



**Calgary  
Christian  
School**

**Learn,  
to shape God's world.**

# **Calgary Society for Christian Education Fall Society Meeting**

**Tuesday, November 26, 2019**

7:00pm

CCS Secondary Campus

**"The Word became flesh and made his  
dwelling among us."**

Theme Verse 2019-2020 from John 1:14

CSCE Fall Society Meeting  
**Tuesday, November 26, 2019 at 7:00 p.m.**  
*Calgary Christian School –Secondary Campus*

## AGENDA

1. Welcome & Prayer *Gord Van Vliet, Chair*  
*Layne Kilbreath, Director of Discipleship*
  
2. Society Business *Iris Charabin, Secretary*
  - MOTION to Accept the Minutes of the CSCE Annual General Meeting – May 14, 2019
  - MOTION to conclude the business portion of the meeting.
  
3. Board Presentations
  - Treasurer’s Report
    - Presentation of Audited Financials for Fiscal Year 2019 (ending Aug.31)
    - Presentation of Program Fees for 2020 - 2021
  
4. Presentation: Secondary Campus Expansion Project
  - *The Future of Learning in Secondary School* – Jadan Barthel, CCSS Principal
  - *Features of the Expansion Project* – Ken DeWyn, Executive Director
  - *Results of Feasibility Study* – CSCE Strategic Planning Committee
  
5. Chairman’s Report *Gord Van Vliet, Chair*
  - Board Priorities for 2019-2020
  
6. Question & Comment Period
  
7. Closing & Prayer *Layne Kilbreath, Director of Discipleship*

# Meeting Minutes

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Tuesday, May 14, 2019  
7:00pm  
LINC, Secondary Campus

1. Welcome & Prayer Bill Lindemulder, Board Chair  
Layne Kilbreath, Director of Discipleship
  - Introduction of Board Directors
2. CRA & Program Fee Receipting Update Ken DeWyn, Executive Director
  - **There is no change in status. Legal activities are still in progress. Updates will be provided in the Fall 2019.**
3. Society Business Iris Charabin, Board Secretary
  - Motion: To approve the agenda with the change to include the motion to Appoint the Auditor under Society Business.  
Moved by S. Kroeker, Seconded by K. DeWyn. CARRIED
  - Motion: To accept the minutes of the Fall Society Meeting held on November 20, 2018.  
Moved by H. Nutma, Seconded by M. Goosens. CARRIED
  - Motion: To approve Enns & Co as auditors for the CSCE
  - Moved by S. Kroeker, Seconded by K. DeWyn. CARRIED
  - Motion: To adjourn the business portion of the meeting.  
Moved by G. VanVliet, Seconded by D. Rennick. CARRIED
4. Presentation of Nominees and Vote Jessica Cheesman, Nominating Committee Chair
  - Members received printed ballots upon checking into the meeting.
  - The names and a brief description of each nominee was read aloud.
  - Members were given time to mark their ballots. Ballots were collected for count with results to be presented later in the evening.
5. Principals' Year-in-Review Report (ES) Mike Thiessen, Elementary Principal
  - Enrollment of 467 students, 465 is the maximum.
  - More countries and languages are being represented in the elementary campus.
  - The Batik technique (Indonesian Art) was taught with an artist in residency.
  - Extracurricular activities are Running club on Tuesdays and Soccer after school on Fridays.
  - Secondary students involved helping with baseball and 3 on 3 basketball.
  - There are approximately 1 severely coded student in each grade level.
  - 3-4 students in each class with an IPP.
  - ELL (English Language Learner) consist of 25% of students in each class.
  - Tech skills are increasing while fine motor skills amongst students is decreasing, there will be a meeting in June with a Speech Pathologists and Kindergarten teachers to discuss articulation activities.
  - "Be all things to all people" Matthew 28
  - The ES Choir will represent Calgary in the Provincial Festival.

Monique Wagner, Elementary Vice Principal

  - ES Hello/Goodbyes:
    - Karen Vandenborn is retiring in June.
    - Rebecca Parkin and Jahnaya Johnson are on maternity leaves.
    - Welcome to Denise Steinke and Liana Parschauer who are teaching during these maternity leaves.
    - Darlene Dykstra will be moving to Ontario.

6. Principals' Year-in-Review Report (MS/HS)

Harry Fritschy, Secondary Principal

- It has been a rewarding year.
- Many thank you's were extended.
- Two school goals
  - Building relationships – current and good leaders for next year
  - Rigorous, relevant curriculum, instruction and learning – support and encourage students. Every child has needs to develop and grow.
- Teamwork with a common goal. Leadership to confront hard issues in a non-confrontational way. It is important to hear concerns.
- We are a diverse Christian school and have diverse churches.
- Started the year with 345 students and are now at 387 students.
- West Coast Trail, Fiddler on the Roof, Music Festivals, Belize Trip and athletics were all highlighted.

Jadan Barthel, HS Vice Principal

- MS/HS Hello/Goodbyes:
  - Harry Fritschy is retiring.
  - Kevin Francisco is taking a leave of absence.
  - Cindy LeCocq is taking a leave of absence.

7. Treasurer's Report

Steven Kroeker, Board Treasurer

- Presented current financial status (September 1, 2018 to August 31, 2019).
- Enrolment has decreased in Preschool and Kindergarten however there has been an increase in the Secondary.
- Building Maintenance estimated at \$250,000/year
- \$285,000 invested in additional instruction time to ensure strength of our programs and high value student experiences.
- The 2019-2020 Approved Budget was presented.
- Cash and Mortgage reviewed.
- Approved fee structure for 2019-2020 was presented. A \$200 per student increase going forward will cover long-term capital repair and replacement costs for our campuses.

8. Results of Board Member Election

Jessica Cheesman, Nominating Committee Chair

- The names of the newly elected Board Members were read: Ken Siemens, Cheryl Grant, and Gwen Uittenbosch. The Board expressed its thanks to all who let their names stand.

9. Chairman's Report

Bill Lindemulder, Board Chair

- Explanation of how the Board has changed over time from a managerial to a governance board, and what that means to our school and the CSCE.
- Three priorities that were highlighted were as follows:
  - Governance and Board accountability – Board Self-Assessment Tool
  - Increased enrolment and retention
  - Financial health of the Society is in the review stage by the new Director of Finance, Toba Dada
- The Board approved a financing guideline to ensure adequate capital support for our aging infrastructure, continued growth, and enhancement of our campus and programs. On an annual basis, \$250,000 for capital repair and replacements, and \$150,000 for capital improvements

10. Executive Director's Report

Ken DeWyn, Executive Director

- Admissions Report – Relationships are key for engagement of students; Retention of 95 percent in Secondary; improved retention of Grade 9s to 10 to 80 percent.
- The Ambassador program has been launched.
- The Satisfaction Survey has been completed. Awaiting a summary of findings.
  
- The Secondary Principal search was successfully concluded with the appointment of Jadan Barthel.
- A Capital Campaign is being planned to support an expansion and renovation of the Secondary Campus.
- Secondary Expansion is well underway with dialogue and ideas share between architects, an efficiency expert, staff and other key CCS stakeholders. An initial design concept will be presented for wider review next fall.
- Preschool now offers 2, 3 and 5 day options to address market demands.
- ES Gym Floor will be replaced, and music room roof structure reinforced this summer.

11. Recognition of Retiring Board Members

Gord Van Vliet, Vice Chair

- The Chair publically recognized and extended thanks to the retiring Board Members: Bill Lindemulder, Jessica Cheesman and Vern Malcolm.

12. Questions & Comments

- Question: The number of students currently on IPP's, is that standard?  
Answer: It varies from school to school. CCS tries to maintain between 12-15 percent in each grade level as anything higher than that is more difficult to manage.
- Question: Will there be a HS Vice Principal?  
Answer: There will only be a Principal and Vice Principal for secondary next year.
- Question: What is CCS's position on vaccinations?  
Answer: It has not come up so far. There is no board policy on this.
- Question: Can the HS expansion plans be seen?  
Answer: Draft plans are available to view with the Executive Director.

13. Closing & Prayer

Layne Kilbreath, Director of Discipleship

**Calgary Christian School**  
**Approved Budget 2019 - 20**

Christian Education Contribution Fees	2,620,150
- ADJ Program Fee Assistance	(80,000)
- ADJ Program Fee Discounts	(35,606)
District Contributions	634,000
Fund Raising	160,000
Busing Fees	211,000
Other Revenue	220,000
<b>TOTAL REVENUE</b>	<b>3,729,544</b>
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Education Programs	1,015,175
Facilities & Maintenance	983,287
Transportation	48,458
Busing (Commuting)	220,000
Society & Administration	926,671
Interest	37,000
<b>TOTAL EXPENSES</b>	<b>3,230,591</b>
<hr/>	
<b>CASH FROM OPERATIONS</b>	<b>498,953</b>
<b>Less:</b>	
Mortgage Principal Payments	195,000
Capital Spending	333,000
<b>Increase (Decrease) in Cash</b>	<b>(29,047)</b>



**Calgary  
Christian  
School**

## Christian Education and Program Fees Schedule 2020 -2021

*(No program fee increase when compared to 2019-20)*

Kindergarten - Grade 12					
1. Application Fee (non-refundable)					\$250
2. Calgary Society for Christian Education Annual Membership Fee per person					\$40
3. Non-refundable, per student, deposit payable on enrolment (due Feb. 15, 2019)					\$200
<i>(Deposit to be applied to program fees on resumption)</i>					
Society Annual Program Fees - PER STUDENT* <sub>1</sub>					
Kindergarten	Grade 1 - 3	Grade 4 - 6	Grade 7 - 8	Grade 9 - 11	Grade 12
\$1,540	\$2,350	\$2,750	\$3,350	\$3,650	\$3,950
\$10,500 Family Maximum for students registered in Grades 1 - 12					
<i>*1 Includes all grade-specific costs, one year book <u>per family</u>, Student Council Fees, select class activities, and one gym strip for Grade 7 and NEW middle school students only.</i>					

TRANSPORTATION* <sub>2</sub>			
	1 Student	2 Students	3 or more Students
<b>Full Time</b> Trip 6 or more rides per week	\$2,245	\$3,495	\$4,065
<b>Part Time</b> Up to 5 rides per week	\$1,690	\$2,625	\$3,100
<i>*<sub>2</sub> Transport fee schedule is for CURRENT school year, Fees subject to change for 2020-2021 when Bus contract is signed</i>			

PRE-SCHOOL	
1. Application Fee (non-refundable)	\$50
2. Deposit payable upon registration (applied to Society Pre-school Program Fees)	\$200
3. Pre-school Program Fees:	
3 Year Olds: 2 days a week (3.5 hours per day)	\$2,420
4 Year Olds: 3 days a week (3.5 hours per day)	\$2,900
Junior Kindergarten: 4 Year Olds: 5 days a week (3.5 hours per day)	\$4,850

*Please note that from 1 July 2020 :*

1. Credit cards will no longer be accepted for making payment for students program fees.
2. An administrative charge of \$10/month per family will be included in payments schedules beyond 2 instalments.

## Executive Director's Report

CSCE Fall Meeting - November 2019

It is my pleasure to share with you how God continues to bless our learning community.

Student Enrollment: CCS has surpassed its enrollment goals for 2019-2020, with a total student population of 844 students in K - 12. This represents 96% of our total school enrollment capacity. On a year to year comparison, elementary numbers dropped slightly and secondary enrollment experienced both higher retention (averaging 90%) and new student enrollment of 40, 10% of whom entered Grade 10. Our *Learning Adventures Preschool*, which added a 5-day pre-kindergarten track this year, is at 93% capacity (43 of 46 spots filled).

On a go-forward basis, our "continuous enrollment" policy - which automatically enrolls students into the coming year - should help improve efficiencies and reduce costs relative to this annual process. Under new rules, parents only need to provide new information on students being added to or withdrawn from CCS by January 31. Parents can expect to see information on the 2020-21 school year and reminders of this process over the next few weeks.

Program Improvements: "Keep Reaching Higher" is a stated value of our school. This means we intentionally work to improve our operations and programming. Last spring, many of you participated in a satisfaction survey conducted by GraceWorks Ministries. An executive summary of the results was provided to our leadership in September. As a comprehensive survey, the results are detailed and complex. However, emergent themes of what we do well and what is hoped will be improved are evident. While responses remained relatively similar to previous surveys conducted by our administration, the GraceWorks analysis allowed our scores to be weighed against other Christian schools in North America - and this is where it gets interesting. The meta scores we received through this extra step helps us understand the relative level of stakeholder satisfaction compared to stakeholders at other Christian schools. In broad terms, while this survey demonstrated that our community is very pleased with many aspects of our learning programs, it also indicated areas we might address for improvement: 1) a clearer vision and description of our goals and practices in faith formation, 2) distinct and convincing proof of academic rigor and success in preparing students for further education and life, 3) a better understanding of student discipline objectives, policy and practices, and 4) clear affirmations that every student feels included as part of CCS. (Note: *these are my words reflecting the major themes provided in the summary report and will guide initiatives for improvement.*) We will share updates with you as we continue to work on these improvements.

Facility Improvements: Capital improvement planning continues for our entire campus. This includes on-going infrastructure repairs such as roofs and mechanical systems, as well as a secondary building expansion, accessibility improvements, new furniture, and equipment purchases.

While there is much interest and excitement surrounding expansion plans for the north campus, an equally important strategy of improvements has been underway at our elementary school.



These Improvements - as evidenced over the last several years - both ensure the longevity of our valued school facilities, as well as improve learning opportunities and experiences. Most recently, during the summer of 2019, we completed the rejuvenation of our elementary gymnasium with a new floor installation. New lights, fresh paint, and improved storage had also been added. We also reinforced and improved the elementary music room, ensuring this large space will serve student learning for years to come. For 2019-20, we will begin work on repairing our elementary roofs. This will be done in phases over the course of the next three summers. This fall, we will complete the elementary library transformation into a more flexible space with more portable bookshelves and furnishings.

At the secondary campus, a number of furnishings have reached their service limit. There are also more students. So, we will be adding more common area seating and tables. This will allow more students to enjoy our second floor commons and provide social and learning spaces in select hallways. Finally, we will continue our on-going transition to energy efficient lighting (LED) at both campuses investing up to \$20,000 this year in bulbs and fixtures.

The Secondary Expansion Plan - which will be discussed in more detail at our Fall Society Meeting - completed its feasibility study in October. The proposed plan (see the PREVIEW document accompanying this report) contemplated making the most of existing spaces while enlarging the footprint to include a second gym, more classrooms, plus industrial and fine arts spaces. Results of the study will guide the next phases of development to determine just how large we can build and how much we might renovate.

Essential to the success of the Secondary Expansion Project is fundraising. Our long term planning and funding strategies are directly linked to the objectives of our Strategic Plan. Priority 3 of the plan specifically calls us to "Develop and increase the means of support for CCS in perpetuity." In addition to recent changes in staffing (the addition of a CFO) and policy to strategically plan for and manage our capital resources, we must anticipate the necessity of a series of fundraising campaigns to expand the campus, enhance programs, and improve materials and services. By example, the first major fundraising campaign will focus on the secondary school expansion and related improvements. To help us prepare for this major endeavor, I and a member of the development team have been working with another development professional to articulate the purpose and goals of the campaign. Some of this work is evident in the expansion plan's *Preview* document. We are also redefining our fundraising practices to ensure the best possible response to our efforts. This will require a major investment of time as the prospecting and solicitation process focuses on person to person contact.

Our year together promises to be an exciting one of exploration and growth. I look forward to sharing news on our progress.

Blessings -  
Ken DeWyn  
Executive Director

# PREVIEW

## Calgary Christian Secondary School Expansion Project



October 2019

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# PREVIEW

## Calgary Christian Secondary School Expansion Project

### OVERVIEW

The Calgary Society for Christian Education (CSCE) and Sahuri + Partners Architecture continue to work collaboratively on the development of Calgary Christian School's campus in Glenbrook. The last major building project for CCS was the addition of classrooms on the north end of the elementary campus (2012). According to the last iteration of our campus master plan, the next phase of development was to focus on expanding and enhancing the secondary campus. More than a matter of addressing desired improvements, lack of space, or aging infrastructure, the secondary expansion requires **innovative thinking** to provide spaces **to support the concepts and practices of 21st Century learning**. This priority was affirmed in the CSCE's Strategic Plan (2017-2022) and by the CSCE Board's current Strategic Planning Committee.

The CSCE's Board has approved capital spending during the 2019 and 2020 fiscal years to support the development of a preliminary building design and conduct a **feasibility study** in support of this project. The intent is to produce a high-level concept design and production drawings that can be used to **clarify the vision, articulate the purpose**, and **rally financial support** for the project.

This preview exists to help those being interviewed as part of our due diligence process better understand the origins, intent, and vision for the campus expansion.

### OUR HISTORY

In 1963, a group of like-minded parents - many of whom were recent immigrants and Dutch Calvinists - committed themselves to build a school where their children would grow in knowledge and wisdom through a distinctly Christian education. It was to be a place where all of learning would be subject to God's will, and to the revelations of His Word and His Creation. What they started modestly in the basement of one church was Calgary's first private Christian school.

Fueled by their deep convictions, financial sacrifice, and tireless volunteer labor, they quickly transformed a rough little plot of land in Glenbrook into the Calgary Christian School campus. Through their continued perseverance and sacrifice, the fledgling school graduated its first grade 9 class just 6 years later. Through times of both plenty and need, the community's compelling vision for a Christian school galvanized parents and teachers in their shared purpose. It wasn't long before the tiny cluster of classrooms grew to

include a gymnasium, science lab, and more classrooms. The Calgary Christian School community was well on its way to grow into a full-fledged K-12 school program.

God again blessed the community in the mid-1990s with a significant expansion. The neighboring curling club facility was for sale, so the parent-run school society purchased it with an eye to transform it into a middle and high school campus. For the better part of a decade, the CCS community, from founders and grandparents to current student families, again poured their financial gifts and volunteer best into renovating the facility.

Over the following 15 years, CCS grew both in size and reputation, achieving recognition for its academic rigor and fostering an environment that developed well-rounded graduates. During this period, when fee structures threatened to limit who could afford its Christian programs, the school's Society prudently joined forces with the Palliser School District. Not only did this new partnership better enable CCS to keep program fees affordable for a majority of families, it also strengthened the professional capacity of the school to fulfill its vision as an exceptional Christian school.

Today CCS serves a diverse student body of 850 students who represent more than 45 countries of origin and speak 30 different languages. Its distinct learning experiences help students understand who they are as children of God, and discover what it means to actively participate in His story of creation, love, and redemption.

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## OUR CURRENT CONTEXT

A future of rapid change and opportunity is before us, and CCS has thought carefully on how to position itself to better prepare its students to engage the 21st Century with confidence and purpose. Beyond university preparedness or introductions to career tracks, a CCS education must equip young people with growth mindsets and the tools they need to adapt to jobs, technology, challenges, and opportunities that haven't even been invented yet. It also means developing learning experiences with a distinctly Christian optimism that continues to integrate a deep and abiding faith in God's sovereignty and grace, as well as a tangible understanding within students of their distinct purpose within His redeeming activities through time. It means we must equip young hearts, minds, and hands to care deeply, think critically, and act intentionally to serve a dynamic world that is still in need.

Which leads us to Calgary Christian School's next phase of growth and improvement.

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## VALUES TO GUIDE DESIGN DECISIONS

Our hope is to develop learning environments that reflect WHO we are, WHAT we do, and WHY we do it. Ultimately, we want **a facility that reflects what we value most**. The following lists should help clarify and guide design and systems decisions for the project:

### VISION

*God's children making the world a better place.*

### MISSION

*Calgary Christian School is a community, called and dedicated to integrate faith and learning, reaching for excellence as we equip responsive citizens of God's Kingdom through a Christ-centered educational environment.*

### BRAND VALUES

1. *God at the Centre*

God is our greatest value and the reason CCS exists. We believe that life and education are at their best when God is at the center. Each day we seek to be filled by His love, power, and presence so that we can actively participate in His eternal purpose to redeem people and all of Creation.

2. *Life is Better Together*

CCS is surrounded by a caring, supportive community that plays an active and vital role in the life and health of the school. Through intentional relationships, we serve as the loving hands of Christ and invite others to become a part of a community where they can feel at home.

3. *Learning for All of Life*

God has created a vast, wondrous, multi-faceted world - so we take an expansive approach to education to develop the whole child. We want each of our students to discover their unique strengths and realize their full God-given potential. Our goal is to equip them with the understanding, skills and attitude they need to thrive intellectually, artistically, emotionally, socially, physically and spiritually.

4. *Serve Generously*

The families who founded CCS more than a half century ago modeled dedication, hard work, and self-sacrifice to establish a Christian school in Calgary. Today, our community continues in that spirit of devotion. Our parents and staff routinely go above and beyond the call to volunteer as board members, coaches, prayer warriors, hot dog chefs, stage hands, and sport chauffeurs. Many families continue to actively support CCS even after their children have graduated.

5. *Keep Reaching Higher*

God has given us wonderful gifts and potential that He wants us to fan into flame, so we set specific goals, monitor our progress, and give thought to our ways. When we miss the mark, we acknowledge our shortcomings, take corrective measures and redouble our efforts.

6. *Life is for Celebrating!*

Life is a good and beautiful gift from God, so we celebrate it! We intentionally cultivate an atmosphere of kindness, love, and harmony so that friendliness, smiles and joy may abound. Our students and staff freely express their humor and unique personalities, and this celebratory spirit shines in our classrooms, through our hallways, on the playground and in our many special events.

## LEARNING VALUES

1. Wholly Integrated – We are committed to providing an engaging, **faith-integrated learning experience** at CCS with a **distinctly Christian worldview** that is **Rigorous** in its application, **Relevant** to the world we live in, and highly **Relational** in its approach. We want to engage students in a dynamic learning environment so they might more deeply embrace their faith and passionately fulfill their unique roles in God's story of love and redemption.
2. Modal Flexibility – Our learning environments should **allow for shifts in modes of learning**, e.g., auditory and visual, physical and contemplative, social and independent. We call this an “agile learning space”. For easy reference, we can point to Thornburg’s “primordial spaces” which are metaphors for learning environments and the activity they support. These are CAMPFIRE (storytelling/lecture), WATERING HOLE (Group and Data), CAVE (independent/reflective), and LIFE (participation/performance/publishing).
3. Accessibility - In addition to fostering diverse learning styles, we must also transform spaces to improve **access for persons with physical disabilities**.
4. Intentional Aesthetic & Narrative – our living and working spaces at school, like elements within a “cathedral of learning”, should be designed and furnished to remind us of the **creation-fall-redemption-restoration** story. As we journey through the space, we should encounter positive, creative expressions of the Sovereignty of our Creator, His boundless Love, the Gift of Salvation, the Living Example of Christ, the presence of His Spirit, the revelation of His Word. Learning and working together in this environment would reinforce our identities in Christ and help us to embrace our personal roles within this grand story for which we have been uniquely created.
5. Integration of Natural Elements - natural light, living plants, flowing water - things that tie us back to **God's created elements** (nature) will help foster a sense of inclusion and well-being for students and staff alike.

## IMPACT VALUES

### Space and Furnishings to Enhance Student Learning Experiences

Reinforce a distinctly Christian worldview where faith is integral to learning  
Accommodate individual and group learning needs effectively and easily  
Encourage project-based and experiential learning opportunities  
Foster positive social dynamics and interaction  
Motivate inquiry, exploration, and risk-taking for personal development  
Equip student creativity for beauty-creation, self-expression, and problem solving  
Provide robust labs for authentic exploration of the sciences and industry  
Integrate technology effectively to build competency and develop it into the future  
Inspire personal and corporate acts of worship and service

### Space to Inspire and Support Visionary Teachers

Provide for collaborative and interdisciplinary activities with peers and students  
Offer flexibility to shape activities that meet individual and group learning needs  
Reinforce relationships – to people, to content, to God – essential to learning  
Encourage creative instruction to personally engage each learner  
Promote professional development through open observation of peers in action

### Space to Shape God's World

Environments that reflect and promote our unique purposes within God's story  
Open exhibits that share the products and outcomes of our learning together

## OPERATIONAL VALUES

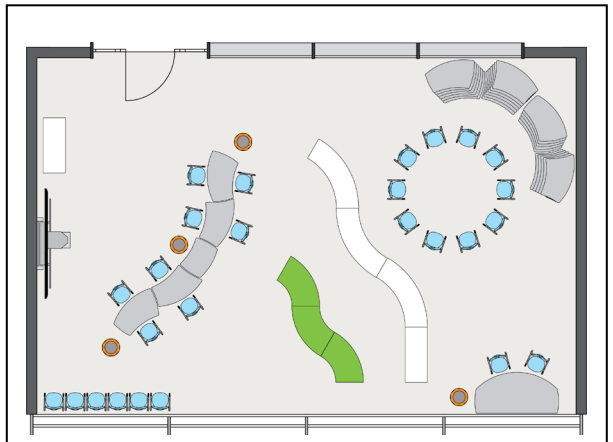
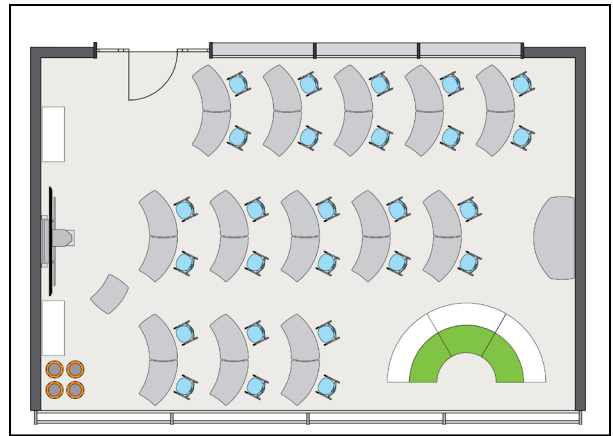
1. Reduced Carbon Footprint - our desire is to be **good stewards** of the resources we've been provided, including energy. We want to design and build with efficiencies in mind that help us approach a "net zero" operation. These would include options for power generation (solar) and storage, LED lighting (in process), improved insulation, and optimizing sources of radiant heat more efficiently heat/cool the buildings.
2. Accessibility - is not only a requirement by law, but must be contemplated across the scope of the project to integrate ALL spaces for ease of use by any and all participants. We want to be a **welcoming community** in as many ways as possible.
3. Limit Inconveniences - to operations and personnel with **efficient construction** systems and practices. These may include prefabricated exterior walls and trusses, the use of modular interior construction (i.e., DIRTT), and sequenced development plans to reduce impact on the learning process.
4. Manage Proactively to Ensure Reasonable Costs - good planning and decision making will be required to stay within our budgeted expectations. The CSCE does plan on hiring a project manager to assist with the oversight of going from "page to stage" with the expansion project.

## PRIORITY SPACES FOR INCLUSION

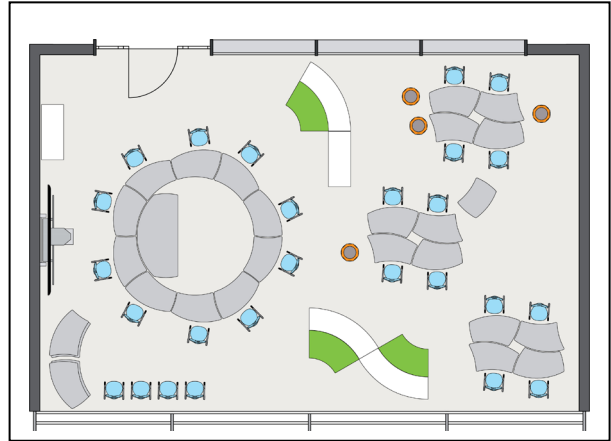
The stated objective in the Strategic Plan for this project is to “expand and refresh the secondary campus with improved learning environments for 600 students”. Since we accept the task to expand, we must also accept the reality that this will require us to “optimize” spaces within a limited footprint. Based on discussion with current staff, and with an eye on long term program development, the following are spaces - or objectives for current spaces - that we should include:

### Agile Learning Spaces (21st Century Classrooms)

- The classroom count needed to accommodate up to 5/6 of the total projected campus population of 600 would be **18 agile classrooms**. Specialized areas (e.g., shops, gyms, performance, and common areas) would accommodate the others.
- Classrooms can be conceived as a set of adjoining “studios” separated by glass and/or moving walls. When adjoined these become “learning suites”
- Essential to the success of the **agile classroom** are furnishings - movable tables, chairs, desks, cabinets, equipment, etc. - that allow multiple layouts in support of varied activities and learning styles. See the sample images below:







*The “agile classroom” provides furnishings that can be easily rearranged to alter the mode of learning desired for each session. Furniture is modular, portable, and stores easily when not in use. The same space can be used by a variety of grades and disciplines. Many current classrooms at CCS are adequate in size to accommodate agile classroom furnishings and activities.*

## Specialized Spaces

- **Gymnasium 1 - RENO** – Our “Sports Complex” is currently one gym that has limited flexibility. It takes considerable work and time to transition the space to accommodate social gatherings or presentation events in it - and it doesn’t do them well. The space requires improved change rooms and equipment storage, as well as increases in flexible seating options.
- **Gymnasium 2 - ADD** - “Multi-purpose Facility” to adjoin the current space, this space must contemplate greater activity potential including the variety of physical/athletic, performance, and event types that CCS would hope to host. Flexible bleacher seating and convertible staging options are essential considerations. (Would love a climbing wall in there, too!)



- **Weight Room** – ADD - for individual physical training and conditioning.
- **Flex & Fitness Studio** – ADD - located near the gym, the Studio would allow groups of 30 to participate in physical activities like dance, aerobics, and other fitness training including performance rehearsals.
- **Black Box Theatre** – RENO - for live or video presentations, this intimate theatre would seat 180 and allow for varied stage and audience arrangements.
- **Music Room** – RENO – Add space to our existing music room to allow for larger choirs and music groups (orchestra), plus individual practice rooms, recording technology, and improved instrument and equipment storage.
- **Science Labs** – ADD - learning labs would be vastly improved by moving them to the main and second floors, allowing proper ventilation, prep areas, and natural light. Up to **4** labs would cover all secondary natural science curriculum needs.
- **Maker Space** - RENO- a light construction area where we can make a mess! Allows for the development, construction and presentation of learning projects. Does not require natural light, but rather a rugged, “industrial-like” area with access to power, water and supplies (good storage) that can take spills and drops. This doesn’t yet exist, but could be accommodated in the basement once additional high school classrooms are built above ground.
- **Commercial Kitchen** – ADD- expand on the idea of “practical space as classroom”, allows culinary skills to be taught while providing food services for the campus.
- **Video Studio/Lab** – RENO – because it does not require windows, basement or interior space can be renovated for video and audio production suites. Small “recording room” with acoustic insulation included.
- **Design Studio**- RENO - much like a Makerspace, but for more refined design and construction, e.g., clothing/costumes/fashion.
- **CSCE Administrative Offices** – RENO - to accommodate finance, admissions, development, and Executive Director.
- **Conference Room** – ADD - for up to 20. Provides in-person and video conferencing capabilities.
- **Maintenance Storage** – ADD/RENO – at least 10,000 cubic feet of storage space for supplies, equipment, and work space.
- **Little Sanctuaries** - ADD - a series of semi-private spaces for quiet contemplation, small meetings, and therapeutic activities. (We are currently in the process of developing an “art therapy” space this year.)
- **Elevator & Lobby** – ADD - efficient and easy to find, it will serve people and as a loading option to all three floors.
- **Bike Storage** – ADD - easy, front of building access that is covered and secure.

## Common Spaces

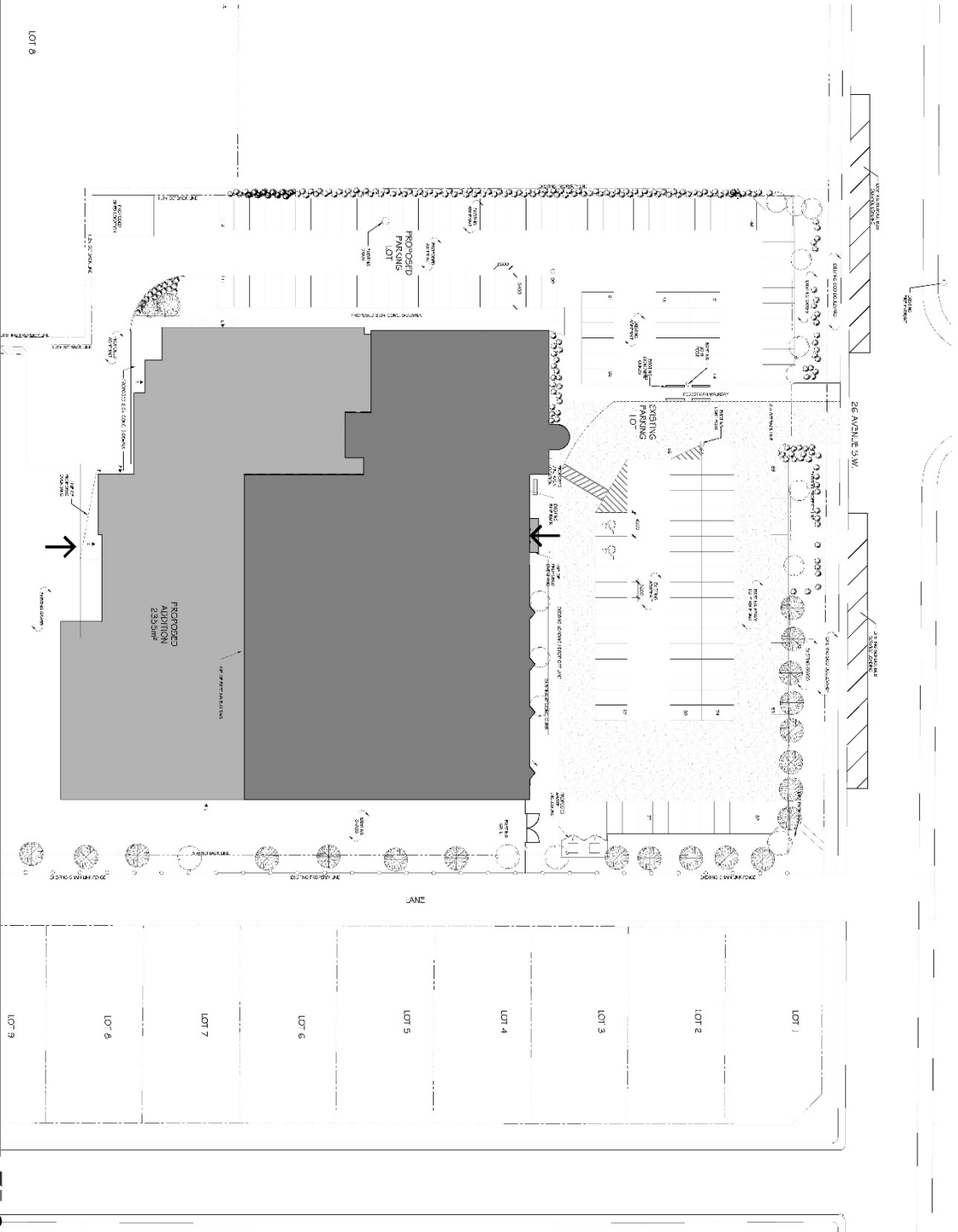
These are larger group areas that can serve for specific or general purposes, from a minor assembly, to a lunch zone, to a study/project work area.

- **Middle School Social Learning Space** – RENO & ADD - students currently eat in classrooms or hallways. A larger space for up to 250 students would help keep food, mess, and clean up consolidated.
- **High School Social Learning Space** – ADD - there is already a “Commons” on the second floor; expand and diversify the space to allow greater numbers and flexibility.
- **Learning Commons** – ADD - additional spaces to complement the work of “the LINC” situated on the first floor.
- **Hospitality Zone** – RENO - within our “Main Entrance” area - this is where guests experience the WELCOME and WOW of CCS.
- **Amphitheaters** – ADD - Outdoors, a series of semi-circular steps for medium-sized groups to engage in dialogue and presentations. Indoors, a Grand Staircase where an extended staircase doubles as a seating and presentation/assembly area.



*At the heart of the secondary building, a Grand Staircase intersects two floors and adjoining common areas allowing students to socialize and learn. The space easily accommodates a variety of activities for individuals and groups of many sizes.*

# SITE PLAN



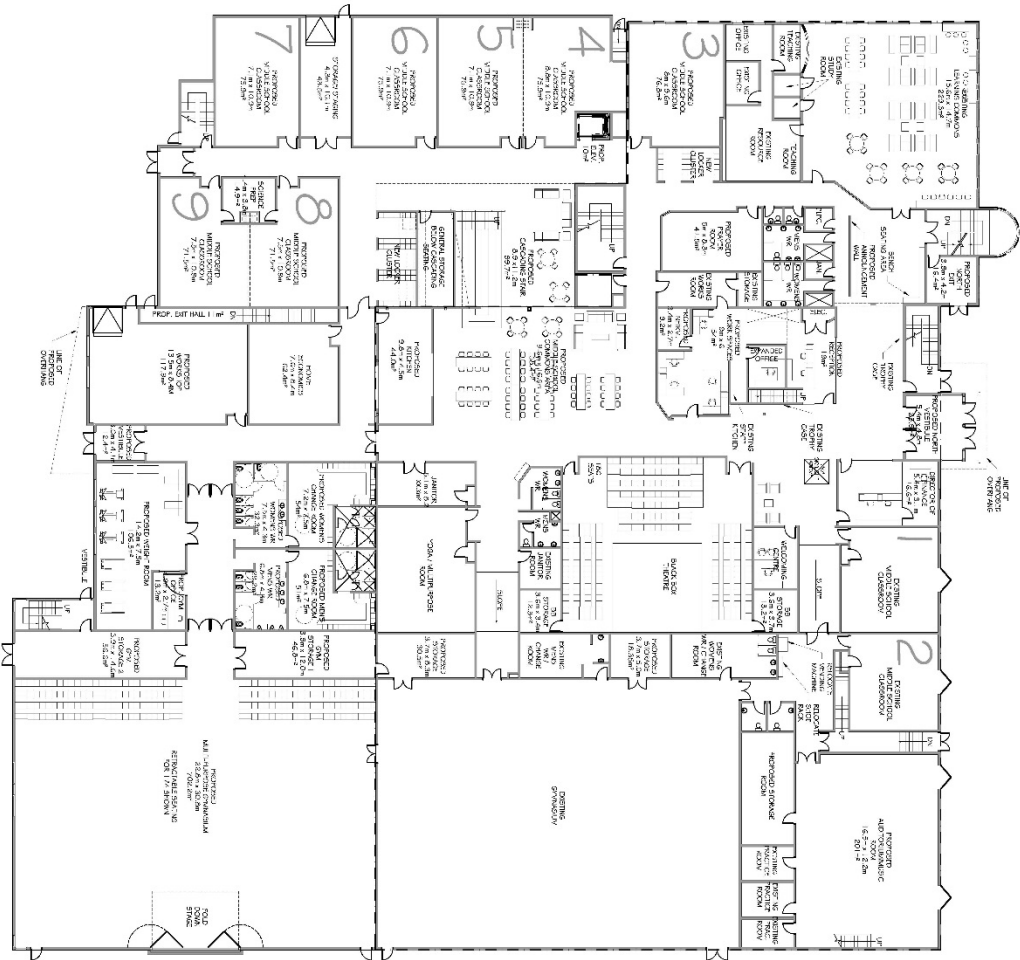
CALGARY CHRISTIAN SCHOOL MASTER PLAN  
 PROPOSED SITE PLAN - Version 1.4

2019-09-18

16-038

# MAIN FLOOR

CALGARY CHRISTIAN SCHOOL MASTER PLAN  
 PROPOSED MAIN FLOOR PLAN - Version 1.4



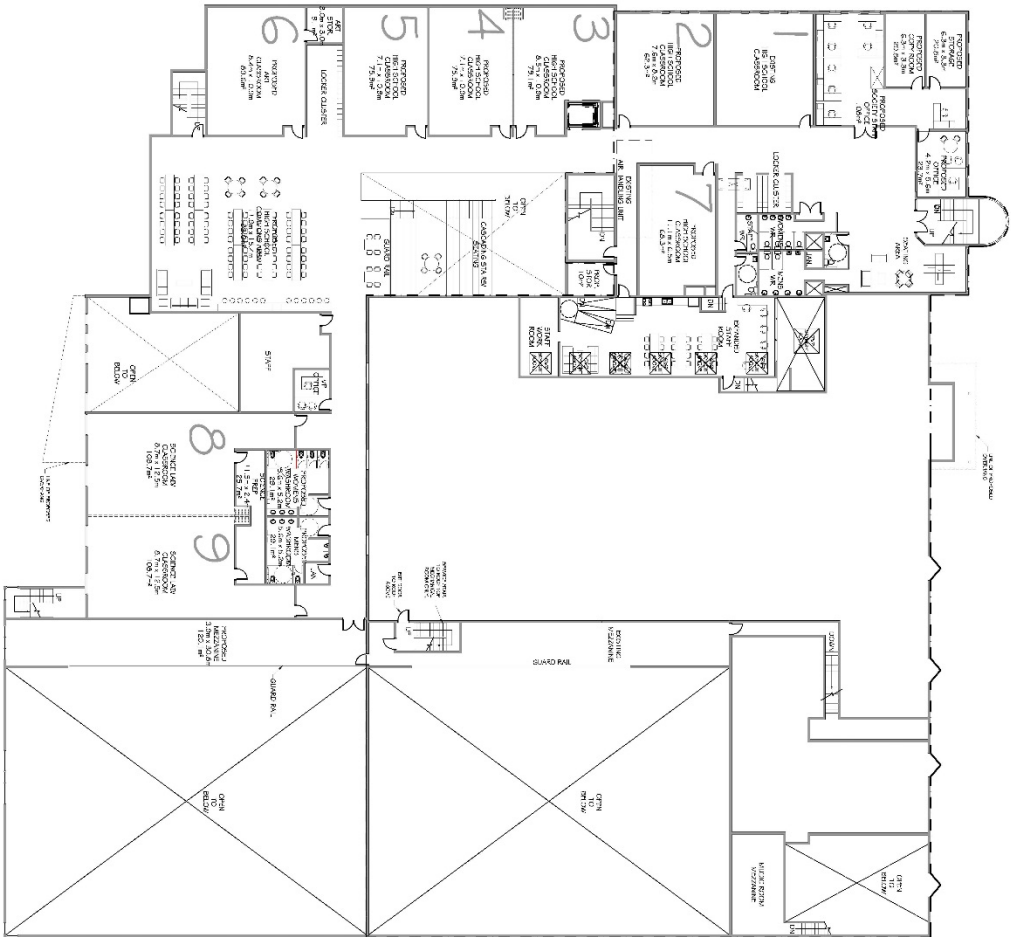
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# SECOND FLOOR

CALGARY CHRISTIAN SCHOOL MASTER PLAN  
 PROPOSED SECOND FLOOR PLAN - Version 1.4



2019-09-18

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## FINANCIAL CONSIDERATIONS

Projected costs for the portion of this design plan that is **new construction: \$14,000,000** Renovation costs would be in addition to this; up to \$10 million. Other current Christian school projects in Western Canada are \$16 - \$18 million) A three-year capital campaign would seek to raise up to one half of the construction costs. The balance would be financed with a conventional mortgage.

## MILESTONES

The following is a general timeline of activity based upon recently completed functions and anticipated goals.

**January 2019** - a first look of the “revised plan” that incorporates the elements enumerated in this document.

**March 2019** - feedback from the staff and incorporated into the plan are presented to the Strategic Planning committee.

**June 2019** - Further refinement overseen by an independent professional, who specializes in learning environments and storage efficiencies.

**September 2019** - Prepare cost analysis and presentation materials to support due diligence process.

**October 2019** - A consultant will conduct due diligence (feasibility study) over a two week period assessing level of support and capacity to achieve construction objectives.

**November 2019** - present results of the feasibility study to the CSCE Board and initial project images at the Fall Society Meeting.

**December 2019** - Strategic Planning Committee presents recommendations to the Board on next steps for the project.

**Spring 2020** - Announce intentions of project and related campaign; a project manager is hired to coordinate the project forward

**Fall 2020** - Capital Campaign launches public phase of solicitations

**Spring 2021** - Initial site prep for construction begins.

**Summer 2021** - Project construction underway.



**Fall 2023** - First classes admitted into new wing of expansion project.



*Two adjoining classrooms within the current building's interior will be combined and renovated to create a Black Box Theater. With flexible seating and stage areas, plus a capacity of 180, this presentation space will readily support CCS performing arts as well as worship, lectures, films, and community meetings.*

**PREVIEW**