



## Public Board Meeting

Wednesday, May 12, 2021

6:30-9:00 p.m.

Online via Zoom

[Public Board Meeting Zoom Link](#)

**Invited Participants:** All Directors, Central Office Executive Team

**Invited Special Presenters:** Denise Budgen, Brian Crouch, Lorie Skaper-Burtch, Pauline Miller, Krista Lee, Salmina Hudani, Shawna Drummond, Michele Newell

**Invited Attendees:** All interested FFCA stakeholders

- To attend the public board meeting, use the link above.
- You may need to install the Zoom app on your device before the meeting.
- You will need to enter your name and valid email address upon joining the meeting.
- You will be in a virtual waiting room until the host grants entry.
- You will be able to view the meeting and ask questions by voice only or online chat when the Board Chairperson provides the opportunity.

## AGENDA

### 6:30 p.m. CALL TO ORDER

1. Review of Meeting Agenda ..... Chair Wilson
2. Board Organization ..... Chair Wilson
3. Approval of Consent Agenda – Motion ..... Chair Wilson
  - Public Board Meeting Minutes April 14, 2021 (attached);
  - Correspondence received.
4. Staff/Campus Reports ..... Chair Wilson
  - 4.1. Elementary School Presentation – Teaching during Covid-19 – it is as easy as riding a bike: Stories of Resilience, Creativity and Adaptation
5. Superintendent’s Report ..... ACEO Leinweber
6. Information Items
  - 6.1. Standing Item: Administrative Procedures Update ..... Chair Wilson
    - 6.1.1 AP-D-101.1.2 Expense Reimbursement (attached) ..... CFO Morgan
      - 6.1.1.1. AP-D-101.1.2.1 Schedule A (attached) ..... CFO Morgan
  - 6.2. Standing Item: Strategic/Education Plan Update ..... ACEO Leinweber
  - 6.3. Standing Item: High School Update ..... ACEO Leinweber
  - 6.4. Standing Item: COVID Response ..... ACEO Leinweber
  - 6.5. Assessment and Reporting Updates and Next Steps ..... ACEO Leinweber
7. Discussion Items ..... Chair Wilson
  - 7.1. 2021-22 FFCA Budget (attached) – Motion ..... ACEO Leinweber
8. Committees/Liaison Reports ..... Chair Wilson
  - 8.1. Executive Committee ..... Chair Wilson
  - 8.2. Communications and Community Relations (CCR) ..... Chair Wilson
  - 8.3. Policy and Performance Review (PPR) ..... Director Makwana
    - 8.3.1. Policy 7 Board Operations (attached) – Motion ..... Director Makwana

8.3.2. Policy 15 Managed Growth (attached) – Motion.....	Director Makwana
8.3.3. Policy 19 Welcoming, Caring, etc. (attached) – Motion .....	Director Makwana
8.3.4. Policy 8 Charter Board Coms and Reps (attached) – Motion .....	Director Makwana
8.4. Audit Committee.....	Director Diaz
8.5. TAAPCS Board Rep Report.....	Vice-Chair Hill, Director Jin
8.6. ASC Rep Report.....	Chair Wilson
8.6.1. ASC Advocacy Committee Rep Report	
9. Director Highlights .....	Chair Wilson
10. Open to Gallery.....	Chair Wilson
11. Chairperson’s Remarks .....	Chair Wilson

ADJOURNMENT: by 9:00 p.m.

NEXT MEETING: June 9, 2021

FUTURE AGENDA ITEMS:

**May 12, 2021 MEETING MOTIONS**

**CONSENT AGENDA**

**3. 2021-05-12-1CA**

MOVED by Director \_\_\_\_\_ and seconded by Director \_\_\_\_\_

- That the Consent Agenda for May 12, 2021 and the minutes of April 14, 2021, Public Board Meeting be approved as presented.
- That any correspondence since the last Public Board Meeting is received and filed.

**REGULAR AGENDA**

**7.1 2021-05-12-1RA 2021-22 FFCA Budget**

MOVED by Director \_\_\_\_\_ and seconded by Director \_\_\_\_\_ that the 2021-22 FFCA Budget be approved as presented.

**8.3.1 2021-05-12-2RA Policy 07 Board Operations**

MOVED by Director \_\_\_\_\_ and seconded by Director \_\_\_\_\_ that Policy 07 Board Operations be approved for Third Reading as presented.

**8.3.2. 2021-05-12-3RA Policy 15 Managed Growth**

MOVED by Director \_\_\_\_\_ and seconded by Director \_\_\_\_\_ that Policy 15 Managed Growth be approved for Third Reading as presented.

**8.3.3 2021-05-12-4RA Policy 19 Welcoming, Caring, Respectful, Safe and Inclusive Learning and Working Environments**

MOVED by Director \_\_\_\_\_ and seconded by Director \_\_\_\_\_ that Policy 19 Welcoming, Caring, Respectful, Safe and Inclusive Learning and Working Environments be approved for Third Reading as presented.

**8.3.4 2021-05-12-5RA Policy 08 Charter Board Committees and Representatives**

MOVED by Director \_\_\_\_\_ and seconded by Director \_\_\_\_\_ that Policy 08 Charter Board Committees and Representatives be approved for Second Reading as presented.



## Public Board Meeting

Wednesday, April 14, 2021

6:30-9:00 p.m.

Online via Zoom

[Public Board Meeting Zoom Link](#)

### Attendees

**Board and Administration:** Chair Jeff Wilson, Vice-Chair Jenny Hill, Director Sumara Diaz, Director Naren Makwana, Director Randall Spahl, Director Sam Jin, Director Amanda Fisher, Acting Superintendent Kurtis Leinweber, Secretary-Treasurer Reta Morgan, Coordinator of Instruction Justin Kool, Coordinator of School Services Preston Lowther, Principal Educator Jim Poirier, Principal Educator Josh Symonds, Principal Educator Jesse Classen, Principal Educator John Deines, Executive Assistant Phoebe Greentree

**Gallery:** Aiden, Ali, Alyssa, Amy Lakusta, Andrei Filonov, Anil Nayak, Anshul Malhotra, Arti Rani, Bingbing Zhao, Christine Desbiens, Cliff Sanderson, Cristian Rios, Crystal, Dawn Ackroyd, Deepa, Devesh, Doug Lamb, Ekaterina, Gurpreet, Haejin, Ida Langston, Indira, Jacqueline, Janice Reisdorf, Jason Wang, Kaeleigh MacDonald, Kim Kjellbotn, Krista Lee, Kristy and Albert, Lei, Leona LaChance, Ling, Manpreet Kaur, Meredith Poole, Mitra Khaja, Mohsen, Pamela Hunnisett, Pamela Wilson, Pelin Unal, Rachel Bradley, Shahid Qureshi, Shelly, Taira Anten, Tanya, W, Yi Lin, Yolanda Switzer

## MINUTES

### 6:32 p.m. CALL TO ORDER

1. Review of Meeting Agenda – No changes.
2. Board Organization
  - 2.1 Resignation of Director
  - 2.2 **21/04/14-1RA** Appointment of Board Secretary  
MOVED by Vice-Chair Hill and seconded by Director Diaz that the Board appoint Director Spahl as the Secretary. CARRIED.
    - 2.2.1 **21/04/14-2RA** Role of the Board Secretary  
Background: The FFCA Bylaws state: “The Board can vote to delegate the Secretary’s duties to a Staff member.”  
  
MOVED by Director Diaz and seconded by Director Vice-chair Hill that the duties of Secretary be delegated to the Executive Assistant to the Superintendent (FFCA), but specific duties may be recalled or re-delegated at the Secretary’s discretion upon notification to the Superintendent. CARRIED.
  - 2.3 **21/04/14-3RA** Director By-election  
Background: The FFCA Bylaws state: “a by-election may, at the discretion of the Board, be held to fill a vacant position.”  
  
MOVED by Director Diaz and seconded by Director Fisher that the Board call a by-election to elect a new Director for the remainder of the term through to December 2023. CARRIED.
- 3 **21/04/14-1CA** Approval of Consent Agenda  
MOVED by Director Diaz and seconded by Director Hill that the Consent Agenda for April 14, 2021, be approved as presented including the minutes of February 10, 2021, Public Board Meeting; the minutes of March 6, 2021, Special Meeting; and that the correspondence since the last Public Board Meeting is received. CARRIED.

## 4 Staff/Campus Reports

### 4.1 Collaborating through Change: The SMS/NMS Story

- The administrative teams from SMS and NMS presented on the collaboration between the two campuses during the challenges of the pandemic
- When the pandemic hit and caused FFCA to move to at-home learning online at the end of 19/20, all grade levels worked together via virtual conferencing and online file sharing to ensure lessons were aligned across campuses and classes.
- When 20/21 began, collaboration continued between campuses and CO with the added challenges of aligning outcomes taught in both in-person and online learning while differentiating enough to best meet the strengths and limitations of the medium.
- Campuses had to plan for additional challenges:
  - Teachers had to prepare and bridge the transition of students between in-person and online learning each term requiring significant collaboration between online and in-class teachers.
  - Teacher had to implement short-notice transitions to online learning because of required isolation and quarantining.
- inspirational quotes from teachers regarding the last year of teaching during the pandemic were provided that demonstrated the greater unity and understanding that came from “collaborating through change.”

## 5 Superintendent’s Report

- While the two metro school boards in Calgary announcing that they will be moving all of their grades 7-12 online for the next two weeks, FFCA is not experiencing the same circumstances as the CBE and CCSD and the Ministry will not consider moving FFCA students online at this time.
- Because of our two-week break and later return to classes, it is too early to know if we will see the same increase of cases and strain on the system that the CBE/CCSD are. We will continue to monitor and provide safe and high-quality in-person teaching and learning experiences for all K-12 staff and students in our campuses.
- Annual re-registration process was completed before spring break and campuses have begun filling available seats.
- Only 229 out of our 3800 students have expressed interest in online learning for 21/22 through the re-registration process. The current year’s online learning was supported by federal pandemic funding, but no additional funding is projected which may prohibit us from being able to provide an online alternative for next year.
- Alberta Government has introduced Bill 55: The College of Alberta School Superintendents Act which will establish the College of Alberta School Superintendents (CASS) as the professional governing body of Superintendents across AB.
- Alberta government has released the K-6 draft curriculum
  - With the draft being released over the weekend, FFCA has not yet chosen to pilot all, some, or none of the draft curriculum at this time.
  - While we are aware of others’ concerns about the curriculum, we are doing our due diligence in reviewing the draft ourselves and engaging with campus administration and staff to determine our level of involvement, if any.
  - A decision about the scope of FFCA’s involvement in piloting the draft curriculum will be made and communicated to families and staff once we’ve determined our course of action which will be by May 7 at the latest.
- Staffing for the 21/22 year
  - Josh Symonds was transferred from Principal Educator at SMS to Principal Educator at SHS
  - Jesse Classen was promoted from Associate Principal at SMS to Principal Educator at SMS
  - Brian Crouch was transferred from Associate Principal at SEE to Associate Principal at SMS
  - The next step will be to fill the vacated Associate Principal position at SEE
  - Once the budget is approved, we will move forward with the teaching and support staffing
- NHS replacement project is nearing the finishing stages of the design development phase and moving to production of plans. An open house concerning the development permit with the Montgomery Community Association will be held on April 15. FFCA will host an unveiling event online for the FFCA community later in the spring once the design is finalized.

- FFCA's funding profile was received on March 31:
  - Overall funding increased by approximately \$231,000 due to projected enrollment increases.
  - Continue to receive only a small portion of Specialized Learning Support funding compared to other public and separate school jurisdictions.
  - \$95,000 was clawed back for being under our projected enrollment in 20-21
  - Province lists our reserves at 3%, but that includes unused CMR funds putting us closer to 2% which is below the range targeted by Alberta Education.
  - 21-22 budget targeted to be approved at the May Board meeting.

## 6 Information Items

### 6.1. Standing Item: Administrative Procedures Update

- The following new or updated APs were provided to the Board for information and will be posted to the website:
  - 6.1.1. AP-D-101.1 Financial Management
    - 6.1.1.1. AP-D-101.1.1 Signing Authorities and Spending Limits
    - 6.1.1.2. AP-D-101.1.2 Expense Reimbursement
      - 6.1.1.2.1. AP-D-101.1.2.1 Schedule A Meal Reimbursement Rates
      - 6.1.1.2.2. AP-D-101.1.2.2 Schedule B Distances Between Campuses
    - 6.1.1.3. AP-D-101.1.3 Company Credit Cards
    - 6.1.1.4. AP-D-101.1.4 Company Cell Phones
    - 6.1.1.5. AP-D-101.1.5 Campus-Based Budgeting
  - 6.1.2. AP-D-501.1 Non-Disclosure Agreement
    - 6.1.2.1 AP-D-501.1.1 Non-Disclosure Agreement Template
  - 6.1.3 AP-H-105.1 English as a Second Language
  - 6.1.4 AP-I-701.1 Outdoor Activity in Adverse Weather and Air Quality Conditions
  - 6.1.5 AP-I-802.5 Time-outs, Seclusion and Restraint
  - 6.1.6 AP-I-805.1 Service Dogs
  - 6.1.7 AP-I-805.2 Animals in Schools

### 6.2 Standing Item: Strategic/Education Plan Update

- Continue to progress on two key priorities:
  1. Distinctive Teaching and Learning Framework to prepare for a charter renewal application in the future
  2. Engaging our community on our current reporting and assessment procedures; will be brought to the board's next working session
- The province is moving from the current Accountability Model framework to an Assurance framework. FFCA administration will be engaging with the Board, campus councils, staff, and potentially students in this work.

6.3 Standing Item: High School Update – See Superintendent Report

6.4 Standing Item: COVID Response – See Superintendent Report

## 7. Discussion Items

### 7.1. **21/04/14-4RA** Q2 Report

MOVED by Director Vice-Chair Hill and seconded by Director Fisher that the board receive for information the FFCA 2020-2021 Second Quarter Financial Report as presented. CARRIED.

### 7.2. **21/04/14-5RA** Capital Plan

MOVED by Vice-Chair Hill and seconded by Director Fisher that the revised 2022-25 Capital Plan be approved as presented. CARRIED.

### 7.3. **21/04/14-6RA** Resignations effective March 2, 2021

MOVED by Director Fisher and seconded by Vice-Chair Hill that the Board accept the resignation of Employees 10576, 10296, and 10825 effective March 2, 2021. CARRIED.

### 7.4. **21/04/14-7RA** Resignations effective June 30, 2021

MOVED by Director Fisher and seconded by Director Diaz that the Board accept the resignation of Employees 10075 and 10676 effective June 30, 2021. CARRIED.

## 8. Committees/Liaison Reports

### 8.1. Executive Committee – No report

### 8.2. Communications and Community Relations (CCR)

- Calendar Survey will be circulated to receive feedback from parents and staff

### 8.3. Policy and Performance Review (PPR)

#### 8.3.1. **21/04/14-8RA** Policy 7 Board Operations

MOVED by Director Makwana and seconded by Vice-Chair Hill that Policy 7 Board Operations be approved for Second Reading as presented. CARRIED.

#### 8.3.2. **21/04/14-9RA** Policy 15 Managed Growth

MOVED by Director Makwana and seconded by Director Spahl that Policy 15 Managed Growth be approved for Second Reading as presented. CARRIED.

#### 8.3.3. **21/04/14-10RA** Policy 19 Welcoming, Caring, etc.

MOVED by Director Makwana and seconded by Director Spahl that Policy 19 Welcoming, Caring, Respectful, Safe and Inclusive Learning and Working Environments be approved for Second Reading as presented. CARRIED.

#### 8.3.4. **21/04/14-11RA** Policy 8 Charter Board Committees and Representatives

MOVED by Director Makwana and seconded by Director Spahl that Policy 8 Charter Board Committees and Representatives be approved for First Reading as presented. CARRIED.

#### 8.3.5. **21/04/14-12RA** Rescind original policies

MOVED by Director Makwana and seconded by Vice-Chair Hill that the Board rescind the following policies:

- B-104 - Duties of the Secretary
- D-501 - Campus Fundraising
- E-101 - Use of Private Vehicles for Co-curricular and Extra-curricular Activities
- F-201 - Emergency School Closures
- F-301 - School Facility Rental
- I-201 - Student Behaviour
- I-601 - Transportation of Students to Campus
- I-804 - Student Clubs and Organizations

CARRIED.

- The committee has reviewed the Board's work plan. Board will work with Administration to align with the Admin Council work plan to streamline the plans annually.

### 8.4. Audit Committee

- Reviewed Terms of References; no updates required. Discussed work plan for the year with Secretary-Treasurer Morgan

### 8.5. TAAPCS Board Rep Report

- Working with the multi-charter Advocacy Group.
- Working on board dev training for all charter schools (governance etc)
- ASCA conference is coming up. TAAPCS will have a booth
- TAAPCS general meeting on May 8, 2021 at 9:00 A.M.

## 8.6. ASC Rep Report

- The 25<sup>th</sup>-Anniversary has been scheduled for June 4, 2022
- Discussion around countering SOS narrative and existential threats around charter schools

8.6.1. ASC Advocacy Committee Rep Report – no update

8.6.2. Potential change: board member rotating as ASC Rep – To be discussed further

## 9. Director Highlights

- Director Makwana wants to highlight the hard work and leadership of Superintendent Nippard and Acting Superintendent Leinweber. What they do for FFCA is outstanding, and they are critical to the functioning of the board and the organization's oversight.
- Vice-Chair Hill had the opportunity to participate in the Principal Educator interview at SMS. Amazing candidates and strong leadership!
- Director Fisher wants to highlight the teacher's and Admin's preparedness at the school with respect to COVID, sending things home just in case, ready for change! Commendable and admirable.
- Director Diaz enjoyed hearing the teacher's comments from the NMS/SMS presentation. They are ensuring the online learning is beneficial for everyone. We don't usually hear from teachers; the direct quotes were a nice change.
- Director Spahl wants to celebrate the resiliency of FFCA and recognize that it comes at the cost of considerable dedication of the staff
- Director Jin is thankful the vaccine is coming, gives hope for September. Hopefully, the vaccine will help open society again very soon.
- Chair Wilson feels that having the title of Chair is special. Being the voice of FFCA externally, he sent a letter to Dr. Hinshaw advocating for teachers to be vaccinated ASAP. Chair Wilson's highlight is the teacher's heartwarming responses to the vaccine request letter. We are very grateful and wish all teachers the very best. Thank you for everything you do for students, FFCA, and everyone! It's fantastic!

## 10. Open to Gallery:

10.1. Question: Will FFCA be piloting the draft curriculum? If so, what about the concerns expressed by other jurisdictions and organizations?

- Chair Wilson indicated that FFCA is working to avoid getting caught up in the political rhetoric of the day and allowing the administrators and teachers to review, provide feedback and develop our direction. Parents are invited to review the curriculum and provide input to the Board. It is a draft curriculum, which means it will not likely be implemented in the exact form that it is today.
- Acting Superintendent Leinweber indicated that in the next couple of weeks there will be information sessions for Superintendents and instructional coordinators. FFCA's understanding is that the pilot program will be very flexible with the ability to pilot one subject at a single grade level or or all of them. If we elect to pilot in any capacity, teacher training work will begin over the summer to pilot in 21/22. During the pilot, teachers will provide feedback and give implementation suggestions through February 2022. Alberta Education intends on completing revisions around May 2022 in preparation to mandate the new curriculum for K-6 in all curricular areas for the fall of 2022.

10.2. Question: What about the decommissioned Kingsland school as a South High school site?

- The facility capacity is too small and the condition is extremely poor requiring extensive upgrades or rebuild.

10.3. Question: Will FFCA consider restricting access to certain apps such as Snapchat, TikTok, etc. at school?

- Parent was directed to contact the campus administration to explore concern.

10.4. Question: At what point will FFCA petition AB ED to move classes online to protect our students' and staff's health and safety?

- Acting Superintendent Leinweber reiterated that we are not dealing with the same issues as the other metro boards at this time. The Province has clear criteria which must exist for a switch to online to be considered. FFCA will monitor and respond accordingly should circumstance change.
- Chair Wilson added a reminder that Direct instruction is best taught through in-class instruction.

10.5. Question: Will FFCA request stock of rapid COVID tests?

- FFCA will be involved in the rapid testing program, but AHS will deploy on a triage basis with schools having outbreaks taking priority.

11. Chairperson's Remarks: Chair Wilson stated:

- It's an honour to hold this role. There has been an unprecedented number of challenges this year and an immense amount of work being undertaken by the leadership team and staff at central office. We are happy to have Acting Superintendent Leinweber transition to the Acting Superintendent role as we support Superintendent Nippard in his leave of absence.

ADJOURNMENT: 8:02 p.m.

NEXT MEETING: May 5, 2021

FUTURE AGENDA ITEMS: May – Elementary School Presentation



Summary

REVENUE SOURCES	INSTRUCTION		SYSTEM ADMIN		P O & M		TRANSPORTATION		2021-22 BUDGET	% of Total	2020-21 Budget	
<i>Provincial Government</i>												
Alberta Education Grants	\$	24,122,889		\$	1,596,948	\$	3,769,485	\$	1,622,636	31,111,958	81.58%	29,594,293
Alberta Education Funding Adjustment		-95,021								-95,021	-0.25%	0
Alberta Education COVID Funding		95,021								95,021	0.25%	0
Alberta Education Bridge Funding		293,456								293,456	0.77%	662,610
Provincial Operational Funding Sub-Total		24,416,345			1,596,948		3,769,485		1,622,636	31,405,414		30,256,903
Pension Adjustments		2,150,000								2,150,000	5.64%	2,150,000
Provincial Revenues Sub-Total	\$	26,566,345		\$	1,596,948	\$	3,769,485	\$	1,622,636	33,555,414	87.99%	32,406,903
		<i>28,163,293 SYSTEM ADMIN and INSTRUCTION</i>										
Parent Fees		543,020						2,138,100		2,681,120	7.03%	2,542,185
School Generated Funds		1,359,635								1,359,635	3.57%	1,359,635
Admin Building Revenue				115,825						115,825	0.30%	124,000
Other Authority						400,000				400,000	1.05%	400,000
Miscellaneous Income		25,000								25,000	0.07%	50,000
<b>TOTAL REVENUE SOURCES</b>	\$	<b>28,494,000</b>		\$	<b>1,712,773</b>	\$	<b>4,169,485</b>	\$	<b>3,760,736</b>	<b>38,136,994</b>	<b>100.01%</b>	<b>36,882,723</b>
		<i>30,206,773 SYSTEM ADMIN and INSTRUCTION</i>										

EXPENDITURE CATEGORIES	% of Instruction	INSTRUCTION		SYSTEM ADMIN		P O & M		TRANSPORTATION		2021-22 BUDGET	% of Total	2020-21 Budget				
		FTE		FTE		FTE		FTE								
Salaries & Benefits - Certificated Instruction	77.18%	\$	22,309,853	186.40	\$			\$		22,309,853	58.50%	22,597,457				
Salaries & Benefits - Campus Support	11.12%	\$	3,214,436	43.64	\$			\$	113,272	3,327,708	8.74%	3,271,774				
Salaries & Benefits - Central	0.58%		168,530		701,743	7.65	1,267,601	11.00	46,729	2,184,603	5.73%	2,166,197				
Administration - Other Central	0.18%		52,834		412,545		43,854		30,909	540,142	1.42%	522,796				
Admin Building Expense	0.00%				115,825					115,825	0.30%	156,000				
Specialized Learning Supports	0.50%		144,500							144,500	0.38%	144,500				
Classroom\Campus\Curriculum Resources	2.84%		820,720							820,720	2.15%	811,585				
Professional Development	0.29%		83,940							83,940	0.22%	85,200				
Planning & Assurance	0.00%				21,000					21,000	0.06%	21,000				
School Generated Funds	4.70%		1,359,635							1,359,635	3.57%	1,359,635				
Technology	1.96%		566,794							566,794	1.49%	474,000				
Other Services & Supplies							2,858,030		3,569,826	6,427,856	16.85%	5,267,626				
Profile Adjustment	0.64%		184,418							184,418	0.48%	0				
Capital Projects					50,000		0			50,000	0.13%	0				
<b>TOTAL EXPENDITURE CATEGORIES</b>	<b>99.99%</b>	\$	<b>28,905,660</b>	230.04	\$	<b>1,301,113</b>	7.65	\$	<b>4,169,485</b>	11.00	\$	<b>3,760,736</b>	0.00	<b>38,136,994</b>	<b>100.02%</b>	<b>36,877,770</b>
		<i>30,206,773 SYSTEM ADMIN and INSTRUCTION</i>														

<b>% of Total Expenditure</b>		75.79%		3.41%		10.93%		9.86%		100.00%		
<b>Excess (Shortfall)</b>		<b>(411,660)</b>		<b>411,660</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>4,953</b>

Enrollment

EIGHT CAMPUSES

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

GRADE	Class Size	NWE	SEE	SWE	NEE	NWE	SMS	NMS	SHS	NHS	TOTAL	2020-21 Actual	2019-20 Actual	Growth
ECS	21	19	84	84	84	57					309	309	355	0
1	21	19	84	84	84	57					309	351	312	-42
2	21	19	84	126	84	57					351	309	308	42
3	21	19	84	84	84	57					309	309	309	0
4	28	28.5	84	84	84	57					309	309	302	0
5	28						168	140			308	308	297	0
6	28						168	140			308	308	297	0
7	28						168	140			308	308	297	0
8	28						168	140			308	308	297	0
9	29								174	145	319	270	258	49
10	29								116	116	232	222	224	10
11	29								87	116	203	193	201	10
12	29								58	116	174	198	190	-24
Total			420	462	420	285	672	560	435	493	3747	3702	3647	45
FTE			378	420	378	256.5	672	560	435	493	3,592.5	3,547.5	3,469.5	45
2020-21	actual student count		420	462	420	285	672	560	327	556	3,702			
2020-21	actual student FTE		378	420	378	256.5	672	560	327	556	3,548			1.27%

Growth %> Growth %> 1.27%

Inst. Revenue

	2020-21 Budget	Total
<b><u>TOTAL INSTRUCTION BLOCK REVENUE</u></b>		
<b><u>PROVINCIAL GRANTS</u></b>		
Base Instruction - ECS WMA	961,144	953,261
Base Instruction - Grades 1-9 WMA	16,448,600	16,881,570
Base Instruction Grade 10-12 WMA	4,148,322	4,078,283
Base Instruction 4th-year Grade 10-12 WMA	2,335	667
Specialized Learning Supports - MDT	779,306	792,070
Specialized Learning Supports - Mental Health	88,259	88,318
Specialized Learning Supports - Jurisdiction Comp. Profile Adjustment	264,383	264,383
		62,069
FNMI	27,787	27,928
ESL	456,480	447,120
Socio Economic Status (incidence rate 18.6%)	218,563	218,560
Geographic Grant	98,250	99,912
SuperNet	86,400	86,400
Bridge Grant K-12	662,610	293,456
ATRF	2,150,000	2,150,000
Total provincial grants	<u>26,392,439</u>	<u>26,566,345</u>
<b><u>FEES - INSTRUCTION</u></b>	<b><u>2020-21</u></b>	
Resource - ECS	35,535	35,535
Resource - Grades 1- 6	274,630	274,630
Resource - Grade 7 - 12	295,425	301,080
	<u>605,590</u>	<u>611,245</u>
Processing costs	(30,000)	(30,300)
Subsidy	(29,825)	(30,125)
Resource - Family Max (\$450) Discount	(7,800)	(7,800)
Total fees	<u>537,965</u>	<u>543,020</u>
<b><u>INVESTMENT INCOME</u></b>	<b><u>50,000</u></b>	<b><u>25,000</u></b>
<b>Total Instruction Block Revenue</b>	<b><u>26,980,404</u></b>	<b><u>27,134,365</u></b>

**FFCA 2021-22 Budget Overview - Public Board mtg 210512**

**Salaries**

<u>TOTAL INSTRUCTION BLOCK EXPENSES</u>	2020-21		<u>2021-22</u>	
	<u>FTE</u>	<u>Budget</u>	<u>TOTAL</u>	<u>FTE</u>
<u>Salary &amp; Benefits</u>				
Total Certificated	191.08	22,597,457	22,309,853	186.40
Total Uncertificated	44.25	3,164,700	3,214,436	43.64
<b>Total Instruction Salary &amp; Wages</b>	<b>235.33</b>	<b>25,762,157</b>	<b>25,524,289</b>	<b>230.04</b>

**FFCA 2021-22 Budget Overview - Public Board mtg 210512****Technology**

	2020-21	<u>2021-22</u>
<b><u>Technology</u></b>		
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	167,794
Hardware - Network	8,500	8,500
Web Design & Maintenance	8,000	8,000
Network - Supernet	88,500	88,500
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
<b>Total Technology</b>	<u>474,000</u>	<u>566,794</u>

**FFCA 2021-22 Budget Overview - Public Board mtg 210512**

**Specialized Sup.**

	2020-21	<u>2021-22</u>
<b><u>Inclusion</u></b>		
Contracted SLP Services (Providence)	108,000	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)	-	-
<b>Total Inclusion</b>	<u>144,500</u>	<u>144,500</u>

# FFCA 2021-22 Budget Overview - Public Board mtg 210512

## Assurance & PD

	2020-21	2021-22		
	Budget	#	\$	Total
<b><u>Planning &amp; Assurance</u></b>				
Professional Measurement Services (Schollie)	-			-
Research Support & Dissemination	20,000			20,000
International Development (RPP Grant)	-			-
Supplies	1,000			1,000
<b>Total Assurance</b>	<b>21,000</b>			<b>21,000</b>
<b><u>Professional Development</u></b>	<b><u>Total</u></b>	<b>#</b>	<b>\$</b>	<b>Total</b>
Recruitment	3,500			3,500
New Staff Orientation (Presenter, Participant & Sub Costs)	5,300	10		5,300
PD Sub Time - System Learning & Collaboration	8,000	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)	6,300	253	25	6,300
Admin Council Professional Learning & Collaboration	2,500			2,500
System Leadership Conferences	3,800			3,800
PD - Campus Certificated Staff	38,700	184.4	200	36,900
PD Sub Time - Campus Learning & Collaboration	5,200	22	235	5,200
PD - Campus Support Staff	4,660	20.70	200	4,140
<b>Sub-total</b>	<b>86,260</b>			<b>83,940</b>

**FFCA 2021-22 Budget Overview - Public Board mtg 210512**

**Campus Expenses**

**Campus Allocation for textbooks, supplies, office, ESL, Library and PE**  
 (Surpluses/deficits rollover to the campus for budgets on this page)

	<b>2021-22</b>			<b>2020-21</b>	<b>Budget</b>
	<b>Students</b>	<b>\$/student</b>	<b>Total</b>	<b>\$/student</b>	<b>Total</b>
<b>SEE</b>	420	175	73,500	175	73,500
<b>SWE</b>	462	175	80,850	175	80,850
<b>NEE</b>	420	175	73,500	175	73,500
<b>NWE</b>	285	190	54,150	190	54,150
<b>SMS</b>	672	200	134,400	200	134,400
<b>NMS</b>	560	200	112,000	200	112,000
<b>NHS</b>	493	315	155,295	315	283,185
<b>SHS</b>	435	315	137,025	-	0
<b>TOTAL</b>	<b><u>3,747</u></b>		<b><u>820,720</u></b>		<b><u>811,585</u></b>



FFCA 2021-22 Budget Overview - Public Board mtg 210512

Board & Sys Admin

FOUNDATIONS FOR THE FUTURE CHARTER ACADEMY  
2020-21 Central Staff Details

System Administration

	<u>2020-21</u>		<u>2021-22</u>
<b><u>Grant Revenue</u></b>			
Base Funding	100000		100,000
WMA K-12 x Rate	1332637.5	375	1,332,263
Adjustment Factor	164,311	0.133	164,686
Profile Adjustment			-
<b>Total Allowable Allocation to Board</b>	<b><u>1,596,948</u></b>		<b><u>1,596,948</u></b>

		<u>2020-21</u>
	<b>Bd &amp; Sys</b>	
	<b>Salaries &amp; Benefits</b>	701,743
		<b>643,905</b>
NHS Project Management	50,000	
	<b>Capital Projects</b>	<b>50,000</b>
Board Governance	105,000	105,000
Admin Building Revenue - Tenants		
Admin Building Expenses		
Contractor		
Communications Contract	35,000	35,000
Insurance (Corporate Liability)	22,000	22,000
Professional Development - Staff	5,000	5,000
Legal & Audit	60,000	60,000
Contracts & Supplies	146,553	146,553
Central Office Technology	10,000	10,000
Utilities, Cleaning, Mortgage	28,992	22,435
	<b>Admin Costs</b>	<b>412,545</b>
	<b>Total</b>	<b><u>1,164,288</u></b>
		<b><u>1,049,893</u></b>

PO&M

	2020-21 Budget	2021-22			Total
<b><u>Grant Revenue</u></b>					
Plant Operations & Maintenance Grant	2,621,775	WMA K-12 3,552.7			2,842,160
Profile Adjustment			800	10,800	
<b><u>Third-Party Revenue</u></b>				<b>2,852,960</b>	
Other Authority - GIRLS	400,000			400,000	
Supported Capital Asset (CMR Projects)				916,525	
<b>Total Plant Operation &amp; Maintenance and Lease Revenue</b>	<b>3,021,775</b>			<b>4,169,485</b>	
<b><u>Expenses</u></b>					
Sys Admin - Salaries & Benefits	45,660			52,503	
incl. building			0.21		
Sys Admin - Building	-			43,854	
All facilities expenses	28,000			30,100	
Mileage	22,000			20,000	
Occupational Health & Safety	11,000			10,000	
Amortization	225,000			180,000	
Supported Capital Asset Amortization (CMR Projects)				916,525	
Professional Development/Conferences	4,000			4,000	
Utilities - Electricity	337,000			280,000	
- Natural Gas	185,000			206,000	
- Natural Gas (carbon levy)				40,000	
COVID Day Porter Services	23,500	7	81	68	
Custodian supplies	91,500			91,500	
Custodian Salaries & Benefits	921,800			814,630	
Cleaning Services - Girls includes covid cleaning	152,000			202,000	
Cleaning Services - SHS (contracted incl. day porter)				94,450	
Repairs & Maintenance - Campus allocation	35,000		8	3,000	
Yard	210,000			227,000	
Vandalism & Security	10,800		10	1,200	
Equipment	27,000		10	1,000	
Telephone & Data			10	6,000	
Insurance	32,000		8	6,000	
Waste Management	36,000		10	3,500	
Building Maintenance Salaries & Benefits	359,000	4.00		400,468	
1,326,460					
Planned Maintenance (Preventative)	438,620		36,738	8.953	
<b>Total Plant Operation &amp; Maintenance Expense</b>	<b>3,194,880</b>	<b>11</b>		<b>4,169,485</b>	

**FFCA 2021-22 Budget Overview - Public Board mtg 210512**

**Transportation**

<u>Revenue</u>	<u>2020-21</u>		<u>2020-21</u>				
	<u>Budget</u>	<u>FTE</u>	<u>FTE</u>	<u>Estimated Riders</u>	<u>Grant</u>	<u>\$</u>	
<b><u>Provincial Transportation Grant</u></b>							
50% of ECS students	0.500	-	183	309	155	-	0
76.5% of grades 1- 12 students eligible	0.765	-	2,348	3,438	2,630	-	0
Parent Provided		-	900		950	-	0
Not eligible		-			12		0
2020-21 Funding	1,545,840						1,545,840
Supplemental Funding	76,796						76,796
Government Fuel Contingency funding	-						0
<b>Total Provincial Funding</b>	<b>1,622,636</b>			<b>3,747</b>	<b>3,747</b>		<b>1,622,636</b>
<b><u>Transportation User Fees</u></b>							
						<b><u>Fee</u></b>	
50% of ECS students	78,625	183	309	155	425		65,875
76.5% of grades 1- 12 students eligible	2,000,700	2,178	3,438	2,515	855		2,150,325
Family Max. <b>\$2,285</b>	(35,000)	30					(35,000)
Shuttle Riders	10,000	50			45	200	9,000
One-way riders	92,400	120			70	770	53,900
Subsidy	(124,550)	190			200	530	(106,000)
<b>Total User Fees</b>	<b>2,022,175</b>						<b>2,138,100</b>
<b>Total Transportation Revenue</b>	<b>3,644,811</b>						<b>3,760,736</b>
<b><u>Expenses (at current daily rates)</u></b>							
	<b><u>\$</u></b>			<b><u>Days</u></b>			<b><u>\$</u></b>
Director, Transportation (Contrator)							87,780
Parent Provided						100.00	95,000
Service Contract - Transportation	180	HS	182	23.0			1,270,157
	173	Elem-Mid	176	40.0			2,116,889
Materials & Supplies (includes Edulog)							27,364
From System Admin - Salaries & Benefits							46,729
From System Admin - Other							3,545
From Instruction - Campus Support Staff							113,272
<b>Total Transportation Expense</b>	<b>3,628,164</b>						<b>3,760,736</b>



## AP-D-101.1.2 Expense Reimbursement

### Administrative Procedures

Revised March 11, 2021

#### BACKGROUND

FFCA expects that all individuals will make reasonable efforts to minimize expenses incurred while conducting FFCA business. The Secretary-Treasurer shall be responsible for the processing of the financial reimbursement claims. Review and approval of expense reimbursement claims are delegated as follows:

- Board Chair: Board Directors and CEO/Superintendent
- CEO/Superintendent: Principal Educators, COO/Deputy Superintendent and CFO/Secretary Treasurer,
- CFO/Secretary-Treasurer: Board Chair and Central Office staff
- Campus Principal Educators: campus-based employees
- Director of Facilities, Director of Technology, Coordinator of Instruction, Coordinator of School Development: Staff within budget responsibility

#### PROCEDURES

Claims should be submitted monthly when the reimbursement is greater than \$50, and all claims in a school year must be submitted by August 31 of that year.

- FFCA will reimburse for fair and reasonable travel expenses incurred while on FFCA business.
- Reimbursement for meals will be at the rates detailed in **Schedule A** (no receipt necessary). FFCA **will not** reimburse for meals off-campus within the City of Calgary nor for alcoholic beverages.
- Original receipts for expenses other than meals will be attached to claims; claims without original receipts may be denied by the supervisor.
- FFCA will not reimburse contributions made to political entities, including registered parties, constituency associations and candidates.
- Automobile transportation will be reimbursed based on the kilometres driven for FFCA business and will be claimed at the distances outlined in **Schedule B** for inter-campus travel. Actual distance for other destinations will also be reimbursed.
- Kilometres driven between the employee's residence and the work location at the start and end of each workday located within the City of Calgary will not be reimbursed.
- Kilometres driven to participate in professional development activities within the City of Calgary will not be reimbursed.
- Where out of province travel is by personal vehicle, the per kilometre reimbursement will not exceed air travel costs to the same destination.
- If travel to any destination is by automobile, it is expected, whenever possible, that delegates will travel together.
- The per kilometre rate is set annually according to the Alberta Treasury Board's allowable rates. The rates may be set higher for facility maintenance staff required to purchase commercial insurance on their personal vehicle used to carry tools and supplies between FFCA sites.

<https://open.alberta.ca/dataset/69799353-f18e-41f7-a511-7d836a254509/resource/21da1783-05cf-4667-ac6b-1d5ef8429adf>



## **AP-D-101.1.2.1 Schedule A: Meal Reimbursement Rates Administrative Procedures**

Revised March 11, 2021

### **SCHEDULE A\***

#### **Meals\*\***

Breakfast - \$9.20

Lunch - \$11.60

Dinner - \$20.75

\*Rates are set annually by the Alberta Treasury Board

<https://open.alberta.ca/dataset/69799353-f18e-41f7-a511-7d836a254509/resource/21da1783-05cf-4667-ac6b-1d5ef8429adf>

\*\*For meals in the US, the above rates will be factored at the US exchange rate on the date of entry into the US



## **Policy 07 – CHARTER BOARD OPERATIONS**

The Charter Board's ability to discharge its obligations in an efficient and effective manner is dependent upon the development and implementation of a sound organizational design. In order to discharge its responsibilities to the members of the Society, the Charter Board shall hold meetings as often as necessary. A quorum, which is a simple majority of the number of currently serving Directors, must be present for every duly constituted meeting. The Charter Board has adopted policies so the business of the Charter Board can be conducted in an orderly and efficient manner.

The Charter Board shall meet regularly, according to the schedule of meeting dates established annually. The Charter Board Chairperson shall call or cancel meetings, as required.

The Charter Board's fundamental obligation is to preserve and enhance its Charter and the public trust in education, generally, and in the affairs of its operations in particular. Consistent with its objective to encourage FFCA stakeholders to contribute to the educational process, Charter Board meetings will be open to the public. Towards this end, the Charter Board believes its affairs must be conducted in public to the greatest extent possible and in a format that encourages stakeholder participation.

There are times when public interest is best served by private discussion of specific issues in closed working sessions.

Having members of the Society make presentations at Charter Board meetings can enhance member interest.

Public forums dealing with specific educational topics can enhance communications and the effectiveness of the Charter Board.

### **1. Organizational Meeting**

- 1.1 An Organizational Meeting of the Charter Board shall be held annually. The first official meeting of the Charter Board following election of Directors shall be an Organizational Meeting.
- 1.2 The Superintendent or designate will give notice of the Organizational Meeting to each Director as if it were a Special Meeting. The Superintendent or designate shall call the meeting to order and act as Chairperson of the meeting until a Chairperson is elected.
- 1.3 Each newly-elected Director will take the Oath of Office immediately following the call to order of the Organizational Meeting after the election of Directors.
- 1.4 The Board will elect one Director to act as Chairperson by ranked secret ballot (see Appendix B) unless the Charter Board has unanimously agreed to elect by an alternate process. Upon election as Chair, the Charter Board Chairperson shall preside over the remainder of the Organizational Meeting. The Board Chairperson shall normally be elected for a period of one year.

- 1.5 The Board shall, in addition:
  - 1.5.1 Elect one Director to act as Vice-Chairperson by ranked secret ballot;
  - 1.5.2 Elect one Director to act as Secretary by ranked secret ballot;
  - 1.5.3 May vote to delegate the duties of the Secretary through the Superintendent to a staff member;
  - 1.5.4 Elect one Director to act as Treasurer by ranked secret ballot;
  - 1.5.5 May vote to delegate the duties of the Treasurer through the Superintendent to a staff member;
  - 1.5.6 Designate Charter Board members for Committees (Policy 8).
  - 1.5.7 Appoint Charter Board representation on the various Boards or committees of organizations or agencies where the Charter Board has regular representation, as appropriate, including The Association of Alberta Public Charter Schools (TAAPCS);
  - 1.5.8 Establish an annual Charter Board calendar;
  - 1.5.9 Review Foundations for the Future (FFCA) banking arrangements;
  - 1.5.10 Review FFCA audit arrangements;
  - 1.5.11 Review the Directors' Handbook;
  - 1.5.12 Address other organizational items as required.

## 2. Regular Meetings

Regular Charter Board meetings will be held in accordance with the approved annual Charter Board calendar in a location, manner and at a time set by the Executive Committee. Notices of regularly scheduled public Charter Board meetings will be posted on the FFCA website and notification to Society members via email a minimum of forty-eight (48) hours prior to the meeting.

- 2.1 The Board will hold public Charter Board meetings a minimum of six (6) times per school year.
- 2.2 Notwithstanding the schedule established at the Organizational Meeting, the Charter Board may alter the schedule in such manner as it deems appropriate. All Directors shall notify the Charter Board Chairperson if they are unable to attend a Charter Board meeting. Failure to attend may result in disqualification.
- 2.3 All Directors who are absent from three consecutive meetings shall:
  - 2.3.1 Obtain authorization in advance by resolution of the Charter Board to do so; or
  - 2.3.2 Provide to the Charter Board Chairperson evidence of illness in the form of a medical certificate respecting the period of absence; or
  - 2.3.3 Obtain a leave of absence (for an extended period).
- 2.4 If both the Charter Board or Vice-Chairperson, through illness or other cause, are unable to perform the duties of the office or are absent, the Charter Board shall appoint from among its members an acting Charter Board Chair, who on being so appointed has all the powers and shall perform all the duties of the Charter Board Chairperson during the Charter Board Chair's and Vice-Chairperson's inability to act or absence.
- 2.5 Regular meetings of the Charter Board will not be held without the Superintendent and/or designate(s) in attendance, unless the Superintendent's contract is being discussed.

### 3. Special/Emergency Meetings

Occasionally, unanticipated or emergent issues require immediate Charter Board attention and/or action.

- 3.1 Unscheduled meetings of the Charter Board may be called by the Charter Board Chairperson or a majority of Directors.
- 3.2 Notice of a special meeting can be by phone, text or email.
- 3.3 Providing a quorum is present at a special meeting, the Charter Board may waive notice of a public meeting and pass resolutions that can be acted upon.
- 3.4 Any business transactions or resolutions passed, and the minutes of the meeting, must be disclosed at the next regularly called public Charter Board meeting.
- 3.5 Special meetings of the Charter Board shall be open to the public, recognizing that specific agenda matters may be held in closed session.
- 3.6 Special meetings of the Charter Board will not be held without the Superintendent and/or designate(s) in attendance, unless the Superintendent's contract is being discussed.

### 4. Participation in Regular or Special Meetings by Electronic Means

In accordance with the relevant section(s) of the *Education Act*, the Charter Board may hold a meeting using electronic means or other communication facilities. The means used must enable each Director participating in the meeting and any members of the public attending the meeting to hear all the other Directors. Directors participating in such meetings by electronic means or other communication facilities are deemed to be present at the meeting.

- 4.1 At least one of the following persons named in each of 4.1.1 and 4.1.2 must be present at the Charter Board office during the meeting:
  - 4.1.1 A member of the Charter Board;
  - 4.1.2 The Superintendent or designate.
- 4.2 Reasonable steps must be taken to notify the public of the manner in which members of the public may participate.
- 4.3 A Director must ensure the means and location used to participate in the meeting will allow moving into closed session and will meet all requirements of a closed session.

### 5. Closed Sessions

The Bylaws of the FFCA Charter School Society define the term "Closed Session" to mean a meeting of the Board at which sensitive/confidential issues (e.g. related to personnel, legal, property) may be considered. The terms "private", "executive session", and "in-camera" are synonymous with "Closed Session".

The preservation and enhancement of the public's trust in the educational system is an important priority of the Charter Board. The Charter Board believes that public trust is preserved by conducting open Charter Board meetings. Notwithstanding this belief, occasionally matters of unusual sensitivity require the Charter Board to hold closed sessions.

- 5.1 The Charter Board may, by resolution, schedule a closed meeting at a time or place agreeable to the Charter Board or recess a meeting in progress for the purpose of meeting in closed session. Such resolutions shall be recorded in the minutes of the Charter Board and shall specify those individuals eligible to attend in addition to Directors and the Superintendent.



- 5.2 The Board may convene in closed session only to discuss matters of a sensitive nature, including:
  - 5.2.1 Personnel
    - 5.2.1.1 Individual students;
    - 5.2.1.2 Individual employees;
  - 5.2.2 Matters relating to negotiations;
  - 5.2.3 Acquisition/disposal of real property;
  - 5.2.4 Litigation brought by or against the Charter Board;
  - 5.2.5 Other topics that a majority of the Directors present feel should be held in private, in the public interest.
- 5.3 Such sessions shall be closed to the public and press. The Charter Board shall only discuss the matter(s) that gave rise to the closed meeting. Charter Board members and other persons attending the session shall maintain confidentiality and shall not disclose the details of the discussion at such sessions.
- 5.4 The Charter Board shall, during the closed session, adopt only such resolution as is required to reconvene the Charter Board in an open, public meeting.
- 5.5 The resolution (motion) to go into closed session and the resolution to revert to a regular meeting must both be recorded in the minutes of the regular meeting.
- 5.6 Once the Charter Board reverts to a regular meeting, any decision reached during the closed session must be ratified by resolution. The wording of such resolution must not inappropriately reveal confidential or personal information.

## 6. Agenda for Regular Meetings

The Superintendent is responsible for preparing an agenda for Charter Board meetings in consultation with the Charter Board Chairperson and the Vice-Chairperson.

- 6.1 Items scheduled for a specific time shall be clearly identified on the agenda. The order of business will be established by the Executive Committee and may include:
  - 6.1.1 Call to order;
  - 6.1.2 Closed session (if necessary);
  - 6.1.3 Approval of agenda;
  - 6.1.4 Approval of consent agenda;
  - 6.1.5 Approval of minutes and electronic votes of the Charter Board;
  - 6.1.6 Business arising;
  - 6.1.7 Appointments/delegations;
  - 6.1.8 Action items;
  - 6.1.9 Discussion items;
  - 6.1.10 Policies;
  - 6.1.11 Administrative Procedures under review;
  - 6.1.12 Reports and information items;
  - 6.1.13 Open to gallery;
  - 6.1.14 Charter Board Chair's remarks;
  - 6.1.15 Adjournment.
- 6.2 The agenda will be supported by copies of letters, reports, contracts and other materials as are pertinent to the business that will come before the Charter Board and will be of value to the Charter Board in the performance of its duties. Each action item will include a clear recommendation.
- 6.3 Items may be placed on the agenda in one of the following ways:
  - 6.3.1 By submitting a request to the Charter Board Chairperson or Superintendent at least eight calendar days prior to the Charter Board meeting;
  - 6.3.2 By notice of motion at the previous meeting of the Charter Board;

- 6.3.3 As a request from a committee of the Charter Board.
- 6.4 The agenda package, containing the agenda and supporting information, will be provided to each Director at least 48 hours prior to the Charter Board meeting. Subsequently, information may be provided at the meeting; and further, the Superintendent shall advise the Charter Board Chairperson regarding the emergent nature of such information.
- 6.5 The Charter Board will follow the order of business set by the agenda unless the order is altered or new items are added by agreement of the Charter Board.
- 6.6 During the course of the Charter Board meeting, the majority of Directors present may amend the agenda and place items before the Charter Board for discussion. The Charter Board may take action on such items.
- 6.7 Agendas for all regularly scheduled public Charter Board meetings will be made available a minimum of 48 hours prior to the meeting.
- 6.8 Agenda packages may be made available to the public.

## 7. Minutes for Regular or Emergency Meetings

The Charter Board shall maintain and preserve by means of minutes a record of its proceedings and resolutions.

- 7.1 The minutes shall record:
  - 7.1.1 Date, time and place of meeting;
  - 7.1.2 Type of meeting;
  - 7.1.3 Name of presiding officer;
  - 7.1.4 Names of Directors, staff and presenters in attendance;
  - 7.1.5 Approval of preceding minutes;
  - 7.1.6 All resolutions, including the Charter Board's disposition of the same, placed before the Charter Board, are to be entered in full;
    - 7.1.6.1 The numbering of motions is to be by date (year/month/day) and then in numbered order;
  - 7.1.7 Names of persons making the motions;
  - 7.1.8 A brief summary with sufficient background material to ensure that the Board's intent is clear;
  - 7.1.9 Points of order and appeals;
  - 7.1.10 Appointments;
  - 7.1.11 Public announcements;
  - 7.1.12 Receipt of written reports of committees, including a copy of the written reports in the format detailed in Appendix A;
  - 7.1.13 The vote on all motions;
  - 7.1.14 Whenever a counted or recorded vote is requested in accordance with this policy, the requested information will be published.
  - 7.1.15 Policies as read.
  - 7.1.16 Departure and re-entry times of Directors (when absent for a vote on a motion); and
  - 7.1.17 The time of adjournment.
- 7.2 The minutes shall:
  - 7.2.1 Be prepared as directed by the Society's Secretary, unless the duties of the Secretary have been delegated to a staff member, in which case, as directed by the Superintendent who may consult with the Society's Secretary;
  - 7.2.2 Be reviewed by the Board Chairperson prior to submission to the Charter Board;

- 7.2.3 Be considered an unofficial record of proceedings until such time as adopted by a resolution of the Charter Board; and
- 7.2.4 Upon adoption by the Charter Board, be deemed to be the official and sole record of the Charter Board's business.
- 7.3 The Superintendent or designate will establish and maintain a file of all Charter Board minutes.
- 7.4 As part of its ongoing effort to keep staff and Society members fully informed concerning its affairs and actions, the Charter Board expects the Superintendent to institute and maintain effective and appropriate procedures for the prompt dissemination of information about decisions made at all Charter Board meetings.
- 7.5 Approved minutes will be made available within two weeks of approval.
- 7.6 The approved minutes of a regular or emergency meeting shall be posted to the FFCA website as soon as possible following approval. The Superintendent or designate is responsible to distribute and post the approved minutes.

## 8. Motions

- 8.1 Notice of Motion

The notice of motion serves the purpose of officially putting an item on the agenda of the next or future regular meeting and gives notice to all Directors of the item to be discussed. A notice of motion is not debatable and may not be voted on.
- 8.2 Discussion on Motions

The custom of addressing comments to the Charter Board Chairperson is to be followed by all persons in attendance.

A Charter Board motion or a recommendation from the Superintendent must generally be placed before the Charter Board prior to any discussion taking place on an issue. Once a motion is before the Charter Board and until it is passed or defeated, all speakers shall confine their remarks to the motion or to the information pertinent to the motion. Motions may be submitted by any Director, including the Charter Board Chair.
- 8.3 Speaking to the Motion

The mover of a motion speaks first, and every Director shall have an opportunity to speak to the motion.

The Charter Board Chairperson will normally speak just prior to the last speaker who will be the mover of the motion.

The mover of the motion is permitted to close debate on the motion.

As a general guide, a Director is not to speak longer than five (5) minutes on any motion. The Charter Board Chairperson has the responsibility to limit the discussion by a Director when such a discussion is repetitive or digresses from the topic at hand, or where discussion takes place prior to the acceptance of a motion. No one shall interrupt a speaker, unless it is to ask for important clarification of the speaker's remarks, and any such interruption shall not be permitted without permission of the Charter Board Chair.

When a Director arrives at the meeting after a motion has been made and prior to taking a vote, the Director may request further discussion prior to the vote. The Charter Board Chairperson shall rule on further discussion.
- 8.4 Reading of the Motion

A Director may require the motion under discussion to be read at any time during the debate, except when a Director is speaking.

- 8.5 **Counted Vote**  
Whenever a counted vote is requested by any one Director immediately after a vote is taken, the minutes shall record the number of Directors who voted for and against the matter.
- 8.6 **Recorded Vote**  
Whenever a recorded vote is requested by at least two Directors before the vote is taken, the minutes shall record the names of the Directors who voted for or against the matter. Immediately after a vote is taken and on the request of a Director, the minutes shall record the name of that Director and whether that Director voted for or against the matter.
- 8.7 **Required Votes**  
The Charter Board Chairperson and all Directors present, unless excused by resolution of the Charter Board or by the provisions of the *Education Act* or FFCA bylaws, shall vote on each question. Directors' votes have equal weight. Each question shall be decided by a majority of the votes of those Directors present. A simple majority of a quorum of the Charter Board will decide in favour of the question. In the case of an equality of votes, the question is defeated. A vote on a question shall be taken by open vote, expressed by show of hands, except the vote to elect the Charter Board Chairperson or Vice-Chairperson, which is by ranked secret ballot.
- 8.8 **Debate**  
In all debate, any matter of procedure in dispute shall be settled, if possible, by reference to Parliamentary Procedure at a Glance (O. Garfield Jones). If this reference is inadequate, procedure may be determined by motion supported by the majority of Directors in attendance.
- 8.9 **Motion to Refer**  
If a motion needs to be discussed much more informally or at greater length than is possible in a regular meeting, the Charter Board may refer the motion for further consideration to an existing or a new committee under the guidance of Policy 8. Any such motion should specify the committee to refer the motion to and instructions on when the Charter Board expects to receive a written report of recommendations for and/or amendments to the motion in the format detailed in Appendix A.

9. **Delegations at Charter Board Meetings**

The Charter Board is accountable to the membership of FFCA and utilizes the input of its membership to effectively fulfill its mandate. FFCA promotes the involvement of its membership in the decision-making process by encouraging members to make presentations to the Charter Board.

- 9.1 Requests to make presentations to the Charter Board will be by written submission to the Charter Board Chairperson and/or the Superintendent.
- 9.2 The Executive Committee will decide the appropriateness of the delegation's request to be placed on the Charter Board agenda.
- 9.2.1 When determining appropriateness of the presentation request, particular consideration will be given to the extent to which the presenter has followed Charter Board policy, the potential to prejudice the Charter Board's ability to hear an appeal, and whether or not it is repetitious.

- 9.3 The Executive Committee will determine if the presentation to the Charter Board is to be held in public or in closed session.
  - 9.3.1 Matters pertaining to personnel and legal and property issues will be considered in closed session.
- 9.4 The written presentation will be forwarded by the delegation to the Superintendent at least 10 working days prior to the meeting for distribution to the Charter Board.
  - 9.4.1 Presentations will be in writing and will be supported by oral comments at the meeting. The spokesperson for the delegation will be identified in the written presentation.
- 9.5 Relevant background information and other perspectives related to the delegation's presentation, if any, will be prepared by the Superintendent for distribution to the Charter Board.
- 9.6 The spokesperson will be notified at least one week in advance regarding the placement of his/her item on the agenda and of the time allotted for the presentation.
- 9.7 The spokesperson will be notified if the Charter Board intends to address the delegation's issue at a subsequent meeting.
- 9.8 In emergent situations where the above procedure cannot be followed, the Executive Committee will justify the emergency, then provide an outline of the subject and background information prior to the delegation appearing before the Charter Board.

10. Audio/Video Recording Devices

The Charter Board expects that anyone wanting to use recording devices at a public Charter Board meeting shall obtain prior approval of the Charter Board Chair.

11. Director Honoraria and Expenses

Directors on the FFCA Charter Board provide many hours of service in fulfilling their legislated responsibilities to govern the FFCA Charter School Society (the Society). Directorship carries with it a liability and accountability to both the Minister of Education and the Society members. FFCA will recognize the contributions made by Directors through the provision of honoraria. These honoraria are wholly gratuitous in nature and neither the board as a group, nor any individual of the board, will have the ability to enforce payment of these honoraria by legal suit. As such, honoraria of this nature do not qualify as remuneration which Charter Board members are unable to receive under Charter Schools Regulation 14(6).

- 11.1 For time spent attending to Charter Board-directed business, Directors will be eligible to receive honoraria based on the following:

Honorarium Schedule (effective November 19, 2014)	
Per Diem Honorarium	\$40 for a meeting (2 hours or less)
	\$75 for a meeting (4 hours or less)
	\$150 for a full-day meeting (4 hours or more)
	\$225 for an extended day (8 hours or more)
Chairperson's Honorarium	\$4,500 per year plus meeting per diem
Vice-Chairperson's Honorarium	\$2,250 per year plus meeting per diem

- 11.2 Directors will be eligible to receive honoraria for attendance at the following Board-directed activities:
- 11.2.1 Regular and special meetings of the Charter Board;
  - 11.2.2 Committee meetings of the Charter Board;
  - 11.2.3 Authorized workshops, conventions, and retreats;
  - 11.2.4 School Council meetings;
  - 11.2.5 Other Charter Board-directed meetings and activities.
- 11.3 Directors have the option to waive honoraria.
- 11.4 Directors will not receive honoraria for activities of a service orientation.
- 11.5 Directors will group meetings into units of 2 hours, ½ day, full-day or extended day.
- 11.6 Payment of honoraria will be made monthly following submission and approval of the appropriate forms.
- 11.7 For the purpose of the *Income Tax Act*, honoraria paid to Directors will be included in the computation of Directors' taxable income.
- 11.8 Mileage and other expenses may be reimbursed on submission of appropriate forms and receipts (if applicable). The per kilometre rate is set annually according to the Alberta Treasury Board's allowable rates.

## 12. Director Conflict of Interest

The Director is directly responsible to the Society membership and to the Charter Board. Upon election to office and annually thereafter, the Director must complete a disclosure of personal interest statement and accept a position of public trust as required by Section 86 of the *Education Act* as follows:

- 86(1) Each trustee of a board shall file with the board's secretary a statement showing
- (a) the names and employment information of the trustee and the trustee's spouse or adult interdependent partner,
  - (b) the names of the corporations, partnerships, firms, governments or persons in which the trustee has a pecuniary interest, and
  - (c) the names of the corporations, partnerships, firms, governments or persons in which the trustee's spouse or adult interdependent partner or children under 18 years of age have a pecuniary interest.
- 86(2) The board's secretary shall
- (a) compile a list of all the names reported on the statements filed with the secretary, and
  - (b) provide a copy of the list to (i) all the trustees of the board, and (ii) the officials and employees of the board that the board directs shall receive a copy.

The Director is expected to act in a manner which will enhance the trust accorded the Director and, through the Director, the trust accorded to the Charter Board. The Charter Board is of the firm conviction that its ability to discharge its obligations is dependent upon the trust and confidence of the Society membership in its Charter Board and in its Director members. Therefore, the Charter Board believes in the requirement to declare conflict of interest.

- 12.1 The Director is expected to be conversant with the relevant sections of the *Education Act*.
- 12.2 The Director is responsible for declaring him/herself to be in possible conflict of interest.

- 12.2.1 The Director shall make such declaration in open meeting prior to Charter Board or committee discussion of the subject matter which may place the Director in conflict of interest.
- 12.2.2 Following the declaration of conflict of interest by a Director, all debate and action shall cease until the Director has left the room.
- 12.3 It shall be the responsibility of the Director in conflict to absent him/herself from the meeting in accordance with the requirements of the *Education Act* and ensure that his/her declaration and absence is properly recorded within the minutes.
- 12.4 The recording secretary will record in the minutes:
  - 12.4.1 The Director's declaration;
  - 12.4.2 The Director's abstention from the debate and the vote; and
  - 12.4.3 That the Director left the room in which the meeting was held.

### 13. Charter Board Performance Review

The Charter Board performance review shall be undertaken in conjunction with the Superintendent evaluation to reinforce alignment of purpose.

Approved: May 16, 2017

Revision: Second Reading April 14, 2021

Legal Reference: *Education Act* Sections 27, 53, 65, 85, 86, 87 except subsections (1)(a) and (2), 88, 137  
*Societies Act* Section 9  
Charter School Regulation  
*Income Tax Act* (Canada)  
FFCA Bylaws 5.4, 5.5, 5.8, 8.4, 8.5

# Appendix A

## Committee Report Template



Choose One  
Committee/Representative Report

Month/Year: Choose

Choose One

Board Secretary, The FFCA Charter School Society

Dear Director Choose One :

The Choose One submits the following report to the Board in accordance with General Requirement 7.2 of Policy 8 - CHARTER BOARD COMMITTEES and REPRESENTATIVES.

Sincerely,

Choose One, Director

Chairperson, Choose One

c. Phoebe Greentree, Executive Assistant  
Deputy Secretary, The FFCA Charter School Society

c. Chairperson Choose One,  
Board Chairperson, The FFCA Charter School Society

### Committee Mandate

---

---

---

---

---

---

### Committee Members

Chairperson: Choose One, Director

Secretary: Choose One, Director

Member: Choose One, Director

Member: N/A, Director, if applicable

Member: N/A, Director, if applicable

Society Member: \_\_\_\_\_, if applicable

Society Associate Member: \_\_\_\_\_, if applicable

Community Member: \_\_\_\_\_, if applicable

Other: \_\_\_\_\_, \_\_\_\_\_

### Committee Meetings

The Committee met on \_\_\_\_\_

Attendees: \_\_\_\_\_

---

---

---

---



**Summary of Discussions**

The Committee discussed the following agenda items:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.

Summary of Resolutions/Recommendations, if any:

---

---

---

---

---

---

---

---

---

---

Submit (Ctrl: S) | Cancel (Ctrl: C)

Print Form

Save Form

Clear Form

## **Appendix B**

### **Ranked Secret Ballot Process**

Directors will vote for a candidate for the position of Chairperson and rank the candidates listed on the ballot by writing the number one (1) next to their first choice, the number two (2) next to their second choice, and so on, until they have completed the ranking of any candidates they wish to vote for. Directors are not required to rank all candidates on the ballot.

The completed ballots are then tallied by the scrutineers. Vote counts are initially counted based on each Director's first choice. If a candidate for Chairperson receives more than half of the votes cast, the person presiding over the election (Superintendent) shall announce the name of the successful candidate. That candidate will declare whether or not they will accept the position. If they decline, they will be considered an eliminated candidate and the ballots assigned to them will be added to the totals of the remaining candidates based on the next preference indicated on each ballot.

If in any counting round of the ballots no candidate receives more than half the votes cast, the candidate with the fewest votes is eliminated. (If two or more candidates are tied with the fewest number of votes, they are all eliminated.) Ballots assigned to the eliminated candidate(s) are recounted and added to the totals of the remaining candidates based on the next preference indicated on each ballot. This process is repeated until one candidate obtains an absolute majority of the votes. That candidate will declare whether or not they will accept the position.

The process above (reassignment of the ballots of the declining candidate, if applicable, followed by the reassignment of the ballots of the eliminated candidate(s)) continues until a candidate accepts the position.

If, after all other candidates have been eliminated, two or more candidates have an equal number of votes, the scrutineers will prepare new ballots with only the names of the remaining candidates, in alphabetical order. The voting and counting process described above is repeated until a candidate obtains more than half the votes cast.

Once a Chairperson has been elected, the scrutineers will destroy all ballots and any record of the vote count. The scrutineers cannot divulge the number of votes cast for any candidate.

Once elected, the Chairperson presides over the remainder of the organizational meeting and oversees this process for the election of the remaining officers.



## **Policy 08 – CHARTER BOARD COMMITTEES AND REPRESENTATIVES**

### **CHARTER BOARD COMMITTEES**

#### **Preamble**

The Foundations for the Future Charter Academy (FFCA) Board of Directors (the “Board”) may establish Committees in accordance with the *Education Act* and the Bylaws of the FFCA Charter School Society (*FFCA Bylaws Article IX*).

Committees may not make decisions on behalf of the Board unless authorized by the Board to do so, and only where this is permissible under the *Education Act*. The Board possesses certain legal powers and prerogatives which cannot be delegated or surrendered to others. Committees may research and make recommendations to the Board regarding the Committee’s issues, as directed by the Board. Committees may establish sub-committees to carry out the functions of the Committee. The Board will have the power to dissolve any Committee at any time. (*FFCA Bylaws Section 9.4*)

#### **General Requirements**

1. The Board may appoint Standing Committees and Ad Hoc Committees and shall prescribe their powers and duties. (*Education Act 2020 Section 52(1)(b)*)
2. The Board Chairperson shall act as an ex-officio member and shall have all privileges except for the right to vote, of all Committees established by the Board (*FFCA Bylaws Section 8.2*), and is not counted towards the Committee’s quorum.
3. Each Committee, chaired by a Director, will consist of a specified number of Members. The number of Directors on each Committee will not equal or exceed the number of Directors that meet quorum, except for the Expulsion Committee. The Board may invite persons from the community, Staff, or Associate Members to sit on the Committee. (*FFCA Bylaws Section 9.3*) No Committee may have more than three voting Directors as members.
4. Staff appointed to Committees shall have all privileges, except for the right to vote, and are not counted towards the Committee’s quorum.
5. All other Committee members shall have all privileges, including the right to vote, and are counted towards the Committee’s quorum.
6. Committees are charged with completing their work, as assigned by the Board, in a timely and thorough manner. They are required to complete their work and present their findings, along with recommendations, to the Board for decisions they are not authorized to make.

7. The Board will select, at its annual Organizational Meeting, a Chairperson for each Committee. The Chairperson's responsibilities include the following:
  - 7.1 Set meeting times and dates, review committee terms of reference, and establish agendas. (*FFCA Bylaws* Sections 9.5 and 9.6)
  - 7.2 Assign a secretary to prepare a report of Committee meetings. (*FFCA Bylaws* Section 9.7)
  - 7.3 Ensure reports are made available to the Board (*FFCA Bylaws* Section 9.6).
  - 7.4 Hold Committee members accountable for their work.
  - 7.5 Maintain communication with the Board Chair regarding the work of the Committee.
  - 7.6 Report the work of the Committee to the Board and Society in the Public Board meetings.
  - 7.7 Develop and present an annual Committee budget to the Executive Committee.
8. The Superintendent may appoint resource personnel to work with representatives and determine the roles, responsibilities and reporting requirements of resource personnel.
9. The reports of all Committee meetings will include a list of those in attendance, a summary of discussions and actions, and resolutions.
10. "Parliamentary Procedure at a Glance" by O. Garfield Jones will be followed as deemed necessary by the Committee.
11. The Committee's report consists of a summary of discussions and a list of resolutions that the majority of the Committee has adopted.
12. The minority may submit a report consisting of their views on any resolution adopted by the majority.
13. Honoraria may be paid to volunteers, who are neither Directors nor employees, appointed to Committees established by the Board at a rate not to exceed the per diem honorarium rates as for Directors.
14. When the Committee is dissolved, all reports will be forwarded to the Board's Secretary for keeping. (*FFCA Bylaws* Section 9.7)

## **Standing Committees**

Standing Committees assist the Board with work of an ongoing or recurring nature. Standing Committee members are usually appointed annually at the Organizational Meeting. The appointed member shall serve on the Committee for one year unless they cannot perform the duties assigned or are replaced by a subsequent appointment. See the Committee's Terms of Reference for the mandate, composition, meeting schedule, responsibilities and accountability.

1. Executive Committee
  - 1.1 Purpose: To provide leadership for the Board operations and coordination, strategic planning, policy review and Board succession.
  - 1.2 Powers and Duties: As per the Executive Committee Terms of Reference, reviewed annually.
  - 1.3 Membership: As per the Executive Committee Terms of Reference, reviewed annually.
  - 1.4 Meetings: As scheduled.

2. Communications and Community Relations (CCR) Committee
  - 2.1 Purpose: To plan, execute, and communicate to stakeholders those activities and endeavours performed by the Board to develop and maintain good relationships within the FFCA community and key external individuals and groups. In pursuing this purpose, the Committee will also create opportunities for all Society members to provide input on common needs and goals.
  - 2.2 Powers and Duties: As per the CCR Committee Terms of Reference, reviewed annually.
  - 2.3 Membership: As per the CCR Committee Terms of Reference, reviewed annually.
  - 2.4 Meetings: As scheduled.
3. Policy and Performance Review (PPR) Committee
  - 3.1 Purpose: To assist the Board with matters pertaining to its human resources responsibilities. Specifically, the Committee will provide leadership for the Board's, Board Chairperson's, and Superintendent's annual performance review (including consideration of remuneration). The Committee will also coordinate the Board's professional development strategies and work plan.
  - 3.2 Powers and Duties: As per the PPR Committee Terms of Reference, reviewed annually.
  - 3.3 Membership: As per the PPR Committee Terms of Reference, reviewed annually.
  - 3.4 Meetings: As scheduled.
4. Audit Committee
  - 4.1 Purpose: To assist and advise the Board with respect to the FFCA's annual financial reporting processes and aid the Board in fulfilling its governance responsibilities.
  - 4.2 Powers and Duties: As per the Audit Committee Terms of Reference, reviewed annually.
  - 4.3 Membership: As per the Audit Committee Terms of Reference, reviewed annually.
  - 4.4 Meetings: As scheduled.
5. Expulsion Committee
  - 5.1 Purpose: To review Administration recommendations for student expulsions to ensure that they are fair and consistent with the Board Policies, *FFCA Bylaws*, the *Education Act*, and other relevant legislation.
  - 5.2 Powers and Duties: As per the Expulsion Committee Terms of Reference, reviewed annually.
  - 5.3 Membership: As per the Expulsion Committee Terms of Reference, reviewed annually.
  - 5.4 Meetings: As scheduled.

### **Ad Hoc Committees**

*Ad Hoc* Committees assist the Board on a specific project for a particular period. The Terms of Reference for each *Ad Hoc* Committee will be established by Board motion at the formation time. The Terms of Reference will be posted to the FFCA website.

## **CHARTER BOARD REPRESENTATIVES**

### **Preamble**

The Charter Board may appoint Directors to represent the Charter Board on various external committees, agencies and organizations. Such representation is established at the discretion of the Charter Board to facilitate the exchange of information on matters of mutual concern and discuss possible agreements between the Charter Board and other organizations.

The Charter Board will determine the Power and Duties of each representative. The Superintendent may appoint resource personnel to work with representatives and define the roles, responsibilities and reporting requirements of resource personnel.

The following organizations will have Charter Board representation as determined at the annual Organizational Meeting.

1. The Association of Alberta Public Charter Schools (TAAPCS) Representative
  - 1.1 Purpose: To act as a forum to discuss relevant, timely and emerging issues and discuss and develop policy decisions.
  - 1.2 Powers and Duties
    - 1.2.1 Attend TAAPCS meetings.
    - 1.2.2 Represent the Board's positions and interests.
    - 1.2.3 Communicate the work of the Association to the Board.
    - 1.2.4 Build relationships.
  - 1.3 Membership: One Director.
  - 1.4 Meetings: As scheduled.
2. The Association of School Councils (ASC) Representative
  - 2.1 Purpose: To act as a forum to discuss relevant, timely and emerging issues identified from individuals, Board of Directors, Alberta Education, and other sources.
  - 2.2 Powers and Duties
    - 2.2.1 Attend Association meetings.
    - 2.2.2 Build relationships.
    - 2.2.3 Communicate to the Charter Board the work of the Association.
  - 2.3 Membership: One Director.
  - 2.4 Meeting: As Scheduled.
3. Other Standing Representative Appointments
  - 3.1 Upon request, the Board may assign a representative to any other entity at the Board's discretion.

*Approved:* May 18, 2016

*Revision:* First Reading April 14, 2021

*Legal Reference:* Education Act Sections 36, 60, 113; FFCA Bylaws Section 9

# Appendix A

## COMMITTEE/REPRESENTATIVE REPORT TEMPLATE



Choose One

Committee/Representative Report

Month/Year: Choose \_\_\_\_\_

Choose One

Chairperson, The FFCA Charter School Society

Dear Chairperson Choose One :

The Choose One \_\_\_\_\_ submits the following report to the Board in accordance with General Requirement 7.2 of Policy 8 - CHARTER BOARD COMMITTEES and REPRESENTATIVES.

Sincerely,

Choose One \_\_\_\_\_, Director

Chairperson Choose One

c. Phoebe Greentree, Executive Assistant  
Deputy Secretary, The FFCA Charter School Society

c. Choose One \_\_\_\_\_, Director  
Secretary, The FFCA Charter School Society

**Committee Mandate**

---

---

---

---

---

---

---

**Committee Members**

Chairperson: Choose One, Director

Secretary: Choose One, Director

Member: Choose One, Director

Member: N/A, Director, if applicable

Member: N/A, Director, if applicable

Society Member: \_\_\_\_\_, if applicable

Society Associate Member: \_\_\_\_\_, if applicable

Community Member: \_\_\_\_\_, if applicable

Other: \_\_\_\_\_, \_\_\_\_\_

**Committee Meetings**

The Committee met on \_\_\_\_\_

Attendees: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



**Summary of Discussions**

The Committee discussed the following agenda items:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.

**Summary of Resolutions/Recommendations, if any:**

---

---

---

---

---

---

---

---

---

---

Submit to Board Chairperson

Print Form

Save Form

Clear Form



## **Policy 15 – MANAGED GROWTH**

### **Preamble**

Foundations for the Future Charter Academy (FFCA) has long had a greater demand for enrollment than could be accommodated and currently exceeds the enrolment projection provided in the charter. The removal of the enrolment cap for each charter school with the Choice in Education Act's proclamation in September 2020, combined with a waitlist exceeding 15,000 potential new registrants, provides an opportunity for the organization to grow significantly in years to come. As FFCA approaches this growth opportunity, we believe that any such growth should be approached in a thoughtful, managed and planned fashion guided by educational research. As such, consideration of growth requires a fundamental re-examination of our current structure and our preferred future.

### **Rationale**

FFCA's current grade level configuration has produced exceptional outcomes for many years. Academic results and satisfaction surveys indicate a highly successful school system. This success has resulted in growing demand and an opportunity for expansion. With expansion comes an opportunity to evaluate our current structure and implement new ways to serve our community. K-8 campuses serve as a positive model for new schools introduced into our systems. Structurally, establishing K-8 campuses allows FFCA to grow in the area of most significant demand without necessitating the establishment of multiple, parallel and sequential campuses to allow for that growth. K-8 campuses also allow for the continued support of our current programming and pedagogical priorities while allowing for our core leadership and character programs' extensions and enhancements. With fewer transitions between schools, feelings of belonging and strong relationships will grow. Academically, continuity of programming and professional collaboration will allow for an even more cohesive K-8 curriculum. Research also indicates general academic benefits to the K-8 model.

### **Principles for Managed Growth**

Growth must encompass the following:

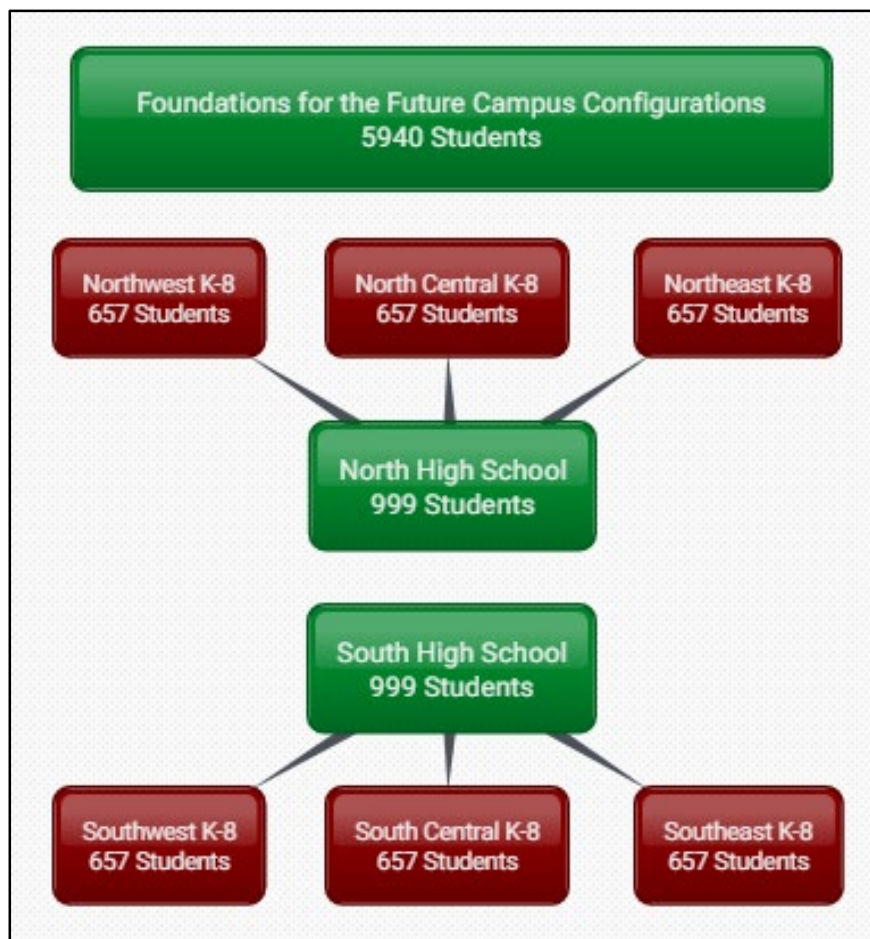
- Align with our charter and strategic plan priorities.
- Responsibly address the needs of our community concerning availability and access to programming.
- Be effective: efficient use of resources, personnel and facilities is necessary.
- Balance geographic distribution with stakeholder demands.
- Consider the impact of systemic, structural changes on existing school communities.
- Be reflected in the priorities of the annually approved capital plan.
- Allow for multiple points of entry into the school system.

## Long-term Capacity Goals

- 4500-6000 student capacity
- One north and one south high school (gr. 9-12) campus (8-10 cohorts per grade, 850-1000 student each)
- Three north K-8 campuses (2-3 cohorts per grade, 600-800 students each)
- Three south K-8 campuses (2-3 cohorts per grade, 600-800 students each)

## Timeline

The growth plan timeline depends largely on factors outside of FFCA's direct control, such as the availability of suitable surplus facilities, provincial capital plan priorities, etc. This policy will inform our Three-Year Capital Plan, which is submitted annually to Alberta Education. The board will monitor opportunities and advocate for its capital plan priorities to expedite where possible the timeline for new construction projects, modernization and upgrades to current campuses, modular classroom requests and access to suitable surplus properties when such opportunities present themselves.



Approved: Second Reading April 14, 2021  
Legal Reference:

## Appendix A

### GROWTH PRIORITIES & SAMPLE CONFIGURATION

#### Growth Priorities

The growth priorities of FFCA will be reflected in FFCA's Capital plan and adjusted as needed. As of the approval date of this policy, the organizational growth priorities for FFCA are as follows:

1. The addition of one south grade 9-12 campus (8-10 cohorts per grade, 850-1000 students) \*
2. The addition of two north K-8 campuses (2-3 cohorts per grade, 600-800 students each)
3. The addition of one south K-8 campus (2-3 cohorts per grade, 600-800 students)

*\* FFCA's access to the current temporary South High School campus at the Dr. Norman Bethune location expires after June 2024.*

#### Sample Configuration

	GRADE	SEE	SWE	SMS	NEW	NEW	NEE	NWE	NMS	NEW	NEW	NHS	TOTAL
Target Class size		K-4	K-4	5-8	K-8	9-12	K-4	K-4	5-8	K-8	K-8	9-12	
21	K	84	84		42		84	57		42	42		435
21	1	84	84		42		84	57		42	42		435
21	2	84	84		42		84	57		42	42		435
21	3	84	84		42		84	57		42	42		435
27	4	81	81		54		81	54		54	54		459
27	5			162	54				135	54	54		459
27	6			162	54				135	54	54		459
27	7			162	54				135	54	54		459
27	8			162	54				135	54	54		459
27	9					216						243	459
28	10					224						252	476
28	11					224						252	476
28	12					224						252	476
	Total	417	417	648	438	888	417	282	540	438	438	999	5922
	FTE	375	375	648	417	888	375	253.5	540	417	417	999	



## **Policy 19 – WELCOMING, CARING, RESPECTFUL, SAFE AND INCLUSIVE LEARNING AND WORKING ENVIRONMENTS**

### **Preamble**

Inclusion and a sense of belonging for all staff and students stems from creating an environment in which we focus on all the ways in which everyone has an equal right to be welcomed, respected and cared for member of the FFCA staff or student body.

In keeping with the focus on character and leadership at Foundations for the Future Charter Academy (FFCA), the Charter Board (the “Board”) is committed to providing a welcoming, caring, respectful, safe and inclusive learning and working environment that respects diversity and fosters a sense of belonging. Each student and staff member within FFCA has the right to learn and work in campuses that promote qualities of opportunity, dignity, and respect.

The Board is further obligated to protect all students from harassment, discrimination and violence during FFCA’s campus-related activities whether on campus or off. All those involved with FFCA, including Directors, employees, students, parents, volunteers, contractors and visitors, must share in the responsibility for eliminating bullying, discrimination, harassment, and violence. The Board prohibits bullying, harassment, discriminatory, and violent behaviours and expects allegations of such behaviours to be investigated in a timely and respectful manner. The Board expects complainants to follow the Being Heard process and will make every effort to protect individual’s identities.

FFCA administration and staff will respond to all situations affecting the safety of students and/or staff members to ensure that every threat receives a reasoned and timely response in accordance with the FFCA Critical Response Manual.

One key outcome of our vision for FFCA is that all students will possess a strong connection to their campuses as welcoming, caring, respectful, safe and inclusive places focused on their individualized success.

### **Specifically**

1. The Board acknowledges its responsibility to ensure welcoming, caring, respectful, safe and inclusive learning environments for all students. It recognizes the importance of students’ emotional, social, intellectual and physical wellness to their success in school and expects students to adhere to the Student Code of Conduct.
2. The Board expects all Directors, employees, students, parents, volunteers, visitors, and contractors to embrace and support this policy. This policy covers behaviour not only at all campuses, but also at any campus-related functions. This applies whether contact is face-to-face, by phone, fax, e-mail, online (Internet or Intranet), or by any other means of communication. Threatening, harassing, intimidating, assaulting or bullying, in any way, any

person within the FFCA community, including aggressive behaviours by any person within the FFCA community, is prohibited. Bullying is defined in the *Education Act* (Section 1.1 (d.)).

3. The Board encourages reporting to a member of school staff or administration all incidents of threats, harassment, intimidation, assault, violent behaviour and/or bullying, regardless of the identity of the alleged harasser or offender.
4. The Board supports the establishment of student organizations and student-led activities that promote equality and non-discrimination, including but not limited to gay-straight alliances, queer-straight alliances, diversity clubs, anti-racism clubs and anti-bullying clubs.

*Approved:* February 17, 2016

Second Reading Revisions: April 14, 2021

*Legal Reference:* Section 11, 27, 31, 33, 35, 36, 37, 53, 58, 196, 197, 213, and 222 Education Act

Alberta Human Rights Act

Occupational Health and Safety Act

Canadian Charter of Rights and Freedoms

Criminal Code

Preamble, Youth Criminal Justice Act (S.C 2002, c. 1)

Freedom of Information and Protection of Privacy Act

Practice Review of Teachers and Teacher Leaders Regulations

Policy 1 Appendix 1: Being Heard

## Appendix A

### **STUDENT CODE OF CONDUCT**

Consistent with the emphasis on Character Education at Foundations for the Future Charter Academy (FFCA), the Charter Board (the “Board”) endorses a set of desirable personal and interpersonal character traits that incorporate universal values common to all religions and ethnic-cultural groups, including respect, integrity, empathy, compassion, independence, cooperation, responsibility and self-control.

Students are expected to learn, practice, develop and model such personal and interpersonal character traits and to contribute to the development of welcoming, caring, respectful, safe and inclusive learning environments. FFCA is obligated to protect all students and staff from bullying, harassment, discrimination, and violence during school-related activities. Bullying is defined as “*repeated and hostile or demeaning behaviour by an individual in the school community where the behaviour is intended to cause harm, fear or distress to one or more other individuals in the school community, including psychological harm or harm to an individual’s reputation*” Education Act (Section 1.1 (d). Students are further expected to respect diversity and refrain from demonstrating any form of discrimination as set out in the *Alberta Human Rights Act*. Students are to foster a sense of belonging amongst all students.

Within the aforementioned context, students are expected to pursue academic and cultural studies to maximize their individual potential in becoming self-reliant, responsive and contributing members of society.

#### **Specifically**

1. In displaying acceptable behaviour, students are expected to:
  - 1.1 Use their abilities and talents to gain maximum learning benefits from their school experiences;
  - 1.2 Contribute to a climate of mutual trust and respect conducive to effective learning, personal development, and social living;
  - 1.3 Co-operate fully with everyone authorized by FFCA to provide education programs and other services;
  - 1.4 Comply with all applicable federal, provincial and municipal laws, and the rules of FFCA and its campuses;
  - 1.5 Account to their teachers for their conduct;
  - 1.6 Attend at their campus regularly and punctually;
  - 1.7 Use non-violent means to resolve conflict;
  - 1.8 Treat all other students and staff with dignity, respect and fairness at all times;
  - 1.9 Contribute to a learning environment that is free from physical, emotional, and social abuse;
  - 1.10 Take appropriate measures to help those in need; and
  - 1.11 Demonstrate honesty and integrity.

2. Students are accountable for demonstrating respect for:
  - 2.1 Authority;
  - 2.2 Others and their property;
  - 2.3 School property, equipment and textbooks; and
  - 2.4 Differences in ethnicity, race, religion, gender and sexual orientation.
3. Students are prohibited from engaging in unacceptable behaviour, whether it occurs within the campus building, during school or school-related trips or activities, or by electronic means.

Examples of such behaviours include, but are not limited to:

- 3.1 Use, possession of, sale, distribution of or active contact with, a weapon on a student's person, in a student's locker or desk, on FFCA property, or in a vehicle on FFCA property used by a student or occupied by a student as a passenger;
  - 3.2 Threats;
  - 3.3 Conduct which endangers others;
  - 3.4 Encouraging conduct which endangers or may endanger others;
  - 3.5 Encouraging unacceptable conduct;
  - 3.6 Use or display of improper, obscene or abusive language;
  - 3.7 Distribution or display of offensive messages or pictures;
  - 3.8 Theft, including identity theft;
  - 3.9 Intimidation and/or assault;
  - 3.10 Willful damage FFCA or others' property;
  - 3.11 Use, possession of, distribution of, or active contact with, or collection of money for illicit drugs, cannabis, alcohol, or inhalants in a campus, on FFCA property or in the context of any campus-related activity;
  - 3.12 Attending at a campus or any campus-related activity under the influence of illicit drugs, cannabis, alcohol or inhalants;
  - 3.13 Personal or sexual harassment;
  - 3.14 Hazing, initiation activities; the formation or the operation of sororities, fraternities, gangs and secret organizations;
  - 3.15 Extortion;
  - 3.16 Disruptive behaviour, willful disobedience or defiance of authority;
  - 3.17 Interfering with the orderly conduct of classes or the campus;
  - 3.18 Tampering with fire alarms and safety equipment;
  - 3.19 Criminal activity;
  - 3.20 Workplace violence;
  - 3.21 Bullying, including cyber-bullying; and retribution against any person who has intervened to prevent or report bullying or any other incident or safety concern; and
  - 3.22 Inappropriate information technology/social media use.
4. Unacceptable student behaviour:
    - 4.1 May be grounds for disciplinary action; and
    - 4.2 Provides an opportunity for critical learning in the areas of:



- 4.2.1. Personal accountability and responsibility;
  - 4.2.2. The development of empathy;
  - 4.2.3. Conflict resolution;
  - 4.2.4. Communication; and
  - 4.2.5. Social skills development.
5. When responding to unacceptable student behaviour, the following are to be considered:
  - 5.1 The effect of the student's behaviour upon other students, the staff, the campus, FFCA, and the community;
  - 5.2 The nature of the action or incident that calls for disciplinary or alternative measures;
  - 5.3 The student's previous conduct and previous interventions;
  - 5.4 The student's age, maturity and abilities;
  - 5.5 The impact of proposed action on the student's future behaviour;
  - 5.6 The student's learning needs; and
  - 5.7 Any other information considered appropriate or relevant.
6. The consequences of unacceptable behaviour may be:
  - 6.1 Assignment of a student whose behaviour is unacceptable, disruptive or destructive to an alternate supervised location;
  - 6.2 Short term removal of privileges;
  - 6.3 Detention;
  - 6.4 Use of reasonable force as required by way of correction to restrain a student from carrying out a violent or destructive act that could harm the student or others;
  - 6.5 Alternative interventions such as community conferencing or other forms of restorative justice;
  - 6.6 Corrective student transfer;
  - 6.7 Suspension; and
  - 6.8 Recommendation for expulsion.
7. Students will contribute, to the greatest extent possible, to a learning environment that is well-ordered, peaceful, safe, non-threatening, and conducive to learning and optimal growth.

## Appendix B

### **STANDARDS OF CONDUCT – ALL STAFF**

Statutory and Professional Expectations – All employees are expected to meet all conduct expectations established in relevant statutes such as the [Practice Review of Teachers and Teacher Leaders Regulation](#), as well as any conduct requirements specific to their position as identified by their relevant professional bodies (e.g. College of Alberta Psychologists, Alberta College of Social Workers, etc.).

Professional Relationships with Students & Families – While staff are expected to develop caring relationships with the students and/or families with whom they work, these relationships are to be maintained at a professional level and personal social relationships are not to be pursued. In situations in which prior personal social relationships with students and/or families exist, employees are expected to minimize actions which could create real or perceived inequities in the treatment of students and/or families. Employees may accept small gifts of acknowledgement and appreciation (\$75 max.) from students and/or families, but these gifts should not be of such significance that they may be interpreted as payment for services, or create the potential for real or perceived inequities in the treatment of students and/or families.

Collegial Collaboration and Conflict – FFCA staff are expected to work collaboratively with their colleagues to serve the best interests of FFCA. Professional disagreements are an expected element of effective collaboration, however conflicts should not have a detrimental effect on professional performance and collaboration. All employees are expected to follow all FFCA policies and procedures relating to stakeholder communication (e.g. [AP-B-401.1 Being Heard](#)). Employees will not:

- a. undermine the confidence of co-workers, students, or parents in other colleagues,
- b. criticize the competence/damage the reputation of a colleague. Comments/ criticisms are expected to be made in confidence to an appropriate school official (after informing the colleague of that criticism) OR to the appropriate regulatory body according to their procedures.

Professional Representation – FFCA employees are agents of FFCA and are expected to positively represent FFCA both within and outside the organization. Any concerns that the employee has about FFCA, its Board, administration or the operations of the organization are to be expressed through appropriate channels in an appropriate manner. [AP-B-401.1 Being Heard](#) provides direction in this regard.

Confidentiality – Information that belongs to or is used by FFCA, and is not publically known, will be treated as confidential by staff. Knowledge concerning staff, students and their families that is learned through FFCA employment is strictly confidential.

Proprietary Resources – FFCA facilities, materials, equipment or intellectual property may not be used by FFCA staff for any purpose unrelated to FFCA business without proper consent of the Superintendent or designate.

Conflict of Interest – FFCA staff have a duty to report to their immediate supervisor any potential conflict of interest which is defined as “a conflict between the public and private interests of somebody in an official position, or conflicts between a number of public positions.”

Attendance and Punctuality – FFCA staff are expected to punctually report to work as scheduled by their supervising administrator.

Dress & Deportment - FFCA staff are expected to dress and act in a professional manner while at work and when representing the school in the community. Staff dress and deportment should blend practicality and comfort with a level of professionalism that conveys importance of our mission and the primacy of learning and teaching within our schools.

Impairment / Substance Possession and/or Use – No employee is permitted to enter or remain on school property while their ability to work is affected by use of any substance, including prescription medications, alcohol, cannabis, or illegal substances. Staff are required to notify their supervisor of any medication they are taking, including any medical cannabis, which could impair their work performance. The possession or use of alcohol, cannabis or illegal substances, or use of potentially impairing medications on the job without prior authorization is prohibited.

Criminal Acts – Employees are required to disclose involvement in any matter that may arise in relation to their ability to maintain a clear Criminal Record status.

*NOTE: Supervisors are responsible for the administration of these expectations. Chronic or severe failure to act in accordance with these standards may result in disciplinary action including formal reprimand, suspension, or termination of employment.*

*Approved:* February 17, 2016

*Legal Reference:* Section 11, 27, 31, 33, 35, 36, 37, 53, 58, 196, 197, 213, and 222 Education Act

Alberta Human Rights Act

Occupational Health and Safety Act

Canadian Charter of Rights and Freedoms

Criminal Code

Preamble, Youth Criminal Justice Act (S.C 2002, c. 1)

Freedom of Information and Protection of Privacy Act

Practice Review of Teachers and Teacher Leaders Regulations