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# Deficit Elimination Plan



FORT McMURRAY  
—MONTESSORI—  
FOUNDATION

# 2025



HILLCREST MONTESSORI  
ELEMENTARY SCHOOL

# SUNSHINE FINANCE

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# INTRODUCTION

Fort McMurray Montessori Foundation acknowledges the accumulated deficit and commits to this elimination plan. Accountability for implementation, review, and reporting lies with the Board Treasurer, Principal, and Finance Officer.

# CURRENT FINANCIAL POSITION & TREND ANALYSIS

Without targeted action, enrollment stagnation and inflationary costs could slow recovery, extending deficit elimination beyond 2027. Key risks include fluctuating ECS enrolment, staffing costs vs. tuition affordability, and dependency on Alberta Education funding.



Year	Total Revenue	Total Expense	Surplus/(Deficit)
<b>2023–2024</b>	\$263,471	\$363,672	(\$10,020)
<b>2024–2025</b>	\$445,843	\$396,168	\$49,675
<b>2025–2026</b>	\$310,718	\$288,454	\$22,264
<b>2026–2027</b>	\$346,200	\$288,454	\$57,746

# GOAL & TIMELINE

Target: Eliminate accumulated deficit by June of 2027.

Milestones:

- 2024–2025: Maintain surplus above \$40,000.
- 2025–2026: Reduce deficit below \$30,000.
- 2026–2027: Achieve \$50,000+ surplus to exit out of the ADO.

# STRATEGIES & ACTIONS



Category	Strategy	Responsible	Timeline
<b>Revenue Growth</b>	Increase enrolment from 26 to 30 funded students	Principal & Marketing Coordinator	2024–2026
<b>Expense Reduction</b>	Streamline instructor ratios	Board & Principal	Ongoing
<b>Expense Reduction</b>	Shared resource model between classrooms	Guides & Admin	2025
<b>Governance &amp; Monitoring</b>	Monthly financial review meetings	Principal, Bookkeeper, and	Monthly
<b>Governance &amp; Monitoring</b>	Quarterly reporting to Board	Principal, Bookkeeper, and	Quarterly

# FORECASTED FINANCIAL IMPACT

The plan projects a full recovery from deficit to surplus by 2027. Scenario sensitivity: A 10% enrollment drop delays recovery by one year, while a 5% tuition increase achieves the goal by mid-2026.

# MONITORING & REPORTING

## Review Frequency:

Monthly internal review, quarterly Board review.

## Reporting

Annual submission to Alberta Education; summary updates to parents at AGM and via newsletter.

# RISK MANAGEMENT



Risk	Impact	Mitigation
Enrolment shortfall	High	Strengthen marketing, early re-enrollment campaigns
Unexpected staffing cost increases	Medium	Use flexible staffing models
Delayed tuition payments	High	Maintain strict payment follow-up policy

# BOARD APPROVAL & COMMUNICATION

Board Approval Date: October 2025

Signatures:

Board Chair: 

Treasurer: 