

Annual CFO Overview

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Presented to: Board of Trustees

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“I am the vine; and you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can do nothing.”

(John 15:5)

“The King will reply, ‘Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.’

(Matthew 25:40)

“The body is a unit, though it is made up of many parts; and though all its parts are many, they form one body. So it is with Christ.”

(1 Corinthians 12:12)

DISCUSSION ITEMS

- Guiding Principles, Foundational Documents
- Recent Fiscal Results, Current Financial Position
- Enrolment, Utilization, Funding vs Expenditure
- Areas of Focus, Anticipated Challenges
- Overall Summary, Looking Ahead: Next Steps

GUIDING PRINCIPLES

- Strategic Plan, Student Centered
- System Stability, Flexibility
- Alignment, Integration
- Efficient, Effective, Sustainable
- Evidence Based, Measurable
- Prioritize, Opportunity Costs
- Organizational Risk, Compliance
- Transparency, Accountability

FOUNDATIONAL DOCUMENTS

- Multi-Year Strategic Plan
- Board Improvement and Equity Plan
- Right to Read, Kindergarten Readiness Reports
- Special Education Plan, Mental Health Strategy
- Equity Action Plan, Board Action Plan, Pastoral Plan
- Information Technology Strategic Plan
- Long Term Accommodation Plan
- Ministry Funding Technical Paper
- Legislation, Policy, Collective Agreements

RECENT FISCAL RESULTS

- 2021-2022 Year End Financial Statements
 - \$24.2M In-Year Deficit
 - COVID Investments, Enrolment Impact
- 2022-2023 Revised Estimates
 - \$24.6M In-Year Deficit
 - Adjusted for Incremental Enrolment Decline
 - Targeted Staffing Investments and Supports
 - Equity, Learning Recovery, Right to Read
 - Student Services, Mental Health
 - Device Strategy, Virtual Infrastructure

CURRENT FINANCIAL POSITION

- Reserve Funds
 - Operating Contingency (\$2.6M balance after Ministry recovery)
 - Schools, CSPC, FNMI, Pastoral Plan (protect and carry forward)
 - Strategic Reserves
 - IT Systems, Infrastructure (fund one-time IT Strategic Plan initiatives)
 - Administrative Facilities (earmarked for essential unfunded repairs)
 - Outdoor Playgrounds (fully allocated to planned projects)
 - Student Equity (fully dispersed in 20/21 to support EPAN schools)

ENROLMENT AND UTILIZATION

- System Enrolment
 - 2022 - 84,414; 2025 - 81,620; 2027 - 83,638
- School Utilization
 - Elementary - 80% (average size 347 students)
 - 50 under 300; 24 under 200; 2 under 100
 - Secondary - 97% (average size 808 students)
 - 9 under 800; 6 under 600; 2 under 400

FUNDING VS EXPENDITURE

- System Staffing - \$11M
- Sick Leave - \$8M
- Language Programs - \$5M
- School Operations - \$5M
- Transportation - \$5M
- Technology - \$6M
- Special Education - \$30M
- 3rd or 4th Quartile in all Categories
- Board Administration (underspent)

AREAS OF FOCUS

- Learning Recovery, Literacy, Numeracy
- Faith Formation, Equity, Diversity, Human Rights
- Special Education, Mental Health
- Student Pathways, System Programs
- Evolving Pedagogy, Emerging Technology
- Wellbeing, Health and Safety

ANTICIPATED CHALLENGES

- Ministry Funding, Collective Bargaining
- Enrolment Decline, Staffing Parameters
- Contracts, Inflation, Absence Related Costs
- Diminishing Reserves, Facilities Infrastructure
- Legacy Programs, New Strategic Priorities
- System Expectations, Operational Efficiencies

OVERALL SUMMARY

- Current operating deficit of approximately \$25M (not sustainable)
- Maximized resources to maintain system stability during and post-pandemic
- Enrolment decline to continue to 2025, rebound to 2022 levels by 2027
- School size and utilization below optimal funding, capital and operational levels
- Spending beyond funding in the majority of expenditure categories
- Emphasis on Learning Recovery, Right to Read, Equity, Numeracy, Technology
- Multi-year budget framework, operational efficiencies, program/policy reviews
- Fiscal stewardship, tough choices, long-term perspective vs short-term focus

LOOKING AHEAD: NEXT STEPS

- Multi-Year Financial Forecast (Feb), Budget Framework (March)
- Ministry Funding Overview (April), Mid-Year Forecast (April)
- Enrolment, Staffing (March to Sept)
- Stakeholder Consultation (April, May)
- Preliminary Budget (May), Final Budget (June)
- Senior Team Discussions (ongoing)
- NEW - CFO Sound Bites (TBD)