

Authority: 0170 The Canadian Montessori School Ltd.



Calgary Montessori School

Three Year Education Plan
2018/2019 to 2020/2021
&
Annual Education Results Report (AERR)
2017/2018

Message from the Board Chair

Governance:

Calgary Montessori Preschool is privately owned and operated and licensed by Alberta Child and Family Services.

The Kindergarten and Elementary Programs are governed by an independent Board of Directors and are accredited by Alberta Education.

The Board Members are:

Kelly Amundrud

Erin Cunes

Megan Douglas

Rhonda Kerr

Hakeem Mitha

Alison O'Dwyer

Art O'Dwyer

Message from the Board of Directors:

The Calgary Montessori School was founded in 1919 as a day and boarding school for Grades One to Twelve to educate Calgary families following the Montessori method. Over the years the school has evolved based on the needs of our families. Its primary focus for over fifty years was quality Montessori preschool and elementary education. In 2005, the Board shifted its focus to offering only Preschool/Kindergarten. Based on the continued success of the program and the needs and wishes of our families to continue receiving excellent Montessori education past Kindergarten, the Board made the exciting decision to reestablish an elementary program in September 2015.

With the blessing of Alberta Education, we opened a classroom with nine students in Grades One to Three for the 2015/16 school year. For the 2016/17 school year, the elementary enrolment more than doubled to twenty students. The B.Ed. and AMI Montessori certified teacher was joined by a second B.Ed. and AMI certified teacher. The enrolment for 2017/18 rose to 32.

We were excited to announce the establishment of a separate upper elementary classroom in addition to our lower elementary classroom for the 2018/19 school year.

Our Parent Advisory Council was established in the fall of 2016 and has been so supportive of various classroom activities. The Board is so pleased to have such wonderful support from our families. We look forward to supporting the PAC Art Card fundraiser this year.

As Chair, I continue to enjoy staying connected to the students through supporting PAC initiatives and classroom special events.

Alison O' Dwyer, Board Chair

Accountability Statement

The Annual Education Results Report (AERR) for the 2017-2018 school year and the Three-Year Education Plan commencing September 1, 2018 for The Canadian Montessori School Ltd. were prepared under the direction of the Board in accordance with its responsibilities under the *Private Schools Regulation* and the *Education Grants Regulation*. This document was developed in the context of the provincial government's business and fiscal plans. The Board has used the results reported in the document, to the best of its abilities, to develop the education plan and is committed to implementing the strategies contained within the plan to improve student learning and results.

The Board approved this combined Annual Education Results Report for the 2017/2018 school year and the Three-Year Education Plan for 2018/ 2021 on November 14th, 2018.

Alison O' Dwyer, Board Chair

Foundation Statements

Vision

Guided by Dr. Maria Montessori's philosophy and educational principles, Calgary Montessori School strives to be a centre of excellence in teaching and learning, creating and nurturing global citizens committed to peace, sustainability and cohesive communities on a local, national and international level.

Mission

Calgary Montessori School offers students and their families a quality Montessori Elementary program committed to implementing A.M.I. educational principles and practices as outlined in the Canadian Montessori Quality Assurance Program.

Core Values

Respect
Integrity
Independence
Community
Trust
Peace
Global Citizenship

Philosophy

Calgary Montessori School is committed to the provision of quality Montessori education to students from Preschool through Grade Six based on these key concepts:

- To honor the dignity of all children and trust in their innate desire to learn. Each child learns at their own pace with the teacher guiding and monitoring the learning environment.
- To have learning occur in an inquisitive, cooperative and nurturing atmosphere, with students increasing their own knowledge through self and teacher-initiated experiences.
- The atmosphere at Calgary Montessori School is one that promotes academic excellence and instills a love of learning, leading to a positive self-image.
- To foster autonomous, competent, responsible, adaptive citizens who are life-long learners and problem solvers.
- To respect the whole personality of the student, not merely his/her intellectual faculties but also his/her powers of deliberation and initiative. The physical, emotional, social, aesthetic and cognitive needs and interests of the student being inseparable and equally important.
- To instill in students a respect for one-self, others, the environment and life, as necessary precursors to developing both their full potential as well as a caring attitude towards all people and the planet.

A Profile of the School Authority: 0170 The Canadian Montessori School Ltd.

(Operating as *Calgary Montessori School*)

- Calgary Montessori School offers an authentic Montessori program that strives to meet the criteria outlined by the Canadian Montessori Quality Assurance Program.
<http://www.montessoriqualityassurance.org/contactus.html>
- All classrooms at Calgary Montessori School are comprised of multi-aged, multi-graded groupings of children. These groupings reflect the planes of development put forth by Dr. Maria Montessori: 0-6, 6-12, 12-18 & 18-24. Calgary Montessori School currently offers Preschool/Kindergarten for ages 3 to 6 as well as Lower and Upper Elementary programs for students in grades 1 to 5.
- Montessori guides with Primary/Elementary credentials work with the age level of students they are qualified to teach (Primary: 3 to 6, Elementary: 6 to 12). Our elementary guides and many of our preschool guides also have Alberta B.Ed. certification. Students remain with the same teachers/classroom community for a three-year cycle.
- Each prepared environment has a full complement of Montessori materials and activities that foster independence (physical, emotional, cognitive and social). These exercises encourage spontaneous activity, self-directed learning and with repeated practice, promote mastery of concepts/skills.
- Students work at their own pace, at their own level and receive lessons on an individual, small group and large group basis. Collaboration, peer teaching and mentoring are core values of authentic Montessori practice.
- Each school day is structured with long, uninterrupted blocks of time, allowing children time to delve deeply into subject areas. Uninterrupted three-hour work cycles allow children time to absorb new concepts, make meaningful connections, practice new skills and reflect on newly acquired knowledge. Learning is mastery-based with each child progressing to the next lesson/concept acquisition when success has been observed by the Montessori guide and/or demonstrated by the child.
- Curriculum specialists work with the children on certain subject areas such as second language instruction and physical education. Every effort is made to ensure these lessons are scheduled so that there is minimal disruption to the daily three-hour uninterrupted work cycle.
- Dr. Maria Montessori's Cosmic Curriculum and the Great Lessons provide the children in the Elementary program with a jumping off point for exploration and discovery learning that integrates with Alberta Education's Program of Studies.

Updates for 2018-2019

Elementary Program – Lower and Upper Elementary Environments

Calgary Montessori School is very excited about the September 2018 launch of its Upper Elementary Montessori environment. Having separate lower and upper elementary environments is a major leap forward in terms of school growth.

Student Retention (Kindergarten – The Third Year)

The energy that goes into planning and hosting parent education evenings for parents of 3, 4 and 5-year-old children has really helped parents understand the importance of completing this three-year program cycle. Kindergarten enrolment remains strong in most locations.

There was a dip in enrolment for grade 3 students going into grade 4. While some of this student *transfer-out* was anticipated, we will work to proactively to address this attrition over the course of the 2018-2019 school year.

School website – New and Improved.

Calgary Montessori School launched its redesigned website in January 2018. Parents are encouraged to check out the school website's events page which mentions upcoming parent evenings, presentations and concert schedules etc. C.M.S. also has a Facebook page which showcases special events happening at C.M.S. as well as shining a spotlight on aspects of Montessori philosophy and Montessori materials.

Advertising, Open Houses and Parent Information Evenings (Elementary)

With the Montessori Lower and Upper Elementary programs now fully established, families with children at Calgary Montessori School have an additional choice when deciding where to enroll their child for Grade One. More of our preschool families are expressing interest in continuing their child's educational journey in a Montessori program. *Open Houses* and *Parent Education Evenings* regarding the Montessori Elementary program are scheduled for the fall of 2018 and throughout the school year. As word about C.M.S.'s Elementary program spreads, there are more inquiries from parents outside of the C.M.S. community wanting to enroll their child(ren).

Before and After School Care Program - Ongoing

Currently, before-school care is being offered at all locations for families that express a need for this service, as well as an option to stay through the lunch hour until 12.44pm. Families wanting additional care for their child can register for 'early bird' or 'little-lunchers'. Due to licensing laws, parents cannot register their child for both programs on the same day. After-school drama and yoga programs from 3.00pm to 4.00pm are being offered twice a week for elementary students at the Britannia location. These programs are being offered by Linda Kee, founder of a wellness company (ThRo).

Parent Satisfaction Survey

Survey results offer valuable insights into what is working well at C.M.S. and informs strategies designed to address any areas/issues needing attention. The re-designed parent satisfaction survey was distributed to parents of kindergarten and elementary students in June of 2018. A total of 67 surveys were distributed to parents and 39 surveys were returned. There was a 58% survey response level in June 2018 which is significantly more responses than the 44% survey response level of the previous June 2017. The increased level of parent participation in completing and returning these surveys is a good indicator that efforts to increase parent participation have been effective.

Parent Advisory Council (Support and Fundraising Initiatives)

Calgary Montessori School's *Parent Advisory Council* continues to work at supporting the teachers and support staff in their classrooms. The P.A.C. once again coordinated the year-end elementary school picnic in June 2018, as well as C.M.S.'s uniform day for new and returning elementary students. The SPUD fundraiser was not successful in raising any significant funds. Attention will be focused on pursuing other fundraising initiatives in the 2018-2019 school year.

First Nations, Metis and Inuit Education in Private Schools Grant

Calgary Montessori School was successful in its application for a small grant from AISCA to proceed with a school-wide project of "Community Building with a Local Aboriginal First Nations Elder and her First Nations Community". This grant will allow C.M.S. students to continue the dialogue that was started two years ago with this Elder and deepen the children's knowledge and understanding of First Nations, Metis and Inuit culture.

In addition to this event, remaining funds will be used to purchase Canadian Indigenous books for the school library. The teachers and students will use these books when engaged in a variety of English Language Arts and Social Studies projects throughout the school year.

Calgary Montessori School Staff Charter

Staff at Calgary Montessori School believe in a workplace culture built on the values of respect, trust, personal well-being and accountability where individuals find their day-to-day experience rewarding and fulfilling. In February 2018, C.M.S. staff came together to create a statement of common purpose, centred on three pillars:

- ❖ Respect, Trust and Support
- ❖ Staff health, Well-Being and Safety
- ❖ Learning, Improvement and Development

In April, with full consensus on what each pillar entails and strategies in place to support staff in enacting each of these three pillars, staff members were given the opportunity to participate in a group signing ceremony of Calgary Montessori School's Staff Charter.

C.M.S. staff kicked off the 2018 school year with a new internal mentorship program intended to support staff with their *learning, improvement and development* goals. Staff will have opportunities throughout this school year to connect and measure personal growth successes, as well as strategize around perceived challenges to realizing personal growth goals.

A few highlight moments from 2017-2018

A First Nations Elder delivers a presentation to elementary students about First Nations, Metis and Inuit culture.



APEGA

A group of students in grade three participated in Calgary's APEGA Science Olympics (Association of Professional Engineers and Geoscientists) in May of 2018. The students worked on a pre-determined project and shared it with the judges/other attendees on the day. Overall, the students received great feedback on their project and they were very satisfied with their results.



Celebration of Peace, 2018 @ Riverdale Ave. SW

University of Calgary Research Project with Emily Cargan
A Different Kind of Human: Montessori's Embedded Approach to Creating Peaceful People and Peaceful Societies.

Calgary Montessori School students and elementary guides participated in this research project in the spring of 2018. They were interviewed by researcher, Emily Cargan and the results of this research will be published in The Early Childhood Education Journal. Emily wrote a few paragraphs detailing some of her findings and graciously allowed us to share these early results with Calgary Montessori School's staff and parent community.

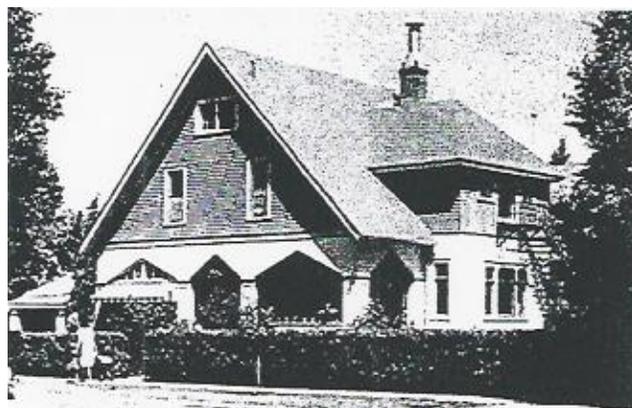
"The receipt of a University of Calgary PURE Award last spring enabled me to begin my exploration into how peacebuilding knowledge, skills, and attitudes are being understood and practiced in Montessori schools today. Staff I spoke to at Calgary Montessori School noted the benefits of their training and of the Montessori environment to enabling them to daily practice teaching and learning with peacebuilding in mind. As one teacher observed, "we don't do peace at 11:05 on a Wednesday; it's embedded in the pedagogy, in the environment." However, it was student responses that really interested me, particularly their consistency across the student body, despite the wide age range of six to 12 years old.

Without fail, each student I spoke with defined peace as "love, joy, calmness, balance, and happiness," and each showed an understanding of peace as being about more than the absence of war. Each one acknowledged the reality of conflict (that "sometimes it happens on a daily basis") and saw "finding a way to be peaceful with conflict" (CMS educator) as a means to "solve many problems" and even to develop friendships with people they have differences with, especially when communication is used effectively ("sitting and talking, staying calm").

Hearing children at Calgary Montessori School articulate what peace means to them and also finding even the youngest children capable of relating internal to external peace (one student, for example, drew a very definite line from his peace-based value system to his growing commitment to sustainable living in the interests of environmental health and survival) made me realize just how much Montessori education equips the child to do the valuable and ongoing work of peacebuilding on themselves and that really as educators, one of our main jobs should be to continue to follow the child in this regard and maintain a reflective stance as regards our own peacebuilding capacity and practice".

Upcoming: Calgary Montessori School Centenary Year 2019

September 2019 will mark the 100th year since Calgary Montessori School first opened its doors in Calgary, Alberta, under the direction of Dr. Potts and her husband. Staff at C.M.S. are working to organize a series of events throughout the 2019-2020 school year to mark this most special 100th year of providing Montessori education to Calgary's families. As these plans become more developed, centenary celebration events will be posted under *Events* on Calgary Montessori School's website.



Calgary Montessori School, Elbow Park circa 1925.

Outcome One: Alberta's students are successful

Comments

Calgary Montessori School is committed to ensuring students are successful in the pursuit of learning and to ensuring each child experiences a high-quality Montessori educational experience. In so doing, students will acquire the knowledge, skills and attributes necessary to set them up for successful completion of Alberta Education's student learning outcomes and schooling in general. Calgary Montessori School firmly believes in 'educating the whole child'. Teachers, staff and administration believe that time spent ensuring each child feels valued and respected is a worthwhile endeavor. Developing a strong sense of self-esteem, belonging and purpose within each child will nurture successful, active citizens in the future.

Strategies

- Individualized instruction based on daily observations of students and their work.
- Instruction and lessons will accommodate each individual child's learning style and needs.
- Engaging students through self-selected and/or peer-selected project-based work, with opportunities to represent learning using diverse media.
- Students in the elementary program will learn to set daily/weekly/monthly goals, make responsible choices and be accountable for their decisions.

Outcome Two: Alberta's education system supports First Nations, Metis, and Inuit students' success

Comments

Calgary Montessori School is committed to cultivating a balanced and respectful relationship between Indigenous knowledge systems and existing C.M.S. knowledge systems in how we think about and do everything. Montessori's *cosmic curriculum* offers students a global perspective where the disciplines of culture and history are concerned and as such, the curriculum provides students with opportunities to better understand and appreciate aboriginal cultures/all cultures.

Strategies

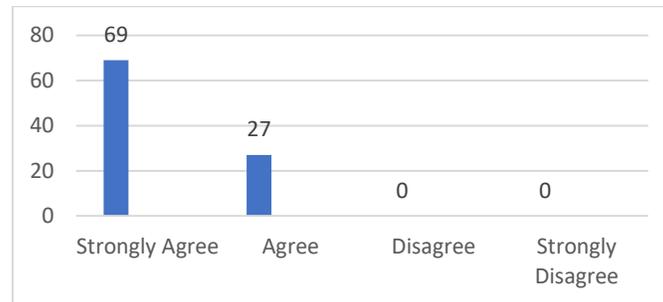
- Students will develop their understanding of FNMI history through studying the Social Studies curriculum outlined in Alberta Education's Program of Studies.
- Students will visit the Glenbow Museum to access exhibits on Canadian aboriginal history and culture. (Indigenous Studies School Program)
- Administration at C.M.S. will work to ensure staff are knowledgeable, understanding and respectful of the strength and diversity of First Nations, Metis and Inuit: the implications of treaties and agreements with First Nations and Metis: the history and legacy of residential schools.
- Students and staff will host a school-wide cultural celebration/host an Elder at school and engage in activities that will deepen their knowledge of aboriginal beliefs, culture and history.

Outcome Three: Alberta's education system respects diversity and promotes inclusion

Performance Measures

Overall teacher, parent and student agreement that students are safe at school, children are learning the importance of caring for others, are treated fairly at school and get help with problems not related to school work. In addition, students respect each other and help each other when they can.

Security, Safety and Personal Well-Being



Comments

A combined 96% of Calgary Montessori School parents agree their children are safe and are treated fairly at school (up from 92% in 2017). One parent entered a *Don't Know* response (4%). Caring for and about others is embedded in C.M.S.'s school culture. Problems not related to school work are considered part of each child's developmental journey and staff strive to address the holistic needs of each child. Calgary Montessori School offers students and their families an intimate, caring, nurturing learning environment. Relationships are key and play a crucial role in creating the strong sense of community that pervades the entire Calgary Montessori School community. Relationships are formed over time. Calgary Montessori School is deeply committed to the concept of a three-year cycle, beginning at the preschool level and continuing at the elementary level. Children remain in the same classroom community for a full three-year cycle, with the same teachers/Montessori guides. This allows deep relationships to develop between peers as well as between teachers/Montessori guides and children.

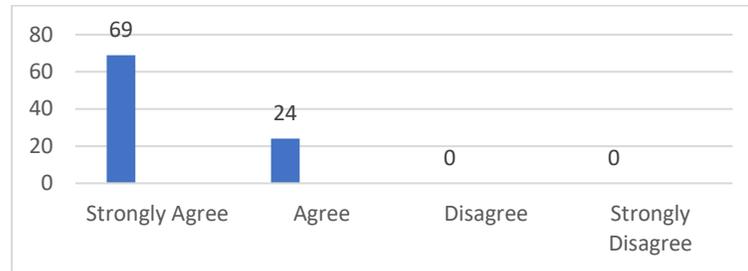
Strategies

- Lessons in *Grace and Courtesy* lie at the heart of Montessori pedagogy and inform students on how to interact and socialize with peers and adults.
- Peace as a core value is a pedagogical focus in each Montessori learning community. Conflict resolution strategies are introduced to the children and modelled by the teachers. Restorative justice practices are implemented to resolve conflicts.
- Safety, security and supervision practices are carried out on a regular basis, ensuring students feel safe and secure at school.
- Policies and procedures regarding school safety, health and safety, student code of conduct and an inclusive learning environment are communicated to staff and C.M.S. families.
- Parents and staff are asked to review Calgary Montessori School's Code of Conduct/Discipline Policy on an annual basis.

Outcome Four: Alberta has excellent teachers, and school and school authority leaders

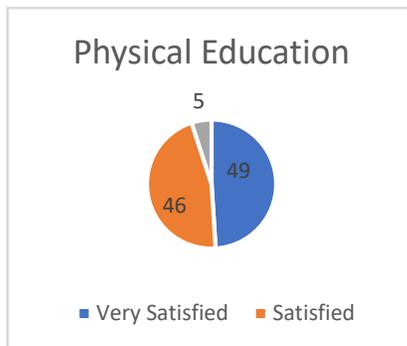
Performance Measure

- Parents agree their children are learning *what* they need to learn and with *how* their children are learning. Children are challenged, find school work interesting and are encouraged to develop their reasoning abilities and critical thinking skills. In addition, teachers and parents are satisfied with the opportunity for students to receive a broad program of studies, including fine arts and physical education.



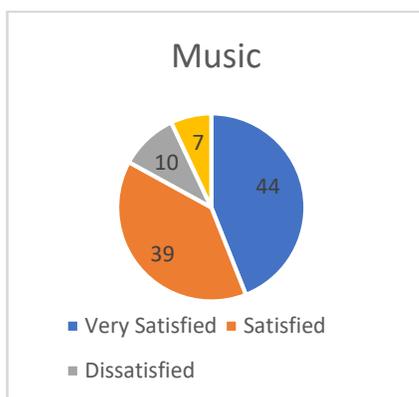
Comments

A combined 93% of parents (69% strongly agree, 24% agree) agree children are receiving a quality education at Calgary Montessori School. Parents believe their children are learning what they need to know, and their children find school work interesting and challenging. 7% of parents did not enter a response for these questions. A more in-depth analysis of parent's satisfaction level for different subject areas reveals very high satisfaction levels.



Parents reported a high level of satisfaction (95% very satisfied/satisfied) where C.M.S.'s physical education program is concerned.

5% of (Kindergarten) parents responded they are dissatisfied with opportunities children have to participate in physical education activities.

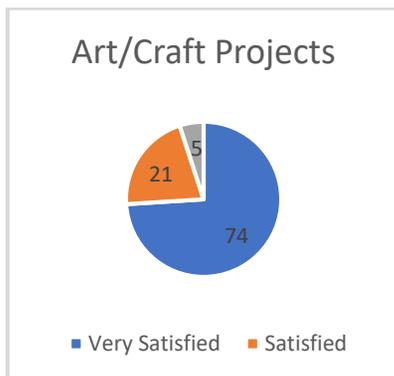


A combined total of 83% of C.M.S. parents are very satisfied/satisfied with their child's opportunities to participate in music activities at C.M.S.

(44% very satisfied, 39% satisfied)

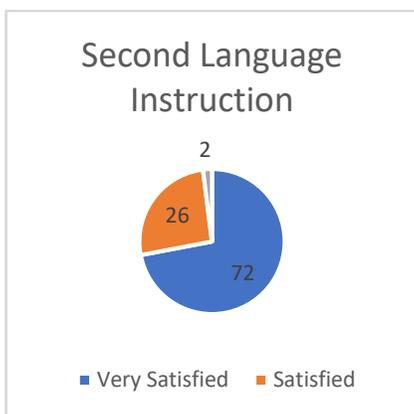
10% of parents responded they are dissatisfied with their child's opportunity to participate in music activities (4 responses).

7% of parents did not respond.



95% of Calgary Montessori School's parents are very satisfied/satisfied with the many and varied opportunities children have to participate in art and craft projects throughout the school year.

5% of parents did not respond to this measure.



98% of C.M.S. parents are very satisfied/satisfied with their child's opportunity to learn a second language.

2% of parents did not provide a response to this measure.

Comments

The overall results reveal a consistently high level of parent satisfaction with the quality and range of subjects being delivered to students at Calgary Montessori School. Satisfaction levels for **Second Language Instruction** have increased from 92% to %98 which is a positive trend. There is still some room for improvement where **Music** and **Physical Education** (Kindergarten grade level) are concerned in terms of communicating the scope of programs already in place and being implemented at C.M.S. Overall, results for these measures remain consistent with past years.

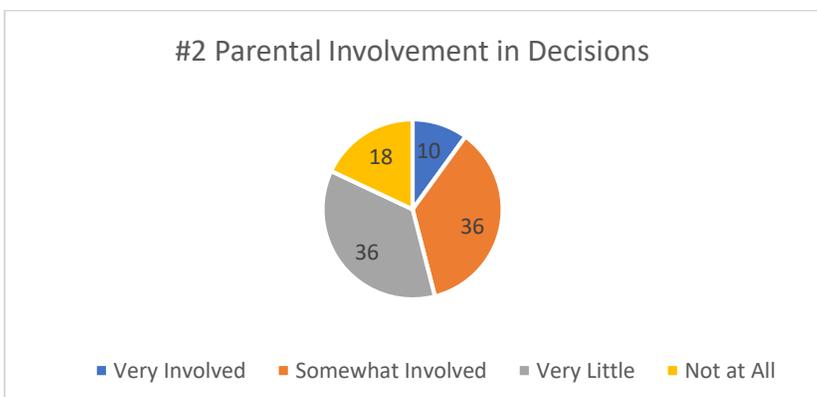
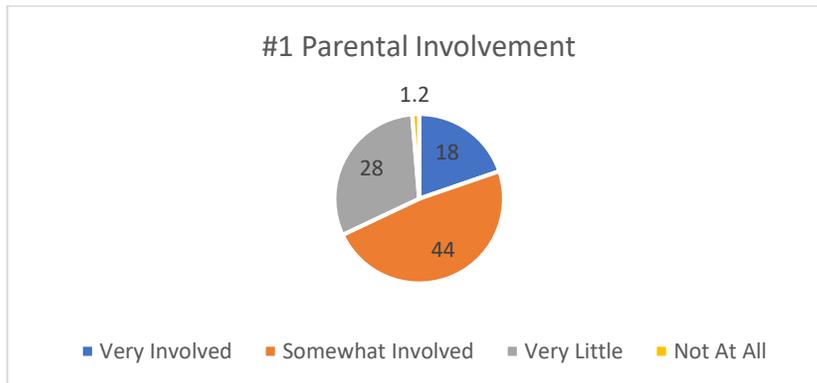
Strategies

- C.M.S. will continue to put a broad program of studies in place for all students.
- Staff will continue to plan and deliver quality programming for all C.M.S. students.
- Communicating children's accomplishments during concerts, plays and drama productions will raise awareness of what children are learning in terms of music/drama.
- Additionally, C.M.S. will use its social media platforms to showcase different aspects of student learning in terms of games and sports activities. This will shine a spotlight for parents on the various physical skills and fun their children derive when they are engaged in physical education activities in school.

Outcome Five: The education system is well governed and managed.

Performance Measures (Parental Involvement)

1. Parents are involved at their child's school.
2. Parents are involved in decisions at their child's school.



Comments

Overall, parents are feeling more involved at Calgary Montessori School. The results reveal a marked increase for parents feeling 'somewhat involved' in decisions being made at C.M.S. Significantly fewer parents (20%) reported feeling uninvolved or 'involved very little', which is a positive trend. Calgary Montessori School's Parent Advisory Council has made great inroads in reaching out to the parent community at large, communicating messages of fundraising initiatives as well as community building initiatives.

Calgary Montessori School parents understand the importance of facilitating children's independence, resilience and self-reliance. Parents understand that for pedagogical reasons such as these, parental involvement in Montessori learning environments will be minimal. Parents of children in C.M.S.'s preschool/elementary programs are welcome to observe in their child's classroom environment, attend any one of our Be Our Guest days (Kindergarten), Student-Led Conferences (Elementary) throughout the school year and help with any off-site field trips or elementary 'Going Out's'.

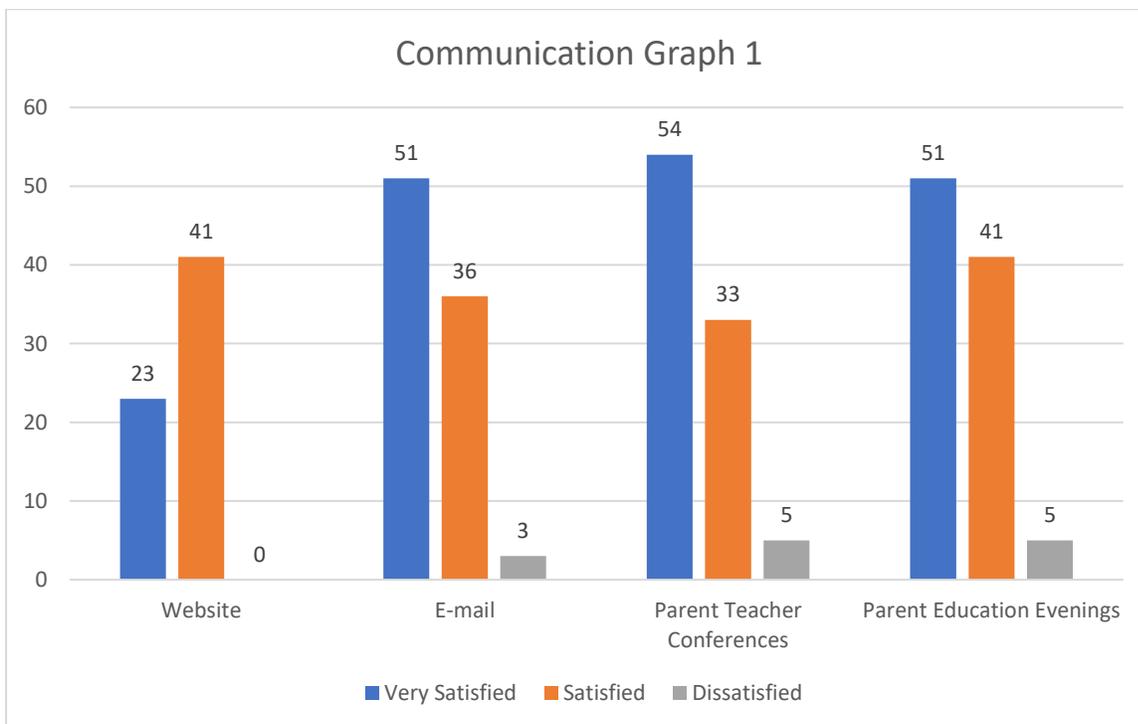
Strategies

- The PAC (Parent Advisory Council) provides parents of children in preschool and elementary grades to get involved on a deeper level at Calgary Montessori School.
- In addition to fundraising initiatives, the P.A.C. executive support the teaching staff by helping parents organize social events throughout the school year, such as the parent appreciation tea, winter celebrations and the year-end picnic etc.
- The PAC was very supportive of a community building initiative for parents of children in kindergarten. With three campus locations it can be difficult for families to feel connected on a whole-school level. Three gatherings were planned for the 2017-2018 school year, when children and some parents visited each other's locations for different educational activities (Planetarium, 100 days and a visit with a FNMI elder). Feedback on this initiative was very positive.

Performance Measures (Communication)

Overall parent satisfaction with communication from school:

Graph 1: (a) website, (b) e-mail, (c) parent -teacher conferences and (d) parent education evenings.



Comments:

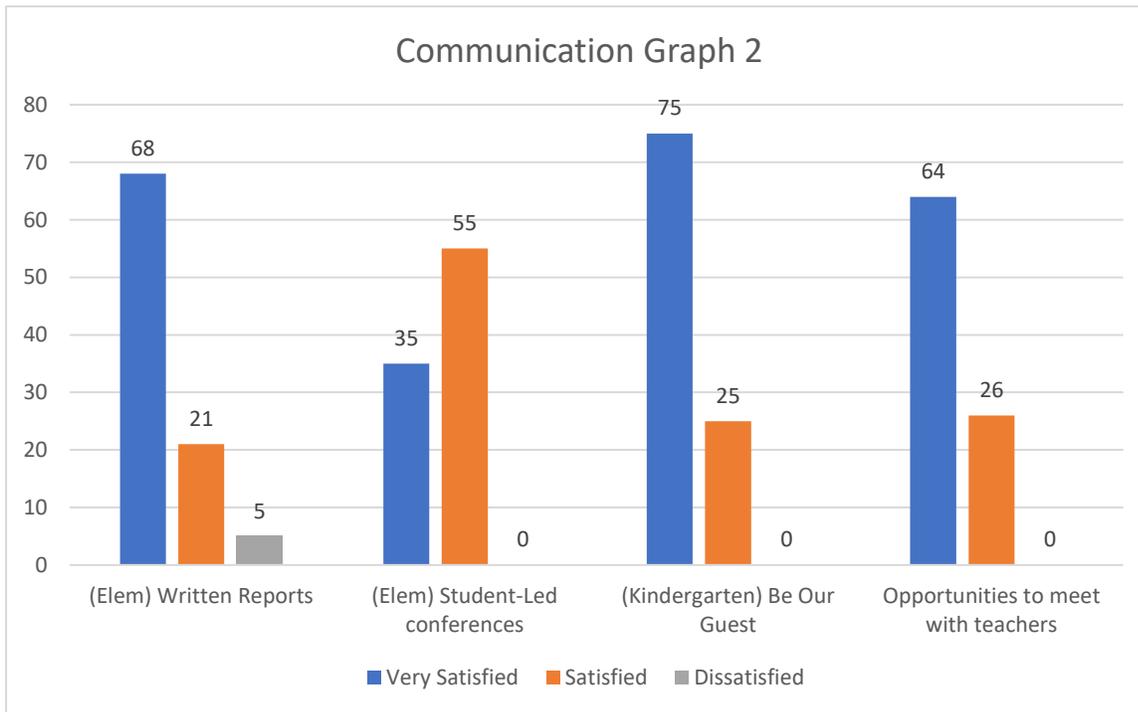
(a) Website: Calgary Montessori School launched a redesigned website in early 2018. Results show an increase in parents' satisfaction levels with this redesign (up from 47% Very Satisfied/Satisfied in 2017 to 64% Very Satisfied/Satisfied in 2018). A total of 10 parents (26%) did not respond to this question and 4 responses (10%) were entered in the *Don't Know* column.

(b) E-mail: 87% of parents are very satisfied/satisfied with the school’s e-mail performance. One parent reported feeling dissatisfied in this regard and 4 parents (10%) did not respond to this question.

(c) Parent-Teacher Conferences: C.M.S. parents report high satisfaction levels (87%) with opportunities they have to meet with teachers to discuss their child’s progress. Two parents (5%) reported feeling dissatisfied in this regard and one parent (3%) entered a response in the *Don’t Know* column. Two parents did not respond to this question (5%).

(d) Parent Education Evenings: 95% of parents are very satisfied/satisfied with the opportunities they have to attend educational presentations given by C.M.S. staff or guest speakers. 5% of parents (2 responses) entered a *Don’t Know* response.

Graph 2: (a) written reports, (b) student-led conferences, (c) be our guest and (d) opportunities to meet with teachers.



Comments

(a) Written Reports (Elementary only): 89% of parents are very satisfied/satisfied with the written reports they received regarding their child’s progress. One parent entered a dissatisfied response (5%) and one parent did not offer any response (5%).

(b) Student-Led Conferences (Elementary): 100% of C.M.S. parents reported feeling very satisfied/satisfied with opportunities they had to participate in student-led conferences throughout the school year.

(c) 100% of parents reported feeling very satisfied/satisfied with the opportunity to participate in a *Be Our Guest* event. This is always very popular with parents as they get to see first-hand some of the activities and work their child does daily at school.

(d) 90% of parents are very satisfied/satisfied with opportunities they have to meet with teachers throughout the school year. Three parents did not respond to this question (7%) and one parent entered a response in the *Don't Know* column (3%).

Summary of comments regarding communication

Survey results for communication reveal consistently high levels of parent satisfaction with opportunities to communicate with staff and administration at Calgary Montessori School. Developing positive relationships, cohesive communities, modelling respect, integrity and trust are all integral values at C.M.S. C.M.S. wants parents to feel connected to their child's school and to their child's teachers. These survey results indicate C.M.S. staff and administration continue to create strong two-way communication portals with parents.

Strategies

- Continue to offer opportunities for parents to see what their child is working on, how their child is progressing during *Be Our Guest* and Student Led Conference days. Parents will also hear from the teachers in a one-one one situation during parent-teacher conferences and parent education evenings.
- Calgary Montessori School's redesigned website is successfully engaging parents and new families interested in finding out more about C.M.S.'s programs. The *Events* page offers families a new way to check in and see what is happening each month at school.
- Notices (via e-mail/newsletter) to parents reminding them they are always welcome to book an observation in their child's classroom or schedule a one-on-one meeting with their child's teachers will also serve to keep two-way communication strong between parents and C.M.S. staff.

Future Challenges

- Attracting new families/students to C.M.S.'s preschool and elementary programs is an on-going initiative.

Word of mouth is a very effective way of attracting new families to the school. Encouraging C.M.S.'s current parent community to talk to friends and neighbors about Calgary Montessori School will help promote the program and attract new families. In addition, planned Open Houses provide parents with information and insights into C.M.S.'s programs.

- Sustaining strong student enrollment at the preschool/kindergarten level and lower/upper elementary level is an on-going endeavor.

Parent education evenings are an effective way for Calgary Montessori School to engage with parents about the benefits of Montessori education. C.M.S. teaching staff target different parent groups (e.g., parents of three-year and four-year old children, Kindergarten children, lower elementary students etc.) throughout the school year and present workshops to parents about various aspects of the program. With a deeper understanding of the philosophy and pedagogy, parents re-enroll their children at C.M.S. each year.

- C.M.S.'s lower elementary program is well established now that the Elementary program is in its fourth year of operation. Ensuring students remain at C.M.S. for grades 4,5 and 6 is a high priority for 2019.

An additional in-house parent education evening is planned for January 2019. The presentation will focus on the Upper Elementary Montessori program. Parents of current grade 3 students will be strongly encouraged to attend as their children transition from lower elementary to upper elementary (grade 3 to grade 4).

- Having a strong financial plan, securing optimal facility space and hiring/retaining qualified B.Ed. certified/Montessori-trained staff are integral aspects of future growth, viability and sustainability at C.M.S.

C.M.S. is committed to ensuring there is a strong financial plan in place and long-term lease agreements ensure stability in terms of facility space. C.M.S. is proud of its long history of low teacher turn-over. Attracting and keeping highly qualified teachers is due in no small way to consistently strong leadership and a commitment to ensuring staff feel supported both personally and professionally.

Capital and Facilities Projects

- Currently there are no capital plans or facility projects being considered.

Timelines and Communication

The Board of Directors of The Canadian Montessori School Ltd. Will approve C.M.S.'s Three Year Education Plan during its annual fall meeting. The AERR/Three Year Education Plan will be submitted to Alberta Education by November 30th, 2018.

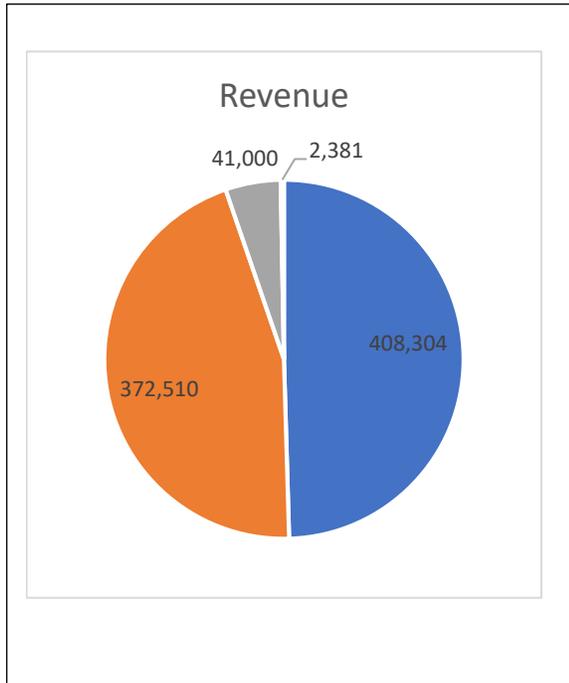
The AERR/Three Year Education Plan will be circulated to parents and hard copies will be available at each of the school three locations. Members of the general public will have access to this document electronically by logging into Calgary Montessori School's website.

www.calgarymontessorischool.com

Whistleblower Protection

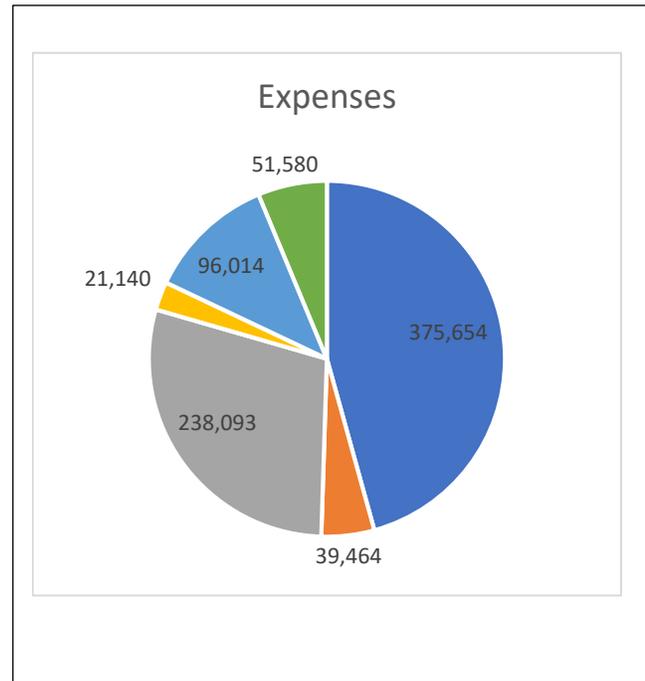
Calgary Montessori School's Whistleblower Protection Policy is up to date and there are no disclosures to report at this time.

2017-2018 Budget Summary



Revenue

Government Funding	\$408,304
Tuition Fees	\$372,510
Gifts and donations	\$ 41,000
Gross school generated funds	\$ 2,381
Total	\$824,895



Expenses

Certificated Salaries	\$375,654
Certificated Benefits	\$039,464
Non-Certificated Salaries	\$238,093
Non-Certificated Benefits	\$021,140
Service Contracts and Supplies	\$021,367
Leases	\$051,580
Severe Disabilities (PUF)	\$074,648
Gross school generated funds.	\$002,381
Total	\$824,327

Surplus (Deficit) of Revenues Over Expenses **\$568.00**