

Governance & Leadership Conference and
Annual General Meeting

MEETING PACKAGE

MARCH 7, 2026



**Prairie Centre for
Christian Education**

TABLE OF CONTENTS

1. Attention to Board Secretary and Teaching Staff Representative.....	2
2. Day at a Glance.....	3
3. Workshops	4
4. PCCE AGM Agenda.....	6
5. Resolutions.....	7
6. PCCE Board Members.....	8
7. 2025 PCCE AGM Minutes.....	9
8. Financial Statements.....	13
9. Proposed 2026-2027 PCCE Budget	25
10. PCCE Board Nominations.....	26
11. Operations Report.....	28
12. Proposed Bylaw Updates.....	34
13. Sheraton Cavalier Map	38

1 | ATTENTION BOARD SECRETARY AND TEACHING STAFF REPRESENTATIVE

Delegates to the Meeting:

- Your school community must delegate **one Board Representative** AND **one Educator Representative**. For your school to be considered " present" at the meeting, both delegates must be in attendance, so please ensure that both groups appoint a representative. Your school may wish to have more than one Board member or Educator attend the meeting (which is great!), but each group (Board and Educator) must delegate one person to be the official representative.
- It is encouraged that the Board Representative be a non-staff member
- Each Board Representative and each Educator Representative will have one equal vote (only effective when consensus fails to achieve a decision). Please take note of the items on which we will be voting and talk with your community regarding how to cast your vote.
- If you have attended this event in the past, please note the new location this year: **Sheraton Cavalier Calgary Hotel** 2620 32Ave NE, Calgary, AB

Please register at this link: <https://2026-pcce-agm-gov-and-leadership.eventbrite.ca>

2 | DAY AT A GLANCE

Saturday March 7, 2026 9:30 AM - 3:30 PM MST

9:30 – 10:00 AM	Registration and Coffee - McKnight Ballroom
10:00 – 10:10 AM	Welcome & Devotions - McKnight Ballroom
10:10 – 10:50 AM	Annual General Meeting - McKnight Ballroom <ul style="list-style-type: none">Virtual participation will be available for those not able to attend in person
10:50 AM – 11:10 AM	Refreshment Break & Sponsor Highlight - Christian Education Benefit Solutions
11:10 AM – 12:00 PM	Looking Back with Gratitude, Looking Ahead with Hope Panel with Gayle Monsma and Matthew Bekkering
12:00 – 1:00 PM	Lunch & Sponsor Highlight - Christian School Foundation <ul style="list-style-type: none">For participants who want to learn more about our sponsors - CEBS or the Christian School Foundation - grab your lunch and sit at a table with their representative(s)
1:00 – 2:00 PM	Workshop Session #1 (Choose one) Meaningful Advocacy Keith Penner Better Together: Strengthening the Board Chair-Key Leader Partnership Monica Loewen Faith-Based Hiring Criteria Keith Peterson
2:10 – 3:10 PM	Workshop Session #2 (Choose one) Board Strategic Financial Management and Biblical Financial Principles John W. Veldkamp Conducting Effective Interviews Keith Peterson Teaching for Transformation 2026 Jeremy Horlings
3:15 – 3:30 PM	Closing - McKnight Ballroom

WE WOULD LIKE TO THANK THE FOLLOWING SPONSORS FOR THEIR GENEROUS SUPPORT FOR THIS EVENT:



Equipping Christian Schools to Thrive

The Christian School Foundation helps donors give with confidence and helps local leaders manage the gifts they've been given to expand the influence of Christ in our culture.



Stronger Together Benefits for Life

We offer the best employee benefits and pension solutions for Canadian Christian educational organizations who desire to grow and thrive.

3 | WORKSHOPS

SESSION #1: 1:00 - 2:00 PM

Workshop selections can be made when registering to attend the event. Workshops are only available in-person.

<p>Meaningful Advocacy</p> <p>Keith Penner</p> <p>This session explores the role that you play in shaping dialogue with government and community. Participants will identify the importance of stewarding their influence with clarity, integrity, and purpose. Through practical strategies - storytelling, and proactive relationship building - you will discover how to frame issues effectively, communicate with credibility, and engage in meaningful advocacy.</p>	<p>Keith Penner holds a Bachelor of Education and a Master of Arts in Leadership from Trinity Western University, where his master's thesis focused on developing Professional Learning Communities. He served for 27 years as Principal of Living Waters Christian Academy. He is currently the Senior Manager of Teacher Certification for AISCA.</p> <p>Beyond the school setting, Keith has served as Chair of ACSI Western Canada, a director on the AISCA board, and a member of both the Minister's Practice Review Appeals Committee and Certification Appeal Committee. Keith has presented on board governance, administrative servant leadership, and political engagement. In recognition of his contributions, Keith received the Freedom of the City award from Mayor Houston and the King Charles III Coronation Medal for service to community and Canada.</p>
<p>Better Together: Strengthening the Board Chair-Key Leader Partnership</p> <p>Monica Loewen</p> <p>Regardless of whether the key leader is a school principal or an executive director, the partnership with the board chair significantly shapes a school's health and culture. Designed for both board chairs and key leaders, this session offers practical guidance on navigating roles, communication, and accountability that fosters trust, clarity, and faithful stewardship in service of Christ-centred education.</p>	<p>Monica Loewen is the Executive Director of the Society for Christian Education in Southern Alberta, supporting the work of Immanuel Christian Schools in Lethbridge. She has spent much of her professional life working closely with boards—sometimes as the organization's key leader and sometimes as the board chair, a role she currently holds with the PCCE. With an MA in Leadership & Management from Briercrest Seminary and a particular interest in board governance, Monica is a strong advocate for healthy, mission-focused boards. She and her husband Terry have six adult children between them, and love to spend time with their three grandchildren.</p>
<p>Faith-Based Hiring Criteria</p> <p>Keith Peterson</p> <p>Faith-based hiring criteria are under increasing scrutiny in the current political and employment environment. How do we ensure the individuals we employ are aligned with what we believe while still being compliant with human rights legislation? Keith Peterson from Peterson HR Consulting Inc. will review the key concepts you need to understand and apply to answer this important question.</p>	<p>Keith Peterson is a consultant who provides faith-based organizations with a wide range of human resources advice and solutions to ensure they achieve their stated mission. He has thirty years of experience in human resources, including eight years in senior leadership roles with the Calgary Board of Education.</p>

SESSION #2: 2:10 - 3:10 PM

Board Strategic Financial Management and Biblical Financial Principles

John W. Veldkamp

This workshop will explore the interaction between strategy and financial reporting from the lens of applying God's biblical financial principles in all that we do. The focus will be on Board financial oversight in an education context and will include the basics on some key financial reports and a discussion of some governance best practices when it comes to financial oversight.

John W. Veldkamp has been the CEO of Christian Credit Union since 2008, where he encourages people to be faithful stewards of the financial resources God has given them. Christian Credit Union has been providing financial services to the Christian community for over 70 years and has been involved in financing many Christian schools.

He has over 20 years of governance experience on corporate, non-profit and church boards including serving as Treasurer on the Board of an independent Christian School. In addition to his work with his Credit Union Board, he is also a board member of the Canadian National Christian Foundation and Financial Discipleship Canada.

John and his wife Evelyn have 5 sons, 1 lovely daughter-in-law, 1 grandson and a brand-new granddaughter whom they all love to bits.

Conducting Effective Interviews

Keith Peterson

We know that selecting the right people for the jobs we need to fill is critically important. The hiring interview is the primary method we use to determine who we select. How do we ensure that the interview supports the best possible hiring decision? Keith Peterson from [Peterson HR Consulting Inc.](#) will share insights as a Human Resources professional and leader of large teams.

Keith Peterson is a consultant who provides faith-based organizations with a wide range of human resources advice and solutions to ensure they achieve their stated mission. He has thirty years of experience in human resources, including eight years in senior leadership roles with the Calgary Board of Education.

Teaching for Transformation 2026

Jeremy Horlings

This session will give participants an overview of PCCE's Teaching for Transformation approach to Christian education: where it came from, what has changed over the last few years and how it's spreading all over the world. Participants will gain a current understanding of the three core practices and participate in some of the learning protocols that are utilized during training sessions. There will be time for dialogue and an opportunity to think about how each participant can play a role in promoting TfT in their school community.

Jeremy Horlings is the Associate Executive Director of the Prairie Centre for Christian Education. Jeremy has been involved with Teaching for Transformation as a teacher at Covenant Christian School in Leduc, an administrator at Gateway Christian School in Red Deer and has been leading TfT training in the Prairie region for the last seven years. Jeremy currently lives with his wife and 4 kids on an acreage just outside of Red Deer.

4 | PCCE ANNUAL GENERAL MEETING AGENDA

Saturday, March 7, 2026

10:10 - 10:50 AM

Sheraton Cavalier Calgary Hotel - McKnight Ballroom

2620 32 Ave NE, Calgary, AB

Consensus Model

The Prairie Centre for Christian Education follows the Consensus model for decision-making. Consensus is a process for group decision-making whereby an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. It aims to reach agreement through collaboration, cooperation, inclusivity, and participation. Group decisions made by consensus seek resolutions that are satisfactory or acceptable to all group members and meet all their concerns.

- | | |
|---|------------------------------|
| 1. Call to Order | Board Chair, Monica Loewen |
| 2. Approval of the March 7, 2026 Agenda (Resolution #1) | Board Chair, Monica Loewen |
| 3. Approval of Previous Minutes (Resolution #2)
a. Annual General Meeting of March 8, 2025 | Board Chair, Monica Loewen |
| 4. Treasurer's Report
a. Reviewed Financial Statements (Resolution #3)
b. Proposed 2026-2027 Budget (Resolution #4)
c. Appointment of Rowland Parker (Resolution #5) | Board Treasurer, Dana Heshka |
| 5. PCCE Board Member Affirmation (Resolution #6)
a. Educator Representatives (2 needed)
i. Sadie Beaunoyer
ii. Megan Tolhurst
b. Administration Representative (1 needed)
i. Geoffrey Bishop
ii. Alisha Thiessen
c. Affirmation of Monica Loewen to serve a second term as Alberta South Representative | Board Chair, Monica Loewen |
| 6. PCCE Revised Bylaws I (Resolution #7) | Board Chair, Monica Loewen |
| 7. PCCE Operations Report | Exec. Director, Gayle Monsma |
| 8. Adjournment (Resolution #8) | Board Chair, Monica Loewen |

5 | RESOLUTIONS

The Board of Directors recommend the following resolutions for consideration:

Resolutions	
1.	THAT the agenda for the March 7, 2026 Membership Meeting of The Prairie Centre for Christian Education be approved as presented.
2.	THAT the minutes of the March 8, 2025 Membership Meeting of The Prairie Centre for Christian Education be approved as presented.
3.	THAT the Prairie Centre for Christian Education Reviewed Financial Statements for the 2024-2025 operational year be adopted as presented.
4.	THAT the proposed 2026-2027 budget for The Prairie Centre for Christian Education be approved as presented.
5.	THAT Rowland Parker and Associates be appointed for Prairie Centre for Christian Education's future financial reviews.
6.	<p>THAT Sadie Beaunoyer be affirmed as an Educator Representative to The Prairie Centre for Christian Education Board.</p> <p>THAT Megan Tolhurst be affirmed as an Educator Representative to The Prairie Centre for Christian Education Board.</p> <p>THAT _____ be affirmed as the Administration Representative to The Prairie Centre for Christian Education Board.</p> <p>THAT Monica Loewen be re-affirmed as the Alberta South Representative to The Prairie Centre for Christian Education Board.</p>
7.	THAT the revised Prairie Centre for Christian Education Bylaws be approved as presented.
8.	THAT the 2026 Membership Meeting of The Prairie Centre for Christian Education be adjourned.

6 | PCCE BOARD MEMBERS

Name	Role	School/Community	Term
Henry Algera	The King's University Rep	The King's University	2021-2024 2024-2027
Steven DeVries	Alberta North Rep	Neerlandia Public Christian School	2022-2025 2025-2028
Cindy Ekkel	Alberta North Central Rep	Central Alberta Christian High & Lacombe Christian School	2025-2028
Dallas Halvorson	Alberta South Central Rep	Trinity Christian School - Calgary	2025-2028
Dana Heshka	Educator Rep	Immanuel Christian School - Lethbridge	2020-2023 2023-2026
Monica Loewen	Alberta South Rep	Immanuel Christian School - Lethbridge	2023-2026
Melissa Prins	Outside of Alberta Rep	Calvin Christian School - Winnipeg	2025-2028
Kimberly Sybesma	Educator Rep	Neerlandia Public Christian School	2023-2026
Vacant	Administrator Rep		

7 | 2025 PCCE AGM MINUTES

Saturday, March 8, 2025 - 10:15 AM

Four Points Sheraton Calgary Airport
2875 Sunridge Way NE, Calgary, Alberta

Official Delegates Representing:

Association for Christian Schooling in Calgary South Board Representative - Mike Humphries Educator Representative - Cynthia Parker	Calgary Society for Christian Education Board Representative - Lenny Houweling Educator Representative - Tom Currie Additional Representatives - Layne Kilbreath
Central Alberta Christian High School Society Board Representative - Cindy Ekel Educator Representative - Travis Eggink Additional Representatives - Matthew Fraser Additional Representatives - Diane McLeod	Coaldale Christian School Board Representative - Ivan Veurink Educator Representative - Jeff VanRaalte Additional Representative - Colleen Van Dyk
Drayton Christian School Society Board Representative - Nicole Derenowski Educator Representative - Terryl Myrholm-Bonner	Edmonton Society for Christian Education Board Representative - Lindsay McDavid Educator Representative - Karla Loberg-Walter Additional Representatives - Darlene Eerkes
Fort McMurray Christian School Society Board Representative - Christine Gogolinski Educator Representative - Geoffrey Bishop	Gateway Society for Christian Education Board Representative - Cherilyn Strom Educator Representative - Geannette Lehman Additional Representatives - Trish Robichaud
Greater Winnipeg Society for Christian Education Board Representative - Melissa Prins Educator Representative - Ray Houssin	Lacombe Christian School Society Board Representative - Maria Vanderwal Educator Representative - Stephanie Littel
Leduc Society for Christian Education Board Representative - Deborah Olthof Educator Representative - Donavin Simmons Additional Representatives - Lisa Gatzke Additional Representatives - Rachel McIvor	Meadowlark Christian School Foundation Board Representative - Trudy Callaghan Educator Representative - Rachel McOuat Additional Representatives - Shyann Ethier
Medicine Hat Christian School Society Board Representative - Nicole Hills Educator Representative - Alice Hardowa Additional Representative - Eileen Whitrow Additional Representatives - Jennifer Kumm Additional Representatives - Michelle Stigter	Neerlandia Christian Education Society Board Representative - Sandra Olthuis Educator Representative - Kimberly Tuininga-Sybesma

<p>Ponoka Christian School Society</p> <p>Board Representative - Carien Dominicus Educator Representative - Vicky Jang</p>	<p>Providence Christian School Society</p> <p>Board Representative - Dan Neels Educator Representative - Pat Harthoorn Additional Representatives - Angela Feyter</p>
<p>Rimbey Christian School Society</p> <p>Board Representative - Riley Hickey Educator Representative - Paul Payson</p>	<p>Rocky Christian School Society</p> <p>Board Representative - Maeghan McEachern Educator Representative - Joel Soodsma</p>
<p>Society for Christian Education in Southern Alberta</p> <p>Board Representative - Gerrit Schooten Educator Representative - Matthew Bekkering Additional Representative - Monica Loewen</p>	<p>Taber Society for Christian Education</p> <p>Board Representative - Lindsay Kamper Educator Representative - Brenda Kuyper Additional Representatives - Kim Scheurkogel</p>
<p>Other Attendees:</p>	
<p>PCCE Board</p> <p>Treasurer - Dana Heshka Secretary - Jonathan Slomp Director - Henry Algera Nominee - Dallas Halvorson</p>	<p>PCCE Staff</p> <p>Executive Director - Gaye Monsma Associate Executive Director - Jeremy Horlings Independent Schools Consultant - Hugo VanderHoek Administrative Assistant - Bethany Seinen Administrative Assistant - Ruth Pelech</p>
<p>External Guests</p> <p>Jonathan Bilodeau Cathy Kits Mark W. Slomp</p>	

MEETING MINUTES

Consensus Model

The Prairie Centre for Christian Education follows the Consensus model for decision-making. Consensus is a process for group decision-making whereby an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. It aims to reach agreement through collaboration, cooperation, inclusivity, and participation. Group decisions made by consensus seek resolutions that are satisfactory or acceptable to all group members and meet all their concerns.

1. **Call to Order** Board Chair, Monica Loewen
Monica opened the meeting.
2. **Approval of the March 8, 2025 Agenda (Resolution #1)** Board Chair, Monica Loewen
Approved by Consensus
3. **Approval of Previous Minutes (Resolution #2)** Board Chair, Monica Loewen
a. Annual General Meeting of March 2, 2024 Approved by Consensus
4. **Treasurer's Report** Board Treasurer, Dana Heshka
a. Financial Statements (Resolution #3)
b. Financial Review
c. Proposed 2025-2026 Budget (Resolution #4)
d. Appointment of Rowland Parker (Resolution #5)
All Approved by Consensus
5. **PCCE Board Member Affirmation (Resolution #6)** Nominating Committee Chair, Matthew Bekkering
a. The Alberta North Representative- Steven DeVries
b. The Alberta North Central Representative - Cindy Ekkel
c. The South Central Representative - Dallas Halvorson
d. The Outside of Alberta Representative - Melissa Prins
Approved by Consensus
6. **PCCE Operations Report** Exec. Director, Gayle Monsma
Gayle shared the desire for PCCE to be an essential partner and highlighted the diversity of our schools while having a united call of being Christian schools. Gayle presented the three main areas of work of the PCCE: thought leadership, learning experiences, and relationships. Various programs under these categories were identified.
7. **Adjournment (Resolution #7)** Board Chair, Monica Loewen

RESOLUTIONS

Resolutions
1. THAT the agenda for the March 8, 2025 Membership Meeting of The Prairie Centre for Christian Education be approved as presented.
2. THAT the minutes of the March 2, 2024 Membership Meeting of The Prairie Centre for Christian Education be approved as presented.
3. THAT the Prairie Centre for Christian Education Financial Statements for the 2023-2024 operational year be adopted as presented.
4. THAT the proposed 2025-2026 budget for The Prairie Centre for Christian Education be approved as presented.
5. THAT Rowland Parker and Associates be appointed for Prairie Centre for Christian Education's future financial reviews.
6. THAT Steven DeVries be affirmed as the Alberta North Representative to The Prairie Centre for Christian Education Board. THAT Cindy Ekkel be affirmed as the Alberta North Central Representative to the The Prairie Centre for Christian Education Board. THAT Dallas Halvorson be affirmed as the South Central Representative to The Prairie Centre for Christian Education Board. THAT Melissa Prins be affirmed as the Outside of Alberta Representative to The Prairie Centre for Christian Education Board.
7. THAT the 2025 Membership Meeting of The Prairie Centre for Christian Education be adjourned.

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION
Financial Statements
Year Ended August 31, 2025

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION
Index to Financial Statements
Year Ended August 31, 2025

	Page
INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT	1
FINANCIAL STATEMENTS	
Statement of Financial Position	2
Statement of Revenues and Expenditures	3
Statement of Changes in Net Assets	4
Statement of Cash Flows	5
Notes to Financial Statements	6 - 10



P.O. Box 4008 Ponoka, Alberta T4J 1R5

INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

To the Members of The Prairie Centre for Christian Education

We have reviewed the accompanying financial statements of The Prairie Centre for Christian Education (the organization) that comprise the statement of financial position as at August 31, 2025, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of The Prairie Centre for Christian Education as at August 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations. (ASNPO).

Ponoka, Alberta
January 19, 2026

Rowland Parker & Associates LLP
ROWLAND, PARKER & ASSOCIATES LLP
Chartered Professional Accountants

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION
Statement of Financial Position
August 31, 2025

	2025	2024
ASSETS		
CURRENT		
Cash	\$ 503,574	\$ 605,120
Investments	155,405	-
Accounts receivable	12,979	26,169
Prepaid expenses	2,786	2,786
	674,744	634,075
CAPITAL ASSETS <i>(Note 4)</i>	975	1,277
	\$ 675,719	\$ 635,352
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$ 19,209	\$ 7,115
NET ASSETS		
Unrestricted net assets	537,967	509,392
Invested in capital assets	974	1,276
Internally restricted assets <i>(Note 5)</i>	117,569	117,569
	656,510	628,237
	\$ 675,719	\$ 635,352

See notes to financial statements

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION

Statement of Revenues and Expenditures

Year Ended August 31, 2025

	Budget 2025	Total 2025	Total 2024
REVENUES			
Membership dues	\$ 540,000	\$ 549,776	\$ 528,823
Conferences and curriculum	97,200	102,903	121,037
Donations and contributions	1,000	10,768	480
Investment	2,500	7,778	7,271
School reviews and other	-	1,000	18,729
Sales	-	225	-
Consulting fees	-	-	6,000
	640,700	672,450	682,340
EXPENSES			
Salaries & benefits	394,000	406,510	394,604
Travel, meetings and board costs (Note 7)	135,000	123,260	126,284
Curriculum support (Note 8)	22,000	36,831	48,358
Office	25,250	28,233	43,955
School support and reviews	12,500	14,895	11,375
Dues and fees expense	10,000	11,078	7,011
Professional fees	6,000	7,105	4,940
Equipment rentals	-	6,942	1,938
Advertising and promotion	5,000	5,198	9,490
Insurance	4,000	3,702	3,768
Telephone	2,000	1,989	2,152
Interest and bank charges	1,000	603	1,733
Repairs and maintenance	500	563	72
Amortization	-	302	402
Professional library	3,500	87	2,400
Office rent	17,000	-	10,851
	637,750	647,298	669,333
EXCESS OF REVENUES OVER EXPENSES FROM OPERATIONS	2,950	25,152	13,007
OTHER INCOME			
Unrealized gain (loss) on investment	-	2,261	-
Foreign exchange gain (loss)	-	860	-
	-	3,121	-
EXCESS OF REVENUES OVER EXPENSES	\$ 2,950	\$ 28,273	\$ 13,007

See notes to financial statements

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION
Statement of Changes in Net Assets
Year Ended August 31, 2025

	Unrestricted Net Assets	Invested in Capital Assets	Internally Restricted Assets	2025	2024
NET ASSETS - BEGINNING OF YEAR	\$ 509,392	\$ 1,276	\$ 117,569	\$ 628,237	\$ 615,230
Excess of revenues over expenses	28,575	(302)	-	28,273	13,007
NET ASSETS - END OF YEAR	\$ 537,967	\$ 974	\$ 117,569	\$ 656,510	\$ 628,237

See notes to financial statements

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION
Statement of Cash Flows
Year Ended August 31, 2025

	2025	2024
OPERATING ACTIVITIES		
Excess of revenues over expenses	\$ 28,273	\$ 13,007
Items not affecting cash:		
Amortization of capital assets	302	402
Unrealized gain (loss) on investment	(2,261)	-
Foreign exchange gain (loss)	(860)	-
	<u>25,454</u>	<u>13,409</u>
Changes in non-cash working capital:		
Accounts receivable	13,190	3,402
Accounts payable	12,094	2,642
Deferred revenue	-	(6,096)
Prepaid expenses	-	148
	<u>25,284</u>	<u>96</u>
Cash flow from operating activities	<u>50,738</u>	<u>13,505</u>
INVESTING ACTIVITY		
Purchase of investments	(152,284)	-
Cash flow from (used by) investing activity	<u>(152,284)</u>	<u>-</u>
INCREASE (DECREASE) IN CASH FLOW	<u>(101,546)</u>	<u>13,505</u>
Cash - beginning of year	<u>605,120</u>	<u>591,615</u>
CASH - END OF YEAR	<u>\$ 503,574</u>	<u>\$ 605,120</u>

See notes to financial statements

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION

Notes to Financial Statements

Year Ended August 31, 2025

The organization is incorporated under the Alberta Societies Act and has tax exempt status as a registered charity under section 149(1)(f) of the Income Tax Act. The organization provides leadership and support services ensuring quality Christian schooling for their member schools.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFO).

Financial instruments policy

The organization considers any contract creating a financial asset, liability or equity instrument as a financial instrument, except in certain limited circumstances. The organization accounts for the following as financial instruments:

- Cash
- Investments
- Receivables
- Payables and accruals

Initial Measurement

The organization initially measures its financial assets and financial liabilities obtained in arm's length transactions at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

Financial assets or liabilities obtained in related party transactions are measured in accordance with the accounting policy for related party transactions except for those transactions that are with a person or entity whose sole relationship with the organization is in the capacity of management or Board oversight in which case they are accounted for in accordance with financial instruments.

Financial assets and financial liabilities in related party transactions are initially measured at cost, with the exception of certain instruments which are initially measured at fair value. The organization does not have any financial assets or financial liabilities in related party transactions which are initially measured at fair value.

Gains or losses arising on initial measurement differences are generally recognized in net excess of revenues over expenses when the transaction is in the normal course of operations, and in net assets when the transaction is not in the normal course of operations, subject to certain exceptions.

Subsequent measurement

The organization subsequently measures its financial assets and financial liabilities at amortized cost. Financial assets and financial liabilities measured at amortized cost include cash, investments, receivables, and payables and accruals.

Financial assets and financial liabilities recognized in related party transactions are subsequently measured based on how the organization initially measured the instrument. Financial instruments initially measured at cost are subsequently measured at cost, less any impairment for financial assets. Financial instruments initially measured at fair value, of which the organization has none, would be subsequently measured at amortized cost or fair value based on certain conditions.

Derecognition

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION
Notes to Financial Statements
Year Ended August 31, 2025

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

The organization removes financial liabilities, or a portion of, when the obligation is discharged, cancelled or expires.

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. Previously recognized impairment losses are reversed to the extent of the improvement provided the asset is not carried at an amount, at the date of the reversal, greater than the amount that would have been the carrying amount had no impairment loss been recognized previously. The amounts of any write-downs or reversals are recognized in net excess of revenues over expenses.

Cash and cash equivalents

Cash and cash equivalents include cash in banks.

Capital assets

Capital assets are stated at cost or deemed cost less accumulated amortization and are amortized over their estimated useful lives on a declining balance basis at the following rates and methods:

Furniture and fixtures	20%
Computer equipment	30%

Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

Long term investments

Investments are recorded at their fair market value. Changes in fair market value are recognized in the statement of revenues and expenditures.

Revenue recognition

The organization follows the deferral method of accounting for contributions.

- Membership dues are recognized over the membership year which is September to August.
- Conferences and curriculum revenues are recognized when the event is held and services are performed.
- School review revenue is recognized when the fee is paid as the organization acts as an intermediary for Cardus institute.
- Investment income is recognized when earned.

Donated goods

A substantial number of unpaid volunteers make significant contributions of their time in developing and delivering the organization's programs. The value of this time is not reflected in the financial statements since the objective measurement or valuation is indeterminable.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION

Notes to Financial Statements

Year Ended August 31, 2025

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

These estimates are reviewed periodically, and adjustments are made to net income as appropriate in the year they become known.

Items subject to significant management estimates include

- The allowance for doubtful accounts;
- Providing for amortization of capital assets;
- The estimated useful lives of assets.

Pension Expenses and Obligation

The organization participates in a multi-employer defined benefit pension plan. Due to the nature of the plan, the organization does not have sufficient information to account for the plan as a defined benefit plan. Therefore, the multi-employer defined benefit pension plan is accounted for in the same manner as a defined contribution plan. An expense is recorded in the period when the organization is obligated to make contributions for services rendered by the employee. Any unpaid contributions are included in accounts payable on the statement of financial position.

2. FINANCIAL INSTRUMENTS

The organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the organization's risk exposure and concentration as of August 31, 2025.

(a) Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The organization is exposed to credit risk from members. In order to reduce its credit risk, membership to the organization requires approval by the Board and administration, the organization reviews a new member's credit history before extending credit and conducts regular reviews of its existing customers' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The organization has a significant number of members which minimizes concentration of credit risk. There was no significant change in exposure from the prior period.

(b) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its financial liabilities of accounts payable. There was no significant change in exposure from the prior period.

(c) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk. The organization is mainly exposed to currency risk and other price risk. The organization is exposed to other price risk through its investment in mutual funds purchased in the current year.

(d) Currency risk

Currency risk is the risk to the organization's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The organization is exposed to foreign currency exchange risk through its cash account held in U.S. dollars. The organization does not use derivative instruments to reduce its exposure to foreign currency risk. There was no significant change in exposure from the prior period.

(continues)

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION
Notes to Financial Statements
Year Ended August 31, 2025

2. FINANCIAL INSTRUMENTS *(continued)*

(e) Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The organization is exposed to other price risk through its investment in mutual funds.

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant risks arising from these financial instruments.

3. INVESTMENTS

Investments consist of balanced mutual funds being reported at market value with a cost of \$152,284 (2024- \$nil).

4. CAPITAL ASSETS

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
Furniture and fixtures	\$ 33,067	\$ 32,415	\$ 652	\$ 815
Computer equipment	28,387	28,064	323	462
	<u>\$ 61,454</u>	<u>\$ 60,479</u>	<u>\$ 975</u>	<u>\$ 1,277</u>

5. INTERNALLY RESTRICTED NET ASSETS

In January 2019 the Board approved an internally restricted fund to separate funds earned from certain specific intellectual property activities. No changes occurred during the year. Per board policy this account was separated into 2 funds: Collaborative Innovation Fund and Enhancement Fund. These internally restricted funds can be accessed with Board approval.

	Opening balance	Additions	Reductions	Closing Balance
Collaborative Innovation Fund	\$ 94,877	\$ -	\$ -	\$ 94,877
Enhancement Fund	22,692	-	-	22,692
	<u>\$ 117,569</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 117,569</u>

THE PRAIRIE CENTRE FOR CHRISTIAN EDUCATION

Notes to Financial Statements

Year Ended August 31, 2025

6. PENSION PLAN

The organization participates in the Canadian Christian School Pension Plan, a multi-employer defined benefit pension plan, managed by Christian Schools International. Starting September 1, 2017, eligible employees contribute 8.05% (previously 7.00%) of their earnings to the plan, with employee contributions matched by the employer.

An actuarial valuation of the plan is conducted periodically with the most recent on August 31, 2024. The plan was determined to have an unfunded liability of \$149 million and a fair value of plan assets of \$519 million based on the Hypothetical Wind-up financial position as at August 31, 2024. The financial position on a solvency basis is the same as the financial position on the Hypothetical Wind-up basis. The valuation results on a going concern basis reports a funding shortfall of \$23 million. Since this is a multi-employer pension plan, it is not known what portion of the shortfall relates to the organization. The next required valuation date is August 31, 2027.

7. TRAVEL, MEETINGS AND BOARD COSTS

	2025	2024
Teachers' Convention	\$ 53,446	\$ 51,732
District Board Meetings	21,743	16,053
Coordinator's Travel	17,022	20,376
Director of Learning Travel	15,417	9,702
Travel Expenses	8,634	1,804
Leadership Cohort Conference	3,473	15,768
Miscellaneous Meetings and Committees	1,953	6,770
Assistant and Bookkeeper Travel	1,572	1,127
Teaching for Transformation Meetings	-	2,952
	\$ 123,260	\$ 126,284

8. CURRICULUM SUPPORT

	2025	2024
Development	\$ 29,556	\$ 13,350
Teaching for Transformation	7,275	35,008
	\$ 36,831	\$ 48,358

9. BUDGET FIGURES

Budget figures are presented for information purposes only.

9 | PROPOSED 2026-2027 PCCE BUDGET

2026-2027 PROPOSED PCCE BUDGET						
	Approved Budget 2023/2024	Actuals 2023/2024	Approved Budget 2024/2025	Actuals 2024/2025	Approved Budget 2025/2026	Proposed Budget 2026/2027
REVENUE						
1. REVENUE - PCCE						
1.1 Membership Dues	485,000	528,323	540,000	554,566	565,000	550,000
1.2 Donations and Contributions	1,000	480	1,000	10,768	1,000	1,000
1.3 Conference Income	60,000	88,917	77,000	78,588	82,000	85,000
1.4 Income from Teaching and Consulting	0	6,041	0	0	0	0
1.5 Interest, GST Refund, Misc. Income	2,500	18,692	2,500	7,083	2,500	5,000
1.6 Resource Sales	200	125	200	228	200	200
1.7 Expense Recovery	0	14,017	0	4,740	0	5,000
1.8 Travel Expense Recovery	10,000	4,020	10,000	5,601	10,000	5,000
SUBTOTAL	558,700	660,615	630,700	661,574	660,700	651,200
2. REVENUE - TFT Related	7,000	16,050	10,000	19,150	10,000	10,000
TOTAL REVENUE	565,700	676,664	640,700	680,724	670,700	661,200
EXPENSES						
3. TFT Workshops and Expenses	8,000	7,763	10,000	7,275	10,000	8,000
4. Services						
4.1 Professional Library & Development for Staff	3,500	2,400	3,500	1,165	5,500	5,500
4.2 Mediation Support Services	2,000	1,546	2,000	2,081	2,000	2,000
4.3 Leadership Development - ELDI	2,500	2,400	2,500	1,875	2,500	2,500
4.4 PCCE workshops, development, training	8,000	4,465	10,000	679	10,000	5,000
4.5 Copyright License for member schools	500	0	500	476	500	500
4.6 Consulting, Committee Meetings [1]	1,200	6,227	7,500	8,834	7,500	7,500
4.7 Christian Stewardship Services	8,700	9,555	10,000	10,182	11,000	10,000
SUBTOTAL	26,400	26,593	36,000	25,292	39,000	33,000
5. Conference Expenses	45,000	67,166	60,000	71,874	65,000	65,000
6. Salaries & Benefits (not including TFT)	370,000	390,035	390,000	397,078	410,000	421,000
7. Travel Expenses	40,000	33,046	40,000	43,519	45,000	35,000
8. Office & Facility Expenses						
8.1 Lease Costs	16,500	12,790	17,000	6,942	6,500	10,000
8.2 Tech Support	14,450	35,798	20,000	25,132	20,000	20,000
8.3 Printing & Copying	1,000	5,575	2,000	1,489	2,000	1,500
8.4 Postage	1,000	458	1,000	552	1,000	1,000
8.5 Telephone	2,000	2,152	2,000	1,989	2,500	2,000
8.6 Insurance	4,000	3,620	4,000	3,702	4,000	3,500
8.7 Office & Meeting Supplies	2,000	7,724	4,000	3,977	6,000	4,500
8.8 Promotion	5,000	9,490	5,000	5,198	10,000	6,000
8.9 Appreciation & Gifts	3,000	4,326	4,000	5,319	5,000	5,000
8.10 Bank & Interest Charges	300	1,734	1,000	603	1,000	1,000
8.11 Review Engagement & Legal Fees	4,500	4,741	6,000	5,215	6,000	6,000
8.12 Furniture, Equipment & Repairs	500	72	500	563	450	1,000
8.13 Miscellaneous Expenses	250	0	250	0	250	250
SUBTOTAL	54,500	88,478	66,750	60,681	64,700	61,750
9. Board & Membership Meetings	12,000	22,094	25,000	25,414	25,000	25,000
10. CSC Membership & Delegate Expenses	6,000	6,000	10,000	10,000	10,000	11,000
11. Technology Upgrade Fund	2,000	0	2,000	0	2,000	2,000
12. Amortization (non-cash expense of \$1800)	0	0	0	0	0	0
13. Intellectual Property Reserve	0	27,246	0	0	0	0
Refundable GST Paid	0	3,696	0	2,786	0	0
TOTAL EXPENSES	563,900	672,117	639,750	643,919	670,700	661,750
EXCESS (DEFICIENCY) OF REVENUE OVER	1,800	4,547	950	36,805	0	-550

10 | PCCE BOARD NOMINATIONS

The PCCE Board submits the following individuals for affirmation to fill the following Board positions:

Educator Representative

Sadie Beaunoyer

My name is Sadie Beaunoyer and I live in Lacombe, Alberta. I have been teaching for 9 years, and am currently teaching a grade 3/4 split at Ponoka Christian School. My husband and I have a four-year-old son, who keeps us busy. We attend CrossRoads Church in Red Deer.

I grew up in Lacombe and attended both Lacombe Christian School and Central Alberta Christian High School. After High School I attended The King's University and graduated with my Bachelors in Education. I have served as a volleyball coach and am one of two TFT leads in my school. I have also had the opportunity to mentor new teachers who join our staff. God has opened a new door for me to serve on the board of PCCE as a teacher representative. I have a passion for TFT and how it can guide our teaching to make learning not only meaningful but purposeful. I look forward to the learning and discovery that God has in store.

Megan Tolhurst

My name is Megan Tolhurst, and I have had the privilege of serving as a teacher for over 20 years. I grew up in a small town south of Calgary, where I attended public school and regularly attended church with my family. It was during my post-secondary education at Bethany Bible Institute, followed by The King's University College, that I came to understand the critical role of Christian education and its transformative impact.

I currently live in the Edmonton area with my husband and two sons. I have taught at Edmonton Christian School for most of my career and have been teaching since 2005. It is a joy to guide students in understanding their identity in Christ and how they can participate in transforming the world around them to reflect God's love. The professional development and curriculum design skills I have gained through PCCE and Teaching for Transformation since the beginning of my career have brought depth and integrity to my teaching and have been foundational to my identity as an educator.

It has been a privilege to learn and grow with the support of PCCE, and I look forward to serving in the Christian Education community with the PCCE board.

Administrator Representative

Geoffrey Bishop

My name is Geoffrey Bishop. I am the husband of Kimberly and the father of our son, Canaan, and our daughter, Madelyn. For the past seven years, my family and I have called Fort McMurray home, where we are active members of Fort City Church.

Originally from Truro, Nova Scotia, I have a deep heart for all nations and a passion for building bridges across divides. I love to travel and engage with different cultures, seeking to see how Jesus shows up and reveals Himself in the many nations of the world. This calling led my wife and me to serve as missionaries across Eastern Europe and with the Africa Inland Mission in Tanzania. My global education experience also includes living in Egypt for six years, where I served as both a teacher and administrator.

Currently, I am in my fourth year as Principal of Fort McMurray Christian School. To further deepen my understanding of educational leadership and global change, I am pursuing a Master's degree with Athabasca University. I am actively committed to community governance; I currently serve on the board of the Legacy

Counseling Centre and recently concluded my term as chair of my local church board this past spring. I deeply value the role of Christian education and look forward to the opportunity to serve on the board of the Prairie Centre for Christian Education if the opportunity arises.

Alisha Thiessen

My name is Alisha Thiessen, and I am from Winnipeg, MB. My husband, Eric, and I have two children who attend Calvin Christian School. We attend Covenant Christian Reformed Church and are active members of our church community.

I completed my undergraduate degree at Dordt College and moved to Vanderhoof, BC, where I taught for five years at Rainbow Christian School. After returning to Winnipeg, I have served at Calvin Christian School since 2009, first in the classroom, then as Resource Coordinator, and now as Elementary Campus Principal. I also hold a Master of Education from Dordt and a post baccalaureate degree in Special Education.

Christian education has shaped my life as a student, teacher, parent, and school leader. Through my work as a teacher and school leader, I have seen the importance of organizations like PCCE that support and connect educators, administrators, and boards across Christian schools. I am grateful for the work of PCCE in walking alongside Christian schools, and I would welcome the opportunity to serve on the PCCE board as we seek to strengthen and sustain Christian education for the next generation.

Alberta South Community Representative

Monica Lowen

My name is Monica Loewen and Southern Alberta has always been home to me. My husband Terry and I live in Lethbridge, where I serve as the Executive Director at Immanuel Christian Schools and he operates our custom upholstery business. We each have 3 adult children and are enjoying this next stage of parenting, particularly as we have now "graduated" into grandparents. We attend the Evangelical Free Church of Lethbridge, where I have been involved in a variety of roles through the years, most recently being part of the staff.

My involvement with Christian education has been lifelong. I was part of the first grade 3 class at Taber Christian School when it opened in 1984 and then graduated from Immanuel Christian here in Lethbridge in 1994. I was on staff at Immanuel from 2005 - 2012 as an EA and then served a four-year term on the Board of Directors before becoming the Society Executive Director in 2022. My three children all attended Immanuel Christian School, graduating in 2016, 2018 and 2019. I am passionate about Christian education and the role that our Christian schools play in supporting our families as they raise their children to know and fear God.

I have a Master of Arts in Leadership & Management from Briercrest Seminary, in addition to substantial experience and knowledge in nonprofit management, fund development and Board governance. I have enjoyed my time on the PCCE board and would welcome the opportunity to continue to serve the PCCE community and support our incoming Executive Director.

11 | OPERATIONS REPORT

Why we exist:

To be an essential partner in Christian education

We see our niche within the education environment as supporting our schools as they strive to be flourishing CHRISTIAN schools. We recognize that schools have access to nearly unlimited resources to support their work in the more general aspects of learning and leading. Thus, we see PCCE as being able to provide support and leadership in the unique and unifying aspect that all our member schools share: being Christian schools! We believe that by working in partnership with each other, we can do together what none of us can do alone.

What we do:

- We design and deliver learning experiences
- We provide innovative leadership within the Christian school movement
- We build and facilitate effective and supportive relationships

Who we serve:

The teachers, leaders, administrators, and boards of our member schools. This year 24 schools from 19 societies and over 8100 students are part of the PCCE community.

Learning Experiences

- Learning within environments that provide more than just content
- The experience connected to the learning is key

Projects and Initiatives

Governance and Leadership Conference: We run an annual conference specifically for Society boards & leaders, held in conjunction with our AGM. This year's event will be held on March 7 and has a good selection of relevant workshops related to governance.

Job Descriptions for Board Members: We have templates (chair, vice-chair, secretary, treasurer & general) for school boards to adopt and/or adapt, so that all board members have a clearer understanding of their roles and responsibilities. In addition, we also have a "Code of Conduct" template for boards. If your Board does not have these types of documents already in place, you are strongly encouraged to use the PCCE templates.

Teachers' Convention: Our annual Teachers' Convention was held in Lacombe at Lacombe Christian School and Central Alberta Christian High School on October 23-24 with close to 200 participants. This was about half of our usual attendance due to the Alberta Teacher's Association Strike. Our theme was Deeper: Positivity, Purpose & Passion and our keynote speaker was Dr. Dave Mulder. Despite the smaller numbers, it was a great event and the feedback for the event was overall very positive. The Lacombe community did a fabulous job hosting and were a pleasure to work with!

We will be in Calgary on October 22-23 2026, at Calgary Christian School. We are making progress on finalizing the keynote speaker and soon will be determining the theme and soliciting workshop leaders.

Teaching for Transformation (TFT): Jeremy meets on a regular basis with each of our school's TFT Leads to stay apprised of their TFT journey, increase the leader's capacity to lead TFT well in their school and provide

PD support. He will be offering a workshop at our Governance and Leadership Conference for Board members to develop a deeper understanding of the framework.

TFT 101 - Once again this year we had a large TFT 101 cohort attending Day 1 & 2. We continue to offer a hybrid format, with an in-person pre-Convention day in Lacombe, one day on ZOOM and Days 3 & 4 being held in-person in Calgary.

We continue to work with non-PCCE schools locally and internationally and contribute to the ever-growing network of TFT.

Jeremy is part of a leadership group that collaborates on TFT across Canada and has been contributing to the formation of a Tft AI tool.

Jeremy continues to lead lots of in-school and virtual TFT PD sessions focused on some of the new "Essential Practices" of TFT (e.g., Reflection, Learning Targets, etc.) and provide support for schools going deeper with the Tft "Core Practices."

We are coordinating TFT site visits at our schools, which includes bringing TFT leads from other PCCE schools to share in the learning. Every school should host a TFT focused site visit every 5 years to celebrate their work and plan next steps.

Jeremy continues to work with some of our schools' graduates on creating Deep Hope statements for their graduation ceremonies.

School-Based Learning: PCCE staff is available to lead information nights (boards, education committee, school council, TFT for parents) on topics related to Christian education or lead staff devotions. We also provided schools with resources connected to topics/events (Christian education week, Truth and Reconciliation).

Board Governance: Gayle continues to lead Board governance workshops on a regular basis. School boards are encouraged to add governance training to their annual schedule of events. PCCE staff work closely with schools to plan training that suits their needs and context.

Emerging Leadership Development Institute (ELDI): This year PCCE has two participants in the 2025-26 cohort. Applications will soon be open for the 2026-27 cohort. ELDI is a jointly offered program by Christian Schools Canada and Christian Schools International. For the 2026-27 cohort, the on-site portion will be held in upper Michigan from July 7-10, with several virtual follow-up sessions throughout the year. We strongly encourage schools to identify and encourage teachers who have leadership gifts and would like to discern their call to leadership. PCCE will pay part or all of the registration cost, depending on the number of PCCE applicants.

Bible Programming: We provide resources, networking and support for schools working on a scope and sequence for their Bible curriculum with our "Bible Curriculum Redesign Journey" resource as a foundation. We are compiling a list of Bible resources that are used in PCCE schools.

Teaching FROM Transformation: to support our focus on Biblical literacy among staff, we created a Staff Devotions resource, [Teaching FROM Transformation: God's Big Picture](#), that all schools have been encouraged to use this year. It provides participants with an overview of the Biblical Story, through a series of videos, Bible study and discussion.

Thought Leadership

- Learning together, as a group and within a group
- Together moving toward expanding perspective and thought-patterns

Projects and Initiatives

Strategic Planning: In the last couple of years, PCCE has worked with several schools on creating and/or updating their Strategic Plans. We work with the school & facilitate the process for school communities in creating a helpful, usable strategic plan to guide them into the future. As one of the three major responsibilities of Boards is to Direct the organization, having an updated, relevant and engaging Strategic Plan is important. Contact PCCE if you'd like to learn more.

Prairie Page: We send out a weekly newsletter to over 950 people that provides resources, reminders, ideas and inspiration under the categories "Living," "Learning" and "Leading." Board members are encouraged to add their names to our distribution list so they can be informed about PCCE events, opportunities and services.

Compensation Report: We are publishing our sixth annual Compensation Report in February. We continue to refine and expand the report, being receptive to the feedback we receive from our member schools and as such we are eager to hear from our schools regarding the report and new/different data schools would like included. If you would like a copy, please request one from our office (office@pcce.ca). Please do not share the report with any non-PCCE schools or communities.

Mentoring Resource: All schools are strongly encouraged to engage with this underused but really valuable resource. We continue to improve this unique resource that guides administrators and mentor teachers in supporting Christian school teachers through the challenges of [their first year](#).

We highly encourage all schools to look at the resource as it contains effective and distinct resources to support Christian teachers and leaders. Contact Jeremy for more information and access at jhorlings@pcce.ca.

JOMOCampus: Three of our communities (Lethbridge, Lacombe and Edmonton) piloted the [JOMO program](#) this year at a discounted price through a JOMO-PCCE partnership. Schools had a live launch day with Jeremy and Christina Crook (CEO of JOMO) and were given access to a digital well-being curriculum, coaching calls and parent resources.

Biblical Literacy - "Know the Story": PCCE is prioritizing supporting schools and teachers in Biblical literacy and engagement. The PCCE staff is working to develop a comprehensive and flexible series of resources, frameworks, and recommendations for schools and individuals to use. We see this emphasis on "Know the Story" as the essential foundation in Christian education and aligns seamlessly with Tft's tagline of "See the Story, Live the Story."

Relationships

- Opportunities for flourishing relationships
- Strengthening partnerships within and beyond PCCE

Projects and Initiatives

Every Square Centimetre Podcast: Jeremy, along with his Canadian colleagues, hosts this engaging podcast that celebrates the people, places and practices in and around Christian education across Canada. Many of our PCCE communities have had teachers highlighted: Edmonton, Lacombe, Calvin, Covenant, Gateway, Rocky, Drayton, Calgary, Fort McMurray and Immanuel.

Leadership Cohort Gathering: We are looking forward to continuing to dig deeper into the recently published "Called, Connected, Committed: Framework for Canadian Christian School Leadership" on May 7-8 at the Entheos Retreat Centre near Calgary. Dr. Rod Wilson will be leading our sessions on the theme of "Instilling Hope." When Rod last joined us, his sessions were highly regarded so we are excited to have him back again! Please encourage your school leadership team to attend.

Leadership and School Reviews: As the three key responsibilities of a Board are to Direct, Protect and Inspect, Boards need to regularly gather data regarding the work of their senior employee and also the school program in general. This data is essential in providing the Board with the needed information to lead well. PCCE offers three distinct services/resources to assist Boards in this regard.

- We organize Leadership Reviews, conducted by a PCCE-led external team, of the senior employee of the society (principal, executive director etc).
 - We have a resource for school boards to use to conduct internally-led Leadership Reviews to support and provide feedback to their leader in years between the formal external review noted above.
 - We conduct PCCE-led comprehensive school reviews for our Independent Schools, as well as Society reviews for our Alternative Programs.
-

Professional Support Network: We continue to host virtual gatherings for a variety of groups within the PCCE - mostly for people/positions who are the only ones in their school and thus benefit from gathering with others in similar roles to ask questions, share resources, learn, and encourage each other.

Consulting: Primarily accessed by school leaders and board members, schools connect with PCCE to receive advice or encouragement on issues. At times, PCCE will connect schools with outside consultants with expertise in the area of concern.

Mediation: If school communities find themselves in a position where a conflict is not being resolved internally, PCCE offers/coordinates mediation services.

Job Postings: A reminder that member schools can post job openings on our website at no cost. Send the information to office@pcce.ca. Additionally, schools can also post openings at no charge on the websites of our Canadian sister organizations (SBSBC & Edvance)

Work with Some of Our Partners

Partner: [Christian Schools Canada](#): PCCE is represented by Gayle (Chair of CSC). One of the flagship events of CSC is the biennial Leadership Conference. The next event will be held in the fall of 2026 in Whistler, British Columbia. School boards will want to be sure to include this in their 2026-27 budget so their school leader(s) can be part of this event. PCCE will be hosting again in 2028.

Partner: [EduDeo Ministries](#): EduDeo is now an official partner in using the Teaching for Transformation framework with their schools in the majority world. PCCE provides support and training for EduDeo's staff and volunteers. Both Gayle and Jeremy also volunteered as Learning Leaders last year, with Gayle continuing her work in Zambia (with Laura Witten from Immanuel Christian School) and Jeremy working in the Dominican Republic. In addition, Gayle serves on the board of EduDeo Ministries.

Partner: [Society for Christian Schools in British Columbia](#): Our BC sister organization is holding their annual [Navigate Conference](#) for people working in finance and marketing. Dates: April 13-14 in Delta BC. If your school has not received a bursary to attend recently (2023-24 or 2024-25), PCCE will reimburse up to two registrations per society. Register using the link noted (register as a "CSC Member" for a reduced price) and then send Gayle an email (gmonsma@pcce.ca) with the details (school, names).

Partner: [Christian Schools International](#): CSI has undergone significant structural changes and the main one of which impacts PCCE schools is that membership in CSI is no longer necessary to participate in the Pension and Benefits program. We continue to work together on projects and initiatives, where it makes sense, such as ELDI.

Partner: [Christian Education Benefit Solution Society](#): If your school does not offer benefits and pension to your employees (staff in Independent Schools or society staff in Alternative Programs), check out CEBS for a Canadian option!

Partner: [The King's University](#): We are pleased to have Henry Algera, Dean of the Education Program, on our PCCE Board. Gayle is part of the Teacher Education Advisory Committee.

Partner: [Christian Stewardship Services](#): Through your school's membership in PCCE, you also are members of CSS.

Operations

PCCE Staff:

- Gayle Monsma - Executive Director
 - Jeremy Horlings - Associate Executive Director
 - Hugo VanderHoek - Independent School Consultant
 - Ruth Pelech - Administrative Assistant
 - Bethany Seinen - Administrative Assistant
 - Lisa Gatzke - Bookkeeper
-

Staff Transition: PCCE is thankful for the work of our current Executive Director, Gayle Monsma, for the last ten years. She will be transitioning into retirement at the end of this school year. The Board is very pleased to have appointed Matthew Bekkering as the incoming Executive Director. You can read more about Matthew [here](#). Gayle and Matthew will be working together in the summer and into the next school year to ensure a smooth transition for PCCE and its members.

Board Structure: The PCCE Board is proposing an update to the PCCE bylaws that includes restructuring the board and board membership. This will be part of our AGM agenda on March 7. Be sure to read the accompanying documents carefully prior to the meeting.

Strategic Planning: The PCCE staff and board created an updated Strategic Plan that will guide our organization with an intentional and forward thinking look to the next 3-5 years. [Click here](#) to see the abbreviated version that highlights the goals.

12 | PROPOSED BYLAW UPDATES

Bylaws are the guiding rules for how The Prairie Centre for Christian Education operates. Over time, some sections have become outdated, unclear, or misaligned with current best practices. The updates ensure the bylaws accurately reflect how the organization functions, clarify roles and processes, and strengthen governance for the future.

Most of the changes are **minor or technical**, intended to better reflect how the organization operates today and to simplify language where it has become wordy or outdated.

Examples include:

- Updating the **membership application process** to reflect current practice.
- Clarifying or streamlining the **roles and duties of officers** for clarity and efficiency.
- Adding provisions to allow for **electronic voting** where appropriate.
- General wording adjustments to make the bylaws easier to read and understand.

These updates ensure that our bylaws remain a faithful, practical guide for governance, while keeping them aligned with both legal requirements and best practices.

The most significant updates, which require careful consideration by the membership, relate to **Board composition and structure**. These changes are designed to strengthen governance, enhance representation, and ensure the Board is well-equipped to serve the membership faithfully and effectively. Below you will find a detailed explanation of these proposed changes.

DOCUMENTS

- [Current Bylaws](#)
- [Proposed Bylaws](#)

BOARD COMPOSITION AND STRUCTURE: Proposed Bylaw Changes

A Faithful and Intentional Approach to Governance

The proposed bylaw changes are rooted in a desire to govern faithfully, steward resources wisely, and serve the membership in a way that honours God and advances our shared mission. Christian governance calls us to discern together who is best equipped to lead at a given time, recognizing that God gifts the body with diverse abilities for the building up of the whole (1 Corinthians 12).

Together, these proposed changes strengthen the Board's capacity to exercise wise oversight, provide spiritual and strategic leadership, and act as faithful servants of the community entrusted to its care.

1. A More Intentional Approach to Board Membership

What is changing

The most significant proposed change relates to Board composition. While geographic representation has served us well and remains an important consideration, the proposed bylaws broaden the criteria for Board membership so that the Board can be more intentional and discerning in its composition.

Under the proposed structure, the Board will be able to:

- Prayerfully seek members with specific gifts, skills, and experience needed for faithful governance (e.g., accounting and financial stewardship, human resources, board leadership, legal or strategic insight).
- Reflect the diversity of the membership in meaningful ways, including geography, school size, urban and rural contexts, elementary and secondary education, and different governance or operational models (independent/alternative).
- Regularly assess its own strengths and limitations and intentionally invite individuals whose God-given gifts align with the current needs of the organization.

Why this matters

Christian governance is not only about representation, but about discernment—seeking those who are best equipped to serve at this time. As the responsibilities of the Board evolve, a more intentional approach enables the Board to move from reacting to challenges to faithfully anticipating them, exercising wisdom, humility, and foresight on behalf of the membership.

2. Changes to Specific Board Positions

Removal of The King's University representative

The proposed bylaws remove the designated Board position for a representative from The King's University. This change reflects the evolving nature of our relationship and the fact that our office is no longer located at The King's University. Aligning Board structure with current realities supports clarity, integrity, and good order in governance.

Educator representation: continued voice with greater flexibility

The current requirement of two teachers and one school leader is being replaced with **three educators**, with the provision that **at least one be a teacher and one be a school leader**.

This approach:

- Preserves a strong and faithful voice from those working daily in schools.
 - Affirms the importance of lived experience in educational practice and leadership.
 - Allows flexibility to discern whether the organization would be better served by an additional teacher or school leader at a given time.
-

3. A Right-Sized Board for Faithful Stewardship

Reducing Board size from nine to seven members

The proposed reduction in Board size reflects a commitment to good stewardship. A right-sized Board supports:

- More focused and prayerful discussion
- Stronger accountability and participation
- Efficient use of time and financial resources

This change is not about doing less, but about doing our work well, with care and attentiveness to the responsibilities entrusted to us.

Provision for up to two additional members

The bylaws also include a provision for the possible addition of **up to two Board members** whose particular gifts or expertise are seen as especially beneficial to the organization at a given time. This allows the Board to respond wisely and flexibly to emerging needs, without permanently expanding its size.

BENEFITS TO THE MEMBERSHIP AND THE MISSION

Taken together, these proposed bylaw changes support a Board that is:

- **Faithfully discerning** in its leadership
- **Well-equipped** for the complexities of governance
- **Representative** of the community it serves
- **Responsive** to changing needs
- **Committed to wise stewardship** of resources

Ultimately, these changes are intended to help the Board better fulfill its calling: to serve the membership, support schools and educators, and advance the mission entrusted to us, for the flourishing of students, communities, and God's Kingdom.

FAQ's

1. Who decides whether the bylaw changes are approved?

Bylaw changes require approval from the **membership**, in accordance with the procedures outlined in the current bylaws. This ensures that members retain ultimate authority over governance changes.

Voting on the proposed changes will occur at the PCCE Annual General Meeting on March 7, 2026. As a reminder, for a member (school society) to be considered present at the AGM, they must have both a board and educator representative in attendance. PCCE Bylaw changes require 75% approval.

2. How can members ask questions or provide feedback?

Members are encouraged to submit questions in advance by contacting the PCCE Chair, Monica Loewen (Board@pcce.ca) or raise them during the AGM.

3. Will these changes affect day-to-day operations?

For most members and schools, day-to-day operations will not change. The updates primarily affect governance, decision-making, and clarity of processes. The goal is to **strengthen leadership and oversight**, which benefits everyone in the organization over the long term.

4. Why move away from geography as the primary qualification for Board membership?

While our current bylaws ensure geographic representation, it does not always ensure the Board has the specific expertise required for faithful governance at a given time. Christian governance calls us to discern how God has gifted individuals for the good of the whole body. The proposed changes simply allow geography to be balanced with other important considerations.

The Board will intentionally consider a range of perspectives: representation remains a priority, but it is now understood more broadly than location alone.

5. How will Board members be identified and selected under the new structure?

Annually, in the process of filling vacancies, the Board will assess its own composition, identify gaps in skills or representation, and prayerfully seek nominees whose gifts and experience align with the organization's needs. Member involvement and transparency in the nomination and approval process will continue as outlined in the bylaws. As in the past, Board members will be selected by the membership at the Annual General Meeting.

13 | SHERATON CAVALIER MAP

MEETING ROOMS

