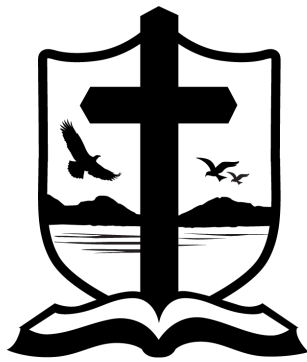




OKANAGAN
CHRISTIAN
SCHOOL

OKANAGAN CHRISTIAN SCHOOL

CONTINUOUS GROWTH PLAN

Discovering Purpose ~ Shaping Character

"It's in Christ that we find out who we are and what we are living for. Long before we first heard of Christ and got our hopes up, *He had His eye on us, had designs on us for glorious living*, part of the overall purpose He is working out in everything and everyone." *Ephesians 1:11*



Okanagan Christian School

Strategic Planning Committee

“Continuous Growth Plan”

Preamble: “Growth” is the foundation of education. Our staff, students, and school community should be pursuing continuous growth and life-long learning. As Christians, we recognize that we live in an imperfect world and should never feel that we have “arrived” until Jesus comes. There is always room for growth and improvement. Growth is also a process that occurs over time and changes as situations change. A Continuous Growth Plan recognizes the need to plan for growth and pivot when necessary. This is a living, dynamic document designed to encourage dialogue, collaboration, and adaptability. Our goal is for Okanagan Christian School to continue its proud history of providing quality Christian education to the Okanagan region. A well thought out plan will enhance the ability of the school to recruit and retain staff and students who will thrive here. As we consider our vision for Okanagan Christian School, this plan is designed to:

- Provide support for continued student population growth.
- Ensure we are following Jesus’ command to love God with all your heart and love your neighbour as yourself.
- Maintain and/or develop programs that will help all students achieve their best and build a relationship with Jesus.
- Provide support for staff to meet and exceed high professional and spiritual standards, as well as sustainable service to this ministry.
- Make meaningful connections with our constituency and community, including active participation by the school and at the school.
- Communicate our vision effectively with staff, students, parents, constituents, and the community.
- Ensure our facility is safe, inclusive, and innovative.
- Ensure funding is available for all school programs and expenses, including future visions and projections, so that finances are not a barrier for staff or students.

Item #	Area	Descriptor
1	Strategic Planning Members	Growth Plan Contributors: • Gerald Irrgang • Kim Kamizato • Lawrence McMullen • Erinn Snyder • Marty Straub • Jordan Wirtz (chair)
2	Committee Timeframe	Duration: • Formation: October 2025 • Evaluation: To meet once quarterly or upon Chair request • Dissolved: By board request or committee member consensus
3	Committee Mandate	Committee Mandate: • To function as a “<i>Steering Committee</i>” based on the school’s vision. • To identify, modify, and encourage continuation of current best practices in academic, spiritual, finance, facilities, and cultural matters. • To launch new initiatives: ◦ Identifying new initiatives ◦ Evaluate feasibility of new initiatives and make recommendations as to adoption or rejection (with supporting arguments) • Create action plans by identifying how initiatives align with vision, determining funding options, and establishing timeframes and responsibilities • To identify person(s) responsible for implementation of initiatives and ensure a good balance of responsibility • To monitor and evaluate progress of initiatives

Item #	Area	Descriptor
4	Committee Goal(s)	The Goal: - To set up a framework that will be conducive and supportive of increasing the success of Okanagan Christian School - To provide a written document that can be used to show stakeholders, governing bodies, and potential financial supporters a progressive plan of improvement and operations - To instill in the OCS constituency confidence in the school's leadership and direction
5	Sharing	We will share this plan in the following ways: - Annually at our constituency meeting - Monthly at our school board meeting - Regularly at our constituent churches - Consistently through our website
6	Plan Stumbling Blocks	"Stumbling Blocks" to effectiveness of this committee: - Lack of budget/financial resources - Lack of active, ongoing support for the implementation of the initiatives - Lack of infrastructure for moving from <i>ideas</i> to <i>implementation</i>
7	Initiative Areas	The following are the Initiative Areas for this plan: - Spiritual - Academic - Finance - Facilities - Culture
8	School Board Action	MOTION: 5-8-2026

5 Year Vision– A Picture from Above

	Standards
Spiritual	- We are following Jesus' command to love God and our neighbour as ourselves. - We are leading students to Christ. - We are leading by example. - We are helping students develop their character. - We are fostering a service-mindset and preparing students for serving Christ in this life and the one to come. - We are actively involved in our local SDA churches. - We are guiding students to stand firm in biblical truth with faith and wisdom, avoiding the deception of sin, and to joyfully prepare for Christ's glorious return.
Academic	- We are helping students discover their purpose. - We are launching students towards being well-rounded citizens. - We are providing individualized, personalized education to as many students as possible. - We are providing support for students to achieve their best. - We are helping students learn how to learn and become life-long learners.
Finance	- We are removing financial barriers so staff and students can thrive. - We are fiscally responsible with our funds. - We are investing in future growth and programming. - We are being supported by our constituency and conference. - We are marketing and promoting our school to our community.
Facilities	- We are providing a safe space for students to learn and staff to work. - We are eliminating barriers that may prevent staff or students from being successful. - We are exploring innovative and creative ways to better utilize and expand our use of the facility. - We are partnering with the community to expand our program into different spaces.

	Standards
	We are renovating and maintaining our property in a way that beautifies the neighbourhood.
Culture	- We model the SOAR principle in how we act. - We are loving and inclusive of all people and are intentional about developing positive student-to-student relations (dealing with issues of racism, bullying, manners, and inappropriate language) - We are a strong, supportive school community with connections between home, school, and church. - We are developing future leaders. - We are attracting and retaining the best educators and school staff. - We are providing a variety of experiences that will promote student retention all the way through to graduation.

Current Initiatives

SPIRITUAL	4
INITIATIVE: CREATE A SERVICE CULTURE THAT ENGAGES ALL STUDENTS AND IS SHARED AMONGST THE CONSTITUENCY.	4
INITIATIVE: CREATE A POSITIVE WORSHIP CULTURE THAT FLOWS FROM THE ELEMENTARY TO THE SECONDARY.	4
INITIATIVE: FACILITATE OPPORTUNITIES FOR STUDENT SPIRITUAL LEADERSHIP DEVELOPMENT.	5
INITIATIVE: PRODUCE A CLEAR EVANGELISM PLAN FOR OCS TO SHARE JESUS WITH THE COMMUNITY.	5
ACADEMIC	5
INITIATIVE: TEACHERS ARE PROVIDING MEANINGFUL FEEDBACK TO STUDENTS BASED ON THE STANDARDS.	6
INITIATIVE: ENGAGE WITH AI TOOLS.	6
INITIATIVE: CLARIFY ACADEMIC STANDARDS.	6
INITIATIVE: INCLUDE NAD STANDARDS, CURRICULUM, AND RESOURCES INTO THE PROGRAM.	7
INITIATIVE: REVIEW STUDENT PERFORMANCE.	7
INITIATIVE: EMPLOY MORE QUALIFIED PERSONNEL TO PROVIDE MORE DIVERSE COURSE OPTIONS FOR SECONDARY.	8
INITIATIVE: BUDGET FOR AN INCLUSIVE EDUCATION PROFESSIONAL.	8
FINANCE	9
INITIATIVE: CONCENTRATED FOCUS ON GRANT WRITING TO IMPROVE FINANCES, FACILITIES, AND PROGRAMMING.	9
INITIATIVE: DEVELOP A CLEAR FUNDRAISING PLAN.	9
FACILITIES	9
INITIATIVE: IMPROVE THE VISUAL APPEAL OF OCS OUTSIDE GROUNDS.	10
INITIATIVE: IMPROVE SCHOOL SAFETY.	10
SCHOOL CULTURE	11
INITIATIVE: PROMOTE STAFF RETENTION AND LEADERSHIP DEVELOPMENT.	11
INITIATIVE: PROMOTE STUDENT RETENTION BY DEVELOPING PROGRAMMING THAT INTENTIONALLY TARGETS STUDENT WELLBEING.	12
INITIATIVE: IMPROVE SCHOOL CLIMATE.	12
INITIATIVE: UPDATE MISSION, MOTTO, AND VISION.	13
INITIATIVE: CREATE MEANINGFUL CONNECTIONS WITH FIRST NATIONS PEOPLE WITHIN THE SCHOOL AND WITHIN THE COMMUNITY.	14
INITIATIVE: CREATE ALUMNI CONNECTIONS THAT CAN INSPIRE OUR SCHOOL COMMUNITY.	14
INITIATIVE: DEVELOP A CLEAR PLAN FOR COMMUNITY-BASED EVENTS.	15
INITIATIVE: SHARING THE PROGRESS OF THIS PLAN	15

Spiritual

Mission: *Christ Our Foundation*

Concentration: *Christian experiences that include receiving spiritual mentorship and giving service to others*

Rationale:

- To ensure our Adventist values are the baseline for student behaviour management.
- To improve school awareness of behavioral standards.
- To encourage leadership in how our Adventist values are expressed at school.
- To reinforce that our primary objective is leading students to both know and experience God as a friend in their lives.

General Best Practices:

- To help students love like Jesus.
- To apply the BC SDA Conference's R.E.A.C.H. initiative.
- To ensure local pastors have a direct, consistent, and frequent involvement in the school and its vision through mentorship and modeling.
- To provide students with community and global (mission trips) service opportunities.
- To have a school pastor lead and direct spiritual programs at school.
- To identify and nurture student leaders (ex. SA pastor) who can help set the example for their peers.

Item #	Initiative	Implementation Checkpoints
1	Initiative: <i>Create a service culture that engages all students and is shared amongst the constituency.</i> Responsibility of: <i>School Administration; Student Life and Spiritual Growth Committee</i> Implementation Strategy / Vision of Excellence: • To develop a list of service opportunities with each homeroom taking one activity (other group service activities to continue as usual). • To participate in a wider range of service activities. • To build a deeper, more robust service culture. • To spotlight OCS service activities throughout the school community. • To bring a greater awareness to the service culture at OCS. Timeline (2025-26 school year): Step 1-4 complete; Step 5- January 2026; Step 6 - Plan a local mission trip – March 2026 (for June 2026), Plan a national mission Trip – August 2026 (for Spring 2027), Plan an international mission trip – January 2027 (for Spring or Summer 2029). Resources: Fundraising and church support for mission trips. ADRA or Maranatha for international mission trips. He Said Go for NAD organization of mission trips.	X X X X ☐ ☐ 1. Teachers to develop service activities for their homeroom. 2. Jordan to advocate to the school board for any needed support or resources. 3. Service spotlight to be shared during Circle time. Can students articulate this concept? 4. Service spotlight shared with the churches. 5. Review current service activities in place and assess their impact. 6. Plan for mission trips. Priority: Low
2	Initiative: <i>Create a positive worship culture that flows from the elementary to the secondary.</i> Responsibility of: <i>School Administration, Student Life and Spiritual Growth Committee, Teachers, Pastors</i> Implementation Strategy / Vision of Excellence: • To facilitate students producing spiritual content. • To encourage students to participate and fully engage in spiritual programs. • To encourage students to participate in various spiritual activities inside and outside of school. • To set a positive tone for engaging with worship.	☐ X ☐ ☐ 1. Media class produces Adventist content for the school. 2. Teachers schedule regular spiritual events for both elementary and secondary 3. Secondary students are intentionally assigned roles during worship services. 4. Survey students likes and dislikes about the school's spiritual programming

Item #	Initiative	Implementation Checkpoints
	Timeline: Step 1 – May 2026 (Summer promotional content), Step 2 – Complete, Step 3 – Ongoing (facilitated by Pastor Gerald), Step 4 – May 2026 (as part of a school culture survey). Resources: N/A	Priority: High
3	Initiative: <i>Facilitate opportunities for student spiritual leadership development.</i> Responsibility of: <i>School Administration, Student Life and Spiritual Growth Committee, Teachers, Pastors</i> Implementation Strategy / Vision of Excellence: • To mentor secondary students to take on spiritual leadership roles. • To facilitate students presenting spiritual content (ex. singing or speaking). Timeline: Step 1 – Ongoing, Step 2 - April 2026, Step 3 – Ongoing, Step 4 – November 2026. Resources: Evangelism funds for more student-led outreach programs.	☐ ☐ ☐ ☐ 1. Staff encourage participation in praying and singing during assemblies. 2. Pastoral mentorship to prepare for OCS church service. 3. Pastoral mentorship with key secondary influencers. 4. SA leadership hosting spiritual events. Priority: Medium
4	Initiative: <i>Produce a clear evangelism plan for OCS to share Jesus with the community.</i> Responsibility of: <i>Student Life and Spiritual Growth Committee, Pastors</i> Implementation Strategy / Vision of Excellence: • To make connections with all constituent families who have children. • To develop programs/opportunities to evangelize non-constituent families at OCS. • To reach beyond the OCS school community to evangelize the Rutland area. • To collaborate with the constituent churches in youth-led evangelism efforts. Timeline: Step 1 – Ongoing, Step 2 – Ongoing, Step 3 – Fall 2026, Step 4 – Fall 2026, Step 5 – Spring 2027 Resources: Evangelism funds for more student-led outreach programs. Bible study materials for children. Evangelism materials catered specifically for the religious affiliation of the person being reached.	☐ ☐ ☐ ☐ ☐ 1. Schedule visitations with constituent families in partnership with church pastors. 2. Schedule family events that provide opportunities to connect with non-constituent families. 3. Host evangelistic programs at OCS. 4. Host public events that target families in the Rutland area. 5. Collaborate with area churches on evangelism initiatives. Priority: High

Academic

Mission: *Excellence Our Aim*

Concentration: *Programming*

Rationale:

- To ensure that OCS continues to offer quality Christian education to its students.
- To ensure that graduates from OCS are in a position to pursue their future career and life goals.
- To ensure students have a broad, well-rounded education and the opportunity to explore beyond the core curriculum.
- To ensure that the OCS academic program supports both the Seventh-day Adventist Church and the BC Ministry of Education's guidelines and expectations.

General Best Practices:

- To continue to look for and offer students essential life experience, including community service.
- To continue with the implementation of both the Seventh-day Adventist Church and the BC Ministry of Education's course guidelines, expectations and objectives.
- To continue to provide and support teacher professional development.
- To provide the depth and breadth of courses to allow all students to be successful.
- To provide clear communication about the learning progress of students.

Item #	Initiative	Implementation Checkpoints
5	Initiative: <i>Teachers are providing meaningful feedback to students based on the standards.</i> Responsibility of: School Administration, Teaching Staff, BC Conference Implementation Strategy / Vision of Excellence: • To develop professional development opportunities for teachers to better learn the MyOCS assignment and assessment tools. • To develop an assessment standard based on the proficiency scale. • To develop rubrics and other visual assessment tools. • To develop visuals that clarify for the proficiency scale: Extending (EXT) – The student demonstrates knowledge beyond the learning standards, works independently, and can support the learning of others. Proficient (PRF) – The student demonstrates grade-level knowledge in relation to the learning standards and works independently. Developing (DEV) – The student demonstrates some knowledge in relation to the learning standards. They may require some extra support to demonstrate proficiency. Emerging (EMG) – The student is beginning to demonstrate knowledge in relation to the learning standards. Ongoing support is required to demonstrate limited proficiency. Timeline: Step 1 – Complete, Step 2 – Ongoing (to be reviewed in August 2026), Step 3 – December 2025, Step 4 – August 2026, Step 5 – Ongoing (to be reviewed in January 2026) Resources: Canva and AI tools to produce visuals and rubrics.	X ☐ ☐ ☐ ☐ 1. BC Conference to provide proficiency scale resources. 2. Targeted professional development around standards-based grading and proficiency-based assessment. 3. Develop visuals that further clarify the proficiency scale. 4. Teachers develop rubrics and other assessment tools that clarify grading based on the standards and proficiency scale. 5. Principal reviews assessment strategies and communication of learning being used by teachers. Priority: High
6	Initiative: <i>Engage with AI Tools.</i> Responsibility of: OCS Administration and Teaching Staff Implementation Strategy / Vision of Excellence: • To develop clear policies and practices around the use of AI. • To take advantage of AI as a tool for organizing ideas, researching, and editing. • To reduce teacher workload through content organization and creator tools. • To reduce instances of plagiarism with students. • To provide more safe and personalized approaches to engaging students with learning through technology. • To provide support to parents and students who are struggling to understand learning objectives. Timeline: Step 1 – Complete, Step 2-4 – Ongoing (to be reviewed in June 2026), Step 5 – September 2027. Resources: MagicSchool AI is currently free. MySchool currently does not have this support.	X X X X ☐ 1. Develop an AI policy. 2. Integrate AI into teacher planning and prepping. 3. Integrate AI into general communications and reporting. 4. Integrate AI into student learning. 5. AI tools used to provide tutorial support for students and parents. Priority: Low
7	Initiative: <i>Clarify academic standards.</i> Responsibility of: OCS Administration and Teaching Staff	X X X ☐ ☐

Item #	Initiative	Implementation Checkpoints
	Implementation Strategy / Vision of Excellence: - To refine the system for recognizing academic excellence. - To refine the system for recognizing and mitigating academic concerns. - To develop more academic incentives. Timeline: Step 1 – January 2026, Step 2 – April 2026, Step 3 – August 2026, Step 4 – January 2026 (budgeting for the 2026-27 school year), Step 5 – January 2026. Resources: Donation/fund for an academic excellence scholarship and academic incentives.	- Produce an honour roll system for both Semesters for Grade 10-12s. - Update the student handbook to address academic probation. - Address academic probation as it relates to extracurricular participation. - Develop an academic scholarship for Grades 4-12. - Recognize the “A” in SOAR at weekly assemblies. Priority: Medium
8	Initiative: <i>Include NAD standards, curriculum, and resources into the program.</i> Responsibility of: OCS Administration, Teaching Staff, and BC Conference Implementation Strategy / Vision of Excellence: - To ensure NAD standards are included in the program beyond unit planning. - To explore NAD curriculum options that align with the BC curriculum. - To explore NAD resources that may benefit teachers. Timeline: Step 1 – Complete, Step 2 – Ongoing (Fall 2026), Step 3 – 2026-27 budget, Step 4 – 2026-27 budget. Resources: Funds to incentivize teachers to explore NAD curriculum. Some NAD resources can be expensive (ex. ByDesign) – there needs to be additional funding to expand our resources.	X ☐ ☐ ☐ X - Review unit plans to ensure NAD standards are present. - Assess teacher incorporation of these standards in lessons. - Incentivize teachers to explore NAD curriculum options. - Budget for the purchase of NAD resources as applicable. Priority: Low
9	Initiative: <i>Review Student Performance.</i> Responsibility of: OCS Administration and Teaching Staff Implementation Strategy / Vision of Excellence: - To ensure students are meeting academic expectations. - To explore resources to further support students. - To expand assessment opportunities. Timeline: Ongoing – To be addressed throughout the school year Resources: Mathletics, Lexia, GMRT, FSA, CAT4	X X X X - Collate formal assessments into one document that identifies “at risk” students. - Review formal assessment results as a staff (ex. FSA, CAT4, and GMRT). - Review GMRT results with parents as part of the IEP process. - Review academic progress of “at risk” students. Collaborate as a staff on how to further support them (what supports are in place and what are needed, including professional assessment). Priority: High

Concentration: *Recruitment and Retention*

Rationale:

- To ensure that OCS continues to offer quality Christian education to its students.
- To ensure that the OCS academic program supports both the Seventh-day Adventist Church and the BC Ministry of Education's guidelines and expectations.
- To ensure OCS has qualified, well-trained professionals.
- To ensure OCS is attractive to prospective students.
- With the challenge to find NAD and Ministry Certified teachers to teach at OCS we must be proactive about how we recruit and retain staff.

General Best Practices:

- To provide staff with incentives for working at OCS.
- To provide students with resources and support for their individual needs.
- To continue to provide and support teacher professional development.
- To provide the depth and breadth of courses to allow all students to be successful.

Item #	Initiative	Implementation Checkpoints
10	Initiative: <i>Employ more qualified personnel to provide more diverse course options for Secondary.</i> Responsibility of: OCS Administration, School Board, BC Conference Implementation Strategy / Vision of Excellence: • To offer more elective options. • To offer more club/extracurricular programs. • To expand ADST program options. • To partner with West Coast Adventist DL School. Timeline: Step 1 – Complete, Step 2 – August 2026, Step 3 – August 2026, Step 4 – April 2026 (budget for the 2026-27 school year). Step 5 – January 2027 (budget for the 2027-28 school year). Resources: Funding for expanded staff (could impact cost-per-student). Funding for resources needed to offer more ADST programs (ex. automotive). Volunteer resources are often the greatest need and scarcest resource for this.	X ☐ ☐ ☐ ☐ 1. Review course offerings by WCAS. 2. Partner with local professionals and/or constituents for seminars and projects. 3. Partner with volunteers and staff for more extracurricular options. 4. Employ part-time teachers to teach select courses as requested or required by students. 5. Employ a full-time PE or Music teacher. Priority: Low
11	Initiative: <i>Budget for an inclusive education professional.</i> Responsibility of: School Board Implementation Strategy / Vision of Excellence: • To improve inclusive education support through the employment of an inclusive education coordinator. • To offload the management of learning plans from the principal to another professional. • To develop more inclusive education resources. • To provide professional growth opportunities and mentorship for education assistants. Timeline: 2027-28 budget Resources: Currently, we are short a couple funded students to afford this position but may need to budget for it anyway.	X X ☐ ☐ 1. Determine the true need for our students. 2. Review our inclusive ed budget and allocations. 3. Find sustainable funding sources for our inclusive ed program. 4. Employ an inclusive ed coordinator. Priority: Medium

Finance

Mission: *Excellence Our Aim*

Concentration: *Fundraising*

Rationale:

- To ensure students receive the best quality of education for the cost.
- To create breadth within the program with more finances.
- To improve facilities through fundraising.
- To maintain sustainable growth through grant writing.

General Best Practices:

- To be fiscally responsible with our funds.
- To maintain Group 1 government funding by keeping our cost-per-student below district levels.
- To continue with the opportunistic grant opportunities (identifying and pursuing).
- To work with various individuals wishing to provide fundraising opportunities for the school.

Item #	Initiative	Implementation Checkpoints
12	Initiative: <i>Concentrated focus on grant writing to improve finances, facilities, and programming.</i> Responsibility of: Business Manager (<i>Finance Committee, Investment Committee, and Building Committee</i>) Implementation Strategy / Vision of Excellence: • To rectify deficits in facilities (safety). • To fund expansions to school programming. • To improve overall school finances. • To develop cost reducing and income generating initiatives. Timeline: Based on grants written (goal for 10 grant letters sent per month). Resources: Grant Advance (already purchased) and AI.	☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ 1. Parking lot renovation. 2. Playground renovation. 3. Grow Zone renovation. 4. Music room completion. 5. Wood shop completion. 6. Security and PA system upgrade. 7. Grants for wage. 8. Grant to solar panels. 9. Grant for hydroponics business. 10. Grant for AEDs. Priority: Medium
13	Initiative: <i>Develop a clear fundraising plan.</i> Concentration: <i>Fundraising</i> Responsibility of: Business Manager and Principal Implementation Strategy / Vision of Excellence: • To fund large capital projects. • To create an active alumni network. • To improve connections with the donor database. • To organize and appropriately schedule school fundraisers. Timeline: Step 1 – March 2026, Step 2 – April 2026, Step 3 – August 2026, Step 4 – July 2027 (110-year homecoming event), Step 5 – August 2026, Step 6 – April 2026. Resources: Alumni budget (for incentives to join the network). Fundraising budget for events.	☐ ☐ ☐ ☐ ☐ ☐ 1. Network within the churches for potential donors. 2. Connect with local alumni. 3. Empower local alumni to develop an alumni network. 4. Organize alumni events. 5. Organize fundraising events for large projects. 6. Develop a fundraising schedule for small-scale events. Priority: High

Facilities

Mission: *Excellence Our Aim*

Concentration: *Space*

Rationale:

- To ensure that OCS is following proper safety protocols.
- To ensure the outside of the school is aesthetically pleasing to stakeholders and neighbours.
- To ensure school projects are completed efficiently, safely, and with as little disruption to the program as possible.

General Best Practices:

- To ensure that OCS provides a safe, inclusive, and innovative learning environment.
- To utilize flexible spaces for cross-curricular and cross-grade interactions.
- To ensure classroom spaces are not being used for storage or maintenance.
- To ensure construction equipment is stored away from student or public access.
- To maintain landscaping standards.

Item #	Initiative	Implementation Checkpoints
14	Initiative: <i>Improve the visual appeal of OCS outside grounds.</i> Responsibility of: <i>School Administration; Building Committee</i> Implementation Strategy / Vision of Excellence: • To ensure safe and inclusive playground structures, school fields, and outside spaces through proper inspection, maintenance, and upgrades. • To properly store and dispose of materials that are sitting outside of the school. • To complete the beautification of the front of school, including the front berm, parking lot, and entrance. • To clean and revitalize outside spaces, including the Grow Zone. • To complete the beach volleyball courts and rectify any damage caused to the field. Timeline: Step 1 – Ongoing (proposal submitted October 2025), Step 2 – Complete, Step 3 – Complete, Step 4 – August 2026, Step 5 – Ongoing (still more to remove and may get tackled with Grow Zone updates), Step 6 – 2027, Step 7 – Ongoing (meeting with the Grow Zone committee in December 2025), Step 8 – Ongoing (currently unfunded). Resources: Need funds for capital improvements. \$25,000 can be used for the basketball courts, but we are waiting for more funding for the rest of the playground.	X X X ☐ ☐ X ☐ ☐ 1. Building Committee to develop a plan to tackle OCS outside grounds concerns. 2. Review and repair irrigation system to ensure grass is properly/evenly watered. 3. Complete front of school project (benches and planters). 4. Complete/improve curb appeal of front berm. 5. Clean up unsightly storage at the South-East outdoor section (garbage, planters, and litter). 6. Rebuild/restructure west-facing outdoor basketball hoops to make a proper court. 7. Renovate Grow Zone 8. Replace orange barriers with something more visually appealing and permanent. Priority: <i>High</i>
15	Initiative: <i>Improve school safety.</i> Responsibility of: <i>School Administration; Building Committee</i> Implementation Strategy / Vision of Excellence: • To ensure safe and inclusive playground structures, school fields, and outside spaces through proper inspection, maintenance, and upgrades. • To properly store and dispose of dangerous materials. • To ensure the parking structure is safe for students travelling to and from cars. • To ensure the school and renters can provide an appropriate level of first aid during medical emergencies.	X X ☐ X ☐ X ☐ 1. Building Committee to develop a plan to tackle OCS safety concerns. 2. Review and rectify safety hazards on the field, playground, Grow Zone, and parking lot. 3. Develop a WHMIS manual (digital or physical) that details all hazardous

Item #	Initiative	Implementation Checkpoints
	Timeline: Step 1 – Complete, Step 2 – June 2026, Step 3 – January 2026, Step 4 – January 2026, Step 5 – June 2026, Step 6 – August 2026, Step 7 – August 2026. Resources: Need grants for capital improvements. May need to budget for an AED if grants are unsuccessful. Volunteer labour to tackle construction mess.	chemicals in the school and proper storage. - Clean up any construction equipment that is publicly accessible. - Develop a documented “safety” walkthrough process, that includes chemical storage, playground, Grow Zone, janitor room, maintenance room, and other places where dangerous tools and supplies are stored. - Purchase an AED for the auditorium to use in case of medical emergencies. - Upgrade the PA system for better communication in emergencies. Priority: High

School Culture

Mission: *Daring to S.O.A.R.*

Concentration: *Retention*

Rationale:

- To ensure that OCS provides and encourages opportunities to foster a positive and thriving school culture.
- To promote staff retention through positive morale strategies.
- To empower the school community to contribute positively to the school’s culture.
- To support the leaders who are the foundation of the school’s culture.

General Best Practices:

- To promote the vision of Adventist education to prepare students for this life and eternity to come.
- To encourage staff, students, and parents to love God and love their neighbour as themselves.
- To encourage and support a Student Association and Home and School.
- To support the CASA athletic program.
- To provide out-of-school trips for our students that enhance student learning and life experiences.
- To develop and maintain strong alumni and school community connectivity.

Item #	Initiative	Implementation Checkpoints
16	Initiative: <i>Promote staff retention and leadership development.</i> Responsibility of: <i>School Board, Administration, Home and School</i> Implementation Strategy / Vision of Excellence: • Staff indicate a high level of interpersonal morale. • Staff are provided with effective mental health resources. • Staff indicate being able to maintain a healthy work-life balance. • Staff indicate a high level of job satisfaction. • Burn out indicators are effectively monitored and resolved. • Staff are provided opportunities for professional growth and upward mobility. Timeline: Step 1 – Ongoing (need an updated survey), Step 2 - Ongoing (need an updated survey), Step 3 – January 2026, Step 4 – August 2026, Step 5 – Complete,	X X X X X ☐ X X - Survey staff to identify indicators of burn out. - Survey staff to identify retention strategies. - Review budget to allow for more financial incentives. - Review workload of staff to determine how to provide further relief.

Item #	Initiative	Implementation Checkpoints
	Step 6 – Ongoing (need someone to head this up), Step 7 – Ongoing (complete for the 2025-26 school year), Step 8 – September 2026. Resources: Need funding for incentives. Need training for staff on how to maintain a work-life balance (taking vacation time and time off effectively). Need to leverage AI resources to reduce workload.	5. Leverage BC Conference, SDACC, and NAD resources that promote staff retention. 6. Targeted focus on providing work and life support and affirmation to new teachers. 7. Review professional growth plans 8. Survey leadership skills and interests. Priority: High
17	Initiative: <i>Promote student retention by developing programming that intentionally targets student wellbeing.</i> Responsibility of: <i>Administration; Student Association; Home & School</i> Implementation Strategy / Vision of Excellence: • To ensure high student morale. • To ensure high parent satisfaction. • To reinforce OCS' values, Administration, SA, and Home & School drive student experiences. • To increase positive school experiences that target social development and character building. • To develop a more robust career and health program that targets behavioural and social issues (ex. OpenParachute). Timeline: This is something that needs to be intentionally addressed yearly. Resources: More resources (including volunteer labour) to expand programming. More incentives to tackle staff retention. More funding for high-cost field trip experiences. More funding to bring in culture specialists (ex. Darlene Unrau).	X X X X X X 1. Identify the major behavioural issues at the school. 2. Identify the major academic issues at the school. 3. Identify the major social issues at the school. 4. School board to provide funding for mental health resources. 5. School administration to develop programming to improve the Grade 6-9 experience. 6. Mentor(s) works with teachers to tackle concerning student culture. Priority: High
18	Initiative: <i>Improve school climate.</i> Responsibility of: <i>Administration; Student Life and Spiritual Growth Committee; School Board</i> Implementation Strategy / Vision of Excellence: • To create a family-feel at OCS. • To increase student's and parent's feeling of responsibility and ownership for the school's success. • To nurture experiences that improve pride in the school. • To develop opportunities for deeper connections amongst the school community. • To decrease behavioural concerns.	X X X ☐ ☐ ☐ 1. Survey students and parents. 2. Empower more volunteerism. 3. Lessons focus on personal responsibility. 4. Two intentional OCS family events per school year.

Item #	Initiative	Implementation Checkpoints
	Timeline: Step 1 – February 2026, Step 2 – August 2026, Step 3 – August 2026, Step 4 – November 2026, Step 5 – Ongoing (anecdotes shared monthly), Step 6 - Ongoing (anecdotes shared monthly). Resources: Funding for family events.	5. More warm connections between staff and school families. 6. More warm connections between school board and school families. Priority: High
19	Initiative: <i>Update mission, motto, and vision.</i> Responsibility of: <i>Administration; Teaching Staff; School Board</i> Implementation Strategy / Vision of Excellence: To market the new motto (combining mission and vision): “Christ Our Foundation, Excellence Our Aim, Daring To Soar.” Timeline: Step 1 – December 2026, Step 2 – January 2026, Step 3 – April 2026, Step 4 – April 2026, Step 5 – February 2026, Step 6 – June 2026 and November 2026. Resources: N/A	X X X X X ☐ - Update website with new vision statement. - Update OCS documents and email signatures with new vision statement. - Develop media around the new vision, Dare to Soar, and the yearly theme. - Teach the vision in the classroom. - Share the vision with the school community and stakeholders. - Survey stakeholders to gauge engagement with and perspective of the new vision. Priority: Low

Mission: *Daring to S.O.A.R.*

Concentration: *Community*

Rationale:

- To ensure that OCS provides and encourages opportunities to foster a positive and thriving school culture.
- To promote staff retention through positive morale strategies.
- To empower the school community to contribute positively to the school’s culture.
- To support the leaders who are the foundation of the school’s culture.

General Best Practices:

- To promote the vision of Adventist education to prepare students for this life and eternity to come.
- To encourage staff, students, and parents to love God and love their neighbour as themselves.
- To encourage and support a Student Association and Home and School.
- To support the CASA athletic program.
- To provide out-of-school trips for our students that enhance student learning and life experiences.
- To develop and maintain strong alumni and school community connectivity.

20	Initiative: <i>Create meaningful connections with First Nations people within the school and within the community.</i> Responsibility of: <i>Teaching Staff; Student Life and Spiritual Growth Committee</i> Implementation Strategy / Vision of Excellence: • The school recognizes the cultural diversity of the school and greater community. • To develop programming specifically targeting First People's Principles of Learning. • To develop programming specifically targeting celebrating cultural diversity, particularly First Nations. • To participate in events that focus on celebrating and educating on cultural diversity within the school. • To participate in events that utilize cultural resources within the community. Timeline: Step 1 – Ongoing, Step 2 – Complete, Step 3 – July 2026, Step 4 – On Hold, Step 5 – August 2026, Step 6 – August 2026. Resources: Curriculum resources. Budget for a gift to an elder if visiting the school.	☐ X ☐ X X ☐ 1. Identify potential resources that could be used to enhance programming. 2. Make connections with Indigenous school families. 3. Make connections with local Indigenous organizations, elders, and programs. 4. Explore attending a cultural event (ex. Pow Wow). 5. Explore hosting a cultural event. 6. Develop a resource packet for teachers to use when planning cultural activities that includes books, resources, and community contacts. Priority: Low
21	Initiative: <i>Create Alumni connections that can inspire our school community.</i> Responsibility of: <i>Home & School, Administration, School Board</i> Implementation Strategy / Vision of Excellence: • To make connections with Alumni. • To ensure alumni are interacting through a school facilitated social network. • To encourage alumni to share with the community their positive experiences about attending OCS. • To create a physical space at school that honours alumni. • To include alumni in FYIs and Newsletters. Timeline: Step 1 – April 2026, Step 2 - August 2026, Step 3 – December 2026, Step 4 – June 2027, Step 5 – Ongoing (goal of two spotlights per school year), Step 6 – Fall 2026. Resources: Funding for an alumni wall. Funds to contract a graphic designer to develop an alumni network. Volunteers – school board members to connect with local alumni.	☐ ☐ ☐ ☐ ☐ ☐ 1. Identify alumni in the local community. 2. Make connections with alumni outside the local community. 3. Set-up a social network for alumni to connect with the school and fellow alumni. 4. Build a distribution list for alumni to donate to the school and receive regular communication (ex. FYI or Newsletter). 5. Develop media based on alumni interactions. 6. Develop an alumni space near the school entrance.

		Priority: Low
22	Initiative: <i>Develop a clear plan for community-based events.</i> Responsibility of: <i>OCS Staff, Student Life and Spiritual Growth Committee</i> Implementation Strategy / Vision of Excellence: • To ensure stakeholders are engaged outside of the school. • To enhance connections with stakeholders. • To intentionally plan for community events. • To empower Okanagan Ignite in reaching the community. Timeline: Step 1 – Fall 2026, Step 2 – July 2026 (Canada Day), Step 3 – August 2026, Step 4 – November 2026, Step 5 – April 2027, Step 6 – Ongoing (August 2026) Resources: May need funds to put on community events.	X X X ☐ ☐ ☐ 1. Partner with constituent churches for community events. 2. Partner with local organizations that host community events. 3. Utilize OCS grounds for local event. 4. Host a fall community event. 5. Host a spring community event. 6. Produce a yearly calendar for Okanagan Ignite. Priority: Low
23	Initiative: <i>Sharing the progress of this plan</i> Responsibility of: <i>School Board</i> Implementation Strategy / Vision of Excellence: • To ensure stakeholders are fully informed about the vision, initiatives, and successes of the OCS Continuous Growth Plan. • To ensure constituents are properly informed about the school. • To ensure the vision aligns with the data. Timeline: Ongoing Resources: N/A	X X X X ☐ 1. Principal to share plan updates to school board. 2. School board to share plan updates with constituents. 3. Regular updates of plan on website. 4. Plan reviewed during annual constituency meeting. 5. Stakeholders surveyed annually to inform updates to the plan. Priority: High

Currently Not Feasible (To Be Revisited)

N/A

Past Initiatives

Spiritual

1	Initiative (2024): <i>Produce school program (including media, design, and lessons) that promotes “Love God and love your neighbour as yourself”</i> Responsibility of: <i>School Administration; Student Life and Spiritual Growth Committee; School Pastor (2025-26)</i> Implementation Strategy / Vision of Excellence: - Onboarding teachers and SA to implement school resources and programs for this initiative - To create posters for hallways, bathrooms, classrooms, etc. - To develop a school program with lessons that teach specifically to this concept. - To develop a classroom strategy that reinforces this concept. - To develop a discipline/behaviour model aligned with this concept. Timeline: Resources:	X X X X ☐ - Resource development - Onboarding of staff and SA - Is it evident in the school (program and facility)? - Can students articulate this concept? - Are students applying this concept? Priority: High
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Academic

Item #	Initiative	Implementation Checkpoints
1	Initiative (2024): <i>Develop community-driven educational experiences, especially in the trades</i> Concentration: <i>Extracurricular/intercurricular academic programming</i> Responsibility of: <i>Home and School (network); Pastors (network); School Board (sub-committee for programming)</i> Implementation Strategy / Vision of Excellence: - To develop intra-curricular programs that enhance existing courses or provide an extended experience. - To develop extracurricular programs that enhance student experiences in areas not being offered within current course programs. - To empower community volunteers to share knowledge and experiences with students (ex. trades).	X ☐ ☐ ☐ ☐ X - List of volunteers willing to teach a specific skill/concept. - Guest presenters in ADST, Career, and Science classes. - Guest presenters across the curriculum. - Academic-focused extracurricular programs. - Secondary-level trades program within ADST and outside of timetable. - Grant writing and fundraising support.

Item #	Initiative	Implementation Checkpoints
		Priority: Moderate

Finance

Mission: *To advocate for more school support from within the church*

Concentration: *Funding*

Rationale:

- To ensure that OCS has enough funding to align with staff remuneration changes.
- To fully utilize tithe funds according to NAD policy.
- To pay down debts owed to the conference.

General Best Practices:

- To leverage income sources from within the church.
- To maintain Group 1 government funding by keeping our cost-per-student below district levels.
- To continue with the opportunistic grant opportunities (identifying and pursuing).
- Cooperating and working with various individuals wishing to provide fundraising opportunities for the school.

Item #	Initiative	Implementation Checkpoints
1	Initiative (2024): <i>Ensure the BC Conference is providing a level of support that meets the max of NAD policy</i> Concentration: <i>Funding</i> Responsibility of: <i>School Administration; Pastors</i> Implementation Strategy / Vision of Excellence: • Greater advocacy for school support from the church • Increased funding from church sources • BC Conference enhanced support based on NAD policy ceiling • BC Conference loan forgiveness based on current funding model	X X ☐ ☐ ☐ 7. Clarify how BC Conference funding aligns with NAD policy. 8. Clarify the level of tithe support from constituents to the church 9. New model of increased funding by the BC Conference 10. Partial loan forgiveness by the BC Conference Priority: Low
2	Initiative: <i>Ensure the cost of education matches its value</i>	

Item #	Initiative	Implementation Checkpoints
	Concentration: <i>Tuition Cost</i> Responsibility of: <i>Finance Committee; Investment Committee</i> Implementation Strategy / Vision of Excellence: - Increased funding from church sources - BC Conference loan forgiveness based on current funding model - Increased returns on investments - Increased support through grants and fundraising - Ensure proper training and certification of staff - Ensure the facility is being used to its fullest extent for rental income Timeline: Resources:	☐ ☐ ☐ ☐ ☐ - Increase presence in the churches as an opportunity to garner more support. - Pursue partial loan forgiveness by the BC Conference - Actively monitor new investment policy to ensure the best returns - Develop fundraising initiatives that attract large operational donations - Develop a clear rental plan for school spaces, including the gym, outdoor volleyball courts, and back field. Priority: <i>Low</i>

Facilities

Mission: *Fully utilize all classroom spaces to allow for growth*

Concentration: *Space*

Rationale:

- To ensure that OCS has enough space for K-12 students.
- To allow OCS to grow its student population to fit the classroom capacity experienced in previous years.
- To align the supply of classroom space with the community demand for Christian education.

General Best Practices:

- To ensure that OCS provides a safe, inclusive, and innovative learning environment.
- To utilize flexible spaces for cross-curricular and cross-grade interactions.
- To keep class sizes in alignment with BC Conference policy.
- To ensure classroom spaces are not being used for storage or maintenance.
- To ensure Ante rooms are not being used as classrooms.

Item #	Initiative	Implementation Checkpoints
1	Initiative (2024): <i>Find an alternative location for the pre-school and music class</i> Concentration: <i>Space</i> Responsibility of: <i>School Board; Facilities Manager</i> Implementation Strategy / Vision of Excellence: - All classrooms are available for K-12 academic programs, including the current daycare and choir room. - Portable is renovated or replaced for proper school use. - Partnership with Pathfinders for extended uses.	X ☐ X ☐ X - Develop a formal plan to move Mr. Oslund to a proper music room during the summer in preparation for a new humanities teacher. - Explore extended use of the Pathfinder building.

Item #	Initiative	Implementation Checkpoints
		3. Develop a vision for the school that considers a preK-12 program. 4. Develop a plan for a new space for the pre-school that aligns with the school's vision and need for space. 5. Develop a plan to utilize the portable in a way that aligns with the school program. Priority: Low

School Culture

Mission: *Love like Jesus*

Concentration: *Staff*

Rationale:

- To ensure that OCS provides and encourages opportunities to foster a positive and thriving school culture.
- To promote staff retention through positive morale strategies.
- To empower the school community to contribute positively to the school's culture.
- To support the leaders who are the foundation of the school's culture.

General Best Practices:

- To promote the vision of Adventist education to prepare students for this life and eternity to come.
- To encourage staff, students, and parents to love God and love their neighbour as themselves.
- To encourage and support a Student Association and Home and School.
- To support the CASA athletic program.
- To provide out-of-school trips for our students that enhance student learning and life experiences.
- To develop and maintain strong alumni and school community connectivity.

Item #	Initiative	Implementation Checkpoints
1	Initiative (2024): <i>Empower volunteers to provide staff support and affirmation</i> Concentration: <i>Staff Morale</i> Responsibility of: <i>Home & School, Student Association, Chaplain</i> Implementation Strategy / Vision of Excellence: • A volunteer(s) for each classroom willing to fill a need for that teacher. • A volunteer(s) in other areas (ex. office) willing to fill a need for that staff member. • A volunteer(s) dedicated to providing affirmation to a specific staff member throughout the school year.	X X ☐ ☐ X 1. Identify needs within the classroom and school. 2. Identify ways of affirmation that are specific to each staff member. 3. Build a list of volunteers willing to provide direct support or affirmation to a staff member. 4. Check in with staff to see if their needs list is being accomplished. 5. Check in with staff to see if they are being affirmed. Priority: Moderate