

JUNE 2020

STRATEGIC PLAN



2020-2023

DELTA CHRISTIAN SCHOOL

EQUIPPING CHILDREN FOR LIFE

Prepared by: Delta Christian School Board of Directors

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BACKGROUND

The 2020–2023 Strategic Plan describes a faith-driven and wisdom-led direction undertaken by the Delta Christian School Board, Leadership Team, Staff and Community. Delta Christian School has identified areas of focus which will promote understanding of commonly held goals that will enable the school to enhance its ability to meet its mission and vision. Together, the board and leadership staff have crafted a document that endeavours to respond to the call that they have received. Through its strategic priorities, Delta Christian School has articulated how it seeks to develop over the next three years. The school's mission/vision and core values have driven the priorities that follow in this plan.

MISSION & VISION

Equipping children for life through Christ-centered curriculum that promotes intellectual, social, physical and spiritual excellence for the purpose of training our children to serve God and to become faithful stewards of His world.

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CORE VALUES

Honour
Enthusiasm
Achievement
Responsibility
Teamwork
Servanthood

Psalm 19:14

ENVISIONED FUTURE

To be a thriving school operating at capacity, where excellent Christ-centered education empowers students to live transformed lives of service, leadership, and Godly character.

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STRATEGIC PRIORITIES

Educational Program | To deliver a robust educational program with authentic learning experiences that nurtures the spiritual formation of students and equips them for a fast-changing world.

Growth & Infrastructure | To develop a dual-track, K-7 program with modern facilities through increased enrollment, while establishing a direct pathway to Christian education for future graduates.

Fiscal Responsibility & Giving | To establish ongoing streams of revenue that enable for increased debt reduction and the support of future growth.

Community Relations | To form meaningful relationships with all stakeholders and the broader community established on mutual generosity and goodwill.



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EDUCATIONAL PROGRAM

Target	Action	Champion	Date
Explore distinctive learning opportunities for the Intermediate/Middle School program (4-7).	<ul style="list-style-type: none"> Explore options in field studies, outdoor education, project-based learning, cross-curricular integration, applied skills, technology-rich environments Identify opportunities to connect with the local community for practical, hands-on learning opportunities (farming, First Nations, etc.) Evaluate the effectiveness of a 1:1 device to student Chromebook program for grades 6-7 students Hire specialist teachers, including a Physical and Health education instructor and coach 	Vice Principal, Learning Leaders	2021-2022
Integrate common curricular resources in the core areas of reading, writing, math, and inquiry.	<ul style="list-style-type: none"> Evaluate and adopt resources that reflect the BC Curriculum Train staff to effectively implement programs 	Learning Leaders, Department Heads	2020-2021
Provide a range of support to all learners through the Educational Support Services department.	<ul style="list-style-type: none"> Increase ratio of annual budget allocated towards Special Education and Learning Assistance Increase staffing and services to reflect growing population of diverse learners 	Principal, ESS Coordinators	Ongoing
Increase capacity and opportunities for leadership growth and development.	<ul style="list-style-type: none"> Nurture the growth of Vice-Principal, Department Heads, Learning Leaders Increase allocation of budget and time for administrative purposes Participate in professional development leadership programs 	Principal	Ongoing
Identify opportunities for student leadership and community service involvement.	<ul style="list-style-type: none"> Participate in community events like May Days, senior-student interactions, Christmas hampers Support local and international missions groups Establish partnerships with local business that can provide unique service opportunities 	Learning Leaders, Department Heads	Ongoing
Implement a school-wide approach to behaviour, social responsibility and academic achievement.	<ul style="list-style-type: none"> Connect with schools and SCSBC who have already implemented this approach Engage the staff on what positive behaviour looks like at DCS 	Vice-Principal, Department Heads, ESS Coordinators	2020-2021

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GROWTH & INFRASTRUCTURE

Target	Action	Champion	Date
Increase student enrolment to 240 students by 2022-2023 school year.	<ul style="list-style-type: none"> • Add two kindergarten classes annually for a fully dual-tracked K-7 program • Improve parent engagement from initial interest, to admissions, to onboarding 	Admissions Committee, Development	2022-2023
Form a Strategic Growth Committee to explore the plans for future grade expansion.	<ul style="list-style-type: none"> • Clarify standing agreement with Richmond Christian School and discuss potential partnerships for high school • Increase facility space to accommodate 240 K-7 students by 2022-2023 • Explore the potential of a 8-12 program to start by 2024-2025 (2012 birth year students) • Explore opportunities for joint partnerships for future expansion projects with other Christian schools/churches 	Strategic Growth Committee	2020-2021
Maintain and improve the existing facility.	<ul style="list-style-type: none"> • Create a maintenance schedule for the next three years to address existing and projected needs 	Maintenance Committee	Ongoing
Establish a giving campaign to raise funds for facility upgrade/ expansion projects.	<ul style="list-style-type: none"> • To be implemented after direction of growth has been determined by SGC • Consult with SCSBC Business & Development specialists for guidance 	Strategic Growth Committee, Development Committee	2022-2023
Hire a part-time Development Coordinator (0.4 FTE) to manage capital campaigns for growth & infrastructure projects.	<ul style="list-style-type: none"> • To be hired after plans for growth have been determined by SGC 	Strategic Growth Committee	2022-2023

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FISCAL RESPONSIBILITY & GIVING

Target	Action	Champion	Date
Review options for a more aggressive debt reduction plan.	<ul style="list-style-type: none"> Meet with the Mennonite Conference to discuss financing options Include in the annual giving campaign a portion for debt reduction Refinance mortgage with the potential expansion Manage total debt with an ideal debt to equity ratio Create a long-term financial forecast to manage the repayment of debt 	Finance Committee	2020-2021
Implement a comprehensive legacy giving program by September 2020.	<ul style="list-style-type: none"> Consult with Christian Stewardship Services Identify and approach potential donors 	Development Committee	2020-2021
Review tuition assistance policy and procedures with the support of SCSBC.	<ul style="list-style-type: none"> Consult with SCSBC Business & Development specialists and other Christian schools Explore options for the allocation of a percentage of annual funds towards tuition assistance 	Finance Committee	2020-2021
Work toward generating a 5% cash flow reserve within two years.	<ul style="list-style-type: none"> Work with the Principal to establish a budget that allows for a cash flow reserve 	Finance Committee	2021-2022
Establish an ongoing Tuition Assistance Benevolent Fund for temporary relief.	<ul style="list-style-type: none"> Allocate annual donation from Ladner Christian Reformed Church towards a Tuition Assistance Benevolent Fund 	Finance Committee	2020-2021

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COMMUNITY RELATIONS

Target	Action	Champion	Date
Engage with alumni and donors through ongoing, scheduled communication.	<ul style="list-style-type: none"> Engage donors through <i>DonorPerfect</i> Release an annual newsletter to alumni Host donor appreciation events 	Business Office, Development Committee	2020-2021
Build awareness of Delta Christian School to potential new families.	<ul style="list-style-type: none"> Advertise in local newspapers and on radio Attend private school and Christian fairs 	Development Committee	2020-2021
Strengthen relationships with key supporting churches.	<ul style="list-style-type: none"> Communicate through church bulletins and newsletter Re-establish church liaison system Visit churches 	Development Committee	2020-2021
Refine DCS brand and digital communications presence.	<ul style="list-style-type: none"> Design a new website and consistent branding of communication materials Increase social media presence 	Development, Digital Comm. Coordinator	2020-2021
Participate in community events or run DCS-hosted events.	<ul style="list-style-type: none"> Participate in Ladner May Days Parade, Deltassist (Christmas Hamper, etc.) Host events surrounding holidays open to the public/friends of DCS 	Parent Action Committee, Development Committee	2020-2021