



**YORK CATHOLIC DISTRICT SCHOOL BOARD
REGULAR BOARD MEETING
AGENDA**

Tuesday, August 26, 2025

7:45 p.m.

Catholic Education Centre

320 Bloomington Rd. West, Aurora, ON. L4G 0M1

Watch the Regular Board Meeting STREAM event on our YCDSB TV Channel: <http://bit.ly/YCDSB-TV>

Mass at 7:00 pm - Celebrant, Father Isaias Dulla Argaw

Land Acknowledgement:

We are gathered on the ancestral lands and waters of all Indigenous Peoples, who have left their footprints on Mother Earth before us. We respectfully acknowledge, those who have walked on it, those who walk on it now, and future generations who have yet to walk upon it. We pray to the Creator for strength and wisdom that all may continue to serve as stewards of the earth.

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21.	PRAYER TO ST. MICHAEL THE ARCHANGEL <i>St. Michael the Archangel, defend us in battle, be our protection against the wickedness and snares of the devil. May God rebuke him we humbly pray; and do thou, O Prince of the Heavenly Hosts, by the power of God, cast into hell Satan and all the evil spirits who prowl about the world seeking the ruin of souls. Amen.</i>		
22.	ADJOURNMENT		

Next Regular Board Meeting

September 30, 2025



York Catholic District School Board Chair's Report

Memo To: Board of Trustees

From: Elizabeth Crowe, Chair of the Board

Date: August 26, 2025

Re: Chair's Report

The Gift of Catholic Education

The end of summer brings excitement to many in the York Catholic District School Board community, as students, families and staff prepare for another school year. This is also a time when many consider the higher meaning of their vocation and what they contribute to the world. What makes Catholic Education unique is our ability to help young people focus on what really matters. During this Jubilee Year, we are called to be Pilgrims of Hope, and I believe that Catholic Education shares hope with a world that desperately needs it. As a Board we are grateful to everyone who makes this possible and we look forward to highlighting how our schools are beacons of hope at our meetings and on our website.

Catholic Education Mass

Staying with the theme of the importance of Catholic Education, I encourage everyone to attend the 24th Annual Catholic Education Mass at St. Michael's Cathedral Basilica on Wednesday, August 27, 2025, starting at 6:30 p.m. Bishop John Boissonneau, Auxiliary Bishop for the Northern Region of the Archdiocese of Toronto, will celebrate Mass, followed by the presentation of the De La Salle Award for excellence in Catholic teaching. This is always an excellent occasion to ground ourselves in our faith and mission.

First Director's Council

Trustees were honoured to attend the first Director's Council of the 2025-26 school year, on August 20th at the Catholic Education Centre. We were blessed to have Fr. Alvin Joys, a graduate of St. Jean de Brebeuf CHS and the new Associate Pastor of St. Clare of Assisi Parish in Woodbridge celebrate Mass with all our system leaders. He was excited to be in a room with some of his former teachers (who are now principals) and in his homily he spoke about Catholic leadership being a vocation and how God puts us where we are called to be to bring Hope and Love to the families we serve.

One of the highlights of the day was the Commissioning ceremony for the newly appointed Vice principals and newly promoted Principals. Congratulations and we look forward to working with them as they bring their unique God-given gifts and leadership skills to our Catholic schools.



York Catholic District School Board

Director's Report

Memo To: Board of Trustees

From: John De Faveri, Director of Education

Date: August 26, 2025

Re: Director's Report

Welcome Back

As the Director of Education, the final weeks of August are a joyful – albeit busy – time. It is wonderful to see our dedicated, hard-working employees returning to work filled with excitement about starting another school year. I genuinely believe the York Catholic District School Board (YCDSB) is the best school board in Ontario because of the incredible people who share their God-given talents with this community. Welcome back, everyone. Let's have a great year!

Never Stop Learning

Thank you to all the students and staff who made summer school a success this July. Roughly 19,000 students between the elementary and secondary panels participated in summer school programming, which shows how dedicated our students are to continuous learning and skill improvement.

This year's summer school programming was so great that Billy Pang, Parliamentary Assistant to the Minister of Education, stopped by St. Brother André CHS in Markham, Ont., to learn more about the Kickstart and Akoma programs. Students in Kickstart can earn a secondary school credit by refining their literacy skills and preparing for Grade 9. Akoma is a summer camp for students in Grades 3-8, which offers an authentic experience for Black students and their allies to explore their identity and potential, all while guided by Gospel Values and Catholic Virtues. MPP Pang was thoroughly impressed by what he saw at St. Brother André.

ShareLife School Fundraising Update

I am proud to report that the YCDSB raised over \$132,000 for ShareLife during the 2024-25 school year. We remain the only school board in the Archdiocese of Toronto with every school participating in ShareLife fundraising, and we are still the top fundraising school board for this vital cause. Many of our neighbours are struggling to make ends meet during these economically uncertain times, so the YCDSB's substantial gift will make a world of difference for thousands of people living throughout the Greater Toronto Area. Thank you to all the students and staff who lived our Christian mission by supporting ShareLife!

Welcoming Two New Members to the Senior Team

I am happy to share here that we recently added two new members to the Senior Team. Amanda Driscoll is our new Human Rights and Equity Advisor (HREA). Nicholas Galatianos becomes a Superintendent of Education responsible for Indigenous Education and other system priorities. We are all looking forward to working with them on the important work of creating equity in our system.

Top Scholars

In July, we released our 2025 Top Scholars, and I was overwhelmed by the incredible achievements of our YCDSB graduating students. Seven of our students graduated with a 100 per cent average, and seven more earned a 99 per cent average. Top Scholars are the students who graduated with the highest average in their secondary school based on their best six Grade 12 courses.

I want to congratulate the YCDSB's 2025 Top Scholars:

- **Samantha Chang** graduated from Our Lady Queen of the World Catholic Academy in Richmond Hill, Ont., with a 100 per cent average.
- **Monica Galstyan** graduated from Our Lady Queen of the World CA with a 100 per cent average.
- **Anson Kwok** graduated from Father Michael McGivney CA in Markham, Ont., with a 100 per cent average.
- **Vincent Scalamogna** graduated from St. Theresa of Lisieux Catholic High School in Richmond Hill, Ont., with a 100 per cent average.
- **Gregory Weigensberg** graduated from St. Brother André CHS in Markham, Ont., with a 100 per cent average.
- **Marc Yassi** graduated from St. Theresa of Lisieux CHS with a 100 per cent average.
- **Chris Hanchen Zhang** graduated from Father Michael McGivney CA with a 100 per cent average.
- **Rachael Chan** graduated from St. Augustine CHS in Markham, Ont., with a 99.67 per cent average.
- **Lilia Ghazvinian** graduated from Cardinal Carter CHS in Aurora, Ont., with a 99.67 per cent average.
- **Kyle Lan** graduated from Sacred Heart CHS in Newmarket, Ont., with a 99.67 per cent average.
- **Doris Luo** graduated from Father Bressani CHS in Woodbridge, Ont., with a 99.67 per cent average.
- **Jeffrey Hu** graduated from St. Robert CHS in Thornhill, Ont., with a 99.50 per cent average.
- **Naya Mueller** graduated from St. Maximilian Kolbe CHS in Aurora, Ont., with a 99.00 per cent average.
- **Dabria Peta-Dragos** graduated from St. Maximilian Kolbe CHS with a 99.00 per cent average.
- **Mikayla Settino** graduated from St. Jean de Brebeuf CHS in Woodbridge, Ont., with a 98.33 per cent average.
- **Mishal Daud** graduated from St. Joan of Arc CHS in Maple, Ont., with a 97.83 per cent average.
- **Elizabeth Guenkine** graduated from St. Elizabeth CHS in Thornhill, Ont., with a 97.83 per cent average.
- **Kiara Motta** graduated from St. Elizabeth CHS with a 97.83 per cent average.
- **Jackson Bradica** graduated from Our Lady of the Lake CA in Keswick, Ont., with a 97.50 per cent average.
- **Gianfranco Luciano Triolo** graduated from Holy Cross CA in Woodbridge, Ont., with a 96.17 per cent average.
- **Jason Bracey-Gibbon** graduated from St. Luke CLC in Maple, Ont., with an 84.00 per cent average.



York Catholic District School Board

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Fax: 905-713-1272 • www.ycdsb.ca



August 20, 2025

A MOTION TO RE-ESTABLISH CHRIST AS THE ONLY WAY, THE ONLY TRUTH, AND THE ONLY LIFE AND LIFESTYLE AT THE YORK CATHOLIC DISTRICT SCHOOL BOARD (YCDSB)

- Whereas** The York Catholic District School Board is a Catholic institution founded in Christ;
- Whereas** Christ is the Way, the Truth and the Life;
- Whereas** As followers of Christ we are to eschew all practices, doctrines and ideologies that are contrary to the teachings of Christ;
- Whereas** Certain ideologies, practices and doctrines which are popular with the world, but contrary to Christ's teachings are now practiced and spread in our classrooms;
- Whereas** Such ideologies, practices and doctrines are creating confusion among our students and endangering their souls;

LET IT BE RESOLVED THAT:

1. The Director of Education launch an investigation into secular practices in all our schools;
2. The investigation include a review of:
 - a. Artifacts
 - b. Fine arts – including (paintings, etchings, pictures, tapestries, etc.)
 - c. Literature
 - d. Publications
 - e. Belief systems and practices that are contrary to Christ's teachings
3. A list by school is produced, showing the items from 2. Above, being conducted at each school;
4. A plan be produced, no later than December 31, 2025, showing timelines by which the anti-Christian elements will be removed;

Frank S.D. Alexander, Trustee – Markham Area 2: Wards 4,5,7 & 8 (Milliken/Markham/Unionville)
frank.alexander@ycdsb.ca • Home: 905-479-8285

5. The Religion Department work with the Conference of Catholic Bishops to create a training module for all educators;
6. The course be ready for March 31 2026;
7. The course includes guidelines for determining what ideologies, practices and doctrines are contrary to Christ's teachings;
8. The course be focused on The New Testament with emphasis on The Acts of the Apostles;
9. The course be specifically designed to combat secular ideologies and practices at YCDSB, as well as educate staff;
10. The course include:
 - a. A unit on how to study the Bible – to learn how to search for answers
 - b. Quizzes for each unit
 - c. A final written exam
11. The learning outcomes of the course include:
 - a. Who Christ is
 - b. What He stands for
 - c. His expectations of His followers
 - d. The Guidelines around His Way, His Truth and His Life
12. The course becomes a mandatory requirement for all Trustees and staff;
13. The guidelines and content of the course be made into Board Policy titled: "Jesus: The Way, The Truth and The Life"
14. The policy be the "Meta Policy" for operations decisions impacting our Faith.

Respectfully submitted,

Frank Alexander
 Trustee
 Markham: Area 2: Wards 4, 5, 7, 8

Reference No. 2025:09:0820:FA



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August 20, 2025

LUKE 4:18 SYMPOSIUM EVENT T-SHIRTS

- Whereas** the York Catholic District School Board is a Catholic school board committed to the teachings of our faith;
- Whereas** our students are actively engaged in faith formation and witness through various initiatives of social justice;
- Whereas** each elementary school in the Board has a Luke 4:18 Committee, open to all students;
- Whereas** students involved in Luke 4:18 participate in a biennial symposium at the Catholic Education Centre (CEC), and traditionally purchase and wear t-shirts for this event.

LET IT BE RESOLVED

THAT moving forward, all Luke 4:18 activity fees, including the cost of symposium t-shirts, be covered through the CEC's School Uniform Commissions, and that all participating students receive a t-shirt at no cost to them.

Respectfully submitted,

Maria Iafrate
Trustee, Richmond Hill

Angela Saggese
Trustee, Vaughan: Area 1, Ward 1

Ref: 2025:08:0820:MI, AS



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August 20, 2025

RELOCATION OF GRADE 9 STUDENTS FROM ST. THERESA OF LISIEUX CHS

- Whereas** St. Theresa of Lisieux Catholic High School (STL) is overpopulated, resulting in overcrowding in the cafeteria;
- Whereas** to relieve pressure on students and staff, consideration has been given to relocating Grade 9 students to a building located a few hundred feet from the STL campus;
- Whereas** Father Henri Nouwen Catholic Elementary School (FHN) is experiencing declining enrolment, with several classrooms currently mothballed;
- Whereas** FHN students could be relocated to St. Mary Immaculate or St. Marguerite d'Youville Catholic Elementary School, while still allowing graduating students to attend STL. Transportation may be provided;
- Whereas** staff could contact the Ministry of Education to explore the feasibility and potential supports for such relocations;

LET IT BE RESOLVED

THAT staff prepare and bring a report to the Board outlining the feasibility of relocating Grade 9 students from STL to an adjacent building, including potential impacts, costs, timelines, and Ministry approvals required.

Respectfully submitted,

Maria Iafrate
Trustee, Richmond Hill

Joseph DiMeo
Trustee, Richmond Hill

Ref: 2025:07:0820:MI, JDM



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June 17, 2025

FORMAL LETTER TO THE FAMILIES OF EAST GWILLIMBURY / GEORGINA / NEWMARKET

- Whereas** former Chair Frank Alexander sent out a letter to the community of East Gwillimbury/Georgina/Newmarket regarding the censure of Trustee McNicol (September 27, 2023);
- Whereas** former Chair Frank Alexander sent out another letter to the community of East Gwillimbury/Georgina/Newmarket to give an update on the sanctions of Trustee McNicol. (October 8, 2023);
- Whereas** the Board has not been transparent with the community of East Gwillimbury/Georgina/Newmarket by not releasing that the Board lost the Judicial Review in court and should inform the community that their Trustee was successful;
- Whereas** it's time for the Board of Trustees to set the record straight.

LET IT BE RESOLVED:

THAT the Board of Trustees issue a letter to the community of East Gwillimbury / Georgina / Newmarket regarding the results of Trustee McNicol's Judicial Review.

Respectfully submitted,
Theresa McNicol

Reference No. 2025:05:0617:TM



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June 17, 2025

HARASSMENT AND BULLYING

Whereas the York Catholic District School Board has a no tolerance policy for harassment or bullying by anyone;

Whereas I have experienced harassment and bullying for the last five years.

LET IT BE RESOLVED:

THAT the Board of Trustees do an investigation into the harassment and bullying.

Respectfully submitted,

Theresa McNicol

Reference No. 2025:04:0617:TM



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August 20, 2025

RECOVERY OF TAXPAYERS DOLLARS

- Whereas** the YCDSB is in debt for over ten million dollars;
- Whereas** the YCDSB has cut programming for students;
- Whereas** the Board of Trustees all signed a Code of Ethics;
1. I will act with integrity and work to ensure that all business of the Board is conducted with openness, fiscal accountability and compassion.
 2. I will report to the Board alleged breaches, frauds, improprieties and/or conflicts which come to my attention.
- Whereas** the YCDSB are to be financially responsible with the Catholic ratepayer's money.

LET IT BE RESOLVED:

THAT the Board of Trustees recover all tax dollars that were wasted on the Judicial Review and put back into the classrooms.

Respectfully submitted,

Theresa McNicol

Reference No. 2025:10:0820:TM

York Catholic District School Board

REPORT

Report to: Board of Trustees
From: Administration
Date: August 26, 2025
Report: **Multi-Year Financial Recovery Plan (MYFRP) Resubmission**

EXECUTIVE SUMMARY

This report provides an update on the resubmission of the Multi-Year Financial Recovery Plan (MYFRP) to the Ministry of Education.

BACKGROUND INFORMATION

On June 17, 2025, the Board of Trustees approved a revised MYFRP, which was subsequently submitted to the Ministry. That plan demonstrated the elimination of the accumulated deficit by 2030/31.

On July 23, 2025, the Ministry requested that the Board resubmit its MYFRP, excluding committed capital projects, while still achieving elimination of the accumulated deficit by 2030/31.

The resubmission reflects this requirement and incorporates updated projections for 2024/25.

Committed Capital Projects

Committed capital projects are funded from accumulated surplus, with amounts earmarked to cover future amortization expenses. The only committed capital project at this time is the CEC HVAC project, projected at \$1.2 million by 2030/31.

2024/25 Projection Update

Although the 2024/25 financial statements will not be finalized until the Fall, projections have been updated to reflect a \$7.6 million surplus, incorporating two significant adjustments:

- **Bill 124 Recovery – \$2.7 million**
In late June, the Ministry advised it would recover \$2.7 million of Bill 124 funding, which had been commingled with ongoing funding and was therefore not identifiable, and as such was not able to be compared to actual expenses. Ministry communication indicated that total Core Education funding and additional TPA funding for the five years ending 2023/24 was \$73.4 million. YCDSB's Bill 124-related expenses totaled \$70.7 million, resulting in a recovery requirement of \$2.7 million. YCDSB is one of more than 60 boards subject to such recoveries.
- **Increased Supply Costs – \$1.8 million**
Supply staff costs are projected to be higher by \$1.8 million than the previous forecast,

primarily due to higher absenteeism pressures for both long-term and daily absences. Administration will provide a report to Board with analysis on this topic and the Absenteeism Task Force data at the September meeting.

MYFRP Resubmission Update

To address the Ministry's direction, the resubmitted MYFRP incorporates additional Special Education cost-saving targets in 2028/29 and 2029/30 of \$1M and 2030/31 of \$0.5M. With these adjustments, the plan eliminates the accumulated deficit, net of committed capital projects, by 2030/31.

Recommendation

THAT the Board approve the resubmission of the Multi-Year Financial Recovery Plan (MYFRP), reflecting the updated 2024/25 projections and the elimination of the accumulated deficit, excluding committed capital projects, by 2030/31.

Submitted by: Calum McNeil, Chief Financial Officer & Treasurer of the Board

Endorsed by: John De Faveri, Director of Education, Foundation Chair and Secretary of the Board

York Catholic DSB

FINANCIAL RECOVERY PLAN
2024-25 to 2030-31

August 26, 2025

Multi-Year Financial Recovery Plan

Submission to the Ministry of Education

Impact Assessment of Measures / Cost Pressures

The York Catholic District School Board has incurred non-compliant in-year deficits of \$9.7 million in 2022-23 and \$18.6 million in 2023-24 and has submitted a non-compliant 2024-25 revised estimates deficit of \$10.5 million.

Based on the latest Interim Financial Report submitted to the Ministry of Education, the projected 2024-25 deficit has improved to \$10.3 million (before the Ministry's POD exemption of \$17.9 million). With the POD exemption approved by the Ministry on May 21, 2025 for \$17.9 million, the Board's accumulated deficit is now projected to be \$2.3 million by the end of 2024-25.

The major factors contributing to the non-compliant deficits are the underfunding of Employee Life Health Trusts (ELHT), Special Education, Supply and Pay Equity.

Employee Life Health Trusts (ELHT)

As a result of the Benefits Stabilization Adjustment, the Board faces a structural budget pressure of \$4.4 million per year. With the establishment of benefit trusts and the equalization adjustments to pre-ELHT benefit costs, the Board has no ability to influence the benefit cost structure, and is unfairly paying more than peer boards. Cumulatively, since the inception of the ELHTs, this issue has negatively impacted the accumulated deficit by an amount of \$40 million over the last 9 years.

Special Education

The Board faces significant challenges in meeting the growing demand for special education services, addressing complex student needs exacerbated by the effects of the pandemic, and navigating ongoing labour issues. As such, allocated funding remains insufficient to address the diverse and complex needs of students requiring support.

Furthermore, the recent pay equity outcome has created a structural deficit within this department; as noted below, the labour rates for certain positions are now significantly higher than the averages of peer Boards.

Supply

Like other boards across the Province, supply teacher, early childhood educator and teacher assistant costs have risen significantly since the onset of the pandemic. The YCDSB Absenteeism Task Force, created three years ago, has focused on identifying root causes and improving internal processes and employee support mechanisms to positively impact supply costs. Although it is extremely challenging to attribute and quantify the impact of the various measures introduced, we have observed positive directional changes in absenteeism rates versus the average provincial rates.

Pay Equity

As a result of a multi-year Joint Job Evaluation with CUPE Local 2331 focused on ensuring internal equity under the Collective Agreement and meeting Pay Equity legislative obligations, the Board now has significant new financial pressures. The financial pressures approximated \$10.6 million for the 2022-23 school year, which includes an amount relating to prior periods, and an annual amount of \$7.3 million, from 2023-24 onwards. Furthermore, as a result, some of the Board's labour rates are now significantly higher relative to peer boards.

Impact Assessment of Measures / Cost Pressures

Strategies to Retire the Accumulated Deficit and Reduce the Annual Deficit

The Board strategies include:

- **Robust Reviews:** Leave no stone unturned, brainstorm and consider all options, open and constructive discussions within a Trustee/senior team forum.
- **Impact Assessment:** Assess impacts across the spectrum – strategy, community, students, employees, enrollment, operations, and risk types – but prioritise minimising impact on student (both breadth and depth).
- **Tone from the Top:** Demonstrate accountability and buy-in from both the Trustees and senior team, foster a culture of fiscal responsibility across the organization.
- **Embrace Change:** Adopt a proactive and positive approach to necessary changes and continuous improvement.
- **Explore Revenue Growth Opportunities:** Identify and pursue avenues to increase revenue and enhance financial stability.
- **Engage Stakeholders:** Encourage collaboration and generate innovative solutions through input from all stakeholders.
- **Execution:** Manage the MYFRP outcomes on a project basis, with regular reporting at the Board level.
- **Policies:** Ensure policies promote equity, transparency, and the efficient use of resources.

Impact Assessment of Measures / Cost Pressures

	2024-25		2025-26		2026-27		2027-28		2028-29		2029-30		2030-31	
	Incremental	Total	Incremental	Total	Incremental	Total	Incremental	Total	Incremental	Total	Incremental	Total	Incremental	Total
Opening Accumulated Deficit	(9.882)	(2.294)	(11.741)	(10.780)	(9.570)	(6.660)	(2.751)							
In-Year Surplus/(Deficit) - Before Measures	(11.442)	(10.502)	(9.447)	0.962	1.210	2.910	3.910							
Measure to Balance (Negative is savings)														
1. Operating Assumptions - Revenue	-	7.042	7.042	(0.469)	6.573	(0.469)	6.104	-	6.104	-	6.104	-	6.104	-
2. Operating Assumptions - Expense	(0.275)	0.931	0.656	(2.645)	(1.989)	1.573	(0.416)	-	(0.416)	-	(0.416)	-	(0.416)	-
3. Custodians	-	(0.640)	(0.640)	-	(0.640)	-	(0.640)	-	(0.640)	-	(0.640)	-	(0.640)	-
4. Rental of Vacant Space (revenue)	-	(0.431)	(0.431)	(0.700)	(1.131)	-	(1.131)	-	(1.131)	-	(1.131)	-	(1.131)	-
5. Community Use of Schools	-	(0.075)	(0.075)	-	(0.075)	-	(0.075)	-	(0.075)	-	(0.075)	-	(0.075)	-
6. Lunchtime Supervisors	-	(0.100)	(0.100)	(0.050)	(0.150)	(0.050)	(0.200)	-	(0.200)	-	(0.200)	-	(0.200)	-
7. Board Administration and Governance	-	0.500	0.500	(1.500)	(1.000)	-	(1.000)	-	(1.000)	-	(1.000)	-	(1.000)	-
8. Curriculum Consultants	-	(0.700)	(0.700)	-	(0.700)	-	(0.700)	-	(0.700)	-	(0.700)	-	(0.700)	-
9. Principal/Vice-Principal Absenteeism Covera	-	(0.035)	(0.035)	-	(0.035)	-	(0.035)	-	(0.035)	-	(0.035)	-	(0.035)	-
10. STREAM Centres	-	(0.390)	(0.390)	-	(0.390)	-	(0.390)	-	(0.390)	-	(0.390)	-	(0.390)	-
11. Home instruction	-	(0.165)	(0.165)	-	(0.165)	-	(0.165)	-	(0.165)	-	(0.165)	-	(0.165)	-
12. General School Budget (GSB)	-	(0.350)	(0.350)	-	(0.350)	-	(0.350)	-	(0.350)	-	(0.350)	-	(0.350)	-
13. Hospitality	(0.010)	(0.020)	(0.030)	-	(0.030)	-	(0.030)	-	(0.030)	-	(0.030)	-	(0.030)	-
14. Sections that Support Special Programs	-	(0.130)	(0.130)	(0.070)	(0.200)	-	(0.200)	-	(0.200)	-	(0.200)	-	(0.200)	-
15. Transportation Savings	-	(1.992)	(1.992)	(1.500)	(3.492)	-	(3.492)	-	(3.492)	-	(3.492)	-	(3.492)	-
16. Special Education	(0.335)	(3.370)	(3.705)	(1.525)	(5.230)	(1.322)	(6.552)	(1.000)	(7.552)	(1.000)	(8.552)	(0.500)	(9.052)	-
17. Supply	(0.120)	(1.130)	(1.250)	(1.950)	(3.200)	0.020	(3.180)	(0.700)	(3.880)	-	(3.880)	-	(3.880)	-
POD Exemption Approval and Forecast Changes	18.090	18.090	-	18.090	18.090	-	18.090	-	18.090	-	18.090	-	18.090	-
Total Measures	17.350	(1.055)	16.295	(10.408)	5.886	(0.248)	5.639	(1.700)	3.939	(1.000)	2.939	(0.500)	2.439	-
In-Year Surplus/(Deficit) - After Measures	7.588	(9.447)	0.962	1.210	2.910	3.910	4.410							
Ending Accumulated Deficit	(2.294)	(11.741)	(10.780)	(9.570)	(6.660)	(2.751)	1.659							
Committed Capital Projects	(2.190)	(2.028)	(1.867)	(1.705)	(1.544)	(1.382)	(1.221)							
Ending Accumulated Deficit excl. committed capital proj	(4.484)	(13.769)	(12.647)	(11.275)	(8.204)	(4.133)	0.438							

The 2025-26 in-year deficit is similar to the 2024-25 deficit (ignoring POD) as a result of two offsetting impacts – a decrease in revenue of \$6.8 million due to non-repeating measures included in the 2024-25 school year, offset by a similar decrease in expenses, driven by \$0.7 million in operating assumptions and \$6 million of planned cost-saving measures.

The 2026-27 in-year surplus is driven by a further \$7 million of cost-saving measures, along with \$3 million in operational assumptions, which were principally due to a decrease in non-discretionary technology costs relating to the conclusion of both the technology infrastructure (school networks and connectivity) and the SAP enterprise resource planning project investments.

Impact Assessment of Measures / Cost Pressures

Since the MYFRP was submitted, the projected 2024-25 deficit has improved to \$10.3 million and with the approved POD exemption of \$17.9 million, the Board's accumulated deficit is now projected to be a \$2.3M before committed capital projects by the end of 2024-25. Additional cost savings measures have been identified to eliminate the accumulated deficit after excluding committed capital projects by 2030/31.

Impact Assessment of Measures / Cost Pressures

The MYFRP projections assume the following:

- Inflationary/Contractual Increases: Are assumed to be fully funded and are therefore excluded from the projections.
- Declining Enrolment: The financial impact of declining enrolment is offset by regular staffing adjustments and the Declining Enrolment Adjustment grant.

Measure	Impact/Comments	FTE Impact		
		2025-26	2026-27	2027-28
1. Operating Assumptions Revenue	- One time 2024-25 revenues are removed. These are primarily related to collapsed and dissolved envelopes and one time Bill 124 revenue.	n/a	n/a	n/a
2. Operating Assumptions Expense	- Projected expenses including those related to information systems projects.	1.0	1.0	2.0
3. Custodians	Year 3 of a 3 year plan to reduce custodians by 10%.	(8.0)	-	-
4. Rental of Vacant Space (revenue)	Maximize opportunities to rent vacant spaces.	n/a	n/a	n/a
5. Community Use of Schools	Review and implement opportunities to increase annual revenues.	n/a	n/a	n/a
6. Lunchtime Supervisors	Maximize supervision minutes of all employee groups while ensuring student safety.	(18.9)	(9.4)	(9.4)
7. Board Administration and Governance	Reductions across several departments with severance assumption in 2025-26 and savings achieved by 2026-27.	(10.0)	-	-
8. Curriculum Consultants	Reduction to roles that focus on curriculum priorities and support student achievement.	(5.0)	-	-
9. Principal/Vice-Principal Absenteeism Coverage	Efficiencies and professional development opportunities implemented for short-term (2 days or less) Principal/Vice Principal absences.	n/a	n/a	n/a
10. STREAMCentres	Decrease STREAM centre teachers from 6 to 4.	(2.0)	-	-
11. Home instruction	Review and implement parameters in the Home Instruction Procedures.	n/a	n/a	n/a
12. General School Budget (GSB)	Identify savings strategies and support school Principals with a reduction in the GSB.	n/a	n/a	n/a
13. Hospitality	Implement efficiencies and strategies to reduce hospitality costs.	n/a	n/a	n/a
14. Sections that Support Special Programs	Reduce additional secondary sections that support specialty programs.	(1.0)	(0.5)	-
15. Transportation Savings	Develop and implement cost savings strategies.	n/a	n/a	n/a
16. Special Education	In 2025-26, reductions in the areas of elementary hearing, ASD and ILIT program. In 2026-27 and 2027-28 targeted reductions are being reviewed to ensure the least amount of impact to students.	(22.0)	(26.2)	-
17. Supply	Absenteeism task force in place with strategies to reduce absenteeism costs.	n/a	n/a	n/a
TOTAL FTE		(65.9)	(35.1)	(7.4)

The total reduction of these measures is **108.4 FTE**.

Impact Assessment of Measures / Cost Pressures

Impact Assessment

During the development of the MYFRP, recommendations were thoroughly reviewed and assessed for impact across the spectrum – strategy, community, students, employees, enrollment, operations, etc. (both breadth and depth) with priority to minimise impact on students.

Risks Associated with the Proposed Plan

1. **Changes to Ministry Benchmarks Not Keeping Up with Inflation or Statutory Benefits**
If Ministry funding benchmarks fail to align with inflation rates or statutory benefits adjustments, the Board may face a funding shortfall, which could hinder the ability to meet financial obligations and maintain service levels.
2. **Increased Operational Costs**
Rising costs for supplies, utilities, and other expenses may exceed initial projections, leading to unanticipated budgetary pressures. This could result in the need for additional funds or reductions in other areas.
3. **External Economic Factors**
Broader economic factors, such as inflation, global supply chain disruptions, or shifts in provincial policy, could impose additional financial strain on the Board. These factors are often beyond the Board's control but can significantly increase costs, affecting the overall financial stability.
4. **Implementation Risks for Cost-Saving Measures**
The success of the proposed cost-saving measures is dependent on their effective execution. Any delays, failures, or unforeseen complications in implementing these initiatives could make it more difficult to meet financial goals.

To mitigate these risks, the Board will remain vigilant in monitoring its financial position, adjust strategies as necessary, and maintain the flexibility to adapt to evolving circumstances.

Next Steps

- Seek Ministry approval of plan.
- Implementation oversight: develop project implementation structure, reporting frequency, accountabilities and leads for each cost savings measure.
- Monthly financial reports to be submitted to the Ministry

York Catholic District School Board

REPORT

Report To: Board of Trustees
From: Administration
Date: August 26, 2025
Re: EV Transition – Maintenance Fleet Upgrade

Strategic Investment Delivers Immediate Benefits and Environmental Leadership

The Board has reached a significant milestone in sustainable operations with the deployment of **five state-of-the-art Mercedes-Benz eSprinter electric vans**—a transformative step toward a fully electric maintenance fleet.

Outstanding Procurement Success

Through a competitive bidding process, the Board secured an exceptional deal that maximizes value for taxpayers:

- **Monthly Lease Cost:** \$1,086 + HST per vehicle
 - **Financing Rate:** 0% promotional financing
 - **Comprehensive Warranty:** 5 years / 150,000 km vehicle coverage plus 8-year battery warranty
 - **Immediate Savings:** Significant reductions in fuel and maintenance costs from day one
-

Smart Planning Pays Off

The Board's **forward-thinking approach** ensured a smooth and cost-effective transition. Last year, the strategic installation of **10 Level-2 charging stations**—funded through government grants—eliminated infrastructure delays and allowed for **seamless deployment** of the new fleet.

This proactive planning underscores the Board's **fiscal responsibility** and **long-term vision** for sustainable operations.

Triple Win: Financial, Environmental, and Operational Benefits

Cost Savings in Action

- A regular gasoline-powered maintenance truck costs ~\$900/month to lease, plus an average of **\$400/month in fuel** and **\$200/month in maintenance**—a total of approximately **\$1,500/month per vehicle**.
- In contrast, the new eSprinters replace the \$400 fuel cost with **significantly lower electricity costs** and cut maintenance costs by about **\$250/month** due to no oil changes and fewer wear components—offsetting most of the lease price difference.
- The result: **net lower total operating costs** while gaining advanced technology and sustainability benefits.

Environmental Leadership

- **Zero-emission vehicles** improve air quality around schools and significantly reduce the Board's carbon footprint.
- Quieter operation minimizes disruption to students and staff during maintenance activities.

Enhanced Service Delivery

- Superior torque and commercial-grade reliability enable **faster response times** and reduced downtime, improving maintenance services across all facilities.

Technology That Works

The Mercedes-Benz eSprinter was selected following a **comprehensive market analysis** for its:

- Optimal payload capacity and cargo space for maintenance operations
- Advanced safety and driver-assist features
- Proven commercial reliability in demanding service environments
- Established service network to ensure dependable long-term support

Data-Driven Deployment

The five-vehicle launch will operate as a **pilot program** with monthly reporting on:

- Energy costs compared to gasoline baseline
- Maintenance performance and downtime

- Operational efficiency and driver feedback

This **evidence-based approach** will guide future fleet expansion while minimizing risk.

Looking Ahead

Building on this success, the Board will:

- Apply for additional government funding to add **10 more charging ports**
 - Continue the EV transition in phases, informed by pilot results
 - Expand cost savings and sustainability benefits across the entire maintenance fleet
-

Industry Leadership

This initiative positions the Board as a **sector leader**, proving that environmental responsibility and fiscal prudence can work hand in hand.

It stands as a **model for other school boards** seeking to modernize their operations while reducing costs and emissions.

Bottom Line

Through **strategic planning, competitive procurement, and the effective use of government incentives**, the Board has delivered a **win-win-win solution**:

- **Lower costs** for taxpayers
- **Cleaner air** for students and communities
- **More reliable maintenance services** for all facilities

The electric vehicle transition reflects the Board's **commitment to innovation, sustainability, and operational excellence** in support of educational success.

This is **forward-thinking leadership in action**—delivering immediate results while building a strong foundation for long-term environmental and financial benefits.

Submitted by: Khaled Elgharbawy, Superintendent of Facilities Services and Plant

Endorsed By: Calum McNeil, Chief Financial Officer and Treasurer of the Board

John De Faveri, Director of Education; Foundation Chair and Secretary of the Board



York Catholic District School Board

REPORT

Report to: Board of Trustees
From: Elizabeth Crowe, Chair of the Board
Date: August 26, 2025
Report: Changes to Operational By-Law No. 1

Executive Summary

The following Operational By-Law changes will be brought forward for information at the August 26, 2025 Regular Board meeting and will come for Action on September 30, 2025.

- Legislative Changes Requiring Trustees to be Physically Present
 - Moving Clause that was in Wrong Section
 - Changes to Committee Language to Align with Legislation and Terms of Reference
 - Changes to Job Titles
-

CHANGES REQUIRING TRUSTEES TO BE PHYSICALLY PRESENT

~~3.1.2.2 The Chair or Vice Chair (as designate) must be physically present for at least half of the Board meetings, including Committee of the Whole, for any twelve month period beginning November 15th.~~

~~3.1.2.3 A trustee shall be physically present in the meeting room of the board for at least three regular meetings of the Board during each twelve month period beginning November 15. For clarity, a trustee must be physically present for at least one regular meeting of the Board for each period of four full calendar months ending the following November 14th.~~

~~3.1.2.4~~ **3.1.2.2** The requirements for persons to be physically present at meetings do not apply if all schools are closed pursuant to an order (*Ont Reg 463/97*).

MOVING CLAUSE THAT WAS IN WRONG SECTION

4.1.14 Minutes

The minutes shall be the responsibility of the resource official and shall be distributed to all members within one month of the meeting date (i.e., for those meetings that occur every other month or committee meetings that may be convened even fewer times throughout the year).

As an aid to produce accurate minutes any public meeting of the board may be recorded. Upon final approval of the minutes at a Regular Board Meeting, the recording will be destroyed thereafter. PROVIDED that the minutes of a meeting held in Private Session shall be kept separate and apart from other minutes, and except as otherwise permitted by the Chair or Director of Education, access thereto restricted to a Trustee, and the Director of Education or designate.

Note: The language in the highlighted portion of the old 4.1.14 applies to Board Meeting minutes. It was erroneously put in the committee section and implies that committee minutes are approved at Board meetings which is incorrect. There is a proposal in the next section, new 4.3.9, which applies to committee minutes.

Below is the proposed revised 3.1.17 dealing with Board meeting minutes which reflects current practice.

3.1.17 Minutes

Approved minutes from all Regular Public Board Meetings and Private Sessions (Committee of the Whole) will be signed by the Secretary of the Board and the Chair of the Board, as Official Records of said meetings, on a quarterly basis and filed in a secure area of the Director's Office.

- (a) As an aid to producing accurate minutes any public Board meeting may be recorded. Upon final approval of the minutes at a Regular Board meeting, the recording will be destroyed thereafter.
- (b) As a general rule, minutes of Special Board meetings are approved at a subsequent Regular Board meeting
- (c) Once minutes of a public Board meeting are approved they shall be posted on the Board website.
- (d) The minutes of a meeting held in Private Session shall be kept separate and apart from other minutes, and except as otherwise permitted by the Chair or Director of Education, access thereto restricted to a Trustee, and the Director of Education or designate

CHANGES TO COMMITTEE LANGUAGE TO ALIGN WITH LEGISLATION AND TERMS OF REFERENCE

4 COMMITTEE SYSTEM

Standing Committees

Corporate Services
Executive
Human Resources
Joint Board Consortium YCDSB/YRDSB)
Policy Review
Student Success & Pathways
Surplus Asset Committee

Statutory Committees

Audit
Safe Schools
Special Education Advisory Committee (SEAC)
Supervised Alternative Learning (SAL)
York Catholic Parent Involvement Committee (YCPIC)

Standing Committees

Corporate Services
Executive
Human Resources
Policy Review
Safe Schools Suspension and Expulsion
Student Success and Pathways
Surplus Asset Review

Statutory Committees

Audit
Director's Performance Appraisal Committee (DPAC)
Special Education Advisory Committee (SEAC)
Supervised Alternative Learning (SAL)
York Catholic Parent Involvement Committee (YCPIC)

4.1 ~~General Committee Information~~ Appointments to Committees

4.1.1 Trustees are to be appointed annually to all Standing/~~Statutory~~ Committees, ~~SAL, and YCPIC~~ at the Inaugural meeting each year of the Trustee term. ~~This shall not apply to the Board's SEAC where the term is four years.~~ Appointments to Audit (two year term), DPAC (one year term) and SEAC (four year term) are governed by legislation as detailed in their individual Committee Terms of Reference (TOR).

4.1.2 Ad Hoc Committees

Ad Hoc Committees may be established by Board motion for a specific mandate. Trustees ~~are~~ to be appointed to Ad Hoc Committees ~~to~~ serve for the duration of the Committee.

4.1.3 ~~Joint~~ External Committees with Other Organizations

Trustees can be appointed to serve as representatives on committees with other organizations. Examples include but are not limited to: Joint Board Consortium with YRDSB, OCSTA, TRCA. Trustee membership on these committees shall be approved by the Board for a term as defined by Terms of Reference of the committee. This bylaw does not apply to External Committee meetings.

4.1.4 Trustee Membership on Staff Committee

Trustee participation on staff committees may be requested by the Director of Education. The Chair will do a call to committee and membership will be approved at the earliest Board meeting. Trustees will serve on staff committees until the work of the committee is complete or the end of the trustee term, whichever comes first. Staff committees with trustee membership will report to the Board through the appropriate standing committee or directly to the Board. This bylaw does not apply to Staff Committees.

4.1.5 Terms of Reference

Annually, all ~~established~~ **Standing** Committees shall, at their first meeting, review their Terms of Reference (TOR) and forward to the Board for approval. The terms of reference of ~~other~~ **Ad Hoc committees** shall be approved by the Board at the time the committee is established. ~~All Statutory Committees shall include in the terms of reference, the requirements for quorum and voting procedures. Terms of reference for all committees shall be kept on file in the Director's Office.~~

4.1.6 Terms of reference **and membership for** all committees shall be kept on file in the Director's Office **and posted on the Board website.**

4.1.7 The Chair of the Board is ex-officio to all Board Standing Committees.

4.2 Election of Committee Chair/Vice Chair

(a) The staff resource shall call the first meeting of the committee and conduct the election of the committee chair as well as the committee vice chair, if required. The election will follow the guidelines as set out in Section 2.2 save and except for Sections 2.2(b), (e), 2.2(f), and 2.2(l), substituting references to the Board with the committee, and substituting references to Trustees with Members, as appropriate.

(b) In lieu of using legal counsel to count submitted votes for committee elections pursuant to section 2.2(g), Trustees may choose to submit votes to a trusted third party, such as the recording secretary for the meeting, and no scrutineers are required to observe the ballot count.

4.3 Meetings

4.3.1 When and Where Held

4.3.1.1 Committee meetings shall be held on dates **and times** selected by the committee, the committee Chair or the Executive committee of the Board. **The number of meetings held annually shall be determined by the Terms of Reference.** ~~Notice of meetings will be circulated to all Trustees~~

4.3.1.2 All Committee meetings shall be held in a room at the Catholic Education Centre. ~~except for the Joint Board Consortium, whose meetings alternate locations between YGDSB and YRDSB.~~

4.3.1.3 All Committee meetings shall be open to permit the physical attendance by members of the public unless they deal with matters that are to be dealt with in private session (By-Law 3.1.8 and clause 207 (2) (b) of the Education Act).

4.3.1.4 ~~That all~~ All Committee meetings open to the public shall be live-streamed.

4.3.2 Attendance

Attendance at meetings shall be in person or by electronic means.

4.3.2.1 At all committee meetings, in addition to the usual requirements for quorum, the physical presence in the meeting room at the Catholic Education Centre shall be required of:

- (a) The Chair or designate of the committee
- (b) The Director of Education or his/her designate

4.3.2.2 The Chair of a Committee may participate in a meeting by electronic means if:
(a) Weather conditions do not allow the Chair to travel to the meeting location safely; or,
(b) The Chair cannot be physically present at a meeting due to health-related issues; **or**,
(c) The Chair has a disability that makes it challenging to be physically present at the meeting;
or,
(d) The Chair cannot be physically present due to family responsibilities as listed in By-Law 3.1.2

4.3.2.3

(a) If the Chair is not physically present then the Vice Chair will act as the designate and will Chair the meeting. **(4.3.2.1 (a))**
(b) If neither the Chair nor the Vice Chair are physically present, then a committee member present at the Catholic Education Centre shall be elected Chair for the purposes of the meeting. If no committee member is physically present at the Catholic Education Centre, then the meeting will stand adjourned and will be rescheduled.

~~4.1.7.4 Notwithstanding 4.1.7.2 the Chair or Vice Chair (as designate 4.1.7.3(a)) must be physically present for at least half of the committee meetings for any twelve Month period beginning November 15th.~~

4.3.2.4 The requirements for persons to be physically present at meetings do not apply if all schools are closed pursuant to an order (**Ont Reg 463/97**)

4.3.3 Notice and Delivery of Agenda

The resource staff in consultation with the Committee Chair shall be responsible for preparing an agenda for the committee meetings. Notice of all regular meetings shall be given, with such notice to be accompanied by the agenda and any background material for the meeting. All agendas and associated materials shall be delivered electronically by Board email 72 hours prior to the meeting taking place. Any new material submitted after 72 hours needs to be received by motion of the ~~board or~~ committee. **These timelines may be waived for Safe Schools and SAL committee meetings at the discretion of the Committee Chair and staff resource.**

(a) **All Public Committee Agendas shall be posted on the Board website and will include a link to the public livestream.**

4.3.4 Notice of a Committee Member's Late Arrival or Early Leave

Notice of late arrival or early leave from a meeting, whether participation is in the form of face-to-face or via teleconference, will be recorded in the minutes of the meeting.

4.3.5 Quorum

4.3.5.1 Standing and Ad Hoc Committees

(a) **All Trustees are welcome at all standing and/or sub- and ad hoc committee meetings, except for Safe Schools, and will count towards quorum, and have the right to vote.**

(b) For a committee meeting to be duly constituted, a quorum (as per the stated number of Trustees in that committee) of Trustees must be present in person or by teleconference.

4.3.5.2 Statutory Committees and Safe Schools Committee

Attendance, voting rights and determination of quorum for all Statutory Committees and the Safe Schools Committee are defined individually in the Terms of Reference of each committee.

~~(a) Trustees are welcome at all statutory committee meetings, but will not count towards~~

quorum and will ~~not~~ have the right to vote.

~~(b) Only Trustees appointed to Statutory Committees are eligible voting members of that committee. If a Trustee is appointed as an alternate and attends a meeting, they are only eligible to vote if the regular Trustee member is absent. This is to ensure that the Trustee/non-Trustee balance on these committees is preserved. Other Trustees are welcome at public statutory committee meetings as guests. (i.e.: SEAC, YCPIC, Audit)~~

~~(c) For a Committee meeting to be duly constituted, a quorum (as per the stated membership of that committee) must be present in person or by teleconference.~~

4.3.6 Change or Cancellation of Meeting

~~Trustees/Members of a Committee(s) shall be notified of any change or cancellation of a meeting of the Committee(s), by email 48 hours prior to the scheduled start of the meeting and the calendar invite will also be updated. In case of an emergency cancellation due to weather or lack of quorum, verbal notification may be required to confirm receipt of notice. Or electronic means (with respect to such trustees as cannot be contacted personally or by telephone for verbal notice) in accordance with the provisions of Section 7.4 hereof.~~

4.3.7 Resource Staff

The Director of Education will act or appoint a supervisory officer as resource official for each committee. The Director shall be the ex-officio staff resource of all committees. Committees shall have access to all Board information and the assistance of appropriate staff. The allocation of staff resources is the responsibility of the Director and is monitored by him/her. Where services require more staff time than can be made available, the matter will be brought to the Executive Committee.

4.3.8 Matters in Private Session

Committees shall meet in private session under those circumstances identified in 3.1.8.

4.3.9 Minutes

The minutes shall be the responsibility of the resource official and shall be distributed to all members within one month of the meeting date (i.e., for those meetings that occur every other month or committee meetings that may be convened even fewer times throughout the year).

- (a) As an aid to producing accurate minutes any public meeting ~~of the board~~ may be recorded. Upon final approval of the minutes ~~at a Regular Board Meeting~~, the recording will be destroyed thereafter.
- (b) **Once minutes of a public committee meeting are approved they shall be posted on the Board website.**
- (c) ~~PROVIDED that~~ The minutes of a meeting held in Private Session shall be kept separate and apart from other minutes, and except as otherwise permitted by the Chair or Director of Education, access thereto restricted to a Trustee, and the Director of Education or designate.

4.3.10 Committee Procedures

Subject to the provisions of this by-law **and Board Policies**, ~~the committee shall be responsible for the establishment of internal procedures. The a committee(s) may:~~

- (a) Request and receive reports from the department concerned. The ~~Trustee~~ **committee** will request the format of the requested information;
- (b) Hear delegations in accordance with the Board's Delegation Policy; and,
- (c) Receive and consider communications and petitions addressed to the Board on any subject within the terms of reference of such committee, as processed in accordance with the Board's Delegation Policy.

~~4.1.16~~ Sub-Committees

~~Sub-committees may be established by a Committee(s) to consider any matter within the terms of reference of the committee. A sub-committee is dissolved upon submission of its final report to the committee.~~

4.3.11 Reporting Procedure

- (a) A committee's report to the Board will identify action items **for the Board's consideration** first, with recommendations, followed by information items.
- (b) The report will be included with the agenda of the Board meeting.
- (c) The report will be attached as an integral part of the minutes of the Board meeting.
- (d) The report of a committee's in-camera session will ~~be submitted to the Executive Committee for inclusion~~ **be included in** the agenda for the **appropriate** Committee of the Whole.
- (e) A committee shall submit a Report as outlined above for each area of jurisdiction dealt with by the Committee.
- (f) SAL (Supervised Alternative Learning) and the Board Safe Schools Committee do not regularly report to the Board, but will produce an annual Committee report summarizing their work **at the August Board meeting**.

4.4 Executive Committee

4.4.1 How Constituted

The Executive Committee shall be constituted as follows:

- (a) The Chair of the Board
- (b) The Vice Chair of the Board
- (c) Minimum of One (1) Trustee-at-large

The Chair of the Board shall be the Chair of the Executive Committee. The Director of Education shall be a resource to the Committee.

4.4.2 Right of Attendance

All trustees may attend the meetings of the Executive Committee.

4.4.3 Responsibilities of Executive

- (a) To set Board agendas;
- (b) To set Board calendars;
- (c) To organize retreats and Trustee faith development; and,
- (d) To organize Trustee professional development and/or training sessions.

4.4.4 Meetings

The Executive Committee shall meet approximately one week prior to a Board meeting, or at the call of the Chair, at the Catholic Education Centre, in Aurora.

~~4.3~~ Joint Board (YRDSB/YCDSB) Consortium

~~The Joint Board Consortium is created by agreement with an outside body, and its terms of reference are constructed by consensus with that outside body (the co-terminus Board).~~

~~4.3.1~~ Membership

~~The core membership of the consortium shall be two trustees from each Board plus the Chair from each Board. The quorum shall be three members, which shall include at least one trustee from each Board.~~

~~4.3.2~~ Responsibilities

The Joint Board Consortium shall have the following responsibilities:

- ~~a) To govern and direct the operation of common services for the York Catholic District School Board and its Coterminous Board;~~
- ~~(b) To report and provide recommendations to each Board relating to areas within its mandate;~~
- ~~(c) To administer policies as approved by each Board;~~
- ~~(d) To make recommendations to each Board on the following topics with regard to transportation:~~

~~General policy and communications~~

- ~~—Procurement of service and establishing rates~~
- ~~—Annual budget estimates~~
- ~~—Cost allocation formula~~
- ~~—Financial controls~~
- ~~—Operational reviews~~

~~4.3.3 Co-Chairs~~

~~The members shall at the first meeting elect from among themselves a Co-Chair. The consortium shall have two co-Chairs, one representing each Board.~~

~~4.3.4 Meetings~~

~~Unless otherwise determined by a motion of the respective Boards (YRDSB/YCDSB), the regular meeting of the Joint Board Consortium shall be held no less than 3 times per year, and alternating yearly between the offices of the York Catholic District School Board and the York Region District School Board, in Aurora on such day and at such time as the YRDSB/YCDSB shall from time to time determines.~~

4.5 Statutory Committees

The Board shall establish the following statutory committees in accordance with the terms of the *Education Act* and the regulations there under:

- (a) Audit Committee
- (b) ~~Safe Schools Committee~~ Director's Performance Appraisal Committee
- (c) SAL (Supervised Alternative Learning)
- (d) SEAC (Special Education Advisory committee)
- (e) YCPIC (York Catholic Parent Involvement Committee)

4.5.1 Composition of Statutory Committees

The composition of statutory committees shall be for:

- (a) The Special Education Advisory Committee, the persons prescribed and selected in the manner set out in *Ontario Regulation 464/97*, as amended from time to time;
- (b) The Director's Performance Appraisal Committee (DPAC), as prescribed in *Ontario Regulation 83/24*, as amended from time to time.
- (c) The Supervised Alternative Learning Committee, the persons prescribed and selected in the manner set out in *Ontario Regulation 374/10*, as amended from time to time;
- (d) The York Catholic Parent Involvement Committee, one trustee (1). *Ontario Regulation 612/00*, states that a meeting of a parent involvement committee cannot be held unless one trustee (1) is present and it is the responsibility of the appointed trustee to designate a member of the Board to attend in their stead if they are unable to be present in a meeting;
- (e) The Audit Committee, three (3) trustees selected by the Board, and 2 external members identified by the selection committee as per *Ontario Regulation 361/10*, as amended from time to time, and selected/appointed by the Board.

~~4.4.3 — Membership~~

~~4.4.3.1 — Trustee membership on Statutory Committees will be as per 4.4.2. The names of Trustee members for all committees shall be recommended to the Board on an annual basis.~~

~~4.4.3.2 — Non-Trustee members on Statutory Committees shall be appointed by the Board as required by legislation.~~

~~4.5 General Committees~~

~~4.5.1 — How Constituted~~

~~The Board will establish the membership and role of other Committees as required~~

~~4.5.2 — Right of Attendance~~

~~All Trustees may attend meetings of other Committees.~~

~~4.5.3 — Chair and Vice Chair~~

~~The members of the committee shall, at their first meeting, elect from among themselves, a Chair and if required a Vice Chair.~~

~~4.5.4 — Joint Committees with Other Organizations~~

~~The Board may establish committees with other organizations. Trustee membership on these committees shall be approved by the Board.~~

~~4.5.5 — Trustee Membership on Staff Committee~~

~~Trustee participation on staff committees may be requested by the Director of Education, but must be approved by the Chair and reported to the Board.~~

~~4.6 Board Referral Power~~

~~Notwithstanding anything contained in this By Law, the Board shall have the power to refer any matter to any committee or Ad Hoc Committee it deems necessary/appropriate.~~

7 GENERAL

7.1 Procedure for Appointment of Committees by the Board

The list of **available** committees shall be circulated to all trustees of the Board in the middle of ~~November~~ **at the end of October** of each year, with a request to indicate preference of Standing Committees, Statutory Committees and other Committees. Based on the preferences indicated **and a balancing of** workload, the Chair of the Board will recommend committee appointments to be made **at the annual Inaugural Board meeting.** ~~first board meeting in December.~~

Some committees will not be available since they have terms longer than one year and/or are appointed at different times of the year as per their Terms of Reference.

Terms of Reference for ALL committees will be provided to all newly elected Board members at the time the selection preference form is provided and to any other trustees upon request.

CHANGES TO JOB TITLES

11.6 Execution of a Materially Significant Document

A Materially Significant Document that has received approval by Board motion for execution by the Corporation may be signed by any two persons:

11.6.1 Chair;

11.6.2 Vice-Chair;

11.6.3 Director of Education, **Foundation Chair and Secretary of the Board**;

11.6.4 Associate Director;

11.6.5 Chief Financial Officer and Treasurer; ~~Or, by any of the foregoing together with an Assistant Secretary.~~ Any document so signed is binding upon the Board without any further authorization or formality.

12 BANKING

12.1 Bank Signing Officers

The signatures of two signing officers are required when making, drawing, accepting, endorsing, negotiating, lodging, depositing or transferring all or any cheques, promissory notes, drafts, acceptances, bills of exchange, order for payment of money, contracts for letters of credit and forward exchange; issuing cheques, drafts or orders for payment drawn on the bank accounts of the Board; acquisition of short-term investments (e.g., GIC) permitted under the *Education Act*.

Bank Signing Officers

Director of Education, **Foundation Chair & Secretary of the Board**

Associate Director

Chief Financial Officer & Treasurer

~~Senior Manager, Budget, Payroll and Benefit Services~~

~~Manager, Accounting and Financial Services~~

Manager - Financial Reporting and School Finance

Manager - Budget

Submitted by: Elizabeth Crowe, Chair of the Board



York Catholic District School Board

REPORT

Report To: Board of Trustees

From: Administration

Date: August 26, 2025

Report: Ministry Audit and Response

EXECUTIVE SUMMARY:

To present, for information, the Ministry of Education's final report prepared by KPMG LLP on the financial and expenditure review of the York Catholic District School Board (YCDSB).

BACKGROUND:

In 2024, the Ministry of Education engaged KPMG LLP to conduct a comprehensive financial and expenditure review of YCDSB. The review examined:

1. Structural Deficit – Causes of the Board's deficit position and plans to address shortfalls.
2. Proceeds of Disposition (POD) – Use of POD funds and alignment with provincial requirements.
3. Pay Equity – Decisions and processes leading to the CUPE pay equity settlement.
4. Compliance Controls – Effectiveness of financial decision-making and expenditure approval processes.

Summary of Findings:

- **Structural Deficit:**

- Annual deficits have grown since 2021–22 due to declining enrolment, increased supply staff costs from long-term absenteeism, and the financial impact of pay equity adjustments.
- While classroom spending is comparable to peers, structural cost pressures require continued focus on sustainable cost reductions.

- **Proceeds of Disposition (POD):**

- POD funds, intended for eligible capital renewal, have been used with Ministry approval for operational pressures, notably pay equity settlements.
- A more formal internal policy is recommended to guide POD use and ensure future allocations prioritize capital renewal needs.



York Catholic District School Board

- **Pay Equity:**

- The settlement process complied with legislation but earlier action could have reduced fiscal exposure.
- Regular, proactive pay equity maintenance, including risk assessments and market benchmarking, is recommended every two years.

- **Compliance Controls:**

- Minor gaps were identified in documenting lower-level approvals for certain expenditures.

Board Actions and Ministry Response:

Since the review, the Board has:

1. Developed and received Ministry approval for a Multi-Year Financial Recovery Plan (MYFRP) targeting sustainable cost reductions in areas least likely to affect student achievement and well-being.
2. Received Ministry approval to use \$17.9M from uncommitted POD reserves to offset 2022–24 pay equity settlement costs, providing a time-limited bridge while permanent cost-saving measures are implemented.

Next Steps:

The Board remains committed to:

- Implementing the MYFRP to restore long-term financial balance.
- Maintaining transparent engagement with Trustees on budget planning and fiscal performance.

Submitted by:

C. McNeil, Chief Financial Officer and Treasurer of the Board

Reviewed and endorsed by:

J. De Faveri, Director of Education, Foundation Chair and Secretary of the Board

Ministry of Education

School Board Expenditures Review

May 29, 2025

Final Report

KPMG LLP

Disclaimer

This report has been prepared by KPMG LLP (“KPMG”) for the Ontario Ministry of Education (“Client”) pursuant to the terms of our engagement agreement with Client dated 2024-03-01 (the “Engagement Agreement”). This report is being provided to Client on a confidential basis and may not be disclosed to any other person or entity without the express written consent of KPMG and Client. KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

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Section B – Proceeds of Disposition Review	
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Status of Report	
Discussion draft issued	June 28, 2024 and July 30, 2024
Ministry feedback received	July 12, 2024, August 13, 2024 and August 19, 2024
Revised draft report issued	August 28, 2024
Final report issued	August 30, 2024
Updates received from YCDSB	March – May, 2025
Updated final report issued	May 29, 2025

Executive summary

Executive summary

Background and Introduction: KPMG was engaged by the Ontario Ministry of Education (EDU) to perform a financial and expenditure review of the York Catholic District School Board (YCDSB). A summary of the scope areas is as follows (see slide 8 for full scope details).

- 1) **Structural Deficit Review** – KPMG reviewed the YCDSB’s financial and current deficit position, identifying causes of the deficit and the school board’s plans to address budget shortfalls in the future. As part of this engagement, KPMG reviewed the recommendations raised from the 2017 savings report undertaken by a third party, and assessed whether recommendations had been implemented.
- 2) **Proceeds of Disposition (POD)** – KPMG reviewed the use of POD for exempt and non-exempt purposes to determine whether they were aligned with the YCDSB’s capital plan, assess whether sufficient structures and practices are in place to support sound financial management of capital funding resources, and evaluate the on-going use of POD across YCDSB.
- 3) **Pay Equity Review** – KPMG reviewed the decisions made which resulted in the pay equity settlement with CUPE and whether structures and processes adopted by the YCDSB supported sound financial management and decision making practices
- 4) **Compliance Assessment** – KPMG reviewed the YCDSB’s financial decision making processes and controls and performing sample testing of expenditures to ensure controls were operating effectively in line with relevant regulations, policies and procedures.

Summary of Findings

The YCDSB has realized a growing annual deficit each year since FY21-22. This deficit is a result of increases to expenditures including costs related to its pay equity settlement, and changes to revenues due to declining enrolment and COVID-era funding support programs coming to an end. The YCDSB has submitted requests and used POD funds to reduce in-year operational deficits in each financial year since 2020. The pay equity review, while resolving outstanding concerns regarding the YCDSB’s pay equity decision making, has highlighted that the YCDSB’s failure to maintain pay equity prior to 2023 may be contributing to higher labour costs today due to ongoing pay equity adjustments. Structural challenges around labour costs, staffing levels for special programs, software licenses, and other expense obligations are creating additional expenditure pressures. Several remediation measures are identified that will take time to affect the YCDSB’s financial performance, and therefore urgent attention by the school board is recommended. Further details of our findings in each of the four scope areas can be seen on the next slide.

Executive summary

Summary of Findings – Detailed Summary

Structural Deficit Review: After operating with a financial deficit in previous years, the YCDSB returned to a balanced budget in 2018-2019. Management decisions during the COVID-era, the wind-up of grants that had assisted with COVID-related costs, and persistent cost increases have resulted in a declining financial position since FY21-22. Key drivers of increases to annual deficits include an increase in long-term absenteeism that resulted in increased supply teacher costs, persistent costs related to educational assistants including the ongoing cost of pay equity adjustments, and declining enrolment resulting in reductions in revenues. While the School Condition Indices, class sizes, and spending on classroom teachers is comparable to peers and targets, the YCDSB maintains a declining financial position due to these other cost pressures, and it should take swift action to reduce its planned expenditures if it is to meet ministry guidelines on allowable in-year deficits.

POD Review: KPMG reviewed the YCDSB's use of Proceeds of Disposition (POD) fund, which are directed by Ontario policy and regulation to be used for specific expenditures related to school repairs. The YCDSB submitted six letters of request for Minister's exemption for the use of POD funding for other purposes between September 4, 2020 and June 30, 2023. At the time KPMG conducted this review, the YCDSB provided documentation stating that it intends to submit an additional exemption request for \$7.3 million related to pay equity in 2023-24, which is an operational expense not related to the intended use of this fund. These operating expenses are not approved uses of the fund, as the fund is not an alternative to an accumulated surplus. Cost savings in a Multi-Year Financial Recovery Plan (MYFRP) should be directed to end the use of POD funds for regular school board operations expenses (e.g. staff salaries). Furthermore, the review noted the use of POD is based on immediate financial needs and ad-hoc in nature, with no formal plan, criteria, or decision making controls in place. The school board should develop a policy to control the use of POD funds and identify sources of funding in its capital plan, allocating POD to eligible capital renewal expenditures.

Pay Equity Review: KPMG reviewed the pay equity settlement with CUPE, assessing the financial management structures and practices in place. In January 2018, the Human Resources Committee of the Trustees was made aware of pay equity concerns via a report by a Compensation Specialist, and a private session was held where the pay equity update was on the agenda. No immediate action was taken by YCDSB to address the pay equity concerns. In Summer 2019, the HR Superintendent, HR staff and CFO began collaborating with CUPE on a pay equity maintenance plan. At the time, the YCDSB, including the finance department, was not aware of the full extent of the risk of pay equity adjustments. In September 2022, the YCDSB engaged external legal counsel and a pay equity consultant. A report outlining pay equity risks, including potential retroactive payments totaling \$26M, was prepared by the pay equity consultant in February 2023, and at which time, the CFO was made aware of the potential payments.

Executive summary

Summary of Findings – Detailed Summary

Pay Equity Review (cont.): In May 2023, the YCDSB and CUPE agreed on a retroactive pay equity adjustment date, and a Memorandum of Settlement was signed in June 2023. KPMG’s review found that the YCDSB’s pay equity plan was not maintained according to leading practices, and when risks were identified in 2018, they were not immediately actioned until around 18 months later. The pay equity consultant and external counsel were hired too late in the process. However, the process that was implemented was compliant with pay equity legislation and was carried out with collaboration with CUPE. Moving forward, the YCDSB should undertake pay equity maintenance exercises every two years including risk assessments, review of job evaluations, and market benchmarking. Furthermore, clearer policies and procedures should be defined to ensure that future processes are undertaken in a timely and efficient manner.

Compliance Review: As part of our engagement, we undertook sample testing of expenditures across the 2022-23 and 2023-24 school year to assess compliance with relevant policies, procedures and legislation as it relates to decision making and authorization of expenses. The YCDSB have adopted an approval authority matrix which outlines the different levels of approvals required based on the type and value of the expense. Overall, minor improvement opportunities were identified where in 21 of 57 samples, the lowest level of approval required as per the matrix could not be evidenced at the time of the audit*, although in each of these cases the highest level of approval was provided. During our testing, we noted spending associated with software and license updates, and YCDSB has budgeted new spending of roughly \$3.7m on IT in 2024/25. In light of the current financial position of the YCDSB, consideration should be given to defer these costs to a later date.

*Please refer to recommendation five for further information and updates following YCDSB’s review of the 21 samples noted above.

Other observations on governance : Additional observations were noted during our review following discussions with YCDSB leadership, staff, and trustees. A broader review of YCDSB’s governance practices could be considered and may be relevant to other school boards too. At the time of our review, the relationship between Trustees and Management of YCDSB had deteriorated and led to a lack of trust in what Management were presenting. This lack of trust may detract focus on the bigger picture of the financial position of the YCDSB and spending time ensuring this is addressed adequately. Trustees are elected officials and governance experience may vary across school boards. Formalized governance training for Trustees should be required by the ministry, with the possibility for retraining for current Trustees, as is permitted under the *Better Schools and Student Outcomes Act, 2023*. The focus of this training should cover their role, oversight vs management, how to stay at an appropriate governance level, the relationship with the Director and Senior Management, and other areas.

Executive summary

Summary of Findings – Detailed Summary

Other observations on governance (cont.) Furthermore, the role of the Director of Education is the equivalent of the CEO in other public sector or corporate organizations. The Director is then responsible for making significant decisions, overseeing hundreds of millions of dollars per year in expenditure and dealing with a large variety of stakeholders. The relationship between the Director and the Trustees is critical to the success of any school board. As part of its ongoing consideration of qualifications required for Directors of Education, the ministry may evaluate the present context to determine if the skills and experience required to meet provincial priorities for student achievement are evidenced.

Executive summary

Objectives and Requirements

Objective	Requirements	Description of work undertaken
Objective One Structural Deficit Review and Review of 2017 Savings Report	<p>Performed a review of the school board's financial position to assess whether the school board has a structural deficit. In addition, identify key areas of under/overspending and the school board's plans to address any resulting shortfalls, where appropriate.</p> <p>Performed a review to assess whether financial and non financial opportunities for improvements identified in the 2017 report have been effectively implemented.</p> <p>Identified any other areas of best practice as it relates to school board financial operations, governance and oversight.</p>	<p>We reviewed and conducted interviews with the YCDSB to identify the key areas of under/over spending and gained an understanding of the school board's plans to address the shortfalls. We reviewed the budget setting and monitoring process and identified whether any overspending is as a result of unexpected revenue/expense changes that occur in-year, focusing on the 2022/23 and 2023/24 budget years.</p> <p>We also assessed whether the financial and non-financial opportunities for improvements identified in the 2017 report have been effectively implemented. For the opportunities that were not implemented we gathered the reasoning on why the YCDSB chose not to implement the opportunity.</p>
Objective Two Proceeds of Disposition	<p>Performed a review of the use of Proceeds of Disposition for exempt and non-exempt purposes to assess whether they were aligned with the school board's capital plan and assess whether sufficient structures and practices are in place to support sound financial management of capital funding resources.</p>	<p>We reviewed requests for the use of the YCDSB's Proceeds of Disposition (POD) fund for purposes other than those permitted under O.Reg 193/10. As part of this review, we:</p> <ul style="list-style-type: none"> • Reviewed correspondence between the Ontario Ministry of Education and the YCDSB; • Reviewed pertinent legislation, policy, and memoranda; • Interviewed members of the YCDSB and requested supporting documents for review; • Defined three use cases of POD (i.e. permissible or SCI-eligible capital expenses, capital expenses that require ministry approval, and operational expenses); • Summarized and classified the use of POD by the YCDSB.
Objective Three Pay Equity Review	<p>Performed a review of the decisions resulting in the pay equity settlement with CUPE and assessed whether sufficient structures and practices were in place to support sound financial management of operating funding resources.</p>	<p>We reviewed the pay equity settlement with CUPE, assessing the financial management structures and practices in place. As part of our review, we:</p> <ul style="list-style-type: none"> • Undertook interviews with members of the YCDSB and requested supporting documents; • Reviewed pertinent reports, documents and correspondence; • Identified and summarized the pay equity process and practices carried out
Objective Four Compliance Review	<p>Performed a compliance review of the school board's business operations within the 2022-23 and 2023-24 school year, and assessed whether they were in compliance with relevant regulations, ministry issued/school board policies and procedures.</p>	<p>We undertook sample testing over the 2022-23 and 2023-24 school years to assess whether the YCDSB was in compliance with the regulations under the Education Act, ministry issued Policy Program Memoranda, other policy documents, and the school board's own policies, procedures, and multi-year strategic plan.</p>

Recommendations

Recommendations

The following slides outline the issues and related recommendations identified through our review.

#	Issue noted	Recommendation
1	<p>YCDSB is not taking adequate measures to reduce planned expenditures to match its projected revenues.</p> <p>While the YCDSB appears to be succeeding at projecting its revenues and expenditures reliably, it does not currently appear to be taking adequate efforts to reduce its planned expenditure to match projected revenues. The budget estimates for FY24-25 include \$19.1 million in deficit or approximately 3% of their estimated operating revenues.</p> <p>While the YCDSB has improved in its forecasts of enrolment, revenues, and teachers, it shows significant and long-standing cost pressures in areas where they outspend peer school boards, including supply staff, educational assistants, school offices, and transportation for students. School board measures to control costs include a projected \$4.7M in savings in FY24-25 from staff attrition and cost reductions across departments. Further measures that may be implemented include:</p> <ul style="list-style-type: none"> • Special education cost reductions. The school board estimates it is overspending by \$13.5 million per year. YCDSB is concerned to make any changes to the special education model due to expected resistance from stakeholders. • Absenteeism, especially long-term absenteeism, for which YCDSB estimates it outspends peers on supply teacher costs by \$2M per year, and has an ongoing task force in place. <p>The FY24-25 budget includes a number of proposed new investments, including:</p> <ul style="list-style-type: none"> • A full-time marketing specialist and videography to support enrolment (\$170k) • Leadership development and equity-building strategies (\$300k) • IT systems and software upgrades (\$3,653k) • Increases to transportation costs (up to \$1,342k depending on trustee approval of committee recommendations, including changes to transportation eligibility policies) 	<p>The ministry should consider directing YCDSB to prepare a Multi-Year Financial Recovery Plan (MYFRP). This plan would push for new and continued efforts to improve performance in known challenge areas such as teacher absenteeism. The MYFRP should be developed on the basis of a line-by-line review of departmental budgets for value, impact, and necessity, and key areas of spending given special attention, including:</p> <ul style="list-style-type: none"> • Absenteeism and supply teacher costs • Special education delivery model and staffing levels (other, more cost effective models should be explored) • Information technology costs • Administrative staff attrition <p>Please refer to slides 20-24 for further discussion on potential cost saving measures to include.</p> <p>As part of this urgent action, discretionary expenditures included in the FY24-25 budget, should be deferred until the following fiscal year and reviewed as part of the MYFRP.</p>

Recommendations

The following slides outline the issues and related recommendations identified through our review.

#	Issue noted	Recommendation
2	<p>YCDSB has repeatedly requested use of POD funds to address operational expenses, including pay equity obligations.</p> <p>The YCDSB is obligated to make payments to address pay equity settlements. There is an outstanding request for use of POD funds (dated June 30, 2023) that would assist in covering this historical expense. Obligations related to pay equity should be addressed as part of regular annual budgeting, with a balanced operational budget to be addressed in the MYFRP.</p> <p>YCDSB presented Facility Condition Index (FCI) summaries showing an average FCI of 0.227 and it asserts that its schools are generally in good condition. YCDSB contends that it does not have significant need for additional funding for school renewal, which is the designated use of POD. However, the school board used \$1.9M in POD funds for SCI-eligible renewal expenses in FY2022-23, indicating some need for POD for its intended purpose, as compared to \$19.1M in POD funding exemptions approved for operating expenses from 2020 to 2023.</p> <p>While the school board has POD funding available, these funds are intended to be used for the improvement of their facilities, including renewal needs, addressing reinforced autoclaved aerated concrete (RAAC), improving accessibility, ventilation, air conditioning, and other needs. The school board deployed COVID-19 Resilience Infrastructure Stream (CVRIS) funding for capital projects, and its multi-year capital budget has identified further projects that would benefit from the funding available from POD.</p> <p>Documentation provided at the time of the audit showed evidence that the school board plans to make an additional request to use POD funds to cover ineligible expenses, and that POD funds have previously been used to reduce in-year deficits. Future use of POD funds for operating expenses should be controlled, and POD should not be viewed as an accumulated surplus.</p>	<p>The school board should reserve its POD funds for capital expenditures consistent with Provincial policy, prioritizing those eligible for SCI funding and then addressing further capital needs.</p> <p>The Ministry may enter into a dialogue with YCDSB regarding its current and planned requests to use POD to address pay equity obligations. Key considerations include the POD fund balance, the demonstrated need for repair and rehabilitation funding, and the potential repercussions that denial of the requests would have on the accumulated deficit at the school board.</p> <p>YCDSB should develop and follow a balanced budget that does not rely on the use of POD funds to cover deficits. This includes pay equity, which should be part of its regular balanced operating budget. Use of POD funding for operational expenses should end, with future funding directed towards capital rehabilitation and renewal.</p>

Recommendations

The following slides outline the issues and related recommendations identified through our review.

#	Issue noted	Recommendation
3	Immediate action was not taken against pay equity risks identified	
	<p>In general, the process was found to be in compliance with pay equity legislation and was executed appropriately. However, YCDSB did not maintain its pay equity plan according to best practice and there was a lack of clearly defined policies or procedures as it relates to the maintenance of pay equity. When the issue of pay equity was identified as a risk in January 2018, immediate action was not taken by the YCDSB to address it. While there was no clear explanation provided as to why immediate action was not taken, one explanation that was provided referenced high turnover in the HR department. We are not aware of changes to YCDSB's policies or systems to ensure routine pay equity maintenance on an ongoing basis. The hiring of a pay equity consultant and external counsel (hired in September 2022) occurred too late in the process. Moreover, the risk assessment that was prepared by the consultant in February 2023, occurred after the pay equity work had already begun with the union. As a result, the wage gap analysis results were presented to management later in the process than expected, which did not allow time for mitigation opportunities to be explored.</p> <p>In relation to the POD request, it is reasonable to allocate a one-time adjustment for retroactive adjustments for one academic year. However, POD use in pay equity adjustments for future salary increments is less sound, as it would imply an indefinite commitment to salary enhancements, which is not sustainable in the long run.</p>	<p>YCDSB should carry out pay equity maintenance exercises every two years. This involves conducting risk assessments to identify potential future adjustments and communicating the findings early with Trustees and the Finance Department to ensure transparency and collective decision-making.</p> <p>Furthermore, monitoring internal and external equity is an essential part of this process that can be achieved by keeping job evaluations up to date and carrying out regular market benchmarking to ensure competitiveness and fairness. YCDSB may assign an internal resource to oversee the maintenance of and annual report on pay equity, in addition to developing and communicating clear policies and accountabilities to ensure that future processes are carried out in a timely manner.</p>

Recommendations

The following slides outline the issues and related recommendations identified through our review.

#	Issue noted	Recommendation
4	<p>YCDSB has included \$3.7M in new spending towards IT infrastructure in its 2024-25 estimates</p> <p>During our review of expenditures as part of our compliance testing, we noted that software fees and licenses seem to be a significant expense to the YCDSB. The costs of maintaining multiple software licenses can add up quickly over time, potentially adding additional strain to the budget. The budget estimates for FY24-25, as reviewed in June, 2024, include \$19.1 million in operating deficit, of which \$3.7M relates to new IT expenses, including \$1.9M in spending on Technology Infrastructure, \$1.25M for SAP upgrades with additional annual commitments, and \$0.5M annually for a Centrally Purchased School Technology fund.</p> <p>Expenses related to software licensing and software systems upgrades are included in the FY24-25 budget, however there should be consideration of overall IT asset management needs. YCDSB should use current changes to its IT budget as an opportunity to review expenses and identify IT cost savings to help cover new planned expenditures.</p>	<p>YCDSB should take action to improve their oversight and asset management practices as it relates to the different systems and software used, and the associated costs. This may identify opportunities to consolidate software into fewer, more comprehensive solutions, and can reduce the number of licenses needed and may save money. Further spending on software should be deferred until reviewed as part of the MYFRP.</p>
5	<p>Exceptions identified relating to approval of spend in line with the approval authority matrix</p> <p>The approval authority matrix details the required levels of approvals for purchases. In our testing, we noted exceptions where approvals were not evidenced at the time of the audit, and opportunities to improve current practices and the content of the matrix to improve internal controls in instances where individuals hold dual roles. We also noted that approvals are recorded manually by using paper forms and documents.</p> <p>Across our samples tested, we noted:</p> <ul style="list-style-type: none"> One instance where Fund Manager and Superintendent approval was required as per the matrix however only the Fund Manager approval was evidenced. 	<p>YCDSB must work organization-wide to adhere to and enforce a well-defined and robust approval process that ensures that all necessary approvals are obtained before an expense is incurred. Regular spot checks should be undertaken by the YCDSB to ensure necessary approvals are recorded.</p> <p>Approvals should remain appropriately segregated and in instances where staff hold dual roles, additional approvals should be sought to ensure the right number of individual approvals are obtained.</p>

(continued on next slide)

Recommendations

The following slides outline the issues and related recommendations identified through our review.

#	Issue noted	Recommendation
5	<p>Exceptions identified relating to approval of spend in line with the approval authority matrix (cont.)</p> <ul style="list-style-type: none"> Seven instances where one approval was missing as per the authority schedule. In these instances, individuals had dual roles and approved purchases on behalf of both positions, which when discussed with the Board was deemed in line with requirements in the authority matrix. While individuals may hold dual roles, it is important that there is an independent and secondary check built into the approval process to ensure segregation of duties. 13 instances where the relevant approvals were not obtained at the time of the audit. However subsequent review of the exceptions by YCDSB noted that the necessary approvals had been obtained. While we have received verbal updates confirming this, we have not fully validated the supporting documentation to confirm accuracy. <p>Without proper approvals, there's a risk of financial mismanagement, which could lead to potential overspend.</p>	<p>The approval authority matrix should be updated to reflect these requirements.</p> <p>Steps to automated the approvals process through the use of software should be considered as part of a longer term initiative, subject to availability of funds and an appropriate business case.</p>
6	<p>Lack of YCDSB policy or internal process governing school board's decisions to make use of POD funds.</p> <p>The YCDSB's current process for requesting the use of POD funds is ad-hoc. Administration identifies budgetary shortfalls which are presented to the Board of Trustees for information and then submitted for ministry in a letter for consideration. At the time of the audit, we were informed by the YCDSB of its intent to continue using POD funds for ineligible expenses.</p> <p>Absence of any internal mechanism for internal financial control on the use of POD funds, means that the primary means to evaluate the suitability, per regulation and policy, of a request to use of POD funds currently lies solely with the ministry.</p>	<p>YCDSB should develop an internal policy with formal steps to consider the use of POD funds for any expense. This policy should align with relevant ministry policy and identify clear requirements for an exemption request to be made.</p> <p>YCDSB should further develop its asset management planning to identify and document appropriate capital projects that are candidates for the use of available POD funds.</p>

Recommendations

The following slides outline the issues and related recommendations identified through our review.

#	Issue noted	Recommendation
7	YCDSB should take greater efforts to control small, discretionary expenses that may be perceived as unnecessary to the public.	
	During our sample testing of expenditures, we noted one sample where around \$7,000 was spent on trophies (roughly 200) for a leadership award. Whilst we acknowledge that a significant number of trophies were purchased, and this amount is not individually significant, this was one example from our sample testing noted and could be indicative of spending on items which may not have been necessary where cheaper alternatives (e.g. printed certificates) could have been used.	YCDSB should give greater consideration of expenditures through its decision making and approval processes. This should include consideration of the appropriateness and necessity of spend, and potential alternative options which may be more cost effective.
8	As enrolment declines, YDCSB has expenditures related to underutilized schools, which are prohibited from being disposed of.	
	YCDSB has been challenged by declining enrolment, especially at the primary level, resulting in lower utilization of school capacity. Overall, the number of schools that are under 65% utilized has increased from 20 schools to 36 schools between 2019 and 2024. All but three of these presently are elementary schools (i.e. 33 schools), of which 6 are under 50% utilized. The YCDSB has identified four surplus properties which may, subject to further evaluation, be candidates for closure if permitted by Provincial Policy. The moratorium on school closures and the disposal of surplus capital assets results in operations and maintenance expenses being incurred to keep these schools open. It also prohibits the sale of property, which is the primary means with which a POD account is replenished. While in other sections of the report the POD account is evaluated as having funding available for its intended purpose, sale of these properties, if permitted, would also increase funds in that account.	If appropriate, the ministry may wish to invite proposed exemptions to the moratorium on school board property sales in Ontario. This would allow the YCDSB to fully investigate the potential for property disposal. The YCDSB, if invited, may present a capital asset disposal plan under relevant legislation.

Analysis

Section A

Structural Deficit and Follow Up of 2017 Report

Section A – Structural Deficit Review

School Board Budget Processes

Introduction: KPMG reviewed the annual budgeting process, annual budgets, and actual expenditures at the YCDSB across the 2019/20 - 2023/24 budget years. The review included an evaluation of the budget setting process and the basis for estimating revenue and expense amounts, focusing on the 2022/23 and 2023/24 budget years. It also included an evaluation of the budget monitoring process and identifying whether any overspending resulted from unexpected revenue/expense changes in-year, focusing on the 2022/23 and 2023/24 budget years. The review evaluated the YCDSB's funding allocations vs spending (both budgets and actuals) to identify key areas of under/over spending and identify the school board's plans to address shortfalls.

The YCDSB presented their process for developing the annual budget. The budget is developed and reviewed at three intervals: 1) budget estimates in June preceding the school year, 2) revised estimates in the fall, and 3) expenditure finals at year end. Key steps in the budget setting process include:

- **Projected enrolment:** The YCDSB evaluates its demographic context and trends, prepares an enrolment projection, and submits its budget estimates through EDU's Education Finance Information System (EFIS). This provides a projection of funding allocations for the school board to use in its annual budget.
- **Identification of projected budget:** Using outputs from EFIS, the school board identifies its projected revenues and sets its staffing levels. Based on recent pupil to staff ratios of 24.5 in grades 4-8 and 22.6 at secondary levels, there is evidence that the school board appropriately determines staffing levels.
- **Development of departmental budgets:** The YCDSB develops its budget projections for each department with a standardized template, which are prepared by department heads and hosted on Google sheets. Typically, these departmental budgets are based on previous year's expenditures. The school board noted limited discretionary spending on curriculum, as measures to achieve target class sizes have limited increases in curriculum-related costs.
- **Budget consolidation, discussion, and presentation:** Departmental budgets are discussed by the school board, consolidated and presented to Trustees for approval.

Revenue estimate analysis: Of note, the YCDSB has historically demonstrated a reasonably high degree of accuracy in its forecasts of projected revenues based on enrolment. With the exclusion of special programs, which may be announced at times throughout the budgetary cycle, the school board revenue projections have closely matched ultimate budgetary allotments from the ministry.

Section A – Structural Deficit Review

Contributions to In-Year Deficits since FY2019-20

Budget Workbook Analysis: The YCDSB submits its estimates to EFIS. The ministry produces an automated evaluation of spending per pupil over the school year in a set of Board Budget Workbooks (BBWK), showing whether estimates are over or under the allocation per category, how estimates per category compare to the provincial average, and the quartile performance (i.e., top 25% of all school boards, upper-middle 25%, lower-middle 25%, and the lowest 25%) of spending per pupil in each category, relative to other school boards in Ontario. KPMG reviewed these workbooks to identify the nature of the decline in financial performance over the period.

- In the 2019-20 Revised Estimates (RE) BBWK, ‘Supply Staff’ is the sole category in which the YCDSB performed in the lowest quartile. However, in the 2023-24 RE BBWK, YCDSB performed in the lowest quartile in five areas: supply staff, teacher assistants, early childhood educators, department heads, and total operating.
- In 2019-20 RE, the YCDSB’s estimate for its Total Operating cost per pupil was approximately \$10 lower than revenues. The provincial average was approximately \$30 greater than revenues, and the school board’s estimated spending on Total Operating was in the second quartile. These findings indicate that the YCDSB was managing its revenues well compared to its peers. In 2023-24 RE, however, the YCDSB’s estimate for its total operating costs per pupil was approximately \$75 more than revenues. The provincial average was approximately \$70 less than revenues, and the YCDSB estimated spending on operating costs was in the fourth quartile.
- In 2022-23, pay equity-related budget adjustments contributed to a significant increase to in-year deficits between estimates and financial statements that year. Other deficit contributions included unplanned increases to snow clearing and insurance costs.
- The cost pressures that emerged or worsened between 2019 and 2023 are elaborated on the following page. Some, but not all, are related to cost structures that were supported by COVID funds that were time-limited. The school board should continue to take action to resolve those cost pressures, which include absenteeism and e-learning. Historical ministry funding supplements under COVID-19 led to a reduction in deficits from 2020 to FY23-24. These COVID-era budgetary supplements allowed the YCDSB to cover certain operational costs during the 2020-21, 21-22, and 22-23 budgets.

Moreover, approved use of POD funds for school reopening reduced deficits in 20-21 and 21-22 and returned a compliant budget in 20-21. In the 2023-24 year, many of these budgetary supplements came to an end. Nonetheless, certain cost pressures including persistent staff absenteeism have outlasted the COVID period.

Section A – Structural Deficit Review

Long-Term Budgetary Pressures: A number of long-term budgetary pressures have emerged or increased since 2020:

- **Absenteeism:** While absenteeism was already identified as a challenge in the 2018-19 BBWK, a sharp rise in short- and long-term absenteeism is observable in the years following 2019-20. Nearly all employee groups within the YCDSB have experienced rates of absences that exceed pre-pandemic levels (except educational assistants). In 2018-19, elementary teachers spent approximately 14,000 days on long-term absence, increasing to 24,000 days in 20-21, before decreasing to approximately 17,500 days in 22-23, thanks in part to an Absenteeism Task Force. Costs for Supply Staff rose from \$10.1M in the 2019-20 FS to \$13.9M in 2021-22, before declining slightly to \$12.8M in its 23-24 RE. While the YCDSB has shown improvement, they remain in the lowest quartile among Ontario school boards for supply teacher costs.
- **Special Education:** The YCDSB has 7896 students receiving Special Education support, including approximately 95 receiving 1:1 intensive support, and a further 1434 students accessing Student Services supports including Psychology, Mental Health, Occupational Therapy, Speech Therapy, and Behaviour Resource. The YCDSB believes its positive reputation for Special Education in an integrated service delivery model is encouraging enrolment of more students with complex physical and behavioural needs. The YCDSB has identified a deficit of \$13.5 million in the current FY related to overspending on special educational supports. The school board should review its delivery model to see if there are other models that support special education learning objectives while demonstrating more cost-effective stewardship of public dollars.
- **Pay Equity and Labour Rates:** A pay equity adjustment payment of \$10.3 million contributed to a sharp rise in costs upon settlement, and the impacts of pay equity will make ongoing impacts on labour rates. The YCDSB estimates that its labour rates, which are determined through individual negotiations with unions, are higher than its peers¹: 12% higher per hour for educational assistants, 10% for early childhood educators, 5% for custodians, 10% for lunchtime supervisors, 9% for senior secretaries in elementary schools, and 7% for senior secretaries in high schools. When coupled with more employees than peers, labour costs in areas where YCDSB have higher staff numbers than their peers are contributing to the YCDSB's deficit. As labour rates are determined during union negotiations, YCDSB factors in its real costs of labour in preparing its budget estimates. If compensation rates were in line with the average rates at surveyed boards, the YCDSB estimates it would save \$6.6 million.

¹ Peer boards reviewed include: York Region (YRDSB), Peel (PDSB), Dufferin Peel Catholic (DPCDSB), Durham Catholic (DCDSB), Toronto (TDSB), Toronto Catholic (TCDSB), Waterloo Region (WRDSB)

Section A – Structural Deficit Review

Long-Term Budgetary Pressures, Continued: A number of long-term budgetary pressures have emerged or increased since 2020:

- **Declining Enrolment:** Although revenues per pupil increased over the period under study, a trend of declining enrolment which has occurred over the past 10 years is an ongoing challenge. Staffing levels are adjusted to account for declining enrolment, which mitigates the impact of changes in revenues based on enrolment. Certain fixed costs including building maintenance increase per pupil as enrolment declines.
- **Benefits equalization payments:** As part of the Ontario English Catholic Teacher's Association ELHT, established in October, 2016, YCDSB makes an annual contribution for employee benefits based on its benefits expenses at that time. While benefits have been normalized through the Trust, the YCDSB estimates that its contribution to the trust exceeds that of its peers by \$4.4 million per year, resulting in higher expenses for equivalent revenues and benefits received per FTE staff member. This represents a substantial ongoing cost pressure that requires attention and measures by the school board to support, alongside other identified cost pressures.
- **Administrative staffing levels:** On average, the YCDSB has 12 more FTEs in Human Resources, 11 more FTEs in Information Technology, and 5 more FTEs in Planning and Operations than other sampled school boards operating approximately 100 schools². The YCDSB has reviewed these staffing levels and identified that costs related to dismissal or early retirement of staff may outweigh the financial benefits from reductions to administrative staff, while placing additional strain on existing IT infrastructure challenges and human resources-labour relations. A strategy to reduce staffing through attrition, while addressing current IT and HR challenges, may achieve savings in administrative staffing.
² Peer boards reviewed include: Niagara (DSBN), Hamilton-Wentworth (HWDSB), Ottawa Catholic (OCSB), Simcoe County (SCDSB)
- **Underutilized facilities:** In 2023-24, 17% of instructional space at YCDSB's schools was empty. Overall, 36 schools are under 65% utilized and 6 schools, all elementary schools, are under 50% utilized. With declining enrolment and the inability to close schools over the last several years, the school board is experiencing cost pressures related to unfunded instructional spaces and some staffing inefficiencies that relate to operating small schools. For example, these spaces are still required to be clean, and janitorial staff is paid to do this work.

Section A – Structural Deficit Review

FY24-25 Budget Development: Cost increases and Planned savings

2024-25 Budget Estimates: The school board has presented draft budget estimates to its trustees that includes a planned \$19.1 million in deficit spending in FY24-25. In FY23-24, the revised estimates (RE) projected a deficit of \$12.9m. Cost increases of \$6.4m, planned savings of \$4.7m, and new investments of \$4.47m relative to the 23-24 RE result in the increase in the 24-25 deficit:

Cost increases of \$6.4M relative to FY23-24 RE are driven by cost increases observed during or expected following that FY, including:

- \$1.9M in grants that have sunsetted: Indigenous Education One-Time Realignment Mitigation Fund, Safe and Clean Schools Supplement, and International Language Priorities and Partnerships Funding
- \$1.0M in snow removal costs
- \$1.0M in WSIB liabilities and direct payroll costs
- \$0.8M in supply teacher costs
- \$0.8M in special education costs
- \$0.5M in reduced interest revenue due to projected rate decline
- \$0.4M in custodians required for a new school opening

Planned savings of \$4.7M relative FY23-24 estimates include reductions in 38 FTE's:

- \$1.1M in pathway career teachers (9 FTE reduction)
- \$0.8M in projected improvements to supply teacher costs
- \$2.1M in staffing reductions across departments and administrative functions (28 FTE reduction)
- \$0.7M in plant and other savings (1 FTE reduction)

Section A – Structural Deficit Review

FY24-25 Budget Development: New investments

New investment expenditures for FY24-25 are included the draft budget estimates. Among others, planned new spending of note (totaling an estimated \$4.47m) includes:

- **New marketing staff:** In an effort to promote enrolment, the YCDSB and Trustees have approved new spending related to videography and marketing of approximately \$0.17 million.
- **New IT equipment and software:** Technology risks associated with outdated hardware and software are requiring new investments in IT systems and equipment. These include switching SAP to a Software as a Service model and creating a new IT fund for schools, at a combined cost of at least \$3.2 million this FY. Some identified investments are not required until 2027.
- **Investments in educational improvement:** Other new expenditures of \$1.1M are related to staff development and changes to programming.

Section A – Structural Deficit Review

Long-Term Savings Measures

The school board has identified three longer-term measures to reduce structural pressures on its budget, which include:

- **Reductions to custodian positions:** The YCDSB has negotiated with the union representing its custodians to reduce staff numbers and labour costs related to custodians by up to \$2 million per year. Attrition among custodians is expected to save \$0.4M in 2024-25.
- **Absenteeism task force:** The YCDSB's Absenteeism task force has targeted the causes especially of long-term absenteeism among staff, to progressively reduce costs related to supply teachers. Further work in this area is needed to bring supply teacher costs in line with targets. 2024-25 estimates include \$0.8M in savings due to reduced supply staff costs.
- **Attrition in Special Education:** A memo with the union representing educational assistants will allow for reductions to EA numbers through attrition. To take action at reducing outsized costs for EA's, the YCDSB will need Trustee support to enact these reductions to staffing. If successful, projected deficits in special education are expected to decline by \$7 million, from a deficit of \$13.5 million to \$6 million, by 2028.

This analysis has identified additional long-term savings opportunities that may warrant further consideration in line with the recommendations within this report. Quantifying the potential budget impact of these measures would typically be included as part of a MYFRP. Potential measures include:

- **Attrition and reorganization of administrative staff:** The YCDSB should plan for decreasing administrative staff costs through attrition of IT and HR staff, to better align with peers staffing levels. This should be done strategically while also managing outstanding issues related to costs and relationships (specifically, IT asset management costs and HR relationships that affect absenteeism) in those service areas.
- **Planning for declining enrolment:** The YCDSB may achieve greater savings through efficiencies in class sizes if it is able to close schools, in particular underutilized primary schools. This will have the added benefit of reducing operations and maintenance costs of those facilities.
- **IT Asset Management:** Consolidating IT expenses into a school-board-wide IT management strategy may create economies of scale for software licensing, hardware purchase and replacement.

Section A – Follow Up of 2017 Report

In 2017 the ministry engaged a third party to undertake a review of the YCDSB's finances and identify opportunities for savings and expenditure reductions. As part of our review, we followed up with the school board to identify whether opportunities identified in the 2017 report were implemented in full, partly implemented or not implemented.

In total, 29 opportunities for savings and expenditure reductions were identified. Through discussions with YCDSB staff, KPMG applied the following observations against each of the opportunities.

Opportunities implemented	12
Opportunities partially implemented	4
Opportunities not implemented	13

On the following slides we have provided further context on the recommendations raised and the responses provided by the YCDSB against each item. Due to the changes in the school board's processes and staffing since the 2017 review, we were unable to assess in detail whether the rationale for not fully implementing opportunities was appropriate, and so we based our review on the verbal updates provided by the YCDSB against each recommendation. As part of our review, we undertook a more detailed review of the current financial deficit and position of the YCDSB, which can be seen in Section A.

On the following slides we have listed the original recommendation and through discussions facilitated by KPMG, the response provided by the YCDSB staff on whether the recommendation has been actioned.

Section A – Follow Up of 2017 Report

Opportunities implemented

2017 Opportunity	Implemented?	Context provided by the YCDSB – June 2024
Guidance teachers - Remove 15.5 of 48.5 guidance teachers	Yes	The current staffing model shows 34.9 guidance teachers. The additional guidance teachers are due to a new school that was opened post-strategy report in 2017.
Better Integration for Data Reporting – Prior to the Savings Strategy Analysis, the YCDSB finance department was not easily in a position to explain the most significant cost pressures to senior administration and the Board of Trustees. YCDSB would benefit from the implementation of data governance best practices which improve the integrity, availability and usability of data. Some of these practices could include better integration of data reporting and assigning accountability to the data reporting systems.	Yes	Stakeholders (including budget leads, Trustees, public and staff) are engaged early in the budget development cycle and provided with expense and staffing data to ensure programs needs are addressed and any proposals are evaluated for bottom line impact.

Section A – Follow Up of 2017 Report

Opportunities implemented (Cont.)

2017 Opportunity	Implemented?	Context provided by the YCDSB – June 2024
Self Contained centers (Special Ed.) – Close/relocate multiple hearing centers. Close multiple ISA centers	Yes	All proposed closures and relocations were implemented.
Postpone implementation of YCDSB’s musical instrument upgrade program	Yes	The music instrument update has not been completed to date.
Attendance Support Program Path Forward Plan	Yes	The YCDSB created a task force in spring 2022 dedicated to the Attendance Support program. Due to other priorities within the YCDSB, and the time taken to set up this program, this opportunity was only actioned in 2022.
Require that YCDSB’s Finance Department approve all decisions with a fiscal impact	Yes	All budget requests are made to the budget department with an emphasis that major budget asks done at estimates. These estimated are formally reviewed by Trustees for approval.
Develop a committee to review how YCDSB can better leverage its facilities	Yes	A Surplus Asset Review Committee was developed which focuses on the alternative use and/or disposal of surplus-owned properties.
Require that YCDSB’s Special Education centres attain certain utilization requirements	Yes	The YCDSB require each centre attain a minimum utilization by December of a given school year. If a centre is unable to attain the minimum utilization, the school board could conduct a review and consider closing down the centre and relocating its students the following school year.
Create a new site for Safe and Caring Schools, Continuing Education and Adult 18+ programs	Yes	The YCDSB has leveraged the preexisting facility at St. Luke Learning Centre and currently houses these three programs in the one facility.

Section A – Follow Up of 2017 Report

Opportunities implemented (Cont.)

2017 Opportunity	Implemented?	Context provided by the YCDSB – June 2024
The Finance Department should work closely with the Superintendent of HR throughout the entire elementary and secondary staffing process to ensure that staffing allocations are in line with ministry funding and benchmarks	Yes	The YCDSB Finance Department works closely with HR throughout the staffing process to ensure that staffing allocations are in line with ministry funding and benchmarks.
Reallocate the responsibility of non-classroom staffing projections to YCDSB's Human Resources department	Yes	The Human Resource department now conducts all staffing projections for the schools.
Set up formal meetings with the Budget Leads that are impacted by any of the Director's feedback. This will provide the Budget Leads with an opportunity to understand the changes and provide any additional insight or recommendations	Yes	Within the YCDSB all cycles of the budget process and any reductions to be processed are done through the senior team to ensure the Budget Leads have an opportunity to understand the changes and provide their feedback.

Section A – Follow Up of 2017 Report

Opportunities partially implemented

2017 Opportunity	Implemented?	Context provided by the YCDSB – June 2024
<p>St. Luke Learning Centers (Alternative Education):</p> <ol style="list-style-type: none"> 1. Close the St. Luke Learning Centre (North Site) and relocate the Alternative Education students to a nearby high school, 2. Increase the pupil to teacher ratio, 3. Move the Alternative Education students at the Weston Road Site to a nearby high school, 4. Create a new site for Safe and Caring Schools, Continuing Education and Adult 18+ programs. 	Partially implemented	<p>No new sites were created. In addition, after consultation within the YCDSB, a decision was made not to increase the pupil to teacher ratio.</p> <p>However, the North site and Weston Road site have been closed for Safe and Caring School students and the Alternative Education programs are now all centralized to one of the St Luke Learning Centre facilities.</p>
YCDSB Centre for the Arts Theatre - close and find partner organization	Partially implemented	The theatre is now currently run through Community Use of Schools and is operating on a cost recovery model. The staffing was reduced by one Theatre Manager. (i.e. 1 FTE)

Section A – Follow Up of 2017 Report

Opportunities partially implemented

2017 Opportunity	Implemented?	Context provided by the YCDSB – June 2024
Enhance Multi-Year Forecasting - YCDSB would benefit from preparing multi-year budget forecasts that align with their existing multi-year forecasts. The implementation of multi-year budget forecasting would enable Board staff to identify potential changes to their expenditure patterns and make proactive changes to their allocation decisions. As a matter of routine, YCDSB needs to prepare multi-year budget forecasts that align with their existing multi-year enrolment forecasts.	Partially Implemented	<p>While YCDSB has not prepared multi-year budget forecast, YCDSB has improved its data intelligence over the last several years including the creation of dynamic and consistent data models used in the development of budgets as well as improved accuracy in financial reporting. Waterfall reports are developed and used to gain insights and understanding at each key budgeting and reporting cycle including forecasting and variance analysis. In addition, a standardized functional analysis allows the accurate assessment of cost pressures and surpluses based on the allocation of funding by program area and expense line.</p> <p>As part of the MYFRP, multi-year budget forecasts should be created to ensure YCDSB can proactively identify potential changes to their expenditure and budget allocations. See recommendation one for more information.</p>

Section A – Follow Up of 2017 Report

Opportunities partially implemented

2017 Opportunity	Implemented?	Context provided by the YCDSB – June 2024
<p>Improve Financial Decision-Making Processes and Accountability –The review indicates some ineffective internal decision-making processes around financial management. In particular, there is an opportunity to build more transparent and effective communication protocols between the Director of Education’s office, the finance department and HR. We observed instances of limited or non-existent communication between the Chief Financial Officer (CFO) and the Superintendent of HR during important matters such as staff allocation and the budget process. Improved controls and accountability need to be put in place during all aspects of financial decision making. This is not just an issue for the finance department as no single department is responsible or accountable for financial decision making and results. A culture of shared responsibility and accountability for financial management is lacking within this school board</p>	<p>Partially Implemented</p>	<p>Regular meetings with stakeholders ensure timely response to budget pressures while utilizing time limited and enveloped funding in the most effective means possible.</p> <p>However, our review noted that there continues to be a lack of accountability and controls around financial decision making, including processes related to pay equity, a lack of formal policy on the use of POD funds, financial expenditures and budget processes. Our recommendations within this report speak towards strengthening YCDSB’s financial decision making processes. Further details can be seen in the recommendations section of this report.</p>

Section A – Follow Up of 2017 Report

Opportunities not implemented*

2017 Opportunity	Implemented?	Context provided by the YCDSB – June 2024
YCDSB develop a system-wide expenditure constraint strategy to minimize deficit growth as much as possible. A critical component to include in this strategy is that no new expenditures outside of the 2017-18 budget, and in particular, no new staff above and beyond the funding allocation, be approved and/or hired.	No	<p>A system-wide expenditure constraint strategy was not implemented. While a general reduction was done in one year, a more strategic approach has been adopted where critical analysis and review is undertaken to identify cost savings.</p> <p>However, YCDSB have not reduced their deficit position, and urgent action is required to address the deficit position. Please refer to the recommendation section of this report for further information, including reference to developing a MYFRP</p>
Remove all Library Technicians for both Elementary (remove 6.4) and secondary (remove 15).	No	Staffing levels have not changed for library staff. As there are collective agreements tied to the staffing it is difficult to remove all Library Technicians.
Chaplaincy - Reduce from 15 to 10 FTE (not advised if Guidance reduced)	No	This recommendation was not carried out since the guidance teachers were reduced.

** Due to the changes in YCDSB processes and staffing since the 2017 review, we were unable to assess in detail whether the rationale for not fully implementing opportunities was appropriate, and so we based our review on the verbal updates provided by the school board against each recommendation. As part of our review, we undertook a more detailed review of the current financial deficit and position of the school board, which can be seen in Section A.*

Section A – Follow Up of 2017 Report

Opportunities not implemented (Cont.)*

2017 Opportunity	Implemented?	Context provided by the YCDSB – June 2024
Class Size Opportunities (JK - grade 3) - optimize class sizes by: 1. Reduce the number of FDK classroom teachers in order to achieve the 26:1 classroom ratio and 2. Reduce the number of grade 1-3 classroom teachers in order to achieve the 20:1 classroom ratio	No	The current class sizes are optimal. The YCDSB is consistent with the provincial average based on the <i>Board Budget Workbook 2023-24 Revised Estimates YCDSB</i> . Further, the school board is working through class size equity issues as smaller schools have smaller class sizes.
Educational assistants (Special Ed.) - reduce in line with other GTA school boards	No	The Special Education Assistant model has not changed therefore a decrease in education assistants is not possible. The current model is a unique service offering to YCDSB and there is concern amongst YCDSB that any changes would be opposed by stakeholders.
Itinerant teachers - Reduce 34 Itinerant teachers to match funded FTE	No	Itinerant teachers are required in order to cover planning time. Since the YCDSB offers French from Grade 1, where as other school boards offer French at Grade 4, there is a higher need for itinerant teachers across the school board. Currently the funded teachers are 256, however, there are 282 teachers staffed.
Collect unused General School Budget (GSB) carryover at the end of 2016-2017 and apply it towards the operating deficit	No	The GSB continues to be carried forward but in 2021 \$1.2M was used for math textbooks to reduce the operating pressure of meeting the updated math curriculum. The current value of the GSB is approximately \$1M. This continues to be carried forward as past practice has dictated this. Occasionally schools will build up balances for a future large purchase in which case they must provide their rationale on using the GSB.

Section A – Follow Up of 2017 Report

Opportunities not implemented (Cont.)*

2017 Opportunity	Implemented?	Context provided by the YCDSB – June 2024
Require YCDSB to review its annual non-labour School Office budgeting and spending	No	Non-labour costs are controlled by the GSB and is locally managed within each school. The budget is established centrally and is based on \$1,000/elementary and \$10,000/secondary school.
Develop a partnership with either a public or private organization in order to increase external theatre rentals	No	The theatre is now run through Community Use of Schools.
Postpone or switch implementation of the religious textbook upgrade.	No	It was decided that the religious textbooks continue with the upgrade.
Remove the central budget allocation for When Faith Meets Pedagogy conference, requiring individual schools to pay for supply teacher coverage	No	YCDSB reviewed the feasibility and appropriateness of this opportunity however decided that they would not require individual schools to pay for supply teacher coverage.
Eliminate YCDSB's Board of Trustees discretionary fund	No	YCDSB reviewed the feasibility and appropriateness of this opportunity however decided not to eliminate the Board of Trustees Discretionary Fund
Require that YCDSB allocate teacher librarians based on actual enrolment in a school year	No	YCDSB reviewed the feasibility and appropriateness of this opportunity however decided not to make any changes to the method of allocating teacher librarians.

Section B

Proceeds of Disposition (POD)

Section B – POD Review

Process and Decisions

We completed correspondence and analysis during the period March 5th to April 19th, including an interview to inform this work on April 3rd with:

- **Calum McNeil**, Chief Financial Officer and Treasurer of the Board
- **Teresa Steenhoek**, Manager, Accounting and Capital
- **Thomas Pechkovsky**, Coordinating Manager of Planning and Operations
- **Kim Scanlon**, Manager, Budget Services

Documentation Reviewed

We received and reviewed the following documentation over the course of our work:

YCDSB Proceeds of Disposition Request Letters and related ministry responses, described as follows:

- 4 Sep 2020: \$9m Support school reopening, approved
- 4 Jun 2021: \$5.04m Stouffville new construction, approved
- 25 Jun 2021: \$9.9m Support school reopening, approved
- 31 Jan 2022: \$5.3m Support school reopening, partly approved
- 3 Nov 2022: \$2.5m School expansions and portapaks, partly approved
- 30 Jun 2023: \$10.6m Pay equity obligations, pending

Proceeds of Disposition Policy, 2015 Memorandum

- Government of Ontario memorandum regarding use of POD funds, creating alignment in the use of POD funds for expenses permitted under the School Condition Improvement (SCI) grants, and outlining processes for exemptions.

Education Act, Ontario Regulation 193/10: Restricted Purposes Revenue

- Regulation in force to permit uses of proceeds of sale, excluding costs for increasing the gross floor area of a building and costs for retrofitting or repairing temporary pupil accommodation. It places other restrictions on the use of POD funds relative to O.Reg 446/98.

Education Act, Ontario Regulation 446/98: Reserve Funds

- Revoked regulation, superseded by Regulation 193/10, permitted use of POD funds without authorization from the ministry for purposes including additions or improvements to school sites. This may serve as a reference for types of capital expenditures that require ministry approval but could be viewed as related to the purpose of the fund.

Section B – POD Review Summary

Background and Summary of Findings

In order to use POD for purposes that fall outside the scope of SCI-eligible expenditures, school boards are required to request a Minister's exemption to O. Reg. 193/10. This takes the form of a letter of explanation from YCDSB to the Minister of Education that outlines the amount of money requested and the purpose of the request. The Minister can then choose to approve or decline this request.

The YCDSB submitted six letters of request for Minister's exemption for the use of POD funds between September 4, 2020 and June 30, 2023. Each letter may include more than one request, and the six letters submitted include 11 total requests for use of POD funds. As of June, 2024, 8 of the 11 requests have been approved, 2 are pending, and 1 was denied. A summary of these requests is as follows:

- Six requests related to operating budget requirements, such as staff salaries during the COVID-19 pandemic and safe school reopening, with a total value of approximately \$19.1M, were approved or partially approved.
- Two requests related to SCI-ineligible capital expenditures, for new facilities and Portapaks, with a total value of \$6.7M, were approved.
- One request pertaining to the improvement of ventilation at the school board headquarters was denied and referred to another fund.
- Two requests currently under review are related to funding pay equity obligations (operating) and a new addition to a school cafeteria (capital).

In September 2020, the YCDSB stated it had \$78M in the POD fund. The school board has, in total, requested exemptions to use \$44.7M. Thus far, the ministry has approved YCDSB exemptions to use \$25.74M of POD. The balance of the account is estimated to be \$52.3M, while outstanding requests total \$12.7M. The school board has stated that it intends to submit a request in the 2024-25 school year to use an additional \$7.3M of POD funds to cover operational expenses related to ongoing pay equity obligations.

The YCDSB has maintained that SCI and related capital funding allocations cover most of its school repair and upgrade projects, citing a relatively low Facility Condition Index (over 80% of its schools have an FCI under 0.25, and all are rated under 0.5) and estimates that it has low capital repair and replacement needs. It provided evidence that it used \$1.9M in POD funds for SCI-eligible projects between 2020 and 2023.

While the school board did not provide a capital plan with a needs analysis directing the deployment of funding, it did provide a multi-year capital budget that identifies projected rehabilitation and repair costs as described on the following page. Furthermore, it is planning to request use of its available POD funds for SCI-ineligible capital expenditures including school expansions and new construction projects. The school board did not provide an estimate of these costs, which will depend on the ultimate project budget and the funding granted for these projects through other streams. The future use of POD funds for operational expenses should be restricted in light of planned capital expenditures that align with the intended use of these funds.

Section B – POD Review Summary

Analysis: Future uses of POD

The YCDSB presented a capital budget forecast for the period 2025-2029, which projects annual expenditures in the range of \$25.6M to \$27.2M per year. The expense forecast includes costs related to rehabilitation and repair, including accessibility, electrical, fire alarm, flooring, grounds, HVAC (heating, ventilation and air-conditioning), masonry, windows, security, other general repairs, and temporary accommodations. The YCDSB uses annual funding, including approximately \$12.6M in School Condition Improvement (SCI), \$6.7M in School Renewal Allocation (SRA), and \$0.34M in other funding to address repair and rehabilitation needs. The school board estimates that its demands for the use of POD for eligible capital repair expenses are not projected to rise beyond historic rates. However, YCDSB has shown it is aware of SCI-eligible expenses required to repair and rehabilitate its facilities in coming years, for which POD funds may be used without requiring an exemption.

In addition, the YCDSB has identified at least three capital expansions for which they plan to submit exemption requests to the ministry for the use of POD funds. The use of POD funds for these capital costs requires ministry approval as per O.Reg 193/10. The amount required will depend on actual project costs and funds received through Education Development Charges (EDC) and other grants.

The ministry may exercise its discretion to approve the use of POD by the YCDSB for future capital expenses (the St. Theresa of Lisieux CES cafeteria expansion, the Queensville CES, and expected Stouffville overage). The ministry should exercise a greater degree of scrutiny over the use of POD for operational expenses going forward, and the YCDSB should develop internal controls regarding the use of POD in light of its capital budget (both for repair and rehabilitation expenses for which POD may be used without exemption, and for projected capital expenses that require a POD exemption request).

The YCDSB should develop a policy regarding the use of POD funds, in line with Provincial Policy, establishing the conditions under which the school board would present a request for the use of POD funds to the Trustees, for approval to submit to the ministry. YCDSB should also develop a multi-year projection for capital expenses which require the use of POD funds.

Section C

Pay Equity Review

Section C – Pay Equity Review

Process and Decisions

We undertook interviews from March 5th to April 19th to inform this work, including with:

- Calum McNeil, Chief Financial Officer and Treasurer of the Board
- Cheryl Kennedy, Manager, Human Resources (Interim)
- Andrea Friesen, Principal Consultant, Mungall Consulting

Documentation Reviewed

We received the following documentation over the course of our work:

• 2023 Pay Equity Maintenance Plan Documents

- Job Evaluation Terms of Reference, 2019
- Consolidated Job Evaluations, Map Over spreadsheet to 2011
- Draft Pay Equity Plan Oct 2023
- Pay equity calculation worksheet Dec 2023
- CUPE final one-time and ongoing adjustment calculations, Feb 2023
- Memorandum of Settlement June 2023
- Sample payout communication Jan 2024
- Final amended Pay Equity Plan Feb 2024

• 1990 Initial Pay Equity Plan Documents

- Initial Pay Equity Plan, 1990

• Other Documents

- Pay equity report presented to Human Resources Committee, Jan 2018
- Collective Agreement between YCDSB and CUPE, 2022 – 2026
- Pay Equity Risk Assessment by Mungall Consulting, Feb 2023
- Financial impact of retroactive pay equity adjustments by Mungall Consulting, Feb 2023
- POD Request – Pay Equity, June 2023

Section C – Pay Equity Review

Background and Summary of Findings

KPMG inquired with YCDSB's Chief Financial Officer and Treasurer of the Board and Manager, Human Resources. We confirmed:

1. The Human Resources Committee of the YCDSB was made aware of the pay equity concerns listed below in January 2018, via a report prepared by Lisa Cilia, Compensation Specialist and Nancy Di Nardo, HR Superintendent. The report highlighted:
 - i. The lack of pay equity maintenance since 2011;
 - ii. The financial risks of potential pay equity adjustments due to the abolishment and addition of new job classes; and
 - iii. Recommendations to increase salaries.
2. No immediate actions were taken by the Trustees following their receipt of the aforementioned report in January 2018.
3. Pay equity work began in earnest in Summer 2019, when HR Superintendent Michael Gray compiled a project team – including members of HR and CFO – to work with CUPE on a pay equity maintenance plan.
4. CUPE and YCDSB collaborated closely on the classification and evaluation of jobs over a 2-year period, and completed the pay equity plan in June 2023.
5. YCDSB engaged external legal counsel as well as a pay equity consultant in September 2022 to support and complete the pay equity work. In February 2023, the consultant prepared a report outlining the pay equity risks, including a summary of high level potential retroactive payments totaling \$26M. The report was shared with Michael Gray, HR Superintendent.
6. Chief Financial Officer and Treasurer of the Board were made aware of potential retroactive pay equity payments in February 2023 and communicated this finding to the ministry.
7. In May 2023, YCDSB and CUPE agreed on a retroactive pay equity adjustment date of March 31, 2022, and a Memorandum of Settlement was signed on June 22, 2023. The male comparators for specific female job classes, including the Educational Assistant and Designated Early Childhood Educator, is alone resulting in annual adjustments of \$3.85M.
8. A POD request to cover pay equity settlement was sent to the ministry in June 2023.

Section C – Pay Equity Review

Background and Summary of Findings (cont.)

9. The POD request included an amount relating to retroactive adjustments, approximately \$10.6M for the 2022-23 school year, and ongoing payments for increased salaries of \$7.3M, from 2023-24 onwards.

10. A Pay Equity Plan was posted on December 2023, and an amendment to the plan was posted in February 2024.

Overall, based on our discussions and review of supporting documentation, we identified that the pay equity process was carried out in accordance with legislation. However, YCDSB did not have adequate policies or systems in place to ensure pay equity maintenance on an ongoing basis. The YCDSB should carry out pay equity maintenance exercises every two years. This involves conducting risk assessments to identify potential future adjustments and communicating the findings early with Trustees and the Finance Department to ensure transparency and collective decision-making. Furthermore, monitoring internal and external equity is an essential part of this process that can be achieved by keeping job evaluations up to date and carrying out regular market benchmarking to ensure competitiveness and fairness. YCDSB may assign an internal resource to oversee the maintenance of and annual report on pay equity.

Section D

Compliance Review

Section D – Compliance Review

We performed a compliance review of the YCDSB's business operations, within the 2022-23 and 2023-24 school year. In order to assess YCDSB's compliance with the regulations under the Education Act, ministry issued Policy Program Memoranda, other policy documents, and the school board's own policies, procedures, and multi-year strategic plan. We obtained the expenditure listing for 2022-23 and 2023-24 and selected 57 samples.

We performed the following testing over the samples* selected:

- Reviewed and obtained the supporting invoice and/or purchase order for each samples and ensured the amount per supporting documentation reconciled to the general ledger and that the nature of the expense was in accordance with the appropriate policy.
- Reviewed and obtained the supporting invoice and/or purchase order for each samples and ensured appropriate approvals were obtained in accordance with the applicable policy or the Approval Authority Schedule.
- We reviewed and obtained bids received for each sample and ensured the minimum amount of formal bids were obtained in accordance with the Approval Authority Schedule (where applicable).

* Of our 57 samples, 53 could be tied to a relevant policy. While the remaining four could not be tied directly, we included these within our sample to further understand the expense and the financial decision making processes.

The following pages provide details over the policies reviewed, the number of samples tested for each policy, the exceptions noted against each requirement and a reference to the corresponding recommendation.

Section D – Compliance Review

Policy	Number of samples tested	Number of exceptions noted	Recommendation
Policy 802 - Purchase, Lease and Rental of Goods & Services	28 samples	21 samples	Recommendation 5
Policy 402 and 208 - Accommodations for Students with Moderate to Severe Learning Needs and Student Disability Accommodation	4 samples	0 samples	N/A
Policy 312A/B - Textbooks, Program Enhancement Fees or Replacement of Materials - Elementary/Secondary	2 samples	0 samples	N/A
Policy 413 - Attendance Support Program	2 samples	0 samples	N/A
Policy 303 - School Organized and Continuing Education Excursions (Including out of province trips)	2 samples	0 samples	N/A
Policy 809 - Use of External Legal Resources	1 sample	0 samples	N/A
Policy 314 - Retreats	2 samples	0 samples	N/A
Policy 616 - Community Use of Schools	1 samples	0 samples	N/A
Policy 708 - Outdoor Activity Equipment	1 sample	0 samples	N/A
Policy 808 - Travel, Meals and Expense Reimbursement Procedures	1 sample	0 samples	N/A
O. Reg. 41/10 - Board Borrowing, Investing And Other Financial Matters	2 samples	0 samples	N/A
RIAT purchase	2 sample	0 samples	N/A
Policy 203 - Student Transportation Services	5 samples	0 samples	N/A
Other samples	4 samples	0 samples	N/A



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York Catholic District School Board

REPORT

Report To: Board of Trustees

From: Administration

Date: August 26, 2025

Report: Policy 203 Student Transportation Services – Semi Annual Report 2024-2025

Executive Summary:

The purpose of this report is to provide Trustees a summary of Transportation Exemptions approved by the Director for the 2024/25 school year. This is the first semi-annual report for the year as required by Student Transportation Services Policy 203.

Background Information:

Eligibility requirements for transportation are identified within Student Transportation Services Policy 203. These eligibility requirements include distance criteria, program exceptions, medical exceptions etc. In addition, the policy recognizes that from time to time there may be extenuating circumstances where transportation may be approved by the Director of Education. These exceptions are to be reported to the Board on a semi-annual basis.

The following table is a summary of Transportation Exceptions for the 2024/25 school year, as of February 5, 2024.

Item #	School	Date Approved	Start Date	End Date	Comments	Student Eligibility for Transportation	Annual Expenditure (net HST)	Number of Riders
1	Our Lady of the Rosary CES	6/27/2024	9/3/2024	6/26/2025	Compassion	N	\$4,025.19	1
2	St. David CES	9/11/2024	9/3/2024	6/26/2025	Extenuating circumsta	N	\$411.37	1
3	Our Lady of Grace CES	8/30/2024	9/3/2024	6/26/2025	Compassion	N	\$8,954.11	1
4	St. Robert CHS	9/11/2024	9/3/2024	6/26/2025	Compassion	N	\$933.24	1
5	St. Marguerite d'Youville CES	8/30/2024	9/3/2024	6/26/2025	Compassion	N	\$341.24	1
6	St. Maximilian Kolbe CHS	10/18/2023	9/3/2024	6/26/2025	Extenuating circumsta	N	\$2,234.32	1
8	St. Joan of Arc CHS	8/29/2024	9/3/2024	6/26/2025	Compassion	N	\$530.38	1
9	St. Joseph CES	8/29/2024	9/3/2024	6/26/2025	Extenuating circumsta	N	\$938.60	1
10	Father Bressani CHS	8/30/2024	9/3/2024	6/26/2025	Extenuating circumsta	N	\$0.00	1
11	St. Bernadette CES	11/13/2024	11/13/2024	6/26/2025	Compassion	N	\$2,345.66	1
12	Sacred Heart CHS	10/31/2024	10/31/2024	2/14/2025	Extenuating circumsta	N	\$306.04	1
13	St. Mark CES	4/17/2024	9/3/2024	6/26/2025	Compassion	N	\$675.02	1
14	St. Robert CHS	8/29/2024	9/3/2024	6/26/2025	Compassion	N	\$449.94	1
15	Holy Cross Catholic Academy	8/30/2024	9/3/2024	6/26/2025	Extenuating circumsta	N	\$0.00	1



York Catholic District School Board

Item #	School	Date Approved	Start Date	End Date	Comments	Student Eligibility for Transportation	Annual Expenditure (net HST)	Number of Riders
16	St. Marguerite d'Youville CES	8/30/2024	9/3/2024	6/26/2025	Compassion	N	\$0.00	2
17	Notre Dame CES	8/30/2024	9/3/2024	6/26/2025	Extenuating circumsta	N	\$0.00	1
18	San Lorenzo Ruiz CES	9/19/2024	9/19/2024	6/26/2025	Extenuating circumsta	N	\$1,042.48	3
19	St. Anne CES	9/26/2024	9/26/2024	6/26/2025	Extenuating circumsta	N	\$387.84	1
20	St. Jerome CES	9/4/2024	9/4/2024	6/26/2025	Extenuating circumsta	N	\$1,367.51	2
21	Holy Name CES	10/11/2024	10/11/2024	6/26/2025	Compassion	N	\$227.86	1
22	St. Gregory the Great CES	5/15/2024	9/3/2024	6/26/2025	Compassion	N	\$2,815.71	4
23	St. Nicholas CES	4/10/2024	9/3/2024	6/26/2025	Extenuating circumsta	N	\$1,012.09	1
24	St. Maximilian Kolbe CHS	1/12/2024	1/12/2024	6/28/2024	Extenuating circumsta	N	\$337.12	1
25	St. Elizabeth Seton CES	1/29/2025	1/29/2025	3/7/2025	Compassion	N	\$597.25	1
26	St. Bernadette CES	1/15/2025	1/15/2025	6/26/2025	Compassion	N	\$0.00	1
27	St. Marguerite d'Youville CES	1/13/2025	1/13/2025	6/26/2025	Compassion	N	\$1,125.35	2
28	Our Lady of Fatima CES	12/2/2024	1/6/2025	2/28/2025	Extenuating circumsta	N	\$39.24	1
29	St. Kateri Tekakwitha CES	2/4/2025	2/4/2025	3/31/2025	Extenuating circumsta	N	\$69.56	1
30	St. Maximilian Kolbe CHS	1/30/2025	1/30/2025	6/30/2025	Extenuating circumsta	N	\$3,502.75	1
31	Father Michael McGivney	10/31/2024	10/31/2024	6/30/2025	Extenuating circumsta	N	\$2,976.00	3
						Total	\$37,645.87	40

The Director has a budget allocation of \$41,986 for the 2024-25 school year. Current exceptions total \$37,645.87.

Summary:

The semi-annual report for transportation exceptions provides Trustees with an overview of transportation exceptions approved by the Director of Education in compliance with Policy 203.

Prepared and Submitted By:
Endorsed By:

Giovanna De Girolamo, Coordinating Manager Planning and Operations
John De Faveri, Director of Education, Foundation Chair and Secretary of the Board



York Catholic District School Board

Memo To: Board of Trustees

From: Carol Cotton, Trustee, Markham Area 1, Wards 1, 2, 3, 6
Jennifer Wigston, Trustee, Vaughan Area 3, Wards, 3, 4, 5

Date: August 26, 2025

Re: **2025 C.C.S.T.A. Conference**

In a similar way as OCSTA provides a provincial forum for Catholic School Trustees to gather, learn and pray together, the CCSTA AGM provides that opportunity on a national scale. Trustee Cotton and Trustee Wigston represented the YCDSB at the 2025 CCSTA conference this past June.

The CCSTA represents seven Catholic school associations across ten Canadian provinces and territories with the primary goal of protecting, supporting and promoting the mission of Canadian Catholic education for years to come. The organization partners with the Canadian Catholic Conference of Bishops, clergy, parents and politicians to build awareness and foster unified support of Canada's Catholic schools.

Trustees attending a CCSTA conference connect with and learn from their national colleagues while participating in a multitude of professional learning opportunities. We found the following key benefits from attending the 2025 national conference:

1. Broadening perspectives and gaining insights on successful Catholic school systems, challenges and best practices on a national scale. Through facilitated discussions, workshops and resources we were able to:
 - explore similarities and responses related to challenging legislative changes;
 - understand the progressive steps which led to losing denominational rights to Catholic education in other provinces, reflect upon the political, religious, social and legal factors which contributed to the loss and discuss ways to prevent this occurrence in other provinces;
 - be introduced to best practices to strengthen the home/school/parish relationship and to exemplify Catholic learning/teaching in our schools.

2. Opportunities for personal professional development / new learning pertinent to our governance role.

Although there were several, one workshop that stood out this year was a presentation on how AI can help staff/teachers better serve the needs of students. We were inspired by the exciting content to look at YCDSB with a critical lens and discuss with other provincial Trustees ways to implement these ideas with a distinctly Catholic approach in our own boards. We will be sharing these concepts with the Director and our Curriculum Department.

3. Developing a better understanding of Catholic Leadership.

- frequent opportunities to pray, contemplate scripture and reflect helped us to nurture our personal faith formation which in turn helps us to grow in our ability to serve the Catholic students, families, staff and communities in York;
- it was a unique benefit to experience many presentations/workshops facilitated by members of the clergy which also led to a better understanding of the differing roles played by the clergy in other Catholic systems across the country and ways we might strengthen our Ontario relationships.

A prime example of how these three key areas of focus were brought together at this year's CCSTA AGM was the workshop entitled "Transformational Leadership for a Mission-Driven Approach in Catholic Schools". We were challenged to create Catholic schools that were more than academic institutions... that were sanctuaries where faith, values and learning all intersect and intertwine. Participants were invited to understand the goals of diocesan renewal and how Catholic Trustees can help to empower students to make the mission tangible.

For more information on CCSTA or to subscribe to their newsletter please visit ccsta.ca. Also, if anyone is interested in viewing the slides from presentations, please let Trustee Wigston or Trustee Cotton know, and we can provide them.

Submitted by: Carol Cotton, Trustee, Markham Area 1, Wards 1, 2, 3, 6
Jennifer Wigston, Trustee, Vaughan Area 3, Wards, 3, 4, 5

SEPTEMBER 2025

TRUSTEE SERVICES



St. Peter's Basilica
Monthly Virtue: Courage

October 2025

Oct 1—Director's Council
 Oct 4—St. Robert CHS 50th Anniversary
 Oct 7—Policy Review 6:30 pm
 Oct 13—Thanksgiving—HOLIDAY
 Oct 15—Joint Board 4pm
 Oct 15—HRC 5pm
 Oct 16—Board Retirement 6pm
 Oct 18—YCPIC Fall Social
 Oct 20—SEAC 6:30 pm
 Oct 21—Executive 3pm (Public)
 Oct 21—Executive 4pm (Private)
 Oct 21—Corp Services Public 6:30 pm
 Oct 21—Corp Services Private 7:30 pm
 Oct 23-25 —WFMP
 Oct 24—PA Day—E/S
 Oct 27—Student Success & Pathways 6:30 pm
 Oct 28—Committee of the Whole 6:30 pm
 Oct 28—Regular Board 7:30 pm

November 2025

Nov 1—All Saints Day
 Nov 2—All Souls Day
 Nov 5—Take Our Kids to Work Day
 Nov 10—SEAC 7pm
 Nov 11—Remembrance Day
 Nov 11—Audit (Private) 6:30 pm
 Nov 11—Audit (Public) 7:30 pm
 Nov 12—Director's Council
 Nov 17—Inaugural Mass 6:00 pm
 Nov 17—Inaugural Board Meeting 7:00 pm
 Nov 18—Executive 3pm (Public)
 Nov 18—Executive 4pm (Private)
 Nov 21—PA Day—E/S
 Nov 24—YCPIC 6:30 pm
 Nov 25—Committee of the Whole 6:30 pm
 Nov 25—Regular Board 7:30 pm
 Nov 27—St. Charles Garnier CES
 50th Anniversary

Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.
	1 LABOUR DAY	2 First Day of School	3	4	5	6
7	8	9	10 Director's Council	11	12	13
14	15 7pm SEAC	16	17	18	19 8:45 am S.A.L.	20
21	22 6:30pm YCPIC	23 3pm Exec—Public 4pm Exec—Private 5:30 pm—Audit (Public) 6:30 pm—Audit (Private)	24 9:30 am OCSTA Fall Regional Mtg	25	26 PA Day E/S	27
28	29	30 National Day of Truth & Reconciliation Orange Shirt Day 6:30 pm CTW 7:30 pm Regular Board	<div>SAFETY WEEK</div> <div>SEPTEMBER 29 TO OCTOBER 3, 2025</div>			

