

# New Horizons Charter School Society Board Meeting

March 16, 2026



**NEW HORIZONS CHARTER SCHOOL SOCIETY  
BOARD OF DIRECTORS' MEETING  
MARCH 16, 2026  
AGENDA**

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

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

- |  |  |              |         |
|--|--|--------------|---------|
| 1.   | <b>Call to Order</b>                           | P. Jackson   | 6:30 pm |
| 2.   | <b>Statement of Territorial Acknowledgment</b> | P. Jackson   | 6:31 pm |
| <p><i>The Board of Directors of the New Horizons Charter School Society respectfully acknowledges that the land on which we meet is Treaty 6 territory, a traditional home, gathering place, a travelling route for diverse Indigenous Peoples, including Cree, Saulteaux, Blackfoot, Nakota, Sioux, as well as the homeland of the Métis Nation. We recognize our responsibility as Treaty members and honour the heritage and gifts of the First Peoples of this land.</i></p> |  |              |         |
| 3.   | <b>Adoption of Agenda</b>                      | P. Jackson   | 6:32 pm |
| 4.   | <b>Disclosure of Conflict of Interest</b>      | P. Jackson   | 6:33 pm |
| 5.   | <b>Approval of Minutes</b>                     | P. Jackson   | 6:35 pm |
|  | 5.1. February 18, 2026 - attachment            |              |         |
| 6.   | <b>Administration Reports</b>                  |              | 6:40 pm |
|  | 6.1. Principal's Report - attachment           | L. Vigfusson |         |
|  | 6.2. Secretary Treasurer's Report - attachment | P. Dundas    |         |
|  | 6.3. Superintendent's Report - attachment      | T. Moghrabi  |         |
| 7.   | <b>Board Reports</b>                           |              | 7:10 pm |
|  | 7.1. Board Chair's Report                      | P. Jackson   |         |

7.2.	Other Committee Reports	P. Jackson	
7.2.1	Finance and Audit Committee	A. Andrews	
7.2.2	Policy Guidelines and Bylaws Committee	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		
<b>8.</b>	<b>New Business</b>		<b>7:30 pm</b>
8.1.	Approve Three-Year Capital Plan 2027-28 to 2029-30	P. Dundas	
8.2.	Approve Charter Revisions - attachment, motion required	T. Moghrabi	
8.3.	Approve Revised Board Work Plan - attachment	T. Moghrabi	
8.4.	June Meetings - attachment, motions required	T. Moghrabi	
8.4.1.	Reschedule June Board Meeting (prior to SGM)		
8.4.2.	Schedule SGM in June		
<b>9.</b>	<b>Board Work Plan</b>	P. Jackson	<b>8:10pm</b>
<b>10.</b>	<b>The Association of Alberta Public Charter Schools</b>	A. Koziak	<b>8:15pm</b>
<b>11.</b>	<b>Receipt of Reports</b>	P. Jackson	<b>8:20 pm</b>
<b>12.</b>	<b>Correspondence Sent</b>	P. Jackson	<b>8:20 pm</b>
12.1.	No correspondence sent.		
<b>13.</b>	<b>Correspondence Received</b>	P. Jackson	<b>8:20 pm</b>
13.1.	No correspondence received.		
<b>14.</b>	<b>In Camera</b>	P. Jackson	<b>8:20 pm</b>
14.1.	Motion to Move In Camera		
14.2.	Motion to Move Out of Camera		
14.3.	Business Arising from In Camera		
<b>15.</b>	<b>Adjournment</b>	P. Jackson	<b>9:00 pm</b>

**Next Board Meeting – Wednesday, April 22, 2026**

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

<b>Type of Meeting:</b>	Board	<b>Date:</b>	February 18, 2026	<b>Initials:</b>	<b>Chair</b>	
<b>Approved:</b>	DRAFT	<b>Recorded By:</b>	A. DeJong		<b>Secretary</b>	

**February 18, 2026, 6:30 p.m.**  
**Virtual Meeting with Zoom (due to inclement weather)**

Board Members Present at Call to Order:

Paul Jackson CHAIR	Adam Koziak VICE CHAIR	Andrea Andrews SECRETARY and TREASURER
Elliot Fraser DIRECTOR	Praveen Kakkan DIRECTOR	

Board Members Joining During the Meeting:

Michael Zalewski DIRECTOR	Ryan Arbour DIRECTOR	
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Board Members Absent:

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Administration Present at Call to Order:

Terry Moghrabi SUPERINTENDENT	Patti Dundas SECRETARY-TREASURER	Lori Vigfusson PRINCIPAL
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Members in Attendance:

**1. Call to Order**

Chair Jackson called the meeting to order at 6:36 p.m. and made opening remarks.

**2. Statement of Territorial Acknowledgment**

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

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

<b>Type of Meeting:</b>	Board	<b>Date:</b>	February 18, 2026	<b>Initials:</b>	<b>Chair</b>	
<b>Approved:</b>	DRAFT	<b>Recorded By:</b>	A. DeJong		<b>Secretary</b>	

**3. Adoption of Agenda**

There was one addition to the agenda:

<i>Motion 2026-02-18-01</i>	<p><i>Moved that the agenda for the Board Meeting of February 18, 2026 be adopted as presented.</i></p> <p><i>Moved: Director Kakkan</i> <i>Seconded: Director Fraser</i> <i>Carried</i></p>
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**4. Disclosure of Conflict of Interest**

No conflicts of interest were cited.

**5. Approval of Minutes**

**5.1. Minutes of January 21, 2026**

<i>Motion 2026-02-18-02</i>	<p><i>Moved that the Board Meeting minutes of January 21, 2026 be approved as presented.</i></p> <p><i>Moved: Director Andrews</i> <i>Seconded: Director Fraser</i> <i>Carried</i></p>
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**6. Administration Reports**

**6.1. Principal's Report**

Principal Vigfusson provided a summary of her written report, which included admissions, teachers' convention, Alberta Assurance Surveys, and RCMP Youth Engagement Team visit, as included in the meeting package. A large number of applications (~230) have been received; intake day will be held on March 6. Discussion followed.

Director Zalewski joined the meeting during this report.

**6.2. Secretary-Treasurer's Report**

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

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

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<b>Approved:</b>	DRAFT	<b>Recorded By:</b>	A. DeJong		<b>Secretary</b>	

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**6.3. Superintendent's Report**

Superintendent Moghrabi summarized his written report, which included charter school conference planning, Stakeholder Forum, staff appreciation luncheon, Artist-in-Residence program, meeting with Department of Education and Child Care, and junior high Investipalooza, as included in the meeting package. Discussion followed.

*Action Item: Superintendent Moghrabi to send an email to parents with information regarding Stakeholder Forum on website allowing for additional feedback.*

*Action Item: School Administration will send a thank you letter to Groovebox regarding the recent Artist-in-Residence activity. The Board will send a thank you note to School Council and FANHS for organizing and funding the event.*

Director Arbour joined the meeting during this report.

**7. Board Reports**

**7.1. Board Chair's Report**

Chair Jackson expressed condolences to all those involved in the recent tragedy in Tumbler Ridge, BC. He provided a verbal report and expressed appreciation to Superintendent Moghrabi for suggesting and to everyone for accommodating the shift to virtual meeting in relation to the inclement weather. He indicated that he participated in the meeting with Chief of Staff James Johnson and provided a brief overview of that conversation. Chair Jackson attended the APCS Board Chair meeting on February 13. Discussion followed.

**7.2. Committee Reports**

**7.2.1. Finance and Audit Committee**

No report.

**7.2.2. Policy Guidelines and Bylaws Committee**

The committee met on February 11 to review potential election timeline shift and the proposed charter revisions, which is included under New Business.

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

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**7.2.3. Survey Committee**

Director Kakkan indicated that the committee had met with school administration to review the survey questions and he provided an overview of the proposed changes to the existing survey questions. The survey will be sent to parents within the next week.

**7.2.4. Public Relations Committee**

Vice Chair Koziak indicated that information on the new APCS website will be shared as soon as it is available.

**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. 2026-27 School Calendar**

Superintendent Moghrabi provided an overview of the proposed 2026-27 school calendar. He highlighted four key areas of consideration (as listed below) for developing the calendar. This calendar was approved in principle at the January Board meeting and is included in the meeting package.

*Key considerations of the draft proposed calendar address the following pieces of legislation, regulation, and collective agreement articles:*

- 1. Section 60 of the Province of Alberta Education Act establishes that “a board shall determine and make publicly available for each school year the days, dates and number of days of school operation.”*
- 2. As per the Funding Manual for School Authorities, and to allow for a balanced program that leads to the student learning outcomes outlined in the Ministerial Order on Student Learning, schools are required to ensure that Grade 1 to Grade 9 students have access to a minimum of 950 hours of instruction per year in each grade.*

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

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<b>Approved:</b>	DRAFT	<b>Recorded By:</b>	A. DeJong		<b>Secretary</b>	

3. *As per the Funding Manual for School Authorities, ECS operators shall provide each child with access to a minimum of 475 hours of instruction during a school year.*
4. *According to Article 8.12 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."*

Discussion followed.

<i>Motion 2026-02-18-03</i>	<p><i>Moved that the Board approve the 2026-27 School Calendar as presented.</i></p> <p><i>Moved: Board Treasurer and Secretary Andrews</i>  <i>Seconded: Director Zalewski</i>  <i>Carried</i></p>
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*Action Item: The approved calendar will be posted on the school website.*

**8.2. Enrollment Updates**

Superintendent Moghrabi shared a historical summary of classroom enrollments and enrollment caps. The proposed changes include a total increase of 28 students across all grades and will not affect the quality of education being delivered. The current standards for admissions criteria will remain consistent. Discussion followed.

<i>Motion 2026-02-18-04</i>	<p><i>Moved that the Board approve the proposed enrollment caps as presented.</i></p> <p><i>Moved: Director Zalewski</i>  <i>Seconded: Director Kakkan</i>  <i>Carried</i></p>
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**8.3. Three-Year Education Plan Mid-Year Progress Report**

Principal Vigfusson provided an update and progress report on the Three-Year Education Plan. She shared information about the ALP (Academic Learning Plan) pilot project replacing the IPP. She further highlighted changes to the school counselling model, Investipalooza, Artist in Residence, high school planning, focus groups with students, and U of A research. Discussion followed.

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

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<b>Approved:</b>	DRAFT	<b>Recorded By:</b>	A. DeJong		<b>Secretary</b>	

**8.4. CASS Conference Approval**

Superintendent Moghrabi indicated that the annual spring CASS Conference will be held March 18-20, 2026 and asked for approval to attend. Discussion followed.

<i>Motion 2026-02-18-05</i>	<p><i>Moved that the Board approve the superintendent attendance at the upcoming spring CASS Conference.</i></p> <p><i>Moved: Director Kakkan</i> <i>Seconded: Vice Chair Koziak</i> <i>Carried</i></p>
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**8.5. Election Cycle**

Superintendent Moghrabi provided an overview of the proposed election cycle, as included in the meeting package. Highlights of the changes are as follows:

- *Notice of SGM sent in Late May instead of September*
- *Nominations submitted in May instead of October*
- *Elections held in June instead of mid-October*
- *Organizational meeting held in June instead of mid-October*
- *First Retreat with the new board held in August instead of November*
- *Committee orientation and information shared in August instead of November*
- *Committees selected in September instead of mid-October or November*

Discussion followed.

<i>Motion 2026-02-18-06</i>	<p><i>Moved that the Board approve the proposed election cycle changes as presented.</i></p> <p><i>Moved: Director Arbour</i> <i>Seconded: Director Kakkan</i> <i>Carried</i></p>
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**9. Board Work Plan**

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

*Action Item: Superintendent Moghrabi will revise the Board Work Plan to incorporate new election timeline items and will review with the Board Chair prior to the March Board meeting.*

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

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**10. Alberta Public Charter Schools (APCS)**

Vice-Chair Koziak indicated that APCS is hosting an Annual General Meeting in Airdrie on March 7. The new website is on schedule and will be shared as soon as it is available. Discussion followed.

**11. Receipt of Reports**

<i>Motion 2026-02-18-08</i>	<p><i>Moved that all reports be received as presented during the meeting.</i></p> <p><i>Moved: Director Fraser</i> <i>Seconded: Director Zalewski</i> <i>Carried</i></p>
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**12. Correspondence Sent**

- None.

**13. Correspondence Received**

- Education Minister - NHS Letter of Approval for Capital Planning

**14. In Camera**

Due to the virtual nature of the meeting, no in-camera meeting was held.

**15. Adjournment**

Chair Jackson adjourned the meeting at 8:39 p.m.

*Next Board Meeting: Monday, March 16, 2026 at 6:30 p.m.*

**MEMORANDUM**

Date: March 16, 2026

To: Board of Directors

From: Lori Vigfusson, Principal

Re: Principal's Report-March 2026

**Information and Highlights:**

**Surveys:**

Alberta Assurance Surveys were sent out to parents and administered to students and teachers at school. The Board Surveys have also been sent out to be completed before spring break.

**Admissions:**

We completed intake day on March 6. We had 230 complete applications with 114 in Kindergarten and the rest in a variety of grades. The admissions committee will meet over the next month to review applications and inform families of the decision.

**Celebration of Learning and Report Cards:**

We are hosting our Celebration of Learning on March 18 and 19th to provide an opportunity for students to showcase their work to their parents. Term 2 report cards were emailed home to parents on March 13th using MBA report creator and Powerschool.

**Ski Trips:**

Our School Council organized an overnight ski trip to Jasper that took place March 5th and 6th. The trip was organized through Magic Bus with 41 students participating. Thank you to the parent organizers and teachers who made this trip possible.

Students in Grades 4-9 also participated in our ski and snowboard trip to Sunridge on March 16th. This trip was originally planned in late 2025 but was rescheduled due to weather conditions.

**Grab and Go Breakfast Cart:**

Our School Council has organized a grab and go breakfast cart to help ensure students have another opportunity to eat before they start their learning for the day. The program is being run as a pilot for the remainder of the year with financial support from FANHS. Nutritious options such as yogourt, whole wheat toast and fruit will be on offer. Students can access the cart either before classes start (Jr. High) or once students are settled (K-6). We will be tracking the need for this type of service to determine whether we should continue the program next year and make plans for sustainability.

Lori Vigfusson



Patti Dundas  
Secretary-Treasurer  
Phone: 780-416-2353  
Email: [pdundas@newhorizons.ca](mailto:pdundas@newhorizons.ca)

## MEMORANDUM

March 16, 2026

To: Board of Directors

From: Patti Dundas – Secretary-Treasurer

Subject: March Report

### **BUDGET 2026**

- \$10.8 billion for K–12 education in 2026–27 — a \$722 million (7.2%) increase.
- Nearly \$1.5 billion in additional education funding over three years to support Alberta’s growing education system.

### **More than 12,600 additional students in 2026–27**

- \$560 million over three years is dedicated specifically to enrolment growth.
- \$355 million in funding to address class size and classroom complexity, including:
  - \$300 million in new funding for class size and complexity in 2026/27.
  - \$55 million for the existing Classroom Complexity Grant.

### **Staffing and Compensation Stability**

- A 3% increase to Base Instruction grants to support teacher salary settlements for the 2026/27 school year.
- Funding to hire more than 1,600 teachers and 800 educational assistants in 2026/27.
- Over three years, funding supports hiring more than 5,000 teachers, educational assistants, and support staff.

### **Targeted Grant Increases**

Budget 2026 includes \$252 million in grant rate increases, along with a 5% decrease in System Administration funding (approximately \$12,500 reduction for our authority). Funding has also been reallocated within grant structures. They are also removing IMR funding and rolling it into Operations and Maintenance. CMR funding will still be separate.

Key increases include:

- Base Instruction (+3%)
- Specialized Learning Supports (SLS), FNMI, Refugee Student, and School Technology (+3%)
- Program Unit Funding (PUF), English as an Additional Language (EAL), and Moderate Language Delay
- Operations and Maintenance (+5%)

### **Student supports and well-being**

- \$20 million for literacy and numeracy screening and supports, an increase of 60 per cent over last year.
- \$25 million for targeted student mental health services.

### **Curriculum implementation**

- \$41 million to support curriculum implementation, teacher professional learning, and classroom resources.

### **Capital Projects**

Major expansion of school infrastructure

- 40 new school projects approved, creating more than 30,000 new and renovated student spaces.
- \$4.1 billion in education capital funding over three years, a 24.6 per cent increase from Budget 2025.
- More than 160 active school projects province-wide, with projects able to move through planning, design, and construction more quickly than in previous years.

### **Modular classrooms**

- \$600 million over three years for the Modular Classroom Program to address urgent space pressures while new schools are built.

### **Support for choice in education**

- \$90 million over three years for independent school capital projects, supporting specialized and high-needs student populations.
- Continued capital support for public charter and collegiate schools.

### **NEW FUNDING MODEL**

#### **Average Adjusted Enrollment – Two Years**

Year 1 Current School Enrolment – 30%

Year 2 Upcoming Year Projections – 70%

Year 3 (Projection) – 50%

### **CAPITAL PROJECT**

- The site investigation is ongoing.
- We are currently awaiting final enrolment verification.
- Once enrolment is confirmed, Alberta Infrastructure will issue a Request for Proposal (RFP) for architectural services.

### **ECDT MODULARS**

The ECDT modulars will be removed by the end of March.

### **LOCK-DOWN SYSTEM**

Our lock-down system is nearly operational. We are currently waiting for confirmation from Telsco that they can complete integration with the door locking system.

### **THREE-YEAR CAPITAL PLAN**

We will not be submitting a Three-Year Capital Plan this year as our capital project has been approved.

Recommendations:

It is recommended that this report be received as information.

Patti Dundas – Secretary-Treasurer

## MEMORANDUM

Date: March 16, 2026  
To: Board of Directors  
From: Terry Moghrabi- Superintendent  
Re: Superintendent's Report to the Board

### **Information and Highlights:**

**Provincial Budget Update:** The Government of Alberta has announced several changes to education funding in Budget 2026, with a focus on reallocating resources to address class-size pressures and classroom complexity. As part of these adjustments, the System Administration Grant will be reduced by 5% beginning in the 2026–27 school year, signalling the province's expectation that school authorities identify operational efficiencies and redirect resources toward direct student support. While the change does not reduce overall education spending, it shifts the emphasis toward classroom-level investments. The Government of Alberta's Budget 2026 emphasizes increased investment in classrooms and student supports. The province has announced \$10.8 billion in operating funding for K–12 education in 2026–27, representing a \$722 million increase (7.2%) over the previous year.

The board should also continue to monitor enrolment growth and staffing capacity, particularly as New Horizons advances its K–12 expansion and gifted programming, ensuring that resource decisions align with the board's strategic priorities. System administration will monitor how these provincial adjustments affect budget planning, operational flexibility, and the sustainability of facility maintenance within the overall funding envelope.

**The Assurance Survey** is a key component of Alberta's accountability framework, providing evidence used in the Annual Education Results Report (AERR) and informing provincial and local performance measures. The deadline extension to March 13th presents an opportunity to encourage broader stakeholder participation, thereby strengthening the reliability of the results and providing more meaningful feedback to guide future planning. Administration will monitor overall participation levels and consider how survey feedback will inform strategic priorities, stakeholder engagement practices, and continuous improvement planning.

**TAAPCS Board Meeting:** On March 7th, I attended the meeting in Airdrie, along with Secretary-Treasurer Dundas. The primary discussions within the charter schools focused on improving transparency and engagement in the provincial capital planning process. The Board's executive team has been encouraging Alberta Education to establish a more open and clearly defined process for evaluating public charter school capital requests, including greater opportunities for schools to participate in discussions on infrastructure priorities. Vice Chair Koziak will provide additional information from the meeting.

As per the board recommendation, I submitted my name to attend the *Schools Now Charter School Construction Pilot Program Workshop* – March 13, 2026. The language change from SCAP may be explained further. There will be more verbal updates at the board meeting that were shared from the meeting that did not make the deadline for this summary.

**Emergency Preparedness and Response:** Over the past month, we have reviewed our emergency response procedures and policies. Alberta Education received the documentation that they requested; however we have not heard from them regarding any recommendations. We will continue to update the emergency procedure manual and consider improvements to the parent communication notification system.

Sincerely,

A handwritten signature in black ink, appearing to read 'Terry Moghrabi', with a stylized flourish extending to the right.

Terry Moghrabi

**CHARTER**

**Ministerial Approval:**

**Amended:** March 16, 2026

**Initials:** New Horizons Charter School Society Chair: \_\_\_\_\_ Date: \_\_\_\_\_ **Page:** 1 of 9

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Table of Contents

THE CHARTER SCHOOL..... 2

VISION, PURPOSE, PHILOSOPHY, AND GOALS..... 2

    Vision..... 2

    Purpose..... 2

    Philosophy..... 3

    Goals..... 3

SCHOOL OPERATIONS..... 4

    Educational Plan..... 4

    Administrative and Organizational Strategies..... 4

    Curriculum..... 4

    Instructional Methodology..... 5

    Learning Environment..... 5

    Student Assessment..... 5

DEMOGRAPHICS OF THE CHARTER SCHOOL..... 6

STUDENT APPLICATION FOR ADMISSION..... 6

    Purpose..... 6

    Admissions Committee..... 6

    Criteria for Admission Decisions..... 6

    Special Considerations..... 7

    Responsibilities of Parents..... 7

GOVERNANCE..... 7

    Governance Structure..... 7

    Evaluations..... 8

AMENDING THE CHARTER..... 8

DISSOLUTION PROCESS..... 8

    Charter Dissolution Process..... 8

TERM OF CHARTER..... 9

CHARTER RENEWAL..... 9

**CHARTER****Ministerial Approval:****Amended:** March 16, 2026**Initials:** New Horizons Charter School Society Chair: \_\_\_\_\_ Date: \_\_\_\_\_ **Page:** 2 of 9**THE CHARTER SCHOOL**

This is the Charter, approved by the Minister of Education, for the New Horizons Charter School Society (NHCSS) to operate the New Horizons School for Gifted Children, currently located at 1000 Strathcona Drive, Sherwood Park.

New Horizons School currently offers K-12.

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

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

**Purpose**

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

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

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

<b>School Year</b>	<b>Enrolment</b>
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.

**CHARTER****Ministerial Approval:****Amended:** March 16, 2026**Initials:** New Horizons Charter School Society Chair: \_\_\_\_\_ Date: \_\_\_\_\_ **Page:** 3 of 9**Philosophy**

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

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

**Goals**

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

Students at New Horizons will:

1. Demonstrate mastery of learner outcomes mandated by the Alberta Program of Studies.
2. Become creative risk-takers academically, socially and emotionally;
3. Develop independence, self-direction and self-discipline in learning; and
4. Develop positive interdependence skills.

New Horizons School will:

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

## CHARTER

**Ministerial Approval:**

**Amended:** March 16, 2026

**Initials:** New Horizons Charter School Society Chair: \_\_\_\_\_ Date: \_\_\_\_\_ **Page:** 4 of 9

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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.

**CHARTER****Ministerial Approval:****Amended:** March 16, 2026**Initials:** New Horizons Charter School Society Chair: \_\_\_\_\_ Date: \_\_\_\_\_ **Page:** 5 of 9**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, 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.

## CHARTER

**Ministerial Approval:**

**Amended:** March 16, 2026

**Initials:** New Horizons Charter School Society Chair: \_\_\_\_\_ Date: \_\_\_\_\_ **Page:** 6 of 9

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### DEMOGRAPHICS OF THE CHARTER SCHOOL

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

### 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.

## CHARTER

**Ministerial Approval:**

**Amended:** March 16, 2026

**Initials:** New Horizons Charter School Society Chair: \_\_\_\_\_ Date: \_\_\_\_\_ **Page:** 7 of 9

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### 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 endeavour 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.

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.

## CHARTER

**Ministerial Approval:**

**Amended:** March 16, 2026

**Initials:** New Horizons Charter School Society Chair: \_\_\_\_\_ Date: \_\_\_\_\_ **Page:** 8 of 9

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### Evaluations

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

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

### AMENDING THE CHARTER

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

### DISSOLUTION PROCESS

#### Charter Dissolution Process

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

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

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

2. The Board shall proceed to:
  - a. Provide notice pursuant to any rental agreements for buildings, land, property or facilities;
  - b. Determine a value for any owned buildings, land, property, facilities or other assets;
  - c. Liquidate any owned assets either by public auction or private sale;
  - d. Discharge the liabilities of the school;
  - e. Provide the Society, the Superintendent, and the Minister of Education with a full accounting of the finances of the school;

## CHARTER

**Ministerial Approval:**

**Amended:** March 16, 2026

**Initials:** New Horizons Charter School Society Chair: \_\_\_\_\_ Date: \_\_\_\_\_ **Page:** 9 of 9

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- f. Return any surplus attributable to provincial funding to the Provincial Treasurer; and
  - g. Turn over to the Society any residual funds.
3. The Board shall provide each registered student with a transfer of records form to be completed with information regarding the school to which records are to be transferred. Within seven (7) days of receipt of the completed transfer form, the Board shall ensure that the student's records are forwarded according to instructions on the form.
4. The Board shall remain responsible for the transfer of a student's records for a period of three (3) months from the date it provided the transfer form; thereafter, any remaining student records shall be forwarded to Alberta Education.
5. The Board will work with other school jurisdictions to facilitate the transfer of students to other schools.
6. School records will be forwarded to Alberta Education.

### TERM OF CHARTER

The Minister of Education sets the term of this Charter.

### CHARTER RENEWAL

Should the Board request a renewal of the Charter, 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 DRAFT at February 19, 2026

<b>August Retreat</b>	<input type="checkbox"/> Conduct initial orientation session for new Board members <input type="checkbox"/> Select members for Board standing committees <input type="checkbox"/> *Budget 101 / Receive Financial Summaries for 2025-26, 2026-27 <input type="checkbox"/> *Review draft Board Work Plan for 2025-26 <input type="checkbox"/> *Review Updated Charter <input type="checkbox"/> *Board Team Activity - possible team building
<b>September</b>	<input type="checkbox"/> Adopt Board Work Plan for 2025-26 <input type="checkbox"/> Set date for NHCS Society Annual General Meeting
<b>October</b>	<input type="checkbox"/> Receive Alberta Education Assurance Measures (AEAMS) Report <input type="checkbox"/> Receive enrolment report for September 30, 2025
<b>AGM in November</b>	<input type="checkbox"/> Conduct AGM of NHCS Society to receive audited Financial Statement
<b>November</b>	<input type="checkbox"/> Approve revised budget for 2025-26 <input type="checkbox"/> Approve Annual Education Results Report 2024-25 <input type="checkbox"/> Approve audited Financial Statement year ending August 31, 2025 <input type="checkbox"/> Review Draft Stakeholder Forum Agenda <input type="checkbox"/> Attend APCS Annual General Meeting
<b>December</b>	<input type="checkbox"/> No meeting
<b>January</b>	<input type="checkbox"/> Receive Quarterly Financial Report for Sep - Nov 2025 <input type="checkbox"/> Review Policy 210 and associated Student Code of Conduct <input type="checkbox"/> Approve school calendar for 2026-27 in principle (in camera discussion) <input type="checkbox"/> Receive Report #1 from Counsellor <input type="checkbox"/> Receive Report #1 from School Council <input type="checkbox"/> Staff Appreciation Meal
<b>February</b>	<input type="checkbox"/> Provide final approval of school calendar for 2026-27 <input type="checkbox"/> Set date for April Board Planning Retreat <input type="checkbox"/> Receive mid-year progress report on Three-Year Education Plan 2026-29 <input type="checkbox"/> Host Stakeholder Forum, gather input on possible Education Plan priorities
<b>March</b>	<input type="checkbox"/> Administer Board-developed Stakeholder Survey <input type="checkbox"/> Approve Three-Year Capital Plan for 2027-28 to 2029-30 <input type="checkbox"/> Review salary grids for support staff and central office staff <input type="checkbox"/> Schedule SGM of NHCS Society for election purposes

<b>April</b>	<input type="checkbox"/> Receive Quarterly Financial Report for Dec 2025 – Feb 2026 <input type="checkbox"/> Receive Board-developed stakeholder survey results <input type="checkbox"/> Review school fees for 2026-27 <input type="checkbox"/> Select evaluation process for Superintendent Evaluation <input type="checkbox"/> Host Board Retreat – Identify priorities for upcoming Education Plan
<b>May</b>	<input type="checkbox"/> Approve Education Plan 2025-26 to 2026-27 <input type="checkbox"/> Attend APCS Spring General Meeting <input type="checkbox"/> Approve budget for 2026-27, May 31 submission deadline <input type="checkbox"/> Approve school fees for 2026-27 <input type="checkbox"/> Superintendent Evaluation Approval <input type="checkbox"/> Confirm Policy Alignment with Administrative Procedures (from superintendent)
<b>June - prior to elections</b>	<input type="checkbox"/> Assess Board Work Plan progress for 2025-26 <input type="checkbox"/> *Charter Submission to Alberta Education <input type="checkbox"/> Receive Report #2 from Counsellor <input type="checkbox"/> Receive Report #2 from School Council <input type="checkbox"/> Receive Report #1 from FANHS
<b>SGM in June</b>	<input type="checkbox"/> Conduct Special General Meeting of NHCS Society <input type="checkbox"/> If required, host elections
<b>June - after elections</b>	<input type="checkbox"/> Complete Board Organizational Actions <ul style="list-style-type: none"> <li><input type="checkbox"/> Elect Board executive officers (in camera)</li> <li><input type="checkbox"/> Sign Board Member Code of Conduct – Policy #101</li> <li><input type="checkbox"/> Set date for Board meetings (motion required)</li> <li><input type="checkbox"/> Set date for August Board Retreat</li> <li><input type="checkbox"/> Identify Board signing authorities (motion required)</li> <li><input type="checkbox"/> On behalf of Board, notify Service Alberta of change in executive officers</li> </ul>
<b>Ongoing</b>	<input type="checkbox"/> Consider proposals for new or amended Board policies <input type="checkbox"/> Receive recommendations from Board committees
<b>Annually</b>	<input type="checkbox"/> Negotiate collective agreement with ATA (as needed)
<b>As Needed</b>	<input type="checkbox"/> Meet with: <ul style="list-style-type: none"> <li>- County Council</li> <li>- MLAs</li> </ul>



**Terry Moghrabi**  
Superintendent  
Phone: 780-416-2353  
Email: tmoghrabi@newhorizons.ca

**MEMORANDUM**

Date: March 16, 2026  
To: Board of Directors  
From: Terry Moghrabi - Superintendent  
Re: Selection of Date for Society SGM and Election

**Background:**

The New Horizons Charter School Society holds a Special General Meeting for the purpose of election of Directors prior to October 10 of each school year (Bylaw 6.1.5.1). As such, to enable planning for the SGM within the new election cycle, it is necessary for the board to select a date for the SGM this June.

Bylaws state that the Secretary of the Society delivers a notice of the SGM Meeting to each Member at least 21 days before the SGM. The date of the SGM in 2025 was Wednesday, October 8. A recommended date for the SGM is Wednesday, June 17, instead of the currently scheduled regular Board meeting. The regular Board meeting should occur prior to the SGM and may need to be rescheduled, based upon the date chosen for the SGM.

If June 17, 2026 is selected for the SGM, notice of the SGM must be sent out on or before May 27, 2026.

**Recommendations:**

It is recommended that the Board:

- select 6:30 p.m. on June 10, 2026 as the revised date and time for the regular Board meeting, and
- select 6:30 p.m. on June 17, 2026 as the date and time for the SGM.

A handwritten signature in black ink, appearing to read "T. Moghrabi".

Terry Moghrabi

### Board of Directors – Work Plan for 2025-26

<b>September</b>	<input checked="" type="checkbox"/> Adopt Board Work Plan for 2025-26 <input checked="" type="checkbox"/> Set date for October Board meeting
<b>October</b>	<input checked="" type="checkbox"/> Complete Board Organizational Actions <ul style="list-style-type: none"> <li>● <del>Conduct Special General Meeting; hold Board elections</del></li> <li>● <del>Elect Board executive officers (must be within one week of SGM)</del></li> <li>● <del>Set dates and times for Board meetings (motion required)</del></li> <li>● <del>Set dates and times for Board Retreats (motion required)</del></li> <li>● <del>Set date for review of Charter Revisions</del></li> <li>● <del>Notify Service Alberta of change in executive officers</del></li> <li>● <del>Identify Board signing authorities</del></li> <li>● <del>Sign Board Member Code of Conduct – Policy #101</del></li> </ul> <input checked="" type="checkbox"/> Receive Alberta Education Assurance Measures (AEAMS) Report, deferred to Nov <input checked="" type="checkbox"/> Receive enrolment report for September 30, 2025 <input checked="" type="checkbox"/> Set date for NHCS Society Annual General Meeting
<b>November</b>	<input checked="" type="checkbox"/> Conduct AGM of NHCS Society <input checked="" type="checkbox"/> Approve revised budget for 2025-26 <input checked="" type="checkbox"/> Approve Annual Education Results Report 2024-25 <input checked="" type="checkbox"/> Approve audited financial statement year ending Aug 31, 2025 <input checked="" type="checkbox"/> Receive Report #1 from School Council – deferred to January <input checked="" type="checkbox"/> Receive report on provincial achievement test results (closed meeting) <input checked="" type="checkbox"/> Attend TAAPCS Annual General Meeting <input checked="" type="checkbox"/> Host Board Retreat <ul style="list-style-type: none"> <li>● <del>Conduct initial orientation session for new Board members</del></li> <li>● <del>Select members for Board standing committees</del></li> </ul> <input checked="" type="checkbox"/> Receive Alberta Education Assurance Measures (AEAMS) Report, deferred from Oct
<b>December</b>	<input checked="" type="checkbox"/> Set date for March Board Planning Retreat – deferred to January <input checked="" type="checkbox"/> Receive Counsellor’s Report #1 – moved to November
<b>*No meeting</b>	<input checked="" type="checkbox"/> Review Draft Stakeholder Forum Agenda – moved to November <input checked="" type="checkbox"/> Review Charter Revisions – moved to November

<b>January</b>	<input checked="" type="checkbox"/> Receive Quarterly Financial Report for Sep–Nov 2025 <input checked="" type="checkbox"/> Review Policy 210 and associated Student Code of Conduct <input checked="" type="checkbox"/> Approve school calendar for 2026–27 in principle <input checked="" type="checkbox"/> Staff Appreciation Meal (formerly breakfast) <input checked="" type="checkbox"/> Set date for April Board Planning Retreat – deferred from December <input checked="" type="checkbox"/> Receive Report #1 from School Council – deferred from November <input checked="" type="checkbox"/> Review Draft Stakeholder Forum Agenda – deferred from December <input checked="" type="checkbox"/> Review Charter Revisions – deferred to future meeting
<b>February</b>	<input checked="" type="checkbox"/> Provide final approval of school calendar for 2026–27 <input checked="" type="checkbox"/> Receive mid-year progress report on Three-Year Education Plan 2026–29 <input checked="" type="checkbox"/> Host Stakeholder Forum, gather input on possible Education Plan priorities
<b>March</b>	<input type="checkbox"/> Administer Board-developed Stakeholder Survey <input type="checkbox"/> Approve Three-Year Capital Plan for 2027–28 to 2029–30
<b>April</b>	<input type="checkbox"/> Receive Quarterly Financial Report for Dec 2025 – Feb 2026 <input type="checkbox"/> Review school fees for 2026–27 <input type="checkbox"/> Superintendent Evaluation <input type="checkbox"/> Host Board Retreat – Identify priorities for upcoming Education Plan
<b>May</b>	<input type="checkbox"/> Provide approval to Education Plan 2025–26 to 2026–27 <input type="checkbox"/> Attend TAAPCS Spring General Meeting <input type="checkbox"/> Approve budget for 2026–27, May 31 submission deadline <input type="checkbox"/> Approve school fees for 2026–27 <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"/> Receive Counsellor’s Report #2 <input type="checkbox"/> Superintendent Evaluation Approval <input type="checkbox"/> Confirm Policy Alignment with Administrative Procedures (from superintendent)
<b>June</b>	<input type="checkbox"/> Assess Board Work Plan progress for 2025–26 <input type="checkbox"/> Receive Quarterly Financial Report for March – May 2026 <input type="checkbox"/> Schedule SGM of NHCS Society (requires 21 days’ notice; must be on or before Oct 10) <input type="checkbox"/> Schedule September 2025 Board meeting <input type="checkbox"/> Receive Report #2 from School Council

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**Ongoing**

- Consider proposals for new or amended Board policies
- Receive recommendations from Board committees

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**Annually**

- Negotiate collective agreement with ATA (as needed)

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**As Needed**

- Meet with:
  - County Council
  - MLAs