

CASE STUDY 2 Nuance Card – The Disruptor (Policy & Demography Collide)

Triggering Event (mid-planning):

Two developments land in the same week:

1. **The federal government signals a planned reduction in temporary residents to ~5% by 2027.**
2. **StatsCan estimates** show faster-than-expected youth growth in urban areas, but a flat trajectory in outlying hamlets over the next 2–3 years. Your board asks you to re-weight program placements accordingly.

Immediate Implications:

- Demand forecasts for language-rich and newcomer-focused pathways in smaller sites may dip, while urban centre's demand spikes.
- Transportation and staffing models you drafted no longer fit evenly across communities.
- Political optics: small communities fear losing “their” programming; urban schools are at capacity.

Reflective Prompt:

- How does this change your approach to site selection, equity weighting, and communications?
- What assumptions about growth, access, and delivery must be revisited now?
- How will you measure and message *equitable access* when demand shifts mid-year?