

## MEETING NOTICE

### Regular Meeting

**Tuesday February 20, 2018**

**6:00 pm, Location: Aird & Berlis LLP, Brookfield Place, 181 Bay Street,  
Suite 1800**

To: Members of the Toronto Lands Corporation

Board Members: David Crombie (Chair), Alexander Brown, Jerry Chadwick,  
Michael Fenn, Jennifer Quinn, Gerri Gershon, Avtar Minhas, Brenda Patterson,  
Sheerin Sheikh and Steven Zakem

## AGENDA

1. Call to Order
2. Approval of Agenda
3. Declarations of Possible Conflict of Interest
4. Approval of Minutes  
  - November 28, 2017 Page 1
  - December 12, 2017 (Organizational Board Meeting)
5. Report No. 20 from the Finance Committee Page 9
6. Report No. 15 from the Audit Committee Page 12
7. CEO Report, February 2018 Page 15  
(Rpt. #2018-02-638)
8. Resolution into Committee of the Whole, In-Camera
9. Committee of the Whole rises and reports and reconvenes in Public

## 10. Adjournment

G03 (2018 Board meetings/20 February 2018/public)lp.8000  
Updated: February 16, 2018

## **Board Meeting Report No. 48**

November 28, 2017

A regular meeting convened at 6:15 pm., Tuesday, November 28, 2017 at the office of Aird & Berlis, 181 Bay Street, Suite 1800 with Steven Zakem, Chair (acting) of the Board presiding.

The following members were present: A. Brown, J. Chadwick, M. Fenn, G. Gershon, B. Patterson, J. Quinn, S. Sheikh

The following from TDSB were in attendance: Craig Snider

The following members expressed regrets: D. Crombie, A. Minhas

### **1. Call to Order**

The meeting was called to order by David Crombie, Chair of the Board.

### **2. Approval of the Agenda**

J. Chadwick seconded by B. Patterson, moved:

**That the agenda be approved as distributed.**

**The motion was carried.**

### **3. Declarations of Possible Conflict of Interest**

There were no declarations of conflict of interest reported.

### **4. Approval of Minutes**

- Board – September 26, 2017

The following corrections to be made to the September Minutes were identified:

1. Under the Baycrest update, delete the work “site”
2. Modify public minutes to note J. Chadwick’s absence

**J. Chadwick seconded by S. Sheikh moved that the Minutes of September 26, 2017 be approved with the above noted amendments**

**The motion was carried.**

## **5. Report No. 20 from the Finance Committee**

A detailed and fulsome discussion was undertaken regarding the TLC Operating Statements. The report was received subject to clarification on various costings and financial allocations. Staff will come back with a revised report format that is more inclusive of the function and activities TLC undertakes.

**S. Sheikh seconded by B. Patterson moved that Report No. 20 from the Finance Committee be received.**

**The motion was carried.**

## **6. Report No. 15 from the Audit Committee**

S. Sheikh noted that the Audit Committee convened to review the Financial Statements of the Corporation for the year ending as at August 31, 2017. Deloitte provided a presentation to the Committee and was of the opinion that the financial statements present fairly, in all material respects, the financial position of TLC.

**S. Sheikh seconded by J. Quinn moved that:**

**The Draft Audited Financial Statements for the Toronto Lands Corporation, for its fiscal year ending August 31, 2017 be approved.**

**The motion was carried.**

## **7. Management Report to the Board, November 2017**

D. Sage noted that newly entitled *Management Report* was the previous *CEO Report* which provided the Board with an update on all TLC properties currently being actioned.

The following highlights of the Management Report were identified:

### **Sir Robert Borden:**

As a result of provincial Surplus Property Transition Initiative and specifically as it pertains to the Borden site there was some concern about the implementation of the provincial volunteer program. TLC staff at its September meeting reported to the Board on the implications of the program on TDSB. At that time, the Board directed staff to inform TDSB of the impact of the initiative and report back to the TLC Board at its November meeting.

TLC transmitted the related reports to the TDSB at its October Board meeting; TDSB reviewed the information and responded with a subsequent motion. In lieu of supporting the provincial initiative, the TDSB directed that a steering committee be established headed by the TLC and consisting of the Ministry of Education, Province, City of Toronto, to develop a framework for a potential community hub to be a part of the redevelopment project and that TLC report back to the TDSB by March 2018. Relying on this community needs framework, TLC would issue a Request for Offers (RFO) no later than June 2018 and will incorporate Committee findings of community needs to better

inform the purchaser. TDSB requires that it is to remain financially whole from a highest and best use perspective as required under the Regulation.

From a procedural perspective, TLC provided evidence to the Ministry of Education that the circulation process was satisfactorily completed and the Ministry provided its formal acknowledgement that the property is cleared to be presented on the open market. TLC also issued its request to the Province to recover the cost of retaining the Borden site to allow more time for the Province to pursue its hub interest in the site.

### **99 Carwright Ave**

The 6.0 acre site which was declared surplus for sale on June 21, 2017 closed on November 27, 2017. The tenant, who holds the first right of purchase subject to statutory rights, purchased the site.

### **Bloor-Dufferin**

The buyer Capital Developments submitted its Site Plan Application to the City of Toronto in late September 2017. The developer has advised that the application has been deemed completed by the City and continues to work through the Planning approval process leading to site plan approval and severance necessary to complete the transaction.

### **Pool Condition Audit**

As part of TLC/TDSB's committee under the current 2-year extension agreement for the City lease of 28 TDSB school pools, and in order to inform future decision making with respect to capital repairs, associated costs and fees for pools, TLC issued a tender to complete a condition assessments of these TDSB pools. The RFP is expected to close in January 2018 with a contract award to be issued in February.

### **Director's and Officer's Liability Insurance**

It was noted that TLC staff on the advice of the TDSB Insurance and Risk Management Department, purchased Directors and Officers (D&O) liability insurance for a 3-year term through Chubb Insurance Company with an annual premium of \$2,250. The purchase of D&O insurance at this time is as a result of TDSB entering into an agreement with a new insurance provider, Aon, whereby TLC would be better protected through a separate D&O policy as it offers three other forms of protection: Directors and Officers Liability, Corporate Reimbursement and Entity Coverage.

**M. Fenn seconded by J. Chadwick moved that:**

***The Management Report to the Board, November 2017* be received for information and forwarded to the next meeting of TDSB for information.**

**The motion was carried.**

## **8. 721 Royal York Easement Report**

It was noted that the City is requesting temporary access on a portion of TDSB owned lands located at the former Kingsmill Secondary School (721 Royal York) for the purposes of installing a temporary access road, routing of by-pass piping and vehicular stationing. The property now known as Bishop Allen remains under the operation of the TCDSB, as per the provincial Bill 30 separate school funding agreement. To provide access the TDSB must enter into a Temporary Easement Agreement with the TCDSB as a party to the Agreement. The TLC is requesting authority as agent of TDSB to enter into the Agreement with the City with the Key Business Terms.

**G. Gershon seconded by B. Paterson moved that:**

**That the Toronto Lands Corporation (TLC) as agent of the Toronto District School Board (TDSB) be authorized to enter into a Temporary Easement Agreement with the City of Toronto for a portion of TDSB owned lands located at the former Kingsmill Secondary School (located at 721 Royal York and under a long term lease agreement to the TCDSB) in order to provide the City of Toronto site access to accommodate a construction staging area to facilitate the rehabilitation of the South Mimico Sanitary Trunk Sewer.**

**The motion was carried**

#### **9. Resolution into Committee of the Whole**

At 6:50 p.m. on a motion by A. Brown, seconded by G. Gershon, the meeting convened into the in-camera session.

#### **10. Committee of the Whole Rises and Reports and Reconvenes in public**

At 7:01 p.m. the Committee of the Whole reconvened in public to hear a presentation from PwC on the TLC Review.

#### **11. Presentation by PwC**

PriceWaterhouse Coopers (PwC) represented by John Bauer and Domenic Belmonte was invited to attend the TLC Board meeting to provide a presentation to the TLC Board on its review of the TLC.

PwC began its presentation by noting that PwC was retained by the TDSB to assess the mandate of the TLC and to determine if as a subsidiary of the TDSB, the TLC is continuing to meet the current and future needs of the TDSB. In completing this review PwC (1) interviewed various stakeholders including TDSB Trustees, past and present TLC Board members, staff of TDSB and TLC and representatives from the Ministry of Education and Ministry of Infrastructure and (2) reviewed relevant documentation and legislation.

General Observations of PwC as documented in its report are as follows:

- TDSB requires active management of its full real estate holdings;

- There was a clear TDSB need for TLC, at the same time, there is evidence that TDSB's current needs have evolved which include: real-estate portfolio planning, capacity planning, neighbour and community planning, systematic forecasting and planning of school and communities.

PwC subsequently proceeded to identify TDSB's future state needs and concluded its presentation by identifying the possible options TDSB could adopt to manage its significant real estate portfolio.

Following the PwC presentation, the TLC Board had an opportunity to ask questions and seek clarity on the material presented in the PwC report. The following themes emerged:

1. Accuracy of information detailed in the PwC report pertaining to interviews with stakeholders, types of documentation referenced without verifiable evidence to substantiate statements;
2. Land is now being seen as a public good and therefore, asset management is now the intermingling of real-estate combined with diverse and equitable needs that can provide educational and societal benefits. This significant component/observation is missing from the report;
3. The significant concerns of TDSB's Renewal needs have not been addressed;
4. The Board agrees with a governance model that is consistent with the key components of a strong subsidiary Corporation of TDSB, in order to:
  - Reduce volume for decision makers;
  - Provide expert resources;
  - Offer a degree of insulation to the Shareholder; and,
  - Is responsive to changing Shareholder needs.

Following the Q&A period, PwC exited the meeting to provide an opportunity for the Board to discuss and identify next steps. The following was decided:

#### **Process:**

1. The Chair and CEO, to write a letter to the Director of Education thanking the Director for the opportunity to have had PwC present their report to the Board and indicate that the TLC Board will provide its report back to TDSB to align with its decision making and timelines.
2. The CEO prepare a report back to the TLC Board in the New Year following discussions with TDSB staff regarding their recommended response to the PwC report.
3. That at the direction from the Chair that TLC's response should focus on opportunities and value added.

**M. Fenn seconded by S. Sheikh moved that:**

- 1. The Chair and CEO, TLC, send a letter to the Director of Education, TDSB, thanking the Director and staff for the opportunity to have had PwC present their report and that TLC undertake to develop a response to the TDSB in the New Year;**
- 2. The TLC collaborate with TDSB on TDSB staff recommendations; and**

- 3. That the CEO prepare a draft report for presentation to TLC Board early in the New Year.**

**The motion was carried.**

## **12. Adjournment**

J. Chadwick seconded by G. Gershon the meeting adjourned at 8:15 p.m.



**Organizational Board Meeting  
Report No. 49**

December 12, 2017

A regular meeting was convened at 12:00 pm, December 12, 2017, via teleconference at TLC Office, 60 St. Clair Ave. E, 2<sup>nd</sup> floor, Suite 201, Toronto, Ontario, with Steven Zakem presiding as Chair (acting).

The following members were in attendance via teleconference: J. Chadwick, M. Fenn, G. Gershon, B. Patterson, J. Quinn, S. Sheikh

Regrets: A. Brown, D. Crombie and A. Minhas

**1. Call to Order**

The meeting was called to order by Steven Zakem, Chair (acting), presiding.

**2. Approval of the Agenda**

**The Agenda was approved as distributed.**

**3. Declarations of Possible Conflict of Interest**

There were no declarations of possible conflict of interest.

**4. TLC Board Representation on TLC Committees**

The Board had for their consideration the report entitled *TLC Board Representation on TLC Committees*. In accordance with the Shareholder's Direction and in line with the TDSB Organizational Board meeting committee, committee appointments by the TLC are required.

The TDSB Trustees currently on the TLC Board, A. Brown, J. Chadwick, G. Gershon and A. Minhas are continuing in their second year on the TLC Board. As a result, Letters of Representation have been established assigning Committee membership.

**G. Gershon seconded by J. Quinn moved that:**

**The TLC Board Representation on TLC Committees outlined in the following Letters of Representation be approved:**

**1. Letter of Representation on the TLC Nominating and Governance Committee**

- 2. Letter of Representation of the TLC Finance Committee**
- 3. Letter of Representation on the TLC Audit Committee; and,**
- 4. Letter of Representation on the TLC Swim Toronto Committee**

**The motion was carried.**

#### **5. 2018 TLC Board and Committee Meeting Dates**

Revised meeting dates are presented for 2018. Should Directors have any conflicts, it is requested they advise the Corporate Secretary.

#### **6. Adjournment**

At 12:10 p.m., on a motion of M. Fenn, seconded by S. Sheikh the meeting adjourned.

## **Finance Committee Meeting Report No. 20**

November 28, 2017

A regular meeting convened at 4:30 pm., Tuesday, November 28, 2017, at the Office of Aird and Berlis – 181 Bay Street, Suite 1800, with Sheerin Sheikh, Chair of the Committee, presiding.

The following members were present: J. Chadwick, G. Gershon (arrived at 5:00 p.m.), B. Patterson, and J. Quinn

The following members expressed regrets: D. Crombie

The following from TDSB were in attendance: Craig Snider, Janna Lagaev and Marisa Chiu

### **1. Call to Order**

The meeting was called to order by S. Sheikh, Chair, Finance Committee, presiding.

### **2. Approval of the Agenda**

J. Chadwick seconded by B. Patterson, moved:

**That the agenda be approved as distributed.**

**The motion was carried.**

### **3. Declarations of Possible Conflict of Interest**

There were no declarations of conflict of interest reported.

### **4. Operating Report: September 1, 2016 to August 31, 2017**

The CEO provided the highlights of the operating statement:

- Leased property rental revenue compared to budget is up by \$218K.
- Property management, costs associated with maintaining the properties are under budget which is mainly as a result of the hiring of a full time caretaker for all properties and Nelson A. Boylen caretaking reduced to .25 FTE.

- With respect to administration expenditures, overall, TLC is tracking below budget due to the timing of property sales however these expenses will be incurred upon site closings projected for 2017-18.
- With respect to the management salaries budget line, there was an over expenditure primarily due to buy back of two years pension contributions.
- Regarding property sales and PODs, PODs for the sale of two sites, Boylen and Thistle town, were anticipated to be sold in 2016-17 however due to delays in negotiations the sites are expected to close in the 2017-18 budget year.

D. Sage further provided an update on the Capital report, noting that as of August 31, 2017 \$610,340 has been spent on capital repair projects with a remaining balance of \$841,325 to be carried forward to the next year.

Relating to the capital and operating report, discussion ensued among the Committee expressing the following:

1. Pertaining to the Capital Report - The Committee requests an understanding of where TLC obtains the authority to receive and use \$1M renewal allocation from the lease portfolio. For example, in 2017-18, there is a carry forward of \$800K and it is not reflected in the financial statements, the Committee would like to understand how the presentation was arrived at.
2. Pertaining to the Operating Report – The Committee expressed that in looking at the report with a focus on the sale of capital assets, given that TLC does not have property sales in the 2016-17 fiscal reporting period, from an accountability and transparency perspective, it may be more prudent to view and compare actuals year to year rather than to budget. In addition, looking at operations expenditures for the sale of sites, or the TLC management of 67 pools, TLC is incurring the costs for performing these functions required of these portfolios yet it does not realize the related revenues being generated. In budget years where there is a lag in property sales, the cost of operations is far more noticeable yet the operating report is not reflective of all operations and this causes an accountability issue in reporting.

**B. Patterson seconded by J. Chadwick moved that:**

1. **The report entitled *Operating Report for Year End August 31, 2017*, be received;**
2. **The CEO, TLC and the Executive Officer, Finance, TDSB work together to revise the format of the TLC Statement of Operations to address the concerns identified by the Finance Committee; and**
3. **The CEO, TLC and Executive Officer, Finance TDSB, undertake to examine the ability to separately report operating expenses for vacant properties being held for resale.**

**The motion was carried.**

## **5. Resolution into Committee of the Whole**

At 5:15 p.m. on a motion by J. Quinn seconded by B. Patterson the Committee moved into the in-camera portion of the meeting

## **6. New Business**

None.

## **7. Adjournment**

At 5:50 p.m. J. Chadwick seconded by G. Gershon, the meeting adjourned.



## **Audit Committee Meeting Report No. 15**

November 28, 2017

A regular meeting was convened at 5:50 pm, Tuesday, November 28, 2017, at the Office of Aird & Berlis, Toronto, Ontario, with Sheerin Sheikh presiding as Chair.

The following member participated via teleconference: A. Minhas

The following members expressed regret: David Crombie

In attendance from Deloitte Chartered Accountants: P. Jesty and L. Cheung.

In attendance from TDSB: Marisa Chiu, Janna Lagaev, and Craig Snider

### **1. Call to Order**

The meeting was called to order by S. Sheikh, Chair, presiding.

### **2. Approval of the Agenda**

A. Minhas, seconded by S. Sheikh moved:

**That the agenda be approved as distributed.**

**The motion was carried.**

### **3. Declarations of Possible Conflict of Interest**

There were no declarations of possible conflict of interest.

### **4. Auditor's Report: 2016-17 – Presentation by Deloitte**

The Chair noted that the draft audited financial statements have been prepared by Management. Deloitte will be presenting their audit report.

Deloitte noted the following with respect to the audit:

Materiality – Materiality level was based on using 3% of total revenue

Significant audit risk – In all audits, there is a presumed fraud risk due to management’s ability to override controls. Deloitte’s audit procedures did not indicate any evidence of material misstatements. It was also found that there were no significant deficiencies in internal control.

With respect to the financial statements, for 2017, the contribution from TDSB for the cost of services provided by TLC related to the management of the leased properties and properties held for sale was \$1.7M. As for administrative expenses, the biggest variance is in management salaries, in the amount of \$80k over budget. This was due to (1) pension contributions for two staff that TLC matched for a 2-year period and (2) compensation for an employee termination.

Statement of Net Debt - prepaid expenses were lower in 2017 due the office insurance. In previous years’ TLC purchased its own insurance however, in the current year, TLC was able to secure a lower rate with Aon Insurance who is TDSB’s new insurance provider.

Overall, Deloitte did not identify any non-compliance and there were no significant changes in the 2016-17 audit. In Deloitte’s opinion, the financial statements present fairly, in all material respects, the financial position of the TLC as at August 31, 2017 and the results of its operations, changes in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Sheerin brought to the attention of the Audit Committee, that in the TLC Finance Committee meeting, there were discussions around the operating report and specifically that revenues and expenditures are not fully reflected in the operating report because some revenues/expenses are controlled by the TDSB. The Committee requested that a review be undertaken by TDSB and TLC of the financial operations and reporting amended to be reflective of all aspects of TLC’s evolving and broadening responsibilities. The expectation from this examination is that TLC will have a financial reporting system that clearly and transparently shows TLC’s financial true position and that can easily be read and understood by the public.

S. Sheikh seconded by A. Minhas moved:

- a) **That the *Auditor’s Report: 2016-17* to the Audit Committee be received; and**
- b) **That the *Draft Audited Financial Statements of the Toronto Lands Corporation*, for its fiscal year ending August 31, 2016, be approved.**

**The motion was carried.**

## **5. Private Matters**

At 6:58 p.m. the Committee of the Whole convened in-camera to provide an opportunity for private discussions with Deloitte and Committee members. All TLC and TDSB staff exited the room.

## **6. New Business**

None



## **7. Adjournment**

At 6:05 p.m., on a motion of S. Sheikh seconded by A. Minhas, the meeting adjourned.



**TORONTO LANDS CORPORATION**  
**Management Report to the Board, February 2018**

<b>TO</b>	Chair and Members of the Toronto Lands Corporation	20 February 2018
<b>RECOMMENDATION</b>	<b>IT IS RECOMMENDED</b> that the <i>Management Report to the Board, February 2018</i> , be received for information and be forwarded to the TDSB Board at its March meeting for information.	
<b>RATIONALE</b>	<b>Background</b>  This report provides an overview and update with regard to work in progress on property and project files within the TLC portfolio as directed by TDSB.	
<b>IMPLEMENTATION AND REVIEW</b>	<b>Properties Update:</b>  <b><u>Baycrest Public School</u></b>  The TDSB declared Baycrest Public School surplus to its needs and referred the property to TLC for “sale”. In response to the Catholic School Board submitting its interest to acquire the property, TLC is negotiating an agreement of purchase and sale which includes a market value date of November 2018. TDSB is anticipating that Baycrest will be vacated in January 2019 with the students being re-located to a renovated Sir Sandford Fleming. TLC has included a condition of lease back should renovations be delayed.  The final closing remains conditional upon the approval of the two Boards and the MOE.  <b><u>Greenwood Secondary School</u></b>  The TDSB declared Greenwood Secondary School surplus to its needs and referred the property to TLC for “lease”. A negotiated lease agreement has been reached with the Conseil Scolaire Via-monde (“CSV”) and is being recommended to the CSV Board on February 22, 2018 for acceptance. The terms and conditions, when leasing to another school board, are prescribed within Regulation 444/98 and have been satisfied. In addition, the initial lease term of 4 years 3 months provides for a 5 year option subject to TDSB confirmation that it does not require the property back for its own purposes.  Although the term is 5 years with the right of renewal, in order to meet TDSB Shareholder Direction obligation, the lease includes a mutual right to terminate on any June 30th subject to prior notice of	

not less than 12 months. In addition, provision for further termination on 6 month notice has been made relating the funding of operating and capital costs.

**99 Cartwright Avenue:**

The TDSB declared 99 Cartwright Avenue surplus to its needs and referred the property to TLC for “sale”. Following the satisfactory completion of Ont. Reg. 444/98, TLC completed the sales transaction on November 27, 2017.

**Lawrence-Midland Lands:**

**1555 Midland Avenue & 2740 Lawrence Avenue East**

Following TDSB’s decision to merge Bendale Technical School and David and Mary Thompson High School into one Ministry approved new High School, TDSB declared lands surplus to its needs and delegated authority to TLC to proceed with the redevelopment of the site. As a result, TLC undertook the necessary land use planning leading to the severance of the surplus lands into three parcels. A 7.6A parcel was designed through public consultation and taken through the City planning process, which concluded with the approval for TLC’s plan of sub-division. To preserve public lands and to support public interest, a 2A parcel was sold to the City of Toronto. In addition to a new sports field, green space and daycare, the remaining 9A parcel is a part of a new redevelopment plan which may provide further opportunity to enhance community benefit.

Timing to bring the redevelopment of the two remaining parcels of land to market will be subject to the timing of the removal of the two existing schools on site. As part of its current new school construction contract, TDSB will be demolishing the old Bendale Technical School (“BTI”, 158,000 sf. on two storeys) following completion of the new school. Any purchaser of the 9A parcel will be required to assume TDSB responsibility to demolish the David Thompson High School (“DMT”, 232,000 sf. on 2 storeys), as stipulated by a severance agreement between TDSB and the City.

The new school to house students from both BTI and DMT is currently under construction and is 22% complete.

TLC has requested a broker listing proposal through its pre-qualified broker list with an anticipated engagement by March.

**Bloor –Dufferin**

Following the conditional redevelopment transaction that will create up to a 30,000sq/ft community hub, new parkland, day care, afford-

able housing and an iconic mix of residential and commercial uses, the purchaser has been working closely with the school, community and City Planning. The proposed redevelopment plan is working through the City of Toronto's Planning process whereby a further public meeting was held on February 7, 2018.

With approximately 200 attendees, presentation boards outlining the development were on display and complimented by an overview from City Planning including next steps in the development process. Following the City's presentation, feedback was obtained through round table discussions.

Comments and general feedback will be collected by the City of Toronto and shared with the developer.

TLC continues to monitor progress on this project.

**Nelson A. Boylen – 155 Falstaff Avenue**  
**Buttonwood Hill- 100 Allanhurst Drive**

Each property was declared surplus by TDSB and referred to TLC for "sale". TLC undertook the circulation process in accordance with Ont. Reg. 444/98 whereby the TCDSB declared its interest in acquiring the sites. Although TLC has negotiated separate purchase and sale agreements, the TCDSB has elected that the sales price be determined through binding arbitration. The professional arbitration teams have been established; no date for the proceedings has been confirmed.

TLC will continue to attempt to encourage and negotiate a satisfactory settlement with TCDSB.

**Thistletown – 925 Albion Road**

The TDSB declared Thistletown surplus to its needs and referred the property to TLC for "sale". TDSB instructed TLC to preserve the public interest in retaining the site for continued public access. TLC was successful in negotiating the sale of the site to the City of Toronto. As previously reported, City staff were proceeding to City Council seeking approval of the sales transaction to acquire Thistletown for the purpose of maintaining a multi-use community service centre. City Council authorized the transaction in the amount of \$10,100,000, plus adjustments, and on January 25, 2018, the property was transferred to the City of Toronto.

**New Davisville Public Elementary School**

As directed by TDSB, TLC continues to negotiate a shared-use and

land lease agreement with the City of Toronto seeking amicable terms and conditions that maximize student access to the proposed onsite aquatic centre and City programming of the new gymnasium facilities. The current draft agreement will maximize the use of the expanded gym of 6,000 square feet and provide four (4) hours per school day of swim opportunity for the school children. As part of the requirements to complete this transaction, TLC sought the Minister of Education's consent and by a letter dated December 18, 2017, consent was received (see attached Appendix A), subject to ensuring that there would be no additional costs impacting the TDSB under any shared-use agreement.

**Silver Creek and McNicoll and Infrastructure Ontario (IO)**  
**Block 9**

The TDSB declared Silver Creek and McNicoll surplus to its needs and referred the properties to TLC for "sale" forming a part of a land exchange with Infrastructure Ontario (I/O) to include a property referred to as Block 9. TLC and IO have been negotiating this potential transaction acknowledging that there is a value differential to the benefit of the TDSB.

TLC has recently recommended to IO a proposed resolution to arriving at a fair market value price for the TDSB sites relying on the exchange of existing professional valuations. TLC awaits a formal response from IO. IO has indicated that it is seeking to conclude the property transactions on or before March 31, 2018 whereby TLC's proposal will expedite this requirement.

Block 9, as part of the West Don Lands area, was part of a substantial environmental site assessment. At TLC request, IO recently provided copies of all environmental reports in this area including a copy of the record of site condition for the 1.63 acre property. TLC engaged the services of an environmental consultant to review the reports and to provide a recommendation on site condition, potential options for school construction and any additional costs associated with constructing on the property. The land has specific conditions in relation to any construction due to the existing soil conditions, TRCA easement and the Metrolinx easement (abutting the rail corridor). The initial report identified all the aforementioned items and recommended that due diligence should continue with borehole testing for current soil and groundwater conditions which will provide key information necessary to conclude construction parameters, risk assessment, and extraordinary costs. TLC will provide an update report on the conclusions received from the environmental consultant to better inform TLC and the TDSB on the acquisition of Block 9.

### **Sir Robert Borden – 200 Poplar Road**

The TDSB declared Sir Robert Borden surplus to its needs and referred the property to TLC for “sale”. With no public interest being received during the regulatory circulation process and with the support of the Ministry of Education, the TLC was authorized to proceed to the open market.

At the request of TLC, TDSB provide additional opportunity for TLC to pursue, through a committee approach, local interest in a community hub that could be integrated within the redevelopment scheme of the site. As with TLC’s approach to community hubs and TDSB surplus lands, financial support for the hub must come from the Province and/or City of Toronto, or other community partners so that TDSB is kept financially whole. TLC was directed to update TDSB in March 2018. TDSB has also directed TLC to present the property to the open market prior to June 2018.

#### **Update:**

TLC led a Steering Committee with Provincial, City and TDSB representatives. The Steering Committee engaged the services of the consultant, Public Interest, to interview stakeholders and complete an environmental scan of the West Hill community and broader Scarborough to identify existing services, community needs and statistical and demographic information. The completed Report, attached as Appendix B, was instrumental in identifying a framework to guide community engagement activities, identify local services, gaps and needs, potential physical space requirements and overall provide a clear and concise observation of the services that are needed in West Hill. The report concludes that there a number of local community needs that would benefit from a community hub providing that capital, operating and ongoing sustainable funding is available.

Prior to any funding commitment from the Province and/or City, Public Interest has been engaged by the Province to hold a stakeholder meeting on February 21, 2018, to further investigate potential community partners who may have interest or capital contribution to a new community hub facility integrated into a redevelopment at this location.

In TLC’s “Request for Offers”, TLC is committed to providing potential purchasers with the release of all related community based information that has been gathered, in an effort to better inform a purchaser of community needs and interest in a community hub along with any financial commitment forthcoming from the Province/City. Information to be released will include the Public Interest report prepared for TLC, the outcome from the upcoming stakehold-

er meeting, potential agencies who may be interested in partnering thereby creating an opportunity for any purchaser to consider a community benefit that could be creatively integrated into a redevelopment, subject to City Planning approval. This extended period of time granted by TDSB has been beneficial to gather significant community information. It also provides the City and Province additional time to consider funding in support of a West Hill community hub which TLC would incorporate into the May RFO.

TLC has developed a site concept that considers mixed-residential uses with a 50,000 square foot hub. The purpose of this land use planning exercise was to gain insight into land mass or density required to support a community hub. TLC also engaged Altus Group, Chief Economist, to consider the redevelopment concept and economic potential that could be realized. Altus has reported that the redevelopment concept:

- would produce about \$194 million, direct, indirect and induced economic activity;
- support a total of 1,062 direct, indirect and induced jobs (person-years of employment);
- generate some \$66Million in person income tied to the creation of direct, indirect and induced jobs;
- create some \$41Million in operating business earnings; and
- contribute about \$34 Million in tax revenues and other charges for various levels of government.

TLC remains on schedule for the completion of this project. It is also noted that TDSB has estimated the holding annual cost of retaining the Borden vacant facility is approximately \$350,000. TLC, in October 2017 made application to the Province for offsetting funding given their interest in requiring more to consider the Province/City interest in this site. TLC continues to await a response to its request.

In preparation for the site to be exposed on the open market, TLC has commenced the selection of a broker and has engaged the necessary legal and land use planning supports necessary for the Request For Offers in May.

### **Land Donation – Agincourt PS, portion of 25 Lockie Avenue**

On January 11, 2018, the Committee of Adjustment approved a zoning variance for the portion of property to be donated to TDSB to be used for school uses, which includes a playground. The appeal period has passed and now the City is proceeding to consider a severance of the site area. As terms and conditions for the property transfer have been completed, upon receiving severance approval without any objections during the appeal process, the land area can be trans-



ferred to TDSB. The additional land area will be a benefit to the students as an enlarged play area.

**APPENDICES**

Appendix A: Minister of Education letter dated December 18, 2017

Appendix B: Sir Robert Borden Community Hub Steering Committee Report by Public Interest Strategy and Communications

**FROM**

Daryl Sage, Executive Officer, Toronto Lands Corporation, at dsage.tlc@tdsb.on.ca or at 416-393-0575.

**ROUTING**

TLC Board

20 February 2018

GO5 (2018 Board Mtgs/20 February 2018/Mgmt Report to TLC Board, February 2018)lp.8000  
Last update: February 15, 2018



**Ministry of Education**

Office of the ADM  
Capital and Business Support Division  
900 Bay Street  
20th Floor, Mowat Block  
Toronto ON M7A 1L2

**Ministère de l'Éducation**

**Bureau du sous-ministre adjoint**  
Division du soutien aux immobilisations et  
aux affaires  
900, rue Bay  
20<sup>e</sup> étage, Édifice Mowat  
Toronto ON M7A 1L2



December 18, 2017

Mr. Daryl Sage  
Chief Executive Officer  
Toronto Lands Corporation  
60 St. Clair Avenue East, Suite 201  
Toronto, ON M4T 1N5

Dear Mr. Sage,

I am writing in response to the request made by the Toronto Lands Corporation (TLC), on behalf of the Toronto District School Board (TDSB), to enter into a lease with the City of Toronto to enable the construction of an Aquatic Centre on 0.452 acres of the Davisville Jr. PS site and an expanded gymnasium as part of the replacement school planned for the site. It is the ministry's understanding that the capital cost of the construction of these facilities will be borne entirely by the City of Toronto and the term of the lease will be 49 years. It is also our understanding that TDSB students will have four hours of access to a City owned pool and exclusive use of the expanded gymnasium during the school day.

Under section 194(4) of the *Education Act*, the Minister's approval is required for school boards to lease non-surplus property. Under section 194(3)(b) of the *Education Act*, any such lease must be demonstrated to be a reasonable step in a plan to provide accommodations for pupils of the TDSB.

Based on the information provided, it appears that an agreement between the Toronto Lands Corporation (TLC) and the City of Toronto demonstrates a reasonable step in a plan to provide accommodations for pupils of the TDSB, pursuant to a long term shared use and maintenance agreement between the parties that is still to be finalized. The ministry understands that there will be no cost to the TDSB for the use of the Aquatic Centre and expanded gymnasium at designated times during the regular school day.

I am pleased to inform you that the Minister has granted approval for the TDSB to enter into a lease agreement as per her authority under the *Education Act* noted above.

However, should the TDSB and the City of Toronto fail to reach an agreement regarding the construction of the Aquatic Centre and expanded gymnasium this approval would become void.

Should you have any questions regarding this letter, please contact Lisa Bland, Senior Policy Analyst at (416) 326-9921, or via email at [Lisa.Bland@ontario.ca](mailto:Lisa.Bland@ontario.ca).

Sincerely,

*Original signed by*

Joshua Paul  
Assistant Deputy Minister  
Capital and Business Support Division

cc: Paul Bloye, Director, Capital Program Branch  
John Malloy, Director of Education, Toronto District School Board

# Sir Robert Borden Community Hub Steering Committee

Research and facilitation services to support planning  
for a community hub

**KEVIN BEAULIEU & JULIA DRYDYK**

Public Interest Strategy & Communications Inc.

1404-2 Carlton Street, Toronto, ON M5B 1J3

Tel: 416-531-5192

Email: [info@publicinterest.ca](mailto:info@publicinterest.ca)

Web: [www.publicinterest.ca](http://www.publicinterest.ca)



# LETTER OF INTRODUCTION

To the attention of the Selection Committee,

We are pleased to have the opportunity to apply Public Interest's extensive experience in research, public policy development and facilitation to support your work in developing a community hub of the existing grounds of Sir Robert Borden High School.

Public Interest specializes in developing and implementing strategies to reach complex communities in meaningful and appropriate ways. We have extensive expertise in conducting community consultations, key informant interviews, focus groups, surveys, statistical analysis, and social research. Our work has also included designing multilingual research programs, promoting cross-sectoral partnerships and creating cohesive community and stakeholder processes. Public Interest excels in delivering effective engagement and research strategies, with particular expertise in immigrant and under-served communities. Public Interest has a diverse mix of staff with a wide range of experience and skill sets. Our team members have worked extensively doing community engagement, research, and writing strategy documents, and we have the capacity and ability to deliver a critical analysis within tight time frames.

Public Interest's specific skills and innovative approaches have helped to produce long-lasting and positive impacts for our clients and the communities they serve. Of particular interest is its recent work with the TDSB facilitating public consultation related to the disposition of surplus sites. Public Interest also has valuable experience in supporting community based organizations and funders in the design and development of community hubs. In 2008, Public Interest played a key role in supporting United Way Toronto in developing three community hubs in Toronto by working with the lead agencies and steering committees to develop site selection criteria, governance models and partnership structures.

Public Interest has a strong track record in the key areas required for this project - the experience of doing providing facilitation and engagement for diverse, and sometimes contentious communities; the analytical skills to systematically summarize and synthesize materials; and the reporting skills to present findings in formats that suit the needs of the project and different audiences.

We look forward to discussing our proposal with you and the opportunity to support your great work.

Yours sincerely,

Julia Drydyk  
Managing Director  
Public Interest Strategy & Communications Inc.

Kevin Beaulieu  
Senior Associate  
Public Interest Strategy & Communications Inc.



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# SECTION 1: PROPONENT PROFILE

## PUBLIC INTEREST

Public Interest is a social enterprise, created to build capacity and impact in the public and non-profit sectors. Since 2002, we have engaged people directly in research, program and policy development that builds social equity and sustainable, healthy communities. We do our work in ways that reflect the communities we serve, supporting their voices and their visions. Most of our work are reflective within the non-profit sector which we offer much support but do not supplant the non-profit sector. We focus on developing strategies, innovation and research that mobilize people to improve the circumstances of marginalized people in the GTA and the other areas of Ontario, but leave the ongoing implementation to the people who do it best.

## OUR WORK INCLUDES

**COMMUNITY ENGAGEMENT AND CONSULTATION:** Public Interest designs, develops and implements public consultation programs. We coordinate the logistics for meetings, open houses, workshops, focus groups, surveys and stakeholder initiated communications, often in several languages. We develop an appropriate strategy for consultations as well as the materials, communications processes and facilitation. We document results, develop reports and provide strategic direction based on community response.

**ENVIRONMENTAL INITIATIVES:** Public Interest carries out innovative environmental initiatives in the areas of energy efficiency, waste diversion, alternative energy and local food production using community-based approaches to guide successful change in behaviours and understanding in relation to issues like climate change and waste management.

**RESEARCH AND POLICY DEVELOPMENT:** Public Interest conducts community-based research and analyzes social, environmental, and public policy materials to inform policy and program development.

**PUBLIC POLICY INITIATIVES AND COMMUNICATIONS:** Public Interest designs communication strategies, campaigns, education and outreach initiatives that support the transformation of social and environmental policies, practices and behaviour.

**CAPACITY BUILDING:** Public Interest helps public, not-for-profit and labour organizations plan, organize, grow and change to serve their communities more effectively.







## OUR CLIENTS

### GOVERNMENT AND OTHER PUBLIC INSTITUTIONS

City of Guelph  
 City of Kingston  
 City of Peterborough  
 City of Toronto  
 County of Simcoe  
 Human Resources and Skills Development Canada  
 Legal Aid Ontario  
 Peel Living  
 Province of Ontario, Ministry of Health Promotion  
 Durham Region Health Department  
 Province of Ontario, Ministry of Energy  
 Region of Peel  
 Regional Municipality of York  
 Toronto Community Housing Corporation  
 Toronto District School Board  
 Toronto Hydro Energy Services  
 Toronto Public Health  
 Town of Richmond Hill

### ENVIRONMENTAL ORGANIZATIONS

FoodShare  
 Toronto Environmental Alliance  
 Toronto Water Watch

### COMMUNITY ORGANIZATIONS

Agincourt Community Services Association  
 Albion Neighbourhood Services  
 Blue Door Shelters  
 Brampton Multicultural Centre  
 Canadian Red Cross  
 Community Legal Services Ottawa Centre  
 Crescent Town Club  
 Curriculum Services Canada  
 East Metro Youth Services  
 East Scarborough Boys and Girls Club  
 Family Day Care Services  
 Flemingdon Community Legal Services  
 Habitat Services  
 Jane Finch Community and Family Centre  
 North York Harvest Food Bank  
 North York Seniors Centre  
 Peel Newcomer Strategy Group  
 Public Housing Tenants  
 Thorncliffe Neighbourhood Office  
 Toronto East Counseling and Support Services  
 Toronto Environmental Alliance  
 Toronto Drop-In Network  
 Toronto Watch  
 United Way  
 United Way of Canada  
 United Way of Greater Toronto  
 Warden Woods Community Centre  
 West Hill Community Services  
 Woodgreen Community Services  
 Yonge Street Mission and World Vision Canada

### FOUNDATIONS

Columbia Institute  
 Maytree Foundation  
 Metcalf Foundation  
 Toronto Community Foundation

### HEALTH ORGANIZATIONS

Association of Ontario Health Centres  
 Bridgepoint Health  
 Canadian Cancer Society  
 Canadian Doctors for Medicare  
 Flemingdon Health Centre  
 Four Villages Community Health Centre  
 Guelph Community Health Centre  
 LAMP Community Health Centre  
 Ministry of Health Promotion  
 Ontario Medical Officer of Health  
 Regent Park Community Health Centre  
 Rexdale Community Health Centre  
 South Riverdale Community Health Centre  
 St. Michael's Hospital  
 Toronto Central Local Health Integration Network  
 Vaughan Community Health Centre  
 West Hill Community Health Centre

### LABOUR ORGANIZATIONS

Canadian Auto Workers  
 CUPE Ontario  
 CUPE Local 1  
 CUPE National  
 CUPE Local 416  
 CUPE Local 79  
 Itaxiworkers Association  
 Ontario Public Service Employees Union  
 Toronto & York Region Labour Council  
 Unifor  
 United Steelworkers

### LOCAL IMMIGRATION PARTNERSHIPS

East Downtown Toronto Local Immigration Partnership  
 Peel Newcomer Strategy Group  
 West Downtown Local Immigration Partnership  
 York Region Local Immigration Partnership

### UNIVERSITIES, CIVIC INSTITUTIONS & NETWORKS

Centre for Civic Governance  
 Columbia Institute Centre for Civic Governance  
 University of Toronto  
 York University

### PROFESSIONAL ASSOCIATIONS

Ontario Coalition for Better Child Care  
 Society of Energy Professionals



## SECTION 2: PROJECT TEAM

### JULIA DRYDYK, MANAGING DIRECTOR

For over 10 years, Julia has been involved in conducting research, community engagement and progressive policy development for multiple levels of government and the community services sector. Julia has recently returned to Public Interest after having spent the past four years conducting research, evaluation and public policy development for the non-profit and public sectors.

Julia worked at Public Interest from 2008-2013 where she supported dozens of non-profits and community-based agencies. After leaving Public Interest to gain a Masters in Public Policy from the University of Toronto's School of Public Policy and Governance, she took on the role of Manager of Research, Public Policy & Evaluation at United Way Toronto & York Region (UWTYR). In this role, she conducted a range of research and evaluation activities toward the successful implementation of UWTYR's strategic priorities including UWTYR's Youth Success Strategy and Community Services Strategy.

Julia's most recent role was Senior Policy Advisor in the Office of the Hon. Dr. Helena Jaczek, Ontario Minister of Community and Social Services where she provided strategic policy advice toward the transformation of Ontario's social assistance programs and the design and implementation of Ontario's Basic Income Pilot.

### KEVIN BEAULIEU, SENIOR ASSOCIATE

Kevin Beaulieu is a veteran of Toronto City Hall, community engagement, and project management. He served for 8 years at City Hall as executive assistant to two city councillors whose offices he managed, and as chief of staff to the Chair of the Toronto Transit Commission. In these roles, he was responsible for public engagement, policy development, communications and media relations, and community engagement in diverse fields such as development and city planning, transportation and transit, environmental initiatives, governance, innovation, and access to government, among others. He was often the liaison between senior city officials, councillors, and the community.

Following his time at City Hall, Kevin took on the role of executive director of Pride Toronto, where he successfully managed all aspects of the production of three Pride festivals and WorldPride, one of the largest, most complex, and most visible cultural festivals in the city, in one of Toronto's most vibrant and diverse communities.

Kevin will be taking on the role of project lead, overseeing the progress and strategic approach throughout the project, ensuring the deliverables are met on time and on budget.



## NEEMARIE ALAM, COMMUNITY ENGAGEMENT WORKER

For the past ten years, Neemarie Alam has worked in the non-profit sector in Toronto. Her experiences range from implementing and developing pre-teen sexual harassment programs to housing advocacy. She is keenly interested in developing community-driven policy and is an avid supporter of grassroots youth-led initiatives.

With Public Interest, Neemarie has worked on various projects including advocacy work with faith groups regarding their garbage collection, improving health access for low-income residents in St. James Town, and better understanding South Asian women's nutrition needs in Peel Region.

Neemarie was most recently responsible for developing operational infrastructure at Frontline Partners with Youth Network (FPYN), a network for people working directly with youth across Toronto. Neemarie's work at FPYN included grant-writing, policy research, organizational development and evaluation.

## CHANTAL CAREY, FINANCIAL ADMINISTRATOR AND EXECUTIVE SUPPORT

Chantal recently joined the team of Public Interest Strategy & Communications as our Executive Support and Administrator. She manages our office finances, as well as providing some project support.

Outside of working at Public Interest, Chantal volunteers as a Community Health Ambassador with Women's Health in Women's Hands, delivering workshops on HIV/AIDS and Sexual Health, to marginalized women in Toronto. Through these workshops, she has contributed to solution-based outcomes by sharing knowledge and exchanging ideas with community members.

Chantal has just completed a Certificate in Gerontology with Ryerson University. She also holds a Bachelor of Arts, majoring in Psychology with a minor in Business administration.



## SECTION 3: PROPOSED APPROACH & WORKPLAN

The proposal to find a way to include a community hub on the Sir Robert Borden site as part of its anticipated sale and redevelopment is set within the context not only the Province of Ontario's Community Hubs strategy, but also ongoing community engagement related specifically to this site. Public Interest facilitated part of this engagement for the TDSB and brings a familiarity of this important context. Public consultation must be innovative and forward-thinking, but also acknowledge, recognize, and incorporate the community contribution that has already been made, or it will risk consultation fatigue.

From Public Interest's report of June, 2016:

*"Many participants in the consultation process expressed opposition to the sale of the site and concern about losing the opportunity to keep it in public hands for public use, particularly as a form of community hub."*

*Attendees advised that once a site of this nature is lost, there is no way to get it back, and urged the TDSB to think creatively about alternative uses for it, emphasizing its potential for apprenticeship and vocational training for young people and adults. Attendees also raised the possibility of using the site as a multi-use facility that could house social enterprises, community services, religious centres, sports and recreation facilities, the arts, child care, drop-in centres, and community gardens. Some speakers identified a need for medical services in the neighbourhood and suggested the site could be used for healthcare purposes."*

Public Interest will work with the Sir Robert Borden Hub Steering Committee (herein referred to as 'the Steering Committee') to develop an evidence base and options for consideration in moving toward the development of a community hub to be integrated on the existing TDSB property within the redevelopment of the property.

### PHASE 1: DATA COLLECTION AND ANALYSIS

Public Interest will work with the Toronto Lands Corporation (TLC) and the Steering Committee to compile existing documentation from community engagement activities that have been completed to date regarding the sale of Sir Robert Borden HS. Documents will be reviewed and analyzed to present the Steering Committee with a summary of the issues, perspectives and political context regarding the sale, as well as service gaps and opportunities that have been identified by service providers, local politicians and residents in the catchment area.

Public Interest will also gather existing socio-demographic profiles for the catchment to help inform the Steering Committee's understanding of local needs and the socio-demographic profile of the catchment.

In order to establish the baseline against which needs can be determined and future plans can be shaped, Public Interest will work with City of Toronto staff to gather a list of existing services within the catchment.

### KEY INFORMANT INTERVIEWS

Public Interest and the TDSB have already conducted substantive community engagement to capture resident and stakeholder feedback on the issues associated with the closure and sale of Sir Robert Borden High School. Public Interest will conduct key informant interviews with stakeholders identified by the Steering Committee and the list then forwarded through to the Toronto Lands Corporation that will focus



on gathering targeted feedback on understanding what the service needs and wants are of the community, while leveraging information gathered through previous community consultations.

Public Interest will develop a key informant guide with input from the Steering Committee. Key themes to be discussed will include:

- Determine needs, and gaps in the community;
- Determine the existing services provided within the community

Up to 25 key informant interviews will be conducted to representatives from stakeholders identified by the Steering Committee and obtained from the Toronto Lands Corporation.

#### DRAFT REPORT

Public Interest will analyze and synthesize findings from all activities to date to generate a draft report that summarizes the service needs and wants within the catchment.

### PHASE 2: TOWN HALL MEETING (OPTIONAL)

At the direction of the Steering Committee, Public Interest will hold a Town Hall meeting to inform the community of the results of the work and the proposed option for proceeding with the incorporation of a community hub on a portion of the redevelopment property of the former Sir Robert Borden school site. Goals of the Town Hall meeting will be to affirm what was heard through prior consultations, and to obtain additional feedback into the plan to proceed in developing a community hub that would be forwarded to any potential purchasers

#### FINAL REPORT

A summary of what was heard during the Town Hall meeting will be presented in a report to the Toronto Lands Corporation. The Steering Committee will be provided with a draft report and an opportunity for one set of revisions based on the feedback they provide. The report will be organized and formatted in such a way that it will provide useful guidance to the Steering Committee as they plan next steps in the development of a community hub.

### PHASE 3: DOCUMENT REVIEW AND RECOMMENDATIONS ON A HUB GOVERNANCE STRUCTURE (OPTIONAL)

The Steering Committee has the option of procuring additional services from Public Interest to help inform the development of a governance model for the hub. Public Interest would review grey and academic literature (where possible) to identify promising practices in establishing a governance model for community hubs. This will include an analysis of lessons learned from similar initiatives across the Greater Toronto Area, and key considerations and criteria that have been used in establishing hub governance mode



Deliverable	Task	Timeline (completion by week of)
Phase 1: Data Collection and Analysis	Develop key informant interview guide that includes consistent messaging and questions to be asked of approved stakeholders	05-Dec-17
	Conduct up to 25 key informant interviews with stakeholders identified by the Steering Committee and obtained through the Toronto Lands Corporation	
	Meet with City of Toronto staff to obtain latest information on existing services and neighbourhood socio-demographic profile	
	Analyze and synthesize data from City of Toronto data and stakeholder engagement	
	Based on results, develop report that outlines community needs, wants and identify gaps in services	
	Deliver report to the Steering Committee	
Phase 2: Public Engagement	Organize and facilitate a Town Hall meeting to present findings from Phase 1 to community	01-Mar-18
	Draft a report that summarizes what was heard through Town Hall meeting	
Phase 3: Governance Review	Conduct a document and literature review on promising practices in hub governance models, including lessons learned through prior hub development reports	tbd
Phase 1 Subtotal	\$11,312.50	
HST	\$1,470.63	
<b>Phase 1 Total</b>	<b>\$12,783.13</b>	
Phase 2 Subtotal	\$5,100.00	



HST	\$663.00
<b>Phase 2 Total</b>	<b>\$5,763.00</b>

Phase 3 Subtotal	\$6,250.00
HST	\$812.50
<b>Phase 3 Total</b>	<b>\$7,062.50</b>



# APPENDIX A: STAFF CURRICULUM VITAE

## JULIA DRYDYK

### SUMMARY OF SKILLS

- Expertise in public policy development and analysis regarding community services, municipal, provincial and federal issues.
- An acute ability to anticipate and quickly absorb complex, large-scale issues to develop effective and practical short-term and long-term policy positions.
- 10 years experience conducting research, community engagement and public policy development for the community services sector.
- Exceptional research and evaluation skills, including qualitative and quantitative research methods, and research design.
- Extensive experience in communications and planning, effective time management skills, and a proven track record for completing projects on time and within budget.
- Exemplary written and verbal communications skills, with a strong attention to detail.
- Excellent computer skills including proficiency in SPSS, Stata, Microsoft Word, Excel, PowerPoint and Outlook.

### WORK EXPERIENCE

#### MANAGING DIRECTOR

#### PUBLIC INTEREST STRATEGY & COMMUNICATIONS INC.

- Plans, develops and ensures the delivery of projects in collaboration with and by leading staff and community partners.
- Facilitates the research, planning, budgeting, development, implementation, and evaluation of project proposals, work plans and client services.
- Supervises the implementation of projects and services to increase the organization's impact and reflect strategic priorities.

#### SENIOR POLICY ADVISOR

#### OFFICE OF THE HON. DR. HELENA JACZEK, MINISTER OF COMMUNITY AND SOCIAL SERVICES, GOVERNMENT OF ONTARIO

MARCH 2016 – OCTOBER 2017

*The Ministry of Community and Social Services is Ontario's third largest ministry, responsible for providing social assistance, programs for adults with developmental disabilities, child and spousal support orders and community services for survivors of domestic violence, people who are deaf, and Aboriginal peoples.*

- Provided sound and strategic policy advice to the Minister and senior staff.





- Worked closely with ministry officials to coordinate complex policy analysis and the development of new policies and proposed legislation and regulations for social assistance and Ontario Basic Income Pilot (OBIP) policy areas.
- Anticipated and prepared for emerging issues through research and the development of innovative solutions and strategies.
- Established and maintained strong relationships with Ministry stakeholders including municipal and federal governments, foundations, advocates, experts, community agencies and individuals with lived experience.
- Worked closely with the Premier's Office, Ministers' Offices and Caucus in order to successfully move Ministry and policy initiatives through the policy development process.
- Ensured appropriate long-term planning and tracking for ministry policy initiatives.

#### SELECTED PROJECTS:

##### INCOME SECURITY REFORM

- Led the establishment of three Income Security Reform Working Groups tasked to design a 10-year roadmap to help guide the province's efforts to reduce poverty, support people in their efforts to participate in the economy, and provide services in a way that makes sense to the people who need them.

##### ONTARIO'S BASIC INCOME PILOT

- Provided oversight for all elements of the Ontario Basic Income Pilot (OBIP) including pilot design, implementation, communications and stakeholder engagement. The OBIP was established to assess whether a basic income can better support vulnerable workers, improve health and education outcomes for people on low incomes, and help ensure that everyone shares in Ontario's economic growth.

MANAGER, RESEARCH, PUBLIC POLICY & EVALUATION  
UNITED WAY TORONTO & YORK REGION (UWTYR)

MAY 2014 – MARCH 2016

*United Way Toronto & York Region is the largest private-sector supporter of social services in Toronto, dedicated to creating the opportunities people need to improve their lives and build a better future.*

- Worked with a wide variety of stakeholders to create forums for dialogue with government, funders, community agencies and donors on topics impacting the community services sector and UWTYR's strategic priorities.
- Conducted social policy research and evaluation projects including conceptualization, design, selection of methodology, information gathering, analysis, report writing, presentation of findings, and post-project evaluations.
- Prepared background reports and briefing notes on selected studies, reports, articles and policy developments.
- Represented UWTYR on community, coalition and collaborative research, public policy and evaluation initiatives, as well as on external committees and working groups.



## SELECTED PROJECTS:

### COMMUNITY SERVICES SECTOR STRATEGY

- Worked with cross-organizational teams to develop and implement UW'TYR's Community Services Sector Strategy, a strategy focused on strengthening the capacity of Toronto and York Region's community service organizations through new funding models and partnership frameworks.

### YOUTH SUCCESS STRATEGY

- Supported the development and implementation of UW'TYR's Youth Success Strategy (YSS), a strategy focused on increasing the employability of youth facing multiple barriers in Toronto and York Region. This included contributing towards strategy and program development as well as creating monitoring and evaluation frameworks for multiple workforce development initiatives.

### MERGER BETWEEN UNITED WAY TORONTO AND UNITED WAY YORK REGION

- Supported the implementation of UW'TYR's recent merger, including research and public policy analysis, and internal knowledge dissemination to inform future investments and strategy implementation.

### PROJECT COORDINATOR

PUBLIC INTEREST STRATEGY & COMMUNICATIONS INC.

2008 – 2013

*Public Interest works with public, not-for-profit, and labour organizations to support social change, improve the environment, facilitate community development and promote progressive public policy.*

- Liaised with a diverse range of stakeholders ranging from elected officials, senior bureaucrats, researchers, non-profit and community-based organizations and residents toward the development of sustainable public policies at the municipal level.
- Conducted community outreach to diverse, multilingual and marginalized communities, effectively engaging hundreds of residents in various communities on complex and sometimes contentious issues relating healthcare, housing and homelessness, immigration settlement services, and poverty law.
- Conducted primary and secondary research including literature scans, best practice reviews and dozens of key informant interviews with experts in immigration, housing, environmental advocacy, health care and poverty law to identify trends and issues in service delivery.

## SELECTED PROJECTS:

- 10-Year Housing & Homelessness Plan, City and County of Peterborough
- Improving Access to Health Care in St. James Town, Health Access St. James Town and St. Michael's Hospital
- Strategic Consultant – Legal Aid Transformation Project, Flemingdon Community Legal Services
- Twin Pines Community Redevelopment, Peel Living



- Strategic Planning, Regent Park Community Health Centre

## VOLUNTEER EXPERIENCE

BOARD CHAIR Public Good Initiative	2016 – PRESENT
BOARD MEMBER Federation of Metro Tenants' Associations	2015 – 2016
PRO-BONO CONSULTANT Public Good Initiative	2013 – 2014

## EDUCATION

MASTER OF PUBLIC POLICY School of Public Policy & Governance University of Toronto	2015
BACHELOR OF ARTS WITH HONOURS Political Science and Women's Studies York University Graduated Cum Laude, Member of Dean's Honour Roll 2006-2008	2008



## KEVIN BEAULIEU

### SUMMARY OF SKILLS

#### PROVEN LEADERSHIP IN MUNICIPAL AFFAIRS, COMMUNITY RELATIONS, AND COMMUNICATIONS

- Extensive expertise in municipal government and community outreach
- Executive Assistant to Toronto city councillors
- Chief of Staff to the Chair of the Toronto Transit Commission (TTC)
- Excellence in professional organizational management and leadership, strategic planning, communications, and project delivery
- Executive Director of a not-for-profit community organization with a budget of \$5-million, a staff of between six and sixteen, and 2,500 volunteers

### EMPLOYMENT HIGHLIGHTS

EXECUTIVE DIRECTOR (2015-2017), SENIOR ASSOCIATE (2017 - PRESENT)

PUBLIC INTEREST STRATEGY AND COMMUNICATIONS INC.

2015-PRESENT

*Public Interest works with public, not-for-profit, and labour organizations to support social change, improve the environment, facilitate community development and promote progressive public policy.*

- Leading complex projects, providing strategic advice, supporting the staff team in a wide range of social change work, and developing new initiatives that serve marginalized communities

INDEPENDENT CONSULTANT

2015

- Not-for-profit governance and management, communications, organizational training, public relations, transportation planning

EXECUTIVE DIRECTOR

2011 - 2014

PRIDE TORONTO/WORLDPRIDE TORONTO 2014

*Pride Toronto is the year-round not-for-profit organization responsible for producing the Pride Week cultural festival and iconic parade that is one of Toronto's best-known and most successful annual events. In 2014, it produced WorldPride, the international gathering of LGBTI communities. The Executive Director reports to a board of twelve and is responsible for managing all aspects of the organization consistent with board direction and policies.*

- Built and managed successful relations with diverse communities, partners, and funders, both public and private, across the city and internationally
- Developed and produced three annual Pride festivals and WorldPride 2014 Toronto—one of the largest and highest-profile international events in Toronto's history



- Built and managed a professional staff team of between six and fifteen staff and 2,500 volunteers to deliver on high public expectations
- Pioneered programming partnerships with many of Toronto's leading cultural, educational, and arts institutions, resulting in WorldPride-themed shows and exhibits at 17 major galleries, museums, and theatres
- Oversaw the creation and implementation by staff and employees of successful multi-media marketing campaigns in print and on television, radio, and social media, resulting in increased attendance, tourism, and local participation

EXECUTIVE ASSISTANT TO CITY COUNCILLORS (WARDS 18 AND 27)  
CITY OF TORONTO

2003-2011

*The EA to a city councillor is responsible for managing the long-term and day-to-day planning and operations of the councillor's office. The EA manages projects through to completion, manages the councillor's staff, and manages relations with a community of 60,000 to 100,000 constituents, acting as a liaison with City of Toronto staff.*

- Managed consultation and negotiations with community groups, business improvement areas (BIAs), city staff, developers, and other stakeholders on complex planning, land use, and development proposals such as the West Queen West Triangle, Yonge Street Planning Framework, and Tall Buildings Guidelines, including appeals to the Ontario Municipal Board. Policy issues included: height, massing, and density, heritage preservation, parks allocations and public space, rental retention, affordable housing, Section 37 contributions, public art, transportation planning, and environmental initiatives, among others.
- Coordinated and led constituent participation in decision making, resolved local concerns with the assistance of municipal staff, and supported neighbourhood and community interests within the City's bureaucracy
- Managed political, media, and community relations, including web and social media presence, outreach and consultation, meeting facilitation, issue management, and crisis communications
- Researched, analyzed and produced policy and briefing documents for councillors on a wide range of municipal issues
- Ensured the councillors were briefed well briefed for meetings in the community, as well as committees and council

CHIEF OF STAFF TO THE CHAIR, TORONTO TRANSIT COMMISSION (TTC)

2006-2010

*The chief of staff to the chair of the TTC is responsible for oversight of the chair's staff, policy research, political relations with councillors and the mayor, relations with TTC board and staff, meeting management, political strategy, and strategic communications with the public and media.*

- Participated in the development of transit expansion plans and related land use planning across the city, and oversaw a successful branding and marketing campaign for the Transit City Light Rail Plan, which resulted in a provincial funding commitment of over \$8-billion and will guide Toronto's rapid transit expansion for the next decade
- Maintained confidentiality in sensitive matters related to labour relations, emergency management, and budgeting



## EDUCATION AND COMMUNITY INVOLVEMENT

- Undergraduate studies in English at the University of Toronto
- Current member of the advisory board of the Mark S. Bonham Centre for Sexual Diversity Studies, University of Toronto



## NEEMARIE ALAM

### SUMMARY OF SKILLS

- Expertise in group facilitation and stakeholder engagement, including focus groups and town halls
- Extensive experience supporting organizational development and strategic planning
- Proven experience navigating sensitive and sometimes contentious issues while addressing conflicts in ways that are respectful to the needs of the public and our clients.
- Excellent oral and written communications skills, with a strong attention to detail
- Effective time management skills, and a proven track record for completing projects on time and within budget
- Experience in project development, budget preparation and financial management
- Demonstrated experience engaging diverse communities on complex issues

### WORK EXPERIENCE

#### COMMUNITY ENGAGEMENT WORKER, PUBLIC INTEREST

JANUARY 2014 – PRESENT

- Works with community groups to co-ordinate activities and projects with representatives of a wide variety of community, non-profit associations and government agencies.
- Participates in the development and implementation of strategies to communicate and engage effectively with communities traditionally excluded from decision making, such as immigrant, low income, and multilingual communities.
- Promotes effective and timely communication on all levels of the organization, by providing information internally and externally to assist and enable organizational operations and effective service to connecting groups.
- Supports research on projects, supporting the development of demographic profiles, literature reviews, data gathering and analysis, and develops final project reports.

### SELECTED PROJECTS

#### HEALTH ACCESS ST. JAMES TOWN, ST. MICHAEL'S HOSPITAL

2014

- Support strategic directions to improve access to health services for residents in St. James Town
- Coordinate and support the community animator program that included 20 residents implementing community-based research
- Support the development and implementation of broader stakeholder consultations, including public meetings

#### CHARITY GARBAGE FEES CAMPAIGN, CUPE 416

2014

- Conducted outreach through voice mail blast and mailer to mosques, Hindu temples and Synagogues to campaign against new fees for garbage collection for places of worship in Toronto.
- Supported Local 416 participation in Faith in the City conference
- Coordinated Local 416 meetings with various Faith Networks in Toronto



## PEEL SOUTH ASIAN HEALTH AND WELLNESS, PEEL PUBLIC HEALTH

2014

- Coordinated outreach and conducted focus groups within the South Asian population
- Conducted data analysis and finalized Literature Review
- Developed final report and client presentation

## OPENING DOORS, BRAMPTON MULTICULTURAL COMMUNITY CENTRE

- Coordinated and conducted all project activities, including: literature review, service inventory, 12 focus groups, and 16 key informant interviews
- Trained and assisted community animators in facilitating focus groups, recruitment and outreach activities
- Liaised with client to ensure success of project goals
- Developed Final Report
- Supported community conference to disseminate findings

## MEALS ON WHEELS AND CONGREGATE DINING, RED CROSS

- Conducted all project activities, including: literature review, service inventory, demographic mapping, focus groups, key informant and introductory interviews
- Facilitated service coordination focus groups and meetings
- Developed Final Report

## PREVIOUS EXPERIENCE

## FRONTLINE PARTNERS WITH YOUTH NETWORK, INTERNAL OPERATIONS

2009 – 2013

- Supported major operations in a start-up non-profit network, including: Financial management, Human resources, Resource Development, Fundraising, and Infrastructure Systems
- Supported, organized and facilitated public policy discussions between frontline youth workers and policy advocates, analysts, and developers
- Supported public policy reform efforts, including drafting opinion pieces, organizing town hall meetings, and coordinating inter-organizational committees

## YORKTOWN CHILD FAMILY SERVICES, YOUTH OUTREACH WORKER

2007 – 2009

- Provided individual and group support to youth facing complex and multiple barriers
- Supported youth advocacy, particularly around criminal justice and mental health issues

ALBION NEIGHBOURHOOD SERVICES, TENANT COMMUNITY SUPPORT WORKER  
CONTRACTED TO TORONTO COMMUNITY HOUSING

2005 – 2007

- Implemented eviction prevention strategies to support tenants facing eviction
- Coordinated community development efforts, including bringing new resources into the community, and supporting the development of a food bank

HOUSING SUPPORT ASSISTANT-SUMMER  
(MULTI-STAKEHOLDER COMMUNITY INITIATIVE)

2006

- Supported grassroots advocacy campaign in bringing more affordable housing to North Etobicoke

## ALBION BOYS AND GIRLS CLUB, FEMALE-SPECIFIC PROGRAM COORDINATOR

2006





- Developed and implemented female-specific programs focusing on sexual health

## RESEARCH EXPERIENCE

CO-AUTHOR	2009
<i>Frontline Systems of Support Report</i> Frontline Partners with Youth Network	
STUDENT RESEARCHER ASSISTANT	1999 – 2000
<i>Antagonistic Roles of GABA and Glutamate in the Olivio-cerebellar Pathway</i> New York University Medical Center, Department of Neurophysiology	
STUDENT RESEARCHER ASSISTANT	1999
<i>Understanding Systemic Lupus Erythematosus: The Effect of Histamine on Ovalbumin</i> SUNY Downstate Medical Health Center, Department of Immunology	

## EDUCATION

CERTIFICATE OF NON-PROFIT MANAGEMENT	TO BE COMPLETED IN 2014
Ryerson University	



## CHANTAL CAREY

### SUMMARY OF SKILLS

- Experienced facilitator working with marginalized women in Canada
- Working knowledge of social and health resources for community members
- Proficient in use of Internet, Microsoft Word, Excel, PowerPoint, Outlook, SharePoint, Survey Monkey, QuickBooks, Asana
- Strong written and verbal communication skills
- Demonstrated experience engaging diverse communities on complex issues

### WORK EXPERIENCE

#### PUBLIC INTEREST

SEPTEMBER 2015 – PRESENT

##### *Executive Support and Administrator*

- Provide scheduling support for the Executive Director
- Track project billing schedules and prepare client invoices
- Assist in proofing, formatting and laying out relevant documents
- Responsible for the administration of office finances
- Act as the primary liaison with the with the contracted bookkeeper

#### SECRETARY TO CHIEF, PARTNERSHIPS & PHYSICIAN SERVICES

2010 – 2012

##### *Nova Scotia Department of Health and Wellness, Halifax, NS*

- Attended and recorded accurate and lengthy minutes for numerous meetings of seven working groups
- Coordinated meetings for and liaised with inter-governmental and external stakeholders
- Supported three sub-committees with program implementation by collecting data, inputting data and compiling spreadsheets
- Resolved conflicts/inquiries from dissatisfied physicians regarding incentive program eligibility and payments
- Managed/coordinated the Branch Administrative Budget; monitored and adjusted the forecast

#### PROJECT SUPPORT COORDINATOR, HEALTH SYSTEMS DEVELOPMENT (HSD) OFFICE

2009 – 2010

##### *Nova Scotia Department of Health and Wellness, Halifax, NS*

- Interviewed various government and non-government health professionals for research purposes related to the completion of the HSD's Primary Health Care Business Case for a sustainable health system in Nova Scotia
- Researched national/international health renewal strategies and produced synopses on findings
- Provided administrative support to the Models of Care in Nova Scotia (MOCINS) Working Group by taking accurate meeting notes and following up on action items



## OTHER JOBS

### COMMUNITY HEALTH AMBASSADOR (VOLUNTEER)

JANUARY 2015 – PRESENT

*Women's Health in Women's Hands Community Health Centre, Toronto, ON*

- Facilitate workshops on HIV/Sexual Health for African, Canadian and Black (ACB) women in the Toronto community
- Conduct needs assessments for community organizations to shape HIV/AIDS and Sexual Health workshops
- Collect evaluations/ adapt workshops based on participant feedback
- Input data using Survey Monkey as part of evaluation process
- Participate in knowledge transfer and exchange forums related to HIV/AIDS and sexual health

### MEMBER AT LARGE / WORKSHOP FACILITATOR

2010 - 2012

*African Canadian Women in the Public Service Network, Halifax, NS*

- Participated in the formation of the organisation
- Contributed to the development of the organisation's Terms of Reference and Project Charter
- Co-Facilitator at the Ascending the Ladder Workshop for African-Canadian women in the public sector

### ADJUSTMENT MANAGER/BALANCER/RECONCILIATION CLERK (EVENING SHIFT)

2009 - 2010

*Symcor – ATM Processing Unit, Halifax, NS*

- Reviewed and managed adjustments made by balancing and reconciliation clerks
- Reconciled and balanced ATM transactions for a number of financial institutions
- Efficiently and accurately recorded financial and related data

## VOLUNTEER ACTIVITIES

### WOMEN'S HEALTH IN WOMEN'S HANDS COMMUNITY HEALTH CENTRE PRESENT

JANUARY 2015 –

Workshop Facilitator (HIV/AIDS & Sexual Health)

### TABONO INSTITUTE

2014 – PRESENT

Member at Large

### GERONTOLOGY ASSOCIATION OF NOVA SCOTIA (GANS)

2008 – 2012

Board Member

### NORTHWOOD CARE INC.

2007 – 2009

Recreation Worker at an adult day program

## EDUCATION

### CERTIFICATE OF GERONTOLOGY

2015

Ryerson University, Toronto, ON



HARM REDUCTION 101 – 2 DAY WORKSHOP  
Toronto Public Health, Toronto, ON

2014

BACHELOR OF ARTS – PSYCHOLOGY (MINOR IN BUSINESS ADMINISTRATION)  
Saint Mary's University, Halifax, NS

2008