



**Date:** May 22, 2024 **Agenda Item:** 8.4

**To:** Board of Trustees

**From:** Shawna Warren, Superintendent

**Originator(s):** Shawna Warren, Superintendent

**Governance Policy:** [Policy 700 - Superintendent of Schools](#)

**Additional Reference:** Education Act: Sections 8, 11(1), 52-53, 222, 223, 224  
Freedom of Information and Protection of Privacy Act  
Superintendent of Schools Regulation 98/2019  
Superintendent Leadership Quality Standard

**Assurance Domain:** Student Growth & Achievement  
Teaching & Leading  
Learning Supports  
Governance  
Local & Societal

### **Superintendent Leadership Quality Standard (SLQS)**

SLQS Competencies ([SLQS](#) / [Board Policy 700](#)):

- Building Effective Relationships
- Modeling Commitment to Professional Learning
- Visionary Leadership
- Leading Learning
- Ensuring First Nations, Métis, and Inuit Education for All Students
- School Authority Operations and Resources
- Supporting Effective Governance

**Subject:** **Superintendent Report**

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### **Purpose:**

For information.

### **Background:**

A superintendent of schools, as referred to in the Education Act, as chief executive officer of the board and chief education officer of the school authority, provides the board with information, advice and support required for the fulfillment of its governance role, and reports to the Minister on all matters required of the superintendent as identified in the Education Act and other provincial legislation (SLQS). Quality superintendent leadership occurs when the superintendent's ongoing analysis of the context, and the superintendent's decisions about what leadership knowledge and abilities to apply, result in quality school leadership, quality teaching and optimum learning for all students in the school authority.

The Alberta government has a system for schools and school authorities to consistently assess progress and demonstrate success called the Assurance Framework. The framework has 5 assurance areas with related performance measures that enable schools and school authorities to show their communities how they are performing each year.

The Senior Administrative Leadership Team is committed to keeping the Board informed regarding progress in the Board's approved outcomes, measures and strategies articulated in the Division's Education Plan to meet our priority of Student Achievement. Using key insights from the Annual Education Results Report, the Division's Education Plan directs the work in schools and at a system level.

This report offers a concise overview of recent events and attended meetings that have influenced the Division's trajectory in the past month. By highlighting significant interactions and their implications, this report aims to provide the Board of Trustees with valuable insights into the Division's proactive leadership, collaborative partnerships, and ongoing operations enhancement.

### **Building Effective Relationships**

A superintendent establishes a welcoming, caring, respectful and safe learning environment by building positive and productive relationships with members of the school community and the local community.

- ★ On April 29, the Superintendent made a special appearance at the end of the year meeting for the PowerSchool user group professional development session to express gratitude. The PSUG meeting, regularly attended by school administrative assistants and some office clerks, was an ideal setting for acknowledging their hard work and dedication throughout the school year. This gesture highlighted the Superintendent's appreciation for the essential role of our school office staff.
  
- ★ Call with the Office of the Minister's Chief of Staff, James Johnson and the Board Chair on May 3. The call was initiated by the Office of the Minister to introduce their new Chief of Staff. Mr. Johnson wanted to hear about the realities of our school division; our challenges and our successes.
  
- ★ Since the last report, monthly Principal meetings, organized by school groupings (K-4; K-9, 5-9, and 10-12), have continued to effectively bring together school-based leadership along with the Superintendent and the Education Services leadership team. These sessions have been instrumental as a vital platform for engaging in meaningful discussions, exchanging ideas, and developing innovative strategies aimed at enhancing the success and well-being of both students and staff.

- ★ On May 3, the Joy Squad distributed Tim Hortons Smile Cookies and juice, bringing a “smile” to the day to all our central office staff. This gesture was to enhance the sense of community and well-being.
- ★ During the week of May 6th, a new approach was taken to show appreciation for bus operators based on feedback received from the previous year's bus driver appreciation event. This year, the plan included providing Tim Horton's gift cards along with custom SPS thank you cards to the bus operators. The initiative was managed by Transportation Services, which ensured the timely distribution of these cards to school locations on Bus Driver Appreciation Day (Monday, May 6). Additionally, a secondary appreciation program was introduced, involving the purchase of more Tim Horton's gift cards that would be sent to bus operators whenever they received commendations for their exceptional work. This additional incentive is aimed to encourage and recognize their continued dedication and excellence throughout the school year.
- ★ On May 9th, the Superintendent attended the Rotary Interact Club Charter Event and Celebration at Sturgeon Composite High School. The event focused on empowering young people ages 12-18 to develop leadership skills and understand the importance of Service Above Self. It highlighted the values of taking action, building international understanding, and fostering new friendships around the world, emphasizing that serious leadership can also be seriously fun. We are very proud of this group of strong, motivated, SCHS student leaders who want to make a difference and contribute to the betterment of society as a whole. Our students are fortunate to have Rotary sponsor this Interact Club.
- ★ On May 17th, the Board of Trustees hosted the Annual Staff Recognition ceremony at SCHS to honour long-serving employees and retirees.
- ★ *2nd Annual Transition to Adulthood Fair* May 23, 2024, 6:00-8:30pm at Bellerose Composite High School - The Transition Fair is a shared event that has come about as a result of three school divisions working together positively - Sturgeon Public Schools, St. Albert Public and Greater St. Albert Catholic School Division. The Fair provides Sturgeon Public families with the opportunity to see what is out there for their children. Many families do not know how much independence their children can really have or what is even out there for options after school. For students who will access Assured Income for the Severely Handicapped (AISH) and need potential guardianship/trusteeship, it is a hard decision and takes many years to complete the application process. The *Transition to Adulthood Fair* event gives not only information but also access to people in the community who have been through it and the support needed. This is a representation from post-secondary programming to supportive living coming to the event.

Goals beyond information sharing: To create an event of learning and volunteering experiences for all students who would like to take part. Some SPS students are making

prizes, some will be at the event handing things out and there is a poster contest, just to name a few. The Division is also showcasing the special Sturgeon Public things we have to offer like Find Your Village, who will be running some activities for our students during the event.

- ★ A Central Office employee had proposed celebrating Mental Health Week, which the Superintendent fully endorsed. The week, observed from May 6th to May 10th, featured daily themed activities to promote mental wellness among staff. The activities included "Mindful Monday," where staff anonymously posted sticky notes with things they were grateful for and an ice cream sundae station on Tuesday. "Hats on for Mental Health Wednesday" saw staff participating in a creative hat contest, and "Colour Me Happy Thursday" involved staff engaging in coloring activities. These activities were displayed in the office, creating a vibrant and supportive environment to celebrate the week.
- ★ The Superintendent will commence the third and final round of School Tours/ Superintendent Visits for the 2023-2024 school year at the end of May and continue into June. This series of visits aims to connect with each school within the Division, reinforcing the commitment to collaboration, student success and inclusive environments.
- ★ Learning Services will be running a Parent Engagement Night for parents of students in Specialized Programming scheduled for June 5th, from 6:30-7:30 pm at SCHS. The event is organized in response to feedback from previous sessions.
- ★ Upcoming Support for Pride Week (June 3-7) focuses on providing resources to schools to create an inclusive atmosphere during Pride Week. Initiatives include monitoring school social media accounts to maintain a positive online environment. There will also be social media management training to teach how to manage comments on platforms like Instagram and Facebook effectively. A customizable letter template will be available to help schools communicate with parents about the significance and activities of Pride Week. Additionally, Rainbow-themed branding materials, such as school logos, will be provided for use during the event.
- ★ The Senior Executive Weekly Meetings, an established practice within the organization, bring together key figures including the Superintendent, Deputy Superintendent of Education Services, Associate Superintendent of Corporate Services and Associate Superintendent of Human Resources. The agenda covers Public Board Meeting Presentations, Public Board Meetings and Committee of the Whole Agendas, upcoming Alberta Education Deadlines and any pressing issues that require a collaborative approach. Additionally, the meetings serve as a platform for addressing feedback received from stakeholders or schools that necessitate a team response and reviewing task lists or action items stemming from Board Meetings.

### **Leading Learning**

A superintendent establishes and sustains a learning culture in the school community that promotes ongoing critical reflection on practice, shared responsibility for student success and continuous improvement.

- ★ The afternoon of the Admin Council on May 15th was focused on land-based learning with facilitators from Fearless in the Forest. It was a time for principals and division leaders to connect and engage in light outdoor activities, complemented by a picnic lunch. This event was aimed at supporting valuable learning in relation to Leadership Quality Standard (LQS) 5 and 6, with a focus on planning for the next year scheduled for a working meeting in June.
- ★ On Wednesday, May 1, 2024, school principals attended their final Principal Community of Practice gathering, marking the end of a series of enriching sessions designed for educational leadership development. The event commenced at 2:30 PM with a guided tour of Camilla School, offering attendees a firsthand look at the innovative practices and environments within. Following the tour, principals were provided with valuable insights by a guest speaker from the Alberta Teachers' Association, who presented "What Administrators Ask of Teacher Employment Services". This session aimed to enhance understanding and collaboration between principals and teacher employment services. Additionally, the gathering focused on the competency of Leading a Learning Community, further equipping the leaders with knowledge and strategies to foster a conducive learning atmosphere in their schools. The session not only served as a platform for learning and sharing but also as an opportunity for principals to network and reflect on their collective experiences in school leadership.
- ★ May 2, 2024 - Learning Services led out the first meeting with Pre-K teachers to introduce ABLLS. ABLLS-R is the assessment of basic language and learning skills. This is a skills tracking system based on criterion-reference skills for children with developmental disabilities. This assessment integrates expertise from multiple professionals including teachers, Speech Language Pathologists and Occupational Therapists.
- ★ The Counselling and Mental Health and Wellness meeting on May 9th focused on evaluating and planning for the upcoming year. During the meeting, participants celebrated past achievements and strategized for the future, particularly regarding School Counselling and Wellness Plans. The discussions aimed to chart a path for supporting growth in the 2024-2025 school year.
- ★ Therapeutic Crisis Intervention for Schools (TCIS) Cohort 6, the last cohort for the 2023-2024 school year, held a series of meetings throughout May, convening on the 6th, 13th, 23rd, and 29th, to focus on the implementation of the Therapeutic Crisis Intervention for Schools (TCIS). This system helps create a trauma-sensitive environment in schools where both students and adults feel safe. The meetings aimed to proactively prevent and

deescalate potential crisis situations, manage crises therapeutically, and intervene physically if necessary to reduce harm.

- ★ On May 16, the Vice Principal cohort met to discuss several key topics aimed at enhancing school leadership and culture. The agenda focused on engaging in collegial relationships while modeling and promoting open and collaborative dialogue. Discussions delved into building and maintaining both positional and relational trust, identifying, mentoring, and empowering leadership within their teams. Additionally, the meeting covered vital administrative aspects such as teacher supervision and evaluation, handling human resources issues including contracts and interviews, and establishing effective meeting structures. The cohort also explored strategies for fostering a positive school culture.
- ★ In May, the Superintendent conducted year-end online meetings for the 2023-2024 school year with Principals and Vice Principals to review their Professional Growth Plans (PGPs) and Team Goal(s). These meetings were crucial in assessing the progress made toward the goals that were set at the start of the school year. The discussions provided an opportunity for reflective feedback and strategic planning, ensuring that leadership teams are aligned and focused on continuous improvement for the upcoming school year. Each year, the Superintendent writes individual feedback letters to all Principals and Vice Principals. The first letter is in the fall after the initial meeting when PGPs and Team Goals are due and then again in May after the meeting to unpack the progress made over the course of the school year.
- ★ The third round of literacy and numeracy intervention for grade 4-5 students across the Division is nearing completion. The second round of intervention commenced after Spring Break.
- ★ As part of our stakeholder engagement platforms, in May, schools organized several in-person student engagement events. These events provided valuable opportunities for students to interact directly with their peers and educators, fostering a collaborative and immersive learning environment. The benefits of these gatherings were notable, including enhanced communication skills, increased engagement in school activities and a stronger sense of community among students. Such events are crucial in supporting the educational and social development of students.
- ★ An agreement has been finalized with the Southern Alberta Institute of Technology (SAIT) to expand off-campus education and dual credit opportunities. Efforts are underway to boost enrolment in the Green Certificate program, including a scheduled visit from the regional coordinator to schools in May. Preparations are also being made to advertise all dual credit courses for the upcoming fall. Additionally, new resources have been developed, including a Dual Credit Handbook and a Registered Apprenticeship Program (RAP) Handbook, both set

for release in Fall 2024. These initiatives aim to enhance educational opportunities and career readiness for students.

### **Modeling Commitment to Professional Learning**

A superintendent engages in career-long professional learning and ongoing critical reflection, identifying and acting on research-informed opportunities for enhancing leadership, teaching, and learning.

- ★ On May 10, the CASS Zone 2/3 meeting was held with updates from the CASS Board presented by the President, CEO and Director, followed by a break and the introduction of new members. Alberta Education representatives, including Assistant Deputy Minister Kindy Joseph and Director Maureen Melnyk, addressed the attendees. A presentation on the Human Rights Education Program by the Alberta Civil Liberties Research Centre took place and various information reports were delivered by representatives from Alberta Education, ARPDC, Women in Leadership and more. The meeting included calls for nominations for the Zone 2/3 Secretary for 2024-2025 and concluded with the announcement of upcoming meeting dates for the 2024-2025 school year.
  
- ★ On May 21, the Superintendent attended a webinar titled "The Power of a Core Set of Teaching Techniques." This free webinar explores why having a school-defined repertoire of core techniques can be a powerful way to support teaching practices in a school. It examines how to create a shared language and understanding of key instructional strategies, using Teaching Walkthrus as an example. The discussion also covers the process school leaders might undertake to decide which techniques to include, addressing the learning problems they identify in their school or specific learning areas.
  
- ★ STEAM Games May 23, 2024 - Sturgeon Public Schools will be hosting the fifth STEAM Games event at Sturgeon Composite High School. Students in Grades 1 to 12 will compete in tasks rooted in science, technology, engineering, arts and math. The event is designed to celebrate and challenge students demonstrating interest and skill in STEAM. Competing in teams, students will create prototypes, design solutions, and test devices for authentic challenges, specifically focused on outer space. The STEAM Games encourages students to work collaboratively, think critically, and design creatively. 223 students are attending. A hot dog lunch for students and coaches is being sponsored by Sturgeon County and there are many activities available for students to participate in when they are not competing. [The STEAM Games website](#). The Superintendent and Deputy Superintendent will serve as judges for the day.

### **Visionary Leadership**

A superintendent engages with the school community in implementing a vision of a preferred future for student success, based on common values and beliefs.

- ★ The Communications Team crafted and shared a compelling post on the Rural Caucus of Alberta School Boards website, detailing the transformative journey of the Dual Credit program titled “[Welding Futures: Sturgeon Public Schools’ Dual Credit Program Sparks Pathways to Success](#)”. Delving into the program's inception, structure and impact, the post illuminated how it ignited pathways to success for high school students. Through vivid storytelling and insightful interviews, the blog showcased the collaborative efforts between the Division and NAIT, underscoring the program's significance in redefining educational boundaries and preparing students for post-secondary success.
- ★ Building on recent successes, TAVE successfully organized the 2024 Trades and Technologies Summit held on May 14-15, 2024, an event that brought together industry leaders, education professionals, policymakers and students. The summit focused on the evolving landscape of trades and technologies in Alberta, aiming to shape the future of these sectors. Attendees engaged in dynamic discussions, gained valuable insights, and experienced innovative approaches that are defining success pathways in these fields. The summit's impressive scope attracted significant attention, including from Premier Danielle Smith, who attended and shared remarks during the event. Sturgeon Public leaders attended this conference.
- ★ In a proactive move to enhance agricultural awareness in schools, a principal is collaborating with Sturgeon County, facilitated by Mayor Hnatiw. The principal is spearheading the development of a Sustainable Resources Development Program aimed at educating students about agriculture. At this initial planning stage, the principal is seeking partnerships and insights from key stakeholders to enrich the program.
- ★ Throughout May, the Education Services team has been diligently building the 2024-2027 Education Plan, with the Superintendent actively assisting and reviewing the process. The plan was shared with all Principals at the May Admin Council to seek their feedback. The plan was also presented to Trustees at the May 9th Committee of the Whole meeting for initial review and will be brought back to the May 22 Committee of the Whole for further discussion before seeking final approval at the May 28 Special Board meeting.



### **Ensuring First Nations Métis and Inuit Education for all Students**

A superintendent establishes the structures and provides the resources necessary for the school community to acquire and apply foundational knowledge about First Nations, Métis and Inuit for the benefit of all students.

- ★ In May, the Indigenous Education Hub's focus was on "Recognizing and Honouring Missing and Murdered Indigenous Peoples," highlighting the significance of Red Dress Day on May 5th and Moosehide Campaign Day on May 11th. Red Dress Day, inspired by Métis artist Jaime Black's REDress Project, serves to commemorate and raise awareness about the disproportionate violence faced by Indigenous women, girls and two-spirit people in Canada, using empty red dresses as a poignant symbol of those who have been taken.

Moosehide Campaign Day further emphasizes the collective responsibility to address violence, particularly against women, and involves men and boys in the conversation and action toward change. The hub provided educators with resources to engage students across all age groups, including a comprehensive Student and Youth Engagement Guide by Charlene Bearhead for the National Inquiry into Missing and Murdered Indigenous Women and Girls, lesson plans for the Moosehide Campaign, and a presentation for creating red dress art. These materials aimed to foster understanding, research, and supportive actions among students, contributing to a broader awareness and honouring of missing and murdered Indigenous peoples.

- ★ In a significant educational gathering, Sturgeon Public Schools staff, along with Elder Adam North-Peigan, participated in the First Nation, Métis, and Inuit Education Gathering hosted by CASS in partnership with Alberta Education. Held from April 24-26, 2024, at the Fantasyland Hotel in Edmonton, the gathering focused on the theme "Kinship Relations for Student Success." Elder Adam, representing SPS and sponsored by CASS, engaged in cultural discussions and explored the role of kinship in enhancing both academic achievement and holistic well-being. The event aimed to provide strategies for building kinship and deepening Indigenous ways of knowing, which are now being integrated into SPS's educational framework to support students' spiritual, academic, emotional, and physical growth. The Superintendent and Deputy Superintendent met with Elder Adam North-Peigan and the team on the first morning of the conference to offer protocol.



- ★ KEC meeting on May 14th - The Superintendent, Deputy Superintendent and Director of Education Planning met with the Kipohkawk Education Center (KEC) Leadership team to review our current collaborative opportunities that occurred over the course of the 2023-2024 school year, the goals and vision for KEC/SPS relationship and opportunities for collaboration in 2024/2025.
  
- ★ Jordan's Principle is a child-first principle aimed at ensuring that First Nations children in Canada can access the services they need when they need them. It ensures that governmental disputes over jurisdiction do not delay or prevent children from receiving necessary services, such as healthcare, education and social supports. The Division's funding application through Jordan's Principle has been approved, securing vital support for the next school year.
  
- ★ Plans are underway for the upcoming National Indigenous Peoples Day celebrations on June 21. Central support is being coordinated for a significant event at SCHS, which will include participation from students at Camilla and Four Winds Schools, ensuring a day of meaningful celebration and learning.

### **School Authority Operations and Resources**

A superintendent directs school authority operations and strategically allocates resources in the interests of all students and in alignment with the school authority's goals and priorities.

- ★ Alberta Education contacted the Division, among others who received the MHIN Pilot Grant, to feature the Division's initiatives in a series of interviews and videos. Their communications team planned to visit various schools in the Division to film key activities. These included Morning Regulation Routines, Positive Playgrounds tailored for structured recess, Social Emotional Learning with Kimochis and Community Connections involving local organizations such as the Boys and Girls Club and FCSS. The aim was to compile these insights into a concise two-minute video.

The video, showcasing the collaborative efforts across the divisions involved, will highlight the positive impact of the MHIN Pilot Grant on schools.

- ★ On April 30 and May 2, online staffing meetings were conducted with each school principal to strategically plan for the 2024-2025 school year. These sessions were pivotal in aligning school-specific needs with broader educational goals and ensuring that resources were appropriately allocated. The discussions facilitated a collaborative approach to addressing challenges and leveraging opportunities for the upcoming academic year, setting a proactive framework for effective staffing and educational excellence.
- ★ The Transportation Manager proactively reached out to the managers and secretary treasurers of the Francophone Board and GSACRD to discuss the possibility of sharing transportation routes for the 2024-2025 school year. In their communication, the manager highlighted the goal of optimizing efficiency and fostering collaboration between the school divisions. The proposal focused on jointly reviewing and potentially combining transportation routes to serve both Sturgeon and Francophone students more effectively.
- ★ The "Safely on Board" program will remain available for Pre-K and Kindergarten classes in the 2024-2025 school year. Supported by Transportation Services and offered at no cost to the schools, this program will continue to be a valuable resource. The program coordinator has been informed of its continuation and will be reaching out to schools directly to coordinate schedules.
- ★ For the 2023-2024 school year, resource purchasing is now complete. The first-year purchase of math manipulatives arrived in buildings last week. Each math class in grades K-6 now has a class set of pattern blocks, unifix cubes and Canadian money, as the Division had expected.

- ★ In August, Sturgeon Public Schools will consolidate its various digital platforms into a single system by adopting Google Workspace. This transition will streamline document creation, storage and online meeting capabilities, while also standardizing email and calendar functions across the Division. By switching to Google Workspace, the Division aims to enhance collaboration, improve accessibility and reduce operational complexities. This unified approach is expected to boost efficiency and support a more integrated digital environment for all staff and students.
  
- ★ Ongoing Weekly Budget Meetings - since the end of February, the Superintendent has been holding regular weekly meetings with the Senior Team, focusing on strategically and proactively planning resource allocation for the 2024-2025 school budgets. This initiative began in anticipation of and continued after, the release of the Division's funding profile and the Funding Manual on March 28, 2024. The objective behind these ongoing discussions is to ensure that the decisions made reflect the best interests of Sturgeon Public students, with an emphasis on directing financial resources effectively into classrooms.

### **Supporting Effective Governance**

A superintendent of schools as referred to in the Education Act, as chief executive officer of the board and chief education officer of the school authority, provides the board with information, advice and support required for the fulfillment of its governance role, and reports to the Minister on all matters required of the superintendent as identified in the Education Act and other provincial legislation.

- ★ On May 8th, the Board participated in a full day professional learning session with Brian Callahan on Governance. The Board dedicated a day to learning about the role of School Boards, the role of a trustee, the legislation that guides their work, roles and responsibilities.
  
- ★ The Superintendent provided Trustees with the monthly speaking points for School Council meetings and Stakeholders in general to support effective governance. Topics included:
  - Standing Items
    - Trustee Talk
    - Board Meetings are recorded and online
    - Focused and Effective Communication
  - New Items
    - Parent Engagement Evening Feedback
    - Transition to Adulthood Fair
    - AP211 School Councils
    - Budget Assumptions 2024-2025
    - Budget Cuts 2024-2025

- ★ On the morning of May 16th, the Board Chair and Superintendent met with Honourable Minister Nicolaides, Education Minister and MLA Shane Getson at the Legislature Building to discuss several key educational topics. The agenda included Sturgeon Public Schools' capital plan priorities, educational initiatives in the Town of Legal and the positive impact of the Mental Health in Schools Grant in the Division. This important meeting provided an opportunity to align on priorities and advocate for continued support and resources to enhance the educational and mental health services offered to students within Sturgeon Public Schools.
- ★ On May 23, Trustees Buga and Murray-Elliott will serve as judges at the STEAM Games, an event that celebrates science, technology, engineering, arts and mathematics. Their participation highlights the commitment of the Board to foster innovation and excellence in education.
- ★ The "Superintendent Week-at-a-Glance" initiative, which was launched in the 2022-2023 school year, continues to play a crucial role in enhancing transparency and trust within the school community. This ongoing effort involves sharing the Superintendent's weekly schedule with the Board, school-based leaders and central office leadership, providing insights into the Superintendent's planned activities for the upcoming week. This practice is instrumental in promoting transparency and improving communication.
- ★ The Board Chair, Vice Chair and the Superintendent continue to hold regular agenda review meetings for the Committee of the Whole and Public Board sessions, demonstrating their commitment to thorough preparation and strategic foresight. Conducted prior to each meeting, these reviews run through the agenda package to ensure administration is well-prepared to address all topics and provides the required information to support the Board's governance role.
- ★ The Superintendent remains committed to ensuring the continuous creation and distribution of the "Trustee Talk" newsletter on a monthly basis, reflecting an ongoing effort to maintain open and effective communication within the Division. This initiative involves not only the distribution of the newsletter throughout the Division but also its publication on both the Division's website and the web pages of all schools. By doing so, the Superintendent facilitates a transparent sharing of information, updates and insights from the Trustees, ensuring that all members of the school community are informed.

Administration is prepared to respond to questions at the May 22, 2024, Public Board meeting.

**Attachment(s):**

Not applicable.