



Regular Meeting Revised Agenda

BD:238A

Wednesday, August 26, 2020

4:30 p.m.

Boardroom, Main Floor, 5050 Yonge Street, Toronto

Trustee Members

Alexander Brown (Chair), Michelle Aarts, Rachel Chernos Lin, Stephanie Donaldson, Trixie Doyle, Harpreet Gill, Parthi Kandavel, Shelley Laskin, James Li, Alexandra Lulka, Dan MacLean, Christopher Mammoliti, Chris Moise, Patrick Nunziata, Zakir Patel, Robin Pilkey, Yalini Rajakulasingam, David Smith, Anu Sriskandarajah, Jennifer Story, Chris Tonks, Manna Wong

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

Pages

1. Call to Order
Private Session, 4:30 p.m.
2. Resolution Into Committee of the Whole (Private Session)
(to consider matters that fall under section 207(2)[1] of the Education Act)
3. Committee of the Whole Rises and Reports and the Meeting Reconvenes in Public Session
4. Report of the Committee of the Whole (Private Session), August 26, 2020
To be presented
Public Session, 7 p.m.
5. National Anthem and Acknowledgement of Traditional Lands
6. Approval of the Agenda
7. Memorials
To be presented

8.	Chair's Announcements	
	To be presented	
9.	Reports From Trustees Appointed to External Organizations and Student Trustees	
	To be presented	
10.	Director's Leadership Report	
	Oral Update	
11.	Declarations of Possible Conflict of Interest	
12.	Matters to be Decided Without Discussion	
	To be presented	
13.	Confirmation of Minutes of Meetings Held on June 17 and 25, July 9, 15 and 16, 2020	
	Separate document	
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	6. Audit Committee O. Reg. 361/10 Requirements: Work Tracker [3913]	
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	(For receipt)	

16.3	Finance, Budget and Enrolment Committee (Special Meeting), Report No. 55, July 29, 2020	27
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16.4	Board Self-Assessment Committee, Report No. 01, August 24, 2020	29
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17.	Written Notices of Motion for Consideration	
17.1	Support for ActiveTO and Active School Travel (Trustees Aarts and Story)	32
18.	Adjournment	

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A subsidiary corporation of the TDSB



June 29, 2020

Transmittal No. 2020 – 96
(Public)

2020-21 TLC Annual Plan

To: Robin Pilkey, 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 June 29, 2020 with respect to the report entitled ***2020-21 TLC Annual Plan***, attached herein.

The TLC Board decided that:

The *2020-21 TLC Annual Plan* be approved and forwarded to the TDSB Board at its meeting of August 26, 2020, for final approval.

On behalf of the Board of Directors of the Toronto Lands Corporation, the ***2020-21 TLC Annual Plan*** is being forwarded to the TDSB Board for final approval, (see *Appendix A* to the report), in accordance with section 4.10(5) of the Shareholder's Direction as Further Amended and Restated on November 28, 2018.

Sincerely,

A handwritten signature in black ink that reads 'B. Patterson'.

Brenda Patterson
Chair, TLC

cc. D. Sage, Executive Officer, TLC
cc. J. Malloy, Director of Education, TDSB
cc. C. Jackson, Associate Director, Business Operations and Service Excellence, TDSB
cc. C. Snider, Executive Officer, Finance, TDSB

**TORONTO LANDS CORPORATION
2020-21 TLC Annual Plan**

To: Chair and Members of the Toronto Lands Corporation Board

Date: 29 June 2020

Recommendation:

It is recommended that the *2020-21 TLC Annual Plan* be approved and forwarded to the TDSB Board for final approval.

Rationale

Pursuant to Section 4.10 (5) of the Shareholder's Direction between the Toronto District School Board (TDSB) and the Toronto Lands Corporation (TLC), as further amended and restated on November 28, 2018, TLC is required to produce an Annual Plan that satisfactorily supports all operations under the TLC's direction and moreover reports on results and achievements with a finalized plan to be adopted not later than 30 days before the beginning of the fiscal year to which it relates.

Attached as *Appendix A* is the 2020-21 TLC Annual Plan.

Context

At the May 25, 2020 meeting of the Board, it was decided that the 2020-2021 TLC Annual Plan be referred to a Board working session. To further inform the work on TLC's Annual Plan, TDSB staff presented TDSB's Secondary Review Plan. This presentation and subsequent discussion combined with input from a working group consisting of Trustee Director Alexander Brown, Vice Chair Sheerin Sheikh and Trustee Director Jennifer Story provided excellent insight in reshaping TLC's final 2020-2021 Annual Plan.

Following TDSB's adoption of TLC's 2020-2021 Annual Plan, staff will engage its own sets of operational tasks to move the plan forward including the development of Key Performance Indicators (KPIs) that will serve to monitor TLC's progress on its commitments and ensure alignment with the Shareholder's Direction and TDSB's strategic planning.

Appendix A: 2020-21 TLC Annual Plan**Routing:**

TLC Board: June 29, 2020
TDSB Committee of the Whole: TBD
TDSB Board: August 26, 2020

From:

Brenda Patterson, Board Chair, Toronto Lands Corporation at patterson@rogers.com
Daryl Sage, Executive Officer, Toronto Lands Corporation, at dsage.tlc@tdsb.on.ca or at 416-393-0575.

File Path: R:\TLC\G) Governance - Policy\G05 Board Rpts\2020 TLC Board Reports\June 29, 2020



2020-21 TLC Annual Plan

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Who We Are and What We Do

The Toronto Lands Corporation was established in April 2008 on the basis of a Shareholder’s Direction, a legal document under the Ontario Business Corporation Act which outlines the accountability relationship between the TDSB, as the sole Shareholder, and the TLC, as its subsidiary corporation. The Shareholder’s Direction also established a framework that recognized both the independence of the TLC as governed by an independent board of directors comprised of 6 Citizens and 4 Trustees, and allowed the Corporation to act as Agent of the TDSB.

In its first five years of operation, TLC’s mandate was to improve the quality of education for students in schools operated by TDSB by maximizing revenue and value to the TDSB through the management, and in some cases, redevelopment and/or sale of properties no longer required by the TDSB which resulted in TLC managing an initial real estate portfolio comprised of a group of 97 non-operational sites, transferred to the TLC for oversight and actioning in accordance with TDSB direction.

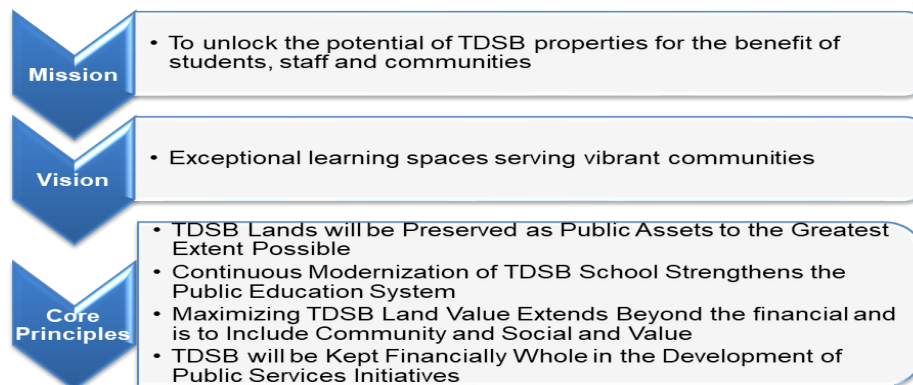
The initial portfolio included:

- closed schools leased to a third parties,
- closed schools that are vacant,
- Bill 30 schools under perpetual lease terms with the Toronto Catholic District School Board (TCDSB)
- vacant land sites, and
- TDSB administration or plant operations sites.

Upon the completion of a third party review of TLC in 2017, the following March, the TDSB approved an expanded mandate for TLC. Under the new mandate, TLC was given the authority to act as the exclusive real estate, leasing and land use planning agent for all 600 properties in the TDSB portfolio. This authority effectively broadened the scope of TLC’s operations to manage all TDSB’s real estate and property interests and undertake strategic opportunities for innovative redevelopment initiatives, community planning and partnerships, community hubs opportunities, schools in mixed-use developments, identifying site redevelopment projects and reviewing proposals, school modernization strategies and other responsibilities as directed by the TDSB.

With a newly approved mission to unlock the potential of TDSB properties for the benefit of students, staff and communities, TLC has gone on to foster key industry relationships, earn recognition and trust within the development and real-estate community, forge important contacts at City Hall and positioned the TLC as a key player and innovator seeking to maximizes unique opportunities on publicly owned lands.

Guided by TDSB’s Multi Year Strategic Plan, the TLC Board of Directors and the TDSB Board of Trustees approved a strategic framework and strategic direction that includes a new mission, vision, set of core principles and strategic goals and objectives to guide the work of the corporation.



Real Estate & Leasing

The expanded Real Estate function at TLC involves the professional management and stewardship of, and expert industry advice on, all matters pertaining to the TDSB's real estate holdings to protect TDSB's real estate assets. This work includes property acquisitions, dispositions, land exchanges, long term ground leases, joint ventures, expropriations, property redevelopment, shared use agreements and the temporary use of TDSB land agreements.

The value and purpose of this experienced and dedicated real estate function includes:

- Strategic management of the real estate portfolio
- Development of opportunities in support of student learning
- The creation of financial benefits that support the TDSB Capital Program
- Protecting the TDSB's legal interest in all transactions
- Mitigating liability
- Collaboration with private and other public agencies on potential development projects
- Expert advice on all portfolio property values

The expanded Leasing function at TLC is responsible for the management of terms and conditions of contractual agreements and the granting of rights to a group or business to access TDSB available space guided by provincial legislation and TDSB Policy. TLC also has responsibility for negotiating and securing agreements for TDSB programs in third party properties on behalf of the Office of Community, Business and Student Transportation Services. The TLC leasing portfolio consists of more than 600 leases providing access to approximately 3000 classroom spaces, 5M square feet of leased space generating more than \$24M in gross revenues represented by such agreements relating to:

- Full Day Child Care Programs
- Before and After School Programs
- Community Leasing and Partnership Agreements in Operating Schools
- Global City Use Agreements - Pools and Community Centres
- Core holding Properties
- Joint Occupancy and other Board Agreements

Land Use Planning

The new Land Use Planning team at TLC provides effective leadership and is responsible for all land use planning matters, including but not limited to development reviews, reviews of municipal and provincial planning initiatives, site plan approval process for new school renovations and additions, managing Local Planning Appeal Tribunal (LPAT) files and participating in community outreach and public consultations with the goal of securing the physical, economic and social health and well-being of TDSB properties.

The value and purpose of this land use planning expertise includes:

- The ability to produce development review guidelines that minimizes adverse impacts from development near school sites

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- The proficiency to review nearly 300 annual development applications
- Securing party status and mediating on multiple Local Planning Authority Tribunal (LPAT) files
- Assisting TDSB in reducing site plan requirements on capital projects
- Active involvement in city and or provincial land use planning studies
- Developing detailed Q's and A's to address concerns for development intense areas such as Midtown and High Park;
- Develop land use planning strategies to address school accommodation pressures in key areas of Toronto
- Securing "hold" options for new school locations within developing City planning areas
- Responding to changes in provincial policy and legislation

Year 1 – Expanded Mandate: 2018-19

In September 2018 TDSB began the transfer of roles and responsibilities to TLC. During the early stage of this transition, TLC balanced existing operations along with building a knowledge base around all new TDSB files, data collection and retrieval systems, and policy and procedures, Re-organizing the structure and staff complement to lead our new business operations

Throughout 2018-19 a significant amount of time and effort was required to create a corporate culture and begin developing a new identity. Through this process, TLC continued to make advances on existing projects and take advantage of new opportunities. In particular, TLC remained steadfast on the multi-million dollar redevelopment projects at Bloor-Dufferin, Lawrence-Midland and the Davisville sites. Utilizing innovative approaches toward leveraging public assets, these redevelopment projects provided TLC with the experience and knowledge that has become foundational to TLC's school modernization strategy. These three initiatives alone provided the following benefits:

- Approximately \$200M in revenues to TDSB while retaining school board lands for the construction and operation of three new schools accommodating more than 3,000 Jk-12 students.
- Generated more than \$1B dollars in economic benefit to the City of Toronto and Province of Ontario.
- TDSB students will be provided free swimming pool access 4hrs/day for 49 years.
- Construction of two community hubs and day-care facilities for community access.

2018-19 Achievements include:

- Generated \$80.1M in total disposition revenues in support of TDSB's capital program
- Investing and managing \$1M of leasing revenue into maintaining TDSB core holding facilities
- Created a positive and professional corporate image that formed a part of retaining and building staff capacity

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- Undertook data mining for the identification, assembly and consolidation of TDSB's dispersed leasing portfolio
- Began eliminating duplication of effort and streamlining operations
- Began to reposition the TLC brand by actively reaching out to introduce our new role and responsibilities and establish key and meaningful relationships with City of Toronto divisions responsible for child care, parks and recreation, housing and planning alongside city agencies including CreateTO
- Established a TLC presence and created dialog with the development community providing for a new level of education and understanding of TDSB as a new active partner in the planning and real-estate process

Year 2 – Expanded Mandate: 2019-20:

In TLC's second year of operations under its expanded mandate, the organization remained focussed on achievements that were in the best interest of the TDSB, its students, staff and communities. TLC became the first point of contact and manager for all enquiries and legal transactions regarding the availability of, or access to, any of the TDSB's inventory of properties for the purposes of disposition, leasing, land use planning, real estate partnerships or any public infrastructure or equity proposals. Within this new structure and a first full year of operational experience, TLC has the lead on site acquisitions, assisting with site plan approval processes through the city, agreements within redevelopment projects and land use expropriation proceedings.

2019-20 Achievements include:

- produced an additional \$45M in disposition revenues in support of TDSB's capital program
- Invested \$1M of leasing revenue into maintaining TDSB core holding facilities
- Provided expert Planning commentary on behalf of TDSB regarding new provincial legislation and development policies
- Provided written response to the City of Toronto's Planning division on more than 180 development applications having direct and indirect impact on TDSB sites
- Partnered with the City of Toronto on numerous public consultations in support of student accommodation, safety and community interest in school board lands
- The TLC Board, in support of TDSB's broadened planning and real-estate mandate added industry leading expertise through the appointment of two new citizen directors

Building for Tomorrow

Since the school construction boom of the 1950's and 60's, student demographics and provincial educational policy have dramatically changed. The introduction of open access funding in the 1980's, the elimination of OAC (Grade 13) in 2003 and the significant overall decline in the number of school age children, have combined to create the current and projected excess school capacity of approximately 50,000 pupil places. Today, the average age of TDSB school facilities is approximately 65 years. These facilities, with a history of exceptionally heavy use, require significant attention to address their repair and maintenance needs. Given competing demands within provincial and school board budgets this required capital investment

has fallen behind. The estimated outstanding repair backlog within TDSB schools continues to escalate and will soon reach \$4B and is forecasted to exceed \$5B within the next 5 years.

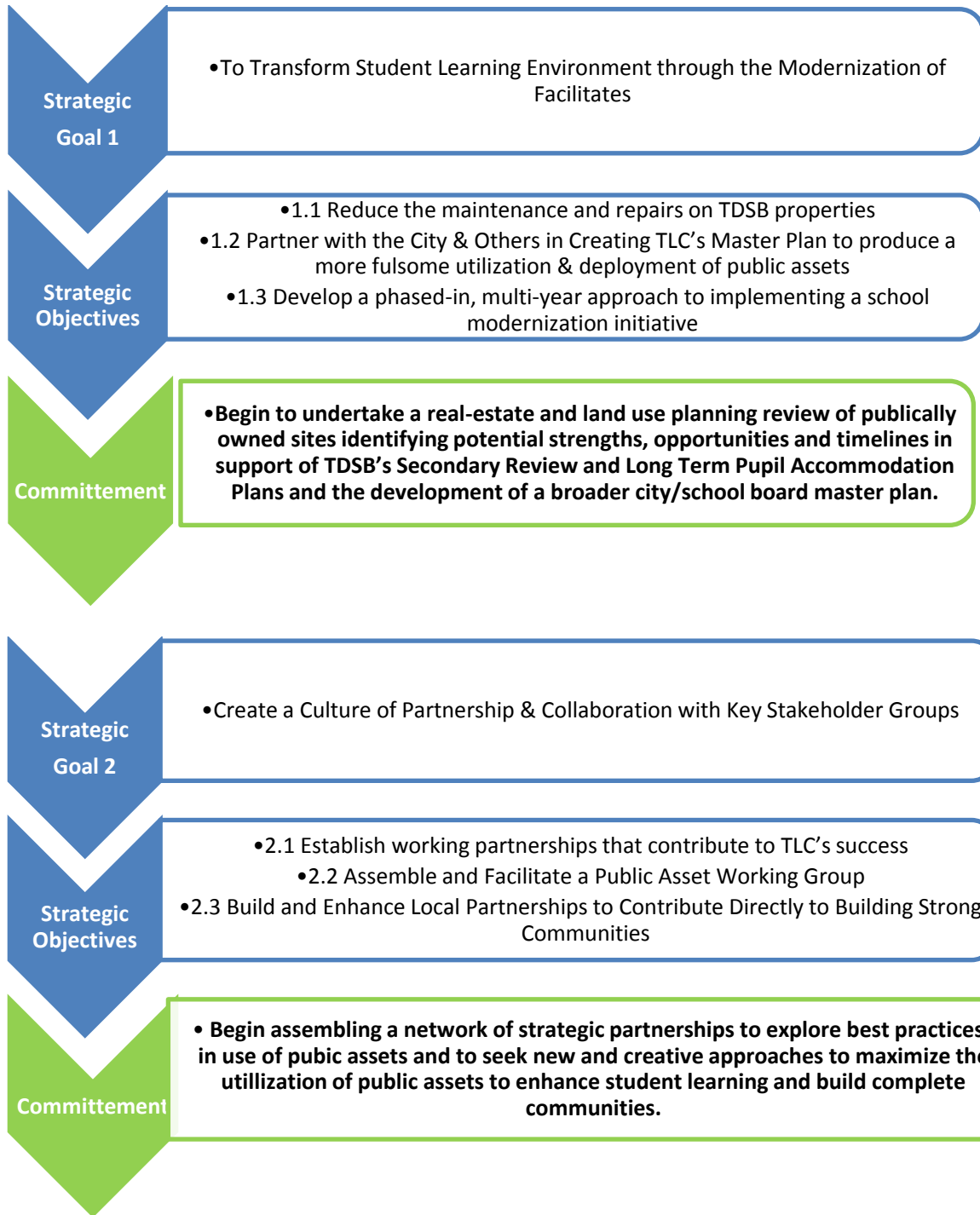
In 2014, TDSB developed and received approval for a *Long Term Program & Accommodation Strategy (LTPAS)* to address pupil accommodation changes, and a methodology to balance enrolment and program needs with capacity across the school system. Recently, TDSB additionally introduced a Secondary Program Review Plan which focuses on student program needs and the positioning of secondary school facilities. In accordance with TDSB's Multi Year Strategic Plan, TLC will continue to use the opportunity provided by its expanded mandate to align its modernization strategy with the LTPAP and the Secondary School Review Plan. Over its 8 to 10 year period, the Secondary Review Plan will provide for a comprehensive evaluation of student trends, program needs and a re-envisioning of the TDSB network of schools in order to inform and complement the LTPAP. In support of both plans, TLC will work to assess emerging real estate, land use planning and partnership trends and opportunities to assist with TDSB's right-sizing of future school sites and buildings.

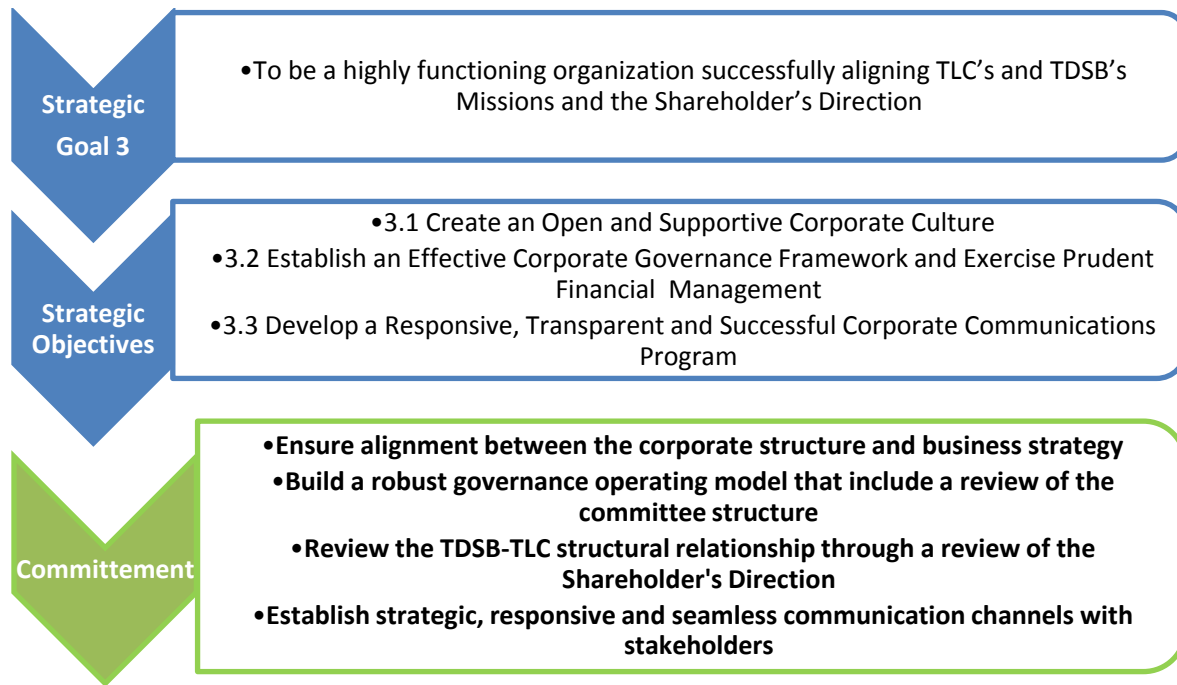
Last year, TLC introduced ***Building for Tomorrow***, a theme that outlined an innovative approach to making a difference for TDSB in public asset management. TDSB's Multi Year Strategic Plan identifies how it will transform student learning, create a culture of well-being, provide access to learning opportunities, and how it will allocate human and financial resources strategically to support student needs and build strong partnerships within school communities to support student learning. In the broadest sense, the cornerstone of TLC's strategic direction is a modernization of TDSB's aging school buildings. This modernization strategy specifically supports, contributes to and addresses those identified TDSB students success priorities through a real estate and land use planning lens. In 2020-2021 TLC's business plan includes exploring other opportunities that support TDSB in the renewal of its facilities by reviewing non-instructional (former schools and vacant land) and administrative sites to identify real estate and land use planning potential that create value added outcomes.

School buildings and properties are valuable community assets, which TLC is committed to managing and strengthening in a way that supports students, staff and their school communities. In 2020-21, TLC will begin to advance its modernization strategy and align its work with TDSB's LTPAS and Secondary Program review priorities by amassing and filtering data with the aim of gathering insight and actionable real estate and land use planning opportunities for TDSB's consideration. Looking ahead, the impact of Covid-19 on the Province, City and School Board may present some unique opportunities to bring our partners together to explore new directions to collectively address an emerging new order.

2020-21 Business Plan Commitments

The approved strategic goals and objectives are supported by annual business *commitments* for 2020-21. An internal work plan will advance the business plan commitments and will also include Key Performance Indicators (KPIs) that will be presented to the TLC Board in the fall of 2020 for approval. The approved performance indicators will serve to monitor TLC's progress on its commitments and ensure alignment with the Shareholder's Direction and TDSB's strategic planning.





Financial Plan

During 12 years of operation, the TLC has consistently generated strong financial returns to TDSB for reinvestment into TDSB’s capital program.

TLC’s 2020-2021 budget is representative of TDSB’s broaden mandate and no longer reflective of TLC’s former operations or outcomes. TLC has moved from a model of revenue maximization applied to a limited portfolio of closed school facilities to now strategically managing all real estate and City land use planning matters from a value added perspective. This represents a significant change in philosophy with emphasis on providing opportunity and benefit by leveraging public assets in support of student achievement and balanced community benefit. Accordingly, the TLC and TDSB Boards have approved a budget aligned to its expanded mandate.

On an operational level, TLC has been assessing resource requirements against its evolving roles, responsibilities and service level expectations. The 2020-21 TLC Budget enables staff to plan and deploy the resources necessary to successfully deliver on the anticipated outcomes of this Annual Plan; and moreover, evaluate the support provided by TDSB and external professionals. With a focus on further streamlining operations for independent corporate effectiveness, TLC will report quarterly to the Board on its progress and achievements seeking performance feedback. TLC also recognizes the current and potential future financial impact of COVID-19 and is working closely with its partners to determine how we emerge in a new order of operations.

2020-21 TLC Budget

Notes No.		2019-20 TDSB Approved Budget		2020-21 Budget	
		Revenue	Expenditure	Revenues	Expenditures
	Non-Operating School Facilities				
1	Lease Revenue and Recoveries	6,136,000	\$ 2,600,000	\$ 5,536,000	\$ 2,600,000
2	Other Revenue - Land Use Planning/705 Progress	3,175,000		\$ 150,000	
3	TDSB Program and Administration	53,000		\$ 53,000	
	Deferred Capital Improvement Revenue	-1,000,000		-\$ 1,000,000	
	Provision for Rental Arrears		\$ 5,000		\$ 5,000
	Total Net Real Estate Revenue/Expense - Non-Operating Sites	8,364,000	\$ 2,605,000	\$ 4,739,000	\$ 2,605,000
	Operating School Facilities				
4	City of Toronto Childcare Umbrella Lease Agreements	\$ 4,500,000	\$ 9,200,000	\$ 4,500,000	\$ 9,200,000
5	City of Toronto Pools Agreements	\$ 5,629,413	\$ 5,629,413	\$ 5,629,413	\$ 5,629,413
6	City of Toronto Stage 1 Revenues	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
7	City of Toronto Exclusive Use Agreements	\$ 970,632	\$ 970,632	\$ 970,632	\$ 970,632
8	Development (CSPD) and LINC Lease Administration	\$ 240,482	\$ 240,482	\$ 240,482	\$ 240,482
9	Air Conditioning Surcharge	\$ 28,100	\$ 28,100	\$ 28,100	\$ 28,100
10	Child Care and Other Agreements	\$ 3,105,592	\$ 3,105,592	\$ 3,105,592	\$ 3,105,592
11	Temporary Property Interests with Third Parties	\$ -	\$ -	\$ 250,000	\$ -
	Total Real Estate Revenue/Expense- Operating Sites	\$ 15,574,218	\$ 20,274,218	\$ 15,824,218	\$ 20,274,218
	Total Non-Operating and Operating	\$ 23,938,218	\$ 22,879,218	\$ 20,563,218	\$ 22,879,218
	TDSB Chargeback of Administrative Expenses				
	Facility Services		\$ 136,840		\$ 140,000
	Business Services		\$ 100,000		\$ 100,000
	Administrative Support Allocation		\$ 60,000		\$ 60,000
	Total TDSB Chargeback		\$ 296,840		\$ 300,000
	TLC Administrative Expenses				
	Board Remuneration		\$ 70,000		\$ 70,000
	Management Salaries		\$ 2,958,763		\$ 2,958,763
	Professional Development		\$ 3,500		\$ 3,500
	Supply and Services		\$ 51,000		\$ 51,000
	Rental expenses: TLC office		\$ 101,500		\$ 118,621
	Legal Fees		\$ 800,000		\$ 800,000
	Fees and Contractual Services		\$ 850,000		\$ 1,335,000
	Fees & Services on Redevelopment Projects (Combined with In 43)		\$ 270,000		
	Fees & Services on Land Use Planning (Combined with In 43)		\$ 215,000		
	Casual Help		\$ 7,000		\$ 10,000
	Furniture and Equipment		\$ 10,500		\$ 5,000
	Other expenditures		\$ 36,500		\$ 5,000
	Total TLC Administration Expenses		\$ 5,373,763		\$ 5,356,884
	Total TLC 2020-2021 Operations	\$ 23,938,218	\$ 28,549,821	\$ 20,563,218	\$ 28,536,102
	Property Sales	\$ 80,190,500		\$ 27,000,000	

Risk Management

Commencing in 2020-21, the TLC will be undertaking the development of a comprehensive risk management framework that guides the organization in conducting organizational risk assessments. The framework would be used to assist those performing risk assessments in identifying and evaluating (scoring) risks, and in identifying and implementing controls to adequately manage those risks.

Having a risk management framework will contribute to improved decision-making, better allocation of resources, meeting compliance requirements, creating awareness about hazards and risk, understanding TLC's value for money contribution to TDSB, and overall, improved organizational results. This includes protecting the TDSB and the TLC from risk events that could potentially damage the reputation or financial well-being of either organization and undermine efforts to effectively carry out the Shareholder's Direction.

Risk management is a structured and iterative process. TLC will begin with developing a framework that includes designing an assessment approach along with reporting and timelines for TLC Board approval and ongoing review.

Steps of the process would include:

- Risk identification
- Risk analysis
- Risk prioritization
- Risk control/remedies and monitoring

Conclusion

The Shareholder's Direction under which TLC was founded in 2008 and the expanded mandate of 2018 both provide the opportunity and encourage TLC to explore and bring forward innovative real estate and land use planning opportunities to the TDSB for consideration given the extensive wealth of their public assets holdings.

Since assuming the expanded mandate, TLC has come to understand not only the breadth and complexity of the large number of files transferred from the TDSB, but has also realized the incredible potential to be realized from having expert and professional real estate and land use planning staff managing those files and working toward novel, collaborative and fiscally prudent solutions to unlock the potential of the TDSB property portfolio.

There is no question that TDSB's portfolio of aging and under enrolled school system is in need of renewal. The annual cost to maintain and repair the aging TDSB infrastructure has for many years been outpaced by the ability to address them. Presently, there are a number of TDSB schools deemed 'prohibitive to repair' as their total cost of renewal would exceed the cost of building a new replacement school.

Across the industry, TLC is emerging as a catalyst for discussion on the potential of what can be accomplished when need meets opportunity. TDSB facilities require renewal. The city needs new community housing developments, senior care facilities and recreation facilities but struggles to secure land because of prohibitively high costs. At the same time, the TDSB owns over 5000 acres of land, including many parcels containing non-operational or closed schools on large tracts of land, and many underutilized schools in areas that may hold the potential for an innovative solution to school and community building. Our recent successes in midtown,

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downtown and Scarborough have proven that this approach works and could be rolled out on larger facility renewal projects helping TLC to realize its vision of 'exceptional learning spaces serving vibrant communities'. TLC's work represents a third strategic pillar in support of TDSB's long term pupil accommodation and secondary review plans and will be a valuable resource to inform and assist TDSB with its future pupil accommodation decision making.

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Filling of Vacancy on the Governance and Policy Committee

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

At the Organizational Meeting on November 14, 2019, the Board appointed Trustees Brown, Donaldson, Gill, Li, Mammoliti, Nunziata and Wong to the Governance and Policy Committee for a term ending November 14, 2020;

On August 10, 2020, Trustee Robin Pilkey indicated her intention to resign as Chair of the Board and the Board appointed Trustee Alexander Brown to replace Trustee Pilkey as Chair of the Board for a term ending November 14, 2020;

Bylaw 4.4.3 states:

Each member of the Board, except the Chair and Vice-Chair of the Board, will be appointed to one standing committee.

IT IS RECOMMENDED:

That the Board appoint Trustee Robin Pilkey to replace Trustee Alexander Brown on the Governance and Policy Committee for a term ending November 14, 2020.

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Audit Committee

Report No. 52

AC:053A
Monday, June 22, 2020
4 p.m.
Electronic Meeting

Members Present Trustees James Li (Chair), Michelle Aarts and Robin Pilkey

External Members Mark Hughes, Ian MacKay and Mary Preece

Regrets Trustee Christopher Mammoliti

Also Present: Trustees Trixie Doyle and Dan MacLean

Part A: Committee Recommendations

1. 2020 External Audit Service Plan Update [3909]

The Committee considered a report from staff (see AC:053A, page 5), presenting an update on the 2020 External Audit Service Plan.

Moved By Mark Hughes

Seconded By Ian MacKay

The Audit Committee **RECOMMENDS** that the **2020 External Audit Service Plan for the fiscal year ending 31 August 2020** be approved.

Carried

2. Enterprise Risk Management Initiative: Status Update [3911]

The Committee considered a report from staff (see AC:053A, page 25), presenting a status update on the Ministry's Enterprise Risk Management directive.

Moved By Trustee Aarts

Seconded By Mark Hughes

The Audit Committee **RECOMMENDS** that the report be received.

Carried

3. TDSB Internal Audit Department and Engagement Status Update [3912]

The Committee considered a report from staff (see AC:053A, page 35), presenting an update on department projects for the fiscal year as of June 2020.

Moved By Trustee Aarts

Seconded By Mark Hughes

The Audit Committee **RECOMMENDS** that the report be received.

Carried

4. Regional Internal Audit Team Engagement Status Update [3902]

The Committee considered a report from staff (see AC:053A, page 91), presenting status updates to scheduled engagements and follow-up reports as of June 2020.

Moved By Trustee Aarts

Seconded By Ian MacKay

The Audit Committee **RECOMMENDS** that the report be received.

Carried

5. Accountants Report, March 31, 2020 [3908]

The Committee considered a report from staff (see AC:053A, page 95), presenting information on Deloitte LLP's specified auditing procedures performed in connection with the Ministry's Education Finance Information System schedules from September 1, 2019 to March 31, 2020, and which was submitted to the Ministry.

Moved By Trustee Aarts
Seconded By Mark Hughes

The Audit Committee **RECOMMENDS** that the report be received.

Carried

6. Audit Committee O. Reg. 361/10 Requirements: Work Tracker [3913]

The Committee considered a report from staff (see AC:053A, page 107), presenting the work tracker checklist of the O. Reg. 361/10 requirements to assist with the planning of Audit Committee activities and meeting agendas.

Moved By Trustee Aarts
Seconded By Mark Hughes

The Audit Committee **RECOMMENDS** that the report be received.

Carried

Part B: Information Only

7. Call to Order and Acknowledgement of Traditional Lands

An electronic meeting of the Audit Committee was convened on Monday, June 22, 2020 from 4 to 6:57 p.m., with James Li presiding

8. Approval of the Agenda

On motion of Trustee Pilkey, seconded by Mark Hughes, the agenda was approved.

9. Declarations of Possible Conflict of Interest

No matters to report

10. Approval of Meeting Minutes of December 9, 2019

On motion of Mark Hughes, seconded by Trustee Pilkey, the Audit Committee approved the minutes of December 9, 2019.

11. Delegations

No matters to report

12. Adjournment

On motion of Ian MacKay, seconded by Trustee Aarts, the meeting adjourned at 6:57 p.m.

Part C: Ongoing Matters

No matters to report

Submitted by: Trustee James Li, Chair



Committee of the Whole (Special)

Report No. 21

CW:22A
Tuesday, June 23, 2020
Electronic Meeting

Members Present Robin Pilkey (Chair), Michelle Aarts, Alexander Brown, Rachel Chernos Lin, Stephanie Donaldson, Trixie Doyle, Harpreet Gill, Shelley Laskin, James Li, Dan MacLean, Christopher Mammoliti, Chris Moise, Zakir Patel, Yalini Rajakulasingam, David Smith, Anu Sriskandarajah, Jennifer Story and Manna Wong

Trustees participated by electronic means in accordance with [amendments to Section 7 of Ontario Regulations 463/97, Electronic Meetings](#)

Regrets Regrets were received from Trustees Parthi Kandavel, Alexandra Lulka, Patrick Nunziata, and Chris Tonks

Part A: Committee Recommendations

No matters to report

Part B: Information Only

1. Call to Order and Acknowledgement of Traditional Lands

An electronic meeting of the Committee of the Whole was convened on Tuesday, June 23, 2020 from 4:32 to 6:37 p.m., with Robin Pilkey presiding.

2. Declarations of Possible Conflict of Interest

No matters to report

3. Delegations

No matters report

4. Report From the Director of Education

The Committee heard an oral update from the Director of Education that included the following:

- Staff understands that the ministry is asking boards to prepare for a hybrid/adapted model for September reopening – seeking greater clarity and confirmation in meetings this week with the deputy minister
- Steering committee is in place to develop strategy for successful fall reopening
- 13 sub committees also exist to dive deeply with regard to important issues
- Stakeholder survey responses are due back June 30th – which will inform the development of reopening plans.
- Toronto Public Health has agreed to sit on the TDSB steering committee for school reopening.
- Ministry has not clarified whether 15 is a ‘hard cap’ at this time
- Staff are assessing whether congregated sites might be suitable for an earlier opening
- Staff need to hear from families on whether they are or they aren’t sending their children to school. Those families who choose remote learning may have their children assigned to teachers who are directed to teach exclusively in a remote model
- All issues related to transportation are under consideration by the sub-committees tasked with this. Staff is also exploring how to respond if a family initially does not send their child to school – but then change their decision.

- Given the COVID realities and need to pivot; as the minister has suggested staff is exploring all possible models – to seek the greatest flexibility. A credit requires 110 hours and they can be delivered in a number of different ways
- Staff is discussing through employee services and our different labour partners how to manage any types of issues involving our employees and COVID-19
- Our current staff complement does not provide adequate staffing, however, the model ultimately selected for schools in September; will dictate the level of staffing required.
- Staff in the contingency teams working to plan for any such eventuality and how it will impact on the learning.
- Ultimate goal is to move 1:1 for technology for each student.
- Classrooms are being prepped for summer school this week with start of summer school on July 6th
- 320 schools traditionally have some form of child care that operates during the summer months
- As of July 2nd the TDSB will be available to support child care centres that have satisfied the ministry requirements to reopen. Requests for additional space will be assessed by staff.
- City has approached TDSB with a proposal to operate camps at 60 TDSB locations.
- Program would start July 13 with registration launching on June 24, 2020.
- The fewer times a cohort of students changes – the better it is for cleaning purposes – the deep cleaning that is required to satisfy new guidelines in response to COVID-19
- These new requirements will drive a formal budget pressure as it relates to facilities/caretaking – cleaning supplies
- Looking at ways to offer additional capacity to support child care operators – but board will not be able to accommodate what we have in the past. A communications plan is being prepared to share publicly.

- Focus on Youth proposal for 2020 has been submitted by staff; and a preliminary approval from Ministry has been received.
- Much has been learned over last 3 months; during the remote learning emergency response
- Two summer institutes are planned – real time webinars about real time learning.

5. Report From the Chair of the Board

The Committee received an oral update from the Chair that included:

- i. Participated in call with the Minister yesterday – there was not significant new information or clarity provided through this call.
- ii. Minister spoke about consistency around reopening plans – however, Chairs also emphasized the need for regional flexibility.

6. Report From Representative on the City's Board of Health

No matters to report

7. Report From the Directors on the Ontario Public School Boards' Association

No matters to report

8. Report From the Chairs of the Governance and Policy Committee, the Program and School Services Committee, the Finance, Budget and Enrolment Committee

No matters to report

9. Report From Representatives on the Parent Involvement Advisory Committee and the Special Education Advisory Committee

The Committee received an oral update from the representative on the Parent Involvement Advisory Committee:

- Final meeting of the school year has been held. A series of webinars have been recently held (Mental Health Well-being and the Early Years).

The next Webinar is on the topic of (Mental Health Well-being and Adolescence) will also be covering issues of race as a well-being issue.

10. Reports From Student Trustees

No matters to report

11. Emergency Motions

No matters to report

12. Other Questions, Insights and Advice From Trustees to Staff

No matters to report

13. Adjournment

On motion of Trustee Moise, seconded by Trustee Doyle, the meeting adjourned at 6:37 p.m.

Part C: Ongoing Matters

No matters to report

Submitted by: Robin Pilkey, Committee Chair

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Finance, Budget and Enrolment Committee (Special Meeting)

Report No. 55

FBEC:058A

Wednesday, July 29, 2020

12 p.m.

Executive Meeting Room, Fifth Floor, 5050 Yonge Street. Toronto

Members Present Trustees Chris Moise (Chair pro tem), Michelle Aarts and Zakir Patel

Regrets Trustees Shelley Laskin, Alexandra Lulka and David Smith

Also Present Trustees Trixie Doyle and Manna Wong

All trustees participated by electronic means in accordance with [amendments to Section 7 of Ontario Regulations 463/97, Electronic Meetings](#)

Part A: Committee Recommendations

No matters to report

Part B: For Information Only

1. Call to Order and Acknowledgement of Traditional Lands

The meeting was called to order at 12:01 p.m.

2. Declarations of Possible Conflict of Interest

No matters to report

3. Delegations

No matters to report

4. Contract Awards, Operations [3926]

The Committee considered a report from staff (see FBEC:058A, page 1) presenting contract awards.

On motion of Trustee Doyle, seconded by Trustee Patel, the Finance, Budget and Enrolment Committee in accordance with the Board's Policy P017, Purchasing¹, approved the contract on Chart C.

5. Adjournment

On motion of Trustee Aarts, seconded by Trustee Doyle, the meeting adjourned at 12:11 p.m.

Part C: Ongoing Matters

No matters to report

Submitted by: Trustee Chris Moise, Chair pro tem

¹ The policy allows for the appropriate standing committee to approve contracts during the months when no Regular Board meeting is scheduled



Board Self-Assessment Committee

Report No. 01

BSAC:

Monday, August 24, 2020

10 a.m.

Electronic Meeting

Members Present Trustees Parthi Kandavel (Chair), Alexander Brown, Rachel Chernos Lin, Trixie Doyle, David Smith and Anu Sriskandarajah

Regrets Regrets were received from Trustee Stephanie Donaldson

Trustees participated by electronic means in accordance with [amendments to Section 7 of Ontario Regulations 463/97, Electronic Meetings](#).

Part A: Committee Recommendations

1. Selection of a Firm to Develop and Implement a Board Self-Assessment Tool

The Committee considered a Request for Proposals (RFP), which was issued on July 21, 2020 and closed on August 6, 2020 for a firm to develop and implement a Board self-assessment tool.

The Committee received and evaluated four bids. Following evaluation and scoring of the submissions, a shortlist of three firms was developed. A consensus meeting was held on Wednesday August 19, 2020.

The Committee held interviews on August 24, 2020, with the three short-listed firms. After interviewing the candidates, trustees scored each firm using a pre-determined set of questions and interview criteria.

Following the results of tallied scores, the Committee recommends that Directions Evidence and Policy Research Group be chosen as the successful candidate.

The Board Self-Assessment Committee **RECOMMENDS:**

(a) That Directions Evidence and Policy Research Group be selected as the firm to develop and implement a Board Self-Assessment Tool;

(b) That the Board Self-Assessment Committee continue to work with the successful firm to develop the board self-assessment tool.

Part B: For Information Only

2. Call to Order and Acknowledgement of Traditional Lands

The meeting was called to order at 10:00 a.m. via WebEx teleconference, with Trustee Parthi Kandavel presiding.

Interviews were conducted from 10:15 to 1:35 p.m., including a ten-minute recess.

The Committee discussed its work and decided that it should continue to work with the successful firm to develop the board self-assessment tool.

3. Delegations

No matters to report

4. Declarations of Possible Conflict of Interest

No matters to report

5. Adjournment

The meeting adjourned at 1:58 p.m.

Part C: Ongoing Matters

Next Meeting - TBC

Submitted by: Parthi Kandavel, Committee Chair

Written Notice of Motion for Consideration (Trustees Aarts and Story)

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

In accordance with Board Bylaw 5.15.2, notice of the following motion was provided at the special meeting of the Committee of the Whole on August 4, 2020 and is therefore submitted for consideration at this time.

5.15.2 A notice of motion will be introduced by a member who is present as an advance notification of a matter to be considered at a subsequent Board or Committee meeting. A notice of motion will not be debated at the meeting at which it is introduced...

5.15.2 (c) A notice of motion submitted prior to, or at a committee meeting, will be considered at a subsequent committee meeting...

Support for ActiveTO and Active School Travel

Whereas, public health agencies have repeatedly stated the importance of being active for student health and well-being and Toronto Public Health reported in 2019 that ten percent or fewer of Toronto’s students get the recommended daily physical activity¹; and

Whereas, the impacts of the current pandemic, including physical distancing on buses, family discomfort with bussing, and reduced use of the TTC present the TDSB with significant transportation pressures and is likely to result in many more children being driven to school; and

Whereas, cars in school zones present a significant risk to student and staff safety and well-being, as well as increasing traffic congestion and pollution^{2, 3}; and

Whereas, the Ministry of Education, through school boards, now spends in excess of \$1 billion per year on “motorized school transportation” (i.e. bussing)⁴ that moves only 40 percent of students province-wide, yet there is little to no support for the other 60 percent of students’ travel. Current Ministry of Education support to Ontario Active School Travel is less than 0.14 percent of the investment in bussing; and

Whereas, the Toronto District School Board prioritizes walkability to neighbourhood schools, has a stated commitment to Active School Travel (AST)⁵ and has been a willing participant in the Active and Safe Routes to School pilot program⁶ with the City of Toronto, Toronto Public Health, and Green Communities Canada. However, there are other

¹ [TO Health Check 2019](#)

² [OAST Fact Sheet & Reference List](#)

³ [Vision Zero, School Zones](#)

⁴ <http://www.edu.gov.on.ca/eng/policyfunding/funding.html>

⁵ [TDSB Charter for Active, Safe, Sustainable Transportation](#)

⁶ [Active & Safe Routes to School](#)

initiatives with local active travel groups and community organizations, where the TDSB could provide more active partnership¹ to promote AST; and

Whereas, the City of Toronto recently voted to fast track the ActiveTO project² which is focused on *“a measured and data driven approach to support essential trips, front-line workers, and vulnerable road users”* by rapidly expanding the network of safe cycling and walking routes throughout the city; and

Whereas, school boards have the opportunity to be a driving force behind active school transport and advocate for dedicated funding for AST from the Provincial and Federal governments;

Therefore, be it resolved:

- a) That the Chair write to the Mayor and City Council to:
 - i. express support for the expansion of ActiveTO and the development of protected travel routes and complete streets for school zones, in addition to the existing Active and Safe Routes to School pilot program,
 - ii. specifically request new active travel routes, protected bike lanes and complete streets in high needs communities,
 - iii. invite the mayor to develop new, permanent ‘quiet streets’ near schools;
 - iv. call for the City’s commitment to and collaboration on the holding of an active school travel “summit” including the City, all coterminous school boards in Toronto, the Ministry of Education and relevant non-governmental organizations, to review the relevant research and best practices and discuss ways that all parties can build a better active school travel program for Toronto’s school children and their families;

- b) That the Chair:
 - i. write to the appropriate Provincial and Federal Ministries (Education, Health, Transport, etc.) to request proactive communication, education programs and financial support for active school travel initiatives;
 - ii. write to the Premier and Prime Minister to encourage enhanced funding for new and existing active school travel initiatives;
 - iii. invite other school boards and member associations (OPSBA, OCSTA, OSTA-AECO, CSBA) to declare active student travel as a priority and to advocate to governments for support for AST programs and partnerships;
 - iv. work with the Director of Education to encourage school councils to engage in Active School Travel campaigns for their individual school communities;

¹ [880 Cities “School Streets” Projects](#)

² [ActiveTO and Covid-19](#)

- c) That the Director:
- i. promote active school travel (AST; walking, cycling, rolling) as the preferred option for all students not travelling by school bus or public transit, for the fall of 2020 and beyond;
 - ii. encourage families to practise their school walking and cycling routes before school begins this fall, and throughout the year;
 - iii. participate in, collaborate with, or support future AST initiatives by the City and community agencies, and remove impediments to AST, such as allowing students to chain bikes to fences, and present a report on options like providing spaces to store scooters;
 - iv. re-examine the TDSB transportation safety projects, such as, “kiss n rides”, and promote safety by encouraging AST, discouraging driving, encouraging parking farther away from school zones, if families must drive, and exploring ways to support City initiatives such as partial street closures, education campaigns, etc.;
 - v. present a report to the Board on progress in the March 2021 cycle of meetings.

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Our Mission

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

We Value

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

Our Goals

Transform Student Learning

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

Create a Culture for Student and Staff Well-Being

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

Provide Equity of Access to Learning Opportunities for All Students

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

Allocate Human and Financial Resources Strategically to Support Student Needs

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

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

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

Acknowledgement of Traditional Lands

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

Reconnaissance des terres traditionnelles

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

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