



Toronto Lands Corporation (TLC) HR & Nominating Committee Meeting

Committee Members: John Filion, Shelley Laskin, Leola Pon, Aleem Punja, Stacey Zucker

07 March 2024

In-person: TLC Offices, Virtual: Microsoft Teams

60 St. Clair Ave East

#201

Toronto, ON, M4T 1N5



Meeting Book - Toronto Lands Corporation (TLC) HR & Nominating Committee Meeting

PUBLIC AGENDA

1. Call to Order & Confirmation of Quorum

[Chair](#)

2. Land Acknowledgement

[Chair](#)

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

3. Declaration of Conflict of Interest under the Municipal Conflict of Interest Act and the Ontario Business Corporation Act

[Chair](#)

4. Approval of the Agenda/Other Business

[Chair](#)

For Approval

5. Approval of the Minutes of the Human Resources Committee of January 9, 2024

[Chair](#)

For Approval

6. Reports

1. Actions Arising From Shareholder's Direction [3-74]

[Ryan Glenn, Interim CEO](#)

For Information

2. Framework for Advancing Governance Review [3-75]

[Ryan Glenn, Interim CEO](#)

For Information

3. Strategic Communications Report [3-76]

[Markus O'Brien Fehr, Communications & External Relations Liaison](#)

For Information

7. Adjournment to the Closed Session

[Chair](#)

To deal with Chair's update on the selection of a permanent CEO.

8. Termination of Meeting

[Chair](#)

For Approval

**TORONTO LANDS CORPORATION
60 ST. CLAIR AVENUE EAST
TORONTO, ONTARIO**

**MINUTES OF THE HUMAN RESOURCES, NOMINATING & GOVERNANCE COMMITTEE
HELD VIRTUALLY VIA MICROSOFT TEAMS**

JANUARY 9, 2024, 7:30 PM

COMMITTEE MEMBERS

John Filion	Citizen Director
Aleem Punja	Citizen Director
Shelley Laskin	Trustee Director
Leola Pon	TDSB Staff Director
Stacey Zucker	TDSB Staff Director

TLC STAFF

Ryan Glenn	Interim Chief Executive Officer
George Kralidis	Head of People & Culture
Barbara Carou	Manager, Strategic Partnerships & Development
Yvonne Choi	Director of Planning
Markus O'Brien Fehr	Communications & External Relations Liaison

1. Call to Order & Confirmation of Quorum

There being a quorum present, and the Directors having been given adequate and proper notice of the meeting, the meeting was called to order by John Filion, TLC Board Chair at 7:33 PM (EST).

2. Election of the Human Resources, Nominating and Governance Committee Chair

John Filion, TLC Board Chair called for nominations for Chair of the TLC Human Resources, Nominating and Governance Committee. Trustee Shelley Laskin, seconded by Stacey Zucker, nominated Aleem Punja, Citizen Director.

There being no further nominations, Aleem Punja was acclaimed to the position of Chair of the TLC Human Resources, Nominating & Governance Committee.

3. Land Acknowledgement

Aleem Punja, took the chair and read the following land acknowledgement:

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

4. Declaration of Conflict of Interest under the Municipal Conflict of Interest Act and the Ontario Business Corporation Act

No conflicts of interest were declared.

5. Approval of the Agenda/Other Business

No corrections or amendments to the agenda.

On a motion made by John Filion and seconded by Stacey Zucker, it was resolved to approve the agenda.

The motion was carried.

6. Approval of Minutes of the Human Resources, Nominating and Governance Committee

The minutes of the Human Resources, Nominating & Governance Committee meeting held October 10, 2023 were before the Committee. There were no errors or omissions.

On a motion made by Trustee Shelley Laskin and seconded by John Filion, the minutes of the meeting of the Human Resources, Nominating & Governance Committee were approved.

The motion was carried.

7. For Information: TLC Organizational Chart

Ryan Glenn, Interim CEO presented the TLC proposed organizational structure for January 2024 which included some additions to set the organization up for success in key strategic areas.

The Committee received the report for information.

8. Bill 98 Update

Barbara Carou, Manager, Strategic Partnerships & Development presented an update on Ontario Bill 98. Barbara discussed the province's new regulations on disposition of school property.

The Committee received the report for information.

9. Termination of the Meeting

On a motion duly made by Trustee Shelley Laskin and seconded by Leola Pon, the meeting terminated at 8:21 PM.

INFORMATION ITEM

Actions Arising from the Shareholder's Direction

To: Human Resources, Nominating and Governance Committee

Date: March 7, 2024

RECOMMENDATION:

1. This report be received for information.

EXECUTIVE SUMMARY

In February 2024, TLC staff conducted a line-by-line review of the TDSB-TLC Shareholder's Direction to ensure that all reporting and communication requirements were captured and delivered at the appropriate stage of the fiscal year.

The following reports were identified with targets for when each would be published:

- **Guiding Principles Report** – a review of the Core Principles in the Shareholder's Direction and examples of how each is being applied to current projects (March)
- **Framework for Selecting a Permanent CEO** – informing the Board of the process established by the TDSB's Director of Education and presenting an opportunity for Board feedback. (March)
- **Framework for Advancing Governance Policies** – establishing timelines for update and development of governance policies and documents including bylaws, committee terms of reference, Board code of conduct, conflict of interest, Board expenses, etc. (March)
- **TLC Quarterly Reports** – summaries of high-level business activities and metrics in each quarter of the fiscal year (Q2 – March, Q3 – September)
- **Strategic Communications Plan** – establishing strategies and approaches to ensure timely and effective communications with TLC's shareholder and the public. (April)
- **Framework for CEO Performance Review** – establishing a process by which TLC's CEO will be evaluated by the Board on an annual basis. (April)
- **2024-25 Operating and Capital Budgets** – finalizing the capital budget for the coming fiscal year following initial submissions to TDSB in January. (May)
- **2024-25 TLC Annual Plan** – outlining a work plan for the organization in the coming fiscal year. (May)
- **Service Level Agreement Update** – delineating service levels on TDSB supports including finance, facilities, human resources, IT, payroll and benefits. (September)

- **Framework for TCL Board Evaluation** – creating a process by which the Board can conduct a self-evaluation, as required by TDSB for December 1. (September)
- **TLC Strategic Plan** – establishing a higher-level set of strategic principles and targets in line with the revision of TDSB’s Multi-Year Plan. (September)
- **Establishing TLC KPIs** – establishing a set of metrics by which TLC can be evaluated in its annual performance. (September)

AUTHORITY OR DIRECTION FOR UNDERTAKING PROJECT

Authority or Direction (select from drop down): Shareholders Direction

STRATEGIC GOAL AND ANNUAL PLAN DIRECTIONS

TDSB Strategic Plan Goal: (include all that apply)

- Allocate Human and Financial Resources Strategically to Support Student Needs
- Build Strong Relationships and Partnerships with School Communities to Support Student Learning and Well- Being

Ensure that all stakeholder reporting requirements are met to endure strong communication and future success.

TLC Strategic Plan Goal: (include all that apply)

- Create a Culture of Partnership & Collaboration with Key Stakeholder Groups
- To be a highly functioning organization successfully aligning TLC’s & TDSB Missions and the Shareholder’s Direction

Ensure information is flowing properly to key stakeholders.

FINANCIAL IMPLICATIONS

N/A

RISK LEVEL

N/A – Low

ACTION PLAN AND ASSOCIATED TIMELINES

- March 7, 2024 – HRN&G Committee Approval
- March 28, 2024 – TLC Board Approval
- March – September 2024, Workplan Implementation

TLC AND TDSB BOARD POLICY AND PROCEDURE REFERENCE(S)

- Shareholder Direction

APPENDICES

- **Appendix A:** Workplan for Actions Arising from the Shareholder Direction

FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at rglenn.tlc@tdsb.on.ca or at 437-219-8191.

Markus O'Brien Fehr, Communications and External Relations Liaison, Toronto Lands Corporation at mo'brienfehr.tlc@tdsb.on.ca or at 416-788-3211.

Appendix A - Shareholder's Direction Review - Action Items - P.1

Section #	Specific Direction	Timing	Proposed Report	Committee	Due Date
3.2 final paragraph	TLC will be responsible for determining the appropriate balance among the foregoing principles	March	Guiding Principals Report	HRNG	4-Mar-24
4.1 (g)	make recommendations to the Director of Education regarding the hiring, termination, or any other human resource matters of the CEO	March	Framework for selecting permanent CEO	HRNG	4-Mar-24
4.1 (d)	develop TLC policies and procedures	March	Framework for advancing Governance Policies	HRNG	4-Mar-24
4.1 (h)	establish the TLC Board committee structure, as well as associated terms of reference for each committee	March	Framework for advancing Governance Policies	HRNG	4-Mar-24
4.4	TLC will reimburse Directors for all reasonable and allowable expenses in accordance with TDSB and TLC expense policies and procedures	March	Framework for advancing Governance Policies	HRNG	4-Mar-24
4.6	The Directors and officers of TLC will strictly abide by the requirements of the OBCA and the <i>Municipal Conflict of Interest Act</i> ,	March	Framework for advancing Governance Policies	HRNG	4-Mar-24
4.12	TLC shall develop a Code of Conduct that applies to all members of the TLC Board, which must be approved by the TDSB Board	March	Framework for advancing Governance Policies	HRNG	4-Mar-24
4.10.1 (b)	The TLC Board will report quarterly to TDSB Board highlighting key activities and achievements	March/ September	TLC Quarterly Reports	P&P	13-Mar-24 & 09-Sep-24
3.1 (g)	providing effective and timely communication with TDSB along with internal teams and external stakeholders	April	Strategic Communications Plan	HRNG	10-Apr-24
3.2 (h)	TLC conduct its affairs in a transparent and public spirited way, recognizing that, in many cases, the Real Estate Interests within the Real Estate Portfolio are important to the communities in which they are located	April	Strategic Communications Plan	HRNG	10-Apr-24

3.2 (i)	work with communities, local politicians and stakeholder organizations to ensure they have a meaningful opportunity to be informed of, participate in, and comment on, significant projects, initiatives or other matters being undertaken	April	Strategic Communications Plan	HRNG	10-Apr-24
4.1 final paragraph	The Executive Officer, TLC, will be responsible and held accountable to achieve the objectives and goals of the TLC Board.	April	Framework for CEO Performance Review	HRNG	10-Apr-24
4.1 (c)	set and approve an annual TLC Budget in accordance with the TDSB annual budget cycle	January/ May	2024-25 Operating & Capital Budgets	A&F	6-May-24
4.1 (i)	ensure that TLC operates in a manner consistent with applicable industry best practices	May	TLC 2024-25 Annual Plan	P&P	13-May-24
4.1 (a)	develop and approve the Strategic Plans and the Annual Plan consistent with the provisions of this Direction and the TDSB Multi-Year Strategic Plan for approval by TDSB's Board	May	2024-25 TLC Annual Plan & TLC Strategic Plan	P&P	13-May-24
4.10.5	TLC will submit its Annual Plan to the TDSB Board for approval. The Annual Plan will satisfactorily support all operations under TLC's direction and will be in alignment with TDSB's budget cycle... not later than thirty (30) days before the beginning of the Fiscal Year	May	TLC 2024-25 Annual Plan	P&P	13-May-24
6.8	TLC will manage, direct and execute all human resources and employee relations matters with employee remuneration to be reflected in the TLC Annual Plan	May	TLC 2024-25 Annual Plan	P&P	13-May-24
6.4	The Service Level Agreement will be relied upon to delineate actual service levels relating to certain functions including but not limited to: finance, facilities, human resources, IT, payroll and benefits	September	Service Level Agreement Update	A&F	30-Aug-24
4.1 (j)	[the board to] evaluate its performance annually and submit the self-evaluation in writing to TDSB's Board by December 1 st of each year	September	Framework for TLC Board Evaluation	HRNG	30-Aug-24

Appendix A - Shareholder's Direction Review - Action Items - P.2

Section #	Specific Direction	Timing	Proposed Report	Committee	Due Date
4.1 (b)	evaluate its strategic direction and ensure alignment with TDSB	September	TLC Strategic Plan	P&P	9-Sep-24
4.10.4	TLC will develop its long-term plan ("TLC Strategic Plan") in accordance with the TDSB's Multi-Year Strategic Plan... within three months of the approval of TDSB's Multi-Year Plan	September	TLC Strategic Plan	P&P	9-Sep-24
3.1 (f)	developing TDSB approved Key Performance Indicators to measure TLC's performance	September	Establishing TLC KPIs	P&P	9-Sep-24
4.1 (f)	manage and direct all TLC human resource and employee-relations matters in accordance with TDSB Employee Services policies	ongoing	ongoing	HRNG	n/a
4.1 (e)	negotiate and execute, on behalf of TDSB, all business and operational affairs which are necessary or desirable in order to permit TLC to carry out the Services as defined and identified	ongoing	ongoing	P&P	n/a
6.1	there are certain transactions and agreements in respect of which the prior written approval of TDSB will be required	ongoing	ongoing	P&P	n/a

FRAMEWORK FOR ADVANCING GOVERNANCE REVIEW

COMMITTEE: HUMAN RESOURCES & NOMINATING COMMITTEE
DATE: March 7, 2024
ACTION: Information

RECOMMENDATION

1. That this report be received for information.

EXECUTIVE SUMMARY

In the first quarter of this fiscal year, the TLC Board initiated a review of several governance documents, policies, and procedures including the organization's Bylaws and Committee Terms of Reference. At its meeting of October 19, 2023, the TLC Board of Directors referred revisions of its bylaws and Terms of Reference back to TLC staff for review to ensure proposed drafts were aligned with TDSB bylaws, the Shareholder's Direction, and leading governance practices.

In the second quarter of this fiscal year, TLC staff liaised with the policy team at TDSB to advance this work and ensure that updated drafts align with TDSB's direction. In addition, TLC staff have conducted a line-by-line review of the Shareholder's Direction to identify other governance priorities to advance to the board in the third quarter of the year. Identified in Appendix A are the various projects underway, and a schedule of returning information to the Human Resources, Nominating and Governance Committee, and the TLC Board of Directors.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Build Strong Relationships and Partnerships within School Communities to Support Student Learning and Well-Being
Well-established governance policies and procedures will build a culture of trust and stronger relationships with school communities and stakeholders.

TLC Strategic Plan Goal: To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction
Ensure that TLC's governance policies and procedures align with TDSB policies and best practices elsewhere in the industry.

ACTION PLAN AND ASSOCIATED TIMELINE

Identified in Appendix A – Workplan for TLC Governance Review

RESOURCE IMPLICATIONS

A budget of \$30,000 has been identified for chargebacks associated with TDSB staff time supporting TLC on policy matters. The work being contemplated as part of this report would fall within that budget.

DUE DILIGENCE

N/A

POLICY AND PROCEDURE REFERENCE(S)

Shareholder's Direction
TLC Bylaws

APPENDICES

APPENDIX A Workplan for TLC Governance Review

FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at rglenn.tlc@tdsb.on.ca or at 437-219-8191.

Workplan for TLC Governance Review
APPENDIX A

Item	Lead	To HRN&G	Comments
TLC Bylaws Review	TDSB Staff	April 2024	TDSB staff have been reviewing updated Bylaws prepared by the TLC HRN&G Committee and will have an updated draft prepared imminently. These should be back to the Committee in April.
Committee Terms of Reference	TLC Staff	May 2024	TLC staff will be completing proposed updates and putting them before each of its standing committees in the next meeting cycle.
Conflict of Interest Policy	TLC/TDSB Staff	May 2024	TLC staff will present a draft aligning with the current TDSB policy. Additional work is required, liaising with TDSB staff, to identify support for Board Members who may have questions on Conflict-of-Interest matters.
TLC Expense Policy	TLC Staff	May 2024	A requirement of the Shareholder's Direction, a more detailed policy relating to Board Member expenses will be prepared by TLC staff for the Board's approval.
Board Code of Conduct	TLC/TDSB Staff	September 2024	Work is needed to adapt TDSB policies to apply to Citizen Board Members at TLC. Additional support from TDSB staff will be required to complete this task and explore whether the TDSB's Integrity Commissioner can be a resource for TLC.
Public Complaints Process	TLC Staff	September 2024	TLC staff will prepare a draft outlining a complaints process in line with what TDSB currently has in place. TLC's policy will differ from TDSB as the usual parent concerns will not apply.
Lobbyist Tracking Process	TLC Staff	September 2024	TLC staff believe that an internal system for documenting lobbyist contact is an important accountability tool. This will be developed and presented to the Board for review.

INFORMATION ITEM

Strategic Communications Plan

To: Human Resources, Nominating and Governance Committee

Date: March 7, 2024

RECOMMENDATION:

1. That this report be received for information.

EXECUTIVE SUMMARY

Section 3 of the TLC Shareholders Direction has several references to effective and timely communication with TDSB, as well as communities, local politicians, and stakeholder organizations. This strategy speaks to the various tools TLC will use to address these directives.

An effective strategic communications plan to share the stories of TLC’s successes is important not only to build stronger relationships with partners and stakeholders but also to raise public awareness of TLC activities which will open more doors to future partners in the future.

AUTHORITY OR DIRECTION FOR UNDERTAKING PROJECT

Shareholders Direction

STRATEGIC GOAL AND ANNUAL PLAN DIRECTIONS

TDSB Strategic Plan
Goal: (include all that apply)

- Provide Equity of Access to Learning Opportunities for All Students
- Allocate Human and Financial Resources Strategically to Support Student Needs
- Build Strong Relationships and Partnerships with School Communities to Support Student Learning and Well- Being

This plan will help to build stronger relationships with school communities and promote more development partnerships for new learning opportunities.

TLC Strategic Plan
Goal: (include all that apply)

- Transform Student Learning Environment through the Modernization of Facilities
- Create a Culture of Partnership & Collaboration with Key Stakeholder Groups
- To be a highly functioning organization successfully aligning TLC’s & TDSB Missions and the Shareholder’s Direction

An effective communications plan will build a culture of partnership will communities and lead to more opportunities for collaborative projects modernizing facilities.

FINANCIAL IMPLICATIONS

N/A

RISK LEVEL

N/A – Low

ACTION PLAN AND ASSOCIATED TIMELINES

- March 7, 2024 – TDSB Board Approval

TLC AND TDSB BOARD POLICY AND PROCEDURE REFERENCE(S)

- TLC Shareholders Direction
- TLC Modernization Plan

APPENDICES

- **Appendix A:** TLC Strategic Communications Strategy

FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at rglenn.tlc@tdsb.on.ca or at 437-219-8191.

Markus O'Brien Fehr, Communications and External Relations Liaison, Toronto Lands Corporation at mo'brienfehr.tlc@tdsb.on.ca or at 416-788-3211.

Appendix A: TLC STRATEGIC COMMUNICATIONS PLAN

INTRODUCTION

As TLC implements its Modernization Strategy, strong collaboration between TDSB, its school communities, government officials, not-for-profits, and community organizations will be an important part of its success. This Strategic Communications Plan will ensure that the stories and successes built by TLC are effectively shared with all stakeholders and community partners. These communication tools will help strengthen relationships and raise public awareness, promoting new partnerships for future projects.

GOALS AND OBJECTIVES

- Ensure effective and timely communication with TDSB and external stakeholders to strengthen relationships.
- Improve transparency of all operations with the public at large.
- Increase brand awareness, recognition of the corporation's mandate, and the value being delivered to residents of Toronto.
- Create conditions under which communities, local politicians, and stakeholder organizations are more likely to seek partnerships to improve public education and community services.

EFFECTIVE AND TIMELY COMMUNICATION

1. Adjust the tone and approach to communications.

TLC has often taken a corporate communications approach when establishing its tone in communications materials creating barriers with the more casual audience TLC, and its shareholder, are serving. TLC is taking steps to change the voice used in communication material to become more conversational with storytelling. Examples of this approach include:

- a. Adjusting the tone of correspondence with leaseholders and external community organizations to ensure a culture of partnership.
- b. Revising the approach of annual reports and similar documents to focus more on telling the stories around TLC's signature projects.
- c. Restructuring the TLC website to streamline and simplify information, making it more approachable and applicable for a casual audience.

2. Ensure timely reporting

TLC, working with TDSB, has itemized the reporting requirements embedded in its Shareholders Direction and developed an action plan to ensure that TDSB has the appropriate information going to its staff and Trustees at the specified times.

Additionally, TLC has taken steps to revise its website to bring pages to the forefront that will allow quick posting of agendas, reports, minutes, and videos of meetings, and will create internal systems to ensure that these are updated quickly to become available to the public.

3. Proactively share highlights

TDSB real estate interests are important to the communities in which they are located. TLC recognizes that information on real estate development needs to get to the surrounding communities. These developments will be communicated proactively by:

- a. Developing blog posts that will be posted on the landing page of the TLC website.
- b. Sharing links to blog posts across multiple social media channels.
- c. Flagging blog posts with the local Trustee and other established stakeholder groups near the subject sites.
- d. Gathering blog posts on a bi-monthly or quarterly basis in the form of an e-newsletter that will be shared with all TDSB trustees, senior staff, and other stakeholders or members of the public on the distribution list.

4. Preparing a crisis response plan

When a negative story or crisis emerges, it will be important for TLC to have an established crisis response plan to manage the situation as effectively as possible. This plan will include:

- a. A timeline identifying who at TLC should be notified and when.
- b. Direction on how to best notify and coordinate with TDSB staff.
- c. The designation of a TLC spokesperson.
- d. A media release plan.

IMPROVING TRANSPARENCY

1. Public Access to Information

Conducting business in a publicly transparent way is a bedrock principle of the public sector. TLC will ensure that core policies, guiding legislation, staff reports, meeting agendas, minutes, and meeting videos are accessible and easy to find on its website.

It will also ensure that information is accessible to the public upon request in keeping with the spirit of Freedom of Information legislation.

2. Public Access to Meetings

Members of the public should have access to meetings where public decisions are being made. TLC is taking steps to ensure the public can observe and engage in meetings of its Board of Directors or Committees. Policies are in place directing in-person or written delegations at meetings. Meetings are being moved to a webinar format allowing members of the public to register and participate as observers, or to be called upon in situations where in-person delegations are appropriate. TLC will continue to look for cost-effective meeting space that would accommodate both meeting participants and observers in a single physical space.

3. Building Capacity for Public Consultations

In addition to creating a more open and transparent approach to Board meetings, TLC is building capacity to organize and host public consultation and information meetings for transactions that TDSB staff feel are unlikely to be contentious and more transactional. Such public consultations will be organized in consultation with TDSB, the local Trustee, the school principal, the parent council, and any other identified local stakeholders.

INCREASING BRAND AWARENESS

1. Building an Online Presence

TLC's website should be the foundation for an online presence. This site is currently undergoing revision to be reorganized and simplified ensuring that information most relevant to the public will be easy to find. Technical information more relevant to the development community will become secondary.

To keep the site fresh and relevant, a focal point of the landing page will be a blog post or "news" box that can be updated every 1 – 2 weeks with stories and updates relating to:

- a. Advancements/developments in TLC projects
- b. Relevant Board decisions
- c. Public engagement opportunities

Blog posts will become the foundation for creating content to share on social media platforms including X (Twitter), Instagram, and Linked In. Blog posts will also be collected every 2-3 months and published as a digital newsletter distributed to all Trustees, key TDSB staff, community stakeholders, and members of the public who express interest in updates.

2. Growing an e-news subscription list

A more robust news subscription list will allow TLC to proactively share updates with a larger audience. Opportunities to subscribe members of the public to a regular e-news list should be:

- a. Visible as an element of the TLC website.
- b. A prominent part of ongoing social media posts and activity.
- c. Shared regularly with TDSB Trustees who will be encouraged to share subscription opportunities through their communications channels.

3. Developing a media relations strategy

The audience available to TLC through a subscription list is always going to be a fraction of the broader public. A Media Relations Strategy will be required to engage mass media coverage of TLC when telling important stories. A Media Relations Strategy will include:

- a. Working with TDSB corporate communications to develop and maintain a targeted list of Toronto-based reporters who work within the spheres of education, real estate, or public policy.
- b. Working with TDSB to establish and maintain a broader media list for news releases or media advisories either to promote larger stories or as a component of crisis response.
- c. Identifying TLC stories of larger significance, and strategic timing to profile these stories through a media release or media availability.
- d. Ensuring a timely response to any media inquiries.

SEEKING PARTNERSHIPS

1. Engaging Communities

Successful implementation of TLC's Modernization Plan will require engaged communities that are aware of TLC's mandate, work product, and future opportunities. In addition to this Communications Plan, TLC will continuously seek opportunities to meet with community groups whose interests align with TLC's goals and objectives. Increasing the number of identified communities with interest in future partnerships will allow TLC to optimize the use of TDSB property more efficiently and diversify the uses of these facilities to be reflective of the range of communities they are serving.

2. Connecting with Local Political Representatives

As TLC implements its Modernization Plan, it will be important to cultivate and maintain relationships with decision-makers at all levels of government. TLC must work collaboratively with TDSB to first strengthen relationships and align with local Trustees, then work with those Trustees to engage political representatives at other levels of government. Public office holders are not only well placed to best understand the service needs of their communities, but also hold influence over programs or funding sources that would assist with implementing TLC goals and objectives.

3. Creating Space for Not-For-Profits

In addition to government programs, many Not-For-Profit organizations are looking for local spaces that would assist in delivering important services to communities in need. TLC must also grow its list of potential not-for-profit partners and work on cultivating relationships with their operators to create more opportunities to optimize current and future TDSB school sites by adding additional programs that would improve the overall student experience both inside and outside the walls of the physical building.

4. Prioritizing Equity, Diversity, and Inclusion

As TLC seeks community partners, we must be mindful that to achieve the TDSB's goals of equity and inclusion, additional steps may be needed to connect with underserved or ethnoculturally diverse communities. Additional attention should be placed on:

- a) Building relationships with high LOIs or NIAs to achieve geographic diversity.
- b) Advancing TDSB's strategic direction towards truth and reconciliation
- c) Identifying with TDSB and its Trustees any communities where there are significant populations of non-English speakers and developing tools to reach them.