



# ***HELPING KIDS SOAR***



Education Plan 2025-2028










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## Message from the Board Chair and the Executive Director




On behalf of the Board of Directors of Renfrew Educational Services we are pleased to present the Helping Kids Soar: Three Year Education Plan 2025-2028. This plan meets the requirements established by Alberta Education that supports, fosters, and enhances learning in our school environments.

The members of our Board of Directors are passionate about the work that is done for children, students, and their families. The Board of Directors are strong stewards supporting and guiding the governance of the organization. Our Board of Directors along with senior management collaborate with community partners, parents, and staff to establish meaningful opportunities and goals to achieve success for every child and student. We have a strong focus on education, daily living, social/emotional development, and the overall well-being of every child and their family.



As a Designated Special Education Private School, the diverse and complex needs of our students and children require a stimulating, engaging, and highly skilled team. We are proud of our teams that are led by our teachers and include parents, child development facilitators, speech language pathologists, occupational therapists, physiotherapists, psychologists, music therapists, low incidence team, and family support. Our Three-Year Education Plan will help to lead and guide our priorities and programs into the future. It outlines our many initiatives and how we will implement them over the course of the next three years. As always, we look to continue to improve outcomes to ensure that our students and children are successful learners.



Over the course of this past year, we were introduced to our new Field Services Manager. We had a wonderful opportunity to take him on Renfrew's journey over this last year as we prepared and shared our Education Plan and Annual Education Results report. We look forward to continuing to share Renfrew's story as it reminds us why we do what we do for children and their families.

This year marks a 51-year milestone for Renfrew Educational Services. It has a long history of providing education to children and students with disabilities and we look forward to opening our new Legacy ECS to Grade 12 school in the Bearspaw area in September 2027. We are excited to expand services to include junior and senior high school students with disabilities.

As a united team we will work together Helping Kids Soar!



Thomas Buchanan  
Board Chair



Janice McTighe  
Executive Director





## Accountability Statement

The Education Plan for Renfrew Educational Services commencing August 2025 was prepared under the direction of the operator and/or governing body in accordance with the responsibilities under the Private Schools Regulation and the Ministerial Grants Regulation. This plan was developed in the context of the provincial government's business and fiscal plans. The operator and/or governing body has used its performance results to develop the plan and is committed to implementing the strategies contained within the plan to improve student learning and results.

The operator and/or governing body reviewed and approved the 2025/2028 Education Plan on May 29, 2025.



Thomas Buchanan  
Board Chair

## Publication

You can find Renfrew's **Helping Kids Soar: Education Plan 2025-2028** on our website:

<https://renfreweducation.org/publications/>

## Foundational Statements

### OUR VISION

To create exceptional learning and supportive experiences in an optimal environment, opening a world of possibilities for every child and youth while welcoming and supporting families and caregivers.

### OUR MISSION

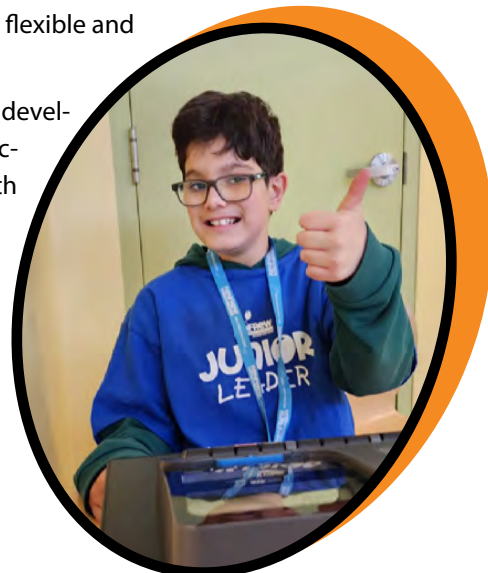
We exist to serve and to provide the best possible programs and services so that children and youth can grow and work towards their potential.

### OUR CORE VALUES

- Respect for each child, youth, and family/caregiver
- Commitment to continual learning and innovation
- Honour our commitment to staff to provide the resources needed to do the job, a safe inclusive environment and opportunities for growth and professional development
- Dedication to safe and caring environments
- Commitment to meet the needs of children, youth, families/caregivers, and staff
- Committed to a diverse and inclusive workplace
- Honour and value diversity in the workplace, classrooms, families and in the community
- Honouring our legacy into the future

### OUR GUIDING PRINCIPLES

- **We believe** that intervention is crucial to the development of every child and youth.
- **We believe** that children and youth deserve the best intervention and program planning, based on current best practices and research to reach their full potential.
- **We believe** that both the dignity and worth of the family must always be respected and enhanced.
- **We believe** in family centred practice.
- **We respect** the cultural and diverse needs of our families/ caregivers. Our programs and services are flexible and responsive to their inherent differences.
- **We are committed** to supporting staff to develop the knowledge, attitudes, and skills necessary to meet the needs of children, youth and their families.
- **We believe** in providing a continuum of programs and services creating a wrap-around approach for children, youth, families/caregivers.





## Who We Are

Renfrew Educational Services is a not-for-profit society and registered charity that has been welcoming children and parents since 1974. We provide an enhanced learning environment for children with disabilities.

Renfrew recognizes that children, youth and their families need the best possible learning environment in which to grow and work towards their potential.

In several locations across Calgary, Renfrew has worked miracles in the lives of young children from ECS to junior/senior high.

A team of educational and therapeutic professionals collaborate to tailor learning environment to meet the unique needs of every Renfrew child.

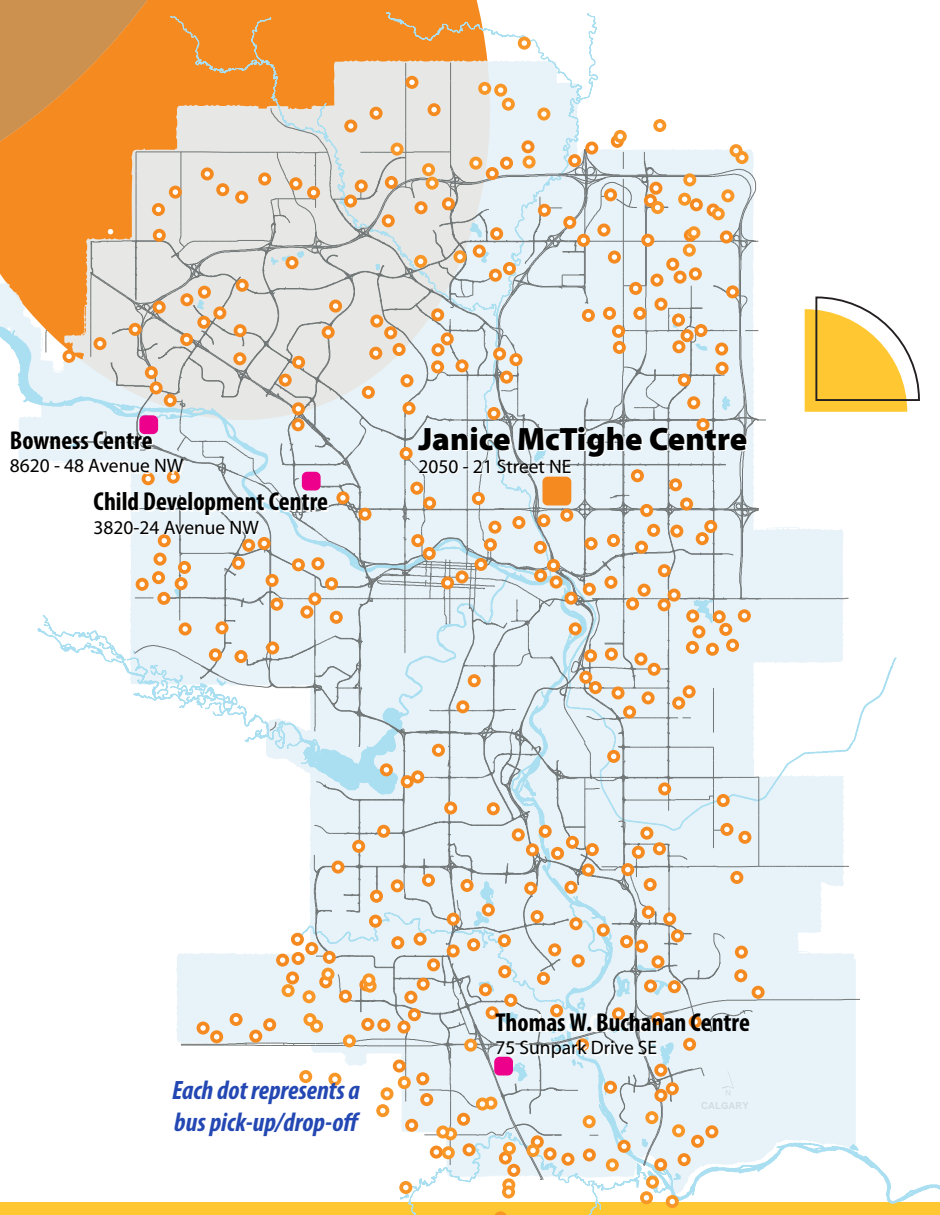
**4 SCHOOL SITES**

**48 BUS ROUTES**

We are committed to:

- High staff to child ratios
- Up-to-date learning resources
- Individualized programming
- Family support
- A safe and caring environment

We continue to provide the intervention and supports necessary to prepare children and students to succeed in future endeavors to the best of their abilities.



# School Authority Profile



We serve children ECS to junior/senior high age and their families, who live in Calgary and the surrounding area (Chestermere, Okotoks, Cochrane, Langdon, High River and Airdrie). Currently, we have four locations in Calgary: Janice McTighe Centre, Bowness Centre, Child Development Centre and Thomas W. Buchanan Centre. Renfrew Educational Services is a Designated Special Education Private School in Alberta.

Our ECS classrooms consist of children with mild/moderate and severe needs. Each classroom team is led by a qualified teacher. Children are supported in the classroom by child development facilitators as well as a therapy team. Children to adult ratios vary according to the needs of the children.

Our elementary and junior/senior high classes are small in size, approximately 14 students. Classrooms are multi-age, comprised of students with a range of strengths, skills and needs. Teachers focus on providing dynamic, authentic activity-based programming utilizing not only the classroom environment but other spaces inside and outside the school. Students are supported in the classroom by a teacher, child development facilitators, learning specialists and therapy team.

Child development facilitators in all classrooms are responsible for working on the goals outlined in each child or student's IPP (Individual Program Plan)/ ISPP (Individual Service Program Plan), under the direction of the teacher.

IPP/ISPPs are designed by a team made up of the child's parents/guardians, classroom teacher, child development facilitator and site manager/principal. Appropriate personnel – speech language pathologists, occupational and physiotherapists, augmentative communication specialists, teacher of the blind and visually impaired, teacher of the deaf and hard of hearing and psychologists also assist in designing, implementing and evaluating program plans. Medical professionals or outside agencies are consulted when required.

Our Family Support Team is dedicated to the wellbeing of the families and children we serve. They provide family-centred services to facilitate connections and support in the home and in the community.







**ECS - Grade 12 Legacy School**  
"Opening Fall 2027"



**Bowness Centre**  
8620 - 48 Avenue NW

**Child Development Centre**  
3820-24 Avenue NW

**Janice McTighe Centre**  
2050 - 21 Street NE

**Thomas W. Buchanan Centre**  
75 Sunpark Drive SE



# Looking Back and Moving Forward

Renfrew celebrates a major milestone of 51 years of providing exceptional service to children and families. We are proud to build on our achievements by continuing to offer opportunities for innovation, learning and creativity for children, students and youth.

As we continue our Legacy School capital campaign, we developed partnerships in Calgary and surrounding area and welcomed many visitors to experience the specialized learning environment that Renfrew offers. We are excited about the opportunities our new Legacy School will provide and we look forward to working with our stakeholders to make this dream a reality. The new Legacy School will allow us to expand services to include junior and senior high school students. Just like our other facilities this school will be specifically designed for students with disabilities. This state-of-the-art facility will provide specialty rooms (sensory integration, inclusive fitness, play therapy), uniquely designed learning pods (science, art, drama, music), multi-media library, greenhouse, and outdoor education areas. It will also have a strong focus on life-skills and vocational training.

In March 2025 we celebrated Renfrew's 26th Annual Helping Kids Soar Gala. Over 850 guests enjoyed our celebration featuring a live and silent auction, while showcasing our students greeting guests and performing in the choir. A special gala video showcased the journey of several students and families, and the impact Renfrew has made on their lives. An especially poignant part of the video was when a student was interviewed about her personal journey at school. In addition, we were excited to have Canadian legend Paul Brandt and

his wife Elizabeth Peterson perform as a special musical guest. This event wouldn't be possible without our Gala Committee led by a Board Member and supported by community stakeholders and Renfrew staff.

Renfrew partnered with the Flames Foundation to celebrate Spring with an Easter egg hunt featuring special guests, including mascots Harvey the Hound and Blasty, alumni Flames players, and current Wranglers players. In addition to this partnership, the Renfrew Choir was asked to sing at the opening game of the Centennial Cup for the Canadian Junior hockey league national championship tournament.

We will continue to offer as many opportunities to connect with all stakeholders in as many ways as possible, online, outdoor events, virtual tours, social media and in person. In addition to our survey and conversations with community stakeholders, the results from the Accountability Pillar Report were used to review outcomes that align with the Minister of Education's business plan. Alberta Education Survey results from parents and teachers indicate Renfrew has been performing in the excellent range for several years which is above the provincial average. Renfrew's local measures reported positive results from families and teachers.

Outcome trends will continue to be monitored and information will be gathered to change processes and priorities as needed.

**The Renfrew Choir  
singing at our Helping  
Kids Soar Gala**





# Outcomes

**OUTCOME 1:** All students and children will be provided with the best intervention and program planning to reach their full potential.

Every child/student's program is uniquely designed to meet their needs. We constantly reflect on current practises and research new trends and innovations to implement in our schools.

**OUTCOME 2:** Continue to increase opportunities for family and community engagement with Renfrew Educational Services.

Renfrew values our connections with families and the community stakeholders and is committed to increasing our relationships to ensure our programs are supported, sustainable and continue to grow.

**OUTCOME 3:** Renfrew Educational Services will continue to promote professional learning of our educators.

Life-long learning is imperative to the success of our children and students. Renfrew has skilled and innovative educators who are provided with and encouraged to engage in further professional learning.



**OUTCOME 1: All students and children will be provided with the best intervention and program planning to reach their full potential.**

Strategies	Measures
<ul style="list-style-type: none"> <li>Junior/Senior high teachers will continue to expand developmentally appropriate electives and learning opportunities.</li> <li>Junior/Senior high teachers will expand outdoor education opportunities in various environments.</li> <li>Junior/Senior high teachers will expand life skills, vocational experiences with students.</li> <li>Teachers initiate the Areas for Growth and Getting to Know You Forms to gather family areas of priority then collaborate with families to develop individual program plans and conduct ongoing reviews.</li> <li>The Renfrew school community will continue to learn, share indigenous perspectives and develop further understanding to support the implementation of Truth and Reconciliation Commission recommendations.</li> <li>Teachers will continue to plan, implement and modify a wide variety of developmentally appropriate, play based activities to target learning areas and goals as we value play as the foundation for learning.</li> <li>Teachers will continue to plan, implement and modify a wide variety of developmentally appropriate hands-on experiential learning, life skills and prevocational activities to support elementary/junior/senior high programming for students.</li> <li>Teachers will continue to develop community relationships to enhance programming at all levels of development.</li> <li>Teachers in consultation with the multi-disciplinary team will continue to share in-depth information with families through progress reports, IPPs/ISPPs through formal and informal communication regarding child/student success.</li> <li>All students including our self-identified First Nations, Metis and Inuit (FNMI) children/students will participate in the curriculum, modified as appropriate for their individual learning needs.</li> <li>All students including our self-identified FNMI children/students in the elementary/junior/senior high programs, in consultation with families, will be given the opportunity to participate in the provincial achievement tests using supports as permitted.</li> </ul>	<p><b><u>Provincial Measures</u></b></p> <ul style="list-style-type: none"> <li>Survey measure of student learning opportunities</li> <li>Survey measure of citizenship</li> <li>Survey measure of work preparation</li> <li>Survey measure of FNMI student growth and achievement</li> </ul> <p><b><u>Local Measures</u></b></p> <ul style="list-style-type: none"> <li>Informal and formal assessments</li> <li>Classroom observation</li> <li>Parent report</li> <li>Video and picture documentation</li> <li>Family feedback during IPP/ISPP reviews</li> <li>Family feedback during Parent/Teacher conferences</li> <li>Intake process</li> <li>Child/Student engagement observations</li> <li>Team planning</li> <li>IPP/ISPP documentation</li> <li>Indigenous family and community involvement /feedback</li> </ul>

## Outcome 1 Insights

Provincial and local measures reflect that the majority of families and teachers agree/strongly agree that children/students have access to the appropriate supports and services at school. IPPs play an integral role in our program, local measures reflect that the majority of families and teachers agree/strongly agree that children/students are growing and learning as they achieve their IPP goals. Results from the local measure indicate that the majority of students achieved all their IPP goals. Art, drama, dance and music are highly engaging and important elements of daily programming that supports the development of a wide range of skills. Renfrew will continue to create effective opportunities for community engagement for children/students. Resources will continue to be allocated over the next three years for junior/senior high teachers to research and develop electives and vocational programs. Research time and resources will continue to be budgeted over the next three years for outdoor education programs ensuring all students can participate.

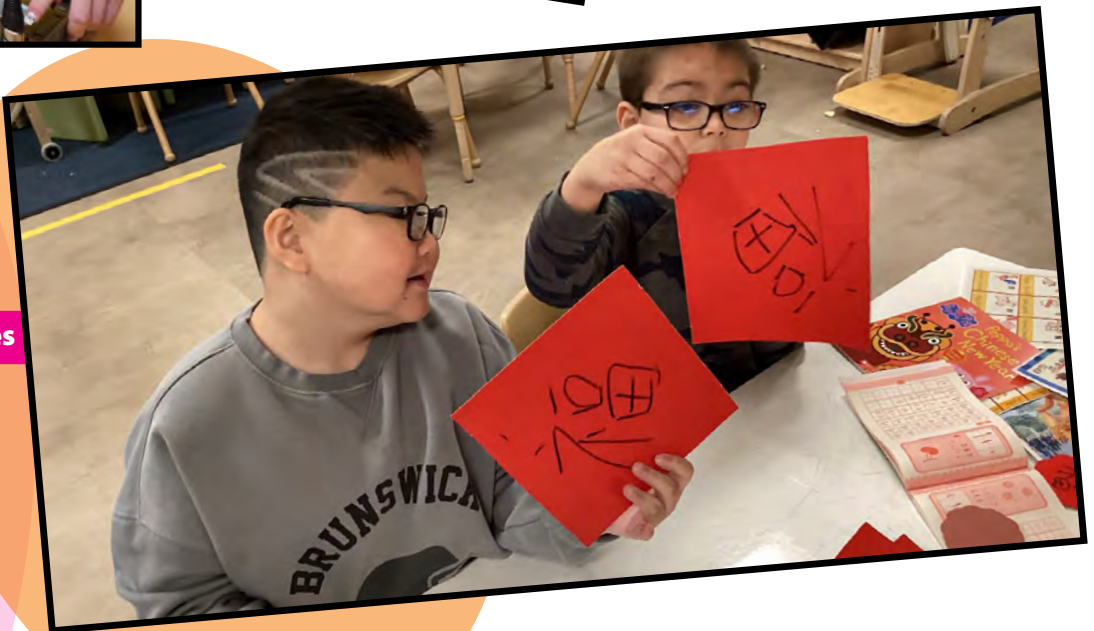






**Electives**

**Lunar New Year Activities**



**Student Writing**

**Using an Alternative Communication device**



## OUTCOME 2: Continue to increase opportunities for family and community engagement with Renfrew Educational Services.

Strategies	Measures
<ul style="list-style-type: none"> <li>Renfrew will continue to organize an outreach day and expand collaboration with the Alberta Children's Hospital seating clinic physiotherapists, occupational therapists and technicians, vendors and families.</li> <li>Renfrew will collaborate with the Community Health Nurse to provide monthly family resources and student vaccinations.</li> <li>Renfrew will continue to ensure online visibility to optimize engagement with families and the wider community.</li> <li>Renfrew will support community families with therapy services (assessments, consultation, intervention) through our Assessment Therapy Service (ATS) department.</li> <li>Renfrew's Low Incidence Assistive Technology department will continue to provide community based Augmentative Alternative Communication (AAC) support.</li> <li>Renfrew will continue to offer the Triple P parenting program to Renfrew families.</li> <li>Renfrew's Family Support will continue to offer: <ul style="list-style-type: none"> <li>family networking opportunities through various activities e.g. KidzGo play space, Parent Child Mother Goose, Science Centre visits, We Rock the Spectrum</li> <li>multiple "Where to after Renfrew" school transition information sessions</li> <li>the "Helping Hands" outreach program for the holiday season</li> </ul> </li> <li>Renfrew will continue to offer respite for the community through the Stepping Out on Saturday program.</li> <li>Renfrew will support families to access respite services by advertising in our staff newsletter.</li> <li>Renfrew will continue to participate in a variety of community and family resource fairs e.g. Family Supports for Children with Disabilities (FSCD) Resource Fair, Alberta AAC Vendor Days, ECS Provider Open House.</li> <li>Renfrew will continue to collaborate with post-secondary institutions through participation in advisory committees, research studies, student information sessions, tours and practicum placements.</li> <li>Renfrew will continue to explore opportunities for families to access specialized equipment, materials, clothing and resources through secured partnerships with businesses/vendors in the community.</li> <li>Renfrew will continue to offer a community specialized equipment lending program.</li> <li>Renfrew will continue to be Alberta Aids to Daily Living (AADL) level 3 authorizer to ensure families can access essential resources.</li> <li>Renfrew will continue to provide work placement opportunities for Renfrew Alumni in our various school sites.</li> </ul>	<p><b>Provincial Measures</b></p> <ul style="list-style-type: none"> <li>Survey measure of learning supports</li> <li>Survey measure of parent involvement</li> </ul> <p><b>Local Measures</b></p> <ul style="list-style-type: none"> <li>Family surveys</li> <li>Family Support data collection</li> <li>Formal IPP/ISPP reviews</li> <li>Assessment and Therapy Services data</li> <li>Social media platform data</li> </ul>



### Outcome 2 Insights:

Local and provincial measures indicate Renfrew families were pleased with the opportunities to be involved with their child's school. Community connections and partnerships continue to grow which benefit Renfrew families and the larger community. Our increased presence on social media platforms that highlight our programs, student success and family education, has broadened our

connections to families and other schools, agencies and businesses. Over the next three years, Renfrew will continue to focus on media platforms to enhance our connection with families and our community stakeholders. We will continue to work with our post-secondary partners and other agencies to foster and expand relationships over the next three years.

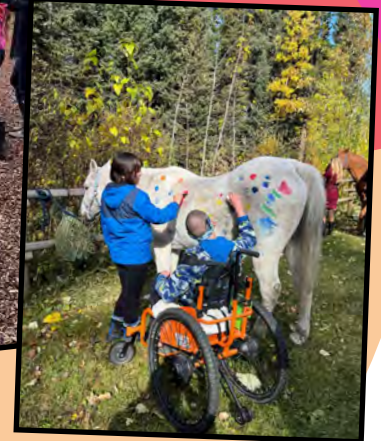




## Assessment and Therapy Services



## Outdoor Education





### OUTCOME 3: Renfrew Educational Services will continue to promote professional learning of our educators.

#### Strategies

- Teachers and school leaders will continue to be encouraged to participate in professional learning opportunities and conferences to support implementation of the new curriculum.
- Renfrew children/students, teachers and school leaders will be provided with opportunities and resources to broaden their understanding of residential schools and FNMI reconciliation.
- Staff will share information from external workshops/conferences attended with colleagues.
- Agency-wide teacher meetings will continue to support professional learning and foster learning communities.
- Renfrew will have staff currently working with First Nations health and education programs share information from FNMI training opportunities with teachers, school leaders and support staff.
- Renfrew will continue to host speakers that effectively address ongoing professional learning for teachers in “best practices” for children/students with disabilities.
- Renfrew’s Low Incidence Assistive Technology team will continue to provide up to date resources, materials and training.
- Renfrew’s Vision Specialist and Deaf and Hard of Hearing teacher and Audiologist will share expertise and knowledge.
- A variety of in-services will be implemented that increase teachers’ knowledge and understanding of learning areas.
- Teachers will continue to participate in a peer coaching program where programming is observed, and feedback provided.
- Renfrew will develop a program to build a collaborative and inclusive team culture while focusing on universal goals for teachers.
- All Renfrew staff will complete the Brain Story Certification.
- Renfrew will continue to build capacity with future educators and leaders through practicum partnerships and volunteer opportunities.
- Various grants through Nutrien and the Alberta Foundation of the Arts offered opportunities to enhance student learning through earth sciences and the arts.

#### Measures

##### Provincial Measures

- Survey measure of continuous improvement
- Survey measure of in-service needs
- Survey measure of student learning opportunities learning supports

##### Local Measures

- Staff surveys, informal feedback
- Annual staff performance evaluations
- FNMI resource inventory
- Professional learning evaluations
- Annual teacher peer coaching data will be collected and reflected upon by teachers and administration



### Outcome 3 Insights:

Local and provincial measures indicate Renfrew teachers were very positive with the opportunities that were available to them for professional learning. Renfrew will continue to implement a variety of programs to meet the needs of children/students such as music and physical education lead by specialists. Teachers will continue to integrate technology into their classrooms supported by our Low Incidence Team. We will continue to explore opportunities in how we can use 3-D printers to enhance student success over the next three years. Examples of new 3-D printed materials include core modelers and individualized fidget tools. Staff will also

be provided with opportunities to broaden their understanding of different cultural perspectives including Indigenous people through a variety of workshops, implementation of new resources, discussions and cultural diversity events. Renfrew will continue to work in collaboration with our Nation partners over the next three years.

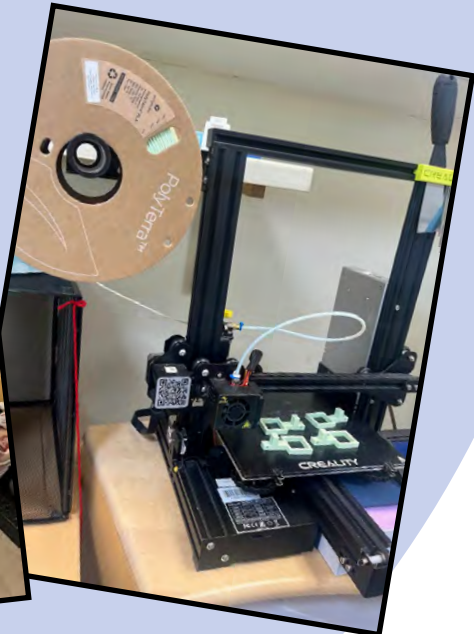




**Pink Shirt Day**



**3-D Printed Core Modelers**





# Stakeholder Engagement

Renfrew recognizes that in a rapidly changing world and with increased expectations being placed on educators and schools, supporting children and students cannot be accomplished in isolation. In our 51 year history we have recognized the importance of effective partnerships within our community, post-secondary institutions, First Nations, service providers, various government ministries, and with our corporate supporters. We have worked to maintain long-established partnerships while reaching out to build new ones in support of providing quality programs and services to our children, students and families.

## FAMILY INVOLVEMENT

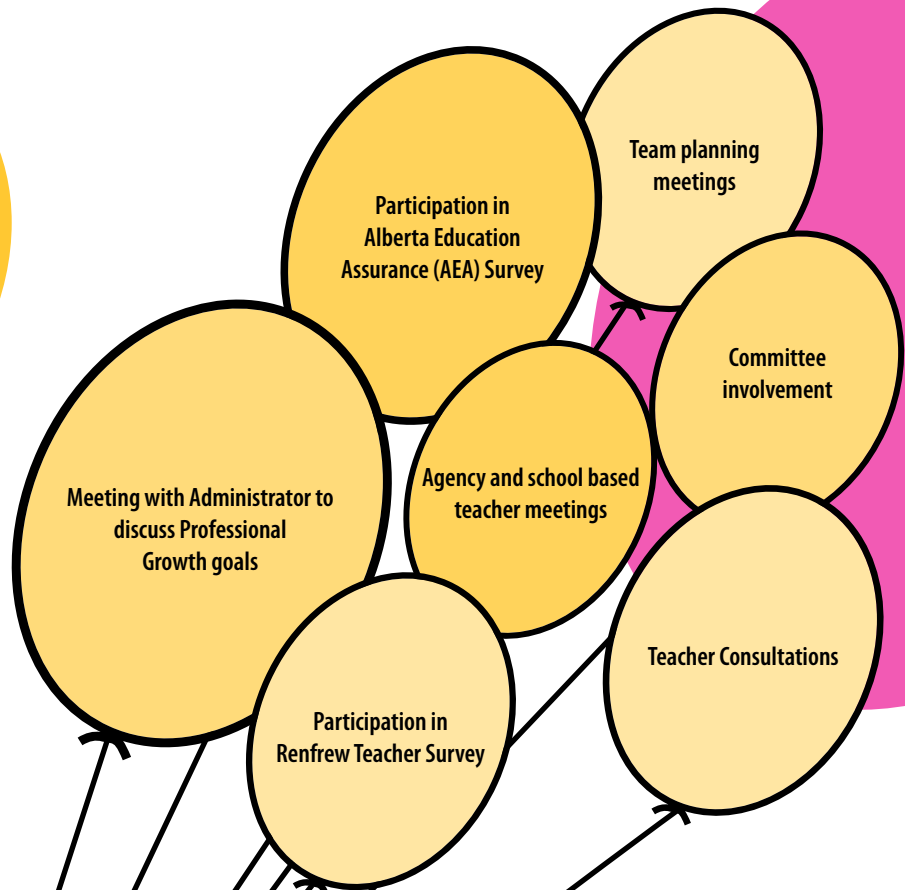


### Family Support Parent Events and Programs

Families were involved in the development of the education plan in a variety of ways. Families provided feedback on programs and services through surveys and discussion. For example, families complete pre/post-surveys when participating in our Family Parenting program, completing the Family Support Needs Assessment. Families also provide program feedback during Parent Advisory Council (PAC) meetings. Parent Advisory Councils have the opportunity to review survey results. Families also participate in the Alberta Education Assurance (AEA) survey. This information and data is used to review and update the local priorities in the plan.

## TEACHER INVOLVEMENT

Teachers are involved in the development of the education plan through meetings, individual discussions and participation in surveys. To gather further information regarding our local context, a Renfrew teacher survey is administered annually. Information gathered from teachers is used to update local priorities in the plan.





# COMMUNITY ENGAGEMENT

Our community partners were engaged through a variety of collaborations and partnerships. Information is gathered through meetings, working groups and informal discussions that provide insights to add or update the local priorities in our education plan.



Calgary Waldorf School student visit



Stepping Out on Saturdays (SOS) Respite Program

Magna Insurance Golf Tournament, Calgary Italian Open and Birdies for Kids Fundraising Partnerships







**Flames Foundation Event**



**Nations Partnership**

## Specialized Rooms

Each of our centres has a variety of specialized rooms.

**Brave Wave**



**Brave Cave**



**Multi-Sensory Room**







**Greenhouses**



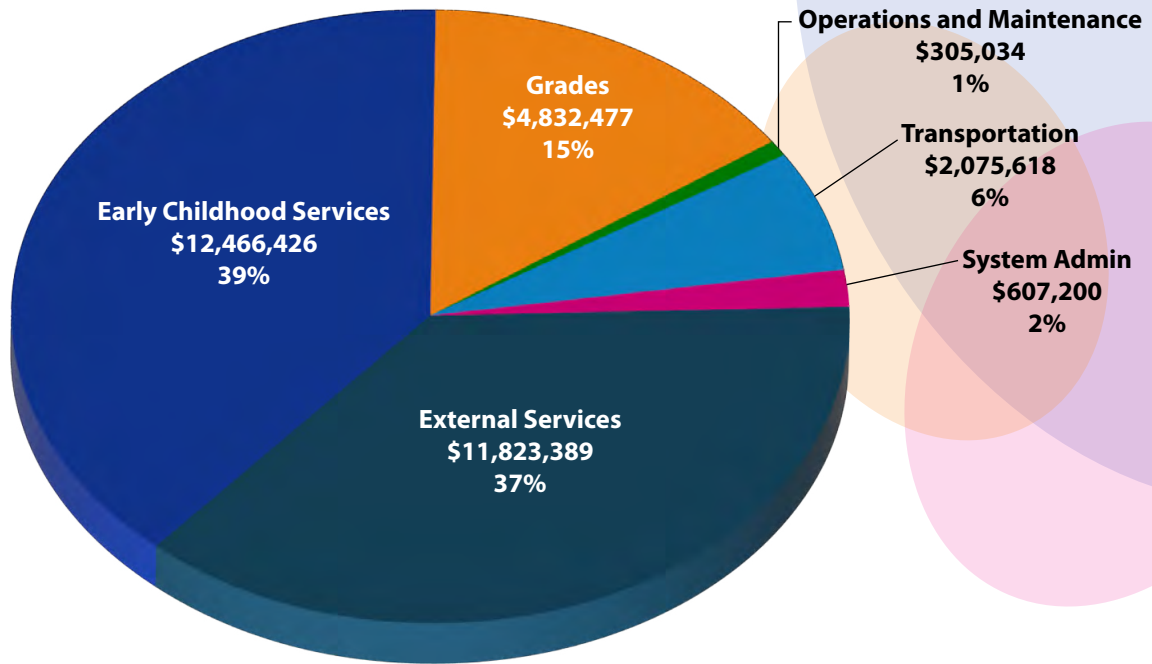
**Mind and Movement Rooms**



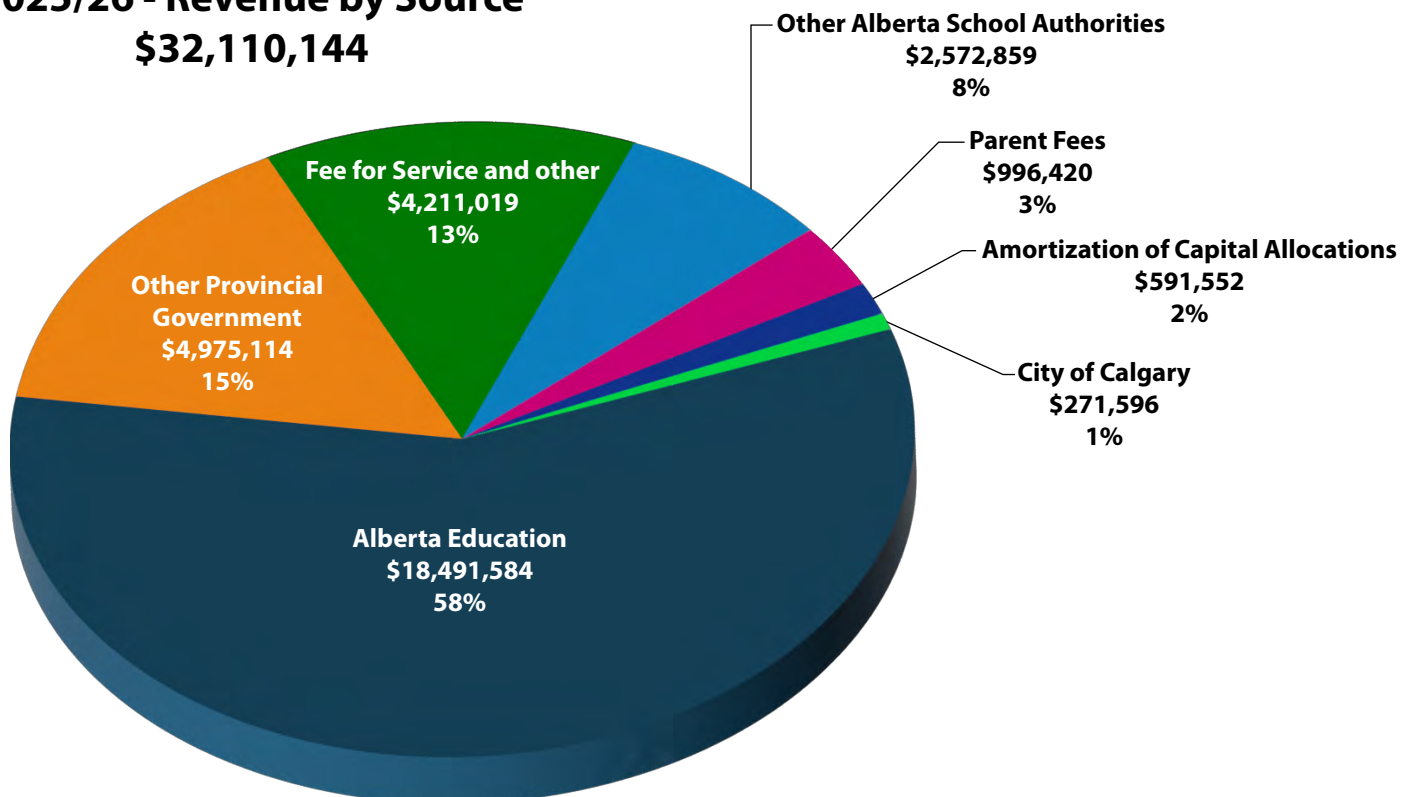


## Budget Highlights 2025-2026

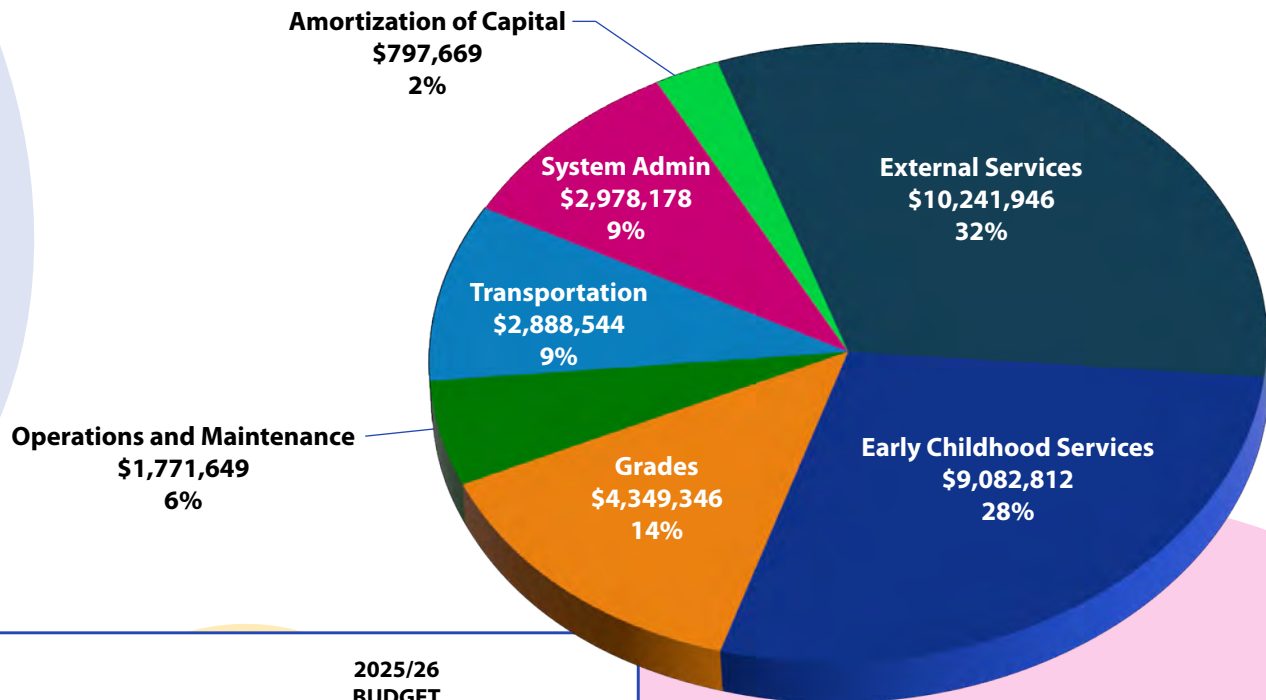
### 2025/26 - Revenue by Program \$32,110,144



### 2025/26 - Revenue by Source \$32,110,144



## 2025/26 - Budget Expenditures by Program \$32,110,144



	2025/26 BUDGET Amount	Percentage
<b>REVENUE SUMMARY</b>		
Alberta Government	\$ 26,311,153	82%
Other Revenue		
Tuition	\$ 996,420	3%
Fundraising/gifts	\$ 186,229	1%
All Other	\$ 4,024,790	13%
Amortization of Capital Allocations	\$ 591,552	2%
<b>TOTAL REVENUES</b>	<b>\$ 32,110,144</b>	<b>100%</b>
<b>EXPENDITURE SUMMARY</b>		
Instruction	\$ 13,432,158	42%
Administration	\$ 2,978,178	9%
Operations and Maintenance	\$ 1,771,649	6%
Transportation	\$ 2,888,544	9%
Other	\$ 10,241,946	32%
Amortization of Tangible Capital Assets	\$ 797,669	2%
<b>TOTAL EXPENDITURES</b>	<b>\$ 32,110,144</b>	<b>100%</b>
	\$ -	

### Guiding principle used for financial planning.

Financial planning is based on a consideration of students' needs and safety while operating in a fiscally responsible manner to ensure that adequate revenues are generated to meet all planned expenditures.

