

Report Title: 2026/2027 Draft Budget

Submitted by: Roxana Negoj, Superintendent of Business Services and Treasurer
Ian Gaudet, Superintendent of Facilities and Planning Services
Jay Chanthavong, Controller of Financial Services
Curtis Ennis, Chief Executive Officer

Meeting Date: June 2, 2026

Recommendation

Be it resolved that the Board of Trustees approve the 2026/2027 Halton District School Board PSAB Operating Budget in the amount of \$965,645,034 and that the Superintendent of Business Services and Treasurer be authorized to proceed with the expenditure of funds as outlined in Appendix B.

Be it resolved that the Board of Trustees approve the 2026/2027 Halton District School Board PSAB Capital Budget in the amount of \$128,839,554 and that the Superintendent of Business Services and Treasurer be authorized to proceed with the expenditure of funds as outlined in Appendix C.

Be it resolved that the Halton District School Board authorize staff to tender and award the 2026/2027 Facility Services Projects, Operations and Maintenance, either individually or combined, as outlined in Appendix F.

1. Analysis

This report provides the Board of Trustees with the 2026/2027 Draft Budget containing a balanced budget with a small operating surplus available for compliance of \$3,838, and is in alignment with Ministry of Education expectations, as outlined in the approval letter for the 2025/2026 Budget. Achieving this balanced budget was a significant undertaking and has required difficult decisions with impacts across the HDSB. Beginning with a \$7.1 million deficit in the current school year, a projected enrolment decline of 680 students, as well as projected increases in operating costs for the coming year, the Halton District School Board (HDSB) successfully identified \$16.9 million in savings, efficiencies and revenue generating opportunities.

The budget development process started in September of 2025, with extensive consultation to facilitate the identification of priorities as well as areas of savings and efficiencies, while ensuring we maximize resources where it matters most, on our students. Staff, students, trustees, union partners, school councils, parents/guardians and the broader public were engaged through a series of workshops and public information sessions and were invited to provide input on the budget through a survey. More than 500 school, central and corporate staff participated in 23 budget workshop sessions and generated over 116 ideas for consideration. The public survey received 3,181

responses, a 53% increase in engagement from the previous year, and feedback outlined the areas of top priority for stakeholders for the coming year.

In keeping with the feedback received during the consultation process, the 2026/2027 draft budget continues to focus 97.8% directly to support students, with 81.5% directed at instruction and 16.3% focused on school operations and maintenance, temporary accommodations and student transportation.

In 2026/2027, the HDSB will welcome approximately 64,553 students and 6,562 staff in 92 elementary schools, 16 secondary schools and five continuing education centres. This enrolment projection results in an overall decrease of 1.0% as compared to the 2025/2026 school year. Enrolment decline is projected in all four Halton municipalities for the 2026/2027 school year, with most impact on the secondary panel, as outlined in Appendix A. As we move forward, overall enrolment is projected to decline for 2027/2028 before increasing for the 2028/2029 school year. This will be primarily due to new residential development in Milton and Oakville, and an increase in the number of newcomers settling in the Region of Halton.

During the past school year, the HDSB has advanced system-wide work to support student retention and strengthen secondary programming. This work recognizes the importance of providing students with meaningful pathways, supportive relationships and programs that reflect their interests, strengths and aspirations. Strengthening secondary programming supports the HDSB's commitment to ensuring that students and families view HDSB schools as engaging and supportive learning environments where students can achieve, belong and prepare for their futures.

The Ministry of Education allocates funding to school boards using a model that is based on enrolment and the local needs of students in each board. For 2026/2027, the HDSB expects to receive 93% (approximately \$916.6 million) of total operating revenue from the Ministry of Education, which includes Core Education Funding (CoreEd funding) and other provincial grants. The remaining 7% of revenues (approximately \$69.3 million) includes school generated funds, international student fees, rentals, investment income and education development charges.

The 2026/2027 fiscal year poses significant challenges to a system experiencing declining enrolment such as the HDSB. The CoreEd funding, while providing additional investments on curriculum resources, classroom supplies and dual credit, still contains some significant shortfalls. The funding allocation has not changed for the supply staff allocation to cover increasing cost of absenteeism, nor has it changed for statutory benefits to address the increase in CPP and EI contributions and significant increases in Workplace Safety and Insurance Board (WSIB) claim costs. Further, the HDSB, alongside other school boards in the province, is experiencing significant cost pressures on contractual services, licensing fees and increased utility rates, while the funding parameters do not reflect an increase to respond to inflation.

The budget development process during a declining enrolment year is a difficult one. Historically, the HDSB has spent more than funding on instruction, in particular centrally-deployed instructional supports, classroom supply staffing costs, WSIB claims and statutory benefits. Conversely, the HDSB

spent below funding in school operations and maintenance and board administration, ensuring resources are focused on student learning, engagement and well-being. Balancing the budget in 2026/2027 required a focus on supporting every student and equipping staff with resources to be successful, while aligning certain areas of the budget with available funding.

To respond to the decreases in enrolment and funding, the HDSB is reducing 82.2 full-time equivalent (FTE) positions equating to \$7.8 million as a savings measure, as well as reducing non-staffing budgets by \$6.9 million and increasing revenue generating opportunities by \$2.2 million (detailed in Appendix D). Further, enrolment-based staffing ratios and changes in funding resulted in a net reduction of 19.6 FTEs totaling \$2.7 million.

The HDSB's total preliminary staffing complement is projected to be 6,562.1FTEs, which is a decrease of 101.8 FTEs compared to the 2025/2026 year (detailed in Appendix E).

Facility Services projects funded from School Renewal Allocation and School Condition Improvement funding are listed in Appendix F.

The 2026/2027 budget development process is aligned to the risk appetite approved by the Board of Trustees, and focuses the allocation of resources to support the priorities listed in the 2024-2028 Multi-Year Strategic Plan, within the constraints of available funding.

It is important to note, the balanced budget presented in this report is based on information available as of the date of this report. There are a number of unknowns as well as future projections based on past trends. In particular, the following assumptions are important to note:

- Enrolment for the current year has seen an increase in kindergarten students which has in part impacted next year's projections. Student retention efforts and additional program offering for secondary students have resulted in an increase of option sheets and as a result a lower decrease trajectory of secondary students.
- New CoreEd funding with regards to the Consistent Curriculum Resource funding is enveloped and required to be used on Supply Ontario vendors only, however the vendors and product offerings have not yet been established. The budget estimates at least 50% of this new funding will be eligible to be used against existing learning resources and tools.
- Remaining Responsive Education Programs with staffing components will continue. These funds relate to previously multi-year Ministry commitments and have not yet been confirmed.
- The operating budget contains increases for WSIB claims, licensing fees, contractual services, and school operations and utilities. The budget is based on the best information currently available, including actuarial valuations, current utility rate trends and utilization, vendor renewal information and a trend analysis for snow removal. Some of these areas however are outside of management's control.

1.1 Governance Alignment

Under Bill 101, Putting Student Achievement First Act, 2026, the Chief Executive Officer (CEO) is responsible to present the Board of Trustees the budget for the following year. Under the Education Act, section 232 (3) and (4) the Board of Trustees are required to approve a balanced budget, with some exceptions for a compliant budget, which would allow for an in-year deficit which could be the lesser of 1% of the provincial allocation calculation or the balance of the accumulated surplus available for compliance. In the event the Board of Trustees reject the budget presented by the CEO, Bill 101 further requires that the budget be escalated to the Minister of Education for approval.

1.2 Alternatives

If agreed to by the CEO, an amended budget may be approved by the Board of Trustees. Ministry regulation requires a balanced budget for the HDSB, or Minister's approval would be required for a deficit budget, accompanied by an in-year deficit elimination plan.

2. Background

Annually, school boards are required to develop a budget that allocates available funding to address the diverse needs of the system. The key objective of the Budget Development Process is to align the allocation of resources with the Multi-Year Strategic Plan, the Special Education Plan and the School Renewal/Capital projects; identify school-based staffing requirements; identify budget challenges and opportunities; and gather input from the various stakeholder groups.

Information about the budget process, including timelines, prior board reports and presentations are available on the public website (<https://www.hdsb.ca/our-board/budget-financial-information/>).

3. Financial Impact

The 2026/2027 Budget of \$965.6 million is a balanced budget balance with a small operating surplus available for compliance of \$3,838, and is in alignment with Ministry of Education expectations outlined in the 2025/2026 Budget approval letter.

4. Multi-Year Strategic Plan Alignment

Priority Alignment: Environmental and Global Citizenship; Human Rights, Equity and Inclusion; Indigenous Rights and Education; Kindness, Connection and Community; Learning, Engagement and Achievement; Mental Health and Well-Being

Under Bill 101, Putting Student Achievement First Act, 2026, the Chief Executive Officer (CEO) is responsible to present the Board of Trustees the budget for approval. The Board of Trustees must ensure financial resources support the Multi-Year Strategic Plan in a manner that is fiscally

responsible and compliant with appropriate statutes and regulations. The budget development indirectly supports all of HDSB commitments under the Multi-Year Strategic Plan, by facilitating the allocation of resources for a successful school and fiscal year for students and staff. Budget consultation and feedback is an important part of the budget development process, providing input into the decision-making process.

5. Attachment(s):

- 5.1 Appendix A – 2026/2027 Enrolment Statistics
- 5.2 Appendix B – 2026/2027 Operating Budget: Summary of Revenues and Expenses
- 5.3 Appendix C – 2026/2027 Capital Budget: Summary of Revenues and Expenses
- 5.4 Appendix D – 2026/2027 Summary of Savings and Efficiencies
- 5.5 Appendix E – 2026/2027 Summary of Staffing FTEs
- 5.6 Appendix F – 2026/2027 Facility Services School Renewal Program

Respectfully submitted,

Roxana Negoii
Superintendent of Business Services and Treasurer

Ian Gaudet
Superintendent of Facilities and Planning Services

Jay Chanthavong
Controller of Financial Services

Curtis Ennis
Chief Executive Officer

**Halton District School Board
2026/2027 Budget
Enrolment Statistics
Average Daily Enrolment (ADE)**

	2026/2027 Budget	2025/2026 Budget	Projected Growth / (Decline)	% Change
Elementary				
Burlington	11,865.00	12,044.00	(179.00)	(1.5%)
Oakville	16,281.00	16,121.00	160.00	1.0%
Milton	13,053.00	12,995.00	58.00	0.5%
Halton Hills	3,842.00	3,912.00	(70.00)	(1.8%)
Elementary ADE	45,041.00	45,072.00	(31.00)	(0.1%)
Secondary - pupils less than 21 years				
Burlington	5,289.50	5,455.51	(166.01)	(3.0%)
Oakville	8,742.55	8,907.09	(164.54)	(1.9%)
Milton	3,770.63	4,030.64	(260.01)	(6.5%)
Halton Hills	1,709.79	1,768.57	(58.78)	(3.3%)
Secondary - pupils less than 21 years ADE	19,512.47	20,161.81	(649.34)	(3.2%)
Total Day School				
Burlington	17,154.50	17,499.51	(345.01)	(2.0%)
Oakville	25,023.55	25,028.09	(4.54)	(0.0%)
Milton	16,823.63	17,025.64	(202.01)	(1.2%)
Halton Hills	5,551.79	5,680.57	(128.78)	(2.3%)
Total Day School ADE	64,553.47	65,233.81	(680.34)	(1.0%)

Notes:

ADE calculations are based on 50% of the October 31 Full Time Equivalent and 50% of the March 31 Full Time Equivalent.

Secondary includes ADE for those students exceeding 34 credits.

**Halton District School Board
2026/2027 Budget
Summary of Revenue by Ministry Category**

	2026/2027 Budget	2025/2026 Budget	Increase/ (Decrease)
Revenue			
Provincial Grants - Core Education Funding	874,626,131	869,977,968	4,648,163
Provincial Grants - Other	1,316,488	5,778,129	(4,461,641)
Federal Grants & Fees	2,571,880	3,363,113	(791,233)
School Generated Funds	20,000,000	20,000,000	-
Investment Income	1,500,000	2,575,000	(1,075,000)
Other Fees & Revenues			
Tuition Fees	7,234,935	6,923,500	311,435
Rental Income	4,051,952	3,263,769	788,183
Before and After School Program	3,209,964	2,244,229	965,735
Cafeteria Income	16,000	18,000	(2,000)
Miscellaneous Income	644,423	403,700	240,723
Secondments to Unions	2,120,997	2,142,565	(21,568)
Secondments to Ministry	740,034	689,400	50,634
Education Development Charge (EDC)	27,225,000	31,358,814	(4,133,814) *
Other Fees & Revenues Subtotal	45,243,305	47,043,977	(1,800,672)
Amortization of Deferred Capital Contributions	40,695,487	41,616,300	(920,813)
Total Revenue	985,953,291	990,354,487	(4,401,196)
Transfer (to)/from Accumulated Surplus	(20,308,257)	(19,866,356)	(441,901) **
Total Revenue Net of Transfer	965,645,034	970,488,131	(4,843,097)
Total Expense	965,645,034	970,488,131	(4,843,097)

* Revenue adjustments per PSAB requirement

** Additional information included on *Transfer (to)/from Accumulated Surplus per Ministry Compliance*

**Halton District School Board
2026/2027 Budget
Summary of Operating Expense by Ministry Category**

	2026/2027 Budget	2025/2026 Budget	Increase/ (Decrease)
INSTRUCTION			
Classroom Teachers	496,330,076	499,371,637	(3,041,561)
Supply Staff	33,317,341	33,890,757	(573,416)
Educational Assistants	60,898,423	62,013,226	(1,114,803)
Early Childhood Educators	17,432,869	17,116,336	316,533
Textbooks and Supplies	23,708,216	21,188,188	2,520,028
Computers	5,830,387	5,309,350	521,037
Professionals, Paraprofessionals & Technical	28,167,182	29,771,436	(1,604,254)
Library and Guidance	14,055,182	14,022,878	32,304
Staff Development	3,512,650	3,681,551	(168,901)
Department Heads	949,119	962,211	(13,092)
Principals and Vice-Principals	36,509,745	35,592,438	917,307
School Office	22,540,790	22,622,577	(81,787)
Coordinators and Consultants	10,118,142	10,602,977	(484,835)
Continuing Education	3,618,868	3,155,114	463,754
INSTRUCTION Total	756,988,990	759,300,676	(2,311,686)
ADMINISTRATION			
Trustees	317,863	362,162	(44,299)
Director and Supervisory Officers	3,392,593	3,423,765	(31,172)
Board Administration	17,093,366	17,213,320	(119,954)
Amortization - Administration	198,723	197,437	1,286
ADMINISTRATION Total	21,002,545	21,196,684	(194,139)
TRANSPORTATION			
Pupil Transportation	22,097,546	22,125,144	(27,598)
Transportation - Provincial Schools	290,370	215,100	75,270
TRANSPORTATION Total	22,387,916	22,340,244	47,672
SCHOOL OPERATIONS			
School Operations and Maintenance	77,205,099	76,121,100	1,083,999
School Renewal	3,116,454	3,116,454	-
Other Pupil Accommodation	10,280,502	8,781,742	1,498,760
Amortization - Pupil Accommodation	44,129,615	44,751,587	(621,972)
SCHOOL OPERATIONS Total	134,731,670	132,770,883	1,960,787
OTHER EXPENSE			
PPFs, Federal Programs and Secondments	9,890,524	13,986,255	(4,095,731)
Permanent Financing of NPF	543,389	543,389	-
Provision for Contingencies	100,000	350,000	(250,000)
School Generated Funds	20,000,000	20,000,000	-
OTHER EXPENSE Total	30,533,913	34,879,644	(4,345,731)
Grand Total	965,645,034	970,488,131	(4,843,097)

**Halton District School Board
2026/2027 Budget**

Appendix B-3

Transfer to/(from) Accumulated Surplus per Ministry Compliance

	2026/2027 Budget	2025/2026 Budget	Increase/ (Decrease)
Available for Compliance - Unappropriated			
Operating Accumulated Surplus/(Deficit)	267,375	(6,843,720)	7,111,095
Total Unappropriated	267,375	(6,843,720)	7,111,095
Available for Compliance - Internally Appropriated			
Operating			
School Decentralized Budgets	-	-	-
Student Achievement / Multi Year Plan Support	-	-	-
Technology	(170,000)	(170,000)	-
Admin Facility	-	(1,250,000)	1,250,000
Capital			
Committed Capital Projects - Non-Ministry Funded	(93,537)	1,171,099	(1,264,636)
Total Internally Appropriated	(263,537)	(248,901)	(14,636)
Total Accumulated In-Year Surplus/(Deficit) for Compliance	3,838	(7,092,621)	7,096,459
Unavailable for Compliance - Externally Appropriated			
Interest to be Accrued	234,809	223,880	10,929
Committed Sinking fund interest earned	(222,591)	(222,591)	-
Committed Capital Projects - Non-Ministry Funded	(319,915)	(337,731)	17,816
Asset Retirement Obligation	(2,811,416)	(2,508,108)	(303,308)
Revenues recognized for land - EDC	23,423,532	29,803,527	(6,379,995)
Total Externally Appropriated	20,304,419	26,958,977	(6,654,558)
Total Transfer to/(from) Accumulated Surplus	20,308,257	19,866,356	441,901

**Halton District School Board
2026/2027 Budget
Capital Budget**

	Capital Expense	Ministry Approved Capital Financing				Board Allocated Capital Funding	Total Financing
		Ministry Funded	Education Development Charges	Proceeds of Disposition	Total Financing per EFIS	Accumulated Surplus	
New Schools - Land	40,098,075		40,098,075		40,098,075	-	40,098,075
New and Existing Schools (Additions) Building, Equipment and Land Prep¹	54,500,000		54,500,000		54,500,000	-	54,500,000
Child Care/Child and Family Centre²	4,700,000	4,700,000			4,700,000	-	4,700,000
School Renewal³	7,040,186	7,040,186			7,040,186	-	7,040,186
School Condition Improvement⁴	22,501,293	21,501,293		1,000,000	22,501,293	-	22,501,293
	128,839,554	33,241,479	94,598,075	1,000,000	128,839,554	-	128,839,554

1. Includes expenditures for Ministry approved projects - Milton District High School (Addition/Renovation), Milton #13 elementary, Oakville #5 elementary and the New Oakville SS.

2. This represents the Ministry funding provided for the approved Child Care Centre projects at Milton District High School, Milton #13 elementary, Oakville #5 elementary and the New Oakville SS.

3. This represents the capital portion of the School Renewal Grant only (projects considered an operational expense are excluded).

4. The Proceeds of Disposition allocation represents planned expenditures at Burlington Central H.S.

**Halton District School Board
2026/2027 Budget
Summary of Savings and Efficiencies**

Summary of Savings and Efficiencies:

Staffing	FTEs	Savings
Elementary Teachers	(46.62)	
Secondary Teachers	(2.00)	
Educational Assistants	(6.00)	
Professional, Paraprofessional and Technical	(13.50)	
School Office	(3.20)	
School Operations	(3.00)	
Central Administration (including Non-Union)	(7.88)	
Total Staffing	(82.20)	\$ (7,768,000)
Non-staffing		
Salary, benefits, leaves and supply costs optimization		\$ (2,500,000)
School Operations and Maintenance savings and efficiencies		\$ (1,840,000)
Information Services operating budget savings and efficiencies		\$ (537,000)
Student Transportation Routing Optimization		\$ (250,000)
Director's Office, Governance and contingency savings		\$ (596,000)
Central Program operating savings and efficiencies		\$ (530,000)
Business Services, Human Resources and Procurement savings and Efficiencies		\$ (301,000)
Decentralized School Budget recoveries for extracurricular activities		\$ (80,000)
Other one-time budgets or roll-forwards		\$ (256,000)
Total Non-staffing		\$ (6,890,000)
Revenue Opportunities Identified:		
New Core Ed funding allocated to existing expenses		\$ 1,100,000
Rental revenue increase		\$ 560,000
Continuing Education funding increase due to program expansion		\$ 300,000
Leasing IP addresses		\$ 300,000
Total Revenues		\$ 2,260,000
 Total Savings and Efficiencies	 (82.20)	 \$ (16,918,000)

Summary of Staffing Changes Due to Enrolment, Funding and New School Opening:

Staffing	FTEs
Elementary Teachers	8.90
Secondary Teachers	(43.90)
Designated Early Childhood Educators	14.00
Clerical & Secretarial	1.20
Non-Union & Other	0.20
Total Staffing	(19.60)

**Halton District School Board
2026/2027 Budget
Summary of Staffing FTEs**

HDSB Staffing	2025/2026 FTEs	Proposed Savings	Enrolment / Funding Changes ³	Proposed 2026/2027 FTEs
Elementary Classroom ¹	2,677.10	(30.60)	2.90	2,649.40
Secondary Classroom	1,290.60		(44.90)	1,245.70
Central Teaching Supports ^{1,2}	108.00	(18.00)	7.00	97.00
Educational Assistants	885.00	(6.00)		879.00
Designated Early Childhood Educators (DECEs)	278.00		14.00	292.00
Clerical & Secretarial	331.40	(9.10)	1.20	323.50
Caretakers & Cleaners	359.00	(3.00)		356.00
Professionals, Paraprofessionals & Technical	256.90	(13.50)		243.40
Principals & Vice-Principals	224.00			224.00
Non-Union & Other	253.90	(2.00)	0.20	252.10
Total FTEs	6,663.90	(82.20)	(19.60)	6,562.10

¹ 2025/26 FTEs were adjusted to correct FTE categorizations

² Includes Instructional Program Leaders (IPLs), Itinerant Resource Teachers (IRTs), Coaches, and Facilitators

³ Includes FTE changes captured for 2025/2026 Revised Estimates

**Capital Program 2026-2027
School Renewal Program
Halton District School Board**

Program Needs Description	Budget	Major Maintenance Description	Budget
Elementary Renovations/Alterations	\$2,023,496	Building Envelope	\$3,798,952
Secondary Renovations/Alterations	\$2,023,496	Interior Finishes	\$2,374,345
Special Education	\$700,000	Site Improvements	\$4,115,531
Sustainability	\$400,000	Electrical & Lighting	\$2,849,214
Accessibility	\$1,850,000	Mechanical & Building Automation	\$4,906,980
Design Briefs	\$203,133	Plumbing	\$2,532,635
Project Administration	\$328,000	Contingency	\$3,200,000
Temporary Accommodation	\$200,000	Code Requirements	\$152,152
	Subtotal		Subtotal
	\$7,728,125		\$23,929,808
		Total Program and Major Maintenance	\$31,657,933
Funded School Renewal Allocation *	\$10,156,640		
Funded School Condition Improvement	\$21,501,293	Total SRA and SCI	\$31,657,933

* School Renewal Allocation of \$10,156,640 consists of \$7,040,186 for capital projects, and \$3,116,454 for renewal operating/maintenance projects.