

JUNE 12, 2024

WATERLOO REGION DISTRICT SCHOOL BOARD

NOTICE AND AGENDA

A **Special Budget** meeting of the Waterloo Region District School Board will be held in the Boardroom, Building 2, 51 Ardelt Avenue, Kitchener, Ontario, on **Wednesday, June 12, 2024, at 7:00 p.m.**

AGENDA

Call to Order

O Canada

Approval of Agenda

Declarations of Pecuniary Interest

Reports

01 2023-24 Q3 Interim Financial Report & Forecast
12 2024-2025 Budget Report

N. Landry
N. Landry

Adjournment

Questions relating to this agenda should be directed to
Stephanie Reidel, Manager of Corporate Services
519-570-0003, ext. 4336, or Stephanie_Reidel@wrdsb.ca



Report to Committee of the Whole

June 12, 2024

Subject: 2023-2024 Interim Financial Report and Forecast

Recommendation

This report is for the information of the Board.

Status

The Board of Trustees (Board) approved the 2023-24 operating budget on [June 19, 2023](#), and at that time the expected in-year deficit was \$6.32M, or 0.75% of operating revenues. This planned deficit is less than 1% of the board's operating revenues and therefore, the board is compliant with ministry requirements.

The development of the Waterloo Region District School Board's (WRDSB) 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 (Grants for Student Needs) and Initiatives
- Compliance with the Education Act and Public Sector Accounting Board Standards (PSAB)
- The board's underlying financial position (accumulated surplus/ deficit); and,
- The board's [strategic plan and operational goals](#).

All budgets include inherent challenges and risks. The objective of staff is to implement measures to mitigate the risk to the board and the impact on staff and students. The following are a list of risks and challenges that staff have been monitoring closely throughout the year.

- Supply costs (short-term sick leave)
- Enrolment fluctuations
- Utilities
- Ministry announcements

The information in this report is based on financial results up to May 31, 2024 (Q3). The forecast for the 2023-24 school year remains an in-year deficit of (\$10.18M), which is higher than the deficit forecasted as part of the original budget. The projected Q3 deficit has decreased from the Q2 report due to an increase in the board's investment income and no material changes to the expense forecast. However, even with the decrease from Q2, the projected deficit is over 1% of the board's operating revenues and as such, the WRDSB will have to seek Minister's approval.

Staff will continue to monitor expenditures across all areas of the board's operations and will provide a final update in November 2024, once our year end financial statements have been completed.

Key Budget Risks

As noted in the presentation to Trustees on [June 19, 2023](#), the 2023-24 budget was developed using the most current information available at that time. In terms of key assumptions and risk areas, the following represent factors which may impact the year-end results.

Revenues

Subsequent to the information provided in the [Q1](#) and [Q2](#) reports, only one additional area has materially changed for Q3. no

- Investment Income
 - In-year change: Since the Q1 report there has been a significant increase in the investment income for the board. WRDSB has increased the forecast to \$3.0 million dollars from the original budget of \$660 thousand.
 - Impact: This additional revenue will help offset the increased expenditures in various areas of the board's budget (i.e. supply costs, supplies and services).
 - Strategy: Staff monitor interest rates and our associated investment returns throughout the year and adjust our forecast accordingly.

Expenditures

As part of our [Q2 report](#) we provided information to explain expenditure changes for Classroom Teachers, School Operations and Other Non-operating expenses. No material variances have been identified subsequent to the [Q2 report](#) for these areas, so they are not specifically addressed below.

- Supply Staff Costs
 - In-year change: Utilization of short-term sick leave has continued to outpace prior year actuals, leading staff to forecast that expenses for supply staff will exceed the original budget forecast by \$4.5M, or 17.8%.
 - Impact: The financial pressure from short-term supply costs will have a negative impact on the board's overall financial position for the 2023-2024 school year and will increase the in-year deficit to over one per cent of the board's operating revenues.

The table below shows the increases in our supply staff budget over the past seven years and the actual expenditures incurred each year.

Budget vs. Expenditure Summary: Supply Staff Costs (Teachers, DECEs, EAs)							
	2017-18	2018-19	2019-20*	2020-21*	2021-22	2022-23	2023-24**
Budget	\$18,404,100	\$20,854,500	\$21,033,800	\$22,587,200	\$22,990,100	\$23,118,330	\$23,225,050
Expense	\$20,473,919	\$21,025,105	\$15,591,909	\$19,236,721	\$24,066,680	\$25,266,038	\$27,725,765
In-year Variance	(\$2,069,819)	(\$170,605)	\$5,441,891	\$3,350,479	(\$1,076,580)	(\$2,147,708)	(\$4,500,715)
*- Pandemic school years; school closures resulted in minimal (if any) supply costs being incurred for duration of closure. **- Forecast of our year-end position based on expenses incurred up to May 31, 2024							

It should also be noted that through the Grants for Student Needs (GSN), the board receives approximately \$10.9M in funding to cover short-term supply staff expenses (Teachers and DECEs); for 2023-24, this means that our budget for these expenditures exceeds our funding by approximately \$15.0M (see table below).

GSN Funding for Supply Staff 2023-24				
Grade Cohort	Average Daily Enrolment	Supply Teacher Benchmark	Supply DECE Benchmark	GSN Funding
JK-SK	8,435	\$171.41	\$98.36	\$2,275,615
Gr 1 to 3	13,328	\$171.41		\$2,284,535
Gr 4 to 8	22,628	\$171.41		\$3,878,722
Gr 9-12	20,261	\$125.38		\$2,540,269
2023-24 Funding for Supply Staff (Teachers and DECEs)				\$10,979,142
2023-24 Expense Forecast (Teachers and DECEs only)				\$26,062,827
Funding Shortfall				(\$15,083,685)

- Strategy: Staff will continue to monitor sick-time utilization and expenditures throughout the year and will provide further updates should the trend noted above materially change. As noted in the [2023-24 budget report \(P18\)](#), staff are taking some initial steps to implement measures to better support employee wellness; this includes enhanced efforts to monitor and support staff in areas where short-term sick leave utilization exceed board and industry averages. That being said, short-term sick leave represents a significant financial and operational risk to the Board and staff will need to renew their efforts to address short-term sick leave through the development of a robust attendance support and management plan.

Background

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 Board plays a key role in the budget process, ensuring that funding is aligned with the WRDSB's strategic priorities and legislative requirements.

In an effort to support the Board in fulfilling their fiduciary duties, staff provide quarterly financial updates on in-year spending forecasts relative to the budget. These updates identify potential risks and opportunities that may be on the horizon, as well as the strategies staff have in place to address the identified items. These actions are intended to support the Board in making evidence-based decisions and fulfilling their governance responsibilities.

Under the [Education Act, R.S.O. 1990, s.230](#), school boards are required to submit a balanced budget ensuring that total expenditures are equal to, or less than, total revenue. However, there are circumstances where an in-year deficit is permissible if there were prior surpluses available (referenced as accumulated surplus).

The use of accumulated surplus is limited to ensure that this action does not place the board at undue financial risk. The use of accumulated surplus is limited to the lessor of:

- the board's accumulated surplus for the preceding year, and;
- one per cent of the board's operating revenue

Financial Implications

No Financial implications.

Communications

Financial Services will work with our communications department to ensure that financial information is readily available to the public via our corporate website.

Prepared by: Wenqi Zhou, Manager, Budget Services
Connie Donnelly, Manager, Accounting Services
Miruna Armellini, Controller of Financial Services
Nick Landry, Superintendent of Business Services & Treasurer
in consultation with Leadership Council

APPENDIX A

2023-2024 Interim Financial Report (Third Quarter- March 1, 2024-May 31, 2024)**SUMMARY OF FINANCIAL RESULTS**

(000's)

	Budget	Q2 Forecast	Q3 Forecast	In-Year Change	
				\$	%
Revenue					
Provincial Grants-GSN	\$774,698	\$771,897	\$770,069	(\$4,629)	(0.6%)
Revenue transferred from/(to) deferred revenue	(1,974)	(916)	(916)	\$1,059	(53.6%)
Other Grants	9,393	10,900	10,900	\$1,508	16.0%
Other Revenue	38,355	39,654	41,554	3,200	8.3%
School Generated Funds	8,780	8,972	8,972	\$192	2.2%
Transferred from DCC**	42,994	42,999	42,999	\$5	0.0%
Transferred to DCC**	(16,409)	(16,409)	(16,409)	-	0.0%
Total Revenue	\$855,837	\$857,098	\$857,170	\$1,333	0.2%
Expenses					
Instruction	\$651,005	\$648,470	\$648,847	(\$2,535)	(0.4%)
Administration	18,122	18,745	18,745	623	3.4%
Transportation	23,326	23,272	23,272	(54)	(0.2%)
School Operations & Maintenance	69,100	69,305	69,005	(95)	(0.1%)
Pupil Accom/Renewal/Debt/Non-operating	59,780	59,646	59,646	(134)	(0.2%)
Amortization	806	806	806	-	0.0%
ARO	3,111	3,454	3,454	343	11.0%
School Generated Funds	8,780	8,972	8,972	192	2.2%
Provision for Contingency	14,334	21,079	21,079	6,745	47.1%
Total Expenses	\$848,364	\$853,749	\$853,827	\$5,463	0.6%
Surplus/(Deficit)	\$7,473	\$3,350	\$3,343	(\$4,130)	(55.3%)

Changes in Revenue

- Provincial Grants-Decrease in enrolment, Teacher/DECE Qualifications and Experience Grant;
- Deferred Revenue- Changes are related to net transfers for School Renewal, Temporary Accommodation, Targeted Student Supports, Indigenous Education, Mental Health, Support for Students, Internal Audit, Library, ABA Training and SEA;
- Other Grants- Increase related deferred revenue brought into revenue as part of the revised estimates budget;
- Other Revenue- Increase due to projected increase in extended day revenues, Interest revenue and insurance proceeds.

Change in Expenditures

- Instruction- Decrease teachers and DECEs due to lower enrolment compared to budget;
- Administration- Matched the Regional Internal Audit expense to the deferred revenue as the team has transferred to Hamilton Wentworth.

**DCC - Deferred Capital Contributions

DETERMINATION OF ANNUAL OPERATING SURPLUS		(000s)	
	Budget	Forecast	
PSAB Surplus/(Deficit) (from above)	\$7,473	\$3,343	
LESS: Internally Appropriated			
Committed Capital Projects			
Sub-Total: In-Year Appropriations	-	-	
Committed capital projects	114	109	
Total: Internally Appropriated	114	109	
Less: Unavailable for Compliance			
PSAB Adjustments	(17,586)	(17,595)	
Total Adjustments	(17,473)	(\$17,486)	
Surplus/(Deficit)	(\$9,999)	(\$14,142)	
Committed capital projects annual amortization	536	536	
Asset Retirement Obligations	3,111	3,454	
Committed sinking fund interest	24	24	
ANNUAL Unappropriated Operating Surplus/(Deficit)	(\$6,328)	(\$10,128)	

SUMMARY OF CAPITAL TO BE FINANCED	(000's)	
	Budget	Forecast
Funding		
New Building and Additions	\$25,358	\$25,358
Child Care Capital	2,528	2,528
School Condition Improvement	31,500	31,500
Full Day Kindergarten	836	836
Renewal	8,500	8,500
Education Development Charge (EDC)	17,475	17,475
Proceeds of Disposition	400	400
Minor Tangible Capital Assets	7,842	7,842
Rural and Norther Education	67	67
COVID-19 Resilience Infrastructure Steam (CVRIS)	900	638
Other	210	210
Total Capital by Funding Source	\$95,615	\$95,353
Expenditure		
Buildings (new, additions & renewal)	\$64,942	\$64,679
Land	17,475	17,475
Land Improvements	4,200	4,200
Leasehold Improvements	0	0
Moveable Assets	8,999	8,999
Total Capital Expenditure	\$95,615	\$95,353

SUMMARY OF ENROLMENT

ADE	Budget	Q2 Forecast	Q3 Forecast	In-Year Change	
				#	%
Elementary					
JK	4,196	4,014	3,968	(228)	-5.4%
SK	4,515	4,519	4,467	(48)	-1.1%
Grade 1-3	13,502	13,375	13,328	(174)	-1.3%
Grade 4-8	22,788	22,793	22,720	(68)	-0.3%
Other Pupils (International)	12	12	15	3	
Total Elementary	45,014	44,713	44,498	(515)	-1.1%
Secondary					
Pupils of the Board <21	20,238	20,178	20,261	23	0.1%
High Credit Pupils	19	20	23	4	19.6%
Pupils of the Board >21	9	9	9	-	0.0%
Other Pupils (International)	50	50	50	-	0.0%
Total Secondary	20,316	20,257	20,342	26	0.1%
Total	65,330	64,969	64,840	(489)	-0.7%

Highlights of Changes in Enrolment:

- The enrolment forecast is based on actual Oct 31st and March 31st results.

2023-2024 Interim Financial Report (Third Quarter March 1, 2024-May 31,2024)					
PUBLIC SECTOR ACCOUNTING BOARD (PSAB) EXPENSES					
	Budget	Q3 Forecast	In-Year Change		Material Variance Note
			#	%	
OPERATING					
Classroom					
Classroom Teachers	\$431,748,654	\$426,923,683	(\$4,824,971)	(1.1%)	1
Supply Staff	\$23,225,050	\$27,725,765	\$4,500,715	19.4%	2
Teacher Assistants	\$36,783,377	\$36,900,704	\$117,327	0.3%	
Early Childhood Educator	\$21,635,980	\$19,061,030	(\$2,574,950)	(11.9%)	3
Textbooks and Classroom Supplies	\$14,069,892	13,603,477	(\$466,415)	(3.3%)	
Computers	\$3,070,300	3,070,300	\$0	0.0%	
Professionals & Paraprofessionals	\$34,006,965	\$33,776,427	(\$230,538)	(0.7%)	
Library & Guidance	\$14,209,910	\$14,252,854	\$42,944	0.3%	
Staff Development	\$3,154,717	\$3,091,076	(\$63,641)	(2.0%)	
Department Heads	\$1,504,000	\$1,504,000	\$0	0.0%	
Principal and Vice-Principals	\$30,244,559	\$31,526,259	\$1,281,700	4.2%	4
School Secretaries & Office Supplies	\$16,812,871	\$16,744,647	(\$68,224)	(0.4%)	
Teacher Consultants	\$11,728,034	\$11,721,775	(\$6,259)	(0.1%)	
Continuing Education	\$2,786,050	\$2,921,119	\$135,069	4.8%	
Instruction-Amortization	\$6,024,375	6,024,375	\$0	0.0%	
Sub-Total Instruction Expenses	\$651,004,734	\$648,847,491	(\$2,157,243)	(0.3%)	
Other Expenses					
Board Administration	\$18,121,742	\$18,745,116	\$623,374	3.4%	5
School Operations	\$69,100,027	\$69,004,779	(\$95,248)	(0.1%)	
Transportation	\$23,325,700	\$23,271,556	(\$54,144)	(0.2%)	
Amortization	\$806,196	806,196	\$0	0.0%	
Sub-Total Other Expenses	\$111,353,665	\$111,827,647	\$473,982	0.4%	
TOTAL OPERATING EXPENSE	\$762,358,399	\$760,675,138	(\$1,683,261)	(0.2%)	
NON-OPERATING					
Pupil Accommodation/Renewal/Debt					
School Renewal	\$1,915,839	\$1,915,839	\$0	0.0%	
Debt Charges	\$3,800,649	3,800,649	\$0	0.0%	
Other Pupil Accommodation	\$1,509,900	1,509,900	\$0	0.0%	
Other Non-Operating Expenses	\$15,683,772	15,549,923	(\$133,849)	(0.9%)	
Amortization	\$36,870,108	36,870,108	\$0	0.0%	
Total Pupil Accommodation Expense	\$59,780,268	\$59,646,419	(\$133,849)	(0.2%)	
School Generated Funds	\$8,780,000	\$8,972,105	\$192,105	2.2%	
ARO	\$3,111,258	\$3,454,315			
Provision for Contingencies	\$14,333,720	\$21,078,711	\$6,744,991	47.1%	
TOTAL EXPENSES	\$848,363,645	\$853,826,688	(\$1,625,005)	(0.2%)	

EXPLANATIONS OF MATERIAL VARIANCES

- 1) Decrease teachers 43.5 FTE due to lower than budget enrolment.
- 2) Supply costs are projected to be over budget by \$4.5M.
- 3) Decrease DECEs 44.0 FTE due to lower than budget enrolment.
- 4) Update costing to reflect actual salaries.
- 5) The Regional Internal Audit team relocated to Hamilton-Wentworth DSB; as a result, all deferred revenue needs be transferred to HWDSB. The expenditures have been aligned with the deferred revenue that was brought into revenue.

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Classroom					
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NON-OPERATING					
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2023-2024 Interim Financial Report (Third Quarter- March 1, 2024-May 31, 2024)

OTHER GRANT REVENUE- INCLUDING PROGRAM AND PARTNERSHIPS FUNDING (PPF)

	Budget	Forecast Q2	Forecast Q3	Variance	Material Variance Note
De-streaming Implementation Supports	90,400	90,374	90,374	(26)	
Digital Math Tools	474,800	474,790	474,790	(10)	
Early Reading Enhancements: Reading Screening Tools	410,000	409,953	409,953	(47)	
Education Staff to Support Reading Interventions	1,969,700	1,969,738	1,969,738	38	
Entrepreneurship Education Pilot Projects	30,000	30,000	30,000	0	
Experiential Learning-Guidance Teacher Counsellors	78,600	78,600	78,600	0	
Graduation Coach for Black Students	114,257	114,713	114,713	456	
Health Resources, Training and Supports	34,600	34,600	34,600	0	
Human Rights and Equity Advisors	170,400	170,400	170,400	0	
Identity-Based Data Collection, Analysis & Use				0	
Keeping Students in School				0	
Learn and Work Bursary	22,000	22,000	22,000	0	
Licenses for Reading Intervention	266,600	266,557	266,557	(43)	
Math AQ Subsidy	0	97,500	97,500	97,500	1
Math Facilitators	714,000	714,000	714,000	0	
Math Leads	166,600	166,636	166,636	36	
Mental Health Strategy Supports-Emerging Needs				0	
Professional Assessments & Evidence Based Reading	234,600	234,552	234,552	(48)	
Removing Barriers for Students with Disabilities	0	40,000	40,000	40,000	1
Skills Trade Bursary	19,000	19,000	19,000	0	
Special Education Educator Additional Qualification Subsidy	23,400	23,400	23,400	0	
Staffing to Support De-Streaming and Transition to High School	3,196,103	3,196,103	3,196,103	0	
Summer Learning for Students with Special Education Needs	219,700	218,135	218,136	(1,564)	
Summer Mental Health Supports	277,000	341,265	341,265	64,265	
Total PPF Grants	\$8,511,760	\$8,712,316	\$8,712,317	\$200,557	
Other Grants					
Literacy & Basic Skills (LBS)	370,900	370,900	370,900	0	
Ontario Youth Apprenticeship Program (OYAP)	395,023	395,023	395,023	0	
Other EDU Grants- Amounts from Deferred Revenue	115,235	1,422,235	1,422,235	1,307,000	2
Total Other Grants	\$9,392,918	\$10,900,474	\$10,900,475	\$1,507,557	

EXPLANATIONS OF MATERIAL GRANT VARIANCES

1) These grants were announced after the 23/24 budget was completed.

2) 2023-2024 support for student funds amount brought into revenue (\$1,222,235) and prior year PPFs to be spent in 23/24.



Report to Committee of the Whole

June 12, 2024

Subject: 2024-25 Budget Recommendations

Recommendation

That the Waterloo Region District School Board (Board) approve the budget as presented in this report—with revenues of \$893,279,633 and expenses of \$899,546,616 with the difference of \$6,266,983 attributed as follows:

Excess of Revenues over Expenditures *\$(6,266,983)*

LESS:

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

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

PSAB Adjustment for Interest Accrual *\$120,414*

Sinking Fund Interest Earned *(\$24,045)*

Unsupported Capital Projects Adjustment *(\$554,972)*

Revenues Recognized for Land *\$1,308,600*

Asset Retirement Obligation (ARO) *(\$7,116,980)*

In-Year Adjustment to Revenues *(\$6,266,983)*

TOTAL – Surplus/(Deficit) for Compliance *\$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](#), as measured through the [Board Improvement and Equity Plan \(BIEP\)](#).

On April 26, 2024, the Ministry of Education released memorandum 2024:B05, [2024-25 Core Education Funding \(formerly Grants for Student Needs\)](#), which highlights key changes to education funding for 2024-25. Core Education funding for 2024-25 includes targeted investments for labour related changes, student transportation and updates to various input metrics based on 2021 Statistics Canada census data. The following represent some of the key priorities, or changes, to Ministry funding in 2024-25.

- **Early Reading-** Funding to support early reading screening and interventions is continuing in 2024-25. This includes universal screening for students in senior Kindergarten to Grade 2, and funding to allow boards to hire teachers with specialized expertise in evidence-based reading instruction to support students in Kindergarten to Grade 3. These supports may include providing direct Tier 2 and Tier 3 reading interventions and other supports required by the school or board on reading and literacy-related initiatives.
- **Math-** For the 2024-25 school year, the Ministry is continuing to provide funding for a dedicated Board Math Lead who will inform, monitor and report on progress towards math achievement and improvement targets as well as lead board-wide actions to meet these targets. The Ministry is also providing funding to support school math facilitators to work in Grade 3, 6 and 9 classrooms in identified priority schools.
 - The WRDSB has identified the following priority schools for 2024-25:
 - Avenue Road, Cedarbrae, Centennial (Cambridge), Central, Chalmers, Clemens Mill, Coronation, Crestview, Elgin, Forest Hill, Grand View (Cambridge), Hillside, Howard Robertson, King Edward, Lincoln Heights, Linwood, Manchester, Meadowlane, Prueter, Queen Elizabeth, Rockway, Smithson, Southridge, Trillium, Wilson Ave, Winston Churchill
- **De-streaming-** As noted in our presentation to Trustees on June 5, 2024, the Ministry has discontinued funding that was previously provided through Priorities and Partnerships Funding (PPF) to support de-streaming and the transition to high school. The elimination of this funding, \$3.2M in 2023-24, means that approximately 27.34 FTE that were supporting de-streaming, math and literacy interventions have been removed from the budget for 2024-25.
- **Student Transportation-** In 2023-24, the Ministry implemented a new funding model for student transportation. This formula provides funding to boards based on transportation

data submitted by consortiums across the province, and is based on standardized eligibility criteria, costs for fuel, equipment (vehicles), driver wages, training programs, and other relevant cost drivers. There were a number of issues with the funding model in 2023-24, including the absence of specific funding for minivans and taxis, which are efficient modes of transportation that Student Transportation Services of Waterloo Region (STSWR) utilizes to get our students to school each day. Over the course of the 2023-24 school year, school boards across the province worked with the Ministry to refine the funding model and several changes have been implemented for 2024-25, including:

- Enhancements to benchmarks for equipment (bus purchases), operating, licensing, driver compensation and public transit;
- New benchmarks for contracted special-purpose vehicles (minivans, large vans, taxis etc.); and,
- Updates to local priorities and operations amount to ensure that each school board receives at least 3% increase in funding over 2023-24.

In support of the above noted objectives, the Ministry has enacted several changes within Core Education Funding (Core Ed) that will impact the board's budget in 2024-25. These changes were outlined in memorandums [2024:B05 \(Core Ed Funding\)](#), [2024:B09 2024-25 Math and Literacy Supports](#) and [2024:B06 Responsive Education Programs \(REP\)](#), which were released April 26, 2024. Details regarding these changes, and the impact on the board's 2024-25 budget, are [outlined below](#).

In summary, despite increasing costs and changes to Core Ed funding, the board is financially positioned to address short-term fiscal challenges while maintaining our focus on fiscal sustainability and ensuring our resources are aligned with the priorities set out in the [strategic plan](#) and the [Board Improvement and Equity Plan \(BIEP\)](#). The 2024-25 budget complies with provincial legislation and will support early literacy, math, human rights and equity.

Key Budget Risks

The 2024-25 budget has been developed using the most current information available. As is the case each year, a key component of the budget process is the identification, assessment and mitigation of risks that may prevent the WRDSB from achieving its strategic and operational objectives. The risks that have been identified have been categorized into four key areas:

- **Financial Risks:** In terms of the WRDSB, we define financial risk as the threat that operating expenses and liabilities of the Board will exceed revenue received (Core Ed, Responsive Education Programs (REP), Other Revenue) on a sustained basis.
- **Operational Risks:** Operational risks refer to the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. Examples of operational risks for a publicly funded education system could include academic program development and implementation, privacy or cyber breaches, critical facility breakdowns and attendance support (fail-to-fill scenarios).
- **Compliance Risks:** Compliance risks are those that could increase the board's exposure to legal penalties, financial forfeiture (reduced grants) and material loss as a result of

failing to act in accordance with provincial laws, regulations, contract terms (labour, supplier), internal policies or prescribed best practices.

- **Strategic (Reputational) Risks:** The risk that the WRDSB will lose the support of its key stakeholders (Students, Staff, Community, Ministry etc.) as a result of the actions of the organization, an employee or group of employees.

The following key risks have been identified for the 2024-25 school year. Staff will continue to monitor and assess their impact, and will report back to the Board throughout the 2024-25 school year as part of our interim financial reporting.

- Financial Sustainability
 - Type(s) of Risk: Financial, Operational, Compliance, Strategic
 - Description: As conveyed to the Board throughout the 2023-24 school year, the WRDSB is in a difficult fiscal environment that will require us to remain focused on our resource allocations across the entire system. A combination of underfunding on behalf of the Ministry (i.e. short-term supply costs) and unfunded contractual obligations the board has through its local collective agreements, contribute to the difficult financial situation in which we find ourselves.
 - Impact: Financial sustainability refers to overall financial strength of the organization, and our ability to utilize the in-year operating revenues generated through Core Education Funding (Core Ed) and other revenue sources to sustain the programs and services we provide to our students, staff and communities, without using our reserves. It also refers to our ability to weather financial and operational challenges that may arise in any given year, without negatively impacting the long-term operations of the organization.
- Enrolment Risk (Pupils of the Board)
 - Type(s) of Risk: Financial, Operational
 - Description: As conveyed to the Board each year, enrolment volatility continues to represent a financial and operational risk to the WRDSB because of its impact on revenues. Enrolment projections are based on factors such as births in the Region, migration into the Region, and pupil yields from household unit types. As these factors became more volatile during the pandemic, the reliability of historical trend information decreased, increasing the risk that our enrolment forecast would not materialize. As we continue to normalize operations, staff will continue to monitor our enrolment and adjust our projections accordingly.
 - Impact: Student enrolment is the primary driver of funding through Core Ed. Any material change in our student enrolment has an impact on our funding through the Classroom Staffing Fund, Learning Resources Fund and Special Education Fund (primarily), as well as other supporting grants. Decreases in enrolment will also have operational impacts, as they put pressure on the board to realign classes to meet Ministry class size targets and funding. Staff have developed our enrolment forecast for 2024-25 based on our experience over the past two years, however, there remains a risk that anticipated enrolment may not materialize in the fall of 2024.

- Inflation
 - Type(s) of Risk: Financial
 - Description: In the [2024 Ontario Budget](#), released on March 26, 2024, the Government of Ontario projected Ontario's Consumer Price Index (CPI) to be 2.6% in 2024 and 2.0% in 2025. On June 5, the [Bank of Canada](#) noted that inflation in April 2024 eased to 2.7%, a significant decrease from the 4.4% reported in April 2023. The Bank of Canada also noted in their remarks that there is "continued evidence that underlying inflation is easing... *and* recent data has increased our confidence that inflation will continue to move towards the 2% target." The upward pressure on prices (for both goods and services) that we have experienced over the past couple years has had an adverse impact on various budgets across the organization; any downward momentum on pricing over the upcoming year will help to mitigate the risk of price inflation negatively impacting our overall financial position.
 - Impact: Some contractual obligations, such as school bus operator contracts, are tied to the rate of inflation (CPI). Others, such as construction tenders or contracts that come up for renewal on an annual basis (i.e. technology licenses), reflect the anticipation of sustained inflation, thus putting upward pressure on prices. The Ministry of Education has recognized the impact of inflation on school boards' operations but have not increased funding in all areas of the budget, and certainly not in alignment with inflation. In developing the 2024-25 budget, staff from Financial Services have worked with departments to identify contracts that are directly impacted by inflation (i.e., transportation), as well as those that are coming up for renewal. In all cases, we have anticipated a modest increase in the cost of goods and services purchased by the WRDSB, but also recognize that contract renewals and prices could exceed the additional funding that has been allocated if inflation begins to rise over the latter part of 2024 and into 2025.
- Labour Risks
 - Type(s) of Risk: Operational, Strategic
 - Description: Centrally bargained collective agreements that expired on August 31, 2022, were successfully renegotiated during the 2023-24 school year. As such, the risk of labour disruption has largely been eliminated. However, the ability of the WRDSB to attract and retain qualified staff (non-union, non-instructional) is foundational to our ability to support our strategic plan and the goals outlined in the Board Improvement and Equity Plan (BIEP); this continues to be a risk to the board, particularly considering current labour market conditions (high demand for qualified, experienced staff).
 - Impact: Employee turnover creates risk for the organization—resources are diverted from core functions to support continuous recruitment and training, productivity and service lags with insufficient staffing, organizational knowledge and expertise can be lost. Staff are working on a strategy to address this risk in conjunction with the Board's strategic plan, which emphasizes support for student and staff well-being.

Revenues

Key Changes- Core Education Funding (Core ED)

As noted above, the Ministry has introduced several changes within Core Ed funding for the 2024-25 school year. In particular, the following key changes will have a material impact on the board's funding envelope for 2024-25.

- Labour-related Increases
 - The Ministry is providing updates to salary benchmarks and other funding elements are being made to reflect:
 - A \$1 per hour increase in education worker salary benchmarks. This reflects the ratified central agreements for education workers (CUPE, OECW, ETFO, OSSTF), and a labour provision for education worker unions who have not yet ratified.
 - A 1.25% increase for teacher salary benchmarks in the 2024–25 school year as a labour provision. The Ministry is planning to update these figures in August 2024 to reflect the recent arbitration settlements for both ETFO and OSSTF.
 - Salary benchmarks and other funding elements within Core Education funding have been adjusted to reflect the ongoing labour negotiations. As directed by the Ministry, a provision for labour has been included in our expense summary for 2024-25; the net effect of the increase to salary benchmarks and the inclusion of a provision is neutral.
 - Funding: Our forecast of the above noted labour provisions is \$30.7M and can be found under “Other” expenses on [Appendix C](#).
 - Impact: The Ministry will be updating salary and benefit benchmarks in August 2024 to reflect the arbitration settlements. Staff will be required to update our revenue and expenses as part of the 2024-25 Revised Estimates submission in December 2024.
- Student Transportation Funding Model Changes
 - As noted above, the Ministry implemented a new funding formula for student transportation in 2023-24. There were several issues with the funding model in 2023-24, including the absence of specific funding for minivans and taxis. In response to feedback from the sector, the Ministry has enacted changes for 2024-25 including enhancements to existing benchmarks and new benchmarks for contracted special-purpose vehicles (minivans, large vans, taxis etc.).
 - Funding Estimate: The WRDSB is forecast to receive \$23.3M in funding through the student transportation grant in 2024-25; an increase of \$3.32M, or 16.6%.
 - Impact: The increase in funding for 2024-25 will help ensure that our transportation revenues largely match our expenses. This is a significant improvement from 2023-24, where our funding shortfall for transportation was approximately \$3.12M.

- School Facilities Fund

- In recognition of the ongoing impact inflation is having on all aspects of operations, the Ministry is providing a 2.0% cost update to the non-staff portion of the School Facilities Fund, to assist school boards in managing the increases in commodity prices (i.e., electricity, natural gas, facility insurance, supplies, and other costs). However, it should be noted that as recently as 2022-23, the Ministry provided a 5.45% increase to the non-staff portion of the School Facilities Fund, which is far more reflective of the increases we have seen in our contract and commodity prices over the past couple years (i.e. supplies contracts are averaging 3-10% increases on a year-over-year basis).
- Funding Estimate: The WRDSB is forecast to receive an additional \$1.6M in funding through the School Facilities Fund in 2024-25.

- The increase in the total school operations allocation includes a \$1 an hour increase for education worker salary benchmarks, which is reflective of the terms of the OSSTF education worker agreements. A breakdown of the year-over-year increase in school operations (estimate) is provided below.

<i>Change in student enrolment (ADE)</i>	<i>(\$175,012)</i>
<i>Benchmark increase- Staff related</i>	<i>\$959,953</i>
<i>Benchmark increase- Non-staff portion</i>	<i><u>\$718,287</u></i>
<i>Sub-total</i>	<i>\$1,503,228</i>
<i>Other (ELHT, Support for Students (SSF) etc.)</i>	<i><u>\$140,611</u></i>
<i>Total</i>	<i>\$1,643,839</i>

The figures above illustrate that the labour increases account for a material portion of the overall total, meaning less than the total increase is available to cover increases for supplies, services and utilities.

- Impact: This funding will help offset anticipated price increases for various supplies and maintenance services that are required to keep our schools in good condition; however, as discussed above, this increase is insufficient given the ongoing impact of inflation on commodity and service contracts.

- Support for Students Fund

- As an outcome of the collective agreements negotiated in 2019-20, the Ministry agreed to provide additional funding in 2020-21 and 2021-22 (in the form of the Supports for Students Fund (SSF)/ Investments in System Priorities (ISP)). This flexible funding is intended to support the learning needs of students, which may include special education, mental health and well-being, language instruction, Indigenous education and STEM programming.

Although collective agreements expired on August 31, 2022, the government has continued to provide this funding in 2022-23 and 2023-24, which has allowed staff to stabilize supports for students and support learning recovery and renewal. With the ratification of the 2022-26 collective agreements, this funding has been

confirmed for the next two years and will be adjusted to reflect retroactive payments for both Bill 124 and the compensation updates that have been awarded to various labour groups.

- Funding Estimate: The WRDSB is forecast to receive \$6.37M in funding through the continuation of SFS funding.
- Impact: We will continue to fund positions previously supported by this allocation.

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

Targeted Ministry Investments

As the sole funding agent for education in Ontario, the Ministry of Education annually identifies and allocates funding for key priorities set out by the Government. These investments are made through the Responsive Education Programs (REP) funding mechanism and change from year-to-year based on Ministry priorities and the availability of financial resources. As outlined in memorandum [2024:B06](#), the following investments are being made to support a number of Ministry priorities in 2024-25.

The key Ministry investments for 2024-25 include:

- Math (*Continuing*)
 - As outlined in memorandum [2024:B09, 2024-25 Math and Literacy supports](#), the Ministry is continuing to focus on Math in response to the latest EQAO results to support students in meeting provincial math standards. As part of the [2024-25 REP announcement](#), the Ministry is continuing to provide funding to support the Math Achievement Action Plan. This funding will allow the WRDSB to hire central and school-based positions, support release time for teacher training, and utilize various math resources to enhance student math performance and achieve the goals outlined in our [Math Achievement Action Plan \(MAAP\)](#).
 - Math related investments included in the 2024-25 REP announcement include:
 - Math Achievement Action Plan- Board Math Lead: Funding is being provided to support a Board Math Lead who will inform, monitor and provide timely reporting of progress towards math achievement and improvement targets and lead board-wide actions to meet these targets.
 - Provincial allocation is \$13.5M; WRDSB allocation for 2024-25 is \$166,600.
 - The WRDSB will identify a System Administrator (System Principal) to lead our Math Strategy as the designated Math Lead for the 2024-25 school year.
 - Math Achievement Action Plan - Digital Math Tools: Funding is being provided to allow boards to provide digital math tools for all students in Grades 3, 6, 7, 8 and 9 to support student learning at home and in classrooms.

- Provincial allocation is \$15.0M; WRDSB allocation for 2024-25 is \$471,700.
 - This funding will support the acquisition of various digital math tools to support students in both elementary and secondary. This is a continuation of funding that began to flow to school boards in 2022-23; as such, this does not represent a net new investment.
- Math Achievement Action Plan- School Math Facilitators: Funding is being provided to hire School Math Facilitators to work in Grades 3, 6 and 9 classrooms in priority schools. These positions are intended to work directly with students who require additional support as well as work with teachers, often directly in classrooms to strengthen math teacher knowledge and support consistent and intentional implementation of high-impact instructional practices and early intervention strategies.
 - Provincial allocation is \$33.0M; WRDSB allocation for 2024-25 is \$729,600.
 - This funding will support 6.0 full-time equivalent math itinerant teachers who will work directly with students and teachers to improve instructional practices and provide additional support to students.
- Literacy (*Continuing*)
 - The Ministry is continuing to provide funding to support evidence-based early reading screening for all students in Senior Kindergarten to Grade 2. These investments are in response to the [Ontario Human Rights Commission's Right to Read report](#) and to ensure students have the necessary foundational reading skills critical to future success. This funding will allow the WRDSB to acquire early reading screening tools, purchase licenses for evidence-based reading programs and hire reading specialist teachers to support our [Structured Literacy Multi-Year Plan \(SLMYP\)](#).
 - Literacy related investments included in the 2024-25 REP announcement include:
 - Early Reading Screening Tools: In response to the [Ontario Human Rights Commission's Right to Read report](#), the Ministry is continuing to provide funding to support reading assessments for students in Senior Kindergarten to Grade 2. This funding will allow school boards to procure Ministry-approved early reading screening tools for educators to conduct this screening.

In alignment with [Policy/Program Memorandum 168](#) on reading instruction and early reading screening, boards must use Ministry-approved tools for mandatory early reading screening. In accordance with this direction, the WRDSB will continue to utilize the Acadience Reading tool developed by Acadience Learning Inc.

 - Provincial allocation is \$12.50M; WRDSB allocation in 2024-25 is \$410,000.

- Licenses and Supports for Reading Programs and Interventions Supports: This funding will allow the WRDSB to purchase licenses, resources and professional learning to support the provision of systematic, evidence-based reading programs and interventions for struggling readers, including but not limited to students with reading disabilities.
 - Provincial allocation is \$12.50M; WRDSB allocation in 2024-25 is \$169,300.
- Education Staff to Support Reading Interventions: This funding will allow the WRDSB to hire reading specialist teachers with expertise in evidence-based reading instruction to support students in Kindergarten to Grade 3. These teachers will work one-on-one or in small groups with students in Kindergarten to Grade 3 who would benefit from more support in reading. These supports may include providing direct Tier 2 and Tier 3 reading interventions and other supports required by the school or board on reading and literacy-related initiatives.

New for 2024-25, in accordance with centrally negotiated terms (2022-2026), these reading specialist teachers will also provide literacy and language curriculum instruction to students in Grade 1, Grade 2 and eligible Kindergarten classrooms while the classroom teacher administers early reading screening to individual students in the early part of the school year.

- Provincial allocation is \$68.68M; WRDSB allocation in 2024-25 is \$2,064,200.
 - This funding will support 19.0 full-time equivalent positions (early intervention teachers- literacy focus), who will work directly with students to improve early literacy outcomes.
- Learn and Work Bursary Program (*Continuing*)
 - The Learn and Work Bursary Program provides a bursary to vulnerable and underserved students, including adult learners, who are enrolled in a cooperative education program and have financial and other barriers to obtaining an Ontario Secondary School Diploma (OSSD). Eligible students would be identified by guidance teams based on the selection criteria.
 - Provincial allocation is \$440,000; WRDSB allocation in 2024-25 is \$22,000.
 - Summer Learning for Students with Special Education Needs (*Continuing*)
 - The funding is intended to assist school boards in delivering transition programs and providing additional staffing during the summer for students with special education needs. Although this funding is included in the announcement for 2024-25, it will support students during the summer of 2024.
 - Provincial allocation is \$10.0M; WRDSB allocation in 2024-25 is \$218,100.

- Human Rights and Equity Advisors (*Continuing*)
 - This allocation enables 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 compliance with human rights law. Although present for many years, this position continues to be funded on a temporary basis.
 - Provincial Allocation is \$3.07M; WRDSB allocation in 2024-25 is \$170,430.

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. A year over year comparison of Responsive Education Programs funding is provided in [Appendix B](#).

Revenues

Although 2024-25 Core Ed funding was announced on April 26, mid-year adjustments will be required in response to recently announced central labour agreements, changes in government priorities or responses to other challenges which may arise. In addition to the changes noted above, which are determined by the Ministry, the key drivers of our revenue forecast for the 2024-25 school year are as follows:

- Student Enrolment (Pupils of the Board)
 - Year-over-Year Change: The budget forecast for student enrolment (pupils of the board) is lower than the 2023-24 budget forecast by 228 students, or 0.3% of total enrolment. While we continue to experience moderate growth in student enrolment overall, the forecast for 2023-24 was fairly aggressive and we have taken a more conservative approach to our forecast for 2024-25. As noted previously in this report, enrolment volatility continues to be a risk and staff will continue to monitor as we progress into the fall.
 - Impact: Student enrolment is the primary driver of funding through Core Ed. Any material change in our student enrolment will impact our funding through the Classroom Staffing, Learning Resource and Special Education Funds (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](#).
- Extended Day Revenue
 - Year-over-Year Change: Projected enrolment for the WRDSB's extended day program is expected to be approximately 2,545 full-time equivalent (FTE) students in 2024-25; this is an increase of approximately 120 FTE over 2023-24. Total revenues for the program are forecasted to be \$15.9M, an increase of \$2.32M, or 17.2%.
 - Impact: The Extended Day rate for 2024-25 was approved on [May 13, 2024](#), and reflects forecasted enrolment in the program for next year. While there is a risk that enrolment could be lower than forecasted, the announcement of the [Canada-Ontario Early Years and Child Care Agreement](#) in April 2022 and the WRDSB's

ability to participate in this program, is expected to continue to have a positive impact on program enrolment in 2024-25.

- Reference: The impact of the changes noted above are reflected in the other revenue amounts identified in [Appendix B](#).

In summary, total operating revenues are forecast to be \$893,279,633 which is an increase of \$37,742,438 or 4.4%, compared to the 2023-24 budget. A year over year comparison of all revenue sources is provided in [Appendix B](#).

Expenditures

Our fiscal strategy continues to be one of stabilization through the matching of our expenses to available revenues on an annual basis. When a change to funding is announced by the Ministry, offsetting expense adjustments are made whenever possible. Key components of our expenditure forecast for the 2024-25 school year include:

- Instruction: Classroom
 - Year-over-Year Change: Total classroom instruction expenditures (Classroom Teachers, Early Childhood Educators, Library and Guidance, Educational Assistants, Professionals and Paraprofessionals, classroom supplies and services) are forecast to increase by \$24.28M, or 4.12%.
 - Impact: The increase noted above is primarily the result of labour related increases that were negotiated centrally. Some additional factors contributing to the variance include movement through the salary grid for all groups, the hiring of additional staff to support various Ministry programs (discussed above), as well as anticipated increases for supplies and services.
 - Reference: Instructional salary and benefit costs are outlined in [Appendix C](#).
- Instruction: Administration
 - Year-over-Year Change: Total expenditures on instruction administration (Principals and Vice-Principals, School Secretaries, Coordinators and Consultants) are forecast to decrease by \$2.45M, or 4.17%.
 - Impact: Staff salaries and benefits represent the single largest expenditure item for the board. The decrease noted above is the net result of a variety of factors including movement through the salary grid for impacted staff groups, the elimination of temporary positions funded in 2023-24 (de-streaming) and reductions in staffing (vice principal, coordinators and consultants, secretaries).
 - Reference: Instruction Administration 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 \$284,740, or 1.52%.
 - Impact: The increase in expenditures is the net effect of increases for labour related changes, reductions to central staffing and reductions to supplies and services budgets.

- Reference: The expense related to school board administration and governance can be found in [Appendix C](#).
- School Operations
 - Year-over-Year Change: School operations expenditures are forecast to increase by \$167,101 or 0.24%.
 - Impact: The increase in school operations expenditures is the net effect of increases for labour related changes, the elimination of vacant positions (trades) and a decrease to our utilities budget. Staff will continue to try and mitigate against the upward pressure on utilities through building environmental controls and other efficiency measures; some of these initiatives were outlined in the [Energy and Greenhouse Gas Emissions Update](#) presented to the Board on June 5, 2024.
 - Reference: The expense related to school operations is outlined in [Appendix C](#).
- Continuing Education
 - Year-over-Year Change: Expenditures are projected to be \$222,426 lower than the 2023-24 budget forecast, a decrease of 7.98%.
 - Impact: The year-over-year reduction is attributable to the timing of expenses incurred for Summer Learning for Students with Special Education Needs and Summer Mental Health Supports. These programs are continuing, but the expenses will be incurred in the summer of 2024, meaning the expenses will be reflected in our 2023-24 results. There has been no loss of positions or supports for students as a result of this change.
 - Reference: The expense related to continuing education is outlined in [Appendix C](#).

Base Budget Pressures & Adjustments

The 2024-25 budget represents a significant challenge for the WRDSB and its stakeholders. While the board continues to benefit from increasing enrolment, increasing costs for supplies and services (a reflection of broader inflation within the economy), as well as a number of structural budget costs which continue to be underfunded by the Ministry, are limiting our ability to make new investments across our system, and in many cases, have forced staff to make some material budget cuts in various areas of operations.

Pressures

- Commodities and Services
 - As noted previously in this report, inflation represents a material financial risk to the organization. Some contractual obligations, such as school bus operator contracts, are tied to the rate of inflation through the consumer price index (CPI). Others, such as construction tenders or contracts that come up for renewal on an annual basis (technology licenses, maintenance services and supplies), reflect the anticipation of sustained inflation, thus putting upward pressure on prices.

As an example, during the development of the 2024-25 budget, Financial Services staff worked with various departments to review their contracts for 2024-25 and to assess current pricing for commodities and services. In our

facility services area, contract pricing for various services (grounds & tree maintenance, trades services) are experiencing year over year increases that exceed the funding being provided by through the school operations fund. In our technology services area, renewals for various software licenses are also impacted by price inflation, with year-over-year increases ranging from 3-7%. The computer hardware that the WRDSB uses to support both administration and classroom operations (laptops, Chromebooks, IPADs) are increasing, requiring us to roll-back portions of our computer plan for elementary schools in the 2024-25 school year.

While the examples above only represent two areas within the board, they are symbolic of the cost pressures we are seeing for commodities and services throughout the entire system.

- Statutory Benefit Increases (CPP)
 - The [Canada Pension Plan \(CPP\) enhancement](#) is designed to help increase retirement income for working Canadians and their families. The phase-in of the CPP enhancement began on January 1, 2019, as a gradual increase to the CPP contribution rate for both employees and employers. Increases have occurred every year for five years with the last being on January 1, 2023.

CPP Enhancement Contribution Rate Increase per Year

Year	Contribution rate Employee	Contribution rate Employer	Total Year-Over- Year Increase
2018	4.95%	4.95%	
2019	5.10%	5.10%	3.03%
2020	5.25%	5.25%	2.94%
2021	5.45%	5.45%	3.81%
2022	5.70%	5.70%	4.59%
2023	5.95%	5.95%	4.39%

Under the terms of the CPP, employers are responsible for deducting an employee's share of CPP contributions from their paycheque each pay period, until the maximum amount of contributions for that year is reached, and remitting those deductions to the CPP. Employers contribute an equal amount, and these costs are funded through the salary and benefits benchmarks provided by the Ministry of Education.

As the CPP enhancement has been phased-in over the past number of years, there is no evidence that Ministry funding benchmarks have increased to reflect the higher employer contributions that are required. For the 2024-25 school year, staff estimate the incremental impact to the WRDSB is approximately \$1.26M.

- Short-term Supply Costs

- Prior to the onset of the pandemic in March 2020, there had been a consistent upward trend in short-term supply staff costs. As part of the 2018-19 budget, the expenditure budget for this area was increased by \$2.5M, or 13.3%. The rationale for this increase was the consistent upward trend in supply costs which had been identified over the previous number of years, which was supported by the findings in the [Auditor General's 2017 Annual Report](#) where supply staff costs were identified as a pressure across the province. The onset of the pandemic disrupted this trend and staff noted a significant decline in utilization of short-term sick leave across all employee groups in the latter part of the 2019-20 school year and the entire 2020-21 school year. This disruption continued in the early part of 2021-22, since then, we have witnessed a return to pre-pandemic utilization and the financial and operational pressures associated with short-term sick leave.

Budget vs. Expenditure Summary: Supply Staff Costs (Teachers, DECEs, EAs)							
	2017-18	2018-19	2019-20*	2020-21*	2021-22	2022-23	2023-24**
Budget	\$18,404,100	\$20,854,500	\$21,033,800	\$22,587,200	\$22,990,100	\$23,118,330	\$23,225,050
Expense	\$20,473,919	\$21,025,105	\$15,591,909	\$19,236,721	\$24,066,680	\$25,266,038	\$27,725,765
In-year Variance	(\$2,069,819)	(\$170,605)	\$5,441,891	\$3,350,479	(\$1,076,580)	(\$2,147,708)	(\$4,500,715)

*- Pandemic school years; school closures resulted in minimal (if any) supply costs being incurred for duration of closure.
 **- Forecast of our year-end position based on expenses incurred up to May 31, 2024

In addition to the operational pressures that high levels of absenteeism create, there are significant funding pressures that are also attributable to short-term supply costs. Through the Core Education Funding (CEF), the board is projected to receive approximately \$11.2M in funding to cover short-term supply costs (Teachers and DECEs); for 2024-25, this means that our budget for these expenditures exceeds our funding by approximately \$14.9M (see table below).

Core Education Funding for Supply Staff 2024-25				
Grade Cohort	Average Daily Enrolment	Supply Teacher Benchmark	Supply DECE Benchmark	Core ED Funding
JK-SK	8,214	\$173.55	\$102.79	\$2,269,948
Gr 1 to 3	13,559	\$173.55		\$2,353,215
Gr 4 to 8	22,892	\$173.55		\$3,972,948
Gr 9-12	20,362	\$126.95		\$2,584,956
2024-25 Funding for Supply Staff (Teachers and DECEs)				\$11,181,067
2024-25 Expense Forecast (Teachers and DECEs only)				\$26,075,400
Funding Shortfall				(\$14,894,333)

Given the continued operational and financial pressures that short-term supply costs represent for the organization, staff will be looking to re-examine our

approach to supporting employee wellness and attendance in 2024-25. This will include enhanced efforts to monitor and support staff in areas where utilization of short-term sick leave exceed board and industry averages. Furthermore, to assist the board in identifying opportunities for improvement and industry best practices, the Regional Internal Audit Team (RIAT) will be undertaking a review of the board's Attendance Management and Disability Management programs during the 2024-25 school year. The results of this review will be shared with the board's Audit Committee when available.

Balancing Adjustments for 2024-25

During the 2023-24 budget presentations, staff outlined that we would be undertaking a System Fiscal Review during the 2023-24 school year to assess our resource allocations and identify opportunities to achieve savings, while remaining focused on the priorities set out in our multi-year strategic plan. The impetus for this review was the need to balance the board's budget in 2024-25, in accordance with the requirements set out in [Ontario Regulation 280/19](#), which restricts a school board's ability to incur an in-year deficit under any of the following conditions;

- 1) The in-year deficit exceeds the one per cent of the school board's operating revenues;
- 2) The in-year deficit exceeds the school board's accumulated surplus for the preceding school year;
- 3) The school board is incurring an in-year deficit for a third consecutive year.

As illustrated in the table below, the 2023-24 school year was the second consecutive year that the WRDSB filed a deficit budget; furthermore, it is likely that our year-end financial results for 2023-24 will show an in-year deficit of \$10.1M (based on our Q3 results presented June 12, 2024). This is greater than 1% of our operating revenues and means we will require an in-year approval from the Minister for the deficit; it also means that the board must file a balanced budget for 2024-25.

Ministry Compliance Summary				
	2020-21*	2021-22**	2022-23	2023-24***
Revenues	\$803,080,069	\$834,311,359	\$835,027,240	\$843,698,809
Expenses	\$798,511,298	\$839,436,192	\$839,616,752	\$853,826,688
Surplus (Deficit)	\$4,568,771	(\$5,124,833)	(\$4,589,512)	(\$10,127,879)

*- Schools closed for a portion of the year due to COVID (reduced costs)
 **- Board funded covid related expenditures \$5.7M; not included in deficit calculation by Ministry
 ***- Q3 Forecast June 12, 2024

System Fiscal Review

- Mandate- To identify opportunities to reduce costs, implement operational efficiencies and optimize the allocation of resources to address the board's budget pressures and support the [strategic plan](#) and the goals outlined in the [Board Improvement and Equity Plan \(BIEP\)](#).

- Membership- Membership on the system fiscal review committee included staff from Finance, Human Resource Services, Learning Support Services, ITS, Facilities, Elementary and Secondary School Principals, as well as Leadership Council.
- Overarching Goal- To identify opportunities for savings as far away from the student desk as possible (avoid in-class supports, resources).

Based on the 2023-24 budget deficit, as well as the financial pressures the board must address on an annual basis (discussed above), the target for identified savings was \$8.5M. Recognizing that approximately 83.5% of our operating expenses are associated with staffing, it was unreasonable to expect this level of savings to be achieved without any impact to our FTE complement. Some of the key questions considered by the committee during the review, as it pertains to the programs, services and resources allocated, included:

- Is this program/service/resource directly connected to the strategic plan (BIEP)?
- Is this program/service/resource contractually required?
- Is this program/service/resource legislatively required?
- Can we offer this program/service, or utilize the resource, differently?

The following items (areas) represent reductions that have been enacted for the 2024-25 budget year as a result of the system fiscal review.

FTE ADJUSTMENTS	FTE Reduction	Incremental Savings	Total
Central Administration (Non-Instructional)	(13.02)	(\$1,186,850)	
Facilities- Management, Custodial & Maintenance	(11.00)	(\$1,008,800)	
Schools (Non-Teaching)	(10.03)	(\$598,730)	
Itinerant Teaching Staff	(5.30)	(\$584,500)	
	(39.35)		(\$3,378,880)
NON-FTE ADJUSTMENTS			
Facility Services (Utilities)		(\$500,000)	
Information Technology Services (Computer Plan)		(\$2,011,000)	
Professional Development Funds		(\$44,000)	
			(\$2,555,000)
TOTAL			(\$5,933,880)

In broad terms, our ability to balance the budget has been achieved through a combination of increases to revenue (transportation, Ministry grant changes, deferred revenues), and a reduction in expenses. As we look ahead to the 2024-25 school year, continued emphasis on fiscal sustainability and efficiency will be required in order to ensure the board does not incur an in-year deficit, which would trigger the parameters of [Ontario Regulation 280/19](#).

In summary, total expenditures are forecast to be \$899,546,616 which is an increase of \$51,182,971, or 6.03%, compared to the 2023-24 budget. A year over year comparison of expenditures, by Ministry reporting category, is provided in [Appendix C](#).

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) and the Capital Priorities Program. A summary of the capital budget allocations and expenditures is provided in [Appendix E](#). Plans to expend these funds were presented in separate reports during the [Special Budget Meeting](#) on June 5, 2024.

- 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 school renewal allocation for the 2024-25 school year is \$10.42M; this is an increase of \$105,644, or 1.02%, compared to the prior year. The report to the Board on June 5, 2024, entitled “[2024-2025 Pupil Accommodation Grant- School Renewal Allocation](#)”, identified the types of projects that will be undertaken in 2023-24 to utilize this funding.
- 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 2024-25 school year, SCI funding is estimated to be \$32.99M, which is an increase of \$1.49M, or 4.76%, compared to the 2023-24 budget. The report to the Board on June 5, 2024, entitled “[2024-2025 School Condition Improvement Grant](#)”, identified the types of projects that will be undertaken in 2024-25 to utilize this funding.
 - 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 memorandum [B:08, Capital Funding for the 2024-25 school year](#).

Balanced Budget Compliance

In accordance with [Ontario Regulation 280/19](#), and as outlined in [Ministry Memorandum 2024:SB08](#), school boards must seek the Minister’s approval for any in-year deficit that exceeds the lesser of:

- 1) The in-year deficit exceeds the lower of one per cent of the school board’s operating revenue or the accumulated surplus for the preceding school year.
- 2) The school board is incurring an in-year deficit for a third consecutive year.
- 3) The school board has an in-year deficit within the above noted threshold, but the school board does not submit an approved In-Year Deficit Elimination Plan (IYDEP) that eliminates the in-year deficit within the required timelines as specified in the regulation.

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 Ontario Regulation 280/19.

The 2024-25 budget, as presented, complies with all applicable provincial legislation.

Additional Information

Information regarding the 2024-25 budget is attached as follows:

- [Appendix A](#) Enrolment Projections
- [Appendix B](#) Analysis of Provincial Grant Allocations and Other Revenues
- [Appendix C](#) 2024-25 Budget Detail
- [Appendix D](#) 2024-25 Staffing
- [Appendix E](#) 2024-25 Capital Budget

Background

On April 26, 2024, the Ministry of Education issued [memorandum 2024:B05](#), entitled “2024-25 2024–25 Core Education Funding (formerly Grants for Student Needs).” Total funding to be allocated for the 2024-25 school year is estimated at \$28.6 billion. The main changes being introduced in 2024-25 include:

- Restructuring the funding formula from Grants for Student Needs (GSN) to Core Ed Funding
- Benchmark changes to reflect the outcome of central bargaining;
- Updates to the student transportation funding model that was introduced in 2023-24;
- Funding to support various Ministry priorities, including literacy and math;
- Transfers of Professional Assessments allocation into Core Education Funding; and,
- Investments to assist school boards in keeping up with costs.

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 2024-25 budget, the detailed estimates package will be completed and submitted to the Ministry by the reporting deadline (June 30).

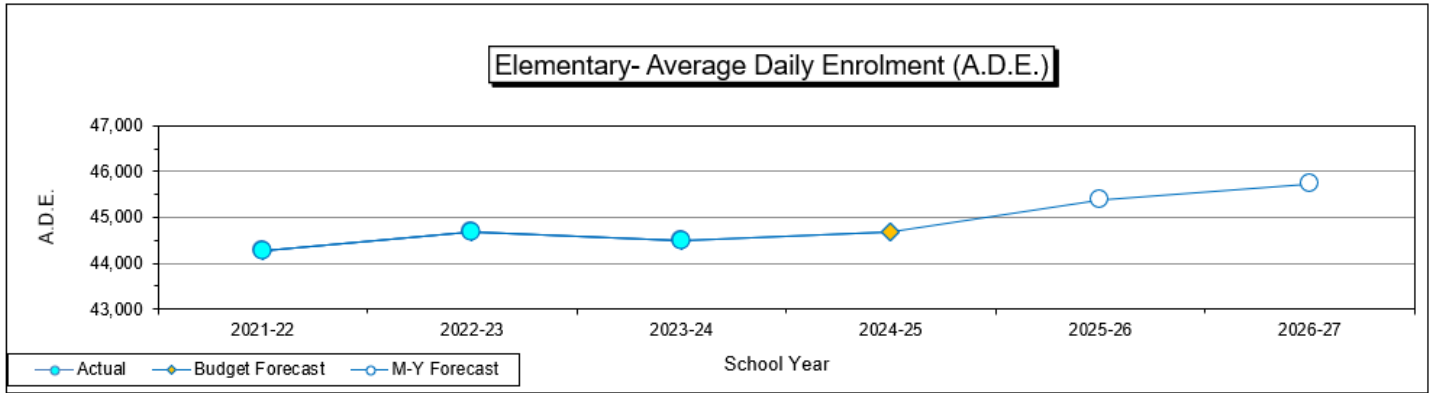
Prepared by: Wenqi Zhou, Manager, Budget Services
 Miruna Armellini, Controller, Financial Services
 Nick Landry, Superintendent, Business Services & Treasurer of the Board,
 in consultation with Leadership Council.

APPENDIX A- Enrolment Projections

Historical Change in Enrolment- Budget Forecasts

ELEMENTARY SCHOOLS

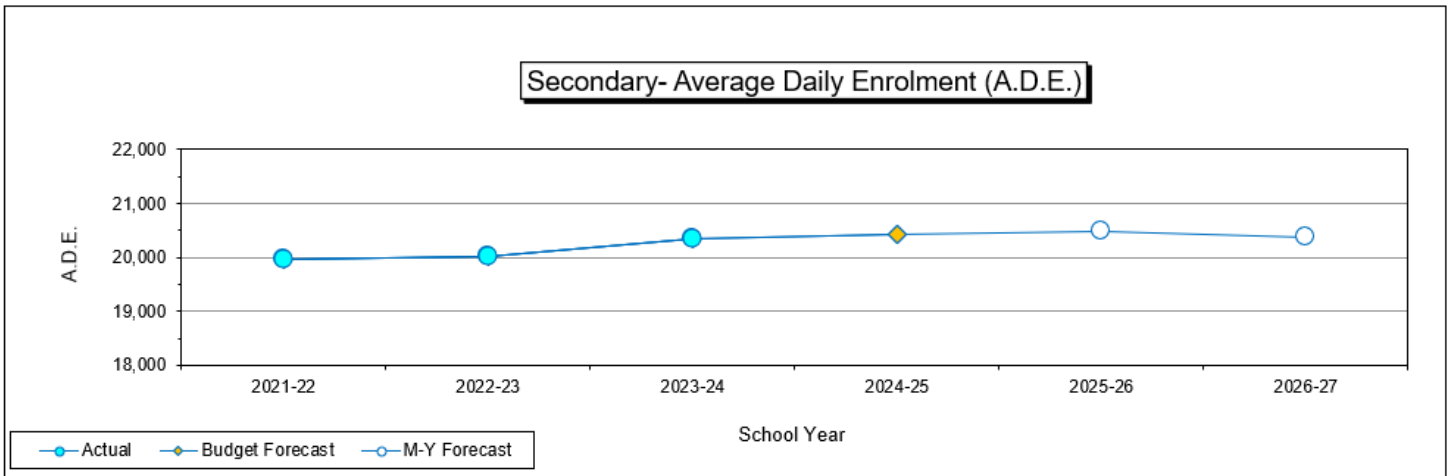
GRADE	2021-22 ADE (Actual)	2022-23 ADE (Actual)	2023-24 ADE (Actual)	2024-25 ADE (Budget Forecast)	2025-26 ADE (Multi-Year Forecast)	2026-27 ADE (Multi-Year Forecast)
Junior Kindergarten (JK)	3,878	4,151	3,968	3,998	-	-
Kindergarten (SK)	4,240	4,320	4,467	4,216	-	-
Grades 1 to 3	13,305	13,475	13,328	13,559	-	-
Grades 4 to 6	13,594	13,457	13,601	13,753	-	-
Grades 7 to 8	9,238	9,268	9,119	9,139	-	-
Other	5	10	16	15	-	-
Total Elementary	44,259	44,680	44,499	44,681	45,391	45,716
<i>Change (Budget to Budget)</i>		421	(182)	182	710	325



SECONDARY SCHOOLS

GRADE	2021-22 ADE (Actual)	2022-23 ADE (Actual)	2023-24 ADE (Actual)	2024-25 ADE (Budget Forecast)	2025-26 ADE (Multi-Year Forecast)	2026-27 ADE (Multi-Year Forecast)
Grades 9 to 12 < 21 years	19,899	19,925	20,261	20,334	-	-
High Credit	19	20	23	22	-	-
Grades 9 to 12 >21 years	9	9	5	6	-	-
Other Pupils	47	53	49	59	-	-
Total Secondary	19,974	20,007	20,337	20,421	20,479	20,384
<i>Change (Budget to Budget)</i>		33	330	84	58	-95

TOTAL ADE	64,233	64,687	64,836	65,102	65,870	66,100
<i>Change from Previous Year (Budget)</i>		454	149	266	769	229



APPENDIX B- Analysis of Provincial Grant Allocations and Other Revenues

Waterloo Region District School Board				
2024-2025 Budget				
Core Education Funding				
Ministry Allocation	2023-2024	2024-2025	Variance	%
	Budget	Budget		Variance
Classroom Staffing Fund	\$ 432,823,961	\$ 447,160,649	\$ 14,336,688	3.31%
Learning Resource Fund	112,869,549	116,545,912	3,676,363	3.26%
Special Education Fund	95,906,486	99,662,583	3,756,097	3.92%
School Facilities Fund *	78,668,308	71,067,209	(7,601,099)	-9.66%
Student Transportation Fund	20,024,460	23,345,002	3,320,542	16.58%
School Board Administration Fund	18,077,794	18,546,258	468,464	2.59%
School Renewal Operating	1,915,839	1,925,000	9,161	0.48%
Debt Charges Allocation	-	104,872	104,872	
Temporary Accomodation	1,513,233	1,287,806	(225,427)	-14.90%
Interest on Capital	4,280,163	3,493,056	(787,107)	-18.39%
Total Operating Grants	\$ 766,079,792	\$ 783,138,347	\$ 17,058,555	2.23%
Less:				
MTCA Allocation (DCC)	(7,842,000)	(5,761,100)		
Day School Fees - Ont. Residents	(10,000)	-		
Transfers from Deferred Revenue	(2,040,713)	1,640,113		
	<u>(9,892,713)</u>	<u>(4,120,987)</u>		
	<u>\$ 756,187,079</u>	<u>\$ 779,017,360</u>		
*2024-2025 School Facilities amount does not include School Renewal Allocation				

Other Grants	2023-24 Budget	2024-25 Budget	Variance
<u>I. Responsive Education Programs (REP)</u>			
Critical Physical Security Infrastructure	\$ -	\$ 261,200	\$ 261,200
Destreaming (Single Stream) Implementation Supports	90,400	67,300	(23,100)
Early Reading Enhancements: Early Reading Screening Tools	410,000	410,000	-
Education Staff to Support Reading Interventions K-3	1,969,700	2,064,200	94,500
Entrepreneurship Education Pilot Projects	30,000	30,000	-
Experiential Learning- Guidance Teacher Counsellors	78,600	78,600	-
Graduation Coach for Black Students	114,300	115,300	1,000
Health Resources, Training and Supports	34,600	32,000	(2,600)
Human Rights and Equity Advisors	170,400	170,400	-
Learn and Work Bursary	22,000	22,000	-
Licenses and Supports for Reading Programs and Interventions	266,600	264,000	(2,600)
Math Achievement Action Plan: Board Math Leads	166,600	166,600	-
Math Achievement Action Plan: Digital Math Tools	474,800	471,700	(3,100)
Math Achievement Action Plan: School Math Facilitators	714,000	729,600	15,600
Mental Health Strategy Supports- Emerging Needs	-	33,000	33,000
Professional Assessments & Evidence-Based Reading**	234,600	-	(234,600)
Skilled Trades Bursary	19,000	19,000	-
Special Education AQ Subsidy for Educators	23,400	23,400	-
Special Education Needs Transition Navigators	-	208,500	208,500
<i>Staffing to Support De-Streaming and Transition to High School</i>	<i>3,196,100</i>	<i>-</i>	<i>(3,196,100)</i>
Summer Learning for Students with Special Education Needs	219,700	218,100	(1,600)
Summer Mental Health Supports	277,000	341,300	64,300
Total REP Grants	\$ 8,511,800	\$ 5,726,200	\$ (2,785,600)
Note: ** Grants have been moved into Core Education Funding for 2024-25			
II. Other Grants			
Ontario Youth Apprenticeship Program (OYAP)	395,023	421,200	26,177
Literacy and Basic Skills	370,900	370,900	-
Planning Provision (Labour)	-	25,208,612	25,208,612
Other EDU Grants - Amounts from Deferred Revenue	115,235	213,605	98,370
Total Other Grants (including REP Grants)	\$ 9,392,958	\$ 31,940,517	\$ 22,547,559
Other Revenue			
Investment Income	660,500	651,000	(9,500)
Fees (Ontario Residents, Foreign Students)	1,138,000	1,377,100	239,100
Rental Revenue	2,107,300	1,888,000	(219,300)
Amounts from Deferred Revenue - Education Development Charges	17,475,000	1,308,600	(16,166,400)
Extended Day Program Revenue	13,553,900	15,879,600	2,325,700
Other (insurance proceeds, recoverable)	3,430,040	3,761,500	331,460
Total Other Revenue	\$ 38,364,740	\$ 24,865,800	\$ (13,498,940)
Reconciliation of Total Revenues			
Provincial Grants-Core Education Funding	756,187,079	779,017,360	22,830,281
Other Grants-REP	9,392,958	31,679,317	22,286,359
School Generated Funds	8,780,000	13,468,334	4,688,334
Other Revenue	38,364,740	24,865,800	(13,498,940)
Amortization of Deferred Capital Contributions	42,993,831	44,248,822	1,254,991
	\$ 855,718,608	\$ 893,279,633	\$ 37,561,025

APPENDIX C- 2024-2025 Budget Detail

WATERLOO REGION DISTRICT SCHOOL BOARD				
2024-25 BUDGET				
REVENUE & EXPENSE SUMMARY				
	2023-2024 Budget	2024-25 Budget	Variance	% Change
REVENUE CATEGORIES				
A. Provincial Grant Allocations	\$756,187,079	\$779,017,360	\$22,830,281	2.93%
B. Provincial Grants - Other	9,392,915	31,679,317	22,286,372	237.27%
C. School Generated Funds	8,780,000	13,468,334	4,688,334	53.40%
D. Investment Income	660,500	651,000	(9,500)	-1.44%
E. Other Fees & Revenues	37,704,240	24,214,800	(13,308,040)	-35.47%
F. Amortization of Deferred Capital Contributions	42,993,831	44,248,822	1,254,991	2.92%
TOTAL REVENUES	\$855,718,565	\$893,279,633	\$37,742,438	4.41%
EXPENSE CATEGORIES				
A. Instruction - Classroom	\$589,493,640	\$613,772,387	24,278,747	4.12%
B. Instruction - Administration	58,775,404	56,325,643	(2,449,761)	-4.17%
C. Administration & Governance	18,788,243	19,072,983	284,740	1.52%
D. School Operations	69,186,029	69,353,130	167,101	0.24%
E. Continuing Education	2,786,050	2,563,624	(222,426)	-7.98%
F. Transportation	23,325,700	23,324,900	(800)	0.00%
G. Pupil Accommodation (Operating)	47,211,087	52,794,643	5,583,556	11.83%
H. Other	38,797,492	62,339,306	23,541,814	60.68%
TOTAL EXPENSES	\$848,363,645	\$899,546,616	\$51,182,971	6.03%
PSAB Annual Surplus/(Deficit) before transfers	\$7,354,920	(\$6,266,983)		
Less: Externally Appropriated Surplus	(14,128,239)	6,266,983		
Less: Internally Appropriated Surplus	326,913	120,336		
Plus: In-year transfers from Accumulated Surplus	6,446,406	-120,336		
Net Budget Balance	\$0	(\$0)		

**WATERLOO REGION DISTRICT SCHOOL BOARD
2024-25 BUDGET
EXPENSE FUNCTIONS**

	2023-2024			
	Budget	2024-25 Budget	Variance	% Change
A. INSTRUCTION: CLASSROOM				
Salaries & Benefits	\$559,899,231	\$582,023,884	\$22,124,653	3.95%
Supplies & Services	22,863,599	22,444,413	(419,186)	-1.83%
Contracts for Services	7,842,935	8,715,045	872,110	11.12%
Amortization Expense	6,024,375	5,835,045	(189,330)	-3.14%
Less Minor Tangible Capital Assets	(7,136,500)	(5,246,000)	1,890,500	-26.49%
Total	\$589,493,640	\$613,772,387	\$24,278,747	4.12%
B. INSTRUCTION: ADMINISTRATION				
Salaries & Benefits	\$56,917,892	\$54,774,013	(\$2,143,879)	-3.77%
Supplies & Services	1,726,468	1,509,867	(216,601)	-12.55%
Contracts for Services	405,344	213,763	(191,581)	-47.26%
Transfers to Other Boards (e-Learning)	41,000	20,000	(21,000)	-51.22%
Less Minor Tangible Capital Assets	(315,300)	(192,000)	123,300	-39.11%
Total	\$58,775,404	\$56,325,643	(\$2,449,761)	-4%
C. ADMINISTRATION & GOVERNANCE				
Salaries & Benefits	\$13,246,460	\$14,028,000	\$781,540	5.90%
Supplies & Services	2,168,377	1,658,229	(510,148)	-23.53%
Utilities	374,000	306,500	(67,500)	-18.05%
Contracts for Service	2,471,815	2,510,625	38,810	1.57%
Other	0	0	0	
Capital - Ed. Centre Building Repairs	210,000	210,000	0	0.00%
Amortization Expense	658,691	633,629	(25,062)	-3.80%
Less Tangible Capital Assets-Building	(210,000)	(210,000)	0	0.00%
Less Minor Tangible Capital Assets	(131,100)	(64,000)	67,100	-51.18%
Total	\$18,788,243	\$19,072,983	\$284,740	1.52%
D. SCHOOL OPERATIONS				
Salaries & Benefits	\$39,959,910	\$40,731,400	\$771,490	1.93%
Supplies & Services	9,956,664	9,941,800	(14,864)	-0.15%
Utilities	13,239,500	12,739,500	(500,000)	-3.78%
Contracts for Service	6,141,550	6,050,700	(90,850)	-1.48%
Amortization Expense	147,505	148,830	1,325	0.90%
Less Minor Tangible Capital Assets	(259,100)	(259,100)	0	0.00%
Total	\$69,186,029	\$69,353,130	\$167,101	0.24%

...continued on next page

**WATERLOO REGION DISTRICT SCHOOL BOARD
2024-25 BUDGET
EXPENSE FUNCTIONS**

E. CONTINUING EDUCATION				
Salaries & Benefits	\$2,677,350	\$2,452,124	(\$225,226)	-8.41%
Supplies & Services	28,100	33,500	5,400	19.22%
Contracts for Service	80,600	78,000	(2,600)	-3.23%
Total	\$2,786,050	\$2,563,624	(\$222,426)	-7.98%
F. TRANSPORTATION				
Salaries & Benefits	\$922,200	\$978,700	\$56,500	6.13%
Supplies & Services	207,600	200,100	(7,500)	-3.61%
Contracts for Service	22,195,900	22,146,100	(49,800)	-0.22%
Total	\$23,325,700	\$23,324,900	(\$800)	0.00%
G. PUPIL ACCOMMODATION (OPERATING)				
School Renewal	\$1,915,839	\$1,925,000	\$9,161	0.48%
Instructional Facility Rentals	1,513,233	2,016,400	503,167	33.25%
Debt Charges - Interest	3,800,649	3,372,642	(428,007)	-11.26%
Amortization Expense	36,870,108	38,363,621	1,493,513	4.05%
ARO Amortization Expense	3,111,258	7,116,980	4,005,722	100.00%
Total	\$47,211,087	\$52,794,643	\$5,583,556	11.83%
H. OTHER				
School Generated Funds	\$8,780,000	\$13,468,334	\$4,688,334	53.40%
Non-Operating:	15,683,772	18,161,972	2,478,200	15.80%
Labour Provision	14,333,720	30,709,000	16,375,280	114.24%
Total	\$38,797,492	\$62,339,306	\$23,541,814	60.68%
TOTAL EXPENSE BUDGET	848,363,645	899,546,616	51,182,971	6.03%

APPENDIX D- 2024-2025 Staffing

WATERLOO REGION DISTRICT SCHOOL BOARD 2024-25 BUDGET STAFFING COMPARISON							
MINISTRY CATEGORIES	2023-24 Budget			2024-25 Budget			Budget Variance
	REGULAR PROGRAM	SPECIAL EDUCATION	TOTAL	REGULAR PROGRAM	SPECIAL EDUCATION	TOTAL	
Classroom Teachers -Elementary	2,379.7	308.0	2,687.7	2,354.5	305.7	2,660.2	(27.5)
Classroom Teachers -Secondary	1,158.4	107.6	1,266.0	1,133.6	105.6	1,239.2	(26.8)
Total Classroom Teachers	3,538.1	415.6	3,953.7	3,488.1	411.3	3,899.4	(54.3)
Teacher Assistants - Elementary	7.7	461.8	469.6	7.7	461.8	469.6	0.0
Teacher Assistants - Secondary	30.4	108.1	138.6	28.4	107.1	135.6	(3.0)
Total Teacher Assistants (Educational Assistants)	38.2	569.9	608.1	36.2	568.9	605.1	(3.0)
Early Childhood Educators - Elementary	391.3	0.0	391.3	347.1	0.0	347.1	(44.2)
Student Support - Professionals, Para-Professionals & Technicians (e.g. Child & Youth Workers)	26.9	107.5	134.4	28.9	108.5	137.4	3.0
Student Support - Professionals, Para-Professionals (e.g. Professional Student Services Personnel (PSSP))	85.0	48.2	133.2	84.0	48.0	132.0	(1.2)
Professionals, Para-Professionals & Technicians	101.4	10.0	111.4	99.4	10.0	109.4	(2.0)
Library & Guidance Staff (Teachers & Library Clerks)	170.8	0.0	170.8	169.8	0.0	169.8	(0.9)
School Administration (Principals, VPs, Administrative Support Staff)	466.4	3.0	469.4	454.9	3.0	457.9	(11.5)
Coordinators and Consultants (Program coordinators & consultants and administrative support staff)	65.7	25.0	90.7	37.0	27.0	64.0	(26.7)
Continuing Education	28.2	0.0	28.2	28.2	0.0	28.2	0.0
Total Instructional Staff	4,911.9	1,179.2	6,091.1	4,773.6	1,176.7	5,950.3	(140.8)
Administration & Governance	132.7	0.0	132.7	127.9	0.0	127.9	(4.8)
Pupil Transportation**	0.0	0.0	0.0	0.0	0.0	0.0	0.0
School Operations	564.7	0.0	564.7	553.0	0.0	553.0	(11.7)
Non-Operating (Extended Day Program)	160.7	9.3	170.0	170.3	4.4	174.8	4.8
Total Non-instructional Staff	858.1	9.3	867.3	851.1	4.4	855.6	(11.8)
Grand Total Staff	5,770.0	1,188.4	6,958.4	5,624.7	1,181.2	6,805.9	(152.6)

** 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.

APPENDIX E- 2024-2025 Capital Budget

Waterloo Region District School Board 2024-25 Capital Budget				
Funding Source	2023-24 Budget	2024-25 Budget	Variance	% Change
New Schools and Additions	\$25,357,875	\$34,627,674	\$9,269,799	36.56%
Full Day Kindergarten	\$835,662	\$879,400	\$43,738	5.23%
Child Care Capital	\$2,528,287	\$6,380,300	\$3,852,013	152.36%
Proceeds of Disposition	\$400,000	\$0	(\$400,000)	(100.00%)
Committed Capital Projects	\$210,000	\$710,000	\$500,000	238.10%
School Condition Improvement	\$31,500,000	\$32,999,000	\$1,499,000	4.76%
School Renewal	\$8,500,000	\$8,499,600	(\$400)	(0.00%)
Education Development Charges	\$17,475,000	\$1,308,600	(\$16,166,400)	(92.51%)
Rural and Northern Education Fund	\$66,555	\$29,006	(\$37,549)	(56.42%)
COVID-19 Resilience Infrastructure Stream (CVRIS)	\$900,000	\$0	(\$900,000)	(100.00%)
Critical Physical Security Infrastructure (REP)	\$0	\$261,200	\$261,200	100.00%
Minor Tangible Capital Assets	\$7,842,000	\$5,761,100	(\$2,080,900)	(26.54%)
TOTAL	\$95,615,379	\$91,455,880	(\$4,159,499)	(4.35%)
Expenditure				
Buildings (new, additions, & renewal)	\$64,941,824	\$79,795,974	\$14,854,150	22.87%
Land	\$17,475,000	\$1,308,600	(\$16,166,400)	(92.51%)
Land Improvements	\$4,200,000	\$4,300,000	\$100,000	2.38%
Leasehold Improvements	\$0	\$0	\$0	0.00%
Moveable Assets	\$8,998,555	\$6,051,306	(\$2,947,249)	(32.75%)
TOTAL	\$95,615,379	\$91,455,880	(\$4,159,499)	(4.35%)