



Public Board Meeting

May 13, 2020

6:30-9:00 p.m.

Online via Zoom:

<https://zoom.us/j/98034164199>

Invited Participants: All Directors, Central Office Executive Team

Invited Attendees: All interested FFCA stakeholders

To attend the public board meeting, please use this link: [FFCA Public Board Meeting Zoom Link](#).

- Attendees may need to install the Zoom app on your device prior to the meeting.
- Attendees will need to enter your name and valid email address upon joining the meeting to attend. They will be placed in a virtual waiting room until entry is granted by the host.
- Attendees will be able to view the meeting and ask questions by voice only or online chat when the opportunity is provided by the Board Chair.

AGENDA

6:30 p.m. CALL TO ORDER

- | | |
|--|----------------------|
| 1. Review of Meeting Agenda | Chair Wilson |
| 2. Approval of Consent Agenda – Motion
Minutes April 15, 2020; Correspondence | Chair Wilson |
| 3. Superintendent’s Report | Roger Nippard |
| 4. Information Items | Chair Wilson |
| 4.1. Standing Item: Administrative Procedures Update | Kurtis Leinweber |
| 4.2. Standing Item: Strategic/Education Plan Update | Kurtis Leinweber |
| 4.2.1. 3YEP Discussion | |
| 5. Discussion Items | Chair Wilson |
| 5.1. Budget 2020-2021 (attached) - Motion | Kurtis Leinweber |
| 5.2. Locally Developed Courses – Motion | Joan Burke |
| 5.3. Calendar for 2020-2021: COVID-19 Potential Implications | Lorne McDonald |
| 6. Committees | Chair Wilson |
| 6.1. Executive Committee | “ |
| 6.2. Communications & Community Relations Committee | Director Scantlebury |
| 6.3. Policy & Performance Review Committee | Director Bharmal |
| 6.3.1. PPR Terms of Reference (attached) - Motion | |
| 6.3.2. Policy 1 Foundational Statements (attached) - Motion | |
| 6.3.3. Policy 2 Role of the Charter Board (attached) - Motion | |
| 6.3.4. Policy 3 Role of the Director (attached) - Motion | |
| 6.3.5. Policy 4 Director Code of Conduct (attached) - Motion | |

- 6.3.6. Policy 5 Role of the Charter Board (attached) - Motion
- 6.3.7. Policy 6 Role of the Vice-Chair (attached) - Motion
- 6.4. Audit Committee Director Makwana
- 6.5. TAAPCS Board Rep Report Director Suleman
- 6.5.1. Priorities Committee Representative - Motion

- 7. Director Highlights Chair Wilson
- 8. Open to Gallery Chair Wilson
- 9. Chairperson’s Remarks Chair Wilson

ADJOURNMENT: by 9:00 p.m.
 NEXT PUBLIC MEETING: June 10, 2020 @ TBD
 FUTURE AGENDA ITEMS:

MAY 13, 2020 MEETING MOTIONS

CONSENT AGENDA

20/05/13-1CA

MOVED by Director _____ and seconded by Director _____ that the Consent Agenda for May 13, 2020 be approved as presented.
that the minutes of the April 15, 2020 Public Board Meeting be approved as presented.
that the Board receive any correspondence received since the last Public Board Meeting.

REGULAR AGENDA

5.1 20/05/13–1RA 2020-2021 Budget

MOVED by Director _____ and seconded by Director _____ that the Board approve the 2020-2021 Budget as presented and request that Administration provide the necessary documentation to Alberta Education by the deadline of May 31, 2020.

5.2 20/05/13-2RA Locally Developed Courses

MOVED by Director _____ and seconded by Director _____ that the Board approve the use of Locally Developed Courses Musical Theatre 15-5, 25-5, 35-5 and Studio Art 35-3 for use at FFCA.

6.3.1 20/05/13-3RA PPR Terms of Reference

MOVED by Director _____ and seconded by Director _____ that the Board approve the Policy and Performance Review Committee Terms of Reference as presented.

6.3.2 20/05/13-4RA Policy 1 Foundational Statements

MOVED by Director _____ and seconded by Director _____ that the Board approve Policy 1 Foundational Statements as presented. The amended policy will be circulated to Administrators, School Councils and Society members for information purposes only, and replaced on the FFCA website.

6.3.3 20/05/13-5RA Policy 2 Role of the Charter Board

MOVED by Director _____ and seconded by Director _____ that the Board approve Policy 2 Role of the Charter Board as presented. The amended policy will be circulated to Administrators, School Councils and Society members for information purposes only, and replaced on the FFCA website.

6.3.4 20/05/13-6RA Policy 3 Role of the Director

MOVED by Director _____ and seconded by Director _____ that the Board approve Policy 3 Role of the Director as presented. The amended policy will be circulated to Administrators, School Councils and Society members for information purposes only, and replaced on the FFCA website.

6.3.5 20/05/13-7RA Policy 4 Director Code of Conduct

MOVED by Director _____ and seconded by Director _____ that the Board approve Policy 4 Director Code of Conduct as presented. The amended policy will be circulated to Administrators, School Councils and Society members for information purposes only, and replaced on the FFCA website.

6.3.6 20/05/13-8RA Policy 5 Role of the Charter Board Chair

MOVED by Director _____ and seconded by Director _____ that the Board approve Policy 5 Role of the Charter Board Chair as presented. The amended policy will be circulated to Administrators, School Councils and Society members for information purposes only, and replaced on the FFCA website.

6.3.7 20/05/13-9RA Policy 6 Role of the Vice-Chair

MOVED by Director _____ and seconded by Director _____ that the Board approve Policy 6 Role of the Vice-Chair as presented. The amended policy will be circulated to Administrators, School Councils and Society members for information purposes only, and replaced on the FFCA website.

6.5.1. 20/05/13-10RA TAAPCS Priorities Committee Rep

MOVED by Director _____ and seconded by Director _____ that the Board approve the appointment of Director _____ as the TAAPCS Priorities Committee Representative.



Public Board Meeting Minutes

Apr. 15, 2020

6:30-9:00 p.m.

Via Zoom

Attendees:

Board & Administration: Chair Jeff Wilson, Vice-Chair Jenny Hill, Director Sumara Diaz, Director Faruq Suleman, Director Naren Makwana, Director Rizvan Bharmal, Director Jehn Scantlebury, Director Randall Spahl, Director Sam Jin, Superintendent Roger Nippard, Deputy Superintendent Kurtis Leinweber, Secretary Treasurer Reta Morgan, Coordinator of Instruction Joan Burke, Coordinator of School Services Lorne McDonald, Director of Technology Jeff Cullen, Executive Assistant Meredith Poole

Gallery: Cindy McGlashan-Beaucage, Andrew Chu, Elizabeth Bodnar, Sarah Stilborn, Erica Oseen, Krista Lee, Mahesh Venkat, Swean Sidhu, Seema Makwana, Kiran Makwana, Punam Vyas, Lokesh Shenoy, Anthony/Renee Lim

CALL TO ORDER – 6:32 p.m.

1. Review of Meeting Agenda – Item 6.5 S/B Director Makwana.
2. **20/04/15-1CA** Consent Agenda
MOVED by Vice-Chair Hill and seconded by Director Scantlebury that the Consent Agenda for Apr. 15, 2020 be approved as presented. CARRIED.
 - Minutes of Feb. 12, 2020 Public Board Meeting
 - Minutes of Feb. 12, 2020 Organizational Board Meeting
 - Correspondence (1 letter: AE re AEP/AERR)
3. Superintendent's Report:
 - i) It is important to take note of recent timelines in relation to our current situation: the decision to close schools for an indeterminate time was made within 1 day of our being told they would remain open, and guidelines for At-Home Learning were received 5 days later, just as schools were closing for Spring Break; therefore, much of the planning (for a style of learning completely out of step with the tenets of our FFCA charter) had to be done over Spring Break.
 - ii) While we would normally be concerned with the big items of budget and staffing at this time of year, both have been delayed, and we have been forced to lay off a large number of our valued "non-essential" staff due to government funding cuts, while coping with the late release of AE's new Funding Framework. The latter will have both positive and negative effects on FFCA's budget: whereas we have now been recognized fully as part of the public system, and will therefore qualify for "Special Learning Supports" funding, other areas of funding will be reduced due to the application of a "weighted moving average" to allotments. We expect to receive the funding commitment letter from AE by the end of April.
 - iii) Feedback from Alberta Education on our AEP/AERR was excellent.
 - iv) Grant funding for our Global Competencies Research Project has been extended by one year in response to school closures.
 - v) We are eligible to apply for Infrastructure Funding through which we hope to do washroom and lighting upgrades; applications are due by April 17, so work on that is underway.

vi) Use of technology has increased enormously (e.g. Google Classrooms: 91 as of Jan. 12, 247 today; OneDrive: 376,000 files on Jan. 12, 1.7 million presently; Teams usage: 743% increase.)

3.1 COVID-19 At-Home Learning Plan – As soon as it was announced that schools would be closed, administration went into high gear to determine an equitable and supportive plan for students, and ensure that access to technology would not be an impediment. Platforms in use are Edsby, Office 365, Google and Seesaw (for younger students). As this is being rolled out, staff will be making adjustments to improve the delivery, and identifying any gaps that will have to be addressed when classes resume. Learning plans are developed in 2-week chunks until the end of June, posted at the beginning of each week, and are meant to be flexible, but follow basic time and subject expectations for K-3, 4-6, 7-9 and high school.

Note: “At-Home Learning” is distinct from “On-Line Learning”, which is a formal, multi-faceted suite of specific elements, and is not consistent with FFCA’s charter requirements.

4. Information Items

4.1 Standing Item: Administrative Procedures Update – No report, other than several AP’s are due to go to Admin Council for consideration at next week’s meeting.

4.2 Standing Item: Strategic/Education Plan Update - No report.

5. Discussion Items

6.1 **24/04/15-1RA** Q2 Report

MOVED by Director Makwana and seconded by Vice-Chair Hill that the 2019-2020 FFCA Second Quarter Financial Report be approved as presented. CARRIED.

6.2 **20/04/15-2RA** 2019-2020 Fee Adjustments

MOVED by Director Diaz and seconded by Director Scantlebury that the portion of 2019-2020 bus fees in excess of that required to meet our adjusted contractual obligations as directed by Alberta Education be credited towards families’ 2020-2021 bus fees.
CARRIED.

6.3 **20/04/15-3RA** 2021-2022 Calendars

MOVED by Director Scantlebury and seconded by Director Makwana that the 2021-2022 FFCA Calendars be approved as presented. CARRIED.

7. Committees

7.1 Charter Board Committee of the Whole - No report.

7.2 Executive Committee – This committee met once in early April to consider the agendas for the Working Session meeting and this Public Board Meeting.

7.3 Communications & Community Relations Committee (CCR) – The committee met on April 8 but has no report at this time.

7.4 Policy & Performance Review Committee (PPR) – The committee met on April 8 and will be commencing work to review their Terms of Reference, relevant policies and their quarterly budget report.

7.5 Audit Committee – This committee would under normal circumstances be meeting during April to discuss matters such as risk assessment and IT controls; work will resume at an appropriate time.

7.6 TAAPCS Board Rep Report – Executives of the provincial association met with Minister LaGrange by conference call on March 18 to discuss education funding, the Choice in Education Act, and other topics of significance to charter schools. Their Spring General Meeting will be held, likely through Zoom, on May 2.

7.7 Director Highlights – Vice-Chair Hill: connection through her day job to Director Jin, who responded to the COVID -19 crisis with donations from his Subway outlet; Director Jin: the opportunity to be able to contribute as mentioned; Director Scantlebury: the capability of the FFCA tech department to be able to respond to this situation so effectively; Director Bharmal: the development and initiation of the At-Home Learning program; Director Diaz: the work done and team spirit developed at the Board Retreat; Director Suleman: how well tonight’s meeting has come together; Director Makwana: all the efforts, in the midst of so much uncertainty, of Kurtis, Reta and team regarding next year’s budget; Director Spahl: the technology involved and his own ability to function with it; Chair Wilson: the April 10 signing of a provincial document ensuring Special Learning Supports Funding for FFCA, which represents a significant milestone in our evolution.

Special Highlight: COO Leinweber: the willingness of administration to cut their Spring Break to 4 days and engage, under the stellar leadership of Joan Burke, in the unfamiliar and extensive work of developing the FFCA At-Home Learning Plan.

8. Open to Gallery – Comments/questions related to: the timing of distribution of Learning Plans, the evaluation of year-end outcomes, preparation for a second wave of COVID-19, what elements are included in the one hour per day recommendation (i.e. uploading of assignments?), monitoring compliance with At-Home Learning recommendations, technology access, impact on post-secondary acceptance for Gr. 12 students, the difference between On-Line and At-Home Learning, the potential development of bad typing habits in the absence of key-boarding instruction, the cancellation of PD days, the potential for some type of town hall meeting with parents, and the distinction between Committee of the Whole and Working Sessions.
9. Chairperson’s Remarks – Chair Wilson expressed his full confidence in the Board and FFCA, and commented that the actions taken in response to this unprecedented situation are a testament to the character and leadership inherent in our organization. *“The bigger the storm, the brighter the rainbow at the end.”*

ADJOURNMENT: 8:04 p.m.

NEXT PUBLIC MEETING: May 13, 2020 @ TBC

FUTURE AGENDA ITEMS:

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1									School Jurisdiction Code: 9
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14	Color coded cells:								
15	blue cells: require the input of data/descriptors wherever applicable.				grey cells: data not applicable - protected				
16	green cells: populated based on information previously submitted				white cells: within text boxes REQUIRE the input of points and data.				
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19									
20	HIGHLIGHTS, PLANS, ASSUMPTIONS AND RISKS SUMMARY- 2020/2021 BUDGET REPORT								
21	The following were presented to the Board and approved as underlying the budget. These key points and assumptions used in development of the budget take into								
22	consideration the economic environment of the jurisdiction, focus on anticipated changes from current year, and are realistic and consistent with the three year								
23	Education Plan. At a minimum, they disclose key budget assumptions, financial & business risks, and specific strategies explaining how this budget will								
24	support the jurisdiction's plans.								
25	<u>Budget Highlights, Plans & Assumptions:</u>								
26									
27									
28	- Seven campuses, K to 12								
29	- Funding from Alberta Education is now based on weighted moving average student enrolment 20% based on the student count in 2018-19, 30% based on 2019- 20 and								
30	50% based on 2020-21 projections.								
31	- New funding framework does not fully fund the projected growth resulting in less instruction funding.								
32	- Teacher allocations which include PE, AP and specialty positions (Art, Music & Physical Education):								
33	Kindergarten 21:1 plus .3								
34	Grades 1 to 4 21:1 plus .3								
35	Grades 5 to 8 28:1 plus .35								
36	Grades 9 to 12 29:1 plus .43								
37	- Salary grids increased by 0%								
38	- Grid increase for one more year of experience, FFCA average teacher salary will be close to the top of the grid at 5 years of education and 9 years of experience								
39	- Support staff allocation 28.26 FTE positions in Library, Learning, Technology, ESL and Counsellors								
40	- Substitute Teacher Costs = 9 days\teacher (includes sick days, appointments, coaching, etc), rate to \$215 + 9% benefits per day								
41	- Campus resource allocations on a per student rate \$175 K to grade 4; \$200 grades 5 to 8 and \$315 for grades 9 to 12								
42	- Professional Development – slightly higher (\$7,000) than the 2019-20 school year								
43	<u>Significant Business and Financial Risks:</u>								
44									
45	- Transition funding from the old framework to the new is \$477,00 which will be eliminated over two years and will result in further expenditure reductions								
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BUDGETED STATEMENT OF OPERATIONS
for the Year Ending August 31

	Approved Budget 2020/2021	Fall Budget Update 2019/2020	Actual Audited 2018/2019
REVENUES			
Government of Alberta	\$ 32,806,903	\$32,439,483	\$32,627,357
Federal Government and First Nations	\$ -	\$0	\$0
Out of province authorities	\$ -	\$0	\$0
Alberta Municipalities-special tax levies	\$ -	\$0	\$0
Property taxes	\$ -	\$0	\$0
Fees	\$ 3,452,186	\$3,401,238	\$3,329,162
Other sales and services	\$ -	\$75,500	\$101,186
Investment income	\$ 50,000	\$75,000	\$72,546
Gifts and donations	\$ -	\$0	\$56,341
Rental of facilities	\$ 124,000	\$150,633	\$170,891
Fundraising	\$ 369,084	\$344,041	\$413,187
Gains on disposal of capital assets	\$ -	\$0	\$0
Other revenue	\$ 80,550	\$20,000	\$291,459
TOTAL REVENUES	\$36,882,723	\$36,505,895	\$37,062,129
EXPENSES			
Instruction - Pre K	\$ -	\$ -	\$ -
Instruction - K to Grade 12	\$ 28,829,141	\$28,748,500	\$29,347,011
Operations & maintenance	\$ 3,194,880	\$2,946,775	\$3,004,429
Transportation	\$ 3,626,856	\$3,480,128	\$3,423,754
System Administration	\$ 1,226,893	\$1,312,473	\$1,555,167
External Services	\$ -	\$0	\$0
TOTAL EXPENSES	\$36,877,770	\$36,487,876	\$37,330,361
ANNUAL SURPLUS (DEFICIT)	\$4,953	\$18,019	(\$268,232)

BUDGETED ALLOCATION OF EXPENSES (BY OBJECT)
for the Year Ending August 31

	Approved Budget 2020/2021	Fall Budget Update 2019/2020	Actual Audited 2018/2019
EXPENSES			
Certificated salaries	\$ 19,271,371	\$19,007,233	\$18,859,332
Certificated benefits	\$ 3,740,306	\$3,899,558	\$3,877,028
Non-certificated salaries and wages	\$ 3,887,852	\$4,458,106	\$4,465,764
Non-certificated benefits	\$ 1,135,899	\$977,751	\$1,110,645
Services, contracts, and supplies	\$ 8,371,235	\$7,745,228	\$8,495,900
Capital and debt services			
Amortization of capital assets			
Supported	\$ 60,770	\$0	\$60,727
Unsupported	\$ 315,004	\$325,000	\$346,730
Interest on capital debt			
Supported	\$ -	\$0	\$0
Unsupported	\$ 35,333	\$0	\$0
Other interest and finance charges	\$ 60,000	\$75,000	\$114,235
Losses on disposal of capital assets	\$ -	\$0	\$0
Other expenses	\$ -	\$0	\$0
TOTAL EXPENSES	\$36,877,770	\$36,487,876	\$37,330,361

**BUDGETED SCHEDULE OF PROGRAM OPERATIONS
for the Year Ending August 31**

REVENUES	Approved Budget 2020/2021								Actual Audited 2018/19
	Instruction			Operations and Maintenance	Transportation	System Administration	External Services	TOTAL	TOTAL
	Pre K - PUF	Pre - K non PUF	K - Grade 12						
(1) Alberta Education	\$ -	\$ -	\$ 26,392,439	\$ 2,794,880	\$ 1,622,636	\$ 1,596,948	\$ -	\$ 32,406,903	\$ 32,138,810
(2) Alberta Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,867
(3) Other - Government of Alberta	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(4) Federal Government and First Nations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(5) Other Alberta school authorities	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000	\$ 430,680
(6) Out of province authorities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(7) Alberta municipalities-special tax levies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(8) Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(9) Fees	\$ -	\$ -	\$ 1,447,966	\$ -	\$ 2,004,220	\$ -	\$ -	\$ 3,452,186	\$ 3,329,162
(10) Other sales and services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,186
(11) Investment income	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 72,546
(12) Gifts and donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,341
(13) Rental of facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 124,000	\$ -	\$ 124,000	\$ 170,891
(14) Fundraising	\$ -	\$ -	\$ 369,084	\$ -	\$ -	\$ -	\$ -	\$ 369,084	\$ 413,187
(15) Gains on disposal of tangible capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(16) Other revenue	\$ -	\$ -	\$ 80,550	\$ -	\$ -	\$ -	\$ -	\$ 80,550	\$ 291,459
(17) TOTAL REVENUES	\$ -	\$ -	\$ 28,340,039	\$ 3,194,880	\$ 3,626,856	\$ 1,720,948	\$ -	\$ 36,882,723	\$ 37,062,129
EXPENSES									
(18) Certificated salaries	\$ -	\$ -	\$ 18,919,380	\$ -	\$ -	\$ 351,991	\$ -	\$ 19,271,371	\$ 18,859,332
(19) Certificated benefits	\$ -	\$ -	\$ 3,678,077	\$ -	\$ -	\$ 62,229	\$ -	\$ 3,740,306	\$ 3,877,028
(20) Non-certificated salaries and wages	\$ -	\$ -	\$ 2,512,944	\$ 1,065,772	\$ 118,091	\$ 191,045	\$ -	\$ 3,887,852	\$ 4,465,764
(21) Non-certificated benefits	\$ -	\$ -	\$ 802,934	\$ 260,688	\$ 33,637	\$ 38,640	\$ -	\$ 1,135,899	\$ 1,110,645
(22) SUB - TOTAL	\$ -	\$ -	\$ 25,913,335	\$ 1,326,460	\$ 151,728	\$ 643,905	\$ -	\$ 28,035,428	\$ 28,312,769
(23) Services, contracts and supplies	\$ -	\$ -	\$ 2,824,722	\$ 1,666,109	\$ 3,465,128	\$ 415,276	\$ -	\$ 8,371,235	\$ 8,495,900
(24) Amortization of supported tangible capital assets	\$ -	\$ -	\$ -	\$ 60,770	\$ -	\$ -	\$ -	\$ 60,770	\$ 60,727
(25) Amortization of unsupported tangible capital assets	\$ -	\$ -	\$ 41,084	\$ 141,541	\$ -	\$ 132,379	\$ -	\$ 315,004	\$ 346,730
(26) Supported interest on capital debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(27) Unsupported interest on capital debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,333	\$ -	\$ 35,333	\$ -
(28) Other interest and finance charges	\$ -	\$ -	\$ 50,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 60,000	\$ 114,235
(29) Losses on disposal of tangible capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(30) Other expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(31) TOTAL EXPENSES	\$ -	\$ -	\$ 28,829,141	\$ 3,194,880	\$ 3,626,856	\$ 1,226,893	\$ -	\$ 36,877,770	\$ 37,330,361
(32) OPERATING SURPLUS (DEFICIT)	\$ -	\$ -	\$ (489,102)	\$ -	\$ -	\$ 494,055	\$ -	\$ 4,953	\$ (268,232)

**BUDGETED SCHEDULE OF FEE REVENUE
for the Year Ending August 31**

	Approved Budget 2020/2021	Fall Budget Update 2019/2020	Actual 2018/2019
FEEES			
TRANSPORTATION	\$2,004,220	\$1,956,140	\$1,934,863
BASIC INSTRUCTION SUPPLIES (Instructional supplies, & materials)	\$537,965	\$529,890	\$541,822
LUNCHROOM SUPERVISION & NOON HOUR ACTIVITY FEES	\$0	\$0	\$0
FEES TO ENHANCE BASIC INSTRUCTION			
Technology user fees	\$0	\$0	\$0
Alternative program fees	\$0	\$0	\$0
Fees for optional courses	\$282,195	\$282,195	\$285,916
ECS enhanced program fees	\$0	\$0	\$0
ACTIVITY FEES	\$507,443	\$506,494	\$424,034
Other fees to enhance education (Describe here)	\$6,788	\$9,374	\$0
NON-CURRICULAR FEES			
Extra-curricular fees	\$77,140	\$83,335	\$69,982
Non-curricular goods and services	\$21,435	\$21,435	\$63,955
NON-CURRICULAR TRAVEL	\$6,000	\$6,000	\$8,590
OTHER FEES (Describe here) Graduation Ceremony	\$9,000	\$6,375	\$0
TOTAL FEES	\$3,452,186	\$3,401,238	\$3,329,162

PLEASE DO NOT USE "SCHOOL GENERATED FUNDS" AS A CATEGORY

Please disclose amounts paid by parents of students that are recorded as "Other sales and services" (rather than fee revenue). Note that this schedule should include only amounts collected from parents and so it may not agree with the Statement of Operations.	Approved Budget 2020/2021	Fall Budget Update 2019/2020	Actual 2018/2019
Cafeteria sales, hot lunch, milk programs	\$2,550	\$0	\$7,549
Special events	\$67,000	\$67,000	\$71,083
Sales or rentals of other supplies/services	\$11,000	\$8,500	\$16,904
International and out of province student revenue	\$0	\$0	\$0
Adult education revenue	\$0	\$0	\$0
Preschool	\$0	\$0	\$0
Child care & before and after school care	\$0	\$0	\$0
Lost item replacement fees	\$0	\$0	\$0
Other (describe) Other (Describe)	\$0	\$0	\$18,290
Other (describe) Other (Describe)	\$0	\$0	\$0
Other (describe) Other (Describe)	\$0	\$0	\$0
Other (describe) Other sales (describe here)	\$0	\$0	
Other (describe) Other sales (describe here)	\$0	\$0	
TOTAL	\$80,550	\$75,500	\$113,826

**PROJECTED STUDENT STATISTICS
FULL TIME EQUIVALENT (FTE) ENROLLED STUDENTS**

	Budgeted 2020/2021 (Note 2)	Actual 2019/2020	Actual 2018/2019	Notes
Kindergarten, and Grades 1 to 12				
Eligible Funded Students:				
Kindergarten	309	355	311	Head count
Kindergarten program hours	475	475	475	Minimum: 475 hours
Kindergarten FTE's Enrolled	155	178	156	0.5 times Head Count
Grades 1 to 9	2,771	2,682	2,637	Head count
Grades 10 to 12 - 1st, 2nd & 3rd year	638	627	571	Head count
Grades 10 to 12 - 4th year	-	-	-	Head count
Grades 10 to 12 - 4th year FTE	-	-	-	0.5 times Head Count
Grades 10 to 12 - 5th year	-	-	-	Head count
Grades 10 to 12 - 5th year FTE	-	-	-	0.25 times Head Count
Total FTE	3,564	3,487	3,364	K- Grade 12 students eligible for base instruction funding from Alberta Education.
Percentage Change	2.2%	3.7%		
Other Students:				
Total	-	-	-	Note 3
Total Net Enrolled Students	3,564	3,487	3,364	
Home Ed Students	-	-	-	Note 4
Total Enrolled Students, Kindergarten, and Grades 1-12	3,564	3,487	3,364	
Percentage Change	2.2%	3.7%		
Of the Eligible Funded Students:				
Students with Severe Disabilities	-	-	-	FTE of students with severe disabilities as reported by the board via PASI.
Students with Mild/Moderate Disabilities	-	-	-	FTE of students identified with mild/moderate disabilities as reported by the board via PASI.

Pre - Kindergarten (Pre - K)

Eligible Funded Children	-	-	-	Children between the age of 2 years 8 months and 4 years 8 months.
Other Children	-	-	-	Children between the age of 2 years 8 months and 4 years 8 months.
Total Enrolled Children - Pre - K	-	-	-	
Program Hours	-	-	-	Minimum: 400 Hours
FTE Ratio	-	-	-	Actual hours divided by 800
FTE's Enrolled, Pre - K	-	-	-	
Percentage Change	0.0%	0.0%		
Of the Eligible Funded Children:				
Students with Severe Disabilities (PUF)	-	-	-	FTE of students with severe disabilities as reported by the board via PASI.
Students with Mild/Moderate Disabilities	-	-	-	FTE of students identified with mild/moderate disabilities as reported by the board via PASI.

NOTES:

- Enrolment is to be completed WHEREVER APPLICABLE and are 'as at September 30th' for each year.
- Budgeted enrolment is to be based on best information available at time of the 2020/2021 budget report preparation.
- Other K to Grade 12 students that are not eligible for base instruction funding from Alberta Education include First Nations students living on reserves for which tuition fee payments are made from Band or AANDC (Code 330), students younger than 5 1/2 or older than 20, and out-of-province and foreign students.
- Because they are funded separately, Home Education students are not included with total net enrolled students.

Guiding Principles

APPROVED 2020-21 Guiding Principles for Financial Planning

- 1 Sustainability
- 2 Establish & Maintain staffing levels that maintains specialists, student support and current class size
- 3 Provide fair and equitable salaries
- 4 Support for focusing on the three priority strategies:
 - o EVOLVE & INNOVATE educational programs and pedagogies
 - o PARTNER in strategic ways
 - o Accentuate and SHARE innovation and research
- 5 Support for staff development

Summary

REVENUE SOURCES	INSTRUCTION		SYSTEM ADMIN		P O & M		TRANSPORTATION		2020-21 BUDGET		% of Total	2019-20 Budget	
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate					
Provincial Government													
Alberta Education Grants	\$ 23,579,829	23,466,000	\$ 1,596,948	1,597,000	\$ 2,794,880	2,621,000	\$ 1,622,636	1,623,000	\$ 29,594,293	29,307,000	80.24%	29,125,274	
Alberta Education Bridge Funding	662,610	876,000							662,610	876,000	1.80%	704,309	
Provincial Operational Funding Sub-Total	24,242,439		1,596,948		2,794,880		1,622,636		30,256,903	30,183,000		29,829,583	
Pension Adjustments	2,150,000								2,150,000		5.83%	2,150,000	
Provincial Revenues Sub-Total	\$ 26,392,439		\$ 1,596,948		\$ 2,794,880		\$ 1,622,636		\$ 32,406,903		87.87%	31,979,583	
	27,989,387 SYSTEM ADMIN and INSTRUCTION												
Parent Fees	537,965						2,004,220		2,542,185		6.89%	2,486,030	
School Generated Funds	1,359,635								1,359,635		3.69%	1,334,749	
Admin Building Revenue			124,000						124,000		0.34%	150,633	
Other Authority					400,000				400,000		1.08%	400,000	
Miscellaneous Income	50,000								50,000		0.14%	154,900	
TOTAL REVENUE SOURCES	\$ 28,340,039		\$ 1,720,948		\$ 3,194,880		\$ 3,626,856		\$ 36,882,723		100.01%	36,505,895	
	30,060,987 SYSTEM ADMIN and INSTRUCTION												
EXPENDITURE CATEGORIES	% of Instruction	INSTRUCTION		SYSTEM ADMIN		P O & M		TRANSPORTATION		2020-21 BUDGET		% of Total	2019-20 Budget
		FTE	FTE	FTE	FTE	FTE	FTE	FTE					
Salaries & Benefits - Certificated Instruction	78.38%	\$ 22,597,457	191.08	\$		\$		\$	22,597,457	191.08	61.27%	26,090,269	
Salaries & Benefits - Campus Support	10.98%	\$ 3,164,700	38.30	\$		\$	107,074	\$	3,271,774	38.30	8.88%	0	
Salaries & Benefits - Central	0.52%	151,178		643,905	6.52	1,326,460	19.18	44,652	2,166,195	25.70	5.87%	2,252,380	
Administration - Other Central	0.14%	40,886		405,988		33,936		39,243	520,053		1.41%	497,149	
Admin Building Expense	0.00%			156,000					156,000		0.42%	150,633	
Specialized Learning Supports	0.50%	144,500							144,500		0.39%	36,500	
Classroom\Campus\Curriculum Resources	2.82%	811,585							811,585		2.20%	823,260	
Professional Development	0.30%	85,200							85,200		0.23%	78,090	
Planning & Assurance	0.00%			21,000					21,000		0.06%	36,000	
School Generated Funds	4.72%	1,359,635							1,359,635		3.69%	1,334,749	
Technology	1.64%	474,000							474,000		1.29%	399,000	
Other Services & Supplies						1,834,484		3,435,887	5,270,371		14.29%	4,789,847	
TOTAL EXPENDITURE CATEGORIES	100.00%	\$ 28,829,141	229.38	\$ 1,226,893	6.52	\$ 3,194,880	19.18	\$ 3,626,856	0.00	\$ 36,877,770	248.56	100.00%	36,487,877
		30,056,034 SYSTEM ADMIN and INSTRUCTION											
% of Total Expenditure		78.17%		3.33%		8.66%		9.83%		100.00%			
Excess (Shortfall)		(489,102)		494,055		0		0		4,953		18,018	

Enrollment

SEVEN CAMPUSES

ELEMENTARY			MIDDLE		HIGH
------------	--	--	--------	--	------

GRADE	Class Size	NWE	SE	SW	NE	NW	SOUTH	NORTH	ALL	TOTAL	FTE	2019-20 Actual	Growth	Classes	
ECS	21	19	84	84	84	57				309	154.5	355	-46	15	
1	21	19	84	126	84	57				351	351	312	39	17	
2	21	19	84	84	84	57				309	309	308	1	15	
3	21	19	84	84	84	57				309	309	309	0	15	
4	28	28.5	84	84	84	57				309	309	302	7	11	
5	28						168	140		308	308	297	11	11	
6	28						168	140		308	308	297	11	11	
7	28						168	140		308	308	297	11	11	
8	28						168	140		308	308	297	11	11	
9	29								261	261	261	258	3	9	
10	29								232	232	232	224	8	8	
11	29								203	203	203	201	2	7	
12	29								203	203	203	190	13	7	
Total			420	462	420	285	672	560	899	3718	3563.5	3647	71	148	
FTE			378	420	378	256.5	672	560	899	3,563.5		3,469.5	94		
													Growth %>	2.71%	
2019-20	actual student count		419	460	418	289	648	540	873	3,647					
2019-20	actual student FTE		376.5	396.5	376	259.5	648	540	873	3,470					
											Gr. 1-12 Enrollment	3,409.0			
											Charter Cap	2,925.0			
												484.0			
School capacity - (New) Instructional Spac			510	577	439	273	700	580	1048	4127					
			74.12%	72.79%	86.10%	93.96%	96.00%	96.55%	85.78%	86.35%					

Inst. Revenue

<u>TOTAL INSTRUCTION BLOCK REVENUE</u>	2019-20	2019-20	% Increase	2020-21		Adj or Factor	Total
	<u>Budget</u>	<u>Rate</u>		<u>Rate</u>	<u>Students/Sites</u>		
<u>PROVINCIAL GRANTS</u>				K-12 WMA: 3,493.6			
Base Instruction - ECS WMA	1,185,665	3,339.90	-9.22%	3,032.00	317.00		961,144
Base Instruction - Grades 1-9 WMA	17,881,798	6,679.79	-9.22%	6,064.00	2,712.50		16,448,600
Base Instruction Grade 10-12 WMA	4,636,224	7,538.58	-11.52%	6,670.40	621.90		4,148,322
Base Instruction 4th-year Grade 10-12 WMA	-	7,538.58	-55.76%	3,335.20	0.70		2,335
Basic Instruction Grade 10-12 Block 5	95,425	190.85	-100.00%	0.00	20	-	0
Specialized Learning Supports - MDT	198,525	57.22	0.00%	212.50	3,493.6	742.390	779,306
Specialized Learning Supports - Mental Health		57.22	0.00%	200,000.00	3,493.6	0.3630	88,259
Specialized Learning Supports - Jurisdiction Comp.		57.22	0.00%	650,000.00	3,493.6	0.4070	264,383
FNMI	-			5,124,362.00	3,493.6	0.0054	27,787
ESL	475,952	1,178.10	1.86%	1,200.00	380.70	-	456,480
Socio Economic Status (incidence rate 18.6%)	304,104	87.05	0.00%	100,000,000.00	3,493.6	0.002186	218,563
Geographic Grant	350,420	101.00	0.00%	28.12	3,493.6		98,250
SuperNet	86,400		0.00%				86,400
SHP/RCS D	59,900						0
Bridge Grant K-12	704,309			876,000.00	3,494	1	662,610
Admin reduction	(195,000)						0
LAPP reduction	(60,000)						0
ATRF	2,150,000						2,150,000
Total provincial grants	<u>27,813,820</u>						<u>26,392,439</u>
<u>FEES - INSTRUCTION</u>	<u>2019-20</u>			<u>Students</u>	<u>Rate</u>		
Resource - ECS	40,825	115		309.0	115		35,535
Resource - Grades 1- 6	264,625	145		1,894.0	145		274,630
Resource - Grade 7 - 12	286,065	195		1,515.0	195		295,425
	591,515			3,718.0			605,590
Processing costs	(30,000)					5.0%	(30,000)
Subsidy	(23,825)	50	95	60	145	5.0%	(29,825)
Resource - Family Max (\$450) Discount	(7,800)					1.3%	(7,800)
Total fees	<u>529,890</u>						<u>537,965</u>
<u>INVESTMENT INCOME</u>	<u>75,000</u>						<u>50,000</u>
Total Instruction Block Revenue	<u><u>28,418,710</u></u>						<u><u>26,980,404</u></u>

Technology

<u>School Based Support Staff</u>	2019-20 Budget	Total FTE	2020-21		Notes:
			#	\$	
Technology Coordinator		1.00			
Technology Technican - Level II		1.00			
Technology Technican - Level I		1.00			
Technology Technican - Level I		1.00			
Administrative Assistant		0.94			
		<u>4.94</u>			
<u>Technology</u>					
Professional Development (incl. Memberships)	15,000			15,000	
Professional Services - Technical Support	9,000			9,000	
Hardware - Technology Services	7,000			7,000	
Software - Technology Services	1,500			1,500	
Hardware - Campus Refresh	-			75,000	
Hardware - Network	8,500			8,500	
Web Design & Maintenance	8,000			8,000	
Network - Supernet	88,500			88,500	Receive \$86400 funding from AB ED
Hardware - AVI Refresh	30,000			30,000	
Network - Internet	2,750			2,750	
S&P - Campus	22,000			22,000	
S&P - Technology	7,500			7,500	
M&S - Infrastructure, Networking and Security	40,000			40,000	
M&S - Educational Technology	20,000			20,000	
M&S - Volume Licensing	17,000			17,000	
M&S - SIS & LOB Applications (incl MW, Edsby, Clevr, SRC, Docushare)	80,000			80,000	
Meals	750			750	
Mileage	7,500			7,500	
Telephone	6,000			6,000	
Hardware - Ammortization	28,000			28,000	
Total Technology	<u>399,000</u>			<u>474,000</u>	

Specialized Sup.

	2019-20	2020-21	Notes:
<u>Inclusion</u>			
Contracted SLP Services (Providence)	-	108,000	
Contracted R.Psyc Services (Renfrew)	20,000	20,000	
Contracted Services (Clevr)	7,500	7,500	
Contracted Services (Read Write Gold)	9,000	9,000	
Contracted Psychologist	-	-	
Miscellaneous Services (PD, Consultant, etc)	-	-	
Total Inclusion	36,500	144,500	

Assurance & PD

	2019-20	2020-21			Notes:
	Budget	#	\$	Total	
Planning & Assurance					
Professional Measurement Services (Schollie)	-			-	
Research Support & Dissemination	10,000			20,000	
International Development (RPP Grant)	25,000			-	
Supplies	1,000			1,000	
Total Assurance	<u>36,000</u>			<u>21,000</u>	
Professional Development		#	\$	Total	
Recruitment	3,500			3,500	
New Staff Orientation (Presenter, Participant & Sub Costs)	4,610	10		5,300	
PD Sub Time - System Learning & Collaboration	8,010	34	235	8,000	
PD Materials & Meeting Expenses - System Learning and Collaboration	2,000			2,000	
Mileage\Phone\Supplies	2,500			2,500	
Collaborative Inquiry Consultant	-			0	
System Leadership Memberships (CASS, ASCD, LF)	3,000			3,000	
External Facilitators	-			0	
System Leadership Learning Resources	800			800	
System Learning & Recognition Day (WBB)	11,000	253	25	6,300	
Admin Council Professional Learning & Collaboration	2,500			2,500	
System Leadership Conferences	3,760			3,800	
PD - Campus Certificated Staff	23,535	189.08	200	37,800	System based PD 37,700.00
PD Sub Time - Campus Learning & Collaboration	5,250	22	235	5,200	Orientation 5,300.00
PD - Campus Support Staff	7,625	22.50	200	4,500	Campus based PD 47,500.00
Sub-total	<u>78,090</u>			<u>85,200</u>	<u>85,200.00</u>

0.33% of salaries & benefits

Transportation

<u>Revenue</u>	<u>2019-20</u>		<u>2020-21</u>				
	<u>Budget</u>	<u>FTE</u>	<u>FTE</u>	<u>Estimated Riders</u>	<u>Grant</u>	<u>Increase</u>	<u>\$</u>
Provincial Transportation Grant							
60% of ECS students	114,741	183	309	185	-	0.0%	0
73% of grades 1- 12 students eligible	1,319,247	2,348	3,409	2,489	-	0.0%	0
Parent Provided	90,000	900		950	-		0
Not eligible				144			0
2019-20 Funding	-						1,545,840
Supplemental Funding	-						76,796
Government Fuel Contingency funding	-						0
Total Provincial Funding	<u>1,523,988</u>		3,718	3,768			<u>1,622,636</u>
Transferred to Instruction	<u>0</u>						<u>0</u>
Transportation User Fees							
					Fee	Increase	
60% of ECS students	88,825	183	309	185	425	0.00%	78,625
73% of grades 1- 12 students eligible	1,909,215	2,178	3,409	2,319	855	0.00%	1,982,745
Family Max. \$2,285	(19,750)	30					(35,000)
Shuttle Riders	10,000	50		50	200	0.00%	10,000
One-way riders	92,400	120		120	770	0.00%	92,400
Subsidy	(124,550)	190		235	530	0.00%	(124,550)
Total User Fees	<u>1,956,140</u>						<u>2,004,220</u>
Total Transportation Revenue	<u>3,480,128</u>						<u>3,626,856</u>
Expenses (at current daily rates)							
	<u>\$</u>		<u>Days</u>	<u># of Buses</u>			<u>\$</u>
Director, Transportation (Contrator)							
Parent Provided							
Service Contract - Transportation	180	HS	182	24.0			
	173	Elem-Mid	176	40.0			
Materials & Supplies (includes Edulog)							
From System Admin - Salaries & Benefits							
From System Admin - Other							
From Instruction - Campus Support Staff							
Total Transportation Expense	<u>3,628,164</u>						<u>3,626,856</u>

SGF

(Surpluses\deficits rollover to the campus for budgets on this page)

	2019-20	135,754	111,315	52,354	86,800	239,402	198,374	510,750	1,334,749				
School Generated Funds	SEE	SWE	NEE	NWE	SMS	NMS	HS	TOTAL				RECAP	
Field Trips (Activity Fees)	43,754	40,624	41,954	41,000	65,155	47,566	42,750	322,803		Fees	Fees	910,001	
Fundraising for Others	2,000	800	2,000	500	5,000			10,300		Fundraise	Fundraise	369,084	
Recycling	2,000	300			6,000	1,000		9,300		Fundraise	Other Sales	80,550	
Hot Lunch\Snack Shop\Milk	2,400			150				2,550		Other Sales		1,359,635	
School Council	30,000	14,500	5,400	5,500	16,767	17,000		89,167		Fundraise			
Student Council					18,000	40,000	6,800	64,800		Fundraise		2,542,185	Transport & Resource
Casino	45,000	40,000		38,000	18,000		40,000	181,000		Fundraise		910,001	SGF (above) Fees
Book Fair\Optional purchses (recorders,swag)		5,000	2,500		2,500	1,000		11,000		Other Sales		3,452,186	
Program fees (PE, Art, Drama, etc)		23,840			86,800	74,000	282,195	466,835		Fees		-	From BR Fees Page
Non-curricular Travel							6,000	6,000		Fees		3,452,186	
Enhance Education (Recorders, etc)	800	2,840	1,000	1,500		648		6,788		Fees			
Grad Banquet\YR End activities					2,000		65,000	67,000		Other Sales		507,443	Activity
Non-curricular							21,435	21,435		Fees		282,195	Program Fees
Athletics\Extracurricular		1,800			19,180	16,160	40,000	77,140		Fees		6,788	Enhance
Other (Grad)							9,000	9,000		Fees		77,140	Extra Curricular
Miscellaneous	9,525		1,992	2,000		1,000		14,517		Fundraise		21,435	Non-Curr G&S
Total Revenue	135,479	129,704	54,846	88,650	239,402	198,374	513,180	1,359,635				6,000	Non-Curr Travel
												9,000	Other
School Generated Funds Expenditures												BR Details	
Field Trips	43,754	40,624	41,954	41,000	65,155	47,566	42,750	321,854				507,443	Activity
Purchases with School Council Funds	24,000	14,500	5,400	5,500	16,767	17,000		88,167				282,195	Program Fees
Purchases with Casino Funds	45,000	40,000		38,000	18,000		40,000	169,000				6,788	Enhance
Purchases with Student Council Funds					18,000	40,000	6,800	64,800				77,140	Extra Curricular
Book Fair\Optional purchses (recorders,swag)		5,000	3,500		2,500	1,000						21,435	Non-Curr G&S
Hot Lunch\Snack Shop\Milk Costs	2,400			150				-				6,000	Non-Curr Travel
Fundraising for Others paid out	2,000	800	2,000	500	5,000			10,800				9,000	Other
Athletics					19,180	16,160	40,000	75,340					
Graduation\Year End Activites					2,000		74,000	76,000					
Concerts	6,000							6,000					
Options (art, music, phys.ed etc)		23,840			86,800	74,000	282,195	466,835					
Miscellaneous	12,325	4,940	1,992	3,500	6,000	2,648	27,435	48,875					
Total Expense	135,479	129,704	54,846	88,650	239,402	198,374	513,180	1,359,635				910,001	



ALBERTA
EDUCATION

Office of the Minister

AR110474

APR 30 2020

Mr. Jeff Wilson
Board Chair
Foundations for the Future Charter Academy
110, 7000 Railway Street SE
Calgary AB T2H 3A8

Dear Mr. Wilson:

Thank you for your March 11, 2020 email regarding the new Kindergarten to Grade 12 education funding framework. I appreciate your support, and I am grateful for the input provided by Foundations for the Future Charter Academy during your meeting with Alberta Education representatives.

As you know, our government has updated the Kindergarten to Grade 12 education funding model for the first time in 15 years to improve funding and accountability processes. The new model streamlines operations and directs more dollars to each school jurisdiction.

In fall 2019, we met with each public, separate, charter and francophone school authority to discuss ways to improve the school funding process. These consultations helped us develop a better understanding of how students, parents, teachers and school leaders will be affected by the new framework, and they allowed us to be responsive to education stakeholders' concerns. The input of charter schools was invaluable in this process.

Our government appreciates the unique role played by charter schools in Alberta's education system, and I look forward to continued collaboration with charter school boards to ensure that all students in our province receive the best education possible.

Thank you for participating in the funding framework consultations and for your dedication to the education of youth in our province.

Sincerely,

Adriana LaGrange
Minister



TERMS OF REFERENCE: POLICY AND PERFORMANCE REVIEW COMMITTEE

April 2020

Committee Type: Standing

I. Purpose

The purpose of the Policy and Performance Review Committee (“the committee”) is to assist the Board with matters pertaining to board operations, policy and performance review responsibilities.

II. Composition

The committee will be comprised of no fewer than three (3) Board Directors. *Ex-officio* members of this committee will include the Board Chair, the Superintendent (or designate), and any other interested Society members as deemed necessary by the committee.

III. Meetings

The committee will meet regularly in order to meet its responsibilities. Reports on meetings will be presented during Public Board Meetings, as per Policy 7 Appendix 1.

IV. Duties and Responsibilities

With regard to board operations, policy and performance review matters, and subject to the authority delegated to the committee by the Board, the committee will:

- Facilitate processes for the annual performance review of the Board.
- Facilitate processes for the annual performance review of the Superintendent.
- Make recommendations to the Board regarding Superintendent remuneration for the subsequent year.
- Undertake, together with the Superintendent, a review of the Superintendent’s contract, and provide related recommendations to the Board.
- Coordinate and support professional development for the Board and for individual Directors.
- Review and revise the Directors’ Handbook, as necessary.
- Review and recommend revisions to the Society policies and Bylaws.
- Support Board succession planning and recruitment.
- Maintain the board election process; includes conducting board elections, reviewing previous election processes and making changes as required
- Develop and present an annual board operations budget to the board for review and approval.
- Provide quarterly reports on board operations budget performance to the board.

V. Accountability

The committee will report to the Board on its work during public meetings (Policy 8, General Requirement 7.6), and whenever requested to do so by the Board Chair.



Policy 1 - FOUNDATIONAL STATEMENTS

Preamble

This Public Charter School is operated by the Foundations for the Future Charter Academy Charter School Society, a body incorporated in Alberta under the Societies Act (March 21, 1996). The official name of the school is "Foundations for the Future Charter Academy" (FFCA). The FFCA Board of Directors governs the school in accordance with the Alberta School Act and Societies Act, the Charter, the By-Laws of the Society and Board Policy.

Charters are granted and renewed for limited terms under Alberta Regulation 212/2002 (Charter Schools Regulation). Under Section 7.1 of that Regulation, FFCA's Charter was renewed for a term of 15 years (until June 30, 2027) by Thomas Lukaszuk, Minister of Education."

Vision

Excellence in student achievement and character development through distinctive teaching and learning.

Mission

To provide a safe and caring environment where academic excellence, character development, parental involvement and staff leadership are valued and fostered.

Guiding Principles

Foundations for the Future Charter Academy (FFCA) fosters **strong, positive, respectful partnerships** among students, staff, parents and community. These relationships are characterized by trust, integrity, openness and collaboration and exist to support learning for all stakeholders (Appendices 1 & 2). FFCA encourages **leadership** among all stakeholders through shared decision-making.

FFCA strives for **excellence** in:

- academic development and independent learning.
- personal and character development.
- the development of outstanding staff.

FFCA creates a **caring and optimal learning environment** for students by:

- setting clearly defined learning standards.
- building students' belief in their ability to learn.
- developing confidence through competence.
- fostering positive thinking and providing encouragement.
- optimizing learning time and student engagement.
- tailoring class size and composition to reflect the learning needs of students.

FFCA is "**one school**" on multiple campuses. We are coherent in our vision and unified in our practices, including:

- a common approach to instruction and classroom management.

- common core character virtues K-12 (respect, responsibility, integrity, self-discipline and compassion).
- cross-campus grade level and subject area collaboration.
- formal orientation, coaching and mentoring for teachers.
- use of subject specialists (e.g. Art, PE, Music, Spanish).
- parental commitment to a high level of involvement.
- wearing of student uniforms.

FFCA is purposeful and strategic in the selection and utilization of **teaching methods and resources**, including:

- direct instruction (explicit learning targets, continuous formative assessment, and sequential mastery learning).
- inquiry and cooperative learning.
- the infusion of creative and critical thinking.
- early literacy development (explicit phonics).
- integration of instructional technologies.
- homework that promotes the attainment of student learning targets.

Our Brand:

Our wordmark and the name “Foundations for the Future Charter Academy” were trademarked on August 31, 2016, followed by our logo and acronym (“FFCA”) as of September 6, 2017; they are therefore protected by law under Canada’s Trademarks Act* (Appendix 3). **Only FFCA is permitted to use (or give permission to use) our name, wordmark, acronym and logo.**

The FFCA Logo

The meaning of the logo:

As the name of FFCA implies, the primary focus of the organization is the future. This is represented in the logo by the black road leading into the distance. The burgundy section at the top of the logo represents FFCA students’ futures and all they will achieve. The green section at the bottom represents the strong learning foundation FFCA builds within students through its distinctive approach to teaching and learning.

Distinctive elements of the logo:



The FFCA logo has three distinctive elements:

- the sky, road and earth
- the border
- type font (Eurostile)

The FFCA Wordmark

The meaning of the wordmark:

The wordmark has been specifically designed to clearly communicate the full name of Foundations for the Future Charter Academy to external audiences, and to build awareness of FFCA within the larger community.



Approved: March 16, 2016

Revised: May 13, 2020

Legal Reference: Education Act Preamble, Sections 3, 7, 18, 26, 27, 53, 67, 222
FFCA Charter Document 2012-2027

***Register of Trademarks Dossiers #923833, 923834, 923835 & 923836**

Policy 1 Appendix 1: Being Heard

Background & Rationale

This document, “**Being Heard**”, is meant to describe the ways in which individuals should work together within FFCA. The belief implicit here is that it is desirable to deal with issues at the level at which they are occurring.

Procedures

1. When making suggestions or raising concerns:

- a. Focus on achieving a positive outcome. (We are all in this together!) Remember that resolving issues does not imply “getting your own way”.
- b. Assume that everyone is acting out of good will and doing their best.
- c. If you are not satisfied with someone’s actions, speak directly to the person. If you are unsatisfied with the person’s response, you should address your concerns to the person’s supervisor.
- d. Be specific; describe the problem and identify the underlying concern.
- e. Be practical; make suggestions; actively seek resolution.

2. Whom to talk with:

1. If you have a question or concern regarding the actions/decisions of a **staff member**, you should discuss the matter with the staff member directly. In the event that the matter is not satisfactorily resolved, you should discuss it with the **Principal Educator**.
2. If you have a question or concern regarding the actions/decisions of the **Principal Educator (PE)**, you should discuss the matter with the PE. In the event that the matter is not satisfactorily resolved, you should discuss it with the **Superintendent**.
3. If you have a question or concern regarding the actions/decisions of the **Superintendent**, you should discuss the matter with the Superintendent. In the event that the matter is not satisfactorily resolved, you should discuss it with the **Board Chair**.
4. If you have a question or concern regarding the actions of a **Board Member**, you should discuss the matter with the Board Member. In the event that the matter is not satisfactorily resolved, you should discuss it with the **Board Chair**.
5. If you have a question or concern regarding the actions/decisions of the **Board Chair**, you should discuss the matter with the Board Chair. In the event that the matter is not satisfactorily resolved, you should discuss it with the **Superintendent and Board Chair**.
6. If you have a question or concern regarding **Transportation**, you should discuss the matter with the Principal Educator. In the event that the matter is not satisfactorily resolved, you should discuss it with the **Secretary Treasurer**, and next with the **Superintendent** if necessary.
7. If you have a question or concern regarding the actions/decisions of the **School Council**, you should discuss the matter with the School Council Chair. In the event that the matter is not satisfactorily resolved, you should discuss it with the **School Council Chair and Principal Educator**.

NOTE: If your issue or concern does not fall into any of the categories in the preceding list, or if you are uncertain about whom to contact, please direct your enquiry to: Meredith Poole, Executive Assistant, (403-520-3206, ext. 8154).

Policy 1 Appendix 2: Public Interest Disclosure (Whistleblower Protection)

FFCA provides an environment in which staff are safe to disclose wrongdoing without fear of reprisal, consistent with the Public Interest Disclosure (Whistleblower Protection) Act and related Regulations of the Province of Alberta.

Foundations for the Future Charter Academy (FFCA) maintains a culture characterized by integrity, respect, trust and care, and expects all staff to demonstrate high ethical standards in their work. Staff should expect in return a positive workplace.

If you are aware of a situation that falls in the area of Public Interest Disclosure, please see Administrative Procedure AP-G-801.1.



Innovation, Sciences et
Développement économique Canada
Office de la propriété intellectuelle du Canada

Innovation, Science and
Economic Development Canada
Canadian Intellectual Property Office

Certificat

Il est par la présente certifié que, dans le Journal des marques de commerce daté du 31 août 2016, le registraire des marques de commerce a donné, en vertu du sous-alinéa 9(1)(n)(iii) de la *Loi sur les marques de commerce*, un avis public d'adoption et emploi au Canada par l'autorité publique identifiée ci-dessous de la marque reproduite ci-après comme marque officielle pour des produits et services.



Certificate

This is to certify that in the Trade-marks Journal dated August 31, 2016, the Registrar of Trade-marks gave public notice under subparagraph 9(1)(n)(iii) of the *Trade-marks Act* of the adoption and use in Canada by the public authority identified below of the mark shown below as an official mark for goods and services.

FOUNDATIONS FOR THE FUTURE CHARTER ACADEMY

Número de dossier
File Number

923833

Autorité publique
Public Authority

Foundations for the Future Charter Academy Charter School Society

Registraire des marques de commerce
Registrar of Trade-marks

(CPO 156) 05-18

Canada



Certificat

Il est par la présente certifié que, dans le Journal des marques de commerce daté du 31 août 2016, le registraire des marques de commerce a donné, en vertu du sous-alinéa 9(1)(n)(iii) de la *Loi sur les marques de commerce*, un avis public d'adoption et emploi au Canada par l'autorité publique identifiée ci-dessous de la marque reproduite ci-après comme marque officielle pour des produits et services.



Certificate

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Numéro de dossier
File Number
Autorité publique
Public Authority

923836

Foundations for the Future Charter Academy Charter School Society

Registraire des marques de commerce
Registrar of Trade-marks
CIPD 100-95-10

Canada



Certificat

Il est par la présente certifié que, dans le Journal des marques de commerce daté du 02 août 2017, le registraire des marques de commerce a donné, en vertu du sous-alinéa 9(1)(n)(iii) de la *Loi sur les marques de commerce*, un avis public d'adoption et emploi au Canada par l'autorité publique identifiée ci-dessous de la marque reproduite ci-après comme marque officielle pour des produits et services.



Certificate

This is to certify that in the Trade-marks Journal dated August 02, 2017, the Registrar of Trade-marks gave public notice under subparagraph 9(1)(n)(iii) of the *Trade-marks Act* of the adoption and use in Canada by the public authority identified below of the mark shown below as an official mark for goods and services.

FFCA

Numéro de dossier
File Number **923834**

Autorité publique
Public Authority **Foundations for the Future Charter Academy Charter School Society**


Registraire des marques de commerce
Registrar of Trade-marks

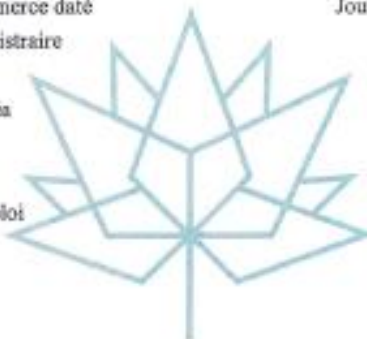
(CPO - 196)
12-12-16

Canada



Certificat

Il est par la présente certifié que, dans le Journal des marques de commerce daté du 06 septembre 2017, le registraire des marques de commerce a donné, en vertu du sous-alinéa 9(1)(n)(iii) de la *Loi sur les marques de commerce*, un avis public d'adoption et emploi au Canada par l'autorité publique identifiée ci-dessous de la marque reproduite ci-après comme marque officielle pour des produits et services.



CANADA 150



FFCA

Numéro de dossier
File Number **923835**

Autorité publique
Public Authority **Foundations for the Future Charter Academy Charter School Society**


Le registraire des marques de commerce
Registrar of Trade-marks

(CPO - 196)
12-01-17

Canada

Certificate

This is to certify that in the Trade-marks Journal dated September 06, 2017, the Registrar of Trade-marks gave public notice under subparagraph 9(1)(n)(iii) of the *Trade-marks Act* of the adoption and use in Canada by the public authority identified below of the mark shown below as an official mark for goods and services.



Policy 2 – ROLE OF THE CHARTER BOARD

Preamble

As the body entrusted by The FFCA Charter School Society to act on behalf of the Society in the governance of the School, as set out in Article III of the Society bylaws, the Charter Board will manage the business of the Society.

The Foundations for the Future Charter Academy (FFCA) Board (the “Board”) is charged with the responsibility of providing an education system that is organized and operated in best interests of the students it serves. It exercises this responsibility through setting of clear strategic direction and the wise use of resources. The Board will be innovative in its practices. It is accountable to the membership of the Society and to the Minister of Education for the performance of FFCA.

Specific Areas of Responsibility

1. Accountability for Student Learning
 - 1.1 Provide overall direction for the FFCA by establishing vision, mission, values and guiding principles.
 - 1.2 Annually approve the process and timelines for the refinement of the Three-Year Education Plan.
 - 1.3 Identify Board priorities at the outset of the annual Three-Year Education planning process.
 - 1.4 Initiate school and program reviews as necessary to monitor the achievement of outcomes.
 - 1.5 Annually evaluate the effectiveness of the FFCA in achieving established priorities, desired results and key performance indicators.
 - 1.6 Annually approve the “rolling” Three-Year Education Plan/Annual Education Results Report for submission to Alberta Education and for distribution to the public.
2. Community Assurance
 - 2.1 Make informed decisions that consider community values and represent the interests of FFCA.
 - 2.2 Inform the community about Charter obligations and School programs, needs and desires.
 - 2.3 Establish processes and provide opportunities for parental involvement and community engagement.
 - 2.4 Report school outcomes to the community at least annually.
 - 2.5 Liaise regularly with the Association of School Councils (ASC).
 - 2.6 Develop appeal procedures and hold hearings as required by statute and/or Board policy.
 - 2.7 Model a culture of respect and integrity.
 - 2.8 Maintain transparency in all fiduciary aspects.
 - 2.9 Provide assurance to the Society in regards to the performance of FFCA.

3. Accountability to Provincial Government
 - 3.1 Act in accordance with all statutory requirements to implement provincial standards and policies.
 - 3.2 Perform Board functions required by governing legislation and existing Board policy. Ensure adherence to the Charter Mandate
- 3.3
4. Political Advocacy
 - 4.1 Act as an advocate for FFCA.
 - 4.2 Identify issues for advocacy on an ongoing basis.
 - 4.3 Develop a plan for advocacy including focus, key messages, relationships and mechanisms.
 - 4.4 Promote regular meetings and maintain timely, frank and constructive communication with locally elected officials.
 - 4.5 Arrange meetings with elected provincial and federal government officials to communicate and garner support for education.
 - 4.6 Work with The Association of Alberta Public Charter Schools (TAAPCS) to cooperatively advocate for public charter schools.
5. Policy
 - 5.1 Identify how the Board is to function.
 - 5.2 Develop/revise policies using a generative engagement process.
 - 5.3 Review policy regularly for currency and relevancy.
6. Board/Superintendent Relations ("First Team")
 - 6.1 Select the Superintendent; provide for succession planning.
 - 6.2 Provide the Superintendent with clear corporate direction.
 - 6.3 Delegate, in writing, administrative authority and identify responsibility subject to provisions and restrictions in the Education Act.
 - 6.4 Respect the authority of the Superintendent to carry out executive action and support the Superintendent's actions which are exercised within the delegated discretionary powers of the position.
 - 6.5 Demonstrate respect, integrity and support, which is then conveyed to the staff and the community.
 - 6.6 Annually evaluate the Superintendent, in accordance with a pre-established performance appraisal mechanism.
 - 6.7 Annually review compensation of the Superintendent.
7. Board Development
 - 7.1 Create a Board development plan for governance excellence considering the fiduciary, strategic and generative engagement modes.
 - 7.2 Annually evaluate Board effectiveness in meeting strategic plan performance indicators and determine future expectations.
 - 7.3 Engage in Board succession planning.
8. Fiscal Accountability
 - 8.1 Approve budget principles and establish priorities at the outset of the budget process.
 - 8.2 Approve the annual budget and allocation of resources to achieve the preferred future.
 - 8.3 Approve substantive budget adjustments when necessary.
 - 8.4 Monitor the fiscal management of FFCA through receipt of at minimum quarterly variance analyses and year-end projections.

Commented [NM3]: I don't believe we have employed results-based budgeting. It was an initiative that was introduced within the government in 2012 and completed in 2017

- 8.5 Establish an Audit Committee, receive the Audit Report and ensure the management letter recommendations are addressed.
- 8.6 Approve annually the Three-Year Capital Plan for submission to Alberta Education.
- 8.7 Set the parameters for negotiations after soliciting advice from the Superintendent and others.
- 8.8 Approve borrowing for material expenditures and investment parameters.
- 8.9 Approve transfer of funds to/from reserves.
- 8.10 Ensure all expenditures are regularly reviewed to test their relevancy, effectiveness and efficiency against desired outcomes.
- 8.11 Explore fund development opportunities.

Selected Responsibilities

The Board shall:

- 1. Acquire and dispose of land and buildings; ensure appropriate permits and enforceable long-term interests in land are in place prior to capital project construction.
- 2. Approve transportation service areas.
- 3. Name campuses and other School-owned or leased facilities.
- 4. Approve the School calendar.
- 5. Provide for recognition of staff and parents.
- 6. Make a recommendation to the Minister for dissolution of a School Council.
- 7. Approve the Superintendent's contract.
- 8. Approve Board scholarship recipient.
- 9. Approve locally developed courses.
- 10. Approve annual fees for School instructional resources and transportation.
- 11. Approve expense reimbursement rates.

Approved: March 16, 2016

Legal Reference: Section 24, 25, 26, 27, 28 33 (except (1)k, 51, 52, 53, 54, 60, 65, 66, 67, 68, 69, 139, 222 Education Act

Commented [NM4]: Does this require updating?



Policy 3 – ROLE OF THE DIRECTOR

Preamble

The role of the Foundations for the Future Charter Academy (FFCA) Board Director is to contribute to the Board as it carries out its mandate in order to achieve its core purpose. The oath of office taken or affirmation made by each Director when s/he assumes office binds that person to work diligently and faithfully in the cause of public charter education.

Individual Directors exercise an effective decision-making role in the context of corporate action. A Director who is given authority by Board motion to act on behalf of the Board may carry out duties individually, but only as an agent of the Board. In such cases, the actions of the Director are those of the Board, which is then responsible for them. A Director acting individually has only the authority and status of any other Society member. Individual Directors do not have the authority to direct the Superintendent or staff.

Specific Responsibilities of Individual Directors

In carrying out their role, each Board Director shall be responsible for all matters indicated below and shall:

1. Become familiar with Society bylaws, Board policies and Administrative Procedures, meeting agendas and reports in order to participate in Board business;
2. Recognize his/her fiduciary responsibility to FFCA and act in the best interests of FFCA, understanding that FFCA needs are paramount;
3. Vote on every Board motion, unless there is a conflict of interest;
4. Support a majority vote of the Board as if the vote had been unanimous;
5. Provide for the engagement of parents, students and the community in matters related to education at FFCA;
6. Respectfully bring forward and advocate for issues and concerns;
7. Refer matters not covered by Board policy but requiring a corporate decision to the Board for discussion;
8. Refer administrative and operational matters to the Superintendent and work to maintain the division between governance and operational responsibilities;
9. Upon receiving a complaint or an inquiry from a parent, staff member or community member about operations, refer the parent, staff member or community member back to the teacher, principal educator or department and inform the Superintendent or designate of this action as per FFCA's Being Heard document;

Commented [NM1]: Seems a bit too broad for the Board to handle all matters related to education. Limit to that related to FFCA.

10. Keep the Superintendent and the Board informed in a timely manner of all material matters coming to his/her attention that might affect FFCA. Personnel matters are to be brought to the attention of the Superintendent only;
11. Attend Board meetings, working sessions and committee meetings as assigned, having reviewed all applicable materials and being prepared to participate in, and contribute to, the decisions of the Charter Board in order to work towards the best solutions possible for education within FFCA;
12. When delegated responsibility, will exercise such authority within the defined terms of reference in a responsible and effective way;
13. Participate in Board/Director development sessions so the quality of leadership and service in FFCA can be enhanced;
14. Be cognizant of provincial, national and international educational issues and trends;
15. Share the materials and ideas gained with fellow Directors at a Board meeting following a Director development activity;
16. Strive to develop a positive and respectful learning and working culture both within the Board and FFCA;
17. Attend, FFCA functions and events when designated or formally invited as a Board representative and where reasonably possible,;
18. Become familiar with, and adhere to, the Director Code of Conduct; and
19. Report any known violation of the Director Code of Conduct to the Board Chair or, where applicable, to the Vice-Chair.

Commented [NM2]: Contained in Policy 2

Commented [NM3]: Captures next previous and next item.

Orientation

As a result of elections, the Board may experience changes in membership. To ensure continuity and facilitate smooth transition from one Charter Board to the next following an election, Directors must be adequately briefed concerning existing Board policy and practice, statutory requirements, initiatives, short-term priorities and long-range plans.

The Board believes an orientation program is necessary for effective Directorship. All Directors are expected to attend all aspects of the orientation program.

1. After each election, the returning Directors Board will host a preliminary orientation session for all newly elected Directors prior to the Organizational Meeting which will include a review of and an expression of interest in Board assignments and committees.
2. As part of the orientation, the returning Directors will offer newly elected Directors information on:
 - 2.1 Role of the Director and the Board;
 - 2.2 Board policy, agendas and minutes;
 - 2.3 Organizational structures and practices of FFCA;

- 2.4 Existing FFCA initiatives, annual reports, budgets, financial statements, short-term priorities and long-range plans;
 - 2.5 FFCA programs and services;
 - 2.6 The Board's function as an appeal body;
 - 2.7 Statutory and regulatory requirements, including responsibilities with regard to conflict of interest;
 - 2.8 Director remuneration and expenses; and
 - 2.9 FFCA's history and guiding principles.
3. The orientation program may also include:
 - 3.1 A tour of FFCA's Central Office and the opportunity to meet FFCA office staff; and
 - 3.2 A tour of the campuses and the opportunity to meet principals and staff.
 4. The Superintendent is responsible for supporting the development and implementation of FFCA's orientation session for Directors.
 5. FFCA will provide reasonable support within the Board governance budget for Directors attending TAAPCS meetings and events.
 6. Returning Directors are expected to support and help newly elected Directors become informed about history, functions, policies, procedures and issues.

Approved: March 16, 2016

Legal Reference: Section 33, 52, 53, 64, 67, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96 Education Act
Section 6 Commissioner of Oaths Act

Commented [NM4]: Does this require updating?

SERVICES, MATERIALS AND EQUIPMENT PROVIDED TO DIRECTORS

Directors shall be provided with the following services, materials and equipment from within the Charter Board governance budget while in office:

1. Reference access to:
 - 1.1 The Education Act, the Regulations and related documents
 - 1.2 Charter Board Policy Handbook and Administrative Procedures Manual
 - 1.3 Current FFCA documents:
 - 1.3.1 Budget
 - 1.3.2 Capital Plan
 - 1.3.3 Three-Year Education Plan/Report
 - 1.3.4 Audited Financial Statements
 - 1.3.5 Charter
 - 1.3.6 Bylaws
 - 1.4 School year and meeting calendars
 - 1.5 Current telephone listings of campuses
2. Communications/Public Relations
 - 2.1 Notification of significant media events
 - 2.2 Name tags, business cards and lapel pins
 - 2.3 Key messages as required
 - 2.4 Individual and Charter Board photographs
3. Administrative/secretarial services through the Superintendent
 - 3.1 Access to interoffice mail
 - 3.2 Conference registration, travel and accommodation arrangements
 - 3.3 E-mail address and service support
 - 3.4 Photocopying and related secretarial services
 - 3.5 Coordination of events sponsored by the Charter Board
4. Equipment
 - 4.1 Directors may be provided with standard office equipment to assist in FFCA communications.
 - 4.2 Directors may purchase the Charter Board provided office equipment at fair market value at the end of their term once it has been reformatted.
 - 4.3 An outgoing Director will return the Charter Board provided office equipment within seven (7) days following an election or resignation.
 - 4.4 A replacement program for the Charter Board provided office equipment will be established by the Technology Department.
 - 4.5 All Charter Board-provided office equipment will be maintained by the Technology Department.
 - 4.6 A record of office equipment on loan to each Director will be kept on file.
 - 4.7 Due diligence must be utilized to ensure the security of the office equipment.



Policy 4 – DIRECTOR CODE OF CONDUCT

Preamble

Foundations for the Future Charter Academy (FFCA) Directors will maintain a standard of conduct commensurate with the responsibilities associated with being the elected representatives of Society members.

The FFCA Charter Board (the “Board”) commits itself and its members to conduct which meets the highest ethical standards and is focused on the best interests of students. It is expected that all personal interactions and relationships will be characterized by mutual respect, which acknowledges the dignity and affirms the worth of each person.

Specifically

1. Directors must carry out their responsibilities as detailed in Policy 3 – Role of the Director with reasonable diligence.
2. Directors must work with fellow Charter Board members in a spirit of harmony and cooperation in spite of differences of opinion that may arise during debate.
3. Directors shall follow the Charter Board’s policies and resolutions when communicating with the public.
4. Directors must respect issues of a sensitive or confidential nature.
5. Fiduciary responsibility supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs, or acting as an individual consumer of FFCA’s services.
6. Directors must represent the Board responsibly in all Board-related matters with proper decorum and respect for others.
7. Directors must disclose the nature of any conflict of interest and abstain and absent themselves from discussion or voting on the matter in question in accordance with the definition of “Conflict of Interest” in Part 4, Division 5, Section 88 of the *Education Act*.
8. Directors must not use their influence to obtain employment with FFCA for family members or friends.
9. Attendance by the Directors at Public Board Meetings and Board Working Sessions is mandatory. (See FFCA Bylaws Article III, 3.10)
10. Consequences for the failure of individual Directors to adhere to the Director Code of Conduct are specified in Policy 4 Appendix – Director Code of Conduct Sanctions.

Approved: March 16, 2016

Legal Reference: Section 26, 27, 52, 53, 64, 67, 80, 83, 85, 86 (except clauses b and c), 87, 88, 89 *Education Act*

Commented [NM1]: Requires full update for Education Act.

Policy 4 – Appendix 1: Director Code of Conduct Sanctions

1. Directors must conduct themselves in an ethical and prudent manner in compliance with the Director Code of Conduct, Policy 4. The failure by Directors to conduct themselves in compliance with this policy may result in the Charter Board instituting sanctions.
2. A Director who believes that a fellow Director has violated the Code of Conduct may seek resolution of the matter through appropriate conciliatory measures prior to commencing an official complaint under the Director Code of Conduct.
3. A Director who wishes to commence an official complaint under the Director Code of Conduct shall file a letter of complaint with the Charter Board Chair within thirty (30) days of the alleged event occurring and indicate the nature of the complaint and the section or sections of the Director Code of Conduct that are alleged to have been violated by the Director. The Director who is alleged to have violated the Director Code of Conduct and all other Directors must be forwarded a copy of the letter of complaint by the Charter Board Chair or, where otherwise applicable in what follows, by the Vice-Chair, within five (5) business days of receipt by the Charter Board Chair of the letter of complaint. If the complaint is with respect to the conduct of the Charter Board Chair, the letter of complaint shall be filed with the Vice-Chair.
4. When a Director files a letter of complaint and a copy of that letter of complaint is forwarded to all Directors, the filing, notification, content and nature of the complaint shall be deemed to be strictly confidential, the public disclosure of which shall be deemed to be a violation of the Director Code of Conduct. Public disclosure of the complaint and any resulting decision taken by the Charter Board may be disclosed by the Charter Board Chair only at the direction of the Charter Board, following the disposition of the complaint by the Charter Board at a Director Code of Conduct hearing.
5. To ensure that the complaint has merit to be considered and reviewed, at least one (1) other Director must provide to the Charter Board Chair within three (3) business days of the notice in writing of the complaint being forwarded to all Directors a letter indicating support for having the complaint heard at a Director Code of Conduct hearing. Any Director who forwards such a letter of support shall not be disqualified from attending at and deliberating upon the complaint at a Director Code of Conduct hearing convened to hear the matter, solely for having issued such a letter.
6. Where no letter supporting a hearing is received by the Charter Board Chair in the three (3) business day period referred to in section 5 above, the complaint will not be heard. The Charter Board Chair shall notify all other Directors in writing that no further action of the Charter Board will occur.
7. Where a letter supporting a hearing is received by the Charter Board Chair in the three (3) business day period referred to in section 5 above, the Charter Board Chair shall convene, as soon as is reasonable, a special meeting of the Charter Board to allow the complaining Director to present his/her views of the alleged violation of the Director Code of Conduct.
8. At said special meeting of the Charter Board, the Charter Board Chair shall indicate, at the commencement of the meeting, the nature of the business to be transacted and that the complaint shall be heard in a closed session of the special meeting.

Without limiting what appears below, the Charter Board Chair shall ensure fairness in dealing with the complaint by adhering to the following procedures:

- 8.1 The Director Code of Conduct complaint shall be conducted at a closed session, Director Code of Conduct hearing, of a special Charter Board meeting convened for that purpose. All preliminary matters, including whether one (1) or more Directors may have a conflict of interest in hearing the presentations regarding the complaint, must be dealt with prior to the presentation of the complaint on behalf of the complaining Director.
 - 8.2 The sequence of the Code of Conduct hearing shall be:
 - 8.2.1 The complaining Director shall provide a presentation which may be written or oral or both;
 - 8.2.2 The respondent Director shall provide a presentation which may be written or oral or both;
 - 8.2.3 The complaining Director shall then be given an opportunity to reply to the respondent Director's presentation;
 - 8.2.4 The respondent Director shall then be provided a further opportunity to respond to the complaining Director's presentation and subsequent remarks;
 - 8.2.5 The remaining Directors of the Charter Board shall be given the opportunity to ask questions of both parties;
 - 8.2.6 The complaining Director shall be given the opportunity to make final comments; and
 - 8.2.7 The respondent Director shall be given the opportunity to make final comments.
 - 8.3 Following the presentation of the respective positions of the parties, the parties and all persons other than the remaining Directors who do not have a conflict of interest shall be required to leave the room, and the remaining Directors shall deliberate in private, without assistance from administration. The Charter Board may, however, in its discretion, call upon legal advisors to assist them on points of law or the drafting of a possible resolution.
 - 8.4 If the remaining Directors in deliberation require further information or clarification, the parties shall be reconvened and the requests made in the presence of both parties. If the information is not readily available, the presiding Chair may request a recess or, if necessary, an adjournment of the Director Code of Conduct hearing to a later date.
 - 8.5 In the case of an adjournment, no discussion by Directors whatsoever of the matters heard at the Code of Conduct hearing may take place until the meeting is reconvened.
 - 8.6 The remaining Directors in deliberation may draft a resolution indicating what action, if any, may be taken regarding the respondent Director.
 - 8.7 The presiding Chair shall reconvene the parties to the Director Code of Conduct hearing and request a motion to revert to the open meeting in order to pass the resolution.
 - 8.8 All documentation that is related to the Director Code of Conduct hearing shall be returned to the Superintendent or designate immediately upon conclusion of the Director Code of Conduct hearing and shall be retained in accordance with legal requirements.
 - 8.9 The presiding Chair shall declare the special Charter Board meeting adjourned.
9. A violation of the Director Code of Conduct may result in the Charter Board instituting, without limiting what follows, any or all of the following sanctions:

- 9.1 Having the Charter Board Chair write a letter of censure marked “personal and confidential” to the offending Director, on the approval of a majority of those Directors present and allowed to vote at the special meeting of the Charter Board;
- 9.2 Having a motion of censure passed by a majority of those Directors present and allowed to vote at the special meeting of the Charter Board;
- 9.3 Having a motion to remove the offending Director from one (1), some or all Charter Board committees or other appointments of the Charter Board passed by a majority of those Directors present, excluding the offending Director, and allowed to vote at the special meeting of the Charter Board;
- 9.4 Having a motion to terminate the offending Director’s membership on the Charter Board passed unanimously by those Directors present and allowed to vote at the special meeting of the Charter Board.

10. Notwithstanding, the Director may be removed from office by the passage of a special resolution at a Special Meeting of the Society.

11. The Charter Board may, in its discretion, make public its findings at the special meeting or at a regular meeting of the Charter Board where the Charter Board has not upheld the complaint alleging a violation of the Charter Board’s Director Code of Conduct or where there has been a withdrawal of the complaint or under any other circumstances that the Charter Board deems reasonable and appropriate to indicate publicly its disposition of the complaint.

Approved: March 16, 2016

Legal Reference: Section 33, 36, 52, 53, 64, 67, 80, 83, 85, 86 (except clauses b and c), 87, 88, 89 *School Act*

Commented [NM3]: Update for Education Act



Policy 5 – ROLE OF THE CHARTER BOARD CHAIR

Preamble

The Foundations for the Future (FFCA) Charter Board (the “Board”) believes that its ability to discharge its obligation is enhanced when leadership and guidance is forthcoming from its membership.

The Board, at the Organizational Meeting and thereafter at any time as determined by the Board, shall elect one (1) of its members to serve as Board Chair, to hold office at the pleasure of the Board. The Board entrusts to the Board Chair primary responsibility for providing leadership and guidance.

FFCA distinguishes the role of the Board Chair from the role of the Board as a whole, insofar as the Board Chair acts at the direction of the Board in all matters pertaining to Board business.

The Board delegates to the Board Chair the following powers and duties:

1. Preside over all Board meetings and ensure that such meetings are conducted in accordance with the Education Act, Society bylaws and the policies as established by the Board.
2. Prior to each Board meeting, confer with the Vice-Chair, the Superintendent and/or designate on the items to be included on the agenda, the order of these items and become thoroughly familiar with them.
3. Be familiar with basic meeting procedures.
4. Perform the following duties during Board meetings:
 - 4.1 Maintain the order and proper conduct and decorum of the meeting so that motions may be formally debated.
 - 4.2 Ensure that all issues before the Board are well-stated and clearly expressed.
 - 4.3 Ensure that the conduct of the Board is consistent with its own policies and bylaws, and those requirements imposed on it by legislation.
 - 4.4 Display firmness, courtesy, tact, impartiality and willingness to give everyone an opportunity to speak on the subject under consideration.
 - 4.5 Ensure that debate is relevant. The Board Chair, in keeping with his/her responsibility to ensure that debate must be relevant to the question, shall, when s/he is of the opinion that the discussion is not relevant to the question, remind members that they must speak to the question.
 - 4.6 Decide questions of order and procedure, subject to an appeal to the rest of the Board. The Board Chair may speak to points of order in preference to other members and shall decide questions of order, subject to an appeal to the Board by any member duly moved.
 - 4.7 Submit motions or other proposals to the final decision of the meeting by a formal show of hands.

Commented [FtookY1]: Should this say Executive Committee instead?

- 4.8 Ensure that each Director present votes on all issues before the Board, except when a conflict of interest has been declared.
- 4.9 Extend hospitality to the Superintendent and staff, the media and members of the public.
5. Keep informed of significant developments within FFCA.
6. Assist with the Board's orientation program for Directors.
7. Keep the Superintendent and the Board informed in a timely manner of all matters coming to his/her attention that might affect FFCA.
8. Be in contact with the Superintendent to maintain a working knowledge of current issues and events, from a governance perspective.
9. Convey directly to the Superintendent such concerns as are related to him/her by Directors, parents or students that may affect the administration of the Board.
10. Provide counsel to the Superintendent on governance matters, or as requested.
11. Review and approve the Superintendent's vacation entitlement and expenditure claims.
12. Bring to the Board all matters requiring a corporate decision of the Board.
13. Act as a signing authority for the Board as follows:
 - 13.1 As required by the Government of Alberta.
 - 13.2 As required by financial institutions.
14. Represent the Board, or arrange alternative representation, at official meetings or other public functions.
15. Ensure FFCA is represented at TAAPCS meetings.
16. Address inappropriate behaviour on the part of a Director.
17. Ensure the Board engages in regular assessments of its effectiveness as a Board.
18. Act on behalf of the Superintendent in his/her inability to act due to conflict of interest.

The FFCA Charter School Society delegates to the Board Chair the following powers and duties:

1. Act as the official spokesperson for the Board, except for those instances where the Board has delegated this role to another individual or group and for FFCA.
2. Receive notice of Director resignations (FFCA Bylaws Section 3.8).
3. Sign the minutes of all Public Board Meetings when approved (FFCA Bylaws Section 5.7).

4. Sign the minutes of all Annual General Meetings when approved (FFCA Bylaws Section 6.6).
5. Sign the minutes of all Special Meetings when approved (FFCA Bylaws Section 7.5).
6. Be an *ex-officio* member of all Board Committees (FFCA Bylaws Section 8.2).
7. Act as a signing authority for the Society as required by the FFCA Bylaws Section 11.1.

Approved: March 16, 2016

Legal Reference: [Section 27, 53 Education Act](#), [Sections 9, 27 Societies Act](#)

Commented [NM3]: Updated for Education Act. Requires secondary review to ensure it has been updated appropriately.



Policy 6 – ROLE OF THE VICE-CHAIR

Preamble

The Vice-Chair of Foundations for the Future Charter Academy (FFCA) shall be elected by the Board at its Organizational Meeting, and thereafter at any time determined by the Board, to hold office during the pleasure of the Board.

Specific Responsibilities

1. The Vice-Chair shall act on behalf of the Board Chair, in the latter's inability to act or absence and shall have all the duties and responsibilities of the Board Chair.
2. The Vice-Chair shall assist the Board Chair in ensuring that the Board operates in accordance with its own policies and procedures and in providing leadership and guidance to the Board.
3. Prior to each Board meeting, the Vice-Chair shall confer with the Board Chair and the Superintendent and/or designate on items to be included on the agenda, the order of these items and become thoroughly familiar with them.
4. The Vice-Chair may be assigned other duties and responsibilities by the Board Chair or by the Board (FFCA Bylaws Section 8.3).

Approved: March 16, 2016

Legal Reference: Section 27, 53 Education Act; Sections 9, 27 Societies Act
Board Procedures Regulation

Commented [FtookY1]: Should this be the Executive Committee?

Commented [NM2]: Updated for Education Act. Requires secondary review to ensure updates were made appropriately.