



Burnaby School District  
Financial Statement  
Discussion and Analysis  
**2023-24**

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# Introduction

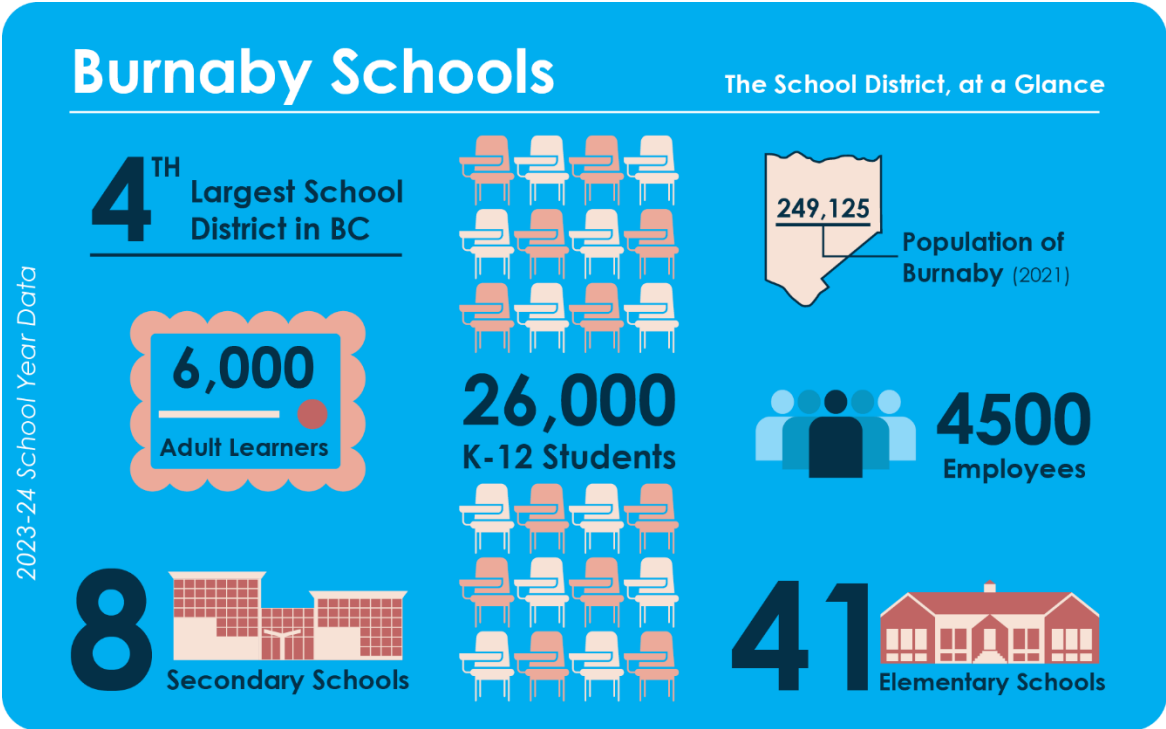
What follows is a discussion and analysis of the financial performance of the Burnaby School District (District) for the fiscal year ending June 30, 2024, with a view to providing readers an opportunity to assess any material changes in the financial condition and operating results for the year. The results are discussed in comparison with the budget and prior years. This report should be read in conjunction with the District's financial statements for the same period.

The financial statements represent the consolidation of three separate funds (operating, special purpose, and capital). Financial performance of each fund is reported in the supplementary schedules that accompany the financial statements.

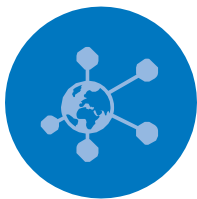
# Who We Are

Formed in 1906, the District is on the traditional territory of the Coast Salish Nations of Musqueam, Tsleil-Waututh, and Squamish. The District is now the fourth largest in BC, with approximately 26,000 students (K-12) and 4,500 dedicated employees. We operate 41 elementary schools and 8 secondary schools, including a range of District programs and Provincial Resource Programs. We also provide lifelong learning opportunities to more than 6,000 adult registrants through our established Burnaby Community and Continuing Education program.

The District's work is governed by the Burnaby Board of Education (Board), consisting of seven elected Trustees, whose four-year term began in 2022.



## Our Vision, Mission, and Values



### Our Vision

A premier learning community where we engage and innovate to inspire global citizenship.



### Our Mission

To engage and empower a caring, inclusive community of learners for the opportunities of today and tomorrow.



## Our Values

Together these ways of thinking and acting help form the culture of our schools and workplaces. By upholding these values, we can build an environment that will lead to the fulfilment of our mission and vision.

### Students Come First

Learners are at the centre of what we do. We focus on their lives within our schools, support them in their lives away from our schools, and keep in mind the lives they will lead in the future, recognizing that their time with us will be key in shaping their futures.

### The Power of Diversity

Burnaby is one of the most diverse cities in the world, and we recognize this as a privilege and a strength. We meaningfully involve all learners and respect and value the infinitely variable characteristics that make them unique human beings.

### Equity, Access, Inclusion

Our schools are for everyone. We recognize that barriers exist and seek to identify and remove them. We encourage our learners to speak honestly, and we uphold the rights of individuals, families and organizations within our schools and our community. We value and respect everyone's contributions.

### Collaboration and Partnership

We strive for trusting, respectful, collaborative relationships, and we work together to ensure we make the best decisions. The learning environment includes our learners, teachers, all staff, families, and the community. We work with and encourage the participation of all.

### Curiosity, Innovation, Discovery

The world we live in is complex and rapidly changing. We, our students, and the world itself are beneficiaries when questions are asked, experiments undertaken, ventures launched, and challenges embraced. Our classrooms and school communities foster curiosity, innovation, and discovery.

### Excellence, Success, Improvement

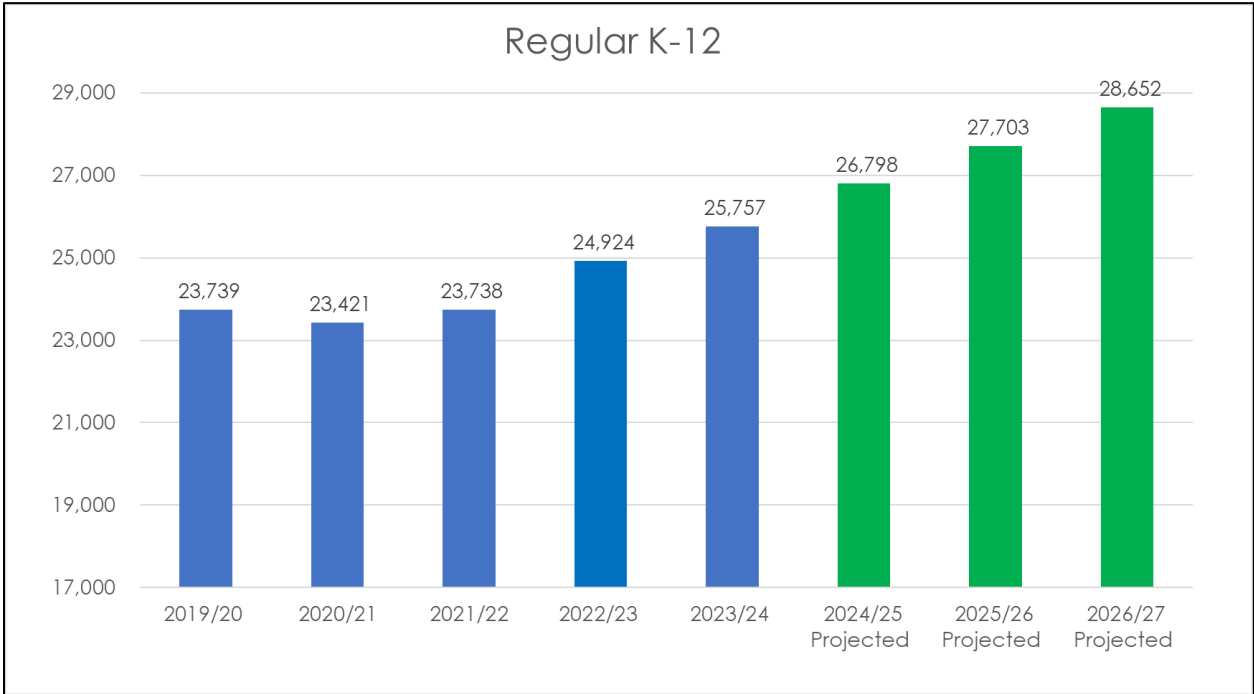
We challenge ourselves and our learners to make their highest contributions, and we foster opportunities to make this possible. We celebrate success and recognize that there are many ways to define and achieve it. Working collaboratively, we challenge ourselves and our learners to improve, as individuals and as a group. Along with these ideals, we place an equal emphasis on health and well-being, as it is required to support all of our contributions and achievements.

# Enrolment

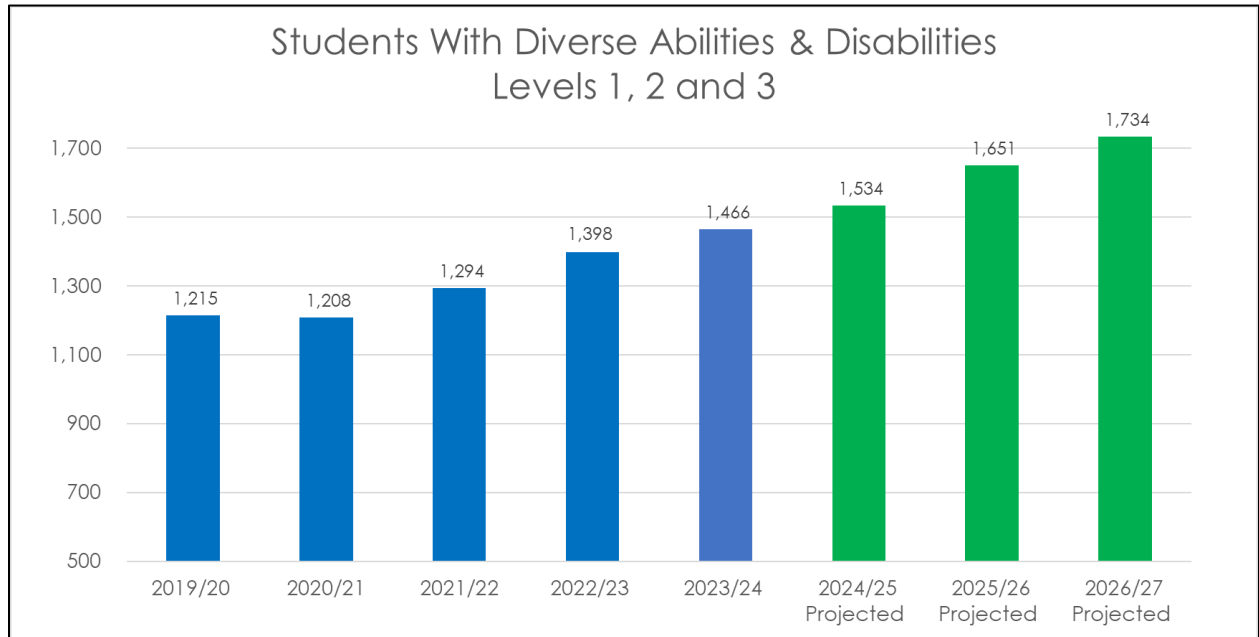
The District is funded primarily through an Operating Grant received from the Ministry of Education and Child Care (MECC). The grant is based on student enrolment which is compiled through a data collection process (1701) in September, February, May, and July. The District receives a fixed amount per Full-Time Equivalent (FTE) student. The District also receives supplementary grants for students who are identified as having disabilities or diverse abilities in addition to other demographic and geographic factors as outlined in the MECC funding allocation table referenced on page 10 of this document.

District staffing levels are driven directly by student enrolment. Since salaries and benefits make up 90 percent or more of District expenses, reliable enrolment data is essential for financial planning. Each year, the District completes an analysis of historical enrolment and student retention trends, and reviews population data and new municipal development approvals to develop an estimate of elementary and secondary student FTE for the ensuing three budget years.

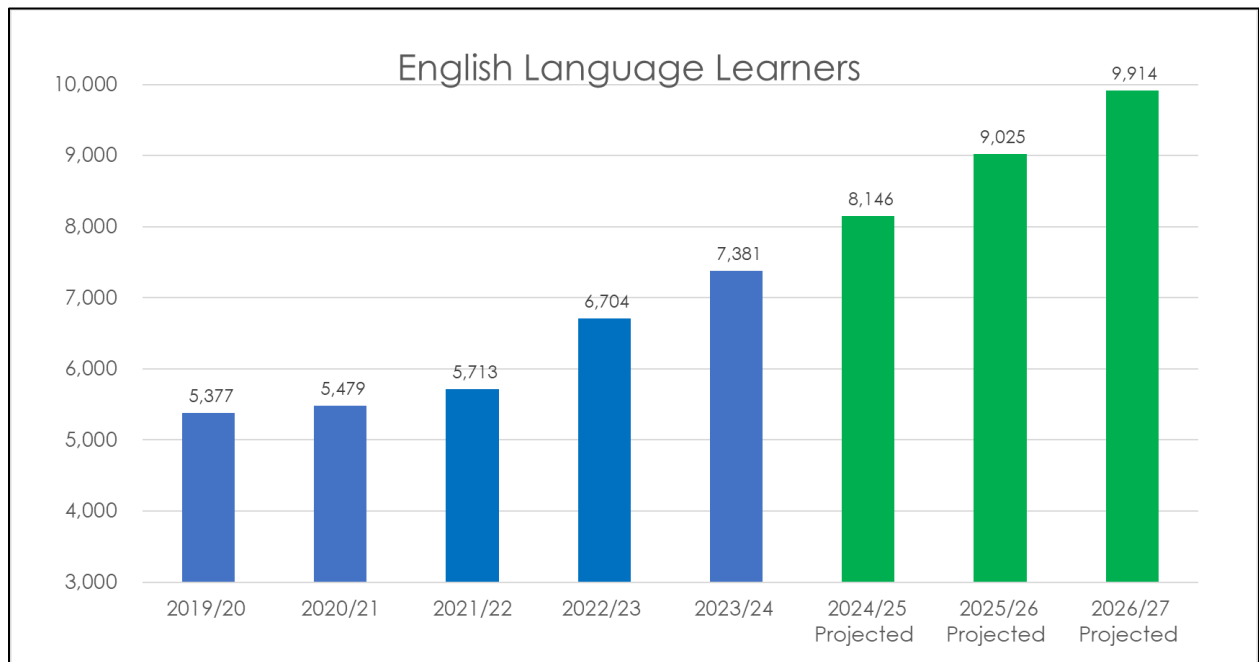
In 2023-24 regular school age enrolment increased by three percent with the addition of 833 new FTE students. This upward trend is expected to continue with an estimated growth of over eleven percent projected from the 2023-24 levels over the next 3 years.



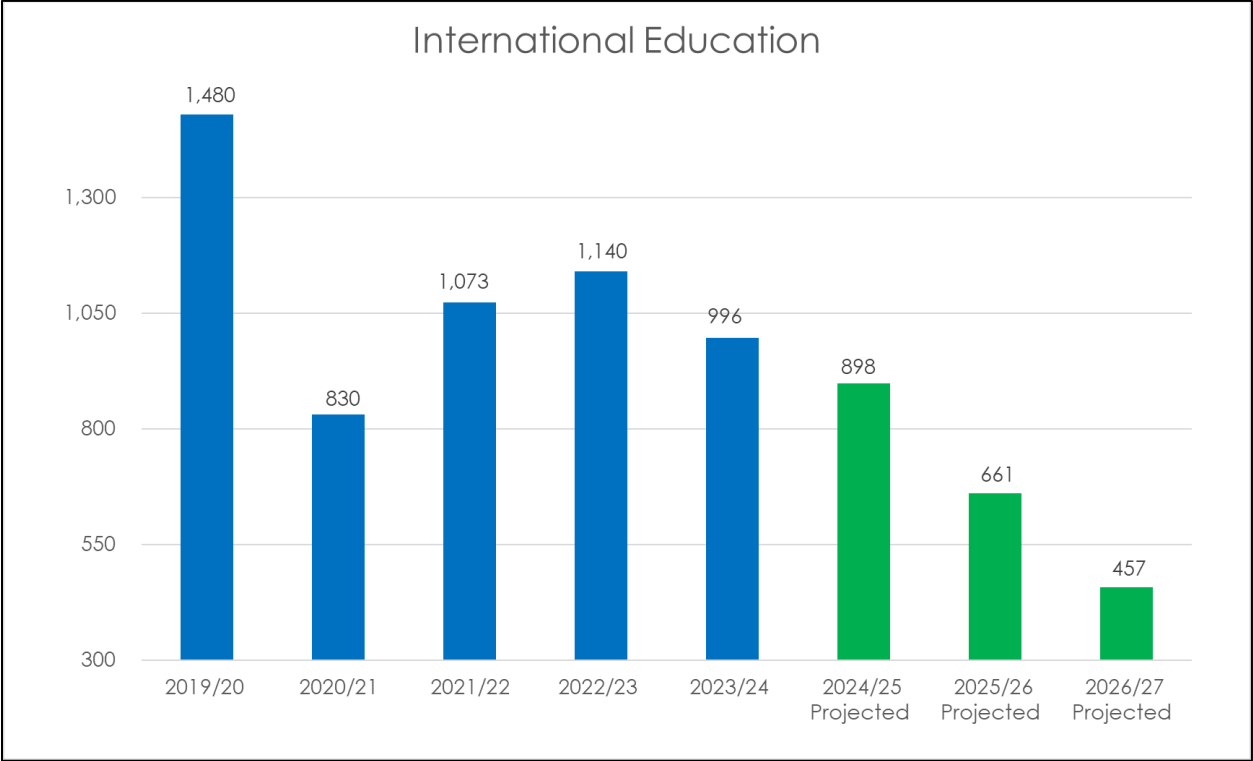
Enrolment in students with disabilities or diverse abilities increased during the 2023-24 school year by 68 FTEs or five percent, with an upward trend expected to continue.



Enrolment in English Language Learners also increased during the 2023-24 year by 677 FTEs or ten percent. This trend in growth is also projected to continue in the coming years.



International Education enrolment decreased during the 2023-24 year by thirteen percent or 144 students. For the next three years through to 2026-27, the District is projecting an additional 54 percent decrease due to constrained school facility capacity. The projected 2026-27 enrolment of 457 International students would be over 1,000 students lower than pre-pandemic levels.





# Operating Fund

## Revenues

District operating revenues for 2023-24 were \$5.39 million higher than budget and \$24.19 million higher than the prior year. Below are the details of the revenue increase by category.

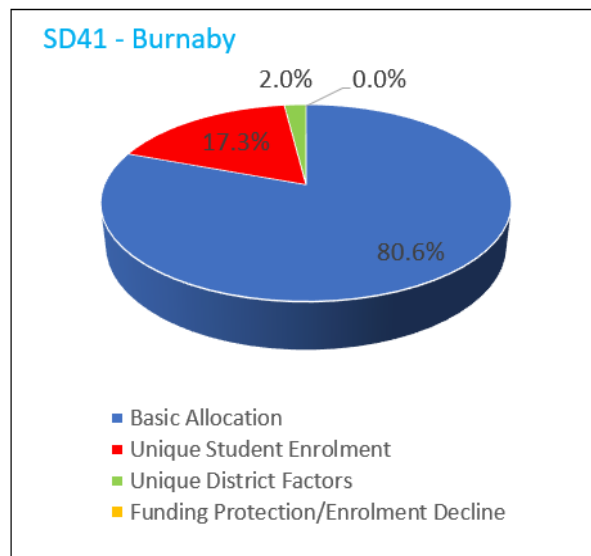
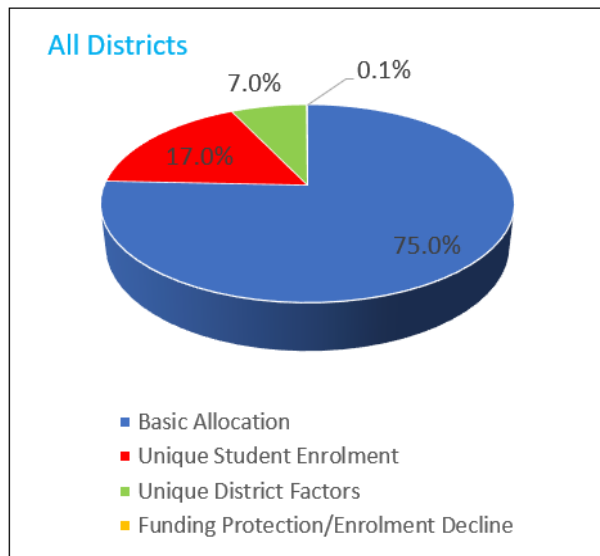
	Actual		Budget	Variance to	
	2022/2023	2023/2024	2023/2024	Budget	Prior Year
Ministry of Education and Child Care (MECC)	\$262,678,744	\$291,259,452	\$289,984,436	\$1,275,016 0.44%	\$28,580,708 10.88%
Other Provincial Grants	201,070	176,726	126,500	\$50,226 39.70%	(\$24,344) -12.11%
Tuition	21,436,180	19,402,858	19,288,265	\$114,593 0.59%	(\$2,033,322) -9.49%
Other Revenues	1,004,761	1,019,001	495,830	\$523,171 105.51%	\$14,240 1.42%
School Generated Funds	6,868,532	4,117,307	-	\$4,117,307 100.00%	(\$2,751,225) 100.00%
Rentals	901,200	1,079,797	1,430,153	(\$350,356) -24.50%	\$178,597 19.82%
Investment Income	2,008,430	2,238,405	2,573,641	(\$335,236) -13.03%	\$229,975 11.45%
<b>Total</b>	<b>\$295,098,917</b>	<b>\$319,293,546</b>	<b>\$313,898,826</b>	<b>\$5,394,720 1.72%</b>	<b>\$24,194,629 8.20%</b>

### Ministry of Education and Child Care (MECC) Grants

The favourable variance of \$1.28 million in MECC grants relative to budget was driven by increased enrolment. Compared to the previous year, the District received an additional \$28.58 million in MECC funding primarily due to higher enrolment numbers and funding provided to cover costs incurred for wage increases.

Below are the tables detailing the per-student MECC funding rates and supplemental funding for unique students and unique factors affecting some districts as well as a comparison distinguishing the District's funding allocations.

<b>75%</b> allocated through the Basic Allocation	<b>Basic Allocation</b> Common per student amount for every FTE student enrolled by school type.	
	<b>Standard School</b>	\$8,625 per school age FTE
	<b>Alternate School</b>	\$8,625 per school age FTE
	<b>Continuing Education</b>	\$8,625 per school age FTE
	<b>Online Learning</b>	\$6,960 per school age FTE
<b>17%</b> allocated to recognize unique student enrolment	<b>Unique Student</b> 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.	
	<b>Level 1 Special Needs</b>	\$49,070 per student
	<b>Level 2 Special Needs</b>	\$23,280 per student
	<b>Level 3 Special Needs</b>	\$11,760 per student
	<b>Indigenous Education</b>	\$1,710 per student
	<b>English/French Language Learning</b>	\$1,735 per student
	<b>Adult Education</b>	\$5,505 per FTE
<b>7%</b> allocated to recognize unique district factors	<b>Unique District</b> Additional funding to address uniqueness of district factors.	
	<b>Small Community</b>	For small schools located a distance away from the next nearest school
	<b>Low Enrolment</b>	For districts with low total enrolment
	<b>Rural Factor</b>	Located some distance from Vancouver and the nearest large regional population centre
	<b>Climate Factor</b>	Operate schools in colder/warmer climates; additional heating or cooling requirements
	<b>Sparseness Factor</b>	Operate schools that are spread over a wide geographic area
	<b>Student Location Factor</b>	Based on population density of school communities
	<b>Supplemental Student Location Factor</b>	Level 1 and 2 special needs enrolment
	<b>Salary Differential</b>	Funding to districts that have higher average educator salaries
<b>0.1%</b> allocated to buffer the effects of declining enrolment	<b>Funding Protection / Enrolment Decline</b>	
	<b>Funding Protection</b>	Funding to ensure that no district experiences a decline in operating grants greater than 1.5% when compared to the previous September
	<b>Enrolment Decline</b>	Funding to districts experiencing enrolment decline of at least 1% when compared to the previous year
<b>CSF Supplement</b> District receives a 15% funding premium on allocated funding.		



### Other Provincial Grants

Other provincial grants are provided to the District for career and trades programs such as auto mechanics, hair dressing, and culinary arts. The province bases the grants on student enrolment in these programs.

### Tuition

Tuition revenue consists of fees for summer learning, International Education, and for Burnaby Community and Continuing Education (CCE). The actual revenue of \$19.40 million for 2023-24 is largely on target with budget. On a year-over-year basis, tuition revenue declined by \$2.03 million due to lower International Education enrolment.

### Other Revenues

Other revenues consist of miscellaneous items such as one-time unrestricted grants, donations, and Burnaby Online fees. For 2023-24, the District's \$0.52 million favourable variance to budget was driven by higher one-time grants and donations.

### School Generated Funds (SGF)

For the 2023-24 fiscal year, the District reclassified \$4.12 million of School Generated Funds (SGF) into operating revenue from special purpose fund deferred revenue. The amount was not included in the budget for 2023-24 due to the timing of the implementation. This change was made to adhere to Public Sector Accounting Standards (PSAS).

### Rentals

District rental revenues are generated from short-term rentals of sites and facilities to

individuals and community groups. Revenues were \$1.08 million in fiscal 2023-24 which were \$0.18 million higher than previous year due to increase in demand.

## Investment Income

Investment income consists of interest accrued in bank account balances and short-term investments in the Central Deposit Program. The Central Deposit Program allows the District to invest funds safely with the provincial government without any restrictions on withdrawals. The investment income for 2023-24 was \$2.24 million which is lower by \$0.34 million than budgeted due to higher than projected revenue allocated to capital funds.

## Expenses

Overall District expenses were \$1.97 million higher than budgeted for 2023-24. Details and explanations have been grouped by staffing, and services and supplies.

### Staffing

	Actual		Budget	Variance to	
	2022/2023	2023/2024	2023/2024	Actual	Prior Year
<b>Salaries</b>					
Teachers & Teachers Teaching on Call	\$146,812,928	\$159,640,608	\$160,088,152	\$447,545 0.28%	(\$12,827,680) -8.74%
Principals and Vice Principals	11,161,515	12,922,363	12,533,233	(\$389,131) -3.10%	(\$1,760,848) -15.78%
Education Assistants	27,478,181	28,581,123	27,598,580	(\$982,542) -3.56%	(\$1,102,942) -4.01%
Support Staff	24,174,258	27,999,164	27,589,539	(\$409,625) -1.48%	(\$3,824,906) -15.82%
Other Professionals	5,250,664	6,684,741	6,140,861	(\$543,881) -8.86%	(\$1,434,077) -27.31%
<b>Total Salaries</b>	<b>214,877,546</b>	<b>235,827,999</b>	<b>233,950,365</b>	<b>(\$1,877,634)</b> -0.80%	<b>(\$20,950,453)</b> -9.75%
Benefits	49,097,823	57,700,821	55,096,527	(\$2,604,294) -4.73%	(\$8,602,998) -17.52%
<b>Total Staffing</b>	<b>\$263,975,369</b>	<b>\$293,528,820</b>	<b>\$289,046,893</b>	<b>(\$4,481,928)</b> -1.55%	<b>(\$29,553,451)</b> -11.20%

### Teachers & Teachers Teaching on Call

This line item consists of salaries paid to the District's certified teachers. This includes both permanent District teaching staff and Teachers Teaching on Call (TTOC). Continued higher teacher absences due to sick time remains a factor contributing \$1.15 million in increased salaries compared with the previous year as absences led to increased TTOCs. In addition, there was an increase in the number of teachers hired associated with higher student enrolment. The increase in costs versus prior year was driven by the two factors noted above as well as wage increases as per the collective agreement.

## Principals and Vice Principals

This includes salaries paid to certified teachers employed by the District as Principals, Vice-Principals, and Directors of Instruction. Expenses in 2023-24 were \$12.92 million which were higher by \$0.39 million compared to budget due to lower budget projections.

## Education Assistants

District Education Assistants (EAs) provide support for students with disabilities or diverse abilities. The unfavourable variance of \$0.98 million to budget, primarily in permanent EAs, was due to increased support provided with the addition of 11.70 FTEs to support increased enrolment from the February student count and higher than projected replacement costs for EAs.

## Support Staff

This item is made up of the salaries paid to Administrative staff (other than Principals and Vice-Principals), Secretaries, Clerks, and other non-unionized staff such as Accountants, Maintenance and Trades staff, Custodians, Noon Hour Supervisors, and Crossing Guards. The \$0.41 million unfavourable variance to budget is due to replacements related to sick leave absences for staff during the year.

## Other Professionals

Other professionals are District staff who are excluded from any union agreement including positions such as the Superintendent, Deputy Superintendent, Assistant Superintendents, Secretary-Treasurer, and other managers. Expenses were \$6.68 million for the 2023-24 fiscal year. The unfavourable variance of \$0.54 million compared to budget and \$1.43 million against prior year was largely due to filled vacancies and lower projections used in budget.

## Benefits

Benefits include the amounts paid by the District on behalf of or to its employees for benefits such as Employment Insurance, Canada Pension Plan, municipal or teacher pensions, and employee health and dental benefits. Net benefits costs were higher than budgeted by \$2.60 million driven by higher usage of Extended Health Benefits (EHB) and Dental benefits during the year as well as higher wage-related benefits costs due to the increased salaries noted in the above sections.

## Services and Supplies

	Actual		Budget	Variance to	
	2022/2023	2023/2024	2023/2024	Actual	Prior Year
Services	\$7,409,188	\$5,820,138	\$9,264,034	\$3,443,896 37.17%	(\$1,589,050) -21.45%
Student Transportation	880,113	819,779	957,623	\$137,844 14.39%	(\$60,334) -6.86%
Professional Development and Travel	678,039	686,030	828,861	\$142,831 17.23%	\$7,991 1.18%
Rentals and Leases	179,172	228,947	100,000	(\$128,947) -128.95%	\$49,775 27.78%
Dues and Fees	115,988	109,687	91,952	(\$17,735) -19.29%	(\$6,301) -5.43%
Insurance	635,298	831,238	834,974	3,736 0.45%	\$195,940 30.84%
Supplies	12,061,770	12,397,451	11,112,889	(\$1,284,562) -11.56%	\$335,681 2.78%
Utilities	4,615,566	4,399,287	4,612,680	\$213,393 4.63%	(\$216,279) -4.69%
<b>Total</b>	<b>\$26,575,134</b>	<b>\$25,292,557</b>	<b>\$27,803,013</b>	<b>\$2,510,456</b> <b>9.03%</b>	<b>(\$1,282,577)</b> <b>-4.83%</b>

### Services

This includes costs for computer maintenance, contracted professional and technical services, repairs and maintenance, grounds upkeep, snow removal, security services, bank service charges, telephones, and printing services. There was a surplus of \$1.15 million in accounts for multi-year projects that were not fully spent, and the budgets are being carried forward to the next budget year. The remaining variance was due to \$1.44 million for prior-year administrative overhead expenses incurred in the operating fund to provide support for Special Purpose Funds (SPF). Additionally, a \$0.56 million favourable variance was due to the service cost tied to lower International Education enrolment.

### Student Transportation

This includes payments to the owners of vehicles who provide transportation for school District pupils as well as public carriers, other school districts, and any others who provide transportation on a contract basis to and from school for curricular and extracurricular activities. Expenses for the 2023-24 fiscal year were \$0.82 million or \$0.14 million favourable compared to budget.

### Professional Development and Travel

This includes costs incurred for training and travel. Costs included are registration fees, transportation, mileage allowances, meals, accommodation, per diem payments, and other expenses. Costs were lower than the projected by \$0.14 million driven by the

availability of more in-house professional development opportunities.

### **Rentals and Leases**

Included here are the operating expenditures for the rental or lease of land, buildings, vehicles, and equipment for temporary or long-term use by the District. For the 2023-24 fiscal year the expenses were \$0.23 million or \$0.13 million higher than budgeted.

### **Dues and Fees**

This includes membership fees and/or dues in professional organizations as determined by the policies, regulations, and needs of the District. For the 2023-24 fiscal year, these expenses were maintained close to budget.

### **Insurance**

This includes the expenditures for all forms and types of insurance coverage, premiums, and deductibles. The District managed to maintain these expenses close to budget. The \$0.19 million variance to the prior year was mainly due to higher property and vehicle insurance costs.

### **Supplies**

This item consists of expenditures for supplies and materials of a consumable and/or non-capital nature. This includes consumable supplies, learning resources, non-capitalized furniture and equipment, and computer equipment. Each year the schools are allocated funds, called block budgets, for consumable supplies, furniture and equipment, and educational technology. These allocations are spent at the school's discretion within certain parameters set by the District. The unfavourable variance of \$1.28 million to budget for the 2023-24 fiscal year was largely due to the reclassification of expenses for School Generated Funds (SGF) from special purpose fund in the amount of \$0.94 million.

### **Utilities**

Included here are the expenditures for utility costs such as electricity, heating, water and sewage, garbage, and recycling. The District expenses for 2023-24 were \$4.40 million or \$0.21 million favourable to budget.

## Operating Surplus Analysis

The District closed out the year with a \$4.97 million accumulated operating surplus of which \$3.68 million is internally restricted for specific purposes leaving \$1.30 million as unrestricted. This accumulated operating surplus represents a \$3.89 million decrease over prior year which was primarily due to planned surplus usage to balance the 2023-24 budget.

With higher overall enrolment numbers, the District was able to generate a \$0.47 million operating surplus for 2023-24, or \$3.42 million favourable to budget resulting from the one-time accounting entry in the amount of \$2.0 million for the reduction of prior-year expenses to SPF from Operating. Additionally, with increased enrolment comes the requirement to increase Teacher and EA staffing levels to adhere to collective agreement ratios and maintain service levels. This has led to an ongoing requirement to invest in portables as there has been significant pressure on school facility capacity.

<b>Accumulated Operating Surplus</b>	<b>2023/2024</b>	<b>2022/2023</b>
<b>Internally Restricted</b>		
Ensuing Year Budget Appropriation	-	\$3,033,082
School Funds, Learning Resources, Program Development	191,999	1,077,110
School Generated Funds	2,477,190	3,174,291
Other District Committed Expenditures	1,006,812	1,209,192
<b>Total Internally Restricted</b>	<b>\$3,676,000</b>	<b>\$8,493,675</b>
<b>Unrestricted</b>	<b>1,297,054</b>	<b>374,899</b>
<b>Total Accumulated Operating Surplus</b>	<b>\$4,973,055</b>	<b>\$8,868,574</b>



# Restricted Operating Reserve

## Surplus Policy Companion Guide, Appendix A Multi-Year Operating Surplus Planning and Reporting

Schedule of Accumulated Operating Surplus	Opening Balance	Planned Use	Actual Use	Additions	Closing Balance	Planned	Planned
	1-Jul	2023/24	2023/24		30-Jun	2024/25	2025/26
<b>Internally Restricted for Operations Spanning Multiple School Years</b>							
<b>Next Year's Operating Budget</b>							
Bylaw Appropriation – 2022/23 Budget	\$3,033,082	\$3,033,082	(\$3,033,082)	-	-	-	
Percentage of Operating Budget	1.15%						
<b>Internally Restricted for Anticipated Unusual Expenses identified by the Board</b>							
Strategic plan Board	\$299,897	\$299,897	(\$84,906)	-	\$214,991	\$214,991	
Percentage of Operating Budget	0.11%						
<b>Nature of Constraints on the Funds</b>							
Energy Management Grants	\$371,556	\$371,556	(\$183,795)	-	\$187,761	\$187,761	
Early Career mentorship	\$508,851	\$508,851	(\$28,740)	-	\$480,111	TBD	
School Block Budgets	\$1,002,806	\$1,002,806	(\$952,806)	-	\$50,000	TBD	
District Learning Resources	\$83,667	\$83,667	-	\$58,332	\$141,999	\$141,999	
Equity, Diversity and Inclusion	\$19,525	\$19,525	-	\$3,733	\$23,258	\$23,258	
Learning Improvement Fund (LIF)	-	-	-	\$51,241	\$51,241	\$51,241	
Work Experience Enhancement Grant	-	-	-	\$49,450	\$49,450	\$49,450	
School Generated Funds	\$3,174,291	\$3,174,291	(\$697,101)	-	\$2,477,190	TBD	TBD
Percentage of Operating Budget	1.96%						
<b>Internally Restricted Operating Fund Surplus</b>	\$8,493,675	\$8,493,675	-	-	\$3,676,000		
<b>Unrestricted Operating Surplus (Deficit)</b>	\$374,899	\$374,899	-	-	\$1,297,054		
Percentage of Operating Budget							
<b>Total Operating Fund Surplus (Deficit)</b>	\$8,868,574	\$8,868,574	-	-	\$4,973,055		
Percentage of Operating Budget	3.23%						

Below is a three-year projection of the operating budget and the anticipated surplus (deficit). The projections are based on factors that are known to the District and contain assumptions that current service levels and programs will be maintained. Revenues are primarily based on enrolment projections and the MECC's current funding formula. International Education enrolment for the next three years is projected to decrease by 54 percent due to the lack of classroom capacity. This translates to a cumulative reduction of \$8.48 million of revenues over the next three years from 2023-24 levels. Expenses are based on maintaining current service levels and inflation applied to benefits and utilities costs. Salary increases for teachers, educational assistants, and support staff have been included at 2.0 percent for 2024-25 and nil for both 2025-26 and 2026-27. It is assumed the increased salaries are to be funded from the MECC's Operating Grant, but these amounts are not known past 2024-25 as this is when the current collective agreement for unionized staff expires.

Local Capital expenditures are expected to continue at an average of \$7.69 million annually over the next three-years. Costs will be incurred for new portables that are required to accommodate the projected enrolment growth as outlined in the District's Long-Range Facilities Plan. It is anticipated the District will need to add up to an additional 20 new portables through to 2026-27. The requirements for portables could be impacted by future capital project approvals from the MECC. In addition, the continued contributions required to support the Education Technology Plan and Vehicle Replacement Plan are also included.

Three-Year Budget Projection	2024/2025	2025/2026	2026/2027
<b>Revenue</b>			
Ministry Operating Grant	\$305,091,112	\$316,768,840	\$328,637,289
Other Ministry of Education Grants	2,614,484	2,614,484	2,614,484
Other Revenue	22,470,301	18,309,510	14,725,309
<b>Total Revenue</b>	<b>\$330,175,898</b>	<b>\$337,692,835</b>	<b>\$345,977,083</b>
<b>Expenditures</b>			
Salary and Benefits	\$302,483,940	\$308,330,988	\$314,904,346
Services & Supplies	22,367,967	21,786,790	21,314,989
<b>Total Expenses</b>	<b>\$324,851,906</b>	<b>\$330,117,778</b>	<b>\$336,219,335</b>
<b>Net Revenue (Expense) for the Year</b>	<b>\$5,323,991</b>	<b>\$7,575,057</b>	<b>\$9,757,747</b>
Local Capital	(5,502,000)	(8,002,000)	(9,502,000)
<b>Surplus / (Deficit)</b>	<b>(\$178,009)</b>	<b>(\$426,943)</b>	<b>\$255,747</b>

The table below details the usage of surpluses and reserves over three years. An allocation of prior year's surpluses and reserves is required to balance the budget. The usage of those surplus funds is shown below for illustrative purposes only and would require Board approval during the budget process in future years.

District Financial Reserve	2023/2024	2024/2025	2025/26	2026/27
Fund Balance Beginning of the Year	\$8,868,574	\$4,973,054	\$1,119,045	\$692,102
Allocation of Restricted Surplus	(\$8,493,674)	(\$3,676,000)	-	-
Current Year Surplus/(Shortfall)	\$4,598,155	(\$178,009)	(\$426,943)	\$255,747
<b>Fund Balance End of the Year</b>	<b>\$4,973,054</b>	<b>\$1,119,045</b>	<b>\$ 692,102</b>	<b>\$ 947,849</b>

# Financial Health

## Liquidity

Liquidity is measured by taking financial assets over liabilities, excluding deferred capital revenue. A liquidity ratio of greater than one is desirable as this means that the District can pay its current liabilities when they become due. A liquidity ratio of less than one indicates that the District may potentially struggle to meet its short-term obligations. A higher liquidity ratio means that the District can meet its short-term obligations and can better respond to changing circumstances.

<b>Liquidity</b>					
	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
Financial Assets	\$118,901,836	\$100,316,411	\$122,318,988	\$138,849,012	130,399,429
Financial Liabilities	\$64,165,813	\$67,182,287	\$76,835,236	\$76,285,412	68,926,161
Liquidity	1.85	1.49	1.59	1.82	1.89

## Accumulated Surplus to Revenue

The chart below shows the District's operating revenues and accumulated net operating surplus/(deficit) over a five-year period. Although the revenue increased from 2020-21 by \$67.60 million due to higher enrolment and the partial reclassification of the School Generated Funds (SGF) into revenue, the surplus was reduced by \$11.25 million. The one-time surplus has been declining as the funds are required to balance subsequent budgets that were negatively impacted by the decline of international enrolment as well as build the provision for the future investment in portables to address the increasing capacity pressures on the existing facilities.

<b>Total Accumulated Surplus to Revenue</b>					
	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
Unrestricted Surplus	\$3,877,942	\$4,042,375	\$1,199,617	\$374,899	\$1,297,054
Restricted Surplus	\$17,415,767	\$12,181,093	\$9,730,053	\$8,493,675	\$3,676,000
Total Surplus	\$21,293,709	\$16,223,468	\$10,929,670	\$8,868,574	\$4,973,055
Revenue	\$261,231,874	\$251,698,412	\$263,563,362	\$295,098,917	\$319,293,546
Percentage	8.15%	6.45%	4.15%	3.01%	1.56%

## Accumulated Amortization to Assets

The accumulated amortization to assets ratio is a financial measurement tool that determines the age, value, and remaining useful life of a fixed asset. A low ratio may indicate that the assets have plenty of life remaining while a high ratio could indicate that assets will need replacement. The ratios below show that investments and upgrades have been made to buildings to maintain a good standing over the past five years. This includes significant investments in schools such as Burnaby North Secondary School (BNSS), Seaforth and Parkcrest Elementary schools, and Stride Avenue Community school is now underway. In 2023-24, the District recognized \$123.80 million

of building costs into fixed assets due to the completion of BNSS Phase 1 replacement project. The reduction in computer hardware and software amortization ratio represents the completion of the planned computer hardware refresh in 2023-24.

<b>Accumulated Amortization to Buildings</b>					
	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
Gross Assets	\$429,072,581	\$492,347,432	\$561,130,196	\$620,416,460	661,206,050
Accumulated Amortization	\$158,594,509	\$167,833,817	\$177,764,031	\$204,878,573	217,931,132
Ratio	0.37	0.34	0.32	0.33	0.33

<b>Accumulated Amortization to Furniture/Equipment and Vehicles</b>					
	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
Gross Assets	\$7,670,358	\$7,734,141	\$8,261,445	\$9,088,584	11,443,705
Accumulated Amortization	\$3,889,618	\$3,768,002	\$3,191,345	\$3,307,364	3,946,079
Ratio	0.51	0.49	0.39	0.36	0.34

<b>Accumulated Amortization to Computer Hardware and Software</b>					
	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
Gross Assets	\$3,596,209	\$10,533,316	\$10,359,275	\$10,641,288	12,531,075
Accumulated Amortization	\$1,810,959	\$2,294,420	\$3,836,276	\$5,985,879	6,349,028
Ratio	0.50	0.22	0.37	0.56	0.51

<b>Accumulated Amortization to All</b>					
	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
Gross Assets	\$440,339,148	\$510,614,889	\$579,750,916	\$640,146,332	\$685,180,830
Accumulated Amortization	\$164,295,086	\$173,896,239	\$184,791,652	\$214,171,816	\$228,226,239
Ratio	0.37	0.34	0.32	0.33	0.33

## Special Purpose Funds

The Special Purpose Fund consists of restricted grant and other funding subject to a legislative or contractual restriction on its use. These revenues are deferred until the relevant expenditures are incurred. The District incurred the following expenditures in 2023-24 as related to significant Special Purpose grants:

Grant	Source	2023/24 Grant	Discussion
Annual Facility Grant (AFG) Operating portion	Ministry of Education & Child Care	\$931,106	Please see discussion in the Capital Projects section under "Annual Facility Grant (AFG) Funding".
Learning Improvement Fund (LIF)	Ministry of Education & Child Care	\$1,069,373	Funding used specifically to augment EAs hours providing additional support to complex learners.
Strong Start	Ministry of Education & Child Care	\$384,000	Strong Start early learning centers provide school-based, drop-in programs for children from birth to age five and their parents or caregivers.
Ready, Set, Learn (RSL)	Ministry of Education & Child Care	\$100,450	Eligible RSL events for children aged 3 to 5 and their parents are hosted to support early learning and facilitate a smooth transition to Kindergarten.
Official Languages in Education French Programs (OLEP)	Ministry of Education & Child Care	\$441,185	Funding for core French-language programs and curriculum resources.
Community LINK	Ministry of Education & Child Care	\$2,652,173	Funding for programs and initiatives to improve the education performance of vulnerable students, including both academic achievement and social functioning.
Classroom Enhancement Fund (CEF) – Overhead, Staffing and Remedies	Ministry of Education & Child Care	\$18,293,918	Eligible expenses include teacher staffing, overhead staffing and equipment costs resulting from restoration of class size and composition language.

Grant	Source	2023/24 Grant	Discussion
BC Provincial School for the Deaf and POPDHH	Ministry of Education & Child Care	\$7,113,928	The BC Provincial School for the Deaf is a Kindergarten to Grade 12 school for the Deaf or hard-of-hearing. The difference between funds received and spent resulted from staffing vacancies and COVID-19 savings. Provincial Outreach Program, Deaf and Hard of Hearing (POPDHH) is funded by the Ministry of Education and Child Care, and hosted by the Burnaby School District. The focus of the program is to collaborate with school districts in meeting the needs of all Deaf and Hard of Hearing learners.
Fraser Park Maples	Ministry of Education & Child Care	\$2,576,842	A secondary program which provides assessment, consultation services and classroom instruction to youth referred to the Maples Adolescent Centre.
Immigration, Refugees and Citizenship Canada - LINC, SWIS	Immigration, Refugees and Citizenship Canada	\$5,182,663	These programs are funded by Immigration, Refugees and Citizenship Canada (IRCC). Language Instruction for Newcomers to Canada (LINC) provides language instruction for adults who are newly settled in Canada. Settlement Workers in Schools (SWIS) places settlement workers in schools that have high numbers of newcomer students.
Feeding Futures Fund	Ministry of Education & Child Care	\$2,925,795	More children and youth will have access to healthy meals and snacks at school through the Province's new Feeding Futures funding, which invests in building and expanding local school food programs.
Student & Family Affordability Fund	Ministry of Education & Child Care	\$740,000	One-time funding to increase food security for students and their families and to support students, parents, and guardians with affordability concerns or facing hardships.

# Capital Fund

## Major Capital Projects

The District had five in-progress or substantially complete major capital projects at various stages of progress during the year. The below table outlines the active projects during 2023-24. Capital expenditures are primarily funded by the Province of British Columbia, with additional funding provided through locally generated District capital funds and third-party contributors.

Capital Projects	Project Scope	Date of Approval	Construction Completion	Target Occupancy
Burnaby North Secondary	Replacement	6-Feb-18	Oct-23	Jan-24
Childcare Facilities (Multiple Locations) - Phase 3	Additional Childcare spaces	16-Apr-20	Sep-24 - Feb-25	Oct-24 - Mar-25
Stride Avenue Community	Replacement	1-Apr-20	Apr-26	Jun-26
Brentwood Park Elementary	Seismic Expansion	17-Oct-23	May-26	Sep-26
Cameron Elementary	Replacement	23-Jul-24	May-28	Sep-28
Brentwood Town East	New School	Project Supported		

## Capital Fund Balances

The Capital Fund is comprised of Local Capital Reserves (Schedule 4) and Unused Deferred Capital Revenue (Schedule 4D). The funds are to be used by the District for capital expenditures.

As of June 30, 2024, the Local Capital Reserves (LCR) has a \$4.11 million fund balance. The reduction from the previous year was driven by the District's ongoing requirement for the purchase of portables, spending to support the education technology plan, and the contribution of \$10.71 million for the construction of Burnaby North Secondary School construction costs.

The remaining LCR balance is maintained for future classroom portables, technology, vehicles, and general furniture and equipment. Additionally, \$3.56 million is allocated towards the District's contribution for the replacement project of the Stride Avenue Community School. Allocations to Local Capital are approved by the Board through the approval of the Annual Budgets or a specific resolution. The table on the next page shows the balances in all Capital Funds.

Capital Fund	Description	June 30, 2024 Balance	June 30, 2023 Balance	Change
<b>Local Capital</b>	Funds generated by the District to be utilized for capital expenditures as determined by the District	\$4,106,408	\$20,210,143	(\$16,103,735)
<b>Ministry of Education By Law Capital</b>	Represents funds drawn on Certificates of Approval (COA) for capital projects.	\$14,516,421	\$240,347	\$14,276,074
<b>Ministry of Education Restricted Other Capital</b>	Represents the Ministry's portions of the proceeds on disposal of land and buildings and any bylaw project surplus on capital projects	\$570,892	\$541,089	\$29,803
<b>Land Capital</b>	Funds received from the City of Burnaby for School Site Acquisition charges.	\$40,485,750	\$34,875,742	\$5,610,008
<b>Other Provincial Capital Funds</b>	Represents capital grants received from and restricted by, other Ministries, Crown Corporations or School Districts, Universities, Colleges and Health (SUCH) sector entities.	\$1,079,721	\$2,141,031	(\$1,061,310)
<b>Total</b>		<b>\$60,759,192</b>	<b>\$58,008,352</b>	<b>\$2,750,840</b>

## Other Capital Funded Projects

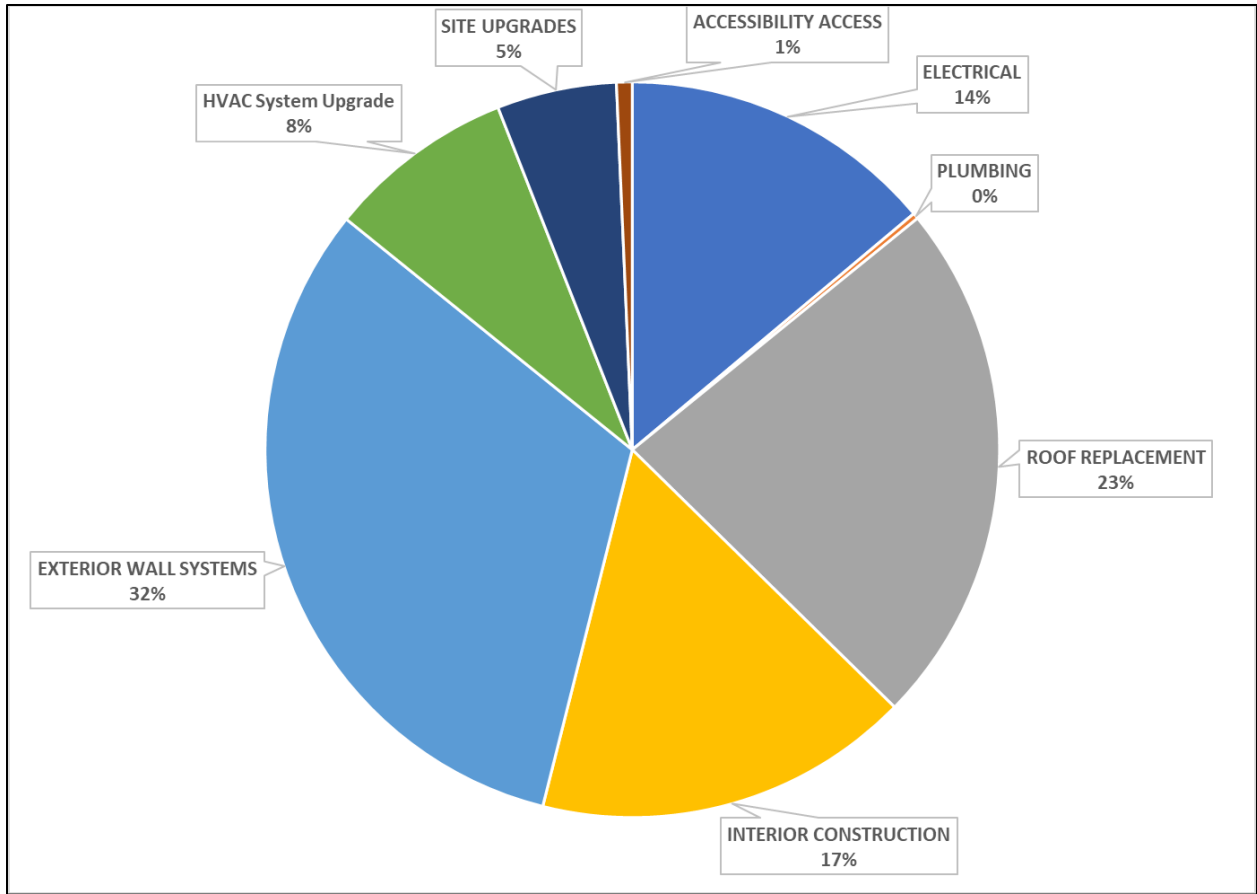
In 2023-24, the District received approximately \$5.83 million in capital and operating Annual Facilities Grant (AFG) funding. These funds are used throughout District schools to address ongoing maintenance and improvement needs. AFG funding is received and approved on a March 31 fiscal year end. For the 2024-25 fiscal year, the District has been approved for \$5.95 million in funding.

## 2023-24 AFG Funds

### Eligible Uses of AFG Funds:

- Roof Replacements and Major Repairs
- Mechanical System Upgrade and Repair
- Electrical System Upgrade and Repair
- Site and Facility Upgrades
- Loss Prevention-Fire and Security Alarms
- Technology Infrastructure Upgrades
- Accessibility Improvements
- Asbestos Abatement
- Health and Safety Upgrades
- Site Servicing





In addition to the AFG funding noted above, the District can submit a proposal to the MECC for additional funding for capital projects as described below.

**School Enhancement Program (SEP)** projects are investments that contribute to the safety and function of the school while extending the life of the asset.

**Carbon Neutral Capital Program (CNCP)** projects are investments that contribute to measurable emission reductions and operational costs savings expected as a result of completed projects.

**Various School Playground Equipment Projects (PEP)** are investments in various playground equipment.

**School Food Infrastructure Program (FIP)** a new program effective 2023-24 designed to support schools with food logistics and distribution.

Below is a summary of approved funding:

March 31st Fiscal Year End	2023-24 Approved
SEP	\$2,314,686
CNCP	\$760,000
FIP	\$32,550

# Long Term Outlook

## Budget Outlook

The District continues to project significant enrolment growth which has led to an increase in the Operating Grant funded by the MECC. With increased enrolment there has been a need to increase staffing levels to adhere to class size requirements and maintain service levels. Furthermore, capacity constraints due to the increase in student enrolment has led to large investment in portables which are funded through the Operating Grant. Additionally, student enrolment post-September continues to remain unfunded in the fiscal year further amplifying cost pressures. This strain on the Operating Grant together with challenges due to inflationary pressures and increased staff replacement costs due to a higher rate of absences that has continued post-pandemic, remains a matter of utmost concern facing the District.

## School Facility Capacity

The 2023-24 budget reflects an ongoing investment from the Operating Grant to the local Capital Fund for the purchase and installation of portables. The installation costs of portables are exposed to the same rising inflationary pressures faced by other areas and are also impacted by recent BC Building Code changes and site upgrades required by the City of Burnaby to obtain the necessary permits.

## Long Range Facility Plan

The Board approved Long Range Facility Plan (LRFP), outlines the need for several school expansions, replacements, and new schools over the next 15 years. The plan informed the 2024-25 Five-Year Capital Plan Submission which includes an estimated \$498.87 million request for funding capital projects needed to accommodate the rapid growth of population in the City of Burnaby. The LRFP will require support from the Ministry of Education and Child Care in order to be enacted.

## Burnaby Board of Education New Strategic Plan

The work of the District is governed by the Burnaby Board of Education and its 2019 - 2024 Strategic Plan. The development of a new strategic plan is underway and will provide a new roadmap and direction for the District in the years ahead. The new strategic plan is projected to be in place for the 2025-26 school year.