

New Horizons Charter School Society

Board Meeting

October 29, 2025



NEW HORIZONS CHARTER SCHOOL SOCIETY BOARD OF DIRECTORS' MEETING OCTOBER 29, 2025 AGENDA

Online streaming available via Zoom, [click here to join](#).

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|----|--|--------------|---------|
| 1. | Call to Order | P. Jackson | 6:30 pm |
| 2. | Statement of Territorial Acknowledgment | P. Jackson | 6:32 pm |
| | <p><i>The Board of Directors of the New Horizons Charter School Society respectfully acknowledges that the land on which we meet is Treaty 6 territory, a traditional home, gathering place, a travelling route for diverse Indigenous Peoples, including Cree, Saulteaux, Blackfoot, Nakota, Sioux, as well as the homeland of the Métis Nation. We recognize our responsibility as Treaty members and honour the heritage and gifts of the First Peoples of this land.</i></p> | | |
| 3. | Adoption of Agenda | P. Jackson | 6:35 pm |
| 4. | Disclosure of Conflict of Interest | P. Jackson | 6:38 pm |
| 5. | Approval of Minutes | P. Jackson | 6:40 pm |
| | 5.1 September 17, 2025 - attachment | | |
| | 5.2 October 8, 2025 – attachment | | |
| 6. | Administration Reports | | 6:45 pm |
| | 6.1 Principal's Report – attachment | L. Vigfusson | |
| | 6.2 Secretary Treasurer's Report - attachment | P. Dundas | |
| | 6.3 Superintendent's Report – attachment | T. Moghrabi | |
| 7. | Board Reports | | 7:15 pm |
| | 7.1 Board Chair's Report | P. Jackson | |
| | 7.2 Other Committee Reports | P. Jackson | |
| | 7.2.1 Finance and Audit Committee | A. Andrews | |
| | 7.2.2 Policy Guidelines and Bylaws Committee | TBD | |
| | 7.2.3 Survey Committee | TBD | |
| | 7.2.4 Public Relations Committee | TBD | |
| | 7.2.5 Personnel Committee | P. Jackson | |
| | 7.2.6 High School Ad Hoc Committee | P. Jackson | |
| | 7.2.7 Board Activities | | |

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| 8. | New Business | | 7:20 pm |
| 8.1 | Standing Committee Membership - attachment | T. Moghrabi | |
| 8.2 | Enrolment Report for September 30, 2025 - attachment | P. Dundas | |
| 8.3 | Letter to Minister re: Capacity Cap - motion required | P. Jackson | |
| 8.4 | Alberta Education Assurance Measures (AEAMS) | L. Vigfusson | |
| 8.5 | Select Date for November Board Retreat | T. Moghrabi | |
| | 8.5.1 Board Governance Professional Development | | |
| 8.6 | Charter Renewal Review - attachment | T. Moghrabi | |
| 8.7 | CASS Conference Attendance Request - motion required | T. Moghrabi | |
| 8.8 | Policy Approvals | A. Koziak | |
| | 8.8.1 Policy 105 - Student Appeals to the Board | | |
| | 8.8.2 Policy 411 - Gender Identity and Inclusion | | |
| | 8.8.3 Policy 412 - Selection and Access to School Library Materials | | |
| 9. | Board Work Plan – attachment | P. Jackson | 8:00 pm |
| 10. | The Association of Alberta Public Charter Schools | P. Jackson | 8:05 pm |
| 11. | Receipt of Reports | P. Jackson | 8:10 pm |
| 12. | Correspondence Sent | P. Jackson | 8:12 pm |
| | 12.1 30th Anniversary Thank You Letters | | |
| 13. | Correspondence Received | | 8:14 pm |
| | 13.1 Premier Mandate Letter | T. Moghrabi | |
| 14. | In Camera - | P. Jackson | 8:15 pm |
| | 14.1 Motion to Move In Camera | | |
| | 14.2 Motion to Move Out of Camera | | |
| | 14.3 Business Arising from In Camera | | |
| 15. | Adjournment | P. Jackson | 8:30 pm |

Next Board Meeting – November 26, 2025

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board	Date: September 17, 2025	Initials: Chair	
Approved: DRAFT	Recorded By: A. DeJong	Secretary	

September 17, 2025, 3:00 p.m.

Board Members Present at Call to Order:

Adam Asquini CHAIR	Kristie Derkson VICE CHAIR	Trevor Panas TREASURER
Adam Koziak SECRETARY	Paul Jackson DIRECTOR	Praveen Kakkan DIRECTOR

Board Members Joining During the Meeting:

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Board Members Absent:

Andrea Andrews DIRECTOR		
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Administration Present at Call to Order:

Terry Moghrabi SUPERINTENDENT	Patti Dundas SECRETARY-TREASURER	Lori Vigfusson PRINCIPAL
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Virtual attendees:

1. Call to Order

Chair Asquini called the meeting to order at 2:50 p.m. and made opening remarks.

2. Statement of Territorial Acknowledgment

The Board of Directors of the New Horizons Charter School Society respectfully acknowledges that the land on which we meet is Treaty 6 territory, a traditional home, gathering place, and travelling route for diverse Indigenous Peoples, including Cree, Saulteaux, Blackfoot, Nakota, and Sioux, as well as the homeland of the Métis Nation. We recognize our responsibility as Treaty members and honour the heritage and gifts of the First Peoples of this land.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board	Date: September 17, 2025	Initials: Chair	
Approved: DRAFT	Recorded By: A. DeJong	Secretary	

3. Adoption of Agenda

The agenda was adopted as presented.

<i>Motion 2025-09-17-01</i>	<i>Moved that the agenda for the Board Meeting of September 17, 2025 be adopted as presented.</i> <i>Moved: Director Jackson</i> <i>Seconded: Director Kakkan</i> <i>Carried</i>
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4. Disclosure of Conflict of Interest

Chair Asquini indicated that two Board members have spouses on staff and three Board members have spouses on School Council / FANHS. Based on the agenda, no conflict is anticipated. No other conflicts of interest were cited.

5. Approval of Minutes

5.1 Minutes of June 18, 2025

<i>Motion 2025-09-17-02</i>	<i>Moved that the Board Meeting minutes of June 18, 2025 be approved as presented.</i> <i>Moved: Director Jackson</i> <i>Seconded: Director Kakkan</i> <i>Carried</i>
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6. Administration Reports

6.1 Principal's Report

Principal Vigfusson summarized her written report, which included Welcome Back Meet the Teacher BBQ, National Day of Truth and Reconciliation, Alberta Education Early Years Assessments, Enrollment, Individual Program Plans (IPPs), New Classrooms, and Extracurricular Activities, as included in the meeting package. Discussion followed.

Action Item: Information should be shared with parents regarding changes to IPPs and Investigations as a follow-up to survey results from last year.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board	Date: September 17, 2025	Initials: Chair	
Approved: DRAFT	Recorded By: A. DeJong	Secretary	

6.2 Secretary-Treasurer's Report

Secretary-Treasurer Dundas summarized her written report, which included facilities, technology, audit, enrollment, contracts, and Capital Projects, as included in the meeting package. She also distributed copies of the email message received from Alberta Education confirming approval of the Capital Plan. Discussion followed.

Action Item: Secretary-Treasurer Dundas will provide information on per-student funding at the next Board meeting.

6.3 Superintendent's Report

Superintendent Moghrabi summarized his written report, which included project approval, 30th Year Celebration, Meet the Teacher, technology meeting, Special General Meeting, CASS PD, Field Services Representative, Ministerial Order Update, Teacher Strike or Lock-Out Implications, and Fairness and Safety in Sport Act, as included in the meeting package. Discussion followed.

Action Item: Letters of acknowledgement to be sent to individuals who spoke at the 30th Year Celebration, including Alberta Education representatives and MLA Kasawski.

Action Item: Superintendent Moghrabi will share communications with parents regarding transportation arrangements in the event of a provincial teacher strike, including that NHS will not be offering remote learning opportunities.

7. Board Reports

7.1 Board Chair's Report

Chair Asquini expressed enthusiasm for the Capital Project approval. He thanked Board members and individuals for their work and efforts in preparing for and participating in the 30th Year Celebration. He expressed appreciation to Board members and administration for their participation over the last year and acknowledged outgoing Directors for their time on the Board.

Action Item: Chair Asquini will update and share the Board newsletter with Superintendent Moghrabi for distribution to parents.

Action Item: Superintendent Moghrabi will share potential meeting dates with the Policy Committee for policy development and implementation discussions.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board	Date: September 17, 2025	Initials: Chair	
Approved: DRAFT	Recorded By: A. DeJong	Secretary	

7.2 Committee Reports

7.2.1 Finance and Audit Committee

No report.

7.2.2 Policy Guidelines and Bylaws Committee

No report.

7.2.3 Survey Committee

No report.

7.2.4 Public Relations Committee

No report.

7.2.5 Personnel Committee

No report.

7.2.6 High School Ad Hoc Committee

No report.

7.2.7 Board Activities

No report.

Vice-Chair Derkson left the meeting at this point.

8. New Business

8.1 Ministerial Order of School Literary Materials

Superintendent Moghrabi provided an overview of the Ministerial Order of School Literary Materials. Principal Vigfusson indicated that there are no items in the NHS library that will need to be removed under the parameters of the Ministerial Order. Discussion followed.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board	Date: September 17, 2025	Initials: Chair	
Approved: DRAFT	Recorded By: A. DeJong	Secretary	

8.2 Adopt 2025-26 Board Work Plan

Superintendent Moghrabi provided an overview of the proposed Board Work Plan for 2025-26, as included in the meeting package. Discussion followed. The following revisions were agreed upon:

Revisions:

- September, remove technology update
- September, Move PAT results to November
- October, move TAAPCS meeting to November
- October, move board orientation to Board Retreat sub-list in November
- February, remove technology update

<i>Motion 2025-09-17-03</i>	<i>Moved that the Board Work Plan for 2025-26 be approved as amended.</i> <i>Moved: Director Jackson</i> <i>Seconded: Board Treasurer Panas</i> <i>Carried</i>
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8.3 Schedule October Board Meeting

Superintendent Moghrabi indicated the need to set a Board meeting date in October, as included in the meeting package. Discussion followed.

<i>Motion 2025-09-17-04</i>	<i>Moved that the Board select the following meeting dates:</i> • <i>Wednesday, October 8, 2025, immediately following the SGM (organizational meeting);</i> • <i>Wednesday, October 29, 2025</i> <i>Moved: Board Secretary Koziak</i> <i>Seconded: Director Jackson</i> <i>Carried</i>
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8.4 Appointment of Auditor

Secretary-Treasurer Dundas indicated the intent to request that Yaremchuk & Annichiarico be the auditors for the 2025-26 fiscal year, as included in the meeting package.

9. Board Work Plan

The Board reviewed the Work Plan for 2025-26, as included in the meeting package.

NEW HORIZONS CHARTER SCHOOL SOCIETY
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Type of Meeting: Board	Date: September 17, 2025	Initials: Chair	
Approved: DRAFT	Recorded By: A. DeJong	Secretary	

10. The Association of Alberta Public Charter Schools (TAAPCS)

Board Secretary Koziak indicated that TAAPCS is working to send membership invoices in the spring of each year. Invoices regarding the marketing/communication plan fees for the next three years have been distributed to Charter Schools. There is ongoing discussion regarding TAAPCS participation on the board of the Calgary Charter School Hub. Discussion followed.

11. Receipt of Reports

<i>Motion 2025-09-17-05</i>	<i>Moved that all reports be received as presented during the meeting.</i> <i>Moved: Director Jackson</i> <i>Seconded: Director Kakkan</i> <i>Carried</i>
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12. Correspondence Sent

- None

13. Correspondence Received

- EDC Minister - End of School Year Letter to Parents

14. In Camera

14.1 Motion to Move In Camera

<i>Motion 2025-09-17-06</i>	<i>Moved that the meeting move in camera at 5:01 p.m.</i> <i>Moved: Board Treasurer Panas</i> <i>Seconded: Director Jackson</i> <i>Carried</i>
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14.2 Motion to Move Out of Camera:

<i>Motion 2025-09-17-07</i>	<i>Moved that the meeting move out of camera at 5:23 p.m.</i> <i>Moved: Board Treasurer Panas</i> <i>Seconded: Director Kakkan</i> <i>Carried</i>
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NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board	Date: September 17, 2025	Initials: Chair	
Approved: DRAFT	Recorded By: A. DeJong	Secretary	

15. Matters Arising from In Camera Meeting

None.

16. Adjournment

Chair Asquini adjourned the meeting at 5:23 p.m.

Special General Meeting: Wednesday, October 8, 2025 at 7:00 p.m.

Next Board Meeting: Wednesday, October 8, 2025, following the SGM

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting:	Board	Date:	October 8, 2025	Initials:	Chair	
Approved:	DRAFT	Recorded By:	A. DeJong		Secretary	

ORGANIZATIONAL (CLOSED) BOARD MEETING
October 8, 2025, 7:30 p.m.

Board Members Present at Call to Order:

Andrea Andrews DIRECTOR	Ryan Arbour DIRECTOR	Elliot Fraser DIRECTOR
Paul Jackson DIRECTOR	Praveen Kakkan (virtual) DIRECTOR	Adam Koziak DIRECTOR
Michael Zalewski DIRECTOR		

Administration Present:

Terry Moghrabi SUPERINTENDENT	Patti Dundas SECRETARY-TREASURER	
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1. Call to Order

Superintendent Moghrabi called the virtual meeting to order at 7:50 p.m. and made opening remarks.

2. Statement of Territorial Acknowledgment

The Board of Directors of the New Horizons Charter School Society respectfully acknowledges that the land on which we meet is Treaty 6 territory, a traditional home, gathering place, and travelling route for diverse Indigenous Peoples, including Cree, Saulteaux, Blackfoot, Nakota, and Sioux, as well as the homeland of the Métis Nation. We recognize our responsibility as Treaty members and honour the heritage and gifts of the First Peoples of this land.

3. Adoption of Agenda

<i>Motion 2025-10-08-01</i>	<i>Moved that the agenda for the Board Meeting of October 8, 2025 be adopted as presented.</i> <i>Moved: Director Jackson</i> <i>Seconded: Director Andrews</i> <i>Carried</i>
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NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting:	Board	Date:	October 8, 2025	Initials:	Chair	
Approved:	DRAFT	Recorded By:	A. DeJong		Secretary	

4. Disclosure of Conflict of Interest

Based on the agenda, no conflicts are anticipated for this meeting. Additional information regarding conflict of interest can be found in *Policy 101 - Board Code of Conduct*.

5. Board Organization

5.1 Selection of Officers

Superintendent Moghrabi discussed Bylaw requirement 6.1.5.3, which requires the Board Officers and Committee members to be named within one week of the elections. He then provided a brief summary of the duties and responsibilities of each officer position.

Superintendent Moghrabi called for nominations for the appointment of Board Chair.

Nomination received for Director Jackson from Director Koziak. Director Jackson accepted the nomination.

Superintendent Moghrabi called a second time for nominations.

Superintendent Moghrabi called a third time for nominations.

Superintendent Moghrabi closed nominations for the position of Chair.

<i>Motion 2025-10-08-02</i>	<i>Moved that Director Jackson be appointed by acclamation as Board Chair.</i> <i>Moved: Director Arbour</i> <i>Seconded: Director Koziak</i> <i>Carried</i>
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Chair Jackson assumed the position of Chair for the remainder of the meeting.

Chair Jackson called for nominations for the appointment of Vice Chair.

Director Koziak nominated himself for the role.

Chair Jackson called a second time for nominations.

NEW HORIZONS CHARTER SCHOOL SOCIETY
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Approved:	DRAFT	Recorded By:	A. DeJong		Secretary	

Chair Jackson called a third time for nominations.

Chair Jackson closed nominations for the position of Vice Chair.

<i>Motion 2025-10-08-03</i>	<i>Moved that Director Koziak be appointed by acclamation as Vice Chair.</i> <i>Moved: Director Andrews</i> <i>Seconded: Director Koziak</i> <i>Carried</i>
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Chair Jackson called for nominations for the appointment of Secretary.

Nomination received for Director Andrews by Director Koziak. Director Andrews accepted the nomination.

Chair Jackson called a second time for nominations.

Chair Jackson called a third time for nominations.

Chair Jackson closed nominations for the position of Secretary.

<i>Motion 2025-10-08-04</i>	<i>Moved that Director Andrews be appointed by acclamation as Board Secretary.</i> <i>Moved: Director Zalewski</i> <i>Seconded: Director Arbour</i> <i>Carried</i>
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Chair Jackson called for nominations for the appointment of Treasurer.

Nomination received for Director Andrews by Director Koziak. Director Andrews accepted the nomination.

Chair Jackson called a second time for nominations.

Chair Jackson called a third time for nominations.

Chair Jackson closed nominations for the position of Treasurer.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting:	Board	Date:	October 8, 2025	Initials:	Chair	
Approved:	DRAFT	Recorded By:	A. DeJong		Secretary	

Motion 2025-10-08-05

Moved that Director Andrews be appointed by acclamation as Board Treasurer.

*Moved: Director Koziak
Seconded: Director Zalewski
Carried*

5.2 Set Regular Meeting Dates

Bylaws state that the Board of Directors must hold nine meetings throughout the year. September and October meeting dates have already been selected, dates for the remainder of the year must be set.

Motion 2025-10-08-06

Moved that the following dates be set as Regular Board Meeting Dates:

- October 29, 2025 (approved at 2025-09-17 Board meeting)
- November 26, 2025
- January 21, 2026
- February 18, 2026
- March 18, 2026
- April 22, 2026
- May 20, 2025
- June 17, 2025
- September 16, 2026 (2026-27 school year)

*Moved: Director Fraser
Seconded: Director Andrews
Carried*

Discussion regarding the meeting format for Board meetings (in-person, hybrid or virtual) ensued.

Motion 2025-10-08-07

Moved that the Board enables a hybrid meeting format when required provided that Directors make the best effort to attend in person and to actively participate while keeping cameras on. In-camera meetings will not include virtual participants.

*Moved: Director Andrews
Seconded: Director Zalewski
Carried*

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting:	Board	Date:	October 8, 2025	Initials:	Chair	
Approved:	DRAFT	Recorded By:	A. DeJong		Secretary	

<i>Motion 2025-10-08-08</i>	<i>Moved that the Regular Board Meeting Dates begin with a 6:30 p.m. start time:</i> <i>Moved: Director Andrews</i> <i>Seconded: Director Kakkan</i> <i>Carried</i>
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Action Item: Administration will update meeting dates and times on the school calendar and will advise the membership of the election of Officers.

5.3 Code of Conduct

Superintendent Moghrabi spoke to *Policy #101 Board Member Code of Conduct*, which the Board of Directors is required to abide by. A copy of the Code of Conduct is included in the meeting package and copies were distributed at the meeting. Board members are asked to review the document, sign and return it immediately following the meeting.

5.4 Board Committees

Chair Jackson referenced the bylaw requirement for committees and summarized the five different Board committees. Members can be added throughout the year.

Director and Society member participation in committee membership will be finalized at the October 29, 2025 Board meeting.

Action Item: Superintendent Moghrabi will review committee guidelines and draft an email to Society members asking for members to join the Audit, Public Relations, and Policies, Guidelines and Bylaws committees.

5.5 Signing Authorities

Secretary-Treasurer Dundas spoke to signing authorities for the Society, as included in the meeting package.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting:	Board	Date:	October 8, 2025	Initials:	Chair	
Approved:	DRAFT	Recorded By:	A. DeJong		Secretary	

<i>Motion 2025-10-29-09</i>	<i>Moved that the following individuals serve as signing authorities for the New Horizons Charter School Society:</i> • <i>Paul Jackson, Board Chair</i> • <i>Andrea Andrews, Board Treasurer</i> • <i>Terry Moghrabi, Superintendent</i> • <i>Patti Dundas, Secretary-Treasurer</i> • <i>Lori Vigfusson, Principal</i> <i>Moved: Director Kakkan</i> <i>Seconded: Director Andrews</i> <i>Carried</i>
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6. New Business

6.1 Set Date for November 2025 Annual General Meeting

Chair Jackson indicated that a date needs to be set for the November 2025 Annual General Meeting. Notice of the AGM will be shared 21 days prior to the meeting date. Discussion followed.

<i>Motion 2025-10-08-10</i>	<i>Moved that the Annual General Meeting be held on November 26, 2025, subject to availability of financial auditor, at 6:30 p.m.</i> <i>Moved: Director Andrews</i> <i>Seconded: Director Zalewski</i> <i>Carried</i>
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6.2 Vulnerable Sector Check for Board Directors

Chair Jackson indicated that all staff, employees, and volunteers within the school are required to provide a Vulnerable Sector Check. The previous Board agreed that the practice should also apply to all Directors of the Board. Consensus of this Board is to continue the practice.

Action Item: Superintendent Moghrabi will direct staff to compile vulnerable sector checks for Directors already on file at the school and will advise Directors individually if one is required.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting:	Board	Date:	October 8, 2025	Initials:	Chair	
Approved:	DRAFT	Recorded By:	A. DeJong		Secretary	

7. Board Work Plan

The Board reviewed the Work Plan for 2025-26, as provided at the meeting.

Action Item: Superintendent Moghrabi will work to contact and arrange a guest speaker for the November Retreat to present a Board Orientation session.

8. The Association of Alberta Public Charter Schools (TAAPCS)

Director Koziak provided an overview of TAAPCS and its role. He indicated that TAAPCS will be hosting its Annual General Meeting on Saturday, November 1 at Thrive Charter School in Edmonton. He will attend on behalf of NHCSS.

9. Adjournment

Chair Jackson adjourned the meeting at 8:46 p.m.

Next Board Meeting: October 29, 2025 at 6:30 p.m. at New Horizons School.

MEMORANDUM

Date: October 29, 2025

To: Board of Directors

From: Lori Vigfusson, Principal

Re: Principal's Report-October 2025

Information and Highlights:

Read-In Week:

NHS had a number of guest readers in to celebrate our annual Read-In week. Guest readers included parents, grandparents and NAIT Hockey players.. Students also participated in a variety of fun reading activities including buddy reading and theme days.

Parent-Teacher Interviews:

Teachers met with parents and caregivers October 21 and 22 to review the IPPs and discuss student progress and goals for the upcoming school year. Classes have dedicated time each week to work towards and reflect on these goals in order to improve student success in the three domains laid out in our Charter. Parents receive official updates on IPPs on the March and June report cards, though open communication about student goals is ongoing.

Pre-Service Teachers:

We have four pre-service teachers in the school completing their Advanced Field Experience. They will be with us until December 19th. Mentoring pre-service teachers is an important way to provide experience and understanding around Gifted Education as this area is not well-covered in University courses.

Provincial Achievement Test Results:

We have not yet received the results from the Spring PATs. Provincial Achievement Tests take place in Grade 6 and 9 in the four core subjects. Grade 6 students did not complete the Science PAT due to new curriculum being released. These will be included in the Alberta Education Results Report once they have been received.

Indigo Love of Reading Grant

This year New Horizons was selected for the Indigo Love of Reading Adopt a School program. From September 5 – October 5, every dollar donated at Indigo Sherwood Park and through our online portal will go towards new books for our library-which we will get to purchase at a 30% discount. At the end of the campaign we are excited to share that we have raised \$6842 for books for our library. Thank you to Indigo Sherwood Park and especially Katherine Wilkinson for organizing activities at the Indigo location to boost

donations even more! Katherine also volunteers to run our Scholastic Book Fair each year which brings even more money for books into our school!

Lori Vigfusson



Patti Dundas

Secretary-Treasurer

Phone: 780-416-2353

Email: pdundas@newhorizons.ca

MEMORANDUM

Date: October 29, 2025

To: Board of Directors

From: Patti Dundas – Secretary-Treasurer

Re: Update

Audit

The financial audit team spent a week in the office during September to review all records and processes. We continue to correspond with the team to ensure that all details are included in the final audit, to be presented at the AGM in late November.

The Auditors will present the Audit to the Audit Committee on November 19, at 6:00 p.m.

The Auditors will also present the Audit at the AGM on November 26 at 6:30 p.m.

Capital Project

Information was gathered from START Architecture regarding the possibility of increasing our capital project enrolment from 670 to 720. Overall, the school requirements would expand by 320m² (including two additional classrooms), so there will be enough space to expand to 720 on the existing footprint.

Modulars

As of October 17, 2025, a final building inspection was conducted for the purpose of establishing compliance with the Alberta Building Code. The compliance was met without conditions or exception, so we received the Permission to Occupy Certificate.

IRC Insurance

Our new insurance company offered a meeting with IRC (Instant risk coverage). This company will allow us to offer to the community at large a way to receive a certificate of insurance if they want to rent our facilities. Some community groups/members will have insurance, others do not. We can now assist them. They created a web portal for us at no cost.

TAAPCS Membership and Fees

The 2025-26 membership fee invoice has been assessed at \$9000.00, slightly less than 2024-25 membership fees. In addition, the Board has approved a \$10,000 payment to TAAPCS for their 3-year communication and PR plan.

Patti Dundas

Secretary-Treasurer

MEMORANDUM

Date: October 29, 2025

To: Board of Directors

From: Terry Moghrabi- Superintendent

Re: **Superintendent's Report to the Board**

Information and Highlights:

Board Elections and Organizational Transition

I am pleased to recognize and welcome the newly elected members of the New Horizons Charter School Board of Directors. Welcome, **Director Arbour**, **Director Fraser**, and **Director Zalewski**. I look forward to working with the new executive to advance our school's initiatives and shared board priorities. I also wish to express appreciation to the outgoing board members who did not seek re-election for their dedicated service to our school community. Thank you, Adam Asquini, Kristie Derkson, and Trevor Panas.

We received very positive feedback regarding the organization and execution of the Special General Meeting. The election process was well-managed, and I want to acknowledge Central Office staff, Patti and Angela, for their outstanding efforts in coordinating the electoral details and ensuring a smooth and transparent process.

Capital Project and Alberta Education Correspondence

Meetings and correspondence with Alberta Education and Alberta Infrastructure remain ongoing. In alignment with the board's direction, the superintendent will prepare formal correspondence on behalf of the board requesting an amendment to our capital project submission, increasing our proposed enrolment capacity from 675 to 720 students.

It is important to note that the **Minister of Education and Child Care** currently holds an expanded provincial portfolio, and the department continues to undergo internal reorganization to accommodate new responsibilities, particularly in relation to capital project management. For additional context, refer to the Minister's Mandate Letter.

CASS Zone 2/3 Update

The September CASS Zone 2/3 meeting included presentations from Alberta Education addressing frequently asked questions from School Authorities. Discussion naturally centred on the anticipated teacher job action, which had not yet commenced at the time. Concerns were raised about the potential impact on the funding manual, particularly in relation to support staff. Some jurisdictions' decisions to terminate support staff have further complicated the situation.

CASS also hosted a presentation by Darrel Robertson focused on effective board development.

Transportation During Provincial Strike Action

Transportation coordination with Elk Island Public Schools during the provincial strike was implemented smoothly. Expanding our contracted service from three to nine buses proved to be the appropriate measure to minimize disruptions to school start and dismissal times.

EIPS transportation coordinators were present daily to support morning and afternoon logistics, and New Horizons staff demonstrated exceptional supervision and organization in managing student safety and bus lineups. Their presence and attentiveness before and after school were clearly appreciated by parents and students alike.

Engagement with School Council and FANHS

I attended both the School Council and FANHS meetings to provide updates on behalf of the Society and to participate in their respective agendas. Both groups expressed strong support and enthusiasm for the progress on our capital project. On behalf of the board, I shared our appreciation for their continued leadership in organizing activities that build community and enhance student achievement and engagement. While I am unable to attend every function, I remain impressed by the creativity and dedication of our parent community in fostering a strong sense of connection among families.

Meeting with the new Field Services representative

Our school administration team and board representatives met with Field Services to review our current Education plan and review previous AERRs. We also discussed timelines for provincially mandated policy development and implementation. Specific policies will require expedited attention to meet provincial deadlines. Other topics included the Charter Review and future capital project supports.

Our Field Services representative, Bill Turnham, shared encouraging feedback regarding the positive reputation of New Horizons among other field service personnel.

Policy Committee Update

The Policy Committee has completed the review of three Board Policies and corresponding Administrative Procedures. These documents have been formatted, numbered, and categorized for presentation to the board. Upon formal adoption, they will be incorporated into our policy manual, and notice will be provided to stakeholders and Alberta Education.

The committee has also identified priorities for further policy review and restructuring of the current manual to enhance clarity and accessibility.

Charter School Conference Planning Committee

I am currently serving on a standing committee with three other superintendents to plan the **2026 Charter School Conference**, scheduled for October 23, 2026. This will be a split conference hosted in both Calgary and Edmonton, with a shared virtual component.

Preliminary discussions are focused on data collection from the [29 Alberta charter schools](#) to inform planning. Future agenda items will include calendar coordination, registration fees, and program development. The dual-site format will eliminate the need for extensive travel and accommodation expenses.



Terry Moghrabi

Superintendent

Phone: 780-212-1158

Email: Tmoghrabi@newhorizons.ca

Ministerial and Departmental Correspondence

All Education Department Communications (EDC) memorandums distributed by the Minister of Education to School Authorities and any correspondence sent or received on behalf of the Board Chair will be archived in the board's shared drive. This ensures that board members have direct access to official communications for reference and clarity. In addition, for planning purposes, we will continue to list Board events in the *RSVP Summary* in the Board shared drive. Directors are asked to indicate their availability to participate.

Upcoming Professional Engagements

The Superintendent and Secretary-Treasurer will attend the TAAPCS Annual General Meeting on November 1 in Edmonton, followed by participation in the Fall CASS Conference in Calgary from November 5–7.

Engagement in these professional events contributes to the Superintendent's Continuing Education Program and supports ongoing leadership development.

A handwritten signature in black ink, appearing to read "T. Moghrabi", with a stylized flourish at the end.

Terry Moghrabi

MEMORANDUM

Date: October 29, 2025
To: Board of Directors
From: Terry Moghrabi - Superintendent
Re: Board Committees

Background:

The Board of Directors will need to appoint Directors to serve on the various committees of the Board. The Board of Directors identify the following Standing Committees:

- Audit Committee
- Policies, Guidelines and Bylaws Committee
- Personnel Committee
- Survey Committee
- Public Relations Committee
- High School Ad Hoc Committee

Board Policy #103 Board Committees identifies rules around committee membership and in some cases, who shall chair the committee (e.g. Audit Committee).

The Society Bylaws enable the Board of Directors to establish Ad Hoc Committees and to hold Committee of the Whole Meetings throughout the year.

Attached with this memorandum is a list of committees and their members for the past three years.

Recommendations:

It is recommended that the Board appoint directors to each of the committees.



Terry Moghrabi

POLICIES

Approved: 2009-06-10

Amended: 2014-09-10

Section: Board Governance

Policy: #103

#103 Board Committees

POLICY STATEMENT

The Board shall establish committees to assist in carrying out its responsibilities.

GUIDELINES

1. Committees and their terms of reference shall be established by Board motion.
2. Committees shall be advisory only and shall not speak or act on behalf of the Board except when given such authority by Board motion for a specific and time-limited purpose.
3. The Board chair is an ex-officio member of all board committees and is eligible to vote.
4. Each committee shall be chaired by a Board member who is appointed by Board motion. It shall be the responsibility of the committee Chair to provide recommendations to the Board as they deem advisable or as requested by the Board.
5. Membership in Board committees shall be established at the first meeting of the Board of Directors following the election of directors in the fall of each year, or on other occasions as deemed appropriate by the board.
6. With the exception of the Audit Committee and Public Relations Committee as outlined herein, only an NHCSS member in good standing is eligible to be approved by the Board to serve as a member of those committees identified by the board.
7. The standing committees shall be as follows:
 - a. The Audit Committee will:
 - i. Be comprised of at least five individuals, with membership limited as follows:
 - The Board treasurer.
 - A member of the business community who is not a director.
 - A member of the adult learning community who is not a director.
 - Two or more members of the Board of Directors.
 - ii. Be chaired by the Board Treasurer.
 - iii. Recommend external auditors to the Board of Directors.
 - iv. Review the annual financial statements and report to the Board of Directors.
 - v. Attend to other matters as the Board may determine from time to time.

POLICIES

Approved: 2009-06-10

Amended: 2014-09-10

Section: Board Governance

Policy: #103

#103 Board Committees (cont.)

b. The Policies, Guidelines and Bylaws Committee will:

- i. In response to requests from Alberta Education, The Board, Board committees or administration, develop and review policies, guidelines, and bylaws.
- ii. Solicit input on draft policies from stakeholders when appropriate.
- iii. Maintain the Board Policy Manual.

c. The Personnel Committee will:

- i. Be limited to members of the Board of Directors.
- ii. Be chaired by the Board Chair.
- iii. Meet with the Superintendent to coordinate/identify personnel matters.
- iv. Negotiate with the ATA and teachers.
- v. Review the Superintendent and Secretary Treasurer's remuneration on an annual basis.
- vi. Review and confirm contractual requirements of new employees.
- vii. Chair selection panels as may be required to hire employees/contractors for NHCSS.
- viii. Complete a performance evaluation of the Superintendent for recommendation to the Board.

d. The Survey Committee will:

- i. Be limited to members of the Board of Directors.
- ii. Develop, in conjunction with the Principal, an annual survey of the parents, staff members, and students compile the completed surveys and provide the data to the Principal.
- iii. Communicate to the parents a summary of the survey results.

e. The Public Relations Committee will:

- i. Seek to develop relationships with the community at large, including with government.
- ii. Make application for grants.
- iii. Invite representation on the committee from the School Council and the fundraising Association of New Horizons School.

POLICIES

Approved: 2009-06-10

Policy: #103

Amended: 2014-09-10

Section: Board Governance

#103 Board Committees (cont.)

8. The Board may, by Board motion, establish ad hoc committees as required.
9. The Chair may, from time to time, convene the Board as a Committee of the Whole.

Board Officers & Committee Members 2024-25

Officer Position	2022-23	2023-24	2024-25
Chair	Dan Hanson	Adam Asquini	Adam Asquini
Vice Chair	Jason Clarke	Kristie Derkson	Kristie Derkson
Secretary	Vincent Tong	Vincent Tong	Adam Koziak
Treasurer	Vincent Tong	Vincent Tong	Trevor Panas

Audit Committee	2022-23	2023-24	2024-25
<i>Membership: Board Treasurer (must chair); 2 or more Board members; 2 community members as specified in Policy</i>	Vincent Tong - Chair	Vincent Tong, Chair	Trevor Panas, Chair
	Shaun Guthrie	Trevor Panas	Adam Koziak
	IJ Ukiwe	Patti Dundas	Patti Dundas
	Trevor Panas	Adam Asquini	Michelle Smith
	Niharika Sreekumar	Terry Moghrabi	Adam Asquini
			Terry Moghrabi

Policies, Guidelines, Bylaws Committee	2022-23	2023-24	2024-25
<i>Membership: Unspecified; Board member must chair</i>	Jason Clarke - Chair	Jason Clarke, Chair	Adam Koziak, Chair
	Dan Hanson	Dan Hanson	Kristie Derkson
	Kristie Derkson	Adam Asquini	Andrea Andrews
	Michelle Smith	Terry Moghrabi	Paul Jackson
	Raena Schindel		Adam Asquini
			Terry Moghrabi

Personnel Committee	2022-23	2023-24	2024-25
<i>Membership: Board members only; unspecified number; Board Chair must chair.</i>	Dan Hanson - Chair	Kristie Derkson, Chair	Kristie Derkson, Chair
	Vincent Tong	Vincent Tong	Andrea Andrews
	Kristie Derkson	Dan Hanson	Paul Jackson
		Adam Koziak	Praveen Kakkan
		Patti Dundas	Patti Dundas
		Adam Asquini	Adam Asquini
		Terry Moghrabi	Terry Moghrabi

Survey Committee	2022-23	2023-24	2024-25
<i>Membership: Board members only; unspecified number.</i>	Shaun Guthrie	Trevor Panas	Trevor Panas
		Adam Asquini	Praveen Kakkan
		Terry Moghrabi	Adam Asquini
			Terry Moghrabi

All committees include the Board Chair (or designate, as needed) and the Superintendent as ex-officio members.

2024-25 Board Structure and Committees

Public Relations Committee	2022-23	2023-24	2024-25
<i>Membership: Unspecified; School Council & FANHS to be invited to submit representation; Board member must chair.</i>	Dan Hanson	Adam Asquini, Chair	Adam Asquini, Chair
	Jason Clarke	Dan Hanson	Adam Koziak
	Elizabeth Macve	Jason Clarke	Rebecca Koziak
	Sarah Jane Lovgren	Elizabeth Macve	Terry Moghrabi
	Michelle Smith	Sarah Jane Lovgren	
		Rebecca Koziak	
		Ellen Hanna	
		Terry Moghrabi	

High School Ad Hoc	2022-23	2023-24	2024-25
	Dan Hanson	Adam Asquini	Adam Asquini
	Shaun Guthrie	Kristie Derkson	Kristie Derkson
	Kristie Derkson	Vincent Tong	Adam Koziak
	Jason Clarke	Adam Koziak	Trevor Panas
	Michelle Smith	Trevor Panas	Andrea Andrews
		Dan Hanson	Paul Jackson
		Jason Clarke	Praveen Kakkan
		Terry Moghrabi	Terry Moghrabi
		Patti Dundas	Patti Dundas

TAAPCS	2022-23	2023-24	2024-25
	Michelle Smith	Adam Asquini	Adam Koziak
		Terry Moghrabi	Adam Asquini
			Terry Moghrabi

All committees include the Board Chair (or designate, as needed) and the Superintendent as ex-officio members.



Patti Dundas
Secretary-Treasurer
Phone: 780-416-2353
Email: pdundas@newhorizons.ca

MEMORANDUM

Date: October 29, 2025
To: Board of Directors
From: Patti Dundas – Secretary-Treasurer
Re: Enrollment for New Horizons Charter School Society

Last year we had an adjustment of \$35,282 taken from our budget as our enrolment projections were higher than our actual number. We estimated 448 (426.4 FTE) students and our actual number was 441 (421.4 FTE).

For the 2025-26 school year, we projected that we would have 448 students. Alberta Education uses this projection to calculate our grants for the school year using the following formula.

2024-25 (Estimate) 425 FTE – 443 students enrolled – 30% = 127.5
2025-26 (Projected) 430 FTE – 448 students enrolled – 70% = 301 = **428.5**

Alberta Education used this number (428.5) to calculate our funding for 2025-26.

As of September 30, 2025, our actual enrollment number is 455 students.

2024-25 (Actual) 425 FTE – 443 students enrolled – 30% = 127.5
2025-26 (Projected) 437 FTE – 455 students enrolled – 70% = 318.5 = **446.0**

This will result in an increase of approximately \$67,000 in revenue for this year's budget. Revenues have been adjusted to address this increase.

Recommendations:

It is recommended that the Board accept this report as information.

Patti Dundas

Patti Dundas
Secretary-Treasurer, NHCSS

CHARTER**Ministerial Approval:****Amended:** November 27, 2006**Initials:** New Horizons Charter School Society

Chair: _____

Date: _____

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CHARTER**Ministerial Approval:****Amended:** November 27, 2006**Initials:** New Horizons Charter School Society **Chair:** _____ **Date:** _____ **Page:** 2 of 9**THE CHARTER SCHOOL**

This is the Charter, approved by the Minister of Education, for the New Horizons Charter School Society (NHCSS) to operate the New Horizons School for gifted children, currently located at 3 Spruce Avenue, Sherwood Park.

New Horizons School currently offers kindergarten to grade nine, and may in the future include high school grades.

VISION, PURPOSE, PHILOSOPHY, AND GOALS**Vision**

The vision of the New Horizons School is to enable gifted students to strive for excellence in an environment that is positive with social and emotional support for each student.

Purpose

Alberta Education specifies that each special education needs child be entitled to a program appropriate for that student's needs and age level. The gifted student is a child with special education needs. Alberta Education requires that students with these needs have access to the most suitable learning environment that meets their needs and that each special education needs student has an Individual Program Plan (IPP).

The purpose of the school is to meet the special academic needs of gifted children in a congregated setting that also provides social and emotional support. These students need opportunities to be challenged, to think alternatively, and to pursue learning according to their own learning styles.

The projected student enrolment for the term of the charter is:

School Year	Enrolment
2007 – 2008	197
2008 – 2009	217
2009 – 2010	239
2010 – 2011	263
2011 – 2012	289

To accommodate the projected school enrolments, a school facility with a capacity of 300 students is required.

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Philosophy

The school utilizes a range of techniques identified by research as appropriate for meeting the unique learning needs of gifted children.

The school program is structured in flexible groupings based on the appropriateness and characteristics of the students, as determined using initial application information and assessments performed early in the year. This will allow flexibility in grouping for instruction and activities. At times students will be streamed to work with those with similar achievement levels, but the possibility also exists to group students with different levels of skill mastery to allow students to develop leadership, and to ensure that students can work with a range of individuals at various levels of ability.

Goals

The overarching goal of this program is to facilitate student growth and development in three main areas: academically (A), emotionally (E), and socially (S). In accordance with Alberta Education's requirements related to student learning and in meeting the needs of gifted students, the following main objectives have been established to address one or more of the three goal areas mentioned above.

Students at New Horizons will:

1. Demonstrate mastery of learner outcomes mandated by the Alberta academic curricula; (A)
2. Become creative risk-takers academically, socially and emotionally; (A,E,S)
3. Develop independence, self-direction and self-discipline in learning; (E) and
4. Develop positive interdependence skills. (S)

New Horizons School will:

1. Establish an enhanced educational program tailored to the special education needs of gifted learners;
2. Establish a program that includes acceleration, extension, enrichment and curriculum compacting so that each student is challenged to perform to potential;
3. Provide learning activities that stimulate students to meaningfully extend their knowledge and skills beyond the requirements of Alberta Education in keeping with student interest and capabilities;
4. Promote independent studies geared to individual student interests and abilities while focusing on in-depth research and the development of strong presentation skills;
5. Provide students with opportunities to experience learning in a variety of ways;
6. Foster an environment that allows students to recognize and accept their own capabilities, interests and needs while also recognizing, accepting and appreciating the needs and achievements of others;
7. Provide a learning environment that promotes student use of critical and complex thinking and proactive decision-making skills;

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8. Create and maintain a safe and caring learning environment for all students;
9. Assess student outcomes by using a variety of criteria that may include self-appraisal, teacher-designed assessments, criterion referenced and standardized instruments; and
10. Foster on-going professional development to enable school staff to enhance their ability to meet the needs of gifted students.

SCHOOL OPERATIONS**Educational Plan**

The NHCSS recognizes that gifted students have special education needs that may go beyond programs offered in regular school programs. New Horizons School provides qualitatively differentiated programming in a congregated setting through the use of customized IPP's that address students' unique abilities, achievement, learning styles, interests and needs. Program differentiation encompasses administrative and organizational strategies, curriculum enrichment, instructional methodologies, learning environment and assessment strategies.

Administrative and Organizational Strategies

New Horizons School employs the following administrative and organizational strategies:

1. Individually customized educational opportunities;
2. Flexible ability-related classroom groupings;
3. Small class settings;
4. Independent studies projects;
5. Tracking of students through student growth binders; and
6. IPP's for all students

Curriculum

1. Teachers may pre-test to identify those areas of the core components in which students have not yet achieved mastery. Through a combination of teacher led lessons, group work, computer instruction, individual studies, and laboratory experience, students can achieve mastery level of academic learner outcomes;
2. Curriculum will frequently be accelerated in terms of the pace and level of instruction; and
3. Students engage in whole class, small group and/or individual studies. These studies are designed to facilitate the successful educational progress of each student.

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Instructional Methodology

New Horizons School utilizes the following instructional programs, resources and methods to address the needs of gifted students both in a congregated setting and individually:

1. Curriculum compacting;
2. Pre and post assessments;
3. Individual student projects;
4. Course/curriculum acceleration and extension;
5. Small group student projects;
6. Annual IPP's that allow students, parents and teachers opportunities to set goals for each student's learning;
7. Extensive use of technology in the classroom; and
8. Group interaction to promote interpersonal skill development.

Learning Environment

1. Students and staff will be provided with a safe and caring learning environment at New Horizons School. A school wide Character Education program will promote important personality characteristics and behaviors within the entire school community.
2. The congregated setting at New Horizons School provides students with the opportunity to work on their studies with like-minded individuals.

Student Assessment

The following will be utilized to measure and track student achievement:

1. Student work process and products;
2. Teacher-developed assessments;
3. Teacher observations;
4. Provincial Achievement Tests; and
5. Standardized achievement tests;

Special Education Needs

New Horizons School focuses its programming on addressing the special education needs of gifted learners. If the school is not able to provide a program for a gifted student who also demonstrates other special education needs that the school is not currently equipped to serve, the school administration will work with parents to do whatever possible to facilitate an appropriate placement.

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Communication Plan

The Board will ensure that the school's achievements and educational innovations are communicated to stakeholders. Stakeholders include the Minister of Education, parents, staff, other educators and the general public. Communications may include provincial achievement test scores, student retention rates, parental and student satisfaction, awards, and innovative teaching practices. Communication strategies will include publishing the AERR, Education Plan and other relevant documents on the school's website, through school newsletters, advertisements and feature stories in local newspapers, and staff and board participation in conferences.

DEMOGRAPHICS OF THE CHARTER SCHOOL

The demographic area served by the New Horizons School is primarily within the boundaries of Strathcona County, which includes the large population center of Sherwood Park, and rural areas of Strathcona County.

STUDENT APPLICATION FOR ADMISSION**Purpose**

The application and assessment process is intended to assist educators and parents in determining if a child is gifted and would benefit from the special program features at New Horizons School, including those students who may be considered at risk in their current educational program. The program, however, may not be suitable for all learners, including some students with defined special education needs that are clearly outside the scope of the charter for New Horizons.

Admissions Committee

An Admissions Committee, consisting of the school Principal and two current teachers at the school, will review all applications for admission. The intent of having a tri-member committee is to reduce the effect of bias by any one individual reviewing the applications. The parents/guardians of each applicant will be advised in writing of the Committee's decision. Applications will only be considered when all required documentation is complete and has been submitted to the Principal.

Criteria for Admission Decisions

The principle criterion in granting admission is a child's giftedness and need for the program, as well as the likelihood of benefiting from such an educational context. The Admissions Committee uses specific admission assessment guidelines and procedures approved by the Board. The school's available resources and expertise to adequately address a student's special education needs, gifted or otherwise, will be an important consideration for admission recommendations.

CHARTER**Ministerial Approval:****Amended:** November 27, 2006**Initials:** New Horizons Charter School Society **Chair:** _____ **Date:** _____ **Page:** 7 of 9

If the Admissions Committee decides that a child is not being accepted into the program, the Principal will communicate this decision to the parents. Parents may appeal this decision in writing to the Superintendent. The Superintendent's decision may be appealed in writing to the Board. The parents may appeal the Board's decision in writing to the Minister to determine the individual's eligibility to be enrolled in the school.

Special Considerations

Should there be competition for certain spaces in the program; preference will be given to gifted siblings of children already attending the school. Students from outside Strathcona County would be admitted only as space and resources are available to accommodate their registration.

Financial need will not be a barrier to admission. Upon request to the Principal, and on the basis of demonstrated financial need by the applicant's parents, the School will endeavor to seek assistance for families who are financially unable to obtain the necessary assessments.

Responsibilities of Parents

Parents are responsible for making decisions regarding their children's education and fostering a positive attitude towards learning. By being actively involved in their school, parents support their children to achieve their potential at school.

GOVERNANCE**Governance Structure**

NHCSS is a non-profit society established under the *Societies Act* and is the governing Board of the school and operates under the authority of the NHCSS bylaws, the School Charter, the *School Act* and Regulations, and in compliance with its accountabilities to the Minister of Education.

The Board consists of a maximum of seven directors elected annually by the members of the Society. The majority of the Board must be parents of students at New Horizons School. Up to two community members who belong to the NHCSS may sit on the Board.

Subject to the limitations of the *School Act*, *Societies Act* and the Charter, the Board holds ultimate authority and responsibility for the operation and management of New Horizons School. The Board has the authority to ensure that the Charter School philosophy is adhered to and the goals of the school are met. The Board is vested with ultimate responsibility for the finances of the school.

CHARTER**Ministerial Approval:****Amended:** November 27, 2006**Initials:** New Horizons Charter School Society **Chair:** _____ **Date:** _____ **Page:** 8 of 9

The NHCSS contracts Superintendent and Secretary-Treasurer services on an annual basis. The Superintendent is the Chief Education Officer of the school and the Chief Executive Officer of the Board, and carries out the duties outlined in the *School Act* and in Board Policies. The Secretary Treasurer is the Chief Financial Officer of the school and is responsible for the day-to-day financial operations of the school and carries out duties outlined in the *School Act* and in Board Policies.

Evaluations

Parents, students, teachers and Board members will be surveyed yearly to assess the effectiveness of the various aspects of the school.

The Board fulfills its responsibilities for School Authority Accountability through Education Plans, Education Results Reports, audited financial statements, and periodic evaluations conducted in accordance with Alberta Education requirements.

AMENDING THE CHARTER

Issues that could affect the ability of the school to provide effective education or that could enhance program delivery to its students may result in the amendment of the Charter. Any amendment to the Charter shall be done in accordance with the *School Act* and NHCSS Bylaws, and is subject to the approval of the Minister of Education.

DISSOLUTION PROCESS**Charter Dissolution Process**

Should the Board or the Minister of Education decide to dissolve the charter, the following process will occur:

1. Within two weeks of the decision to dissolve the charter, the Board shall provide written notice of the decision to the following stakeholders:
 - a. Minister of Education;
 - b. Superintendent;
 - c. Society Members;
 - d. Principal, teachers and other employees; and
 - e. Parents and students of NHCSS.

Notice of dissolution shall provide the reasons for, the effective date of, and the proposed plan for dissolution.

CHARTER

Ministerial Approval:

Amended: November 27, 2006

Initials: New Horizons Charter School Society

Chair: _____

Date: _____

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2. The Board shall proceed to:
 - a. Provide notice pursuant to any rental agreements for buildings, land, property or facilities;
 - b. Determine a value for any owned buildings, land, property, facilities or other assets;
 - c. Liquidate any owned assets either by public auction or private sale;
 - d. Discharge the liabilities of the school;
 - e. Provide the Society, the Superintendent, and the Minister of Education with a full accounting of the finances of the school;
 - f. Return any surplus attributable to provincial funding to the Provincial Treasurer; and
 - g. Turn over to the Society any residual funds.
3. The Board shall provide each registered student with a transfer of records form to be completed with information regarding the school to which records are to be transferred. Within seven (7) days of receipt of the completed transfer form, the Board shall ensure that the student's records are forwarded according to instructions on the form.
4. The Board shall remain responsible for the transfer of a student's records for a period of three (3) months from the date it provided the transfer form, thereafter; any remaining student records shall be forwarded to Alberta Education.
5. The Board will work with other school jurisdictions to facilitate the transfer of students to other schools.
6. School records will be forwarded to Alberta Education.

TERM OF CHARTER

The Minister of Education sets the term of this Charter.

CHARTER RENEWAL

Should the Board request a renewal of the Charter; application shall be made to the Minister in writing no later than December 1 of the final year of its term.

POLICIES

Approved:

Amended:

Section: Board Governance

Policy: #105

#105 Student Appeals to the Board

POLICY STATEMENT

The Board shall hear appeals regarding matters as guided in the *Education Act*.

GUIDELINES

1. The Board shall hear appeals of a decision by an employee or a contractor of the Board that significantly affects the education of a student.
2. An appeal may be brought by the parent of the student and, in the case of a student who is 16 years of age or older, the student.
3. The appeal to the Board must be made in writing within five business days from the date that the individual was informed of the Superintendent's decision. The appeal must contain the name of the party filing the appeal, the date, the matter at hand and the reason for the appeal.
4. Parents, guardians or students, as above, when appealing a decision to the Board, have the right to be assisted by a resource person(s) of their choosing. The responsibility for engaging and paying for such assistance rests with the parents, guardians or students.
5. The hearing of the appeal must be scheduled so as to ensure the person making the appeal and the Superintendent or designate, whose decision is being appealed, has sufficient notice and time to prepare for the presentation. This typically will be no less than five (5) business days from the time the appeal is made.
6. Appeals to the Board will only be considered if the following procedures have been complied with:
 - a. The issue or concern shall first be raised with the teacher making the decision.
 - b. If either party is not satisfied with the decision, the issue or concern shall be raised with the Principal. The Principal shall make a decision and communicate the decision in a timely manner.
 - c. If any of the parties remain dissatisfied with the decision, the decision may be appealed in writing to the Superintendent. The Superintendent shall make a decision and communicate the decision in a timely manner.
 - d. If any of the parties are not satisfied with the decision of the Superintendent, the decision may, subject to the provisions of the *Education Act*, be appealed in writing to the Board.
7. An appeal shall be heard in camera at a Board meeting.
8. The Board's decision will be communicated to all parties in a timely manner.

POLICIES

Approved:

Amended:

Section: Board Governance

Policy: #105

#105 Student Appeals to the Board (Cont.)

9. The Board's decision shall be considered final unless a review is accepted by the Education Minister under Section 43 of the Education Act or the Education Minister decides to review the matter under Section 44 of the Education Act.
10. Under Section 43 of the Education Act, appellants have the right to request in writing that the Minister reviews the board's decision on an appeal for matters related to:
 - a. The provision of specialized supports and services to a student or a child enrolled in an Early Childhood Services program;
 - b. The expulsion of a student;
 - c. A dispute as to which Board is responsible for a specific student or child; and
 - d. Access to or the accuracy or completeness of the student records.
11. In the event that the Education Act is inconsistent with the matters listed in this Policy, the matters listed in the Education Act will prevail.
12. Under Section 44 of the Education Act, the Education Minister may review a matter in accordance with the Education Act or the regulations and may review the matter in any manner the Minister considers appropriate in order to determine whether the decision of the Board was reasonable in the circumstances. The Board has no control over the matters that the Minister may review and will not provide advice to appellants related to requesting a Minister's Review under Section 44 of the Education Act.
13. Appeals Procedure: In Accordance with Section 41(5) of the Education Act, the Board shall have an appeal procedure approved by resolution. The following procedure shall be used to hear an appeal to the Board:
 - a. The Board Chair shall outline the purpose of the hearing, which is to provide:
 - i. an opportunity for the parties to make representation in support of their respective positions to the Board. The information may include expert medical, psychological, and educational data and may be presented by an advocate. The information presented may include both written and verbal communication.
 - ii. the Board with the means to receive information and review the facts of the dispute.
 - b. Notes of the proceedings shall be recorded for the purpose of the Board's records.
 - c. The appellant shall present the appeal and the reasons for the appeal.
 - d. The Superintendent or staff shall explain the decision and give reasons for the decision.
 - e. The appellant shall have an opportunity to respond to information provided by the Superintendent or staff.
 - f. The Superintendent or staff shall have an opportunity to respond to information presented by the appellant.

POLICIES

Approved:

Amended:

Section: Board Governance

Policy: #105

#105 Student Appeals to the Board (Cont.)

- g. Board members present at the appeal shall have the opportunity to ask questions for clarification from both parties.
- h. No cross-examination of the parties shall be allowed.
- i. The Board shall meet without the respective parties to arrive at a decision regarding the appeal. The Board may have legal counsel in attendance and/or may seek legal counsel as needed when conducting their analysis of the appeal.
- j. If the Board requires additional information or clarification to make its decision, both parties to the appeal shall be requested to return.
- k. The Board's decision and the reasons for that decision shall be communicated to the appellant and confirmed in writing, within ten (10) business days, following the hearing. The Board is not obligated to provide its decision to the parties on the day of the hearing. If the matter under appeal is outlined in Section 43 of the Education Act, the appellant shall be informed of their right to seek a review by the Education Minister.

POLICIES**Approved:****Amended:****Section:** Student Policies**Policy:** #411

#411 Gender Identity and Inclusion

POLICY STATEMENT

New Horizons Charter School (NHCS) is committed to providing a safe, caring, and inclusive environment that respects the dignity and identity of every student. In alignment with Alberta legislation, NHCS recognizes the diversity of gender identity and expression, and affirms the rights of students and families in decisions involving gender identity-related accommodations.

PURPOSE

This policy ensures compliance with Alberta's Education Act, the Alberta Human Rights Act, and directives from Alberta Education (May 2025), particularly as they relate to parental notification and consent for gender identity-related preferred names and pronouns.

GUIDING PRINCIPLES

- All students are entitled to respect, privacy, and inclusion regardless of gender identity or expression.
- NHCS upholds the legal requirements for parent involvement, while ensuring appropriate supports for students are in place when needed.
- School staff will work in good faith to support student well-being and family engagement in alignment with provincial law.

TRANSPARENCY OF COLLECTIONS

A publicly available listing of all school literary materials, other than classroom collections, shall be maintained.

Parents shall be informed of the specific literary materials available within classroom collections.

POLICY DIRECTIVES

1. Use of Gender Identity-Related Preferred Names and Pronouns
 - a. For students under 16 years of age, school staff may only use a gender identity-related preferred name or pronoun after parental notification and consent has been obtained.
 - b. For students aged 16 or 17, school staff may only use a gender identity-related preferred name or pronoun after parental notification has occurred.
 - c. For independent students as defined under the Education Act, the rights typically granted to parents transfer to the student.
 - d. These requirements do not apply retroactively to students already using preferred names or pronouns at the time the policy is adopted.

Approved:

Amended:

Section: Student Policies

Policy: #411

#411 Gender Identity and Inclusion (Cont.)

2. Timeliness of Notification and Consent
 - a. Notification and, where applicable, consent must occur in a timely manner. Staff shall not begin using a student's preferred name or pronoun before this process is complete.
3. Psychological or Emotional Harm
 - a. If school staff have reasonable grounds to believe that notifying parents may cause psychological or emotional harm, or if the student requests assistance, NHCS will ensure that counselling or other school-based support is provided prior to parental notification.
 - b. This support may include access to school counsellors, psychologists, or social workers.
4. Student Records
 - a. Official student records (including PASI) will reflect legal names as required under Alberta's Student Record Regulation.
 - b. A preferred name may be recorded separately in the student record following appropriate parental consent.
5. Staff Training and Expectations
 - a. School staff will be provided with training on inclusive practices and legal requirements related to gender identity and expression.
 - b. Contractors and outside service providers may be required to comply with this policy as a condition of service within the school.
6. Disagreements Between Parents
 - a. In situations where parents disagree regarding the use of a gender identity-related preferred name or pronoun, NHCS will proceed based on the consent of at least one legal guardian in accordance with the Education Act.
 - b. Families may pursue conflict resolution independently through legal or community support channels at their discretion.

ROLES AND RESPONSIBILITIES

- The Superintendent is responsible for implementing this policy and ensuring procedures are developed to operationalize its provisions.
- School principals are responsible for ensuring compliance and for supporting students and staff in following this policy.
- All school staff must adhere to this policy and seek guidance when questions arise about implementation.

POLICIES

Approved:

Amended:

Section: Student Policies

Policy: #412

#412 Selection and Access to School Library Materials

POLICY STATEMENT

The Board of Directors of New Horizons Charter School is committed to providing students with a safe, welcoming, and supportive library environment. In accordance with Ministerial Order #034/2025 – Standards for the Selection, Availability and Access of School Literary Materials – the Board affirms its responsibility to ensure compliance with all provincial standards regarding library resources.

EXCLUSION OF EXPLICIT SEXUAL CONTENT

School literary materials that contain explicit visual depictions of sexual acts must not be accessible or available to students, nor selected for inclusion in the school library. Exceptions may be made for non-narrative reference works such as technical materials, dictionaries, or encyclopedias.

REVIEW OF MATERIALS

The school shall regularly review all literary materials to ensure compliance with this policy and provincial standards.

TRANSPARENCY OF COLLECTIONS

A publicly available listing of all school literary materials, other than classroom collections, shall be maintained.

Parents shall be informed of the specific literary materials available within classroom collections.

IMPLEMENTATION AND COMPLIANCE

The Superintendent is responsible for ensuring that school library materials and related procedures meet the requirements of Ministerial Order #034/2025 and for reporting annually to the Board on compliance.

REPORTING REQUIREMENTS

By October 31, 2025, the school shall provide the Minister with a list of any literary materials that will be removed to comply with this policy. The school shall also provide additional information or reports on literary materials upon request by the Minister.

IMPLEMENTATION TIMELINE

This policy shall be fully implemented by January 5, 2026, in alignment with Ministerial Order (#034/2025).

Board of Directors – Work Plan for 2025-26

September	☒ Adopt Board Work Plan for 2025-26 ☒ Set date for October Board meeting
October	☐ Complete Board Organizational Actions • Conduct Special General Meeting; hold Board elections • Elect Board executive officers (must be within one week of SGM) • Set dates and times for Board meetings (motion required) • Set dates and times for Board Retreats (motion required) • Set date for review of Charter Revisions • Notify Service Alberta of change in executive officers • Identify Board signing authorities • Sign Board Member Code of Conduct – Policy #101 ☐ Receive Alberta Education Assurance Measures (AEAMS) Report ☐ Receive enrolment report for September 30, 2025 ☒ Set date for NHCS Society Annual General Meeting
November	☐ Conduct AGM of NHCS Society ☐ Approve revised budget for 2025-26 ☐ Approve Annual Education Results Report 2024-25 ☐ Approve audited financial statement year ending Aug 31, 2025 ☐ Receive Report #1 from School Council ☐ Receive report on provincial achievement test results (closed meeting) ☐ Attend TAAPCS Annual General Meeting ☐ Host Board Retreat • Conduct initial orientation session for new Board members • Select members for Board standing committees
December	☐ Set date for March Board Planning Retreat ☐ Receive Counsellor's Report #1 ☐ Review Draft Stakeholder Forum Agenda ☐ Review Charter Revisions
January	☐ Receive Quarterly Financial Report for Sep - Nov 2025 ☐ Review Policy 210 and associated Student Code of Conduct ☐ Approve school calendar for 2026-27 in principle ☐ Staff Appreciation Meal (formerly breakfast)
February	☐ Provide final approval of school calendar for 2026-27 ☐ Receive mid-year progress report on Three-Year Education Plan 2026-29 ☐ Host Stakeholder Forum, gather input on possible Education Plan priorities

March	☐ Administer Board-developed Stakeholder Survey ☐ Approve Three-Year Capital Plan for 2027-28 to 2029-30
April	☐ Receive Quarterly Financial Report for Dec 2025 – Feb 2026 ☐ Review school fees for 2026-27 ☐ Superintendent Evaluation ☐ Host Board Retreat – Identify priorities for upcoming Education Plan
May	☐ Provide approval to Education Plan 2025-26 to 2026-27 ☐ Attend TAAPCS Spring General Meeting ☐ Approve budget for 2026-27, May 31 submission deadline ☐ Approve school fees for 2026-27 ☐ Receive Board-developed stakeholder survey results ☐ Consider salary adjustment for support staff, senior administration ☐ Receive report from FANHS ☐ Receive Counsellor's Report #2 ☐ Superintendent Evaluation Approval ☐ Confirm Policy Alignment with Administrative Procedures (from superintendent)
June	☐ Assess Board Work Plan progress for 2025-26 ☐ Receive Quarterly Financial Report for March – May 2026 ☐ Schedule SGM of NHCS Society (requires 21 days' notice; must be on or before Oct 10) ☐ Schedule September 2025 Board meeting ☐ Receive Report #2 from School Council
Ongoing	☐ Consider proposals for new or amended Board policies ☐ Receive recommendations from Board committees
Annually	☐ Negotiate collective agreement with ATA (as needed)
As Needed	☐ Meet with: - County Council - MLAs



Adam Asquini
Board Chair
Phone: 780-416-2353
Email: a_asquini@newhorizons.ca

September 29, 2025

Dear Mr. Adam Asquini,

On behalf of the Board of Directors of New Horizons Charter School, please accept our sincere appreciation for your remarks at the 30th Anniversary Celebration. Your message about the future of our school offered clarity, direction, and hope as we look ahead to the next chapter in our story.

As Board Chair, your leadership has been invaluable in guiding New Horizons with vision and purpose. Your presence at this milestone honoured our history and inspired confidence in our continued growth and success.

The Board and the wider school community are deeply grateful for your dedication and the steady governance you provide.

With appreciation,

A handwritten signature in blue ink, appearing to read "A. Asquini".

Adam Asquini
Board Chair
New Horizons Charter School

September 29, 2025

Dear Ms. Coleen Taylor,

On behalf of the Board of Directors of New Horizons Charter School, I extend our deepest gratitude for joining us at our 30th Anniversary Celebration and for sharing your reflections.

Thirty years ago, your vision, courage, and determination gave rise to a school that has touched countless lives and continues to inspire excellence. Your presence at our celebration was both an honour and a reminder of the legacy we are privileged to carry forward.

The Board is profoundly thankful for the foundation you laid and for your continued support of New Horizons. We celebrate you not only as our founder, but as a lasting inspiration to our community.

With appreciation,



Adam Asquini
Board Chair
New Horizons Charter School



Adam Asquini
Board Chair
Phone: 780-416-2353
Email: a_asquini@newhorizons.ca

September 29, 2025

Dear Councillor Robert Parks,

On behalf of the Board of Directors of New Horizons Charter School, I extend our sincere thanks for attending our 30th Anniversary Celebration and delivering greetings on behalf of Strathcona County.

Your remarks highlighted the essential partnership between schools and municipalities, reminding us how important community support has been to our journey over the past three decades. Your presence reinforced the pride we share in being part of Strathcona County and the value of working together to support our students.

The Board is grateful for your ongoing leadership and the County's steadfast education support. Your participation made our milestone celebration truly meaningful.

With appreciation,

A handwritten signature in blue ink, appearing to read "A. Asquini".

Adam Asquini
Board Chair
New Horizons Charter School



Adam Asquini

Board Chair

Phone: 780-416-2353

Email: a_asquini@newhorizons.ca

September 29, 2025

Dear Rebecca Koziak,

On behalf of the Board of Directors of New Horizons Charter School, I extend our heartfelt thanks for FANHS' financial support and participation at our 30th Anniversary Celebration.

FANHS' involvement in planning the event, purchasing anniversary decals for students, providing pizza lunch to staff and students, acquiring and displaying decorations, as well as managing the entirety of the special guest meet and greet in the Learning Commons, including provision of tableware and overseeing final clean up, **did not go unnoticed**. FANHS' participation in all of these areas was a key element that helped to make the event an overwhelming success.

The Board is deeply grateful for your role in supporting students and the school community and appreciates the positive partnership between FANHS and the New Horizons Charter School Society.

With appreciation,

A handwritten signature in blue ink, appearing to read "A. Asquini".

Adam Asquini

Board Chair

New Horizons Charter School



Adam Asquini
Board Chair
Phone: 780-416-2353
Email: a_asquini@newhorizons.ca

September 29, 2025

Dear Ms. Lori Vigfusson,

On behalf of the Board of Directors of New Horizons Charter School, I extend our heartfelt thanks for your warm and inspiring welcome remarks at our 30th Anniversary Celebration.

Your words captured not only our past's pride but our future's promise. As Principal, your daily leadership embodies the values of excellence, compassion, and dedication that are the hallmark of New Horizons School. Having you open this milestone event reminded us of how fortunate we are to have your steady hand guiding our school community.

The Board is deeply grateful for your role in shaping the success of New Horizons and for your visible commitment to our mission of nurturing giftedness and inspiring excellence.

With appreciation,

A handwritten signature in blue ink, appearing to read "A. Asquini", is written above the printed name.

Adam Asquini
Board Chair
New Horizons Charter School



Adam Asquini

Board Chair

Phone: 780-416-2353

Email: a_asquini@newhorizons.ca

September 29, 2025

Dear MLA Kyle Kasawski,

On behalf of the Board of Directors of New Horizons Charter School, I wish to extend our sincere appreciation for your thoughtful gesture in presenting a commemorative plaque on behalf of the New Democratic Party at our 30th Anniversary Celebration.

Your gift was meaningful and will serve as a lasting reminder of this milestone and the valued partnership we share with our provincial representatives. Our students, families, and staff deeply appreciate your recognition of New Horizons' contributions to education.

Please accept our gratitude for your support and honouring our community with your presence and this commemorative plaque.

With appreciation,

A handwritten signature in blue ink, appearing to read "A. Asquini".

Adam Asquini
Board Chair
New Horizons Charter School

September 29, 2025

Dear Honourable Nate Glubish, MLA,

On behalf of the Board of Directors of New Horizons Charter School, we are grateful for your attendance and remarks at our 30th Anniversary Celebration. Your presence added great distinction to this milestone, and your words on behalf of the Government of Alberta and Minister Nicolaides underscored the value of education in shaping our province's future.

We are honoured by your support and encouraged by your recognition of the role New Horizons School plays in nurturing gifted learners. Our school's students, families, and staff deeply value the encouragement and partnership of our provincial leaders.

Please accept our gratitude for your contribution to this special occasion and commitment to supporting education across Alberta.

With appreciation,



Adam Asquini
Board Chair
New Horizons Charter School



Premier of Alberta

Office of the Premier, 307 Legislature Building, Edmonton, Alberta T5K 2B6 Canada

September 22, 2025

The Honourable Demetrios Nicolaides
Minister of Education and Childcare

Dear Minister:

Thank you for your continued service to the people of Alberta and for your leadership within our government.

Albertans have entrusted us with a clear mandate: to deliver results, strengthen our communities, and build a future rooted in prosperity, opportunity, and responsible governance. Our government was elected to get the job done – and that is exactly what we will do.

Your ministry has had great success and accomplished several important milestones that reflect your commitment to serving Albertans. Some of these include:

- Establishing policies for preserving choice for children and youth in schools.
- Bringing forward amendments to the Education Act on key areas including teacher discipline processes and trustee accountability.
- Fast tracking more school projects through the Schools Now program by committing \$8.6 billion to create over 200,000 new and updated student spaces across Alberta over the next 7 years.
- Establishing standards for school authorities to implement policies related to school literary materials that include a publicly accessible list of materials.

These achievements have laid a strong foundation for the work ahead and demonstrate your team's ability to turn vision into action.

Under your leadership as Minister of Education and Childcare, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the Committee, Cabinet, and legislative processes to deliver on the following commitments to support Albertans, including:

- Implement an abbreviated process for those with a university degree, diploma or trade certifications in relevant fields to become certified teachers without the need of earning a full teaching degree.
- Working with the Minister of Advanced Education to develop non-repayable assistance opportunities for high school students in fields with a labour shortage, as they transition into post-secondary studies as part of their career pathway.



Premier of Alberta

Office of the Premier, 307 Legislature Building, Edmonton, Alberta T5K 2B6 Canada

- Advance the design and implementation of an apprenticeship system (similar to Germany's model) for high school-age students interested in pursuing vocational education and training in the skilled trades.
- Develop and conduct a high school-targeted advertising campaign and increase career fairs to promote high demand careers to students, with a special focus on trades education and apprenticeships.
- Working cooperatively with the Minister of Advanced Education, design and launch an online career counselling website for students and parents to assist with career and education road mapping.
- In partnership with industry, ensure the construction and operation of additional mobile Career and Technology labs to promote careers in the trades to students.
- Continue collaboration with the Minister of Mental Health and Addiction to better target mental health support for students.
- Continue to ensure Alberta's educational funding model promotes parental choice in education. This includes ensuring that Alberta's public, separate, francophone, charter, independent (private) schools, and early childhood services operators and home education systems are all supported to ensure the highest educational outcomes for students and choice for parents.
- Work with educators and parents to strengthen ways parents can provide more input into school policies and learning options for students.
- Protect children by ensuring the full implementation of Bill 27 using all available legal and constitutional means necessary.
- Ensure that sexually explicit images are unavailable to students in K-12 schools.
- Continue work towards implementation of the new and approved K-12 curriculum and explore ways to implement additional basic life and home maintenance skills and financial literacy training into the high school curriculum where appropriate.
- Work cooperatively with the Minister of Assisted Living and Social Services, to review, assess and better support and manage students with complex needs in our education system.
- Negotiate a new childcare arrangement with the federal government that is financially sustainable, maintains affordability for parents, does not discriminate between non-profit and for-profit providers in addressing growing wait lists and returns full control of childcare law and policy back to the province.



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- Create a universal code of conduct for elected school board officials that strengthens decorum, protects the freedom of speech of elected members, and clarifies that a trustee may only be removed by recall vote or the province, and not by a mere vote of fellow school board members.

In addition, I expect you to provide support on further initiatives overseen by your colleagues:

- Working with the Minister of Advanced Education as lead, continue to champion the skilled trades and professions to ensure, as early as junior high, that this education track has parity of esteem as a desirable education pathway that will lead to highly rewarding careers. This includes giving junior and high school students increased exposure to trades education and employment opportunities.
- Work with the Minister of Advanced Education on the development of a teaching certification program(s) that would shorten the time it takes an individual with a degree, diploma, or trade certification to become certified to teach in Alberta's K to 12 education system.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to continuing the important work we have started and to get the job done.

Sincerely,

A handwritten signature in black ink, reading "Danielle Smith".

Hon. Danielle Smith
Premier of Alberta