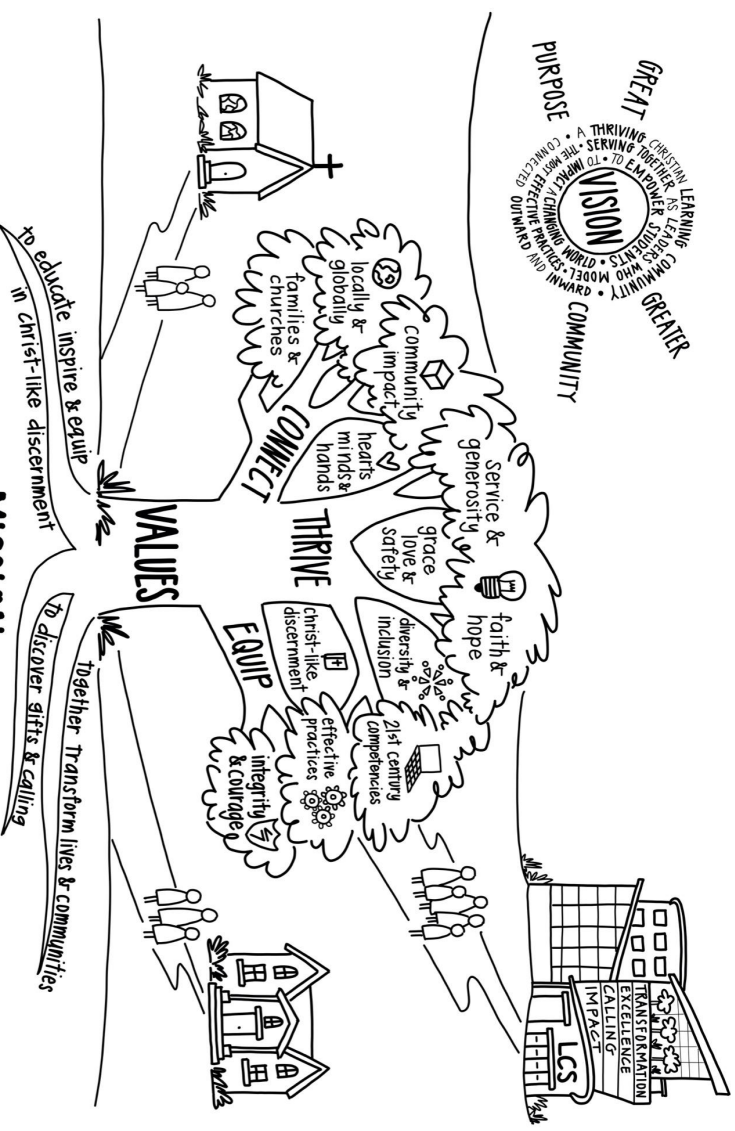


# Spring Society Meeting



## EQUIPPING STUDENTS MISSION TRANSFORMING LIVES



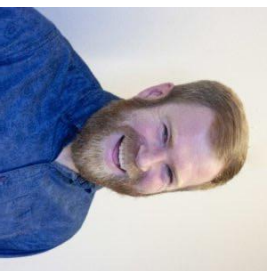
# Agenda

MAY 31, 2021

1. Welcome and Opening Prayer
2. Approval of Minutes
3. LCS Board Update & Election/affirmation of New Board Members
4. Head of School Report
  - a. Covid update & planning for 2021-2022
  - b. Strategic plan update
  - c. Preschool update (ECE Manager, Harmony Wilson)
  - d. High school programming shift (HS incoming Principal, Joel Ditson)
  - e. Committee Updates
  - f. GAD/Facilities planning (Director of Operations, Frank Wood)
  - g. Development update (Director of Development, Carey Born)
  - h. Administrative Staffing Updates
  - i. Presentation of 2021-2022 Draft Budget (Board Treasurer, Bernie Zacharias and Director of Finance, Doug Jensen)
5. Celebration of Departing Board Members (incoming Board Chair, Eric Paquette)
6. Results of board nominations
7. Member Privilege & Feedback
8. Motion to destroy ballots motion
9. Adjournment

# BOARD UPDATES

## RENEWING TERMS



Abel Strujenko



Tracy Vanhuizen  
(Vice Chair)

## CURRENT BOARD

Eric Paquette

Leanne DeWitt

Danielle Stevenson

Bernie Zacharias

Dennis Martini

Nhan Luu

## BOARD MEMBER SELECTION PROCESS

1. Collect expressions of interest from the community (AGM and On the Go) & reach out to potential candidates to gauge their interest
2. Board established criteria and needs assessment
3. Conversations & screening of candidates' experience & skills
4. Shortlisted candidates invited to apply
5. Interviews with Selection Committee
6. Put forward successful candidates to the Society for affirmation; runners-up invited to join board committees & be considered for future vacancies

**Sarah Friesen**



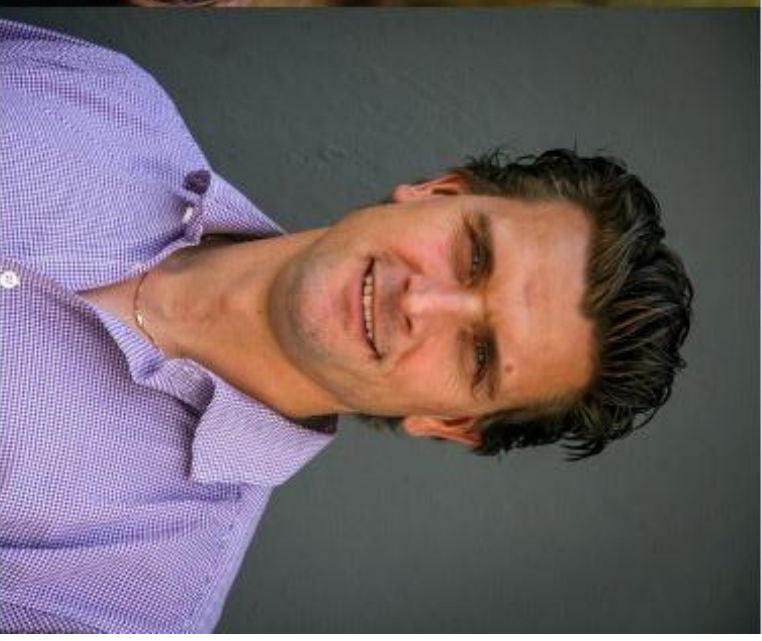
LCS parent; Education Committee  
Instructor at Columbia Bible College  
Women's discipleship mentor at TWU  
Masters degree in Divinity

**Tamara Vandenbrink**



LCS parent; Scotiabank executive  
Experience serving on  
community-based non-profit boards  
Leadership M.A. Program TWU

**Tim Bontkes**



LCS parent; property development &  
engineering background  
Facilities Planning Task Force  
Previous Christian school board chair



# 2021-2025 STRATEGIC PLAN

Inspired & valued faculty

1. Improve support for staff wellbeing & flourishing
2. Enhanced compensation, recruiting & retention practices
3. Increased investment in professional development & leadership

Engaged & faithful culture

4. Advance our commitment to being a welcoming community
5. Expand support for youth wellness, connection & belonging
6. Establish community & global partnerships for service learning
7. Equip staff to tell our story and advance our mission & values
8. Increase opportunities for quality childcare

## VISION

**A thriving Christian learning community serving together to empower students to have impact in a changing world.**

Innovative & impactful practices

9. Develop STEAM programming
10. Renewed K-12 Christian curriculum framework
11. Establish an inspirational model to help vulnerable learners thrive
12. Improve achievement for all students in core competencies

Increased funding & accessibility

13. Increase connections with donors, parents, alumni & community
14. Implement a capital expansion plan for 1400-1600 students
15. Expand opportunities for innovative & transformational learning
16. Enhance financial accessibility for Christian education



LANGLEY  
CHRISTIAN  
SCHOOL

discernment  
stewardship & service  
citizenship  
purpose & identity  
discipline

## LCS K-12 LEARNER PROFILE

- What is distinctive about a K-12 LCS education within a BC context? What is our "brand guarantee"?
- What skills/competencies is a K-12 LCS education designed to foster?
- What are parents/caregivers supporting through enrollment of their child?

- Informed by:
- Foundational beliefs & mission
  - Core values: connect, thrive, equip
  - Biblical through-lines
  - Current research in Christian education
  - Education committee & staff collaboration

## SCOPE & SEQUENCE COMPETENCIES & CONTENT

- What competencies are taught & assessed? When?
- What Biblical content is essential to know?

## GUIDANCE FOR CHRISTIAN TEACHING PRACTICES

- What does Christian teaching & learning look like?
- How does the learner profile and curriculum inform core subjects, extra curricular programs & service learning/outreach?

## IMPLEMENTATION & REVIEW CYCLE

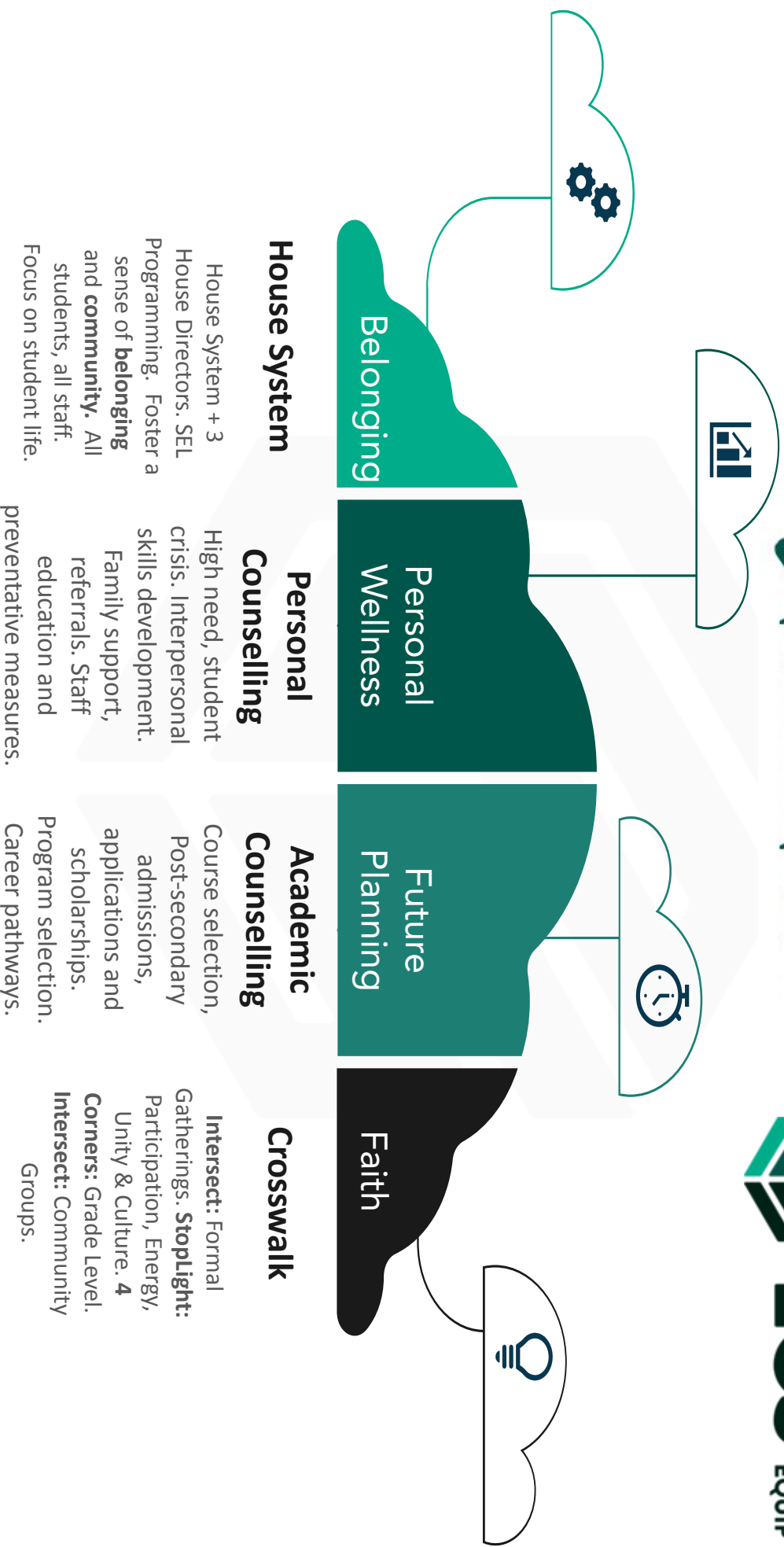
- How do we train, coach, mentor & evaluate staff?
- How do we invite parents/caregivers to participate in supporting the education of their child?
- How do we gather feedback on the impact of our teaching from graduates and current families/students?

# Curriculum Review Process

# Lightning Life



**LCS** CONNECT  
THRIVE  
EQUIP



Belonging

## House System

House System + 3  
House Directors. SEL  
Programming. Foster a  
sense of **belonging**  
and **community**. All  
students, all staff.  
Focus on student life.

Personal  
Wellness

## Personal Counselling

High need, student  
crisis. Interpersonal  
skills development.  
Family support,  
referrals. Staff  
education and  
preventative measures.

Future  
Planning

## Academic Counselling

Course selection,  
Post-secondary  
admissions,  
applications and  
scholarships.  
Program selection.  
Career pathways.

Faith

## Crosswalk

**Intersect:** Formal  
Gatherings. **Stoplight:**  
Participation, Energy,  
Unity & Culture. **4**  
**Corners:** Grade Level.  
**Intersect:** Community  
Groups.

# GAD REVIEW (Growth & Development Committees, 2015-2018)

## November 2015

- AGM approved formation of Growth and Development (GAD) team to recommend “a strategic direction for the future development of LCS.”

## May 2016

- GAD1: 80% endorsed third campus option

## June 2016 - May 2017

- GAD2/GAD3 Team to conceive and cost out a building project. Team built from among key stakeholders (ES, MS, HS, Parents, Board, Finance Team).

## May 2017

- Presented Concept Drawings and Costs to Society (Middle School build, grades 4-8)
  - 91% agreed that design was sufficient for a feasibility study conversation
  - 95% agreed that design going in the right direction
  - 93% agreed that goal campaign should be around  $\frac{1}{3}$  of building costs



## June 2017 to February 2018

- Financial Assessment & Campaign Readiness Report

## Board Recommendations - Feb 2018

- There is support and willingness for a major campaign
- Our infrastructure and staff is not ready for a major campaign
- We need to build capacity by establishing a more robust advancement department that will shape a campaign but also develop a long term sustainable efforts

## Society Feedback (85 responses)

- 95% found reports helpful
- 93% agreed with 3 reports that large campaign achievable
- 90% agreed that Board direction wise

## Since February 2018

- Improved infrastructure & staff
  - New Head of School
  - Director of Operations
  - Director of Development
- Modular expansion to MS/HS - 6 classrooms
- COVID 19 disruption
- Development of a strategic plan
- Review of needs and prior process and priorities
- Facilities Planning Taskforce to review additional options
- Confirmation of the 3 major elements with one scope change
  - Fort Replacement
  - Middle School Campus
  - Renovation of the High School

# Moving Forward *Facilities PLANNING*

Through consultation and collaboration between SLT, Board and Facilities Planning Task Force, our best thinking to date on how to move forward... we're looking forward to your feedback on planning.



# DEVELOPMENT UPDATE

Total Giving Past 12 Months

\$380,000

- Impact and Innovation Fund
- Student Tuition Assistance Fund

## Our Best Successes

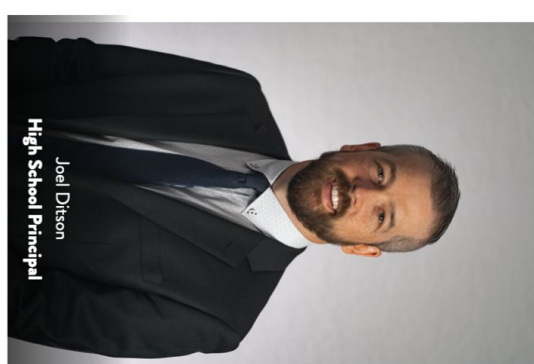
- 2020 Year End Appeal to Current Parents and Donors \$112,000
- March 2021 Online Auction \$220,000

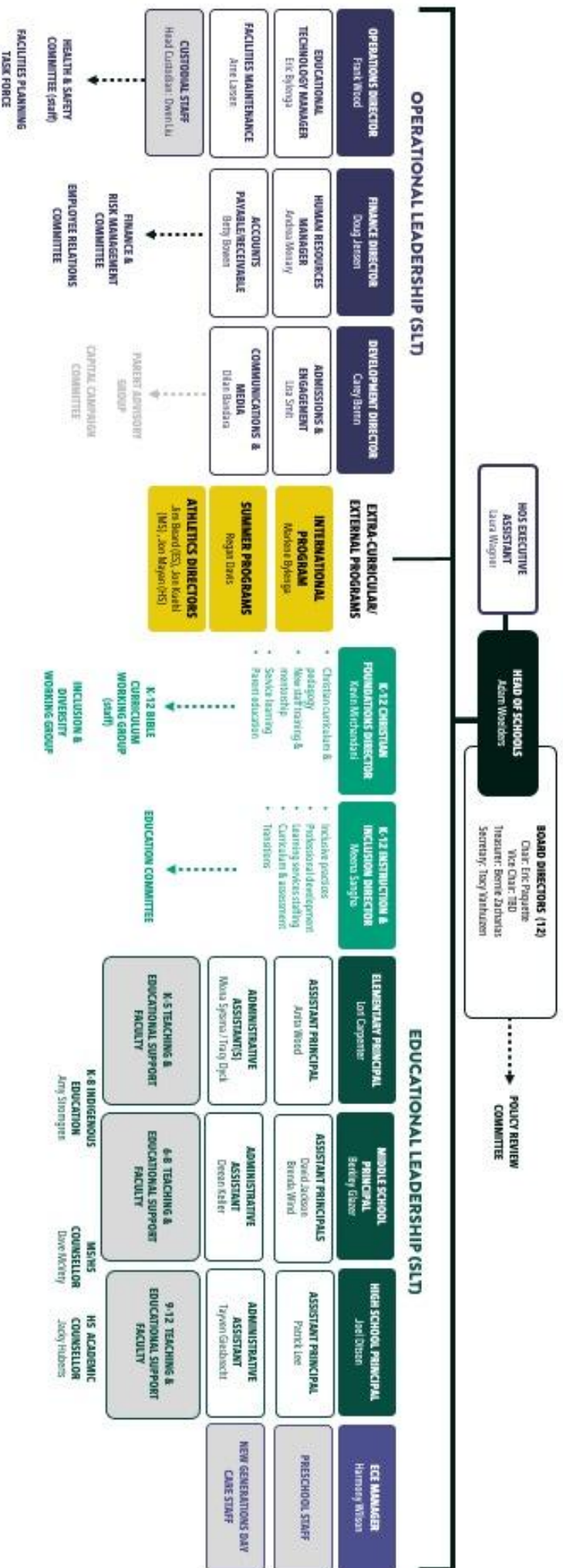
## Building a Case for Support of an Upcoming Capital Campaign

- 3 Stages to Construction – 1 Fundraising Capital Campaign
- Reasons for Expansion - Talking to staff, parents and board members
- A draft Case for Support will be created with lots of input



# STRATEGIC LEADERSHIP TEAM 2021-2022





**ORGANIZATIONAL CHART 2021-2022**

“... For the body does not consist of one member but of many...”

# BUDGET HIGHLIGHTS

(Current Year)

- Projected surplus \$500,000 (\$260k better than plan)
- Decrease in debt \$1.1M
- Improved working capital position
- 200% increase in giving towards Impact and Innovation
- Continued emphasis on facilities improvement
- Competitive teacher compensation: 1st year completed

# BUDGET HIGHLIGHTS 2021-2022

## PARAMETERS & CONSIDERATIONS

### Sustainable

- Budgets have come in on plan 20+ years
- Capital improvements & maintenance
- Teacher compensation to market: year 2 of 4

### Plans for the Future

- Funds towards capital replacement
- Increase community support (tuition assistance)
- Surplus budgeted to ensure sustained operations
- Debt repayment + allowance for interest rate increases



# BUDGET HIGHLIGHTS 2021-2022

## PARAMETERS & CONSIDERATIONS

### Financial Stewardship & Resiliency

- Align tuition to that of large independent schools
- Student to teacher ratio
- Reduce debts (Debt : Student ratio)
- Reduce amortization on outstanding debt obligations

# BUDGET HIGHLIGHTS

## PARAMETERS & CONSIDERATIONS

### Numbers within the Numbers

- 1,240 students (1,147 current; many families returning from Covid leaves)
- 117 FTE teachers & support staff (+5 from current); 150 head count (145 current)
- 11.4 student/educational staff (11.1 current)

2021/2022  
**BUDGET**

# SUMMARY

	2020 / 2021	2021 / 2022
	2020 / 2021	2021 / 2022
	Approved Budget Total	Budget
<b>TOTAL REVENUE</b>	<b>13,051,849</b>	<b>14,087,191</b>
<b>TOTAL EXPENSES</b>	<b>12,815,635</b>	<b>13,759,380</b>
<b>Expected Surplus</b>	<b>238,214</b>	<b>327,810</b>

	2020 / 2021	2021 / 2022	2021 / 2022 FUNDS		
<b>REVENUE</b>	<b>Revised Budget Total (Sept 2020)</b>	<b>Budget Total</b>	<b>Operational</b>	<b>Capital</b>	<b>Restricted</b>
Tuition & Fees	6,218,991	<b>6,794,648</b>	5,582,918	811,730	400,000
Government Grants	6,609,291	<b>7,028,976</b>	7,028,976		
All other revenues	223,567	<b>263,567</b>	263,567		
<b>TOTAL REVENUE</b>	<b>13,051,849</b>	<b>14,087,191</b>	<b>12,875,461</b>	<b>811,730</b>	<b>400,000</b>
<b>EXPENSES</b>					
Educational	9,315,170	<b>10,069,977</b>	10,069,977		
Facilities	958,863	<b>1,069,070</b>	1,069,070		
Transportation	239,254	<b>239,496</b>	239,496		
Administration	451,577	<b>461,324</b>	461,324		
Development & Promotion	432,083	<b>453,356</b>	453,356		
Capital & Financing	1,416,688	<b>1,466,158</b>	254,428	811,730	400,000
<b>TOTAL EXPENSES</b>	<b>12,813,635</b>	<b>13,759,380</b>	<b>12,547,650</b>	<b>811,730</b>	<b>400,000</b>
<b>Expected Surplus</b>	<b>238,214</b>	<b>327,810</b>	<b>327,810</b>	<b>0</b>	<b>0</b>

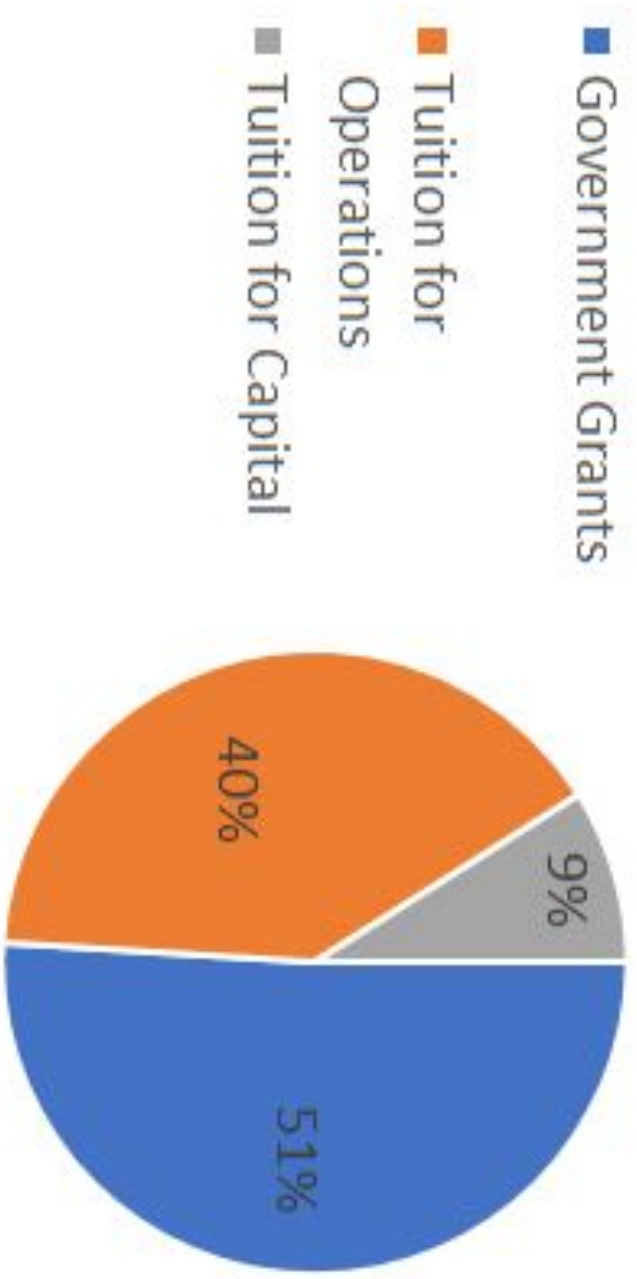


2021-2022  
**BUDGET**

# TUITION 2021 - 2022

<b>CATEGORY</b>	<b>Annual Tuition 2020 / 2021</b>	<b>Annual Tuition 2021 / 2022</b>	<b>\$ Increase Per Month</b>
<b>Families with THREE or more school-aged children:</b>			
Part/Full Time Kindergarten - Gr. 5	10,080	<b>10,584</b>	42.00
Grade 6 - 8	11,382	<b>11,951</b>	47.43
Grade 9 - 12	13,267	<b>13,930</b>	55.28
<b>Families with TWO school-aged children:</b>			
Part/Full Time Kindergarten - Gr. 5	9,487	<b>9,961</b>	39.53
Grade 6 - 8	10,878	<b>11,422</b>	45.33
Grade 9 - 12	12,269	<b>12,882</b>	51.12
<b>Families with ONE school-aged child:</b>			
Part Time Kindergarten	4,590	<b>4,682</b>	7.65
Full Time Kindergarten - Gr. 5	7,896	<b>8,291</b>	32.90
Grade 6 - 8	8,883	<b>9,327</b>	37.01
Grade 9 - 12	9,618	<b>10,099</b>	40.08

### Tuition to Grant Breakdown



# TUITION 2021 - 2022

## Notes

- 5.0% increase
- Base recommended salary increase for teaching staff is 3.5% to 5.75%
- Salary grids also have experience increases
- Approaching 50/50 benchmark (tuition revenue to government grant)
  - 18% of tuition is used for Capital items (no gov't grant for capital)
- Approaching 'comparable-with-similar-schools' tuition benchmark
- Proper recognition that capital needs must be adequately covered
- School Cash Online update - automatic withdrawal coming soon