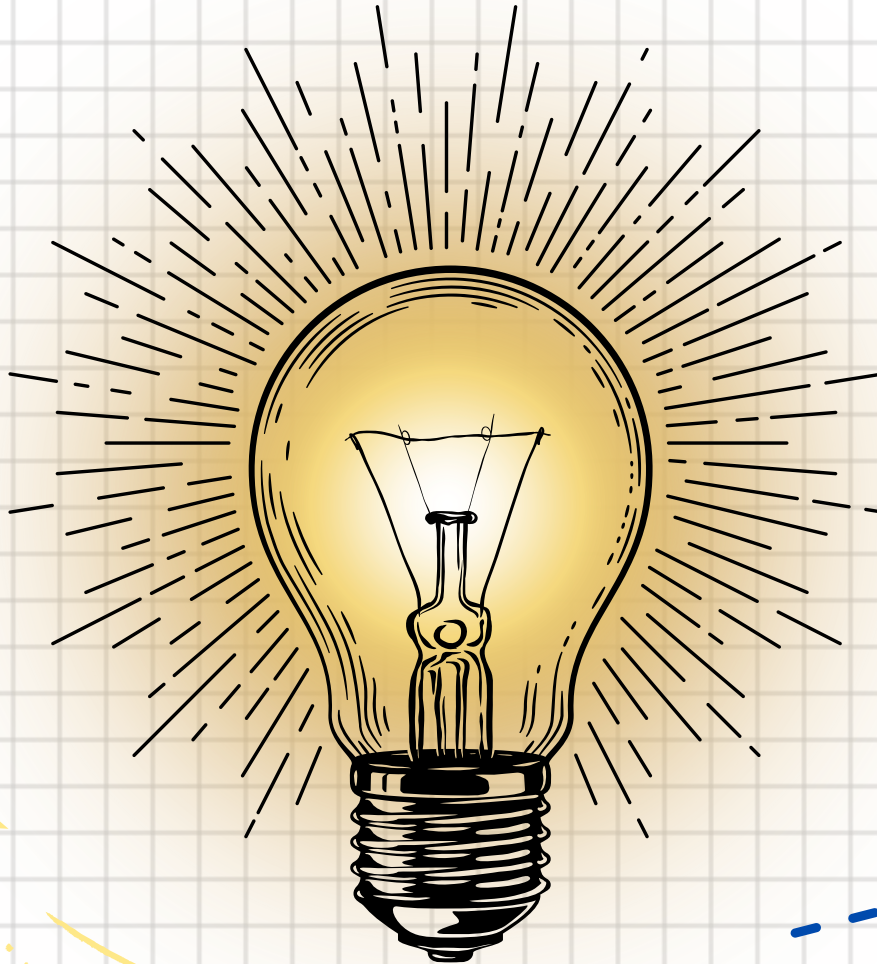




**PICKERING CHRISTIAN SCHOOL**

Educating The Whole Child.

# STRATEGIC PLAN



STUDENT SUCCESS

STAFF SUCCESS

SMART GROWTH

UNITY THROUGH COMMUNITY

**PCS**  
Educating the whole child.

# PCS STRATEGIC PLAN 2023-2027

## OUR MISSION

Educating the Whole Child

## OUR VISION

Educating the whole child in a Bible-based environment developing students who exhibit Christ-like attributes, ownership, mastery, innovation and future-ready skills.



## OUR OPPORTUNITY

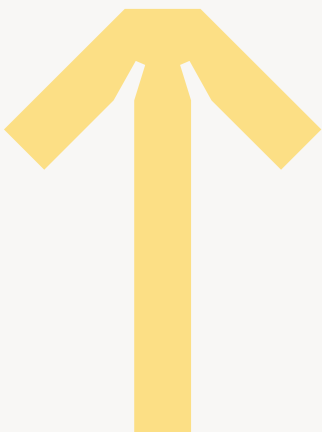
It's time to reinforce the foundation for meaningful progress and extend a warm welcome to students interested in Christian education. Our aim is to create an environment where dedicated families and enthusiastic staff actively contribute to the next stage of learning while ensuring the well-being of our children.

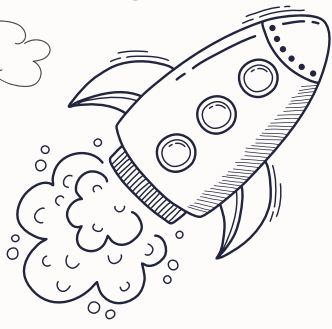
## OUR ASPIRATION

In five years, we envision being recognized as a unified, Christ-centered learning community dedicated to "educating the whole child" to his or her full potential— an approach that goes beyond academic achievement to embrace the whole development of each student:

- *Nurturing, intellectual and academic growth*
- *Spiritual well-being*
- *Fostering emotional resilience*
- *Social skills*
- *Physical health*

We aspire to cultivate a comprehensive educational experience that equips our students with the knowledge, values, and life skills necessary for success in all facets of their lives. A learning environment that encourages curiosity, creativity, and a love for lifelong learning in every child guided by our mission-oriented leaders and staff for over 400 elementary students in the Durham Region.





# What Does This Plan Cover?

Covering the school years of 2023/2024 to 2027/2028, this document presents a comprehensive strategic plan for Pickering Christian School, complete with some of the key measures used to track progress. Each of the four themes outlined in this document encompasses key objectives designed to fulfill the opportunity and aspirations laid out.

The strategy places emphasis on four critical areas:

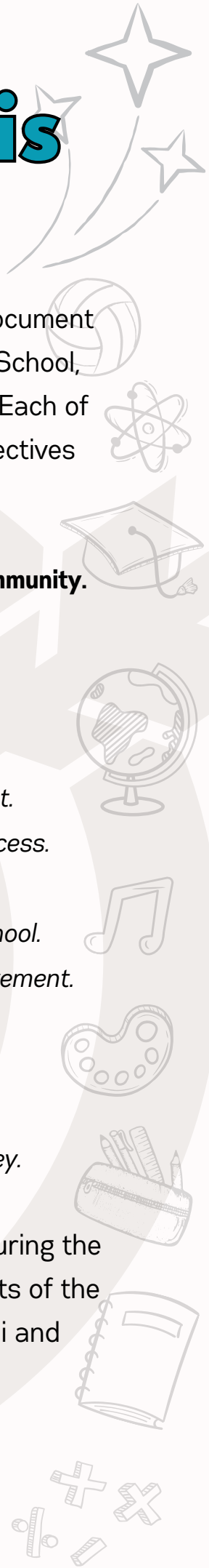
**Student Success, Staff Success, Smart Growth, and Unity Through Community.**

## How can this strategy make a difference?

- *Elevated learning experiences for your child.*
- *Empowering teachers through continuous professional development.*
- *Prioritizing emotional well-being and social support for student success.*
- *Instilling core values in education for your child's growth.*
- *Nurturing a comprehensive approach to Health and Wellness in school.*
- *Fostering open and collaborative communication for parental involvement.*
- *Cultivating a positive and supportive educational environment.*
- *Implementing holistic progress assessment to ensure your child's development*
- *Building community partnerships for an enriched educational journey.*

The school's aim is to uphold high academic standards while nurturing the (whole) development of every student, through collaborative efforts of the PCS community (including PCS staff, parents, students, alumni and community connections).

All these areas align seamlessly with our mission to  
**"Educate the Whole Child."**



**The Strategic Planning Team**, comprising parents, teachers, and board members, gathered to strategize the growth of Pickering Christian School and enhance success in various areas. They prepared a final document that evaluated objectives for student success, staff success, smart growth, and unity through community. **These results were based upon parent, student, staff, community and alumni feedback from our online sessions in March and April 2023, along with current trends, demographic and industry insight/experience.**

The end product of the strategic plan has been received and approved by the current PCS Board in alignment with our purpose and mission as an organization.

# OUR TEAM

This group was led by Chris Bosch  
and his team from Chisel Consulting.

chisel STRATEGY  
FOR  
NONPROFITS

## DAVID PARK

Principal

## RACHEL ULLMAN

Teacher at PCS

## KEELER KAUFFELDT

Teacher at PCS

## JULIE WALSH

Board Member/Parent

## JAY PREMSELER

Board Member/Parent

## JUDITH GRANT

Vice Principal

## NATHANIEL OGBORNE

Vice Principal

## SHAN CHACKO

Board Chair/Parent

## HANY PHILIPS

Alumni Parent/Alumni Board Member

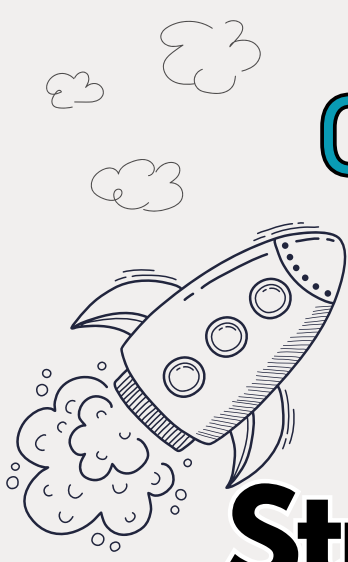
## KELVIN KAUFFELDT

Alumni Parent/Alumni Board Member

\*







# On Mission Together For Learning

## Strategic Themes

Pickering Christian School is committed to providing an educational experience that fosters character development and academic proficiency. To achieve this, we have developed a comprehensive strategic plan that focuses on four key areas:

**a**

STUDENT SUCCESS

**B**

STAFF SUCCESS

**C**

SMART GROWTH

**D**

UNITY THROUGH COMMUNITY



# STUDENT SUCCESS



"We love students. We know each one has a special contribution to make in response to how God has created them for His purpose. We will continue to raise the bar on our concern for the whole child by offering the best spiritual, intellectual, emotional, and physical environment that accommodates each child to the best of our ability."

"But as you excel in everything—in faith, in speech, in knowledge, in all earnestness, and in our love for you—see that you excel in this act of grace also." -2 Corinthians 8:7

## 1. Nurture Christ-likeness

- 1a. Establish a team to review the Bible curriculum to incorporate intentional Biblical worldview reflection within the first year.
- 1b. To assess student spiritual engagement and growth, an annual survey, featuring discipleship pulse questions, will be developed for students.
- 1c. Establish a plan to invite each class to participate in a service project each year.
- 1d. Formalize a student mentorship program.
- 1e. Create a PCS Student Profile in cooperation with staff that is in alignment with the board's ends, which are the formal expectations for students who attend PCS.

## 2. Enhance intellect

- 2a. Teach learning goals to students and create a plan to encourage accountability to the goals.
- 2b. Evaluate and recommend a plan to ensure adherence to the new science and math curricular expectations.
- 2c. Create a team to continue in the implementation of the "Profound Learning" model.
- 2d. Identify a path for increasing extracurriculars that are focused on arts/sciences (electives).

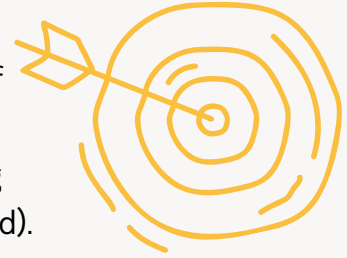


# STUDENT SUCCESS



## 3. Improve emotional intelligence

- 3a. Establish yearly Christian professional development for staff specific to emotional intelligence for children.
- 3b. Provide resources/training for families on an annual rotating schedule (e.g., rotate five learning modules over a five year period).
- 3c. Identify and implement a program to help students identify/manage their emotions.



## 4. Encourage physical well-being

- 4a. Identify and teach a Christian perspective on the Ontario health curriculum within the first year.
- 4b. Create intramural sports/activities for the primary division.
- 4c. Review playground resources to promote physical activity.



### RESULT EXPECTED:

Each student will meet their full academic potential while recognizing God's purpose for creating them and the positive contribution they can have in the world.

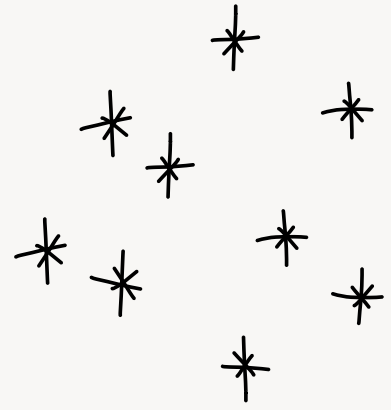
Each student will be able to articulate how their education has contributed to their overall well-being and connection to God, themselves, and others.

### KEY MEASURES:

- **Academic Attainment:** The overall and grade-specific performance on the Measures of Academic Performance (MAP) reflects scores surpassing the established grade-level norms for all Ontario Christian Elementary Schools.
- **Alumni Preparedness:** Evaluation of the grade 10 alumni is conducted through an "Alumni Survey," with a focus on affirmations regarding the academic readiness fostered by PCS.
- A "Parent Satisfaction" survey is employed to gauge parental perspectives on the spiritual, emotional, intellectual, and physical well-being of their children. This survey will serve as a vital instrument in assessing and enhancing our educational offerings.

# STAFF SUCCESS

Educating the Whole Child



"We recognize that enhanced educational outcomes are a direct result of prepared, nurtured, and passionate staff. The support we provide to our staff profoundly impacts the quality of education our students receive. Therefore, we aspire to be a vocational home for skillful and diligent educators who have the time and resources to be and do their best every day.

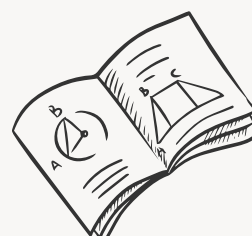
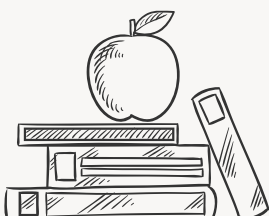
"Show yourself in all respects to be a model of good works, and in your teaching show integrity, dignity" - Titus 2:7

## 1. Enhance staff preparedness

- 1a. Create a training plan for delivering Profound Learning, Love & Logic (behaviour), and the appreciation for cultural variety.
- 1b. Institute an annual review and planning process for the upcoming year, formalize the procedures, and communicate the details to staff for future discussions. (Connected to 3a and 3b).
- 1c. Form a dedicated team to explore and develop a program model aimed at providing comprehensive support for students with exceptionalities.
- 1d. Establish a comprehensive onboarding process for new staff.

## 2. Create a nurturing environment

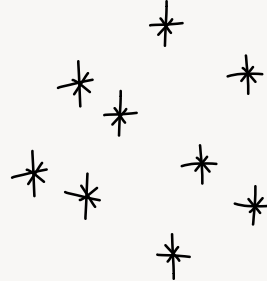
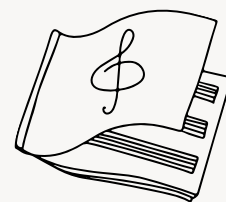
- 2a. Task the Leadership Team with developing a comprehensive, multi-year strategy that delineates our current position, outlines future objectives, and details the steps required to attain 100% compliance with the Edvance compensation grid for all staff.
- 2b. Establish department teams to meet a set number times per year that fosters open and transparent conversations (Connected to 3a and 3b).
- 2c. Formalize and enhance the current process for yearly staff review in consultation with staff.
- 2d. Establish yearly offsite retreat for all staff (Connected to 3a and 3b).
- 2e. Establish quarterly staff events (alternating staff only and staff & their families).





# STAFF SUCCESS

Educating the Whole Child



## 3. Instill a unified purpose

- 3a. Encourage more alignment to vision (1b, 2a & 2c).
- 3b. Engage in annual goals/theme planning (1b, 2a, & 2c).
- 3c. Leadership team to investigate best practices for establishing a unified purpose.



## 4. Encourage innovation and creativity

- 4a. Establish a team, schedule, and process to review formal curriculum changes and development.
- 4b. Establish a requirement for professional development across the staff (yearly review and planning).
- 4c. Establish a team to investigate the possibility of creating time and space for purposeful creativity and innovation prep time throughout the year amongst staff/staff teams.



## RESULT EXPECTED:



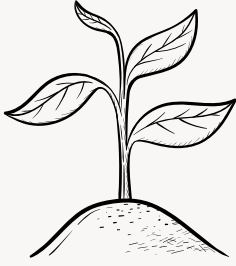
We desire to see a unified staff that is deeply committed to the vision of educating the whole child. Staff will consistently demonstrate their passion for Christ and education; this will be seen through their innovation, drive, and relationships with their students, colleagues, and parents.

Staff will report a high degree of satisfaction with their relationship with the school, the parents, and most importantly, the students.

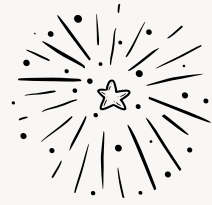
## KEY MEASURES:

- **% increase in staff satisfaction survey (Best Christian Workplace) (year over year).**
- **Pickering Christian School aims to achieve a score above 4.0 in the annual "Best Christian Workplace" Staff Satisfaction Survey, indicating that employees would enthusiastically recommend the school to their colleagues.**
- **100% of the Edvance compensation grid.**





# SMART GROWTH



Grateful to God for his great provision, we are poised to expand our services to more children and their families. We desire to do this wisely and courageously so that the school continues to experience a healthy learning community – for everyone. This is about enhancing the strength and commitment for educating the whole child for current and future generations of students. "Commit to the Lord whatever you do, and he will establish your plans." – Proverbs 16:3

The point is this: whoever sows sparingly will also reap sparingly, and whoever sows bountifully will also reap bountifully. He who supplies seed to the sower and bread for food will supply and multiply your seed for sowing and increase the harvest of your righteousness. – 2 Corinthians 9:6,10

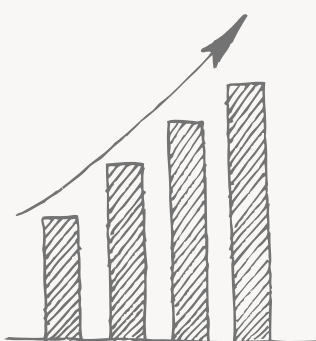
## 1. Determine and implement facility enhancements

- 1a. Establish an internal team to investigate and recommend a firm to create a master facility plan. Include interim needs for current growth (Phase 1) as well as future replacement of portables, etc. (Phase 2).
- 1b. Hire a firm/organization to create a masterplan.
- 1c. Establish a timeline (finances, construction, opening).



## 2. Prepare financial well being

- 2a. Establish an internal team to assess the approach for a capital campaign. Recommend a third party to establish a capital campaign.
- 2b. Build a specific financial plan associated with the facility expansion (tuition, spending, borrowing, bank, fund-raising).
- 2c. Hire a new Development Director.
- 2d. Investigate and recommend a new fundraising plan to enhance long-term financial sustainability (E.g., foundations, formal donor programs, grants, and planned giving).
- 2e. Propose balanced budgets each year that incorporate the current and planned needs of the school, including a review of the tuition model.

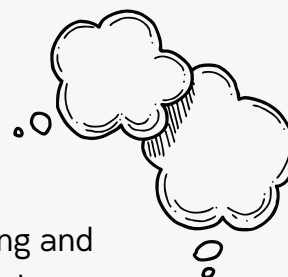




# SMART GROWTH

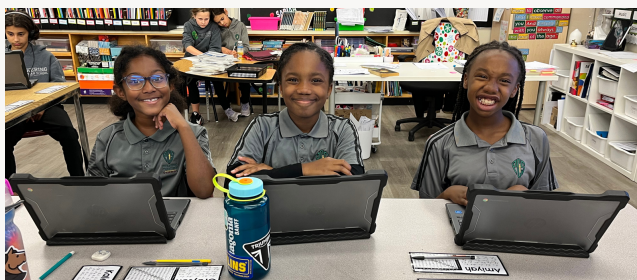
## 3. Ensure sustainable enrollment

- 3a. Design a multi-year plan for sustainable enrollment (advertising, intake, pipeline).
- 3b. Establish a formal JK/SK intake/pipeline process (target #).
- 3c. Analyze and suggest changes to the tuition support program.



## 4. Connect with the community

- 4a. Create a plan for regularly sharing with the community the unfolding and implementation of the strategic plan and our progress towards our goals.
- 4b. Development Director to develop a plan on how to increase engagement and investment from within the community (2c) (Parents, businesses, churches, other schools).
- 4c. Establish a community based prayer team.



### RESULT EXPECTED:

We desire to see an expanded facility that accommodates two classes per grade with specialized spaces and resources to meet the expected growth and needs in the community.

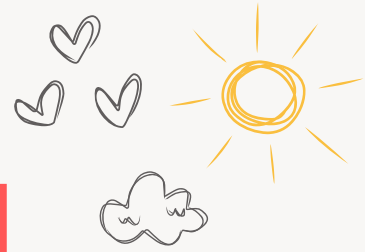


### KEY MEASURES:

- **% increase in enrolment (year over year) to accommodate 400+ students.**
- **\$ in reserve for special projects.**
- **% increase in donations (year over year).**



# UNITY THROUGH COMMUNITY



We believe Christian community is a powerful channel for change, unity, and purpose (Acts 4; John 17).

Our school can be a hub of hospitality, care, and goodness for the cultural variety among our students, staff, families and our wider community.

We invite our community to participate in the joy of engaging in this great calling in our pursuing truth through education.

"May the God of endurance and encouragement grant you to live in such harmony with one another, in accord with Christ Jesus, that together you may with one voice glorify the God and Father of our Lord Jesus Christ." - Romans 15:5-6



## 1. Improve internal communication to parents

- 1a. Create and deploy a high quality onboarding process for new families.
- 1b. Establish a standardized platform and schedule for parent and teacher communication.
- 1c. Create a self-service and easy to use hub for policies to be shared with parents
- 1d. Create and deploy an annual family satisfaction survey.
- 1e. Create a self-service and easy to use hub for volunteer opportunities to be shared with parents.







# UNITY THROUGH COMMUNITY



PICKERING CHRISTIAN SCHOOL

## 2. Expand external communication

- 2a. Review all the marketing platforms and identify gaps for improvement.
- 2b. Intentionally identify opportunities to bless/encourage our neighbours (associated with Theme 1, 1c).
- 2c. Expand and encourage relationships with local churches for awareness, enrolment opportunities, and service opportunities.



## 3. Establish exemplary first impressions (hospitality)

- 3a. Identify all the first impression touch points and create a plan to enhance or create better impressions (internally/externally).
- 3b. Training the staff in the importance of first impressions.



### RESULT EXPECTED:

For each part of the community to feel welcomed, valued and cared for through ongoing connection, service and clear communication.

We desire to see everyone who wishes to be connected to the life of the school participating in ways that optimize their gifts for the well-being of the school and the wider community.

### KEY MEASURES:

- **% increase in parent satisfaction score through annual family survey**
- **% of students retained (year over year)**
- **% of families volunteering in some capacity**



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Thank you for your continued support!



**PICKERING CHRISTIAN SCHOOL**

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