



# **GOLDEN HILLS**

## **SCHOOL DIVISION**

# *AGENDA*

**TYPE:** Regular Board Meeting

**DATE:** 1/23/2024      **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 December 12, 2023 Action

### **8.0 REPORTS**

- A) Chair's Report
- B) Board Committees
- C) Board Representatives to External Organizations
- D) Administration Reports

### **9.0 NEW BUSINESS**

- A) Action Items
  - 9.1 Public School Boards Association (PSBAA) Membership Review (J. Grimsdale) Action
  - 9.2 Alberta School Boards Association (ASBA) Survey - Draft Position Statement Framework (J. Grimsdale) Action
- B) Information Items
  - 9.3 First Quarter Financial Report (Sept/Oct/Nov) (T. Sabir) Info
  - 9.4 Monthly Enrolment Monitoring Report (Dec) (T. Sabir) Info
  - 9.5 Canada Revenue Agency (CRA) Mileage Rate Allowance 2024 (T. Sabir) Info
  - 9.6 Inclusive Education Report (2022-23 Results and 2023-24 Plans) (J. Grimsdale) Info
  - 9.7 School Summaries Report (T. Sabir) Info

### **10.0 ADJOURNMENT**



# MINUTES

---

## Golden Hills School Division

### Regular Meeting of the Board of Trustees

Location: Boardroom of the Golden Hills School Division

Start Time: 9:30 AM

**Tuesday, December 12, 2023 (9:30 AM)**

### 1.0 Attendance

Present:

- a) Chair
  - Laurie Huntley
- b) Vice Chair
  - Barry Kletke
- c) Trustees
  - Jen Mertz
  - Jim Northcott
  - Rob Pirie
- d) Superintendent
  - Jeff Grimsdale
- f) Secretary Treasurer
  - Tahra Sabir
- g) Recording Secretary
  - Kristy Polet

Absent:

- c) Trustee
  - Justin Bolin
- e) Deputy Superintendent
  - Wes Miskiman

### 2.0 Call to Order

Chair Huntley called the meeting to order at 9:32 a.m.

### 3.0 Acknowledgment

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

Chair Initials \_\_\_\_\_ Secretary Treasurer Initials \_\_\_\_\_

## 4.0 In Camera

### 4.1 In Camera

**Recommendation: BD#20231212.1001**

**MOVED by Trustee Northcott** that the Board of Trustees go In Camera at 9:33 PM.

### 4.2 Out of In Camera

**Recommendation: BD#20231212.1002**

**MOVED by Trustee Mertz** that the Board of Trustees rise from In Camera 10:48 AM.

Recessed at 10:40 AM

Reconvened at 11:04 AM

## 5.0 Approval of Agenda

### 5.1 Approval of Agenda

**Recommendation: BD#20231212.1003**

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

## 6.0 Welcome Public, Vision and Mission Statements

## 7.0 Presentation of Minutes

### 7.1 Regular Minutes of November 28, 2023

**Recommendation: BD#20231212.1004**

**MOVED by Trustee Pirie** that the Board of Trustees approve the Regular Minutes of November 28, 2023, as presented.

## 8.0 REPORTS

### A) Chair's Report

Chair Huntley presented information on the following topics:

- Alberta School Boards Association (ASBA) Zone 5 meeting discussed parent complaint procedure.
- Chair Huntley submitted an article in the Public School Boards Association of Alberta (PSBAA), The Advocate (November 2023 addition) based on our Powerful Learning Framework and Collaborative Days.
- Golden Hills has been asked to present at the Public School Boards Association of Alberta (PSBAA) SGM in 2024. Consultant, Deb Hinds-Nunziata will be the guest speaker.
- Discussed the expansion of the Alberta Security Infrastructure Program is a grant that will ensure all Albertans can live, learn, and worship freely and safely. The program provides communities or identifiable groups at risk of hate-motivated violence, harassment, or vandalism with funding to improve their safety.
- December 11, 2023, Speaker's Corner with Alberta Education and Kingsgate Legal was attended virtually. Discussion revolved around the Code of Professional Conduct for Teachers and Teacher Leaders, requirements for Trustee Codes of Conduct, and the Recall Act (Bill 52).
- Discussed meeting with MLA Chantelle de Jonge.
- The Board of Trustees expressed their greetings to staff and other stakeholders.

Chair Initials \_\_\_\_\_ Secretary Treasurer Initials \_\_\_\_\_

## **B) Board Committees**

No information at this time.

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

Trustees Northcott and Pirie presented information on the Alberta School Boards Association (ASBA) Zone 5 meeting that was held December 1, 2023.

- Edwin Parr Committee meeting taking place December 19, 2023 at the Indus Arena.
- Professional Development Day will be held on Friday, January 12, 2023 at the Golden Hills Division Office for Zone 5.

There is no new information to bring forward for the Rural School Board Caucus (RSBC) or Alberta School Boards Association (ASBA).

## **D) Administration Reports**

Secretary Treasurer Sabir presented information on the following topics:

- Facilities Update:
  - Wheatland Crossing Fitness Center - starting on the drywall.
  - Trinity Christian Academy Addition - is in various stages, security cameras being installed, installing a 19' video wall, other stages are depending on the weather.
  - Strathmore High School – electrical work in process for new video wall, sanitary sewer system smoke test completed.
  - Strathmore Maintenance Shop - roof top unit has been installed.
  - Trochu Maintenance Shop - HVAC system upgrades are complete, fully functioning.
  - Drumheller Valley School Bus Loop - exploring options with existing bus loop.
  - NorthStar Academy - relocating from Didsbury to Red Deer County, the move will be complete in the new year.
  - Dr. Elliott - shop boilers have been installed.
  - Caretaking and Maintenance - short staffed due to illnesses.
- Transportation:
  - All regular routes have been successfully covered by regular drivers, still short on spare drivers and in process of building spare driver pool.
  - Alberta Education has extended the eligibility distances from 2024 to 2025.

Superintendent Grimsdale presented information on the following topics:

- New Administration Orientation was held at Division Office on December 7, 2023.
  - Discussed mentorship program, appreciate the guidance provided by an experienced administrator as it makes the transition easier.
- Kindergarten registration will begin after the Christmas break.
- December 5, 2023 - education leaders toured Bow Valley College, discussed the opportunity of Dual Credit courses.
- UFA fuel savings cards - discount works off of the volume of gas/fuel purchased.

## 9.0 NEW BUSINESS

### A) Information Items

#### 9.1 Monthly Enrolment Monitoring Report (November 2023) (T. Sabir)

Secretary Treasurer Sabir presented information on the Enrolment for the month of November 2023.

Recessed at 12:15 PM

Reconvened at 1:50 PM

#### 9.2 Technology Services Report (J. Grimsdale)

Superintendent Grimsdale presented information on the primary role of the Technology Services that supports the teachers, staff, and students throughout Golden Hills School Division. Technology infrastructure is key to supporting Powerful Learning whether in school or at home.

#### 9.3 International Program Report (J. Grimsdale)

Superintendent Grimsdale presented information on Golden Hills International Program, which provides opportunity for our resident students to experience global competencies by interacting with students around the world. Our international students have the opportunity to learn English and benefit from quality academic programming.

## 10.0 Guest

### 10.1 Chantelle de Jonge, MLA for Chestermere-Strathmore

Chair Huntley and Superintendent Grimsdale welcomed MLA, Chantelle de Jonge to our Board meeting during lunch break. The discussion was focused on future educational opportunities.

## 11.0 ADJOURNMENT

### 11.1 Adjournment

**Recommendation: BD#20231212.1005**

The Board of Trustees adjourned at 2:13 PM.

---

Chair

---

Secretary Treasurer

Chair Initials \_\_\_\_\_ Secretary Treasurer Initials \_\_\_\_\_



## PUBLIC SCHOOL BOARDS ASSOCIATION OF ALBERTA

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

**January 23, 2024**

---

### **Background:**

The Golden Hills School Division Board of Trustees joined the Public School Boards Association of Alberta for a trial period commencing in February 2013.

The Public School Boards Association of Alberta hosts the following meetings and events each year:

- a) **Public School Boards Council Meetings** – each Member Board chooses a representative who serves as their representative and attends each Council Meeting as a voting member. The Council meets three or four times a year – February, April, August, and November. These meetings are also open to all Trustees; thus, Boards often send additional Trustees who attend as Observers;
- b) **Spring General Assembly** – this gathering takes place May 30 – June 1, 2023, in Calgary, AB. Typically members bring the full Board along with their Superintendent and/or Secretary Treasurer.
- c) **Fall Events** – this includes our annual Trustee University / Lois E. Hole Dinner and Lecture / Annual General Meeting. The event begins on Monday evening and concludes on Wednesday, October 16-18, 2023, at the DoubleTree by Hilton, Edmonton. These events are open to all Member Trustees and Senior Administration;
- d) **Governance Seminars** – these one-day Professional Development seminars are offered in response to member requests.

During the Board of Trustees Organizational Meeting held every year in August, there are three Trustees voted in, one serves as the Board's Representative and the other two serve as the Board's Alternative. The Representative attends each Council Meeting as a voting member.

The PSBAA Membership was last reviewed November 29, 2022, as per below motion:

### **9.4 Public School Boards' Association of Alberta (PSBAA) Membership Review (B. Daverne)**

#### **Recommendation:**

No motion required at this time, for information only.



Event	2023	2024
Public School Board Council Meeting	February 9 - 10 DoubleTree - Edmonton	February 8 - 9 Hotel TBC
Public School Board Council Meeting	April 13 - 14 DoubleTree - Edmonton	April 11 - 12 Hotel TBC
Spring General Meeting	June 1 - 3 Westin Hotel - Calgary	May 30 - June 1 Westin Hotel - Calgary
Public School Board Council Meeting	August 9 - 11 Medicine Hat Lodge Medicine Hat	August 7 - 9 Hotel and Location TBC
<b>Fall Events:</b> - Lt. Gov. Lois E. Hole Lecture - Fall Conference - Annual General Meeting	October 18 - 20 DoubleTree - Edmonton	October 16 - 18 DoubleTree - Edmoton
Public School Board Council Meeting	November 17 - 18 DoubleTree - Edmonton	November 15 - 16 Hotel TBC

For Golden Hills to revoke its' membership with the Public School Boards' Association of Alberta, the Bylaws state:

- **Article 1.05 - Notice to Association**
  - Written application, or delivery in writing or in printed form, or written notice, or designation in writing may be provided to the Association by regular mail, or by courier service to the head office of the Association, or by e-mail to the attention of the Executive Director of the Association. The date of the notice shall be deemed the date received and acknowledged by the head office of the Association.
- **Article 3.05 - Resignation**
  - A Member may resign from the Association by giving written notice to the attention of the Executive Director at the head office of the Association before April 1. The date of the notice shall be deemed the date received and acknowledged by the head office of the Association. The resignation shall be effective on the last day of the Association's fiscal year in which notice is given.

**Recommendation:**

That the Board of Trustees reviews the continuation of membership in the Public School Boards Association (PSBAA).

---

Jeff Grimsdale  
Superintendent



## ALBERTA SCHOOL BOARD ASSOCIATION SURVEYS Draft Position Statement Framework

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

January 23, 2024

---

### **Background:**

As a membership-driven organization, ASBA provides several opportunities for collecting feedback and reporting to members on our Strategic Plan, including the Association's annual report, presentation of performance metrics at General Meetings, regular updates to our Board of Directors, and ongoing updates at zone meetings.

### **ASBA Draft Position Statement Framework Survey:**

The Draft Position Statement (Framework) is a living document created to help guide Alberta School Boards Association (ASBA) members in developing, drafting, and submitting position statements for consideration at ASBA General Meetings. Your feedback will be considered as the Framework is updated for future versions.

As part of ASBA's continuous improvement efforts, we would appreciate your feedback; a link to the survey is below.

Survey link: <https://www.surveymonkey.com/r/RSH9RQ2>

Survey deadline: **January 31, 2024**

### **Recommendation:**

That the Board of Trustees reviews and participates in the survey related to the draft Position Statement Framework.

A handwritten signature in blue ink, appearing to read "J. Grimsdale".

---

Jeff Grimsdale  
Superintendent of Schools



## FIRST QUARTERLY FINANCIAL REPORT

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

**January 23, 2024**

---

### **Background:**

The Office of the Auditor General (OAG) recommends that school board trustees hold management accountable for achieving goals while staying within budget. For trustees to hold management accountable they must monitor actual spending against the budget. The OAG recommends that this monitoring should be through quarterly interim reporting.

The Quarterly Financial Report provides monitoring information and major variances that will be reviewed.

The Quarterly Financial Report for September 2023 – November 2023 will be discussed at the Board Meeting.

### **Recommendation:**

That the Board of Trustees receives the Quarterly Financial Report as information and for the record.

A handwritten signature in blue ink, appearing to read "J. Grimsdale".

---

Jeff Grimsdale  
Superintendent

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

---

Tahra Sabir  
Secretary Treasurer



**Powering Hope and Possibilities**



# 1st Quarterly Report 2024

For the three months from September to November 2023

Prepared by the Finance Department for the January 23, 2024 Board Meeting

**I BUDGET BENCHMARKS**

The first quarterly financial report lists revenues and expenditures recorded to **November 30, 2023**, representing the first **three** months of the fiscal year. As there are three (3) months expended in Q1, the normal benchmark for comparison is 25% (3/12 months). For some categories 30% (3/10 months) is used to reflect expenses incurred only during the instructional months.

The **Spring 2023-24 Budget** was prepared by GHSD and submitted to Alberta Education. All budget points referenced in this report are from this spring 2023-24 budget.

**II ACTUALS AND COMPARISON TO BUDGET**

**A**

**Golden Hills School Division  
Statement of Revenue and Expenses  
Budget vs. Actual Variance  
Period - September 1, 2023 - November 30, 2023**

	Annual Budget	Q1 Prorated Budget	YTD Actuals	YTD Budget Variance	% Budget	Benchmark %
<b>Revenues</b>						
Alberta Education/Infrastructure	84,863,978	21,215,995	21,338,106	122,112	25%	25%
Federal government and/or First Nations	1,548,538	464,561	444,478	-20,083	29%	30%
Fees	1,608,087	482,426	702,681	220,255	44%	30%
Other revenues	9,692,665	2,423,166	4,606,260	2,183,094	48%	25%
Amortization	4,478,921	1,119,730	1,127,730	8,000	25%	25%
<b>Total revenues</b>	<b>102,192,189</b>	<b>25,705,879</b>	<b>28,219,255</b>	<b>2,513,377</b>	<b>34%</b>	<b>27%</b>
<b>Expenses</b>						
Certificated salaries & benefits	53,905,638	12,398,297	12,385,670	12,627	23%	23%
Non-certificated Salaries & benefits	18,937,480	4,923,745	5,285,397	-361,652	28%	26%
<b>Sub-Total</b>	<b>72,843,118</b>	<b>17,322,042</b>	<b>17,671,067</b>	<b>-349,025</b>	<b>25%</b>	<b>25%</b>
Supplies and services	23,482,897	7,044,869	8,515,244	-1,470,375	36%	30%
Amortization	5,816,174	1,454,044	1,547,912	-93,869	27%	25%
Interest charges	50,000	12,500	6,081	6,419	12%	25%
<b>Total expenses</b>	<b>102,192,189</b>	<b>25,833,454</b>	<b>27,740,304</b>	<b>-1,906,850</b>	<b>25%</b>	<b>27%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-127,576</b>	<b>478,951</b>	<b>606,527</b>		

*The surplus of \$479K for the first quarter is due to higher than expected fees other revenues, which includes SGF funds collected by schools and enrolment of students in International Student Services. Golden Hills also received additional funding from Alberta Education which were not included in original budget.*

*Supplies and services are higher in the first three quarters of the year and these expenses also variably increase in tandem with SGF and ISS revenue increases.*

**B NOTES ON COMPARISON TO BUDGET –REVENUES**

The **\$479K** year-to-date surplus of revenues over expenses is due, in part, to when payments are received.



**Additional payments from Alberta Education**



**School Generated Funds**

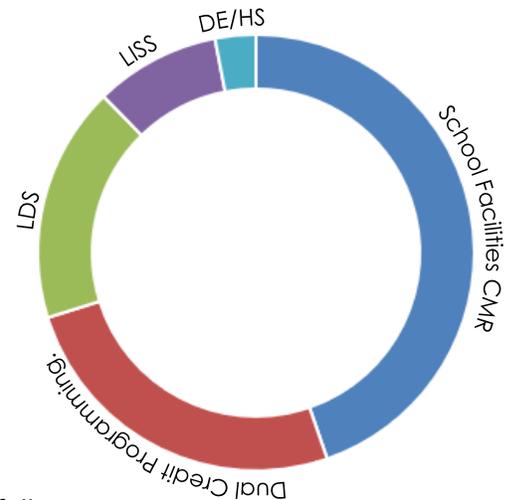


**International Student Fees**

In these categories, expenses typically lag behind revenue recognition, creating surpluses in the first quarter. We expect surpluses in the above categories to decrease in subsequent quarters as the full years’ expenses are incurred.

- **Additional Payments from Alberta Education** are normally disbursed on a monthly basis. Exceptions to this are those payments which are received either annually, bi-annually or as a one-time-payment:

<b>Additional Payments Received Q3</b>	<b>Amount Received</b>
■ School Facilities CMR	211,817
■ Dual Credit Programming	120,660
■ Learning Disruption Support (LDS)	82,960
■ Low Incident Support Services	43,972
■ Distance Ed/Online Ed/Home Ed	14,300
	<u>473,709</u>



- **School Generated Funds** Included in the Q1 operations are as follows:

<b>Category</b>	<b>SGF amounts collected - Q1</b>	
	<b>Current year</b>	<b>Prior year</b>
Fees	1,163,418	1,373,210
Athletics	379,428	345,606
Trips	195,172	184,247
Cafeteria/Lunch Programs	169,099	181,743
FT Kindergarten	70,159	66,444
<b>Total</b>	<u><u>1,977,276</u></u>	<u><u>2,151,251</u></u>

The majority of SGF fees are received and recorded in the first two quarters of the school year and represent current programs for students. All fees charged by schools are cost neutral.

**C NOTES ON COMPARISON TO BUDGET –EXPENSES**

**Certificated Salaries and Benefits**

Total certificated salaries and benefits for the Q1 were **\$12.4M** (23% of a \$53.9M budget) which is within the range of what the budget would permit by the 1<sup>st</sup> quarter.



*Overall, certificated salary and benefit costs are within the budgeted amounts, management does not expect any significant variances in the subsequent Q2.*

**Non-Certificated Salaries and Benefits**

Total non-certificated salaries and benefits for the Q1 were **\$5.3M** (26% of an \$18.9M budget) which is higher than the pro-rated budget. A significant portion of non-certificated staff is paid over 10 months and not 12 months; therefore, the expenditure is typically higher for first 10 months but decreases in the last two months of the fiscal year.



*Enrolment fluctuations in the fall may require staffing adjustments. As a result the budgeted amounts are often higher until June and balance out by the end of the year. Also, payroll costs trend lower over the summer months: we anticipate some fluctuation in quarterly labour costs, but that the annual totals will balance out at year-end.*

**Supplies and Services**

Supplies and services year-to-date are **\$8.5M** (36% of \$23.5M budget). Typically, many of these costs occur over a 10-month school year and not the 12-month fiscal year, resulting in higher costs in the first 3 quarters and lower costs in the 4<sup>th</sup> quarter. Department managers will continue to carefully monitor their budgets to ensure they stay within their spending limits.



*Overall, supply costs year-to-date at November 30th are 15% higher compared to the Q1 benchmark. Because supplies and services are variable expenses, this amount has increased as SGF and ISS revenues have increased; representing the cost of implementing increased trips, activities, and co-curricular programming.*

**III AVERAGE SOURCE AND USE OF CASH**

**A APPROXIMATE AVERAGE MONTHLY CASH FLOW VALUES**

Monthly Cash Flow Nov	
Grants	7,897,230
SGF Fees	632,282
Final TCA capital Payment	694,126
	<b>9,223,638</b>
Accounts Payable	3,752,486
Payroll	6,602,957
SGF amounts	700,029
<b>Total Cash Out</b>	<b>11,055,472</b>



Included in the grants and accounts payable totals are monthly operating grants and one-time expenses for capital projects.

**B GOLDEN HILLS IS CURRENTLY IN A POSITIVE CASH POSITION.**

As of Nov 30, 2024, **\$10.25M** of the cash balance has been invested into GIC's with maturing dates ranging from December 11<sup>th</sup>, 2023 to July 18<sup>th</sup>, 2025, earning yields ranging from 4.05% - 5.85%. Of these investments, \$500K are cashable within 90 days.

*With the latest inflation numbers coming out today at 3.1%, many financial institutions have begun to lower their longer-term rates in anticipation of cuts.*

*Golden Hills School Division has timed investments well during the peak of the interest rate market and locked in investments into multiple 1-year fixed-term GICs that are yielding [up to] 5.85% which we believe will look attractive in your portfolio by Q2 of next [calendar] year.*

*We have since seen declines in long-term investment options and are slowly seeing declines in short-term rates. Should Golden Hills School Division have additional funds to invest, and as current investments mature, we recommend continuing to monitor your cash flow and lock in funds for as long as possible before we see interest rates decline further.*

*-William Dorr, Senior Investment Advisor, Canaccord Genuity Corp.*

**IV REVENUE AND EXPENSES BY ENVELOPE**

**A**

**Golden Hills School Division  
Revenue and Expenses by Envelope  
From September 1, 2023 - November 30, 2023**

	SGF	ECS -Grade 12	Operations and Maintenance	Transportation	Board and System Admin	External Services	Total	Budget %	Benchmark %
<b>Revenue</b>									
Alberta Education/ Infrastructure	-	17,562,849	1,657,822	1,387,905	729,530	-	21,338,106	25%	25%
Federal Gov't/First Nations	-	444,478	-	-	-	-	444,478	29%	25%
Fees	656,867	45,814	-	-	-	-	702,681	44%	25%
Fundraising revenues -SGF	70,673	-	-	-	-	-	70,673	22%	25%
Other sales & services	1,236,260	671,741	-	-	-	2,330,810	4,238,811	50%	25%
Investment Income	-	-	-	-	185,956	-	185,956	100%	25%
Gifts & donations -SGF	13,476	-	-	-	-	-	13,476	5%	25%
Rental of facilities	-	1,200	38,419	-	-	2,500	42,119	42%	25%
Gain on disposal of Capital assets	-	-	-	1,100	-	-	1,100	100%	0%
Other revenues	-	54,125	-	-	-	-	54,125	10%	30%
Amortization of capital allocations	-	140,172	987,558	-	-	-	1,127,730	25%	25%
<b>Total revenues</b>	<b>1,977,276</b>	<b>18,920,379</b>	<b>2,683,799</b>	<b>1,389,005</b>	<b>915,486</b>	<b>2,333,310</b>	<b>28,219,255</b>	<b>35%</b>	<b>23%</b>
<b>Expenditures</b>									
Certificated salaries & wages	-	10,050,791	-	-	141,480	59,863	10,252,134	26%	25%
Certificated benefits	-	2,113,270	-	-	16,225	4,041	2,133,536	23%	25%
Non-certificated salaries & wages	-	2,565,284	542,782	553,025	319,637	239,367	4,220,095	29%	26%
Non-certificated benefits	-	727,975	144,810	70,121	76,161	46,235	1,065,302	30%	26%
Service, contracts and supplies	2,016,214	2,814,126	1,375,006	608,378	303,361	1,398,159	8,515,244	40%	25%
Amortization	-	171,356	1,121,669	144,360	71,468	39,059	1,547,912	27%	25%
Interest/bank charges	-	105	-	-	-	5,976	6,081	26%	25%
<b>Total expenses</b>	<b>2,016,214</b>	<b>18,442,907</b>	<b>3,184,267</b>	<b>1,375,884</b>	<b>928,332</b>	<b>1,792,700</b>	<b>27,740,304</b>	<b>28%</b>	<b>25%</b>
<b>Positive/-Negative variance to date</b>	<b>(38,938)</b>	<b>477,472</b>	<b>(500,468)</b>	<b>13,121</b>	<b>(12,846)</b>	<b>540,610</b>	<b>478,951</b>		

ECS -Grade 12 labour cost analysis	2023 Q1	2024 Q1	\$ Change	% Change
Certificated salaries	9,611,962	10,050,791	438,829	4.6%
Certificated benefits	1,985,355	2,113,270	127,915	6.4%
Non-certificated salaries & wages	2,324,774	2,565,284	240,510	10.3%
Non-certificated benefits	677,538	727,975	50,437	7.4%
<b>Total ECS -Grade 12 labour cost</b>	<b>14,599,629</b>	<b>15,457,320</b>	<b>857,691</b>	<b>5.9%</b>

**B ANALYSIS OF REVENUE/EXPENSES BY ENVELOPE**

**1. INSTRUCTION**

- School Generated Funds are allowable fees collected and held by individual schools and are associated with non-curricular supplies and travel as well as other fees to enhance education.

## 2. PLANT OPERATIONS AND MAINTENANCE (PO&amp;M)

Golden Hills School Division  
Statement of Revenue and Expenses - Comparison to Budget  
Plant Operations and Maintenance  
Period - September 2023 - November 2023

	Annual Budget	Q1 Prorated Budget	Q1 Actuals	Budget \$ Remaining	Q1 % Budget	Q1 Benchmark
<b>Revenues</b>						
Alberta Education	7,014,366	1,753,592	1,657,822	5,356,544	24%	25%
Other revenues	121,000	30,250	38,419	82,581	32%	25%
Amortization	4,032,264	1,008,066	987,558	3,044,706	24%	25%
<b>Total revenues</b>	<b>11,167,630</b>	<b>2,791,908</b>	<b>2,683,799</b>	<b>8,483,831</b>	<b>27%</b>	<b>25%</b>
<b>Expenses</b>						
Non-certificated salaries & benefits	2,759,604	689,901	687,592	2,072,012	25%	25%
Supplies and services	4,768,016	1,192,004	1,375,006	3,393,010	29%	25%
Amortization	4,070,157	1,017,539	1,121,669	2,948,488	28%	25%
<b>Total expenses</b>	<b>11,597,777</b>	<b>2,899,444</b>	<b>3,184,267</b>	<b>8,413,510</b>	<b>27%</b>	<b>25%</b>
<b>Surplus/(deficit)</b>	<b>(430,147)</b>	<b>(107,537)</b>	<b>(500,468)</b>			

	Prior Year Q1	Current Year Q1	% Change
<b>Expenses</b>			
Non-certificated salaries & wages	527,651	542,782	2.9%
Non-certificated benefits	136,166	144,810	6.3%
<b>Total Labour expenses</b>	<b>663,817</b>	<b>687,592</b>	<b>3.6%</b>
Services, contracts & supplies	1,299,132	1,375,006	5.8%
Amortization	1,055,432	1,121,669	6.3%
<b>Total service &amp; supplies</b>	<b>2,354,564</b>	<b>2,496,675</b>	<b>6.0%</b>
<b>Total expenses</b>	<b>3,018,381</b>	<b>3,184,267</b>	<b>5.5%</b>

*The annualized bottom line agrees to the estimated budget for the year, with some timing variations in revenue and spending. Management anticipates PO&M to meet its budget target at year-end.*

3. TRANSPORTATION

Golden Hills School Division  
Statement of Revenue and Expenses - Comparison to Budget  
Transportation  
Period - September 2023 - November 2023

	Annual Budget	Q1 Prorated Budget	Q1 Actuals	Budget \$ Remaining	Q1 % Budget	Q1 Benchmark
<b>Revenues</b>						
Alberta Education	5,375,685	1,343,921	1,387,905	3,987,780	25.8%	25.0%
Other revenues	190,000	47,500	0	190,000	0.0%	25.0%
<b>Total revenues</b>	<b>5,565,685</b>	<b>1,391,421</b>	<b>1,387,905</b>	<b>4,177,780</b>	<b>24.9%</b>	<b>25.0%</b>
<b>Expenses</b>						
Non-certificated salaries & benefits	2,190,926	657,278	623,146	1,567,780	28.4%	30.0%
Contracted Bus Services	100,000	30,000	17,476	82,524	17.5%	30.0%
Fuel	925,000	231,250	184,783	740,217	20.0%	25.0%
Other Supplies and services	1,727,427	431,857	406,119	1,321,308	23.5%	25.0%
Amortization	622,332	155,583	144,360	477,972	23.2%	25.0%
<b>Total expenses</b>	<b>5,565,685</b>	<b>1,502,735</b>	<b>1,375,884</b>	<b>4,189,801</b>	<b>24.7%</b>	<b>27.0%</b>
<b>Surplus/(deficit)</b>	<b>-</b>	<b>(111,314)</b>	<b>12,021</b>			

	Prior Year Q1	Current Year Q1	% Change
<b>Expenses</b>			
Non-certificated salaries & wages	516,986	553,025	7.0%
Non-certificated benefits	54,689	70,121	28.2%
<b>Total Labour expenses</b>	<b>571,675</b>	<b>623,146</b>	<b>9.0%</b>
Services, contracts & supplies	519,749	608,378	17.1%
Amortization	182,391	144,360	-20.9%
<b>Total service &amp; supplies</b>	<b>702,140</b>	<b>752,738</b>	<b>7.2%</b>
<b>Total expenses</b>	<b>1,273,815</b>	<b>1,375,884</b>	<b>8.0%</b>

*Overall, with careful monitoring of expenses throughout the year, management anticipates Transportation to meet its budget target by year-end.*

**4. BOARD AND SYSTEM ADMINISTRATION**

Board and System Administration currently has a negative variance of **(\$12K)** for the quarter of the current year. As anticipated, expenses are weighted more heavily in Q1. No other unusual changes in budgeted to actual expenses have been experienced, it is anticipated that revenues and expenses will reach a breakeven point by year end.

Note: Alberta Education makes a provision for a separate System Administration Targeted Grant. The 2.8K grant amount has remained static since 2019.

**Golden Hills School Division  
Statement of Revenue and Expenses - Comparison to Budget  
Board of Trustees  
Period - September 1, 2023- November 30, 2023**

	Annual Budget	YTD Actuals	Budget Remaining	% Budget Used
<b>Revenues</b>				
Budgeted Revenues	283,700	283,700	-	100%
<b>Total revenues</b>	<b>283,700</b>	<b>283,700</b>	-	<b>100%</b>
<b>Expenses</b>				
Trustee Earnings and Benefits	210,700	46,219	164,481	22%
Trustee Travel & Supplies	73,000	24,099	48,901	33%
<b>Total expenses</b>	<b>283,700</b>	<b>70,318</b>	<b>213,382</b>	<b>25%</b>

*To date, Board expenses are in line with the range of projected expenditure amounts.*

**Golden Hills School Division**  
**Statement of Revenue and Expenses - Current to Prior Year Comparison**  
**External Services**  
**Period - Q1 2023 vs Q1 2024**

	Q1 2023	Q1 2024	\$ Change	% Change
<b>Total revenues</b>	<b>1,899,158</b>	<b>2,333,310</b>	<b>434,152</b>	<b>23%</b>
<b>Expenditures</b>				
Certificated salaries & wages	79,370	59,863	(19,507)	-25%
Certificated benefits	5,600	4,041	(1,559)	-28%
Non-certificated salaries & wages	238,760	239,367	607	0%
Non-certificated benefits	48,367	46,235	(2,132)	-4%
Service, contracts and supplies	1,481,596	1,398,159	(83,437)	-6%
Amortization	38,394	39,059	665	2%
Interest/bank charges	2,509	5,976	3,467	138%
<b>Total expenses</b>	<b>1,894,596</b>	<b>1,792,700</b>	<b>(101,896)</b>	<b>-5%</b>
<b>Positive/-Negative variance to date</b>	<b>4,562</b>	<b>540,610</b>	<b>536,048</b>	<b>-</b>

**5. EXTERNAL SERVICES**

External Services has generated more revenue in 2024 due to an increase in fees charged across all programs. External services continues to see strong demand, including on line students, despite some changes with external operator partnerships.

**Q1 ISS REVENUE**

**\$2.3M**

Up 21% from prior year

**ENROLMENT**

**279**

**STUDENTS**



Students represent 28 countries and territories around the world

**DORM OCCUPANCY**

**97%**

**HOMESTAY**

**26**

External Services includes International Services, joint-use agreements and external contract service agreements. Included within this period is the recognition of **\$2.3M** of **ISS tuition fees** revenue, of which **\$1.9M** was unearned revenue as at Aug 31, 2023. ISS Revenues are received in unequal amounts throughout the year, and most international students prepay tuition several months in advance. As a result, this unearned tuition revenue related to the 2022/2023 fiscal year is pro-rated to each quarter based on an estimation of related expenses (35%/30%/25%/10%), while expenses are recognized when they occur.

GHSD charges a fixed 3.6% admin fee to the ISS and Siksika programs to recognize the administrative costs that these programs use, but which are otherwise not directly charged to the program accounts.

Expenses are expected to increase in Q2 versus revenues and management expects external services to continue to remain in a surplus position to year-end. These dollars will allow us to invest in our dorm facilities which will see increased capital maintenance in 2024.



**QUARTERLY SUMMARY**

*Golden Hills continues to manage expenses in line with expected funding despite higher cost inflation in some areas. At the end of Q1 Golden Hills is in a surplus position for the year. In the following Q2 management expects expenses to begin to outpace revenues.*

*Overall, GHSD is keeping expenditures within the parameters of the Board's May 25, 2023 approved and submitted 2023-24 budget and our accumulated surplus from operations will be reduced by planned unsupported capital additions in Q2-Q4.*

*We continue to fund programs that are in alignment with our goals and vision of inspiring confident, connected, caring citizens of the world.*



## ENROLMENT BACKGROUNDER

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

**January 23, 2024**

---

### **Background:**

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

As per the attached monitoring report, information is provided on the September 29, 2023, enrolment of provincially funded students, Siksika funded students and International funded students.

### **Recommendation:**

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

---

Jeff Grimsdale  
Superintendent

---

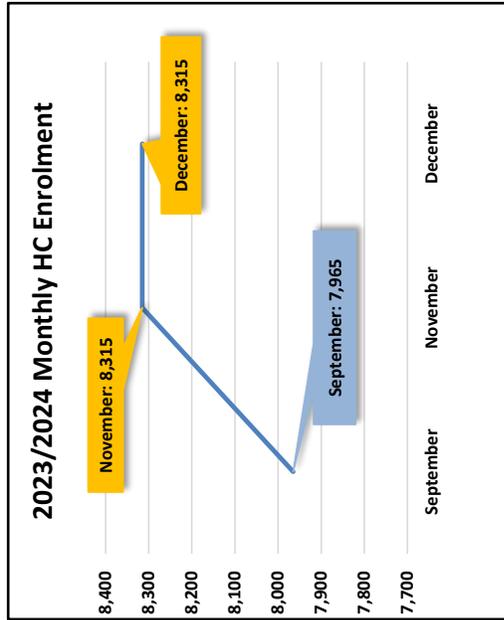
Tahra Sabir  
Secretary Treasurer

# Golden Hills School Division Enrolment

## Schools - Month to Month Comparison Sept 30 to Dec 31, 2023

\*Please note  
kindergarten adjusted  
to 1.0

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



Configuration	School	September 30, 2023 *	December 31, 2023	November 30, 2023	Difference
K-6, 10-12	Acme School	211.00	212.00	211.00	1.00
K-9	Carbon School	51.00	54.00	52.00	2.00
K-6	Carseland School	86.00	81.00	80.00	1.00
7-9	Crowther Memorial Jr. High School	470.00	459.00	461.00	-2.00
K-9	Dr. Elliott Community School	198.00	197.00	199.00	-2.00
7-12	Drumheller Valley Secondary School	368.00	361.00	361.00	0.00
K-6	École Brentwood Elementary School	210.00	211.00	210.00	1.00
K-12	George Freeman	496.00	489.00	491.00	-2.00
K-6	Greentree School	359.00	354.00	355.00	-1.00
K-12	Prairie Christian Academy School	289.00	292.00	290.00	2.00
10-12	Strathmore High School	691.00	689.00	689.00	0.00
K-12	Three Hills School	449.00	461.00	460.00	1.00
K-9	Trinity Christian Academy	222.00	223.00	224.00	-1.00
K-12	Trochu Valley School	263.00	267.00	266.00	1.00
K-6	Westmount School	365.00	371.00	371.00	0.00
K-12	Wheatland Crossing	339.00	339.00	340.00	-1.00
K-6	Wheatland Elementary School	305.00	308.00	308.00	0.00
	<b>Sub Total</b>	<b>5,372.00</b>	<b>5,368.00</b>	<b>5,368.00</b>	<b>0.00</b>
7-9	Colonies	392.00	389.00	392.00	-3.00
7-12	Drumheller Outreach	9.00	10.00	11.00	-1.00
1-12	Golden Hills Learning Academy	467.00	537.00	521.00	16.00
1-12	NorthStar Academy	394.00	402.00	397.00	5.00
7-12	Strathmore StoreFront	103.00	112.00	112.00	0.00
	<b>Sub Total</b>	<b>1,365.00</b>	<b>1,450.00</b>	<b>1,433.00</b>	<b>17.00</b>
	Homeschool	854.00	870.00	852.00	18.00
	Shared Responsibility	196.00	193.00	200.00	-7.00
	<b>Sub Total</b>	<b>1,050.00</b>	<b>1,063.00</b>	<b>1,052.00</b>	<b>11.00</b>
	<b>Provincial Total</b>	<b>7,787.00</b>	<b>7,881.00</b>	<b>7,853.00</b>	<b>28.00</b>
	Siksika	155.00	155.00	155.00	0.00
	International (Incl. Online)	279.00	279.00	279.00	0.00
	<b>Sub Total</b>	<b>434.00</b>	<b>434.00</b>	<b>434.00</b>	<b>0.00</b>
	<b>Total HEADCOUNT</b>	<b>8,221.00</b>	<b>8,315.00</b>	<b>8,287.00</b>	<b>28.00</b>



## CANADA REVENUE AGENCY (CRA) Mileage Rate Review

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

**January 23, 2024**

---

### **Background:**

The Board of Trustees last reviewed the Mileage Rate at the January 24, 2023, Board meeting and decided to align with the Canada Revenue Agency (CRA) mileage rate.

2023 CRA mileage rates were as follows:

- \$0.68 per kilometre for the first 5,000 Kilometres driven,
- \$0.62 per kilometre driven after that.

2024 CRA mileage rates will increase as of January 1, 2024, as below:

- \$0.70 per kilometre for the first 5,000 kilometres driven,
- \$0.64 per kilometre driven after that.

For convenience, those who drive more than 5,000 kilometres, the annual rate would be \$0.66 per kilometre.

### **Recommendation:**

That the Board of Trustees receives the Canada Revenue Agency (CRA) mileage rate as information.

A handwritten signature in blue ink, appearing to read "J. Grimsdale".

---

Jeff Grimsdale  
Superintendent of Schools

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

---

Tahra Sabir  
Secretary Treasurer



## Inclusive Education

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

**January 23, 2024**

---

### **Background:**

Golden Hills School Division continues to provide support and services to ensure that our students with diverse learning needs receive a quality education thus ensuring them the opportunity to best achieve their potential.

### **Recommendation:**

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

A handwritten signature in blue ink, appearing to read "J. Grimsdale", is written above a horizontal line.

Jeff Grimsdale  
Superintendent of Schools



**Golden Hills School Division  
Report to the Regular Meeting of the Board of Trustees**

**January 23, 2024**

**To:** Jeff Grimsdale  
Superintendent of Schools

**From:** Christina Hoover, Director of Learning

**Re:** Inclusive Education

**Purpose:** Information for the Board of Trustees and for the Record

**Resource Persons:** Deborah Hinds-Nunziata

---

**Foundational Values That Guide Service Delivery**

Alberta’s education system is built upon a values-based approach that accepts responsibility for the important contribution schools play in the academic, social, emotional, behavioral, and ethical development of ALL children and youth. Golden Hills School Division (GHSD) strives to provide a welcoming, caring, respectful and safe learning environment that respects diversity and fosters a sense of belonging for staff and students that enables them to experience success across domains.

**Who Do We Serve?**

An Inclusive Education Model supports ALL students when they require a program adaptations or service to be successful. There are, however, students who require more specialized assessment and intervention to have a positive school experience.

**2022-2023 Inclusive Education Data**

GHSD Coding Profile

	<b>2012-2013</b>	<b>2017-2018</b>	<b>2022-2023</b>
Mild Moderate	704	727	1125
Severe	289	333	386
ELL	788	747	1006

## **What Does Inclusive Education Look Like in Golden Hills School Division?**

Golden Hills School Division continues to a model of best practice in their commitment to supporting the wide range of diverse learners in their communities. We are widely recognized provincially as leaders in our approach to service delivery.

GHSD provides a continuum of evidence-based services and programs to support the diverse needs of learners. Timely supports including psychological services, counselling, and Instructional Coaching are provided in our schools. Psychiatric consultation through the connections programs offers additional support for students and their families. Some of our students benefit from specialized programs. This includes specialized learning environments such as the Anchor Program, Green Zone, and Strive classrooms. Our specialized programs are being fully utilized.

GHSD currently oversees the coordination and delivery of Allied Health Services (Speech Language Pathologist-SLP, Occupational Therapist – OT, Physical Therapist - PT). GHSD contracts SLPs, OTs and a PT to provide assessments and therapy to students, and practice time with trained educational assistants, is provided between therapy sessions. Educational Consultants, Teachers and Administrators collaborate with therapists to identify and plan for students who require support. Feedback from administration, teachers, parents, and Educational Consultants continues to be positive.

As part of Allied Health Services, GHSD coordinates Low Incidence supports for students with significant communication delays, who are deaf or hard of hearing, or who are blind or have low vision. These students require specialized assessments and often assistive technology, to be successful in the classroom. Renfrew Educational Services works directly with students and school team members to ensure students have necessary accommodations and ongoing support. Renfrew worked with 28 students in GHSD. We will be continuing our partnership with Renfrew Educational Services. During this year, Alberta Education provided additional Low Incidence funding to support students. GHSD was able to provide increased therapy as well as additional assistive technology tools.

The English as a Second Language (ESL) team continued to work collaboratively with teachers to support English Language Learners. This school year, GHSD welcomed several students with limited English. To support the transition, the ESL team helped to curate several resources for teachers both in Instructional Media Centre and through the GHSD HUB. Professional development opportunities were offered to teachers, and the ESL team met with teachers regularly to build capacity and will continue to provide support for teachers that best meet their needs. With the support of the ESL team, several teachers piloted the new English as an Additional Language Benchmarks 2.0.

Members of the GHSD Student Services team are represented on important provincial and national initiatives such as the Mental Health Literacy program. Last year, grade 4 and 5 teachers from Westmount School participated in the pilot program research and their feedback was very positive. Many of the teacher training videos feature staff from GHSD in action. Team members participate in many community of practice groups involving other school divisions that focus on topics such as Risk/Threat assessment and prevention and intervention in response to suicidality.

## **What makes Golden Hills School Division Unique In Their Model of Inclusive Education?**

GHSD is truly exceptional in its commitment to providing psychological services to students, their families, and school-based teams. The Student Services team consists of registered, provisional and intern psychologists. In addition, we hosted five University of Calgary School Psychology Master's program practicum students. The utilization of high-quality practicum students is a benefit to our school division in terms of added capacity for assessment and intervention and provides an enriched learning experience for the practicum students. It is truly a reciprocal relationship as the students learn from our seasoned veterans and our team is exposed to what is new and promising in the field of psychology. School Psychologists across the country, and even as far as Australia and Asia, credit the experience at GHSD as being foundational to their success in their roles. More importantly, we position ourselves to be able to recruit skilled new School Psychologists when needed.

In GHSD we refer to our School Psychologists as Educational Consultants. The role of our Educational Consultants is flexible and adaptive. In the past decade the role has changed significantly from "test and place" to the provision of mental health services that are responsive to the needs of students and school staff.

Our Educational Consultants are highly trained mental health professionals with knowledge, skills and expertise in human learning and behavior; child development and mental health, which they apply to services such as assessment and diagnosis, prevention, and intervention, as well as collaborative consultation with educators, parents, community practitioners, schools, and system administrators.

They operate as members of the school teams who provide oversight to the service delivery needs unique to their school setting. Educational Consultants bring unique and complementary knowledge, skills, and perspectives to the consultative process.

Through collaborative consultation, Educational Consultants play an important role in mental health promotion, prevention, and early identification at the whole school /whole class level. They can guide targeted intervention for those at risk for developing difficulties including supporting the development of ISP/IPP's. They provide guidance to our counsellors and teachers who serve students with significant behavioural/mental health challenges. Educational Consultants are considered invaluable to administrators in navigating difficult situations with parents who may have differing perspectives on how to best meet the learning or mental health needs of their child.

Educational Consultants provide comprehensive psychological assessment, including identification of strengths and vulnerabilities; diagnoses of learning and mental disorders (LD, ADHD, ASD, depression, anxiety, etc.), with recommendations for evidence-based intervention/strategies; with consideration to cultural and linguistic diversity.

Educational Consultants are critical in responding to critical incidents and support school safety through threat assessment, and suicide risk assessment, prevention, intervention and postvention.

In 2022-2023 our team completed over **175** psychological assessments that supported the development of evidence-based intervention plans. This data, however, does not reflect the scope of the work that Educational Consultants do in GHSD. A large percentage of their time is spent supporting school staff, students, and their families through the consultation process. In addition, from September to December,

Educational Consultants gather the extensive data needed for Kindergarten Severe and Program Unit Funding and Kindergarten.

### **Moving Forward**

The research is clear that students who have diverse learning needs and receive appropriate psychological interventions have better outcomes in school and in life. Schools are a natural environment for children and youth to participate in mental health services. We are very fortunate in GHSD that the School Board continues to recognize this and provides funding for the resources needed to support inclusive education.

In the year ahead, a goal for the Student Services team is to collect data which will better reflect the added value that Educational Consultants bring to our school division.

We will have the additional opportunity to collect data regarding how psychologists play an important role in schools through our involvement in the **Integrated School Support Program (ISSP)** research project. This project is a prevention-based initiative first spearheaded by the Calgary Police Service in the fall of 2014. It seeks to aid at-risk children by providing them with the necessary supports to thrive both academically and socially. The ISSP offers a positive police presence in the schools, on-site psychologists, physical education specialists, and nutrition, and afterschool programs. With a focus on multiple literacies (reading, writing, numeracy, digital, etc.), the program helps to ensure the continued physical and mental health of the students, both of which are critical factors in terms of classroom learning success. This project has allowed us to have a full-time school psychologist at Wheatland Elementary school for the next three years.

GHSD continues to focus on student well-being and social emotional learning as outlined in the Well-Being framework. Our work with Dr. David Tranter and Third Path will continue to guide our leadership and Student Services teams.

Given the growing population of students who require highly specialized learning environments we will also be reviewing our current alternative programs.

Overall, in GHSD we will continue to explore and implement evidence-based practices in Inclusive Education to ensure that students and families in GHSD can flourish.

**Recommendation:** That the Board of Trustees receives the Inclusive Education report for information and the record.



## SCHOOL SUMMARIES MONITORING REPORT

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

January 23, 2024

---

### **Background:**

Annually administration review schools and provides information to assist the board in decisions related to the annual budget and capital planning. The School Summaries Report summarizes key information for each school and the jurisdiction including enrolment trends, facilities information, and budget data.

The information informs the allocation of resources to support the vision (*Inspiring confident, connected, caring citizens of the world*) and mission (*Intentionally maximizing learning for all*).

- School Summaries Report will be handed out at Board Meeting.

### **Recommendation:**

It is recommended that the Board of Trustees receives and reviews the School Summaries Report as information.

---

Jeff Grimsdale  
Superintendent

---

Tahra Sabir  
Secretary Treasurer