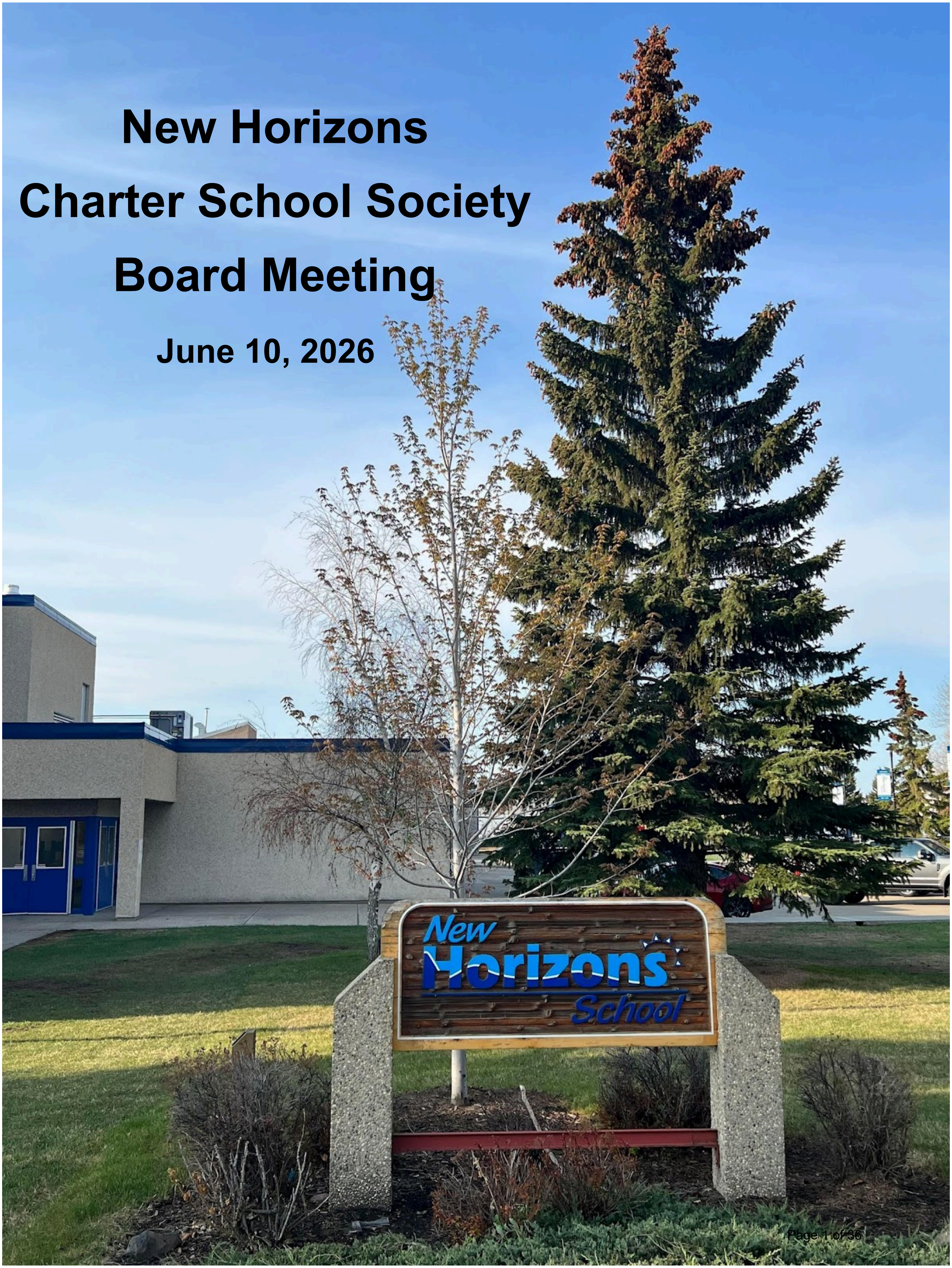
New Horizons
Charter School Society
Board Meeting

June 10, 2026



New Horizons School will enable gifted students to strive for excellence in a positive academic learning environment that fosters social and emotional support for each student.

NEW HORIZONS CHARTER SCHOOL SOCIETY
BOARD OF DIRECTORS' MEETING
JUNE 10, 2026
AGENDA

Online streaming available via Zoom, click here to join.

Paul Jackson, Chair	Ryan Arbour, Director
Adam Koziak, Vice-Chair	Elliot Fraser, Director
Praveen Kakkan, Treasurer and Secretary	Michael Zalewski, Director

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1.	**Call to Order**	P. Jackson	6:30 pm
2.	**Statement of Territorial Acknowledgment**	P. Jackson	6:31 pm

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.

3.	**Adoption of Agenda**	P. Jackson	6:32 pm
4.	**Disclosure of Conflict of Interest**	P. Jackson	6:33 pm
5.	**Approval of Minutes**	P. Jackson	6:35 pm
	5.1. May 20, 2026 - attachment		
6.	**School Council Report** - attachment	B. Doucette	6:40 pm
7.	**FANHS Report** - attachment	R. Koziak	6:45 pm
8.	**Administration Reports**		6:50 pm
	8.1. Principal's Report - attachment	L. Vigfusson	
	8.1.1. Counsellor Report - attachment		
	8.2. Secretary Treasurer's Report - attachment	P. Dundas	
	8.3. Superintendent's Report - attachment	T. Moghrabi	

9.	**Board Reports**		7:20 pm
	9.1. Board Chair's Report	P. Jackson	
	9.2. Other Committee Reports	P. Jackson	
	7.2.1 Finance and Audit Committee	A. Andrews	
	7.2.2 Policy Guidelines and Bylaws Committee	P. Jackson	
	7.2.3 Survey Committee	P. Kakkan	
	7.2.4 Public Relations Committee	A. Koziak	
	7.2.5 Personnel Committee	P. Jackson	
	7.2.6 High School Ad Hoc Committee	P. Jackson	
	7.2.7 Board Activities		
10.	**New Business**		7:40 pm
	10.1. Budget 2026-27 Approval - attachment	P. Dundas	
	10.2. Charter Update and Approval - attachment	T. Moghrabi	
11.	**Board Work Plan**	P. Jackson	8:10pm
12.	**Alberta Public Charter Schools**	A. Koziak	8:20pm
13.	**Receipt of Reports**	P. Jackson	8:30 pm
14.	**Correspondence Sent**	P. Jackson	8:35 pm
	14.1. Charter School Sustainable Funding		
15.	**Correspondence Received**	P. Jackson	8:35 pm
	15.1. Governor General's Canadian Leadership Conference		
16.	**In Camera**	P. Jackson	8:40 pm
	16.1. Motion to Move In Camera		
	16.2. Motion to Move Out of Camera		
	16.3. Business Arising from In Camera		
17.	**Adjournment**	P. Jackson	9:00 pm

Next Board Meeting – Wednesday, June 17, 2026

Type of Meeting:	Board	**Date:**	May 20, 2026	**Initials:**	**Chair**	
Approved:	DRAFT	**Recorded By:**	A. DeJong		**Secretary**	

May 20, 2026, 6:30 p.m.

Board Members Present at Call to Order:

Paul Jackson CHAIR	Praveen Kakkan BOARD TREASURER AND SECRETARY	Ryan Arbour DIRECTOR
Elliot Fraser DIRECTOR	Michael Zalewski DIRECTOR	

Board Members Joining During the Meeting:

Adam Koziak VICE CHAIR		

Board Members Absent:

Administration Present at Call to Order:

Terry Moghrabi SUPERINTENDENT	Patti Dundas SECRETARY-TREASURER	Lori Vigfusson (virtual) PRINCIPAL

Members in Attendance:

1. **Call to Order**
   Chair Jackson called the meeting to order at 6:30 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.

Vice-Chair Koziak joined the meeting during this item.

Type of Meeting:	Board	**Date:**	May 20, 2026	**Initials:**	**Chair**	
Approved:	DRAFT	**Recorded By:**	A. DeJong		**Secretary**	

3. Adoption of Agenda

One item was added to the agenda:

8.6 - Canadian Leadership Conference

Motion 2026-05-20-01	*Moved that the agenda for the Board Meeting of May 20, 2026 be adopted as amended.* *Moved: Director Zalewski* *Seconded: Board Treasurer and Secretary Kakkan* *Carried*

4. Disclosure of Conflict of Interest

No conflicts of interest were cited.

5. Approval of Minutes

5.1. Minutes of April 22, 2026

Motion 2026-05-20-02	*Moved that the Board Meeting minutes of April 22, 2026 be approved as presented.* *Moved: Director Arbour* *Seconded: Director Zalewski* *Carried*

6. Administration Reports

6.1. Principal's Report

Principal Vigfusson provided a brief summary of her written report, which included admissions, the spring carnival, a provincial assessment update, instructional minutes for 2026-27, and high school programming expansion, as included in the meeting package. Discussion followed.

6.2. Secretary-Treasurer's Report

Secretary-Treasurer Dundas summarized her written report, which included capital project, and budget, as included in the meeting package. Discussion followed.

6.3. Superintendent's Report

Superintendent Moghrabi summarized his written report, which included provincial collaboration on apprenticeship education, charter school community of practice insights, capital project, school council update, board policy and bylaw progress, Alberta Public Charter Schools advocacy, spring concert, staff recognition, superintendent evaluation, and Alberta Education intergovernmental updates, as included in the meeting package. Discussion followed.

7. Board Reports

7.1. Board Chair's Report

Chair Jackson expressed appreciation to Board members for participating in the superintendent evaluation. A Board Bulletin is being developed to share with parents with Board update. He was happy to attend staff meeting and interact with staff members on behalf of the Board. Chair Jackson, along with Vice-Chair Koziak, attended the APCS meeting on May 9, 2026. Discussion followed.

7.2. Committee Reports

7.2.1. Finance and Audit Committee

No report. The committee will be meeting on June 3 to review the budget for 2026-2027.

7.2.2. Policy Guidelines and Bylaws Committee

The committee met on April 30 to review the bylaw renewal. It was agreed that a more detailed review was needed and has been completed. It is the intention of the committee to bring the revised bylaws to the upcoming SGM for voting and approval.

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.

8. New Business

8.1. Budget 2026-2027 Update
Secretary-Treasurer Dundas indicated that Alberta Education is making some adjustments to funding for the 2026-27 school year and has extended the submission deadline to June 17; no approval or action is needed at this time. The budget will be brought to the June 10, 2026 board meeting for discussion and approval.

8.2. School Fees 2026-2027
Secretary-Treasurer Dundas indicated that the proposed school fees for 2026-2027 were discussed in camera at the April 22, 2026 board meeting. Discussion followed.

Motion 2026-05-20-03	*Moved that the Board approve the proposed school fees for 2026-2027 as presented.* *Moved: Director Fraser* *Seconded: Board Treasurer and Secretary Kakkan* *Carried*

Action Item: District Office staff will share the approved school fees on the school website.

8.3. Education Plan 2025-26 to 2026-27
Principal Vigfusson joined the meeting virtually and highlighted the key changes and edits to the document since it was last reviewed by the Board. Principal Vigfusson further spoke to the IPP Pilot program and indicated that it has been quite successful to date. A survey has been sent to students and parents seeking feedback on the pilot program to help develop revisions for next year. ALPs have been very well received by students and will be expanded across younger grades in the coming years. Discussion followed.

Motion 2026-05-20-04	*Moved that the Board approve the Education Plan for 2025-26 to 2028-29 as presented.* *Moved: Director Zalewski* *Seconded: Director Arbour* *Carried*

8.4. Superintendent Evaluation

Chair Jackson indicated that the Board met with Dr. Leroy Sloan on May 11 to review and discuss the superintendent evaluation for 2025-26. Discussion followed.

Motion 2026-05-20-05	*That the Board approve the Superintendent Evaluation Report, as developed during the Superintendent Evaluation workshop of May 11, 2026 as an accurate assessment of his performance for the period May 22, 2025 — May 11, 2026, and further that the Chair be authorized to make any required technical edits and to sign the evaluation report on the Board's behalf.* *Moved: Director Zalewski* *Seconded: Director Kakkan* *Carried*

8.5. New Director Orientation Package

Superintendent Moghrabi provided a summary of the orientation package being prepared for directors at the Board organizational meeting, which will follow the elections and SGM. Discussion followed.

Action Item: The package could also include information on:

- *How to access and use the Board Drive*
- *Vulnerable Sector Check*
- *Technology use agreement*
- *Director information - operational, time commitments needed, logistics, role of Board, governance vs operations (what directors do and do not participate in)*

8.6. Canadian Leadership Conference

Chair Jackson referenced the invitation from the Canadian Leadership Conference to host a school tour and converse with delegates from across Canada. The tour has been confirmed for Monday, May 25, 2026, between 3:30 and 5:00 pm. Directors are invited to attend and participate.

Action Item: Directors should email Chair Jackson with their participation.

Action Item: District Office will provide water and will look into providing some type of swag for the delegates.

9. Board Work Plan

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

10. Alberta Public Charter Schools (APCS)

Vice-Chair Koziak indicated that the SGM was held on May 9, 2026; budget was the main topic of discussion. Membership continues to grow with the addition of charter schools in the province. The Association has officially changed from TAAPCS to APCS. Discussion followed.

11. Receipt of Reports

Motion 2026-05-20-06	*Moved that all reports be received as presented during the meeting.* *Moved: Director Fraser* *Seconded: Director Zalewski* *Carried*

12. Correspondence Sent

12.1. None.

13. Correspondence Received

13.1. EDC Minister - Reserve Exemption

14. In Camera

14.1. Motion to Move In Camera

Motion 2026-05-20-07	*Moved that the meeting move in camera at 8:13 p.m.* *Moved: Director Arbour* *Seconded: Director Zalewski* *Carried*

14.2. Motion to Move Out of Camera

Motion 2026-05-20-08	*Moved that the meeting move out of camera at 8:36 p.m.* *Moved: Director Zalewski* *Seconded: Director Arbour* *Carried*

14.3. Business Arising from In Camera Meeting
None.

15. Adjournment

Chair Jackson adjourned the meeting at 8:37 p.m.

Next Board Meeting: Wednesday, June 10, 2026 at 6:30 p.m.

School Council Report to the Board – June 2026

Thank you to the Board for the opportunity to provide an update. Thanks also to Superintendent Moghrabi for attending our School Council meeting in May to provide an update on Board elections and well as programming and facilities.

Executive Members, Meetings, AGM and Elections

This year's School Council was comprised of Elizabeth Macve as Vice Chair, Anita Sanderson as Finance Officer, Ellen Hanna as Communications Officer, Leah McCoy as Junior High Liaison, Stacey Stang-Sass as Officer at Large, Hayley Tarnasky as Volunteer Coordinator, and me, Beverly Doucette, as Chair. The position of Secretary remained vacant the past year.

School Council has historically met on the first Wednesday of the month, however, with early dismissal changing to every Wednesday, we have been considering different meeting options that will allow us to better align our financial requests and approvals back and forth with FAHNS. For the months of February to May of this year School Council changed to meeting on the second or third Wednesday. Moving into next year we will likely continue to meet towards the middle of the month and are considering whether a slightly earlier meeting time would allow more parents to join our meetings. Meetings will continue to be held in hybrid format with both an in-person and online option to join.

Our AGM and annual elections were held on May 13. School Council is excited to welcome Tannis Brownrigg to the position of Vice Chair and Dana Murebeeld to the position of Secretary for the 2026/27 year. Returning for another year on the executive will be Anita Sanderson as Finance Officer, Ellen Hanna as Communications Officer, Leah McCoy as Junior High Liaison, and myself as Chair.

Communications, Events, and Initiatives

School Council continues to work on the goal of building community and connection in our school. Our E-News email update is now being sent jointly with FAHNS to families every Sunday. As of the start of June we have completed most of our actives for the year and are starting to look ahead to next year. Here is a short highlight of some of the events and initiatives School Council was involved with in the second half of the academic year:

Grab 'n Go Nutrition Cart
In February, School Council launched the 'Grab 'n Go Nutrition Cart' as a new and significant initiative in test-phase. Our parent volunteer, Aly Popa, has been an incredible steward of this initiative. She has completed her food handling certificate and is in the school daily to oversee its use. The nutrition cart focuses on providing easy "on the go" food items with high nutritional value to students that need a little extra fuel to get them through their morning. Staff and students have both commented on the positive impact this initiative has had within the school

community. Considerations for the ongoing funding on the cart are still being discussed as, while the cart has significant impact, it is also a higher cost operation to maintain on an ongoing basis.

Movie Night
School Council held a Family Movie Night on April 11 and showed Zootopia 2 in the gymnasium. We also added a Junior High only movie for this event and used Ms. LB's room to provide the Junior High students with a space to themselves. Free pizza and popcorn were provided, and the Junior High students ran a concession in support of the Grade 9 Adventure Trip.

School Clubs
School Council approved funding to support the creation of the A-Ok (Acts of Kindness) Club – a Grade 4-6 leadership group focused on building a positive, welcoming, and inclusive school community. A-Ok members will serve as kindness ambassadors who will actively promote respect, inclusion, and school spirit through meaningful leadership opportunities.

School Council also support the Craft Club this year and moving into next year has proposed seed money be allocated for the creation of up to three new clubs per year. School clubs provide meaningful opportunities for student involvement and add to the vibrancy of the school community. We are always impressed by the creativity and level of care in the proposals we receive from clubs seeking start-up funds.

Wheelchair Basketball
Students had the exciting opportunity to participate in wheelchair basketball during the week of May 11^{th} provided by the Alberta Northern Lights Wheelchair Basketball Society. Funding for this activity was provided by School Council from School Support, Academic Support.

Spring Carnival
Our annual Spring Carnival was held on Saturday, May 23. We were lucky to have a beautiful afternoon and great weather which resulted in many students and their family members attending. This was the first year we had a petting zoo - a fun addition to our usual line-up of activities, which included: glitter tattoos, button making, bouncy castles, lawn games, light cone battle in the gym, concession, and food truck (snow cones this year). A huge thank you to all the brave staff members who participated in Splash the Staff, as well as those who organized and volunteered with the event.

AIR
The grant application for next year's AIR has been submitted. School Council will be transitioning the AIR acronym from 'Artist in Residence' to become broader and include possibilities of STEM activities as well as options from the Arts. Currently we are calling this 'Augmented Interdisciplinary Residencies'. Next year's AIR has been selected and will see artist Candace Makowichuk working with students in Grade K to 9 in a unique photography-based learning experience that integrates art and science concepts.

Financial Update

School Council has an allocation of $23,925 for the 2025/26 academic year. As of June 2, 2026 $20,063 has been motioned and $10,881 has been disbursed. Many of the disbursements happen at the very end of the school year, so we are still anticipating the amount disbursed to land closer to the amount motioned by the end of June. These funds give School Council the opportunity to consult with administration to enhance the overall experience of NHS students. We endeavour to align the motioned allocations with the broader mission of our school, to enhance student (and family) engagement while addressing social and emotional needs. We are grateful to our FANHS colleagues for their considerable fundraising efforts. Without these funds, School Council could not support the enrichment opportunities we have undertaken this academic year.

Our Fund Allocation Request for next year has been submitted to FANHS and will be discussed at their June 11 meeting. We appreciate the opportunity to work with administration and FAHNS in arriving at an allocation that allows us to support students and their families, staff and teachers, and the administration of the school in the many and varied funding and activity areas that School Council is involved with.

We sincerely appreciate our relationship with school administration and will continue to work closely with Ms. V to ensure Council's spending is well aligned with school needs and priorities.

Thanks and Appreciation

School Council extends our gratitude to Mr. Moghrabi and this year's Board for your support throughout the year. We look forward to opportunities to work together next year and into the future, especially with the growth and change our school will experience with the creation of a High School.

Date: June 1, 2026
To: Board of Directors
From: Rebecca Koziak | President, Fundraising Association of New Horizons School
Re: FANHS' Update to the Board

This year's FANHS' Executive Team has myself as President, Amanda Bullion as Vice President, and Eeksha Kohli-Kakkan as Secretary, as well as Julie Jackson as Treasurer—September through January—and Jennifer Michaud who was appointed Treasurer from February through the remainder of the term. Eeksha Kohli-Kakkan held the position of Interim Secretary-Treasurer while we actively sought a Treasurer. FANHS' AGM for the 2026/2027 Executive is June 11, 2026.

Beyond our Executive Team, we work alongside a community of dedicated volunteers including Hot Lunch Coordinator, Brianne Davio, and the Hot Lunch team who continue to provide weekly—sometimes twice a week—service that accounts for considerable fundraising revenue. We continue to benefit from collaboration with Council Communications (Ellen Hanna) through weekly E-News and social media development, Council Finance (Anita Sanderson) through accurate budget reporting of School Council's budget, and Volunteer Coordinator (Hayley Tarnasky) and many volunteers who invest their time in fundraising: organizing fundraisers, sorting and distributing goods, and assisting with fundraising events such as this year's Halloween Dance which generated nearly $12K in revenue—funds generated from this event continue to increase annually. In addition to internal events, FANHS is scheduled for a Casino in Camrose in the first quarter of 2028. Casino Chair, Ada Frederick, anticipates date confirmation in 2027.

2025/2026 has been a successful year for FANHS and School Council, both independently and collaboratively. In my tenure serving on FANHS' Executive for the last four years, we've strengthened communication practices, implemented procedures that support operational efficiency and succession planning, and continuously pursued improvement. Through continued work with Administration and School Council, we have developed a stronger understanding of our distinct yet complementary roles, as well as our shared priorities for supporting student enrichment and school success. While maintaining separate governance and financial responsibilities, School Council and FANHS continue to work together on key initiatives, including the Augmented Interdisciplinary Residencies Committee, where representatives from both volunteer organizations collaborated to submit an Alberta Foundation for the Arts grant application to subsidize 50% of next year’s Artist in Residence program—results are anticipated in 4-6 months.

In 2024/2025, we reinvested approximately $28,000 into our school. Thanks to the generous support of our community, we have experienced growth in both incoming funds and our ability to provide meaningful financial assistance. In addition to annual expenditures, fundraising dollars were spent this year on new initiatives such as: the Back to School BBQ, 30th Anniversary Celebration, subsidizing Field Trip Transportation, and the Grab & Go Nutrition Cart. We are deeply grateful to our donors whose contributions continue to strengthen opportunities for students, staff, and families.

Through ongoing fundraising initiatives and grant acquisition, we continue to expand funding opportunities that enhance student experiences and support school priorities. This year, we completed reporting for the TD Friends of the Environment Foundation Grant received in 2023/2024 and successfully secured a $5,000 Carton Council School Recycling Grant. A comparison of the 2023/2024 baseline data—when bottle recycling collections were managed independently by staff and students—with the enhanced 2024/2025 collaborative model involving Jr. High Staff and FANHS demonstrated a 57% increase in fundraising revenue. These measurable results provided confidence in the program’s potential and supported the decision to pursue grant funding to further strengthen and expand the initiative. This year, processes were refined to improve efficiency. These enhancements have established a strong foundation for the implementation of new systems in 2026/2027. We will continue working closely with the school to aid in the program’s long-term success.

Fundraising efforts—including bottle collection, Grade 9 student-run concessions, targeted Hot Lunch dates, and student-led fundraising activities—continue to provide meaningful financial contributions for the annual Grade 9 Adventure Trip. In addition, we have expanded support for a range of Jr. High initiatives, including Horticulture, the Jr. High Dance, Student Council, and Track & Field, further enriching student opportunities and engagement.

For the 2025/2026 school year we implemented streamlined budgeting where FANHS approved three individual budgets: School Council’s, the School’s per Administration, and FANHS’ for operational and fundraising needs. This budgeting process has proven to be effective and will be maintained. We’ve received School Council’s Fund Allocation Request for 2026/2027 and anticipate a formal request from Administration.

We remain focused on developing consistent practices and processes that improve efficiency and support effective operations. We work closely with the school to coordinate fundraising activities. Through ongoing communication, we strive to ensure successful fundraising efforts while minimizing additional demands on staff and school operations. In an effort to have a better understanding of the school's immediate needs and long-term goals, I have consistently met with Administration (Principal Vigfusson, Superintendent Moghrabi, and Secretary Treasurer Dundas) this year so that FANHS can better prepare our fundraising efforts and associated targets. We continue to introduce tools to refine our administrative practices. Our Treasurer is presently implementing Quickbooks and in addition to the Admin meetings between FANHS' President and Administration, we will also introduce an annual meeting between Administration and FANHS' Treasurer in 2026/2027.

In addition to our ongoing fundraising partnerships, this year, we introduced fundraisers with Edmonton Oil Kings, Fitset Ninja, and Steamoji Sherwood Park as well as Indeygo and The Colombian—which also impacted our broader community with goods or funds contributed directly to Strathcona Food Bank and Ronald McDonald House.

While FANHS fundraising revenue has remained on an upward trajectory over the past four years, associated expenses and overall financial needs have also risen considerably and we anticipate the school's needs to multiply with the High School expansion. Continued fundraising therefore remains an important priority to sustain support for New Horizons School. To sustain the Fundraising Association's growth and long-term success, greater focus must be placed on volunteer recruitment and retention, expanding fundraising opportunities, strengthening marketing efforts, and pursuing additional grant funding. While meaningful improvements have been made, the current model is not sustainable over the long term.

It has been a privilege to serve the School in this capacity and I am deeply appreciative to have worked alongside this team.

--
Rebecca Koziak
President
Fundraising Association of New Horizons School

Lori Vigfusson
Principal
Email: lvigfusson@newhorizons.ca

MEMORANDUM

Date: June 10, 2026

To: Board of Directors
From: Lori Vigfusson, Principal
Re: Principal's Report-June 2026

Information and Highlights:

Provincial Achievement Tests: Grade 6 and 9 students have begun writing their Provincial Achievement Tests. The remainder of the PATs are scheduled throughout June with the final PAT being written on June 23. Results will be available in July for parents by logging into the Alberta Education MyPass site, though preliminary grades will be shared before the end of the school year.

Indigenous People's Month and Day: Classes are spending additional time this month learning and celebrating Indigenous ways of knowing and being. For Indigenous Peoples' Day on June 21, classes will recognize the day throughout the month by participating in a variety of activities to recognize and celebrate the history, heritage and resilience of Indigenous Peoples in Canada.

Grade 9 Adventure Trip: The grade 9 trip to Rocky Mountain House through Hela Adventures took place June 6-8. The trip included canoeing, hiking and rafting with certified guides. Thank you to FANHS for the fundraising efforts through bottle collection and concessions to bring the cost for this adventure down. Thanks as well to Ms. Araujo for all her work in organizing the trip and to Mr. Loehr for chaperoning the trip.

Staffing Update: We have been working on ensuring our staffing complement is complete for the upcoming school year. This includes teachers for grade 2, 3, 4, and 6 as well as a mental health counsellor. We have been interviewing candidates with a plan to have all positions filled in the next week.

Awards Ceremony: We will be hosting our grade 4-9 awards ceremony at 1:05 on June 23. All parents/caregivers may attend and caregivers of students in Grade 9 or those receiving an award will receive a separate email invitation to the event.

Report Cards: Report Cards will be sent home through email on June 23. There will be a link to the supply lists and school calendar included in the email.

Lori Vigfusson

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

MEMORANDUM

June 10, 2026

To: Board of Directors

From: Patti Dundas – Secretary-Treasurer

Subject: Update

Capital Project:
A meeting with Alberta Infrastructure and Alberta Education is expected to take place next week to discuss potential options for decanting to an available school in Sherwood Park.

We have been advised that ACI Architects has been awarded the contract for the project. A project kick-off meeting was held on Friday, June 5, 2026, and included introductions, a project overview, and discussions regarding project objectives, scope, site complexity, site readiness, and timelines. Roles and responsibilities were also reviewed, and next steps were identified.

Other details:
The estimated project cost is $28 million (which can be adjusted if need be).

We should be able to start construction by summer, 2027.

Construction will take 2 years unless we decant and it should be quicker.

Recommendations:
It is recommended that this report be received as information.

Patti Dundas
Patti Dundas
Secretary-Treasurer

Terry Moghrabi
Superintendent
Phone: 780-212-1158
Email: Tmoghrabi@newhorizons.ca

MEMORANDUM

Date: June 10, 2026

To: Board of Directors

From: Terry Moghrabi- Superintendent

Re: **Information and Highlights:**

Alberta Infrastructure project awarded: Congratulations to ACI Architecture Firm on the successful award of the Prime Consultant Services for the Modernization and addition at New Horizons School. We planned a Design Kick-Off Meeting (Introductions) for the Modernization and Addition of New Horizons School to discuss the project overview, scope, site complexity and readiness, and roles and responsibilities.

High School Visits: I had the opportunity to visit both Westmount Charter School and STEM Collegiate in Calgary. These site visits provided valuable insight into how established and emerging charter schools are approaching growth, program development, facility utilization, and long-term strategic planning. Both schools demonstrated a strong growth mindset and a commitment to continuous improvement as they work toward serving student populations. Both aspire to reach approximately 2,000 students. The visits allowed us to examine a variety of facility designs, organizational structures, leadership models, and innovative programming opportunities that support student engagement and success at the high school level.

Particularly valuable was the opportunity to observe how each school has created learning environments that balance academic rigour, student independence, collaboration, and specialized programming. We explored a range of creative learning opportunities, including advanced STEM pathways, career-focused programming, flexible learning spaces, and student-centered approaches that align with the evolving needs of today's learners. Equally important were the conversations with school leaders, staff, and students. Students spoke enthusiastically about their educational experiences, while staff were exceptionally welcoming, transparent, and willing to share both successes and lessons learned throughout their growth journeys.

These visits reinforced the importance of gathering diverse perspectives when planning for the future of New Horizons. Learning from schools with different histories, structures, and program models allows us to identify promising practices, avoid potential challenges, and consider a broader range of possibilities for our own high school development. The insights gained will help inform future discussions regarding facility design, enrollment growth, organizational structures, student services, and innovative programming opportunities. Most importantly, the visits provided tangible examples of what is possible when a clear vision, strong culture, and purposeful planning come together to create exceptional learning environments for students.

Attended the Alberta Family Wellness Initiative Symposium session on Building Resilience, which included participation in the master's-level course exploring the science of resilience and the factors that influence positive development across the lifespan. The session highlighted how resilience is not simply an individual trait but is shaped through supportive relationships, responsive environments, and opportunities to develop coping and problem-solving skills. A key focus was understanding the continuum of stress, the impact of adversity, and the protective factors that help individuals thrive despite challenges. The learning reinforced the importance of creating environments that promote belonging, emotional safety, self-regulation, and healthy relationships. This professional learning opportunity provided valuable insights that can inform student support practices, staff wellness initiatives, and broader organizational efforts to foster resilient learners and resilient school communities.

Governor General Tour: I had the opportunity to participate in a leadership dialogue session as part of the 2026 Governor General's Canadian Leadership Conference, where emerging and established leaders from across Canada gathered to explore the theme of Leading Canada's Sustainable Prosperity. The session, led primarily by our Board Chair and Principal, provided an excellent opportunity to showcase New Horizons Charter School's unique approach to gifted education, governance, innovation, and future growth. I was grateful for the opportunity to contribute to the discussion and share perspectives regarding charter education, student success, and the evolving educational landscape in Alberta. Engaging with leaders from diverse sectors and regions fostered meaningful dialogue and the exchange of ideas, while also allowing us to learn from the experiences and insights of others in other provinces. Opportunities such as this strengthen professional networks, broaden leadership perspectives, and reinforce the important role that New Horizons continues to play in advancing educational excellence and innovation within Alberta and across Canada.

The Grade 9 student engagement sessions provided a valuable opportunity to gather feedback from students who have experienced the full New Horizons program and are now preparing to transition into high school. Their perspectives not only informed our ongoing exploration of future high school programming and facility design but also strongly affirmed the themes that emerged through our stakeholder forum discussions and annual student survey results. Students emphasized the importance of challenging and meaningful learning experiences, opportunities for collaboration, independence, creativity, and real-world applications of learning. They expressed interest in enhanced STEM opportunities, mentorships, internships, flexible learning spaces, community connections, and increased access to physical activity and wellness supports. Their feedback reinforced survey findings related to hands-on learning, student autonomy, social-emotional development, and the desire for innovative learning environments that support both individual and collaborative work. Collectively, these conversations provided confidence that the priorities identified through stakeholder engagement accurately reflect student aspirations and will serve as an important foundation for future high school planning.

Terry Moghrabi

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

MEMORANDUM

June 10, 2026

To: Board of Directors

From: Patti Dundas – Secretary-Treasurer

Subject: 2026-27 Budget

In preparing the budget, we developed the following Budget Principles based on the guidance and direction from the Finance Committee:

- Maintain growth in student population.
- Ensure appropriate supports and resources are in place to provide excellence in programming and instruction.
- Maintain staffing levels.
- Create balanced budget to meet Alberta Education guidelines
- Support continued evergreening of technology.

In preparing the budget, we have made the following plans and assumptions:

- ✓ We are projecting an increase for students to 465
- ✓ Our funding has increased by $238,626.00

Incorporating these principles into our budget preparation for the 2026-27 budget, the changes are:

<u>Revenue</u>
Our Alberta Education Revenue funding increased by $238,626.00.

<u>Expenditures</u>
Increased learning resources (digital) for new curriculum
Increased insurance, utilities, services, and grid increases
Additional certificated FTE; .35 FTE
Balanced Budget, Maintenance $20,000; Testing $8,000; Technology $65,000; removed low incidence $2,100

Recommendations:

1. It is recommended that the Board approve the Budget Principles.
2. It is recommended that the Board approve the 2026-27 budget as presented.

Patti Dundas – Secretary-Treasurer

Attachment

Table of Contents

THE CHARTER SCHOOL

This is the Charter, approved by the Minister of Education and Childcare, for the New Horizons Charter School Society (NHCSS) to operate the New Horizons School for Gifted Children, currently Serving students from Elk Island and Edmonton School Authorities.

New Horizons School currently offers kindergarten to grade nine in a single campus, and may in the future include high school grades and more than one campus.

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 and Childcare 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 New Horizons School is to embrace these initiatives and provide an exemplary learning environment to meet the special academic needs of gifted children in a congregated setting, while also providing effective social and emotional supports. Our students need opportunities to be challenged, to think creatively and alternatively, and to pursue learning according to their own learning strengths, styles and interests. The social and emotional needs of gifted children e.g., overexcitabilities, perfectionism, are well documented in research and are profoundly important in their growth and learning; hence, this belief firmly underpins our goals for New Horizons School.

New Horizons School provides differentiated programming in a congregated, inclusive setting through the use of customized Individual Program Plans (IPP's) that address students' unique abilities, achievement, learning styles, interests and needs. Program differentiation encompasses a range of supports and strategies including administrative and organization strategies, curriculum enrichment, instructional methodologies, learning environments and assessment strategies.

Philosophy and Educational Foundations

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 goals of the charter and of the school itself are threefold, i.e., to address the academic, social and emotional needs of gifted children. New Horizons School strives to incorporate the best research and innovations from a growing body of professional and research literature on gifted education into the pedagogical and organizational programs of the school. The often-unique academic and social-emotional needs and strengths of gifted children are of primary consideration in the design of educational and support programs at the school. The school strives to be a renowned center of excellence, respected locally, nationally and internationally – sought after for its programming and its professional knowledge. It seeks to be a successful center of best practice, research and innovation in gifted education, open to partnerships with others within the limits of its resources.

Above all, New Horizons School strives to provide a student-focused, safe, supportive learning environment in which gifted students can be successful and well equipped to engage in whatever endeavours they choose to pursue in the future. The school program is designed to provide inclusive education and to consider the appropriate pedagogy and the individual characteristics of the students. This allows for flexibility in grouping for instruction and activities. At times students will be assigned to work with those with similar achievement levels, but the possibility also exists to group students with different levels of skill/knowledge mastery. These experiences are designed to facilitate student's development in leadership and mentorship capacity, and to ensure that students are able to work with a range of individuals at various levels of ability.

Goals

The overarching goal of our program is to facilitate student growth and development in three main areas: academically, socially and emotionally. In accordance with Alberta Education and Childcare requirements related to student learning and meeting the needs of gifted students, the following goals and outcomes have been established to address the three goal areas mentioned above.

Students at New Horizons School will demonstrate the following outcomes in the context of the three program goals:

Goal 1: Student learning is improved.
Outcome 1: Students will demonstrate mastery of learner outcomes mandated by the Alberta academic curriculum.
Outcome 2: Students will be become creative risk-takers academically.

Goal 2: Students benefit from opportunities for inclusive, positive social interactions.
Outcome 1: Students will develop positive interdependence skills.
Outcome 2: Students will become creative risk-takers socially.

Goal 3: Students' emotional needs are supported.
Outcome 1: Students will develop independence, self-direction and self-discipline in learning.
Outcome 2: Students will become creative risk-takers emotionally.

Research and Innovation

New Horizons School approaches research from a three-dimensional perspective. Each of these dimensions may be used alone or in conjunction with one or both of the others. (See Research Summary and Bibliography to view research impact on practices.)

Dimension 1: Research Literature – Best Practices
Research in the field of gifted education is relatively limited in quality and scope; however, a growing number of researchers and educational writers are publishing research that provides valuable insights into the needs of gifted learners. Current research on best and leading practices for addressing social-emotional and academic needs of gifted children has provided many new innovations in teaching and learning. All strategies are analyzed for their fit with our gifted students and program development at New Horizons School.

Dimension 2: Action and Applied Research
Through the engagement of Professional Learning Communities within the school, staff members are implementing innovative instructional and assessment strategies aimed at improving the results achieved by our gifted learners. Through risk-taking and learning, evaluation impact, and sharing both challenges and successes, the school continues to move forward on its professional journey in serving its gifted students well.

Dimension 3: Partners in Research
New Horizons School values opportunities to participate in research and to share new knowledge with the educational community locally, provincially and internationally. The school has, and will continue to, encourage students and faculty from educational institutions to conduct ethical research within our community. While we have been involved in research with postsecondary students on a limited basis, we are open to opportunities to participate in acceptable research with academic researchers. This is especially in cases where the potential for learning would have positive impact on teaching and learning for our students and professional practices of our teachers.

Goal and Outcome Measurement

New Horizons School demonstrates attainment of its goals and anticipated outcomes through the use of consistent and predetermined measures (Education Plan, AERR). Provincial achievement data is used to analyze levels of student mastery of Alberta curriculum learner outcomes – see Goal 1, Outcome 1.

The affective elements of student learning and social/emotional achievements (Goals 1, 2 and 3) are measured using pre-established data that are systematically gathered and include the perceptions of stakeholders including students, staff and parents. Annual education planning will determine which measures are most effective in determining progress toward the attainment of the intended outcomes stated in the charter.

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 and Childcare 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;
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 ongoing 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 customized, individualized programming that addresses students' unique abilities, achievements, 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. IPPs 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 a 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.

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;
   IPPs that allow students, parents and teachers opportunities to set goals for each student's learning;
6. Innovative use of technology in the classroom; and
7. 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. Social-emotional learning programming facilitates student growth and development. 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.

Communication Plan

The Board will ensure that the school's achievements and educational innovations are communicated to stakeholders. Stakeholders include the Minister of Education and Childcare, 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 and the greater Edmonton area.

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

School Year	Enrolment
2023-2024	445
2024-2025	446
2025-2026	455
2026-2027	465
2027-2028	484

To accommodate the projected school enrolments, a school facility with a capacity of 720 students is required. The New Horizons Charter School Society will continue to actively pursue future growth opportunities, which may include the development of additional campuses to support increasing student demand and expanded programming options.

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 administration and teachers 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.

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 the gifted siblings of children already attending the school. Students must meet the criteria for academic giftedness as established by the school authority.

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 *Education Act* and Regulations, and in compliance with its accountabilities to the Minister of Education and Childcare.

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 *Education 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.

The NHCSS contracts for Superintendent and Secretary-Treasurer services. 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 *Education 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 *Education 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 and Childcare requirements.

AMENDING THE CHARTER

The Charter is intended to evolve in response to the changing educational landscape and the School's ongoing commitment to excellence, innovation, and continuous improvement. Amendments may be considered to reflect advances in educational research, emerging opportunities for gifted education, program enhancement, organizational growth, expansion initiatives, changes in legislation or provincial policy, and the evolving needs of students, families, and the broader community. Through thoughtful amendment, the School seeks to ensure that its Charter remains relevant, effective, and aligned with its mission and long-term strategic direction. Any amendment to the Charter shall be undertaken in accordance with the Education Act and the New Horizons Charter School Society Bylaws and is subject to the approval of the Minister of Education and Childcare.

DISSOLUTION PROCESS

Charter Dissolution Process

Should the Board or the Minister of Education and Childcare 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 and Childcare;
    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.

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 and Childcare 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 and Childcare sets the term of this Charter.

CHARTER RENEWAL

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

Revised Board Work Plan
APPROVED - March 16, 2026

August Retreat	☐ Conduct initial orientation session for new Board members ☐ Select members for Board standing committees ☐ *Budget 101 / Receive Financial Summaries for 2025-26, 2026-27 ☐ *Review draft Board Work Plan for 2025-26 ☐ *Review Updated Charter ☐ *Board Team Activity - possible team building
September	☑ ~~Adopt Board Work Plan for 2025-26~~ ☑ ~~Set date for NHCS Society Annual General Meeting~~
October	☑ ~~Receive Alberta Education Assurance Measures (AEAMS) Report~~ ☑ ~~Receive enrolment report for September 30, 2025~~
AGM in November	☑ ~~Conduct AGM of NHCS Society to receive audited Financial Statement~~
November	☑ ~~Approve revised budget for 2025-26~~ ☑ ~~Approve Annual Education Results Report 2024-25~~ ☑ ~~Approve audited Financial Statement year ending August 31, 2025~~ ☑ ~~Review Draft Stakeholder Forum Agenda~~ ☑ ~~Attend APCS Annual General Meeting~~
December	☑ ~~No meeting~~
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 (in camera discussion)~~ ☑ ~~Receive Report #1 from Counsellor~~ ☑ ~~Receive Report #1 from School Council~~ ☑ ~~Staff Appreciation Meal~~
February	☑ ~~Provide final approval of school calendar for 2026-27~~ ☑ ~~Set date for April Board Planning Retreat~~ ☑ ~~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~~ ☑ ~~Review salary grids for support staff and central office staff, deferred to April~~ ☑ ~~Schedule SGM of NHCS Society for election purposes~~

Revised Board Work Plan
APPROVED - March 16, 2026

April	☑ ~~Receive Quarterly Financial Report for Dec 2025 – Feb 2026~~ ☑ ~~Receive Board-developed stakeholder survey results~~ ☑ ~~Review school fees for 2026-27~~ ☑ ~~Select evaluation process for Superintendent Evaluation~~ ☑ ~~Host Board Retreat – Identify priorities for upcoming Education Plan~~ ☑ ~~Review salary grids for support staff and central office staff~~
May	☐ Approve Education Plan 2025-26 to 2026-27 ☐ Attend APCS Spring General Meeting ☐ Approve budget for 2026-27, May 31 submission deadline ☐ Approve school fees for 2026-27 ☐ Superintendent Evaluation Approval ☐ Confirm Policy Alignment with Administrative Procedures (from superintendent)
June - prior to elections	☐ Assess Board Work Plan progress for 2025-26 ☐ *Charter Submission to Alberta Education ☐ Receive Report #2 from Counsellor ☐ Receive Report #2 from School Council ☐ Receive Report #1 from FANHS
SGM in June	☐ Conduct Special General Meeting of NHCS Society ☐ If required, host elections

June - after elections	☐ Complete Board Organizational Actions
	    ☐ Elect Board executive officers (in camera)
	    ☐ Sign Board Member Code of Conduct – Policy #101
	    ☐ Set date for Board meetings (motion required)
	    ☐ Set date for August Board Retreat
	    ☐ Identify Board signing authorities (motion required)
	    ☐ On behalf of Board, notify Service Alberta of change in executive officers

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

From: **Paul Jackson** <pjackson@newhorizons.ca>
Date: Thu, Apr 23, 2026 at 2:16 PM
Subject: Charter School Sustainable Funding
To: <demetrios.nicolaides@gov.ab.ca>
Cc: <danielle.smith@gov.ab.ca>, Kelley Charlebois <executivedirector@taapcs.ca>

Dear Minister,

This letter is to respectfully share a deep concern regarding the healthy financial sustainability and public image of Alberta Public Charter Schools. It was shared with me this week via TAAPCS and our Superintendent an announcement that Charter School teachers are ineligible to receive the full unified grid increase as negotiated with the ATA representing Alberta teachers. This decision seems in direct contrast to three decades of public advocacy for Charter Schools being a respected part of the Public School System and the fourth pillar of Choice in Education.

In 2025/26, there were 456 students benefiting from the unique programming at New Horizons. We are enthusiastically grateful your Office saw fit to grant us the opportunity to expand from K-9 to K-12, increasing our enrollment cap to 720 students. The high demand over 31 years for our school's unique and targeted programming has been consistently met due to the hard work of our extremely talented staff: Charter School superintendents who have the lowest salaries across Alberta, small and already lean Charter School administrations who have been instructed to find efficiencies with a 5% reduced administrative grant, and now our teachers who have negotiated their collective bargaining agreements in good faith via the ATA who appear to be considered less valuable than Public, Separate, and Francophone teachers based on exclusion from the full unified grid increase. Our teachers are associate ATA members. I would ask for guidance from the Minister on how Charter Schools can be reasonably expected to maintain and model Alberta's high education standard when their teachers and superintendents are compensated less, requiring their Boards and Administration to sacrifice classroom student supports to financially hire and retain competitive staff.

Our Superintendent immediately and responsibly sought clarification for the decision excluding Charter Schools from provincial harmonized funding and the unified teacher salary grid and I have concerns regarding the messaging in the response. The reply justified exclusion of Public Charter Schools from the unified grid adjustment because the changes only apply to public, separate, and francophone school authorities; however, Charter Schools have long advocated for public understanding that we are a part of Alberta's Public school system and such a response from the Province diminishes three decades of Alberta Public Charter School contributions.

I would ask for your Office to help Charter Schools accurately represent as equal, respected, and supported partners of the public education system. I am confident the relatively small financial impact of empowering Public Charter Schools teachers with fair and equivalent compensation via inclusion into the established unified grid will far outweigh the negative impact to public image and reduced quality of education. I hope that you will consider including our valued teachers in the full unified grid increase and that you will offer a timeline where superintendent compensation grids will be reviewed, empowering our smaller Charter School Boards to competitively hire and fairly compensate our teachers and superintendents.

Thank you for your attention to this matter. As always, I am available for further discussion and New Horizons Charter School would be delighted to receive your visit.

Sincerely,

Paul Jackson
Board Chair, New Horizons School

Cc:
Premier Smith (danielle.smith@gov.ab.ca)
K. Charlebois ED, TAAPCS (executivedirector@taapcs.ca)

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New Horizons Charter School

in appreciation of your contribution to the Governor General's Canadian Leadership Conference. Through hosting our Study Group and sharing your insights, you have helped us better understand our country.

en reconnaissance de sa contribution à la Conférence canadienne du Gouverneur général sur le leadership. En recevant notre groupe d'étude et en exprimant vos vues sur le théme de la Conférence, vous nous avez aidés à mieux comprendre notre pays.

Colleen Fenton

Tamara Phillips

PAMELA STEVENSON

Axel Ntakaburimvo

Thank You

Fondation Rideau Hall Foundation

Merci