

Multi-Year Financial Plan

West Vancouver Schools (“WVS”) aspires to provide our students with the finest educational experience in the country, and we are proud to lead innovation in the K-12 sector of British Columbia. Our Board of Education values not only excellence, but also inclusivity, authenticity, engagement and happiness. We also respect the trust our community has placed in us to exercise visionary leadership and spend our funding wisely, and we are committed to accountability.

The challenge is clear: we must provide an education that prepares our students to thrive in an unknown future and succeed in a changing workplace. We will meet this challenge through responsible governance that future-proofs our organization and responds effectively to shifting priorities and reduced resources. Our Board of Education’s [Strategic Plan](#) provides the roadmap that guides our work.

We report on our financial position and strategic financial planning in a variety of ways, and these reports can be found on our website under [Financial Information](#). Spending for the current educational year is mapped out in our Annual Budget. Financial results for previous fiscal years can be found in our audited Financial Statements, which are supported by our Financial Discussion and Analyses. Information on our senior staff compensation can be found in our annual Executive Compensation reports, and spending on key staff and suppliers is provided on our annual Statement of Financial Information (SOFI) reports.

Our education system is dependent upon the infrastructure that supports it, and in this regard, we are challenged with aging capital assets that must be adapted to meet the evolving technological needs of education, while still being maintained with scarce capital funding that struggles to keep pace with inflation. An overview of our capital assets’ condition and ongoing maintenance and upgrade requirements can be found in our [Long Range Facilities Plan](#). The health and safety of both students and staff is a priority of our Board, and we undertake regular reviews of our [air ventilation systems](#), [drinking water quality](#), and [radon levels](#). Our Board recognizes their role as an environmental steward of public resources, and our ongoing work in energy efficiency and sustainable practices can be found in our annual [Carbon Neutral Action](#) reports.

Financial support for our work comes primarily from public funding allocated to the district by the Ministry of Education and Child Care (“MECC”), and is provided in the form of Capital, Special Purpose, and Operating Funding. The first two funds are associated with targeted spending, and expenses are matched to the funds provided.

Operating funding, augmented by modest contributions from locally generated revenue, is driven by enrolment, and subject to local, provincial and world-wide economic shifts and events. Operating expenditures must be carefully planned and monitored to ensure spending matches funding as closely as possible in order to minimize or eliminate a structural deficit. As provincially bargained salaries and benefits comprise eighty-eight percent of our operating costs, local control of operating expenses focuses primarily on staff deployment and services and supplies costs.

To safeguard the financial sustainability of our district and ensure our spending aligns with our funding while still reflecting the Board’s Strategic Plan, WVS’s prepares a Multi-Year Financial Plan (MYFP).

The purpose of this plan is to review both the funding and the cost pressures we anticipate in the coming three years, and to highlight the areas we need to address now to maintain our ability to meet our future goals. The plan is based on current estimates of the financial impact of future events, and as such is subject to change and revision as further information becomes known. Unlike the district’s Annual Budgets and Financial Statements, the MYFP may contain structural deficits. The aim of the plan is to highlight cost pressures and potential deficits before they occur, so that corrective actions may be taken in the current year.

Key assumptions made in the plan include:

- Local student enrolment
- International student enrolment
- Unique student enrolment
- English language learner and refugee enrolment
- Inflation levels
- MECC strategic directions
- Technology changes
- Capital asset investments in excess of capital funding

Local Enrolment:

WVS is unique in that our local K-12 student population is static or slightly decreasing, largely due to the cost of housing in our community. However, our schools are forecast to continue at full capacity due to our out-of-district enrolment. This number is very difficult to forecast as local census data cannot provide insight; for the purposes of the MYFP we rely on the previous five year’s enrolment data and trends, as well as MECC data. We are forecasting status-quo local enrolment for the upcoming three years.

International Enrolment:

Our program remains strong in the face of shifting international conditions, and we have met our target of 400 students from around the world for the upcoming 2025/26 school year. Additionally, our fees increased in 2025/26. However, international programs are struggling province-wide, and we anticipate a drop to 375 students for 2026/27 and 2027/28, and down to 350 in the years beyond.

Unique Students and English Language Learners:

Enrolment is anticipated to slowly increase across all categories in this area, but as specific enrolment is difficult to predict we are using 2025/26 forecasts for all three years.

Inflation:

We anticipate that the current session of bargaining between the BC Public Sector Employer's Association (BCPSEA) and teacher and support staff unions will likely align with forecasted inflation and be approximately 2%. However, as the outcome of bargaining is unknown at this time, and historically the MECC fully funds bargained increases, there should be no net effect on district finances. Additionally, we expect staffing levels to remain status quo over the next three years. Accordingly, we have maintained existing staffing funding and costs in our forecast. General inflation impacting services and supplies is estimated at 2% for all three years and has been included in our forecasts.

MECC strategic directions:

In light of the current provincial economic position, together with worldwide political instability, we anticipate static funding for the next three years, other than bargained salary lifts. If we see any provincial funding increases, we anticipate they will occur in areas of targeted funding. Further, we expect most currently existing targeted funding streams to continue, although there may be some reduction or refinement in early childhood funds as the MECC refines its intentions with respect to the integration of this age group.

Direct childcare fees and expenses are expected to increase in 2025/26 once construction of the district's Early Childhood Education Centre is completed and programs commence. However, as the centre will not open until mid-way through 2025/26 and represents a new area of operations for WVS, estimates of operating revenues and expenses have not been included in our forecast of the next three years. As the centre will operate on a breakeven basis it will not have a net impact on the district's operating fund as currently presented.

Technology:

Continued change and the need for constant upgrades, replacements and modernization is anticipated in this area. We will continue to use a portion of our Annual Facilities Grant to cover the cost, with further supplementation from our operating fund if our unrestricted reserves can accommodate it.

Summary: 2025/26 Preliminary Budget figures from June have been updated to reflect the impact of financial results as presented in the 2024/25 Financial Statements. 2026/27 and 2027/28 reflect estimated enrolment, 2% general inflation, a drop of 25 FTE in our international program together with reduced costs, as well as other known strategic changes for these years.

West Vancouver Schools Multi-Year Financial Plan - Operating Fund							
Fiscal Year	Prelim Budget 2025/26	Adjust to F/S Change	Revised Prelim 2025/26	Change	Budget 2026/27	Change	Budget 2027/28
<i>From original budget schedule 2, + FS knowledge at June 30</i>							
Revenues							
Provincial grants							
Ministry of Education	\$ 79,154,476	\$ 89,279	\$ 79,243,755	\$ -	\$ 79,243,755	\$ -	\$ 79,243,755
Other	44,000	-	44,000	-	44,000	-	44,000
Tuition (Int'l)	9,154,900	(43,900)	9,111,000	(569,438)	8,541,563	-	8,541,563
Other revenue (Academies, Choice)	2,503,800	82,600	2,586,400	-	2,586,400	-	2,586,400
Rentals and leases	352,000	98,000	450,000	9,000	459,000	9,180	468,180
Investment income	550,000	-	550,000	(200,000)	350,000	-	350,000
Total revenue	\$ 91,759,176	\$ 225,979	\$ 91,985,155	\$ (760,438)	\$ 91,224,718	\$ 9,180	\$ 91,233,898
Expenses							
Instruction	\$ 80,798,204	\$ (198,204)	\$ 80,600,000	\$ 1,462,447	\$ 82,062,447	1,641,249	\$ 83,703,696
District Administration	3,482,716	5,284	3,488,000	-	3,488,000	-	3,488,000
Operations and Maintenance	8,662,369	(162,369)	8,500,000	170,000	8,670,000	173,400	8,843,400
Transportation and Housing	632,367	(17,367)	615,000	12,300	627,300	12,546	639,846
Total expense	\$ 93,575,656	\$ (372,656)	\$ 93,203,000	\$ 1,644,747	\$ 94,847,747	\$ 1,827,195	\$ 96,674,942
Forecast surplus (deficit) for the year	\$ (1,816,480)	\$ 598,635	\$ (1,217,845)	\$ (2,405,185)	\$ (3,623,030)	\$ (1,818,015)	\$ (5,441,045)
Transfers to (from) other funds							
Capital assets purchased (technology)	\$ -		\$ -	\$ -		\$ -	
Local Capital							
Other							
Total net transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Forecast surplus appropriations							
Reserves, beginning of year	\$ 3,716,054	\$ 568,312	\$ 4,284,366		\$ 3,011,035		\$ (611,995)
Restricted reserves, beginning of year	(1,816,480)	543,149	(1,273,331)		(3,623,030)		(5,441,045)
Unrestricted reserves, beginning of year	\$ 1,899,574	\$ 1,111,461	\$ 3,011,035		\$ (611,995)		\$ (6,053,040)
Appropriation of unrestricted reserves	\$ (590,429)	\$ 590,429	\$ -		0		
Unrestricted reserves, end of year	\$ 1,309,145	\$ 1,701,890	\$ 3,011,035		\$ (611,995)		\$ (6,053,040)
Unrestricted reserves as % of op'g expense	1.40%	1.82%	3.23%		-0.65%		-6.26%