South Shore Waldorf School
Education of the Head, Heart, and Hands

Annual General Meeting

Reports

November 17, 2024

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Report from the Board Chair

Dear Friends,

As we enter the final stretch of 2024, we look forward to and plan for the bright light at the end of a tunnel while witnessing the accompaniment of ideal and challenges in our day-to-day work. While we cannot predict what the future looks like, there is one thing of which we are certain: our commitment to the children and families of South Shore Waldorf School.

The Board shares this commitment with our Faculty, Parent Council, and Administration.

Throughout our school, we seem to be in continual conversation with one another. In these conversations, we are asking ourselves and each other how can we do better, how can we adapt to new circumstances by adjusting our practices and offerings to meet individual student needs and the needs of the whole community, all while accepting the invitation to question and recommit to the essential principles of Waldorf Education.

Every year I emphasize the fact that by the sheer and unwavering endeavours of our staff and volunteers we are able to create more with what we have. A school with limited resources, like ours, can only do so much, and occasionally perform the miracle needed to ensure functionality. Our heavy dose of good fortune, however, cannot replace fundraising pledges, commitments of improving teacher and staff salaries, healthy budgetary cycles, and positive cashflow numbers. The good news is that we are working with the reality of the Waldorf ideal: free and creative human effort and ingenuity. Our areas of exploration and true development have no boundaries and can fully come to fruition if we continue to embody the principles of establishing successful and healthy relationships with each other.

SSWS continues to change, and I am reminded that growth is also change. Among the many issues we dealt with in the past year these stand out: We created a new form of administration to improve our ability to connect and work with everybody in our school; We implemented a new respectful workplace policy to guide us in our interactions and, to this end, we formed the Ombudspersons group and Care Committee to support the whole community in attempts to resolve conflict; We began a conversation about the possibility of ECE learning; With Ravenna`s new integrated technology we will be able to better connect our school community and deliver a family-focused experience, and I thank Ross and Rita for taking the lead on this.

The Board wishes to acknowledge the faculty and staff who left during this year: Vienie McShane, Emma Vissers de Leeuw, Margot Aldrich, and Caitlin Rooney. Thank you for your work and your devotion to Waldorf Education. The Board also wishes to thank our current Faculty and Administration for the excellent work you are doing.

The revitalization of the Parent Council has been remarkable. Thank you for your engagement and your optimism.

Our financial outlook is not without challenges. However, every time I am part of this discussion, I remain hopeful, despite the fact that the reoccurring theme is that we cannot run classes with small numbers in higher grades. It is simply not feasible. Yet, I am hopeful, because the selfless work of those responsible for our finances typify the commitment it takes to sustain our brave initiative. We will always be evolving because of our collective belief in the purpose of the work that we do together.

Every school is a reflection of its local community and, to a certain extent, of larger societal forces. But I wonder, what is that reflection? Is it,

- our strategic plan in the coming years that will bring greater definition to our vision?
- our endeavour to further clarify our commitments to diversity, equity, inclusion, and justice?

- our support for each and every student to use their unique strengths to fulfill their purpose?
- the guidance of our hopes with a balanced financial approach?
- our dreams for reliable donations and fundraisers support?

I invite you to continue inquiry with your own set of questions and discuss it. We all must have a say when it comes to decisions for the future of our school. For a change, let us take this as our starting point: moving forward, not necessarily looking for answers, but asking the right questions first. In this way, we might find the void, if indeed there is one, and step in with confidence and trust.

In closing, we are deeply grateful to everyone who supports SSWS, through tuition, donations, and in-kind services. Our school community would not be able to do this without you. Let us believe in each other by illuminating the humanity and possibility in us all—one story at a time.

Finally, challenges facing our school will remain, and sometimes increase. However, overcoming financial problems, realizing the Waldorf holistic impulse in our classrooms, maintaining the place where the mysteries of Michael can take place, as well as developing in students the will to become life-long learners, to think with clarity, feel with compassion, and act with purpose in the world, and striving for a truly free spiritual life will continue overcoming any crisis and be able to provide the impetus for a future in line with our mission.

In gratitude,

András Kocsis

Faculty Reports

Kindergarten

Monika Wildemann (lead), Nunik Lobato Hernandes (assistant), Ilva Blatt (VIA volunteer)

The Kindergarten moved from the classroom that looked onto the Kindergarten garden to the classroom next door. The late summer was filled with preparing the space, deep cleaning, and painting.

Monika Wildemann, the lead kindergarten teacher, had Nunik Lobato-Hermandez and Ilva Blatt (VIA Volunteer from Germany) to assist. A mixed age kindergarten was offered, ages 3 1/2 - 6 years old. The younger students are referred to as Chickadee Hollow and the older students the Robin's Nest.

Our mornings were spent together sharing snack then the activity of the day i.e. bread making, painting, handwork, and circle time. In the afternoons, after lunch the Robin's nest, would join Ms. Kerry Eady's grade 1 class for handwork one day a week so as to form a bond with that class in preparation for them joining the class in the future making a grade 1/2 split classroom in 2024/25. The other afternoons, Chickadee Hollow had quiet time and the Robin's Nest had a 20-minute movement class with Miss Ilva or Miss Nunik which incorporated gymnastics, balance beam work, practicing catching balls, and skipping. On Wednesdays they would chop the vegetables for soup day. They would finish with free play outside in the kindergarten playground and then be joined by Chickadee Hollow as they woke from quiet time.

We went on one class field trip to Ross Farm in the spring. Many families joined us as support and drivers and it was an incredible day. The children were so thrilled to see all the baby animals and be treated to a spinning wheel demonstration.

Monika brought as outreach to the community 3 large scale puppet performances which were offered during school events:

Holly and Ivy, Puppet Show and Tea, and Mayfair. All were well attended and acted as a bridge to bring former families, teachers, and alumni back to our school to celebrate with us.

As part of further training and an important shift in Waldorf education, Monika Wildemann attended AWSNA (Association of Waldorf Schools of North America) and WECAN (Waldorf Early Childhood Association of North America) conferences that focused on delivering curriculum content based on Equity, Diversity, and Inclusion.

Grade 1

Kerry Eady

The 23/24 school year began with a reimagined Rose ceremony where the graduating grade 8/9 students presented the first grade with beautiful bouquets of wildflowers from Caitlin Rooney's biodynamic gardens. Each grade 1 family took home a wild rose bush to plant. Parents report that recording their bushes' growth has become a ritual just like recording their child's height.

The strong bonds between the grade 1 class and their 8/9 buddies were truly a highlight of the year. They worked together during horse block, at recesses, at the creative little shop where payment was made with exercise, art and pottery classes, and in the end of year production of *A Midsummer Night's Dream*, where the grade one bravely and whimsically took the role of Queen Mab's Fairy Court.

The grade 1 class proudly gave each graduate a flower at the graduation ceremony.

We began the year with a tiny class of four students, and by the end of the year our class size had doubled to a healthy and harmonious eight. Given the personalities of these eight children meant their highlights of the year all involved nature walks and uninterrupted time around a beaver pond or in the school's woodland, where story characters came to life throughout the school year, starting with Halloween Whispers where they frolicked as otters from Helen Berger's book *A Lot of Otters*, to identifying each of our math squirrels in individual squirrels in the woods. Everyone in the school became well acquainted with the red squirrel call that the grade ones still respond to today.

Many thanks to the families who helped make this year so wonderful with this enthusiastic bunch.

Grade 2/3

Ben Gallagher

I took over the class in January, and spent the first portion of my time with them building my relationships with the students and families. In the last portion of the year, we accomplished a lot. We gave performances of our class play “The Magic Garden” for the whole school. We created models of traditional shelter construction from Indigenous nations across the continent. We built four garden beds outside the kindergarten yard and planted them with a range of vegetables, including a three sisters garden that produced a bounty of corn, beans, and pumpkins for us to harvest in September. We collectively wrote and illustrated a story, “The Treasure of the Silver Rose,” which we gifted to the Grade 1 class.

We also received the gift of several observation days from a visiting Waldorf teacher from Germany, Jochen Jahn, who provided rich insights into the class dynamics.

Grade 4/5

Vienie McShane

The year began with a round up of the marvelous Norse stories. The students filled their pages with creative writing, retelling the tales in their own words and illustrating their books with wild and wonderful drawings. The introduction of formal History came about through some moving stories about the first inhabitants in Nova Scotia, the Mi'kmaq, followed by stories about the first settlers. The students were very touched by these stories. The class offered a Grand Parent's Tea, where we invited some elderly folk, some of whom were grandparents, into our class where we served them and listened to their tales of life in Nova Scotia when they were children. The class completed two projects over the course of this main lesson, which included a Family Tree and a Project on Nova Scotia.

Another wonderful main lesson that brought intrigue and joy was discovering all that the Plant Kingdom has to offer in our Botany main lesson. Here the students spent time searching for plants outside, recognising that parallel between our natural evolution and the wonderful world of plants. Their natural curiosity about the plant world was evident throughout this main lesson. Towards the end of the lesson, each student presented a project on a different plant of their choice.

Writing took on a whole new shape, with the introduction of writing in ink. They started off writing with guinea feathers, then dipping pens and finally, after weeks and weeks of practice, each student earned their "cursive license" and were given their very first fountain pen. This was a great day!

They continued with their pen pal project with South African students as well as a new pen pal relationship with the Brighton Waldorf School. That made for a lot of letter writing, but with their new fountain pens, they were super excited to write!

Mental math and spelling were practiced daily. The students picked up from their first Fraction lesson they had been introduced to the year before and delved even deeper into Fractions. Quick or short division was introduced which was a welcomed surprise, once they had all mastered "long division".

The highlight of the year was the play "Thor and his Missing Hammer" which the class put together with great commitment and dedication.

Grade 6/7

Camille Wilkins

Visit to St. John’s Anglican Church in Lunenburg during the unit on the Middle Ages.

Astronomy sleepover to observe the constellations in the night sky.

Participation in the grade 8/9 production of *A Midsummer Night’s Dream.*

Charcoal drawings up for display at the DesBrisay Museum.

Grade 8/9

Courtney Anderson

The grade 8/9 class came into the school year with an eagerness to learn that only strengthened

over the course of the year. They met the increase in academic demands (as is necessary in this age) with skill and enthusiasm and covered a huge range of topics, including creating everything from compelling short stories, an empathetic and passionate debate about trans athletes in sport, biography presentations on human rights activists, truly stunning main lesson book drawings in comparative anatomy, an exploration of revolutions, a deep dive into atomic theory and chemical reactions, and of course, truly incredible independent study projects.

Each short story was a unique reflection of the student who wrote it, and I thoroughly enjoyed each one.

The human rights unit brought out a great deal of passion and sense of justice, which is very much something that is becoming active in youth that age. They were all delighted to learn about how many activists are young people! Our debate was an interesting experience of being open to other perspectives and developing the ability to articulate and support why you believe in certain policies and values.

They also got to explore the science of food nutrition both in theory and hands on through many food-based experiments such as cookie baking, sourdough bread baking, fermentation of vegetables, and making fresh mozzarella!!

During comparative anatomy we were actually able to visit and study the skeleton of one of my horses, the children held the opportunity with reverence and gratitude with one of the students saying “Even after his death he continues to teach us.” I must admit it even makes me cry now. It was a beautiful experience for all of us. The drawings in their main lesson book for this unit were striking, the attention to detail and appreciation for the complexity of form evident.

They all became quite animated as we explored the American, French, and Russian Revolutions, different political systems, and how this history is still impacting our current global experience.

Atomic theory and chemical reactions pushed them in their ability for sure. The concept that all matter is made up of these minuscule particles that have existed since the beginning of creation is a huge concept to wrap your head around. They allowed themselves to fully sink into the awe of that knowledge while pushing themselves into the theory. We also took time to read some of Schroedinger’s work and discussed the evolution of philosophy through the ages and how the human desire to understand and stand in reverence for the miracle of life has endured through time.

They performed two theatre pieces, the first being an adaptation of the Deer Mother story they helped to write, which they performed at the Winter Concert. They wrapped up the year with a multi class effort they put together a wonderful performance of *A Midsummers Night Dream*. It was a delightful challenge and a really fun experience.

We went on a class field trip to the Neptune theatre to see a musical theatre piece, *The Prom,* put on by other young people. It was a wonderful adventure.

The independent study projects were varied and wonderful. It was so inspiring to watch them present to the other students and adults from the community. We had a submersible, Lino it prints, a spread from a graphic novel, and a compilation of poetry. The growth they all experienced through this journey was incredible.

Outside the academics we also had many heartfelt conversations about a myriad of topics, some intense and serious, others light hearted, but all were necessary and fruitful in their confident transition out of the Waldorf School. They all completed the year feeling ready for

what waited on the road ahead and knowing that they were still very much welcome and wanted within the Waldorf Community and they have since returned to help with Halloween Whispers!

The students also played a key role in organizing the Tea Room for the Puppet Show and Tea and did an extraordinary job alongside some of the grade 5-6 students as servers. Every single guest I spoke to commented on what exceptional young people they were. They exceeded my expectations and represented themselves and the school with hard work, smiles, and competence.

And of course, we had a beautiful graduation ceremony followed by a class party and sleepover. It was such a special sending off of an incredible group of students.

It truly was an absolute honour to guide these extraordinary young people through their last year at our school.

Parent and Tot

Brittany Roberts

The Parent and Tot sessions of 2023/2024 were a great success! Not only was it our first year choosing to charge a fee to attend the program, but I was also able to aid in enrolling five new students in the kindergarten. Many of the families who were regular attendees began acting like a cohort of their own: they attended our festivals, arranged play dates for their children outside of program hours, and brought along grandparents and friends to our sessions. I am also happy to say that those families from last year whose children were still too young to enrol this fall have come back to attend our current Parent and Tot program, and many are counting down the days until their children are of age to join Moni's class! All in all, the program has been a massive gain for community outreach, and a reliable way to ensure a sustainable increase in enrolment.

Special Guests

In 2024 we had an extended visit from Jochen Jahn, a Waldorf teacher from Germany who was embarking on a tour of Waldorf schools across North and South America. We were honoured to be his first stop, and to receive such careful observation and reflection from him on our school community and classes.

In August we had a brief visit from Dhruva, a student of speech eurythmy. He hosted a discussion

Professional Development

We spent some Professional Development time looking over an article from AWSNA on Decolonization within the Waldorf Curriculum. We also began our collective reading of Christopher Schafer's book *Partnerships of Hope*. We engaged in regular child study throughout the year, drawing on processes offered to the faculty in previous years.

Festivals

Our festival life at the school is always rich and this year was no exception. We were blessed with good weather for all the festivals and great parent and community participation.

The parent council was very strong this year and their efforts and involvement in set up were greatly appreciated by the faculty.

Other Major Events

This year marked the return of the Waldorf East conference to SSWS, facilitated by a collaboration between Vienie McShane and Kaitlin Brown. We welcomed educators from South Africa and across the Maritimes, and workshops were held both at SSWS and at Seraphim.

Parent Council

"SSWS embraces the vision of a vital, engaged, and valued parent body."

The purpose of the Parent Council is to support the vision of a vital, engaged, and valued parent body; to promote the school community and foster a vibrant, positive parent-school relationship; to support and educate parents; to assist in organizing fundraising events, festivals, and social gatherings; to encourage and coordinate volunteer opportunities; and to provide input and advice to the school on matters relevant to parents.

The Parent Council consists of class links and other dedicated parents who are committed to supporting the Council's mandate. Any parent can self-nominate to join the Parent Council at any time, provided they can attend monthly meetings. If you are interested in joining, please email parent.council@waldorfns.org or speak to one of our members. The current active Parent Council membership includes:

Brinleigh Gallagher
Taylor Hansen
Oren Hercz (Grade 7/8 Class Link)
Kristen Murray (Grade 3/4 Class Link)
Erin Oakes (Grade 5/6 Class Link)
Erwan Pestiaux (Kindergarten Class Link)
Sebastian Sanchez (Grade 5/6 Class Link)
Tanya Wiles-Bell (Grade 1/2 Class Link)
John Fowkes

The Parent Council represents the Parent Association, which includes all parents as members. All parents are welcome to attend Parent Council meetings without needing to formally join. Meetings are held on the first Tuesday of each month at 6:30 pm at the South Shore Waldorf School, with an option to join virtually. Parents interested in attending are encouraged to email parent.council@waldorfns.org to receive notifications of any last-minute cancellations and to access essential documents such as the minutes, agenda, and virtual meeting link, if applicable. Thank-you to parents Sonia Jaafar and Gianni Ungureanu for their ongoing support.

The Parent Council extends our heartfelt thanks to Nicole Eagles for her service on the Council. Nicole recently stepped down, but her efforts, especially on behalf of new parents, have left a lasting impact. We would also like to recognize former PC members Carrol Heinsma, Nina Juraschek and Ramon Onel for their leadership and hard work in guiding the Council through a period of transition. Thank you, Nicole, Carrol, Nina, and Ramon, for your invaluable service to our school community!

The Parent Council has made significant progress in 2024, continuing efforts that began over a year ago to rebuild post-Covid. Since April, we have held regular meetings and focused on setting realistic, achievable goals that support the well-being of the school community within the scope of our available resources. Our activities this year have included:

- Addressing the need to fill the vacant ombudsman chair and collaborating with administration, faculty, and the Board to ensure the position is filled.
- Revitalizing the Class Link system to strengthen parent connections.

- Organizing a community Easter Egg Hunt.
- Coordinating, promoting, and providing refreshments for the end-of-summer clean-up.
- Hosting a parent orientation session at the start of the school year.
- Hosting Fair Weather Fridays
- Reviving the Community Pantry to support families.
- Coordinating a meal train for the Gallagher family following the arrival of their new baby.
- Providing nourishment and support for the Fall Open House.
- Organizing a lantern-making workshop for parents in preparation for the Lantern Walk.
- Coordinating and providing essential support for the Faculty Meals Program.

Upcoming activities include a school-wide clothing swap on December 6th and hosting receptions for the Shepherd's Play performances.

In recent months, the Parent Council has considered the best location to house its documents, including agendas and meeting minutes. In the coming weeks, these documents will be transitioned to the parent section of www.waldorfns.org, where they will be easily accessible to everyone.

In closing, PC would like to thank the entirety of the parent body for their support and participation. We would love to hear your ideas for how the PC can enhance the parent experience. Email us at parent.council@waldorfns.org

Administration

Enrollment and Admissions

Outreach activities have been focused on increasing our visibility in the local community. In addition to holding a series of Pop-up Kindergartens at local farmers markets, we participated in our first-ever Pride Parade, we held our annual display of student work through the months of March and April at the Margaret Hennigar public library, we participated in a display of student work at the Desbrisay Museum from April through June and we attended the Sustainability Summit this past September.

We welcomed 15 new students to our school for the 2023-2024 school year, some of whom have been in the process of joining our school over the past couple of years.

Our fundraiser events such as Halloween Whispers, Holly and Ivy Fair, Mayfair and our Puppet Show and Tea continue to be our most effective way to introduce prospective families to our school community and are one of our primary draws for families seeking an alternative to public school education. As does our Summer Program.

Business

In the spring of 2024, our new website was launched with a beautiful design. Improvements are ongoing with the next major update to include a Parent Council section.

Student Management Software

It was decided to replace the current student management software Sycamore with Ravenna, and is possible thanks to a very generous donation. Training started in July and is ongoing. Sign up links have been sent to all current families and new inquiries.

Committees

Our committees include Finance, Fundraising and Marketing, Buildings and Grounds, and ECE (Early Childhood Education).

Fundraising and Marketing

We will be focusing on growing these Committees moving forward, as both fundraising and marketing are so essential for us. Growth in this area will mean we can focus on our “blue skies” or “big ideas” projects: a robust middle school program, STEM and music programs, Professional Development for faculty and staff, and higher wages for faculty and staff.

If fundraising is something exciting to you, please bring your ideas forward: we want to hear you!

Festivals

Our festival life at the school is always rich and this year was no exception. We were blessed with good weather for all the festivals and great parent and community participation.

The parent council was very strong this year and their efforts and involvement in set up were greatly appreciated by Faculty.

Holly & Ivy and Mayfair were both very successful in terms of fundraising and community building.

Parent Council

The parent council was reformed last year and they are working together to intentionally support and hold our school. We are extremely thankful for them and we will continue to work together with the faculty, staff, and parent body.

Volunteers

The volunteers at South Shore Waldorf School are the backbone of our small but mighty school. We have had so much success with our fundraising events, Holly & Ivy 2023 and Mayfair 2024. We have had designated staff working as a volunteer coordinator, and we worked with the community and received feedback (in the form of surveys), in order to provide an improved volunteer experience. This is something we will continue to work on and focus on as we move through the 24/25 school year. The voices and experiences of our volunteers are important to us and we want to hear them! As we have many volunteering opportunities and different fundraising events throughout the year, it is important for us to engage with our volunteers and support them, as they support us! Volunteers and the support we receive from parents and families is the reason why we are able to provide competitive tuition.

Buildings & Grounds

John Corker

Our autumn and spring cleanup days are lovely community events which truly beautify the school and grounds. Many thanks to all volunteers, faculty, and staff who made these days fun and fruitful.

The big news for B+G this year was replacing the oil furnace and HVAC system with energy-saving heat pumps; donations and government grants made this possible.

Various repairs were made throughout the year thanks to very generous donations and volunteers.

The committee looks forward to tackling more special projects.

Special Projects

Ross Bunnell

Heat Pump Project

Installation of 7 heat pumps (outdoor) & 10 indoor heads including remotely monitored thermostat system providing remote & local control. Included in this project were the fabrication and installation of aluminum snow roof protection over most units.

Project Cost Approximately:	$68,555 plus HST	
Source of Funds:	Efficiency NS	$32,818 (48%)
	Private Donation:	$39,000
Status:	Complete & fully operational with oil furnace and baseboard heating turned off as of mid-January 2024	

School Sign

Fabrication & installation of a Front of School Sign

Project Cost Approximately:	$4,500 plus HST
Source of Funds:	Private Donation
Status:	Project Complete

Install new Heater & Repair Electrical System in Ablution Block

Project Cost:	Approximately $1,200
Source of Funds:	Private Donation
Status:	Project Complete:

Install new WIFI Hot Spot in Hall & Associated Underground Wiring

Project Cost Approximately	$500
Source of Funds:	Private Donation
Status:	Project Complete

Design Work on Future Solar System to Reduce Heat Pump Operating Cost

Project Cost Approximately:	$2,500
Source of Funds:	Private Donation
Status:	Initial design completed. Project on Hold

Repair Leak in Faculty Room

Repair/waterproof new addition roof connection/existing building and main building/front lobby and office area to reduce water leaks in faculty room & front area

Project Cost Appropriately:	$4,500
Source of Funds:	Private Donation
Status:	Complete

Complete Further Repair to Office Exterior Wall & Soffit Area to Stop Leaking

Project Cost:	Unknown at this time
Status:	To Be Completed Soon

Finance Report

Financial Statements for 2024

We have received draft financial statements from our accountants at Lyle Tilley Davidson.

Revenue Breakdown

See attached tables

Expense Breakdown

See attached tables

Conclusion

In the fiscal year ended on June 30, 2024, our revenue in all categories increased. Our largest expense category are staff salaries. Partway through fiscal 2023, we had given all staff very modest raises. In fiscal 2024, the full impact of the raises came to bear and increased our payroll expense by over $60,000.

Overall, we closed the fiscal year with a small net loss of $4,496, marginally better than the previous year's -$6,042.

In the last fiscal year, we added $40,000 to our mortgage to pay off the CEBA loan from the federal government by the deadline to be able to take advantage of the forgivable portion of $20,000.

In 2023/24 our finances were on the right track. The fee increases and increased enrollment moved us closer to covering our operating expenses, even with the increase in salaries. Capital projects were in large part covered by donations and grants and had little impact on the cash available for operations.

2024-25 Budget

Due to the lower than hoped for re-enrollment in certain classes, our projected revenue for 2024-25 is significantly lower than in 2023-24. At the start of the summer, as the enrollment numbers became clearer, the boar approached the Vidar Foundation who holds our mortgage and requested a suspension from our payment obligation for 12 months. The board also negotiated an interest-only payment arrangement with the Nova Scotia Carrying Group of the Anthroposophical Society who had provided a loan for the down payment at the time we purchases the property. This results in approx. $41,500 we don't have to pay out in this fiscal year.

To date, our revenue from tuition and donations has exceeded our budget projections. However, as of the end of October, we are still looking at a deficit of $80,000 - $85,000 before events and fundraising. In the past, through our annual events and small fundraisers, we have been able to raise $35,000.

This still leaves another $45,000 - $50,000 that have to be covered by donations and fundraising efforts that exceed what we have done in previous years.

Cashflow Projections

See Attached.

The numbers in the Cashflow document and in the Budget don't necessarily agree. They were created separately, and at slightly different times. The purpose of the cash flow forecast is to show predict when we are likely to experience cash flow crunches. The document does not include any assumptions for fundraising beyond what has already been achieved. It shows a worst case scenario, i.e. if we don't do anything.

Conclusion

We need successful events that raise as much and more than in the past, and we need a successful Annual Giving Campaign.

Appendix

Revenue

Educational Programming	2024	2023	Change		2025
Kindergarten fees	101,542	98,159	3%		137
PD Day/Camp Fees	299	1,595	-81%		0
Application Fees	1,650	1,200	38%		225
Aftercare Registration Fee	0	1,246	-100%		0
School Fees	417,704	349,637	19%		349,283
School Supplies Revenue	33,333	27,124	23%		27,636
Parent & Tot Play Group	620	30	1967%		2,030
Summer Program	28,028	17,732	58%		17,033
Finance Charges	3,948	4,383	-10%		4,510
Building fees	29,532	25,815	14%		27,579
After School Care	9,377	4,658	101%		1,850
Total	**626,031**	**531,580**	**18%**		**430,283**

Deductions from Tuition Revenue	2024	2023	Change		2025
Tuition Adjustments	(48,799)	(47,262)	3%		(18,705)
Scholarship for Employee Child	(58,399)	(53,629)	9%		(102,692)
Early payment Discount	(4,611)	(2,234)	106%		(4,447)
Sibling Discounts	(51,423)	(42,525)	21%		(46,500)
Work Block credits	(26,819)	(21,158)	27%		(20,331)
Total	**(190,051)**	**(166,808)**	**14%**		**(192,675)**

Donations	2024	2023	Change		
Operational Donations	20,146	20,190	0%		
Donations in kind	148	241	-39%		
Donations from Airstream	3,000	3,000	0%		
Canada Helps Giving Campaign	1,670	2,870	-42%		
Donations for Outdoor Classroom	200	0			
Total	**25,164**	**26,301**	**-4%**		

Fundraising	2024	2023	Change		
Winter Fair	10,396	10,465	-1%		
Bread Sales and Tips	3,070	2,759	11%		
Winter Market	5,301	2,431	118%		
School Store Sales	2,476	3,278	-24%		
Halloween Whispers	2,954	3,343	-12%		
Small Fundraiser	1,011	2,200	-54%		
School Rental	3,553	825	331%		
Puppet Show and Tea	3,349	3,061	9%		
May Fair	8,326	5,347	56%		
Total	**40,436**	**33,709**	**20%**		

Other Revenue	2024	2023	Change		
Other revenue	50	220	-77%		
NS Group Anthroposophical Society	2,500	0			
Interest Revenue	1,372	231	495%		
Government Grants	8,888	12,363	-28%		
Amortization Deferred Donation Kind	6,375	4,683	36%		
Total	**19,185**	**17,497**	**10%**		

Payroll Expenses

Payroll Expenses	2024	2023	Change
Summer Program Wages	18,994	17,320	10%
After Care Wages	11,709	6,239	88%
Mentoring Wages	2,750	0	
Subject Teachers	24,126	25,029	-4%
Faculty Wages	242,199	212,948	14%
Administrative Wages	50,899	34,230	49%
Substitute Teachers	6,231	3,148	98%
EI Expense	7,956	6,506	22%
CPP Expense	17,899	14,413	24%
Total	**384,787**	**321,855**	**20%**

Energy Costs

Energy Costs	2024	2023	Change
Heating Oil*	2,124	5,937	-64%
Propane	1,651	2,291	-28%
Electric Power	9,809	8,642	14%
Total	**13,584**	**16,870**	**-19%**

*We also still have a full tank oil as contingency. Approx. value: $1,500

Building & Grounds Maintenance

Building & Grounds Mtce	2024	2023	Change
Grass Cutting	1,315	572	130%
Snow Maintenance	459	524	-12%
Septic Pumping	768	0	
Repair & Maintenance	7,390	8,157	-9%
Janitorial	3,002	1,525	97%
Water System Maintenance	793	795	0%
Total	**13,728**	**11,573**	**19%**

Professional Fees

Professional Fees	2024	2023	Change
Accounting & Legal	7,945	2,830	181%
Bookkeeping	2,215	2,480	-11%
	10,160	5,310	91%
Accounting	3,144	2,830	11%
Legal fees - immigration	646		
Legal fees - mortgage	1,011		
Mediation	3,144		
Total	**7,945**		

Professional fees covered by donation: $3,790

General Expenses

General Expenses	2024	2023	Change
Telephone	1,902	1,703	12%
Outreach Expenses	20	986	-98%
Advertising & Promotions	2,501	1,153	117%
Events & Fundraising	713	282	153%
Property Taxes	289	275	5%
VIDAR Mortgage Interest	10,855	11,223	-3%
Bank Charges	717	593	21%
Interest on Loans	817	1,019	-20%
Canada Help Fees	67	115	-42%
PayPal and Square Fees	413	208	99%
Payroll/DD Fees	476	647	-26%
Enrollment Software & Expenses	3,662	2,469	48%
Office Supplies	4,042	2,706	49%
Faculty Expenses	791	9	8286%
Staff Development	3,222	3,677	-12%
AWSNA Expenses	2,732	2,423	13%
WECAN Expenses	277	303	-8%
Total	**33,495**	**29,788**	**12%**

2024 Summer Program

Summer Program	2024	2023
Summer program Sales	17,032.50	28,598.00
ck deposited - CSJG	6,186.00	8,888.00
Total Revenue	**23,218.50**	**37,486.00**
Summer program wages	18,033.78	18,993.76
Summer program expenses	149.28	2,082.86
Total Expenses	**18,183.06**	**21,076.62**
Net	**5,035.44**	**16,409.38**

2024 Halloween Whispers

Halloween Whispers		**Debits**	**Credits**
10-26-2024	Halloween Whispers - ticket purchases	0.00	364.00
10-28-2024	Cash from Halloween Whispers	0.00	2,026.05
10-28-2024	cash from Halloween Whispers	0.00	10.00
10-28-2024	Square Sales - Halloween Whispers	0.00	274.00
	Zeffy Sales		1,160.00
	Raffle ticket sold at market*		160.00
	lights purchased on Kijiji	100.00	
10-31-2024	Halloween Whispers Expenses	648.77	0.00
		748.77	3,994.05
	Net		**3,245.28**

*Ticket sales are still ongoing

Rudolf Steiner, founder of Waldorf Education in 1919

"We must recognize in the children who are born today a preview of what must be developed in the coming generations; we must learn to educate prophetically."

"The need for imagination, a sense of truth, and a feeling of responsibility – these three forces are the very nerve of education."

"Our highest endeavour must be to develop individuals who are able out of their own initiative to impart purpose and direction to their own lives."

"Receive the children in reverence educate them in love; let them go in freedom."