to the agenda.

**Notices of Motion**

- Once crafted, a notice of motion is served at a scheduled meeting of the Board of Trustees during the regularly schedule agenda item "Notices of Motion".
- By putting forward a notice of motion prior to the motion being read out and debated at a subsequent meeting, Trustees and stakeholders can reflect on the proposed action and consider the implications prior to a debate and decision.
- On occasion, timeliness may be a factor, and any Trustee can propose an action during a Board meeting by using the words "I move that...." If the motion introduces any new matter, of which no notice has been given at a previous meeting, any member may demand that notice be given. In this case, the motion will stand as a "Notice of Motion" for the next meeting.
- Alternatively, the mover can ask the Board to "waive notice of motion" so that the debate can happen immediately. Notice of motion can only be waived by a unanimous decision of the Board.

**Debate on Motions**

- At the meeting at which a motion is introduced, the motion must be stated before the Trustee who introduced the motion may speak on it.
- After any motion has been submitted, the Chair or any member may request that it be put in writing or be recorded before it is stated by the Chair.

- Once introduced, a motion will be voted on unless, with the permission of the Board, it is withdrawn by the mover.
- The Chair, or other presiding Trustee, may express an opinion on any subject under debate.
- The mover of a motion may speak first to that motion. Thereafter, each Trustee will have an opportunity to ask questions for clarification. Questions may be asked to the Superintendent of Schools at this stage through the Board Chair.
- When the Chair calls for formal debate, Trustees will have two opportunities to speak, for a maximum of three minutes each time. Permission to extend the limits of debate may be granted by the Chair if the majority of Trustees concur. The mover of the motion will be given an opportunity to close debate.
- Trustees, before speaking, should address the Chair and confine themselves to the question under debate.
- When two or more Trustees address the Chair at the same time, the Chair will identify who may speak first.
- While speaking, Trustees will not be interrupted except on a point of order or for the purpose of explanation.
- If any members transgress the rules, the Chair, or any other member, may call them to order. The members called to order will immediately be silent, but will be permitted to explain later. The Board, if appealed to, will decide on the case, without debate.
- As long as it does not interrupt a speaker, Trustees may require the question under discussion to be read at any time during the debate.
- While the Chair is putting the question/calling for the vote, Trustees may not speak.
- Trustees may not speak after the question (call for the vote) has been put by the Chair.

**Amending a Motion**

During the debate stage, a Trustee may propose changes to the main motion by moving an amendment to the motion.

The motion to amend takes three basic forms:

- Inserting or adding words or paragraphs.
- Striking out words or paragraphs.
- Striking out words and inserting or adding others, or substituting an entire paragraph or complete resolution for another.

The proposed amendment is open for questions and debate prior to a vote being called on the amendment. Should the majority agree to the amendment, the new amended motion then gets debated and voted on by the Board.

**Point of Order**

The Chair or other presiding Trustee may be called on to decide a point of order or practice. The Chair will make a decision and state the rule applicable to the case. An appeal from the ruling of the Chair will be decided by a majority of the members present.

**Voting on Motions and/or Recommendations**

- Unless otherwise provided by the *Education Act*, all motions will be decided by the majority of the votes. In cases of a tie vote, the motion will be defeated.
- Every Trustee will vote on all motions unless excused by the Board. Trustees are not required to vote on a question in which they declare they have a special or personal interest. If that interest is in the nature of a "pecuniary interest" as defined in section 85 of the *Education Act*, the Trustees are required under section 88 of the *Education Act*, to disclose their interest and leave the room until the discussion and voting on the matter has been completed.
- The Chair will declare the result of all votes. The names of those who vote for and those who vote against the question will be entered in the minutes. If the vote is unanimous, the names will not be entered in the minutes.
- No member of the Board will have more than one vote.

**Outcome of Motions**

- If approved, the Administration under the direction of the Superintendent of Schools will be responsible for implementing the intent of the motion.

**Motions to Reconsider**

- Trustees may not introduce or give notice of a motion to reconsider a motion passed previously by the Board during the same organizational year (September to September), unless a member voted for the original motion (or in the event that the original motion was defeated, a member who originally voted against the motion).
- A member who was not a member of the Board at the time of the passing or defeat of the original motion may move to reconsider a motion.

### 5.2.3 Comments from the Public and Staff Representatives

The Board offers a scheduled opportunity for the public to address agenda items at its meetings.

- Unless otherwise indicated, speakers may only speak to an item on the meeting agenda. A maximum of five speakers will be registered for each agenda item.
    - When the Board of Trustees deems it necessary, more than five speakers may be permitted to speak to an agenda item. This decision will be made through a motion at the start of the public Board meeting.
- A maximum of five speakers will be provided the opportunity to speak to education topics not included on the meeting agenda during one board meeting per month.
- A member of the public or a staff group representative wishing to speak to the Board must register with the Board Office (780-429-8443) by noon the business day before the meeting.
- Speakers will be registered in the order their registration request phone calls are received by the Corporate Governance Coordinator. The Corporate Governance Coordinator will inform speakers of the limit and that the Board may pass a motion to exceed the limit.

- Upon registering, speakers will be provided with the following procedures and guidelines:
  - Speakers may attend the Board meeting virtually or in person. For those joining in-person, meetings are held in McCauley Chambers at the Centre for Education, 1 Kingsway NW, Edmonton.
    - While every effort will be made to support virtual participation during public Board meetings, the option to join virtually will remain dependent on available resources and access to technology.
    - In both cases, speakers must declare when registering that they are at least one of the following:
      - a resident of Edmonton
      - a parent of a Division student
      - a Division staff member
  - The Board Chair will, through the approval of the agenda, seek agreement of the Board to hear the individual.
  - Speakers comments must pertain directly to the agenda item they have registered to speak on.
  - Speakers must limit their comments to their own knowledge, opinions and experiences; they may not speak on behalf of anyone else.
  - Speakers will confine themselves to three minutes. This may be extended to accommodate individuals who have disabilities that affect their communication, translation requirements or other required communication supports. Extensions will be granted at the discretion of the Board Chair or designate.
  - Comments from the Public and Staff Group Representatives will not be audio or video recorded.
  - Speakers will address their comments to the Board Chair.
  - Attendees are not permitted to bring props or signs to a Board meeting.
  - The Board Chair has full authority to maintain decorum and order of the meeting including interrupting any speaker who makes critical statements about particular individuals or groups of people, whether named or identifiable by the context; ruling the speaker out of order and terminating the speaker's privilege to address the Board of Trustees.
- A list of registered speakers will be provided to the Board Chair and Trustees in advance of the meeting.
- The Board Chair will thank the speaker(s).
- Any individual or group may speak at a Public Board meeting to a maximum of four times per school year. Those who can not register are encouraged to submit their thoughts in writing prior to the Board meeting.

*Delegations and Presentations to the Board*

Representatives of organizations wishing to comment on an agenda item or make general comments on an educational matter may do so as per the following procedures and guidelines:

- The Board office will advise the delegation on the procedures for submitting a brief and/or making a verbal presentation and assist the delegation in making their request.

- Groups or individuals who wish to appear before the Board to make a presentation to or a request of the Board will first discuss the request with the Superintendent of Schools or a designate. This provides the presenter an opportunity to clarify their understanding of Division practices related to the presentation topic and determine what other assistance may be available through the Administration.
- If after meeting with the Administration an appearance before the Board is still desired, the delegation must make their request in writing to the Board Office at least three weeks in advance of the preferred meeting at which they wish to appear. Notwithstanding the three-week notice, the Superintendent of Schools may consider a request to waive the timelines if circumstances warrant; for example, if the Board will be making a decision on the matter before the delegation is scheduled to present to Board.
- The Board reserves the right to determine whether the delegation will be heard, and if so, whether it will be heard by the Board or by a committee of the Board. For matters clearly within the practice and mandate of the Board, the Board office in consultation with the Superintendent of Schools and Board Chair will make appropriate arrangements for the delegation to be heard.
- Written briefs or a digest of the information to be presented must be submitted to the Board office at least five days prior to the meeting. The notice and the brief will be provided to each Trustee with the notice of meeting at which the delegation is to appear.
- The delegation may have 10 minutes in total to make its presentation and may appoint two spokespersons.
- Decisions regarding requests made by delegations will be dealt with at the next meeting of the Board or appropriate committee unless the Board will be making a decision on the matter as part of another scheduled item of business on the agenda or it is otherwise agreed to by a majority vote of the members present.
- Petitions received by the Board may only pertain to matters other than those articulated in sections 102, 110 and 190 of the *Education Act*.
- Petitions will be reviewed by the secretary to the Board to ensure the petition meets the requirements articulated in the *Education Act*.
- The Board will administer petitions in compliance with the *Education Act*. This includes giving public notice, when and as required under the Act, and in alignment with the Petitions and Public Notice Regulation.

Any individual or group may speak on an issue to a maximum of four times per school year.

### 5.2.4 Adjournment

The Board will remain in session no later than 6:00 p.m. unless otherwise determined by a majority vote of the members present.

### 5.2.5 Minutes

The proceedings of all regular Board meetings will be recorded, with the exception of Comments from the Public and Staff Group Representatives. Board minutes contain all motions, recommendations, Board

requests for information and questions approved by the Board that require Administrative action. Trustee reports are to be submitted in writing to the Recording Secretary by noon the day of the meeting for inclusion in the minutes.

- The minutes of Board meetings are approved by the Board at the next regular meeting of the Board.
- The recordings of Board meetings will be retained for the previous five years (September to September) plus the current year.

### 5.2.6 Miscellaneous

No member will leave the Board meeting before or during the close of the session without notifying the Chair.

### 5.2.7 Televising, Taping and Broadcasting of Board Meetings

The Board encourages the news media to televise, tape record, and broadcast Board meetings.

## 5.3 Special Board Meetings

Occasionally, unanticipated or emergent issues require immediate Board attention and/or action. Special meetings of the Board may be held as provided for under section 3 of the Board Procedures Regulation AR82/2019 and are public meetings. Public notice of the meeting is encouraged but not required.

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 only by the unanimous consent of the entire Board.

Due to the emergent nature of special meetings and the fact that they may be called with no notice, comments from the public or staff groups will only be accommodated at special Board meetings if there are two business days between when the meeting is called and when it is held. Speakers will follow the same registration and protocol as a regular Board meeting and limit their comments to the topic(s) on the special Board meeting agenda. The public and staff may also provide input to Trustees via phone, email or mail.

## 5.4 Caucus Committee

Committee of the Whole (*in camera*)

**Purpose**

The Board values transparency and accountability and believes that, to the greatest extent possible, its decision making should be conducted in public. There are, however, specific instances when the public interest is best served by private discussion in *in camera* sessions.

The Board holds *in camera* meetings to deal with land, labour, legal advice provided to the Board, and strategy. The Board also gathers privately for professional development and to review the functioning of the Board. The requirement for confidentiality of *in camera* materials and proceedings is fundamental to protect individual privacy and the Division's fiduciary and strategic interests. For this reason, all *in camera* meetings are closed to the public and news media.

All recommendations from the Caucus Committee must be reported at a public Board meeting for information.

**Expectations**

1. In accordance with section 52 of the *Education Act*, the Board delegates to the Caucus Committee the following powers:
   a) discussing, making decisions, giving direction to the Administration, and/or developing recommendations to Board on matters pertaining to: *(Revision approved March 3, 2015 Board meeting)*
      - the personal or proprietary information of an identifiable individual or group, including staff, students and parents
      - labour relations and employee negotiations
      - a proposed or pending acquisition or disposition of property
      - law enforcement matters, litigation or potential litigation, including matters before administrative tribunals affecting the Division
      - the security of the property of the Division
      - the terms and conditions of a contract with the Superintendent of Schools in accordance with section 222 of the *Education Act*,
   b) Reviewing the functioning of the Board
   c) Developing advocacy plans to other levels of government and strategic planning activities
   d) Engaging in professional development
2. The first order of business for a Caucus Committee meeting will be approval of the agenda and confirmation of the items as appropriate for discussion *in camera*.
3. All matters requiring Board decision arising from discussions in Caucus Committee will be reported to a public Board meeting for Board approval. Recommendation reports to Board will contain sufficient background information to explain the recommendation and implications of the decision to be made with due consideration to protection of personal or proprietary information.
4. The delegation of decision-making authority to the Caucus Committee is subject to the following limitations: *(added at the March 3, 2015, Board meeting, amended at the March 5, 2024 Caucus meeting)*
   a) it will be used only for matters that must be kept confidential or are time-sensitive; and
   b) decisions made by the Caucus Committee will be reported to the Board in a public meeting.
5. All agenda items and supporting materials on which motions and recommendations are based, and the substance of deliberations will remain confidential, except when:
   - the Board of Trustees determines that the information should be submitted to a public meeting;
   - the Board of Trustees specifically authorizes its public release, or when legally required to release such information;

A motion of the Board of Trustees is required to release this information to any persons other than to the Board of Trustees, employees or agents of the Board who require such information to carry out their duties on behalf of the Division.

6. The Caucus Committee may appoint a subcommittee of Trustees, or administrators, or other individuals to act on its behalf.

**Quorum**

The membership of the Caucus Committee is the full Board. A quorum is the majority of the Committee members.

**Rules of Order**

- The Vice-Chair of the Board will serve as the Caucus Committee Chair, presiding at every meeting and will vote on all questions submitted. In the Chair's absence the Board Chair will preside. In the absence of the Board Chair, the members present will appoint one of their members to be Chair.
- The rules of the Board will be observed.
- The Committee submits its recommendations to the Board.

**Confidentiality**

All materials submitted and the substance of discussions held in Caucus Committee will be treated as confidential by all Trustees and Administration in attendance.

**Agendas**

The preparation of the agenda for a Caucus Committee is the responsibility of the Superintendent of Schools or designate.

The Caucus Chair will provide changes and approval to the Superintendent's designate prior to including in the Caucus information packages by end of day on the Wednesday preceding the Board meeting.

**Format of Agendas**

A. Land Acknowledgement
B. Roll Call
C. Approval of the Agenda
D. Communications from the Board Chair
E. Communications from the Superintendent of Schools
F. Minutes
G. Reports
   (From Board Committee, Representative, Trustee Motions and Superintendent of Schools)
   - Recommendation
   - Feedback
   - Information
   - Delegation or External Presentation (time-specific)
H. Other Committee, Board Representative and Trustee Reports
I. Trustees and Board Requests for Information

J. Notices of Motion
K. Meeting Dates
L. Adjournment

**Delivery of Agendas**

- Material for Caucus meetings will be posted on the Board Intranet Site (BIS) at least three days in advance of the meeting.
- The Caucus Committee will approve the meeting agendas at each meeting in the event there are changes or emergent items requiring discussion.
- Agenda materials that are not dealt with at a meeting will be added to the next meeting agenda.

**Time and Location**

- Caucus Committee meetings will be held on an as-needed basis at the call of the Caucus Committee Chair. The first Tuesday morning of each month will be reserved for such meetings.
- Notices of meetings will be provided in the same manner as for regular Board meetings unless, by consent of all the Trustees, notice is waived.
- These meetings are closed to the public and media; however, all recommendations arising from the meeting will be brought to a public Board meeting for information.

**Adjournment**

The Caucus Committee will remain in session no later than 12:00 noon unless otherwise determined by a majority vote of members present.

**Minutes**

- The minutes of the Caucus Committee will contain sufficient background information, while protecting personal and confidential information, to support motions, recommendations and questions that require administrative follow up. Trustee reports are to be submitted in writing to the Recording Secretary by noon the day of the meeting for inclusion in the minutes.
- The minutes of Caucus Committee are accessible to Trustees on request; however, a motion of the Caucus Committee is required prior to providing a Trustee the minutes of a Caucus Committee meeting if that Trustee was not a member of the Caucus Committee at the time of the meeting.
- The minutes of the Caucus Committee are approved by the Caucus Committee at the next regular meeting of the Caucus Committee.

## 5.5 Audit Committee

A committee that is inclusive of all Trustees (*in camera*) - June 17, 2014, Board meeting

**Purpose**

The purpose of the Audit Committee is to assist the Board of Trustees in ensuring the assets of the corporation are preserved and resources used effectively. The Audit Committee of the Whole is part of a system of checks and balances and as guardian of the Division's interests, assesses whether the organization is appropriately administering public funds.

**Terms of Reference**

The committee meets at least twice a year *in camera*, generally once in the fall, and again later in the fiscal year.

1. The Audit Committee meets prior to the annual audit to:
   - recommend the appointment of an external Board auditor to the Board of Trustees on an annual basis and in accordance with Board Policy CO.BP – Fiscal Oversight and Accountability and the *Education Act* (Part 6, Division 1);
   - meet with the external auditor prior to commencement of the audit to review the engagement letter and assure the auditor's independence from management; and
   - review and discuss the audit plan with the external auditor and make a recommendation to Board.
2. The Audit Committee meets following the annual audit to:
   - meet with the external auditors and Administration to review the external auditor's assessment of the Division's system of internal controls and accounting policies, the draft annual audit report, accept receipt of the external auditor's independence letter, audit findings report and accompanying draft management letter;
   - provide information to demonstrate due diligence was undertaken in reviewing the financial information, and make a recommendation to Board on whether to accept the annual audit report and financial statements for forwarding to the Minister of Education; and
   - receive the Superintendent of School's report on internal audit activities.

**Composition**

The Audit Committee will be comprised of:

- all Trustees, the Superintendent and designate and several staff from the Finance department, including internal audit; and
- two external members who are designated accountants.

The committee is chaired by the Audit Committee Chair.

The committee's terms of appointment will be in four-year increments.

**Selection Process for External Committee Members**

The Administration will post a request for Audit Committee members on the following websites:

- Chartered Professional Accountants of Alberta
- Edmonton Public Schools

In addition, the University of Alberta, NAIT and MacEwan University may be contacted for potential candidates.

The Audit Committee, with support of the Superintendent of Schools and their designates will select the external members of the Audit Committee.

**Quorum**
A quorum of the Audit Committee consists of six members of the Committee, five members which must be from the Board of Trustees.

**Rules of Order**
The agenda format, rules of order and confidentiality requirements for Caucus Committee will be observed. All committee members will commit to ethical conduct, proper use of authority, decorum and professional conduct.

**Minutes**
The minutes of the committee meetings will be confidential and will accurately record the decisions reached by the committee. The minutes will be distributed to the committee members.

**Budget**
There is no identified budget for this committee. External committee members are not entitled to honoraria.

**Resources**
*Financial Statement Tool Kit - A Guide to Reading School Jurisdiction Financial Statements* (available to members in the Documents section of the ASBOA website. The site was developed in partnership with the Alberta Association of School Business Officials (ASBOA), Alberta Education and Office of the Auditor General.)

*Audit Committee Training Module* (available to members in the Documents section of the ASBOA website).

## 5.6 Meeting of the Superintendent of Schools and Trustees (MST)

**Purpose**
A meeting held by the Superintendent of Schools to update the Board of Trustees on current and emergent issues pertaining to the Board in a collaborative manner on the morning of the second Board meeting each month.

## 5.7 Board Reports, Enquiries and Requests for Information

### 5.7.1 Board Reports

Board reports are the instrument used to formally bring forward Board-related business on its meeting agendas. Reports may come from a Board committee, a Trustee, or the Administration. Reports to be included on a meeting agenda are actively tracked and managed through the Management Activity Reporting System (MARS). The MARS report can be found on the Board Intranet Site (BIS).

There are three types of reports that may be presented for consideration at a meeting:

1. **Recommendation Report**
   - Recommendation reports are used to seek approval by the Board on a course of action and should provide a level of detail to the Board.
   - Recommendation reports are used by Board committees or the Administration.
   - When a notice of motion is served by a Trustee, the motion is added to an upcoming Board/Caucus meeting agenda through a recommendation report. It is up to the individual Trustee what information, if any, they wish to include in the report.
2. **Feedback Report (Caucus Only)**
   - Feedback reports are a special type of report used to initiate discussion, and seek input and direction from the Trustees.
   - Feedback reports can be used by a Trustee, a Board committee, or the Administration.
   - For more complex matters, the Administration or committees will use a feedback report to signal that Trustee input, information or clarification is needed prior to determining appropriate options and/or developing a recommended course of action.
   - Feedback reports may assist in narrowing down possible options before preparing a recommendation.
   - This step is to enhance the ability to incorporate Trustees' viewpoints and address concerns when developing recommendation reports.
   - Where significant feedback is received or when requested by a majority of Trustees, an additional feedback report will be required to come to Caucus prior to a recommendation report coming to Board.
   - For feedback reports to be effective, it is important to clearly identify the questions for Trustees to answer and identify the areas that need clarification.
   - Most recommendations do not require a feedback report before a recommendation is developed; however, it is strongly encouraged for complex issues to clarify Board direction.
   - Trustee comments and suggestions, including those that had been previously submitted via email will be considered by the committee, Trustee or the Administration in the development of the final report coming to Board.
3. **Information Report**
   - Information reports may be used to communicate factual data or knowledge about a particular circumstance, event or activity that may be of pertinent interest to the Board.
   - Information reports may be used to publicly notify the Board of key decisions already made or a direction already undertaken (by a Trustee, a Board committee, or the Administration).
   - Questions and comments related to the information are permitted, but no decisions are required or expected.

### 5.7.2 Enquiries and Requests for Information

In order for the Board to make informed decisions on matters brought before it and within its purview, the Board may request additional information from Administration. This takes place through two primary mechanisms: enquiring for information as part of a current Board, Caucus or committee meeting agenda item discussion or through submission of a formal Request for Information (RFI).

a) Enquiries for Information as part of an agenda item discussion

- Trustees, in regular meetings of the Board or in a committee, may make enquiries of the Administration relative to matters before the Board or which will be brought before the Board.
- Whenever possible, the Administration will attempt to answer Trustee questions and/or provide readily available information at the meeting at which it is requested.
- If the Administration is unable to provide the information at the meeting at which it is requested, the Administration will advise the Board whether the information can be made available and track the request. Format for the response to this request (e.g., Transmittal Memorandum (TM), MST update, formal information report back to a future meeting of the Board) will be determined by Administration.

b) Formal RFI

- For more extensive or complex requests, Trustees may make a formal RFI. Formal RFIs are recorded and tracked.
- Responses to RFIs will be provided through the same forum at which the request is made.
  - RFIs made at a public Board meeting will be brought to a subsequent public Board meeting as an Information Report.
  - RFIs made at a Caucus Committee meeting will be brought to a subsequent meeting as an Information Report.
  - RFIs made outside of meetings may be made through the Superintendent of designate who will determine with the Trustee the intent, scope, specific information and process for initiating the request. The outcome of the request will be based on providing the most efficient response time to all Trustees through an email or TM.
- All RFIs must outline how the request aligns with the following criteria:
  - Supports transparency and accountability for meeting the Board's mandated governance responsibilities, as outlined in the *Education Act* and other relevant legislation.
  - Is relevant to the educational best interests of students across the Division.
  - Will be used to inform or advance the business of the Board.
  - Requires a reasonable expenditure of time and resources to obtain a response.
- If, in the opinion of the Superintendent of Schools, a Trustee RFI will result in a significant expenditure of time and resources, the Trustee will be so advised and the Trustee may seek Board approval for the expenditure through a notice of motion.
- Information requested by individual Trustees relative to the operation of schools and to educational matters not before the Board but within the Board's purview should be prefaced with a rationale or purpose for the requested information to give context and assist in the Administration understanding of the request.
- The Board Chair may ask for reports necessary for the proper conduct of Board or committee meetings.
- Prior to submitting an RFI (either at or outside of a meeting), the requesting Trustee is expected to:
  - Consult with the Superintendent of Schools or designate to determine if previous information is available on the subject;
  - If available, review previous RFIs on the subject;
  - If available, review previous TMs on the subject;

    - Notify all other Trustees of the rationale and purpose of the request, including how it aligns with the above criteria, and
    - Request feedback from Trustees about the need for the information to further the business of the Board and input on the framing of questions or considerations of additional questions.
- In cases when a Trustee objects to a proposed RFI's alignment with the above criteria, the objecting Trustee can bring forward a motion requesting that the proposed RFI be subject to approval by the board prior to proceeding. The motion is not subject to debate.
    - If the motion is defeated, the RFI will be submitted to administration without requiring approval by the board.
    - If the motion is carried, the Board will enter into debate and then vote on whether to approve the RFI for submission to administration.
    - These motions are procedural in nature and do not require notice of motion.
    - If an RFI is made at public Board, the vote(s) will occur at public Board.
    - If an RFI is made outside of public Board, the vote(s) will be made at a Caucus Committee meeting.

(Also see Section 10.2 - Direct Requests of Administration)

## 5.8 Meeting Packages and Materials

- Board meeting packages are posted on the Board Intranet Site (BIS) the Thursday prior to the meeting. The meeting package for the public Board meeting is also posted on the Division website and provided to the staff group presidents.
- Trustees may preview dates of upcoming reports (MARS listing) and the status for formal requests for information in progress, on BIS.
- As the Board Office operates primarily in a paperless environment, all meeting information and correspondence is posted electronically for easy access. Trustees who prefer using hard copies may download the information and print copies if they wish.

## 5.9 Seating in McCauley Chambers

- The Board table in McCauley Chambers has designated seating for the Board Chair, Vice-Chair and Trustees.
- The organizational meeting in election years will begin with the previous Board Chair and Vice-Chair (if re-elected) occupying their designated seats. All other Trustees will be seated in alphabetical order by ward starting with the first seat on the north side of McCauley Chambers as Ward A.
- Upon election of the new Board Chair and Vice-Chair, each will respectively occupy the designated places at the Board table and the previous Board Chair and Vice- Chair will assume the seats thus vacated. Adjustments to the nameplates and seating arrangements will be made for the next Board meeting.

# 6. BOARD COMMITTEES

**PURPOSE:**
Board committees are established by the Board of Trustees to assist the Board in meeting its role and responsibilities as governors. The Board determines and approves the work plans for the upcoming school year and grants authority to its committees to undertake work at the Board's direction. The committee is responsible to bring recommendations to the Caucus Committee for feedback and decision making.

## 6.1 Board Committee Protocols

- Committee membership will be reviewed annually at the organizational meeting or as the Board of Trustees so determines. With the exception of the Board Chair, all Trustees are expected to participate on a committee. The Board is expected to evenly distribute the work of committees across Trustees.
- A committee is a Board committee if the Board establishes it and defines its terms of reference or mandate, regardless of whether or not it is called a committee or whether non-Trustees sit on the committee. A Task Force established by the Board is considered a Board committee.
- The Board will approve the Terms of Reference or scope of work for any Board created and appointed committee.
- Each Board committee will be charged with meeting within four weeks of being established to identify a Chair for the committee and a preliminary schedule for its business.
- Each Board committee will be responsible for submitting a work plan, including a preliminary budget, for approval. Board committee work plans must first be brought to Caucus for feedback, and then to a public Board meeting for approval before December 31 each year.
- Committees of the Board normally meet bi-monthly or as required. The Board expects that responsibilities for committee work and Board representation will be distributed equitably among all Trustees.
- Board committees will be comprised of one less than a majority of Trustees. **For the duration of the Ad Hoc Trustees' Handbook Committee, all Board committees except Advocacy Committee will have three member Trustees.*
- All Trustees are welcome to attend any committee meeting as guests. While guests are welcome to observe the meeting, gain information, and, when invited by the Committee Chair, share information, decision making remains reserved to committee members.
- Unless otherwise specified within the Terms of Reference, the committee chair will be selected from among the committee members. The Superintendent of Schools will assign an administrator to assist the committee in its work.

**The committee Chair is responsible for:**
- Agenda preparation
- Scheduling of meeting dates
- Written reports and recommendations to the Board of Trustees or Caucus Committee

- Logistical requirements for all committee meetings
- Keeping the Board Chair apprised of the work of the Committee

**The Administration is responsible for:**

- Strategic support aligning the work of the committee
- Edit and review of all draft reports in consultation with Committee Chair
- Providing all logistical support for the meeting

- Board committees may not speak or act for the Board of Trustees except when formally given such authority for specific and time-limited purposes.
- Board committees will not exercise authority over staff nor direct staff operations.
- Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Superintendent of Schools.
- Attendance of others at meetings of Board committees will be limited to administrative support and invited guests, and if decided by the Board of Trustees, the public may attend as observers.
- The Committee is not a decision-making body for the Board. Prior to a decision being made, the Committee will bring forward potential opportunities, options, recommendations, and considerations to the Board as a whole for discussion, feedback, and approval.
    - If a unanimous position is not reached by the Committee, the Committee will bring forward all considerations for Board decision.

**Committee Member Resignations**

A Trustee who decides to resign from a Board committee must provide written notice, two weeks in advance, to the committee, the Board Chair and the Superintendent or designate. A replacement will be selected at the next public Board meeting.

### 6.1.1 Governance and Evaluation Committee

Terms of Reference approved (January 17, 2017, Board meeting)

**Purpose**

The Governance and Evaluation Committee is responsible for assisting the Board of Trustees to conduct:

- an annual Board self-evaluation for all but the last year of each Board term for continued Board development and improved Board performance with respect to the Board's role and responsibilities;
- an annual evaluation of the Superintendent of Schools in accordance with Board Policy FGB.BP - Evaluation of Superintendent of Schools and the review and/or renewal of the Superintendent of Schools' contract in accordance with the *Education Act*;
- a process to identify and develop a strategic plan including the priorities that will guide Division operations and the budget planning cycle for the Board's four-year term of office;
- carry out its duties and commitments in relation to the Division Priorities by making recommendations on governance-related matters;
- over the four-year term review the Trustees' Handbook for updates and current practices; and

- an annual review of the policies and procedures governing the conduct of the meetings of the Board and the administration and business of the Board, in alignment with Board Procedures Regulation AR82/2019.

**Composition**

The committee will consist of one less than majority of Trustees, from among which a chair will be selected. **For the duration of the Ad Hoc Trustees' Handbook Committee, all Board committees except Advocacy Committee will have three member Trustees.* The chair is responsible for leading the discussion at each committee meeting and formally reporting back to the Board, either in writing or verbally at each regularly scheduled Caucus Committee meeting, about the committee's activities.

The Superintendent of Schools will assign a member of the Administration to support the work of the committee. Additional resources may be involved as requested by the Superintendent and/or designate.

**Terms of Reference**

**A. Board Self-Evaluation**

The Board will undertake an annual Board evaluation to inform the Board's continued development and improved performance.

The Board self-evaluation process should:

- measure Board performance with respect to the Mission, Vision, Values, Division Priorities, Division Strategic Plan, the roles and responsibilities of the Board, and the principles of operation of the Board;
- assist the Board in identifying Board strengths and areas for improvement;
- provide an opportunity for Trustees to reflect on how they work collectively and as individuals with respect to the Board's mandate and role and responsibilities;
- provide an opportunity for Trustees to discuss the Board evaluation results in the context of Board development; and
- provide an opportunity to recognize the Board's accomplishments.

The committee will:

- develop and recommend to Caucus Committee:
  - a plan for the annual evaluation of the Board of Trustees;
  - a proposed Board result statement based on an analysis of the Board's self-evaluation;and
- in the last year of a term, in lieu of a Board evaluation, assist Administration in the creation of a summary document of the Board's results and work still to be accomplished to aid in the transition for the next Board.

**B. Evaluation of the Superintendent of Schools**

The evaluation of the Superintendent of Schools is a vital process toward creating and maintaining a healthy school division. The Board of Trustees believes that organizational outcomes must be clearly and explicitly stated to:

1. ensure the Superintendent of Schools understands what is being expected and evaluated;

2. ensure the Board understands what to expect of the Superintendent; and
3. ensure the Superintendent of Schools and the Board clearly understand their respective roles and responsibilities.

The evaluation process and supporting information sources serve to:

- help to continuously improve the functioning of the Division;
- recognize areas and trends that are showing positive change or progress;
- provide feedback to the Superintendent of Schools regarding their leadership and performance expectations in key areas;
- provide ground work for establishing future goals;
- allow the Superintendent of Schools to report on their successes and challenges during the year, and provide feedback relating to continuous improvement efforts and annual goals;
- enable the Board and Superintendent of Schools to engage in dialogue about results, and discuss any issues or concerns associated with the role and the evaluation process; and
- strengthen the relationship between the Superintendent of Schools and the Board.

**Process**

1. The committee will be responsible for:
   a) recommending the evaluation process to be used by the Caucus Committee;
   b) overseeing the approved evaluation process;
   c) reporting the evaluation results to the Caucus Committee and to public Board; and
   d) initiating a timely review and/or renewal process for the Superintendent of Schools contract of employment in accordance with the *Education Act* and provisions of the Superintendent's contract.
2. The evaluation process will provide the Superintendent of Schools with an opportunity to:
   a) review all pertinent information used in the evaluation;
   b) discuss the evaluation report with the committee chair;
   c) include a response to the evaluation in the report to Caucus Committee; and
   d) discuss the evaluation report with the Caucus Committee.
3. Notwithstanding 1 and 2 above, if the evaluation process calls for individual Trustee evaluations of the Superintendent of Schools, the individual evaluations will be compiled and summarized for reporting purposes and destroyed once the Superintendent of Schools has an opportunity to review the compiled results.
4. The committee Chair will provide the Board Chair with the Superintendent's evaluation report for review prior to the report being shared with the Superintendent.
5. The Superintendent of Schools will be provided a copy of the evaluation report submitted to Caucus Committee and the final evaluation report to Board.
6. The Caucus Committee evaluation report and Board evaluation report will be filed in the Board corporate records. The records will be accessible to the Superintendent of Schools, a Trustee for that evaluation period, or as directed by motion of the Caucus Committee.

**C. Identification and Development of Division Priorities**

Division priorities should fit within the scope of the Board's mandate and be few in number so that Division resources may be effectively concentrated to achieve measurable results.

After an election, following the organizational meeting, the Committee will:

- recommend and facilitate a process for each Board member to contribute to the development of the Division Priorities;
- seek student, staff, parent and community stakeholder input into the Division Priorities; and
- consider all input received and develop and recommend a Division Priorities statement to public Board for approval.

The Committee will also:

- develop Board retreat agendas and chair the retreats;
- review and monitor Board Work Plan progress;
- review at least once per term or as required, to ensure they are current and relevant:
  - the Trustee Protocols
  - the School Board Governance and Operations Section of the Policy Manual
  - the Trustee remuneration package
  - the post-election orientation process
- Develop an orientation plan for the next Board
- Seek input from other Board committees to perform this work.

### 6.1.2 Policy Review Committee

(Revised Terms of Reference approved June 17, 2014, Board meeting)

**Purpose**

The Policy Review Committee is responsible for assisting the Board in reviewing Board policy by ensuring that Board policies submitted for Board approval are developed and reviewed in accordance with the Board Policy CH.BP - Framework for Policy Development and Review.

**Composition**

The committee will consist of one less than a majority of Trustees, from among which a chair will be selected. **For the duration of the Ad Hoc Trustees' Handbook Committee, all Board committees except Advocacy Committee will have three member Trustees.* The chair is responsible for leading the discussion at each meeting and formally reporting back, either in writing or verbally at each regularly scheduled Caucus Committee meeting, to the Board about the committee's activities.

The Superintendent of Schools will assign a member of the Administration to support the work of the committee. Additional resources may be involved as requested by the Superintendent and/or designate.

**Terms of Reference**

The committee will:

- recommend an annual plan for policy reviews to the Board that will address the complete review of all Board policy over the Board's term and accommodate the need for any emergent reviews;
- fulfill the annual plan for policy reviews by working with the support of the Superintendent of Schools/designate and Administration subject matter experts to review, consolidate and develop policy using the standard framework for process, content development, structure and format outlined in Board Policy CH.BP - Framework for Policy Development and Review
- recommend to Board for approval those policies that meet the Board's policy criteria as outlined in Board Policy CH.BP - Framework for Policy Development and Review

NOTE: On January 31, 2012, the Board approved the following motion: *That the Board undertake a full review of all its policies and update them using a standard framework for process, content development, structure and format. That the review process and standard framework be developed by the Policy Review Committee and recommended to the Board for approval.*

## 6.2 ASBA Issues and Resolutions Committee

**Purpose**

To advise and assist the Board in presenting issues and resolutions to the Alberta School Boards Association Zone and General Meetings.

**Composition**

The Board assigns three Trustees to the committee:

- the Board Chair (or Vice-Chair if the Chair already sits on the provincial Board of Directors)
- the ASBA Provincial Board of Directors member
- the Zone 2/3 Representative

**Terms of Reference**

- Prepare/review with the Administration, Board policy positions for submission to the ASBA.
- Prepare/review with the Administration, Board positions as requested from the ASBA; e.g., strategic plan, ASBA annual budget.
- Obtain direction from the Board prior to presenting the Board's position on any matter.

## 6.3 Four-Year Budget Planning and Results Review

**Purpose**

To provide an opportunity for Trustees to review and discuss with principals and central service administrators about:

- the extent to which results for the previous year have been achieved; and
- the proposed budget plans in relation to the Division Priorities and Trustee initiatives.

**Terms of Reference**

- The Board, each year, as part of the budget and results review process, will approve the requirements, format and timelines for review meetings.
- Meetings will be open to the public. Notice of the meetings will be provided to parents, Parent Councils and/or other stakeholders to encourage attendance and participation.
- Budget planning and results review sessions take place in November once Division achievement and financial results have been compiled.
- Trustees will be provided information packages of the schools they are scheduled to visit in their ward; however, information for all schools and central departments will be made available electronically for Trustees.
- Trustees are expected to preside over the budget meeting and lead the discussion. Staff presentations are often a key component and the Trustee(s) may ask questions to further their understanding of the annual results and budget plans. Trustees are encouraged to use the questions that were provided to staff in advance.
- Trustee debriefing opportunity, with the Superintendent or designate, be provided after the conclusion of the Results Review.

No election is required; all Trustees participate in the annual budget planning and results reviews of school and central service decision units.

In an election year, the process and timelines for Results Review will be provided to the Trustee candidates on Nomination Day.

# 7. AD HOC COMMITTEES AND BOARD REPRESENTATION

**PURPOSE:**
Ad hoc committees are appointed by the Board or a standing committee of the Board to investigate or act on specific matters. Each ad hoc committee is responsible to the Board or standing committee that created it and it is discharged on completion of its assignment. Trustees may also serve as a Board representative to share views, interests and information.

The Board believes it is important for committees and Board representatives to keep the Board regularly updated through verbal or written reports at Board meetings to ensure all Trustees are informed about current matters affecting the Board and the Division.

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## 7.1 Staff Group Negotiations

The Board assigns two Trustees to each set of contract negotiations. The assignments are generally made at the annual Organizational Board meeting.

**Purpose**
To advise and assist the Administration in negotiations with teachers, custodians, maintenance staff and support staff.

**Terms of Reference**

- The Board will identify the spokespersons for the different communication requirements of each set of negotiations.
- In accordance with section 61(1) of the *Labour Relations Code*, the Superintendent of Schools will recommend, for Board approval, a negotiator for the Board who will be authorized to "bargain collectively and conclude a collective agreement" with each employee organization.
- The Superintendent of Schools will name one staff member responsible for all activities away from the bargaining table for each set of negotiations.
- The Superintendent of Schools will be responsible for assigning members of the Administration to each bargaining team and reporting these assignments to the Board.
- The Administration, through the negotiator, will prepare bargaining briefs and objectives for the consideration of Caucus Committee.
- The Administration, through the negotiator, will be responsible for keeping the Board informed concerning all aspects of negotiations.
- The negotiator will be responsible for bringing recommended settlements to the Caucus Committee for consideration prior to ratification by the Board.
- In accordance with section 61(1) of the *Labour Relations Code*, the Trustees who have been assigned to each set of negotiations will be authorized to sign the collective agreement after it has been ratified by the Board.

## 7.2 Public School Boards' Association of Alberta (PSBAA)

**Purpose**

The Public School Boards' Association of Alberta (PSBAA) is a group of Alberta's public school boards advocating for public school education in Alberta. Being a member of the PSBBA provides school boards from across the province the opportunity to advocate around common issues, share best practices, network and participate in professional development.

A motion was carried at the June 6, 2017, Board meeting that the Edmonton Public School Board become a member of the Public School Boards' Association of Alberta (PSBAA).

**Edmonton Public School Board Representatives to PSBAA:**

1. Provincial Executive - Director
2. PSBC Representative
3. PSBC Alternate Representative

These positions receive remuneration from the Division on a per diem basis.

## 7.3 Alberta School Boards Association (ASBA)

**Purpose**

The Alberta School Boards Association (ASBA) is charged with the responsibility of promoting the interests of public, separate and francophone school boards throughout the province. In addition to lobbying with the provincial government, the Association provides member services in the areas of employee relations, legal services, professional development and employee benefit programs (through ASEBP). Membership is voluntary. Further information regarding school board roles and responsibilities can be found on the ASBA website under Trusteeship.

**Edmonton Public School Board Representatives to ASBA:**

1. Provincial Executive - Director. Director terms commence every November in even-numbered years with eligibility for re-election for one successive term of two years.
   - This position receives remuneration from ASBA, and not from the Division.
2. Zone 2/3 Representative - one representative for a one-year term.
   - This position receives remuneration from the Division on a per diem basis.
3. Zone 2/3 Alternate Representative – one person for a one-year term.
   - This position receives remuneration from the Division on a per diem basis.

## 7.4 Edmonton Public Schools Foundation

**Purpose**

The Foundation was initiated by the Board of Trustees and launched February 10, 2010, for two main purposes: to spread the word about the great things happening in the public education system and to support Edmonton Public Schools across Edmonton.

The Board of Governors supports the Board of Trustees' efforts by increasing support for Edmonton Public Schools within the community, particularly with Edmontonians who currently do not have a direct link to the public education system.

Research shows children develop the foundation for strong communication skills, literacy, social competence, numeracy, adaptability and physical health as early as age three. This is done by offering opportunities for improved learning through financial, in-kind and human resource contributions.

**Board Representative to the Edmonton Public Schools Foundation:**
The Board elects one representative annually to the Board of Governors for the Edmonton Public Schools Foundation. Representation is determined at the annual Organization Board meeting.

- This position receives remuneration from the Division on a per diem basis.

## 7.5 Advocacy Committee

The Advocacy Committee is a committee of the whole, as affirmed September 24, 2024. The Committee Terms of Reference were adopted on June 10, 2025.

**Purpose**
The Advocacy Committee is responsible for developing, carrying out, and evaluating advocacy initiatives for building positive intergovernmental and public relations as a way of furthering Division priorities and the Board's Strategic Plan with government, stakeholders, families, students and the communities we serve.

**Composition**
The membership of the Advocacy Committee is the full Board. A quorum is the majority of the Committee members.

The Superintendent of Schools will assign a member of the Administration to support the work of the committee. Additional resources may be involved as requested by the Superintendent and/or designate.

**Terms of Reference**
The Board recognizes that its objectives can be furthered through strategic communication, influence and advocacy and the assistance of others; that effective advocacy is dependent on positive relationships with stakeholders; that building positive relationships takes time; and that the Board must use the time it has available to it efficiently and effectively.

The Advocacy Committee will:

- Meet monthly, or additionally as required.
- Provide time for each Trustee to provide updates on Division-related meetings, events and discussions they have participated in. This regular information sharing will inform timely and longer-term strategic tactics for the Board of Trustees.
- Annually develop a plan for advocacy efforts, stakeholder relations and promotion of educational stewardship with targeted stakeholder groups, which may include but is not limited to, staff,

students, parents, other levels of government and external agencies to further the Board's strategic objectives and/or advocacy initiatives. The plan will identify objectives, existing activities, evaluation measures and additional activities and strategies needed. The plan's areas of focus may include:

- Advocacy strategies for topics such as the Division's Capital Plan, the Provincial Education Funding Framework, supports for students)
- Stakeholder relations (parents, school councils, Alberta Education and other ministries, MLAs, Mayor, Councillors, ASBA, other Boards)
- Promoting the role of publicly elected Trustees and public education

**General Approach to Advocacy**

1. We work to coordinate advocacy to maximize effectiveness at reaching our goals in support of the Division Strategic Plan, and work to ensure there are no surprises for one another.
2. The Board speaks with one voice and Trustees uphold the Board position in private and public commentary on our advocacy positions.
3. We work in direct communication with the government to find solutions to problems.
4. We raise public awareness of an issue facing EPSB through communication of publicly shared information, including factual information on how issues are managed through the division, or through various municipal and provincial departments, including relevant contact information.
5. We value the voices of parents, families and community members in our advocacy efforts.
6. We work towards retaining and strengthening our relationships with elected officials and other education stakeholders.
7. We advocate in a way that instills confidence in the public education offered at Edmonton Public Schools.

## 7.6 Trustees' Handbook Committee

**Purpose**

The Board has created the Ad Hoc Trustees' Handbook Committee for the purposes of evaluating and updating the Trustees' Handbook to improve effective governance and clarity.

**Composition**

The committee commences upon the election of trustee members at the June 2026 Organizational Board Meeting.

**Terms of Reference**

The Terms of Reference will come to the Board for approval before October 31, 2026.

# 8. STUDENT SENATE

**Purpose:**
The Alberta legislature through the *Education Act* and regulations passed thereunder has delegated some authority for the governance of education to locally elected school boards. School boards are statutory corporations and, as such, have certain obligations to perform and certain powers to carry out their tasks.

The philosophy of school board governance is that government is most effective when it is close to the people being governed. Historically, community residents have elected trustees to boards to act for the legislature in their local schools.

The Board provides oversight and stewardship to ensure:

- each student has the opportunity to achieve their potential
- children are safe at school
- the jurisdiction's financial and capital resources are well managed
- that business is conducted in a legal and ethical manner

The school board, as a representative of the people, is a decision-maker and direction-setter. The Board integrates information from many sources; processes that information; evaluates it and makes a decision compatible with the system's beliefs, values and goals. As it makes these decisions, the school board considers the interests of all the students in the jurisdiction – not just the interests of students from a particular school or area. (A comprehensive overview of the role and responsibilities of the Board of Trustees is listed in Section 3.1 of the Trustees' Handbook.)

Edmonton Public School Board has historically been composed of nine members representing the communities of Edmonton. The Board is committed to adding the student perspective to its composition. It embarked on a pilot that saw the implementation of the Youth Engagement Model for the 2016-2017 school year. The model involves a student senate and three student trustees to serve alongside the current nine members.

The following recommendations were approved at the April 5, 2016, Board meeting:

1. *That as a means to promoting the active engagement and enhanced student voice in the democratic process, the Youth Engagement Model proposed herein be approved.*
2. *That the proposed budget to support costs associated with the implementation of the Youth Engagement Model for the 2016-2017 school year be approved.*

**Student Senator and Student Trustee Role and Responsibilities Statement**

## 8.1 Role Description

The Student Senator:

1. is selected or elected from their high school to represent the perspective and voice of their youth peers in Edmonton Public Schools student-related matters of education.
2. supports the election of three Student Trustees for an annual school year term.
3. attends and participates in the 10 to 12 regularly scheduled Senate meetings, which will be held outside of the regular school day schedule.
4. collaboratively identifies the strategic focus areas and supporting outcomes to inform the Senate's mandate for youth engagement for the school year; these are the areas the Senate will report on to the Board of Trustees during the school year.
5. engages with peers to gather and share information from within their school and potentially catchment feeder schools.
6. contributes to the development of a minimum of three formal reports to be presented to the Board of Trustees on behalf of the Student Senate.
7. provides feedback and youth perspective to the Board of Trustees and Division Administration on student-related topics that arise throughout the school year.
8. reads regular communications and documents related to the Student Senate in an appropriate and timely manner.
9. works with the Division staff assigned to support the successful operation of the Student Senate and in service to the Board of Trustees.
10. adheres to Board policies, procedures and guidelines for the appropriate use of technology and confidentiality.
11. acts in a manner that respects the responsibilities, opportunities, limitations and boundaries of a representative of Edmonton Public Schools.
12. will be invited, but not required, to attend Board meetings where Student Trustees are presenting to the Board of Trustees.

The Student Trustees:

1. fully participate in the Student Senate and fulfill the role of Student Senator for their school.
2. are elected by the Student Senate to one of three Student Trustee positions.
3. report and represent student perspective at a minimum of three Board meetings on behalf of the Student Senate during the school year.
4. attend official Board functions and events as appropriate and reasonable for the role of Student Trustee.
5. provide the Board with a youth perspective on educational matters relevant to students, including information on how student voice has been captured.
6. serve as liaisons between the Board of Trustees and the Student Senate.
7. comply with the Conflict of Interest Guidelines and the parameters identified under Section 8.5 - Disqualifications of a Student Trustee, as outlined in this document.
8. adhere to Board policies, procedures and guidelines for the appropriate use of technology and confidentiality.

9. act in a manner that respects the responsibilities, opportunities, limitations and boundaries of a representative of Edmonton Public Schools.
10. collaborate with Division Communications in the preparation for any media opportunity or request made of Division youth governance.
11. serve as a non-voting student representative to the Board of Trustees.
12. may suggest a motion on a Board-related issue or topic through a committee of the Board, but does not have authority to personally move a motion.

## 8.2 Eligibility and Qualifications

To participate as a Student Trustee, a student must:

1. be registered and in regular attendance at a high school within the Edmonton Public School Division for the operational year of the Student Senate.
2. commit to working in the role as Student Trustee for the entire school year.
3. demonstrate a commitment to learning and citizenship, as evidenced through school attendance, academic effort, and behaviours and attitudes that contribute to a positive environment, both in the school and the broader community.
4. make a significant time commitment and participate in events outside of the school day and possibly during the school day.
5. submit a completed nomination form, including signed support from the school principal, a teacher supporter, and parental consent (if the student is under 18 years of age).

To participate as a Student Trustee, a student must:

1. be selected or elected by the Student Senate to be a representative to the Board of Trustees.
2. be able to commit to all requirements as both their school's Student Senator and the responsibilities of a Student Trustee.
3. attend and present to the Trustees at a minimum of the three Public Board meetings.

## 8.3 Selection and Election Process

Central Administration establishes the timeline and provides materials to support the election or selection of Student Trustees at each Division high school.

Using Division materials, each Division high school will adapt the process to elect or select up to two Student Senators to represent their high school and potentially catchment feeder schools.

To be elected as a Student Trustee, a Senator:

1. self-identifies as a nominee for Student Trustee and participates in an election process within the Student Senate;
2. is elected to the position of Student Trustee by the Student Senate;
3. is sworn in as a Student Trustee at a public Board meeting.

## 8.4 Term of Office

Student Senators and Student Trustees will sit for the school year.

## 8.5 Disqualifications of a Student Senator or Student Trustee

A Student Senator or Student Trustee will be asked to resign from their role under the following circumstances:

1. they cease to be a student of Edmonton Public Schools.
2. they are absent from three consecutive Senate meetings without prior approval.
3. they breach the confidentiality of the Student Senate or Board of Trustees.
4. they are in serious violation of the student code of conduct resulting in a serious disciplinary action, such as out-of-school suspension or expulsion.

## 8.6 Responsibilities of the Board

- Welcomes, onboards and reflectively acts in a manner that helps to create a space for the role of the Student Trustees within the Board of Trustees.
- Requests feedback, input or youth perspective from the Student Senate regarding issues of interest to the Board through the Superintendent's designate.

## 8.7 Administrative Support

- The Administration will act as a conduit between the Board of Trustees and the Student Senate, to ensure the Senate is meaningfully engaged in the work of the Board, while not becoming overwhelmed with the potential volume of requests.
- The Communications department will provide initial and ongoing training to the Student Senate in the areas of media training, communication skills and appropriate use of social media.
- Administration will provide support as appropriate to ensure Student Trustees and Senators are set up to successfully participate when representing the Division at events or initiatives.

# 9. BOARD - HOSTED ACTIVITIES AND KEY EVENTS

**PURPOSE:**
Building strong relationships in the community and with staff is important to the Board. Participation in special events enables the Board to build a culture of celebration and recognition for the Division.

## 9.1 Annual Board-Hosted Division Events

Board-hosted events are established through Board motion as special events where all Trustees are strongly encouraged to attend and represent the Board as the Division's governing body. Board-hosted functions are distinct from other events and functions in that representation of the Board is expected and not delegated to a subset of representatives. Attendance at Board-hosted functions falls within Trustees' general duties as part of their annual honorarium. Trustees are the event hosts and are given speaking and/or honourary roles as part of the event.

The following events are the annual Board-hosted events:

| Event | Description | Month | Policy |
|---|---|---|---|
| Night of Music | Showcasing of Division students in celebration of the importance of music in education, learning and student culture | March | GA.BP – Student Programs of Study |
| Edwin Parr Award Winner | Award sponsored by the ASBA recognizing outstanding first-year teachers | March Board meeting | AGA.BP- Recognition of Students, Staff, Parents the Community |
| Retirement Banquet | Celebration for retiring staff members | June | AGA.BP- Recognition of Students, Staff, Parents the Community |
| Michael. A. Strembitsky Award of Excellence | A gold, silver, or bronze medal and cash awards of $2,000, $1,500, and $1000 respectively are awarded to three students registered in Edmonton Public Schools who are completing high school and exemplify the following criteria:<br>● excellence in personal, social, and academic endeavours;<br>● keen interest in a broad selection of subjects and activities;<br>● willingness to seek meaningful change;<br>● initiative, courage, confidence, and a commitment to excellence; | June Board meeting | AGA.BP- Recognition of Students, Staff, Parents the Community |

| Event | Description | Month | Policy |
|---|---|---|---|
| | • co-operation with other students, staff, and community members;<br>• potential to provide leadership throughout life;<br>• responsible participation in society. | | |

## 9.2 Other Board-Hosted Events

The Board, by Board motion, may approve other Board-hosted events, where the expectation is that the Board be well represented by most if not all Trustees. Trustees.

## 9.3 Non-Board-Hosted Events

Trustees can expect to be called on to bring greetings on behalf of the Board at school and Division events, for example, high school commencement/graduation ceremonies and significant school events. These are different than a Board-hosted event in that the Board is not leading the event, and one Trustee, or group of Trustees, may serve as the Board's delegate.

# 10. BOARD AND STAFF RELATIONS

**PURPOSE:**
The Board relies on Division staff to carry out the Board's work and directions and believes positive relationships are key to achieving successful outcomes. The Board believes it is important that all Board members have equal access to information through a common and consistent means.

The Board respects the roles and responsibilities of the Board, Trustees, the Superintendent and Administration. By establishing predictability and trust, they will serve to clarify and improve relations between the Board and Administration as well as between Trustees.

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## 10.1 Service Requests for Constituent Concerns

Concerns, complaints and inquiries from constituents directly to Trustees are to be forwarded to the Superintendent or designate for follow up. The Superintendent's designate will determine the appropriate method of follow-up and initiate a Service Request (SR) with the appropriate department or staff member as required. Follow-up and responses usually occur within 7 to 10 business days. However, matters involving student safety are dealt with as an immediate priority.

Investigations are not initiated on anonymous complaints and information from anonymous sources as it is difficult to determine the accuracy of the evidence and may be deemed as hearsay. However, depending on the nature of the allegations, follow-up with the school may be in order.

Trustees who meet with constituents to hear concerns are encouraged to put the matter in writing to have a formal Service Request initiated for follow-up.

Solicitations of product/services, programming ideas and various other offers are not considered Service Requests, and are handled through a variety of other administrative channels depending on the situation.

## 10.2 Direct Requests of the Administration

Trustee requests for information and service will be made:

1. Through the office of the Superintendent of Schools via the Superintendent's designate. The designate will direct the request to the most appropriate source. The designate can ensure that the request for information is recorded and tracked for timely follow-up and that responsive information is shared with all Trustees as appropriate.

OR

2. At a Board or Caucus Committee meeting under the agenda item *Trustee and Board Requests for Information*. Board and Caucus Committee requests for information made at a Board meeting or

Caucus Committee meeting are recorded and tracked. Responses to Board or Caucus Committee requests will be brought to a subsequent Board or Caucus Committee meeting accordingly or communicated to all Trustees through Transmittal Memorandum (TM) if the nature of the information is not for public knowledge.

Trustee Service Requests for assistance in dealing with constituent concerns brought to a Trustee as the Ward Trustee will be made through the Superintendent's designate.

**NOTE:**
If, in the opinion of the Superintendent of Schools, a Trustee request for information or service will result in a significant expenditure of time and resources, the Trustee will be so advised and the Trustee may seek Board approval for the expenditure through a notice of motion.

Also see Board Meeting procedures for Section 5.7 - Enquiries and Requests for Information.

## 10.3 School Relationships

- Visiting schools can be a good way to learn about the school community. As a courtesy, Trustees will ask principals in advance about visiting the school and agree upon a suitable time.
- Trustees will be respectful of the time and ongoing activities of staff and students.
- Trustees will not direct the actions of any staff member and will ensure that requests (regarding meetings, building space, etc.) are reasonable and mutually agreeable.
- Trustees will inform the ward Trustee prior to contacting or visiting schools or school councils in wards other than their own.
- Ward Trustees will have the first opportunity to accept invitations to school specific events (e.g., graduations); invitations to Division-wide events that are being held in a school will be sent to the ward Trustee and Board Chair.

## 10.4 School Council Relationships

Recognizing that the School Council acts as an advisory body to the Principal and operates under its own rules and regulations, school council meetings can be a good venue to promote Board initiatives and work, and also to understand and learn about particular school communities. Through Communications, Trustees have access to School Council contact emails and are free to use them. If no contact is available through Communications, Trustees may contact School Councils c/o the school's email or by sending a letter through the Division mail service.

To support the Strategic Plan, the Division provides all school councils with a free membership in the Alberta School Councils' Association (ASCA). The ASCA offers resources, supports and services to increase the effectiveness of school councils.

# 11. TRUSTEE REMUNERATION AND ALLOWANCES

**PURPOSE:**
The primary purpose of Trustee remuneration is to recognize the importance of the publicly elected office of Trustee for Edmonton Public Schools and to attract and retain quality individuals to this valuable public service.

## 11.1 Trustee Remuneration Philosophy and Principles

The total Trustee remuneration package should recognize the role and responsibilities undertaken by the collective Board, individual Trustees and the time required in fulfilling their responsibilities.

The remuneration package offered for Trustees is comprised of per annum honoraria, per diem honoraria, an advance on vehicle expenses, optional group benefits coverage and deferred remuneration for transition from the role of Trustee.

Prior to significant changes to remuneration, the Administration will conduct and present to Board periodic remuneration surveys to compare the Trustee's total remuneration package to remuneration packages provided to other publicly elected officials in Alberta.

Trustee remuneration for performing their duties as members of the Board will be determined from time to time by a majority vote on motions presented at a public meeting of the Board.

Trustee remuneration is paid bi-weekly by direct deposit and a pay advisory is available online.

## 11.2 Honorariums

**Per Annum**
The per annum honorarium provides remuneration for activities required of Trustees, including:

- attendance at regularly scheduled and reserved date meetings for Board and Caucus Committee;
- attendance at results and budget review meetings, committees of the Board, and Trustees' retreats and working sessions;
- attendance at annual conferences and meetings of associations of which the Board is a member; e.g., the ASBA;
- attendance at other meetings as appointed, directed, or agreed to by the Board, such as meetings with other school boards, MLAs, City Councillors, Board-hosted functions, social events, etc.
- ward-related activities, including school and school council meetings and important community functions.

**Rates**

Per annum honorariums are based on the following three roles: Board Chair, Vice-Chair, and Trustee.

| Honoraria | Chair | Vice-Chair | Trustee |
|---|---|---|---|
| Current [1] [2] | $50,988 | $44,844 | $39,359 |

To compensate for additional responsibilities and time commitments, the annual honorarium for the Board Chair is set 44 per cent higher than the per annum honorarium established for Trustees. The annual honorarium for the Vice-Chair is set at 22 per cent higher than the per annum honorarium established for Trustees.

**Per Diem**

The per diem honorarium provides remuneration for additional activities over and above Trustees' general duties. Per diem eligibility includes:

- attendance at special Board meetings. A special meeting is in addition to regularly scheduled Board meetings and must meet the requirements defined under the *Education Act*;
- attendance at scheduled meetings of negotiating committee bargaining sessions as established under the collective agreements;
- attendance at meetings as an appointed Board representative on external organizations where no remuneration is provided by the external organization (e.g., Alberta School Boards Association Zone 2/3, Public School Boards' Council, and Edmonton Public Schools Foundation Board of Governors);
- attendance at the Alberta School Boards Association Annual Spring and Fall General Meeting business sessions;
- attendance at the Public School Boards' Association of Alberta Annual Spring and Fall General Meeting business sessions.

At the Board's discretion, a supplementary honorarium may be provided to recognize extraordinary work and time commitments placed on Trustees serving on Board committees or task forces.

Per diem claim forms can be obtained on the Board Intranet Site (BIS) under "Forms". Once complete, the Trustee is to email or provide a hard copy to the assigned staff member in the Board Office.

Board Committee Work:

Trustees are eligible for per diem honorariums when participation in Board committee and advisory group meetings to which they have been appointed exceeds 18 meetings over 1.5 hours in length within a fiscal year. Trustees are therefore eligible to a per diem for each subsequent meeting (over 1.5 hours in duration) once committee/advisory group meeting attendance reaches 19 meetings.

[1] The Board approved the following at the January 31, 2017 Board meeting: *Future increases will be tied to the Edmonton Metropolitan Area COLA, a stable external measure, rather than relying on Trustee recommendations.*

[2] The Board approved the following at the June 19, 2018 Board meeting: *That Trustee base annum honorarium be increased effective January 1, 2019, to offset the tax implications on both the current base annum honorarium and the advance on travel expenses.*

The maximum number of per diem honorariums per Trustee, per school year (Sept. 1- Aug. 31) is 40. Once per diem claims reach 40, additional per diems may be claimed against the Trustee's individual expense account. Per diems for committee work are paid on an annual basis to facilitate administration and accounting processes.

**Rates**
Per diem rate, effective September 1, 2025: $170.50 per four-hour increment.

The per diem rates are to be calculated and paid on each four-hour morning, afternoon and evening session to a maximum of three sessions per day ($511.50 total).

If the morning, afternoon or evening session lasts less than two hours, the Trustee will receive half of the per diem honorarium for that session.

The maximum number of per diem honorariums per Trustee per school year is 40 with excess per diem honorariums being claimable from the Trustee's individual expense allowance.

Adjustments to the base per diem rate will be tied to the Edmonton Metropolitan Area COLA (as Published by Statistics Canada as the consumer price index) (*approved at the January 31, 2017, Board meeting*).

## 11.3 Advance on Travel Expenses

Trustees receive an advance on travel/vehicle expenses at the Division occasional use rate to cover in-town travel expenses, including parking and taxi fares, related to other Trustee duties. This amount is included in the calculation of annual remuneration. In-town travel expenses do not include travel to and from meetings of the Board and committees.

**Rates**
The advance on travel rate, effective June 19, 2018: $3,364.14 per year

## 11.4 Trustee Individual Expense Allowance

The Board provides each Trustee with an annual expenditure budget to reimburse business-related expenses incurred carrying out their role as Trustee.

Eligible expenditures include:

- Individual professional development, training and travel related to education
- Business lunches, hosting and tickets to events
- Ward communications and hosting ward events for constituents (NOTE: No reimbursement may be made for expenditures incurred in a civic election year between July 1st and the day after the election.)
- Division promotional items
- Cellular phone service, upgrades to standard computer equipment and home office phone

- Purchase of a cell phone and/or tablet/laptop (see Section 13.1.2)
- Office supplies, postage, photocopying
- Periodical and association memberships and subscriptions
- Technology expenses and service charges

Trustees unsure of the eligibility of an expense are encouraged to discuss it with the Board Chair or Superintendent's designate prior to committing to the expenditure.

If the eligibility of a Trustee expenditure comes into question during the processing of that expense, the Superintendent's designate will make the Board Chair aware of the issue and the Board Chair will then discuss it with the Trustee to reach a resolution.

Trustees may not expense alcohol with Division funds with the exception of the Board Chair when hosting on behalf of the Board. The Board Chair will report to the Board on such instances in accordance with procedures for the Board Chair Discretionary Expense Allowance.

Effective October 22, 2013, the Trustee individual expense allowance will be $7,000 per year. A Trustee may **not** carry over any unspent portion of the individual Trustee expense budget from the first, second and third year of the term of the Board. No Trustee may overspend this budget at any time during the term of the Board.

Effective October 22, 2013, annual cost of living adjustments to the Trustee individual expense allowance will be tied to the cost of living adjustments provided to exempt management staff.

## 11.5 Board Chair Discretionary Allowance

The Board Chair is granted an annual discretionary expense allowance for expenses incurred related to the role of Board Chair. The Board Chair's discretionary expense claims will be approved by the Vice-Chair prior to reimbursement. The Board Chair will provide a written annual report of expenses not already disclosed publicly to the Board outlining the nature and purpose of the expenses.

- The report will come forward no later than November 30th, or approximately when the audited financial statements are presented to the Board for approval.
- Effective October 22, 2013, the Board Chair discretionary allowance was set at $2,153.80. Any unused portion from the previous year will not be carried forward into the following year.
- Effective October 22, 2013, annual cost of living adjustments to the Board Chair discretionary allowance will be tied to the cost of living adjustments provided to exempt management staff.

## 11.6 Board-Paid Conferences and Functions

Effective October 22, 2013, the Board authorizes up to $3,000 Canadian for each Trustee to reimburse standard travel, accommodation, registration and meal expenses to attend professional development conferences related to student education issues, board governance or other functions as identified by the

Board from time to time. This may include, but is not limited to, attending conferences of the Canadian School Boards Association, National School Boards Association and Alberta School Boards Association.

These amounts are calculated separately from and in addition to events paid for from the Trustee's individual expense allowance.

## 11.7 Professional Development, Conferences and Travel

- Trustees are expected to stay informed about educational issues. In the performance of their duties, Trustees may attend local, national, and international conferences and conventions, workshops and seminars, visit other school divisions, or acquire research materials and attend community events and social functions.
- Reimbursement of expenditures incurred while traveling on Board business outside Edmonton will be made for transportation costs, accommodation costs, registration fees, meals, and tickets to required social functions from the Trustee's Individual Expense Allowance, and in accordance with Division accounting standards (see Administrative Regulation CWA.AR - Expenditure of Public Funds).
- An additional conference banquet ticket and any hotel room surcharge for double occupancy when spouses/partners are traveling with the Trustee may also be claimed. Other additional expenses for meals and incidentals when spouses/partners are traveling with the Trustee are the personal responsibility of the Trustee.
- Reimbursement for meal expenditures, without a detailed receipt, is to a maximum of $59 per day or the current Division rate.
- Mileage may be claimed at the current Division rate.
- Rental vehicles may be claimed where it is more cost effective than the use of taxis or shuttle service.
- Cancellation insurance is recommended for all air travel.
- Trustees will consider less costly options when booking travel and accommodations due to the use of public funds.
- All receipts for travel must be submitted to the assigned staff member in the Board Office for preparation of the Trustee's travel claim. It is critical that all receipts are provided and clearly marked with a description of the expense and the purpose. Travel expense claim forms are prepared and then signed off by the Trustee to attest to the accuracy of the claims

## 11.8 Board Representation Travel and Related Expenses

In accordance with Section 3.1 - Principles for Board Operation, the Board Chair is the official representative of the Board. The office of the Board Chair is the first point of contact for external organizations wanting Board representation at their functions and the Chair is responsible for either attending these functions on behalf of the Board or delegating representation as appropriate and necessary. The Chair will report requests for Board representation to the Caucus Committee and request the approval of the Caucus Committee in those instances where it is appropriate for Trustees to attend at Board expense. A report on Board representation expenses will be brought to Caucus Committee annually. The Board will reimburse travel expenses related to Board representation as a Board general expense.

## 11.9 Board Initiative Fund

Each year, $45,000 is allocated to support Board-initiated projects undertaken to meet the Board's mandate. While the funds are not restricted to any specific project or undertaking, the following are guidelines for the annual allocation of the fund:

- Volunteer appreciation: $15,000
- Committee work: $20,000
- Advocacy: $10,000

Use of Initiative Fund dollars must be approved by the Board Chair, in consultation with the Board, prior to the undertaking of an initiative.

## 11.10 Group Benefits

Trustees are extended the option of participating in the group medical and hospitalization plans offered by the Board:

- Alberta School Employee Benefits Plan (ASEBP):
- Life and Accidental Death and Dismemberment Insurance (Plans 2 and 4)
- Extended Health Care (Plan 1)
- Dental Care (Plan 3)
- Vision Care (Plan 3)
- Health Spending Account
- Travel Accident Insurance
- Supplemental Accidental Death and Dismemberment Insurance

The Board will pay the same portion of premiums for the above benefits based on the portion of premiums the Board pays for exempt management staff.

### 11.10.1 Group Health and Insurance Coverage

Trustees are offered enrolment for group health and insurance benefits through ASEBP. A summary of benefit coverage offered is detailed below; however, full details and options will be provided with enrolment forms.

Enrolment forms are provided at the beginning of the Trustee's term. It is up to the individual to notify ASEBP directly of any information changes over the course of the Trustee's term.

Group insurance coverage spans a period of four years, while a Trustee holds elected office. This period is usually from November 1st of the election year until October 31st of the next election year.

| SUMMARY OF GROUP BENEFIT COVERAGE (SUBJECT TO CHANGE WITHOUT NOTICE) | | | | |
|---|---|---|---|---|
| **Extended Health Care 1** | **Dental Care Plan 3** | **Vision Care Plan 3** | **Health Spending Account** | **Insurance** |
| • Prescription medication<br>• 100% direct bill coverage for the least-cost alternative (LCA) pricing and a dispensing fee maximum for eligible prescription drugs listed in the ASEBP Drug Benefit List<br>• A range of medical supplies and equipment<br>• Ambulance services<br>• Accidental dental<br>• Emergency expenses incurred while travelling outside Alberta<br>• Professional medical services, including:<br>• Acupuncture Chiropractic Massage Therapy Naturopathy Physiotherapy Psychology<br>• 100% direct bill coverage for diabetic supplies to $4,000 per person per year (insulin pumps covered separately)<br>• semi-private hospital accommodation (to a maximum of $24 per day within Canada) | • 100% coverage for basic preventative and restorative treatments<br>• 50% coverage for major restorative treatments<br>• 50% coverage for orthodontic treatments<br>• $2,500 combined maximum for basic and major treatments per covered person per calendar year<br>• $3,000 lifetime maximum for orthodontic treatments per covered person | $350 on a rolling two-year basis per covered person | Health Spending Account (HSA) is a tax-effective, flexible complement to your regular group benefit plan, providing you with an additional choice for managing your health-related expenses.<br><br>Essentially your HSA works like a bank account. Your employee group and employer determine the amount of annual HSA credits per employee. Credits are allocated to you on a quarterly basis. These credits can then be used to reimburse eligible health-related expenses.<br><br>The CRA has published a list of general expenses that are eligible. Click here to view this list. | Life - Plan 2<br><br>A choice of $25,000 or $50,000 for school trustees<br><br>Accidental Death/ Dismemberment Plan 2<br><br>A choice of $25,000 or $50,000 for school trustees |

### 11.10.2 Eligibility

To be eligible for enrollment in the benefit plans offered by ASEBP, the Trustee must be under age 65 when elected. If a Trustee turns 65 during their term of office, ASEBP benefits coverage will be maintained until the end of that term. For a Trustee aged 65 or older at the time of election or re-election, the Division will reimburse the Trustee for the cost of premiums for similar benefits coverage (e.g., extended health care, dental care, vision care) with an external agency.

Reimbursement of premiums will be up to the maximum premium cost for similar coverage under the Division's benefit plan for exempt management employees until age 70.

All eligible Trustees, including re-elected Trustees, must either enroll or waive coverage in the group insurance plans within 31 days following the first organizational meeting of the school Board after the election or by-election. If Trustees choose to enroll in group insurance plans after 31 days, they will apply as late applicants and coverage may be denied or limited.

## 11.11 Transition Allowance

At the end of a Trustee's service, the Trustee will receive deferred remuneration to ease the transition from service. Payment will be made at the rate of two weeks per year of service as a Trustee, and will be determined by multiplying the number of years and part-years served by 1/26 of the Trustee's per annum honorarium plus the average annual per diem honorarium prevailing at the end of such service. The maximum amount payable to any individual will not exceed one-half of the total Trustee per annum honorarium plus the average annual per diem honorarium amount.

## 11.12 Public Reporting Process for Travel and Expenses

The Board approved the following motion at the December 4, 2012, public Board meeting: *That the Administration develop a public reporting process applicable to Trustees, the Superintendent, Executives and Managing Directors that aligns with the Government of Alberta's Directive on Public Disclosure of Travel and Expenses to take effect by the next fiscal year.*

The implementation of a public reporting process for travel and expenses beginning June 1, 2014, was approved at the June 10, 2014, Board meeting.

*Expense Reports – Division website:*
*Expenses will be reported quarterly. For each fiscal year, the reporting will be:*

| REPORTING PERIOD | REPORT POSTED BY |
|---|---|
| September 1 - November 30 | December 31 |
| December 1 - February 28/29 | March 31 |
| March 1 - May 31 | June 30 |
| June 1 - August 31 | September 30 |

# 12. FINANCIAL ADMINISTRATION

**PURPOSE:**
Trustees will be reimbursed for appropriate expenses incurred in carrying out their role as Trustee.

## 12.1 Reimbursement of Expenses

When using public funds, all Trustees must consider whether the intended expenditure would withstand public scrutiny. It is incumbent on each Trustee to appropriately document and account for the expenditure of Division funds on their behalf.

In accordance with Section 3.1 - Principles for Board Operation, the Board is responsible for its own discipline and governance methods. To assist the Board in this capacity, an annual report summarizing Trustee travel and subsistence expenses is received at public Board as information and is submitted to Alberta Education with the Division's financial statements.

A public reporting process applicable to Trustees, the Superintendent, Executives and Managing Directors that aligns with the Government of Alberta's Directive on Public Disclosure of Travel and Expenses was also implemented as per the December 4, 2012, Board motion.

## 12.2 Authority for Expenditures

In accordance with the *Education Act*, the Board of Trustees has made provisions for the payment of honoraria and other expenses to Trustees.

The Superintendent's designate administers the Board Administration budget (Cost Centre 6121). The designate, the Board Chair, or Vice-Chair in the absence of the Board Chair, have signing authority for Trustee expenditures in accordance with the guidelines established by the Board. The Board Chair and Vice-Chair must have authorization for reimbursement of their own expenditures signed by an alternate signing authority.

If a Trustee disagrees with an interpretation of the guidelines established by the Board for remuneration and reimbursement of expenses, they may appeal to the Caucus Committee.

## 12.3 Monthly Expense Accounting

- Each Trustee is provided with a corporate credit card to use for Board-related expenses. Trustees must follow Division procedures for use of the corporate credit card.
- Every Trustee that holds a corporate credit card will reconcile expenditures through IExpense.

- Each month, Trustees must reconcile their credit card or submit all receipts to a delegated staff member for preparation of the Trustee's IExpense claim.
- To maintain strong accounting practices, it is critical that all receipts are reconciled in a timely fashion and clearly marked with the Trustee's name as well as a description of the expense and the purpose.
- If IExpense claims are prepared by a delegated staff, the electronic approval by the Trustee attests to the accuracy of the claims.
- Each Trustee is assigned a Division budget program for the monitoring of payments made on their behalf by the Division and can be provided a report upon request.
- Each Trustee is required to provide, in a timely fashion:
  - any required receipts for reimbursement of out-of-pocket expenses;
  - receipts and authorization for payment of charges incurred on the Board's purchasing card (MasterCard) for Board business; and
  - a refund cheque for any personal expenses in accordance with Division accounting processes as outlined in Administrative Regulation CWA.AR - Expenditure of Public Funds.
- The remaining balances for each Trustee's expense account and the Board Chair's discretionary fund are tracked and reconciled monthly.

## 12.4 Purchasing Charge Card

Each Trustee is provided with a corporate purchasing/credit card to use for Board-related expenses. Trustees must follow Division procedures for use of the corporate credit card.

All charges to corporate credit cards issued by the Division must be supported by **detailed, itemized receipts** that identify the purpose of the expenditure and, if a meal is involved, the purpose of the function and the names of the participants. Where itemized receipts are not available, the charges will not be reimbursed.

Travel arrangement costs are to be charged to Trustee Division MasterCard accounts only to maintain strong accounting practices and enable efficient processing of documents. (e.g., accommodations, meals, transportation).

**Procedure Summary**

- At the time of purchase, Trustees are to indicate on the itemized vendor receipt the description of the purchase, its purpose and the names of other persons involved when requesting reimbursement for meals.
- IExpense helps users create, approve and manage expense reports. Trustee will not be provided with a MasterCard statement. Trustees are to attach an electronic credit card sales slip and itemized vendor receipt (pictures are acceptable) for each item listed to their IExpense claim, with the details of purchase and purpose of the expense as above.
- The Division charge card should not be used for personal expenses. If, by mistake, a personal charge is included, mark the credit card transaction as personal. It is not necessary to include the credit card sales slips for personal items.

- Receipts may also be submitted to the designated staff for safekeeping at any time during the month. Early submission of receipts is encouraged to ensure an efficient reconciliation/reimbursement process.

## 12.5 Per Diem Claim Forms

Per diem claim forms can be obtained on the Board Intranet Site (BIS) under “Board Resources”. Once complete, the Trustee is to email or provide a hard copy to the assigned staff member in the Board Office.

Per diem claim forms should be submitted as close to the event as possible to ensure strong accounting practices.

**Eligibility for Per Diems**
Detailed information regarding eligibility can be accessed in Section 11 - Trustee Remuneration and Allowances - Per Diem.

## 12.6 Travel Claims

All receipts for travel must be submitted to the delegated staff member for preparation of the Trustee’s travel expense claim. It is critical that all receipts are provided and clearly marked with a description of the expense and the purpose. Travel expense claim forms are prepared for the initial of the Trustee to attest to the accuracy of the claim. The Travel Summary is attached to one of the incurred IExpense costs and becomes part of the audit trail of expenses.

- To maintain strong accounting practices and enable efficient processing, travel costs, accommodation, meals, etc. are to be charged to Trustee Division MasterCard accounts.
- Reimbursement for meal expenditures, without a detailed receipt, is to a maximum of $57 per day or the current Division rate.
- Mileage may be claimed at the current Division rate.
- Rental vehicles may be claimed where it is more cost effective than the use of taxis or shuttle service.
- Cancellation insurance is recommended for all air travel.
- An additional conference banquet ticket and any hotel room surcharge for double occupancy when spouses/partners are traveling with the Trustee may also be claimed. Other additional expenses for meals and incidentals when spouses/partners are traveling with the Trustee are the personal responsibility of the Trustee.

# 13. ADMINISTRATIVE RESOURCES AND SUPPORTS

**PURPOSE:**
Administrative resources and supports enable Trustees to execute their duties as elected officials.

## 13.1 Administrative Amenities

### 13.1.1 Parking

Underground heated parking is available at no cost to Trustees in the first parking level of the Centre for Education marked “Reserved Parking 24 Hours”.

### 13.1.2 Equipment and General Office Supplies

- To enable Trustees to fulfill their duties, Trustees will be equipped with Division standard office equipment to assist in Division communications. A laptop, printer and a cell phone are loaned to Trustees for their four-year term of office at Board expense. Access to a network printer/copier/fax is also provided.
- A record of equipment on loan to each Trustee will be kept on file.
- Trustees may expense an upgrade to this equipment out of their individual Trustee expense allowance.
- Trustees are encouraged to use Division cell phones as provided by the Division. Trustees continuing to use their personal cell phones as their Trustee cell phone may claim a monthly reimbursement as set out in the Division Reimbursement and Allowance Rates.
- Cellular phones and monthly data packages are part of a Division service plan negotiated through Purchasing and Contract Services.
- Any new equipment purchases must be reported to the Board Office for inventory tracking, as all equipment purchased from public funds is considered a Division asset.
- Any modifications to Division-provided office equipment must be removable without damaging the integrity of the equipment. Costs for repairs due to such modifications may be assessed and charged to the Trustee.
- At the end of each term, an outgoing Trustee will return the Division-provided office equipment within seven days following the Organizational Board meeting or for a re-elected Trustee, on replacement of the equipment.
- Charges from Information Technology Services for maintenance and repair of computer equipment on loan from the Division will be covered as a Board expense and not out of individual Trustee expense allowances.
- Trustees submit receipts for office supplies (paper, pens, stapler, etc.) to Board Office staff for reimbursement. General office supply expenses are charged to each individual Trustee expense allowance.

### 13.1.3 Trustee Office Space

A private office is provided for each Trustee's use. In addition to the private offices, the Trustee common area is reserved for all Trustees.

The Board Chair is provided a permanent private office for the duration of their term as Board Chair.

### 13.1.4 Administrative Assistance for Trustees

Under the direction of the Superintendent's designate, the Board Office staff provides some administrative support for Trustees as members of the Board.

The following administrative assistance is provided for all Trustees to help in managing their role on the Board:

*Correspondence and Mail*

- Processing traditional mail (hard copy) and correspondence. Mail is placed in the Trustee's office regularly for pick up during the week.
- For urgent correspondence, Board Office staff will notify the Trustee by email or phone.

*Telephone Calls*

- Individual voice mail will be set up for Trustees to access messages directly. Voice mail can be accessed at the Trustee's convenience and from any location. Trustees may also arrange to have their voice mail forwarded to another phone number for more timely response.

*Meetings, Board-Hosted Events, School and Community Functions*

- Maintaining the shared calendar of events that all Trustees have been invited to attend.
- Liaising and coordinating meeting agendas with offices of the Premier, Cabinet Ministers, MLAs, the Mayor and City Council in preparation for meetings and social functions requested by the Board of Trustees.
- Assisting schools and community groups in extending invitations to Trustees for special events being planned.
- Confirming Trustee RSVPs with event organizers and arranging for appropriate protocol, Trustee speaking notes and background information that would assist Trustees representing the Board in their participation at events such as:
    - Meetings with members of government
    - Board-hosted functions
    - Division and school award functions
    - Commencement ceremonies (standard template)
    - Parent group meetings
    - Trustee conferences, seminars, special Board events
    - Committee meetings, negotiations
    - Provincial Associations (ASBA, PSBAA)

- External organizations (community, not-for-profit, charitable, advocacy, etc.)

*General Administrative Support*

- Assisting Trustees in coordinating with IT staff for any computer/IT assistance required.
- Assisting Trustees in navigating the Board Intranet Site (BIS).
- Providing Division information/publications/promotional materials as requested for Trustee events.
- Coordinating service requests and responses to constituent inquiries.

*Travel Arrangements*

- Registrations for ASBA, CSBA, NSBA and PSBAA meetings will be done centrally.
  - Trustees are responsible for their own travel and accommodation arrangements, with assistance from the Board Office if required.
- Registrations, travel and accommodation arrangements for all non-Division events and conferences are the responsibility of individual Trustees, with assistance from the Board Office if required.
- Travel arrangement costs are charged to Trustee Division MasterCard accounts to maintain strong accounting practices and enable efficient processing (e.g., arrangements, accommodations, meals).

*Trustee Budgets, Home Office Expenses*

- Processing of monthly expense reconciliation claims for Trustee home office expenses, business expenses, supplies, corporate credit card transactions (MasterCard), travel expense claims and per diems.
- Accounting and reconciling of Trustee annual expense budgets.

*Ward Events*

Assistance with ward-specific work is not generally provided (e.g., returning constituent phone calls, emailing contacts for ward events, coordinating individual participation at non-Division events). This maintains an equal level of support to all Trustees using public resources.

However, there are some occasions where Division information and key messages, promotional materials requested for circulation, and/or other supports needed for special circumstances may be in order. Any questions or needs related to ward events can be directed to the Superintendent's designate.

### 13.1.5 Administrative Assistance for the Board Chair

Under the direction of the Superintendent's designate, additional support will be provided for the Board Chair in their capacity as the official representative of the Corporate Board as outlined below.

- Processing of mail directed to the Board Chair for follow up when required. The Board Chair's mail is posted on the Board Intranet Site (BIS).
- Processing/preparing and tracking documentation requiring the Board Chair's signature.

- Preparing/drafting correspondence for the Board Chair's signature.
- Filing Board Chair correspondence (outgoing and incoming).
- Coordinating meeting logistics with key stakeholders.
- Organizing and maintaining the Board Chair's appointment calendar, including RSVPs for all events they will be attending.
- Coordinating speaking notes and/or key messages for all events where the Chair is representing the Board of Trustees.

### 13.1.6 Nametags

Upon election, Trustees are provided with two nametags and a set of business cards. Additional orders will be charged against the Trustee's individual expense allowance.

### 13.1.7 Photograph

Upon election, Trustees are required to take part in a professional photography session with the Board. Individual shots and a group shot will be used in Division communications throughout the Board's term. A digital file will be provided to Trustees for use in their own communications.

## 13.2 Board Intranet Site (BIS)

The Board Intranet Site (BIS) is the Division's intranet site for all Board information. BIS is secure site where Trustees may go to access all meeting information packages, TMs, resources and much more. There are no hard copies of materials sent to Trustees; Trustees have the freedom and convenience to access and view/download pertinent information as needed. Board meeting information packages allow for various electronic mark ups to be made directly within the documents. This is often useful when making notes or wanting to ask questions at a meeting.

Demonstrations and assistance can be provided as often as needed.

## 13.3 Trustees' Shared Calendar

- To effectively track upcoming events, the Board Office maintains a "shared" online calendar that can be viewed by all Trustees.
- The shared calendar includes events and meetings that pertain to all Trustees. For example, Board and committee meetings, Division events, meetings with key stakeholders, and time when a Trustee is away for an extended period are posted.
- Calendar invitations are sent to each Trustee requesting a response on attendance. Once the response is provided, the shared calendar will automatically track the participation for the event.
- It is each Trustee's responsibility to ensure their individual calendar is up to date and synchronized with the shared calendar.
- It is highly important that Trustees RSVP to calendar invitations promptly to allow timely confirmations to be made with event organizers, and speaking notes to be prepared in time.

## 13.4 Insurance and Indemnification

On April 9, 1996, the Board approved the following indemnification resolution:

1. Definitions
   In this resolution:
   a) "employee" means the Superintendent of Schools and senior Central leaders specified in Schedule A of the Division's Resolution Regarding Indemnification.
   b) "Trustee" means any individual who holds the position of Trustee of the Board, and includes the heirs and legal representatives of such Trustee.
2. Delegation of Authority - Schedule A
   The Board delegates to the Superintendent of Schools the authority to create and from time to time amend Schedule A, (which specifies those included in the indemnified resolution), which, including any amendments, will be incorporated into and form part of this resolution.
3. Indemnity
   Subject to Sections 4, 5, and 6 the Board will indemnify each Trustee and employee in respect of liability for any claims, actions, costs, expenses, damages, demands, fines and administrative penalties which any or each of them may sustain, pay or incur as a result of or in connection with the performance of duties as Trustee or employee of the Board, or by reason of serving on behalf or at the request of the Board as an officer, committee member or director of any other body, so long as such Trustee or employee is acting honestly and in good faith with a view to the best interests of the Board.
4. Circumstances Not Indemnified
   The indemnity provided for in Section 3 and the legal defense provided for under Section 7 will not apply to any matter:
   a) in which the Board has made a demand, claim, or has brought action against the Trustee or employee claiming indemnity;
   b) in which the Trustee or employee has made a demand, claim, or has brought action against the Board;
   c) to the extent that the Trustee or employee claiming indemnity is indemnified under a policy of insurance held by the Board or the Trustee or employee; or
   d) in which the Trustee or employee claiming indemnity has, in the opinion of legal counsel chosen by the Board, breached a statutory or other duty to the Board relating to conflict of interest.
5. Acts Not Indemnified
   The indemnity provided for in Section 3 will not apply to any matter in which it has been finally determined by a court or administrative tribunal of competent jurisdiction that the Trustee or employee claiming indemnity has been guilty of:
   a) fraud or dishonesty;
   b) knowingly breaching a statutory duty or obligation;
   c) assault or battery;
   d) false imprisonment;
   e) intentional infringement of copyright, patents or other intellectual property rights; or for professional misconduct.

6. Notification

   A Trustee or employee claiming indemnity must, within 10 days of being served with a statement of claim or any other document which commences legal action, notify the Board in writing and provide a copy of the statement of claim or other document. In any case in which the Trustee or employee has knowledge of a threatened or potential demand, claim, action or proceeding, such Trustee or employee must notify the Board in writing as soon as possible. A written notification must:

   a) specify the party who has made the demand, claim, action or proceeding;
   b) unless the matter is one enumerated in Section 4, contain a request that the Board provide legal defense in respect of the demand, claim, action or proceeding; and
   c) indicate that the Trustee or employee agrees that if it is determined by a court or administrative tribunal of competent jurisdiction that the Trustees or employee has committed an act enumerated in Section 5, the Trustees or employee will be liable to repay to the Board all costs incurred by the Board in providing legal defence of the demand, claim, action or proceeding.

   If the Trustee or employee does not provide written notice in the form and within the prescribed time limit, the Board may, in its sole discretion, provide or refuse to provide indemnification and legal defence on behalf of such Trustees or employee.

7. Defence of Action

   Upon receipt of notification in the form and within the prescribed time limit under Section 6, the Board will, at its sole cost and expense, take over and conduct, in the name of the Trustee or employee claiming indemnity, the defence of the demand, claim, action or proceeding, unless the matter is one enumerated in Section 4 or the Trustee or employee indicates in writing that he does not wish the Board to do so. The Board will be at liberty to settle any demand, claim, action or proceeding without obtaining the written consent of the Trustee or employee. If the Trustee or employee does not agree to the settlement, the Board will be at liberty to cease defence of the action or proceeding without any further liability or obligation. If a court or administrative tribunal of competent jurisdiction determines that the Trustees or employee has committed one of the acts enumerated in Section 5, the Board will require the Trustee or employee to repay all monies expended by the Board in providing for legal defence of the action or proceeding.

8. General and Professional Liability Coverage

   The Division also carries appropriate levels of Commercial General Liability and Professional Liability Insurance for the Board of Trustees.

# 14. BOARD STRATEGIC PLANNING MEETINGS

**PURPOSE:**
To enhance the Board's effectiveness, Board strategic planning off-site meetings provide dedicated and focused time to review results, assess the current operating environment, discuss opportunities and risks, and plan for the upcoming year.

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The Board typically holds a fall and winter planning off-site meeting, except in an election year when only a winter planning retreat is held.

As per its terms of reference, the Governance and Evaluation Committee leads the agenda setting process with the Board. Location and duration are established about four to six months in advance to effectively coordinate schedules, venues, accommodations, and external resources.

# 15. COMMUNITY RELATIONS AND COMMUNICATIONS

**PURPOSE:**
Excellent communication about the values, successes, challenges, and future directions of Edmonton Public Schools engenders understanding and support for the Division and for public education. Because Trustees are key spokespeople for the Division, they should seek out opportunities to highlight what is happening in the Division and with Board work.

## 15.1 Board Communication Principles

### 15.1.1 Communicating in a Timely, Accurate, and Respectful Manner

*In all situations (verbal or written)*

- Any Trustee communication will reflect Board values, policies and priorities and be respectful of current Division practices, such as site-based decision making.
- Trustees are encouraged to remember that when they speak the perception often is that the Board is speaking and they need to speak with deliberation and care.
- Trustees will avoid speaking for the Board in areas where the Board has not yet taken a position.
- Public statements will avoid criticism of the intentions or actions of other Board members, current or former.
- When speaking, Trustees will communicate as accurately as possible.
- Trustees will never intentionally give the appearance of speaking on behalf of the Board on issues on which the Board has not taken a position.
- When a Board response is warranted, the Board Chair will speak on behalf of the Board.

### 15.1.2 Sharing of Information and Perspectives

- Through a written information report, Trustees will bring forward for discussion any requests/letters/ideas that they feel needs a Board response and/or are unsure about, or, if of a more urgent nature, ask the Board Chair for advice.
- The Board provides funds for Trustee professional development. To maximize the value of this learning for the Board, upon their return, Trustees will share their experiences and learnings with their colleagues, outlining what they have learned and how it may be applicable to the work of Edmonton Public Schools.
- Trustees agree that email is an effective way to share information. Trustees will be respectful of others in the volume of email sent to colleagues and they will endeavor to read information sent by colleagues and Administration. Trustees agree that discussion and debate are best in a face-to-face meeting and ideally, will avoid debate by email.
- Trustees will, if sharing information pertinent to an upcoming debate or meeting, consider the timeliness of sending the material, and whether it will compromise the public nature of the debate.

### 15.1.3 Correspondence: Emails

- The Board Chair will respond promptly to emails addressed to all Trustees. The first response may be just to acknowledge receipt of the email and to advise that a full response may take some time. Trustees will be advised of the Board Chair's response by way of cc or TM.
- When the Chair is responding on behalf of the Board, the email should indicate that all Trustees are aware the Chair is responding on behalf of the Board.
- When the Board Chair replies to an email on behalf of the Board, no other email response from Trustees will be provided. If a Trustee would like to provide additional information to the email response, they are encouraged to first speak to the Board Chair and collaboratively determine a path forward.
- Similarly, Trustees will each respond promptly to emails sent directly to them. If Trustees are on holiday or away, Trustees will set up an "auto" response to that effect.
- As a general rule, Trustees will not respond if they are cc'd in an email.
- Recognizing that email is not a secure communication vehicle, Trustees will not use email to pass along sensitive or confidential information.
- Trustees will use Division email and mark it as “Confidential” in the heading if it contains sensitive information. Personal information regarding employees should not be sent by email (see section 3.5 of the *Freedom of Information and Protection of Privacy Act*).
- The Administration will first contact the Board Chair, followed by the Vice-Chair, when the public is requesting a position from the Board. Administration can prepare key messages at the Board Chair’s request.
- A Trustee may provide personal opinion or comment as the ward Trustee on local issues, while recognizing that all local issues may have Division implications.

### 15.1.4 Media Requests for Comments or Interviews

- Trustees will respect the Board Chair's role as the spokesperson for the Board. If the Board Chair is present and an individual Trustee is approached by media, the Trustee will connect the media with the Board Chair.
- If the Board Chair is not present or available, an alternate spokesperson will be identified to give a Board response with consultation from the Board Chair and Administration.
- Generally speaking, if media requests comment on a notice of motion put forward by a Trustee, the Trustee putting forward the motion will take that media interview. If the media is requesting comment on a Board decision about any motion brought forward, it is the responsibility of the Board Chair to respond to media inquiries and to fairly represent the debate and decision of the Board.
- Media requests about upcoming recommendations from Administration will generally be handled through Administration and the Board Chair.

### 15.1.5 Social Media

- Trustee websites, SchoolZone posts and social media usage will be respectful of Board policies and respect confidentiality. Trustees acknowledge that the expression of personal opinion may impact the range of feedback received or the perception that Trustees are going into a debate with an open mind.
- Trustees will moderate personal sites, e.g., preview the material going up on the site before posting.
- Trustees will consider the accuracy and potential legal liabilities of all posts before posting.

### 15.1.6 Community and Government Relationships within Wards

- As Trustees travel about their daily routines, Trustees will consider the potential for building relationships with other organizations as a way of increasing support for the Division and public education. If Trustees think there is merit in exploring a deeper relationship with a particular group, Trustees are encouraged to invite Administration to review the idea and provide pertinent background information. Trustees are encouraged to use the existing conference agenda item "Other Trustee Reports" to report on such meetings or proposed activities.
- Trustees will inform the ward Trustee prior to contacting or visiting community groups, organizations, City Councillors or MLAs in wards other than their own.

### 15.1.7 Representing the Board at non-Division Events

- One or several Trustees may be invited to events hosted by external organizations. This may include, but is not limited to invitations from community, not-for-profit, charitable or advocacy organizations. As a representative of the Board of Trustees, it is important that all Trustees conduct themselves in a way that aligns with Board direction. By coordinating external invitations through the Board Office, Trustees can effectively coordinate strategy for external relations for the Board of Trustees. To assist with this, Trustees will forward such invitations to the Board Office. The Executive Assistant will contact the organizer to understand the nature of the invitation, including but not limited to other special guests invited and purpose of the event, any expectations for Trustee participation and relay that information to all invited Trustees and the Board Chair for their consideration in accepting or declining to attend. The Board Executive Assistant will coordinate and RSVP to the event organizer on behalf of all Trustees.
- When a Trustee is asked to speak on behalf of the Board at a non-Division event, speaking notes will be coordinated with the Trustee and Board Chair, as official spokesperson, with support from Administration.

### 15.1.8 School and Community Newsletters

- School and/or community newsletters are a good vehicle for Trustee invitational or informational pieces. If Trustees make a request to share information with school communities in this way, Trustees will respect newsletter deadlines, preferred formats, and possible space restrictions.

- A Trustee may seek the advice and assistance of the Superintendent's designate in ensuring Trustee communications are accurate and in alignment with Board philosophy and positions.

### 15.1.9 Inquiries Regarding Board Positions

- The Administration will first contact the Board Chair, followed by the Vice-Chair, when the public is requesting a position from the Board. Key messages can be prepared at the Board Chair's request.
- A Trustee may provide personal opinion or comment as the ward Trustee on local issues, while recognizing that all local issues may have Division implications.

## 15.2 Speaking to Motions

Trustees may speak about a motion they put forward prior to the debate and Board decision. Once a decision is made, all Trustees are expected to publicly respect the Board decision.

Any media contact, see Section 15.1.4 - Media Requests for Comments or Interviews for more information.

## 15.3 Addressing Individual Ward Issues

The Ward Trustee may speak to the public and to the media on matters that involve the ward specifically.

Any media contact is to be communicated to the Board and the Communications Department contact as a courtesy.

The Administration can assist with messaging and media management; refer to Section 15.1.4 - Media Requests for Comments or Interviews.

# 16. ABSENCES AND RESIGNATIONS

**PURPOSE:**
To ensure clear expectations and processes if a Trustee needs to be absent from one or more meetings, or resign from a committee, Board position or the Trustee role.

## 16.1 Board/Caucus Committee Meeting Absence

- It is required that, in all instances where a Trustee will be absent from a Board or Caucus Committee meeting(s), the Trustee inform the Chair, the Superintendent and the Superintendent's designate prior to the meeting(s).
- Section 87(1)(i) of the *Education Act* states: *A person is disqualified from remaining as a trustee of a board if that person is absent without being authorized by a resolution of the board from 3 consecutive regular meetings of the board, unless the person's absence is due to illness and the person provides evidence of that illness in the form of a medical certificate respecting the period of the person's absence.*
- If a Trustee will be away for three or more consecutive regular meetings of the Board, they may request that a resolution be brought to Board granting them authorization for their absence. The resolution to be considered by the Board will contain the start and end dates of the period for which the Trustee is required to be absent. An extension to the authorized absence may be granted by a majority vote of the Board.
- If the absence is due to illness and the Trustee provides a medical certificate regarding the period of their absence, the ill Trustee will continue to receive their full honorarium and benefits unless specified otherwise in the resolution.
- If the absence is not due to illness or a medical certificate is not provided, the Trustee's benefits will continue but their honorarium will be suspended for the authorized absence period unless specified otherwise in the resolution.
- When considering a motion to authorize an absence, Trustees may also wish to consider how the ward will be represented in the Trustee's absence and any changes in honorarium to the Trustee(s) temporarily representing a ward.
- During a Trustee's absence from attendance at Board meetings, committee meetings, and other Board-related events, a Trustee must continue to comply with their fiduciary duties, including, but not limited to compliance with the Board's Code of Conduct.

## 16.2 Resignations

**From a Board Committee**
A Trustee who wishes to resign from a Board committee must provide two weeks written notice to the committee, the Board Chair and the Superintendent of Schools or committee designate. A replacement will be selected at the next public Board meeting.

In the event that the Chair of the Audit Committee resigns mid-year, the Chair must notify the Board Chair and the Superintendent of Schools' designate, in writing. The selection of a new chair for the Audit Committee will be made at the next scheduled regular Board meeting.

**From Position of Board Chair or Vice-Chair**

An incumbent who wishes to resign from the position of Board Chair or Vice-Chair must notify either the Board Chair or Vice-Chair and the Superintendent of Schools. The Board Chair or Vice-Chair will notify Trustees at a Caucus Committee meeting. Decisions pertaining to public communication will be determined and the resignation will be reported to public Board. Nomination and election to the vacant position will take place at a Board meeting using the same process as the annual Organizational Board meeting.

**From the Board**

A Trustee may resign by submitting their written resignation to the Secretary of the Board at the beginning of a meeting of the Board, and the Trustee ceases to hold office at that time. Trustees are strongly encouraged to inform the Board Chair, and the Superintendent of Schools prior to the meeting. Given that the Trustee does not cease to hold office until their resignation is accepted at a public Board meeting, it is expected that the Trustee will not make any public statements about their resignation prior to acceptance of their resignation at the Board meeting.

Decisions pertaining to public communication and any requirements for a by-election will be determined at a Caucus committee meeting and the resignation will be reported to public Board. The Board Chair will notify the Minister of Education and Childcare of the Board's decision with respect to conducting by-election (see section 80 of the *Education Act*)

# 17. ELECTION

**PURPOSE:**
The Board of Trustees believes that a locally elected school board is integral to public education and therefore, the Division, under the direction of the Superintendent of Schools, will play an active role in disseminating information to the electorate about school board elections.

The Board of Trustees for the Edmonton School Division is composed of nine Trustees elected pursuant to the *Education Act* and the *Local Authorities Elections Act* for four year terms of office.

## 17.1 Appointment of Returning Officer

The Board typically, by way of a formal resolution, appoints the City of Edmonton as the Division's returning officer for school board elections. The Edmonton Public School Board enters into an agreement with the City of Edmonton, covering the following matters relating to school board elections:

- use of vote recorders;
- sharing of joint costs of the election on the basis of 60 per cent City of Edmonton, 29 per cent Edmonton Public School Board and 11 per cent Edmonton Catholic School Board;
- nine public school trustees to be elected by wards as set out in Ministerial Order No. 018/2017;
- Any additional costs for advertising, notification, publication or advising of electors, or candidates with respect to the nine wards, beyond the costs for election communications aligned with the City's messages, to be the sole responsibility of the Board;
- The discontinuation of the election in a ward should a candidate in that ward election die after nomination day and a new election to be held for that office;
- The mutual indemnification of the City and the Board for any act, statement or omission of their respective officers or agents in connection with the school board election.

## 17.2 Electioneering and Politically Motivated Communications

Electioneering protocols are guided by Board Policy IJA.BP – Electioneering and Politically Motivated Communications.

## 17.3 Campaigning While Holding Office

Actively campaigning while holding office (Trustee or Councillor) is not prohibited in the *Local Authorities Election Act*. However, a Trustee contemplating campaigning for another office is strongly encouraged to consider the likelihood of real or perceived conflicts of interest and the requirement to comply with their fiduciary duties as a Trustee while campaigning for another role. Please refer to Section 16 - on Leaves of Absences and Resignations for additional information.

Use of any Division resources (including staff, computers, telephones, photocopying, boardrooms) is not permitted. Further, any City or Board policies on use of facilities apply.

# 18. SECURITY AND TECHNOLOGY

**Purpose:**
Guided by Board Policy DK.BP - Division Technology, the Board believes the use of technology must be responsible and support student learning and digital citizenship.

The Board believes when information and information systems are protected, the Division can protect the privacy of staff and students; preserve resources; enable innovation and provide seamless and integrated educational programming (See Board Policy CNA.BP – Information Security)

## 18.1 Security

Division security cards with picture identification are provided for all Trustees. An Edmonton Public Schools security card is required to gain access to the parkade and the Centre for Education building elevators. All Trustees and staff are asked to wear the Division picture identification card while in the Centre for Education.

All visitors accompanying Trustees are required to report to the main reception to obtain a visitor's security pass. This is to ensure proper count of persons in the event of an emergency.

## 18.2 Use of the Division's Technology

In keeping with the Division's standards with using technology, Trustees are expected to adhere to the same principles and procedures as Division staff.

Guiding Principles
The Division's technology must be used in ways that are consistent with the following principles:

1. *Appropriate Use*
   The Division's technology is intended for educational purposes and for business activities in the operation of schools and the Division. Personal use of electronic communication must not interfere with, or conflict with, its use for work purposes. The Division's technology cannot be used for purposes that are illegal, unethical, or immoral. DKB.AR - Appropriate Use of Division Technology.
2. *Privacy and Personal Safety*
   Activities involving the Division's technology will, as much as possible, protect the privacy of personal information of all users and the personal safety of students. All users will be educated about ways that they can protect their own personal information and personal safety.
3. *Security of Systems and Information*
   Individuals using the Division's technology must not compromise the security and integrity of data and information stored on Division or school computer systems.
4. *Efficiency*
   The Division's technology must function efficiently for all users. Therefore, users must operate within the limitations, guidelines, and directives provided.

**Guidelines for Appropriate Use**

1. Trustees must adhere to appropriate use guidelines established by the Division and each school.

**Consequences for Inappropriate Use**

1. All users must be responsible and accountable for their use of the Division's technology.
2. Trustees who use the Division's technology inappropriately will be subject to the Board's sanctions and/or Ministerial involvement.

# 19. RESOURCES AND CONTACTS

- Alberta School Boards Association (ASBA)
- Alberta School Boards (list and website links)
- Alberta School Councils' Association (ASCA)
- Canadian School Boards Association
- City of Edmonton
- Government of Alberta (Alberta Education, Alberta Infrastructure, MLA Lookup)
  **Acts and Regulations** (Alberta Queen's Printer)
  - *Access to Information Act*
  - *Alberta School Boards Association Act*
  - Board Procedures Regulation
  - *Education Act*
  - *Local Authorities Election Act*
  - *Protection of Privacy Act*
- National School Boards Association

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