New Horizons
Charter School Society
Board Meeting

September 23, 2026

New Horizons School

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
SEPTEMBER 23, 2026
AGENDA

Online streaming available via Zoom, click here to join.

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

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 June 10, 2026 - attachment		
	5.2 June 17, 2026 - attachment		
6.	**Administration Reports**		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.	**Board Reports**		7:10 pm
	7.1 Board Chair's Report	P. Jackson	
	7.1.1 Vacant Director Position		
	7.2 Other Committee Reports	P. Jackson	
	7.2.1 Finance and Audit Committee	M. Zalewski	

	7.2.2 Policy Guidelines and Bylaws Committee	E. Fraser	
	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		
8.	**Alberta Public Charter Schools**	A. Koziak	7:25 pm
9.	**New Business**		7:35 pm
	9.1 Adopt 2026-27 Board Work Plan - attachment	T. Moghrabi	
	9.2 Approve Policy 210 and Student Code of Conduct	T. Moghrabi	
	9.3 Set Date for NHCS Society Annual General Meeting - attachment	T. Moghrabi	
	9.4 Revise Board Meeting Dates for October 22 and June 9, 16	T. Moghrabi	
	9.5 Service Alberta Filing of Revised Bylaws - attachment	T. Moghrabi	
	9.6 Decanting Strategies for Renovation	T. Moghrabi	
	9.7 Charter School Conference	T. Moghrabi	
	9.8 Capital Project Letter	T. Moghrabi	
	9.9 Charter Renewal/Permanence	T. Moghrabi	
10.	**Board Work Plan**	P. Jackson	8:30 pm
11.	**Receipt of Reports**	P. Jackson	8:35 pm
12.	**Correspondence Sent**	P. Jackson	8:38 pm
	12.1 Board Chair to Service Alberta re Revised Bylaws		
13.	**Correspondence Received**	P. Jackson	8:39 pm
	13.1 Education Minister to Parents - Welcome to 2026-27		
	13.2 NDP Opposition Leader - Welcome to 2026-27		
	13.3 ATA - Commencement of Collective Bargaining		
	13.4 Education Minister - Design Funding		
14.	**In Camera**	P. Jackson	8:40 pm
15.	**Business Arising from In Camera**	P. Jackson	8:50 pm
16.	**Adjournment**	P. Jackson	8:55 pm

Next Board Meeting – Monday, October 19, 2026 (pending approval)

Type of Meeting:	Board	**Date:**	June 10, 2026	**Initials:**	**Chair**	
Approved:	DRAFT	**Recorded By:**	A. DeJong		**Secretary**	

June 10, 2026, 6:30 p.m.

Board Members Present at Call to Order:

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

Board Members Joining During the Meeting:

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 6:32 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.

Type of Meeting:	Board	**Date:**	June 10, 2026	**Initials:**	**Chair**	
Approved:	DRAFT	**Recorded By:**	A. DeJong		**Secretary**	

3. Adoption of Agenda

Motion 2026-06-10-01	*Moved that the agenda for the Board Meeting of June 10, 2026 be adopted as presented.* *Moved: Vice-Chair Koziak* *Seconded: Director Zalewski* *Carried*

4. Disclosure of Conflict of Interest

No conflicts of interest were cited.

5. Approval of Minutes

5.1. Minutes of May 20, 2026

Motion 2026-06-10-02	*Moved that the Board Meeting minutes of May 20, 2026 be approved as presented.* *Moved: Director Fraser* *Seconded: Board Treasurer and Secretary Kakkan* *Carried*

6. School Council Report

School Council Chair Beverly Doucette provided a summary of her written report, including executive members, meetings, elections, communications, events, initiatives, financial update and appreciation, as included in the meeting package. Discussion followed.

7. FANHS Report

FANHS President Rebecca Koziak provided a summary of her written report, including executive members, volunteers, initiatives and activities, and fundraising efforts and programs, as included in the meeting package. Discussion followed.

Type of Meeting:	Board	Date:	June 10, 2026	Initials:	Chair	
Approved:	DRAFT	Recorded By:	A. DeJong		Secretary	

8. Administration Reports

8.1. Principal's Report

Principal Vigfusson provided a summary of her written report, which included provincial achievement tests, Indigenous Peoples' month and day, grade 9 Adventure Trip, staffing update, awards ceremony, and report cards, as included in the meeting package. She also shared a brief summary of the recent administrative trip to Calgary during which principals toured high schools and discussed many aspects of high school education with other administrators, including programming, facility planning, and scheduling. Discussion followed.

8.1.1. Counsellor Report

Principal Vigfusson provided an overview of the school counsellor report, including therapeutic modalities, summary of services provided and common areas of support. Discussion followed.

8.2. Secretary-Treasurer's Report

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

8.3. Superintendent's Report

Superintendent Moghrabi summarized his written report, which included the capital project, high school visits, Alberta Family Wellness Initiative Symposium, Governor General tour, and grade 9 student engagement sessions, as included in the meeting package. Discussion followed.

9. Board Reports

9.1. Board Chair's Report

Chair Jackson indicated that APCS had requested support to promote the new website. A link has already been shared on the school's home page. APCS will be holding a Board Chair meeting on June 12, 2026. He thanked the school administration, along with Board Treasurer and Secretary Kakkan, for attending the tour with the Canadian Leadership delegation on May 25, 2026. Discussion followed.

Action Item: Chair Jackson will reach out to former Director Derkson to seek feedback from delegates regarding the tour.

9.2. Committee Reports

9.2.1. Finance and Audit Committee

The committee met on June 3 to review the 2026-2027 budget. More information to be presented under New Business.

9.2.2. Policy Guidelines and Bylaws Committee

The committee has been reviewing the revisions to the new bylaws. Overall consensus has been reached. Further discussion to occur during the in-camera portion of the meeting prior to sharing the bylaws with the membership.

Action Item: Superintendent Moghrabi will share information on POPA legislation and association required policies by email.

9.2.3. Survey Committee

No report.

9.2.4. Public Relations Committee

No report.

9.2.5. Personnel Committee

No report.

9.2.6. High School Ad Hoc Committee

No report.

9.2.7. Board Activities

No report.

10. New Business

10.1. Budget 2026-2027 Approval

Secretary-Treasurer Dundas provided a summary of the considerations applied when developing the budget, as well as details of the proposed 2026-27 school budget. Discussion followed.

Motion 2026-06-10-03	*Moved that the Board approve the proposed school budget for 2026-2027 as presented.* *Moved: Board Treasurer and Secretary Kakkan* *Seconded: Director Zalewski* *Carried*

Action Item: Secretary-Treasurer Dundas will place a copy of the budget documents into the Board shared drive.

10.2. Charter Update and Approval

Superintendent Moghrabi provided a summary of the changes made to the NHCSS Charter document as recommended by Alberta Education. Discussion followed and minor edits were suggested. Discussion followed.

Motion 2026-06-10-04	*Moved that the Board approve the revised NHCSS Charter document for submission to Alberta Education, including the noted revisions.* *Moved: Director Fraser* *Seconded: Vice-Chair Koziak* *Carried*

11. Board Work Plan

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

12. Alberta Public Charter Schools (APCS)

Vice-Chair Koziak indicated that the new website was released on June 8, 2026. An executive meeting was held on June 9, 2026. Discussion at the meeting focussed on the upcoming Charterverse conference for charter schools. APCS is working to obtain harmonized grid funding for all charter schools. APCS is anticipating 29 charter school members in 2026-27. Discussion followed.

13. Receipt of Reports

Motion 2026-06-10-05	*Moved that all reports be received as presented during the meeting.* *Moved: Director Zalewski* *Seconded: Board Treasurer and Secretary Kakkan* *Carried*

Type of Meeting:	Board	**Date:**	June 10, 2026	**Initials:**	**Chair**	
Approved:	DRAFT	**Recorded By:**	A. DeJong		**Secretary**	

14. Correspondence Sent

14.1. Charter School Sustainable Funding

15. Correspondence Received

15.1. Governor General Canadian Leadership Conference

16. In Camera

16.1. Motion to Move In Camera

Motion 2026-06-10-06	*Moved that the meeting move in camera at 9:00 p.m.* *Moved: Director Arbour* *Seconded: Director Zalewski* *Carried*

16.2. Motion to Move Out of Camera

Motion 2026-06-10-07	*Moved that the meeting move out of camera at 9:42 p.m.* *Moved: Director Arbour* *Seconded: Board Treasurer and Secretary Kakkan* *Carried*

16.3. Business Arising from In Camera Meeting
None.

17. Adjournment

Chair Jackson adjourned the meeting at 9:43 p.m.

Next Board Meeting: Wednesday, June 17, 2026, immediately following the SGM.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting:	Board	**Date:**	June 17, 2026	**Initials:**	**Chair**	
Approved:	DRAFT	**Recorded By:**	A. DeJong		**Secretary**	

ORGANIZATIONAL (CLOSED) BOARD MEETING
June 17, 2026, 7:00 p.m.

Board Members Present at Call to Order:

Paul Jackson DIRECTOR	Adam Koziak DIRECTOR	Praveen Kakkan DIRECTOR
Ryan Arbour DIRECTOR	Elliot Fraser DIRECTOR	Michael Zalewski DIRECTOR

Administration Present:

Terry Moghrabi SUPERINTENDENT	Patti Dundas SECRETARY-TREASURER	

1. **Call to Order**
   Superintendent Moghrabi called the meeting to order at 6:53 p.m. and made opening remarks.

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

3. **Adoption of Agenda**

Motion 2026-06-17-01	*Moved that the agenda for the Board Meeting of June 17, 2026 be adopted as presented.* *Moved: Director Kakkan* *Seconded: Director Jackson* *Carried*

4. Disclosure of Conflict of Interest

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

5. Board Organization

5.1 Selection of Officers

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

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

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

Superintendent Moghrabi called a second time for nominations.

Superintendent Moghrabi called a third time for nominations.

Superintendent Moghrabi closed nominations for the position of Chair.

Motion 2026-06-17-02	*Moved that Director Jackson be appointed by acclamation as Board Chair.* *Moved: Director Kakkan* *Seconded: Director Arbour* *Carried*

Chair Jackson assumed the position of Chair for the remainder of the meeting.

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

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

Chair Jackson called a second time for nominations.

Chair Jackson called a third time for nominations.

Chair Jackson closed nominations for the position of Vice Chair.

Motion 2026-06-17-03	*Moved that Director Koziak be appointed by acclamation as Vice Chair.* *Moved: Director Zalewski* *Seconded: Director Arbour* *Carried*

Chair Jackson called for nominations for the appointment of Treasurer.

Nomination received for Director Zalewski by Director Kakkan. Director Zalewski accepted the nomination.

Chair Jackson called a second time for nominations.

Chair Jackson called a third time for nominations.

Chair Jackson closed nominations for the position of Treasurer.

Motion 2026-06-17-05	*Moved that Director Zalewski be appointed by acclamation as Board Treasurer.* *Moved: Director Fraser* *Seconded: Director Arbour* *Carried*

Chair Jackson called for nominations for the appointment of Secretary.

Nomination received for Director Zalewski by Director Kakkan. Director Zalewski accepted the nomination.

Chair Jackson called a second time for nominations.

Nomination received for Director Arbour by Director Zalewski. Director Arbour accepted the nomination.

Director Zalewski rescinded his acceptance of the nomination for Secretary.

Chair Jackson called a third time for nominations.

Chair Jackson closed nominations for the position of Secretary.

Motion 2026-06-17-04	*Moved that Director Arbour be appointed by acclamation as Board Secretary.* *Moved: Director Zalewski* *Seconded: Director Fraser* *Carried*

5.2 Set Regular Meeting Dates

Bylaws state that the Board of Directors must hold nine meetings throughout the year. Dates for the year must be set.

Motion 2026-06-17-06	*Moved that the following dates be set as Regular Board Meeting Dates with a 6:30 p.m. start time:* ● *Wednesday, September 23, 2026* ● *Thursday, October 22, 2026* ● *Monday, November 23, 2026* ● *Wednesday, December 16, 2026* ● *Wednesday, January 20, 2027* ● *Wednesday, February 17, 2027* ● *Thursday, March 18, 2027* ● *Wednesday, April 21, 2027* ● *Wednesday, May 19, 2027* ● *Wednesday, June 9, 2027* *Moved: Board Treasurer Zalewski* *Seconded: Director Fraser* *Carried*

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

Motion 2026-06-17-07	*Moved that the Board enables a hybrid meeting format when required provided that Directors make the best effort to attend in person and to actively participate while keeping cameras on. In-camera meetings will not include virtual participants.* *Moved: Director Kakkan* *Seconded: Board Treasurer Zalewski* *Carried*

Discussion occurred regarding best date and time for the August Retreat. Consensus was reached as follows:

- Wednesday, August 26 with dinner, at 5:30 p.m.

Action Item: Administration will update meeting dates and times on the school and Board calendars and will advise the membership of the election of Officers.

5.3 Code of Conduct

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

5.4 Board Committees

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

Director participation in committee membership will be determined at the Board Retreat on August 26, 2026.

5.5 Signing Authorities

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

Motion 2026-06-17-09	*Moved that the following individuals serve as signing authorities for the New Horizons Charter School Society:* ● *Paul Jackson, Board Chair* ● *Michael Zalewski, Board Treasurer* ● *Terry Moghrabi, Superintendent* ● *Patti Dundas, Secretary-Treasurer* ● *Lori Vigfusson, Principal* *Moved: Director Fraser* *Seconded: Board Secretary Arbour* *Carried*

6. New Business

6.1 Set Date for November 2026 Annual General Meeting

Chair indicated that a date needs to be set for the November 2026 Annual General Meeting. Notice of the AGM will be shared 21 days prior to the meeting date. Discussion followed.

Motion 2026-06-17-10	*Moved that the Annual General Meeting be held on Monday, November 23, 2026, subject to availability of financial auditor, at 6:30 p.m.* *Moved: Director Kakkan* *Seconded: Board Treasurer Zalewski* *Carried*

6.2 Board Work Plan

The Board reviewed the Work Plan for 2026-27, as provided at the meeting and made adjustments for the inclusion of a December meeting.

7. Alberta Public Charter Schools (APCS)

Director Koziak provided an overview of APCS and its role. He indicated that the APCS AGM is set for November 7, 2026.

8. Adjournment

Chair adjourned the meeting at 7:50 p.m.

Next Board Meeting: Wednesday, September 23 at 6:30 p.m. at New Horizons School.

Lori Vigfusson
Principal
Email: lvigfusson@newhorizons.ca

MEMORANDUM

Date: September 23, 2026

To: Board of Directors

From: Lori Vigfusson, Principal

Re: Principal's Report-September 2026

Information and Highlights:

Welcome Back Meet the Teacher BBQ: School Council organized a BBQ to correspond with our Meet the Teacher evening. There was an incredible turnout from our school community and we received positive feedback on the event. Free Hot Dogs, Salad and Drinks were provided to families. Information on School Council, FANHS and the Board was provided to families on ways to get involved and engage at NHS. Thanks go to School Council for organizing, FANHS for providing funding and our Board for helping out during the event. We have such a vibrant school community and we are grateful to all the volunteers that showed up to lend a hand and make the event a success.

National Day of Truth and Reconciliation:
As the school is closed for National Day of Truth and Reconciliation on September 30, NHS will recognize this on September 29th as Orange Shirt Day. Classes will participate in a number of learning activities around Truth and Reconciliation throughout the year and especially on Orange Shirt Day.

Alberta Education Early Years Assessments: Literacy and Numeracy Screens for students will now include grades 4 and 5. Students in grades Kindergarten through grade 3 have completed these screens for the last few years and new assessments have been added for the upper elementary students. The results for these screens will be included in our Annual Alberta Education Results Report which will be posted by the end of November.

Enrollment: Our enrollment numbers for this year are sitting at 461 with space only available in Grade 8 and 9. Alberta Education provides funding based on numbers at the end of September and we don't anticipate much movement at this point.

Extracurricular Activities:

- Volleyball has started up with the Nighthawks having 2 teams competing in the EIAA League. We will have Sr. Boys and Jr. Girls teams representing us this year. The competition began last week with parity games for both teams.

- School Reach will be starting up at the end of September with practices happening weekly until our tournaments in the winter and spring of 2026.
- Jumping Knights Chess club has joined us again this year to offer chess lessons to students in grades 1-6.
- Choir will be beginning soon with Ms. Lovlin leading.
- GSA has begun has begun for students in grades 6-9.
- A-OK Kindness club has begun for all students wanting to join.

Lori Vigfusson
Principal

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

MEMORANDUM

Date: September 23, 2026

To: Board of Directors

From: Patti Dundas – Secretary-Treasurer

Subject: Monthly Report

Maintenance and Technology

All summer projects were completed this summer. We added extra hours to both the contractors – Netsmart and our Maintenance Manager.

Audit

Our interim audit was completed on September 2, 2026. The full audit began Monday, Sept. 14, 2026.

The audit consists of an official, independent examination of our financial records, processes, and operations to verify their accuracy and compliance with Generally Acceptable Accounting Principles (GAAP) that govern financial reporting and ensure consistency, transparency and comparability.

The audit process follows four main phases:

1. Planning and Risk Assessment
   - Information gathering: Auditors learn about the business, its industry, and its processes.
   - Risk evaluation: They identify areas where financial statements might have mistakes or fraud. They review all processes and procedures.
   - Audit strategy: They create a custom plan and schedule for testing.
2. Internal Control Evaluation
   - Process review: Auditors test how well the company's internal rules and systems work.
   - Fraud prevention check: They see if duties are split properly to stop errors or theft.
3. Fieldwork and Testing
   - Substantive testing: Auditors check transactions against real proof like receipts, bank statements, and invoices.
   - Third-party confirmation: They reach out to banks, customers, vendors and Alberta Education to confirm account balances and processes.
   - Physical checks: They may look at physical inventory or assets.
   - Review all personnel files and contracted services.
4. Reporting
   - Findings summary: Auditors share their final discoveries.
   - Audit opinion: They issue an opinion letter stating if the financial statements present a fair and true view of the company's financial health (such as a clean, unqualified opinion).

Enrolment
For the 2025–26 school year, our projected enrolment was 448 students, while our actual enrolment was 455 students. As a result, we received an adjustment of $36,774 from Alberta Education, which was added to the 2025–26 school year budget.

For the 2026–27 school year, our projected enrolment is 465 students. This projection was used to calculate our initial funding for the school year. As of this date, our actual enrolment is 461 students.

Any funding received based on enrolment above our actual student count will be adjusted in our 2026–27 funding later in the school year.

Capital Project
As the project has progressed, information provided by our architect and Alberta Infrastructure confirms that the current allowable space for a 720-student school has been exceeded. Based on the project requirements and the limitations of the existing facility, additional space is required to accommodate the school appropriately.

The additional space being requested is intended to allow us to keep the original gym space. There are significant limitations to simply enlarging the existing/old gym to meet this need. Our architect has identified structural constraints and applicable building and safety codes that prevent the old gym from being converted into a larger gymnasium in a practical or compliant manner. As a result, the additional space must be addressed through the overall school design rather than by expanding the existing gym.

The site plan has also been revised since the previous review. One of the significant changes is the relocation of the front entrance and front of the school to the **west side**, rather than the east side as previously contemplated. This adjustment has been incorporated into the current planning and design work.

It was mentioned at our last meeting that the Design Phase has been approved by the Minister.

Decanting strategies will be reviewed later in New Business.

Contracts
The following contracts have been renewed for 2026-27: snow removal, caretaking, grounds, technology and maintenance.

School Invoices
School invoices will be sent to parents on Thursday, September 23, 2026.

Recommendations:
It is recommended that the Board accept this as information.

PDundas
Patti Dundas – Secretary-Treasurer

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

MEMORANDUM

Date: 09-23-2026

To: Board of Directors

From: Terry Moghrabi- Superintendent

Re: Superintendent's Report to the Board

Information and Highlights:

Welcome:

Welcome back to our Board of Directors for the 2026–2028 school years. The changes to the election cycle provided an opportunity to begin the year with an informative and productive Board retreat, establishing clear direction and allowing our subcommittees to begin their work earlier than in previous years.

I want to extend my appreciation to our staff, central office team, and school administrators for the considerable preparation that contributed to such a smooth start to the school year. Thank you as well to the Board members who attended our Welcome BBQ, which saw an exceptional turnout from our families and provided a wonderful opportunity to reconnect with our school community.

I also appreciate the Board's continued support of my professional learning through CASS. I am pleased to report that I successfully completed the requirements for my CEP credit for the past year.

Throughout the summer, pre-design meetings continued for our renovation and expansion project, allowing us to further advance and refine the proposed designs. Overall, I have been very pleased with the new SCAP process and, in particular, the collaborative and productive dialogue established with ACI Architects as we continue moving this important project forward.

Education Act: Student Conduct - Politics in the classroom

New requirements for student codes of conduct take effect Sept. 1, 2026, and school authorities have until Dec. 1, 2026, to align their codes with changes introduced by An Act to Remove Politics and Ideology from Classrooms and Amend the Education Act. The requirements apply to public, separate, francophone, charter, and accredited independent school authorities. Implementation support materials, including a "Frequently Asked Questions" (English / French) document and

"Checklist for Student Codes of Conduct," (English / French) outline new and existing requirements to assist with the update process

Minister of Education - Complexity Funding

$100 Million Investment Expands Classroom Complexity Supports Announced early July 2026, Alberta Education and Childcare is investing an additional $100 million in the 2026/27 school year to help school authorities address increasingly complex learning environments and support student success. The investment includes $75 million to expand complexity teams and $25 million for targeted training and improved access to specialized supports in rural and remote communities.

Education Act: Superintendent

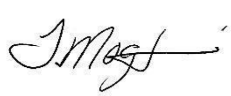
The Education Act and related regulations include provisions governing superintendent employment contracts. School authorities are responsible for selecting and appointing or reappointing their superintendents and for ensuring that the candidate and proposed employment meet all applicable requirements.

September 1, 2026, requiring the minister's approval before a superintendent's employment contract or an amendment renewing a superintendent's employment contract is executed.

Application for Approval of Contract of Employment or Renewal of Contract of Employment form

Charter Permancy Vs Charter Renewal

I participated in several conversations with the Field Services representative to review our Charter revisions, the Education plan and the provincial regulations. More details can be shared about our latest meeting, to be held the day before our scheduled board meeting. Alberta's government has amended the Charter Schools Regulation, with the amendments coming into force on September 1, 2026, establishing eligibility and criteria for issuing a charter on a continuing basis, setting oversight requirements, and providing the Minister with additional authority for non-compliant operators. While the renewal process will be eliminated for charter school operators with a continuing charter, oversight will be maintained through the Assurance Framework. You can find additional details in the attached frequently asked questions document and in the Public Charter Schools Handbook. The updated handbook will also be available online shortly.



Terry Moghrabi

Board Work Plan
2026-2027

August Retreat	☑ ~~Conduct initial orientation session for new Board members~~ ☑ ~~Select members for Board standing committees~~ ☑ ~~*Budget 101 / Receive Financial Summary~~ ☑ ~~*Review draft Board Work Plan for 2026-27~~ ☑ ~~*Review Updated Charter~~ ☑ ~~*Board Team Activity - possible team building~~
September	☐ Adopt Board Work Plan for 2026-27 ☐ Review Policy 210 and associated Student Code of Conduct ☐ Set date for NHCS Society Annual General Meeting
October	☐ Receive Alberta Education Assurance Measures (AEAMS) Report ☐ Receive enrolment report for September 30, 2026
AGM in November	☐ Conduct AGM of NHCS Society to receive audited Financial Statement
November	☐ Approve revised budget for 2026-27 ☐ Approve Annual Education Results Report 2025-26 ☐ Approve audited Financial Statement year ending August 31, 2026 ☐ Attend APCS Annual General Meeting
December	☐ Receive Report #1 from Counsellor ☐ Receive Report #1 from School Council ☐ Review Draft Stakeholder Forum Agenda
January	☐ Receive Q1 Quarterly Financial Report for Sep - Nov 2026 ☐ Approve school calendar for 2027-28 in principle (in camera discussion) ☐ Staff Appreciation Meal
February	☐ Provide final approval of school calendar for 2027-28 ☐ Set date for April Board Planning Retreat ☐ Receive mid-year progress report on Three-Year Education Plan 2027-30 ☐ Host Stakeholder Forum, gather input on possible Education Plan priorities
March	☐ Administer Board-developed Stakeholder Survey ☐ Approve Three-Year Capital Plan for 2028-29 to 2030-31 ☐ Review salary grids for support staff and central office staff ☐ Schedule SGM of NHCS Society for election purposes

Board Work Plan
2026-2027

April
- [ ] Receive Q2 Quarterly Financial Report for Dec 2026 – Feb 2027
- [ ] Receive Board-developed stakeholder survey results
- [ ] Review school fees for 2027-28
- [ ] Select evaluation process for Superintendent Evaluation
- [ ] Host Board Retreat – Identify priorities for upcoming Education Plan

May
- [ ] Approve Education Plan 2026-27 to 2027-28
- [ ] Attend APCS Spring General Meeting
- [ ] Approve budget for 2027-28, May 31 submission deadline
- [ ] Approve school fees for 2027-28
- [ ] Superintendent Evaluation Approval
- [ ] Confirm Policy Alignment with Administrative Procedures (from superintendent)

June - prior to elections
- [ ] Assess Board Work Plan progress for 2026-27
- [ ] Receive Q3 Quarterly Financial Report for Mar 2027 – May 2027
- [ ] 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
  - Meet the Teacher BBQ and Spring Carnival

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

MEMORANDUM

Date: September 23, 2026

To: Board of Directors

From: Terry Moghrabi - Superintendent

Re: Selection of Date for Society AGM

Background:

The New Horizons Charter School Society holds an Annual General Meeting prior to November 30 of each school year. Bylaws state that the Secretary of the Society delivers a notice of the AGM Meeting to each Member at least 21 days before the AGM. The notice shall include the time and location of the meeting and any business requiring a special resolution.

The AGM agenda shall deal with following matters:

a. approving minutes of the last General Meeting;
b. presenting the audited financial statements;
c. approving the appointment of an auditor; and
d. considering any other matters specified in the meeting notice

The date of the AGM in 2025 was Wednesday, November 26. It Is recommended that the date for this year's AGM be set for Monday, November 23, 2026, to coincide with the already scheduled Board meeting.

Recommendations:

It is recommended that the Board select **November 23, 2026** for the date of the NHS AGM. Please note that the audited financial statements must be approved by the Board and are due to Alberta Education by November 30, 2026.

Terry Moghrabi

RECEIVED
DR

JUN 2 9 2026

CORPORATE REGISTRY

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Registrar of Corporations
Province of Alberta

NHCS SOCIETY BYLAWS

□ New Horizons Charter School Society □

Chair Initials: ____________ **Date:** June 17/26

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ARTICLE 1 - PREAMBLE

1.1 The Society

The name of the Society is New Horizons Charter School Society, which may also be known or referred to as NHCSS.

1.2 The Bylaws

The following articles set forth the Bylaws of the New Horizons Charter School Society.

1.3 Repeal and Replace

The Society's previous bylaw, originally approved on February 2, 1995, and amended June 11, 2012, November 29, 2017, and November 25, 2020, is hereby repealed and replaced by this Bylaw.

ARTICLE 2 - DEFINING AND INTERPRETING THE BYLAWS

2.1 Definitions

In these Bylaws, the following words have these meanings:

2.1.1 ***"Annual General Meeting" or "AGM"*** means the meeting of Members to be held as set forth in Article 5.1 hereof;

2.1.2 ***"Board"*** means the Board of Directors of the Society;

2.1.3 ***"Board Meeting"*** means the meeting of the Board as set forth in Article 6.1.8 hereof;

2.1.4 ***"Board Resolution"*** means a resolution passed at a board meeting by a majority of Directors present;

2.1.5 ***"Business Day"*** means a day other than a Saturday, Sunday, or statutory holiday in the Province of Alberta;

2.1.6 ***"Bylaws"*** mean the Bylaws of the Society as amended;

2.1.7 ***"Chair"*** means the Director appointed as the Chair under these Bylaws;

2.1.8 ***"Community Member"*** means a person that has complied with the requirements as set forth in Article 4.1.2 herein;

2.1.9 ***"Declaration of Understanding"*** means the document indicating understanding and support of the object of the Society, to be signed by all Members of the Society;

2.1.10 ***"Directors"*** means the elected or appointed Directors of the Society and a ***"Director"*** means one of them;

2.1.11 ***"Education Act"*** means the *Education Act, S.A. 2012, c. E-0.3*, as amended from time to time;

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2.1.12 ***"Electronic Means"*** means the use of publicly available electronic communication tools which permit multi-party audio and/or video communications such that participants may have both audio and video, but all participants must have audio access;

2.1.13 ***"General Meeting"*** means an Annual General Meeting or a Special General Meeting;

2.1.14 ***"Guardian"*** means a guardian as defined in the Education Act;

2.1.15 ***"In Camera"*** means any confidential portion or portions of a Board Meeting;

2.1.16 ***"Members"*** means both the Community Members and the School Members of the Society;

2.1.17 ***"Officers of the Society"*** or ***"Officers"*** means the Board roles of Chair, Vice Chair, Secretary, and Treasurer;

2.1.18 ***"Ordinary Resolution"*** means a resolution passed at a general meeting by a majority of Members present;

2.1.19 ***"Parent"*** means a parent as defined in the Education Act;

2.1.20 ***"Register of Members"*** means the register maintained by the Secretary containing the names of the Members of the Society;

2.1.21 ***"Resolution"*** means the official, binding decision resulting from a motion that has been formally voted on and passed;

2.1.22 ***"School"*** means any school operated by the Society;

2.1.23 ***"School Member"*** means a person that has complied with the requirements as set forth in Article 4.1.1 herein;

2.1.24 ***"Secretary"*** means the Director appointed as the Secretary under these Bylaws;

2.1.25 ***"Societies Act"*** means the *Societies Act, RSA, 2000 c. S-14*, as amended from time to time;

2.1.26 ***"Society"*** means the New Horizons Charter School Society;

2.1.27 ***"Special General Meeting"*** means the meeting of Members to be held as set forth in Article 5.2 hereof;

2.1.28 ***"Special Resolution"*** means:

(a) a resolution concerning fundamental organizational changes such as, but not limited to, changing the objects of the Society, amending the Bylaws, or amending the Charter; and

(b) a resolution passed:

(i) at a General Meeting of which not less than 21 days' notice specifying the intention to propose the resolution has been duly given; and

(ii) by the vote of not less than 75% of those members who, if entitled to do so, vote in person or by Electronic Means; or

(c) a resolution proposed and passed as a special resolution at a General Meeting of which less than 21 days' notice has been given, if all the Members entitled to attend and vote at the general meeting so agree;

2.1.29 "***Superintendent***" means the individual appointed by the Board to be the Superintendent of the School;

2.1.30 "***Treasurer***" means the Director appointed as the Treasurer under these Bylaws;

2.1.31 "***Vice Chair***" means the Director appointed as the Vice Chair under these Bylaws.

2.2 Terminology

Words using the singular number shall include the plural number, and vice versa; words using specific gender shall include any gender, and vice versa; references to persons, organizations or corporations shall include individuals, partnerships, firms, societies and corporations; all as the context requires.

2.3 Interpretation of the Bylaws

Any question regarding the proper application and interpretation of these Bylaws shall be determined by the Chair.

ARTICLE 3 - OBJECTS OF THE SOCIETY

3.1 The Object of the Society

The object of the Society is to operate a school for gifted children.

ARTICLE 4 - MEMBERSHIP

4.1 Classification of Members

There are two categories of Members:

(a) School Members; and

(b) Community Members.

4.1.1 School Members

The following persons may become a School Member:

(a) any Parent or Guardian of a student registered in the School; and

(b) a teacher at the School, a member of the School administration, the Superintendent, the School Secretary, the School Treasurer, or any other employee of the Society

provided that the person must:

(c) be at least eighteen (18) years of age; and

(d) execute a Declaration of Understanding.

4.1.2 Community Members

Any person who is not eligible to become a School Member may become a Community Member, subject to:

(a) the prior approval of a majority of the Board;

(b) the person executing a Declaration of Understanding;

(c) the person being at least eighteen (18) years of age; and

(d) the payment of such annual dues as established by the Board from time to time.

The application for any person to become a Community Member shall be considered by the Board at the next board meeting following receipt of the application for membership.

4.2 Membership

4.2.1 Membership Year

(a) The membership year runs from the commencement of the Annual General Meeting of the Society to the commencement of the Annual General Meeting of the Society in the following year.

(b) A Member may renew their membership in the Society for the upcoming membership year in accordance with the procedures adopted by the Board.

4.2.2 Setting Community Member Fees

(a) Yearly membership fees for Community Members shall be fixed by resolution of the Board.

(b) No membership fees shall be payable by School Members.

(c) Yearly membership fees for Community Members are due on the date of the Annual General Meeting of the Society.

4.2.3 Declaration of Understanding

All Members must submit to the Board an executed Declaration of Understanding, in the form adopted by the Board, on an annual basis. Declarations of Understanding shall be valid for the membership year, and a Member shall be required to execute a Declaration of Understanding upon each renewal of their membership.

4.2.4 Membership in Good Standing

The rights and privileges of membership in the Society are reserved for those Members who are in good standing. A Member is in good standing if:

(a) the Member has executed and delivered to the Society a Declaration of Understanding valid for the current membership year;

(b) in the case of a Member who is a Community Member, the Member has paid their yearly membership fees to the Society in full;

(c) the Member has not had their membership in the Society suspended pursuant to Article 4.4.4 or been expelled as a Member of the Society pursuant to Article 4.4.5.

4.2.5 Non-Transferability of Membership

Membership in the Society is non-transferable. All rights and privileges of membership cease when the Member resigns, dies, is expelled, or ceases to be eligible for membership in the Society.

4.3 Rights and Privileges of Members

4.3.1 Entitlements of Membership

Any Member in good standing is entitled to:

(a) receive notice of meetings of the Society;

(b) attend any meetings of the Society; and

(c) exercise any other rights and privileges provided to Members in these Bylaws.

4.3.2 Number of Votes

Each Member in good standing shall be entitled to one (1) vote on every matter properly put before the Members for a vote. If a Member is a person either hired by the Society as an employee or retained by the Society as an independent contractor, the Member shall not be entitled to vote on any matter that directly affects that Member's employment or contract with the Society.

4.4 Termination of Membership

4.4.1 Resignation

A Member may terminate their membership in the Society by providing written notice to the Secretary of the Society or the Chair of the Board. Once the notice is received, the Member's name shall be removed from the Register of Members. The Member is deemed to have ceased being a Member on the date the Member's name is removed from the Register of Members.

4.4.2 Death of Member

A Member ceases to be a Member upon the death of the Member.

4.4.3 Deemed Withdrawal

4.4.3.1 If a Community Member has not paid the yearly membership fees within three (3) months following the date the fees are due, the Member shall be deemed to have resigned their membership;

4.4.3.2 If a Member has membership in the Society pursuant to their position as a teacher at the School, a member of the School administration, the Superintendent, the Secretary, the Treasurer, or an employee of the Society, and the Member's employment or contract is terminated, or the Member otherwise ceases to work for the Society, the Member shall be deemed to have resigned their membership on the date their employment ceases or their contract termination takes effect;

4.4.3.3 If a Member has membership in the Society as a Parent of a student in the School, and the Member withdraws their child from the School, the child graduates, or for whatever reason the Parent no longer has any children attending the School, the Member is deemed to have resigned their membership on the date the child ceases to be enrolled in the School;

4.4.3.4 A Member described in Articles 4.4.3.2 and 4.4.3.3 who ceases to meet the criteria of a School Member may apply to become a Community Member in accordance with Article 4.1.2.

4.4.4 Suspension of Membership

Any Member may have their membership suspended by the Board, for a period not to exceed three (3) months, for any cause, whenever in the Board's judgment the best interest of the Society will be served.

4.4.5 Expulsion of Membership

Any Member may be expelled from the Society and have their membership terminated by the Board, for any cause, whenever in the Board's judgment the best interest of the Society will be served.

4.4.6 Continued Liability for Debts Due

A person who ceases to be a Member shall remain liable for any debts owed to the Society.

ARTICLE 5 - GENERAL MEETINGS OF THE SOCIETY

5.1 Annual General Meeting

5.1.1 Date of Annual General Meeting

The Society shall hold an Annual General Meeting every year, with the deadline being defined by the election procedure as established by Board resolution.

5.1.2 Notice of Annual General Meeting

Written notice of the time and place of an Annual General Meeting and the agenda of the business to be transacted (including notice of any Special Resolutions that may be presented) shall be given to each Member, as applicable, at least twenty-one (21) days before the meeting is held.

5.1.3 Agenda for Annual General Meeting

The Annual General Meeting agenda shall include the following matters:

(a) approving minutes of the previous General Meeting;

(b) presentation of the Society's audited financial statements; and

(c) consideration of other matters as specified in the notice of the meeting.

5.1.4 Register of Members

For the purposes of the Annual General Meeting, Members are considered to be those Members who are in the Register of Members at the date that notice of the Annual General Meeting is sent.

5.2 Special General Meeting

5.2.1 Calling of Special General Meeting

A Special General Meeting shall be called by the Board at any time with appropriate notice to the Members upon:

(a) receipt of a petition signed by no less one-third of the Members setting forth the reasons for calling such a meeting and the resolutions intended to be submitted at the meeting; or

(b) a resolution of the Board to that effect.

5.2.2 Notice of Special General Meeting

Written notice of the time and place of a Special General Meeting of the Members and the agenda of the business to be transacted (including notice of any Special Resolutions that may be presented) shall be given to each Member, as applicable, at least twenty-one (21) days before the meeting is held.

5.2.3 Agenda for Special General Meeting

Beyond approving minutes of the previous General Meeting, only the matter(s) set out in the notice for the Special General Meeting shall be considered at the Special General Meeting.

5.2.4 Register of Members

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For the purposes of a Special General Meeting, Members are considered to be those Members who are in the Register of Members at the date notice of the Special General Meeting is sent.

5.3 Proceedings at General Meetings

5.3.1 Quorum for Meetings

A quorum for the transaction of business at any General Meeting shall consist of no less than five percent (5%) of the Register of Members being in attendance.

5.3.2 Failure to Reach Quorum

The Chair shall cancel the General Meeting if quorum is not present within thirty (30) minutes after the scheduled start time of the meeting. If cancelled, the meeting shall be rescheduled for one (1) week later at the same time and place. If quorum is not present within thirty (30) minutes after the start time of the re-scheduled meeting, the meeting will proceed with the Members in attendance, which shall be deemed to constitute quorum.

5.3.3 Adjournment

The Chair may adjourn any General Meeting to another date and time, with the consent of a majority of the Members at the meeting. Only the unfinished business from the initial meeting shall be conducted at the adjourned meeting. No notice is necessary if the meeting is adjourned for less than thirty (30) days.

5.3.4 Conduct of Business at Meeting

Business at all General Meetings shall be conducted according to this Bylaw and the rules of order adopted by resolution of the Members and, in the absence of rules so adopted or to the extent that such rules or this Bylaw does not provide, *Robert's Rules of Order* shall govern conduct of the meetings.

5.3.5 Chairperson of General Meetings

The Chair shall preside at every General Meeting, but if the Chair is not present or for any reason the Chair refuses to preside, the Vice-Chair shall preside. In the absence of both the Chair and Vice-Chair, the Directors present at the meeting shall appoint a Director to act as a chair of that meeting.

5.3.6 Voting Procedures

(a) Unless otherwise required by the Bylaws or pursuant to applicable law, any Ordinary Resolution put before the Members must be supported by not less than a majority of the votes cast by the Members present, failing which the resolution shall fail;

(b) Unless otherwise required by the Bylaws or pursuant to applicable law, any Special Resolution put before the Members must be supported by not less than 75% of the votes cast by the Members present, failing which the Special Resolution shall fail;

(c) The Chair will determine how votes will be called and recorded at the beginning of a meeting. The voting procedure determined by the Chair shall be used for the duration of the meeting and shall be inclusive and accessible, transparent, and verifiable to all present Members;

(d) No Member nor the Chair shall have a second or casting vote in the case of a tie vote. If there is a tie vote, the motion is defeated;

(e) A member may not vote by proxy;

(f) A declaration by the chairperson of the meeting that a resolution has been carried or not carried and an entry to that effect in the minutes of the Society shall be sufficient evidence of the fact without proof of the number or proportion of the vote accorded in favor of or against such resolution.

5.3.7 Error in Notice Not Nullifying Vote

No vote held at a General Meeting shall be invalid as a result of any inadvertent omission to give notice of the meeting to a Member, the non-receipt of a notice of meeting by a Member, or any error in a notice of meeting sent to a Member that does not affect the meaning of the notice.

5.3.8 Electronic Meetings

Any General Meeting may take place by Electronic Means if the majority of the Board determines that meeting in person is not in the best interests of the Society. A Member attending a meeting taking place by Electronic Means shall be entitled to vote at the meeting using the method that the Society has made available for that purpose.

ARTICLE 6 - GOVERNANCE

6.1 The Board of Directors

6.1.1 Governance and Management

The Board shall, subject to the Bylaws, have full control and management of the property and affairs of the Society.

6.1.2 Composition

The Board consists of a maximum seven (7) Directors, provided that no more than two Directors may be Community Members.

6.1.3 Eligibility

(a) Subject to subsection (b), any Member in good standing shall be eligible to serve as a Director.

(b) No school administrator nor any employee of the Board may serve as a Director.

(c) Each Director shall submit to the School a Vulnerable Sector Police Information Check that is current and absent of disclosed concerns.

6.1.4 Term

The term of each elected Director shall be for approximately two (2) years, commencing upon their election and expiring as described in Article 6.1.6 or at the Annual General Meeting called for election of Board Directors two (2) years thereafter. The term for any appointed Director shall expire at the next Annual General Meeting called for such election.

Any Member in good standing having served their term as Director remains eligible to be nominated for a further term as described in Article 6.1.5.

6.1.5 Election of Directors

6.1.5.1 Nomination Process

Directors are elected by the Members at an Annual General Meeting. Any person presenting themselves as a candidate to be a Director must be a Member in good standing as described in Article 4.2.4. Notification of the nomination procedure will be included with the notice of the Annual General Meeting where the election of Directors shall take place.

Nominations for Directors shall be:

(a) made in writing;

(b) signed by three (3) Members in good standing;

(c) consented to in writing by the person who is nominated; and

(d) filed at the school office at least 5 days prior to the date of the Annual General Meeting for the election of directors.

No nominations shall be accepted from the floor of the Annual General Meeting, unless there are insufficient candidates for the number of positions available, in which event nominations may be accepted from the floor of the meeting, provided that such nominations must be:

(e) made in writing;

(f) signed by three (3) Members in good standing; and

(g) consented to in writing by the person who is nominated.

6.1.5.2 Voting Process

Voting for the election of Directors shall be conducted by secret ballot. The Board shall appoint two individuals to count the ballots. These individuals shall be Members, one of which should be a Director who is not a candidate in the election.

Each Member shall indicate the name(s) of the candidate(s) of the Member's choice up to the number of available Director positions. The candidate(s) who receive the greatest number of votes will be elected. In the event of a tie, a new vote will occur for those candidates who received an equal number of votes.

6.1.6 Ceasing to Be A Director

A Director shall immediately cease to be a Director upon

(a) ceasing to be a Member of the Society;

(b) the Director giving their resignation in writing to the Board;

(c) the Director's death;

(d) being removed by a Board Resolution if the Board judges such a decision is in the best interest of the Society; or

(e) failing to attend or participate, during the Director's term, in three (3) meetings of the Board of which the Director had notice unless the Board has specifically excused the Director from attendance.

6.1.7 Director Vacancies

If there is a vacancy on the Board pursuant to Article 6.1.6, the Board may appoint a Member to fill the vacancy for the remainder of the term of the vacated Director position. Any appointment shall be made at the next meeting of the Board. The appointment shall be made by a majority vote of the Board.

6.1.8 Board Meetings

6.1.8.1 Board Meetings may be held at any time and place to be determined by the Chair in consultation with the Board, provided that the Board shall hold at least nine (9) meetings each year.

6.1.8.2 Written notice of the time and place of a Board Meeting shall be given to each Director at least twenty-four (24) hours prior to the meeting.

6.1.8.3 Board Meetings or any meeting of a committee of the Board may take place by Electronic Means if the majority of the Board of Directors, or committee members in the case of committee meetings, determine that meeting in person is not in the best interests of the Board or committee.

6.1.8.4 The Chair shall convene the Board Meeting.

6.1.8.5 A Board Meeting shall be called at the written request of three (3) Directors.

6.1.8.6 A quorum for all Board Meetings shall be a majority of the Directors.

6.1.8.7 If there is no quorum present at a Board Meeting, the Chair shall adjourn the meeting and reschedule it to a reasonably chosen time and place not more than eight (8) days later. The Directors present at the rescheduled meeting shall constitute quorum.

6.1.8.8 Each Director present at a meeting has one (1) vote. Except as otherwise described in these Bylaws, a majority of votes cast at a Board Meeting shall be required to pass a resolution of the Board.

6.1.8.9 The Chair will determine how votes will be called and recorded at the beginning of a meeting. That methodology will be used for the duration of the meeting. The voting methodology determined by the Chair must be inclusive, accessible, transparent and verifiable to all Directors and Members present.

6.1.8.10 The Chair shall have the right to vote on any question, but may only cast one (1) vote that shall be cast at such time as the other votes are cast. The Chair does not have a second or casting vote in the case of a tie.

6.1.8.11 A tied motion is defeated.

6.1.8.12 Directors must vote on all motions, subject to Article 6.1.9.

6.1.8.13 Board meetings are open to Members and the public; however, only Directors may cast a vote.

6.1.8.14 The Chair may cause to be excluded from a meeting any Member or member of the public who, in the opinion of the Chair, is engaging in improper conduct, such as obstructing, hindering, or otherwise disrupting the business of the Board.

6.1.8.15 Members may be permitted to speak at Board meetings, at the time, for the duration, and in respect of the subject matter, as authorized by the Chair.

6.1.8.16 Members may request to add an item to the agenda in accordance with Board policy, subject to the overriding discretion and approval of the Chair.

6.1.8.17 The Directors, by majority vote, may move a meeting, or a portion of a meeting, In Camera, wherein any Members or the public may be excluded and required to leave the meeting, in order to discuss any matter which in the Directors' opinion is best discussed in private. When a meeting is held In Camera, the Board does not have the power to pass a motion in that meeting apart from the motion to revert to an open meeting.

6.1.8.18 The Chair shall preside at every Board Meeting, but if the Chair is not present or for any reason the Chair refuses to preside, the Vice-Chair shall preside. In the absence of both the Chair and Vice-Chair, the Directors present at the meeting shall appoint a Director to act as Chair of that meeting.

6.1.8.19 Board Meetings shall be conducted according to this Bylaw and the procedural rules adopted by the Board and, in the absence of rules so adopted or to the extent that such rules or this Bylaw does not provide direction, *Robert's Rules of Order* shall govern conduct of the meetings.

6.1.9 Conflict of Interest

A Director shall not vote on a matter in which that Director has a conflict of interest. Where a Director believes a conflict of interest on a given matter exists, that Director shall make that declaration at a meeting. The majority of the rest of the Directors in attendance at the meeting shall determine whether the Director in question shall be allowed to remain in attendance for that part of the meeting where the matter is discussed. Should such determination be that a conflict exists, the Director will be asked to leave the room for that part of the meeting where the matter in question is discussed. In the event that a Director or Directors are asked to leave the room for part of the meeting due to determination of a conflict, resolutions may be passed on the subject regarding such conflict by the majority of those remaining at the meeting.

6.1.10 Duty of Care

6.1.10.1 Subject to the *Societies Act* and the law generally, every Director in exercising the Director's powers and discharging the Director's duties shall:

(a) act honestly and in good faith with a view to the best interests of the Society; and

(b) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

6.1.10.2 Every Director shall comply with the applicable provisions of the *Education Act*, *Societies Act*, regulations and legislations as mandated by Alberta Education, this Bylaw, and any other rules and policies adopted by the Society.

6.1.11 Compliance with Code of Conduct

The Board may develop a code of conduct respecting certain obligations and expectations of the Directors from time to time. Each Director shall abide by this code of conduct, as it may be amended or replaced, from time to time.

6.2 Appointment of Officers of the Society

6.2.1 At the first Board meeting following every annual election of Directors, the Board shall appoint, from amongst those sitting as Directors, the Officer roles of Chair, Vice Chair, Secretary, and Treasurer. The appointment of Officers shall be communicated to the Members by written notice within seven (7) days of the appointments.

6.2.2 The Board, in their discretion, may remove any person appointed to an Officer role, upon majority vote, with or without cause, at any time. Such removal does not remove the Director from being a member of the Board.

6.2.3 The Board may appoint the same Director to hold the positions of Treasurer and Secretary at the same time, wherein that position shall be known only as the "Secretary Treasurer."

6.2.4 Each person appointed by the Board to an Officer position shall hold office until:

Chair Initials: ________ **Date:** June 17/26

(a) a successor is elected by the Board;
(b) their resignation; or

(c) their removal by the Board

whichever first occurs.

6.2.5 In the event that an officer position becomes vacant, the Board shall make an appointment in accordance with Article 6.2.1 to fill the vacancy at the next meeting of the Board.

6.3 Duties of Officers of the Society

6.3.1 The Chair shall

(a) be a Parent or Guardian of a child who is a current or prior attendee of the School;

(b) preside over each Board Meeting and General Meeting, and in doing so be the chairperson of such meetings;

(c) vote on all matters before the Board;

(d) be an ex-officio member of all committees of the Society, both standing and those that may be created as needed. Notwithstanding the membership ex-officio of any committee:

(i) the Chair shall not have any voting rights at any committee meeting unless the Chair is appointed by the Board to be a member of the committee beyond its capacity as a member ex-officio; and

(ii) the Chair shall not be a chairperson of the committee unless the members of the committee agree that the Chair of the Board shall be the chairperson of the committee; and

(e) exercise such other powers and authority and shall perform such other duties as may from time to time be prescribed by the Board; and

(f) act as the spokesperson for the Society.

6.3.2 The Vice-Chair shall

(a) be a Parent or Guardian of a child who is a current or prior attendee of the School;

(b) have the powers of the Chair, in the absence or inability of the Chair to discharge its duties;

(c) replace the Chair at various functions when asked to do so by the Chair of the Board; and

(d) exercise such other powers and authority and shall perform such other duties as may from time to time be prescribed by the Board.

6.3.3 The Secretary shall:

(a) maintain and enter or cause to be maintained and entered the minutes of all proceedings of the Board and the committees of the Board at such meetings;

(b) provide or cause to be provided draft copies of minutes to all directors for approval;

(c) post or cause to be posted approved minutes in the School;

(d) maintain or cause to be maintained an up-to-date record of all Board policies;

(e) maintain or cause to be maintained the Register of Members;

(f) distribute or cause to be distributed meeting notices;

(g) be responsible for registering or filing, or causing to be registered or filed, all reports, certificates and all of the documents required by law to be registered or filed by the Society; and

(h) exercise such other powers and authority and perform such other duties as may from time to time be prescribed by the Board.

6.3.4 The Treasurer shall:

(a) keep or cause to be kept proper accounting records in compliance with the *Societies Act* and shall be responsible for the deposit of monies and other valuable effects of the Society in the name and to the credit of the Society in such banks or other depositories as the Board may from time to time designate;

(b) render to the Board whenever so directed an account of all financial transactions and of the financial position of the Society;

(c) ensure that an audited financial statement of the Society is prepared and presented at the Annual General Meeting;

(d) ensure that statutory obligations are filed appropriately; and

(e) exercise such other powers and authority and shall perform such other duties as may from time to time be prescribed by the Board.

6.4 Board Committees

6.4.1 The Board may delegate some, but not all, of its powers to committees as it thinks fit. Notwithstanding any delegation of its powers to committees, the Board remains responsible and accountable for all decisions made by any committee.

6.4.2 The Board may create standing or ad hoc committees that it deems necessary consisting of Directors and others and may assign duties and responsibilities to the committees that for any loss, damage or expense happening to the Society through the insufficiency or deficiency of title of any property acquired for or on behalf of the Society, or for the insufficiency or deficiency of any security in or upon which any of the monies of the Society shall be invested, or for any loss or damage arising from the bankruptcy, insolvency or tortious acts of any person with whom any of the monies, securities or effects of the Society shall be deposited, or for any loss occasioned by any error of judgment or oversight on their part, or for any other loss, damage or misfortune which shall happen in the execution of the duties of their office or in relation thereto.

7.10.2 The Society shall indemnify each Director and officer against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by such Director or officer in respect of any civil, criminal, administrative, investigative or other action or proceeding in which the Director or officer is involved by reason of being or having been a Director or officer of the Society (collectively "***Claims***"), if

(a) the director or officer acted honestly and in good faith with a view to the best interests of the Society, and

(b) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, the director or officer had reasonable grounds for believing that the director's or officer's conduct was lawful.

7.10.3 Expenses incurred with respect to any Claims may be advanced by the Society prior to the final disposition thereof at the discretion of the Board, and upon receipt of an undertaking satisfactory in form and amount to the Board by or on behalf of the recipient to repay such amount, unless it is ultimately determined that they are entitled to indemnification hereunder.

7.10.4 Subject to Article 7.10.1, the failure of a Director or officer of the Society to comply with the provisions of the *Societies Act* or of this Bylaw shall not invalidate any indemnity to which they are entitled under this Article.

ARTICLE 8 - NOTICE

8.1 Method of Providing Notice

8.1.1 Any notice which is required or permitted to be given under this Bylaw shall be in writing and shall be:

(a) delivered personally or mailed by regular mail to the address of the recipient, to whom is it intended, last known to the Society as recorded on its books or records; or

(b) sent by electronic mail to the electronic mail address of the recipient last known to the Society as recorded on its books or records.

8.1.2 The Society may further publicize notice of a General Meeting or Board Meeting through the Society's website, social media, community newsletters, bulletin boards, and via other mediums accessible to Members of the Society.

Chair Initials: ______ **Date:** June 17/26

8.2 Deemed Delivery of Notice

8.2.1 Any notice delivered before 4:30 p.m. (local time) on a Business Day shall be deemed to have been received on the date of delivery.

8.2.2 Any notice delivered or sent by electronic mail after 4:30 p.m. (local time) on a Business Day or delivered on a day other than a Business Day, as the case may be, shall be deemed to have been received on the next Business Day. Any notice mailed by regular mail shall be deemed to have been received four (4) days after the date it is postmarked.

8.2.3 Further, if normal mail service is interrupted by strike, slow-down, force majeure or other cause after a notice has been sent by regular mail, such notice will not be deemed to be received until actually received. In the event that normal mail service is impaired at the time of sending a notice, then the other means of sending such notice shall be the only effective means of giving notice.

ARTICLE 9 - AMENDING THE BYLAWS

9.1 Amending Bylaws

9.1.1 These Bylaws may only be rescinded, altered or added to by a Special Resolution. Such amendment(s) shall not be enforced or acted upon until accepted by the Corporate Registry of Alberta.

ARTICLE 10 - DISSOLUTION OF THE SOCIETY

10.1 Dissolution of the Society

10.1.1 The Society does not pay dividends nor distribute its property among its Members.

10.1.2 The Society shall be dissolved in accordance with the provisions of the *Societies Act* after completing the dissolution process as set out in the School's charter.

New Horizons School

Board Work Plan
2026-2027

August Retreat

- [x] ~~Conduct initial orientation session for new Board members~~
- [x] ~~Select members for Board standing committees~~
- [x] ~~*Budget 101 / Receive Financial Summary~~
- [x] ~~*Review draft Board Work Plan for 2026-27~~
- [x] ~~*Review Updated Charter~~
- [x] ~~*Board Team Activity - possible team building~~

September

- [ ] Adopt Board Work Plan for 2026-27
- [ ] Review Policy 210 and associated Student Code of Conduct
- [ ] Set date for NHCS Society Annual General Meeting

October

- [ ] Receive Alberta Education Assurance Measures (AEAMS) Report
- [ ] Receive enrolment report for September 30, 2026

AGM in November

- [ ] Conduct AGM of NHCS Society to receive audited Financial Statement

November

- [ ] Approve revised budget for 2026-27
- [ ] Approve Annual Education Results Report 2025-26
- [ ] Approve audited Financial Statement year ending August 31, 2026
- [ ] Attend APCS Annual General Meeting

December

- [ ] Receive Report #1 from Counsellor
- [ ] Receive Report #1 from School Council
- [ ] Review Draft Stakeholder Forum Agenda

January

- [ ] Receive Q1 Quarterly Financial Report for Sep - Nov 2026
- [ ] Approve school calendar for 2027-28 in principle (in camera discussion)
- [ ] Staff Appreciation Meal

February

- [ ] Provide final approval of school calendar for 2027-28
- [ ] Set date for April Board Planning Retreat
- [ ] Receive mid-year progress report on Three-Year Education Plan 2027-30
- [ ] Host Stakeholder Forum, gather input on possible Education Plan priorities

March

- [ ] Administer Board-developed Stakeholder Survey
- [ ] Approve Three-Year Capital Plan for 2028-29 to 2030-31
- [ ] Review salary grids for support staff and central office staff
- [ ] Schedule SGM of NHCS Society for election purposes

Board Work Plan
2026-2027

April	☐ Receive Q2 Quarterly Financial Report for Dec 2026 – Feb 2027 ☐ Receive Board-developed stakeholder survey results ☐ Review school fees for 2027-28 ☐ Select evaluation process for Superintendent Evaluation ☐ Host Board Retreat – Identify priorities for upcoming Education Plan
May	☐ Approve Education Plan 2026-27 to 2027-28 ☐ Attend APCS Spring General Meeting ☐ Approve budget for 2027-28, May 31 submission deadline ☐ Approve school fees for 2027-28 ☐ Superintendent Evaluation Approval ☐ Confirm Policy Alignment with Administrative Procedures (from superintendent)
June - prior to elections	☐ Assess Board Work Plan progress for 2026-27 ☐ Receive Q3 Quarterly Financial Report for Mar 2027 – May 2027 ☐ 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 - Meet the Teacher BBQ and Spring Carnival

Paul Jackson
Board Chair
Phone: 780-416-2353
Email: pjackson@newhorizons.ca

June 18, 2026

Attn: Service Alberta

Re: Replacement of Existing Bylaws

I hereby certify that *New Horizons Charter School Society* hosted a Special General Meeting on June 17, 2026 and passed the following special resolution by unanimous vote:

> *Motion 2026-06-17-03:* *Moved by special resolution that the existing bylaws be replaced with the new bylaws document, as presented.*

The existing bylaws are repealed and are being replaced by the attached bylaws.

Sincerely,

Paul Jackson
Board Chair
New Horizons Charter School Society

ALBERTA

Education
and Childcare

Office of the Minister
MLA, Calgary-Bow

MESSAGE FROM EDUCATION AND CHILDCARE MINISTER DEMETRIOS NICOLAIDES

Dear parents,

Your children are heading back to class this fall, and I want to tell you what is different about this school year.

More students join Alberta's schools every year, including charter schools, and that growth is putting real pressure on space. Here is what is being done about it and what else is coming this year.

More support in your child's classroom
Education funding this year is a record $10.8 billion. Funding follows enrolment, so as your child's school grows, so does the funding reaching its classrooms, its teachers and its educational assistants.

You chose a charter school for your child. My part is to keep that choice available and to make sure charter schools have the room to serve the families who want a place in them.

More space for students to learn
Almost 90,000 students have joined our education system in the past four years, which is why so many schools feel full.

Through our Schools Now program, we are investing $8.6 billion to build and renovate schools, and to do it faster than the old budget cycle allowed. In two years, we have opened almost 12,000 new and renovated student spaces, approved 85 school projects and accelerated funding for 74 of them, in some cases taking a full school year off the timeline. There are 156 active projects underway across the province right now, with more to come.

Finding space is one of the hardest parts of running a charter school. Eight of those 85 approved projects are charter schools, and we will keep working with charter operators to find and build the space they need to take students and run their programs.

More to look forward to
We are expanding early reading and math screening to grades 4 and 5 this school year, so that children who need extra help are identified sooner rather than after they have fallen behind. We are also continuing to work with our education partners on new curriculum, and on career-focused programs that let students try hands-on learning while they are still in school and perhaps find the thing they want to do.

One year of funding will not relieve every pressure in the system, and I would not suggest otherwise. What I can tell you is that there is more funding and more classroom space in the system this year than there was last year, and you should begin to see the difference.

423 Legislature Building, 10800 - 97 Avenue, Edmonton, Alberta T5K 2B6 Canada Telephone 780-427-5010

You are the most important influence on your child's education, and the decisions about it should be yours. My part is to keep good options open to you and to keep you informed about what happens in your child's school. I take both seriously.

Please join me on September 23 at 6 p.m. for a telephone townhall, during which I will be taking your questions about education in our province. Visit alberta.ca/BackToMore to register and learn more about what's new this school year.

I wish you and your family all the very best for the school year ahead.

Sincerely,

Demetrios Nicolaides
Minister of Education and Childcare

Naheed Nenshi, MLA Edmonton-Strathcona
Leader of Alberta's Official Opposition

Dear New Horizons Charter School Society,

As a new school year begins, my Alberta New Democrat Caucus and I welcome back students, teachers, families, leaders, and support staff across Alberta.

This has been a difficult year in many ways, especially in school. You have faced growing pressures and increasing demands. We understand that these challenges have a profound impact on everyone from students to educators to support staff. We appreciate the dedication and resilience you have shown in navigating these pressures while continuing to put students first.

We know there is extraordinary work that takes place in Alberta schools every day. Alberta schools inspire curiosity and a love of learning in their students. Your teams support students' well-being, cultivate strong relationships, and foster young people's development of the skills and knowledge they need for the future. Your work makes a lasting difference in the lives of Alberta students and families.

The Alberta New Democrats are committed to continuing to support you in this important work. We will continue advocating for you to strengthen Alberta's education system and address the challenges in schools. We want to ensure students have the opportunity to learn, grow, and succeed in the best environment possible.

We deeply value the dedication, professionalism, and care you bring to your work. Thank you for all that you do to create welcoming, inclusive, and engaging places for Alberta's students to learn.

On behalf of myself and the Alberta New Democrats, we wish you a successful and rewarding school year. Welcome back, and best wishes for the year ahead.

Sincerely,

Naheed K. Nenshi

Naheed Nenshi
Leader of Alberta's Official Opposition
MLA Edmonton-Strathcona

Legislature Office
Queen Elizabeth II Building
9820 107 Street NW, 5th Floor, Edmonton, Alberta T5K 1E7
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Constituency Office
#101, 10328 81 Avenue NW
Edmonton, AB, T6E 1X2
Office: 780.414.0702
Email: Edmonton.Strathcona@assembly.ab.ca

The Alberta Teachers' Association

11010 142 Street NW, Edmonton, Alberta T5N 2R1

T 780-447-9400 or 1-800-232-7208
F 780-455-6481
www.teachers.ab.ca

2026 06 17

via E-mail—tmoghrabi@newhorizons.ca

Mr Terry Moghrabi
Superintendent
New Horizons Charter School Society
1000 Strathcona Drive
Sherwood Park AB T8A 3R6

Dear Mr Moghrabi

This letter constitutes formal notice by the Alberta Teachers' Association (Association), pursuant to Section 59(1) of the *Alberta Labour Relations Code,* to commence collective bargaining.

The Association appoints Mr Jeff S Huculak, address above, as representative of the bargaining agent (RBA). The RBA is authorized to bargain collectively, conclude and sign a memorandum of agreement. The Negotiating Subcommittee (NSC), elected by members of the bargaining unit consists of:

- Anika J Kooger, 126, 155 Crocus Crescent, Sherwood Park AB T8H 2M4
- Marisa I A Oliveira, 6141 175A Avenue, Edmonton AB T5Y 3P2
- Sarah N Fairfull, 5805 Riverbend Road, Edmonton AB T6H 5A8

The concluding of a collective agreement requires ratification by a vote of the members of the bargaining unit and the signature of the Coordinator, Teacher Employment Membership Support or designate.

Further communication, including discussions regarding a mutual agreement to delay bargaining until later in the fall should be sent to Mr Huculak who will contact you to arrange an agreeable date for a meeting with board representatives.

Sincerely

Sean Brown.

Sean D Brown
Coordinator, Teacher Employment Membership Support

SDB/ema/ejl
cc J S Huculak, RBA
A J Kooger, TWC Chair, New Horizons Charter School Society

ALBERTA
Education
and Childcare

Office of the Minister
MLA, Calgary-Bow

AR 140144

September 11, 2026

Mr. Paul Jackson
Board Chair
New Horizons Charter School Society
1000 Strathcona Drive
Sherwood Park AB T8A 3R6

Dear Mr. Jackson:

On behalf of the Government of Alberta, we are pleased to advise you that the following project for the New Horizons Charter School Society is approved for design funding as part of the Schools Now Program:

Project Name	Grade Configuration	Opening/Final Capacity
New Horizons Charter School Modernization and Addition	Kindergarten to 12	670/720

Alberta Infrastructure is responsible for the delivery of this project. Staff from Alberta Infrastructure and Alberta Education and Childcare will contact your administration in the coming weeks to continue the collaborative development of this project.

Your Alberta Infrastructure contact for this project is Mark Latimer, Director, Planning and Site Readiness, who can be reached at Mark.Latimer@gov.ab.ca or 780-237-4792 (toll-free by first dialling 310-0000).

Your Alberta Education and Childcare contact for this project is Peter Burgess, Manager, Stakeholder Relations, Capital Planning, who can be reached at Peter.Burgess@gov.ab.ca or 780-910-5919 (toll-free by first dialling 310-0000).

Mr. Jackson, we look forward to the successful and timely completion of this project.

Sincerely,

Demetrios Nicolaides ECA PhD
Minister of Education and Childcare

Martin Long ECA
Minister of Infrastructure

423 Legislature Building, 10800 - 97 Avenue, Edmonton, Alberta T5K 2B6 Canada Telephone 780-427-5010