

Financial Statement Discussion and Analysis

For the Year Ended June 30, 2025

September 09, 2025

Table of Contents

Introduction.....	3
District Overview.....	3
Vision, Mission & Values.....	4
Accounting Policies.....	4
Enrolment.....	5
Financial Reporting.....	7
Operating Fund.....	8
Revenues.....	8
Expenses.....	12
Accumulated Operating Surplus.....	18
Financial Health Ratios.....	20
Liquidity.....	20
Net Debt to Net Financial Assets.....	20
Accumulated Surplus from Operations to Operating Revenue.....	21
Accumulated Amortization to Assets.....	21
Special Purpose Funds.....	23
Capital Fund.....	24
Risk and Long-Term Outlook.....	26

Introduction

The following is a discussion and analysis of West Vancouver Schools (“WVS”) financial performance for the fiscal year ending June 30, 2025, summarizing currently known facts, decisions, and conditions. This report should be read in conjunction with WVS’ financial statements for the same period.

The purpose of this report is to summarize the financial performance of WV for the year ended June 30, 2025, and to provide explanations that enhance the reader’s understanding of the district’s financial statements.

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

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

The preparation of this report is the responsibility of management.

District Overview

WVS recognizes that it is located on the traditional lands of the Squamish Nation, who are working with us to guide our understanding of the history of this land and its people. We respect and honour the Elders past, present and future as we endeavour to bring this knowledge to the students of our community.

West Vancouver Schools operates under the School Act of British Columbia as a corporation under the name of “The Board of Education of School District No. 45 (West Vancouver)”. The district is governed by a board of education (the “Board”) comprised of five trustees elected for a four-year term.

A broad range of programs and services are delivered to approximately 7,400 students through:

- 3 Primary Schools
- 11 Elementary Schools
- 4 Secondary Schools
- Home Learners
- International Education

The district employs approximately 1,000 teaching, support and administrative staff.

Vision, Mission and Values

The objective of the financial and capital resource management of WVS is to realize the Board's [vision](#) "to aspire to provide the finest educational experience in the country for the benefit of our children, our employees, our community and the world", by embracing the community values that make it possible:

- Excellence
- Inclusiveness
- Accountability
- Authenticity
- Innovation
- Community Engagement
- Happiness

In fiscal 2024/25 WVS focused on continuing to provide innovative and comprehensive education that aligned with both its [Framework for Enhanced Student Learning \(FESL\) goals](#) and a variety of Ministry of Education and Childcare ("MECC") initiatives. WVS remained dedicated to providing superior public education to ensure the success of all its students, including those of indigenous background, new immigrants and refugees, and those with diverse learning or social needs. The district maintained its innovative adoption of technology in the classroom with a thoughtful and wide-ranging application of artificial intelligence (AI) in the K-12 setting. It maintained its physical literacy program, Applied Design, Skills and Technologies curriculum, and expanded programs of choice and academy offerings. A particular focus continued to be the mental/emotional well-being of both students and staff, as well as ongoing implementation of new initiatives in early childcare, in response to the expanded role of the K-12 sector into early childhood education.

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.

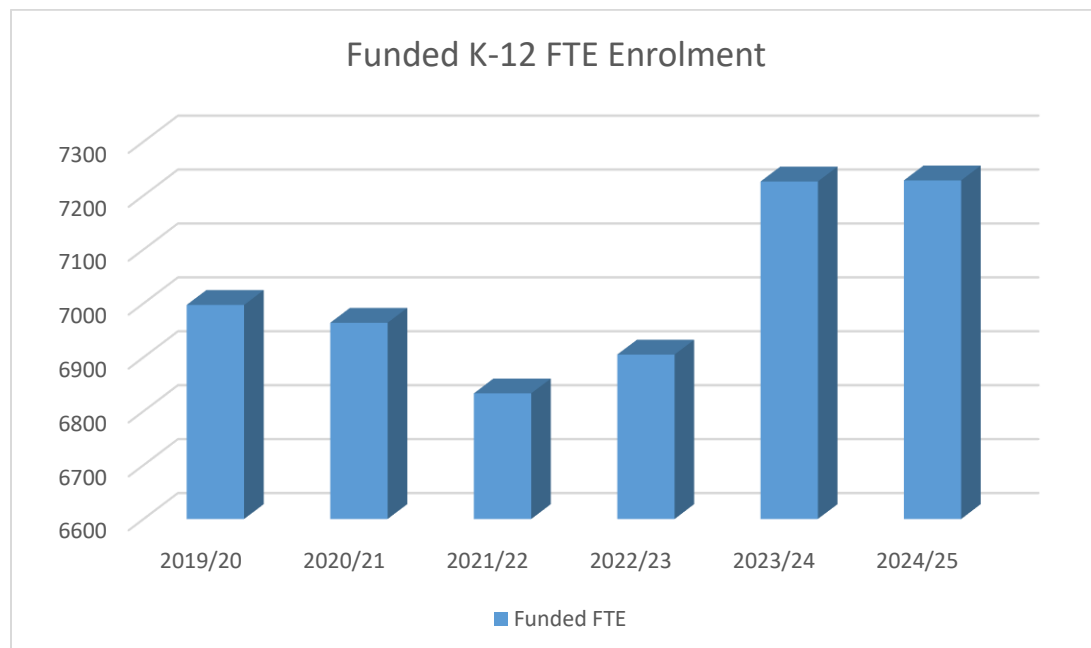
Financial Analysis

Enrolment

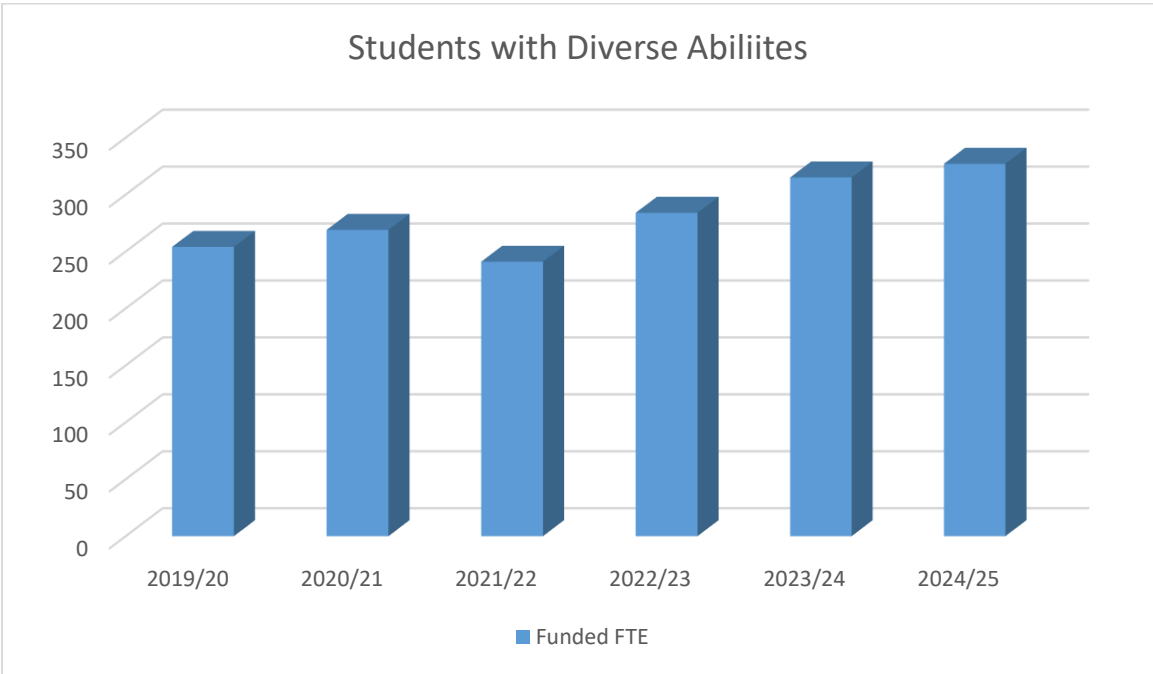
The primary source of annual funding for WVS is the MECC Operating Grant, which is based on local student enrolment. Enrolment data is compiled through a data collection process called 1701, in September, February, May and July, and WVS receives a fixed amount for each eligible full-time equivalent (“FTE”) student. The district also receives supplementary grants for students who are identified as having unique needs, and for other demographic and geographic factors.

Annual expenditures are primarily associated with staffing and related compensation and benefits, and staffing levels fluctuate in concert with both total student FTE and shifts in student demographics in areas requiring non-enrolling staff. As salaries and benefits comprise approximately 88% of WVS operating expenditures, reliable enrolment data is essential for sound financial planning. The district analyzes historical enrolment and student retention trends, together with available information on population data and local development, to develop rolling estimates of elementary and secondary student FTE for current and future budget years. This information informs the district’s strategy governing the use of operating and capital funds.

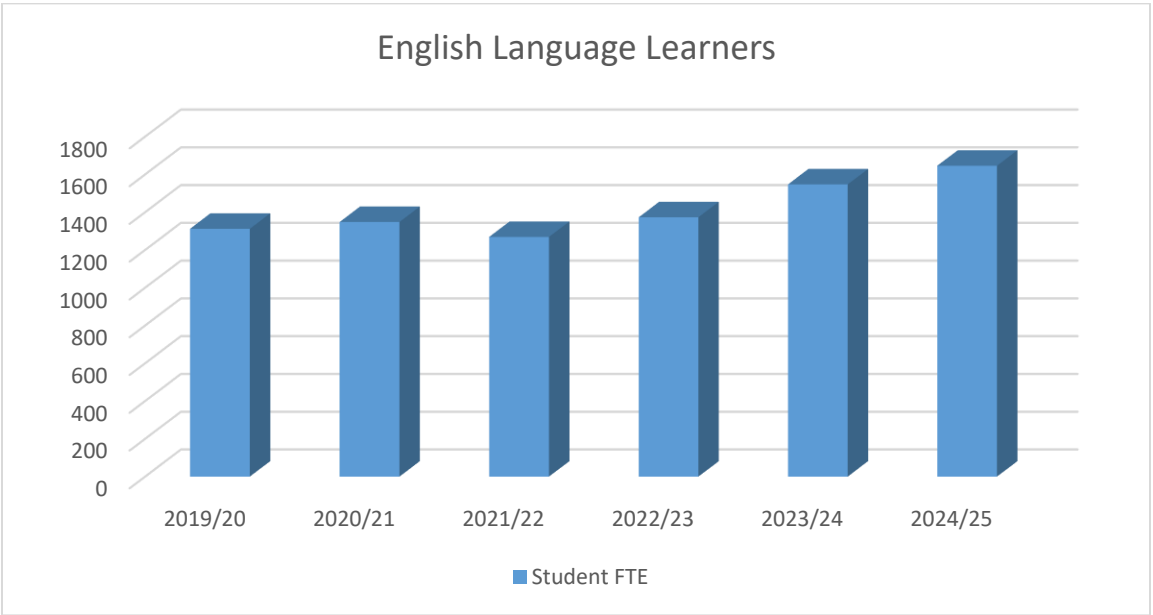
The following graph shows the enrolment trend over the past five years for funding-eligible student FTE as of September of each year, which drives the district’s operating grant. It does not include international students. A steady increase in enrolment since 2010/11 was impacted by the pandemic conditions starting in 2020/21, but enrolment has since recovered to its previous upward trend.



Enrolment of students with diverse abilities has increased steadily, with only a small dip during the pandemic years, and a total increase of 4% over the prior year. While this increase has triggered additional funding for student support services, the cost of meeting the requirements of these students continues to exceed the funding due to the growing complexity of their needs.



English Language Learner enrolment has also seen a steady increase over the years, and 2024/25 proved no exception. Enrolment increased 6.4% over the prior year.



Financial Reporting

To meet the financial reporting requirements for a British Columbia government entity, the following funds are utilized:

Operating Fund: this 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: this fund consists of targeted funding provided by the MECC for specific purposes, together with school-generated funds, scholarship donations, and parent advisory committee trust funds. Pursuant to sections 156(4) and (5) of the School Act, each special purpose fund within this category must be accounted for in accordance with its own specific terms.

Capital Fund: this fund includes capital expenditures related to equipment and facility purchases and enhancements. The funding source of each purchase or enhancement determines to which specific fund the expenditure will be charged. Funding sources include MECC Bylaw Capital, MECC restricted capital, Other Provincial Capital and Other Capital.

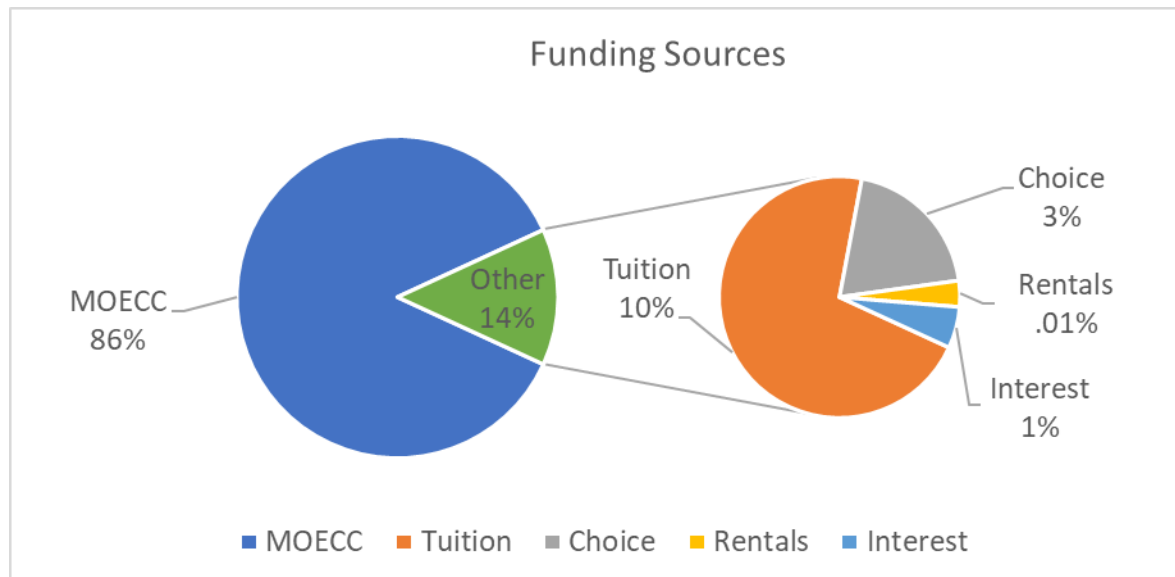
Operating Fund

The operating fund concluded the 2024/25 fiscal year with a surplus of \$1,104,187, making a net contribution of \$568,312 to accumulated operating reserves after transfers to other funds. This brought the balance of total accumulated reserves to \$4,284,366, of which 2.6% is unrestricted, conforming to both to industry standards and recommended practice within the K-12 sector.

Details on the revenue and expense accounts impacting the operating fund continue below.

Revenues

In 2024/25, 86% of operating revenues were comprised of the MECC operating grant, which reflects enrolment for 2024/25 together with salary increases related to provincially negotiated collective agreements for teachers and support staff. The remaining 14% of revenues is comprised of international student tuition fees, fees from specialty academies and programs of choice, rentals and leases of district property, and investment income.



Details with respect to actual revenues compared to budget and to prior year are below:

Schedule 2 - Operating Operations	Budget	Actual	
	2024/25	2024/25	2023/24
MOECC grants	80,366,871	80,545,023	77,658,280
Other Provincial Grants	44,000	40,240	75,482
Tuition	9,017,590	9,106,775	7,913,391
Other Revenue	2,509,217	2,536,797	2,424,219
Rentals & Leases	352,000	449,361	320,630
Investment Income	525,000	709,686	874,778
Total Operating Revenue	92,814,678	93,387,882	89,266,780

Ministry of Education and Childcare Grants

MECC grants for WVS increased over budget due to the combination of an increase in basic student FTE of 63.875, together with increased enrolment of students with diverse learning needs as well as more English Language Learners. Year over year revenues increased as a result of per/student rates increasing to fund provincially bargained salary increases for teachers and support staff, effective July 01, 2024, as well as non-unionized staff salary increases funded by the province.

The following table details the per/student funding rates, together with supplemental funding for diverse students and unique demographic and other factors for the 2024/25 fiscal year.

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
0.1% allocated to buffer the effects of declining enrolment	Salary Differential	Funding to districts that have higher average educator salaries
	Funding Protection / Enrolment Decline	
	Funding Protection	Funding to ensure that no district experiences a decline in operating grants greater than 1.5% when compared to the previous September
	Enrolment Decline	Funding to districts experiencing enrolment decline of at least 1% when compared to the previous year
CSF Supplement District receives a 15% funding premium on allocated funding.		

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

Other Provincial Grants

The decrease in Other Provincial Grants funding year over year reflects a shift back to historical levels of careers and trades funding, after a one-time special grant in the prior year. Difference from budget is immaterial.

Tuition

Tuition revenue consists of fees from WVS's international student program. Enrolment in the program increased slightly over budget, and by 44.2 FTE over the prior year, and tuition rates were also increased.

Other Revenue

Other revenue includes fees for the district's specialty academies and programs of choice, both of which saw, on average, increased enrolment over the prior year, together with some increases in rates. Additionally, travel costs related to tournaments in some programs were no longer netted against revenue for reporting purposes in 2024/25. Parent fees for early childcare programs are also included here, and rate increases and a requirement for full-time attendance increased this revenue year over year. Difference from budget is immaterial.

Rentals & Leases

Rental income is generated from short-term rentals of sites and facilities to individuals, community groups, and other outside organizations. Income from these sources increased over budget and year over year due to the rental of district premises for two elections in 2024/25, together with increased rentals from film companies and local organizations hosting extra-curricular classes and events. Lease income results from annual leasing of district sites to outside early childcare providers and remains steady year over year and to budget.

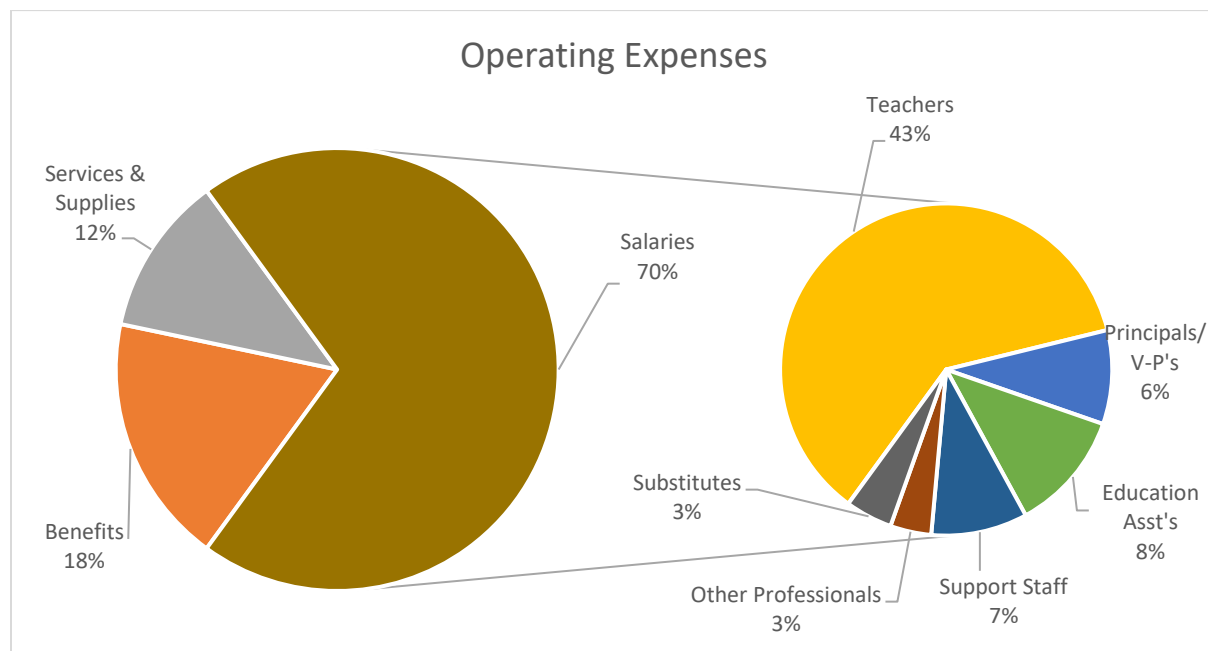
Investment Income

Investment income consists of interest accrued on the district's operating bank accounts. Additionally, a long-term savings account providing favourable interest rates is used to hold prepaid international student tuition fees, together with capital funding provided for the district's new early childcare centre construction. Interest income

decreased from the prior year due to lowering interest rates, with annual weighted average interest rates decreasing from 4.97% in 2023/24 to 3.52% in 2024/25. However, this was partially offset by larger cash balances resulting from higher than budgeted international enrolment together with earlier collection of these fees.

Expenses

Salaries and benefits comprise 88% of operating expenses, while services and supplies comprise the remaining 12%.



Details and explanations of district operating expenses have been grouped by staffing and services and supplies below.

Staffing

Employee salaries and benefits comprise 88% of total operating expenses, which is consistent with prior years. These expenses were \$4m higher in 2024/25 than 2023/24 but came in \$350k lower than budget. Details of variance by category follow below:

Schedule 2B - Operating Expense by Object	Budget	Actual		Actual to Budget		Actual to Prior Year	
	2024/25	2024/25	2023/24	\$	%	\$	%
Teachers	39,469,711	39,534,858	38,370,968	65,147	0.2%	1,163,890	3.0%
Principals and Vice-Principals	5,881,091	5,914,757	5,623,137	33,666	0.6%	291,620	5.2%
Educational Assistants	8,037,549	7,586,282	6,930,881	(451,267)	-5.6%	655,401	9.5%
Support Staff	6,071,987	6,070,203	5,763,735	(1,784)	0.0%	306,468	5.3%
Other Professionals	2,588,040	2,589,688	2,717,733	1,648	0.1%	(128,045)	-4.7%
Substitutes	3,051,542	2,966,141	2,347,867	(85,401)	-2.8%	618,274	26.3%
Total Salaries	65,099,920	64,661,929	61,754,321	(437,991)	-0.7%	2,907,608	4.7%
Benefits	16,771,545	16,851,858	15,658,469	80,313	0.5%	1,193,389	7.6%
Total Salaries & Benefits	81,871,465	81,513,787	77,412,790	(357,678)	-0.4%	4,100,997	5.3%

Teachers

This category consists of salaries paid to the district's certified teachers. The variance between the current and prior year is primarily the result of a negotiated salary lift of 3% in the provincial collective agreement, effective July 01, 2024. The difference between budget and actual is immaterial.

Principals and Vice-Principals

This category includes salaries paid to principals and vice-principals across the district. The change year over year is the result of wage increases consistent with those received by teachers and support staff as of July 01, 2024, together with a minor increase in staff time. The difference between budget and actual is immaterial.

Educational Assistants

This category captures the salaries of staff devoted to the district's students with diverse learning abilities. 2024/25 saw a rise in both the total enrolment of these students as well as an increase in the complexity of their needs. Staff time in this area was increased by 9.75% year over year. Consistent with teachers, staff also received a 3% provincially negotiated salary lift as of July 01, 2024. Despite these increases however,

the district experienced challenges in filling all desired positions, resulting in a decrease of actual expenses over those budgeted for this area.

Support Staff

This category consists of salaries paid to administrative staff (other than principals and vice-principals), including secretaries, clerks, accountants, technicians, maintenance staff, trades people, custodians, and noon-hour supervisors.

The increase year over year in this area is the result of a 3% provincially negotiated salary lift effective July 01, 2024, together with minor increases in custodial and clerical time. The difference between budget and actual is immaterial.

Other Professionals

Other professionals are district staff who are excluded from any union collective agreement, such as the Superintendent, Deputy and Associate Superintendents, Secretary-Treasurer, Executive Director of Human Resources, and other managers, as well as the members of the Board. This cost was reduced from the prior year due to the reduction of 1.0 FTE. The difference between budget and actual is immaterial.

Substitutes

This category includes Teachers Teaching on Call (TTOC), as well as replacements for support staff. The cost increased year over year due to a greater reliance on TTOC's for educational assistants ("EAs") resulting from difficulty in filling permanent positions, as well as more EAs qualifying for sick time, and thus replacement. Additionally, the 3% provincially negotiated salary lifts were applicable to replacement positions. The difference between budget and actual is immaterial.

Benefits

Employee benefits include statutory benefits such as Employment Insurance (EI) and Canada Pension Plan (CPP), as well as municipal and teacher pensions and extended health and dental plans. The statutory and pension benefit increases year over year are in line with salary increases, and the extended health and dental increases reflect both rising rates and increased usage. Given the unpredictability of all benefit costs, this area is budgeted on a conservative basis, assuming rising rates and maximum usage to

provide a contingency. While actual results are thus hoped to come in lower than those budgeted, the current year saw a slight increase of actual over budget due to additional rate increases.

Services & Supplies

Services and supplies comprise 12% of total operating expenses, which is consistent with prior years. Details by category follow below:

Schedule 2B - Operating Expense by Object	Budget	Actual		Actual to Budget		Actual to Prior Year	
	2024/25	2024/25	2023/24	\$	%	\$	%
Services	5,681,866	5,606,594	4,808,540	(75,272)	-1.3%	798,054	16.6%
Student Transportation	615,302	670,786	636,567	55,484	9.0%	34,219	5.4%
Professional Development and Travel	1,040,368	921,807	914,024	(118,561)	-11.4%	7,783	0.9%
Rentals and Leases	97,860	97,389	97,994	(471)	-0.5%	(605)	-0.6%
Dues and Fees	303,316	275,426	242,108	(27,890)	-9.2%	33,318	13.8%
Insurance	207,580	205,445	175,624	(2,135)	-1.0%	29,821	17.0%
Supplies	1,320,349	1,347,760	1,398,544	27,411	2.1%	(50,784)	-3.6%
Utilities	1,722,134	1,644,701	1,511,329	(77,433)	-4.5%	133,372	8.8%
Total Services and Supplies	10,988,775	10,769,908	9,784,730	(218,867)	-2.0%	985,178	10.1%

Services

This category includes computer licensing and technical contracting related to cyber-security and technical infrastructure, contracted professional and technical services in educational, finance and facilities portfolios, including legal costs and audit costs, as well as repairs and maintenance. Ongoing rate increases for all services, together with expansion of technology into the area of artificial intelligence and cyber-security, the cost of holding a trustee by-election, and increased legal activity in 2024/25 increased costs in this category year over year, but favourable contract negotiations resulted in a small savings over budget.

Student Transportation

The district adheres to provincial walk limits and provides third-party bussing services to students living beyond the walk limits for their catchment schools. This cost in this category increased year over year and to budget due to increased fuel costs in 2024/25.

Professional Development and Travel

This category includes amounts paid to professional development committees, as well as registration fees, travel costs, meals, and accommodation related to out-of-district training opportunities, and travel costs related to the district's international program. Costs related to professional development were reduced from those originally budgeted as activity decreased in response to uncertainty in the world political and economic landscape in the latter half of the 2024/25 fiscal year. Changes year over year were up slightly due to increased travel related to international recruiting markets.

Rentals and Leases

The district has moved away from owning to leasing its facilities fleet, and this category captures the related cost. There are no material differences year over year or between budget and actual costs.

Dues and fees

Expenses in this area include membership dues and fees for staff and trustees in professional organizations, as well as educational licenses. The increase year over year is due primarily to providing medical insurance to more international students than the previous year, together with modest increases in membership dues for most organizations. The difference between budget and actual cost in this area is also due to international student medical fees, as the budget assumed a larger number of students would subscribe to the service.

Insurance

The province's Schools Protection Plan carries insurance for the K-12 sector, and fees for this service are calculated under a pooled risk model for all districts, so there is not a single in-district cause for the increase. The district did have more claims in 2024/25, for the same reasons experienced by other districts in the province, including weather-related losses due to extreme weather events and increasing construction costs. Differences from budget were immaterial.

Supplies

This category gathers expenditures for supplies and materials of a consumable and/or non-capital nature, with purchases being made at both the district and the individual school level. They include purchases of learning resources, general supplies and non-

capitalized furniture and equipment, and facility and custodial supplies for repairs and maintenance. Expenditures vary year to year as schools may save some years in order to make larger purchases of specific items in a future year (i.e. textbook replacements, shop equipment), and facilities and custodial supply levels may vary depending upon the nature and number of annual projects and events. Supplies for 2024/25 came in slightly lower than the previous year due to decreased purchases in some areas. The annual budget for supplies is based on estimates for both volume of purchases and inflation; in 2024/25 estimates were slightly lower than actual activity and costs.

Utilities

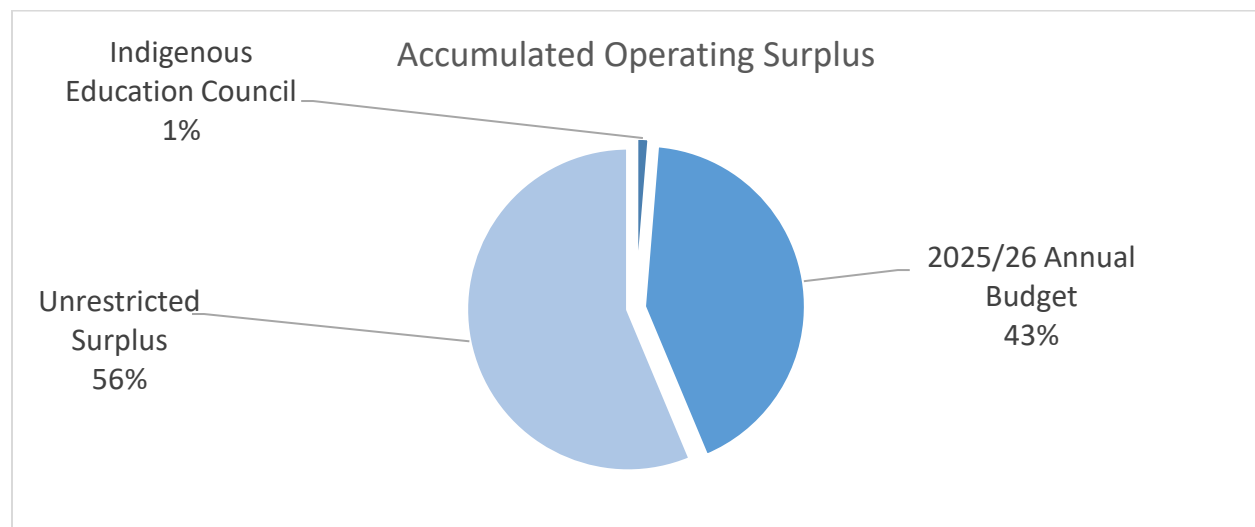
This category includes expenditures for telephones (land line and cell), electricity, natural gas, water, sewer, garbage and recycling. Expenses in 2024/25 were greater than in the previous year due to increases across the board in municipal charges for water and sewer services. Budgets in this area are based on the previous year and any known cost increases, so ongoing capital projects to replace boilers continue to have a positive impact on utility consumption, resulting in actual costs coming in under budget when upgrades or replacements occur.

Accumulated Operating Surplus Analysis

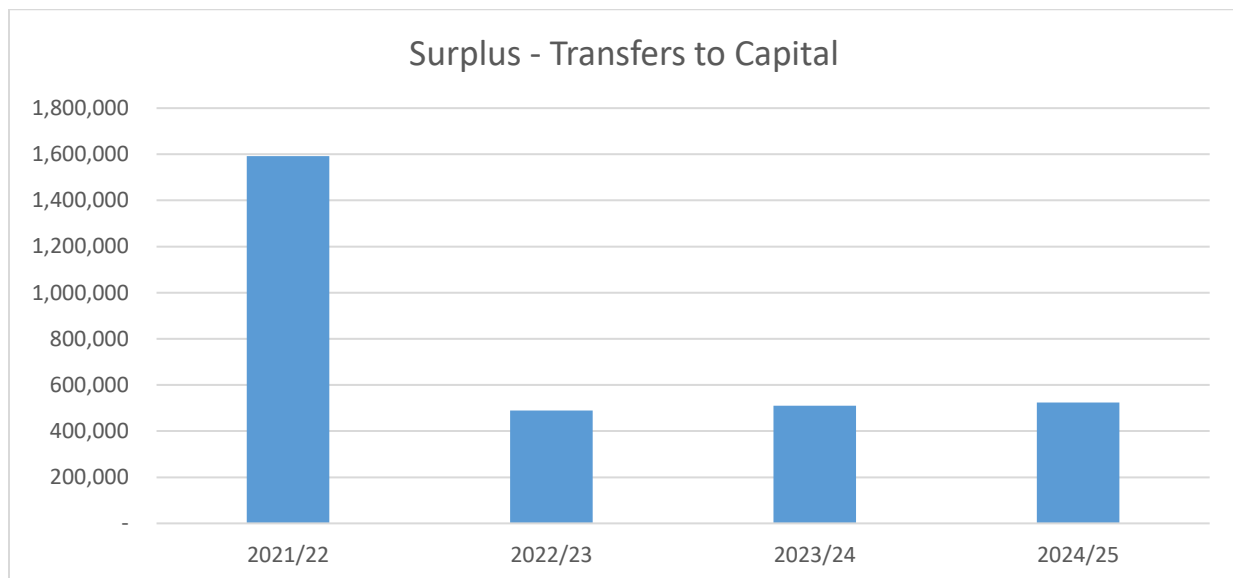
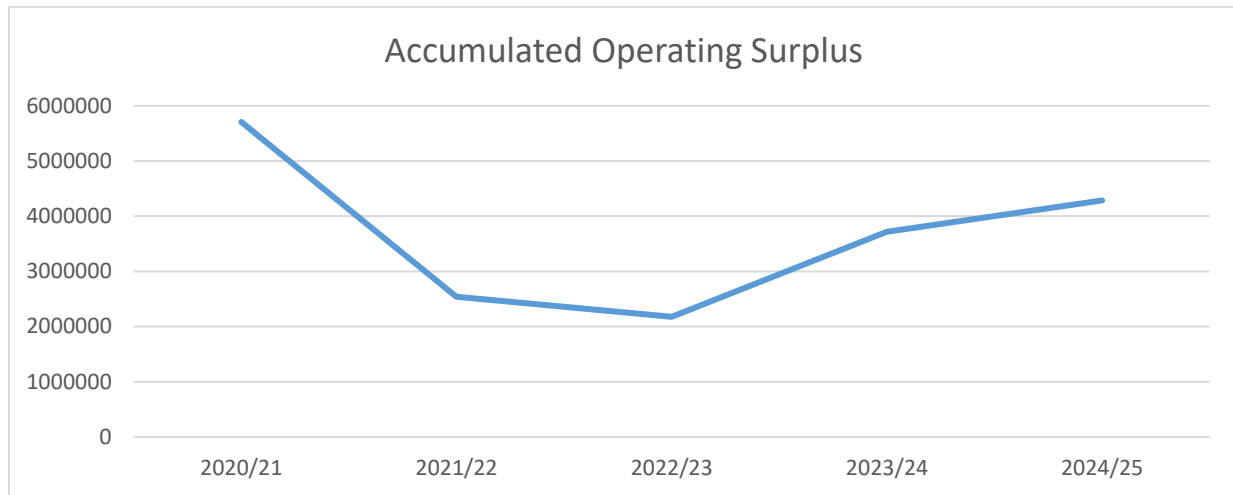
WVS's Board of Education values financial stability, as evidenced in their [strategic plan](#) commitment to future-proof the organization, and in [Board Policy 20](#). Accumulated operating surplus is a critical factor in the financial health of the district and provides protection against unforeseen financial pressures and events in the future.

The district concluded the 2024/25 fiscal year with an accumulated operating surplus balance of \$4,284,366, with a contribution after interfund transfers from the current year of \$568,312. In 2024/25, \$2,412,400 of the accumulated balance is unrestricted, which represents 2.6% of total operating expenditures. This aligns with the recommended best practice within the K-12 sector of 2% - 3%.

Allocations of accumulated surplus, as detailed in Note 20 of the Notes to the Financial Statements, are as follows:



When sufficient funds have accumulated, the Board may approve a thoughtful allocation to fund large, non-recurring costs that not directly funded by the Ministry. In recent years the district has funded significant technology investments, including a transfer to the capital fund of approximately \$500k in 2024/25, as discussed in Note 12 of the Notes to the Financial Statements.

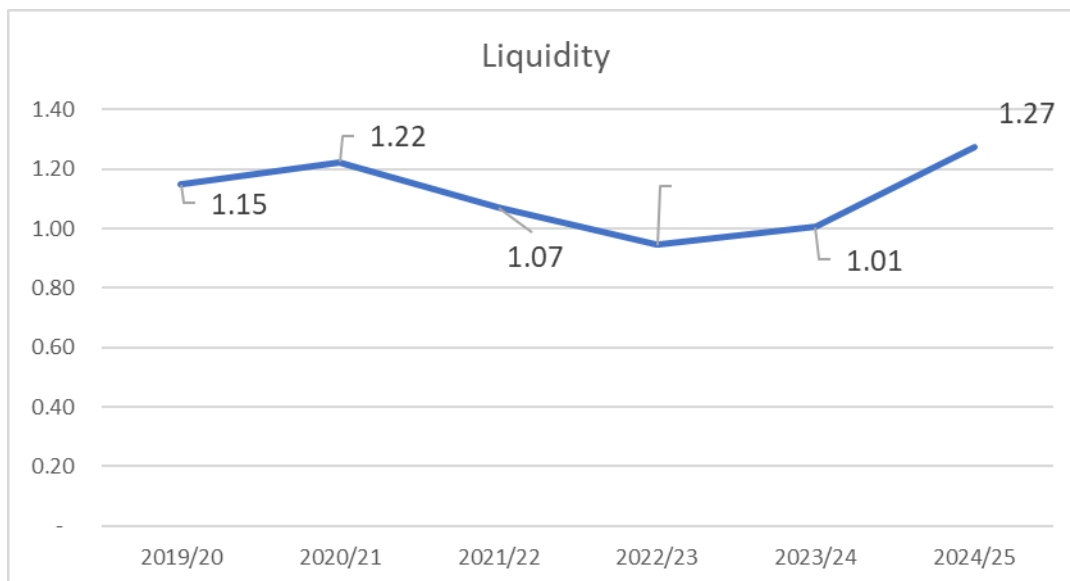


Financial Health Ratios

Liquidity

Liquidity is measured by taking financial assets over liabilities, excluding deferred capital. A liquidity ratio of greater than one is desirable as this means that the district can meet its short-term obligations and better respond to changing circumstances.

As of June 30, 2025, WVS's liquidity ratio is 1.27.



Net Debt or Net Financial Assets

Net Debt, or Net Financial Assets, is a term unique to public sector financial reporting. It is reported on the Statement of Financial Position and represents the difference between the district's financial assets and total liabilities (including the deferred capital excluded above). This provides a measure of the future revenues required to pay for past transactions and events. For WVS, Deferred Capital Revenues are used to fund the amortization of tangible capital assets in future years.

Accumulated Surplus from Operations to Operating Revenue

The following chart shows WVS's accumulated operating surplus as a percentage of operating revenue over recent years. This is an indicator of the district's ability to react to emergent situations and it's ability to fund special initiatives.

	2020/21	2021/22	2022/23	2023/24	2024/25
Unrestricted Surplus	2,225,819	113,647	565,136	2,696,120	2,104,686
Internally Restricted Surplus	3,480,724	2,424,726	1,612,460	1,019,934	2,179,680
Total	5,706,543	2,538,373	2,177,596	3,716,054	4,284,366
Revenue	74,653,623	77,537,874	82,933,066	89,266,780	93,387,882
Percentage	8%	3%	3%	4%	5%

Accumulated Amortization to Assets

The ratio of accumulated amortization to assets is a financial measurement tool that calculates the age, value and remaining useful life of a fixed asset. A low ratio may indicate that assets have plenty of life left, while a high ratio could indicate that assets will need replacement soon.

Buildings	2020/21	2021/22	2022/23	2023/24	2024/25
Gross Assets	112,410,705	114,573,323	121,600,848	124,293,148	142,506,527
Accumulated Amortization	58,441,057	62,133,745	67,313,438	60,932,156	72,953,052
Ratio	0.52	0.54	0.55	0.49	0.51
Furniture & Equipment	2020/21	2021/22	2022/23	2023/24	2024/25
Gross Assets	2,363,789	2,922,325	2,727,056	2,745,720	2,945,066
Accumulated Amortization	1,078,319	1,121,562	1,081,411	1,218,390	1,357,173
Ratio	0.46	0.38	0.40	0.44	0.46
Computer Hardware	2020/21	2021/22	2022/23	2023/24	2024/25
Gross Assets	1,146,115	1,195,955	1,400,614	1,591,856	2,013,188
Accumulated Amortization	276,893	593,290	581,255	684,201	997,564
Ratio	0.24	0.50	0.42	0.43	0.50
Total	2020/21	2021/22	2022/23	2023/24	2024/25
Gross Assets	123,905,702	126,749,156	133,680,987	136,554,729	155,286,041
Accumulated Amortization	59,965,082	64,062,331	69,114,282	71,967,313	75,353,308
Ratio	0.48	0.51	0.52	0.53	0.49

The ratios above reflect that WVS has aging assets and very limited funds to invest in them. The most financially significant investments have been in buildings, but due to the long amortization period associated with this category of asset, and the relatively small amount of new investment compared to the existing asset base, the ratio remains consistently high.

While equipment has been upgraded continually, and computer hardware reflects a significant investment in new infrastructure in 2020/21, the relatively short amortization period (10 years and 5 years respectively) for such equipment results in rapid aging and high ratios in this area as well.

Overall, the capital assets of WVS are aging, and it is an ongoing challenge to maintain infrastructure within the confines of existing funding.

Special Purpose Funds

Special purpose funds are funds received by the district for specific purposes, and spending is restricted to these targeted areas. Such funds are received from the MECC and other sources. Details of the major special purpose funds are below:

Fund	Current Year	Purpose
Annual Facility Grant	267,433	Planned maintenance of facilities
Learning Improvement Fund	281,623	Supplement for support staff to provide addtl services to students
Scholarships	253,627	Donations supporting students to further their education
School Generated Funds	4,048,314	Funds collected and paid out through school accounts in support of school-based programs; fundraising for school purposes
French Language (OLEP)	159,966	Federal funds to support French Immersion
Community Link	326,583	Support for programs and services that improve educational outcomes for vulnerable students
Classroom Enhancement - Overhead	209,343	Funding to implement the Memorandum of Understanding regarding restoration of provision in the Teacher's Collective Agreement
Classroom Enhancement - Staffing	3,310,402	
Seamless Day	110,800	Support for a pilot program providing before/after school care for Kindergarten
Early Care & Learning	175,000	Provides support for early learning in the district
Feeding Futures	768,214	District-wide program providing food for students
Professional Learning Grant	225,839	Support to build capacity for evidence-based literacy instruction and development
School Fundraising Trust	269,887	Funds raised by parents to enhance school equipment and activities
Integration Inquiry Project	880,000	Support for a pilot program exploring the integration of early childcare into the K-12 sector

Capital Fund

The net book value of tangible capital assets at June 30, 2025 was \$87.4m (see Schedule 4A of the financial statements). These net costs represent the historical cost of tangible capital assets, net of accumulated amortization. They do not reflect current market value. Specific balances in the Capital Fund are below, and on Sch 4D of the financial statements:

Capital Funds	as at June 30, 2025	as at June 30, 2024	Description
Bylaw Capital	-	-	MOECC funding drawn on Certificates of Approval for targeted capital projects
Other Provincial Capital	7,181,320	-	New Spaces funding for ongoing construction of the district's Early Childcare Education Centre
Other Capital	-	-	Includes capital funding received from and restricted by any entity no included in the Government Reporting Entity

The balance in Other Provincial Capital represents advances received from the BC New Spaces Fund, less amounts spent on the project in 2024/25 and transferred to deferred capital revenue.

Major Capital Projects

The district had a number of large capital projects at various stages of progress in 2024/25, as detailed below. Capital expenditures are typically funded by the MECC, but in 2024/25 significant investments were also made by both the BC New Spaces Fund, and the District of West Vancouver.

MOECC Bylaw Capital-funded projects in 2024/25		
Annual Facility Grant	1,676,898	Addressed repair & maintenance priorities across the district, plus an investment in the West Vancouver Place for Sport.
School Enhancement Program	836,117	Projects to enhance the efficiency & useful life of existing buildings. Included hydro upgrades, building envelopes, boilers and communications infrastructure.
Carbon Neutral Program	455,883	Boiler upgrade
Playground Program	195,000	Accessible playground installation.

Other Ministry Capital-funded projects in 2024/25		
Childcare BC New Spaces Fund	6,578,827	Construction of new Early Childhood Education Centre

Other Capital projects in 2024/25		
West Vancouver Place for Sport	15,118,639	Construction of a new track & field facility, funded by the District Of West Vancouver, together with community donations and a government grant.

Risk and Long-Term Outlook

There are a number of potential risks and other unknown factors that may have a future impact on the district, ranging from enrolment fluctuations to world economic shifts to unexpected costs. WVS maintains a comprehensive risk management register that identifies areas of risk, together with appropriate mitigation strategies. Some of the major risks include:

- **Cyber-security:** The district recognizes the growing risk of a cyber-security incident and the potential financial and/or data privacy impact such an event would have. Steps have been taken to upgrade relevant technology infrastructure, monitor and educate staff in safe practices, and integrate the latest and most effective network and cloud architecture available. Additional monitoring services will be undertaken starting in 2025/26 to provide early identification of incursions and immediate shut down of affected services. This area of operations will require additional and continuing investment from operating reserves to keep current with evolving threats, as technology is not funded by the MECC.
- **Extreme weather events:** Global warming is increasing the frequency and severity of weather-related events, particularly flooding, that can impact the district's buildings. Ongoing capital investment and thoughtful upgrades are required to address this risk.
- **Global political activity and economic outlook:** The increasingly unpredictable landscape of the global economy and political forces, both at home and abroad, threaten the stability and health of WVS's international student program. While we have been able to maintain our desired enrolment to date, there are no guarantees around future enrolment. Strategies to mitigate this risk include maintaining a top tier program that is respected worldwide, accepting students from multiple countries, and reducing the district's reliance on the net profits from the program by restricting their use to one-time investments.
- **Enrolment:** the district's operating grant is driven by enrolment, and while there is funding assistance from the MECC to buffer significant drops in funded student enrolment year over year, any extended period of dropping enrolment will require adjustments. Registration is monitored carefully throughout the spring for the coming year, class organization is adjusted for maximum efficiency, and adjustments to budget are undertaken in early fall once enrolment is confirmed.