

**Parkland Immanuel Christian School  
2024-2027 Education Plan**



**Mission: To glorify God through Reformed Christian education.**

In 1977, a small community of enthusiastic parents planned, built and opened a little school outside of Edmonton in the County of Parkland. These parents and their supporting church community were committed to quality education that would prepare their children to be ambassadors for Christ and energetic contributors to society.

Much has changed over the years at Parkland Immanuel Christian School (PICS): the school has grown from a little school with a few teachers and a few dozen students to a vibrant learning institute with 480 students and 50 teachers and educational assistants. PICS has blossomed from offering foundational core subjects to providing a learning environment offering a wide variety of curricular and extra-curricular opportunities for students.

Yet behind this growth and diversity, crucial anchors have kept the school community firmly tied to its roots: the ongoing blessings of God; the robust energy of our community volunteers and supporters; and a strong partnership with Alberta Education.

Parkland Immanuel Christian School is continuing the work of providing Christian education to children of Reformed believers that first began when PICS opened its doors in 1977. As part of this work, the School Board, administration, and staff continue to work with parents and students to implement strategies that support our mission, mandate, and vision.

### **Mandate**

Parents are primarily responsible for the education of their children. In order for education to be most effective, there should be uniformity of purpose and direction between home, school, and church. To achieve this, parents belonging to Canadian Reformed Churches of Edmonton have established a school society and elected a parental board to operate and maintain Parkland Immanuel Christian School. It is the mandate of this board to hire suitable staff to carry out the daily instruction in the school in accordance with the directives of the society and subject to Holy Scriptures, as summarized in the Belgic Confession, Heidelberg Catechism, and Canons of Dort.

Parkland Immanuel Christian School (PICS) aims to meet the following 5 outcomes:

1. Provide biblical instruction that is faithful to the Word of God as summarized in the Reformed confessions.
2. Develop student growth academically, socially, and spiritually as responsible stewards of their God-given gifts and talents.
3. Ensure a joyful, safe, and engaging environment for students and staff to flourish.
4. Engage the Reformed church community to support Christian education.
5. Promote unity between home, church, and school.

### **Highlights of the School Year**

In September 2023 our new 6 classroom expansion became operational. This additional space allowed us to reorganize our grades into 3 operational divisions: K-4, 5-8, and 9-12 and better address the developmental needs of students. For the most part each division is self-contained with its own schedule, staff group, and course structure.

Students had access to a wide variety of extra-curricular events and activities this year. Our athletics program is quite robust, with opportunities for students in cross-country, soccer, volleyball, basketball, track and field, and badminton (new).

PICS continues to provide other opportunities in the realm of Fine Arts. Adrenaline Theater put on a very professional play: *Trouble in Tumbleweed*. Our Band program ran several concerts for our community, the highlight being a school/alumni production in May.

In-school clubs (e.g. ARPA, Leadership), field trips, and whole school events such as Reading Month, Mission Week (staff/students raised over \$10 000 for the Mufu Home in Kenya), and Grandparents Day added great value to school life. Staff and students have also been very creative in putting together assemblies for the school community. These events are greatly appreciated by our stakeholders.

We continue to explore community engagement and service opportunities. For example, our construction class completed a “Sleep in Heavenly Peace” project where they built multiple beds for low-income housing projects. Students also collected items for and volunteered at Hope Mission, as well as designing a variety of service projects in their community. Elementary classes took turns organizing a school sale each month to support a charity of their choice. Staff and students found and explored many creative outlets to follow the command “Love your neighbor” throughout the school year.

#### **Trends/Issues:**

As a school society we’ve experienced significant growth in the last decade. Covid caused a 5% downward swing in 2021 but enrolment has surpassed pre-pandemic levels and is forecasted to be stable for the next 2-3 years.

We continue to work hard to support our students with learning needs and address the learning loss impact on our students. Mental health is another area that has our attention and in response we’ve begun to provide training and resources (e.g. Open Parachute, Khan consultants) for staff and students. We’re also put in place policies to better manage technology within the school environment (e.g. phone free environment, LAN school monitoring system).

AISCA’s grant to replace RCSD services continues to be a real blessing to our community. The Alberta government’s additional learning loss funding has also proved helpful in addressing learning gaps in our lower elementary students. We were able to successfully implement several interventions in literacy and numeracy for this group of students. Due to these programs and the strong effort and dedication of our staff, the school is succeeding academically and benefiting from strong support from parents and students.

The school board continues to make progress on a strategic plan to address the need for long-term planning. Phase 1 of our expansion plans is complete, after which we hope to begin Phase 2 and 3 (second gym, kitchen, changerooms, common areas, internal modernizations).

As we look back upon the past year, and look forward to the next, we ultimately give thanks to our heavenly Father for His goodness towards us. He has blessed us with the time, talents, and resources to continue to run our school, and we will continue to look to Him for all things.

#### **Stakeholder Engagement**

Key stakeholders are regularly engaged on multiple levels. The School Board and Education committee use locally developed surveys to engage parents and students. The AEA survey, particularly the parental

involvement measures, was also helpful in determining priorities. The data collected confirmed our school society's desire to continue focusing on the four priorities fleshed out below.

School board members regularly visit the school to familiarize themselves with school operations. They also meet with society members twice a year to review priorities, challenges, and opportunities. Most society members are also parents and regularly provide feedback to the school board via letters, scheduled meetings, and regular informal contact.

### **Alberta Education's Business Plan**

Alberta Education's business plan outlines several key outcomes:

- Alberta's students are successful
- First Nations, Metis, Inuit students in Alberta are successful
- Alberta's students have access to a variety of learning opportunities to enhance competitiveness in the modern economy
- Alberta's K-12 education system and workforce are well-managed

Our three-year education plan aligns with the direction provided by Alberta Education. We continue to work hard to provide a joyful, safe, and engaging environment where students and staff can flourish.

### **First Nations, Métis and Inuit (FNMI) student success**

Currently we have a very small FNMI population (less than 6 which is the threshold for reportable data). The students we do have are thriving and enjoying success along with their classmates.

Strategies to support the implementation of Truth and Reconciliation Commission recommendations include:

- Providing professional growth opportunities for staff
- Ensuring curricular outcomes are being met
- Providing instructional supports, if needed, to FNMI students

### **Accountability Statement**

The Education Plan (2024-2027) for Parkland Immanuel Christian School was prepared under the direction of the Board of Directors in accordance with its responsibilities under the Private Schools Regulation and the Ministerial Grants Regulation. This document was developed in the context of the provincial government's business and fiscal plans. The Board has used its performance results to develop the plan and is committed to implementing the strategies contained within the plan to improve student learning and results.

On April 24, 2024, the board approved the 2024-2027 Education Plan.  
(Original copy signed and on file at school)

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Board President

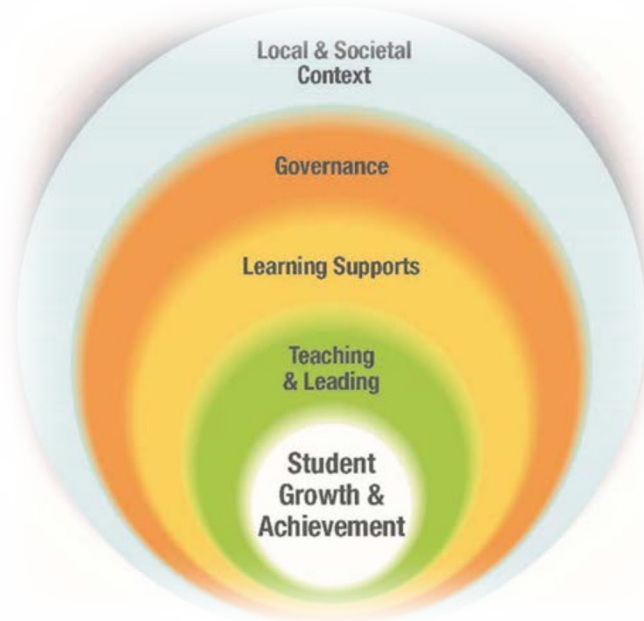
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Board Secretary

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**Assurance Domains**

Student growth and achievement is the primary purpose of the education system and is the core **outcome domain** for the **assurance** framework. The **domains** of Teaching and Leading, Learning Supports and Governance support and enable Student Growth and Achievement. Local and Societal Context, while a separate **domain**, operates across and is integrated into the others. For the purposes of description, the **domains** are considered discrete and separate. However, in practice, they overlap and are interconnected and interdependent, as depicted in the graphic below:



The following pages highlight key priorities for Parkland Immanuel Christian School.

School Priority #1	
School Priorities	<p>Develop and maintain a rigorous academic program in order to promote academic excellence and prepare our graduates for university and various careers.</p> <p>“Parkland Immanuel Christian School will seek to create an environment where staff and students are inspired and challenged to use their God given talents as they joyfully teach and learn about our God and the world from a covenantal perspective. They will engage in activities that foster a love for learning, develop the ability to think critically about the world around them, and promote strong leadership skills” (PICS Vision).</p>
Assurance Framework Domain	Student Growth and Achievement

<b>Outcomes</b>	To improve exam writing skills in our students. To cultivate effective study and academic performance strategies in our students and graduates.
<b>Context</b>	Students take several exams in Grades 6-12. Previous survey data indicates that many students do not rely on effective study strategies. Exam cycles were disrupted for several years due to the Covid 19 pandemic. Results on several PAT's (especially Math 9) were unsatisfactory.
<b>Strategies</b>	Strategies include: <ol style="list-style-type: none"> <li>1. Communicating exam schedules to parents and students</li> <li>2. Preparing exam schedules well in advance</li> <li>3. Reviewing Health curriculum to ensure study skills/strategies and stress management are being taught intentionally to students</li> <li>4. Ensure exam criteria (length, complexity, question types, Bloom's taxonomy, blueprinting) is followed</li> <li>5. Administration to review exams and related blueprints with teachers at several points throughout the year</li> <li>6. Survey students on study habits, exams, exam week</li> </ol>
<b>Measures</b>	The general outcome will be measured by: <ol style="list-style-type: none"> <li>1. Results of student and alumni surveys</li> <li>2. Analysis of exams compared to criteria developed</li> <li>3. Student performance results on exams</li> <li>4. PAT/Diploma results</li> <li>5. AEA survey results including High School Completion, Citizenship, and Academic Engagement</li> </ol>
<b>School Priority #2</b>	
<b>School Priorities</b>	Maintain a collaborative internal school culture for staff that is God honouring, positive, loving, safe, caring and reflects the school's mission. Enable staff (and students) to thrive and grow.  PICS will "seek to create an environment where staff and students are inspired and challenged to use their God-given talents as they joyfully teach and learn about our God and the world from a covenantal perspective. They will engage in activities that foster a love for learning, develop the ability to think critically about the world around them, and promote strong leadership skills." (Vision)
<b>Assurance Framework Domain</b>	Teaching and Leading
<b>Outcomes</b>	Establish Professional Learning Communities (PLC's) to promote collective efficacy.

	Create a collaborative community within our professional staff to effectively work towards staff growth and student educational success.
<b>Context</b>	In 2024-2025, we will maintain an early dismissal system to give staff time to meet regularly to focus on school priorities and student learning.
<b>Strategies</b>	<p>Strategies include:</p> <ol style="list-style-type: none"> <li>1. Arrange early dismissals and PD days into school calendar</li> <li>2. Develop protocols and CLEAR goals for early dismissal groups (PLC's)</li> <li>3. Organize PLC's according to division</li> <li>4. Ensure PLC goals connect to school goals/priorities</li> <li>5. Admin presence and regular check-ins with early dismissal groups</li> <li>6. Engage in professional development on key topics (Numeracy, Literacy, FNMI history, assessment, Reformed Education, School Culture)</li> </ol>
<b>Measures</b>	<p>The general outcome will be measured by:</p> <ol style="list-style-type: none"> <li>1. Anecdotal teacher feedback</li> <li>2. Year-end staff surveys (internal)</li> <li>3. PLC observations</li> <li>4. AEA survey results of Education Quality</li> <li>5. Student achievement on exams</li> </ol>

<b>School Priority #3</b>	
<b>School Priorities</b>	<p>Provide a caring, nurturing, Christian environment where all students are encouraged and given opportunities to use their God-given gifts to the best of their ability.</p> <p>"Parkland Immanuel Christian School will be prayerfully supported by a welcoming multi-generational community that is actively involved through volunteering, membership in committees or Boards, and by participation in regular school activities. It will seek to build strong partnerships with all members of the Reformed community and promote a sense of belonging, ownership and pride." (PICS Vision)</p>
<b>Assurance Framework Domain</b>	Learning Supports
<b>Outcomes</b>	<p>Develop Mental Health Support Plan</p> <p>Access AISCA Expanding Capacity and Learner Supports Grant</p> <p>Research DSEP structure</p>

<b>Context</b>	<p>PICS has a growing student population and along with this growth we have noticed an increase in mental health-related issues. Supporting our students and improving the overall mental health of staff and students is an area of need.</p> <p>Securing appropriate resources and personnel for students with learning needs is also a priority. Our LASN program continues to grow at a rapid rate, stretching available resources.</p>
<b>Strategies</b>	<p>Strategies include:</p> <ol style="list-style-type: none"> <li>1. Develop a school wide mental health program</li> <li>2. Continue to leverage Open Parachute resource</li> <li>3. Develop protocols/parameters for supporting students</li> <li>4. Continue to leverage AISCA grant and related supports</li> <li>5. Contact other DSEP schools</li> <li>6. Access funding from Alberta Education if possible</li> </ol>
<b>Measures</b>	<p>The general outcome will be measured by:</p> <ol style="list-style-type: none"> <li>1. Mental health program produced and distributed among stakeholders</li> <li>2. Develop health scope and sequence with related lesson plans</li> <li>3. Development of guidelines for supporting students with mental health needs</li> <li>4. Monitor and report on the availability of consultants and other professionals</li> <li>5. AEA measures of Safe &amp; Caring, Student Inclusion, and Access to Supports &amp; Services</li> <li>6. Internal measures of student well-being and access to supports</li> <li>7. Provide report on DSEP research to the Board</li> </ol>

<b>School Priority #4</b>	
<b>School Priorities</b>	<p>Provide spaces for students to learn, grow and build one another up, for staff to perform their duties and enjoy their work, and for the Society to be able to come together and share in the joy of school and community activities.</p> <p>"Parkland Immanuel Christian School will be prayerfully supported by a welcoming multi-generational community that is actively involved through volunteering, membership in committees or Boards, and by participation in regular school activities. It will seek to build strong partnerships with all members of the Reformed community and promote a sense of belonging, ownership and pride." (PICS Vision)</p>
<b>Assurance Framework Domain</b>	Local & Societal Context
<b>Outcomes</b>	<p>School Expansion will:</p> <ul style="list-style-type: none"> <li>- add classrooms <b>(Phase 1 complete)</b></li> </ul>



	<ul style="list-style-type: none"> <li>- add gym/kitchen/foyer (Phase 2)</li> <li>- existing structure renovations (Phase 3)</li> </ul>
<b>Context</b>	<p>Enrolment growth resulted in space pressures alleviated by the new classroom addition. Expanding the current facility to replace or update special spaces is necessary to create more capacity and options for the future.</p>
<b>Strategies</b>	<p>Strategies include:</p> <ol style="list-style-type: none"> <li>1. Fundraising for capital project</li> <li>2. Development of 'excess' lands to the west</li> <li>3. Develop and follow construction timeline for expansion</li> <li>4. Engage society at bi-annual meetings</li> <li>5. Determine space requirements for future years</li> </ol>
<b>Measures</b>	<p>The general outcome will be measured by:</p> <ol style="list-style-type: none"> <li>1. AEA results of Parental Involvement</li> <li>2. Analysis of space within school;</li> <li>3. Assignment of dedicated spaces for special use areas</li> <li>4. Develop needs assessment tool for Phase 2 and 3</li> <li>5. Ensure financial support for expansion</li> </ol>

**Budget Summary**

For the fiscal year 2024-2025, please see the budget summary below to ensure that PICS continues to offer a quality education and works toward the priorities articulated in this report.

**BUDGETED STATEMENT OF OPERATIONS**  
for the Year Ending August 31  
(in dollars)

	Budget 2024/2025	Projected 2023/2024	ACTUAL 2022/2023 (Note 1)
<b>REVENUES</b>			
Alberta Education (excluding Home Education)	\$3,518,077	\$3,353,847	\$2,722,709
Alberta Education - Home Education	\$0	\$0	\$0
<b>Total Alberta Education Revenues</b>	<b>\$3,518,077</b>	<b>\$3,353,847</b>	<b>\$2,722,709</b>
Other Government of Alberta	\$0	\$0	\$0
Federal Government and/or First Nations	\$0	\$0	\$0
Other Alberta school authorities	\$0	\$0	\$0
Instruction fees / Tuition fees	\$1,248,469	\$1,746,722	\$1,437,690
Non-instructional fees (O&M, Transportation, Admin fees)	\$602,837	\$0	\$0
Other sales and services	\$1,000	\$11,184	\$0
Interest on investments	\$2,040	\$4,857	\$0
Gifts and donations	\$111,490	\$113,585	\$163,908
Amortization of capital allocations (where applicable)	\$183,076	\$0	\$120,564
Other (specify): GST Rebate	\$0	\$0	\$34,810
<b>TOTAL REVENUES</b>	<b>\$5,666,989</b>	<b>\$5,230,195</b>	<b>\$4,479,681</b>
<b>EXPENSES</b>			
Home Education	\$0	\$0	\$0
Instruction - ECS	\$171,383	\$139,261	\$136,260
Instruction - Grades 1 to 12	\$3,643,227	\$3,194,861	\$3,255,913
Operations and maintenance	\$848,981	\$418,463	\$498,432
Transportation	\$450,629	\$406,798	\$382,007
Board and System Administration	\$532,803	\$611,385	\$433,738
External Services	\$0	\$253,085	\$0
<b>TOTAL EXPENSES</b>	<b>\$5,647,023</b>	<b>\$5,023,853</b>	<b>\$4,706,350</b>
<b>SURPLUS(DEFICIT) OF REVENUES OVER EXPENSES</b>	<b>\$19,966</b>	<b>\$206,342</b>	<b>(\$226,669)</b>
	<b>\$19,966</b>		

1. To agree with the Audited Financial Statements (AFS) as submitted to Alberta Education pursuant to Section 29 of the Education Act, Private Schools Regulation 127/2022, Section 20 or as restated.