



**Calgary  
Christian  
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**CALGARY SOCIETY FOR CHRISTIAN EDUCATION**

## **CSCE Spring AGM**



**TUESDAY  
MAY 23@ 7PM**



**GYMNASIUM @THE  
ELEMENTARY  
CAMPUS**

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# CSCE ANNUAL GENERAL MEETING

May 23, 2023

## MEETING PACKAGE CONTENT

- Notice of Meeting
- Agenda
- Minutes of the CSCE Meeting – November 22, 2022
- List of Motions to be Presented
  - To approve the Minutes of the CSCE Meeting held November 22, 2022
  - To destroy ballots of all previous society elections
  - To appoint Enns & Company as auditors
- Board Member Nominees Biographies (3)
  - NOTE: Voting will be conducted by written ballot
  - NOTE: Vote for one candidate to begin a three year term
  - NOTE: Vote to affirm a term extension for Jon Halford
- Treasurer Report
  - 2023 Fiscal Year End Financial Forecast
  - Approved Program Fees and CCS Budget for 2023-2024
- Executive Director Report
- Board Chair Report

# NOTICE of MEETING

The Annual General Meeting (AGM) of the Calgary Society for Christian Education will be conducted, Tuesday **May 23** at **7:00 PM** in the **CCS Elementary School Gymnasium**. (please enter through double doors to classrooms on West Side)

Calgary Christian Elementary School  
2839 49 Street SW  
Calgary, AB

Current CSCE Members in good standing are welcomed to participate in the Annual General Meeting and vote. Participants must check in and confirm their membership status at the door to receive an election ballot.

One ballot will be distributed to each validated member who is present. Absentee ballots are not accepted or valid.

Votes on business matters are taken through a show of hands. Election of directors are “secret” and conducted using a printed ballot. Ballots are counted by three Society members, at least one of whom is a board member who verifies the count. A simple majority affirms candidates.

Special Resolutions presented by the Board require affirmation by 75% or more of the Membership present to pass.

One parent or guardian in each CCS household is designated as the “primary member”. An additional membership may be purchased for the non-primary parent or guardian in each household. Additional membership applications will not be accepted or approved after May 9. CSCE Memberships are for one fiscal (school) year only. Purchased memberships expire August 31.

**Annual General Meeting**  
**Calgary Society for Christian Education**  
**Tuesday MAY 23, 2023 at 7:00 p.m.**  
*Calgary Christian School – Elementary Gymnasium*

## AGENDA

- I. Welcome & Prayer *Jon Halford, Chair*
- II. Call to Order
- III. Society Business *Michelle Zuk, Secretary*
  - A. MOTION to Accept the Minutes of the CSCE Meeting – November 22, 2022
  - B. MOTION to destroy ballots of all previous society resolutions and elections
  - C. Election of Board Members *Sandy Vander Ziel, Nominating Committee*
    - 1. Presentation of the Ballot and Nominees
    - 2. Voting Instructions
    - 3. Voting and Completed Ballot Collection
  - E. MOTION to appoint Enns & Company as the CSCE's auditors for the fiscal year ending August 31, 2023.
  - G. MOTION to conclude the business portion of our meeting.
- IV. Treasurer's Report *Lynette Edwards, Treasurer*
  - A. Financial Forecast for 2022-2023 Year
  - B. Approved CCS 2023-2024 Budget
- V. Executive Director's Report *Ken DeWyn, Executive Director*
  - A. Secondary New Gym Project – Design, Cost, and Scheduling
  - B. Faithfulness Campaign
- VI. Chairman's Report *Jon Halford, Chair*
  - A. Election Results
  - B. Faith Formation Program Update
  - C. Long Term Funding Plan
  - D. Strategic Plan Priorities
- VII. Question & Comment Period
- VIII. Closing & Prayer *Layne Kilbreath, Director of Faith Formation*

# CSCE Meeting Minutes

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Tuesday, November 22, 2022

7:00-8:30 pm

## 1. Welcome & Prayer

**Layne Kilbreath, Director of Faith Formation**

## 2. Call to Order

**Jon Halford, Board Chair**

## 3. Treasurer's Report

**Lynette Edwards, Treasurer**

L. Edwards presented the unaudited financials for the 2021-22 fiscal year end, and provided updates on capital project budgets and 2023-24 program fees.

## 4. Executive Director's Report

**Ken DeWyn, Executive Director**

K. DeWyn reported on completed campus projects, the Secondary Building expansion, and provided answers to the top 10 questions about construction. New staff to CCS were introduced including elementary principals, the faith formation team, and the Director of Development.

## 5. Chairman's Report

**Jon Halford, Board Chair**

J. Halford shared the Board's priorities for the year including further support of the Secondary Faith Formation Program, the articulation of a long term funding plan for CCS, advancing the secondary building project to its construction phase, and developing a new strategic plan.

## 6. Society Business

A. MOTION: To approve the minutes of the CSCE Meeting held on May 18, 2022. Moved by P. Verhoef, Seconded by A. Airey. CARRIED

B. MOTION: To adjourn the business portion of the meeting. Moved by K. Siemens, Seconded by M. Weening. CARRIED

## 7. Questions & Comments

## 8. Closing & Prayer

**Layne Kilbreath, Director of Faith Formation**

Meeting was adjourned at 8:15pm.

# CSCE Annual General Meeting

May 23, 2023

## Board Nominees for New Terms

*The following candidates were nominated by members of our Society and are now being recommended by the Board to serve as directors for the CSCE. Each would serve a term of 3 years ending in 2026.*

### **CLARENCE KIM**

Spouse: Sidney Lee

Children: Taein (Gr. 10 EMHS); Kason (Gr. 6), Kaelyn 3 yrs. (CSCE Preschool)

Church: Vine Church

Years with CSCE: 4

I was first introduced into a classroom back in 2003 teaching English in Seoul, South Korea. I fell in love with the students I taught, and really developed a passion for teaching. Being born and raised in Canada and not knowing my Korean heritage helped me really understand my culture and parents better. I could see that for these students that learning English from me was encouraging to them; seeing a Korean face that they could speak English well gave them hope that they could speak English as well as I did. This led me to open my own English school in Korea in 2007. It was long hours and hard work to open this school as I developed the curriculum, managed the staff, and taught classes. I gained invaluable experience as the Director of the school dealing with parents, students, and teachers for 10 years. We ultimately decided to sell the school and move back to Canada in 2017 for my children's education.

My passion for being involved in the school systems continued as I was on the School (parent) Counsel at West Ridge School in 2018-2019. As this opportunity to serve on the CSCE board came up, I decided it was my time to be involved again.

I feel God is calling for me to be the future of CCS's Board. I feel I can bring a different perspective and voice from the different immigrant parents and students who attend the school. I would love to hear other opinions and ideas from parents to help shed a different light to the unique mosaic of the school. I hope that we can help grow our school into having well rounded children to shape God's World. I am here to serve God and will do my best to represent the parents of Calgary Christian School.

### **DANNY ROSS**

Spouse: Larissa Ross

Children: Arian (Gr. 2), Beckett Ross (Gr. 1), Coen Ross (CSCE Preschool)

Church: Westlife Church

Years with CSCE: 5

I was born in Ecuador and lived in Chile, Ontario, and Regina before settling in Calgary, I bring a unique perspective to the table. My wife and I have been actively involved with CCS since our oldest began preschool in 2018, and we have since sent all our children to the school, with our youngest expected to enroll next year.

As a professional engineer with extensive experience in conventional and alternative energy, I have developed a strong skill set in technical product development, engineering, regulatory compliance, business development, and project management. Through my work, I have had

the privilege of serving diverse teams from around the world and have gained valuable experience in collaborating with individuals of different backgrounds and opinions.

I am a lifelong learner and avid reader who seeks out opportunities to deepen my knowledge and skills. I have served on various committees, safety boards, and racing teams, and have even been a missionary kid and pastor's kid. I am grateful for God's provision and believe that my experiences have equipped me to serve effectively on the school board.

As a parent, I am deeply invested in my children's academic success and well-being. While I am involved in every aspect of their lives at home, I recognize the importance of being actively involved in their academic careers as well. That's why I am eager to contribute to the discussions, decisions, and challenges that the school faces. I believe that the board plays a crucial role as the guardians of the school and its staff, and I am committed to providing a voice and being a resource for parents, teachers, and other board members.

In short, I am passionate about helping and serving in any way I can, and I am dedicated to being part of the solution, not the problem. I believe that with my experience and commitment, I can make a meaningful contribution to the success of our schools and our community. Thank you for considering my candidacy.

## Board Recommendation to extend a term of service to May 2024

*Jon Halford was elected to the Board in February 2021 during the pandemic to fill a vacant position. The current timing of his Board term will end prior to the May 2024 Annual General Meeting. The Board is recommending that his term be extended to the next Board election at the Annual General Meeting in May 2024 as is permitted by CSCE Bylaw 4.3 (Election of the Board).*

### **JON HALFORD**

Spouse: Bonita

Children: Connor (Gr. 12); Meghan (Gr. 9)

Church: Centre Street Church

Years with CSCE: 13 years

Over the past two years, I have served as Vice Chair and Chair of CSCE. Over this period, we focused on the Faith Formation program for both the elementary and secondary schools, providing a much needed secondary school science lab/classroom, provisioning for new elementary school play structure, and developing a CSCE Policy Manual to support effective governance of CSCE and staff. We have progressed a more clear definition of the Secondary School Faith Formation Program framework as well as advancing the Secondary School Gymnasium project. There is still more work to be accomplished to meet both current and future needs of CSCE and CCS. I appreciate all the hard work, support and collaboration of the Board in working with CSCE and CCS staff and leadership. I am willing to continue serving on the CSCE Board to work to advancing the priorities of CSCE and to ensuring a successful transition to the future Board at the May 2024 Annual General Meeting.

# 2022 – 23 Budget Revenues

	YE Forecast	Budget	Fav. (Unfav) Δ Budget Vs Forecast	Comments Budget vs Forecast
Fiscal Year 31 August	2022	2023	Forecast	
<b>Student Enrolment K - Grade 12</b>	<b>903</b>	<b>890</b>	<b>-1%</b>	
<i>Total Fees Before Assistance</i>	\$3,325	\$3,377	2%	
- ADJ Program Fee Assistance	(\$160)	(\$160)	0%	
- ADJ Program Fee Discounts	(\$39)	(\$39)	1%	
<i>Total Assistance &amp; Discounts</i>	(\$199)	(\$199)	0%	
Net Program Fees (a)	\$3,126	\$3,178	2%	
District Contributions	\$559	\$496	-11%	Assumed Pre-school grants for COVID may not continue in the future
Transportation	\$185	\$263	42%	Budget based on post pandemic increased ridership plus fuel & bus service costs
Rental	\$73	\$80	10%	Budget based on post pandemic increased rentals
Miscellaneous Operating Income	\$73	\$73	0%	
Designated Donations	\$25	\$0	-100%	
Total Other Revenue (b)	\$915	\$912	0%	
<b>Total Revenue (a)</b>	<b>\$4,041</b>	<b>\$4,090</b>	<b>1%</b>	



# 2022 – 23 Budget Expenses

	YE Forecast	Budget	Fav. (Unfav) Δ Budget Vs Forecast	Comments Budget vs Forecast
Fiscal Year 31 August	2022	2023		
Salaries & Wages	\$1,355	\$1,408	-4%	Adjustment for Cost of Living
Program Expense	\$698	\$687	2%	
Sub-Contracts	\$376	\$444	-18%	Increase in cleaning activities back to pre-covid levels & increased cleaning contract cost
Transportation	\$260	\$305	-17%	Increase in bus ridership to pre-covid levels & general fuel and bus service cost
Insurance & Subscriptions	\$167	\$183	-10%	Increase in insurance, school and software licences, and subscriptions costs
Other Operating Expenses	\$164	\$182	-11%	Increase in utilities to pre-covid levels & activities service costs
Other Supplies	\$125	\$143	-14%	Increase in supplies to pre-covid levels & cost of supplies
Repairs & Maintenance	\$100	\$110	-11%	Increase in repairs activities to pre-covid levels & cost of repairs
Administration & Office Supplies	\$93	\$102	-10%	Increase in supplies with respect to capital campaign & higher cost of supplies
Advertising	\$56	\$48	14%	Reduction in ad & promo, now combined with capital campaign
Training Expenses	\$35	\$38	-7%	Increase in training activities to pre-covid levels & cost of training
Equipment	\$34	\$35	-2%	
Professional Fees	\$25	\$26	-3%	
Telephone & Telecommunication	\$20	\$20	1%	
Mortgage Interest	\$18	\$18	-3%	Increase in financing cost
Bank & CC Charges	\$21	\$23	-6%	Increase in activities back to pre-covid levels
Bad Debt Expense	\$25	\$26	-3%	
<b>Total Expenses (b)</b>	<b>\$3,572</b>	<b>\$3,798</b>	<b>-6%</b>	

# 2022 – 23 Budget Projects

Figures in \$'000	YE Forecast	2022-23 Budget	Comments on 2023 budget
Building Envelope		260	ES Gym Roof Replacement \$160k, HS West Wall Repairs \$100k
ES Boiler Replacement		45	Boiler Replacement
Furniture Evergreen	30	31	Annual scheduled furniture replacement
Technology Evergreen	25	26	Annual scheduled ICT replacement
ES/HS/MS LED Lighting Upgrade	20	21	Annual scheduled upgrade of lighting to LED
ES Exterior Paint Phase 1		5	Painting of ES exterior walls
Contingency		25	
<b>Projects</b>	<b>-</b>	<b>412</b>	

# Executive Director's Report

## CSCE Annual General Meeting – May 2023

*In addition to the Gr7-12 student work we look forward to sharing with you at our Celebration of Learning (May 24-25), here are a few of the many productive and rewarding things our Society has done in 2022-2023.*

*THEME VERSE: Show me your ways, Lord, teach me your paths. Guide me in your truth and teach me, for you are God my Savior, and my hope is in you all day long - Psalm 25:4-5*

### ENROLMENT

Student enrolment elevated slightly as the year progressed, ending with 934 students in our K – 12 programs. As of this writing, and with only about a dozen seats left to fill, CCS student enrolment for 2023-2024 is set to exceed 950. While retention and new admissions remain strong, market forces on early childhood learning and increasing care needs have us examining ways to improve accessibility to our pre-K programs, as well as contemplating expansion into other child care opportunities, including before and after school programs. The review of these needs and development of appropriate programs have been included as priorities in our new strategic plan.

### ACTIVITIES & PROJECTS

#### **Faith Formation and Community Learning Opportunities**

In addition to reviewing the elements of our faith formation program with the Board, we were also excited to create learning opportunities for our community as a whole. Whether focusing on developing a cultural humility in our diversity and inclusion efforts (Tia Gaines led parent and staff sessions on these back in December), to learning the story of First Nations through age-appropriate blanket exercises, to sharing with parents what's at the heart of our secondary faith formation program, CSCE is committed to providing a "Christ-centered learning environment" that helps us all learn to follow in the ways of Jesus.

#### **Strategic Plan Development**

As a result of an assessment of the previous plan and some constructive visioning conversations, the Board identified the next set of priority initiatives that will inform our work and shape our future over the next 5 years. In addition to continuing work to complete construction and renovations at the secondary campus, new plans include a "new century" design for our elementary buildings, expanding our early childhood programs and services, and continuing to strengthen our abilities to draw support for these mission-fulfilling and community enriching projects.

#### **Campus Care & Summer Projects**

The CSCE continues to invest in its infrastructure, targeting significant facility renovations and other improvements. During recent school breaks, shingles were replaced on the elementary roof, the middle school received a new hot water heater, and in a joint project with Palliser, a hydroponic system was installed at the high school for horticultural studies. . Major capital projects and purchased are slated for the summer months as well, including:

- continued upgrades of elementary classrooms to **LED lighting**
- **HS boiler** replacement
- **ES fire panel** replacement
- additional and updated **desks and chairs**
- installation of a **new preschool playground** plus **new sidewalk and concrete stairs** to primary playground area (Volunteers needed for July 10 assembly of equipment)
- installation of **additional play area and devices** at main playground and decommissioning of the older "upper playground"

Plus, we are investigating **new roof and exterior cladding** options for the **ES gym** to replace aging materials and vastly improve insulation of the space.

### **Secondary Campus Building Projects**

We've advanced this project to the point of readiness for final review, approval of final costing, financing approval of the Society, application for a building permit, and seeking contractors. We look to share more of these details with you at the AGM in anticipation of a special resolution for financing approval at a later date.

### **RESOURCE DEVELOPMENT**

Since being introduced at last fall's Society Meeting, our Director of Development, Marianela Damen, has been busy getting to know our staff, community members, leadership, and story. She has also been diligently restructuring our development department to meet the high expectations we have for this essential, mission-driven program. CCS has received several new gifts as well as a positive initial response to our monthly giving program.

Donations of all sizes have been key to equipping CCS to do more than just meet basic necessities. They have effectively helped us build, grow, and improve facilities and programs for 60 years. Fundraising remains a core element in our ability to flourish as a Christian learning community.

Today's Faithfulness Campaign is doing the same for us today, having already generated money to build a new high school science lab and provide program fee assistance to CCS families in need. In just two months, we will also see two new playground projects started at our elementary campus – supported in part by funds raised by CCS students and staff through food sales and even a floor hockey tournament. Now, the last remaining goal is that of funding our secondary double-gymnasium project (the appearance and details of which I will share with you at the AGM). Not to put too fine a point on it – but CCS's ability to make this happen truly lies in the will of its parent, staff, and support community to make it happen by generously contributing to this critical facility need – without which we cannot deliver our programs or serve our students (and community) effectively.

I look forward to sharing more details about this project with you in the coming days.

Respectfully,

A handwritten signature in blue ink, appearing to read "Ken DeWyn", with a long horizontal flourish extending to the right.

Ken DeWyn  
Executive Director

## Board Chair's Report

# CSCE Annual General Meeting

May, 2023

Calgary Society for Christian Education (CSCE) Members, Staff, Members of the Board and Calgary Christian School (CCS) Staff and Parents,

As another school year is rapidly drawing to a close, the Board wants to provide an update to the CSCE membership on the key priorities for the 2022/23 school year that we outlined at our Fall Society Meeting in November, 2022. These priorities were namely:

1. Middle & High School Faith Formation Program;
2. Development of the CSCE long-term funding plan;
3. Advance the Secondary School Gymnasium Project to meet current and future programming needs; and
4. Development of a CSCE Strategic Plan for the five (5) years.

### **Secondary (Middle & High School) Faith Formation Program**

The Board has supported the CSCE staff along with the Secondary School Principal, Mr. Barthel, and Vice Principal, Mr. Currie, in developing the Faith Formation Program to clearly articulate the program structure and goals for our secondary school students. The basis of the faith formation program is our hope that our students will grow in their love for God, others and His creation as they *"Learn, to Shape God's World."*

On April 27, 2023, two (2) information sessions were held to present structure and goals of the Secondary School Faith Formation Program with over 70 parents and staff in attendance. The program was well-received and will be used to further develop curriculum and create the learning environment for students to understand the Scriptures, with a specific focus on the life and teaching of Jesus, and how to apply them to their lives at CCS and beyond.

The Board will continue to support the staff and leadership team in further developing the Middle and High School Faith Formation curriculum, tools and development opportunities to help students know and follow Jesus in their daily lives.

For more information on the Secondary School Faith Formation Program, can be found here [Secondary Faith Formation Update - April 27, 2023](#).

### **CSCE Long-Term Funding Plan**

To ensure that we can keep tuition affordable for families and to support future CSCE needs, the Board has been developing a long-term funding plan. The basis of this plan is to:

1. Fund the operational expenses of CSCE, including the Faith Formation Programs, our physical facilities and the staff needed to run and operate these from the annual tuition fees; and

2. Establish an endowment fund to finance the capital needs of CSCE to ensure that our facility and programs are supported both now and in the future.

The Treasurer will present the 2023/24 fiscal budget at the Annual General Meeting. The basis of this budget is to support item 1 above with a modest increase to help offset inflationary cost pressures that are being faced by all of us. Our focus is to regularly review our costs to ensure we can keep attendance at CCS affordable for families.

Our Faithfulness Campaign continues to focus on raising the capital required to support the construction of a new Secondary School Gymnasium to meet current and future curricular and extra-curricular program needs for our students.

The Board continues to develop a financial plan to address the long-term needs of CSCE to align with the Strategic Plan for the next five (5) years. An update will be provided at the Fall 2023 Society Meeting.

### **Secondary School Gymnasium Project**

Design and engineering work has been advanced on the Secondary School Gymnasium Project over this school year. The technical drawings and specifications are being finalized to be prepared to issue for bids. We are currently updating the project cost estimate for which will be shared at a special meeting of CSCE to seek society approval for the project to proceed to bid and its related financing. Further details will be shared at this special meeting in the near future. We also successfully completed geothermal testing of our site early this year with encouraging results to proceed with designing a geothermal system to heat and cool the new gymnasium and to provide cooling to the existing secondary campus building. Finally, we have also received approval from the City of Calgary for the development permit.

### **2023-2028 CSCE Strategic Plan**

The Board has commenced work on developing a new, five (5) year strategic plan for CSCE. The Board unanimously expressed a keen desire to continue to upgrade and improve the learning environments, resources and experience at CCS. The three (3) draft priorities to shape this plan are:

**Identity** – Focusing on enhancing and strengthening the CCS learning experience in the Faith Formation programs and investing in the early childhood development, including the pre-school and potential before/after school childcare program.

**Facility** – Completing the Secondary School Gymnasium project, repurpose/renovation of the existing Secondary School gymnasium to provide additional classrooms, and to initiate a master design plan for the elementary and pre-school learning environments.

**Resource** – Develop a fundraising program to sustain annual financial assistance, capital improvement priorities and legacy giving for endowment.

Further work and consultation with staff and Society members will be held in the fall of 2023 to further shape and define these priorities.

Finally, in addition to the above priorities, the CSCE Board held an Information Session on March 21, 2023 to address a number of concerns raised by CSCE members and parents. The presentation focused on the Christian Worldview Integration and Oversight Policy followed by a discussion time with attendees. The presentation along with a summary of the questions and answers from this event can be found here:

[CSCE Parent Info Session Notes March 21, 2023](#)

[CSCE Parent Info Session Slides March 21, 2023](#)

The Board has met with some of the CCS staff to also review the Christian Worldview Integration and Oversight Policy and will meet with the remaining staff prior to June. We have appreciated your questions, feedback and prayers as we seek God's direction in guiding CSCE and CCS to fulfill its mission to be a *"community, called and dedicated to integrate faith and learning, reaching for excellence in equipping responsive citizens of God's Kingdom through a Christ-centered educational environment."*

We have much to thank God for over this school year, along with all the hard work of school and CSCE staff along with the countless volunteers that have invested their time, talent and treasure into the lives of CCS students and families whom we serve.

We value your continued prayers and support in pursuing our vision of "God's Children making the World a better place."

Sincerely,

Jon Halford  
Chair  
CSCE Board of Directors