



# **Assemblée Générale Annual General Meeting**

**28 novembre 2022**



# Welcome

Merci à tous pour votre présence  
à l'Assemblée Générale du  
Lycée Français de Toronto.

Thank you for attending the Annual General Meeting  
of the Lycée Français de Toronto.

## Reconnaissance des terres *Land acknowledgment*

*As an international school which strives to create a global community here in Toronto, it is important for us to respect all cultures and, therefore, to acknowledge that the Lycée Français de Toronto is situated on land that is part of the traditional indigenous territories of the Wendat, Anishinabek Nation, the Haudenosaunee Confederacy, the Mississaugas of the New Credit First Nations, and the Métis Nation.*

Le traité signé pour ces parcelles est appelé le Traité d'achat de Toronto. Il s'applique aux terres à l'Est de Brown's Line jusqu'à Woodbine Avenue, et vers le Nord, près de Newmarket. Enfin, nous voudrions prendre un instant pour réfléchir à l'histoire de ce pays et se souvenir que les communautés des Premières Nations, Métis, et autres peuples autochtones sont toujours de respectueux gardiens de ces terres que nous partageons.

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## MOT D'OUVERTURE DE MONSIEUR L'ATTACHÉ CULTUREL

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1. **RÉSULTATS FINANCIERS | FINANCIAL RESULTS 2021-2022**
1. **QUESTIONS ET RÉPONSES | QUESTIONS & ANSWERS**
1. **MOTIONS À APPROUVER:**  
**Résultats financiers | FINANCIAL RESULTS 2021-2022**  
**Nomination des auditeurs | AUDITORS**
1. **QUESTIONS À L'APA | QUESTIONS TO THE APA**
1. **ÉLECTIONS DES CANDIDATS | CANDIDATES ELECTION**



# 01 Chapitre

PRÉSENTATION DE LA PRÉSIDENTE ET DE LA  
CHEFFE D'ÉTABLISSEMENT  
*CHAIR'S & HEAD OF SCHOOL PRESENTATION*

# Faits saillants du Conseil d'Administration

## *Board highlights*

- *Special year*
- *New managing team*
- *Governance*
- *5 strategic pillars*



# Le Lycée Français de Toronto

## *An independent School*

- As an independent school, the LFT is a **not-for-profit (NPO)** and is overseen by an elected **Board of Directors**. LFT has a charitable status and **donations** can be **eligible for tax receipts**.
- LFT welcomes students who will fit the school's environment and community.

# Le Lycée Français de Toronto

## *An accredited school*

- The curriculum is accredited by the **French Ministry of Education** and allows students to take one of the most recognized high school diplomas in the world: **the French Baccalaureate**
- The French Ministry of Education has also accredited the school as an **American International Section**:
  - All Primary students follow the International Section,
  - Secondary students can apply from grade 6 to 10,
  - “*Cycle Terminal*” (Grade 11 & 12 students) can take the **French International Baccalaureate** (where **42%** of the baccalaureate is taken **in English**)
- A French curriculum renowned for its rigor and high standards, building skills to **succeed in post-baccalaureate** studies anywhere in the world.



# Le Lycée Français de Toronto

## *An AEFÉ school*

**Network of French schools abroad:** in 2022, includes **566 schools in 138 countries, with nearly 390,000 students**, 40% French and 60% of other nationalities.

- benefits from **AEFE experts**,
- participates in events with a **global reach**,
- allows current and former students to build a very large and solid network of **ALUMNI**,
- can benefit from **subsidies** but also from the **guarantee of the French State** in case of a loan,
- and allows families to move all over the world guaranteeing the **curriculum's continuity**.

# Le Lycée Français de Toronto

## *A conventioned school*

A school with an agreement: LFT is managed by a board of directors, which has signed an **administrative, financial and pedagogical agreement with the AEFÉ.**

This agreement allows us to welcome staff certified by the French ministry of Education. Working with local staff, **this diversity of backgrounds is mutually enriching.**

**This convention explains our “double-head” governance school.**

# Mission, Vision and Values redefined

## Our Mission

From Pre-Kindergarten to Baccalaureate, the LFT offers an **education of excellence** in French, to a **multilingual** student body that thrives in its **diversity**.

We empower our students to become **compassionate thinkers and innovators** in an ever-changing world.

## Our Vision

The LFT aspires to be an **inclusive and innovative** school, combining the **rigor** of the French curriculum with the **richness** of Canadian multiculturalism.

We believe in a **holistic and multilingual education** supported by an **engaged and forward-thinking community**.

## Our Values

- **Humanism**
- **Critical mindset**
- **Responsibility**
- **Curiosity**
- **Excellence for all**

# Five strategic priorities

## EDUCATION

**Excellence in education for all**, to develop our multilingual students into compassionate thinkers and innovators



## BUILDING

**Access to safe, stimulating infrastructure**, to support the educational and program needs of our students



## COMMUNITY

**Increased awareness & connectivity within the school and beyond**, to deepen our relationships and reputation



## FUNDRAISING

**Implement and expand sources of funding**, to finance new projects and retain our excellent education



## FINANCIAL RESPONSIBILITY

**Financial transparency and stability** ensured for the long term



# Five strategic priorities – Community

1

## COMMUNITY

**Increased awareness & connectivity within the school and beyond, to deepen our relationships and reputation**



### Short-term priorities (1-3 years)

- Improve the communication of our mission and strategies with current and prospective families
- Strengthen our enrollment systems (esp. for maternelle)
- Offer extra-curricular and summer programs to reinforce school connection and role within the community
- Establish a stronger alumni program

### Longer-term priorities (4+ years)

- Deepen our relationships and create partnerships with the Toronto Francophile community (businesses, leaders, organizations)
- Increase involvement of our students in civic and environmental initiatives (e.g. tutoring, volunteering)
- Establish exchange programs with France (students and teachers)



# Five strategic priorities – Building

2

## BUILDING

**Access to safe, stimulating infrastructure,** to support the educational and program needs of our students



### Short-term priorities (1-3 years)

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- Invest to update current infrastructure (e.g. playground)
- Leverage additional flexible activity and athletic space (e.g. Glendon labs and sports facilities)
- Explore realistic options for possible expansion into new/other site

### Longer-term priorities (4+ years)

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- Action realistic real estate option based on findings
- Explore accessibility options for new/other site



# Five strategic priorities – Financial Responsibility

## 3 FINANCIAL RESPONSIBILITY

**Financial transparency and stability** ensured for the long term



### Short-term priorities (1-3 years)

- Establish transparent processes and governance in financial reporting
- Thorough review of governance, financial sources and expenses (incl. tuition fees, salaries, subventions etc)

### Longer-term priorities (4+ years)

- Establish clear long-term financial planning to support our strategic initiatives



# Five strategic priorities – Fundraising

## 4

### FUNDRAISING

**Implement and expand sources of funding,** to finance new projects and retain our excellent education



#### Short-term priorities (1-3 years)

- Establish internal processes to develop and implement fundraising (e.g. donor data management, financial processes)
- Hire a fundraising person to develop/coordinate fundraising activity
- Establish greater outreach to francophile community, LFT parents, alumni
- Initiate annual appeal fundraising campaign to mobilize parents and external community, including annual Gala to raise funds
- Celebrate and recognize donor generosity

#### Longer-term priorities (4+ years)

- Establish diversified and long-lasting sources of funding such as corporate gifts, foundation grants and individual giving
- Implement capital campaign to fund the school's building strategy





# Five strategic priorities – Education

5

## EDUCATION

**Excellence in education for all**, to develop our multilingual students into compassionate thinkers and innovators



### Short-term priorities (1-3 years)

- Implement pedagogical changes that reflect realities of our school and uphold commitment to excellence in a plurilingual education
- Reinforce educational plans tailored to each student
- Invest in targeted teacher training, aligned with school's pedagogical vision, to amplify their impact and retain

### Longer-term priorities (4+ years)

- Refine newly introduced pedagogical initiatives based on results
- Ensure pedagogical offer meets and exceeds international educational standards



# ***WHY CHOOSE OUR EDUCATION?***

## **ACADEMIC QUALITY**

Strong foundations across all disciplines, true bilingualism, certification in 3 languages (French, English, Spanish)

## **PERSONALIZED APPROACH**

Tailored education, low student-teacher ratios, parents' involvement in co-education

## **TOP QUALITY TEACHERS**

Experts whose excellence is recognized worldwide; innovative approaches to learning and collaborating; continuous training plan; expertise to implement the school's pedagogical model

## **21<sup>ST</sup> CENTURY LEARNING**

Forward thinking. Develop the critical mindset, the responsibility, innovation, creativity, curiosity, tech-enabled, collaborative leadership, global connection, trans-disciplinary skills, → nowadays professional success

## **POST-SECONDARY SUCCESS**

100% of LFT's students accepted in the university of their first choice worldwide

## **STUDENTS BODY**

Tight-knit community of multicultural students who embody the spirit of diversity, inclusion, and mutual respect

02

**Rapport du trésorier**

Treasurer's Report

# Résultat d'exploitation – *Profits & Loss statement*

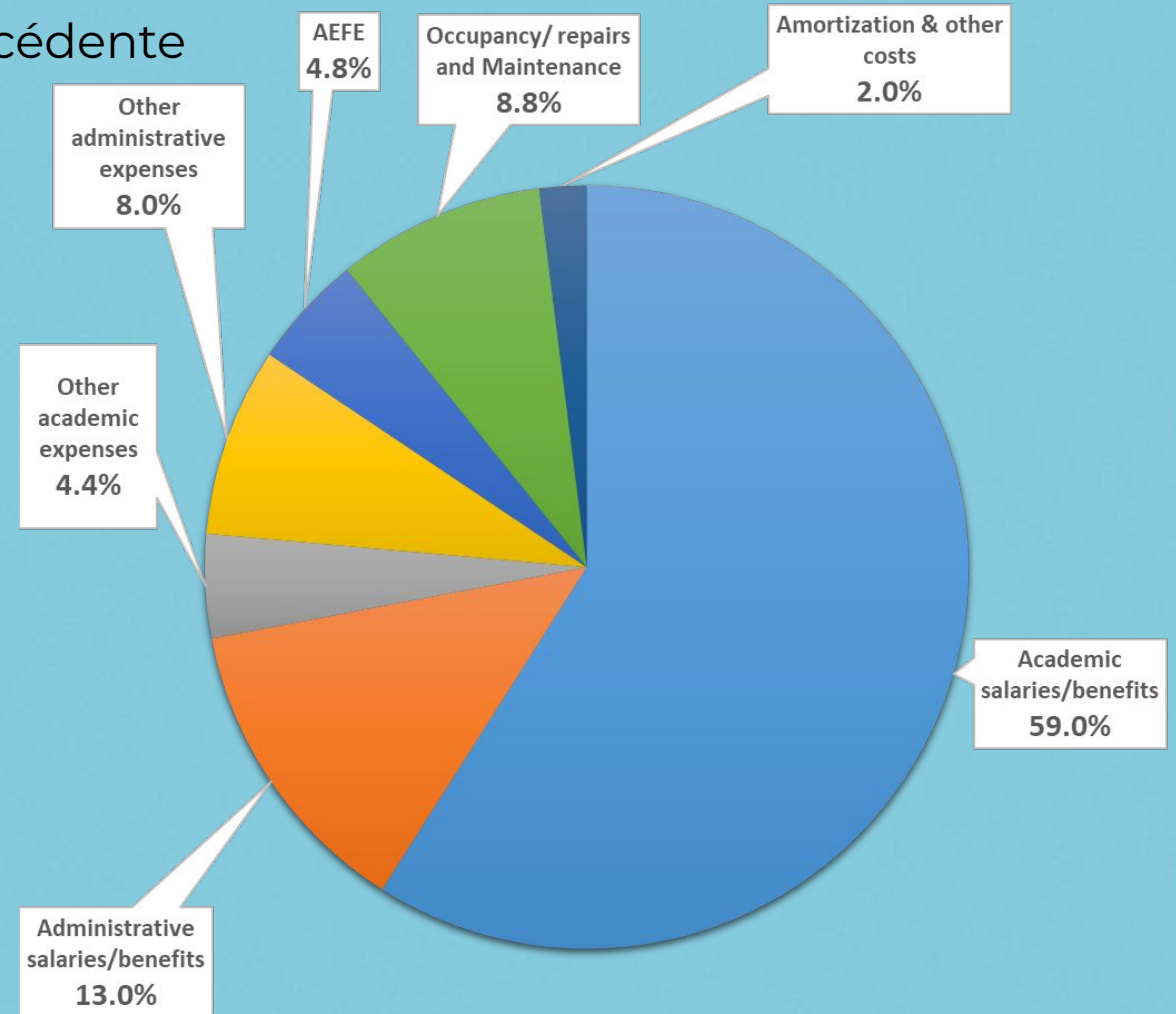
	2022	2021	22 vs 21	
			In %	In \$
Tuition fees	8,701	8,829	-1% ●	(128)
Transportation	165	69	139% ●	96
Clubs and Camps and supervised studies	93	0	- ●	93
Registrations and assessments	93	64	45% ●	29
Other Income	59	105	-44% ●	(46)
<b>Revenues</b>	<b>9,219</b>	<b>9,096</b>	<b>1% ●</b>	<b>123</b>
Academic	6,983	7,147	-2% ●	(164)
Administrative	3,055	3,012	1% ●	43
Amortization of capital assets	202	151	34% ●	51
<b>Expenditures</b>	<b>10,240</b>	<b>10,310</b>	<b>-1% ●</b>	<b>(70)</b>
<b>Deficiency of revenues over expenses before other items</b>	<b>(1,021)</b>	<b>(1,214)</b>	<b>-16% ●</b>	<b>193</b>
Interest	136	97	40% ●	39
Government grants	-	1,659	- ●	(1,659)
Loss on foreign exchange	(7)	(2)	260% ●	(5)
<b>Other income (expense)</b>	<b>129</b>	<b>1,754</b>	<b>-93% ●</b>	<b>(1,625)</b>
<b>Excess (deficiency) of revenues over expenses for the year</b>	<b>(892)</b>	<b>540</b>	<b>-265% ●</b>	<b>(1,432)</b>

# Dépenses - Expenses

Evolution des dépenses relative à l'année fiscale précédente  
*Evolution of expenses to the previous fiscal year*

	% total	2021-22	2020-21	Variation
Academic salaries/benefits	59.0%	6,040,385	6,287,337	(246,952)
Administrative salaries/benefits	13.0%	1,329,617	1,209,155	120,462)
Other academic expenses	4.4%	448,764	345,173	103,591)
Other administrative expenses	8.0%	823,579	931,915	(108,336)
AEFE	4.8%	494,265	514,664	(20,399)
Occupancy/ repairs and Maintenance	8.8%	902,053	871,354	30,699)
Amortization & other costs	2.0%	201,833	150,529	51,304)
		<u>10,240,496</u>	<u>10,310,127</u>	<u>(69,631)</u>

## Répartition des dépenses 2022



# Fonds disponibles - *Available funds*

- La trésorerie est saine et a permis de couvrir les pertes de l'année et potentiellement des années futures
- Des fonds disponibles pour un financement d'un projet immobilier
- *Cash and current assets are healthy and covered this year losses and potential future losses.*
- *Capital, while not growing this year, are available to finance future building project*

(\$ 000's)	2019	2020	2021	2022
Contributions différées au capital deferred capital contributions	2,006	2,503	2,992	3,640
Contributions aux campagnes de collecte de fonds Deferred fundraising revenues	198	200	202	98
Capitaux propres General Fund (unrestricted operating surplus)	635	1,730	2,030	1,048
Fonds réservés au futur projet bâtiment Capital restricted for building fund	7,836	7,951	7,982	8,033
<b>Total des capitaux disponibles - Total funds available</b>	<b>10,675</b>	<b>12,384</b>	<b>13,206</b>	<b>12,819</b>

# Un bilan financier sans dettes - *A clean balance sheet*

(\$ 000's)		2019	2020	2021	2022
<b>ASSETS</b>	<b>CURRENT</b>				
	Cash and short-term investments (Liquidites)	7,112	8,208	7,762	7,259
	Accounts receivable (Creances)	2,936	3,392	3,485	3,543
	Prepaid expenses and deposits (Charges constatees d'avance)	911	598	664	500
	<b>LONG-TERM</b>				
	Capital assets (Immobilisations corporelles)	329	293	446	637
	Restricted financial assets	10,040	10,654	11,175	11,751
<b>TOTAL ASSETS</b>	<b>21,327</b>	<b>23,145</b>	<b>23,533</b>	<b>23,691</b>	
<b>LIABILITIES &amp; EQUITY</b>	<b>CURRENT</b>				
	Accounts payable and accrued liabilities (Dettes fournisseurs)	893	1,201	934	842
	Provisional deposits (Depots de soutien)	69	61	57	49
	Deferred revenue (Produits constatees d'avance)	9,361	9,206	8,834	9,439
	<b>LONG-TERM</b>				
	Deferred capital contributions & donations (Donations et contribution au capital)	2,204	2,703	3,193	3,738
	<b>TOTAL LIABILITIES</b>	<b>12,527</b>	<b>13,171</b>	<b>13,018</b>	<b>14,068</b>
	<b>EQUITY</b>				
	Capital assets less leasehold obligations (Actifs corporels net)	329	293	502	542
	General fund - UNRESTRICTED (Capitaux propres)	635	1,730	2,030	1,048
Reserve for building fund - RESTRICTED (Reserves reglementees)	7,836	7,951	7,982	8,033	
<b>TOTAL EQUITY</b>	<b>8,800</b>	<b>9,974</b>	<b>10,515</b>	<b>9,622</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>21,327</b>	<b>23,145</b>	<b>23,533</b>	<b>23,691</b>	

## Le résumé de cette année

- Un bilan sans dettes, en constante augmentation avec toujours des fonds disponibles pour aborder le futur
- Des revenus en légère hausse cette année qui devront être confirmés les années à venir avec l'augmentation du nombre d'élèves
- Déficit opérationnel 2022 légèrement inférieur à celui de 2021
- Baisse importante des inscrits compensée par une optimisation des dépenses académiques et une hausse des frais de scolarité
- Déficit annuel (vs 21) essentiellement dû à l'absence de subvention gouvernementale en 2022
- Retour à l'équilibre (opérationnel) prévu en 2023-24

## *This year's summary*

- *A clean balance sheet, constantly growing with funds available to tackle the future*
- *Revenues are up slightly this year and will have to be confirmed in the coming years with the increase in the number of students*
- *2022 operating deficit slightly lower than 2021*
- *Significant drop in enrolment offset by optimization of academic spending and an increase in tuition fees*
- *Annual deficit (vs. 21) mainly due to the absence of government subsidy in 2022*
- *Return to (operational) equilibrium planned in 2023-24*



# 03

## Chapitre

QUESTIONS & ANSWERS

# 04 Chapitre

MOTIONS

# Motion #1: résultats financiers

## *Financial statements of 2021/22*

**Motion proposée par Grégoire de Mierry et secondée par Séverine Biderman / *Motion is made by Grégoire de Mierry and seconded by Séverine Biderman***

- Il est résolu que les résultats financiers du Lycée Français de Toronto pour l'année fiscale se terminant le 31 août 2022 sont approuvés tels que présentés.
- *Be it resolved that the financial statements of the Lycée Français de Toronto for the fiscal year ending August 31, 2022 approved as presented.*

## *Résultat*

## Motion #2: nomination des auditeurs

### *Nomination of the auditors*

**Motion proposée par Grégoire de Mierry et secondée par Séverine Biderman / Motion is made by Grégoire de Mierry and seconded by Séverine Biderman**

- Il est résolu que DBK Accounting Professional Corporation est nommé auditeur du LFT pour l'année fiscale se terminant le 31 août 2023.
- *Be it resolved that DBK Accounting Professional is nominated as our auditor for fiscal year ending August 31, 2023.*

### *Résultat*

# 05

## Chapitre

QUESTIONS À L'APA

*QUESTIONS TO THE APA*

# 06

## Chapitre

ÉLECTIONS DES CANDIDATS  
*CANDIDATE ELECTION*

## Nomination

Suite à la démission de Grégoire de Mierry qui prend effet immédiatement, les administrateurs nomment sur ce poste libéré Alisa Bridgman, jusqu'à l'AG 2023.

*Following the resignation of Grégoire de Mierry, which takes effect immediately, the directors appoint Alisa Bridgman until the 2023 AGM.*

Par ailleurs, le nombre des candidats est égal cette année au nombre des postes vacants. Les 4 candidats sont donc nommés par acclamation.

*The number of candidates equals this year the number of vacancies. The 4 candidates are therefore appointed by acclamation.*

## Election

Le quorum de 40 personnes étant atteint / *A quorum of 40 being reached*

En vertu de l' « Amended and Restated By-Law No.1 », les membres élisent formellement à main levée, par l'approbation de 2 motions, les 4 candidats qui ont été nommés.

*Pursuant to the LFT's "Amended and Restated by-law no.1", the members now formally elect by a show of hands, by approving 2 motions, the 4 candidates that have been nominated.*

## Motion #3: élection des administrateurs - *Directors*

Seul le **Collège des Parents** vote/ *Parents Members only vote*

**Motion proposée par Séverine Biderman et secondée par Charlotte Apps pour confirmer l'élection des administratrices dans le collège des parents / *Motion is made by Séverine Biderman and seconded by Charlotte Apps to confirm the election of Directors in the parents' college***

- l'élection d'Isabelle Lefebvre-Vary / Anne-Pascale Niez / Marion Grenier comme administratrices de la Corporation pour un terme de 2 ans
- *the election of Isabelle Lefebvre-Vary / Anne-Pascale Niez / Marion Grenier as Directors of the Corporation for a 2 year term*

## *Résultat*



## Motion#4 : élection des administrateurs - *Directors*

Seul le **Collège du Personnel** vote/ *Staff Members only vote*

**Motion proposée par Sonia Lévin et secondée par Pierre Béchereau pour confirmer l'élection de l'administrateur dans le collège du personnel / *Motion is made by Sonia Lévin and seconded by Pierre Béchereau to confirm the election of the Director in the staff's college***

- l'élection de Rémy Durand comme administrateur au sein de la Corporation pour un terme de 2 ans
- *the election of Rémy Durand as Director of the Corporation for a 2 year term*

## *Résultat*

Merci  
*Thank you*