## Strategic Plan 2021-2022

**Vision**
Accepting Christ’s invitation to live for renewal

**Values**
Encouraging to be Christ Followers - Fostering a relationship with Jesus Christ - Caring deeply for our students - valuing parents as full partners - participating in the world wide story by working for renewal

**Mission**
Responding to God’s grace, ECS challenges students, through Christ centered education, to actively play their role in God’s story

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<tr>
<th>Priorities</th>
<th>Strategies</th>
<th>Indicators of Success</th>
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| **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
  ○ Support the development of Christian pedagogy by providing $210,000 for professional development i.e. teacher’s convention, deeper learning support, conferences, substitute teaching time, continuing our membership in PCCE and CSI.
  ○ Provide for teachers 1 day each for professional development in working to develop either the new bible curriculum or Formational Learning Experiences.

  • Continued implementation of the new Bible program

  • Continued implementation of restorative practices
    ○ Provide training and support resources to schools, focussing on new staff who have not received RP training yet & provide "refresher" training if desired

  • Continued emphasis on faith formation
    ○ Pastoral Care Leaders in each campus connecting with and supporting students, teachers and families
    ○ Formational learning activities connected to curriculum
    ○ Pursue partnerships with churches, youth pastors and other Christian agencies | • Participation in Christian PD events by all teaching staff

• Development and implementation of FLEX projects across all three campuses

• Creation of a Bible scope and sequence K-9

• Restorative practice strategies are used regularly to build and strengthen community as reported by the Leadership team

• Daily prayer & devotions, corporate worship opportunities (chapels, guest speakers)

• Survey results (tool tbd)

• Anecdotal evidence |
### 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 5 pathways, 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**
  - *Mental Health Therapist supporting all 3 campuses (2 days a week at NE & West; 1 day/wk at the High School)*

- **Continued focus on consistent branding and “telling our story”**
  - *Promotion of appropriately branded “school gear” on the ESCE Store*
  - *Creation of “Story Walls” for each campus*
  - *Taking advantage of opportunities to “share our story” and promote our brand*

- **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 an 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

- **Survey results (tool tbd)**
- **Social Media “click rate”**
- **Survey results (tool tbd)**
- **Anecdotal evidence**

- **The “old” logo is no longer visible in schools, on Society or school materials**
- **Marketing plan contains strategies for brand promotion and branding**

- **Auction, Golf Tournament and other community events are held once it is safe to gather again**

- **Plan to connect and engage with alumni is developed and executed**
- **Alumni involvement and donations increase annually**

- **Survey tool is selected and implemented**
- **Annual stakeholder review and communication process**
- **Findings and recommendations from the survey are reflected in subsequent strategic plans**

- **100% of families are reached out to during the**
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<th>STEWARDING RESOURCES</th>
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<th>school year to check in and gauge satisfaction</th>
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<tbody>
<tr>
<td>Stewardly management of Society resources</td>
<td>● Continued focus on admissions and retention</td>
<td>● Survey results (tool tbd)</td>
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<tr>
<td>○ finances</td>
<td>● Emphasis on clearly communicating the history, mission, vision and core values of the Society to parents, staff, and other stakeholders</td>
<td>● An increased understanding of who we are and what we are all about at ECS</td>
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<td>○ facilities</td>
<td>○ 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.</td>
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<td>○ (ESCE) personnel</td>
<td>● Ensure financial sustainability</td>
<td>● Ending the year in a neutral/slight surplus cash position</td>
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<td>○ Review fee schedules for preschool programs and K-12 annually</td>
<td>● Fees are keeping pace with society expenses and with other, similar organizations</td>
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<td>● Fundraising and development</td>
<td>● Positive donor retention rates, donor lifetime value, average gift size, recurring gift percentage, donation growth rate</td>
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<td>○ CSS &amp; planned estate giving</td>
<td>● The McQueen site has been demolished and is ready for redevelopment</td>
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<td>○ Community fundraising event</td>
<td>● Annual development of a maintenance plan projecting maintenance and major projects for 1, 3, &amp; 5 years into the future by February 1</td>
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<td>○ Christian Program Fee Subsidy fund</td>
<td>● Completion of the site redevelopment plan and the initiation of the capital campaign to fund the project</td>
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<td>● Wrap up West School Building project</td>
<td>● An updated staff handbook, complete with applicable policies and procedures will be developed by June 2023</td>
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<td>○ Move forward with the demolition of the McQueen campus and with the redevelopment of the playground at west</td>
<td>● Scheduled, annual performance reviews and salary reviews are completed by February 1 each year</td>
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<td>● Use new maintenance tracking system (HIPPO) for long term planning and to ensure timely, scheduled maintenance is performed</td>
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