

WITH
Passion
ANNUAL REPORT
2021-2022
AND **Purpose**



COLLINGWOOD
SCHOOL

Message From The Head Of School



What a difference a year makes! When we began school in September 2021, we were still operating under strict health and safety protocols as required by the Ministries of Health and Education. Happily, restrictions eased as we progressed through the year, and we were able to host in-person events again.

In October 2021, we launched *With Passion and Purpose: A Strategic Plan for Collingwood*. This student-centred, 5-year plan charts the course toward our 40th anniversary in 2024 and beyond. The input from all members of our School community was instrumental in shaping this direction for Collingwood and will guide our School as we do what we have always done—inspire and support young people for meaningful lives. In 2021-2022, we continued to reflect our commitment to the Four Strands and a student's well-rounded education at Collingwood within the pillars of our strategic plan.

Our first pillar, Forward Focused Learning, encourages students to apply their learning to solve real-world problems. Some examples of this include the Gr. 4 pilot project on climate change, NuVu pilots, a refresh of the Gr. 4-7 Unbounded Program, outdoor education for all students at Wentworth, the Gr. 8-9 ExL Program

and the new third trimester/H block course offerings.

Our second pillar, Building Community, was a major focus as we worked to rebuild our sense of community after the pandemic. One of the ways that we have done this is by once again inviting people to come together to celebrate our students' artistic performances and shows. Our goal to "Build out and formalize the Parent Volunteer Program" was marked by the launch of the new Industry Connections Database. Our Parent's Council hosted a very successful "S'more the Merrier" event. We also re-initiated our New Family Buddy Program. And, of course, our students continue to engage in a wealth of meaningful service learning initiatives and programs across all grades at Collingwood.

Our third pillar, Wellbeing, led to the appointment of our first-ever Director of Equity, Diversity and Inclusion, Nitasha Rajoo, in September 2021. Nitasha and Valerie Gauthier – the EDI lead Teacher at Wentworth – focused on engagement and education with community members. Under Nitasha's leadership, the EDI Teacher Change Team at Morven has representation from all departments, and they are working on curriculum connectors and scope and sequence across all courses. Similarly, at Wentworth, there is a focus on curriculum benchmarks and professional development for staff.

Our fourth pillar, Sustainability, has been highlighted by our commitment to broadening our Financial Assistance Program to make a Collingwood education accessible to more students on the North Shore regardless of their family's financial circumstances. This includes

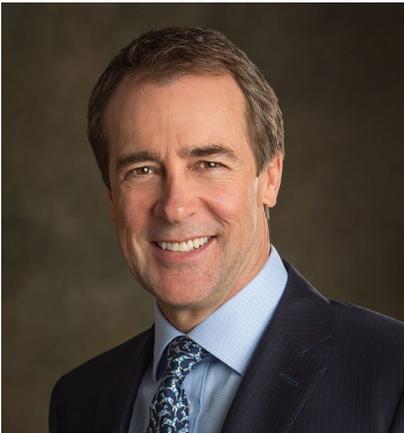
increasing public awareness of our Program and new student scholarship opportunities that can be used in conjunction with needs-based family assistance for students applying to Collingwood for 2023/24.

While our strategic plan includes new language and goals, many things remain the same for our School. We continue to focus on academic excellence and well-being as our students explore opportunities across the Four Strands. Students still enjoy a personalized and inclusive approach to learning with an emphasis on character development and personal responsibility. Courage, Curiosity, and Community remain our School Values. All high school students also continue to receive dedicated time with our University Guidance counsellors every year.

I have many to thank for their contributions this past year. Thank you to the Board of Governors, led by Dave Smith, for their tireless work and dedication to the School. Thank you to our Alumni Executive and Parents' Council for the countless positive contributions they have made to our school community. Thank you to our dedicated and passionate faculty, staff and Senior Leaders who work each day with students, parents and community members to move Collingwood forward. And, finally, thank you to our amazing students and families whose partnership has once again been invaluable!

Lisa Evans,
Head of School

Chair, Board Of Governors



Dear Collingwood Community,

I am delighted to share our 2021-2022 Annual Report with you. Each year this report allows us to reflect on our accomplishments and the progress we achieved. This past year has been no exception. I am very proud of the way our School and Community has managed through this pandemic over the past few years, and I am happy to see us emerge and embrace a new school year with normal programming and to see our students, faculty, staff and families back together again.

A tremendous accomplishment during this past year was the launching of our new strategic plan, *With Passion and Purpose*. This vision and plan was the culmination of the work and collaboration of our leadership team, the board, faculty and staff, our community and students that spanned nearly two years. Now, one year into its implementation, I am pleased to see how it has been embraced throughout the organization, and we are seeing how it influences the work we do. I am confident that our pillars of Forward Focused Learning, Community, Wellbeing and Sustainability will stand the test of time and will be our guiding lights as we make decisions that shape our

future and help Collingwood achieve our mission to inspire and support young people for meaningful lives.

Your board is a very active and involved group of committed and passionate parents and members of our community who give generously of their time to help Collingwood be the best it can be. I am very proud to work with them, and I extend my heartfelt thanks for all they do and for their support. I also wish to thank our leadership team, faculty and staff, whose dedication and professionalism are truly inspiring as they turn our vision into reality.

Each year as we see the pictures and stories of our children developing and learning, marking outstanding achievements and graduating to go on to amazing opportunities and adventures, we are reminded of why we choose Collingwood. Thank you to all our community for your support. We are better and stronger together and there is more to come.

Dave Smith,
Chair, Board of Governors

Pillar One: Forward Focused Learning



Parents' Council



The past year has seen renewed energy and enthusiasm to re-discover in-person connection, and Parents' Council remained focused on our mission to create strong connections within our school community.

Parents' Council kicked off the year with online coffee mornings, providing the opportunity to see each other without masks, hear from CW leadership and meet class and grade representatives. These representatives, led by our campus PC representative liaisons, spanned the community. They worked all year tirelessly to ensure our parents stayed connected and up-to-date on events. Communication is always key, and we continued to supplement school communications through our grade-wide WhatsApp groups, PC monthly letters and, of course, class and grade representatives.

Our grade-wide book, social and outdoor connection clubs again thrived this year. As part of the annual Double Ninth Climbing Festival celebrated by Chinese culture, the hiking group coordinated with the Chinese Connection Group to hike up Cypress Mountain in October 2021. Thanks to the Chinese cultural connections group for your organization of this event. One of PC's services is the Unishop, where

families can donate gently-used uniforms and offer these to others in the community. Many volunteers enjoy supporting Unishop sales as we meet many new families and build community. PC also helped to facilitate opportunities for real-world learning through parent volunteers who shared with students information about their careers and area of business.

Parents' Council offered a variety of social events throughout the year, including wine tastings, craft-making events and opportunities to connect and celebrate cultural events such as Lunar New Year and Nowruz, Persian New Year. In the spring, our much-loved faculty and staff appreciation event was again a great hit with an Italian theme.

The year was crowned with a fantastic family BBQ, 'S'mores the Merrier' event that brought together over 1,700 people from our community at the Morven campus. It was great to finally get together again, and the fun camping theme was highlighted by axe throwing, games on the field, bouncing castles in the gym, crafts and a candy store. Thanks to not only the PC event coordinators but also the PC volunteer coordinator and the event coordinator, that managed all the logistics beautifully.

As I step down and hand over the reins of the chair role, I am personally so thankful to CW and the whole school community for the 14 years of being welcomed and appreciated as a family at CW. Our children are set up to thrive personally and professionally thanks to this great partnership with CW. Life-long memories!

Thanks to all parents, students, teachers, faculty that make it all work as a community!

Nemelia Winckler
Chair, Parents' Council

Alumni Association



It is with a sense of pride and purpose that the Alumni Executive Committee of Collingwood emerged from the COVID-19 world with a renewed focus and opportunity to serve its dynamic alumni base. Never in our history has the group been in a position to more properly engage, listen and respond to our alumni, current students, families and the broader community. The path on how to deliver impactful programming, community initiatives and make meaningful connections to our future and current alumni has never been as clear, and we are well down the road to success.

Being able to once again host in-person alumni events both on campus and elsewhere was a huge pivot from the remote programming we had to resort to over the past few years. The term “zoom fatigue” was only too often referenced for moderate attendance at events that were truly world-class in content and delivery.

The lessons learned from those years will not soon be forgotten, but the committee will drive forward with exciting new ideas and initiatives.

The alumni association was pleased to once again host a “Winter Alumni Party” last December. We chose the location of the library at Morven as

it allowed many alumni to tour the campus for the first time and allowed for a high turnout of SLT members and other faculty.

In January, the committee kicked off the year with a “hybrid/ zoom presentation” with the highly regarded motivational speaker “Darci Lang” In one of our highest attended webinars ever. Over 25 Alumni and Faculty dialled in and engaged in a 90-minute presentation titled “Focus on the 90%”. We were very pleased with the engagement from alumni and faculty throughout the presentation.

Our very successful and well-attended “Cavs Business Lunch” returned with a hit in May 2022 at Glowbal restaurant with a fascinating discussion with Sam Gharegozlou, a 2006 alum and Co-Founder and President of Axiom Zen and winner of the Mackenzie Award for Academics. The event was moderated by Alumni Executive Committee member Joey Tai (’06) and covered a wide range of topics on Sam’s entrepreneurial start, the world of non-fungible tokens and the health and direction of technology start-ups in Vancouver. The committee is committed to delivering future impactful “Cavs Business Lunchs” again in the new year.

We are pleased to report that the “Collingwood U” program returned for an incredibly successful second year. The expanded programming was a great success, and the program has now become a mainstay in the spring curriculum for the graduates.

I was thrilled to visit the Morven campus in mid-May to attend the “Grad pancake breakfast” and lead the in-person “Alumni Presentation to Grads.” My fellow committee member Ariana Saraifi hosted the grad execs for our long overdue “Exec/ Alumni breakfast” to further build new connections with the “soon to be” alumni.

After three years as Alumni Committee chair and five years on the committee, I am thrilled to be able to pass the chair role to Ariana Sairafi. Intellect, passion and vision are only three of many strong adjectives I would use to describe Ariana. The committee and broader alumni community are in fantastic hands with her stewardship.

Thank you for the opportunity to serve as Alumni Chair.

Respectfully,

Tim O'Neill
Chair, Alumni Association

Pillar Two: Building Community



Finance



As we reflect on the success of this past year, I am happy to report the financial health of the Society remains very strong. Overall, Society revenues are up 2.8%. This reflects the strength of the school's offering, with another year of full enrolment and more applications than available spaces. Our annual tuition increases returned to historical norms following a year in which the school took steps to keep tuition changes very low in light of the challenges presented by COVID.

Our operating expenses rose just over 3.6% from 2020-21. The increase is driven by the school's commitment to invest in its faculty and staff, a key focus in our Strategic Plan. Other costs reflected a return to more historical norms following last year's COVID impact on school operations (like educational programs and school trips). Overall, the result for the year was an operating surplus of \$1.0 million before fundraising and debt repayment. This surplus helps build our operating reserve (discussed below) and fund other key initiatives outlined in the school's new Strategic Plan.

Our fundraising activities remained strong this past year, with a \$0.5 million disbursement from the Collingwood School Foundation for financial assistance and student

awards and just under \$1.0 million raised through donations to the Tartan Fund and from major gifts. This is a wonderful expression of the strength of the Collingwood community and its enduring commitment to an enriched school experience for our children.

Our balance sheet is strong. Our cash and investments increased by \$3.3 million to \$41.7 million, primarily driven by our operating surplus and fundraising. As we note every year, our cash balances, reported on June 30, reflect advance tuition received for the next school year. We paid down \$1.8 million of bank debt related to the Morven build, as well as the debt assumed to acquire four units adjacent to the Morven campus (another initiative in support of faculty attraction and retention). Our total remaining long-term debt stands at \$8.5 million. Our credit facilities are in good standing and in compliance with all bank covenants.

Finally, as recommended by both the Canadian Accredited Independent Schools and the Canada Revenue Agency, we have accumulated operating reserves of \$7.1 million as part of our risk management efforts to ensure the school is financially sustainable and prepared for significant and unexpected events.

Our Society's annual financial statements for the year ended June 30, 2022, were audited by KPMG, an independent public accounting firm, with an unqualified opinion. To view the complete audited financial statements, please visit www.collingwood.org/governance.

Nicolas Jimenez
Treasurer

Collingwood School Society

Statement of Operations



COLLINGWOOD
SCHOOL

Year ended June 30, 2022 with comparative information for 2021

	Operating	Internally restricted	Externally restricted	Capital assets	2022 Total	2021 Total
Revenue:						
Tuition fees	\$32,175,871	-	-	-	\$32,175,871	\$31,681,187
Less: Financial assistance	(937,995)	-	(408,256)	-	(1,346,251)	(1,374,143)
	31,237,876	-	(408,256)	-	30,829,620	30,307,044
Government grants	4,080,514	-	-	-	4,080,514	4,191,134
New student admission fees	679,400	-	-	-	679,400	696,874
Transportation revenue	190,668	-	-	-	190,668	167,582
Investment income	184,053	-	-	-	184,053	164,565
Other	1,319,070	-	-	-	1,319,070	755,362
	37,691,581	-	(408,256)	-	37,283,325	36,282,561
Expenses:						
Salaries and benefits	26,667,581	-	-	-	26,667,581	25,881,772
Professional development	263,548	-	-	-	263,548	158,372
Curricular expense	1,729,098	-	19,532	-	1,748,630	1,055,235
Facilities	1,771,761	-	-	-	1,771,761	1,838,848
Transportation expense	568,516	-	-	-	568,516	617,506
Information technology	796,495	-	-	-	796,495	759,932
Parent, alumni and community relations	1,271,248	-	-	-	1,271,248	899,345
General and administrative	742,747	9,918	-	-	752,665	1,267,900
Amortization	-	-	-	2,276,504	2,276,504	2,330,701
Interest	143,009	-	-	-	143,009	180,849
	33,954,003	9,918	19,532	2,276,504	36,259,957	34,990,460
Excess of revenue over expenses before other items	3,737,578	(9,918)	(427,788)	(2,276,504)	1,023,368	1,292,101
Other:						
Fundraising	989,273	-	493,896	-	1,483,169	1,266,697
Gift to Collingwood School Foundation	(19,500)	-	-	-	(19,500)	(20,000)
Fair value adjustment of interest rate swap	(76,386)	-	-	-	(76,386)	(39,824)
	893,387	-	493,896	-	1,387,283	1,206,873
Net excess of revenue over expenses	\$4,630,965	\$(9,918)	\$66,108	\$(2,276,504)	\$2,410,651	\$2,498,974

Collingwood School Society

Statement of Financial Position

June 30, 2022, with comparative information for 2021



COLLINGWOOD
SCHOOL

	2022	2021
ASSETS		
Current assets:		
Cash and cash equivalents	\$29,489,623	\$20,406,525
Short-term investments	7,633,748	15,013,778
Accounts receivable	249,697	241,940
Prepaid expenses	299,284	237,565
	<hr/> 37,672,352	<hr/> 35,899,808
Long-term investments	4,607,058	3,000,390
Capital assets	66,568,380	67,813,008
Long-term prepaid lease	64,841	74,106
	<hr/> \$108,912,631	<hr/> \$106,787,312
<hr/>		
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued liabilities	\$754,101	\$990,824
Accrued salaries and benefits	4,589,633	4,339,075
Tuition and other fees received in advance	29,320,950	27,836,037
Current portion of long-term debt	1,837,545	1,784,063
	<hr/> 36,502,229	<hr/> 34,949,999
Long-term debt (note 9)	6,683,720	8,521,282
Net assets:		
Unrestricted	7,138,340	5,320,531
Internally restricted	118,632	128,550
Externally restricted	422,595	359,287
Invested in capital assets	58,047,115	57,507,663
	<hr/> 65,726,682	<hr/> 63,316,031
	<hr/> \$108,912,631	<hr/> \$106,787,312

Collingwood School Foundation

Statement of Operations and Changes in Net Assets

Year ended June 30, 2022 with comparative information for 2021



COLLINGWOOD
SCHOOL

	General Fund	Restricted Fund	Endowment Funds		2022 Total	2021 Total
			Principal	Distributable		
Revenue:						
Donations	\$19,500	\$79,800	\$11,064	-	\$110,364	\$53,174
Investment income	-	5,608	-	360,040	365,648	375,528
Gain on disposal of investments	-	5,954	-	382,051	388,005	940,368
	19,500	91,362	11,064	742,091	864,017	1,369,070
Expenses:						
Investment management fees and bank charges	-	1,378	-	88,181	89,559	71,969
Life insurance policy premiums	-	706	-	-	706	706
Professional fees	19,500	555	-	35,640	55,695	41,217
Donation to Collingwood School Society	-	87,234	-	375,872	463,106	422,000
	19,500	89,873	-	499,693	609,066	535,892
Excess of revenue over expenses before undernoted items	-	1,489	11,064	242,398	254,951	833,178
Fair value adjustment on investments	-	(28,693)	-	(1,655,491)	(1,684,184)	1,795,030
Excess (deficiency) of revenue over expenses	-	(27,204)	11,064	(1,413,093)	(1,429,233)	2,628,208
Net assets, beginning of year	-	255,082	11,352,528	2,920,653	14,528,263	11,900,055
Net assets, end of year	-	\$227,878	\$11,363,592	\$1,507,560	\$13,099,030	\$14,528,263

Collingwood School Foundation

Statement of Financial Position

June 30, 2022, with comparative information for 2021



COLLINGWOOD
SCHOOL

	2022	2021
ASSETS		
Cash	\$19,656	\$45,446
Investments	13,069,234	14,472,805
Cash surrender value of life insurance policies	35,981	35,815
	\$13,124,871	\$14,554,066
 LIABILITIES AND FUND BALANCES		
Liabilities:		
Accounts payable	\$25,841	\$25,803
 Net assets:		
General Fund	-	-
Restricted Fund	227,878	255,082
Endowment Fund - principal	11,363,592	11,352,528
Endowment Fund - distributable	1,507,560	2,920,653
	13,099,030	14,528,263
	\$13,124,871	\$14,554,066

Pillar Three: Wellbeing



Foundation Chair



The Collingwood School Foundation's primary purposes are to lead the School's fundraising initiatives, fund the School's strategic plan, and create and build long-term endowments for a variety of endeavours such as financial aid for students and capital projects.

The Foundation, established in 1999, had net assets totalling \$13,124,871 for the year ended June 30, 2022 (\$14,528,263 for the year ending June 30, 2021).

The Foundation Board of Directors consists of John O'Neill (Chair), Darrell Ert (Vice Chair), Sabrina Liak (Treasurer), as well as John Montalbano, Pat Delesalle, Dave Smith, Debby Carreau, Nicolas Jimenez, and Lydia Ventura Patterson.

For the 2022-2023 year ahead, the Foundation will continue to work on stewardship and investment management of the Endowment Funds and also on fundraising activities to grow its endowment funds to support Collingwood's plans and initiatives.

Thank you to all members of the Collingwood School family for your continued support.

John O'Neill
Chair, Collingwood School Foundation

2021-2022

Board of Governors

Chair - Dave Smith

Secretary - Karey Brooks

Treasurer - Nicolas Jimenez

Chair, Parents' Council - Nemelia Winckler

Chair, Alumni Association - Tim O'Neill

Debby Carreau

James Clay

Lisa Evans

Leslie Farrar

Peter Green

Mohamed Mansour

Kirsten McElgunn

Dan Sander

Lydia Ventura-Paterson

Pillar Four: Sustainability



Junior School (JK-Gr. 7)
2605 Wentworth Ave
West Vancouver BC V7S 3H4
T 604.925.8375



COLLINGWOOD
SCHOOL

Senior School (Gr. 8-12)
70 Morven Dr
West Vancouver BC V7S 1B2
T 604.925.3331

Gratefully living, working and learning on the unceded traditional territories of the Skwxwú7mesh (Squamish), Səlílwətaʔ/Selilwitulh (Tsleil-Waututh), and xwməθkwəy̓əm (Musqueam) Nations. Collingwood School is committed to respecting, celebrating, acknowledging and recognizing the land, people and spirit that spans our two campuses, as we aim to cultivate meaningful and long-lasting relationships with Indigenous communities.