



*Enabling students to meet an ever-changing world with knowledge, clarity of thought, creativity, compassion and responsibility.*



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## ANNUAL UPDATE 2015 ~ 2016

The 2015-16 school year looked to be off to a good start when we passed the budget in June of 2015. It was based on a conservative estimate of enrollment of 166 (contracts we had on file to date, the previous year's enrollment, lots of interested families) and a modest 1% tuition increase.

Based on our projections and the school's needs we made four moves before school starting in September.

1. We implemented phase two of the faculty pay grid and added a cost of living increase to all base salaries. It is important that we keep working towards full implementation of the grid, to move us closer to our goal of compensation that ensures a more equitable comparison to the rest of the profession.
2. In order to continue providing a program for three year olds in the school, we decided to meet the requirements of the new Bill 10 Day Nursery Act.
3. Based on pre-enrollment numbers and the need to grow our school we approved a fourth early childhood class.
4. Based on recommendations from the past marketing and promotions chair, we hired a part-time marketing and promotion person.

All this would have been manageable based on pre-enrollment numbers. However in late August our enrollment decreased significantly, making a significant negative impact on our budget. With preset tuition rates and low enrollment, we entered September with a projected \$100,000 shortfall to our budget. We immediately started to work together on ways to reduce this deficit.

The school had an opportunity for a matching donation campaign, "Give, Gather, Grow." If we raised \$60,000 then anonymous donors would match it with \$40,000. Although we did not reach our goal, we did raise \$46,573 and were blessed to still receive the additional donation. Thank you to all the families and faculty that see the value in a donation to the school. We still ended the year with a deficit, but not as much as it would have been without the generous contributions.

Bill 10, the Day Nursery Act presented another challenge that we had to meet in order to continue offering a full early childhood program. The Ministry of Education had many large and small requirements to meet, that the administration and faculty worked hard to implement by the January 1st deadline. We now provide a hot lunch for all preschool children who stay for a full day, and wash the dishes in the mandatory industrial dishwasher. Our existing playground did not meet the new standards. Under Brian Smyth's guidance we challenged the school community to build a playground out of natural materials that would meet the rigorous standards. Thanks to all the parents who knocked this challenge out of the park. The playground is an incredible example of the creativity and love that the parents have for our school. Not only do the children love playing there but it also sets the bar for what all playgrounds could be. A special thanks to Brian Smyth, Colin White, Gary Bot, Chris Jackson, Onofrio Virido, Slawomir Gejo and Chris Deathe.

Helen Powers joined our administration team, filling the role of part-time marketing and promotions. With the drop in enrollment she had her work cut out for her. We were encouraged that all our open houses were inundated with prospective parents while Lyli Anthon gave many additional tours. Helen's handy-work is reflected in our new promotional cards and updated website. Shannon Hofland joined our team as administrative assistant. She quickly learned all the parents' and children's names and has got us all organized, well at least the paper work! We welcome both of them and thank them for their hard work.

Sadly, we accepted Victoria Hill's resignation in April. We appreciated the many years of dedication she gave to the school. In July we hired Emese Laszlo and look forward to working with her.

For a second year we had a combined golf tournament with the Toronto Waldorf School. Thank you to Karl Berger, Tony Adams, and Ed Liptay for organizing this very successful "fun" draiser. Everyone had lots of fun and thank you to all those involved in making it a special event.

## OVERVIEW OF THE BOARD

Again this year Brian Smyth donated long hours in applying for a grant from the Cawthra Mulock Foundation. Part of the grant we received, along with the golf tournament proceeds were put towards new desks and chairs for grades two through six. Some grant money was also used to build the new preschool playground. Thanks to Brian for his hard work and to the Cawthra Mulock Foundation for its continued generosity and support.

If I could use only one word to describe this year it would be “challenging”. Although our school and spirit were confronted at every turn, our administration, faculty, board, and parent body rose to the meet the tasks. In most cases we met or exceeded the challenges and are therefore a stronger more congruent community. On behalf of the board we cannot express our gratitude enough to all those who contributed to this year’s accomplishments.

Over the past three years our Tomtens store flourished under Liz Wiggernhorn’s care. We are sad to see her move back to England and will miss her and her family’s presence at our school. We thank her for all the volunteer time and dedication to the school.

2015-16 also marks the end of Ian Frensch and Richard Ungar’s tenure on the board. Many thanks to both of them for all they accomplished and for their guidance over the years. Peter van den Heuvel stepped down from the board. We have appreciated his guidance for the last year and a half. Thank you to all those on the board past and present for all their hard work, and to everyone else who helps make a positive impact on the experience that we provide for our children.

**Leighan Basadur**  
Board Chair

The Board of Directors is the decision making body responsible for the financial and legal realm. The board has several committees that support the board work:

### FINANCE COMMITTEE

Members of this committee include the treasurer, administrator, finance administrator and a faculty liaison. The committee is responsible for planning and implementing the yearly budget, overseeing operating expenses, attending to financial questions as they arise in the course of the year, and preparing monthly and annual statements.

### TUITION ADJUSTMENT

This committee is chaired by the Administrator and includes two board members and the finance administrator. It makes decisions on individual grants to families requesting assistance within the limits of the larger budget and the rules and procedures approved by the board.

### SITE DEVELOPMENT

This group plans and implements site development projects for the school building and school property while preserving and promoting the aesthetic and pedagogical integrity of the school in an anthropologically and environmentally responsible fashion.

### OUTREACH AND PROMOTIONS COMMITTEE

This committee includes the promotions and outreach coordinator and together with parent volunteers, they direct and execute programs and initiatives to raise awareness about the school in our community and beyond.

### FUNDRAISING (PA)

Class fundraising is held by the Parent Association. The PA creates guidelines and criteria, coordinates timelines for various fundraisers and distributes responsibilities among classes evenly.

# FINANCIAL REPORT 2015 ~ 2016

As stated in the Board Chair's report, 2015-2016 was a challenging and financially restrictive year for HWS. When the budget was passed in June, we had a robust enrollment that required an additional kindergarten class and projected funds available to implement phase two (of four) of the faculty pay grid. However, enrollment decreased over the summer and because enrollment fees are our major revenue stream, there was a significant impact on our financial situation.

This coupled with Bill 10 daycare regulatory requirements, additional staff and required school upgrades, left us with a budget shortfall of \$100,000 in September and truly tested HWS financial efficiency.

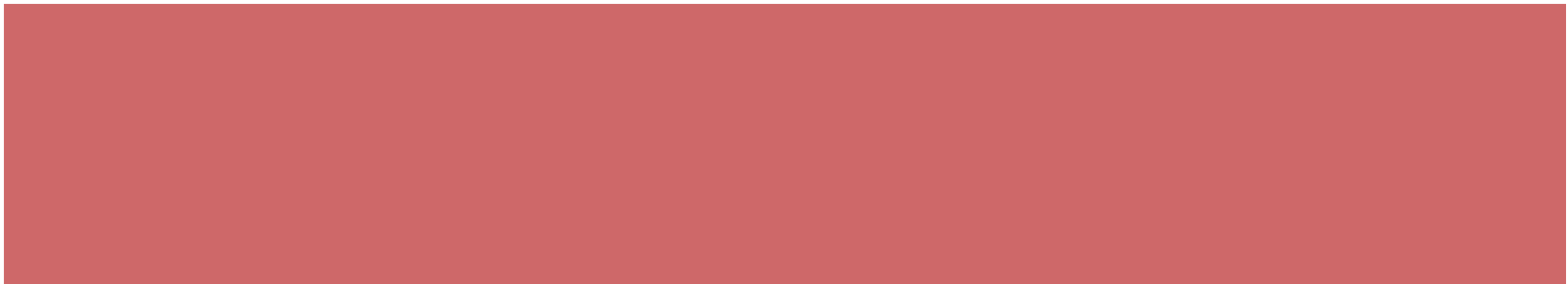
Two key fundraisers were organized to help supplement our income. The golf tournament had one of its most successful years, exceeding its goal of \$15,000 by raising over \$16,000. The "Give Gather Grow" donation campaign fell short of its goal of \$60,000 but 63% of the school community did raise over \$46,000. We were fortunate to receive a very generous gift of \$40,000 from an anonymous donor which brought the campaign

total to \$86,573. This was instrumental in reducing our deficit and keeping our cash flow going. Thanks to all those who donated (list in back of Annual report).

Under Brian Smyth's hard work and leadership, we again this year received the Cawthra Mulock Foundation grant for \$26,000.00. Thank you Brian, Siobhan and all those who worked on the grant. It was put to good use: we bought more desks and chairs and fulfilled several Bill 10 requirements including a new playground for the preschool and an industrial dishwasher. We ended this year with a full accounting audit, showing a larger deficit than we wanted, but smaller than it would have been without our fundraisers.

The board's commitment to better HWS has never deviated. Last year's wage increases were implemented and will continue this fiscal year; planned school improvements were executed as budgeted; and unexpected capital expenses were always prioritized. As our school enters its 33rd year, the finance committee will aim to help fulfill the vision that staff, faculty and the school community have for our wonderful school.

<b>Balance Sheet - June 30, 2016</b>	<b>2016</b>	<b>2015</b>
<b>Assets</b>		
Cash	145,083	208,079
Accounts receivable	100,411	149,620
Prepays	5,166	2,519
Capital assets	1,656,929	1,677,738
	<b>1,907,589</b>	<b>2,037,956</b>
<b>Liabilities</b>		
Accounts payable	119,782	112,371
Deferred revenues	387,852	421,965
Notes payable	14,988	22,488
Short term loans payable	17,789	—
CIBC mortgage	77,225	103,325
2nd mortgage	164,154	198,981
	<b>781,790</b>	<b>859,130</b>
Retained earnings (beginning of year)	1,178,826	1,096,273
Net income (loss)	(53,027)	82,553
	1,125,799	1,178,826
	<b>1,907,589</b>	<b>2,037,956</b>



Statement of Income (Loss)	Budget		Actual	
	2017	2016	2016	2015
Tuition, gross	1,904,668	1,550,582	1,659,400	1,655,603
Tuition assistance	(210,000)	(170,000)	(167,244)	(182,524)
Tuition, net	1,694,668	1,380,582	1,492,156	1,473,079
Other program revenue	138,900	138,150	166,749	149,759
Donations (& foundations)	40,000	71,000	112,573	74,426
Bingo	10,000	13,000	8,948	8,542
Fundscrip	—	1,500	(446)	(2,894)
Fundraising	15,000	—	14,000	27,009
<b>TOTAL REVENUES</b>	<b>1,898,568</b>	<b>1,604,232</b>	<b>1,793,981</b>	<b>1,729,922</b>
Staffing	1,431,162	1,394,787	1,530,369	1,308,600
School expenses	145,500	121,000	115,983	110,756
Administration	81,200	64,300	54,065	76,658
Occupancy	74,300	64,800	74,560	70,319
Marketing	22,900	20,900	17,521	23,818
<b>TOTAL OPERATING EXPENSES</b>	<b>1,755,062</b>	<b>1,665,787</b>	<b>1,792,498</b>	<b>1,590,151</b>
<b>INCOME BEFORE INTEREST AND DEPRECIATION</b>	<b>143,506</b>	<b>(61,555)</b>	<b>1,483</b>	<b>139,771</b>
Interest	11,674	13,299	10,586	13,842
Depreciation	45,000	43,376	43,924	43,376
<b>NET INCOME (LOSS)</b>	<b>86,832</b>	<b>(118,230)</b>	<b>(53,027)</b>	<b>82,553</b>



## FACULTY REPORT

During the year the faculty achieved greater clarity about how the leadership of the school functions. Several groups meet weekly, each with different roles and responsibilities. The pedagogical group - all teachers and staff - meets every Thursday after school to discuss classroom planning, questions in the classroom, and to study Waldorf pedagogy. The leadership circle, of nine – both teachers and administrators - meets Mondays after school to carry out the business of the school and make decisions where appropriate.

This leadership circle includes representation from those mandate groups that report monthly to the group. The mandate groups include professional development, evaluation, recruitment and selection, and community. The chair group steers the leadership and pedagogical groups. This group includes the faculty chair, administrator, early childhood chair, and a grade school teacher. They meet weekly to plan agendas and discuss pertinent issues.

Throughout the school year chair group reports are made to the two faculty meeting, weekly to the leadership circle and monthly to the pedagogical group, to ensure open channels of communication. The board chair attended these meetings once a month to get feedback for the monthly board meeting.

Outcomes of the new Daycare Nursery Act, Bill 10 had to be in place before the school year began. A lot of time and energy has been put into planning and executing the changes to our preschool program in order to pass all inspections and to meet professional indications from the ministry. This requirement combined with a new lead teacher in the preschool made it a challenging year. Eventually we did get our policies and paperwork in order and passed all inspections. One of the most notable efforts was building a new playground for the three-year olds. With a creative plan in place for a natural playground, a large volunteer group worked hard over one weekend to transform the preschool outdoor space into a magical kingdom.

A third kindergarten space was opened in September. With a smaller square footage, we were able to run this program with one teacher with the hope of increasing our enrollment in the early years.

Our mentoring program continued this year under the facilitation of a former teacher. The structure developed in the previous year helped to move this program into its next phase. With support from the Parent Association, we were also able to send one teacher to the Collaborative Mentoring Seminar held in Ann Arbor, Michigan.

The Parent Association continued to support the work of the faculty in so many ways: sending one of our teachers to a continuation of her spacial dynamics training, helping fund the mentoring workshop, and also an admin/leadership course for our administrator. The Parent Association organized two very successful fairs – the Christmas Fair and the May Fair. It also supported many class fundraisers and had one volunteer run the school store.

Our commitment to open houses, kindermornings, monthly tours and parent workshops was strong. We had a record attendance at our fall open house. We ran workshops in science, art, handwork and woodwork for interested parents and their friends. The community group also hosted several coffee house evenings and a dessert and discussion event.

In the summer of 2015, several current and former teachers, administrators, and parents came together to explore the idea of starting a Waldorf high school in Burlington. They met regularly over the school year and studied the world of the developing teenager. They also consulted with Douglas Gerwin, author and Waldorf educator with high school expertise. The High School Exploration Group visited several Waldorf high schools, in the GTA and the USA. Considerable progress was made over the year and they are hopeful that in the near future a new Waldorf high school will be a reality in Burlington.

**Lylli Anthon**

Faculty Chair & Enrollment Co-ordinator

## ENROLLMENT REPORT

Our retention rate was lower than in many previous years. We began the year with 155 students, nine fewer students than we had in September of 2014. With an approved budget that was based on 166 students, it took serious work including a strong gift campaign and renewed outreach efforts to meet this deficit.

Luckily we had hired a part-time marketing/promotions person in the summer of 2015 and by the fall open house we had more interest and inquiries than ever before. We ended the year with 164 students, and stronger numbers going forward into the 2016-17 school year.

I conclude with a quote from Siegfried Finser, a former Waldorf teacher, author of many books on money and enrollment in Waldorf schools and founder of the Rudolf Steiner Foundation for Social Finance:

"It takes a whole school to achieve full enrollment. It takes the faculty to give the school meaning and purpose. It takes the parents to admit they have the courage to enroll their children in a unique and futuristic school. It takes the administration to manage the enrollment process in a way that works and retains the openly declared values. It takes the full enrollment of children to remind us that we represent the education of the future."

*A Guide to Full Enrollment*

**Lylli Anthon**

Faculty Chair & Enrollment Co-ordinator

## PROMOTIONS & OUTREACH REPORT

Since August 2015 when the position of Promotions and Outreach Coordinator was created, these priority areas have been the focus of various tools and activities:

- Leading more people to our website
- Using consistent branding and messages for increased recognition
- Describing the school's curriculum and activities more fully
- Building awareness of the school in neighbouring communities
- Building engagement and followers on social media
- Encouraging attendance at events, particularly school open houses and kindermornings
- Balancing the quantity of printed promotions and online promotions to appeal to broader audiences

From September 2015 to September 2016:

- Our website had an increase in visitors (over the previous year) from 10,851 people with 17,868 sessions to 13,807 people with 21,998 session; the average visit length grew slightly as did the number of pages they viewed.
- Our Twitter followers have grown from 454 to 946
- Our profile page followers on Facebook grew from 698 to 912

In print media, we were fortunate to have each of our print ad outlets (City Parent, Snapd Oakville, Kids Naturally) offer us free space for articles and special features which easily doubled the amount of page space we paid for. In addition, both Snapd Oakville and Snapd Burlington attended multiple school events and featured photos in their papers. An unexpected print media opportunity arose when the school won the Burlington Post's Best Private School Award category.

In online media, we began a new profile with Oakville Moms and we returned to a basic membership with Our Kids Media. We also took advantage of several free online community calendars to promote events.

Three new outreach initiatives in the community included:

- A concert of Christmas music at McMaster Children's Hospital in Hamilton
- The donation of hand-knit baby hats to the Burlington Midwives Association thanks to the generosity of one of our parents
- Presentations by faculty members to early childhood students at Niagara College

*continued at bottom of page 8*



## P A R E N T   A S S O C I A T I O N   R E P O R T

The HWS Parent Association serves as a communication link between the board, faculty and parent body. The key roles are community-building, fundraising and supporting faculty to enhance and enrich the experience of both students and parents.

**Communication and Volunteerism** - A key strategic goal for the PA is to continue to make volunteerism within the parent body more successful. There is a volunteer section in the summer package detailing the ways parents can get involved using their unique skills and abilities. Parental involvement is a cornerstone of our school. It is our parents who organize many school wide events, as well as activities specific to each class. In our classes, the PA continues to use the Shared Responsibility Model. This is a wonderful way to prepare for and share the class tasks throughout the year. This model helps the class to work together as a team, as tasks are divided up at the first class meeting in term one. The class PA rep ensures timely communication between the PA and the class by sharing the monthly meeting minutes and connecting parent volunteers to event organizers.

**Faculty Support** ~ The PA rep liaises with the class teacher to ensure parent assistance is provided for class events such as plays and field trips. The PA organized and provided food and drinks for faculty-led events including the Grandparents' and Special Friends festival, WOW day charity event, class meetings and all-school meetings. This past year the school community came together in a spectacular fashion for our fall Community Clean-up Day, when we re-built our beautiful preschool playground in one weekend.

**Internal and External Community Building/Outreach** ~ The PA spearheaded or supported many school endeavours including the Welcome Picnic at Lowville Park, Culture Days in Milton, the Christmas Fair run by Grade 5, and the Mayfair run by Grade 3. Our school community continued to enjoy winter skating at Appleby Arena for kindergarten to grade two children and their families this past winter. Our craft and coffee mornings were quieter this year, but many treasures were made for our Gnomes Home room at our fairs. We ran both an autumn and spring clothing exchange, with remaining clothing donated to the Compassion Society in Burlington. Veteran families reached out to support our new families with our 'buddy' family system.

**Parent Education** ~ The HWS community is eager for adult educational opportunities and school parents were able to participate in several evening and Saturday workshops provided by the faculty, such as the calligraphy workshop as well as desserts and discussions. The PA supported our speaker event in the spring, when Adam Bienenstock came to speak with us on natural playgrounds. The PA lending library and Tomtens store have many helpful and informative educational books for parents, as well as picture and chapter books for children.

**Fundraising** ~ Over the course of the year the PA supports a number of class fundraisers to raise money for individual classes as well as for the PA. Our fundraisers often provide an opportunity to purchase items that support the ideals of the school community such as the autumn woolens sale, and the Sun and Rain Organic Market. Our school lunch program continues to be weekly, alternating between pitas from Pita Pit and pizza from Artisan pizza. Money raised by the PA goes to a number of class and school initiatives including the approximately \$3000 yearly that is given for classroom funds. The PA also worked with the school last year to support the Give, Gather and Grow Campaign as well as the Golf Tournament at Indian Wells.

**Cynthia Anderson**  
Parent Association Chair

*Promotions & Outreach Report ~ continued from page 7*

Looking ahead to the next year, our focus will be:

- To illustrate our unique approach to education, childhood development, and school community
- Tell the school's stories from multiple perspectives (teacher, student, family, and partners)
- Our priority audiences are young families and organizations with a child focus
- Specifically we want to reach those who have similar interests/philosophy to Waldorf approach

**Helen Powers**  
Promotions & Outreach