



Audit Committee Meeting

Thursday, June 11, 2026
Education Centre, Norfolk Room

4:30 p.m.

AGENDA

- A - 1 **Opening** (Chair)
- (a) Roll Call
 - (b) Declaration of Conflict of Interest
 - (c) In-Camera Session **(4:30 pm)**
 - (d) Welcome to Open Session / Land Acknowledgement Statement
The Grand Erie District School Board recognizes Six Nations of the Grand River and Mississaugas of the Credit First Nation, as the longstanding peoples of this territory. We honour, recognize, and respect these communities as well as all First Nations, Métis and Inuit Peoples who reside within the Grand Erie District School Board. We are all stewards of these lands and waters where we now gather, learn and play, and commit to working together in the spirit of Reconciliation.
 - (e) Call to Order
 - (f) Approval of Agenda (Additions/Deletions)
Recommended Motion: "That the Audit Committee agenda be approved."
 - (g) In-Camera Report
- B - 1 **Consent Agenda** (Chair)
Recommended Motion: THAT the Audit Committee accepts the June 11, 2026 Consent Agenda and the recommendations contained therein:
- * (a) Minutes of the Audit Committee dated April 23, 2026 be approved.
 - (b) Receive the Consolidated Due Diligence Report.
 - (c) Receive the Q2 Financial Forecast.
- C - 1 **Business Arising from Minutes and/or Previous Meetings - NIL**
- D - 1 **External Audit**
- * (a) Review of Engagement and Audit Planning Letter (Millards)
- E - 1 **Other Business**
- * (a) 2026-27 Board Budget (R. Wyszynski)
 - * (b) Audit Committee Governance Training (KPMG)
- F - 1 **Adjournment**
Recommended Motion: "THAT the Audit Committee meeting be adjourned."



Audit Committee Meeting

Thursday, April 23, 2026

4:30 PM

Education Centre, Norfolk Room

MINUTES

Present: Members: T. Waldschmidt (Trustee), E. Hodgins (Volunteer), A. Thakker (Volunteer)
Management: J. Roberto (Director), R. Wyszynski (Superintendent of Business),
KPMG (Internal Auditors): S. Bedi
Millards (External Auditors): M. McNally

Regrets: Chair: J. Bradford, L. Whiton (Trustee), A. Van Doorn (Sr. Manager of Business Service)

Guests: C.A. Sloat (Trustee)

Recording Secretary: L. Howells, Executive Assistant to the Superintendent of Business

A - 1 **Opening (4:34 p.m.)**

(a) **Roll Call**

Roll Call was completed.

(b) **Declaration of Conflict of Interest – Nil**

In the absence of Committee Chair Bradford, Trustee Waldschmidt was elected to Chair the April 23, 2026 Audit Committee Meeting.

(c) **In-Camera Session (4:36 p.m.)**

Moved by: A. Thakker

Seconded by: E. Hodgins

THAT the Audit Committee move In-Camera.

Carried

(d) **Welcome to Open Session Land Acknowledgement Statement**

Trustee Waldschmidt read the Land Acknowledgement statement.

(e) **Call to Order**

Trustee Waldschmidt called the regular Audit Committee meeting to order at 4:56 p.m.

(f) **Approval of Agenda (Additions/Deletions)**

Moved by: A. Thakker

Seconded by: E. Hodgins

THAT the Audit Committee agenda be approved.

Carried

(g) **In-Camera Report - Nil**

B - 1 **Consent Agenda**

Moved by: A. Thakker

Seconded by: E. Hodgins

THAT the Audit Committee accept the April 23, 2026, Consent Agenda and the recommendations contained therein:

(a) Minutes of the Audit Committee dated November 13, 2025 be approved.

(b) Receive the Consolidated Due Diligence Report as information.

Carried



Audit Committee Meeting

Thursday, April 23, 2026

4:30 PM

Education Centre, Norfolk Room

MINUTES

- C - 1 **Business Arising from Minutes and/or Previous Meetings** - Nil
- D - 1 **External Audit**
 - (a) **Appointment of the External Auditor**

Moved by: E. Hodgins
Seconded by: A. Thakker
THAT the appointment of Millard, Rouse & Rosebrugh LLP as external auditors for the 2025-26 financial year be forwarded to April 27, 2026, Regular Board Meeting for approval.
Carried
- E - 1 **Other Business**
 - (a) **Budget Overview 2026-27**

Superintendent Wyszynski provided an overview of the 2026-27 Budget process, timelines and risks/challenges which were presented at the February Finance Committee Meeting.
 - (b) **Audit Committee Governance Training – June Meeting**

Superintendent Wyszynski provided a brief overview of the topics that will be covered during the training, which will be facilitated at the June 11, 2026 Audit Committee meeting by KPMG.
- F - 1 **Adjournment**

Moved by: A. Thakker
Seconded by: E. Hodgins
THAT the Audit Committee meeting be adjourned at 5:10 pm.
Carried
- G - 1 **Next Meeting:** Thursday, June 11, 2026 at 4:30 p.m. (in person)



Audit Committee Consolidated Due Diligence Report

B-1-b

Item	2025-26 School Year											
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
All Statutory withholding (Income Tax, CPP, EI) have been submitted	LC	LC	LC	LC	LC	LC	LC	LC	LC			
Employer Health Tax paid and submitted for the month	LC	LC	LC	LC	LC	LC	LC	LC	LC			
Records of employment for any terminated or laid off employees completed and sent electronically to Service Canada.	LC	LC	LC	LC	LC	LC	LC	LC	LC			
OMERS (pension deductions from staff, company portion of pension and amounts remitted and report of additions and deletions of staff to plan) remitted.	LC	LC	LC	LC	LC	LC	LC	LC	LC			
Teacher's Pension Plan and Union Dues remitted.	LC	LC	LC	LC	LC	LC	LC	LC	LC			
Employee changes uploaded to ELHT Benefit Plan Administration.	DD	DD	DD	DD	DD	DD	DD	DD	DD			
H.S.T. return remitted.	JH	JH	JH	JH	JH	JH	JH	JH	JH			
New employees have been trained as required under Health and Safety Legislation.	LL	LL	LL	LL	LL	LL	LL	LL	LL			
Workplace inspections were completed during the period.	LL	LL	LL	LL	LL	LL	LL	LL	LL			
Required JOHSC committee meetings were held during the period.	LL	LL	LL	LL	LL	LL	LL	LL	LL			

Staff include: LC-Laurie Campbell, DD-Diane De Vos, JH-Julie Hardie, LL-Lena Latreille,



Grand Erie District School Board

TO: JoAnna Roberto, Ph. D., Director of Education, CEO & Secretary to the Board
FROM: Rafal Wyszynski, Superintendent of Business & Treasurer
RE: **Quarterly Budget Report**
DATE: May 11, 2026

Background

The Quarterly Budget Report provides an update on the Board's financial position for the six-month period ending February 28, 2026 and supports effective financial oversight in accordance with the Budget Development Process Policy (BU-02).

Additional Information

Business Services has reviewed the financial activity for the period September 2025 to February 2026, collected information from budget-holders, made spending assumptions for the next six months and compared forecasted expenditures against both the Estimates and Revised Estimates budgets. Key highlights are outlined below:

- Revenues are projected to increase as a result of growth in net student enrolment. The anticipated increase of approximately 253 students, primarily within the secondary panel, is expected to generate an additional \$3.2 million in Core Education funding.

	2025-26 Estimates	2025-26 Revised	2025-26 Q2 Forecast	Change
Elementary	20,025	20,125	20,113	-12
Secondary	8,060	8,050	8,315	+265
Total	28,085	28,175	28,428	+253

- Transportation expenditures are projected to be approximately \$200,000 below budget due to a higher number of inclement weather days as well as through the discovery of route efficiencies.
- Facility renewal expenditures are projected to increase by more than \$1.1 million as the Facilities Department continues to address growing renewal demands across an aging portfolio. Rising construction inflation, high volume of urgent and required workorders, and limited available funding have placed additional pressure on operating budgets.
- Workplace injury and employee leave costs are trending above budget resulting in additional in-year financial pressures. Higher-than-anticipated WSIB expenditures and maternity top-up payments reflect emerging operational and staffing trends that were not fully anticipated during budget development. As a result, these areas are projected to create a budget pressure of approximately \$1.3 million.
- Coverage costs across all employee groups have increased due to negotiated wage adjustments and higher occasional/casual fill rates.

The 2025-26 Revised Estimates was filed with a balanced budget. The second quarter forecast remains highly constrained, with limited flexibility available to absorb additional cost pressures while maintaining a balanced year-end position. Although cautious assumptions have been incorporated throughout the budget, even minor variances in several difficult-to-predict expenditure areas could result in a deficit position. Key risks continue to include employee absenteeism and the associated cost of occasional/casual coverage, volatility in utility expenditures driven by commodity pricing, weather conditions, as well as sustained

inflationary pressures affecting goods and services. Additional uncertainty remains related to the escalating cost of technology devices and equipment, driven by global supply chain pressures and increased market demand associated with artificial intelligence infrastructure. Broader economic factors, including tariff-related pricing impacts also continue to pose financial risk.

Expenditure trends will continue to be closely monitored and, should current pressures persist, mitigation measures may be required, including the deferral, reduction, or elimination of planned projects and initiatives, to maintain a balanced in-year financial position.

The quarterly forecast for the period ending February 28, 2026 displays a balanced financial position. Appendix A provides the financial dashboard, outlining changes in revenues and expenditures, along with other key indicators including staffing and enrolment.

Respectfully submitted,

Rafal Wyszynski
Superintendent of Business & Treasurer

**Grand Erie District School Board
2025-26 Q2 Forecast Dashboard
For the period ended August 31, 2026**

Summary Comparison of 2025-26 Revised Estimates Budget versus 2025-26 Q2 Estimates Budget

(\$ Figures in Thousands)	2025-26			Variance	
	Estimates	Revised	Q2 Forecast	\$	%
Revenue					
Provincial Grants (Core Ed)	383,335	381,925	385,163	3,238	0.8%
Grants for Capital Purposes	5,767	5,712	5,994	282	4.9%
Other Non-Core Ed Grants	6,321	8,628	8,781	153	1.8%
Other Non-Grant Revenues	10,030	9,753	10,122	369	3.8%
Amortization of DCC	19,983	22,618	22,618	-	0.0%
Total Revenue	425,436	428,637	432,678	4,041	0.9%
Expenditures					
Classroom Instruction	298,614	301,585	304,904	3,319	1.1%
Non-Classroom	34,729	34,373	33,855	(518)	-1.5%
Administration	10,501	10,783	11,114	331	3.1%
Transportation	18,702	18,117	17,922	(195)	-1.1%
Pupil Accommodation	60,496	59,942	61,046	1,104	1.8%
Contingency & Non-Operating	2,394	3,837	3,837	-	0.0%
Total Expenditures	425,436	428,637	432,678	4,041	0.9%
In-Year Surplus (Deficit)	-	-	-	-	-
Prior Year Accumulated Surplus for compliance	11,111	7,408	7,408	-	0.0%
Accumulated Surplus (Deficit) for compliance	11,111	7,408	7,408	-	0.0%

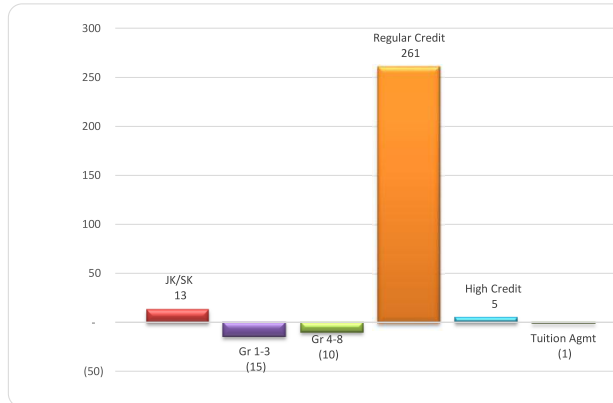
Summary of Enrolment

ADE	2025-26			Variance	
	Estimates	Revised	Q2 Forecast	#	%
Elementary					
JK/SK	3,797	3,784	3,797	13	0.3%
Gr 1-3	6,064	6,014	5,999	(15)	-0.2%
Gr 4-8	10,164	10,327	10,317	(10)	-0.1%
Total Elementary	20,025	20,125	20,113	(12)	-0.1%
Secondary <21					
Regular Credit	7,590	7,542	7,803	261	3.5%
High Credit	36	35	41	5	15.1%
Tuition & Visa	434	473	472	(1)	-0.3%
Total Secondary	8,060	8,050	8,315	265	3.3%
Total Board	28,085	28,175	28,428	253	0.9%

Summary of Staffing

FTE	2025-26		Variance	
	Estimates	Revised	#	%
Classroom				
Teachers	1,771.4	1,773.3	1.9	0.1%
Early Childhood Educators	134.0	137.0	3.0	2.2%
Educational Assistants	373.0	373.0	-	0.0%
Total Classroom	2,278.4	2,283.3	4.9	0.2%
School Administration	235.9	236.1	0.3	0.1%
Board Administration	75.0	75.0	-	0.0%
Facility Services	230.6	231.6	1.0	0.4%
Coordinators & Consultants	36.0	37.0	1.0	2.8%
Paraprofessionals	60.0	58.0	(2.0)	-3.3%
Child & Youth Workers	30.5	30.5	-	0.0%
IT Staff	35.0	35.0	-	0.0%
Library	13.2	13.2	-	0.0%
Transportation	7.0	7.0	-	0.0%
Other Support	7.0	9.0	2.0	28.6%
Continuing Ed	8.1	8.1	-	0.0%
Trustees	15.0	15.0	-	0.0%
Non-Classroom	753.2	755.5	2.3	0.3%
Total	3,031.6	3,038.8	7.2	0.2%

Changes in Enrolment: Budget v Forecast



Grand Erie District School Board
2025-26 Q2 Forecast Dashboard
Revenues
For the period ended August 31, 2026

(\$ Figures in Thousands)

	Budget Assessment					Material Variance Note
	25-26 Estimates	25-26 Revised Estimates	25-26 Q2 Forecast	Change		
				\$ Increase (Decrease)	% Increase (Decrease)	
Core Education Funding						
Classroom Staffing Fund (CSF)						
CSF - Per Pupil Allocation	161,184	161,338	163,083	1,745	1.1%	a.
Language Classroom Staffing Allocation	7,331	7,080	7,082	2	0.0%	
Local Circumstances Staffing Allocation	38,957	37,216	37,780	564	1.5%	a.
Indigenous Education Classroom Staffing	236	177	177	-	0.0%	
Supplementary Staffing Allocation	2,747	2,749	2,761	12	0.4%	
TOTAL CSF	210,456	208,561	210,884	2,323	1.1%	
Learning Resources Fund (LRF)						
LRF - Per Pupil Allocation	20,385	20,410	20,640	231	1.1%	a.
Language Supports and Local Circumstances	3,980	3,897	3,916	20	0.5%	
Indigenous Education Supports Allocation	2,378	2,382	2,401	18	0.8%	
Mental Health and Wellness Allocation	1,265	1,275	1,278	3	0.2%	
Student Safety and Well-Being Allocation	678	679	686	7	1.0%	
Continuing Education and Other Programs	3,424	4,551	4,552	1	0.0%	
School Management Allocation	25,924	25,567	25,697	130	0.5%	
Differentiated Supports Allocation	2,592	2,592	2,587	(5)	(0.2%)	
TOTAL LRF	60,625	61,354	61,758	404	0.7%	
Special Education Fund (SEF)						
SEF - Per Pupil Allocation	26,513	26,234	26,362	128	0.5%	a.
Differentiated Needs Allocation (DNA)	19,610	19,610	19,612	2	0.0%	
Complex Supports Allocation	1,611	1,612	1,640	28	1.7%	
Specialized Equipment Allocation (SEA)	1,931	1,684	1,695	11	0.7%	
TOTAL SEF	49,666	49,141	49,309	168	0.3%	
School Facilities Fund (SFF)						
School Operations Allocation	34,153	34,344	34,656	312	0.9%	a.
Rural and Northern Education Allocation	592	592	592	-	0.0%	
TOTAL SFF	34,745	34,935	35,248	312	0.9%	
Student Transportation Fund (STF)						
Transportation Services Allocation	18,184	18,149	18,323	174	1.0%	a.
School Bus Rider Safety Training Allocation	29	29	29	-	0.0%	
Transportation to Provincial Schools	297	296	296	-	0.0%	
TOTAL STF	18,509	18,474	18,648	174	0.9%	

Grand Erie District School Board
2025-26 Q2 Forecast Dashboard
Revenues
For the period ended August 31, 2026

(\$ Figures in Thousands)

	Budget Assessment					Material Variance Note
	25-26 Estimates	25-26 Revised Estimates	25-26 Q2 Forecast	Change		
				\$ Increase (Decrease)	% Increase (Decrease)	
School Board Administration Fund (SBAF)						
Trustees and Parent Engagement Allocation	273	272	272	-	0.0%	
Board-Based Staffing Allocation	8,640	8,600	8,643	44	0.5%	
Central Employer Bargaining Agency Fees Allocation	61	61	42	(19)	(31.2%)	
Data Management and Audit Allocation	359	359	359	-	0.0%	
Declining Enrolment Adjustment (DEA) Allocation	-	169	-	(169)	(99.7%)	a.
TOTAL SBAF	9,333	9,461	9,317	(144)	(1.5%)	
Total Core Ed Funding	383,335	381,925	385,163	3,237	0	
Grants for Capital Purposes						
School Renewal	2,937	2,937	2,937	-	0.0%	
Temporary Accommodation	839	839	839	-	0.0%	
Short-term Interest	1,128	748	1,030	282	37.7%	b.
Debt Funding for Capital	2,463	2,463	2,463	-	0.0%	
Minor Tangible Capital Assets (mTCA)	(1,600)	(1,275)	(1,275)	-	0.0%	
Total Capital Purposes Grants	5,767	5,712	5,994	282	0	
Other Non-GSN Grants						
Responsive Education Programs (REP)	3,843	4,901	5,054	153	3.1%	
Funding for External Partners (FEP)	2,478	3,727	3,727	-	0.0%	
Total Non-GSN Grants	6,321	8,628	8,781	153	0	
Other Non-Grant Revenues						
Education Service Agreements - Six Nations	6,656	7,011	6,841	(170)	(2.4%)	
Education Service Agreements - MCFN	533	531	531	-	0.0%	
Other Fees	150	150	150	-	0.0%	
Other Boards	303	389	389	-	0.0%	
Community Use & Rentals	906	903	906	3	0.3%	
Miscellaneous Revenues	1,484	769	1,305	536	69.7%	c.
Total Non Grant Revenues	10,030	9,753	10,122	369	0	

**Grand Erie District School Board
2025-26 Q2 Forecast Dashboard
Revenues
For the period ended August 31, 2026**

(\$ Figures in Thousands)

	Budget Assessment					Material Variance Note
	25-26 Estimates	25-26 Revised Estimates	25-26 Q2 Forecast	Change		
				\$ Increase (Decrease)	% Increase (Decrease)	
Deferred Revenues						
Revenue Recovery on ARO	-	-	-	-	0.0%	
Amortization of DCC	19,983	22,618	22,618	-	0.0%	
Total Deferred Revenue	19,983	22,618	22,618	-	-	
TOTAL REVENUES	425,436	428,637	432,678	4,041	0	

Explanations of Material Grant Variances

- a. Increase in revenue as a result of higher enrolment.
- b. Increase as a result of higher interest expenses.
- c. Increase as a result of additional Jordan's Principle funding and the sale of portable assets.

Notes:

- 1. 2025-26 Estimates Budget as approved by the Board in June 2025

Grand Erie District School Board
2025-26 Q2 Forecast Dashboard
Expenses
For the period ended August 31, 2026

(\$ Figures in Thousands)

	Budget Assessment					Material Variance Note
	25-26 Estimates	25-26 Revised	25-26 Q3 Forecast	Change		
				\$ Increase (Decrease)	% Increase (Decrease)	
Classroom Instruction						
Teachers	219,096	218,735	221,568	2,833	1.3%	a.
Supply Teachers	8,707	10,457	11,795	1,338	12.8%	b.
Educational Assistants	23,673	24,432	24,775	344	1.4%	
Early Childhood Educators	9,051	9,067	8,845	(222)	(2.4%)	
Classroom Computers	5,720	6,630	6,411	(219)	(3.3%)	
Textbooks and Supplies	9,859	9,792	9,034	(759)	(7.8%)	c.
Professionals and Paraprofessionals	14,545	14,338	14,339	1	0.0%	
Library and Guidance	6,416	6,592	6,480	(111)	(1.7%)	
Staff Development	1,137	1,133	1,248	115	10.1%	d.
Department Heads	409	409	409	-	0.0%	
Total Instruction	298,614	301,585	304,904	3,319	1.1%	
Non-Classroom						
Principal and Vice-Principals	18,665	18,086	18,628	542	3.0%	e.
School Office	8,742	8,831	8,662	(170)	(1.9%)	
Coordinators & Consultants	5,811	5,930	5,244	(686)	(11.6%)	f.
Continuing Education	1,510	1,526	1,321	(205)	(13.4%)	g.
Total Non-Classroom	34,729	34,373	33,855	(518)	(1.5%)	
Administration						
Trustees	387	389	362	(27)	(6.9%)	
Director/Supervisory Officers	1,686	1,723	1,868	145	8.4%	
Board Administration	8,427	8,670	8,884	214	2.5%	h.
Total Administration	10,501	10,783	11,114	331	3.1%	
Transportation	18,702	18,117	17,922	(195)	(1.1%)	i.
Pupil Accommodation						
School Operations and Maintenance	31,765	30,247	31,021	774	2.6%	j.
School Renewal	4,096	2,937	3,533	595	20.3%	j.
Other Pupil Accommodation	3,901	3,411	3,145	(266)	(7.8%)	
Amortization & Write-downs	20,734	23,347	23,347	-	0.0%	
Total Pupil Accommodation	60,496	59,942	61,046	1,104	1.8%	
Non-Operating	2,394	3,837	3,837	-	0.0%	

**Grand Erie District School Board
2025-26 Q2 Forecast Dashboard**

Expenses

For the period ended August 31, 2026

Provision for Contingencies	-	-	-	-	0.0%	
TOTAL EXPENDITURES	425,436	428,637	432,678	4,041	0.9%	

Explanations of Material Expenditure Variances	
a.	Budget pressures are being experienced in under budgeted parental leave top-up plans, rising variable WSIB costs, and additional secondary program sections at Turning Point; offset partially by increased enrolment.
b.	Increase as a result of higher than anticipated fill rates resulting in additional use of supply teachers, EAs and ECEs.
c.	Decrease a result of lower than anticipated purchases
d.	Increased as a result of additional professional development costs
e.	Increase as a result of higher than anticipated coverage costs.
f.	Decrease a result of vacant positions and timing of replacement staff.
g.	Decrease as a result of lower than anticipated salary costs.
h.	Increased a result of higher than anticipated legal costs.
i.	Decrease as a result of higher quantity of inclement weather days coupled with routing efficiencies.
j.	Increase as a result of higher than anticipated costs related to enhancing repair and maintenance service levels in buildings.

Notes:

1. 2025-26 Estimates Budget as approved by the Board in June 2025



June 11, 2026

Grand Erie District School Board
349 Erie Avenue
Brantford Ontario N3T 5V3

Attention: Rafal Wyszynski, Superintendent of Business & Treasurer

Dear Rafal:

The Objective and Scope of the Audit

You have requested that we audit the consolidated financial statements of Grand Erie District School Board (the "Board"), which comprise the consolidated statement of financial position as at August 31, 2026, and the consolidated statements of operations and accumulated surplus, change in net debt and cash flow for the year then ended, and notes to the consolidated financial statements, (including a summary of significant accounting policies).

We are pleased to confirm our acceptance and our understanding of the nature, scope and terms of this audit engagement, and all services related thereto, by means of this letter (the "Engagement").

The objectives of our audit are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement (whether due to fraud or error) and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

The Responsibilities of the Auditor

We will conduct our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- a. Identify and assess the risks of material misstatement of the consolidated financial statements (whether due to fraud or error), design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- b. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the consolidated financial statements that we have identified during the audit.
- c. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Millard, Rouse & Rosebrugh LLP

85 Robinson Street, Simcoe, ON N3Y 1W7 T: 519.426.1606
SIMCOE BRANTFORD HAGERSVILLE

- d. Conclude on the appropriateness of management's use of the going-concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the 's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the to cease to continue as a going concern.
- e. Evaluate the overall presentation, structure and content of the consolidated financial statements (including the disclosures) and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Canadian generally accepted auditing standards.

Form and Content of Audit Opinion

Unless unanticipated difficulties are encountered, our report will be substantially in the following form contained in Appendix A to this letter.

If we conclude that a modification to our opinion on the consolidated financial statements is necessary, we will discuss the reasons with you in advance.

The Responsibilities of Management

Our audit will be conducted on the basis that management and, where appropriate, those charged with governance / oversight acknowledge and understand that they have responsibility:

- a. For the preparation and fair presentation of the consolidated financial statements in accordance with the basis of accounting as described in Note 1 of the financial statements.
- b. For the design and implementation of such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.
- c. To provide us with timely:
 - i. Access to all information of which management is aware that is relevant to the preparation of the consolidated financial statements, such as records, documentation and other matters;
 - ii. Information about all known or suspected fraud, any allegations of fraud or suspected fraud and any known or probable instances of non-compliance with legislative or regulatory requirements;
 - iii. Additional information that we may request from management for the purpose of the audit; and
 - A. Copies of all minutes of meetings of trustees and directors;
 - B. Information relating to any known or probable instances of non-compliance with legislative or regulatory requirements, including financial reporting requirements;
 - C. Information concerning subsequent events.
 - iv. Unrestricted access to persons within Grand Erie District School Board from whom we determine it necessary to obtain audit evidence.

As part of our audit process:

- a. We will make inquiries of management about the representations contained in the consolidated financial statements. At the conclusion of the audit, we will request from management [and, where appropriate, those charged with governance] written confirmation concerning those representations. If such representations are not provided in writing, management acknowledges and understands that we would be required to disclaim an audit opinion.
- b. We will communicate any misstatements identified during the audit other than those that are clearly trivial. We request that management correct all the misstatements communicated.

Use of Information

It is acknowledged that we will have access to all information about identified individuals ("personal information") in your custody that we require to complete our Engagement. Our services are provided on the basis that:

- a. You represent to us that management has obtained any required consents for our collection, use, disclosure, storage, transfer and process of personal information required under applicable privacy legislation and professional regulation; and
- b. We will hold all personal information in compliance with our Privacy Statement.

File Inspections

In accordance with professional regulations (and by our firm's policy), our client files may be periodically reviewed by practice inspectors and by other engagement file reviewers to ensure that we are adhering to our professional and firm standards. File reviewers are required to maintain confidentiality of client information.

Confidentiality

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Each professional accountant must preserve the secrecy of all confidential information that becomes known during the practice of the profession. Accordingly, we will not provide any third party with confidential information concerning the affairs of Grand Erie District School Board unless:

- a. We have been specifically authorized with prior consent;
- b. We have been ordered or expressly required by law or by the Ontario *Code of Professional Conduct/Code of Ethics*; or
- c. The information requested is (or enters into) public domain.

Use and Distribution of Our Report

The examination of the consolidated financial statements and the issuance of our audit report are solely for the use of Grand Erie District School Board and those to whom our report is specifically addressed by us. We make no representations or warranties of any kind to any third party in respect of these consolidated financial statements or our audit report, and we accept no responsibility for their use by any third party or any liability to anyone other than Grand Erie District School Board.

For greater clarity, our audit will not be planned or conducted for any third party or for any specific transaction. Accordingly, items of possible interest to a third party may not be addressed and matters may exist that would be assessed differently by a third party, including, without limitation, in connection with a specific transaction. Our audit report should not be circulated (beyond Grand Erie District School Board) or relied upon by any third party for any purpose, without our prior written consent.

You agree that our name may be used only with our prior written consent and that any information to which we have attached a communication be issued with that communication, unless otherwise agreed to by us in writing.

Reproduction of Auditor's Report

If reproduction or publication of our audit report (or reference to our report) is planned in an annual report or other document, including electronic filings or posting of the report on a website, a copy of the entire document should be submitted to us in sufficient time for our review and approval in writing before the publication or posting process begins.

Management is responsible for the accurate reproduction of the consolidated financial statements, the auditor's report and other related information contained in an annual report or other public document (electronic or paper-based). This includes any incorporation by reference to either full or summarized consolidated financial statements that we have audited.

We are not required to read the information contained in your website or to consider the consistency of other information in the electronic site with the original document.

Communications

In performing our services, we will send messages and documents electronically. As such communications can be intercepted, misdirected, infected by a virus or otherwise used or communicated by an unintended third party, we cannot guarantee or warrant that communications from us will be properly delivered only to the addressee. Therefore, we specifically disclaim, and you release us from, any liability or responsibility whatsoever for interception or unintentional disclosure of communications transmitted by us in connection with the performance of this Engagement. In that regard, you agree that we shall have no liability for any loss or damage to any person or entity resulting from such communications, including any that are consequential, incidental, direct, indirect, punitive, exemplary or special damages (such as loss of data, revenues, or anticipated profits).

If you do not consent to our use of electronic communications, please notify us in writing.

Ownership

The working papers, files, other materials, reports and work created, developed or performed by us during the course of the Engagement are the property of our firm, constitute our confidential information and will be retained by us in accordance with our firm's policies and procedures.

During the course of our work, we may provide, for your own use, certain software, spreadsheets and other intellectual property to assist with the provision of our services. Such software, spreadsheets and other intellectual property must not be copied, distributed or used for any other purpose. We also do not provide any warranties in relation to these items and will not be liable for any lost or corrupted data or other damage or loss suffered or incurred by you in connection with your use of them.

We retain the copyright and all intellectual property rights in any original materials provided to you.

Other Services

In addition to the audit services referred to above, we will, as allowed by the *Ontario Code of Professional Conduct/Code of Ethics*, prepare your federal and provincial income tax returns as agreed upon. Unless expressly agreed in a separate engagement letter, we will have no involvement with or responsibility for the preparation or filing of HST returns or any other (including foreign) tax returns, source deductions, information returns, slips, elections, designations, certificates or reports. Management will, on a timely basis, provide the information necessary to complete these federal and provincial income tax returns and will review and file them with the appropriate authorities on a timely basis.

Canadian Standard on Related Services - Agreed-Upon Procedures Engagements ("CSRS 4400")

You have requested that we perform specified auditing procedures on the Schedules and Educational Finance Information System (EFIS) forms requested by the Ministry of Education from the Grand Erie District School Board for the period from September 1, 2026 to March 31, 2027 of financial reporting requirements of the Ministry of Education. Our engagement will be conducted in accordance with the Canadian Standard on Related Services (CSRS) Section 4400, *Agreed-Upon Procedures Engagement*. In performing the specified auditing procedures, we will comply with the relevant ethical requirements.

Our responsibilities

We will be involved in performing specified auditing procedures on the annual information return in accordance with the instructions received for the above reports submission requirement by the Ministry of Education. This engagement to apply specified auditing procedures is performed in accordance with standards established by the Chartered Professional Accountants of Canada. The procedures that we will perform are solely for the purpose of assisting you in determining the findings based on these procedures. Accordingly, our report will be addressed to you and our report may not be suitable for another purpose. We have provided you with our draft report, and is in accordance with the specified auditing procedures required report for this engagement. However, the final form will reflect the results of our engagement.

Unless unanticipated difficulties are encountered, our report will be substantially in the form outlined below.

AGREED-UPON PROCEDURES REPORT IN CONNECTION WITH THE CONSOLIDATION OF THE BOARD FINANCIAL INFORMATION INTO THE FINANCIAL STATEMENTS OF THE PROVINCE OF ONTARIO.

Purpose of this Agreed-Upon Procedures Report

Our report is for use solely in connection with the consolidation of the Board financial information into the financial statements of the Province of Ontario and is requested by the Grand Erie District School Board ("the Board") to perform the detailed procedures as detailed in Appendix 1, for the period from September 1, 2026, to March 31, 2027 ("the period").

Responsibilities of the Engaging Party and the Responsible Party

The Board has acknowledged that the agreed-upon procedures are appropriate for the purpose of the engagement.

The Ministry of Education, as identified by the Board, is responsible for the subject matter on which the agreed-upon procedures are performed.

Practitioner's Responsibilities

We have conducted the agreed-upon procedures engagement in accordance with the Canadian Standard on Related Services (CSRS) 4400, Agreed-Upon Procedures Engagements. An agreed-upon procedures engagement involves our performing the procedures that have been agreed with the Board, and reporting the findings, which are the factual results of the agreed-upon procedures performed. We make no representation regarding the appropriateness of the agreed-upon procedures.

This agreed-upon procedures engagement is not an assurance engagement. Accordingly, we do not express an opinion on the related Schedules of EFIS as at March 31, 2027 and for the period from September 1, 2026 to March 31, 2027.

Had we performed additional procedures, other matters might have come to our attention that would have been reported.

Professional Ethics and Quality Management

We have complied with the ethical requirements in CSRS 4400 and the independence requirements in accordance with Chartered Professional Accountants of Canada. For the purpose of this engagement, there are no independence requirements with which we are required to comply.

Our firm applies Canadian Standard on Quality Management (CSQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Procedures and Findings

We have performed the procedures described below in Appendix 1, which were agreed upon with the Board, on its reporting to the Ministry of Education. As a result of applying the below procedures, we found no exceptions.

Our work will be conducted on the basis that management [*and, where appropriate, those charged with governance*] acknowledge and understand that they are responsible for:

- a. Providing us with timely access to all information that is relevant to the other reporting responsibility

Governing Legislation

This engagement letter is subject to, and governed by, the laws of the Province of Ontario. The Province of Ontario will have exclusive jurisdiction in relation to any claim, dispute or difference concerning this engagement letter and any matter arising from it. Each party irrevocably waives any right it may have to object to any action being brought in those courts, to claim that the action has been brought in an inappropriate forum or to claim that those courts do not have jurisdiction.

Accounting Advice

Except as outlined in this letter, this Engagement does not contemplate the provision of specific accounting advice or opinions or the issuance of a written report on the application of accounting standards to specific transactions and to the facts and circumstances of the entity. Such services, if requested, would be provided under a separate engagement letter.

Dispute Resolution

You agree that any dispute that may arise regarding the meaning, performance or enforcement of this Engagement will, prior to resorting to litigation, be submitted to mediation.

Indemnity

Grand Erie District School Board hereby agrees to indemnify, defend (by counsel retained and instructed by us) and hold harmless our firm (and its partners, agents and employees) from and against any and all losses, costs (including solicitors' fees), damages, expenses, claims, demands and liabilities arising out of (or in consequence of):

- a. The breach by Grand Erie District School Board, or its directors, officers, agents or employees, of any of the covenants or obligations of Grand Erie District School Board herein, including, without restricting the generality of the foregoing, the misuse of, or the unauthorized dissemination of, our engagement report or the consolidated financial statements in reference to which the engagement report is issued, or any other work product made available to you by our firm.
- b. A misrepresentation by a member of your management or the board of directors.

Limitation of Liability

Our aggregate liability for all claims, losses, liabilities and damages in connection with this Engagement, whether as a result of breach of contract, tort (including negligence), or otherwise, regardless of the theory of liability, is limited to the amount of our fees for this engagement. Our liability shall be several and not joint and several. We shall only be liable for our proportionate share of any loss or damage, based on our contribution relative to the others' contributions and only if your claim is commenced within 24 months or less of the date Grand Erie District School Board should have been aware of the potential claim. In addition, we will not be liable in any event for consequential, incidental, indirect, punitive, exemplary, aggravated or special damages, including any amount for loss of profit, data or goodwill, whether or not the likelihood of such loss or damage was contemplated.

Time Frames

We will use all reasonable efforts to complete the Engagement as described in this letter within the agreed upon time frames.

However, we shall not be liable for failures or delays in performance that arise from causes beyond our reasonable control, including any delays in the performance by Grand Erie District School Board of its obligations.

Fees at Regular Billing Rate

Our professional fees will be based on our regular billing rates, plus direct out-of-pocket expenses and applicable HST, and are due when rendered. Fees for any additional services will be established separately.

Billing

Our fees and costs will be billed monthly and are payable upon receipt. Invoices unpaid 30 days past the billing date may be deemed delinquent and are subject to an interest charge of 1.50% per month. We reserve the right to suspend our services or to withdraw from this Engagement in the event that any of our invoices are deemed delinquent. In the event that any collection action is required to collect unpaid balances due to us, you agree to reimburse us for our costs of collection, including lawyers' fees.

Costs of Responding to Government or Legal Processes

In the event we are required to respond to a subpoena, court order, government agency or other legal process for the production of documents and/or testimony relative to information we obtained and/or prepared during the course of this Engagement, you agree to compensate us at our normal hourly rates for the time we expend in connection with such response and to reimburse us for all of our out-of-pocket costs (including applicable HST) incurred.

Termination

Management acknowledges and understands that failure to fulfill its obligations as set out in this engagement letter will result, upon written notice, in the termination of the Engagement.

Either party may terminate this agreement for any reason upon providing written notice to the other party *not less than 30 calendar days before the effective date of termination*. If early termination takes place, Grand Erie District School Board shall be responsible for all time and expenses incurred up to the termination date.

If we are unable to complete the audit or are unable to form, or have not formed, an opinion on the consolidated financial statements, we may withdraw from the audit before issuing an auditor's report, or we may disclaim an opinion on the consolidated financial statements. If this occurs, we will communicate the reasons and provide details.

Survival of Terms

This engagement letter will continue in force for subsequent audits unless terminated by either party by written notice prior to the commencement of the subsequent audit.

Consequential Loss

Our firm and its partners, officers or employees will not be responsible for any consequential loss, injury or damages suffered by the client including but not limited to loss of use, earnings and business interruption, or the unauthorized distribution of any confidential document or report prepared by or on behalf of our firm, including the partners, officers or employees of the accounting firm for the exclusive use of the client.

Relevant Parties

The client will not assert any claim for damages against our firm unless the client has concurrently or previously asserted a claim against all other persons who might reasonably be liable in relation to that claim. Any release, waiver, or covenant to otherwise not sue or enforce any remedy known to law given by the client to a third party shall be deemed to apply in favour of our firm.

Third Parties

The financial documents are prepared solely for the use of the client with whom we have entered into a contract and there are no representations of any kind made by us to any party with whom we have not entered into a written contract.

Indemnity for Fees

For value received by the Indemnifier directly or indirectly as shareholder or director of the board for whom services are provided, the Indemnifier agrees with our firm that at all times the Indemnifier shall promptly indemnify our firm for all amounts due by the board in the event of the board failing to pay any invoice when due by the board. This indemnity is absolute and unconditional and the Indemnifier shall not be released or discharged by any indulgence extended to the board by our firm.

Conclusion

This engagement letter includes the relevant terms that will govern the Engagement for which it has been prepared. The terms of this letter supersede any prior oral or written representations or commitments by or between the parties. Any material changes or additions to the terms set forth in this letter will only become effective if evidenced by a written amendment to this letter, signed by all of the parties.

If you have any questions about the contents of this letter, please raise them with us. If the services outlined are in accordance with your requirements, and if the above terms are acceptable to you, please sign the attached copy of this letter in the space provided and return it to us.

We appreciate the opportunity of continuing to be of service to your board.

Yours truly,

Millard, Rouse & Rosebrugh LLP
Chartered Professional Accountants



Matt McNally, CPA, CA
Partner

Acknowledged and agreed to on behalf of Grand Erie District School Board by:

Mr. Rafal Wyszynski, Superintendent
of Business & Treasurer

June 11, 2026
Date signed

Appendix A - Expected Form of Report

To the Board of Trustees of Grand Erie District School Board

Opinion

We have audited the consolidated financial statements of Grand Erie District School Board (the "board"), which comprise the consolidated statement of financial position as at August 31, 2026, and the consolidated statements of operations and accumulated surplus, changes in net debt, and cash flow for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (hereinafter referred to as the financial statements).

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the board as at August 31, 2026, and the consolidated results of its operations and consolidated cash flow for the year then ended in accordance with the basis of accounting described in Note 1 to the consolidated financial statements.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the board in accordance with ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting used in the preparation of these consolidated financial statements and the significant differences between such basis of accounting and Canadian public sector accounting standards. As a result, the financial statements may not be suitable for another purpose.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the basis of accounting described in Note 1 to the consolidated financial statements, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the board's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

Appendix A (continued)

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Board to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

June 11, 2026
Confidential

Grand Erie District School Board
349 Erie Avenue
Brantford Ontario N3T 5V3

Attention: Audit Committee Members

We are writing this letter in connection with our audit of the consolidated financial statements for the year ending August 31, 2026.

Our purpose in writing is to ensure effective two-way communication between us in our role as auditors and yourselves with the role of overseeing the financial reporting process. In this letter we will:

- a) Address our responsibilities as independent auditors and provide information about the planned scope and timing of our audit.
- b) Request a response to some audit questions and any additional information you may have that could be relevant to our audit.

Auditor Responsibilities

The respective responsibilities of ourselves and of management in relation to the audit of consolidated financial statements are set out in the engagement letter that was signed by management on June 11, 2026. This engagement letter is attached as an appendix to this letter.

Planned Scope and Timing of Our Audit

Our objective as auditors is to express an opinion on whether the consolidated financial statements are prepared, in all material respects, in accordance with the basis of accounting described in Note 1 to the consolidated financial statements.

In developing our audit plan, we worked with management to understand the nature of Grand Erie District School Board and to identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error. Our audit plan has been designed to focus on the identified areas of risk.

Materiality

For the current year, we have determined an overall materiality amount of \$5,500,000. We have also considered misstatements that could be material in qualitative financial statement disclosures. Materiality will be used to:

- a. Plan and perform the audit; and,
- b. Evaluate the effects of identified and uncorrected misstatements on the audit procedures performed as well as on the consolidated financial statements.

The materiality amount will be reassessed prior to the start and before the end of the engagement to ensure it remains appropriate.

Significant Changes During Period

The significant changes that we addressed in planning the audit for the current year are set out below:

- a. board operations and personnel;
- b. Accounting and control systems; and
- c. Accounting and auditing standards.

Millard, Rouse & Rosebrugh LLP

85 Robinson Street, Simcoe, ON N3Y 1W7 T: 519.426.1606
SIMCOE BRANTFORD HAGERSVILLE

Internal Control

To help identify and assess the risks of material misstatement in the consolidated financial statements, we obtain an understanding of internal control relevant to the audit. This understanding is used in the design of appropriate audit procedures. It is not used for the purpose of expressing an opinion on the effectiveness of internal control. Should we identify any significant deficiencies in the internal control and accounting systems, we will communicate them to you in our audit findings letter.

Significant Risks

In planning our audit, we identify significant financial reporting risks that, by their nature, require special audit consideration. The significant risks we have identified and our proposed audit response is outlined below:

Description of each significant risk	Proposed Audit Response
Provincial grants - students needs (Grants based on enrollment). (Significant Risk)	<p>We performed a walkthrough of management’s process for recognizing revenue and performed the design and implementation of controls on the revenue recognition system.</p> <p>We will also performed test of controls on enrollment by selecting schools and then selecting samples of students, and testing that the enrolment is recorded accurately and completely.</p> <p>Substantive testing of revenues, including the consistent application of accounting policies and perform testing of samples in detail.</p> <p>Substantive Analytical procedures</p>
Management override of controls - Assurance standards include the presumption of a significant risk of management override of controls. (Significant Risk)	<p>We will engage in periodic fraud discussions with certain members of management and others, including the Audit Committee.</p> <p>We will evaluate the business rationale for any significant and/or unusual transactions. We will evaluate the board’s fraud risk assessment and test the design and implementation of entity-level internal controls and internal controls over the financial reporting and closing process, including journal entries. We will test journal entries that exhibit characteristics of possible management override of controls.</p> <p>We will consider the potential for bias in judgments and estimates, including performing retrospective analysis of significant accounting estimates. Further we will review of related-party transactions.</p>
Retirement and other future benefits (High Risk)	<p>Substantive procedures</p> <p>Use of Actuary to support valuation of benefits.</p>
Transportation Expenses (High Risk)	Substantive procedures, analytical procedures and test of control.
Payroll Expenses (High Risk)	Analytical procedures, and dual purpose tests of control and details.

Significant Risks *(continued)*

If there are specific areas that warrant our particular attention during the audit or where you would like us to undertake some additional procedures, please let us know.

Uncorrected Misstatements

Where we identify uncorrected misstatements during our audit, we will communicate them to management and request that they be corrected. If not corrected by management, we will then request that you correct them. If not corrected by you, we will also communicate the effect that they may have individually, or in aggregate, on our audit opinion.

Timing

The proposed timing of our audit (as discussed with management) is as follows:

Action	Planned Date
Planning meeting with audit committee	September 10, 2026
Start of audit field work	August 10, 2026
End of audit field work	October 23, 2026
Present audit findings letter to audit committee	November 12, 2026

Engagement Team

Our engagement team for this audit will consist of the following personnel:

Name	Role	Contact Details
Matt McNally	Partner	mattmcnally@mrrca.com
Jeff Gilbert	Manager	jeffgilbert@mrrca.com
Matthew Kohls	Staff Accountant	matthewkohls@mrrca.com

Audit Findings

At the conclusion of our audit, we will prepare an audit findings letter to assist you with your review of the consolidated financial statements. This letter will include our views and comments on matters such as:

- Significant matters, if any, arising from the audit that were discussed with management;
- Significant difficulties, if any, encountered during the audit;
- Qualitative aspects of the entity's accounting practices, including accounting policies, accounting estimates and financial statement disclosures;
- Uncorrected misstatements; and
- Any other audit matters of governance interest.

Audit Questions and Requests

Fraud

To help us in identifying and responding to the risks of fraud within the board, we would appreciate your responses to the following questions:

Audit Questions and Requests *(continued)*

Fraud *(continued)*

1. What oversight, if any, do you provide over management's processes for identifying and responding to fraud risks? Management's processes could include policies, procedures, programs or controls that serve to prevent, detect and deter fraud.
2. Do you have any knowledge of any actual, suspected or alleged fraud, including misappropriation of assets or manipulation of the consolidated financial statements, affecting the entity? If so, please provide details and how the fraud or allegations of fraud were addressed.

Other Matters

Would you please bring to our attention any significant matters or financial reporting risks, of which you are aware, that may not have been specifically addressed in our proposed audit plan. This could include such matters as future plans, contingencies, events, decisions, non-compliance with laws and regulations, potential litigation, specific transactions (such as with related parties or outside of the normal course of business) and any additional sources of audit evidence that might be available.

We recognize your significant role in the oversight of the audit and would welcome any observations on our audit plan.

This letter was prepared for the sole use of those charged with governance of Grand Erie District School Board to carry out and discharge their responsibilities. The content should not be disclosed to any third party without our prior written consent, and we assume no responsibility to any other person.

Yours truly,

Millard, Rouse & Rosebrugh LLP

Chartered Professional Accountants



Matt McNally, CPA, CA
Partner



Grand Erie District School Board

TO: JoAnna Roberto, Ph. D., CEO & Secretary of the Board
FROM: Rafal Wyszynski, Superintendent of Business & Treasurer
RE: **Budget Development 2026-27**
DATE: June 8, 2026

Recommended Motion: Moved by _____ Seconded by _____
 THAT the 2026-27 Operating budget of \$435,477,086 be forwarded to the June 22, 2026 Regular Board meeting for approval.

Recommended Motion: Moved by _____ Seconded by _____
 THAT the 2026-27 Capital budget of \$21,742,099 be forwarded to the June 22, 2026 Regular Board meeting for approval.

Background

Core Education (Core Ed) is the Ministry of Education’s (Ministry) primary funding mechanism for school boards in Ontario. The funding model takes into consideration the unique circumstances of students, geography, schools and school boards, resulting in funding amounts based on each school board's own particular factors. Core Ed funding is intended to:

- Operate in a fair and non-discriminatory manner across all four school board systems
- Protect funding for certain priorities, including special education, Indigenous education, and student mental health
- Allow school boards some flexibility to decide how funds will be allocated to each school and program based on local need,
- Promote school board accountability by ensuring that school boards report consistently and publicly on how they spend the funding they receive.

Core Ed funding provides basic funding for school boards for the following:

- | | |
|----------------------|-------------------------------|
| • classroom staffing | • school facilities |
| • learning resources | • student transportation |
| • special education | • school board administration |

Total provincial funding is estimated to be \$30.58 billion, an increase of \$317 million or 1.0% compared to 2025–26 and is supported by targeted investments in classroom supplies and curriculum resources, alongside a significant transition of Responsive Education Programs (REPs) into permanent funding. Accordingly, Core Ed now incorporates several allocations previously delivered through REPs:

- Teachers to Support Reading Interventions
- Math Achievement Action Plan
- Data and Information Collection for Kindergarten
- Early Reading Enhancements
- Cyber Safety Learning Resources
- Supports for Children and Youth in Care
- Dual Credits
- Special Education and Disabilities Transitions
- Licenses for Reading Interventions
- Cooperative Education for Students with Disabilities

- Developmental Disabilities Pilot
- Special Education Needs Transition Navigator

The Grand Erie District School Board (Grand Erie) has undertaken a comprehensive review of Core Ed allocations, to ensure alignment with both Ministry direction and board priorities. This process incorporated public consultation, a review of enrolment projections, preliminary staffing assumptions, and multiple expenditure scenarios to support the development of a balanced and sustainable budget.

Prior to Core Ed being released, Grand Erie undertook advanced planning by developing a range of informed assumptions to model expenditure scenarios. This approach was intended to maintain a stable and sustainable cost structure aligned with 2025–26, recognizing that enrolment growth is beginning to plateau while funding levels remain relatively constrained. Grand Erie considered a range of factors in developing a comprehensive budget that presents all projected revenues and expenditures to the Board of Trustees.

Additionally, Grand Erie has an informative, public-facing budget section on the board's website to support transparency and provide the community with clear information on the budget process, key timelines, and prior years' budget reports. This important information can be found [here](#).

The 2026-27 Estimates Budget is aligned to support the new Strategic Plan. Investments embedded in the budget continue to advance Grand Erie's collective priorities and the goals outlined in Annual Learning and Operating Plans.

Other factors that required additional consideration were:

- Non-salary benchmarks within Core Ed (e.g., technology, textbooks, materials) have remained static, despite ongoing inflationary pressures increasing the cost of these goods and services.
- Core Ed benchmarks continue to fall short of offsetting government-imposed increases to statutory benefits, including the Canadian Pension Plan (CPP) and Employment Insurance (EI).
- Workplace Safety and Insurance Board (WSIB) costs continue to place additional strain on our operating budget.
- Uncertainty related to collective bargaining presents unknown variability with future expenditures.

Core Ed Budget Highlights

- Additional funding is being provided for classroom curriculum resources. This funding is intended to support a consistent set of high-quality curriculum-aligned learning resources across subjects and grades.
- Funding is being provided (\$750 per eligible elementary educator) to school boards to support elementary teachers in procuring additional classroom supplies.
- The salary benchmarks for principals and vice-principals are being updated by 1.25% effective September 1, 2026. All other salary benchmarks will remain unchanged while the Ministry proceeds with central collective bargaining.
- Employee Life and Health Trust benefits funding amounts will be adjusted to reflect the increases effective August 31, 2026, as outlined in the 2022–2026 collective agreements for the applicable employee groups.
- The Ministry has updated benchmarks for the third year of a five-year phase-in for 2021 Statistics Canada census data.
- The Ministry is providing a 2% cost update to the non-staff portion of the School Operations Allocation benchmark in the School Facilities Fund to assist school boards in managing the increases in commodity prices.

- The Student Transportation Fund has been updated to reflect routing simulations submitted by transportation consortia for 2026–27, revised funding benchmarks aligned with current market costs and inflation, and adjustments to better match route-level funding with actual costs.

On May 13, the Ministry released its Core Ed funding to school boards. Finance Committee meetings were held in February and May to update the Board of Trustees on the progress of budget development and to share insights from the consultation process.

Grand Erie consulted with all stakeholders through a budget survey which provided an opportunity for students, staff, parents/caregivers and public stakeholders to provide feedback on which areas of the budget that required additional investment.

This feedback was intended to guide investment decisions for 2026–27. Our consultation plays a critical role in shaping our path forward by offering perspectives that reflect the needs and values of our communities. Input is carefully weighed alongside allocations, legislative requirements, and system priorities to ensure that decisions support the pillars within the Strategic Plan. This collaborative and transparent approach enables Grand Erie to fulfill its governance responsibilities while supporting the development of a balanced and fiscally responsible budget. In total, there were 1,167 responses to the survey; a modest increase from the prior year survey, which received 984 responses. Responses were consolidated into common themes, with the highest proportion of responses identifying the following areas:

- Support staff
- Specialized services
- Increased educators
- Facility upgrades
- Technology
- Mental Health supports

Respondents also expressed additional supports for classroom resources, STEAM (Science, Technology, Engineering, Arts and Math), literacy resources and related professional development. In response, Grand Erie has invested in additional permanent full-time Educational Assistants, and Social Workers demonstrating a clear commitment to incorporating stakeholder feedback into financial decision-making while reinforcing transparency and alignment with community needs.

Important Budget Updates

- **Enrolment**
 - Elementary
 - Elementary Average Daily Enrolment (ADE) is projected to remain flat at 20,025 from 2025-26 to 2026-27, reflecting no net change.
 - Secondary
 - Secondary ADE is projected to increase from 8,060 in 2025-26 to 8,220 in 2026-27, representing an increase of 160 students, or 2.0%. This growth aligns with cohort progression from elementary to secondary grades.

	2024-25	2025-26	2026-27		
Summary of Enrolment	Actual	Estimates	Estimates	Change	Change (%)
Elementary ADE	20,016	20,025	20,025	-	0.0%
Secondary ADE	8,215	8,060	8,220	160	2.0%
Total ADE	28,231	28,085	28,245	160	0.6%

Note: ADE represents Average Daily Enrolment

- **Revenue**

Appendix A provides a preliminary comparison of Grand Erie's total revenues for 2026-27 compared to the Estimates Budget approved by the Board of Trustees for 2025-26.

Overall, Grand Erie's operating allocation for 2026-27 is projected at \$435 million, a \$10 million (2.4%) increase over 2025-26. Grand Erie's enrolment has increased slightly over the prior year's budget, leading to modest increases across many Core Ed allocations. The primary drivers of the increase in Core Ed funding are related to the inclusion of allocations that were previously REPs, additional revenue supporting grid increases for educators and additional Deferred Capital Contributions, which fund amortization expenses.

- The following Core Ed grants had significant increases when compared to the 2025-26 budget:
 - Classroom Staffing Fund +\$2.7m
 - Learning Resources Fund +\$5.9m
 - School Facilities Fund +\$0.7m
 - Student Transportation Fund +\$0.4m
- As of June 5, 2026, the Ministry has yet to announce any remaining REPs for the upcoming school year. As such, the budget does not include any provisions for expenses for which funding has not been announced.
- Community Use of Schools rates, as outlined in Appendix B, are expected to generate approximately \$70,000 in additional revenue to offset rising facility costs.

- **Staffing**

Staffing costs remain the largest component of Grand Erie's operating budget. The 2026-27 balanced budget reflects a net reduction of 23.5 Full-Time Equivalent (FTE) positions compared to the 2025-26 Estimates, an adjustment that reflects broader fiscal pressures and emerging trends across the education sector in Ontario. Despite this overall reduction, Grand Erie's staffing decisions continue to prioritize classroom support, with Appendix C providing a detailed summary of FTE changes. Some of the net new positions are highlighted as follows:

- **3.0** Educational Assistants
- **3.0** Custodial Services Positions
- **3.0** Social Workers
- **2.0** Hall Monitors
- **1.0** Psychologist/Psychological Associate
- **1.0** Elementary Principal
- **1.0** Behavioural Counsellor
- **1.0** Behaviour Analyst
- **1.0** Communicative Disorder Assistant

- **Non-Staffing Changes**

- \$1,300,000 for additional support for supply teachers, educational assistants, and early childhood educators
- \$770,000 for classroom supplies as supported by the Ministry's new initiative for eligible elementary educators
- \$288,000 for increased insurance (Property, Liability, Vehicle and WSIB)
- \$230,000 for increased facility operating costs (snow, waste removal, offset partially by a shift to a leased model for vehicle purchases)
- \$200,000 for additional utility costs (natural gas, electricity and water)
- \$150,000 for inflationary costs with respect to IT software licenses and cyber security, offset by reductions for the purchase of projectors

Appendix D provides a summary of the year-over-year changes to Grand Erie's expenditures.

Capital

The draft Capital Budget for 2026-27 is attached as Appendix E.

Outlook

The draft revenues and expenditures for the 2026–27 school year achieve a balanced financial position while maintaining a disciplined and sustainable fiscal approach.

Grand Erie remains well-positioned to deliver on its strategic priorities while supporting student achievement and well-being. The 2026–27 budget reflects a stable and forward-looking approach that protects investments in classrooms, supports critical operational needs, and achieves a balanced financial position without reliance on reserves. Through prudent stewardship and thoughtful decision-making, the district is maintaining financial stability while preserving the flexibility needed to respond to emerging opportunities and future system needs.

As our sector continues to evolve, Grand Erie remains committed to responsible financial management, strategic investment, and continuous improvement in support of student success and community confidence.

Grand Erie Multi-Year Plan

This report supports the Multi-Year Strategic Plan, and all the indicators of Learning, Well-being and Belonging.

Respectfully submitted,

Rafal Wyszynski
Superintendent of Business & Treasurer

Grand Erie District School Board
2026-27 Estimates Dashboard
Revenues
For the period ended August 31, 2027

(\$ Figures in Thousands)

	Budget Assessment			
	25-26 Estimates	26-27 Estimates	Change	
			\$ Increase (Decrease)	% Increase (Decrease)
Core ED Funding				
Classroom Staffing Fund (CSF)				
CSF - Per Pupil Allocation	161,184	161,548	364	0.2%
Language Classroom Staffing Allocation	7,331	6,805	(526)	(7.2%)
Local Circumstances Staffing Allocation	38,957	40,940	1,983	5.1%
Indigenous Education Classroom Staffing	236	171	(66)	(27.8%)
Supplementary Staffing Allocation	2,747	3,660	913	33.2%
TOTAL CSF	210,456	213,125	2,669	1.3%
Learning Resources Fund (LRF)				
LRF - Per Pupil Allocation	20,385	21,727	1,341	6.6%
Language Supports and Local Circumstances	3,980	4,001	21	0.5%
Curriculum Component	-	73	73	100.0%
Indigenous Education Supports Allocation	2,378	2,553	175	7.4%
Mental Health and Wellness Allocation	1,265	1,274	9	0.7%
Student Safety and Well-Being Allocation	678	955	277	40.9%
Continuing Education and Other Programs	3,424	4,575	1,152	33.6%
School Management Allocation	25,924	26,221	297	1.1%
Differentiated Supports Allocation	2,592	3,295	703	27.1%
Targeted Learning Allocation	-	1,871	1,871	100.0%
TOTAL LRF	60,625	66,546	5,921	9.8%
Special Education Fund (SEF)				
SEF - Per Pupil Allocation	26,513	26,197	(316)	(1.2%)
Differentiated Needs Allocation (DNA)	19,610	20,068	458	2.3%
Complex Supports Allocation	1,611	1,637	26	1.6%
Specialized Equipment Allocation (SEA)	1,931	1,687	(244)	(12.6%)
TOTAL SEF	49,666	49,590	(76)	(0.2%)
School Facilities Fund (SFF)				
School Operations Allocation	34,153	34,893	740	2.2%
Rural and Northern Education Allocation	592	600	8	1.4%
TOTAL SFF	34,745	35,494	748	2.2%
Student Transportation Fund- (STF)				
Buses and Contracted Special Purpose Vehicles Allocation	16,142	16,660	518	3.2%
Taxis and Transit Allocation	424	571	148	34.9%
Local Priorities and Operations Allocation	1,944	1,740	(204)	(10.5%)
TOTAL STF	18,509	18,971	462	2.5%

Grand Erie District School Board
2026-27 Estimates Dashboard
Revenues
For the period ended August 31, 2027

(\$ Figures in Thousands)

	Budget Assessment			
	25-26 Estimates	26-27 Estimates	Change	
			\$ Increase (Decrease)	% Increase (Decrease)
School Board Administration Fund (SBAF)				
Trustees and Parent Engagement Allocation	273	273	0	0.1%
Board-Based Staffing Allocation	8,640	8,645	4	0.0%
Central Employer Bargaining Agency Fees Allocation	61	61	-	0.0%
Data Management and Audit Allocation	359	359	0	0.1%
Declining Enrolment Adjustment (DEA) Allocation	-	42	42	-
TOTAL SBAF	9,333	9,380	47	0.5%
Total Core Ed Funding	383,335	393,106	9,772	2.5%
Grants for Capital Purposes				
School Renewal	2,937	2,937	-	0.0%
Temporary Accommodation	839	438	(401)	(47.8%)
Short-term Interest	1,128	438	(690)	(61.2%)
Debt Funding for Capital	2,463	2,258	(205)	(8.3%)
Minor Tangible Capital Assets (mTCA)	(1,600)	(1,445)	155	(9.7%)
Total Capital Purposes Grants	5,767	4,626	(1,141)	(19.8%)
Other Non-Core Ed Grants				
Responsive Education Programs (REP)	3,843	310	(3,533)	(91.9%)
Funding for External Partners (FEP)	2,478	2,013	(465)	(18.8%)
Total Non-Core Ed Grants	6,321	2,323	(3,998)	(63.2%)
Other Non-Grant Revenues				
Education Service Agreements - Six Nations	6,656	7,071	416	6.2%
Education Service Agreements - MCFN	533	534	1	0.2%
Other Fees	150	141	(9)	(6.1%)
Other Boards	303	489	187	61.7%
Community Use & Rentals	906	1,096	190	21.0%
Miscellaneous Revenues	1,484	789	(694)	(46.8%)
Total Non Grant Revenues	10,030	10,121	91	0.9%
Deferred Revenues				
Amortization of DCC	19,983	25,301	5,319	26.6%
Total Deferred Revenue	19,983	25,301	5,319	26.6%
TOTAL REVENUES	425,436	435,477	10,041	2.4%

Community Use School Fee 2026-27

Appendix B

Permit Type	Type-1 Affiliated Groups	Type 1-A Non-Profit Youth and Other	Type 1-B Non-Profit, Non-Youth	Type 2 Non-Profit (Other)	Type 3 Commercial Private User	Type 4 Grand Erie School Use	Type 5 Non-Profit (Priority Schools)*	Type 6 Reciprocal Groups**
Hourly Space and Rental Fees (Effective September 1, 2026 to August 31, 2027)								
Classroom	\$ -	\$ 3.00	\$ 7.00	\$ 11.00	\$ 19.00	\$ -	\$ -	\$ 2.75
Cafeteria (No Kitchen Use)	\$ -	\$ 3.00	\$ 17.00	\$ 28.00	\$ 53.00	\$ -	\$ -	\$ 2.75
Library/Learning Commons (Elem)	\$ -	\$ 3.00	\$ 12.00	\$ 18.00	\$ 33.00	\$ -	\$ -	\$ 2.75
Library/Learning Commons (Sec)	\$ -	\$ 3.00	\$ 15.50	\$ 25.00	\$ 43.00	\$ -	\$ -	\$ 2.75
Single Gym/Auditorium	\$ -	\$ 3.00	\$ 13.50	\$ 23.00	\$ 43.00	\$ -	\$ -	\$ 2.75
Stage (Elementary)	\$ -	\$ 3.00	\$ 15.50	\$ 28.00	\$ 53.00	\$ -	\$ -	\$ 2.75
Stage (Secondary)	\$ -	\$ 3.00	\$ 20.50	\$ 38.00	\$ 73.00	\$ -	\$ -	\$ 2.75
Double Gym	\$ -	\$ 3.00	\$ 19.00	\$ 35.00	\$ 63.00	\$ -	\$ -	\$ 2.75
Triple Gym	\$ -	\$ 3.00	\$ 25.00	\$ 47.00	\$ 83.00	\$ -	\$ -	\$ 2.75
Track and/or Field	\$ -	\$ 3.00	\$ 7.00	\$ 11.00	\$ 19.00	\$ -	\$ -	\$ 2.75
Hourly Custodial Fees (Effective September 1, 2026 to August 31, 2027)								
Minimum Charge : 2.5 Hours (Cost confirmed within permit)								
Custodial Fees - % of Actual Costs	100%	35%	35%	60%	100%	0%	0%	0%
Saturday to 6pm - Hourly Rate	\$ 54.25	\$ 18.99	\$ 18.99	\$ 32.55	\$ 54.25	\$ -	\$ -	\$ -
Sunday / Sat. after 6pm - Hourly Rate	\$ 72.00	\$ 25.20	\$ 25.20	\$ 43.20	\$ 72.00	\$ -	\$ -	\$ -
Permit Application Fee	\$ -	\$25 fee to a maximum of \$100 per year				\$ -	\$ -	\$ -
All fees are subject to HST								
*Fees subject to the limits of Ministry of Education Priority School Funding.								
**Fees for Type 6 - Reciprocal fees are \$2.50 until December 31, 2026 and will increase to \$2.75 as of January 1, 2027.								

Summary of Staffing

FTE	25-26 Estimates	26-27 Estimates	Percentage of Total FTE	Change	
				#	%
Classroom Instruction					
Teachers	1,771.4	1,767.0	58.7%	(4.4)	-0.2%
Early Childhood Educators	134.0	128.0	4.3%	(6.0)	-4.5%
Educational Assistants	373.0	376.0	12.5%	3.0	0.8%
Total Classroom Instruction	2,278.4	2,271.0	75.5%	(7.4)	-0.3%
Non-Classroom					
School Administration	235.9	233.6	7.8%	(2.3)	-1.0%
Board Administration	75.0	74.0	2.5%	(1.0)	-1.3%
Facility Services	230.6	227.6	7.6%	(3.0)	-1.3%
Coordinators & Consultants	36.0	34.0	1.1%	(2.0)	-5.6%
Paraprofessionals	60.0	51.5	1.7%	(8.5)	-14.2%
Child & Youth Workers	30.5	30.5	1.0%	-	0.0%
IT Staff	35.0	35.0	1.2%	-	0.0%
Library	13.2	11.9	0.4%	(1.4)	-10.3%
Transportation	7.0	7.0	0.2%	-	0.0%
Other Support	7.0	9.0	0.3%	2.0	28.6%
Continuing Ed	8.1	8.1	0.3%	-	0.0%
Trustees	15.0	15.0	0.5%	-	0.0%
Total Non-Classroom	753.2	737.2	24.5%	(16.1)	-2.1%
Total Staffing	3,031.6	3,008.2	100.0%	(23.5)	-0.8%

Grand Erie District School Board
2026-27 Estimates Dashboard
Expenses
For the period ended August 31, 2027

(\$ Figures in Thousands)

	Budget Assessment					Material Variance Note
	25-26 Estimates	26-27 Estimates	Percentage of Total Expenses	Change		
				\$ Increase (Decrease)	% Increase (Decrease)	
Classroom Instruction						
Teachers	219,096	225,259	51.7%	6,163	2.8%	a.
Supply Teachers	8,707	10,019	2.3%	1,312	15.1%	b.
Educational Assistants	23,673	24,409	5.6%	736	3.1%	c.
Early Childhood Educators	9,051	8,605	2.0%	(446)	(4.9%)	d.
Classroom Computers	5,720	6,263	1.4%	543	9.5%	e.
Textbooks and Supplies	9,859	10,778	2.5%	918	9.3%	f.
Professionals and Paraprofessionals	14,545	13,818	3.2%	(727)	(5.0%)	g.
Library and Guidance	6,416	6,563	1.5%	147	2.3%	
Staff Development	1,137	967	0.2%	(170)	(14.9%)	h.
Department Heads	409	409	0.1%	-	0.0%	
Total Instruction	298,614	307,091	70.5%	8,477	2.8%	
Non-Classroom						
Principal and Vice-Principals	18,665	18,202	4.2%	(463)	(2.5%)	i.
School Office	8,742	8,915	2.0%	173	2.0%	
Coordinators & Consultants	5,811	5,578	1.3%	(233)	(4.0%)	
Continuing Education	1,510	1,581	0.4%	71	4.7%	
Total Non-Classroom	34,729	34,277	7.9%	(452)	(1.3%)	
Administration						
Trustees	387	245	0.1%	(142)	(36.7%)	
Director/Supervisory Officers	1,686	1,650	0.4%	(36)	(2.1%)	
Board Administration	8,427	8,825	2.0%	397	4.7%	
Total Administration	10,501	10,720	2.5%	219	2.1%	
Transportation	18,702	18,523	4.3%	(179)	(1.0%)	
Pupil Accommodation						
School Operations and Maintenance	31,765	31,066	7.1%	(699)	(2.2%)	j.
School Renewal	4,096	2,937	0.7%	(1,159)	(28.3%)	k.
Other Pupil Accommodation	3,901	2,558	0.6%	(1,343)	(34.4%)	l.
Amortization & Write-downs	20,734	26,024	6.0%	5,290	25.5%	m.
Total Pupil Accommodation	60,496	62,585	14.4%	2,090	3.5%	

**Grand Erie District School Board
2026-27 Estimates Dashboard**

Expenses

For the period ended August 31, 2027

Non-Operating	2,394	2,281	0.5%	(113)	(4.7%)
TOTAL EXPENDITURES	425,436	435,477	100.0%	10,041	2.4%

Explanations of Material Expenditure Variances - Summary

- a. Increase driven by grid progression, higher statutory benefits costs (CPP and EI), ELHT benefits, and rising WSIB and maternity top-up expenses; partially offset by a reduction of 4.4 FTE.
- b. Increased fill rates, absences and wages for supply teachers, EAs and ECEs.
- c. Increase reflects higher benefit costs based on historical trends, along with staffing growth of 3 FTE.
- d. Decrease as a result of lower than anticipated enrolment in Kindergarten classes.
- e. Higher costs reflect a decrease in capitalized computer-related expenditures, combined with increased software licensing expenses.
- f. Increase as a result of new Classroom Supplies Initiative as well as the inclusion of costs related to Dual Credit programs.
- g. Decrease as a result of less than anticipated SEA revenue as well as reduced funding for Indigenous Grad Coaches.
- h. Decrease driven by a reduced volume of planned professional development activities.
- i. Decrease driven by a reduction in Vice-Principal positions and a change in the accounting treatment of seconded principal roles. This is offset by an increase to the number of overall Principals driven by the opening of Blanche E. Williams.
- j. Decrease driven by lower vehicle replacement costs through a new leasing model, combined with modest staffing reductions and revisions to performance contract obligations.
- k. Decrease resulting from expenditure reductions implemented to maintain alignment between spending and revenue.
- l. Decrease as a result of lower portable costs and reduced capitalized interest expenses.
- m. Higher amortization costs resulting from newly constructed assets entering service, with a corresponding increase in revenue.

Capital Budget

Appendix E

Grand Erie District School Board Capital Budget 2026-27		
Funding Source	Project	Budget
School Condition Improvement	Asbestos Removal	300,000
	Electrical & Life Safety Systems	1,100,000
	West Elgin Public School Renovations	1,000,000
	Heating, Ventilation, Air Conditioning	2,555,000
	Learning Commons Conversions	350,000
	Masonry & Foundation	2,550,000
	Other Renovations & Site Upgrades	150,000
	Paving & Site Restoration	500,000
	Roofing	6,442,464
	Security and Camera System Upgrades	212,000
Window and Door Upgrades	2,000,000	
Total School Condition Improvement		17,159,464
School Renewal	Accessibility Upgrades	1,115,000
	West Elgin Public School Renovations	1,000,000
	School Beautification	1,022,635
Total School Renewal		3,137,635
Minor Tangible Capital Assets	5-Year Equipment	100,000
	Automobiles	220,000
	Furniture	125,000
	Hardware	1,000,000
Total Minor Tangible Capital Assets		1,445,000
Total School Condition Improvement		\$ 17,159,464
Total School Renewal		\$ 3,137,635
Total Minor Tangible Capital Assets		\$ 1,445,000
Total 2026-2027 Capital Budget		\$ 21,742,099



Good Board Governance Practices and the Role of Audit Committees



Professional Development Session

With you today



Suk Bedi, CPA, CIA, CRMA

Director, Risk Services
KPMG in Canada

Your Regional Internal Audit Lead

Why this matters now?

This session is intended as a professional development discussion for Audit Committee members. It draws on best practices, and explores where further engagement may help support stronger oversight and governance.



Learning Objectives

- Clarify the role of the Audit Committee in governance and oversight.
- Understand how independent review supports oversight, while management remains responsible for day-to-day operations.
- Explore practical questions and governance practices that help the Audit Committee oversee financial information, key risks and long-term sustainability.

Discussion Approach:

- Focus on **processes and best practices**
- Use the discussion to **support oversight**

Glossary of key terms

Term	Definition
Risk	Something that could affect the school board's goals, services, finances, or reputation.
Assurance / independent review	Objective review by someone not responsible for day-to-day operations.
Material / materiality	Important enough to matter for oversight or decision-making. Higher order financial, compliance and operational risks, which in aggregate could lead to adverse consequences if not addressed.
Governance	How decisions are made, authority is exercised, and accountability is maintained.
Oversight	Reviewing information, asking questions, and following up without managing operations.
Internal controls	Processes and safeguards used to reduce risk and support reliable operations.
Compliance	Following applicable laws, regulations, and required policies.
Internal audit	Independent review from within the organization focused on risk, controls, and processes.
External audit	Independent review from outside the organization, focused on financial reporting.
External member (appointed non-Board member)	A member of the Audit Committee who is not a Board member and is appointed to bring relevant experience and an outside perspective.

01

Role of the Audit Committee



Regulation 361/10 sets the foundation for the Audit Committee’s role

Regulation 361/10 requirements		Why it matters	Audit Committee Impact
Establish an Audit Committee.		Foundation — creates a formal oversight structure.	Defines the Committee’s oversight role within the board’s governance structure.
Include board and non-Board members with relevant experience.		Expertise — brings outside perspective and relevant experience.	Broadens the perspective at the table when significant issues are reviewed.
Meet at least three times each fiscal year.		Timeliness — creates regular opportunities to identify and discuss significant issues.	Supports timely oversight and follow-up on risks, reporting, and emerging concerns.
Review internal controls, compliance matters, and significant risks.		Oversight — helps focus attention on key issues that may affect the board.	Connects the Committee to risk, compliance, and controls without stepping into day-to-day management.
Review internal and external audit plans, findings, and follow-up.		Independent review — provides objective input to support oversight.	Shows how audit input supports the Committee’s work as one part of its broader responsibilities.

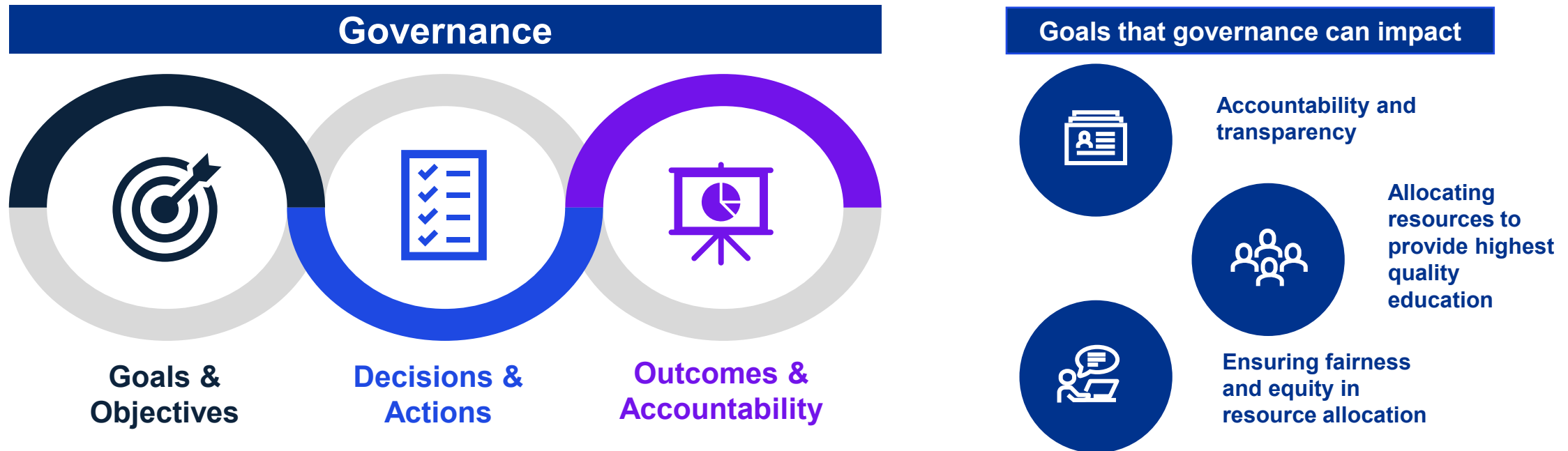


Governance connects goals, decisions and accountability

Governance:

The way in which a group organizes to make decisions.

Governance defines how organizational goals are translated into decisions



The Audit Committee's role is oversight, not day-to-day management

Governance often comes up in two ways in the school board context.

Audit Committee

Responsibilities: Oversight

- **Reviews how key risks are being managed** to understand whether processes and oversight mechanisms are working as intended
- **Reviews findings** provided by internal and external audit
- **Brings significant issues** to the Board of Trustees to support informed decision-making

Management

Responsibilities: Execution

- **Manages day-to-day operations**, including delivery of programs and services
- **Manages risks**, by maintaining key processes and safeguards (controls)
- **Reports performance, risks, and other issues** to support effective oversight

Good governance depends on clear role boundaries: the Board of Trustees and Audit Committee provide oversight, and management runs operations.

Interplay between risk and governance

Discussion question:

We generally understand our key risks—but do our governance processes give us the capacity to manage them well? What governance elements most influence whether known risks are acted on early and effectively?



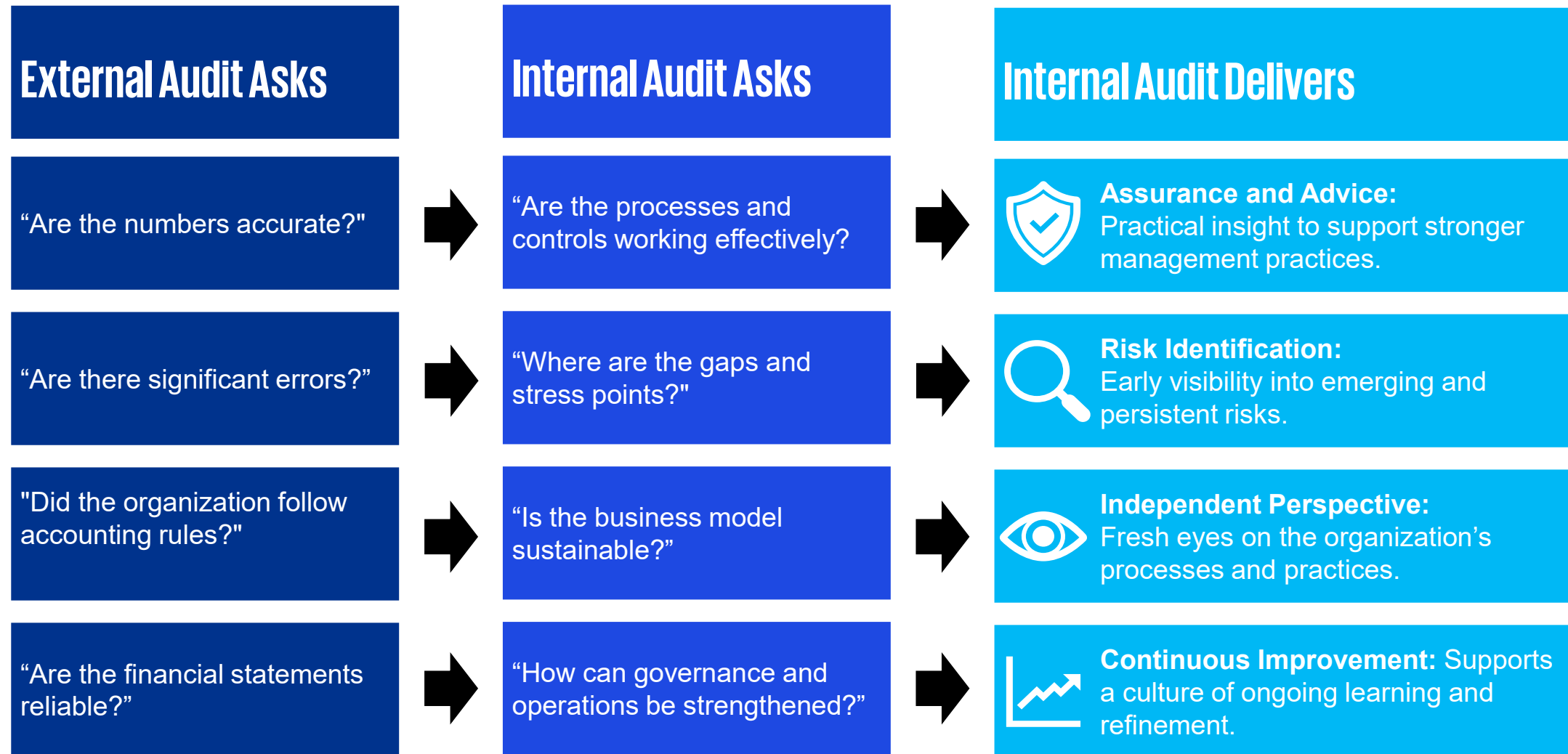
Mind the gap

As internal auditors, we care about the governance and risk interplay because risks are often known.

What determines outcomes is whether governance provides the organizational capacity—through structure, authority, and information—to respond effectively.

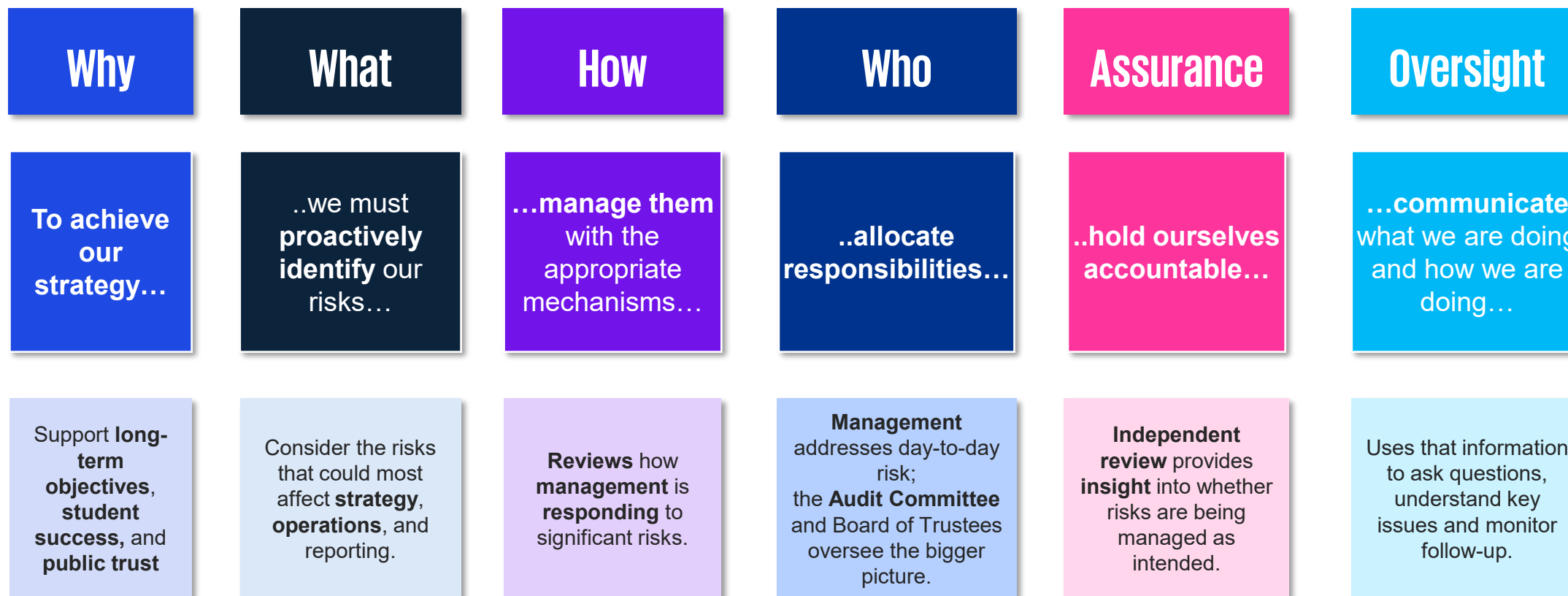


How internal audit reduces friction



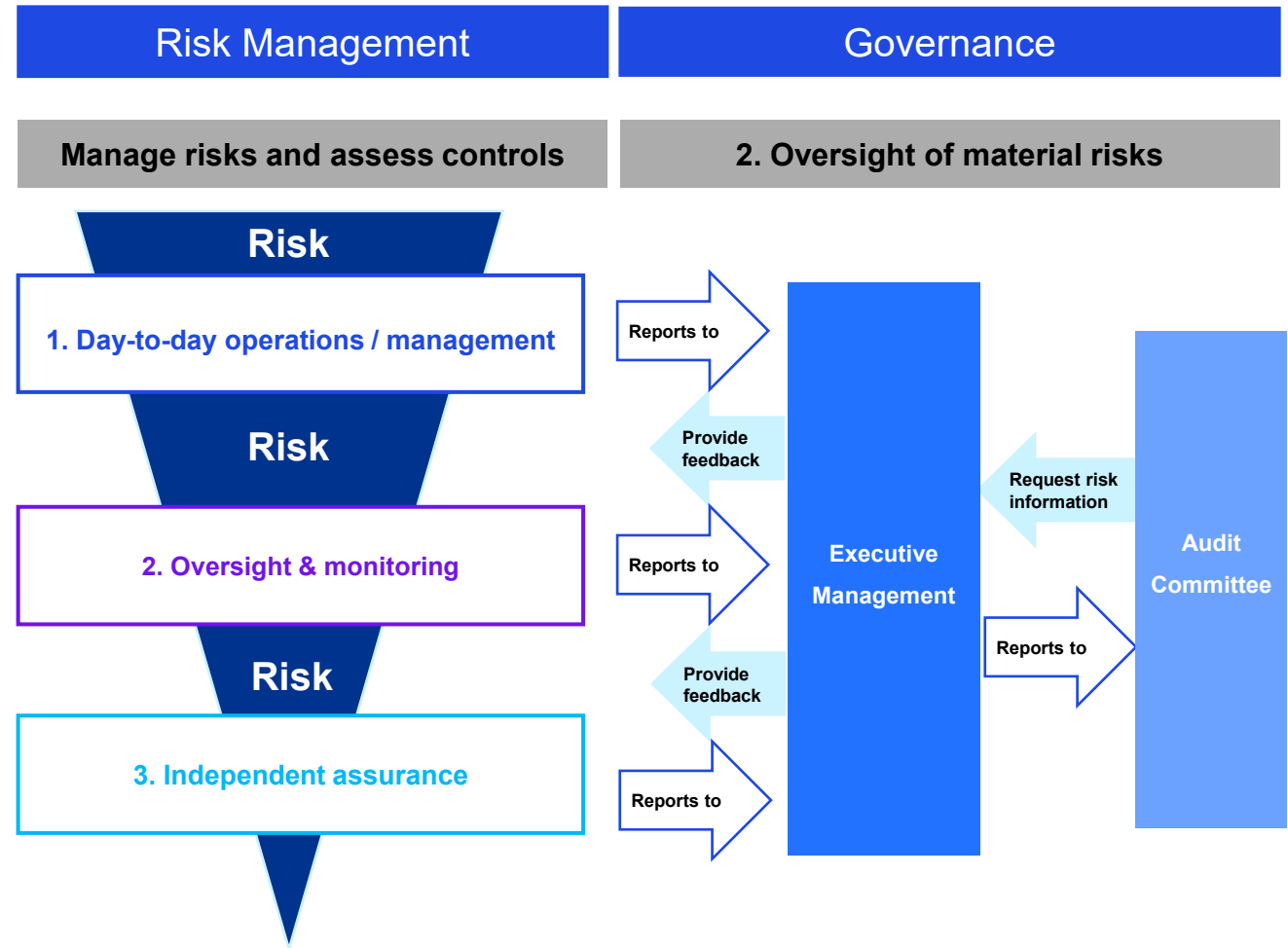
The Audit Committee turns risk information into focused oversight

Risk management is a strategic lever that can make the difference between failure and success considering the challenges a school board faces. Understanding how risks are managed, reported, and overseen helps clarify where the Audit Committee adds value. Let's discuss the specific roles of the Audit Committee along this oversight continuum.



The Three Lines Model: an approach to risk management & oversight



The model offers multiple voices and perspectives for Audit Committees, which results in more reliable and organized insights into risks.



Good governance starts with better questions

10 practical questions for the Audit Committee

1. Are we focused on the biggest risks?
2. Which risks matter most right now?
3. Where might key processes not be working well?
4. Are we looking at behaviour and accountability, not just processes?
5. Which issues keep coming back?
6. Are roles and responsibilities clear in practice?
7. Are important issues being addressed on time?
8. What independent review do we rely on?
9. Do we have the right information and expertise?
10. What questions should we be asking more often?

Key Signals	
	<ul style="list-style-type: none">• Focused on significant risks• Tied to strategic priorities & student outcomes
	<ul style="list-style-type: none">• The same issues keep repeating• Information is unclear, late or incomplete• Follow-up on significant issues is slow or not well explained

These questions help the Audit Committee focus on the issues that matter most for effective oversight, informed decision-making and responsible stewardship.

Key reporting needs aligned with Reg 361/10

Reg 361/10 Expectation	Report is prepared by?	Key Reports
Financial reporting oversight	External Auditors	Financial Statements, Notes
Financial risk oversight	Management	Quarterly Forecasts (if applicable)
Compliance oversight	Management	Due Diligence or Compliance Report
Internal controls & risk management	Internal Auditors	Internal Audit Reports
Management response tracking	Management or Internal Auditors	Ad hoc narratives
Emerging / forward-looking risks	Management or Internal Auditors	Internal audit planning materials

Risk translates goals into focused Committee oversight

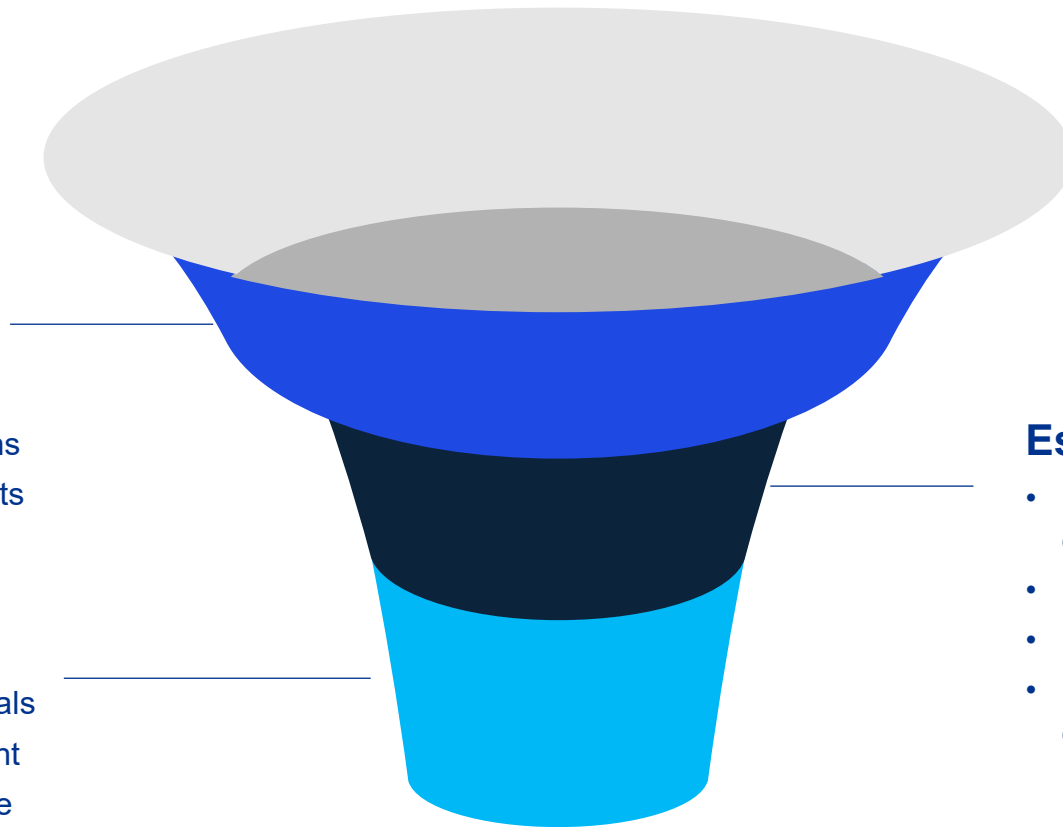
Risk helps the Audit Committee focus on issues that could have significant longer-term impact, rather than isolated day-to-day events. Where the regulation is broad, an Audit Committee's terms of reference can help clarify how it will approach oversight, including how it identifies and discusses risks early.

Operational Noise

- Day-to-day decisions and exceptions
- Individual incidents and exceptions
- Localized concerns and complaints

Committee-level Insight

- Trade-offs that affect strategic goals
- Significant risks requiring oversight
- Information needed for Committee accountability



Escalated Risks

- Issues that may indicate control or governance weaknesses
- Issues with cross-organizational impact
- Repeated or systemic concerns
- Risks to financial sustainability, delivery or compliance

Today's key takeaways

Good governance of the Audit Committee is about ensuring the right issues reach the right level, at the right time.



Audit Committees succeed when structure, authority, and accountability are aligned.



Audit Committees add value by filtering risk and information, not by managing issues.



Independent review strengthens oversight and protects public trust.



Weak governance develops quietly; strong governance surfaces issues early.



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