



**2024**

**AGM**

May 21 • 7:00 PM  
Secondary Gymnasium



60 years of  
*God's Faithfulness*

# NOTICE of MEETING

The Annual General Meeting (AGM) of the Calgary Society for Christian Education will be conducted, Tuesday **May 21** at **7:00 PM** in the **CCS Secondary School Gymnasium**.

Calgary Christian Secondary School  
5029 26 Avenue SW  
Calgary, AB

Current CSCE Members in good standing are welcomed to participate in the Annual General Meeting and vote.

Ballots and voting instructions will be presented to members in advance of the vote.

Votes on business matters may be taken by a show of hands. Election of directors are conducted using a written ballot. Ballots are counted by three scrutineers selected by the board plus two current board members who verify the count. A simple majority affirms candidates.

One parent or guardian in each CCS household is designated as the “primary member”. An additional memberships may be purchased by the non-primary parent or guardian in each household. Memberships must be verified and paid at least two weeks prior to voting (May 7). CSCE Memberships are for one fiscal (school) year only. Purchased memberships expire August 31.

# CSCE ANNUAL GENERAL MEETING

May 21, 2024

## MEETING PACKAGE CONTENT

- Notice of Meeting
- Invitation to *A Legacy of Faithfulness - A Musical Tribute to Calgary Christian School's 60<sup>th</sup> Anniversary*
- Agenda
- Minutes of CSCE Meetings
  - November 28, 2023
  - January 30, 2024
  - February 27, 2024
- Motions to be Presented
  - To approve the Minutes of the CSCE Meeting held November 28, 2023
  - To destroy ballots of all previous society elections
  - To appoint Enns & Company as auditors
- Board Member Nominee Biographies (5)
  - Rationale for electing 3 new members to the Board
- Treasurer Report
  - 2024 Fiscal Year End Financial Forecast
  - Approved CCS Budget for 2024-2025
- Executive Director Report
- Board Chair Report

# A LEGACY OF *faithfulness.*

A MUSICAL TRIBUTE TO  
CALGARY CHRISTIAN SCHOOL'S  
60TH ANNIVERSARY

May 14, 2024

// 7pm // FAC Deerfoot  
First Alliance Church

*tickets* [faithfulnesscampaign.com/store](https://faithfulnesscampaign.com/store)



**Annual General Meeting**  
**Calgary Society for Christian Education**  
**Tuesday MAY 21, 2024 at 7:00 p.m.**  
*Calgary Christian School – Secondary Gymnasium*

## AGENDA

- 1) Welcome & Prayer Jon Halford, Chair
- 2) Call to Order
- 3) Society Business Michelle Zuk, Secretary
  - a) MOTION to Accept the Minutes of recent Meetings of the CSCE –
    - i) November 28, 2023
    - ii) January 30, 2024
    - iii) February 27, 2024
  - b) MOTION to destroy ballots of all previous society resolutions and elections
  - c) Election of Board Members Jon Halford, Board Development Committee
    - i) Presentation of the Ballot and Nominees
    - ii) Voting Instructions
    - iii) The Vote
  - d) MOTION to appoint Enns & Company as CSCE's auditors for fiscal year ending August 31, 2023
  - e) MOTION to conclude the business portion of our meeting.
- 4) Treasurer's Report Lynette Edwards, *Treasurer*
  - a) Financial Forecast for 2023-2024 Budget Year
  - b) Presentation of the Approved CCS 2023-2024 Budget
- 5) Directors' Reports Ken DeWyn, Executive Director
  - a) Secondary Gym and Expansion Projects
  - b) 60<sup>th</sup> Anniversary Reflections
- 6) Chairman's Report Jon Halford, *Chair*
  - a) Election Results
  - b) Transitioning Statements and Thank Yous
- 7) Question and Answer Period
- 8) Closing Prayer

# CSCE Fall Society Meeting Minutes

Tuesday November 28, 2023

7:00 PM - CCS Secondary Gym

1. **Welcome & Prayer** **Layne Kilbreath, Director of Faith Formation**
2. **Call to Order** **Jon Halford, Board Chair**
3. **Board Reports**

- a. **Treasurer's Report** **Lynette Edwards, Treasurer**

A forecast of the financials for the 2022-23 fiscal year end was presented along with updates on capital project budgets and 2024-25 program fees

- b. **Secondary Faith Formation Program** **Layne Kilbreath, Director of Faith Formation**

Pastor Layne shared an overview of the primary values and goals of the secondary faith formation program at CCS. This included the “big tent” of theological diversity at CCS and its support through the Christian Worldview Integration and Oversight Policy. Core Bible curriculum for Grades 7 - 12 was shared, as well as an introduction of new instructors who will lead these efforts.

- c. **Secondary Gym Project** **Ken DeWyn, Executive Director**

The ED provided a comprehensive review of the history and rationale for the secondary gym building project followed by images and descriptions of the final, approved design of a double-gym complex. The anticipated costs (\$16 million) along with the long term financial projection of how the CSCE plans to pay for and support the facility were also shared. This included a review of program fees, other revenue, and anticipated growth. The status of the Faithfulness Campaign, dollars raised to date, and the need to raise an additional \$3.5 million during the construction period was discussed.

## 4. **Question and Answer Session**

The Executive Director responded to questions about the Gym Construction Project. These included questions on the rationale for the scale of the project and its costs, the proposal to renovate the previous gym and its anticipated costs, the rationale for and confidence in the efficacy of geothermal system proposal as part of this construction, the use of trades and in-kind contributions to help reduce costs, and the design of the washrooms as “common” instead of gender specific. After responses and concerns were heard, the Board agreed to consider re-designing the washrooms based on the feedback generated at the meeting

5. **Adjournment** - Closed in prayer at 9:15 PM

# CSCE Special Meeting Minutes

Tuesday, January 30, 2024  
7:00-9:00 pm

## Special Resolution to Approve Financing of the Secondary Gym Building Project

1. With a quorum confirmed, Jon Halford, Chair, opened the meeting with a word of prayer.
2. The Chair reviewed the agenda for the meeting and explained how each step from presentation to voting would proceed
3. The Executive Director, Ken DeWyn, presented a detailed slideshow summarizing the following items:
  - a. History and Rationale of Gym Project
  - b. Approved New Gym Design and Features
    - i. Verified the Board's decision to have the gender neutral (common) washrooms converted into gender specific as requested at the November 28, 2023 meeting of the Society.
    - ii. Demonstrated diversity of use in North Gym for events, concerts and presentations, as well as the two additional classrooms and weight room included.
  - c. Presented the Construction Costs (approx. \$16 million) which had not altered materially since November of the previous year.
  - d. Walked through the details of the Financing Proposal from the Christian Credit Union which provided a \$450,000 operating line as well as \$13.5 million in construction loan for the project.
  - e. The CSCE Financial Forecast and Debt Management Plan was shared showing the forecast for student population increases, additional revenue generating opportunities provided by the additional space, and the short and long term impact on operating funds. Of primary concern was the current interest rate in excess of 8%. While significant, the Board and Staff believed it was manageable in the near term.
4. The Resolution was presented - read aloud - with hard copies available and the details presented on the screen.
  - a. Moved: Matt Weening Seconded: Chris Reitsma
  - b. Upon receiving a second, the floor was opened for discussion. Members were instructed to introduce themselves before stating a question. Questions covered a variety of topics, including the scope and cost of the project, an attempt to more specifically understand how the CSCE could afford to pay for this going forward, what the expectation was on fundraising and what might the impact on program fees be if adequate funds could not be raised, and if there was an appetite to either reconsider the project for another priority or wait until interest rates declined enough to make the payments lower.
5. The Chair called for the vote, and Directors collected ballots. There was a brief pause in the meeting while votes were counted.
6. The Chair announced the total number of votes cast, the number in favor and the number against. The vote was proclaimed as having passed. {NTD: Post-Meeting Note: After the CSCE Special Meeting, the CSCE Board reviewed the votes and found that the 75% super-majority required to pass the Special Resolution was not achieved}
7. The Chair thanked the members for their participation, prayed to close and adjourned the meeting.

# CSCCE Special Meeting Minutes

Tuesday, February 27, 2024  
7:00-9:00 pm

## Special Resolution to Approve Financing of the Secondary Gym Building Project

1. Jon Halford, Chair, welcomed the Members present and affirmed a quorum. He then opened the meeting with a word of prayer.
2. The Chair provided an overview of what had transpired during the previous meeting to approve a special resolution, including notes on the vote not achieving 75% support (ballots cast in favor were 74.7%), and communications that followed. He explained the meeting's purpose and the procedure to be followed to conclude the next vote. Ballots were not distributed to Members upon arrival. It was explained that when the vote was to take place, three lines of members would form along the east side of the gym. At the front of the line, members would be verified again to receive a ballot. Voting members could then take their ballots to private voting stations, mark their ballots, and deposit their completed ballots in enclosed containers. Members of the Board would oversee each area to ensure compliance of protocol and veracity of ballots cast.
3. The Executive Director, Ken DeWyn, presented a brief slideshow summarizing the following items:
  - a. History and Rationale of Gym Project
  - b. Presented the Construction Costs (approx. \$16 million), which were confirmed to not have altered materially since the last vote was taken January 30, 2024.
  - c. Discussed benefits and impact of the new facility on operations, growth, and additional revenue.
  - d. Presented the Financing Proposal from the Christian Credit Union to provide \$13.5 million as a construction loan for the project, with only interest being paid during the construction period. The CSCCE could set the final mortgage terms once construction was concluded..
4. The Resolution was presented - read aloud - with hard copies available and the details presented on the screen.
  - a. Motion was moved and seconded.
  - b. Upon receiving a second, the floor was opened for discussion.
  - c. Initial questions were aimed at how the CSCCE could have or make the \$1.1 million required each year to pay a mortgage of this size. The Treasurer shared how elective costs may be put aside in the short term and those funds redirected to support the initial mortgage requirements starting in 2026.
  - d. Other items raised and addressed included projected costs for renovating the old gym into classrooms, suggestions on waiting for mortgage rates to decline or rework the structure to something less expensive.
  - e. While interest rates and inflation are not factors within our control, how much we as a Society are prepared to give towards this project is.
  - f. The Chair called for the vote and announced members of the Board, staff and general membership who would serve to oversee the voting process. One additional member was permitted to join the pre-selected group.
5. After a three time counting and verification, the Chair announced the number of votes cast, the number in favor and the number against. The resolution was proclaimed to have not passed. (Vote results were: 161 (64.9%) for; 87 against; Total votes: 248)
6. A motion was made that the ballots be destroyed. The motion was moved, seconded and approved.
7. The Chair thanked the members for their participation, prayed to close and adjourned the meeting.

# CSCE Annual General Meeting

May 21, 2024

## 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 2027.*

### **DAN DASKO**

Spouse: Deanne Dasko

Children: Parker (Gr. 3), Tanner (Gr. 1)

Church: Southview Alliance Church

Years with CSCE: 2

I am an alum and went to CCS for 12 years graduating in 2002. We came back 2 years ago to CCS. I grew up in this school and had a good experience. I still have close friends from the school who have helped shape who I am today. I believe in a biblical view of the world and I am hoping my children can learn part of that from the school they go to.

I have been in the coaching world for just over a decade and started my own consulting business this past year. I receive a lot of satisfaction helping other businesses grow and develop, to create and focus on goals that help them in the development and growth of their company. I meet with business owners to develop their own leadership skills, while also developing their employees, various systems within the company, and more. I hold a hard line of accountability with the people I coach in order to ensure progress is made, while also infusing positivity and encouragement in day to day discussions.

I'm in a space where I want to give back, and knowing that my kids are in the earlier grades, the work done now will help shape them later. I'm hoping that being part of a board and team will help bring the correct changes needed to guide our kids.

### **JON FABER**

Spouse: Jill Faber

Children: Jonah (Gr. 9), Annika (Gr. 7), Deklan (Gr. 5)

Church: Emmanuel Christian Reformed Church

Years with CSCE: 10

Our kids have attended CCS since Kindergarten (Jonah began Kindergarten in Sept 2014)

I attended a Christian school growing up (K through 12). Providing education in the context of a shared value system in the formative years of their life is valuable. In addition, I believe the quality of education at CCS rivals that of any school, private or public, while providing kids with an opportunity to interact and develop relationships with other kids from a wide range of cultural, socioeconomic and demographic backgrounds. We value the genuine interest that the teachers at CCS have in the development of our students, from an education, social and faith perspective.

I have had the privilege of service as President & CEO of Pason Systems since October 2020, prior to which I was the CFO. I spent the better part of a decade in the investment banking industry as a Chartered Professional Accountant, Chartered Financial Analyst and Chartered Business Valuator, and have completed the Advanced Management Program at the Wharton School.

My board experience has come from a variety of private company boards, as well as the Board of Directors of Pason Systems (public company). I currently serve on the Alberta Advisory Board for the Heart & Stroke Foundation (provincial chair), the Board of Directors of International Justice Mission (IJM) Canada, a faith-based not-for-profit organization focused on addressing the root causes of global poverty and violence through justice system reform.

Our school society is currently experiencing challenging times. Having conversations well (on topics of disagreement) is difficult and requires both a deep sense of humility and a discipline to ensure we approach them with intentionality and good process. I have helped navigate challenging and ambiguous situations in my career and would hope to bring some experience and insights around having productive conversations and making shared progress. The manner in which we choose to engage in these conversations, as image bearers of Christ, can be a witness to our kids and our community around how to respectfully engage with others who may not share our point of view on all matters.

### **CLARENCE KIM**

Spouse: Sidney Lee

Children: Taein (Gr. 11 - EMHS); Kason (Gr. 7), Kaelyn 4 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.

### **LYNDSAY MacKAY**

Spouse: Matthew MacKay

Children: Benjamin (Gr. 6), William (gr. 4)

Church: Center Street Church (Bears paw Campus)

Years with CSCE: 1+

We did much research on various schools in Calgary. CCS had amazing reviews from friends and individuals we spoke with. Our Christian faith is the foundation of our family, and we wanted our boys to receive an education founded on the Christian faith. I teach at Trinity Western University and highly value education provided to students from a Christian faith perspective.

I have been a pediatric nurse at the Alberta Children's Hospital for 17 years. I understand factors that play into healthy child development, including children's mental health and emotional well-being. I have completed my Masters of Nursing and PhD of Nursing. I am currently a professor of Nursing at Trinity Western University, teaching in the Masters and PhD program online, and I continue to work clinically at the Alberta Children's Hospital. I am also Adjunct Assistant Professor, Cumming School of Medicine, University of Calgary and member of the Alberta Children's Hospital Research Institute. I have a program of research based at the Alberta Children's Hospital targeted at developing interventions that enhance healthy brain development for children.

After much prayer and contemplation, I feel the Lord leading me to run for the Board of Directors. I feel led to volunteer my time and abilities, and believe my skills set is well suited to sit on the board of directors. I understand what is needed to prepare students for success in higher education, and I am passionate about speaking into decisions at CCS that can help equip students for their futures.

### **CRYSTAL WOLIGROSKI**

Spouse: Benny (Ryan) Woligroski

Children: Tegan (Gr. 11), Jireh (Gr. 9), Marcy (Gr. 7), Indiana (Gr. 4)

Church: Calgary Life Church

Years with CSCE: 2.5

Our family moved from Winnipeg just over 2.5 years ago, choosing a school was one of the first things we did to prepare for our move. It was important to us to have a school that shared our faith and had good learning outcomes. Our 3 kids also loved that they didn't have to wear uniforms and there were sports options. Choosing CCS has been one of the best decisions we made for our family, it has created a solid community, and it has been a gift to see our kids thrive at school in learning and friendships.

My expertise lies in leadership development, career coaching and being an expert campaigner/networker. I have a professional background in human services and bring skills in program/project management, service development, recruitment, training, and basic HR functions. Additionally, I hold certifications as a career development professional and as a life and leadership coach.

Beyond my professional endeavors, I am deeply involved in community engagement, actively volunteering at our church (Calgary Life Church) in hospitality roles and supporting various missions both locally and globally. In our spare time I enjoy kayaking, hiking with the family, watching the kids play sports, and enjoying a good coffee in the sunshine. My commitment to the board stems from my passion for fostering connections and supporting individuals on their unique life journeys, guided by devotion to serving God's people. We know that no school is perfect, as we as humans are imperfect but God's grace is always enough. My intention being on the CCS board is to learn and listen to the community and strategically work together to shape God's world in years to come.

### **Board Recommendation to extend a term of service to May 2025**

*Michelle Zuk was elected to the Board in May 2021. The Board is recommending that this term be extended to the next Board election at the Annual General Meeting in May 2025 as is permitted by CSCE Bylaw 4.3 (Election of the Board).*

### **MICHELLE ZUK**

Spouse: Dean Zuk

Children: Ada (gr. 5), Sadie (Gr. 3)

Church: Westside Kings

Years with CSCE: 6 years

Over the past two years, I have served on the Executive Team as our Board Secretary. Before that, I had served multiple terms as President of the CCES School Council. During my term, I

was able to contribute to our assessment of the Faith Formation program for both the elementary and secondary schools, the completion of the high school science lab, plus supporting our chair and the whole Board through real time communication with staff and members. As the primary recipient of all Board communication, I have come to understand not only the policies and procedures required to sustain our governance role, but also developed an empathetic understanding of our members – their interests, concerns, and hopes. As a mother of CCS students, I understand and value that these are our most precious gifts, and that CCS is a great place for them to live, learn, and deeply love Jesus and others.

While the tasks ahead maybe challenging, it has truly been an honor and a blessing to serve on the Board of Directors for the past three years. Reflecting on my journey, with a sense of purpose and commitment to the vision that guides us, I humbly seek you support for a one-year extension as a board member.

# Calgary Society for Christian Education

## Board of Directors

April 2024

Calgary Society for Christian Education Members,

The Board Development Committee is a standing committee of the Board of Directors (Board) of the Calgary Society for Christian Education (CSCE), responsible for:

- Succession planning for the CSCE Board by identifying the knowledge, skills and experience the Board needs to fulfill its mandate and responsibilities; and
- Assessing candidates for the CSCE Board, through the Board Nomination process, CSCE members to consider and elect at the Annual General Meeting.

As per the CSCE bylaws, the Board is to have a minimum of five members and a maximum of nine. (CSCE Bylaws Article 4.1) Over the past few years, the turnover in Board members has fluctuated, with some years being four members and followed by only one member in a subsequent year. In years with high turnover (i.e. greater than three members), it can be challenging as new members work to 'get up to speed' on all the aspects the Board is responsible for. Having a turnover of three Board members in a given year allows for more effective Board transitions and supportable development of new Board members.

As part of our 2024 Annual General Meeting of the Calgary Society for Christian Education (CSCE), members will be electing 3 new members to the Board of Directors (Board) and will vote on a 1-year extension for a current Board member. The following table shows the tenure of the current CSCE Board members. Three will conclude their terms in May 2024 and a fourth, Michelle Zuk, is seeking CSCE approval for an extension of 1 year to continue to serve on the Board. The CSCE Board is supportive of this approach to move towards an annual Board member turnover of three.

Director	Term Start	Term End	
Jon Halford	Feb. 2021	May 2024	Replace with new Director
Matthew Weening	May 2021	May 2024	Replace with new Director
Olugbenga Adebayo	May 2021	May 2024	Replace with new Director
Michelle Zuk	May 2021	May 2024	Extend term for 1 year
Lynette Edwards	May 2022	May 2025	
Chris Radke	May 2022	May 2025	
Sandy Vander Ziel	May 2022	May 2025	
Len Houweling	May 2022	May 2025	
Danny Ross	May 2023	May 2026	

As part of the Board planning, the Board Development Committee prioritized the following areas in seeking nominees with skilled experience in the following areas:

1. **Community Outreach:** Individuals passionate about community engagement and outreach with a focus on building and sustaining long-term relationships with community members and stakeholders. Strong communication skills to effectively convey the school's mission, values, and initiatives to the community.
2. **Faith Formation:** Individuals with experience in guiding the fundamental principles, beliefs, and teachings of Christ to contribute to the spiritual growth and development of our community.
3. **Human Resources:** Experience in diversity, equity, inclusion, HR development and compliance. Passion for aligning human resources with strategic objectives and ensuring the well-being and development of a workplace.
4. **Finance & Accounting:** Individuals with financial expertise to oversee budgeting, forecasting, and the financial plans of the Society.

The 2024 CSCE Board Nomination process commenced on January 26, 2024 and closed on March 1, 2024. We are thankful for the 12 individuals who allowed their name to stand for nomination. The Board Development Committee met with each of the 12 nominees to discuss their experience, skills, and to answer questions about the CSCE Board. Upon the conclusion of these nominee meetings, the Board Development Committee met to prayerfully consider which of the nominees were best suited to work on the priorities for the upcoming CSCE Board. This was not an easy task given the strong caliber of the nominees.

At the conclusion of the Board Development Committee’s work and with the support of the CSCE Board, 5 nominees are being put forward to the members of CSCE to elect 3 new Board members for the 2024/2025 term as follows (listed alphabetically).

Name	Board Priority Area	Key Skill & Experience Highlights
Dasko, Dan	Human Resources, Faith Formation	<ul style="list-style-type: none"> <li>● Coaching &amp; developing people</li> <li>● Passion for Faith Formation</li> </ul>
Faber, Jon	Finance & Accounting	<ul style="list-style-type: none"> <li>● Executive leadership &amp; governance experience</li> <li>● Finance &amp; accounting</li> </ul>
Kim, Clarence	Community Outreach	<ul style="list-style-type: none"> <li>● Community building/engagement with new families to Canada</li> <li>● Serves on Celebrating Racial Diversity Team at CCS</li> </ul>

		<ul style="list-style-type: none"> <li>• Operated English Language School in South Korea</li> </ul>
Mackay, Lyndsay	Community Outreach	<ul style="list-style-type: none"> <li>• Community building/engagement with children &amp; families, with a focus on child mental health</li> </ul>
Woligroski, Crystal	Community Outreach, Human Resources	<ul style="list-style-type: none"> <li>• Community building/engagement with families through social work</li> <li>• Coaching in work environments</li> </ul>

For further insight on the above Board Nominees, please refer to the Board Nomination Information Requests included in the Annual General Meeting information package.

We thank all the Board nominees for their interest and willingness to participate in this year’s Board nomination. We pray that God will grant us wisdom and discernment as we trust Him to guide us in electing the new CSCE Board members.

Sincerely,

**CSCE Board of Directors**

# 2024-25 Budget Summary

	Actuals	Year End Forecast	Budget
	2023	2024	2025
<b>Pre-Schl + K - Grd 12</b>	<b>973</b>	<b>971</b>	<b>970</b>
<b>Total Revenue</b>	<b>4,737</b>	<b>4,928</b>	<b>5,084</b>
<b>Total Cash Expenses</b>	<b>3,874</b>	<b>3,932</b>	<b>4,114</b>
Revenue less Expense	863	996	970
Capital Mtce + Purchase	(-718)	(-452)	(-470)
Mortgage repayment	(-50)	(-574)	0
<b>Net Cash flow</b>	<b>95</b>	<b>(-31)</b>	<b>500</b>
Cash and Cash Equivalent Beginning	3,381	3,477	3,446
<b>Cash and Cash Equivalent close</b>	<b>3,477</b>	<b>3,446</b>	<b>3,946</b>

# 2024-25 Budget Revenue

	Actuals	Year End Forecast	Budget
	2023	2024	2025
<b>Pre-Schl + K - Grd 12</b>	<b>973</b>	<b>971</b>	<b>970</b>
Net Program Fees (c - d)	3,281	3,498	3,624
District Contributions	548	610	570
Transportation	219	250	250
Designated Donations	192	-	
	4,240	4,358	4,444
Fund Raising	310	300	350
Rental	69	100	100
Interest and Sundry	119	170	190
<b>Descretionary Revenue</b>	<b>498</b>	<b>570</b>	<b>639</b>
<b>Total Revenue</b>	<b>4,737</b>	<b>4,928</b>	<b>5,084</b>

# 2024-25 Budget Expenditure

	Actuals	Year End Forecast	Proposed Budget
	2023	2024	2025
Salaries & Wages	1,458	1,536	1,585
Program Expense	679	720	820
Sub-Contracts	357	399	410
Transport- Buses	260	282	290
Insurance & Subscriptions	212	222	230
Operating Expenses	177	188	190
Supplies	128	147	150
Repairs & Mtce.	124	100	105
Admin & Office supplies	69	80	82
Advertising	45	49	50
Equipment	71	45	50
Professional Fees	29	40	42
Training Expenses	8	38	40
Bad debt	1	26	25
Interest & Bank Charges	15	21	25
Telephone & Telecoms	20	20	21
Mortgage Interest	29	19	-
Restricted Expense	192	-	-
<b>Total Cash Expenses</b>	<b>3,874</b>	<b>3,932</b>	<b>4,114</b>

# 2024-25 *Budget* *Capital Projects*

Description	Estimated \$	Remarks
Roof -Middle School West Section	\$350,000	Middle School West Section Area 2.2 Roof 11,700 Sq Ft and 6 skylights. Roof Age 23 years.
Bathroom Upgrade	\$50,000	Renovations and Upgrade of Main Floor Staff bathrooms (2) and Commons Bathrooms. Flooring, Fixtures, Partitions. BATHrooms Age 40+ years
Furniture Evergreen	\$30,000	Replace furniture for 2 classrooms per year
Technology Evergreen	\$20,000	ICT equipment replacement
ES/HS/MS LED Lighting Upgrade	\$20,000	Upgrade Lighting Fixtures in ES & HS Buildings
<b>Total</b>		<b>\$470,000</b>

# Executive Director's Report

CSCE Annual General Meeting – May 2024

## A Reflection on Faithfulness

*"A new commandment I give you: love one another. As I have loved you, so you must love one another. By this, everyone will know that you are my disciples, if you love one another." John 13:34-35*

It wasn't that long ago that we selected "Faithfulness" as the central theme in our development programs. Our fundraising tagline is actually taken from the hymn "Great is Thy Faithfulness" – "strength for today and bright hope for tomorrow". When thinking about how we serve the Kingdom from generation to generation, this is a wonderful promise for us to reflect on as we celebrate 60 years of Calgary Christian School's service, and God's abundant provisions for it.

I remember when I became Executive Director 10 years ago, we were celebrating a half century of blessing and envisioning ANOTHER half century of service. Now, a decade later, it's worth reflecting just how much God has blessed us – and in so many ways:

### IDENTITY

The Strategic Plan for the CSCE (2017 – 2022) had prioritized three items: Identity, Facilities, and Resources. Many of the goals articulated have been realized, and a few remain in process.

During the first phase of implementing the stated goals we took a long, hard look at who we are and asked if that identity was clear to everyone. Through discussions, surveys, and deliberation, a fresh brand identity emerged to express the very core of our values and beliefs. While this started with a new logo, tag line, colors, and the required graphic standards, what was truly essential in sustaining our identity is the idea of a truly Christ-centered learning environment (just as our mission stated).

From these launch points, we also examined our programs and policies to better articulate and operate our school. I commend the boards of the last few years for shaping and finalizing the governance structures within our society policies, and, in particular, devising and adopting the Christian Worldview Integration and Oversight Policy (CWIP). These are essential to the continued good governance of a school that participates in the building up of young disciples along with parents and churches. As a result, our current faith formation program is intentionally designed to ensure that parents continue to remain the primary participants and directors of their children's faith development and learning.

### ENROLMENT

Perhaps the most amazing transition we've experienced is in our student population and its wide variety of Christian churches, cultures, nationalities and languages that are now a part of our learning community. We have well over 60 countries of origin and almost as many languages spoken here today. Add to this wealth of diversity that we have grown in numbers as well: from just over 800 students to broaching 1,000. We are grateful, too, that at this same time, what was once a concern – whether or not we could sustain a high school program – has now been decisively answered: for the first time ever, our high school is at full capacity!

### FINANCIAL STRENGTH

Central to our values is the desire to keep Christian education reasonably affordable so that it can be accessed by as many families as desire it. This has always been a challenging task. Within the last 10 years, the financial strategies, decisions, policies and practices enacted have vastly improved the CSCE's financial condition.

- The organization is now debt free, having paid off the last of its mortgages this year.
- Our annual budget has capacity to take on loans that will be essential to expand, enhance and renew our campus facilities.
- There are reserves available to launch new projects and construction, or address unforeseen circumstances.

- Our annual budget is now capable of sustaining long term capital improvement and repairs each year (\$400k) that keep our facilities efficient, clean, and effective in supporting learning.
- We've been able to improve and expand on financial assistance to current families who may experience financial difficulty. This was an essential commitment that helped families at CCS navigate economic challenges during the pandemic and beyond.
- We continue to identify and expand on creative ways to generate additional revenue that helps offset operating costs, including facility rentals, annual fund giving, and hot lunch programs.
- A long term financial strategy exists to continue supporting these priorities and programs over the next 10 years and beyond.

## **FACILITIES**

With our annual commitment to continue investing in the improvement and care of our mature campus, many transformational projects have taken place. From classroom furnishings to technology, to boilers, air conditioning units, and roof tops, to renovated spaces, new labs, and designs for new spaces, the CSCE has remained faithful in its commitment to caring for this campus and its assets – things that were hard won through prayer, sacrifice, and hard work over multiple generations. We've also been blessed through the generosity of individuals and families who continue to contribute so that we can continue to add to this legacy of improvement and growth.

Since our quinquagenary (another name for 50<sup>th</sup> anniversary – see we get to learn every day) the elementary school has seen multiple changes and improvements, including renovations to return the office to the 49<sup>th</sup> street access, electronic security and monitoring systems, upgrades to all interactive projectors and screens in classrooms (thanks to our partners in Palliser School District), air conditioning for the classroom building, refreshed the library with moveable furniture to make it more flexible for activities, and a new floor and makeover for the gym – just to name a few. We've also seen additions of outdoor sport courts, extension and addition of playground space and equipment. What is unseen are thousands of hours of janitorial care and tens of thousands of dollars on system and equipment improvements. (We are still in an annual upgrade process converting all lights to LED and refreshing the classroom to a ceiling and common finishes standard).

Another unseen is our network and technology. Ten years ago we had fixed computer labs. Today we have portable devices for most students that run off a dual wifi system supporting both the Society staff and Palliser staff and students. Looking back, I can see God's hand in moving us in this direction as early as 2015 – for the subsequent cache of devices and the network were essential to sustaining us through the varied means of instruction we experienced during the pandemic.

Finally, at the secondary campus, there are continued improvements as well. While we had hoped to be celebrating a groundbreaking right about now, we can't forget the transformation of learning spaces to be more flexible (the LINC), of common spaces to encourage community and socializing, of a new lab to enhance and deepen our studies in science.

I look forward to sharing more of God's goodness with you at our AGM.

Respectfully,



Ken DeWyn  
Executive Director

## **Board Chair's Report**

### **CSCE Annual General Meeting**

May, 2024

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

This is my final report to members of the Calgary Society for Christian Education, as my term serving on the Board of Directors will conclude at this year's Annual General Meeting. Over the past three and half years, I had the opportunity to work with the Board of Directors, leadership and staff of the CSCE. The commitment and dedication that you all give in serving is truly amazing. I am also thankful to the Principals and teaching staff at Calgary Christian School that give of themselves to create an environment that helps our students to learn, grow and develop their potential in serving God.

Our mission is 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." In the busyness of school life, let us not lose focus of our mission.

I am also thankful and appreciative of Matthew Weening, Michelle Zuk and Olugbenga Adebayo, all who have served on the CSCE Board of Directors for the past three years. Thank you for giving of your time, knowledge and skills to serving our CCS community. After prayerful consideration, Michelle Zuk, with the support of the CSCE Board of Directors, has expressed her willingness to continue to serve on the CSCE Board for an additional year subject to approval of the CSCE. This would be a great benefit to the CSCE Board of Directors as we welcome three new members to be elected at this year's Annual General Meeting.

To the continuing members of the CSCE Board of Directors, Lynette Edwards, Chris Radke, Sandy Vander Ziel, Lenny Houweling and Danny Ross, thank you for your commitment and hard work in governing and serving our CCS community. We will continue to pray for you and that God will guide you, and the new CSCE Board members, in this coming year.

We spent a significant amount of time and focus on the Secondary School Gym Project this year. From the two CSCE Special Meetings held in January and February, along with the survey in March, we have gather feedback from CSCE members. The vast majority of CSCE members recognize and support addressing the space constraints for physical education, extra-circular activities and classroom/learning space. The new CSCE Board will take the feedback and consider what the next steps will be for addressing these physical space needs.

Finally, there have been challenges and conflict within our CCS community over the past couple of years. While conflict, to some degree, will happen within any community, it has resulted in hurt to some staff, teachers, parents and students over this school year. We

seek to follow Jesus and to actively seek opportunities for positive change and restoration; both within our community and in the world we live. To help facilitate this, a process of restoration has been developed and you are invited to participate in it. More information can be found [here](#).

Our desire is to be a strong community focused on serving God through fulfilling our 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.”

Sincerely,

Jon Halford  
Chair  
CSCE Board of Directors