

COMMITTEE of THE WHOLE AGENDA



September 8, 2025 – 4:30 p.m.

WELCOME AND ACKNOWLEDGEMENT

This meeting is being held on the traditional and unceded territory of the Secwépemc People.

1. Ministry of Education and Child Care Summer Update
2. FESL Key Strategy review (strategy map)
3. Financial Statements and Financial Statement Disclosure & Analysis Report (FSD&A)
4. Future Meeting Dates

MEETING	DATE (2 nd Monday)	TIME	LOCATION
Committees of the Whole	September 8, 2025	4:30 p.m.	Board Office
Committees of the Whole	October 6, 2025	4:30 p.m.	Board Office
Committees of the Whole	November 10, 2025	4:30 p.m.	Board Office
Committees of the Whole	December 8, 2025	4:30 p.m.	Board Office
Committees of the Whole	January 12, 2026	4:30 p.m.	Board Office
Committees of the Whole	February 9, 2026	4:30 p.m.	Board Office
Committees of the Whole	No meeting	4:30 p.m.	Board Office
Committees of the Whole	April 13, 2026	4:30 p.m.	Board Office
Committees of the Whole	May 11, 2026	4:30 p.m.	Board Office
Committees of the Whole	June 8, 2026	4:30 p.m.	Board Office

“Learning, Growing, and Belonging Together”

TO: Committee of The Whole

FROM: Cheryl Lenardon, Superintendent

DATE: September 8, 2025

RE: Ministry of Education and Child Care Summer Update

BACKGROUND

A Team from the Ministry of Education and Child Care made a presentation to BCSSA members at the BCSSA Summer Leadership Gathering on August 15, 2025, outlining key directions for the year ahead.

INFORMATION

Superintendent Lenardon will present highlights from the session including:

- Looking Ahead to 25/26 School Year
- Ministry of Infrastructure
- Bargaining (BCPSEA)
- Learning Updates
- Striving Towards Indigenous Excellence

RECOMMENDATION

None. Information only.

BRIEFING NOTE

TO: Committee of The Whole

FROM: Cheryl Lenardon, Superintendent

DATE: September 8, 2025

RE: FESL Strategy Map Review

BACKGROUND

We are starting year two of the three-year District Plan For Learner Success. The FESL Snapshot Report and Updated District Plan for Learner Success will be presented to the Board at the September Board meeting prior to submission to the Ministry of Education and Child Care.

INFORMATION

Please see the attached draft strategy map for the annual update to the plan. As discussed at the August Board working session, most of the key strategies associated with the plan are operational. The planned Board policy review is included as a significant governance action.

Discussion: are there any other key Board actions that should be included in the update to the plan?

RECOMMENDATION

None. Information only.



CARIBOO-CHILCOTIN SCHOOL DISTRICT PLAN FOR STUDENT SUCCESS 2024-2027 YEAR 2, 2025-2026



ENHANCED
STUDENT SUCCESS



MEASURE
&
MONITOR

ACTION:
EFFECTIVE
STRUCTURES,
PROCESSES, &
PRACTICES

ACTION:
CAPACITY
BUILDING

KEY GROWTH
AREAS

In Cariboo-
Chilcotin School
District we are

- Developing **collective capacity** in our **key focus areas**, for growth,
- For **improved practices**,
- So learners have **better experiences and service**,
- Leading to **greater success** for ALL students.

Intellectual

- ON-TRACK IN LITERACY
- ON-TRACK IN NUMERACY

- Gr 4 & 7 FSA Reading, Writing, Numeracy
- Gr 10 & 12 Literacy Assessment
- Gr 10 Numeracy Assessment
- Gr to Gr Transitions

Human & Social

- FEEL WELCOME, SAFE,
CONNECTED TO SCHOOL

- Gr 4, 7, 10 Student Learning Survey:
Safe, Welcome, Sense of Belonging
- Gr 4, 7, 10 Student Learning Survey:
Number of adults who care

Career

- GRADUATE
- CORE COMPETENCIES FOR LIFE GOALS

- 5 Year Graduation Rate
- Post-Secondary Transition Rate to BC
Institutions

- Report cards (On Track in Language Arts, Math, Attendance) • District Student Learning Reflection • Reading, Writing Assessments

SCHOOL AND DEPARTMENT WORKPLANS – Objectives and Key Results (OKR))

School Plans For Learner Success	Data Warehouse & Cariboo-Chilcotin Information Management System	Board Policy Review	Indigenous Education Council Bill 20 Implementation
District Literacy and Numeracy Assessments	Anti-Racism & Anti-Indigenous Racism Plans	Accessibility Plan	Long Term Capital Plan and Transportation Optimization
Alternate Program Restructure	Youth Community Connections Program	Internal and External Communications Plan	Building Security and Communications Upgrade
First Nations and MCFD Secure Data Sharing	Staff Recruitment Plan	Staff Attendance Support Program	Cybersecurity Upgrade
Safe Schools Learning: Staff, Students, Families	District Mental Health Plan	Outdoor Learning Support Partnerships: Local, BC, National	Health & Safety Program Update
Learning Series with CCTA: Aligned with Plan Priorities	PVP Mentorship	Leadership Development Program	Our Collective Responsibility Implementation
New Teacher and LOP Support Program with CCTA	Helping Teacher Model: Aligned with Learning Series, Assessments	Restorative Practice & Circle of Courage Training	Compassionate Systems Leadership Learning Team

COLLECTIVE
RESPONSIBILITY

INSTRUCTIONAL
CAPACITY

INCLUSIVE LEARNING
COMMUNITIES

INDIGENOUS LEARNING
& CULTURE

PLACE-BASED
LEARNING

STRATEGIC ALLOCATION of BUDGET, STAFFING, ATTENTION, and TIME to SUPPORT PLAN PRIORITIES

STUDENTS WE
ARE PAYING
PARTICULAR
ATTENTION
TO FOR
EQUITY OF
OUTCOMES

- Indigenous students living on reserve
- Indigenous students living off reserve
- Children & youth in care
- Students with disabilities or diverse abilities



BRIEFING NOTE

TO: Committee of the Whole

FROM: Russell Horswill, Acting Secretary-Treasurer

DATE: September 8, 2025

RE: Draft Financial Statements for 2024-2025

BACKGROUND

Annually, the District is required pursuant to *Sections 156* (Accounting Practices) and *157* (Financial Statements) of the *School Act* and *Ministerial Order 033/09, Boards of Education* (Boards) to submit audited financial statements to the Minister by September 30th each year. MNP is the audit firm selected by the District. MNP is in the process, along with SD27 Finance staff, of finalizing the 2024-2025 School District No. 27 Audited Financial statements.

DISCUSSION

Our finance and payroll team have worked hard to wrap up the previous year-end in preparation for the audit. Over the past year, Manager of Finance Wallin's expertise has been outstanding in updating financial systems, processes, and documentation. MNP spent a week in August on site and the feedback to date is that they are pleased with the continuous improvements in the District's financial records. The audit has gone very smoothly because of the hard work of Manager Wallin and his team.

MNP will provide a report to the Board at the Regular meeting on September 22nd. We are anticipating a clean audit with recommendations for continuous improvement of our processes, protection, and efficiency.

Attached to this Briefing Notes is a DRAFT copy of the June 30, 2025 Financial Statements (unaudited) and a DRAFT of the accompanying Financial Statement Disclosure & Analysis (FSD&A) report.

The audited financial statements with notes and the finalized FSD&A will be presented at the September 22nd Regular Meeting of the Board. The September 22nd Briefing Note will include a recommendation "THAT the Board of Education approve the draft 2024/2025 Financial Statements and accompanying documents".

RECOMMENDATION

None. Information only.

Audited Financial Statements of

School District No. 27 (Cariboo-Chilcotin)

And Independent Auditors' Report thereon

June 30, 2025

School District No. 27 (Cariboo-Chilcotin)

June 30, 2025

Table of Contents

Management Report	1
Independent Auditors' Report	2
Statement of Financial Position - Statement 1	3
Statement of Operations - Statement 2	4
Statement of Changes in Net Debt - Statement 4	5
Statement of Cash Flows - Statement 5	6
Notes to the Financial Statements	
Auditors' Comments on Supplementary Financial Information	7
Schedule of Changes in Accumulated Surplus (Deficit) by Fund - Schedule 1 (Unaudited)	8
Schedule of Operating Operations - Schedule 2 (Unaudited)	9
Schedule 2A - Schedule of Operating Revenue by Source (Unaudited)	10
Schedule 2B - Schedule of Operating Expense by Object (Unaudited)	11
Schedule 2C - Operating Expense by Function, Program and Object (Unaudited)	12
Schedule of Special Purpose Operations - Schedule 3 (Unaudited)	14
Schedule 3A - Changes in Special Purpose Funds and Expense by Object (Unaudited)	15
Schedule of Capital Operations - Schedule 4 (Unaudited)	18
Schedule 4A - Tangible Capital Assets (Unaudited)	19
Schedule 4B - Tangible Capital Assets - Work in Progress (Unaudited)	20
Schedule 4C - Deferred Capital Revenue (Unaudited)	21
Schedule 4D - Changes in Unspent Deferred Capital Revenue (Unaudited)	22

School District No. 27 (Cariboo-Chilcotin)

MANAGEMENT REPORT

DRAFT

Management's Responsibility for the Financial Statements.

The accompanying financial statements of School District No. 27 (Cariboo-Chilcotin) have been prepared by management in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of British Columbia, supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

The preparation of financial statements necessarily involves the use of estimates based on management's judgment particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and reliable financial information is produced.

The Board of Education of School District No. 27 (Cariboo-Chilcotin) (called the "Board") is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial statements on a bi-annual basis and externally audited financial statements yearly.

The external auditors, MNP LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of School District No. 27 (Cariboo-Chilcotin) and meet when required. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the School District's financial statements.

On behalf of School District No. 27 (Cariboo-Chilcotin)

DRAFT

Signature of the Superintendent of Education _____ Date Signed _____

Signature of the Superintendent _____ Date Signed _____

Signature of the Secretary Treasurer

Date Signed

School District No. 27 (Cariboo-Chilcotin)

Statement 1

Statement of Financial Position

As at June 30, 2025

	2025 Actual \$	2024 Actual \$
Financial Assets		
Cash and Cash Equivalents	17,451,416	19,322,935
Accounts Receivable		
Due from Province - Ministry of Education and Child Care	348,373	2,717,888
Due from First Nations	932,673	1,075,240
Other	1,038,579	955,022
Total Financial Assets	19,771,041	24,071,085
Liabilities		
Accounts Payable and Accrued Liabilities		
Other	5,459,493	7,147,549
Unearned Revenue	14,113	13,000
Deferred Revenue	1,694,668	1,511,968
Deferred Capital Revenue	62,121,863	60,229,514
Employee Future Benefits	2,232,232	2,307,836
Asset Retirement Obligation	4,945,000	5,222,082
Capital Lease Obligations	600,913	1,062,224
Other Liabilities	597,257	599,413
Total Liabilities	77,665,539	78,093,586
Net Debt	(57,894,498)	(54,022,501)
Non-Financial Assets		
Tangible Capital Assets	82,786,395	77,314,731
Restricted Assets (Endowments)	15,000	15,000
Prepaid Expenses	376,221	555,838
Supplies Inventory	21,076	6,158
Total Non-Financial Assets	83,198,692	77,891,727
Accumulated Surplus (Deficit)	25,304,194	23,869,226

Approved by the Board

Signature of the Chairperson of the Board of Education

Date Signed

Signature of the Superintendent

Date Signed

Signature of the Secretary Treasurer

Date Signed

DRAFT

School District No. 27 (Cariboo-Chilcotin)

Statement 2

Statement of Operations

Year Ended June 30, 2025

	2025 Budget	2025 Actual	2024 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education and Child Care	69,957,532	69,672,783	67,720,512
Other	249,812	223,041	135,312
Tuition	20,475	26,375	13,750
Other Revenue	4,498,513	4,670,150	4,893,126
Rentals and Leases	125,000	139,681	135,526
Investment Income	557,700	522,761	900,011
Amortization of Deferred Capital Revenue	3,017,022	3,064,589	2,841,544
Total Revenue	<u>78,426,054</u>	<u>78,319,380</u>	<u>76,639,781</u>
Expenses			
Instruction	55,353,259	53,953,712	53,102,638
District Administration	3,192,898	3,539,444	3,149,002
Operations and Maintenance	14,373,247	13,639,091	13,395,431
Transportation and Housing	6,485,851	6,016,399	6,482,500
Debt Services	4,000	12,848	2,795
ARO Liability		(277,082)	
Total Expense	<u>79,409,255</u>	<u>76,884,412</u>	<u>76,132,366</u>
Surplus (Deficit) for the year	<u>(983,201)</u>	<u>1,434,968</u>	<u>507,415</u>
Accumulated Surplus (Deficit) from Operations, beginning of year		23,869,226	23,361,811
Accumulated Surplus (Deficit) from Operations, end of year		<u><u>25,304,194</u></u>	<u><u>23,869,226</u></u>

School District No. 27 (Cariboo-Chilcotin)

Statement 4

Statement of Changes in Net Debt

Year Ended June 30, 2025

	2025 Budget	2025 Actual	2024 Actual
	\$	\$	\$
Surplus (Deficit) for the year	(983,201)	1,434,968	507,415
Effect of change in Tangible Capital Assets			
Acquisition of Tangible Capital Assets		(9,917,989)	(13,745,703)
Amortization of Tangible Capital Assets		4,446,325	4,103,154
Total Effect of change in Tangible Capital Assets	-	(5,471,664)	(9,642,549)
Acquisition of Prepaid Expenses		(916,330)	(1,188,456)
Use of Prepaid Expenses		1,095,948	953,226
Acquisition of Supplies Inventory		(82,592)	(61,997)
Use of Supplies Inventory		67,673	82,264
Total Effect of change in Other Non-Financial Assets	-	164,699	(214,963)
(Increase) Decrease in Net Debt, before Net Remeasurement Gains (Losses)	(983,201)	(3,871,997)	(9,350,097)
Net Remeasurement Gains (Losses)			
(Increase) Decrease in Net Debt		(3,871,997)	(9,350,097)
Net Debt, beginning of year		(54,022,501)	(44,672,404)
Net Debt, end of year		(57,894,498)	(54,022,501)

School District No. 27 (Cariboo-Chilcotin)

Statement 5

Statement of Cash Flows

Year Ended June 30, 2025

	2025 Actual	2024 Actual
	\$	\$
Operating Transactions		
Surplus (Deficit) for the year	1,434,968	507,415
Changes in Non-Cash Working Capital		
Decrease (Increase)		
Accounts Receivable	2,428,524	(3,682,968)
Supplies Inventories	(14,918)	20,267
Prepaid Expenses	179,617	(235,230)
Increase (Decrease)		
Accounts Payable and Accrued Liabilities	(1,688,056)	2,444,501
Unearned Revenue	1,113	6,142
Deferred Revenue	182,700	(176,222)
Employee Future Benefits	(75,604)	(120,620)
Asset Retirement Obligations	(277,082)	(59,157)
Other Liabilities	(2,156)	(52,499)
Amortization of Tangible Capital Assets	4,446,325	4,103,154
Amortization of Deferred Capital Revenue	(3,064,589)	(2,841,544)
Total Operating Transactions	3,550,842	(86,761)
Capital Transactions		
Tangible Capital Assets Purchased	(8,872,419)	(7,490,757)
Tangible Capital Assets -WIP Purchased	(895,642)	(6,116,060)
Total Capital Transactions	(9,768,061)	(13,606,817)
Financing Transactions		
Loan Payments	(611,238)	(559,934)
Capital Revenue Received	4,956,938	9,090,412
Total Financing Transactions	4,345,700	8,530,478
Net Increase (Decrease) in Cash and Cash Equivalents	(1,871,519)	(5,163,100)
Cash and Cash Equivalents, beginning of year	19,322,935	24,486,035
Cash and Cash Equivalents, end of year	17,451,416	19,322,935
Cash and Cash Equivalents, end of year, is made up of:		
Cash	17,451,416	19,322,935
	17,451,416	19,322,935

School District No. 27 (Cariboo-Chilcotin)

Schedule 1 (Unaudited)

Schedule of Changes in Accumulated Surplus (Deficit) by Fund
Year Ended June 30, 2025

	Operating Fund	Special Purpose Fund	Capital Fund	2025 Actual	2024 Actual
	\$	\$	\$	\$	\$
Accumulated Surplus (Deficit), beginning of year	2,374,810	15,000	21,479,416	23,869,226	23,361,811
Changes for the year					
Surplus (Deficit) for the year	2,213,156		(778,188)	1,434,968	507,415
Interfund Transfers					
Tangible Capital Assets Purchased	(21,127)		21,127	-	
Local Capital	(900,000)		900,000	-	
Other	(624,086)		624,086	-	
Net Changes for the year	667,943	-	767,025	1,434,968	507,415
Accumulated Surplus (Deficit), end of year - Statement 2	3,042,753	15,000	22,246,441	25,304,194	23,869,226

School District No. 27 (Cariboo-Chilcotin)

Schedule 2 (Unaudited)

Schedule of Operating Operations

Year Ended June 30, 2025

	2025 Budget	2025 Actual	2024 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education and Child Care	61,698,458	61,547,889	59,719,754
Other	80,000	81,950	72,337
Tuition	20,475	26,375	13,750
Other Revenue	3,134,147	3,310,236	3,429,900
Rentals and Leases	125,000	139,681	135,526
Investment Income	150,000	176,391	564,387
Total Revenue	<u>65,208,080</u>	<u>65,282,522</u>	<u>63,935,654</u>
Expenses			
Instruction	45,965,042	44,702,327	43,947,292
District Administration	3,192,898	3,539,444	3,149,002
Operations and Maintenance	10,404,618	9,687,332	9,851,803
Transportation and Housing	5,588,285	5,140,263	5,564,450
Total Expense	<u>65,150,843</u>	<u>63,069,366</u>	<u>62,512,547</u>
Operating Surplus (Deficit) for the year	<u>57,237</u>	<u>2,213,156</u>	<u>1,423,107</u>
Budgeted Appropriation (Retirement) of Surplus (Deficit)	<u>630,763</u>		
Net Transfers (to) from other funds			
Tangible Capital Assets Purchased	(50,000)	(21,127)	(103,809)
Local Capital		(900,000)	(2,750,000)
Other	(638,000)	(624,086)	(562,729)
Total Net Transfers	<u>(688,000)</u>	<u>(1,545,213)</u>	<u>(3,416,538)</u>
Total Operating Surplus (Deficit), for the year	<u>-</u>	<u>667,943</u>	<u>(1,993,431)</u>
Operating Surplus (Deficit), beginning of year		2,374,810	4,368,241
Operating Surplus (Deficit), end of year		<u>3,042,753</u>	<u>2,374,810</u>
Operating Surplus (Deficit), end of year			
Internally Restricted		957,541	669,052
Unrestricted		2,085,212	1,705,758
Total Operating Surplus (Deficit), end of year		<u>3,042,753</u>	<u>2,374,810</u>

School District No. 27 (Cariboo-Chilcotin)

Schedule 2A (Unaudited)

Schedule of Operating Revenue by Source

Year Ended June 30, 2025

	2025 Budget	2025 Actual	2024 Actual
	\$	\$	\$
Provincial Grants - Ministry of Education and Child Care			
Operating Grant, Ministry of Education and Child Care	62,587,212	62,275,980	60,150,687
ISC/LEA Recovery	(2,931,911)	(2,931,911)	(2,931,911)
Other Ministry of Education and Child Care Grants			
Pay Equity	665,837	665,837	665,837
Student Transportation Fund	739,024	739,024	739,024
Support Staff Benefits Grant	27,764	27,764	27,764
FSA Scorer Grant	8,187	8,187	8,187
Labour Settlement Funding	566,345	566,345	1,010,425
NGN-PLNET Nemiah Valley	36,000	36,000	36,000
Premier Awards			3,000
FRSP Recruitment & Retention			10,741
Indigenous Ed Counsels		160,663	
Total Provincial Grants - Ministry of Education and Child Care	61,698,458	61,547,889	59,719,754
Provincial Grants - Other	80,000	81,950	72,337
Tuition			
International and Out of Province Students	20,475	26,375	13,750
Total Tuition	20,475	26,375	13,750
Other Revenues			
Funding from First Nations	2,931,911	2,931,911	2,931,911
Miscellaneous			
Other Revenues	172,236	375,375	479,093
Trades TRU	10,000		4,906
Hard Rocks	20,000	2,950	13,990
Total Other Revenue	3,134,147	3,310,236	3,429,900
Rentals and Leases	125,000	139,681	135,526
Investment Income	150,000	176,391	564,387
Total Operating Revenue	65,208,080	65,282,522	63,935,654

School District No. 27 (Cariboo-Chilcotin)

Schedule 2B (Unaudited)

Schedule of Operating Expense by Object

Year Ended June 30, 2025

	2025 Budget	2025 Actual	2024 Actual
	\$	\$	\$
Salaries			
Teachers	20,538,739	20,601,038	20,784,673
Principals and Vice Principals	5,459,210	4,982,863	5,018,574
Educational Assistants	4,051,654	4,205,347	3,860,582
Support Staff	9,847,592	9,640,084	9,713,953
Other Professionals	1,993,863	1,968,712	2,304,552
Substitutes	1,645,951	1,861,811	1,423,617
Total Salaries	43,537,009	43,259,855	43,105,951
Employee Benefits	10,874,043	10,561,167	10,166,626
Total Salaries and Benefits	54,411,052	53,821,022	53,272,577
Services and Supplies			
Services	1,849,750	2,155,853	1,942,891
Student Transportation	260,600	222,163	206,803
Professional Development and Travel	1,030,687	833,073	1,081,608
Rentals and Leases	252,000	210,381	204,944
Dues and Fees	384,150	360,480	268,546
Insurance	215,410	251,359	158,316
Supplies	5,082,194	3,668,907	3,861,655
Utilities	1,665,000	1,546,128	1,515,207
Total Services and Supplies	10,739,791	9,248,344	9,239,970
Total Operating Expense	65,150,843	63,069,366	62,512,547

School District No. 27 (Cariboo-Chilcotin)

Schedule 2C (Unaudited)

Operating Expense by Function, Program and Object

Year Ended June 30, 2025

	Teachers Salaries	Principals and Vice Principals Salaries	Educational Assistants Salaries	Support Staff Salaries	Other Professionals Salaries	Substitutes Salaries	Total Salaries
	\$	\$	\$	\$	\$	\$	\$
1 Instruction							
1.02 Regular Instruction	16,617,300	1,405,194	103,355	255,024	119,370	1,776,216	20,276,459
1.03 Career Programs		141,359		93,581			234,940
1.07 Library Services	555,348			168,517			723,865
1.08 Counselling	792,127						792,127
1.10 Inclusive Education	2,210,736		3,250,650	129,086		504	5,590,976
1.20 Early Learning and Child Care							-
1.30 English Language Learning							-
1.31 Indigenous Education	425,527	144,320	851,342	41,731		23,817	1,486,737
1.41 School Administration		3,268,999		1,236,147		44,465	4,549,611
1.64 Other				21,404	1,165	16,809	39,378
Total Function 1	20,601,038	4,959,872	4,205,347	1,945,490	120,535	1,861,811	33,694,093
4 District Administration							
4.11 Educational Administration		10,424			533,273		543,697
4.40 School District Governance		12,567		8,217	168,411		189,195
4.41 Business Administration				233,568	670,336		903,904
Total Function 4	-	22,991	-	241,785	1,372,020	-	1,636,796
5 Operations and Maintenance							
5.41 Operations and Maintenance Administration				58,278	398,149		456,427
5.50 Maintenance Operations				4,031,572			4,031,572
5.52 Maintenance of Grounds				339,109			339,109
5.56 Utilities							-
Total Function 5	-	-	-	4,428,959	398,149	-	4,827,108
7 Transportation and Housing							
7.41 Transportation and Housing Administration				148,585	78,008		226,593
7.70 Student Transportation				2,875,265			2,875,265
Total Function 7	-	-	-	3,023,850	78,008	-	3,101,858
9 Debt Services							
Total Function 9	-	-	-	-	-	-	-
Total Functions 1 - 9	20,601,038	4,982,863	4,205,347	9,640,084	1,968,712	1,861,811	43,259,855

School District No. 27 (Cariboo-Chilcotin)

Schedule 2C (Unaudited)

Operating Expense by Function, Program and Object

Year Ended June 30, 2025

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2025 Actual	2025 Budget	2024 Actual
	\$	\$	\$	\$	\$	\$	\$
1 Instruction							
1.02 Regular Instruction	20,276,459	4,746,759	25,023,218	1,470,301	26,493,519	26,949,616	25,341,823
1.03 Career Programs	234,940	52,328	287,268	147,061	434,329	525,107	646,270
1.07 Library Services	723,865	167,131	890,996	3,383	894,379	873,402	932,318
1.08 Counselling	792,127	187,211	979,338		979,338	957,831	807,060
1.10 Inclusive Education	5,590,976	1,345,888	6,936,864	318,233	7,255,097	7,127,795	7,141,122
1.20 Early Learning and Child Care	-		-		-	300	
1.30 English Language Learning	-	128	128		128	5,500	69,034
1.31 Indigenous Education	1,486,737	346,498	1,833,235	514,650	2,347,885	3,165,403	2,262,437
1.41 School Administration	4,549,611	1,009,511	5,559,122	455,163	6,014,285	6,159,883	6,537,501
1.64 Other	39,378	4,391	43,769	239,598	283,367	200,205	209,727
Total Function 1	33,694,093	7,859,845	41,553,938	3,148,389	44,702,327	45,965,042	43,947,292
4 District Administration							
4.11 Educational Administration	543,697	443,388	987,085	84,941	1,072,026	929,532	1,182,793
4.40 School District Governance	189,195	10,772	199,967	210,102	410,069	485,035	307,187
4.41 Business Administration	903,904	364,436	1,268,340	789,009	2,057,349	1,778,331	1,659,022
Total Function 4	1,636,796	818,596	2,455,392	1,084,052	3,539,444	3,192,898	3,149,002
5 Operations and Maintenance							
5.41 Operations and Maintenance Administration	456,427	197,578	654,005	296,336	950,341	882,700	947,278
5.50 Maintenance Operations	4,031,572	914,806	4,946,378	1,772,209	6,718,587	7,300,955	7,016,549
5.52 Maintenance of Grounds	339,109	59,901	399,010	120,355	519,365	615,963	417,065
5.56 Utilities	-		-	1,499,039	1,499,039	1,605,000	1,470,911
Total Function 5	4,827,108	1,172,285	5,999,393	3,687,939	9,687,332	10,404,618	9,851,803
7 Transportation and Housing							
7.41 Transportation and Housing Administration	226,593	51,633	278,226	14,273	292,499	347,723	367,223
7.70 Student Transportation	2,875,265	658,808	3,534,073	1,313,691	4,847,764	5,240,562	5,197,227
Total Function 7	3,101,858	710,441	3,812,299	1,327,964	5,140,263	5,588,285	5,564,450
9 Debt Services							
Total Function 9	-	-	-	-	-	-	-
Total Functions 1 - 9	43,259,855	10,561,167	53,821,022	9,248,344	63,069,366	65,150,843	62,512,547

School District No. 27 (Cariboo-Chilcotin)

Schedule 3 (Unaudited)

Schedule of Special Purpose Operations

Year Ended June 30, 2025

	2025 Budget	2025 Actual	2024 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education and Child Care	8,259,074	8,124,894	8,000,758
Other	169,812	141,091	62,975
Other Revenue	1,364,366	1,359,914	1,463,226
Investment Income	7,700	7,056	46,068
Total Revenue	<u>9,800,952</u>	<u>9,632,955</u>	<u>9,573,027</u>
Expenses			
Instruction	9,388,217	9,251,385	9,155,346
Operations and Maintenance	312,373	312,373	252,084
Transportation and Housing	100,362	69,197	106,440
Total Expense	<u>9,800,952</u>	<u>9,632,955</u>	<u>9,513,870</u>
Special Purpose Surplus (Deficit) for the year	<u>-</u>	<u>-</u>	<u>59,157</u>
Net Transfers (to) from other funds			
Other			(59,157)
Total Net Transfers	<u>-</u>	<u>-</u>	<u>(59,157)</u>
Total Special Purpose Surplus (Deficit) for the year	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>
Special Purpose Surplus (Deficit), beginning of year		15,000	15,000
Special Purpose Surplus (Deficit), end of year		<u><u>15,000</u></u>	<u><u>15,000</u></u>
Special Purpose Surplus (Deficit), end of year			
Endowment Contributions		15,000	15,000
Total Special Purpose Surplus (Deficit), end of year		<u><u>15,000</u></u>	<u><u>15,000</u></u>

School District No. 27 (Cariboo-Chilcotin)

Schedule 3A (Unaudited)

Changes in Special Purpose Funds and Expense by Object
Year Ended June 30, 2025

	Annual Facility Grant	Learning Improvement Fund	Scholarships and Bursaries	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK	Classroom Enhancement Fund - Overhead
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	566	16,693	4,804	783,884	11,370	17,834	101,545	27,487	
Add: Restricted Grants									
Provincial Grants - Ministry of Education and Child Care	311,807	221,150			224,000	49,000	142,296	737,288	648,187
Provincial Grants - Other				1,281,064		200			
Other			206				2,591		
Investment Income									
	311,807	221,150	206	1,281,064	224,000	49,200	144,887	737,288	648,187
Less: Allocated to Revenue	312,373	213,023	1,150	1,345,806	234,013	57,070	190,665	757,760	648,187
Deferred Revenue, end of year	-	24,820	3,860	719,142	1,357	9,964	55,767	7,015	-
Revenues									
Provincial Grants - Ministry of Education and Child Care	312,373	213,023			234,013	57,070	188,074	757,760	648,187
Provincial Grants - Other									
Other Revenue			1,150	1,345,806					
Investment Income							2,591		
	312,373	213,023	1,150	1,345,806	234,013	57,070	190,665	757,760	648,187
Expenses									
Salaries									
Teachers							91,658		
Principals and Vice Principals									
Educational Assistants		177,244			172,084		5,126	473,028	376,327
Support Staff						4,073			54,812
Other Professionals						20,000			81,639
Substitutes						1,959	1,438	667	
	-	177,244	-	-	172,084	26,032	98,222	473,695	512,778
Employee Benefits		35,779			37,147	5,000	21,293	121,435	135,409
Services and Supplies	312,373		1,150	1,345,806	24,782	26,038	71,150	162,630	
	312,373	213,023	1,150	1,345,806	234,013	57,070	190,665	757,760	648,187
Net Revenue (Expense) before Interfund Transfers	-	-	-	-	-	-	-	-	-
Interfund Transfers									
	-	-	-	-	-	-	-	-	-
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-

School District No. 27 (Cariboo-Chilcotin)

Schedule 3A (Unaudited)

Changes in Special Purpose Funds and Expense by Object
Year Ended June 30, 2025

	Classroom Enhancement Fund - Staffing	Classroom Enhancement Fund - Remedies	First Nation Student Transportation	Mental Health in Schools	Changing Results for Young Children	Early Childhood Education Dual Credit Program	Student & Family Affordability	ECL (Early Care & Learning)	Feeding Futures Fund
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year		9,831	117,652	9,840	139,641	23,500	24,036		42,178
Add: Restricted Grants									
Provincial Grants - Ministry of Education and Child Care	4,194,323	9,069	88,665	55,000	161,250	31,000		175,000	609,911
Provincial Grants - Other									
Other									
Investment Income			2,319						
	4,194,323	9,069	90,984	55,000	161,250	31,000	-	175,000	609,911
Less: Allocated to Revenue	4,194,323	13,642	69,197	46,112	245,058	20,131	24,036	175,000	581,268
Deferred Revenue, end of year	-	5,258	139,439	18,728	55,833	34,369	-	-	70,821
Revenues									
Provincial Grants - Ministry of Education and Child Care	4,194,323	13,642	66,878	46,112	245,058	20,131	24,036	175,000	581,268
Provincial Grants - Other									
Other Revenue									
Investment Income			2,319						
	4,194,323	13,642	69,197	46,112	245,058	20,131	24,036	175,000	581,268
Expenses									
Salaries									
Teachers	3,420,664	13,432							
Principals and Vice Principals						10,000			
Educational Assistants									62,808
Support Staff			10,000						
Other Professionals								137,723	15,202
Substitutes				17,731	4,913				
	3,420,664	13,432	10,000	17,731	4,913	10,000	-	137,723	78,010
Employee Benefits	773,659	210	2,500	366	918	2,500		33,431	15,838
Services and Supplies			56,697	28,015	239,227	7,631	24,036	3,846	487,420
	4,194,323	13,642	69,197	46,112	245,058	20,131	24,036	175,000	581,268
Net Revenue (Expense) before Interfund Transfers	-	-	-	-	-	-	-	-	-
Interfund Transfers									
	-	-	-	-	-	-	-	-	-
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-

School District No. 27 (Cariboo-Chilcotin)

Schedule 3A (Unaudited)

Changes in Special Purpose Funds and Expense by Object
Year Ended June 30, 2025

	Health Career Grants	Professional Learning Grant	Health Promoting School Card	Artists in Schools	Nenayni PRP	ERASE	NSFP	TOTAL
	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	12,500		113,838	2,464		52,305		1,511,968
Add: Restricted Grants								
Provincial Grants - Ministry of Education and Child Care	25,000	238,867			351,272		133,194	8,406,279
Provincial Grants - Other			31,009			74,600		105,609
Other				15,241				1,296,505
Investment Income			2,146					7,262
	25,000	238,867	33,155	15,241	351,272	74,600	133,194	9,815,655
Less: Allocated to Revenue	10,969	-	33,875	12,958	336,977	109,362	-	9,632,955
Deferred Revenue, end of year	26,531	238,867	113,118	4,747	14,295	17,543	133,194	1,694,668
Revenues								
Provincial Grants - Ministry of Education and Child Care	10,969				336,977			8,124,894
Provincial Grants - Other			31,729			109,362		141,091
Other Revenue				12,958				1,359,914
Investment Income			2,146					7,056
	10,969	-	33,875	12,958	336,977	109,362	-	9,632,955
Expenses								
Salaries								
Teachers					190,489			3,716,243
Principals and Vice Principals					7,888			17,888
Educational Assistants					57,178			1,323,795
Support Staff					6,260			75,145
Other Professionals						76,749		331,313
Substitutes			2,526					29,234
	-	-	2,526	-	261,815	76,749	-	5,493,618
Employee Benefits					60,781	22,395		1,268,661
Services and Supplies	10,969		31,349	12,958	14,381	10,218		2,870,676
	10,969	-	33,875	12,958	336,977	109,362	-	9,632,955
Net Revenue (Expense) before Interfund Transfers	-	-	-	-	-	-	-	-
Interfund Transfers								
	-	-	-	-	-	-	-	-
Net Revenue (Expense)	-	-	-	-	-	-	-	-

School District No. 27 (Cariboo-Chilcotin)

Schedule 4 (Unaudited)

Schedule of Capital Operations

Year Ended June 30, 2025

	2025	2025 Actual			2024
	Budget	Invested in Tangible	Local	Fund	Actual
	\$	Capital Assets	Capital	Balance	\$
Revenues					
Investment Income	400,000		339,314	339,314	289,556
Amortization of Deferred Capital Revenue	3,017,022	3,064,589		3,064,589	2,841,544
Total Revenue	3,417,022	3,064,589	339,314	3,403,903	3,131,100
Expenses					
Amortization of Tangible Capital Assets					
Operations and Maintenance	3,656,256	3,639,386		3,639,386	3,291,544
Transportation and Housing	797,204	806,939		806,939	811,610
Debt Services					
Capital Lease Interest	4,000		12,848	12,848	2,795
ARO Liability		(277,082)		(277,082)	
Total Expense	4,457,460	4,169,243	12,848	4,182,091	4,105,949
Capital Surplus (Deficit) for the year	(1,040,438)	(1,104,654)	326,466	(778,188)	(974,849)
Net Transfers (to) from other funds					
Tangible Capital Assets Purchased	50,000	21,127		21,127	103,809
Local Capital			900,000	900,000	2,750,000
Capital Lease Payment	638,000		624,086	624,086	562,729
Settlement of Asset Retirement Obligation				-	59,157
Total Net Transfers	688,000	21,127	1,524,086	1,545,213	3,475,695
Other Adjustments to Fund Balances					
Tangible Capital Assets Purchased from Local Capital		3,924,441	(3,924,441)	-	
Principal Payment					
Capital Lease		611,238	(611,238)	-	
Total Other Adjustments to Fund Balances		4,535,679	(4,535,679)	-	
Total Capital Surplus (Deficit) for the year	(352,438)	3,452,152	(2,685,127)	767,025	2,500,846
Capital Surplus (Deficit), beginning of year		12,159,448	9,319,968	21,479,416	18,978,570
Capital Surplus (Deficit), end of year		15,611,600	6,634,841	22,246,441	21,479,416

School District No. 27 (Cariboo-Chilcotin)

Schedule 4A (Unaudited)

Tangible Capital Assets
Year Ended June 30, 2025

	Sites	Buildings	Furniture and Equipment	Vehicles	Computer Software	Computer Hardware	Total
	\$	\$	\$	\$	\$	\$	\$
Cost, beginning of year	6,838,305	130,850,096	1,322,914	7,628,854	42,628	3,348,114	150,030,911
Changes for the Year							
Increase:							
Purchases from:							
Deferred Capital Revenue - Bylaw		2,361,968	195,000	1,046,003			3,602,971
Deferred Capital Revenue - Other		1,126,647	197,233				1,323,880
Operating Fund						21,127	21,127
Local Capital		3,366,580	474,875	76,661		6,325	3,924,441
Acquisitions via Capital Lease						149,928	149,928
Transferred from Work in Progress		6,917,870					6,917,870
	-	13,773,065	867,108	1,122,664	-	177,380	15,940,217
Decrease:							
Deemed Disposals			133,919	241,585		49,265	424,769
ARO Liability		277,082					277,082
	-	277,082	133,919	241,585	-	49,265	701,851
Cost, end of year	6,838,305	144,346,079	2,056,103	8,509,933	42,628	3,476,229	165,269,277
Work in Progress, end of year		844,401	51,241				895,642
Cost and Work in Progress, end of year	6,838,305	145,190,480	2,107,344	8,509,933	42,628	3,476,229	166,164,919
Accumulated Amortization, beginning of year		74,883,335	628,122	3,018,293	26,941	1,077,359	79,634,050
Changes for the Year							
Increase: Amortization for the Year		2,779,475	168,951	806,939	8,526	682,434	4,446,325
Decrease:							
Deemed Disposals			133,919	241,585	-	49,265	424,769
ARO Liability		277,082					277,082
		277,082	133,919	241,585	-	49,265	701,851
Accumulated Amortization, end of year		77,385,728	663,154	3,583,647	35,467	1,710,528	83,378,524
Tangible Capital Assets - Net	6,838,305	67,804,752	1,444,190	4,926,286	7,161	1,765,701	82,786,395

School District No. 27 (Cariboo-Chilcotin)

Schedule 4B (Unaudited)

Tangible Capital Assets - Work in Progress

Year Ended June 30, 2025

	Buildings	Furniture and Equipment	Computer Software	Computer Hardware	Total
	\$	\$	\$	\$	\$
Work in Progress, beginning of year	6,917,870	-	-	-	6,917,870
Changes for the Year					
Increase:					
Deferred Capital Revenue - Bylaw	645,891	51,241			697,132
Deferred Capital Revenue - Other	198,510				198,510
	844,401	51,241	-	-	895,642
Decrease:					
Transferred to Tangible Capital Assets	6,917,870				6,917,870
	6,917,870	-	-	-	6,917,870
Net Changes for the Year	(6,073,469)	51,241	-	-	(6,022,228)
Work in Progress, end of year	844,401	51,241	-	-	895,642

School District No. 27 (Cariboo-Chilcotin)

Schedule 4C (Unaudited)

Deferred Capital Revenue

Year Ended June 30, 2025

	Bylaw Capital	Other Provincial	Other Capital	Total Capital
	\$	\$	\$	\$
Deferred Capital Revenue, beginning of year	48,134,222	3,813,564	5,319	51,953,105
Changes for the Year				
Increase:				
Transferred from Deferred Revenue - Capital Additions	3,602,971	1,323,880		4,926,851
Transferred from Work in Progress	1,650,137	5,131,090	136,643	6,917,870
	<u>5,253,108</u>	<u>6,454,970</u>	<u>136,643</u>	<u>11,844,721</u>
Decrease:				
Amortization of Deferred Capital Revenue	2,829,076	229,669	5,844	3,064,589
	<u>2,829,076</u>	<u>229,669</u>	<u>5,844</u>	<u>3,064,589</u>
Net Changes for the Year	<u>2,424,032</u>	<u>6,225,301</u>	<u>130,799</u>	<u>8,780,132</u>
Deferred Capital Revenue, end of year	<u>50,558,254</u>	<u>10,038,865</u>	<u>136,118</u>	<u>60,733,237</u>
 Work in Progress, beginning of year	 1,650,137	 5,131,090	 136,643	 6,917,870
Changes for the Year				
Increase				
Transferred from Deferred Revenue - Work in Progress	697,132	198,510		895,642
	<u>697,132</u>	<u>198,510</u>	<u>-</u>	<u>895,642</u>
Decrease				
Transferred to Deferred Capital Revenue	1,650,137	5,131,090	136,643	6,917,870
	<u>1,650,137</u>	<u>5,131,090</u>	<u>136,643</u>	<u>6,917,870</u>
Net Changes for the Year	<u>(953,005)</u>	<u>(4,932,580)</u>	<u>(136,643)</u>	<u>(6,022,228)</u>
Work in Progress, end of year	<u>697,132</u>	<u>198,510</u>	<u>-</u>	<u>895,642</u>
Total Deferred Capital Revenue, end of year	<u>51,255,386</u>	<u>10,237,375</u>	<u>136,118</u>	<u>61,628,879</u>

School District No. 27 (Cariboo-Chilcotin)

Schedule 4D (Unaudited)

Changes in Unspent Deferred Capital Revenue

Year Ended June 30, 2025

	Bylaw Capital	MECC Restricted Capital	Other Provincial Capital	Land Capital	Other Capital	Total
	\$	\$	\$	\$	\$	\$
Balance, beginning of year		1,358,539				1,358,539
Changes for the Year						
Increase:						
Provincial Grants - Ministry of Education and Child Care	4,300,103		616,835			4,916,938
MECC Restricted Portion of Proceeds on Disposal		40,000				40,000
	4,300,103	40,000	616,835	-	-	4,956,938
Decrease:						
Transferred to DCR - Capital Additions	3,602,971	980,781	343,099			4,926,851
Transferred to DCR - Work in Progress	697,132		198,510			895,642
	4,300,103	980,781	541,609	-	-	5,822,493
Net Changes for the Year	-	(940,781)	75,226	-	-	(865,555)
Balance, end of year	-	417,758	75,226	-	-	492,984



School District No .27 (Cariboo-Chilcotin)



Financial Statement Discussion and Analysis For the Year Ended June 30, 2025

Financial Statement Discussion & Analysis



TABLE OF CONTENTS

Introduction	3
District Overview	3
Strategic Framework	4
Enrollment	5
Financial Highlights	6
Statement of Financial Position	7
Statement of Operations	
Operating Fund	10
Special Purpose Funds	13
Capital Funds	15
Accumulated Surplus	18
Future Risks	21
Contacting Management	22



Financial Statement Discussion & Analysis



INTRODUCTION

The following Financial Statement and 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 assist in assessing the overall financial condition of the district.



DISTRICT OVERVIEW

Cariboo-Chilcotin School District operates on the traditional unceded territories of the Secwepemc, Tsilhqot'in, and Dakelh Nations. We recognize it is a privilege to do our work in this special place. We understand our legislated responsibility and the moral imperative to act for truth and reconciliation with care, wisdom, and respect to right historic harm done by the education system. We are committed to the success of Indigenous learners and to learning about local First Nations culture by all members of the school district community. We serve the students and families of twelve First Nation communities, which include Tsideldel First Nation (Alexis Creek Band), Tl'etinqox Government (Anaham Band), Yunesit'in Government (Stone Band), Tl'esoqox (Toosey Band), Xeni Gwet'in First Nation (Nemiah Valley), ?Esdilagh (Alexandria Band), Tsq'escen' (Canim Lake Band), Stswecem'c/Xgat'tem (Canoe Cree/Dog Creek Band), Esk'etemc First Nation (Alkali Lake), Xatsūł' (Soda Creek First Nations), T'exelc (Williams Lake First Nation) and Ulkatchot'en (Ulkatcho First Nation).



Cariboo-Chilcotin School District No. 27 extends over a large geographic area roughly the size of New Brunswick in the beautiful interior of BC. We are sparsely populated with 487 people per square kilometer of land, compared with the BC average of 3,644 people per square kilometer. We are one of the largest employers in the region with over 850 staff, serving approximately 4600 students from kindergarten to Grade 12 in 24 schools. Our enrollment had been in decline for many years, then increased unexpectedly following the pandemic, and is now levelling out. More than 1450 Indigenous students attend our schools. These students are on-reserve, off-reserve, and Métis in ancestry. Approximately 10% of learners have designations for disabilities or diverse abilities. The number of children and youth in care (CYIC) is variable with children moving in and out of care and reliance on individual MCFD workers and caregivers to update schools. There were 49 CYIC at the end of the school year.



STRATEGIC FRAMEWORK

Mission Statement

Ensuring all students have meaningful learning experiences, empowering them to succeed in an ever-changing world.

School District Vision

We envision an encouraging and understanding learning environment where everyone demonstrates a sense of belonging, mastery, independence, and generosity.

Core Operating Values

The Pillars of Support for the School District No. 27 Mission and Vision are characterized by the following four core operating values:

RESPECT

RESPONSIBILITY

KINDNESS AND CARING

ACCEPTANCE

Current Strategic Plan Priorities

Cariboo-Chilcotin School District looks forward to sharing our next multi-year plan this Fall. We are committed to continuous improvement for ALL learners in Cariboo-Chilcotin School District to flourish. We intentionally act to raise and level the bar of achievement. This means higher achievement and equity of outcomes across all groups of students. We pay particular attention to the outcomes of Indigenous students, children and youth in care, and students with disabilities or diverse abilities. We direct our resources, time, and energy to the following key focus areas confirmed by the Board of Education:

Collective Responsibility

- Common information
- Professional conversations
- Collaborative relationships
- Intentional action

Instructional Capacity

- Literacy
- Numeracy
- Assessment
- Collaborative Professional Development

Inclusive Learning Communities

- Safe, welcome environments
- Meaningful engagement in learning
- Connection to caring adults
- Student voice

Indigenous Learning & Culture

- Local cultural learning
- Language
- Equity of outcomes
- Belonging, Mastery, Independence, Generosity

Place-Based Learning

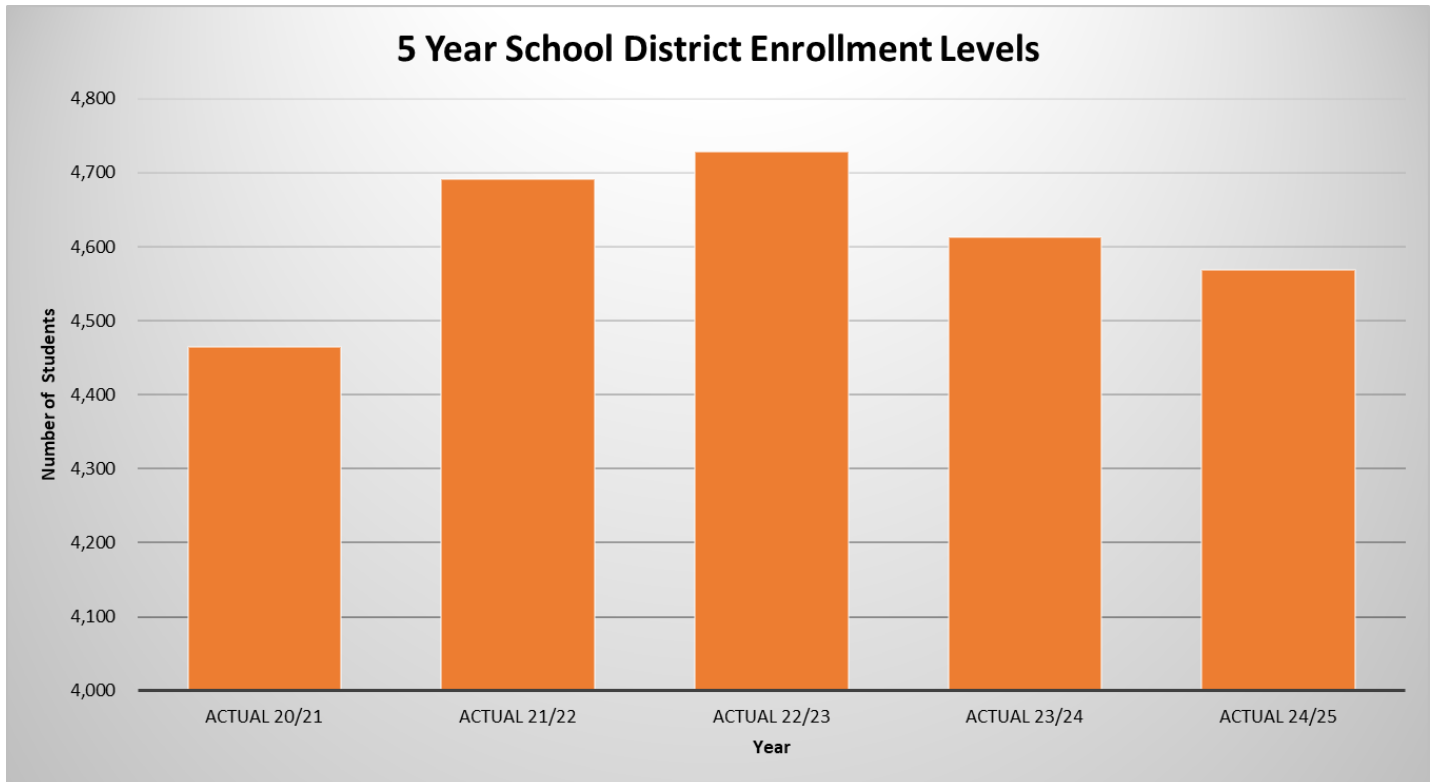
- Time outdoors
- Time in nature
- Learning on and from the land
- Local learning

Financial Statement Discussion & Analysis



ENROLLMENT

Student enrollment represents the key component for determining both the operating revenue and staffing costs for the district. Over the last 5 years enrollment has been relatively stable with a slight dip in the 20/21 year mainly because of the COVID-19 pandemic. We saw a slight decrease in student enrollment over last year.



A large portion of school funding comes from the Ministry of Education and Child Care (MECC), the funding levels are determined based on student enrollment on a Full Time Equivalent (FTE) basis and has subtle increases and decreases based on various factors surrounding student funding categories.



Financial Statement Discussion & Analysis



FINANCIAL HIGHLIGHTS

School District No. 27 (Cariboo-Chilcotin) had a very busy year continuing to make progress on their capital projects

Some of the main financial highlights of the year were as follows:

District Wide

Cariboo-Chilcotin School District No. 27 was granted funding from the Ministry of Infrastructure (Education & Child Care Branch) to renovate an old Portable into a new Child Care facility at Chilcotin Road Elementary School, the portable was completely torn down with exception to the framing, all new interior finishes, siding, roof and plumbing, HVAC systems, accessible ramping, fire alarm systems. All work was completed in house by the maintenance department. We also opened a new Daycare Facility at the site of the former Columneetza Dorm building in the spring, this will increase our childcare capacity within Williams Lake area.

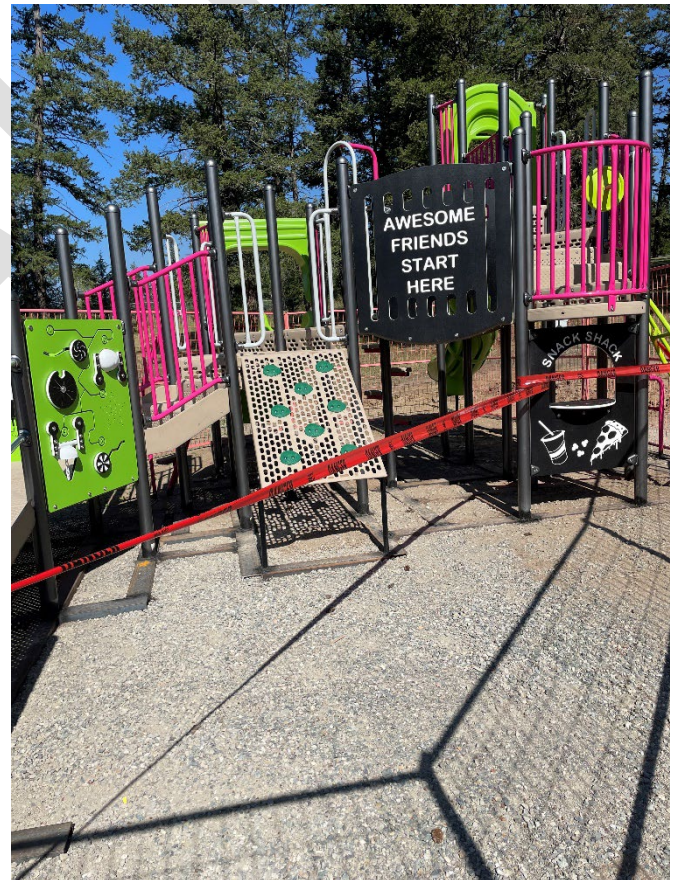
The Maintenance Department

Within the district there have been ongoing efforts to improve accessibility at all facilities. A new hard surface path was installed at Cataline Elementary to improve access to the accessible playground. At 108 Mile Elementary, an accessibility ramp was installed to allow access to the play field and playground, prior to this installation the only access was stairs. New accessible playgrounds at Lac Le Hache Elementary and 108 Mile Elementary were installed that included new soft surface material for wheelchair access.

100 Mile Elementary and Forest Grove Schools got a building fresh look to the outside of the building with a building envelope project this year.

The IT Department

The district installed some new PA systems in a number of facilities this year as a continuation of our commitment to improving building safety. The first phases of this project included new fire alarm systems, the installation of security systems (FOBS) and fire and intrusion monitoring systems. The new PA system will work together with the security systems to improve lockdown procedures and communication to all staff during emergency situations.





STATEMENT OF FINANCIAL POSITION

The Statement of Financial Position represents a snapshot of the overall assets and liabilities of the district at the end of the fiscal year. It outlines the year over year comparison of the net financial position for the fiscal years ending June 30, 2025, and June 30, 2024.

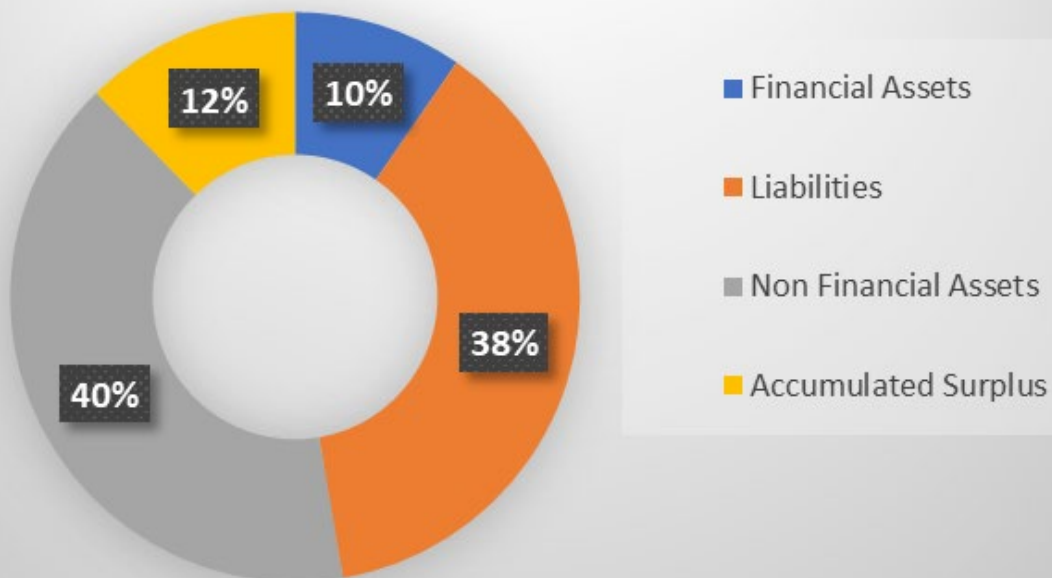
A largest item on the Balance Sheet is the Non-Financial Assets (40%) which includes items such as Tangible Capital Assets, Prepaids and Supply Inventories.

Liabilities make up the second biggest component of the Balance Sheet (38%) they represent payments owing such as Accounts Payable, Asset Retirement Obligations (ARO) and Deferred Revenues.

Financial Assets account for a small percent of the graph (10%) and are usually made up of cash and cash equivalents.

The final item is the Accumulated Surplus amount which represents the Overall Surplus or Deficit of the district (12%). At the end of June 30, 2025, the district had an Accumulated Surplus of \$25.3 million dollars.

Financial Position Allocation by Type



Financial Statement Discussion & Analysis



STATEMENT OF FINANCIAL POSITION

The Financial Assets decreased by \$4.3 million dollars over last year because of our aggressive capital spending in the 24/25 year, which has shrunk cash reserves by \$1.87 Million in the year.

Liabilities decreased slightly by \$0.43 million dollars this year due to lowering capital lease obligations and reducing Asset Retirement Obligation in the year.

Statement of Financial Position As at June 30, 2025

	2025 Actual \$	2024 Actual \$
Financial Assets		
Cash and Cash Equivalents	17,451,416	19,322,935
Accounts Receivable		
Due from Province - Ministry of Education and Child Care	348,373	2,717,888
Due from First Nations	932,673	1,075,240
Other	1,038,579	955,022
Total Financial Assets	19,771,041	24,071,085
Liabilities		
Accounts Payable and Accrued Liabilities		
Other	5,459,493	7,147,549
Unearned Revenue	14,113	13,000
Deferred Revenue	1,694,668	1,511,968
Deferred Capital Revenue	62,121,863	60,229,514
Employee Future Benefits	2,232,232	2,307,836
Asset Retirement Obligation	4,945,000	5,222,082
Capital Lease Obligations	600,913	1,062,224
Other Liabilities	597,257	599,413
Total Liabilities	77,665,539	78,093,586
Net Debt	(57,894,498)	(54,022,501)
Non-Financial Assets		
Tangible Capital Assets	82,786,395	77,314,731
Restricted Assets (Endowments)	15,000	15,000
Prepaid Expenses	376,221	555,838
Supplies Inventory	21,076	6,158
Total Non-Financial Assets	83,198,692	77,891,727
Accumulated Surplus (Deficit)	25,304,194	23,869,226

Non-Financial Assets increased by \$5.3 million dollars which is a result of the districts increased capital investment. Part of this increase was related to transferring \$0.9 Million in Operating Surplus to Local Capital in the year to help plan future capital projects. The Accumulated Surplus Increased by \$1.4 million which is higher due an increase of \$289,000 on our Operational Restricted funds mainly the Indigenous Education Council (IEC) and Indigenous Education Commitments. The remainder of the surplus was the result of cost savings achieved throughout our departments in the year and not executing our excluded staff hiring plan.

Financial Statement Discussion & Analysis

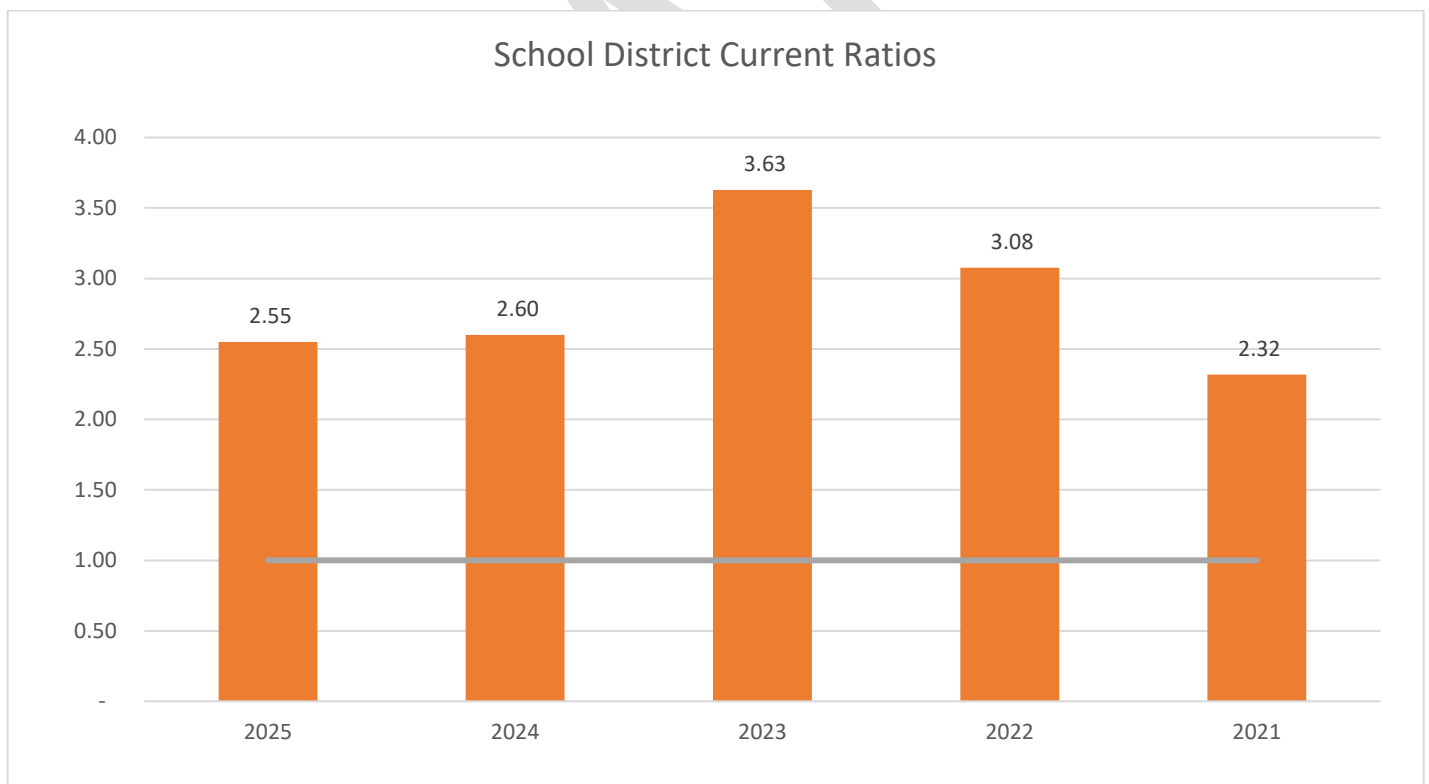


STATEMENT OF FINANCIAL POSITION

One measure of financial health of an entity is to calculate and evaluate the current ratio of the district. This measure is calculated by dividing the current assets by the current liabilities on the Statement of Financial Position. This ratio is a good measure of the liquidity of the district. The ratio identifies if there are enough current assets on hand to cover the current liabilities in the short term. A current ratio greater than 1 represents that there is adequate coverage of assets to meet these liabilities.

$$\text{Current Ratio} = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

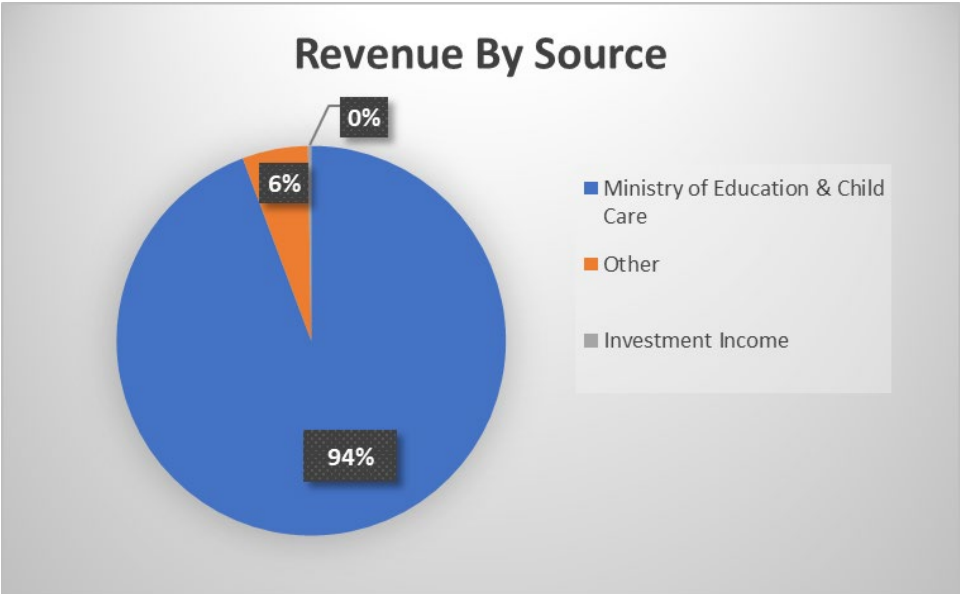
The district is in good shape with regards to our liquidity with a high current ratio of 2.55 which is consistent with last year. Generally, a ratio number under 1 might be cause for concern if it persists over a series of years. A ratio under 1 would indicate the district might have difficulty covering its immediate liabilities and may need to look to utilizing debt to cover future expenditures.





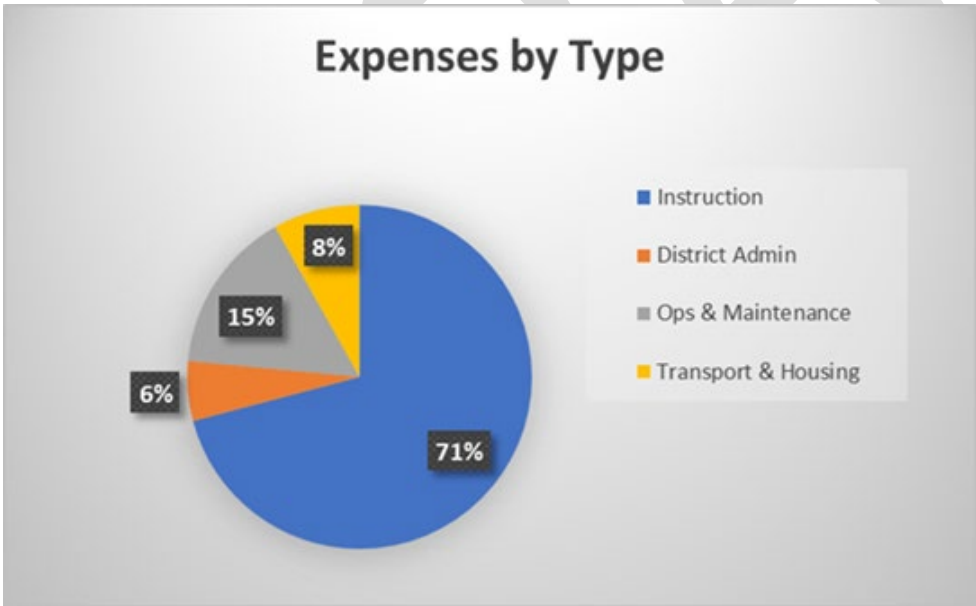
STATEMENT OF OPERATIONS - OPERATING FUND

The Statement of Operating Operations represents the day-to-day operating revenue and costs of the district for the year.



Most of the revenue is derived from Ministry of Education and Child Care (MECC) grants representing 94% of the total operating revenue for the year. Other revenue sources total 6% and Investment Income was minimal in the year.

Overall revenues increased by \$1.3 million dollars in the 24/25 year vs last year. This is a positive indicator and reflects continuous commitment in funding levels from government bodies. A portion of the revenue increase relates to labour settlement funding and the new Indigenous Education Council funding.



Overall expenses were higher by \$0.6 million dollars in 24/25. We were able find some cost savings of \$600,000 in our Operations and Transportations Departments over last year which was offset by an increase of \$1.1 Million dollars in the Instruction and Administration areas. Some of these cost savings resulted from our underspending our restricted funds by \$957,000 in the year and not being able to recruit and hire some planned positions. Most of the District expenditures were

related to Instruction at 71%. Operations and Maintenance account for 15% of the total costs. Transportation and Housing representing 8% of expenses. Finally, District Administration makes up the remaining 6% of spending.

Financial Statement Discussion & Analysis



STATEMENT OF OPERATIONS - OPERATING FUND

The district finished the year with a surplus of \$2.2 million dollars of which \$645,000 was needed for our operating capital and capital lease obligations. The remaining net amount less those obligations leave the district with approx. \$1.6 million annual surplus not excluding the (\$900,000) transfer to Local Capital. Had we spent our above listed restricted funds (\$957,000) and successfully executed our hiring plan (\$390,000) we would have experienced a much lower surplus of approx. \$253,000.

Schedule of Operating Operations
Year Ended June 30, 2025

	2025 Budget	2025 Actual	2024 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education and Child Care	61,698,458	61,547,889	59,719,754
Other	80,000	81,950	72,337
Tuition	20,475	26,375	13,750
Other Revenue	3,134,147	3,310,236	3,429,900
Rentals and Leases	125,000	139,681	135,526
Investment Income	150,000	176,391	564,387
Total Revenue	65,208,080	65,282,522	63,935,654
Expenses			
Instruction	45,965,042	44,702,327	43,947,292
District Administration	3,192,898	3,539,444	3,149,002
Operations and Maintenance	10,404,618	9,687,332	9,851,803
Transportation and Housing	5,588,285	5,140,263	5,564,450
Total Expense	65,150,843	63,069,366	62,512,547
Operating Surplus (Deficit) for the year	57,237	2,213,156	1,423,107
Budgeted Appropriation (Retirement) of Surplus (Deficit)	630,763		
Net Transfers (to) from other funds			
Tangible Capital Assets Purchased	(50,000)	(21,127)	(103,809)
Local Capital		(900,000)	(2,750,000)
Other	(638,000)	(624,086)	(562,729)
Total Net Transfers	(688,000)	(1,545,213)	(3,416,538)
Total Operating Surplus (Deficit), for the year	-	667,943	(1,993,431)
Operating Surplus (Deficit), beginning of year		2,374,810	4,368,241
Operating Surplus (Deficit), end of year		3,042,753	2,374,810

Financial Statement Discussion & Analysis



STATEMENT OF OPERATIONS - OPERATING FUND

Amended Budget vs Actuals Variance:

Highlights of some of the larger items that impacted our final surplus balance vs early year projections. Earlier in the school year there was some concern that the district could potentially end up in a situation that resulted in a deficit position at the year end based on initial projections.

This section breaks down the main cost items that changed between the early year projections and the end of the year that resulted in our current surplus position.

The table below outlines approximately \$2.9 Million in cost variances that occurred during the year that landed us in a surplus position.

Surplus Variance Items	2025 Amended Budget	2025 Actual
Operating Fund Surplus	57,237	2,213,156
Carryover Budget Appropriation (Indigineous Ed Commitments)	630,763	-
Adjusted End of Year Operating Fund Surplus	688,000	2,213,156
Tangible Capital Assets Purchased	(50,000)	(21,127)
Less Capital Lease Obligations	(638,000)	(624,056)
Year End Surplus less transfers from other funds	-	1,567,973
-Additional Funding from Ministry for Classroom Enhancement Fund (Feb 2025) (Wages Allocated to Special Purpose Fund from Operating)		(372,787)
-Underspent Indigineous Ed Commitments		(817,518)
-Underspent Indigenous Education Council (IEC)		(102,433)
-Transportation Department Cost Savings		(467,000)
-Maintenance Department Cost Savings		(165,000)
-Utilities Cost Savings		(106,000)
-Application of PEBT Benefit Refund in the Year		(131,000)
-Final Benefit Loading percent was 24.4% vs 25.0% budgeted		(312,876)
-Unfilled Excluded Positions		(412,000)
Surplus (Deficit) Reconciliation		(1,318,641)

Financial Statement Discussion & Analysis

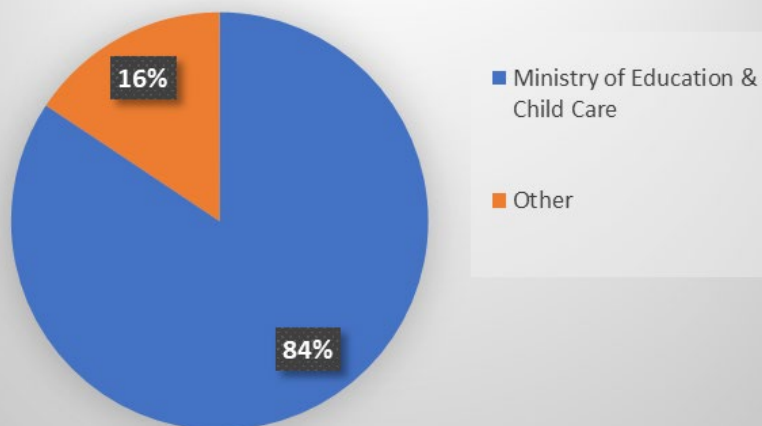


STATEMENT OF OPERATIONS - SPECIAL PURPOSE FUNDS

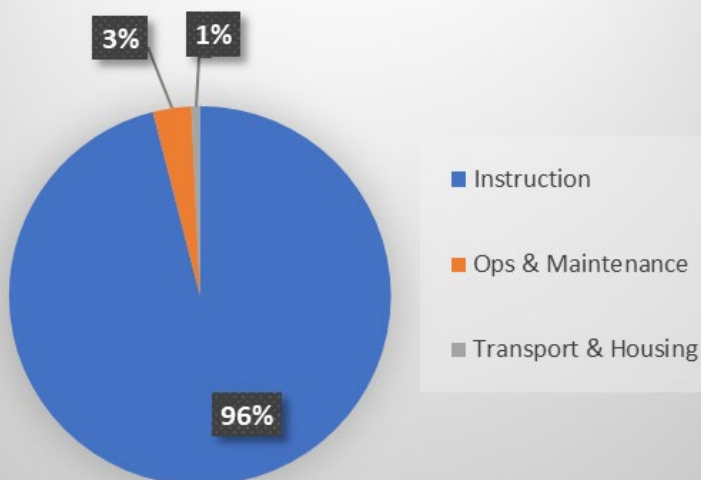
Special Purpose Funds are funds received by the district and are designated for a specific use. The district gets the funds from both provincial and federal governments and from other sources. School funds are included in other sources; they include fundraising for school purposes as well as funds collected and paid out through school accounts in support of school-based programs.

The Ministry of Education and Child Care (MECC) make up 84% of the Special Purpose Funds revenues.

Revenue By Source



Expenses by Type



Within the Special Purpose Funds expenses, Instructional costs continue to make up most of the costs at 96% followed by Operations and Maintenance at 3% and lastly Transportation and Housing at 1%.

Special Purpose Funds do not run surpluses or deficits as they operate on a set amount of funding for each project. These revenues get used up as the expenditures are spent on that specific program. The deferred revenues sit on the Statement of Financial Position until the expenses are spent, at which time they are recognized.

Financial Statement Discussion & Analysis



STATEMENT OF OPERATIONS - SPECIAL PURPOSE FUNDS

Schedule of Special Purpose Operations Year Ended June 30, 2025

	2025 Budget	2025 Actual	2024 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education and Child Care	8,259,074	8,124,894	8,000,758
Other	169,812	141,091	62,975
Other Revenue	1,364,366	1,359,914	1,463,226
Investment Income	7,700	7,056	46,068
Total Revenue	<u>9,800,952</u>	<u>9,632,955</u>	<u>9,573,027</u>
Expenses			
Instruction	9,388,217	9,251,385	9,155,346
Operations and Maintenance	312,373	312,373	252,084
Transportation and Housing	100,362	69,197	106,440
Total Expense	<u>9,800,952</u>	<u>9,632,955</u>	<u>9,513,870</u>
Special Purpose Surplus (Deficit) for the year	<u>-</u>	<u>-</u>	<u>59,157</u>
Net Transfers (to) from other funds			
Other			(59,157)
Total Net Transfers	<u>-</u>	<u>-</u>	<u>(59,157)</u>
Total Special Purpose Surplus (Deficit) for the year	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>
Special Purpose Surplus (Deficit), beginning of year		15,000	15,000
Special Purpose Surplus (Deficit), end of year		<u>15,000</u>	<u>15,000</u>
Special Purpose Surplus (Deficit), end of year			
Endowment Contributions		15,000	15,000
Total Special Purpose Surplus (Deficit), end of year		<u>15,000</u>	<u>15,000</u>



Each year the district spends amounts on capital in various projects to renew or replace assets across the district. They can range from school renovations (flooring, roofing, HVAC upgrades, landscaping, accessibility improvements, painting) and playgrounds to bus replacements and new computers. The district spent just over \$15.9 million dollars on capital projects in the year. The funding sources varied from MECC, Restricted Capital, Operating Surplus to Local Capital.

Below is a summary of some of the larger projects ongoing and completed by the district in the 24/25 Year:

- Roofing Projects at 100 Mile and Forest Grove and PSO
- Chilcotin Road Daycare Project
- School PA System Upgrades
- Tatla Lake HVAC upgrades
- 108 Mile Accessible Playground
- Kitchen Equipment at Lake City Secondary School
- Upper Floor Training and Meeting Facility at Columneetza Site
- Completed and opened the Columneetza Daycare
- Accessible Playgrounds at Lac La Hache
- Camera Security Project PSO
- Physical Door Security Projects
- Cybersecurity Projects
- Five School Buses
- School Network Upgrades (various)





STATEMENT OF OPERATIONS - CAPITAL FUNDS

Tangible Capital Assets
Year Ended June 30, 2025

	Sites	Buildings	Furniture and Equipment	Vehicles	Computer Software	Computer Hardware	Total
	\$	\$	\$	\$	\$	\$	\$
Cost, beginning of year	6,838,305	130,850,096	1,322,914	7,628,854	42,628	3,348,114	150,030,911
Changes for the Year							
Increase:							
Purchases from:							
Deferred Capital Revenue - Bylaw		2,361,968	195,000	1,046,003			3,602,971
Deferred Capital Revenue - Other		1,126,647	197,233				1,323,880
Operating Fund						21,127	21,127
Local Capital		3,366,580	474,875	76,661		6,325	3,924,441
Acquisitions via Capital Lease						149,928	149,928
Transferred from Work in Progress		6,917,870					6,917,870
	-	13,773,065	867,108	1,122,664	-	177,380	15,940,217
Decrease:							
Deemed Disposals			133,919	241,585		49,265	424,769
ARO Liability		277,082					277,082
	-	277,082	133,919	241,585	-	49,265	701,851
Cost, end of year	6,838,305	144,346,079	2,056,103	8,509,933	42,628	3,476,229	165,269,277
Work in Progress, end of year		844,401	51,241				895,642
Cost and Work in Progress, end of year	6,838,305	145,190,480	2,107,344	8,509,933	42,628	3,476,229	166,164,919
Accumulated Amortization, beginning of year		74,883,335	628,122	3,018,293	26,941	1,077,359	79,634,050
Changes for the Year							
Increase: Amortization for the Year		2,779,475	168,951	806,939	8,526	682,434	4,446,325
Decrease:							
Deemed Disposals			133,919	241,585	-	49,265	424,769
ARO Liability		277,082					277,082
		277,082	133,919	241,585	-	49,265	701,851
Accumulated Amortization, end of year		77,385,728	663,154	3,583,647	35,467	1,710,528	83,378,524
Tangible Capital Assets - Net	6,838,305	67,804,752	1,444,190	4,926,286	7,161	1,765,701	82,786,395

Financial Statement Discussion & Analysis



STATEMENT OF OPERATIONS - CAPITAL FUNDS

The district executed their capital plan well in the 24/25 year both starting and completing many projects. Updating and upgrading various aging district assets has become a priority and we see this trend continuing across all our schools.

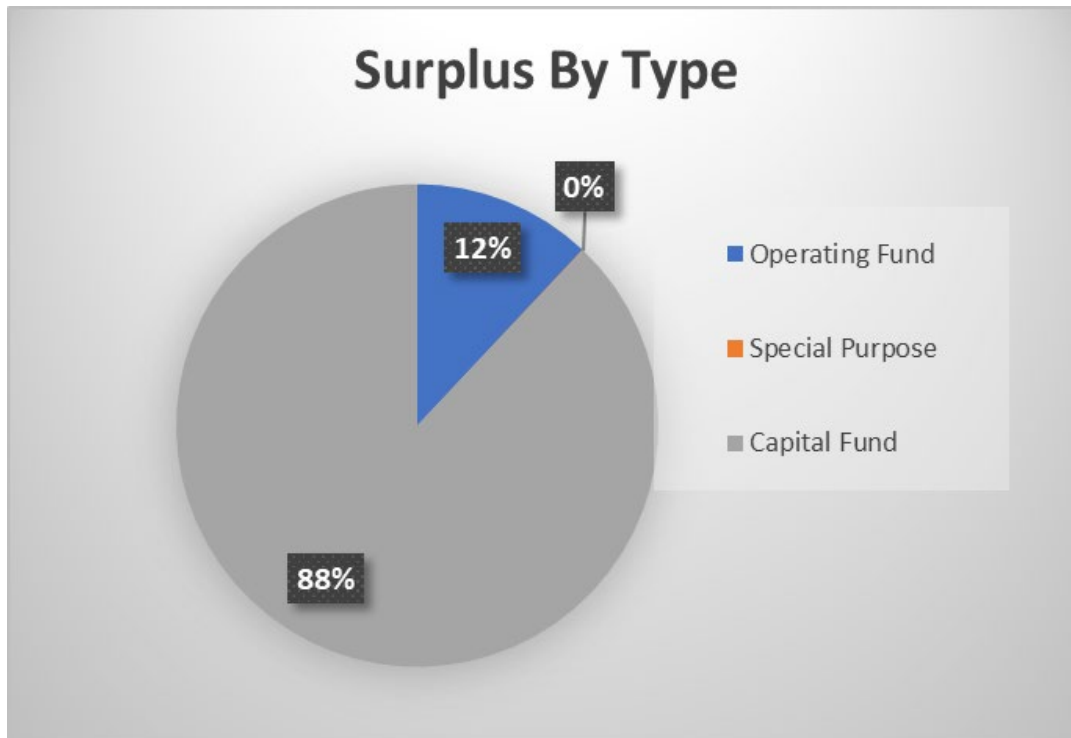
In looking at our Tangible Capital Assets we notice that in 24/25 we were able to increase the Net Book Value of our assets to \$82.8 million dollars. This is an increase of \$5.5 million dollars. This is a good sign which indicates we are continuously updating our assets at a faster rate than they are depreciating, investments necessary to keep them in good operating condition.

The overall age of the Tangible Capital Assets is decreasing as the district has made good progress on executing our capital projects in the current year. The district will continue this investment going forward, although not at the same rate as our surplus balances are declining.





ACCUMULATED SURPLUS (DEFICIT)



The Accumulated Surplus is the combined year over year total surplus or deficit that the district maintains. The surplus is a measure of the cumulative financial state the district is in as a whole.

As you can see to the left the Operating Fund Surplus only makes up 12% of the Total Accumulated Surplus, and of that some of those funds are restricted. The Special Purpose Fund Surplus (<1%) also have

conditions tied to their use so they are restricted as well. The Capital Fund Surplus (88%) have specific uses under the Capital Projects and Local Capital Projects which also have limitations on them.

The district spent \$2.685 million in local capital which represents a 29% usage of this fund in one year. Although this is good, it is not sustainable unless they can generate sizable surplus balances to continue these funding levels which is unlikely.

Financial Statement Discussion & Analysis



ACCUMULATED SURPLUS (DEFICIT)

This year the district reported a Net Operating Surplus of \$1.568 million dollars. This topped up the prior year's surplus of \$2.374 million dollars to \$3.942 million dollars in the Operating Funds Surplus. Then we deducted the committed \$0.9 million dollar transfer of Surplus to Local Capital to end the year at \$3.042 million in Operating Funds Surplus.

	2025	2024
Operating Fund		
Internally restricted:		
School Budget Balances	37,590	38,289
Indigenous Education Council (IEC)	102,433	-
Indigenous Commitments	817,518	630,763
Unrestricted	2,085,212	1,705,758
Operating Funds	3,042,753	2,374,810
Special Purpose Funds	15,000	15,000
Capital Fund		
Invested in Tangible Capital Assets	15,611,600	12,159,448
Local Capital	6,634,841	9,319,968
	22,246,441	21,479,416
Total Accumulated Surplus	25,304,194	23,869,226

Of the \$3.042 million dollars in Operating Funds Surplus \$0.957 million dollars of these funds are earmarked for specific programs and can only be spent on those items. The remaining \$2.085 million dollars are classified as Unrestricted Contingent Surplus and falls with Board Policy and Ministry recommendations for contingency reserves.

Only two portions of reported Accumulated Surplus truly represent surplus funds available to spend. Those are the Operating Surplus of \$3.042 million dollars and the Local Capital Surplus of \$6.634 million providing a total available surplus of \$9.676 million which can be utilized for spending. The \$15.611 million that makes up the Invested in Tangible Capital Assets and the \$15 thousand in Special Purpose Funds are not accessible surplus funds within the districts Accumulated Surplus.

Financial Statement Discussion & Analysis



ACCUMULATED SURPLUS (DEFICIT)

Within the Accumulated Surplus - Capital Fund are funds that are restricted for various Local Capital projects. The below list is projects that align with the strategic goals of the district. The funds are earmarked to allow the district to successfully execute longer-term capital goals with minimal yearly funding changes. Identifying these multi-year projects within Local Capital increases transparency of where the district is allocating resources.

	2025	2024
Local Capital Project Breakdown		
Daycare Project	-	800,000
Dorm Project Upstairs	-	1,800,000
White Fleet Replacements	-	80,000
Mini Bus for Sport/Extra Curricular	-	160,000
Building Envelope	1,000,000	1,000,000
Facilities Reserve	1,000,000	1,000,000
PA Security Projects	89,182	500,000
Physical Security Projects	92,447	100,000
Cybersecurity Project	93,675	100,000
Camera Security Project	35,943	100,000
Network/Electrical Wiring Project	1,000,000	1,000,000
Maint/Transportation Yard Upgrades	3,323,594	2,679,968
Local Capital Total	6,634,841	9,319,968

Overall, the district is maintaining an adequate surplus balance and is in a good position. We are not in a deficit position which means we are not required to use debt to fund any projects or programs. In addition, we reported a small operating surplus and were able to transfer \$900,000 to Local Capital in the year which helps to replenish our capital funds. The district has been purposely moving Operating Surplus funds to Local Capital to address the future long-term capital needs of the district.



FUTURE RISKS

Labour shortages and higher staff turnover probably represent one of the biggest near-term challenges that the district faces with regards to future risks. The district has found it challenging to hire and retain teachers, substitutes, education assistants, and all types of support services including bus drivers and custodial staff. The longer-term risk is that the district may struggle with succession planning with the higher turnover rates. This problem is also a national issue within Canada, but the impact of a shortage of teachers, professionals and support staff is being felt across the district. Work force projections indicate ongoing challenges, but the district is taking steps to try to address the shortage.

Increases to our employee benefits costs has been trending upwards, we are noticing increases in CPP, EI and WCB rates as well as extended health and dental insurance. As these costs continue to escalate, we might need to look at ways to mitigate their impact.

Another risk area that has been on the rise in BC more recently are the potential for cyberattacks on district network. On an ongoing basis it is important to be aware of the continued threat to our information and systems and reinforces why we need to maintain ongoing investment in protecting our systems from these evolving threats.



The potential of falling interest rates will impact our ability to generate investment income for our district especially since we have reduced our Local Capital Surplus balance over the last couple of years. We utilize these returns to augment our district surpluses to facilitate our mandate of improving student learning.

Financial Statement Discussion & Analysis



CONTACTING MANAGEMENT

This financial report is designed to provide the School District No. 27 (Cariboo-Chilcotin) stakeholders with a general but more detailed overview of the district's finances and to demonstrate increased accountability for the public funds received by School District No. 27 (Cariboo-Chilcotin).

If you have any questions about this financial report, please contact the Secretary-Treasurer at the district office or you can visit the School District No.27 Website <https://www.sd27.bc.ca/>

