



SCHOOL AUTHORITY 9925

THREE YEAR EDUCATION PLAN THROUGH
UNTIL 2023/2024 · YEAR 3



PROFILE OF SCHOOL AUTHORITY

Montessori School of Calgary (MSofC) is a not-for-profit independent school offering preschool programs for three- and four-year old children, as well as kindergarten and elementary programs for grades one through six.

Sitting on Treaty 7 territory, the school is housed in the former Cliff Bungalow Elementary School at 2201 Cliff Street SW in Calgary. The school was founded in 1983 and was first recognized by Association Montessori Internationale (AMI) in 1985. In 2015 the Montessori School of Calgary received Canadian registered charitable status.

Montessori School of Calgary has experienced enrolment growth and is anticipated to operate at full capacity with over 100 children for the 2023-2024 academic year. At the primary level there are 3 classes in total and children are taught by an AMI Montessori guide with Alberta teacher certification. The elementary classroom is led by two Alberta certificated teachers, one of whom also has AMI Montessori training. All classrooms consist of multi-age groupings in three-year spans; three-, four- and five-year old children in primary and six through twelve-year-old students in upper and lower elementary. The kindergarten students attend school all day. Each of the classrooms is supported by an AMI trained classroom assistant and when necessary, an Educational Assistant to further support students.

MSofC has been an Association Montessori Internationale (AMI) accredited Montessori program. Dr. Montessori's son Mario established the Association Montessori Internationale to train Montessori guides and assistants in Dr. Montessori's philosophy, methods, materials and the Montessori prepared environment. The Montessori School of Calgary staff participate in annual professional development with AMI trainers and every three years the programs are reaccredited through an AMI consultation.

Dr. Maria Montessori's learning philosophy along with her standards for the prepared environment and materials that are engineered with built-in control of error for the children to learn from, are the foundational basis of the Montessori approach to education. In addition, the Kindergarten Program Statement and the Alberta Education Program of Studies are fully integrated into the MSofC program.

Montessori education focuses on developing responsibility, independence, resiliency, critical thinking, exploratory learning, collaboration, respect, problem solving, engagement, intrinsic satisfaction, and a love of learning for life.

ACCOUNTABILITY STATEMENT

The Education Plan for Montessori School of Calgary commencing September 1, 2023 was prepared under the direction of the Board of Directors in accordance with the responsibilities under the Private Schools Regulation and the Education Grants Regulation. This plan 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.

The Board approved the 2023-2024 Education Plan on June 7, 2023.



Christopher Chung, Board Chair

STAKEHOLDER ENGAGEMENT

Data and evidence used to inform the direction and progression of the Education Plan is collected from:

- Alberta Education Assurance Survey and local surveys for staff and parents
- Feedback collected from staff meetings and conferences
- Assessment and evaluation tools including the Early Years Evaluation (EYE), English Language Learner Proficiency Benchmarks, Provincial Achievement Tests, and report card indicators
- Attendance and enrolment statistics
- Budget planning including Budget-Actual comparisons

Input has also been considered from:

- System-wide priorities determined by Alberta Education
- Local priorities as determined in consultation with Montessori School of Calgary's Board of Directors
- Parent Advisory Council (PAC) meetings and discussions with parents about strategic planning
- Through one-on-one consultations with the Head of School and by way of active participation in staff meetings, MSofC team members have reflected on best practices and collaboratively contribute to constructing future outcomes



OUTCOME I

Montessori School of Calgary is committed to continual enrichment of the student experience through further advancement of learning opportunities in the areas of Music, Art, Physical Education and Wellness and French as a Second Language.

YEAR 2 UPDATE

- Continued partnership with Music Specialist, Claire Butler.
- Celebrated music learning through two whole school music performances at Cardel Theatre and the West Island College Performance Centre.
- Kindergarten students were engaged weekly to work with recently-acquired percussion instruments and performed as an ensemble at two end-of-term performances.
- Continued partnership with drama/storytelling Artist-in-Residence, Lana Skauge.
- Celebrated Kindergarten and Elementary drama learning through two performances with families in attendance.
- Kindergarten students received French as a Second Language lessons weekly.
- Whole school participated in initiative driven by the PAC for the purpose of increasing funds for art and music opportunities. Visiting artists supported creation of large-scale pieces using a variety of media and techniques to be auctioned at parent event.
- In response to feedback about lack of facilities dedicated to Physical Education and Wellness, Kindergarten and Elementary students engaged in off-site activities at professional facilities including:
 - Ice skating lessons at the Ed Whalen Arena
 - Downhill skiing program at Nakiska Ski Area
 - Gymnastics workshop at University of Calgary Gymnastics Centre
 - Track and field and swimming programs at MNP Community & Sport Centre
 - Street safety program at Calgary Safety City
 - Visit to Fitset Ninja Calgary
- Specialists were engaged to lead enhanced Physical Education and Wellness learning opportunities onsite, including:
 - Mind + Move yoga classes led by Wymbin
 - Hip Hop dance lessons led by ILLFX Entertainment Inc.
 - Mental health group lessons led by Renfrew Educational Services
 - Health education workshops led by Saleema Noon Sexual Health Educators

YEAR 3 STRATEGIES

PERFORMANCE MEASURES

Music

- Continue partnership with Music Specialist providing enhanced music instruction to all students, Pre-K through Grade 6.
- Continue to prioritize hosting music performances in facilities in which the whole school community can gather.
- Provide additional opportunities for learning with musical instruments, including existing percussion instruments and acquisition of a set of ukeleles for Upper Elementary students.
- Introduce school-wide Music initiatives, such as Choir club.

Arts

- Continue partnership with Drama specialist providing drama/storytelling instruction to K-6 students.
- In partnership with an Artist-in-Residence, create and install a school-wide outdoor art initiative.

Physical Education

- Continue to provide regular, dynamic opportunities for physical activity at off-site facilities.
- Introduce school-wide Physical Education initiatives, such as Track and Field Day and lunch hour clubs.

French as a Second Language

- Establish a French learning lead.
- K-6 classroom teachers will incorporate French as a Second Language into lesson planning with the support of the French learning lead.

Provincial

- Percentage of parents, students and teachers indicating satisfaction with the quality of education as measured by the Alberta Education Assurance (AEA) survey.
- Percentage of parents, students and teachers indicating satisfaction with the opportunities the child has to learn about and participate in subjects like Music, Art, Physical Education and a Second Language as measured by the AEA survey.

Local

- Student engagement in extracurricular opportunities.



OUTCOME 2

Montessori School of Calgary will rebuild parent engagement and a sense of community following the challenges of the COVID-19 pandemic through further connection and strong partnerships with families and stakeholders.

YEAR 2 UPDATE

- As the first full school year with restrictions lifted since the COVID-19 pandemic, parent engagement and partnership was evident in the return to many activities such as in-person birthday celebrations; parents visiting classrooms to read a story or present on their family's heritage and/or cultural celebrations; and the presence of parent volunteers at field trips and special events.
- Parent/guardian attendance at school events was strong throughout the school year with almost 100% of families represented at:
 - Fall Fair and Winter Carnival
 - Be Our Guest days
 - End of term music performances
 - Drama presentations for Kindergarten and Elementary
- Several parent education opportunities were offered in-person to MSofC families:
 - New Parents information session (September 2022)
 - Workshop with Saleema Noon Sexual Health Educators (February 2023)
 - Montessori elementary program information presented to Kindergarten parents (February 2023)
 - PAC-sponsored workshop on Understanding Anxiety by Anita Thomson (April 2023)
 - Information sessions on the topics of *Language Development Strategies* and *Supporting Speech Clarity* presented by Renfrew Educational Services (May and June 2023)
- New families for the 2023-2024 school year were engaged through an in-person New Enrolment Orientation in May 2023 which included presentations on school logistics, an introduction to the Montessori pedagogy and routines as well as opportunities for extending learning at home.
- In collaboration with the PAC, a new parent social and fundraising event is planned for June 2023.
- The PAC is focusing an effort on increasing parent engagement at monthly meetings. In support of this mission, MSofC included questions in the 2022-2023 local parent survey to solicit feedback about attendance at meetings. A PAC representative also presented at the New Enrolment Orientation with the aim of soliciting new parent engagement.

YEAR 3 STRATEGIES

PERFORMANCE MEASURES

School Events

- Re-introduce parent observations within the classrooms.

Parent Communication and Education

- Ensure routine distribution of monthly communication/newsletters from each classroom.
- Continue to engage parents in student learning through sharing lessons and photos on Transparent Classroom.
- In response to MSofC's local parent survey results, MSofC is committed to providing clear and transparent information about learner supports through a parent workshop and additional information on inclusive classrooms and services available.
- Continue to partner with Renfrew Educational Services and The Talk Spot to offer parent education opportunities about speech-language resources and strategies.

Parent Advisory Council (PAC)

- Support PAC with increasing parent engagement at monthly meetings through a return to hybrid (online and in-person) meetings.

Provincial

- Percentage of parents and teachers indicating satisfaction with parental opportunity to be involved in decisions about the child's education as measured by the AEA survey.
- Percentage of parents, students and teachers indicating satisfaction with the quality of education the child is receiving at MSofC as measured by the AEA survey.

Local

- Parent attendance and engagement at monthly PAC meetings.
- Parent attendance and engagement at Parent Education opportunities and school events.
- Anecdotal parent feedback through Parent-Teacher conferences and conversations with the Head of School.



OUTCOME 3

Montessori School of Calgary will bolster diversity training for all staff members to ensure staff know how to create an inclusive culture and interact effectively with people from different cultures, backgrounds, experiences and perspectives.

YEAR 2 UPDATE

- Continued to collaborate with community partners and specialists supporting diverse learners within the multi-age classrooms, including Speech-Language Pathologists, Occupational Therapists, Educational Psychologists, and Renfrew Educational Services.
- In order to extend teacher knowledge and skillset, administration and staff presented on the Individualized Program Planning (IPP) process at a staff meeting in fall 2022.
- The National Day for Truth and Reconciliation and Orange Shirt Day were recognized through activities and a whole school ceremony.
- Continued partnership with Elder Shirley Hill included multiple visits and opportunities for sharing with staff and students throughout the school year.
- The Elementary staff and students participated in Stampede School in May 2023 with a focus on Alberta's Indigenous history, traditions and cultures.
- MSofC provides space for observation and celebration of multiple religious and cultural important dates throughout the year. Families and staff are always welcomed and encouraged to share about their culture. In 2022-2023, classrooms celebrated Purim, Lunar New Year, Ramadan and Eid, Saint Patrick's Day, Diwali, Nowruz and Hanukkah. Parents brought books, food and artifacts to share and enjoy with students.
- Staff and parents/caregivers attended an evening presentation by a representative from Saleema Noon Sexual Health Educators that included a discussion about creating an inclusive environment for 2SLGBTQI+ people.

YEAR 3 STRATEGIES

PERFORMANCE MEASURES

Staff Professional Learning

- As a staff, review and implement the Truth and Reconciliation Commission Calls to Action.
- Continue to develop school-wide capacity through further FNMI training including but not limited to elder visits and workshops and staff participation in the KAIROS blanket exercise.
- Engage staff in a group book study – *White Fragility: Why It's So Hard for White People to Talk About Racism* by Robin DiAngelo.
- A qualified parent volunteer will lead a dialogue and answer questions for staff around inclusivity and sensitivity training.
- Conferencing and observation of staff teaching practice and professional learning needs with Head of School.

School Initiatives

- Continue to encourage student and family sharing of diverse cultural backgrounds through immersive activities and community gatherings.
- Continue to partner with school and wider community experts to share their ways of knowing with staff and students.
- Introduce school-wide gathering initiative to incorporate a monthly focus on each of the Seven Sacred Grandfather teachings.

Provincial

- Percentage of parents and teachers indicating agreement that the school is a welcoming, caring, respectful and safe place to be, as measured by the AEA survey.

Local

- Percentage of staff satisfied that their professional development has positively impacted their teaching practice and classroom environment as measured by a staff survey, reflected in TPGPs and individual staff meetings with Head of School.
- Percentage of parents and teachers indicating that MSofC as an entire school culture embraces inclusion, as measured by a local survey.
- Evaluation and feedback on teacher growth provided by Head of School.



OUTCOME 4

Montessori School of Calgary is committed to enrolment growth to support the reinstatement of the Upper Elementary (Grades 4-6) program, supporting continuity of learning and extended student success.

YEAR 2 UPDATE

- The elementary program saw an enrolment increase of 27% in 2022-2023.
- In response to increased enrolment, an additional full time Alberta Certificated Teacher was hired to complement the elementary teaching team.
- Under-utilized space within the school building (community room/flex space) supplemented the existing elementary classroom and additional mobile classroom equipment was acquired to accommodate the growing elementary class size.
- New classroom technology was acquired to support student learning outcomes in Upper Elementary, including new iPads and laptop computers.
- The Board of Directors hired a consultant through Quantum to strategically plan and prepare as well as present a pitch to the local City of Calgary counsellor as a means of advocating for a re-location to an abandoned school building next door to MSofC's current facilities.
- In February 2023, the elementary teaching team presented about the elementary program to current kindergarten families in order to encourage Grade 1 enrolment.
- Teachers presented to incoming 2023-2024 families at New Enrolment Orientation evening, emphasizing the importance of continuity of Montessori learning and the three-year cycles.
- Enrolment projections for 2023-2024 indicate increased enrolment in Lower Elementary, including new Grade 1s transferring from other Montessori programs.

YEAR 3 STRATEGIES

PERFORMANCE MEASURES

Elementary Program

- Complete multi-year reinstatement of the Upper Elementary program with the addition of Grade 6 students.
- Continue to pursue increased space options including but not limited to a new building, a portable classroom, or expanding space within the current facility.
- Given increased enrolment in Grades 1 and 2 in the elementary program, it is anticipated that the elementary cohort will be divided into Lower and Upper Elementary groupings.

Increase Enrolment

- Continue to offer parent education opportunities to current MSofC families about Montessori and consistency of learning into elementary.
- The Head of School will offer presentations at private ECS operators and Montessori daycare facilities to recruit students into the elementary program, with anticipation of retention of these students into the Upper Elementary class.
- Engage former MSofC students in an annual Alumni Night event whereby alumni will share with prospective elementary families their experiences beyond Montessori School of Calgary.

Provincial

- Number and results of Grade 6 students participating in Provincial Achievement Tests (PATs) in the 2023-24 school year.
- Percentage of parents, students and teachers indicating satisfaction with the quality of education the child is receiving at MSofC as measured by the AEA survey.

Local

- Enrolment statistics, including:
 - Percentage of students who complete a full three-year Montessori cycle in multi-aged classrooms, ages 3 – 6, 6 – 9 and 9 -12.
 - Percentage of students who enroll in the elementary program after completing the kindergarten year.
 - Percentage of students who complete a full nine-year program at MSofC.
- The administration will continue to garner feedback through exit surveys with outgoing families.

BUDGET SUMMARY 2023/2024

Revenue Summary	
Revenue	Amount
Alberta Education	\$484,785
Tuition	\$744,569
Non-Instructional Fees	\$421,680
Other	\$45,000
TOTAL REVENUE	\$1,696,034
Expense Summary	
Expense	Amount
Salaries and Benefits	\$1,093,540
Services, contracts and supplies	\$265,520
Amortization	\$40,000
Leases and Other	\$62,794
TOTAL EXPENSE	\$1,461,854
TOTAL REVENUE LESS EXPENSE	\$234,180