



Board Meeting

Agenda Package

January 24, 2018

☞ *New Horizons Charter School Society* ☞

AGENDA**Type of Meeting:** Board**Date:** January 24, 2018**Page:**1 of 2*"TOWARDS NEW HORIZONS":**Is it in the best interest of our students?**Does it support excellence?*

**NEW HORIZONS CHARTER SCHOOL SOCIETY
BOARD OF DIRECTORS' MEETING
JANUARY 24, 2017**

AGENDA

Vision: New Horizons School will enable gifted students to strive for excellence in a positive academic learning environment that fosters social and emotional support for each student.

- | | | | |
|-----|--|--------------|---------|
| 1. | Call to Order | N. Pasemko | 7:00 pm |
| 2. | Adoption of Agenda | N. Pasemko | 7:01 pm |
| 3. | Disclosure of Conflict of Interest | N. Pasemko | 7:03 pm |
| 4. | Approval of Minutes | | 7:04 pm |
| | 4.1 December 20, 2017 – attachment | N. Pasemko | |
| 5. | Administration Reports | | 7:06 pm |
| | 5.1 Principal's Report – attachment | T. Zarowny | |
| | 5.2 Superintendent's Report – attachment | D. Falk | |
| 6. | Board Reports | | 7:26 pm |
| | 6.1 Board Chair's Report | N. Pasemko | |
| | 6.2 Committee Reports | N. Pasemko | |
| 7. | New Business | | 7:31 pm |
| | 7.1 Quarterly Financial Report – attachment | F. de Kleine | |
| | 7.2 Draft School Calendar 2017-18 – attachment | D. Falk | |
| | 7.3 Statement of Territorial Acknowledgment – attachment | D. Falk | |
| 8. | Board Work Plan | | 8:10 pm |
| | 8.1 Board Work Plan 2017-18 – attachment | N. Pasemko | |
| 9. | The Association of Alberta Public Charter Schools | N. Pasemko | 8:15 pm |
| 10. | Receipt of Reports | N. Pasemko | 8:16 pm |
| 11. | Correspondence Sent | N. Pasemko | 8:17 pm |

AGENDA

Type of Meeting: Board

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"TOWARDS NEW HORIZONS": Is it in the best interest of our students? Does it support excellence?"

11.1 Letter (2018-01-17) to Minister Eggen re Enrolment
Cap

- | | | | |
|-----|--------------------------------|------------|---------|
| 12. | Correspondence Received | N. Pasemko | 8:22 pm |
| 13. | In Camera | N. Pasemko | 8:23 pm |
| 14. | Adjournment | N. Pasemko | 8:40 pm |

Next Board Meeting – Wednesday, February 28, 2018, at 7:00 p.m.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board

Date: December 20, 2017

Initials: Chair _____

Approved: DRAFT

Recorded By: Cheri Unterschultz

Secretary _____

December 20, 2017 7:00 PM

Board Members Present At Call To Order:

Nicole Pasemko
CHAIR

Trevor Panas
DIRECTOR

Jill Weiss
DIRECTOR

Michelle Macdonald
DIRECTOR

Dan Coles
DIRECTOR

Administration Present:

Don Falk
SUPERINTENDENT

Ted Zarowny
PRINCIPAL

Cheri Unterschultz
RECORDING SECRETARY

1. Call to Order

Chair Pasemko called the meeting to order at 7:02pm.

2. Adoption of Agenda

*Motion 2017-12-20-01 Motion to adopt agenda for the Board Meeting
December 20, 2017.*

*Moved: Director Weiss, Seconded: Director
Macdonald, Carried*

3. Disclosure of Conflict of Interest:

None

4. Approval of Minutes

4.1 Minutes from November 22, 2017

*Motion 2017-12-20-02 Motion to approve November 22, 2017 Board Meeting
Minutes.*

*Moved: Director Macdonald, Seconded: Director
Panas, Carried*

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board

Date: December 20, 2017

Initials: Chair _____

Approved: DRAFT

Recorded By: Cheri Unterschultz

Secretary _____

5. Administration Reports

5.1 Superintendent's Report

Superintendent Falk spoke to his written report as attached to the agenda for the meeting.

6. Board Reports

6.1 Board Chair's Report

None

6.2 Committee Reports

None

7. New Business

7.1 Class Size Report

Principal Zarowny spoke of the class size report 2017-18 as attached to the agenda for the meeting.

Director Mackay joined the meeting at 7:18pm.

7.2 Enrolment Cap Issue

Superintendent Falk spoke to the Enrolment Cap Issue as attached to the agenda for the meeting.

Motion 2017-12-20-03 Motion to direct Administration to prepare submission of a renewed request to the Minister of Education for an increase in the school's enrollment cap from 300 students to 450 students.

Moved: Director Weiss, Seconded: Director Panas, Carried

7.3 Ownership Transfer Issue

Superintendent Falk spoke to the Ownership Transfer Issue as attached to the agenda for the meeting. Discussion followed.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board

Date: December 20, 2017

Initials: Chair _____

Approved: DRAFT

Recorded By: Cheri Unterschultz

Secretary _____

7.4 Strategy re Education Plan Outcome 5

Superintendent Falk spoke to Outcome 5 of the Education Plan, regarding the development of a summary description of New Horizons School that could be used by stakeholders to share information about the school. The example of a business card, as attached to the agenda for the meeting, was considered.

Motion 2017-12-20-04 Motion to direct the Public Relations Committee to provide comments and recommendations to the Board in respect to use of a business card as a means of sharing information about the school.

Moved: Director Mackay, Seconded: Director Weiss, Carried

8. Board Work Plan

8.1 Board Work Plan 2017-18

The Board reviewed the Board Work Plan 2017-18, as attached to the agenda for the meeting.

9. The Association of Alberta Public Charter Schools

9.1 Report on Special General Meeting of 2017-12-07

Superintendent Falk spoke of TAAPCS Special General Meeting on December 7, 2017.

Motion 2017-12-20-05 Motion to grant the delegate at the TAAPCS Special General meeting on February 8, 2018 liberty to vote in accordance with their best judgement with respect to the matter of the TAAPCS membership fee, subject to the NHS membership fee being not greater than the proposal by Foundations for the Future Charter Academy of December 7, 2017.

Moved: Director Weiss, Seconded: Director Mackay, Carried

10. Receipt of Reports

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board **Date:** December 20, 2017 **Initials:** **Chair** _____
Approved: DRAFT **Recorded By:** Cheri Unterschultz **Secretary** _____

Motion 2017-12-20-06 Motion to receive reports as presented to the Board.

Moved: Director Weiss, Seconded: Director Macdonald, Carried

11. Correspondence Sent

None

12. Correspondence Received

12.1 Email (2017-12-15) and Attachment from Education Minister Eggen re Royal Assent for Bill 24 and Bill 28.

12.2 Letter (2017-12-04) to Fillmore Construction from Alberta Infrastructure re Interim Completion of Modernization Project.

13. Motion to Move into Camera:

Motion 2017-12-20-07 Motion to move into camera at 9:15 pm.

Moved: Director Weiss, Seconded: Director Mackay, Carried

14. Motion to Move Out of Camera:

Motion 2017-12-20-08 Motion to move out of camera at 9:50 pm.

Moved: Director Weiss, Seconded: Director Mackay, Carried

15. Adjournment

Chair Pasemko adjourned the meeting at 9:50 pm.

Next Board Meeting – Wednesday January 24, 2018 at 7:00pm.



Don Falk
Superintendent
Phone: 780-416-2353
Email: dfalk@newhorizons.ca

MEMORANDUM

January 20, 2018

To: Board of Directors

From: Don Falk – Superintendent

Subject: Principal's Report to the Board

Background:

Principal Ted Zarowny will present a verbal report to the Board of Directors at the Board meeting of January 24, 2018.

Recommendation:

It is recommended that the Principal's Report be received as information.

A handwritten signature in blue ink, appearing to read "Don Falk", is positioned above the typed name.

Don Falk – Superintendent



Superintendent's Report to the Board of Directors

January 24, 2018

1. **Summary of Meetings / Activities / Events During the Past Month**

- a) January 10/18
 - Planning Meeting re Grand Re-opening
- b) January 11/18
 - Meeting with Marci Scharlé, Community Development Officer with Alberta Culture and Tourism, re Stakeholder Forum 2018.
- c) January 16/18
 - Meeting with officials of Greater North Central Francophone Education Region re Costs for New Horizons' Space Accessed by École Claudette-et-Denis-Tardif
 - Board Development Session with Becky Kallal
- d) January 18/18
 - Meeting with Maurice Trottier, Alberta Education Manager, to review 2016-17 Annual Education Results Report and 2017-20 Three-Year Education Plan

2. **Question re Individualized Program Plans**

A question was raised at the Board meeting of December 20, 2017 with respect to a discussion held by the Board earlier in the year regarding Individualized Program Plans. The following information is provided in response to that question.

During the planning process leading to the development of the *Three-Year Education Plan 2017-20*, the following strategy was included in the *Provisional Education Plan* that was adopted by the Board at its meeting of April 19, 2017:

Investigate possible revisions to IPP content & management, so as to address concerns of staff & parents (e.g. global IPP for most students, specialized IPP for some students). Consider renaming IPP as "Instructional Support Plan." In this context, review effectiveness of student led conferences and consider adding third scheduled set of PT conferences.

Although approved as part of the *Provisional Education Plan*, the strategy was not included in the final *Education Plan* that was approved by the Board on November 22, 2017. This may be because initial investigation suggested that there was little possibility of making changes to the current IPP process, or it may have been due to an oversight. Nevertheless, the strategy will be added to the current *Education Plan*, Administration will undertake the investigation that it requires, and the Board will be advised as to the outcome.

3. **Board Resolution re Risk Matrix**

Directors will recall that following resolution was approved by the Board at its meeting of November 22, 2017:

Motion 2017-11-22-05

Motion to assign additional duties to the Audit Committee on a pilot basis for the 2017-2018 school year specifically:

- 1. To review quarterly budget updates from administration prior to presentation to the board;*
- 2. To report to the board, at the time of budget updates, on any areas the committee feels are worth more detailed discussion at the board level, and to assist administration in providing the board with appropriate detail on those areas identified;*
- 3. To work with administration to create a risk matrix for financial risks and other potential liabilities facing the school and present this to the Board before the end of the 2017-18 School Year.*

Moved: Director Panas, Seconded: Director Weiss, Carried

Attached to this Report are two documents that speak to point 3 of the Board's resolution:

1. A Risk Review Process, as described on its website by the Board's insurance provider.
2. The result of an annual Risk Assessment Monitoring Process, as undertaken by the Calgary Girls' School.

Administration requests that the Board indicate whether or not participation in a risk review process, as described by Lloyd Sudd Insurance Brokers, and/or the undertaking of a risk assessment monitoring process, using the Calgary Girls' School document as a model, would fulfill the intent of the Board's resolution.



Don Falk,
Superintendent

Attachments (2)

Lloyd Sudd Insurance Brokers

Risk Review Process

A risk review is critical to understanding the intricacies of your internal and external environment and operations. We strive to be your expert advisor and strategic partner. Without an intimate understanding of your operation, we would not be in a position to offer the expertise you should expect from your broker.

The first step in achieving this objective is to conduct a risk review. We propose an executive planning meeting to gain a deeper understanding of your organization, its philosophy, risk appetite, and risk management goals. We also need to meet and introduce ourselves to your key staff and define roles and executive reporting protocols.

Once we have an understanding of your business objectives, we will review your insurance program to ensure it is in line with those objectives and congruent with your risk appetite.

The coverage review is a very technical analysis of your current insurance program and identification of areas for improvement. This will include a review limits, structure and deductible levels and include a benchmarking exercise, which will be a series of graphs and information from various industry-specific sources.

The findings of the coverage audit will be collected and presented in a document, which will include an outline of the current coverage, any applicable gaps in coverage, and recommendations or solutions. The recommendations will be collectively discussed, prioritized and tracked to ensure they are implemented appropriately.

The process will be broken down into phases allowing appropriate time for each step. Accountabilities will be assigned to ensure the transition is carefully planned out in advance and the process is simple and smooth.

Phase One: Uncovering Issues

We Listen.

Risk Identification

- Executive Planning Workshop
- Gathering of relevant information
- Contractual requirement review
- Identification of risks:
 - Legal
 - Physical assets
 - Human capital
 - Financial
 - Operational

Phase Two: Analyzing & Developing Solutions

We Think.

Risk Allocation

- Insurance coverage audit
- Gap analysis and identification
- Program benchmarking
- Retention and transfer options
- Market intelligence and broking strategy
- Program structure
- Alternate risk management techniques
- Resource allocation and deployment

Phase Three: Reducing Your Total Cost of Risk

We Deliver.

Risk Mitigation & Risk Financing Solutions

- Optimum insurance and risk management program
- Education
- Contractual risk review
- Sector expertise
- Exclusive industry risk management resources
- Coverage negotiations and placement
- Service and project commitments outline
- Results

Lloyd Sudd Insurance Brokers (January 20, 2018). Retrieved from <https://www.lloydsadd.com/services/risk-review-process/>.

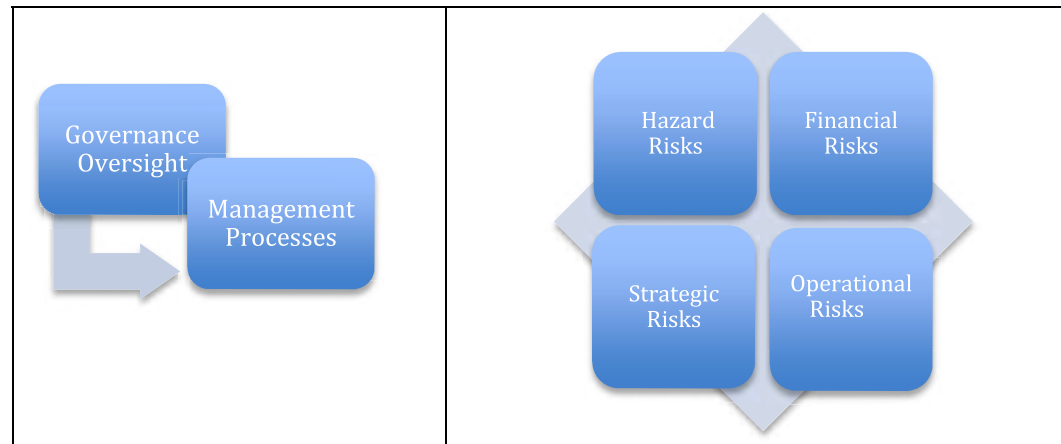


Risk Management is the identification, assessment and prioritization of risk followed by efforts to minimize, monitor and control the probability of negative consequences to the Calgary Girls' School. Risk Management occurs in broad areas: hazard, financial, strategic and operational. Risk in any of these areas has potential to damage the reputation of the Calgary Girls' School.

Governance oversight and management processes provide a structural framework for reducing the potential for negative consequences. Risk Treatments typically fall into the following four categories:

- Avoidance (eliminate, withdraw from or not become involved)
- Reduction (optimize - mitigate)
- Sharing (transfer - outsource or insure)
- Retention (accept and budget)

The response to risk involves weighing the potential negative consequences against the opportunity for positive consequences. Risk is also managed by considering probability and prioritizing. Time and resources can be wasted in managing, avoiding, or mitigating risk that is highly unlikely to occur or the anticipated consequences may be relatively insignificant.





Risk Assessment and Mitigation Summary

School Governance				
Risk / Precaution	Documentation/ Procedure	Responsibility	Review	Additional Information
Financial Liability	Have indemnity & liability protection Bylaws 5.31 Limitation of Liability and Indemnity 5.32 AP530 Insurance Management s. 144 Protection from liability 144.1 (1) Trustees, employees of a board and school council members are not liable for any loss or damage caused by anything said or done or omitted to be done in good faith in the performance or intended performance of their functions, duties or powers under this Act (does not provide defence if the cause of action is demotion and does not affect the legal liability of the board).	Secretary-Treasurer	Reviewed annually by Secretary-Treasurer	s.60 (1) A board must (b) in respect of its operations (i) keep in force a policy or policies of insurance,...for the purpose of indemnifying the board and its employees and school councils for damages for death or personal injury, damages to property, and damages to property owned by the board and (2) A board may (d) invest only in any investments in which a trustee may invest trust money under the Schedule to the Trustee Act or as otherwise permitted by the Minister.
Strategic Adherence to Bylaws	Policy 2 Role of Board - Annual Board Evaluation Appendix B	Board	Bylaws approved by Minister of Education Spring 2015. Corporate Registries Sept. 2015	Adherence review will occur annually as part of Board's Annual Self-Evaluation Policy 2.
Operational Committees	Policy 8: Board Committees - policy defines terms and limits roles. Committees' recommendations subject to Board approval.	Board	Reviewed annually at the Organizational Meeting	Committee roles and structures moved to Board Policy as permitted under Bylaws. Governance and Policy Committee to update Policy 8 Committees of the Board as per Board Motion in 2016-17. Work still underway. S. 61 Delegation of power (1) The board may authorize by resolution ...(b) a committee of the board ...to do any act or thing or exercise any power that the board may or is required to do or exercise subject to the directions and limitations set out in the resolution...
Operational/ Financial	Bylaw 10.3 Books and Records Bylaws 7.01-7.05	Secretary-Treasurer	Reviewed annually by Superintendent & Secretary-	Secure, but not fireproof, onsite storage and backed-up online storage.



Records	Minutes, Motions, Insurance Policies		Treasurer	
Financial Asset Protection & Investment	Society Funds Bylaw 6.03 Board Policy #2 Role of the Board Borrowing Powers Bylaw 6.04-6.06 Chequest and Contracts 6.07-6.08 AP503 Investment	Secretary-Treasurer	Budget approved annually by Board Annual Audit (November) Finance Committee review of Asset Management – Spring	Article 6 bylaws “Fiscal Responsibility” includes no profit for board members; insurance, society funds; borrowing powers; cheques and contracts; fiscal year and audit. Investments in low risk GIC’s. Ministerial Regulations define limits, processes and consent re: borrowing by Boards.
Financial Operational Confidentiality Conflict of Interest	Policy 4 Director Code of Conduct & Conflict of Interest AP 180 FOIP – Collection of Personal Information (Appendix Notice) Bylaws 5.18-5.19 Disqualification of Directors	Board Superintendent	Employment contracts address confidentiality with annual review of responsibilities respecting conflict of interest, confidentiality, and pecuniary interest	AP 400 Staff Employment and Appendix Nepotism AP 180 FOIP and Appendix Collecton of Personal Information Notice . Disclosure statements re: Directors are collected at the annual Organizational Meeting and posted to the Board’s WIKI s. 76 Oath of office, s. 80 Pecuniary interest, s. 81 Disclosure of information
Strategic Education Plan and AERR	Policy 2 Role of the Board Approve timelines & processes 3YEP & AERR, Approve the 3YEP & AERR before submission to AB Ed AP 100 – Three-Year Education Plan	Board Superintendent	Annual Student Achievement Report, Approve Strategic Planning, November approve Plan and AERR	AB Education requires Nov. Budget (revised), AERR and Education Plan by November 30 along with Audited Financial Statements. Monitoring essential to risk management. (2017-18) Changes in the goals (5) of the learning system as prescribed by the Minister.



Facilities and Facility Security				
Risk	Documentation/Procedure	Responsibility	Last Review	Additional Information
Hazard Financial Operational Emergency Plan Inclement Weather	AP 165 Emergency Preparedness Emergency Response Manuals in place Sign-in-out procedures visitors & students AP 543 Buildings and Grounds Security AP 166 Pandemic Response AP 132 Weather Emergency and Closure Occupational Health and Safety Code of Alberta	Superintendent Principal	Contact information updated annually; Emergency Response Manuals updated annually in September. Major review 2015/16. Rehearsals and review of procedures facilitated by school resource officers of the CBE.	Risk of human element - e.g. doors propped open during day. Closure, containment, evacuation addressed in Response Plan Intruder, bomb, injury, disaster, pandemic, accident, power outages, death of student or staff. <i>New CIRTeam in place.</i>
Hazard Fire Regulations	Alberta Fire Code 2006 s. 2.8.3 requires 6 fire drills /year - 3 each fall and winter Annual inspection of Fire Suppression Daily boiler inspection (when in use)	Superintendent Principal Secretary-treasurer Contracted service	Annual Review of Certificates Schedule of lock down and evacuation drills by principal.	Maintenance of records re: fire drills Fire Suppression - Annual renewal certificates must be posted beside fire extinguishers.
Hazard Hazardous Materials – science labs, caretaking supplies	WHIMIS compliant AP 545 Environmental Considerations AP 544 Hazardous Chemical Management CBE Lease requires consent re: HAZMAT dangers re: any building modifications	Superintendent Secretary-Treasurer (Facilities Manager) Principal	As required - Last training 04/13 New AP 545 September 2014 New AP 544 September 2014 CBE – Consent as needed	Require site safety committees need to be in place as per http://work.alberta.ca/occupational-health-safety/307.html Risk related to contracted services.
Hazard Grounds Playground and play equipment	CBE Inspects playground & equipment annually, and upon request FFCA Agreement (Sept. 2014-ongoing) AP 542 Building and Ground Maintenance	Secretary-Treasurer	Contracted service agreements e.g. lawn, snow removal Receive annual CBE notice of playground inspection	Frequency of inspection City of Calgary's and CBE's obligation under joint use agreement
Hazard Financial Building Maintenance Deferred Maintenance Costs	AP 542 Building and Ground Maintenance Leased from CBE –audit by CBE FFCA-CGS PO& M Agreement Three Year Capital Priorities Facility Audit Score – CBE and AB Ed	Secretary-Treasurer FFCA Agreement Board - Capital Plan	FFCA Agreement September 2014 Board annually approves Capital Plan Priorities for submission to AB Education	All modifications require CBE approval. FFCA partnership agreement Fall 2014. Access to FAME for managing requests. Regular meetings with Facility Manager to review any concerns.
Financial Operational Volunteer and staff drivers – security	AP 260 Field Trips	Superintendent Principal	Field Trips AP 260 and Appendix B Off Site Emergency Action Pan	CGS no longer uses or approves volunteer drivers except with Principal's consent in an emergency. Field trips must use public carrier.
Financial Operational Community users	AP547 Use of School Facilities (Form 547) AP 162 Tobacco and Smoke-Free AP 163 Prohibition on Alcohol & Drugs (updated 2017)	Secretary-Treasurer Principal	AP 547 Use of School Facilities and Appendix: Facilities Agreement Annually reviewed and updated in response to requests for facility use.	All users complete User Agreement Form and approval requires proof of comprehensive insurance naming CGS. List of users needs to match completed forms. Filed at business office.



Finance and Business Operations				
Risk	Documentation/Procedure	Responsibility	Last Review	Additional Information
Financial Purchasing Third Party Agreements Pecuniary Interest Personal Relationships with Vendors Borrowing Cash Handling CRA payroll compliance	Fiscal Responsibility in Bylaws: 6.01 No Profit for Board Members; 6.02 Insurance; 6.03 Society Funds; 6.04-6.-6 Borrowing Powers; 6.07-6.08 Cheques and Contracts, 6.09 Fiscal Year and 6.18 Audit Policy 2 Role of Board #8 Fiscal Accountability (approve fees, reimbursement rates, purchase limits) Policy 14 Corporate & Community Partnerships Appendix: Partnerships & Ethical Guidelines AP 515 Purchasing – PC Manual AP 517 Third Party Agreements AP 513 Expense Reimbursement AP 510 Fiscal Management & Accounting Systems AP 502 Use of Surplus Funds	Board Secretary- Treasurer	Board approves operating budget & allocation of reserves, annually in April. Adjustments require Board approval. Budget submitted to AB Education by end of May and reviewed / updated by Nov. 30 annually. Board approves updates – to AB ED by November 30 annually. Draw from reserves if needed – Board approves in November.	Reduced use of petty cash Reduced use of personal funds/reimbursement for operations CRA compliance re: merit pay purchases Separation of duties with cash Reconciliation of Chase online payment with Bank and CGS Ministerial Regulations limits borrowing by Boards (need Ministerial consent) Established Board Compensation Committee annually reviews total compensation to all employees. School Act prohibition “no one can indebted the Board” i.e., board motion or budget consent required
Financial Accountability Fund Raising Charitable Donations	Board Policy 2 Role –Appoint Auditor CRA Payroll Compliance AP 403 Whistle blower protection; AP 520-521 Fund Raising; AP 526 Donations	Board Secretary- Treasurer	Auditor reports to the Board annually before November 30 by which time the report must be filed with AB Education Fund Raising needs more comprehensive policy framework	Secretary-Treasurer, Superintendent and HR Manager review contracts. Secretary-Treasurer provides quarterly financial reports to the Board and AB Ed. Moving to monthly AB Ed reports 2017.
Financial Insurance	AP 530 Insurance Management New bylaw 6.02 Insurance	Secretary- Treasurer	Annually	Annual review to ensure adequate coverage - property, equipment, liability, crime, errors, omissions
Financial Inventory	AP 518 Inventory	Secretary- Treasurer Director of Technology	New AP in 2014 – Annually	Currency of asset evaluation, Art Inventory completed, Technology inventory at school and available on request
Financial Dissolution Protection	Bylaw 7.08 and 7.09 Distribution of Assets upon Dissolution CGS Charter 2012 s. 18 Dissolution Employee contracts provide financial protection clause for notice upon closure	Secretary- Treasurer	Reviewed with Bylaws (new)	Charter School Dissolution is s. 18 of the CGS School Charter 2012 as well as in new bylaws.
Financial Signatures – Signing	Bylaws 6.05 and 6.06 Cheques and contracts Policy 11 Delegation of Authority	Secretary- Treasurer Superintendent	New Policy 2 Role of Board at Fiscal Responsibility limits purchases above overall budget	Access and consent to use e-signatures is formal and password protected.



			allocation (50,000)	
Financial -fee Waiver Program	Policy 2 – Role of Board AP 506 Fee Subsidy and AP 505 Student Fees and Service Charges (AP updated 2017 in response to Minister’s request for clarity on refunds)	Board Superintendent and Secretary-Treasurer	Annually	Board approves fee waiver amount as part of annual budget /audit process. Consider reviewing the sustainability of the fee waiver and subsidy program.



Information Technology				
Risk / Precaution	Documentation/Procedure	Responsibility	Last Review	Additional Information
Operational Data Backup	System state and folder backup	Superintendent Director of Technology	Daily overnight	Business Office changed provider 2015 so IP Address is secure and data can be backed up among all servers (Office, Lakeview and Bel Aire)
Operations/Financial Data Security	No icloud or google docs storage. Use Apple's icloud (encrypted) teachers and students collaborative work only. No personal information	Superintendent Director of Tech	Daily overnight	People hours in technology needs review as significant demand increase on system.
Operational Use of ICT Disaster Recovery- Business Continuity (Concern: Family Zone via Robert Pegg - continuity and potential delays 3-5 days).	System back up in place	Superintendent Director of Tech	Within last six months. New network, storage and server infrastructure completed September 2016. New shared Firewall (FFCA partnership) Summer 2016 Use Cyberra internet serves as of 2014 for increased bandwidth.	Data encrypted and backed up incrementally on a regular basis. Fire protection concern. AB Ed disaster recovery toolkit released Sept. 2016. Much faster recovery and improved business continuity from previous years. Board office backed up locally offsite and to Bel Aire nightly. Bel Aire backs up to LV and LV to Bel Aire. Able to bring resources up in 24 hours rather than 7 days.
Operational Portable Technology	AP 141 Portable Technology Security	Superintendent Director of Tech	Ongoing	Sensitive information password protected. Laptops rely on Apple Security protocols. iPads not encrypted data.
Operational Software Licensing	Only Licensed software permitted	Superintendent Director of Tech	All student machines re-imaged annually and checks are ongoing	All software on CGS owned machines is licensed and compliant with copyright law.
Operational Video Monitoring	AP 181 Video Monitoring	Superintendent Principal	September 2014 - new No changes required at this time.	Conditions under which video monitoring may be used- security and ID at entry to schools. No taping at present, just used for visual ID.
Operational Use of PCD's	AP 145 Use of Personal Communication Devices	Superintendent Principal	September 2014 - New Reviewed before PAT's	Student access and use - examination security & protection of privacy.
Operational Social Media	AP 145 Social Media and Appendix (Guidelines) AP 191 Electronic Copyright AP 190 Use of Copyrighted Materials	Superintendent Principal Director of Tech	September 2014 - new No changes required at this time.	Fair use, copyright, academic honesty, plagiarism - addressed Fair dealing guidelines in Appendix 190



Communication				
Risk / Precaution	Documentation/Procedure	Responsibility	Last Review	Additional Information
Operations/Financial SPAM – Commercial Messages	AP147 CASL Use of emails for stated purposes only Principal approves use of email lists by staff at schools	Superintendent Principal Director of Technology	September 2014 – new- reviewed annually.	Up to 36 months to obtain express consent - compliance Registration notes school relies on email, etc. to communicate with parent; able to unsubscribe
Operational Media Relations	AP 151 Media Relations – chair speaks for board, other media releases approved by Superintendent, Principal may invite media to cover a school event	Board Chair Superintendent Principal	September 2014 – new	Provides guidelines as to who/how/what media releases and interviews
Operational-Finance Advertising	AP 153 Advertising & Distribution of Materials	Principal	September 2014- new	Refers to outside agents advertising and distributing to students and/or staff. Noted that external agencies often package their advertising as case studies, or prestigious opportunities (e.g. Apple School designation). Clarity needed as to consent for involving the school's name or logo for use by external agencies.
Operational-Strategic Visual Identity	AP 158 Visual Identity (Appendix with Guidelines)	Superintendent	September 2014 – new	Protects use of corporate identity. Noted that logo has been used without specific consent.
Strategic Event Protocol	AP 155 Event Protocol AP 156 Visit Protocol AP 157 Flag Protocol	Superintendent Principal	September 2014 – new	Protocols necessary when guests participate in ceremonies, special events. Noted that protocol is not always followed e.g., introduction of directors at school sponsored events. Flag poles do not permit half-masting as occasionally announced by the Minister.
Strategic-Operations Communications	Policy 2 Role of Board - Accountability to CGS Community Policy 8 Charter Board Committees (Communications & Advocacy) Policy 5 Role of Chair Policy 12 Role of Superintendent at 9 Communications and Community Relations – positive internal and external communications	Board Superintendent Principal	September 2014 - annually at Organizational Meeting and as Committee reports to Board Board Chair is the Board's spokesperson Board Committee established Advocacy Plan 2015-16. Note that 2017-18 Communication / Advocacy Plan TBD.	Overall communications strategy needed to guide communications decisions including budget; Actions to be taken to strengthen the CGS brand; Means to profile the School; Materials to be used for communication and marketing. Differentiate between internal/external communications and information vs marketing.