



Five-Year Strategic Plan

September 2010 - August 2015

Vision: *As a diverse community, Kitchener-Waterloo Christian School Society intentionally engages God's world, locally and globally, through distinctive educational programming, strategic partnerships and sustainable growth.*

In the spring of 2010, based on much input from the Kitchener-Waterloo Christian School Society (KWCSS) members, a leadership group developed a vision for Laurentian Hills Christian School. This group (consisting of the Board of Directors, the COO, staff representatives and parent representatives) then mapped out a strategic plan which included several themes, objectives, and specific timelines that would enable them to achieve this vision. The plan's six themes, listed below, are divided into separate categories or "Key Result Areas" (KRA), all of which contain various tasks.

The points included below reflect ideas and plans identified in 2010, and it is expected that as each item is researched and reviewed for feasibility, some will be pursued further, others pursued with conditions, and still others will not be pursued before the end of this Strategic Plan; conversely, new ideas and tasks will likely arise from research. What will remain consistent, however, is the careful planning and implementation needed to work towards the ultimate goal: achieving this vision of KWCSS.

Theme: Financial Vitality

Expanded Funding Sources – Review possibilities such as government funding, support-base expansion, rental of the building; generate revenue from sources other than tuition-paying parents.

Fundraising Strategies – Ensure efficient, effective and focused fundraising; possibly work towards a model in which funds raised are external to the Society budget.

Tuition Strategy – Review possibilities in tuition/enrollment forecasting and financial accessibility; explore how to increase the reach of the financial assistance program (endowment?).

Long-Term Financial Planning – Work towards a model that gives operational overview for different levels specific to the number of registered students; seek a proactive budgeting model.

Theme: Program Development

Diversity Awareness – Understand what it means to be a “diverse community”; develop and implement a plan to achieve a level of diversity appropriate to KWCSS and to deepen the school community’s understanding of and respect for diversity in the world.

Faith in Action – Develop an awareness of social justice and creation care; possibly become more involved in community outreach programs. (Research and implementation of this Key Result Area (KRA) has been integrated into other KRAs.)

Review Feasibility of a Before/After School Program, Five Day JK/SK, French Immersion

Theme: Community Engagement

Local Engagement – Define the school’s various local communities, and explore how to serve and engage with them, such as through filling social needs, participating in community service projects, offering the school building as a community centre.

Global Engagement – Define the school’s various global communities, and explore the possibilities of how to serve and engage with them, such as by adopting a sister school from another country, traveling on service trips to other countries and/or bringing students from other countries to our school (sponsorship?).

Marketing and Recruitment – Review the challenges and possibilities of future enrollment projections; increase enrollment until classrooms are at capacity (450 students).

Theme: Physical Resource Development

Campus Development and Maintenance – Create a phase two plan to develop the physical campus including the building, playground spaces and parking lot, with a focus on aesthetics and workability.

Transportation Strategy – Resolve issues regarding student transportation, such as the congested parking lot; explore the potential for expanded busing and coordination of carpooling; determine vehicle capacity of campus.

Theme: School Community Building

Relationship Building – Provide opportunities for relationship building: parent to parent, parent to Board, Board to committees; develop a plan that will welcome and integrate new families.

Volunteerism – Develop and implement a volunteering system in which volunteers are well informed, educated, strengthened, and appreciated.

Theme: Environmental Strategy

Environmental Awareness – Conduct an environmental audit to identify how the school can become more environmentally efficient; review and create an implementation plan for suggested improvements; share findings with other Christian school communities and the external community.

Environmental Education – Educate and involve students and the Society in environmental awareness and creation care.