



# Financial Investigation of the Toronto Catholic District School Board for the Ministry of Education

June 11, 2025

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**Private and confidential**

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Dear **Minister Paul Calandra**,

We are pleased to submit our report summarizing the financial investigation of the Toronto Catholic District School Board (“TCDSB”). We would like to take this opportunity to thank the Ministry of Education and the TCDSB for their assistance in providing us with information in order for us to complete our financial investigation. We would like to specifically note the cooperation from TCDSB staff in supplying us with information on a timely basis and their engagement with respect to our requests in order to carry out this engagement.

Our analysis performed as per the terms of reference is for information received up to May 30, 2025, and is summarized in the executive summary of this report. Specifically, we note that the TCDSB is in a position of significant financial difficulty that requires immediate attention from the Ministry to execute a plan that supports a stable learning environment for the students and teachers of the TCDSB.

This report is intended solely for the information and use of the Honourable Paul Calandra and the Ministry of Education. Deloitte has not performed its services on behalf of or to serve the needs of any other person or entity. Accordingly, Deloitte expressly disclaims any duties or obligations to any other person or entity based on its use of the attached report. Deloitte has not performed an audit or review in this financial investigation on the TCDSB. Accordingly, Deloitte does not express any form of assurance on accounting matters, financial statements, any financial or other information or internal controls. The observations that have been made in this report were designed to assist the Honourable Paul Calandra and the Ministry of Education in carrying out their responsibilities as required under the *Education Act, R.S.O. 1990, c. E.2*.

Yours sincerely,

A handwritten signature in cursive script that reads "Deloitte LLP".

**Deloitte LLP**

Deloitte LLP & Affiliates

# Terms of Reference

Deloitte was engaged by the Ministry of Education to perform a financial investigation of the Toronto Catholic District School Board.

Deloitte was appointed by the Ministry of Education (“Ministry”) to act as the investigator for the financial investigation of the Toronto Catholic District School Board. The investigator is appointed pursuant to subsection 257.30 (2) of the Education Act to investigate the financial affairs of the Toronto Catholic District School Board in respect of the Minister’s concerns with the TCDSB’s ability to meet its financial obligations. As such, the investigator will have the powers set out in subsection 257.30 (3) of the Education Act.

In carrying out its duties, the investigator will be required to submit a report to the Minister of Education by May 30, 2025, that:

1. Quantifies the Toronto Catholic District School Board’s current financial position as defined by the Ministry. This includes:
  - Quantifying the magnitude of the Toronto Catholic District School Board’s in-year surplus / (deficit) and accumulated surplus / (accumulated deficit) as of 2023-24 financial statements and 2024-25 revised estimates.
  - Confirming the Toronto Catholic District School Board’s current cash flow position and forecast for the remainder of the 2024-25 school year.
2. Identifies the savings opportunities considered by the Board of Trustees which includes:
  - Confirming whether staff brought forward viable savings options to balance the budget in each of these 4 school years (2021-22 to 2024-25) where applicable. This includes:
    - Quantifying the savings measures that were adopted by the Board of Trustees and how much was the residual shortfall, if any, during the 4-school year period identified.
    - Identifying staff proposals that were rejected by the Board of Trustees, and documenting whether there were alternatives identified by the Board of Trustees and whether those were actioned by staff. This would include quantifying those savings measures identified and how much was the residual shortfall, if any.
    - Confirming whether the Toronto Catholic District School Board’s in-year financial position deteriorated from the approved budget to financial statements in each of the 4 school years.
3. Provides a conclusion on whether any of the conditions set out in subsection 257.30(6) of the Education Act have been met and provides recommendations as a result thereof. The report may also include other findings regarding the matters noted above, as well as other matters that may come to light through the engagement as it pertains to the conditions set out in subsection 257.30(6) of the Education Act.

This report provides an Executive Summary on the above terms of reference, with the detailed analysis presented afterwards.

# Table of Contents

<b>Executive Summary</b>	<b>5 – 13</b>
<b>Section 1: Verification of TCDSB's current financial position</b>	<b>14 – 27</b>
1.1 Quantifying TCDSB's in-year surplus / (deficit) and accumulated surplus / (deficit)	15 – 19
1.2 Confirming the TCDSB's cash flow position	21 – 27
<b>Section 2: Confirming saving options presented to the TCDSB's Board of Trustees in Budget Processes</b>	<b>28 – 46</b>
2.1 TCDSB's Budgeting Process and Board Involvement	29 – 31
2.2 2021-22 School Year Budget Overview	32 – 35
2.3 2022-23 School Year Budget Overview	36 – 39
2.4 2023-24 School Year Budget Overview	40 – 43
2.5 2024-25 School Year Budget Overview	44 – 46
<b>Appendices</b>	<b>47 – 57</b>
Appendix A: Key Terms	48
Appendix B: Summary of Board and Committee Meetings for 2021-22 Budget Period	49 – 51
Appendix C: Summary of Board and Committee Meetings for 2022-23 Budget Period	52 – 53
Appendix D: Summary of Board and Committee Meetings for 2023-24 Budget Period	54 – 55
Appendix E: Summary of Board and Committee Meetings for 2024-25 Budget Period	56 – 57







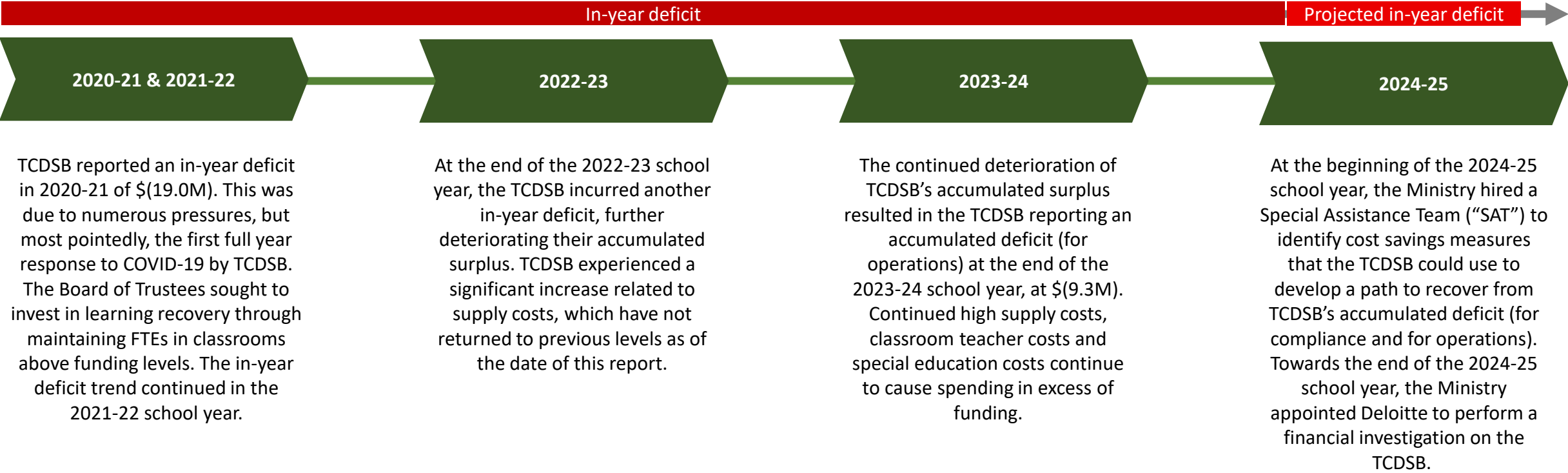
# Executive Summary



# Executive Summary: Background

History and background of the TCDSB's In-Year and Accumulated Deficit.

The TCDSB is currently experiencing financial challenges primarily due to structural pressures which have been further exacerbated by an unexpected decline in enrolment that occurred during the COVID-19 Pandemic. Over the last four complete school years (2020-21, 2021-22, 2022-23 and 2023-24), the TCDSB has consistently reported an in-year deficit for each reporting cycle. Additionally, the TCDSB is projecting an in-year deficit for the current school year, 2024-25. The consecutive in-year deficits incurred by the TCDSB has led to a deterioration of their accumulated surplus for compliance purposes which is defined per O. Reg 488/10.



# Executive Summary: TCDSB Current Financial Position

The following is a summary, quantifying the TCDSB’s current financial position as defined by the Ministry, which included:

1. Quantifying the TCDSB’s in-year surplus (deficit) and accumulated surplus (deficit) as of 2023-24 financial statements and 2024-25 revised estimates:

2023-24 Financial Statements		2024-25 Revised Estimates	
Amounts presented in millions of dollars (\$)			
In-year surplus (deficit)	Ending accumulated surplus (deficit)	In-year surplus (deficit)	Ending accumulated surplus (deficit)
(22.1)	(9.3)	(69.5)	(75.2)

Key highlights of the TCDSB’s quantified financial position:

1. The financial positions were calculated as defined by the Ministry, which is for compliance per O. Reg 488/10 and available for operations.
2. Further details on the differential between the in-year deficit and ending accumulated deficit between the audited financial statements and per compliance per O. Reg 488/10 are explained further within the report. This shows that the TCDSB reported an in-year deficit for 2023-24 of \$22.1M, and projects an in-year deficit for 2024-25 of \$69.5M, which is more than three times higher than the in-year deficit reported in 2023-24, further increasing TCDSB's ending accumulated deficit.
3. Based on TCDSB’s latest financial forecast for the 2024-25 school year, which was prepared in April 2025, the TCDSB is expecting the 2024-25 in-year deficit to increase by \$0.2M from the Revised Estimates figure of \$(69.5M) to an updated in-year deficit of \$(69.7M). TCDSB is also expecting their accumulated deficit as at August 31, 2025 to decrease by \$(2.7M) from the Revised Estimates figure of \$(75.2M) to an updated accumulated deficit as at August 31, 2025 of \$(72.5M).
4. The financial forecast contains actual financial data up to March 31, 2025 and forecasts out the remainder of the school year up to August 31, 2025.
5. Refer to page 17 for reconciliation between PSAS in-year deficit, adjustments for compliance with O. Reg 488/10 and Ministry’s adjustments for operations, to get to the ending accumulated deficit for each school year respectively as the adjusted amounts do not allow for the roll of the accumulated deficit year over year.

# Executive Summary: TCDSB Current Financial Position (Cont'd)

The following is a summary, quantifying the TCDSB's current financial position as defined by the Ministry, which included (Cont'd):

2. Confirming the TCDSB's current cash flow position and forecast for the remainder of the 2024-25 school year and for the 2025-26 school year:

Description	TCDSB Cash Flow Forecast, for Operations In millions of dollars (\$)				
	Q4 – 2024-25	Q1 – 2025-26	Q2 – 2025-26	Q3 – 2025-26	Q4 – 2025-26
<b>Opening balance, at the beginning of the quarter: Cash available for operations</b>	<b>189.8</b>	<b>78.0</b>	<b>107.8</b>	<b>131.7</b>	<b>99.7</b>
<b>Cash inflows during the quarter:</b>	<b>301.4</b>	<b>385.1</b>	<b>353.5</b>	<b>347.5</b>	<b>296.1</b>
<b>Cash outflows during the quarter:</b>	<b>(413.2)</b>	<b>(355.3)</b>	<b>(329.6)</b>	<b>(379.5)</b>	<b>(371.4)</b>
<b>Net cash inflow (outflow) during the quarter:</b>	<b>(111.8)</b>	<b>29.8</b>	<b>23.9</b>	<b>(32.0)</b>	<b>(75.3)</b>
<b>Ending balance, at the end of the quarter: Cash available for operations</b>	<b>78.0</b>	<b>107.8</b>	<b>131.7</b>	<b>99.7</b>	<b>24.4</b>
Add: Cash equivalents - Investments	5.0	5.0	5.0	5.0	5.0
<b>Ending balance, at the end of the quarter: Cash &amp; cash equivalents available for operations</b>	<b>83.0</b>	<b>112.8</b>	<b>136.7</b>	<b>104.7</b>	<b>29.4</b>
<b>Add: Restricted cash within bank account:</b>					
Proceeds on disposition ("POD")	57.0	57.0	58.8	58.8	58.8
Education Development Charges ("EDC")	123.3	133.5	143.7	153.9	164.1
Capital funds in cash <sup>1</sup>	36.1	15.3	(7.6)	15.5	42.3
<b>Ending balance, at the end of the quarter: Cash, cash equivalents and restricted cash available</b>	<b>299.4</b>	<b>318.6</b>	<b>331.6</b>	<b>332.9</b>	<b>294.6</b>
<b>Operating line of credit ("LOC") available:</b>	<b>65.0</b>	<b>65.0</b>	<b>65.0</b>	<b>65.0</b>	<b>65.0</b>
<b>Capital line of credit available:</b>	<b>113.9</b>	<b>134.7</b>	<b>-</b>	<b>134.5</b>	<b>107.7</b>

<sup>1</sup> Historically, the TCDSB has received cash twice per school year for capital purposes from the Ministry. These capital funds are not forecasted for within the cash flow forecast. Typically, the TCDSB will use their capital line of credit, alongside their other cash and restricted cash to pay for capital related expenditures before capital funds are disbursed by the Ministry.

\* Amounts are rounded to the nearest million dollars and are subject to rounding.



## Executive Summary: TCDSB Current Financial Position (Cont'd)

The following is a summary, quantifying the TCDSB's current financial position as defined by the Ministry, which includes (Cont'd):

2. Confirming the TCDSB's current cash flow position and forecast for the remainder of the 2024-25 school year and for the 2025-26 school year (Cont'd):

### **Key highlights of the TCDSB's current cash flow position:**

1. TCDSB, from an operational perspective, is projecting to have \$78.0M in cash available for operations at the end of the 2024-25 school year.
2. Forecasted, for the 2025-26 school year, the TCDSB will not be in an operational cash shortfall position. The TCDSB is projected to have an operational cash position of \$24.4M at the end of the 2025-26 school year.
3. TCDSB has an available operating line of credit of \$65.0M, which is not being drawn on at the time of the report. They can utilize this in an unrestricted manner to cover any potential operating cash shortfalls.
4. TCDSB has restricted cash relating to POD, EDC and capital funds that sit within the same bank account as their cash available for operations. The restrictions on the usage of restricted cash are detailed on pages 23 – 25.
5. The assumptions used to prepare the forecast for the 2025-26 school year are deemed reasonable after review and are detailed on pages 26 – 27.

*Details on the TCDSB's cash flow position and forecast are provided further within the report on pages 21 – 22.*

### **Conclusion:**

The TCDSB is currently not at risk of financial default due to their positive cash balance at the end of the 2025-26 school year. However, TCDSB has financial risk past the 2025-26 school year as their cash flow forecast, with the same trends, would show that they need to use their operating LOC or restricted cash to pay for any future operating cash deficits.

# Executive Summary: Savings Opportunities

The following is a summary of TCDSB's savings opportunities realized in the school years 2021-22, 2022-23, 2023-24 and 2024-25, which includes:

## Confirming whether TCDSB brought forward viable savings opportunities:

Management relies on their budgeting process to identify and propose savings opportunities to the Board of Trustees, Corporate Services Committee and Student Achievement Committee. Through our review, it is noted that:

- Management believes they have presented the Board of Trustees with all viable savings opportunities in the 2024-25 school year.
- The Trustees have been supportive of all financially material cost savings opportunities presented by Management.
- During the years reviewed, cost savings presented and approved were exceeded by increased cost pressures resulting in deficits.

Description	2021-22		2022-23		2023-24		2024-25	
	\$M	% of expenditures	\$M	% of expenditures	\$M	% of expenditures	\$M	% of expenditures
<b>In-year surplus / (deficit) per Estimates</b>	<b>(19.7)</b>	1.6%	<b>(10.4)</b>	0.9%	<b>(9.9)</b>	0.8%	<b>(70.1)</b>	5.1%
Net change in Revenue and Expenditures between budgets	<b>(14.6)</b>		<b>(14.3)</b>		<b>(53.8)</b>		<b>0.6</b>	
<b>In-year surplus / (deficit) per Revised Estimates</b>	<b>(34.3)</b>	2.7%	<b>(24.7)</b>	2.0%	<b>(63.7)</b>	4.8%	<b>(69.5)</b>	4.8%
Net change in Revenue and Expenditures between Revised Estimates and Financial Statements	<b>0.6</b>		<b>1.8</b>		<b>41.6</b>		<b>N/A</b>	
<b>In-year deficit for compliance per Financial Statements</b>	<b>(33.7)</b>	2.7%	<b>(22.9)</b>	1.8%	<b>(22.1)</b>	1.47%	<b>N/A</b>	N/A
<b>(Deterioration) of in-year deficit from Estimates to Financial Statements</b>	<b>(14.0)</b>		<b>(12.5)</b>		<b>(12.2)</b>		<b>N/A</b>	

## Budget Decision Findings

Each year, Management uses the prior year Revised Estimates as a basis for incremental budgeting. In January-June of each year, Management reviews cost structure, adjusting for projected enrolment, funding and staffing changes and presents information to the Board of Trustees.

TCDSB's decisions to invest in learning recovery in the 2021-22 and 2022-23 budgeting cycles have resulted in sustained annual spending above funded levels. These investments have cemented a recurring cost of approximately \$18.5M annually in staffing costs above funding available in elementary, secondary and special education due to the protected complement.

In school years 2021-22, 2022-23 and 2023-24, there were increases in estimated expenditures between the approved Estimates and Revised Estimates. Estimated expenditures rose due to a combination of: investments in learning recovery impacting staffing costs, uncertainty of costs during the COVID-19 pandemic and the execution of Board of Trustees approved initiatives (despite deficit positions). Over the same time period, TCDSB experienced declining enrolment which also caused a decrease in revenues.

# Executive Summary: Operating overspend (underspend) analysis for the 2024-25 school year

In understanding the in-year deficit, the following analysis compares the funding from the Ministry against the expenses adjusted for compliance purposes for the 2024-25 school year.

Operating Expense Category	Core Education Funding for Compliance	Net Adjusted Expenses for Compliance	Overspend (underspend)	TCDSB’s rationale
	Amounts presented in millions of dollars (\$)			
Classroom Teachers	687.5	712.8	25.3	Overspend caused by \$28.7M in classroom teacher sick leave and \$6.2M in statutory benefits, which is partially offset by underspend due to understaffing in English as a Second Language teachers and Early Childhood Educators of \$9.6M.
Learning Resources	194.9	195.9	1.0	Deemed non-material for analysis purposes.
Special Education	141.5	164.8	23.3	Overspend caused by \$8.3M in special education teacher sick leave and \$0.8M in statutory benefits, with the remainder of the overspend due to staffing pressures for additional special education teachers and educational assistants due to needs exceeding funding allocation for \$14.2M.
School Facilities	98.5	113.8	15.3	Overspend caused by \$5.6M in school facility-related personnel sick leave, \$0.8M in statutory benefits and \$11.5M related to the pupil accommodation review moratorium, which is partially offset by other revenues, permit revenues or rental revenues of \$2.6M
Student Transportation	52.0	54.1	2.1	Overspend of \$2.1M due to student transportation cost escalation factors on multi-year student transportation contracts and additional one-time routes offered to specific students.
School Board Administration	25.7	27.1	1.4	Overspend of \$1.4M was due to \$0.2M in statutory benefits and actual TCDSB administration salaries being greater than the funding benchmark.
Total operating expense categories	1,200.1	1,268.5	68.4	This leads to a total overspend of \$68.4M for the 2024-25 school year.

# Executive Summary: Observations from our Investigation

The following are observations we have noted from conversations and interviews with key Management at the TCDSB (“Management”):

## Challenges Ahead

TCDSB faces several local and sectoral financial pressures that require **immediate attention and strategic planning**. Foremost among these is the necessity for a **comprehensive financial recovery plan** that will enable the TCDSB to commence essential work for future progress. This plan is critical as it will guide the TCDSB in making pivotal decisions regarding the allocation of funding for various programs and services, ensuring fiscal responsibility and sustainability.

The plan will require innovative and efficient approaches that must be explored, encouraging creative problem-solving. **Collaboration** with the Ministry of Education and labour partners is essential to secure the long-term financial health of TCDSB. Such partnerships will provide the necessary support to navigate the complexities of financial recovery.

## Local Collective Agreement

In conducting our review, we have noted a number of challenges that have been raised in executing savings opportunities that would align with the funding requirements, central bargaining agreements, and other regulations that are established by the Ministry of Education. Additionally, the ability to negotiate local agreements is specifically limited to 5 days, after which if an agreement cannot be reached, the existing agreement remains in effect. TCDSB will require partnership with its labour partners in order to undertake the changes that are required to meet the financial expectations that are established by the Ministry of Education.

## Observations on Financial Management

For the purposes of this engagement, serious financial mismanagement has been defined as a culmination of several issues that may be present in a pervasive manner, including inaccurate budgeting and forecasting, lack of financial controls, inaccurate financial reporting, inefficient use of resources, and non-compliance with regulations. While our work did not include an audit of internal controls, Deloitte did not identify during this engagement evidence of serious financial mismanagement.

### Management of TCDSB

The management of TCDSB have demonstrated a thorough understanding of the challenges that are faced by TCDSB. TCDSB management acknowledges that achieving financial balance will be difficult without the collaborative support of both the Ministry and Union partners. Our view is that Management is capable of developing a financial recovery plan for the Ministry to evaluate.

### Board of Trustees

The Board of Trustees have recently exhibited a willingness to make difficult decisions collectively, as evidenced by our review of Trustee meetings. We have seen increased attention and focus on the financial position under the period of review, as the financial position of TCDSB deteriorated. Their approach is characterized by due diligence in understanding the rationale behind various decisions, which does affect the pace of implementation but underscores strong oversight over management.

However, our view is that **the absence of a well-defined financial recovery plan remains a concern** that must be addressed to instill confidence among stakeholders in TCDSB's capacity to overcome its accumulated deficit.



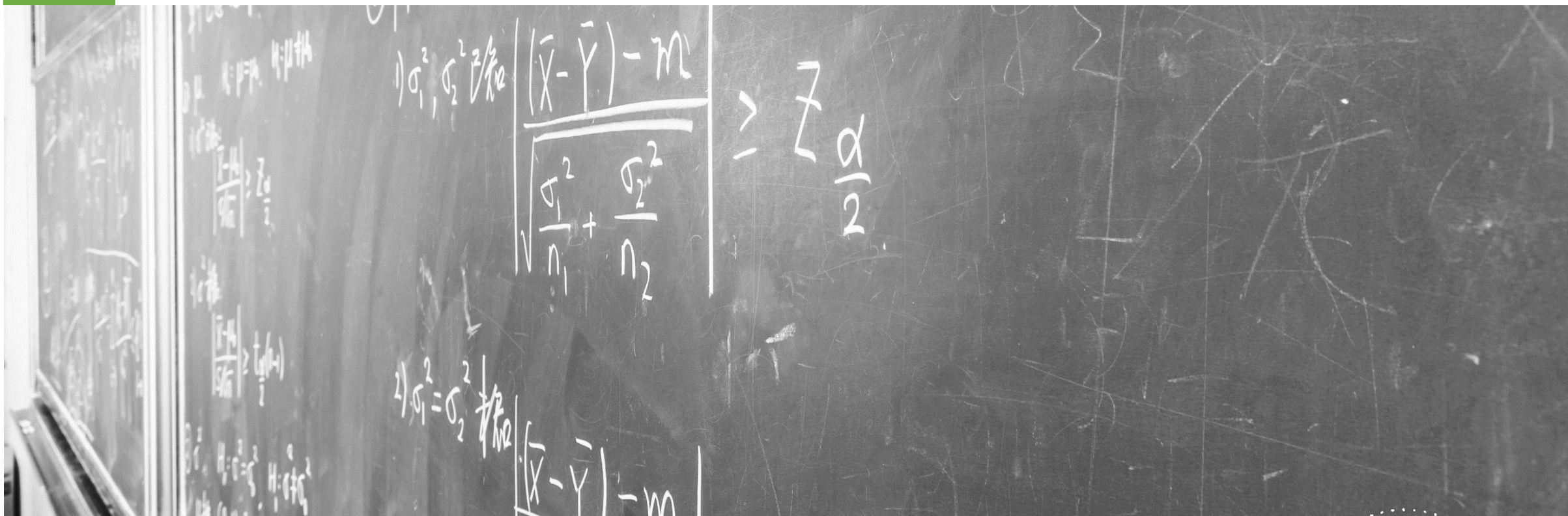
# Executive Summary: Deloitte's Recommendations on Ministry Control

Based on the results of the financial investigation, leveraging the review of numerous documents and performing interviews with TCDSB Management, Deloitte has gained an understanding of TCDSB's financial management.

Per the Education Act 257.30 (6), it states: "The investigator may not recommend that control and charge over the administration of the affairs of the board be vested in the Ministry unless the investigation discloses evidence of financial default or probable financial default, of an accumulated deficit or a probable accumulated deficit or of serious financial mismanagement." As such, further commentary and analysis is provided on each of these factors when coming to the conclusion surrounding Ministry control:

- 1. Evidence of financial default or probable financial default:** Based on the quantification of the TCDSB's cash flow projections for the remainder of the 2024-25 school year, and the 2025-26 school year, there is no evidence that a financial default or probable financial default would occur for the foreseeable future.
- 2. Evidence of an accumulated deficit or probable accumulated deficit:** We have confirmed that the TCDSB has reported an accumulated deficit available for operations as at August 31, 2024. Additionally, based on the quantification of the TCDSB's accumulated deficit for the 2024-25 school year and TCDSB's revised estimates for 2024-25, the probable accumulated deficit available for operations as at August 31, 2025 is expected to be \$(75.2M).
- 3. Evidence of serious financial mismanagement:** In our review, nothing has come to our attention that we would identify as serious financial mismanagement at TCDSB.

**Conclusion:** Based on our assessment, there is an accumulated deficit available for operations in the 2023-24 school year and a probable accumulated deficit available for operations in the 2024-25 school year which meets one of the criteria for vesting in the Ministry control and charge over the administration of the affairs of the TCDSB. Our view is that it is essential for the TCDSB to develop a comprehensive recovery plan to address their financial challenges. The plan should outline specific strategies and actions to restore financial stability. While we believe that management is capable of developing such a recovery plan, we would expect that such a plan would require collaboration with the Ministry of Education and could not be accomplished by TCDSB alone. Therefore, we recommend that control and charge over the administration of the affairs of the TCDSB be vested in the Ministry.



## Section 1: Verification of TCDSB's current financial position



## 1.1 Quantifying TCDSB's in-year surplus / (deficit) and accumulated surplus / (deficit)



# TCDSB Current Financial Position

For the purposes of this report, the in-year surplus (deficit) and accumulated surplus (deficit) is presented in compliance with ‘488/10: DETERMINATION OF BOARDS' SURPLUSES AND DEFICITS’ (“O. Reg 488/10”). This regulation requires adjustments from their audited Public Sector Accounting Standards (“PSAS”) in-year surplus (deficit) and accumulated surplus (deficit) and requires all school boards to report their results to the Ministry through the Education Finance Information System (“EFIS”), Schedule 5: Detail of Accumulated Operating Surplus (Deficit).

The latest audited PSAS Financial Statements<sup>1</sup> for TCDSB as at August 31, 2024 show that TCDSB had an in-year deficit of \$(6.8M) and an ending accumulated surplus position of \$440.3M. The following chart outlines the adjustments made from the PSAS surplus (deficit) and accumulated surpluses to present the deficits and accumulated deficits for compliance. After factoring in adjustments for compliance and commitments, TCDSB’s quantified in-year deficit and ending accumulated deficit for the 2023-24 school year is \$(22.1M) and \$(9.3M) respectively using actual financial data. For the 2024-25 school year, TCDSB’s quantified and revised estimates in-year deficit and accumulated deficit is \$(69.5M) and \$(75.2M) respectively.

		2023-24 Financial Statements <sup>2</sup>		2024-25 Revised Estimates <sup>3</sup>	
		In millions of dollars (\$M)			
	Description	In-year surplus (deficit)	Ending accumulated surplus (deficit)	In-year surplus (deficit)	Ending accumulated surplus (deficit)
PSAS Surplus (Deficit)	<p>The in-year surplus (deficit) under PSAS represents the difference between total revenues and total expenses for a specific year, calculated on an accrual basis.</p> <p>The accumulated surplus (deficit) under PSAS reflects the net assets minus net liabilities at the end of a reporting period, providing a snapshot of the entity's overall financial position in accordance with PSAS.</p>	(6.8)	440.3	10.7	451.0

<sup>1</sup> The audited PSAS Financial Statements for TCDSB as at August 31, 2024 are publicly available on the school board’s website.

<sup>2</sup> The 2023-24 Financial Statements columns are based on both TCDSB’s audited Financial Statements and TCDSB’s EFIS report (Financial Statement Cycle). The in-year column represents financial data for the period of September 1, 2023, to August 31, 2024, whereas the accumulated column represents financial data as at August 31, 2024.

<sup>3</sup> The 2024-25 Revised Estimates columns are based on the EFIS submission submitted by TCDSB to the Ministry for the 2024-25 school year. It contains the TCDSB’s latest update to their budgeted amounts and was submitted in December 2024 and represents the revised estimates as at August 31, 2025. The in-year column represents financial data for the period of September 1, 2024, to August 31, 2025, whereas the accumulated column represents financial data as at August 31, 2025.



## TCDSB Current Financial Position (Cont'd)

		2023-24 Financial Statements <sup>2</sup>		2024-25 Revised Estimates <sup>3</sup>	
		In millions of dollars (\$M)			
	Description	In-year surplus (deficit)	Ending accumulated surplus (deficit)	In-year surplus (deficit)	Ending accumulated surplus (deficit)
PSAS Surplus (Deficit)	See previous page for description.	(6.8)	440.3	10.7	451.0
(Subtract): Adjustments for Compliance per O. Reg 488/10	Adjustments are made for compliance per O. Reg 488/10. The majority of the adjustment is related to revenues recognized for land.	(15.3)	(434.8)	(80.2)	(515.0)
Surplus (Deficit) for Compliance per O. Reg 488/10	The amount shows the TCDSB’s in-year surplus (deficit) and ending accumulated (deficit) after adjustments for compliance per O. Reg 488/10.	(22.1)	5.5	(69.5) <sup>4</sup>	(64.0)
(Subtract): Adjustment for Committed Amounts	Adjustments are made for any committed amounts that the TCDSB has committed to through legally binding contracts or agreements when they were in an accumulated surplus position. Examples of TCDSB’s commitments are their funds held on behalf of the Catholic School Parent Council or their committed projects relating to the Student Information System project.		(14.8)		(11.2)
Accumulated Surplus (Deficit) Available for Operations	The amount shows the TCDSB’s ending accumulated (deficit) after adjustments for compliance per O. Reg 488/10 and adjustments for committed amounts.		(9.3)		(75.2) <sup>5</sup>

<sup>2</sup> See previous page footnote.

<sup>3</sup> See previous page footnote.

<sup>4</sup> Per the TCDSB's latest forecast, they are expecting their in-year deficit to increase by \$0.2M when compared to Revised Estimates, resulting in an updated in-year deficit of \$(69.7M).

<sup>5</sup> Per the TCDSB's latest forecast, they are expecting their accumulated deficit to decrease by \$2.7M when compared to Revised Estimates, resulting in an updated ending accumulated deficit of \$(72.5M) as at August 31, 2025.

# Reconciliation of In-year Surplus (Deficit): 2024-25 School Year (Forecast)

The below is the detailed reconciliation of the forecasted in-year surplus (deficit) for the 2024-25 school year between PSAS & compliance per O. Reg 488/10 based on Revised Estimates.

Driver	Revised Estimates <sup>1</sup> (\$M)	Description
In-year surplus (deficit) under PSAS	10.7	This is the in-year surplus for period of September 1, 2024 to August 31, 2025 under PSAS.
Adjustments to in-year surplus for compliance per O. Reg 488/10	(80.2)	This is the total adjustment made for compliance purposes per O. Reg 488/10, which reduces the in-year surplus. The majority of the adjustment is related to revenues recognized for land.
In-year surplus (deficit) for compliance per O. Reg 488/10	(69.5)	This is the in-year (deficit) after adjusting for compliance per O. Reg 488/10. Per the TCDSB’s latest forecast <sup>2</sup> , they are expecting their in-year deficit to increase by \$0.2M when compared to Revised Estimates, resulting in an updated in-year (deficit) of \$(69.7M).

<sup>1</sup> Revised Estimates are based on the EFIS submission submitted by TCDSB to the Ministry for the 2024-25 school year. It contains the TCDSB’s latest update to their budgeted amounts and was submitted in December 2024 and represents the revised estimates for the period of September 1, 2024, to August 31, 2025.

<sup>2</sup> Forecast is based on TCDSB’s forecast for the 2024-25 school year using a combination of actual data and forecast data for the in-year deficit for the period of September 1, 2024, to August 31, 2025 and for the accumulated deficit as at August 31, 2025.

\* Amounts are rounded to the nearest million dollars and are subject to rounding error.

# Reconciliation of Accumulated Surplus (Deficit): 2024-25 School Year (Forecast)

The below is the detailed reconciliation of the forecasted accumulated surplus (deficit) for the 2024-25 school year between PSAS & available for operations based on Revised Estimates.

Driver	Revised Estimates <sup>1</sup> (\$M)	Description
<b>Opening accumulated surplus (PSAS) as at August 31, 2024</b>	<b>440.3</b>	<b>This is TCDSB's opening accumulated surplus as at August 31, 2024. This amount matches TCDSB's audited financial statements as at August 31, 2024 and TCDSB's EFIS submission for the Financial Statements Cycle, Schedule 5, Line 5 (Col 4)</b>
Add: In-year surplus under PSAS for period of September 1, 2024 – August 31, 2025	10.7	See: "Reconciliation of In-year Surplus (Deficit): 2024-25 School Year (Forecast)"
<b>Ending accumulated surplus (PSAS) as at August 31, 2025</b>	<b>451.0</b>	<b>This is TCDSB's ending accumulated surplus under PSAS as at August 31, 2025</b>
Adjustments to accumulated surplus (deficit) for compliance per O. Reg 488/10	(515.0)	This is the total accumulated deficit adjustment for compliance purposes per O. Reg 488/10, which reduces TCDSB's accumulated surplus under PSAS. Majority of the adjustment is related to revenues recognized for land.
<b>Ending accumulated (deficit) for compliance per O. Reg 488/10 as at August 31, 2025</b>	<b>(64.0)</b>	<b>This is the ending accumulated deficit after compliance adjustments per O. Reg 488/10 as at August 31, 2025.</b>
Adjustments for committed amounts	(11.2)	This is the total accumulated deficit adjustment for commitment purposes, which increases TCDSB's accumulated deficit.
<b>Ending accumulated (deficit) available for operations as at August 31, 2025</b>	<b>(75.2)</b>	<b>This is the ending accumulated deficit available for operations as at August 31, 2024. Per the TCDSB's latest forecast<sup>2</sup>, they are expecting their accumulated (deficit) to decrease by \$(2.7M) when compared to Revised Estimates, resulting in an updated ending accumulated (deficit) \$(72.5M) as at August 31, 2025</b>

<sup>1</sup> Revised Estimates are based on the EFIS submission submitted by TCDSB to the Ministry for the 2024-25 school year. It contains the TCDSB's latest update to their budgeted amounts and was submitted in December 2024 and represents the revised estimates as at August 31, 2025.

<sup>2</sup> Forecast is based on TCDSB's forecast for the 2024-25 school year using a combination of actual data and forecast data for the in-year deficit for the period of September 1, 2024, to August 31, 2025 and for the accumulated deficit as at August 31, 2025.

\* Amounts are rounded to the nearest million dollars and are subject to rounding error.

## 1.2 Confirming the TCDSB's cash flow position





# TCDSB Cash Flow Forecast: Operations & Restricted Cash

The following is a presentation of TCDSB's cash flow forecast presented on a quarterly basis for the remainder of the 2024/25 school year and the 2025/26 school year. The cash flow forecast shows the TCDSB's cash flow forecast from both an operational and restricted cash perspective.

	TCDSB Cash Flow Forecast, for Operations In millions of dollars (\$)				
Description	Q4 – 2024-25 <sup>1</sup>	Q1 - 2025-26 <sup>2</sup>	Q2 - 2025-26 <sup>2</sup>	Q3 - 2025-26 <sup>2</sup>	Q4 - 2025-26 <sup>2</sup>
Opening balance, at the beginning of the quarter: Cash available for operations	189.8	78.0	107.8	131.7	99.7
Cash inflows during the quarter:	301.4	385.1	353.5	347.5	296.1
Grants	170.4	250.4	216.0	205.5	178.9
Tax Levy / Rebates	115.5	122.0	121.6	126.1	100.4
Fee, Interest and Other Revenue	15.5	12.7	15.9	15.9	16.8
Cash outflows during the quarter:	(413.2)	(355.3)	(329.6)	(379.5)	(371.4)
Staffing Related Costs	(370.1)	(270.9)	(271.5)	(306.7)	(325.4)
Debtenture Costs	-	(14.9)	-	(14.9)	-
Other Operational Costs	(43.1)	(69.5)	(58.1)	(57.9)	(46.0)
Net cash inflow (outflow) during the quarter:	(111.8)	29.8	23.9	(32.0)	(75.3)
Ending balance, at the end of the quarter: Cash available for operations	78.0	107.8	131.7	99.7	24.4

<sup>1</sup> Columns represent quarters based on the TCDSB's 2024-25 fiscal year, where Q4 2024/25 is for the period of June - August 2025.

<sup>2</sup> Columns represent quarters based on the TCDSB's 2025-26 fiscal year, where Q1 2025/26 is for the period of September – November 2025, Q2 2025/26 is for the period of December 2025 – February 2026, Q3 2025/26 is for the period of March – May 2026 and Q4 2025/26 is for the period of June – August 2026.

# TCDSB Cash Flow Forecast: Operations & Restricted Cash (Cont'd)

The following is a presentation of TCDSB's cash flow forecast presented on a quarterly basis for the remainder of the 2024/25 school year and the 2025/26 school year. The cash flow forecast shows the TCDSB's cash flow forecast from both an operational and restricted cash perspective (Cont'd)

	TCDSB Cash Flow Forecast, for Operations In millions of dollars (\$)				
Description	Q4 – 2024-25 <sup>1</sup>	Q1 - 2025-26 <sup>2</sup>	Q2 - 2025-26 <sup>2</sup>	Q3 - 2025-26 <sup>2</sup>	Q4 - 2025-26 <sup>2</sup>
<b>Ending balance, at the end of the quarter: Cash available for operations (cont'd):</b>	<b>78.0</b>	<b>107.8</b>	<b>131.7</b>	<b>99.7</b>	<b>24.4</b>
Add: Cash equivalents - Investments	5.0	5.0	5.0	5.0	5.0
<b>Ending balance, at the end of the quarter: Cash &amp; cash equivalents available for operations</b>	<b>83.0</b>	<b>112.8</b>	<b>136.7</b>	<b>104.7</b>	<b>29.4</b>
<b>Add: Restricted cash within bank account:</b>					
Proceeds on disposition ("POD")	57.0	57.0	58.8	58.8	58.8
Education Development Charges ("EDC")	123.3	133.5	143.7	153.9	164.1
Capital funds in cash <sup>3</sup>	36.1	15.3	(7.6)	15.5	42.3
<b>Ending balance, at the end of the quarter: Cash, cash equivalents and restricted cash available</b>	<b>299.4</b>	<b>318.6</b>	<b>331.6</b>	<b>332.9</b>	<b>294.6</b>
<b>Operating line of credit ("LOC") available:</b>	<b>65.0</b>	<b>65.0</b>	<b>65.0</b>	<b>65.0</b>	<b>65.0</b>
<b>Capital line of credit available:</b>	<b>113.9</b>	<b>134.7</b>	<b>-</b>	<b>134.5</b>	<b>107.7</b>

<sup>1</sup> Columns represent quarters based on the TCDSB's 2024-25 fiscal year, where Q4 2024/25 is for the period of June - August 2025.

<sup>2</sup> Columns represent quarters based on the TCDSB's 2025-26 fiscal year, where Q1 2025/26 is for the period of September – November 2025, Q2 2025/26 is for the period of December 2025 – February 2026, Q3 2025/26 is for the period of March – May 2026 and Q4 2025/26 is for the period of June – August 2026.

<sup>3</sup> Historically, the TCDSB has received cash twice per school year for capital purposes from the Ministry. These capital funds are not forecasted for within the cash flow forecast. Typically, the TCDSB will use their capital line of credit, alongside their other operating cash and restricted cash to pay for capital related expenditures before capital funds are disbursed by the Ministry to replenish.

\* Amounts are rounded to the nearest million dollars and are subject to rounding error.

# TCDSB Cash Flow Forecast: Key Highlights

The following are key highlights of TCDSB's cash flow projection presented on the previous two pages.

## Key highlights of TCDSB's cash flow forecast, for operations and restricted cash:

1. The TCDSB prepared a cash flow projection at the beginning of 2024-25 school year and projection for the following 2025-26 school year. The cashflow was maintained on a daily basis for 2024-25.
2. The TCDSB expects to run a net operating cash outflow for the 2025-26 school year of \$(53.6M). Their future cash outflows will deplete their existing operating cash balances after the 2025-26 school year. The TCDSB will need to start relying on borrowing from their restricted cash balances after the 2025-26 school year, if changes are not made.
3. Capital funds in cash within the TCDSB's bank account are related to a capital line of credit, where the TCDSB can draw upon a maximum of \$150.0M to offset any capital expenditures in lieu of the timing difference of actual expenditures vs. when the capital grants are disbursed by the Ministry.
4. The TCDSB combines all types of cash into one bank account as part of their cash flow management approach. The TCDSB has restricted cash relating to POD, EDC and capital funds that sits within the same bank account as their cash available for operations. The restrictions on the usage of restricted cash are explained on **pages 24 and 25**.
4. The assumptions used for the cash flow forecast appear to be reasonable – see the **TCDSB Cash Flow Forecast – Assumptions on page 26 and 27**.

## Conclusion:

The TCDSB is currently not at risk of financial default due to their positive cash balance at the end of the 2025-26 school year. However, TCDSB has significant financial risk past the 2025-26 school year as their cash flow forecast, with the same trends, would show that they need to use their operating LOC or restricted cash to pay for any future operating cash deficits.

# TCDSB Cash Flow Forecast: Analysis on Restricted Cash Available

TCDSB, within their bank account balance, holds restricted cash relating to capital funds, Education Development Charges and Proceeds of Disposition, with additional leverage available through lines of credit.

The following is an explanation of what restricted cash is relating to within TCDSB's bank account and how TCDSB has potential methods to avoid financial default if they were in an operational cash shortfall position.

## **Restricted cash and line of credit that the TCDSB has available to utilize to reduce the risk of financial default:**

- 1. Restricted cash – Education Development Charges:** The EDC By-Law No. 195 was adopted on November 27, 2023 by the TCDSB. The EDC relates to charges imposed by the TCDSB under the Education Act and is used to fund the acquisition of school sites and to accommodate growth-related pupil needs. The EDC are collected by the City of Toronto on behalf of the TCDSB, as required by the Education Act. Any charge rates and applicable policies are set by the TCDSB.
  - All EDC amounts collected are deposited into the TCDSB's bank account, which positively impacts the TCDSB's cash flow position. Forecasted, as at May 30, 2025, funds relating to EDC account for approximately \$125.1M (33.2%), which provides TCDSB a large buffer in cash that they can draw upon for operational purposes.
  - All unused EDC cash sitting within TCDSB's bank account is subject to an annual interest expenditure at 1%. Additionally, if any EDC related cash is used for non-EDC related purposes, it must be reported per the EDC By-Law No. 195.
- 2. Restricted cash – Proceeds of Disposition:** The POD is cash resulting from the disposal of a capital asset that typically sits with the Ministry. However, due to the TCDSB's in-year deficit and accumulated deficit available for operations, they have been transferred the POD to their bank account from the Ministry so that it is available to the TCDSB for cash flow management purposes. The POD amount released to the TCDSB is \$52.3M.
  - All POD amounts collected are deposited into the TCDSB's bank account, which positively impacts the TCDSB's cash flow position. Forecasted, as at May 30, 2025, funds relating to the POD accounts for \$57.0M (15.1%), which provide the TCDSB an additional buffer in cash that they can draw upon to cover operational cash shortfalls. Additionally, no interest expenditure is incurred on covering operational cash shortfalls using the cash from the POD.
  - Any POD spent to cover operational cash shortfalls must be replenished by the TCDSB, unless an exemption was given from the Minister of Education.

# TCDSB Cash Flow Forecast: Analysis on Restricted Cash Available (Cont'd)

Restricted cash and line of credit that the TCDSB has available to utilize to reduce the risk of financial default (Cont'd)

- 3. Restricted cash – capital funds:** The capital funds relate to amounts deposited into the TCDSB bank account borrowed against the capital line of credit. TCDSB corresponds with the bank every 1-3 months to project anticipated capital cash needs. The maximum that can be borrowed by the TCDSB relating to their capital line of credit is \$150.0M. It cannot be used for operational purposes.
- Interest costs relating to short-term capital borrowings are fully funded by the Ministry. The borrowing rate is based on term Canadian Overnight Repo Rate Average (“CORRA”) plus 76 basis points. The CORRA is based on the term of one month or three months. Forecasted, as at May 30, 2025, funds relating to the short-term capital borrowings account for \$4.6M (1.2%).
  - Capital short-term borrowings can only be used for eligible expenditures under specific capital programs that are reimbursed by the Ministry. This amount cannot be used to offset operational cash shortfalls.
- 4. Line of credit:** The TCDSB has an operating line of credit available from their bank for up to \$65.0M. This amount is currently not being drawn upon and can be used if necessary.
- This amount is flexible and can be used for operational purposes to prevent the TCDSB from financially defaulting.
  - The line of credit, if drawn upon, incurs the largest interest rate at the Prime Rate less 0.65% per annum.

The TCDSB has the option of drawing against the restricted cash relating to POD or EDC to cover any potential operational shortfalls due to projected in-year deficits, subject to approval and repayment requirements. The amounts relating to the capital funds sit within the TCDSB’s bank account, but cannot be used to offset any operational shortfalls. Due to the fact that these restricted cash amounts sit within TCDSB’s bank account balance, it allows them to maintain an overall positive cash balance within their forecast.



# TCDSB Cash Flow Forecast: Assumptions

The following are the significant assumptions used by the TCDSB for forecasting cash flows for the 2025-26 school year.

Line Item (Cash Inflows)	Assumptions for the 2025-26 school year	Reasonability Analysis by Deloitte
Ministry Grants (Operating)	2.5% projected increase, based on the same increase to payroll and benefits	Per TCDSB, this is based on the centrally negotiated increase.
Ministry Grants (Capital)	2.0% projected increase	Based on the estimated inflation rate, this is deemed reasonable as both a grant escalation and expense escalation factor.
Ministry Grants (Priorities and Partnership Funding)	2.5% projected increase	Based on the estimated inflation rate, this is deemed reasonable as both a grant escalation and expense escalation factor.
Tax Levy	5.3% projected increase	This rate is calculated as a blended rate between the City of Toronto's actual tax levy increase for 2025 at 6.9% weighted for 4 months and a projected tax levy increase for 2026 at 4.5% for 8 months. The 4.5% is conservative and is not as high as the City of Toronto's tax levy increases for the past three years (2023 – 7%, 2024 – 9.5% and 2025 – 6.9%).
Sales Tax Rebate	2.0% projected increase	Based on the estimated inflation rate, this is deemed reasonable as both a grant escalation and expense escalation factor.
EDC	Kept same as 2024-25 school year	Based on the analysis of the 'Schedule of EDC' posted on the City of Toronto website, there is an increase to the EDC effective December 3, 2025 to December 2, 2026, which can increase the amount of EDC cash collected. Due to the lack of projecting an increase, it was determined that this is reasonable because it negatively impacts TCDSB from an overall cash flow perspective. It can be used, from an overall perspective, to offset any over or under-estimates in projections for revenues and expenses, respectively.
Fee Revenue	Kept same as 2024-25 school year	Assumption to maintain Fee Revenue at \$24M appears reasonable as fee revenue has fluctuated between \$30M-43M in the FY2022 to FY2024 audited financial statements.
Interest Revenue	Based on closing bank balance and interest rate	Assumption is based on a reasonable source of information.
Other Revenue	2.0% projected increase	Based on the estimated inflation rate, this is deemed reasonable as both a grant escalation and expense escalation factor.
Short-Term Borrowing (Net)	Nets to zero, no impact other than cash flow impact (outflow in Q2 and inflow of same amount in Q4)	Based on the analysis of the cash flow forecast, this appears to be an expense that is incurred earlier in the fiscal year (Q2), which is then reimbursed back by the Ministry at the end of the fiscal year (Q4).

# TCDSB Cash Flow Forecast: Assumptions (Cont'd)

The following are the significant assumptions used by the TCDSB for forecasting cash flows for the 2025-26 school year (Cont'd).

Line Item (Cash outflows)	Assumptions for the 2025-26 school year	Reasonability Analysis by Deloitte
Payroll and benefits	2.5% per centrally negotiated increase	Per TCDSB, this is based on the centrally negotiated increase.
Debentures	Based on debenture file, with one debenture maturing during 25-26	As this is based on an analysis of the debentures, with the defined terms and rates, this assumption was deemed reasonable.
EDC related costs	Based on EDC related costs analysis performed by TCDSB	The projection was based on projected capital related projects that EDC can cover, which supports the EDC-related costs.
Interest expense to EDC	Based on actual interest expense related to amount borrowed against EDC at 1% annual interest rate	This assumption was deemed reasonable as it is based on the actual EDC cash borrowed, which incurs an interest expenditure at the annual interest rate of 1%.
Other	Aligned with projected increases of other line items, 2.0% projected increase	Based on the estimated inflation rate, this is deemed reasonable as both a grant escalation and expense escalation factor.



## Section 2: Confirming Saving Options Presented to the TCDSB's Board of Trustees in Budget Processes:

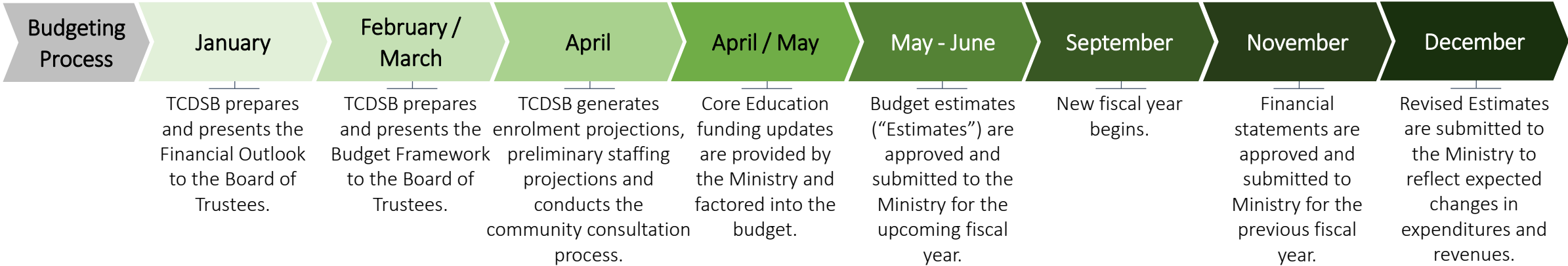


## 2.1 TCDSB's Budgeting Process and Board of Trustee Involvement



# TCDSB’s Budgeting Process: Timeline

The below timeline provides an overview of TCDSB’s budgeting timeline throughout the calendar year.



## Highlights from TCDSB Budgeting process:

- The Chief Financial Officer (“CFO”) and Treasurer are responsible for preparing a budget to be presented to the Board of Trustees. This process is iterative throughout the year.
- Starting in September 2024, Management has maintained a Savings Opportunity Tracker. This tracker includes all potential savings opportunities, monitors the progress of analyses, and provides updates on presentations of the cost savings opportunities to the Board of Trustees.
- Throughout the year, Management presents the Board of Trustees with informational reports to keep them informed of potential savings opportunities. When informational reports are presented, the Board of Trustees can ask questions and provide feedback.
  - In 2024-25, Management presented 9 cost savings opportunities, totaling up to \$11.3M in savings. Management and the Trustees agreed opportunities could not be implemented in the current fiscal year due to restrictions beyond their control.
- The significant budget updates are presented by Management to the Board of Trustees leading up to, and when the Estimates and Revised Estimates require approval. As they have been informed through the information reports, the decisions are not new and have been generally approved.
- The Board of Trustees has been supportive of all financially material cost savings opportunities presented by Management.
- The current budgeting process appears to be reactive to in-year pressures to inform the Board of Trustees of changes in financial position throughout the year.



# TCDSB's Budgeting Process: Summary

The below table provides an overview of the net changes across each of the distinct budgeting cycles from prior to the beginning of the fiscal year to the financial statements cycle for EFIS reporting. The TCDSB, when budgeting for the next fiscal year, uses the current fiscal year's revised estimate as the starting point to determine the upcoming fiscal year estimates or budget.

Description	2021-22		2022-23		2023-24		2024-25	
	Amounts in millions of dollars							
	\$	% of expenditures	\$	% of expenditures	\$	% of expenditures	\$	% of expenditures
In-year surplus / (deficit) per Estimates	(19.7)	1.6%	(10.4)	0.9%	(9.9)	0.8%	(70.1)	5.1%
Net change in Revenue and Expenditures between budgets	(14.6) <sup>1</sup>		(14.3) <sup>2</sup>		(53.8) <sup>3</sup>		0.6	
In-year surplus / (deficit) per Revised Estimates	(34.3)	2.7%	(24.7)	2.0%	(63.7)	4.8%	(69.5)	4.8%
Net change in Revenue and Expenditures between Revised Estimates and Financial Statements	0.6		1.8		41.6 <sup>4</sup>		N/A	
In-year deficit for compliance per Financial Statements	(33.7)	2.7%	(22.9)	1.8%	(22.1)	1.47%	N/A	N/A
(Deterioration) of in-year deficit from Estimates to Financial Statements <sup>4</sup>	(14.0)		(12.5)		(12.2)		N/A	

1. This increase in the deficit is mainly attributable to the decline in enrolment that would suggest commensurate staffing reductions that were not made.
2. This increase in the deficit is mainly attributable to increases in staffing commensurate with increases in enrolment and maintaining staffing above funded levels.
3. This increase in the deficit is attributable to initial budget estimates being based on pre-pandemic trends. TCDSB had to revise their assumptions based on year-end data and early school year observations. Additionally, staff gapping assumptions were removed as these were no longer expected.
4. This decrease in the deficit is mainly a result of Teacher Qualification and Experience grant increases due to grid placement changes during the year, increases in interest revenue, higher than expected Continuing Education enrolment, additional funding, and decreases in expected expenses related to staffing vacancies

## 2.2 2021-22 School Year Budget Overview



# In-Year Deficit for Compliance Analysis 2021-22: Estimates to Financial Statements

Highlighted below are the changes between Estimates, Revised Estimates and Financial Statements related to the in-year deficit for compliance for 2021-22.

	Amount (\$M)	Description
<b>In-year surplus / (deficit) per Estimates</b>	<b>(19.7)</b>	<b>In-year deficit for compliance presented in the Estimates for the 2021-22 school year, approved during the June 10, 2021, board meeting.</b>
Net change in Revenue and Expenditures between Estimates and Revised Estimates	<b>+(14.6)</b>	Details summarized in 2021-22 Table 1: Net Changes from Estimates to Revised Estimates
<b>In-year surplus / (deficit) per Revised Estimates</b>	<b>(34.3)</b>	<b>In-year deficit for compliance presented in the Revised Estimates for 2021-22 school year, approved during the December 8, 2021, board meeting.</b>
Net change in Revenue and Expenditures between Revised Estimates and Financial Statements	<b>+0.6</b>	Details summarized in 2021-22 Table 2: Net Changes from Revised Estimates to Financial Statements
<b>In-year deficit for compliance per Financial Statements</b>	<b>(33.7)</b>	<b>Financial Statements were approved by the Board of Trustees on November 10, 2022.</b>
<b>Cost Savings or Revenue Generating Initiatives in 2021-22 Deferred or Rejected</b>	-	There were no cost savings or revenue generating initiatives that were proposed by TCDSB staff and deferred or rejected by the Board of Trustees in 2021-22 that had an operational budget impact.
<b>2021-22 Residual Shortfall</b>	<b>(33.7)</b>	

## 2021-22 Budget Decision Findings

During 2021-22 Revised Estimates, Management noted a decrease in GSN funding by (\$20.6M) due to a decline in enrolment. Management reduced staffing costs to right-size commensurate with the enrolment decline by \$17.7M; and in the same cycle approved investments in Special Education Teachers (\$2.2M), Elementary Educators (\$5.0M) and Secondary Teachers (\$1.3M). This additional \$8.5M in investment continued to impact annual deficits in subsequent periods – an estimated impact to accumulated deficit ~\$34M over 4 years.

During 2021-22 Actual Results, Management realized \$10M in savings from staffing vacancies (\$4.3M), non-staffing expense reductions (\$1.9M), and lower than expected transportation and facility services due to closures relating to the COVID pandemic (\$2.7M and \$1.1M respectively). In the same period, Management advanced projects which had previously been approved by the Board of Trustees to use reserves equal to \$10.1M. As a result of this decision, the in-year deficit was only reduced by \$0.6M, rather than decreasing the deficit by \$10.7M.

## 2021-22 Table 1: Net Changes from Estimates to Revised Estimates

Highlighted below are the changes between Estimates and Revised Estimates related to the in-year deficit for compliance for 2021-22.

	Amount (\$M)	Description
Approved In-year surplus / (deficit) per Estimates	(19.7)	In-year deficit for compliance presented in the Estimates for the 2021-22 school year, approved during the June 10, 2021, board meeting.
<b>Add: Revenue adjustments</b>		
Reduced Ministry funding related to enrolment	(20.6)	This decrease was related to a reduction in funding which is directly correlated to a decline in enrolment of approximately 2,650 students.
Additional per pupil funding	6.5	This increase was related to additional COVID funding provided by the Ministry.
<b>Subtract: Expenditure adjustments:</b>		
September Reopening and COVID Investments	9.7	Increase from additional investments made in Long-Term Occasional Teachers, Elementary Lunch Hour Supervisors, Secondary Student Supervisors, and Custodial Services to support post-pandemic reopening, which continued until the end of the school year.
Enrolment Related Staffing Adjustments	(17.7)	Decrease from staffing adjustments to right-size staffing levels with the enrolment decline.
Special Education Teachers	2.2	Increase related to maintaining 22 special education teachers to support students in needs despite a decline in enrolment.
Elementary Educators	5.0	Increase related to maintaining 42 classroom and program specialty teachers and 16 early childhood educators that should have been adjusted due to declining enrolment but were maintained to minimize classroom reorganizations after the school year started.
Secondary Teachers Section Protection	1.3	Although Secondary school enrolment remained flat, some schools experienced declines. Approximately 78 sections (13 FTE) were protected to ensure student timetable were not affected and access to selected courses was maintained.
<b>Net change in revenue / expenditures</b>	<b>(14.6)</b>	<b><i>The deficit increased from Estimates to Revised Estimates.</i></b>
In-year surplus / (deficit) per Revised Estimates	<b>(34.3)</b>	In-year deficit for compliance presented in the Revised Estimates for 2021-22 school year, approved during the December 8, 2021, Corporate Services board meeting

## 2021-22 Table 2: Net Changes from Revised Estimates to Financial Statements

Highlighted below are the changes between Revised Estimates and Financial Statements related to the in-year deficit for compliance for 2021-22.

	Amount (\$M)	Description
In-year surplus / (deficit) per Revised Estimates	(34.3)	In-year deficit for compliance presented in the Revised Estimates for 2021-22 school year, approved during the December 8, 2021, Corporate Services board meeting
<b>Add: Revenue adjustments</b>		
International Student Revenue	0.7	Increase due to additional international student revenue that was unanticipated.
<b>Subtract: Expenditure adjustments</b>		
Salaries and benefits	(4.3)	Decrease in actual expenditures due to unexpected vacancies.
Non-staffing expenses	(1.9)	Decrease in actual expenditures in school base consumables and TCDSB admin costs due to fiscal prudence.
Transportation	(2.7)	Decrease in actual expenditures due to later start of service in September 2021 and two weeks of shut-down in January 2022 due to the pandemic.
Facilities services	(1.1)	Decrease in actual expenditures due to later start of service in September 2021 and two weeks of shut-down in January 2022 due to the pandemic.
Previously Board of Trustees approved initiatives <sup>1</sup>	10.1	Increase in in-year expenditures associated with previously Board of Trustees approved initiatives <sup>1</sup> . These amounts include: School block budget, pastoral plan -digital resources, TCDSB administration elevator, administrative facilities reserve, Trustee Playground & Trustee unspent budget (2012, 2013, 2014), IT infrastructure & carry forward of IT reserve, replacement maintenance vehicle.
<b>Net change in revenue / expenditures</b>	<b>0.6</b>	<b><i>The deficit decreased from Revised Estimates to Financial Statements.</i></b>
In-year surplus / (deficit) per Financial Statements	(33.7)	This is the in-year deficit for compliance presented in the Financial Statements for the period of September 1, 2021, to August 31, 2022.
<b><i>Change from Estimates to Financial Statements</i></b>	<b><i>(14.0)</i></b>	<b><i>The deficit increased from Estimates to Financial Statements.</i></b>

<sup>1</sup> The Board of Trustees approved these initiatives in periods when TCDSB had adequate reserves. Funds were not disbursed in the year of approval; therefore the funds were added/included in the budget for the 2021-22 school year.



## 2.3 2022-23 School Year Budget Overview



# In-Year Deficit for Compliance Analysis 2022-23: Estimates to Financial Statements

Highlighted below are the changes between Estimates, Revised Estimates and Financial Statements related to the in-year deficit for compliance for 2022-23.

	Amount (\$M)	Description
<b>In-year surplus / (deficit) per Estimates</b>	<b>(10.4)</b>	<b>In-year deficit for compliance presented in the Estimates for the 2022-23 school year, approved during the June 9, 2022, board meeting.</b>
Net change in Revenue and Expenditures between Estimates and Revised Estimates	<b>+(14.3)</b>	Details summarized in 2022-23 Table 1: Net Changes from Estimates to Revised Estimates
<b>In-year surplus / (deficit) per Revised Estimates</b>	<b>(24.7)</b>	<b>In-year deficit for compliance presented in the Revised Estimates for 2022-23 school year, approved during the December 7, 2022, board meeting.</b>
Net change in Revenue and Expenditures between Revised Estimates and Financial Statements	<b>+1.8</b>	Details summarized in 2022-23 Table 2: Net Changes from Revised Estimates to Financial Statements
<b>In-year deficit for compliance per Financial Statements</b>	<b>(22.9)</b>	<b>Financial Statements were presented to Corporate Services on November 18, 2023.</b>
<b>Cost Savings or Revenue Generating Initiatives in 2022-23 Deferred or Rejected</b>	<b>0.0</b>	There were no cost savings opportunities or revenue generating initiatives that were proposed by staff and deferred or rejected by the Board of Trustees in 2022-23 that had an operational impact.
<b>2022-23 Residual Shortfall</b>	<b>(22.9)</b>	

## 2022-23 Budget Decision Findings

During 2022-23 Revised Estimates, Management was unable to present significant savings. Management incurred an additional \$14.3M in costs increasing the in-year deficit between Estimates and Revised Estimates. Management chose to invest in Secondary Teachers (\$3.1M) and Elementary Program Specialty Teachers (\$6.9M). This additional \$10M in investment continued to impact annual deficits in subsequent periods – an estimated impact to accumulated deficit ~\$30M over 3 years.

During 2022-23 Actual Results, Management realized \$1.8M in savings between Revised Estimates and Financial Statements. Management was provided with \$19.4M in pandemic funding and \$3.9M in Teacher Qualification and Experience grants. The additional revenues of \$23.3M were offset by additional sick leave costs of \$21.4M. Therefore, the impact to the deficit was only a \$1.8M improvement.

## 2022-23 Table 1: Net Changes from Estimates to Revised Estimates

Highlighted below are the changes between Estimates and Revised Estimates related to the in-year deficit for compliance for 2022-23.

	Amount (\$M)	Description
Approved In-year surplus / (deficit) per Estimates	(10.4)	In-year deficit for compliance presented in the Estimates for the 2022-23 school year, approved during the June 9, 2022, board meeting.
<b>Add: Revenue adjustments</b>		
Additional per pupil funding	7.8	The increase in GSN funding is due to an increased In students of 833 compared to projections at estimates.
<b>Subtract: Expenditure adjustments:</b>		
Elementary Enrolment Related Staffing	6.3	Given the increase in enrolment, staffing increases were required.
Special Education Teachers	0.8	Increase in elementary enrolment, required an additional 7 Special Education Teachers.
Secondary Teachers – Section Protection	3.1	Increase was made to maintain or add approximately 168 sections (28 FTEs) to ensure student timetables and course access remained unaffected after the school year started, despite in-year enrolment and GSN declines. This adjustment was required as some schools experienced growth, necessitating more FTE, while others faced enrolment declines, preventing the reduction of already timetabled FTEs.
Elementary Program Specialty Teachers	6.9	Increase was made to maintain prep teachers in schools due to collective agreement requirements and complex staffing rules during classroom reorganization after school had started. Schools with increased enrolment required more prep time teachers, while those with decreased enrollment faced challenges with fractionalized FTEs, making staff reallocation inefficient.
Retirement Gratuity Amortization	5.0	Due to additional unfunded expenses in the 2021-22 Audited Financial Statements for WSIB and supply teacher costs, the retirement gratuity accelerated amortization was adjusted, necessitating higher absorption amount for 2022-23.
<b>Net change in revenue / expenditures</b>	<b>(14.3)</b>	<b><i>The deficit increased from Estimates to Revised Estimates.</i></b>
In-year surplus deficit per Revised Estimates	(24.7)	In-year deficit for compliance presented in the Revised Estimates for 2022-23 school year, approved during the December 7, 2022, board meeting.

## 2022-23 Table 2: Net Changes from Revised Estimates to Financial Statements

Highlighted below are the changes between Revised Estimates and Financial Statements related to the in-year deficit for compliance for 2022-23.

	Amount (\$M)	Description
In-year surplus / (deficit) per Revised Estimates	(24.7)	In-year deficit for compliance presented in the Revised Estimates for 2022-23 school year, approved during the December 7, 2022, board meeting.
<b>Add: Revenue adjustments</b>		
One-time pandemic funding	19.4	Increase due to additional one-time funding provided in-year to support pandemic-related costs.
Teacher Qualification and Experience (Q&E) grant	3.9	Increase due to unbudgeted changes in grid placement during the year.
<b>Subtract: Expenditure adjustments</b>		
Sick leave	21.5	Despite the return to a "normal" post-pandemic school year, average sick days per permanent employee remained significantly above the funded amount which was not anticipated.
<b>Net change in revenue / expenditures</b>	<b>1.8</b>	<b><i>The deficit decreased from Revised Estimates to Financial Statements.</i></b>
In-year surplus / (deficit) per Financial Statements	(22.9)	This is the in-year deficit for compliance presented in the Financial Statements for the period of September 1, 2021, to August 31, 2022.
<b><i>Change from Estimates to Financial Statements</i></b>	<b><i>(12.5)</i></b>	<b><i>The deficit increased from Estimates to Financial Statements.</i></b>

## 2.4 2023-24 School Year Budget Overview





# In-Year Deficit for Compliance Analysis 2023-24: Estimates to Financial Statements

Highlighted below are the changes between Estimates, Revised Estimates and Financial Statements related to the in-year deficit for compliance for 2023-24.

	Amount (\$M)	Description
<b>In-year surplus / (deficit) per Estimates</b>	<b>(9.9)</b>	<b>In-year deficit for compliance presented in the Estimates for the 2023-24 school year, approved during the May 18, 2023, board meeting.</b>
Net change in Revenue and Expenditures between Estimates and Revised Estimates	<b>+(53.8)</b>	Details summarized in 2023-24 Table 1: Net Changes From Estimates to Revised Estimates
<b>In-year surplus / (deficit) per Revised Estimates</b>	<b>(63.7)</b>	<b>In-year deficit for compliance presented in the Revised Estimates for 2023-24 school year, approved during the December 14, 2023, board meeting.</b>
Net change in Revenue and Expenditures between Revised Estimates and Financial Statements	<b>+41.6</b>	Details summarized in 2023-24 Table 2: Net Changes From Revised Estimates to Financial Statements
<b>In-year deficit for compliance per Financial Statements</b>	<b>(22.1)</b>	<b>Financial Statements were approved by the Board on November 21, 2024.</b>
<b>Cost Savings or Revenue Generating Initiatives in 2023-24 Deferred or Rejected</b>	-	There were no cost savings or revenue generating initiatives that were proposed by staff and deferred or rejected by the Board of Trustees in 2023-24 that had an operational impact.
<b>2023-24 Residual Shortfall</b>	<b>(22.1)</b>	

## 2023-24 Budget Decision Findings

During 2023-24 Revised Estimates, Management increased expenditure estimates by \$53.8M as a number of critical assumptions with the budget had been made on pre-pandemic factors.

During 2023-24 Actual Results, Management realized \$41.6M in net savings due to increased Classroom teacher revenues (\$21.3M) and interest revenues (\$5.2M), along with reduction in supply costs (\$9.3M), non-staffing expenditures (\$1M), facilities costs (\$1.7M) and savings in other projects (\$3.1M).

## 2023-24 Table 1: Net Changes from Estimates to Revised Estimates

Highlighted below are the changes between Estimates and Revised Estimates related to the in-year deficit for compliance for 2023-24.

	Amount (\$M)	Description
In-year surplus / (deficit) per Estimates	(9.9)	In-year deficit for compliance presented in the Estimates for the 2023-24 school year, approved during the May 18, 2023, board meeting.
Add: Revenue adjustments		
N/A	0.0	There were no revenue adjustments from Estimates to Revised Estimates.
Subtract: Expenditure adjustments		
Updated budget assumptions to align with 2022-23 year-end costs	32.2	Increase of \$32.2M in budgeted expenditures due to initial budget estimates based on pre-pandemic trends. TCDSB revised their assumptions based on year-end data and early school year observations. Budgeted deficit was increased to update for trends, emerging pressure points and prior year results, and includes known risk and ongoing unfunded absence-related costs. These amounts include: Supply costs \$16.3M, transportation \$2.2M, school operations \$2.1M, child and youth workers \$1.8M, benefits \$1.7M, continuing education \$1.1M, leasing costs/temporary accommodation \$0.5M, and others \$6.5M.
Remove gapping assumption	16.0	Increase in budgeted expenditures related to the removal of anticipated staffing vacancy savings from the budget. Previously, this represented 2% of the workforce, but trends indicated that these savings were no longer expected to materialize. All gapping were removed except for \$5.5M gapping in teachers, 1.5M in ECEs and 1M in Paraprofessionals from Estimates to Revised Estimates.
Previously Board of Trustees approved initiatives <sup>1</sup>	5.6	Increase in expenditures associated with previously Board of Trustees approved initiatives <sup>1</sup> . These amounts include: Committed Capital Projects, Committed Capital Projects Adjustment, Administrative Facilities Reserve, Unified Telephone System, Student Information System
Net change in revenue / expenditures	(53.8)	<i>The deficit increased from Estimates to Revised Estimates.</i>
In-year surplus / (deficit) per Revised Estimates	(63.7)	In-year deficit for compliance presented in the Revised Estimates for 2023-24 school year, approved during the December 14, 2023, board meeting.

<sup>1</sup> The Board of Trustees approved these initiatives in periods when TCDSB had adequate reserves. Funds were not disbursed in the year of approval; therefore the funds were added/included in the budget for the 2023-24 school year.

## 2023-24 Table 2: Net Changes from Revised Estimates to Financial Statements

Highlighted below are the changes between Revised Estimates and Financial Statements related to the in-year deficit for compliance for 2023-24.

	Amount (\$M)	Description
In-year surplus / (deficit) per Revised Estimates	(63.7)	In-year deficit for compliance presented in the Revised Estimates for 2023-24 school year, approved during the December 14, 2023, board meeting
<b>Add: Revenue adjustments</b>		
Teacher Qualification and Experience (Q&E) Grant	10.9	The increase was due to higher teacher Q&E grant due to changes in grid placement during the year.
Interest Revenue	5.2	The increase was related to higher interest rates and delayed site purchases.
Continuing Education Enrolment	4.1	The increase was due to continuing Education enrolment exceeded projections resulting in additional revenue.
Priorities and Partnership Funding & Deferred Revenue	6.3	The increase was related to PPF funding and more deferred revenue that was able to be recognized.
<b>Subtract: Expenditure adjustments</b>		
Salaries and benefits	(9.3)	Decrease of 9.3M in actual expenditures related to the following: Vacancies 6.6M from not being able to fill positions during or midway through the school year, leading to the elimination of these positions in the 2024-25 academic year as a part of the Special Education reductions; Supply savings 2.5M from lower fill rates; Others 0.2M from lower salary and benefits.
Non-staffing expenditures	(1.0)	Decrease in actual expenditures due to prudent expenditure Management across all departments in the year.
Facilities	(1.7)	Decrease in actual expenditures due to projects being capitalized or deemed eligible for renewal funding.
Deferred projects	(3.1)	Decrease in projected expenditures due to timing and delays in projects. Funds were not disbursed in the 2023-24 school year.
<b>Net change in revenue / expenditures</b>	<b>41.6</b>	<b><i>The deficit decreased from Revised Estimates to Financial Statements.</i></b>
In-year surplus / (deficit) per Financial Statements	(22.1)	This is the in-year deficit for compliance presented in the Financial Statements for the period of September 1, 2023, to August 31, 2024.
<b><i>Change from Estimates to Financial Statements</i></b>	<b><i>(12.2)</i></b>	<b><i>The deficit increased from Estimates to Financial Statements.</i></b>

## 2.5 2024-25 School Year Budget Overview



# In-Year Deficit for Compliance Analysis 2024-25: Estimates to Revised Estimates

Highlighted below are the changes between Estimates and Revised Estimates related to the in-year deficit for compliance for 2024-25.

	Amount (\$M)	Description
In-year surplus / (deficit) per Estimates	(70.1)	In-year deficit for compliance presented in the Estimates for the 2024-25 school year, approved during the May 16, 2024, board meeting.
Net change in Revenue and Expenditures between Estimates and Revised Estimates	+0.6	Details summarized in 2024-25 Table 1: Net Deficit Changes from Estimates to Revised Estimates
In-year surplus / (deficit) per Revised Estimates	(69.5)	In-year deficit for compliance presented in the Revised Estimates for 2024-25 school year, approved during the December 11, 2024, board meeting.
Net change in Revenue and Expenditures between Revised Estimates and Financial Statements	N/A	2024-25 Table 2 : Net Deficit Changes from Revised Estimates to Financial Statements does not exist as of the date of this report.
In-year deficit for compliance per Financial Statements	N/A	N/A
Cost Savings in 2024-25 Deferred or Rejected	-	There were no cost savings or revenue generating initiatives that were proposed by staff and deferred or rejected by the Board of Trustees in 2024-25 that had an operational impact.
2024-25 Residual Shortfall	(54.6)	

2023-24 Budget Decision Findings
During 2023-24 Revised Estimates, TCDSB’s funding increased by \$59.0M to support increases in salary/wages and enrolment. The additional revenues of \$59M were offset by additional staffing costs of \$47.6M due to enrolment increases and bargained salaries. Therefore, the impact to the deficit was only a \$0.6M improvement.
2024-25 Actual Results have not been finalized as of the date of this report.

# 2024-25 Table 1: Net Changes Presented from Estimates to Revised Estimates

Highlighted below are the changes between Estimates and Revised Estimates related to the in-year deficit for compliance for 2024-25.

	Amount (\$M)	Description
In-year surplus / (deficit) per Estimates	(70.1)	In-year deficit for compliance presented in the Estimates for the 2024-25 school year, approved during the May 16, 2024, board meeting.
Add: Revenue adjustments		
Core Education funding	44.6	This increase was related to provincially bargained salary and benefit increases.
Additional per pupil funding	14.4	This increase was due to enrolment.
Subtract: Expenditure adjustments		
Provincially bargained salary and benefits	47.6	Increase in budgeted expenditures related to provincially bargained salary and benefits increases.
Classroom teachers and special education teachers	10.8	Increase in budgeted expenditures related to an additional 81.6 FTE teachers which were added due to the increase in enrolment.
Net change in revenue / expenditures	0.6	<i>The deficit decreased from Estimates to Revised Estimates.</i>
In-year surplus / (deficit) per Revised Estimates	(69.5)	In-year deficit for compliance presented in the Revised Estimates for 2024-25 school year, approved during the December 11, 2024, Corporate Services board meeting.



# Appendices



# Appendix A: Key Terms

Key terms used within the report defined.

As part of this report, it contains acronyms or references to the Ministry of Education or Toronto Catholic District School Board materials, which may not be familiar with all parties:

Term and Definition	
ADE	Stands for Average Daily Enrolment.
EFIS	Stands for Education Finance Information System and it is what school boards use to input their financial information and export financial reports for Ministry reporting.
FTE	Stands for full-time equivalent.
Ministry	Stands for the Ministry of Education.
Revised Estimates	The revised estimates refers to financial information submitted by the school boards to the Ministry of Education. This is a revision of their original estimate which is submitted to the Ministry by December 15 of each fiscal year.
Technical Paper	This refers to the Education Funding Technical Guide.

## Appendix B: Summary of Board and Committee Meetings for 2021-22 Budget Period

All Board and Committee Meetings for the budget period were reviewed to identify key topics presented and decisions taken.

Date	Meeting Type	Presentation Type	Meeting Topic	Summary
18-Feb-21	Board Meeting	Information Report	- Rental of surplus school space	Informational report; no Board of Trustees decision impacting costs or revenues.
18-Feb-21	Board Meeting	Recommendation Report	- 2021-22 Budget consultation Plan	The Board of Trustees approved the 2021-22 Budget consultation plan - including Board of Trustees, Corporate Services and public consultation. Final approval was scheduled for June 8, 2021.
11-Mar-21	Corporate Services	Recommendation Report	- Enrolment Projections for 2021-22, 2022-23 and 2023-24	The Board of Trustees approved revised current and projected enrolment numbers.
11-Mar-21	Corporate Services	Information Report	- 2021-22 Budget Assumptions and Pressures	Management presented the Committee with anticipated updates to GSN funding, one-time funding, impact of enrolment changes and other anticipated pressures. The information report was being used to provide a basis of understanding when Draft Budget Estimates were presented later in the year.
25-Mar-21	Board Meeting	Recommendation Report	- 2021-22 Preliminary Teaching Staffing Projections	The Board of Trustees approved the adjustment to Staffing Projections based on updated estimated enrolment. No costs were estimated associated with approval.
13-May-21	Corporate Services	Information Report	- 2021-22 GSN Announcement	Management presented the Committee with information related to the changes as announced in the 2021-22 GSN Announcement.
10-Jun-21	Board Meeting	Information Report	- Draft 2021-22 Budget Estimates	<p>Estimates were approved by the Board of Trustees on June 10, 2021 with a projected deficit of \$19.7M:</p> <ul style="list-style-type: none"> <li>&gt; Estimates Revenue decrease of \$26.7M: COVID-19 related funding for Federal and Provincial (\$26.1M), Stabilization Funding for Operations (\$22.7M), GSN Allocation Reduction due to Enrolment (\$3.0M), Other Various Revenue loss (\$2.2M), International VISA Student decline in Enrolment (\$1.8M), Other Various Revenue Grant Increases \$12.8M, COVID-19 related funding Provincial – 2021-22 \$8.9M, Priority and Partnership Funds (PPF) \$7.4M.</li> <li>&gt; Estimates Expenditure decrease of \$55.7M: Net Reductions in Instructional staff costs (\$38.4M), Net Reductions in School Operations staff costs (\$11.4M), Net Reduction Student Devices costs (\$2.3M), One Time School Block Allocation (\$2.3M), and Temporary Accommodations Grants (\$1.3M).</li> </ul> <p>The information report was being used to provide a basis of understanding when Draft Budget Estimates were presented later in the year.</p>

## Appendix B: Summary of Board and Committee Meetings for 2021-22 Budget Period (Cont'd)

All Board and Committee Meetings for the budget period were reviewed to identify key topics presented and decisions taken.

Date	Meeting Type	Presentation Type	Meeting Topic	Summary
9-Sep-21	Corporate Services	Information Report	- 2021-22 Budget update	Management presented the Committee with \$4.5M in unfavourable cost variances costs due to COVID supports. The information report was being used to provide a basis of understanding when Revised Budget Estimates were presented later in the year.
14-Oct-21	Corporate Services	Information Report	- 2021-22 Budget Update #2	Management presented the Committee with an additional \$6M in unfavourable cost variances costs due to COVID supports. The information report was being used to provide a basis of understanding when Revised Budget Estimates were presented later in the year. See Revised Estimates for explanation of increased expenditures.
11-Nov-21	Corporate Services	Information Report	- 2021-22 Enrolment status report	Management presented the Committee with the revised current and projected enrolment numbers. The information report was being used to provide a basis of understanding when Revised Budget Estimates were presented later in the year.
8-Dec-21	Corporate Services	Recommendation Report	- 2021-22 Revised Budget Estimates	Management presented the Committee with the Revised Budget Estimates for approval. The Board of Trustees approved the increase to the in-year deficit by \$14.6M to a Revised Estimates Deficit of (\$34.3M). Refer to section 2.2 "2021-22 School Year Budget Overview" for explanation changes to revenues and expenses.
20-Jan-22	Corporate Services	Information Report	- Annual CFO Overview	Management presented the Committee with a financial overview. The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year.
10-Mar-22	Corporate Services	Information Report	- 2021-22 Financial Status Update #1	Management presented the Committee with \$28.9M in total favourable cost variances. The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year. See Financial Statements presentation for explanation of increased expenditures.

## Appendix B: Summary of Board and Committee Meetings for 2021-22 Budget Period (Cont'd)

All Board and Committee Meetings for the budget period were reviewed to identify key topics presented and decisions taken.

Date	Meeting Type	Presentation Type	Meeting Topic	Summary
20-Apr-22	Corporate Services	Information Report	- 2021-22 Financial Status Update #2	Management presented the Committee with \$10M in total favourable cost variances. The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year. See Financial Statements presentation for explanation of increased expenditures.
8-Sep-22	Corporate Services	Information Report	- 2021-22 Financial Status Update #3	Management presented the Committee with another financial update, with no anticipated deficit change. The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year. See Financial Statements presentation for explanation of increased expenditures.
10-Nov-22	Corporate Services	Recommendation Report	- 2021-22 Audit Financial Statements	Management presented the Committee with the financial results within the audited Financial Statements. Management explained the final deficit of \$24M. The Committee approved the Financial Statements.

## Appendix C: Summary of Board and Committee Meetings for 2022-23 Budget Period

All Board and Committee Meetings for the budget period were reviewed to identify key topics presented and decisions taken.

Date	Meeting Type	Presentation Type	Meeting Topic	Summary
10-Mar-22	Corporate Services	Information Report	- 2022-23 Budget Framework and Stakeholder Consultation Plan	Management presented the Committee with the prior year Revised Estimates as the 2022-23 Budget Framework as well as the 2022-23 Budget consultation plan. The information report was being used to provide a basis of understanding when Draft Budget Estimates were presented later in the year.
10-Mar-22	Corporate Services	Information Report	- 2022-23 to 2024-25 Consensus Enrolment Projections	Management presented the Committee with the revised current and projected enrolment numbers. The information report was being used to provide a basis of understanding when Draft Budget Estimates were presented later in the year.
24-Mar-22	Board Meeting	Information Report	- 2022-23 Preliminary Teacher Staffing Projections	Management presented the Board of Trustees with the adjustment to Staffing Projections based on updated estimated enrolment. No costs were estimated associated with approval.
19-Apr-22	Board Meeting	Recommendation Report	- Student and Classroom Device Strategy	<p>The Board of Trustees approved the proposed Device Strategy which would cost \$34M over 4 years with an ongoing cost of \$10M from year 5 forward.</p> <p>Note 1: The Device Strategy was later paused on May 18, 2023 by the Board of Trustees when the financial health of the TCDSB declined.</p>
12-May-22	Corporate Services	Information Report	- 2022-23 Preliminary Budget Plan	<p>Management presented the 2022-23 Preliminary Budget Plan, which included:</p> <ul style="list-style-type: none"> <li>&gt; Estimated Revenue decrease of \$18.5M: GSN Allocation Reduction due to Enrolment (\$13.0M) and reduced COVID funding (\$5.5M)</li> <li>&gt; Estimated Expenditure decreases of \$56.5M, related to right sizing staffing adjustments associated with the decrease in enrolment (\$38.8M), pandemic investment decreases (\$9.7M) and retirement gratuity plan decreases (\$8M).</li> </ul>
1-Jun-22	Corporate Services	Information Report	- 2022-23 Budget Update	Management presented the 2022-23 Preliminary Budget Plan prior to presentation to the Board of Trustees. The information report was being used to provide a basis of understanding when Draft Budget Estimates were presented later in the month.



## Appendix C: Summary of Board and Committee Meetings for 2022-23 Budget Period (Cont'd)

All Board and Committee Meetings for the budget period were reviewed to identify key topics presented and decisions taken.

Date	Meeting Type	Presentation Type	Meeting Topic	Summary
9-Jun-22	Corporate Services	Recommendation Report	- 2022-23 Budget Estimates	Management recommended the Board of Trustees to approve a \$10.4M in-year deficit for 2022-23. Management provided details of the changes in enrolment, staffing changes and non-staffing related pressures and reductions.
27-Oct-22	Board Meeting	Private Meeting		Legal matter discussed with savings opportunity associated. Savings opportunity was less than \$0.1M.
7-Dec-22	Corporate Services	Recommendation Report	- 2022-23 Revised Budget Estimates	Management presented the Committee with the Revised Budget Estimates for approval. The Board of Trustees approved the increase to the in-year deficit by \$14.3M to a Revised Estimates Deficit of (\$24.7M). Refer to section 2.3 "2022-23 School Year Budget Overview" for explanation changes to revenues and expenses.
26-Jan-23	Board Meeting	Information Report	- Annual CFO Overview	Management presented the Board of Trustees with a financial overview. The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year.
9-Feb-23	Corporate Services	Information Report	- Multi-Year Financial Forecast	Management presented the Committee with a multi-year financial forecast. The information report was being used to provide a basis of understanding when Budget Estimates were presented later in the year.
25-Apr-23	Board Meeting	Information Report	- 2022-23 Mid-Year Budget Forecast	Management presented the Board of Trustees with a Mid-Year Budget Forecast which increases the deficit. The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year.
7-Dec-23	Student Achievement	Recommendation Report	- 2022-23 Financial Statements	Management presented the Committee with the financial results within the audited Financial Statements. Management explained the final deficit of \$22.9M. The Committee approved the Financial Statements.



## Appendix D: Summary of Board and Committee Meetings for 2023-24 Budget Period

All Board and Committee Meetings for the budget period were reviewed to identify key topics presented and decisions taken.

Date	Meeting Type	Presentation Type	Meeting Topic	Summary
22-Mar-23	Corporate Services	Information Report	- 2023-24 to 2025-26 Consensus Enrolment Projections	Management presented the Committee with the revised current and projected enrolment numbers. The information report was being used to provide a basis of understanding when Draft Budget Estimates were presented later in the year.
23-Mar-23	Board Meeting	Information Report	- 2023-24 Budget Framework	Management presented the Committee with the prior year Revised Estimates as the 2023-24 Budget Framework. Management presented anticipated revenue changes and cost pressures. The information report was being used to provide a basis of understanding when Draft Budget Estimates were presented later in the year.
23-Mar-23	Board Meeting	Information Report	- 2023-24 Preliminary Teacher Staffing Projections	The Board of Trustees approved the adjustment to Staffing Projections based on updated estimated enrolment. No costs were estimated associated with approval.
13-Apr-23	Board Meeting	Private Meeting		Legal matter discussed with savings opportunity associated. Savings opportunity was less than \$0.1M.
25-Apr-23	Board Meeting	Information Report	- Ministry Funding Overview	Management presented the Board of Trustees with information related to the changes as announced in the 2023-24 GSN Announcement.
18-May-23	Board Meeting	Recommendation Report	- 2023-24 Budget Estimates	Budget Estimates were approved by the Board of Trustees on May 18, 2023 with a projected deficit of \$10.4M: <ul style="list-style-type: none"> <li>▪ Increases in inflationary pressures 2022-23 from 2023-24 (\$10M)</li> <li>▪ Decreases in Non-Staff costs: Expenditures reduced by \$12.5M due to – Pause on the multi-year device strategy (\$6.3M), supplemental school supervision (\$2M), other IT reductions (\$1M), and other cost saving measures (Σ\$3.2M).</li> <li>▪ Decreases in Staffing costs: Expenditures by \$12.5M due to – Right-sizing staffing to enrolment projections (Elementary \$6M and Secondary \$3.5M), reduction in Early Childhood Educators (\$0.3M), reduction of school administration costs (\$0.7M), and position management (attrition and closures, \$2M).</li> </ul>
15-Jun-23	Board Meeting	Private Meeting		Minor revenue opportunity was presented and approved. Revenue generation opportunity was less than \$0.1M.

## Appendix D: Summary of Board and Committee Meetings for 2023-24 Budget Period (Cont'd)

All Board and Committee Meetings for the budget period were reviewed to identify key topics presented and decisions taken.

Date	Meeting Type	Presentation Type	Meeting Topic	Summary
19-Oct-23	Corporate Services	Information Report	- 2023-24 Enrolment and Staffing Update	Management presented the Committee with the revised current and projected enrolment numbers. Management presented the corresponding increases to Staffing. The information report was being used to provide a basis of understanding when Revised Budget Estimates were presented later in the year.
9-Nov-23	Corporate Services	Information Report	- Enrolment Status Report 2023-24	Management presented the Committee with the revised current and projected enrolment numbers. The information report was being used to provide a basis of understanding when Revised Budget Estimates were presented later in the year.
14-Dec-23	Board Meeting	Private Meeting		Legal matter discussed with savings opportunity associated. Savings opportunity was less than \$0.1M.
14-Dec-23	Board Meeting	Recommendation Report	- 2023-24 Revised Estimates	Management presented the Committee with the Revised Budget Estimates for approval. The Board of Trustees approved the increase to the in-year deficit by \$53.8M to a Revised Estimates Deficit of (\$63.7M). Refer to section 2.4 "2023-24 School Year Budget Overview" for explanation changes to revenues and expenses.
18-Apr-24	Corporate Services	Information Report	- 2023-24 Mid-Year Budget Status Report	Management presented the Board of Trustees with a Budget Status Update. The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year.
12-Sep-24	Corporate Services	Information Report	- 2023-24 Budget Status Update	Management presented the Board of Trustees with a Budget Status Update which concluded that the deficit would fall within the Revised Estimates value. The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year.
12-Sep-24	Board Meeting	Private Meeting		Staffing costs matter discussed with savings opportunity associated. Savings opportunity was less than \$0.1M yearly.
14-Nov-24	Corporate Services	Information Report	- 2023-24 Year End Results	Management presented the Board of Trustees with an update on the year-end financial results. Management explained a deficit of (\$19.6M) which is a \$38.5M improvement over the 2023-24 Revised Estimates projected deficit of (\$58.1M). The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year.
21-Nov-24	Board Meeting	Information Report	- 2023-24 Year End Results	Management presented the Board of Trustees with an additional update on the year-end financial results. The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year.

## Appendix E: Summary of Board and Committee Meetings for 2024-25 Budget Period

All Board and Committee Meetings for the budget period were reviewed to identify key topics presented and decisions taken.

Date	Meeting Type	Presentation Type	Meeting Topic	Summary
18-Apr-24	Board Meeting	Information Report	- 2024-25 Consensus Enrolment Projections	Management presented the Committee with the revised current and projected enrolment numbers. The information report was being used to provide a basis of understanding when Draft Budget Estimates were presented later in the year.
18-Apr-24	Board Meeting	Information Report	- 2024-25 Preliminary Teacher Staffing Projections	The Board of Trustees approved the adjustment to Staffing Projections based on updated estimated enrolment. No costs were estimated associated with approval.
30-Apr-24	Student Achievement	Information Report	- 2024-25 Funding Overview	Management presented the Committee with information related to the changes as announced in the 2024-25 Core Education Announcement.
20-Mar-24	Corporate Services	Information Report	- 2024-25 Budget Framework	Management presented the Committee with the prior year Revised Estimates as the 2024-25 Budget Framework. Management presented anticipated revenue changes and cost pressures. The information report was being used to provide a basis of understanding when Draft Budget Estimates were presented later in the year.
9-May-24	Corporate Services	Information Report	- 2024-25 Updated Budget Framework	Management presented the Committee with the prior year Revised Estimates as the 2024-25 Budget Framework. Management presented anticipated revenue changes and cost pressures. The information report was being used to provide a basis of understanding when Draft Budget Estimates were presented later in the year.
16-May-24	Corporate Services	Information Report	- 2024-25 Budget Estimates Booklet	Management presented the Budget Estimates Booklet to the Committee ahead of the Board presentation. The information report was being used to provide a basis of understanding when Draft Budget Estimates are presented to the Board of Trustees.
16-May-24	Board Meeting	Recommendation Report	- 2024-25 Budget Estimates	Budget Estimates were approved by the Board of Trustees on May 16, 2024 with a projected deficit of (\$66.5M), with operating revenue of \$1,190.6M and operating expenditure of \$1,257.1M.

## Appendix E: Summary of Board and Committee Meetings for 2024-25 Budget Period (Cont'd)

All Board and Committee Meetings for the budget period were reviewed to identify key topics presented and decisions taken.

Date	Meeting Type	Presentation Type	Meeting Topic	Summary
10-Oct-24	Corporate Services	Information Report	- 2024-25 Budget Update	Management presented the Committee with Budget Update focused on changes in enrollment and staffing projections. The information report was being used to provide a basis of understanding when Revised Budget Estimates were presented later in the year.
21-Nov-24	Board Meeting	Information Report	§ 2024-25 Budget Update	Management presented the Committee with Budget Update focused on changes in enrollment and staffing projections. The information report is being used to provide a basis of understanding when Revised Budget Estimates are presented later in the year.
11-Dec-24	Corporate Services	Information Report	- 2024-25 Revised Budget Estimates	Management presented the Committee with the Revised Budget Estimates for approval. The Board of Trustees approved the decrease to the in-year deficit by \$0.6M to a Revised Estimates Deficit of (\$69.5M). Refer to section 2.5 “2024-25 School Year Budget Overview” for explanation changes to revenues and expenses.
16-Jan-25	Corporate Services	Information Report	- 2024-25 Financial Outlook	Management presented the Committee with a financial overview. The information report was being used to provide a basis of understanding when Financial Statements were presented later in the year.
10-Apr-25	Corporate Services	Information Report	- 2024-25 Mid-Year Budget Status Report	Management presented the Board of Trustees with a Budget Status Update. The information report is being used to provide a basis of understanding when Financial Statements are presented later in the year.



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