



## Planning and Priorities Committee Agenda

PPC:006A

Tuesday, October 1, 2024

4:30 p.m.

Boardroom, Main Floor, 5050 Yonge Street, Toronto

Trustee Members

Rachel Chernos Lin (Chair), Michelle Aarts, Alexis Dawson, Matias de Dovitiis, Sara Ehrhardt, Malika Ghous, Liban Hassan, Dennis Hastings, Debbie King, Shelley Laskin, James Li, Alexandra Lulka Rotman, Dan MacLean, Patrick Nunziata, Zakir Patel, Weidong Pei, Yalini Rajakulasingam, Farzana Rajwani, Neethan Shan, Anu Sriskandarajah, Deborah Williams, Manna Wong

**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. **Report From Trustees Appointed to the Ontario Public School Boards' Association**
  - 5.1 OPSBA Directors' Report
6. **Toronto Lands Corporation Reports**
  - 6.1 Toronto Lands Corporation 2023-24 Second Quarter Business Operations Report 1
  - 6.2 Toronto Lands Corporation 2023-24 Second Quarter Operating Report 7
  - 6.3 Toronto Lands Corporation 2024-25 Annual Capital Budget 19
  - 6.4 Toronto Lands Corporation 2024-25 Annual Plan 25

6.5	Toronto Lands Corporation: Adjusting Citizen Member Compensation Cap	45
6.6	Toronto Lands Corporation Lease & License Approvals	55
<b>7.</b>	<b>Staff Reports</b>	
7.1	ADL Never is Now – The Annual Summit on Antisemitism and Hate Conference 2025: Expense and Presentation Approval [4749]	61
7.2	Annual Operating Plan for the Multi-Year Strategic Plan [4772]	67
<b>8.</b>	<b>Written Notices of Motion for Consideration</b>	
8.1	Elevating Student Achievement and Transforming Business and Operations (Trustees MacLean and Chernos Lin)	77
8.2	Combatting Hate and Racism – Anti-Asian Racism (Trustees Pei and Wong)	81
8.3	Truth and Reconciliation/UNDRIP Implementation (Trustees Dawson and Ehrhardt)	83
<b>9.</b>	<b>Adjournment</b>	



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**TRANSMITTAL NO. 2024-170  
(Public)**

April 2, 2024

TO: Neethan Shan, Acting Chair, Toronto District School Board (TDSB)

This communication is to inform you of a recent decision made by the TLC Board at its meeting of March 28, 2024 with respect to the report, *TLC 2023-24 Q2 Business Operations Report*, attached herein.

**The TLC Board decided to receive this report and sent to the TDSB for information.**

On behalf of the Board of Directors of the Toronto Lands Corporation, the *TLC 2023-24 Q2 Business Operations Report* is being forwarded to the TDSB Board at its October 9, 2024 meeting for information, as a requirement of the Shareholder's Direction.

Sincerely,

A handwritten signature in black ink that reads 'John Filion'. The signature is written in a cursive, flowing style.

John Filion  
Chair, TLC Board

cc. Leola Pon, Associate Director, Organizational Transformation and Accountability, TDSB  
cc. Paul Koven, Executive Officer, Legal Services  
cc. Craig Snider, Executive Officer, Business Services, TDSB  
cc. Ryan Glenn, Interim CEO, TLC



**TLC Q2 BUSINESS OPERATIONS REPORT**

**COMMITTEE:** POLICY & PLANNING COMMITTEE  
**DATE:** March 18, 2024  
**ACTION:** Decision

**BOARD DECISION**

Payman Berjis, seconded by Igor Dragovic, moved:

1. That the TLC Q2 Business Operations Report be received and sent to TDSB Board for information.

**COMMITTEE DECISION**

On a motion made by Aleem Punja and seconded by Trustee Dennis Hastings, the Policy and Planning Committee recommends:

1. That the TLC Q2 Business Operations Report be received and sent to TDSB Board for information.

**RECOMMENDATION**

1. That the TLC Q2 Business Operations Report be received and sent to TDSB Board for information.

**EXECUTIVE SUMMARY**

Section 4.10.1 (b) of the TDSB-TLC Shareholder’s Direction calls for quarterly reports to the TDSB Board highlighting key activities and achievements. Appendix A – TLC Q2 Business Operations Report summarizes key activities related to Real Estate & Leasing and Land Use Planning at TLC along with actions and decisions made by the Board between December 2023 and February 2024.

**STRATEGIC DIRECTION**

TDSB Strategic Plan Goal: Build Strong Relationships and Partnerships within School Communities to Support Student Learning and Well-Being  
*Ensure strong communication between TLC and TDSB in reporting on business activities.*



TLC Strategic Plan Goal: To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction  
*Meets the communications requirements of the Shareholder Direction.*

**ACTION PLAN AND ASSOCIATED TIMELINE**

N/A

**RESOURCE IMPLICATIONS**

N/A

**DUE DILIGENCE**

N/A

**POLICY AND PROCEDURE REFERENCE(S)**

TDSB-TLC Shareholder's Direction

**APPENDICES**

**APPENDIX A** Q2 Business Operations Report: December 2023 – February 2024

**FROM**

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at [rglenn.tlc@tdsb.on.ca](mailto:rglenn.tlc@tdsb.on.ca) or at 437-219-8191.

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## Q2 Business Operations Report

December 2023 – February 2024

### BY THE NUMBERS

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#### Real Estate & Leasing:

Childcare Leases:	<b>632</b>
Non-Instructional Sites:	<b>16</b>
Public Sector Partners:	<b>124</b>
Other Tenants:	<b>8</b>

#### Land Use Planning:

Development Applications Reviewed:	<b>71</b>
Developments Monitored Near School Sites:	<b>10</b>
Participant in City-Initiated Planning Studies:	<b>5</b>
Participant in OLT Matters:	<b>5</b>
TDSB Capital and Other Emerging Projects:	<b>8</b>

### BOARD ACTIONS

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#### Real Estate & Leasing:

- Reviewed the process for disposal of TDSB non-operating sites and five sites for potential disposal.
- Approved the disposition of the Scarlett Heights property.
- Approved a Licence Agreement to create a new artificial turf field at Lawrence Park CI and a plan to seek out additional community or not-for-profit partners to improve sports fields at Emery CI and Pearson CI.
- Approved the renewal of lease agreements on four non-operating school sites and one parking facility.
- Reviewed TLC's approach to Child Care Tenancies and changes to funding from City of Toronto.

### **Land Use Planning:**

- Reviewed options for establishing workforce housing.
- Reviewed case studies related to the development of mixed-use schools.
- Reviewed Ontario Regulation 374/23 and potential impacts on school board properties.
- Reviewed TLC's strategy to address growth and intensification.

### **Corporate Services:**

- Reviewed the 2022-23 TLC Financial Results and Annual Report
- Established 2024-25 Annual Capital and Operating Budgets.
- Reviewed TLC Staff organizational structure for 2024.
- Established a policy and procedures for Delegations at TLC Committee and Board Meetings.
- Established a new approach to Board Meetings allowing members of the public to observe or participate virtually.





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**TRANSMITTAL NO. 2024-174  
(Public)**

May 29, 2024

TO: Neethan Shan, Acting Chair, Toronto District School Board (TDSB)

This communication is to inform you of a recent decision made by the TLC Board at its meeting on May 28, 2024, with respect to the *TLC 2023-24 Q2 Operating Report*, attached herein.

**The TLC Board decided:**

1. That the 2023-24 Q2 Operating Report be received and forwarded to the TDSB Board for information.

On behalf of the Board of Directors of the Toronto Lands Corporation, the *TLC 2023-24 Q2 Operating Report* is being forwarded to the TDSB Board at its October 9, 2024 meeting for information.

Sincerely,

A handwritten signature in black ink that reads 'John Fillion'. The signature is written in a cursive, flowing style.

John Fillion  
Chair, TLC Board

cc. Leola Pon, Associate Director, Organizational Transformation and Accountability, TDSB  
cc. Paul Koven, Executive Officer, Legal Services  
cc. Craig Snider, Executive Officer, Business Services, TDSB  
cc. Ryan Glenn, Interim CEO, TLC

## TLC 2023-24 Q2 OPERATING REPORT

**COMMITTEE:** AUDIT & FINANCE COMMITTEE

**DATE:** May 9, 2024

**ACTION:** Information

### COMMITTEE RECOMMENDATION

2. That the 2023-24 Q2 Operating Report be received and forwarded to the TDSB Board for information.

### STAFF RECOMMENDATION

1. That the 2023-24 Q2 Operating Report be received and forwarded to the TDSB Board for information.

### EXECUTIVE SUMMARY

On a quarterly basis, financial reports as prepared by the TDSB finance team, are provided to the Finance and Audit Committee to give insight into key financial areas of TLC. These reports include:

- TLC Budget Report ([Appendix A](#))  
This report is a consolidated financial report containing TLC's approved 2023-24 Budget with allocated budget and actual expenditures with variances noted.
- Site Performance Report ([Appendix B](#))  
This report provides a detailed revenue and expense analysis of each non-instructional property managed by TLC. This report is a management report used to assess the net contribution to TDSB on a site-by-site basis and to identify any arising operational matters.
- Capital Renewal Report ([Appendix C](#))  
This report tracks TLC's capital investment into TDSB's non-instructional properties.
- Operating Site Expenses ([Appendix D](#))

These reports are provided to the Audit and Finance Committee to inform the Committee of TLC's financial position as a part of the Directors fiduciary responsibility. The presentation of financial information is to assist in the monitoring of TLC operations and to hold staff accountable for the effective management and utilization of resources.

### STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Allocate Human and Financial Resources Strategically to Support Student Needs

*Summary of how the project goals meet the strategic goals of the organization.*

TLC Strategic Plan Goal:

To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction

TLC is required to provide regular reporting to the Board of Directors on its financial position.

## **ACTION PLAN AND ASSOCIATED TIMELINE**

Following the presentation of the 2023-24 Q2 Operating Report to the Audit & Finance Committee on May 9, 2024 the report will be forwarded to the TLC Board at its meeting of May 28, 2024, for information and to the TDSB Board at their meeting of June 19, 2024.

## **RESOURCE IMPLICATIONS**

N/A

## **DUE DILIGENCE**

The operating statements produced by TDSB finance staff have undergone thorough due diligence to ensure accuracy and compliance with established financial standards.

## **POLICY AND PROCEDURE REFERENCE(S)**

N/A

## **APPENDICES**

[Appendix A](#) TLC Budget Report  
[Appendix B](#) Site Performance Report  
[Appendix C](#) Capital Renewal Report  
[Appendix D](#) Operating Site Expenses

## **FROM**

Craig Snider, Executive Officer, Business Services, TDSB, at [craig.snider@tdsb.on.ca](mailto:craig.snider@tdsb.on.ca).

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at [rglenn.tlc@tdsb.on.ca](mailto:rglenn.tlc@tdsb.on.ca) or at 437-219-8191.

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Appendix A  
Toronto Lands Corporation Budget Report For the 6 months  
ended February 29, 2024

Description	Note	2023-24 Operating				%	2023-24 Capital				%	2023-24 Total				2022-23 Total	
		Revised Estimates	YTD Budget	YTD Actuals	YTD Variance		Revised Estimates	YTD Budget	YTD Actuals	YTD Variance		Revised Estimates	YTD Budget	YTD Actuals	YTD Variance	Budget	Actuals
<b>Non-Operating Sites</b>																	
<b>Real Estate Revenue</b>																	
Lease Revenue and Recoveries	1	6,046,109	3,053,920	3,709,527	655,608	21.5%	-	-	-	-	0.0%	6,046,109	3,053,920	3,709,527	655,608	5,881,721	6,266,655
Deferred Capital Improvement Revenue		(1,000,000)	(500,000)	(500,000)	-	0.0%	-	-	-	-	0.0%	(1,000,000)	(500,000)	(500,000)	-	(1,000,000)	(1,000,000)
<b>Total Real Estate Revenue</b>		<b>5,046,109</b>	<b>2,553,920</b>	<b>3,209,527</b>	<b>655,608</b>	<b>25.7%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>5,046,109</b>	<b>2,553,920</b>	<b>3,209,527</b>	<b>655,608</b>	<b>4,881,721</b>	<b>5,266,655</b>
<b>Property Management Expenditures</b>																	
Caretaking	2	510,052	255,026	160,681	94,345	37.0%	-	-	-	-	0.0%	510,052	255,026	160,681	94,345	472,769	365,184
Maintenance	3	484,945	242,473	190,869	51,603	21.3%	-	-	-	-	0.0%	484,945	242,473	190,869	51,603	547,689	472,812
Utilities		466,529	233,265	238,308	(5,044)	-2.2%	-	-	-	-	0.0%	466,529	233,265	238,308	(5,044)	479,907	439,560
Overhead cost / Other Costs		220,092	110,046	110,046	-	0.0%	-	-	-	-	0.0%	220,092	110,046	110,046	-	167,092	167,092
<b>Total Operations Expenses</b>		<b>1,681,618</b>	<b>840,809</b>	<b>699,905</b>	<b>140,905</b>	<b>16.8%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>1,681,618</b>	<b>840,809</b>	<b>699,905</b>	<b>140,905</b>	<b>1,667,456</b>	<b>1,444,648</b>
<b>Net Non-Operating Sites before Administrative Cost</b>		<b>3,364,491</b>	<b>1,713,111</b>	<b>2,509,623</b>	<b>796,512</b>	<b>46.5%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>3,364,491</b>	<b>1,713,111</b>	<b>2,509,623</b>	<b>514,703</b>	<b>3,214,265</b>	<b>3,822,007</b>
<b>Operating School Facilities</b>																	
<b>Real Estate Revenue</b>																	
City of Toronto Childcare Umbrella Lease Agreements		6,336,265	2,680,960	2,711,751	30,791	1.1%	-	-	-	-	0.0%	6,336,265	2,680,960	2,711,751	30,791	4,536,466	4,468,925
City of Toronto Pools Agreements	4	6,030,242	3,015,121	2,945,925	(69,196)	-2.3%	-	-	-	-	0.0%	6,030,242	3,015,121	2,945,925	(69,196)	5,972,244	5,970,537
City of Toronto Stage 1 Revenues		1,100,000	550,000	550,000	-	0.0%	-	-	-	-	0.0%	1,100,000	550,000	550,000	-	1,100,000	1,100,000
City of Toronto Exclusive Use Agreements		1,239,654	604,230	602,245	(1,986)	-0.3%	-	-	-	-	0.0%	1,239,654	604,230	602,245	-	1,000,000	1,130,815
Contract Services and Partnership Development (CSPD) and LINC Lease Administration	5	333,902	166,951	156,632	(10,319)	-6.2%	-	-	-	-	0.0%	333,902	166,951	156,632	(10,319)	240,482	308,016
Air Conditioning Surcharge		114,600	-	-	-	0.0%	-	-	-	-	0.0%	114,600	-	-	-	72,600	114,600
Private Child Care and Other Agreements	6	3,928,480	1,964,240	2,208,407	244,167	12.4%	-	-	-	-	0.0%	3,928,480	1,964,240	2,208,407	244,167	3,343,045	3,980,767
Temporary Property Interests with Third Parties	7	426,899	213,449	136,237	(77,213)	-36.2%	-	-	-	-	0.0%	426,899	213,449	136,237	(77,213)	300,000	426,899
<b>Total Real Estate Revenue</b>		<b>19,510,042</b>	<b>9,194,951</b>	<b>9,311,195</b>	<b>116,245</b>	<b>1.3%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>19,510,042</b>	<b>9,194,951</b>	<b>9,311,195</b>	<b>116,245</b>	<b>16,564,837</b>	<b>17,600,589</b>
<b>Property Management Expenditures</b>																	
Total Operations Expense - Operating Sites	8	26,344,837	13,115,119	13,212,876	(97,758)	-0.7%	-	-	-	-	0.0%	26,344,837	13,115,119	13,212,876	(97,758)	22,064,812	25,446,184
Provision for Rental Arrears		5,000	2,500	-	2,500	100.0%	-	-	-	-	0.0%	5,000	2,500	-	2,500	5,000	-
<b>Total Operations Expenses</b>		<b>26,349,837</b>	<b>13,117,619</b>	<b>13,212,876</b>	<b>(95,258)</b>	<b>-0.7%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>26,349,837</b>	<b>13,117,619</b>	<b>13,212,876</b>	<b>(95,258)</b>	<b>22,069,812</b>	<b>25,446,184</b>
<b>Net School Facilities before Administrative Cost</b>		<b>(6,839,796)</b>	<b>(3,922,668)</b>	<b>(3,901,681)</b>	<b>20,987</b>	<b>0.5%</b>	<b>-</b>	<b>-</b>	<b>(-3,901,681)</b>	<b>20,987</b>	<b>0.0%</b>	<b>(6,839,796)</b>	<b>(3,922,668)</b>	<b>(3,901,681)</b>	<b>20,987</b>	<b>(-5,504,975)</b>	<b>(-7,945,628)</b>
<b>Administrative Revenue and Costs</b>																	
<b>TDSB Staff and Services</b>																	
Facility Services		59,554	29,777	29,722	55	0.2%	89,332	44,666	44,583	83	0.2%	148,886	74,443	74,305	138	147,142	146,946
Business Services		44,166	22,083	22,097	(14)	-0.1%	66,249	33,125	33,146	-22	-0.1%	110,415	55,208	55,244	(36)	109,322	108,254
Administrative Support Allocation		24,240	12,120	12,120	-	0.0%	36,360	18,180	18,180	-	0.0%	60,600	30,300	30,300	-	60,000	60,000
<b>Total TDSB Realty Staff and Services</b>		<b>127,960</b>	<b>63,980</b>	<b>63,939</b>	<b>41</b>	<b>0.1%</b>	<b>191,941</b>	<b>95,971</b>	<b>95,909</b>	<b>61</b>	<b>0.1%</b>	<b>319,901</b>	<b>159,951</b>	<b>159,849</b>	<b>102</b>	<b>316,464</b>	<b>315,200</b>
<b>TLC Revenue</b>																	
Interest Revenue		11,000	5,500	10,215	4,715	85.7%	-	-	-	-	0.0%	11,000	5,500	10,215	4,715	-	10,993
<b>TLC Administration Expenses</b>																	
Board Remuneration		20,000	10,000	8,025	1,975	19.8%	30,000	15,000	12,037	2,963	19.8%	50,000	25,000	20,062	4,938	60,000	28,916
Salaries and Benefits	9	1,172,204	586,102	489,488	96,614	16.5%	1,976,538	988,269	825,361	162,908	16.5%	3,148,742	1,574,371	1,314,849	259,522	3,042,701	3,250,570
Professional Development		12,000	6,000	562,80	5,437	90.6%	18,000	9,000	844,20	8,156	90.6%	30,000	15,000	1,407,00	13,593	18,300	297
Supply and Services	10	37,322	18,661	27,180	(8,519)	-45.7%	55,983	27,992	40,771	-12,779	-45.7%	93,305	46,653	67,951	(21,299)	96,305	83,736
Rental expenses: TLC office		54,692	27,346	26,512	834	3.0%	82,039	41,020	39,769	1,251	3.0%	136,731	68,366	66,281	2,085	133,000	131,177
Legal Fees	11	65,000	32,500	39,334	(6,834)	-21.0%	400,000	200,000	86,047	113,953	57.0%	465,000	232,500	125,381	107,119	525,000	273,671
Fees and Contractual Services		610,200	305,100	88,132	216,968	71.1%	915,300	457,650	127,576	330,074	72.1%	1,525,500	762,750	215,708	547,042	1,586,100	549,457
Furniture and Equipment		2,800	1,400	126	1,274	91.0%	4,200	2,100	188	1,912	91.0%	7,000	3,500	314	3,186	7,000	7,855
Other expenditures		11,600	5,800	3,074	2,726	47.0%	17,400	8,700	4,612	4,088	47.0%	29,000	14,500	7,686	6,814	29,000	4,885
<b>Total TLC Administration</b>		<b>1,985,818</b>	<b>992,909</b>	<b>682,434</b>	<b>310,475</b>	<b>31.3%</b>	<b>3,499,460</b>	<b>1,749,730</b>	<b>1,137,205</b>	<b>612,525</b>	<b>35.0%</b>	<b>5,485,278</b>	<b>2,742,639</b>	<b>1,819,639</b>	<b>923,000</b>	<b>5,497,406</b>	<b>4,330,565</b>
<b>Net Administrative Cost</b>		<b>2,102,778</b>	<b>1,051,389</b>	<b>736,159</b>	<b>315,230</b>	<b>30.0%</b>	<b>3,691,401</b>	<b>1,845,701</b>	<b>1,233,114</b>	<b>612,586</b>	<b>33.2%</b>	<b>5,794,179</b>	<b>2,897,090</b>	<b>1,969,273</b>	<b>927,817</b>	<b>5,813,870</b>	<b>4,634,772</b>
<b>Net Contribution/(Cost) to TDSB Before Proceeds of Disposition</b>		<b>(-5,578,083)</b>	<b>(-3,260,946)</b>	<b>(-2,128,217)</b>	<b>1,132,730</b>	<b>-34.7%</b>	<b>(-3,691,401)</b>	<b>(-1,845,701)</b>	<b>(-1,233,114)</b>	<b>612,586</b>	<b>-33.2%</b>	<b>(-9,269,484)</b>	<b>(-5,106,647)</b>	<b>(-3,361,331)</b>	<b>1,463,506</b>	<b>(-8,104,580)</b>	<b>(-8,758,390)</b>
<b>Proceeds of Disposition</b>		-	-	-	-	<b>0.0%</b>	<b>165,000,000</b>	-	-	-	<b>0.0%</b>	<b>165,000,000</b>	-	-	<b>98,500,000</b>	-	
<b>Net Contribution/(Cost) to TDSB</b>		<b>(-5,578,083)</b>	<b>(-3,260,946)</b>	<b>(-2,128,217)</b>	<b>1,132,730</b>	<b>34.7%</b>	<b>161,308,599</b>	<b>(-1,845,701)</b>	<b>(-1,233,114)</b>	<b>612,586</b>	<b>0.4%</b>	<b>155,730,516</b>	<b>(-5,106,647)</b>	<b>(-3,361,331)</b>	<b>1,463,506</b>	<b>90,395,420</b>	<b>(-8,758,390)</b>

Notes

- 1 Refer to Appendix B for details of performance by site.
- 2 Higher pricing anticipated in budget from contract renewal was avoided resulting in ongoing savings.
- 3 Favorable as emergency repairs are unpredictable and planned maintenance usually takes place in the summer.
- 4 Unfavorable variance due to pool closures.
- 5 Unfavorable variance due to timing of rent increases.
- 6 Favourable variance driven by new leases.
- 7 Unfavorable due to timing of revenue.
- 8 Refer to Appendix D for details.
- 9 Favorable variance due to the elimination of two positions (Manager of Planning and Head of Communications) and delay in hiring.
- 10 Unfavorable variance due to purchase of new phones for staff, high phone cancellation costs and additional users of Teranet.
- 11 Favorable variance due to lower utilization of services related to property sale activity.

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# Agenda Page 13

**Appendix B**  
**Site Performance Report - Non Operating Sites**  
**For the six months ended February 29, 2024**

BLDG #	Business Entity Name	Used As	Type of Lease	O/H	Rentable Bldg Area	Total Bldg Area	Operations Expense																		Revenue less YTD Budget	Revenue less YTD Actuals	Site Performance per sq. ft. (Actual)
							Revenue			Caretaking Expense			Maintenance Expense			Utilities Expense			Overhead Expense			Total Expenditures					
							Revised Estimates	YTD Budget	YTD Actuals	Revised Estimates	YTD Budget	YTD Actuals	Revised Estimates	YTD Budget	YTD Actuals	Revised Estimates	YTD Budget	YTD Actuals	Revised Estimates	YTD Budget	YTD Actuals	Revised Estimates	YTD Actuals				
<b>Leased Single-Tenant Building</b>																											
3171	Brookbanks PS	Fully leased	Semi-Gross	0.5	67,492	73,001	628,553	314,276	297,235	1,131	566	387	32,095	16,048	4,537	-	-	-	20,585	10,293	10,293	53,812	15,217	287,371	282,018	4.18	
3086	Burnett Public School	Fully leased	Semi-Gross	0.5	18,589	18,589	260,246	130,123	130,123	848	424	94	4,423	2,211	1,527	-	-	-	5,670	2,835	2,835	10,941	4,456	124,653	125,667	6.76	
3059	CBParsons Public School	Fully leased	Semi-Gross	0.5	47,189	47,189	519,079	259,539	259,539	748	374	261	10,313	5,157	11,742	-	-	-	14,393	7,196	7,196	25,454	19,199	246,813	240,340	5.09	
3771	D B Hood Community School	Fully leased	Semi-Gross	0.5	53,846	59,768	582,072	291,036	291,188	1,355	678	571	6,295	3,147	(-99)	-	-	-	16,423	8,212	8,212	24,073	8,683	279,000	282,504	5.25	
3906	Queens Court	Fully leased	Net (1)	0	20,017	20,017	300,255	150,128	150,278	1,038	519	241	3,333	1,667	5,679	-	-	-	-	-	-	4,371	5,920	147,942	144,358	7.21	
3092	200 Wilmington Avenue	Fully leased	Net (2)	0	57,728	101,723	677,391	338,696	338,696	-	-	-	-	-	-	-	-	-	-	-	-	-	-	338,696	338,696	5.87	
<b>Single-Tenant Lease Subtotal</b>							<b>2,967,596</b>	<b>1,483,798</b>	<b>1,467,058</b>	<b>5,121</b>	<b>2,560</b>	<b>1,554</b>	<b>56,459</b>	<b>28,230</b>	<b>23,385</b>	-	-	-	<b>57,070</b>	<b>28,535</b>	<b>28,535</b>	<b>118,650</b>	<b>53,475</b>	<b>1,424,473</b>	<b>1,413,583</b>		
<b>Leased Multi-Tenant Building</b>																											
3898	Douglas Park	Fully leased	Gross (1)	1	15,444	17,720	266,596	133,298	121,386	76,999	38,500	28,257	54,127	27,064	17,064	43,536	21,768	20,178	10,441	5,221	5,221	185,104	70,721	40,746	50,665	3.28	
3746	Earlscourt Junior PS	Fully leased	Semi-Gross	0.5	115,643	136,140	844,381	422,190	439,698	32,770	16,385	12,144	126,000	63,000	35,415	234,856	117,428	109,418	35,271	17,636	17,636	428,897	174,613	207,742	265,085	2.29	
3973	Gooderham Learning Centre (Note 1)	Lease/TDSB	Gross (1)	1	12,045	20,344	61,731	61,731	61,731	46,506	23,253	4,234	26,187	13,093	27,950	29,391	14,695	19,799	11,500	5,750	5,750	113,583	57,733	4,939	3,997	0.33	
3091	Kenton Public School	Lease/TDSB	Gross (3)	1	21,563	39,127	357,395	178,698	176,492	120,235	60,117	51,542	51,193	25,596	20,417	41,878	20,939	21,854	21,893	10,946	10,946	235,198	104,760	61,099	71,731	3.33	
3459	Mccowan Road Junior PS	Partially leased	Gross (1)	1	37,133	41,706	672,772	336,386	335,179	140,518	70,259	36,428	98,946	49,473	41,871	65,774	32,887	44,037	23,079	11,540	11,540	328,317	133,875	172,228	201,304	5.42	
3806	Old Orchard Jr. PS	Fully leased	Gross (1)	1	12,946	14,434	195,120	97,560	94,928	87,904	43,952	26,521	69,232	34,616	24,365	51,095	25,548	23,022	7,837	3,918	3,918	216,067	77,826	(-10,474)	17,102	1.32	
<b>Multi-Tenant Lease Subtotal</b>							<b>2,397,995</b>	<b>1,229,863</b>	<b>1,229,413</b>	<b>504,931</b>	<b>252,466</b>	<b>159,127</b>	<b>425,684</b>	<b>212,842</b>	<b>167,083</b>	<b>466,529</b>	<b>233,265</b>	<b>238,308</b>	<b>110,021</b>	<b>55,011</b>	<b>55,011</b>	<b>1,507,166</b>	<b>619,529</b>	<b>476,280</b>	<b>609,884</b>		
<b>Commercial</b>																											
3921	705 Progress Ave (Note 2)	Partially leased		0	77,829	155,658	300,000	150,000	827,797	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000	827,797	10.64	
<b>Long-Term Land Lease</b>																											
3902	Humber Heights Centre	Fully leased	Net (2)	0	land only	217,800	202,500	101,250	101,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	101,250	101,250	N/A	
3991	Northview Heights (Vacant Land) only	Fully leased	Net (2)	0	land only	43,560	99,268	49,634	49,634	-	-	-	-	-	-	-	-	-	-	-	-	-	-	49,634	49,634	N/A	
<b>Long-Term Land Lease Subtotal</b>							<b>301,768</b>	<b>150,884</b>	<b>150,884</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<b>150,884</b>	<b>150,884</b>	
<b>Vacant Land</b>																											
3087	44 Champlain Road (Note 3)	Vacant land		0	land only	55,757	10,000	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	-	N/A	
3090	Glen Rush	Vacant land		0	land only	20,850	-	-	-	-	-	-	2,802	1,401	401	-	-	-	-	-	-	2,802	401	(-1,401)	(-401)	N/A	
3978	Mimico (Parking Lot)	Fully leased	Net (2)	0	land only	43,560	15,750	7,875	7,875	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,875	7,875	N/A	
<b>Vacant Land Subtotal</b>							<b>25,750</b>	<b>12,875</b>	<b>7,875</b>	-	-	-	<b>2,802</b>	<b>1,401</b>	<b>401</b>	-	-	-	-	-	-	-	<b>2,802</b>	<b>401</b>	<b>11,474</b>	<b>7,474</b>	
<b>Lease revenues and recoveries</b>							<b>5,993,109</b>	<b>3,027,420</b>	<b>3,683,027</b>	<b>510,052</b>	<b>255,026</b>	<b>160,681</b>	<b>484,945</b>	<b>242,473</b>	<b>190,869</b>	<b>466,529</b>	<b>233,265</b>	<b>238,308</b>	<b>167,092</b>	<b>83,546</b>	<b>83,546</b>	<b>1,628,618</b>	<b>673,405</b>	<b>2,213,111</b>	<b>3,009,623</b>		
<b>TDSB Occupancy Charges</b>																											
3973	Gooderham Learning Centre	Lease/TDSB	Gross (1)	1	20,344	20,344	46,000	23,000	23,000	-	-	-	-	-	-	-	-	-	46,000	23,000	23,000	46,000	23,000	-	-	N/A	
3091	Kenton Public School	Lease/TDSB	Gross (3)	1	39,127	39,127	7,000	3,500	3,500	-	-	-	-	-	-	-	-	-	7,000	3,500	3,500	7,000	3,500	-	-	N/A	
<b>TDSB Program and Administration</b>							<b>53,000</b>	<b>26,500</b>	<b>26,500</b>	-	-	-	-	-	-	-	-	-	-	<b>53,000</b>	<b>26,500</b>	<b>26,500</b>	<b>53,000</b>	<b>26,500</b>	-	-	
<b>Grand Total</b>							<b>6,046,109</b>	<b>3,053,920</b>	<b>3,709,527</b>	<b>510,052</b>	<b>255,026</b>	<b>160,681</b>	<b>484,945</b>	<b>242,473</b>	<b>190,869</b>	<b>466,529</b>	<b>233,265</b>	<b>238,308</b>	<b>220,092</b>	<b>110,046</b>	<b>110,046</b>	<b>1,681,618</b>	<b>699,905</b>	<b>2,213,111</b>	<b>3,009,623</b>		

- Notes:**
- 1 Gooderham Learning Centre terminated December 31, 2023.
  - 2 Favourable variance is due to a collaborative decision with the City of Toronto to increase distributions to owners in respect of calendar 2023.
  - 3 Revenue variance is due to timing as billings are performed annually in July.

Type of Lease:	Overhead allocation:
Net (1)	0% Landlord pays for roof repairs and tenant all other expenses
Net (2)	0% Tenant pays for all expenses
Semi-Gross (1)	50% Landlord pays for structural, electrical, mechanical, plumbing, and roof repairs.
Semi-Gross (2)	50% See Semi-Gross (1) plus landlord pays for lifesafety checks but recovers costs from tenant.
Semi-Gross (3)	50% See Semi-Gross (1) plus landlord pays for maintenance of lifesafety systems.
Semi-Gross (4)	50% Tenants to own cleaning and TCDSB pays a pro-rata share of the cost of utilities and most repairs and maintenance.
Gross (1)	100% All operating costs including repairs and maintenance to the account of the landlord
Gross (2)	100% Landlord pays for all site expenses except for caretaking/cleaning.
Gross (3)	100% Landlord pays for all site expenses but recovers utility cost increases from 1 of the 2 tenants

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**Appendix C**  
**Open Capital Project Status Report**  
**For the six months ended February 29, 2024**

School Name/Project Description	Approved Budget	Prior Years Expenditures	Current Year Expenditures	Available Funds	Status
<b>2018-2019 Projects</b>					
D B Hood CS-ClusterColumnPh1-TR-19-0561	\$ 235,000	\$ 164,745	\$ -	\$ 70,255	Substantially Complete
<b>2020-2021 Projects</b>					
McCowan Road-RPLExhaustFans-TR-21-0904	\$ 300,000	\$ 204,055	\$ -	\$ 95,945	Substantially Complete
<b>2021-2022 Projects</b>					
Old Orchard JPS-FoundationPH1-TR-21-0905	\$ 763,636	\$ 85,731	\$ 22,523	\$ 655,382	Tender Awarded
McCowan Road-RPL Rm13VCTFloor-TR-22-0217	\$ 25,109	\$ 24,771	\$ -	\$ 338	Completed
McCowan PS-RPL Inverter TR-22-0091	\$ 45,000	\$ -	\$ -	\$ 45,000	Tender Awarded
Queens Court-RPLExtStairsExit3-TR22-1228	\$ 23,604	\$ 24,662	\$ -	-\$ 1,058	Completed
Burnett PS-RPL 10 Metal Doors-TR-22-0193	\$ 100,000	\$ -	\$ 13,645	\$ 86,355	In Tender
Queens Court-RPLWindows-TR-22-0190	\$ 679,000	\$ 17,553	\$ 3,151	\$ 658,296	In Design
Douglas Park-RPL GymHeating-TR-22-1348	\$ 84,000	\$ 16,354	\$ 19,891	\$ 47,755	Completed
<b>2022-2023 Projects</b>					
C B ParsonsJHS-RPLHeatExchangeTR23-0393	\$ 14,000	\$ -	\$ -	\$ 14,000	Tender Awarded
Old Orchard PS-RPL FA System-TR-18-1222	\$ 96,250	\$ -	\$ -	\$ 96,250	In Design
				\$ -	
<b>Unassigned to a project</b>	\$ 1,980,410	\$ -	\$ -	\$ 1,980,410	Awaiting allocation
<b>TOTAL PRIOR YEARS (A)</b>	<b>\$ 3,811,009</b>	<b>\$ 537,871</b>	<b>\$ 59,210</b>	<b>\$ 3,748,928</b>	
NEW ALLOCATION 2023-24 (B)	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	Awaiting allocation
<b>TOTAL ALL YEARS (A)+(B)</b>	<b>\$ 4,811,009</b>	<b>\$ 537,871</b>	<b>\$ 59,210</b>	<b>\$ 4,748,928</b>	

Note 1

Note 1: The approved budget was increased from \$442K to \$763K due to the project tender price coming in higher than projected.

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**Appendix D**

**Total Operations Expense - Operating Sites  
For the six months ended February 29, 2024**

Description	Revised Budget	YTD Budget	YTD Actuals	YTD Variance
Expenses for these categories are calculated based on square feet occupied multiplied by the average cost per square foot by rental type:				
Caretaking	4,479,488	2,239,744	2,239,744	-
Maintenance	2,060,039	1,030,019	1,030,019	-
Utilities	1,490,241	745,120	745,120	-
Overhead cost / Other Costs	6,714,849	3,357,425	3,357,425	-
<b>Total Expenses based on Square Footage</b>	<b>14,744,617</b>	<b>7,372,309</b>	<b>7,372,309</b>	<b>-</b>
Expenses for these categories are assumed to be the same as revenue due to difficulty associated with tracking costs by square foot separately.				
City of Toronto Pools Agreements	6,030,242	3,015,121	2,945,925	69,196
City of Toronto Stage 1 Revenues	1,100,000	550,000	550,000	-
Air Conditioning Surcharge	114,600	-	-	-
Private Child Care and Other Agreements	3,928,480	1,964,240	2,208,407	(-244,167)
Temporary Property Interests with Third Parties	426,899	213,449	136,237	77,213
<b>Total Expenses Assumed equal to revenue</b>	<b>11,600,220</b>	<b>5,742,810</b>	<b>5,840,568</b>	<b>-97,758</b>
<b>Total Operations Expense - Operating Sites</b>	<b>26,344,837</b>	<b>13,115,119</b>	<b>13,212,876</b>	<b>(97,758)</b>

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**TRANSMITTAL NO. 2024-173  
(Public)**

May 29, 2024

TO: Neethan Shan, Acting Chair, Toronto District School Board (TDSB)

This communication is to inform you of a recent decision made by the TLC Board at its meeting of May 28, 2024, regarding the report *TLC 2024-25 Annual Capital Budget*, attached herein.

**The TLC Board decided:**

1. That the 2024-25 TLC Capital Budget be approved in accordance with the Shareholder's Direction, referred to TDSB Finance Staff and then to TDSB Board for approval.

On behalf of the Board of Directors of the Toronto Lands Corporation, the *TLC 2024-25 Annual Capital Budget* report is being forwarded to the TDSB Board at its October 9, 2024 meeting for approval.

Sincerely,

A handwritten signature in black ink that reads 'John Fillion'. The signature is written in a cursive, flowing style.

John Fillion  
Chair, TLC Board

cc. Leola Pon, Associate Director, Organizational Transformation and Accountability, TDSB  
cc. Paul Koven, Executive Officer, Legal Services  
cc. Craig Snider, Executive Officer, Business Services, TDSB  
cc. Ryan Glenn, Interim CEO, TLC

## 2024-25 TLC ANNUAL CAPITAL BUDGET

<b>COMMITTEE:</b>	Audit and Finance Committee
<b>DATE:</b>	May 9, 2024
<b>ACTION:</b>	APPROVAL

### COMMITTEE RECOMMENDATION

2. That the 2024-25 TLC Capital Budget be approved in accordance with the Shareholder's Direction, referred to TDSB Finance Staff and then to TDSB Board for approval.

### STAFF RECOMMENDATION

1. That the 2024-25 TLC Capital Budget be approved in accordance with the Shareholder's Direction, referred to TDSB Finance Staff and then to TDSB Board for approval.

### EXECUTIVE SUMMARY

TDSB is required to annually complete and submit to the Ministry of Education a Board-approved Operating Budget and a separate Capital Budget no later than June 30 for each fiscal year starting September 1. As a part of TDSB's budget process, TLC's approved Annual Capital Budget is consolidated into TDSB's submission.

TDSB's Capital Budget accounts for all anticipated capital revenues derived from proceeds of disposition (PODs) and applicable Ministry capital funding. Within the budget, capital revenues are identified and then allocated to Board approved capital priority projects. The three-year capital timeline provides for projected cash flows to be matched with expenditures and year-over-year budget balances. Currently, TDSB's Capital Budget and associated program remain in a net positive position.

TLC provides key inputs into TDSB's capital budget by identifying potential revenue opportunities, timing of anticipated receipt of PODs and the projected amount of PODs to be received by TDSB based on TDSB surplus declarations.

### TLC's 2024-2025 Budget Preparation

Pursuant to Article 1 of the Shareholder's Direction, TLC's "Annual Budget" is defined as an "annual financial plan in a form consistent with industry best practices and will include an annual operating budget, annual capital and renewal budget, and any other such information as may be required."

Since TLC's inception in 2008, TDSB Finance has had direct responsibility for all TLC's financial recording and reporting. To this end, TLC works closely with TDSB Finance and the Executive Team to develop a financial plan that will enable TLC's work program to support TDSB's real estate and land use planning needs.



With the 2024-25 budget, TLC has focussed on containing controllable operating costs at a net decrease of 1% (\$72,333) even after accounting for a projected 1% salary increase, step increases and an increase of 4 FTE due to the essential need for an increase in staffing to bolster the organization's core purpose and support ongoing modernization initiatives.

The TLC 2024-25 Operating Budget received approval from TLC Audit and Finance on January 9, 2024, followed by the TLC Board on January 16, 2024, and the TDSB Board approval on January 31, 2024.

The 2024-25 Capital Budget was introduced for informational purposes at the Audit & Finance committee meeting on January 9, 2024 and at TDSB Board on January 31, 2024. The only change in the final Capital Budget (Appendix A) is an amended list of Proceeds of Disposition. After meeting with stakeholders at TDSB, the PODs for 2023-24 were amended from \$98.5M to \$64.8M and for 2024-25 from \$151M to \$72.1M. The adjustments are a better representation of the anticipated approval of surplus declarations by TDSB and subsequent approval of site sales by the EDU.

The TLC 2024-25 Capital Budget clearly separates and identifies projected Capital PODs and assigns related capital costs such as real-estate broker commissions, property appraisal reports, legal fees, surveys, heritage, environmental, and other due diligence reports required to generate sales proceeds. The \$72.1M capital revenues are directly related to the proceeds of disposition identified within TDSB's approved Capital Budget for 2024-25. After projected capital expenditures are offset by projected revenues to be obtained, TLC is projecting an expense ratio of 5%, thus returning 95% of projected revenues for TDSB's capital program.

**STRATEGIC DIRECTION**

**Authority or Direction:** [Shareholders Direction](#)

**Reporting Requirement:** [Toronto Lands Corporation \(TLC\) Annual Plan Progress](#)

That the Toronto Lands Corporation provides the TDSB with an annual budget for approval during their annual budget cycle.

**ACTION PLAN AND ASSOCIATED TIMELINE**

1. Presentation of final 2024-25 Capital Budget once reviewed and agreed with TDSB Finance to TLC Audit and Finance Committee (May 9, 2024) and Board of Directors (May 28, 2024)
2. Transmittal to the TDSB Board for approval at FBEC (May 30, 2024) and Board (June 19, 2024).

## **RESOURCE IMPLICATIONS**

See attached appendices.

## **DUE DILIGENCE**

The 2024–25 Toronto Lands Corporation budget was reviewed and agreed to with TDSB Finance team.

## **POLICY AND PROCEDURE REFERENCE(S)**

Shareholders Direction

## **APPENDICES**

**APPENDIX A**      TLC's 2024-25 Capital Budget

## **FROM**

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at [rglenn.tlc@tdsb.on.ca](mailto:rglenn.tlc@tdsb.on.ca) or at 437-219-8191.





**APPENDIX A**      **TLC's 2024-25 Capital Budget**

<b>CAPITAL BUDGET</b>				
2024-25 [FINAL]				
	2023-24 Capital Budget		2024-25 Capital Budget	
	Revenues	Expenditures	Revenues	Expenditures
<b>Proceeds of Disposition (PODs)</b>				
Site A	X			
Site B	X			
Site C (Note 1)				
Site D (Note 2)				
Post Sale Adjustment (Note 3)	X			
Site E			X	
Site F			X	
Site G			X	
Site H			X	
Site I			X	
Site J			X	
<b>Total Proceeds of Disposition</b>	<b>\$ 64,800,000</b>		<b>\$ 72,100,000</b>	
NOTE 1: Property has been sold but w ill have an extended close. Proceeds w ill be realized in 2027/28.				
NOTE 2: Property may be sold in 2023/24 but w ill have an extended close. Proceeds w ill be realized in 2028.				
NOTE 3: David and Mary Thomson CI post-closing adjustment				
<b>TLC Expenses Related to Proceeds of Dispositions</b>				
Staff Salaries & Benefits		\$ 1,976,538		\$ 2,358,184
Facility Services		\$ 89,332		\$ 91,168
Business Services		\$ 66,249		\$ 70,522
Administrative Support Allocation		\$ 36,360		\$ 36,724
Legal Fees		\$ 400,000		\$ 255,000
Fees and Contractual Services		\$ 915,300		\$ 660,000
Board Remuneration		\$ 30,000		\$ 30,000
Professional Development & Certification		\$ 18,000		\$ 9,626
Supply and Services		\$ 55,983		\$ 55,983
Rental expenses: TLC office		\$ 82,039		\$ 66,359
Casual Help		\$ 14,400		\$ 7,200
Furniture and Equipment		\$ 4,200		\$ 4,200
Other expenditures		\$ 3,000		\$ 3,000
<b>Total Expenses</b>		<b>\$ 3,691,400</b>		<b>\$ 3,647,966</b>
<b>Total Expenses Charged to POD</b>		<b>\$ 3,691,400</b>		<b>\$ 3,647,966</b>
<b>Net Contribution to TDSB</b>				
		<b>\$ 61,108,600</b>		<b>\$ 68,452,034</b>

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**TRANSMITTAL NO. 2024-175  
(Public)**

May 29, 2024

TO: Neethan Shan, Acting Chair, Toronto District School Board (TDSB)

This communication is to inform you of a recent decision made by the TLC Board at its meeting on May 28, 2024, with respect to the *TLC 2024-25 Annual Plan*, attached herein.

**The TLC Board decided:**

1. That the Annual Plan for 2024-25 be approved and forwarded to the TDSB Board for its approval.

On behalf of the Board of Directors of the Toronto Lands Corporation, the *TLC 2024-25 Annual Plan* is being forwarded to the TDSB Board at its October 9, 2024 meeting for approval.

Sincerely,

A handwritten signature in black ink that reads 'John Filion'. The signature is written in a cursive, flowing style.

John Filion  
Chair, TLC Board

cc. Leola Pon, Associate Director, Organizational Transformation and Accountability, TDSB  
cc. Paul Koven, Executive Officer, Legal Services  
cc. Craig Snider, Executive Officer, Business Services, TDSB  
cc. Ryan Glenn, Interim CEO, TLC



## 2024-25 TLC Annual Plan

**COMMITTEE:** POLICY & PLANNING COMMITTEE

**DATE:** May 16, 2024

**ACTION:** Decision

### COMMITTEE RECOMMENDATION

2. That the Annual Plan for 2024-25 be approved and forwarded to the TDSB Board for its approval.

### STAFF RECOMMENDATION

1. That the Annual Plan for 2024-25 be approved and forwarded to the TDSB Board for its approval.

### EXECUTIVE SUMMARY

TLC's Shareholder's Direction requires that the TDSB Board approve an Annual Plan for TLC operations within one month of the start of the fiscal year. The operational deadline for TDSB to approve this report is August 1, one month before the start of the fiscal year in September.

The attached plan, which builds on the previously approved annual capital and operating budgets, provides additional detail on TLC's strategic direction, alignment to the TDSB's mission and strategic plan, and key deliverables it will achieve during the 2024-25 fiscal year.

### STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Allocate Human and Financial Resources Strategically to Support Student Needs

*The 2024-25 Annual Plan identifies priorities for human and financial resources for the coming fiscal year.*

TLC Strategic Plan Goal: To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction

*Completing the 2024-25 Annual plan satisfies the requirement of the Shareholder's Direction creating accountability for the organization.*



## **ACTION PLAN AND ASSOCIATED TIMELINE**

The Annual Plan will be before the TLC Board at its meeting on May 28, 2024. Subject to approval, it would be forwarded to the TDSB's Planning and Priorities Committee on June 11 and to the TDSB Board on June 19.

## **RESOURCE IMPLICATIONS**

N/A

## **DUE DILIGENCE**

N/A

## **POLICY AND PROCEDURE REFERENCE(S)**

TDSB-TLC Shareholder's Direction

## **APPENDICES**

**APPENDIX A**            2024-25 TLC Annual Plan

## **FROM**

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at [rglenn.tlc@tdsb.on.ca](mailto:rglenn.tlc@tdsb.on.ca) or at 437-219-8191.

Markus O'Brien Fehr, Communications & External Relations Liaison, Toronto Lands Corporation, at [mo'brienfehr.tlc@tdsb.on.ca](mailto:mo'brienfehr.tlc@tdsb.on.ca) or at 416-788-3211.

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**TORONTO LANDS**  
CORPORATION



Image: Rendering of new school for Lower Yonge precinct

**2024-2025**

# **ANNUAL PLAN**

**Unlocking the potential of TDSB properties for the benefit of students, staff and communities.**

[www.torontolandscorp.com](http://www.torontolandscorp.com)



We acknowledge we are hosted on the lands of the Mississaugas of the Anishinaabe, the Haudenosaunee Confederacy and the Wendat. We also recognize the enduring presence of all First Nations, Metis and the Inuit peoples.





The Toronto Lands Corporation is the wholly owned subsidiary and exclusive real estate, leasing, development and land use planning services provider to the Toronto District School Board. With specific and professional expertise in these disciplines, TLC's mandate is to provide opportunities that ensure the well-being of TDSB students in modern and innovative schools, preserve public assets and collaborate to build complete communities where people live, learn, work and play.



Image: Rendering of Jean Lumb Public School

## Contents

- 2** Message from the CEO
- 3** TLC's Core Principles
- 4** TLC's Strategic Direction
- 6** Feature Project Portfolio
- 8** TLC's Commitments for 2024-25
- 12** Budget Highlights

# CEO's MESSAGE

I'm pleased to present our Annual Plan for 2024-25, reaffirming our commitment to advancing exceptional learning spaces serving vibrant communities.

2023-24 has been a year of significant change for the TLC. We have advanced with a new Board of Directors along with many new staff members, all of whom have been brought onboard to sharpen the focus of the TLC in its service to the TDSB. Additionally, the TDSB and TLC are currently in the midst of a search for a permanent CEO, and thus, anticipates more change ahead.

Legislation and policies from the Province pose new complexities and many unknowns, specifically on how the TDSB manages its real estate portfolio. The City of Toronto continues to revise zoning bylaws, advancing its work to increase the city's housing supply. The TDSB has adopted a new Multi-Year Strategic Plan focused on equity, belonging, achievement, thriving, and revitalization. This work presents an opportunity for TLC to work in lockstep with the TDSB, to maximize resources for school renewal while proactively preparing for the challenges of the future presented by a quickly growing city.

As stewards of the TDSB real estate portfolio, our mission to unlock the potential of those properties for the benefit of students, staff, and communities guides every aspect of our business strategy. At TLC, we will continue to pursue new ideas on what education orientated redevelopment can look like and how they can better serve the communities surrounding them, while finding new and creative ways to deliver both financial and social value.

At the root of our success is a dynamic team of real estate, planning, and public policy professionals. This group brings great value to the TDSB, offering efficiency, insight, and integrity in their work. Their ability to collaborate effectively with our shareholder and other stakeholders will ensure our collective success. I want to thank all of the individuals who have done incredible work and are eagerly anticipating tackling new challenges in the year ahead.

Together, we look forward to working in full alignment with the TDSB's mission and goals to ensure that public school students, their families, communities and staff have the best possible learning spaces.



**We will continue to pursue new ideas on what education oriented redevelopment can look like.**

- Ryan Glenn  
Interim CEO, Toronto Lands Corporation

# TLC's CORE PRINCIPLES

1. **TDSB lands will be preserved as public assets to the greatest extent possible.**



TLC will continue to support growing communities by seeking to deliver educational facilities alongside spaces for community services and housing. Government agencies, community groups, not-for-profits, coterminous school boards, and other public sector organizations will be prioritized for all land disposals, including leases.

2. **Continuous modernization of TDSB schools strengthens the public education system.**



TLC will work with TDSB to generate revenue through its real estate portfolio to facilitate capital re-investment in the modernization of its schools. To achieve geographical diversity, TLC will focus on areas with high Learning Opportunities Indexes (LOI) and recognize that the public education system extends beyond the “brick and mortar” of the school into the community.

3. **Maximizing TDSB land value extends beyond the financial and is to include community and social value.**



TLC will focus on truth, reconciliation, and equity as part of land development due diligence. TLC will seek to capture and quantify value through the delivery of Provincial Priorities and municipal and civic services while exploring opportunities for partnership with community services that can complement the educational experience of TDSB students.

4. **TDSB will be kept financially whole in the development of public service initiatives.**



TLC will identify opportunities for optimizing land by adding other uses or land severances to reinvest in improving schools. Properties and buildings will be utilized at fair market rates to the greatest extent possible to reduce carrying costs while TLC seeks to leverage additional funding through government partners seeking to incorporate Provincial Priorities, municipal facilities or other public services.

# TLC's STRATEGIC GOALS

## Goal 1: Transform student learning environments through the modernization of facilities.

As the TDSB advances its Capital Revitalization Strategy, TLC will continue to offer professional support and a vision of what modern schools can be. A redeveloped school site can offer more than a school. It can be an integrated space that maximizes public assets and becomes a destination that serves students and the broader public. With the average age of school buildings being over 60 years old and a backlog in major maintenance for buildings over \$4.2 billion, finding ways to utilize public space more efficiently is critical.

Over the coming year, TLC will work with TDSB to identify a list of priority schools working through a real estate lens to focus efforts, taking into account which sites are large enough to accommodate a new schools and areas with the highest Learning Opportunity Index (LOI).

**A redeveloped site can offer more than a school. It can be an integrated space that maximizes public assets and becomes a destination.**





## **Goal 2: Create a culture of partnership and collaboration with key stakeholder groups.**

Achieving modernization within the TDSB school portfolio will require extensive partnership and collaboration. TLC will continue to work towards strengthening relationships with public sector partners, including the City, Province, not-for-profits, and community-based organizations, to achieve mutually agreed-upon outcomes.

These collaborations will be especially important in the context of current provincial policy and legislation. The current landscape is challenging, requiring creativity and outside-the-box thinking to advance ideas and test new strategies. We can choose not to be limited by these challenges, rather focusing on how we get to “yes.” This approach will create new opportunities to drive equity and reach underserved communities, creating a better learning environment for all.

## **Goal 3: To be a highly functioning organization successfully aligning the TLC’s & TDSB’s missions and the Shareholder’s Direction.**

TLC will continue to work at establishing additional value for our Shareholder, the TDSB. Over the past year, this has included taking an increased role negotiating the functionality of urban format schools, both contractual and in proposed built form. TLC has ensured an increased presence at TDSB Board meetings, establishing itself as a resource for both TDSB staff and trustees.

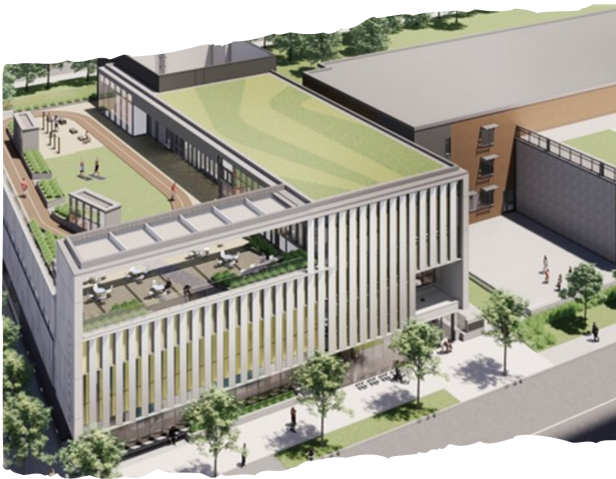
Over the coming year, TLC will continue its work to ensure accountability, collaboration, and effective communication with our shareholder as we continue to strengthen relationships between organizations and position TLC as a critical part of the TDSB’s Capital Revitalization Plan.

**Over the coming year, TLC will continue its work to ensure accountability, collaboration and effective communication with our shareholder.**

# FEATURE PROJECT PORTFOLIO

## 705 Progress Avenue

A property jointly owned between TDSB & City of Toronto near the Scarborough Town Centre will establish a joint vision for a City park, new school, housing and community hub to serve the surrounding area.



## Davisville Aquatic Centre

City work is advancing on this new recreational facility at Yonge and Davisville being created on the property of Davisville JPS following an agreement that brought in City funding for the creation of a new school on site.

## Douglas Park

TLC has been working with New Haven, an organization offering specialized programming to better understand and treat those affected by Autism Spectrum Disorder (ASD) to purchase this site at 301 Lanor Avenue in Etobicoke and create a new state-of-the-art facility with partnership opportunities for the TDSB and the benefit of its students.



## Ethennonhawahstihnen'

Redevelopment of the land south of Bessarion Subway Station on Sheppard Avenue East created space for a new school with City partnerships to use surrounding green space. The site presents an opportunity to explore affordable housing as a component of the site.

## Peanut Plaza

This landmark property on Don Mills Road between Finch and Sheppard Avenues presents an opportunity to create a new complete community including new modern schools, housing, open space, transit, cultural spaces, commercial spaces, recreation, and childcare.



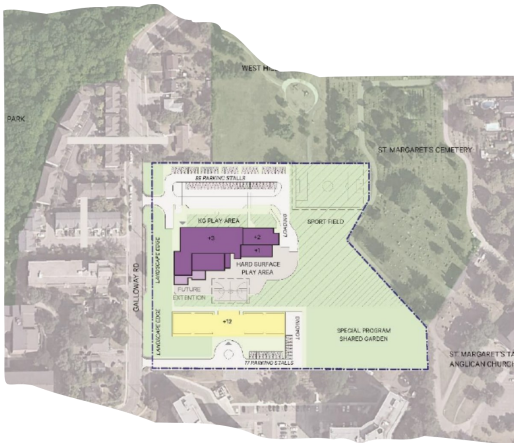
## Sugar Wharf

As part of the large-scale development at Lower Yonge's Sugar Wharf, TLC has secured school space for the TDSB to serve the development site and surrounding area. The 455-pupil school continues to undergo design revisions.



## Housing Now

The City of Toronto's initiative to create 1,254 new affordable rental units at 770 Don Mills Road (at Eglinton Avenue) also includes space secured by TLC for a 550-pupil podium school along with a new City park and non-profit childcare facility.



## St. Margaret's

This school at 235 Galloway Road in Scarborough has been an urgent TDSB capital priority for many years and requires a complete rebuild. The property size affords many potential community-building opportunities, and has been identified in particular as the site for a potential long-term care facility.

## West Don Lands Block 9

TLC helped to secure property for a future TDSB school during the creation of the West Don Lands Master Plan. The site is currently used by Metrolinx for construction staging for the Ontario Line but will present an opportunity to explore affordable housing and City park-use agreements in the development of the new school.



## TLC Commitments in 2024-25

# STRATEGIC PARTNERSHIPS & DEVELOPMENT

TLC recognizes that cultivating relationships with public sector, not-for-profit and community-based partners is a critical part of working efficiently and successfully meeting the TDSB’s real estate goals. Over the coming year, TLC will:

- Tender Open Public Offerings to advance work on the Peanut Plaza’s future design and 50 Ethennonnhawahstihnen’ Lane.
- Work with an established non-for-profit long-term care provider with deep community roots to establish a plan to integrate an TLC facility on the site of St. Margaret’s PS.
- Complete the design of the new school facility at Sugar Wharf and complete the transaction with the associated builder.
- Complete the sale of Douglas Park School to New Haven Learning Centre.
- Complete the MOU with the City of Toronto on 770 Don Mills Road’s Housing Now project, anticipating that the City will take the project to market by the end of 2024, then work with the selected developer to advance the project design.
- Develop a standardized template establishing how we share park space with the City of Toronto, particularly in high-growth areas, to support urban-format schools.



**Cultivating relationships with public sector, not-for-profit and community based partners is critical.**

- Complete a Master Plan and draft an MOU with the City of Toronto to deliver a joint vision for 705 Progress Avenue.
- Work to establish a neighbourhood plan for Thorncliffe Park acknowledging the current and growing school enrollment pressures, in addition to its need for publicly accessible community spaces.
- Review the TDSB’s portfolio to identify opportunities where EV charging could potentially be provided for public use.
- Continue to develop relationships with organizations such as the Urban Land Institute and the Infrastructure Institute at the University of Toronto to provide advice on opportunities to maximize additional city building opportunities on TDSB land.



## TLC Commitments in 2024-25

# REAL ESTATE & LEASING

The Real Estate & Leasing Team allows TLC to function as the stewards, asset managers, and professional advisors on matters related to TDSB's real estate holdings. Over the coming year, TLC will:

- Secure an estimated \$72 million in Proceeds of Disposition through the sale of surplus properties to help fund the TDSB's Modernization Strategy.
- Continue to manage over 600 leases for tenants in operating and non-operating TDSB schools, including childcare services that provide spaces to over 23,000 children.
- Generate gross revenue of over \$27 million through leases in operating and non-operating TDSB schools to help fund TDSB operating expenses.
- Consolidate its leasing agreements and support childcare tenants entering new funding arrangements resulting from the City of Toronto's new formula.
- Advance Open Public Offerings for Emery CI and Lester B Pearson CI, both in high Learning Opportunities Index (LOI) areas, to achieve community partnership agreements for improved sports field facilities, similar to the new agreement at Lawrence Park CI.
- Finalize an agreement with the City of Toronto which would see TDSB compensated through a land swap securing the use of a City field at 705 Progress Avenue in exchange for a small strip of land at 120 Galloway Road that would be provided to Gabriel Dumont Non-Profit Homes to build 67 additional units of affordable housing for Toronto's Métis community.



Image: Rendering of Kent Senior Public School



## **TLC Commitments in 2024-25**

# **LAND USE PLANNING**

TLC's Land Use Planning team seeks to ensure schools are a component of complete communities in Toronto and to provide effective stewardship of TDSB assets for healthy, safe, and modern learning environments through the planning process. Over the coming year, TLC will:

- Play an active role in the City of Toronto's development of municipal policy documents, advocating for policies that reflect the critical role schools play in achieving complete communities.
- Seek party or participant status at the Ontario Land Tribunal (former LPAT) on matters where the TDSB's interests need to be protected, such as securing new school sites in high-growth areas or addressing proposed developments that may adversely impact a TDSB site.
- Work proactively with the City and developers to identify new and creative opportunities for new school sites where appropriate and seek solutions where new applications present planning issues.



**TLC seeks to ensure schools are a component of complete communities in Toronto.**

- Provide thorough and timely comments to the City on planning applications in advance of their consideration by Council.
- Continue advocating with provincial policymakers for greater presence, influence, and autonomy for the TDSB in land use and capital planning processes.





## TLC Commitments in 2024-25 **CORPORATE SERVICES**

TLC's Corporate Services support the core work of the organization, ensuring that the TLC team has the tools they need to perform and excel in a transparent and accountable environment.

Over the coming year, TLC will:

- Continue to evaluate its staffing structure to ensure that staffing levels and skill sets meet present and future demands while continuing its work to attract and retain high-performing employees.
- Seek to find a new working space as its current office lease expires, ensuring adequate space for a growing team of professional staff, with adequate meeting space to foster staff collaboration, board member engagement, and opportunities for public participation.
- Create an updated Service Level Agreement between TDSB and TLC to delineate actual service levels relating to functions, including finance, facilities, human resources, IT, payroll, and benefits.
- Revise and develop additional governance policies such as a Conflict-of-Interest Policy, Board Code of Conduct, and Public Complaints Process to ensure best practices of transparency are adhered to.

**Ensuring the TLC team has the tools they need to perform and excel.**

- Revise the long-term TLC Strategic Plan to ensure alignment with the TDSB's Multi-Year Strategic Plan (MYSP).
- Develop a set of Key Performance Indicators (KPIs) to help measure TLC's performance and mitigate risks to TDSB in connection with the delivery of its services.
- Pursue strategies and communications tools to build awareness of TLC's work in the public sphere, creating opportunities for public engagement and new opportunities for community partnerships.



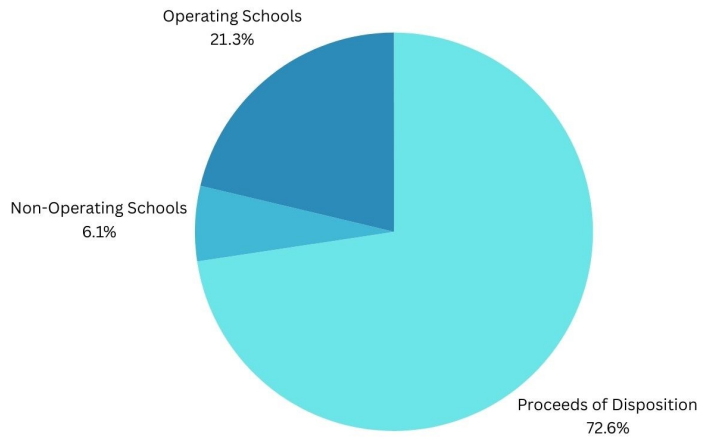
	—	—	—	(318)	(140)	—	(458)	—	(43)
	—	333	333	(93)	—	—	240	—	240
	9,918	15,984	25,902	(14,434)	(1,825)	(1,707)	7,936	—	7,936
Markets	899	3,714	4,613	(1,496)	(428)	(311)	2,378	(128)	2,250
Banking	1,639	1,347	2,986	(586)	(332)	(270)	1,798	(383)	1,415
Health Management	3,858	3,529	7,387	(2,568)	(35)	(702)	4,082	(1,402)	2,680
Insurance	403	370	773	(366)	(30)	(18)	359	(128)	231
Manufacturing	550	193	743	(224)	(27)	(40)	452	(192)	260
Other Items	1,609	659	2,268	(1,003)	(77)	(117)	1,071	—	1,071
	426	4,613	5,039	(4,135)	—	—	873	(192)	681
	(102)	36	(66)	(2,060)	—	—	(2,552)	2,552	—
	(211)	(141)	(352)	(243)	—	(27)	(612)	(127)	(739)

# BUDGET HIGHLIGHTS

TLC’s work will continue to raise funds for the TDSB’s Capital Renewal and Modernization programs and facility operations. 2024-25 budget highlights include:

- Generating an estimated \$72 million in property disposition revenue, subject to TDSB advancement and approval, in addition to the nearly \$65 million budgeted in 2023-24.
- Increase net lease revenue at non-operating school facilities by 18%.
- Reduction of administrative expenses by 1% while adding four additional staff positions to advance future work on behalf of TDSB.

## TLC Combined 2024-25 Capital & Operating Gross Revenue Percentages



## TLC Combined 2024-2025 Capital and Operating Budget

	2023-24 Revised Budget		2024-25 Budget	
	Revenue	Expenditures	Revenue	Expenditures
Proceeds of Disposition	\$64,800,000		\$72,100,000	
Non-Operating School Facilities	\$5,141,551	\$1,633,610	\$6,054,935	\$1,715,632
Operating School Facilities	\$21,737,362	\$23,585,270	\$21,111,360	\$20,811,360
TLC Administrative Expenses		\$5,466,978		\$5,394,645

## TLC Board of Directors

TLC is governed by an independent 10 member Board of Directors, consisting of four Citizen Directors, four appointed TDSB Trustees and two TDSB Executive staff.

**Payman Berjis**

Citizen Director

**Igor Dragovic**

Citizen Director

**John Filion**

Citizen Director / chair

**Aleem Punja**

Citizen Director / vice chair

**Liban Hassan**

TDSB Trustee Member

**Dennis Hastings**

TDSB Trustee Member

**Shelley Laskin**

TDSB Trustee Member

**Zakir Patel**

TDSB Trustee Member

**Leola Pon**

TDSB Staff Member

**Stacey Zucker**

TDSB Staff Member



For more detail on the work of the Toronto Lands Corporation visit our website at [torontolandscorp.com](https://torontolandscorp.com)

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**TRANSMITTAL NO. 2024-177  
(Public)**

September 20, 2024

To: Neethan Shan, Acting Chair, Toronto District School Board (TDSB)

This communication is to inform you of a recent decision made by the TLC Board at its meeting on September 19, 2024, with respect to the report **Adjusting Citizen Member Compensation Cap**, attached herein.

**The TLC Board decided:**

That the TLC Board request the TDSB Board approve a revision to the 2008 TDSB Board Remuneration resolution to compensate TLC Board members as follows, effective following the TLC Organizational Board meeting in November 2024:

1. That Citizen Board members be remunerated as follows:
  - Chair, as a Citizen Director, \$15,000 per annum
  - Vice Chair, if a Citizen Director, \$5,000 per annum
  - All other Citizen Directors, \$2,500 per annum
2. That all Citizen Board Members receive an additional \$250 for each official Board and Standing Committee meeting of which the individual is a member.
3. Citizen members attending meetings in an ex-officio capacity will not receive remuneration for attending the meeting; and
4. Board members who are not citizen members are not eligible for remuneration.

On behalf of the Board of Directors of the Toronto Lands Corporation, the report, **Adjusting Citizen Member Compensation Cap**, is being forwarded to the TDSB Board at its meeting of October 9, 2024, for approval.

Sincerely,

A handwritten signature in black ink that reads 'John Filion'. The signature is written in a cursive, flowing style.

John Filion  
Chair, TLC Board

cc. Leola Pon, Associate Director, Organizational Transformation and Accountability, TDSB  
cc. Paul Koven, Executive Officer, Legal Services  
cc. Craig Snider, Executive Officer, Business Services, TDSB  
cc. Ryan Glenn, Interim CEO, TLC



### **Adjusting Citizen Member Compensation Cap**

**COMMITTEE:** HUMAN RESOURCES & NOMINATING COMMITTEE  
**DATE:** July 24, 2024  
**ACTION:** Decision

### **COMMITTEE RECOMMENDATION**

That the TLC Board request the TDSB Board approve a revision to the 2008 TDSB Board Remuneration resolution to compensate its members as follows, effective following the TLC Organizational Board meeting in November 2024:

5. That citizen Board members be remunerated as follows:
  - Chair, as a citizen director, \$15,000 per annum
  - Vice Chair, if a citizen director, \$5,000 per annum
  - All other Citizen Directors, \$2,500 per annum
6. That all citizen Board Members receive an additional \$250 for each official Board and Standing Committee meeting of which the individual is a member.
7. Citizen members attending meetings in an ex-officio capacity will not receive remuneration for attending the meeting; and
8. Board members who are not citizen members are not eligible for remuneration.

### **STAFF RECOMMENDATION**

1. That the committee select one of the options presented in the report and recommend to the TLC Board and TDSB Board of Trustees a preferred approach to future TLC Board remuneration.

### **EXECUTIVE SUMMARY**

As remuneration payments were being prepared for TLC's Citizen Directors for the first half of the fiscal year (September 2023 – February 2024), it was evident that other than the Board Chair, citizen members had already exceeded, or were very close to exceeding, their maximum number of meetings eligible for compensation. Under the current formula, these board members will not be remunerated for attending meetings in the second half of the year.

Following discussion with the Board Chair and TDSB executive staff, a report without recommendation was prepared for the May 9, 2025, meeting of the Human Resources, Nominating, and Governance



Committee to facilitate a full discussion, with the option of recommending an adjustment to this approach for the 2024-25 fiscal year.

The Committee directed TLC staff to update its report to include additional information on past remuneration, data on past meeting schedules and budgets, practices around scheduling meetings, and options on revisions to be submitted to the TDSB Board. This report responds to that direction.

### **STRATEGIC DIRECTION**

- TDSB Strategic Plan Goal: Allocate Human and Financial Resources Strategically to Support Student Needs  
*As citizen board members give their time and expertise to support the development of educational resources and student spaces, the allocation of financial resources to support those efforts is an important consideration.*
- TLC Strategic Plan Goal: To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction  
*A clear policy for compensating citizen directors for their work should be established as part of TLC's mission to ensure effective communication between TLC and TDSB.*

### **ACTION PLAN AND ASSOCIATED TIMELINE**

If the Board of Directors determines that an amendment to the current policy would be appropriate, it will make a final recommendation to the TDSB Board of Trustees at its meeting on September 19.

### **RESOURCE IMPLICATIONS**

The resource implications will depend entirely on the board's decision, whether it is supported by the TDSB Board of Trustees, and the number of meetings scheduled in future years. Based on recent years, it is unlikely that the current remuneration budget would require adjustment.

### **DUE DILIGENCE**

N/A

### **POLICY AND PROCEDURE REFERENCE(S)**

N/A

### **APPENDICES**

- APPENDIX A Staff Report on Options for Citizen Board Member Remuneration
- APPENDIX B Review of Annual TLC Meeting Totals and Remuneration Expenditures

APPENDIX C            Review of Statutory Reports and Minimum TLC Board Meeting Requirements

APPENDIX D            Jurisdictional Scan of Remuneration for Toronto Agencies and Boards

**FROM**

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at [rglenn.tlc@tdsb.on.ca](mailto:rglenn.tlc@tdsb.on.ca) or at 437-219-8191.

Markus O'Brien Fehr, Communications & External Relations Liaison, Toronto Lands Corporation, at [mo'brienfehr.tlc@tdsb.on.ca](mailto:mo'brienfehr.tlc@tdsb.on.ca) or at 416-788-3211

## **APPENDIX A – STAFF REPORT ON OPTIONS FOR CITIZEN BOARD MEMBER REMUNERATION**

### **Origins of the TLC Citizen Member Cap on Remuneration**

At its regular meeting of October 29, 2008, the TDSB Board of Directors established a formula for citizen member remuneration as an amendment to the Toronto Lands Corporation Budget, 2008-09. The formula was established as follows:

- (a) That the budget line for Board remuneration be adjusted to reflect the following:
  - (i) That citizen Board members be remunerated as proposed in the budget:
    - Chair, if a citizen member, \$15,000 per annum and \$250 per meeting;
    - Directors, except the Chair, \$2,500 per annum and \$250 per meeting to a maximum of \$5,000 per annum;
  - (ii) That citizen Board members be paid a per diem of \$500 for approved Board-related business;
  - (iii) That trustee Board members receive no remuneration.

This formula has been followed since the inception of TLC. Section 4.4 (Remuneration) for the Shareholder's Direction states, "the remuneration of the Directors of TLC will be as determined by TDSB from time to time," though this has not been addressed over the past 16 years.

Though records indicate that some overpayments to individual directors have occurred in past years, TDSB finance staff have confirmed that this resolution guides all TLC remuneration payments and is interpreted to mean that a citizen member, except the chair, will receive no more than \$2500 for attending individual meetings. TDSB staff have confirmed that overpayments that occurred were the result of accounting errors in that year and should not be taken as an alternate interpretation of the 2008 resolution.

### **Past Meeting Schedules and Financial Impact**

This report examined meeting schedules and Board and Committee attendance records dating back to 2016 (Appendix B). Meeting numbers were pulled from past attendance reports, and payment numbers were verified with TDSB Finance Staff

The number of Board and Committee meetings has varied greatly each year, between 11 (2016-17) and 21 (2020-21) and have tended to be higher in years with a turnover of board members. The meeting reviewing this report will be the 24<sup>th</sup> meeting in the 2023-24 cycle.

The actual remuneration amounts paid ranged from \$38,291 to \$46,314. However, for the majority of years, one or more citizen board members exceeded the remuneration cap and were unpaid for meetings.

Looking at the current year, the estimate for member remuneration is \$36,000. There will have been 17 meetings for which directors participated without compensation, which would have been worth an additional \$4,250. The combined value of \$40,250 would be a reasonable budget maximum with four citizen board members, even if a remuneration cap were removed in future years

### **Process for Establishing the TLC Meeting Schedule**

TLC's meeting schedule has changed over time, involving different board members and staff. Establishing a "usual" protocol for developing an annual schedule is difficult.

However, schedules are generally drafted by TLC staff in October for the following year, in consultation with the Board and Committee Chairs, with efforts made to align to the TDSB meeting schedule also being created around the same time. The draft schedule is generally tabled at an Organizational Meeting of the Board in November.

TLC staff tabled a proposed schedule for 2024 at the Organizational Meeting of the Board of Directors on November 16, 2023, for the current year. This schedule was designed to align more closely with the TDSB Priorities and Planning Committee meetings, which would consider all TLC recommendations to the TDSB. The schedule was adopted in principle at the meeting with the caveat that meeting space availability at the Toronto Reference Library was to be confirmed.

The board considered and adopted revisions to this schedule on December 5, 2023, and January 16, 2024, adapting to changes in the TDSB schedule. Since those revisions, the February meeting of the Human Resources, Nominating, and Governance Committee was canceled due to a lack of agenda material, while special meetings of the same committee were scheduled in April and July to adjust to the later workload.

### **Minimum Meeting Requirements and Future Budget**

The statutory reports required by the Shareholder's Direction guide the minimum number of meetings that would be prudent for TLC Board and Committee scheduling (see Appendix C). TLC staff anticipate that this will form the basis for future scheduling proposals.

With a total schedule of 17 meetings and the likelihood that citizen members would be sitting on more than one committee, all citizen members would probably exceed a \$2,500 cap for meeting participation in future years.

Additional "special" meetings are also possible should the workload dictate their necessity. Section 4.1.2 of the TLC Bylaws allows for special meetings of the TLC Board or Committees at the call of the Chair in consultation with the CEO or designate.

It is difficult to accurately forecast a precise remuneration budget without a compensation cap based on the possibility of additional meetings. However, Appendix B illustrates the remuneration in 2023-24 without a cap and seems a realistic basis for budgeting moving forward with four citizen directors.

### **Jurisdictional Scan**

As part of the remuneration review, TLC staff reviewed several public agencies, commissions, and boards to compare board member compensation (see Appendix D). Though some boards offer significantly higher remunerations, especially in areas requiring significant professional tools and expertise, many other examples offer no remuneration and are strictly voluntary. The broad range of compensation levels

makes it difficult to recommend any change to the remuneration numbers, especially in the current context of the TDSB budget pressures.

### **Options for Future Remuneration**

As the board's current configuration has a limited number of members and three committees feeding into its workload, it is almost certain that citizen members will be asked to attend more than the 10 meetings per year for which they are currently compensated.

Section 4.4 of the Shareholder's Direction gives the TDSB responsibility for adjusting board remuneration. As the TDSB Board of Trustees established the current formula by motion, the Trustees would most appropriately consider any alteration following a request by the TLC.

The TLC Board may wish to consider any of the following as options:

- 1) Recommend a reinterpretation of the current formula establishing the \$5,000 maximum as additional to, rather than inclusive of, the \$2,500 annual retainer. This approach could change the implementation of the policy without substantially altering its wording with the effect of compensating citizen members for up to 20 meetings annually.
- 2) Recommend the removal of the term "maximum" in the remuneration policy compensating citizen members for any meeting deemed officially necessary by the Board. This approach is consistent with the TDSB's Honoraria for Trustees Policy (P074).
- 3) Recommend no change, keeping the recent practice of not paying for meetings over the current maximum in place.

It is suggested that any requested alteration to the policy's current wording also contemplate the inclusion of TDSB Staff as members of the TLC Board of Directors and identify whether they are eligible for remuneration.

**APPENDIX B - Annual TLC Meeting Totals and Remuneration Expenditures**

<b>Fiscal Year</b>	<b>Meetings</b>	<b>Cumulative Unpaid Meetings</b>	<b>Total Remuneration Paid</b>	<b>Total Unpaid due to cap</b>	<b>Total without cap</b>
2016-17	11		\$40,792		\$40,792
2017-18	13	1	\$42,500	\$250	\$42,750
2018-19	15	4	\$38,500	\$1,000	\$39,500
2019-20	12		\$39,833		\$39,833
2020-21	21	22	\$43,842	\$5,500	\$49,342
2021-22	20	23	\$46,314	\$5,750	\$52,064
2022-23	8		\$38,291		\$38,291
2023-24	24	17	\$36,000 <sup>1</sup>	\$4,250	\$40,250
2024-25	18	8 to 18	\$34,500 <sup>1</sup>	\$4,500 <sup>2</sup>	\$39,000

1 Estimate based on current formula, committee composition and attendance.

2 Estimate based on maximum participation at 18 meetings, additional meetings would be possible.

**APPENDIX C - REVIEW OF TLC STATUTORY REPORTS  
AND MINIMUM MEETING REQUIREMENTS BY COMMITTEE**

**Committee/Board    Month/Report                                    SD Ref    Meeting#**

<b>September</b>			
<b>A&amp;F</b>	Q3 Operating Budget Report	n/a	1
<b>HRNG</b>	CEO Evaluation Report	4.1	2
<b>P&amp;P</b>	Q3 Business Operations Report	4.10.1 (b)	3
<b>BOARD</b>	Review all Business		4

<b>October</b>			
<b>HRNG</b>	Board/Committee Self Evaluation Report	4.1 (j)	5
	Board/Committee Calendar		
	Committee Membership		
<b>P&amp;P</b>	TLC Annual Report	4.10.5	6
<b>BOARD</b>	Review all Business		7

<b>November</b>			
<b>BOARD</b>	Organizational Meeting		8

<b>January</b>			
<b>A&amp;F</b>	Preliminary Capital Budget	4.1 (c)	9
	Operating Budget	4.1 (c)	
	TLC Annual Financial Results	n/a	
	Q1 Operating Budget Report	n/a	
<b>HRNG</b>	Annual Governance Review Plan	n/a	10
	Annual Communications Plan Update	n/a	
<b>P&amp;P</b>	Q1 Business Operations Report	4.10.1 (b)	11
<b>BOARD</b>	Review all Business		12

<b>March</b>			
<b>P&amp;P</b>	Q2 Business Operations Report	4.10.1 (b)	13
<b>BOARD</b>	Review all Business		14

<b>May</b>			
<b>A&amp;F</b>	Final Capital Budget	4.1 (c)	15
	Q2 Operating Budget Report	n/a	
<b>HRNG</b>	Initiating CEO Performance Review	n/a	16
	Initiating Board/Committee Self Evaluation	n/a	
<b>P&amp;P</b>	TLC Annual Plan	4.10.5	17
<b>BOARD</b>	Review all Business		18

**Appendix D - Jurisdictional Scan, Remuneration for Toronto Agencies & Boards**

<b><u>Organization</u></b>	<b><u>Position</u></b>	<b><u>Retainer</u></b>	<b><u>per Meeting</u></b>	<b><u>Maximum</u></b>
<b>Create TO</b>	Chair	\$50,000	\$500	\$70,000
	Member	\$10,000	\$500	\$20,000
<b>Exhibition Place</b>	Chair	n/a	n/a	n/a
	Member	n/a	n/a	n/a
<b>Toronto Hydro</b>	Chair	\$75,000	n/a	n/a
	Member	\$12,500	\$1,000	n/a
<b>Toronto Licensing Tribunal</b>	Chair	\$18,000	\$350	n/a
	Member	n/a	\$350	n/a
<b>Parking Authority</b>	Chair	\$10,000	n/a	\$10,000
	Member	n/a	\$500	\$7,500
<b>Police Services Board</b>	Chair	\$90,963	n/a	n/a
	Member	\$8,750	\$350	\$15,750
<b>Toronto Public Library</b>	Chair	\$850	n/a	n/a
	Member	\$350	n/a	n/a
<b>TO Live</b>	Chair	n/a	n/a	n/a
	Member	n/a	n/a	n/a
<b>Toronto Transit Commission</b>	vice-Chair	\$10,000	\$450	n/a
	Member	\$5,000	\$450	n/a
<b>Waterfront Toronto</b>	Chair	\$30,000	\$500	n/a
	Member	\$5,000	\$500	n/a
<b>Toronto Zoo</b>	Chair	n/a	n/a	n/a
	Member	n/a	n/a	n/a





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Tel: 416-393-0573 | Fax: 416-393-9928  
[www.torontolandscorp.com](http://www.torontolandscorp.com)  
A subsidiary corporation of the TDSB

**TRANSMITTAL NO. 2024-178  
(Public)**

September 20, 2024

To: Neethan Shan, Acting Chair, Toronto District School Board (TDSB)

This communication is to inform you of a recent decision made by the TLC Board at its meeting on September 19, 2024, with respect to the report, **TLC Lease & License Approvals**, attached herein.

**The TLC Board decided:**

1. In accordance with section 194(3) of the Education Act, approximately 40,000 sq. feet of Baycrest PS, located at 50 Ameer Avenue, continues to not be required for the purposes of the TDSB Board and be declared surplus for lease for a term of three (3) years.
2. That the Toronto Lands Corporation (TLC) be authorized to renew a lease agreement with the Toronto Catholic District School Board (TCDSB) on the Baycrest PS site, located at 50 Ameer Avenue, for a term of three (3) years upon satisfactory completion of Ontario Regulation 374/23, if required, on terms and conditions satisfactory to TLC in its reasonable discretion in form and content satisfactory to TLC's legal counsel.
3. That the Toronto Lands Corporation (TLC) be authorized to enter into a license agreement with G2G Common Ground Series 3, on the former Sir Robert L. Borden BTI site, located at 200 Poplar Road, for a term commencing October 2024 to November 2025 with an option to renew for one (1) year, upon satisfactory completion of Ontario Regulation 374/23, if required, on terms and conditions satisfactory to TLC in its reasonable discretion in form and content satisfactory to TLC's legal counsel.
4. That the report, **TLC Lease & License Approvals**, be forwarded to the TDSB Board for approval.

On behalf of the Board of Directors of the Toronto Lands Corporation, the report, **TLC Lease & License Approvals**, is being forwarded to the TDSB Board at its meeting of October 9, 2024, for approval.

Sincerely,

A handwritten signature in black ink that reads 'John Filion'. The signature is written in a cursive, slightly slanted style.

John Filion  
Chair, TLC Board

cc. Leola Pon, Associate Director, Organizational Transformation and Accountability, TDSB  
cc. Paul Koven, Executive Officer, Legal Services  
cc. Craig Snider, Executive Officer, Business Services, TDSB  
cc. Ryan Glenn, Interim CEO, TLC

### **TLC Lease & License Approvals**

**COMMITTEE:** POLICY & PLANNING COMMITTEE

**DATE:** September 12, 2024

**ACTION:** Decision

#### **COMMITTEE RECOMMENDATION:**

5. In accordance with section 194(3) of the Education Act, approximately 40,000 sq. feet of Baycrest PS, located at 50 Ameer Avenue, continues to not be required for the purposes of the TDSB Board and be declared surplus for lease for a term of three (3) years.
6. That the Toronto Lands Corporation (TLC) be authorized to renew a lease agreement with the Toronto Catholic District School Board (TCDSB) on the Baycrest PS site, located at 50 Ameer Avenue, for a term of three (3) years upon satisfactory completion of Ontario Regulation 374/23, if required, on terms and conditions satisfactory to TLC in its reasonable discretion in form and content satisfactory to TLC's legal counsel.
7. That the Toronto Lands Corporation (TLC) be authorized to enter into a license agreement with G2G Common Ground Series 3, on the former Sir Robert L. Borden BTI site, located at 200 Poplar Road, for a term commencing October 2024 to November 2025 with an option to renew for one (1) year, upon satisfactory completion of Ontario Regulation 374/23, if required, on terms and conditions satisfactory to TLC in its reasonable discretion in form and content satisfactory to TLC's legal counsel.
8. That the report, TLC Lease & License Approvals, be forwarded to the TDSB Board for approval.

#### **STAFF RECOMMENDATION:**

It is recommended that:

9. In accordance with section 194(3) of the Education Act, approximately 40,000 sq. feet of Baycrest PS, located at 50 Ameer Avenue, is not required for the purposes of the TDSB Board and be declared surplus for lease for a term of three (3) years.
10. That the Toronto Lands Corporation (TLC) be authorized to enter into a lease agreement with the Toronto Catholic District School Board (TCDSB) on the Baycrest PS site, located at 50 Ameer Avenue, for a term of three (3) years upon satisfactory completion of Ontario Regulation 374/23, if required, on terms and conditions satisfactory to TLC in its reasonable discretion in form and content satisfactory to TLC's legal counsel.
11. That the Toronto Lands Corporation (TLC) be authorized to enter into a license agreement with G2G Common Ground Series 3, on the former Sir Robert L. Borden BTI site, located at 200 Poplar Road, for a term commencing October 2024 to November 2025 with an option to renew for one (1) year, upon satisfactory completion of Ontario Regulation 374/23, if required, on terms and conditions satisfactory to TLC in its reasonable discretion in form and content satisfactory to TLC's legal counsel.
12. That the report, TLC Lease & License Approvals, be forwarded to the TDSB Board for approval.

## EXECUTIVE SUMMARY

The TLC, on behalf of the TDSB, acts as an agent for the TDSB for all third-party leases, licenses, and other forms of real estate agreements. In consultation with local Trustees, TDSB Planning & Accommodations staff, and local TDSB staff, the sites at 50 Ameer Avenue and 200 Poplar Road, as outlined in **Appendix A**, are recommended for approval.

## AUTHORITY OR DIRECTION FOR UNDERTAKING PROJECT

**Authority or Direction:** Shareholders Direction

## STRATEGIC GOAL AND ANNUAL PLAN DIRECTIONS

### TDSB Strategic Plan

**Goal:** (include all that apply)

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

*Working together with tenants and community partners to generate revenue that supports student learning at TDSB.*

### TLC Strategic Plan

**Goal:** (include all that apply)

- Create a Culture of Partnership & Collaboration with Key Stakeholder Groups

*Collaborating with tenants and community partners to achieve mutually beneficial results and success.*

## DUE DILIGENCE (Select all that apply)

### Policy & Planning Committee

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Site Inspection | <input type="checkbox"/> Planning Report                                   |
| <input type="checkbox"/> Official Plan              | <input checked="" type="checkbox"/> Consultation with Local Trustee        |
| <input type="checkbox"/> Zoning                     | <input checked="" type="checkbox"/> TDSB Staff Review and Agreement        |
| <input checked="" type="checkbox"/> Reg 374/23      | <input checked="" type="checkbox"/> Consultation with TDSB Executive Staff |
| <input type="checkbox"/> Appraisal Report           | <input checked="" type="checkbox"/> Consultation with TDSB Planning Staff  |
| <input type="checkbox"/> Environmental Report       | <input type="checkbox"/> Consultation with TDSB Finance Staff              |
| <input type="checkbox"/> Title Check                | <input type="checkbox"/> Historical Assessment                             |
| <input type="checkbox"/> Other:                     |  |

**FINANCIAL IMPLICATIONS**

School	Tenant	Proposed Annual Rent
Baycrest Public School	Toronto Catholic District School Board	As per ON 374/23
Former Sir Robert L Borden BTI	G2G Common Ground Series 3	\$960,150

**RISK LEVEL**

Low

**ACTION PLAN AND ASSOCIATED TIMELINES**

- September 19, 2024 – TLC Board approval
- October 9, 2024 - TDSB Board approval
- November 2024 to March 2024 – 120-day Notice of Disposition (if required)
- Thereafter – Negotiating and Executing agreements

**TLC AND TDSB BOARD POLICY AND PROCEDURE REFERENCE(S)**

- Shareholders Direction
- TDSB Delegation of Authority Procedure, PR 711 dated January 18, 2018 Section 8.6 - Capital Property Leases, Board approval is required.
- Toronto District School Board (TDSB) Disposition of Property Policy

**APPENDICES**

- **Appendix A:** Site Profiles

**FROM**

Ryan Glenn, Chief Executive Officer, Toronto Lands Corporation, at [rglenn.tlc@tdsb.on.ca](mailto:rglenn.tlc@tdsb.on.ca) or at 437-219-8191.

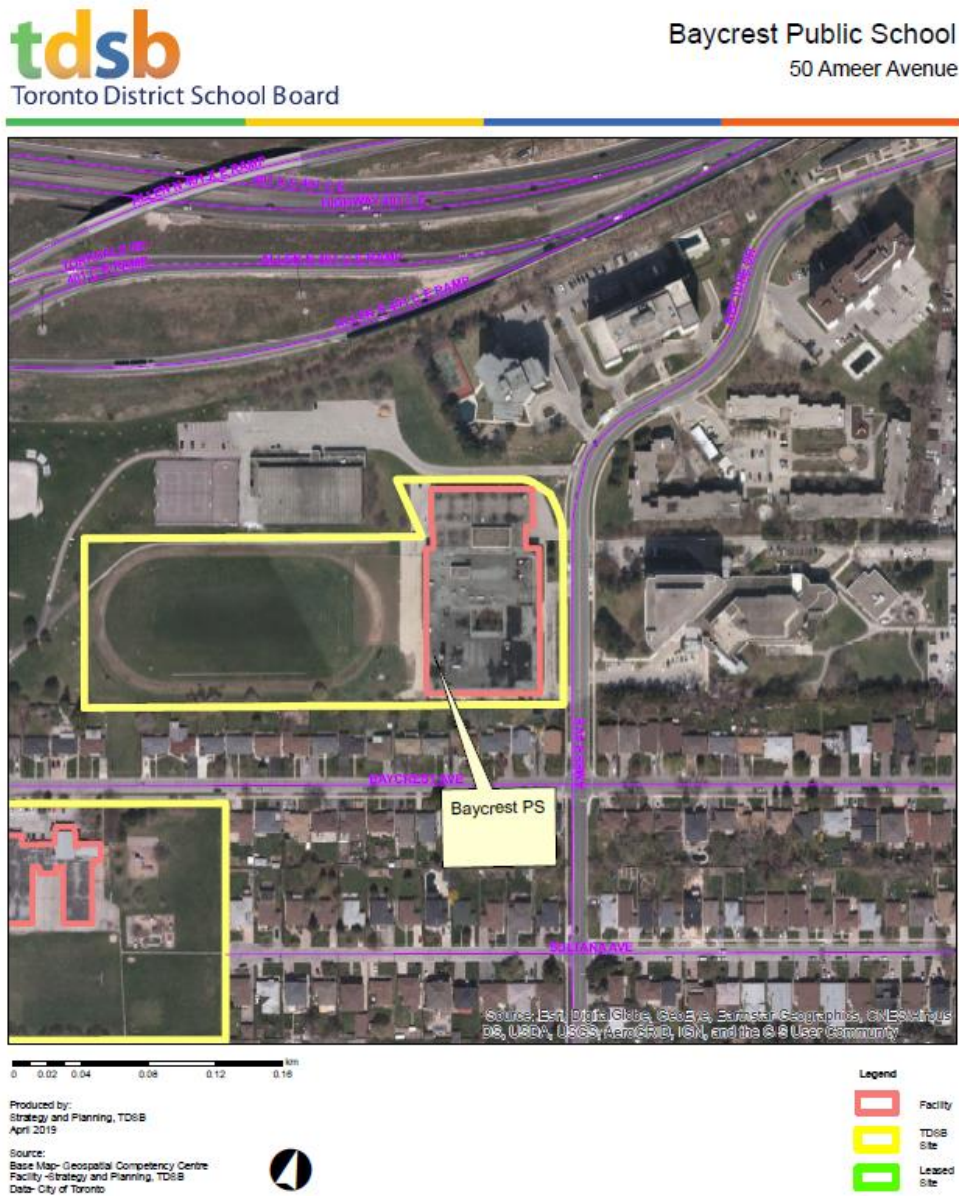
[Wilbur Wong, Director, Real Estate & Leasing, Toronto Lands Corporation at wwong.tlc@tdsb.on.ca or at 416-788-3229.](mailto:wwong.tlc@tdsb.on.ca)

[Simon Hewett, Manager of Asset Management & Leasing, Toronto Lands Corporation at shewett.tlc@tdsb.on.ca or at 437-994-3604](mailto:shewett.tlc@tdsb.on.ca)

**APPENDIX A: Site Profiles**

**Baycrest PS – 50 Ameer Avenue**

The Toronto Catholic District School Board currently leases approximately 40,000 sq. feet of Baycrest PS, formerly Sir Sandford Fleming Academy. While the TCDSB intends to build a new school at the former Baycrest PS site at 145 Baycrest Avenue, construction has been delayed due to various factors. As the student population grows, TDSB’s space requirements have been expanding at this location. TCDSB has agreed to relinquish certain spaces within the school for use by TDSB to secure a 3-year extension to the lease. Based on current projections, this will accommodate TDSB’s space requirements until September 2029.



### Former Sir Robert L Borden BTI - 200 Poplar Road

G2G is a company responsible for a Netflix series and is currently filming at the former Sir Robert L Borden BTI via a permit. As their use of the property changes and evolves, a license agreement is proposed for approximately 109,000 sq. feet of indoor and outdoor space at the Sir Robert Borden BTI site at 200 Poplar Road. The license will commence October 2024 until November 2025 with a further option for one (1) year. In addition to market rent, G2G has agreed to invite local students from performing arts schools in Scarborough to visit the set and see how production and filming work. TDSB will have an option to terminate the license to maintain flexibility.





## **ADL Never is Now – The Annual Summit on Antisemitism and Hate Conference 2025: Expense and Presentation Approval**

**To:** Planning and Priorities Committee

**Date:** 1 October 2024

**Report No.:** 10-24-4749

### **Strategic Directions**

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

### **Recommendation**

It is RECOMMENDED that the request from Trustee Shelley Laskin to attend the ADL- Never is Now, the Annual Summit on Antisemitism and Hate conference in New York City, USA from March 3-4, 2025, be approved.

### **Context**

In accordance with section 6.3.3 of Governance Procedure PR582(b), Trustee Expense, the attached application to attend is submitted for approval.

The ADL 2025 – Never is Now, the Summit on Antisemitism and Hate conference will take place in New York City from March 3 to 4, 2025. Information on the conference, including registration rates and the conference schedule, is provided in Appendix A.

### **Action Plan and Associated Timeline**

Administrative Liaisons will complete the registration and applicable bookings upon approval. Advanced Early Bird Registration deadline is November 1, 2024.

### **Resource Implications (Estimate) Based on 2024 fees**

The total estimated cost, as outlined in Appendix A is \$2475.07 (CDN) based on an estimated conversion rate of \$1.37 CAD to \$1 USD.

The conference will be paid from the trustee discretionary budget.

**Communications Considerations**

N/A

**Board Policy and Procedure Reference(s)**

Governance Procedure PR582(b)

**Appendices**

- Appendix A: ADL Never is Now 2025 Overview
- Appendix B: Form 582(b), Trustee Application to Attend Conference

**From**

Denise Joseph-Dowers, Senior Manager, Governance and Board Services, at [denise.joseph-dowers@tdsb.on.ca](mailto:denise.joseph-dowers@tdsb.on.ca)





**Never Is Now March 3-4, 2025**

Register now and get early bird rates for the world's largest summit on antisemitism and hate. As antisemitism rises in communities, on campuses and around the globe, we need to raise our voices and take action. Join thousands of attendees at Never Is Now on March 3-4, 2025 at the Javits Center in New York City.

[Click here to take advantage of Early Bird pricing](#)



- ①
- ②
- ③
- ④
- ⑤
- ⑥

**We're excited for you to join us at the Javits Center in New York City for Never Is Now.**

General Admission (March 3-4) - \$550 \$350  
Platinum Pass (March 3-4) - \$700 \$550  
General Admission Senior 65+ (March 3-4) - \$450 \$300  
College Student/Educator (March 3-4) - \$36  
Looking for NLS? [Click here](#)

**OUT-OF-PROVINCE/OUT OF COUNTRY CONFERENCES AND WORKSHOPS**

**Part A – Conference Information (approval MUST be obtained prior to attendance)**

Date: September 11, 2024

Employee Number: <b>169568</b>	Work Phone <b>416-395-8787</b>	Home Phone
Name of Applicant <b>Shelley Laskin</b>		Position <b>Trustee</b>
Home Address <b>5050 Yonge Street</b>		City <b>Toronto</b> Postal Code <b>M2M 5N8</b>
School/Department Name <b>Trustee Services</b>		Method of Travel <b>Air</b>
Name & Purpose of Conference <b>2025 ADL Never is Now</b>		
Location of Conference <b>New York City</b>		Dates of Conference <b>March 3-4, 2025</b>

<b>The cost should be charged to GL (check one) and Cost Centre:</b>		
31500 – Prof Dev – Academic & Supervisory Officer	<input checked="" type="checkbox"/>	1. Cost Centre # <span style="background-color: black; color: black;">XXXXXXXXXX</span>
31700 – Prof Dev – All other Staff	<input type="checkbox"/>	2. Cost Centre # _____

<b><u>Estimated Expenses:</u></b>			<b><u>Note:</u></b>
	US\$	CDN\$ (Canadian Equivalent)	Approved expenses include registration, transportation, accommodation, meals and other reasonable expenses depending upon the location of the conference, but only when these expenses are <b>not</b> part of the conference fee.
• Registration	\$ _____	\$ <u>550.00</u>	The maximum meal expenditure per day shall be provided up to \$60, capped at the amounts indicated.
• Transportation (other than airfare)	\$ <u>100.00</u>	\$ <u>235.75</u>	<b><u>The maximum amount is inclusive of taxes and gratuity. Gratuity amounts are capped at 15% of pre-tax amounts.</u></b>
• Accommodation <u>3</u> Days	\$ <u>1000.00</u>	\$ <u>1357.46</u>	
• Meals (receipts must be provided)			
o Breakfast \$20 x <u>3</u> days	\$ <u>60.00</u>	\$ <u>81.45</u>	
o Lunch \$20 x <u>3</u> days	\$ <u>60.00</u>	\$ <u>81.45</u>	
o Dinner \$30 x <u>3</u> days	\$ <u>90.00</u>	\$ <u>122.17</u>	
Other _____			
• Airfare (to be arranged by the Director's Office)		<u>800.00</u>	<b><u>A copy of the conference brochure must be attached.</u></b>
Total Estimated Cost CDN\$		<u>3228.28</u>	
<u>(Estimated Conversion Rate = 1.37)</u>			
<b><u>Conference approved by:</u></b>			
<b>Concur Approval -Report #</b>			
Principal/Manager Signature _____		Print Name _____	
Supervisor/Supervisory Officer Signature _____		Print Name _____	
Funding Source Confirmed (Comptroller/Designate Signature) _____		Print Name _____	
Associate Director Signature (as appropriate) _____		Print Name _____	
Director's Signature _____			<b><u>For Participant Information:</u></b> Reimbursement is limited to the amount of PD Funds available as indicated on the reverse of this form.

**Part B – To Be Completed and Approved Upon Returning From Conference**

**Actual Expenses Claimed (original receipts MUST be attached for all expenses being claimed):**

	US\$	CDN\$ (Canadian Equivalent)	
<b><u>This section is for Principal/Vice-Principal use ONLY</u></b>			
• PD Funds Available			\$ _____
• Subtract Cost of Airfare Arranged Through Director's Office (attach email received from Avenue Travel)			\$ _____
• Balance of PD Funds Available			\$ _____
• Registration	\$ _____	\$ _____	
• Transportation (other than airfare)	\$ _____	\$ _____	
• Accommodation _____ Days	\$ _____	\$ _____	
• Meals (see attached receipts – use table below to calculate).			
o Breakfast \$20 x ___ days	\$ _____	\$ _____	
o Lunch \$20 x ___ days	\$ _____	\$ _____	
o Dinner \$30 x ___ days	\$ _____	\$ _____	
• Other _____			\$ _____
	Total Expenses Claimed CDN		\$ _____
• Balance of PD Funds Remaining			\$ _____

**Note:**  
Complete this portion after completion of conference/workshop.  
**All expenses being claimed must be supported by original, detailed receipts (Visa or debit slips are not acceptable).** Mileage reimbursement is limited to the maximum of the economy airfare. The maximum meal reimbursement per day shall be provided up to \$60, capped at the amounts indicated.  
**The maximum amount is inclusive of taxes and gratuity. Gratuity amounts are capped at 15% of pre-tax amounts.**

The table below has been provided to assist in the calculation of eligible meal expenses. Please complete, indicating the date(s) and the amounts claimed for each meal type. Please be reminded that the maximum is inclusive of taxes and gratuities (limited to a maximum of 15%). ALCOHOL IS NOT ELIGIBLE FOR REIMBURSEMENT. Attach a separate sheet if more space is required. Original detailed receipts must be attached.

DATE	Breakfast (max \$20)	Lunch (max \$20)	Dinner (max \$30)	Total (not to exceed \$70)
<b>Total</b>				

**I have read the TDSB's PR.582 Expenditure Guidelines and confirm that I am in compliance.**

\_\_\_\_\_  
Signature of Conference Participant

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

**Approvals**

\_\_\_\_\_  
Principal/Manager Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor/Supervisory Officer Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date Approved

\_\_\_\_\_  
Verified by Comptroller of Finance/Designate

**For Accounting Use Only:**

Amount of PD Funds Available: \_\_\_\_\_

**Forward completed form to:  
Accounts Payable, 5050 Yonge St., Route NE**

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# Annual Operating Plan for the Multi-Year Strategic Plan

**To:** Planning and Priorities Committee  
**Date:** October 1, 2024  
**Report No.:** 10-24-4772

## Strategic Directions

- Commit to the implementation of the Truth and Reconciliation Commission of Canada: Calls to Action
- Achieve – All students reach high levels of achievement, success, and personal development.
- Thrive – All students graduate with the confidence, skills, and knowledge to thrive.
- Belong – All students belong, are engaged, and valued in an inclusive environment.
- Revitalize – All students and staff learn and work in inclusive, safe, and modern environments.

Equity as a guiding principle: Equity is foundational to all TDSB work and will be embedded throughout the strategic directions.

## Recommendation

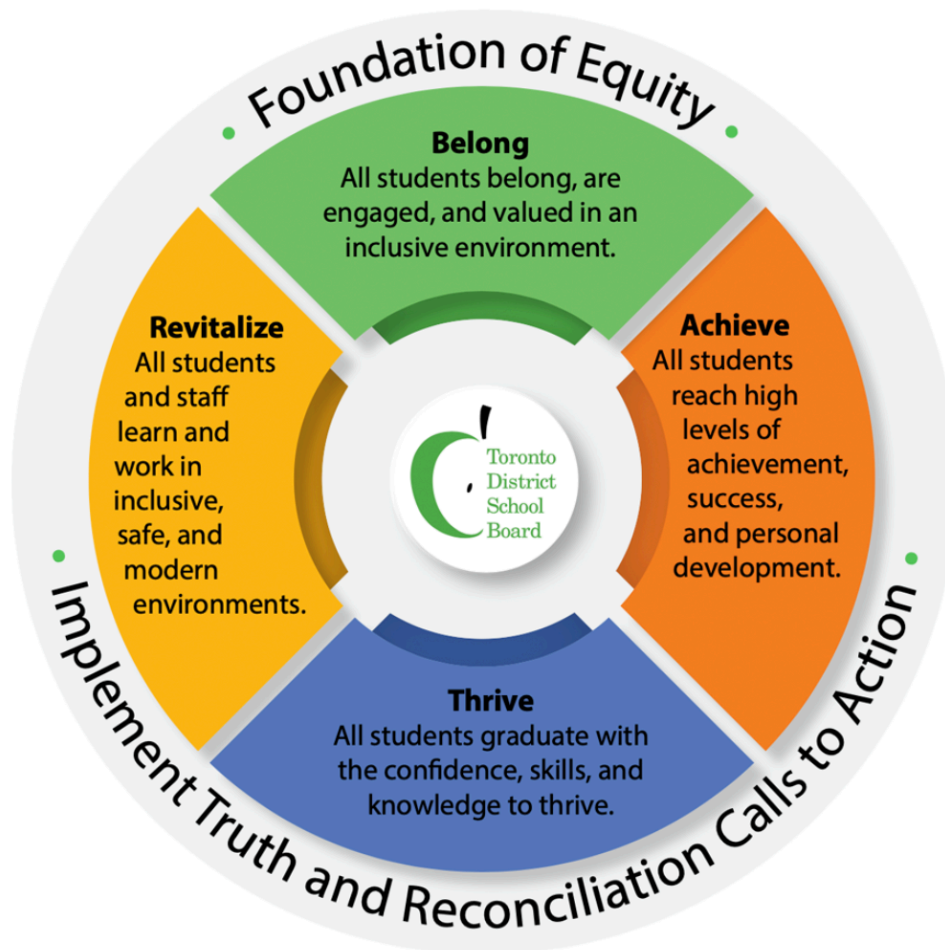
It is recommended that the Annual Operating Plan for the Multi-Year Strategic Plan be received.

## Context

In August 2023, the Student Achievement Plan (SAP) was developed and released by the Ontario Ministry of Education as part of the Better Schools and Student Outcomes Act, 2023. The SAP includes goals and Key Performance Indicators (KPIs) that all school boards across Ontario must use to track student achievement, engagement, and well-being.

In April 2024, the Board of Trustees approved the Multi-Year Strategic Plan (MYSP), [\*Inspiring Minds and Shaping Futures: Our Multi-Year Commitment to Student Success\*](#). This plan guides the Board's work for the next four years on a continued journey towards excellence in education for all students. The MYSP serves as a roadmap towards realizing the collective vision for students and staff served by the TDSB.

There are five key strategic directions in the MYSP: *Truth and Reconciliation*, *Achieve*, *Thrive*, *Belong*, and *Revitalize*.



For each of the next four years, staff will identify System Goals from the MYSP, aligned with the Ministry's KPIs, to give specific direction to guide professional learning, actions and monitoring efforts.

The identified System Goals will strengthen the work being done by teams and departments across the district as they refine their focus on student achievement, mental health and well-being, as well as implement TDSB strategies (e.g., Literacy Strategy, Math Strategy, Combatting Hate and Racism Strategy: Student Learning Strategy, Mental Health and Addiction Strategy).

The System Goals will be reviewed and updated each year as we make progress and new needs arise.

# System Goals and Key Performance Indicators for 2024-2025

To meet the Board and Ministry's expectations, we have set clear system goals for **Year 1** (2024-2025) and Key Performance Indicators (KPIs), which are listed below:



## Truth and Reconciliation

We will raise awareness and understanding of historical and contemporary experiences of Indigenous Peoples to renew and strengthen relationships between Indigenous and non-Indigenous Peoples, and enhance First Nations, Métis, and Inuit culturally positive conditions in classrooms and schools.

### KPIs:

- % of students who meet or exceed the provincial standard in First Nations, Métis, and Inuit secondary courses
- % of First Nations, Métis, and Inuit students who meet or exceed the provincial standard in mathematics and literacy
- % of First Nations, Métis, and Inuit students experiencing culturally positive conditions in schools and classrooms



## Achieve

We will raise the literacy and numeracy achievement of all students and close disproportionate outcomes.

### KPIs:

- % of students who meet or exceed the provincial standard on:
  - Grade 3 EQAO Reading, Writing, Math
  - Grade 6 EQAO Reading, Writing, Math
  - Grade 9 EQAO Math



## Thrive

We will increase access to courses and programs that reflect student interest and support transitions to maximize post-secondary opportunities.

### KPIs:

- % of students participating in at least one job skills program (Specialist High Skills Major, Dual Credits or Ontario Youth Apprenticeship Program)



## Belong

We will improve the attendance of students experiencing disengagement.

---

### KPIs:

- **the number of referrals to social work/attendance counsellors**
- **% of students in Grades 1-8 whose individual attendance rate is equal to or greater than 90 percent**



## Revitalize

We will improve practices, accessibility and modernization so all students and staff learn and work in inclusive, safe and modern environments.

---

### KPIs:

- **% completion of school assessment and classification as outlined in the Capital Revitalization Strategy**
- **average time to recruit teaching staff**
- **% increase in central departments utilizing an Enterprise Service Management Platform to automate, optimize, and modernize workflows**

## Monitoring and Reporting

Progress of System Goals will be monitored and reported annually to the Planning and Priorities Committee, inclusive of data and evidence associated with the KPIs.

## Action Plan and Associated Timeline

Principals and Vice Principals will initiate Phase 1 of the School Improvement Planning (SIP) Framework (Appendix A) in September 2024.

Principals and Vice Principals will engage school staff, students and parents/guardians/caregivers in the development of a school focus in Indigenous Education, and use their school data to determine specific evidence-based strategies and actions to implement throughout the phases of the School Improvement Planning Framework.

Using the School Improvement Planning Framework, Family of Schools Superintendents of Education will monitor each school's progress through regular school improvement visits and reviews of school and student data.

Executive Officers and System Officers will monitor progress through regular meetings and reviews of the KPIs.



## Resource Implications

Ministry-designated funding is provided in many areas that are reflected in the SIP Action Plan, including Literacy, Math, Experiential Learning, and Student Success. Along with TDSB funding, Ministry funding will support the implementation of the Operational Plan of the Multi-Year Strategic Plan.

In addition, the Board receives School Renewal and School Improvements Funding annually from the Ministry to support the Capital Revitalization Strategy as well as the use of Proceeds of Disposition and Capital Priorities Funding based on business case submissions.

## Communications Considerations

Staff will work with Communications and Public Affairs to establish a communications plan to effectively communicate the Operational Plan of the Multi-Year Strategic Plan internally and externally.

## Board Policy and Procedure Reference(s)

- [Multi-Year Strategic Plan \(MYSP\) 2024-28](#)
- [Equity Policy \(P037\)](#)
- [P031: Human Rights Policy](#)

## Related Documents

[Truth and Reconciliation Commission of Canada: Calls to Action](#)

Academic Pathways Strategy: Supporting Students From Kindergarten to Apprenticeship, College, University, and the Workplace

Capital Revitalization Strategy

Combatting Hate and Racism: Student Learning Strategy

Literacy Strategy

Math Strategy

Mental Health and Addiction Strategy

## Appendices

- **Appendix A:** [TDSB School Improvement Planning Framework](#)
- **Appendix B:** [Ministry of Education Student Achievement Plan](#)

## From

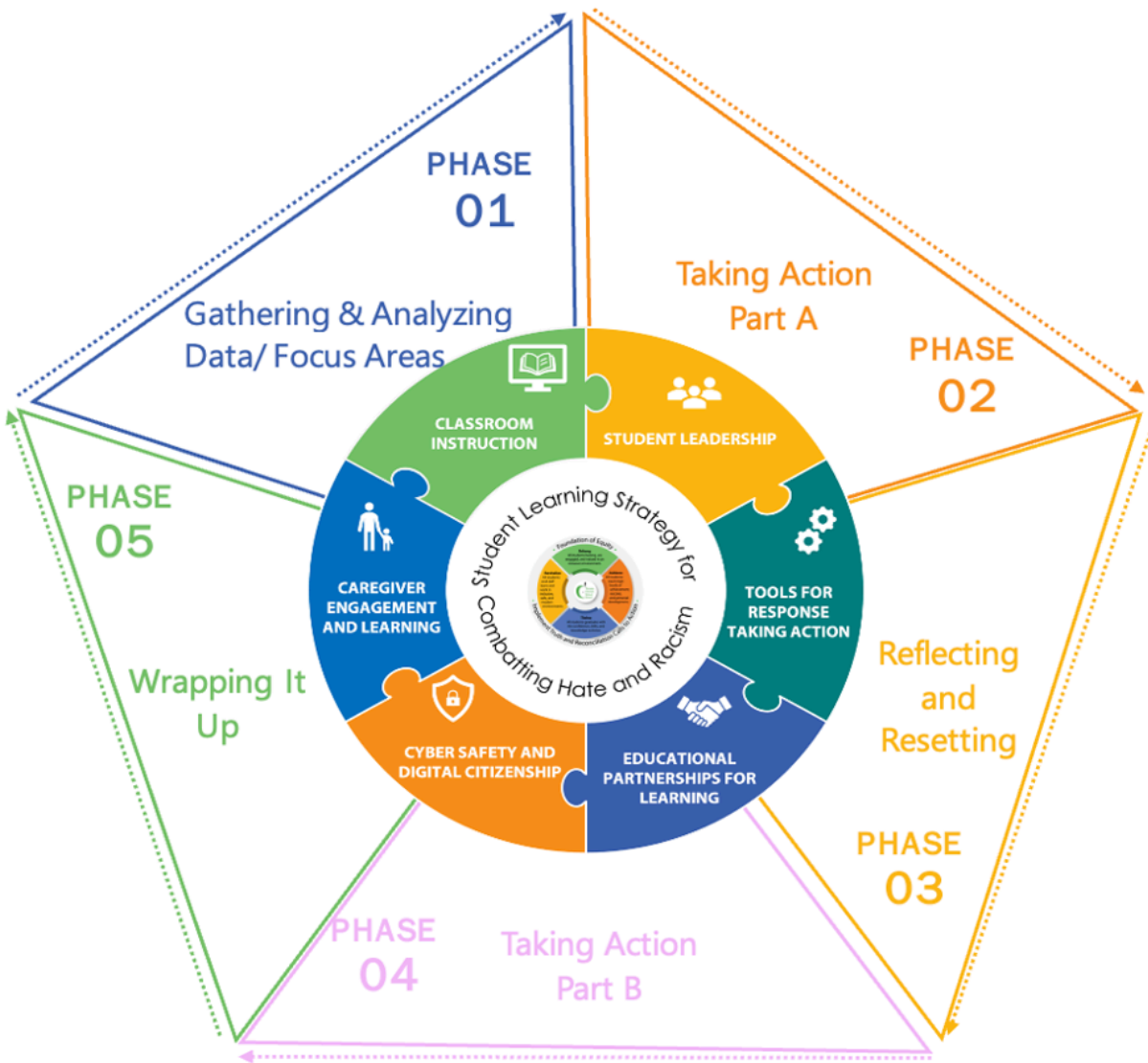
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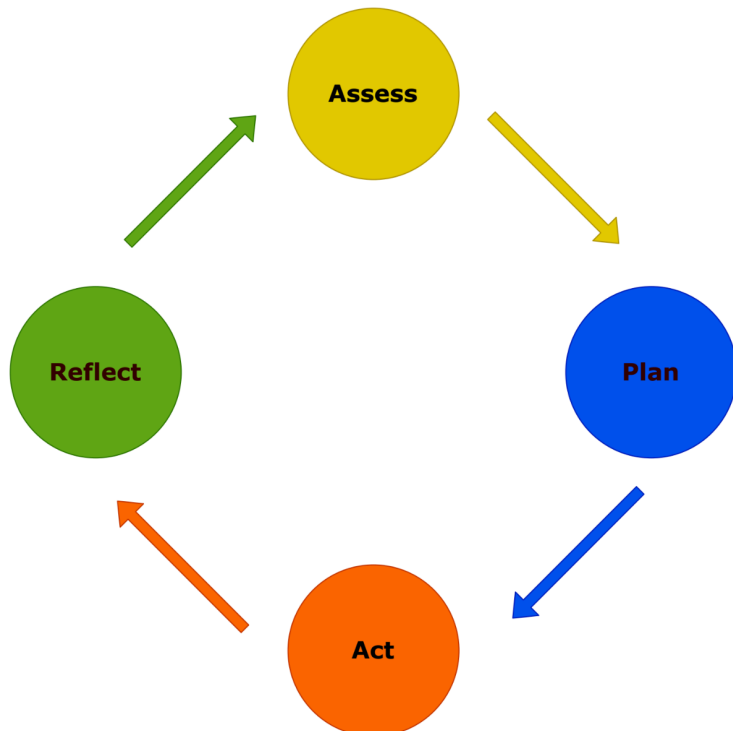
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# TDSB 2024-25 School Improvement Planning Framework



Throughout each phase of the School Improvement Process, the framework below will help you engage in a **mini-cycle of continuous improvement** in each SIP phase.



<b>PRE-WORK</b>	<p><b>Setting up your SIP team</b></p> <ul style="list-style-type: none"> <li>• Who should be involved?</li> <li>• Students</li> <li>• Families</li> <li>• Staff             <ul style="list-style-type: none"> <li>▪ How will you create the conditions for the team to work collaboratively?</li> <li>▪ When designing FOS Professional Learning/Meeting the focus should correspond with the framework.</li> </ul> </li> </ul>
<b>SEPTEMBER – EARLY OCTOBER</b>	<p><b>PHASE 01: Gathering and Analyzing Data Specific to Focus Areas</b></p> <p>Needs Assessment (data gathering, analysis, etc.)</p> <ul style="list-style-type: none"> <li>• Collaboration with staff students, and parents/community</li> <li>• Moving from system data analysis to local data gathering</li> <li>• Problem finding work/identifying issues within data gathered collaboratively including all SIP team members -leading to areas of improvement (focus related to SIP Action Plan)</li> </ul>
<b>EARLY OCTOBER – EARLY DECEMBER</b>	<p><b>PHASE 02: Taking Action (Part A)... through team-based collaboration, individual educator instructional and assessment practices</b></p> <ul style="list-style-type: none"> <li>• Taking Specific Actions – using the TDSB School Improvement Action Plans (what do we need to learn?) – create local professional learning plan, critical collaborative inquiry</li> <li>• Ongoing, planned classroom and team-based work on core areas</li> <li>• Gathering of monitoring formative assessment information or data e.g., Pedagogical documentation, student action research, student and parent focus groups/consultations, etc.</li> </ul>
<b>DECEMBER – LATE JANUARY</b>	<p><b>PHASE 03: Reflecting and Resetting... Reflecting- Resetting - Adjusting - Revising- Adopting areas of focus, core activities and actions</b></p> <ul style="list-style-type: none"> <li>• Team-based meetings, reflection and assessment of work</li> <li>• Use of critical friends and expertise e.g., FOS SO, colleagues, critical friends in the field, each other</li> <li>• What have we learned? How do we know we have learned it (what is our evidence and where is it documented)? What adjustments do we need to make in our collective actions?</li> </ul>
<b>FEBRUARY – APRIL</b>	<p><b>PHASE 04: Taking Action (Part B)... through team-based collaboration, instructional and assessment practices,</b></p> <ul style="list-style-type: none"> <li>• Taking Specific Actions - using the TDSB School Improvement Action Plans (what do we need to learn?) – review/refresh local professional learning plan</li> <li>• Ongoing, planned classroom and team-based work on core areas</li> <li>• Gathering of monitoring formative assessment information or data e.g., Pedagogical documentation, student action research, student and parent focus groups/consultations, etc.</li> </ul>
<b>MAY – JUNE</b>	<p><b>PHASE 05: Wrapping it up... Reflecting, assessing, evaluating, and planning for actions next year. The work in May/June sets the stage for the beginning of School Improvement Work in September</b></p> <ul style="list-style-type: none"> <li>• Reflection and data analysis – What have we learned? What do we need to do next as a result of that learning?</li> <li>• Team-based collaborative evaluation</li> <li>• Student and parent/community consultations</li> <li>• New learning, emergent problems and challenges, brainstorming ideas, consideration of data collection capacity (using both system and local data in the work)</li> </ul>

**School Improvement Visits:** School improvement visits should occur every 4 to 5 weeks (no longer than 5 weeks) and be in alignment with the SIP Phases


**Monitoring:** Pedagogical documentation by SOEs and school teams using the digital repository for curation.

# Student Achievement Plan

**PURPOSE:**  
 Levelling up achievement outcomes and experiences for every student  
 For each priority and indicator, school boards will use board-level data on their student populations to further refine actions.



**PRIORITY:**  
 Achievement of Learning Outcomes in Core Academic Skills



**PRIORITY:**  
 Preparation of Students for Future Success



**PRIORITY:**  
 Student Engagement & Well-being

**Goal: Improve students' literacy learning and achievement.**  
**Indicators:**  
 1. % of students who meet or exceed the provincial standard on:  
 • Grade 3 EQAO Reading  
 • Grade 3 EQAO Writing  
 • Grade 6 EQAO Reading  
 • Grade 6 EQAO Writing  
 2. % of fully participating, first-time eligible students who are successful on the OSSLT/TPCL

**Goal: Improve students' math learning and achievement.**  
**Indicators:**  
 3. % of students who meet or exceed the provincial standard on:  
 • Grade 3 EQAO Math  
 • Grade 6 EQAO Math  
 • Grade 9 EQAO Math

**Goal: Improve students' graduation rates and preparedness for future success.**  
**Indicators:**  
 4. % of students who earn 16 or more credits by the end of Grade 10  
 5. % of students participating in at least one job skills program (Specialist High Skills Major, Dual Credits or Ontario Youth Apprenticeship Program)  
 6. % of students graduating with an OSSD within five years of starting Grade 9  
 7. % of students enrolled in at least one Grade 12 math or Grade 11 or 12 science courses  
 8. % of students who believe their learning has prepared them for the next step in their learning experience (i.e. next grade, post secondary, etc)

**Goal: Improve students' participation in class time and learning.**  
**Indicators:**  
 9. % of students in Grades 1-8 whose individual attendance rate is equal to or greater than 90 percent  
 10. % of students in Grades 4-12 who were suspended at least once

**Goal: Improve student well-being.**  
**Indicators:**  
 11. % of Grade 6, 9 and 10 students who report being aware of mental health supports and services in order to seek supports for mental health

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**Written Notice of Motion for Consideration (Trustees MacLean and Chernos Lin)**

From: Denise Joseph-Dowers, Senior Manager, Governance and Board Services

In accordance with Board Bylaws 5.15.45, notice of the following motion was provided at the August 28, 2024 regular meeting of the Board and is therefore submitted for consideration at this time.

5.15.45 Motions must first be introduced as a Notice of Motion to provide advance notification of a matter, ...

5.15.50 A Notice of Motion submitted to the Board, will be referred to the appropriate Committee for consideration.

\*\*\*\*\*

**Elevating Student Achievement and Transforming Business and Operations**

Whereas, the Director of Education has referenced the potential future development of an Innovation Centre in a spring Director's Report to the Board; and

Whereas, the Toronto District School Board is constantly looking to improve student outcomes and experiences; and

Whereas, the Board is consistently aspiring to adapt, develop and share the most up-to-date operational practices; and

Whereas, the TDSB actively looks to build strong community and business relationships; and

Whereas, an Innovation Centre could be a hub of excellence, setting new standards for student achievement and operational efficiency in public education; and

Whereas, by fostering a culture of creativity, collaboration, and continuous improvement, the centre will prepare students for the challenges of tomorrow and ensure the educational system operates at its highest potential; and

Whereas, through innovative practices, sustainable solutions, and strong community partnerships, the Board will create an inspiring educational environment that benefits students, educators, and the broader community, driving success and improvement for generations; and

Whereas, starting an innovation centre in a public education school board requires a comprehensive array of resources, spanning infrastructure, technology, human capital, partnerships, and financial investment;

Therefore be it resolved:

- (a) That the Director of Education present a report in the spring of 2025, that the Board can utilize when considering the creation and development of a TDSB Innovation Centre in the 2025-2026 budget cycle;

- (b) That the report at Part (a) include a plan for the following, including vision and core objectives.

### **A. Vision**

The Innovation Center will be a beacon of excellence and a catalyst for transformative change in TDSB. It will empower students to achieve their highest potential while revolutionizing business and operational practices to create an effective, forward-thinking, and continuously improving educational ecosystem in the TDSB.

### **B. Core Objectives:**

#### 1. Empowering Student Achievement:

- Personalized Learning Pathways: Implement adaptive learning technologies and data-driven insights to tailor educational experiences to each student's unique needs, strengths, and interests, ensuring every learner can reach their full potential.
- Experiential Learning: Provide hands-on, project-based learning opportunities that connect classroom knowledge with real-world applications, fostering critical thinking, creativity, and problem-solving skills.

#### 2. Fostering a Culture of Innovation:

- Collaborative Spaces: Design flexible, dynamic spaces that encourage collaboration, brainstorming, and innovation among students, educators, and community partners.
- Incubation Programs: Develop programs that support the incubation of student-led projects and startups, providing mentorship, resources, and platforms to bring innovative ideas to life.
- Creative Thinking: Cultivate an environment where risk-taking, experimentation, and creative thinking are encouraged and celebrated.

#### 3. Revolutionizing Business and Operations

- Efficiency through Technology: Leverage advanced technologies and data analytics to streamline administrative processes, enhance operational efficiency, and reduce costs, ensuring more resources are available for direct student support.
- Sustainable Practices: Implement eco-friendly practices and sustainable solutions in operations, setting a standard for environmental responsibility and educating students on the importance of sustainability.
- Agile Management: Foster a culture of agility and responsiveness within the administrative framework, allowing the staff to quickly adapt to changing needs and opportunities.



#### 4. Building Strong Community Partnerships

- Industry Collaboration: Establish strong partnerships with local businesses, universities, and research institutions to provide students with mentorship, internships, and real-world project opportunities.
- Resource Sharing: Develop resource-sharing initiatives that benefit both the school district and the broader community, enhancing educational outcomes and community well-being.

#### 5. Commitment to Equity and Inclusion:

- Accessible Opportunities: Ensure that all students, regardless of background or circumstance, have equal access to the resources, opportunities, and support offered by the Innovation Center.
- Diverse Representation: Promote diversity in all aspects of the Innovation Center, from staff and leadership to student programs and partnerships, reflecting the rich cultural fabric of our community
- Inclusive Programs: Design programs and initiatives that address the needs of underrepresented and marginalized groups, fostering an inclusive environment where every student can thrive.

### **C. Resources Required to Start Up an Innovation Centre.**

Here is a detailed breakdown of the necessary resources:

#### 1. Infrastructure and Facilities

- Physical Space
- Renovation and Setup
- Sustainability Features

#### 2. Technology and Equipment

- Computing Devices
- Advanced Tools: 3D printers, podcast lab
- Software and Applications

#### 3. Human Resources

- Staffing - Educators and Facilitators
- Technical Support
- Administrative Staff: Personnel to manage logistics, scheduling, communications, and partnerships.

#### 4. Financial Investment

- Initial Capital Renewal
- Operational Budget

#### 5. Curriculum and Program Development

- Curriculum Design: Develop or adapt curricula that integrate STEAM education, project-based learning, and interdisciplinary approaches, community-based internships, and employment
- Student Programs: Create a variety of programs, such as innovation challenges, hackathons, internships, and mentorship opportunities.

#### 6. Community and Industry Partnerships

- Business Partnerships: Collaborate with local businesses, tech companies, and startups to provide resources, mentorship, and real-world project opportunities.
- Academic Collaborations: Partner with universities and research institutions for expertise, research opportunities, and advanced learning programs.
- Community Engagement: Engage parents, local organizations, and community members in the centre's activities and decision-making processes.
- Evaluation and Feedback Mechanisms: Implement systems for ongoing assessment and feedback from students, educators, and partners to continually improve programs and operations.

#### 7. Marketing and Outreach

- Branding and Communication
- Community Outreach

By securing and effectively managing these resources, the innovation centre can become a thriving hub for creativity, collaboration, and excellence in education, ultimately driving student achievement and operational efficiency within the school board.

**Written Notice of Motion for Consideration (Trustees Pei and Wong)**

From: Denise Joseph-Dowers, Senior Manager, Governance and Board Services

In accordance with Board Bylaws 5.15.45, notice of the following motion was provided at the August 28, 2024 regular meeting of the Board and is therefore submitted for consideration at this time.

5.15.45 Motions must first be introduced as a Notice of Motion to provide advance notification of a matter, ...

5.15.50 A Notice of Motion submitted to the Board, will be referred to the appropriate Committee for consideration.

\*\*\*\*\*

**Combatting Hate and Racism – Anti-Asian Racism**

Whereas, the Toronto District School Board (TDSB) is committed to combatting all forms of racism, discrimination and hate; and

Whereas, according to the 2023 Student Census, 46.7% of TDSB students identify as Asian; and

Whereas, every student deserves to learn in a safe and nurturing school environment; and

Whereas, the *Combating Hate and Racism: Student Learning Strategy Update* (the “Report”) does not include adequate or fulsome discussion of strategies to combat anti-Asian racism;

Therefore, be it resolved:

- (a) That the Board establish focus groups consisting of members that provide comprehensive representation of all identifiable diaspora of Asian communities, to make recommendations on combatting anti-Asian hate and racism;
- (b) That the Board develop additional professional learning for staff on combatting anti-Asian racism;
- (c) That the Board include a comprehensive and detailed strategy on combatting anti-Asian racism and present a report to the Board on or before March 31, 2025, with periodic updates to the Program and School Services Committee.

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**Written Notice of Motion for Consideration (Trustees Dawson and Ehrhardt)**

From: Denise Joseph-Dowers, Senior Manager, Governance and Board Services

In accordance with Board Bylaws 5.15.45, notice of the following motion was provided at the September 24, 2024 special meeting of the Board and is therefore submitted for consideration at this time.

5.15.45 Motions must first be introduced as a Notice of Motion to provide advance notification of a matter, ...

5.15.50 A Notice of Motion submitted to the Board, will be referred to the appropriate Committee for consideration.

\*\*\*\*\*

**Truth and Reconciliation/UNDRIP Implementation**

Whereas, on June 29, 2022, the Board of Trustees approved Implementation of the Truth and Reconciliation Commission of Canada: Calls to Action including a commitment that the Truth and Reconciliation Commission of Canada: Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples be embedded in policies, Bylaws and Board governance structures;

Therefore, be it resolved:

- a) That the Director present a report to the Board on progress in implementing the Truth and Reconciliation Commission Calls to Action and UNDRIP in its policies, bylaws and Board governance structures;
- b) That the report at Part (a) include:
  - i. options for including an Indigenous Trustee on the Toronto District School Board of Directors, as determined in consultation with the Urban Indigenous Community Advisory Committee and Elders’ Council;
  - ii. an update on implementing Board direction to open the Boyne Natural Science School as an Indigenous Land-based Learning Site.

### **Acknowledgement of Traditional Lands**

We acknowledge we are hosted on the lands of the Mississaugas of the Anishinaabe (ANISH 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 people.

### **Planning and Priorities Committee Mandate**

The Planning and Priorities Committee shall make recommendations to the Board on:

- (a) the development and coordination of a strategic plan for the Board, in consultation with the Director and the standing Committees;
- (b) the Board's inter-governmental relations;
- (c) matters relating to meetings of the Board and the standing Committees;
- (d) the Board's Bylaws and procedures;
- (e) professional development for members of the Board;
- (f) planning and other related matters; and,
- (g) facility and property matters, including property disposition, major capital projects, boundary changes; and,
- (h) other issues referred time to time by the Board or the Chair of the Board or Committee.

## **Funding Information Requirement**

At the special meeting held on March 7, 2007, the Board decided that to be in order any trustee motion or staff recommendation that would require the Board to expend funds for a new initiative include the following information: the projected cost of implementing the proposal; the recommended source of the required funds, including any required amendments to the Board's approved budget; an analysis of the financial implications prepared by staff; and a framework to explain the expected benefit and outcome as a result of the expenditure.

### **[1]Closing of certain committee meetings**

(2) A meeting of a committee of a board, including a committee of the whole board, may be closed to the public when the subject-matter under consideration involves,

- (a) the security of the property of the board;
- (b) the disclosure of intimate, personal or financial information in respect of a member of the board or committee, an employee or prospective employee of the board or a pupil or his or her parent or guardian;
- (c) the acquisition or disposal of a school site;
- (d) decisions in respect of negotiations with employees of the board; or
- (e) litigation affecting the board. R.S.O. 1990, c. E.2, s. 207 (2).

(2.1) Closing of meetings re certain investigations – A meeting of a board or a committee of a board, including a committee of the whole board shall be closed to the public when the subject-matter under considerations involves an ongoing investigation under the Ombudsman Act respecting the board



# 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.

## Strategic Directions

**Equity:** Equity is a principle that will continue to guide the TDSB in all that it does. Equity will be foundational to all TDSB work and will be embedded throughout the strategic directions.

**Truth and Reconciliation:** We commit to the implementation of the Truth and Reconciliation Commission of Canada Calls to Action.

**Belong:** All students belong, are engaged, and valued in an inclusive environment.

**Achieve:** All students reach high levels of achievement, success, and personal development.

**Thrive:** All students graduate with the confidence, skills, and knowledge to thrive.

**Revitalize:** All students and staff learn and work in inclusive, safe, and modern environments.

## We Value

- Each and every student's interests, strengths, passions, identities and perspectives on their education
- Partnerships with students, parents/guardians/caregivers, staff, community partners, and education partners
- A strong public education system that promotes full participation by identifying, removing, and preventing accessibility barriers so that all students, including students with disabilities/special education needs and intersecting identities, are provided with opportunities to realize their full potential
- The diversity of students, parents/guardians/caregivers, staff, community partners, and education partners
- Shared leadership and respectful working relationships
- Accountability and innovation
- The contributions of a highly skilled and diverse staff
- Digital citizenship and environmental stewardship

