



PACIFIC RIM SCHOOL DISTRICT

Multi-Year Financial Plan

2026/27 - 2028/29

LAND ACKNOWLEDGEMENT

The Pacific Rim School District (PRSD) Board Office and Alberni Valley Schools are situated on the ʔaḥuḥuḥi of the ciṣaaḥaḥ, and huupačasḥaḥ. In commitment to reconciliation and learning, we acknowledge and show gratitude for the lands on which we are able to work on, live on, and gather. These lands, the ʔaḥuḥuḥi, of the ciṣaaḥaḥ and huupačasḥaḥ, continue to sustain, teach, and nurture us.

We also honour and recognize that PRSD also operates schools in the ʔaḥaḥuḥi of the ʔaḥuḥuḥi, huuṣiiḥaḥ and yuuḥuḥiḥaḥ Government and we work alongside all nuuḥaanuḥ Nations as well as the Métis Nation of British Columbia to serve the children and youth of the Alberni-Clayoquot region.

The district strives to increase awareness, understanding and integration of nuuḥaanuḥ culture, history, and language in all PRSD schools.

DISTRICT OVERVIEW

The district is home to nearly 4,000 students, with approximately 34% of whom self-identify as Indigenous. Our district's learning facilities include two neighbourhood 8-12 secondary schools, eight K-7 elementary schools, and one K-12 school. The district has a successful alternate education learning centre, a strong French Immersion program, and an international student program.

The Board's mandate has expanded beyond K-12 education. In addition to its schools, the district operates a range of early learning services, including a Family Hub, four StrongStart programs, and ten child care programs offering a variety of infant and toddler care, group child care, and school age care on school grounds.

PURPOSE

The purpose of the 2026/27 to 2028/29 Financial Plan is to help the stakeholders of the PRSD understand financial processes and to provide a summary of the information utilized to make financial decisions that support the Board's Strategic Plan. It has been developed in accordance with the requirements as outlined by the Ministry of Education and Child Care (MOECC). The 2026/27 to 2028/29 Financial Plan is not a budget, instead it outlines how the Board prepares, reviews and approves the annual budget each year.

≈4,000
STUDENTS

32%
INDIGENOUS

12
SCHOOLS

10
CHILD CARE
PROGRAMS

BOARD OF EDUCATION

The Board of Education, comprised of 7 trustees, provides governance and oversight for School District No. 70 (Pacific Rim), the public school district serving the region under the name Pacific Rim School District (PRSD). Trustees are responsible and accountable to:



SET STRATEGIC DIRECTION

Develop and oversee the district's strategic plan, ensuring it aligns with community values and student needs.



ESTABLISH POLICIES

Create policies that guide and support the strategic vision of the district.



APPROVE BUDGETS

Allocate resources effectively to support student learning and district priorities.



HIRE THE SUPERINTENDENT

Select the Superintendent, who manages daily operations of the school district.



ENGAGE WITH THE COMMUNITY

Represent the public's interests in education and communicate decisions transparently.

CO-GOVERNANCE: Who Sits At The Board Table?

In our continued commitment to fostering collaboration and partnership with the Nuuchahnulth Nations in our region, the Board of Education invited each Nation to participate in a Co-governance model that promotes inclusivity and ensures that the voices of First Nations are heard and respected in our decision-making processes. We believe that by working together in a collaborative, consultative and consensus building manner, with Nations supporting the decision-making processes of the governing body manner, we can enhance the educational outcomes and opportunities for all students within our jurisdiction.



6 Trustees

Voting positions elected from the Alberni Valley and Bamfield including:

- City of Port Alberni
- Electoral Area A (Bamfield)
- Electoral Area B (Beaufort)
- Electoral Area D (Sproat Lake)
- Electoral Area E (Beaver Creek)
- Electoral Area F (Cherry Creek)



1 Trustee

Voting positions elected from the West Coast including:

- District of Tofino
- District of Ucluelet
- Electoral Area C (Long Beach)



Selected Representatives

Non-voting positions appointed from the Nuuchahnulth Nations in our region:

- c̓išaaʔath (Tseshaht First Nation)
- hupačasath (Hupacasath First Nation)
- ł̓aʔuukʷiʔath (Tla-o-qui-aht First Nation)
- huuʔiiʔath (Huu-ay-aht First Nation)
- Yuutuʔiʔath Government
- ʕaahuusʔath (Ahousaht First Nation)
- diitiidʔaaʔtx (Ditidaht First Nation)
- hiškwiiʔath (Hesquiaht First Nation)
- t̓ukʷaaʔath (Toquaht Nation)
- h̓uuč̓uq̓łisʔath (Uchucklesaht First Nation)



The 2026/27 to 2028/29 Financial Plan supports the Board in connecting its strategic priorities with the allocation and management of financial resources over the planning period. Through the plan, the Board considers projected revenues, expenditures, enrolment, financial pressures, and available resources to support informed decision-making and long-term financial sustainability. The Board also provides accountability to students, families, staff, stakeholders, and the community for the responsible use of public funds.

FINANCIAL PLANNING GUIDING PRINCIPLES

PRSD has experienced a period of significant change, including evolving operational demands, increasing cost pressures, staffing challenges, and changing enrolment patterns. In response, the Board and senior leadership are committed to strengthening long-term financial planning, enhancing transparency, improving financial reporting, and ensuring that resource allocation decisions support both current educational priorities and future sustainability.

As part of this work, recent changes in financial leadership provide an opportunity to review existing practices, strengthen financial planning processes, and develop a longer-term approach to financial sustainability, risk management, and asset stewardship.

BUDGET TIMELINES

NOVEMBER — JUNE

NOVEMBER

- Budget literacy session for Board of Education and departmental leads

DECEMBER

- Establish budget timeline

JANUARY

- Prepare estimate of year-end surplus
- Hold liaison meetings with the Alberni District Teachers' Union, Canadian Union of Public Employees, District Parent Advisory Committee, and the Alberni Valley Principal / Vice Principals' Association

FEBRUARY

- Deliver a preliminary budget report containing assumptions and risk factors
- Hold liaison meeting with members of the Indigenous Education Council.
- Prepare next year's enrolment estimate.

MARCH

- Meet with departmental leads and school administrators to identify budget initiatives, opportunities and constraints
- Receive the grant announcement estimate for the next year from the Ministry of Education and Child Care
- Reconcile surplus funds available to assist in balancing the budget
- Review the grant announcement with a comparison to the prior year
- Analyze changes in the funding formula

APRIL

- Host community engagement sessions
- Revise year-end surplus estimate
- Present budget options for consideration to Finance, Assets & Operations Committee as well as Board of Education
- Hold liaison meetings with the Alberni District Teachers' Union, Canadian Union of Public Employees, District Parent Advisory Committee, and the Alberni Valley Principal / Vice Principals' Association

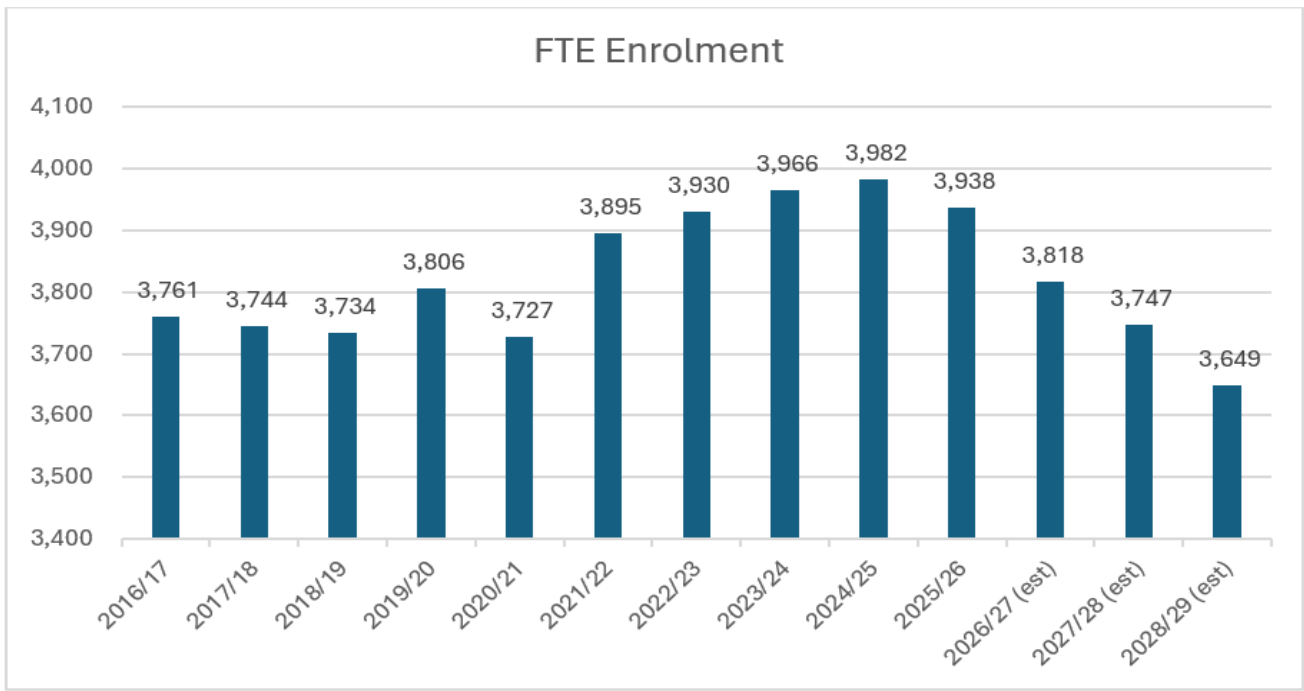
MAY / JUNE

- Board of Education adopts the Annual Budget

ENROLMENT

Enrolment is counted three times during the school year. The Operating Grant is adjusted accordingly to reflect actual enrolment figures as they are known. The chart below includes the September count.

FTE ENROLMENT



3,982
2024/25 FTE

3,649
2028/29 (est)

The chart shows the September enrolment count used in the planning outlook.

STUDENT ENROLMENT GRANT REVENUES

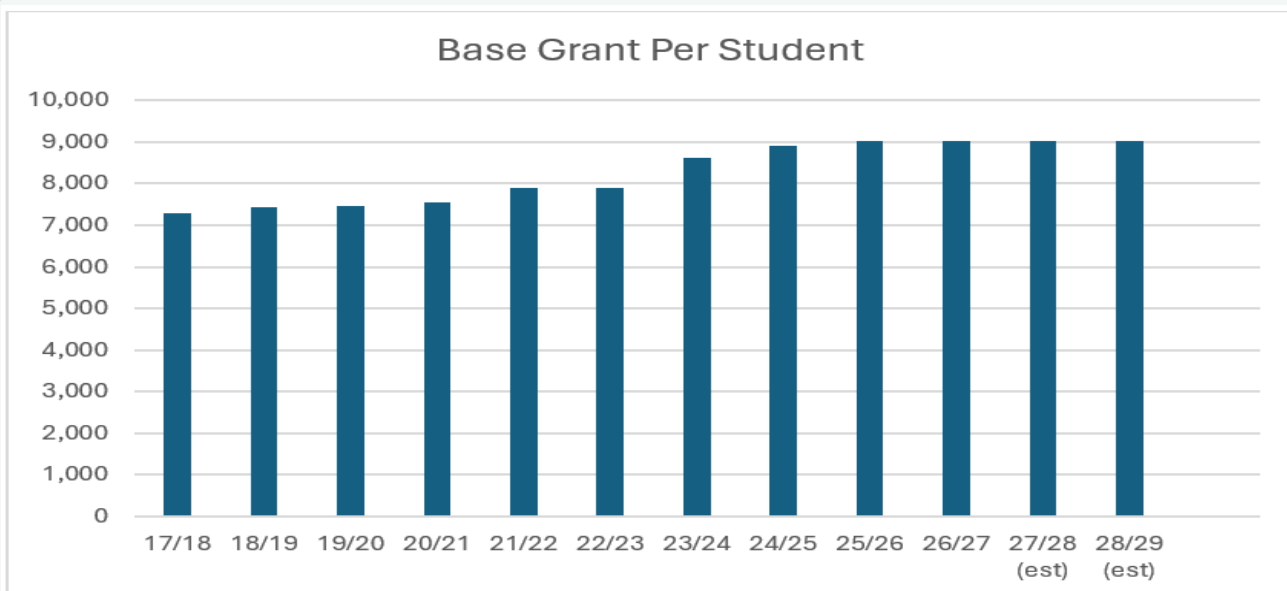
The District's operating grant continues to be largely driven by student enrolment. MOECC's basic operating funding rate for 2026/27 is unchanged from the prior year at \$9,015 per FTE. A special grant will be provided separately by MOECC to fund the labour settlement impacts of the negotiated BC Teachers' Federation (BCTF) and Canadian Union of Public Employees (CUPE) collective agreements. While enrolment remains a key determinant of funding levels, the static per-student funding rate presents challenges as PRSD experiences ongoing inflationary pressures and rising operating costs.

For the purposes of the Multi-Year Financial Plan, PRSD has assumed that MOECC's basic operating grant rate will remain unchanged at \$9,015 per FTE student through 2028/29. This assumption is consistent with current Ministry funding announcements, which indicate no forecasted increases to the base funding rate. Future changes to operating grant funding are therefore assumed to result primarily from changes in student enrolment and targeted funding initiatives, rather than from increases to the basic per-student allocation. Funding related to provincial collective bargaining settlements is assumed to continue to be provided separately from the base operating grant.

\$9,015

Basic operating funding rate per FTE assumed through 2028/29

BASE GRANT PER STUDENT



BUDGET FUND TYPES

The district's budget is comprised of three separate Funds.

01

OPERATING FUND

02

SPECIAL PURPOSE FUND

03

CAPITAL FUND

01

OPERATING FUND

- Learning
- Teaching
- Programs
- Administration
- Facility, Operations and Maintenance
- Busing
- Staff Housing
- Assets such as computers, white fleet, furniture & equipment



02

SPECIAL PURPOSE FUND

- Learning Improvement Fund
- Annual Facilities Grant
- Classroom Enhancement Fund
- Community Links
- Feeding Futures and other specific uses or programs



03

CAPITAL FUND

- Buildings
- Fields
- Infrastructure
- Land Purchases
- Buses
- Playgrounds



ESTIMATED OPERATING GRANT

For 2026/27, the Ministry's estimated operating grant allocation for PRSD is \$49.16 million, based on the enrolment count reported for the district. The total estimated school-age and adult-funded enrolment is 3,840 FTE.

\$49.16M

2026/27 estimated
operating grant

3,840

Estimated school-age and
adult-funded FTE

SALARY EXPENSES

In the prior fiscal year, the BCTF 2025-2029 Collective Agreement was ratified. Teachers received a 3% per year general wage in each of the four years, as well as benefit increases and an increase in the Remote Recruitment and Retention Allowances. Budget impacts are also projected as teacher increases will be incurred for movement through the 10- step salary grid, based on years of service and additional education.

The Provincial Framework Agreement has also established a four-year agreement for CUPE support staff for 2025-2029. The general wage increase for this agreement is 3% per year; however, the agreement will not be ratified until negotiations at the local bargaining tables are completed. CUPE budget impacts may also be incurred as the vacation pay percentage paid to employees increases over time to recognize additional years of service.

Other Professional and Principal & Vice-Principal salaries may also be increased as employees move through the exempt grids and based on satisfactory performance. Other professional salaries include remuneration paid to the seven-member Board of Education.

Salary Costs	2024/25 Actual	2025/26 Actual	2026/27 Budget	2027/28 Estimate	2028/29 Estimate
Teachers	\$ 19,309,843	\$ 21,283,128	\$ 20,291,660	\$ 20,900,410	\$ 21,527,422
Principals / Vice Principals	\$ 4,023,760	\$ 3,736,277	\$ 3,747,481	\$ 3,859,905	\$ 3,975,703
Educational Assistants	\$ 4,810,056	\$ 4,923,658	\$ 4,032,689	\$ 4,153,670	\$ 4,278,280
Support Staff	\$ 5,097,024	\$ 5,532,665	\$ 5,360,751	\$ 5,521,574	\$ 5,687,221
Other Professionals	\$ 1,736,850	\$ 2,457,116	\$ 1,806,491	\$ 1,860,686	\$ 1,916,506
Substitutes	\$ 1,924,616	\$ 955,111	\$ 1,940,990	\$ 1,999,220	\$ 2,059,196
Total	\$ 36,902,149	\$ 38,887,955	\$ 37,180,062	\$ 38,295,464	\$ 39,444,328
Percentage of Salary Costs					
Teachers	52%	55%	55%	55%	55%
Principals / Vice Principals	11%	10%	10%	10%	10%
Educational Assistants	13%	13%	11%	11%	11%
Support Staff	14%	14%	14%	14%	14%
Other Professionals	5%	6%	5%	5%	5%
Substitutes	5%	2%	5%	5%	5%
Total	100%	100%	100%	100%	100%



SERVICES AND SUPPLIES

The cost of services and supplies continues to increase due to inflation and other market pressures. These increases are not fully funded through provincial funding and create additional pressure on PRSD's operating budget.

The district will continue to monitor inflation, utilities, transportation, insurance, technology, and other operating costs, while looking for efficiencies and prioritizing essential expenditures.



SPECIAL PURPOSE FUNDS

PRSD receives several Special Purpose Funds grants, where funding is restricted for specific purposes. Unspent amounts are deferred to the following year or returned to the funding source, in accordance with the requirements of each funding program.

Examples of current Special Purpose Funds include Classroom Enhancement Funds, Feeding Futures, and Community Links.



CAPITAL FUND

The Capital Fund includes capital expenditures for land, buildings, equipment, technology, and vehicles, funded through Ministry capital grants, Local Capital, and transfers from the Operating and Special Purpose Funds.

The District's multi-year Capital Plan identifies capital projects and programs approved by MOECC. The 2026-2027 Capital Fund budget includes capital asset purchases, transfers from the Operating Fund and Local Capital, capital leases and loans, and a reserve for asset replacement.

Capital planning will continue to focus on maintaining and improving District facilities, technology, equipment, transportation assets, and other capital needs while aligning available resources with District priorities.



LAND



BUILDINGS



EQUIPMENT



TECHNOLOGY



VEHICLES

OPERATING SURPLUS (DEFICIT)

Over the next couple of years, PRSD will work to build a contingency reserve to ensure the district is protected financially from extraordinary circumstances in accordance with [Policy 340: Accumulated Operating Surplus](#). Although the policy is silent on the amount of the contingency reserve, staff recommend a minimum target threshold of 1% to 3% of total expenses.

TARGET

1%–3%

Recommended minimum contingency reserve threshold of total expenses

PRSD is committed to ensuring that available funding is used effectively to support students while maintaining financial flexibility to respond to changing needs:

01

USE OF FUNDS

Funds designated to support students should be used for that purpose whenever possible and within the appropriate fiscal year.

UNDERSPENDING DOES NOT MEAN FUNDS ARE NO LONGER NEEDED

02

When planned funds are not fully spent, this does not necessarily indicate that the funding is unnecessary. Underspending may result from timing, project delays, staffing constraints, or other operational factors that prevent planned activities from being completed within the fiscal year. These funds are often spent in the next fiscal year or become part of the operating surplus.

03

BUILDING AN OPERATING SURPLUS

The District currently has no operating surplus, which represents a financial risk. Without an operating surplus, the District has limited capacity to respond to unforeseen circumstances, emerging needs, or unexpected financial pressures.

04

MULTI-YEAR FINANCIAL PLAN PRIORITY

A key objective of the Multi-Year Financial Plan will be to gradually establish an appropriate operating surplus while continuing to prioritize the effective use of available funding for students and District priorities.

RISKS MITIGATION

PRSD recognizes that some circumstances and financial pressures cannot be anticipated and therefore monitors key risks during each annual budget and multi-year financial planning cycle, including those that may affect strategic goals, educational services, operations, and the financial position of the District. Key risk factors monitored during each planning cycle include:

KEY RISK FACTORS

- Funding constraints
- Underspent funds
- Variations in student enrolment from projections; which may result in Funding Protection from MOECC
- Recruitment and retention of staff
- Quality and condition of District facilities
- Maintaining a safe and secure environment for staff, students, and stakeholders
- Data protection and cybersecurity
- Labour relations issues
- Attendance management
- Mental health and wellness

Where appropriate, available funding or accumulated operating surplus may be used to address risks and provide flexibility to respond to unforeseen events, cost pressures, and changes in anticipated revenues. As the District currently has no operating surplus, it limits the District's financial resilience and ability to manage unforeseen pressures.

MULTI YEAR OPERATIONAL FORECAST SUMMARY

The Multi-Year Financial Plan reflects PRSD's commitment to maintaining a strong and sustainable financial foundation while supporting student achievement, well-being, and the priorities outlined in the Strategic Plan. The plan provides a roadmap for balancing current needs with future opportunities and ensuring that resources remain aligned with the District's educational goals.

Over the past two years, the District has experienced significant financial pressures resulting from rising operating costs, inflationary impacts, and increasing compensation expenses. Through careful financial management and ongoing monitoring, the District has taken important steps to address these challenges and strengthen its long-term financial outlook.

Looking forward, a key priority of the Board and senior leadership is to ensure that ongoing expenditures remain aligned with ongoing revenues. This approach will support financial stability, reduce reliance on one-time funding sources for recurring costs, and enhance the District's ability to respond to future opportunities and challenges.

MULTI YEAR OPERATIONAL FORECAST SUMMARY con't

Financial projections are based on current assumptions regarding enrolment, funding, staffing costs, wage increases, inflation, and other known or anticipated factors. As these assumptions evolve, the District will continue to monitor financial performance and adjust forecasts as necessary to support informed decision-making.

The District projects a 7% decrease in enrolment between 2025/26 and 2028/29. Strategies to support long-term financial sustainability will include aligning resources with student and operational needs, prioritizing expenditures that advance strategic objectives, identifying operational efficiencies, managing discretionary spending responsibly, maximizing revenue opportunities, and building a contingency reserve to support financial flexibility and resilience.

Multi-Year Operational Forecast	2024/25 Actual	2025/26 Actual	2026/27 Budget	2027/28 Projected	2028/29 Projected
Revenues					
Provincial grants					
Ministry of Education and Child Care	\$ 45,454,435	\$ 48,269,904	\$ 47,532,021	\$ 48,720,322	\$ 49,938,330
Other	\$ 39,640	\$ -	\$ -	\$ -	\$ -
Tuition	\$ 852,245	\$ 902,038	\$ 927,300	\$ 950,483	\$ 974,245
Other revenue	\$ 4,799,209	\$ 4,555,822	\$ 4,604,218	\$ 4,719,323	\$ 4,837,307
Rentals and leases	\$ 280,061	\$ 483,845	\$ 386,000	\$ 395,650	\$ 405,541
Investment income	\$ 80,349	\$ 91,928	\$ 75,000	\$ 76,875	\$ 78,797
Total operating revenue	\$ 51,505,939	\$ 54,303,537	\$ 53,524,539	\$ 54,862,652	\$ 56,234,219
Expenses					
Instruction	\$ 40,511,599	\$ 42,680,687	\$ 41,378,653	\$ 42,620,013	\$ 43,898,613
District administration	\$ 3,242,858	\$ 3,521,658	\$ 3,040,324	\$ 3,131,534	\$ 3,225,480
Operations and maintenance	\$ 6,172,467	\$ 6,163,321	\$ 6,537,537	\$ 6,733,663	\$ 6,935,673
Transportation and housing	\$ 1,826,354	\$ 1,606,870	\$ 1,601,652	\$ 1,649,702	\$ 1,699,193
Total expense	\$ 51,753,278	\$ 53,972,536	\$ 52,558,166	\$ 54,134,911	\$ 55,758,958
Operating surplus (deficit) for the year	\$ (247,339)	\$ 331,001	\$ 966,373	\$ 727,741	\$ 475,260
Net Transfers (to) from other funds					
Tangible capital assets purchased	\$ (105,497)	\$ (334,870)	\$ (120,000)	\$ (100,000)	\$ (100,000)
Local capital	\$ (56,764)	\$ (89,855)	\$ -	\$ (100,000)	\$ (96,000)
Other	\$ (274,245)	\$ -	\$ (230,733)	\$ (42,000)	\$ -
Total net transfers	\$ (436,506)	\$ (424,725)	\$ (350,733)	\$ (242,000)	\$ (196,000)
Total operating surplus (deficit), for the year	\$ (683,845)	\$ (93,724)	\$ 615,640	\$ 485,741	\$ 279,260
Operating surplus (deficit), beginning of year	\$ 892,344	\$ 208,499	\$ 114,775	\$ 730,415	\$ 1,216,156
Surplus use or accumulation	\$ (683,845)	\$ (93,724)	\$ 615,640	\$ 485,741	\$ 279,260
Operating surplus (deficit), end of year	\$ 208,499	\$ 114,775	\$ 730,415	\$ 1,216,156	\$ 1,495,417