



Extended Day Program Review Report

To: Finance, Budget and Enrolment Committee

Date: 1 June, 2023

Report No.: 06-01-4528

Strategic Directions

- Allocate Human and Financial Resources Strategically to Support Student Needs

Recommendation

It is recommended that the Extended Day Program (EDP) Review Report be received.

Context

This report has been prepared as requested through the following motion passed at the January 23, 2023 Finance, Enrolment and Budget Committee:

Be it resolved that the Director review the TDSB EDP (Extended Day Program) against other extended day or before and after school programs, including models, staffing practices, costs, and programming best practices and report back to the Board in the April meeting cycle.

Extended Day Program (EDP)

The Extended Day Program is the Board's directly operated, fee based, before- and after-school program. Currently the EDP provides programming for up to 855 students in kindergarten to grade 6 across 22 school locations. Refer to Appendix A: 2022-23 EDP Locations and Program Capacity.

As a directly operated school board program, the EDP operates within the Ministry of Education's requirements for schools and adheres to all TDSB policies and procedures. Led by the Designated Early Childhood Educators (DECEs) who also support the Kindergarten core school day program, EDP aims to provide a seamless learning experience and continuum care for students through linkages to individual and school-wide learning objectives.

Established in 2018, the EDP was developed to ensure that the Board was able to meet the legislated duty for before-and after-school programs at a time when the child care sector faced challenges with expanding and developing new programs.

As per the *Education Act, O. Reg. 221/11*, all school boards are required to ensure the provision of a before- and after-school program for every elementary school serving students from kindergarten to grade 6, where there is sufficient demand and/or viability.

Extended Day Programs have been developed in schools where before- and after-school programming was previously not available and there was demonstrated demand and viability. These locations include small schools that had been historically difficult to develop programs in based on the limited number of students to draw from, additionally, many are located in high priority neighbourhoods.

Extended Day Programs have also been developed in schools where existing programs discontinued operations and families continued to need care. Since September 2018, the EDP has developed 13 replacement programs. Of these 13, 8 were replacements for City of Toronto directly operated programs serving TDSB students that were located in schools or in close proximity to schools. These transitions were a part of the operation plan for the City's directly operated child care programs to focus on care for children 0-4 years of age, and alignment with goals of Full-Day Kindergarten to reduce transitions for children. The EDPs that replaced the City operated programs are all located in some of the highest priority neighbourhoods of the City.

Fees and Financial Considerations

The Extended Day Program is a fee-based program and is legislated to operate on a cost-recovery basis. Fees for the 2022-23 school year are set at:

- \$35.10 per day for instructional days
- \$56.80 per day for non-instructional days

Families accessing a fee subsidy through the City of Toronto are able to apply this at all EDP locations. The EDP is not eligible for the Canada-Wide Early Learning and Child Care System, which provides funding to reduce child care fees for children 0-5 years of age in approved licensed child care programs.

Over the course of operations, EDP has not yet achieved cost-recovery. At this time, it is anticipated that for the 2022-23 year the EDP will incur a \$647,000 deficit (Appendix B: EDP Financial History and Projections).

This deficit is based on a number of factors such as increases to operational expenses, fluctuating enrollment, and parent fee rates. Through a phased-in approach, EDP fees will be increased annually to achieve a cost-recovery model. In July 2023, fees will be increased by 7.5%, and this will continue until fees reflect the operating costs of the program. This is expected to be achieved by 2025-26.

At this time, expansion of the EDP will be limited to currently operating programs. This direction has been put in place to mitigate further financial deficit and will remain in place until EDP is able to achieve cost-recovery.

Extended Day Programs in Ontario

The TDSB is one of three public school boards in Ontario with directly operated EDPs. The other school boards are Waterloo Region District School Board (WRDSB) and Ottawa-Carleton District School Board (OCDSB).

WRDSB and OCDSB established EDPs in 2010 in alignment with the introduction of Full-Day Kindergarten and the staffing recommendations in *With Our Best Future in Mind*. In these school boards, most schools meet their for before- and after-school programs through their EDPs and third-party providers represent a very small portion of programs. Boards that operate EDPs have been able to relieve pressures on third-party operators (e.g., sector-wide shortage of ECEs, recruitment and retention challenges, split-shifts, etc.) as well as provide greater equity of access for families.

In 2022, both OCDSB and WRDSB converted their programs to a licensed child care model. Previous to licensing their EDP, the OCDSB had historically operated licensed child care for preschool children, making the EDP licensing process easier for them. Through their Service System Manager, the WRDSB received funding to support the costs associated with transitioning their EDP to a licensed child care model. In the City of Toronto, start-up costs for new child care programs are included in the operator's annual budget process, which is used to set program fees. There is no specific funding for initial child care start up.

The OCDSB and WRDSB Extended Day Programs are subject to the provisions in the *Child Care and Early Years Act*, and are enrolled in the Canada-Wide Early Learning and Child Care system. Through 13 years of operation, OCDSB and WRDSB have achieved full cost-recovery programs.

At this time all three public school board EDPs are experiencing challenges in similar areas. This includes, but is not limited to:

- Staff recruitment and retention
- Supply staff coverage
- Decline in ECE post-secondary program enrollment

Ontario EDP Comparison

	TDSB	OCDSB	WRDSB
Program Model	Board Operated EDP	Board Operated Licensed Child Care Before- and After-School Program	Board Operated Licensed Child Care Before- and After-School Program
Operate Preschool Child Care	No	Yes	No
Staffing Model	Designated Early Childhood Educator (DECE) and Early Childhood Assistant (ECA)	Designated Early Childhood Educator (DECE)	Designated Early Childhood Educator (DECE) and Education Assistant (EA)
Staffing Ratio	1:15	1:13	1:13
Union	CUPE 4400 (Unit C)	OSSTF	ETFO
Programming and Best Practices Policy and Resource Documents	How Does Learning Happen? The Kindergarten Program	How Does Learning Happen? The Kindergarten Program Child Care and Early Years Act, 2014	How Does Learning Happen? The Kindergarten Program Child Care and Early Years Act, 2014

Fees	\$35.10 instructional \$56.80 non-instructional	* Kindergarten \$12.00 - \$12.34 Instructional \$17.96 non instructional School-Age \$23.50 - \$28.20 instructional \$38.00 non-instructional	* Kindergarten \$12.00 School-Age \$29
CWELCC	No	Yes	Yes
Summer Programming Offered	Yes	No	No

* Reflects fees reduced through CWELCC.

Before- and After-School Programs in TDSB Schools

In the TDSB, there are three types of programs that support the Board's duty for before- and after-school programs. In addition to the EDP, this includes licensed child care and authorized recreational and skill building before- and after-school programs.

Licensed Child Care Before- and After-School Programs (Child Care)

In the TSDB, the duty for before- and after-school programs is largely met through third-party licensed child care programs which currently serve 230 of the Board's elementary schools. Within these 230 schools, programs are operated by 162 individual child care organizations. These programs are regulated by the *Child Care and Early Years Act*, are required to have a Child Care Licence issued by the Ministry of Education, and must be able to accept families with fee subsidies.

Since the duty for before- and after-school programs was introduced, there has been significant growth in child care. The large majority of child care in the TDSB are not-for-profit organizations that operate on a cost-recovery basis. In some cases, these programs receive grants to support items such as wages or health and safety issues.

At this time the child care sector continues to experience challenges that limit their capacity for growth. These include, but are not limited to:

- Sector-wide shortages of qualified staff (ECEs)
- Supply staff coverage
- Decline in ECE post-secondary program enrollment
- Precarious work and undesirable split-shifts
- Staff wage rates

Authorized Recreation and Skill Building Programs (Authorized Recreation)

In the TSDB, authorized recreation programs also support the duty for before- and after-school programs, currently serving 102 of the Board's elementary schools. Within these 102 schools, programs are operated by 18 individual organizations. These programs are regulated by the *Child Care and Early Years Act*, and must be operated by organizations identified by the Ministry.

Authorized recreation programs in the TDSB are not-for-profit organizations that operate largely on funding provided from various sources and offer no or low fee programming. Since the duty for before- and after-school programs was introduced there has been little growth of these programs based on funding availability. In some schools, new authorized recreation programs have been developed on a cost-recovery basis with families paying higher fees that are aligned with the cost of operations.

At this time the authorized recreation sector is experiencing some challenges that limit their capacity for growth. These include, but are not limited to:

- Staff recruitment and retention
- Supply staff coverage
- Inability to secure funding for new no or low fee programming

Before- and After-School Programs in TDSB Comparison

	TDSB EDP	Child Care Before- and After-School Programs	Authorized Recreational and Skill Building Before-and After- School Programs
Program Model	Board Operated EDP	Licensed Child Care	Authorized Recreational and Skill Building Programs
Ages Served	Kindergarten to Grade 6	Kindergarten to Grade 6	Kindergarten to Grade 6-varies by organization
Staffing Model	DECE and ECA	RECE and ECA	Lead by at least one adult with Ministry identified qualifications
Staffing Ratio	1:15	1:13 kindergarten 1:15 school-age	1:15
Operates 5 Days per Week	Yes	Yes	Yes- varies by organization
Union	CUPE 4400 Unit C	Varies by operator	Varies by operator
Programming and Best Practices Resource document	How Does Learning Happen? The Kindergarten Program	How Does Learning Happen? Child Care and Early Years Act, 2014 Toronto Children's Services Assessment for Quality Improvement	How Does Learning Happen? High Five Accreditation
Fees	\$35.10 instructional \$56.80 non-instructional	Fees range from approximately instructional Kindergarten - \$12 - \$36 per day School Age - \$20 - 27 per day Non-instructional Kindergarten - \$29-44 per	Fees range from approximately \$0-\$27 instructional days

		day. School Age - \$36-40 per day	
Accepts Fee Subsidy	Yes	Yes	No
CWELCC	No	Yes- the large majority are enrolled in CWELCC	No
Summer Program Offered	Yes	Yes- the large majority provide summer programming	Varies by operator

* Reflects fees reduced through CWELCC and those not eligible for CWELCC reductions.

Action Plan and Associated Timeline

The Extended Day Program will continue a phased approach to increasing fees annually with the goal of achieving cost recovery. It is anticipated that this will be completed by the 2025-26 school year.

Staff will continue to meet regularly with WRDSB and OCDSB EDP leads to compare practices and implement a more cost-effective model.

Staff will continue to work closely with the Ministry of Education and Toronto Children’s Services to explore options to increase access and affordability to the EDP.

Resource Implications

The Board will be responsible for any financial shortfalls in the EDP budget.

Communications Considerations

N/A.

Board Policy and Procedure Reference(s)

P.022 Early Learning and Care.

Appendices

- Appendix A: 2022-23 EDP Locations and Program Capacity
- Appendix B: EDP Financial History and Projections
- Appendix C: Early Years Document Bibliography

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