



2020-21 Operating Budget Communications: Overview of Communication Supports

To: Finance, Budget and Enrolment Committee

Date: 26 February, 2020

Report No.: 02-20-3834

Strategic Directions

- Allocate Human and Financial Resources Strategically to Support Student Needs

Recommendation

It is recommended that the report regarding the 2020-21 Operating Budget Communications – Overview of Communications Support (Draft) be received.

Context

The attached draft chart (Appendix A) is being presented to begin preliminary discussions about communications support for this year's budget process with the Finance, Budget and Enrolment Committee. After the discussion, this chart will be updated to reflect Trustee feedback.

Action Plan and Associated Timeline

This document provides an overview of key dates in this year's budget process and the corresponding communications support being proposed.

Resource Implications

Not applicable.

Communications Considerations

As we proceed in the budget process, we will update this plan with a focus on strategic considerations relating to messaging, stakeholder issues management and overall strategy.

Board Policy and Procedure Reference(s)

Not applicable.

Appendices

- Appendix A: 2020-21 Operating Budget Communications – Overview of Communications Support (Draft)

From

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**2020-21 OPERATING BUDGET COMMUNICATIONS –
Overview of Communications Supports (DRAFT)**

| Month | Budget Milestone | Communications Support |
|---------------|---|---|
| January 2020 | Ministry of Education GSN Consultation Document | <p>Worked with the Finance department to compile and edit the document.</p> <p>Will be posted to the TDSB’s budget webpage.</p> |
| January 2020 | Ontario Pre-Budget Consultations 2020 | <p>Worked with the Finance department to prepare Chair Pilkey’s written submission.</p> <p>Will be posted to the TDSB’s budget webpage.</p> <p>Submitted to the Standing Committee on Finance and Economic Affairs, and shared with MPPs.</p> <p>Will be shared electronically with stakeholders as part of TDSB Update.</p> |
| February 2020 | Launch of TDSB Budget 2020-21 Webpage | <p>Webpage includes a section to highlight latest budget updates, background information on the budget process, all relevant documents and presentations, information on public consultations (including ward forums), and links to access recorded videos of all FBEC meetings moving forward.</p> <p>Webpage will continue to be updated throughout the</p> |

| Month | Budget Milestone | Communications Support |
|---------------|---|--|
| | | <p>budget process.</p> <p>Banner on internal and external website, as well as all school websites.</p> |
| February 2020 | <p>Preliminary discussion of communications support for this year’s budget process at the Finance, Budget and Enrollment Committee meeting.</p> <p>Trustee feedback, suggestions and guidance to be incorporated into draft document.</p> | Draft communications support document. |
| February 2020 | Financial Facts | <p>Finalize all edits and updates to Financial Facts.</p> <p>Post to budget webpage.</p> <p>Create and post an accessible version of Financial Facts to the website.</p> |
| March 2020 | Options to Balance presented to FBEC | <p>Update website.</p> <p>Key messages for Trustees and senior team.</p> <p>Draft op-ed for Chair, Trustees (TBC).</p> |
| March 2020 | Presentation and approval of school-based staffing | <p>Update website with school-based staffing presentation.</p> <p>Explain staffing process and this year’s staffing approach in clear and easy to understand web copy.</p> |

| Month | Budget Milestone | Communications Support |
|-----------------|---------------------|--|
| | | <p>Talking points/key messages for Trustees.</p> <p>Media responses and preparation of spokespeople.</p> <p>Fact sheet for media and the public.</p> <p>Share options to balance going before FBEC with stakeholders.</p> |
| March/April/May | Public Consultation | <p>Public consultation dates (ward forums, deputation opportunities, web chat) posted to website and tweeted.</p> <p>Assist the Finance department with the creation of public consultation presentation. Finance staff may be available to assist at meetings as required.</p> <p>Fact sheet for distribution at public consultations.</p> <p>Hold a virtual budget consultation/web chat where participants (who cannot attend a public consultation in person) can hear from staff and ask questions (TBD).</p> |
| April 2020 | GSN Announcement | Re-evaluate depending on the nature of the announcement: news |

| Month | Budget Milestone | Communications Support |
|----------|---------------------------|--|
| | | <p>release, media statement, interviews, etc.</p> <p>Update web content.</p> <p>News You Can Use item.</p> <p>Trustee Weekly.</p> <p>TDSB Connects.</p> <p>Talking points/key messages for Trustees and senior team.</p> |
| May 2020 | Operating Budget Approval | <p>News release on the night of the Board meeting.</p> <p>Fact sheet/Q&A for media.</p> <p>Prepare spokespeople with key messages and background information.</p> <p>News You Can Use item.</p> <p>Update website.</p> <p>TDSB Connects.</p> |



Three-Year Enrolment Projections

To: Finance, Budget and Enrolment Committee

Date: 26 February, 2020

Report No.: 02-20-3835

Strategic Directions

- Allocate Human and Financial Resources Strategically to Support Student Needs

Recommendation

It is recommended that the Three-Year Enrolment Projections report be received.

Context

Enrolment projections are updated annually to support budget planning, capital planning, and Ministry reporting. The tables below outline the actual and projected Average Daily Enrolment (ADE) of Pupils of the Board for 2018-19 to 2022-23, and the net change in enrolment over the next three years.

ADE is a measure of enrolment that the Ministry uses to allocate funding. Full-time equivalent (FTE) enrolment is counted twice during the school year, on the last day of October and March. The average of these two counts is the ADE. “Pupils of the Board” are defined as all pupils that are eligible for Ministry funding. Fee-paying students are not included in the totals.

Projected ADE Enrolment (expressed as Pupils of the Board)

| | Actual | Projected | | | |
|-------------------------|-------------------|----------------|----------------|----------------|----------------|
| | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
| JK/SK | 34,791.48 | 34,900 | 34,760 | 34,435 | 34,465 |
| Grades 1 to 3 | 53,410.00 | 53,373 | 53,548 | 53,147 | 52,989 |
| Grades 4 to 8 | 84,960.25 | 85,797 | 86,061 | 86,158 | 85,981 |
| Total Elementary | 173,161.73 | 174,070 | 174,369 | 173,740 | 173,435 |
| Secondary | 69,267.89 | 69,181 | 69,379 | 70,597 | 71,556 |

| | Actual | Projected | | | |
|-------------------------|-------------------|----------------|----------------|----------------|----------------|
| | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
| Total Day School | 242,429.62 | 243,251 | 243,748 | 244,337 | 244,991 |

Net Change Year over Year Enrolment Analysis

| | 19-20 vs 18-19 | 20-21 vs 19-20 | 21-22 vs 20-21 | 22-23 vs 21-22 |
|-------------------------|----------------|----------------|----------------|----------------|
| JK/SK | 108.52 | -140.00 | -325.00 | 50.0 |
| Grades 1 to 3 | -37.00 | 175.00 | -401.00 | -158.00 |
| Grades 4 to 8 | 836.75 | 264.00 | 97.00 | -177.00 |
| Total Elementary | 908.27 | 299.00 | -629.00 | -305.00 |
| Secondary | -86.89 | 198.00 | 1,218.00 | 959.00 |
| Total Day School | 821.38 | 497.00 | 589.00 | 654.00 |

The net change in ADE enrolment for next school year (2020-21) is projected to increase by approximately 497 students.

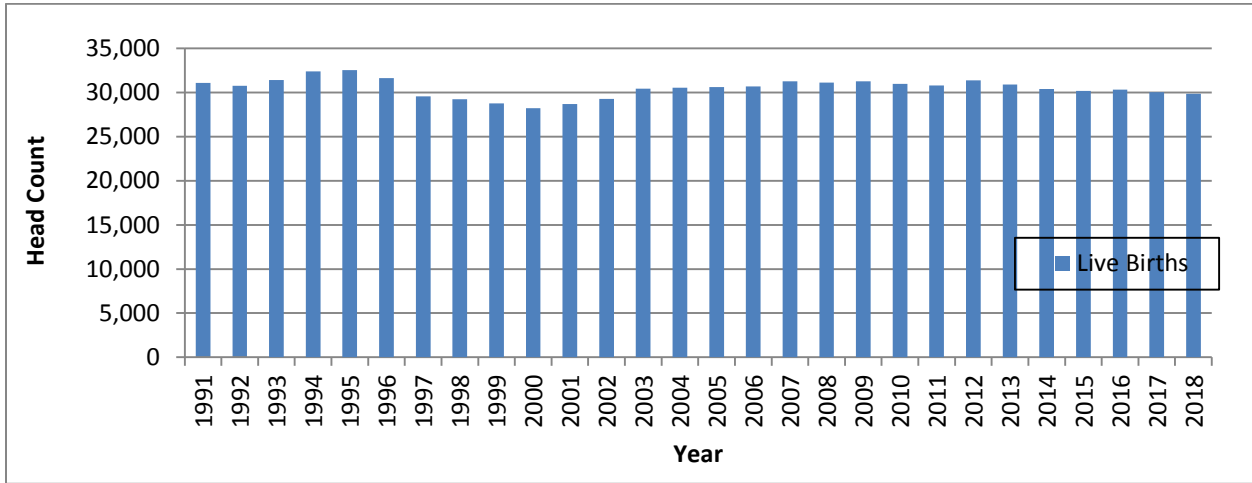
Elementary Enrolment Projections

Elementary ADE enrolment is projected to remain fairly stable next year followed by a slight decrease in 2021 and 2022.

Elementary projections at the front end (incoming JK enrolment) are influenced by live births and the three year-old preschool population. Live births have remained fairly stable over the past four years (2015 to 2018), resulting in stable projections for the three year-old population group between 2018 and 2021. Over the past four years, the TDSB has retained an average share of approximately 65% of the previous year’s three year-old population cohort. This trend is anticipated to continue, resulting in a stable incoming JK projection of just below 17,000 for 2020 to 2022.

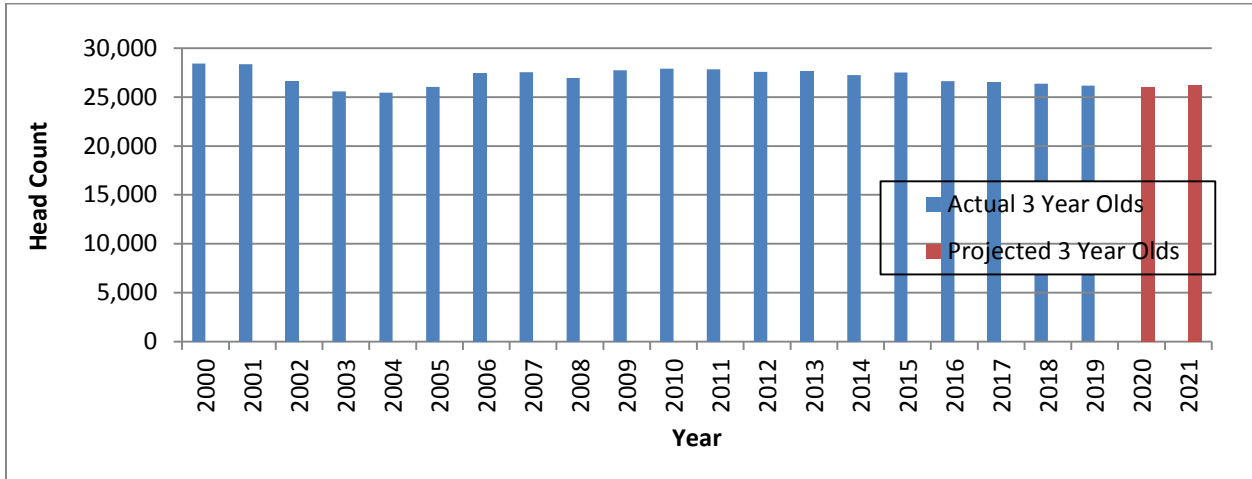
Elementary enrolment is also influenced by the size of the outgoing Grade 8 cohort. Enrolment is projected to marginally increase next year in part due to a smaller graduating Grade 8 cohort being replaced by larger incoming JK enrolment. Marginal enrolment declines are projected in 2021 and 2022 in part due to larger graduating Grade 8 cohorts in 2020 and 2021 and a stable incoming JK population.

City of Toronto Live Births: 1991 to 2018



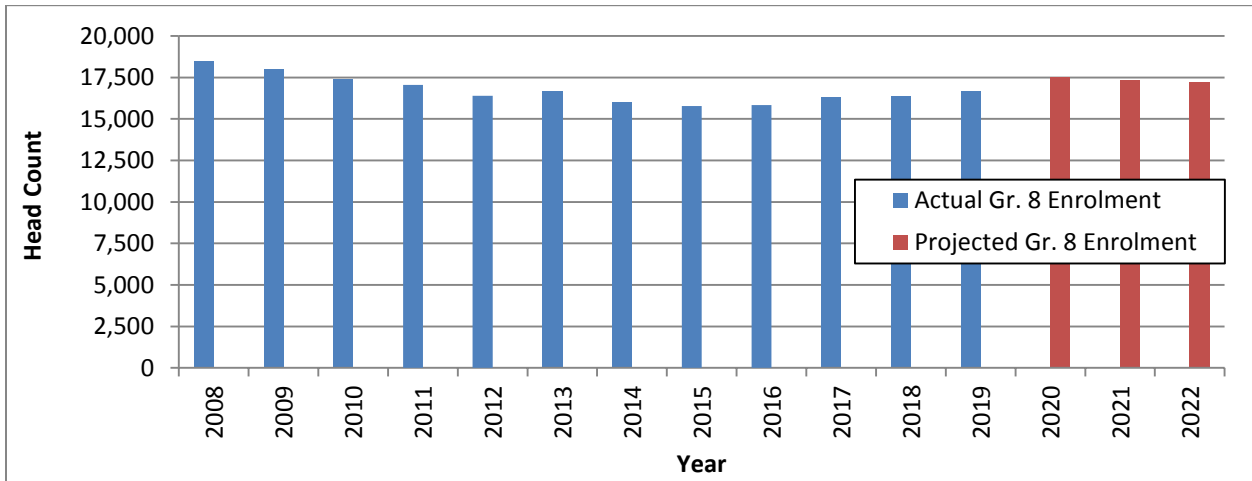
Source: Baragar Systems / Ontario Birth Registry, November 2019

City of Toronto 3 Year-Old Preschool Population: 2000 to 2021



Source: Baragar Population Projections, Preliminary 3-Year Old Update, November 2019

Grade 8 Enrolment: 2008 to 2022



Retention throughout the grades (SK – Grade 8) is another indicator used in calculating enrolment projections. Historical trends are analyzed to provide insight for future trends. The relationship between the number of students in a grade and the number of students that move on to the next grade in the following year is observed to determine the retention rate. Since 2016, there has been a notable increase in elementary retention rates throughout the grades, driven in part by an increase in “new entrants”, defined as students actively attending in the current year but not present in the previous year; and fewer “exits”, defined as students active in the previous year who are no longer present in the following year.

Newcomer students arriving to the TDSB from non-English speaking countries have had a positive influence on retention rates over the past four years. This is in-line with changes to Federal Immigration targets, as indicated in the chart below:

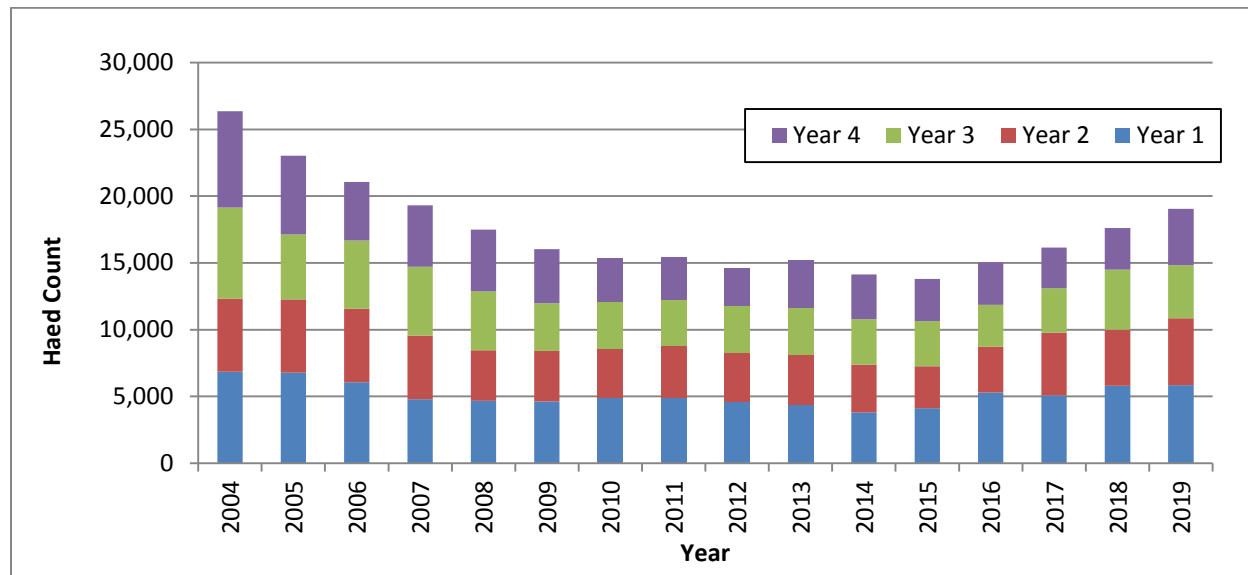
Federal Immigration Targets - All Categories

| Actual Number of Permanent Residents Admitted | | | | | | | Projected Target | | |
|---|---------|---------|---------|---------|---------|---------|------------------|---------|---------|
| 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 257,903 | 259,023 | 260,404 | 271,845 | 296,346 | 286,479 | 310,000 | 330,800 | 341,000 | 350,000 |

Note: Source of data is Government of Canada: Annual Reports to Parliament on Immigration (October 2018). The 2022 target will be released in March 2020 and is expected to moderately increase based on statements made by Marco Mendicino, Minister of Immigration, Refugees and Citizenship, in his Mandate letter dated December 13, 2019 (<https://pm.gc.ca/en/mandate-letters/minister-immigration-refugees-and-citizenship-mandate-letter>).

In 2016, total ESL elementary enrolment increased by 1,243 over the previous year to 15,052. This includes approximately 700 Syrian newcomer students. In 2017, ESL enrolment increased by another 1,092 students to 16,144. Beginning in January 2018, the City of Toronto experienced an increase in persons newly arriving to Canada seeking asylum. These refugees were accommodated in emergency shelters and the school-aged children began attending designated TDSB schools. By October 31, 2018, total ESL enrolment increased by 1,471 students to 17,615. In the most recent year, ESL enrolment increased again by 1,427 students to a total of 19,042. This equates to an average annual increase of 8% over the past four years. In comparison, the four years prior to that (2012 to 2015), there was an average annual decline in ESL elementary enrolment of approximately -3%.

Elementary ESL Enrolment: 2004 to 2019



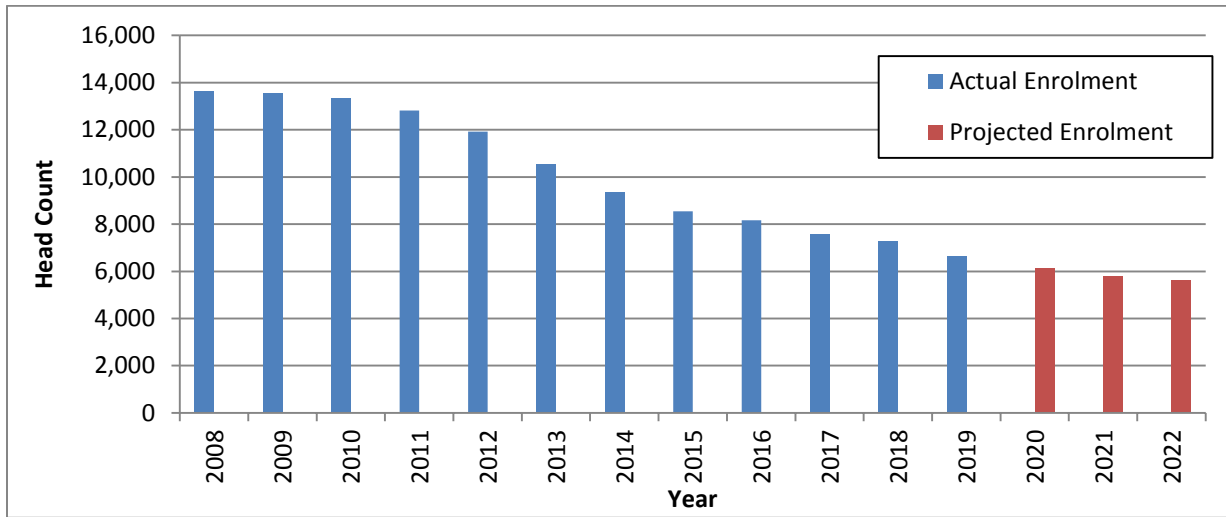
Secondary Enrolment Projections

Secondary enrolment is projected to increase by 198 in 2020-21, followed by increases of 1,218 and 959 in 2021-22 and 2022-23 respectively.

Secondary projections at the front end are influenced by the incoming Grade 9 cohort. Smaller graduating Grade 8 classes have worked their way through the elementary panel into the secondary panel, partially contributing to declining secondary enrolments over the past nine years. Larger graduating Grade 8 cohorts are projected to enter the secondary panel beginning in 2020-21. Grade 9 enrolments are also influenced by the number of new students entering the TDSB (new entrants) compared with those exiting the TDSB after Grade 8 (exits). For the past three years, on average the TDSB has attracted 1,909 new entrants in Grade 9. This is more than the average number of Grade 8 exits (1,801) over the same time frame.

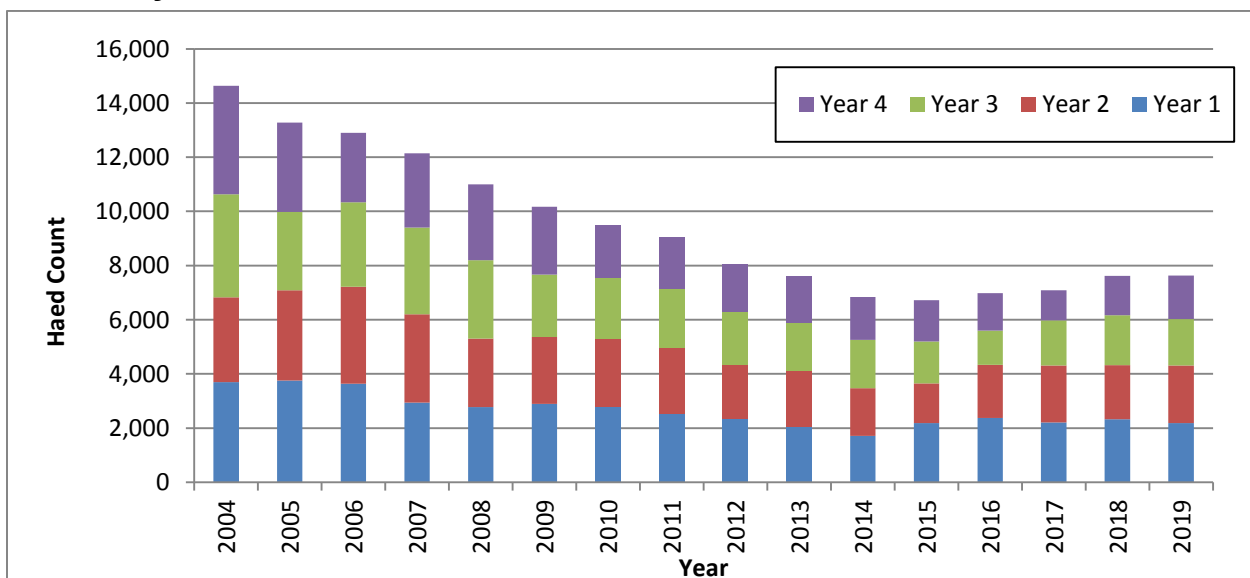
Secondary enrolment projections are also influenced by graduation rates. The number of students returning to the TDSB for a fifth year has decreased annually, while the number of students leaving the TDSB after Year 4 has increased annually. This has resulted in lower enrolment totals for the 18 to 21+ age groups over this time frame. These trends are expected to continue over the next three years.

Age 18-21+ Enrolment: 2008 to 2022



Retention throughout the age groups (14 to 21+) is another indicator used in calculating secondary enrolment projections. The relationship between the number of students in an age group and the number of students that move on to the next age group in the following year is observed to determine the retention rate. Similar to the elementary panel, over the past four years, there has been a notable increase in secondary retention rates in the age 14, 15, 16 and 17 year old age groups, driven in part by an increase in new entrants and fewer exits. Newcomer students arriving to the TDSB from non-English speaking countries have had a positive influence on secondary retention rates over the past four years. After over 10 years of decline, ESL enrolment began to increase in the secondary panel beginning in 2016. Since that time, secondary ESL enrolment has increased from 6,980 students in 2016 to 7,628 students in 2019.

Secondary ESL Enrolment: 2004 to 2019



System Enrolment Projections

As a system, TDSB enrolment is projected to increase in 2020-21 by 497, followed by an increase of 589 in 2021-22 and an increase of 654 in 2022-23.

Action Plan and Associated Timeline

Not applicable.

Resource Implications

The Business Services Department uses the enrolment projections in this report to prepare a three-year forecast of the financial position of the Board.

Communications Considerations

Not applicable.

Board Policy and Procedure Reference(s)

Not applicable.

Appendices

Not applicable.

From

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