



Report to Committee of the Whole

June 17, 2019

Subject: 2019-20 Budget Recommendations

Recommendation

That the Waterloo Region District School Board (Board) approve the budget as presented in this report—with revenues of \$775,575,247 and expenses of \$765,198,771 with the difference of \$10,376,476 attributed as follows:

Excess of Revenue over Expenditures *\$10,376,476*

LESS:

As required by Ministry of Education (Ministry) budget compliance regulations, this budget includes the following appropriations of accumulated surplus:

Increase/ (Decrease) in Unavailable for Compliance - Accumulated Surplus

- PSAB Adjustment for Interest Accrual* *226,106*
 - Revenues recognized for Land* *10,055,151*
- \$10,281,257*

SUB-TOTAL – (Deficit) for Compliance before additional appropriations *\$95,219*

PLUS:

Increase/ (Decrease) in Internally Appropriated - Accumulated Surplus

- In-Year Committed Capital Projects*
 - Amortization of committed capital projects* *662,796*
 - Education Centre Maintenance* *(710,000)*
 - To be offset in future years by Sinking Fund Interest earned* *(48,015)*
- (\$95,219)*

Difference *\$0*

Status

The development of the Waterloo Region District School Board's (board's) operating budget includes many underlying assumptions which, over the course of a school year, can change. The process used in the development of the annual operating budget for the board has evolved over the years but the underlying factors that influence its development continue to be:

- Ministry funding and directives;
- The board's underlying financial position (accumulated surplus/ deficit); and,
- The board's [strategic plan and operational goals](#)

On March 15, 2019, the Government of Ontario released its Vision for Education—[Education that Works for You](#). As communicated by the government, its vision for education is intended to modernize Ontario's classrooms and provide students with more learning opportunities to prepare them for success in post-secondary education, apprenticeship and training, and the workforce. The plan includes the following:

- Modernizing classrooms by expanding broadband, developing a new policy that will ban the use of cellphones during class except for educational purposes and modernizing the approach to assessment and evaluation with a renewed focus on equity across the province.
- Introducing changes to education funding that keep resources focused on students in the classroom.
- Supporting teacher mobility, greater transparency, fairness, consistency and accountability to school board hiring practices of teachers.
- Maintaining class sizes for Kindergarten to Grade 3, establishing a consistent approach to class sizes for grades 4 to 8 and aligning secondary class sizes more closely with other Canadian jurisdictions, while introducing a new approach to e-learning and reducing pressure on school boards to put students in portables and split classes.

In order to achieve these objectives, the Ministry enacted a number of changes within the Grants for Student Needs (GSN) that will impact the board's budget in 2019-20. These changes were outlined in the [2019-2020 GSN](#) and [Priorities and Partnerships](#) announcements, which were made on April 26, 2019. Additional information, in the form of the [GSN Technical paper](#), was not released to the sector until May 24, 2019; however, all three pieces of information are critical to the development of the board's budget. In each case the dates noted above are roughly 30 days later than in previous years, which has made this budget process more challenging and placed additional pressure on staff to deliver a balanced budget to Trustees. Despite these shortened timelines, a thorough analysis was led by Financial Services and supported by other departments to ensure spending trends were analyzed and the appropriate adjustments were made to base budget.

Subsequent to the announcements made by the Ministry, the Board of Trustees (Board) passed the following motions on [May 13, 2019](#).

- *That the Board of Trustees direct the Chairperson to write a letter to the Minister of Education on our behalf, with a copy to the Premier, OPSBA, all local MPPs and all Board Chairs, and direct staff to post a copy on the WRDSB website as information to our families; and*

That the letter convey a strong opposition to the cuts to education funding, to the mandatory four e-learning courses and to the increase to average class sizes, and request a reassessment of these changes to ensure Boards can assist the Minister to meet the obligations under the Education Act to enhance student achievement and well-being, close gaps in student achievement and maintain confidence in the province's publicly-funded education systems;

- *Recognizing that funding from the Ministry of Education may not be fully returned to the per pupil funding of 2018-19, direct the Director of Education to direct staff to consider that the following guiding principles be approved for the 2019-20 budget process:*
 - *Maintain a focus on our strategic and operational priorities; and*
 - *Maintain our commitment to ensuring our schools and communities are safe, caring and inclusive spaces where each student, staff member, family and community member feel valued; and*
 - *Focus on supporting the education of our most vulnerable students.*

These motions have further guided our work during the budget process.

Despite increasing costs and changes to GSN funding, the board is well positioned to address fiscal challenges which may arise over the coming year. In summary, the budget is balanced, complies with provincial legislation and will help ensure the long term financial stability of the organization. It also helps ensure that our system will remain focused on achieving the [strategic priorities and operational goals](#) set by the Board.

Key Changes- Ministry Funding

As noted above, the Ministry has introduced a number of changes within the GSN for 2019-20. In particular, the following key changes are having a material impact on the board's funding envelope for 2019-20.

- Pupil Foundation Grant (Secondary)
 - Average class size has been increased from 22:1 to 28:1 for the 2019-20 school year. In terms of funded teachers, this reduces the number of funded teachers (per 1,000 students) from 42.61 to 33.48.
 - The Secondary Programming amount, which provided funding for 1.02 teachers (per 1,000 students) has also been eliminated for 2019-20.
 - Financial Impact: (\$20,824,397)

- Pupil Foundation Grant (Elementary):
 - Average class size for grades 4-8 has been increased from 23.84 to 24.5 for the 2019-20 school year. In terms of funded teachers, this reduces the number of funded teachers (per 1,000 students) from 41.95 to 40.82.
 - The number of Early Childhood Educators funded (per 1,000 students) has also decreased from 1.14 to 1.0.
 - Financial Impact: (\$1,738,521)
- Qualifications and Experience Grant
 - The Qualifications and Experience Grant (Q&E) provides funding to boards for Teachers and ECEs who, because of their qualifications and experience, have average funded salaries above the benchmark level used in the Pupil Foundation Grant.
 - As a result of the changes in class size, the total number of teachers employed by the board is lower than in previous years, thus reducing our Teacher Q&E grant. The ECE component is also reduced as a result of the change in funded ECEs (per 1,000 students).
 - Financial Impact: (\$3,809,995)
- Attrition Protection Funding
 - Attrition funding, which is being introduced in 2019-20, will be provided for up to four years to allow school boards to phase in the class size changes that have been enacted. This approach aligns with the Government's position that changes to class sizes will not result in lay-offs, but rather, will be managed through "Natural Attrition"—retirements, resignations and voluntary leaves.

The funding provided is based on a forecast of teacher retirements, resignations and voluntary leaves between March 1, 2019, and August 31, 2019. Furthermore, any vacant position (not filled by a permanent teacher) as of March 1, 2019, are to be counted in the attrition number.

An additional 5 per cent is being provided as part of this grant to support the continuity of STEM and other specialized programming.
 - Financial Impact: \$19,557,693
- Local Priorities
 - The Local Priorities Fund (LPF) was established in 2017-18 during the last round of collective bargaining, and expires on August 31, 2019. This funding supported approximately 90 FTE in 2018-19.

Permanent staff hired as a result of the Local Priorities Funding have been absorbed within the 2019-20 budget. On account of vacancies and growth related positions, no additional costs have been incurred to retain these individuals.
 - Financial Impact: (\$6,518,694)

- Transportation

- The student transportation grant provides funding to boards to support the provision of home-to-school transportation. For 2019-20, there are two primary changes being applied to the grant.

In recognition of higher fuel and operating costs, a 4 percent cost update is being applied to the grant.

Stabilization funding is also being provided to school boards that run efficient transportation operations but for which the costs of student transportation exceed the funding provided for that purpose.

- Financial Impact: \$1,368,485

- Special Education

- The Special Education Allocation provides boards with funding for programs, services, and/or equipment for students with special education needs. This allocation is “enveloped” by the Ministry, meaning that boards may only use the grant for special education, and must set aside any unspent funding to use for special education in a future school year.

In August 2018, the Ministry of Education [announced a number of changes](#) that would be applied to the 2018-19 GSN. Of these, an increase in per pupil funding provided through the Special Education Per Pupil Amount (SEPPA) represented a material change at the time. The table below highlights the changes:

	2019-20 Budget	2018-19 Budget	Change (%)
JK to Grade 3	\$1015.60	\$988.82	2.71%
Grade 4 to 8	780.12	759.54	2.71%
Grade 9 to 12	515.14	501.47	2.73%

Due to the timing of the announcement, August 2018, a budget to budget comparison suggests that a significant increase in funding is being introduced in 2019-20; in reality, this change was accounted for as part of our 2018-19 Revised Estimates.

- New for 2019-20, the Ministry has increased (doubled) funding through the Behaviour Expertise Amount. This will allow us to hire more professional staff who have expertise in Applied Behaviour Analysis (ABA) and increase training opportunities to build school board capacity in ABA.
 - Learning Services (Special Education) is currently reviewing its ABA staffing complement and is working towards hiring additional staff in time for the 2019-20 school year.

- In 2018-19, we hired 3 staff (2.0 ABA Facilitators and 1.0 ABA Educational Assistants). A similar complement is likely to be added as a result of the additional funds being received.
 - Financial Impact: \$374,882
- Cost Adjustment Allocation for Non-Teaching Staff
 - The purpose of the Cost Adjustment Allocation was to provide boards with supplemental funding to fund progression of their unionized non-teaching staff through the salary grid. This grant has been eliminated for 2019-20, forcing boards to utilize other funds within the GSN to fund these increases.
 - Financial Impact: (\$718,000)
- Human Resources Transition Supplement
 - The Human Resources Transition Supplement was provided by the Ministry on a temporary basis to assist school boards with the implementation of the 2017-19 labour agreements. As these agreements end August 31, 2019, this funding has been eliminated for 2019-20.
 - Financial Impact: (\$299,000)
- International Student Recovery Amount
 - A reduction in funding, equivalent to \$1,300 per international student, is being introduced as part of the 2019-20 GSN. The Ministry has not, as yet, provided boards with any rationale to support this change.
 School boards continue to be responsible for setting tuition fee amounts for international students, and staff will assess the impact of this change as we undertake the establishment of fees for the 2020-21 school year.
 - Financial Impact: (\$149,500)

The impact of the changes noted above, as well as other minor changes not specifically identified, are reflected in the revenue amounts outlined in [Appendix B](#).

Revenues

Although the 2019-20 GSN was announced on April 26, mid-year adjustments may be required as a result of Central Labour Negotiations or changes in Government priorities. In addition to the changes noted above, key drivers of our revenue forecast for the 2019-20 school year are as follows:

- Student Enrolment
 - Year-over-Year Change: Total enrolment is projected to be higher than the 2018-19 budget forecast by 900 students, or 1.41% of total enrolment. Most of this increase is attributable to the elementary panel, however we are beginning to experience an upward trend in secondary which is a reversal from the decline experienced over the past few years. The

financial impact of this increase in enrolment is estimated to be \$10.6M for 2019-20.

- Impact: Student enrolment is the primary driver of funding through the Grants for Student Needs (GSN). An increase in our student enrolment enhances our funding through the Pupil Foundation Grant (primarily), as well as other supporting grants.
- Reference: Additional information related to student enrolment, including historical and multi-year forecasts, is provided in [Appendix A](#).
- Salary Benchmarks
 - Year-over-Year Change: As a result of centrally negotiated labour agreements, the ministry is providing a 1.0 per cent increase to salary benchmarks within the GSN; this equates to approximately \$6.3M in additional funding for the board.
 - Impact: Given that staff salaries and benefits represent roughly 83% of total operating expenditures, a 1.0 per cent increase represents a material change in funding. However, the net effect to the board is largely neutral, given that any increases in funding are passed on in accordance with the labour agreements that have been negotiated. The current labour agreements expire on August 31, 2019, and this introduces a level of uncertainty as we approach the sunset date of these agreements.
 - Reference: The impact of salary benchmark increases are reflected in the revenue amounts outlined in [Appendix B](#); in particular, the pupil foundation grant and school foundation grant are most heavily impacted by the increase.
- Non-salary Benchmark Increases (Utilities)
 - Year-over-Year Change: Funding to support the non-salary components of school operations (utilities) is increasing by 2%.
 - Impact: Utility costs continue to rise as upward pressure on commodity prices get passed along to boards. The ministry has updated this benchmark to assist school boards with managing the increases, and the work being undertaken by our Facility Services team to reduce consumption across our 126 sites is also helping to manage this cost pressure. In total, the school operations allocation is projected to increase by \$1.3M, but there are a variety of factors beyond the 2% non-salary component (e.g. enrolment, on-the-ground capacity, age of facilities) which contribute to this and staff are unable to isolate the impact of the 2% non-salary component.
 - Reference: The non-salary benchmark increases are reflected in the revenue amounts outlined in [Appendix B](#).

In summary, total revenues are forecast to be \$775,575,247 which is an increase of \$982K, or 0.13%, compared to the 2018-19 budget. A year over year comparison of all grant allocations is provided in [Appendix B](#).

Expenditures

Our fiscal strategy continues to be one of stabilization through the matching of our expenses to the available revenue on an annual basis. When a change to funding is announced, offsetting expense adjustments are made whenever possible. Key components of our expenditure forecast for the 2019-20 school year include:

- Instructional Salaries and Benefits
 - Year-over-Year Change: Total expenditures on salaries and benefits for instructional staff (Principals and Vice-Principals, Classroom Teachers, Early Childhood Educators, Library and Guidance, Educational Assistants, Professionals and Paraprofessionals) are forecast to decrease by \$3.2M, or 0.56%.
 - Impact: As noted above, staff salaries and benefits represent the single largest expenditure item for the board. The decrease noted above is the result of a variety of factors including class size changes, the elimination of positions funded through the Local Priorities grant, negotiated salary increases, the hiring of additional staff (instructional) and placement on the salary grid for all groups.
 - Reference: Instructional salary and benefit costs are outlined in [Appendix C](#).
- Administration and Governance
 - Year-over-Year Change: Total expenditures on school board administration and governance are projected to increase by \$239K, or 1.32%.
 - Impact: The increase in expenditures is attributable to negotiated salary and benefit increases for unionized central staff, as well as some increases to fees and contracts. Restraint measures which have been enacted to support a balanced budget are [outlined below](#).
 - Reference: The expense related to school board administration and governance is provided in [Appendix C](#).
- Supply Staff (Teachers, DECEs, EAs)
 - Year-over-Year Change: Total expenditures on supply staff are projected to be \$21.1M in 2019-20; this represents an increase of \$179K, or 0.86%, compared to 2018-19.
 - Impact: As part of the 2018-19 budget, expenditures on supply staff were increased by \$2.5M, an increase of 13.3%. At the time, this increase was consistent with the upward trend in supply costs which we had identified over the past number of years.

As communicated to the Board on [June 10, 2019](#), expenditures to support short-term supply staff are forecast to be \$493,000 lower than budget for the 2018-19 school year. As such, while supply costs continue to be a

significant cost pressure for the board, no material change to our supply cost budget is warranted for the 2019-20 school year.

- Reference: While not explicitly identified in the table, the expense related to supply costs is included in the figures provided in [Appendix C](#) (classroom instruction).
- School Renewal (Operating)
 - Year-over-Year Change: Expenditures on operating items funded through the school renewal allocation are forecast to decrease by \$2.0M, or 79.0%.
 - Impact: The School Renewal Allocation (SRA) is a multi-faceted program that allows boards to revitalize and renew aged building systems and components; examples include items such as roof replacement and replacing aged HVAC systems. In addition to funding capital improvements, the SRA allows boards to address maintenance requirements such as painting, roof patching and pavement/parking repairs—with restrictions on the portion of the school renewal that can be spent on these non-capital (operating) items.

For 2019-20, the amount of school renewal being allocated to maintenance related items has been reduced in favour of allocating these funds to support much needed capital projects, such as accessibility improvements, across the system. As a result of this change, and to ensure ongoing maintenance of our facilities can continue, we have increased the supplies and services (maintenance) portion of the school operations budget by \$1.25M. This appropriation of funds will be re-examined as part of the 2020-21 budget cycle, and will be influenced by any changes introduced by the Ministry in regards to the School Renewal program.
 - Reference: The change in School Renewal funds allocated to support operating items, and the corresponding increase to the school operations budget, are outlined in [Appendix C](#).
- Student Transportation
 - Year-over-Year Change: Expenditures are projected to be \$464K higher than the 2018-19 budget forecast, an increase of 2.55%.
 - Impact: The primary drivers of the year-over-year change noted above are contractual increases for operators, additional routes required to support our student population and an increase in special education transportation costs.
 - Reference: The expense related to student transportation is outlined in [Appendix C](#).

In summary, total expenditures are forecast to be \$765,198,771 which is a decrease of \$2.9M, or 0.38%, compared to the 2018-19 budget. A year over year comparison of expenditures, by Ministry reporting category, is provided in [Appendix C](#).

Targeted Ministry Investments

As the sole funding agent for education in Ontario, the Ministry of Education annually identifies and allocates funding for key priorities that align with the government's [vision for education in Ontario](#). Typically these investments are made through Priority and Partnership Funds (formerly known as Education Program Other (EPO) grants) and change from year-to-year based on Ministry priorities and the availability of financial resources. For the 2019-20 school year, a number of [targeted investments have been announced](#) by the Ministry, totaling \$185M across the sector; while some are new for the 2019-20 school year, others (math) continue previously announced programs.

As part of its announcement, the Ministry highlighted that the investments being made in 2019-20 are focused on "*high impact initiatives that directly support students in the classroom... are evidence-based and outcome-focused while providing streamlined, accountable, and time-limited funding that will be reviewed and assessed by the Ministry each year*". In all cases, the funding the board receives for these initiatives is enveloped, meaning that the Ministry has restricted what these funds can be used for.

The key Ministry investments for 2019-20 include:

- Math (*Continuing*)
 - This funding will allow boards to hire a board-based math learning lead to implement the revised math curriculum and to coordinate board improvement efforts in mathematics. Funding will also be provided to hire math learning facilitators to support student performance in **targeted elementary and secondary schools**. Math learning facilitators will provide training and coaching opportunities for principals and math teachers and support parent engagement.

Release time funding will be provided to all boards, with additional funding provided for targeted schools, to allow educators to engage in school and classroom-based training, coaching and other co-learning opportunities.
 - Provincial Allocation is \$40.5M; proportion of allocation assigned to the board is unknown at this time.
 - In 2018-19, the board was allocated \$1,478,573 through this initiative and was able to hire two (2) math coaches (Principals), support teacher release time across the system and purchase additional supplies.
 - Staff expect to receive additional details regarding this grant in the near future, and will operationalize for 2019-20 when received.
- Curriculum Implementation (*New*)
 - Curriculum implementation funding will support the implementation of recently released curriculum, including the revised elementary Health and Physical Education curriculum (2019), and the revised Grade 10 Career Studies course (2019). This funding is in addition to funding announced in the GSN to support implementation of Indigenous focused curriculum revisions, including the revised First Nations, Métis and Inuit Studies

curriculum (2019). Funding can be used to support professional learning and release time for educators.

- Provincial Allocation is \$2.25M; proportion of allocation assigned to the board is unknown at this time.
 - Staff expect to receive additional details regarding this grant in the near future, and will operationalize for 2019-20 when received.
- New Indigenous Strategic Priorities (*New*)
 - This allocation will fund programs and supports to assist Indigenous learners to graduate, successfully transition into secondary schools or the labor market, create inclusive school environments and promote innovation. This initiative includes funding for the Indigenous Grad Coach and Rapid Response Northern Schools Team initiatives.
 - Provincial Allocation is \$3.18M; proportion of allocation assigned to the board is unknown at this time.
- Well-Being and Mental Health Bundle (*Continuing*)
 - This allocation will enable school boards to support activities that promote well-being and mental health, as well as foster safe, healthy and inclusive learning environments. Funding can also be used to support activities identified in the Action Plan for Mental Health.
 - Provincial Allocation is \$3M; proportion of allocation assigned to the board is unknown at this time.
- Mental Health Workers in Secondary Schools (*Continuing*)
 - This allocation, which was new for 2018-19, will allow boards to retain mental health workers in secondary schools. The purpose of this investment is to continue to have regulated mental health professionals (e.g., social workers, psychologists and psychotherapists) with specialized training in student mental health in secondary schools, providing mental health promotion, prevention, and intervention to students and their families.

This allocation will also include \$50,000 per school board to support the collection and use of data and information to determine the impact of the initiative on students, families, and schools.
 - Provincial Allocation is \$25M; proportion of allocation assigned to the board is unknown at this time.
 - In 2018-19, the board was allocated \$477,472 through this initiative and was able to hire additional social workers (4) to support students in our secondary schools.
 - Staff expect to receive additional details regarding this grant in the near future, and will operationalize for 2019-20 when received.

- After School Skills Development Program (*New*)
 - This allocation will provide funding to support students with Autism Spectrum Disorder (ASD) in social, communication, self-regulation and life-planning skills development.
 - Provincial Allocation is \$6.1M; proportion of allocation assigned to the board is unknown at this time.
 - Staff expect to receive additional details regarding this grant in the near future, and will operationalize for 2019-20 when received.
- Supporting Students with Severe Learning Disabilities (LD) in Reading through LD Pilots (*Continuing*)
 - This allocation provides funding to support an intensive reading intervention pilot project in eight district school boards across the province by increasing the availability of supports for students with LD.
 - Provincial Allocation is \$1.75M; proportion of allocation assigned to the board is unknown at this time.
 - The board is one of the eight pilot boards across the province that received funding for this initiative in 2018-19; these funds supported the cost of 1.0 Elementary Special Education Resource Teacher (SERT) and 0.5 Speech and Language Pathologist.
 - Staff expect to receive additional details regarding this grant in the near future, and will operationalize for 2019-20 when received.
- Enhancements to Experiential Learning (*Continuing*)
 - This allocation provides funding to support two distinct outcomes:
 - Hiring a full-time, dedicated Leader of Experiential Learning (LEL).
 - Funding to support and provide effective experiential learning opportunities for students.

Beginning in the 2019-20 school year, the focus of LELs will be to provide direction and support to help students in Grades 7-12 continue to engage in experiential learning opportunities, in collaboration with community and industry partners, with a particular focus on increasing exposure to and awareness of technology, the skilled trades and apprenticeship as viable pathway options for all students.

- Provincial Allocation is \$12M; proportion of allocation assigned to the board is unknown at this time.
 - In 2018-19, the board was allocated \$222,056 through this initiative and was able to hire one (1) secondary consultant and purchase additional supplies to support the program.
 - Staff expect to receive additional details regarding this grant in the near future, and will operationalize for 2019-20 when received.

- Human Rights and Equity Advisors (*New*)
 - This allocation will enable school boards to retain the services of Human Rights and Equity Advisors (HREAs). It's the Ministry's expectation that HREAs will work with the Director and senior team to foster a culture of respect for human rights and equity, help identify and address systemic human rights and equity issues, and increase the board's human rights compliance.
 - Provincial Allocation is \$2.4M; proportion of allocation assigned to the board is unknown at this time.
 - Staff expect to receive additional details regarding this grant in the near future, and will operationalize for 2019-20 when received.

Changes to Base Budget- Enhancements and Restraint Measures

As our system continues to grow, there's a need for ongoing base budget enhancements in order to sustain the high levels of service and support we have always provided to our students, staff and community. That being said, the changes introduced by the Ministry for 2019-20 have severely restricted our ability to invest in new personnel, programs or services for the system; and ultimately, it required staff to undertake a review of existing services and programs to identify areas where we could implement restraint measures in order to balance the budget. The following items represent the key changes to base budget that have been enacted for 2019-20, and will allow us to continue moving towards the achievement of the Board's [strategic priorities and operational goals](#).

- Restraint Measures
 - Learning Support Teachers (32.47 FTE)
 - In order to direct resources back in to the classroom, approximately 33 central teaching staff were re-deployed back to schools for the 2019-20 school year. While these changes will reduce service levels to the system, Learning Services (Program) is undertaking a review of its service delivery model and will make every effort to continue the high levels of support schools are accustomed to.
 - These staffing changes have been accommodated through retirements and transfers back to schools; the timing of these decisions afforded staff the ability to participate in the enrolment transfer process, which is a key component of the staffing process each year.
 - Special Education Teachers (9.07 FTE)
 - The 2018-19 budget included 319.53 FTE (elementary) who were charged to the Special Education envelope. As part of our 2019-20 budget process, Finance and Learning Services (Special Education) undertook a review of the staffing complement to identify whether it was being fully utilized and was consistent with

the services or programs needed to support students. As part of the review, a 9.07 FTE were identified for restraint in the 2019-20 budget.

- Of the 9.07 FTE that have been removed for 2019-20, 5.6 FTE were discretionary staffing allocations that had been used to support the system throughout the year. The remaining FTE relate to retirements or leaves which will not be back-filled in the 2019-20 school year.
- Departmental Savings (ITS, Finance, HRS)
 - As part of the 2019-20 budget process, service departments were asked to review their existing budget, including the staff complement, to identify opportunities for savings which would allow us to direct resources back in to the classroom.
 - Reductions to the staff complement (2.5 FTE) have been enacted for the 2019-20 budget process, as well as additional savings from reductions to travel, supplies and contracts budgets.

As longer term funding and expense frameworks stabilize, we will be in a position to reassess any restraint measures that have been enacted for 2019-20.

- Additions

- Seconded Administrators- Human Resource Services (2.0 FTE)
 - As noted above, one of the changes for 2019-20 is the elimination of the Human Resources Supplement. This funding, which amounted to approximately \$300K, offset the cost of seconded administrators who provide support to the system through their work with Human Resource Services. As a result of the funding change, these costs have been added to the base budget for 2019-20.
 - These positions support the Board's Strategic Plan and Equity and Indigenous Action Plan by:
 - Supporting conditions for learning in schools through actions by Human Resources to aid in desired student outcomes;
 - Embedding equity in strategies HRS employs to support the work of schools and within the system; and
 - Building the capacity of school administrators and other system leaders.
 - Addition to base budget: \$286,000
- Enterprise Resource Planning (ERP)
 - The Waterloo Region District School Board is the largest employer in the Region, with a staff complement of approximately 8,300. As such, the stability and functionality of our Human Resources

Information System (HRIS) underpins the effectiveness and efficiency with which we can provide service to our staff, fulfill legislative and regulatory reporting requirements and integrate with other systems (Payroll, Finance).

- As part of the 2018-19 budget process, Trustees approved an appropriation of \$1.0M from the board's accumulated surplus to support the acquisition of a new ERP software system. Since then, staff from Human Resource Services, Payroll Services, Financial Services and Information Technology Services have worked collaboratively on the development of a comprehensive scope of work and we engaged an external consultant to assist in the early stages of the project, including a competitive procurement process. As we approach the final stages of the competitive bid process, an additional amount has been added to the base budget to fund the annual licensing fees for a new software package, which are higher than our current software system.
- On [February 11, 2019](#), the Board approved an additional \$1.3M, to be funded from accumulated surplus, to support this project; this brought the total amount approved to \$2.3M.
- Addition to base budget: \$500,000

Special Projects

Formerly referred to as "New Initiatives", special projects represent one-time investments to support system objectives, and in particular, the strategic priorities established by the Board. As we improve our project management rigour, the frequency with which the Board will be presented with special project requests will change, aligning more closely with the emergence of program and business needs during the year. As an example, during the 2018-19 school year staff presented the Board with two special project requests based on the emergence of in-year needs:

- [November 19, 2018- Online Communications Development](#)
 - Approved \$250K
 - Supports the recommendations stemming from the Communications Review.
 - The project will include upgrades to both internal and external websites.
- [February 11, 2019- Human Resources Information System](#)
 - Approved \$2.3M
 - Project includes implementation costs to support upgrades to various systems.
 - Human Resource Information System
 - Payroll System

- Financial

As a result of the changes noted above, the 2019-20 budget will not contain special project requests.

Capital Budget

The Ministry of Education provides capital funding to the board through a variety of programs, including the School Renewal Allocation (SRA) and the School Condition Improvement Grant (SCI). A summary of the capital budget allocations and expenditures is provided in [Appendix E](#). Plans to expend these funds will be presented during the Committee of the Whole meeting on June 17, 2019.

- School Renewal Allocation (SRA)
 - The school renewal allocation addresses the costs of repairing and renovating schools. The largest component is based on a benchmark renewal cost associated with a standard floor area for each elementary and secondary pupil. Funding is also adjusted to reflect the renewal needs of older schools and regional variations in construction costs.
 - The capital component of the school renewal allocation for the 2019-20 school year is \$9.5M; this is an increase of 29.1% compared to the prior year and is a reflection of the average age of our facilities, which impacts the grant calculation.
- School Condition Improvement Grant (SCI)
 - The SCI grant is a capital renewal program intended to help boards revitalize and renew aged building components that have exceeded or will exceed their useful life cycle.
 - As per Ministry requirements, 70% of this funding must be directed to building components and systems (roofs, HVAC, building foundations), while remaining 30% can be used to address locally identified needs.
 - For the 2019-20 school year, SCI funding is estimated to be \$23.2M, which is an increase of \$8.8M compared to the 2018-19 budget.
 - While the age and condition of our schools likely has an impact on this allocation, details regarding the calculation are not provided by the Ministry.

Additional information related to the capital programs highlighted above are provided in [Ministry Memorandum 2019:B16](#).

Balanced Budget Compliance

In accordance with section 231 of the Education Act, and as outlined in [Ministry Memo 2019:SB06](#), school boards must seek the Minister's approval for any in-year deficit that exceeds the lesser of:

- 1) the accumulated surplus available for compliance from the preceding year or
- 2) one percent of a board's operating allocation

The approval from the Ministry must be obtained at any point during the fiscal year when it becomes known to the board that its projected in-year deficit will exceed the threshold set out in section 231 of the Education Act.

In 2019-20, the Ministry is instituting a new requirement where a plan/resolution must be submitted by a school board, with its estimates submission, showing the elimination of the in-year deficit within two years.

The 2019-20 budget, as presented, is balanced and complies with provincial legislation.

Risks

The budget has been developed using the most current information available. There are a number of risks that may impact the financial situation of the board and will require monitoring. These include:

- Political environment and economics;
- Outcome of collective bargaining;
- Changing Ministry directives;
- Enrolment volatility;

Additional Information

Information regarding the 2019-20 budget is attached as follows:

- [Appendix A](#) Enrolment Projections
- [Appendix B](#) Analysis of Provincial Grant Allocations and Other Revenues
- [Appendix C](#) 2019-20 Budget Detail
- [Appendix D](#) 2019-20 Staffing
- [Appendix E](#) 2019-20 Capital Budget

Background

On April 26, 2019, the Ministry of Education issued [Memorandum 2019:B14](#), entitled “Grants for Student Needs (GSN) for 2019-20”. Total funding to be allocated through the GSN for the 2019-20 school year is estimated at \$24.66B. The main changes being introduced in 2019-20 include:

- Class Size and Attrition Protection;
- Increase to the Behaviour Expertise Amount;
- Elimination of the Local Priorities Fund (LPF), Cost Adjustment Allocation and Human Resource Transition Supplement;
- Investments to assist school boards in keeping up with costs; and
- Enhancements to implement centrally negotiated agreements.

It is the sole responsibility of the Board to approve the annual operating budget and it is the responsibility of staff to oversee and monitor day-to-day spending within the budget framework. The Trustees play a key role in the budget process, ensuring that funding is aligned with the Board’s strategic priorities and legislative requirements.

Financial Implications

As outlined in the recommendation and supporting budget documentation.

Communications

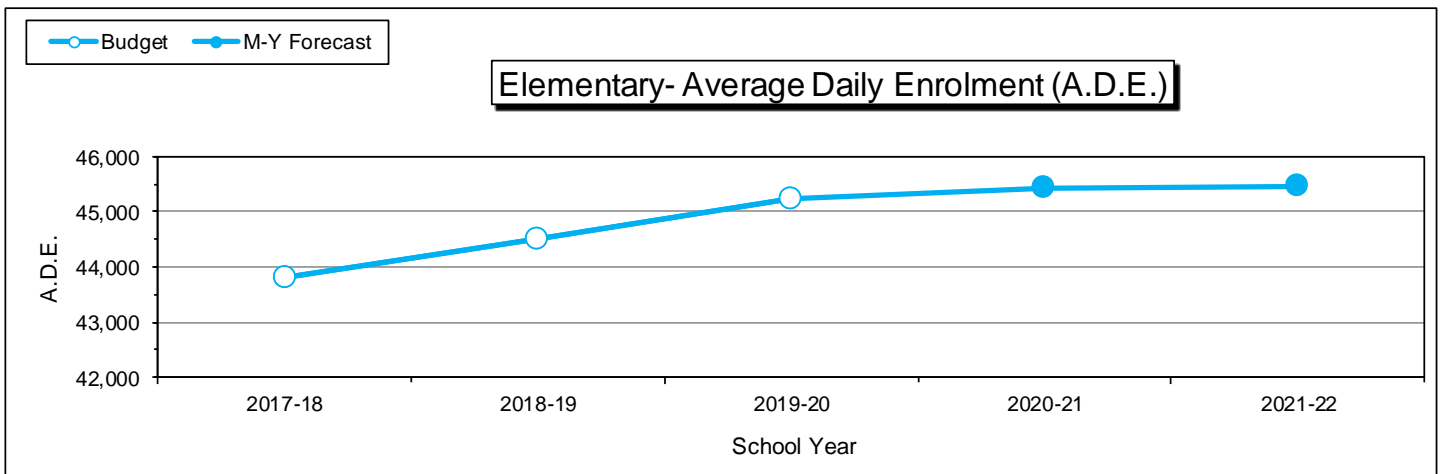
Following approval of the 2019-20 budget, the detailed estimates package will be completed and submitted to the Ministry by the reporting deadline.

Prepared by: Matthew Gerard, Coordinating Superintendent, Business Services
& Treasurer of the Board
Nick Landry, Controller, Financial Services
Wendy Jocques, Manager, Budget Services
Sharon Uttley, Manager, Accounting Services
Fabiana Frasher, Officer, Budget Services
Wenqi Zhou, Officer, Budget Services
in consultation with Coordinating Council

APPENDIX A- Enrolment Projections

ELEMENTARY SCHOOLS

GRADE	2017-18 ADE (Budget)	2018-19 ADE (Budget)	2019-20 ADE (Budget)	2020-21 ADE (M-Y Forecast)	2021-22 ADE (M-Y Forecast)
Junior Kindergarten (JK)	3,979	3,767	4,055	-	-
Kindergarten (SK)	4,343	4,319	4,582	-	-
Grades 1 to 3	13,339	13,543	13,374	-	-
Grades 4 to 8	22,127	22,863	23,208	-	-
Visa	11	18	20	-	-
Total Elementary	43,799	44,510	45,239	45,431	45,468
Change (Budget to Budget)	1,040	711	729	192	37

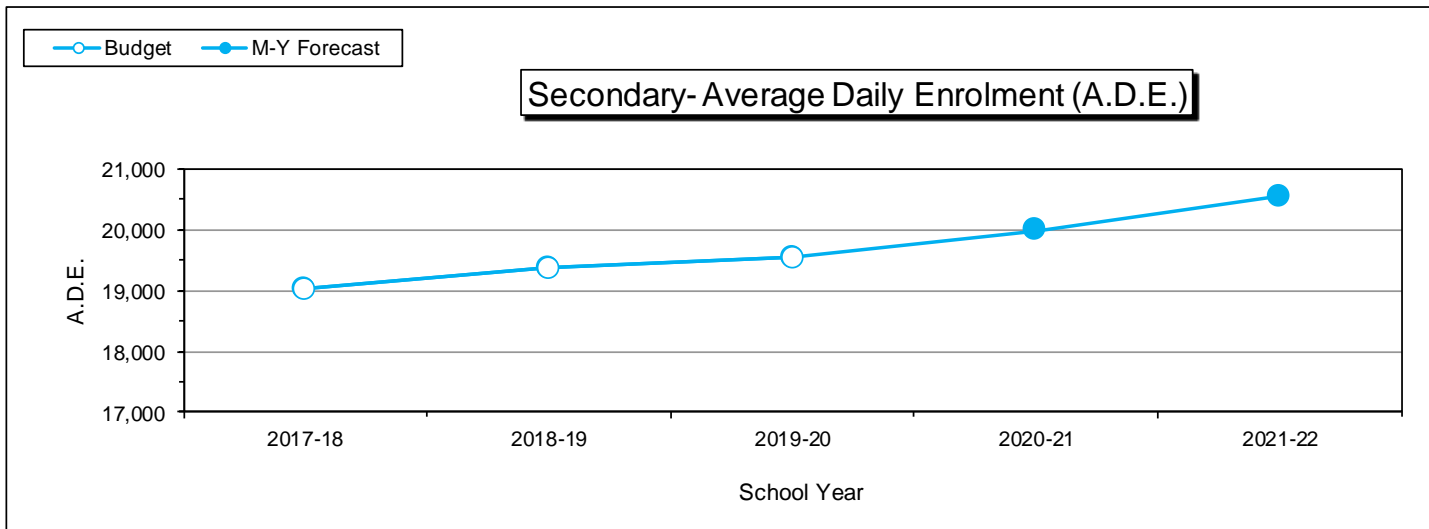


SECONDARY SCHOOLS

GRADE	2017-18 ADE (Budget)	2018-19 ADE (Budget)	2019-20 ADE (Budget)	2020-21 ADE (M-Y Forecast)	2021-22 ADE (M-Y Forecast)
Grades 9 to 12 < 21 years	18,885	19,223	19,414	-	-
High Credit	35	28	27	-	-
Grades 9 to 12 >21 years	3	8	9	-	-
Other Pupils	96	114	95	-	-
Total Secondary	19,020	19,373	19,544	19,987	20,546
Change (Budget to Budget)	262	353	171	443	559

TOTAL ADE

	62,818	63,883	64,783	65,418	66,014
<i>Change from Previous Year (Budget)</i>	1,301	1,064	900	635	596



APPENDIX B- Analysis of Provincial Grant Allocations and Other Revenues

<u>Grants for Student Needs (GSN)</u>	2018/19 Budget	2019/20 Budget	Budget Variance
Pupil Foundation Allocation	\$356,830,815	\$339,439,588	(17,391,227)
School Foundation Amount	43,700,638	44,779,533	1,078,895
Special Education Allocation	88,274,603	91,040,745	2,766,142
French Language Allocation	8,964,597	9,216,819	252,222
English as a Second Lanaguage Allocation	10,232,768	12,149,984	1,917,216
Rural and Norther Education	42,411	58,525	16,114
Learning Opportunities	13,767,998	7,339,301	(6,428,697)
Adult Education, Summer School	1,443,826	1,588,451	144,625
High Credit	97,074	92,512	(4,562)
Cost Adjustment and Teacher Qualification and Experience Allocation	64,048,344	61,421,967	(2,626,377)
Teacher Job Protection Funding Allocation	0	19,557,693	19,557,693
Designated Early Childhood Educator Qualifications and Experience Allocation	4,249,545	3,793,636	(455,909)
New Teacher Induction Program	313,564	265,446	(48,118)
Public Sector Compensation Restraint related to non-unionized staff	(129,030)	(129,030)	0
Transportation	17,307,869	18,875,602	1,567,733
Administration & Governance	18,279,612	18,205,780	(73,832)
Trustees' Association Fee	43,316	43,316	0
School Operations	60,865,654	62,170,932	1,305,278
Community Use of Schools	842,701	845,602	2,901
Temporary Accommodation	1,930,500	1,868,727	(61,773)
Indigenous Education	992,228	1,047,026	54,798
Safe Schools	1,319,434	1,343,358	23,924
School Renewal	9,932,536	10,046,086	113,550
Other Capital	104,872	104,872	0
Debt Charges - Interest Portion	7,207,269	6,514,084	(693,185)
Sub-total GSN	\$710,663,144	\$711,680,555	\$1,017,411
Less:			
Amount Transferred to Deferred Capital Contributions (DCC)	(14,974,537)	(16,354,760)	(1,380,223)
Day School Fees - Ont. Residents	(10,000)	(10,000)	0
Transfers from Deferred Revenue	28,436	25,543	(2,893)
Total Grants for Student Needs	\$695,707,043	\$695,341,338	(\$365,705)

Other Grants- Priorities and Partnerships Fund	2018/19 Budget	2019/20 Budget	Budget Variance
Unchanged Grant Amount			
Literacy & Basic Skills	\$370,900	\$370,900	\$0.00
Change to Grant Amount			
Ontario Youth Apprenticeship Program (OYAP)	265,165	254,434	(10,731)
Unknown Grant Amounts (Continuing)			
Math	1,478,573	-	(1,478,573)
Official Languages in Education Program: French as a Second Language	214,597	-	(214,597)
Specialist High Skills Major (SHSM)	-	-	-
Well-Being and Mental Health Bundle	274,695	-	(274,695)
Mental Health Workers in School	477,472	-	(477,472)
Indigenous Support and Engagement	100,000	-	(100,000)
Experiential Learning	222,056	-	(222,056)
Engaging Parents and Communities	-	-	-
Broadband Modernization Program	-	-	-
New Teacher Induction Program	-	-	-
Teacher Learning and Leadership Program (TLLP)	-	-	-
Transportation Supports for Children and Youth in Care	-	-	-
Demographic Data Gathering	-	-	-
Unknown Grant Amounts (New)			
Curriculum Implementation	-	-	-
Indigenous Strategic Priorities	-	-	-
Special Education: After School Skills Development Program	-	-	-
Focus on Youth 2019 Summer Program	-	-	-
Human Rights and Equity Advisors	-	-	-
Apprenticeship Training Funding of Education Workers (OSSTF-EW)	-	-	-
Eliminated Grants			
Community Use - Outreach Co-ordinator	128,000	-	(128,000)
Community Use - Priority Schools	102,000	-	(102,000)
Innovation in Learning Fund	108,111	-	(108,111)
Total- Other Grants	\$3,741,569	\$625,334	(\$3,116,235)
<u>Other Revenue</u>			
Investment Income	\$475,264	\$589,360	\$114,096
Fees (Ontario Residents, Foreign Students)	2,297,900	2,040,200	(257,700)
Rental Revenue	1,699,100	1,799,900	100,800
Amounts from Deferred Revenue - Other third party	0	0	0
Amounts from Deferred Revenue - Education Development Charges	10,142,195	10,637,407	495,212
Extended Day Program Revenue	7,982,200	10,656,900	2,674,700
Other (insurance proceeds, recoverable)	3,350,418	3,877,600	527,182
Total Other Revenue	\$25,947,077	\$29,601,367	\$3,654,290
<u>RECONCILIATION OF TOTAL REVENUES</u>			
Grants for Student Needs (GSN)	\$695,707,042	\$695,730,699	\$23,657
Other Grants- Priorities and Partnerships Fund (PPF)	3,741,569	625,334	(3,116,235)
School Generated Funds	14,000,000	14,000,000	0
Investment Income	475,264	589,360	114,096
Other Revenue	25,471,813	29,012,007	3,540,194
Amortization of Deferred Capital Contributions	35,197,975	35,617,847	419,872
Total Revenue	\$774,593,663	\$775,575,247	\$981,584

APPENDIX C- 2019-20 Budget Detail

WATERLOO REGION DISTRICT SCHOOL BOARD 2019/2020 BUDGET REVENUE & EXPENSE SUMMARY

	2018/2019 Budget	2019/2020 Budget	Budget Variance	% Change
REVENUE CATEGORIES				
A. Provincial Grant Allocation	\$695,707,042	\$695,730,699	\$23,657	0.00%
B. Provincial Grants - Other	3,741,569	625,334	(3,116,235)	(83.29%)
C. School Generated Funds	14,000,000	14,000,000	0	0.00%
D. Investment Income	475,264	589,360	114,096	24.01%
E. Other Fees & Revenues	25,471,813	29,012,007	3,540,194	13.90%
F. Amortization of Deferred Capital Contributions	35,197,975	35,617,847	419,872	1.19%
TOTAL REVENUES	\$774,593,663	\$775,575,247	\$981,584	0.13%
EXPENSE CATEGORIES				
A. Instruction - Classroom	\$549,454,603	\$544,257,734	(\$5,196,869)	(0.95%)
B. Instruction - Administration	53,809,921	54,237,092	427,171	0.79%
C. Administration & Governance	18,149,120	18,389,036	239,916	1.32%
D. School Operations	62,406,738	63,301,041	894,303	1.43%
E. Continuing Education	2,088,699	2,077,387	(11,312)	(0.54%)
F. Transportation	18,174,062	18,637,932	463,870	2.55%
G. Pupil Accommodation (Operating)	40,105,778	37,522,477	(2,583,301)	(6.44%)
H. Other	23,943,272	26,776,072	2,832,800	11.83%
TOTAL EXPENSES	\$768,132,193	\$765,198,771	(\$2,933,422)	(0.38%)
PSAB Annual Surplus/(Deficit) before transfers	\$6,461,470	\$10,376,476		
Less: Externally Appropriated Surplus	(9,614,097)	(10,281,257)		
Plus/Less: Internally Appropriated Surplus	(224,473)	(95,219)		
Plus/Less: Amounts from Accumulated Surplus	3,377,100	0		
NET BUDGET BALANCE	0	0		

**WATERLOO REGION DISTRICT SCHOOL BOARD
2019/2020 BUDGET
EXPENSE FUNCTIONS**

	2018/2019 Budget	2019/2020 Budget	Budget Variance	% Change
A. INSTRUCTION: CLASSROOM				
Salaries & Benefits	\$520,389,378	\$516,853,911	(\$3,535,467)	(0.68%)
Supplies & Services	23,459,042	21,832,202	(1,626,840)	(6.93%)
Contracts for Services	5,669,100	5,170,800	(498,300)	(8.79%)
Amortization Expense	6,239,783	6,379,421	139,638	2.24%
Less Minor Tangible Capital Assets	<u>(6,302,700)</u>	<u>(5,978,600)</u>	<u>324,100</u>	<u>(5.14%)</u>
TOTAL	\$549,454,603	\$544,257,734	(\$5,196,869)	(0.95%)
B. INSTRUCTION: ADMINISTRATION				
Salaries & Benefits	\$52,071,071	\$52,365,382	\$294,311	0.57%
Supplies & Services	1,579,950	1,474,864	(105,086)	(6.65%)
Contracts for Services	269,400	472,746	203,346	75.48%
Transfers to Other Boards (e-Learning)	0	45,000	45,000	N/A
Less Minor Tangible Capital Assets	<u>(110,500)</u>	<u>(120,900)</u>	<u>(10,400)</u>	<u>9.41%</u>
TOTAL	\$53,809,921	\$54,237,092	\$427,171	0.79%
C. ADMINISTRATION & GOVERNANCE				
Salaries & Benefits	\$12,863,548	\$12,728,841	(\$134,707)	(1.05%)
Supplies & Services	2,584,854	1,618,088	(966,766)	(37.40%)
Utilities	418,000	423,500	5,500	1.32%
Contracts for Service	2,711,955	2,950,146	238,191	8.78%
Other	36,269	36,269	0	0.00%
Capital - Ed. Centre Building Repairs	710,000	710,000	0	0.00%
Amortization Expense	602,294	703,892	101,598	16.87%
Less Tangible Capital Assets-Building	(710,000)	(710,000)	0	0.00%
Less Minor Tangible Capital Assets	<u>(1,067,800)</u>	<u>(71,700)</u>	<u>996,100</u>	<u>(93.29%)</u>
TOTAL	\$18,149,120	\$18,389,036	\$239,916	1.32%

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**WATERLOO REGION DISTRICT SCHOOL BOARD
2019/2020 BUDGET
EXPENSE FUNCTIONS**

	2018/2019 Budget	2019/2020 Budget	Budget Variance	% Change
D. SCHOOL OPERATIONS				
Salaries & Benefits	\$37,848,061	\$38,231,141	\$383,080	1.01%
Supplies & Services	5,571,302	7,279,755	1,708,453	30.67%
Utilities	14,413,200	13,621,700	(791,500)	(5.49%)
Contracts for Service	4,567,900	4,274,200	(293,700)	(6.43%)
Amortization Expense	132,775	180,745	47,970	36.13%
Less Minor Tangible Capital Assets	<u>(126,500)</u>	<u>(286,500)</u>	<u>(160,000)</u>	126.48%
TOTAL	\$62,406,738	\$63,301,041	\$894,303	1.43%
E. CONTINUING EDUCATION				
Salaries & Benefits	\$1,941,699	\$1,948,687	\$6,988	0.36%
Supplies & Services	68,400	66,400	(2,000)	(2.92%)
Contracts for Service	<u>78,600</u>	<u>62,300</u>	<u>(16,300)</u>	<u>(20.74%)</u>
TOTAL	\$2,088,699	\$2,077,387	(\$11,312)	(0.54%)
F. TRANSPORTATION				
Salaries & Benefits	\$693,214	\$686,304	(\$6,910)	(1.00%)
Supplies & Services	210,978	207,068	(3,910)	(1.85%)
Contracts for Service	17,268,643	17,743,358	474,715	2.75%
Amortization Expense	<u>1,227</u>	<u>1,202</u>	<u>(25)</u>	<u>(2.04%)</u>
TOTAL	\$18,174,062	\$18,637,932	\$463,870	2.55%
G. PUPIL ACCOMMODATION (OPERATING)				
School Renewal	\$2,566,103	\$538,387	(\$2,027,716)	(79.02%)
Other Capital: Building Repairs	4,120,000	0	(4,120,000)	(100.00%)
Instructional Facility Rentals	1,930,500	1,868,727	(61,773)	(3.20%)
Debt Charges - Interest	6,766,418	6,042,983	(723,435)	(10.69%)
Amortization Expense	28,842,757	29,072,380	229,623	0.80%
Less Tangible Capital Assets-Building	<u>(4,120,000)</u>	<u>0</u>	<u>4,120,000</u>	<u>(100.00%)</u>
TOTAL	\$40,105,778	\$37,522,477	(\$2,583,301)	(6.44%)
H. OTHER				
School Generated Funds	\$14,000,000	\$14,000,000	\$0	0.00%
Non-Operating: 55 School Board Trust, Extended Day Program & Recoverable Salaries	<u>9,943,272</u>	<u>12,776,072</u>	<u>2,832,800</u>	<u>28.49%</u>
TOTAL	\$23,943,272	\$26,776,072	\$2,832,800	11.83%
TOTAL EXPENSE BUDGET	<u>\$768,132,193</u>	<u>\$765,198,771</u>	<u>(\$2,933,422)</u>	<u>(0.38%)</u>

APPENDIX D- 2019-20 Staffing

**WATERLOO REGION DISTRICT SCHOOL BOARD
2019/2020 BUDGET
STAFFING COMPARISON**

<u>MINISTRY CATEGORIES</u>	2018/19 BUDGET			2019/20 BUDGET			Budget Variance
	REGULAR PROGRAM	SPECIAL EDUCATION	TOTAL	REGULAR PROGRAM	SPECIAL EDUCATION	TOTAL	
Classroom Teachers -Elementary	2,371	333	2,704	2,375	310	2,685	(18)
Classroom Teachers -Secondary	1,101	104	1,205	1,057	100	1,157	(48)
Total Classroom Teachers	3,471	437	3,909	3,432	410	3,843	(66)
Teacher Assistants - Elementary	8	472	480	8	448	455	(24)
Teacher Assistants - Secondary	26	112	138	26	110	136	(1)
Total Teacher Assistants (Educational Assistants)	34	584	617	34	558	592	(26)
Early Childhood Educators - Elementary	345	0	345	361	0	361	16
Student Support - Professionals, Para-Professionals & Technicians (e.g. Child & Youth Workers and Professional Student Services Personnel (PSSP))	197	149	346	189	148	337	(9)
Library & Guidance Staff (Teachers & Library Clerks)	171	0	171	169	0	169	(2)
School Administration (Principals, VPs, Administrative Support Staff)	469	3	472	457	3	460	(13)
Coordinators and Consultants (Program coordinators & consultants and administrative support staff)	47	22	69	46	24	70	1
Continuing Education	25	0	25	31	0	31	7
Total Instructional Staff	4,759	1,195	5,954	4,718	1,143	5,861	(93)
Administration & Governance	135	0	135	135	0	135	(1)
Pupil Transportation**	0	0	0	0	0	0	0
School Operations	563	0	563	561	0	561	(2)
Non-Operating (Extended Day Program)	103	7	110	124	20	144	33
Total Non-instructional Staff	802	7	809	820	20	840	31
Grand Total Staff	5,561	1,202	6,763	5,538	1,162	6,701	(62)

** As a result of changes that have been made for Employee Life and Health Trusts (ELHT), the Ministry requires that the Board who issues the payroll remittances to employees report them in EFIS. Under our agreement with the Waterloo Catholic District School Board, they fulfill this function and have reported STSWR employees.

Note: All staffing figures are reported as full-time equivalent (FTE). The number of persons working in each category may be different. As noted earlier in this report, the total number of persons employed by the board is approximately 8,300.

APPENDIX E- 2019-20 Capital Budget

Waterloo Region District School Board 2019/2020 Capital Budget

Funding Source	2018-19 Budget	2019-20 Budget	Budget Variance	% Change
New Schools and Additions	\$7,000,000	\$1,572,067	(\$5,427,933)	(77.54%)
Committed Capital Projects	4,830,000	3,300,000	(\$1,530,000)	(31.68%)
School Condition Improvement	14,421,650	23,198,009	\$8,776,359	60.86%
Full Day Kindergarten	1,350,000	267,219	(\$1,082,781)	(80.21%)
School Renewal	7,367,037	9,507,699	\$2,140,662	29.06%
Education Development Charges	13,031,500	12,221,847	(\$809,653)	(6.21%)
Proceeds of Disposition	5,464,763	329,361	(\$5,135,402)	(93.97%)
Child Care Capital	1,000,000	127,178	(\$872,822)	(87.28%)
Child and Family Centers	1,000,000	192,019	(\$807,981)	(80.80%)
Greenhouse Gas Reduction	1,602,400	0	(\$1,602,400)	(100.00%)
Rural and Northern Education Fund	0	60,000	\$60,000	N/A
Minor Tangible Capital Assets	7,607,500	6,457,700	(\$1,149,800)	(15.11%)
TOTAL	<u>64,674,850</u>	<u>57,233,099</u>	<u>(\$7,441,751)</u>	<u>(11.51%)</u>
Expenditure				
Buildings (new, additions, & renewal)	\$42,235,850	\$37,043,552	(\$5,192,298)	(12.29%)
Land	13,031,500	12,221,847	(\$809,653)	(6.21%)
Land Improvements	1,350,000	1,350,000	\$0	0.00%
Leasehold Improvements	-	-	\$0	0.00%
Moveable Assets	8,057,500	6,617,700	(\$1,439,800)	(17.87%)
TOTAL	<u>64,674,850</u>	<u>57,233,099</u>	<u>(\$7,441,751)</u>	<u>(11.51%)</u>

**Waterloo Region District School Board
2019/2020 Summary of Capital Budget**

New Capital Priorities	2019-2020 Projects	2018-2019 Completions	Land Purchases
New Tartan PS (\$0.82M)	School Renewal Projects (\$9.5M)	Cedar Creek Addition (\$0.4M)	Land Acquisitions (\$12.2M)
	School Condition Improvement (\$23.1M)	Grand River CI Addition (\$0.8M)	
	Proceeds of Disposition (\$0.3M)	Ryerson Addition (\$0.3M)	2019/20 Minor Capital Assets
	Education Centre Renewal (\$0.7M)		Vehicle and Equipment (\$6.4M)
	Committed Capital (\$2.6M)		
	Rural & Northern Education (\$0.06M)		