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to shape God's world.

CALGARY SOCIETY FOR CHRISTIAN EDUCATION

Fall Society Meeting



TUESDAY
DECEMBER 1
7PM



CCS
SECONDARY
CAMPUS
GYMNASIUM

www.calgarychristianschool.com

CSCE ANNUAL GENERAL & FALL SOCIETY MEETING

MEETING PACKAGE CONTENT

- Notice of Meeting
- Agenda
- Minutes of the CSCE Fall Meeting - November 26, 2019
- Minutes of the CSCE Spring Meeting – May 19, 2020
- Chairman’s Report
- Treasurer’s Report
- Executive Director’s Report
- Board Member Candidate Biography
- Proposed Bylaw Amendment

NOTICE of MEETING

The Annual General Meeting (AGM) for the Society originally scheduled for Tuesday, November 24 will now be held **Tuesday, DECEMBER 1 at 7:00 PM in the Calgary Christian Secondary School Gymnasium.**

To attend the AGM, RSVP using [THIS SignUp Genius LINK](#).

At the in-person event, DECEMBER 1, we will conduct the necessary business of our Annual General Meeting. As such, it requires the attendance of members. At that time we will follow current provincial and municipal rules for conducting meetings that will permit us to reach a possible quorum, but not exceed any statutory limits on total number of persons present. Attendees will be required to affirm that they are symptom-free upon arrival and remain masked, seated, and appropriately distanced during the 30 minute meeting. Information on meeting procedures will be forwarded to members who RSVP. (see link above).

Business of the AGM will include the Election of a New Director and a motion to adopt a Bylaw Amendment that permit alternative meeting and voting methods. A quorum of 64 members at the meeting is the minimum required to transact business. Reaching quorum helps ensure the orderly processing and accountability for these important activities.

The "non-business portion" of the meeting will be conducted as scheduled on **Thursday, November 26, 2020 at 7:00 PM via Zoom**. Use [this Zoom link](#) to participate in this video conference gathering for CSCE members and their families.

This portion of the meeting will feature presentations from the Board and Executive Director on the audited financial statements, the current financial forecast, and the Secondary Expansion Project, including how the expansion could be implemented in re-defined phases. Participants are encouraged to login 5 – 10 minutes prior to the start of the meeting.

AGENDA

This meeting will be conducted in two parts. [In person DECEMBER 1](#) to conduct the business of the Annual General Meeting. And [via video conference November 26](#) to present the reports of the Board and Executive Director.

ANNUAL GENERAL MEETING PORTION

DECEMBER 1 at 7:00 PM in the CCS Secondary Gymnasium

- I. Welcome and Prayer Gordon Van Vliet, *Board Chair*
Layne Kilbreath, *Director of Faith Formation*

- II. Society Business Iris Charabin, *Board Secretary*
 - A. MOTION: to approve the Minutes of the CSCE Fall Meeting, November 26, 2019 and the CSCE Spring Meeting, May 19, 2020.

 - B. Election of New Board Members Gwen Uittenbosch, *Board Vice Chair*
 - 1. Introduction of Nominees
 - 2. Ballot distribution and election procedure

 - C. MOTION: to approve the bylaw amendment defining alternative meeting options for conducting Society business.

 - D. MOTION: to conclude the business portion of the meeting and adjourn to the Virtual Meeting of the CSCE on Thursday, November 26, 2020 at 7:00PM via Zoom.

PRESENTATIONS TO SOCIETY

NOVEMBER 26 at 7:00 PM via ZOOM

- III. Welcome and Prayer Gordon Van Vliet, *Board Chair*

- IV. Report on the AGM (November 24, 2020)

- V. Treasurer's Report Steven Kroeker, *Board Treasurer*
 - A. Presentation of Audited Financials for the Fiscal Year ending August 31, 2020
 - B. Presentation of the Financial Forecast 2020-2021

- VI. Executive Director's Report Ken DeWyn, *Executive Director*
 - A. Operations Update
 - B. Strategic Priorities Update

- C. Secondary Expansion Project
 - 1. Revised Scope of Work
 - 2. Approved Next Steps

- VII. Chairman's Report Gordon Van Vliet, *Board Chair*
 - A. Board Priorities for 2020-2021
 - B. Board Transitions and Recognition

- VIII. Question and Comment Period

- IX. Closing Prayer Layne Kilbreath, *Director of Faith Formation*

CSCE Meeting Minutes

1. Welcome & Prayer

Gord Van Vliet, Board Chair
Layne Kilbreath, Director of Discipleship

- Introduction of the Board Directors

2. Society Business

Iris Charabin, Board Secretary

- Motion: To approve the minutes of the Annual General Meeting (AGM) of the Society held on May 14, 2019.
Moved by S. Kroeker, Seconded by L. Couillard. CARRIED
- Motion: To destroy the election ballots from the AGM, May 14, 2019.
Moved by K. Ermter, Seconded by C. Stromberg. CARRIED
- Motion: To adjourn the business portion of the meeting.
Moved by K. DeWyn, Seconded by H. Goosens. CARRIED

3. Treasurer's Report

Steven Kroeker, Board Treasurer

- Presented the Audited Financial Statements for the Fiscal Year ending August 31, 2019
 - Review of the Cash Revenues, Expenses, Cash Flow and Mortgages
- Enns & Co financials statement summary was presented
- Program Fees for 2020-21 school year were presented as approved with no increases

4. Executive Director's Report

Ken DeWyn, Executive Director

- A CRA hearing is scheduled for June 2020 with hope for a resolution next fall on tax receipting
- CCS Online Auction Fundraiser starts Nov. 28 until Dec. 12
- Celebrations to be mentioned
 - Appreciation for Harry Fritschy and his service
 - Improved student retention, with 90% average at secondary and increased enrolment overall
 - Excellence with the Accountability Pillars
 - New Secondary Principal Jadan Barthel
 - Preschool is at capacity
 - Plans for a Secondary expansion is in the works
 - Bible curriculum approved and implemented throughout Elementary
 - New parent sessions being offered at both campuses
- Satisfaction Survey - GraceWorks
 - How we measure up to other Christian schools
 - Identified gaps between "importance and effectiveness"
 - Working towards a solution (Grad Profile, Teacher/Staff Covenant, tell the story better, Policy recommendations)
- Secondary Expansion Project
 - a) The Future of Learning in Secondary School presented by Jadan Barthel, Secondary Principal

- i. Vision for Learning at CCS
- ii. Video presentation on learning models was shared
- iii. Questions to ask:
 - What do we want our students to be like when they become adults?
 - What stays with a student long after they leave?
 - How are these skills for success are developed? (culture and environment)
- b) Features of the Secondary Expansion Design Concept presented by Ken DeWyn, Executive Director
 - i. Related project as approved part of Campus Master Plan Phase and current Strategic Plan.
 - ii. Board approved spending for development of the project
 - iii. Priorities:
 - Address deficiencies and needs
 - Promote program development
 - Encourage growth and retention
 - iv. Design Elements
 - Estimated \$16-18M
 - Entrance, Science Lab, Multi-Purpose Activity Centre
 - Black Box Theatre, Grand Staircase
 - Lower & Upper Commons, Agile Classrooms
 - Commercial Learning Kitchen
- c) Feasibility Study presented by Ken Siemens, Strategic Planning Committee
 - i. Purpose of Study:
 - Gauge level of endorsement
 - Determine a range of potential financials support
 - Matters that may need to be addressed
 - ii. SCSBC conducted the study
 - Cathy Kits & Chris Berghuis were the interviewers
 - Identified responses to project as resonance and concerns
 - Giving potential and projected giving levels
 - iii. Summary of Findings
 - Lots to celebrate
 - Quality Community
 - Support of the expansion
 - Opinions vary
 - Primary Concerns: Scope, Cost, Ability
 - Recommendation: Yellow light – Move ahead but address issues/questions/concerns

9. Chairman's Report

Gord Van Vliet, Board Chair

- Board Goals:
 - Governance policies
 - Accountability and Self-assessment
 - Policies within Society
 - Increase enrolment and retention
 - Maintenance and facility improvements
- Looking to the future:
 - Expansion and Capital Campaign

- Grad Profile
- Teacher/Staff Covenant to complement grad profile
- Request for prayer covering over Society, Ken, Staff and Palliser

12. Closing & Prayer

Layne Kilbreath, Director of Discipleship

13. Questions & Comments

- Question: Is Palliser feeling any effects from the new education budget?
Answer: Palliser has been proactive therefore no negative impact.
- Question: 40% of people have insufficient information on the expansion yet 83% support it. How so?
Answer: 83% of those surveyed were supportive.
- Question: When will the expansion go ahead?
Answer: It will be in phases, with phases to be determined. Capital Campaign could be initiated as early as Fall of 2020.
- Question: Are there alternatives for \$20M? What can be achieved for less?
Answer: Phasing the project will help. These phases will be communicated. Whatever is done needs to be affordable and will depend on fundraising.
- Question: How many responses were received for the GraceWorks survey? Facility wasn't a concern, yet there was big support for expansion.
Answer: 315 responses were received which included students. Expansion will impact the type and level of programming that CCS can offer.
- Question: Who decides if the project goes ahead?
Answer: The Board has authority, however, as the bylaws state, any borrowing greater than \$1M needs the support of the Society.
- Question: Why now? Seems not enough reasons to go ahead.
Answer: Broad base of support which has been discussed over many years. Fundraising will be required. There will not be an increase to program fees to cover the expansion. If we do not grow, we cannot give a good experience to students. With the over-capacity of many schools, the demand for secondary schools is increasing. The Society already pays \$300,000 to subsidize teachers to provide programming at both campuses. The less we need to subsidize, the more these funds can support physical growth and improvement.
- Question: Expansion is necessary to grow the school, what about the idea of a unified Christian high school?
Answer: That idea has been discussed since the 1980s. We are currently the largest Christian high school in Calgary.
- Question: Will the addition double capacity?
Answer: That is the goal.
- Question: Do we advertise to other schools that we have a high school?
Answer: Yes. Especially middle schools. The new ring road will shorten the commute from the communities further south from CCS. We also cannot satisfy the need with our current footprint.

CSCE Meeting Minutes

Tuesday, May 19, 2020

7:00-8:00 pm

Via ZOOM

1. Welcome & Prayer

Gord Van Vliet, Board Chair

- The AGM has been postponed until the fall.
- Introductions of panelists: Gord Van Vliet, Board Chair; Ken DeWyn, Executive Director; Steven Kroeker, Board Treasurer; Jadan Barthel, Secondary Principal; Mike Thiesen, Elementary Principal

2. House Keeping

Ken DeWyn, Executive Director

- REMINDER: Participants asked to remain “muted” during course of presentation. Will open up for Q&A
- NOTICE: This session is being recorded as we are unable to accommodate all participants.

3. Perspective

- Acknowledging Change:
 - Grief
 - We have all experienced loss - opportunities, change of plans, jobs
 - Unable to share as we used to, e.g. Fine Arts Night is now virtual
 - It is important and necessary we take time to grieve
 - We have each other as community; we are resilient
 - We work through changes and continue to learn
 - Signs of care: Board and staff currently calling homes to check in and to share in concerns; encouraging the community
 - Gratitude
 - Thank you to our partners, teachers and parents
 - These are challenging times, but rewarding
 - Trust
 - Trust is our greatest asset
 - We are trusting as a community
 - God is good to us; demonstrates faithfulness, builds trust
 - We are here together for a purpose
 - Let us build upon this trust

4. Budget 2020-2021

Steven Kroeker, Treasurer

- Priorities for the coming year:
 - Sustain program strength
 - Support families generously (assistance)
 - Scale the operation to essential needs
 - Safeguard assets and infrastructure
 - Serve our mission with prudence, stewardship, and eye to advance
- Revenues & Assumptions are based on student number (880 PreK-12), no increase fees, double previous program assistance.
- Approved Budget of \$3.7 million

- Cash Flow
 - Capital Projects:
 - Replace west portion of HS roof
 - Replace fire alarm
 - Improvements, lighting upgrade
 - Mortgage Principal Repayment from 168K/pa to 50K/pa
 - Cash Flow surplus flexibility

5. Going Forward

Ken DeWyn, Executive Director

- Sanitation addressed
- Budget for “actual operation” at this time is unknown; to be determined
- Flexibility needed to address possible scenarios
- Priorities
 - Christian program
 - Strong academics
 - Assistance to families, support retention
 - Scalable operations
 - Sustain infrastructure
 - Grow capacity to serve
 - Secondary Expansion Plan
 - Originally anticipated multi-phase project starting 2021
 - Strategic Planning Committee to revise phase options
 - Focus on most urgent needs of secondary
 - Likely more phases, longer time period - to be determined
 - Continue to ask how is learning changing?
- Flexibility
 - Plan for adaptation
 - Develop options
 - Highly responsive to parents’ and students’ needs, and system changes
- Innovation
 - Develop technical competencies
 - Foster creativity
 - Willingness to explore – mindset

6. Q & A/Comments

Mike Thiessen, Elementary Principal
Jadan Barthel, Secondary Principal
Ken DeWyn, Executive Director
Gord Van Vliet, Board Chair

- When is the last of school?
 - June 19 for Elementary; June 22 for Secondary
- No clear direction for the province for schools – what are possible scenarios?
 - Varying degrees of comfort for students returning to school
 - Home-based learning will be available where parents commit to a term
 - Planned term blocks
- How will physical distancing work?
 - We cannot bring all students back at the same time
 - Staggered attendance may be an option. (E.g. M/W groups & T/TH group with Fridays as a follow up day/digital learning at home days)
 - Parents to be surveyed regarding attendance preferences

- Possibly stagger recess and lunch breaks
- What is the Chromebook situation – exchange, return, next year?
 - In planning. To be announced.
- What about Diploma & Provincial exams?
 - We are adhering to policies as set by AB Education
- HS Core System
 - 2 cores at a time to be taken
 - Need feedback for systems
 - Accommodate comfort levels
- What about our year end Celebrations?
 - There will be celebrations held for K, Gr6, Gr9 and Gr12
 - Details announced as made available.
- How is the transition from Gr6 to Gr7 being handled?
 - Dayle Vienneau (MS Principal) has set up modules of incremental steps
Will use virtual links to MS.
- Other general questions about impact on operations Fall 2020
 - Elementary teacher experienced with home based learning may be assigned to students of families that want to remain at home.
 - Hybrid instruction is likely – some at school, some at home.
 - Preschool plans to resume. Current enrolment is 42 of 46 spots filled.
 - Transportation will be affected; details later this summer.
- Check out the link to *Celebration of Learning* on the CCS website.
- Costs relative to Program fees will continue to be monitored. Fees are necessary to sustain operations. The facilities and faith program are funded by the Society and we are all part of the Society. Classrooms and offices are still used daily by Society and teaching staff. If we do not collect fees, we are unable to provide the program of studies, including our Christian perspective and content. Our goal is not to increase fees but to keep them affordable and in line with actual costs.
- There is a lot of support for families. Please check the CCS website for email contacts.

7. Closing & Prayer

Ken DeWyn, Executive Director

Chairman's Report

CSCE Fall Meeting – November 2020

Welcome to all members of the Calgary Society for Christian Education (CSCE) whether you will join us in person on November 24 for the first (business) part of our annual general meeting or online for the second (informational) part on November 26, or both.

As I have been reflecting on the past year and a half in the life of the CSCE and at Calgary Christian School (CCS) two themes predominated, thankfulness and uncertainty.

We are tremendously thankful for all of the students, teachers and staff at CCS who have worked together to carry on in the midst of the unforeseen challenges posed by school life under pandemic conditions. We are also thankful for all of our CCS families who have chosen to continue on the journey of Christian education with us. While enrolment is only one of many indicators of our success as a school the fact that enrolment is only down by about 2.5% is a tremendous blessing and means we and our partner, Palliser Regional Schools, have not had to face the prospect of making other difficult decisions. We acknowledge that some of our families have had to make significant personal sacrifices to keep their children at CCS and we are committed to continuing to deliver high quality education through a Christian worldview at a reasonable cost, with the offer of financial supports for those who may need them.

Much of the board's work over the past year and a half, a much greater amount than is usual, has been focussed on reacting to external challenges. The greatest of these has obviously been pandemic related. However, the economic situation in Calgary may prove equally challenging in the long term as job prospects, demographic changes and general financial uncertainty in the lives of our CCS families (pandemic and non-pandemic related) will also impact CCS. We should also bear in mind that as a Christian community we do not have to react to uncertainty the way that the non-Christian world does. Without wanting to sound trite, it is in precisely times such as this that we need to lean on the promise that "...he who began a good work in you will carry it on to completion until the day of Christ Jesus." Philippians 1:6. Obviously, this specific verse refers to our salvation and not to any worldly activity, but when we as a Christian community seek to educate our children, we do so in the confidence that God has commanded us to write his law on their hearts and we need not rely solely on our own strength.

Our focus as a board in the coming 6 months will therefore be on three core areas:

1. Student retention and enrolment. CSCE aims to make quality Christian education available to every Christian family. Maintaining enrolment is a key part of achieving this goal because every student at CCS comes with Provincial education funding that allows Palliser to offer our particular brand of alternative programming.

2. Covid-19 response. CCS must be a safe place for students and staff. Much of the work involved in making it safe depends on all of us continuing to be vigilant but CSCE as the owner of our facilities has a vital role to play. We have through the leadership of our Executive Director, Ken DeWyn, and his team, implemented best cleaning practices and will continuously review how our facility can be made safer and more effective.

3. Proposed Expansion. In order to meet the needs of our students, we need to renew and expand our facilities. While it might seem like a good time to hunker down and wait out the storm, it is the work done now that will pay dividends in the future. The board recently endorsed continued work on a phased expansion plan and that will, among other things, provide us with badly needed gym space and laboratory classrooms, the lack of which has been negatively affecting enrolment and retention for more than a decade. We will be seeking support from you, our members, to determine if this project can go ahead.

In closing, I would ask you to join me in offering sincere thanks to Iris Charabin, with whom I have had the privilege of serving on the board with since 2017. Iris will be retiring after a 3½ year term and we will miss her insights and quiet way of bringing us back to what really matters. The board is also excited to put forward Jon Halford for nomination to the board. We believe his skills will be instrumental in helping us move forward. In part to ensure continuity at the present time, we are proposing that both Harry Nutma and I stay on as board members until the Spring of 2021, at which time we will both retire.

I would like to thank you for the opportunity to serve as Chair of the CSCE Board and I pray that all of us and our children may be and remain healthy and safe.

Yours truly,

Gordon Van Vliet
CSCE Board Chair



**Treasurer's Report
November 2020 Budget Forecast**

Calgary Christian School			
\$000s	2020-21		
	Budget	Forecast	Favourable / (unfavourable) Change %
Enrolled Students (K - Grd 12)⁻¹	840	824	-2%
<u>Revenue</u>			
Program & Other Fees	2,541	2,522	-1%
Palliser District Grants	634	510	-20%
Fund Raising	160	160	0%
Busing Fees	211	150	-29%
Other Revenues	160	80	-50%
COVID-19 Reimbursement ⁻²		65	
Total Revenue	3,706	3,486	-6%
<u>Expenses</u>			
Expenses (excluding COVID-19 related)	3,397	3,314	2%
COVID-19 Related Expenses ⁻³	-	65	
Total Expenses	3,397	3,380	1%
Revenue over Expenses	309	107	-65%
Note			
*1. The student count figures excludes 38 students from Pre-School that are included in the Revenue and			
*2. \$162.6k, maximum reimbursable for COVID-19 related expenses.			
*3. COVID-19 related expenses forecast is ongoing and not conclusive yet.			



Calgary Christian School

\$000s	2020 - 21	
	Budget	Forecast
Revenue over Expenses	309	107
Capital Projects* ¹	(259)	(312)
Mortgage Repayment	(50)	(50)
Annual Cash Flow Surplus (Deficiency)*²	0	(255)

Note

*1. Capital Projects forecast includes \$46,550 for the continue work on the roof replacement of elementary school campus

*2. Negative means portion of prior year cash balance would be used to offset. Positive cash follow would be carried forward to meet future capital expenditures.

Executive Director's Report

CSCE Fall Meeting - November 2020

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

Student Enrollment

The increase in available program fee assistance and our ability to attract new students throughout the CCS K-12 program helped sustain our general student population, even as the pandemic affected families' decisions to move away, choose home-schooling or other learning options. Our 2020-2021 school year starts with **823 students** in K-12 (down from 844), and a strong showing in our Preschool at 38, with the 5-day and 3-day programs at capacity. Aggressive recruitment activities continue. Increased social media and road-side marketing plus virtual "open house" events and tours continue to introduce families to the CCS experience.

Operations

We have shared with you throughout the various phases of pandemic restrictions our adaptive responses to operating the school. The call to resume classroom learning shaped the priorities of our summer work. This included **physical improvements to washrooms** such as single touch faucets and doorless entries. In classrooms, soft cloth furniture and other excess furnishings were removed from classrooms to provide **optimum student distancing**, and hallways and common spaces organized to encourage one-way or separated traffic flow. **Hand sanitizing stations** were provided at entrances, in offices, at classroom doors, and in class. Regular and repeated disinfecting - by staff and sometimes with the help of older students - support in-class preventive measures. All common, high-touch areas including washrooms at both campuses are **disinfected twice during school days**, and thoroughly cleaned again after hours. Visits by the school District, review by our OH&S, and subsequent reviews by AHS confirm how well we are providing safe environments for students and staff.

Because this work is demanding and cannot be disrupted or skipped, we have added a few, part-time, on-call employees (mostly alumni with experience) to help us sustain operations in the event of staff illness of any kind or mandatory quarantines that may arise from time to time. Even our other routine maintenance that is unrelated to cleaning would become jeopardized if not supplemented by additional help. We anticipate that some of the **Federal funds** provided to school districts in response to **covid-related cost demands** will be used to offset these additional expenses.

Together, these enhanced and expanded cleaning procedures represent a significant investment in campus safety and communal health; they are also a significant increase in our operating costs.

Program Improvement

While adapting our work to comply with (often changing) covid-prevention measures still dominates our day to day operations, we have not lost sight of our commitment to other initiatives. In particular, our ability to encourage the development of Christian character in students and provide a rigorous academic experience.

For the former, the CSCE Board adopted a **Christian worldview program policy** in Spring 2020. The policy names the values the program is to be rooted in as well as the process we will follow to develop and assess it. A revised **Educational Staff Covenant** was also adopted that specifically addressed the commitment of faculty and staff to faithfully prioritize and deliver this program. The final element that rounds out this work to clearly articulate the

Christian worldview program will be a [Student Profile](#). The Profile will define the distinctive goals and characteristics we desire for our students. Preliminary work on the Profile was launched last winter but interrupted in the spring as energy turned to adapting to at-home, online learning. We pick up the baton now to complete this essential statement that will, even more specifically, address how we fulfill our mission in Christian education.

For the latter, I want to encourage parents to continue to actively engage with principals during [School Council](#) sessions and the other communications they provide that articulate precisely what they are doing programmatically to prioritize relationships and ensure every student is equipped and engaged to learn. That is the best way to truly understand the goals each campus has relative to continuously supporting our teachers and developing their pedagogical abilities towards effective classroom experiences for your student.

In terms of sharing our vision for these improvements and celebrating their outcomes, we are increasing where and how we share “our stories”. The [Celebration of Learning](#) will now run through the course of a full year with examples of student work and achievement shared online after each consecutive term. The society is also upgrading its publication, [CONNECT](#), into a “magazine format”. We trust the platform will encourage and provide for deeper explorations of our learning and work at CCS through articles by teachers, staff, alumni, and other guests. It will also expand on alumni news so that old friends and new families alike may see how God’s children (from CCS) continue to make the world a better place.

Capital Improvement

In addition to preparing campuses to operate under pandemic restrictions, we kept with our [infrastructure repair plans](#). A [roof replacement](#) was done on our [two-story elementary classroom building](#) in August, with tie-up of the project slated for the beginning of September. Over the Labor Day weekend, a faulty preparation of drain locations on the roof allowed rainwater into classrooms causing damage to ceiling tiles, papers, books, games, other soft materials, and some personal items. Fortunately, tech equipment and many other high value objects were spared. Grade 3 and 4 students were home for the week as maintenance staff, the roofing company, and teachers cleaned and prepped the areas for a return to school the following week. We are [grateful](#) for the extra efforts of our staff, for the patience and determination of teachers, for a limited loss of materials, and for a cooperative roofing company who provided materials and labor to expedite cleanup and repairs. As a necessary addition, we also renovated the water-damaged [elementary teacher lounge](#). Fresh paint, new flooring, new lights and ceiling tiles, and a change in furnishings have lightened up the space and made it more flexible, accommodating a larger number of staff.

For summer 2021 we are reviewing two major “refresh and repair” projects at the secondary school: deep [sanding and refinishing of the gymnasium floor](#) and [replacing a portion of the roof](#) that will not be impacted by our proposed building expansion. Speaking of which....

Secondary Expansion Project

The Feasibility Study conducted in Fall 2019 directed us to reshape our \$21MM expansion dreams into phases that met specific goals related to operating needs, fundraising capacity, and realistic financing options. By March 2020, we had three possible “Phase One” options to consider. With the arrival of the pandemic, however, it became evident that even these revised options would need further refinement. The priorities used to shape our current Phase One under consideration include: addressing immediate facility needs (physical education, large group/event space, and science labs), accommodating growth, and preparing infrastructure for future expansion. Preliminary estimates of construction costs for these priority developments are about \$8.7MM before furnishings. The Board has approved

limited next steps to refine the schematic design and to conduct preliminary consultations with donor prospects for feedback and gauge levels financial support.

Challenges and Opportunities

We are optimistic people. Or, at least, we should be. This value lies at the very heart of Christian education and the communities that support it. Otherwise, why would we take the pains to differentiate ourselves and invest so heavily in the process? It's because it is Kingdom work. It is the very frontline of where Christ's work of redemption continues. Our Christian school is the "boot camp" for young disciples who are uniquely created, called and (who are now being) equipped for every good work that God has imagined and prepared for them.

But I get it. There are some questions out there for which we don't yet have specific answers. This causes some concern. And I know that our families are already suffering in some way from covid: isolation, job loss, illness, stress, frustration, and even ambivalence about our future. Yet, as a community, we are blessed to address needs and concerns together. Just look at the response we saw to the need for program fee assistance. Thanks to community generosity, it didn't take long for an additional \$20,000 to be added to the coffers in support of families in need.

Our financial forecast report will tell you in more detail exactly where we are financially and how we intend to monitor and address any needs. Suffice to write here that many changes have affected our status: slightly lower enrollment, a change in provincial funding methods that further reduce our grants, a self-imposed limit on renting to outside groups for revenue, and some uncertainty about people's interest and ability to voluntarily support CCS through donations.

But that's less than half the story.

Let's remember, too, our current blessings: relative stability in family and student numbers, a devoted faculty that know each student and has taken on the task of both in-class and at-home learning at the same time; experienced and dedicated leaders, administrative support and maintenance employees deeply committed to the mission and stewardship of CCS, a community with many still blessed with gainful employment, a vision enticing us to invest and grow, and a God who claims this school as His.

It's with this understanding that we move forward with confidence and hope.

Blessings,

Ken DeWyn
Executive Director

CSCE Board Nominee Information Fall 2020

Thank you for allowing your name to stand for the Calgary Society for Christian Education's Board of Directors. In order for us to provide the membership with a biography of you, kindly respond to the questions below.

JON HALFORD

Spouse: Bonita Halford

Children: Connor (Grade 10) Meghan (Grade 7)

How long have you and your family been involved with Calgary Christian School?

11 years – both our children have attended CCS since Kindergarten

Why did you choose Calgary Christian School for your children?

First, for our children to receive an education with a Christian world-view. Second, it offers Christian education from Kindergarten through Grade 12.

What is/was your profession? Please share some of your skills, knowledge and experiences that may inform your service on the Board.

I started my career as a Civil Engineer with The City of Calgary in transportation. The majority of my career at the City was in project management of transportation infrastructure projects such as roads, bridges, utility works, interchanges and LRT Extensions. I was the Project Director for the West LRT Line before switching career paths to the Oil and Gas industry. Over the last 10 years, I worked in supply chain management, commercial operations, joint ventures and I currently lead the Human Resources function for Canadian Natural Resources Limited.

Board Experience:

I have acquired governance experience throughout my career serving on various steering and oversight committees. I currently chair the Human Resources section of Canadian Natural's Management Committee and report to Canadian Natural's Human Resources Advisory Committee that oversees human resource policy direction. I currently serve on the Canadian Natural's COVID-19 Committee that oversees our corporate management of COVID-19 across the company and I also host an HR Industry Group on COVID-19.

Education/Certification:

Registered P.Eng. with APEGA

B.Sc. in Civil Engineering (University of Calgary)

M.B.A. (Haskayne School of Business, University of Calgary)

Why have you decided to commit your time and energy to the Board of Directors?

This is an opportunity to serve the CCS community with the knowledge, skills and experience which God has equipped me with over my career. With your support and working with the CSCE Board of Directors, I want to continue to support the high quality of Christian education and faith formation that our children have experienced in their lives. The staff and leadership at CCS have had a positive impact on our family. I would like to contribute my time and talents to continue this important work for all families who attend CCS both now and in the future.

PROPOSED AMENDMENT TO THE BY-LAWS OF THE CALGARY SOCIETY FOR CHRISTIAN EDUCATION

The following shall be added as By-Law 3.11.

3.11 Virtual Meetings

Subject to the requirements of any applicable law, for purposes of these By-laws a Meeting may be conducted in whole or in part in electronic format, via computer, using a telephone conference, or using other electronic or virtual means, provided that all eligible attendees are able to attend, are able to hear one another, have the ability to vote, and are otherwise able to meaningfully participate in the Meeting in the same manner and to the same effect as though the Meeting had been conducted entirely in person. The Board shall from time to time establish procedures to ensure that only eligible attendees or Board invitees are present at any such Meeting, for the establishing of quorum, for the keeping of records and to ensure votes are taken and recorded in a manner that maintains their integrity. Any person present electronically, via computer on the telephone or using such other electronic means shall be deemed for all purposes to be present in person at the Meeting. Any meeting conducted electronically, via computer on the telephone or using such other electronic means shall be deemed for ally purposes to have taken place in Calgary, Alberta.