



## Strategic Plan 2021-2024

### Background

The 2021-2024 Strategic Plan reflects a Spirit-led, discerning process undertaken by the Cedars Christian School Board, Leadership Team, Staff, and Community. In its previous 3-yr Plan, the Board previously identified Core Values, an Envisioned Future, and Strategic Priorities with accompanying Scorecard Goals. This Plan builds upon these Values and Priorities with refreshed Scorecard Goals that, Lord willing, will enable Cedars Christian School to move forward in obedience to Jesus Christ in the fulfillment of its mission.

### Mission

Educating and equipping discerning disciples of Jesus Christ for restorative work in His kingdom.

### Core Values

#### Christian Education

The primary goal of Christian education is “the formation of a peculiar people – a people who desire the kingdom of God and thus undertake their vocations as an expression of that desire” (Smith, 2009). We believe that Jesus Christ is Lord of all of life, and that our obedience shapes all of life – not just the religious or spiritual or sacred corners of it (Walsh and Middleton, 1984). In close partnership with parents and the local church, intentional integration of Christian perspective across the curriculum is instrumental in engaging students in authentic conversations about who God is and who He has called them to be. The Bible, God’s Word, is the foundation for understanding the mandates (Gen 1:28), commands (Luke 10:27), and commissions (Matt 28) that call us toward maturity in Christ.

#### Developing Unique Potential

We believe that each student is created in the image of God, and is shaped uniquely for restorative work in the Kingdom of God. Noticing, naming and nurturing the unique gifts of our students allow the diversity in the body of Christ that leads to a flourishing, Christian community. Curricular and extracurricular learning experiences provide rich opportunities to use and celebrate gifts stewarded well.

#### Community of Grace

Cedars Christian School creates space for students, parents, and staff to learn to live in a Christian community of grace. With hearts full of gratitude for the grace bestowed upon us, we seek to have God’s grace flow through us toward one another by showing mercy, offering forgiveness, and sharing the gospel of peace.

#### Service

Following the example of Jesus, we seek to meet the real needs of our neighbors in our local community and beyond. We let our light shine so that others may see our works of service and glorify our Father in heaven (Matt 5:16). Serving one another in love, is the fulfillment of the greatest commandment and the pathway to experiencing life in all its fullness. As servant-workers, we not only have the mind of Christ, but the joy of being His hands and feet in the restoration of all things to Himself.

## Envisioned Future

To be a school of Christ-like character, relational flourishing, and community impact.

## Vivid Description

Cedars Christian School educates and equips students for restorative work in their local communities and beyond through Biblical, high quality, formational learning experiences that invite students into a relationship with Jesus Christ, the discovery and exploration of their gifts, and overall relational flourishing. These learning experiences are supported by excellent leadership, governance, staff, and facilities that foster authentic, real-world relationships with other schools, churches, businesses, support agencies, and the community at large.

## Strategic Priorities

### **Educational Program**

Provide inclusive and engaging, high quality curricular and extracurricular learning experiences that practice discipleship, promote relational flourishing, and encourage high standards and continuous improvement.

### **Sustainable Growth**

Develop guiding principles and policies that support short and long-term decisions regarding enrolment, staffing, finances, and facilities; promote sustainable growth; and the fulfillment of school mission.

### **Community Engagement**

Build and nurture strong connections with current families and alumni, donors, local churches, support agencies, and the community at large through service, invitations, recognitions, and celebrations.

### **Relational Flourishing**

Educate and equip students, staff, and families for relational flourishing in the context of cultural diversity.

## Scorecard Goals

### Educational Program Goals

1. Provide high quality curricular and formational learning experiences
  - a. Hire a Vice Principal of Teaching and Learning to provide educational leadership support to core teaching practices, curriculum reviews, and program changes (2022/23).
  - b. Develop K-12 formational learning experience (FLEX) time (genius hour, passion time, inquiry-based and project-based learning) that explore mentorships and grouping students and staff differently.
  - c. Develop career exploration and work experience opportunities for students, including annual career fairs for K-12 students; job shadowing opportunities for junior high students; and trade program orientations at CNC for senior high students (2022/23).

*Champion: Staff and Administration; Student Life Coordinator*

2. Develop a robust curriculum review process that ensures timely execution of action items (June 2022), with priority reviews over next three years in the following domains:
  - a. K-12 Bible program
  - b. Health Education: Sexuality, Gender and Healthy Relationships; Mental Health and Wellbeing
  - c. Elementary numeracy and literacy

*Champion: Staff and Administration*

3. Increase student voice (leadership) in the development of service learning opportunities (class-based, local and global, service days)

*Champion: Director of Community Engagement; Staff and Administration*

4. Develop an inclusion policy for our work with students with exceptionalities
  - a. Professional development for staff on universal design and supporting students with complex needs (autism, attention disorders, behavioural challenges, etc.)
  - b. Continue developing network of Tier 2 supports (special needs, behavior, relational)

*Champion: Educational Support Services Director; Staff and Administration*

5. Develop a Graduate Profile that highlights the core values and competencies the school mission aims to instill in our graduates
  - a. Use Graduate Profile to prepare students for graduation (capstone) presentations

*Champion: Director of Community Engagement, Board, Staff and Administration*

### Sustainable Growth

1. Complete a life-cycle cost assessment on one building (new or existing, 20-yr horizon)
  - a. Apply for SCSBC grant (Spring 2022)
  - b. Hire contractor to do assessment (before Fall 2023)

*Champion: Business Manager, Board and Administration*

2. Develop and utilize Graduate Profile in recruitment of new families (Spring 2022)
  - a. Maintain a web-based story space highlighting our Graduate Profile and celebrating what God is doing in and through the lives of Cedars alumni students, staff, and families. Populate this space with at least 5 new alumni stories each year.

*Champion: Director of Community Engagement and Administration*

3. Draft an admissions policy to guide enrolment decisions that includes: space metrics, capacities for supporting student learning (special needs, behavioral, etc.), and school vision (missional vs. covenantal) for Fall 2023 admissions.

*Champion: Administration*

4. Conduct market research and create a plan to expand early childhood education (Preschool, Day Care) opportunities on or off our main campus (increase registrants by 20 children by Fall 2023).

*Champion: Director of Community Engagement and Administration*

5. Review and revise current Board and Administrative Policy Manuals.
  - a. Complete Board Director Manual and review of associated policies by Fall 2022.
  - b. Complete Administrative Policy Manual revisions by Fall 2022.
  - c. Revise Board Policy Manual by June 2023.

*Champion: Board and Administration*

6. Establish a capital reserve for building replacement or refurbishment through engagement of current and alumni families around estate planning.

*Champion: Director of Community Engagement, Business Manager, and Administration*

7. Develop a long term capital plan by Spring 2023 for investment in new infrastructure based on assessment of current assets and overall debt thresholds.
  - a. Explore alternate streams of income with completion of new gymnasium and grant applications for early education (preschool, day care)
  - b. Complete Financial Health audit through SCSBC by Spring 2023

*Champion: Business Manager and Administration*

## **Community Engagement Goals**

*Champion: Director of Community Engagement and Administration*

1. Continue to build our network in the larger community (marketing)
  - a. Spring radio ads for school registration and golf tournament
  - b. Invite TV/radio features for at least two events per year (golf tournament, gym opening, service days, etc.)

- c. At least one Facebook post per week; target 25 new members per year to Cedars Updates Facebook page
  - d. Open LinkedIn and Instagram accounts and explore meaningful presence in these virtual, social media spaces
2. Build donor base
    - a. Increase golf tournament fundraising by 10%, 5%, and 5% over the next 3 years
    - b. Increase monthly donors by 5 donors over each of the next 3 years
    - c. Increase annual donors by 10% over each of the next 3 years
    - d. Develop an in-person and/or virtual presentation on estate giving to run in 2023 and 2024
    - e. Increase annual giving campaign to \$220K, \$250K, \$275K over next 3 years
  3. Develop church partnerships
    - a. Invite local pastors to share at chapels / assemblies at least 3 times per year
    - b. Create a space on our website to highlight local churches and events
    - c. Connect with at least one new church and one new local business / organization with high school service days per year
    - d. Targeted invites to churches / key contacts for Cedars community events (BBQs, gym opening, athletics and fine arts events, etc.)
  4. Develop network of alumni students, staff, Board members, and families
    - a. Collect contact information for all graduating students
    - b. Create page on our website where we can invite alumni to update contact information
    - c. Create Facebook groups for alumni and increase membership by 150 persons per year

## Relational Flourishing

1. Develop and implement ongoing, school-based responses to the [Truth and Reconciliation Commission's Calls to Action](#), including, but not limited to:
  - a. Establishing an Indigenous Advisory
  - b. Developing a land acknowledgement
  - c. Working with local Indigenous artists, elders, and knowledge keepers on-site
  - d. Instituting school assemblies to commemorate Canada's National Day for Truth and Reconciliation (Sept 30)
  - e. Sharing resources with families that encourage reflection on truth and reconciliation
  - f. Providing professional development / training opportunities for staff

*Champion: Board, Staff, and Administration*

2. Teach and practice developmentally appropriate, social-emotional and relational skills that strengthen relationships between students, staff and families, including training in:
  - a. Conflict resolution
  - b. Mental health and wellness
  - c. Responses to adversity and bullying

*Champion: Staff and Administration*

3. Provide resources and opportunities to educate and equip parents and caregivers on a wide range of culturally relevant topics.

- a. Share digital resources through Shake communications at least quarterly.
- b. Invite parents/caregivers to connect and participate in-person and/or virtual workshops at least two times per year.

*Champion: Administration*

4. Work with school PAC to increase the number of “coffee time” connections at the start or end of the school day from once a year to quarterly in 2022/23 school year.

*Champion: PAC and Administration*

5. Develop annual school-wide events that highlight and celebrate cultural diversity within our school community.

*Champion: Staff and Administration*

## Identified Business Essentials

This strategic plan is not intended to be an exhaustive list of all the priorities of the Board and Administration over the next three years. Some of the key ongoing priorities or “business essentials” that the Board would like to highlight, include the following:

- Attract, hire, train, appreciate, and retain high quality Christian staff
- Create clear job descriptions and implement annual review processes for all staff
- Provide ongoing professional development for staff that improves teaching and learning
- Maintain community partnerships with CNC and UNBC for dual-credit course options
- Ensure high school programming options that provide excellent preparation for post-secondary education in trades, college, university, and Christian ministry
- Maintain ubiquitous technology for teaching and learning
- Maintain quality, timely communications with parents and society members
- Create and maintain school policies and procedures that comply with Provincial Ministry requirements for Group 1 Independent schools