



Financial Statement Discussion and Analysis

2025 - 2026

September 2026



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Introduction

The following Financial Statement Discussion and Analysis should be read in conjunction with the audited financial statements for the year ended June 30, 2026.

The purpose of this report is to provide readers with a better understanding of the school district's financial statements and to assess the overall financial condition of the district.

District Overview

The Abbotsford School District is the eighth largest district in the province and has 46 schools that are attended by over 20,000 full and part time students. The district operates 31 elementary schools, 6 middle schools, 2 combined middle-secondary school, 6 secondary schools and 1 virtual school. The district employs over 2,200 FTE full and part time teaching and support staff who are committed to helping students succeed. A variety of quality programs are offered to meet unique learning needs and engage students in stimulating and relevant educational experiences.

The Abbotsford School District honours the traditional territory of the Stó:lō people, the Semá:th First Nation and Máthxwi First Nation. It is with respectful consideration that the programs and services provided to students and families are sensitive to the cultural protocols of these two communities.

Land Acknowledgement

Éy swáyel.

We acknowledge that the Abbotsford School District is located on the traditional and unceded territory of the Semá:th First Nation and Máthxwi First Nation. With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers.



Our Commitment

The Abbotsford School District acknowledges historical and ongoing injustices that Indigenous Peoples endure in Canada, and we accept responsibility as a public educational institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching and community engagement.



Indigenous
Education

Strategic Plan

The Board of Education remains committed to upholding a strategic plan that maintains respect as its foundation, enables opportunity as the key part of its mission, and innovation as a means to success.

- **MISSION:** Preparing and inspiring our students for a lifetime of success through respect, opportunity, and innovation.
- **VISION:** A world-class, innovative and individualized educational experience for every student.

In 2024, we developed a refreshed Strategic Plan that will lead the district forward. This bold plan is aimed at making Abbotsford a national leader in education. Our vision is to develop a world-class, innovative, and individualized educational experience for every student.



Student Success

Our students will be engaged, challenged, and prepared for a lifetime of success.



Optimized Resources

We will be creative and responsible in the management of our educational resources.



Engaging Opportunities

We will provide engaging opportunities for every member of our organization to contribute to student success.



Progressive Workforce

We will provide a workplace that fosters creativity, inspires excellence, and challenges everyone to embrace growth.

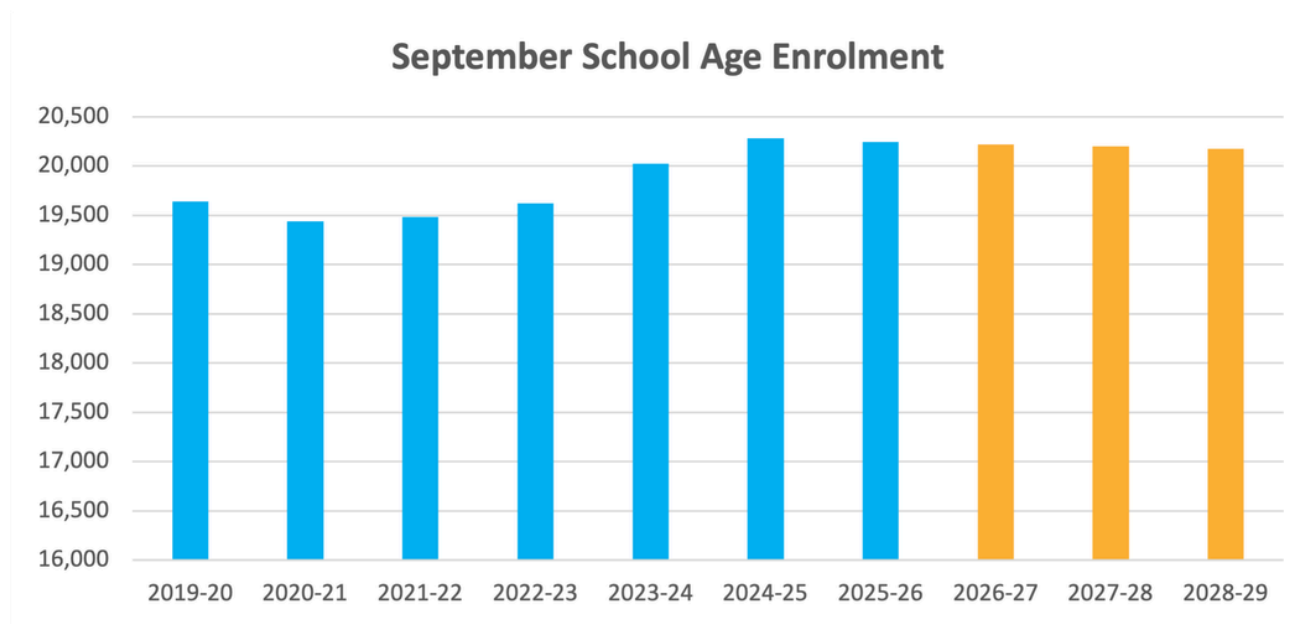
Accounting Policies

The financial statements have been prepared in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

Significant accounting and reporting policies are summarized in Note 2 of the financial statements.

Financial Analysis

Enrolment



Student enrolment represents the key component for determining both the operating revenue and staffing costs in the school district. Enrolments have been relatively stable showing a slight decrease in 2020-21 and 2021-22, primarily because of the COVID-19 pandemic. Enrolment recovered in 2022-23; however, a modest decline is projected over the next three years.

The district is funded primarily through provincial operating grants from the Ministry of Education and Child Care. These grants are based on student enrolment, mainly from a September enrolment count, but also supplementary counts in February, May and July. The province provides a per full-time equivalent (FTE) allocation for each student along with supplementary funding for students with unique needs and for other demographic factors. Below is a summary of how the provincial funding is allocated.

74% allocated through the Basic Allocation	Basic Allocation	
	Common per student amount for every FTE student enrolled by school type.	
	Standard School	\$9,015 per school age FTE
	Alternate School	\$9,015 per school age FTE
	Continuing Education	\$9,015 per school age FTE
18% allocated to recognize unique student enrolment	Online Learning	\$7,280 per school age FTE
	Unique Student	
	Additional per student funding to address uniqueness of district enrolment and support additional programming. Includes Equity of Opportunity Supplement for children and youth in care and students with mental health challenges.	
	Level 1 Inclusive Education	\$51,300 per student
	Level 2 Inclusive Education	\$24,340 per student
	Level 3 Inclusive Education	\$12,300 per student
	English/French Language Learning	\$1,815 per student
7% allocated to recognize unique district factors	Indigenous Education	\$1,790 per student
	Adult Education	\$5,755 per FTE
	Unique District	
	Additional funding to address uniqueness of district factors.	
	Small Community	For small schools located a distance away from the next nearest school
	Low Enrolment	For districts with low total enrolment
	Rural Factor	Located some distance from Vancouver and the nearest large regional population centre
	Climate Factor	Operate schools in colder/warmer climates; additional heating or cooling requirements
	Sparseness Factor	Operate schools that are spread over a wide geographic area
	Student Location Factor	Based on population density of school communities
0.2% allocated to buffer the effects of declining enrolment	Supplemental Student Location Factor	Level 1 and 2 inclusive education enrolment
	Salary Differential	Funding to districts that have higher average educator salaries
	Funding Protection / Enrolment Decline	
	Funding Protection	Funding to ensure that no district experiences a decline in operating grants greater than 1.5% when compared to the previous September
	Enrolment Decline	Funding to districts experiencing enrolment decline of at least 1% when compared to the previous year
CSF Supplement		
District receives a 15% funding premium on allocated funding.		

Financial Reporting

To meet the financial reporting requirements the following funds are utilized:

- **OPERATING FUND:** The operating fund includes operating grants and other revenues used to fund day-to-day operations including instructional programs, school and district administration, facilities operations, maintenance, and transportation.
- **SPECIAL PURPOSE FUND:** Special purpose funds consist of targeted funding provided to the school district for a specific purpose. Pursuant to sections 156(4) and (5) of the *School Act*, each special purpose fund must be accounted for in accordance with the terms of that special purpose fund.
- **CAPITAL FUND:** Capital funds include capital expenditures related to equipment and facility purchases. The fund reports the financial activities for tangible capital assets as per Ministry accounting policy.

Statement of Financial Position

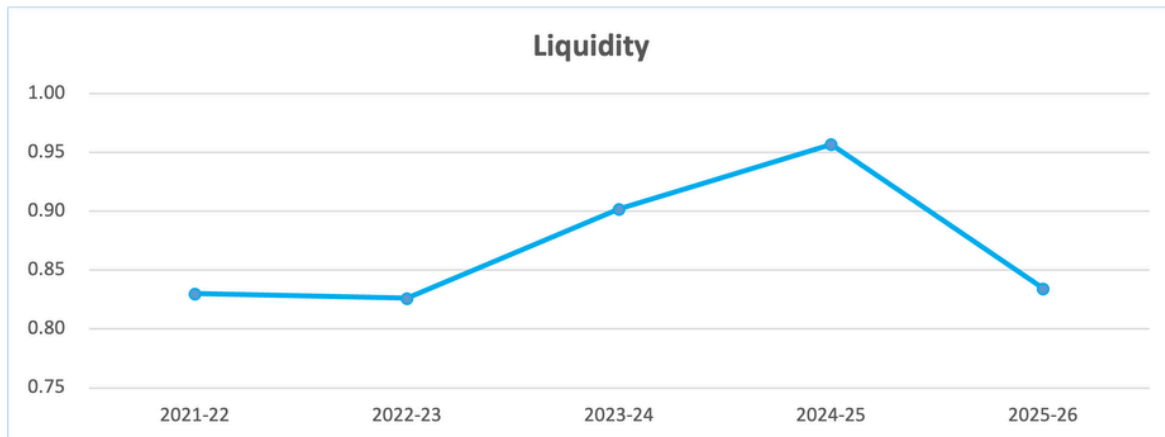
The Statement of Financial Position presents the school district's financial assets and liabilities at the end of the fiscal year. It provides a comparative analysis of the district's net financial position for fiscal years ending June 30, 2025 and June 30, 2026 along with the year over year change.

	2025-26	2024-25	Change
Financial Assets			
Cash and Cash Equivalents	68,491,136	61,716,617	6,774,519
Accounts Receivable			
Due from Province - MECC	451,768	6,059,555	(5,607,787)
Other	1,039,328	1,350,450	(311,122)
Total Financial Assets	69,982,232	69,126,622	855,610
Liabilities			
Accounts Payable and Accrued Liabilities			
Other	19,033,478	18,580,281	453,197
Unearned Revenue	5,400,626	5,039,237	361,389
Deferred Revenue	4,668,980	3,694,188	974,792
Deferred Capital Revenue	214,194,050	209,182,803	5,011,247
Employee Future Benefits	10,002,867	10,091,678	(88,811)
Asset Retirement Obligation	33,717,262	24,847,180	8,870,082
Other Liabilities	11,047,655	10,517,533	530,122
Total Liabilities	298,064,918	281,952,900	16,112,018
Net Debt	(228,082,686)	(212,826,278)	(15,256,408)
Non-Financial Assets			
Tangible Capital Assets	265,326,125	260,223,622	5,102,503
Prepaid Expenses	2,206,711	2,248,463	(41,752)
Total Non-Financial Assets	267,532,836	262,472,085	5,060,751
Accumulated Surplus (Deficit)	39,450,150	49,645,807	(10,195,657)

- Cash increased by \$6.77 million primarily because of changes in accounts receivable, prepaid expenses and accounts payable at year end. Of the total cash balance \$35.58 million is held in the Ministry of Finance in the Provincial Central Deposit Program.
- Due from Province – Ministry of Education and Child Care decreased by \$5.6 million due to the timing of funds drawn for capital projects.
- Asset Retirement Obligation increased by \$8.87 million due to re-evaluation of district buildings.
- Tangible capital assets increased by \$5.1 million because of current capital projects completed in the district this year (net of amortization).

Analysis of Financial Health

Liquidity ratio looks at the ratio of current financial assets to liabilities (excluding deferred capital revenue) to see if there are sufficient current assets on hand to meet current liabilities. A liquidity ratio greater than 1 means that sufficient current assets are on hand to meet these liabilities.



Net Debt or Net Financial Assets

Net Debt or Net Financial Assets is a term unique to public sector financial reporting. It is reported in the Statement of Financial Position and represents the difference between the school district's financial assets and total liabilities at a point in time. This provides a measure of the future revenues required to pay for past transactions and events. In our case Deferred Capital Revenues are used to fund the amortization of tangible capital assets in future years.

Analysis of Financial Health

Accumulated Amortization to Assets

The Accumulated Amortization to Assets ratio is a financial measurement tool that calculates the age, value and remaining useful life of a fixed asset. A low ratio may indicate that the assets have plenty of life left while a high ratio could indicate that assets will need replacement soon. The ratios below suggest that investments in new buildings and equipment and vehicles will be important over the next few years. In addition, some technology software and hardware (servers and switches) that have been capitalized are now nearing end of life and will require future investment. Note this does not include leased end-user technology equipment that is replaced regularly every four to five years through operating leases.

Buildings	2021-22	2022-23	2023-24	2024-25	2025-26
Gross Assets	362,730,938	373,239,746	383,704,438	390,751,805	451,017,033
Accumulated Amortization	187,033,693	222,412,324	230,332,875	238,421,871	257,375,533
Ratio	0.52	0.60	0.60	0.61	0.57
Furniture, Equipment & Vehicles	2021-22	2022-23	2023-24	2024-25	2025-26
Gross Assets	12,378,553	12,755,571	11,660,857	11,064,704	34,727,247
Accumulated Amortization	6,888,147	6,483,553	6,050,554	5,333,884	6,529,988
Ratio	0.56	0.51	0.52	0.48	0.19
Computer Software/Hardware	2021-22	2022-23	2023-24	2024-25	2025-26
Gross Assets	5,976,685	3,895,973	3,859,830	3,708,348	2,233,913
Accumulated Amortization	2,879,504	1,671,218	2,323,364	2,928,700	1,569,212
Ratio	0.48	0.43	0.60	0.79	0.70
TOTAL	2021-22	2022-23	2023-24	2024-25	2025-26
Gross Assets	381,086,176	389,891,290	399,225,125	405,524,857	487,978,193
Accumulated Amortization	196,801,344	230,567,095	238,706,793	246,684,455	265,474,733
Ratio	0.52	0.59	0.60	0.61	0.54

Statement of Operations

This reports all revenues and expenses over the fiscal period from all three funds. Information on each fund is reviewed separately later in this report.

	2025-26	2025-26 Budget	Variance to Budget	2024-25	Variance to 2024-25
Revenues					
Provincial Grants					
Ministry of Education and Child Care	275,113,855	270,132,814	4,981,041	264,512,397	10,601,458
Other	610,691	683,822	(73,131)	611,485	(794)
Federal Grants	36,238	-	36,238	13,050	23,188
Tuition	5,619,606	5,694,200	(74,594)	6,333,708	(714,102)
Other Revenue	8,592,717	7,617,937	974,780	8,576,431	16,286
Rentals and Leases	523,437	470,000	53,437	534,892	(11,455)
Investment Income	743,048	925,000	(181,952)	1,068,814	(325,766)
Amortization of Deferred Capital Revenue	10,003,028	7,500,000	2,503,028	8,110,470	1,892,558
Bylaw Capital Expenditures Not Capitalized	-	-	-	660,691	(660,691)
Total Revenue	301,242,620	293,023,773	8,218,847	290,421,938	10,820,682
Expenses					
Instruction	247,546,050	248,873,017	(1,326,967)	240,175,644	7,370,406
District Administration	12,255,720	11,453,583	802,137	10,182,879	2,072,841
Operations and Maintenance	36,300,053	34,924,277	1,375,776	33,901,001	2,399,052
Transportation and Housing	5,358,504	4,823,000	535,504	4,936,177	422,327
Reevaluation of Asset Retirement Obligation	9,977,950		9,977,950	-	9,977,950
Total Expense	311,438,277	300,073,877	11,364,400	289,195,701	22,242,576
Surplus (Deficit) for the year	(10,195,657)	(7,050,104)	(3,145,553)	1,226,237	(11,421,894)

- Ministry grants were above budget, primarily due to the teacher's increase in pay.
- Tuition revenue was \$0.7 million lower than the prior year, as expected in the 2025-26 budget.
- Overall expenditures for 2025-26 were 3.79% above budget, primarily due to the reevaluation of Asset Retirement Obligation.
- The \$10.2 million net deficit for the year is primarily attributable to \$9.98 million in prior-period amortization.

Accumulated Surplus

	2025-26	2024-25
Accumulated Surplus		
Operating		
Restricted due to constraints on funds		
Targeted funding for Indigenous Education	120,409	292,105
Restricted for planned future operations		
School budget carry-overs	1,327,633	1,240,470
Restricted for future requirements		
Strategic plan initiatives	403,627	250,000
IT Infrastructure	-	1,000,000
Abbotsford Arts Centre	100,914	89,597
2025/26 by-election costs	-	350,000
Commitments	235,180	1,000,000
Oustanding purchase orders	91,836	145,865
2025/26 operating budget	2,189,173	2,094,581
Portable moves	250,000	250,000
Transportation Software	150,000	-
Unrestricted	3,846,992	2,992,537
Total operating surplus	8,715,764	9,705,155
Capital		
Internally restricted local capital	5,068,701	5,626,798
Invested in tangible capital assets	25,665,685	34,313,854
Total capital surplus	30,734,386	39,940,652
Total Accumulated Surplus	39,450,150	49,645,807

Administrative Procedure 524 permits three categories of internally restricted surplus:

1. **Restricted due to constraints on funds**- this represents unspent funds that were provided for specific or targeted purposes.
2. **For planned future operation spanning multiple years**- this is for situations where operating surplus funds need to be carried over to future years for operating purposes beyond the current year. This includes school budget carry overs, operating budget projects in progress and future years' budget requirements.
3. **For anticipated future requirements**- this is for identified non-recurring or one-time projects or initiatives that cannot be reasonably funded within a current year.

AP 524 also requires that an unrestricted operating surplus, or contingency reserve, of between 1 and 3 percent of operating expenditures should be maintained. At June 30, 2026, the unrestricted operating surplus of \$3.85 million is 1.5% of budgeted operating expenditure.

Operating Fund

Statement of Operating Operations

This statement of revenue and expenditure reflects the day-to-day operations of the district for the year. The following schedule compares the results for the period ending June 30, 2026 against the budget for the year and the results of the prior year.

Operating Fund	2025-26	2025-26 Budget	Variance to Budget	2024-25	Variance to 2024-25
REVENUE					
Provincial Grants, Ministry of Education and Child Care	241,523,892	235,904,738	5,619,154	234,205,266	7,318,626
Provincial Grants, Other	205,600	221,600	(16,000)	279,510	(73,910)
Federal Grants	15,150	-	15,150	13,050	2,100
Tuition	5,619,606	5,694,200	(74,594)	6,333,708	(714,102)
Other Revenue	2,645,059	1,713,823	931,236	1,979,091	665,968
Rentals & Leases	523,437	470,000	53,437	534,892	(11,455)
Investment Income	470,351	650,000	(179,649)	657,687	(187,336)
Total Revenue	251,003,095	244,654,361	6,348,734	244,003,204	6,999,891
EXPENSE					
Salaries					
Teachers	106,879,097	103,699,025	3,180,072	102,801,790	4,077,307
Principals & Vice-Principals	13,723,376	14,152,680	(429,304)	14,111,610	(388,234)
Education Assistants	22,268,945	22,749,323	(480,378)	20,599,249	1,669,696
Support Staff	20,186,846	20,319,469	(132,623)	19,596,674	590,172
Other Professionals	8,081,569	7,178,993	902,576	6,729,558	1,352,011
Substitutes	7,748,351	8,827,170	(1,078,819)	8,972,072	(1,223,721)
Total Salaries	178,888,184	176,926,660	1,961,524	172,810,953	6,077,231
Employee Benefits	47,777,287	46,697,803	1,079,484	46,238,881	1,538,406
Total Salaries & Benefits	226,665,471	223,624,463	3,041,008	219,049,834	7,615,637
Services & Supplies	23,105,220	25,938,203	(2,832,983)	23,072,830	32,390
Total Expense	249,770,691	249,562,666	208,025	242,122,664	7,648,027
Net Revenue (Expense)	1,232,404	(4,908,305)	6,140,709	1,880,540	(648,136)
Capital Assets Purchased	(890,675)	(1,504,317)	613,642	(739,351)	(151,324)
Total Interfund Transfers	(1,331,120)	(300,000)	(1,031,120)	(150,000)	(1,181,120)
Surplus (Deficit) for Year	(989,391)	(6,712,622)	5,723,231	991,189	(1,980,580)

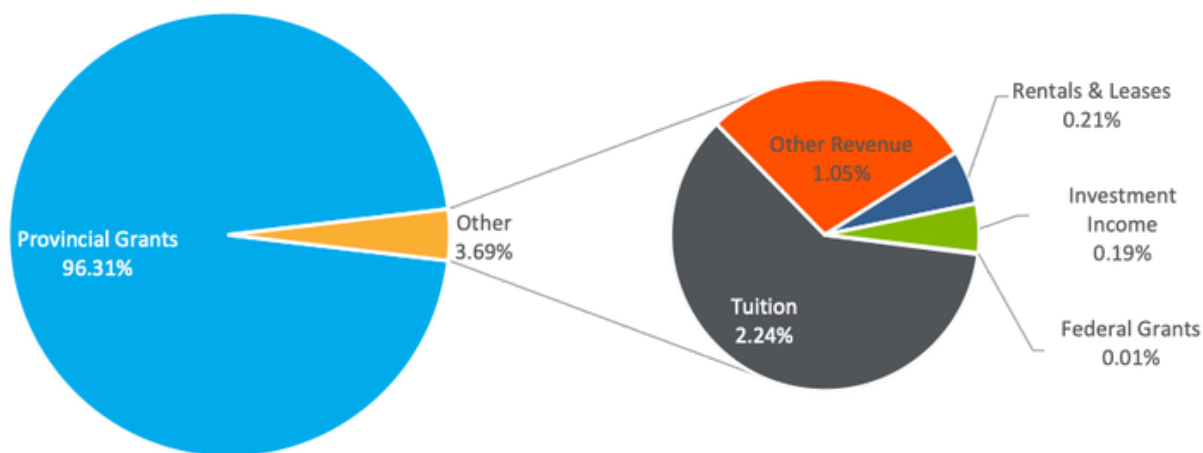
Operating Fund

Revenue

In 2025-26, 96.31% of the revenue reported in the Operating Fund was received from the Ministry of Education and Child Care through operating grants. Operating grant revenues reflect the 2025-26 enrolments and includes funding for wage settlements. The remaining revenue is received through International student tuition fees, rentals and leases of district property, user fees and investment income.

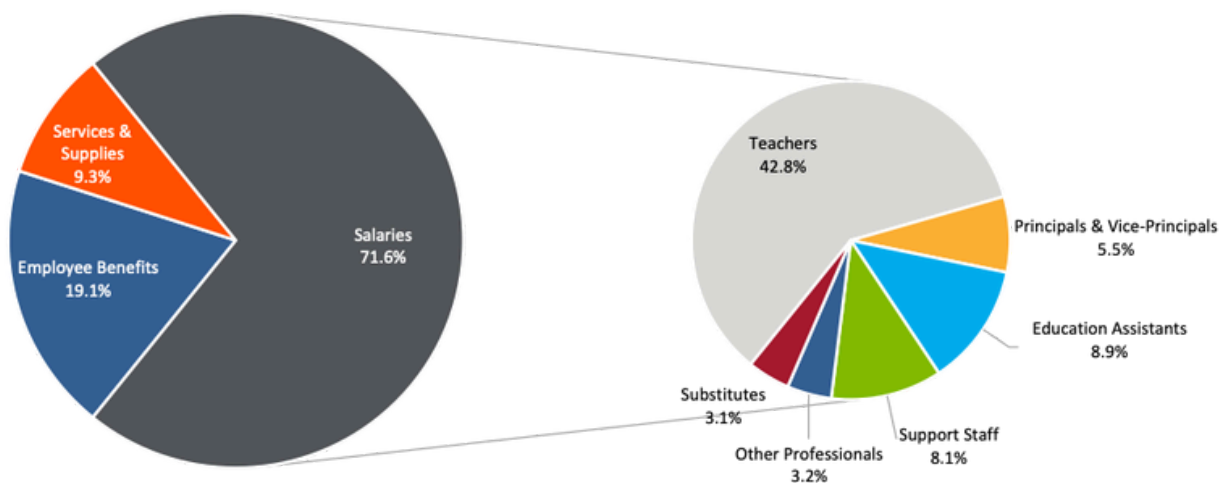
Tuition revenue for international student fees was on target with the 2025-26 budget expectations.

Revenue from rentals of facilities is higher than budget and has recovered to pre-pandemic levels. Investment income has decreased from budget and prior year as interest rates continue to decline.



Expenditures

Employee salaries and benefits account for 90.70% of the operating expenses in the district, which is slightly more than the previous year of 90.47%.



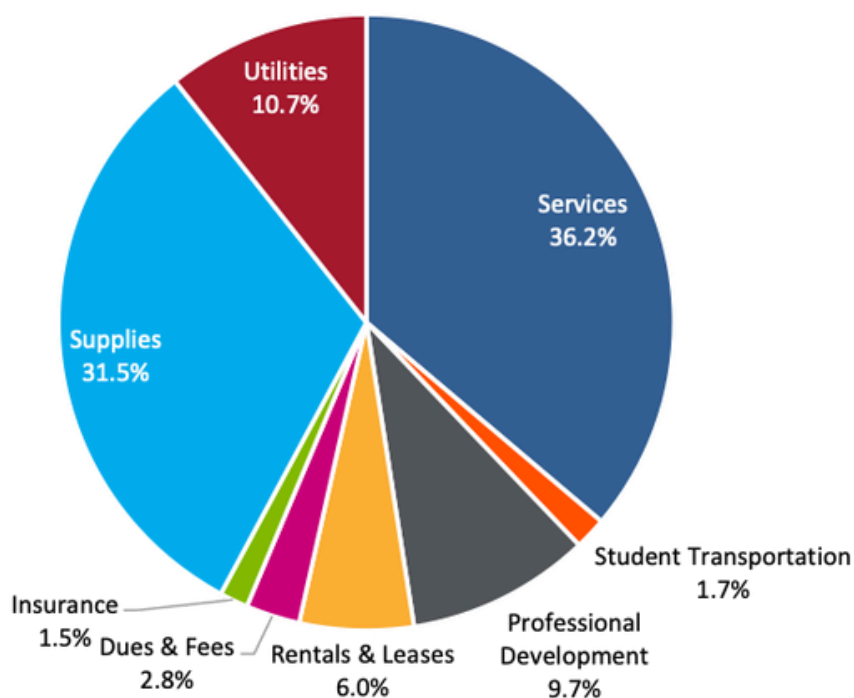
Operating Fund

Generally, staffing levels are driven by enrolments whether they are teachers or support staff, so it is crucial to effectively plan and monitor student enrolment.

FULL TIME STAFFING	2025-26	2024-25	2023-24	2022-23	2021-22
Teachers	1,202	1,192	1,162	1,137	1,134
Principals/VP	93	93	93	85	84
Education Assistants	526	495	470	451	422
Support Staff	369	357	348	345	345
Other Professionals	56	53	53	48	46
Trustees	7	7	7	7	7

Total salaries increased by \$6.08 million from the prior year and were \$1.96 million over budget. Variances in supplies and services reflect operational spending decisions and lower departmental surpluses at year-end. Which was \$2.8 million below budget.

Overall spending was \$0.2 million over budget.



Operating Fund

Accumulated Surplus (Operations)

The Board of Education values sound financial stewardship and takes responsibility for managing its financial resources. Accumulated surpluses and reserves are an important factor in determining the financial health of the school district. These resources are designed to help plan for future expenditures and protect the district from unforeseen financial and operating events or circumstances to avoid affecting services to students. An unrestricted operating surplus of between 1% and 3% of total operating expenditure is the optimal target established by the Board. At June 30, 2026, the unrestricted accumulated surplus is 1.5% of total revenue.

The district ended the 2025-26 year with an accumulated operating surplus of \$8,715,764 of which \$4,868,772 was internally restricted for specific purposes and \$3,846,992 is unrestricted.

Accumulated Surplus (Operations)	2025-26	2025-262
Internally Restricted due to constraints on funds	120,409	292,105
Internally restricted for planned future operations	1,327,633	1,240,470
Internally restricted for future requirements	3,420,730	5,180,043
Unrestricted operating surplus	3,846,992	2,992,537
Total Accumulated Operating Surplus	8,715,764	9,705,155

Operating Fund

Special Purpose Funds

Special purpose funds are funds received by the district and designated for a specific use. The district receives funds from the Ministry of Education, the Federal government and from other sources. The details of the major special purpose funds are below:

Fund	Current Year	Purpose
Annual Facility Grant	692,103	Planned maintenance of facilities.
Learning Improvement Fund	815,957	Supplementary funding for support staff to provide services to students.
School Funds	5,960,001	School funds includes fundraising for school purposes as well as funds that are collected and paid out through school accounts in support of school-based programs.
Strong Start	374,000	A free early learning program located in schools, created through agreement between the Ministry and school districts.
OLEP (French Language)	263,468	Federal funds to support our French immersion program.
Community LINK	1,325,905	Supports programs and services to improve educational outcomes of vulnerable students.
Classroom Enhancement Fund – Overhead	510,873	
CEF – Staffing	24,338,970	Funding to implement the Memorandum of Understanding regarding restoration of provisions in the Teacher's Collective Agreement.
CEF – Remedy	2,084,392	
Seamless Day & Just b4	341,634	Funds to support childcare before and after school.
Early Care and Learning	525,000	To support early learning and family learning initiatives in Abbotsford for the next 2 years.
Feeding Futures	2,248,258	Funds to support students with food needs.
Provincial Resource Program (PRP)	240,000	Provides funding for the Abbotsford Adolescent Day Treatment Program.
Early Years Outreach	275,937	Program for families with children aged 0-6 to find necessary community supports.
National Food Program	598,540	Federal funding intended to complement the provincial Feeding Futures program.

Operating Fund

Capital Fund

The net value of capital assets is \$265.3 million as at June 30, 2026 (see schedule 4A). These net costs represent the historical cost net of accumulated depreciation of all capital assets; they do not reflect current market value.

Specific balances in the Capital Fund are as follows:

Capital Funds	as at June 30, 2026	as at June 30, 2025	Description
Bylaw capital	-	-	Represents funds drawn on Certificate of Approval (COA) for capital projects.
Restricted capital	140,681	134,178	Represents the Ministry's portion of the proceeds on disposal of land and building and any bylaw capital surplus from capital projects.
Other Provincial capital	256,206	287,969	Capital funding received from MCFD for an onsite childcare centre at the new elementary school on Eagle Mountain.
Land capital	8,458,329	7,644,050	Funds received from the City of Abbotsford for School Site Acquisition Charges.
Other capital	50,390	48,061	Includes capital grants received from and restricted by any entity not included in the Government Reporting Entity.
Local capital	5,068,701	5,626,798	Funds generated by the school district to be utilized for capital expenditures as determined by the school district.

The changes to local capital result from a more focused approach to identifying future capital requirements. These expenditures are not specifically funded by the Ministry of Education.

Local Capital	30-Jun-26	30-Jun-25
Centralized Program Service Centre	2,783,546	2,846,579
Building projects	-	550,219
Synthetic Turf Fields	1,050,000	1,050,000
School/district equipment	1,235,155	1,180,000
Total Local Capital	5,068,701	5,626,798

Operating Fund

Details of Local Capital:

- Centralized program service centre
 - The Board currently operates three administrative buildings throughout the City of Abbotsford and believes consolidation to one facility, at the existing school board office, would improve efficiency and reduce both operating and future capital costs (the Curriculum and Information technology all operate out of separate facilities). This is ranked as a high priority in the 2020 Long Range Facilities Plan.
 - In addition to the local capital funds, this project will require the proceeds from the disposal of the other three sites in order to proceed.
 - The amount set aside for this project has been reduced slightly to ensure adequate funds exist for other local capital priorities.
- Synthetic Turf Fields
 - An agreement has been entered into with the City of Abbotsford to maintain jointly used synthetic turf fields. A schedule of annual contributions to the maintenance fund has been established. The \$1.05 million currently appropriated in local capital represent the annual funding contributions to June 30, 2028.
- School/district equipment
 - This amount is to cover school or district equipment that is not part of an annual budget allocation.

Operating Fund

In addition, the Ministry provided funding for the following capital programs:

Capital Program	25/26 Expenses	Description
Abbotsford Traditional School	249,000	Seismic upgrade
Auguston, Stenersen and Abbotsford Middle Additions	8,572,000	new classrooms in each school
Annual Facility Grant (AFG)	4,850,000	AFG funding is provided to address repair and maintenance priorities at schools to ensure facilities are safe and functioning well. The amount reported include the AFG amount report in the special purpose fund. Projects this year included roofing replacements, boiler upgrades and painting projects.
School Enhancement Program (SEP)	1,697,000	The School Enhancement Program is an application-based program to help school districts extend the life of their facilities through a wide range of improvement projects. Projects in 2025-26 included washroom improvements, building enclosures, flooring upgrades and HVAC upgrades and boiler replacement.
Carbon Neutral Capital Program (CNCP)	580,000	The CNCP program provides funding for energy-efficiency projects that lower carbon emissions in the district. Mechanical/HVAC upgrades were completed during the year.
Food Infrastructure Program (FIP)	163,000	To support infrastructure and facilities that enable school food programs.
Bus Acquisition Program	920,000	For the replacement and acquisition of school buses.
Total	\$16,761,000	

Operating Fund

Risks

There are a number of potential risks and other unknown factors that may have a financial impact on the district ranging from enrolment fluctuations to unexpected costs. The district has undertaken a comprehensive enterprise risk management plan that identifies areas of risk along with appropriate mitigation strategies. Some of the major areas of risk include:

- The district understands the information technology risks within the K-12 sector and recognizes the importance to build effective information technology security controls to ensure the privacy and security of district information and financial assets. Ongoing improvements in the district's security posture will require a financial commitment and changes to staffing levels, roles and responsibilities.
- Overall capacity of our school facilities sits at 102% district-wide which based on the projected enrolment growth will continue to put additional pressure on facilities and additional portable classroom spaces may be required in the future.
- With support staff collective agreements that expired June 30, 2025 there is a potential risk of failing to reach new agreements with employee groups which could result in labour disruptions.

Contingency

The annual operating budget provides limited contingencies for any unbudgeted or unforeseen costs that may arise. The unrestricted accumulated operating surplus is relied upon to absorb any unplanned budget changes.



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