



Financial Statement Discussion and Analysis

2024 - 2025

September 2025



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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, 2025.

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 honors 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 the Abbotsford School District is located on the traditional and unceded territory of the Stó:lō people, 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 a community engagement.



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 an inspiring our student for a lifetime of success through respect, opportunity, and innovation.
- **VISION:** A world-class, innovative an 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

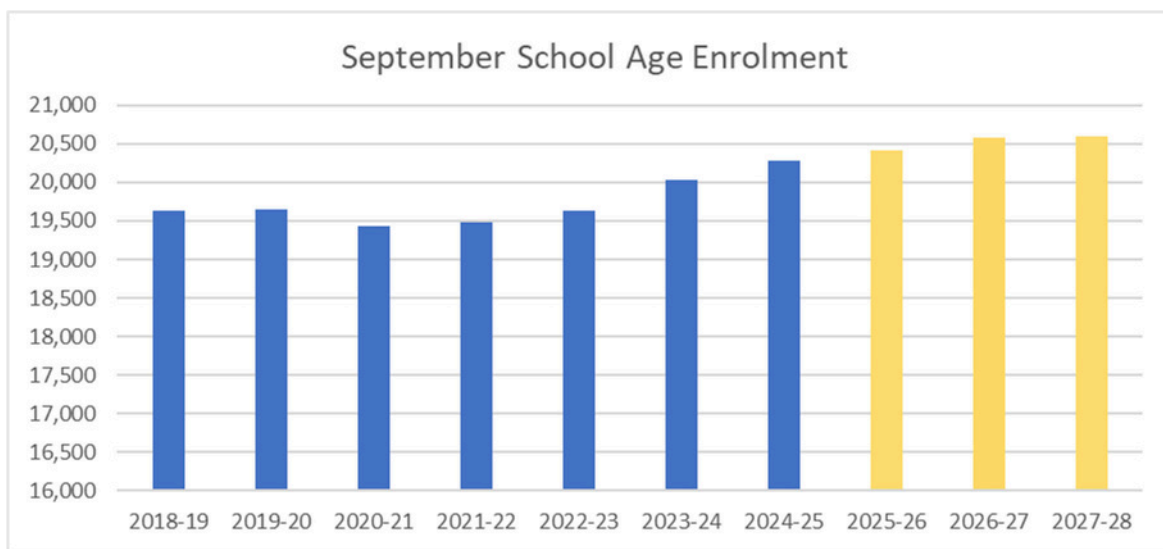
We will provide a workplace that fosters creativity, inspires excellence, and challenges everyone to embrace growth.

Accounting Policies

The consolidated 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. Enrolments rebounded in 2022-23 with slight growth expected for the next three years.

The district is funded primarily through provincial operating grants from the Ministry of Education. 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.

75% allocated through the Basic Allocation	Basic Allocation	
	Common per student amount for every FTE student enrolled by school type.	
	Standard School	\$8,915 per school age FTE
	Alternate School	\$8,915 per school age FTE
	Continuing Education	\$8,915 per school age FTE
	Online Learning	\$7,200 per school age FTE
18% allocated to recognize unique student enrolment	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	\$50,730 per student
	Level 2 Inclusive Education	\$24,070 per student
	Level 3 Inclusive Education	\$12,160 per student
	English/French Language Learning	\$1,795 per student
	Indigenous Education	\$1,770 per student
	Adult Education	\$5,690 per FTE
7% allocated to recognize unique district factors	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
	Supplemental Student Location Factor	Level 1 and 2 inclusive education enrolment
	Salary Differential	Funding to districts that have higher average educator salaries
0.1% allocated to buffer the effects of declining enrolment	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.		

All funding information updated following the February 2025 enrolment count for the 2024/25 School Year

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

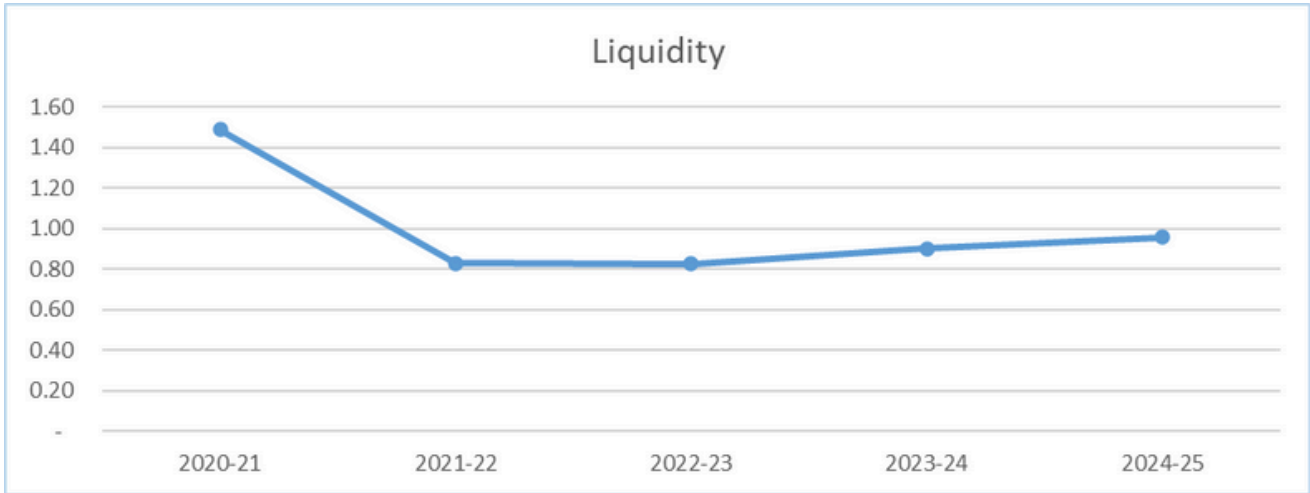
The Statement of Financial Position presents the school district's financial assets and liabilities at the fiscal year end. It provides a comparative analysis of the district's net financial position for fiscal years ending June 30, 2024 and June 30, 2025 along with the year over year change.

	2024-25	2023-24	Change
Financial Assets			
Cash and Cash Equivalents	61,716,617	52,475,790	9,240,827
Accounts Receivable			
Due from Province - MECC	6,059,555	3,450,315	2,609,240
Other	1,350,450	1,061,841	288,609
Total Financial Assets	69,126,622	56,987,946	12,138,676
Liabilities			
Accounts Payable and Accrued Liabilities			
Other	18,580,281	8,385,496	10,194,785
Unearned Revenue	5,039,237	5,455,712	(416,475)
Deferred Revenue	3,694,188	3,709,069	(14,881)
Deferred Capital Revenue	209,182,803	193,361,061	15,821,742
Employee Future Benefits	10,091,678	10,021,263	70,415
Asset Retirement Obligation	24,847,180	24,981,463	(134,283)
Other Liabilities	10,517,533	10,626,761	(109,228)
Total Liabilities	281,952,900	256,540,825	25,412,075
Net Debt	(212,826,278)	(199,552,879)	(13,273,399)
Non-Financial Assets			
Tangible Capital Assets	260,223,622	245,511,993	14,711,629
Prepaid Expenses	2,248,463	2,460,456	(211,993)
Total Non-Financial Assets	262,472,085	247,972,449	14,499,636
Accumulated Surplus (Deficit)	49,645,807	48,419,570	1,226,237

- Cash increased by \$9.24 million primarily because of changes in accounts receivable, prepaid expenses and accounts payable at year end. Of the total cash balance \$34.79 million is held in the Ministry of Finance in the Provincial Central Deposit Program.
- Due from Province – Ministry of Education and Child Care increased by \$2.6 million due to the timing of funds drawn for capital projects.
- Tangible capital assets increased by \$15.24 million because of current capital projects under construction in the district (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.

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	2020-21	2021-22	2022-23	2023-24	2024-25
Gross Assets	335,692,529	362,730,938	373,239,746	383,704,438	390,751,805
Accumulated Amortization	179,471,761	187,033,693	222,412,324	230,332,875	238,421,871
Ratio	0.53	0.52	0.60	0.60	0.61
Furniture, Equipment & Vehicles	2020-21	2021-22	2022-23	2023-24	2024-25
Gross Assets	12,020,291	12,378,553	12,755,571	11,660,857	11,064,704
Accumulated Amortization	6,212,487	6,888,147	6,483,553	6,050,554	5,333,884
Ratio	0.52	0.56	0.51	0.52	0.48
Computer Software/Hardware	2020-21	2021-22	2022-23	2023-24	2024-25
Gross Assets	5,510,944	5,976,685	3,895,973	3,859,830	3,708,348
Accumulated Amortization	2,817,503	2,879,504	1,671,218	2,323,364	2,928,700
Ratio	0.51	0.48	0.43	0.60	0.79
TOTAL	2020-21	2021-22	2022-23	2023-24	2024-25
Gross Assets	353,223,764	381,086,176	389,891,290	399,225,125	405,524,857
Accumulated Amortization	188,501,751	196,801,344	230,567,095	238,706,793	246,684,455
Ratio	0.53	0.52	0.59	0.60	0.61

Consolidated 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.

	2024-25	2024-25 Budget	Variance to Budget	2023-24	Variance to 2023-24
Revenues					
Provincial Grants					
Ministry of Education and Child Care	264,512,397	265,472,274	(959,877)	249,976,855	14,535,542
Other	611,485	626,192	(14,707)	245,400	366,085
Federal Grants	13,050	-	13,050	31,600	(18,550)
Tuition	6,333,708	6,353,720	(20,012)	5,200,016	1,133,692
Other Revenue	8,576,431	7,577,733	998,698	8,585,807	(9,376)
Rentals and Leases	534,892	470,000	64,892	536,143	(1,251)
Investment Income	1,068,814	975,000	93,814	1,267,447	(198,633)
Amortization of Deferred Capital Revenue	8,110,470	10,000,000	(1,889,530)	7,424,977	685,493
Bylaw Capital Expenditures Not Capitalized	660,691	-	660,691		660,691
Total Revenue	290,421,938	291,474,919	(1,052,981)	273,268,245	17,153,693
Expenses					
Instruction	240,175,644	243,698,172	(3,522,528)	222,583,099	17,592,545
District Administration	10,182,879	8,698,398	1,484,481	9,182,079	1,000,800
Operations and Maintenance	33,901,001	36,484,838	(2,583,837)	33,530,216	370,785
Transportation and Housing	4,936,177	4,463,838	472,339	5,048,783	(112,606)
Flood Loss Costs	-	-	-	-	-
Total Expense	289,195,701	293,345,246	(4,149,545)	270,344,177	18,851,524
Surplus (Deficit) for the year	1,226,237	(1,870,327)	3,096,564	2,924,068	(1,697,831)

Ministry grants decreased from budget primarily due to decreased amortization of deferred capital revenue from that anticipated in the 2024-25 amended budget.

Tuition revenue increased \$1.13 million over prior but was anticipated in the 2024-25 budget.

Overall expenditures in 2024-25 are 1.59% below the budget estimates which is consistent with prior years.

The net surplus for the year of \$1.23 million is comprised of an operating surplus of \$0.99 million and a \$0.24 million capital surplus.

Consolidated Accumulated Surplus

	2024-25	2023-24
Accumulated Surplus		
Operating		
Restricted due to constraints on funds		
ACE-It	-	291,106
Skills exploration	-	37,959
Targeted funding for Indigenous Education	292,105	199,977
Restricted for planned future operations		
School budget carry-overs	1,240,470	1,180,006
Around School Program	-	-
Restricted for future requirements		
Strategic plan initiatives	250,000	250,000
IT Infrastructure	1,000,000	1,000,000
Abbotsford Arts Centre	89,597	101,000
2025/26 by-election costs	350,000	
Commitments	1,000,000	
Outstanding purchase orders	145,865	-
2025/26 operating budget	2,094,581	
Portable moves	250,000	
Unrestricted	2,992,537	5,653,918
Total operating surplus	9,705,155	8,713,966
Capital		
Internally restricted local capital	5,626,798	5,447,201
Invested in tangible capital assets	34,313,854	34,258,403
Total capital surplus	39,940,652	39,705,604
Total Accumulated Surplus	49,645,807	48,419,570

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, 2025 the unrestricted operating surplus of \$2.99 million is 1.2% of budgeted operating expenditures.

Operating Fund

Statement of Operating Operations

This statement of revenue and expenditures reflects the day-to-day operations of the district for the year. The following schedule compares the results for the period ending June 30, 2025 against the budget for the year and the results of the prior year.

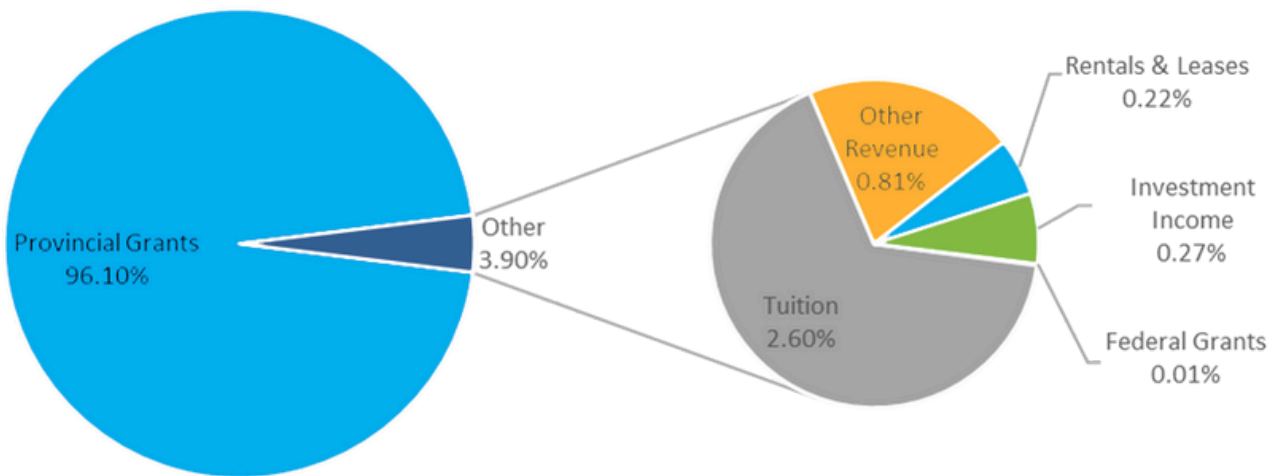
Operating Fund	2024-25	2023-24 Budget	Variance to Budget	2023-24	Variance to 2022-23
REVENUE					
Provincial Grants, Ministry of Education and Child Care	234,205,266	233,221,089	984,177	223,011,192	11,194,074
Provincial Grants, Other	279,510	248,900	30,610	245,400	34,110
Federal Grants	13,050	-	13,050	6,600	6,450
Tuition	6,333,708	6,353,720	(20,012)	5,200,016	1,133,692
Other Revenue	1,979,091	1,649,295	329,796	2,475,692	(496,601)
Rentals & Leases	534,892	470,000	64,892	536,143	(1,251)
Investment Income	657,687	675,000	(17,313)	833,575	(175,888)
Total Revenue	244,003,204	242,618,004	1,385,200	232,308,618	11,694,586
EXPENSE					
Salaries					
Teachers	102,801,790	103,918,982	(1,117,192)	99,032,095	3,769,695
Principals & Vice-Principals	14,111,610	14,500,000	(388,390)	13,808,903	302,707
Education Assistants	20,599,249	22,133,059	(1,533,810)	20,454,844	144,405
Support Staff	19,596,674	19,693,801	(97,127)	17,925,592	1,671,082
Other Professionals	6,729,558	6,559,890	169,668	6,167,537	562,021
Substitutes	8,972,072	9,200,000	(227,928)	6,596,266	2,375,806
Total Salaries	172,810,953	176,005,732	(3,194,779)	163,985,237	8,825,716
Employee Benefits	46,238,881	44,647,450	1,591,431	41,690,994	4,547,887
Total Salaries & Benefits	219,049,834	220,653,182	(1,603,348)	205,676,231	13,373,603
Services & Supplies	23,072,830	23,218,272	(145,442)	22,840,971	231,859
Total Expense	242,122,664	243,871,454	(1,748,790)	228,517,202	13,605,462
Net Revenue (Expense)	1,880,540	(1,253,450)	3,133,990	3,791,416	(1,910,876)
Capital Assets Purchased	(739,351)	(272,692)			
Total Interfund Transfers	(150,000)	(150,000)	-	(2,133,189)	1,983,189
Surplus (Deficit) for Year	991,189	(1,676,142)	2,667,331	1,658,227	(667,038)

Revenue

In 2024-25, 95.98% 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 2024-25 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.

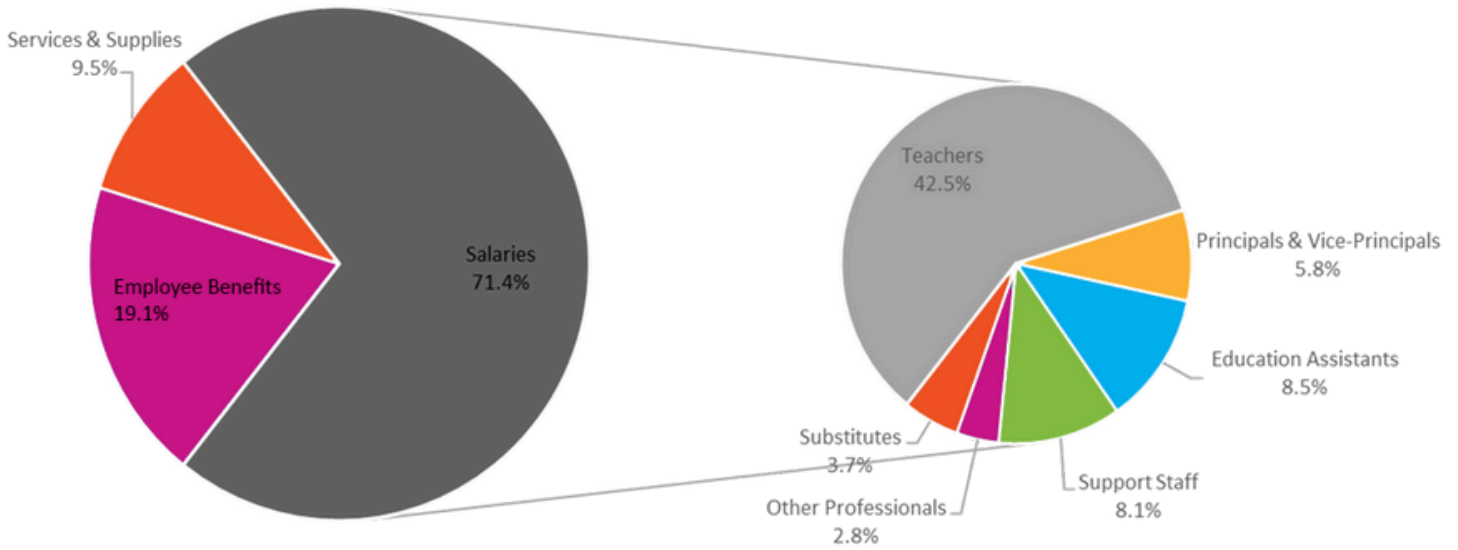
Tuition revenue for international student fees was on target with the 2024-25 budget expectations.

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



Expenditures

Employee salaries and benefits account for 90.47% of the operating expenses in the district, which is slightly more than the previous year of 90.00%.

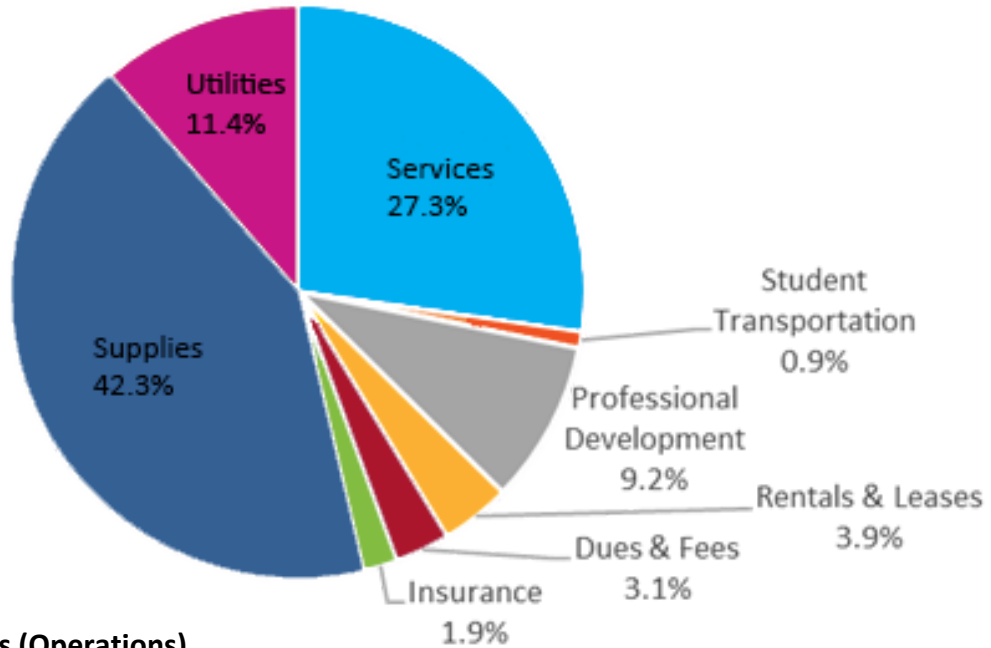


Generally, staffing levels are driven by enrolments whether they are teachers or support staff, so it is crucial to effectively plan and monitor student enrolment.

FULL TIME STAFFING	2024-25	2023-24	2022-23	2021-22	2020-21
Teachers	1,192	1,162	1,137	1,134	1,146
Principals/VP	93	93	85	84	85
Education Assistants	495	470	451	422	403
Support Staff	357	348	345	345	341
Other Professionals	53	53	48	46	44
Trustees	7	7	7	7	7

Total salaries have increased \$13.37 million from the previous year but came in \$1.60 million lower than anticipated. Budget variances in supplies and services are a result of operational spending decisions as well as decreased departmental surpluses at year end.

Overall spending increased \$13.61 million from the prior year.



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 expenditures is the optimal target established by the Board. At June 30, 2025 the unrestricted accumulated surplus is 1.3% of total revenue.

The district ended the 2023-24 year with an accumulated operating surplus of \$8,713,966 of which \$2,952,994 was internally restricted for specific purposes and \$5,760,991 is unrestricted.

Accumulated Surplus (Operations)	2024-25	2023-24
Internally Restricted due to constraints on funds	292,105	529,042
Internally restricted for planned future operations	1,240,470	1,180,006
Internally restricted for future requirements	5,180,043	1,351,000
Unrestricted operating surplus	2,992,537	5,653,918
Total Accumulated Operating Surplus	9,705,155	8,713,966

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	815,094	Supplementary funding for support staff to provide services to students.
School Funds	6,178,125	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	352,000	A free early learning program located in schools, created through agreement between the Ministry and school districts.
OLEP (French Language)	258,682	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	495,993	Funding to implement the Memorandum of Understanding regarding restoration of provisions in the Teacher’s Collective Agreement.
CEF – Staffing	21,245,518	
CEF – Remedy	1,659,656	
Student & Family Affordability	614,000	Funds to support students and families with supply needs.
Early Care and Learning	175,000	To support early learning and family learning initiatives in Abbotsford.
Feeding Futures	2,241,132	Funds to support students with food needs.
Professional Learning Grant	208,468	Provides support for professional learning in the area of evidence-based approaches to literacy development and literacy resources for parents and caregivers.
Provincial Resource Program (PRP)	236,251	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	399,024	Federal funding intended to complement the provincial Feeding Futures program.

Capital Fund

The net value of capital assets is \$260.2 million as at June 30, 2025 (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:

<u>Capital Funds</u>	as at June 30, 2025	as at June 30, 2024	Description
Bylaw capital	-	-	Represents funds drawn on Certificate of Approval (COA) for capital projects.
Restricted capital	134,178	124,762	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	287,969	370,467	Capital funding received from MCFD for an onsite childcare centre at the new elementary school on Eagle Mountain.
Land capital	7,644,050	6,543,060	Funds received from the City of Abbotsford for School Site Acquisition Charges.
Other capital	48,061	44,688	Includes capital grants received from and restricted by any entity not included in the Government Reporting Entity.
Local capital	5,626,798	5,447,201	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 2025	30 Jun 2024
Centralized Program Service Centre	2,846,579	2,308,259
Building projects	550,219	1,500,000
Synthetic Turf Fields	1,050,000	-
School/district equipment	1,180,000	1,638,942
Total Local Capital	5,626,798	5,447,201

Details of Local Capital:

- Centralized program service centre
 - The Board currently operates four 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, Information technology and Indigenous departments 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.
- Building Projects
 - As per project agreements, funds have been transferred to local capital for the additions at Auguston and Stenerson Elementary schools.
- 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.

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

Capital Program	24/ 25 Expenses	Description
Abbotsford Traditional School	860,000	Seismic upgrade
Augusten, Stenerson and Abbotsford Middle Additions	14,600,000	8 new classrooms in each school
Annual Facility Grant (AFG)	3,700,000	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)	15,000	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 2022-23 included washroom improvements, building enclosures, flooring upgrades and HVAC upgrades and boiler replacement.
Carbon Neutral Capital Program (CNCP)	1,180,000	The CNCP program provides funding for energy-efficiency projects that lower carbon emissions in the district. Mechanical/HVAC upgrades were completed during the year.
Playground Equipment	195,000	To provide a universally accessible playground at John Maclure Elementary.
Total	\$20,550,000	

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 teacher and support staff collective agreements expiring 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.