

WHISTLER

AGENDA

**COMMITTEE OF THE WHOLE
TUESDAY, MAY 7, 2013 STARTING AT 2:00 P.M.**

At Municipal Hall, Flute Room
4325 Blackcomb Way, Whistler, British Columbia V0N 1B4

APPROVAL OF AGENDA

Approval of the Committee of the Whole agenda of May 7, 2013.

PRESENTATION/DISCUSSION

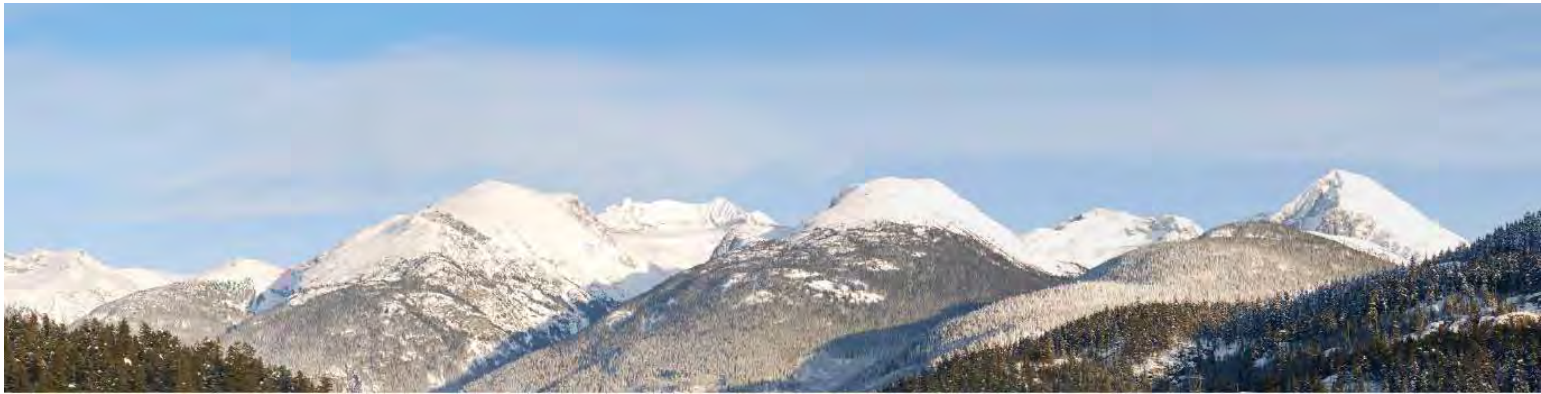
2:00 p.m. – A presentation by Vicky Bunbury, Administrator, and Laura Street, Director of
2:30 p.m. Communication, regarding Whistler Waldorf School: Vision 2017.

A discussion regarding Whistler Waldorf School: Vision 2017.

2:30 p.m. – A presentation by Martin Pardoe, Manager Resort Parks Planning, and
3:15 p.m. Roger Weetman, Manager Recreation, regarding the Recreation and
Leisure Master Plan.

A discussion regarding the Recreation and Leisure Master Plan project.

ADJOURNMENT



VISION 2017



OUR MISSION:

To **educate** each **child** with reverence and **respect**;
To **nurture wonder, confidence** and initiative,
so they may **participate** in the **world** guided by a
sense of truth and responsibility.



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Executive Summary

Whistler Waldorf School is embarking in the next phase of its growth, investing in its future by planning for a capital campaign which will generate the funds needed to fulfill our vision of the future. This plan will allow the school to reach its full potential as an exceptional educational non-profit organization that provides accessible Waldorf education to families in Whistler and Pemberton.

At completion, Whistler Waldorf School will have a campus to offer an outstanding Waldorf education to 346 children and adolescents, from preschool to grade twelve. Our students graduate with a purpose for life, with a rich multidisciplinary education, with optimism, with global awareness and community consciousness.

Whistler Waldorf School offers:

- Teachers that recognize the multi faceted way that each child learns, and strive to meet the needs of all types of learners, kinesthetic, visual and auditory.
- Experiential learning that allows a child to truly “know” something by experiencing it physically, emotionally and intellectually.
- A curriculum that is enlivened and strengthened by incorporating fine and practical arts, music, foreign languages, and movement into daily practice.

Our Vision is to own facilities of 26,000 square feet to accommodate up to 346 students from preschool to grade twelve. Whistler Waldorf School endeavors to be the prominent centre for Waldorf education in the Sea to Sky corridor, offering a multidisciplinary program of academic excellence, artistic expression, outdoor experience, and social responsibility.

Financial Forecasts

Whistler Waldorf has a proven track record of balanced budgets and debt repayment. Whistler Waldorf School is currently debt free and has repaid \$250,000 of loans between 2002 & 2010 while also paying \$100,000 cash for a major roof restructure in 2008/2009. Expansion of the preschool and kindergarten class offerings has resulted in a healthy class size of 18 to 22 students going into first grade, and with no graduating class until our first 12th grade in 2015-16, a substantial increase in enrolment will result over this

time period. Moving beyond 2015-16, our facilities will allow for incremental growth through infill in existing classes up to 346 students from a projected enrolment of 265 students in 2016-17.

Conservative 2015-2016 projections include an enrolment of 236 students and an operating surplus (I.B.I.T.D.A earnings before interest, taxes, depreciation and amortization) of \$210,000. This prudent management has and will continue to ensure the Whistler Waldorf School will be a sustainable business into the future.

Identifying the Need

Our current operating space includes 3500 square feet of portable buildings on leased municipal park land, and 8000 square feet of rented community space. Short term land leases and lack of space for expansion will limit our future growth. Our enrolment projections and strategic planning show an urgent need for additional classrooms by September 2013 (an additional 2300 sf), and significant expansion by 2015 (construction of 9840 sf).

Achieving the Vision

The Whistler Waldorf School launched its Annual Giving campaign in March 2013 to raise funds for the immediate project of building four new classrooms by September 2013. The school is currently planning a future capital campaign to raise funds needed to achieve our vision of creating a beautiful 26,000 sf permanent school.

The Whistler Waldorf School is a BC Ministry of Education Group 1 Independent School, offering pre-school to tenth grade programs; and a **registered Group Daycare with the BC Ministry of Children and Families.** We are a **registered charity** with Canada Revenue Agency.

Whistler Waldorf School

Our mission is to educate each child with reverence and respect; to nurture wonder, confidence and initiative so that they may participate in the world guided by a sense of truth and responsibility.

Our Vision - by 2017:

To own facilities of 26,000 square feet, that will accommodate 265 children, from preschool to grade 12.

Our Vision - beyond 2017:

1. To infill classes to a maximum of 346 students
 - ❖ 70 preschool and kindergarten
 - ❖ 184 grade school
 - ❖ 92 high school
2. Create boarding facilities for high school students.
3. Create adult education opportunities through teacher training and other programming, and summer camps for children.

Facility Requirements and Implementation Plan

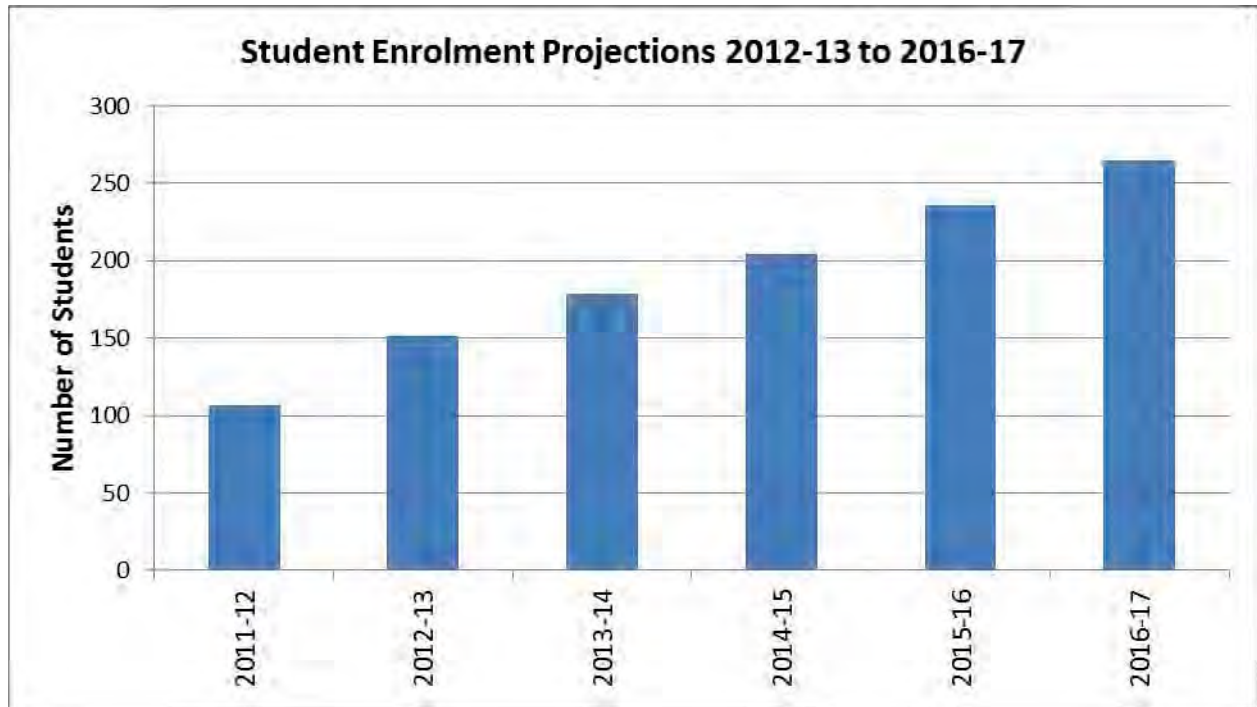
Our current operating space includes 3500 square feet of portable buildings on leased municipal park land, and 8000 square feet of rented community space. Both the land and additional building rental are only available on short term leases thereby limiting our ability to accommodate future growth. Our enrolment projections and strategic planning show an urgent need for additional classrooms:

Space needs by September 2013:

1. 2900 square feet for Early Childhood programs
2. 11,000 square feet for grade school, high school and administration.

Space needs by September 2015:

1. 3500 square feet for Early Childhood programs
2. 11,540 square feet for grade school, high school, and administration



Whistler Waldorf School is currently launching our **Annual Giving campaign** to raise funds needed to achieve **Phase 1** of the implementation plan.

Later this year, we are planning to launch a **capital campaign** to raise funds for **Phase 2** and **Phase 3**. These campaigns will support the following three phases of development:

Phase 1:

- ❖ Acquire land for permanent school site* through crown land application. Lease payments will be covered by operations budget.
- ❖ Build four new portables on current short term lease land. Funds raised through Annual Giving fund and debt finance. These portables will be moved onto permanent site during summer 2015, and designed to be incorporated into new permanent school site plan.

***Site/land criteria set by Board of Directors:**

- proximity to current school population and potential future school population
- affordable, and able to be used as collateral for debt finance. size and suitability to allow for buildings, play space; and parking. (5 acres)

- proximity to services (hydro, water, etc)
- proximity to green space, nature trails
- proximity to rental space for gatherings and performances until own facilities built

Phase 1 target of \$245,000



Current portable building with pitched roof and new entry vestibule – to be used as Early Childhood building when moved to permanent site in Phase 2.

Phase 2:

- ❖ Capital Campaign funds will be sourced through donors, non-profit foundation grants, government grants, and in-kind materials. Fundraising target: \$1.76 million.
- ❖ Begin construction of permanent school buildings on new site – 9840 sf of additional space to be built for September 2015.
- ❖ Relocate and retrofit current buildings (3500 sf), and portable buildings (2300 sf) built in 2013. To be completed by September 2015.

Phase 3:

- ❖ Capital Campaign continues: fundraising target \$1.5 million
- ❖ Construction of 9955 sf of buildings (including 4200 sf gym/performance hall, and 2500 sf Community Space/Reception Atrium/Movement and Lunch room). Target completion by 2017.



Modular building design planned for permanent site in Phase 2 and Phase 3



Preliminary site plan with modular building design

Building Enrolment

Building and maintaining enrolment is the key goal to a sustainable future.

The tuition fees, which we strive to keep affordable, combined with Ministry of Education per student grants are the school's primary source of income. The following programs are used to both retain our current enrolment and support our enrolment drives.

1. **Tuition Adjustment Program:** The TA program is part of the Whistler Waldorf School's philosophy and commitment to offer accessible Waldorf education to all families in Whistler and Pemberton that are interested in this education choice.
2. **Festivals and Fundraisers:** To invite the greater community to participate in Waldorf seasonal festivals, which showcase artistic and musical presentations by students, and offer opportunities for participation, therefore raising awareness and understanding of our school and its programs.
3. **Engage community:** Through **Open Houses, Speakers, and Parent/tot programs.**
4. Whistler Waldorf is actively marketing in the Sea to Sky corridor by:
 - a. **Advertising:** local newspapers targeted at specific events, and registration, and the national Association of Waldorf Schools magazine.
 - b. **School Website and social media:** to promote our school, explain Waldorf education, and market special events.
 - c. **Collateral pieces** / display banners / posters
 - d. **Promotional video** and slide shows
 - e. **Press releases** for editorial coverage in local newspapers, and radio
5. **Parent Association & committees:** the Parent Council creates opportunities for community engagement, parent education, and social networks, with the goal to establish a strong school community.

6. **Prioritizing communication with parents, to retain families:** creating multiple methods of two-way communication between administration, faculty and parents. Long range calendars on website, monthly newsletter, weekly email updater, bi-monthly coffee and question sessions with the principal, group class meeting with the teacher 2-3 times per year, an annual all-parent survey...these are just a few methods used to ensure families have the opportunity to ask questions, raise concerns, understand the Waldorf curriculum and participate in their child's education.
7. **Ensuring a healthy governance structure:** creating a respectful culture with a strong supportive working team with the administration, faculty, and parent body.

What makes Waldorf Schools Unique?

The first impression of a Waldorf school is usually a little different from a public school. The physical space is painted in an artistic way and there is always an essence of simplicity, calmness and beauty in the school, providing a sanctuary for the students to learn and be creative.

However, our day to day grade school and kindergarten operations are similar to BC public schools with an 8:30 – 3:00 daily schedule, running from September to June five days per week. Our two days per week preschool programs are offered on Monday/Wednesday, and Tuesday/Thursday.

At the Whistler Waldorf School students learn from an early age to engage in their own learning process. The imaginative play and grace of the early years evolves into an experience of meeting the beauty and complexity of the world with sensitivity and hope. This foundation leads to a rich academic experience that supports young men and women in realizing their full potential as students, as people, as members of the global community.

Whistler Waldorf School offers a thoroughly balanced curriculum to meet the needs of children facing a fast paced, changing world. Students are engaged in intellectual,

artistic, and experiential learning in all subject areas. All this guided by a model of child development that emphasizes the right blend at the right time.

Following are a few key components that distinguish Waldorf education from other approaches:

1. **Developmentally Appropriate Curriculum:** The curriculum was designed, based on Rudolph Steiner's deep understanding of child development which delivers age-appropriate subject matter and activities throughout the child's education.
2. **Multi-Disciplinary Approach:** The teacher will recognize the multi faceted way that each child learns, and strives to meet the needs of all types of learners, kinesthetic, visual and auditory. Through experiential learning, the teacher recognizes that in order for a child to truly "know" something they need to experience it physically, emotionally and intellectually.
3. **The curriculum is enlivened** and strengthened by incorporating fine arts (drawing, painting and sculpture) and practical arts (knitting, sewing and woodworking), music (voice, recorder and strings) and movement into daily practice. Waldorf education is richly steeped in the humanities, foreign languages (French from grade 1), sciences, and the arts, and strives to create a genuine love for learning.
4. **Teachers:** The role and work of the teachers in a Waldorf school also represents a unique aspect to Waldorf education. The faculty works together to establish curriculum decisions, create teaching schedules, and discuss all issues relating to the classroom and the children. Waldorf teachers are deeply committed to their students and the school.

Our Team

Waldorf schools are traditionally run using a threefold model of management, with three distinct spheres of activity and with management staff responsible for overseeing the work unique to each sphere. The three departments, each with its own administrator (forming the Operational Management Team), consist of:

1. Financial/Legal – managed by the Board of Directors, and the Administrator
2. Pedagogical – managed by the Faculty and the Principal
3. Community and Development – managed by the Parent Council, the Director of Development, and the Director of Communications.

The Board of Directors

The legal, financial and governance responsibilities for the School rest with the Board of Directors of the Whistler Waldorf School Society. It is the Board's responsibility to make possible physically and financially, the educational initiatives undertaken by the Faculty. The Board of Directors is comprised of 4-6 parents, 1-2 teachers, 1-2 outside community members (without children at the school), the Chair of the Parent Council, the Principal, the Director of Development, Director of Communications, and the Administrator.

The Whistler Waldorf School directors bring a wide range of credentials, education and work experience:

- University degrees in accounting, business, marketing, economics, administration, languages, fine arts and education.
- Executive level management and corporate planning, arts administration, public relations, branding and marketing, entrepreneurial skills and experience, team building and strategic planning
- Teaching experience in public and Waldorf schools from preschool to high school level, senior management of children's programs, participation in planning for construction of 8000 square foot children's centre.

Faculty

The Faculty, which consists of all teachers employed at the school, is responsible for delivering the Waldorf curriculum to the students. Twice weekly staff meetings aim to:

deepen spiritual study, leading to a greater understanding of what it is to be human and through this a profound understanding of child development. They share perceptions and study of each of the children, as well as cover the business and operations of running the school.

Whistler Waldorf School teachers are here to connect, nurture, inspire and awaken a love for learning amongst their students- they are deeply committed to their classes, their collegial relationships, and the school. Waldorf teachers model respectful communication, community engagement and environmental stewardship...all qualities they aspire to foster in their students. They are highly qualified and trained, and bring a well-rounded list of credentials, including education, arts and science degrees, in addition to Waldorf teacher training:

- University degrees in education, English, media arts, politics, history, environmental sciences and geography, kinesiology, psychology, business, tourism management, physical education, outdoor recreation, communications
- Waldorf teacher training certificates from Germany, UK, US (California, New York, New Hampshire)
- Early Childhood Education certificates, and Waldorf Early Childhood teacher certificates

Teachers and administrative staff are offered a comprehensive compensation package, with salary levels based on experience, years of service and education. Extended health benefits, staff tuition benefits (for staff with children at the school), and significant professional development training are also included. This supports the school's commitment to attracting and retaining the best staff.

Parent Council

The purpose of the Parent Association and Parent Council is to foster a healthy creative energy and environment, which supports all members of the school community and allows the environment of the school to be warm and inviting to all of its members.

The Parent Council facilitates all fundraising activities, and creates a better understanding of the cultural mission of the school and Waldorf education.

Operational Management Team

The Operational Management Team works together to support the Faculty, Board of Directors, and Parent Council and to ensure the smooth functioning of the daily operations of the school, including admissions, implementation of BC Ministry of Education policies, enrolment, facility management, community relations, and marketing.

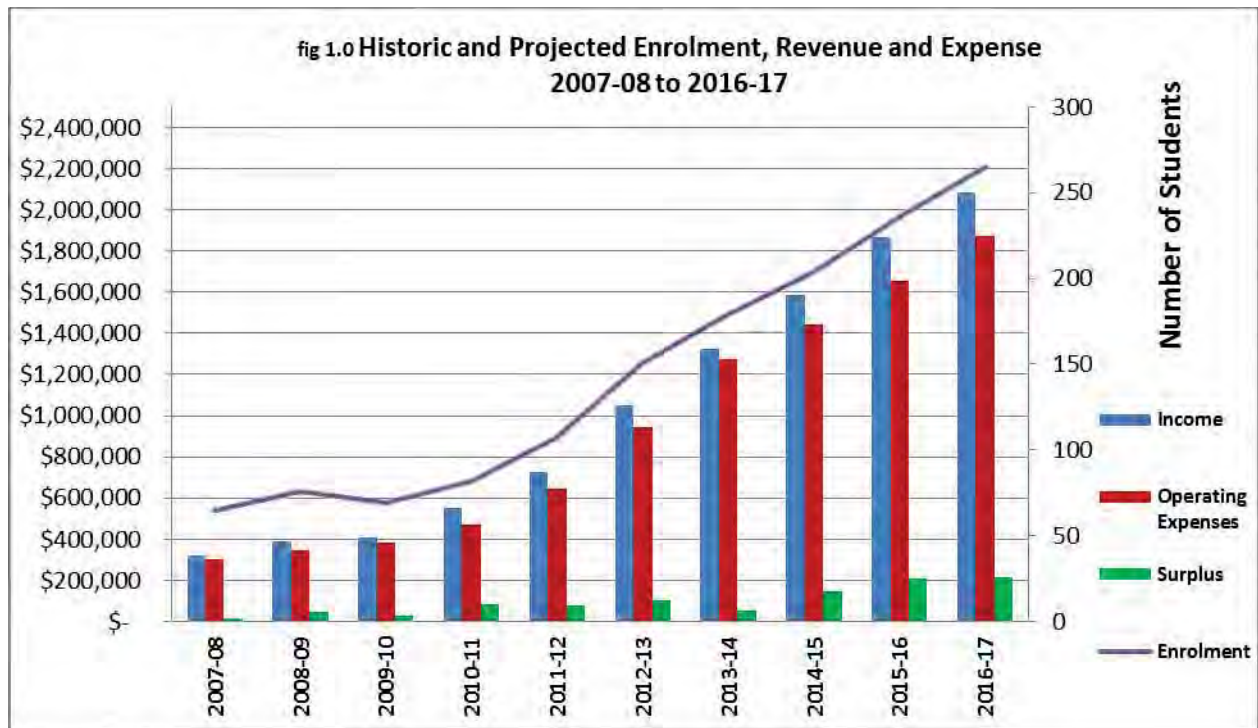
The team consists of:

- *Principal.*
- *Administrator.*
- *Director of Development*
- *Director of Communications*

Financial overview

Whistler Waldorf has a proven track record of balanced budgets and debt repayment. Whistler Waldorf School is currently debt free and has repaid \$250,000 of loans between 2002 & 2010 while also paying \$100,000 cash for a major roof restructure in 2008/2009. This prudent management has and will continue to ensure the Whistler Waldorf School will be a sustainable business into the future.

fig 1.0 Historic and Projected Enrolment, Revenue and Expense
2007-08 to 2016-17



Earnings before interest, tax, depreciation, and amortization

Chart 1.0 illustrates increasing enrolment that is a direct result of the expansion of early years programs (preschool & kindergarten), from 2 to 4 programs and expansion into high school from 2012-13 to 2015-16. Expansion in the early year's class offerings has and will continue to build a healthy class size of 18 to 22 students into first grade and with no graduating class until our first 12th grade in 2015-16, a substantial increase in enrolment will result over this time period. Moving beyond 2015-16, our facilities will allow for incremental growth through infill in existing classes up to 346 students from a projected enrolment of 265 students in 2016-17.

The graph also illustrates the operating surplus the school will be generating from 2014-15 onwards based on very conservative enrolment projections. A nominal \$30,000 in fundraising and donations annually is included in income. *(the Parent Council has raised more than \$30,000 per year for the past several years, and will likely increase this figure as enrolment grows in future years).*

**Fig 1.2 Whistler Waldorf School
Revenue Sources by %**

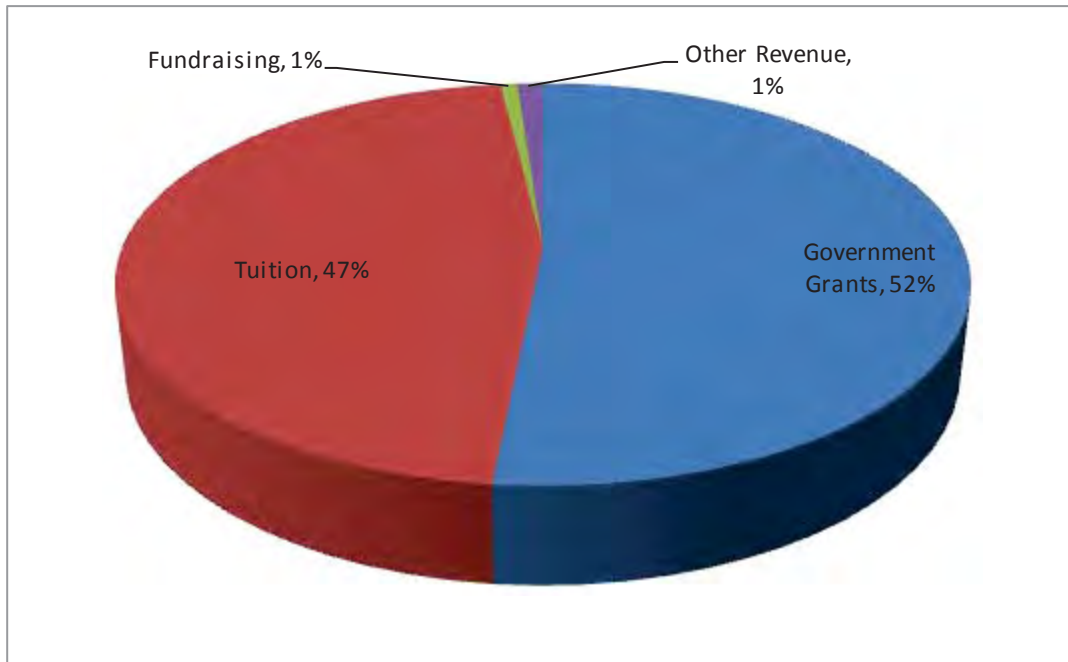
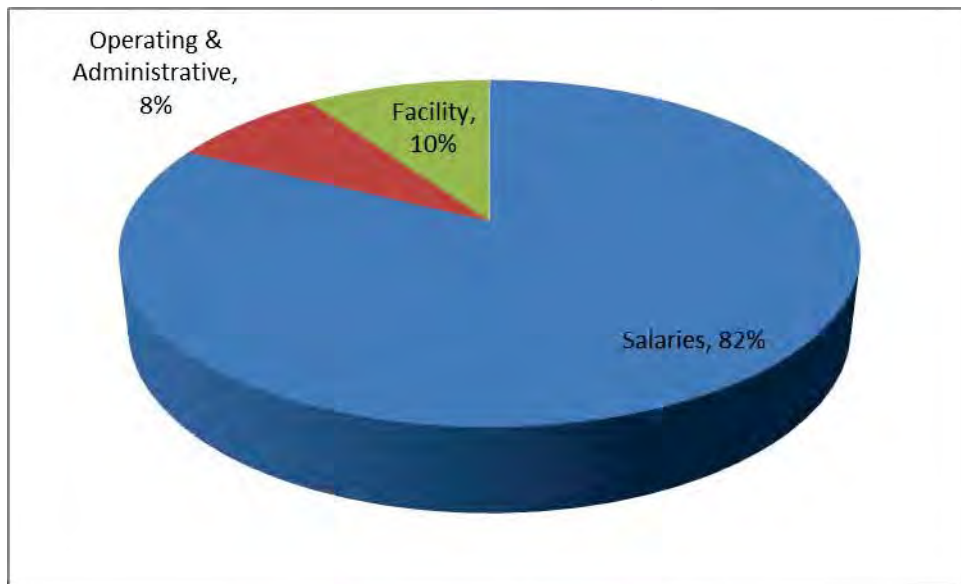


Chart 1.2 shown above shows the breakdown of the Whistler Waldorf School's annual income. Our funding is generated primarily from two sources, 47% comes from tuition fees and 52% from the Ministry of Education (we receive 50% of the public school per student funding).

The Parent Council has a proven history of fundraising, annually raising funds of \$35,000 – \$70,000 through grants, fundraising events and annual giving campaigns. In past years, these funds were raised for projects such as new playgrounds, play area refurbishments, and new floors. Less than 1% of the school's operating budget relies on fundraising dollars from the Parent Council.

Fig 1.3 Whistler Waldorf School

Expenditures by %



As chart 1.3 above illustrates the major annual operating expense is salaries, 82% of the total salaries are the teachers' salaries with the remaining 18% for administration staff.

The Whistler Waldorf School is a thriving, sustainable not for profit organization. Expanding facilities and securing a permanent home will allow Whistler Waldorf School to provide excellent educational opportunities to families in Whistler and Pemberton for years to come.

Growth of independent schools

The Waldorf movement is growing worldwide as parents actively search for education options for their children. There are over 1200 Waldorf schools worldwide, with 170 in North America. In BC, independent schools have shown an enrolment growth of 8.7% over the past five years.

The following excerpts are from a story that ran in the Vancouver Sun newspaper in October 2012:

METRO VANCOUVER - More than 2,000 students in the Lower Mainland were on waitlists for independent schools last year, says a report released Tuesday by the Fraser Institute.

"The demand for independent school education in B.C. is clear and growing," Jason Clemens, the institute's executive vice-president and author of the report Waitlists for Independent Schools in British Columbia's Lower Mainland, said in a release.

"But the high cost of purchasing and developing land for school expansion, especially in Metro Vancouver, is proving to be an obstacle preventing independent schools from meeting parental demand."

His survey of independent schools in Metro Vancouver and the Fraser Valley found 2,170 students on waitlists during the 2011-12 school year. He received responses from 96 schools, or 67.1 per cent.

....

Public school enrolment has declined by 8.4 per cent since it peaked in 1997-98 while independent school enrolment has risen by 22.4 per cent over the same time period, the report says. There are 365 independent schools in B.C. with about 72,000 students or 11.6 per cent of the province's total K-12 enrolment.

Read more:

http://www.vancouversun.com/news/More+than+Lower+Mainland+students+waitlists+into+independent+schools+last+year+Fraser+Institute/7470063/story.html#ixzz2NRviahu_c

Growth of Whistler Waldorf School

Whistler Waldorf School, which includes the preschool, kindergarten, grade school 1-7, and high school 8-10 has operated in the Whistler community for 13 years, planning responsibly and achieving balanced budgets, year after year. Future plans are to offer grade 11 in 2014, and grade 12 in 2015.

Since its inception, the school has seen a steady growth of 10-12% per year. Last year, Whistler Waldorf experienced an unprecedented 50% growth in enrolment, going from 100 students in September 2011 to 150 students in September 2012.

The school is spending \$92,000 per year to lease land for our portable buildings and rent a community building from the Resort Municipality of Whistler. We are building 4 new portable classrooms this summer, which we will transfer to our permanent site. Funds for this project are being raised through financing and our annual giving campaign.

The Whistler Waldorf School is:

1. A Ministry of Education Group 1 Independent School, offering pre-school to ninth grade programs (tenth grade in 2013, eleventh grade in 2014, and twelfth grade in 2015).
2. A registered Group Daycare with the BC Ministry of Children and Families.
3. An Association of Waldorf Schools of North America “Developing School”.
4. Registered with and represented by the Federation of Independent School Associations of BC.
5. A registered non-profit society under the BC Society Act.
6. A registered charity with Canada Revenue Agency.
7. One of over 1200 Waldorf schools recognized world-wide, including 8 in British Columbia (Whistler, Vancouver, Kelowna, Nelson, Duncan, Squamish, Sechelt, Qualicum Beach).



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