



AGENDA

Golden Hills School Division No. 75

Vision: *Inspiring confident, connected, caring citizens of the world*

Mission: *Engaging all learners in achieving their highest levels of academic and personal competence within a caring, innovative environment.*

Regular Meeting of The Board of Trustees

Thursday, March 03, 2016

Start time 9:30 AM

Boardroom of the Golden Hills School Division No. 75

AGENDA

1. **Attendance**
2. **Call to Order**
3. **In Camera**
4. **Approval Of Agenda**
5. **Welcome Public, Vision and Mission Statements**
6. **Presentation of Minutes**
 - 6.1 **Regular Meeting of The Board of Trustees (2016/01/26)**
 - 6.2 **Special Meeting of the Board of Trustees (2016/02/08)**
7. **REPORTS**
 - 7.1. **Chair's Report**
 - 7.2. **Board Committees**
 - 7.3. **Board Representatives to External Organizations**
 - 7.4. **Administration Reports**
8. **NEW BUSINESS**
 - 8.1. **Action Items**
 - 8.1.1. **Budget Process**
 - 8.1.2. **Delegation of Authority (Capital Projects)**
 - 8.2. **Information Items**

T. Sabir
B. Daverne

8.2.1. **Monthly Enrolment Monitoring Report (February 2016)**

T. Sabir

8.2.2. **Transportation Monitoring Report**

T. Sabir

9. **School Monitoring Report**

9.1. **Prairie Christian Academy (R. Wood/D. Lockhart)**

9.2. **Trochu Valley School (L. Howard/C. Boese)**

9.3. **Carseland Elementary School (D. Seabrook)**

10. **ADJOURNMENT**

Draft



MINUTES

Golden Hills School Division No. 75

Regular Meeting of The Board of Trustees

Meeting Type : REGULAR BOARD MEETING

Date : Tuesday, January 26, 2016

Start time : 9:30 AM

Location : Boardroom of the Golden Hills School Division No. 75

Minutes

Attendance

Present were:

a) Chair

- David Price

b) Vice-Chair

- Larry Tucker

c) Trustee

- Barry Kletke
- Sherri Nielsen
- Alan Larsen
- Joyce Bazant

d) Superintendent of Schools

- Bevan Daverne

e) Associate Superintendent

- Kandace Jordan
- Wes Miskiman

f) Secretary/Treasurer

- Tahra Sabir

g) Recording Secretary

- Kristy Polet

Call to Order

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

In Camera

Resolution #BD20160126.1001

MOVED by Trustee Bazant that the Board of Trustees go *In Camera* at 9:36 a.m. to discuss legal matters.

Carried

Trustee Tucker excused himself from the meeting at 11:05 a.m due to conflict.

Resolution #BD20160126.1002

MOVED by Trustee Nielsen that the Board of Trustees rise from In Camera at 1:10 p.m.

Carried

Trustee Tucker returned to meeting at 1:10 p.m.

Approval Of Agenda

Resolution #BD20160126.1003

MOVED by Trustee Kletke that the Board of Trustees approve the agenda as amended:

- add to Action Items; 8.1.4 Field Trip Studies/Student Excursion - International Travel.
- add to Information Items; 8.2.8 Bill 10

Carried

Presentation of Minutes

Resolution #BD20160126.1004

MOVED by Trustee Kletke that the Board of Trustees approve minutes of December 15, 2015 as amended.

Carried

Chair's Report (REPORTS)

Chair Price reported on the following items:

- Received a number of emails on the topic of Lesbian Gay Bisexual Transgender Queer (LGBTQ), guidelines for best practices.
- Discussed Bill 8 meeting that was held with Mr. Nathan Cooper, Wildrose Party, MLA for Olds - Didsbury - Three Hills area. No regulations or bylaws on Teacher's Employer Bargaining Association (TEBA).

Board Committees (REPORTS)

No information to be presented at this time.

Board Representatives to External Organizations (REPORTS)

Trustee Nielsen presented information on the ASBA Zone 4 meeting held January 8, 2016:

- Chair Price and Trustee Nielsen attended ASBA Zone 4 meeting.
- Edwin Parr Evening will be held May 19, 2016 at 5:00 p.m. The Committee is looking for different options in how to host the Event and would like feed back.
- Guest speaker - Mike Emery, Director PASI and Student Records, Alberta Education presented on "myPass".
 - myPass is a new service that provides students with direct access to their education information. It enables high school students and their parents to see their final high school courses and marks (including diploma marks) and to track progress towards their diploma or certificate. Through myPass, students can also access their detailed academic history (regardless of school attended), and order transcripts. High schools are encouraged to sign up students as early as grade 10 so they can begin tracking their progress throughout high school.
- No Committee Reports.
- Discussion on the ASBA Strategic Plan, copies were sent out.
- Municipal Government Act (MGA) - there has been changes made that could have a significant impact on school boards.

**Administration
Reports**
(REPORTS)

Associate Superintendent Miskiman presented information on the following topics:

- HR Update:
 - School Based Administration, will change due to retirements. Jobs will be posted by March 1, 2016.
 - D. Barkman, retired Principal (Trochu Valley), L. Howard has accepted the position of Principal and C. Boese has accepted the position of Associate Principal.
 - L. Huntley, Principal (Brentwood/CBV), G. Reagan, Principal (SHS), I. Wright, Principal (CMJH) will retire at the end of the school year.
- Pre-retirement Workshop for Support Staff
 - being held on Friday, March 4, 2016 at Division Office. Local Authorities Pension Plan (LAPP) will be presenting.
- C2 Committee
 - Two new members joined at the January 19, 2016 Meeting.

Associate Superintendent Jordan presented information on the following topics:

- Recruiting of Teachers will be starting.
- Golden Hills School Division has welcomed Syrian Refugees to our schools.

Secretary-Treasurer Sabir presented information on the following topics:

- Facilities update:
 - Wheatland Crossing (New East Wheatland School) - Construction is moving at a steady space. Block work for the gym is going up; the west wall is 100% complete.
 - Prairie Christian Academy (PCA) - modernization phase of the school is 90% complete, gym walls are up, structural steel for the roof and the new entry are installed. Modular units are to be installed in February.
 - New Strathmore K-9 School - Request for Proposal (RFP) for Architectural services has been posted to the Alberta Purchasing Connection (APC) Site, closing date January 28, 2016.
 - Trochu Valley Fitness Centre - in process of recruiting local trades people.

Superintendent Daverne presented information on the following topic:

- New Strathmore K-9 School - Request for Proposal (RFP) Architectural services will be awarded February 4, 2016.
- Wheatland Crossing - is on track for opening in the Fall of 2016.
- Discussed Town of Linden letter, inquiry for building and land change. Will need to look further in to the Joint Use Agreement.
- International Travel - many parents appreciated the view that the Board of Trustees took for the upcoming trips.

**Board Meeting Date
Change**
(Action Items)

Resolution #BD20160126.1005

MOVED by Trustee Tucker that the Board of Trustees re-schedule the Tuesday, February 23, 2016 Board Meeting to Thursday, March 3, 2016.

Carried

**Field Studies
Excursion
Switzerland (Acme)**
(Action Items)

Superintendent Daverne presented information on the Field Trip Excursion that Acme School has requested permission.

Resolution #BD20160126.1006

MOVED by Trustee Kletke that the Board of Trustees approves the proposed high school field studies/excursion for Acme High School to Switzerland and Italy departing March 23, 2016 and commencing for 12 days subject to advisory notices from Foreign Affairs and International Trade Canada website

http://www.voyage.gc.ca/countries_pays/updates_mise-a-jour-eng.asp such that if a travel warning is issued prior to the trip and not rescinded before the departure date, the trip will be cancelled and parents must be advised that this will be the case.

Carried

**Field Studies
Excursion
Indianapolis (Three
Hills)**
(Action Items)

Superintendent Daverne presented information on the Field Trip Excursion that Three Hills School has requested permission.

Resolution #BD20160126.1007

MOVED by Trustee Larsen that the Board of Trustees approves the proposed high school field studies/excursion for Three Hills School for Indianapolis IN, USA departing July 17, 2016 and returning July 20, 2016 subject to advisory notices from Foreign Affairs and International Trade Canada website

http://www.voyage.gc.ca/countries_pays/updates_mise-a-jour-eng.asp such that if a travel warning is issued prior to the trip and not rescinded before the departure date, the trip will be cancelled and parents must be advised that this will be the case.

Carried

**Field Trip
Studies/Student
Excursion -
International Travel**
(Action Items)

Superintendent Daverne presented a summary update on International Travel Consent Forms that were sent to all parents who have a student registered for an upcoming International Field Trip/Excursion.

**Field Studies
Excursion Eastern
Canada (Crowther
Memorial Jr. High)**
(Information Items)

Superintendent Daverne presented information on the Field Studies/Excursion to Eastern Canada for Crowther Memorial Jr. High.

**First Quarter
Financial Report
(Sept/Oct/Nov 2015)**
(Information Items)

Secretary-Treasurer Sabir presented information on the First Quarterly Report (Sept/Oct/Nov 2015).

**Regional
Collaborative
Service Delivery
Monitoring Report**
(Information Items)

Associate Superintendent Jordan presented information on the Regional Collaborative Service Delivery (RCSD) Monitoring Report.

**Inclusive Education
Monitoring Report**
(Information Items)

Associate Superintendent Jordan presented information on the Inclusive Education Monitoring Report.

**International
Services Monitoring
Report**

Associate Superintendent Jordan presented information on the International Program Monitoring Report.

(Information Items)

**Monthly Enrolment
Monitoring Report**
(Information Items)

Secretary-Treasurer Sabir presented information on the monthly Enrolment Monitoring Report (December 2015).

**Policy 20 - Property
Disposal Policy
Review**
(Information Items)

Superintendent Daverne presented information on Policy 20, *Disposition of Property* for review.

Resolution #BD20160126.1008

MOVED by Trustee Tucker that the Policy 20, *Disposition of Property* go back to the Policy Committee for review and be presented at the April 26, 2016 Board Meeting.

Carried

Bill 10
(Information Items)

Superintendent Daverne presented information from the Alberta Government asking Alberta School Boards to draft a policy that supports students and reflects changed in the Alberta Human Rights Act and Bill 10.

Resolution #BD20160126.1009

MOVED by Trustee Tucker that the Board of Trustees host a series of community meetings in respect to Bill 10.

Carried

**Acme/Carbon/Dr.
Elliott (K. Ratzlaff/M.
Steen)**
(School Monitoring
Reports)

Superintendent Daverne welcomed K. Ratzlaff, Principal and M. Steen, Associate Principal (Acme/Carbon/Dr. Elliott), who presented the Schools' education plan and results achieved. Superintendent Daverne and Chair Price thanked them for their presentation.

**H. Bilton -
CAREERS: The Next
Generation**
(Presentation)

Superintendent Daverne and the Board of Trustees welcomed H. Bilton and S. McKay from CAREERS - The Next Generation for their presentation.

Resolution #BD20160126.1010

MOVED by Trustee Nielsen that the Board of Trustees extend the Board Meeting past 4:30 p.m.

Carried

Resolution #BD20160126.1011

MOVED by Trustee Bazant that the Board of Trustees go *In Camera* at 5:20 p.m. to discuss legal matters.

Carried

Resolution #BD20160126.1012

MOVED by Trustee Tucker that the Board of Trustees rise from *In Camera* at 5:34 p.m.

Carried

Resolution #BD20160126.1013

MOVED by Trustee Bazant that the Board of Trustees have administration thank the Town of Trochu for their letter and how we value their relationship.

Carried

ADJOURNMENT

Resolution #BD20160126.1014

MOVED by Trustee Nielsen that the meeting adjourn at 5:36 p.m.

Carried

Chair

Secretary-Treasurer

Draft



MINUTES

Golden Hills School Division No. 75

Special Meeting of the Board of Trustees

Meeting Type : SPECIAL BOARD MEETING

Date : Monday, February 08, 2016

Start time : 1:00 PM

Location : Office of Superintendent B. Daverne - Conference Call

Minutes

Attendance

Present were:

a) Chair

- David Price (via Conference Call)

b) Vice-Chair

- Larry Tucker (via Conference Call)

c) Trustees

- Joyce Bazant
- Barry Kletke (via Conference Call)
- Alan Larsen
- Sherri Nielsen (via Conference Call)

d) Superintendent of Schools

- Bevan Daverne

f) Secretary/Treasurer

- Tahra Sabir

Call to Order

Chair Price called the meeting to order at 1:07 p.m.

In Camera

Resolution #SM20160208.1001

MOVED by Trustee Nielsen that the Board of Trustees go *In Camera* at 1:17 p.m. to discuss legal matters.

Carried

Recreational Facility Visioning - Strathmore New K-9 School (Action Items)

Resolution #SM20160208.1002

MOVED by Trustee Kletke that the Board of Trustees elect 2 Trustees plus an alternate Trustee to sit on the Recreational Facility Visioning Committee.

- Trustee Bazant,
- Trustee Tucker
- Trustee Larsen (Alternate).

Carried

Trustee Tucker left the conference call at 1:17 p.m. due to conflict of interest.

**Provincial
Bargaining - Update
on new
Developments**
(Action Items)

Chair Price presented information to the Board of Trustees pertaining to new information on the Provincial Bargaining developments. The next meeting will be held before our Board meeting, Thursday, March 3, 2016.

Resolution #SM20160208.1003

MOVED by Trustee Larsen that Trustee Bazant attend the Wheatland Regional Partnership Meeting being held on Tuesday, February 9, 2016 on behalf of Golden Hills School Division No. 75.

Carried

Resolution #SM20160208.1004

MOVED by Trustee Kletke that the Board of Trustees rise from In Camera at 1:56 p.m.

Carried

ADJOURNMENT

Resolution #SM20160208.1005

MOVED by Trustee Nielsen that the meeting adjourn at 1:57 p.m.

Carried

Chair

Secretary-Treasurer

Draft



BUDGET DEVELOPMENT PRINCIPLES and PROCESS

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

March 3, 2016

Background:

In accordance to the School Act S. 147 (2)(b) the Board of Trustees is required to submit to the Minister an annual budget for the fiscal year beginning September 1, 2016.

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
March	Budget Announcement Late March	Minister of Education
March - April	Budget Review and Gather Information about: <ul style="list-style-type: none"> • Global Challenges • Budget Challenges by Envelope • Analysis of Demographics <ul style="list-style-type: none"> -enrolment estimates • Provincial Grants • Expenditure Estimates <ul style="list-style-type: none"> -salary and cost benefits 	Executive Team
March-May	Budget Development Stage <ul style="list-style-type: none"> • Budget Allocations • Expenditure Decisions 	Administrators and Managers
February -May	Budget Consultation <ul style="list-style-type: none"> - Where are we Now? - Where are we Going? - Where do we want to Go? 	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 2016-2017 fiscal year subject to a potential review following a provincial budget announcement.

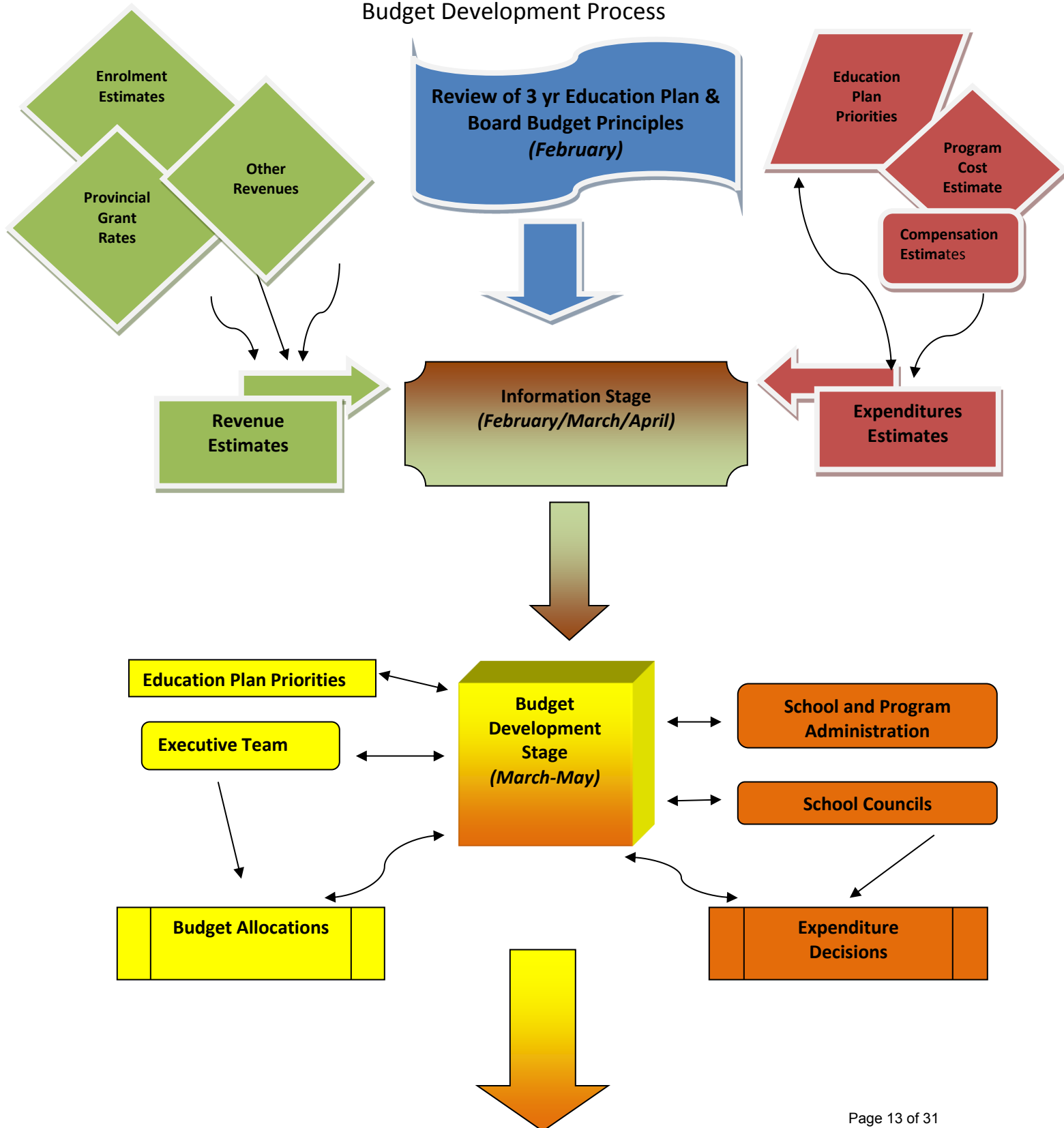


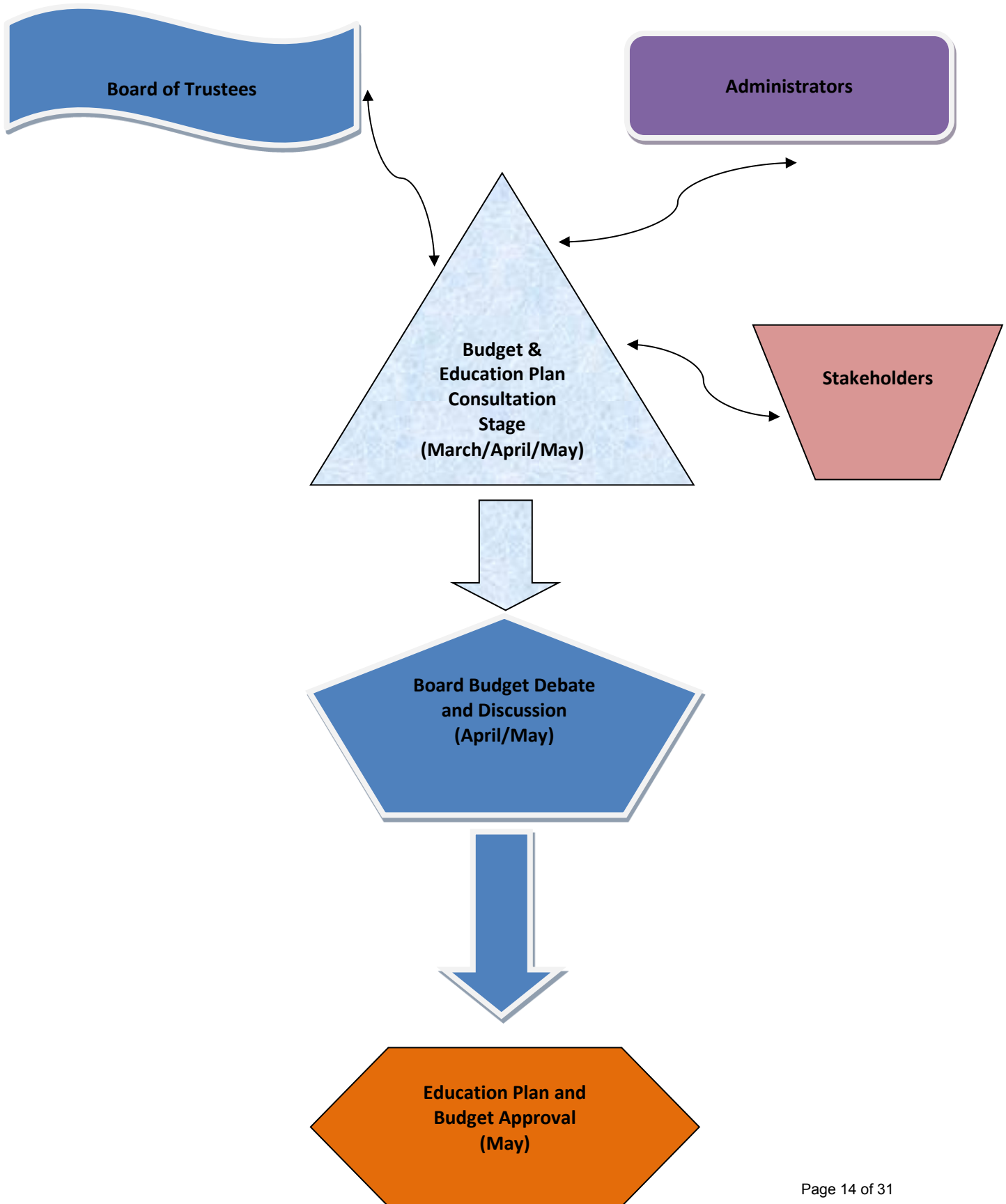
Bevan Daverne
Superintendent



Tahra Sabir
Secretary-Treasurer

Golden Hills School Division No. 75 Budget Development Process







Delegation of Authority

Capital Projects

"Inspiring confident, caring citizens of the world"

March 3, 2016

Background:

Alberta Infrastructure requires boards to have a motion giving delegated authority for an individual to act on behalf of the board to approve or sign contracts related to capital projects.

Recommendation:

The Board authorizes the Superintendent to do any act or thing or exercise any power that the Board may do, or is required to do or exercise, except those matters which, in accordance with section 61(1) of the School Act, cannot be delegated.

1. The superintendent is delegated the authority to develop Administrative Procedures that are consistent with provincial policies and procedures for the following areas:
 - a) Planning and establishing school building upgrades
 - b) Awarding of contracts for the design and construction of Capital and IMR Projects

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

Bevan Daverne
Superintendent

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

Tahra Sabir
Secretary-Treasurer



ENROLMENT BACKGROUNDER

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

March 3, 2016

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 December 31, 2015 enrolment of provincially funded students, Siksika funded students and International funded students.

Alberta Education calculates funding for Kindergarten to Grade 9 based on the full-time equivalent student count as of September 30, 2015. High school funding is based on the Credit Enrolment Units earned per student.

Recommendation:

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

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

Bevan Daverne
Superintendent

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

Tahra Sabir
Secretary-Treasurer

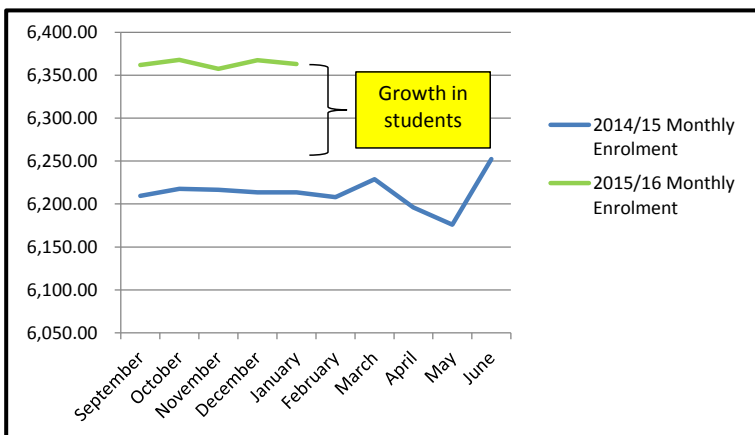
Golden Hills School Division No. 75 Enrolment

Summary of Totals - Year to Year Comparison

December 31, 2015 & January 31, 2016

Funded Total Enrolment	31-Jan-16 Enrolment	31-Dec-15 Enrolment	Difference	% Change
Provincially Funded Students	6,075.50	6,080.00	-4.50	-0.07%
Siksika Students	154.00	154.00	0.00	0.0%
International Students	133.60	133.60	0.00	0.0%
Total	6,363.10	6,367.60	-4.50	-0.1%

Last Year Monthly Enrolment & Comparison to September 2014



Grade Figure Analysis Comparison of Sept 2015 and Sept 2014

Provincially Funded	30-Sep-15	30-Sep-14	Difference	% Change
Kindergarten	215.50	234.00	-18.50	-7.9%
Grades 1-3	1,414.00	1,426.00	-12.00	-0.8%
Grades 4-6	1,445.00	1,414.00	31.00	2.2%
Grades 7-9	1,458.00	1,347.00	111.00	8.2%
Grades 10-12	1,533.50	1,493.00	40.50	2.7%
Total	6,066.00	5,914.00	152.00	2.6%

Schools - Year to Year Comparison

Configuration	SCHOOL	January 31, 2016 Provincially Funded	December 31, 2015 Provincially Funded	Difference	% Change
K-6, 10-12	Acme School	197.00	203.00	-6.00	-3.0%
K-6	Brentwood Elementary School	352.50	348.50	4.00	1.1%
K-9	Carbon School	94.00	95.50	-1.50	-1.6%
K-6	Carseland School	60.00	59.50	0.50	0.8%
K-8	Central Bow Valley School	26.00	23.00	3.00	13.0%
7-9	Crowther Memorial Jr. High School	563.00	557.00	6.00	1.1%
K-9	Dr. Elliott Community School	168.50	166.50	2.00	1.2%
7-12	Drumheller Valley Secondary School	401.00	395.00	6.00	1.5%
K-6	Greentree School	421.00	422.50	-1.50	-0.4%
K-6	Hussar School	37.50	37.00	0.50	1.4%
K-12	Prairie Christian Academy School	251.00	248.00	3.00	1.2%
K-6	Rockyford School	33.50	35.00	-1.50	-4.3%
K-12	Standard School	235.00	239.50	-4.50	-1.9%
10-12	Strathmore High School	610.00	611.00	-1.00	-0.2%
K-12	Three Hills School	463.50	475.00	-11.50	-2.4%
K-9	Trinity Christian Academy	148.00	147.00	1.00	0.7%
K-12	Trochu Valley School	306.50	315.00	-8.50	-2.7%
K-6	Westmount School	449.00	438.00	11.00	2.5%
K-6	Wheatland Elementary School	368.50	371.00	-2.50	-0.7%
	Totals	5,185.50	5,187.00	-1.50	0.0%
Configuration	SCHOOL	Provincially Funded	Provincially Funded	Difference	% Change
7-9	Anchors II Outreach	10.00	10.00	0.00	0.0%
7-12	Drumheller Outreach	18.00	18.00	0.00	0.0%
1-12	Golden Hills Learning Academy	109.00	109.00	0.00	0.0%
1-12	NorthStar Academy	380.50	380.50	0.00	0.0%
7-12	Strathmore StoreFront	32.00	32.00	0.00	0.0%
10-12	Trochu Valley Outreach	0.00	0.00	0.00	0.0%
	Totals	549.50	549.50	0.00	0.0%
Configuration	COLONY SCHOOLS	Provincially Funded	Provincially Funded	Difference	% Change
K-9	Colonies	340.50	343.50	-3.00	-0.9%



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

Susan Sturt-Gauthier, Transportation Support

Helen Baines, School Bus Operator Trainer/ Evaluator

March 1, 2016

REPORTING PERIOD: September 2, 2014 – August 31, 2015 and September 1, 2015 to current

OVERVIEW: 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 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.
- Transportation Fees - It has been three and half years since Golden Hills eliminated all transportation fees (September 1, 2012).
- Future Initiatives – Continue to increase efficiency with increased flexibility to support Golden Hills' program initiatives while keeping costs within funding limits.
- Currently (2015/2016) Golden Hills operates 93% and contractors operate 7% of the bus route, which was the same in the prior year (2014/2015).

75 Board Operated
6 Contracted

RECOMMENDATION:

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

Safety - #1 Priority

Golden Hills transports over 3,000 students, 176 (14/15) & 177 (15/16) 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 bussing industry to develop a standardized route risk assessment checklist

to ensure that all areas of the province are consistently applying best practices concerning the safety of routes and any modifications required due to adverse conditions such as weather and geographical challenges. This government program formalizes the procedures and standardizes the assessments for all routes in Alberta.

Safe Driving Program

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.

Three classes of new school bus operators have gone through the program and Golden Hills was complimented by the examiner on the standard of training they had received when they took their road tests.

New Operator Training

Dexterity Testing	<ul style="list-style-type: none"> ✓ A series of physical tests to ensure that the driver is physically able to: <ul style="list-style-type: none"> - Execute a full pre-trip inspection - Move in the seat to minimize blind spots - Maneuver the bus safely - In an emergency situation to evacuate the bus.
Skills Circuit Training	<ul style="list-style-type: none"> ✓ A series of activities and demonstrations which get the driver really familiar with the bus, how it maneuvers in tight spaces, how to correctly adjust and use the mirrors, and to raise awareness of the blind zones around the bus before they head out on the road. ✓ The purpose of the skills circuit training is to make the driver aware of the bus and to get them comfortable with the bus in a controlled environment. <p>Serpentine and Tail Swing Demonstration Videos</p>
Classroom Training	<p>There is a lot for new school bus operators to learn, classroom training allows us to cover and prepare operators for situations which they will only encounter when they have passengers on their bus. Classroom training covers:</p> <ul style="list-style-type: none"> ✓ Health & Safety ✓ Workplace Hazardous Materials Information System (WHMIS) ✓ School Bus Inspections and Maintenance ✓ Loading, Unloading, Transporting Passengers and Passenger Management ✓ Bus Manoeuvres and Defensive Driving ✓ Emergencies, Bus Evacuations, First Aid, Emergency Equipment and Mechanical Breakdowns ✓ Passengers with Disabilities, Mobility Aids and Child Safety Seats

On Road Training	<p>This covers:</p> <ul style="list-style-type: none"> ✓ The Pre-trip Inspection ✓ Yard Procedures ✓ Backing Procedures ✓ General Driving ✓ Highway Driving ✓ City Driving and Procedures ✓ Town Driving and Procedures ✓ Country Driving and Procedures ✓ Student Pick-Ups and Drop-Offs ✓ Rail Road Crossings ✓ "Turn Around" and various bus maneuvers ✓ Advanced Driving Techniques and the SMITH System(5 Keys): <ul style="list-style-type: none"> 1. Aim High In Steering 2. Get The Big Picture 3. Keep Your Eyes Moving 4. Leave Yourself An Out 5. Make Sure They See You ✓ The Post Trip Inspection
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School Bus Operator Evaluations

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

Scheduled Evaluation	<p>Evaluations are scheduled for the following reasons:</p> <ul style="list-style-type: none"> • Probationary <ul style="list-style-type: none"> - Operators must complete a satisfactory on-road evaluation within three months of employment • Scheduled <ul style="list-style-type: none"> - Operators aged under 47: Every 5 years - Operators aged 47-67: Every 3 years - Operators aged over 67: Annually • Remedial, for example <ul style="list-style-type: none"> - Preventable Collision - Parent Complaint - Unsatisfactory Observation etc.
On-Road Observation	<p>From time to time Golden Hills randomly tails our drivers to observe their driving habits and monitor their student management.</p>
School Representative* and Parent Evaluation <small>*An administrator or delegate responsible for monitoring the buses at the school</small>	<p>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.</p>

Golden Hills has conducted 39 evaluations this year. 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.

Route Risk Assessments

Route Risk Assessments have been conducted formally by Golden Hills for the last three years. These assessments are filled out by every driver in the division and then returned to the Transportation Department. Approximately 43% of the forms returned had no issues. The other 57% were returned with concerns such as weather conditions, sight distances and traffic volumes. 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">• May change from gate service to yard service or vice versa; or• Installation of signs; or• Route reconfigured to change direction of travel for the bus; or• Re-locate stop to different location.• Encourage home owners to prune trees, shrubs, etc. to improve line of sight• Communicate with counties to have trees/bushes on public property pruned• Use SMITH System to improve skills (Big Picture etc.)
Traffic Volume	Picking up/dropping off on busy highway	<ul style="list-style-type: none">• Warning lights on earlier and for longer periods of time• Instruct students on safety and danger zones
Left-handed Stops	Review safety implications of left handed stops	Made changes for high traffic routes as follows: <ul style="list-style-type: none">• Obtain permission from parents to have bus pick up student in yard, if possible• Re-route bus route to change from left handed to right handed

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

Bus Route Inclement Weather

In January 2015 Golden Hills implemented an updated Inclement Weather Administrative Procedure. 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 closure have been 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 today.

Bus drivers continue to 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. If conditions are deemed to be unsafe, one driver acting on behalf of all the drivers in the area affected will call the administrator(s) of the school(s) to inform them of the decision not to run the busses. Administrators will then evaluate road conditions and weather trends and make the decision on the level of closure for their school.

If the decision is to declare either a yellow or red closure level, the administrator will call the Superintendent for approval. A green level of closure (when only some busses are not running) does not require approval.

In order to assure that the messaging to students, parents, and staff is distributed in a timely manner, we try to make the decision prior to 6:30 am.

Significant changes were made, a couple years ago, in how information regarding school closure is communicated to all stakeholders. Messaging consistent with the level of closure (and with the travel recommendations) will be distributed by voicemail, text or email using Synrevoice to staff and parents. The message will also be posted to the social media (school/division websites, Twitter, and Facebook pages). Notice of school closure will NO LONGER be distributed by radio or television stations.

Each school will begin the process of informing parents of the change and to direct them to check social media in the event of inclement weather.

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. This has been successful since its implementation in January 2013. The majority of buses that could not run in the morning due to inclement weather ran in the afternoon. Since this is a new approach and fortunately inclement weather does not happen on a regular basis it will take some time

for parents to adjust to the afternoon bus running. As a result the afternoon buses continue to have minimal numbers of students on them. However, we anticipate this to increase over time.

2014/15 AM Bus Cancellations	2014/15 Bus Ran in PM	2014/15 Run Cancelled PM
15	6	9

No Child Left Behind

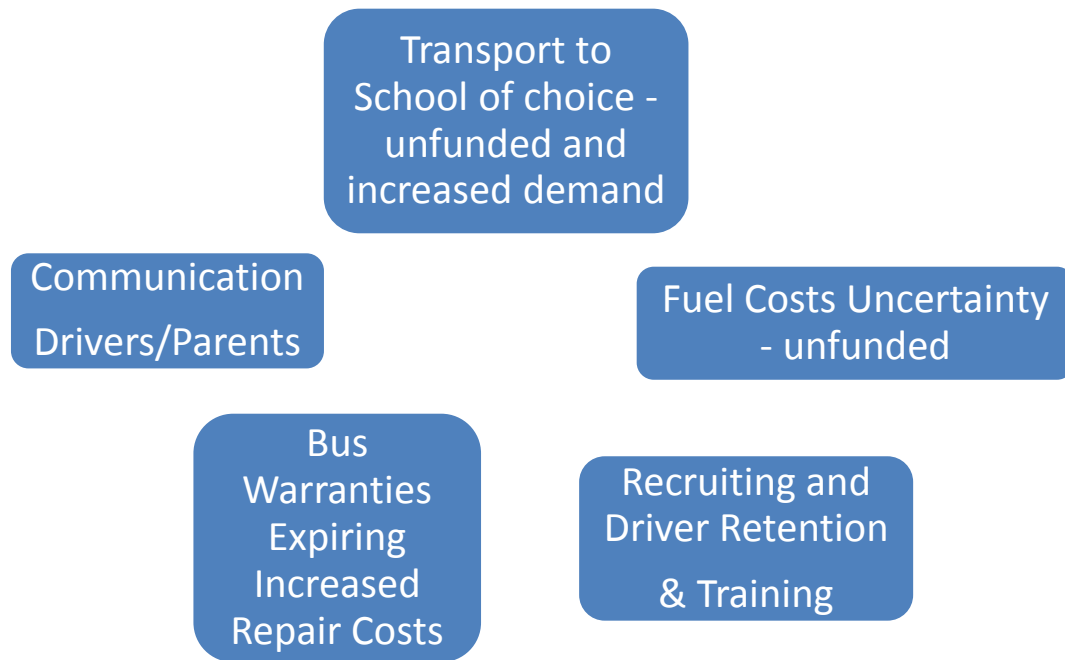
"No child left behind" is a system that forces the driver to go to the back of the bus before it can be shut off. This prevents students from being left on a bus after a run. Currently 83% of the buses we own have the system. Through the replacement process, all of the new purchases are ordered with system included. Last year we recommended retrofitting the newer current fleet buses with a system, however we have had some challenges in finding a system that can be retrofitted properly. 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 2015/2016 and provides the 2014/2015 audited financial statements.

Description	Budget 2015/2016	% of Budget	AFS 2014/2015	% of Budget
Revenue				
Grants	3,810,455.00	98%	3,704,799.00	98%
Fees/Other sales & services	50,000.00	2%	54,348.00	2%
Total Revenue	3,860,455.00	100%	3,749,148.00	100%
Expenses				
Salaries and Benefits	1,992,785.00	49%	1,917,568.00	48%
Supplies and Services	1,364,760.00	34%	1,430,480.00	35%
Amortization	687,578.00	17%	644,724.00	17%
Total Expenses	4,045,123.00	100%	3,992,771.00	100%
Net Deficit	(184,668.00)		(233,623.00)	

Pressure Points



Fee Structure

In the past Golden Hills has relied on the transportation fees to help fund the various shortfalls. However, Golden Hills eliminated all transportation fees as of the 2012/13 school year.

Since the elimination of transportation fees enrolment has increased significantly. Based on feedback from the public, this has been in part due to the elimination of fees.

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 busses are replaced within the appropriate time periods while taking budget constraints into consideration.

Age of Bus	2015/16 Number of Buses	2015/16 Percentage of Fleet	2014/15 Number of Buses	2013/14 Number of Buses
0-2 years	48	53%	42	43%
3-5 years	27	30%	22	23%
6-10 years	10	11%	17	18%
11-17 years	5	6%	16	16%
Total	90		97	

Currently Golden Hills operates 81 routes; however spare buses (10%) 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 busses;
2. Having busses 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.

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.

2014/15 Total Field Trips	2014/15 In Town Field Trips	2014/15 Out of Town Field Trips	2014/15 Number of Schools
431	127 (29%)	304 (71%)	18

We supply both operators and buses for school field trips.

Currently schools pay \$20 per hour for the operator and \$0.85 per km for the use of the school bus. The **STAA** (Student Transportation Association of Alberta) recently conducted a survey of their member school division's charter rates.

STAA Bus Operator Hourly Rate	STAA Cost per Km
Low \$15.42/hr (+ benefits)	Low \$0.81 /km
High \$25.62/hr (+benefits)	High \$1.36/km
Average Operator Hourly Rate \$20.52/hr (+benefits)	Average Cost per Km \$1.09/km

We will be looking at adjusting the per kilometre rate in fall of 2016. The impact of this will be that schools may have to charge their parents more for field trips. As we are currently running a deficit in transportation this will help cover more of the expenses associated with buses supporting field trips.

Bus Size

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

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

Board and Contracted Route Information

Costs

- Cost per kilometer is less for Board than Contracted routes.
 - 2014/2015 - 14% less - \$2.10 per km/ Contracted is \$2.39
 - 2013/2014 - 19% less - \$2.03 per km/Contracted is \$2.41

Number of Routes

- 2014 - 8 contracted routes were taken back by Golden Hills School Division
- Table below shows how Board owned routes have increased to reduce costs and increase flexibility.

History of Routes

Year	Total Routes	Board Operated	Percent Board Operated	Contracted	Percent Contracted
2015/2016	81	75	93%	6	7%
2014/2015	81	75	93%	6	7%
2013/2014	79	65	82%	14	18%
2012/2013	77	43	56%	34	44%

Staffing

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

	2015/2016	2014/2015
Administration/ Driver Evaluator	2.6 FTE	2.6 FTE
Trades	3.6 FTE	3.6 FTE
Bus Drivers	75 FTE	75 bus drivers
Parts Person	0	0 (1 unfilled position)
Shop Helper	1.0 FTE	1.0 FTE
Total	82.2	82.2

2013/2014 had a 1.0 FTE Parts Person, however unfilled in 2014/2015

Golden Hills has maintenance shops 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 5,000km or 10,000km depending on the type of engine.

Currently the newer V8 and V6 cylinder engines require oil change every 10,000 km, however any bus older than the year 2,000 requires oil change every 5,000 km (currently have 3).

Ridership Information

In 2015/2016 Golden Hills is transporting 3,055 funded students (2014/2015 – 2,793 students), which represents 50% (47% in 2014/2015) of our regular funded student enrolment. Alberta has approximately 600,000 students and about 50% of those students ride the bus on a daily basis.

Urban and Rural

Table below shows the distribution percentage of urban and rural funded students transported by bus for two years.

Year	Totals	Urban	Rural
2015/2016	3,055	28% (844)	72% (2,211)
2014/2015	2,793	24% (682)	76% (2,111)

The number for both urban and rural students increased.

These numbers do not include Siksika and International students.

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	2015/2016	Percentage	2014/2015	Percentage
Urban	373/844	44%	330/682	48%
Rural	269/2,211	12%	160/2,111	8%
International	12/170	7%	29/170	17%

Courtesy Ridership increased 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 rider - 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	2015/2016	Percentage	2014/2015	Percentage
Urban	241/844	29%	174/682	26%
Rural	328/2,211	15%	342/2,111	16%

Choice ridership has increased for urban but decreased for rural. This is in line with our population trend where population is increasing in the urban areas and decreasing in the rural areas. 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 121 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	2015/2016 # of Students	2014/2015 # of Students
Regular School Bus	114	96
Taxi or Handicap Bus	5	8
Parent Provided	2	4
Totals	121	108

Riders under Agreement

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.

The following are the school divisions with transportation agreements with Golden Hills.

School Division	No. of Students Not Attending Golden Hills 2015-2016	No. of Students Attending Golden Hills from other Districts 2015-2016
GHSD students attending Grasslands	20	
Palliser students attending GHSD (under agreement)		5
Prairie Land students attending GHSD		13
GHSD students attending Prairie Land	6	
GHSD students attending Chinook's Edge	17	
Chinook's Edge students attending GHSD		17
Chinook's Edge students attending GHSD (meeting an existing stop)		2
Totals	43	37

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

Ride times have decreased over the last couple of years as per the table below:

One Way Minutes	2015/2016	2014/2015	2013/2014
75+	1%	1%	1%
61-75 minutes	6%	9%	5%
46-60 minutes	10%	16%	18%
0-45 minutes	83%	74%	76%

Decreased ride times are a result of:

- More students have moved from rural areas to urban areas; and
- More board owned runs; increased flexibility within system.

Communication and Culture

Communication and “customer service” are two areas of importance within the Transportation Department. Areas of concerns are 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, improvements/enhancements are being made and will be ongoing.

Below is a table with some of the various issues and appropriate resolutions summarized.

Date	Issue	Resolution	Date Resolved
May 2015 - ongoing	WIFI /GPS Pilot	Piloted WIFI/GPS on two busses with premise being that GPS would assist in location and monitoring of busses, eventual remote diagnosis of bus mechanical issues and lastly providing WIFI for students and operator	Ongoing
Jan 2015	Communication with parents	Introduced use of Synrevoice for parent/driver/transportation dept. communication	Initial Testing Feb 2015
Jan 2015	Inclement Weather	Creation of new Inclement Weather Administrative Procedure and procedures	Jan/Feb 2015

Date	Issue	Resolution	Date Resolved
		in various areas of Golden Hills School Division – communicated to drivers at staff meetings	
Aug 2014	Communication between transportation dept. and bus drivers	Staff meetings, introduction of Golden Hills School Division email addresses for all regular drivers, establishing Driver Improvement Committee	Ongoing
Aug 2014	Communication between transportation dept. and schools	Creation of “shared” passenger lists on Google Sheets, communication regarding cancelled/late bus runs	Ongoing
Aug 2014	Communication between bus driver’s “rolling classrooms” and school	Facilitate meetings at all schools/campuses between administrators and drivers	Ongoing
Aug 2014	Disbursement of accurate route/passenger information to bus drivers	Organizational meetings held in Strathmore and Trochu with drivers	Ongoing (annual)
Sept 2014-ongoing	Students in Strathmore requesting transportation has increased, which resulted in capacity and logistic issues.	Re-assigned some routes as well as added more routes.	Ongoing
Sept 2014	Parent request for siblings to ride the same bus even if they are going to different schools.	A lot of communication with parents as there are capacity and scheduling challenges; however changes were made when possible.	Sept 2014
Sept 2013	Communication between bus drivers and parents.	Realized a need for further bus driver training. Various communication with drivers on: <ul style="list-style-type: none"> • Emergency situations • Weather and road conditions • Ensure student lists and contacts are up to date • Distribution of Bus Driver Handbook 	Jan 2014
Dec 2013	Communication regarding inclement weather	<ul style="list-style-type: none"> • Memo to bus drivers reiterating the importance of communication with parents and schools. • Updated contact list with schools. • Set up training days for bus drivers in February 2014. 	Dec 13 - ongoing

Stakeholder Issues

Issue	Summary	Resolution
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.
Student Left at Incorrect Bus Stop	Kindergarten student was left at incorrect stop.	Reviewed incident and took appropriate action. GHSD does not currently have a policy regarding K-1 student drop-offs but advised all drivers regarding best practices.
Bus Operator Communication	Operators not communicating with parents.	Fan out Lists used (text message) 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.
Route Optimization Concerns	Concerns with bus routes travelling on same RR in East Wheatland. One bus (express) to Cluny and areas east uses the same RR as route children live on. Express passes by at 3:40 and the children’s route arrives at their home about 4:15.	Possibly move children to express bus for pm run only as this should have minimal impact on the students on the Cluny run.
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.

Proposed Areas for Advocacy

1. Choice – funding to follow choice principle
2. Equitable Funding Model – funding for rural areas
3. WIFI on buses – funding initiative