

**Western Communities Montessori Society
Meeting of Directors – Minutes**



Meeting Date:	December 11, 2025, at 6:30 p.m.
Location:	4075 Metchosin Road, Victoria
Attendees:	Magnus Hanton, Michelle McClure, April Sim, June Ling, Crispin Murphy, Elliott Billingsley, Erin Eisenberg, Anastassia Bennett, Peter Scott, Luke Geiger, Matt Loken, Cynthia Oldham
Regrets:	Chelle Fox
Distribution:	All Attendees, Board Members, including Ex-Officio Members, Society

Item	Discussion
1.	Call to Order – 6:34 p.m.
2.	<p>Adoption of Agenda</p> <p>1. Motion to adopt the agenda Motion to approve – Luke; Second – April; In favour – All; Opposed – None; Abstained – None</p>
3.	<p>Adoption of Previous Minutes</p> <p>1. Motion to adopt the previous minutes – November 19, 2025 Motion to approve – Elliot; Second – Michell; In favour – All but Luke and Crispin; Opposed – None; Abstained – Luke and Crispin (neither were present on November 19)</p>
4.	<p>Reports from Committees</p> <p>1. Head of School Report – Magnus</p> <ul style="list-style-type: none"> • See in meeting package <p>Luke – good survey result re Hot Luck. Magnus – Looking to start Feb with 5 days a week only. 10 people willing to volunteer Elliott – Revenue? Magnus – The company would manage it all and make the money. Not-for-profit. Started in Sooke district. Luke – Admissions the number of tours booked vs conducted. Is that drop normal?</p>

Magnus – Yes, especially if it comes through FB. They click and don't show. Would be interesting to see how that changes with change from FB. Most people who have come in, we've seen an uptake on parent taught classes. Now, we have both parts filled.

Luke – Metchosin has its own parent/toddler. Are they still doing that?

Magnus – Yes. People see it as an in road. Pick people with Montessori background.

Large uptake to take a regular kid and bring them into Montessori

Luke – Would you run the parent-toddler program during the summer?

Magnus – Likely not

Anastassia – did one outside of school and zero enrollment. Parents want to come. See how they are without parents (April group).

Magnus – that flows into in class visit. Really good success rate with early years program. Few kids who weren't ready. Our CASA program is just 6 kids right now. Most have been able to transition quickly into the program.

Michelle – H

Luke – do you have flow through visibility. We talk about once you go through early years, they leave. Any history re retention into grade one if they do parent/tot.

Magnus – can look

Anastassia – parent/tot is a 3rd year

CM – anything for middle school to high school transition. Last year in the fall, there was a middle school families for high school families. Got many grade 8s into grade 9.

MH – will plan another one of those.

2. PAC Report – Chelle

- See in meeting package

Michelle – read out Holiday Market update from Chelle

Michelle – Felt it wasn't that rushed. Do know emphasis was to make it affordable for the kids. There was discrepancy of what was charged. It was about making sure kids knew they were spending money.

Luke – Emergency system. If you had an emergency system, that'd be an operating expense and apprehensive if it was funded by PAC.

Magnus – It used to be a fan out system with phone calls with parents. The system used is now part of a big company and have reinterpreted part of the policy. It used to be paid per user, which was number of user, which was student. Now, it's each parent plus student (so 3 times). Looking into different options. Tuio or Transparent Classroom. It'd come under our own umbrella.

Peter – Thing that calls on Snow Days?

Magnus – Yes.

3. Finance Committee Report – Luke
 - See in meeting package

LG – There will be a changeover in the accounting system later this year.

The financial reporting will line up with the budget and there will also be changes to the accounting policies. The changes will be material to how donations and restricted funds are recorded. These changes will be highlighted over the next few Board meetings and more context will be provided.

In revenue, there will be a recognition of how donations are realized and how donation restrictions show up in the statement. We will move into a reporting structure that is clearer about donations, restrictions, etc. as it is the right time for the school to go in that direction.

CM – Is the purpose of the change to make the statement clearer and more transparent?

LG – It's to be comparable to other not-for-profit academic organizations. It's the evolution of what we're doing.

4. Community Engagement Committee Report – Elliot
 - See in meeting package

EB – The next survey will be in the spring, before spring break.

LG – With respect to the recommendations to the Board, it's important, in my mind, that it is clear on who is doing what in response.

MH – The recommendations up getting assigned to the committees.

Discussions on “Improve Onboarding”

MH – It's likely a shared joint responsibility between operations and the Board, especially with community engagement. A task is teasing out exactly which portions are happening on the Board side and which portions are happening on the operations side.

EB – This time last year, Eric asked the Board to make phone calls to the families. MH's suggestion was to make these calls at the beginning of the year.

LG – Phone calls to family. What do you see from this? Is it a committee thing?

MH – It's just making sure things are executed on timing for things that make the most sense. If you ask about onboarding, doing it at the beginning of the year makes sense as that's when things are to cause the most friction points. It's making sure the things that are being established are actually executed and that nothing huge or additional that needs to be done.

Discussion on “Articulate Philosophy on Cultural Programming”

EB – They mean “What does the school stand for to my family?” “How does my family fit in?” If families feel like they're represented, the culture of the community, then they'll feel included. Keeping eye on ball on that type of thing. If a family is feeling as though they need to be represented here, they do. It can show up in all kinds of different ways.

LG – What would be the recommendation? Does it need to be a sign on the wall?

MM – Is something not clear?

CM – Do we need an inclusion policy?

EB – It's important that families feel like they've been heard.

AB – Is it some type of open channel?

EB – It's to have families to get involved in the PAC and bring excitement to that.

CM – Recommend sending it back to your committee to have some discussion on what isn't being articulated or dive deeper into the concerns that families may have. Are there concrete recommendations? Recognizing some of the more contentious meetings have involved topics in this area. It'd be thoughtful to the varying perspectives.

Discussions on “Extended Care”

EB – Extended care with longer hours could be a big business change.

MM – It'd fall under operations because it would involve staffing.

CM – Don't think anyone has issues with extended care.

MM – Feels like this is all generalized and need to break it down a bit more.

	<p><u>Discussions on “Road Safety”</u></p> <p>MH – We have speed signs that are going. If we have a traffic analysis, we can make a case that this should be a 30km/hr school zone as opposed to the current 50km/hr.</p> <p>Historically and presently, Metchosin does not want to assign a school zone in front of school via a thorough fare.</p> <p>ML – Can we commission a traffic study? It’s commonly commissioned for new developments. It’s actual science and engineering. The result may say “[Reducing to 30km/hr] will not impact flow via peak hours”. It is worth doing.</p> <p>LG – Propose to have the Building and Site Committee to study the matter and come back with a proposal on a traffic study. We’ll want to make sure any study includes the number of vehicles and the average speed.</p>
5.	<p>Old Business</p> <ul style="list-style-type: none"> • None
6.	<p>New Business</p> <p>1. Tuition Setting</p> <p>Motion to approve the 2026-2027 Schedule of Fees as presented – Luke; Second – April</p> <p>CO – Will there be a similar increase in bursary pool? LG – The bursary pool has not been assigned as of this date. It’ll be part of the budget. CO – Was there an assessment done of costs of different programs? LG – There was a program analysis of contribution margins. CO – is HS that much more expensive to run? MH – Yes. Even with the increase in enrollment.</p> <p>EB – The way camps are run. Is it separate accounting? AB – Yes. LG – The objective is to have the schedule of fees and core programming be run entirely different from camps. The camps and parent/toddler program, those are based on market rates. The schedule of fees is a separate analysis.</p> <p>The camps is an area that we hope to see grow over time. The hope is that if the camps are bigger in contribution margin, then covering the fixed costs would have less impact on tuition. We would also like to have additional revenue from other sources. Until that happens, we have the months where the tuition has to cover the vacant school. One day in the future, instead of the</p>

	<p>fees having to fund 12 months of operations, they will cover 10 of the premise cost, but we're not there yet.</p> <p>CM – Is the increase of 3% is consistent with other Montessori schools? MH – Other Montessori schools are Level 1. MMA and Selkirk are now revisiting staff salaries, which is what we did 3 years ago. AB – This year, increases will be set between 3% and 4%. Next year will likely be the big increase if there's a change to salaries. MH – In the analysis, we need look at what makes sense with the program. As long as we're not completely wildly different, our budget makes sense. LG – The opportunity for us will come as the forecast model for next year has the high school will generating a positive margin. As the program grows, some of the financials are covered. The next questions will be campus utilization, how many kids can we have on this campus, how many configurations, how much of the new tuition goes to new premise and new programs versus decreasing tuition costs. Look forward to having that discussion.</p> <p>CM – Robin Parker (previous president) was quite adamant that 315 student was max on campus. It seemed to be related to parking.</p> <p>MH – In the end, whatever the number is, it's about maximizing the enrollment for the space you have. 500 kids is not necessarily more profitable than 300 kids. This year is better financially because we're maximizing the staff we have and the rooms. It's not that more student number will make more money, it's how do we do that in the best way possible. Optimization.</p> <p>In favour – all; Opposed – None; Abstained – None</p> <p>Motion passed at 7:24 p.m.</p>
7.	<p>Business from the Floor</p> <p><u>Discussion about a Gym Space (PS)</u> MH – There are 50 to 60 middle/high schoolers, which changes the mix. The other shift is having a PE specialist. Now, we have one individual spending an entire day outdoors. It is in the interest of the school to figure out a covered space. MH is actively looking at it and can do it cost effectively.</p> <p>It'll need be something that's ALR friendly with a pliable surface.</p> <p>LG – What you raised is an interesting one because we're entering a time where gym is one thing, expansion of campus, making east building better. What do the next 5 years of the campus look like?</p>

	<p>PS – To what extent families considering the school think the gym is qualifying?</p> <p>MH – The solution won't be an indoor space. Anything we do will have to be less permanent on ALR land.</p>
8.	<p>Meeting Review and Adjournment</p> <p>1. Adjourned at 7:31</p> <p>Motion to approve – Elliot; Second – Michelle; In Favour – All; Opposed – None; Abstained – None</p>