



**Centennial
Christian School**
HEAD • HEART • HANDS



**Strategic Plan
2019-2023**

Background

The 2019 – 2023 Strategic Plan describes a faith-driven and wisdom-led direction undertaken by the Centennial Christian School Board, Leadership Team, Staff and Community. Centennial Christian School has identified areas of focus that will promote understanding of commonly held goals, which will enable the school to enhance its ability to meet its mission and vision. Together, the board and leadership staff have crafted this document that endeavors to respond to the call that they have received.

Through its strategic priorities, Centennial Christian School has articulated how it seeks to develop over the next four years. The school's mission and vision have driven the priorities and goals that follow in this plan.



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CCS MISSION STATEMENT, VISION STATEMENT AND CORE VALUES

Mission

Head, Heart and Hands: Learning In and With Community

Vision

Centennial Christian School is a community that is based upon the sovereignty of God and the authority of His Word. Through the redeeming work of Christ and by the power of the Holy Spirit, we are enabled to serve and glorify God in all of life and to uphold the Lordship of Christ in all things.

Holding this world view, which recognizes everyone as created in God's image, we seek to support each other in nurturing the unique gifts of all students. Through example and instruction, we equip each student with knowledge, skills, and understanding, challenging them to exercise discernment and stewardship in all aspects of life. We intend the entire learning environment to reflect the diversity and unity of God's creation.

Core Values

Community of Grace

We are united in our diversity as we love one another and our Lord by giving and receiving grace.

Identity in Christ

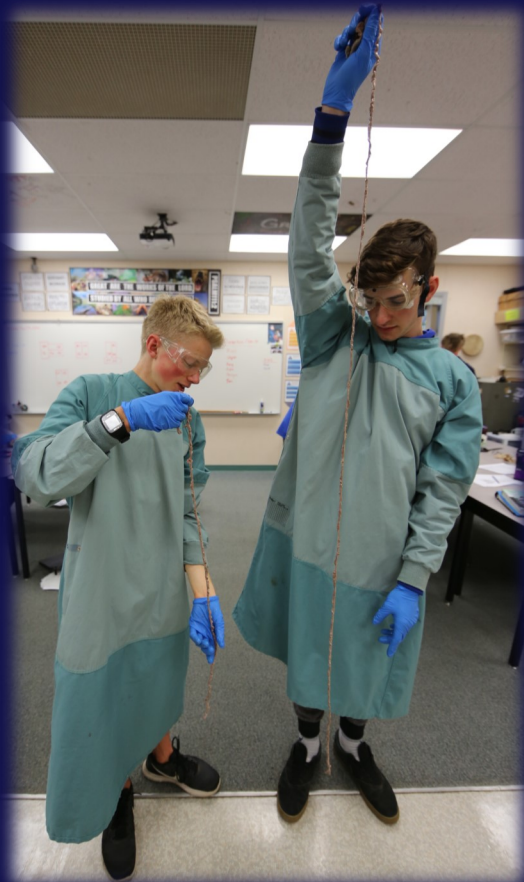
We are transformed by the Holy Spirit as image bearers of Christ, empowered by and dependent on God.

Servant Heart

We serve each other as we give of our time, resources and energy with humility and gratitude, experiencing life in all its fullness.

Stewardship

We passionately use and care for God's abundant blessings, including our individual gifts as we pursue excellence and discernment.



Envisioned Future and Deep Hope


Envisioned Future

To be a K-12 school in a modern learning facility with quality programs, where students, teachers and community accept Christ's invitation to live for renewal.

Vivid Description - Our Deep Hope!

As faithful followers of Christ, Centennial Christian School in Terrace, BC invites students to explore their role in God's story while nurturing and empowering students to Christ-like living. Intentionally integrating faith and faith formation into the entire learning environment, students are equipped to become transforming agents serving in God's world. Through formational learning experiences, students explore and strengthen their gifts while impacting their local and global communities for Christ. Supported by excellent staff, facilities, resources and community partners, students are enabled to flourish in all areas of life embracing a HEAD, HEART and HANDS approach to joyful kingdom service.



A man in a dark hoodie is standing in a classroom, looking at a calendar. In the background, several children are sitting on the floor, looking towards him. The classroom walls are decorated with various educational posters, including a calendar for October, a Bible verse poster, and a poster about seasons. The overall atmosphere is educational and community-oriented.

Strategic Priorities

Educational Program

At the heart of Centennial Christian School is its distinct Christ centered educational program. We desire to invest in an educational program that equips students for joyful kingdom service while developing the unique potential of each student in order to authentically work to meet the needs of real people in this world.

Growth & Infrastructure

Anticipating local economic growth and development, physical infrastructure must support enrollment expansion and enhance the current and planned educational program.

Fiscal Responsibility & Giving

Develop a culture of giving and connectedness by consistently renewing the Vision and Mission throughout the community. Expand and nurture donor relationships and provide opportunities for annual and long-term support.

Impacting Community

Increase the engagement with our local and global communities through service and restorative work and strengthen partnerships with families, churches, other schools, businesses and community programs.

EDUCATIONAL PROGRAM GOALS

#1 Increase annually the number of high school courses to reduce distance/online courses by offering choice of two courses for every block in the grade 11/12 program by 2023.

Champion: Administration

#2 Re-evaluate our current contracted counselling services in 2019 and consider alternate K-12 counselling support within and/or outside of school for the 2020-2021 school year.

Champion: Board, Admin and Education Committee

#3 Develop a graduate profile that informs the educational program by 2020.

- Profile will focus on character development and enhance a more academic growth mindset.

Champion: Administration

#4 Conduct yearly curriculum review of Core Subjects/programs using task forces and continue to develop TtT (Teaching for Transformation) unit plans at all grade levels.

Champion: Education Committee, Admin and Staff

#5 Continue to support and encourage outdoor learning classes and provide interested teachers with training and education.

- Plan to develop an outdoor covered area that could be used by both school and community by 2023

Champion: Admin and Building and Grounds Committee



GROWTH AND INFRASTRUCTURE GOALS

#1 Immediately hire an outside consultant to conduct a feasibility study on renovation/additions to current building on Sparks St. vs construction of a new building on Eby St. property. In 2020, establish a taskforce to determine future facility needs and a cost analysis upon completion of feasibility study. Task Force to consider recommending sale of one of the two properties after feasibility study.

Champion: Board and Building and Grounds Committee

#2 Invest in the Development Coordinator position starting in 2019 and increase FTE of position to commensurate with growth of the school.

- Promote the sustainability and growth of the school through recruitment of mission-appropriate families.
- Sustain and grow the mission and vision of the school through effective communication strategies and practices. Research, analyze, plan, execute and measure activities related to the promotion of the school
- Tap into and correct misconceptions of Centennial Christian School
- Be proactive (confident & clear) in telling the story of CCS to alumni, prospective families, businesses, churches, parents

Champion: Board and Development Coordinator

#3 Develop hiring strategies to recruit teachers to Centennial by the end of 2019.

- Consider scholarships for current students to go to university and commit to teaching at Centennial
- Re-evaluate compensation details including student loan re-payment support. Continue to close the gap between public and independent school compensation.
- Invest in travel to recruit teachers

Champion: Administration, Board and Employee Relations Committee

#4 Have a facility that will accommodate single track classrooms K-12.

- Growth goal – single track K-12 (225-250 students – 18 per class)
- Add 10 students/year for the next five years (50 students over 5 years)
- Explore options for expanding growth from communities like Kitimat and consider providing busing
- Infrastructure goal – ensure a facility that will allow this growth to be possible by initiating building project plans on one of two current properties by end of 2021

Champion: Development Coordinator, Administration and Building and Grounds Committee

#5 Offer morning and afternoon Pre-School classes five days a week by 2021 and hire more Pre-School staff to accommodate this (Centennial entry point in the community).

Champion: Pre-School Director and Development Coordinator

#6 Initiate conversation with the Board of Veritas in 2020 about the possibility of a joint high school (Grade 10-12) venture.

Champion: Board, Development Coordinator and Administration

FISCAL RESPONSIBILITY AND GIVING GOALS

- #1 Re- invigorate a culture of giving in the school and the local community.
- Build community within the school's society and with other stakeholders, providing opportunities for them to support the mission and vision of the school
 - Inviting people into the school's story – parents, businesses, etc.
 - Scholarships
 - Legacy giving program

Champion: Development Coordinator

- #2 Provide opportunities for alumni parents to remain involved and financially supporting the school.

- Past parents sponsor tuition for families who are struggling with tuition

Champion: Development Coordinator

- #3 Ensure operating costs are covered by operating revenue (tuition & government grant).

- Review tuition structure for 2020-2021 school year

Champion: Finance Committee and Board

- #4 Re-evaluate the annual pledge drive in 2019-2020 and initiate a task force to start a capital building campaign to commensurate with growth of the school projected in 2021.

Champion: Development Coordinator, Finance Committee and Board

- #5 Increase the number of donors by 5-10% each year, and increase the number of monthly givers to 10 in 2021 and to 15 by 2023.

Champion: Development Coordinator, Finance Committee and Board

- #6 Contact existing and past donors annually (at minimum) to acknowledge, thank and update them on current projects and opportunities.

Champion: Development Coordinator

IMPACTING COMMUNITY GOALS



#1 Bring community members into the classroom a minimum of twice a year at each grade level (flex program – part of teaching for transformation).

Champion: Staff and Administration

#2 Establish a plan by 2021 to make meaningful connections and relationships with our Indigenous communities.

Champion: Administration, Board, Staff

#3 Increase volunteer and service opportunities for students and their families in the community of Terrace.

- Increase required volunteer hours for students
- Continue offering community events such as Centennial Spring Classic 5k run

Champion: Administration and Staff

#4 Increase opportunities with Coast Mountain College and UNBC to expand the high school program through dual credit courses.

Champion: Administration

#5 Participate in and seek out Terrace community events that give an opportunity to tell our story and correct misconceptions. Be proactive in community involvement. Use passionate parents more effectively as voice of CCS.

Champion: Development Coordinator



IDENTIFIED BUSINESS ESSENTIALS

This strategic plan is not intended to be an exhaustive list of all the priorities of the Board and Administration over the next four years. Some of the key ongoing priorities or “business essentials” that the Board might like to highlight, include the following areas.

- Maintain and update our building and grounds to remain bright, modern and appealing
- Create and improve ‘social spaces’ in our building including a library learning commons
- Strengthen relationships with local churches
- Build the CCS ‘brand’
- Develop alternate revenue streams including rental of facilities and property
- Consider the addition of an International student and/or exchange program in the next five years
- Improve our stewardship of resources

Final comment: SCSBC encourages the Centennial Christian School board to revisit the strategic plan on an annual basis to gauge progress and to consider additional goals that may help achieve the school’s envisioned future.



PRIORITY	CHAMPION	TIMELINE	COMPLETED
Educational Program			
#1 Increase Course Offerings	Administration	2023	
#2 Counselling Services Review and Support	Board, Admin, Educ Committee	2021	
#3 Graduate Profile	Administration	2020	
#4 Curriculum Task Forces	Educ Com, Admin, Staff	Annually	
#5 Outdoor Learning Resources and Training	Admin and B&G Com	2023	
Growth and Infrastructure			
#1 Feasibility Study on current building and property vs Eby Street	Board, B&G Com	Immediate 2020	
#2 Invest in the Development Coord position - increase FTE with growth of school	Board and Development Coord	Starting 2019	
#3 Develop hiring strategies to recruit teachers to CCS	Admin, Board, Employee Relations Committee	End of 2019	
#4 Facility accommodating single track Classrooms - K-12	Develop Coord, Admin, B&G Com	End of 2021	
#5 Offer morning and afternoon pre-school classes 5 days a week	Preschool Director, Develop Coord	2021	
#6 Initiate talk with Veritas - Possibility of join High School (10-12)	Board, Develop Coord, Admin	2020	

PRIORITY	CHAMPION	TIMELINE	COMPLETED
Fiscal Responsibility and Giving			
#1 Re-invigorate culture of giving in school and local community	Development Coord	Annually	
#2 Opportunities for alumni parents to remain involved and support the school	Development Coord	Annually	
#3 Review operating costs, revenue, and tuition structure	Finance Com and Board	2020-2021	
#4 Re-evaluate annual pledge drive, task force to start building campaign	Develop Coord, Finance Com, Board	2019-2020	
#5 Increase number of donors by 5-10% each year - increase number of monthly givers	Development Coord, finance com, Board	2021 and 2023	
#6 Contact existing and past donors annually - acknowledge, thank and update them	Development Coord	Annually	
Impacting Community Goals			
#1 Bring community members into the classroom twice a year at each grade level	Staff and Admin	Annually	
#2 Establish plan to establish meaningful relationships with Indigenous communities	Admin, board, staff	2021	
#3 Increase service opportunities for students and families in the community	Admin, staff	Annually	
#4 Increase opportunities with Coast Mountain College and UNBC	Admin	2021	
#5 Seek out Terrace events to connect and correct misconceptions—passionate parents as a voice for CCS	Development Coord	Annually	