



Finance, Budget and Enrolment Committee Agenda

FBEC:048A

Wednesday, February 26, 2020

4:30 p.m.

Committee Room A, 5050 Yonge Street

Trustee Members

Shelley Laskin (Chair), Michelle Aarts, Alexandra Lulka, Chris Moise, Zakir Patel, David Smith

Note: Please ensure all electronic devices are on silent mode.

Pages

1. Call to Order and Acknowledgement of Traditional Lands
2. Approval of the Agenda
3. Declarations of Possible Conflict of Interest
4. Delegations
To be presented
5. Contract Awards
 - 5.1 Contract Awards, Facilities [3842] 1
 - 5.2 Contract Awards, Operations [3848] 23
6. Budget Matters
 - 6.1 Annual Report: 2020-21 Operating Budget Communications: Overview of Communication Supports [3834] 35
 - 6.2 Annual Report: Three-Year Enrolment Projection [3835] 41
 - 6.3 Financial Facts: Revenue and Expenditure Trends [3836] 49
7. Other Business
 - 7.1 Updated Proposed 2020-2021 Budget Schedule and Process [3843] 95
8. Adjournment

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Contract Awards – Facilities Only

To: Finance, Budget and Enrolment Committee

Date: 26 February, 2020

Report No.: 02-20-3842

Strategic Directions

- Allocate Human and Financial Resources Strategically to Support Student Needs

Recommendation

It is recommended that:

1. the contract awards on Appendix A be received for information; and
2. the contract awards on Appendices B and C be approved.

Context

In accordance with the Board's Policy P.017 - Purchasing:

- The Director or designate may approve facility related contracts over \$50,000 and up to \$500,000 and report such contracts to Finance, Budget & Enrolment Committee;
- Finance, Budget & Enrolment Committee may approve facility related contracts in excess of \$500,000 and up to \$1,000,000; and
- The Board shall approve all facility related contracts over \$1,000,000. All contracts for Consulting Services in excess of \$50,000 must be approved by the Board;

The recommended suppliers and the term of each contract are shown in the attached appendices. Appendix A outlines contract awards provided for information; Appendix B outlines contracts requiring Finance, Budget & Enrolment Committee approval and Appendix C outlines contracts requiring Board approval. The amounts shown are based on the total value over the term of the contract unless indicated otherwise. Actual amounts depend on the volume of products/services actually used during the term of the contract.

Contractors bidding on Board construction/maintenance projects must be pre-qualified. Consideration is given to bonding ability, financial stability, depth of experience, references, on-site safety record, and proof of union affiliation (applies to projects less than \$1.3M or additions less than 500 square feet). Issuing a market call to pre-qualify is periodically advertised in the Daily Commercial News and on electronic public bidding websites to facilitate broader public access.

When a Request for Tender is issued, the lowest cost bid is accepted where quality, functionality, safety, environmental and other requirements are met.

When a Request for Proposals is issued, a variety of evaluation criteria are used, including price. Each of those criteria is weighted based on relative importance to the Board. The bidder with the highest overall score is recommended for contract award.

Every effort is made to include input from the users in the development of specifications and the evaluation process.

Opportunities to bid on Tenders and Proposals are posted on the Bids & Tenders e-Tendering portal www.bidsandtenders.ca .

Copies of all bids received and detailed information regarding all recommended awards are available in the Purchasing Services department.

Action Plan and Associated Timeline

Not applicable.

Resource Implications

Funding sources have been identified for each award listed in the attached appendices.

Communications Considerations

Not applicable.

Board Policy and Procedure Reference(s)

PO:17 Purchasing

Appendices

- Appendix A: Contract Awards Provided for Information
- Appendix B: Contracts Requiring Finance, Budget & Enrolment Committee Approval
- Appendix C: Contracts Requiring Board Approval
- Appendix D: Summary of Select Facilities Contracts

From

Steve Shaw, Executive Officer – Facility Services, Sustainability and Planning, at 416-393-8780 or steve.shaw@tdsb.on.ca

Chris Ferris, Senior Manager – Administrative Services at 416-395-8036 or chris.ferris@tdsb.on.ca

APPENDIX A

Facility Services Contracts Provided for Information Only (over \$50,000 and up to \$500,000)

#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object -ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
ROOFING											
-	Nil Items	-	-	-	-	-	-	-	-	-	-
MECHANICAL											
1	Design Construction and Maintenance	DA20-148T R.H. King Academy Pool Filtration Upgrade. The existing pool filters have exceeded their life expectancy and new screens for these filters are no longer available. It is also determined that the existing circulation pump does not comply with current code requirements. New filter and circulation pump is required.	18	W. Mitchell & Son Mechanical Contractors Ltd.	Yes	No	8	\$248,500	January 2020 / August 30, 2020	Design Construction and Maintenance	School Condition Improvement
2	Design Construction and Maintenance	DK20-145T Selwyn ES Heating, Ventilation & Air Conditioning (HVAC) Upgrade. A new Direct Expansion (DX) coil should be added to the brand new gym Air Handling Unit (AHU) & be coupled with a condensing unit outdoors. Since the space in fan room is so limited the viable option is to install a multi-split air conditioning unit with four evaporators on each corner.	16	Carmichael Engineering Ltd.	Yes	No	6	\$118,000	February 2020 / August 31, 2020	Design Construction and Maintenance	School Condition Improvement

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#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object-ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
3	Design Construction and Maintenance	DK20-149T Newtonbrook SS Air Handling Unit (AHU) Replacement. Due to age and current condition the existing air handling unit has surpassed its useful lifespan and functionality, and requires replacement.	12	Active Mechanical	Yes	No	8	\$387,500	February 2020/ August 21, 2020	Design Construction and Maintenance	School Condition Improvement
4	Design Construction and Maintenance	DK20-163T Cedarbrook PS. Replacement of Exhaust Fan. Existing exhaust fan is beyond its useful lifespan and functionality and requires replacement.	19	Active Mechanical	Yes	No	6	\$128,225	January 2020 / May 31, 2020	Design Construction and Maintenance	School Condition Improvement
5	Design Construction and Maintenance	DK20-188T Ionview PS Ventilation Upgrade. Adding new rooftop unit to improve ventilation and thermal comfort of the space.	17	Crozier Environmental Inc.	Yes	No	6	\$213,600	February 2020 / August 31, 2020	Design Construction and Maintenance	School Condition Improvement
6	Design Construction and Maintenance	DK20-188T Walter Perry JPS Ventilation Upgrade. Adding new rooftop unit to improve ventilation and thermal comfort of the space.	18	Carmichael Engineering Ltd.	Yes	No	6	\$243,260	February 2020 / August 31, 2020	Design Construction and Maintenance	School Condition Improvement
7	Design Construction and Maintenance	DA20-187T Earl Grey SPS Dust Collector System Upgrade. Existing systems obsolete, deteriorated beyond repair.	15	W. Mitchell & Son Mechanical Contractors Ltd	Yes	No	12	\$299,800	June 2020 / August 2020	Design Construction and Maintenance	School Condition Improvement
8	Design Construction and Maintenance	DA20-187T Malvern CI Pool Boiler Replacement. Existing systems obsolete, deteriorated beyond repair.	16	Bomben Plumbing & Heating Limited	Yes	No	12	\$297,000	June 2020 / August 21, 2020	Design Construction and Maintenance	School Condition Improvement
9	Design Construction and Maintenance	CN20-151T Blantyre PS Cooling Tower Replacement. Due to the age and condition of the existing cooling tower, it has surpassed its useful lifespan and requires replacement.	18	Royal Mechanical	Yes	No	5	\$174,900	February 2020/ August 21, 2020	Design Construction and Maintenance	School Condition Improvement

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#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object -ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
10	Design Construction and Maintenance	CN20-141T Mimico Adult Ed Centre Heating Plant Replacement. One of two existing boilers is decommissioned and beyond repair and the other is at partial capacity. Scope of work is to replace two existing hot water boilers with new including associated equipment.	3	Bomben Mechanical	Yes	No	13	\$391,330	February 2020/ September 30, 2020	Design Construction and Maintenance	Renewal
11	Design Construction and Maintenance	CN20-160T Sir Oliver Mowat CI Air Handling Unit (AHU) Replacement. Existing music room AHU is beyond its lifespan and functionality, and requires replacement.	22	S.I.G. Mechanical	Yes	No	6	\$266,900	June 2020 / August 20, 2020	Design Construction and Maintenance	School Condition Improvement
12	Design Construction and Maintenance	CN20-189T Chine Drive PS Ventilation Upgrade. Adding new roof top unit to improve ventilation and thermal comfort of the space.	18	Municipal Mechanical Contractors Limited	Yes	No	12	\$133,000	February 2020/ June 26, 2020	Design Construction and Maintenance	School Condition Improvement
13	Design Construction and Maintenance	SX20-196T West Hill PS Condensing Units and Coils Replacement. Condensing Units and DX Coils are beyond their useful lifespan and functionality and require replacement.	22	S.I.G. Mechanical Services Limited	Yes	No	6	\$405,423	February 2020/ July 31, 2020	Design Construction and Maintenance	School Condition Improvement
14	Design Construction and Maintenance	JJ20-198T Newtonbrook SS Make-Up Air Unit and Paint Room Exhaust Fan Replacement. Due to age and current condition, the existing equipment has surpassed its useful lifespan and functionality. Replacement is required.	12	Crozier Environmental Inc.	Yes	No	5	\$204,000	February 2020 / August 21, 2020	Design Construction and Maintenance	School Condition Improvement
15	Design Construction and Maintenance	JJ20-205T Runnymede CI Air Handling Units Replacement. Library and office air handling units are not working, parts are	7	Pipe-All Plumbing & Heating Ltd.	Yes	No	9	\$253,490	February 2020 / August 31, 2020	Design Construction and	School Condition Improvement

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#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object-ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
		unavailable and have exceeded their life expectancy. Replacement is recommended.								Maintenance	
16	Design Construction and Maintenance	DK20-207T Tam O'Shanter JPS HVAC Equipment Replacement. DX coils and air cooled condensing units for the gym and classroom air handling units need to be replaced as they are beyond their life span.	20	SIG Mechanical Services Ltd.	Yes	No	6	\$274,636	February 2020 / August 31, 2020	Design Construction and Maintenance	School Condition Improvement
17	Design Construction and Maintenance	DA20-153T Earl Grey Sr PS Air Handling Unit Replacement. Existing unit obsolete and beyond repair.	15	Vanguard Mechanical Inc.	Yes	No	7	\$437,000	January 2020 / August 21, 2020	Design Construction and Maintenance	School Condition Improvement
18	Design Construction and Maintenance	DA20-162T Eastdale CI Air Handling Unit Replacement. The existing Air Handling Unit has surpassed its useful lifespan and requires replacement.	15	Crozier Environmental Inc.	Yes	No	4	\$335,500	June 2020/ August 31, 2020	Design Construction and Maintenance	School Condition Improvement
19	Design Construction and Maintenance	VK20-136T Cliffwood PS Rooftop Units Replacement. Due to age and current condition, the existing rooftop units have surpassed their useful lifespan and require replacement.	13	Dunford-Liscio (Ontario) Inc.	Yes	No	5	\$206,800	February 2020/ August 21, 2020	Design Construction and Maintenance	School Condition Improvement
20	Design Construction and Maintenance	CN20-180T Sir Samuel B Steele PS Heating Upgrade. This school has three boilers and only one is working, and is noisy and inefficient.	20	Bomben Plumbing & Heating Ltd.	Yes	No	15	\$332,300	February 2020/ August 30, 2020	Design Construction and Maintenance	School Condition Improvement
STRUCTURAL / BRICK WORK											
21	Design Construction and Maintenance	DK20-194T Charles Gordon SPS Van Accident Remediation. A vehicle lost control and drove into the exterior wall of the building. Two adjacent precast panel are damaged due to the impact forces.	17	Lisgar Construction	Yes	No	6	\$39,900	April 2020 / August 21, 2020	Design Construction and Maintenance	(Insurance Claim) School Condition

#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object-ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
		Recommend replacing cracked panels which come with new fixed windows. This is part of an insurance claim and TDSB will attempt to recover costs from the insured who is responsible.									Improvement
22	Design Construction and Maintenance	CN20-202Q Iroquois JPS Hydro Vault Door Frame Replacement Repairs/replacements as per customer action forms from Toronto Hydro as required.	21	Robert B. Somerville Co. Limited	Yes	No	4	\$151,500	February 2020 / August 21, 2020	Design Construction and Maintenance	School Condition Improvement
23	Design Construction and Maintenance	CN20-195T Princess Margaret JS Hydro Vault Structural Remediation . Remediation as per customer action forms from Toronto Hydro as required.	2	Robert B. Somerville	Yes	No	2	\$103,390	February 2020/ August 21, 2020	Design Construction and Maintenance	School Condition Improvement
24	Design Construction and Maintenance	CN20-195T Drewry SS Hydro Vault Structural Remediation. Remediation as per customer action forms from Toronto Hydro as required.	12	Robert B. Somerville	Yes	No	2	\$93,450	February 2020/ August 21, 2020	Design Construction and Maintenance	School Condition Improvement
WINDOWS											
-	Nil Items	-	-	-	-	-	-	-	-	-	-
ELECTRICAL											
25	Design Construction and Maintenance	DK20-170Q DA Morrison MS Fire Alarm System Replacement. The system is old, no spare parts, and requires immediate attention.	16	Alltech Electrical Systems Inc.	Yes	No	4	\$64,226	February 2020 / April 2020	Design Construction and Maintenance	School Condition Improvement
26	Design Construction and Maintenance	CN20-219T James S Bell JMS Integrated P.A./In-house Phone & Master Clock System Replacement. 1&2- Existing P.A. systems are out of date and they are very difficult to find	3	Kertech Electric Inc.	Yes	No	7	\$165,824	February 2020/ August 23, 2020	Design Construction and Maintenance	School Condition Improvement

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#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object -ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
		replacement parts for. It will be replaced with the new integrated P.A./in-house phone system.									
27	Design Construction and Maintenance	CN20-219T Ogden JPS Integrated P.A./In-house Phone & Master Clock System Replacement. 1&2- Existing P.A. systems are out of date and they are very difficult to find replacement parts for. It will be replaced with the new integrated P.A./in-house phone system.	9	Alltech Electrical Systems Inc.	Yes	No	7	\$116,188	March 2020/ August 23, 2020	Design Construction and Maintenance	School Condition Improvement
BARRIER FREE											
-	Nil Items	-	-	-	-	-	-	-	-	-	-
PARKING LOTS											
28	Design Construction and Maintenance	DA20-157T Donview Middle Health and Wellness Academy Parking Lot Asphalt Replacement. Asphalt surfaces have deteriorated beyond regular maintenance. Scope of work includes new concrete curbs, asphalt paving, line painting, signage, and accessibility upgrades.	14	Nortown Paving & Construction Inc.	Yes	No	8	\$253,750	January 2020 / August 15, 2020	Design Construction and Maintenance	School Condition Improvement
29	Design Construction and Maintenance	SX20-171T Chine Drive PS Repave Parking Lot. School site requires re-grading to improve drainage conditions. Upgrades will improve accessibility to various areas of the school.	18	Primo Paving & Construction Ltd.	Yes	No	8	\$153,752	January 2020/ August 21 2020	Design Construction and Maintenance	School Condition Improvement

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#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object -ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
30	Design Construction and Maintenance	JJ20-217T HA Halbert JPS Parking Lot Replacement. School requires re-grading to improve drainage conditions. Upgrades will improve accessibility to various areas of the school.	18	DonRos Landscape Contractors	Yes	No	7	\$247,593	February 2020 / August 21, 2020	Design Construction and Maintenance	School Condition Improvement
FIELD RESTORATION											
31	Design Construction and Maintenance	DK20-073T Dallington PS Playground Upgrades. Onsite daycare has requested an upgrade to their playground at their cost.	13	DonRos Landscape Construction	Yes	No	6	\$173,524	May 2020/ August 2020	Design Construction and Maintenance	Tenant Funded
32	Design Construction and Maintenance	DK20-174T Galloway Road PS Parking Asphalt & Play Equipment Replacement. There are safety concerns with the existing playground equipment as it is aging and in need of replacement.	19	Lakeside Contracting Company Ltd	Yes	No	8	\$306,530	February 2019/ August 2020	Design Construction and Maintenance	School Condition Improvement
33	Design Construction and Maintenance	SX20-171T Chine Drive PS Play Equipment Replacement. Playground areas require upgrades to enhance learning environment of students, improvements include new play structures, safety, re-surfacing, tree planting, log benches and concrete steps.	18	Primo Paving & Construction Ltd.	Yes	No	8	\$141,246	January 2020/ August 21 2020	Design Construction and Maintenance	School Condition Improvement
34	Design Construction and Maintenance	CN20-155T Lucy Maud Montgomery PS Site Improvements There are safety concerns with the existing playground equipment as it is aging and in need of replacement.	22	Lakeside Contracting Company Ltd	Yes	No	7	\$164,350	February 2020/ August 31, 2020	Design Construction and Maintenance	School Condition Improvement

#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object -ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
35	Design Construction and Maintenance	DA20-199T Gracedale PS Site Improvements Phase 1. The existing playground asphalt requires replacement. The uneven playfield needed regrading to correct drainage issues. A new play feature will also be added.	4	DonRos Landscape Contractors	Yes	No	8	\$182,292	June 2020/ August 21, 2020	Design Construction and Maintenance	School Condition Improvement
36	Design Construction and Maintenance	DA20-206T Park Lawn JMS Courtyard Improvements. Courtyard play is inaccessible and improvements are being made to improve accessibility and better utilize the existing space.	3	Lakeside Contracting Company Ltd.	Yes	No	6	\$143,350	February 2020/ June 30, 2020	Design Construction and Maintenance	School Condition Improvement
37	Design Construction and Maintenance	JJ20-217T HA Halbert JPS Play Equipment and Site Improvements. Playground areas require upgrades to enhance learning environment of students. This includes for new play structures, safety re-surfacing, tree planting, log benches and concrete steps.	18	DonRos Landscape Contractors	Yes	No	7	\$181,107	February 2020 / August 21, 2020	Design Construction and Maintenance	School Condition Improvement
38	Design Construction and Maintenance	SX20-232T Terraview-Willowfield PS Site Improvements. The school's play equipment has deteriorated and is at the end of its Life cycle and needs replacement. Some grading and landscaping will also be required to accommodate this work.	17	Primo Paving & Construction Ltd.	Yes	No	7	\$139,000	February 2020/ August 21, 2020	Design Construction and Maintenance	School Condition Improvement

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#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object -ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
44	Design Construction and Maintenance	SX20-152T Earl Grey SPS Boiler Room Ceiling Restoration. Boiler room ceiling fire proofing, exit signage and light fixtures were removed as part of abatement process for steam to hot water conversion project. They need to be reinstated to comply with Ontario Building Code requirements for fire separation and for Health and Safety.	15	Van Horne Construction	Yes	No	5	\$171,971	May 2020/ August 31, 2020	Design Construction and Maintenance	School Condition Improvement
45	Design Construction and Maintenance	SX20-176Q Danforth CTI Gym Bleacher Replacement. The existing bleachers are in poor condition, unsafe and not repairable. Thus for the safety of staff and students the bleachers have been removed.	15	Classic Construction Company	Yes	No	8	\$68,400	March 2020 / August 31, 2020	Design Construction and Maintenance	School Condition Improvement
46	Design Construction and Maintenance	SX20-147T West Rouge JPS Create Quiet Room. Autism program is in need of a quiet room for students to retreat when feeling overstimulated. Work includes dividing existing workroom and converting one side into a quiet room with new mechanical, ceiling, lighting and sound absorption properties.	22	Greco Construction	Yes	No	9	\$167,300	March 2020/ May 2020	Design Construction and Maintenance	School Condition Improvement
47	Design Construction and Maintenance	VK20-172Q Chine Drive PS Gym Floor Replacement. Due to earlier water damage, bad repairs and fading game lines of the existing wood parquet floor. A complete replacement is required.	18	Gym-Con Limited	Yes	No	2	\$50,579	February 2020/ June 30, 2020	Design Construction and Maintenance	School Condition Improvement

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APPENDIX B

Facility Services Contracts Requiring Finance, Budget and Enrolment Committee Approval (over \$500,000 and up to \$1,000,000)

#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object-ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
ROOFING											
-	Nil Items	-	-	-	-	-	-	-	-	-	-
MECHANICAL											
1	Design Construction and Maintenance	JJ20-192T Maple Leaf PS Boiler Plant Upgrade. Existing hot water boilers and pumps are in poor condition, corroded and have exceeded their life expectancy. Replacement is required.	6	Zencorp Mechanical Inc.	Yes	No	15	\$533,000	May 2020 / September 30, 2020	Design Construction and Maintenance	School Condition Improvement
2	Design Construction and Maintenance	VK20-197T Morse Street JPS Heating Plant Replacement. Existing obsolete and deteriorated beyond repair.	15	Masen Mechanical Inc.	Yes	No	15	\$514,000	May 2020/ September 2020	Design Construction and Maintenance	School Condition Improvement
3	Design Construction and Maintenance	SX20-161T Rose Avenue JPS BAS Upgrade. Current BAS is obsolete with no communication with the school. The BAS sensors and devices are pneumatic and need to be updated. In addition obsolete controllers will be removed and replaced in order to connect to TDSB main server.	10	Automated Logic Canada Ltd.	Yes	No	1	\$556,886	January 2020/ August 31, 2020	Design Construction and Maintenance	School Condition Improvement
STRUCTURAL / BRICK WORK											
-	Nil Items	-	-	-	-	-	-	-	-	-	-
WINDOWS											
4	Design Construction and Maintenance	SX20-166T Fairbank Memorial CS Window Replacement and Structural Restoration. Windows	9	Van Horne Construction	Yes	No	8	\$675,487	February 2020/ August 23, 2020	Design Construction and	School Condition Improvement

#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object-ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
		are in poor condition and require replacement. Structural components and stone/masonry are in poor condition and require localized repair.								Maintenance	
5	Design Construction and Maintenance	DA20-165T Runnymede CI Window Replacement and Wall Restoration. This is Phase 3 of window replacement and exterior wall restoration. Windows are in poor condition and require replacement. Masonry is in poor condition and requires localized repair. Precast T sections are in poor condition and require localized repairs.	7	Anacond Contracting Inc.	Yes	No	8	\$876,000	February 2020/ December 15, 2020	Design Construction and Maintenance	School Condition Improvement
6	Design Construction and Maintenance	VK20-191T O'Connor PS Windows, Doors & Canopy Replacement. Existing components deteriorated and well beyond expected lifespan.	16	Anacond Contracting Inc	Yes	No	7	\$759,000	May 2020/ September 2020	Design Construction and Maintenance	School Condition Improvement
ELECTRICAL											
-	Nil Items	-	-	-	-	-	-	-	-	-	-
BARRIER FREE											
-	Nil Items	-	-	-	-	-	-	-	-	-	-
PARKING LOTS											
-	Nil Items	-	-	-	-	-	-	-	-	-	-
FIELD RESTORATION											
-	Nil Items	-	-	-	-	-	-	-	-	-	-
INTERIOR COMPONENTS / FASCIA / PAINTING											
7	Design Construction and Maintenance	DA20-193T Dublin Heights EMS Three Classroom Conversion.	5	Dole Contracting	Yes	No	10	\$745,500	March 2020/	Design Construction	Proceeds from Disposition

#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object-ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
		Renovate an existing workshop suite to provide two classrooms and one workshop/classroom consolidation to accommodate school needs.							August 21, 2020	and Maintenance	(CAT)
OTHER											
8	Design Construction and Maintenance	DA20-047P Provision for Moving Services for TDSB Vendors of record to provide moving services required for moving school or department furniture and materials due to relocation and renovation work.	N/A	Guardian Van Lines Limited SFI Group Ltd. Mayhew Inc. 1656908 Ontario Ltd. 1785634 Ontario Inc./Miracle Movers 2624160 Ontario Inc./Metropolitan Movers	Yes	No	6	\$570,000	March 1, 2020/ February 28, 2025	Design Construction and Maintenance	Capital/ School Condition Improvement

APPENDIX C

Facility Services Contracts Requiring Board Approval (contracts over \$1,000,000 and Consulting Services over \$50,000)

#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object -ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
ROOFING											
-	Nil Items	-	-	-	-	-	-	-	-	-	-
MECHANICAL											
1	Design Construction and Maintenance	SX20-135T Forest Hill Jr Sr PS Conversion from Steam to Hot Water Boiler. Remedy of the existing boiler code infraction by TSSA.	8	Stellar Mechanical Inc.	Yes	No	9	\$3,878,000	March 2020/ August 28, 2020	Design Construction and Maintenance	School Condition Improvement
2	Design Construction and Maintenance	VK20-182T William Burgess PS Steam to Hot Water Heating Conversion. Existing heating system deteriorated and obsolete, beyond useful lifespan.	15	Masen Mechanical Inc.	Yes	No		\$1,835,000	May 2020/ September 2020	Design Construction and Maintenance	School Condition Improvement
3	Design Construction and Maintenance	DK20-201T Farbank Memorial CS Conversion of Steam Heating Plant to Hot Water. Steam piping, radiators, valves, controls and air handlers are very old and in poor condition. It is an opportune time to switch from steam to hot water heating system with an increased efficiency of 15% or more going forward.	9	Vanguard Mechanical Inc.	Yes	No	12	\$1,659,733	March 2020 / October 7, 2020	Design Construction and Maintenance	School Condition Improvement
4	Design Construction and Maintenance	DK20-131T Contact Alternative School Rooftop Air Handling Unit (AHU) Replacement. Existing rooftop AHUs have reached the end of their life cycle and need to be replaced.	9	LCD Mechanical Ltd.	Yes	No	11	\$1,097,500	March 2020 / August 28, 2020	Design Construction and Maintenance	School Condition Improvement

#	User/Budget Holder School/Dept.	Products/Services Details	Ward	Recommended Supplier	Low Bid / Highest Score	Object -ions	No. of Bids Rec'd	Total Contract Amount	Projected Start/End Date of Contract	Customer Involvement	Funding Source
5	Design Construction and Maintenance	VK20-204T City Adult Learning Centre Boiler Replacements. Existing hot water boilers and pumps are in poor condition, corroded and have exceeded their life expectancy. Replacement is required.	15	M. Schultz Mechanical	Yes	No	10	\$2,035,500	February 2020/ September 30, 2020	Design Construction and Maintenance	School Condition Improvement
STRUCTURAL / BRICK WORK											
6	Design Construction and Maintenance	DK20-179T Huron Street JPS Structural reinforcement of cluster columns is required to guarantee safe occupancy. Life span of existing windows has been exceeded.	10	Martinway Contracting Ltd.	Yes	No	9	\$1,300,000	June 2020/ November 30, 2020	Design Construction and Maintenance	School Condition Improvement
WINDOWS											
7	Design Construction and Maintenance	SX20-156T Yorkdale SS Window and Door Replacement. Windows and doors have deteriorated and require replacement. The new windows and doors will be thermally broken frames with insulated glazing units.	8	Torcom Construction Inc.	Yes	No	8	\$1,069,900	March 2020/ August 21, 2020	Design Construction and Maintenance	School Condition Improvement
8	Design Construction and Maintenance	SX20-164T Western Technical CS Window Replacement and Wall Restoration. This is Phase 2 of window replacement and wall restoration. Windows are in poor condition and require replacement. Masonry requires localized repair.	7	Torcom Construction Inc.	Yes	No	7	\$1,154,000	March 2020/ December 15, 2020	Design Construction and Maintenance	School Condition Improvement

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APPENDIX D

Summary of Select Facilities Contracts(September 1, 2019 to Present)

#	Project Classification	Total Number of Projects for this Report	Total Number of Projects 2019/20 to date	Total Expenditures for this Report	Total 2019/20 Contract Awards Reported to Date	Current Backlog
1	ROOFING - November 2013 Bulk Tendering for Roofing Supplies (4 separate tenders) and Roof Installations (1 consolidated tender)	9	59	\$ 727,966	\$ 6,254,963	\$96,863,677
2	MECHANICAL	28	106	\$ 17,460,783	\$ 40,615,134	\$1,392,378,295
3	STRUCTURAL / BRICK WORK	5	29	\$ 1,688,240	\$ 6,040,886	\$185,811,586
4	WINDOWS	9	19	\$ 9,480,496	\$ 14,882,216	\$80,695,191
5	ELECTRICAL	3	21	\$ 346,238	\$ 2,976,215	\$529,102,976
6	BARRIER FREE	-	7	-	\$ 2,348,410	
7	PARKING LOTS	3	4	\$ 655,095	\$ 852,845	\$92,314,489
8	FIELD RESTORATION	13	15	\$ 2,341,822	\$ 2,759,633	\$271,123,483
9	INTERIOR COMPONENTS / FASCIA / PAINTING	6	16	\$ 1,525,950	\$ 2,911,610	\$906,561,010
10	OTHER (FDK, EL4, and Compliance)	1	19	\$ 570,000	\$ 28,886,860	-



Contract Awards – Operations

To: Finance, Budget and Enrolment Committee

Date: 26 February, 2020

Report No.: 02-20-3848

Strategic Directions

- Allocate Human and Financial Resources Strategically to Support Student Needs

Recommendation

It is recommended that:

1. the contract awards on Appendix A be received for information; and
2. the contract awards on Appendix B be approved.

Context

In accordance with the Board's Policy P.017: Purchasing:

- The Director or designate may approve operations contracts over \$50,000 and up to \$175,000 and report such contracts to Finance, Budget and Enrolment Committee;
- Finance, Budget and Enrolment Committee may approve operations contracts in excess of \$175,000 and up to \$250,000; and
- The Board shall approve all operations contracts over \$250,000. All contracts for consulting services (as defined in the Broader Public Sector Procurement Directive) in excess of \$50,000 must be approved by the Board.

The recommended suppliers and the term of each contract are shown in the attached appendices. Appendix A outlines contract awards provided for information; Appendix B outlines contracts requiring Finance, Budget and Enrolment Committee approval, and

Appendix C outlines contracts requiring Board approval. The amounts shown are based on the estimated annual consumption unless indicated otherwise. Actual amounts depend on the volume of products/services actually used during the term of the contract.

Purchasing Services invited bids from a minimum of three firms except where sole/single source is indicated. Requirements expected to exceed \$100,000 were posted on the Bids & Tenders e-Tendering portal (www.bidsandtenders.ca), to advertise procurement opportunities in compliance with the Broader Public Sector Procurement Directive, applicable trades treaties (e.g. Canadian Free Trade Agreement, Comprehensive Economic and Trade Agreement, etc.) and Board policy and procedure.

When a Request for Tender is issued, the lowest cost bid is accepted where quality, functionality, safety, environmental and other requirements are met. When a Request for Proposals is issued, a variety of evaluation criteria are used, including price. Each of those criteria is weighted based on relative importance to the Board. The bidder with the highest overall score is recommended for contract award. Every effort is made to include input from end users in the development of specifications and the evaluation process. Copies of all bids received and detailed information regarding all recommended awards are available in the Purchasing Services department.

Action Plan and Associated Timeline

Not applicable.

Resource Implications

Funding sources have been identified for each award listed in the attached appendices.

Communications Considerations

Not applicable.

Board Policy and Procedure Reference(s)

PO:17 Purchasing

Appendices

- Appendix A: Contract Awards Provided for Information
- Appendix B: Contracts Requiring Finance, Budget and Enrolment Committee Approval
- Appendix C: Contracts Requiring Board Approval
- Appendix D: Briefing Note – IT Technical Support Services for Software Programmers/Developers

- Appendix E: Briefing Note – Continuing Education Registration Solution
- Appendix F: Briefing Note – Veritas NetBackup Software
- Appendix G: Briefing Note – Upcoming Recommendation for a New Student Information System

From

Craig Snider, Executive Officer – Finance, at craig.snider@tdsb.on.ca or at 416-397-3188.

Chris Ferris, Senior Manager, Administrative Services, at chris.ferris@tdsb.on.ca or at 416-395-8036.

APPENDIX A

Contract Awards Provided for Information (contracts over \$50,000 and up to \$175,000)

#	User/Budget Holder School/Department	Products/Services Details	Ward	Recommended Supplier	Low Bid/ Highest Score	Objections	# of Bids Rec'd	Estimated Annual Amount	Projected Start/End Date of Contract	Customer Involvement
1	Information Technology & Management Services MISA Funding & Dual Credits	External IT Technical Support Services for two (2) Software Programmers/ Developers OECM 2014-213 See Appendix 'D'	N/A	Altis Professional Recruitment TEKSystems Canada	Yes	No	4	\$95,650 \$76,300	Feb. 3, 2020/ Aug. 31, 2020 Feb. 3, 2020/ July 15, 2020	Information Technology & Management Services

APPENDIX B

Contracts Requiring Finance, Budget and Enrolment Committee Approval
(contracts over \$175,000 and up to \$250,000)

#	User/Budget Holder School/Department	Products/Services Details	Ward	Recommended Supplier	Low Bid/ Highest Score	Objections	# of Bids Rec'd	Estimated Annual Amount	Projected Start/End Date of Contract	Customer Involvement
1	Continuing Education	Continuing Education Registration Solution AS19-003P See Appendix 'E'	N/A	DMS Technologies	Yes	No	5	\$48,000	April 2020 / March 2025	IT Services Purchasing Services Continuing Education
2	IT Services	Veritas NetBackup Software OECM RFP 2018-318 See Appendix 'F'	N/A	TeraMach Technologies Inc.	Yes	No	3	\$190,257	March 2020/ Feb 2021	IT Services

APPENDIX C

Contracts Requiring Board Approval (contracts over \$250,000 and Consulting Services over \$50,000)

[illegible]

BRIEFING NOTE

Date 26 February 2020
To Finance, Budget & Enrolment Committee
From Peter Singh, Executive Officer, Information Technology and Information Management

Subject **External Technical Support Services**

Purpose Information Technology and Management Services requires the occasional use of external service providers to assist with project-based work in instances where internal capacity is stretched or does not exist.

A list of vendors of record in this service category was established through the Ontario Education Collaborative Marketplace (OECM) for use by school boards, colleges, universities and other interested Broader Public Sector entities in Ontario.

IT staff contacted four service providers from the OECM vendor of record list, and subsequently interviewed five potential candidates. The two resources reported above in Appendix A were selected to work on the following three projects below. The resource from Altis Professional Recruitment will be working on the first two projects, and the resource from TEKSystems Canada will be working on the third project.

1. Dual Credits Application

The project is to include a number of enhancements within an existing application 'Dual Credits Application' used by Secondary Schools allowing high school students to earn college credits, while completing their high school education. TDSB students can take courses at participating colleges, earning both OSSD and college credits at the same time. Enhancements include:

1. the ability for the administrators to enter student marks into Dual Credits Application - to replace a cumbersome process of communicating marks to the teachers; and
2. automation of the applications' school transfers for students that have changed schools following their applications' submission – to replace a lengthy manual process.

2. Data Quality Management Application

This tool exposes OnSIS errors to schools and central departments on

an ongoing basis to ensure schools can address all their known issues in timely manner. SIS, Planning, Special Education and Employee Services are looking at improvements and efficiencies around the ONSIS submission process. Enhancements have been requested to automate the PowerSchool OnSIS snapshot process and present all the discrepancies to the school staff in an informative, intuitive and easy-to-manage form. In addition, include functionality to enable weekly auto-notification to school inbox during peak ONSIS time indicating number of errors to be corrected or investigated.

3. OnSIS Tracker Application

SIS, Planning, Special Education and Employee Services are looking at improvements and efficiencies around the ONSIS submission process. Enhancements have been requested to include Special Education to the current process of tracking errors. A new process will be added for school principals to sign off on the Ministry Section Reports for their schools as part of the OnSIS process. In addition, the application will be expanded to support tracking of the ConEd and Suspension/Expulsion yearly submission.

- Strategic Direction**
- Allocate human and financial resources strategically to support student needs.

APPENDIX E

BRIEFING NOTE

Date 26 February 2020

To Finance, Budget and Enrolment Committee

From Uton Robinson, System Superintendent, Continuing Education, Alt, Adult, Partnerships, Summer Program

Subject **Continuing Education Online Registration**

Purpose The Board's current Continuing Education registration system is an on premise solution called Class, provided by Active Network. This solution has been in place for a number of years and the vendor is retiring support for this product.

A Request for Proposals (RFP) was issued to solicit proposals for a new vendor hosted "cloud" based solution. The RFP was created based on input from the various stakeholders within the Continuing Education and IT Services departments. There were four compliant bids received by the submission deadline. These bids were from CampusCE, DMS Technologies, Focus School Software and Web4You Inc.

After evaluating the rated criteria and pricing portions of the four submissions, the bids from CampusCE and DMS Technologies scored highest and were shortlisted. Both vendors were invited to present a high level overview of their solutions to the evaluation committee. With their eBase platform, DMS Technologies demonstrated that they could best meet user and staff functionality, along with the reporting and implementation requirements outlined in the RFP. At the completion of this stage, DMS Technologies was engaged in a Proof of Concept (PoC) session for the Continuing Education department that included a hands-on demonstration of their solution. While providing greater detail in terms of staff and customer functionality, DMS Technologies also addressed the concerns that were raised as a result of the PoC. Their eBase platform will enhance the ability of the Continuing Education

department to provide Service Excellence to its existing and future clients.

It is recommended that DMS Technologies be awarded the contract to host the Continuing Education online registration system via their eBase platform.

- Strategic Direction**
- Allocate Human and Financial Resources Strategically to Support Student Needs

BRIEFING NOTE

Date 26 February 2020

To Finance, Budget & Enrolment Committee

From Peter Singh, Executive Officer, Information Technology and Information Management

Subject **Veritas NetBackup Software**

Purpose NetBackup is an enterprise backup software solution used to back up all data in our production environment.

This includes and is not limited to the following:

- Oracle databases
- SAP systems
- Exchange systems
- SQL databases
- User data on storage area network file servers
- All other application data backup requests

Netbackup is used in the recovery process of all data above and used by IT Services to support any client requests for data restores. NetBackup is also used to create data duplicates to be sent off-site as part of our disaster recovery process and is currently backing up 80-100 TB of data stored in our systems.

Backups for changed files are performed nightly during the week while full backups are performed on weekends.

The annual maintenance renewal provides software version upgrades to keep the software current as well as technical support and assistance.

Strategic Direction • Allocate human and financial resources strategically to support student needs.

BRIEFING NOTE

Date 26 February 2020 .

To Finance, Budget & Enrolment Committee

From Peter Singh, Executive Officer, Information Technology and Information Management

Subject **Upcoming Recommendation for a New Student Information System (SIS)**

Purpose Following the amalgamation of the legacy school boards creating the Toronto District School Board in 1998, the Board standardized on Trillium as the Student Information System (SIS) for the entire district. The original vendor providing this system was SRB Education Solutions. A few years ago, SRB was bought out by PowerSchool LLC, with Canadian headquarters in Burlington, Ontario. PowerSchool is a well established provider of SIS solutions with a global footprint. PowerSchool has continued to maintain the Trillium platform for TDSB and other Ontario school boards ensuring compliance with Ministry of Education reporting requirements. Our current SIS (Trillium) is based on an outdated software platform making it difficult to support and find skilled resources who can work of the old software, bringing it to end-of-life. In fact, the intent is to “sunset” the Trillium product entirely in the near future meaning that a brand new SIS product is required. All of the other forty-four (44) Trillium school boards in Ontario have started the journey to migrate to a new SIS system.

Staff are reviewing all options including a Vendor of Record arrangement available through the Ontario Education Collaborative Marketplace (OECM). What is clear is that a new SIS will lead to increased cost over what is currently budgeted to cover the current end-of-life system. A recommendation for a new SIS product is planned to be brought forward for the April 2, 2020 Finance, Budget, and Enrolment Committee.

Strategic Direction • Allocate human and financial resources strategically to support student needs.



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

Ross Parry, Executive Officer, Government, Public and Community Relations at ross.parry@tdsb.on.ca or at 416-397-3951.

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.

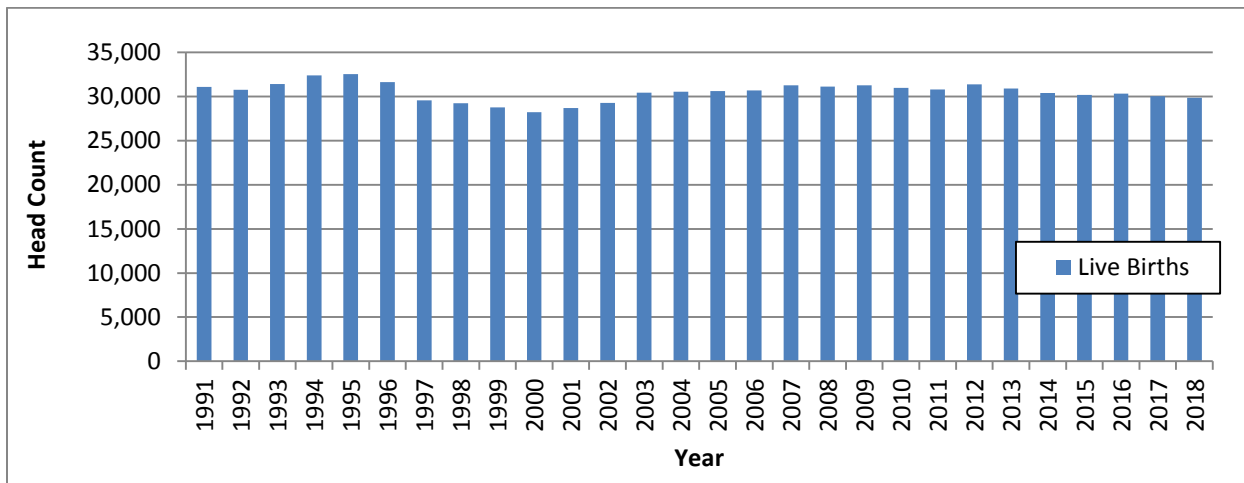
Elementary Enrolment Projections

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.

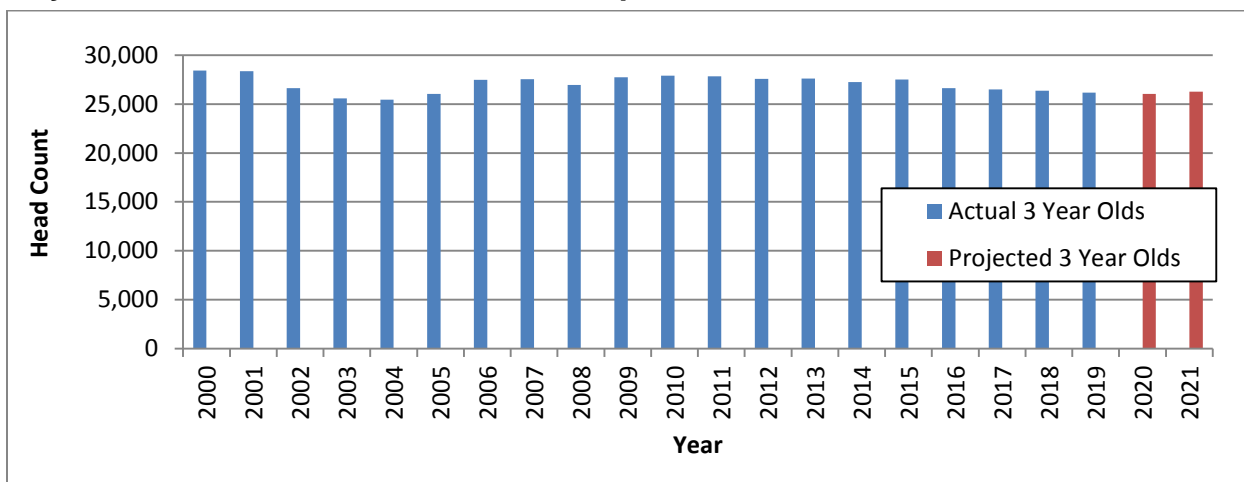
Elementary enrolment is also influenced by the size of the outgoing Grade 8 cohort. Enrolment is projected to marginally increase next year in part due to a smaller graduating Grade 8 cohort being replaced by larger incoming JK enrolment. Marginal enrolment declines are projected in 2021 and 2022 in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



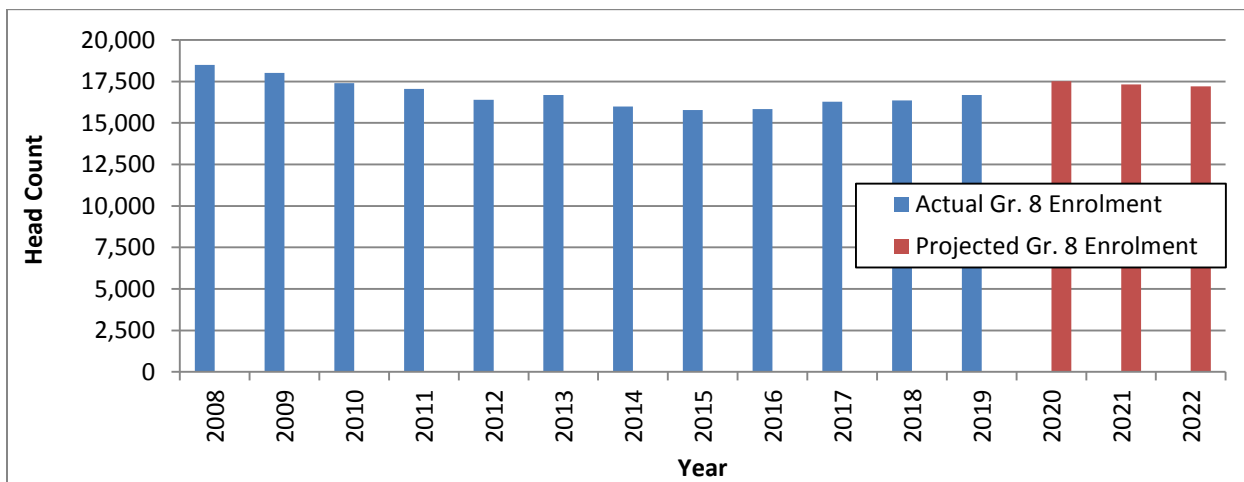
Source: Baragar Systems / Ontario Birth Registry, November 2019

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:

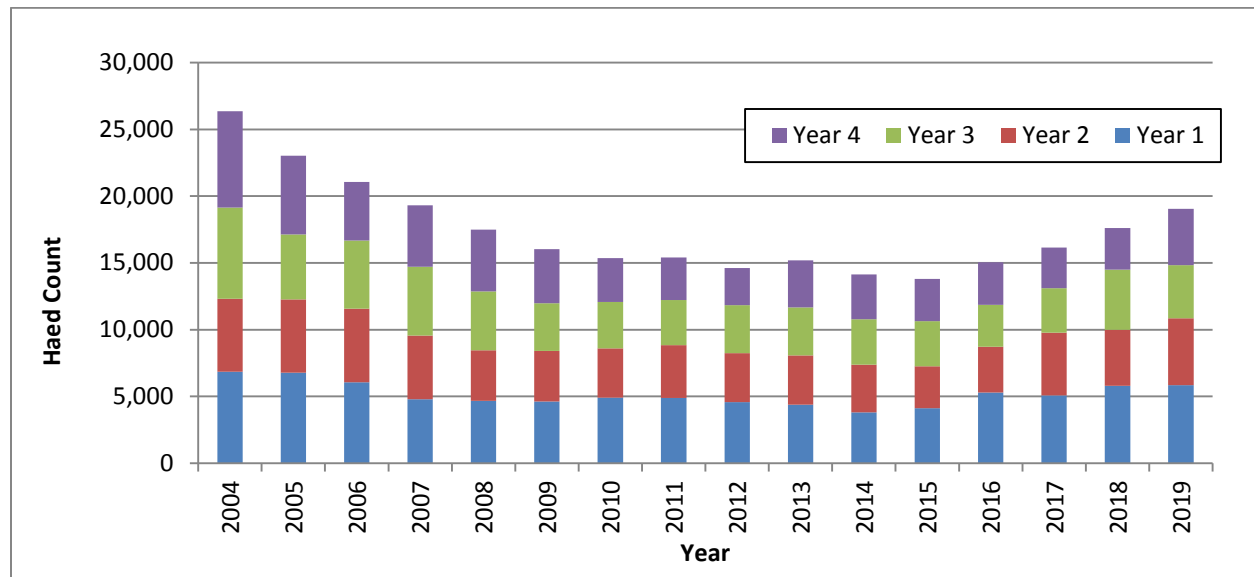
Federal Immigration Targets - All Categories

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



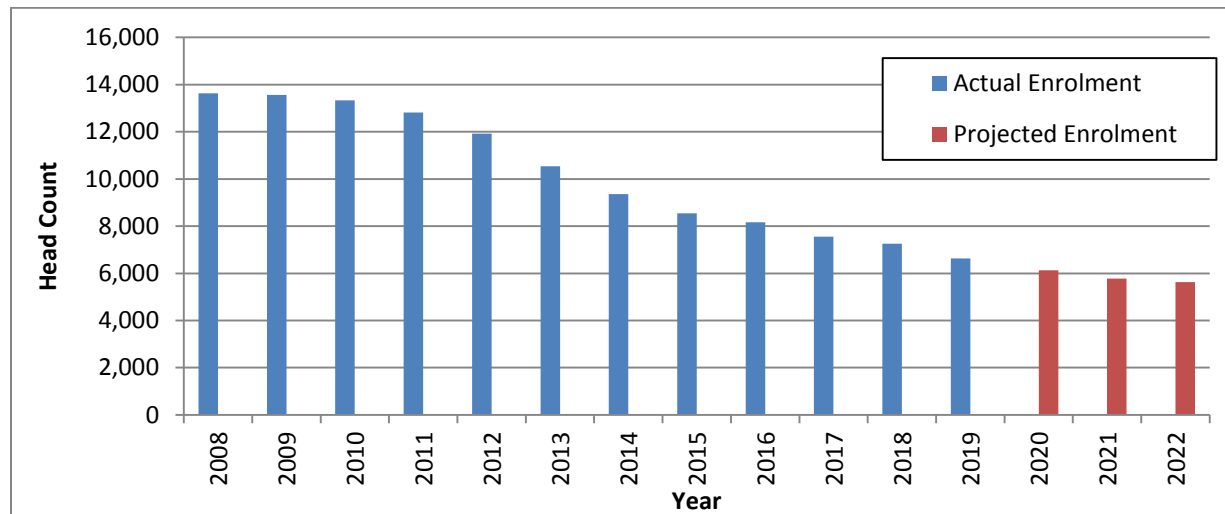
Secondary Enrolment Projections

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.

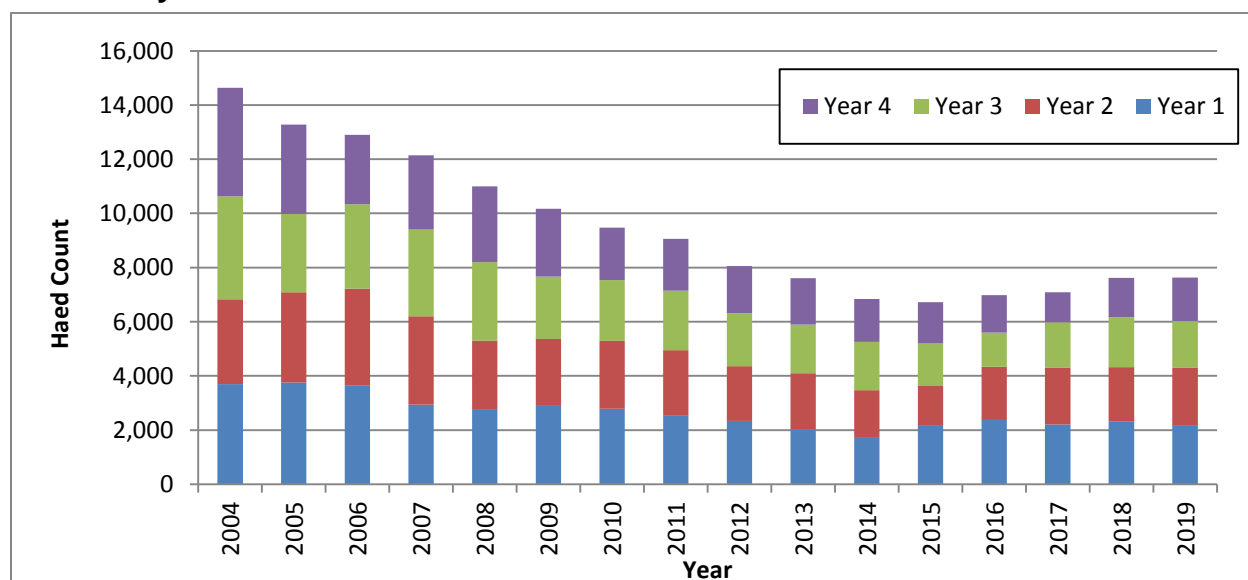
Secondary enrolment projections are also influenced by graduation rates. The number of students returning to the TDSB for a fifth year has decreased annually, while the number of students leaving the TDSB after Year 4 has increased annually. This has resulted in lower enrolment totals for the 18 to 21+ 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

Steve Shaw, Executive Officer, Facilities and Planning at steve.shaw@tdsb.on.ca or at 416-393-8780.

Andrew Gowdy, System Planning Officer, Strategy and Planning at andrew.gowdy@tdsb.on.ca or at 416-394-3917.

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Financial Facts: Revenue and Expenditure Trends February 2020

To: Finance, Budget and Enrolment Committee

Date: 26 February, 2020

Report No.: 02-20-3836

Strategic Directions

- Allocate Human and Financial Resources Strategically to Support Student Needs

Recommendation

It is recommended that the Financial Facts: Revenue and Expenditure Trends February 2020 be received.

Context

Appendix A is the draft Financial Facts: Revenue and Expenditure Trends, February 2020. This document represents the Toronto District School Board's (TDSB) financial information from 2015-16 to 2019-20. It focuses on the TDSB's key expenditure areas and identifies major operating costs. The data presented is taken from the TDSB's audited financial statements for all years up to 2017-18 and budget projections for 2019-20.

Action Plan and Associated Timeline

Once the report is approved, Appendix A will be posted on the 2020-21 budget section on the Board's website.

Resource Implications

Not applicable.

Communications Considerations

Not applicable.

Board Policy and Procedure Reference(s)

Not applicable.

Appendices

- Appendix A: Financial Facts: Revenue and Expenditure Trends, February 2020

From

Carlene Jackson, Associate Director, Business Operations and Service Excellence at carlene.jackson@tdsb.on.ca or at 416-397-3188.

Craig Snider, Executive Officer, Finance at craig.snider@tdsb.on.ca or at 416-395-8469.

TORONTO DISTRICT SCHOOL BOARD

FINANCIAL FACTS:

REVENUE & EXPENDITURE TRENDS



February 2020

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Introduction

Each year, the Toronto District School Board (TDSB) welcomes more than 243,000 students and 120,000 life-long learners at multiple sites across the city of Toronto. As an organization, our focus is ensuring that each one of our students has the supports they need to be successful, confident, and engaged learners and citizens.

The TDSB has an annual operating budget of \$3.4 billion. Each year, Trustees and staff work together to pass a balanced budget. The TDSB is committed to the effective use of resources and we have made it a priority in recent years to improve financial controls across the system to ensure that every dollar spent has a positive impact on student achievement, equity and well-being. While the TDSB remains committed to using these resources as responsibly and effectively as possible, the funding provided by the government does not fully meet the needs of students in Toronto. Read more about the gap between provincial funding and the money needed to support students on page 4.

In 2019, school boards across Ontario faced unique challenges in balancing their operating budgets because of millions of dollars in funding reductions by the Ontario Ministry of Education. At the TDSB, Trustees approved \$67.8 million in reductions to staff and changes to program/service delivery to balance the budget. The \$67.8 million included a \$42.1 million cut in provincial government funding and a structural budget shortfall of \$25.7 million. The operating budget of approximately \$3.4 billion continues to support the TDSB's commitment to equity, and the achievement and well-being of all students.

This document represents the TDSB's financial information from 2015-16 to 2019-20. It focuses on the Board's key expenditure areas and identifies major operating costs. The basis of the data presented in the tables is taken from the Board's audited financial statements for all years up to 2018-19 and revised budget projections for 2019-20.

TDSB Student Demographics

The information below provides a demographic breakdown of students. Information on gender, home language, and student place of birth comes from the TDSB School Information System (SIS) and is updated annually. Information on ethno-racial background and parent place of birth comes from the TDSB Student Census (2016-17).

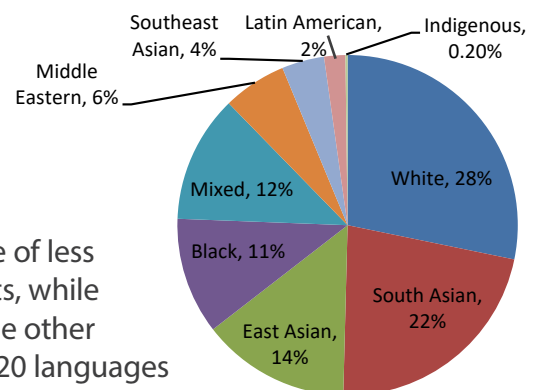
Gender

According to the Board's student registration database, there are slightly more male than female students attending TDSB schools.

	JK-Gr. 6	Gr. 7-8	Gr. 9-12	Total
Female	48%	49%	48%	48%
Male	52%	51%	52%	52%

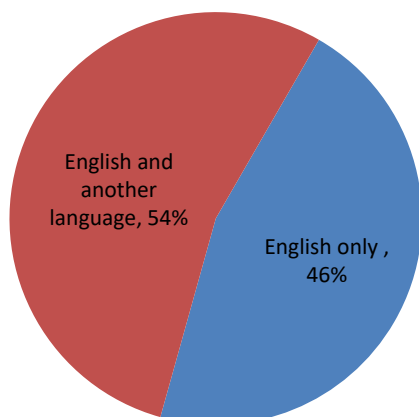
Ethno-Racial Background

In the TDSB, the four largest self-identified racialized groups are White (28%), South Asian (22%), East Asian (14%), Black (11%). The remaining population consists of other groups including Middle Eastern, Southeast Asian, Latin American and Indigenous.



Home Language

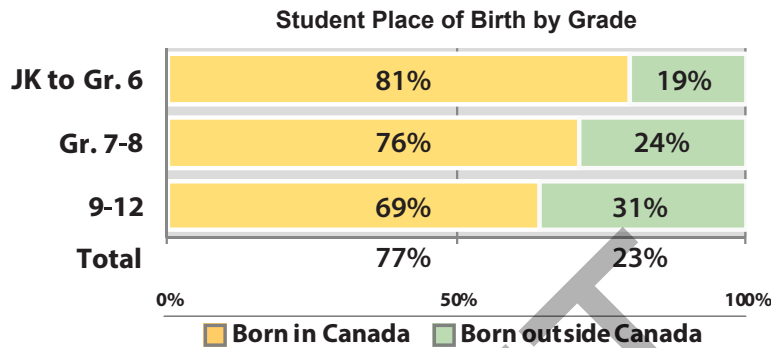
English is the sole first language of less than half (46%) of TDSB students, while over half (54%) speak a language other than English. Altogether, over 120 languages are spoken by TDSB students. The top five non-English languages spoken are: Chinese (9%), Tamil (5%), Urdu (4%), Bengali (3%) and Arabic (3%).



TDSB Student Demographics - (cont'd)

Student Place of Birth

Over three quarters of TDSB students (77%) were born in Canada. The proportion of students born in Canada varies with more students in JK-Grade 6 (81%) reported as Canadian-born compared to students in Grades 9-12 (69%). Slightly under a quarter of TDSB students (23%) immigrated to Canada from over 190 countries. The top five countries of students' birth other than Canada are: India (3%), China (2%), United States (2%), Philippines (1%), and Pakistan (1%).



Parent Place of Birth

About one quarter of the students have both parents who are Canadian-born, while 12% of students have one parent born in Canada and the other outside Canada. The majority (nearly two-thirds) of TDSB students are from immigrant families with both of their parents born outside Canada (64%). Further analysis indicates that over 90% of the non-White and non-Indigenous students are from these first generation immigrant families.



Financial and Statistical Information

TDSB Facts

Projected 2019-20

Number of Schools

Elementary	449
Secondary	72
Alternative Schools	39
Special Education Self-Contained Schools	12
Other (EdVance, Caring and Safe Schools, Native Learning Centres)	11
Total Number of Schools	583

Number of Board Use Buildings

(including office, warehouse and distribution centres)	14
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Overall Budget and School Enrolment and Staffing

Operating Budget	\$3.39B
Capital Budget	\$0.36B
Total Enrolment (Regular Day School)	243,251
Total Teachers Including Teaching Vice Principals	15,527
Total Early Childhood Educators	1,092
Total Principals and Vice Principals	899
Total School Office Clerical	1,044
Total Caretakers	2,132



Funding Gaps

Funding for education is determined through a set of provincial benchmark costs for the major components of education operations. Provincial benchmarks are determined by establishing average costs of school boards across Ontario. Costs in Toronto are higher, as reflected throughout this document.

Since 2003, labour discussions have taken place at a provincial discussion table. Accordingly, the Province has adjusted salary benchmarks for these discussions. The Province has never addressed the initial salary and benefit gap prior to the provincial discussion table agreements. The cost of supply teachers is also under funded as the Province does not provide funding for the increase in absenteeism that is occurring throughout the sector.

School boards across the province continue to struggle to support the needs of their students within the Special Education funding model.

Provincial funding for Information Technology significantly lags the actual expense of school boards. This is a serious funding concern if school boards are expected to prepare students to become global citizens.

The table below summarizes the significant provincial funding gaps between the TDSB costs and provincial benchmarks.

		Provincial Benchmark	TDSB Actual
Elementary Teachers *(per person)	Page 18	100,150	104,557
Secondary Teachers * (per person)	Page 19	101,646	108,804
Early Childhood Educators *(per person)	Page 21	53,622	74,365
Principals and Vice Principals *	Page 22	115,326,142	131,209,372
School Office Support *	Page 22	60,682,646	70,433,428
School Budget Expenditures	Page 23	48,605,207	53,797,547
Supply Staff	Page 20	51,494,782	110,555,962
Special Education (see Note)	Page 24	345,797,458	400,397,095
Transportation	Page 28	63,390,051	66,653,365
Administration and Governance	Page 29	57,500,162	55,397,883
Information Technology	Page 30	13,263,129	60,150,004
* Gap comprised of actual Salary & Benefit shortfall when compared to Salary & Benefit funding Note: Gap in teacher salary and benefits is also included as part of the shortfall in Special Education			

The Board utilizes sources of funding and other revenues to offset the gaps listed above. Revenues include fees from International Students and lease revenues. Ministry allocations are only restricted in a few areas including Special Education and Capital. Beyond these areas, school boards have flexibility in spending these grants. Therefore, English as a Second Language, French as a Second Language, Learning Opportunities and Declining Enrolment are used to help offset the funding gaps.

Provincial Enrolment Trends

The TDSB represents approximately 12.0% of the province of Ontario's total enrolment. Including the projection for the full 2019-20 school year, the TDSB will have increased by 1,361 students or 0.56% over the last five years.

School Board	2015-16	2016-17	2017-18	2018-19	Revised Estimated 2019-20	% of Provincial Total	Change Over 5 Yrs	% Change Over 5 Yrs
TDSB	241,068	241,998	242,448	242,423	243,251	12.09%	1,361	0.56%
Toronto Catholic DSB	88,652	89,363	89,231	90,424	90,692	4.51%	2,040	2.30%
York Region DSB	120,688	121,130	122,064	122,309	125,124	6.22%	4,436	3.68%
York Region Catholic DSB	54,654	54,378	53,149	52,075	50,951	2.53%	(3,703)	-6.78%
Peel DSB	152,381	152,157	154,832	155,431	156,893	7.80%	4,512	2.96%
Dufferin-Peel Catholic DSB	81,321	81,047	80,022	80,074	80,219	3.99%	(1,102)	-1.36%
Durham DSB	68,778	68,514	69,585	70,448	71,027	3.53%	2,249	3.27%
Durham Catholic DSB	21,088	20,571	20,928	20,965	21,286	1.06%	198	0.94%
Total Provincial Enrolment	1,953,633	1,951,586	1,981,947	2,000,760	2,012,361		58,728	3.01%
TDSB % of Total Provincial Enrolment	12.34%	12.40%	12.23%	12.12%	12.09%			

Source: Ministry of Education - Projected School Board Funding published annually. TDSB enrolment represents actual and internal board projections.
Note: Starting in 2014-15 enrolment includes FDK enrolment.



TDSB Enrolment Trends

Elementary enrolment has increased by approximately 4,460 students between 2015-16 and 2019-20. As birth rates and migration rates change over the next several years, TDSB will experience enrolment stabilization in the Elementary panel. The forecast over the next 10 years, is that enrolments should remain relatively stable.

Secondary enrolment has declined by 2,277 students over the same time period. This decline is consistent with the decline that the Elementary panel experienced in the past. The projection for the Secondary panel suggests that the enrolment will begin to stabilize and increase slightly.

TDSB's past enrolment declines have had significant implications on the number of small and underutilized schools that cannot operate within ministry funding benchmarks. Small schools also have difficulty offering the high quality programs and services that TDSB students and parents expect.

TDSB welcomes International Students from around the world. Since 2015, the number of International students studying at the TDSB has increased by more than 800 students.

Regular Day School

Enrolment (ADE) (Note 1)	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	Change over 5 Years
Pupils of the Board						
Elementary	169,610.5	171,457.0	172,691.0	173,161.7	174,070.0	4,459.5
Secondary	71,457.9	70,541.4	69,756.9	69,267.9	69,181.0	(2,276.8)
Total ADE including FDK	241,068.4	241,998.4	242,447.9	242,429.6	243,251.0	2,182.6
Annual Change - Elementary (%)	-1.1%	1.1%	0.7%	0.3%	0.5%	2.6%
Annual Change - Secondary (%)	-2.4%	-1.3%	-1.1%	-0.7%	-0.1%	-3.2%
Annual Change - Total (%)	-1.5%	0.4%	0.2%	0.0%	0.3%	0.9%
Note 1: ADE refers to Average Daily Enrolment and only includes pupils of the Board. The table on the previous page includes high credit students for comparison purposes.						

International Students

Enrolment (ADE) (Note 1)	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	Change over 5 Years
Elementary	179.5	270.4	307.5	398.5	400.0	220.5
Secondary	1,248.7	1,550.7	1,799.5	1,835.4	1,850.0	601.3
Total International Students	1,428.2	1,821.0	2,107.0	2,233.9	2,250.0	821.8
Annual Change - Elementary	29.6%	50.6%	13.7%	29.6%	0.4%	122.8%
Annual Change - Secondary	-1.5%	24.2%	16.0%	2.0%	0.8%	48.2%
Annual Change - Total	1.6%	27.5%	15.7%	6.0%	0.7%	57.5%
Note 1: ADE refers to Average Daily Enrolment.						

Enrolment Trends: Continuing Education

Continuing Education delivers programming to 120,000 registrants (from Junior Kindergarten students to seniors) in more than 350 locations across the city. Programs for elementary students include international languages, literacy and math, and summer music camps. Secondary students attend night and summer school credit programs, and literacy and math classes. Adults benefit from adult high school, night and summer credit, English as a second Language, parent/guardian courses, general interest, and seniors' daytime programs.

Enrolment	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	Change over 5 Years
Adult English as a Second Language	19,796	19,936	19,665	19,770	20,000	204
Community-General Interest and Seniors Daytime	24,578	23,527	25,506	24,608	24,300	(278)
Adult High Schools	11,651	11,232	10,656	10,345	10,200	(1,451)
Parent Workshops	9,927	10,871	7,183	2,152	2,500	(7,427)
Adult	65,952	65,566	63,010	56,875	57,000	(8,952)
Summer School Credit Program	14,812	14,954	15,204	13,931	14,500	(312)
Night School Credit Program	8,014	5,896	5,421	5,512	5,600	(2,414)
Literacy and Numeracy	5,023	3,704	3,791	3,824	4,000	(1,023)
Secondary	27,849	24,554	24,416	23,267	24,100	(3,749)
International Languages - African Heritage	31,364	29,484	28,358	28,103	25,000	(6,364)
Literacy and Numeracy	7,483	6,237	5,755	5,091	6,500	(983)
Grade 8 'Moving on Up'	8,716	6,714	7,506	7,295	7,300	(1,416)
Community - After 4 and Music Camp	339	271	223	231	300	(39)
Elementary	47,902	42,706	41,842	40,720	39,100	(8,802)



Ministry Grants for Student Needs

Ministry Grants for Student Needs (GSN) are the province's mechanism to determine funding to school boards based on formulas set out in regulations each year and are generated primarily by student enrolment. Since funding reflects enrolment, the Board must adapt its programs and organizational structure to reflect enrolment changes and Ministry changes in regulations, such as class size. As Elementary enrolment stabilizes, the pressures on programs in this panel will be lessened. However, changes in Secondary class size combined with small secondary schools will create challenges on delivering full program offerings to all students.

The provincial GSN model is comprised of the following components:

Foundation Grant - base per pupil funding for the delivery of core educational programs and services. The grant provides funding for regular classroom teachers, textbooks and learning materials, computers, regular program educational assistants, professionals and paraprofessionals, library and guidance.

School Foundation Grant - provides a base level of funding for school office administration.

Special Purpose Grants - provide additional funding for programs and students with special needs. Special purpose grants include: Special Education grants, grants for English as a Second Language, French and Native language grants, and the Learning Opportunities Grant.

Grants for School Operations - fund caretaking, utilities and general maintenance in TDSB facilities.

Ministry Specific Grants - fund Ministry targeted initiatives and are usually one-time only grants (See Funding for Specified Ministry Initiatives section for more information).



Ministry Grants for Student Needs - (cont'd)

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change Over 5 Years
Foundation	1,289,131,234	1,306,334,135	1,333,517,997	1,359,974,883	1,283,560,955	-0.4%
School Foundation	169,452,461	171,260,639	174,258,102	176,045,122	178,882,258	5.6%
Special Education	327,551,208	327,794,440	330,061,067	339,112,068	343,087,962	4.7%
Language						
French as a Second Language	30,665,940	31,641,908	32,713,181	33,398,889	33,688,113	9.9%
English as a Second Language	62,091,220	69,544,672	74,550,125	81,279,159	84,786,267	36.6%
Learning Opportunities						
Learning Opportunities Amount	127,243,082	128,385,986	130,269,907	131,982,612	133,132,118	4.6%
Literacy and Numeracy Assistance	2,004,463	1,633,458	2,000,927	1,399,211	2,094,806	4.5%
Assistance for Student Success	10,707,358	10,878,928	11,084,682	11,053,505	11,193,234	4.5%
School Effectiveness Framework (Note 1)	1,001,470	1,011,942	1,027,989			
Ontario Focused Intervention Partnership	1,010,077	1,013,973	1,015,857	1,015,780	1,019,222	0.9%
Specialist High Skills Major	771,768	964,198	1,146,125	1,146,125	1,146,125	48.5%
Mental Health Leader (Note 1)	119,832	121,161	123,113			
Outdoor Education (Note 2)		2,064,406	2,068,232	2,068,076	2,075,066	
Library Staff (Note 2)		774,275	747,738	764,643	776,288	
Local Priorities Fund (Note 3)			26,557,214	28,579,341		
Other Grants						
Adult Education, Continuing Education & Summer School	27,895,876	27,085,173	26,519,824	25,310,178	24,841,228	-11.0%
Teacher Qualification & Experience (Note 4)	264,460,347	262,980,174	296,535,126	293,856,274	340,674,058	28.8%
New Teacher Induction Program	960,809	840,086	865,447	979,930	1,129,668	17.6%
Early Childhood Education Qualification & Experience	13,840,260	16,699,051	18,714,955	19,290,168	17,539,710	26.7%
Transportation	49,190,097	50,434,172	52,167,006	54,283,222	63,390,051	28.9%
Administration and Governance	58,763,892	59,231,681	60,793,745	63,277,091	61,849,941	5.3%
School Operations	274,333,762	270,717,078	267,126,995	270,763,786	271,258,140	-1.1%
Community Use of Schools	3,920,596	3,828,161	3,874,157	3,812,917	3,760,871	-4.1%
Declining Enrolment Adjustment Program Enhancement	12,072,595	2,370,025		904,584	54,053	-99.6%
Indigenous Education Allocation	3,542,283	4,303,199	5,357,570	5,147,768	5,201,413	46.8%
Safe Schools	7,848,246	7,912,865	7,892,815	8,056,669	8,109,584	3.3%
Restraint Savings	(949,625)	(949,625)	(949,625)	(949,625)	(949,625)	0.0%
Trustees' Association Fees	43,316	43,316	43,316	43,316	43,316	
Total Operating Grants	2,737,672,567	2,758,919,477	2,860,083,587	2,912,595,692	2,872,344,822	4.9%
Renewal and Capital Grant						
School Renewal	49,487,333	48,273,770	47,115,706	47,071,365	47,215,219	-4.6%
Sinking Fund Interest (Note 5)	4,243,905	4,243,905	2,121,953			-100.0%
Ontario Financing Authority Loan and short term Interest	19,802,164	20,040,451	22,067,847	22,619,757	16,694,940	-15.7%
Permanent Financing of NPF (Note 6)	20,498,586	20,498,586	20,498,586	20,498,586	20,498,586	0.0%
Total Renewal and Capital Grant	95,872,973	93,334,113	91,833,921	90,189,708	84,408,745	-12.0%
Total GSN Grant	2,833,545,540	2,852,253,590	2,951,917,508	3,002,785,400	2,956,753,567	4.3%

Notes

1 - School Effectiveness Framework and Mental Health Leader are part of Administration and Governance from 2018-19.

2 - Outdoor Education and Library Staff Grants were received through EPO Grants in the prior years.

3 - New for 2017-18 and 2018-19.

4 - Includes Teacher Job Protection Funding Allocation for \$79.4m new for 2019-20.

5 - Sinking Fund retired in 2017-18.

6 - 55 School Board Trust repayment

Funding for Ministry Initiatives

As shown in the table below, the Ministry has been providing additional funding to school boards for specific provincial initiatives.

These grants are provided outside of the regular operating grants and are often tied to separate contract agreements that require specific reporting on expenditures within set timelines.

School boards are required to spend these grants for their intended purposes and the Ministry can take back any unspent funds. The 2019-20 amounts only represent those grants allocated to school boards as of January 2020.

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20
Aboriginal Education: FNMI Implementation	121,547				
Adult and Continuing Education Single Parent Pilot Project Initiative (CALC & Yorkdale)	30,000	27,000			
After School Skills Development Programs ASD		42,500	320,000	226,563	341,861
Anti-Racism Directorate: Improving the Achievement for Black Students				300,000	
ASD Pilots to Improve School-Based Supports			271,633	261,633	34,000
Autism Post Secondary Transitions Model for Students with Autism Spectrum Disorders	15,000	15,000			
Autism Supports and Training (PPM140) - ABA Training	366,014	361,622	362,012		
Broadband Modernization Program (BMP) Strategic Broadband Collaboration Team Tech					58,500
Broadband Modernization Program (BMP) SD-WAN (2018-20)				308,324	
Broadband Modernization Program (BMP) SD-WAN (2019-22)					3,723,150
Child and Youth in Care (CYIC) Pilot Project	100,000				
CODE: Environmental Education Initiatives			9,250		
CODE: ESL/ELD - Projects to support English Language Learners	20,000	27,000	16,820	5,000	16,000
CODE: Student Injury Prevention Phase 3		10,000			
CODE: Summer English Language Learners		120,000	90,000		
CODE: Summer Learning		450,000	450,000	225,000	
CODE: Summer Learning Robotics		75,000	60,000		
CODE: Technology and Learning Fund (TLF) (21st Century Innovation Research Initiative)	2,997,278	2,962,240	959,558		
Collaborative Inquiry for Learning - Mathematics (Note 1)	135,000				
Community Connected Experiential Learning	20,500	25,535	64,807		
Community Use of Schools: Outreach Coordinators	484,000	484,000	484,000	302,500	
Community Use of Schools: Priority Schools	2,618,000	2,618,000	2,618,000	1,636,250	
Correctional Project (Continuing Education)	25,000	90,000	100,000	62,500	
Creating Pathways - All About Me	57,884	57,370			
Critically Conscious Practitioner Inquiry				35,000	
CUPE PD - Professional Learning				779,605	
CUPE Remedy Implementation			13,577,128		
DECE Professional Learning			169,500		
Early Development Instrument (EDI)		220,740	400,620		
Early Years Experiences Collection at Kindergarten Registration (EYE@K)			98,411		
Early Years Leads Program	727,360	727,360	740,030		
Early Years Pedagogical Documentation	5,000				
Enhancement to Support Experiential Learning: K-12 and Adult Learners			1,051,411	971,242	1,069,739
Enrolment Reporting Initiative	173,601				

Funding for Ministry Initiatives - (cont'd)

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20
Ensuring Equitable Access to PSE Pilot Project			119,790		
First Nation, Metis and Inuit (FNMI) - Collaborative Inquiry	25,000	15,000	15,000		
First Nation, Metis and Inuit (FNMI) - Focused Student Work Study Teacher (Note 1)	125,000				
First Nation, Metis and Inuit Learning and Leadership Program	33,000				
Focus on Youth After School Program	323,500	524,810	263,200		
Focus on Youth Toronto	3,080,000	3,080,000	3,080,000	3,080,000	
French as a Second Language (FSL)	531,748	521,886	548,538	541,514	530,876
Gap closing in Literacy Grades 7-12		168,620	137,750	58,000	
Graduation Coach Program - Black Students					336,243
Graduation Coach Program - Indigenous Students					116,461
Health Resources and Training Support - Recreational Cannabis and Vaping					173,738
Homework Help Project (eLearning Contact)	105,000				
Human Rights Advisors				426,075	426,075
Hybrid Pilot Project	430,000	330,000	250,000		
Identity-Based Data Collection, Analysis and Use				204,500	
Indigenous Language Grant (Language Nest)			140,000		
Innovation Fund	10,000				
Innovation, Creativity and Entrepreneurship (ICE)	11,204	74,611			
Innovative in Learning Funds			109,500		
International Students Jiangsu Exchange Program			32,400		
Joint School Support Initiative and ReEngagement of FNMI students	100,000	100,000	100,000	100,000	
Kindergarten Reporting		479,280			
Learning for All K-12 Regional Projects (Note 1)	39,466				
Legalization of Recreational Cannabis				229,300	
LGBT Capacity Building	30,000				
Library Staffing in Ontario Elementary Schools	772,610				
Mental Health Workers				1,659,738	1,649,989
MISA	118,242				
MISA PNC Funds	252,952	200,000	200,000	60,000	
Occasional Teacher (OT) Professional Development (One-time grant)		101,349			
OCEW Remedy Implementation			671,550		
Online Incident Reporting				9,955	
Ontario 150 Projects		86,617			
Ontario Aboriginal Youth Entrepreneurship Program (AYEP)	34,500	35,100	26,900	27,000	25,312
Ontario Autism Program		1,824,725	1,105,782		
Ontario Focused Intervention Program (OFIP)	90,000	74,500	100,500	119,715	
Ontario Human Capital Research and Innovation Fund (OHCRI)	49,769				
Ontario Leadership Strategy and PLE Mentoring for All	430,808	402,054	394,986	219,092	
Ontario Youth Apprenticeship Program (OYAP)	467,884	467,883	467,883	487,883	487,883
OSSTF Remedy Implementation			9,924,451		
Outdoor Education	2,463,544				

Funding for Ministry Initiatives - (cont'd)

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20
Parenting and Family Literacy Centres	4,399,737	4,399,737	1,759,895		
Parents Reaching Out (PRO) Regional/Provincial Grants	36,000	50,000	72,500	12,000	
Parents Reaching Out Grants for School Council	353,405	368,331	411,338	369,901	113,405
Physical Activity in Elementary Schools			64,395		
Physical Activity in Secondary Schools			55,175	26,372	
Pilot Summer Learning Programs		100,000			
Principal & VP Remedy Implementation			1,225,456		
Re-Engagement Initiative (12 & 12+)	131,016	130,720	137,615		
Renewed Mathematics Strategy (RMS)		5,465,068	5,435,068	5,435,068	4,532,000
Revised Curriculum First Nation Metis Inuit Grade 9 -12					244,800
Revised Curriculum Health & Physical Education, Career Studies					198,028
Schedule II Non-Union Remedy Implementation			964,250		
School Climate Funding	676,086	668,747	668,835	625,465	312,837
Schools in the Middle - Regional Networking (Note 1)	25,000				
Speak Up	103,859	58,485	105,976	61,900	
Special Education Professional Assessment				1,050,395	
Specialist High Skills Major	202,632	259,732	626,625	862,581	999,175
Student Success - Building Capacity for Differentiated Instruction (Note 1)	157,188				
Student Success - Building Capacity for Effective Instruction in Literacy for Adolescents (Note 2)	157,188				
Student Success - Building Capacity for Effective Mathematics Instruction	157,188				
Student Success - Collaborative Inquiry for Instructional Impact (Note 1)	157,188				
Student Success - School & Cross Panel Teams (Note 1)	144,878				
Student Success School Support Initiative (SSI) (Note 1)	898,914				
Student Work Study (Note 1)	827,500				
Support for Implementation of Revised Curriculum Documents			247,400		
Supporting Racialized Students Project - Stand Up Conference		30,000	9,930	64,971	
Syrian Newcomer Settlement in Ontario	149,683				
System Implementation and Monitoring/OFIPS (Note 1)	2,223,900				
Teacher Learning and Leadership Program (TLLP)	45,744	29,663	59,561		
TechnoMath			13,200	50,746	
Transportation Supports for Children and Youth in Care				38,414	54,871
Tutors in the Classroom	30,000	35,000	35,000		
Total Funding for Specific Ministry Initiatives	28,297,515	28,395,285	51,423,629	20,934,202	15,444,943

Note: The amount in this section represents grant announced during that school year. For current year, only grants announced to date have been included. Typically additional grants are announced during the year.

Note 1: The grant has been replaced by the Renewed Mathematics Strategy grant as of 2016-17

Note 2: The grant has been replaced by the Gap Closing in Literacy Grades 7-12

Other Board Revenues

The TDSB generates additional revenues to support core operations through initiatives such as tuition fees from International students, rental and permit income, cafeteria income and interest income.

Agency revenues include contracted services provided under contract with Service Canada, Citizenship and Immigration, and the Ministry of Training, Colleges and Universities.

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change over 5 Years
Education Programs - Other Grants	43,044,068	41,384,672	64,603,018	41,439,235	34,237,332	-20.5%
Rental and Permit Revenue	33,079,107	31,369,402	31,333,142	33,026,476	31,000,000	-6.3%
Tuition Fees	19,740,669	26,077,093	28,895,504	32,239,705	32,850,000	66.4%
Secondments	12,703,721	13,330,163	9,232,552	12,864,975	12,563,498	-1.1%
Cafeteria	5,379,327	5,234,247	5,018,996	5,253,450	5,450,847	1.3%
Continuing Education Fees	3,592,932	3,820,214	3,771,087	4,001,222	3,777,330	5.1%
Donations (Note 1)	1,881,842	1,769,136	1,935,971	2,884,962	-	-100.0%
Agency Revenue	40,606,068	41,621,644	41,394,115	41,069,550	41,657,000	2.6%
School Generated Funds	40,905,279	43,446,954	43,986,895	44,114,564	40,000,000	-2.2%
Bank Interest	3,336,525	3,391,284	6,121,911	8,723,997	8,710,000	161.1%
Interest Earned on Reserve Funds (Note 2)	4,070,000	2,850,000	3,071,030	4,625,278	-	-100%
Extended Day Fees (Note 3)	-	-	-	2,181,110	5,427,267	-
Other Revenue (Note 4)	8,777,743	12,555,849	5,696,336	9,976,209	20,172,364	129.8%
Total	217,117,281	226,850,658	245,060,557	242,400,733	235,845,638	8.6%

Note 1 - Donations are based on actuals at year end, therefore in 2019-20 no projections reported.

Note 2 - Interest Earned on Reserve Funds are based on actuals at year end, therefore in 2019-20 no projections reported.

Note 3 - Extended Day Fees started in 2018-19.

Note 4 - Other revenue includes, tuition administrative fees, prior year rebates, transcript fees, itinerant vision, sale of materials, fees, etc.
For 2019-20 also includes CUPE wage increase and System Initiatives which will be reclassified at year end.



Total Expenses

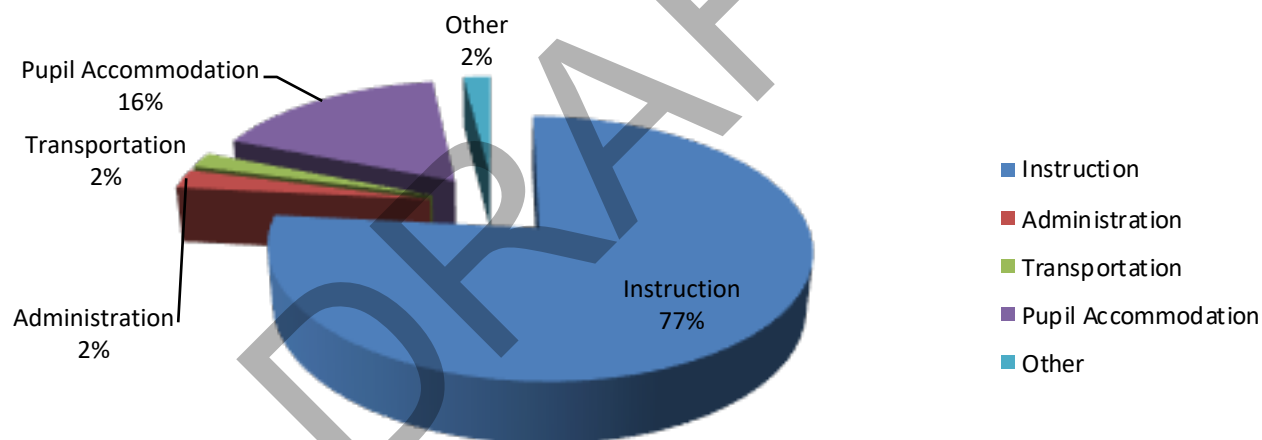
TDSB expenses are largely comprised of labour related costs (salaries and benefits) for all staff. This typically represents about 82% of total expenditures. The TDSB's central administration costs are less than 3% of the Board's total operating expenses. When compared to similar organizations, such as hospitals and colleges/universities, the TDSB's administrative costs are similar.

Expenses by Category	2015-16	2016-17	2017-18	2018-19	Revised Estimate 2019-20
INSTRUCTION					
Classroom Teachers	1,487,989,794	1,504,854,967	1,571,033,492	1,586,600,365	1,590,068,773
Supply Teachers	93,390,840	0	0		0
Supply Costs (Note 1)		118,433,963	124,258,110	131,525,189	110,555,962
Teacher Assistants	189,161,553	107,013,979	108,962,841	117,928,076	123,312,297
Early Childhood Educators (Note 2)		62,950,206	64,949,913	67,562,439	72,736,729
Textbooks/Supplies	53,012,563	55,530,443	52,609,683	55,356,190	61,713,512
Computers	29,174,749	31,574,930	30,787,469	31,889,590	28,111,837
Professionals/Paraprofessionals/Technical	162,548,011	168,751,769	178,531,982	185,837,412	186,073,548
Library/Guidance	56,807,771	57,223,869	58,006,858	62,952,937	62,029,502
Staff Development	11,724,135	12,237,668	12,220,135	12,990,239	11,041,058
Department Heads	3,657,502	3,597,542	3,344,730	3,255,512	3,262,610
Principals and Vice Principals	121,035,387	122,924,200	131,258,676	133,793,355	132,120,224
School Office	78,313,041	79,855,817	81,806,026	81,944,530	80,093,271
Coordinators and Consultants	27,301,531	27,936,784	29,788,600	32,062,705	22,178,320
Continuing Education	97,972,558	101,597,378	107,486,977	105,991,578	100,398,900
Amortization and Write Downs	5,816,567	6,292,770	6,628,228	7,200,473	6,588,731
Instruction Subtotal	2,417,906,002	2,460,776,285	2,561,673,720	2,616,890,590	2,590,285,274
ADMINISTRATION					
Trustees	2,729,053	1,946,178	1,954,133	1,878,043	2,140,549
Director/Supervisory Officers	9,340,588	9,610,373	12,864,150	11,204,325	9,831,071
Board Administration	77,456,768	64,300,985	65,842,936	70,138,341	70,794,111
Amortization and Write Downs	518,567	400,946	440,340	591,481	566,723
Administration Subtotal	90,044,976	76,258,482	81,101,559	83,812,190	83,332,454
TRANSPORTATION					
Pupil Transportation	56,144,668	62,142,554	64,834,046	67,638,578	66,966,417
Transportation - Provincial Schools	300,874	226,747	177,972	280,302	280,302
Amortization and Write Downs	17,359	24,752	34,423	30,662	24,493
Transportation Subtotal	56,462,901	62,394,053	65,046,441	67,949,542	67,271,212
PUPIL ACCOMMODATION					
School Operation/Maintenance	310,879,176	311,166,337	308,002,493	321,211,473	327,331,886
School Renewal	29,570,623	33,901,984	33,754,903	36,079,086	31,427,562
Note 1: Effective 2016-17 EFIS reporting combines Supply teachers with supply ECE and EA's as Supply Staff Note 2: Prior to 2016-17 EFIS reporting both Early Childhood Educators and Education Assistants in one line					

Total Expenses - (cont'd)

Expenses by Category	2015-16	2016-17	2017-18	2018-19	Revised Estimate 2019-20
Other Pupil Accommodation	25,990,434	25,196,160	21,852,207	28,746,128	16,695,930
Amortization and Write Downs	112,048,385	123,077,318	147,663,944	183,404,306	203,656,306
Net Loss on Disposal of Tangible Capital Assets	1,630,868	0		16,512,778	0
Pupil Accommodation Subtotal	480,119,486	493,341,799	511,273,547	585,953,771	579,111,684
OTHER					
School Generated Funds	41,856,935	42,078,844	42,236,695	42,883,259	40,000,000
Other Non-Operational Expenses	24,250,860	24,565,278	20,093,543	26,471,363	27,333,209
Subtotal - Other	66,107,795	66,644,122	62,330,238	69,354,622	67,333,209
Total Expenses	3,110,641,160	3,159,414,741	3,281,425,505	3,423,960,715	3,387,333,833

**2019-20
Estimated Expenses**



Teacher Staffing Details - Elementary

The first table below outlines the TDSB's allocation of Elementary teachers to support students in our schools.

The second table provides an analysis of the years of experience of our Elementary teaching staff. After 10 years, salaries remain at the same level in both funding and costs.

Elementary Teachers	2015-16	2016-17	2017-18	2018-19	Revised Estimate 2019-20	% Change Over 5 Years
Regular Program	8,161.0	8,159.0	8,248.0	8,357.3	8,392.0	2.8%
English as a Second Language	267.0	295.5	323.0	367.5	385.0	44.2%
Learning Opportunities	115.0	115.0	115.0	115.0	115.5	0.4%
Literacy and Numeracy	42.0	42.0	42.0	50.0	50.0	19.0%
Library and Guidance	274.5	273.0	273.0	317.0	302.0	10.0%
Special Education	1,635.5	1,605.0	1,648.0	1,643.7	1,604.0	-1.9%
Model School for Inner City	16.0					-100.0%
Programs in Care, Treatment, Custodial and Correctional facilities	46.0	46.0	46.0	46.0	43.0	-6.5%
Safe and Caring Schools	6.0	6.0	8.0	8.0	8.0	33.3%
Family of Schools Learning Coaches	15.0					-100.0%
Profile Teachers	33.0	35.0	35.0	35.0	27.5	-16.7%
Total Elementary Teachers	10,611.0	10,576.5	10,738.0	10,939.5	10,927.0	3.0%
Enrolment including FDK	187,187.3	189,172.2	190,368.0	190,557.5	191,520.0	2.3%

Elementary Teachers/Years of Teaching Experience	2015-16	2016-17	2017-18	2018-19	Revised Estimate 2019-20
Less than 1 Year	0.8%	0.5%	0.6%	1.5%	1.1%
1	1.9%	1.8%	2.1%	2.2%	4.2%
2	1.9%	2.2%	2.8%	3.3%	3.2%
3	2.8%	2.1%	2.8%	3.1%	3.1%
4	3.3%	2.9%	2.5%	2.8%	3.0%
5	3.1%	3.4%	2.9%	2.5%	2.7%
6	3.4%	3.2%	3.3%	3.0%	2.4%
7	3.7%	3.4%	3.0%	3.2%	2.8%
8	4.6%	3.6%	3.4%	3.0%	3.1%
9	4.9%	4.6%	3.5%	3.3%	2.9%
10 and more (Note 1)	69.6%	72.3%	73.1%	72.1%	71.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Note 1: Teacher experience grid does not provide further detail beyond 10 years. Therefore, teachers with more than 10 years' experience are grouped together in this category.

Teacher Staffing Details - Secondary

The first table on this page outlines the TDSB's allocation of Secondary teachers to support students in our schools.

The second table provides an analysis of the years of experience of our Secondary teaching staff. After 10 years, salaries remain at the same level in both funding and costs.

Secondary Teachers	2015-16	2016-17	2017-18	2018-19	Revised Estimate 2019-20	"% Change Over 5 Years"
Regular Program	3,752.5	3,720.5	3,706.5	3,695.5	3,495.5	-6.8%
ESL/ESL Reception	124.5	128.5	153.0	158.0	162.5	30.5%
Learning Opportunities	30.0	30.0	30.0	30.0	30.0	0.0%
Library and Guidance	291.0	284.0	282.5	281.0	279.5	-4.0%
Special Education	517.5	495.5	503.5	499.0	485.0	-6.3%
Programs in Care, Treatment, Custodial and Correctional facilities	63.0	63.0	63.0	63.0	67.0	6.3%
Safe and Caring Schools	18.0	18.0	16.0	20.0	20.0	11.1%
Attendance/SALEP/CIC/Alternative Schools	23.0	23.0	23.0	21.0	21.0	-8.7%
Profile Teachers	36.0	38.0	40.0	41.0	31.5	-12.5%
E-Learning	5.0	5.0	5.0	8.0	8.0	60.0%
Family of Schools Learning Coaches	5.0					-100.0%
Total Secondary Teachers	4,865.5	4,805.5	4,822.5	4,816.5	4,600.0	-5.5%
Enrolment	71,457.9	70,541.4	69,756.9	69,267.9	69,181.0	-3.2%
Total Teachers	15,476.5	15,382.0	15,560.5	15,756.0	15,527.0	0.3%

Secondary Teachers/Years of Teaching Experience	2015-16	2016-17	2017-18	2018-19	Revised Estimate 2019-20
Less than 1 Year	0.1%	0.3%	0.9%	1.3%	0.7%
1	0.3%	0.5%	1.0%	1.7%	1.3%
2	0.3%	0.9%	0.9%	1.4%	1.6%
3	1.0%	0.6%	1.4%	1.2%	1.1%
4	1.6%	1.3%	1.0%	1.7%	1.5%
5	2.4%	2.0%	1.7%	1.3%	1.8%
6	2.8%	2.6%	2.2%	1.7%	1.3%
7	4.4%	3.1%	2.5%	2.1%	1.8%
8	5.0%	4.5%	3.3%	2.8%	2.4%
9	4.5%	5.0%	4.5%	3.2%	2.9%
10 and more (Note 1)	77.6%	79.2%	80.6%	81.7%	83.6%
Total	100.0%	100.0%	100.0%	100.1%	100.0%

Note 1: Teacher experience grid does not provide further detail beyond 10 years. Therefore, teachers with more than 10 years' experience are grouped together in this category.

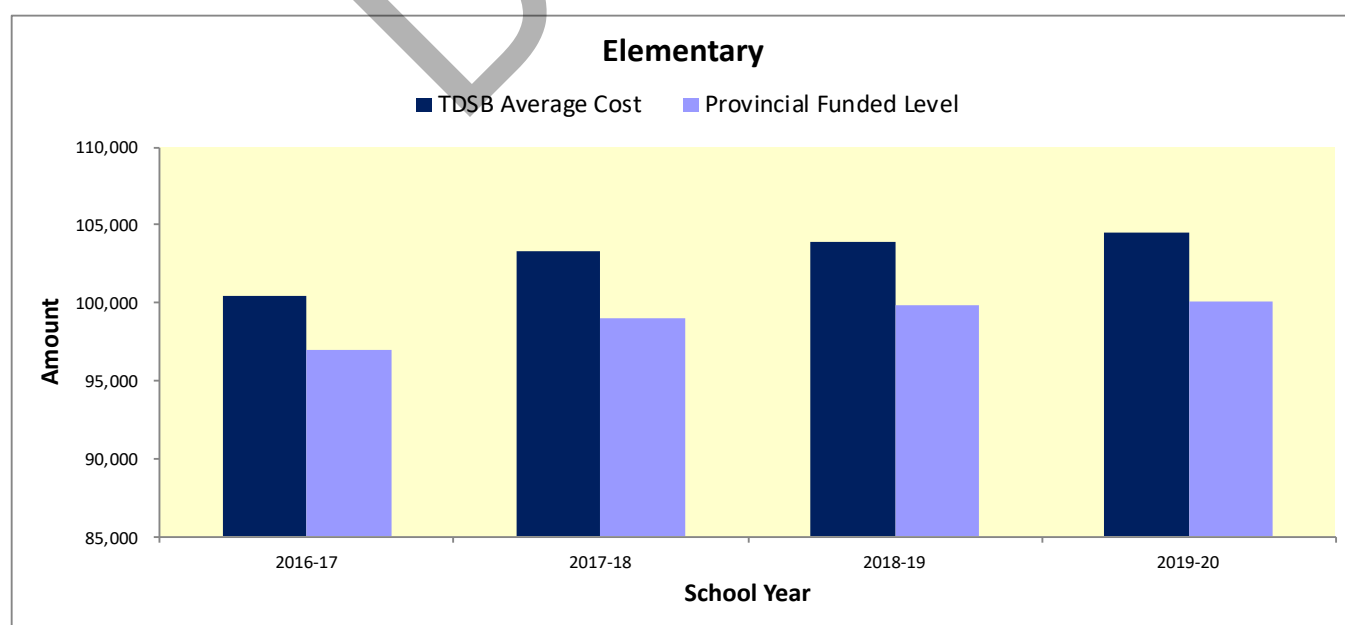
Teacher Costs

The analysis below shows the historical gap between TDSB and Ministry funding for teacher salaries. Ministry funding is based on the Pupil Foundation benchmark for teachers and the Teacher Qualification and Experience Allocation.

In 2019-20, the funding gap for teacher salaries is projected to be approximately 4.2% for elementary teachers and 6.6% for secondary teachers.

Elementary Teachers

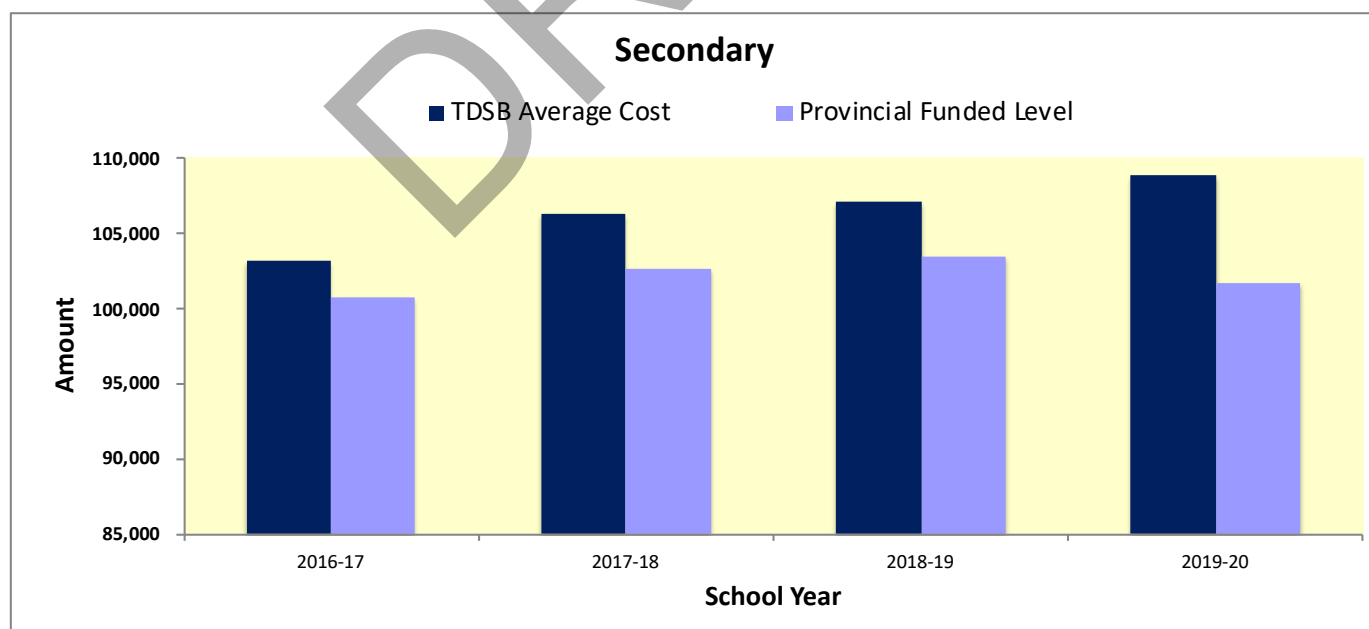
Elementary Teachers	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change Over 5 Years
TDSB Average Salary Cost	88,886	89,739	91,512	91,864	92,338	3.9%
Provincial Funding	87,297	88,435	89,722	90,465	90,874	4.1%
Gap +/-	(1,589)	(1,304)	(1,790)	(1,399)	(1,464)	
% Gap	-1.8%	-1.5%	-2.0%	-1.5%	-1.6%	
TDSB Average Benefit Cost	10,164	10,659	11,855	12,065	12,219	20.2%
Provincial Funding	7,980	8,567	9,329	9,353	9,276	16.2%
Gap +/-	(2,184)	(2,092)	(2,526)	(2,712)	(2,943)	
% Gap	-21.5%	-19.6%	-21.3%	-22.5%	-24.1%	
TDSB Average Cost	99,050	100,398	103,367	103,929	104,557	5.6%
Provincial Funded Average	95,277	97,002	99,051	99,818	100,150	5.1%
Gap +/-	(3,773)	(3,396)	(4,316)	(4,111)	(4,407)	
% Gap	-3.8%	-3.4%	-4.2%	-4.0%	-4.2%	
Total Elementary Teachers	10,611.0	10,576.5	10,738.0	10,939.5	10,927.0	
GAP \$ +/-	(40,035,303)	(35,917,794)	(46,345,208)	(44,972,285)	(48,155,289)	



Teacher Costs - (cont'd)

Secondary Teachers

Secondary Teachers	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change Over 5 Years
TDSB Average Salary Cost	91,707	92,131	93,936	94,460	95,935	7.8%
Provincial Funding	91,525	92,160	93,245	94,149	92,370	4.2%
Gap +/-	(182)	29	(691)	(311)	(3,565)	
% Gap	-0.2%	0.0%	-0.7%	-0.3%	-3.7%	
TDSB Average Benefit Cost	10,396	11,056	12,331	12,695	12,869	25.6%
Provincial Funding	7,980	8,567	9,329	9,353	9,276	14.5%
Gap +/-	(2,416)	(2,489)	(3,002)	(3,342)	(3,593)	
% Gap	-23.2%	-22.5%	-24.3%	-26.3%	-27.9%	
TDSB Average Cost	102,103	103,187	106,267	107,155	108,804	9.6%
Provincial Funded Average	99,505	100,727	102,574	103,502	101,646	5.0%
Gap +/-	(2,598)	(2,460)	(3,693)	(3,653)	(7,158)	
% Gap	-2.5%	-2.4%	-3.5%	-3.4%	-6.6%	
Total Secondary Teachers	4,865.5	4,805.5	4,822.5	4,816.5	4,600.0	
GAP \$ +/-	(12,640,569)	(11,821,530)	(17,809,493)	(17,594,675)	(32,926,800)	



Supply Staff Costs

Total supply teacher costs (excluding Professional development) has decreased by 13% since 2015-16 (excludes 2019-20).

Provincial funding for supply teachers has not kept pace with actual costs.

Supply Staff Costs	2015-16	2016-17 (Note 1)	2017-18	2018-19	Revised Estimates 2019-20	% Change Over 5 Years (Note 2)
Elementary Teachers	65,015,741	67,669,954	68,929,756	76,185,571	64,365,998	17.2%
Secondary Teachers	28,375,100	27,902,783	27,521,219	29,301,951	24,793,912	3.3%
Total Supply Teacher Costs	93,390,840	95,572,737	96,450,975	105,487,522	89,159,910	13.0%
Early Childhood Educators & Education Assistants Supply Cost (Note 1)		22,861,226	27,807,135	26,037,667	21,396,052	
Total Supply Staff Costs	93,390,840	118,433,963	124,258,110	131,525,189	110,555,962	
Provincial Funding	38,450,977	52,459,160	54,825,196	54,180,017	51,494,782	40.9%
Gap +/-	(54,939,863)	(65,974,803)	(69,432,914)	(77,345,172)	(59,061,180)	40.8%
Gap %	-58.8%	-69.0%	-72.0%	-73.3%	-66.2%	
Total Elementary & Secondary Teachers	15,477	15,382	15,561	15,756	15,527	1.8%
Supply Costs per Teacher (\$)	6,034	6,213	6,198	6,695	5,742	10.9%

Note: Provincial funding utilizes the ministry's notational share distribution for the foundation grant, language grants, special education grant etc. For a consistent presentation, flexibility funding such as LOG grant is excluded. Gap on funding for supply staff is a Province wide issue.

Note: 1 Prior to 2016-17 ECE supply costs were reported in ECE expenses.

Note 2: % Change is a comparison of actuals of 2015-16 and 2018-19



Early Childhood Educator Costs

Early Childhood Educators (ECE) partner with classroom teachers to implement a full-day early learning program within a classroom setting. At the TDSB, all Kindergarten programs are now full-day as of September 2014. The average size of a full-day kindergarten classroom is 26 students, with a teacher and an ECE in the classroom. For classrooms with less than 16 students, an ECE is not required. The table below shows the gap between the TDSB's costs related to ECEs and provincial funding for ECEs.

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20
TDSB Average Salary Cost per ECE	49,817	50,473	54,044	52,886	57,791
Provincial Funding	38,984	41,129	43,286	44,549	45,289
Gap +/-	(10,833)	(9,344)	(10,759)	(8,337)	(12,502)
% Gap	-27.8%	-22.7%	-24.9%	-18.7%	-27.6%
TDSB Average Benefit Cost per ECE	13,374	13,984	14,478	15,950	16,574
Provincial Funding	7,963	8,011	8,178	8,304	8,333
Gap +/-	(5,410)	(5,973)	(6,300)	(7,645)	(8,241)
% Gap	-67.9%	-74.6%	-77.0%	-92.1%	-98.9%
TDSB Average cost per ECE	63,190	64,457	68,522	68,836	74,365
Provincial Funding	46,947	49,140	51,463	52,853	53,622
Gap +/-	(16,244)	(15,317)	(17,059)	(15,983)	(20,743)
% Gap	-34.6%	-31.2%	-33.1%	-30.2%	-38.7%
Notes: Salary and benefit gap is offset by lower allocation of ECEs Salary and Benefits include supply costs of ECEs					



School Administration Costs

The gap between total actual costs and provincially funded costs has been narrowing as a result of the introduction of the School Foundation Grant where school boards now receive funding for a Principal and an office clerical staff at every school over 50 full-time students.

The challenge in this revised funding continues to be the salary differential between actual costs and provincial funding for these staff.

School Office Staff

School Office Staff	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change Over 5 Years
Principal and Vice Principal						
Full Time Equivalent	879	876	906	903	899	2.33%
Salary	111,402,102	112,133,024	118,690,596	119,188,048	118,510,961	6.38%
Benefits	9,390,297	10,409,531	12,339,144	14,037,043	12,698,411	35.23%
Total Cost Salary & Benefits	120,792,399	122,542,555	131,029,740	133,225,091	131,209,372	8.62%
Total Provincial Funding	109,998,144	110,071,492	111,891,023	113,030,285	115,326,142	4.84%
Gap +/-	(10,794,255)	(12,471,063)	(19,138,717)	(20,194,806)	(15,883,230)	47.15%
School Office Support Staff						
Full Time Equivalent	1,044	1,040	1,057	1,054	1,044	0.05%
Salary	54,960,877	55,119,967	58,583,106	56,242,266	57,179,223	4.04%
Benefits	13,935,585	15,445,372	14,940,020	16,851,616	13,254,205	-4.89%
Total Cost Salary & Benefits	68,896,462	70,565,339	73,523,126	73,093,882	70,433,428	2.23%
Total Provincial Funding	57,776,970	58,426,661	59,217,826	60,002,703	60,682,646	5.03%
Gap +/-	(11,119,492)	(12,138,678)	(14,305,300)	(13,091,179)	(9,750,782)	-12.31%

Provincial Funding vs TDSB Staffing Costs

Provincial Funding vs TDSB Staffing Costs	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change Over 5 Years
Principal Elementary (Provincial)	126,825	126,944	128,650	130,706	132,789	4.70%
Principal Secondary (Provincial)	138,313	138,443	140,303	142,198	144,291	4.32%
Vice Principal Elementary (Provincial)	120,127	120,240	121,856	124,006	126,083	4.96%
Vice Principal Secondary (Provincial)	126,732	126,851	128,556	130,613	132,696	4.71%
TDSB Average for Principals and Vice Principals	137,498	139,969	144,624	147,536	145,950	6.15%
School Office Support Staff - Elementary (Provincial)	52,905	53,494	54,359	55,126	55,577	5.05%
School Office Support Staff - Secondary (Provincial)	54,832	56,352	57,263	58,044	58,545	6.77%
TDSB Average for School Office Support	66,024	67,884	69,591	69,336	67,465	2.18%

School Budget Expenditures

The TDSB provides a budget allocation to schools on a per pupil basis for classroom supplies, textbooks and learning materials, school office supplies and services, and professional development.

School Principals, in consultation with school staff and parents, have discretion on how to best use these funds to support school improvement plans and student outcomes.

In addition, Learning Network Superintendents are provided additional funds to support local initiatives focusing on student achievement.

The TDSB provides schools with an average of \$221 per pupil while the province only provides \$200. This leaves a projected gap of about \$5.2M, or about 9.7% in 2019-2020.

School Budget Expenditures	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20
Elementary Schools	33,546,336	33,725,796	33,889,508	34,009,902	32,748,268
Secondary Schools	21,953,360	21,671,944	21,683,796	21,574,802	19,932,461
Total School Budget Allocation	55,499,696	55,397,740	55,573,304	55,584,704	52,680,729
Learning Network - Superintendents Budget	453,832	1,260,000	1,260,000	1,182,273	1,116,818
Total Budget Allocation to Support Schools	55,953,528	56,657,740	56,833,304	56,766,977	53,797,547
Average Per Pupil Amount	232	234	234	234	221
Provincial Funding	48,607,803	48,626,502	48,540,524	48,483,890	48,605,207
Average Per Pupil Allocation	202	201	200	200	200
Gap +/-	(7,345,725)	(8,031,238)	(8,292,780)	(8,283,087)	(5,192,340)
% Gap	-13.1%	-14.2%	-14.6%	-14.6%	-9.7%
Provincial funding includes per pupil funding under the pupil foundation grant and the supplies component of the school foundation grant. Ministry funding for specific one-time only initiatives (called PPF Grants) are not included in the above. Please refer to the Ministry Funding Special Initiatives page.					

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20
Elementary	169,610.5	171,457.0	172,691.0	173,161.7	174,070.0
Secondary	71,457.9	70,541.4	69,756.9	69,267.9	69,181.0
Total Average Daily Enrolment	241,068.4	241,998.4	242,447.9	242,429.6	243,251.0
Elementary Funding per pupil (Foundation Grant)	151.82	151.82	151.82	151.82	151.82
Secondary Funding per pupil (Foundation Grant)	281.16	281.16	281.16	281.16	281.16
School Supplies amount - Elementary	1,899,344.00	1,917,553.00	1,845,901.00	1,865,244.00	1,878,020.00
School Supplies amount - Secondary	867,094.00	844,933.00	863,825.00	853,872.00	848,941.00
Elementary total	27,649,614.66	27,948,148.67	28,063,848.62	28,154,657.85	28,305,324.36
Secondary total	20,958,188.73	20,678,353.02	20,476,675.00	20,329,231.95	20,299,882.21
Total	48,607,803.39	48,626,501.69	48,540,523.62	48,483,889.80	48,605,206.57

Special Education

Provincial funding for Special Education must be used solely for the purposes of supporting students with exceptionalities.

The TDSB has consistently spent more than its full grant for Special Education. This year, the Board is spending approximately \$54.6M above the grant.

The Ministry announced changes to the Special Education High Needs Amount allocation starting in 2014-15. In previous years, the High Needs Amount allocation was based on student claims information. In 2014-15, funding moved to a statistical prediction model that uses the same pot of funds to shift money among boards. The impact on TDSB after being fully implemented was a reduction in funding of approximately \$12M annually.

Transportation costs for Special Education cannot be applied against this grant and are part of the overall cost of transportation.

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20
Self Contained Students ADE (Note 1)					
Junior Kindergarten	502	532	516	491	578
Kindergarten to Grade 3	1,915	1,925	1,675	1,141	1,121
Grades 4 to 8	9,713	9,622	9,185	8,890	8,182
Grades 9 to 12	4,217	4,126	3,920	3,797	3,494
Total	16,347	16,205	15,296	14,319	13,375
Grant					
Special Education Per Pupil Allocation	174,189,195	178,655,428	183,970,139	189,925,837	192,212,997
Special Equipment Allocation	9,932,211	9,977,015	11,451,643	11,596,710	11,291,605
High Needs Amount	124,029,811	119,837,752	115,693,621	118,828,878	119,025,020
Special Incidences Portion	5,508,000	4,951,787	4,131,000	3,453,030	3,487,560
Section 23	13,128,083	13,597,736	14,025,168	14,145,330	14,756,894
Behavioural Expertise Allocation	763,908	774,722	789,496	1,162,283	2,313,886
Sub-total	327,551,208	327,794,440	330,061,067	339,112,068	343,087,962
Less: Special Equipment Allocation Formula	8,712,810	8,746,383	8,762,612	8,761,952	8,791,605
	318,838,398	319,048,057	321,298,455	330,350,116	334,296,357
Ministry Funding for New Labour Agreement (Note 2)	8,411,602				
Carry Forward			383,835	187,998	
Labour Enhancement (Note 3)			12,184,679	12,367,449	
PD 0.5% Lump Sum Payment (Note 3)			1,928,778		
Benefit Trust Funding (Note 4)			5,808,804	5,808,804	6,802,525
System Investments (note 5)					4,698,576
Total Funding	327,250,000	319,048,057	341,604,551	348,714,367	345,797,458

Special Education - (cont'd)

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20
Expenditures					
Special Education Instruction Expenditures	446,075,988	441,791,164	467,834,397	484,793,766	477,963,715
Less: Other Revenue	339,555	341,452	353,178	291,234	285,000
Net Expenditures	445,736,433	441,449,712	467,481,219	484,502,532	477,678,715
Less: Self-Contained Classes Allocation	86,217,713	86,876,467	83,590,312	79,182,009	68,490,015
Less: Special Equipment Allocation Formula Based	9,704,501	8,362,551	4,583,028	8,761,952	8,791,605
Incremental Expenditures	349,814,219	346,210,694	379,307,879	396,558,571	400,397,095
Gap +/-	(22,564,219)	(27,162,637)	(37,703,328)	(47,844,204)	(54,599,637)

Note 1 - ADE refers to Average Daily Enrolment

Note 2 - Initially in 2015-16, Ministry Funding for New Labour Agreement was not part of GSN.

Note 3 - New for 2017-18 and ends in 2018-19.

Note 4 - New for 2017-18.

Note 5 - New for 2019-20.



Special Education Self-Contained Schools

There are 12 self contained special education schools in TDSB that serve 1,300 students with a range of high needs.

The total cost of these programs and services averages approximately \$51,000 per student, but can range between \$37,000 to \$70,000 depending on the degree of special needs and the size of the school.

Most of these schools provide similar services as the Provincial Schools for students with particular exceptionalities.

	Enrolment (ADE)	Salary & Benefits	Other (Note 1) Expenditures	Facility Costs	Total Costs	Cost per Pupil \$
Beverley	81.5	4,610,992	46,356	472,223	5,129,571	62,940
Lucy McCormick	73.0	4,558,334	34,001	501,953	5,094,288	69,785
Park Lane	68.5	3,507,066	21,902	269,369	3,798,337	55,450
Seneca	78.0	4,003,846	51,250	273,673	4,328,769	55,497
Sunny View	83.0	4,030,678	5,133	628,144	4,663,955	56,192
William J McCordic	76.0	4,361,855	39,357	328,607	4,729,819	62,234
Central Etobicoke	140.5	6,174,518	40,311	531,516	6,746,345	48,010
Drewry	109.6	5,061,620	59,780	415,063	5,536,463	50,511
Frank Oke	71.5	3,512,515	59,906	266,185	3,838,606	53,687
Maplewood	151.5	6,815,387	84,425	606,949	7,506,761	49,550
Sir William Osler	199.3	7,926,839	146,779	731,905	8,805,523	44,193
York Humber	183.3	6,115,113	73,513	680,754	6,869,380	37,467
2018-19 Total	1,315.7	60,678,763	662,713	5,706,340	67,047,816	50,959
Beverley	85.5	4,565,400	44,065	441,830	5,051,295	59,079
Lucy McCormick	70.0	4,747,212	32,229	472,665	5,252,106	75,030
Park Lane	60.5	3,591,689	-30,783	267,338	3,828,244	63,277
Seneca	80.5	4,237,197	34,959	264,490	4,536,646	56,356
Sunny View	74.5	4,366,890	802	639,082	5,006,774	67,205
William J McCordic	69.5	4,341,166	32,634	332,780	4,706,580	67,721
Central Etobicoke	136.9	6,265,797	82,025	518,575	6,866,397	50,156
Drewry	117.7	5,482,159	90,781	412,165	5,985,105	50,851
Frank Oke	103.0	3,288,169	52,774	281,361	3,622,304	35,168
Maplewood	160.8	6,893,357	71,030	539,526	7,503,913	46,666
Sir William Osler	216.5	8,013,101	126,625	695,925	8,835,651	40,811
York Humber	204.8	5,968,209	111,800	641,319	6,721,328	32,819
2017-18 Total	1,380.2	61,760,346	648,941	5,507,056	67,916,343	49,208
Beverley	91.0	4,640,186	38,752	447,516	5,126,454	56,335
Lucy McCormick	76.0	4,681,164	45,775	411,741	5,138,680	67,614
Park Lane	58.5	3,486,658	15,118	246,466	3,748,242	64,073
Seneca	83.5	4,107,151	27,986	242,289	4,377,426	52,424
Sunny View	73.5	4,389,941	11,597	596,515	4,998,053	68,001
William J McCordic	74.0	4,258,063	27,002	317,765	4,602,830	62,200
Central Etobicoke	144.2	5,850,924	63,764	547,092	6,461,780	44,827
Drewry	129.5	5,295,569	85,892	409,465	5,790,926	44,718
Frank Oke	100.5	3,164,889	80,406	271,088	3,516,383	34,989
Maplewood	178.4	6,722,243	103,195	534,626	7,360,064	41,255

Special Education Self-Contained Schools - (cont'd)

	Enrolment (ADE)	Salary & Benefits	Other (Note 1) Expenditures	Facility Costs	Total Costs	Cost per Pupil \$
Sir William Osler	229.0	7,815,102	122,777	680,596	8,618,475	37,635
York Humber	209.1	5,968,107	113,576	622,869	6,704,552	32,064
2016-17 Total	1,447.2	60,379,997	735,840	5,328,027	66,443,864	45,913
Beverley	89.5	4,761,021	44,533	428,185	5,233,739	58,478
Lucy McCormick	64.0	4,725,923	40,851	411,873	5,178,647	80,916
Park Lane	61.0	3,632,933	6,027	273,560	3,912,520	64,140
Seneca	80.0	3,781,200	128,229	217,618	4,127,047	51,588
Sunny View	84.5	4,820,036	11,525	648,333	5,479,894	64,851
William J McCordic	74.5	4,192,041	35,538	320,450	4,548,029	61,047
Central Etobicoke	154.5	5,909,606	95,326	574,388	6,579,320	42,585
Drewry	138.0	5,702,940	127,008	443,294	6,273,242	45,458
Frank Oke	107.5	3,157,835	78,068	285,978	3,521,881	32,762
Maplewood	171.5	6,750,584	99,960	514,210	7,364,754	42,943
Sir William Osler	242.5	8,289,591	146,141	737,362	9,173,094	37,827
York Humber	216.3	5,641,663	138,677	657,461	6,437,801	29,767
2015-16 Total	1,483.8	61,365,373	951,883	5,512,710	67,829,966	45,715
Beverley	92.5	4,438,333	38,797	475,149	4,952,279	53,538
Lucy McCormick	66.0	4,627,606	32,330	422,092	5,082,028	77,000
Park Lane	67.0	3,433,194	19,136	239,471	3,691,801	55,102
Seneca	81.0	3,549,402	-14,058	234,051	3,769,395	46,536
Sunny View	74.5	4,916,833	12,729	633,214	5,562,776	74,668
William J McCordic	76.5	4,167,592	28,559	320,231	4,516,382	59,038
Central Etobicoke	143.3	5,328,017	72,294	605,182	6,005,493	41,923
Drewry	143.7	5,189,947	105,067	425,495	5,720,509	39,798
Frank Oke	90.0	2,843,018	85,270	277,380	3,205,668	35,619
Maplewood	197.7	6,857,282	93,044	508,450	7,458,776	37,723
Sir William Osler	256.0	7,960,186	163,439	776,365	8,899,990	34,766
York Humber	249.5	4,972,054	74,210	624,712	5,670,976	22,728
2014-15 Total	1,537.7	58,283,464	710,817	5,541,793	64,536,074	41,968

Note 1: Other Expenditures include donations.

Transportation

In September 2011, the TDSB and the Toronto Catholic District school board (TCDSB) formed the Toronto Student Transportation Group (TSTG). This transportation consortium was formed to efficiently plan, maintain, and coordinate the operations of school bus routes across the city.

In 2019-20, stabilization funding is provided to school boards that run efficient transportation operations but for which the costs of student transportation exceed the funding provided for that purpose while the Ministry of Education undertakes a review of the student transportation funding formula in order to achieve a more efficient and accountable student transportation system in Ontario.



Transportation	2015-16	2016-17	2017-18	2018-19	Cost Per Pupil	Revised Estimates 2019-20	% Change Over 5 Years
Wheelchair Accessible	516	535	534	545	\$13,327	520	0.8%
Special Transportation Needs	5,382	5,454	5,397	5,775	\$5,633	5,637	4.7%
French Immersion (program support policy)	4,967	5,150	4,828	4,958	\$1,260	4,564	-8.1%
Gifted Programs	758	820	912	1,058	\$3,076	1,094	44.3%
Hazard	408	372	368	129	1,571	257	-37.0%
Courtesy	1,850	1,821	2,185	2,163		2,243	21.2%
General Transportation (due to distance policy)	4,912	4,538	4,824	5,457	\$1,571	4,664	-5.0%
Number of Students Transported	18,793	18,963	19,048	20,085		18,979	1.0%
Total Pupils of the Board	241,068	241,998	242,448	242,430		243,251	0.9%
Percentage of Students Transported	7.80%	7.84%	7.86%	8.28%		7.80%	
Number of Routes	1,306	1,306	1,312	1,339		1,367	4.7%
Expenses							
Contract Services Cost	49,543,941	55,696,901	58,303,436	61,717,863		60,428,358	22.0%
Board Fleet Cost	1,751,892	1,473,307	1,854,770	1,618,723		1,765,799	0.8%
Public Transit Cost	2,617,579	2,403,472	2,216,880	2,309,767		2,763,229	5.6%
Administrative Cost	1,527,870	1,518,989	1,578,050	1,279,524		1,695,979	11.0%
Total Transportation Expenses	55,441,282	61,092,669	63,953,136	66,925,877		66,653,365	20.2%
Grant	49,190,097	50,434,172	52,167,006	54,283,222		63,390,051	28.9%
Gap +/-	(6,251,185)	(10,658,497)	(11,786,130)	(12,642,655)		(3,263,314)	

Administration and Governance

The costs below represent the administrative and operational functions of the system. This includes costs in areas such as Employee Services, Finance, Information Technology Services, Board Services, and the Director's Office.

Over the last several years, significant budgetary reductions have been made to administrative functions to assist in balancing the budget and to minimize reductions impacting schools and students.

Revenues listed below include interest revenues, administration fees, and agency revenues. These revenues help to offset the administrative operating costs of the Board.

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change Over 5 Years
Compensation						
Trustees	606,972	623,140	607,868	556,158	609,986	0.50%
Shared Services Support Staff	509,556	564,280	589,548	660,524	716,662	40.64%
Director and Supervisory Officers	9,340,588	9,610,373	12,859,533	11,198,133	9,831,071	5.25%
Board Administrative Staff	54,047,492	53,836,985	52,556,138	53,650,380	54,493,343	0.82%
Total Compensation	64,504,608	64,634,778	66,613,087	66,065,195	65,651,062	1.78%
Operational Expenses						
Trustee Offices	142,524	199,972	157,774	134,059	277,656	94.81%
Trustee By-Election	966,914					
Annual Board Membership	380,442	384,408	407,821	407,821	407,850	7.20%
Shared Services Support	122,645	174,378	191,121	119,481	128,395	4.69%
Board Administrative Costs	24,798,756	11,283,864	14,045,231	17,857,464	17,320,881	-30.15%
Total Operational Expenses	26,411,281	12,042,622	14,801,947	18,518,825	18,134,782	-31.34%
Total Expenditures	90,915,889	76,677,400	81,415,034	84,584,020	83,785,844	-7.84%
Revenue	21,950,877	20,530,323	26,418,311	32,456,345	28,387,961	29.32%
Net Expenditures	68,965,012	56,147,077	54,996,723	52,127,675	55,397,883	-19.67%
Funding	71,553,843	61,549,733	61,905,779	63,183,774	57,500,162	-19.64%
Gap +/-	2,588,831	5,402,656	6,909,056	11,056,099	2,102,279	



Information Technology

The Board is currently making investments in classroom technology to enrich student learning while providing safe and secure access to online materials, learning modules and other resources.

Ministry funding for classroom computers has not kept pace with today's IT realities. In 2009-10, there was a decline in per pupil funding for computers and the levels have remained unchanged since then. In 2008-09 on a per pupil basis, the funding was \$46.46 for elementary students and \$60.60 for secondary students. The current funding levels, on a per pupil basis, are \$34.52 for Elementary and \$45.03 for Secondary students.

The table below provides information about the TDSB's spending on technology in the following areas of the Board: Information Technology Services, Student Information Systems and Business Analytics.

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change Over 5 Years
Total Salary and Benefit Costs	27,045,581	29,793,117	33,112,382	33,386,748	36,201,290	33.9%
Equipment	8,109,098	5,286,088	8,124,483	5,525,358	1,549,652	-80.9%
Software Fees and Licenses	1,604,234	766,899	1,771,720	1,606,956	2,604,217	62.3%
Maintenance Fees - Computer Technology	7,507,100	7,797,140	7,346,151	8,346,219	9,310,693	24.0%
Professional and Contracted Services	506,904	428,874	755,512	983,827	2,657,161	424.2%
Supplies and Services	7,019,049	8,152,749	8,417,501	6,205,459	7,726,407	10.1%
Textbooks and Instructional Supplies	85,287	95,477	8,526	103,600	94,700	11.0%
Professional Development	144,946	150,368	93,631	274,611	5,884	-95.9%
Employment Agency Fees	-	-	-	-	-	-
Total Supplies & Services	24,976,619	22,677,595	26,517,523	23,046,030	23,948,714	-4.1%
Total Costs	52,022,201	52,470,713	59,629,906	56,432,778	60,150,004	15.6%
Provincial Funding -Classroom Computer						
Elementary per pupil allocation	34.52	34.52	34.52	34.52	34.52	0.0%
Secondary per pupil allocation	45.03	45.03	45.03	45.03	45.03	0.0%
Total Classroom Funding	9,072,703	9,095,174	9,102,447	9,096,676	9,124,118	
Administration IT Allocation	3,920,096	3,986,863	4,055,511	4,156,138	4,139,011	
Total IT Allocation	12,992,799	13,082,037	13,157,958	13,252,814	13,263,129	
Total Funding Gap	(39,029,401)	(39,388,676)	(46,471,948)	(43,179,964)	(46,886,875)	



Continuing Education

Funding for Continuing Education is generated through ministry grants and learner fees. Credit, elementary international languages, and literacy and math (including Ontario Focused Intervention Partnership) programs are funded by the Ministry of Education through Grants for Student Needs (GSN).

In addition, school year adult daytime credit, summer credit, and summer literacy and math programs generate accommodation grants for school operations and renewal. Adult English as a Second Language programs are funded provincially by the Ministry of Children, Community and Social Services. Programs that are not Ministry funded, such as General Interest, operate on a fee-for -service basis.

TDSB facilities are used to deliver most Continuing Education programs and these costs are included as part of the total program cost.



Continuing Education - (cont'd)

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change over 5 Years
Expenses						
Administration	1,294,362	1,077,786	1,053,625	1,154,346	1,201,817	-7.13%
Adult Credit High Schools	14,865,593	14,978,870	15,062,992	17,676,406	16,535,201	12.17%
Community - After Four and Summer Music Camps	127,014	131,250	120,672	148,260	133,700	-13.08%
Community - General Interest	2,443,851	2,456,397	2,608,626	2,577,706	2,667,354	11.29%
Community - Seniors' Daytime	356,385	351,773	347,728	351,106	370,075	9.29%
Credit Night School and Summer School	7,252,403	6,636,057	7,533,701	7,291,942	7,016,303	1.84%
International Languages and African Heritage	8,017,613	8,434,358	8,551,183	8,814,072	7,985,154	-1.74%
Adult English as a Second Language	13,155,410	13,285,394	14,029,990	15,688,111	15,059,255	13.67%
Literacy and Math - Elementary	1,400,764	1,117,358	1,086,762	890,902	1,378,818	9.44%
Literacy and Math - Secondary	521,833	454,385	478,714	476,701	525,479	-34.62%
Ontario Focused Intervention Partnership Tutoring	1,009,662	1,013,973	1,015,857	1,015,780	1,017,291	-3.00%
Total	50,444,890	49,937,601	51,889,850	56,085,332	53,890,447	7.52%
Other Revenue						
Administration	394,343	696,774	388,103	545,523	360,000	-8.71%
Adult Credit High Schools	176,233	167,765	159,906	189,973	200,000	13.49%
Community - After Four and Summer Music Camps	109,008	121,486	111,896	120,621	133,700	22.65%
Community - General Interest	2,296,772	2,217,192	2,475,629	2,489,616	2,524,900	9.93%
Community - Seniors' Daytime	177,096	178,639	189,373	201,172	199,216	12.49%
Credit Night School and Summer School	432,535	412,569	509,260	554,775	335,250	-22.49%
International Languages and African Heritage	18,908	447,882	417,136	427,537	415,000	2094.84%
Adult English as a Second Language	13,155,409	13,285,394	13,285,240	14,270,489	13,473,127	2.42%
Literacy and Math - Elementary						
Literacy and Math - Secondary						
Ontario Focused Intervention Partnership Tutoring						
Total	16,760,304	17,527,701	17,536,543	18,799,706	17,964,630	7.19%
GSN Revenue						
Administration			19,679	29,597	33,106	
Adult Credit High Schools	12,445,259	12,190,429	12,058,541	15,839,420	16,084,759	29.24%
Community - After Four and Summer Music Camps				12,024		
Community - General Interest			17,608	4,074	18,837	
Community - Seniors' Daytime			2,646	4,709	4,279	
Credit Night School and Summer School	6,878,933	6,354,507	6,368,715	5,856,797	6,380,331	-7.25%
International Languages and African Heritage	5,068,785	5,030,748	5,055,645	5,259,097	4,583,505	-9.57%
Adult English as a Second Language			744,750	1,211,726	1,188,265	
Literacy and Math - Elementary	1,221,839	1,047,626	1,463,767	868,897	1,532,011	25.39%
Literacy and Math - Secondary	782,623	585,832	546,283	571,073	569,517	-27.23%
Ontario Focused Intervention Partnership Tutoring	1,010,077	1,013,973	1,015,857	1,015,780	1,017,291	0.71%
Total	27,407,516	26,223,115	27,293,491	30,673,194	31,411,901	8.36%

Continuing Education - (cont'd)

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change over 5 Years
Net Expenses						
Administration	900,019	381,012	645,843	579,226	808,711	-10.15%
Adult Credit High Schools	2,244,101	2,620,676	2,844,545	1,647,013	250,442	-88.84%
Community - After Four and Summer Music Camps	18,006	9,764	8,776	15,615	0	-100.00%
Community - General Interest	147,079	239,205	115,389	84,016	123,617	-15.95%
Community - Seniors' Daytime	179,289	173,134	155,709	145,225	166,580	-7.09%
Credit Night School and Summer School	-59,065	-131,019	655,726	880,370	300,722	-609.14%
International Languages and African Heritage	2,929,920	2,955,728	3,078,402	3,127,438	2,986,649	1.94%
Adult English as a Second Language	1	0	0	205,896	74,426	39786200.00%
Literacy and Math - Elementary	178,925	69,732	-377,005	22,005	-153,193	-185.62%
Literacy and Math - Secondary	-260,790	-131,447	-67,569	-94,372	-44,038	-83.11%
Ontario Focused Intervention Partnership Tutoring	-415	0	0	0	0	-100.00%
Total	6,277,070	6,186,785	7,059,816	6,612,432	4,513,916	-28.09%
Pupil Accommodation Grant:						
School Operations	5,074,338	5,056,521	5,070,408	4,571,718	5,069,841	-0.09%
Net Operating Result Gap +/-	-1,202,732	-1,130,264	-1,989,408	-1,860,714	555.925	



Facility Services

Facilities and Planning provides safe, clean and healthy learning and work environments for students, staff, and the community. To effectively support all Board facilities, Facilities and Planning is organized into the following areas: Administration, Plant Operations and Community Use, Design, Construction and Maintenance, Planning and Occupational Health and Safety.

Traditionally, revenues from leasing and permitting Board facilities assist in offsetting the operating costs of the department. In addition, a number of actions and cost-saving measures have been implemented by Facility Services in the last several years to improve efficiencies and minimize cost increases within the department.

In May 2016, the TDSB approved a Long-Term Program and Accommodation Strategy that identifies the Board's multi-year commitment to several accommodation reviews. These reviews cover the entire Board by area and are intended to rebalance accommodation pressures in growth areas and address surplus capacity in areas of significant decline.



Facility Services - (cont'd)

	2015-16	2016-17	2017-18	2018-19	Revised Estimates 2019-20	% Change over 5 Years
FTE						
Caretakers	2,160	2,155	2,184	2,184	2,132	-1.3%
Maintenance	506	504	494	494	488	-3.5%
Central Administration	190	194	185	185	182	-4.0%
Compensation						
Executive Office	670,911	685,589	534,091	283,782	334,116	-50.2%
Operations	202,944,451	194,752,060	202,366,666	205,637,587	201,920,083	-0.5%
Total Compensation Costs	203,615,362	195,437,649	202,900,756	205,921,369	202,254,199	-0.7%
Operating Costs						
Utilities	71,851,265	74,412,596	72,725,523	72,498,211	77,482,023	9.9%
Insurance	2,350,997	2,703,045	2,550,716	2,522,536	7,111,041	202.5%
Executive Office	123,874	64,635	60,933	52,784	15,013	-87.9%
Operations	31,649,035	30,225,781	33,332,755	30,792,487	30,000,501	-9.9%
Total Operating Costs	105,975,170	107,406,057	108,669,927	105,866,017	114,608,578	8.1%
Subtotal Facility Costs	309,590,533	302,843,706	311,570,683	311,787,386	316,862,777	2.3%
Other Revenue	(33,778,247)	(32,346,494)	(32,604,106)	(34,449,544)	(32,200,000)	-4.7%
Net Facility Operating Expenditures	275,812,285	270,497,213	278,966,577	277,337,842	284,662,777	3.2%
Capital and Renewal Expenditures						
School Renewal Expenditures	45,417,902	49,380,617	51,235,611	54,860,287	47,215,219	4.0%
School Conditions Improvement	72,221,034	177,514,336	274,370,392	234,611,187	244,800,000	239.0%
Other Capital Projects	49,919,317	64,113,899	114,050,853	116,727,116	88,926,248	78.1%
Total Capital and Renewal Expenditures	167,558,253	291,008,852	439,656,856	406,198,590	380,941,467	127.3%
Total School Operation and Capital Improvements	443,370,538	561,506,065	718,623,433	683,536,432	665,604,244	50.1%
School Operation Funding	278,254,358	274,545,239	271,001,152	274,576,703	275,019,011	-1.2%
School Renewal Funding	45,417,902	49,380,617	51,235,611	54,860,287	47,215,219	4.0%
Ministry Capital Funding	94,055,553	226,128,993	361,427,217	306,264,663	296,159,847	214.9%
Proceeds of Disposition and Other Revenue	28,069,985	15,499,242	26,994,028	45,073,640	37,566,401	33.8%
Total School Operation and Capital Improvement Funding	445,797,798	565,554,091	710,658,008	680,775,293	655,960,478	47.1%

Infrastructure

The TDSB is facing a significant renewal backlog that requires continued funding to address. Since 2014-15, the Province has provided multiple years of significant funding for school repairs. This has allowed the TDSB to move beyond just fixing emergency issues in our schools and begin chipping away at the large repair backlog.

The TDSB faces a \$3.8 billion repair backlog as a result of years of inadequate funding. Without consistent funding in the years ahead, the TDSB's school repairs backlog could grow to an estimated \$5.1 billion by 2024. It is imperative that the province commit to providing predictable and sustainable funding for school repairs so that the TDSB can continue implementing our long-term plan for renewal, lower our current \$3.8 billion repair backlog and modernize our schools.

The TDSB believes that alternate sources of revenue are needed to help meet the capital needs of our schools. An important revenue source for public infrastructure is through Education Development Charges. For more information about Education Development Charges, please see page 41.

The table shows all capital expenditures incurred by the Board over the last four years, as reported in the Board's Financial Statements.

	2015-16	2016-17	2017-18	2018-19
Operational Capital				
Classroom Furniture and Equipment	184,531	269,897	295,539	140,650
Instructional Computers	1,083,677	592,633	1,588,086	882,755
Professional and Paraprofessional Furniture and Equipment	161,045	62,255	342,550	172,290
School Office Furniture and Equipment	-	47,487	19,500	-
Coordinators and Consultants Furniture and Equipment	1,134,420	-	-	-
Continuing Education Furniture and Equipment	52,365	14,268	-	77,036
Board Administration and Pupil Transportation Furniture and Equipment	5,799,940	3,332,221	6,218,697	3,629,748
School Operations Furniture and Equipment	891,643	348,498	1,899,274	130,143
Total Operational Capital	9,307,621	4,667,258	10,363,646	5,032,622
School Renewal	45,417,902	49,380,617	51,235,611	54,860,287
Capital Projects				
Thornccliffe Park PS	7,523	15,238	5,795	3,953
Nelson Mandela (Prohibitive to Repair)	411,861	-	-	-
Churchill PS	(14,810)	-	-	-
Renewable Energy & School Energy Grant	40,165	7,085	839	-
Full Day Learning	6,425,311	6,873,371	4,155,599	1,684,539
Accommodation Review Committee	1,497,377	146,325	35,675	(23,148)
School Condition Improvement (SCI)	72,221,034	177,514,336	274,370,392	234,611,187
Temporary Accommodation Grant	1,958,953	1,825,047	1,377,669	1,066,219
Green Gas Reduction Fund(GGRF)	-	12,889,532	51,988,258	9,459,085
Schools First Childcare Retrofit Grant	4,145,517	3,172,417	1,277,243	-
Alvin Curling (Meadowvale Sheppard)	4,068	7,216	5,878	(333,195)
North Toronto CI	5,681	-	-	-

Infrastructure - (cont'd)

	2015-16	2016-17	2017-18	2018-19
Leased Premises Renewal	1,154,452	744,486	1,384,702	1,342,167
Facility Renovation (Disposition Funded)	2,241,336	720,334	494,768	1,832,073
New Capital Program SFRMP IV	741,504	1,170,494	399,449	12,859
Lawrence - Midland	27,783	5,482,380	12,890,760	17,221,430
Keele/Swansea/Earl Haig	4,775,825	213,644	48,497	(14,658)
Portable Move/Program Accom./Emerg. Renewal (CAT)	764,818	1,779,729	1,225,623	6,685,863
Facility Renewal	1,916,871	400,425	2,672,879	4,657,725
SSLP Roofing Projects	16,530,412	665,303	-	-
Railway Lands (Block 31) - New School	248,605	876,163	6,568,343	8,626,839
Avondale - New School & Demolition	2,547,004	10,964,739	7,898,754	4,711,681
George Webster ES - New School	1,589,971	9,967,147	8,134,123	912,140
Davisville JPS - New School		377,868	1,198,910	8,803,352
Bloor CI/Alpha II Alt. - New School		44,907	430,401	2,669,925
McCowan & West Hill CI & Sir Wilfrid Laurier (CP)	1,217,280	1,268,325	274,544	-
Monarch PK/Danforth CTI Relocation (CP)		2,928,593	1,310,710	196,588
Norseman/CastleBar Addition (CP)		1,124,466	364,175	4,939,069
Terry Fox PS - Addition		209,742	346,664	60,522
Hodgson/Courcelette/Sir Sandford Fleming/Kipling (CP)			384,353	1,385,004
Dennis/George Syme/Hollywood - Addition (CP)				556,722
Early Years Capital Program (CP)			620,030	2,052,339
Community Hubs Capital Program			6,719,588	7,100,887
Land Acquisition (Canadian Tire Land, etc.)				20,881,664
Site Funded Improvement				4,844,742
Other Capital	1,666,997	238,924	1,836,625	5,390,732
Total Capital Projects	122,125,538	241,628,236	388,421,246	351,338,305
Total Capital & Renewal Expenditures	176,851,061	295,676,111	450,020,503	411,231,214
Total Ministry Capital & Renewal Funding	148,795,889	280,176,867	423,026,474	366,157,573
Total Proceed of Disposition and Other Revenue	28,069,985	15,499,243	26,994,029	45,073,640
Total Capital & Renewal Funding	176,865,874	295,676,111	450,020,503	411,231,213

Toronto Lands Corporation

Created in September 2007 and incorporated in April 2008, the Toronto Lands Corporation (TLC) is a wholly-owned subsidiary of the TDSB. The TLC's mission is to unlock the potential of TDSB properties for the benefit of students, staff and communities. The information provided below reflects TLC's operations over five years.

	2014-2015	2015-16	2016-17	2017-18	2018-2019
Realty Lease Operations					
Lease Revenue and Recoveries	7,926,863	8,179,573	7,634,895	7,101,334	7,130,982
TDSB Program and Administration	493,000	52,956	53,000	53,000	53,000
Deferred Capital Improvement Revenue	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Gross Lease Revenue	7,419,863	7,232,529	6,687,895	6,154,334	6,183,982
Property Management Expenses					
Lease Operations Expense	3,434,182	2,416,798	2,952,311	2,874,164	2,432,912
Property Taxes	48,057	31,334	-	-	-
Provision for Rental Arrears	-	-	-	-	-
TDSB Staff and Services	325,283	300,343	285,484	284,597	341,789
Total Expenses	3,807,522	2,748,475	3,237,795	3,158,761	2,774,701
Net Realty Lease Operations	3,612,341	4,484,054	3,450,100	2,995,573	3,409,281
Total Property Sales	184,350	11,640,000	-	50,268,000	80,190,500
Net Total Revenue	3,796,691	16,124,054	3,450,100	53,263,573	83,599,781
TLC Administration and Property Sales Expense	1,751,851	1,684,478	1,488,832	1,825,161	3,365,222
Net Contribution to TDSB	2,044,840	14,439,576	1,961,268	51,438,412	80,234,559
# of Properties Sold	2	3	0	4	4



Community Partnerships

The TDSB has a long history of developing strong and positive relationships with many community-based agencies and is a proven leader in operating community spaces in many of our schools. In the 1970's, the TDSB made space available in schools for child care and parenting centres. Many TDSB schools were built over 60 years ago with pools and community spaces under agreement with the City of Toronto. Our long tradition of community-based partnerships has benefited the citizens of Toronto for many years. Historically, these partnerships flourished under a funding structure that enabled school boards and municipalities to address community benefits directly from a common tax base.

The TDSB fully supports the province's commitment to create vibrant centres of community life, strengthen our public school system, and reduce the massive community infrastructure burden already shouldered by school boards. However, clarification is needed in terms of the funding sources required to make this community hubs vision a reality and to help school boards make these services more accessible for all.

The table below shows the different types of community organizations and partners that currently lease space in TDSB schools.

	2015-16	2016-17	2017-18	2018-19	Projected 2019-2020
City of Toronto Partnerships					
City of Toronto Agency	8	9	9	9	9
Municipally Operated Child Care	11	11	11	11	11
City of Toronto Community Centre					
Category I	21	21	21	21	21
Category II	5	5	5	5	5
Category III	6	6	6	6	6
Category IV	2	2	2	2	2
Not-for profit Charitable Organizations					
Child Cares (includes before & after programs)	505	510	553	553	555
Colleges and Universities	10	11	12	12	12
Community outreach programs	3	3	3	3	3
Community Partnerships	4	4	6	6	6
Government Agencies	7	8	8	8	8
Language Instructions	2	2	2	2	2
School Board	3	3	3	3	3
School related Union	1	1	1	1	1
Commercially Operated Companies	2	2	2	2	2
Commercially Operated Licensed Daycare	21	21	21	21	21
Commercially Operated School	1	1	1	1	1
Commercially Operated Sports Group	3	3	3	3	3
	615	623	669	669	671

School Pools

The TDSB operates pools in schools across the city. School pools are important and valuable community hubs. They give students the opportunity to learn how to swim during the school day, while also providing the broader community with the benefits of health and wellness, physical exercise, and recreational and competitive swimming services outside of school hours.

Since 2003, the TDSB and the City of Toronto have worked together to operate a number of school pools across Toronto (see list below). As part of the agreement, the City funds the operation of these pools and is given exclusive use of them in the evenings, on weekends and during summer break.

Over the years, the City has eliminated funding for 13 school pools, leaving the TDSB responsible for both the operating and capital costs associated with the pools. The TDSB's budget has experienced the funding pressure to maintain some of these pools, but this is not sustainable without provincial funding that recognizes the cost of operating pools. Moving forward, the TDSB, City and Ministry of Education must work together to confirm long-term, sustainable funding so that pools remain open for students and the broader community.

TDSB Permitted Pools

Allenby Junior Public School
 AY Jackson Secondary School
 Beverley School
 Brown Junior Public School
 Carleton Village Junior and Senior Sports and Wellness Academy
 Central Technical School
 Deer Park Junior and Senior Public School
 Don Mills Collegiate Institute
 Earl Grey Senior Public School
 Fern Avenue Junior and Senior Public School
 Forest Hill Collegiate Institute
 George Harvey Collegiate Institute
 George S Henry Academy
 Glenview Senior Public School
 Harbord Collegiate Institute
 Humberside Collegiate Institute
 Jarvis Collegiate Institute
 Keele Street Public School
 Kensington Community School
 Lawrence Park Collegiate Institute
 Malvern Collegiate Institute
 Monarch Park Collegiate Institute
 Newtonbrook Secondary School
 Northern Secondary School
 Queen Alexandra Middle School
 RH King Academy
 Riverdale Collegiate Institute
 Rosedale Heights School of the Arts
 SATEC @ WA Porter
 Sir Willfred Laurier Collegiate Institute
 Stephen Leacock Collegiate Institute
 Sunny View Junior and Senior Public School
 Western Technical-Commercial School
 Westview Centennial Secondary School
 Winona Drive Senior Public School

School Pools under City of Toronto Agreement

Albert Campbell Collegiate Institute
 Bedford Park Public School
 Bowmore Road Junior and Senior Public School
 CW Jefferys Collegiate Institute
 Cedarbrae Collegiate Institute
 DA Morrison Middle School
 Duke of Connaught Junior and Senior Public School
 Earl Beatty Junior and Senior Public School
 Emery Collegiate Institute
 Frankland Community School
 Georges Vanier Secondary School
 Glen Ames Senior Public School
 Gordon A Brown Middle School
 Hillcrest Community School
 L'Amoreaux Collegiate Institute
 Lester B Pearson Collegiate Institute
 Northview Heights Secondary School
 Parkdale Junior and Senior School
 Runnymede Collegiate Institute
 Sir Oliver Mowat Collegiate Institute
 Swansea Junior and Senior School
 Vaughan Road Academy
 Victoria Park Collegiate Institute
 West Hill Collegiate Institute
 Weston Collegiate Institute
 Wexford Collegiate School for the Arts
 York Memorial Collegiate Institute
 York Mills Collegiate Institute

Privately Leased Pools

Bendale Technical Institute
 John Polanyi CI/Bathurst
 Midland Avenue

Education Development Charges

Education Development Charges (EDC) provide school boards with funds to purchase school sites and cover all related site preparation and development costs that result from growth.

EDC are funds that school boards can charge on new developments. The current regulation establishes that EDC can be used to purchase land for future school sites, not to support the cost of building new sites or renovating existing ones.

Some areas of Toronto have experienced significant high-density residential development over the past twelve years, which has resulted in substantial pressure on local schools to accommodate these students.

In September 2014, the Ministry of Education announced that it would be willing to review EDCs after the TDSB and other school boards raised concerns about inequality.

Education Development Charges in the GTA

Region	School Board	Residential Charge Per Unit	Non-Residential Charge/Sq Ft
Durham Region	Durham Catholic DSB	786.00	0.00
	Durham DSB	1,949.00	0.00
Halton Region	Halton Catholic DSB	2,035.00	0.51
	Halton DSB	3,714.00	0.93
Hamilton	Hamilton-Wentworth DSB	1,039.00	0.39
	Hamilton-Wentworth Catholic DSB	885.00	0.34
Peel	Dufferin-Peel Catholic DSB	1,343.00	0.56
	Peel DSB	3,224.00	0.45
Simcoe County	Simcoe County DSB	1,311.00	0.35
	Simcoe Muskoka Catholic DSB	448.00	0.12
Toronto	Toronto Catholic DSB	1,493.00	1.07
	Toronto DSB	-	
York Region	York Catholic DSB	991.00	0.17
	York DSB	5,416.00	0.90



FINANCIAL FACTS:

REVENUE & EXPENDITURE TRENDS

February 2020



Updated Proposed 2020-2021 Budget Schedule and Process

To: Finance, Budget and Enrolment Committee

Date: 26 February, 2020

Report No.: 02-20-3843

Strategic Directions

- Transform Student Learning
- Create a Culture for Student and Staff Well-Being
- Provide Equity of Access to Learning Opportunities for All Students
- Allocate Human and Financial Resources Strategically to Support Student Needs
- Build Strong Relationships and Partnerships Within School Communities to Support Student Learning and Well-Being

Recommendation

It is recommended that the Updated Proposed 2020-2021 Budget Schedule and Process be approved.

Context

The Finance, Budget and Enrolment Committee mandate is to consider and make recommendations to the Board on finance matters, including procurement and contract awards, referred to it for consideration, review the impact of enrolment and policy change on the Board's budget, including reviewing the impact of enrolment trends, and marketing strategies to bolster enrolment in declining areas of the city; and consider strategies to balance the capital and operating budget over a multi-year period, and to make recommendations to the Board to balance the annual capital and operating budget. The Committee also considers facility related issues, including leases, plant operations, maintenance, architect selection and sketch plan approvals.

Staff have updated the 2020-2021 budget schedule below:

Proposed Budget Schedule

It should be noted that this schedule assumes that the relevant information on staffing and funding levels are provided by the Ministry in the usual timelines. Should there be a delay in this information due to the current labour negotiations the schedule will be adjusted as needed.

Month	Milestone
10 October 2019	<ul style="list-style-type: none"> • Present budget schedule for Trustees to review
7 November 2019	<ul style="list-style-type: none"> • Presentation of GSN consultation documentation (oral update) • Review of Budget Drivers
January 22, 2020	<ul style="list-style-type: none"> • Update on budget reductions in 2019-20 by Ward • Report on 2018-19 operating results • 1st Quarter Report for 2019-2020 financial position • Updated budget timelines based on Trustee feedback • Update on GSN consultations
February 26, 2020	<ul style="list-style-type: none"> • Three year enrolment and financial position projections • Public communication and consultation plan on 2020-2021 budget • Financial Facts presentation
March 12, 2020	<ul style="list-style-type: none"> • Presentation and approval of school based staffing • Staff present 2020-2021 budget including year two recommendations from 2019-2020 budget and preliminary options to balance • Update if available on GSN announcement
April 2, 2020	<ul style="list-style-type: none"> • Regular FBEC meeting
April 20, 2020	<ul style="list-style-type: none"> • Staff analysis of GSN announcement with release of detailed budget working papers • Final options to balance 2020-2021 budget presented including a detailed budget report. • Capital Revenues analysis based on GSN announcements
May 5, 2020	<ul style="list-style-type: none"> • Public deputations on budget
May 13, 2020	<ul style="list-style-type: none"> • 2020-2021 Operating Budget Discussion • 2020-2021 Capital budget reviewed
May 25, 2020	<ul style="list-style-type: none"> • Tentative Meeting for budget discussion
June 9, 2020	<ul style="list-style-type: none"> • FBEC meeting for approval of the Board 2020-2021 Operating and Capital Budgets.
June 17, 2020	<ul style="list-style-type: none"> • Board Meeting to approve 2020-2021 Operating and Capital Budgets

Action Plan and Associated Timeline

This budget implementation plan will be updated regularly to reflect requested changes and Ministry announcements.

Resource Implications

The Board is required to pass a balanced operating and capital budget with submission of the appropriate documents to the Ministry of Education by 30 June 2020.

Communications Considerations

The Board website will include a section on the budget process, where all documents relating to the budget process will be accessible. The Budget webpage will include a meeting schedule, how to depute at meetings and information on community consultation.

Board Policy and Procedure Reference(s)

Not Applicable.

From

Craig Snider Executive Officer, Finance at craig.snider@tdsb.on.ca or at 416-395-8469.



Our Mission

To enable all students to reach high levels of achievement and well-being and to acquire the knowledge, skills and values they need to become responsible, contributing members of a democratic and sustainable society.

We Value

- Each and every student's interests, strengths, passions, identities and needs
- A strong public education system
- A partnership of students, staff, family and community
- Shared leadership that builds trust, supports effective practices and enhances high expectations
- The diversity of our students, staff and our community
- The commitment and skills of our staff
- Equity, innovation, accountability and accessibility
- Learning and working spaces that are inclusive, caring, safe, respectful and environmentally sustainable

Our Goals

Transform Student Learning

We will have high expectations for all students and provide positive, supportive learning environments. On a foundation of literacy and math, students will deal with issues such as environmental sustainability, poverty and social justice to develop compassion, empathy and problem solving skills. Students will develop an understanding of technology and the ability to build healthy relationships.

Create a Culture for Student and Staff Well-Being

We will build positive school cultures and workplaces where mental health and well-being is a priority for all staff and students. Teachers will be provided with professional learning opportunities and the tools necessary to effectively support students, schools and communities.

Provide Equity of Access to Learning Opportunities for All Students

We will ensure that all schools offer a wide range of programming that reflects the voices, choices, abilities, identities and experiences of students. We will continually review policies, procedures and practices to ensure that they promote equity, inclusion and human rights practices and enhance learning opportunities for all students.

Allocate Human and Financial Resources Strategically to Support Student Needs

We will allocate resources, renew schools, improve services and remove barriers and biases to support student achievement and accommodate the different needs of students, staff and the community.

Build Strong Relationships and Partnerships Within School Communities to Support Student Learning and Well-Being

We will strengthen relationships and continue to build partnerships among students, staff, families and communities that support student needs and improve learning and well-being. We will continue to create an environment where every voice is welcomed and has influence.

Acknowledgement of Traditional Lands

We acknowledge we are hosted on the lands of the Mississaugas of the Anishinaabe (A NISH NA BEE), the Haudenosaunee (HOE DENA SHOW NEE) Confederacy and the Wendat. We also recognize the enduring presence of all First Nations, Métis and Inuit peoples.

Reconnaissance des terres traditionnelles

Nous reconnaissons que nous sommes accueillis sur les terres des Mississaugas des Anichinabés (A NISH NA BAY), de la Confédération Haudenosaunee (HOE DENA SHOW NEE) et du Wendat. Nous voulons également reconnaître la pérennité de la présence des Premières Nations, des Métis et des Inuit."

Committee Mandate

- (i) To consider and make recommendations to the Board on finance matters, including procurement and contract awards, referred to it for consideration.
- (ii) To review the impact of enrolment and policy change on the Board's budget, including reviewing the impact of enrolment trends, and marketing strategies to bolster enrolment in declining areas of the city; and
- (iii) To consider strategies to balance the capital and operating budget over a multi-year period, and to make recommendations to the Board to balance the annual capital and operating budget.