

École | School



ANNUAL REPORT OF ACTIVITES 2017-2018



2017
2018

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Message from the **Chairman** of the **Board** and the **Director** **General** of Vanguard School

Forty-five years ago, when Vanguard School was founded, education faced the daunting task of meeting the needs of students with diverse learning profiles. Being the first school offering specialized services in both French and English to students with severe learning disabilities, we rose to the challenge and the achievements of our students over these 45 years are a testimony of who we are and how far we have come.

From our modest beginnings with 30 elementary-aged students, we have now grown to a leading-edge educational institution with more than 1,100 students ranging from elementary to Secondary 5. Moreover, our move to our current location five years ago has provided a quality infrastructure in which our students flourish and develop.

Academically, with perseverance, hard work and determination, our students continue to overcome their learning difficulties and attain exceptional results with more than 98% of our Secondary 4 and 5 students succeeding in the Ministry of Education exams last year!

The use of technology is advancing rapidly within our school and is transforming the learning experience for our students. Furthermore, as our students continue to develop technological skills, they are becoming better prepared for the world beyond Vanguard.

Their active participation in school life is also worthy of note and our many social, cultural and sports activities provide the opportunity for our students to explore new interests, enjoy social opportunities, improve their self-esteem and create broader perspectives.

And behind all of these initiatives is our staff, whose exceptional dedication and expertise make the difference; a wonderful grouping of younger and more experienced staff members forming a remarkable team, sharing a common vision and serving as the cornerstone of our school.

But we cannot do it alone. Our parents, by their continued support and involvement in their child's education and in our school, play a key role in the success of Vanguard School. Our collaboration with school boards, universities and other educational institutions, our implication in collaborative research projects and our relationships with dedicated partners are critical to our continued success. The Vanguard Foundation remains an exceptional support for the school and we are immensely grateful for its generous funding of various projects. And the members of the Board of Directors of Vanguard School offer an exceptional contribution and support in the continual development of our school. By all of us working together, we make a tremendous difference in the lives of our students.

We have come a long way since 1973 and, as we look forward to the future and the challenges which await us, we can do so with confidence, knowing that we will build on our successes, will continue to prepare our students for the challenges which await them and, through it all, we will be strengthened by the optimism which has characterized our School since its very beginning.

Yves Legris
Chairman of the Board of Directors
Vanguard School

Carolyn Coffin-Caputo
Director General



BOARD OF DIRECTORS

In 2017-2018, Vanguard School's Board of Directors consisted of eleven members:

EXECUTIVE COMMITTEE

Mr. Yves Legris, Chair
Mr. Hugo St-Pierre, Vice-Chair
Mr. Pierre G. Trudeau, Interim Treasurer
replaced by Mrs. Anne-Marie Guertin
in April 2018
Mrs. Carolyn Coffin-Caputo, Secretary

BOARD MEMBERS

Mrs. Carole Dagenais
Mrs. Stéphanie Daoust
Mrs. Nicole De Flandre
Mr. Stéphane Lavallée
Mrs. Louise Poirier
Mr. Guy Tremblay
Mr. Stéphane Proulx, invited member

All members actively participated in regular board meetings and, when requested by the Chairman or the Director General, participated in various ad hoc committees, sharing their expertise with particular issues or dossiers.

Many thanks to each of the board members for their outstanding commitment and valuable contribution to Vanguard School.

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OUR ENROLMENT

OUR SCHOOL ENROLMENT

In 2017-2018, Vanguard School welcomed **1059 students**.

Elementary level	Boys	Girls	Total
English sector	59	25	84
French sector	118	62	180
Total	177	87	264
High school level	Boys	Girls	Total
English sector	137	64	201
French sector	371	223	594
Total	508	287	795
Grand total	Boys	Girls	Total
Total English students	196	89	285
Total French students	489	285	774
Grand total	685	374	1059



OUR STAFF

All members of our multidisciplinary teams work together to implement specific interventions to better meet the needs of each of our students. All of our teachers are special education teachers or remedial teachers and this expertise, combined with the number of years of experience gained over the years, continue to be a valuable asset for our students.

Our non-teaching professionals also bring their expertise through their approaches and knowledge of students with learning difficulties.

And finally, we rely on our support staff, working diligently behind-the-scenes, to provide the necessary support to the Vanguard School administrative team and the rest of the staff.

In 2017-2018, Vanguard School's staff included 137 teachers, 15 non-teaching professionals (psychologists and speech therapists), an administrative team of 7 directors and principals, 1 vice-principal, 3 coordinators and 41 support staff.

Our staff who is passionate about education and fully committed to our students' day-to-day success, has always been Vanguard School greatest strength.



THE VANGUARD FOUNDATION

REPORT OF ACTIVITIES - July 1, 2017 to June 30, 2018

The Vanguard Foundation pursued its mission to raise funds for educational and other related projects that Vanguard School needs to implement to educate children with severe learning difficulties. The Vanguard Foundation is governed by a Board of Directors composed of the following members:

Executive Committee

President

Mrs. **Annie Gagné**, spouse of a parent of a Vanguard School student, Director of Business Relations, GIRO INC.

Vice-présidente

Mrs. **Mercédès Beaulieu**, retired from Mouvement Desjardins

Trésorier

Mr. **Zahi Absi**, parent of a Vanguard high school student, General Director, Performance Conseil

Secrétaire

Mrs. **Carolyn Coffin-Caputo**, Director General, Vanguard School

Board Members

Mr. **André B. Charron**, parent of a former Vanguard School student, Manager, Spesinvest Inc.

Mr. **Benoît Jacques**, Commercial Real Estate Broker at Immeubles Benoit Jacques Realty Inc.

Mr. **Bradley P. Semmelhaack**, parent of a Vanguard high school student, Portfolio Manager at Crystalline Management Inc.

Mrs. **Sandrine Wettach**, parent of a Vanguard high school student, program evaluation and measurement professional

Three (3) positions have become vacant within the Vanguard Foundation following the departure of Mrs. Sonia Riverin, who served as a director from 2011 to 2017, Mr. Douglas Barker, who worked for the Foundation from 2012 to 2016 and Mr. Luc Lortie, Board Member and President from 2011 to 2017.

One of these positions has been assigned to Norman Tremblay, a Vanguard high school parent. As a result, two (2) positions still need to be filled.

Our sincerest thanks go to those dedicated individuals who worked for us in the past and who devoted many hours to the advancement of the Foundation's projects.



THE VANGUARD FOUNDATION

Guest Members

Mrs. **Nicole De Flandre**, Vanguard high school parent, Director of the Foundation's 2014-2019 fundraising campaign.

Mr. **Jean-François Halin**, Director of Financial and Technology of Vanguard School

Mr. **Christopher Dedeyan**, a young intern leader and a former Vanguard School student, who delivers lectures on self-esteem and works as a real estate broker. This year he worked with other graduates of Vanguard School to establish the Vanguard Alumni.

Guest

Mrs. **Florence M Arseneault**, Administration / Finances



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The Board met eight (8) times during this period to discuss the fundraising campaign as well as to follow-up on other fundraising activities.

The members participated in the School's Board meetings as observers (two directors of the Foundation per meeting), and they also participated in the Governance Committees' meetings. These committees include: the Communications Committee, the Finance Committee, the Human Resources Committee and the Strategic Planning Committee that oversees the implementation of the Strategic Plan's two guidelines which are organizational consistency and creating a committed Vanguard Family.

The Foundation's priorities this year revolved around the development of a communication and public relations plan with the School and the Centre of Expertise. To this end, the firm TACT Conseil has been hired to provide Vanguard entities with an action plan to improve the quality of their communications and to optimize their use of modern technologies. This issue will be on our agenda throughout the coming year because we hope to better define Vanguard for our partners, as well as determine our strategies and develop our next action plan.

The Foundation has developed software for collecting information about its donors and other collaborators. This will enable the Foundation to maintain a link with them and to establish a bank of information necessary for the proper functioning of the Foundation, the Alumni Association as well as for the needs of those in charge of fundraising activities.

ALUMNI ASSOCIATION VANGUARD ALUMNI

New to Vanguard: A committee of former Vanguard School graduates has been created! This committee has established the first Alumni Association, the «Vanguard Alumni». Its goal is to bring together as many alumni as possible and to solicit their interest in joining the Alumni.

The Alumni's purpose is to enable former Vanguard School students to access a network of their peers, participate in unifying events, promote Vanguard entities and participate in Vanguard Foundation's fundraising activities.

2014-2019 FUNDRAISING CAMPAIGN PROJECTS

As part of the fundraising campaign, the Foundation was able to reach close to 3.3 million in 2017 - 2018, more than 80% of the \$4 million target.

1. STUDENT SCHOLARSHIPS FOR A TOTAL OF \$330,000

Marcoux Family / Transcontinental Inc.

We are now in our third year of collaboration with the Marcoux Family for the low-income families' scholarship program.

GIRO INC Scholarships

We are now in the second year of collaboration with GIRO INC. that supports the public transit costs of some Vanguard students.

2. CLASSES OF 2020

With the donations received, the Foundation was able to finance the following projects:

Google Classroom: \$236,000

Lexibar: \$30,000

Robotics Club: \$12,500

Interactive Technology: \$48,000

iPad Project: \$23,000

Classroom furniture: \$70,000
(flexible classroom design)

**Total funds disbursed to date
at the School: \$437,000**

3. VANGUARD CENTRE OF EXPERTISE (VCE)

As part of its collaboration with the Vanguard Centre of Expertise, the Foundation was able to rally the following five (5) financial partners:

Desjardins Foundation

Trottier Foundation

Jean-Guy Desjardins Family Foundation

RBC Royal Bank - training and support agreement with three (3) public schools.

Rio Tinto - a project that will be 70% dedicated to providing training and support services for educational establishments in the Saguenay-Lac-Saint-Jean region.

**Total contributions garnered
for VCE: \$600,000**

4. PHASE TWO OF UPGRADING THE GYM

**Vanguard parents' contribution:
\$100 per student.**

On average \$80,000 / year

Total raised in 2017-2018: \$98,415.73

We would like to thank the Foundation's directors for achieving this important milestone in the fundraising campaign, which will continue until 2019.



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ORGANIZATION OF FUNDRAISING ACTIVITIES

The Foundation also helped to organize the following fundraising activities:

- **The draw** held on January 31, 2018, which resulted in **\$15,313** to the elementary school and **\$26,291** to the high school.
- **The 20th Annual Golf Tournament** was held on **September 18, 2018** at Le Diamant Golf Club, under the honorary presidency of Mr. Jean Turmel of Perséus Capital and of Mr. André B. Charron of Spesinvest, president of the organizing committee. Mr. Charron's team was made up of Messrs. Luigi Colagiacomo, Norman Tremblay, past President, and members of the Vanguard School staff including, Mesdames Chantal Lalonde, France Latour and Karine Tremblay. Under the guidance of Ms. Suzanne Langlais, Events Coordinator, this tournament generated gross revenues of approximately **\$82,000**.
- **The parents' voluntary contribution** was **\$98,415.73**. We would like to express our sincere thanks to all parents for their continued support.



In the coming year, we will continue to solicit our donors to achieve the goal we have set for our major fundraising campaign. We will also seek to fill vacancies on the Board of Directors, and our governance committees will pursue their efforts to ensure optimal management of our Foundation.

Finally, we would like to thank the directors and all those who are tirelessly dedicated to the Vanguard Foundation. Your ongoing commitment allows us to accomplish great things.

Thank you for recognizing the importance of this cause and for contributing to Vanguard, this important institution. By enabling Vanguard School students to achieve their personal goals and be fully equipped to meet their future challenges, you are investing in tomorrow's society.

Annie Gagné, President
Vanguard Foundation



REPORT OF ACTIVITIES

TRIBUTES



TRIBUTE TO STAFF

Ms. Marie Destrempe retired after thirty-two years of working as a psychologist at our elementary school. Her expertise and dedication were much appreciated by colleagues and students. It should also be noted that she played an important role in the admissions process for many years. We wish Ms. Destrempe the best in her new adventure!

Another leadership group at the high school, Youth in Action, visited New York earlier this year to take part in the United Nations Youth Summit. The group also earned a place at «We Day» by selling homemade soap to raise funds for the «WE» clean water campaign in developing countries. In addition, they organized a fair trade fashion show featuring items made by artisans from developing countries. The event raised more than **\$700** for the Ten Thousand Villages store. Congratulations to the leadership club.

Thanks to their magnificent performances, **Charles-Étienne Huard** and **Fania Séguin** honored our school by being selected to host the finals of an interprovincial high school talent show held in May at La Malbaie. Our two students caught the organizers' attention with their infectious joie de vivre and talent. It should also be noted that **Sofia Byrne-Bertand**, one of the participants in «Secondaire en spectacle,» won an interpretive performance banner during the regional finals held at Vanguard School. (Photos of Charles and secondary show.

TRIBUTE TO STUDENTS

Each year, the Vanguard team takes time to celebrate the achievements of students who have distinguished themselves in specific areas. This year we are pleased to report the achievements of:

Océanne Gauthier, **Cassidy Potvin**, **Mélissa Pimentel** and **Alessia Loureiro** (students in a leadership class) along with their teacher, Ms. **Linda Handiak**, who won the first prize in a video contest sponsored by the Peace Grantmakers Network. The video's purpose was to debunk stereotypes about girls. The prize money associated with this award was donated to UNICEF's campaign to promote girls' education in developing countries.



Not many young people are investing time and energy into long distance running although running is increasing in popularity as a sport. However, our Secondary II student, **Rémy Pérusse** recently completed a half marathon in 1h 40 min. He is already saying that he will be ready to complete his first marathon next year.

Last but not least, we would like to mention the initiatives of the many elementary and high school students who invested time, energy and creativity to carry out several fundraisers for noble causes. The events included a fundraiser in March, 2018 to support one of our colleagues, Ms. **Maryse Bessette**, who is fighting breast cancer. Cycle One students and staff members shaved their heads in solidarity. The amount raised (\$6,770) was donated to the Quebec Breast Cancer Foundation. Not to mention also, the fundraiser for the Sickle Cell Anemia Association of Quebec (AAFQ) in June 2018.



SCHOOL LIFE

CULTURE

Cultural activities occupy a special place in our school life, particularly during this past year.

HIGH SCHOOL THEATRE!

Drama features prominently among our cultural activities.

Three plays were presented by our students. In *Don Juan*, a large-scale production, our Secondary II singers delighted the public with the quality of their interpretation. The second play, entitled "The Voting Booth," allowed us to showcase our high school drama troupe under the energetic direction of Ms. **Bénédicte Chenard-Poirier**. Finally, the play *Hansel and Gretel* was performed

by our Secondary I English-speaking students, who presented this classic German tale to our elementary students. In addition, there were several outings that provided our students with the opportunity to discover or deepen their passion for this magic art through popular plays such as: Homer's *Iliad*, Shakespeare's *A Midsummer's Night Dream*, *The Wizard of Oz* and Larry Tremblay's *Orangerie*.



A TASTE FOR READING AT THE ELEMENTARY SCHOOL



In recent years, Vanguard has taken measures to promote reading at school. In that spirit, our elementary sector continued its reading marathon tradition, in which students, parents and staff members gather to make reading chains for a full day.

Young people were also connected with creators who passed on their passion for writing, reading and creativity in the broadest sense. This year, the School had the opportunity to meet Mr. Michel Grant, a cartoonist and screenwriter who animated an immersive workshop that enabled students to create a collaborative production.

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PREVENTION

Prevention is unquestionably important for the preservation of a pleasant environment at Vanguard School. This success is largely due to the efforts of our partners, who have been working with us for many years and who have helped educate our young people about a number of important social issues.



DRUG ADDICTION

At the high school, our loyal partner, Maison Jean-Lapointe, met with Secondary I students to raise their awareness about alcohol and drug abuse. The School has also renewed its association with the Bernier, conseillers canins company through a zero-tolerance approach to drug use in schools. A sniffer dog, accompanied by his trainer, made a number of thorough inspections of our school to ensure that we live in a drug-free environment.

SEXOLOGY

Our school implemented awareness raising activities related to this theme as well. To this end, our special care counsellors have taken the initiative of offering information kiosks on sexology to high school students. The School has also been proactive in enabling three of its staff members to follow the training provided by the Ministry of Education and Higher Education for the implementation of the new sex education program. The School also hosted an intern in sexology, who ran some classroom activities in collaboration with teachers.

BULLYING

Cyberbullying workshops were once again presented by Ms. Brigitte Lévesque, a Montreal Community Police Officer, to students in the 3rd cycle of elementary school. These presentations sensitize our students and equip them to deal with this issue.

The «Vers le Pacifique» programme also continued at the elementary school. This programme aims to resolve conflicts through peer mediation.

SCHOOL LIFE

LIVING TOGETHER

A second group of principals attended a Ministry training session called "Radicalization Leading to Violence: Action Through Understanding." This training provided rich food for thought and helped with the establishment of criteria for creating a safe and nurturing environment.

Activities that focus on living together and appreciating the benefits of diversity are offered at lunchtime. Visits to different places of worship were also offered to students as part of the Ethics and Religious Culture course.

In addition, an international cooperation committee was created (Mses. **Marie-Claude Arès**, **Bénédicte Chenard-Poirier**, and Messrs. **Simon Brinck-Boucher** and **Patrick Boyer**). Some members of this committee will visit Guatemala in 2019 with 30 students as part of a humanitarian effort to help the community carry out social projects. We are very proud of their involvement in this project.

ACADEMIC PERSEVERANCE

Secondary I students had the opportunity to meet Mr. Frédéric Dion, who, through his life experiences around the world, shared the importance of perseverance, interdependence and creativity. The students were impressed by the determination of Mr. Dion, who proved to be an inspiring model of perseverance.

In addition, graduating students and their parents had the opportunity to attend a college transition conference. It was a unique opportunity not only for gathering information to prepare for the next step after graduation, but also for helping the students and parents feel more secure about this new challenge. Hosted by **Mses. Sophie David**, **Isabelle Ducharme** and **Mr. Stéphane Lamontagne**, this meeting was greatly appreciated by the participants.





SPORTS

Sports also play an important role in the lives of our students. At Vanguard School, sports are associated with maintaining a healthy lifestyle and with learning to work cooperatively as a team with friends and new people.

In that spirit, we would like to highlight the collegial nature of these sports initiatives.

VIE SCOLAIRE

→ **The FitSpirit project** which, for a second year in a row, encourages girls to learn to run by following a group training program to achieve distances of 5 and 10KM.

→ **The Youth Benefit Challenge** of the Centre for Excellence in Traumatology at Ste.-Justine Hospital: We wish to highlight the impressive efforts of the elementary students who participated, once again, in this annual fundraising campaign. They raised **\$5,198.15** for this charity sports challenge. This is definitely a good way to move for the cause!



→ Our elementary and high school **Olympics** encourage our students to push their athletic performance limits, to integrate team spirit and to compete while having fun. Thank you to the physical education teachers who train, support and motivate the students.

In addition, we must also mention the achievements of the many students, who, through their talent and passion have the opportunity to participate in one of our many sports teams: basketball, football, flag football and soccer. We would like to take this opportunity to recognize the efforts of these young people and of their physical education teachers, who invest time and expertise in the students' training.



PEDAGOGICAL DOSSIERS

2017-2018 was a year of reflection on our practices, with a view to better serve the clientele we welcome.



STRATEGIC PLAN 2018-2021

During the year, a focus group began discussions about the development of Vanguard School's next strategic plan. The members of the committee (Mes. **Andrea Harding, Bridget Poirier, Carolyn Coffin Caputo, Maryse Bessette, Nathalie Richard, Vanessa Dandavino, Véronique Dinel, and Messrs. Jean-François Halin, Patrick Boyer, Sébastien Provencher, Stéphane Lamontagne, and Stéphane Proulx**) emphasized professional development as a strategic objective and proposed different training and support options. The group believes that the world in which we operate requires constant adaptations and that participation in continuing education is the greatest guarantee of personal and professional success. This perspective is all the more significant for us as we must support and equip young people for this ever changing future. It should be noted that these proposals will be the subject of a consultation at the beginning of the next school year, after which, this ambition plan can be implemented.

IMPLANTATION OF GOOGLE CLASSROOM

We have implemented a Google Classroom training plan for all personnel this year. The School has a team of passionate expert trainers (Mes. **Alexie Csipak, Amanda Walbert, Claudia Brierley, Jennifer Mariasine, Marine Jalette, Suzanne Desfonds and Véronique Dinel**) to help teachers in and out of class on a daily basis in the use of the Google Suite (applications and extensions). Key actions carried out include:

- Many training activities (including a consecutive month of training)
- The creation of numerous information bulletins
- The possibility of classroom support for teachers and students

Through this ongoing support, we hope that all of the School's staff will gradually integrate this technology into their teaching practices. For this reason, our team will have the mandate to continue offering this important support service in 2018-2019.

PEDAGOGICAL DOSSIERS

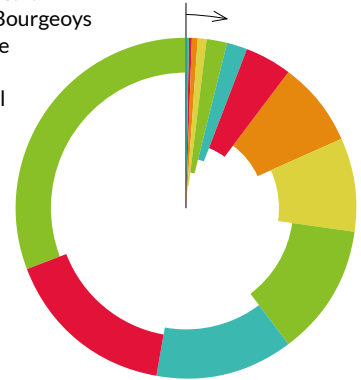
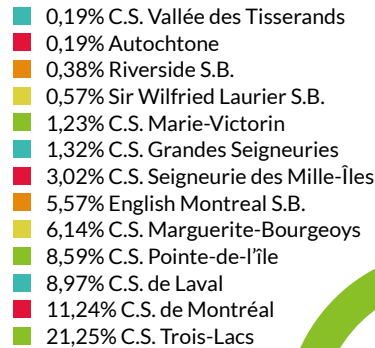
OUR EXTERNAL PARTNERS

SCHOOL BOARDS

Our collaboration with School Boards continued this year, with a consistent number of students being referred to us. These new agreements mean that almost 7 in 10 students now benefit from a School Board agreement.

These results demonstrate once again the collective will of School Boards and Vanguard School to work together for the benefit of students with severe learning difficulties.

DISTRIBUTION OF SCHOOL BOARDS AGREEMENTS



UNIVERSITÉ DE MONTRÉAL

In the wake of our partnership with the Université de Montréal, we have created a joint committee of speakers from the Université de Montréal (Mses. Louise Poirier, Rachelle Berthiaume and Josiane Robert) and Vanguard School (Mses. **Karine Alarie, Vanessa Dandavino, Isabelle Ducharme, Sophie Montpetit** and **Mr. Stéphane Proulx**) to define the first steps of our collaboration, based on the needs of the School. We have prioritized the need to create working committees in mathematics and French. These committees will bring together elementary and high school staff as well as a resource from the Université de Montréal, who will be mandated to support each team with its expertise. These committees will have the following mandates:

→ **The mathematics committee:** will pursue reverse curriculum mapping, starting from the requirements at the highest level of high

school and moving down to the elementary levels of math. Committee members also have the mandate to perfect their knowledge of best practices in mathematics, based on current research. They will also be able to deepen their understandings related to different learning disabilities (dyscalculia, Nonverbal Learning Disabilities ...) which have significant impacts on our students' abilities to learn mathematics.

→ **The working committee in French:** will study the possibility of integrating more grammar instruction in our classes, especially at the high school level. Their mandate will be to develop a continuum and a mode of intervention to support grammar instruction. It should be noted that the committee will also consider the issue of vocabulary development at the elementary and high school levels.

OVERVIEW OF FINANCES

OUR INVESTMENTS

From an investment perspective, the school year was a year of consolidation for our technology infrastructures, and of planning for the last phase of our facilities development strategy.

We will shortly begin a review of our needs and define our vision for the place new technologies will hold in the school, including their use in the classroom and the move to cloud-based technologies for our infrastructures. Already, more than 70% of our classrooms are equipped with the new interactive technology eBeam Edge, which is a better, easier to use tool for our teachers - as well as being more reliable than smartboards. We also made significant investments in the

deployment of the Google Classroom technology, and a designated team of our teachers is continuously experimenting with new tools and applications available on this new platform. We are currently evaluating the positive impact of these technologies within the school and on our students.

OUR INFRASTRUCTURES

This last phase of our facilities development plan started in May 2018 with the purchase of the property next door, at 5945 Côte-de-Liesse. This new space has already allowed us to redefine our parking plan, which is now safer for our students and has also allowed us to increase significantly the parking spaces available for parents that pick up their children at school. We are also planning to redefine areas used by our school buses, as well as adding outdoor activity spaces for our students, and build a new administrative center. The spaces currently occupied by the administrative staff will be transformed to allow us to welcome six new students groups at the high school. We plan to complete this project for the beginning of the 2019-2020 school year.



FINANCES

REVENUES AND EXPENDITURES

	2015-2016	2016-2017	2017-2018	17-18 vs 16-17
School fees	\$17 240 890	\$18 814 891	\$19 876 557	5,64%
Extracurricular activities	\$192 137	\$311 412	\$255 674	-17,90%
Gifts and donations	\$4 455	\$5 096	\$122 670	2 307,18%
Investments	\$15 249	\$10 214	\$15 629	53,02%
Miscellaneous	\$717 460	\$567 669	\$651 215	14,72%
Total revenues	\$18 170 191	\$19 709 282	\$20 921 745	6,15%
Teaching activities	\$8 982 700	\$9 711 547	\$10 192 796	4,96%
Support to teaching activities	\$2 242 020	\$2 550 759	\$2 397 074	-6,03%
Extracurricular activities	\$385 187	\$472 283	\$1 030 646	118,23%
Administrative activities	\$1 585 173	\$1 974 043	\$1 827 001	-7,45%
Activities connected to facilities	\$2 558 093	\$2 469 124	\$2 619 519	6,09%
Other related activities	\$2 149 283	\$2 238 625	\$2 248 381	0,44%
Loss (Gain) on disposal of real estate	\$0	\$0	\$691 656	N/A
Total expenditures	\$17 902 456	\$19 416 381	\$21 007 073	8,19%
Excess of revenues over expenditures	\$267 735	\$292 901	-\$85 328	-129,13%
Prior to extraordinary items	\$267 735	\$292 901	\$606 328	107,01%

We can see from the above that total revenues increased by 6.15%. The major items under this heading are the following:

- **School fees** increased by 5.64%. This is in part due to the annual increase in the amount of student funding from the MEES and the School Boards, the addition of students at the high school, as well as a substantial increase in Ministry funding for transportation this year.
- After a record year last year, **Extracurricular activities** decreased by 17.9%. We still note a high level of activities compared to the overall average of the last few years.
- **Gifts and donations** increased very significantly this year, thanks to a donation from the Vanguard Foundation for the Google Classroom teacher training initiative.
- **Investment** revenues increased this year as the result of a higher average cash balance in our daily interest investment account.
- **Miscellaneous revenues** registered a significant increase. This is due to write-offs of uncollectible debt last year, which impacted negatively the results for that period. This year's result is more in keeping with normal expectations.

As for expenditures, the increase is 8.19%. Individually the major items are:

- **Pedagogical activities** at first glance appear to have increased at a rate slightly lower than corresponding revenues (4.96% versus 5.64%). However, if we subtract the Ministry transportation grant, (for which revenues are accounted in School fees, but expenditures are in the Extracurricular activities), we can see that the proportion is actually 2.59% versus 4.96%. As such, the Pedagogical expenditures are increasing faster than the related revenues. As our personnel gains in seniority, this is an issue we will be faced with for a number of years until the situation stabilizes.
- **Support to pedagogical activities** expenditures decreased by a little more than 6%. Reasons include an accounting reclassification of printing costs and lower than expected compensation costs related to vacant positions and the difficulty in finding qualified personnel.
- **Extracurricular activities** increased very significantly this school year (118.23%), but this increase is entirely due to the increase in the Ministry transportation funding, which is paid out to School Boards that provide the transportation service.



→ **Administrative activities** decreased this year by 7.45%, mainly due to large, non-recurring expenditures last year, including the purchase of pedagogical software. We also note the termination of certain contractual activities.

→ **Activities connected to facilities** increased by slightly more than 6%, mostly caused by the increase in construction costs incurred for the modifications of classrooms to accommodate additional groups.

→ **Other related activities** expenditures increased 1% - in line with expectations.

→ **Loss (gain) on disposal of real estate** is an unusual expenditure for this year. This loss results from the purchase of the neighboring property. There are presently two buildings on this property which will be demolished in the next few months. As the acquisition cost included the value of these buildings, the school needed to record this loss to adjust the asset value.

THE BALANCE SHEET

The table below presents the comparative balance sheets up to the period ending June 30 2018.

	2015-2016	2016-2017	2017-2018
Cash	\$330 569	\$2 080 311	\$1 179 726
Cash In Trust	\$0	\$0	\$0
Grants receivable	\$218 788	\$243 359	\$107 467
Other receivables	\$445 534	\$231 395	\$192 634
Investments cashable within 12 month	\$0	\$0	\$0
Relocalisation costs	\$0	\$0	\$0
Real estate to be disposed of within a year	\$0	\$0	\$62 820
Total short term assets	\$994 891	\$2 555 065	\$1 542 647
Investments	\$1 093 883	\$61 410	\$61 410
Fixed assets	\$23 032 851	\$25 441 376	\$25 868 832
Total assets	\$25 121 625	\$28 057 851	\$27 472 889
Payables	\$1 075 091	\$1 401 424	\$1 197 575
Deposits on real estate transactions	\$73 513	\$374 250	\$441 846
Long term debt	\$12 074 767	\$14 091 022	\$13 727 641
Total liabilities	\$13 223 371	\$15 866 696	\$15 367 062
Invested in fixed assets	\$0 958 084	\$11 142 635	\$11 854 938
Internal assignment	\$0	\$0	\$0
Non-assigned	\$940 170	\$1 048 520	\$250 889
Net assets	\$11 898 254	\$12 191 155	\$12 105 827
Total net assets and liabilities	\$25 121 625	\$28 057 851	\$27 472 889

→ We see in the Balance sheet a fairly significant decrease in **Cash**. This is due to the purchase of the property next door for the amount of \$1.5M, which was paid entirely out of our cash reserves.

→ We also note a decrease in the **Accounts receivable** (in total, \$474K in 2017 versus \$300K in 2018), resulting from additional collections activities, as well as the writing off of uncollectible receivables.

→ **Fixed assets** are lower this year, resulting from the annual depreciation charges, which exceeded purchases in the current year.

→ We also note a fairly large decrease in the **Payables** (14.5%), which went from \$1.4M to \$1.2M. The Current assets, in the amount of \$1.52M, provide sufficient liquidity to settle these debts.

→ The **Long term debt** has decreased by more than \$363K, due to the monthly mortgage payments.

→ The **Deferred revenue related to the fixed assets** refers to donations from the Vanguard Foundation that are tied to specific fixed assets. These donations are amortized over the life of these assets.

All in all, even though the school incurred a loss this year, the school's financial situation is still solid.

MISSION OF VANGUARD SCHOOL

Vanguard School is an educational institution which enables students with severe learning disabilities to achieve their full potential through an education that fosters academic success, self esteem, and harmonious integration into society.

Vanguard School is also an educational institution open to research activities, professional development and exchange of expertise.

VISION OF VANGUARD SCHOOL

By the quality of services to its students, by the expertise developed by its staff, by the quality of its infrastructures and by the excellence of the research and training for and with its partners, Vanguard School will be recognized by specialized centers, universities, school boards, government bodies and the general population, as the center of excellence for the education of students with severe learning disabilities.

2017 2018



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