



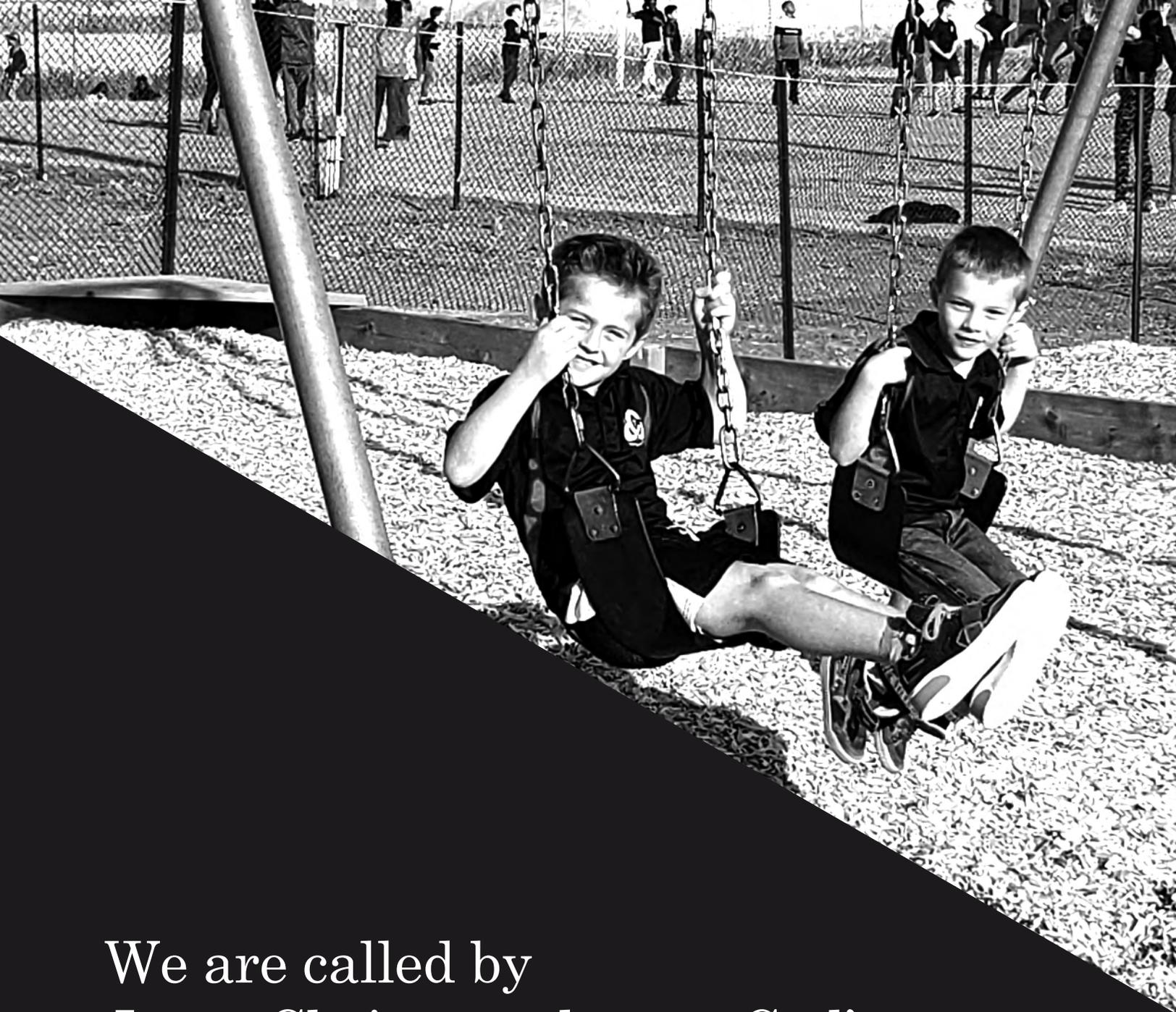
Airdrie Christian Academy
Whatever you do, do it all for the glory of God.
1 Corinthians 10:31

2021

Annual Report

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We are called by
Jesus Christ to advance God's
Kingdom by educating & training His
children to personally know, love and
serve Him.



Letter from the President and Chair

Scott Calderwood, ACA President
Gerald Andres, Board Chairman

Dear Society Members,

We are now two years into the Covid-19 pandemic. While these years have been challenging for the school and our society, it has also created the opportunity for growth and development within ACA. We continue to see God's hand on our school, strengthening and guiding ACA. It is amazing to witness how our students, staff and families have adapted to the varying restrictions and how our school has experienced few health challenges. We began the 2021-22 school year with our annual BBQ in the school parking lot, with over 300 people in attendance. It was a blessing to get together as a society once again and to experience the sense of community that is typical within ACA. We look forward to the day when we can gather in person as a society on a regular basis.

Enrollment

From the 2020-21 school year to 2021-22, we saw our student body grow from 251 to 270 students enrolled. Additionally, we were able to restart our preschool program that was paused in 2019-20 due to Covid-19 and welcomed 19 new little learners through our doors. While our goal was to be 330+ students, we will continue to be thankful and faithful with what God has entrusted to us while working toward the steady growth ACA was experiencing prior to 2020. Our enrollment goal for the 2022-23 school year is 325 students. Please keep this number in your prayers through to the coming year

New Programs

In August 2021, the Board and leadership decided to pursue several new initiatives, with the intent of

generating new income that is not tied to our core program and enrollment.

The first initiative was to provide Education Unlimited (Homeschool Program) a school home for this current year. This initiative provided additional finances for the school and has allowed us to learn about operating a homeschool program. The funds received from hosting this program permitted us to bring on Jason Schuler, our new Director of Alternative Programs. Jason's mandate is to create and run new and existing programs that will generate additional income for ACA by utilizing our facility when it is not being used for our primary programs. These programs will fulfill ACA's desire to serve our community, create outreach opportunities and provide positive exposure.

Alternative Programs

Homeschool classes – in-person classes for local homeschooled students, i.e., gym class, home economics, wood shop, etc. These classes are being offered beginning February 2022.

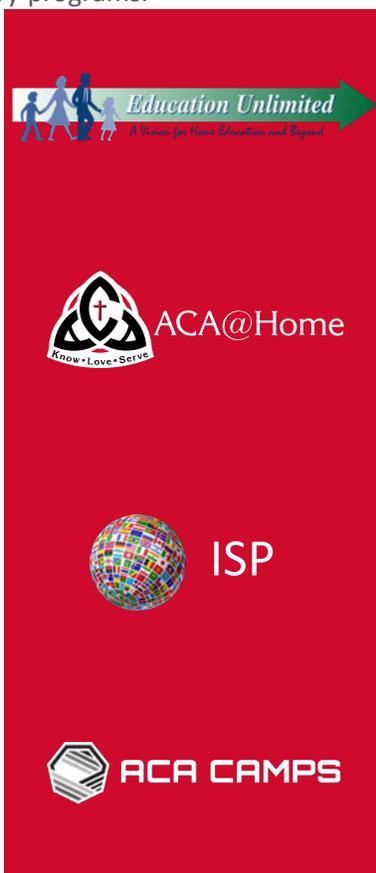
ACA@Home – we intend to launch our own homeschool program in September 2022. The students enrolled in our homeschool program will have first rights to participate in our in-person classes as described above.

International Student Program (ISP) – we had a soft launch of this program in September 2019 but had to put it on hold due to the pandemic. We are working towards a minimum of 10 international students for September 2022. We are praying for these students to have an amazing experience at ACA, while our local students also have a great experience learning from their international classmates.

International Student Camps – these camps will provide potential international students to visit ACA and Alberta to see if there is a fit for enrollment in the regular school year. We believe this will be a valuable feeder program for our International Student Program.

ACA Camps – there is a desire for students to have optional activities during various school breaks throughout the year. We will be offering sports camps, and other camps of interest, which will be made available as a form of community outreach.

After Hours Programs – we will offer an after-hours program targeted to adults, teens and kids with classes in cooking, wood working, web design, sewing, etc. This program may not produce significant revenue, but will draw people to our school, making them aware of our core programs. These programs will also contribute to ACA serving our community through outreach.



Repayment of Private Lenders

We have recently completed our updated business plan and have gone to market at the beginning of February 2022, seeking refinancing for the overall debt of the school, including repaying our private lenders. Repayment of our private lenders has been the primary driver for the leadership of ACA and is the first consideration in all business decisions.

We pray for quick and positive responses to our search for refinancing.

Search for new President/Head of School

As you are probably already aware, Scott Calderwood has decided to step down from his role as school President. Scott's passion and dedication to

the society has driven him to serve ACA for many years. Through that time, he has stepped into some extremely tough tasks, put in a lot of extra hours and sacrificed personal cost as he lived out the school's vision

to equip and disciple generations for Christ. For that, we are thankful and pray for God's continued gracious leading as he looks to serve where God would place him next. The Board is actively searching for the right replacement with the desire to fill that role before the end of the school year. Please pray for the Board as they seek out the right person that would serve and lead our school well.

Scott Calderwood
ACA President



Gerald Andres
ACA Board Chairman



Faith Development and Discipleship

Jaime Young, Chaplain

Through Teaching and Practical Application in our Classrooms

Adapted cohorts to Chapels on Wednesdays in order to be in the Chapel (Grades 1-3; 4-6; 7-9; 10-12). Teachers, visitors and students lead Chapels and Mr. Hoffman (Elementary) and Mr. Seib (Secondary) lead worship.

Chaplaincy meetings with students on a regular basis with Christ-centered counselling.

Teachers continue to make prayer a priority in classes and with individual students in times of need and help. This models what a praying community looks like to our students.

Staff members continue to mentor alumni by keeping in contact through social media and by meeting in person. Many of our alumni are continuing biblical studies at various biblical institutions and missional projects.



Chaplain Jaime Young conducted two student baptisms with their families in the summer of 2021 at Bowness Park.

Jaime Young was ordained as a Minister of the Gospel in late September 2021.

Purchase of quality Bibles in the NKJV translation for all of our students from Grades 7 to 12 that they use in class and will carry up to graduation.

Staff prayer groups have been praying together in our building on a regular basis. We also meet as a staff for devotions one morning per month for a time of connection and reflection.

The prayer team continues to meet in the Chapel every Tuesday morning. They receive prayer requests from families, staff and students and responsibly lift our school up in prayer. The prayer



team welcomes new people to join at any time and is available for staff and students to join.

Yearly Scripture Memory Verses continue to keep students and their families dedicated to the Word of God.

Parent Connections Meetings have been online again this year. Topics have included: Dealing with Anxiety and Disappointment; Educating Parents and Students on Pornography; and Bringing up Leaders with special guests Sandra Kliewer, Lynden Petton, Jason Schuler and Shellie Wilson.

Mr. Seib heads a Senior Worship Team that leads regularly in our Secondary Chapels. The students are all in Grades 11 and 12.

Junior and Senior High Bible courses combine a focus on a Know / Love / Serve learning approach led by a team of qualified teachers.

Chaplaincy is working on a roadmap to discipleship with consultant Ben Kostamo from United Youth Outreach.

Developing a Missional Living mindset through learning strategies to effectively share Christ's love and daily journals recording opportunities to be ambassadors for Christ to everyone we encounter.

Our school packed 217 Samaritan's Purse Operation Christmas Child Shoeboxes on November 17, 2021. All classes participated in bringing goods, money and worked to fill boxes to bless kids around the world. Grades 10 to 12 also spent an entire morning at the packing center checking and sealing boxes to be used as mission tools across the world!

Looking Forward to

We are praying and listening for fresh ideas and new connections for new ideas and direction regarding our Bible program and constantly improving our discipleship based on our students' and the world's needs.

Furthering intentional discipleship, spirit-filled worship and service-oriented evangelistic outreach as well as seeking new opportunities to serve our school and community.

Our Bible teachers have big plans to launch into connections with various ministries in the region as soon as restrictions ease. We are excited to reconnect with the Mustard Seed, continue to work with Samaritan's Purse, joint efforts with the Airdrie Food Bank, work with local senior's homes and to contribute to our local community.

We are also patiently waiting on stability in international travel so that we can return to our international missions' partners in Mexico and Honduras. We have realized that these trips are of utmost importance for a practical experience of what our students are taught in Christian education.

We continue to pray for our students and declare in the Name of Jesus that not one of our children will be lost to the culture of this world but will faithfully choose to follow Jesus Christ all the days of their lives.

Secondary

Jordan Gallant, Secondary Vice Principal

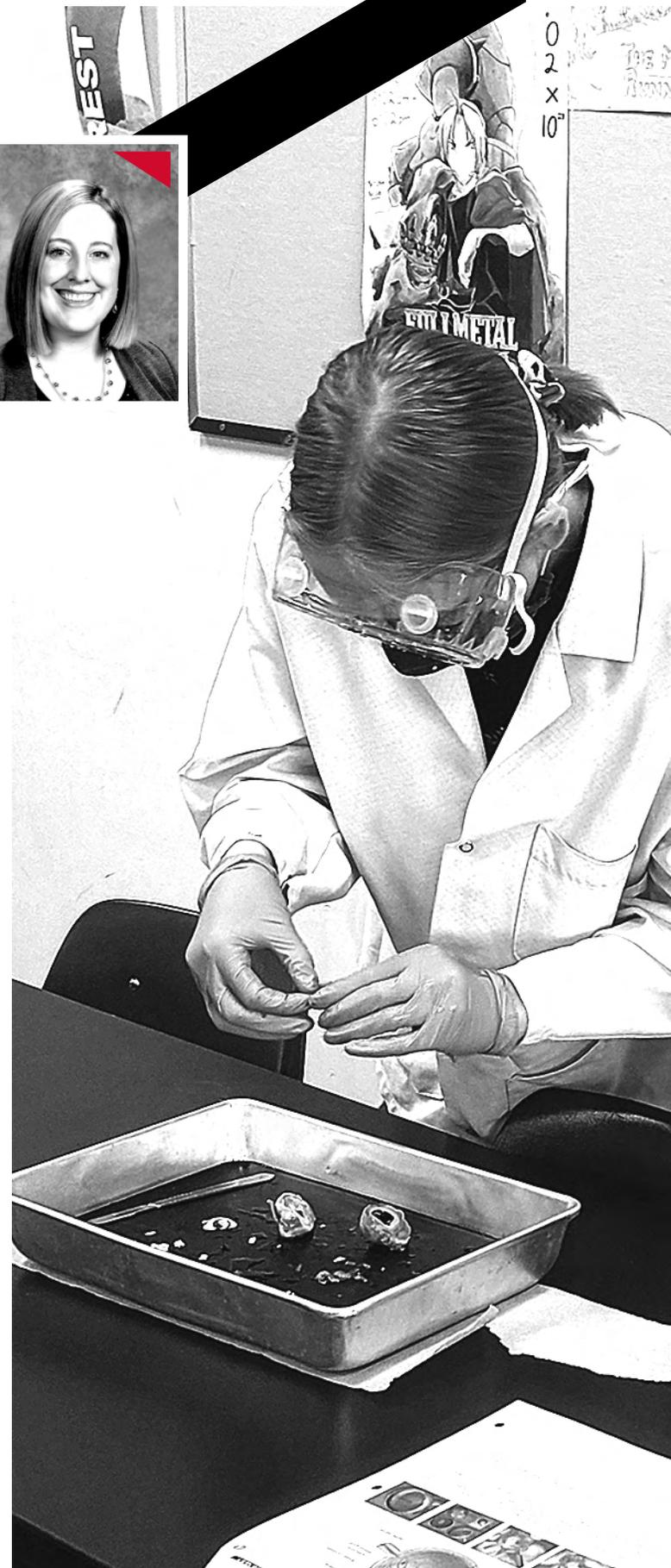
Flexible contingency planning, for any sudden changes over to virtual learning, allows us to be prepared to meet students' needs no matter where they are required to learn. We are so proud of our teachers for the extra commitments they have taken on to ensure these plans are always in place.

We have continued dedication to academic excellence by maintaining exams and academic achievement recognition. We seek to be educational leaders by balancing a high academic standard while offering academic and spiritual support to ensure students can rise to the challenges presented. For this reason, we believe students at ACA will leave this uniquely difficult season of Covid-19 learning ahead of their community peers as we have sought to continue to press on towards excellence and leadership for all of our students.

We have continued our dedication to professional development for all our educational staff, with teachers, EAs and Administrators attending multiple professional development days throughout the year.

We are continually ensuring the right teachers are always teaching best-fit courses. Teachers underwent important evaluations last year to best place them into their roles this new school year. We have found teachers and students thrive when they are being used where they are most passionate and gifted. As our school grows, it is our desire not to stretch our staff into too many roles that may not fit their giftings, as may have been more necessary when the school was much smaller. This change not only honours our teaching staff but also benefits our students by ensuring they are receiving engaging teaching from the most qualified staff.

Expansion of -2 programming in ELA has brought so much value to our high school programming. Many students have found increased success in this new



stream and we hope to continue to expand into other courses in the future.

Warriors Period brings students from various Secondary grades together for one class a week and offers in-house tutoring to all students from all our teachers. This added time has received positive feedback from students for offering extra emphasis on the academic commitments of our students and ensuring all students have appropriate time to seek support or just get work done before their many afterschool activities.

New Electives are offered in Junior and Senior High to expose our students to a variety of topics. Coding, Speech and Debate, Woodshop, Outdoor Pursuits, Work Experience, Special Projects, Foods, Art, Pottery, Fitness, Baking, Worship and many more are now available to our Secondary students. We have seen them discover more passions and giftings each quarter.

We have an increased S.T.E.A.M. focus through the development of our new Makerspace and in-house science fair, which will take place this Spring.

Continued educational connection with parents through Zoom Parent-teacher conferences and the Classroom Support Program in Kindergarten to Grade 6.

We are so excited by the return of our secondary sports programming this fall! We have not only had teams participating in sports like Volleyball and Basketball again, but we have hosted for many big games and tournaments. Thanks to the

many coaches and Mrs. Bohnet for all the hard work and dedication they have put into keeping sports alive at ACA, even when it has required tremendous extra planning and adapting.

Other great extracurriculars have returned in this new school year, including Choir & Worship Team. We recognize the value of attending a school that offers many opportunities for growth and discovery, making the return of as many extracurricular activities as possible is a primary goal for the 2021-22 school year.

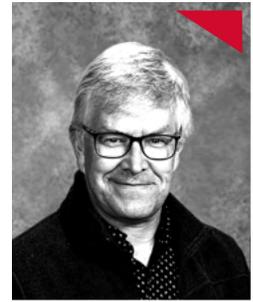
We have been working to design new age-appropriate spaces throughout the school that encourage community and learning engagement. Our new Senior and Junior Commons areas have allowed the exciting return of divisional lunches and activities, while also offering more useable teaching space.

Our 2021-22 course schedule has moved back to semesters and mixed classrooms from last year's single-class trimester approach. We have enjoyed this return to normalcy for both students' flourishing and educational growth.



Elementary Teachers Curriculum Development

John Green, Elementary Vice Principal



With the province asking schools to work towards the implementation of a new curriculum, we have been actively involved in the process. All our teachers have participated in the AISCA forums on each subject. Mrs. Seib and Mr. Hoffmann have contributed to the Science discussion; Mrs. Nemez was a key participant in the Language Arts program; Mr. Green worked on the Mathematics section; Mrs. Brophy and Ms. Smith contributed to the Social Studies; Mrs. Chalmers was pivotal in French and Mrs. Joy was involved with the Physical Education and Health sections. Teachers are quite concerned with the broad changes that were planned, but AISCA was a key factor in influencing the province toward reducing the scope of the changes. At this point, the province is delaying the changes for Science and Social Studies but will be concentrating on Math and Language Arts. Fortunately, the planned changes in Math and Language Arts are less controversial and much easier to implement. Our analysis of Math indicates that we are ready for any change that may be introduced since we already go beyond the curriculum in many areas.

Return to Normalcy

The overall trajectory of the program in Elementary this year is to return toward the programming that we were delivering pre-Covid-19. We have carefully introduced more clubs and activities and have been working in conjunction with the SWORD group to have more school spirit days and have a coordinated approach to monthly fun activities that build school spirit. We have reintroduced the Guitar Club, redeveloped the Chess Club and have student-led Drawing and Artistic Clubs. Many students in Grades 3 to 6 participated in Cross Country this year. We are considering a Spelling Bee, as well as the possible reintroduction of our Track Meet, so long as provincial health restrictions allow. We have also been planning a number of field trips for this year.

Moving to New Classrooms

As the school grows and changes, we have been searching for the optimum space for all grades and have consequentially moved quite a bit. When the area under the gym was completed, the primary grades moved into the basement area and the Grades 4 to 6 moved into the East wing for the 2020-21 school year. However, now with increasingly larger class sizes in Elementary, we have shifted our lower grades to the main and upper floors to take advantage of the added square footage. The bright common area on the upper floor is used as an Elementary Library. Combined with



the breakout rooms in many of the classrooms, we have adequate space for students to work quietly and individually or in small groups. In addition, the Resource Room moved upstairs where students can now utilize the larger space this room provides.

Numeracy and Literacy

With our continued growth as a school, we have made improvements to our program in reference to Math and Language Arts. An additional set of classroom Chromebooks were introduced, making digital tools more accessible - including Vocabulary

school completely online. Teachers supported students who were at home with videos and provided a comprehensive schedule that allowed most to keep up. Overall, this was much more efficient than the method used the previous year. We also found that almost all students were very happy to be back. As a result, we had a very peaceful year in Elementary. Most discipline issues were generally only minor concerns that could be cleared up easily.

Each year, as part of the Read-a-Thon Program, we fundraise for improvements to the playground. Last



A-Z and IXL.com programs that are used throughout our Elementary to target specific learning outcomes. The province introduced a new program for Grades 1 to 3, including screening tools and remedial program support strategies, along with funding to expand our resource capability with some additional Educational Assistant support. This has allowed us to expand our Reading Intervention Program to further meet the needs of students with additional skill-building and assistance in both literacy and numeracy.

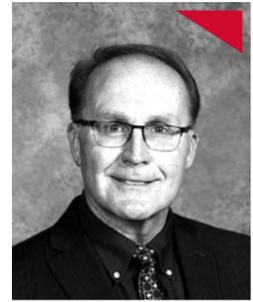
In 2020-21, we were fortunate to avoid the prolonged online times that were endured in the spring of 2020, and only spent a week or two doing

year, we revamped the area with large rocks as well as added two Gaga ball pits. The second Gaga ball pit was paid for entirely by donations from students and teachers!

At ACA, we consistently encourage reading among our students. During the Read-a-Thon, prizes are given for fundraising and total reading time. During the summer we motivate students with our Ravenous Reader program, promising an ice cream party for those that read a designated amount of time throughout the summer. In general, reading is a skill that dramatically improves with practice, and a great deal of vocabulary is developed through the context of story reading and non-fiction reading.

Caring Culture

Earl Driedger, Principal



Caring Culture

Caring for our students through:

Safe and Caring Culture surveys - in-house and Alberta Education surveys across Elementary and Secondary grades allow administrators and teachers to assess our school culture, address negative behaviors and plan for greater health in our school family.

Using incident reporting forms to accurately hear each child's story.

Videos were recorded for each 2021 Grad, allowing them to share their memories, words of appreciation and their plans for the future.

Clubs continued - Guitar, Chess, Intramurals continue to build community.



Monthly fun dress-up days organized by SWORD.

Involvement in supporting Haiti Arise, Samaritan's Purse and other ministries.

Playground updates and creation of the Gaga Ball Pits (funds donated by 2020 Grads, parents and students).

Continued PE and Fitness Classes to support student lifelong health and wellness.

All staff (administration, teachers, support) checking in on students and building community - in a recent survey, a common thread among student comments was that they feel cared for and loved by the adults here at ACA. This is an especially important goal for us in light of losses due to Covid-19 restrictions.

Also, back to competing through all of our sports teams – so good to be back on the courts!

Rival Ax Throwing - locally owned business donated their time to allow our students to experience this fun and unique opportunity.

Greater focus on correction, resolution and restoration - aiming for spiritual and emotional growth rather than focusing on discipline and punishment.

Caring for our staff through:

Staff community-building activities.

Ongoing and urgent IT support.

Consideration is taken in class sizes, relationship building and quality community.

A new health plan with improved coverage that includes counselling, massages and chiropractic care - better rates with more offered!

Parent Council - coffees and treats, staff appreciation lunch.

Caring for our families through:

Parent Council - led by Mrs. Alayne Durand, supported by many others.

Prayer Team - weekly prayer meetings at school, praying with students and staff members, walking through the school to claim each corner for God alone.

Kahoot Family Fun Night, Buddy Families, Spring Carnival.

Fundraisers - carefully chosen to support the financial needs of ACA while also providing a valuable service to those who purchase the products.

Strong communication with parents - Google Classroom, PowerSchool, effective report cards, Parent-Teacher Meetings, open door policy and meetings when necessary. Addressing needs and concerns as quickly and effectively as possible.

Christmas Hampers were sponsored and delivered to 12 families.

Addressing urgent needs among our school family, staff, Board and families and responding with generosity!

Reputation has been that students with challenges can find success at ACA, but we need to be careful and decisive about how much assistance we can offer through our educational staff members.

A shift in roles here at ACA has Lucas Daley expanding his portfolio beyond maintenance. He is now the Director of Society Care and Operations and is regularly connecting with families to show support from ACA.

Looking forward to caring for our community through:

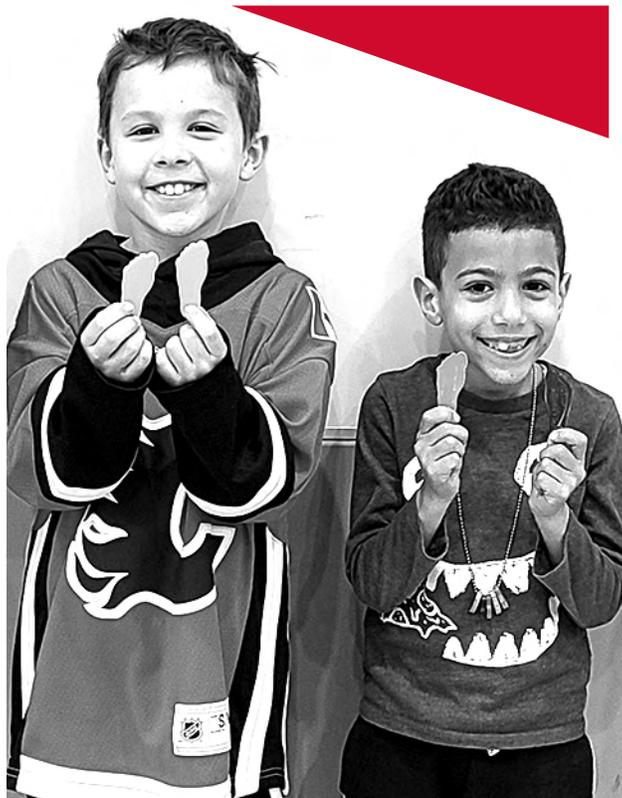
Further playground and park improvements - more seating, many more trees, more play structures, more places for building relationships.

A full path around our property for walking, exercising, and Terry Fox runs. We'd like community neighbors, with their children and pets, to continue feeling welcome on our campus.

Renewed connections with renters who are blessed through the use of our facility.

Increased community involvement and service - ACA people are those who serve!

Increased partnerships with local churches for the furtherance of the Gospel.



Facilities, IT & Equipment

Mr. Lucas Daley, Director of Society Care and Operations

I would like to start by saying thank you to all of the numerous volunteers who have helped out around the facility and with IT. We are truly blessed to work in an environment where people are willing to serve. We would not be able to do this without you.



Dwight Seib

We have been blessed to have Dwight full-time, managing our IT Department. Chapels keep him busy with Audio Visual, but he has now also taken on a different role as well at ACA - leading our Worship Team and teaching a Worship class.

One of Dwight's current projects is making the transition to fibre optics for our building. This will greatly improve our internet connection.



Niel Nielsen

Niel has been a great addition to the ACA Facility Team. His main focus over the past year has been to bring excellence in assisting our teachers and students in their maintenance needs. Our ticketing system has enabled him to address issues quickly and relieve some pressure off the teachers.

With our ever-changing building needs, Niel is constantly working on necessary repairs.



Josh Joy

Josh is a fairly new addition to our team, focusing on rentals and marketing.

Rentals have begun to stabilize over this past year, and we are starting to see some great things from this department. Josh has worked hard at customer retention as well as attracting new customers.

Josh has brought some great things to our marketing team, from running ads, posting on social media, graphic design and much more. His efforts have brought an increase in traffic to ACA.



Luis Arias (LA Bureau Services LTD)

Luis' diverse skill set has been a great asset to ACA. He manages our cleaning at ACA and has developed new processes to how we do things improving the overall cleanliness as well as reducing cost.

Our cafe has reopened this year and we were fortunate to partner with Luis who already has a pizza shop in Calgary. His expertise has been a fantastic blessing to ACA. When Luis is not in the café or cleaning floors, he can often be found on the bus, as he has been hired as our new Bus Driver this year. He has been such a great fit in all his roles!

Projects

The facilities team has worked on a few different projects this past year. We have continued the outdoor improvements this past summer:

- planting trees,
- moving a fence to enhance safety,
- adding grass to the slope down to the lower level windows,
- removing the rock pile on the south side of the football field.

Our focus for the remainder of the year will be to maintain and improve the interior of our facility. We will also continue our outdoor improvements in the Summer of 2022.



Business Report / HR

Kim Vander Wal, Director of Business/Human Resources



The business side of ACA is a busy, ever-changing part of the school that works behind the scenes. We are always looking at streamlining processes, finding new outlets for advertising, increasing enrollment, creating revenue, being good stewards of God's finances and moving ACA forward. Truly it is parents like you who choose Christian education who enable us to fulfill our call to advance God's Kingdom.

- Mrs. Angela Norton (EA)
- Mrs. Candace Unrau (EA)
- Mrs. Melissa Morrow (EA)
- Ms. Adriana Avalos (Preschool Director and Teacher)
- Mrs. Vicki Strandebo (Preschool Assistant and Out of School Care Supervisor)
- Mr. Luis Arias (Bus Driver and Café Coordinator)

Programs

- Calgary Busing Program continues to be a success, with one bus coming from two stops in North Calgary daily
- Relaunched Solid Grounds Café
- Started camps / after hours' programs
- Relaunched our Preschool, Junior Kindergarten and Out of School Care Programs

We are looking ahead to the 2022-23 school year, with the hope that we will be entering the school year with growth, enthusiasm, joy and a renewed path forward, a path God has set before us!

We must remain conservative with our spending while providing the best educational environment possible for our students. We are very thankful for each family that calls ACA "home" and look forward to continuing this growth trend. Our facility is well suited as a positive learning environment and our staff is made up of incredible, godly people who truly care about children. The family atmosphere that exists within our parent body is truly amazing.

Human Resources

New to the ACA Team

- Mr. Jason Schuler to lead Alternative Programs (International Student Program, ACA Camps, Home Education and after hours' programs)
- Miss. Jillian Janzen (Maternity leave coverage for Mrs. Emilia Davis)
- Mrs. Maria Brophy (Maternity leave coverage for Mrs. Hannah Van De Walle)
- Mrs. Obi Emuobome (Maternity leave coverage for Mrs. Christine Wong)

We are called by Jesus Christ to advance God's Kingdom by educating and training His children to personally know, love and serve Him. ACA is equipping and discipling generations for Christ. Great things are happening at ACA, and we are seeing the fruits in every student who graduates and goes out into the world as a disciple of Christ.





Finance

Kim Vander Wal, Director of Business/Human Resources



We began the 2021-22 school year with many uncertainties due to the Covid-19 pandemic, once again. But there was a difference from the year before, as we saw many families return and an excitement about the start of this school year. Our enrollment increased to 270 from 255, with 20 brand new students in our Preschool and Junior Kindergarten Programs.

also partnered with Education Unlimited (Homeschool Program) as well as relaunch our Preschool, Junior Kindergarten and Out of School Care Programs.

We continue to offer additional programs that generate revenue, such as our International Student Program and shared Homeschool Program. We

Due to Covid-19, we were eligible for the Canada Emergency Wage Subsidy Program which helped our finances. This enabled us to pay our staff even with the loss of enrollment, rental and donation revenue because of the pandemic restrictions.

We continue to run a pretty tight reign on expenses. The challenge we face is building up our monthly donor base and focus on rebuilding and increasing enrollment.



Our budget is tight, and as projected, we should end the fiscal year with a small surplus. Our gifts and donations have fallen short in the first part of the year. We rely on donations to make up a part of our Operating Budget, so please consider how you, your friends and your family can support us in this way.

Our rental income has also decreased due to Covid-19. With sights on restrictions being lifted, we see this program ramping up in the near future.

Philippians 4:19 says, “And my God will supply all your needs according to His riches in glory by Christ Jesus.”

Fundraising is another portion that makes up our Operating Budget. Fundraisers like the Davison Orchard Apple Sale and ACA Shopping Card Program help our bottom line and assist with keeping tuition costs down.

We have been hit hard by the effects of Covid-19, but our trust is in the Lord, the supplier of all our needs! God has been good, and we feel that He has covered us through these challenging times and will see us through it all.

Special thanks goes out to our Finance Committee, which includes Chris Vander Wal, Callistus Orji, Brandy Parker, Jeff Braun, Kathy Harmon and Kim Vander Wal. If you are interested in serving on the Finance Committee, please contact our Treasurer at treasurer@airdriechristian.com. These folks have spent countless hours pouring over financials, financial policy, cash flow projections, expenditures and the general business operations of ACA to safeguard our financial viability and ensure that we are being good stewards of God’s finances. Thank you!

You can view our Audited Financial Statements on our website through the link at airdriechristian.com/financials.





Airdrie Christian Academy
Whatever you do, do it all for the glory of God.
1 Corinthians 10:31



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