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Family and Community Support Services Association of Alberta

Annual Report

November 2026

FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

ANNUAL GENERAL MEETING
November 25, 2026 5:15 p.m.
DoubleTree by Hilton West Edmonton, Edmonton AB

A G E N D A

1. **Call to Order**

2. **Approval of Parliamentarian** (p. 2)

3. **Adoption of Agenda** (p. 1)

4. **Adoption of Minutes of November 27, 2025 Annual Meeting** (p. 3)

5. **Adoption of Rules of Order for Resolutions Session** (p. 6)

6. **Introduction of the 2025-2026 FCSSAA Board** (p. 8)

7. **Resolutions Session**
   a. Resolution 2026-01 - Alberta Supports Service Delivery and Referrals to FCSS (p. 9)
   b. Special Resolution – Bylaw Revisions (p. 11)

8. **Treasurer's Report**
   a. Adoption of 2025-2026 Audited Financial Statements (p. 44)
   b. Appointment of Auditors for 2027
   c. Presentation of 2026-27 Budget (p. 57)

9. **Business Arising from the Minutes**

10. **Message from the President** (p. 59)

11. **Reports**
    a. FCSSAA Initiatives and Activities in 2026 (p. 61)
    b. Directors' Network Report (p. 70)

12. **Introduction of the 2026-2027 FCSSAA Board** (p. 71)

13. **Adjournment**

PARLIAMENTARIAN FOR

2026 FCSSAA ANNUAL GENERAL MEETING



Bob Wyatt

Bob is the Executive Director of the Muttart Foundation in Edmonton. He holds a certificate in parliamentary law from the University of Wisconsin at Madison, and is a former member of both the American Association of Parliamentarians and the National Association of Parliamentarians. He has served as neutral chair for a number of organizations, and served as parliamentarian for Big Brothers Big Sisters of Canada for more than a decade.

Robert's Rules of Order has been the standard for both meeting processes and decision-making to achieve both effective and efficient meetings.

MINUTES

1. CALL TO ORDER
President, Kayla Blanchette called the meeting to order at 10:40 a.m.

2. APPROVAL OF PARLIAMENTARIAN
Kayla Blanchette introduced Bob Wyatt as Parliamentarian for the Annual General Meeting (AGM). There were no questions from the floor.

Moved by Darlene Reimer (Athabasca County FCSS), to approve Bob Wyatt as the Parliamentarian for the 2025 FCSSAA AGM. Seconded by Michelle McKenzie (Cypress County FCSS). There was no discussion on the motion. CARRIED.

3. ADOPTION OF AGENDA
Kayla Blanchette referred delegates to the AGM agenda (pg. 1 of the Annual Report) and called for amendments. No amendments were requested from the floor.

Moved by George Glazer (Coronation and District Support Services), to approve the agenda the 2025 FCSSAA Annual General Meeting as presented. Seconded by Crystal Tremblay (Smoky River FCSS). There was no discussion on the motion. CARRIED.

4. ADOPTION OF MINUTES OF NOVEMBER 15, 2024 ANNUAL MEETING
Kayla Blanchette referred delegates to the November 2024 AGM Minutes (pg. 3-6 of the Annual Report). No errors or omissions were noted and no questions from the floor.

Moved by Tara Sobolewski (Smoky Lake FCSS), to approve the minutes of the November 15, 2024 FCSSAA AGM as presented. Seconded by Kelly Nelson (Vulcan and Region FCSS). There was no discussion on the motion. CARRIED.

5. RULES OF ORDER FOR RESOLUTIONS SESSION
As there were no resolutions received, adoption of the Rules of Order for the Resolution session was not required.

6. INTRODUCTION OF 2024/2025 FCSSAA BOARD
Kayla Blanchette introduced the 2024/2025 FCSSAA Board members (pg. 9 of the Annual Report) and thanked them for their hard work and contributions over the past year.

7. RESOLUTIONS SESSION
None Submitted

8. TREASURER'S REPORT
President Kayla Blanchette noted the FCSSAA hired Metrix Group LLP to conduct the 2025 audit.

a. Adoption of 2024-2025 Audited Financial Statements
Accountant, Curtis Friesen from Metrix Group LLP, referred delegates to the financial

statements (pg. 10-22 of the Annual Report). He noted that 2025 was another stable year, with finances being well managed and that the audit was clean. The opinion is provided in your annual report. The board reviewed and approved the financial statements at the October board meeting. There were no questions from the floor.

Moved by Darlene Reimer (Athabasca County FCSS), that the 2025 FCSSAA Audited Financial Statements be adopted as presented. Seconded by Kevin Smook (Tofield/Beaver County West FCSS). There was no discussion on the motion. CARRIED.

b. Appointment of Auditors for 2026

Moved by Theresa Bolton (Cochrane FCSS), that Metrix Group LLP be appointed as the auditors for the FCSSAA for 2025-2026. Seconded by Dennie Hycha (Ponoka FCSS). CARRIED.

c. Presentation of 2025-2026 Budget

Luke Statt (Edmonton FCSS) referred delegates to the 2025-2026 FCSSAA budget (pg. 23 of the Annual Report). Luke advised that the budget was reviewed and approved by the FCSSAA Board at their September meeting and if anyone has questions to kindly refer them to Regional Representative's.

Luke Statt submitted this report presented pursuant to the agenda.

9. BUSINESS ARISING FROM THE MINUTES

Nothing to Report

10. MESSAGE FROM THE PRESIDENT

Kayla Blanchette referred delegates to the President's Message (pg. 25 of the Annual Report).

In addition to her report Kayla shared a video presentation of the responses of Premier Smith and Minister Nixon regarding their commitment to increase FCSS funding.

Kayla also noted that the Association has begun a comprehensive review of its bylaws. As this is the first undertaking of this kind, we engaged Dentons Canada LLP to support this important work. The Board has reviewed the initial draft, and in 2026 we will share them with the membership for feedback before presenting the final version at the 2026 AGM. This represents a significant step toward strengthening our governance and the long-term sustainability of the Association.

Kayla thanked everyone for their ongoing support and partnership.

There were no questions from the floor. Kayla Blanchette submitted this report pursuant to the agenda.

11. REPORTS

a. FCSSAA Initiatives and Activities in 2024

Executive Director Mellissa Kraft referred delegates to the Report on Initiatives and Activities (pg. 27-36 of the Annual Report).

There were no questions from the floor. Mellissa Kraft submitted this report pursuant to

the agenda.

b. Directors' Network Report

Bobby-Jo Stannard (Directors' Network, Red Deer and District FCSS) referred delegates to the Directors' Network report (pg. 37-38 of the Annual Report).

There were no questions from the floor. Bobby-Jo Stannard submitted this report pursuant to the agenda.

12. ELECTION OF PRESIDENT

Bob Wyatt, Parliamentarian, reviewed the FCSSAA Bylaws regarding the election of President.

One nomination for President was received by the FCSSAA prior to the November 12 deadline. In accordance with the bylaws, we will not accept nominations from the floor.

As there was one nomination received the Chair declares, Kayla Blanchette is acclaimed President of the FCSSAA for a two-year term.

13. INTRODUCTION OF 2026 FCSSAA BOARD

Kayla Blanchette introduced the 2025 FCSSAA Board.

Nathanial Schmidt, City of Calgary Representative from the Calgary-Bow River Region; Kelly Nelson, Bow River Representative from the Calgary-Bow River Region; George Glazier, East Central Region; Luke Statt, City of Edmonton Representative from the Edmonton-Evergreen Region; Philip Penrod, Evergreen Representative from the Edmonton-Evergreen Region; Darlene Reimer, Northeast Region; Brian Peterson, Northwest Region; Michelle McKenzie, South Region; Dennie Hycha, West Central Region; Kathleen Waxer, Yellowhead Region. From the Directors' Network: Tracy Proulx Directors' Network Co-Chair (Westlock FCSS); Zakk Morrison Directors' Network Co-Chair (Barons-Eureka-Warner FCSS); Crystal Tremblay (Smoky River FCSS); Tara Gilchrist (Canmore FCSS); and Kayla Blanchette as President.

14. ADJOURNMENT

Kayla Blanchette declared the 2025 Annual General Meeting adjourned at 11:04 a.m.

FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

RULES OF ORDER FOR RESOLUTIONS SESSION

AGM RESOLUTION SESSION RULES OF ORDER

All voting delegates must be registered by a board member or designate of the FCSS Association prior to the Annual General Meeting.

1. If an FCSS Member Board wishes or consents to withdraw its resolution, the Session Chairperson will notify the delegates prior to introducing the resolutions.

2. Resolutions will be debated in the order they appear in the Resolutions Section of the Annual Report, unless it is agreed by a 2/3 majority vote of the AGM assembly to discuss a resolution out of order.

3. The Session Chairperson will introduce each resolution by number and the name of the sponsoring FCSS Board and ask a member of the Resolutions Committee to read the resolution to the assembly. They will then ask the sponsoring FCSS Board to move and second the resolution.

4. The Session Chairperson will identify the mover and seconder and invite the mover to be the first speaker. The Session Chairperson will then ask the seconder if they wish to speak to the motion.

5. The mover and seconder may speak to the resolution for a combined total of five (5) minutes. All other speakers addressing the resolution may speak for a maximum of two (2) minutes.

6. Only authorized delegates may present motions, amendments, and vote, but any Association member in attendance may speak to a question.

7. Persons in attendance at the AGM who are not members of the Association may speak to a motion by requesting a “special privilege to speak” of the Session Chairperson, which must be agreed to by a 2/3 majority vote of the delegates.

8. A speaker should approach the microphone and wait for recognition from the Session Chairperson, announce his/her name, the name of his/her Board, and then proceed.

9. Once no other delegates indicate a desire to speak to the resolution, the mover will be offered a maximum of two (2) minutes to speak, and in doing so will close the debate.

10. The AGM assembly will accept one amendment at a time, and one amendment to the amendment at a time, during a debate. All amendments must be submitted in writing to the Session Chairperson.

11. Friendly amendments will be accepted if consent is granted by the mover. Friendly amendments must not change or refocus the intent of the resolution.

12. Any other amendment requires a mover and a seconder and must be debated and either passed or defeated by the AGM assembly.

13. The Session Chairperson, in consultation with the Parliamentarian, will rule as to whether amendments comply with the intent of the original motion.

14. Special resolutions require a three-quarter (3/4) majority vote.

15. All other resolutions require a two-thirds (2/3) majority vote.

16. Voting will be completed electronically, or as designated by the Session Chairperson.

17. The results of a vote as tabulated by the electronic voting system will be considered by the Session Chairperson to be accurate and final.

    If voting occurs in person, where the results of a vote are too close for the Session Chairperson to determine, or where requested by delegates, the Session Chairperson will ask for a standing vote. All voting delegates will be asked to stand at the appropriate time to signify their support or opposition to the question under consideration. Resolutions Committee members will circulate through the assembly to count the results of the vote, and will advise delegates to be seated as their votes are counted.

18. Resolutions that receive the endorsement of the AGM assembly are effective for five (5) years after their passage, unless later amended, rescinded, or considered resolved.

19. "Robert's Rules of Order, Newly Revised", will govern this Association in all cases in which they are applicable and in which they are not inconsistent with the Rules of Order of the Constitution of this Association.

From the 2026 FCSSAA Resolution Manual

2025-2026 FCSSAA BOARD MEMBERS



Kayla Blanchette
President
Bonnyville & District FCSS



Nathaniel Schmidt
City of Calgary Rep for
Calgary-Bow River



Theresa Bolton
Bow River Rep for
Calgary-Bow River
Cochrane FCSS



George Glazier
East Central Region
Paintearth County FCSS



Luke Statt
City of Edmonton Rep for
Edmonton-Evergreen



Philip Penrod
Evergreen Rep for
Edmonton-Evergreen
Beaumont FCSS



Darlene Reimer
Northeast Region
Athabasca County FCSS



Brian Peterson
Northwest Region
Grande Prairie County FCSS



Michelle McKenzie
South Region
Cypress County FCSS



Dennie Hycha
West Central Region
Ponoka FCSS



Kathleen Waxer
Yellowhead Region
Jasper FCSS



Crystal Tremblay
Directors' Network
Smoky River FCSS



Tara Gilchrist
Directors' Network
Canmore FCSS



Tracy Proulx
Directors' Network
Westlock & District FCSS



Zakk Morrison
Directors' Network
Barons-Eureka-Warner FCSS

Resolution 2026-01

TOPIC: Alberta Supports Service Delivery and Referrals to FCSS

SUBMITTED BY: Bonnyville & District Family and Community Support Services Advisory Board

BE IT RESOLVED

BE IT RESOLVED THAT the Family and Community Support Services Association of Alberta advocate to the Government of Alberta to ensure that Alberta Supports provides accessible and adequate assistance to Albertans in finding, applying for, and navigating provincial programs, benefits and services, and that individuals are not routinely referred to local FCSS programs for assistance with functions that are the responsibility of Alberta Supports, thereby protecting the capacity of FCSS programs to deliver preventive social services within their mandate.

RATIONALE

Family and Community Support Services (FCSS) is a partnership between the Government of Alberta and participating municipalities and Métis Settlements that funds preventive community social services. The Government of Alberta states that local FCSS services and supports must focus on primary and secondary prevention. FCSS is intended to help individuals improve their quality of life and build capacity to prevent and deal with crisis situations should they arise. [1]

Connecting individuals with appropriate resources is recognized as an appropriate secondary prevention strategy within the FCSS mandate. However, there is an important distinction between connecting an individual with an appropriate provincial service and assuming responsibility for functions associated with delivering or administering that service. The provincial description of FCSS identifies its role as preventive social service delivery, including strengthening resilience, enhancing access to social supports, building skills and connecting those in need with appropriate resources. [1]

Alberta Supports, by comparison, is the Government of Alberta's access point for family and social supports. The Government of Alberta describes Alberta Supports as helping Albertans find and apply for family and social supports and states that it provides access to more than 30 programs and 120 services, including financial assistance, disability supports, employment-related supports and services for families and other Albertans requiring assistance. [2]

The Alberta Supports webpage also directs Albertans who require further assistance to the Alberta Supports Contact Centre or an Alberta Supports office. For current recipients of AISH, ADAP or Income Support who require assistance, the province directs them to a caseworker or local office. [2]

Local FCSS programs are experiencing situations in which individuals seeking assistance with provincially administered programs or benefits are referred to FCSS offices, or turn to FCSS after being unable to obtain the assistance they require through Alberta Supports. This may result in FCSS staff spending significant time assisting individuals with provincial applications, documentation, correspondence, online systems and other administrative processes associated with provincial programs.

This issue has previously been recognized within FCSSAA. A resolution reproduced as Sample Resolution A in the 2026 FCSSAA Resolution Manual addressed barriers created by the centralized Alberta Supports access process. Its rationale noted that some rural FCSS offices and non-profit agencies were experiencing people coming to use Wi-Fi, phones and fax services and to receive help completing forms for services previously offered through Alberta Supports. It further noted that the regular services and caseloads of these organizations were disrupted by the additional workload. [3]

FCSS programs will continue to play an important role in connecting residents with appropriate resources and helping individuals build the skills and capacity necessary to navigate social supports. However, when FCSS staff are routinely required to undertake functions associated with provincially administered programs because individuals have been referred to FCSS or have been unable to obtain adequate assistance through the provincial system, limited local FCSS resources are redirected away from preventive programming and services.

Ensuring that Alberta Supports has the capacity and service-delivery practices necessary to provide meaningful assistance with the provincial programs and services for which it serves as an access point will help ensure Albertans receive assistance from the appropriate service provider while preserving the capacity of local FCSS programs to fulfill their preventive mandate.

SOURCES

[1] Government of Alberta. Family and Community Support Services (FCSS) program. https://www.alberta.ca/family-and-community-support-services-fcss-program

[2] Government of Alberta. Alberta Supports. https://www.alberta.ca/alberta-supports

[3] Family and Community Support Services Association of Alberta. 2026 FCSSAA Resolution Manual, Appendix A, Sample Resolution A: Centralized Call Centre Process to Access Alberta Supports Services, pp. 12-13.

SPECIAL RESOLUTION

AMENDMENT AND RESTATEMENT OF THE FCSSAA BYLAWS

Proposed to the Annual General Meeting of the
Family and Community Support Services Association of Alberta (FCSSAA)

Edmonton, Alberta
November 25, 2026

BACKGROUND

The Board of Directors of the Family and Community Support Services Association of Alberta (FCSSAA) has undertaken a comprehensive review of the Association's Bylaws. Following consultation with the membership, the Board is recommending that the existing Bylaws be amended and restated in their entirety and replaced with the proposed Bylaws and Objects set out in Schedule A and Schedule B, respectively.

SPECIAL RESOLUTION

WHEREAS the Board of Directors of the Family and Community Support Services Association of Alberta has undertaken a comprehensive review of the Association's Bylaws;

AND WHEREAS the proposed amendments have been presented to the membership for review and consideration;

THEREFORE BE IT RESOLVED AS A SPECIAL RESOLUTION THAT the existing Bylaws of the Family and Community Support Services Association of Alberta be amended and restated in their entirety and replaced with the Bylaws attached to this Special Resolution as Schedule A, and the Objects attached to this Special Resolution as Schedule B; with both taking effect upon registration by the Registrar in accordance with the Societies Act, RSA 2000, c S-14.

The Board of Directors is authorized and directed to take all steps necessary or convenient to register the Special Resolution, the amended and restated Bylaws and the Objects with Alberta Corporate Registry in accordance with the *Societies Act* (Alberta), RSA 2000, c S-14.

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Family and Community Support Services Association of Alberta

Family and Community Support Services Association of Alberta

BYLAWS

November 2026

THE FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

1. The Family and Community Support Services Association of Alberta is a partnership of Family and Community Support Services Programs in Alberta, based on our common beliefs in:

   a) the value of prevention as a means of optimizing individual and community development;

   b) the importance of volunteerism and volunteers to create and nurture healthy and productive communities;

   c) the benefit to local communities and municipalities of mutual support and co-operation;

   d) the need and value of creating and sustaining open communications with and among each other;

   e) the need to collaborate in the research and analysis of social concerns;

   f) the importance of local autonomy for determining local service needs, priorities and delivery mechanisms.

2. The operations of the Association are to be chiefly carried on in the Province of Alberta.

BYLAWS

1 DEFINITIONS

1.1 In these Bylaws the words and phrases listed in this Article have the meanings associated with them as follows:

1.1.1 *Act* means *Family and Community Support Services Act*, R.S.A. 2000 c-F-3, as amended;

1.1.2 *Annual General Meeting* means the Annual General Meeting of the Association, as described in Article 5.1.1;

1.1.3 *Appeal Committee* has the meaning set out in Article 2.7.2;

1.1.4 *Association* means the *Family and Community Support Services Association of Alberta* regulated by these Bylaws;

1.1.5 *Association Board* means the Board of Directors of the Association, and Board of Directors or Board has the same meaning, and Director means a member of the Association Board;

1.1.6 *Bylaws* means the bylaws of the Association, as may be amended from time to time;

1.1.7 *Day* means calendar day;

1.1.8 *Departing Member* has the meaning set out in Article 2.7;

1.1.9 *Directors' Network Committee* means a standing committee of the Association Board;

1.1.10 *Directors' Network Representatives* has the meaning set out in Article 4.1.2.2;

1.1.11 *FCSS Authority* means any board, council, or other authority appointed by a Municipality to advise, manage or operate a Program;

1.1.12 *Indemnitee* has the meaning set out in Article 11.1;

1.1.13 *Individual Representative* means, with respect to a Member that is not an individual, an individual authorized by that Member to be nominated for President in accordance with Article 4.3.3;

1.1.14 *Good Standing* means a Member in respect of whom the Association has received full payment of the annual membership fee for the current membership year, or who has provided evidence of intention to pay such annual membership fee satisfactory to the Board;

1.1.15 *Member* means both Voting Members and Non-Voting Associate Members;

1.1.16 *Municipality* has the meaning given to it by the *Act*;

1.1.17 *Non-Voting Associate Member* means a person qualifying under Article 2.3;

1.1.18 *Partial Term* has the meaning set out in Article 4.3.11;

1.1.19 *Permitted Range* has the meaning set out in Article 4.1.1;

1.1.20 *Program* means a family and community support services program and has the same meaning as in the *Act*;

1.1.21 *Regional Representatives* has the meaning set out in Article 4.1.2.1;

1.1.22 *Regions* has the meaning set out in Article 3.1;

1.1.23 *Service Cap* has the meaning set out in Article 4.3.10;

1.1.24 *Special General Meeting* means a meeting of the Association as further described in Article 5.6.1.

1.1.25 *Special Resolution* has the meaning given to it in the *Societies Act*, RSA 2000, c S-14;

1.1.26 *Voting Delegate* means the individual delegates of a Voting Member in Good Standing and entitled to vote at any Annual or Special General Meeting; and

1.1.27 *Voting Member* means an FCSS Authority having paid the annual fee as provided by Article 2.2.

2 MEMBERSHIP, MEMBERSHIP FEE, EXPULSION AND WITHDRAWAL

2.1 There are two categories of membership within the Association, being "Voting Member" and "Non-Voting Associate Member", which are entitled to the rights set out below.

2.2 Every FCSS Authority is entitled to membership in the Association on payment of the annual fee set by the Association Board (a "**Voting Member**").

2.2.1 All Voting Members in Good Standing are:

2.2.1.1 entitled to receive information and services provided by the Association;

2.2.1.2 entitled to attend, participate, speak and vote at all Annual and Special General Meetings of the Association, through the Voting Member's delegates; and

2.2.1.3 entitled to exercise other rights and privileges given to Voting Members in these Bylaws.

2.3 Other groups, organizations, government departments, corporations and individuals who are broadly involved in preventive social programming, as determined by the Association Board, and subscribe to the objects of the Association are entitled to be Non-Voting Associate Members in the Association on payment of the annual fee set by the Association Board and posted on the Association's website (a "**Non-Voting Associate Member**").

2.3.2 All Non-Voting Associate Members in Good Standing are:

2.3.2.1 entitled to receive information and services provided by the Association; and

2.3.2.2 entitled to attend, participate and speak at all Annual and Special General Meetings called by the Association; however,

2.3.2.3 are not entitled to vote at such meetings.

2.4 Membership in the Association for all Members is from September 1 to August 31. All rights of membership set out in Articles 2.2.1 and 2.3.2 above end on November 1 in any year, unless the Member remains in Good Standing.

2.5 Any Member wishing to resign from membership in the Association must notify the President of the Association in writing at least thirty (30) Days prior to their intended resignation.

2.6 The Association Board, by a resolution passed by a majority of Directors and at a meeting of the Association Board called for that purpose, may cancel the membership of a Member for any justifiable cause, which is deemed sufficient in the interests of the Association.

2.7 A Member whose membership has been cancelled in accordance with Article 2.6 (the "**Departing Member**") may appeal the decision on the grounds that the Departing Member's membership was cancelled in bad faith.

2.7.1 The Departing Member must submit a written notice of appeal to the President of the Association within thirty (30) Days of receiving notice of the cancellation. The notice must set out the grounds for the appeal, including specific allegations of bad faith.

2.7.2 Upon receipt of a notice of appeal, the Association Board shall, within fourteen (14) Days, appoint an independent Appeal Committee as a committee of the Association Board, consisting of three (3) individuals who were not involved in the original decision (if possible), who have no conflict of interest in the matter and who are not representatives of the FCSS Authority that is the subject of the dispute (the "**Appeal Committee**").

2.7.3 The Appeal Committee shall review all relevant materials, provide the Departing Member with an opportunity to make written submissions of up to two (2) pages and/or oral submissions of up to five (5) minutes, and may request further information from any party involved. The Appeal Committee shall conduct its review in a fair and impartial manner.

2.7.4 The Appeal Committee shall render a written decision within thirty (30) Days of its appointment. The decision of the Appeal Committee shall be final and binding on all parties.

2.7.5 If the Appeal Committee determines that the cancellation was made in bad faith, the Departing Member's membership shall be reinstated immediately, and any rights or privileges lost as a result of the cancellation shall be restored. If the Departing Member lost voting privileges as a result of the cancellation, then any outcome resulting from a vote conducted during that period and having a margin of fewer than two votes may be set aside, as determined by the Appeal Committee in its sole discretion. If set aside, the vote shall be held again at the first meeting after the member's reinstatement.

2.7.6 The right to appeal under this provision is without prejudice to any other rights or remedies the Departing Member may have at law.

3 REGIONS

3.1 For the purposes of establishing regions within the Association, Alberta is divided into regions as outlined on the Association's website (the "**Regions**").

3.2 For the purposes of promoting the best interests of the Association, the Association Board may propose to change the number of Regions or adjust the boundaries of any Region, provided that prior to any proposed changes becoming effective, at least thirty (30) Days written notice of the proposal is given to all Voting Members and proposed changes are to be approved by the membership at the Annual General Meeting. Notice can be given to each Voting Member by regular mail, electronic mail, telephone, facsimile or in person and by any of these means, notice is deemed given when transmitted.

3.3 Voting Members may request a change in the region of which they are associated by submitting a resolution to be presented at the Annual General Meeting.

4 PROVINCIAL ASSOCIATION BOARD AND EXECUTIVE

4.1 Provincial Association Board

4.1.1 The Board of Directors shall consist of not fewer than eleven (11) and not more than seventeen (17) Directors (the "**Permitted Range**").

4.1.2 Subject to the Permitted Range, the Members of the Board of Directors shall consist of the following representatives:

4.1.2.1 One representative elected from or appointed by each of the Regions, except that the Edmonton-Evergreen Region shall have one representative from the Edmonton area and one representative from the Evergreen area, and the Calgary-Bow River Region shall have one representative from the Calgary area and one representative from the Bow River area (collectively, the "**Regional Representatives**").

4.1.2.2 Up to four people elected or appointed by the Directors' Network Committee (the "**Directors' Network Representatives**");

4.1.2.3 The President, elected in accordance with Article 4.3.

4.1.3 Where a Region fails, for any reason, to elect or appoint a Regional Representative, the position shall be recorded as vacant. Such vacancy:

4.1.3.1 shall not of itself place the Association in breach of these Bylaws;

4.1.3.2 shall be filled as soon as practicable in accordance with Article 4.14, but until so filled shall not be included when determining whether the Board is within the Permitted Range; and

4.1.3.3 shall not invalidate any act or resolution of the Board made while the vacancy exists, provided the Board otherwise remains within the Permitted Range.

4.1.4 If a Regional Representative resigns, is removed, or otherwise ceases to hold office, the vacancy shall be governed by Article 4.14, and the resulting temporary reduction in Directors shall not cause the Association to be in breach of these Bylaws, provided the number of remaining Directors is not fewer than the minimum set out in Article 4.1.1.

4.1.5 Notwithstanding anything in these Bylaws to the contrary, the Board may validly transact business so long as the number of serving Directors remains within the Permitted Range and a quorum, calculated in accordance with Article 4.9, is present. Any act of the Board during a period in which one or more Regional Representative positions are vacant shall be as effective as if no vacancy existed.

4.2 Eligibility

4.2.1 The President and each Regional Representative on the Association Board must be a member of an FCSS Authority that is a Voting Member in Good Standing, and cannot be an employee of an FCSS Authority.

4.2.2 Each Directors' Network Representative must be an employee of an FCSS Authority.

4.3 Election, Appointment, and Term of Board Members

4.3.1 The Voting Members shall elect, by nomination and a simple majority, a President at the Annual General Meeting, in accordance with Article 5.8.

Subject to Article 4.3.3, any nominee for election to the President position at the Annual General Meeting must be an individual who is currently serving on the Association Board, or an individual who served on the Association Board within the 365 days immediately preceding such Annual General Meeting. The President shall be elected for a two (2) year term commencing at the conclusion of the Annual General Meeting at which they are elected, and shall, unless sooner vacated, terminate at the conclusion of the Annual General Meeting two (2) years hence. An individual who assumes the position of President will have a cumulative director term limit of six (6) years.

4.3.2 A call for nominations for the President position will be issued at minimum four (4) weeks prior to the nomination deadline.

Interested persons must submit a completed nomination package electronically to the Association at least two weeks prior to the Annual General Meeting. The nomination must be endorsed by at least one Voting Member in Good Standing.

The Members will be informed of the nominees prior to the Annual General Meeting.

4.3.3 If there are no nominations for President received prior to the nomination deadline for the President position, only then will nominations for President from the floor at the Annual General Meeting be accepted. If there are no nominations for President received with respect to the election of an individual who is currently serving on the Association Board, or who served on the Association Board within the 365 days immediately preceding the applicable Annual General Meeting pursuant to Article 4.3.1, then any individual Member or Individual Representative may be nominated for President.

4.3.4 The Voting Member who made the nomination has no more than two minutes to speak to the nomination. If the Voting Member is not present, the written statement from the nomination package will be read.

4.3.5 Each candidate for the position of President has up to five minutes to speak in response to the nomination. The order of speaking is determined by a drawing of lots by the person presiding over the election.

4.3.6 If a vacancy occurs in the office of the President, between Annual General Meetings it shall be filled by the Vice President as selected by the Association Board, for an interim period until the next Annual General Meeting. The Vice President who moves to the interim President position shall vacate their position as Vice President on the Board and a new Vice President will be selected by the Board.

4.3.7 A call for nominations for Regional Representatives for each Region will be issued at minimum four (4) weeks prior to the nomination deadline.

Interested persons must submit a completed nomination package electronically to the Association at least two (2) weeks prior to the Annual General Meeting. The nomination must be endorsed by at least one Voting Member in Good Standing from within the Region. The Regions will be informed of the nominees prior to the Annual General Meeting.

Where more than one nomination is received in any Region, each candidate shall be given up to two (2) minutes to address the Region at the Annual General Meeting in advance of calling the vote. Voting for a particular Regional Representative shall be restricted to the two eligible voting delegates from the affected Region. Where a vote is held for a Regional Representative within a Region that results in a tie, the tie shall be broken by a drawing of lots or names, to be conducted by the person presiding over the meeting. Each Regional Representative shall be elected for a two (2) year term commencing at the conclusion of the annual general meeting at which they are elected, and shall, unless sooner vacated, terminate at the conclusion of the annual general meeting two (2) years hence. The Region shall notify the Association, in writing, of the name of any replacement who fills a vacancy created by an unexpected vacancy between annual general meetings, within ten (10) days of the occurrence of such event.

4.3.8 The Directors' Network Representatives shall be nominated prior to the Annual General Meeting. These nominations will be ratified by the Board of Directors at their first meeting following the Annual General Meeting. Directors' Network Representatives shall be

elected for a two (2) year term commencing at the conclusion of such meeting, and shall, unless sooner vacated, terminate at the conclusion of the first meeting following the Annual General Meeting two (2) years hence.

4.3.9 There shall be no limit to the number of non-consecutive terms in which a Director may serve on the Association Board.

4.3.10 No Director may serve on the Association Board for more than eight (8) consecutive years in any capacity, except where, following the eighth (8^{th}) consecutive year, the Director moves into or completes a two (2) year term as President, in which case such service cap shall be extended by one (1) or two (2) years as required to complete such term (the "**Service Cap**"). A Director who reaches the Service Cap shall not be eligible for re-election or re-appointment until at least two (2) full years have elapsed from the date the Service Cap is reached. After this minimum period has elapsed, a former Director becomes eligible for election or appointment to the Association Board and may again serve on the Association Board up to the Service Cap.

4.3.11 Where a Director is elected or appointed to fill a casual vacancy under Article 4.14, the period from the date of appointment to the next Annual General Meeting constitutes a partial term ("**Partial Term**"). From the date of appointment of the Partial Term through to the following Annual General Meeting shall count as one (1) year.

4.3.12 The Secretary shall maintain and circulate, after each Annual General Meeting, a register showing:

4.3.12.1 the commencement and expiry dates of every Director's current term; and

4.3.12.2 the total consecutive years of service accrued by each Director.

4.4 Election of Executive Committee

4.4.1 The Association Board has an Executive Committee of the President, Vice President, Secretary and Treasurer, which Executive Committee assumes office at the close of the first meeting.

4.4.2 The Vice President is elected by a simple majority from amongst the Regional Representatives, at the first meeting of the Association Board held after the Annual General Meeting, to hold office until the conclusion of the following Annual General Meeting.

4.4.3 The Secretary and Treasurer are elected by a simple majority from amongst the Association Board at the first meeting of Association Board held after the Annual General Meeting, to hold office until the conclusion of the following Annual General Meeting.

4.5 Role of President

4.5.1 The President convenes and chairs Association Board meetings and other meetings of the Association, and generally oversees the direction and operation of the Association.

4.6 Role of Vice President

4.6.1 The Vice President serves in the same capacity as the President in that person's absence.

4.7 Role of Secretary

4.7.1 The Secretary is responsible:

4.7.1.1 to ensure that minutes of Association Board meetings and Members' meetings are taken, are accurate and distributed to each Association Board member and/or Member, as the case may be;

4.7.1.2 to receive and present correspondence reports;

4.7.1.3 to assist the Executive Committee in drawing up agendas and in making arrangements for the Annual General Meeting;

4.7.1.4 to arrange that a record is kept of all of the Members and Directors of the Association with their telephone numbers and addresses, together with any facsimile numbers and electronic mail addresses the Member or Director might choose to provide; and

4.7.1.5 to send all notices of meetings of the Association Board and Members as might be required.

4.8 **Treasurer**

4.8.1 The Treasurer is responsible:

4.8.1.1 to oversee all Association financial affairs, under the direction of the Association Board;

4.8.1.2 to ensure that periodic financial statements are provided to the Association Board for approval;

4.8.1.3 to present to the Annual General Meeting for information, the budget as prepared by the Association Board; and

4.8.1.4 to ensure that a financial report, audited by an auditor appointed by the Voting Members, shall be prepared and presented to the Annual General Meeting for approval by the membership.

4.8.2 A Voting Member may request an appointment to inspect the books and records of the Association on seventy-two (72) hours notice.

4.9 **Quorum**

4.9.1 The majority (50% plus one (1)) of the total number of Directors, as determined at the opening of the meeting shall constitute quorum for the Association Board. Once quorum is established, it need not be determined again throughout the duration of that meeting.

4.10 **Voting by Members of the Association Board**

4.10.1 Each member of the Association Board has one vote at all Board meetings. No one has a second or casting vote.

4.11 **Management of Business**

4.11.1 Subject to any express limitation in the Bylaws or to resolutions of Members' Meetings, the Association Board is charged with the management of the business and affairs of the Association. Meetings of the Association Board must be held a minimum of four times per year, and can be held more frequently if the business of the Association requires as called by the President.

4.11.2 It is expected that members of the Association Board will use their own experiences; however, will act in accordance with their fiduciary duties owing to the Association when dealing with Association business.

4.12 **Meetings of the Association Board**

4.12.1 A Meeting of the Association Board can be called on the written request of four Directors to the President to call, which request must specify the business to be brought before the meeting. Upon receipt of a meeting request from four Directors, the President shall call a Meeting of the Association Board, within ten (10) Days; failing which, any of the four Directors requesting the meeting can call the meeting.

4.12.2 Meetings of the Association Board require ten (10) Days written notice be given to each Director by regular mail, electronic mail, telephone, facsimile or in person and by any of these means notice is deemed given when transmitted.

4.13 **Committees of the Board**

4.13.1 The Association Board may appoint committees to perform duties delegated by the Association Board, as necessary. The President is an ex-officio, voting member of all committees.

4.14 **Vacancies**

4.14.1 In the event that:

4.14.1.1 a Director of the Association Board ceases to be a member of an FCSS Authority, on the recommendation of the Region where the vacancy occurred, the Association Board has the power to appoint a person to fill the vacancy;

4.14.1.2 the President ceases to be a member of an FCSS Authority, the President vacates the office of the President, the Vice President assumes the office of President, and a new Vice President is to be elected from the Association Board; and/or

4.14.1.3 the office of Vice President is vacated, the Association Board will, by simple majority, elect a replacement from among the Regional Representatives to hold office until the following Annual General Meeting.

4.15 **Removal from Office**

4.15.1 Any Director or Officer may be removed from office for any cause which the Association Board determines by majority vote of all Directors, acting reasonably, at a duly constituted meeting of the Association Board, or by written resolution.

4.16 **Resignation or Withdrawal from Association Board**

4.16.1 In the event that a member of the Association Board cannot fulfil their term, for whatever reason, the President should be notified in writing by that member or by a representative of the Region which that Board member represents. Upon receipt of the notice, the resignation or withdrawal date shall be the date of the notice provided to the President.

4.17 **Expenses**

4.17.1 All Directors serve without compensation, except for subsistence, travelling allowances, and out of pocket expenses authorized by the Association Board.

4.18 **Meetings by Telephone or Teleconference**

4.18.1 One or more Directors may participate in a meeting of the Directors by means of such telephone, teleconference, or other communication facilities as permit all persons participating in the meeting to hear each other, and a Director participating in a meeting by those means is deemed to be present at the meeting.

5 ANNUAL GENERAL AND SPECIAL GENERAL MEETINGS OF THE ASSOCIATION

5.1 Annual General Meeting

5.1.1 The Association Board shall call one general meeting of the Voting Members annually, for the purposes of transacting all matters of business concerning the Association properly before the meeting (the "**Annual General Meeting**"). The Annual General Meeting must be held once each calendar year, at a time and place designated by the Association Board. Each Voting Member must be notified in writing of the Annual General Meeting by regular mail, electronic mail, telephone, facsimile or in person at least thirty (30) Days before the first day of the meeting and by any of these means notice is deemed given when transmitted.

5.2 Chairperson

5.2.1 The President of the Association acts as Chairperson of the Annual General Meeting. In that person's absence, the Vice President acts in that capacity. In the absence of both these officers, a Chairperson for the Annual General Meeting shall be appointed from the floor.

5.3 Audit

5.3.1 The Association Board must appoint an auditor and audited financial statements are to be submitted at the Annual General Meeting.

5.4 Fiscal Year

5.4.1 The fiscal year of the Association is September 1 to August 31.

5.5 General Meetings

5.5.1 General meetings of the Voting Members of the Association may be called at any time by the Secretary on the instructions of the President or the Board.

5.5.2 The notice requirements are the same as those for Annual General Meetings.

5.6 Special General Meetings

5.6.1 Special General Meetings of the Association (a "**Special General Meeting**") may be called by the Association Board or at the written request of at least twenty-four (24) Voting Members. At least twenty-one (21) Days written notice of the Special General Meeting must be given to each Voting Member by regular mail, electronic mail, telephone, facsimile or in person and by any of these means notice is deemed given when transmitted.

5.7 Quorum

5.7.1 The majority (50% plus one (1)) of the Voting Delegates, as determined at the opening of any Annual or Special General Meeting shall constitute quorum for the Association Board. Once quorum is established, it need not be determined again throughout the duration of that meeting.

5.8 **Voting**

5.8.1 Each Voting Member may have up to two voting delegates at any Annual or Special General Meeting, with those delegates being either paid staff or a person approved by the Voting Member (the "**Voting Delegates**"). Each Voting Delegate is entitled to one vote. No Voting Member is required to have a Voting Delegate.

5.8.2 Each Voting Member must provide the Association with official notification naming its organization's authorized Voting Delegates for the purposes of voting in matters at any Annual or Special General Meeting, in advance of the meeting.

5.9 **Budget**

5.9.1 The Treasurer will present a budget to the Annual General Meeting. Revenue from Members may be raised by fees levied from the Members. The amount of the annual fee for the next calendar year is set by the Annual General Meeting and is due and payable in advance on the first day of that next year.

5.10 **Attendance and Participation at Annual and Special General Meetings**

5.10.1 The following people are entitled to attend and speak at all Annual or Special General Meetings of the Association:

5.10.1.1 All members of FCSS Authorities;

5.10.1.2 All Managers of Programs or Managers of other municipal preventive social programs;

5.10.1.3 All Non-Voting Associate Members; and

5.10.1.4 Any other person granted permission to speak by the chairperson of the meeting, or by majority vote of the Voting Members.

5.11 **Resolutions**

5.11.1 Resolutions from Voting Members of the Association for presentation to the Annual General Meeting must be received by the Secretary no less than sixty (60) Days before the date of the Annual General Meeting.

5.11.2 For the purpose of dealing with resolutions at the Annual General Meeting, a Resolutions Committee will be appointed by the Association Board from among the membership of the Association in accordance with Article 4.13.

5.11.3 Resolutions must be approved by 2/3 of the voting delegates.

5.12 **Amendments**

5.12.1 Members proposing amendments to these Bylaws must file a Notice of Motion with the Secretary of the Association Board at least sixty (60) Days before the opening day of an Annual General Meeting. The Secretary will forward a copy of the Notice of Motion, together with a copy of the proposed amendments to each Member of the Association at least twenty-one (21) Days before the opening day of the Annual General Meeting. Proposed amendments to these Bylaws are made by a Special Resolution in the manner required by the *Societies Act*, RSA 2000, c S-14. Notice can be by regular mail, electronic

mail, telephone, facsimile or in person and by any of these means notice is deemed given when transmitted.

5.13 **Robert's Rules of Order**

5.13.1 All meetings of the Association, including, without limitation, Board Meetings, Annual General Meetings and Special General Meetings, as well as regional meetings, shall be conducted in accordance with Roberts' Rules of Order, except where such rules are inconsistent with these Bylaws or any special rules of order the Association may adopt.

6 SIGNING AUTHORITY

6.1 Unless otherwise provided in any policy of the Association, signing authority for the Association is two signatures, made up from any two of the Executive Director (or Acting Executive Director) or Board members.

7 BORROWING POWER

7.1 For the purpose of carrying out its objects, the Association may borrow or raise or secure the payment of money in any manner as it thinks fit, and in particular by the issue of debentures, but this power must be exercised only under the authority of the Voting Members of the Association. Debentures can only be issued with the sanction of a Special Resolution, as defined in the *Societies Act*, RSA 2000, c S-14, of the Voting Members.

8 RECORDS OF THE ASSOCIATION

8.1 Minutes of all Association Board Meetings, of all Meetings of the Members, together with correspondence of the Association and financial records of the Association are to be kept for safekeeping at the head office of the Association.

9 ASSOCIATION SEAL

9.1 The corporate seal of the Association will be in the form as approved by the Association Board from time to time. The seal must be kept in the custody of the Secretary or nominee of the Secretary, and is to be affixed to documents signed on behalf of the Association by the Secretary, or by any other person or persons as may be specifically designated by the Board, if necessary.

10 NOTICE

10.1 For the purposes of enabling the notices required by these Bylaws to be given to Voting Members and Directors, each Voting Member and Director will provide the Secretary with that Member's or Director's current address and telephone number for inclusion in the records of the Association and may provide their current electronic mail address or facsimile number, or both, for similar inclusion. It is the responsibility of the Voting Member or Director to provide the Association with current information. The Association can rely on the information contained in its records as to the addresses and other contact information of Voting Members and Directors.

10.2 The Association can choose:

10.2.1 which form of notice to give for any meeting to any particular Member or Director based on the information it has in its records; and

10.2.2 different forms of notice for different Members or Directors for the same meeting by reason of it having different contact information.

No meeting is invalid only by reason of the fact that a Member or Director does not receive notice.

11 PROTECTION OF DIRECTORS AND OFFICERS

11.1 In all circumstances and to the fullest extent permitted by the *Societies Act*, RSA 2000, c S-14, the Association indemnifies, defends and holds harmless each (i) Director or officer of the Association; (ii) former Director or officer of the Association; (iii) persons who act or acted at the Association's request as a Director or officer; and (iv) that individuals' heirs and legal representatives (collectively, the "**Indemnitee**"), against all costs and charges to the extent that they result from any act done by the Indemnitee in its capacity as a Director or officer of the Association, except any acts done by the Indemnitee in bad faith, or any acts of fraud, dishonestly, wilful neglect, or default. This indemnification is in addition to, but not exclusive of, any other rights of indemnification to which the Members and former Members of the Board of Directors, officers and former officers, and Members and former Members of all committees of the Association may be entitled to at law or in equity.

11.2 No Director or officer is liable for the acts of any other Director or officer. No Director or officer is responsible for any loss or damage due to bankruptcy, insolvency, or wrongful act of any person, firm, or corporation dealing with the Association.

THE FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

OBJECTIVES

1. The Family and Community Support Services Association of Alberta ("**FCSS**") is a non-partisan Association and has the following objects:

   a) To strengthen and maintain a structured system of networking and sharing of information and expertise amongst communities, boards and staff.

   b) To investigate and pursue common issues and concerns affecting municipal preventive social programs and of the boards and other groups duly appointed by a local authority to administer such programs.

   c) To advocate on behalf of local communities and programs to the general public, municipal governments, regional service/governance bodies, provincial agencies and authorities and national agencies and authorities.

   d) To provide orientation and education to individuals, communities, boards and staff via conferences, training events and newsletters.

   e) To provide assistance regarding concerns or issues of a local or regional nature, where possible, and when specifically requested, to individual FCSS boards or other groups duly appointed by local authorities to provide preventive social programs.

   f) To develop critical tools to assist communities and programs to meet local mandates and needs.

fcssaa
Family and Community Support Services Association of Alberta

Family and Community Support Services Association of Alberta

BYLAWS

November ~~2025~~2026

THE FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

1. The Family and Community Support Services Association of Alberta is a partnership of Family and Community Support Services Programs in Alberta, based on our common beliefs in:

   a) the value of prevention as a means of optimizing individual and community development;

   b) the importance of volunteerism and volunteers to create and nurture healthy and productive communities;

   c) the benefit to local communities and municipalities of mutual support and co-operation;

   d) the need and value of creating and sustaining open communications with and among each other;

   e) the need to collaborate in the research and analysis of social concerns;

   f) the importance of local autonomy for determining local service needs, priorities and delivery mechanisms.

2. The operations of the Association are to be chiefly carried on in the Province of Alberta.

BYLAWS

1 DEFINITIONS

1.1 In these Bylaws the words and phrases listed in this Article have the meanings associated with them as follows:

1.1.1 *Act* means *Family and Community Support Services Act*, R.S.A. 2000 c-F-3, as amended;

1.1.2 *Annual General Meeting* means the Annual General Meeting of the Association, as described in Article ~~5.1~~5.1.1;

1.1.3 *Appeal Committee* has the meaning set out in Article ~~2.7~~2.7.2;

1.1.4 *Association* means the *Family and Community Support Services Association of Alberta* regulated by these Bylaws;

1.1.5 *Association Board* means the Board of Directors of the Association, and Board of Directors or Board has the same meaning, and Director means a member of the Association Board;

1.1.6 *Bylaws* means the bylaws of the Association, as may be amended from time to time;

~~1.1.7 *Cohorts* has the meaning set out in Article 4.3.9;~~

~~1.1.8~~1.1.7 *Day* means calendar day;

~~1.1.9~~1.1.8 *Departing Member* has the meaning set out in Article 2.7;

1.1.9 *Directors' Network Committee* means a standing committee of the Association Board;

1.1.10 *Directors~~'~~' Network* ~~means the affiliation of staff providing administration for Programs~~*Representatives* has the meaning set out in Article 4.1.2.2;

1.1.11 *FCSS ~~Board~~ Authority* means any board ~~or~~, council, or other authority appointed by a Municipality to advise, manage or operate a Program~~, and as set out from time to time on the website of the Association~~;

1.1.12 *Indemnitee* has the meaning set out in Article 11.1;

1.1.13 *Individual Representative* means, with respect to a Member that is not an individual, an individual authorized by that Member to be nominated for President in accordance with Article 4.3.3;

~~1.1.13~~1.1.14 *Good Standing* means a Member ~~that has paid~~in respect of whom the Association has received full payment of the annual membership fee for the ~~year in which the fee is due~~current membership year, or who has provided evidence of intention to pay such annual membership fee satisfactory to the Board;

~~1.1.14~~1.1.15 *Member* means both Voting Members and Non-Voting Associate Members;

~~1.1.15~~1.1.16 *Municipality* has the meaning given to it by the *Act*;

1.1.17 *Non-Voting Associate Member* means a person qualifying under Article 2.3;

~~1.1.16~~1.1.18 *Partial Term* has the meaning set out in Article 4.3.11;

~~1.1.17~~1.1.19 *Permitted Range* has the meaning set out in Article 4.1.1;

~~1.1.18 *Network Directors* has the meaning set out in Article 4.1.2.2;~~

~~1.1.19 *Non-Voting Associate Member* means a person qualifying under Article 2.3;~~

1.1.20 *Program* means a family and community support services program and has the same meaning as in the *Act*;

1.1.21 *Regional ~~Directors~~ Representatives* has the meaning set out in Article 4.1.2.1;

1.1.22 *Regions* has the meaning set out in Article 3.1;

1.1.23 ~~*Six-Year* *Service Cap* has the meaning set out in Article 4.3.10;~~

1.1.24 *Special General Meeting* means a meeting of the Association as further described in Article ~~5.6~~5.6.1.

1.1.25 *Special Resolution* has the meaning given to it in the *Societies Act*, RSA 2000, c S-14;

1.1.26 *Voting Delegate* means the individual delegates of a Voting Member in Good Standing and entitled to vote at any Annual or Special General Meeting; and

1.1.27 *Voting Member* means an FCSS ~~Board~~Authority having paid the annual fee as provided by Article 2.2.

2 MEMBERSHIP, MEMBERSHIP FEE, EXPULSION AND WITHDRAWAL

2.1 There are two categories of membership within the Association, being "Voting Member" and "Non-Voting Associate Member", which are entitled to the rights set out below.

2.2 Every FCSS ~~Board~~Authority is entitled to membership in the Association on payment of the annual fee set by the Association Board (a "**Voting Member**").

2.2.1 All Voting Members in Good Standing are:

~~2.1.1.1~~2.2.1.1 entitled to receive information and services provided by the Association;

~~2.1.1.2~~2.2.1.2 entitled to attend, participate, speak and vote at all Annual and Special General Meetings of the Association, through the Voting Member's delegates; and

~~2.1.1.3~~2.2.1.3 entitled to exercise other rights and privileges given to Voting Members in these Bylaws.

2.3 Other groups, organizations, government departments, corporations and individuals who are broadly involved in preventive social programming, as determined by the Association Board, and subscribe to the objects of the Association are entitled to be Non-Voting Associate Members in the Association on payment of the annual fee set by the Association Board and posted on the Association's website (a "**Non-Voting Associate Member**").

~~2.2.2~~2.3.2 All Non-Voting Associate Members in Good Standing are:

~~2.2.2.1~~2.3.2.1 entitled to receive information and services provided by the Association; and

~~2.2.2.2~~ 2.3.2.2 entitled to attend, participate and speak at all Annual and Special General Meetings called by the Association; however,

~~2.2.2.3~~2.3.2.3 are not entitled to vote at such meetings.

2.4 Membership in the Association for all Members is from September 1 to August 31. All rights of membership set out in Articles ~~2.2~~2.2.1 and ~~2.3~~2.3.2 above end on November 1 in any year, unless the ~~fees for that membership year have been paid, and such Member ceases to be~~Member remains in Good Standing.

2.5 Any Member wishing to resign from membership in the Association must notify the President of the Association in writing at least thirty (30) Days prior to their intended resignation.

2.6 The ~~Voting Members~~Association Board, by a resolution passed by a majority of ~~those Voting Members and at a Special General Meeting~~Directors and at a meeting of the Association Board called for that purpose, may cancel the membership of a Member for any justifiable cause, which is deemed sufficient in the interests of the Association.

2.7 A Member whose membership has been cancelled in accordance with Article 2.6 (the "**Departing Member**") may appeal the decision on the grounds that the Departing Member's membership was cancelled in bad faith.

2.7.1 The Departing Member must submit a written notice of appeal to the President of the Association within thirty (30) Days of receiving notice of the cancellation. The notice must set out the grounds for the appeal, including specific allegations of bad faith.

2.7.2 Upon receipt of a notice of appeal, the Association Board shall, within fourteen (14) Days, appoint an independent Appeal Committee as a ~~subcommittee~~committee of the Association Board, consisting of three (3) individuals who were not involved in the original decision (if possible), who have no conflict of interest in the matter~~,~~ and who are not representatives of the FCSS ~~Board~~Authority that is the subject of the dispute (the "**Appeal Committee**").

2.7.3 The Appeal Committee shall review all relevant materials, provide the Departing Member with an opportunity to make written submissions of up to two (2) pages and/or oral submissions of up to five (5) minutes, and may request further information from any party involved. The Appeal Committee shall conduct its review in a fair and impartial manner.

2.7.4 The Appeal Committee shall render a written decision within thirty (30) Days of its appointment. The decision of the Appeal Committee shall be final and binding on all parties.

2.7.5 If the Appeal Committee determines that the cancellation was made in bad faith, the Departing Member's membership shall be reinstated immediately, and any rights or privileges lost as a result of the cancellation shall be restored. If the Departing Member lost voting privileges as a result of the cancellation, then any ~~votes taken~~outcome resulting from a vote conducted during that period ~~shall~~and having a margin of fewer than two votes may be set aside ~~and~~, as determined by the Appeal Committee in its sole discretion. If set aside, the vote shall be held again at the first meeting after the member's reinstatement.

2.7.6 The right to appeal under this provision is without prejudice to any other rights or remedies the Departing Member may have at law.

3 REGIONS

3.1 For the purposes of establishing regions within the Association, Alberta is divided into regions ~~entitled Northwest, Northeast, West Central, East Central, South, Yellowhead, Edmonton-Evergreen and Calgary-Bow River, and~~as outlined on the Association's website (the "**Regions**").

3.2 For the purposes of promoting the best interests of the Association, the Association Board may propose to ~~increase~~change the number of Regions or adjust the boundaries of any Region, provided that prior to any proposed changes becoming effective, at least thirty (30) Days written notice of the proposal is given to all Voting Members and proposed changes are to be approved by the membership at the Annual General Meeting. Notice can be given to each Voting Member by regular mail, electronic mail, telephone, facsimile or in person and by any of these means, notice is deemed given when transmitted.

3.3 Voting Members may request a change in the region of which they are associated by submitting a resolution to be presented at the Annual General Meeting.

4 PROVINCIAL ASSOCIATION BOARD AND EXECUTIVE

4.1 Provincial Association Board

4.1.1 The Board of Directors shall consist of not fewer than eleven (11) and not more than seventeen (17) Directors (the "**Permitted Range**").

4.1.2 Subject to the Permitted Range, the Members of the Board of Directors shall consist of the following representatives:

4.1.2.1 One representative elected from or appointed by each of the Regions, except that the Edmonton-Evergreen Region shall have one representative from the Edmonton area and one representative from the Evergreen area, and the Calgary-Bow River Region shall have one representative from the Calgary area and one representative from the Bow River area (collectively, the "**Regional Representatives**").

~~4.1.2.1 those people elected from or appointed by the Regions as follows:~~

~~4.1.2.1.1 One representative from each of the Northwest, Northeast, West Central, East Central, South and Yellowhead regions;~~

~~4.1.2.1.2 One representative from the Edmonton area of the Edmonton-Evergreen region;~~

~~4.1.2.1.3 One representative from the Evergreen area of the Edmonton-Evergreen region;~~

~~4.1.2.1.4 One representative from the Calgary area of the Calgary-Bow River region;~~

~~4.1.2.1.5 One representative from the Bow River area of the Calgary-Bow River region;~~

~~(collectively, the "**Regional Directors**").~~

4.1.2.2 Up to four people elected or appointed by the Directors' Network Committee (the "~~**Network**~~ **Directors' Network Representatives**");

4.1.2.3 The President, elected in accordance with Article 4.3.

4.1.3 Where a Region fails, for any reason, to ~~nominate~~elect or appoint a Regional ~~Director~~Representative, the position shall be recorded as vacant. Such vacancy:

4.1.3.1 shall not of itself place the Association in breach of these Bylaws;

4.1.3.2 shall be filled as soon as practicable in accordance with Article 4.14, but until so filled shall not be included when determining whether the Board is within the Permitted Range; and

4.1.3.3 shall not invalidate any act or resolution of the Board made while the vacancy exists, provided the Board otherwise remains within the Permitted Range.

4.1.4 If a Regional ~~Director~~Representative resigns, is removed, or otherwise ceases to hold office, the vacancy shall be governed by Article 4.14, and the resulting temporary reduction in Directors shall not cause the Association to be in breach of these Bylaws, provided the number of remaining Directors is not fewer than the minimum set out in Article 4.1.1.

4.1.5 Notwithstanding anything in these Bylaws to the contrary, the Board may validly transact business so long as the number of serving Directors remains within the Permitted Range and a quorum, calculated in accordance with Article 4.9, is present. Any act of the Board during a period in which one or more Regional ~~Director~~Representative positions are vacant shall be as effective as if no vacancy existed.

4.2 Eligibility

4.2.1 The President and each Regional ~~Director~~Representative on the Association Board must be ~~on~~a member of an FCSS ~~Board~~ Authority that is a Voting Member in Good Standing~~.~~, and cannot be an employee of an FCSS Authority.

4.2.2 Each Directors' Network ~~Director~~Representative must be an employee of ~~a Municipality or Voting Member in Good Standing~~an FCSS Authority.

4.3 Election, Appointment, and Term of Board Members

4.3.1 The Voting Members shall elect, by nomination and a simple majority, a President at the Annual General Meeting, in accordance with Article 5.8.

~~The~~Subject to Article 4.3.3, any nominee for election to the President position at the Annual General Meeting must be an individual who ~~has previously~~is currently serving on the Association Board, or an individual who served on the Association Board within the 365 days immediately preceding such Annual General Meeting. The President shall be elected for a two (2) year term commencing at the conclusion of the Annual General Meeting at which they are elected, and shall, unless sooner vacated, terminate at the conclusion of the Annual General Meeting two (2) years hence. ~~The President~~An individual who assumes the position of President will have a cumulative director term limit of six (6) years. ~~The total time served on the Association Board, including time spent as President and in any other capacity, shall be applied toward the Six-Year Service Cap set out in Article 4.3.10.~~

4.3.2 A call for nominations for the President position will be issued at minimum four (4) weeks prior to the nomination deadline.

Interested persons must submit a completed nomination package electronically to the Association at least two weeks prior to the Annual General Meeting. The nomination must be endorsed by at least one Voting Member in Good Standing.

The Members will be informed of the nominees prior to the Annual General Meeting.

4.3.3 If there are no nominations for President received prior to the nomination deadline for the President position, only then will nominations for President from the floor at the Annual General Meeting be accepted. If there are no nominations for President received with respect to the election of an individual who is currently serving on the Association Board, or who served on the Association Board within the 365 days immediately preceding the applicable Annual General Meeting pursuant to Article 4.3.1, then any individual Member or Individual Representative may be nominated for President.

4.3.4 The Voting Member who made the nomination has no more than two minutes to speak to the nomination. If the Voting Member is not present, the written statement from the nomination package will be read.

4.3.5 Each candidate for the position of President has up to five minutes to speak in response to the nomination. The order of speaking is determined by a drawing of lots by the person presiding over the election.

4.3.6 If a vacancy occurs in the office of the President, between Annual General Meetings it shall be filled by the Vice President as selected by the Association Board, for an interim period until the next Annual General Meeting~~, with the Vice President's consent~~. The Vice President who moves to the interim President position shall vacate their position as Vice President on the Board and a new Vice President will be selected by the Board.

~~4.3.7 The Regional Directors shall be nominated at regional meetings whenever held, at which representatives from those Voting Members present from the particular Region may nominate and vote on selection of a nominee to represent their Region. Each Region shall provide the name of their nominee to the Board, who must commit to serve as a Regional Director until at least the next Annual General Meeting, notwithstanding that their role within their Region may change before the next Annual General Meeting.~~

~~The Region shall notify the Association, in writing, of the name and term length allotted to its Regional Director within ten (10) Days of the election or appointment.~~

4.3.7 A call for nominations for Regional Representatives for each Region will be issued at minimum four (4) weeks prior to the nomination deadline.

Interested persons must submit a completed nomination package electronically to the Association at least two (2) weeks prior to the Annual General Meeting. The nomination must be endorsed by at least one Voting Member in Good Standing from within the Region. The Regions will be informed of the nominees prior to the Annual General Meeting.

Where more than one nomination is received in any Region, each candidate shall be given up to two (2) minutes to address the Region at the Annual General Meeting in advance of calling the vote. Voting for a particular Regional Representative shall be restricted to the two eligible voting delegates from the affected Region. Where a vote is held for a Regional Representative within a Region that results in a tie, the tie shall be broken by a drawing of lots or names, to be conducted by the person presiding over the meeting. Each Regional Representative shall be elected for a two (2) year term commencing at the conclusion of the annual general meeting at which they are elected, and shall, unless sooner vacated, terminate at the conclusion of the annual general meeting two (2) years hence. The Region shall notify the Association, in writing, of the name of any replacement who fills a vacancy created by an unexpected vacancy between annual general meetings, within ten (10) days of the occurrence of such event.

4.3.8 The ~~Network~~ Directors' Network Representatives shall be nominated prior to the Annual General Meeting. These nominations will be ratified by the Board of Directors at their first meeting following the Annual General Meeting. Directors' Network Representatives shall be elected for a two (2) year term commencing at the conclusion of such meeting, and shall, unless sooner vacated, terminate at the conclusion of the first meeting following the Annual General Meeting two (2) years hence.

4.3.9 There shall be no limit to the number of non-consecutive terms in which a Director may serve on the Association Board.

~~4.3.9 To ensure that no more than one-third (1/3) of Associate Board positions become vacant in any single year, the Association Board shall, at the first meeting following the adoption of these Bylaws, categorize existing and incoming Directors into three cohorts:~~

~~4.3.9.1 Cohort A – one-year term;~~

~~4.3.9.2 Cohort B – two-year term; and~~

~~4.3.9.3 Cohort C – three-year term~~

~~(collectively, the "**Cohorts**").~~

~~The assignment of Directors to Cohorts shall be determined by drawing lots, save that any Director who has already served two (2) consecutive years shall be placed in Cohort A to minimise the risk of exceeding the six-year cumulative service cap in Article 4.3.10. Upon expiry of the initial one- or two-year term, the affected Director may stand for re-election for a further three-year term, provided the Six-Year Service Cap is not exceeded.~~

4.3.10 ~~Notwithstanding anything else in these Bylaws, no~~No Director may serve on the Association Board for more than ~~six~~eight (~~6~~8) consecutive years in any capacity ~~(the "**Six-Year Service Cap**"). Service as President, Vice-President, Secretary, Treasurer, or any other office shall be applied toward this cumulative cap.~~, except where, following the eighth (8th) consecutive year, the Director moves into or completes a two (2) year term as President, in which case such service cap shall be extended by one (1) or two (2)

years as required to complete such term (the "**Service Cap**"). A Director who reaches the ~~Six-Year~~ Service Cap shall not be eligible for re-election or re-appointment until at least ~~one~~two (~~1~~2) full ~~year has~~years have elapsed from the date the ~~Six-Year~~ Service Cap is reached. After this minimum period has elapsed, a former Director becomes eligible for election or appointment to the Association Board and may again serve on the Association Board up to ~~six (6) consecutive years~~the Service Cap.

4.3.11 Where a Director is elected or appointed to fill a casual vacancy under Article 4.14, the period from the date of appointment to the next Annual General Meeting constitutes a partial term ("**Partial Term**"). From the date of appointment of the Partial Term through to the following Annual General Meeting shall count as one (1) year ~~towards the Six-Year Service Cap~~.

~~4.3.12 Any Director in office at the date these Bylaws come into force shall have their prior service counted toward the Six-Year Service Cap. If a Director has already served six (6) or more consecutive years, that Director may continue until the close of the next Annual General Meeting but shall then be ineligible for further immediate service.~~

~~4.3.13~~ 4.3.12 The Secretary shall maintain and circulate, after each Annual General Meeting, a register showing:

~~4.3.13.1~~4.3.12.1 the commencement and expiry dates of every Director's current term; and

~~4.3.13.2~~4.3.12.2 the total consecutive years of service accrued by each Director~~; and~~.

~~4.3.13.3 the designated Cohort for the purposes of staggering future elections.~~

4.4 Election of Executive Committee

4.4.1 The Association Board has an Executive Committee of the President, Vice President, Secretary and Treasurer, which Executive Committee assumes office at the close of the first meeting.

4.4.2 The Vice President is elected by a simple majority from amongst the Regional ~~Directors~~Representatives, at the first meeting of the Association Board held after the Annual General Meeting, to hold office until the conclusion of the following Annual General Meeting.

4.4.3 The Secretary and Treasurer are elected by a simple majority from amongst the Association Board at the first meeting of Association Board held after the Annual General Meeting, to hold office until the conclusion of the following Annual General Meeting.

~~4.4.4 It is expected that members of the Executive Committee, while drawing on their own experience, will represent the interests of all Members when dealing with Association business, and the Executive Committee, as officers of the Association, are fiduciaries of the Association.~~

4.5 Role of President

4.5.1 The President convenes and chairs Association Board meetings and other meetings of the Association, and generally oversees the direction and operation of the Association.

4.6 Role of Vice President

4.6.1 The Vice President serves in the same capacity as the President in that person's absence.

4.7 **Role of Secretary**

4.7.1 The Secretary is responsible:

4.7.1.1 to ensure that minutes of Association Board meetings and Members' meetings are taken, are accurate and distributed to each Association Board member and/or Member, as the case may be;

4.7.1.2 to receive and present correspondence reports;

4.7.1.3 to assist the Executive Committee in drawing up agendas and in making arrangements for the Annual General Meeting;

4.7.1.4 to arrange that a record is kept of all of the Members and Directors of the Association with their telephone numbers and addresses, together with any facsimile numbers and electronic mail addresses the Member or Director might choose to provide; and

4.7.1.5 to send all notices of meetings of the Association Board and Members as might be required.

4.8 **Treasurer**

4.8.1 The Treasurer is responsible:

4.8.1.1 to oversee all Association financial affairs, under the direction of the Association Board;

4.8.1.2 to ensure that periodic financial statements are provided to the Association Board for approval;

4.8.1.3 to present to the Annual General Meeting for information, the budget as prepared by the Association Board; and

4.8.1.4 to ensure that a financial report, audited by an ~~Auditor~~auditor appointed by the Voting Members, shall be prepared and presented to the ~~regular~~ Annual General Meeting for approval by the membership.

4.8.2 A Voting Member may request an appointment to inspect the books and records of the Association on seventy-two (72) hours notice.

4.9 **Quorum**

4.9.1 The ~~quorum of the Association Board is nine~~majority (50% plus one (1)) of the total number of Directors ~~in attendance~~, as determined at the ~~commencement~~opening of the meeting shall constitute quorum for the Association Board. Once quorum is established, it need not be determined again throughout the duration of that meeting.

4.10 **Voting by Members of the Association Board**

4.10.1 Each member of the Association Board has one vote at all Board meetings~~.~~. No one has a second or casting vote.

4.11 **Management of Business**

4.11.1 Subject to any express limitation in the Bylaws or to resolutions of Members' Meetings, the Association Board is charged with the management of the business and affairs of the Association. Meetings of the Association Board must be held a minimum of four times per year, and can be held ~~as often as~~more frequently if the business of the Association requires as called by the President.

4.11.2 It is expected that members of the Association Board will use their own experiences; however, will act in accordance with their fiduciary duties owing to the Association when dealing with Association business.

4.12 Meetings of the Association Board

4.12.1 A Meeting of the Association Board can be called on the written request of four Directors to the President to call, which request must specify the business to be brought before the meeting. Upon receipt of a meeting request from four Directors, the President shall call a Meeting of the Association Board, ~~as soon as reasonably practical~~within ten (1) Days; failing which, any of the four Directors requesting the meeting can call the meeting.

4.12.2 Meetings of the Association Board require ten (10) Days written notice be given to each Director by regular mail, electronic mail, telephone, facsimile or in person and by any of these means notice is deemed given when transmitted.

4.13 Committees of the Board

4.13.1 The Association Board may appoint committees to perform duties delegated by the Association Board, as necessary. The President is an ex-officio, votimg member of all committees.

4.14 Vacancies

4.14.1 In the event that:

4.14.1.1 a Director of the Association Board ceases to be a member of an FCSS ~~Board~~Authority, on the recommendation of the Region where the vacancy occurred, the Association Board has the power to appoint a person to fill the vacancy;

4.14.1.2 the President ceases to be a member of an FCSS ~~Board,~~Authority, the President vacates the office of the President, the Vice President assumes the office of President, and a new Vice President is to be elected from the Association Board; and/or

4.14.1.3 the office of Vice President is vacated, the Association Board will, by simple majority, elect a replacement from ~~those individuals elected or appointed in accordance with Article 4.4.2~~among the Regional Representatives to hold office until the following Annual General Meeting.

4.15 Removal from Office

4.15.1 Any Director or Officer may be removed from office for any cause which the Association Board determines by majority vote of all Directors, acting reasonably, at a duly constituted meeting of the Association Board, or by written resolution.

4.16 Resignation or Withdrawal from Association Board

4.16.1 In the event that a member of the Association Board cannot fulfil their term, for whatever reason, the President should be notified in writing by that member or by a representative of the Region which that Board member represents. Upon receipt of the notice, the resignation or withdrawal date shall be the date of the notice provided to the President.

4.17 **Expenses**

4.17.1 All Directors serve without compensation, except for subsistence, travelling allowances, and out of pocket expenses authorized by the Association Board.

4.18 **Meetings by Telephone or Teleconference**

4.18.1 One or more Directors may participate in a meeting of the Directors by means of such telephone, teleconference, or other communication facilities as permit all persons participating in the meeting to hear each other, and a Director participating in a meeting by those means is deemed to be present at the meeting. ~~Any consent is effective whether given before or after the meeting to which it relates and may be given with respect to all meetings of the Directors held while a Director holds office.~~

5 ANNUAL GENERAL AND SPECIAL GENERAL MEETINGS OF THE ASSOCIATION

5.1 **Annual General Meeting**

5.1.1 The Association Board shall call one general meeting of the Voting Members annually, for the purposes of transacting all matters of business concerning the Association properly before the meeting (the "**Annual General Meeting**"). The Annual General Meeting must be held once each calendar year, at a time and place designated by the Association Board. Each Voting Member must be notified in writing of the Annual General Meeting by regular mail, electronic mail, telephone, facsimile or in person at least thirty (30) Days before the first day of the meeting and by any of these means notice is deemed given when transmitted.

5.2 **Chairperson**

5.2.1 The President of the Association acts as Chairperson of the Annual General Meeting. In that person's absence, the Vice President acts in that capacity. In the absence of both these officers, a Chairperson for the Annual General Meeting shall be appointed from the floor.

5.3 **Audit**

5.3.1 The Association Board must appoint an auditor and audited financial statements are to be submitted at the Annual General Meeting.

5.4 **Fiscal Year**

5.4.1 The fiscal year of the Association is September 1 to August 31.

5.5 **General Meetings**

5.5.1 General meetings of the Voting Members of the Association may be called at any time by the Secretary on the instructions of the President or the Board.

5.5.2 The notice requirements are the same as those for Annual General Meetings.

5.6 **Special General Meetings**

5.6.1 Special General Meetings of the Association (a "**Special General Meeting**") may be called by the Association Board or at the written request of at least twenty-four (24) Voting Members. At least ~~thirty~~twenty-one (~~30~~21) Days written notice of the Special

General Meeting must be given to each Voting Member by regular mail, electronic mail, telephone, facsimile or in person and by any of these means notice is deemed given when transmitted.

5.7 **Quorum**

~~5.7.1 A quorum at any Annual or Special General Meeting is 50% plus one (1) of the Voting Delegates in attendance at the commencement of the meeting.~~

5.7.1 The majority (50% plus one (1)) of the Voting Delegates, as determined at the opening of any Annual or Special General Meeting shall constitute quorum for the Association Board. Once quorum is established, it need not be determined again throughout the duration of that meeting.

5.8 **Voting**

5.8.1 Each Voting Member ~~can~~may have up to two ~~Voting Delegates~~voting delegates at any Annual or Special General Meeting, with those delegates being either paid staff or a person approved by the Voting Member (the "**Voting Delegates**"). Each ~~delegate~~Voting Delegate is entitled to one vote. No Voting Member is required to have a Voting Delegate.

5.8.2 Each Voting Member must provide the Association with official notification naming its organization's authorized Voting Delegates for the purposes of voting in matters at any Annual or Special General Meeting, in advance of the meeting.

5.9 **Budget**

5.9.1 The Treasurer will present a budget to the Annual General Meeting. Revenue from Members may be raised by fees levied from the Members. The amount of the annual fee for the next calendar year is set by the Annual General Meeting and is due and payable in advance on the first day of that next year.

5.10 **Attendance and Participation at Annual and Special General Meetings**

~~5.10.1 Voting Members are entitled to attend, speak and vote through their delegates, as provided for in these Bylaws, at all Annual or Special General Meetings of the Association.~~

~~5.10.2~~5.10.1 The following people are entitled to attend and speak~~, but not vote,~~ at all Annual or Special General Meetings of the Association:

~~5.10.2.1~~5.10.1.1 All ~~board~~ members of FCSS ~~Boards~~Authorities;

~~5.10.2.2~~5.10.1.2 All Managers of Programs or Managers of other municipal preventive social programs; ~~and~~

~~5.10.2.3~~5.10.1.3 All Non-Voting Associate Members~~.~~; and

5.10.1.4 Any other person granted permission to speak by the chairperson of the meeting, or by majority vote of the Voting Members.

5.11 **Resolutions**

5.11.1 Resolutions from Voting Members of the Association for presentation to the Annual General Meeting must be ~~in the hands of~~received by the Secretary no less than sixty (60) Days before the date of the Annual General Meeting.

5.11.2 For the purpose of dealing with resolutions at the Annual General Meeting, a Resolutions Committee will be appointed by the Association Board from among the membership of the Association in accordance with Article 4.13.

5.11.3 Resolutions must be approved by ~~a Special Resolution to be carried.~~2/3 of the voting delegates.

5.12 **Amendments**

5.12.1 Members proposing amendments to these Bylaws must file a Notice of Motion with the Secretary of the Association Board at least sixty (60) Days before the opening day of an Annual General Meeting. The Secretary will forward a copy of the Notice of Motion, together with a copy of the proposed amendments to each Member of the Association at least ~~thirty~~twenty-one (~~30~~21) Days before the opening day of the Annual General Meeting. Proposed amendments to these Bylaws are made by a Special Resolution in the manner required by the *Societies Act*, RSA 2000, c S-14. Notice can be by regular mail, electronic mail, telephone, facsimile or in person and by any of these means notice is deemed given when transmitted.

5.13 **Robert's Rules of Order**

5.13.1 All meetings of the Association, including, without limitation, Board Meetings, Annual General Meetings and Special General Meetings, as well as regional meetings, shall be conducted in accordance with Roberts' Rules of Order, except where such rules are inconsistent with these Bylaws or any special rules of order the Association may adopt.

6 SIGNING AUTHORITY

~~6.1 Signing authority is any two of the President, Vice President, Secretary and Treasurer, or any one of those Officers and any one other person designated by the Association Board.~~

6.1 Unless otherwise provided in any policy of the Association, signing authority for the Association is two signatures, made up from any two of the Executive Director (or Acting Executive Director) or Board members.

7 BORROWING POWER

7.1 For the purpose of carrying out its objects, the Association may borrow or raise or secure the payment of money in any manner as it thinks fit, and in particular by the issue of debentures, but this power must be exercised only under the authority of the Voting Members of the Association. Debentures can only be issued with the sanction of a Special Resolution, as defined in the *Societies Act*, RSA 2000, c S-14, of the Voting Members.

8 RECORDS OF THE ASSOCIATION

8.1 Minutes of all Association Board Meetings, of all Meetings of the Members, together with correspondence of the Association and financial records of the Association are to be kept for safekeeping at the head office of the Association.

~~8.2 Any and all books and records of the Association will be open for inspection by any Member of the Association at the Annual General Meeting or at another time on giving reasonable notice to the officers having charge of the books and records.~~

9 ASSOCIATION SEAL

9.1 The corporate seal of the Association will be in the form as approved by the Association Board from time to time. The seal must be kept in the custody of the Secretary or nominee of the Secretary, and is to be affixed to documents signed on behalf of the ~~Society~~Association by the Secretary, or by any other person or persons as may be specifically designated by the Board, if necessary.

10 NOTICE

10.1 For the purposes of enabling the notices required by these Bylaws to be given to Voting Members and Directors, each Voting Member and Director will provide the Secretary with that Member's or Director's current address and telephone number for inclusion in the records of the Association and may provide their current electronic mail address or facsimile number, or both, for similar inclusion. It is the responsibility of the Voting Member or Director to provide the Association with current information. The Association can rely on the information contained in its records as to the addresses and other contact information of Voting Members and Directors.

10.2 The Association can choose:

10.2.1 which form of notice to give for any meeting to any particular Member or Director based on the information it has in its records; and

10.2.2 different forms of notice for different Members or Directors for the same meeting by reason of it having different contact information.

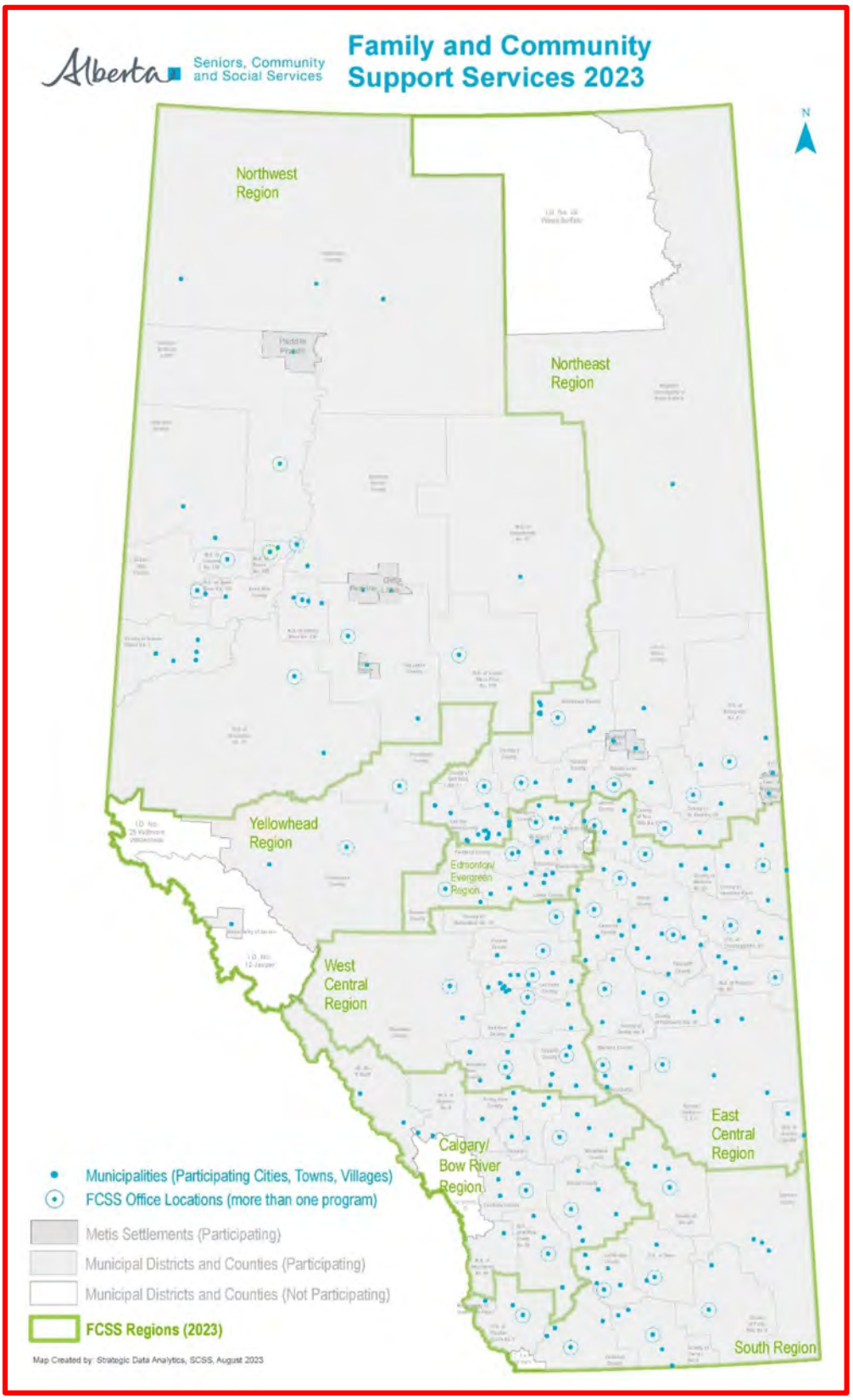
No meeting is invalid only by reason of the fact that a Member or Director does not receive notice.

11 PROTECTION OF DIRECTORS AND OFFICERS

11.1 In all circumstances and to the fullest extent permitted by the *Societies Act*, RSA 2000, c S-14, the Association indemnifies, defends and holds harmless each (i) Director or officer of the Association; (ii) former Director or officer of the Association; (iii) persons who act or acted at the Association's request as a Director or officer; and (iv) that individuals' heirs and legal representatives (collectively, the "**Indemnitee**"), against all costs and charges to the extent that they result from any act done by the Indemnitee in its capacity as a Director or officer of the Association, except any acts done by the Indemnitee in bad faith, or any acts of fraud, dishonestly, wilful neglect, or default. This indemnification is in addition to, but not exclusive of, any other rights of indemnification to which the Members and former Members of the Board of Directors, officers and former officers, and Members and former Members of all committees of the Association may be entitled to at law or in equity.

11.2 No Director or officer is liable for the acts of any other Director or officer. No Director or officer is responsible for any loss or damage due to bankruptcy, insolvency, or wrongful act of any person, firm, or corporation dealing with the Association.

~~SCHEDULE "A"~~


Alberta
Seniors, Community and Social Services
Family and Community Support Services 2023
N
Northwest Region
Northeast Region
Yellowhead Region
Edmonton/ Evergreen Region
West Central Region
East Central Region
Calgary/ Bow River Region
South Region
Municipalities (Participating Cities, Towns, Villages)
FCSS Office Locations (more than one program)
Metis Settlements (Participating)
Municipal Districts and Counties (Participating)
Municipal Districts and Counties (Not Participating)
FCSS Regions (2023)
Map Created by: Strategic Data Analytics, SCSS, August 2023

Summary report: Litera Compare for Word 11.12.0.83 Document comparison done on 10/23/2026 4:49:07 PM	
Style name: Underline Strikethrough	
Intelligent Table Comparison: Active	
Original DMS: iw://worksite.ca.dentons.com/natdocs/88328764/1 - FCSSAA Bylaws_with Dentons edits July 31_CLEAN.docx	
Modified DMS: iw://worksite.ca.dentons.com/natdocs/88328764/18 - FCSSAA Bylaws (Oct 23).docx	
Changes:	
Add	157
~~Delete~~	148
~~Move From~~	8
Move To	8
Table Insert	0
~~Table Delete~~	0
Table moves to	0
~~Table moves from~~	0
Embedded Graphics (Visio, ChemDraw, Images etc.)	1
Embedded Excel	0
Format changes	0
Total Changes:	322

FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

FINANCIAL STATEMENTS
FOR THE YEAR ENDED AUGUST 31, 2026

METRIX GROUP LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To the Board of the Family and Community Support Services Association of Alberta

Opinion

We have audited the financial statements of the Family and Community Support Services Association of Alberta (the "Association"), which comprise the statement of financial position as at August 31, 2026, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at August 31, 2026, and the results of its operations and the changes in its net assets and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

(continues)

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.

- Evaluate the appropriateness of accounting policies and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Association to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

METRIX GROUP LLP

Chartered Professional Accountants

Edmonton, Alberta
October 7, 2026

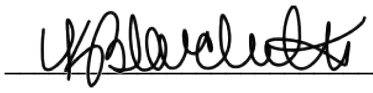
FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

STATEMENT OF FINANCIAL POSITION

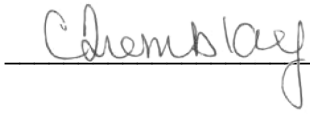
AS AT AUGUST 31, 2026

	2026	2025
ASSETS		
CURRENT		
Cash and cash equivalents (Note 2)	**$ 1,819,788**	$ 1,831,003
Accounts receivable (Note 3)	**4,848**	3,485
Accrued interest	**6,750**	3,092
Prepaid expenses	**51,795**	30,637
	1,883,181	1,868,217
TANGIBLE CAPITAL ASSETS (Note 4)	**12,897**	5,100
	$ 1,896,078	$ 1,873,317
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	**$ 10,500**	$ 10,500
Deferred contributions (Note 5)	**55,755**	47,286
	66,255	57,786
NET ASSETS		
Unrestricted	**1,357,623**	1,351,128
Internally restricted (Note 6)	**459,303**	459,303
Invested in tangible capital assets	**12,897**	5,100
	1,829,823	1,815,531
	$ 1,896,078	$ 1,873,317

APPROVED ON BEHALF OF THE BOARD:



Director



Director

The accompanying notes are an integral part of these financial statements.

FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED AUGUST 31, 2026

	2026	2025
REVENUE		
Capacity Building grant	**$ 510,000**	$ 510,000
Conference	**208,657**	196,811
Family Resource Network grant	**185,150**	185,150
Memberships	**136,974**	138,294
Interest	**35,535**	42,600
Directors' network conference	**18,026**	17,663
Administration fee	**9,500**	9,500
Foodbank	**131**	221,199
Miscellaneous	**-**	165
	1,103,973	1,321,382
EXPENSES		
Capacity Building (Schedule 1)	**575,834**	620,423
Family Resource Network expense	**185,150**	185,150
Conference (Schedule 2)	**179,713**	164,098
Operating (Schedule 3)	**99,995**	117,342
Board (Schedule 4)	**46,053**	39,544
Amortization	**2,805**	1,318
Foodbank	**131**	221,199
	1,089,681	1,349,074
ANNUAL SURPLUS (DEFICIT)	**$ 14,292**	$ (27,692)

The accompanying notes are an integral part of these financial statements.

FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED AUGUST 31, 2026

	Invested in Tangible Capital Assets	Internally Restricted (Note 6)	Unrestricted	**2026**	2025
Balance, Beginning of Year	5,100	459,303	1,351,128	**1,815,531**	1,843,223
Annual surplus (deficit)	(2,805)	-	17,097	**14,292**	(27,692)
Tangible capital asset purchases	10,602	-	(10,602)	-	-
Balance, End of Year	$ 12,897	$ 459,303	$ 1,357,623	**$ 1,829,823**	$ 1,815,531

The accompanying notes are an integral part of these financial statements.

FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED AUGUST 31, 2026

	2026	2025
OPERATING ACTIVITIES		
Annual surplus (deficit)	**$ 14,292**	$ (27,692)
Items not affecting cash:		
Amortization	**2,805**	1,318
	17,097	(26,374)
Change in non-cash working capital		
Accounts receivable	**(1,363)**	982
Accrued interest	**(3,658)**	13,802
Prepaid expenses	**(21,158)**	1,033
Accounts payable and accrued liabilities	**-**	500
Deferred contributions	**8,469**	(215,002)
	(17,710)	(198,685)
Cash flow from operating activities	**(613)**	(225,059)
INVESTING ACTIVITIES		
Purchase of tangible capital assets	**(10,602)**	-
INCREASE IN CASH FLOW	**(11,215)**	(225,059)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	**1,831,003**	2,056,062
CASH AND CASH EQUIVALENTS, END OF YEAR	**$ 1,819,788**	$ 1,831,003

The accompanying notes are an integral part of these financial statements.

FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2026

NATURE OF OPERATIONS

The Family and Community Support Services Association of Alberta (the "Association") unites and strengthens the FCSS community by representation and advocacy on behalf of member boards in the Province of Alberta. The Association is registered under the Societies Act as a not-for-profit organization and is exempt from income tax under the Income Tax Act.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Presentation

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

(b) Cash and Cash Equivalents

Cash and cash equivalents include operating bank accounts and guaranteed investment certificates. All amounts are readily converted into known amounts of cash and are subject to an insignificant change in value.

(c) Revenue Recognition

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Membership, conference and administration fees are recognized as earned.

(d) Contributed services

Volunteers contribute hundreds of hours to assist the Association in carrying out its service delivery activities. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

(e) Tangible Capital Assets

Tangible capital assets are stated at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Tangible capital assets are amortized over their estimated useful lives at the following rates and methods:

Computer	30%	Declining balance
Equipment	20%	Declining balance

The Association regularly reviews its tangible capital assets to eliminate obsolete items.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(f) Measurement uncertainty

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant areas requiring the use of management's estimates include the useful lives of tangible capital assets, the corresponding rates of amortization and the amount of accrued liabilities. All estimates are reviewed periodically and adjustments are made to the statements of operations as appropriate in the year they become known.

(g) Financial Instruments

Measurement of financial instruments

The Association initially measures its financial assets and financial liabilities at fair value, and subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash and cash equivalents and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

The Association has no financial assets measured at fair value.

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

2. CASH AND CASH EQUIVALENTS

Cash and cash equivalents includes guaranteed investment certificates totaling $300,000 (2025 - $279,303) earning interest at 2.25%, maturing in September 2026.

3. ACCOUNTS RECEIVABLE

	2026	2025
Goods and Services Tax receivable	**$ 4,848**	$ 3,485

4. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value **2026**	Net Book Value 2025
Computer	$ 30,254	$ 21,242	**$ 9,012**	$ 244
Equipment	53,574	49,689	**3,885**	4,856
	$ 83,828	$ 70,931	**$ 12,897**	$ 5,100

5. DEFERRED CONTRIBUTIONS

Deferred contributions represent restricted operating funding received or receivable in the current year for which the corresponding expenses have not yet been incurred. Changes in the deferred contributions balance are as follows:

	2025	Contributions received during year	Amounts recognized as revenue	**2026**
Capacity Building grant	$ 42,500	$ 510,000	$ (510,000)	**$ 42,500**
Conference fees	4,005	12,605	(4,005)	**12,605**
Foodbank grant	781	-	(131)	**650**
	$ 47,286	$ 522,605	$ (514,136)	**$ 55,755**

6. INTERNALLY RESTRICTED NET ASSETS

	Capital Reserve	Education Reserve	General Operating Reserve	Total
Balance, Beginning of Year	$ 200,000	$ 79,303	$ 180,000	**$ 459,303**
Transfers from reserves	-	-	-	-
Transfers to reserves	-	-	-	-
Balance, End of Year	$ 200,000	$ 79,303	$ 180,000	**$ 459,303**

The Capital Reserve is intended to fund capital expenditures.
The Education Reserve is intended to fund professional development opportunities and resources.
The General Operating Reserve is intended to maintain six months of funding for operational costs.

7. LEASE COMMITMENTS

The Association has entered into a lease for office space, ending December 31, 2026. The annual lease payments are $13,450.

8. FINANCIAL INSTRUMENTS

It is management's opinion that the Association is not exposed to significant credit, liquidity, market, currency, interest rate or other price risk through its financial instruments which include cash and cash equivalents, accounts receivable and accounts payable and accrued liabilities.

9. ECONOMIC DEPENDENCE

The Association is dependent on Ministry of Assisted Living and Social Services to support the operations of the Association. Under the grant application, the funds can only be used for the purposes for which it has been approved.

FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

FOR THE YEAR ENDED AUGUST 31, 2026

CAPACITY BUILDING EXPENSES SCHEDULE 1

	2026	2025
EXPENSES		
FCSS program consultants	**$ 279,892**	$ 245,028
Wages and benefits	**231,501**	245,070
Contracts	**39,870**	107,128
Directors network conference	**20,091**	18,560
Office expenses	**4,480**	4,637
	$ 575,834	$ 620,423

CONFERENCE EXPENSES SCHEDULE 2

	2026	2025
EXPENSES		
Facility/Catering	**$ 104,828**	$ 92,190
Speakers	**27,075**	20,745
On-line registration fees	**16,934**	14,855
Miscellaneous	**14,316**	13,913
Equipment - audio, visual and IT	**13,440**	22,395
Communications and marketing	**3,120**	-
	$ 179,713	$ 164,098

FAMILY AND COMMUNITY SUPPORT SERVICES ASSOCIATION OF ALBERTA

FOR THE YEAR ENDED AUGUST 31, 2026

OPERATING EXPENSES SCHEDULE 3

	2026	2025
EXPENSES		
Professional fees	**$ 27,408**	$ 10,500
Conference subsidies	**14,100**	25,500
Office lease	**13,450**	13,271
Goods and Services Tax	**11,489**	8,618
Website and IT support	**10,627**	7,469
Regional meeting grants	**8,000**	8,000
Communication and marketing	**7,588**	35,354
Insurance	**2,959**	2,991
Telephone	**1,821**	1,811
Annual general meeting	**1,800**	2,800
Bank charges	**753**	1,028
	$ 99,995	$ 117,342

BOARD EXPENSES SCHEDULE 4

	2026	2025
EXPENSES		
Travel	**$ 13,353**	$ 15,671
Meals	**9,229**	8,886
Accommodations	**8,860**	6,514
Directors' Network Committee	**7,045**	6,845
Strategic planning and policies	**6,000**	-
Miscellaneous	**1,566**	1,628
	$ 46,053	$ 39,544

Family and Community Support Services Association of Alberta
BUDGET
September 1, 2026 - August 31, 2027

	2025-2026 Budget	2025-2026 Actual	2026-2027 Budget
REVENUE SOURCES			
FCSSAA Conference Revenue	190,000.00	208,657.25	225,000.00
Directors' Network Conference	15,000.00	18,026.43	15,000.00
FRN Administration	0.00	9,500.00	9,500.00
GST Rebate	9,000.00	10,383.74	10,000.00
Interest Income (savings & GICs)	41,500.00	31,877.56	30,000.00
Memberships	138,000.00	136,974.00	137,000.00
Other Income	0.00	0.00	
Capacity Building Grant	510,000.00	510,000.00	510,000.00
TOTAL REVENUE SOURCES	**903,500.00**	**925,418.98**	**936,500.00**
EXPENDITURES			
BOARD			
Accomm, Meals, Travel	35,000.00	31,441.91	35,000.00
Directors' Network Committee	9,000.00	7,045.35	10,000.00
Miscellaneous	1,000.00	1,566.08	1,500.00
Strategic Planning/Policy Work	8,500.00	6,000.00	25,000.00
	53,500.00	**46,053.34**	**71,500.00**
OPERATING			
Annual General Meeting	1,800.00	1,800.00	3,000.00
Audit and Legal	13,000.00	11,700.00	13,000.00
Bank Charges	1,500.00	752.60	1,000.00
Communication/Marketing	10,000.00	7,587.81	15,000.00
FCSSAA Conference	190,000.00	179,713.40	215,000.00
FCSSAA Conference Subsidies	15,000.00	14,100.00	25,600.00
Directors' Network Conference	20,000.00	20,091.34	41,000.00
GST Expense (50%)	9,000.00	11,747.71	10,000.00
Insurance	3,000.00	2,959.00	3,000.00
Licenses, Fees, Dues	2,280.00	0.00	2,280.00
Office Expenses	8,000.00	14,824.43	8,000.00
Office Lease	13,500.00	13,450.32	13,500.00
Prof Devel & Resources - FCSS	1,000.00	150.00	1,000.00
Program Consultants - FCSS	115,000.00	77,385.04	14,000.00
Regional Meeting Grants	8,000.00	8,000.00	8,000.00
Short-Term Contracts	266,800.00	257,935.22	347,500.00
Staff Expenses	5,000.00	2,496.27	5,000.00
Staff Wages and Benefits	253,000.00	229,004.31	214,000.00
Telephone	1,900.00	1,820.88	1,900.00
Website/IT Support	10,000.00	10,626.81	10,000.00
	947,780.00	**866,145.14**	**951,780.00**
TOTAL EXPENDITURES	**1,001,280.00**	**912,198.48**	**1,023,280.00**
REVENUE LESS EXPENDITURES	-97,780.00	13,220.50	-86,780.00
Transfer from Savings	97,780.00		86,780.00
NET	0.00	13,220.50	0.00

Budget 2026-27 Notes and Rationale

Income

Memberships – Membership rates remain unchanged for 2026-27.
Capacity Building Grant (CB) – The grant agreement was amended in September 2026 to reallocate funding across grant activities.

FRN Administration - Includes $9,500 in administration fees through a grant agreement with Children's Services.

Expenses

Board Meetings – The budget provides for four in-person Board meetings, as well as additional funds for Board representation (primarily the President) at events such as Spring Regional Meetings and Government of Alberta meetings.

Conference Subsidies – Includes $25,000 from the Capacity Building Grant to support attendance at the annual IMPACT Conference.

Directors' Network Conference – Includes $21,000 from the Capacity Building Grant for speaker fees and other educational opportunities.

Staff – Includes a 2% cost-of-living adjustment for two staff members.

Contract Support – Includes funding for communications support, FCSS program support, Accountability Framework resource development and additional organizational support as needed, such as human resources, governance or financial expertise. Funding previously allocated to a staff position has been redirected to contract support.

Budget Deficit

The proposed 2026–27 budget reflects a deficit of $86,780, which will be funded through a transfer from the Association's savings.

PRESIDENT'S MESSAGE 2026



Dear fellow FCSSAA members,

As I reflect on the past year, I am proud of the progress we have made together in strengthening our Association, advancing our advocacy efforts, and reinforcing the importance of prevention in communities across Alberta. While challenges remain, our collective commitment to FCSS continues to demonstrate the value of investing in people and communities before challenges become crises.

Advocacy and Partnerships
Advocacy remained a central priority for FCSSAA throughout 2026. With increasing pressures on local programs and provincial funding that has not kept pace with inflation and population growth, we have continued to make the case for sustainable investment in prevention.

The transition of FCSS to a new provincial ministry has presented an important opportunity to cultivate new relationships while maintaining those established over many years. We recognize the value of having champions for FCSS across government and beyond, and we have worked to strengthen these connections, build new advocates, and elevate the profile of FCSS. Prevention is a key component of healthy, resilient communities.

Through continued collaboration with Alberta Municipalities, Rural Municipalities of Alberta, and provincial government representatives, we have worked to ensure the experiences and perspectives of FCSS programs are reflected in broader conversations about community well-being and provincial priorities.

Our advocacy has also included a formal request for multi-year increases to the provincial FCSS allocation to address the funding gap created by inflation and population growth, followed by ongoing indexing to support long-term sustainability.

While increased provincial funding remains an important goal, our efforts extend beyond the budget. By strengthening relationships, cultivating champions, and consistently demonstrating the value of prevention, we are working to ensure FCSS remains recognized, supported, and positioned for the future.

Supporting Our Members
Our members remain at the heart of everything we do. Throughout the year, FCSSAA continued to provide opportunities for connection, learning, and collaboration through regional engagement, webinars, practical resources, and ongoing communication.

We have supported members in navigating evolving provincial expectations, including implementing the FCSS Accountability Framework and developing resources to support community needs assessments and program reporting. Through initiatives such as the Advocacy Bulletin and additional advocacy tools, we have also worked to equip members with information and resources to strengthen their voices locally.

Recognizing the diversity of FCSS programs across urban, rural, and Métis Settlement communities remains essential to ensuring our Association is responsive, inclusive, and effective.

Governance and Organizational Sustainability
Strong governance and responsible stewardship are essential to ensuring FCSSAA can continue to represent and support its members effectively.

This year, we advanced our review of bylaws and policies, considered improvements to our committee structures, and continued strengthening our financial position. These efforts reflect our commitment to accountability, transparency, and ensuring the Association is well-positioned for the future.

We have also explored opportunities to strengthen partnerships, diversify resources, and build organizational capacity while remaining focused on our core mandate.

Looking Ahead
As we look toward 2027, our priorities remain clear. We must continue advocating for sustainable provincial funding, strengthening the capacity of local FCSS programs, and ensuring prevention remains central to conversations about community well-being.

An important priority for the incoming Board will be developing a new strategic plan. Following a review of our planning process, the Board has engaged a new consultant to guide this work, which will begin following our Annual General Meeting. This presents an opportunity to establish a clear, shared vision for FCSSAA's future, informed by our members and focused on strengthening the Association's impact, relevance, and long-term sustainability.

Our collective voice is our greatest strength. Our provincial progress is possible only because of the dedication, knowledge, and advocacy of FCSS staff, Boards, municipal leaders, and community partners throughout Alberta.

Thank You
I extend my sincere appreciation to my fellow Board members for their leadership, commitment, and willingness to contribute their time and expertise. I am equally grateful to our Executive Director, Mellissa Kraft, and the FCSSAA team for their dedication, professionalism, and continued efforts to advance the work of our Association.

Most importantly, thank you to our members. Every day, you demonstrate the power of prevention through the relationships you build, the programs you deliver, and the communities you strengthen.

It is a privilege to serve as your President, and I look forward to continuing this important work together.

With heartfelt gratitude,



Kayla Blanchette
President, FCSS Association of Alberta

CELEBRATING 60 YEARS OF FCSS

FCSSAA

Activities & Initiatives

September 1, 2025 - August 31, 2026



Strengthening Communities Through Connection, Advocacy and Collaboration

Throughout 2025–2026, the Family and Community Support Services Association of Alberta (FCSSAA) continued to strengthen Alberta's preventive social services network through advocacy, collaboration, professional development and member support.

As FCSS celebrated 60 years of strengthening communities, the Association focused on ensuring the voices of local FCSS programs were heard, connecting members with one another and providing practical resources to support their work.

The following highlights reflect the collective efforts of the FCSSAA Board of Directors, staff, committees, members and partners.

Member Engagement & Communications

Connecting FCSS programs across Alberta

Members

- **187** FCSS members
- **8** Associate members

FCSSAA brings members together to share knowledge, discuss common challenges and build relationships that strengthen local FCSS programs.

Spring Regional Meetings

- **8** Meetings
- **260** Participants

Spring regional meetings connected participants, providing opportunities for FCSS staff, board members and elected officials to exchange ideas and discuss issues affecting their communities.

1 Directors' Network

The Directors' Network continued to connect Directors across Alberta, providing opportunities for peer support, knowledge sharing and input into the Association's work.

88 Info-sharing emails

Info-sharing requests helped programs stay informed about employment opportunities, training, provincial initiatives and other relevant resources.

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12 Monthly newsletters

2 Advocacy Bulletins

Regular communications provided timely information about Association activities, provincial developments and issues affecting FCSS.

---

788 Social media posts

112K Social media reach

1M Webpage views

75K Website visitors

FCSSAA strengthened its role as a provincial leader in prevention-focused communications, advocacy, member support and knowledge sharing.

Through record website engagement, continued growth in digital audiences, the addition of the Accountability Framework resources and the launch of the FCSS 60th Anniversary celebration, FCSSAA provided tools, resources and leadership that helped amplify the impact of FCSS programs across Alberta.

NEWSLETTER

- Subscribers 423 (total)
- Subscribers up 12%
- Average Open Rate 50%
- Average Click Rate 14%

SOCIAL MEDIA

- Followers 2,210 (total)
- Followers up 40%
- Followers up 11%
- Followers up 38%

Celebrating 60 Years of FCSS

To recognize the 60 Year Anniversary of FCSS, FCSSAA developed anniversary branding and promotional resources, including a commemorative logo, customizable media release and branded merchandise opportunities. These resources help local programs celebrate their contributions and raise awareness of FCSS in their communities.

A social media video campaign called the *Prevention Files* was also launched to celebrate this milestone. The videos use humour and hindsight to explore historic events through a prevention lens, highlighting a simple truth: successful prevention is often invisible because the disaster everyone feared never actually happens.

Advocacy & Partnerships

Championing Sustainable FCSS Funding

FCSSAA continued to advocate for increased provincial funding to help local programs respond to population growth, rising costs and increasingly complex community needs.

The Association submitted a formal funding request for Budget 2026 and met with Minister Jason Nixon to reinforce the importance of investing in prevention and early intervention.

President Kayla Blanchette also raised FCSS funding with the Premier and Cabinet ministers at the Alberta Municipalities Convention.

Although Budget 2026 did not include an increase, FCSSAA continued to bring members' concerns forward through public statements, media engagement and collaboration with Alberta Municipalities and Rural Municipalities of Alberta.

These partnerships help amplify the collective voice of FCSS programs and ensure their perspectives are represented in provincial discussions.



Strengthening Government Relationships

Following the transfer of FCSS to the Ministry of Arts, Culture and Status of Women in June 2026, FCSSAA engaged with provincial leadership to reinforce the importance of program stability and long-term funding sustainability.

Through the provincial Program Advisory Team, the Association also continued to bring FCSS Directors and government representatives together to share information, discuss emerging issues and support the implementation of provincial initiatives.



Supporting Local Advocacy

The Association gathered feedback from FCSS programs about the Community Impact Tool. Members identified opportunities to strengthen its value as an advocacy resource, improve usability and reduce duplication with provincial reporting requirements. This feedback will help guide future improvements.

Strengthening Métis Settlements Engagement

FCSSAA continued building relationships with Alberta's Métis Settlements and creating opportunities for greater participation in the provincial FCSS network.

The addition of a dedicated Métis Settlements position on the Directors' Network Committee provides an ongoing opportunity for Settlement perspectives to inform discussions about FCSS priorities, challenges and capacity-building needs.



Learning & Capacity Building

Learning, connecting and sharing ideas

FCSSAA continued to bring members together through conferences, webinars and professional development opportunities designed to strengthen knowledge, build relationships and support effective local programming.

2025 FCSSAA Annual Conference

The November 2025 conference marked the Association's first year at the DoubleTree by Hilton West Edmonton. The sold-out event welcomed 430 delegates for three days of learning, networking and collaboration.

Engaging keynote presentations by Jessica Janzen and Dan Riskin offered inspiration and new perspectives. The Marketplace also sold out, creating opportunities for delegates to connect with organizations and service providers.

To help make the conference more accessible to smaller programs, FCSSAA provided 47 subsidies totaling $14,100.



Webinars and Resources

FCSSAA hosted six webinars attended by 462 participants, providing accessible learning opportunities on provincial initiatives, program operations and merging issues.

The Association also worked closely with the provincial FCSS team to support implementation of the Accountability Framework. A dedicated area of the FCSSAA website brought together training materials, tracking and sampling tools, and other resources to help programs understand and navigate new provincial requirements.

Work continued with Three Hive Consulting on Community Needs Assessment tools intended to support local planning and evidence-informed decision-making.

Through these initiatives, FCSSAA helped make information, training and practical resources more accessible to programs of different sizes and capacities.

2026 Directors' Network Conference

Approximately 80 participants attended the Directors' Network Conference in Edmonton, connecting with colleagues from across Alberta to exchange ideas, strengthen professional knowledge and learn from one another's experiences.



Governance & Organizational Sustainability

Strengthening the Association to Better Serve Members

Effective governance and responsible financial management help ensure FCSSAA remains accountable, responsive and equipped to support its membership.

The Board of Directors met nine times during the reporting year and continued work to strengthen the Association's governance practices and organizational sustainability.

Key initiatives included:

- **Bylaw review:** Advanced a comprehensive review of the Association's bylaws, supported by legal advice and member information sessions. Proposed changes were being prepared for consideration at the 2026 AGM.
- **Directors' Network governance:** Revised the Committee's Terms of Reference to strengthen its structure and representation.
- **Policy development:** Continued reviewing and updating policies to support sound governance and organizational practices.
- **Financial oversight:** Established a standing Finance Committee to support responsible financial management and long-term sustainability.
- **Strategic planning:** Began planning work to help establish clear priorities for the Association's future direction.
- The Board also reviewed outstanding member resolutions and formally closed the remaining open resolutions in 2026. The resolutions process continues to provide members with an avenue to bring forward issues requiring a coordinated provincial response.

Investing in Member Capacity

Through the FCSS Capacity Building Grant, the Association worked with provincial partners to identify opportunities to direct available resources toward practical supports, learning opportunities and emerging needs of FCSS Directors and programs. FCSSAA also introduced conference sponsorship opportunities for 2026 to help diversify revenue and build relationships with organizations interested in supporting the FCSS community.

These efforts contribute to the Association's long-term sustainability and its ability to deliver meaningful services and supports to members.



Looking Ahead

As FCSS enters its seventh decade, FCSSAA remains committed to championing the value of prevention and supporting the people and programs that strengthen communities across Alberta.

Sustainable provincial funding, meaningful member engagement, accessible capacity-building resources and strong partnerships will remain important areas of focus.

Thank you to our members, Board of Directors, committees and partners for your continued commitment to strengthening individuals, families and communities across Alberta.

CONNECT WITH US

www.FCSSAA.org

CELEBRATING fcss

DIRECTORS' NETWORK COMMITTEE
ANNUAL REPORT - 2026



The Directors' Network (DN) Committee supports communication, collaboration, and leadership development among FCSS Directors across Alberta while providing advice and perspectives to the FCSSAA Board of Directors.

In 2026, key highlights included the 2026 Directors' Network Conference, the Directors' Network Mentorship Program, and revisions to the Directors' Network Terms of Reference.



The 2026 Directors' Network Conference, hosted by Edmonton-Evergreen from April 29 to May 1, brought Directors together from across the province to network, share promising practices, discuss emerging trends, and strengthen professional relationships. These opportunities continue to play an important role in leadership development and fostering collaboration among communities of all sizes.

The Directors' Network Mentorship Program remained a valuable resource for leadership development, connecting experienced Directors with those newer to their roles. The program continues to promote peer support, knowledge sharing, and professional growth. This year 15 mentees and 18 mentors participated.

A significant accomplishment this year was the revision of the Directors' Network Terms of Reference. Updates strengthened representation by adding a Métis Settlements representative and a large-city representative from Calgary or Edmonton. The revised Terms of Reference also clarified the Committee's advisory role, responsibilities for regional communication, and support for leadership development.

The Committee also continued its collaboration with the Provincial Advisory Team (PAT), contributing Director perspectives to help ensure provincial resources, policies, and procedures remain practical and relevant for FCSS programs operating in diverse communities across Alberta.

Looking ahead to 2027, the Committee nominated Tanya Byers (Yellowhead Representative) and Kesa Shikaze (Edmonton-Evergreen Representative) as new FCSSAA Board members, joining Crystal Tremblay (Northwest Representative) and Tara Gilchrist (Calgary Bow Representative) on the FCSSAA Board. The Committee will also welcome Crystal Tremblay as Directors' Network Chair.

The Directors' Network Committee appreciates the continued support of local FCSS Committees, Boards, and partners, as well as ongoing advocacy efforts to strengthen resources for FCSS programs across Alberta. The Committee remains committed to strengthening leadership capacity, supporting professional learning and mentorship opportunities, maintaining strong regional communication, and providing valuable input on issues affecting FCSS program leadership and service delivery.

Respectfully submitted by

Zakk Morrison
Co-Chair, Directors' Network Committee
South Region Representative

Tracy Proulx
Co-Chair, Directors' Network Committee
Northeast Region Representative

FCSS ASSOCIATION BOARD 2026-2027

The full slate of board members will be announced at the end of the AGM. For your convenience, following is a list of the FCSSAA regions with space to record names of regional representatives. Along with Directors' Network representatives noted below, this will be your FCSS Association Board for November 2026-2027.

Kayla Blanchette	President (elected at the AGM)
	Vice President (elected at the 1st Meeting of the Board)
	Calgary-Bow River Region (Calgary)
	Calgary-Bow River Region (Bow River area)
	East Central Region
	Edmonton-Evergreen Region (Edmonton)
	Edmonton-Evergreen Region (Evergreen area)
	Northeast Region
	Northwest Region
	South Region
	West Central Region
	Yellowhead Region

Directors' Network representatives to the FCSS Association Board for 2026--2027, elected at the October 2026 Directors' Network meeting, are:

Crystal Tremblay	Smoky River FCSS (Chair, Directors' Network)
Tanya Byers	Edson FCSS
Kesa Shikaze	Strathcona County FCS
Tara Gilchrist	Canmore FCSS

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