

BOARD COMMITTEE
Board of Directors Meeting
Minutes
SCHOOL GOVERNANCE

Date: November 20, 2025
Time: 7:00 PM
Location: AACS Sherbrooke Campus and Online

Attending: Zahida Hirani-Saran(Board Chair)
 Jennifer Singh (Vice Char)
 Constance Amenaghawon Online
 Ajoke Oimage Online
 Adedayo Ojeleye Online
 Kerry-Ann Sitcheron
 Fauziat Raji Online
 Ian Gray
 Khryssa Genery
 (Recording Secretary)
 Wen Laing

Guests: Jared Harmata

Items

- 1. Land Acknowledgement (Zahida, Hirani-Saran, Board Chair)**
 The Board Chair Zahida Hirani-Saran read the Land Acknowledgement and called the meeting to order at 7:00 PM.
- 2. Call to Order (Zahida, Hirani-Saran, Board Chair)**
 The meeting was called to order by the Board of Directors Chair at 7:00 PM, and was held at the AACS Sherbrooke Campus and virtually for the public via Google Meets.
 - a. Approval of the November 20, 2025 Meeting of the Board of Directors Agenda**
 - i. Motion:** To approve the November 20, 2025 Board of Directors Agenda as presented.
 - ii. Moved by:** Fauziat Raji
 - iii. Seconded by:** Ajoke Oimage
 - iv. Vote Decision:** The Board voted unanimously in favor.
 - b. Approval of the Meeting of the Board of Directors Minutes(Motion)**
 - i. Approval of the Minutes of October 23, 2025(Motion)**
Motion: To approve the October 23, 2025 Minutes of the Meeting of the Board of Directors as presented.
Moved by: Ajoke Oimage
Seconded: Constance Amenaghawon
Vote Decision: The Board voted unanimously in favour excluding Zahida and Constance as they were not in attendance for the October 23, 2025 Meeting of the Board of Directors.
- 3. Director of Finance Update (Constance Amenaghawon, Finance Chair)**
 - a. Audited Financial Report (Presented by Jared Harmat)**
 Jared began the audit presentation by reviewing the Independent Auditor's Report, which will be finalized once the Board approves the draft financial statements. He confirmed that the auditors anticipate issuing an unmodified (clean) audit opinion. The report outlines the auditors' responsibilities under Canadian generally accepted auditing standards, including assessing risks of material misstatement, evaluating accounting policies, reviewing estimates, and considering the School's ability to continue as a going concern. Jared emphasized that the financial statements fairly present the financial position and results of Aurora School Ltd. in accordance with Public Sector Accounting Standards (PSAS). He explained the distinction between management's responsibility for preparing the statements and the auditor's responsibility to express an opinion on them, noting that the draft version will be replaced once Board approval is granted.
 - i. Statement of Financial Position - Page 5**
 Jared proceeded to review the Statement of Financial Position, noting significant changes from the previous year. Cash and cash equivalents decreased from \$6.36 million to \$4.53 million due to substantial capital investments, primarily related to the Skyrattler campus. Total liabilities decreased slightly to \$1.62 million. Tangible capital assets increased to \$5.01 million, reflecting the school's ongoing capital expansion. Net financial assets declined to \$3.17 million, while net assets before spent deferred capital contributions totaled \$8.39 million. After accounting for spent deferred capital contributions, the accumulated surplus stood at \$7.44 million. Jared confirmed that these figures reflect Aurora's strong capital position and continued investment in infrastructure.

ii. Statement of Operations - Page 6

The Statement of Operations showed total revenues of \$16.59 million and total expenses of \$16.75 million, resulting in an annual deficit of \$(164,897). Jared explained that revenues increased due to higher government funding, rental income, and fee revenue driven by increased student demand. Expenses rose due to higher instructional costs, operations and maintenance expenditures, and amortization associated with capital asset additions. Despite the modest deficit, Jared emphasized that Aurora remains in a stable financial position and that increased expenses are aligned with growth and new facility development.

iii. Statement of Cash Flows - Page 7

Jared then reviewed the Statement of Cash Flows, which reflected operating cash inflows of \$574,982. The school invested heavily in capital assets during the year, resulting in \$2.39 million in capital outflows. No portfolio investments were purchased or sold during the year. A small amount of financing activity occurred related to capital lease payments. Overall, cash decreased by \$1.83 million year over year, primarily due to capital expansion. Jared noted that fluctuations of this kind are expected during periods of facility development.

iv. Statement of Net Assets - Page 8

Jared summarized the Statement of Net Assets, which reported \$4.01 million in tangible capital assets funded by the Board, \$810,310 in operating reserves, and \$2.27 million in capital reserves. He highlighted that transfers between reserves were made to support the division's capital investment plan, including the Skyrattler campus project. The accumulated surplus decreased in line with the annual deficit and capital spending but remains healthy. Jared affirmed that the School maintains strong reserve balances and a responsible financial structure.

v. Notes and Schedules - Pages 21-32

Jared reviewed the supporting notes and schedules, which provide required disclosures under PSAS. These included details on deferred contributions, tangible capital assets, amortization, remuneration, and operational breakdowns. He confirmed that Schedule 6 accurately reflected capital additions and amortization, and that reserves and deferred revenues were properly categorized. Jared noted that all related-party transactions were disclosed and that no unusual transactions or contingent liabilities were identified. He invited questions on any individual note or schedule; none were raised.

vi. Board Questions

The Board engaged in a brief question period. Members sought clarification on the calculation of materiality, which Jared confirmed is set solely by the auditor based on acceptable audit risk. Questions were also raised regarding fee increases, which Jared explained resulted from higher student demand. Additional clarification was provided on the financial impact of capital investments and reserve transfers. No questions were raised regarding the notes, schedules, or accounting policies.

vii. Conclusion of Presentation

Jared concluded his presentation at 7:57 p.m. He expressed appreciation to Secretary Treasurer Wen and the Aurora team for their cooperation, organization, and responsiveness throughout the audit. He noted that the audit proceeded smoothly due to the quality of the financial records and management's preparation.

viii. Motion: To accept the AACS 2024-2025 Audited Financials as presented.

ix. Moved by: Constance Amenaghawon

x. Seconded by: Fauziat Raji

xi. Vote decision: The board voted unanimously in favour. The Audited Financials Motion passed.

Break

The Board recessed at 8:01PM for a 5 minute break, resuming at 8:07PM.

xii. October Financials

Constance Amenaghawon presented the October 23, 2025 Financial Report at 8:07 PM. The report provides a comprehensive overview of the Division's financial standing as of October 31, 2025.

1. Revenues

The Board began with a comprehensive review of October revenues. Total revenues for the month were \$1,416,671, bringing the year-to-date (YTD) revenues to \$2,982,088, which reflects 16% of the annual budget. Alberta Education funding accounted for the largest portion at \$1.24 million for October. Jared clarified that some grants appear low early in the school year because they are not paid evenly over 12 months and will align as funding allocations catch up in March. Alberta Infrastructure revenues for October totaled \$26,043, also landing at 17% of the annual allocation. Other Alberta school authorities contributed \$12,994 for the month, similarly sitting at 17% of their projected revenue. Fee revenue was reported at \$120,000 for October, and Wen explained that fees

are recognized across ten months, resulting in a higher proportional accumulation (19% year-to-date). Investment income remained ahead of expectations at \$12,001 for the month—23% of the annual budget—driven by higher-than-forecast interest rates. Smaller categories such as rentals, fundraising, and donations added modest contributions, with rental revenue reaching 50% year-to-date due to early secondary campus payments. Overall, revenues aligned with projections and reached the expected 16% benchmark for this point in the fiscal year.

2. Expenses by program

The Board then reviewed Expenses by Program for October. Total expenses for the month were \$1,607,287, resulting in YTD expenses of \$3,226,544, also representing 16% of the annual budget. Instructional expenses for ECS–Grade 12 totaled \$1,028,212 for the month and \$2.04 million year-to-date, matching 16% of the instructional budget. Plant Operations & Maintenance expenses were reported at \$268,381, with YTD totals of \$586,542, or 15% of the annual allocation. Transportation expenses were proportionally higher at 21% YTD, reflecting activity for late August, September, and October combined. Wen noted that transportation is front-loaded in the school year, which accounts for the higher percentage. Board & System Administration expenses totaled \$83,847 for October, including major annual expenses such as the \$25,000 TAAPCS membership fee and \$18,000 in audit fees, bringing the YTD total to \$123,234 (17% of budget). These program expenditures collectively resulted in a month-end deficit of \$(190,616) and a YTD deficit of \$(244,456), consistent with the projected annual deficit of \$(876,746).

3. Expenses by object

The final financial review focused on Expenses by Object, which further broke down the program expenses. The Chair read through each category, noting its monthly and cumulative costs. Certificated salaries and wages totaled \$664,543 for October, reaching 15% of the annual budget, while certificated benefits stood at 10% year-to-date. Non-certificated salaries and wages were \$87,829 for October and totaled 18% year-to-date due to additional library support staff hired for the growing campuses. Non-certificated benefits accounted for 14% on a year-to-date basis. Services, contracts, and supplies were a significant category at \$598,480 for the month and reached 20% year-to-date. This included Skyrattler startup costs and the earlier-referenced TAAPCS and audit fees. Amortization expenses totaled \$150,051 in October, representing 17% year-to-date, with higher-than-expected amortization related to the Skyrattler leasehold improvement. Other expenses—including finance charges—remained low and well within expected parameters, with MC reward credits reducing the total in this category. Total expenses by object equaled \$1,607,287 for October, matching the program totals and rounding out the YTD spending at 16% of the annual budget. Constance opened the floor to questions following the review, however none were raised, and the October financial report concluded at 8:13 p.m.

4. Superintendents Report

The Superintendent commenced the report at 8:13 p.m., providing an overview of division-wide progress for November. He noted that all three campuses demonstrated strong academic focus, consistent routines, and high levels of student and family engagement. The month also reflected significant organisational alignment across Academics, Student Learning Services, Transportation, Facilities, and Research & Grants.

a. Academic Reports: Sherbrooke, Alberta Avenue and Skyrattler

The Superintendent delivered a detailed reading of the academic updates from each campus. At Sherbrooke, early-years assessments flagged only 10 students as requiring targeted literacy or numeracy support, reflecting strong early learning outcomes. Staff continued preparations for Term 1 reporting, strengthened BASE modules, and engaged in academic planning aligned with new curriculum expectations.

At Skyrattler, teachers completed initial CAT-4 assessments and began forming targeted support groups in literacy and numeracy. Student engagement remained high, with strong participation in Remembrance Day activities, Speech & Debate competitions, and the newly formed Student Council. The Superintendent highlighted ongoing parent partnerships and the introduction of an eighth bus route to support improved transportation reliability.

At Alberta Avenue, teachers focused on PAT, Diploma, CAT-4, and survey data analysis. The Superintendent emphasized the exceptional early wave of university acceptances—85% of Grade 12 students had already been admitted to post-secondary programs—which reinforced the strength of secondary programming. Students also showed high engagement through athletics, leadership clubs, and academic events such as the upcoming University and Career Fair. During the discussion, a Board member inquired about absenteeism in the Sherbrooke report. The Superintendent clarified that absenteeism would be addressed comprehensively later in the report.

b. Student Learning Services (SLS)

The Superintendent provided a review of Student Learning Services activity for November, highlighting increased classroom presence, early intervention, and family workshops. Staff delivered organisational-skills lessons, launched social-emotional learning initiatives, and completed 104 consultations across the Authority. Absenteeism data was reviewed, noting 25 extended-absence cases, including students in moderate absence ranges and 11 students meeting the threshold for chronic absenteeism. He explained that two cases were being referred to OSAR, as required by the Education Act. The Superintendent clarified that Aurora defines chronic absenteeism at 18 instructional days, and that the rising number of cases has prompted earlier interventions and consistent principal follow-up.

c. Research & Grants

The Superintendent presented updates from the Research & Grants division, including a summary of Dr. Paul Wozny's parent and student polling initiative at Alberta Avenue, which gathered insight on long-term strategic planning, academic culture, and resource needs. He also outlined the continued progress of the Mental Health & Wellness Pilot, now extended to June 2025, highlighting the Authority's use of BASE Education, Goalbook, and strengths-based assessments to support student wellbeing. He commended Dr. Wozny's contributions to research and community engagement.

When asked whether Aurora should maintain a public "research" webpage, the Superintendent indicated this was under consideration as part of future transparency and communication work.

d. Transportation

The Superintendent reviewed recent improvements in transportation, noting enhanced communication, real-time GPS tools, and stabilization of the 32-bus fleet. He highlighted progress from the inaugural Transportation Committee meeting, which addressed stop locations, communication protocols, and winter readiness. The Board requested that a written report from the committee be shared with them once the second meeting is complete. Discussions included average ridership numbers, projected bus counts, and timelines for receiving the mileage grant, which is expected to begin in March. When asked whether additional buses would be required, the Superintendent confirmed that no additional buses were planned, as current ride times had improved significantly.

e. Facilities

The Superintendent provided an update on facilities work, noting that the Authority has transitioned from significant capital projects to more routine repairs and maintenance. Sherbrooke heating issues in the front room have been resolved, Skyrattler's final renovation items are nearing completion, and Alberta Avenue has begun implementing planned enhancements including gym upgrades and new stage lighting. Discussions included potential IMR funding for charter schools, which would significantly support ongoing maintenance and safety work if approved.

f. Reflections

The Superintendent highlighted the Board's interest in improving communication of key information to families and suggested exploring a Board Newsletter summarizing significant updates. He emphasized that collaborative leadership across the Authority continued to drive improved cohesion and strategic alignment.

g. AERR Review

The Superintendent presented the 2024–2025 Annual Education Results Report (AERR), summarizing exceptional parent satisfaction, strong academic outcomes—especially PAT and Diploma performance—and key areas of focus going forward. He noted a technical discrepancy in provincial dropout and cutline data resulting from testing issues, and highlighted ELA as a priority area for future improvement. The Board discussed the possibility of raising Aurora's internal qualification standards to ensure continued academic rigor.

i. AERR Motion

- 1. Motion:** That the Aurora Academic Charter School Board of Directors approve the 2024–2025 Annual Education Results Report (AERR) as presented, and authorise its submission to Alberta Education.
- 2. Moved by:** Adedayo Ojeleye
- 3. Seconded by:** Fauziat Raji
- 4. Vote Decision:** The motion was unanimously approved.

h. Capital Reserve Update

The Superintendent reported that the provincial government is closely examining how school authorities use their capital reserves. Aurora recently received requests for review after submitting a roof repair request. He emphasized that unspent reserves may be reclaimed by the government, particularly as more charter schools are approved and funding pressure increases. To ensure funds remain under Aurora's control, the Superintendent recommended that the Board consider meaningful capital investments that enhance student programming—for example, a \$150,000 science lab upgrade at Alberta Avenue.

Discussions also explored needs related to the waitlist, reserve management, and long-term planning for additional learning spaces.

i. Facilities Support Technician Proposal

The Superintendent presented the proposal for a Facilities Support Technician to address ongoing preventative maintenance needs. The Board discussed whether a part-time role would be sufficient, noting concerns regarding overtime costs if workload exceeds capacity. The Superintendent recommended beginning with a part-time position and reassessing after implementation.

1. Maintenance Technician Motion

- a. Motion:** That the Board approve the allocation of a \$50,000 Facilities Support Technician position, beginning January 2026.
- b. Moved by:** Ajoke Oimage
- c. Seconded by:** Constance Amenaghawon
- d. Vote:** The Board voted unanimous in favor.

Break

The Board recessed at 9:35 PM and reconvened at 09:45 PM.

5. Policy Committee (Kerry-Ann Sitcheron, Policy Committee Chair)

The Policy Committee Report commenced at 9:45 p.m., presented by Chair **Kerry-Ann Sitcheron**, who provided an overview of several policies brought forward for Board consideration at various stages of reading. She outlined the policy revisions, their intent, and the rationale for changes since previous Board meetings. Each policy was presented sequentially, allowing for discussion, clarification, and formal motions.

a. 6050 BP: Field Trips (2nd Reading)

Chair Sitcheron presented 6050 BP: Field Trips for its second reading, noting updates related to cancellation reasons and refund procedures. Board members discussed clause 3.F, seeking clarification around circumstances in which parents would or would not receive refunds, especially if the school itself does not receive reimbursement. The Board requested that the wording be refined for clarity and aligned with both the Field Trip Administrative Regulation and insurance procedures.

- i. Motion:** To accept 6050 BP: Field Trips for its second reading.
- ii. Moved by:** Kerry-Ann Sitcheron
- iii. Seconded by:** Adedayo Ojeleye
- iv. Vote outcome:** Passed Unanimously, with the caveat that the language be aligned with relevant ARs and insurance policy.

b. 2100 BP: Freedom of Information Protection Act (1st Repeal)

The Committee Chair presented 2100 BP for its first repeal. A motion was brought forward to approve the repeal.

- i. Motion:** That BP 2100: Freedom of Information Protection Act be approved for its 1st repeal
- ii. Moved by:** Kerry-Ann Sitcheron
- iii. Second by:** Ajoke Oimage
- iv. Vote:** One, abstaining; all remaining members voted in favour. Motion Carried.

c. 6040 BP: Student Discipline (1st Reading)

Chair Sitcheron requested a motion to bring 6040 BP: Student Discipline forward for first reading. The Chair reviewed the policy framework, emphasizing fairness, student protection, and the right of parents to request ministerial review in cases involving expulsion. Board members expressed concern regarding the relocation of definitions into the Administrative Regulation, noting that the Board does not author ARs and may lose procedural clarity. Discussion included how other boards structure discipline authority, with many delegating expulsion decisions to administration while reserving appeals for the Board. The Board Chair suggested exploring an Appeal Process Policy to provide structure.

- i. Motion:** Ask for motion for 6040 BP: Student Discipline be accepted for first reading.
- ii. Moved by:** Kerry-Ann Sitcheron
- iii. Seconded by:** Ajoke Oimage
- iv. Vote:** Motion retracted following Board decision; policy did not proceed.

d. 6170BP: Extended Absences (1st Reading)

The Committee Chair presented 6170 BP: Extended Absences for first reading. Newly added content addressed student seat forfeiture, OSAR reporting requirements, and attendance expectations. Discussion included outcomes for students removed due to extended absences and whether an appeal process should be created for families.

- i. **Motion:** To include BP 6170: Extended Absences for its first reading.
- ii. **Moved by:** Kerry-Ann Sitcheron
- iii. **Seconded by:** Fauziat Raji
- iv. **Vote:** Passed unanimously, with consideration that an appeal process be developed.

e. 8050 BP: School Emergencies (1st Reading)

Chair Sitcheron reviewed 8050 BP: School Emergencies, highlighting additions shown in red. No discussion was required.

- i. **Motion:** To include bp 8050 BP: School Emergencies for its 1st reading.
- ii. **Moved by:** Kerry-Ann Sitcheron
- iii. **Seconded by:** Constance Amenaghawon
- iv. **Vote:** The Board votes in favour unanimously.

6. Board of Directors

a. TAAPCS

The Board Chair provided an update on matters discussed at the recent TAAPCS meeting. Topics included development of a strengthened communication plan, ongoing provincial discussions regarding superintendent compensation, and updates on long-term charter permanency. The Board was briefed on the provincial direction, noting that Alberta continues to consider the approval of additional charter schools, a matter with potential funding and advocacy implications for existing authorities.

The Chair also clarified the status of two invoices previously received from TAAPCS—one pertaining to membership dues, and another related to communications services. While the Board had approved the membership invoice, it had not approved the communications invoice. TAAPCS was informed of this, and they acknowledged and agreed with the Board's decision regarding the unapproved charge.

b. Annual General Meeting

The Board then discussed upcoming AGM matters. It was noted that this meeting marked Fauziat's final Board meeting, as she is stepping down. The Board Chair expressed sincere appreciation for her service and contributions to the organization.

The Chair also announced her intention to step down from the position of Board Chair at the AGM, emphasizing that this decision is part of a thoughtful succession-planning process during her final year on the Board.

The Annual General Meeting is scheduled for November 26, and preparations and transition planning are underway.

7. Next Meeting

At 10:29PM the Board Chair notified that the next meeting of the Board of Directors is scheduled for December 15 or 16, 2025 at 7:00 PM. The meeting will be hosted at the AACs Skyrattler Campus.

8. Adjournment

Motion to adjourn the meeting of the Board of Directors on November 20, 2025 was motioned by Ajoke Omege

The meeting of the November 20, 2025 Board of Directors was adjourned at 10:30 PM.