



# GOLDEN HILLS SCHOOL DIVISION

## AGENDA

**TYPE:** Regular Board Meeting

**DATE:** 2/23/2021     **TIME:** 9:30 AM

**LOCATION:** Boardroom of the Golden Hills School Division

**DETAILS:**

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

Mission: Intentionally maximizing learning for all

### 1.0 Attendance

### 2.0 Call to Order

### 3.0 Acknowledgment

### 4.0 In Camera

4.1 In Camera

Action

4.2 Out of In Camera

Action

### 5.0 Approval of Agenda

5.1 Approval of Agenda

Action

### 6.0 Welcome Public, Vision and Mission Statements

### 7.0 Presentation of Minutes

7.1 Regular Minutes of January 26, 2021

Action

7.2 Special Minutes of February 10, 2021

Action

### 8.0 REPORTS

A) Chair's Report

B) Board Committees

C) Board Representatives to External Organizations

D) Administration Reports

### 9.0 NEW BUSINESS

A) Action Items

9.1 Locally Developed/Acquired Courses (J. Grimsdale)

Action

9.2 Budget Development Principles and Process (T. Sabir)

Action

9.3 Bylaw 003/2021 Voter Identification Requirements (T. Sabir)

Action

B) Information Items

9.4 Monthly Enrolment Monitoring Report (January 2021) (T. Sabir)

Info

9.5 Transportation Monitoring Report 2019-2020

Info

### 10.0 ADJOURNMENT

10.1 Adjournment

Action



# MINUTES

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## Golden Hills School Division No. 75

### Regular Meeting of the Board of Trustees

Location: Boardroom of the Golden Hills School Division

Start Time: 9:30 AM

**Tuesday, January 26, 2021 (9:30 AM)**

#### 1.0 Attendance

##### Present:

##### a) Chair

- Laurie Huntley

##### b) Vice Chair

- Jennifer Mertz (via zoom)

##### c) Trustees

- Barry Kletke
- Rob Pirie (via zoom)
- Justin Bolin
- Jim Northcott

##### d) Superintendent

- Bevan Daverne

##### e) Secretary Treasurer

- Tahra Sabir

##### f) Associate Superintendent

- Jeff Grimsdale (via zoom)

##### h) Recording Secretary

- Kristy Polet

##### Absent:

##### g) Deputy Superintendent

- Wes Miskiman (due to prior engagement)

#### 2.0 Call to Order

Chair Huntley called the meeting to order at 9:34 a.m.

### 3.0 Acknowledgment

We would like to acknowledge that we are on lands in the Treaty 7 area. We are making this acknowledgment to demonstrate our commitment to work together as a community in laying the foundation for reconciliation through education.

### 4.0 In Camera

#### 4.1 In Camera

**Recommendation: BD#20210126.1001**

**MOVED by Trustee Kletke** that the Board of Trustees go In Camera at 9:46 a.m.

#### 4.2 Out of In Camera

**Recommendation: BD#20210126.1002**

**MOVED by Trustee Northcott** that the Board of Trustees rise from In Camera at 11:31 a.m.

### 5.0 Approval of Agenda

#### 5.1 Approval of Agenda

**Recommendation: BD#20210126.1003**

**MOVED by Trustee Bolin** that the Board of Trustees approve the agenda with the following amendment:

- **Action Item:**
  - 9.1: PSBAA Membership Renewal

### 6.0 Welcome Public, Vision and Mission Statements

### 7.0 Presentation of Minutes

#### 7.1 Regular Minutes of December 15, 2020

**Recommendation: BD#20210126.1004**

**MOVED by Trustee Bolin** that the Board of Trustees approve the December 15, 2020 Regular Minutes.

### 8.0 REPORTS

#### A) Chair's Report

Chair Huntley presented information on the following topics:

- Discussed Public School Boards' Association (PSBAA) Council meeting held via zoom January 15, 2021.
  - Key message - establish a respectful partnership with the provincial government.
- 2021 Annual Awards Packages are listed on the Alberta School Board Association (ASBA) website. Two that are of interest:

- Community Engagement - which is an award that is presented to a school board that has engaged its community during the previous school year.
- Friends of Education - which recognizes individuals or organizations who are demonstrably committed to improving education for Alberta students and who have made a significant contribution to education in Alberta.
- ASBA News Highlights are produced by Katy Campbell, ASBA Director of Communications.
- Meeting with MLA Nate Horner, Drumheller-Stettler, possible dates are March 2 to 4, 2021 or April 27 to 29, 2021.
- Council of Councils - February meeting date to be determined.
- Upcoming Meetings:
  - ASBA Zone 5 Meeting – Friday, February 5, 2021 via zoom.
  - ASBA Advocacy Leadership – Monday, February 8, 2021 via zoom
  - PSBAA Council Meeting and Governance Sessions – Friday, February 12, 2021.

## **B) Board Committees**

Trustee Pirie presented information on the following topics from Alberta School Boards Association (ASBA) Zone 5:

- Professional Development session February 8, 2021.
- Discussed ASBA Financials.
- ASBA is developing a Planning course.

Trustee Pirie had no new information to report on for the Teachers Employer Bargaining Association (TEBA).

Trustee Kletke had no new information to report on for the Public School Boards' Association of Alberta (PSBAA).

## **C) Board Representatives to External Organizations**

Nothing to report on currently.

## **D) Administration Reports**

Secretary Treasurer Sabir presented information on the following:

- Transportation:
  - Hosting online Safety meetings.
  - Driver and Training courses are being conducted online.
  - Transportation Department is working on obtaining accreditation to become a Driving School.
  - Pilot Program on buses - Treker Software is a communication platform that is a hands-free check-on/off system for students riding buses.
  - Discussed the shortfall of bus drivers.
- Financial:

- Finance is looking into the potential change of banks, from the Royal Bank of Commerce (RBC) to the Canadian Imperial Bank of Commerce (CIBC).
- Discussed the landscape of student population in Alberta.

Superintendent Daverne presented information on the following topics:

- Discussed staff response to the upcoming Family Day and Teachers' Convention week, February 15 - 19, 2021.
- Discussed new curriculum development by Alberta Education.
- Career Fairs are being held virtually.
- Discussed funding for Online schooling, how this will look.
- COVID-19 - reviewed teacher, pupil protocol, what the case count is and concerns about the new variant.
- Discussed Joint Health Services with Siksika.

Break

Recessed 12:38 p.m.

Reconvened 1:09 p.m.

## 9.0 NEW BUSINESS

### A) Action Items

#### 9.1 Public School Boards' Association (PSBAA) Membership Renewal

**Recommendation: BD#20210126.1005**

**MOVED by Trustee Kletke** that the Board of Trustees continue membership in the Public School Boards' Association of Alberta (PSBAA) for the year 2021-2022.

### B) Information Items

#### 9.2 Inclusive Education Report (19-20 Results and 20-21 Plans) (J. Grimsdale)

**Recommendation:**

Associate Superintendent Grimsdale presented information on the Inclusive Education Report that provides support and services to ensure that our students with diverse learning needs receive quality education, thus ensuring them the opportunity to best achieve their potential.

#### 9.3 First Quarter Financial Report (Sept/Oct/Nov) (T. Sabir)

**Recommendation:**

Secretary Treasurer Sabir presented and reviewed the First Quarterly Financial Report to the Board of Trustees as information and for the record.

**9.4 Monthly Enrolment Monitoring Report (Dec) (T. Sabir)**

**Recommendation:**

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

**9.5 School Summaries Monitoring Report 2020 (T. Sabir)**

**Recommendation:**

Secretary Treasurer Sabir presented the School Summaries Report 2019-2020, which provides information to assist the Board of Trustees in decisions related to the annual budget and capital planning. The information presented summarizes key information for each school.

**9.6 Advocacy (B. Daverne)**

**Recommendation:**

Superintendent Daverne presented information on advocacy priorities for quality education and equal programming opportunities for students at Golden Hills tot he Board of Trustees.

**10.0 ADJOURNMENT**

**10.1 Adjournment**

**Recommendation:** BD#20210126.1006

MOVED by Trustee Northcott that the Board of Trustees adjourn at 2:42 p.m.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Secretary Treasurer



# MINUTES

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## Golden Hills School Division No. 75

### Special Meeting of the Board of Trustees

Location: Boardroom of the Golden Hills School Division

Start Time: 9:00 AM

**Wednesday, February 10, 2021 (9:00 AM)**

#### 1.0 Attendance

##### Present:

###### a) Chair

- Laurie Huntley

###### b) Vice Chair

- Jennifer Mertz

###### c) Trustees

- Barry Kletke
- Rob Pirie
- Jim Northcott

###### d) Superintendent

- Bevan Daverne

###### h) Recording Secretary

- Kristy Polet

##### Absent:

###### c) Trustee

- Justin Bolin (due to prior engagement)

###### e) Associate Superintendent

- Jeff Grimsdale

###### f) Deputy Superintendent

- Wes Miskiman

###### g) Secretary Treasurer

- Tahra Sabir

#### 2.0 Call to Order

Chair Huntley called the meeting to order at 9:03 a.m.

### 3.0 In Camera

#### 3.1 In Camera

**Recommendation: #SM20210210.1001**

**MOVED by Trustee Mertz** that the Board of Trustees go In Camera at 9:04 a.m.

#### 3.2 Out of In Camera

**Recommendation: #SM20210210.1002**

**MOVED by Trustee Northcott** that the Board of Trustees rise from In Camera 11:45 a.m.

#### 3.3 In Camera

**Recommendation: #SM20210210.1003**

**MOVED by Trustee Northcott** that the Board of Trustees go In Camera at 12:30 p.m.

#### 3.4 Out of In Camera

**Recommendation: #SM20210210.1004**

**MOVED by Trustee Pirie** that the Board of Trustees rise from In Camera at 12:52 p.m.

### 4.0 NEW BUSINESS

#### A) Action Items

##### 4.1 CEO Evaluation

**Recommendation: #SM20210210.1005**

**MOVED by Trustee Kletke** that the Board of Trustees approve the Superintendent's Evaluation Report as developed in the evaluation workshop of February 10, 2021 as an accurate accounting of the Superintendent's performance for the period June 14, 202 to February 10, 2021; and further, the Board authorizes the Chair to make any required technical edits and to sign the report on the Board's behalf.

**#SM20210210.1006**

**MOVED by Trustee Pirie** that the Board of Trustees approve the proposed contract of employment for Bevan Daverne as Superintendent of Schools, to be submitted to the Minister of Education as an attachment to Form 5.

**#SM20210210.1007**

**MOVED by Trustee Northcott** that the Board of Trustees, following careful consideration of the past performance of our Superintendent, request approval of the Minister of Education for the reappointment of Bevan Daverne as Superintendent of Schools for Golden Hills School Division for the period August 15, 2021 to August 14, 2026, through the submission of Form 5, with the necessary attachments to the Minister.

**#SM20210210.1008**

**MOVED by Trustee Mertz** that the Board of Trustees designate our Chair to include any further Alberta Education requirements in the contract of employment with Bevan Daverne.

## **5.0 ADJOURNMENT**

### **5.1 Adjournment**

**Recommendation: #SM20210210.1009**

**MOVED by Trustee Huntley** the meeting adjourn at 1:20 p.m.

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Chair

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Secretary Treasurer



## LOCALLY DEVELOPED/ACQUIRED COURSES

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

**February 23, 2021**

### **Background:**

Alberta Education supports the local development and authorization of senior high school complementary courses which do not duplicate provincially authorized courses. The opportunity to authorize complementary courses allows boards to respond to the unique interests and abilities of its students and to foster educational improvement and excellence through innovation at the local level. Authorization for locally developed/acquired courses “shall be by board motion and shall be for a maximum of four years” (Alberta Education Policy 1.2.1, Locally Developed/Acquired and Authorized Junior and Senior High School Complementary Courses).

The following locally acquired course has been forwarded to Alberta Education for review and is being submitted for the Board’s consideration.

<b><i>Ceramics Advanced Techniques (2019) 15/25/35 (5 credits only)</i></b>	<b>Acquired from The Edmonton School Division</b>	<b>February 1, 2021 until August 31, 2023</b>
Designed to provide students with opportunities to develop knowledge, skills and abilities for expressing ideas, thoughts and feelings through ceramics. Students develop an appreciation for the art of ceramics as well as an awareness of the historical record of civilization that ceramics represents. The course further provides students with opportunities to use a variety of techniques to resolve design challenges in two-dimensional and three-dimensional works, and to understand the operational maintenance of a ceramics studio.		

### **Recommendation:**

That the Board of Trustees authorizes the use of the above acquired locally developed course and any learning resources detailed in the course outline for use in Golden Hills School Division.

Bevan Daverne  
Superintendent

Jeff Grimsdale  
Associate Superintendent



## BUDGET DEVELOPMENT PRINCIPLES and PROCESS

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

**February 23, 2021**

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### **Background:**

In accordance with the Education Act S. 139 (2) (a) the Board of Trustees is required to submit to the Minister an annual budget for the fiscal year beginning September 1.

A budget is a process to achieve the vision and mission of Golden Hills. The financial goals and future of financial resources are aligned to the path of the Board's vision and mission. Quarterly reports are provided to the Board to monitor income and expenditures and evaluate progress to achieve the goals in the Education Plan.

The Board's most significant policy decision is the budget as it directs the resources of the division to achieve the Board's objectives and ensure a balanced budget. The Board of Trustees sets the policy and direction for the school division by which administration develops key budget assumptions.

Current budget principles are as follows:

1. The budget will be a balanced budget (may include restricted reserves).
2. Enveloped revenues will balance expenditures within the envelope.
3. The budget process is open and involves stakeholders.
4. The budget will address the goals identified in the Education Plan and the Priorities of Alberta Education.
5. Resources will be allocated to provide equitable and fair opportunity for each student to receive a quality education program.
6. The budget is guided by principles of transparency and public accountability for the use of resources and the results achieved.
7. The budget will reflect appropriate reserves that ensure financial health and meet encumbrances.

The above principles have resulted in fiscal success in recent years as the Division has ended the five most recent fiscal years with reserves, thereby significantly improving the Division's financial health. Continuing with these principles will help the Division to maintain financial health in the future. As a result, to ensure sustainable initiatives, Golden Hills may choose to access accumulated operating reserves. Accessing these reserves will offset an operational deficit for the current budget year.

Proposed Planning Dates	Action	Responsible
February	Approve Process, Budget Principles, Priorities & Assumptions	Board
February 25, 2021	Budget Announcement	Minister of Education, Honorable Adriana LaGrange
March - April	Budget Review and Gather Information about: <ul style="list-style-type: none"> <li>• Global Challenges</li> <li>• Budget Challenges by Envelope</li> <li>• Analysis of Demographics <ul style="list-style-type: none"> <li>○ enrolment estimates</li> </ul> </li> <li>• Provincial Grants</li> <li>• Expenditure Estimates <ul style="list-style-type: none"> <li>○ salary and cost benefits</li> </ul> </li> </ul>	Executive Team
March-May	Budget Development Stage <ul style="list-style-type: none"> <li>• Budget Allocations</li> <li>• Expenditure Decisions</li> </ul>	Administrators and Managers
February -May	Budget Consultation <ul style="list-style-type: none"> <li>• Where are we Now?</li> <li>• Where are we Going?</li> <li>• Where do we want to Go?</li> </ul>	Board Executive Team Administrators Stakeholders
April	Draft to Board	Executive Team
May	Education Plan and Budget Approval	Board

**Recommendation:**

That the Board of Trustees adopts the Budgeting Principles and a timeline for the 2021-2022 fiscal year subject to a potential review following a provincial budget announcement.

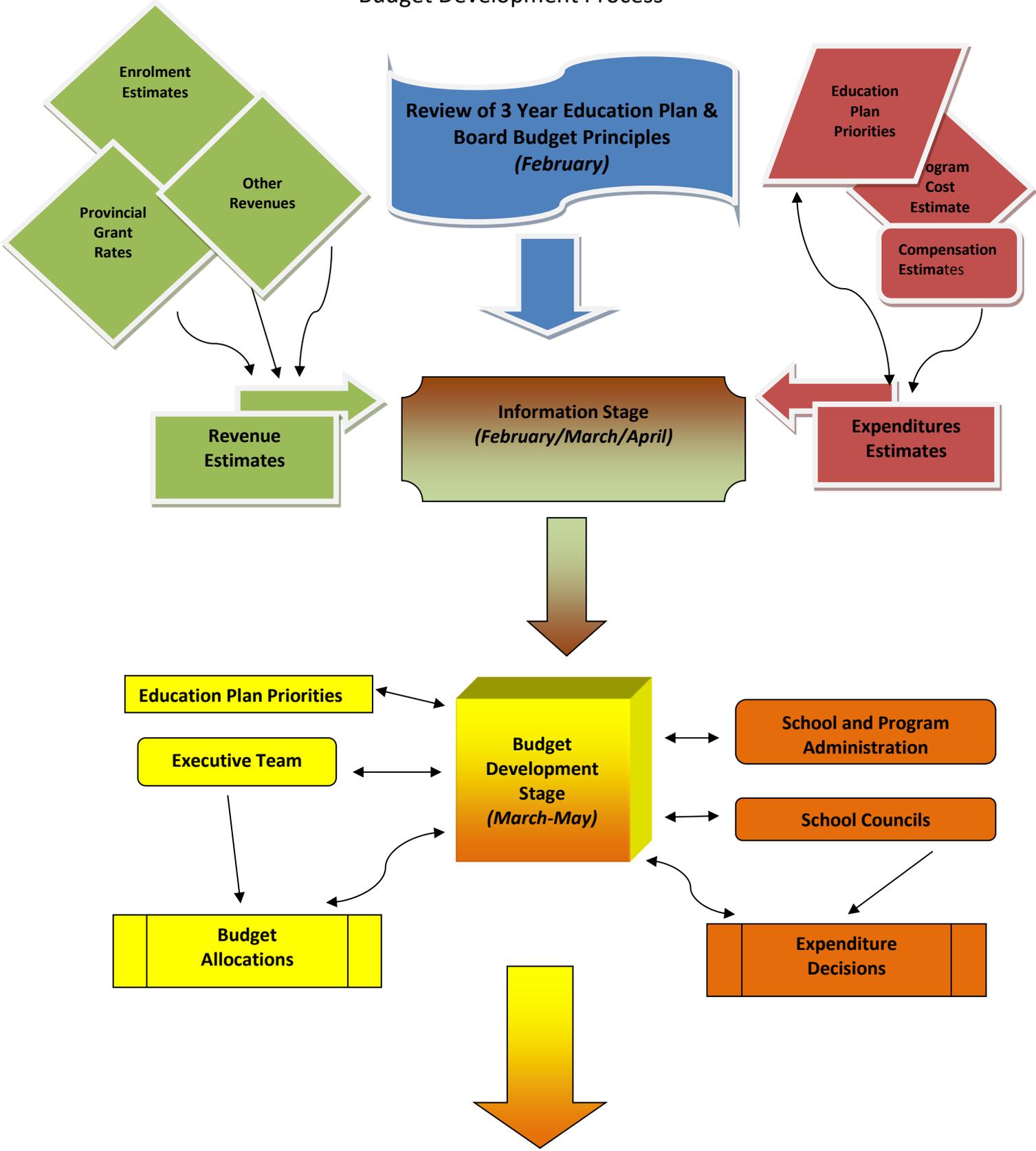


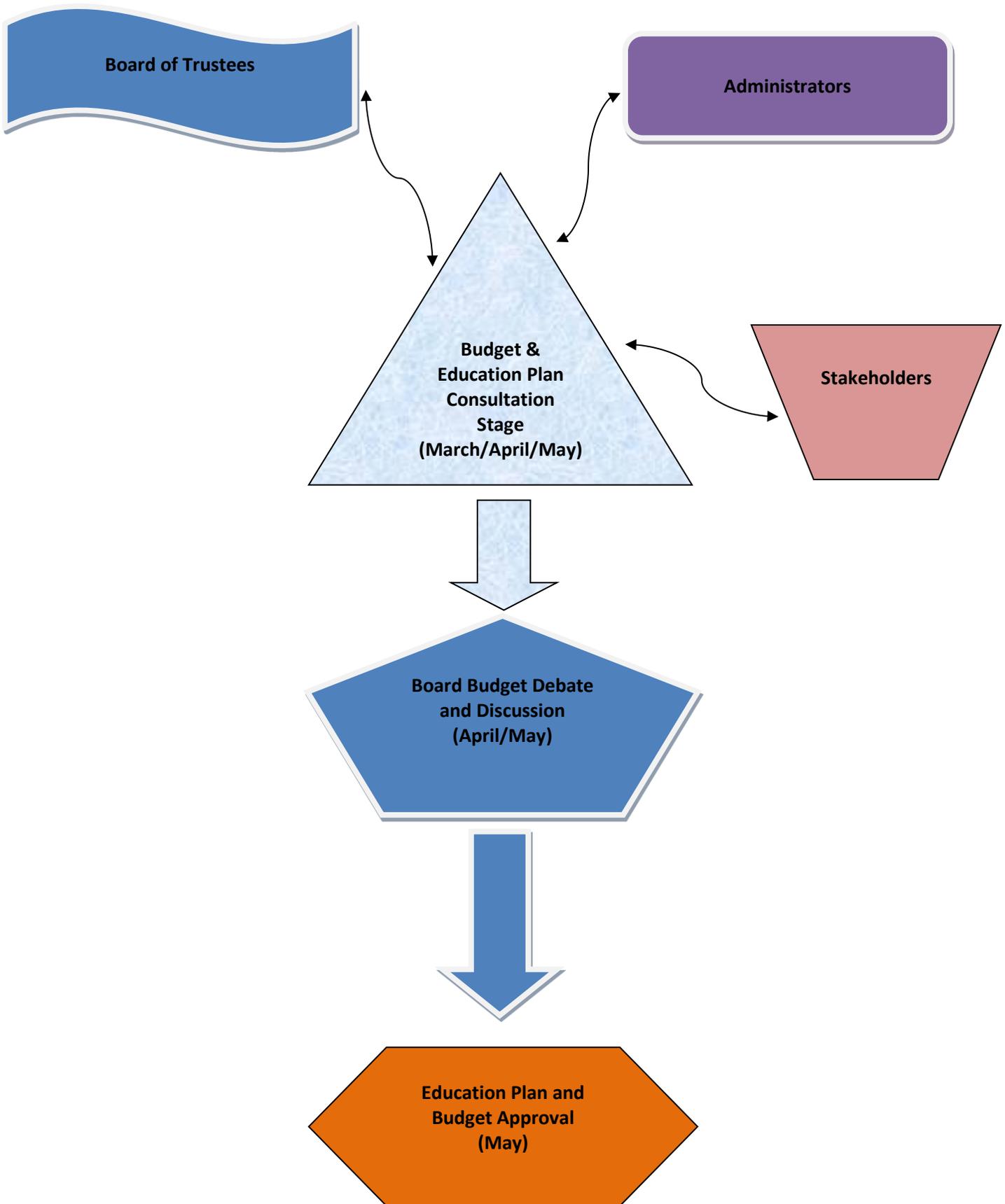
Bevan Daverne  
Superintendent



Tahra Sabir  
Secretary Treasurer

# Golden Hills School Division Budget Development Process







**BYLAW 003/2021**  
**Voter Identification Requirements**

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

**February 26, 2021**

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**Background:**

Bylaw 003/2013, *A Bylaw to Establish Voter Identification Requirements* (attached) was passed April 23, 2013. The bylaw authorized that an elector must produce two pieces of identification; both establishing the elector's name and one establishing the elector's address.

To keep the voting process flexible, motion was passed June 25, 2013, repealing bylaw 03/2013, that electors will only have to produce one piece of identification establishing name and address.

Bylaw 003/2021, *A Bylaw to Establish Voter Identification Requirements* (attached) must be passed prior to March 6, 2021 according to Local Authorities Election Act (LAEA) S. 53(1) Proof of Eligibility.

**Recommendation:**

That the Board of Trustees gives first and second readings to Bylaw 003/2021.

That the Board determines whether third reading will occur at this meeting (unanimous consent required).

If so, that the Board gives third and final reading to Bylaw 003/2021.

That the Board of Trustees rescind Bylaw 03/2013 and adopt Bylaw 003/2021.

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

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Bevan Daverne  
Superintendent

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

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Tahra Sabir  
Secretary Treasurer

**BYLAW NO. 03/2021**

**A BYLAW OF THE GOLDEN HILLS SCHOOL DIVISION**

**A BYLAW TO ESTABLISH VOTER IDENTIFICATION REQUIREMENTS**

A bylaw under Section 53(1) of the *Local Authorities Election Act* may be passed no later than six months prior to nomination day.

THEREFORE, be it resolved that the Board of Trustees of the Golden Hills School Division hereby authorizes that an elector must produce one piece of identification from the following list prior to voting. The identification must establish the elector's name and current address.

Appendix A: Acceptable identification with elector's name and address

**READ A FIRST TIME THIS 23<sup>rd</sup> day of February 2021.**

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**Chair, Golden Hills Schools Division**

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**Secretary Treasurer**

**READ A SECOND TIME This 23<sup>rd</sup> day of February 2021.**

\_\_\_\_\_

**Chair, Golden Hills Schools Division**

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**Secretary Treasurer**

**A Board motion to give Bylaw 003/2021 Third reading on 23<sup>rd</sup> day of February 2021 was approved unanimously.**

**READ A THIRD TIME AND PASSED this 23<sup>rd</sup> day of February 2021.**

\_\_\_\_\_

**Chair, Golden Hills Schools Division**

\_\_\_\_\_

**Secretary Treasurer**

**Authorized Elector Identification**

An elector whose name is not on the List of Electors may vote after producing government issued identification containing the elector’s photograph, current address, and name. This includes an **Operator’s Drivers Licence** or an **Alberta Identification Card**.

**Acceptable identification with elector’s name:**

Alberta Assured Income for the Severely Handicapped (AISH) Card	Alberta Forestry Identification Card	Alberta Health Insurance Plan (AHICIP) Card
Alberta Health Services Identification Band (patient wrist identification band)	Alberta natural Resources Conservation ID Card	Alberta Service Dog Team ID Card
Alberta Wildlife (WIN) ID Card	Baptismal Certificate	Birth Certificate
Canadian Air Transportation Security Agency (CATSA) ID Card	Canadian Blood Services Card	Canadian Border Services Agency Canadian Passenger Accelerated Service System (CANPASS) Card
Canadian Border Services Agency Free and Secure Trade (FAST) Card	Canadian Border Services Agency Nexus Card	Canadian Forces Civilian ID Card
Canadian Forces Health Card	Canadian Forces Identity Card	Canadian Passport
Citizenship Card	Canadian National Institute for the Blind (CNIB) ID Card	Confirmation Certificate
Credit/Debit Card	Employee/Staff Card	Firearm Possession and Acquisition Licence or Possession Only Licence
Fishing, Trapping or Hunting Licence	Hospital/Medical Card	Library Card
Marriage Certificate	Membership Card: Service Club, Community Organization, Fitness/Health Club, Political Party of Retail Outlet	Old Age Security Card
Outdoors or Wildlife Card/Certificate	Pleasure Craft Operator (PCOC) Card Government of Canada	Public Transportation Card
Secure Certificate of Indian Status (SCIS) Card	Social Insurance Number Card	Student ID Card
Veteran’s Affairs Canada Health Card		

**Acceptable identification with elector's address:**

Attestation of Residence issued by the responsible authority of First Nations band or reserve	Bank/Credit card statement or personal cheque	Correspondence issued by a school, college or university
Government cheque or cheque stub	Income/property tax assessment notice	Insurance policy or coverage card
Letter from a public curator, public guardian or public trustee	One of the following, issued by the responsible authority of a shelter or soup kitchen: Attestation of residence, letter of stay, admission form or statement of benefits	Pension plan statement of benefits, contributions or participation
Prescription bottle insert	Residential lease or mortgage statement	Statement of government benefits: Employment insurance, old-age security, social assistance, disability support, or child tax benefit
Utility bill: telephone, public utilities commission, television, hydro, gas or water	Vehicle ownership or insurance benefit	



## BANKING RESOLUTION

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

**February 23, 2021**

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### **Background:**

In September of 2019, Golden Hills School Division was given notice that our existing arrangement for banking services and compensation on account balances had expired and a new proposal for banking service fees and account compensation was presented by Royal Bank of Canada (RBC).

After a detailed analysis of the new proposal, it was determined that our banking fees would see anywhere from a 50% increase to a 100% increase in fees. RBC made some attempt to offset the increased fees with a slight increase in compensation paid towards daily average balances.

We extended an invitation to all banks that had a presence in Strathmore (Canadian Imperial Bank of Commerce (CIBC), Scotiabank, and ATB) and that would have similar services to RBC (including online-banking services). Each invited bank presented us with a proposal.

Upon analyzing each proposal, it was determined that CIBC presented the most competitive bid on fees and provided the service products to meet the needs of Golden Hills.

### **Recommendation:**

The Board of Trustees approve a General Banking Resolution (CIBC Form 6818) which resolves that The Golden Hills School Division appoints CIBC as its banker and further resolves the appointment of the Authorized Signing Officers previously approved on August 25, 2020.

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Bevan Daverne  
Superintendent of Schools

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Tahra Sabir  
Secretary Treasurer



## MONTHLY ENROLMENT MONITORING REPORT

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**February 23, 2021**

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### **Background:**

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

As per the attached monitoring report, information is provided on the September 30, 2020 enrolment of provincially funded students, Siksika funded students and International funded students. Enrolment information has been adjusted for the New Funding Model.

### **Recommendation:**

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

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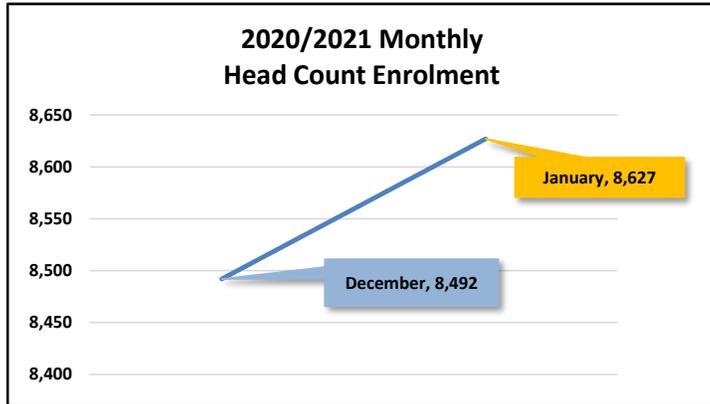
Bevan Daverne  
Superintendent

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Tahra Sabir  
Secretary Treasurer

# Golden Hills School Division Enrolment

\* Enrolment information has been adjusted for the New Funding Model



## Schools - Month to Month Comparison

Dec 2020 to Jan 2021

Configuration	School	January 31, 2021	December 31, 2020	Difference
K-6, 10-12	Acme School	198.00	198.00	0.00
K-9	Carbon School	68.00	68.00	0.00
K-6	Carseland School	68.00	68.00	0.00
7-9	Crowther Memorial Jr. High School	482.00	479.00	3.00
K-9	Dr. Elliott Community School	186.00	187.00	-1.00
7-12	Drumheller Valley Secondary School	400.00	409.00	-9.00
K-6	École Brentwood Elementary School	233.00	234.00	-1.00
K-12	George Freeman	383.00	382.00	1.00
K-6	Greentree School	346.00	348.00	-2.00
K-12	Prairie Christian Academy School	271.00	274.00	-3.00
10-12	Strathmore High School	585.00	589.00	-4.00
K-12	Three Hills School	459.00	460.00	-1.00
K-9	Trinity Christian Academy	168.00	168.00	0.00
K-12	Trochu Valley School	244.00	244.00	0.00
K-6	Westmount School	370.00	368.00	2.00
K-12	Wheatland Crossing	326.00	321.00	5.00
K-6	Wheatland Elementary School	308.00	306.00	2.00
	<b>Sub Total</b>	<b>5,095.00</b>	<b>5,103.00</b>	<b>-8.00</b>
7-9	Colonies	358.00	363.00	-5.00
7-12	Drumheller Outreach	26.00	17.00	9.00
1-12	Golden Hills Learning Academy	724.00	597.00	127.00
1-12	NorthStar Academy	658.00	632.00	26.00
7-12	Strathmore StoreFront	72.00	74.00	-2.00
	<b>Sub Total</b>	<b>1,838.00</b>	<b>1,683.00</b>	<b>155.00</b>
	Homeschool	1,020.00	1,024.00	-4.00
	Shared Responsibility	317.00	325.00	-8.00
	<b>Sub Total</b>	<b>1,337.00</b>	<b>1,349.00</b>	<b>-12.00</b>
	<b>Provincial Total</b>	<b>8,270.00</b>	<b>8,135.00</b>	<b>135.00</b>
	Siksika	157.00	157.00	0.00
	International (Incl. Online)	200.00	200.00	0.00
	<b>Sub Total</b>	<b>357.00</b>	<b>357.00</b>	<b>0.00</b>
	<b>Total HEADCOUNT</b>	<b>8,627.00</b>	<b>8,492.00</b>	<b>135.00</b>



## TRANSPORTATION MONITORING REPORT

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

**February 23, 2021**

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### **Background:**

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

Annually, administration provides a Transportation Services Monitoring Report (attached) for information.

This report provides opportunity to consider the impact of Policy 18, Transportation Services on the Education of students in the jurisdiction.

### **Recommendation:**

That the Board of Trustees receives the Transportation Monitoring Report for September 1, 2019 – August 31, 2020 and September 1, 2020 to current, for information and the record.

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

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Bevan Daverne  
Superintendent

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

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Tahra Sabir  
Secretary Treasurer



## TRANSPORTATION MONITORING REPORT

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

Resource Persons:

Tahra Sabir, Secretary Treasurer

Kelly-Anne McCarry, Transportation Supervisor

Monica Giberson, Transportation Support

Lorraine Toews, Transportation Support

**February 23, 2021**

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**REPORTING PERIOD:** September 1, 2019 – August 31, 2020 and September 1, 2020 to current

### OVERVIEW:

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

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

### SUMMARY & IMPLICATIONS:

- Safety is paramount and Golden Hills has made this a priority with success.
- Currently (2020/2021) Golden Hills operates 100% of our the bus routes.
- Future Initiatives – Continue to increase efficiency with increased flexibility to support Golden Hills’ program initiatives.
  - Website Bus Status Updates
  - School Messenger – messaging for parents regarding bus delays, cancellations, etc.
  - Bus Planner Software Implementation (drivers and schools)
  - School of Choice to all Strathmore area students, Rural and Urban
  - Additional Routes to help reduce Ride Times
  - Field trips on track to increase (this was impacted by COVID)
  - Choice Ridership continues to increase
  - Implementation of cameras on bus with live feed/recording
  - Additional Government Regulations for Bus Drivers (MELT)
  - Keep Truckin App
  - My Attendance Tracker
  - MELT 2-S Authorized Driving School

### RECOMMENDATION:

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

## Safety - #1 Priority

Golden Hills transports over 3,500 students, 177 days a year over an area of 8,400 square kilometers for a total of 2,400,000 km a year. Safety of transporting students is the number one priority and continues to be successful.

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

### New Operator Training – Effective March 2020

In the past Golden Hills provided S-Endorsement training. The new provincial rules require a certification process to be an approved Melt2-S driving school. Golden Hills is currently working through that process.

<p><b>Senior Driving Instructor Approved Melt 2-S Driving School</b></p>	<p>In order to qualify as an approved Melt 2-S driving school , GHSD must have <b>qualified senior driving instructor</b>. This driver must:</p> <ul style="list-style-type: none"><li>✓ Have a minimum of 24 months of consecutive driver training experience (GHSD “S” Endorsement)</li><li>✓ Complete 2 classroom sessions and 2 practical sessions “S” Endorsement</li><li>✓ Be approved by Driver Programs Administrator as a Driving Instructor in good standing</li><li>✓ Complete 2 classroom sessions and 2 practical sessions “S” Endorsement</li><li>✓ Be recommended by the Driver Training School</li><li>✓ Successfully complete Senior Driving Instructor knowledge test</li><li>✓ Provide signed copy of Senior Instructor Duties Acknowledgement Form</li></ul> <p><b>*Once this process is complete, GHSD will be an approved Melt 2-S Driver Training School</b></p>
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Please see Safe Driving Program ([Appendix A](#)) (Pages 13-15)

Please see Route Risk Assessments ([Appendix B](#)) (Pages 16-17)

## Bus Route Inclement Weather (AP 131) – Currently Under Review

In January 2015, Golden Hills implemented an updated Inclement Weather Administrative Procedure (AP 131). This Administrative Procedure introduced some significant changes to how stakeholders (parents, staff, managers, administrators and senior administration) are notified of school closures and a new procedure for the decision making process.

Three levels of school closures were introduced:

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

- Bus drivers play a primary role in the decision making process as they are the first to evaluate weather conditions and decide if it is safe to transport students. Bus drivers are to inform administrators, transportation manager and parents/students of any service interruptions/cancellations.
- Administrators will call the Superintendent for approval to declare either a yellow or red closure level.
- Parents, students, and staff are informed as early as 6:30 am. Cancellations are posted to school websites, Facebook pages, and other social media. Messages are also sent by text and phone.
- Notice of school closure will NO LONGER be distributed by radio or television stations.
- Golden Hills continues the practice of running an afternoon bus (when the weather conditions have improved significantly and it is safe to do so) if the morning bus was cancelled due to weather conditions.

AM Bus Cancellations		Bus Ran in PM	
2019/2020	2018/2019	2019/2020	2018/2019
176	150	69 (39%)	84 (56%)

74% Weather related cancellations  
19% Mechanical  
7% Driver shortage

## **No Child Left Behind**

“No Child Left Behind” is a system that forces the driver to go to the back of the bus before it can be shut off. This prevents students from being left on a bus after a run. Currently all of our route buses have this system. We have 3 buses that do not have this system, our “Hockey Bus” and 2 of our spare buses which are primarily used for sporting events and field trips.

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

## **Budget / Financial Implications**

The Chart below shows the Projected Revenue and Expenses for the Transportation Department for 2020/2021 and provides the 2019/2020 Audited Financial Statements.

<b>Description</b>	<b>Budget 2020/2021</b>	<b>% Of Budget</b>	<b>AFS 2019/2020</b>	<b>% of Budget</b>
<b>Revenue</b>				
Grants	4,258,285	100%	3,418,372	98%
Fees/Other Sales & Service	-	0%	54,146	2%
<b>Total Revenue</b>	<b>4,258,285</b>		<b>3,472,518</b>	
<b>Expenses</b>				
Salaries and Benefits	1,890,849	44%	1,478,246	47%
Supplies and Services	1,681,029	39%	990,815	31%
Amortization	686,407	16%	709,517	22%
<b>Total Expenses</b>	<b>4,258,285</b>		<b>3,178,578</b>	
<b>Net Surplus</b>			<b>293,941</b>	

## **Challenges to our Budget**

- Carbon Tax
- Fuel funded at \$0.60 per litre; (cost can be as much as double)
- Sparsely populated Rural areas impact efficiency.

## Fuel Costs

	2020	2019	2018
Average Cardlock Fuel (\$/l)	\$0.82	\$1.12	\$1.16
Average Fuel at Pump (\$/l)	\$0.95	\$1.12	\$1.23

## Fee Structure

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

## Fleet

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

Currently Golden Hills operates 71 routes with 86 runs; however spare buses (21%) are needed for the fleet to operate efficiently while maintaining the current levels of service. Some of the challenges are:

1. Allowing for optimal amount of wheelchair buses;
2. Having buses available for field trips that overlap regular routes; and
3. Golden Hills is a large geographical area and we need to ensure there are spare buses distributed throughout the division to ensure they are quickly available when needed.

Age of Bus	2020/2021		2019/2020	
	# of Buses	% of Fleet	# of Buses	% of Fleet
0-2 years	1	1%	1	1%
3-5 years	62	65%	79	83%
6-10 years	29	31%	4	4%
11-17 years	2	2%	9	9%
18+ years	1	1%	3	3%
<b>Total</b>	<b>95</b>	<b>100%</b>	<b>96</b>	<b>100%</b>

## Field Trips

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

	2019/2020	2018/2019
<b>In Town Field Trips</b>	80 (22%)	251 (22%)
<b>Out of Town Field Trips</b>	160 (44%)	603 (52%)
<b>Non GHSD Field Trips</b>	63 (20%)	124 (10%)
<b>International</b>	51 (14%)	185 (16%)
<b>Total Field Trips</b>	<b>360</b>	<b>1,163</b>

We supply both operators and buses for school field trips.

\*Break down of the Non-GHSD Rentals:

Salvation Army	2
Holy Cross Collegiate	52
Girl Guides of Canada	1
Carseland Jet Setters	2
Drumheller C.O.P	2
Red Deer College	1
Synergy Wellness	1
Division Office	1
Foothills AIM Society	1

## Bus Size

A common public misconception is cost savings associated with bus size. Golden Hills often chooses to purchase a bigger bus to maximize their flexibility (change buses from one area to another) and efficiency (schools can hire one bus for a field trip vs. two) and effectiveness (in an emergency evacuation for either a community or school).

The major cost associated with bus routes is the labour. Differential fuel, tire and insurance costs for a small or larger bus is minimal. The benefit of a larger bus is the flexibility, efficiency and effectiveness.

## Board and Contracted Route Information

### Costs

- Cost per kilometer continues to decrease in correlation to the price of diesel.

### Number of Routes and History of Routes

Year	Total Routes	Total Runs	Board Operated	% Board Operated	Contracted	% Contracted
2020/2021	71	86	71	100%	0	0%
2019/2020	72	86	72	100%	0	0%
2018/2019	75		72	96%	3	4%
2017/2018	73		70	96%	3	4%
2016/2017	79		76	96%	3	4%

- Table above shows how Board owned routes have increased to reduce costs and increase flexibility.

## Staffing

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

	2020/2021	2019/2020	2018/2019
Administration	2.5	2.5	2
Trades	3	3	2.6
Bus Driver	71	71	72
Shop Helper	1	1	1
<b>Total</b>	<b>77.5</b>	<b>77.5</b>	<b>77.6</b>

Golden Hills has maintenance shops located in Strathmore and Trochu.

The purpose of the transportation shops are to provide mechanical services to the board owned buses. Regular maintenance continues to be a priority to ensure safety. As per the Commercial Vehicle Program requirements, inspections are performed at a minimum of twice a year. Oil changes are performed every 5,000 km or 10,000 km depending on the type of engine. Currently the newer V8 and V6 cylinder engines require oil changes every 10,000 km, however any bus older than the year 2000 requires oil changes every 5,000 km (currently have 3).

## Ridership Information

Currently (2020/2021) Golden Hills is transporting 2,278 students which represents 37% of our regular funded student enrolment. Alberta has approximately 733,600 students and about 50% of those students ride the bus on a daily basis.

Year	Students that ride the bus	% of Total
<b>2020/2021</b>	<b>2,278</b>	<b>37%</b>
2019/2020	3,428	56%
2018/2019	3,467	57%
2017/2018	3,200	50%
2016/2017	3,471	52%
2015/2016	3,055	50%

Town of Strathmore route buses are doing 2 runs:

- Run #1, Elementary run and
- Run #2, Jr/Sr High run.

## Urban and Rural

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

Year	Totals	Urban	Rural
<b>2020/2021</b>	<b>2,279</b>	<b>753 (33%)</b>	<b>1,526 (67%)</b>
2019/2020	3,428	1,094 (32%)	2,334 (68%)
2018/2019	3,467	1,096 (32%)	2,371 (68%)

## Courtesy and Choice

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

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

Courtesy Ridership	2020/2021	Percentage	2019/2020	Percentage	2018/2019	Percentage
Urban	212/753	28%	665/1,094	61%	676/1,096	62%
Rural	230/1,526	15%	325/2,334	14%	431/2,371	18%
International	60/120	50%	183/267	25%	244	20%

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

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

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

Choice Ridership	2020/2021	Percentage	2019/2020	Percentage	2018/2019	Percentage
Urban	334/753	44%	464/1,094	42%	474/1,096	43%
Rural	281/1,526	18%	416/2,334	18%	383/2,371	16%

Choice ridership has increased for both urban and rural. More students are choosing our transportation system and more students are attending a school of choice.

In summary, there is additional demand to transport students who we do not receive any funding.

## Special Needs Students

Currently Golden Hills provides transportation for 114 special needs students who are designated to programs unavailable in their attendance area. The following table breaks down the type of transportation provided. Golden Hills incurs the costs and receives the funding.

Type of Transportation	Number of Students		
	2020/2021	2019/2020	2018/2019
Regular School Bus	93	93	100
Taxi or Handicap Bus	21	17	10
Parent Provided	11	11	10
<b>Totals</b>	<b>125</b>	<b>121</b>	<b>120</b>

## Riders in Other Districts

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

School Division	# of Students <i>Attending</i> GHSD from other Districts		# of GHSD Students going to other Districts that we have information on*	
	2020/2021	2019/2020	2020/2021	2019/2020
Grasslands Public School Division	0	0	18	18
Palliser School Division	6	10	0	0
Prairie Land Public School Division	11	15	16	16
Chinook's Edge School Division	15	16	7	5
<b>Totals</b>	<b>32</b>	<b>41</b>	<b>41</b>	<b>39</b>

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

### **Affect**

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

## Ride Times (Students)

We continue to try and improve ride times. This year has been challenging as we have bus driver shortages. Currently we are recruiting for full time bus drivers to split up some of our routes. This would further reduce ride times for students who experience greater than 75 minutes each way. The table below summarizes the ride times over the last 3 years.

One Way Minutes	2020/2021	2019/2020	2018/2019
75+ Minutes	1%	0%	1%
61-75 Minutes	10%	8%	14%
46-60 Minutes	22%	20%	47%
0-45 Minutes	67%	64%	39%

## Communication and Culture

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

With the goal of creating a cohesive and collaborative relationship between all stakeholders, our staff is developing strategies to enhance the customer service experience with our department. Training is

ongoing with our department staff (accessing PD opportunities face to face and online) as well as with our bus drivers (Fred recognition).

<b>Transportation Department Initiatives</b>			
<b>Date</b>	<b>Issue/Project</b>	<b>Action/Resolution</b>	<b>Date Complete</b>
Nov 2020	My Attendance Tracker	In order to take accurate attendance on buses, all drivers transitioned to an online attendance tracker which allows all data to be collected centrally with the ability to produce reports that are shared with schools.	Ongoing
Sept 2020	Zoom Staff/Safety Meetings	Due to Covid 19, our department has transitioned away from face to face meetings. Drivers now participate in Zoom calls remotely from their homes.	Ongoing
Sept 2020	Enhanced Cleaning/Disinfection	Due to Covid 19, new protocols surrounding enhanced cleaning/disinfection are in place.	Ongoing
Sept 2019	Live cameras	Installation of additional 3 cameras (total 7) monitored daily	Ongoing
June/July 2019	Demographic Confirmation	All parents of students currently riding buses contacted to confirm/change passenger information for 2019/20	July 2019
June 2019	RFID Passenger Card Pilot	Pilot to test RFID cards to improve passenger management	June 2019
June 2019	Digital Radio Pilot	Pilot to test digital radios to improve driver communication with office during bus runs	June 2019

## Stakeholder Issues

<b>Issue</b>	<b>Summary</b>	<b>Resolution</b>
Child Care Transportation	Transportation from caregivers place of residence is supplied for parents when there is capacity on the bus.	Adjust bus routes to provide transportation for these students
Red Light Violations	Parents concerned with increasing number of drivers passing busses when red lights are flashing.	Working with Bylaw, Sherriff, County Peace Officers and RCMP to alert them of areas where violations are occurring . Encouraging drivers to gather information and report violations

School Start Up	Parent concerns regarding the lack of communication regarding bus pick up times and locations.	Bus Planner Web will publish stop location and time for parents to access. Dept staff will advise parents to subscribe as students are added to passenger lists. Operators will be encouraged to text/call parents prior to first day of school. Schools will be encouraged to update student information prior to the end of school year.
Bus Run Times in excess of 1 hr	Concerns with students (especially K – 1) being on the bus for long periods.	Review routes and whenever possible (when not affected by geography of area) make changes.
Bus Operator Communication	Operators not communicating with parents.	Drivers now use group text messages and Remind to contact parents. Operators advised that they must call parents to inform them about stop times and locations etc.
Unsafe Driving Practices	Concerns regarding operators driving too fast for road conditions, using cell phones, etc.	Performed evaluations, delivered letters of direction, set up driver training, created development plan for operators, advised operators of new changes to distracted driving law, implementing “no cell phones” during bus run. GPS on the bus allows us to monitor buses
Bus Climate	Concerns with driver attitude and student interaction.	Ongoing professional development regarding student management, explaining behavior expectations and creating positive climate on the bus.

**Summary**

- Always striving to improve overall level of information and customer service
- Funding unchanged for several years, courtesy and choice are not funded to school of attendance and we do not charge a fee to parents.

## Proposed Areas for Advocacy

1. Choice – funding to follow choice principle within reason
2. Equitable Funding Model – funding for rural areas
3. Carbon Tax – rebate or exemption to GHSD

## Appendix A: Safe Driving Program

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

### New Operator Training

<p><b>Senior Driving Instructor Approved Melt 2-S Driving School</b></p>	<p>In order to qualify as an approved Melt 2-S driving school , GHSD must have <b>qualified senior driving instructor</b>. This driver must:</p> <ul style="list-style-type: none"> <li>✓ Have a minimum of 24 months of consecutive driver training experience (GHSD “S” Endorsement)</li> <li>✓ Complete 2 classroom sessions and 2 practical sessions “S” Endorsement</li> <li>✓ Be approved by Driver Programs Administrator as a Driving Instructor in good standing</li> <li>✓ Complete 2 classroom sessions and 2 practical sessions “S” Endorsement</li> <li>✓ Be recommended by the Driver Training School</li> <li>✓ Successfully complete Senior Driving Instructor knowledge test</li> <li>✓ Provide signed copy of Senior Instructor Duties Acknowledgement Form</li> </ul> <p><b>*Once this process is complete, GHSD will be an approved Melt 2-S Driver Training School</b></p>
<p><b>Classroom Training MELT 2-S</b></p>	<p>MELT 2 – S training is now mandatory in Alberta. Required topics for classroom instruction are:</p> <ul style="list-style-type: none"> <li>✓ Employment in the Busing Industry</li> <li>✓ Vehicle Component &amp; Inspection Activities</li> <li>✓ Basic Driving Techniques</li> <li>✓ Professional Driving Habits</li> <li>✓ Off-Road Tasks &amp; Maneuvers</li> <li>✓ Documents, Paperwork &amp; Regulatory Requirements</li> <li>✓ Hours of Service Compliance</li> <li>✓ Passenger Management, Loading &amp; Unloading Passengers</li> <li>✓ Handling Emergencies</li> </ul> <p>18.5 Hours Required Classroom Training (New Program)</p>
<p><b>In Yard Training MELT 2-S</b></p>	<p>In Yard training covers:</p> <ul style="list-style-type: none"> <li>✓ The Pre-trip Inspection</li> <li>✓ Yard Procedures</li> <li>✓ Backing Procedures</li> <li>✓ Parking Procedures</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Health &amp; Safety</li> <li>✓ Workplace Hazardous Materials Information System (WHMIS)</li> <li>✓ School Bus Inspections and Maintenance</li> <li>✓ Bus Manoeuvres and Defensive Driving</li> <li>✓ Emergencies, Bus Evacuations, First Aid, Emergency Equipment and Mechanical Breakdowns</li> <li>✓ Passengers with Disabilities, Mobility Aids and Child Safety Seats</li> </ul> <p>11 Hours Required In Yard Training (New Program)</p>
<b>On Road Training</b>	<p>This covers:</p> <ul style="list-style-type: none"> <li>✓ The Pre-trip Inspection</li> <li>✓ Yard Procedures</li> <li>✓ Commentary Driving</li> <li>✓ Backing Procedures</li> <li>✓ General Driving</li> <li>✓ Highway Driving</li> <li>✓ City Driving and Procedures</li> <li>✓ Town Driving and Procedures</li> <li>✓ Country Driving and Procedures</li> <li>✓ Student Pick-Ups and Drop-Offs</li> <li>✓ Rail Road Crossings</li> <li>✓ “Turn Around” and various bus maneuvers</li> <li>✓ Advanced Driving Techniques and the SMITH System(5 Keys): <ul style="list-style-type: none"> <li>1. Aim High In Steering</li> <li>2. Get The Big Picture</li> <li>3. Keep Your Eyes Moving</li> <li>4. Leave Yourself An Out</li> <li>5. Make Sure They See You</li> </ul> </li> <li>✓ The Post Trip Inspection</li> </ul> <p>24 Hours Required On Road Training</p>

<b>Driver Training Hours</b>	<b>GHSD Existing</b>	<b>MELT 2-S (Effective March 1, 2019)</b>
Classroom Training	20	18.5 hours
In Yard Training	5	11 hours
On Road Training	20 (25 if necessary)	24 hours
S Endorsement (Classroom)	17 hours	N/A
<b>Total:</b>	<b>62 hours</b>	<b>53.5 hours</b>

\*prior to MELT 2-S the “S Endorsement” part was more flexible and the bus driver had a year to complete.

## School Bus Operator Evaluations

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

<b>Scheduled Evaluation</b>	Evaluations are scheduled for the following reasons: <ul style="list-style-type: none"> <li>• Probationary               <ul style="list-style-type: none"> <li>- Operators must complete a satisfactory on-road evaluation within three months of employment</li> </ul> </li> <li>• Scheduled               <ul style="list-style-type: none"> <li>- Operators aged under 47: Every 5 years</li> <li>- Operators aged 47-67: Every 2 years</li> <li>- Operators aged over 67: Annually</li> </ul> </li> <li>• Remedial, for example               <ul style="list-style-type: none"> <li>- Preventable Collision</li> <li>- Parent Complaint</li> <li>- Unsatisfactory Observation</li> </ul> </li> </ul>
<b>On-Road Observation</b>	Continuous monitoring involves creating a positive culture for drivers as yellow buses are monitored.
<b>School Representative* and Parent Evaluation</b> <small>*An administrator or delegate responsible for monitoring the buses at the school</small>	Golden Hills contacts the school representative and randomly contacts the parents who have children on the route to assess and identify potential issues. This is not a formalized survey, but we may consider surveys in the future.

The Transportation department has conducted 13 evaluations this year and essentially it is a five year cycle period to evaluate all our drivers. With the cancellation of our PD (Professional Development) day in March 2020, our S Endorsement Refresher class did not take place. With the suspension of classes and bus runs, it was not possible to complete the S Refresher and the evaluations that normally take place as part of this process. S Endorsement Refresher was rescheduled for our PD Day in March 2021.

An evaluation (unless remedial) consists of the School Bus Operator/ Evaluator riding along on the route and assessing communication with passengers and passenger management as well as the operators' driving skills and abilities.

As part of Golden Hills Safety Procedures we conduct Safety/Training meetings, shown in the chart below, every 3 months as well as a mandatory Professional Development day for all our Bus Operators.

	2019/2020			2018/2019	
Month	Safety Meetings	Organizational/ PD Day	Month	Safety Meetings	Organizational/ PD Day
August		3	August		3
October	5		October	5	
December	3		December	3	
March - COVID Closures	10		February		1
April – COVID Closures	10		April	5	

## Appendix B: Route Risk Assessments

Route Risk Assessments are conducted at Golden Hills. These assessments are filled out by every driver in the division and then returned to the Transportation Department. Approximately 35% of the forms returned had no issues. The other 65% were returned with concerns such as weather conditions, sight distances, traffic volumes, and the need for parent/pedestrian education in bus loops. As drivers are learning more about the risk assessment process, they are better able to assess and prepare for potential risks.

In these situations Golden Hills suggested possible solutions to the bus drivers as follows:

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

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