

**Parkland Immanuel Christian School
2025-2028 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 460 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. In year two of this revised structure a lot of our new procedures and expectations have been solidified and are operating well.

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.

PICS continues to provide other opportunities in the realm of Fine Arts. Adrenaline Theater put on a very professional play: *The Lady Pirates of Captain Bree* (our first musical!!). Our Band program ran several concerts for our community, the highlight being a Mass Band event in Winnipeg and our year-end school 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 \$8 000 for the Mufu Rescue Center 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 returned to pre-pandemic levels but is forecasted to experience a slight decline for the next 2-3 years (two small incoming kindergarten classes).

We continue to work hard to support our students with learning needs, overall well-being, and address the learning loss impact on our students. We’re also put in place policies to better manage technology within the school environment (e.g. phone free environment, Classroom Cloud school monitoring system).

AISCA’s grant to replace RCSD services continues to be a real blessing to our community. Khan Communications is our external service provider and they have been providing excellent services to our students. 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 planning for 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 (2025-2028) 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 23, 2025, the board approved the 2025-2028 Education Plan.
(Original copy signed and on file at school)

Board President

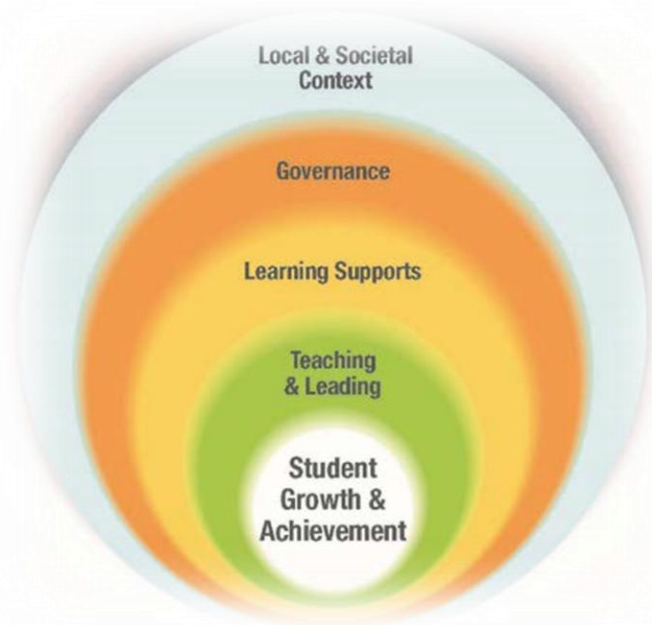
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Board Secretary

Date Signed

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
Outcomes	<p>To improve exam writing skills in our students.</p> <p>To cultivate effective study and academic performance strategies in our students and graduates.</p> <p>To ensure internal exams meet criteria established.</p>
Context	<p>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.</p>
Strategies	<p>Strategies include:</p> <ol style="list-style-type: none"> 1. Communicating exam schedules to parents and students 2. Preparing exam schedules well in advance 3. Ensure exam criteria (length, complexity, question types, Bloom's taxonomy, blueprinting) is followed 4. Administration to review exams and related blueprints with teachers at several points throughout the year 5. Survey students on study habits, exams, exam week
Measures	<p>The general outcome will be measured by:</p> <ol style="list-style-type: none"> 1. Results of student and Grade 12 exit surveys 2. Analysis of exams compared to criteria developed 3. Student performance results on exams 4. PAT/Diploma results 5. AEA survey results including High School Completion, Citizenship, and Academic Engagement
School Priority #2	
School Priorities	<p>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.</p>

	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)
Assurance Framework Domain	Teaching and Leading
Outcomes	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.
Context	In 2025-2026, we will maintain an early dismissal system to give staff time to meet regularly to focus on school priorities and student learning.
Strategies	Strategies include: <ol style="list-style-type: none"> 1. Arrange early dismissals and PD days into school calendar 2. Develop protocols and CLEAR goals for early dismissal groups (PLC’s) 3. Organize PLC’s according to division 4. Ensure PLC goals connect to school goals/priorities such as UbD framework for planning 5. Admin presence and regular check-ins with early dismissal groups 6. Engage in professional development on key topics (Numeracy, Literacy, Unit Planning, FNMI history, assessment, Reformed Education, Curriculum implementation, School Culture)
Measures	The general outcome will be measured by: <ol style="list-style-type: none"> 1. Anecdotal teacher feedback 2. Year-end staff surveys (internal) 3. PLC observations 4. AEA survey results of Education Quality 5. Student achievement on exams

School Priority #3	
School Priorities	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

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

Budget Summary

For the fiscal year 2025-2026, 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.

Parkland Immanuel Christian School -Financial Results and Projections

	Budget	Budget	Forecast	Budget	Actual
	2025-26	2024-25	2024-25	2023-24	2023-24
REVENUES					

Grants

Grants - ECS	65,635	103,549	124,030	117,832	119,547
Grants - Grades 1-12	2,035,898	2,061,743	2,042,518	1,967,353	2,021,041
Grants - Special Education	379,846	317,978	328,313	291,960	303,280
Grants - OLEP (French Instruction)	5,497	4,435	2,295	0	2,295
Grants - Classroom Complexity	51,825	44,849	43,857	43,920	44,423
Grants - Community Support	42,608	44,383	42,508	43,260	42,860
Grants - Supp Enrol Growth	0	22,050	0	12,110	7,350
Grants - Learning Disruption	0	0	5,000	5,000	5,000
Grants - Operations & Maintenance	270,006	282,285	267,431	273,400	270,331
Grants - System Administration	170,821	167,003	167,003	128,870	130,477
Grants - Transportation	397,912	434,109	400,750	248,534	404,750
Grants - Fuel Price Contingency	0	35,694	17,140	0	22,247
Grants - Other	0	0	7,500	0	21,440
Total Grant Revenues	3,420,050	3,518,078	3,448,345	3,132,239	3,395,040

Member and Other Revenues

Tuition & fees	1,881,431	1,851,306	1,872,000	1,734,504	1,751,034
High School Surcharge	0	0	0	0	1,525
Donations	99,672	111,490	100,000	114,249	81,169
Facility rental	1,000	1,000	1,000	1,000	1,490
Fundraising	0	0	1,000	0	6,250
Ladies Aid Contributions	0	0	2,700	0	35,014
Interest Income	2,040	2,040	2,040	2,040	7,653
Miscellaneous Other Income	0	0	17,400	0	135,910
Total Member and Other Revenues	1,984,144	1,965,836	1,996,140	1,851,793	2,020,046

TOTAL REVENUES **5,404,193** **5,483,914** **5,444,485** **4,984,032** **5,415,086**

EXPENSES**Instructional**

Salaries and Wages	3,192,146	3,081,902	3,010,319	2,849,633	2,717,175
Benefits	536,848	564,677	483,525	376,878	451,459
Supplies and Materials	146,388	142,551	116,887	138,030	123,324
Total Instructional	3,875,382	3,789,130	3,610,731	3,364,541	3,291,958

Administrative

Wages	270,113	319,876	263,937	263,892	398,035
Benefits	70,215	55,272	79,671	64,825	55,833
Expenses	109,575	112,360	106,271	111,345	115,831
Professional Development	62,802	49,000	50,098	49,620	48,743
Promotion	43,665	45,100	39,079	40,636	38,177

Total Administrative	556,370	581,608	539,056	530,318	656,618
Operations and Maintenance					
Accounting and Legal	15,000	14,000	25,725	13,208	18,020
Insurance	73,500	79,000	73,458	70,000	74,057
Bad Debts					
Utilities	106,000	118,000	120,070	94,591	143,199
Maintenance Wages & Benefits	127,282	104,319	117,176	99,786	106,402
Maintenance Supplies & Expenses	86,000	82,800	78,772	82,232	94,349
Total Operations and Maintenance	407,782	398,119	415,201	359,817	436,026
Transportation					
Transportation Wages & Benefits	224,144	182,402	198,309	171,176	172,050
Insurance	31,100	31,000	31,014	25,271	27,568
Repairs	78,000	85,000	79,952	58,289	133,036
Fuel	71,000	70,200	66,249	71,000	65,680
Supplies & Expenses	72,000	58,700	68,646	30,795	64,348
Total Transportation	476,244	427,302	444,171	356,531	462,682
Financial					
Loan Interest (Construction Loan)	0	267,786	147,741	260,750	248,195
TOTAL EXPENSES	5,315,778	5,463,945	5,156,900	4,871,957	5,095,480
NET OPERATING INCOME	88,415	19,969	287,585	112,075	319,606
Other Income					
Golf Tournament	40,000	0	23,668	0	40,894
School Drive	100,000	0	95,000	0	125,950
SGF Revenue	0	0	0	0	172,372
Amortization of Capital Contributions	0	183,076	0	0	156,156
Total Other Income	140,000	183,076	118,668	0	495,373
Other Expenses					
SGF Expense	0	0	0	0	172,372
Depreciation/Amortization	0	320,000	0	0	376,212
Total Other Expenses	0	320,000	0	0	548,584
OVERALL RESULT	228,415	-116,955	406,253	112,075	266,394
Capital Expenses (not part of operating results)					
Furniture and Equipment Purchases	32,300	25,000	25,729	19,200	13,815

Computers & Networking	36,000	56,000	53,999	82,075	3,508
Furn & Equip - Ladies Aid Purchases	0	0	0	0	660
Special Projects	20,000	20,000	7,300	10,800	7,031
Bus Purchase	89,500	0	181,994	0	0
Total Capital Expenses	177,800	101,000	269,022	112,075	25,015