



Planning and Priorities Committee Agenda

PPC:005A

Wednesday, January 27, 2021

4:30 p.m.

Electronic Meeting

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

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
To be presented
6. **Staff Reports**
 - 6.1. Timelines for the Administrative Space Review [4017] 1
7. **Written Notices of Motion for Consideration**
 - 7.1. Procurement of External Legal Counsel to Support the Director Search Committee (Trustees Story and Tonks) 11
8. **Adjournment**

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Timelines for the Administrative Space Review

To: Planning and Priorities Committee

Date: 27 January, 2021

Report No.: 01-21-4017

Strategic Directions

- Allocate Human and Financial Resources Strategically to Support Student Needs

Recommendation

It is recommended that the Timelines for the Administrative Space Review be approved.

Context

The Board of Trustees passed a motion on 21 October 2020 that staff report back on timelines for determining administrative space requirements. The attached schedules provide timelines on accomplishing this review which will include:

- Administrative requirements;
- Research on best practices in both public and private sectors;
- Value of current administrative sites;
- Accommodation options to support administrative requirements;
- Use of school space for administrative functions;
- Financial considerations including operating efficiencies; and,
- Fully accessible work locations.

The Toronto District School Board (TDSB) has two types of non-school sites in its property inventory: those sites that are administrative (i.e. office space) and those that are facility services in nature (i.e. maintenance centres, garages and warehouses). As each type of property has different operating characteristics and requirements, they will be looked at separately.

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The administrative sites are as follows:

- East Education Office, 140 Borough Drive, Scarborough;
- Fairmeadow Centre, 17 Fairmeadow Avenue, North York;
- Peckham Centre, 296 Pleasant Avenue, North York;
- TDSB Head Office, 5050 Yonge Street, North York;
- Trethewey Education Office, 2 Trethewey Drive, York; and,
- West Education Office, 1 Civic Centre Court, Etobicoke.

The maintenance centres, garages and warehouse sites are as follows:

- Alliance Centre, 401 Alliance Avenue, York;
- Eastern Centre, 849 Eastern Avenue, Toronto;
- McCulloch Centre (including Garage and Bus Wash), 7 McCulloch Avenue, Etobicoke;
- McGriskin Centre (including Shorting Stockroom), 85 and 95 Shorting Road, Scarborough;
- Oak Park Centre, 286 Oak Park Avenue, East York;
- Oakburn Centre, 15 Oakburn Crescent, North York; and,
- Tippett Centre, 3 Tippett Road, North York.

A Steering Committee will be established to guide the work and monitor progress during the review process. The Committee will include the following representation:

- Interim Associate Director of Business Operations and Service Excellence;
- Executive Officer, Facility Services and Planning;
- Interim Executive Officer, Finance;
- Learning Centre Executive Superintendents;
- Planning representative;
- Service Excellence representative;
- Plant Operations and Maintenance representative;
- Design Services representative;
- Policy Services representative;
- Research and Development representative; and,
- Toronto Lands Corporation representative.

Action Plan and Associated Timeline

Appendices A and B outline the work plan to be completed.

Resource Implications

Funding of options will be included in analysis and reporting.

Communications Considerations

Information will be shared on TDSB public website.

Board Policy and Procedure Reference(s)

Not applicable.

Appendices

- Appendix A: Administrative Space Plan - Timelines
- Appendix B: Maintenance Centres, Garages and Warehouse Space Plan - Timelines

From

Craig Snider, Interim Associate Director, Business Operations and Service Excellence at craig.snider@tdsb.on.ca or at 416-395-8469

Maia Puccetti, Executive Officer, Facilities and Planning at maia.puccetti@tdsb.on.ca or at 416-393-8780

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

Administrative Space Plan

Timelines

#	Task	Timeline	Responsibility
<p>What does modernized administrative space look like? Development of Principles and Standards for Modernized Workspace</p>			
1	Summarize past reports on administrative space – what came out of the past reviews?	June 2021	Planning
2	Summarize how funding for administrative sites works <ul style="list-style-type: none"> • Administration grant • Operating funds – are we operating within budget? • Capital funds – what do we have in our capital reserve? • Permitted uses of administration capital and proceeds of disposition – get support from Ministry to use for buying furniture and equipment 	June 2021	Finance and Facilities
3	Complete a scan of other organizations’ policies, procedures and protocols for remote working – Policy staff did a scan of other organizations as part of the development of the Remote Working Procedure	June 2021	Policy
4	Complete a literature review to learn about what other organizations are doing with their administrative/office space portfolios – what are experts recommending?	June 2021	Research
5	Complete a literature review of other organizations’ space standards	June 2021	Facilities
6	Develop a protocol for sharing workspace and staggering access to workspace – how one manages	June 2021	Policy

#	Task	Timeline	Responsibility
	the sharing of workspace and scheduling of in-person meetings		
7	Develop guidelines for space (sq ft per workstation, number of staff members per workstation, number of enclosed offices per unit or staff members, number of meeting rooms per unit/staff members, type of workstations)	June 2021	Facilities
8	Develop guidelines for locations (geographic distribution, access to mass public transit, access to highways)	June 2021	Planning
9	Present a report to Board on the principles and standards	June 2021	Steering Committee
<p>How much administrative space does the TDSB need? Quantification of the Required Workspace Based on the Standards</p>			
10	Identify space needs for teams and staff members based on their specific functions: <ul style="list-style-type: none"> Identify staff that need to work in an admin centre all the time, staff that can work from home all the time, and staff that can work in a hybrid model (some of the time at home and some of the time in an administrative centre) Identify needs for storage, archives and file space 	December 2021	Managers
11	Complete a real estate analysis of each site (e.g. appraisals, redevelopment potential)	December 2021	TLC
12	Present an update to Board	December 2021	Steering Committee
<p>What are the possibilities for providing the required administrative space? Development and Evaluation of Options based on the Principles</p>			
13	Analyze existing administrative buildings: <ul style="list-style-type: none"> Apply location guidelines to existing inventory and identify preferred locations 	June 2022	Facilities

#	Task	Timeline	Responsibility
	<ul style="list-style-type: none"> • Apply space guidelines to administrative centres to identify capacities • Allocate space to staff based on their defined space needs • Identify where surplus space exists and where additional space is required 		
14	Analyse new opportunities: <ul style="list-style-type: none"> • Build new or renovate an existing TDSB site (administrative site or school site) • Lease space in a commercial building 	June 2022	TLC
15	Create options – could involve existing buildings, new opportunities or a combination of the two – include financial analysis: <ul style="list-style-type: none"> • Capital costs to implement • Revenue generated • Ongoing operating costs and efficiencies • Reductions to renewal backlog 	June 2022	Steering Committee
16	Present an update to Board	June 2022	Steering Committee
What option do we go with? Decision-making and Implementation			
17	Recommend an option to Board – get decision on an option	January 2023	Steering Committee
18	Create an implementation plan	Spring 2023	TBD

Maintenance Centres, Garages and Warehouse Space Plan

Timelines

#	Task	Timeline	Responsibility
What does modernized facility services space look like?			
Development of Principles and Standards for Modernized Workspace			
1	Summarize past reports on maintenance centres, garages and warehouse space – what came out of the past reviews?	June 2021	Planning
2	Summarize how funding for maintenance centres, garages and warehouse space works <ul style="list-style-type: none"> • Administration grant • Operating funds – are we operating within budget? • Capital funds – what do we have in our capital reserve? • Permitted uses of administration capital and proceeds of disposition – get support from Ministry to use for buying furniture and equipment 	June 2021	Finance and Facilities
3	Complete a scan of other organizations’ support for facility services functions	June 2021	Facilities
4	Develop guidelines for space needs	June 2021	Facilities
5	Develop guidelines for locations (geographic distribution, access to mass public transit, access to highways)	June 2021	Planning
6	Present a report to Board on the principles and standards	June 2021	Steering Committee
How much facility services space does the TDSB need?			
Quantification of the Required Workspace Based on the Standards			
7	Identify space needs for teams and staff members	December 2021	Managers

#	Task	Timeline	Responsibility
	based on their specific functions: <ul style="list-style-type: none"> Identify staff that need to work in a centre all the time, staff that can work from home all the time, and staff that can work in a hybrid model (some of the time at home and some of the time in a centre) Identify needs for warehousing, vehicle parking, equipment storage, shop space, archives and file space 		
8	Complete a real estate analysis of each site (e.g. appraisals, redevelopment potential) including possible partnering with other public sector agencies	December 2021	TLC
9	Present an update to Board	December 2021	Steering Committee
What are the possibilities for providing the required facility services space? Development and Evaluation of Options based on the Principles			
10	Analyze existing maintenance centres, garages and warehouse buildings: <ul style="list-style-type: none"> Apply location guidelines to existing inventory and identify preferred locations Apply space guidelines to maintenance centres, garages and warehouse space to identify capacities and sharing of use Identify where surplus space exists and where additional space is required 	June 2022	Facilities
11	Analyse new opportunities: <ul style="list-style-type: none"> Build new or renovate an existing TDSB site (maintenance centre, garage, warehouse, or administrative site) Share space with other public sector partners 	June 2022	TLC
12	Create options – could involve existing buildings, new opportunities or a combination of the two –	June 2022	Steering Committee

#	Task	Timeline	Responsibility
	include financial analysis: <ul style="list-style-type: none"> • Capital costs to implement • Revenue generated • Ongoing operating costs and efficiencies • Reductions to renewal backlog 		
13	Present an update to Board	June 2022	Steering Committee
What option do we go with? Decision-making and Implementation			
14	Recommend an option to Board – get decision on an option	January 2023	Steering Committee
15	Create an implementation plan	Spring 2023	TBD

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

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 regular meeting of the Board on December 9, 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...

Procurement of External Legal Counsel to Support the Director Search Committee

Be it resolved:

- (a) That the Board secure the services of external legal counsel to support the Board and the Director Search committee in the process of recommending and hiring a new Director of Education;
- (b) That the external legal counsel secured by the Board in accordance with part (a) be present at all future meetings of the DSC, in order to support the work of the DSC, and also be present at any meetings of the Board where any report(s) of the DSC are under consideration;
- (c) That the external legal counsel secured by the Board in accordance with part (a) have requisite expertise ideally in the areas of public sector governance and employment law;
- (d) That the external legal counsel secured by the Board in accordance with part (a) be the designated delegate of the Director in her capacity as Secretary of the Board;
- (e) That costs to cover the implementation of the proposal at parts (a) to (c) be changed to the Governance budget;
- (f) That the Director report back to the next meeting of Board to provide information on the person contracted by the Board in accordance with part (a);

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.

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.



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.