

Toolbox for the Boards
of Directors of First Nations
Childcare Centres
in Quebec

Tools and Templates
**for Board
of Directors
Meetings**



FIRST NATIONS OF QUEBEC
AND LABRADOR HEALTH
AND SOCIAL SERVICES
COMMISSION

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Regroupement des centres de la petite enfance de la Côte-Nord

References

Ministère de la Famille

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Table of contents

Agenda for a regular meeting.....	2
Minutes of a regular meeting.....	3
Invitation to the annual general assembly.....	4
Minutes of the annual general assembly.....	5
Resolution of the Board of Directors.....	8
Resolution for signing authority.....	9
Glossary of meeting terms.....	10
Examples of completed templates.....	13

Introduction

This bundle provides tools and templates for the day-to-day operations of the board of directors, such as annual general assemblies and minutes. The documents are provided to support capacity building and are intended to serve as a point of reference for fostering sound governance that respects the ethics and values of childcare centres. They are free and available on the FNQLHSSC website.

Agenda for a regular meeting

Childcare
Centre
logo



Date:

Time:

Location:

Time	Agenda Items	Comments
1	Opening of the meeting <ul style="list-style-type: none"> Confirmation of quorum 	
2	<ul style="list-style-type: none"> Reading of the agenda Adoption of the agenda 	
3	Adoption of the minutes from the last meeting	Adoption
4	Item Presented by...	
Break		
5	Item Presented by...	
6	Item Presented by...	
7	Miscellaneous <ul style="list-style-type: none"> 	
8	Date of the next meeting	
Adjournment		

Minutes of a regular meeting



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logo

Date:

Time:

Location:

Present:

Absent:

Guests:

1. Opening of the meeting and confirmation of quorum

2. Reading and adoption of the agenda

3. Approval of the minutes from the last meeting

4. Topic to be determined

5. Topic to be determined

6. Topic to be determined

7. Miscellaneous

-
-

8. Date of the next meeting

9. Adjournment

The meeting ended at XX:XX (a.m./p.m.).

Invitation to the annual general assembly



Childcare
Centre
logo

Date:

Time:

Location:

We have three vacancies on the Board of Directors.

The Board of Directors works closely with the senior management to ensure that the childcare centre runs smoothly, while respecting the centre's values and mission. The Board meets about X times per year. The meetings last about 90 minutes and take place in a relaxed, friendly atmosphere that invites open discussion.

We hope to see you!



Example agenda

1. Opening of the meeting and confirmation of quorum
2. Reading and adoption of the agenda
3. Message from the chair or executive director and presentation of the 20XX-20XX report
4. Reading and adoption of the minutes of the 20XX annual general meeting
5. Presentation and filing of the 20XX-20XX annual financial report by Name from the firm Name
6. Appointment of election officer and election secretary
7. Election of Board members
8. Appointment of an auditor for the 20XX-20XX fiscal year
9. Thanks to outgoing Board members
10. Discussion with Board members (question period)
11. Adjournment

Ms. X, executive director, and XYZ Childcare Centre Board members

Minutes of the annual general assembly

Childcare
Centre
logo



Date:

Time:

Location:



Example agenda

1. Opening of the meeting and confirmation of quorum
2. Reading and adoption of the agenda
3. Message from the chair or executive director and presentation of the 20XX-20XX report
4. Reading and adoption of the minutes of the 20XX annual general meeting
5. Presentation and filing of the 20XX-20XX annual financial report by Name from the firm Name
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7. Election of Board members
8. Appointment of an auditor for the 20XX-20XX fiscal year
9. Thanks to outgoing Board members
10. Discussion with Board members (question period)
11. Adjournment



1. Opening of the meeting and confirmation of quorum
2. Reading and adoption of the agenda
3. Message from the chair or executive director and presentation of the 20XX-20XX report
4. Reading and adoption of the minutes of the 20XX annual general meeting
5. Presentation and filing of the 20XX-20XX annual financial report by Name from the firm Name
6. Appointment of election officer and election secretary
7. Election of Board members
 - A) Seat as parent of a child enrolled in the childcare centre

(Name) proposed (Name).
(Name) proposed (Name).
(Name) proposed (Name).

(Name) accepted.
(Name) accepted.
(Name) accepted.

A vote was held and (Name) was elected by majority vote.
 - B) Seat as community member

(Name) proposed (Name).
(Name) proposed (Name).
(Name) proposed (Name).

(Name) accepted.
(Name) accepted.
(Name) accepted.

A vote was held and (Name) was elected by majority vote.



C) Seat as employee representative

(Name) proposed (Name).

(Name) proposed (Name).

(Name) proposed (Name).

(Name) accepted.

(Name) accepted.

(Name) accepted.

A vote was held and (Name) was elected by majority vote.

Welcome to our new Board members!

8. Appointment of an auditor for the 20XX–20XX fiscal year

9. Thanks to outgoing Board members

10. Discussion with Board members (question period)

11. Adjournment

Resolution of the Board of Directors

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Centre
logo



Resolution No. XXX

WHEREAS the Board members have (specify action) on (date dd-mm-yyyy);

WHEREAS the Board members were also informed that they would need to (specify action) regarding (specify subject);

WHEREAS the Board proceeded to (specify action);

WHEREAS the Board is now fully satisfied with (proposed amendment).

IN WITNESS WHEREOF, it is proposed by _____ (name, title), seconded by _____ (name, title) and unanimously resolved that the Board members agree to make the following amendment _____ (specify).

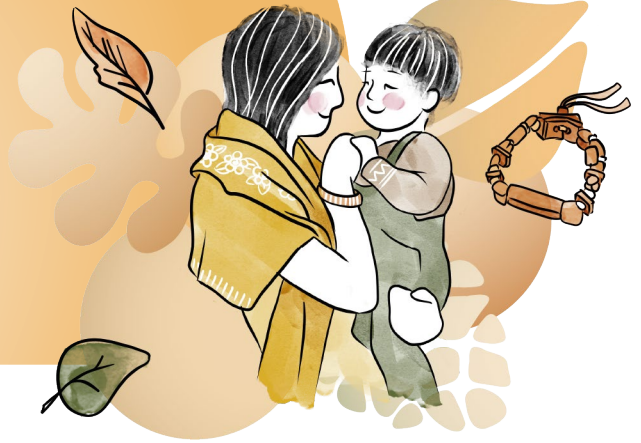
Signed at _____ (name of community) on _____ (date dd-mm-yyyy).

Signatures:

Chair of the Board of Directors

(Other signatory required as per the by-laws)

Resolution for signing authority



Childcare
centre logo



Resolution No. XXX

Excerpt from the meeting of the Board of Directors held on _____ (date dd-mm-yyyy) at _____ (name of childcare centre) at _____ (time).

On a proposal duly made and approved, the persons named below are authorized to have access to all account information, to hold computer authorizations and to sign on behalf of _____ (name of childcare centre) for _____ (name of financial institution):

- (First and last name in full), title (e.g., Board chair)
- (First and last name in full), title (e.g., Board treasurer)
- (First and last name in full), title (e.g., Board member)
- (First and last name in full), title (e.g., executive director of the childcare centre)

Certified copy,

Signed at _____ (name of community), on _____ (date dd-mm-yyyy).

Signatures:

Chair of the Board of Directors

(Other signatory required as per the by-laws)

Glossary of meeting terms



Annual general assembly

The annual general assembly is a meeting held once a year that is open to all parents of children enrolled in the childcare centre, as well as staff and community members. A general review for the past year is presented along with the financial report, audited by an accounting firm. During this meeting, the Board of Directors may approve changes to the childcare centre by-laws. The annual general assembly is also when Board members are elected for the next term. It is recommended that the Board of Directors meet just prior to this meeting to familiarize themselves with the general review of the year and to organize the annual general assembly efficiently. Minutes must be recorded following the annual general assembly.

Special general assembly

Special general assemblies are open to all parents of children enrolled in the childcare centre, as well as staff and community members. These meetings are held whenever certain decisions need to be made – for example, to elect new Board members, to adjust the number of Board members or to make a decision that requires community involvement. Invitations must be sent out several days in advance and must mention the specific topic to be discussed at the meeting. Minutes must be recorded following each special general assembly.

Regular meeting of the Board of Directors

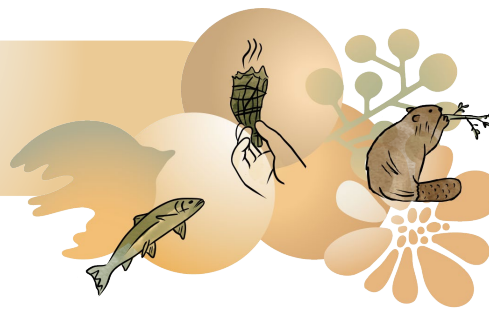
Regular Board meetings, attended by Board members and senior management, are held about ten times a year, in accordance with the childcare centre by-laws, or as required. The meetings must be prepared and the agenda sent to Board members a few days in advance. The meetings are used to discuss routine matters concerning the childcare centre. Minutes must be recorded following each regular meeting.

Notice of meeting

The notice of meeting is an invitation to attend the meeting. It is sent together with the agenda and other important documents to be reviewed by Board members before the meeting. These should be sent at least a few days before the meeting.

Agenda

The agenda is a written plan or list containing the main topics to be discussed or voted on at each meeting. The agenda is normally prepared by the chair and senior management and put in writing by the secretary. It must be sent to Board members before the day of the meeting.



Minutes

The minutes are a written document summarizing the discussions and decisions that occurred during a meeting. The secretary of the Board is in charge of recording the minutes, which must include the date, time and location of each meeting, as well as attendance. The minutes are an official and mandatory document. The information must be accurate, and the document must be kept in the archives of the Board.

Adoption of minutes

Prior to each meeting, the minutes of the previous meeting are sent to the Board members for review. At the start of the meeting, the facilitator confirms with the Board members that everything in the minutes matches what was discussed during the previous meeting. Once adopted, the minutes are kept as an official document in the archives of the Board.

Quorum

Quorum is the minimum number of members who must be present for a meeting to be considered valid, and this number is established in the childcare centre by-laws. Board members must verify that enough people are present to make decisions prior to each meeting. The chair is in charge of confirming that quorum is reached and maintained during a meeting.

Consensus

When a decision is made without a formal vote, but with the agreement of a majority of Board members, this is referred to as consensus. Some Board members may remain neutral, but none must be opposed to the decision.

Unanimous

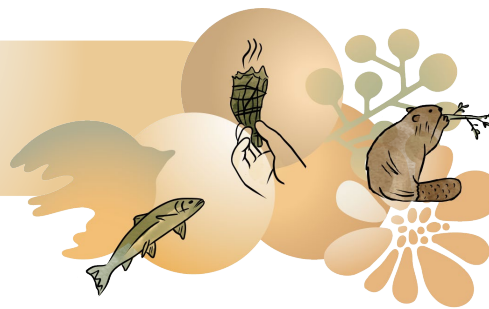
A decision is considered unanimous when all the Board members, without exception, are in favour.

Information item

An information item is used by Board members or guests to convey information to the other participants at the meeting. An information item does not call for a decision.

Discussion item

A discussion item is a topic to be discussed with a view to making a future decision.



Proposal

A proposal is a recommendation made by a Board member regarding an agenda item. The proposal must be seconded by another Board member to be eligible for discussion. The resulting discussion is called “deliberation.”

Decision item

A decision item is a matter on the agenda that requires a decision. The decision must be recorded in the minutes of the meeting.

Miscellaneous items

Miscellaneous items are non-agenda items that can be added to the agenda at the start of a meeting. They can be discussed if time permits. Otherwise, they are added to the agenda for the next meeting.

Board resolution

A Board resolution is a written document explaining the decisions made by the Board during a meeting. This is an official document that must be kept in the archives of the Board and that must include the date, details of the decision and necessary signatures, in accordance with the childcare centre by-laws.

Adjournment or close of the meeting

Adjournment refers to the moment when the meeting ends. The time is recorded in the meeting minutes. Board members may not discuss any further Board matters once the meeting is officially closed.

Minute book or record of the proceedings

A minute book or record of the proceedings is a collection of all the official Board documents for the childcare centre, including by-laws, minutes and adopted resolutions. It may be a binder or a briefcase. It must be scrupulously kept up to date and can be consulted for reference regarding past events.

Examples of completed templates



Agenda

for a regular meeting of the Board of Directors of Kwe Kwe Childcare Centre



Kwe Kwe
Childcare
Centre



Date: April 11, 2024

Time: 6:00 p.m.

Location: Kwe Kwe Childcare Centre

Time		Agenda Items		Comments
1	6:00 p.m.	Opening of the meeting <ul style="list-style-type: none"> Confirmation of quorum (According to the by-laws, X number of Board members must be present for the meeting to take place.) 	X Board members present	Mr. X was absent. Ms. Y attended via Zoom.
2		<ul style="list-style-type: none"> Reading of the agenda Adoption of the agenda 	Adoption	The agenda was emailed to Board members seven days before the meeting.
3		Adoption of the minutes from the last meeting	Adoption	The document was emailed to Board members on April 8 so they could read it before the meeting.
4	6:10 p.m.	Daycare Week Presented by the executive director (and others, if applicable)	Information item	The executive director sent the activity plan by email.
Pause				
5	6:30 p.m.	Update of the complaints handling policy Presented by the executive director (and others, if applicable)	Approval	The latest version of the policy was sent to Board members on April 5.
6	7:00 p.m.	Budget follow-up for work on the courtyard Presented by Ms. X, treasurer	Information item	
7	7:15 p.m.	Miscellaneous <ul style="list-style-type: none"> Cookie decorating activity with Ms. Pauline Dates of Board meetings 	Information item	
8		Date of the next meeting: May 9, 2024	Information item	
7:55 p.m.		Adjournment		

Minutes of the meeting of the Board of Directors of Kwe Kwe Childcare Centre



Kwe Kwe
Childcare
Centre



Date: April 11, 2024

Time: 6:00 p.m.

Location: Kwe Kwe Childcare Centre

Present: Ms. W, Ms. X (Zoom), Ms. Y, Ms. Z, Mr. Y, Mr. Z

Absent: Mr. X

Guests: None

1. Opening of the meeting and confirmation of quorum

According to the by-laws, **X** number of Board members must be present for the meeting to take place. When the required number of members is present, quorum is reached.

2. Reading and adoption of the agenda

Ms. Z, seconded by Mr. Y, moved that the agenda be adopted as presented.

Adopted unanimously.

3. Adoption of the minutes from the last meeting

Ms. X, seconded by Ms. Y, moved that the minutes of the last meeting be adopted as presented.

Adopted unanimously.

4. Daycare Week

The executive director presented the schedule of activities for Daycare Week, which will be held from May 27 to June 2, 2024.

5. Update of the complaints handling policy

The complaints handling policy has not been reviewed for six years and should be updated. Ms. X proposed setting up a policy review committee whose mandate would be to review the complaints handling policy. The committee would be made up of three Board members, a member of the management team, and a parent of a child enrolled in the childcare centre (who is not a Board member). The proposal was made by Mr. Y and seconded by Ms. X.



Mr. Y, Ms. X and Ms. W will sit on the committee. The executive director will appoint the assistant director and a parent of a child enrolled in the childcare centre to sit on the committee.

Adopted unanimously.

6. Budget follow-up for work on the courtyard

The treasurer presented updates to the budget.

The executive director has submitted the project to the credit union's Community Development Fund for additional funding. This matter will be followed up on.

7. Miscellaneous

- **Cookie decorating activity**

The executive director announced that the cookie decorating activity with Ms. Pauline had been postponed until next week.

- **Dates of Board meetings**

The chair reminded everyone that Board meetings are held on the second Thursday of every month and that everyone's attendance is needed and greatly appreciated.

8. Date of the next meeting

The next meeting will take place on May 9, 2024.

9. Adjournment

Ms. X proposed, seconded by Mr. Z, to adjourn the meeting.

Adopted unanimously.

The meeting ended at 7:55 p.m.



Invitation to parents and community members to attend the 2025 annual general assembly



Date: September 14, 2025

Time: 6:00 p.m.

Location: Kwe Kwe Childcare Centre

We have three vacancies on the Board of Directors.

The Board of Directors works closely with senior management to ensure that the childcare centre runs smoothly, while respecting the centre's values and mission. The Board meets about ten times per year (with no meetings during summer or winter holidays). The meetings last about 90 minutes and take place in a relaxed, friendly atmosphere that invites open discussion.

We hope to see you!



Agenda

1. Opening of the meeting and confirmation of quorum
2. Reading and adoption of the agenda
3. Message from the chair and presentation of the 2024–2025 report
4. Reading and adoption of the minutes of the 2024 annual general meeting
5. Presentation and filing of the 2024–2025 annual financial report by Marc Lafortune from the firm *Lafortune et associés*
6. Appointment of election officer and election secretary
7. Election of Board members
8. Appointment of an auditor for the 2025–2026 fiscal year
9. Thanks to outgoing Board members
10. Discussion with Board members (question period)
11. Adjournment

Ms. Ladouceur, executive director of the childcare centre, and Kwe Kwe Childcare Centre Board members



Minutes of the annual general assembly of Kwe Kwe Childcare Centre



Date: September 14, 2025

Time: 6:00 p.m.

Location: Kwe Kwe Childcare Centre



Agenda

1. Opening of the meeting and confirmation of quorum
2. Reading and adoption of the agenda
3. Message from the chair and presentation of the 2024–2025 report
4. Reading and adoption of the minutes of the 2024 annual general meeting
5. Presentation and filing of the 2024–2025 annual financial report by Marc Lafortune from the firm *Lafortune et associés*
6. Appointment of election officer and election secretary
7. Election of Board members
8. Appointment of an auditor for the 2025–2026 fiscal year
9. Thanks to outgoing Board members
10. Discussion with Board members (question period)
11. Adjournment



1. Opening of the meeting and confirmation of quorum

Quorum was reached and the meeting began at 6:10 p.m.
Ms. Lajoie, chair, welcomed everyone.

2. Reading and adoption of the agenda

On motion duly made by Pénélope Guay and seconded by Rebekka Robertson, the agenda was unanimously adopted as presented.

3. Message from the chair and presentation of the 2024-2025 report

The chair briefly presented the highlights from the 2024–2025 fiscal year.
Ms. Ladouceur, executive director, thanked the educators for their hard work and their daily commitment to the children.

4. Reading and adoption of the minutes of the 2024 annual general meeting

On motion duly made by Rita Richer and seconded by Pénélope Guay, the minutes of the annual general meeting held on September 22, 2024, were unanimously adopted as read.

5. Presentation and filing of the 2024–2025 annual financial report by Marc Lafortune from the firm *Lafortune et associés*

According to Mr. Lafortune's detailed report, the childcare centre is in good financial standing. On motion made by Line Lajoie and seconded by Rebekka Robertson, the presentation and filing of the financial statements for the 2024–2025 fiscal year were approved.
Adopted unanimously as presented.

6. Appointment of election officer and election secretary

Election officer: Line Lajoie
Election secretary: Béatrice Blais

7. Election of Board members

A) Seat as parent of a child enrolled in the childcare centre

Audrey Aubé proposed Bianca Baron.
Carl Carré proposed Doris Dubé.
Érika Édouard proposed Francis Fillion.

Ms. Baron accepted.
Ms. Dubé accepted.
Mr. Fillion accepted.

A vote was held and Ms. Dubé was elected by majority vote.



B) Seat as community member

Guylaine Garon proposed H el ene Harris.
Ivan Irving proposed Jenny Jackson.
Karyna Kennedy proposed Liam Loiselle.

Ms. Harris accepted.
Ms. Jackson accepted.
Mr. Loiselle accepted.

A vote was held and Mr. Loiselle was elected by majority vote.

C) Seat as employee representative

Maggie Mitchell proposed Nelly Nelson.
Olivier Olson proposed Patricia Parker.
Rita Ruel proposed Sylvain Savard.

Ms. Nelson refused.
Ms. Parker accepted.
Mr. Savard accepted.

A vote was held and Ms. Parker was elected by majority vote.

Welcome to our new Board members!

8. Appointment of an auditor for the 2025–2026 fiscal year

On motion by Line Lajoie and seconded by B eatrice Blais, it was unanimously agreed to renew the mandate of the firm *Lafortune et associ es* as auditor for the 2025–2026 fiscal year.

9. Thanks to outgoing Board members

Ms. Ladouceur thanked outgoing Board members Rachel Roy and Sonia Simon. She also thanked those who stood for election and expressed interest in being involved but were not elected this time around.

10. Discussion with Board members (question period)

The new members convened to fill the Board positions.

Chair: Line Lajoie
Vice-chair: Doris Dub e
Treasurer: Patricia Parker
Secretary: B eatrice Blais
Director: Rebekka Robertson
Director: Liam Loiselle
Director: B eatrice Blais

11. Adjournment

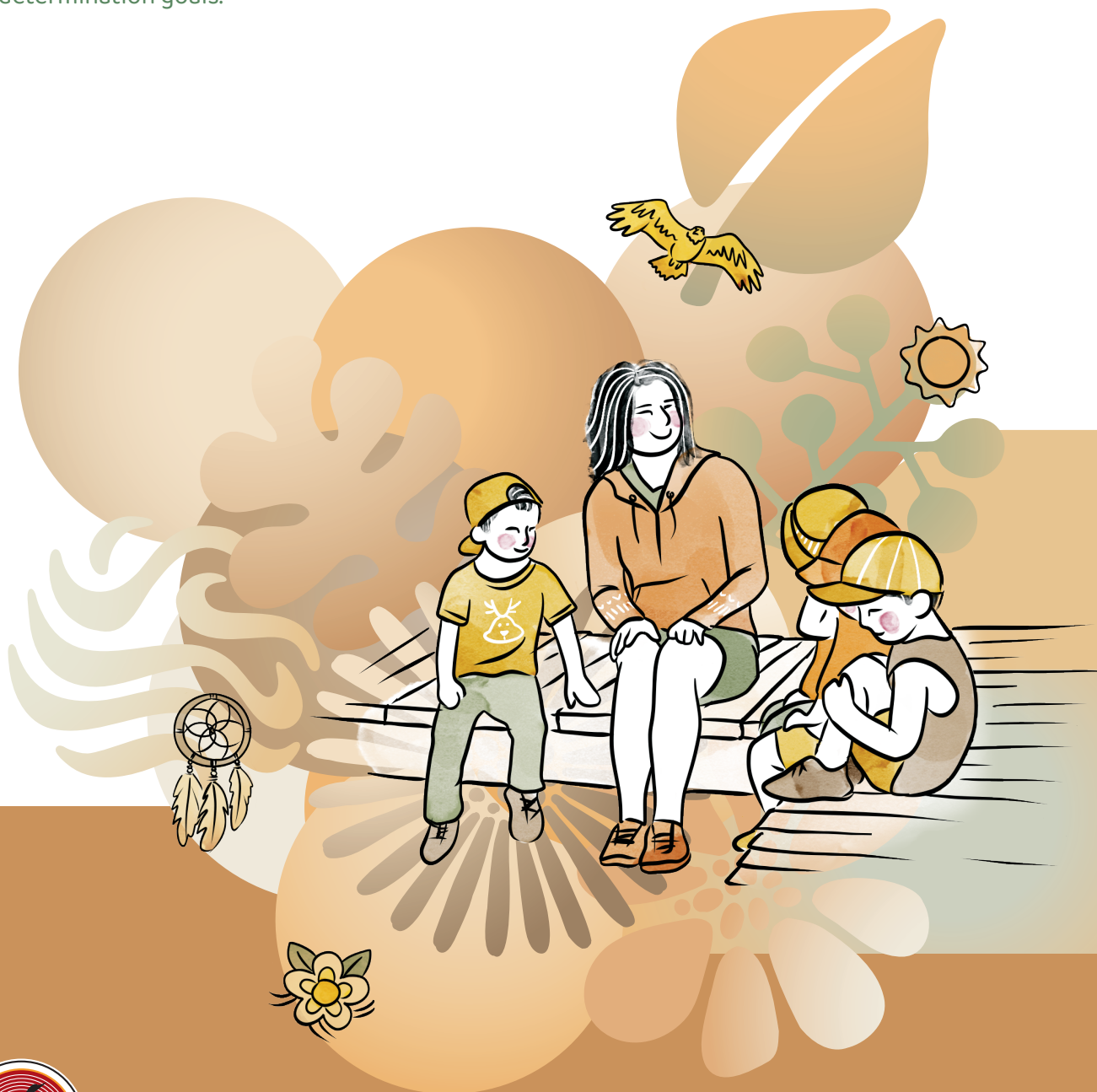
The agenda items having been completed, it was moved by B eatrice Blais and seconded by Patricia Parker to adjourn the meeting at 8:30 p.m.

Vision

First Nations individuals, families and communities are healthy, have equitable access to quality care and services, and are self-determining and culturally empowered.

Mission

To accompany Quebec First Nations in achieving their health, wellness, culture and self-determination goals.



FIRST NATIONS OF QUEBEC
AND LABRADOR HEALTH
AND SOCIAL SERVICES
COMMISSION