



School Authority 9925  
Montessori School of Calgary  
Three Year Education Plan through until 2023-2024 · Year 2

## Profile of the 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. After a two-year pause, the enrolment and intake into the Upper Elementary program (grades four through six) was reinstated with the addition of grade 4 in September 2021 and grade 5 for September 2022. 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.

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.



Montessori School of Calgary has experienced enrolment growth and is anticipated to operate at full capacity with 100 children for the 2022-2023 academic year. At the primary level there are 3 classes in total and children are taught by a Montessori guide with Alberta teacher certification. The elementary classroom is led by an AMI Montessori guide who is an Alberta certificated teacher. All classrooms consist of multi-age groupings in three-year spans; three-, four- and five-year old children in primary and six through ten-year-old students in 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.

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.

With many MSofC students attending the school from the age of three years old, the skills, vocabulary, knowledge, respect, positive behavior strategies, grace and courtesy they learn often places them well ahead of the traditional educational learning curve.

## Accountability Statement

The Education Plan for The Montessori School of Calgary commencing September 1, 2022, was prepared under the direction of the Board of Directors in accordance with the responsibilities under the Private School 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 current Education Plan on May 31, 2022.

A handwritten signature in black ink, appearing to read "Christopher Chung".

Christopher Chung, Board Chair

## Stakeholder Engagement

Montessori School of Calgary boasts a tight-knit community nurturing curiosity, promoting critical thinking and advancing the holistic development of children. These goals are achieved through family partnerships rooted in open communication and transparency. The relationship between school and home is key to all aspects of life at MSofC.

MSofC parent engagement is ongoing at school events where feedback is both offered and solicited. Throughout the year there are opportunities for parents to engage with their children in the classroom by attending Be Our Guest days. There are also two formally scheduled Parent Teacher Conferences within the school calendar to communicate specific, individualized feedback and a commentary on student progress.

Student feedback about school activities and extra-curricular events is central to the elementary class meetings and ongoing in-class discussions. The Administration maintains an open-door policy where all students are welcome to connect, offer feedback and ask questions.

The Parent Advisory Council reviews and critiques strategic planning about future directions. For example, through their financial support and encouragement in past years, MSofC significantly enriched and enhanced the Music program through the purchase of new instruments, professional development, and dedicated instructional time.

MSofC strives for excellence in collaboration with community stakeholders and external groups, while providing opportunities for students to become life-long learners by cultivating virtues of wisdom, courage, and a sense of strong character. Multiple community-based agencies such as Cochrane Speech Language Therapy Centre, Connect Behaviour and WeeVolve Occupational Therapy provide input to Individual Program Plans and future direction of support.

The school has enjoyed a positive relationship with the Cliff Bungalow Mission Community Association, and we have partnered in recent years to realize significant facility improvements including the construction of a new playground in 2014 that is accessed and enjoyed by the local community and other visitors from within the city of Calgary.

Additionally, members of the MSofC Board of Directors as well as the Parent Advisory Council (PAC) contribute to budget approval, long range planning and special events planning. There is continued sharing of information between all stakeholders at MSofC including the administration, guides/teachers and assistants, other staff members and the Board of Directors, parents, students, alumni and prospective families.

In the absence of Alberta Education Assurance (AEA) survey data due to not having grade 4 students and families that met the criteria to conduct the survey, Montessori School of Calgary prepared a parent survey in the spring of 2021 as part of an annual school evaluation and planning process. The results of the Montessori School of Calgary Assurance Survey have influenced the preparation of this document and were reported in the Annual Education Results Report (AERR) in November 2021.

# Foundation Statements

## Vision

To advance the development of the whole child within an Alberta Education accredited and Association Montessori Internationale (AMI) based community.

## Mission

The Montessori School of Calgary will provide the best and most authentic Montessori education to students, with committed and competent Montessori-trained and Alberta-certificated educational professionals who adhere to professional standards in an authentic, respectful, and collaborative working environment.

## Values

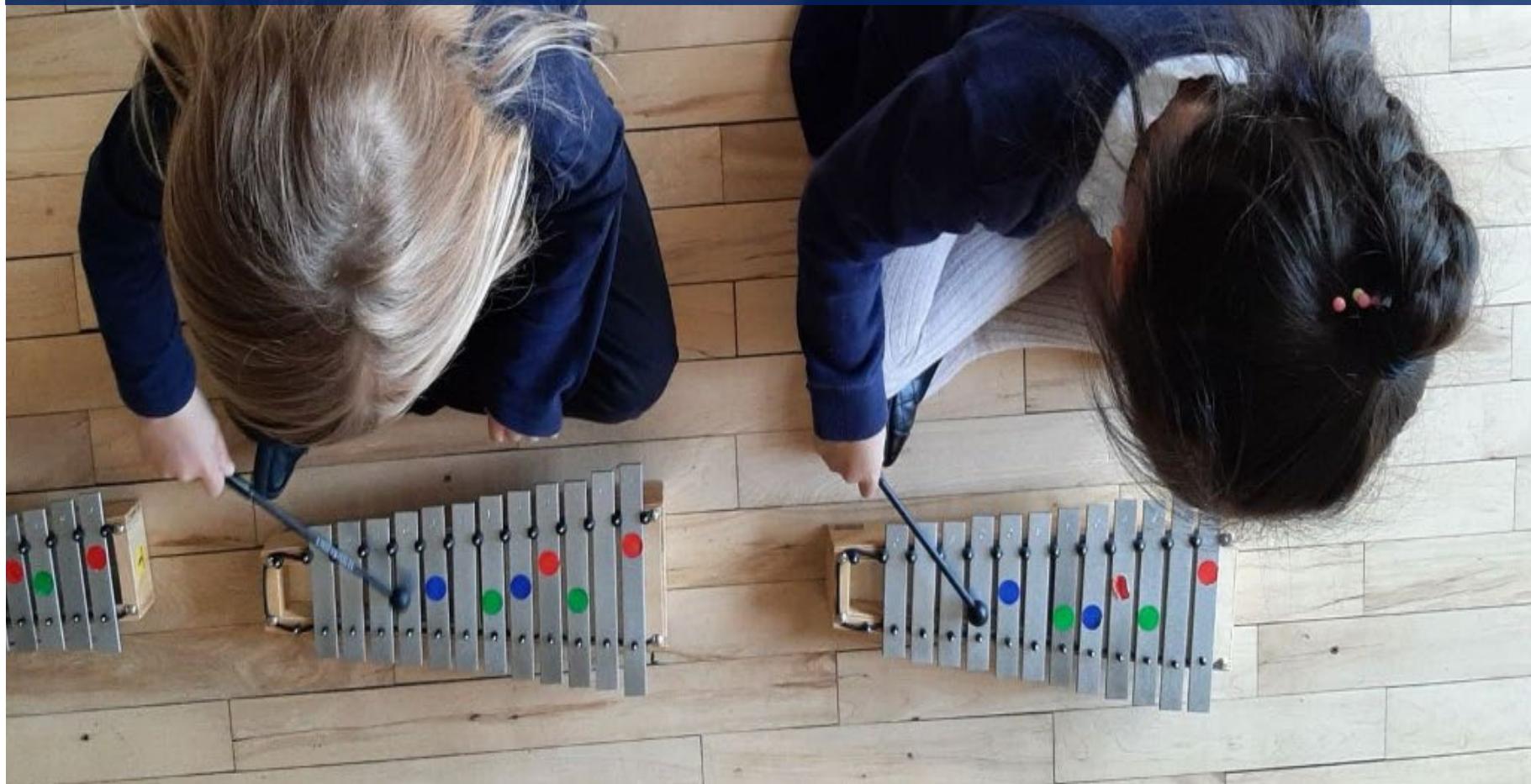
Trust. Respect. Accountability. Professionalism. Inclusivity. Sustainability.

## Goals

- To provide a child-centered holistic approach to education.
- To provide academic opportunities promoting confident, resilient, and responsible character formation.
- To provide a positive and inclusive environment where success of the whole child is supported by committed, confident and caring Montessori trained educators and Alberta certificated teachers.
- To provide an environment that supports the professional development of staff, which in turn supports the growth of the child.
- Within our capacity, to provide a learning environment that is inclusive for children with diverse learning needs.

## Outcome 1

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.



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### Year 1 Update

- Deeply committed to supporting the musical literacy of the children and students in its programs, each Preschool classroom has a complete set of Montessori bells, and the Elementary classroom has a set of tone bars as well as the supporting music/theory materials.
- With the generous financial support of MSofC's PAC, additional non-pitched and pitched percussion instruments were purchased during the 2021-2022 school year. Teachers shared songs and instrumentations with their students with the goal of a renewed musical energy permeating the entire student population.
- Full classroom sets of rhythm sticks, drums, finger cymbals, egg shakers and a total of 4 glockenspiels and 6 xylophones were purchased and are shared among classrooms.
- Staff continued to engage in music workshops showcasing ways to use the various percussion instruments when singing different songs and rhymes in an effort to incorporate music into daily lesson planning.
- MSofC's Music instructor continued to visit each classroom weekly to further enrich the music curriculum and add to each student's musical experience. A culminating music and movement presentation of Carnival of the Animals, composed by Camille Saint-Saens, was performed by the whole school at the end of May 2022.
- MSofC's outdoor space was enhanced with outdoor chalkboards as an additional art experience during structured lessons and unstructured outdoor time, such as recess and after-school care.

- With a history and proven success with Montessori School of Calgary, our community was fortunate to host Lana Skauge as an Artist in Residence throughout the 2021-2022 school year. Lana used storytelling and physical theatre to connect children with their inner nature, and the natural world around them. She promoted inclusive, cross-curricular learning and community awareness that will culminate in a story-telling celebration of learning at the beginning of June 2022.
- A part-time AMI guide planned and implemented art lessons in collaboration with the elementary teacher. Lessons were integrated into Montessori core subjects and students were afforded exploratory experiences relating to their current learning.
- Through a generous sponsorship and initiative by the Parent Advisory Council, MSofC significantly increased the inventory of outdoor equipment, adding to the capacity of Physical Education instruction and in support of both recess activities and the after-school care program. Resources were enhanced with a full classroom set of soccer balls, snowshoes, basketballs, footballs, hoops, pylons, and other equipment for various physical activities.
- The Physical Education program continued to be enhanced with participation in events such as Terry Fox Run and Jump Rope for Heart.
- With restrictions lifted and external venues and agencies open to welcoming a return of student visits, MSofC facilitated active participation in field trips to organizations such as the Calgary Reads Little Red Reading House in Inglewood and swimming lessons at the MNP Recreational Centre (formerly Repsol Centre).
- Focusing on mindfulness and mental health, the Elementary students enjoyed lessons with instructors from Wymbin.

## Goals and Strategies

### Year 2

- Continue partnerships with Music instructor and Artist-in-Residence to enhance artistic experiences and celebrate learning through whole school performances.
- The elementary students will plan a field trip to the Bell Studio in Calgary.
- Acquiring the EmotionWorks program and completing staff training and piloting the program in one of the classrooms is currently under consideration. The school may engage the services of Connect Behaviour to eventually support the full implementation as a school-wide initiative by September 2023.
- Exposure to and familiarity with a second language is advantageous in school, travel and job-related settings. MSofC values French as a Second Language and lessons will be made available and encouraged at all levels with all students learning basic vocabulary and grammar related to their daily lives. A French Learning Lead will be an addition to MSofC's staff.
- With the support of a French Learning Lead, the Elementary classroom teacher will incorporate French as a Second Language into lesson planning.
- Introduction of school-wide Physical Education initiatives, such as Track and Field Day.
- Research and propose to stakeholders a school-wide outdoor art initiative.

### Year 3

- Expand co-curricular opportunities like lunch hour intramurals and clubs.
- Expand Physical Education lessons and experience by adding a downhill/cross country ski module for all K – 6 students.

- Primary classroom teachers will incorporate French as a Second Language into lesson planning with the support of the French learning lead.
- Installation of school-wide outdoor art initiative.

## Performance Measures

### 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

- Teacher assessment of students having met or exceeded the outcomes of the Alberta Program of Studies.
- Percentage of staff who feel that the learning opportunities offered are having a positive impact on student growth as measured by a staff survey and individual staff meetings with Head of School.
- Anecdotal parent feedback and goal setting through parent-teacher conferences and feedback through collaboration with the Parent Advisory Council (PAC).

## 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.



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### Year 1 Update

- As a result of feedback from a parent survey, MSofC responded to the request to expand parent education opportunities and offered 2 online sessions for families. The first was an information night about the value of the third year in the primary program and the second was, in collaboration with the Parent Advisory Council, a presentation by Dr. Michelle McCallum, Child Psychologist, on the effects of the pandemic on children. Both events were well attended with more than 50% of MSofC families participating in each session respectively.
- Open communication, full transparency and partnering with families is a priority at Montessori School of Calgary. We strongly believe that the relationship between school and home is key to all aspects of life at MSofC. Improved parent communication was realized through demonstrated success with Transparent Classroom, a software platform for the purpose of initiating student enrolment processes, maintaining student records, and sharing student progress and information with families.
- Staff engaged in a professional development refresher workshop to further their knowledge, skill set and efficiency of use with the Transparent Classroom communication platform.
- Classroom teachers implemented a monthly communication piece to families.
- The pandemic brought about some positive shifts in culture – most remarkably for MSofC, an overwhelming availability and attendance of families at parent-teacher conferences. Recognizing this benefit, MSofC continued to offer a hybrid of online and in-person conferences which facilitated having more than one parent or guardian in attendance.

- A new family event, Reading Week, was introduced Fall 2021 and given the pandemic restrictions, saw parents reading to children in an outdoor classroom setting.
- The social committee within the Parent Advisory Council actively re-engaged families in sponsorship and co-hosting of the Winter Carnival event in March 2022.
- As restrictions lifted, the return to a Be Our Guest Day in May 2022 allowed parents to learn and explore the Montessori pedagogy and celebrate their student's learning under the guidance and leadership of their children.
- A whole school end of year picnic is slated for June 15, 2022 to offer an opportunity to our entire community to celebrate being able to come together and reconnect.

## Goals and Strategies

### Year 2

- With survey respondents ranking communication with MSofC's teaching staff, administration, and newsletter communication 4.5 or higher out of 5, MSofC will continue to provide various of channels of communication, such as Transparent Classroom, emails, phone calls, and in-person meetings.
- Parent-teacher conferences will return to in-person meetings, except for some online sessions.
- With restrictions lifted, in Fall 2022 families will be invited to return to attending community-building events such as Coffee Exchange and Extended Day Lunch.
- With 21% of survey respondents indicating "Don't Know" when asked whether students could easily access programs and services such as speech and occupational therapy or behavioural support, MSofC is committed to effective communication regarding the existing routine screening and benefits of early intervention services.

- With restrictions lifted, MSofC will once again collaborate with other schools to host external guest speakers including but not limited to, sexual health educator Saleema Noon, internet safety guru Paul Davis and Steve Truch of the Reading Foundation.
- With restrictions lifted, and 52% of MSofC families stating that they strongly agreed or agreed that MSofC could improve parent education offerings about Montessori, MSofC will continue to bolster parent education opportunities, which in 2022-2023 will include:
  - Introduction to Montessori night for new 3-year-old families
  - The Importance of the three-year cycle and the culminating Third Year
  - Information evening about the benefits of the Montessori elementary classroom
- Lower and Upper Elementary students will engage with experts from the local community to learn about and become immersed in Alberta's past and present at Stampede School through the Calgary Stampede.
- As terms on the Board of Directors conclude, the Board of Directors will continue to seek new members inclusive of the current parent population.
- The Parent Advisory Council will re-engage in soliciting hand-me-down dress code clothing to be donated to younger students and incoming families.

### Year 3

- The Administration will collaborate with the Parent Advisory Council to establish an annual fundraising event to be held in June on a scheduled 3-year cycle. Unlike the Annual Giving Campaign, this event will include a parent social evening at an offsite venue.

## Performance Measures

### 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.
- 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.

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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. MSofC provides a safe environment for all members of the school community to work and learn, free from fear, discrimination and harassment, while also promoting pro-active strategies and establishing guidelines to ensure that sexual and gender minority students, employees and families are welcomed and included in all aspects of education and school life.

### Year 1 Update

- Montessori School of Calgary takes pride in our commitment to nourish a positive, safe and caring environment comprised of energetic and dedicated educators connecting with students and forging relationships established with dignity and respect for all. MSofC's values and expectations for inclusive behaviour was communicated and reinforced at the annual staff orientation in August 2021 and throughout the year at weekly staff meetings.
- With the support of Ryan Hum, a MSofC parent and diversity educator, the administration supported staff members in becoming more aware of unconscious bias and other barriers to diversity and inclusion through sensitivity training. Teachers reviewed prior knowledge and increased awareness to be better positioned to support students in being able to demonstrate an understanding of diverse communities and identify connections that transcend difference.
- Further FNMI training and exposure to Elders was offered through visits with Shirley Hill in September 2021 and June 2022.
- A staff member engaged in professional development voluntarily championed and led constructive dialogues at weekly staff meetings in order to define appropriate terms, behaviours and actions to promote greater awareness of, and responsiveness to, the harmful effects of discrimination of all kinds including but not limited to homophobia, transphobia, anti-LGBTQ+ harassment and exclusion.

- Learning spaces were enhanced with increased visibility of minorities in materials, books, and art.

## Goals and Strategies

### Year 2

- With 96% of survey respondents indicating that MSofC is a welcoming place to be, MSofC will continue to create an inclusive and safe environment for students, families, staff and visitors.
- Enhancement of common spaces with curated artwork expressing greater diversity.
- Create a space for expression and reflection.
- Continue to improve understanding of the lives and experiences of sexual or gender minority individuals, communities, and cultures through continued dialogue sessions with Ryan Hum, diversity educator.
- Further FNMI training including but not limited to elder visits, workshops with Shirley Hill, 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.
- MSofC staff and students will continue to recognize Orange Shirt Day the day before the Truth and Reconciliation statutory day.

### Year 3

- Continue fostering a culture of ensuring employees are aware of the differences and comfort levels of others, and how their attitudes and behaviors may cause offense unintentionally.

## Performance Measures

### Provincial

- Percentage of parents and teachers indicating agreement that the school is a welcoming 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.
- Feedback from parent volunteer facilitating workshops.
- Percentage of parents that affirm MSofC as an entire school culture, embraces inclusion.

## 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.



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### Year 1 Update

- Montessori School of Calgary reinstated the Upper Elementary program in September 2021, with the addition of Grade 4 students. The program will be scaffolded and MSofC anticipates Grade 5 student enrolment for September 2022 with the goal of building upon the enrolment for a full Upper Elementary classroom with students ages 9-12 by September 2023.
- Parent education dialogues regarding the importance of Montessori three-year cycles were implemented during the current school year.
- Ongoing work and the development of a strategic enrolment plan continues with guidance from a parent volunteer specializing in organizational management. These efforts include targeting the primary enrolment to establish a foundational cohort of students that will best support expansion of the lower and upper elementary programs.

### Goals and Strategies

#### Year 2

- MSofC is exploring the acquisition of additional space to support continued enrolment growth. Options currently being pursued include the potential for a classroom portable to be placed on site or the option to rent a classroom within the Holy Angels school building adjacent to the existing campus. Further research and advocacy for the acquisition of additional space is needed.

- With the support of the Board of Directors, the Head of School will strike a committee comprised of parents and local community members to petition the City of Calgary for use of the Holy Angels School or facility expansion through the installation of a portable classroom.
- The Upper Elementary program will expand with the addition of Grade 5 students in 2022-2023.
- Given the greater expansion to include 5 years of Alberta Program of Studies curriculum, an additional full time Alberta certificated teacher will be hired to complement the Elementary teaching team.
- 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.

### Year 3

- The Upper Elementary program will be fully reinstated with the addition of Grade 6 students.
- Procurement of additional space by way of a portable or through attainment of space within the adjacent City of Calgary owned Holy Angels school.

## Performance Measures

### 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.

## 2022-2023 Budget Summary

Revenue Summary	
Revenue	Amount
Alberta Education	\$385,547
Tuition	\$761,884
Non-Instructional Fees	\$380,196
Other	\$35,855
<b>TOTAL REVENUE</b>	<b>\$1,563,482</b>

Expense Summary	
Expense	Amount
Salaries and Benefits	\$875,226
Services, contracts and supplies	\$304,155
Amortization	\$40,000
Leases and Other	\$82,148
<b>TOTAL EXPENSE</b>	<b>\$1,301,529</b>
<b>TOTAL REVENUE LESS EXPENSE</b>	<b>\$261,953</b>

View Audited Financial Statements for the Year Ended August 31, 2021:  
[Audited Financial Statements 2021](#)