



Halton District School Board

AUDIT COMMITTEE

Virtual Meeting meet.google.com/ccj-eomt-emh (use calendar invite link or type into browser)

Tuesday, February 22, 2022

Public Session: 3:30 p.m.

PUBLIC SESSION AGENDA

1.0 – Opening

- 1.1 Welcome and Call to Order
- 1.2 Acknowledgement of Traditional Lands
- 1.3 Declarations of Possible Conflict of Interest
- 1.4 Approval of the Agenda

2.0 – Ratification / Action

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- 2.1 Minutes of the Audit Committee Meetings
 - 2.1.1 Audit Committee Meeting, November 9, 2021 *pages 2-6*
- 2.2 Approval of Business Transacted in Private Session (Chair)
- 2.3 Action Items
 - 2.3.1 Regional Internal Auditor Status Report (A. Eltherington) *pages 7-8*
 - 2.3.2 Terms of Reference – Mental Health & Well-Being Audit *pages 9-11*
 - 2.3.3 Recommendation for the External Auditor for the 2021-22 Financial Statement Audit (R. Negoï) *page 12*

3.0 – Communication to the Audit Committee

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- 3.1 For Information
 - 3.1.1 Reports from the Auditor General (R. Negoï) *page 13*
 - Financial Reporting of School Boards in Ontario
 - 3.1.2 Board Report on Budget Development and Schedule (R. Negoï) *pages 14-17*
 - 3.1.3 Timelines for Financial Reporting Presentation the Board (R. Negoï) *pages 18-19*

4.0 – Other Business

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- 4.1 Public Questions and Answers (Submit via [Google Form](#))

5.0 – Adjournment

- 5.1 Motion to Adjourn

Date of Next Meeting – *suggested Tuesday, May 3, 2022*

This publication is available in accessible formats upon request

**Halton District School Board
Audit Committee Public Session Meeting Minutes
Tuesday, November 9, 2021**

Attendance:

Trustee Members: A. Collard (Chair), L. Reynolds, J. Gray

Trustee Guests:

Public Representative: D. McKerrall (Vice-Chair), S. Malik

Staff: C. Ennis, R. Negoj, J. Sweetman, H. Camastro, C. Salemi, K. Samarin, E. Jabat, K. Raposo

Regional Internal Audit Team: A. Eltherington

External Auditor: L. Cheung

Regrets:

Agenda Item 1.0

1.1 Call to Order

- The Chair called the meeting to order at 3:42 p.m.

1.2 Acknowledgement of Traditional Lands

- On behalf of the Board, acknowledgement and thanks was given to the Mississaugas of the Credit First Nation for sharing their traditional territory.

1.3 Declarations of Possible Conflict of Interest

- No conflicts of interest were declared.

1.4 Introduction of the Regional Internal Audit Manager

- The Chair introduced the new Regional Internal Audit Manager, Andrea Eltherington

1.5 Approval of the Agenda

Motion: J. Gray / L. Reynolds

Be it resolved that the Agenda for the Public session of the Audit Committee Meeting for November 9, 2021 be approved as distributed.

Carried Unanimously.

Agenda Item 2.0

2.1 Minutes of the Audit Committee Meetings

2.1.1 Audit Committee Meeting, September 28, 2021

- It was requested that a change be made to 4.1 to include Jenny Baker's name in the acknowledgement to the departing Regional Internal Audit Manager.

Motion: L. Reynolds / S. Malik

Be it resolved that the minutes from the Public Session Audit Committee Meeting held on September 28, 2021 be approved as distributed. **Carried Unanimously.**

2.2 Election of the Audit Committee Vice-Chair

- The Chair opened the floor to nominations for the Audit Committee Vice-Chair position
- Trustee A. Collard nominated Public Representative D. McKerrall
- D. McKerrall accepted the nomination
- No other nominations were brought forward
- D. McKerrall is acclaimed to the position of Audit Committee Vice-Chair

Motion: L. Reynolds / J. Gray

Be it resolved that D. McKerrall be appointed as Vice-Chair of the Audit Committee for the 2021/2022 fiscal year. **Carried Unanimously.**

2.3 Approval of Business Transacted in Private Session

Motion: L. Reynolds / J. Gray

Be it resolved that the business ratified in the Private Session of the Audit Committee Meeting held on November 9, 2021, in respect of the receipt of the 2020/2021 Financial Statements and Accumulated Surplus report, the External Auditor's report to the Audit Committee on the 2020/2021 Audit, the Management Letter of Recommendations and the Regional Internal Audit Status Report be approved and the reports to be included in the summary to the Board of Trustees. **Carried Unanimously.**

2.4 Action Items:

2.4.1 Financial Statements

- **2020-2021 Financial Statements and Accumulated Surplus Balances**
 - The Superintendent of Business Services presented the reports and responded to questions
 - Approximately 3000 laptops/tablets were distributed to students. Exact number not known as schools also distributed existing technology.
 - Each school was required to keep an inventory of what was distributed and to whom. Approximately 300 devices need repair and a minimal number of devices were not returned.
 - Ministry tried to compensate for this loss by reducing useful life of technology from 5 to 3 years.
 - Since we are a growth Board the EDC deficit is expected to increase over time to approximately \$70-80 million once sites are purchased as per the Long-Term Accommodation Plan. The

current EDC deficit is lower than last year due to a timing difference and delay in the acquisition of one site.

- The EDC deficit is a function of the current EDC rates and the inability to charge enough to cover land acquisition costs. Rates are currently frozen and therefore are not keeping up with the appreciation of land costs in Halton.
- The Superintendent of Business Services has been part of a group of School Business Officials working to advise the Ministry on the impact of their decision to freeze EDC rates.

Motion: L. Reynolds / D. McKerrall

Be it resolved that the Audit Committee receive the 2020/2021 Financial Statements and Accumulated Surplus report. **Carried Unanimously.**

- ***Report to the Audit Committee on the 2020/2021 Audit***
 - *The External Auditor presented the report. There were no questions on this report from the Committee*

Motion: L. Reynolds / D. McKerrall

Be it resolved that the Audit Committee receive the report to the Audit Committee on the 2020/2021 Audit from the External Auditors. **Carried Unanimously.**

- ***Audit Committee Approval of the 2020/2021 Financial Statements***

Motion: D. McKerrall / S. Malik

Be it resolved that the Audit Committee recommends the audited financial statements of the Halton District School Board for the fiscal year ended August 31, 2021 be approved by the Board of Trustees. **Carried Unanimously.**

2.4.2 Regional Internal Audit Status Report

- The Regional Internal Audit Manager presented the report and responded to questions.
- RIAT has posted positions for up to 3 Internal Regional Auditors but currently only a team of one.
- The Regional Internal Audit Mandate needs to be re-signed any time there is a change in the Regional Internal Audit Manager or other roles outlined as signors on this document.
- Regional Internal Audit Manager has provided signed copy to staff to be passed onto the Director and Audit Committee Chair for their signatures.

- There may need to be changes made to the approved Regional Internal Audit plan for this year but this will be communicated once staffing is in place and resource needs can be assessed.

Motion: D. McKerrall / L. Reynolds

Be it resolved that the Audit Committee receive the Regional Internal Audit Status Update and that the report be included in the Audit Committee Summary to the Board of Trustees.

2.4.3 Revisions to the Internal Audit Mandate

- The Regional Internal Audit Manager presented the revised Internal Audit Mandate with minor changes.

Agenda Item 3.0

3.1 Information Items

3.1.1 Supplemental Reporting

- **Annual Statement of Education Development Charges (EDC) Report**
 - The Superintendent of Business Services presented the report and responded to questions.
 - Concern raised regarding upcoming Provincial Election and impact this may have on ability to collect EDCs given what happened after previous election when Boards were unable to collect EDCs for a period of time and the HDSB lost approximately \$1.8 million in EDC revenues as a result. Feeling is the timing is more favourable this time around in that the next EDC By-Law approval will be after the election so we should not have the same predicament at last time.
- **Summary of Trustee Expenses Report as of 2020/2021**
 - The Superintendent of Business Services presented the report and responded to questions.
 - Confirmed that the Student Trustee expenses were included in the report.
- **Summary of School Generated Funds 2020/2021**
 - Still showing a rollover amount of approximately \$4 million. Committee would like schools to ensure that funds collected from families are spent on students in the year funds are collected.
 - The Manager of School Financial Services noted that of the \$4 million rollover only \$1.4 million was a result of fundraising activities. Almost \$1 million is for fees collected in advance (i.e. I-STEM, IB fees). There has also been significant challenges and delays in the supply chain which has contributed to some timing differences where items may have been ordered but not paid for by year-end.

3.1.2 Timelines for Financial Reporting Presentation to the Board

- The Superintendent of Business Services presented the report.

3.1.3 Halton Student Transportation Services 2020/2021 Financial Statements

- Financial split with other Board is based on ridership and programming but generally the formula provides the same proportion of overspending between the Boards.
- The Superintendent of Business Services is on the Transportation Committee that is currently looking at a review of the funding formula.
- Looking at a review on the procurement of services from bussing operators. HDSB has been using a competitive process and this could be a model for the Province.
- Expect that funding will change but it may not be more funding but rather a redistribution of funding already available amongst all Boards.

3.1.4 Excellence in Education Administrative Fund

- The HDSB has historically not taken on a submission to the Excellence in Education Administrative Fund
- The Senior Management team has decided to put a submission forward in reviewing staffing complement and automating controls around comparing budgeting and expenses by position.
- Submissions are due at the end of November. Invitations for request for quote will follow once approved.
- Work has to be completed by August 31 and updates will be provided should we be approved for this submission.

Agenda Item 4.0

4.1 Public Questions and Answers

- There were no questions submitted from the Public

Agenda Item 5.0

5.1 Adjournment

Motion: J.Gray / D. McKerrall

Be it resolved that the Public Session of the Audit Committee Meeting held on November 9th, 2021 be adjourned at 4.49 pm. **Carried Unanimously.**

- Next scheduled meeting date – Tuesday February 22, 2022



MEMO

TO: Halton District School Board Audit Committee
 FROM: Andrea Eltherington, Regional Internal Audit Manager
 DATE: 22 February 2022
 SUBJECT: Regional Internal Audit Status Report – Open Committee Session

This memorandum will serve to update the Audit Committee of the Regional Internal Audit Team's (RIAT) work since November 9, 2021.

A. RIAT Staffing update

- a. Mohamad Alkhen, Chartered Professional Accountant (CPA), Certification in Risk Management Assurance (CRMA), Certified Fraud Examiner (CFE), Certified Management Accountant (CMA), Chartered Global Management Accountant (CGMA) started with the RIAT on January 10, 2022. He has previously worked in internal audit as a Manager at KPMG Toronto, an insurance company and with the Government of Dubai.
- b. Dondon Luce, Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA) started with RIAT on January 25, 2022. His most recent work experience was as a Sr. IT Auditor at OpenText Corporation. Prior to that he also worked for KPMG Toronto. In addition, he has government experience from the Philippines.
- c. Cathy DeLuca, Chartered Professional Accountant (CPA, CA) started with the RIAT on January 25, 2022. She has worked in multiple government agencies including the City of Thorold and Niagara Region. She also has extensive financial expertise.

B. Audit Plan update

The Audit plan for 2021-2022 revised in June 2021 included the following reviews:

- Confirmation of Risk Mitigation Strategies for Strategic Objective 'Equity and Inclusion' and
- Confirmation of Risk Mitigation Strategies for Strategic Objective 'Mental Health & Well-Being' for students.
- Confirmation of Risk Mitigation Strategies for Strategic Objective 'Mental Health & Well-Being' for staff.
- Conducting Network Penetration Testing

At the May 18, 2021 Audit Committee meeting, it was noted that the approved audit plan contains four audits and not all of the audits would be completed within the 2021/2022 school year. The top risks identified in the Corporate Risk Profile is Student Well-Being and



Student achievement during COVID-19. With the turnover in staff experienced by the RIAT in the first half of the school year, only the Student Mental Health & Well-Being review be conducted during the 2021-2022 year. A Terms of Reference has been included for your information.

Motion

Be it resolved that the Audit Committee receive the Regional Internal Audit Plan update and that the report be included in the Audit Committee Summary to the Board of Trustees.



MEMO

TO: Dean Barnes, Superintendent of Education
Roxana Negoï, Superintendent of Business & Treasurer

C.C.: Audit Committee
Curtis Ennis, Director of Education
David Boag, Associate Director

FROM: Andrea Eltherington, Regional Internal Audit Manager

DATE: 10 February 2022

SUBJECT: Confirmation of Risk Mitigation Strategies for Strategic Objective
'Mental Health & Well-Being' Terms of Reference

This is the terms of reference for the Confirmation of Risk Mitigation Strategies for Strategic Objective 'Mental Health & Well-Being'.

BACKGROUND

During 2020-2021, the Board introduced a strategic risk management process and with support from consulting resources, has compiled an initial risk register of threats and opportunities to be managed so that the risk that strategic objectives of the Board won't be met, can be managed. It is proposed that the audit plan focus on confirming the 'current people, processes, or systems in place' defined in the Corporate Risk Profile for the following corporate risks:

- That student well-being may be negatively impacted, impacting students' mental and physical health and overall ability to learn;

The Operational Plan was presented to the Board of Trustees on April 14, 2021 for approval. The plan outlines strategies and actions to support the five pillars of the Multi Year Plan, one of which is Mental Health and Well-Being.

OBJECTIVES

To assess that the controls described as 'current people, processes, or systems in place' are properly designed and operating in a manner that mitigate the impacts to both student and staff well-being.

AUDIT SCOPE

It is proposed that the following structure be used to assess the effectiveness Each 'control' that management has stated mitigates the stated risk:

- Has an 'owner' been assigned to each control statement (who);

- Is there a definition or description about the specifics of each control statement (how). Do strategies defined in the Operational Plan support the control statement;
- Does each plan include a time-frame (when);
- Has a criteria/measurement been developed to measure the impact of the control statement; and
- What is the frequency that the risk register is updated with actual measures which may require the control to be revised.

SCHEDULING

The Regional Internal Audit Manager met with the Superintendent of Education and the Manager, Professional Services Mental Health Lead on January 28, 2022 to discuss the objectives of the audit, the scope and the timing. This audit is expected to continue over the 2021-2022 school year as the operational strategies are implemented and evidence is gathered for management to measure the impact the strategies have had on targets established to measure expected outcomes by 2024.

KEY CONTACTS

Name	Title	Phone	E-mail
Dean Barnes	Superintendent of Education	905-335-3665	barnesd@hdsb.ca
Michelle Bates	Manager, Professional Services Mental Health Lead	905-335-3665	batesmi@hdsb.ca
David Boag	Associate Director		boagd@hdsb.ca
Roxana Negoii	Superintendent of Business & Treasurer	905-335-3665	negoir@hdsb.ca
Andrea Eltherington	Regional Internal Audit Manager	519-571-5220	andrea_eltherington@wrdsb.ca

AUDIT TEAM

The audit team will include the following members:

Audit Planning and Audit Execution

Andrea Eltherington CIA, CRMA, CISA, Regional Internal Audit Manager

**AUDIT APPROACH**

As part of the professional practice standards, certain evidence must be obtained to support the results of audit tests and on which the final audit opinion is based.

As the audit progresses, we will endeavor to keep you informed as to the progress made and share with you any preliminary findings. As field work nears completion, a meeting will be scheduled to discuss all preliminary findings in advance of preparing a draft report.

A draft report will be compiled summarizing the results of the audit and will be distributed for discussion purposes to those staff who will be asked to respond to the final draft report. The purpose is to ensure our interpretation of the facts is correct; to seek clarification where we may have misinterpreted test evidence or to obtain additional information we may not have been aware of. Once the draft has been revised, the report will be formally issued for you to provide your management action plan in response. We would ask that your response be provided back to us within two to four weeks after the draft has been issued. It is a requirement of the International Standards for the Professional Practice of Internal Auditors (IPPF) that the final report contain the conclusion and opinion with respect to the assessment of the process, under review. The final audit report will be presented immediately thereafter and to the Audit Committee at the next scheduled meeting.

If you have any questions about this audit, please do not hesitate to contact me at 519.571.5220.

Halton District School Board

Date: February 22, 2022

FOR DECISION

TO: Audit Committee
FROM: Roxana Negoï, Superintendent of Business Services and Treasurer
Curtis Ennis, Director of Education
RE: Appointment of External Auditor for 2021/2022 Financial Statements Audit

Recommendation:

Be it resolved that the Audit Committee recommend to the Board of Trustees the appointment of the external audit firm Deloitte LLP to perform the annual financial statements audit and the specified procedures report for the 2021/2022 fiscal year, at a cost not to exceed \$78,960 + HST.

Rationale:

Ontario Regulation 361/10 s. 9 (4) 1, states the following:

An audit committee of a board has the following duties related to the board's external auditor:

1. To review at least once in each fiscal year the performance of the external auditor and make recommendations to the board on the appointment, replacement or dismissal of the external auditor and on the fee and fee adjustment for the external auditor.

Following a procurement process for the selection of external auditors, the external audit firm, Deloitte LLP, was the successful proponent for appointment of a 5 year term beginning in the 2017/2018 fiscal year. This will be the fifth year of their term.

An annual assessment of the performance of the external auditors was performed at the September 28, 2021 Audit Committee meeting in private session. The overall result of the consolidated assessment was positive.

The fee for the 2021/2022 HDSB year-end consolidated financial statements audit and the specified procedures report is quoted at \$78,960 + HST.

Respectfully submitted,

*Roxana Negoï
Superintendent of Business Services and Treasurer*

*Curtis Ennis
Director of Education*

Halton District School Board

Date: February 22, 2022
FOR INFORMATION

TO: Audit Committee
FROM: R. Negoï, Superintendent of Business Services and Treasurer
RE: **Reports from the Auditor General**

Background

The Office of the Auditor General of Ontario has released the 2021 Annual Report covering value-for-money audits in the Ontario public sector and broader public sector. School Board sector audits are included in their mandate. Under the *Auditor General Act* audit results are reported through the Ontario Legislature.

The following audits were included in the 2021 Annual Report and are provided to the Audit Committee for information.

1. Value-for-Money Audit – December 2021

[Financial Reporting of School Boards in Ontario](#)

Respectfully submitted,

*Roxana Negoï,
Superintendent of Business Services and Treasurer*

Report Number: 22016

Date: January 26, 2022

FOR INFORMATION

TO: The Chair and Members of the Halton District School Board

FROM: R. Negoï, Superintendent of Business Services and Treasurer
C. Ennis, Director of Education

RE: **2022/2023 Budget Development**

Background

This report is intended to present the 2022/2023 Budget Development Schedule and the Board's Budget Objectives.

Reporting

The fiscal year for all School Boards in Ontario is in alignment with the school year and runs from September 1 to August 31. According to Ministry of Education reporting and accountability requirements, a School Board's budget must be submitted to the Ministry by the end of June preceding the start of the fiscal year in question. Consequently, the 2022/2023 budget must be submitted prior to the end of June 2022.

Provincial Perspective

The education sector has overcome many challenges during the past two years, creating multiple learning models and being ready to pivot to virtual learning at a moment's notice. During the 2021/2022 school year, the Provincial and Federal governments have provided significant investments to school boards across Ontario in an effort to support safe and healthy learning environments. These investments focused on additional staffing to support both in-person learning and virtual school models, resources to support mental health and well being of students, enhanced cleaning and ventilation in schools, provide additional technology to students and staff, and provincially procured personal protective equipment (PPE). Building on the prior year's approach, the ongoing collaboration of the education sector, Trustee Associations and the Ministry of Education, in consultation with public health, has informed the areas of needs and how to best direct the investments into the sector to address the increasing cost pressures of school boards.

Enrolment growth has shifted provincially, with families moving from urban centers to rural areas. The Greater Toronto Area boards, including Halton District School Board (HDSB), have experienced declining enrolment or reduced growth trends. Other factors contributing to reduced growth include an increase in homeschooling, lower kindergarten registrations, decrease in international students and lower levels of immigration.

Planning for 2022/2023 presents many unknowns. The Province is planning an election this summer, which will influence many decisions in the coming months. The Ministry of Education has signaled a commitment to release the Grants for Student Needs (GSN) and other one-time investments on time, or earlier than in prior years. To date, there has been no indication of any significant changes to the GSN; however there has also not been a commitment as to whether next year will be an all in-person learning year, or whether virtual schools will be established once again. The province has provided significant one-time investments to school boards to assist with COVID cost pressures, mental health concerns and to provide learning supports to students. None of these investments are confirmed to continue.

To compound the challenges of planning for next year, labour agreements are set to expire and central labour negotiations will unfold. Tied to collective agreements are timed investments called Supports for Students Fund (SSF) which provided funding for many staffing positions across all employee groups. At this point in time, there is no indication whether these positions will be continued to be supported in the next round of bargaining. As a result, the base budgets will be excluding all timed positions, leaving a large gap within the workforce across the system.

On October 22, 2021, the Ministry released the 2022/2023 Education Funding Guide (attached as appendix A), soliciting input into the budgeting process. This year's guide focuses on mental health supports, reducing administrative burden and red tape, the learning opportunities grant, urban and priority schools and the new teacher induction program. The Superintendent of Business Services participated in the development of the Council of Senior Business Officials (COSBO) education funding submission, which considered input from all school boards. Trustee representatives on the Ontario Public School Boards Association (OPSBA) also provided input into the association's submission to the Ministry of Education. Further, the Director of Education collaborated on education funding through the Regional Education Council.

Revenue – Grants for Student Needs (GSN)

The Ministry of Education allocates funding to school boards using a model referred to as Grants for Student Needs (GSN) that is based on enrolment and the needs of students in each board. In 2021/2022, the HDSB projected to receive 91.0% (approximately \$749.5 million) of total operating revenue from GSN funding. Specific funding allocation details are normally provided to Boards following the provincial budget. In the past few years, this information has been made available in late March or early April. The timing of these funding announcements present challenges for boards in the province given that certain major decisions such as staffing need to be made in advance of final budget discussions.

The information from the Education Funding consultation may influence the direction of the GSN, however it is expected that overall, the grants will remain consistent to the current year, with potentially a greater focus on mental health supports and enveloping of the learning opportunities grant. There is also a provincial working group reviewing the transportation allocation and transportation parameters. As this work is still unfolding, it is unclear whether any recommendations from this group would be reflected in next year's funding formula. The impact of the pandemic on immigration levels and migration into the Halton region continue to have a negative impact on the language grant allocation, while enrolment is expected to decline at the elementary panel, and increase modestly at the secondary panel. Outside of the GSN, rental revenues and community use of schools are anticipated to continue to be impacted, as well the low interest rates will continue to impact interest revenue.

Board Perspective

Objectives of Budget Development Process

The key objective of the Budget Development Process is to align the allocation of resources with the annual Operational Plan of the Board, the 2020-2024 Multi-Year Plan, and the Special Education Plan; identify school-based staffing requirements; identify budget challenges and opportunities; and gather input from the various stakeholder groups. The budget development process also considers the corporate risk profile in determining the allocation of resources. Updates to the corporate risk profile are aligned with the development of the annual Operational Plan and its progress review. These inform any

changes in direction or initiatives required to support the five key strategic commitments, which are then reflected in the original budget and updated in the revised estimates.

The 2022/2023 budget timelines are attached to this report. A survey will be developed in February, seeking input into the upcoming budget process. Results will be presented to the Board of Trustees during April. A budget presentation will be scheduled during April 2022 at the Committee of the Whole meeting, with a draft budget proposed for May 2022. The final budget will be presented to the Board for final approval in June 2022.

Multi-Year Plan 2020-2024 and Operational Plan

The budget development process aligns the allocation of resources to the Board's strategic priorities and operating goals identified in the annual operating plan. The 2020-2024 [Multi Year Plan](#) list the Board's key strategic commitments:

- **Equity & Inclusion** -- champion supportive and inclusive practices to ensure equitable access to positive opportunities and outcomes for all
- **Mental Health & Well-Being** -- strengthen safe and caring environments that promote well-being
- **Learning & Achievement** -- create learning conditions to elevate student achievement
- **Environmental Leadership** -- take action for a sustainable world
- **Indigenous Perspectives & Awareness** -- promote knowledge and understanding of Indigenous perspectives and realities

The 2022/2023 Operational Plan and Special Education Plan will be developed and approved in June 2022, and will build on the current year plans. The budget development process will align the allocation of resources in order to support these plans.

Enrolment

The Halton District School Board is projecting a decrease in enrolment in the elementary panel of (542) students, and a modest increase of 315 students in the secondary panel, for a total overall decrease of (227) Average Daily Enrolment (ADE) or 0.3% reduction, as compared to 2021/2022 Revised Budget Estimates.

Rationale:

The Halton District School Board has always been financially responsible with a clear focus on providing the system with the resources and supports necessary to champion inclusive and equitable practices, strengthen safe environments, create learning conditions for all, promote knowledge and understanding of Indigenous perspectives and take action for a sustainable world. Staff will update the budget assumptions as information becomes available, and report updates to the Board at future meetings.

Respectfully submitted,

R. Negoi, Superintendent of Business and Treasurer

C. Ennis, Director of Education

Timelines for 2022/2023 Budget Development

November/December 2021

Education Funding Consultations

- Provide feedback to senior administration and include in the next Board report
- Collaborate with COSBO on GSN Consultation submission
- Provide feedback on Education Funding at the Regional Education Council

January / February 2022

Administrative Council budget planning meetings

Senior Staff budget meetings

- Individual meetings with budget owners
- Identifying gaps and priorities
- Review corporate risk profile and align to resource allocation

Budget Development Report

- Budget objectives, schedule, funding, consultation, review of budget assumptions

Budget Survey

- Deploy online budget survey
- Staff budget meetings
- Trustee input

March/April 2022

Administrative Council meetings to form recommendations

Trustee Budget Meeting(s)

- Discussion re: Alignment of Financial Resources
 - Multi-Year Plan
 - Annual Operational Plan
 - Special Education Plan
 - Corporate Risk Profile
- Review of Budget Parameters
 - Preliminary Enrolment
 - Revenue Assumptions
 - Expenditure Assumptions
 - Review ratified agreements implications
 - Review details of 2022/2023 GSN
 - Overview of Grant Revenue Calculation (based on GSN release)
 - Review Expenditures to ensure alignment with GSN
 - Discuss restraint measures if required
- Review of Accountability and Reporting Requirements
- Review Trustee Input
- Review Stakeholder Input
- Presentation/review with Board of Trustees and SEAC

May/June 2022

Trustee Budget Meeting(s)

- Review of draft budget
- Review Administrative Council recommendations
- Update on Trustee Input
- Update on Stakeholder Input
- Update on Communication Plan
- Continue to discuss restraint measures if required

Board Meeting

- Budget finalized

Budget filed with Ministry and posted on the website



Halton District School Board

INFORMATION FOR AUDIT COMMITTEE

2021/2022 FISCAL YEAR

Budget Presentation	June 2, 2021	Budget 2021/2022 Report 21086 and Full Operating & Capital Budget Report
Budget Approval	June 16, 2021	Approved Budget 2021/22 Link M21-0113
Revised Estimates	December 15, 2021	Revised Estimates 2021-22 Link Report 21164
Quarterly Financial Report for the period ending November 2021	January 5, 2022	Report 22005
Quarterly Financial Report for the period ending February 2022	March 14, 2022	
Quarterly Financial Report for the period ending May 2022	June 15, 2022	
Financial Statements – Audit Committee	November 2022	
Financial Statements – Board Presentation and Board Approval	November 2022	

2022/2023 FISCAL YEAR

Budget Development	February 2, 2022	Report 22016
Budget Presentation to Committee of the Whole	February 9, 2022	Committee of the Whole Presentation
Budget Presentation	June 1, 2022	

Budget Approval	June 15, 2022	
Revised Estimates	December 7, 2022	
Quarterly Financial Report for the period ending November 2022	January 2023	
Quarterly Financial Report for the period ending February 2023	March 2023	
Quarterly Financial Report for the period ending May 2023	June 2023	
Financial Statements – Audit Committee	November 2023	
Financial Statements – Board Presentation and Board Approval	November 2023	