Waterloo Region District School Board

Notice of Special Board Meeting - Budget

A Special Board Meeting of the Waterloo Region District School Board will be held in the Boardroom, Building 2, 1st Floor, 51 Ardelt Avenue, Kitchener, Ontario, on Wednesday, June 10, 2025, at 7:00 p.m.

AGENDA

Call to Order

Territorial Acknowledgement and O Canada

Approval of Agenda

Declarations of Pecuniary Interest

Delegations

Reports

01	2026-2027 Budget Recommendations	S. Miller / N. Landry

Adjournment

Report to Board

June 10, 2026

Subject: 2026-2027 Budget Recommendation

Recommendation

That the Waterloo Region District School Board (Board) approve the budget as presented in this report—with revenues of $957,101,695 and expenses of $969,673,031 with the difference of $12,571,336 attributed as follows:

Excess of expenses over revenues	*($12,571,336)*

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	*$95,050*
Sinking Fund Interest Earned	*($24,045)*
Unsupported Capital Projects Adjustment	*($472,624)*
Revenues Recognized for Land	*$3,069,542*
Asset Retirement Obligation (ARO)	*($8,590,488)*
In-Year Adjustment to Revenues	*($5,922,583)*
TOTAL – Surplus/(Deficit) for Compliance	***($6,648,753)***

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 13, 2026, the Ministry of Education released memorandum 2026:B02, 2026-27 Education Funding, which highlights key changes to education funding for the 2026-27 school year. Of particular note, the memorandum highlights that "the province is at an inflection point in terms of student enrolment and is expected to experience an enrolment decline of approximately 13,000 students province-wide in the next school year, with ongoing enrolment declines over the short term". When combined with other changes being introduced through Bill 101, "Putting Student Achievement First Act", and the expiration of the collective agreements on August 31, 2026, the education sector is dealing with a number of potentially destabilizing factors.

Given the above context, Core Education funding for 2026-27 includes limited new investments to support our ongoing work. The following represent some of the key priorities, or changes, to Core Education funding in 2026-27.

- **Early Reading**- The Ministry is continuing to provide funding to support evidence-based early reading screening for 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). For 2026-27, funding to support early reading screening and interventions is being transferred into Core Education Funding which signals the government's commitment to continuing this funding on a more permanent basis. The transferred funding is split between the Classroom Staffing Fund (Reading Intervention Teachers, Data and Information Collection) and the Learning Resources Fund (Reading Screening Tools, Reading Intervention Licenses and Supports).
- **Math**- 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 changes being made to Core Education Funding in 2026-27, 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). Similar to the changes noted above for early reading, funding for Math related staff and resources is being transferred from REP into Core Education funding for the 2026-27 school year. As part of a new Targeted Learning Allocation within the Learning Resources Fund (LRF), 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 continuing to provide funding to support school math facilitators to work in Grade 3, 6 and 9 classrooms in identified priority schools.

- WRDSB priority schools for 2026-27 will remain unchanged from 2025-26:
  - 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

Funding to support Digital Math Tools for all students in Grades 3,6,7,8 and 9 is also continuing as part of the Targeted Learning Allocation.

- **Classroom Supplies for Elementary Teachers**- As was first announced on March 11, 2026, the Ministry is providing some additional funding to support elementary teachers in procuring additional supplies for their classrooms. Under this new program, eligible elementary teachers will be provided up to $750 each year to purchase resources for their classroom. While some of the details related to this program are still being finalized, such as the approved Vendor of Record (VOR) which is being selected by the province, the following represents some of the key aspects of this program.
  - Of the $750 being allocated per eligible classroom, $450 represents new funding being provided to school boards through the Learning Resources Fund (LRF). The remaining $300 per eligible classroom is being re-directed from per student funding that was previously provided to purchase classroom supplies.
  - Eligible teachers include elementary teachers who have primary responsibility for a specific classroom grade (including combined grades), as well as teachers with primary responsibility for self-contained special education classrooms. This means that teachers without primary responsibility for a classroom are not eligible (e.g. preparation-time teachers, guidance teachers, teacher-librarians, itinerant teachers, subject specialists, special education teachers not assigned to self-contained classrooms, and summer school teachers).
  - All classroom supplies purchased by teachers through this initiative belong to the school board and must remain as supplies for the school/classroom for which they were purchased. Supplies are not personal property and cannot be moved between schools.

  Further communication regarding this program, and details specific to the WRDSB and implementation, will be shared with the system prior to start-up in September.

- **Consistent Curriculum Resources Amount**- Additional funding is being provided for classroom curriculum resources; through the Learning Resources Fund (LRF). This funding is intended to support a consistent set of high-quality curriculum-aligned learning resources across subjects and grades, and the Ministry has indicated that school boards will be required to purchase these resources through a vendor of record arrangement set up by Supply Ontario.

- **Student Transportation**- The Student Transportation Fund is being updated in 2026-27 to reflect changes in market costs and inflation (i.e., purchasing vehicles, additional time for northern routes, etc.). The Ministry has also introduced additional reporting requirements for school boards that will include:
    - School bell time reports;
    - Daily delays and cancellations;
    - Actual routes, runs and student reports for 2026-27; and,
    - Expenditure reports.

The changes noted above were outlined in memorandum 2026:B02 (Core Ed Funding), which was released May 13, 2026. Details regarding these changes, and the impact on the board's 2026-27 budget are outlined below.

In summary, despite increasing costs, declining enrolment and minimal increases to Core Education funding, the WRDSB 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 2026-27 budget complies with provincial legislation and illustrates our ongoing commitment to math, literacy, student well-being and classroom safety.

Key Budget Risks

The 2026-27 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:** 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 agreements, 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 2026-27 school year. Staff will continue to monitor and assess their impact, and will report back to the Board throughout the 2026-27 school year as part of our interim financial reporting.

- Financial Sustainability
    - Type(s) of Risk: Financial, Operational, Compliance, Strategic
    - Description: Like many other school boards across the province, the WRDSB is operating within 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 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 2026-27 based on our experience over the past two years, but there remains a risk that anticipated enrolment may not materialize in the fall of 2026.

- Inflation
  - Type(s) of Risk: Financial
  - Description: In the 2026 Ontario Budget, released on March 26, 2026, the Government of Ontario projected Ontario's Consumer Price Index (CPI) to be 2.1% in 2026 and 2.0% in 2027. On April 29, the Bank of Canada noted that inflation in March 2026 climbed to 2.4% because of sharply higher gasoline prices, with an expectation that CPI would likely rise further in April to about 3%. The Bank of Canada also noted in their remarks that the ongoing conflict in the Middle East is causing heightened volatility, and there is some evidence that the disruption to global trade patterns is having an inflationary impact on some commodities the WRDSB sources (e.g. computer hardware).
  - Impact: Some contractual obligations, such as our current 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 board operations but has not increased funding in all areas of the budget, and certainly not in alignment with inflation. In developing the 2026-27 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. Where required, 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. With the expiry of current contracts, the risk of labour disruptions in 2026-27 is elevated. As part of the 2025 Ontario Budget, the province announced it would be investing $55.8 million over two years to train 2,600 new teachers by 2027. In April 2026, the province announced that it would be making changes to teacher education programs, condensing teacher education programs to 12 months over three consecutive semesters, as opposed to the current model of four semesters spread out over two years. These changes are 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).
  - 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 2026-27 school year, it is best described as a status quo announcement. The following changes will have a material impact on the board's funding envelope for 2026-27.

- Classroom Staffing Fund
  - The Classroom Staffing Fund (CSF) provides school boards with funding to support the majority of staffing in the classroom. As noted previously in this report, the Ministry is transferring funding for a number of programs related to Literacy and Math into Core Education Funding for 2026-27.
    - 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.
      - WRDSB allocation in 2026-27 is $2,231,100
      - This funding will support 17.0 full-time equivalent positions (early intervention teachers- literacy focus), who will work directly with students to improve early literacy outcomes.
    - Data and Information Collection Element: This funding has been moved from an REP called Early Development Instrument (EDI) Teacher Release Funding into the Classroom Staffing Fund. This funding is designed to support teacher release time for training and completing assessments for senior kindergarten students. Boards receive roughly one-third of the total funding per three-year assessment cycle annually.
      - WRDSB allocation in 2026-27 is $36,400
  - Funding Estimate: The WRDSB is forecast to receive $5.1M less through the Classroom Staffing Fund in 2026-27. This decrease is the net result of a variety of factors, which are outlined below (estimate).

Change in student enrolment (ADE)	*($8,758,189)*
Teachers to Support Reading Intervention (Transfer)	*$2,231,093*
Data and Information Collection Element (Transfer)	*$36,421*
Sub-total	*(6,490,675)*
Other (ELHT, Support for Students etc.)	*$1,393,993*

Total *($5,096,683)*

- Impact: Despite the additional funding being added to the classroom staffing fund for reading, the net impact is an overall decline in 2026-27, which is reflected in the revenue summary provided in Appendix B.

- Learning Resource Fund
  - The largest change to Core Education Funding in 2026-27 is the creation of the Targeted Learning Allocation. This brings in five initiatives that were previously funded through REPs into the Learning Resource Fund.
    - 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.
      - WRDSB allocation for 2026-27 is $184,000
      - The WRDSB will continue to employ a System Administrator to lead our Math Strategy as the designated Math Lead for the 2026-27 school year.
    - 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.
      - WRDSB allocation for 2026-27 is $836,400
      - 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.
    - 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.
      - WRDSB allocation for 2026-27 is $459,200
      - This funding will support the acquisition of digital math tools (e.g., Knowledge hook, 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 new investment.
    - Reading Screening Tools Component: 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.

- WRDSB allocation in 2026-27 is $390,400

- Reading Intervention Licenses and Supports Component: 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.
    - WRDSB allocation in 2026-27 is $260,700

- In addition to the changes noted above, there were a number of programs previously funded through REPs that have also been transferred into other components of the Learning Resources Fund for 2026-27.
    - Supports for Children and Youth in Care Component: These funds are for transportation and educational supports to improve the educational experience and outcomes of children and youth in care.
        - WRDSB allocation in 2026-27 is $171,900
    - Cyber Safety Learning Resources Component: These funds will help school boards provide tools and materials to help students navigate digital risks, including those related to privacy and screen time. School boards must use the “Cyber Safety Learning Resources” vendor of record (VOR) arrangement established by Supply Ontario to procure these resources.
        - WRDSB allocation in 2026-27 is $101,800
    - Dual Credit Component: This funding was previously allocated through external partners, but has been moved into the Learning Resources Fund for 2026-27. It enables eligible secondary school students, including adult learners, to take college courses and/or Level 1 apprenticeship in-class training that count towards both their Ontario Secondary School Diploma and a college certificate, diploma, degree or a Certificate of Apprenticeship.
        - WRDSB allocation in 2026-27 is $683,700
    - Classroom Supplies for Elementary Teachers: As noted previously in this report, the Ministry has introduced a new classroom supplies component for eligible elementary teachers in 2026-27. Each eligible classroom teacher will receive $750 to help purchase classroom

learning supplies directly. This includes $450 in new funding and $300 that is being transferred from the board's existing funding allocation.

- WRDSB allocation in 2026-27 is $2,004,100; of which $801,400 is being transferred from existing board funds (school operating allocations) and $1,202,700 in new funding.

- Consistent Curriculum Resources Amount: Additional funding is being provided to support a consistent set of high-quality curriculum-aligned learning resources across subjects and grades. School boards are required to use a VOR arrangement set up by Supply Ontario to purchase any curriculum resources.
    - WRDSB allocation in 2026-27 is $1,844,865

- Impact: As a result of the changes being introduced in 2026-27, funding through the Learning Resources Fund is expected to increase by approximately $7.2M; as outlined in Appendix B. However, it should be noted that the majority of this increase is the result of transfers from REPs and does not represent a significant net new investment.

- Student Transportation
    - 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 $29.1M in funding through the student transportation grant in 2026-27; an increase of $1.2M, or 4.3%.
    - Impact: The increase in funding for 2026-27 will help ensure that our transportation revenues are sufficient to cover our anticipated expenses. Building upon the success of our magnet program transportation initiative, which launched in 2025-26, staff are pleased to report that starting in September 2026 we will be able to offer transportation to grade 7 and 8 students who attend a French Immersion program outside of their regular school boundary. This is a significant enhancement to our transportation offering and should reduce barriers that some students may have encountered when trying to continue their French Immersion studies beyond grade 6.
- 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. This increase will 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 $447 thousand less through the School Facilities Fund in 2026-27. This decrease is the net result of a variety of factors, which are outlined below (estimate).

Change in student enrolment (ADE)	*($1,323,147)*
Benchmark increase- Non-staff portion	*$581,425*
Sub-total	*($741,722)*
Other (ELHT, Support for Students (SSF) etc.)	*$294,485*
Total	*($447,237)*

- Impact: A reduction in overall funding will put pressure on the board's budget as commodities and services that are required to keep our schools in good condition experience upward pressure due to inflation.

- Special Education Fund
  - In May 2026, the Auditor General of Ontario released a report on special education services in Ontario's publicly funded schools. While an in-depth review of the Auditor General's report and its findings go beyond the scope of this report, there are a couple observations which are relevant when discussing the 2026-27 budget.
    - Over a 10-year period from 2014-15 to 2023-24, the number of students with special education needs grew by 7%, outpacing the 4% growth in enrolment (P1).
    - In 2023-24, an average of 18% of EAs across the three boards selected were absent on any given school day. EA absences at the three boards went unfilled by a qualified temporary replacement 49% and 72% of the time (P4).
    - Between 2019-20 and 2023-24, school board spending on special education increased by 19%, while funding for special education increased by 15% over the same period (P56).
  - Funding Estimate: The WRDSB is forecast to receive $1.27M less through the Special Education Fund in 2026-27. This decrease is the net result of a variety of factors, which are outlined below (estimate).

Change in student enrolment (ADE)	*($1,322,615)*
Special Education Transition Navigators (Transfer)	*$242,616*
Impact of updated Census Data	*($206,023)*
Sub-total	*($1,286,022)*
Other (ELHT, Support for Students (SSF) etc.)	*$12,839*
Total	*($1,273,183)*

  - Impact: A reduction in special education funding will put pressure on the board's budget as the demand for special education resources continues to increase. As part of the WRDSB's strategic spending plan for 2025-26 and 2026-27, we have included a number of special education supports that will help build capacity in our system and support classroom safety.

- 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 funding is intended to support the learning needs of students by allowing school boards to hire additional staff. As part of the 2022-26 collective agreements, the Ministry has continued to provide this funding and signaled to school boards through a budget planning memo that boards should plan for this funding to continue in 2026-27, despite the expiration of collective agreements on August 31, 2026.
    - Funding Estimate: The WRDSB is forecast to receive $7.1M in funding through the continuation of SSF 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. Unlike in previous years, there was no reference to REP as part of the 2026-27 Core Education Funding announcement, other than those programs that were transferred into Core Education Funding (discussed previously in this report).

To date, the only REP that has been confirmed for 2026-27 is:

- Summer Mental Health Supports (*Continuing*)
    - 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 2026-27, it will support students during the summer of 2026.
        - WRDSB allocation is $395,055
- Summer Learning for Students with Special Education Needs (*Continuing*)
    - This funding allows school boards to deliver transition programs and provide additional staffing during the summer for students with special education needs.
        - WRDSB allocation not yet confirmed for 2026-27 (2025-26 allocation $218,100)

In the absence of a provincial announcement, there is a high degree of uncertainty regarding the continuation of funding to support the following:

- Graduation Coach Program for Black Students (*No Announcement*)
  - This funding has allowed school boards to provide 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.
    - In 2025-26, the total provincial allocation for this program was $6.0M and the WRDSB received $130,400.
    - Since an announcement for 2026-27 REPs has not yet been made, the proposed WRDSB budget for 2026-27 includes the salary and benefits for this position but does not include any offsetting revenues. This will be revisited as further clarity emerges from the Ministry regarding their intention to support this initiative moving forward.
- Human Rights and Equity Advisors (*No Announcement*)
  - This funding has allowed school boards to retain the services of Human Rights and Equity Advisors (HREAs), who work with the Chief Executive Officer 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.
    - In 2025-26, the total provincial allocation for this program was $3.07M and the WRDSB received $170,430.
    - Since an announcement for 2026-27 REPs has not yet been made, the proposed WRDSB budget for 2026-27 includes the salary and benefits for this position but does not include any offsetting revenues. This will be revisited as further clarity emerges from the Ministry regarding their intention to support this initiative moving forward.
- Learn and Work Bursary Program (*No Announcement*)
  - The Learn and Work Bursary Program has provided bursaries 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 are identified by guidance teams based on the selection criteria.
    - In 2025-26, the total provincial allocation for this program was $440,000 and the WRDSB received $22,000.
    - Since an announcement for 2026-27 REPs has not yet been made, the proposed WRDSB budget for 2026-27 does not include any revenues or expenses related to this initiative. This will be revisited in the fall of 2026 (revised estimates) if an announcement is made.

- Skilled Trades Bursary Program (*No Announcement*)
    - This program has provided $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.
        - In 2025-26, the total provincial allocation for this program was $1.0M and the WRDSB received $19,000.
        - Since an announcement for 2026-27 REPs has not yet been made, the proposed WRDSB budget for 2026-27 does not include any revenues or expenses related to this initiative. This will be revisited in the fall of 2026 (revised estimates) if an announcement is made.

A year over year comparison of Responsive Education Programs funding is provided in Appendix B.

Revenues

Although 2026-27 Core Education funding was announced on May 13, 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 2026-27 school year are as follows:

- Student Enrolment (Pupils of the Board)
    - Year-over-Year Change: The 2026-27 budget forecast for student enrolment (pupils of the board) is lower than the 2025-26 budget forecast by 1,229 students, or 1.9% of total enrolment. Given recent enrolment trends, we have taken a conservative approach to our forecast for 2026-27. 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: Enrolment in the WRDSB’s extended day program is expected to exceed 2,650 full-time equivalent (FTE) students in 2026-27. Total revenues for the program are forecasted to be $18.3M, an increase of $1M, or 5.8%.
    - Impact: The Extended Day fee for 2026-2027 was approved on May 11, 2026, 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 2026-27.

- 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 $957M which is a decrease of $9.1M, or 0.95%, compared to the 2025-26 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 2026-27 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 $2.7M, or 0.39%.
  - Impact: The increase noted above is primarily the result of increased funding for Specialist High Skills Major program and the introduction of the Consistent Curriculum resources and the supplementary Classroom supplies.
  - Reference: Instructional Supplies and Services 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 $3.7M, or 5.9%.
  - Impact: Staff salaries and benefits represent the single largest expenditure item for the board. The increase noted above reflects centrally negotiated increases for school administrators (Principals, Vice Principals).
  - 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 $1.3M, or 6.3%.
  - Impact: This variance is the result of existing departmental salaries being re-classified to board administration and the addition of 3.0 FTE dedicated to the attendance support program, which is being funded through strategic investments in 2026-27.
  - 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 $320 thousand, or 0.4%.
  - Impact: This increase is related to contractual services (i.e. snow removal, supplies) which are being impacted by inflation.
  - Reference: The expense related to school operations is outlined in Appendix C.

In summary, total expenditures are forecast to be $969,673,031 which is an increase of $11,048,295, or 1.15%, compared to the 2025-26 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 2026-27 school year, including declining enrolment, 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 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 2026-27 budget, Financial Services staff worked with various departments to review their contracts for 2026-27 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 and introduce a “bring your own device” option in 2026-27.

    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.

- Statistical 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 2026-27 school year, staff estimate the incremental impact to the WRDSB is $728,000.

- 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.

Budget vs. Expenditure Summary: Supply Staff Costs (Teachers, DECEs, EAs)				
	2022-23	2023-24*	2024-25	2025-26**
Budget	$23,118,330	$23,225,050	$27,042,100	$32,586,740
Expense	$25,266,038	$31,817,820	$30,273,933	$32,429,809
In-year Variance	($2,147,708)	($8,592,770)	($3,231,833)	$156,931
*- Includes retroactive payments related to Bill 124				
**- Forecast of our year-end position based on expenses incurred up to May 31, 2026				

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 $13.7M in funding to cover short-term supply costs (Teachers and DECEs); for 2026-27, this means that our budget for these expenditures is projected to exceed our funding by approximately $17.7M (see table below).

CEF Funding for Supply Staff 2026-27				
Grade Cohort	Average Daily Enrolment	Supply Teacher Benchmark	Supply DECE Benchmark	GSN Funding
JK-SK	7,883	$202.63	$111.03	$2,472,688
Gr 1 to 3	12,803	$202.63		$2,594,252
Gr 4 to 8	22,662	$202.63		$4,591,963
Gr 9-12	19,903	$202.63		$4,033,020
	2026-27 Funding for Supply Staff (Teachers and DECEs)			$13,691,922
	2026-27 Expense Forecast (Teachers and DECEs only)			$31,367,300
	Funding Shortfall			($17,675,378)

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. The program was officially launched on June 1, 2026, and will support enhanced efforts to monitor and support staff in areas where utilization of short-term sick leave exceed board and industry averages.

Strategic Spending Plan for 2025-26 & 2026-27

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.

In November 2025, staff confirmed that the WRDSB ended the 2024-25 school with an in-year surplus of $3.45M; as a result, the board gained access to its reserves starting in 2025-26, and a strategic spending plan was presented to Trustees in November 2025.

When considering the use of reserves for strategic investments, 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), the following priorities were presented to and supported by Trustees as part of the strategic spending plan for 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, strategic investments are being 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 in 2026-27: $2,850,900 (21.0 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, strategic investments are being 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 in 2026-27: $1,787,100 (21.0FTE 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 in 2026-27: $1,915,949 (3.0 FTE Attendance Support Team)

In total, the strategic spending plan that has been supported by Trustees equals approximately $6,553,949 in 2026-27. This represents about 76% of the $8.6M the WRDSB could access from reserves next year and provides sufficient flexibility should the WRDSB's underlying fiscal situation change during the 2026-27 school year (e.g. enrolment fluctuations, unforeseen cost pressures).

As we look ahead to the 2027-28 school year, the WRDSB will be in a position where we once again will have to balance our budget, which will be difficult given the context that has been outlined in this report (declining enrolment, stagnant funding). In order to support our efforts to prepare a balanced budget in 2027-28, we will once again be undertaking a thorough review of our resource allocations to identify opportunities to achieve the necessary savings, while remaining focused on the priorities set out in our multi-year strategic plan. While details regarding the upcoming review are yet to be determined, it will involve a review of all services and programs across the WRDSB.

Ministry Compliance Summary						
	2022-2023	2023-2024	2024-2025	2025-2026*	2026-2027*	2027-2028*
Revenues	$ 835,027,240	$ 970,751,863	$ 923,142,161	$ 943,014,212	$ 957,101,695	$ 976,340,429
Expenses	$ 839,616,752	972,753,264	919,688,431	942,761,962	957,196,499	976,340,429
Sub-Total Surplus/(Deficit)	($4,589,512)	($2,001,401)	$3,453,730	$ 252,250	$ (94,804)	$ -
Strategic Spending			-	(6,428,400)	(6,553,949)	-
Surplus/(Deficit)	**$ (4,589,512)**	**$ (2,001,401)**	**$ 3,453,730**	**$ (6,176,150)**	**$ (6,648,753)**	**$ -**

** All revenue and expense figures are estimated*

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.
  - The school renewal allocation for the 2026-27 school year is $10.17M; this represents a decrease of $109,770, or 1.07%, compared to the prior year. In broad terms, projects that will be undertaken in 2026-27 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 2026-27 school year, SCI funding is estimated to be $32.97M, which is a decrease of $185,646, or 0.56%, compared to the 2025-26 budget. Like the School Renewal allocation, projects that will be undertaken in 2026-27 to utilize this funding include:
  - Building Components and Systems (HVAC, Electric, Plumbing, Roofs, Windows) ~$23.8M
  - Locally Identified Needs (Interior Finishes, Equipment and Furnishings, Parking lots, Exterior Lighting, Paving) ~$9.1M

Additional information related to the capital programs highlighted above are provided in the Education Capital Policies and Programs Manual.

Balanced Budget Compliance

In accordance with Ontario Regulation 280/19, 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 it's projected in-year deficit will exceed the threshold set out in Ontario Regulation 280/19.

The 2026-27 budget, as presented, complies with all applicable provincial legislation.

Additional Information

Information regarding the 2026-27 budget is attached as follows:

- Appendix A — Enrolment Projections
- Appendix B — Analysis of Provincial Grant Allocations and Other Revenues
- Appendix C — 2026-27 Budget Detail
- Appendix D — 2026-27 Staffing
- Appendix E — 2026-27 Capital Budget

Background

On May 13, 2026, the Ministry of Education issued memorandum 2026:B02, entitled "2026-27 Education Funding." Total funding to be allocated for the 2026-27 school year is estimated at $30.6 billion. The main changes being introduced in 2026-27 include:

- The transfer of certain programs and associated funding from Responsive Education Programs (REP) into Core Education Funding;
- Benchmark updates for the Student Transportation Fund;

- The introduction of the “Classroom Supplies for Elementary Teachers” and “Consistent Curriculum Resources” funding streams within the Learning Resources Fund;
- Minor investments to assist school boards in keeping up with costs (school operations); and,
- No announcement (as of the date of this report) regarding many programs previously funded through REP (Bursary Programs, Critical Physical Security Infrastructure, Entrepreneurship, Experiential Learning Guidance Counsellors, Grad Coaches, Human Rights and Equity Advisors, Mental Health Supports, Special Education AQ Subsidy).

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. 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 2026-27 budget, the detailed estimates package will be completed and submitted to the Ministry by the reporting deadline (June 30).

Prepared by: Helen Han, Budget Officer
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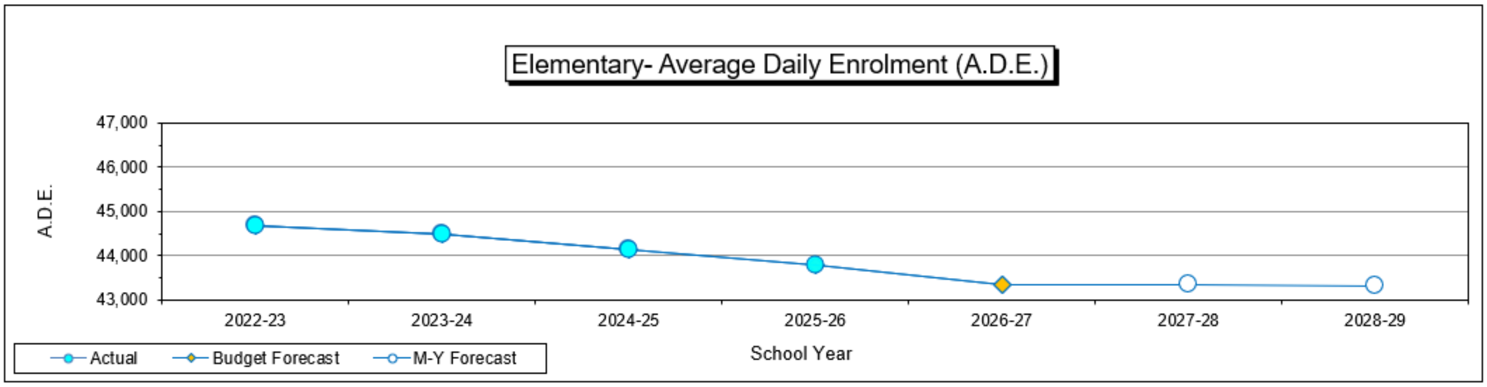
in consultation with Leadership Council.

APPENDIX A- Enrolment Projections

ELEMENTARY SCHOOLS

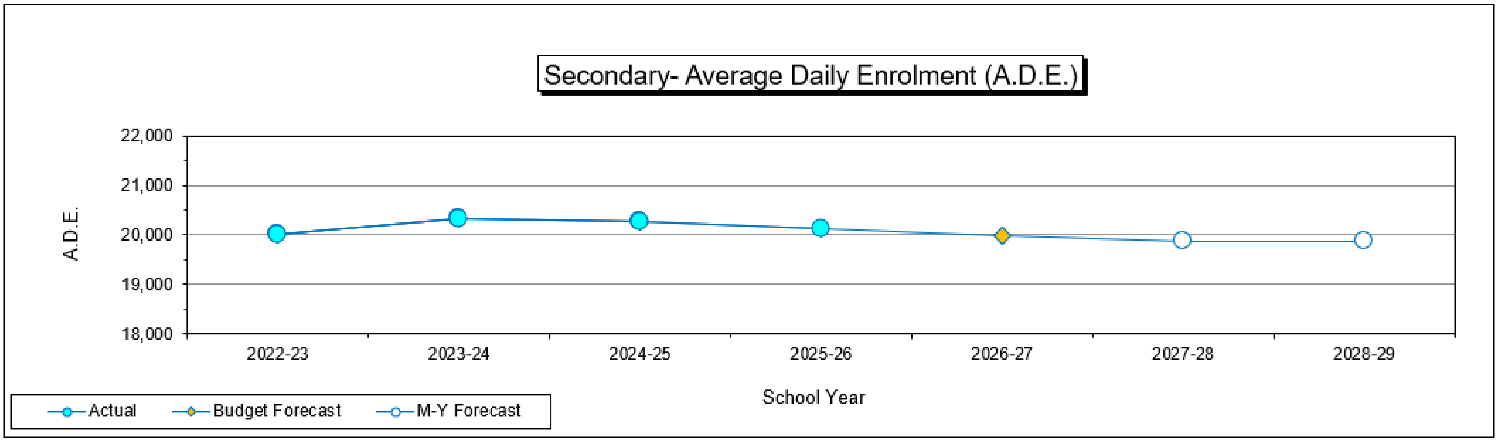
GRADE	2022-23 ADE (Actual)	2023-24 ADE (Actual)	2024-25 ADE (Actual)	2025-26 ADE (Actual)	2026-27 ADE (Budget)	2027-28 ADE (Multi-Year Forecast)	2028-29 ADE (Multi-Year Forecast)
Junior Kindergarten (JK)	4,151	3,968	3,779	3,933	3,729		
Kindergarten (SK)	4,320	4,467	4,194	3,987	4,155		
Grades 1 to 3	13,475	13,328	13,386	13,101	12,803		
Grades 4 to 6	13,457	13,601	13,638	13,744	13,532		
Grades 7 to 8	9,268	9,119	9,117	9,014	9,130		
Other	10	16	15	5	4		
Total Elementary	44,680	*44,499*	*44,130*	*43,784*	*43,352*	*43,340*	*43,319*
Change from Previous Year		*(182)*	*(369)*	*(346)*	*(432)*	*(12)*	*(21)*



SECONDARY SCHOOLS

GRADE	2022-23 ADE (Actual)	2023-24 ADE (Actual)	2024-25 ADE (Actual)	2025-26 ADE (Forecast)	2026-27 ADE (Budget)	2027-28 ADE (Multi-Year Forecast)	2028-29 ADE (Multi-Year Forecast)
Grades 9 to 12 < 21 years	19,925	20,261	20,195	20,066	19,903		
High Credit	20	23	23	22	26		
Grades 9 to 12 >21 years	9	5	5	6	5		
Other Pupils	53	49	59	45	40		
Total Secondary	*20,007*	*20,337*	*20,282*	*20,138*	*19,974*	*19,856*	*19,873*
Change from Previous Year		*330*	*(55)*	*(144)*	*(164)*	*(118)*	*17*

TOTAL ADE	*64,687*	*64,836*	*64,412*	*63,922*	*63,326*	63,195	63,192
Change from Previous Year		*149*	*(423)*	*(490)*	*(596)*	(131)	(4)



APPENDIX B- Analysis of Provincial Grant Allocations and Other Revenues

Waterloo Region District School Board 2026-2027 Budget Core Education Funding				
Ministry Allocation	**2025-2026 Budget**	**2026-2027 Budget**	**Variance**	**% Variance**
Classroom Staffing Fund	$ 502,148,455	$ 497,051,772	$ (5,096,683)	-1.0%
Learning Resource Fund	126,572,512	133,764,088	7,191,576	5.7%
Special Education Fund	107,423,680	106,150,497	(1,273,183)	-1.2%
School Facilities Fund	73,367,751	72,920,514	(447,237)	-0.6%
Student Transportation Fund	27,902,579	29,095,240	1,192,661	4.3%
School Board Administration Fund	19,702,513	21,693,418	1,990,905	10.1%
School Renewal Operating	1,726,125	1,932,796	206,671	12.0%
Debt Charges Allocation	104,872	104,872	-	0.0%
Temporary Accomodation	1,862,900	2,587,800	724,900	38.9%
Interest on Capital	3,142,752	3,435,813	293,061	9.3%
Total Operating Grants	$ 863,954,139	$ 868,736,810	$ 4,782,671	0.6%
Less:				
MTCA Allocation (DCC)	$ (6,772,400)	$ (7,898,850)		
Transfers from Deferred Revenue	2,683,739	3,954,048		
	(4,088,661)	(3,944,802)		
	$ 859,865,478	$ 864,792,008		

Other Grants	2025-26 Budget	2026-27 Budget	Variance
I. Responsive Education Programs (REP)			
Critical Physical Security Infrastructure	$ 261,200	$ -	$ (261,200)
Early Reading Enhancements: Early Reading Screening Tools **	410,000	-	(410,000)
Education Staff to Support Reading Interventions K-3**	2,218,900	-	(2,218,900)
Entrepreneurship Education Pilot Projects	30,000	-	(30,000)
Experiential Learning- Guidance Teacher Counsellors	78,600	-	(78,600)
Graduation Coach for Black Students	130,400	-	(130,400)
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**	264,900	-	(264,900)
Math Achievement Action Plan: Board Math Leads**	166,600	-	(166,600)
Math Achievement Action Plan: Digital Math Tools **	463,600	-	(463,600)
Math Achievement Action Plan: School Math Facilitators **	834,200	-	(834,200)
Mental Health Strategy Supports- Emerging Needs	33,000	-	(33,000)
Skilled Trades Bursary	19,000	-	(19,000)
Special Education AQ Subsidy for Educators	23,200	-	(23,200)
Special Education Needs Transition Navigators **	209,000	-	(209,000)
Transportation & Stability Supports for Children & Youth in Care **	90,000	-	(90,000)
Total REP Grants	**$ 5,457,000**	**$ -**	**$ (5,457,000)**
II. Other Grants			
Ontario Youth Apprenticeship Program (OYAP)	$ 427,213	$ 423,818	$ (3,395)
Literacy and Basic Skills	370,900	389,388	18,488
Other EDU Grants - Amounts from Deferred Revenue	-	-	-
Total Other Grants (including REP Grants)	**$ 6,255,113**	**$ 813,206**	**$ (5,441,907)**
Other Revenue			
Investment Income	$ 2,100,000	$ 1,500,000	$ (600,000)
Fees (Ontario Residents, Foreign Students)	1,000,100	963,700	(36,400)
Rental Revenue	2,538,200	2,587,100	48,900
Amounts from Deferred Revenue - Education Development Charges	14,783,459	3,069,524	(11,713,935)
Extended Day Program Revenue	17,309,100	18,339,800	1,030,700
Other (insurance proceeds, recoverable)	3,944,616	4,511,450	566,834
Total Other Revenue	**$ 41,675,475**	**$ 30,971,574**	**$ (10,703,901)**
Reconciliation of Total Revenues			
Provincial Grants-Core Education Funding	$ 859,865,478	$ 864,792,008	$ 4,926,530
Other Grants and REP	6,255,113	813,206	(5,441,907)
School Generated Funds	13,468,334	10,980,503	(2,487,831)
Other Revenue	41,675,475	30,971,574	(10,703,901)
Amortization of Deferred Capital Contributions	44,986,366	49,544,404	4,558,038
	$ 966,250,766	**$ 957,101,695**	**$ (9,149,071)**
**** Tranfserred to Core Ed**			

APPENDIX C- 2026-2027 Budget Detail

WATERLOO REGION DISTRICT SCHOOL BOARD
2026-2027 BUDGET
REVENUE & EXPENSE SUMMARY

	2025-26 Budget	2026-27 Budget	Variance	% Change
REVENUE CATEGORIES				
A. Provincial Grant Allocation	$ 859,865,478	$ 864,792,008	$ 4,926,530	0.6%
B. Provincial Grants - Other	6,255,113	813,206	(5,441,907)	-87.0%
C. School Generated Funds	13,468,334	10,980,503	(2,487,831)	-18.5%
D. Investment Income	2,100,000	1,500,000	(600,000)	-28.6%
E. Other Fees & Revenues	39,575,475	29,471,574	(10,103,901)	-25.5%
F. Amortization of Deferred Capital Contributions	44,986,366	49,544,404	4,558,038	10.1%
TOTAL REVENUES	**$ 966,250,766**	**$ 957,101,695**	**$ (9,149,071)**	**-0.9%**
EXPENSE CATEGORIES				
A. Instruction - Classroom	$ 680,460,299	$ 683,111,394	$ 2,651,095	0.4%
B. Instruction - Administration	63,720,313	67,504,326	3,784,013	5.9%
C. Administration & Governance	20,606,296	21,900,044	1,293,748	6.3%
D. School Operations	75,904,231	76,224,768	320,537	0.4%
E. Continuing Education	2,696,510	2,737,373	40,863	1.5%
F. Transportation	28,148,635	24,849,040	(3,299,595)	-11.7%
G. Pupil Accommodation (Operating)	53,730,635	60,948,237	7,217,602	13.4%
H. Other	33,357,818	32,397,850	(959,968)	-2.9%
TOTAL EXPENSES	**$ 958,624,737**	**$ 969,673,031**	**$ 11,048,295**	**1.2%**
PSAB Annual Surplus/(Deficit) before transfers	**$ -**	**$ (12,571,336)**		
Less: Accumulated Surplus Unavailable for Compliance	6,266,983	5,922,583		
Less: Available for Compliance - Internally Appropriated	120,336	79,554		
Plus: In-year transfers from Accumulated Surplus	(120,336)	(79,554)		
Net Budget Balance - Surplus / (Deficit)	**$ -**	**$ (6,648,753)**		

WATERLOO REGION DISTRICT SCHOOL BOARD 2026-2027 BUDGET REVENUE & EXPENSE SUMMARY				
	2025-26 Budget	**2026-27 Budget**	**Variance**	**% Change**
A. *INSTRUCTION: CLASSROOM*				
Salaries & Benefits	$ 648,509,343	$ 648,192,283	$ (317,060)	0.0%
Supplies & Services	22,947,034	26,962,115	4,015,081	17.5%
Contracts for Services	9,379,311	10,176,692	797,381	8.5%
Amortization Expense	5,339,811	4,893,233	(446,578)	-8.4%
Less Minor Tangible Capital Assets	(5,715,200)	(7,112,929)	(1,397,729)	24.5%
Total	**$ 680,460,299**	**$ 683,111,394**	**$ 2,651,095**	**0.4%**
B. *INSTRUCTION: ADMINISTRATION*				
Salaries & Benefits	62,153,593	66,101,326	3,947,733	6.4%
Supplies & Services	1,554,957	1,415,940	(139,017)	-8.9%
Contracts for Services	213,763	181,500	(32,263)	-15.1%
Transfers to Other Boards (e-Learning)	20,000	20,000	-	0.0%
Less Minor Tangible Capital Assets	(222,000)	(214,440)	7,560	-3.4%
Total	**$ 63,720,313**	**$ 67,504,326**	**$ 3,784,013**	**5.9%**
C. *ADMINISTRATION & GOVERNANCE*				
Salaries & Benefits	$ 15,496,400	$ 16,227,401	$ 731,001	4.7%
Supplies & Services	1,688,549	1,904,980	216,431	12.8%
Utilities	309,000	331,500	22,500	7.3%
Contracts for Service	3,177,095	3,484,103	307,008	9.7%
Other	-	-	-	
Capital - Ed. Centre Building Repairs	210,000	210,000	-	0.0%
Amortization Expense	9,252	23,540	14,288	154.4%
Less Tangible Capital Assets-Building	(210,000)	(210,000)	-	0.0%
Less Minor Tangible Capital Assets	(74,000)	(71,480)	2,520	-3.4%
Total	**$ 20,606,296**	**$ 21,900,044**	**$ 1,293,748**	**6.3%**
D. *SCHOOL OPERATIONS*				
Salaries & Benefits	$ 46,180,500	$ 46,609,500	$ 429,000	0.9%
Supplies & Services	7,279,620	6,505,520	(774,100)	-10.6%
Utilities	12,974,500	12,910,500	(64,000)	-0.5%
Contracts for Service	9,822,300	10,525,982	703,682	7.2%
Amortization Expense	147,311	173,266	25,955	17.6%
Less Minor Tangible Capital Assets	(500,000)	(500,000)	-	0.0%
Total	**$ 75,904,231**	**$ 76,224,768**	**$ 320,537**	**0.4%**

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WATERLOO REGION DISTRICT SCHOOL BOARD 2026-2027 BUDGET REVENUE & EXPENSE SUMMARY							
E. *CONTINUING EDUCATION*							
Salaries & Benefits	$	2,584,710	$	2,617,484	$	32,774	1.3%
Supplies & Services		31,000		36,400		5,400	17.4%
Contracts for Service		80,800		83,489		2,689	3.3%
Total	**$**	**2,696,510**	**$**	**2,737,373**	**$**	**40,863**	**1.5%**
F. *TRANSPORTATION*							
Salaries & Benefits	$	984,500	$	984,500	$	-	0.0%
Supplies & Services		237,400		237,400		-	0.0%
Contracts for Service		26,926,735		23,627,140		(3,299,595)	-12.3%
Amortization Expense		-		-		-	0.0%
Total	**$**	**28,148,635**	**$**	**24,849,040**	**$**	**(3,299,595)**	**-11.7%**
G. *PUPIL ACCOMMODATION (OPERATING)*							
School Renewal	$	1,726,125	$	1,932,796	$	206,671	12.0%
Instructional Facility Rentals		2,031,800		2,504,400		472,600	23.3%
Debt Charges - Interest		3,047,713		2,806,120		(241,593)	-7.9%
Amortization Expense		40,185,223		45,114,433		4,929,210	12.3%
ARO Amortization Expense		6,739,774		8,590,488		1,850,714	27.5%
Total	**$**	**53,730,635**	**$**	**60,948,237**	**$**	**7,217,602**	**13.4%**
H. *OTHER*							
School Generated Funds	$	13,468,334	$	10,980,503	$	(2,487,831)	-18.5%
Non-Operating:		19,889,484		21,417,347		1,527,863	7.7%
Total	**$**	**33,357,818**	**$**	**32,397,850**	**$**	**(959,968)**	**-2.9%**
TOTAL EXPENSE BUDGET	**$**	**958,624,737**	**$**	**969,673,031**	**$**	**11,048,295**	**1.2%**

APPENDIX D- 2026-2027 Staffing

WATERLOO REGION DISTRICT SCHOOL BOARD
2026-27 BUDGET
STAFFING COMPARISON

MINISTRY CATEGORIES	2025-26 Budget REGULAR PROGRAM	2025-26 Budget SPECIAL EDUCATION	2025-26 Budget TOTAL	2026-27 Budget REGULAR PROGRAM	2026-27 Budget SPECIAL EDUCATION	2026-27 Budget TOTAL	Budget Variance
Classroom Teachers -Elementary	2,343.9	304.7	2,648.6	2,303.1	295.7	2,598.8	(49.7)
Classroom Teachers -Secondary	1,127.9	98.6	1,226.5	1,094.8	107.0	1,201.7	(24.8)
Total Classroom Teachers	**3,471.8**	**403.3**	**3,875.1**	**3,397.9**	**402.7**	**3,800.6**	**(74.5)**
							0.0
Teacher Assistants - Elementary	7.7	461.8	469.6	7.7	476.5	484.2	14.7
Teacher Assistants - Secondary	28.4	106.0	134.4	28.4	106.0	134.4	0.0
Total Teacher Assistants (Educational Assistants)	**36.2**	**567.8**	**604.0**	**36.2**	**582.5**	**618.7**	**14.7**
Early Childhood Educators - Elementary	347.1	0.0	347.1	345.8	0.0	345.8	(1.3)
Student Support - Professionals, Para-Professionals & Technicians (e.g. Child & Youth Workers)	28.9	109.5	138.4	28.9	109.5	138.4	0.0
Student Support - Professionals, Para-Professionals (e.g. Professional Student Services Personnel (PSSP))	85.5	48.0	133.5	85.5	48.0	133.5	0.0
Professionals, Para-Professionals & Technicians	99.4	9.0	108.4	99.5	9.0	108.5	0.0
Library & Guidance Staff (Teachers & Library Clerks)	167.5	0.0	167.5	164.0	0.0	164.0	(3.6)
School Administration (Principals, VPs, Administrative Support Staff)	451.6	3.0	454.6	450.0	3.0	453.0	(1.6)
Coordinators and Consultants (Program coordinators & consultants and administrative support staff)	41.0	27.0	68.0	50.0	31.0	81.0	13.0
Continuing Education	27.9	0.0	27.9	27.9	0.0	27.9	0.0
Total Instructional Staff	**4,756.8**	**1,167.6**	**5,924.4**	**4,685.6**	**1,185.6**	**5,871.2**	**(53.2)**
Administration & Governance	129.2	0.0	129.2	131.4	0.0	131.4	2.2
Pupil Transportation**	0.0	0.0	0.0	0.0	0.0	0.0	0.0
School Operations	545.0	0.0	545.0	548.0	0.0	548.0	3.0
Non-Operating (Extended Day Program)	187.3	1.4	188.7	184.7	1.4	186.1	(2.6)
Total Non-instructional Staff	**861.5**	**1.4**	**862.9**	**864.1**	**1.4**	**865.5**	**2.6**
Grand Total Staff	**5,618.3**	**1,169.0**	**6,787.3**	**5,549.6**	**1,187.0**	**6,736.7**	**(50.6)**

** 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- 2026-2027 Capital Budget

Waterloo Region District School Board
2026-27 Capital Budget

Funding Source	2025-26 Budget	2026-27 Budget	Variance	% Change
New Schools and Additions	$21,369,354	$27,556,034	$6,186,680	28.95%
Full Day Kindergarten	$642,817	$96,423	($546,394)	(85.00%)
Child Care Capital	$3,988,972	$2,875,841	($1,113,131)	(27.91%)
Proceeds of Disposition	$0	$0	$0	0.00%
Committed Capital Projects	$210,000	$210,000	$0	0.00%
School Condition Improvement	$33,164,573	$32,978,927	($185,646)	(0.56%)
School Renewal	$8,556,254	$8,239,813	($316,441)	(3.70%)
Education Development Charges	$14,783,459	$3,069,524	($11,713,935)	(79.24%)
Rural and Northern Education Fund	$31,465	$30,511	($954)	(3.03%)
Minor Tangible Capital Assets	$6,772,400	$7,898,850	$1,126,450	16.63%
TOTAL	**$89,519,294**	**$82,955,923**	**($6,563,371)**	**(7.33%)**
Expenditure				
Buildings (new, additions, & renewal)	$63,625,323	$67,944,331	$4,319,008	6.79%
Land	$14,783,459	$3,069,524	($11,713,935)	(79.24%)
Land Improvements	$4,306,647	$4,012,706	($293,941)	(6.83%)
Leasehold Improvements	$0	$0	$0	0.00%
Moveable Assets	$6,803,865	$7,929,360	$1,125,495	16.54%
TOTAL	**$89,519,294**	**$82,955,921**	**($6,563,373)**	**(7.33%)**

Note 1:

a) The variance is also related to timing for implementation and ministry approvals of construction projects.

2025-26 Capital Projects	***2026-27 Capital Projects***
• Southeast Cambridge Public School • Breslau-Hopewell Public School • Ormston South Kitchener/ Willow River (school is complete)	• Southeast Cambridge Public School (finishing touches) • Breslau-Hopewell Public School (Majority will be done in 26-27)

Note 2:
a) The variance is related to significant changes to the use of our EDC spending, as the board is no longer eligible to collect

2025-26 Spending	***2026-27 Spending***
• Plans to purchase land for $11M • King Edward Land $3M	• Future land expenses