

**JUNE 11, 2025**

**WATERLOO REGION DISTRICT SCHOOL BOARD**

**NOTICE AND AGENDA OF SPECIAL MEETING**

A **Special Budget Committee of the Whole** meeting of the Waterloo Region District School Board will be held in the Boardroom, Building 2, 51 Ardelet Avenue, Kitchener, Ontario, on **Wednesday, June 11, 2025, at 7:00 p.m.**

**AGENDA**

**Call to Order**

**Territorial Acknowledgement and O Canada**

**Approval of Agenda**

**Declarations of Pecuniary Interest**

**Budget Delegations**

Cristina Fernandes

**Reports**

Core Education Funding & Budget Highlights

01 2025-2026 Budget Recommendations

N. Landry

N. Landry

**Adjournment**

Questions relating to this agenda should be directed to  
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# Report to Committee of the Whole

June 11, 2025

## Subject: 2025-26 Budget Recommendations

### Recommendation

*That the Waterloo Region District School Board (Board) approve the budget as presented in this report—with revenues of \$966,250,766 and expenses of \$958,624,737 with the difference of \$7,626,029 attributed as follows:*

<i>Excess of Revenues over Expenditures</i>	<i>\$7,626,029</i>
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#### *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*

<i>PSAB Adjustment for Interest Accrual</i>	<i>\$95,039</i>
<i>Sinking Fund Interest Earned</i>	<i>(\$24,045)</i>
<i>Unsupported Capital Projects Adjustment</i>	<i>(\$535,896)</i>
<i>Revenues Recognized for Land</i>	<i>\$14,783,459</i>
<i>Asset Retirement Obligation (ARO)</i>	<i>(\$6,739,774)</i>
<i>In-Year Adjustment to Revenues</i>	<i><u>\$7,578,783</u></i>
<i>TOTAL – Surplus/(Deficit) for Compliance</i>	<i>\$47,246</i>

## 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 May 23, 2025, the Ministry of Education released memorandum 2025:B02, [2025-26 Education Funding](#), which highlights key changes to education funding for 2025-26. Core Education funding for 2025-26 includes 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 2025-26.

- **Early Reading-** Funding to support early reading screening and interventions is continuing in 2025-26. 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 2025-26 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.
  - WRDSB priority schools for 2025-26 have not yet been determined. Over the coming weeks, WRDSB staff expect to receive direction from the Ministry of Education regarding priority schools for 2025-26. Priority schools for the 2024-25 school year were:
    - 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
- **Student Transportation-** The Student Transportation Fund is being updated in 2025-26 to reflect the increasing cost of transportation services (i.e., purchasing vehicles, additional time for northern routes, etc.), funding to cover costs associated with the non-refundable portion of HST (2.16 per cent) and top-up funding to ensure that each school board receives an increase of at least 2.5 per cent over their 2024-25 transportation allocation.

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 2025-26. These changes were outlined in memorandum [2025:B02 \(Core Ed Funding\)](#), which was released May 23, 2025. Details regarding these changes, and the impact on the board's 2025-26 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 2025-26 budget complies with provincial legislation and illustrates our commitment to math, literacy, student well-being and classroom safety.

## Key Budget Risks

The 2025-26 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 because 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 key stakeholders (Students, Staff, Community, Ministry etc.) as a result of actions taken by the organization, elected official(s), an employee or group of employees.

The following key risks have been identified for the 2025-26 school year. Staff will continue to monitor and assess their impact, and will report back to the Board throughout the 2025-26 school year as part of our interim financial reporting.

- Financial Sustainability
  - Type(s) of Risk: Financial, Operational, Compliance, Strategic
  - Description: The WRDSB continues to find itself, like many other boards across the province, 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 increasing costs in a variety of areas (contracted services such as software, cyber security,

- snow removal, insurance), 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 data to forecast future trends decreased, increasing the risk that actual enrolment would vary compared to the enrolment forecast used to build our budget. 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 2025-26 based on our experience over the past two years, however, there remains a risk that anticipated enrolment may not materialize in the fall of 2025.
  - Inflation
    - Type(s) of Risk: Financial
    - Description: In the [2025 Ontario Budget](#), released on May 15, 2025, the Government of Ontario projected Ontario's Consumer Price Index (CPI) to be 2.3% in 2025 and 2.0% in 2026. On June 4, the [Bank of Canada](#) noted that inflation in April 2025 eased to 1.7%, largely based on the elimination of the federal consumer carbon tax. The Bank of Canada also noted in their remarks that "recent surveys indicate that households continue to expect that tariffs will raise prices, and many businesses say they intend to pass on the costs of higher tariffs." The downstream impact of tariffs on the WRDSB's budget are not yet known, and while the WRDSB has very few contracts with U.S. suppliers (i.e., software), a prolonged tariff environment is likely to have an inflationary impact on the supplies and contracts the WRDSB utilizes.

- 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 2025-26 budget, staff from Financial Services have worked with other 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.
- Labour Risks
  - Type(s) of Risk: Operational, Strategic
  - Description: Centrally bargained collective agreements are set to expire on August 31, 2026. While the risk of in-year labour disruptions for 2025-26 have been eliminated, it is unclear what actions may occur in the lead up to the next round of collective bargaining. As part of the [2025 Ontario Budget](#), the province is investing \$55.8 million over two years to train 2,600 new teachers by 2027. This is in recognition of the fact that many school boards across Ontario are struggling to attract and retain qualified teachers, particularly those who are qualified to teach specific subject areas (i.e., French).  
  
In addition, 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 variety of strategies 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)

While the Ministry of Education introduced some changes to Core Ed funding for the 2025-26 school year, 2025-26 Core Ed funding is best described as a status quo announcement. The following changes will have a material impact on the board's funding envelope for 2025-26.

- 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, EWAO).
    - A 2.5% increase for teacher, vice-principal, principal and non-union (excluding executives; Director, SOs) salary benchmarks in the 2025–26 school year.
    - Employee Life and Health Trust (ELHT) benefits funding has been adjusted to reflect the outcome of the 2022-2026 collective agreements for all employee groups.
  - Funding Estimate: Our forecast of the above noted labour changes is included in the revenue figures outlined in [Appendix C](#).
  - Impact: The updated funding benchmarks will increase overall staffing costs for the board in 2025-26. These salary increases are offset by corresponding increases in provincial funding as outlined in [Appendix C](#).
- Student Transportation Funding Model Changes
  - As noted above, the Ministry has increased several benchmarks within the student transportation fund to reflect increased costs.
  - Funding Estimate: The WRDSB is forecast to receive \$27.9M in funding through the student transportation grant in 2025-26; an increase of \$4.5M, or 20.0%.
  - Impact: The increase in funding for 2025-26 will help ensure that our transportation revenues are sufficient to cover our anticipated expenses. The inclusion of secondary program transportation in our routing simulation for 2025-26 also means that the WRDSB will be able to offer Grand River Transit (GRT) passes to students who are attending a system designated magnet program; this is a significant enhancement to our transportation offering and should reduce barriers that some students may have encountered when accessing specialized programs.
    - System designated magnet programs that will be included in the GRT program are English as a Second Language/ English Language Development (ESL/ELD), Extended French, Fast Forward, French Immersion, Instrumental Strings, Integrated Arts, International Baccalaureate.
- 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). While appreciative of the increase, staff continue to advocate to the Ministry for increases that are more reflective of the increases we have experienced in our

contracts over the past couple of 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 \$2.3M in funding through the School Facilities Fund in 2025-26.
  - 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>(\$580,453)</i>
<i>Benchmark increase- Staff related</i>	<i>\$1,362,467</i>
<i>Benchmark increase- Non-staff portion</i>	<i><u>\$1,881,502</u></i>
<i>Sub-total</i>	<i>\$2,663,517</i>
<i>Other (ELHT, Support for Students (SSF) etc.)</i>	<i><u>(\$362,975)</u></i>
<i>Total</i>	<i>\$2,300,542</i>

The figures above illustrate that 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. As part of the 2022-26 collective agreements, the Ministry has continued to provide this funding.
  - Funding Estimate: The WRDSB is forecast to receive \$7.1M 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 can

change from year-to-year based on Ministry priorities and the availability of financial resources. As outlined in [memorandum 2025:B02](#), the following investments are being made to support a number of Ministry priorities in 2025-26.

The key Ministry investments for 2025-26 include:

- Math (*Continuing*)
  - 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 2025-26 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 2025-26 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 2025-26 is \$166,600
      - The WRDSB will continue to employ a System Administrator to lead our Math Strategy as the designated Math Lead for the 2025-26 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 2025-26 is \$463,600
      - This funding will support the acquisition of digital math tools (e.g., Knowledgehook, Reflex, Explore Learning) 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 \$38.9M; WRDSB allocation for 2025-26 is \$834,200
  - This funding will support 7.0 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 2025-26 REP announcement include:
  - 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.

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 \$74.5M; WRDSB allocation in 2025-26 is \$2,218,900
- This funding will support 18.0 full-time equivalent positions (early intervention teachers- literacy focus), who will work directly with students to improve early literacy outcomes.
- 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](#) and [Lexia](#) to support early reading screening and support for students.

- Provincial allocation is \$12.50M; WRDSB allocation in 2025-26 is \$410,000
  - Licenses and Supports for Reading Programs and Interventions: 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 who have a learning disability.
    - Provincial allocation is \$12.50M; WRDSB allocation in 2025-26 is \$264,900
- Summer Learning for Students with Special Education Needs (*Continuing*)
  - This 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 2025-26, it will support students during the summer of 2025.
    - Provincial allocation is \$10.0M; WRDSB allocation is \$218,100
- Summer Mental Health Supports
  - This funding is intended to assist school boards in providing mental health services to students and ensure the continuity of services over the summer months. Although this funding is included in the announcement for 2025-26, it will support students during the summer of 2025.
    - Provincial allocation is \$16.0M; WRDSB allocation is \$400,900
- Special Education Needs Transition Navigators (*Continuing*)
  - This funding will support improving educational outcomes for students with special education needs and/or disabilities by improving transition practices into, during and out of school.
    - Provincial allocation is \$8.4M; WRDSB allocation is \$209,000
- Graduation Coach Program for Black Students (*Continuing*)
  - This funding is intended to support school boards in providing intensive, culturally-responsive supports to Black students by engaging graduation coaches with lived experience and connections to Black communities to provide direct support and mentorship.
    - Provincial allocation is \$6.0M; WRDSB allocation for 2025-26 is \$130,400
    - The WRDSB will continue to employ a graduation coach for the 2025-26 school year.

- 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 2025-26 is \$170,430
- 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 2025-26 is \$22,000
- Skilled Trades Bursary Program (*Continuing*)
  - This funding will provide \$1,000 bursaries to students who will have earned or are earning two credits in a cooperative education program working in a skilled trades placement, have plans to pursue a post-secondary skilled trades pathway, demonstrate leadership in the skilled trades, and have financial and other barriers to completing secondary school.
    - Provincial allocation is \$1.0M; WRDSB allocation in 2025-26 is \$19,000

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 2025-26 Core Ed funding was announced on May 23, mid-year adjustments may be required in response to changes in government priorities or 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 2025-26 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 2024-25 budget forecast by 544 students, or 0.84% of total enrolment. Given recent enrolment trends, we have taken a conservative approach to our forecast for 2025-26. 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 2,694 full-time equivalent (FTE) students in 2025-26; this is an increase of approximately 150 FTE over 2024-25. Total revenues for the program are forecasted to be \$17.3M, an increase of \$1.43M, or 9.0%.
  - Impact: The Extended Day fee for 2025-26 was approved on [May 14, 2025](#), 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 2025-26.
  - 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 \$966M which is an increase of \$73M or 8.17%, compared to the 2024-25 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 2025-26 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 \$66.69M or 10.87%.
  - 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, Consultants) are forecast to increase by \$7.39M or 13.13%.
  - Impact: Staff salaries and benefits represent the single largest expenditure item for the board. The increase noted above reflects centrally negotiated increases.
  - 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 \$1.53M or 8.04%.
  - Impact: The increase in expenditures is the net effect of increases for labour related changes (excluding executives), reductions to central staffing and changes 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 \$6.55M or \$9.45%.
  - 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 9, 2025.
  - Reference: The expense related to school operations is outlined in [Appendix C](#).

In summary, total expenditures are forecast to be \$958,624,737 which is an increase of \$59,078,121, or 6.57%, compared to the 2024-25 budget. A year over year comparison of expenditures, by Ministry reporting category, is provided in [Appendix C](#).

### **Base Budget Pressures**

The WRDSB is presented with a number of challenges as it prepares for the 2025-26 school year, including stagnant enrolment growth, increasing costs for supplies and services (a reflection of broader inflation within the economy), and a number of structural budget costs which continue to be underfunded by the Ministry. Combined, these factors are limiting our ability to make new investments across our system, despite having made some material budget cuts over the past couple of years in order to balance the budget.

## 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 2025-26 budget, Financial Services staff worked with various departments to review their contracts for 2025-26 and to assess current pricing for commodities and services. In our facility services area, contract pricing for various services (i.e., snow removal) are experiencing year over year increases that exceed the funding being provided through the school operations fund. In our technology services area, renewals for various software licenses are also impacted by inflation, with year-over-year increases ranging from 5-15%. 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 2025-26 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
2020	5.25%	5.25%	
2021	5.45%	5.45%	3.81%
2022	5.70%	5.70%	4.59%
2023	5.95%	5.95%	4.39%
2024	5.95%	5.95%	0.00%
2025	5.95%	5.95%	0.00%

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 was 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 2025-26 school year, staff estimate the incremental impact to the WRDSB is \$360,000.

- 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. Following a brief disruption in the trend during the pandemic, we have witnessed a return to pre-pandemic utilization and the financial and operational pressures associated with short-term sick leave.

<b>Budget vs. Expenditure Summary: Supply Staff Costs (Teachers, DECEs, EAs)</b>					
	2020-21*	2021-22	2022-23	2023-24**	2024-25***
Budget	\$22,587,200	\$22,990,100	\$23,118,330	\$23,225,050	\$27,042,100
Expense	\$19,236,721	\$24,066,680	\$25,266,038	\$31,817,820	\$31,276,900
In-year Variance	\$3,350,479	(\$1,076,580)	(\$2,147,708)	(\$8,592,770)	(\$4,234,800)
*- Pandemic school years; school closures resulted in minimal (if any) supply costs being incurred.					
**- Includes retroactive payments related to Bill 124					
***- Forecast of our year-end position based on expenses incurred up to May 31, 2025					

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 \$12.0M in funding to cover short-term supply costs (Teachers and DECEs); for 2025-26, this means that our budget for these expenditures is projected to exceed our funding by approximately \$16.1M (see table below).

<b>CEF Funding for Supply Staff 2025-26</b>				
Grade Cohort	Average Daily Enrolment	Supply Teacher Benchmark	Supply DECE Benchmark	GSN Funding
JK-SK	8,009	\$202.50	\$111.03	\$2,511,062
Gr 1 to 3	13,396	\$202.50		\$2,712,690
Gr 4 to 8	22,760	\$202.50		\$4,608,900
Gr 9-12	20,231	\$202.50		\$4,096,778
2025-26 Funding for Supply Staff (Teachers and DECEs)				\$13,929,429
2025-26 Expense Forecast (Teachers and DECEs only)				\$30,006,740
Funding Shortfall				(\$16,077,311)

Although short-term supply costs represent an ongoing operational and financial pressure, staff continue to make progress on developing an attendance support

program in response to [PPM 171](#). When implemented (during the 2025-26 school year), this program will include enhanced efforts to monitor and support staff in areas where utilization of short-term sick leave exceed board and industry averages. To support the development of this program, the Regional Internal Audit Team (RIAT) is providing advisory support during the planning and development of the WRDB's program.

### Balanced Budgets & Strategic Spending Plan for 2025-26

During the 2023-24 budget process, 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 outlined in the Q3 Interim Financial Report presented to Trustees on [June 9, 2025](#), staff continue to forecast a balanced budget for the 2024-25 school year.

<b>Ministry Compliance Summary</b>			
	2022-2023	2023-2024	2024-2025
Revenues	\$ 817,320,029	\$ 970,751,863	\$ 878,502,699
Expenses	\$ 824,539,260	\$ 972,753,264	\$ 878,502,699
Surplus/Deficit	\$ (7,219,231)	\$ (2,001,401)	\$ -

In the absence of any unforeseen changes to our fiscal position during the remainder of the 2024-25 school year, the WRDSB will be able to access a portion of its reserves in 2025-26 and 2026-27 to address strategic priorities. As noted above, [Ontario Regulation 280/19](#) permits school boards to incur an in-year deficit (funded through reserves) equal to one per cent of the school board's operating revenues when other criteria outlined in the regulation are met. For the 2025-26 school year, this amounts to approximately \$8.5M.

When considering strategic investments using reserves, a number of considerations must be made given the temporary nature of the investments; for example, adding permanent staffing through the use of reserves cannot be considered. Furthermore, the use of reserves should provide a lasting return on investment so that students and staff can benefit from the initial spending once access to reserves is restricted and the board must return to a balanced budget.

In support of the [strategic plan](#), the [Board Improvement and Equity Plan \(BIEP\)](#), the [Student Achievement Plan](#) and the [Math Achievement Action Plan \(MAAP\)](#), Leadership Council has identified, in broad terms, the following priorities to be supported through strategic spending in 2025-26 and 2026-27.

- Literacy & Numeracy
  - Building upon the investments being made by the Ministry of Education to support improved student outcomes in literacy and math, Leadership Council is recommending that strategic investments be made to further enhance in-school supports that will work shoulder-to-shoulder with teachers to improve their teaching practice and work directly with students to leverage high yield instructional strategies to improve their literacy and math.
  - Strategic Investment: Early Reading Resource Teachers (ERRT), Literacy Intervention Specialists (LIS), Math Intervention Specialists (MIS)
  - Estimated Cost: \$2,150,500 (~17.0 FTE)
- Student Support & Classroom Safety
  - In response to staff consultation regarding student behaviour incidents, and to enhance student supports and classroom safety across our system, Leadership Council is recommending that strategic investments be made to enhance the number of behaviour support teams that can be deployed across our system. These support teams, which include Board Certified Behaviour Analysts (BCBAs), Child and Youth Workers, Educational Assistants and specialized staff who are trained in Behavior Management Systems (BMS), build staff capacity to deal with ongoing behaviour issues and help foster a safe and welcoming environment for all students.
  - Strategic Investment: BCBAs, Child and Youth Workers, Educational Assistants, BMS Trainers
  - Estimated Cost: \$1,747,900 (~15.0 FTE or 3 Behaviour Support Teams)
- Technology and Operations
  - As noted previously in this report, Ministry investments in school operations and technology are insufficient to support the ongoing maintenance and enhancement of our underlying technology environment. In addition, while the Ministry announced [PPM 171](#) in June of 2024, Attendance Support Programs, no additional funding has been provided to school boards to implement these policies and systems.
  - Strategic Investment: Office 365 Environment upgrades, Dell Data Diode (Disaster Recovery) replacement, Firewall refresh and licenses, replacement of internet switches in schools, staffing and systems to support implementation of the attendance support program.
  - Estimated Cost: \$2,530,000

In total, the strategic spending being recommended by Leadership Council equals approximately \$6,428,400. This represents about 75% of the \$8.5M the WRDSB could access from reserves in 2025-26 and provides sufficient flexibility should the WRDSB's underlying fiscal situation change during the 2025-26 school year (e.g. enrolment fluctuations, unforeseen cost pressures). These costs are not reflected in the 2025-26 budget, but would be added in-year once the 2024-

25 year-end financial position has been confirmed, showing the WRDSB finished the year in a balanced position.

## Capital Budget

The Ministry of Education provides capital funding to the board through a variety of programs, including the School Renewal Allocation (SR), 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](#).

- 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.
  - New for 2025-26, the Ministry is providing an additional \$575 million to support accessibility improvements and replacement of Reinforced Autoclaved Aerated Concrete (RAAC). Details regarding this additional funding, including board by board allocations, have not yet been released.
  - The school renewal allocation for the 2025-26 school year is \$10.26M; this represents a decrease of \$117,776, or 1.13%, compared to the prior year. In broad terms, projects that will be undertaken in 2025-26 to utilize this funding include:
    - Accessibility
    - Elementary, Secondary and Special Education Program Upgrades
    - Energy Conservation and Mechanical/Electrical Upgrades
    - Interior Finishes (Floors, Lockers, Painting)
    - Outdoor Learning Spaces, Sustainability and Site Improvements
- 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 2025-26 school year, SCI funding is estimated to be \$33.1M, which is an increase of \$165,573, or 0.50%, compared to the 2024-25 budget. Like the School Renewal allocation, projects that will be undertaken in 2025-26 to utilize this funding include:
    - Building Components and Systems (HVAC, Electric, Plumbing, Roofs)  
~\$23.2M

- Locally Identified Needs (Interior Finishes, Equipment and Furnishings, Parking lots, Exterior Lighting, Paving) ~\$9.9M

Additional information related to the capital programs highlighted above are provided in [memorandum 2025:B02](#).

### Balanced Budget Compliance

In accordance with [Ontario Regulation 280/19](#), and as outlined in [memorandum 2025:B02](#), 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 2025-26 budget, as presented, complies with all applicable provincial legislation.

### Additional Information

Information regarding the 2025-26 budget is attached as follows:

- [Appendix A](#) Enrolment Projections
- [Appendix B](#) Analysis of Provincial Grant Allocations and Other Revenues
- [Appendix C](#) 2025-26 Budget Detail
- [Appendix D](#) 2025-26 Staffing
- [Appendix E](#) 2025-26 Capital Budget

### Background

On May 23, 2025, the Ministry of Education issued [memorandum 2025:B02](#), entitled "2025-26 Education Funding." Total funding to be allocated for the 2025-26 school year is estimated at \$30.7 billion. The main changes being introduced in 2025-26 include:

- Benchmark changes to reflect the outcome of central bargaining;
- Updates to the benchmarks used for the student transportation fund;
- Funding to support various Ministry priorities, including literacy and math;
- Funding to support the replacement of Reinforced Autoclaved Aerated Concrete (RAAC) and accessibility improvements; 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**

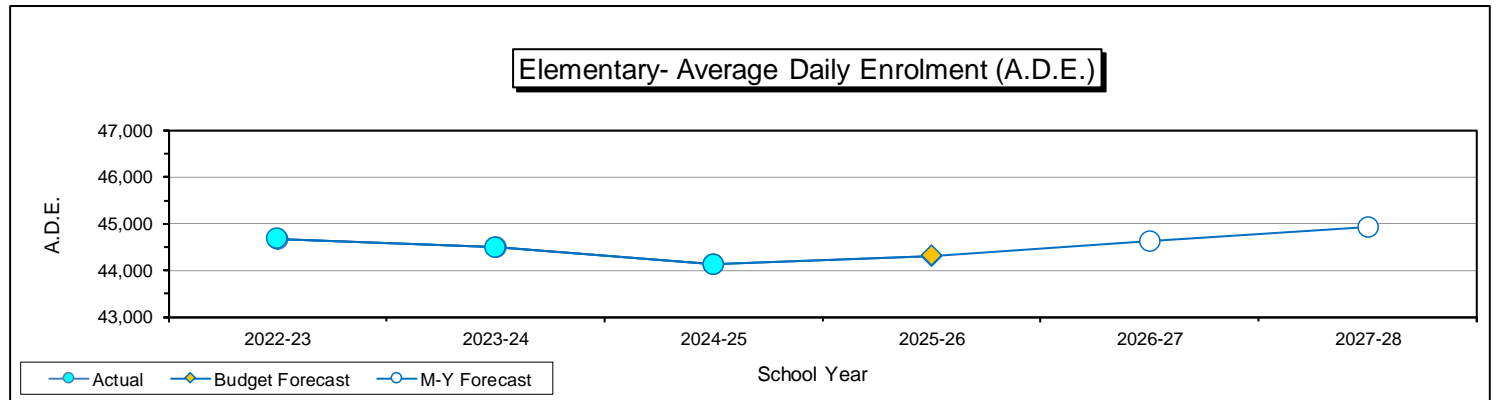
Following approval of the 2025-26 budget, the detailed estimates package will be completed and submitted to the Ministry by the reporting deadline (June 30).

Prepared by: Rob Connolly, 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

### ELEMENTARY SCHOOLS

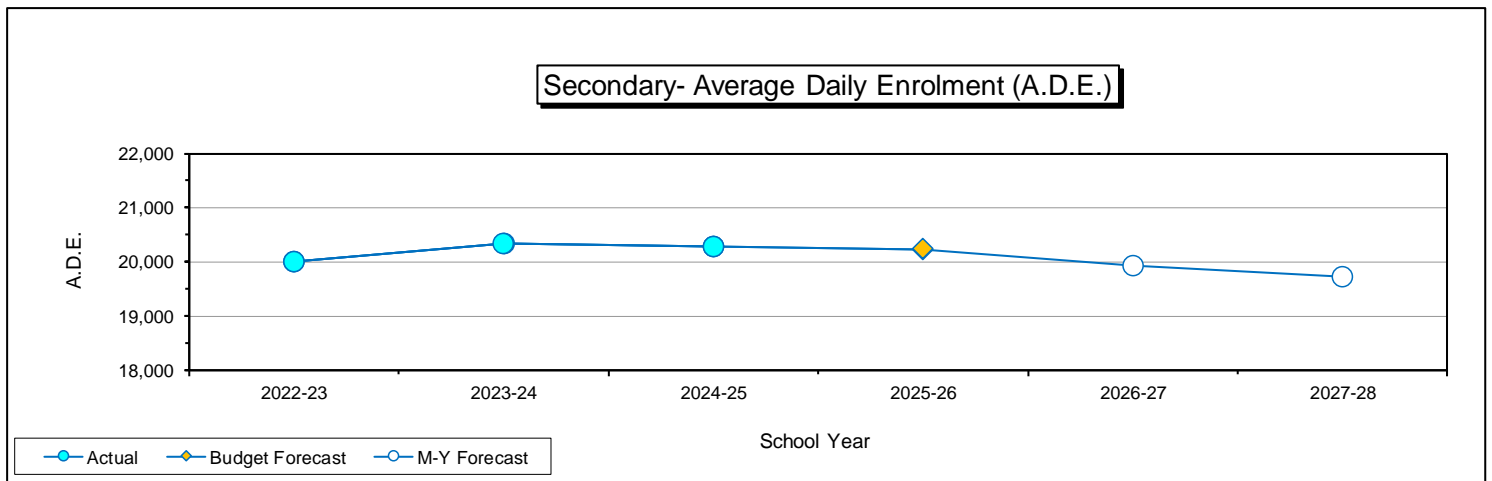
GRADE	2022-23 ADE (Actual)	2023-24 ADE (Actual)	2024-25 ADE (Actual)	2025-26 ADE (Forecast)	2026-27 ADE (Multi-Year Forecast)	2027-28 ADE (Multi-Year Forecast)
Junior Kindergarten (JK)	4,151	3,968	3,779	3,954		
Kindergarten (SK)	4,320	4,467	4,194	4,074		
Grades 1 to 3	13,475	13,328	13,386	13,259		
Grades 4 to 6	13,457	13,601	13,638	13,812		
Grades 7 to 8	9,268	9,119	9,117	9,210		
Other	10	16	15	7		
<b>Total Elementary</b>	<b>44,680</b>	<b>44,499</b>	<b>44,130</b>	<b>44,317</b>	<b>44,631</b>	<b>44,926</b>
<i>Change from Previous Year</i>		<i>(182)</i>	<i>(369)</i>	<i>187</i>	<i>314</i>	<i>295</i>



**SECONDARY SCHOOLS**

GRADE	2022-23 ADE (Actual)	2023-24 ADE (Actual)	2024-25 ADE (Actual)	2025-26 ADE (Forecast)	2026-27 ADE (Multi-Year Forecast)	2027-28 ADE (Multi-Year Forecast)
Grades 9 to 12 < 21 years	19,925	20,261	20,195	20,164		
High Credit	20	23	23	25		
Grades 9 to 12 >21 years	9	5	5	4		
Other Pupils	53	49	59	45		
<b>Total Secondary</b>	<b>20,007</b>	<b>20,337</b>	<b>20,282</b>	<b>20,238</b>	<b>19,934</b>	<b>19,736</b>
<i>Change from Previous Year</i>		330	(55)	(44)	(304)	(198)

<b>TOTAL ADE</b>	<b>64,687</b>	<b>64,836</b>	<b>64,412</b>	<b>64,555</b>	<b>64,565</b>	<b>64,662</b>
<i>Change from Previous Year</i>		149	(423)	142	10	97



**APPENDIX B- Analysis of Provincial Grant Allocations and Other Revenues**

<b>Waterloo Region District School Board</b>				
<b>2025-2026 Budget</b>				
<b>Core Education Funding</b>				
<b>Ministry Allocation</b>	<b>2024-2025 Budget</b>	<b>2025-2026 Budget</b>	<b>Variance</b>	<b>% Variance</b>
Classroom Staffing Fund	\$ 447,160,649	\$ 502,148,455	\$ 54,987,806	12%
Learning Resource Fund	116,545,912	126,572,512	10,026,600	9%
Special Education Fund	99,662,583	107,423,680	7,761,097	8%
School Facilities Fund	71,067,209	73,367,751	2,300,542	3%
Student Transportation Fund	23,345,002	27,902,579	4,557,577	20%
School Board Administration Fund	18,546,258	19,702,513	1,156,255	6%
School Renewal Operating	1,925,000	1,726,125	(198,875)	-10%
Debt Charges Allocation	104,872	104,872	-	0%
Temporary Accommodation	1,287,806	1,862,900	575,094	45%
Interest on Capital	3,493,056	3,142,752	(350,304)	-10%
<b>Total Operating Grants</b>	<b>\$ 783,138,347</b>	<b>\$ 863,954,139</b>	<b>\$ 80,815,792</b>	<b>10%</b>
<b>Less:</b>				
MTCA Allocation (DCC)	(5,761,100)	(6,772,400)		
Transfers from Deferred Revenue	1,671,241	2,683,739		
	<u>(4,089,859)</u>	<u>(4,088,661)</u>		
	<u><b>\$ 779,048,488</b></u>	<u><b>\$ 859,865,478</b></u>		

<b>Other Grants</b>	<b>2024-25 Budget</b>	<b>2025-26 Budget</b>	<b>Variance</b>
<b><u>I. Responsive Education Programs (REP)</u></b>			
Critical Physical Security Infrastructure	\$ 261,200	\$ 261,200	\$ -
Destreaming (Single Stream) Implementation Supports	67,300	-	(67,300)
Early Reading Enhancements: Early Reading Screening Tools	410,000	410,000	-
Education Staff to Support Reading Interventions K-3	2,064,200	2,218,900	154,700
Entrepreneurship Education Pilot Projects	30,000	30,000	-
Experiential Learning- Guidance Teacher Counsellors	78,600	78,600	-
Graduation Coach for Black Students	115,300	130,400	15,100
Health Resources, Training and Supports	32,000	32,000	-
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	264,000	264,900	900
Math Achievement Action Plan: Board Math Leads	166,600	166,600	-
Math Achievement Action Plan: Digital Math Tools	471,700	463,600	(8,100)
Math Achievement Action Plan: School Math Facilitators	729,600	834,200	104,600
Mental Health Strategy Supports- Emerging Needs	33,000	33,000	-
Skilled Trades Bursary	19,000	19,000	-
Special Education AQ Subsidy for Educators	23,400	23,200	(200)
Special Education Needs Transition Navigators	208,500	209,000	500
Transportation & Stability Supports for Children & Youth in Care	90,000	90,000	-
<b>Total REP Grants</b>	<b>\$ 5,256,800</b>	<b>\$ 5,457,000</b>	<b>\$ 200,200</b>
<b>II. Other Grants</b>			
Ontario Youth Apprenticeship Program (OYAP)	\$ 421,200	\$ 427,213	\$ 6,013
Literacy and Basic Skills	370,900	370,900	-
Planning Provision (Labour)	25,208,612	-	(25,208,612)
Other EDU Grants - Amounts from Deferred Revenue	213,605	-	(213,605)
<b>Total Other Grants (including REP Grants)</b>	<b>\$ 31,471,117</b>	<b>\$ 6,255,113</b>	<b>\$ (25,216,004)</b>
<b>Other Revenue</b>			
Investment Income	\$ 651,000	\$ 2,100,000	\$ 1,449,000
Fees (Ontario Residents, Foreign Students)	1,377,100	1,000,100	(377,000)
Rental Revenue	1,888,000	2,538,200	650,200
Amounts from Deferred Revenue - Education Development Charges	1,308,600	14,783,459	13,474,859
Extended Day Program Revenue	15,879,600	17,309,100	1,429,500
Other (insurance proceeds, recoverable)	3,761,500	3,944,616	183,116
<b>Total Other Revenue</b>	<b>\$ 24,865,800</b>	<b>\$ 41,675,475</b>	<b>\$ 16,809,675</b>
<b>Reconciliation of Total Revenues</b>			
Provincial Grants-Core Education Funding	\$ 779,017,360	\$ 859,865,478	\$ 80,848,118
Other Grants and REP	31,679,317	6,255,113	(25,424,204)
School Generated Funds	13,468,334	13,468,334	-
Other Revenue	24,865,800	41,675,475	16,809,675
Amortization of Deferred Capital Contributions	44,248,822	44,986,366	737,544
	<b>\$ 893,279,633</b>	<b>\$ 966,250,766</b>	<b>\$ 72,971,133</b>

## APPENDIX C- 2025-2026 Budget Detail

<b>WATERLOO REGION DISTRICT SCHOOL BOARD</b>				
<b>2025-26 BUDGET</b>				
<b>REVENUE &amp; EXPENSE SUMMARY</b>				
	<b>2024-25 Budget</b>	<b>2025-26 Budget</b>	<b>Variance</b>	<b>% Change</b>
<b>REVENUE CATEGORIES</b>				
A. Provincial Grant Allocation	\$779,017,360	\$859,865,478	\$80,848,118	10.38%
B. Provincial Grants - Other	31,679,317	6,255,113	(25,424,204)	-80.25%
C. School Generated Funds	13,468,334	13,468,334	-	0.00%
D. Investment Income	651,000	2,100,000	1,449,000	222.58%
E. Other Fees & Revenues	24,214,800	39,575,475	15,360,675	63.44%
F. Amortization of Deferred Capital Contributions	44,248,822	44,986,366	737,544	1.67%
<b>TOTAL REVENUES</b>	<b>\$893,279,633</b>	<b>\$966,250,766</b>	<b>\$72,971,133</b>	<b>8.17%</b>
<b>EXPENSE CATEGORIES</b>				
A. Instruction - Classroom	\$613,772,387	\$680,460,299	66,687,912	10.87%
B. Instruction - Administration	56,325,643	63,720,313	7,394,670	13.13%
C. Administration & Governance	19,072,983	20,606,296	1,533,313	8.04%
D. School Operations	69,353,130	75,904,231	6,551,101	9.45%
E. Continuing Education	2,563,624	2,696,510	132,886	5.18%
F. Transportation	23,324,900	28,148,635	4,823,735	20.68%
G. Pupil Accommodation (Operating)	52,794,643	53,730,635	935,992	1.77%
H. Other	62,339,306	33,357,818	(28,981,488)	-46.49%
<b>TOTAL EXPENSES</b>	<b>\$899,546,616</b>	<b>\$958,624,737</b>	<b>\$59,078,121</b>	<b>6.57%</b>
PSAB Annual Surplus/(Deficit) before transfers	<b>(\$6,266,983)</b>	<b>\$7,626,029</b>		
Less: Accumulated Surplus Unavailable for Compliance	6,266,983	(7,483,744)		
Less: Available for Compliance - Internally Appropriated	120,336	102,339		
Plus: In-year transfers from Accumulated Surplus	(120,336)	(197,378)		
<b>Net Budget Balance</b>	<b>(\$0)</b>	<b>\$47,246</b>		

**WATERLOO REGION DISTRICT SCHOOL BOARD  
2025-26 BUDGET  
REVENUE & EXPENSE SUMMARY**

	2024-25 Budget	2025-26 Budget	Variance	% Change
<b>A. INSTRUCTION: CLASSROOM</b>				
Salaries & Benefits	\$582,023,884	\$648,509,343	\$66,485,459	11.42%
Supplies & Services	20,234,413	22,947,034	2,712,621	13.41%
Contracts for Services	8,715,045	9,379,311	664,266	7.62%
Amortization Expense	5,835,045	5,339,811	(495,234)	-8.49%
Less Minor Tangible Capital Assets	(3,036,000)	(5,715,200)	(2,679,200)	88.25%
<b>Total</b>	<b>\$613,772,387</b>	<b>\$680,460,299</b>	<b>\$66,687,912</b>	<b>10.87%</b>
<b>B. INSTRUCTION: ADMINISTRATION</b>				
Salaries & Benefits	\$54,774,013	\$62,153,593	\$7,379,580	13.47%
Supplies & Services	1,509,867	1,554,957	45,090	2.99%
Contracts for Services	213,763	213,763	(0)	0.00%
Transfers to Other Boards (e-Learning)	20,000	20,000	0	0.00%
Less Minor Tangible Capital Assets	(192,000)	(222,000)	(30,000)	15.63%
<b>Total</b>	<b>\$56,325,643</b>	<b>\$63,720,313</b>	<b>\$7,394,670</b>	<b>13.13%</b>
<b>C. ADMINISTRATION &amp; GOVERNANCE</b>				
Salaries & Benefits	\$14,028,000	\$15,496,400	\$1,468,400	10.47%
Supplies & Services	1,658,229	1,688,549	30,320	1.83%
Utilities	306,500	309,000	2,500	0.82%
Contracts for Service	2,510,625	3,177,095	666,470	26.55%
Other	0	0	0	
Capital - Ed. Centre Building Repairs	210,000	210,000	0	0.00%
Amortization Expense	633,629	9,252	(624,377)	-98.54%
Less Tangible Capital Assets-Building	(210,000)	(210,000)	0	0.00%
Less Minor Tangible Capital Assets	(64,000)	(74,000)	(10,000)	15.63%
<b>Total</b>	<b>\$19,072,983</b>	<b>\$20,606,296</b>	<b>\$1,533,313</b>	<b>8.04%</b>
<b>D. SCHOOL OPERATIONS</b>				
Salaries & Benefits	\$40,731,400	\$46,180,500	\$5,449,100	13.38%
Supplies & Services	9,941,800	7,279,620	(2,662,180)	-26.78%
Utilities	12,739,500	12,974,500	235,000	1.84%
Contracts for Service	6,050,700	9,822,300	3,771,600	62.33%
Amortization Expense	148,830	147,311	(1,519)	-1.02%
Less Minor Tangible Capital Assets	(259,100)	(500,000)	(240,900)	92.98%
<b>Total</b>	<b>\$69,353,130</b>	<b>\$75,904,231</b>	<b>\$6,551,101</b>	<b>9.45%</b>

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**WATERLOO REGION DISTRICT SCHOOL BOARD  
2025-26 BUDGET  
REVENUE & EXPENSE SUMMARY**

<b>E. CONTINUING EDUCATION</b>				
Salaries & Benefits	\$2,452,124	\$2,584,710	\$132,586	5.41%
Supplies & Services	33,500	31,000	(2,500)	-7.46%
Contracts for Service	78,000	80,800	2,800	3.59%
<b>Total</b>	<b>\$2,563,624</b>	<b>\$2,696,510</b>	<b>\$132,886</b>	<b>5.18%</b>
<b>F. TRANSPORTATION</b>				
Salaries & Benefits	\$978,700	\$984,500	\$5,800	0.59%
Supplies & Services	200,100	237,400	37,300	18.64%
Contracts for Service	22,146,100	26,926,735	4,780,635	21.59%
Amortization Expense	0	0	0	0.00%
<b>Total</b>	<b>\$23,324,900</b>	<b>\$28,148,635</b>	<b>\$4,823,735</b>	<b>20.68%</b>
<b>G. PUPIL ACCOMMODATION (OPERATING)</b>				
School Renewal	\$1,925,000	\$1,726,125	(\$198,875)	-10.33%
Instructional Facility Rentals	2,016,400	2,031,800	15,400	0.76%
Debt Charges - Interest	3,372,642	3,047,713	(324,929)	-9.63%
Amortization Expense	38,363,621	40,185,223	1,821,602	4.75%
ARO Amortization Expense	7,116,980	6,739,774	(377,206)	-5.30%
<b>Total</b>	<b>\$52,794,643</b>	<b>\$53,730,635</b>	<b>\$935,992</b>	<b>1.77%</b>
<b>H. OTHER</b>				
School Generated Funds	\$13,468,334	\$13,468,334	\$0	0.00%
Non-Operating:	18,161,972	19,889,484	1,727,512	9.51%
Labour Provision	30,709,000	0	(30,709,000)	-100.00%
<b>Total</b>	<b>\$62,339,306</b>	<b>\$33,357,818</b>	<b>(\$28,981,488)</b>	<b>-46.49%</b>
<b>TOTAL EXPENSE BUDGET</b>	<b>899,546,616</b>	<b>958,624,737</b>	<b>59,078,121</b>	<b>6.57%</b>

## APPENDIX D- 2025-2026 Staffing

WATERLOO REGION DISTRICT SCHOOL BOARD							
2025-26 BUDGET							
STAFFING COMPARISON							
MINISTRY CATEGORIES	2024-25 Budget			2025-26 Budget			Budget Variance
	REGULAR PROGRAM	SPECIAL EDUCATION	TOTAL	REGULAR PROGRAM	SPECIAL EDUCATION	TOTAL	
Classroom Teachers -Elementary	2,354.5	305.7	2,660.2	2,343.9	304.7	2,648.6	(11.6)
Classroom Teachers -Secondary	1,133.6	105.6	1,239.2	1,127.9	98.6	1,226.5	(12.7)
<b>Total Classroom Teachers</b>	<b>3,488.1</b>	<b>411.3</b>	<b>3,899.4</b>	<b>3,471.8</b>	<b>403.3</b>	<b>3,875.1</b>	<b>(24.3)</b>
Teacher Assistants - Elementary	7.7	461.8	469.6	7.7	461.8	469.6	0.0
Teacher Assistants - Secondary	28.4	107.1	135.6	28.4	106.1	134.6	(1.0)
<b>Total Teacher Assistants (Educational Assistants)</b>	<b>36.2</b>	<b>568.9</b>	<b>605.1</b>	<b>36.2</b>	<b>567.9</b>	<b>604.1</b>	<b>(1.0)</b>
Early Childhood Educators - Elementary	347.1	0.0	347.1	347.1	0.0	347.1	0.0
Student Support - Professionals, Para-Professionals & Technicians (e.g. Child & Youth Workers)	28.9	108.5	137.4	28.9	109.5	138.4	1.0
Student Support - Professionals, Para-Professionals (e.g. Professional Student Services Personnel (PSSP))	84.0	48.0	132.0	85.5	48.0	133.5	1.5
Professionals, Para-Professionals & Technicians	99.4	10.0	109.4	99.4	9.0	108.4	(1.0)
Library & Guidance Staff (Teachers & Library Clerks)	169.8	0.0	169.8	167.5	0.0	167.5	(2.3)
School Administration (Principals, VPs, Administrative Support Staff)	454.9	3.0	457.9	451.6	3.0	454.6	(3.3)
Coordinators and Consultants (Program coordinators & consultants and administrative support staff)	37.0	27.0	64.0	41.0	27.0	68.0	4.0
Continuing Education	28.2	0.0	28.2	27.9	0.0	27.9	(0.3)
<b>Total Instructional Staff</b>	<b>4,773.6</b>	<b>1,176.7</b>	<b>5,950.3</b>	<b>4,756.8</b>	<b>1,167.7</b>	<b>5,924.5</b>	<b>(25.8)</b>
Administration & Governance	127.9	0.0	127.9	129.2	0.0	129.2	1.3
Pupil Transportation**	0.0	0.0	0.0	0.0	0.0	0.0	0.0
School Operations	553.0	0.0	553.0	545.0	0.0	545.0	(8.0)
Non-Operating (Extended Day Program)	165.5	9.3	174.8	187.3	1.4	188.7	13.9
<b>Total Non-instructional Staff</b>	<b>846.3</b>	<b>9.3</b>	<b>855.6</b>	<b>861.5</b>	<b>1.4</b>	<b>862.9</b>	<b>7.3</b>
<b>Grand Total Staff</b>	<b>5,619.9</b>	<b>1,186.0</b>	<b>6,805.9</b>	<b>5,618.3</b>	<b>1,169.1</b>	<b>6,787.4</b>	<b>(18.5)</b>

\*\* 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- 2025-2026 Capital Budget

<b>Waterloo Region District School Board</b>				
<b>2025-26 Capital Budget</b>				
<b>Funding Source</b>	<b>2024-25 Budget</b>	<b>2025-26 Budget</b>	<b>Variance</b>	<b>% Change</b>
New Schools and Additions	\$34,627,674	\$21,369,354	(\$13,258,320)	(38.29%)
Full Day Kindergarten	\$879,400	\$642,817	(\$236,583)	(26.90%)
Child Care Capital	\$6,380,300	\$3,988,972	(\$2,391,328)	(37.48%)
Proceeds of Disposition	\$0	\$0	\$0	0.00%
Committed Capital Projects	\$710,000	\$210,000	(\$500,000)	(70.42%)
School Condition Improvement	\$32,999,000	\$33,164,573	\$165,573	0.50%
School Renewal	\$8,499,600	\$8,556,254	\$56,654	0.67%
Education Development Charges	\$1,308,600	\$14,783,459	\$13,474,859	1029.72%
Rural and Northern Education Fund	\$29,006	\$31,465	\$2,459	8.48%
Critical Physical Security Infrastructure (REP)	\$261,200	\$0	(\$261,200)	(100.00%)
Minor Tangible Capital Assets	\$5,761,100	\$6,772,400	\$1,011,300	17.55%
<b>TOTAL</b>	<b>\$91,455,880</b>	<b>\$89,519,294</b>	<b>(\$1,936,586)</b>	<b>(2.12%)</b>
<b>Expenditure</b>				
Buildings (new, additions, & renewal)	\$79,795,974	\$63,625,323	\$14,854,150	(20.27%)
Land	\$1,308,600	\$14,783,459	(\$16,166,400)	1029.72%
Land Improvements	\$4,300,000	\$4,306,647	\$100,000	0.15%
Leasehold Improvements	\$0	\$0	\$0	0.00%
Moveable Assets	\$6,051,306	\$6,803,865	(\$2,947,249)	12.44%
<b>TOTAL</b>	<b>\$91,455,880</b>	<b>\$89,519,294</b>	<b>(\$4,159,499)</b>	<b>(2.12%)</b>