



Governance and Policy Committee Agenda

GPC:006A

Wednesday, September 8, 2021

7:00 p.m.

Electronic Meeting

Trustee Members:

James Li (Chair), Michelle Aarts, Stephanie Donaldson, Harpreet Gill, Yalini Rajakulasingam,
Anu Sriskandarajah

Pages

1. Call to Order and Acknowledgement of Traditional Lands
2. Approval of the Agenda
3. Declarations of Possible Conflict of Interest
4. Delegations
5. Chair's Update
Oral Update
6. Staff Reports
 - 6.1. Enterprise Risk Management Policy: Phase 1 [4147]
 - 6.2. Implementation of a Mandatory Vaccination Plan: Update
Oral Update
7. Adjournment

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Enterprise Risk Management Policy: Phase 1

To: Governance and Policy Committee

Date: 8 September, 2021

Report No.: 09-21-4147

Strategic Directions

- Create a Culture for Student and Staff Well-Being
- Allocate Human and Financial Resources Strategically to Support Student Needs
- Build Strong Relationships and Partnerships Within School Communities to Support Student Learning and Well-Being

Recommendation

It is recommended that the Policy Development Work Plan, as presented in this report, be approved.

Context

The proposed development of the Enterprise Risk Management Policy (the “Policy”) is in response to a Provincial Government Directive (issued on February 13, 2020) that requires all ministries and government agencies to implement an Enterprise Risk Management (ERM) program. The Directive sets out principles, requirements, and responsibilities for effective and efficient enterprise risk management for ministries and provincial agencies.

Although the TDSB is not required to adopt the Directive at this time, it is recommended that the Board take a proactive approach in developing an ERM Policy to establish risk management processes. This will help ensure risk identification, assessment, mitigation, and reporting strategies are standardized and effectively implemented across the Board. Currently, the TDSB has several policies and associated procedures in place which relate to risk management in varying contexts. However, the TDSB does not have a designated policy on system-wide risk assessment and management.

The need for an enterprise risk management policy was further emphasized by the COVID-19 pandemic and the challenges associated with business interruptions.

An ERM Policy will help serve as a proactive, organization-wide framework that is integrated with TDSB core values, strategy, objectives, performance, communication and reporting mechanisms to effectively decrease uncertainty and improve decision making within the Board.

The Policy Development Work Plan (see Appendix A) is presented for the Committee's consideration and approval. As per the Work Plan, the proposed Policy will be aligned with the legislative requirements, the Provincial Government directive, and will take into consideration Board's operational requirements and best practices. As part of the policy development, staff prepared a scan of related policies in other public organizations, including municipalities, universities, colleges, and a school board (see Appendix B).

Action Plan and Associated Timeline

Subject to the Committee's approval of the Policy Development Work Plan, the draft Policy will be developed in accordance with the Work Plan. Public consultations are expected to be conducted from November - December 2021. It is expected that the draft Policy will be presented to the Governance and Policy Committee in February 2022 and to the Board of Trustees in March 2022 for final approval.

Resource Implications

No additional resources will be required for the development and implementation of the Policy at this time.

Communications Considerations

Following Board approval, the Policy will be communicated to the public in accordance with the Policy Development Work Plan.

Board Policy and Procedure Reference(s)

- Anti-Fraud Measures Policy (P094)
- Reporting of Suspecting Wrongdoing (Whistleblowing) Policy (P066)

Appendices

- Appendix A: Policy Development Work Plan
- Appendix B: Scan of Related Policies

From

Craig Snider, Interim Associate Director, Business Operations and Service Excellence,
at craig.snider@tdsb.on.ca

Marisa Chiu, Executive Officer of Finance at marisa.chiu@tdsb.on.ca

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POLICY DEVELOPMENT WORK PLAN

Date: September 8, 2021

All policies will be developed to ensure consistency with the TDSB's Mission, Values and Goals Policy (P002), the Equity Policy (P037) and the Board's Multi-Year Strategic Plan.

POLICY INFORMATION

Proposed Policy Title: Enterprise Risk Management (ERM) Policy

Executive Council member responsible for development of the new Policy:
Associate Director, Business Operations and Service Excellence

Phase I. APPROVAL OF POLICY RATIONALE

The rationale for the new Policy: Enterprise Risk Management serves as a proactive, organization-wide process that is integrated and implemented into TDSB core values, strategy, objectives, performance, communication and reporting to decrease uncertainty and improve decision making. In adopting a globally accepted ERM framework, known as ISO 31000, ERM aligns the identification and management of risks on a continuous basis to strategic objectives in order to improve organizational performance. An ERM Policy will assist in establishing risk management processes within the TDSB and ensure risk identification, assessment, mitigation, and reporting strategies are standardized and effectively being implemented. Many public organizations, including school boards, have established formal ERM policies and procedures. Currently, the TDSB has several policies and associated procedures in place which relate to risk assessment and management in varying contexts. However, the TDSB does not have a designated policy on system-wide risk management.

On February 13, 2020, the Provincial Government issued a Directive that requires all ministries and Provincial agencies to implement an ERM program. The Directive sets out principles, requirements, and responsibilities for effective and efficient enterprise risk management for ministries and provincial agencies. Although TDSB is not required to adopt the Directive at this time, it is recommended that the TDSB take a proactive approach of planning and implementing this initiative in order to establish an integrated risk management process across the organization that is aligned with a globally accepted framework.

This Policy Development Work Plan has been discussed with the Policy Coordinator:

☒ Yes

☐ No

Phase II. OBTAINING TRUSTEES' DIRECTIONS AND DRAFTING POLICY

This Policy Development Work Plan will be discussed at the Governance and Policy Committee meeting held on: [September 8, 2021](#)

Creating the Draft Policy

The draft Policy will be created and aligned with the current Policy Template (see Operational Procedure PR501, Policy Development and Management, Appendix A):

☒ Yes

☐ No

Detailed information on the proposed policy provisions, including findings of the policy equity assessment:

- As part of the TDSB ERM Policy development, it is recommended to consider provisions of the Province of Ontario Enterprise Risk Management (ERM) directive. The directive sets out principles, requirements, and responsibilities for effective and efficient enterprise risk management for ministries and provincial agencies.
- It is recommended that the Policy emphasizes the importance of embedding Equity principles in the identification and assessment of risks.
- It is recommended that the risk management protocols within each area of the TDSB are housed under one umbrella Policy; allowing for broader visibility when planning and making decisions related to risk assessment and management.
- It is recommended that the Policy consist of provisions outlining formal enterprise risk management framework to effectively identify, manage and report risks that TDSB faces.
- It is recommended that the Policy consists of provisions that work in conjunction with the audit process in order to provide assurance that high risk areas, for example, finance and budgetary concerns, are being reviewed and action plans are being adhered to.
- It is recommended that the Policy align with current TDSB policies and procedures, which relate to risk assessment and management in varying contexts.
- It is recommended that the Policy define terms such as: enterprise risk management, risk, risk profile, risk register, risk management, risk assessment, internal controls, mitigation, and other terms related to ERM.

- It is recommended that the Policy emphasize the importance of internal controls as a means of avoiding risk, risk prevention (reducing likelihood of risks through policies, procedures, or guidelines), risk reduction/mitigation (reduce consequence of risks), and risk transferring, for example, insurance or contract.
- It is recommended that the Policy has provisions related to implementing a risk register or similar tool. A risk register acts as a tool for documenting risks and actions to manage each risk. In the register, risks are identified, assessed, and tracked. Risk registers may also be used to inform annual audit planning.
- It is recommended that the Policy has provisions related to the governing structure for oversight and monitoring of risks including the role of the Audit Committee.
- It is recommended that the Policy outlines roles and responsibilities related to the awareness, management and assessment/evaluation of risks within the Board.
- It is recommended that the Policy embed provisions related to training and professional development when it comes to risk management competencies for staff.
- It is recommended that the Policy require, at a minimum, annual risk identification and assessment reviews.
- It is recommended that ERM, in particular, risk identification and assessment, be engrained into other policies, procedures, projects, and reporting.

☒ A review of leading practices for similar policies across jurisdictions has been completed and is included with this Work Plan.

Phase III. INTERNAL REVIEWS AND SIGN-OFFS

The draft Policy will include input from TDSB departments affected by the Policy:

- ☒ Business Operations and Service Excellence
- ☒ Equity, Well-Being and School Improvement
- ☒ Human Rights and Indigenous Education
- ☒ Leadership, Learning and School Improvement

In addition, the following departments will be required to sign-off on the proposed draft Policy:

- ☒ Legal Services
- ☒ Policy Services
- ☒ Government, Public and Community Relations

Following internal reviews and TDSB departments' sign-offs, the draft Policy will be submitted to Executive Council on: [October - November 2021](#)

A sign-off from the Director of Education will be obtained before proceeding with external consultations and/or Committee/Board approval.

☒ Director of Education

Phase IV. EXTERNAL CONSULTATIONS

Are external consultations applicable to this Policy?

☒ Yes

☐ No (*Ministry of Education mandated policy or corporate policy without external stakeholders*)

Mandatory external consultations will include, at minimum:

1. Posting of the working draft Policy on the TDSB website for public feedback (45 days minimum)
2. Extending invitations for consultation to:

☒ Student Senate

and

all Community Advisory Committees of the Board and conducting consultations with the Community Advisory Committees that expressed interest (either individually with each interested committee or collectively with representatives of all interested committees): [November - December 2021](#)

- ☒ 2SLGBTQ+ Community Advisory Committee
- ☒ Alternative Schools Community Advisory Committee
- ☒ Black Student Achievement Community Advisory Committee
- ☒ Community Use of Schools Community Advisory Committee
- ☒ Early Years Community Advisory Committee
- ☒ Environmental Sustainability Community Advisory Committee
- ☒ Equity Policy Community Advisory Committee

- ☒ French-as-a-Second-Language Community Advisory Committee
- ☒ Inner City Community Advisory Committee
- ☒ Parent Involvement Advisory Committee (PIAC)
- ☒ Special Education Advisory Committee (SEAC)
- ☒ Urban Indigenous Community Advisory Committee

In addition to mandatory consultations, other external participants and projected dates of consultation(s) include: [November - December 2021](#)

- ☐ School Councils
- ☒ Professional Associations and Unions
- ☐ Other

The following methods will be applied in the external consultations:

- ☐ Public meeting
- ☐ Facilitated focus group
- ☒ Call for public delegations
- ☐ Expert panel discussion
- ☐ Survey
- ☒ Posting on the TDSB website
- ☒ Other: [Electronic Communication](#)

Phase V. COMMITTEE/BOARD APPROVALS

Following external consultations and revisions, the working draft Policy will be presented to the Governance and Policy Committee on the following date: [January – February 2022](#)

Following recommendation by the Governance and Policy Committee, the new Policy will be presented to the Board on the following date: [February - March 2022](#)

Once approved, the new Policy will be added to the TDSB website.

Phase VI. IMPLEMENTATION

Following Board approval, the new Policy will be communicated through:

- ☒ Posting of the new Policy on the TDSB website through the Policy Coordinator
- ☒ Sharing with staff through the System Leaders' Bulletin
- ☒ Informing departments at staff meetings and channeling information to the school principals through respective superintendents

-
- ☒ Implementation of a broad communication plan for internal and external audiences, include summary of policy provisions and expected outcomes

Policy implementation will include:

- ☒ Conducting information/training sessions to TDSB staff affected by the Policy

The projected time period for conducting information/training sessions to staff will be: [April – September 2022](#)

- ☒ Initiate development of new procedures or review of associated procedures: [2022/2023 school year](#)

[Develop Enterprise Risk Management Procedure after Policy is approved.](#)

Scan of Selected Organizations Development of Enterprise Risk Management Policy

Summary:

Enterprise Risk Management (ERM) is a proactive, systematic, organization-wide process to understand and manage risks as an interrelated portfolio. ERM relates to making strategic decisions that contribute to the achievement of an organization's overall objectives.

The TDSB has several policies and associated procedures in place which relate to risk management in varying contexts (e.g., Anti-Fraud Measures Policy, the Reporting of Suspecting Wrongdoing (Whistleblowing) Policy). However, the Board does not have a designated policy on system-wide risk assessment and management.

Through a scan and subsequent review of eleven (11) organizations, provisions relating to ERM) were found in various policies, procedures and/or protocols. Key findings included: adoption of ERM rules to effectively and efficiently manage risks (e.g., International Organization for Standardization and the Committee of Sponsoring Organizations); internal controls of risk; defining risk register and profile; the governance structure and the oversight of risks; organization roles and responsibilities when it comes to risk management; and professional development related to risk assessment and management.

Key Findings of Other Jurisdictional Policies, Procedures, and/or Guidelines:**1. *Enterprise Risk Management Requirements***

Most organizations scanned have established formal ERM rules through respective policies, procedures, frameworks and guidelines. The ERM documents outline risk management processes that help ensure risk identification, assessment and mitigation (e.g., Vancouver DSB, Simon Fraser University, Global Fund, Algonquin College). The main steps of this process include stating objectives and establishing context; identifying risks; assessing risks; planning and taking action on the risks identified; and monitoring and reporting on the risks.

Many of the organizations scanned state that ERM is used to meet the core objectives of their organization. For this to occur, some organizations (e.g., GPRC, Trent University, Simon Fraser University, Global Fund, University of Ottawa) require the active participation of senior management and staff across the organization when assessing and mitigating for risks. Some organizations (e.g., Trent University, Vancouver DSB, GPRC) also highlight the importance of consultation activities with internal/external stakeholders to ensure risks levels

are managed in relation to the context of their environment.

Many of the organizations scanned (e.g., Trent University, Simon Fraser University, Algonquin College, City of Edmonton, Vancouver DSB, GPRC, Global Fund) outline the key outcomes of the ERM within their respective ERM policies, these include, but are not limited to:

- Increased preparedness, response and resiliency to the changing internal and external environments (e.g., Simon Fraser University);
- Adopting a globally recognized risk framework to effectively and efficiently manage risk which will lead to more informed and improved decision making (e.g., Vancouver DSB);
- Ensuring similar risks are addressed in a consistent manner (e.g., Global Fund);
- Balancing cost of controls and allocation of resources with the anticipated benefits (e.g., Trent University); and,
- Increasing the value of services delivered through innovation and continuous improvement that result from enhanced risk awareness, assessment, and management (e.g., GPRC)

Most organizations reviewed (e.g., Trent University, Simon Fraser University, Global Fund, GPRC) have varying lenses within their respective ERM documents when identifying and assessing the types of risks, including but not limited to: strategy (high-level goals and objectives), project (activities related to achieving defined objectives); operations (effective and efficient use of resources); continuity (emergency management and contingency planning).

A few educational institutions scanned (e.g., Vancouver DSB, Algonquin College, Western University, University of Saskatchewan, Toronto DSB) face challenges of integration across all educational buildings, departments and the institution as a whole when it comes to risk assessment and management. To effectively control and mitigate for risks across the entire school board, many organizations (e.g., Vancouver DSB, Algonquin College, Western University, University of Saskatchewan) have implemented ERM that aims to link the management of risk to core objectives in order to improve the organizations performance. ERM helps set a formal process for managing and reporting the risks an organization faces. ERM also complements the audit process through assuring that high risk areas are being reviewed and action plans are being adhered to. In addition, ERM assists in integrating a risk aware culture within an organization; where collaboration is required across departments to ensure effective risk assessment and management practices.

International Organization for Standardization (ISO) and Committee of Sponsoring Organizations (COSO)

The International Organization for Standardization (ISO) and the Committee of Sponsoring Organizations (COSO) are the two leading organizations that

develop risk management standards. It is important to note that neither ISO nor COSO designations are required for an organization to get a compliance certification (Source: ISO Website - <https://www.iso.org/iso-31000-risk-management.html> and COSO Website - <https://www.coso.org/Pages/aboutus.aspx>).

ISO 31000 standard provides high-level guidance on the components of a risk management framework and has been adopted as the official risk management standard by national standards organizations in various countries around the world (Source: ISO Website - <https://www.iso.org/iso-31000-risk-management.html>). ISO focuses more so on overall risk assessment and how best to incorporate risk management practices within the strategic planning process; helping provide specific information to organizations to better define and fulfill their risk oversight responsibilities (Source: ISO Website - <https://www.iso.org/iso-31000-risk-management.html>).

COSO was developed in partnership with PriceWaterhouseCoopers (Source: COSO Website - <https://www.coso.org/Pages/aboutus.aspx>). Since COSO has its origins in providing financial control frameworks, their ERM standard is targeted more toward organizations focussing primarily in accounting, audit, and corporate governance (Source: COSO Website - <https://www.coso.org/Pages/aboutus.aspx>).

Based on findings from this scan, it is important to note that the overarching goal of risk-related activities is to support decision-making by helping identify and properly assess both risks and opportunities in achieving core objectives of an organization.

2. Internal Controls

Most organizations (e.g., Simon Fraser University, Vancouver DSB, Algonquin College, Global Fund, Trent University) identified internal controls as means of avoiding risk, risk prevention (reducing likelihood of risks through policies, procedures, or guidelines), risk reduction/mitigation (reduce consequence of risks, e.g., sprinkler systems or signing authority), and risk transferring (e.g. insurance or contract)

Many organizations scanned (e.g., Vancouver DSB, Trent University, GPRC) identify key objectives and multi-year strategic plans to facilitate the risk identification and assessment processes related to each. More specifically, some organizations (e.g., Global Fund, Simon Fraser University) have processes that coordinate interviews with management and risk owners to identify risks in each department or operational area, and to document existing mitigating controls in place. For example, in certain organizations (e.g., GPRC), the “Enterprise Risk Management department” collaborate with risk owners, to carry out the preliminary self-assessment and to determine the risk level based

on the impact and likelihood scale.

3. *Risk Register and Risk Profile*

Most of the organizations scanned (e.g., Simon Fraser University, GPRC, Vancouver DSB, Global Fund, Trent University) mention the implementation of a risk register within their respective ERM related documents. A risk register acts as a tool for documenting risks and actions to manage each risk. In the register, risks are identified, assessed and tracked. Within their risk registers, many organizations (e.g., Vancouver DSB, GPRC) also list the objective at risk, a description of the risk, an assessment of likelihood, impact and overall risk rating. Many of the organizations scanned (e.g., Vancouver DSB, GPRC, Trent University, Simon Fraser University) also utilize the ERM risk register to inform their annual audit planning.

Almost all of the organizations scanned (e.g., Trent University, Vancouver DSB, GPRC, Simon Fraser University, University of Ottawa, Global Fund) provided an overview of their risk profile within their respective ERM related documents. A risk profile is a summary of the number of risks categories of risks, and how risks may affect and inform strategy and the achievement of core objectives. The risk profile sets out the maximum amount of risk an organization is willing to accept. It is interesting to note, that within most of the organizations scanned (e.g., Vancouver DSB, GPRC, Global Fund), risk tolerance varied on the nature and level of core objectives and was generally higher at the enterprise level than at the divisional or departmental levels.

4. *Oversight of Enterprise Risk*

Many of the organizations scanned (e.g., Vancouver DSB, University of Ottawa, Global Fund, Simon Fraser University, Trent University) have established a governance structure for oversight and monitoring of risk including creating or assigning a senior level committee. These governance structures review new and existing risks; the effectiveness of the implementation of risk mitigation strategies; the use of ERM information and reporting in decision making; ongoing maintenance of the risk profile; performance measures to identify trends and determine if the risk protocols are functioning as intended; and compliance with audit and financial comptroller standards.

Currently, the TDSB has an Insurance and Risk department which manage several functions including but not limited to: developing, monitoring and revising the risk related guidelines as necessary; coordinating the risk identification, risk assessment, risk management and risk monitoring processes; presenting status updates to the Audit Committee on risk management activities, as well as if any significant risk-related changes or issues arise. The Audit Committee is an established Statutory Committee as prescribed by the *Education Act*, the *Financial Administration Act* including Regulation 395/11, supplemented by

Ministry of Education Memorandum 2004; Ontario Regulation 361/10.

5. ***Organizational Roles/Responsibilities***

Most of the organizations reviewed (e.g., Trent University, Vancouver DSB, GPRC, Simon Fraser University, University of Ottawa, Global Fund) have established roles and responsibilities for the governance and management of ERM.

As an example, outlined below are the organizational roles/responsibilities identified in the ERM Framework of the Vancouver DSB:

The Board of Education: The Board of Education through its delegated authority to the Superintendent will be made aware of the District's key risks.

Superintendent: The Superintendent retains the ultimate responsibility for risk management and for determining the appropriate level of risk that the District is willing to accept in the determination and execution of Vancouver DSB's strategy and in the conduct of its business activities. The Superintendent will also receive and review the District's ERM results, as well as reports on risk management activities through status updates in order to keep apprised of what the top risks to the Vancouver DSB are and what mitigation strategies are in place. The Superintendent will inform the Audit Committee of the updates and mitigation strategies as necessary in order to inform the Board.

The Internal Risk Management Working Group: The Internal Risk Management Working Group will have certain oversight responsibilities of the ERM program. The Internal Risk Management Working Group shall be responsible for the following activities:

- approve the design of the Districts enterprise-wide risk management framework, including supporting methods, risk policies, risk inventories, and the risk ranking methodology, as they relate to financial, educational, operational, strategic, compliance risks;
- review and advise SMT on the risk impact of strategic business decisions and assess strategic alignment with the Districts risk appetite;
- review significant risk concentrations and other escalations
- report to Senior Management on the Districts most significant risks, risk trends, as well as related risk response strategies and the performance of the Districts risk management capabilities;
- oversee the implementation of and adherence to corporate risk procedures, processes, and other risk guidance;

- review any public disclosure of risk information and risk management practices

The Senior Management Team: The Senior Management Team are responsible for overseeing the implementation and ongoing execution of risk management processes within their areas of responsibility, and for accurately reporting on the Vancouver DSB's consolidated enterprise wide risks and the status of risk management at the Vancouver DSB to the Board (through the Internal Risk Management Working Group) on at least an annual basis, and more frequently as requested or desired.

The Director of Enterprise Risk: The Director of Enterprise Risk & Privacy Compliance is accountable to the Secretary-Treasurer and is the management owner of the ERM framework. The Director of Enterprise Risk & Privacy Compliance is responsible for managing the implementation and maintaining the ERM framework.

Principals/Vice Principals & District Managers/Supervisors: The School District's Principals/Vice Principals & District Managers/Supervisors are responsible for identifying, evaluating, managing, and internally reporting on risks within Vancouver DSB, in accordance with the administrative procedure and guidelines and the requirements of the Superintendent, Secretary Treasurer and the Senior Management Team.

All Employees: Employees have a general duty of care and are responsible for complying with requests from management in connection with the application of this procedure. Through appropriate preventative and detective action, reasonable care should be taken to prevent or mitigate adverse impacts on the Vancouver DSB. Additionally, employees are to communicate with the District Management, Principals/Vice Principals, of any additions, deletions and changes in facilities, systems, processes, regulations or operations that may add significant risk and/or significantly affect existing risk assessments.

6. Professional Development

Many of the organizations scanned (e.g., GPRC, Trent University, Vancouver DSB, Simon Fraser University, University of Ottawa) have embedded provisions within their respective ERM policies that speak on developing and maintaining processes to continuously improve the organization's risk management capability and capacity which includes a linking of risk management competencies in recruitment, retention and professional development.

Organizations Reviewed (11): Trent University, Vancouver DSB, Grand Prairie Regional College (GPRC), Western University, Simon Fraser University, University of Ottawa, City of Edmonton, Toronto DSB, Algonquin College, University of

Saskatchewan, and the Global Fund.

Sources:

ISO Website - <https://www.iso.org/iso-31000-risk-management.html>

COSO Website - <https://www.coso.org/Pages/aboutus.aspx>

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."

Committee Mandate

The Governance and Policy Committee's mandate will be to consider and make recommendations to the Board on governance and policy matters referred to it for consideration, including review of Board governance practices and the ongoing development and review of the Board's policies.



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

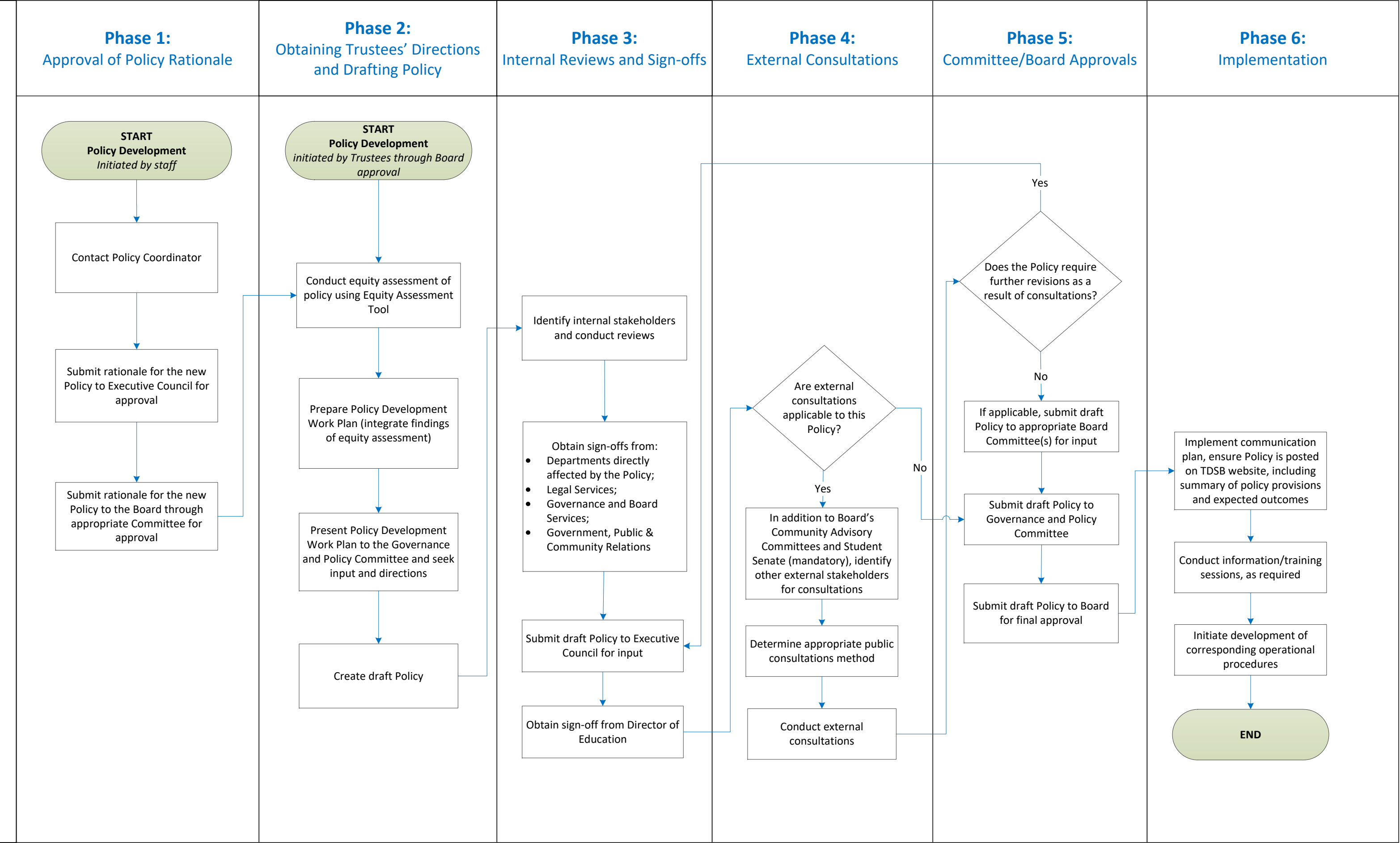
We will ensure that all schools offer a wide range of programming that reflects the voices, choices, abilities, identities and experiences of students. We will continually review policies, procedures and practices to ensure that they promote equity, inclusion and human rights practices and enhance learning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

Allocate Human and Financial Resources Strategically to Support Student Needs

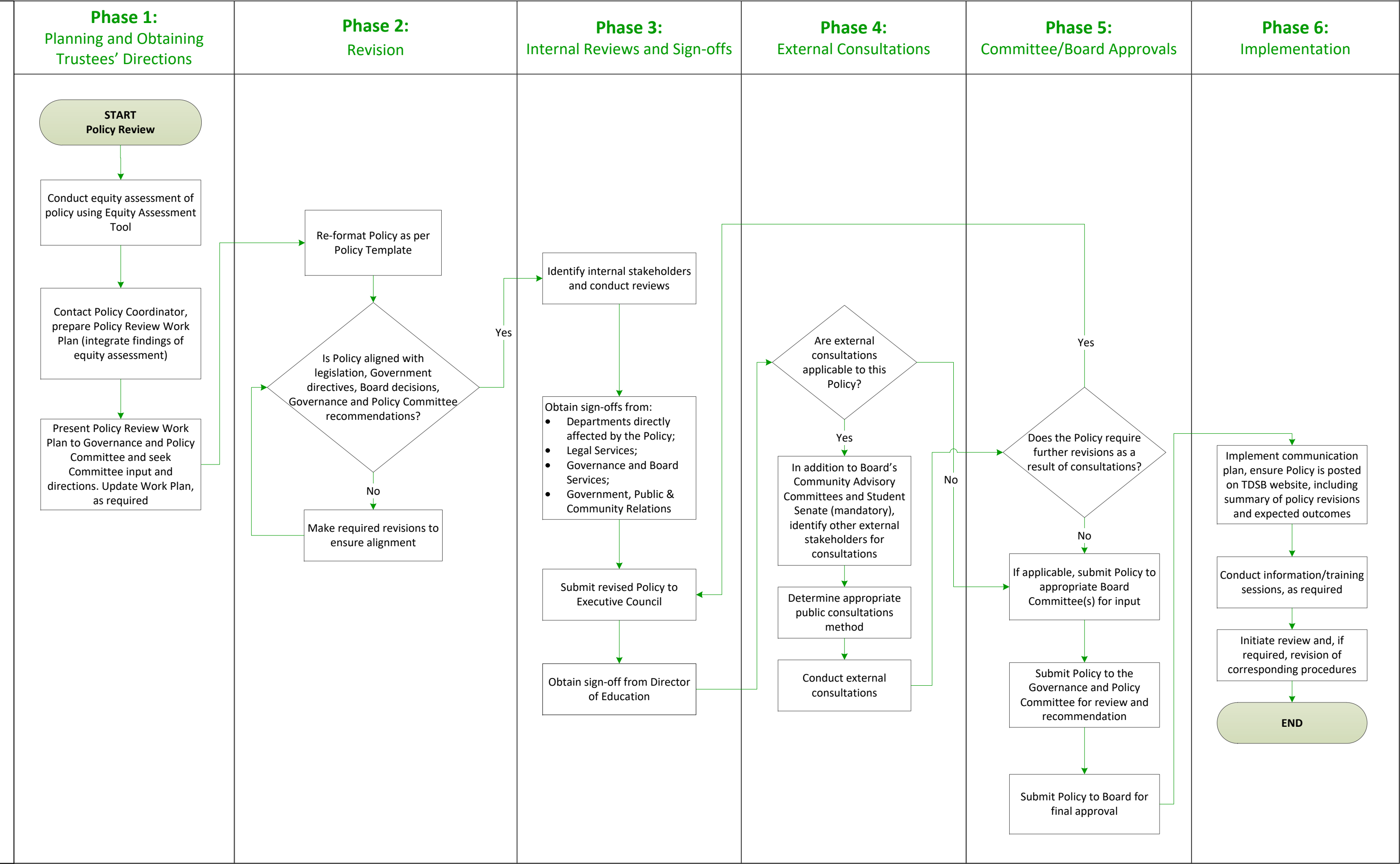
We will allocate resources, renew schools, improve services and remove barriers and biases to support student achievement and accommodate the different needs of students, staff and the community.

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.



POLICY REVIEW PROCESS



Acknowledgement of Traditional Lands

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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