



Horizon School Division No. 67  
Regular Board Meeting – Division Office  
*ERIC JOHSON ROOM*  
Thursday, February 14, 2013 – 1:00pm

***Regular Board Meeting Agenda***

**Action Items**

1. Approve Agenda
  2. Approve Minutes of Regular Board Meeting held Thursday, February 14, 2013
  3. Approve Payment of Accounts Report
- ENCLOSURE 1  
ENCLOSURE 2

**Discussion Items**

1. Horizon Transformation Agenda Update – Cheryl Gilmore

**Information Items**

1. Superintendent's Progress Report – Cheryl Gilmore
  2. Trustee/ Committee Reports:
    - 2.1 Zone 6 ASBA Report – Marie Logan
    - 2.2 Facilities Committee Report – Jennifer Crowson/John Rakai
    - 2.3 March 12, 2013 Administrator Meeting Review – Terry Michaelis
  3. Associate Superintendent of Finance and Operations Report – John Rakai
  4. Associate Superintendent of Programs and Services Report – Dave Driscoll
  5. Associate Superintendent of Curriculum and Instruction – Wilco Tymensen
  6. Correspondence:
    - Letter from Minister Jeff Johnson
    - Education Law Reporter
    - Zone 6 Director's Report
    - Insight News
    - Alberta Government News Release re Provincial Budget
    - ATA News Release re Provincial Budget
    - News Clippings related to Horizon
- HANDOUT  
HANDOUT  
HANDOUT  
ENCLOSURE 3



**HORIZON SCHOOL DIVISION  
BOARD MEETING  
AGENDA ENCLOSURES**



**ENCLOSURE 1**



# Horizon School Division No. 67

6302 – 56 Street Taber, Alberta T1G 1Z9  
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[www.horizon.ab.ca](http://www.horizon.ab.ca)

The Board of Trustees of Horizon School Division No. 67 held its Regular Board meeting on Thursday, February 14, 2013 beginning at 1:00 p.m. in the Eric Johnson Room

**TRUSTEES PRESENT:** Audrey Krizsan, Board Chair  
Derek Baron, Board Vice-Chair  
Marie Logan, Bruce Francis, Sharon Holtman, Jennifer Crowson  
Terry Michaelis

**ALSO PRESENT:** Cheryl Gilmore, Superintendent of Schools  
John Rakai, Associate Superintendent of Finance & Operations  
Dave Driscoll, Associate Superintendent of Programs & Services  
Wilco Tymensen, Associate Superintendent of Curriculum & Instruction  
Trevor Busch, Taber Times

## ACTION ITEMS

Moved by Marie Logan that the Board approve the agenda as presented. Carried Unanimously	AGENDA APPROVED 08/13
Moved by Bruce Francis that the Board approve the Minutes of the Regular Board Meeting held Tuesday, January 22, 2013 as provided in Enclosure 1 of the agenda. Carried Unanimously	REGULAR BOARD MEETING MINUTES APPROVED 09/13
Moved by Derek Baron that the Board approve the Payment of Accounts report in the amount of \$3,770,039.13 as provided in Enclosure 2 of the agenda. Carried Unanimously	PAYMENT OF ACCOUNTS REPORT APPROVED 10/13

## DISCUSSION ITEMS

### 1. Horizon Transformation Agenda Update – Cheryl Gilmore

Cheryl Gilmore provided the following update in regards to the Transformation Agenda:

- **Learning Focus sub-committee:** The committee met to review the provincial draft standards for curriculum development for the purpose of providing informed feedback to the province.
- **Early Literacy sub-committee:** Professional learning opportunities were provided to teachers as well as parents. The purpose of the professional learning for teachers is to explore best practice strategies in the classroom at a universal level.
- **Inclusive Learning sub-committee:** The committee has accomplished a great deal with the development of roles/responsibilities for all members of an inclusive learning, identification of student needs, and outline of services that will meet those needs.

Ms. Gilmore also referred to the work the jurisdiction is doing with regard to Digital Literacy, Early Learning, Inclusion and Continuum of Support Services.

## **INFORMATION ITEMS**

### **1. Superintendent's Progress Report**

#### **Hutterian Colony Meeting**

Horizon hosted the annual meeting for Hutterian Colony Elders. A financial report was presented. Gary Bradbury presented student results on provincial achievement tests, discussed the 2013-14 school calendar, and presented the Colony Schools focus on professional learning.

#### **Administrators Meeting**

Administrator professional learning for the February Administrators' meeting focused on presenting models of school early literacy program, and looking at the draft standards for curriculum development. The upcoming AISI PD Day in March was discussed with planning moving toward alignment of professional learning with jurisdiction priorities. Principals had the opportunity to explore trends and issues in a roundtable discussion and an update on provincial direction on inclusive learning was presented.

#### **Barnwell School Value Management Session**

Attended a very productive two day value management session at Barnwell School to explore potential parameters for a capital project should the province consider approving one in the future. The principal, staff, parents, student, Village and M. D. of Taber representatives can be commended for a well prepared delivery of community capacity.

**Professional Learning** - The Superintendent attended College of Alberta School Superintendent zone meetings.

### **2. Trustee/Committee Reports:**

**2.1 ASBA Zone 6 Report** – Marie Logan, Zone 6 Representative provided information from the Zone 6 meeting which was held January, 16, 2013 and included the following highlights:

- Edwin Parr Award selection committee process and general update;
  - Deadline April 5, 2013
  - Interviews April 24, 2013
- April 10, 2013 ASBA Workshop – Public Sector Accounting Standards, Budgeting during times of fiscal restraints and results based budgeting
- Presentations – March Meeting
  - Canada Wide Science Fair
  - Fast forward - High School Flexibility Project
- Trustee Handbook development in Palliser
- Palliser has received a Wellness Fund grant and will be hiring a Healthy Schools Coach
- Galbraith Elementary School, Lethbridge – centennial anniversary celebrations
- Holy Spirit – three year plan development involving staff and parents
- Catherine W. Fraser successful in Medicine Public Trustee By-election

**2.2 Facilities Committee Report** – Jennifer Crowson, Facilities Committee Chair, provided updates on work undertaken during the past month within the Facilities Department as provided in the handout that was distributed. The report included the following information:

- Vauxhall Bus Garage/Horizon Mennonite Alternative Program (MAP) Renovation update
- Grassy Lake – New Arden T. Litt Centre
- 2013 IMR Project Planning
- Miscellaneous Work Projects that took place since the Christmas break
- Value Management Session at Barnwell and Warner School
- Three year Capital Plan 2014-2017
- School Facilities Planning Document, 2012/2013 - 2022/2034

### 2.3 February Administrators' Meeting Review

Sharon Holtman provided a brief review of the Administrators' Meeting that took place on Tuesday, February 12, 2013 in the Eric Johnson Room. Highlights included the following:

- Recognition for Barnwell School and Taber Christian School
- Early Literacy Intervention Plans
- Draft Standards for Provincial Curriculum Development
- May Administrators' Meeting date change
- Trends and Issues (Parent expectations, Discipline, No zero policy)
- Curriculum Redesign update
- March 4, 2013 AISI PD day
- Technology update
- Inclusive Learning Committee update
- Horizon Policy HICA (Off-site Activities) review

The next Administrators' Meeting will take place on Tuesday, March 12, 2013 beginning at 10:00 a.m. in the Eric Johnson Room. Terry Michaelis will be the trustee representative attending from the Board.

### 3. Associate Superintendent of Finance and Operations Report

John Rakai provided a report and update as follows:

- Attended the Colony Elders meeting
- Attended the Value Management Facility Discussion meeting in Barnwell
- Facilities Manager Position succession planning
- Preliminary preparation for 2013 – 2014 budget

### 4. Associate Superintendent of Curriculum and Instruction Report

Wilco Tymensen updated the Board on Alberta Education's Curriculum Redesign. The presentation showed how the province's work with Inspiring Education is being used as the impetus for Curriculum Redesign. The draft goals and standards for K-12 education, draft standards and guidelines for curriculum development, as well as draft competency indicators and draft literacy and numeracy benchmarks were shared. Implications for teachers were also discussed.

### COMMITTEE ITEMS

Moved by Derek Baron that the Board meet in Committee. Carried Unanimously	COMMITTEE 11/13
Moved by Sharon Holtman that the meeting reconvene. Carried Unanimously	RECONVENE 12/13
Moved by Jennifer Crowson that the meeting adjourn Carried Unanimously	MEETING ADJOURNED 13/13

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Chair

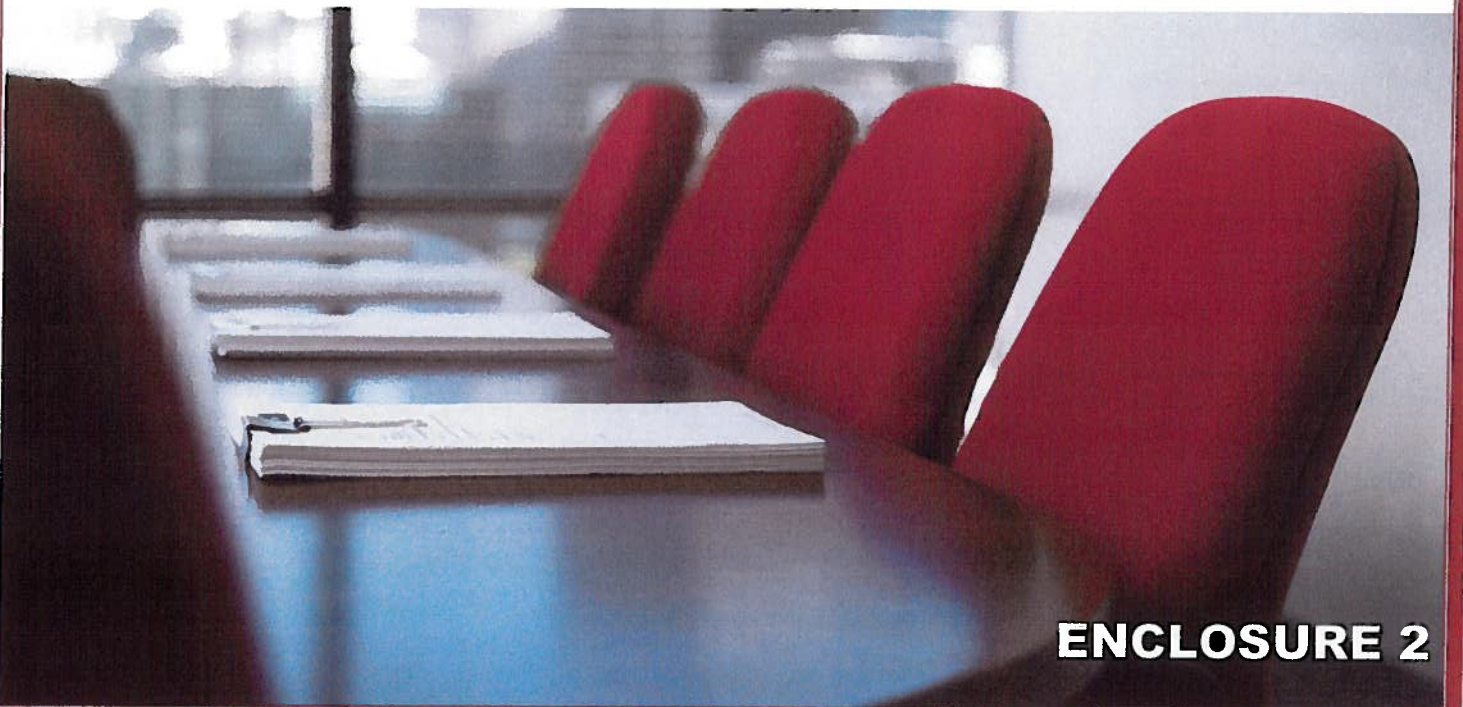
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Secretary





**HORIZON SCHOOL DIVISION  
BOARD MEETING  
AGENDA ENCLOSURES**



**ENCLOSURE 2**



**PAYMENT OF ACCOUNTS REPORT**

**Board Meeting - March 19, 2013**

General	February 5/13		74,157.42
General	February 12/13		241,257.60
General	February 14/13		345.07
General	February 25/13		89,751.33
General	February 27/13		1,572,090.51
U.S. Funds	February 27/13		1,960.31
U.S. Funds	February 28/13		316.08
General	March 5/13		59,081.49
General	March 7/13		21,528.76
<b>"A" Payroll</b>	<b>February 2013</b>	<b>Teachers</b>	<b>1,554,404.50</b>
	<b>February 2013</b>	<b>Support</b>	<b>580,476.15</b>
<b>"B" Payroll</b>	<b>January 2013</b>	<b>Casuals</b>	<b>32,100.84</b>
	<b>January 2013</b>	<b>Subs</b>	<b>57,826.67</b>
	<b>February 2013</b>	<b>Casuals</b>	<b>23,857.86</b>
	<b>February 2013</b>	<b>Subs</b>	<b>48,820.20</b>
<b>Total Accounts</b>			<b>4,357,974.79</b>
<b>Board Chair</b>	_____		
<b>Associate Superintendent</b>	_____		
<b>PJ:dd</b>			
<b>March 11/2013</b>			

DATE 05-Feb-2013 10:07 AM

SUMMARY - ISSUED CHEQUE REPORT  
 START DATE: 05-Feb-2013 TO END DATE: 05-Feb-2013

CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
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COMPUTER PREPARED CHEQUES : ISSUED BETWEEN 05-Feb-2013 AND 05-Feb-2013						
0273000001	0001	0000031238	00592	4 IMPRINT	05-Feb-13	719.13
0273000002	0001	0000031239	00160	A.S.E.B.P.	05-Feb-13	1,532.50
0273000003	0001	0000031240	61986	ABC ART	05-Feb-13	481.43
0273000004	0001	0000031241	00430	ACE PLACE	05-Feb-13	482.90
0273000005	0001	0000031242	00440	ACKLANDS-GRAINGER INC.	05-Feb-13	156.80
0273000006	0001	0000031243	00363	AIRTECH HEATING & AIR	05-Feb-13	1,653.31
0273000007	0001	0000031244	00307	ALBERT'S CONTROLS LTD.	05-Feb-13	332.85
0273000008	0001	0000031245	00960	ALBERTA DISTANCE LEARNING CENT	05-Feb-13	261.00
0273000009	0001	0000031246	00825	ALLTRADE CONNECTION LTD	05-Feb-13	1,356.99
0273000010	0001	0000031247	01240	ARCHIBALD, ALYSON	05-Feb-13	130.30
0273000011	0001	0000031248	01190	ASBA	05-Feb-13	331.02
0273000012	0001	0000031249	00330	ASTAC	05-Feb-13	325.00
0273000013	0001	0000031250	02473	BARTLE & GIBSON CO. LTD.	05-Feb-13	133.13
0273000014	0001	0000031251	01533	BELL	05-Feb-13	241.79
0273000015	0001	0000031252	01641	BELL MOBILITY	05-Feb-13	1,411.65
0273000016	0001	0000031253	00488	BEVANS, ROD	05-Feb-13	537.06
0273000017	0001	0000031254	03080	BOREAL LABORATORIES LTD.	05-Feb-13	51.94
0273000018	0001	0000031255	03200	BOW RIVER GAS CO-OP LTD.	05-Feb-13	913.32
0273000019	0001	0000031256	03261	BRAUTIGAM, BRENDA	05-Feb-13	227.26
0273000020	0001	0000031257	EM10030	BRONSEMA, JOHN P	05-Feb-13	556.90
0273000021	0001	0000031258	06300	CARDINAL COACH LINES LIMITED	05-Feb-13	388.82
0273000022	0001	0000031259	01121	CARTRIDGE-SOLUTIONS	05-Feb-13	625.80
0273000023	0001	0000031260	EM10743	CLEMIS, JANIS R	05-Feb-13	606.86
0273000024	0001	0000031261	04760	CORPORATE EXPRESS	05-Feb-13	1,451.63
0273000025	0001	0000031262	08800	CYPRESS GROUP	05-Feb-13	1,453.88
0273000026	0001	0000031263	08960	D & D GLASS	05-Feb-13	21.00
0273000027	0001	0000031264	09040	D.A. FERGUSON MIDDLE SCHOOL	05-Feb-13	504.01
0273000028	0001	0000031265	01331	DEAK, DEBBIE	05-Feb-13	5,712.50
0273000029	0001	0000031266	63046	EDUCATION STATION	05-Feb-13	216.30
0273000030	0001	0000031267	62149	ESTABROOKS, KIM	05-Feb-13	225.24
0273000031	0001	0000031268	EM10144	FRANCIS, KIM	05-Feb-13	156.56
0273000032	0001	0000031269	01459	FROSTAD, JEFF & SANDRA	05-Feb-13	292.40
0273000033	0001	0000031270	01643	GOOD MINDS	05-Feb-13	78.39
0273000034	0001	0000031271	01556	GROENENBOOM, MEGAN	05-Feb-13	375.17
0273000035	0001	0000031272	40860	GRUE, JODY	05-Feb-13	276.75
0273000036	0001	0000031273	13700	GUILLEVIN INTERNATIONAL CO.	05-Feb-13	1,615.26
0273000037	0001	0000031274	01530	GURNEY, SHERI	05-Feb-13	824.83
0273000038	0001	0000031275	62260	HANSEN, TERRI	05-Feb-13	130.80
0273000039	0001	0000031276	14680	HAYS SCHOOL	05-Feb-13	1,276.48
0273000040	0001	0000031277	14800	HERB MATIS CONSTRUCTION LTD.	05-Feb-13	11,193.00
0273000041	0001	0000031278	01571	HILL, JOANN	05-Feb-13	613.25
0273000042	0001	0000031279	00337	J & S CLEANING	05-Feb-13	702.45
0273000043	0001	0000031280	41230	JANZEN, DORIS	05-Feb-13	245.70
0273000044	0001	0000031281	00714	KAZAKAWICH, TROY	05-Feb-13	175.00
0273000045	0001	0000031282	00021	KEY CONNECTIONS CONSULTING INC.	05-Feb-13	2,392.50
0273000046	0001	0000031283	01548	KUSICK, NICOLE	05-Feb-13	326.50
0273000047	0001	0000031284	18360	L.T. WESTLAKE SCHOOL	05-Feb-13	65.70
0273000048	0001	0000031285	62145	LAVOIE, LORRAINE	05-Feb-13	123.23
0273000049	0001	0000031286	18485	LEARNING RESOURCES CENTRE	05-Feb-13	1,529.99

DATE 05-Feb-2013 10:07 AM

SUMMARY - ISSUED CHEQUE REPORT  
 START DATE: 05-Feb-2013 TO END DATE: 05-Feb-2013

CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
0273000050	0001	0000031287	19675	MAROSE, DARREL	05-Feb-13	1,597.60
0273000051	0001	0000031288	62357	MCTAGGART CONTRACTING	05-Feb-13	820.05
0273000052	0001	0000031289	00800	METZ, SHAUN	05-Feb-13	738.12
0273000053	0001	0000031290	20370	MICROAGE COMPUTER CENTRES	05-Feb-13	767.80
0273000054	0001	0000031291	19620	MILK RIVER HOME HARDWARE	05-Feb-13	38.03
0273000055	0001	0000031292	01650	MINUTEMAN PRESS	05-Feb-13	295.00
0273000056	0001	0000031293	21850	NUGENT, RYAN	05-Feb-13	318.16
0273000057	0001	0000031294	01629	PEARSON CANADA ASSESSMENT INC	05-Feb-13	1,113.39
0273000058	0001	0000031295	01499	PLATINUM COMMUNICATIONS CORPORATION	05-Feb-13	882.00
0273000059	0001	0000031296	62224	PRICE, CHARLENE	05-Feb-13	781.00
0273000060	0001	0000031297	24235	PRIME RENTALS LTD.	05-Feb-13	123.90
0273000061	0001	0000031298	00051	PRIORITY FIRST AID & SAFETY	05-Feb-13	1,480.00
0273000062	0001	0000031299	EM10211	RAKAI, JOHN	05-Feb-13	418.85
0273000063	0001	0000031300	26075	ROSE DELTA	05-Feb-13	460.34
0273000064	0001	0000031301	00285	SAUNDERS, CARLA	05-Feb-13	1,051.32
0273000065	0001	0000031302	61597	SCHALK, JAMES	05-Feb-13	93.94
0273000066	0001	0000031303	00767	SCHAMBER, BILL	05-Feb-13	2,981.68
0273000067	0001	0000031304	24246	SCHOOL SPECIALTY CANADA	05-Feb-13	309.27
0273000068	0001	0000031305	27230	SEXAUER LTD.	05-Feb-13	680.06
0273000069	0001	0000031306	01529	STEINLEY, TRISHA	05-Feb-13	280.04
0273000070	0001	0000031307	00859	SUPERIOR SAFETY CODES INC.	05-Feb-13	171.60
0273000071	0001	0000031308	01284	SWEETMAN, FLEUR	05-Feb-13	279.16
0273000072	0001	0000031309	30455	TELUS MOBILITY	05-Feb-13	63.47
0273000073	0001	0000031310	99999	THE ESTATE OF SUZANNE KARREN	05-Feb-13	4,731.69
0273000074	0001	0000031311	62496	TLD COMPUTERS INC.	05-Feb-13	695.05
0273000075	0001	0000031312	07821	TOTAL OFFICE PLUS	05-Feb-13	306.91
0273000076	0001	0000031313	31040	TOWN OF TABER	05-Feb-13	2,864.53
0273000077	0001	0000031314	31080	TOWN OF VAUXHALL	05-Feb-13	386.22
0273000078	0001	0000031315	00039	TOWNSEND, SHELLEY	05-Feb-13	351.75
0273000079	0001	0000031316	EM10575	TYMENSEN, WILCO J	05-Feb-13	19.97
0273000080	0001	0000031317	31645	UNITED LIBRARY SERVICES INC.	05-Feb-13	213.58
0273000081	0001	0000031318	32901	WAL-MART CANADA CORP. - TABER	05-Feb-13	212.36
0273000082	0001	0000031319	33320	WESCLEAN	05-Feb-13	705.60
0273000083	0001	0000031320	33600	WESTERN CANADA WELDING PRODUCT	05-Feb-13	11.72
0273000084	0001	0000031321	01549	WIEBE, LINA	05-Feb-13	72.00
0273000085	0001	0000031322	34000	WILSON, SHANE	05-Feb-13	188.35
0273000086	0001	0000031323	00961	WRIGHT, JACQUELINE	05-Feb-13	301.25
0273000087	0001	0000031324	01220	XEROX CANADA LTD.	05-Feb-13	1,449.20
0273000088	0001	0000031325	01646	ZOLL MEDICAL CANADA INC.	05-Feb-13	466.18
TOTALS FOR BANK - 0001						74,157.42
TOTAL NUMBER OF CHEQUES						88
TOTAL NUMBER OF CHEQUES WITH MICR						88
GRAND TOTAL						74,157.42
CANCELLED TOTAL						0.00
NET GRAND TOTAL						74,157.42
GRAND TOTAL NUMBER OF CHEQUES						88
GRAND TOTAL NUMBER OF CHEQUES WITH MICR						88

H O R I Z O N S C H O O L D I V I S I O N N O . 6 7

DATE 12-Feb-2013 01:53 PM

SUMMARY - ISSUED CHEQUE REPORT  
 START DATE: 12-Feb-2013 TO END DATE: 12-Feb-2013

PAGE 1

CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
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COMPUTER PREPARED CHEQUES : ISSUED BETWEEN 12-Feb-2013 AND 12-Feb-2013						
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0274000002	0001	0000031327	00160	A.S.E.B.P.	12-Feb-13	726.03
0274000003	0001	0000031328	61986	ABC ART	12-Feb-13	511.87
0274000004	0001	0000031329	EM10271	ADKINS, BETTY	12-Feb-13	299.72
0274000005	0001	0000031330	01360	ALBERTA TEACHERS ASSOC.	12-Feb-13	650.26
0274000006	0001	0000031331	62318	APPLE CANADA, INC. C3120	12-Feb-13	11,869.15
0274000007	0001	0000031332	02480	APPLIED INDUSTRIAL TECHNOLOGIES	12-Feb-13	340.45
0274000008	0001	0000031333	01590	ATKINSON, KELSEY	12-Feb-13	120.53
0274000009	0001	0000031334	02120	AUTOMART (1977) LTD.	12-Feb-13	82.95
0274000010	0001	0000031335	62276	AXIA SUPERNET LTD.	12-Feb-13	16,552.20
0274000011	0001	0000031336	03900	B.W. CONSTRUCTION PRODUCTS	12-Feb-13	65.10
0274000012	0001	0000031337	01517	BAGSHAW, TAMMY	12-Feb-13	873.76
0274000013	0001	0000031338	02350	BANK OF MONTREAL	12-Feb-13	1,104.22
0274000014	0001	0000031339	02410	BARON, DEREK	12-Feb-13	1,047.62
0274000015	0001	0000031340	02473	BARTLE & GIBSON CO. LTD.	12-Feb-13	1,343.00
0274000016	0001	0000031341	00073	BERNHARDT, ANN	12-Feb-13	56.88
0274000017	0001	0000031342	00545	BFI CANADA - LETHBRIDGE	12-Feb-13	362.18
0274000018	0001	0000031343	03080	BOREAL LABORATORIES LTD.	12-Feb-13	194.10
0274000019	0001	0000031344	03640	BRO DART	12-Feb-13	159.17
0274000020	0001	0000031345	01653	BULLOCK, NOLA	12-Feb-13	600.00
0274000021	0001	0000031346	08701	C.U.P.E.	12-Feb-13	2,820.82
0274000022	0001	0000031347	08700	C.U.P.E. LOCAL #3203	12-Feb-13	1,327.45
0274000023	0001	0000031348	06300	CARDINAL COACH LINES LIMITED	12-Feb-13	940.80
0274000024	0001	0000031349	04760	CORPORATE EXPRESS	12-Feb-13	350.45
0274000025	0001	0000031350	01013	CROWSON, JENNIFER	12-Feb-13	663.62
0274000026	0001	0000031351	08800	CYPRESS GROUP	12-Feb-13	3,841.78
0274000027	0001	0000031352	09040	D.A. FERGUSON MIDDLE SCHOOL	12-Feb-13	762.02
0274000028	0001	0000031353	01520	DAY, JENNIFER	12-Feb-13	63.42
0274000029	0001	0000031354	11160	ENCHANT SCHOOL	12-Feb-13	584.64
0274000030	0001	0000031355	11280	EPP, GEORGE	12-Feb-13	4,719.75
0274000031	0001	0000031356	01125	EXPRESS COFFEE & TEA	12-Feb-13	252.90
0274000032	0001	0000031357	01504	F.K.T. ENTERPRISE	12-Feb-13	4,872.68
0274000033	0001	0000031358	01639	FAS GAS OIL LTD.	12-Feb-13	437.56
0274000034	0001	0000031359	11746	FAS GAS OIL LTD.	12-Feb-13	422.59
0274000035	0001	0000031360	12450	FRANCIS, BRUCE	12-Feb-13	902.37
0274000036	0001	0000031361	01546	GAB MANAGEMENT	12-Feb-13	4,935.00
0274000037	0001	0000031362	12800	GARBER, TERESA	12-Feb-13	5,038.44
0274000038	0001	0000031363	00392	GAS ALBERTA ENERGY	12-Feb-13	21,627.39
0274000039	0001	0000031364	12855	GENERAL PAINT	12-Feb-13	343.82
0274000040	0001	0000031365	12850	GEREMIA, EDWARD	12-Feb-13	398.78
0274000041	0001	0000031366	13750	GUMDROP BOOKS	12-Feb-13	362.91
0274000042	0001	0000031367	14075	HAGEN ELECTRIC LTD.	12-Feb-13	1,092.00
0274000043	0001	0000031368	01192	HARMON, DAVID	12-Feb-13	522.84
0274000044	0001	0000031369	40994	HEPPLER, ROBERT	12-Feb-13	750.00
0274000045	0001	0000031370	15240	HOLTMAN, SHARON	12-Feb-13	1,047.00
0274000046	0001	0000031371	01652	HOSPICE CALGARY	12-Feb-13	2,000.00
0274000047	0001	0000031372	01594	HOUSTON, CHRISTA	12-Feb-13	309.57
0274000048	0001	0000031373	00837	HOWG, LENI	12-Feb-13	5,176.99
0274000049	0001	0000031374	00337	J & S CLEANING	12-Feb-13	10,865.71

DATE 12-Feb-2013 01:53 PM

SUMMARY - ISSUED CHEQUE REPORT  
 START DATE: 12-Feb-2013 TO END DATE: 12-Feb-2013

CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
0274000050	0001	0000031375	01607	JANKOWIAK, GLENN	12-Feb-13	202.51
0274000051	0001	0000031376	16951	JML PUBLISHERS INC.	12-Feb-13	14.23
0274000052	0001	0000031377	EM10775	JOHANSEN, PHILIP	12-Feb-13	127.44
0274000053	0001	0000031378	61718	JOHNSON, CAROLYN	12-Feb-13	1,265.00
0274000054	0001	0000031379	01579	JOLLY WORKS LTD.	12-Feb-13	263.55
0274000055	0001	0000031380	01645	KISS, CHERYL	12-Feb-13	3,500.00
0274000056	0001	0000031381	01252	KLASSEN, ASHLEY	12-Feb-13	56.54
0274000057	0001	0000031382	18220	KRAEMER, LEONA	12-Feb-13	3,234.70
0274000058	0001	0000031383	62775	KRIZSAN, AUDREY	12-Feb-13	1,157.00
0274000059	0001	0000031384	00986	KT MAINTENANCE	12-Feb-13	1,421.41
0274000060	0001	0000031385	00298	LAMOND, GAIL	12-Feb-13	5,726.34
0274000061	0001	0000031386	18380	LANCASHIRE DISTRIBUTION	12-Feb-13	2,313.05
0274000062	0001	0000031387	18485	LEARNING RESOURCES CENTRE	12-Feb-13	58.75
0274000063	0001	0000031388	00836	LETHBRIDGE FASTENERS	12-Feb-13	1,615.69
0274000064	0001	0000031389	19270	LOGAN, MARIE	12-Feb-13	1,033.87
0274000065	0001	0000031390	19610	M & K JANITORIAL SERVICE	12-Feb-13	20,799.51
0274000066	0001	0000031391	63081	MENSINGER, KAREN	12-Feb-13	5,199.70
0274000067	0001	0000031392	63104	MICHAELIS, TERRY	12-Feb-13	1,043.12
0274000068	0001	0000031393	01213	MIDDLETON, JAMES	12-Feb-13	2,748.19
0274000069	0001	0000031394	EM11206	MILLER, ANGELA J	12-Feb-13	217.66
0274000070	0001	0000031395	20580	MINUTE MUFFLER	12-Feb-13	64.47
0274000071	0001	0000031396	01251	MUELLER, MELANIE	12-Feb-13	120.10
0274000072	0001	0000031397	21360	NELSON-DIV OF THOMSON CANADA	12-Feb-13	38.91
0274000073	0001	0000031398	01528	ODLAND, TARA	12-Feb-13	88.88
0274000074	0001	0000031399	EM10209	PEARSON, INGRID	12-Feb-13	360.00
0274000075	0001	0000031400	01575	PICKERING, KORI	12-Feb-13	35.00
0274000076	0001	0000031401	01570	PINNACLE PLANTS & CONTRACTING LTD.	12-Feb-13	3,465.00
0274000077	0001	0000031402	23602	PITNEY WORKS	12-Feb-13	181.65
0274000078	0001	0000031403	01552	PRADHAN, SANJEEV	12-Feb-13	379.42
0274000079	0001	0000031404	25261	RECEIVER GENERAL	12-Feb-13	15,177.70
0274000080	0001	0000031405	25600	RIVERBEND ROCK PRODUCTS LTD.	12-Feb-13	2,626.34
0274000081	0001	0000031406	01555	ROPP, AMBER	12-Feb-13	200.58
0274000082	0001	0000031407	26075	ROSE DELTA	12-Feb-13	637.37
0274000083	0001	0000031408	62747	SENNEKER CONSTRUCTION	12-Feb-13	1,570.28
0274000084	0001	0000031409	27230	SEXAUER LTD.	12-Feb-13	321.97
0274000085	0001	0000031410	62973	SHAMROCK FLOORING	12-Feb-13	220.50
0274000086	0001	0000031411	27688	SKRETTING, HAROLD	12-Feb-13	8,207.67
0274000087	0001	0000031412	28350	SOUTHERN ALBERTA NEWSPAPERS	12-Feb-13	1,330.52
0274000088	0001	0000031413	EM10471	SOWINSKI, LISA	12-Feb-13	380.47
0274000089	0001	0000031414	61109	STANDARD LIFE	12-Feb-13	1,102.78
0274000090	0001	0000031415	EM10290	STEED, JIM	12-Feb-13	519.81
0274000091	0001	0000031416	00226	STUKART, RUTH	12-Feb-13	2,030.53
0274000092	0001	0000031417	29700	TABER & DISTRICT HANDIBUS	12-Feb-13	305.00
0274000093	0001	0000031418	29600	TABER CHAMBER OF COMMERCE	12-Feb-13	100.80
0274000094	0001	0000031419	29640	TABER CHILD CARE CENTRE	12-Feb-13	110.50
0274000095	0001	0000031420	29690	TABER COMMERCIAL CLEANING	12-Feb-13	3,501.19
0274000096	0001	0000031422	15260	TABER HOME HARDWARE	12-Feb-13	2,665.50
0274000097	0001	0000031423	29880	TABER I.G.A.	12-Feb-13	257.12
0274000098	0001	0000031424	00379	TABER MOHAWK	12-Feb-13	38.62
0274000099	0001	0000031425	29926	TABER SOCIETY FOR CHRISTIAN	12-Feb-13	9,268.25
0274000100	0001	0000031426	30160	TABER TRANSPORT LTD.	12-Feb-13	467.19

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CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
0274000101	0001	0000031427	00882	TIM HORTONS (TABER)	12-Feb-13	521.68
0274000102	0001	0000031428	62496	TLD COMPUTERS INC.	12-Feb-13	4,922.71
0274000103	0001	0000031429	07821	TOTAL OFFICE PLUS	12-Feb-13	208.24
0274000104	0001	0000031430	31040	TOWN OF TABER	12-Feb-13	249.00
0274000105	0001	0000031431	31042	TOWN OF TABER TRANSFER SITE	12-Feb-13	762.00
0274000106	0001	0000031432	62280	TRS OFFICEWARE	12-Feb-13	1,262.97
0274000107	0001	0000031433	00049	UNRUH, DAVID R.	12-Feb-13	220.50
0274000108	0001	0000031434	32320	VAUXHALL HIGH SCHOOL	12-Feb-13	659.42
0274000109	0001	0000031435	32840	W.R. MYERS SCHOOL	12-Feb-13	4,688.44
0274000110	0001	0000031436	32901	WAL-MART CANADA CORP. - TABER	12-Feb-13	166.48
0274000111	0001	0000031437	33320	WESCLEAN	12-Feb-13	4,040.06
0274000112	0001	0000031438	34000	WILSON, SHANE	12-Feb-13	387.62
0274000113	0001	0000031439	34280	WINTERGREEN LEARNING MATERIALS	12-Feb-13	189.29
0274000114	0001	0000031440	01220	XEROX CANADA LTD.	12-Feb-13	278.92
TOTALS FOR BANK - 0001						241,257.60
TOTAL NUMBER OF CHEQUES						114
TOTAL NUMBER OF CHEQUES WITH MICR						114
GRAND TOTAL						241,257.60
CANCELLED TOTAL						0.00
NET GRAND TOTAL						241,257.60
GRAND TOTAL NUMBER OF CHEQUES						114
GRAND TOTAL NUMBER OF CHEQUES WITH MICR						114



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CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
-----						
COMPUTER PREPARED CHEQUES : ISSUED BETWEEN 14-Feb-2013 AND 14-Feb-2013						
0275000001	0001	0000031441	01192	HARMON, DAVID	14-Feb-13	345.07
TOTALS FOR BANK - 0001						345.07
TOTAL NUMBER OF CHEQUES						1
TOTAL NUMBER OF CHEQUES WITH MICR						1
GRAND TOTAL						345.07
CANCELLED TOTAL						0.00
NET GRAND TOTAL						345.07
GRAND TOTAL NUMBER OF CHEQUES						1
GRAND TOTAL NUMBER OF CHEQUES WITH MICR						1

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CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
-----						
COMPUTER PREPARED CHEQUES : ISSUED BETWEEN 25-Feb-2013 AND 25-Feb-2013						
0276000001	0001	0000031442	02473	BARTLE & GIBSON CO. LTD.	25-Feb-13	1,157.95
0276000002	0001	0000031443	00073	BERNHARDT, ANN	25-Feb-13	232.01
0276000003	0001	0000031444	01132	BLUEWAVE ENERGY	25-Feb-13	5,151.92
0276000004	0001	0000031445	62174	BRADBURY, GARY	25-Feb-13	951.89
0276000005	0001	0000031446	00878	BRANTNER, LORRAINE	25-Feb-13	34.34
0276000006	0001	0000031447	01658	CEPPI ALBERTA CHAPTER	25-Feb-13	200.00
0276000007	0001	0000031448	01140	CLEMIS, BONNIE	25-Feb-13	42.82
0276000008	0001	0000031449	63072	CONVERGINT TECHNOLOGIES	25-Feb-13	4,814.94
0276000009	0001	0000031450	04760	CORPORATE EXPRESS	25-Feb-13	279.81
0276000010	0001	0000031451	01606	DONE RITE JANITORIAL SALES & SERVICE	25-Feb-13	425.25
0276000011	0001	0000031452	01656	DUNLOP, CARLY	25-Feb-13	10.10
0276000012	0001	0000031453	10360	EASTEND IRON INDUSTRIES	25-Feb-13	706.65
0276000013	0001	0000031454	10920	EECOL ELECTRIC LTD.	25-Feb-13	2,648.47
0276000014	0001	0000031455	11690	FABER SHARPENING LTD.	25-Feb-13	159.04
0276000015	0001	0000031456	01538	FEHR, MARGARETHA	25-Feb-13	690.00
0276000016	0001	0000031457	EM10358	GAMBLE, SUE	25-Feb-13	78.78
0276000017	0001	0000031458	62260	HANSEN, TERRI	25-Feb-13	253.26
0276000018	0001	0000031459	40992	HENDORA WELDING LTD.	25-Feb-13	3,255.50
0276000019	0001	0000031460	01257	HIRSCHE, KENDRA	25-Feb-13	47.47
0276000020	0001	0000031461	00337	J & S CLEANING	25-Feb-13	151.20
0276000021	0001	0000031462	00133	J. COLLIN BEAZER BLDG. BUSINESS	25-Feb-13	5,795.22
0276000022	0001	0000031463	00186	JENSEN, CHAD	25-Feb-13	94.94
0276000023	0001	0000031464	62296	JENSEN, SHEILA	25-Feb-13	100.00
0276000024	0001	0000031465	01654	KRIZSAN, RHONDA	25-Feb-13	10.10
0276000025	0001	0000031466	62987	LOWE, MARK	25-Feb-13	549.44
0276000026	0001	0000031467	19600	M.D. OF TABER	25-Feb-13	843.80
0276000027	0001	0000031468	01582	MACCUMBER, SCOTT	25-Feb-13	500.00
0276000028	0001	0000031469	62993	MATTHEWS, ALLEN	25-Feb-13	1,231.57
0276000029	0001	0000031470	EM10326	MCDONNELL, MITZI L	25-Feb-13	1,359.29
0276000030	0001	0000031471	00473	MEIER, GLORIA	25-Feb-13	65.65
0276000031	0001	0000031472	01373	MILLER, TENILLE	25-Feb-13	272.00
0276000032	0001	0000031473	EM10813	MILLS, DORTHEA J	25-Feb-13	294.92
0276000033	0001	0000031474	20770	MOULAND, GARTH	25-Feb-13	670.79
0276000034	0001	0000031475	01657	PARK ENTERPRISES LTD	25-Feb-13	204.88
0276000035	0001	0000031476	23400	PETTY CASH - DIANE DONGWORTH	25-Feb-13	200.00
0276000036	0001	0000031477	31521	PETTY CASH - SHEILA JENSEN	25-Feb-13	377.49
0276000037	0001	0000031478	24235	PRIME RENTALS LTD.	25-Feb-13	359.10
0276000038	0001	0000031479	22620	RICHELIEU PANEL PRODUCTS	25-Feb-13	1,687.46
0276000039	0001	0000031480	26050	ROGERS WIRELESS INC.	25-Feb-13	269.82
0276000040	0001	0000031481	18204	ROLL, ROSE	25-Feb-13	168.20
0276000041	0001	0000031482	00923	SADLOWSKI, JESSE	25-Feb-13	274.62
0276000042	0001	0000031483	01443	SEGO INDUSTRIES INC.	25-Feb-13	244.80
0276000043	0001	0000031484	62747	SENNEKER CONSTRUCTION	25-Feb-13	955.50
0276000044	0001	0000031485	27230	SEXAUER LTD.	25-Feb-13	79.09
0276000045	0001	0000031486	27320	SHANAHAN'S LIMITED PARTNERSHIP	25-Feb-13	13,888.14
0276000046	0001	0000031487	01631	SIDAM, TRACY	25-Feb-13	117.20
0276000047	0001	0000031488	32200	SOUTH COUNTRY CO-OP LIMITED	25-Feb-13	769.32
0276000048	0001	0000031489	28150	SOUTH STAR ELECTRIC	25-Feb-13	8,662.50
0276000049	0001	0000031490	00835	SOUTHERN COMFORT CONSTRUCTION	25-Feb-13	3,145.80

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CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
0276000050	0001	0000031491	00898	STOKES, STACEY	25-Feb-13	68.68
0276000051	0001	0000031492	00946	STUDENT GUARD HEALTH INSURANCE	25-Feb-13	2,534.60
0276000052	0001	0000031493	00226	STUKART, RUTH	25-Feb-13	100.00
0276000053	0001	0000031494	61654	SYNREVOICE TECHNOLOGIES INC.	25-Feb-13	1,081.50
0276000054	0001	0000031495	29800	TABER HOME & FARM CENTRE	25-Feb-13	132.26
0276000055	0001	0000031496	30450	TELUS COMMUNICATIONS INC.	25-Feb-13	7,715.68
0276000056	0001	0000031497	62492	TITAN WHOLESale	25-Feb-13	567.17
0276000057	0001	0000031498	62776	TOPWAND CAR & TRUCK WASH	25-Feb-13	28.78
0276000058	0001	0000031499	07821	TOTAL OFFICE PLUS	25-Feb-13	142.70
0276000059	0001	0000031500	31020	TOWN OF MILK RIVER	25-Feb-13	388.45
0276000060	0001	0000031501	31080	TOWN OF VAUXHALL	25-Feb-13	406.79
0276000061	0001	0000031502	31455	TRIPLE W NATURAL GAS CO-OP LTD	25-Feb-13	1,725.72
0276000062	0001	0000031503	01526	TYO, KALA	25-Feb-13	65.65
0276000063	0001	0000031504	01047	VAN HAL, JANNA	25-Feb-13	36.36
0276000064	0001	0000031505	32580	VILLAGE OF WARNER	25-Feb-13	452.50
0276000065	0001	0000031506	01655	WADDINGTON, JODI	25-Feb-13	78.78
0276000066	0001	0000031507	32901	WAL-MART CANADA CORP. - TABER	25-Feb-13	119.43
0276000067	0001	0000031508	32990	WATER PURE & SIMPLE	25-Feb-13	44.50
0276000068	0001	0000031509	33320	WESCLEAN	25-Feb-13	9,388.86
0276000069	0001	0000031510	61936	WOLLERSHEIM, LISA	25-Feb-13	78.78
0276000070	0001	0000031511	00144	WOOD, JULIE	25-Feb-13	111.10
TOTALS FOR BANK - 0001						89,751.33
TOTAL NUMBER OF CHEQUES						70
TOTAL NUMBER OF CHEQUES WITH MICR						70
GRAND TOTAL						89,751.33
CANCELLED TOTAL						0.00
NET GRAND TOTAL						89,751.33
GRAND TOTAL NUMBER OF CHEQUES						70
GRAND TOTAL NUMBER OF CHEQUES WITH MICR						70

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CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
-----						
COMPUTER PREPARED CHEQUES : ISSUED BETWEEN 27-Feb-2013 AND 27-Feb-2013						
0277000001	0001	0000031512	00592	4 IMPRINT	27-Feb-13	561.77
0277000002	0001	0000031513	00160	A.S.E.B.P.	27-Feb-13	169,980.86
0277000003	0001	0000031514	30441	A.T.R.F.	27-Feb-13	180,072.86
0277000004	0001	0000031515	61986	ABC ART	27-Feb-13	89.25
0277000005	0001	0000031516	61216	ABSA	27-Feb-13	450.00
0277000006	0001	0000031517	EM10271	ADKINS, BETTY	27-Feb-13	700.00
0277000007	0001	0000031518	63047	ADLITE PLASTICS & LIGHTING	27-Feb-13	1,270.50
0277000008	0001	0000031519	00720	AIKINS, WAYNE	27-Feb-13	1,067.92
0277000009	0001	0000031520	00960	ALBERTA DISTANCE LEARNING CENT	27-Feb-13	1,274.00
0277000010	0001	0000031521	01360	ALBERTA TEACHERS ASSOC.	27-Feb-13	23,685.00
0277000011	0001	0000031522	62318	APPLE CANADA, INC. C3120	27-Feb-13	288.75
0277000012	0001	0000031523	02480	APPLIED INDUSTRIAL TECHNOLOGIES	27-Feb-13	208.15
0277000013	0001	0000031524	00877	ARDEN T. LITT CENTRE FOR	27-Feb-13	835.31
0277000014	0001	0000031525	62264	AWC COMMUNICATIONS	27-Feb-13	26.20
0277000015	0001	0000031526	02400	BARNWELL SCHOOL	27-Feb-13	449.15
0277000016	0001	0000031527	01663	BARROWS, WAYNE & SANDRA	27-Feb-13	600.00
0277000017	0001	0000031528	02473	BARTLE & GIBSON CO. LTD.	27-Feb-13	127.99
0277000018	0001	0000031529	01664	BEKKERING, HOWARD & KATHY	27-Feb-13	600.00
0277000019	0001	0000031530	01197	BELL, PAM	27-Feb-13	450.00
0277000020	0001	0000031531	00073	BERNHARDT, ANN	27-Feb-13	198.32
0277000021	0001	0000031532	03240	BOW RIVER IRRIGATION	27-Feb-13	682.50
0277000022	0001	0000031533	01617	BUECKERT, JACOB & CAROL	27-Feb-13	600.00
0277000023	0001	0000031534	06300	CARDINAL COACH LINES LIMITED	27-Feb-13	343,546.27
0277000024	0001	0000031535	06680	CHAMBERLAIN SCHOOL	27-Feb-13	2,477.79
0277000025	0001	0000031536	01665	CLARK, CAM & JAMIE	27-Feb-13	600.00
0277000026	0001	0000031537	04760	CORPORATE EXPRESS	27-Feb-13	16.86
0277000027	0001	0000031538	08800	CYPRESS GROUP	27-Feb-13	415.22
0277000028	0001	0000031539	09040	D.A. FERGUSON MIDDLE SCHOOL	27-Feb-13	1,550.37
0277000029	0001	0000031540	01640	DAKOTA COMFORTS & DESIGNS	27-Feb-13	2,031.33
0277000030	0001	0000031541	10410	EDMONTON PUBLIC SCHOOLS	27-Feb-13	1,044.75
0277000031	0001	0000031542	63046	EDUCATION STATION	27-Feb-13	258.39
0277000032	0001	0000031543	11260	ENMAX	27-Feb-13	38,845.02
0277000033	0001	0000031544	11300	ERLE RIVERS HIGH SCHOOL	27-Feb-13	1,080.86
0277000034	0001	0000031545	01307	FREEL, NICOLE	27-Feb-13	288.44
0277000035	0001	0000031546	01459	FROSTAD, JEFF & SANDRA	27-Feb-13	600.00
0277000036	0001	0000031547	01666	GRAHAM, DENISE	27-Feb-13	68.68
0277000037	0001	0000031548	01280	GROUNDTECH INDUSTRIES INC.	27-Feb-13	5,423.55
0277000038	0001	0000031549	40860	GRUE, JODY	27-Feb-13	75.00
0277000039	0001	0000031550	16445	J.A. MATTHEW ARCHITECT LTD.	27-Feb-13	23,289.00
0277000040	0001	0000031551	01607	JANKOWIAK, GLENN	27-Feb-13	127.79
0277000041	0001	0000031552	01564	KALLIO, LES & LISA	27-Feb-13	600.00
0277000042	0001	0000031553	00021	KEY CONNECTIONS CONSULTING INC.	27-Feb-13	880.00
0277000043	0001	0000031554	18210	KNOWBUDDY RESOURCES	27-Feb-13	136.11
0277000044	0001	0000031555	01667	KOERSEN, BEN	27-Feb-13	600.00
0277000045	0001	0000031556	01234	KRESS, JACKIE	27-Feb-13	600.00
0277000046	0001	0000031557	18485	LEARNING RESOURCES CENTRE	27-Feb-13	1,802.95
0277000047	0001	0000031558	01292	LEE VALLEY TOOLS LTD.	27-Feb-13	634.36
0277000048	0001	0000031559	00849	LETHBRIDGE MOBILE SHREDDING	27-Feb-13	78.75
0277000049	0001	0000031560	62184	LETHBRIDGE SCHOOL DISTRICT #51	27-Feb-13	524.00

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CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
0277000050	0001	0000031561	19250	LOCAL AUTHORITIES PENSION PLAN	27-Feb-13	53,067.81
0277000051	0001	0000031562	19300	LONDON LIFE	27-Feb-13	1,995.00
0277000052	0001	0000031563	19675	MAROSE, DARREL	27-Feb-13	1,238.50
0277000053	0001	0000031564	62357	MCTAGGART CONTRACTING	27-Feb-13	9,870.00
0277000054	0001	0000031565	20500	MILK RIVER ELEMENTARY SCHOOL	27-Feb-13	80.00
0277000055	0001	0000031566	22690	PARAMOUNT PRINTERS LTD.	27-Feb-13	59.85
0277000056	0001	0000031567	22695	PAT'S FLOWER SHOP	27-Feb-13	112.35
0277000057	0001	0000031568	23400	PETTY CASH - DIANE DONGWORTH	27-Feb-13	381.38
0277000058	0001	0000031569	EM10211	RAKAI, JOHN	27-Feb-13	1,540.10
0277000059	0001	0000031570	25260	RECEIVER GENERAL	27-Feb-13	642,833.60
0277000060	0001	0000031571	25261	RECEIVER GENERAL	27-Feb-13	11,931.13
0277000061	0001	0000031572	00526	RIVERS ELECTRIC (TABER) CO.	27-Feb-13	101.79
0277000062	0001	0000031573	01218	ROCKY MOUNTAIN EQUIPMENT	27-Feb-13	495.98
0277000063	0001	0000031574	01668	ROWES, AMY & RAMON	27-Feb-13	600.00
0277000064	0001	0000031575	00767	SCHAMBER, BILL	27-Feb-13	3,124.42
0277000065	0001	0000031576	24246	SCHOOL SPECIALTY CANADA	27-Feb-13	35.61
0277000066	0001	0000031577	27830	SMART APPLE MEDIA	27-Feb-13	168.40
0277000067	0001	0000031578	01466	SMITH, TANYA & MONTE	27-Feb-13	600.00
0277000068	0001	0000031579	62141	SOUTH COUNTRY TIRE	27-Feb-13	428.35
0277000069	0001	0000031580	28350	SOUTHERN ALBERTA NEWSPAPERS	27-Feb-13	381.97
0277000070	0001	0000031581	01529	STEINLEY, TRISHA	27-Feb-13	51.30
0277000071	0001	0000031582	15260	TABER HOME HARDWARE	27-Feb-13	48.20
0277000072	0001	0000031583	62496	TLD COMPUTERS INC.	27-Feb-13	4,886.54
0277000073	0001	0000031584	07821	TOTAL OFFICE PLUS	27-Feb-13	49.96
0277000074	0001	0000031585	00039	TOWNSEND, SHELLEY	27-Feb-13	58.36
0277000075	0001	0000031586	62280	TRS OFFICEWARE	27-Feb-13	1,630.10
0277000076	0001	0000031587	31600	U.F.A. CO-OPERATIVE LIMITED	27-Feb-13	433.83
0277000077	0001	0000031588	31645	UNITED LIBRARY SERVICES INC.	27-Feb-13	38.28
0277000078	0001	0000031589	00821	UNIVERSITY OF ALBERTA	27-Feb-13	840.00
0277000079	0001	0000031590	62695	US BANK CANADA	27-Feb-13	145.74
0277000080	0001	0000031591	01669	VANHAARST, EMIEL & STEPHANIE	27-Feb-13	600.00
0277000081	0001	0000031592	32320	VAUXHALL HIGH SCHOOL	27-Feb-13	6,933.22
0277000082	0001	0000031593	32840	W.R. MYERS SCHOOL	27-Feb-13	6,724.48
0277000083	0001	0000031594	32901	WAL-MART CANADA CORP. - TABER	27-Feb-13	92.10
0277000084	0001	0000031595	61925	WALLACK'S ART SHOP & GALLERY	27-Feb-13	1,453.39
0277000085	0001	0000031596	32980	WARNER SCHOOL	27-Feb-13	935.91
0277000086	0001	0000031597	32990	WATER PURE & SIMPLE	27-Feb-13	52.75
0277000087	0001	0000031598	33320	WESCLEAN	27-Feb-13	6,039.11
0277000088	0001	0000031599	33600	WESTERN CANADA WELDING PRODUCT	27-Feb-13	65.75
0277000089	0001	0000031600	34875	ZEE MEDICAL CANADA	27-Feb-13	151.23
TOTALS FOR BANK - 0001						1,572,090.51
TOTAL NUMBER OF CHEQUES						89
TOTAL NUMBER OF CHEQUES WITH MICR						89
GRAND TOTAL						1,572,090.51
CANCELLED TOTAL						0.00
NET GRAND TOTAL						1,572,090.51
GRAND TOTAL NUMBER OF CHEQUES						89
GRAND TOTAL NUMBER OF CHEQUES WITH MICR						89

**Horizon School Division February 2013 U.S. Accounts**

	<b>U.S. Funds</b>	<b>Canadian Funds</b>
<b>Surpass Software</b>	<b>1875.00</b>	<b>1960.31</b>
<b>Total U.S. Accounts</b>	<b>1875.00</b>	<b>1960.31</b>

PJ/dd  
February 27/2013

<b>Horizon School Division February 2013 U.S. Accounts</b>
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	<b>U.S. Funds</b>	<b>Canadian Funds</b>
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	<b>U.S. Funds</b>	<b>Canadian Funds</b>
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<b>Brain POP</b>	<b>300.00</b>	<b>316.08</b>
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<b>Brain POP</b>	<b>300.00</b>	<b>316.08</b>
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<b>Brain POP</b>	<b>300.00</b>	<b>316.08</b>
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<b>Total U.S. Accounts</b>	<b>300.00</b>	<b>316.08</b>
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<b>Total U.S. Accounts</b>	<b>300.00</b>	<b>316.08</b>
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<b>Total U.S. Accounts</b>	<b>300.00</b>	<b>316.08</b>
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PJ/dd

February 28/2013

DATE 05-Mar-2013 02:36 PM

SUMMARY - ISSUED CHEQUE REPORT  
 START DATE: 05-Mar-2013 TO END DATE: 05-Mar-2013

PAGE 1

CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
-----						
COMPUTER PREPARED CHEQUES : ISSUED BETWEEN 05-Mar-2013 AND 05-Mar-2013						
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0278000003	0001	0000031605	01190	ASBA	05-Mar-13	537.29
0278000004	0001	0000031606	00543	BANDSTAND LTD.	05-Mar-13	152.20
0278000005	0001	0000031607	02473	BARTLE & GIBSON CO. LTD.	05-Mar-13	103.80
0278000006	0001	0000031608	01673	BASSETT, SHELLY	05-Mar-13	50.00
0278000007	0001	0000031609	06300	CARDINAL COACH LINES LIMITED	05-Mar-13	1,138.74
0278000008	0001	0000031610	00799	CEFFPI	05-Mar-13	775.00
0278000009	0001	0000031611	06480	CENTRAL SCHOOL	05-Mar-13	676.68
0278000010	0001	0000031612	EM10314	CLARK, MARK	05-Mar-13	880.02
0278000011	0001	0000031613	01140	CLEMIS, BONNIE	05-Mar-13	69.13
0278000012	0001	0000031614	01676	CLS LEXITECH	05-Mar-13	869.72
0278000013	0001	0000031615	00178	COPPER BEECH	05-Mar-13	139.89
0278000014	0001	0000031616	04760	CORPORATE EXPRESS	05-Mar-13	1,371.00
0278000015	0001	0000031617	08800	CYPRESS GROUP	05-Mar-13	639.22
0278000016	0001	0000031618	EM10331	DRISCOLL, DAVID C	05-Mar-13	1,302.88
0278000017	0001	0000031619	00633	GARNER, DIANE	05-Mar-13	1,760.00
0278000018	0001	0000031620	EM10387	GILMORE, CHERYL A	05-Mar-13	1,202.58
0278000019	0001	0000031621	01671	GROTEN, JANELLE	05-Mar-13	931.23
0278000020	0001	0000031622	13700	GUILLEVIN INTERNATIONAL CO.	05-Mar-13	183.75
0278000021	0001	0000031623	13750	GUMDROP BOOKS	05-Mar-13	478.83
0278000022	0001	0000031624	14800	HERB MATIS CONSTRUCTION LTD.	05-Mar-13	11,193.00
0278000023	0001	0000031625	41230	JANZEN, DORIS	05-Mar-13	720.90
0278000024	0001	0000031626	01212	JOHN DEERE FINANCIAL	05-Mar-13	3,449.73
0278000025	0001	0000031627	EM11202	KEEPING, MARION E	05-Mar-13	69.67
0278000026	0001	0000031628	00021	KEY CONNECTIONS CONSULTING INC.	05-Mar-13	817.50
0278000027	0001	0000031629	18360	L.T. WESTLAKE SCHOOL	05-Mar-13	56.11
0278000028	0001	0000031630	01219	MAGIEROWSKI, TRAVIS	05-Mar-13	30.00
0278000029	0001	0000031631	20080	MATHISON'S CLEANING LTD	05-Mar-13	419.16
0278000030	0001	0000031632	00800	METZ, SHAUN	05-Mar-13	1,236.22
0278000031	0001	0000031633	EM11206	MILLER, ANGELA J	05-Mar-13	422.10
0278000032	0001	0000031634	01373	MILLER, TENILLE	05-Mar-13	112.45
0278000033	0001	0000031635	01674	OLPERT, TERRY	05-Mar-13	36.36
0278000034	0001	0000031636	01445	PECKFORD, DARLENE	05-Mar-13	1,102.92
0278000035	0001	0000031637	01499	PLATINUM COMMUNICATIONS CORPORATION	05-Mar-13	882.00
0278000036	0001	0000031638	62056	PUROLATOR COURIER LTD.	05-Mar-13	455.95
0278000037	0001	0000031639	61750	ROYAL BANK VISA	05-Mar-13	4,000.00
0278000038	0001	0000031640	00285	SAUNDERS, CARLA	05-Mar-13	115.14
0278000039	0001	0000031641	24246	SCHOOL SPECIALTY CANADA	05-Mar-13	65.57
0278000040	0001	0000031642	01675	SKRIVER, CRYSTAL	05-Mar-13	214.20
0278000041	0001	0000031643	28145	SOUTH ALTA COMMUNICATIONS INC.	05-Mar-13	1,002.23
0278000042	0001	0000031644	28150	SOUTH STAR ELECTRIC	05-Mar-13	2,759.40
0278000043	0001	0000031645	28350	SOUTHERN ALBERTA NEWSPAPERS	05-Mar-13	620.55
0278000044	0001	0000031646	28600	SPORTFACTOR INC.	05-Mar-13	115.87
0278000045	0001	0000031647	07821	TOTAL OFFICE PLUS	05-Mar-13	573.00
0278000046	0001	0000031648	31040	TOWN OF TABER	05-Mar-13	1,818.07
0278000047	0001	0000031649	31080	TOWN OF VAUXHALL	05-Mar-13	433.17
0278000048	0001	0000031650	01271	TOWWAY CANADA STUDY CONSULTING	05-Mar-13	1,095.15
0278000049	0001	0000031651	EM10575	TYMENSEN, WILCO J	05-Mar-13	603.54



DATE 05-Mar-2013 02:36 PM

SUMMARY - ISSUED CHEQUE REPORT  
 START DATE: 05-Mar-2013 TO END DATE: 05-Mar-2013

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CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
0278000050	0001	0000031652	31645	UNITED LIBRARY SERVICES INC.	05-Mar-13	29.85
0278000051	0001	0000031653	32320	VAUXHALL HIGH SCHOOL	05-Mar-13	663.60
0278000052	0001	0000031654	32520	VILLAGE OF BARNWELL	05-Mar-13	280.34
0278000053	0001	0000031655	33320	WESCLEAN	05-Mar-13	1,466.11
0278000054	0001	0000031656	00374	WESTBURNE ELECTRIC SUPPLY	05-Mar-13	1,316.28
0278000055	0001	0000031657	33600	WESTERN CANADA WELDING PRODUCT	05-Mar-13	145.86
0278000056	0001	0000031658	34000	WILSON, SHANE	05-Mar-13	231.67
0278000057	0001	0000031659	33480	WOLSELEY CANADA INC.	05-Mar-13	204.03
TOTALS FOR BANK - 0001						59,081.49
TOTAL NUMBER OF CHEQUES						57
TOTAL NUMBER OF CHEQUES WITH MICR						57
GRAND TOTAL						59,081.49
CANCELLED TOTAL						0.00
NET GRAND TOTAL						59,081.49
GRAND TOTAL NUMBER OF CHEQUES						57
GRAND TOTAL NUMBER OF CHEQUES WITH MICR						57

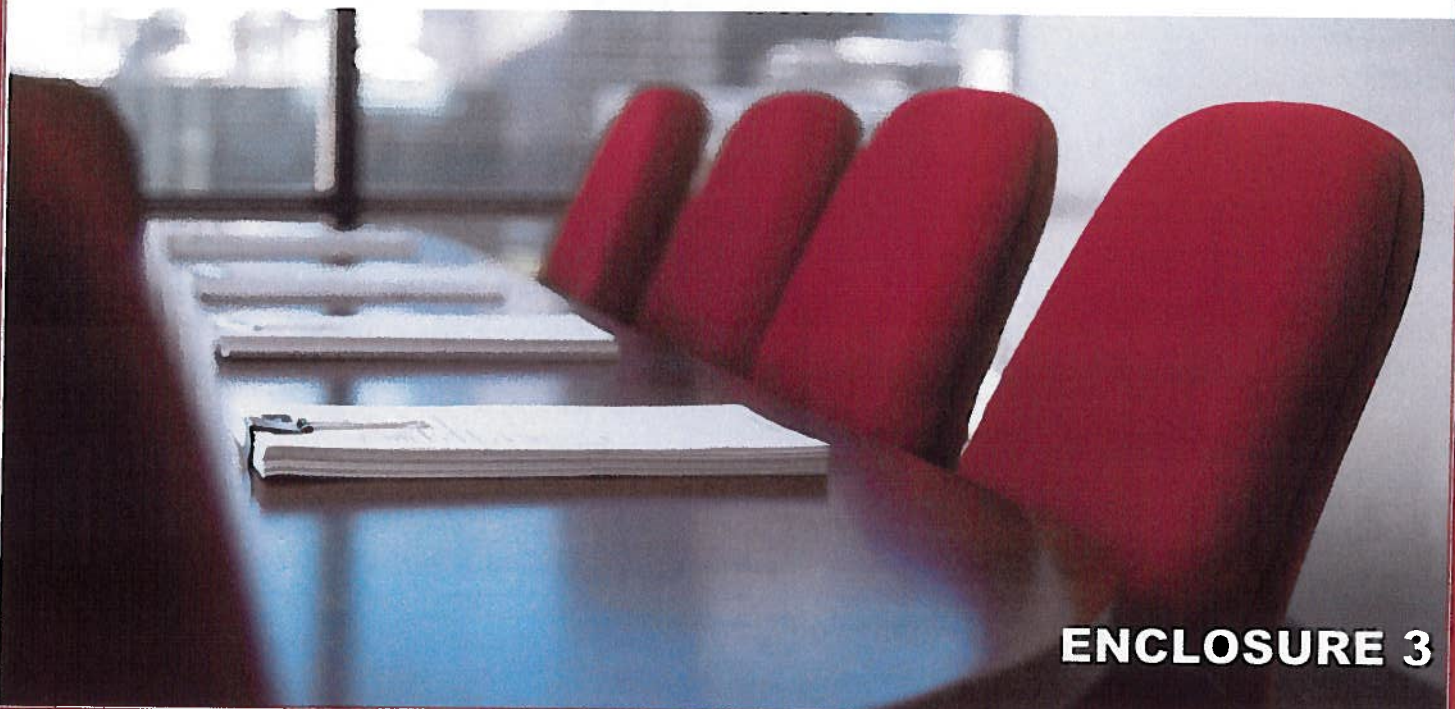
DATE 07-Mar-2013 10:51 AM

SUMMARY - ISSUED CHEQUE REPORT  
 START DATE: 07-Mar-2013 TO END DATE: 07-Mar-2013

PAGE 1

CHEQUE #	BANK	MICR #	VENDOR #	VENDOR NAME	ISSUE DATE	AMOUNT
-----						
COMPUTER PREPARED CHEQUES : ISSUED BETWEEN 07-Mar-2013 AND 07-Mar-2013						
0279000001	0001	0000031660	00430	ACE PLACE	07-Mar-13	725.79
0279000002	0001	0000031661	00877	ARDEN T. LITT CENTRE FOR	07-Mar-13	31.21
0279000003	0001	0000031662	02400	BARNWELL SCHOOL	07-Mar-13	512.74
0279000004	0001	0000031663	06480	CENTRAL SCHOOL	07-Mar-13	233.27
0279000005	0001	0000031664	06680	CHAMBERLAIN SCHOOL	07-Mar-13	296.62
0279000006	0001	0000031665	09040	D.A. FERGUSON MIDDLE SCHOOL	07-Mar-13	1,887.36
0279000007	0001	0000031666	09840	DR. HAMMAN SCHOOL	07-Mar-13	96.74
0279000008	0001	0000031667	11160	ENCHANT SCHOOL	07-Mar-13	497.03
0279000009	0001	0000031668	11300	ERLE RIVERS HIGH SCHOOL	07-Mar-13	919.34
0279000010	0001	0000031669	18360	L.T. WESTLAKE SCHOOL	07-Mar-13	179.51
0279000011	0001	0000031670	19285	LOMOND COMMUNITY SCHOOL	07-Mar-13	266.21
0279000012	0001	0000031671	00287	LOMOND SCHOOL GRAD	07-Mar-13	92.61
0279000013	0001	0000031672	00065	LOMOND STUDENT'S UNION	07-Mar-13	310.90
0279000014	0001	0000031673	20500	MILK RIVER ELEMENTARY SCHOOL	07-Mar-13	149.46
0279000015	0001	0000031674	29681	TABER CHRISTIAN SCHOOL	07-Mar-13	387.96
0279000016	0001	0000031675	00660	VAUXHALL ACADEMY OF BASEBALL	07-Mar-13	5,406.10
0279000017	0001	0000031676	32280	VAUXHALL ELEMENTARY SCHOOL	07-Mar-13	162.77
0279000018	0001	0000031677	32320	VAUXHALL HIGH SCHOOL	07-Mar-13	2,230.16
0279000019	0001	0000031678	32840	W.R. MYERS SCHOOL	07-Mar-13	2,292.86
0279000020	0001	0000031679	00460	WARNER HOCKEY SCHOOL	07-Mar-13	1,680.48
0279000021	0001	0000031680	32980	WARNER SCHOOL	07-Mar-13	3,169.64
TOTALS FOR BANK - 0001						21,528.76
TOTAL NUMBER OF CHEQUES						21
TOTAL NUMBER OF CHEQUES WITH MICR						21
GRAND TOTAL						21,528.76
CANCELLED TOTAL						0.00
NET GRAND TOTAL						21,528.76
GRAND TOTAL NUMBER OF CHEQUES						21
GRAND TOTAL NUMBER OF CHEQUES WITH MICR						21

**HORIZON SCHOOL DIVISION  
BOARD MEETING  
AGENDA ENCLOSURES**



**ENCLOSURE 3**





ALBERTA  
EDUCATION

*Office of the Minister  
MLA, Athabasca-Sturgeon-Redwater*

AR79225

**FEB 11 2013**

Mrs. Audrey Krizsan  
Board Chair  
Horizon School Division  
6302 - 56 Street  
Taber, AB T1G 1Z9

Dear Mrs. Krizsan,

It was a pleasure meeting with you and the Horizon School Division Board of Trustees. I appreciated the opportunity to hear about your school authority successes, challenges and plans for the future.

As Minister of Education, I recognize the importance of strong partnerships that maintain and build upon the success of our education system. In our discussions, I was moved by the passion I heard, and it was reaffirming to witness the commitment of your school authority in working toward a common goal – the educational success of all children and youth.

I look forward to continuing work with the Horizon School Division in support of student success.

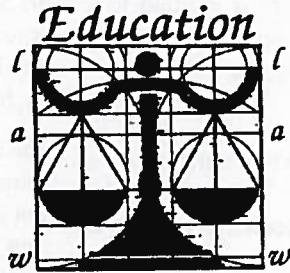
Sincerely,

  
Jeff Johnson  
Minister  
MLA, Athabasca-Sturgeon-Redwater

cc: David C. Dorward, MLA, Edmonton-Gold Bar

*Alberta* 





# Education Law

Reporter Elementary & Secondary

Vol. 24, No. 6, February 2013

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## FACULTY and THE LAW

# Retiring Teacher Not Eligible for Gratuity

## Facts

On May 28, 2010, Kevin Jackson ("Jackson") resigned from his teaching position with the Durham District School Board (the "Durham Board"). The circumstances surrounding his decision to retire on the "eve of his 50<sup>th</sup> birthday" were not set out in detail in the decision of the Arbitrator (the "Arbitrator"), who said

The description of those unfortunate events leading to Mr. Jackson's decision are regrettable, however, aside from ensuring that he is not likely to return to the teaching profession, they are not relevant or of assistance in the determination of the legal issues presently before me.

Jackson would have been eligible to receive a pension from the Board after turning 50, but preferred to take the commuted lump-sum value of the pension instead of waiting and receiving a stream of payments. However, he was denied payment of a "Retirement Gratuity" as provided for under the applicable collective agreement.

## Cause of Action

Jackson, through his Union (the Ontario Secondary School Teachers' Federation, or "OSSTF"), grieved the denial of the Retirement Gratuity. The matter was heard by an arbitrator under the Labour Relations Act.

## Decision

The denial was upheld.

## Reasons

The Retirement Gratuity is a provision of the collective agreement between the OSSTF and the Durham Board which provided for a form of bonus payment for teachers upon their retirement. The provisions for it under the collective agreement read as follows:

### Article 12 – Retirement Gratuity Plan

12.01 A teacher with a minimum of ten (10) consecutive years of service as a teacher with the Board or a predecessor thereof, to the date of retirement

shall be granted a gratuity based on the accumulated yearly credits and the highest annual salary during the five (5) years prior to retirement.

12.06 It is the responsibility of the teacher to make written application for the retirement gratuity and to submit evidence that the teacher has made application for, and is eligible to receive, a pension from the Ontario Teachers' Pension Plan Board.

...

12.10 A retiring teacher, as referred to in this plan, is interpreted as being: one who ceased to be employed by the Board, and has made application for, and is eligible to receive a pension from the Ontario Teachers' Plan Board.

12.12 A teacher who retires having received a retirement gratuity from the Board, and who is re-hired to a probationary position with the Board, must re-qualify for retirement gratuity pursuant to paragraph 12.01. Once eligible, the teacher is entitled only to a gratuity credit up to the difference between the maximum 50% gratuity and the percentage gratuity previously paid.

The collective agreement defines a "benefit" as meaning "an amount payable under the pension plan, including a pension, a commuted value or a lump-sum payment."

The Ontario Teachers' Pension Plan (the Plan) contains the following provisions:

30. (2) A member is entitled to a deferred pension upon accumulating ten years of qualifying service.

...

37. (1) A member entitled to a deferred pension who ceases to be employed in education is entitled to a transfer of the commuted value of the deferred pension to another retirement savings arrangement in accordance with section 42 of the Pension Benefits Act and to a refund or transfer of excess contributions, calculated under section 36, subject to the limitations of the Income Tax Act (Canada).

(2) A member who is entitled to an immediate payment of a pension benefit is not entitled to a refund or transfer under this section.

If eligible, Jackson's gratuity would have been in the range of \$30,000.

The Durham Board took the position that the gratuity is only payable to teachers who:

1. Cease to be employed by the Board;
2. Have made application for a pension from the Ontario Teachers' Pension Plan Board; and
3. [Are] eligible to receive a pension from the Ontario Teachers' Pension Plan Board.

Jackson was able to opt for lump-sum payment of his pension benefits because he was not eligible to begin to receive immediate pension benefits until after

his 50<sup>th</sup> birthday. The Durham Board argued that he had met the first two requirements for payment of the gratuity, but had not met the second or third.


The OSSTF argued that the lump-sum commuted value transfer taken by Jackson fits within the definition of a pension benefit under the collective agreement and Jackson should be considered eligible to receive the gratuity under Articles 12.06 and 12.10 of that document.

The Durham Board's response to that argument was that if that was the case,

... any teacher who has completed ten continuous years of service would be entitled to the retirement gratuity upon resignation from the profession regardless of his or her age at the time of resignation. In effect, a teacher who started in the profession at say 25 years old could resign after his or her tenth year of service at the age of 36 years and successfully claim the retirement gratuity.

The result would not only be absurd, it could impose a tremendous financial burden on the Durham Board. Further, as the Arbitrator noted, this was a retirement gratuity, not a resignation gratuity. By opting to take the lump-sum value of the pension, Jackson had in essence opted out of the possibility of receiving the gratuity.

*Durham Region District School Board v. Ontario Secondary School Teachers' Federation*; 2013 CanLII 1989 (ON LA)

Authored by Hilary Stout, LLB, LLM 

## When is a Strike Not a Strike?

### Facts

On January 2, 2013, a number of bargaining units represented by the Elementary Teachers' Federation of Ontario ("ETFO") had "collective agreements" imposed on them by law, under section 9(2)(2) of Ontario's new *Putting Students First Act* (hereafter referred to as "Bill 115").

These collective agreements are effective from September 1, 2012 to August 31, 2014.

On January 9, 2013, ETFO announced that its members would be engaging in a "day of protest" or "political protest" on Friday, January 11, 2013. January 11 was a regular school day. ETFO's president, Sam Hammond, advised that this "protest" would be a full-day event,

such that January 13 would involve the withdrawal of all services by ETFO members, all across the province.

### Cause of Action

Upon learning of the planned "day of protest," the Minister of Education for Ontario applied to the Labour Relations Board ("OLRB") for a determination as to whether or not this day of protest



amounted to an illegal strike, in violation of section 9 of Bill 115.

## Reasons

Just as the Minister of Education had applied to the OLRB for a determination of legality of the planned action, ETFO was also applying to the Courts for a declaration that the imposition of collective agreements under Bill 115 was a violation of their members' rights under the *Charter*. ETFO, therefore, asked the OLRB to defer to the court proceedings and decline to hear this matter. Noting that the matter before it was not a constitutional challenge of Bill 115's validity, and that it was unlikely the Courts would be able to hold a hearing on the merits of ETFO's *Charter* challenge before September of 2013, the OLRB proceeded to hear the Minister's application.

In essence, the issue was whether or not the planned "day of protest" amounted to an unlawful strike. Under the terms of Bill 115, it is possible for the Lieutenant Governor to impose a collective "agreement" on a bargaining unit and its employer, and that was indeed what had been done in a number of cases. It was not disputed, therefore, that a collective agreement (even one imposed by order under Bill 115) was in place, and that the terms of this imposed collective agreement prohibited the holding of strikes during its term. Accordingly, the task for the Board was not to determine the validity (under the *Charter* or otherwise) of Bill 115, but simply to determine whether or not the planned protest amounted to an unlawful strike.

The first argument brought by ETFO was that the Minister had no standing to bring this application, as the Minister is not a party to the collective agreement. The Board found that the Minister has a right under section 11 of Bill 115, to lodge a complaint for breaches of orders made under the Act. The Board found that:

What is required for the Minister to have standing is a "contravention of this Act",

namely Bill 115. The Lieutenant Governor has made an order within the meaning of section 9(2) of Bill 115 imposing collective agreements pursuant to section 9.2(i). I am satisfied "that order" within the opening paragraph of a Section 9(2) includes all orders under section 9(2) including an order to impose a collective agreement under 9(2) (i). Section 9(4) provides:

(4) A strike or lock-out in contravention of an order made under paragraph 2 of subsection (2) is deemed to be an unlawful strike or lock-out for the purposes of the *Labour Relations Act, 1995*.

In short, the Board determined that an order imposing a collective agreement under section 9(2) is, in essence, an order imposing the terms of the agreement, such that each term of the imposed collective agreement constitutes an order under section 9(2). Therefore, a breach of the agreement amounts to as contravention of the order imposing the agreement. It thus would follow that, if the proposed day of protest was, in truth, a strike, then it would be unlawful.

The Minister relied on "the well-established jurisprudence of this Board" to argue that a political strike during the term of a collective agreement is still a strike and, thus, illegal whether it is called a strike, a political action or a day of protest.

The Board agreed with the Minister and issued a Declaration stating that the planned day of protest would, if car-

ried out, constitute an unlawful strike; that Sam Hammond, as president of ETFO, knows or should know that his support of the action would encourage others to participate; and that any teacher participating in the planned protest would be considered to be participating in an unlawful strike.

The Board also ordered that:

- ETFO, Sam Hammond, and anyone acting on their behalf should cease and desist from authorizing, supporting, encouraging or threatening to call or authorize an unlawful strike; and that ETFO should provide notice of these declarations and orders to their members.

The Board also ordered that:

- ETFO or anyone having notice of this direction refrain from engaging in an unlawful strike against the school boards and refrain from any act which they know or ought to know will prompt other persons to engage in an unlawful strike; and
- a copy of this decision should be posted at every ETFO bulletin board in every public elementary school that employs members of ETFO as soon as reasonably possible for the next 30 days.

*The Minister of Education v. Elementary Teachers' Federation of Ontario and Sam Hammond; Ontario Public School Boards' Association and Ontario Secondary School Teachers' Federation, Intervenor*; 2947-12-U; 2013 CanLII 481 (ON LRB)

Authored by Hilary Stout, LLB, LLM 

## Update

collective agreements for teachers and support staff while protecting the gains made in education and reflecting the province's fiscal reality.

In other words, the Act was in effect for barely 4 months – just enough time to impose collective agreements on any bargaining units that did not have a negotiated agreement, and to remove the Retirement Gratuity (the same benefit

that was in issue in the *Durham Region District School Board v. Ontario Secondary School Teachers' Federation* case, reported on earlier in this issue.

The net effect of the repeal is that the *Charter* challenge that ETFO was planning to bring in court is now moot. The fact remains, however, that the law as set out in this decision is that any withdrawal of services by the teachers on a coordinated basis is likely to be considered an unlawful strike. The teachers are thus left without a right to strike until the imposed agreements expire in 2014.

According to the Education Ministry, during the brief tenure of this Act, it will save the province \$250 million in 2012-13 and \$540 million in 2013-14, primarily due to wage freezes and a 1.5% cutback. In addition, the province will have a one-time savings of \$1.1 billion, primarily from the elimination of the retirement allowance.

It will be interesting to see how the teachers and unions will continue to deal with the situation created by Bill 115. The *Charter* challenge mentioned in the case could have been brought with regard to the removal of the teachers' rights to strike (as an infringement of the fundamental right to freedom of speech), but the *Charter* does not protect economic interests, so the removal of the Retirement Benefit from the Ontario Teachers' Pension Plan will be difficult to attack under the Charter. Most likely, if the teachers proceed at all, they will do so by way of some kind of argument that the removal of the Retirement Benefit constitutes discrimination on the basis of age. To make such an argument, it would have to be shown that the government's decision to remove the Retirement Gratuity from the Pension Plan created an inequity between teachers who were of an age to retire immediately prior to the removal of the gratuity and teachers who

were not yet of sufficient age to qualify for a pension. Even assuming a court agreed that something along these lines could be said to constitute an infringement of a Charter right, proof of infringement of a right does not end the analysis. Section 1 of the Charter provides that:

The Canadian Charter of Rights and Freedoms guarantees the rights and freedoms set out in it subject only to such reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society.

In short, infringements are justified if the intended benefit of the law outweighs the resulting burden. In this case, the question for a court would be whether a province-wide savings of \$1.1 billion dollars outweighed the loss of the retirement gratuity to the teachers.

Authored by Hilary Stout, LLB, LLM



## Commission Ordered to Provide Benefits

### Facts

On September 7, 2011 a teacher, the claimant in this matter, suffered injuries to her left ribs and the left side of her face as the result of an attack by a student. On November 3, 2011, the same teacher was attacked again by an aggressive student, and was again injured when kicked on the left side of her face.

Prior to either attack, the teacher had an existing problem with both of her temporomandibular ("TM") joints and in fact had already undergone joint reconstruction and had prosthetic devices on both sides of her jaw. Also prior to either attack, a plan was in place for further surgery to reconstruct and replace the prosthesis on her left. Rather than pursue legal action directly against the aggressive students, the teacher had opted to claim compensation under the *Workplace Health, Safety and Compensation Act of New Brunswick* (the "WHSC Act"), a statute analogous

to many other provinces' *Workers Compensation* legislation.

The teacher's initial application for benefits was accepted by the Workplace Health, Safety and Compensation Commission ("WorkSafeNB"), but this acceptance was later rescinded on the basis that her TMJ condition was pre-existing. Specifically, she was advised that:

WorkSafeNB has met its obligation and addressed the soft tissue injuries that you sustained at work. Your pre-existing condition which has been ongoing for greater than 15 years is not WorkSafeNB's responsibility. The surgery you had was due to a long-standing pre-existing condition and was not a requirement or a result of your workplace soft tissue injuries.

You had stated that you were having surgery on one side in December and the other side was to be done in the summer. However, it was decided that both sides would be done at the

same time in December, either way the surgery was due to a long-standing pre-existing condition, WorkSafeNB is not responsible for your lost time from work following this pre-planned surgery.

The teacher sought reconsideration of this decision, and in support provided a letter from her dental surgeon advising that due to her injuries from work, the originally planned surgery to replace her left-sided prosthesis became a bilateral surgical replacement of both prostheses. Bilateral procedures are rarely done, and when done require significantly greater recovery time – 5 to 12 months, rather than the 2 to 4 months' recovery required by a single procedure. Despite this letter, WorkSafeNB maintained its refusal of her application.

### Cause of Action

The teacher brought an appeal of the decision to the WHSCC Commission's Appeals Tribunal.

## Decision

The Appeals Tribunal ordered WorkSafeNB to provide the teacher with compensation.

## Reasons

While there was no dispute that the teacher had a pre-existing TMJ condition and already had surgery planned to replace her left prosthesis, the two workplace injuries suffered by the teacher in September and November of 2011 aggravated her condition such that a bilateral replacement was required.

The teacher's main arguments were that although she had a pre-existing condition and a pre-existing appointment for surgical replace of her left jaw prosthesis, the two workplace-related soft tissue injuries aggravated her pre-existing condition such that they "drastically changed the nature of the surgery that was required and impacted the amount of work time which she missed."

The teacher's employer also made submissions at the hearing, agreeing that:

... as a result of her work-related injuries, the appellant needed a bilateral surgical replacement of her prosthetic joints which resulted in her missing five months of work rather than the two months she would have missed had the pre-scheduled surgery been done. This additional three months of lost time is the result of her workplace injuries and, consequently, she should receive compensation benefits for this period of time.

The Appeal Tribunal agreed with the teacher and her employer, noting that


... this pre-existing condition did not impact her ability to perform all the duties required of her position prior to her workplace injury on September 7, 2011. The surgery that was scheduled for December 21, 2011, would be what could be considered a routine maintenance

procedure that was planned to minimize the amount of time that the appellant would miss from work. The accidents of September 7, 2011, and November 3, 2011, aggravated the appellant's pre-existing condition to the extent of actually causing damage and necessitating a new surgical procedure involving the reconstruction of both prosthetic joints. These accidents were accepted as being work-related, and the appellant received compensation

benefits from November 28, 2011, until December 20, 2011 (the date of the pre-scheduled surgery).

On that basis, the Appeals Tribunal ordered WorkSafeNB to "provide medical aid and loss of earnings benefits retroactive to December 21, 2011, and manage the file accordingly."

Decision Number: 20126698; 2013 CanLII 2363 (NB WHSCC)

Authored by Hilary Stout, LLB, LLM 

## Teachers' Discretion Unfettered

### Facts

Article 12.06 of the Collective Agreement between the Grand Erie District School Board and its employees reads:

No teacher shall be assigned more than 3.0 courses per semester unless there is an agreement by the teacher, the Bargaining Unit and the Board.

### Cause of Action

The School Board applied for judicial review of an Arbitration Award interpreting that provision.

### Decision

The Court upheld the Arbitrator's interpretation.

### Reasons

The basis of the School Board's argument in this case was that the effect of this provision was to give teachers a discretion as to whether or not they would agree to teach more than 3 classes. Thus, they submitted, as the collective agreement did not specifically waive a duty to act reasonably on the parties, there should be an implied requirement for the teacher to exercise that discretion reasonably.

The Court began by determining that the standard of review from the findings of an arbitrator was that of reasonableness.

The Court then went on to note that the guiding principle in interpretation of collective agreements is to give the words their plain an ordinary meaning, and to read them in the context of the overall agreement. The Court noted that it was clear that the parties to this agreement had "negotiated a range of requirements and constraints on the School Board's assignment of work to teachers." On that basis, the Arbitrator had concluded that the provision in issue gave teachers a right to refuse to teach more than 3 classes per semester. Nothing in the wording of the provision, or the general context of the overall agreement, suggested that this right was subject to a

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duty of reasonableness or any other limitation.

The Court concluded that

... the arbitrator's reasons provide a clear explanation of his interpretation of the relevant provisions of the Collective Agreement, clearly discussing and distinguishing the cases put forward by the applicant ... His interpretation was well within the range of possible and acceptable


outcomes and his reasons adequately justify and explain this outcome.

Similarly, and in the alternative, we find no basis for interfering with the arbitrator's conclusion that in the circumstances, if there were an implied duty to act reasonably, the teachers met that duty. In particular, the arbitrator concluded that there was insufficient evidence that the principal considered other options,

and he accepted that the teachers had legitimate pedagogical concerns and reasons for refusing to agree. This was a reasonable conclusion given the evidence before him.

Accordingly, the application was dismissed.

*Grand Erie District School Board v. Ontario Secondary School Teachers' Federation*, 2013 ONSC 723

Authored by Hilary Stout, LLB, LLM 

## PARENTS and THE LAW

### Facts

## Parents' Discrimination Claim Unfounded

The applicant in the first of these related human rights claims, AN, was a student enrolled with the respondent School Board at Sir Winston Churchill Secondary School ("SWCSS"). The applicant in the second claim, BW, is AN's mother and works as a teacher at SWCSS. MN, acting as AN's representative, is AN's father.

AN has a number of disabilities, but primary among them is Autism (ASD). She attended senior kindergarten and Grade 1 at a school within a separate school board, where she was integrated. According to MN, she became very depressed and was not learning. Accordingly, her parents withdrew her from that program and she was home-schooled for a year, with the assistance of

a private Applied Behavioural Analysis ("ABA") practitioner for two days per week. They then found an independent school which AN attended for six years, with good results.

When the time came for AN to enter secondary school, her parents could no longer afford the independent school and decided to register her at the school where her mother taught, SWCSS. Her parents advised the respondent School Board that they would like AN to be placed in her mother's Special Education ("SE") class.

The Board determined that AN's needs would be better served if she attended a self-contained class for autistic students at Hill Park Secondary school ("HPSS"). AN's parents objected to this proposal, and AN was accordingly placed at SWCSS, but not in her mother's class.

SWCSS offers three SE classes. Two are Developmental Delay ("DD") classes, one taught by AN's mother, BW, and the other by another teacher, DW. The third class is a Comprehensive class, taught by CW, for students at a higher academic level. The SE classes are not credit-granting programs but instead focus on life skills including functional literacy and numeracy for daily activities such as shopping, as well as music, art, and social and leisure activities that allow students to interact with the general public. SE students generally enter the program when they are 14 and stay until they are 21. AN, at the time of the application, was 17.

From the outset of AN's time at SWCSS, her parents were extremely involved in every aspect of her education.

### Cause of Action

AN's and BW's claims of discrimination contrary to the Ontario *Human Rights Code* (the "Code") were brought and heard together.

AN's claim, brought on her behalf by her father, MN, was that the respondent School Board discriminated against AN on the basis of disability by

1. denying the request of A.N.'s parents that she be placed in her mother's class;
2. failing to conduct any transition planning for AN when she started with SWCSS, and by not offering appropriate ABA methods;
3. providing an inadequate Individual Education Plan ("IEP");
4. failing to collaborate with AN's parents or listen to their ideas.

BW's claim was that she was subjected to discrimination in not being allowed to have her daughter in her class, and that she suffered reprisal in the form of "increasing ostracism from her colleagues."

### Decision

Both claims were dismissed by the Tribunal.

### Reasons

The Tribunal made an extensive review of the facts, as presented by numerous witnesses called by both applicants and the respondent School Board.

The evidence brought by the applicants primarily had to do with instances where their suggestions were not fol-

lowed by the School Board. A constant theme in their evidence was the refusal to allow AN to be in her mother's DD class.

The School Board was able to demonstrate a history of listening to AN's parents and incorporating their suggestions to a limited degree. The crux of their argument was really that the autistic class at HPSS would have been the most appropriate placement for AN but given the parents' rejection of that option, it was in AN's best interests not to place her in her mother's class, both because it was their policy to avoid the placement of students in classes taught by their parents unless necessary, and because a main goal of the SE programs at SWCSS was to assist students in becoming as independent as possible. They were also able to demonstrate that all reasonable efforts were made to accommodate AN's parents' request, but that where they deviated from proposals put forward by MN and BW, they did so as the result of the exercise of their professional judgment.

BW's claim of discrimination was based on the fact that she was not allowed to have her daughter in her class when she knew of a number of cases where children were placed in classes taught by their parents. The School Board was able to show that these cases were isolated examples and that it was a policy, albeit not a formal writ-

ten policy, to avoid such situations whenever possible. Their rationale was that when parents taught their own children, there could be a tendency on their part to neglect the needs of the other students by spending more time with their own child or, perhaps worse, to be "tougher" on their own child in an effort to avoid having it thought that they were favouring that child.

As to BW's claims of ostracism, the School Board brought evidence suggesting that any problems BW might be having with her colleagues could stem from the manner in which she was attempting to participate in AN's schooling despite not having her in her own class. One of the most telling examples was that, at one point, BW was consulting with the Educational Assistant ("EA") assigned to AN as part of DW's class. The EA was not only reporting on AN's progress, she was to some degree taking BW's instructions on dealing with AN. This is not considered appropriate, and DW objected to the situation. It also seemed as though various teachers and EAs in the school were aligning into different "camps," one supportive of BW's approach and the other supporting DW.


The evidence also showed that the school made numerous attempts to appease MN and BW. At one point, AN was moved into the Comprehensive class, but she became depressed and wasn't progressing.

The Tribunal, after conducting an exhaustive review of the evidence, concluded that there was no discrimination against AN on the basis of her disability and, on the contrary, the School Board had made every effort to accommodate AN's needs and her parents' demands. As for BW's claim of reprisal, the Tribunal concluded any perceived negative consequences experienced by BW were

... more likely than not directly related to the manner in which she chose to address such issues, by speaking to another teacher's EA directly, as opposed to the fact that she addressed any such issues. As such, I do not find that any negative consequences faced by B.W. as a result of speaking directly to another teacher's EA were intended as a retaliation for B.W. having claimed or attempted to enforce any rights within the meaning of the Code. Rather it appears from the evidence, and I accept the respondent's position, that it was not appropriate for B.W. to speak to another teacher's EA about A.N.'s programming in the manner in which she did in light of her roles [as a teacher and as a mother].

*A.N. by her next friend M.N. v. Hamilton-Wentworth District School Board and B.W. v. Hamilton-Wentworth District School Board; 2013 HRTO 67 (CanLII)*

Authored by Hilary Stout, LLB, LLM 

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## LEGAL BRIEFS

**Dionne v. Commission scolaire des Patriotes**, [2012] S.C.C.A. No. 250: the Supreme Court of Canada has granted leave to appeal to Ms. Dionne, a “casual substitute teacher” who became pregnant, after the trial court and court of appeal of Quebec determined that she had NOT been discriminated against by the denial of benefits under the “For a Safe Maternity Experience” program. The basis of the denial was that, as a casual substitute teacher, she was only an employee while on an assignment.

**RE: Roux**, 2013 CanLII 1392 (AB LRB): Roux, a principal with another school district, accepted the position of Director of Educational Services with the Greater Southern Public Franco-phone Education Region No. 4. At the time, the Division advised him that by remaining a member of the Alberta Teacher’s Association (“ATA” - essentially, the Union), he might receive less compensation than he had negotiated

directly with the Region. Accordingly, Roux opted to change his status to that of Associate Member. The ATA appealed, and the Labour Relations Board found that


The statements of the Division constituted an interference with the Association’s representational rights under s. 148(1)(a)(ii) of the Code. This interference was unintentional.

No sanction appears to have been imposed.

**Gilmour v. Elementary Teachers’ Federation of Ontario and Hastings Prince Edward Occasional Teachers’ Local; Hastings and Prince Edward District School Board**, Intervenor; 0259-08-U; 2013 CanLII 1237 (ON LRB):

Gilmour brought an application against the Union for a breach of the duty of fair representation under the Labour Relations Act. The application was withdrawn pursuant to a settlement between

the parties made on October 6, 2009 and confirmed by the Board in a decision dated October 19, 2009. On January 6, 2013, Gilmour wrote to the Labour Relations Board, requesting that the Decision be reconsidered. Gilmour alleged that the settlement was invalid as, at the time she entered into the agreement, she was under economic duress, she had no legal representation, she was in a state of shock resulting from the Union’s allegedly unfair representation, and because she suffered an eye injury in February of 2010. The application was denied, with the Board noting that the time allowed to request reconsideration of a decision is 20 days from the date of a decision. In order to get an extension of this time period – much less an extension of more than three years – the applicant must demonstrate significantly more compelling reasons than that she was in financial straits and didn’t have a lawyer.

Authored by Hilary Stout, LLB, LLM 

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Education Law Reporter is published in Canada by Education Law InfoSource Ltd., Box 72038, RPO Glenmore Landing, Calgary, Alberta T2V 3H9. Phone (403)640-6242, Fax: (403)640-9911.

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# the Director's Report

MARCH 2013

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## Important Dates for School Jurisdictions

- March 31, 2013 — Closing date for application for new outreach schools

## Curriculum

### Invitation to apply to participate in the Early Learning and Child Care Curriculum Framework Pilot

The Ministry of Human Services, and the Ministry of Education, are sponsoring Grant MacEwan University and Mount Royal University as community partners to develop a 'made in Alberta' curriculum framework for child care, family day homes and Early Childhood Services (ECS) programs.

There are two phases to the project. The first phase is the development of a draft curriculum framework. The second phase consists of piloting the curriculum framework and supports in selected ECS sites across the province. The project will conclude by March 2014 with recommendations and strategies for implementation.

Early Childhood teachers in ECS programs participating in the pilot will receive a small honorarium. Teachers will require extra time during the pilot. Release time support to the teacher will be the responsibility of the school authority.

School authorities are invited to participate in the pilot phase of the program. The pilot will be implemented from September 2013 to January 2014 and the program will conclude by March 2014 with recommendations or strategies for implementation.

The criteria and application forms will be distributed shortly. Eligible school authorities and/or Early Education Program Operators must apply by March 15, 2013.

For further information, please contact Pat Chemerys, Education Manager, Early Learning, at [Pat.Chemerys@gov.ab.ca](mailto:Pat.Chemerys@gov.ab.ca) or at 780-638-3385. Dial 310-0000 first for toll-free access in Alberta.

### Curriculum Redesign — Cross-curricular Competencies Drafted

In the Curriculum Redesign initiative, Alberta Education is revising standards, guidelines, and the development processes for curriculum to ensure that future curriculum supports the development of competencies that will enable students to become engaged thinkers and ethical citizens with an entrepreneurial spirit.

In collaboration with the Alberta Regional Professional Development Consortia, Alberta Education invited educators to attend a professional development session in January 2013 to review draft cross-curricular competencies and competency indicators that will shape future programs of study, assessments and resources. Educators' insights are invaluable as the ministry and experts in the field work together to refine the cross-curricular competencies and competency indicators for use in provincial curriculum. The ministry and the College of Alberta School Superintendents also hosted two meetings in January 2013 to engage school authority representatives in discussions about Curriculum Redesign.

Alberta Education is developing a toolkit highlighting shifts in curriculum and suggestions for discussion at the local level to build awareness and understanding and help stakeholders become more involved. The toolkit is available on the ministry's website.

More information and a copy of the latest Curriculum Update is available at [www.education.alberta.ca/departement/ipr/curriculum.aspx](http://www.education.alberta.ca/departement/ipr/curriculum.aspx).

For further information, please contact Christine Bouchard, Communications Lead, Curriculum Redesign, at [Christine.Bouchard@gov.ab.ca](mailto:Christine.Bouchard@gov.ab.ca) or at 780-422-7993. Dial 310-0000 first for toll-free access in Alberta.

### **My Child's Learning: A Parent Resource**



*My Child's Learning: A Parent Resource* is available to help parents better understand what their children are learning at school, how they might be assessed and what resources are available to help them learn. Developed in consultation with the Alberta School Councils' Association, the Fédération des parents francophones de l'Alberta and with parents across the province, this resource provides information in plain language for every subject and grade level.

Alberta Education encourages school authorities and individual schools to highlight this resource on their websites. Complete with easy to use grade and subject summaries, as well as creating customized information printouts, this resource is intended help parents be more informed and involved in their child's education.

*My Child's Learning* is available in English at [www.mychildslearning.alberta.ca](http://www.mychildslearning.alberta.ca) and in French at [www.apprentissagedemonenfant.alberta.ca](http://www.apprentissagedemonenfant.alberta.ca).

### **Helping Parents with Limited English/French Language Proficiency**

Recognizing that parents with limited English/French language proficiency may benefit from additional supports, Alberta Education conducted an environmental scan to determine the scope of parents' needs and methods to support them in understanding how they may be further engaged in their children's education.

The results of the scan will assist the ministry in the development of resources for parents with limited English/French language proficiency to enhance their understanding of the Alberta education system and promote interaction with local school authorities.

For further information, please contact JR Garzon, Curriculum Manager, Programs of Study and Resources Sector, at [JR.Garzon@gov.ab.ca](mailto:JR.Garzon@gov.ab.ca) or at 780-422-3272. For information in French, please contact Alan Chouinard, Team Leader, Wellness, French and International Education Services Sector, at [Alan.Chouinard@gov.ab.ca](mailto:Alan.Chouinard@gov.ab.ca) or at 780-422-1983. Dial 310-0000 first for toll-free access in Alberta.



**First Nations, Métis and Inuit**

The *Walking Together: First Nations, Métis and Inuit Perspectives in Curriculum* digital resource for teachers was updated at the end of January 2013. This update consisted of uploading the following new articles into the resource:

Connection to Land topic area:

- Where we are? Finding common ground by Cynthia Chambers.

Well-being topic area:

- Métis Identity: Sharing Traditional and Healing Practices at Métis Elders' Gatherings by Lois Edge and Tom McCallum
- The Power of Pow Wow, an excerpt from Aboriginal Perspectives student resource
- Traditional Medicine and Restoration of Wellness Strategies by Dawn Martin Hill.

*Guiding Voices: A Curriculum Development Tool for Infusion of First Nation, Métis and Inuit Perspectives* is currently undergoing validation of the French language translation. *Guiding Voices* is the revised Aboriginal Content Validation tool.

The Community Stewardship Project, a collaborative, co-creative partnership with Bigstone Cree Nation Education Authority, Northland School Division and Alberta Education, continues to progress, exploring creative and innovative ways of engaging the community in the educational experience of all Albertans.

Collaborative efforts with FNMI and Field Services continue with the Curriculum Weaving Project, a community engagement with Peerless Lake.

For further information, please contact Pauline Auger, Team Leader, First Nations, Métis and Inuit Cultures, Planning and Standards Sector, at [Pauline.Auger@gov.ab.ca](mailto:Pauline.Auger@gov.ab.ca) or at 780-643-1977. Dial 310-0000 first for toll-free access in Alberta.

**Alignment of Newly Developed or Re-authorized Locally Developed Courses with Inspiring Education**  
Locally Developed Courses remain an integral part of the Curriculum Redesign initiative. Revised submission criteria in the locally developed courses online management system will ensure that newly developed courses support the development of competencies to enable students to become engaged thinkers and ethical citizens with an entrepreneurial spirit.

In September 2012, Alberta Education communicated information regarding the revised submission criteria by email to school authority contacts.

Submission dates for courses to be taught in the 2013/2014 school year are as follows:

- Developed (currently authorized or newly developed): March 1, 2013
- Acquired (currently authorized or newly acquired): May 31, 2013

School authorities are asked to submit acquired courses as soon as they have permission to acquire the course from the developing board.

For further information, please contact Thérèse deChamplain-Good, Team Leader, Locally Developed Courses, Planning and Standards Sector, at [TheresedeChamplain-good@gov.ab.ca](mailto:TheresedeChamplain-good@gov.ab.ca) or at 780-422-0628. Dial 310-0000 first for toll-free access in Alberta.

## Inclusive Education

### **Mental Health Matters**

Alberta Education has produced *Mental Health Matters*, [www.education.alberta.ca/mentalhealthmatters](http://www.education.alberta.ca/mentalhealthmatters), a series of web pages containing information and resources to support administrators and teachers in helping children, youth and their families feel comfortable talking about mental health. Implementing proactive mental health practices with tools such as Mental Health Matters helps ensure our schools are welcoming, caring and safe learning environments where all children and youth can succeed.

Elementary and junior/senior high posters that promote positive mental health and well-being are available in French and English on the web pages. A set of posters has been sent to every school across the province in February 2013. Each poster has companion teacher information and activities that are linked to the program of studies.

Understanding and promoting positive mental health in schools are shared responsibilities of parents, educators and community partners. Physically and emotionally healthy children and youth are more likely to be successful in school and in life. To support the shared responsibility for understanding and promoting positive mental health, a series of four videos with accompanying conversation guides has been created to facilitate conversations among schools, communities, parents and service providers about the best ways to promote student well-being.

For further information, please contact Richard Pawsey, Education Manager, Cross-Ministry Services Branch, at [Richard.Pawsey@gov.ab.ca](mailto:Richard.Pawsey@gov.ab.ca) or at 780-422-6547. Dial 310-0000 first for toll-free access in Alberta.

### **Ground Breaking Research on Mentoring to be Highlighted at National Mentoring Symposium**

Big Brothers Big Sisters, Canada, the nation's largest mentoring organization, is turning 100 and is celebrating with a year-long public education campaign to give Canadians fresh insights into the societal value of youth mentoring. Big Brothers Big Sisters and the Centre for Addiction and Mental Health are releasing the first results of one of the largest mentoring studies ever conducted. The five-year study, which tracks the experiences of almost 1,000 children and teenagers registered with Big Brother Big Sisters agencies across Canada, found that those with a mentor are significantly more confident in their academic abilities and considerably less likely to display behavioral problems. One stand out finding is that girls in the study with a Big Sister were four times less likely to bully, fight, lie or express anger than girls without a mentor!

The study was conducted by a team of academics led by Dr. David DeWit, a Senior Research Scientist from Centre for Addiction and Mental Health in London, Ontario, and Dr. Ellen Lipman, a Psychiatrist and Professor at McMaster University in Hamilton. "We showed that the positive findings held regardless of the children's age, personal history, family circumstances or cultural identity," explained DeWit. "Over time, Big Brother Big Sisters agencies will be able to counsel mentors on how best to engage with youth and will make it easier to identify the children most likely to benefit from having a mentor."

Big Brothers Big Sisters, Canada and the Alberta Mentoring Partnership are co-hosting the first ever National Mentoring Symposium, November 5-7, 2013, in Banff, Alberta where Dr. Dewitt and Dr. Lipman will be presenting their findings.

For more information about the symposium or in-school mentoring, please contact the Alberta Mentoring Partnership at <http://www.albertamentors.ca/> or Sue Bell at Cross-Ministry Services, at [Susan.Bell@gov.ab.ca](mailto:Susan.Bell@gov.ab.ca) or at 780-415-0259. Dial 310-0000 first for toll-free access in Alberta.

**Webinar: Moore v. British Columbia (Education). What does it mean for education in Alberta?**

This webinar is the first in a series of three professional development opportunities intended to explore the responsibilities of school authorities regarding the education of all students, including those who have an identified disability.

Presenters Debra A. Tumbach and Grace Garcia Cooke of Alberta School Boards Association's Legal Services will provide an overview of the recent Supreme Court of Canada decision of Moore v. British Columbia (Education). The Supreme Court of Canada affirmed a British Columbia Human Rights Tribunal ruling that a North Vancouver school district had failed to give Jeffrey Moore, a student with special needs, access to education opportunities thereby discriminating against him. The Moores were awarded the costs associated with paying tuition to send Jeffrey to a private school that could meet his needs, up to and including Grade 12, half the costs incurred to transport him to and from the school, and \$10,000 for injury to Jeffrey's dignity, feelings and self-respect.

This webinar will:

- highlight the findings of the Supreme Court of Canada and the legal principles applied in the Moore decision;
- discuss the legal framework of human rights law in Alberta in the context of special needs students attending public schools;
- discuss implications arising from the decision; and
- consider prudent practices for handling requests for additional services at the various levels of a school jurisdiction.

Debra A. Tumbach is the Senior Lawyer with Alberta School Boards Association, Legal Services. Grace Garcia Cooke is a lawyer with Alberta School Boards Association, Legal Services. Debra and Grace have assisted school boards across the province in reviewing policies and practices that affect students with special needs, and have also assisted in defending school boards that have human rights complaints filed against them. Debra and Grace have over 30 years of combined education-related legal experience that they utilize to assist school boards.

This webinar will be helpful to central office staff members, school leaders and educators having responsibilities regarding the education and accommodation of students.

The session will run twice on March 21, 2013 from 11:00 a.m. – 12:00 p.m. and from 1:00 p.m. – 2:00 p.m. Information regarding subsequent learning opportunities in this series will be available soon.

Registration information is available at <http://www.erc.ca/programs/theme.php?theme=32>

For further information, please contact Joy Malloch, Education Manager, Inclusive Learning Supports, at [Joy.Malloch@gov.ab.ca](mailto:Joy.Malloch@gov.ab.ca) or at 780-422-6078. Dial 310-0000 first for toll-free access in Alberta.

**Indicators of Inclusive Schools: Continuing the Conversation**

*Indicators of Inclusive Schools: Continuing the Conversation* is a resource that supports schools and school authorities to in facilitating focused conversations about inclusive learning environments. The resource offers

information and tools that school leaders can use to reflect on how their schools are demonstrating an inclusive approach. The use of the indicators also can help school staffs develop strategies and action plans to strengthen inclusive practices and better meet the diverse learning needs of all students.

This resource was modeled on the *Index for Inclusion: Developing Learning and Participation in Schools* (2002 and 2011), written by Tony Booth and Mel Ainscow (published by the United Kingdom's Centre for Studies on Inclusive Education). With Dr. Booth's cooperation, a number of the indicators from this work have been adapted for the Alberta context. *Indicators of Inclusive Schools: Continuing the Conversation* will be available for all interested school authorities this spring.

For further information, please contact Leah Dushenski, Education Manager, Inclusive Learning Supports, at [Leah.Dushenski@gov.ab.ca](mailto:Leah.Dushenski@gov.ab.ca) or at 780-427-6894. Dial 310-0000 first for toll-free access in Alberta.

## Questions from the Field

**Q: Are there guidelines for Audit Committees that would include some information regarding best practices, roles and responsibilities?**

A: Yes. The following information was provided in a report prepared in 2010 by Janice Sarich, MLA, Edmonton-Decore. The report notes that school boards should be encouraged to establish an audit committee to assist them in their financial oversight. The audit committee should include school board trustees, but the number of trustees on the committee should not be enough to make a quorum. The audit committee should include members who are financially literate and include external financial professionals, if required. Further, the audit committee should report directly to the board.

An audit committee is responsible for ensuring that there is an effective system of internal control, thereby assisting school board trustees in fulfilling their financial accountability and oversight responsibilities. The function of the audit committee is to support the school board by monitoring and reviewing the risk, internal control, and governance processes that have been established in board policy. The audit committee adds value by helping the board ensure that good judgment has been exercised in the financial decision-making process. As the backbone of the fiscal oversight process, the audit committee is considered to have critical governance responsibilities related not only to public financial reporting, internal controls, and the management of financial risks, but also to the oversight of the board's values and ethics.

In the area of financial reporting, the audit committee:

- reviews annual interim financial statements with the superintendent and senior administration;
- works closely with management to assess the accuracy of the financial statements and annual reports;
- reviews major accounting policy changes and issues, and advises the school board on any implications of these changes; and
- reports any key issues identified in the review of the financial and annual reports to the school board prior to their approval of the documents.

Also, the audit committee has an important role relative to the external auditor. The audit committee consults with the school board, superintendent, and senior administration on the following: the hiring and retaining of an external auditor; the scope of the audit plan and reports, including the areas of audit risk; the review of the post-audit management letter and management's responses to findings and recommendations; and any other matters that the external auditor brings to the attention of the committee.

In recommending best practices, the Task Force suggested that school boards should have an audit committee to assist them in their financial accountability, oversight, and monitoring responsibilities. Audit committee members:

- should include school board trustees, though these members should not represent a quorum;
- should be financially literate;
- should be able to ask the right financial questions and follow up with clarifying questions;
- should understand the organization's structures, processes, and accountability policies; and
- could include external members, such as individuals with an accounting designation.

**Q: Has the department of Education asked the Alberta Catholic School Trustees' Association (ACSTA) to clarify its position on the use of baptismal certificates in Catholic schools?**

A: Yes. The Deputy Minister of Education met recently with the ACSTA to discuss the purpose of baptismal certificates in Catholic separate schools. The Executive Director of the ASCTA has confirmed that the ACSTA supports the ability of Catholic separate school jurisdictions to request a baptismal certificate, but only for the purpose of supporting a student's sacramental preparation or related parish activities.

The Deputy Minister has asked the Association to ensure Catholic separate school jurisdictions review their student registration policy, forms, and practices to ensure school administrators understand that a baptismal certificate or any other document cannot be required by a separate school jurisdiction to prove that an individual is of the minority faith for the purposes of determining that the individual is a resident student of the separate board, nor is it appropriate for school staff to ask parents to produce the baptismal certificate for this purpose.

**Q: Can Catholic school authorities require baptismal certificates as part of their student registration process?**

No. Baptismal certificates could only be used for determining teaching of confirmation and other sacraments and not for registration purposes. A declaration of faith is not required to confirm residency within a school authority.

Recently the Alberta Catholic School Trustees Association clarified its position on Catholic school district requests for baptismal certificate information. The Association supports the ability of Catholic school authorities to request a baptismal certificate, but only for the purpose of supporting a student's sacramental preparation or related parish activities.

Front line staff at schools should know that they are not to request baptismal certificates as a condition for enrolment in a Catholic school.



Editor: Mark Lisac

# Insight

into Government

Alberta's Independent newsletter on government & politics

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Volume 27 Number 25

Week ending March 1, 2013

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**Pg. 5:** Lagging action on climate change

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**Pg. 7:** Wild times at Athabasca University

**Pg. 8:** Sudden enthusiasm for bitumen upgraders; a spectacular misjudgment irks the Wildrose leader; two views on teacher pay

## BUDGET PREVIEW

### A MESSY ADJUSTMENT TO FINANCIAL REALITIES

The premier has been talking about making 'tough decisions' while also investing in the province's future and showing a determination to 'preserve our respect for people who are less fortunate' ... the contradictory tease ends in a few days

**T**he March 7 budget will be a noisy affair — loud messages from the government, recrimination from opposition parties, possible shock among some organizations that depend on provincial grants, disillusionment from many individuals.

And it may take a week or two for the government to release all the details of what it has in mind for the coming year.

Let's look at some relevant numbers before the emotions and political tactics start flowing.

The first thing to notice is that the "bitumen bubble" is real but far from a full explanation of what's going on. At this point, the concept is about 50% government marketing device.

The price spread between Alberta heavy crudes and West Texas Intermediate crude at the Oklahoma hub has hurt local producers and provincial finances. It's also existed for years. It merely grew wider than usual in 2012, and many energy analysts expect the spread to tighten later this year.

Less encouraging is the outlook for oil prices in general.

The three-year business plan in last year's budget assumed that the WTI price for crude oil would average \$106.25 US a barrel in 2013-14, rising to \$108.25 in 2014-15.

Some of the private-sector forecasters whose work provincial budget planners rely on — TD Bank and CIBC World Markets among them — now are predicting WTI prices in the mid-\$90s this year and next.

That would cut oil royalty revenues by more than \$2 billion in

## POLITICAL PULSE

### SCHOOLS

#### TROUBLE NOT INEVITABLE BUT MORE LIKELY NOW

**T**eachers' contract talks collapsed this week after two years of effort. But in one way they haven't really started — and won't until the March 7 budget shows how much money is available for education.

What's really finished (or apparently so) is the long effort to reach a provincewide agreement. Now all negotiations will take place locally with 62 school boards.

Reversion to local talks means boards may sign contracts of differing lengths.

Any contracts longer than two years, or three at most, would be surprising. Labour peace in schools will be fleeting.

The sticking point has been the Alberta Teachers' Association demand for a cap on instruction hours in every district.

Many smaller boards think a cap would force them to hire more teachers and possibly rearrange school operations.

That's one reason that some plan to involve parents in local talks — through meetings, or through online posting of contract offers or identification of the main items under negotiation.

Education Minister Jeff Johnson tried to press the ATA into quick acceptance of a deal this week (he would have had cabinet backing). The implied threat was that teachers would get less if they held out.

The ATA rejected his final offer.

Not noticed in resulting media stories: the Alberta School Boards Association merely recommended the offer to boards as a starting point for local negotiations. Many (not all) boards liked much of Johnson's proposal, but they did not sign on for an agreement this week.

Somewhat more widely noticed was a warning. Johnson signalled boards not to expect that the government will deliver on last year's promise of 2% grant increases this year and next.

He also explicitly told them they would be on their own covering the 1% lump-sum incentive payment he was proposing for teachers in 2014.

The government is squeezing school boards financially. It was going to squeeze them even if the boards and ATA had agreed to the last-ditch government proposal for a four-year deal.

Work hours were the big obstacle. Now money will be a problem, too.

Teachers have been without contracts since Sept. 1. Johnson's new prediction of "instability" is a nice understatement.

# Talk ...

## ... in the Corridors

### BITUMEN

#### Hidden subsidies are better ...

● Why does Premier Alison Redford find people disbelieving her near daily denials of any interest in a provincial sales tax?

Look no further than an example like this week's unexpected change of direction on bitumen upgraders.

Redford, and much of her cabinet, have been somewhere between cautious and highly skeptical about getting involved in more upgrader construction. The North West upgrader carried enough risk for them.

This week, Saskatchewan Premier Brad Wall dropped by Edmonton for a visit and Redford joined him in talking about perhaps encouraging more upgrading and refining with the help of tax breaks. They would like the federal government to join in, though.

Tax breaks are a way of putting money into projects without the benefits of an equity stake, but also without the risk of creating a perpetual political target or of owning a potential money loser.

In Alberta they have an added attraction. The government has steadfastly refused to follow Ottawa in publishing an annual list of tax expenditures.

Redford's musings must have left the nearly 20 MLAs who've been studying the province's bitumen royalty program since last fall wondering why they invested so much time in the exercise (see Pg. 4). The real decisions are made elsewhere.

### DISAVOWAL

#### Flanagan's flub ...

● It took only a few hours for Wildrose Leader Danielle Smith to condemn controversial comments on child pornography by Tom Flanagan, the University of Calgary political scientist and intermittent political strategist who managed the Wildrose election campaign last year.

Flanagan took his libertarian impulses into unwise reaches and said he didn't see why people faced arrest for viewing child pornography. He said no one was hurt by viewing pictures (at least in his mind — but he apologized a day later and said he'd used "badly chosen" wording).

Smith quickly shot off a formal statement: "There is no language strong enough to condemn Dr. Flanagan's comments. Child pornography is a despicable crime that seriously harms all those involved, including the viewer. ...

"Dr. Flanagan does not speak for me or the Wildrose caucus and he will have no role — formal or informal — with our organization going forward."

There was a stark difference between this and Smith's

tolerant handling of Wildrose candidates' comments about race and homosexuality during the election.

Child pornography appears to be more sensitive, which is interesting. Flanagan's comments appalled not only people outside the party but Wildrose MLAs.

Smith's quick and strong response may also reflect lessons learned during the campaign — like the importance of taking a clear stand and delivering clear action.

Flanagan had said months ago he would not reprise his role as campaign manager. Now he's ostracized, too. And not just from the party, but from the media and academia.

It could be said that his last act for the party was to fall on his sword, except that he was, more accurately, run through by Smith (and every other associate he had).

### TEACHERS

#### Comparing comparisons ...

● Alberta teachers may learn what former federal Liberal leader Stephane Dion learned painfully, a lesson that his successor Michael Ignatieff somehow failed to absorb.

It's essential for any individual or group in the public eye and likely to be involved in a fight for public opinion — define yourself before someone else defines you.

Education Minister Jeff Johnson issued a last-ditch contract offer to teachers.

He accompanied that with a comment on pay: "Over the past decade, the average salary of teachers with at least 10 years' experience has increased by 41% from \$65,203 in 2001-02 to \$92,201 in 2011-12."

That was a blunt-weapon blow and was meant to stick. The Alberta Teachers' Association rather oddly let it pass.

The pay increase sounds big. It is by some measures, not by others. The Consumer Price Index in Alberta as of November was 27.3% higher than in 2002; it sounds as if teachers did quite well on that score.

But average weekly earnings in the province were 58.4% higher in October than in 2002; by that measure, teacher pay increases have been mediocre.

An organization fully alive to managing its reputation might have done these calculations and publicized them.

### REPORTS

#### A choice of taxes ...

● If the government ever considers increasing revenues, a battle will likely take place between business-academic groups that favour a sales tax and others who would look first at income taxes.

The predictable clash is already heating up. Each side picked up more ammunition this week.

The Conference Board of Canada issued a commentary saying a sales tax is "the right policy choice for the province's budget situation."

The Parkland Institute issued a report touting the advantages of raising the corporate tax rate by 2% and converting the flat-rate personal income-tax structure back to a graduated structure with higher rates at higher income levels. More along these lines will certainly follow.



## SOCIAL POLICY

## THE FRAMEWORK HAS LANDED — WHAT WILL IT BRING?

*How social services will change and what the result will be remain uncertain ... the ambitions are huge*

**T**he province's new social policy framework had a splashy launch this week, give or take the New Democrats' and Liberals' immediate criticism that it's a smokescreen for funding cuts.

Many nonprofit groups involved in social services seem to have a more optimistic view.

Two big questions hang in the background.

Does Alberta society — government and community groups together — have enough capacity to deal with seemingly never-ending needs?

The province is a few years into a homelessness strategy costing \$100 million a year; yet on Jan. 22, the Edmonton Coalition on Housing and Homelessness said the number of homeless people counted in Edmonton in 2012 was "virtually unchanged" from 2004 despite a report that 1,800 homeless people had recently been housed.

And how much are people willing to give to help their neighbours? The answer depends partly on how much money and time is available, partly on perceptions of what social programs are achieving, partly on individual calculations of what is fair and whether people receiving help are exercising enough individual responsibility.

**The framework itself was developed** with extensive public consultation (several months, \$455,000) but blends remarkably well with government restructuring already underway. It also echoes ideas raised in Premier Alison Redford's 2011 PC leadership campaign.

That doesn't indicate political guidance so much as a convergence of ideas. (One reason for nonprofits' applause may have been seeing their ideas in print.)

Those ideas include a recognition of increasing social complexity, and a growing appreciation that individuals' needs are complex and should be met comprehensively.

On the government side, there's been increasing emphasis on setting outputs, and judging the effectiveness of programs by their ability to deliver those outputs.

There's also been strong interest in moving toward delivery of services by nonprofit groups and even businesses. In this model, government serves as a co-ordinator, encourager, and partial provider of funds.

**How such broad themes translate into** on-the-ground reality remains to be seen.

The province has had trouble making gains in areas such as mental health services, family violence and reducing the number of aboriginal children in provincial care.

More recently there's been growing concern about the widening gap between rich and poor. That subject attracted a lot of interest in the social policy discussion, too. What to do about it?

The new social policy statement may in some respects resemble the *Rainbow Report*, the 1989 report on health care in the province. Some of its ideas were implemented but interest in others faded.

One of the main themes in the *Rainbow Report* that proved difficult to put into action was the importance of the social and environmental determinants of health.

**The text of the framework document sets out** the broad intentions in reasonably clear terms. It begins by stating that the current system of social supports was built on assumptions that may no longer be true.

"Over the past decades, social policy efforts have tended to focus on addressing specific deficiencies and filling particular gaps; the result has been programs that address single issues or needs (e.g., specifically targeting child care, income support, labour shortages, or supports for seniors). Often, social supports were designed to lessen the negative impact of social problems rather than to prevent or reduce them, and they didn't always acknowledge the interconnected nature of the challenges ..."

Four priorities are identified: reduce inequality; protect vulnerable people; create a person-centred system of high-quality services; enable collaboration and partnerships.

**The ultimate underlying purpose is to design** and deliver social programs around people, in the belief that doing so will see their needs better met:

"Putting people first means that people can engage in decision making and that we value their experiences.

"A focus on the needs and experiences of people means that decision makers must put themselves in someone else's shoes. This results in simple, more accessible services ..."

In practice, the government's new direction also means that nonprofit groups will deliver more services than before, taking over from government agencies.

They are somewhat surprisingly described as "a bridge between government and the public" — a formula that implies the government is somehow no longer in touch with the people who elect and employ it.

The government will control things in the background by keeping track of outcomes.

**The framework says this new model will** see services shift from dealing with crises to preventing problems.

Policy will shift from addressing symptoms to supporting citizens by "providing the resources and competencies for success."

Government will change from service provider to "influencer, convener, and partner." Separate areas of policy and service delivery will increasingly be integrated and co-ordinated.

Management will shift from a focus on inputs and rules to a focus on "outcomes, quality, values, and dignity."

Those are big ideas to translate into action. See Pg. 24 of the framework for an outline of some of the social context in which that translation will have to take place.



Editor: Mark Lisac

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Alberta's independent newsletter on government & politics

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Volume 27 Number 26

Week ending March 8, 2013

## INSIDE THIS WEEK

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**Pg. 4:** A year-long review of emergency medical services yields findings that point to an organizational mess

**Pg. 5:** A minister's rural rhetoric; more baths in continuing care

**Pg. 6:** The province is still looking for someone to handle contract negotiations; donations supplement borrowing for a new cancer centre; sales tax quirks; Edmonton wants more land, lots of it

## BUDGET 2013

### IT'S A 'WATERSHED MOMENT' IN POLITICS, NOT IN FINANCE

Premier Alison Redford and Finance Minister Doug Horner see this year's budget as a once-in-a-generation turning point ... some of it looks like a replay of things Albertans have seen before ... but it could rewrite what's politically acceptable

**T**he 2013-14 budget whacks about a dozen sensitive areas, some severely, and still projects a \$451-million operating deficit. That hurts, but the political battle may revolve around the borrowing of \$3.2 billion to finance capital projects this year.

The government played the budget as "a watershed moment" — featuring the kinds of changes seen only about once a generation.

That looked like overstatement when compared with the actual contents. Much of the budget reflects the matching of expenditures to revenue that's seen big fluctuations in the past.

Even the new rules about saving are a pale imitation of past efforts. The concept of rules is not new either.

The more dramatic change is the decision of Premier Alison Redford's team to embrace borrowing as a legitimate way to pay for capital projects (but never to cover operating expenses). Doing so overturns a central theme that's dominated thinking about provincial finances since 1992.

Wildrose Leader Danielle Smith staked out the battleground: "This premier is plunging this province back into debt."

The Liberals and New Democrats were more inclined to criticize the spending freezes and cuts.

The divergence between the opposition parties sets up a struggle that essentially will sort out what Albertans think is more important — saving important programs, or cutting spending to avoid debt at all costs. The government will hope that holding a position

## POLITICAL PULSE

### LEGISLATURE

#### SPEEDING UP THE ASSEMBLY LINE

**T**he government is evidently determined to continue on the path it took last year toward cramming as much work as possible into the shortest number of legislature sitting days possible.

Night sittings lasting to midnight or later became and will remain routine.

That reduces the number of question periods the government must suffer.

But the resulting legislator overload makes for hurried passage of bills with little time for emergence of public debate.

And hurried writing and passage of bills has been known to lead to embarrassing amendments later.

New rules introduced by the government this week intensify the pace of work.

They allow review of budget estimates for large departments to extend to six hours from the previous three (while reducing some to two, and specifying only two hours for review of Executive Council, which is handled by the premier).

But the government also overrode opposition objections and created a new schedule for budget estimates.

All estimates reviews will be done by legislature policy committees now. They can sit while the legislature is sitting.

Two committees can sit at the same time. And there is, for the first time, provision for a committee review starting at 8 a.m. (possibly sandwiched between two late-night sittings).

Morning meetings impede opposition party preparation for question period. Hancock said they will likely take place only on Wednesdays.

But this may limit the work done by the public accounts committee. It meets Wednesday mornings during sittings to review departments' or agencies' spending in the year immediately past.

This week, members of public accounts set a schedule going into April. Chairman Rob Anderson (W, Airdrie) warned that those meetings may be scrubbed to make time for budget reviews.

The uncertainty added an ironic note to the committee's decision to send out word to the media about each of its meetings. In fact, the media know about the meetings.

The lack of interest reflects years of government attempts to keep public accounts as dull as possible, and efforts to make reporters unwelcome and to reduce physical access to MLAs at the meetings.

halfway between those views will be viewed as moderate pragmatism, and will win or at least preserve votes.

**There are two bottom lines this year.** Finance Minister **Doug Horner** had said until a few weeks ago the government would avoid an operating deficit. In the end, he and his colleagues decided to take their lumps for reneging on that pledge rather than cut even more.

As it is, the government has to use another \$2 billion from the sustainability fund (now renamed the contingency account), and borrow \$3.2 billion for capital projects to make the forecast results look anywhere near acceptable.

The \$451-million operating deficit is not bad measured against \$38 billion in operating expense and against the \$1.4-billion operating deficit now forecast for 2012-13.

But the government will burn through money. The final bottom line is its net financial assets. Those are projected to sink to \$10.9 billion as of this March 31, \$6.08 billion as of March 2014 and \$4.25 billion as of March 2015.

Then recovery is supposed to begin — just in time because the contingency account, once \$17 billion, sinks to \$691 million this year. But that recovery is once again based on hopes for an increase in resource revenue. The 2013 “watershed moment” looks awfully familiar.

#### **Revenue ...**

● The government acknowledged that resource revenue is more than \$4 billion below its estimates last winter.

It's still trying to sell all the shortfall as resulting from a “bitumen bubble” — a concept related to the spread between Alberta bitumen prices and the price of West Texas Intermediate crude or of the international price.

In fact, revenue crashed for several reasons. Natural gas prices are even lower than expected. Sales of petroleum leases are forecast to bring in about \$1 billion less than initially hoped this year. And the WTI price is forecast to average about \$14 US a barrel less in 2013-14 than the government had assumed in its three-year plan last year.

Plus, the budget forecasts a steady narrowing of the spread between light and heavy oil over the next two years.

The real cause of weak revenues is a weaker than expected energy market across the board.

Just about every other revenue source that the province has is expected to perform well this coming year.

#### **Expenditures ...**

● A handful of areas are singled out for favourable treatment, especially health and school construction.

The government will stick to its promise of building 50 new schools and modernizing 70 more over the next three years, even though it will cut what it gives school boards to deliver education in those new buildings.

Health gets a 3% increase. That's down from the 4.5% that was promised last year. The \$200-million drop will probably lead to more service cuts like ones already being reported. But it's not as bad as some had expected.

Other recipients of this year's rare generosity include:

a number of programs for children; foreign offices (a 20% increase); work on “regional collaboration” between municipalities (a jump from \$9 million to \$28.8 million).

But for anyone demanding a balanced budget and no debt, the rest of the spending side is sobering.

Look at how much had to be whacked this year to get total operational expense about \$400 million below the level now forecast for the 2012-13 year and still take the political risk of a small operating deficit:

**Municipalities:** The Municipal Sustainability Initiative grants are held at \$846 million rather than rising to \$1 billion. It looks as if the initial promise of \$14 billion over 10 years is dead. The GreenTRIP program for transit gets more money but other municipal transportation grants will be down substantially, including the elimination of \$57 million in rural road and bridge grants. There's a \$5-million cut (6.2%) to police assistance for municipalities.

**Education:** Last year's promise of stable, predictable funding is out the window. Grants for operation and maintenance of school buildings will drop by \$14 million. The Alberta Initiative for Student Improvement program disappears after earlier being cut in half to \$41 million; this innovation fund for development of best practices had been highly regarded. Base instruction grants are frozen for three years rather than rising the promised 2% a year.

**Income supports:** It's back to the 1990s, as major slashing takes place to income supports for “learners” (down 18.3%) and for “those expected to work” (down 15.8%). Associated medical benefits are similarly slashed. This speaks to a mystery of the current economy: while Alberta's unemployment rate has dropped to a boom level of 4.5%, the income support caseload has remained stubbornly high, actually rising a bit in December to 34,091; the annual average before the 2008 financial crisis was about 26,000. The \$98-million cut in the Employment section of the Human Services Department budget also includes elimination of the student summer employment program, and cuts to services such as career development, academic upgrading and training for work.

**Seniors:** The school property tax rebate will become an income-tested program; spending will drop to \$7.5 million from \$20 million. Drug benefits will change.

**Justice:** This area takes some of the most surprising cuts, and the ones the government tried hardest to avoid talking about. While spending on ticket processing and sheriff services rises, the Alberta police integrated information initiative is gone (saving \$8.2 million). There's a big cut to the budget for “organized and serious crime.” Six courtrooms will close, thanks to the simple expedient of no longer prosecuting “minor” property crimes. The Safe Communities Secretariat and its innovation fund both evaporate, an astonishing move that saves \$19.8 million; Safe Communities was a Redford crime-prevention initiative launched when she was justice minister.

**Water:** The Water for Life and municipal wastewater programs lose about \$100 million in capital grants.

**Public-sector pay:** The budget says it's “critical” to

contain pay (read: freeze pay) in the public sector because it accounts for just over half of operating expense. The message to doctors is particularly harsh. The budget for "physician compensation and development" drops about \$70 million from the \$3.5 billion now forecast for 2012-13. There's also a \$57-million cut to "physician benefits." And the Health Department plans to give more to primary care physicians while cutting compensation to specialists.

**Universities:** They will take a 6.8% cut in operating grants and are being told to like it because they're still better off than universities in most other provinces.

**Others:** The list continues with cuts to government communications, biofuel producer credits, post-secondary building maintenance and health workforce planning. The six-cents-a-litre grant for diesel and heating fuel used by farmers disappears (although the nine-cents-a-litre "purple gas" tax break remains). The \$15.5 million in Community Spirit donation grants also disappears.

### Savings ...

● Theoretically, the Heritage Fund will keep all its investment income in three years. The government will also put 5% of its first \$10 billion in resource revenue into savings (more if resource revenue is higher). These plans are contingent. They also fall far short of what Redford proposed during the 2011 PC leadership campaign; she wanted to spend only the first \$6.4 billion of resource revenue; the government will spend the first \$9.4 billion.

### Structural reforms ...

● Big changes are afoot for **post-secondary institutions and research**. The Campus Alberta concept will tighten to partially resemble the consolidation seen in Alberta Health Services. Post-secondaries will be given mandate letters setting out what they should be doing. Surprisingly, so will the government's four Alberta Innovates corporations. Back-office services will have to be shared. A still unnamed "Institute" will be established to oversee and "strategically focus" the research agenda on government priorities. Use of the word "Institute" recalls the recommendation in the 2011 *Shaping the Future* report for an Alberta Institute of Technology; it's not clear whether the intent is the same.

**Public-sector pension plans** will be reviewed. Horner said little else. But recent efforts in New Brunswick and Ontario suggest this may end with a move toward limiting future pension payments to anyone in the public sector.

**Operating and capital budgets** are clearly split now. There will be criticism, but the separation does add some clarity; some capital spending used to be embedded in departmental operating budgets.

**Borrowing will be limited** by a rule that says debt service payments for capital can not be more than 3% of operating revenue (the equivalent of about \$1.2 billion). That helps build confidence but fiscal rules are easily changed, as the government has often shown since 1995.

**Tax expenditures** are finally listed in the budget documents, a step forward for transparency.

## LEGISLATURE ...

Legislature website: [www.assembly.ab.ca](http://www.assembly.ab.ca)

### Decisions on the fly ...

● The legislature resumed sitting with notice that the government will present a Financial Management Act but with no word on other upcoming bills.

Government House Leader **Dave Hancock** said about 20 potential bills are being discussed.

The government may be managing communications. Or it may not in fact have a precise plan. The last year has seen a slide toward making things up as they go along.

That may reflect looser management in the government's upper reaches. It may also reflect a predilection for ad-hoc adjustments and responses to anything seen as a public-opinion crisis. We're seeing some evolution toward a style of governing suited to a society in which many people check their smartphones and tablets every 10 minutes.

The first question periods quickly established what may be dominant themes for awhile.

Opposition parties repeatedly used the word "trust." They claimed that public trust in the government has been waning amid broken promises, and because of what they see as a habit of evasion and tricky wording.

The premier concentrated on the Wildrose party in response; she depicted it as "extreme" and "ideological."

### Public accounts committee ...

● The committee's review of Justice Department operations in 2011-12 saw three main questions put to deputy minister **Ray Bodnarek** and other staff.

MLAs heard assurances that procedures are in place to try to avoid a repetition of the situation that saw charges of sexual abuse thrown out of court in Airdrie because the case took three years to go trial. The charges involved abuse of a girl from age nine to age 17.

**Moe Amery (PC, Calgary-East)** asked about delayed payments in the maintenance enforcement program. He was told that the caseload sometimes overwhelms staff, and that it's often difficult to extract payments from individuals who are in jail or unable to pay for other reasons.

MLAs also heard officials express concern about trials taking more time because of a growing number of people representing themselves, without hiring a lawyer.

**Rachel Notley (ND, Edmonton-Strathcona)** asked how many people do that. She was shocked to hear the department does not keep track. Bodnarek said the department has only anecdotal information from judges. He agreed that it would be "a good metric" to develop.

Notley also suggested analysing the costs of providing more legal aid against the benefit of having more people represented by lawyers. The province doubled its legal aid funding in the last 10 years to more than \$58 million a year; the federal government has not raised its contribution.

## EMERGENCY SERVICE

**A YEAR-LONG REVIEW TURNS UP MANY AREAS FOR IMPROVEMENT**

*The province first started talking about consolidation of ambulance service in 2005 ... there's still a way to go*

**A**mbulance service in Alberta is good in terms of saving lives. Organizationally, it is a mess.

This is another case of centralization not being the cure-all that was hoped. Once again, part of the reason was poor execution of the plan, along with hints that whoever made the plan did not know everything involved and probably did not know how to manage a transition effectively.

The government and Alberta Health Services said they will act immediately to make improvements. Most of the changes involve better co-ordination, and moves toward common standards.

The Health Sciences Association of Alberta, the union that represents paramedics, continues to have doubts.

HSAA sees no commitment on funding and no guidelines to determine how many ambulance teams are required in the province.

However, untangling the complicated relationship between 911 call centres, municipalities and volunteer fire departments will take time.

**Greg Weadick**, associate minister of municipal affairs, has been given a six-month mandate to develop detailed plans on 911 call centres. The government wants to let local communities decide how to meet the needs.

**This broad-front movement follows release** of a Health Quality Council of Alberta report that Health Minister **Fred Horne** commissioned a year ago.

As with its review of allegations of physician intimidation, the council frequently avoids judgments in this new report. The text is full of references to "perceptions." It usually does not directly state whether the perceptions of people who were interviewed were accurate. But the general direction of the report suggests many of the worries and complaints were valid.

The emergency medical services system was transferred from municipalities to Alberta Health Services in 2009, after years of talk about problems with boundaries and local funding capacity.

The EMS dispatch centres were supposed to be consolidated. Problems arose quickly. The consolidation was halted in 2010. That left the system halfway between one model and another, with continued issues about co-ordinated services across boundaries.

One of the boundary issues has been dispatchers' inability to know where all ambulances are and where they are going.

Horne announced the consolidation will resume immediately. The province will move to three EMS dispatch centres — in Edmonton, Calgary and Peace River.

AHS will also look at whether it can reduce the use

of ambulances for non-emergency transport. It's a puzzle why this was developed in the first place. Especially in Calgary and Edmonton, ambulances now are used for purposes like shuttling residents of seniors' care centres to diagnostic centres for tests.

**While some of the wording is careful**, the findings of the council's sweeping report — it rather oddly includes a capsule history of ambulance service starting in the 1800s — include many pointed observations:

➤ "Many municipalities reported that the partial consolidation of EMS dispatch has adversely affected ambulance response times in their communities."

➤ "Financial concerns were frequently raised (because AHS doesn't pay for dispatch of fire and police services from centres with multiple uses) ... Consequently, some of the municipalities are now concerned about the financial viability of their dispatch centres."

➤ There's a "perception" that EMS staff training levels have fallen from advanced life support to basic life support in some areas, especially in rural locations and in areas served by contract providers. (However, the report notes studies that the two levels of training do not necessarily result in differing levels of patient survival, except in cases of breathing distress — which suggests that workers with basic life support need an extra training module.)

➤ The review was supposed to produce a statistical report but could not: "Currently, Alberta lacks a reliable, comprehensive source of provincial EMS data." Data quality varies across the province and some contract service providers have "poor data submission compliance."

➤ There's a great need to establish common equipment standards, especially in communication equipment so that all players in the system can talk with one another, and with police and fire departments.

➤ "Response by medical first responders in rural settings is integral to the EMS response model but is not supported financially or operationally by AHS." For that matter, there's no standard definition of medical first responder and their use "was not considered in the transition plan."

➤ There are no standards for response times when AHS contracts out service delivery.

➤ There's a "climate of mistrust" in places where EMS and fire services are integrated.

➤ Questions remain about the relative effectiveness and dangers of some types of emergency care such as mechanical chest compressions. And the much talked about "golden hour" — the belief that providing emergency care within an hour of a serious injury is crucial — may not be supported by medical evidence.

➤ More research "is necessary" to explore what the best standard for response time is. Answering calls within eight minutes "might not have a bearing on mortality in a general patient population," although faster response times are associated with a return to spontaneous circulation in people whose hearts have stopped.

## Notebook ...

### An easily irritated minister keeps talking ...

● Things took an unusual turn when **Laurie Blakeman** (L, Edmonton-Centre) asked Municipal Affairs Minister **Doug Griffiths** about a rural-urban property tax disparity.

Griffiths, MLA for Battle River-Wainwright, started out on strong ground. Then his temper got the better of him and he said: "It could be asked by Albertans why 17% of the population that lives in rural Alberta, that has all the oil and gas revenue, does all the work, all the farms, all the agriculture and everything associated with it, supports urban Albertans, who sit in high-rise condos and don't necessarily contribute to the grassroots of this economy."

That sparked a reaction in the assembly. He said later he was merely repeating views held by some rural residents.

Blakeman said he obviously isn't a fan of urban Alberta and asked why a proposal for city charters in Edmonton and Calgary has been "whittled down."

Griffiths had a reasonable response but couldn't resist adding: "(O)f course, those members don't have a single member and don't have to give a hoot about rural Alberta, which is evidenced by their question."

Insight has heard rural Conservative MLAs (and some urban ones) say things like this for 30 years. This was the first time making such remarks was widely seen as wading unnecessarily into hot water. That's a sign of change.

### Double or nothing ...

● The government gave in to political reality and announced that residents of continuing care centres (mostly seniors) will have a minimum two baths a week.

There was no escaping the bad impression left when **Kent Hehr** (L, Calgary-Buffalo) asked last fall about reports he'd heard of continuing-care residents being allowed only one bath a week.

What will really change? Who knows?

The announcement also said that continuing care service standards will redefine "bath" as including full-body sponge baths, bed baths and showers.

Part of the response last fall had been that baths were actually supplemented in many cases by washings that stopped short of full immersion. So to some extent, only the definition of "bath" will change.

Care operators pointed out that some residents have skin that won't tolerate frequent bathing, that some are difficult to bathe because of dementia, and that it's a problem finding enough staff to move people who are fragile or are heavy enough to require use of a lift.

Unions and opposition MLAs pointed out that the new policy may stretch staff for such reasons. The government covered funding in its news release: "Alberta Health Services and care providers will be expected to manage any additional associated costs within their budgets."

## Insight into Government

Insight into Government is published at least 40 times annually by

**MSL Publishing Ltd.**  
11741 - 29 Avenue NW  
Edmonton, AB T6J 3P3  
Phone: 780.479.7084

Internet website: [www.insightalberta.ca](http://www.insightalberta.ca)  
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ISSN 0849-567T

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Publisher and editor: Mark Lisac

Founding publisher: Rich Vivone, 1986-2005

# Talk ...

## ... in the Corridors

### NEGOTIATOR

#### Looking for expertise and charm ...

● The government is apparently still looking for a chief negotiator to work with and for the cabinet committee that will oversee public-sector contract talks.

Deputy Premier **Thomas Lukaszuk** says only a small pool of likely candidates is available, some of them probably unwilling to leave private practice. And the government wants to find someone not seen as too deeply associated with either business or labour.

Central control of negotiations fits with the overall drift toward central control in many government areas.

Otherwise, it prompts questions. How can a one-size-fits-all approach be applied to the quite different situations of doctors, nurses, teachers and general government workers? They each have unique demand-supply factors and some highly specialized needs.

The government feels negotiators on the public side have sometimes lacked the experience and in-depth knowledge of negotiators on the union side, Lukaszuk says.

Cabinet also wants its chief negotiator to keep track of what's happening in other provinces.

That may be a sign of movement toward somewhat more co-ordination between provincial governments when it comes to public-sector bargaining.

### HOSPITALS

#### A case of voluntary taxes ...

● Last week's announcement of a new cancer centre in Calgary does more than promise to fill a pressing need ("promise" — the planned construction start is 2015).

It demonstrates that infrastructure growth will continue, despite government caution on finances and knowledge that every new building generates future operating costs.

Announcing it days before a budget full of "tough decisions" also reflects the usual alertness to timing messages so that they won't be overshadowed by other news.

Perhaps most interesting point is the planned financial structure of the project. The government will investigate building it as a P3. There's no firm price tag, although estimates in the Calgary media ran around \$1.3 billion.

But it is firm that the Alberta Cancer Foundation has signed on to provide \$200 million of the final cost. The foundation raised \$37 million in donations last year alone.

This is a kind of voluntary taxation, although the donors get a charitable tax deduction.

Financial contributions for public infrastructure are fairly common. This one seems to expand the scale for such ventures. Insight can't remember a charitable gift of

\$100 million for a public building, let alone \$200 million. If this works, similar deals are likely to follow.

### SALES TAX

#### Expanding the collectors' reach ...

● The business-academic orientation of calls for a provincial sales tax has been noted before. The latest evidence is a study released by the Institute for Public Economics at the University of Alberta.

Done by economist **Ergete Ferede**, the study says a retail sales tax would help stabilize provincial revenues.

Ferede says a look at the fiscal record from 1976 to 2008 found that the corporate income-tax base was about twice as volatile as the potential sales tax base, and the personal income-tax base was about 20% more volatile.

One point has received little if any discussion. The province expects the share of the population aged 65 and over to keep increasing over the next few decades. A retail sales tax would extract taxes from these people even if their incomes decline.

There's also continuing discussion about the Alberta Taxpayer Protection Act. It requires a referendum before enactment of a sales tax in Alberta (technically, the law does not require that more than 50% of voters approve a tax, although that is almost certainly the practical effect).

The 1995 legislation is an obstacle. It does away with economists' analyses simply by declaring in the preamble that "a general provincial sales tax is not a desirable tax."

But it also functions as a sales tax enabling tool.

Simply proposing a sales tax leads into a political morass. A party would have to declare support for it.

A referendum law provides a clear procedural pathway, and lets the government maintain some distance if it can show non-governmental actors calling for a referendum.

### ANNEXATION

#### If you can't join 'em, beat 'em ...

● The City of Edmonton said it wants to annex more than 15,000 hectares of land to its south — a huge area that takes in the Edmonton International Airport.

The proposal will be a problem for the provincial government. A huge annexation would effectively give the city even more clout within the Capital Region Board, the federation-like structure that the province forced the city and its suburbs into several years ago.

The city would become bigger. And it would have a huge territory where development could be pursued with little or no agreement needed from regional partners.

There will be squabbling. The province will be caught in the middle. It has shown no real taste for expanding Calgary and Edmonton at the expense of neighbours.

The more crucial issue may be the land itself — some of the best soil in the province. The city has moved toward eventual elimination of market gardening to its northeast.

Now thousands of hectares of deep black dirt may be covered by industrial development (or stripped to provide a thin growing medium in the yards of new subdivisions).



**BUDGET | Responsible  
2013 | Change**

March 7, 2013

## Building Alberta: Budget 2013 delivers responsible change

### Highlights:

- **No increase to operating expense (\$36.4 billion - same as 2012-13 forecast)**
- **No new taxes or tax rate increases**
- **Bitumen bubble drops non-renewable resource revenue to \$7.3 billion**
- **\$15 billion over three years for infrastructure projects**
- **WTI oil forecast of \$92.50, WCS forecast of \$68.21**
- **A new plan to set aside savings every year**
- **Economic growth forecast of 2.9 per cent in 2013**

[Budget 2013](#) is a prudent fiscal plan that responds to the Bitumen Bubble while continuing to deliver the responsible change Albertans expect. The budget reflects the priorities Albertans told the government are most important: building Alberta by investing in families and communities, building our savings by ensuring government lives within its means and building new markets for Alberta's resources - across Canada and around the world.

"Alberta is the greatest place in Canada to live - the reason why our population is growing by 100,000 people each year. But even Alberta is not immune from global economic challenges. Our budget thoughtfully responds to the effects of the Bitumen Bubble, while living within our means and continuing to build the schools, health centres and roads Alberta needs," said Premier Alison Redford.

Budget 2013 will deliver on the Redford government's priorities with an operational plan, a savings plan and a fully funded capital plan. It does not introduce any new taxes or tax increases.

"This budget is not just about this year, but about what we need to do as a province to prepare for 20 years from now when our population will be over five million people," said Doug Horner, President of Treasury Board and Minister of Finance. "We need to spend smarter and focus on providing excellent public programs and services while expanding and maintaining our infrastructure for the future. Budget 2013 is a big step in this direction."

### Operational Plan

Total revenues for 2013-14 are estimated at \$38.6 billion, \$5.4 billion lower than the Budget 2012

forecast. Alberta's bitumen continues to sell for a larger discount to North American and global benchmark oil prices, resulting from pipeline access issues and growing US oil supply. This differential and the resulting reduction in bitumen royalties has led to an expected drop in resource revenue of \$6.2 billion from the 2012 budget's forecast for 2013-14.

"The Bitumen Bubble continues to have a severe impact on our revenues," said Horner. "Budget 2013 delivers the tough, but thoughtful decisions necessary to adapt to our current reality."

The Budget 2013 outlook is prudent and in line with the averages of other forecasters for energy prices, exchange rates and other key variables. The 2013 forecast price for conventional oil (West Texas Intermediate or WTI) is \$92.50 a barrel and \$68.21 a barrel for bitumen (Western Canada Select or WCS).

This fiscal year, spending on day-to-day programs and services for Albertans - our operating expense - is forecast at \$36.4 billion, flat lined from the 2012-13 forecast. This is well below the expected growth in population plus inflation rate of 4.3 per cent, and a significant drop from the average annual increase in operating expense of 7.3 per cent over the past 10 years.

Budget 2013 will see continued investment in core areas such as health and education, as well as maintaining support for municipalities and vulnerable Albertans. It will also support activities that will help Alberta build its economy and secure better market access and higher prices for its products.

The province is accelerating the results-based budgeting process to ensure programs are effective, efficient and achieving the outcomes Albertans expect. All reviews are now expected to be complete by May 2014.

An operational deficit of \$451 million is expected for 2013-14, followed by surpluses of \$1.5 billion and \$3.3 billion for 2014-15 and 2015-16. The 2013-14 deficit will be offset by a transfer from the Contingency Account, which replaces the Sustainability Fund, and has a primary purpose of short-term fiscal stabilization.

### **Savings Plan**

Budget 2013 introduces an annual, legislated savings strategy for the province. Starting in 2014, a portion of non-renewable resource revenue will be taken off the top of total revenue and set aside into savings. As well in 2014-15, the Alberta Heritage Savings Trust Fund will retain 30 per cent of its net investment income, which will grow to 100 per cent by 2016-17.

"Albertans told us we needed to save in good years and in bad," said Horner. "We are putting into law today that commitment, ensuring we're providing for future generations."

Under the new savings plan, the province's total savings in various funds and endowments will grow to more than \$24 billion over the next three years.

### **Capital Plan**

The province will invest \$15 billion into infrastructure projects over the next three years, including \$5.2 billion in 2013-14.

In 2013-14, \$4.3 billion of the capital plan (includes \$1.1 billion borrowed in 2012-13) will be funded through direct borrowing in addition to continued use of public-private partnerships. This approach

leverages current low interest rates and the province's AAA credit rating. The portion of the capital plan financed by direct borrowing will be continuously evaluated and is expected to decline over time.

"Albertans have been clear that they want us to continue investing in infrastructure," said Horner. "They have also told us they are comfortable with financing these long term assets as long as it makes financial sense, there is a hard cap in place and we have a plan to pay it back."

Budget 2013 lays out a clear debt management plan that includes setting aside funds every year for future repayment. This ensures that as infrastructure is built and enjoyed by Albertans today, they will be paying a portion of the total cost. A hard cap on the cost of capital borrowing is in place that limits debt servicing costs to three per cent of a three-year average of annual operational revenues. Borrowing for operating expenses continues to be prohibited.

### Fiscal Plan Summary (millions of dollars)

OPERATIONAL PLAN	2012-13 Forecast	2013-14 Estimate	2014-15 Target	2015-16 Target
Operational revenue	37,019	37,555	40,248	42,873
Total operational expense	38,431	38,006	38,768	39,581
Operational surplus/deficit	(1,412)	(451)	1,480	3,292

### CAPITAL PLAN

Capital plan spending	5,454	5,209	5,172	4,660
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### SAVINGS PLAN

Contingency Account (previously the Sustainability Fund)	2,744	691	1,386	4,535
Heritage Savings Trust Fund	14,872	15,169	15,548	16,199
Other funds and endowments	3,352	3,390	3,343	3,477
Total savings (at year end)	20,968	19,250	20,367	24,211

Click [here](#) for the full fiscal plan summary table

### Energy and economic assumptions

	2012-13 Forecast	2013-14 Estimate	2014-15 Target	2015-16 Target
WTI Oil (US\$/bbl)	92.58	92.50	95.00	92.00
WCS@Hardisty (Cdn\$/bbl)	68.91	68.21	74.85	75.74
Differential (WCS/WTI in Cdn\$)	26%	27%	22%	19%
Natural gas (Cdn\$/GJ)	2.26	3.07	3.55	3.70
Exchange Rate (US cent/Cdn\$)	100.0	99.0	99.0	99.0

**Backgrounder:** Budget 2013 economic and energy forecast details

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Category	2012-13	2013-14	2014-15	2015-16
Capital Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200

Category	2012-13	2013-14	2014-15	2015-16
Capital Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200

Category	2012-13	2013-14	2014-15	2015-16
Capital Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200

Category	2012-13	2013-14	2014-15	2015-16
Capital Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200

Category	2012-13	2013-14	2014-15	2015-16
Capital Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200
Operating Plan	1,200	1,200	1,200	1,200

March 7, 2013

## Budget 2013 economic forecast

Key energy and economic forecasts for 2013-14 include:

- Crude oil prices (WTI) are forecast to be US\$92.50 for 2013-14 with the natural gas price increasing from Cdn\$2.26/GJ in 2012-13 to Cdn\$3.07/GJ.
- It is estimated Alberta will produce more than 2.1 million barrels per day of raw bitumen in 2013-14.
- The WCS is forecast to be Cdn\$68.21 per barrel with the differential (WCS/WTI in Canadian dollars) forecast to be 27% in 2013-14.
- The Canada/U.S. exchange rate is expected to average 99 cents over the next fiscal year.
- Economic growth is expected to be 2.9% in 2013-14 - a sustainable and healthy rate of growth for a developed economy like Alberta's.
- Alberta's strong economy is attracting new residents, with a forecast of 68,000 more people arriving in 2013 than leaving. Total population growth is expected to be close to 100,000 people in 2013.
- Alberta will continue to have one of the lowest unemployment rates in the country - 4.5% in 2013.

Alberta's forecasting model is based on all major aspects of economic activity. It is updated with the latest provincial data each year and is adjusted regularly to capture structural changes in the economy. Variables outside the model such as population are captured using existing information sources. The province's forecasting process involves several government ministries, as well as consultation with specialized financial institutions and other provinces. The objective is to generate a forecast that reflects the most likely outcome - one with an equal chance of a positive or negative error.

As consultation is a critical part of the forecasting process, the Alberta government will hold its first energy and economic forecasting summit this summer. It will bring together experts from around the world to explore and share best practices and new ideas.

Government's forecast for oil prices is based on an average of private sector forecasts early in the year. In Budget 2012, the government's forecast for 2012 was slightly lower than those of the private sector, other provinces and the federal government. In Budget 2013, the government's forecasted oil price for 2013 and 2014 is responsible and below the average forecast of private sector experts.

<b>Oil Price Benchmark</b>			
<b>West Texas Intermediate (US\$/bbl)</b>			
	<b>Budget 2012 forecast for 2012</b>	<b>Budget 2013 forecast for 2013</b>	<b>Budget 2013 forecast for 2014</b>
<b>National forecasting agencies</b>			

Conference Board of Canada	99.64	89.83	97.49
IHS Global Insight	91.00	89.64	86.26
Centre for Spatial Economics	91.00	97.00	102.93
<b>Banks and investment dealers</b>			
BMO Capital Markets	95.00	94.00	99.00
Credit Suisse	99.00	102.75	102.00
Deutsche Bank	105.00	96.25	103.25
CIBC Capital Markets	92.00	98.00	100.00
Goldman Sachs	120.00	97.00	95.00
JP Morgan	107.00	99.00	115.00
Peters & Co. Limited	102.20	94.20	92.73
RBC Capital Markets	100.00	91.00	96.00
Scotiabank	100.00	94.00	96.00
Toronto Dominion Bank	95.00	94.00	95.00
<b>Industry analysts</b>			
U.S. Energy Information Administration	100.25	89.54	91.00
GLJ Petroleum Consultants	97.00	90.00	92.50
Sproule Associates Limited	98.07	89.63	89.93
<b>Confidential forecasts</b>			
Average	99.71	94.65	94.12
High	120.00	104.75	115.00
Low	91.00	87.25	84.25
<b>Average of all private forecasts</b>	<b>99.38</b>	<b>94.28</b>	<b>96.31</b>
<b>Alberta government (calendar year)</b>	<b>98.71</b>	<b>94.05</b>	<b>93.64</b>
<b>Alberta government (fiscal year)</b>	<b>92.58</b>	<b>92.50</b>	<b>95.00</b>

Light-heavy oil price differential			
	2013	2014	2015
Average of all private forecasts	27%	23%	19%
Alberta government (calendar year)	29%	24%	19%

The government surveyed the following companies on their forecast of the light/heavy differential: PIRA Energy Group, KBC Advanced Technologies, IHS Cera, Purvin & Gertz Inc, Peters & Co Ltd, CIBC World Markets, Sproule Associates Ltd, GLJ Petroleum Consultants.

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## Provincial Budget Fails to Protect Public Education

On Thursday, March 7, the Alberta government tabled the 2013 provincial budget, which failed to maintain government's commitment to long-term, stable and predictable funding for Alberta's schools. The budget announced a marginal \$45 million increase for school boards but failed to deliver the promised increase of 2 per cent to grants. With 12,000 new students expected and rising costs in Alberta's growing economy, school boards will definitely experience a shortfall of funding compared to where they would need to be to maintain programs.

"This budget is a big blow to public education," said Alberta Teachers' Association President Carol Henderson. "It is \$197 million short of where it needs to be to maintain our quality of education."

EnviroNics polling done for the Association shows that 79 per cent of Albertans feel that the government should maintain its funding commitments despite shortfalls in revenue. The poll also shows that 59 per cent of Albertans feel that the government is not spending enough on public education.

Henderson is not surprised by this public sentiment. She notes that Alberta already has the second-highest student-educator ratio among all of the provinces and that 48 of 62 school jurisdictions in Alberta are not meeting provincial targets for average K-3 class sizes.

"Our class sizes are already too large," said Henderson. "Come September, we are going to see 12,000 new students wedged into classrooms without a single dollar to support them."

It is too early to tell at this time exactly how school board grants will be affected, but with a 2 per cent growth in student population and no increase to funding for boards, some grants will have to be cut or rolled back. The impact of the cuts will be better known after the government releases its funding manual and after school boards determine their allocation models for schools.

One of the big programs lost in Thursday's budget was the internationally recognized Alberta Initiative for School Improvement. The loss of this \$41 million program will result in the loss of up to 400 teaching positions and a significant amount of funding for teacher professional development.

"AISi is a big part of our global reputation," said Henderson. "We will lose some very good leadership and PD opportunities related to key issues in education, like integration of special needs, differentiated instruction, integrating technology and improving literacy."

The Alberta provincial budget estimates a \$2 billion deficit for budget year 2013–14. Debate on the budget will commence next week and is likely to be concluded in April.

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March 6, 2013 - Lethbridge Herald.

# Teachers reject four-year offer

By **Caroline Zentner and Greg Price**  
Southern Alberta Newspapers

The Alberta Teachers' Association has rejected the province's offer for a four-year collective agreement late last month.

"We have discussed this offer with teachers and they're not interested," said Carol Henderson, ATA president.

"The minister and I agree that workload is a huge issue and we certainly don't need more studies. What teachers have seen over the last few years is deteriorating conditions for their students and they're very concerned about that. In the minister's offer they didn't really see any hope of improvement for four years."

Education Minister Jeff Johnson's proposal contained a commitment to study workload issues through an internal review that would look at how teachers' workloads could be adjusted without affecting students.

Henderson said teachers' workloads have increased dramatically and school boards need to start making priorities about what they're asking teachers to do. She said she's not concerned a provincial deal hasn't been achieved since local bargaining has been the way collective agreements were reached in the past, with the exception of the five-year deal the province struck with teachers which expired last September.

Henderson also said the government's offer would have paid teachers less than an offer the union rejected in December and failed to include limits on how much

time teachers have to work.

Johnson said he was disappointed at the news.

"Our proposal would have meant labour stability and cost certainty during these tough economic times," he said in a release.

It was a feeling Cheryl Gilmore, superintendent of Horizon School Division, echoed as well.

"The school board was hopeful that a long-term agreement could be reached provincially. The board felt the proposal put forth by Minister Johnson balanced the economic reality of the province with a number of negotiable items including the need for research and discussion regarding teacher workload, and some compensation recognition including narrowing of salary gap across the province," said Gilmore.

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— Carol Henderson  
ATA president

"The proposal also provided a structure for ongoing professional input to the Minister through an advisory committee with ATA membership. The board felt the Minister recognized that small rural schools with limited number of staff would be adversely affected by hard caps in teacher time below student instructional time. Horizon supports local bargaining as well, and is hopeful that a long-term agreement that will provide work force stability, school viability, and opportunity for positive change can be reached."

Alberta Education's proposal also mentioned teachers might face salary roll-backs if a long-term labour agreement couldn't be reached.

"We thought it was a bit of a threat. I don't think we're there yet," Henderson said, adding many teachers are more concerned about classroom conditions.

Johnson's proposed four-year agreement would have frozen teachers' salaries for the first three years and provided a two per cent increase in the fourth year. The average Alberta teacher with a decade of experience makes more than \$92,000 a year, a 41 per cent increase from \$65,203 in 2001-2002.

The minister's proposal contained a cash incentive of one per cent in the third and fourth years if a provincial deal was struck by the end of February. The third year payment would be funded by school jurisdictions and the fourth year by the province. The deal also would have reduced instructional time requirements, in addition to studying teacher workload and establishing a Teacher Development and Practice Committee.

Along with Horizon School Division, Holy Spirit School Division was perplexed to hear the ATA news.

"Holy Spirit was disappointed that the ATA rejected the minister's offer, on ratification, it would have assured us a provincial deal and four years of labour peace. It is unfortunate that the ATA did not bring the offer to the locals and let the teachers decide the offers' merit," said Sandra Dufresne, board chair for Holy Spirit. "We continue our local negotiations with hopes for a deal soon that serves our division well. Negotiations, though important, require a great deal of time, energy and resources that could be better served focusing on educational matters. The insistence of the ATA for hard caps on instructional time would put a lot of pressure on rural schools. It is important to Holy Spirit that rural education is preserved, and thrives."

# Teacher layoffs not inevitable

**Caroline Zentner**

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Even though school boards have been told they won't be getting any extra money for salary increases in Budget 2013, that doesn't mean teacher layoffs are inevitable.

Alberta School Boards Association president Jacquie Hansen was reported to have said school boards may not be able to deal with the financial constraints any other way but local school officials don't foresee that yet.

"I guess we're still hopeful that the money will be there to allow us to maintain staff and programs," said Mich Forster, chairman of the Lethbridge public school board. "It's way too soon to be talking that way; we still have a long ways to go in our negotiations."

The Alberta Teachers' Association has the bargaining ticket for its locals and can veto any deal while the 62 school boards in Alberta hold the bargaining ticket with their locals.

Education Minister Jeff Johnson has told trustees that any deals they negotiate need to include three years of wage freezes and a maximum of a two per cent increase in the fourth year because that's the funding they'll be working with from government.

"Minister Johnson and the Government of Alberta is the funder of the education system so he is simply . . . outlining to school boards how much money they have to work with," said Kim Capstick, Johnson's press secretary. "He wants them to be able to have that information as they sit down with the provincial ATA to know how much money they have to work with so they can bargain in good faith."

If a school board with enough surplus funds wanted to offer its teachers a raise the Education Minister couldn't prevent it but the school board would need to fund the increase on its own going forward.

"Arguably they would need to make sure they had that in reserve from here on out because it would be a permanent salary increase and that's not something that any school board has the kinds of funds to do," Capstick said. "The Minister wanted to make sure that school boards understood that they are going to be funded for their salary aspects at zero per cent and that any funding they may get that is targeted should not be going to compensation."

School boards rely on government for all of their funding and boards are expected to be prudent financial managers. And that's definitely on the minds of trustees.

"We don't have a big surplus and we will stay within our means," Forster said.

Holy Spirit Catholic School Division chairwoman Sandra Dufresne was not available for comment.

# Herald

The Lethbridge Herald  
Hometown, Wednesday, March 6, 2013, p. A7

## Preparing for the new Education Act

### Submitted Article

There are times when change in legislation suggests a minor modification in practice so we take note, tweak a few things, adjust accordingly and move on without having to make a significant shift in thinking. Then there are times when change in legislation will alter not only how we do things, but how we think about, structure and support the individuals for whom the legislation is written.

Alberta's new Education Act, passed in December 2012, is legislation that will require a paradigm shift by the 2015-16 school year when the Act comes into force.

What will be so different? Who will have to think differently and how will it benefit the target audience - our students?

The Education Act is grounded in the outcomes of Inspiring Education, one of the most comprehensive rounds of public consultation regarding education this province has seen. One of the shifts is the strong emphasis on responsibilities. Responsibilities that are shared among students, parents, school boards and the staff that serve students. Students are to be active participants in pursuing their own educational success. The idea that student success correlates with ownership over their own learning is not new, but more flexibility and choice increases responsibility and good choices are dependent on being knowledgeable about the choices. Students will also be held accountable for contributing to a caring, respectful and safe learning environment. The new act addresses bullying directly, no matter when or where it occurs. Implementing this section of the Education Act will be challenging for schools unless they have full support of parents and common understandings developed with justice.

The act is the first in Canada to formally recognize the role of parents as a child's first and most important teacher. The act identifies the responsibility of parents to take an active role in their child's education. Time will be needed to involve parents in decision-making with full knowledge and understanding. School boards are responsible for providing a continuum of supports and services for all children within an inclusive learning system. Given the difficult economic climate of the province, this will mean thinking about how we can deliver services differently, more efficiently and effectively. Our partners in service delivery will have a critical role and discussion has started under the umbrella of Collaborative Services Delivery. Teachers have already begun the journey of professional learning focusing on matters related to instructional practice such as differentiated instruction, formative assessment, brain-based learning, student engagement, integration of technology, and critical thinking. Supporting teachers in this learning will be essential for success.

As school boards move forward with generative governance and community engagement, we all need to work together and prepare for an Education Act that puts the student at the center of decision-making as an engaged learner preparing for success in the 21st century.

Cheryl Gilmore is the superintendent of Horizon School District No. 67.

