



<b>Admissions</b>				
<b>Risk / Precaution</b>	<b>Documentation/Procedure</b>	<b>Responsibility</b>	<b>Last Review</b>	<b>Additional Information</b>
<b>Operational</b> Storage, Access, Confidentiality and Disposal of Records	AP 185 Records Retention and Disposition AP320 Student Records	Secretary-Treasurer School Office	Annual	Appendix 185 Schedule TBD Secretary-Treasurer approves any changes
<b>Finance &amp; Operational</b> Admission Compliance with Charter and School Act & Regulations	AP300 Admission of Students (Leadership Team developed 2017-18 Calendar for Enrolment and Admissions - no longer requiring individual interviews or assessments as part of registration process).	Superintendent Principal	Annual	Moving towards more inclusive education although ineligible for inclusive education funding (unless coding occurs), consent & cost implications re: psycho-educational testing, use of information, and transparency. Charter Regs re: process for handling wait lists e.g. removed priority to siblings of students at CGS. In practical terms, sibling priority avoids undue hardship.
<b>Finance, Operational, Strategic</b> Enrolment	Board receives enrolment reports annually and considers implications	Superintendent Secretary-Treasurer	Annual	Enrolment impacts funding, budgeting, and long range planning for facilities. Bill 1 (Fees and Transportation) did not apply to charter school families. New schools, especially in SW Calgary negatively impacting enrolment. Early Leavers Survey to be conducted annually.
<b>Strategic</b> Charter and Mission of School	Policy 1 Foundation Statements & "The CGS Girl"	Board	Strategic Planning Cycle	Important to the future of CGS that reasons for parental choice align with the purposes outlined in the Charter. The Foundation Statements apply to the school's instructional purposes and may not provide the "future direction" and "organizational knitting together" that guide and shape the organization. Under review started in 2016-17.
<b>Strategic</b> School Growth	AP 540 Managing School Growth All charter schools are required to have a policy or AP to address school growth due to enrolment caps.	Superintendent Principal	Annual	Needs review in context of Board Policy 901 Admissions now AP 300. School growth appears to have capped below the 600 student charter limit. Several new competing programs are impacting CGS.



<b>Personnel – Risks are Operational/Strategic and Financial</b>				
<b>Risk / Precaution</b>	<b>Documentation/Procedure</b>	<b>Responsibility</b>	<b>Last Review</b>	<b>Additional Information</b>
Performance Review	Policy 12 Role and Assessment of Superintendent AP 421 Teacher Growth, Supervision and Evaluation AP 430 Role of Principal (Quality Standards) AP432 Administrator Growth, Supervision & Evaluation AP454 Role of Secretary-Treasurer	Board Superintendent Principal Secretary-Treasurer	Superintendent evaluated annually by the Board Teacher and principal evaluation based on (revised) Quality Practice Standards is underway in Alberta	Continue work to update all job descriptions to reflect current realities. Professional Growth Plans (or Performance Improvement Plans) now expected of all employees. Detailed in Administrative Procedures including evaluation tools and processes.
Conduct	AP 403 Whistleblower Protection AP 404 Working Alone AP 405 Occupational Health and Safety AP 460 Substitute Teachers AP 170 Harassment AP171 Workplace Violence AP 190 Use of Copyrighted Materials & AP191 Electronic Copyright (updated 2017)	Superintendent HR Manager Principal	Annual	WCB coverage in place for employees (teachers are exempted from WCB except for CTS categories), volunteers including directors (2017 new) Short and long term benefits plan in place for all employees . Description of Compensation includes expected outcomes and behaviors to support appropriate working relationships.
Employment Laws	Employment Standards Act, Alberta Human Rights Act, OHS	Superintendent HR Manager	Ongoing	Safety Committees at school sites.
Employment Practices	AP 400 Staff Employment – Appendix Nepotism Policy 18 Welcoming, Caring, Respectful, Safe and Healthy Learning and Working Environments	Superintendent	Board revised Policy 18 and Superintended amended AP's as required to be consistent 2015-16. (All authorities/jurisdictions required submission to Minister for review spring 2016)	Criminal records and Child Welfare checks are required for all, as well as TQS status for teachers, equality of opportunity in AP400  Policy 18 and appendixes approved as required by Minister's office
Compensation (total)	AP 402 Employee Compensation Appendix Merit Pay Policy 2 Role of the Board – approve changes in compensation AP 407 Compassion Leave AP408 Personal & Political Leaves AP409 Parental Leave Sick leave in AP402 Compensation	Board Superintendent HR Manager	Policy 2 – Governance Policies reviewed annually  Total Compensation Description (2015-16 improved leave opportunities).	Scheduled in board's annual work plan for January Vacation in contracts Group insurance Pension ATRF and RRSP for those ineligible for ATRF (3% annually) Changes in Alberta's Labour Standards effective January 2018.
Staff Development	AP 422 Professional Development and Professional Growth Plans	Superintendent Principal	Annually reviewed	All staff required to review PGP or PIP annually - compensation documents also note requirements for all employees to



				have a Performance Improvement Plan or Professional Growth Plan that is annually reviewed.
Succession	Monitoring Reports provide opportunity for annual, incremental improvement and evaluation of operating systems and processes.	Board Superintendent	Ongoing	Small organization – constraints are fiscal and human (time). Succession planning within organization is limited. No formal succession planning, although directors encouraged to serve in various ways to gain experience.
Employment Contracts	All employees must have a contract in place before beginning employment with CGS.	Superintendent HR Manager	Reviewed annually Teachers are considered substitutes until contract in place	Confidentiality agreement signed annually and confirmation of compensation Employment contracts need to be reviewed by legal counsel as it has been some time since this occurred. A 2017-18 matter to address
Personnel Records	AP 400 Personnel Records	Superintendent HR Manager	Ongoing	Employee records are in hard copy only and in locked, not fire proof cabinets at office. Payroll info is sent to ADP.
Legal Counsel	As needed – knowledge of school law and of CGS	Board Superintendent	Ongoing – as needed	Desirable to identify preferred legal counsel and to consider retainer



<b>Students</b>				
<b>Risk / Precaution</b>	<b>Documentation/Procedure</b>	<b>Responsibility</b>	<b>Last Review</b>	<b>Additional Information</b>
Student Conduct	AP350 Student Conduct AP355 Student Discipline AP390 Student Appeals	Board Superintendent Principal	Annual	Note Sept. 2014 implementation of New AP Manual. AP's reviewed for gaps but existing AP's transferred over. Timely to begin full review of AP's to address currency, gaps and alignment issues.
Wellness – Injury	AP160 Health and Safety AP161 Communicable Diseases AP162 Tobacco and Smoke Free AP163 Drugs and Alcohol (revised 2016-17) AP166 Pandemic Influenza Response AP 315 Illness/injury at School AP316 Administration of Medication to Students AP317 Anaphylaxis	Superintendent Principal Public Health Nurse on call as needed	Annual	Defibrillators on Site Staff trained in First Aid – record of current credentials in the Emergency Preparedness Manuals AP165 Accident Reporting by Principal to Secretary-Treasurer for report to insurers.
Hazards – playground, storage of chemicals	AP544 Hazardous Chemical Management	Principal Facilities Manager	Annual	Limited hazardous chemicals on site (junior high science); cleaning materials
Security – intruder Social Media	AP165 Emergency Preparedness & Appendices AP146 Social Media and Guidelines	Principal Director of Technology	Annual	Lock down and evacuation reviewed, assessed by external evaluators (CBE team and City Police). Rehearsed several times per year. Browsing history of all users can be checked
Confidentiality	AP 141 Portable Technology Security AP320 Student Records	Director Principal	Annual	Review of Counseling & discipline records storage in 2017-18
Research Subjects	AP290 Research Studies	Superintendent	Annual & as needed in responding to requests	U of C Research MOA
Emergency Closure Weather	AP132 Inclement Weather	Superintendent Principal	Annual	Often conditions are uncertain & cancellation notice is out too late. School has always been open – and important
Transportation To/from school Extra curricular Field Trips	AP 160 Field Trips and Checklist AP 550 Student Transportation Services	Superintendent Principal	Annual	Transportation by public (commercial) carrier and private vehicle only in an emergency with Principal consent
Supervision & Custody	AP310 Supervision of Students AP 311 Lunchroom Supervision AP 322 Legal Custody of Children AP325 Child Abuse AP340 Specialized Services – Continuum of Support	Superintendent Principal	Annual	POOSCA supervision is a risk, but an external provider. CGS has partnership so some risk resides with CGS. Students must sign out before leaving with parent and have written consent before leaving with anyone other than a parent



	AP330 Student Attendance			
Volunteers	AP 490 Volunteers	Principal	Annual	Guidelines, orientations, , safety checks (criminal, child welfare, driver's abstract)



<b>Strategic Risks</b>				
<b>Risk / Precaution</b>	<b>Documentation/Procedure</b>	<b>Responsibility</b>	<b>Last Review</b>	<b>Additional Information</b>
Compliance – AB Education	All requirements are in School Act, Ministerial Regulations, Guide to Education, MO, and other documents	Superintendent Secretary-Treasurer Principal	Board's Annual Work Plan	AERR, 3YEP and other compliance regulations are per schedule.
Charter School	Charter renewal for 15 years	Board and Society Superintendent	Charter Renewal 2012 (15 years)	Role of Charter Schools – is CGS a choice program? A research centre? Meeting its core purpose: promote confident, competent, caring girls and young women
Communication	Board Policy 2 Role of Board and Committees	Board	Annual	Action plan needed. Committee in place.
Advocacy	Board Policy 2 Role of Board	Board	Annual & ongoing	Identification of opportunities and an annual action plan
Engagement with Stakeholders	Board Policy 2 Role of Board	Board	As per strategic planning cycle	Strategic Plan includes engagement strategies such as Speak Out, AGM, & external organizations TAAPCS
Enrolment & Future of the School	Board Strategic Directions	Board	Annual	As the jurisdictions in Calgary add competing alternative programs and/or open new schools, enrolment declines. GOA's intentional limiting of charter schools, enrolment growth (caps), and funding restrictions (e.g. Bill 1) present significant challenges to all charter schools. Recommended that the Board consider the internal and external environment, renew the vision & mission to ensure a competitive position and clear branding of CGS

Calgary Girls' School (January 20, 2018) Retrieved from <http://calgarygirlsschool.com/wp-content/uploads/2013/09/Public-October-2017-Board-Package.pdf>.



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

## **MEMORANDUM**

January 20, 2018

To: Board of Directors  
From: Don Falk – Superintendent  
Subject: Quarterly Financial Report

### **Background:**

Attached for the information of the Board of Directors is the Quarterly Financial Report for the period ended November 30, 2017. Secretary-Treasurer Fred de Kleine will speak to the report at the Board meeting of January 24, 2018 and respond to questions directors may have.

In keeping with Board Resolution 2017-11-22-05, the Audit Committee reviewed the Quarterly Financial Report prior to its presentation to the Board of Directors. Members of the Audit Committee may wish to comment on the Report at the Board meeting.

### **Recommendation:**

It is recommended that the Quarterly Financial Report for the period ended November 30, 2017 be received as information.

A handwritten signature in blue ink, appearing to read "Don Falk", is written over a light blue circular stamp.

Don Falk – Superintendent

Attachment

**New Horizons Charter School Society**  
**Profit & Loss Budget vs. Actual**  
September through November 2017

	<b>Sep - Nov 17</b>	<b>Budget</b>	<b>\$ Over Budget</b>	<b>% of Budget</b>
<b>Income</b>				
100 · Alberta Education	724,362.84	773,580.32	-49,217.48	93.64%
115 · Other School Jurisdictions	0.00	0.00	0.00	0.0%
120 · Fees	55,730.00	40,802.84	14,927.16	136.58%
140 · Sales & Services	5,145.28	7,943.53	-2,798.25	64.77%
150 · Investments	351.90	0.00	351.90	100.0%
160 · Gifts	47.95	7,500.00	-7,452.05	0.64%
170 · Fundraising	2,805.75	0.00	2,805.75	100.0%
180 · Other Revenues	0.00	0.00	0.00	0.0%
199 · Amortization of Capital Assets	0.00	0.00	0.00	0.0%
<b>Total Income</b>	<b>788,443.72</b>	<b>829,826.69</b>	<b>-41,382.97</b>	<b>95.01%</b>
<b>Expense</b>				
200 · Salary Certificated	401,820.66	418,900.78	-17,080.12	95.92%
220 · Salary Non-Certificated	60,548.31	69,226.07	-8,677.76	87.47%
280 · Honorariums	0.00	0.00	0.00	0.0%
300 · Benefits Certificated	68,561.32	92,086.40	-23,525.08	74.45%
350 · Benefits-Non Certificated	10,203.41	13,077.23	-2,873.82	78.02%
405 · Prof. & Tech. Services	96,378.70	101,711.09	-5,332.39	94.76%
420 · Communications	4,924.43	4,367.50	556.93	112.75%
430 · Utilities	7,552.83	16,125.00	-8,572.17	46.84%
450 · Bussing	564.90	1,800.00	-1,235.10	31.38%
460 · Student Transportation	1,275.00	1,275.00	0.00	100.0%
480 · Rentals/Leases	0.00	0.00	0.00	0.0%
500 · Fees Expense	12,613.56	16,004.53	-3,390.97	78.81%
520 · Insurance	6,334.16	6,787.59	-453.43	93.32%
600 · Supplies/Materials	75,454.56	37,649.88	37,804.68	200.41%
640 · Text, Library & Media	5,889.96	5,749.88	140.08	102.44%
700 · Travel	185.61	3,500.15	-3,314.54	5.3%
750 · Amortization Capital Assets	4,437.48	4,437.56	-0.08	100.0%
800 · Bank Charges	1,760.80	1,287.47	473.33	136.76%
<b>Total Expense</b>	<b>758,505.69</b>	<b>793,986.13</b>	<b>-35,480.44</b>	<b>95.53%</b>
<b>Net Income</b>	<b>29,938.03</b>	<b>35,840.56</b>	<b>-5,902.53</b>	<b>83.53%</b>





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

## MEMORANDUM

January 20, 2018

To: Board of Directors

From: Don Falk - Superintendent

Re: Draft School Calendar for 2018-19

### **Background:**

The attached document presents a draft school calendar for the 2018-19 school year. The intent at this time is to present a draft calendar for discussion by the Board and adoption in principle. Following this initial consideration by the Board, it is recommended that the draft calendar be presented for discussion and feedback to the School Council and school staff, with a view toward adoption at the February 2018 meeting of the Board of Directors.

Key features of the draft proposed calendar include the following:

1. Section 56 of the School Act establishes the following requirements with respect to planning the school year:
  - (1) A board shall specify the following:
    - (a) the school opening date;
    - (b) the number and the days of school operation;
    - (c) the length of the school day;
    - (d) the number and length of recesses;
    - (e) subject to section 39, the number of hours of instruction.
  - (2) A board shall specify the vacation periods in a school year, which shall, as a minimum, include a vacation period that extends at least from December 24 to January 2.
  - (3) A board in its discretion may declare one day a month to be a school holiday.
  - (4) A holiday declared by a municipality does not apply to a school within the municipality unless the board declares it to be applicable.
  - (5) A board shall, before May 31 in each year, give notice to the Minister of
    - (a) the opening and closing dates of all schools under its jurisdiction for the 12-month period next following,
    - (b) the dates of the vacation periods in the school year, and
    - (c) the number of hours of instruction to be made available to students in the school year

2. According to Article 4.12 of the collective agreement with the Alberta Teachers' Association, "Teachers will render service for the number of teaching days designated by the Board up to 200 teaching days, commencing the opening day of school in each school year, exclusive of vacation periods, weekends and general holidays of the Province of Alberta."
3. The draft calendar provides for 193 days of school operation. Of these, 179 are instructional days and 14 are non-instructional days. By comparison, the approved 2018-19 calendar for Elk Island Public Schools includes 192 days of school operation, of which 181 are instructional days. A 2018-19 calendar has been approved "in principle" by Elk Island Catholic Schools. It includes 193 days of school operation, of which 179 are instructional days.
4. The draft calendar is designed to be consistent, in substantial measure, with the calendars of Elk Island Public Schools (EIPS) and Elk Island Catholic Schools (EICS) respectively, although not necessarily in perfect alignment with either. The need for consistency is prompted by our school's agreement with EIPS with respect to bus transportation services and by an acknowledgment that some families with children enrolled in our school have other children who are enrolled in EIPS or EICS schools. The need for uniqueness is a reflection of the distinctive nature and focus of our school and the consequent need for professional development opportunities and planning activities that are different from those in other school jurisdictions.
5. As outlined in greater detail below, three of the non-instructional days are identified as days-in-lieu for "... parent teacher meetings related to report cards and Individual Program Plans," as per the collective agreement with the Alberta Teachers' Association.
6. Of the 179 instructional days in the proposed calendar, 169 are full days and 10 provide for early dismissal on staff meeting days. When combined with the school's current daily schedule, this generates a total of 956.6 hours of instructional time during the course of the year, which is above the minimum of 950 hours required by the School Act.
7. Classes for students begin on September 4, 2018, and conclude on the June 27, 2019. These start and end dates are consistent with both EIPS and EICS.
8. The draft calendar includes a Fall Break in November (incorporating one in-lieu day), a two-week Christmas Break during the last week of December and the first week of January, and a Spring Break (incorporating one in-lieu day) that begins on Friday, March 22, with classes resuming on Monday, April 1.
9. Additional holidays (i.e. those not included in other vacation periods) are Labour Day, Thanksgiving Day, Family Day, Good Friday, Easter Monday, and Victoria Day. A PD Day (May 17) extends the Victoria Day weekend to four days for students.
10. The proposed calendar includes 14 non-instructional days, distributed as follows:
  - a. Planning days (4) – two days prior to the first day of instruction for students, one on October 7 (IPP development), and one after the last instructional day for students.
  - b. Professional Development (6):
    - i. One of three non-instructional days at the beginning of the school year
    - ii. Friday, September 21, 2018
    - iii. February 7 & 8, 2019 (North Central Teachers' Convention)
    - iv. February 15, 2019
    - v. May 17, 2019
  - c. Intake Day (1) - a day on which prospective students will be assessed for possible enrolment at New Horizons School; scheduled for March 8, 2019.

- d. Days in lieu of parent-teacher conferences (3) - as per the collective agreement with the Alberta Teachers' Association.

**Recommendations:**

The following recommendations are presented for the consideration of the Board of Directors:

1. That the draft calendar for the 2018-19 school year be approved in principle.
2. That the draft calendar be presented to the School Council and school staff for discussion and feedback and that, giving consideration to the feedback received, it be presented to the Board of Directors for final approval at the February 2018 Board meeting.

A handwritten signature in blue ink, appearing to read 'Don Falk', with a stylized flourish at the end.

Don Falk – Superintendent

Attachment

## School Calendar 2018-19

August 2018						
Su	M	Tu	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September 2018						
Su	M	Tu	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October 2018						
Su	M	Tu	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

November 2018						
Su	M	Tu	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

December 2018						
Su	M	Tu	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

January 2019						
Su	M	Tu	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

February 2019						
Su	M	Tu	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

March 2019						
Su	M	Tu	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

April 2019						
Su	M	Tu	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

May 2019						
Su	M	Tu	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

June 2019						
Su	M	Tu	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

July 2019						
Su	M	Tu	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

- Holiday / School Closure
- Day in Lieu of P-T Conferences (no students or staff)
- PD / Organizational Day – school closed to students
- First and Last Day of School
- Early Dismissal / Staff Meeting

Important Dates	
Organizational /PD Days	August 29, 30, 31
Labour Day	September 3
Classes Begin for Students	September 4
Professional Development Day	September 21
Professional Development Day	October 5
Thanksgiving Day	October 8
Fall Break	November 12-16
Days in Lieu of P/T Conferences	November 16, January 25 & March 22
Christmas Break	December 24 – January 4
Teachers' Convention	February 7, 8
Professional Development Day	February 15
Family Day	February 18
Intake Day	March 8
Spring Break	March 25-29
Good Friday	April 19
Easter Monday	April 22
Professional Development Day	May 17
Victoria Day	May 20
Final Day for Students	June 27
Organizational Day	June 28

Operational and Instructional Days		
Month	Days of School Operation	Days of Student Instruction
August	3	0
September	19	18
October	22	21
November	18	17
December	15	15
January	19	18
February	19	16
March	16	14
April	20	20
May	22	21
June	20	19
<b>Total</b>	<b>193</b>	<b>179</b>

Instructional Hours			
Type of Day	Days	Minutes / Day	Hours / Year
Regular	169	324	912.6
Early Dismissal	10	264	44.0
Total	179	-----	956.6

School Vision
<i>Enabling gifted students to strive for excellence in a positive academic learning environment that fosters social and emotional growth for each student.</i>

## MEMORANDUM

January 20, 2018

To: Board of Directors

From: Don Falk – Superintendent

Subject: Statement of Territorial Acknowledgment

### Background:

At the Board meeting of December 20, 2017, Administration was requested to bring background information and a recommendation to the January 2018 Board meeting with respect to the matter of a statement of territorial acknowledgment. The information and recommendations that follow have been prepared in response to that request.

The Final Report of the Truth and Reconciliation Commission of Canada (2015) includes ninety-four calls to action. Of these, the following seven are focused specifically on education.

6. *We call upon the Government of Canada to repeal Section 43 of the Criminal Code of Canada. (Section 43 reads as follows: Every schoolteacher, parent or person standing in the place of a parent is justified in using force by way of correction toward a pupil or child, as the case may be, who is under his care, if the force does not exceed what is reasonable under the circumstances.)*
7. *We call upon the federal government to develop with Aboriginal groups a joint strategy to eliminate educational and employment gaps between Aboriginal and non-Aboriginal Canadians.*
8. *We call upon the federal government to eliminate the discrepancy in federal education funding for First Nations children being educated on reserves and those First Nations children being educated off reserves.*
9. *We call upon the federal government to prepare and publish annual reports comparing funding for the education of First Nations children on and off reserves, as well as educational and income attainments of Aboriginal peoples in Canada compared with non-Aboriginal people.*
10. *We call on the federal government to draft new Aboriginal education legislation with the full participation and informed consent of Aboriginal peoples. The new legislation would include a commitment to sufficient funding and would incorporate the following principles:*
  - i. *Providing sufficient funding to close identified educational achievement gaps within one generation.*
  - ii. *Improving education attainment levels and success rates.*
  - iii. *Developing culturally appropriate curricula.*
  - iv. *Protecting the right to Aboriginal languages, including the teaching of Aboriginal languages as credit courses.*

- v. *Enabling parental and community responsibility, control, and accountability, similar to what parents enjoy in public school systems.*
  - vi. *Enabling parents to fully participate in the education of their children.*
  - vii. *Respecting and honouring Treaty relationships.*
11. *We call upon the federal government to provide adequate funding to end the backlog of First Nations students seeking a post-secondary education.*
  12. *We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.*

In keeping with Call to Action 10.vii and the principle to which it speaks, many school jurisdictions have adopted a statement of territorial acknowledgment. Examples of such statements in neighbouring jurisdictions include the following:

1. Elk Island Public Schools  
*We acknowledge with respect the history and culture of the peoples with whom Treaty 6 was signed and the land upon which Elk Island Public Schools reside. We also acknowledge the traditional homeland of the Métis Nation. We recognize our responsibility as Treaty members and honour the heritage and gifts of the First Peoples. We commit to moving forward in partnership with Indigenous communities in a spirit of collaboration and reconciliation.*
2. Elk Island Catholic Schools  
*We acknowledge that the land on which we gather is Treaty 6 territory and a traditional meeting ground and home for many Indigenous Peoples, including Cree, Saulteaux, Blackfoot, Nakota, Sioux, and on the homeland of the Métis Nation.*
3. Parkland School Division  
*We honour all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries. We acknowledge that the ancestral and traditional lands on which we gather are Treaty 6 territory, a traditional meeting ground for many Indigenous peoples, and in particular our neighbors, Paul First Nation, Enoch Cree Nation, Alexis Nakota Sioux Nation, and Alexander Cree Nation; on whose territory we work, live, and play, and on whose territory we stand.*
4. Edmonton Public Schools (Board Meeting Minutes – September 6, 2016)  
*The Board Chair called the meeting to order with recognition that we are on Treaty 6 Territory, a traditional meeting grounds, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux. We acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.*
5. Edmonton Catholic Schools (Board Meeting Minutes – May 1, 2017)  
*Board Chair Thibert acknowledged that we are on the traditional land of Treaty 6 and home of Métis Nation of Alberta Zone 4. We also acknowledge the Inuit and other diverse Indigenous peoples whose ancestors have marked this territory for centuries, a place that has welcomed many peoples from around the world to make their home here. We, at Edmonton Catholic Schools, commit to restoring and honouring the Truth and Reconciliation calls to action; we strongly believe that truth must be acknowledged to move forward to reconciliation. Together*

*we call upon all our collective communities to build a stronger understanding of all peoples who dwell on this land we call home.*

6. University of Alberta

*The University of Alberta respectfully acknowledges that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Metis, Nakota Sioux, Iroquois, Dene, Ojibway/ Saulteaux/Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community.*

**Recommendations:**

With the information presented above as background, the following recommendations are presented for the consideration of the Board of Directors:

1. That the Board of Directors indicate its respect and honour for the Treaty 6 relationship by adopting a statement of territorial acknowledgement.
2. That the Board consider the following wording for its 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, 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. That the Board express its statement of territorial acknowledgment at the beginning of each meeting of the Board of Directors.



## Board of Directors – Work Plan for 2017-18

<b>September</b>	▪ Adopt Board Work Plan for 2017-18	<input checked="" type="checkbox"/>
	▪ Receive Counsellor's Report for 2016-17 School Year	<input checked="" type="checkbox"/>
	▪ Set date for October Board meeting	<input checked="" type="checkbox"/>
	▪ Receive report on provincial achievement test results (closed meeting)	<input checked="" type="checkbox"/>
	▪ Set date for NHCS Society AGM	<input checked="" type="checkbox"/>
	▪	
<b>October</b>	▪ Conduct SGM; Hold Board elections	<input checked="" type="checkbox"/>
	▪ Elect Board executive officers (must be within one week of SGM)	<input checked="" type="checkbox"/>
	▪ Select members for Board standing committees	<input checked="" type="checkbox"/>
	▪ Set dates for Board meetings (motion required)	<input checked="" type="checkbox"/>
	▪ Notify Service Alberta of change in executive officers	<input checked="" type="checkbox"/>
	▪ Sign Board Member Code of Conduct – Policy #101	<input checked="" type="checkbox"/>
	▪ Receive Accountability Pillar Results Report for October 2017	<input checked="" type="checkbox"/>
	▪ Attend TAAPCS Annual General Meeting	<input checked="" type="checkbox"/>
	▪ Receive enrolment report for September 30, 2017	<input checked="" type="checkbox"/>
	▪ Conduct initial orientation session for new Board members	<input checked="" type="checkbox"/>
	▪ Submit request to Alberta Education for modular classrooms	<input checked="" type="checkbox"/>
	▪	
	▪	
<b>November</b>	▪ Conduct AGM of NHCS Society	<input checked="" type="checkbox"/>
	▪ Approve final Three-Year Education Plan 2017-18 to 2019-20	<input checked="" type="checkbox"/>
	▪ Approve revised budget for 2017-18	<input checked="" type="checkbox"/>
	▪ Approve Annual Education Results Report 2017-18	<input checked="" type="checkbox"/>
	▪ Approve Audited Financial Statement Year Ending Aug 31/17	<input checked="" type="checkbox"/>
	▪ Receive Report #1 from School Council	<input checked="" type="checkbox"/>
	▪	
<b>December</b>	▪ Receive Class Size Report for 2017-18	<input checked="" type="checkbox"/>
	▪	<input type="checkbox"/>
	▪	
<b>January</b>	▪ Receive Quarterly Financial Report for Sep - Nov 2017	<input type="checkbox"/>
	▪ Receive mid-year progress report on Three-Year Education Plan 2017-20	<input type="checkbox"/>
	▪	<input type="checkbox"/>
	▪	
<b>February</b>	▪ Approve school calendar for 2018-19	<input type="checkbox"/>
	▪ Stakeholder Forum – Gather input on possible Education Plan priorities	<input type="checkbox"/>
	▪ Prepare breakfast for school staff – Feb 16	<input type="checkbox"/>
	▪ Celebrate Grand Re-opening – Feb 21	<input type="checkbox"/>
	▪	
	▪	

<b>March</b>	▪ Receive Quarterly Financial Report for Dec 2017 – Feb 2018	<input type="checkbox"/>
	▪ Approve Three-Year Capital Plan for 2018-19 to 2020-21	<input type="checkbox"/>
	▪ Board Retreat – Identify priorities for upcoming Education Plan	<input type="checkbox"/>
	▪ Administer Board-developed Stakeholder Survey	<input type="checkbox"/>
	▪	
	▪	
	▪	
<b>April</b>	▪ Provide provisional approval to Education Plan 2018-19 to 2020-21	<input type="checkbox"/>
	▪	
<b>May</b>	▪ Attend TAAPCS Spring General Meeting	<input type="checkbox"/>
	▪ Approve Budget for 2018-19	<input type="checkbox"/>
	▪ Receive Accountability Pillar Results Report for May 2017	<input type="checkbox"/>
	▪ Receive Board-developed stakeholder survey results	<input type="checkbox"/>
	▪ Consider salary adjustment for support staff, senior administration	<input type="checkbox"/>
	▪ Receive report from FANHS	<input type="checkbox"/>
	▪	<input type="checkbox"/>
	▪	<input type="checkbox"/>
<b>June</b>	▪ Assess Board Work Plan progress for 2017-18	<input type="checkbox"/>
	▪ Receive Quarterly Financial Report for Mar – May 2018	<input type="checkbox"/>
	▪ Schedule SGM of NHCS Society (requires 21 days’ notice; must be on or before Oct 10)	<input type="checkbox"/>
	▪ Schedule September 2018 Board meeting	<input type="checkbox"/>
	▪ Set date for Board Housekeeping Retreat	<input type="checkbox"/>
	▪ Receive Report #2 from School Council	<input type="checkbox"/>
	▪	<input type="checkbox"/>
	▪	<input type="checkbox"/>
<b>Ongoing</b>	▪ Consider proposals for new or amended Board policies	<input type="checkbox"/>
	▪ Receive recommendations from Board committees	<input type="checkbox"/>
	▪	<input type="checkbox"/>
	▪	<input type="checkbox"/>
<b>Annually</b>	▪ Negotiate collective agreement with ATA (as needed)	<input type="checkbox"/>
	▪ Undertake Superintendent evaluation	<input type="checkbox"/>
	▪ Undertake Board evaluation	<input type="checkbox"/>
	▪	<input type="checkbox"/>
<b>As Needed</b>	▪ Meet with:	<input type="checkbox"/>
	- County Council	<input type="checkbox"/>
	- MLAs	<input type="checkbox"/>
	▪	<input type="checkbox"/>
	▪	<input type="checkbox"/>



**Nicole Pasemko**

Chair – Board of Directors

Phone: 780-416-2353

Email: npasemko@newhorizons.ca

January 18, 2018

The Honourable David Eggen  
Minister of Education  
228 Legislature Building  
10800 – 97 Avenue  
Edmonton, AB T5K 2B6

Minister Eggen:

The Board of Directors of New Horizons School is pleased to report that our much-anticipated school modernization is now nearing completion. Although a few tasks still require “finishing touches,” the students and staff of our school are already benefitting from their newly-renovated learning environment. Sincere thanks are extended to you and the Government of Alberta for your support in providing our school community with such a wonderful school facility.

We are also grateful for the many messages of support that you have extended to charter schools over the past several months. We were delighted, for example, to witness your attendance at the Charter Schools Conference in October 2017 and greatly appreciated your words of commendation at that time for the work of Alberta’s charter schools.

We have also been encouraged by the invitation you extended to charter schools to continue to submit requests to you; it is in that context that the following comments are presented for your consideration.

In our letter to you of November 11, 2016, we requested an increase in our school’s enrolment cap. Premised on the enrolment pressures we faced then – pressures that have only increased since that time – we asked that our current enrolment cap of 300 students be increased to 450, so as to accommodate currently-enrolled students as they advance through the grades, as well as to maintain our practice of enrolling two classes of students at the entry levels.

Your denial of our request (May 12, 2017) prompted us to focus, not so much on enrolment pressures, but rather on the extent to which our charter mandate would be enhanced with increased enrolment. “Sufficient rationale outlining how an increase in the enrolment cap would enhance your charter’s mandate was not provided,” was the specific comment that encouraged us to expand our thinking.

---

*1000 Strathcona Drive, Sherwood Park, AB T8A 3R6*  
*P: 780-416-2353 F: 780-467-0274 W: newhorizons.ab.ca*

With that in mind, we are pleased to re-submit our request for an enrolment cap increase – again from 300 students to 450 – and, in support of our request, to offer the following comments with respect to the enhancement of our charter mandate.

1. A key statement in our school's charter reads as follows:

*New Horizons School was originally established to best serve the learning needs of gifted children. This continues to be its fundamental reason for existence.*

The recent growth in our elementary school enrolment has resulted in the establishment of two classes at each grade level. This has enabled the introduction of "grade partners" for teachers in the elementary grades. In turn, this has provided greater opportunity for teacher collaboration, teacher professional growth and, ultimately, enhanced learning opportunities for students. We strongly believe that the introduction of grade partners in the elementary grades has enabled our school to better serve the learning needs of gifted children. We now seek to extend that "best service" to students in the upper grades; an increase in our enrolment cap will enable us to do exactly that.

2. As a school with an historically small junior high enrolment, we have been limited in our capacity to hire teachers who are specialists in the core subject areas and to provide students with a broad range of learning opportunities with respect to option courses. An enrolment cap increase would enable us to address both of these limitations by providing for additional teaching staff at the junior high level. This would most surely result in the enhancement of our charter mandate "to best serve the learning needs of gifted children."
3. The provision of high school programming has been included in each of our five approved charters. In fact, the ministerial letter which established our school's enrolment cap of 300 students (Minister Liepert's letter of February 8, 2007) includes the following statement:

*I am pleased to approve a five-year renewal of your charter, the maximum term allowed by the Charter Schools Regulation, from September 1, 2007 to August 31, 2012, to operate an Early Childhood Services to Grade 12 school with a maximum enrolment of 300 students.*

We maintain that full achievement of our charter mandate, as consistently expressed in all five of our approved charters and as supported by the ministerial letter which introduced our school's enrolment cap, will require the establishment of a high school program at some point. Only when gifted students have the opportunity to complete their entire K-12 program in a congregated setting will we have "best served the learning needs of gifted children." To fulfill that mandate, however, there is first a need to create the strongest possible junior high school program, so as to create the necessary base for establishment of a high school program. An increase in the enrolment cap is essential if we are to provide that opportunity for our students.

Having documented our school's enrolment pressures in our previous letter, we have chosen not to focus on it here. Nevertheless, we wish to advise you that our enrolment has grown at a faster rate than anticipated in our letter of November 2016; we would be remiss if we did not draw that to your attention. (The projected 2017-18 total head count enrolment at the time of our November 2016 letter was 300; actual enrolment came in at 318.)

Thank you for giving consideration to our request. We would welcome the opportunity to discuss this matter with you in person.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Nicole Pasemko', with a stylized flourish at the end.

Nicole Pasemko – Chair, Board of Directors

cc: Annie McKittrick – Parliamentary Secretary to the Minister of Education and MLA, Sherwood Park