

Edmonton Society for Christian Education

2021 Annual General Meeting Package

AGM: May 31, 2021 at 7:30 p.m. (online - Zoom)

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2021 AGM Agenda

7:30 PM	Welcome and Opening	Jared Harmata
7:35 PM	ESCE Business:	
	Approval of June 1, 2020 minutes (<i>attached</i>)	Jared Harmata
	West School Building Report	Sid de Haan
	Principal's Report (<i>overview</i>)	Darren Oskoboiny
	Presentation for approval of the 2021-2022 budget (<i>attached</i>)	Jason Veenstra
	2021-2022 Priorities	Sid de Haan
	Election of new Board members (<i>profiles attached</i>)	Carrie Reinsma
	Motion to destroy the ballots	Brent Taylor
	Acknowledgement of retiring board members, long term employees and retirees	Jared Harmata
8:30 PM	Closing	Dave DeJong

2020 ESCE AGM - Minutes

Virtual Meeting Via Zoom on Monday, June 1, 2020, at 7:30 PM

1. **Welcome and Opening** (Steve Vriend)
 - a. We have Quorum
 - b. Review of meeting procedure via Zoom
 - c. **Devotions:** Psalm 136 - These are uncertain times in so many ways. Jesus is Emmanuel, God with us, even in uncertain times. We have amazing hope in the faithfulness of Jesus.

2. **ESCE Business**
 - a. **Approval of June 3, 2019 minutes**
 - i. Motion to approve the minutes from last year - carried
 - b. **West School Building Report** (Peter Buisman)
 - i. Presentation of Progress on the West Building Project
 - ii. Explanation of Construction Costs - 3 main reasons for the cost increase:
 1. Asbestos abatement
 2. Underestimating the cost of the renovations to the west side of the building
 3. Unanticipated renovations to the existing gym
 - iii. Approval of Construction Budget going to \$16.6 million (Steve Vriend)
 1. Motion to approve an increase in the West School Building Project budget from \$16 million to \$16.6 million - carried
 - c. **Principal's Report** (Darren Oskiboiny and Krista Mulder)
 - i. Presentation of the positives and challenges of the current learning environment
 - d. **Presentation of the 2020-2021 proposed budget** (Jared Harmata)
 - i. Motion to approve the 2020-2021 budget as presented
 1. Questions:
 - a. Has there been a shift to online learning?
 - i. This is not the preferred plan for the fall but final decisions about this have not been made by the EPSB yet.
 - b. What is the plan if enrollment declines?
 - i. There are ways to reduce expenditures that we will have to look at (ie) school support.
 - c. Is there room in the budget to implement some of the suggestions from CDC to safeguard against COVID-19?
 - i. These costs would come from the EPSB budget in the schools. There has been no information about any measures required by EPSB at this point.
 - ii. Motion carried
 - e. **Election of new Board Members** (Glenn VandenBorn and Carrie Reinsma)

- i. 3 Candidates: Brent Taylor, Jason Veenstra, Harriet Eskiw - all elected

f. Acknowledgement of retiring Board Members, long-term employees and retirees

- i. Thank you to retiring Board Members

- 1. Glen VandenBorn
- 2. Steve Vriend

- ii. Long-term service employees

- 1. 5 years: Wolde Gebremedhin, Pauline Klok, Anthony Middel, Rachel Middel, Krista Mulder, Michelle Nelson, Darren Oskoboiny, Marianne Vriend, Andrew Wallace
- 2. 10 years: Liz Befus, Megan Lauber (Knibbe), Rachel Reynolds, Lisa VanGelder
- 3. 15 Years: Cyndi Huculak
- 4. 25 Years: Lijia Herrera
- 5. 30 Years: Brian Piers

- iii. Retirees

- 1. Peter Buisman (31 years)
- 2. Greg Gurnett (40 years)
- 3. Elaine Junk (29 years)
- 4. Marcia Stiksma (19 years)

3. Expressions of Gratitude to Peter Buisman

- a. Krista Mulder - words from staff and administration
- b. Fred Wousdtra - words from the society staff
- c. Steve Vriend - words from the Board and presentation of the gift of gratitude

4. Motion to destroy ballots - carried

5. Closing (Peter Buisman)

West School Building Report

Faithfulness through the Generations

Ever since Edmonton Christian Schools was founded in 1949, there has been a vision of integrating a Christian worldview into the daily learning of our children and of empowering each child to play their role in God's story. More than 70 years later, we are just as passionate and deliberate in implementing this vision, and in 2015, we embarked on a journey to plan the redevelopment of the Edmonton Christian West School. God has blessed our community richly over the years, and this wonderful new facility is further evidence of that!

Goals Achieved

The new West School was actively designed to include our core messages and throughlines. For example, a greenhouse, LED Lighting, and water bottle fill stations to adhere to our Earth-Keeping mission in God's story. The large, open Learning Commons and Community spaces were designed to foster a sense of community and togetherness.

Our building design supports our instructional pedagogy, which is rooted in deeper learning and builds the competencies we believe all our students need to be prepared for the future and for playing their role in God's story. These skills include:

- Critical thinking, problem-solving & decision making
- Creativity & innovation
- Social & cultural responsibility
- Communication, including digital & technological literacy
- Lifelong learning, personal well being, collaboration and leadership

We can already see the influences our new flexible spaces and classroom furniture has made in how teachers teach and how students learn. Learning takes place everywhere inside and outside a school - not just inside a classroom. Our new school design reflects this in the multi-purpose spaces, learning commons for each division level, flexible classrooms with movable walls, wider hallways for small & large group work, breakout rooms, outdoor classroom spaces, a science lab, a greenhouse, new CTS spaces, and dedicated fine arts spaces. Flex spaces abound for what we need today and we believe the design will also meet the needs of future students & technologies moving forward.

West School Design Principles

- A comfortable, safe and student-centred building
- Flexible & adaptable - every space is a learning space
- Ease of movement throughout the school to stimulate learning and to bring people together
- Transparency - supporting the idea that learning should be visible and celebrated
- Inspiring - education is tremendously important. Our new school elevates the teaching and learning process and will inspire the heart and senses.
- Connection to nature - grounding us in God's creation
- Shared purposes - the facility can be used by community groups and churches, and for sporting and other events
- Local signature - celebrate what is unique and special about our school community
- Health & well-being - this school meets the highest standards of health & environmental responsibility.

Achieving our fundraising goals...and then some!

Our initial fundraising goal was to raise \$4 million for the project. As of May 1, 2021, the community has donated in excess of \$5.5 million! Thanks be to God!

Project History

- **2009** - building committee prepared a feasibility report regarding the West School/McQueen buildings; the existing building was nearing "end of life". The decision to replace it with a new building was postponed.
- **2015** - building committee was established; committee members began touring other schools and creating a vision for the new West school building
- **2016** - project manager, architect and general contractor were chosen
- **2017** - at the AGM, P. Buisman presented on the new building
 - public open house with the architect was planned
 - October: conducted a feasibility study to see how much could be fundraised
 - November: a vote was held on moving ahead with the project
 - the estimated cost was \$16,000,000
 - the fundraising goal was 4 million
- **2018** - detailed planning took place from March to November
 - the capital campaign began in May 2018
 - the major campaign followed in September 2018
- **2019** - January: students were moved to portable and temporary classrooms
 - the grounds at West School were prepared for the beginning of construction

- April 1: groundbreaking ceremony was held
- Summer was very wet which leads to significant building delays
- **2020** - AGM: Board received approval for the project cost to increase to 16.6 million
 - Project costs increased due to delays and unforeseen issues (asbestos, soil instability, increased building material costs (esp. lumber), the unplanned replacement (due to rot) of the west wall of the renovation wing, roof repairs)
 - September: grades 4-9 started in the new building; construction and renovation continued
 - “Finishing Touches” capital campaign launched with a goal of raising \$1.25 million
- **2021** - March 1: Kindergarten - Grade 3 moved out of McQueen and into the renovated west wing
 - April 19: West Christian Preschool program moved into the renovated west wing; the McQueen building is now officially vacant
 - Spring work: rough and final grading, landscaping, sidewalks, site cleanup, dealing with drainage issues and some fencing (yet to be completed)

By the Numbers

The total square footage of the West School is now 82,363.3 ft² (or 7651m²). When compared to the original West building, this is an increase of over 20,000 ft²!

- Renovated west wing (formerly the Junior High) = 16,538.7 ft²
 - New home to Preschool-Grade 3, makerspace, multipurpose space, multiple break out and conference rooms
 - The McQueen building (including offices and small gymnasium) is approximately 15,900 ft²
- Main floor (new build) = 36,581.1 ft²
 - New home to Grades 4-6, the learning commons, multipurpose room, the server, construction shop, art room, music room, multiple break out and conference rooms, staff room and school offices
- Second floor new build = 19,194.2 ft²
 - New home to the Junior High (Grades 7-9), science lab, greenhouse, outdoor classroom, maker space, multiple break out and conference rooms
- Existing building = 10,049.2 ft²
 - Main gymnasium, atrium area (formerly main entrance), kitchen

It took 700 days from breaking ground until the building was completed and all students (Preschool-9) are now learning under one roof!

Final project cost = \$17.4 million

Total cost of borrowing = maintained at \$12 million

A Look Ahead

A West School Building Dedication Ceremony Committee was formed and is currently in the process of planning for a spring 2022 Dedication Event. The committee is composed of Society Staff, School Admin, and West School parents and supporting members. More information to follow in the new school year.

2021-2022 Budget: Statement of Operations

The Edmonton Society for Christian Education 2021-2022 Budget Statement of Operations				
	2021-2022 Budget	2020-2021 Forecast	2019-2020 Actuals	
Student Enrolment:				
Preschool	80	63	85	
K-12	1,450	1,439	1,479	
1. REVENUE				
1.1 Christian Program Fees	1,706,672	1,657,260	1,684,636	
1.2 Preschool Fees	96,000	59,300	50,733	
1.3 Transportation Fees	112,805	60,000	63,420	
1.4 Facilities Lease	802,800	807,800	803,916	
1.5 Memberships & Donations	100,000	25,000	41,941	
1.6 Church Collections	15,000	7,500	11,786	
1.7.1 Special Fundraising - Auction	45,000	30,000	17,889	
1.7.2 Special Fundraising - Golf Tournament	0	0	46,648	
1.8 Miscellaneous Income	7,600	53,000	14,162	
1.9 Senior High Cafeteria Revenue	25,000	20,000	20,293	
1.10 Contributions Deferred to Future Periods	0	0	(46,648)	
1.11 Amortization of def. cap.contributions	264,000	192,638	109,843	
1.12 Capital Campaign	30,000	815,698	1,024,629	
1.13 Capital campaign contributions deferred	(30,000)	-785,000	(1,106,281)	
	3,174,877	2,943,196	2,736,967	
2. SCHOOL SUPPORT				
2.1 School Staff Christian Prof. Dev. and Curriculum Dev	279,561	165,000	205,056	
2.2 Memberships in Christian support organizations	79,200	79,200	99,083	
2.3 Preschool Expenses	72,000	50,000	52,157	
2.4 Senior High Cafeteria Expenses	25,000	20,000	15,389	
2.5 Other Christian Program Expenses (i.e. Grad gifts)	20,000	20,000	12,340	

2.6 Christian Program Learning Resources	15,000	2,000	7,391
2.7 Furniture, Equipment, Computers under \$1500	32,000	25,000	21,904
2.8 Amortization of Furn., Equip., Comp.	147,000	140,000	141,756
	669,761	501,200	555,076
3. TRANSPORTATION			
3.1 Salaries & Benefits	0	0	45,674
3.2 insurance for first 7 months 2019-2020	0	477	2,180
3.3 fuel for first 7 months 2019-20	0	0	9,416
3.4 Maintenance	0	0	32,173
3.5 Cell Phones	0	0	1,160
3.7 Amortization of Buses	0	2,568	9,416
3.1 route costs	120,000	110,000	17,012
3.2 field trip costs	52,000	0	7,260
	172,000	113,045	124,291
4. DEVELOPMENT, ADMISSIONS, MARKETING			
4.1 Salaries & Benefits	150,212	128,000	167,255
4.2 Advertising & Promotion	70,000	24,000	19,583
4.3 Society Expenses related to development	30,000	7,500	14,942
	250,212	159,500	201,780
5. FACILITIES			
5.1 Maintenance	145,000	158,100	352,543
5.1.1 Salaries and Benefits	118,206	110,000	111,285
5.2 Utilities	325,000	310,000	326,653
5.3 Insurance	66,000	52,600	46,454
5.4 Mortgage Interest	435,614	339,000	43,202
5.5 Amortization of Buildings & Portables	960,032	607,000	426,054
5.6 Amortization of Vehicle	9,734	7,800	5,836
5.7 Temporary Portables	0	68,800	119,751
	2,059,586	1,653,300	1,431,778
6. ADMINISTRATION			
6.1 Salaries & Benefits	256,384	280,322	251,562
6.2 Office Expenses includes equipment leasing	15,000	50,000	46,170
6.3 Insurance	6,700	11,560	6,866

6.4 Memberships & Dues	11,745	11,400	11,733
6.5 Professional Fees	26,000	36,800	52,259
6.6 Bank Charges, Discounts, Interest	12,000	12,000	10,998
6.7 Computer Systems Support	21,800	22,000	21,155
6.8 (Gain) Loss on sale of Equipment		-7,000	(35,264)
6.9 Bad Debt	50,000	51,000	34,501
6.10 Donation Expense			0
	399,629	468,082	399,980
TOTAL EXPENSES	3,551,188	2,895,127	2,712,905
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES - OPERATIONS	(376,311)	48,069	(26,776)
Write-off of property & equipment			(111,714)
Capital Levy	201,750	202,000	201,403
Total surplus (deficit)	(174,561)	250,069	62,913

The Story Behind the Budget

Strategic Plan for 2021 - 2022

- Gaining an understanding of what the new normal will look like after Covid-19.
- Continue to *Develop Teaching for Transformation*, our schools plan for integrating Christian faith and learning, with specific emphasis on Formational Learning Experiences (students being engaged in real work, servicing a real need for a real audience).
- Continue the develop of the Bible program
- Continued implementation of restorative practices and faith formation
- Pilot and select a survey tool to help drive our culture of continuous improvement
- Establishing ourselves in the new west school building
- Ensure fiscal sustainability

Covid-19

- We are building this budget now with the thought that things will be back to normal by September 1st. That may be unrealistic, however, things are changing quickly. We will have to keep a close eye on everything and update the numbers as things become more clear.
- The touchpoints:

- In 2020-2021, revenue remained quite stable and expenses were lower because of COVID-19. If things are not back to normal by the fall, we anticipate a similar trend next year.
- Similar to 2020-2021, there may have to be an increase in the subsidy budget; a Christian Program Fee subsidy fund has been established and will be part of our fundraising campaign in 2021-2022.

General Items

- We are building this budget with a 33% increase in Preschool program fees. Preschool fees have not been adjusted in many years and the current fee schedule revenue is insufficient to cover our operating expenses. This fee change will ensure that the preschool programs are not operating at a loss and require subsidization of the program from other Society revenue.

Implications of the increase:

Preschool Fees	21/22 Fees	20/21 Fees	21/22 Revenue	20/21 Revenue	Preschool Avg. in Edmonton
Child attending 1 class per week	600.00	450.00	0.00	0.00	n/a
Child attending 2 classes per week	1200.00	900.00	96,000.00	75,600.00	1410.00
Child attending 3 classes per week	1800.00	1350.00	0.00	0.00	1930.00

Priorities for 2021-2022

Revenues

- We are projecting \$3,174,877 collected in revenues next fiscal year.
- We have seen a slight increase in enrolments for next year so we expect a slight increase in Christian Program Fee revenue (approx. \$30,000) as well.
- The rest of our revenue will be collected through fundraisers and through money collected from building leases.

Support for Christian Programming

- \$114,950 will be earmarked for continuing support of the development of Christian pedagogy by providing funds for professional development
 - teacher's convention, deeper learning support, conferences, substitute teaching time, continuing our membership in the Prairie Centre for Christian Education (PCCE) and Christian Schools International (CSI).

- Approximately \$25,000 will again be set aside for teachers to have 1 day of PD work with FLE's. Much of the work is guided by the PCCE. Just over \$70,000 is paid out for our membership with the PCCE.
 - In 19-20 the staff was developing core practice #3: Formational Learning Experiences (FLE's). In 20-21 this work was on hold due to COVID; in 21-22 this FLE work will resume.
- \$20,000 will also provide funds for a 0.2 coordinator for this project. This coordinator will be one of the administrators. The other administrators will continue to receive \$36,000 for their roles in supporting this project.
- The budget will continue to provide \$35,000 for Christian resources, support for miscellaneous Christian program items such as graduation, and for restorative practice support.
- \$10,000 has been set aside in anticipation of the Executive Director application to attend the Van Lunen Center for Executive Management in Christian Schools program.
- We will continue to provide almost \$70,000 for 12 hours per week of pastoral care workers in each school and \$86,000 for a Mental Health Therapist.

Transportation

- We will continue to support 2 routes next year to bring students from Spruce Grove and Stony Plain areas and we are going to continue running the shuttle between Northeast and the High School. These routes are outsourced.
- We will also be organizing the field trips for the schools. All the field trips will be run by the same company that does our routes. The cost of each field trip will be charged back to the school.
- Society staff will continue to take care of the route design and the schools will book the field trips directly.

Development, Marketing and Fundraising

- Enrolment for our K-9 schools continues to look very strong. We have very few openings in those grades.
- Our entire development and marketing budget will be \$236,790. This includes funds for a Development and Admissions Officer, the Marketing and Communications Coordinator, the ECWS Dedication Celebration, school displays, advertising, website development, promotional material and anything else that goes with development.

Facilities

- For students to do their best work they need facilities that will encourage and foster learning. We are committing \$75,000 towards furniture and fixtures that schools can use to help to create '21st century' learning environments.
- We expect to spend \$145,000 on regular maintenance next year.
- We are not 100% sure what our utility costs will be this year as it is the first full year of operation in the new West School.
- We are planning to demolish the McQueen school building. We have set aside \$325,000 for this work but are awaiting estimates to determine if this amount will be sufficient. If it is not, the Board may need to defer the demolition until a later date.

Administration

- Not much has changed with the administration budget from last year other than EPSB assuming the provision of photocopiers in our three schools. This will save the Society approximately \$30,000 annually in photocopier lease payments.
- We will have to follow closely what the *bad debt* might look like, but we anticipate it will be similar to 2020-2021 (\$50,000).

Cashflow

- We are anticipating beginning the 2021-2022 fiscal year in a strong cash flow position (approx. \$500K surplus).
- We are looking to spend \$605,812 on consolidated mortgage repayment. This will take the form of our monthly mortgage payments (principal and interest) and include applying the capital levy revenues (\$201,750) towards the principal.
- There is one capital project that has been built into the budget for 2021-2022: the demolition of the McQueen building (\$325,000). The removal of this building will eliminate a physical and financial liability and provide us with the space to develop a playground area in the future.
- We are not anticipating any significant major maintenance items during the 2021-2022 school year.
- We are purchasing a new photocopier for the Society Office. The cost of purchase is approx. \$6000.

With all of these expenses taking place as projected, we anticipate ending the 2021-2022 school year in a slight cash surplus position of \$51,855.

Priorities for 2021-2022

Christian Programming

Provide ongoing support for the development and improvement of Christian Programming

- Continue to develop TFT with specific emphasis on developing Formational Learning Experiences
- Continued implementation of the new Bible program
- Continued implementation of restorative practices
- Continued emphasis on faith formation

Community & Culture

Foster relationships and build community

- Clear communications with our community
 - Have regular postings on Social media communicating school information and telling the story of ECS, distribute 4 pathways (newsletters), and keep parents and stakeholders apprised of important goings-on.
- Emphasis on being a community where all “parts of the body” are valued and included
 - Potential school theme for 2021-2022: “Fearfully and Wonderfully Made”
- Continued focus on consistent branding and “telling our story”
- Host community events
- Foster alumni relations
- Create a culture of constant improvement
 - During the 2021-22 school year: pilot and evaluate new survey tools to choose a tool to use moving forward that will help us determine how close we are to what we think good looks like.
 - Implement the best survey tool on annual basis moving forward
 - Implement an annual stakeholder review of survey data, and subsequently feed forward survey findings into a strategic planning process, in order to drive constant improvement
 - Implement systems and practices to surface issues “before it’s too late”
 - New family & mid-year check-ins
- Continued focus on admissions and retention
- Emphasis on clearly communicating the history, mission, vision and core values of the Society to parents, staff, and other stakeholders
 - Embedding key messages in new family orientation meetings, new board member

orientation meetings, and as a part of hiring and onboarding new staff members. Periodic reminders to long term staff will also be provided

Stewarding Resources

Stewardly management of Society resources

- Ensure fiscal sustainability
 - Review fee schedule for preschool programs and K-12 annually
 - Fundraising and development
 - CSS & planned estate giving
 - Community fundraising events
 - Christian Program Fee Subsidy fund

- Ensure proper stewardship of facilities
 - Wrap up West School Building project
 - Move forward with the demolition of the McQueen building and with the redevelopment of the playground at West School

- Use a new maintenance tracking system (HIPPO) for long term planning and to ensure timely, scheduled maintenance is performed

- Move forward with plans to redevelop the grounds at Northeast school

- Ensure proper stewardship of Society Office personnel
 - Ensure clear, consistent HR systems, practices and procedures are in place
 - Annual job description reviews, performance reviews and salary reviews

Board Nominees

Christina Patterson

Member of Society Since: 2011

Nature of current association with Edmonton Christian Schools: Parent of 3 children attending Edmonton Christian Schools

Previous ECS volunteer/committee/Board experience: ECS parent volunteer, parent council member

Areas of expertise:

- health care
- research analysis
- homemaking
- my children

Areas of interest:

- philosophy/theology
- psychology
- history
- learning
- teaching

Leadership skills/experience:

- parent council Garden Box fundraiser liaison
- faith community small group co-leader
- initiative, principled, drive

Faith Community/Participation: Bethel CRC

- past children's/Sunday School teacher, worship arts leadership team (secretary/recorder), women's study teacher, Indigenous development participant

Why I am willing to serve as a Board member: If Christian school education is to be done, it is important to do it well. I am willing to serve as a Society for Christian Education board member as I think I have the passion and skillset to contribute to this. Likely, I would be best suited to policy review and development as there is always more for us as a society to learn. I would look forward to seeing how we can implement this learning, and learn further from that again, as God guides us into His story of growth.

Corinne Hansen

Member of Society Since: 2014

Nature of current association with Edmonton Christian Schools: Presently my daughter Abbey is in Grade 12 and Dereje is in Grade 11. We also have an autistic son who is in Grade 7 at Meadowlark Christian School.

Previous ECS volunteer/committee/Board experience: I am on many committees at my school (I am a teacher). Literacy committee. EPSB Working Music Group committee. Sherwood Farewell committee. I was a parent director on the Meadowlark Christian School Foundation Board I was the treasurer on the Meadowlark Christian School Parent Council

Areas of expertise:

- Teaching
- Advocating for my kids with special needs
- Organizing events (talent shows, Christmas concerts, monthly assemblies etc.)

Areas of interest: Passionate about Christian education and making sure it remains a program of choice for EPSB. Passionate about literacy and making sure every student has the “right to read.”

Leadership skills/experience:

- Provide Social-Emotional Support to students in my present role at the school
- Leading, planning and executing monthly and special assemblies, Christmas concerts etc.
- Leader in Me training
- Choir director
- Coaching volleyball
- Faith Community/Participation:
- Member of Beulah Alliance Church
- Teach Sunday School
- Member of a Mid-sized community at Beulah

Why I am willing to serve as a Board member: I am willing to serve as a Board member because I have a passion for Christian Education. I want ECS to continue to be a school of choice within EPSB. I want our program to be exemplary.

I want ECS to continue to be a place where our kiddos learn a Christian worldview. I want students to have opportunities daily to grow their faith and make their faith in Jesus their own (not because our family goes to church or this is tradition). I students to be challenged to find their place in how they can impact the world for Jesus.

Growing up going to Christian School, being a teacher in private Christian Schools, private non-Christian schools, alternative program Christian schools and now in a public school, I think I have a broad perspective.

Beneyam Zeleke

Member of Society Since: 2005

Nature of current association with Edmonton Christian Schools: Two of my kids graduated in 2016 and 2017. My youngest child is currently attending Grade 9 at NE school.

Previous ECS volunteer/committee/Board experience: Last 15 years I have volunteered on many occasions such as field trips, Options Day and Basketball team matches

Areas of expertise:

- Marketing
- Fundraising
- Reaching out volunteers
- Currently finishing a 5-year term at The Ethiopian Canadian Solace Society which has 450 plus committed members. I am one of the founders and have been the Treasurer since 2017.

Areas of interest:

- Marketing
- Planning
- Fundraising
- Photography/video

Leadership skills/experience:

- Currently, I am finishing a 5 year term in The Ethiopian Canadian Solace Society which has 450+ committed members. I am one of the founders and Treasurer since 2017
- For last 20 years, I have been a store manager (last 11 years I have been managing a Rexall Drug Store with 20 plus employees)
- I am an ardent community organizer
- I had served in The Ethiopian Evangelical Church of Edmonton for 15 years in organizing many summer camps and Media/Evangelism Ministry

Faith Community/Participation: I am a member of the Ethiopian Evangelical Church of Edmonton.

Why I am willing to serve as a Board member:

Firstly, to serve the Lord by making sure continuity of Christian Education in Edmonton and strengthening the Body of Christ. Secondly, to give back to ECS families whom they have invested in our families in many ways.

Executive Director Year-End Report

Overview

A year like no other...

In my first year as Executive Director, things did not always go as I had planned or hoped. The Covid-19 pandemic has continued to have a dramatic impact on the way we live, work, and socialize as well as on our overall levels of stress and anxiety. My hope coming into this new role was to be present in schools and to actively build relationships with staff, students and families, but this was stymied by Covid restrictions and the need to keep our schools as safe as possible. The West school building project took longer and cost more than anticipated. Critical community and fundraising events like the annual auction and golf tournament were either cancelled again or forced online. And don't even get me started about all the "online meetings"! But through it all, I am thankful for the past year and the many blessings it has brought our community as well. And I have been reminded of the importance of trusting God and His plan for us in a year like this past one, a year filled with many significant changes and challenges. He is in control and every moment, even pandemic filled moments, are part of His great Story, and I am so thankful for the ability to play my role in that Story each day!

COVID-19: Impacts, Supports, and Data

Society Office

We are grateful that the Society Office has been able to maintain a consistent level of service and support over the last year. Staff have been rotating between working from home and in the office, therefore, we have been able to keep the Society Office open with minimal disruption in service to our members and families this year.

Schools

We are extremely proud of our administration and teaching staff at all three schools as they have navigated this school year. Their dedication to the vision and mission of Edmonton Christian schools has been abundantly apparent. The schools also adopted a new quarter system this year which provided families with the opportunity to switch between online and in-person learning at predetermined dates. Of course, no school was immune from the effects of COVID-19 though so we did see cases appear in our schools.

West School: To date (May 4, 2021) we have had 23 cases of COVID -19 in our school that required self-isolation this school year. Each positive COVID case has required approximately 3 - 7 staff and at least one homeroom (26 to 33 students, depending on grade) to self-isolate. We had between 10-13% of students' families choose online learning during each of the quarters at West school.

Northeast School: To date (May 6, 2021) we have had 5 cases of COVID -19 in our school that required self-isolation this school year. Each positive COVID case has required approximately 3-4 staff and at least one homeroom (about 25 students, depending on grade) to self-isolate. We had between 10-15% of students' families choose online learning during each of the quarters at Northeast school.

High School: To date (April 26, 2021) we have had 3 cases of COVID -19 in our school that required self-isolation this school year. Each positive COVID case has required approximately 3-4 staff and 35-50 students to self-isolate. We had between 11-13% of students' families choose online learning during each of the quarters at the High School.

At the time of this writing, the Provincial Government has once again directed all schools to cancel in-person learning and move to a period of online learning once again. We continue to pray for an end to this pandemic and the ability to return to “normal” operation again as soon as possible.

Spiritual and Mental Health

Edmonton Christian Schools is blessed to have amazing spiritual and mental health support in the schools which can be accessed by both students and staff. The pastoral care leaders and mental health therapist have continued to work with students on a proactive as well as on an as-needed basis. Their dedication and expertise have been invaluable this year especially.

On-Line Learners: Based on feedback from our spiritual and mental health team, it is reported that overall there is more stress in homes than students are normally accustomed to. Many students who were already struggling to learn have had the struggles compounded when trying to learn online. This is shown most often in students who have chosen in-person learning but are now learning at home due to isolation requirements or district cancellation of in-person classes.

In-Person Learners: School avoidance and refusal has gone up in students. One-on-one meetings with students have continued to happen as needed but they don't take place as organically as they used to. Prior to the pandemic students would come to open lunch prayer room times or pop into the prayer room at other times.

General Student Population:

The lack of social interaction for students is also taking a toll. Many students find it very lonely and isolating. This is often leading to increased fear and anxiety; no end date in sight, studies being affected, etc. High School students also report increased fear and anxiety pertaining to grades and the impact of the 3 hour long classes that often makes it difficult to concentrate and absorb all the information due to the class length. Students at the High School who did not attend West/Northeast school also feel the lack of community connection due to heightened anxieties and the effects that mask-wearing has on personal connections.

There is more anxiousness overall, but it's not always specifically about COVID-19, though it likely exacerbates it. We are seeing anxiety manifest itself in wanting to be accepted, friendships/fights, parents fighting, fears of being wrong, etc. Many students who did not previously have anxiety issues are now reporting it and using our spiritual and mental health supports for this reason specifically.

Students continue to carry the fear that they may pass along COVID-19 to someone they love. Students also tend to carry their parent's views; if the parents are anxious then they are likely as well.

The lack of sports and clubs has been difficult for the students whose passions and gifts lie within these areas and also for students who used these activities as an outlet for frustration or loneliness.

Society Supports:

Our staff, the two pastoral care leaders and the mental health therapist have continued to meet and support students as best they can. They are arguably busier now than prior to the pandemic.

Pauline Klok, the pastoral care leader at ECWS/HS, has continued with her [Snelly videos](#). The prayer room is closed, however, she visits classes to offer interactive devotional times and also meets one on one as needed with students. At the High School, she has created weekly video devotionals for all classrooms to begin their week and they are shown in the first class of the day for both in-person and online learners. This year all guest speakers for the High School chapels have sent in a video.

Hilary Smith, the pastoral care leader at ECNE, much like at West/HS, has provided a chapel message to Division Two students and continues to meet with students one-on-one as well. The elementary classrooms have had 'story time' with her on occasion also.

Jacqueline Boschman, the mental health therapist, has done presentations in the elementary and junior high classes about anxiety and how to cope with stress. She continues to meet with students virtually or in-person as needed. This year she also connected families to external resources that were more appropriate given the circumstances. "Coping Kits" were also sent home with students who required them.

Community and Culture

Not only has this year been challenging for students and staff from an educational and emotional standpoint, but we have also been impacted relationally. Edmonton Christian Schools is proud of its history of community worship, celebrations, and events. Unfortunately due to COVID-19, we are unable to hold our annual golf tournament in September. Our annual auction, normally a well-attended in-person community event, was held online this year. We pray that in 2022 our auction will be in person and we'll be able to hold the golf tournament.

The parent prayer groups have thankfully continued with online meetings.

Christian Program Enhancements and Support

- Teachers have continued to find ways to infuse the Christian program into curricular instruction
- Several staff members participated in Tft 101 course (hosted by the Prairie Centre for Christian Education)
- Christian Teachers Convention was online this year; there was strong content delivery but missing the in-person collaboration and connection (also hosted by PCCE)
- Formational Learning Activities have been challenging to do because of COVID-19
- Corporate worship (chapels, etc.) have looked different this year -- but continues to happen!
- Support from Pastoral Care Leaders and MHT also look a little different (due to COVID-19 protocols), but their services are being used (and valued) more than ever

A Look Ahead

School Theme: The 2021-2022 school year will unveil a new Edmonton Christian Schools theme. The exact wording of the theme has not been decided, but the concept is intended to focus on celebrating diversity in our school community (1 Cor. 12).

The delivery of the Christian program continues to be our main priority. To that end, teachers will:

- Continue to develop TFT with specific emphasis on developing Formational Learning Experiences

- Continued implementation of the new Bible program
- Continued implementation of Restorative Practices
- Continued emphasis on faith formation

Facilities

ECWS: Building Project Wrap Up

The following items remain to be completed:

- Site cleanup, grading and landscaping (including sidewalks)
- Addressing a persistent drainage issue between West School and the High School by installing a catch basin and pump system (connected to the storm sewer)
- Fencing in a shared “outdoor play space” for PreK and K classes
- Completion of the maintenance garage

Future of McQueen Building

Now that Preschool-Grade 6 classes have moved into the West School, the McQueen building is completely vacant. The board is currently exploring the feasibility of demolition, and will proceed with this option if possible given the constraints of our finances.

ESCE Funding and Fundraising

Vacant Position

On April 7th we began the search process for a newly created position, the [Development and Admissions Officer](#). We expect the new candidate to lead our nonprofit donation strategies and help us attract and enroll students to our K-12 programs. Applications are being accepted through June 30, 2021 with a proposed start date of September 1, 2021.

Donation Stats

2019 - 2020

- | | |
|--|-------------|
| • West School Building Project <i>Capital Campaign</i> | \$1,012,301 |
| • Auction 2020 (Cash) | \$4,175.00 |
| • Undesignated Donations | \$37,440.00 |
| • Subsidy Fund | \$500.00 |
| • Golf Tournament Registration (2019) | \$14,350.00 |
| • Golf Tournament Corporate Sponsor (2019) | \$32,019.00 |
| • ESCE Membership | \$3,349.96 |

2020 - 2021 (as of April 26, 2021)

• West School Building Project <i>Capital Campaign</i>	\$866,627.48
• West School Building Project <i>Finishing Touches</i>	\$475,798.51
• Undesignated Donations	\$14,899.08
• Subsidy Fund	\$500.00
• ESCE Membership	\$808.30

Subsidy

In addition to worries about the virus, economically, many members of the community have been impacted. The provision of the Christian program fee subsidy is at an all-time high this year; \$114,273.42.

A Look Ahead

Through it all, God continues to bless ECS! We are ending the year in a strong financial position and the outlook for 2021-2022 looks good. As of May 31st, the balance on our existing mortgages is \$13.5 million, and the annual repayment costs of these mortgages will be our priority for the foreseeable future.

Capital Campaigns and Donations: Our emphasis will be on collecting general donations in 21-22.

- We have also added a specific [Christian Program Fee Subsidy](#) donation page to our website where people can donate directly to a fund that will support needy families who are unable to pay a portion of their Christian Program Fees.
- The membership drive will also be another source of donations.
- Northeast Site Project: In 2022 (spring) we will begin fundraising for the Northeast School Site Redevelopment Project. This project will address drainage issues around the school and will see the relocation of the playground. This fundraising campaign will be targeted at Northeast School families. The next step will be moving forward with stakeholder consultation and design.

Parting Thoughts

I would like to say a special thank you to the Edmonton Christian Community for making me feel welcome this year, and for the generous support I have received during my first year in this new role. A special thanks to Peter Buisman, who has been on speed dial and has guided me through some of the new learning experiences I've found myself in, and to the school administration who

have worked alongside me every step of the way. I would like to thank the Society office staff and the Society Board for their support and encouragement this year as well!

Principals Report

Krista Mulder, Principal at ECNS

Darren Oskoboiny, Principal at ECWS & ECHS

EDMONTON PUBLIC SCHOOLS	EDMONTON CHRISTIAN SCHOOL
<p>VISION: Success, one student at a time</p> <p>MISSION: We inspire student success through high-quality learning opportunities, supported by meaningfully engaged students, families, staff and community.</p> <p>CORNERSTONE VALUES: Accountability, Collaboration, Equity and Integrity</p>	<p>VISION: Accepting Christ's invitation to live for renewal</p> <p>MISSION: Responding to God's grace, Edmonton Christian School challenges students, through Christ-centered education, to actively play their role in God's story.</p>

THROUGHLINES	
At ECS we challenge students to be:	
<p><i>Community Builder</i></p> <p><i>God Worshipper</i></p> <p><i>Justice Seeker</i></p> <p><i>Servant Worker</i></p> <p><i>Beauty Creator</i></p>	<p><i>Creation Enjoyer</i></p> <p><i>Order Discoverer</i></p> <p><i>Earth Keeper</i></p> <p><i>Idolatry Discerner</i></p> <p><i>Image Reflector</i></p>

THEME:
<i>play your role in God's story</i>

School Theme: Play Your Role in God's Story

1 Corinthians 12:27; Now you are the body of Christ, and each one of you is a part of it.

How do we create the conditions in school for these students to actively play their role in God's story? What does it mean to approach learning as participation in "God's Story"?

Learning in God's story is not primarily about content but also about the experience. Our participation is not only about what we think but also about our deepest hopes for ourselves and

the world in light of God's story. Our role in God's Story is discovered by looking inward, realizing who we are as image-bearers, and looking outward, as we explore our world and see where God is working in it. (CACE, Deeper Learning Draft Document).

Teaching for Transformation

We have committed to continue the work that we have been doing in relation to the three core practices:

Storyline: a powerful and compelling vision of the Kingdom that creates a longing and a desire within every student to play their part in God's unfolding story of creation - fall - redemption - restoration.

Throughlines: are an articulate and inspiring student profile that invites every student to imagine how to play their part in God's story. (God worshipper, Creation Enjoyer, Idolatry Discerner....)

Formational Learning Experiences: provide authentic (real work, real problem, real people) opportunities for students to practice living the Kingdom story. This practice becomes a habit, shaping who we are.

The Society has committed to supporting this work through release time for teachers to collaborate and to support the cost of having Clint Schenk coordinate this professional learning in all three schools. We have committed our School-based PD days as well as our early Thursday professional learning to this work and are excited about the promise of this continued collaborative work.

Staff from all three campuses attended the PCCE virtual Teacher's Convention on October 22 and 23, 2020 - The theme of the convention was "Deeper."

Restorative Practices

The Society has supported ECS teachers in being trained in Restorative Practice over the past many years. Not only has it informed and guided our discipline practices at ECS we have used the philosophy to create community. Here are some of the many ways circles are used to create positive relationships and maintain a classroom atmosphere conducive to learning and student safety:

- Classroom circles
 - Checking in
 - Checkouts

- Class norms
 - Asking students to suggest the norms
- Class content
- Academic goal setting
- Behaviour problems
- using them to be proactive, for building relationships and solving problems

Learning Spaces Project

Over the past 5 years, the Society has been supporting the purchase of classroom furniture. To create learning spaces that are flexible and responsive to the needs of our learners. We are excited to continue this work, even though our current circumstances have created the need to organize our spaces in a way that limits student contact. The flexibility of our learning environments has made this transition simple and we look forward to a time when we can reconfigure our spaces to support our pedagogy. We will continue to transform additional spaces this year with the Society's support.

As staff members, this has meant that we have been able to take some opportunities to grow and adapt, opportunities that we haven't always had the time and space for. There has been a lot of learning as we have settled into the world of distance and online learning. As we start to reflect on lessons learned there are many things that our teachers will take from this experience as we look forward. Our teachers became learners in a big way. The most important part of the "new normal" was ensuring that we were maintaining relationships with students and their families. We felt fortunate to be able to build strong foundations with our students while they were still in the school building and use that trust to engage students while modeling our own learning. Our grade-level teams have been able to collaborate in a way that they have not been able to before. They are in each other's classrooms every single day. Learning from each other about technology, lesson planning, assessment, and how to best support our students. Every member of our staff comes with strengths and gifts and we have been given the opportunity to learn from each other.

West Building Project Update

Principal Darren Oskoboiny first heard about the new building plan on May 19, 2015, when the Society Board interviewed him for the principalship of West and HS. The building committee first met with an architect on July 26, 2016, and now on March 1, 2021 - after some highs, lows, plot twists and budgetary turns, this project was finally completed to the point where all the West staff and students are now together under the same roof.

I know that our wonderful students and staff group are very excited (and perhaps a little nervous) about all of the changes and the new unknown. Change means different things to different individuals and the next few weeks and months will be a learning curve for us all. Just like we all have successfully done with COVID, we may have to adapt, modify and perhaps permanently change some of our usual ways of doing things. We have often talked about the importance of instilling resilience in our students and the West community has just lived through a building project that has challenged us each in many different ways. Teachers, office staff, custodial staff, educational assistants, students and parents have all had to change and adapt many times over the past couple of years - going through this experience together has built a deeper level of resilience in us all and we can use this building project experience in teachable moments in the future.

Things have gone very smoothly so far and while COVID restrictions have limited the use of some design features (breakout rooms, common areas, maker spaces, open classrooms/team teaching), we have been able to experience the many positive benefits from this new physical space. We look forward to a time when we will be able to fully incorporate all of the building design features into our teaching pedagogy.

From a day-to-day perspective items like the traffic flow of students, LED lighting, new furnishings, bright naturally lit classrooms, up-to-date technology, comfortable & consistent temperatures, and the boot room spaces all make such a positive difference to everyone's experiences. Once the building site dries up, work will begin on the final pieces of this construction journey: site clean-up, landscaping and new sidewalk construction.

There are many, many thank yous that need to be made and many people to recognize for their tireless efforts and hard work, so please know that each of you who had a role to play in this building story has our sincere thanks and appreciation for your contributions! Hopefully soon COVID will be gone and we can gather in person as a large community to celebrate this wonderful accomplishment in a manner that it deserves.

March Open House Updates

Guests were warmly welcomed to our virtual Open Houses (March 3 at ECNE and March 5 at ECWS/ECHS) where they were able to learn about our schools and take a video tour of each school. Informative videos about each of our three schools were newly created for these open houses and shared with prospective families for them to see how their children's lives would be enriched by enrolling them in an Edmonton Christian School. Personal school virtual visits and one-on-one meetings are available by appointment for any prospective families. While the numbers of guests

that joined the virtual open house sessions were modest, the three videos for the schools have over 800 viewings.

April 15 Enrollment Updates

- Northeast School = 635
- West Total = 555
- High School Total = 269

School in the time of COVID-19

Successes

We are grateful that things have gone smoothly as we transitioned into in-person learning at the start of the year and that our students and staff have the opportunity to be back in community. Throughout the year parents had the opportunity to choose either online or in-person at each Quarter. We are grateful to our staff for managing these transitions and supporting students who were moving in and out of in-person learning.

We have appreciated the trust that families have placed in us and our communities' adherence to our protocols. Communication has been key to mitigating risk in our schools and we are grateful for the partnership that we have with our families in keeping our community safe.

Challenges

Our community is very involved and our parents are used to having more access to our school and our building during the day. They are missing the opportunities that they have had to come volunteer in their children's classrooms, attend assemblies and connect with staff.

Farewells and Graduations

As we plan for our end-of-year celebrations and Graduation activities we are looking at a need to be cautious and modify these events to ensure the safety of our community. Our staff have committed to working to ensure that students feel celebrated and recognized as we plan these activities within the recommendations.

Deep Hope

As Administrators, Our DEEP HOPE for our staff was that they have time, space and support to reflect on and collaborate with colleagues with the primary goal purpose of inviting, nurturing and empowering students to play their part within God's unfolding story of redemption. This Deep Hope has become even more meaningful as we consider the important work we are doing during this uncertain time. What we do have as Christians, is hope. We have an opportunity now to be hopeful,

to learn from our experiences, to bring the best part of the past forward and be more present in the future. To play our role in God's story in ways that we have not considered before. In ways that show love to each other and serve the world. This is our hope for our community.

2020-2021 Staff Recognition

5 Years

Janine Bihum
Deb Duffet
Kathy Fiebich
Wolde Gebremedhin
Erin Gossweiler
Deanne Ruel
Hendrik Wolmarans

10 Years

Karen Bellous
Andrea Cote
Marie Vriend

15 Years

Cam Befus
Marco VanGelder

20 Years

Darren Kleine
Joel Kleine
Alda Knibbe
Dorothy McGillis
Linda Piers

35 Years

Marcia Kwolick

Retiring

Bernice Ooms - 9 yrs
Alda Knibbe - 20 yrs

Farewell

Kristyn Schalk - 13 yrs
Krista Mulder - 6 yrs

ABSENTEE BALLOT

In regard to the votes that will take place at the Society Meeting on May 31, 2021, I vote:

* **Motion:** To accept the 2021-2022 budget as presented. *Please indicate YES or NO.*

YES

NO

* **Election of Board members:** *Please indicate YES or NO.*

Christina Patterson **YES** **NO**

Corinne Hansen **YES** **NO**

Beneyam Zeleke **YES** **NO**

Full Name

Date

Signature

Return this ballot to the Society office by 4:00 p.m. May 31, 2021

- **Scan and email:** societyoffice@edmchristian.org
- **Mail or drop off:**
Edmonton Society for Christian Education
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