



REPORT TO

REGULAR BOARD

2021-22 Budget Consultation Plan

“For surely I know the plans I have for you, says the Lord, plans for your welfare and not for harm, to give you a future with hope.” - Jeremiah 29:11

Created, Draft	First Tabling	Review
February 9, 2021	February 18, 2021	Click here to enter a date.
Steve Camacho, Acting Associate Director FBCD Shazia Vlahos, Chief of Communications & Government Relations Paul De Cock, Superintendent Business Services		

RECOMMENDATION REPORT

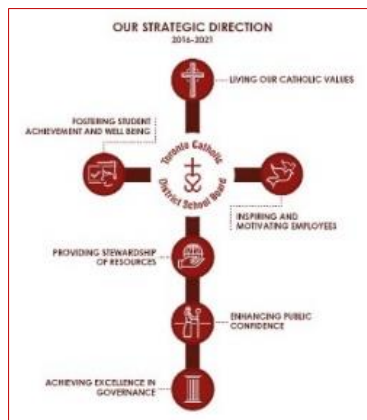
Vision:

At Toronto Catholic we transform the world through witness, faith, innovation and action.

Mission:

The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.

We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.



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A. EXECUTIVE SUMMARY

This report introduces the 2021-22 budget development process and community consultation plan. Consultation with stakeholders is a key element to developing a comprehensive yearly budget. The yearly budget development process is complex and requires the Board of Trustees to balance a number of competing interests such as the request of parents and students, the demands of Government, the operational needs of the system, and strategic priorities of Trustees.

Under Part IX (Finance) section of the Education Act, the TCDSB must adopt a balanced budget each year. This requirement under the Education Act assures that Ontario school boards submit estimates that are in line with the funding they are expecting from the Ministry of Education in any given year. The TCDSB works as an integrated system to support all students, as such, all areas much be considered to improve student achievement and well-being.

The current 2020-21 fiscal year has presented many significant fiscal challenges for the TCDSB resulting in a \$42M in-year deficit. Although revenues from the Government increased in 2020-21 to support the TCDSB's COVID response, these funds were insufficient to meet the immediate needs of the TCDSB and resulted in the \$42M deficit. While this response was appropriate for this fiscal year, it will likely mean that TCDSB will need to find \$42M in savings for the next fiscal year, assuming no additional government funding is provided.

In addition to the public reports to the Board of Trustees, TCDSB staff will embark on a robust consultation and communication plan to develop the final budget. This year's consultation plan is detailed below and includes consultations with trustees, students, families, parent groups and union partners using multiple methods to ensure all stakeholders have an opportunity to review and comment on the budget.

Staff are recommending the consultation plan for 2021-22 budget described in this report be approved and that staff present the finalized budget estimates for 2021-22, which will be reflective of the community consultation and feedback received in June 2021.

The cumulative staff time required to prepare this report was 10 hours

B. PURPOSE

This report introduces the 2021-22 budget development process and the community consultation plan to inform Trustees and the TCDSB community of the steps involved in finalizing the budget for the next fiscal year. The report seeks Board of Trustees approval of the community consultation plan. This report is one of a series of reports used to inform the development of the yearly TCDSB budget.

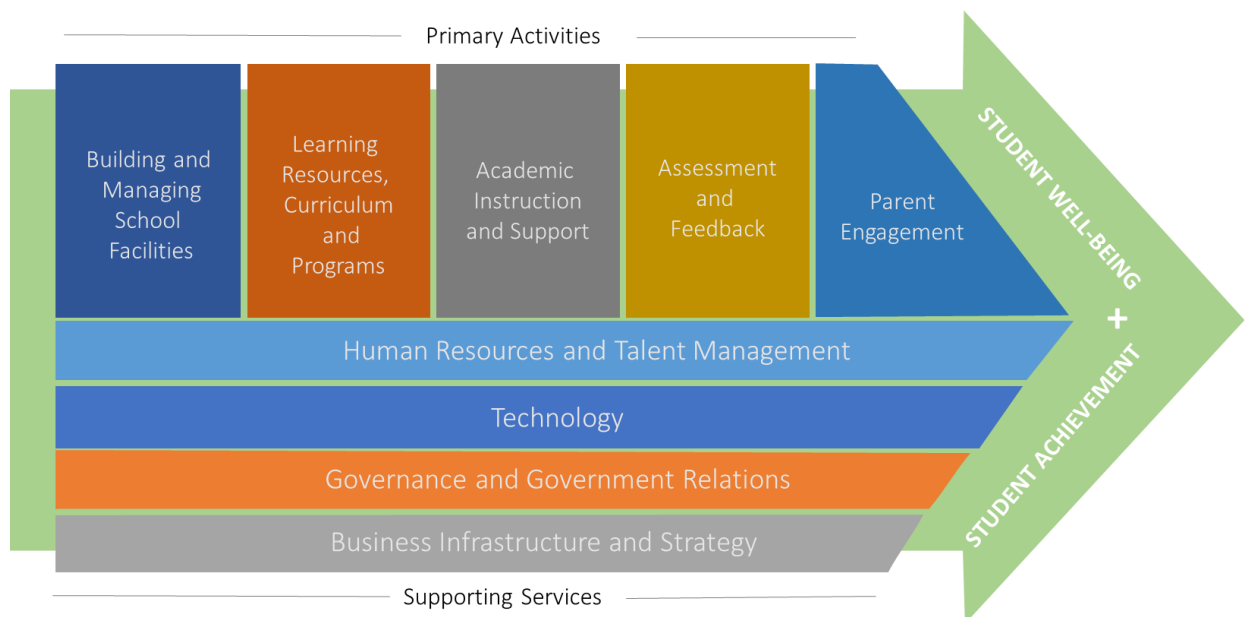
C. BACKGROUND

1. **Budget setting for a school board is a legislated process with strategic importance.** The budget process is an important planning tool for the development of an effective and balanced budget in order to provide a range of necessary resources, supports and programs to TCDSB students. The TCDSB is required, before the beginning of each fiscal year, to prepare and adopt a set of estimates (budget) of its revenues and expenses for the coming fiscal year. The approved budget must be submitted to the Ministry of Education by end of June each year.
2. Under [Part IX \(Finance\) section of the Education Act](#), the TCDSB must **adopt a balanced budget each year**. This requirement under the Education Act assures that Ontario school boards submit estimates that are in line with the funding they are expecting from the Ministry of Education in any given year. *The Education Act does allow for some ability to approve “in-year deficits” to the Budget, but such approvals are subject to the approval of the Minister of Education.*
3. **The Multi-Year Strategic Plan (MYSP) and other supporting plans provide the overarching strategic direction and principles underlying the yearly budget.** TCDSB is committed to offering high quality programs and services to all students and while continuously working to improve services and operations year-over-year. TCDSB also strives to make effective, efficient, and innovative use of resources, based on sound planning, and the best available information. Inherent in the budget process is the allocation of available resources to address student needs and improvements to supporting services.

4. **Consultation with stakeholders is a key element to developing a comprehensive yearly budget.** The yearly budget development process is complex and requires the Board of Trustees to balance several competing interests such as requests from families and students, the demands of government, the operational needs of the system, and strategic priorities of Trustees. To support the tough choices that Trustees must make every year a robust consultation plan offers input into the final decision-making process in the boardroom.

D. RESEARCH AND ANALYSIS

1. **The TCDSB works as an integrated system to support all students, as such, all areas much be considered to improve student achievement and well-being.** The illustration below depicts the primary and supporting activities that make up most modern school systems with the ultimate goal of student achievement and well-being. Since all activities support one another to achieve a common goal, investments in primary activities must also be matched with investments supporting activities to achieve overall and lasting improvements.



2. **The current 2020-21 fiscal year has presented many significant fiscal challenges for the TCDSB resulting in a \$42M in-year deficit.** Although revenues from the Government increased in 2020-21 to support the TCDSB's COVID-19 response, these funds were insufficient to meet the immediate needs costs the TCDSB is estimated to incur as result of COVID-19 resulting in the \$42M deficit. While this response was appropriate for 2020-21 fiscal year, it will likely mean that TCDSB will need to find \$42M in saving for the 2021-22 fiscal year, assuming no additional government funding is provided.
3. **The previous budget years have experienced significant fiscal constraints and pressures.** The following list of fiscal challenges have exerted considerable influence on the Board's past budget processes and have necessitated very difficult decisions regarding a wide array of program and staffing service levels. In the past, changes to the GSN Model have resulted in reductions to TCDSB's operating funds in certain areas. The changes included changes to the School Foundation Grant, Differentiated Special Education Needs Amount (DSENA), Administration and Governance, School Operations and Declining Enrolment Adjustment grants.
4. **The standard internal budget process has already begun in January by staff to prepare reports for the Board of Trustees.** For the 2021-22 budget year, TCDSB staff commenced its budget development process with the development of timelines, consultation plans, and preliminary assumptions. This will be followed by an in-depth review of budget pressures, a review of departmental budgets, and review of strategic priorities. A summary of the 2021-22 Budget Assumptions and Pressures will provide the Board of Trustee in March 2021.
5. **The budget is developed using a series of reports that provide budgetary information for consultation and discussion, ending in an approval of next year's budget estimates.** The process starts with the budget consultation plan, and the 2020-21 Grants for Student Needs (GSN) announcement from the Ministry of Education (EDU) expected at the end of March or early April 2021 all of which will have an impact on the 2021-22 fiscal year. The following reports are expected in the series, culminating in establishing an approved fiscal year budget:
 - a. Budget Consultation Plan
 - b. Consensus Student Enrolment Projections
 - c. Budget Assumptions and Pressures
 - d. Preliminary Staffing Projections

- e. Grants for Student Needs (GSN) update
- f. Preliminary Budget Estimates and consultation analysis
- g. Final Budget Estimates

6. **In addition to the public reports to the Board of Trustees, TCDSB staff will embark on a robust consultation to develop the final budget.** This year's consultation plan is detailed below and includes consultations with trustees, students, families, and union partners using multiple methods to ensure all stakeholders have an opportunity to review and comment on the budget.

E. ACTION PLAN

1. **TCDSB staff will consult with community stakeholders according to our Community Engagement Policy.** In consideration of the turnout from budget consultations since 2015-2020 (see appendix A), the proposed consultation plan for the 2021-2022 Budget includes engagement of community stakeholders at the level of "Consult" –. The "Consult" level as defined in TCDSB Community Engagement Policy T.07 as *"To obtain input from community members and the general public on proposed Board directions and decisions."*
2. A robust set of activities, communications, reports and events will be used to gather input from TCDSB stakeholder. For 2021-22 Budget this include the following:

DATE	PUBLIC CONSULTATION ACTIVITY
<p>1) March 1, 2021 Community Consultation Launch</p>	<ul style="list-style-type: none"> • GO LIVE with Budget website and toolkit on March 1, 2021 • Invitation letter from Chair and Director about the launch of the budget engagement process to all staff, families, CSPCs, CPIC, OAPCE (Toronto), SEAC, CSLIT/ECSLIT • Communication sent to Archdiocese for distribution to individual parishes to encourage Catholic community/ stakeholder involvement • Frequently Asked Questions (FAQs) • Social media posts inviting the TCDSB community to participate
<p>2) March 11, 2021 Corporate Services Committee</p>	<ul style="list-style-type: none"> • Report: Consensus Student Enrolment Projections • Report: Budget Assumptions and Pressures • Opportunity for public delegations regarding budget considerations
<p>3) March 25, 2021 Regular Board meeting</p>	<ul style="list-style-type: none"> • Report: Preliminary Staffing Projections • Opportunity for public delegations regarding budget considerations
<p>4) March 31, 2021 6:00 pm – 7:30 pm Theme 1: Student Programming, Supports and Special Education</p>	<ul style="list-style-type: none"> • A series of Virtual Town Halls are being organized and grouped into three themes to allow the public multiple opportunities to ask senior staff questions
<p>5) April 1 – April 30, 2021 Budget Survey</p>	<ul style="list-style-type: none"> • Online survey will be open for one month to allow for optimal engagement

DATE	PUBLIC CONSULTATION ACTIVITY
6) April 8, 2021 Student Achievement Committee	<ul style="list-style-type: none"> • Opportunity for public delegations regarding budget considerations
7) April 13, 2021 6:00 pm – 7:30 pm Theme 2: Staffing & Instructional Related Expenses	<ul style="list-style-type: none"> • A series of Virtual Town Halls are being organized and grouped into three themes to allow the public multiple opportunities to ask senior staff questions
7) April 15, 2021 Corporate Services Committee	<ul style="list-style-type: none"> • Report: GSN and Budget update* • Opportunity for public delegations regarding budget considerations
8) April 19, 2021 CPIC Meeting	<ul style="list-style-type: none"> • Budget discussions with CPIC members for feedback
9) April 20, 2021 6:00 pm – 7:30 pm Theme 3: Facilities and Non-Instructional Related Expenses	<ul style="list-style-type: none"> • A series of Virtual Town Halls are being organized and grouped into three themes to allow the public multiple opportunities to ask senior staff questions
10) April 21, 2021 Special Education Advisory Committee (SEAC) Meeting	<ul style="list-style-type: none"> • Budget discussions with SEAC members for input and recommendations.
11) April 22, 2021 Regular Board Meeting	<ul style="list-style-type: none"> • Opportunity for public delegations regarding budget considerations
12) April, 2021 (TBD) OAPCE-Toronto Meeting	<ul style="list-style-type: none"> • Budget discussions with OAPCE-Toronto members for feedback
13) April, 2021 (TBD) ESCLIT/CSLIT	<ul style="list-style-type: none"> • Budget information and options discussed with student leaders

DATE	PUBLIC CONSULTATION ACTIVITY
14) April, 2021 (TBD) Meeting with Union Partners	<ul style="list-style-type: none"> • Consultation and discussion of budget.
15) May 6, 2020 Student Achievement Committee Meeting	<ul style="list-style-type: none"> • Opportunity for public delegations regarding budget considerations
16) May 13, 2020 Corporate Services Committee Meeting	<ul style="list-style-type: none"> • Report: results from Budget engagement process • Report: Preliminary Budget for Trustee feedback • Opportunity for public delegations regarding
17) June 8, 2020 Corporate Services Committee meeting	<ul style="list-style-type: none"> • Final opportunity for delegations. • Final vote on approval of 2021-2022 Budget for submission to the Ministry of Education by June 30, 2020.

**Subject to change based on Ministry of Education (EDU)*

3. **The Communications Plan will also be aligned to support the budget engagement process through the following communication activities:**
- a. School Messenger letter to families with links to budget webpage, toolkit and survey
 - b. Email blast announcing launch of consultations to all staff, CPIC, SEAC, OAPCE, CSPCs, employee unions and associations
 - c. Social media posts (i.e. Twitter, Instagram, Facebook)
 - d. Targeted social media advertising of the survey and virtual town hall
 - e. Director’s Bulletin
 - f. Weekly Wrap Up
 - g. Trustee and school newsletters
 - h. Collaboration with the Archdiocese to publish information for inclusion in individual parish bulletins and parish website links
 - i. A customized translate tool so that all stakeholders can access all budget information in the language of their choice

- j. Translated paper surveys will be made available upon request (online survey can be customized using Google Translate feature on the website)
- k. Catholic School Parent Council (CSPC) identification feature in the survey will allow each CSPC to use their scheduled April meeting to complete the survey in consultation with and on behalf of their members

F. STAFF RECOMMENDATION

- 1. That consultation plan for 2021-22 budget described be approved; and
- 2. That staff present the finalized budget estimates for 2021-22, reflective of the community consultation and overall feedback, to the Board of Trustees at the Corporate Services meeting scheduled for June 2021.

Appendix A - Previous Engagement Results

Budget Year	Consultation Process	Survey Respondents	Attendance
2015-2016	Multi-year recovery plan consults included virtual town hall, online survey, targeted in-person engagements	N/A	~12 questions submitted
2016-2017	Online survey, delegations to board, targeted in-person engagements	1139	N/A
2017-2018	Online survey, delegations to board, targeted in-person engagements *Proposal to charge for parking at all school sites was under consideration	4360	N/A
2018-2019	Online survey, delegations to board, targeted in-person engagements	435	N/A
2019-2020	Online survey, public consultation, town hall, delegations to board, targeted in-person engagements	1,942 (73 included from CSPCs)	13 (public consultation) 60 (in-person town hall) 16 (delegations)
2020-2021	Online survey, public consultation, virtual town hall, delegations to board, paid social media advertising	4,549	326 (virtual town hall attendees)