Public Meeting of the Board Agenda

Date: Tuesday, October 27, 2026

Location: Lindsay Education Centre

5:30 p.m. Commencement of the Public Meeting of the Board

1. Call to order

2. Territory acknowledgement

3. National anthem

4. Roll call

5. Delegation(s)

6. Declaration of possible conflict of interest

7. Approval of agenda

8. Business of the Board

8.1 Approval of the minutes of the August 25, 2026 public meeting of the Board (pgs. 3-7)

9. Administrative updates

9.1 CEO's Report on the Strategic Plan

a. Outgoing Trustees Recognition
b. CEO/ CEdO Update
c. EQAO Results (SOs Clark, Fraser, Sudbury, Train/ pgs. 8-9)
d. Student Census Report (SO Ferguson/ pg. 10)
e. Summer Learning Report- Secondary (SO Hubbert)
f. Summer Mental Health Learning (SO Fraser/ pg. 11)
g. Summer Construction Update (Senior Manager Dan Whalen)
h. Suspension and Expulsion Report for 2025-2026 (SO Ferguson/ pg. 12)

10. Administrative and committee reports

10.1 For action - written reports

a. SEAC Meetings September 8, 2026, October 13, 2026 and Special SEAC Meeting October 21, 2026 (Trustee McInerney & SO Train/ pgs. 13-14)

b. Audit Committee Meeting September 17, 2026 (Trustee Clodd & SO Britton/ pgs.15- 40)

c. Finance and Administration Committee Meeting September 17, 2026 (Trustee Reain & SO Britton/ pgs. 41-51)

d. SAL Committee Meetings September 23, 2026 and October 20, 2026 (Trustee McInerney & SO Ferguson/ pg. 52)

e. Governance and Policy Committee Meeting October 7, 2026 (Trustee McInerney & CEO Hahn/ pgs. 53-130)

f. DSC-PIC Meeting October 20, 2026 (Trustee Clodd & SO Hubbert/ pg.131)

10.2 For Information- verbal reports

a. IEAC Meeting October 2, 2026 (Trustee Childs & SO Clark)

10.3 For Information- written

a. Enrolment Report (SO Johnston/ pgs.133-134)

11. Trustee reports- verbal

11.1 Student Trustee Reports

a. Trillium Student Senate (Student Trustee Gupta)

b. OSTA-AECO (Student Trustee Baig)

11.2 Trustee Community Updates

12. Correspondence

13. Next meeting

Inaugural Meeting of the Board - November 17, 2026 at 5:30pm at MEC

14. Adjournment

Public Meeting of the Board Minutes

Date:	August 25, 2026
Location:	Muskoka Education Centre
Present:	Z. Baig, G. Brohman, E. Childs, L. Clodd, M. Gupta, T. McAlpine, D. McInerney, B. Reain, J. Saunders, C. Wilcox
Regrets:	H. Bradley
Senior team:	N. Britton, J. Clark, W. Hahn, K. Horrigan, T. Hubbert, K. Ferguson, T. Fraser, J. Johnston, D. Sudsbury, N. Train
Staff Support:	J. Andreasen, C. Bull, T. Hawkins, S. Roffe, S. Stromberg

5:30 p.m. Commencement of the Public Meeting of the Board

1. Call to order

The meeting was called to order at 5:30p.m.

2. Territory acknowledgement

Trustee McInerney shared the territory acknowledgement.

Trustee Wilcox requested that following the national anthem that a moment of silence be held in honour of a recent TLDSB graduate, and a TLDSB custodian, who passed away over the summer.

3. National anthem

O Canada was played.

4. Swearing in of New Student Trustees

CEO Hahn and Chair Wilcox swore in new TLDSB Student Trustees, LCVI Student Zaina Baig and BMLSS Student Mahua Gupta. Zaina and Mahua read both the declaration and the oath of allegiance as required under the Education Act.

5. Roll call

For the official roll call Trustee Wilcox advised that Trustee Bradley requested an absence approved by Board motion under s. 2281(b) of the Education Act.

Motion # 26-08-01
Moved by Trustee McInerney, Seconded by Trustee Saunders,
That Trustee Bradley's absence from the August 25, 2026 meeting of the Board be approved in alignment of section 228(1)(b) of the Education Act.
Carried.

Chair Wilcox advised:

> Eight Trustees (Brohman, Childs, Clodd, McAlpine, McInerney, Reain, Saunders, Wilcox) and two student trustees (Baig, Gupta) were present in person at the Board meeting.
>
> No Trustee joined the meeting via electronic access under O. Reg 463/97.
>
> Trustee Bradley was absent from the meeting as approved via motion under section 228(1)(b) of the Education Act.

Motion # 26-01-02
Moved by Trustee Clodd, Seconded by Trustee Brohman,
That Trustees accept the roll call as stated for the August 25, 2026 meeting of the Board.
Carried.

6. Delegation(s)

There were no delegations.

7. Declaration of possible conflict of interest

There were no declarations of possible conflict of interest.

8. Approval of the agenda

Motion # 26-08-03
Moved by Trustee McAlpine, seconded by Trustee Childs,
That the agenda be approved.
Carried.

9. Business of the Board

9.1 Approval of the minutes of the June 17, 2026 special meeting of the Board.

Motion #26-08-04
Moved by Trustee Reain, seconded by Trustee Clodd,
That the minutes of the June 17, 2026 special meeting of the Board be approved.
Carried.

10. Administrative updates

10.1 CEO's Report on the Strategic Plan

a. CEO's report on the Strategic Plan

CEO Hahn shared a number of updates with Trustees, highlighting:

- Appreciation for the hard work and dedication of staff over the summer to prepare for the start of the school year.
- The official welcome back meeting with Administrators and Trustees is occurring on August 26; the day will include the CEO's opening address, an overview of the Future of Education, guest speaker Dr. Greg Wells, Operational Updates and an overview of the System Focus for 2026-2027.
- The Ministry of Education implemented a number of changes resulting from the *Bill 101: Putting Student Achievement First Act* over the past couple of months, including:
    - Change in title from Director of Education to Chief Executive Officer (CEO)
    - Requirement for Boards to appoint a Chief Education Officer (CEdO)
    - Change to the approval process and oversight of Capital Projects
    - Appointment of the Council of Directors of Education (CODE) to replace OPSBA as the bargaining agent for the Unions/ Federations representing staff for central bargaining
    - Requirement that all boards provide educators with access to Edwin resources to support curriculum delivery
    - Requirement that attendance and participation be considered as part of high school students' final marks
    - Instituting a new practice wherein motions/ resolutions made at a Board Meeting now must be confirmed, refused, or further information requested by the CEO prior to the resolution coming into effect
    - Confirming that Trustees remain responsible for hiring of the CEO and for board governance, but must trust the CEO to manage the operational aspects of the Board
- A number of Boards across the province are looking at their Board Meeting and Committee Meeting structures and recommending adjustments to schedules and frequencies to reflect the role of Trustees under Bill 101.

b. Report on 2025-2026 'Voice Initiatives

CEO Hahn shared an overview on the various ways in which TLDSB seeks input ('voice') from stakeholders including parents/guardians, students, community partners, school council chairs, staff and the general public.

CEO Hahn highlighted qualitative and quantitative data collected during the 2025-2026 school year, and shared some next steps based on the feedback received.

c. Summer Learning Overview

Associate Superintendent Clark shared an update related to the Elementary-age Summer Learning Program that occurred at a number of TLDSB sites in July 2026.

11. Administrative and committee reports

11.1 For Action- Written

a. DSC-PIC Meeting June 10, 2026

Trustee Clodd shared an update related to the June 10, 2026 DSC-PIC Meeting.

Motion # 26-08-05
Moved by Trustee Clodd, Seconded by Trustee McInerney,
That Trustees receive the report related to the June 10, 2206 DSC-PIC Meeting.
Carried.

b. Supervised Alternative Learning (SAL) Committee Meeting June 18, 2026

Trustee McInerney shared an update related to the June 18, 2026 SAL Meeting.

Motion # 26-08-06
Moved by Trustee McInerney, Seconded by Trustee Reain,
That Trustees receive the report related to the June 18, 2026 SAL Committee Meeting.
Carried.

c. Recommended changes to Board Meetings for the remainder of 2026

CEO Hahn shared a proposed changed to the schedule of Board Meetings for 2026 based on the required business of the Board.

CEO Hahn reminded Trustees that the 2027 meeting schedule is presented for approval at the Annual Organizational Meeting each year (or, in an election year, at the Inaugural meeting)

Trustees requested that an information session for new Trustees be organized prior to the November 17, 2026 Inaugural Meeting.

Motion # 26-08-07
Moved by CEO Hahn, Seconded by Trustee McInerney,
That Trustees approve the following changes to the schedule of board meetings for 2026: proceed with the October 27, 2026 Board Meeting to be hosted at the Lindsay Education Centre and the November 17, 2026 Inaugural Board Meeting to be hosted at the Muskoka Education Centre, and cancel the scheduled meetings on September 22, 2026 and December 1, 2026, and that the motion be advanced to the CEO for confirmation.
Carried.

11.2 For information- written

a. Update on the role of CEO/ CEdO as a result of Bill 101

CEO Hahn shared an overview of the roles of the Chief Executive Officer (CEO) and Chief Education Officer (CEdO) under *Bill 101: Putting Student Achievement First Act.*

In TLDSB, as the Director of Education with a current contract, Wes Hahn automatically assumes the new title of CEO, and will continue to be responsible for the operations and fiscal management of the Board. CEO Hahn has also undertaken the appointment of CEdO, the role responsible educational pedagogy and instructional leadership, and confirmed that his qualifications match those required by the role.

b. Nutrition Report

Manager of Communications Services Carolynne Bull shared an overview of nutrition support offered to schools for 2025-2026.

12. Trustee Reports

12.1 OPSBA Report

Trustee McAlpine advised there are no OPSBA updates.

12.2 Trustee Community Updates

There were no Trustee community updates.

13. Correspondence

There was no correspondence shared.

14. Next meeting – Public Board Meeting

October 27, 2026 at 5:30pm at Lindsay Education Centre

15. Adjournment

Motion # 26-08-08
Moved by Trustee McAlpine, seconded by Trustee Reain,
That the Board of Trustees do now adjourn at 7:03p.m.
Carried.

Colleen Wilcox, Chairperson of the Board — Wes Hahn, CEO/ CEdO

Jen Andreasen, Recording Secretary

Trillium Lakelands District School Board
Administrative Report

Date: October 21, 2026
To: Board of Trustees
Origin: Superintendents Clark, Fraser, Sudsbury, Train
Subject: 2025-2026 EQAO Results
Reference: Regular Meeting of the Board - October 27, 2026

Purpose

To share an overview of EQAO results with Trustees for the previous school year (2025-2026). Data and key learning will be shared including next steps moving forward to support student success in both literacy and mathematics.

Context

The Education Quality and Accountability Office (EQAO) is an independent agency of the provincial government that provides valuable information to support student learning. Schools look at EQAO results alongside daily classroom work, teacher observations, and other assessments to gain a full picture of student progress to support student success. Students in all publicly funded schools in Ontario participate in EQAO assessments for reading, writing, and mathematics in the following grades:

Grades 3 and 6: Reading, writing, and mathematics.
Grade 9: Mathematics at the end of the semester.
Grade 10: Ontario Secondary School Literacy Test (OSSLT), measuring provincial literacy standards across all subjects.

Results on these assessments are reported to school boards in the following year.

Content

Gr. 3 and 6: Data and key learning emerging from 2025-2026

- Above the province in all three strands in grade 3 (+9 in reading, +9 in writing, +15 in math)
- Above the province in all three strands in grade 6 (+1 in reading, +3 in writing, +3 in math)
- Consistent upwards trend in all six strands over the past 5 years
- Continued focus on junior math
- Data will continue to drive our direction and instruction
- Our strategic focus has produced academic success, staying narrow
- K-12 writing framework implemented
- Math screener for fundamentals in all schools (an expansion from last year’s pilot)
- Coaches and Consultants continue to support in classrooms

Gr. 9 EQAO Math and OSSLT Literacy: Data and key learning emerging from 2025-2026

- 52% of TLDSB Grade 9 students are at or above provincial standard (Level 3 or 4)
- 83% of first-time eligible students were successful on the OSSLT
- Demonstrating an increase in achievement results over 5 years:
    - 7% increase in math
    - 5% increase in literacy
- Data will continue to drive our direction and instruction
- Board-wide OSSLT implementation plan and EQAO snapshot assessments throughout the semester
- Increasing professional development opportunities for Gr. 9 & 10 teachers
- Embedding common components of effective math and literacy instruction
- Professional learning communities in Gr. 9 math and literacy, including moderated marking, co-planning/co-teaching with consultants
- Prioritizing Principal instructional leadership with Superintendents and Consultants supporting instructional practices in schools

Self-Identified Indigenous Students

Data:

- In Grade 3, achievement increased in all three areas with math reaching provincial standard and reading approaching provincial standard. All areas exceed the province.
- In Grade 6, achievement in math has increased slightly from last year. Reading and writing have decreased with writing still meeting provincial standard. All areas exceed the province. Math remains an area of concern.
- In Secondary, achievement in literacy increased and achievement in math has decreased. Literacy and math achievement exceeded provincial levels, but math continues to be an area of concern.

Key learning:

- Continue to partner with curriculum and special education services to support strong tiered instruction.
- Continue to increase cultural competency related to First Nations, Métis and Inuit ways of being and knowing and being.
- Respectfully integrate Indigenous knowledge systems, perspectives, contributions and innovations into our curriculum, classrooms and schools.
- Create safe and welcoming spaces where Indigenous students, staff and families feel safe, included and represented.

Students with Special Education Needs

- TLDSB continues to outperform the province in the majority of assessments for Student with Special Needs
- Three-year gains indicate that early intervention and intentional, targeted support are having a positive impact.
- Math continues to be an area where additional, targeted support is required

Trillium Lakelands District School Board
Administrative Report

Date: October 21, 2026
To: Board of Trustees
Origin: Superintendent Katie Ferguson, Mental Health and Safe Schools
Subject: 2026 Student Census Survey Results
Reference: Public Meeting of the Board - October 27, 2026

Purpose

To present the results of the 2026 Trillium Lakelands District School Board Student Census to the Board of Trustees. This report provides an overview of the student demographics, identity-based data and key data regarding school climate, mental health supports and feelings of safety and belonging across TLDSB schools.

Context

In spring 2026, TLDSB conducted its third Student Census across all grades (JK - 12) to collect and analyze identity-based data. The Student Census is an opportunity to gather the student voice in alignment with the 2022-2027 Strategic Plan commitment 2.3 - *Encourage and actively listen to student voice regularly to ensure students are heard and valued.*

The survey was created by TLDSB to reflect the Anti-Racism Act's Data Standards (ARDS), and was adapted using a Student Census template that was developed collaboratively by school board research teams and the Ministry of Education.

For students in Junior Kindergarten to Grade 6, the census was to be completed by parents/guardians via a secure link that was shared through email on March 3, 2026. For students in Grades 7 through 12, the census was to be completed by students via the secure link that was also shared through email on March 3, 2026. Parents/guardians and students had until March 10, 2026, to complete the survey.

Content

Summary of the response trends for the 2026 Student Census:

- Number of students identifying as racialized increased by 5%
- The number of students identifying as living with a disability, chronic health issue, or exceptionality increased by 5%.
- The proportion of students who reported having learning or mental health disabilities decreased.
- Number of students who reported being not religious increased by 5%
- Number of students identifying as straight/heterosexual increased by 7%
- University-educated parents/guardians increased by 5%
- Full-time working parents/guardians increased by 8%.
- 83% of students feel safe in the classroom
- 84% feel safe outdoors
- 79% feel safe in the hallways
- 65% feel safe in the washroom
- 62% of students agree that school is a place they feel they belong
- 67% agree that their school is a welcoming place
- 74% agree that they know who to go to for support at their school

Trillium Lakelands District School Board
Administrative Report

Date: October 9, 2026
To: Board of Trustees
Origin: Tanya Fraser, Superintendent of Learning
Subject: Summer Mental Health Learning
Reference: Board Meeting - October 27, 2026

Purpose

To share an update with Trustees related to the Summer Mental Health learning that took place during the summer of 2026.

Context

TLDSB offers various summer mental health opportunities to elementary and secondary students and their families to support mental health and wellness. Staff also had the opportunity to engage in professional development sessions over the summer.

Content

Below are some highlights and statistics regarding the summer learning and supports offered:

- Mental Health Mondays:
  - 1 counsellor supported 5 formal student referrals and engaged in additional parent consultations and interventions throughout the summer months
- Workshops:
  - 34 educators attended Social Emotional Learning: A Whole School Approach delivered by CTRI - Crisis & Trauma Resource Institute
  - 61 educators attended Trauma Informed Schools delivered by CTRI - Crisis & Trauma Resource Institute
  - 30 educators attended Prepare, Prevent, Respond Suicide Awareness delivered by TLDSB mental health counsellors
  - All administrators attended a day of learning focused on trauma informed leadership
- Community Partnerships:
  - Sponsored additional delivery of mental health services in the community specifically workshops for parents and students
  - 21 students attended overnight stays at Moorelands Camp
- Attendance Postcards:
  - To connect with families we sent postcards to Kindergarten to Gr. 9 students with high absences from the previous school year to welcome them back.
  - We mailed out 1550 postcards representing 1550 students in our system who have missed 30+ days OR 15 consecutive days.
- School Initiated Proposals:
  - Supported transition to school projects. Examples included participation in Mental Wellness Student Transition Leadership Days, leadership workshops by Harmony Movement, team building in Algonquin Park and speaker Aubrey Noronha presenting “Colour Blind?”.

Trillium Lakelands District School Board
Administrative Report

Date: October 21, 2026
To: Board of Trustees
Origin: Superintendent Katie Ferguson, Mental Health and Safe Schools
Subject: 2025-26 Suspension and Expulsion Data
Reference: Public Meeting of the Board - October 27, 2026

Purpose

To present the annual 2025-2026 Suspension and Expulsion Data to the Board of Trustees, highlighting key behavioural data, multi-year trends, special education data, and the ongoing implementation of progressive discipline and mental health supports across Trillium Lakelands District School board.

Context

TLDSB is committed to maintaining safe, inclusive and caring learning environments where all students can succeed. Principals and school administrators approach student behaviour through provincial policy and board procedures.

When inappropriate student behaviour occurs, school administration investigates the incident and determines the most appropriate way to respond. In some circumstances, short-term suspension is appropriate. With serious infractions and incidents potentially leading to long-term suspension or expulsion.

Suspension and Expulsion data is used to direct programs and supports in schools, and help to determine system-wide support needs.

Content

While suspensions increased slightly compared to 2024-2025, overall numbers remain lower than peak levels seen in 2023-2024.

- Total Suspensions Issued: 1,751 suspensions across the board (858 elementary, 893 secondary).
- Individual students suspended: 936 students, representing 5% of total TLDSB student population.
    - Elementary: 448 students
    - Secondary: 488 students
- Peak suspension months: October, November, April and May
- Expulsions and reinstatements: A total of 6 students were successfully reinstated to TLDSB schools upon completing their expulsion student action plan.

Across TLDSB, we are committed to:

- deepening our learning about progressive discipline
- providing learning opportunities when students make mistakes
- proactive development of social emotional learning (SEL) skills
- amplifying student leadership to support a positive school culture
- bullying prevention and intervention programs

Trillium Lakelands District School Board
Special Education Advisory Committee Administrative Report

Date: October 21, 2026
To: Board of Trustees
Origin: Trustee B. Reain / Superintendent N. Train
Subject: Special Education Advisory Committee (SEAC) Report
Reference: Board Meeting – October 27, 2026

Purpose

To share an update with Trustees related to the September 8, October 13, and October 21, 2026 meetings of the Special Education Advisory Committee.

Context

SEAC is a statutory advisory committee that meets ten times per year, as per section 57.1(1) of the Education Act and Ontario Regulation 464/97.

The committee membership includes community partner agency representatives, community members, and Trustees. The meeting is chaired by Janice Balfour, with the support of Superintendent Nikki Train and the Department of Special Education Services staff.

The purpose of the committee is to provide feedback and suggestions to Board staff regarding special education programming and initiatives for students.

Content

The Special Education Advisory Committee met on Tuesday, September 8, 2026 at the Lindsay Education Centre and the Muskoka Education Centre.

The Committee discussed the following:

- Received a report on the summer learning program, which served students in SK to Grade 2 across several classrooms in multiple elementary schools. The program engaged a team of educators, including Special Education Resource Teachers, and program assistants to deliver small-group and individualized instruction focused on foundational literacy, Indigenous perspectives, and environmental stewardship.
- Received updates on new supplementary resources provided via Edwin starting in late September, personalized welcome back attendance cards sent by principals to students with high prior absenteeism, administrator/teacher start-up learning, and the 2026 SEAC election timeline.
- Noted recent and upcoming professional learning sessions, including an all-staff professional development day on inclusion presented by Dr. Shelley Moore, self-regulation resource rollouts for Kindergarten classrooms, pre-startup Behaviour Management Systems (BMS) training, Special Education Leadership Network learning on anti-ableism, and an Augmentative and Alternative Communication (AAC) workshop.

The Special Education Advisory Committee met on Tuesday, October 13, 2026 at the Haliburton County Education Centre. Chief Executive Officer (CEO)/ Chief Education Officer (CEdO) Wes Hahn attended the meeting to provide updates to the Committee.

The Committee discussed the following:

- Due to a lack of quorum, no formal motions were passed. Discussions proceeded, but approval of the agenda, the September 8, 2026 minutes, and the 2026–2027 TLDSB Special Education Plan were deferred to a virtual special meeting on October 21, 2026, at 5:00 p.m.
- A student census was recently conducted, highlighting demographic shifts and key insights learned from students.
- TLDSB remains one of the province's fastest-growing boards in student achievement, with strong EQAO momentum.
- Math supports include dedicated coaches in Grade 6 classrooms, ongoing teacher professional development, and system-wide implementation of My Math Path and SpringMath to build consistency.
- Secondary progress reports were distributed, elementary progress reports are scheduled to go out in mid-November, and Individual Education Plans (IEP) are being finalized.
- An internal audit of Safety Plans is currently underway. To support staff, a new Safety Plan Teacher’s Guide has recently been implemented, and audit results will guide any necessary future enhancements.
- A redevelopment process for the Strategic Plan will begin in Spring 2027.
- Recent and upcoming professional development opportunities focus on Tier 1 interventions,equitable outcomes, and integrating accessibility accommodations directly into core math and literacy instruction.

The Special Education Advisory Committee met on Wednesday, October 21, 2026 virtually for a special meeting.

The Committee discussed the following:

- The Committee moved and approved the minutes from the September 8, 2026 meeting.
- The 2026–2027 TLDSB Special Education Plan was presented, highlighting all of the sections that were updated.
- Members carried a motion approving the 2026-2027 TLDSB Special Education Plan..

The minutes from the June 2, 2026 meeting were ratified by the Committee and will be posted to tldsb.ca/committees/.

The minutes from the September 8, 2026 meeting were ratified by the Committee and will be posted to tldsb.ca/committees/.

The minutes from the October 13 and 21, 2026 meetings will be posted on the website following ratifications at the next committee meeting.

Action

Recommendation 1: that Trustees ratify the Special Education Advisory Committee's recommendation to approve the 2026-2027 TLDSB Special Education Plan.

Recommendation 2: that Trustees receive the report related to the September 8, 2026, October 13, 2026, and October 21, 2026 Special Education Advisory Committee meetings.

Trillium Lakelands District School Board
Audit Committee Administrative Report

Date: October, 27, 2026
To: Board of Trustees
Origin: Trustee Chair Louise Clodd / Superintendent Nicole Britton
Subject: Audit Committee Meeting – September 17, 2026

Purpose

To provide Trustees with a summary of the September 17, 2026, Audit Committee meeting.

Context

Under Ontario Regulation 361/10 every school board is legislated to have an Audit Committee comprised of Trustees, Internal and External Auditors, and term-appointed community members.

This committee is required to meet three times each school year - September, November and May and the term of the Committee is four years. Committee Chair Clodd and Trustees Reain, and Wilcox serve as the Trustee members on the TLDSB Audit Committee. There are two public community members who are required to sit on this Committee.

Content

The Committee meeting was held in hybrid delivery (in person at LEC and online through Google Meet) on Thursday, September 17, 2026 at 11:00 a.m.

Informational reports were presented to the Committee regarding the following matters:

- 2026 to 2028 Work Plan and RIAT Charter by the Regional Internal Audit Team
- September 2026 Update from the External Auditors

The Committee passed resolutions to approve the 2026 to 2028 RIAT Work Plan, the RIAT Charter, the Audit Committee's Annual Report and the External Auditor's Planning Report for the year ending August 31, 2026

Action

Recommendation 1: That Trustees receive the Audit Committee's Annual Report approved by the Committee on September 17, 2026, with direction for staff to submit the report to the Ministry of Education to meet annual reporting requirements.

Recommendation 2: That Trustees receive the summary report related to the September 17, 2026 Audit Committee Meeting.

Trillium Lakelands District School Board

TO: The Chairperson and Members of the TLDSB Audit Committee
FROM: Regional Internal Audit Manager
DATE: September 17th, 2026
SUBJECT: Internal Audit Update

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1. Purpose

This report provides information on work that the Regional Internal Audit Team (RIAT) has undertaken since the last update on May 13th, 2026.

2. Content

2.1 Regional Internal Audit Plan Status 2025-2026

Audit Entities	Objective and scope	Timelines	Status
Strategic Planning/ Recruitment and Retention/Financial Management	School Board Administrative Fund: Resource Allocation – Multi-Regional Analysis This project includes an analysis of corporate staffing using provincial data and gathered structure/context across comparator school boards (multi-region approach). The objective of this audit engagement is to conduct a staffing benchmarking review for board-based staff funded through the School Board Administration Fund under provincial Core Education Funding. This exercise will evaluate and compare staffing levels, organizational structures, and key staffing metrics across boards to identify trends, variances, and opportunities for operational efficiencies and alignment with sector best practices. The review will include all school boards within the Barrie Region and most boards within the Ontario East Region, providing sufficient coverage for meaningful and comparable analysis.	**Fall 2025 Winter 2026**	**Completed. Presented at the May 13, 2026 Audit Committee meeting.**
Enrolment and Attendance/Financial Management	Continuing Education Program Review The objective of the review is to provide management with a fair, independent, and objective assessment of the compliance with internal and external policies and procedures relevant to the continuing education program. The review will also evaluate the effectiveness and efficiency of the program and identify related risks and opportunities for improvement.	**Winter/Spring 2026**	**Completed. Presented at the May 13, 2026 Audit Committee meeting.**

2.2 Proposed Regional Internal Audit Plan 2026-2028

The Risk-Based Audit Plan (RBAP)for the multi-year period 2026-2028 is attached as *Appendix A*. The RBAP process will further emphasize internal audits that provide the most value and address major risks and audit coverage across the organization.

2.3 Internal Audit Charter

The Regional Internal Audit Charter serves as the formal governing instrument establishing the mandate, authority, and scope of internal audit services across the Barrie Region. In accordance with Ontario Regulation 361/10 (*Audit Committees*), the charter delineates the Audit Committee's oversight responsibilities and authorizes the regional internal audit function to provide independent, risk-based assurance and advisory services to strengthen governance, risk management, and control processes across member boards. The charter is presented for review annually at the first meeting of the fiscal year, with formal re-execution taking place whenever a change in key signatories occurs. The Charter is attached as Appendix B

3. Recommendation

1. That the Audit Committee approve the Proposed Regional Internal Audit Plan 2026-2028 as presented in Appendix A.
2. That the Audit Committee approve the Internal Audit Charter as presented in Appendix B.
3. That the Audit Committee receive the Internal Audit update, dated September 17th, 2026, for information.

Respectfully Submitted by: Jeff Henderson, Regional Internal Audit Manager

Sept 2026

INTERNAL AUDIT TEAM

Barrie Region

Risk Based Audit Plan (RBAP)

ANNUAL AND MULTI-YEAR INTERNAL AUDIT PLAN 2026-2028

TRILLIUM LAKELANDS DISTRICT SCHOOL BOARD

Submitted by:

Jeff Henderson
Regional Internal Audit Manager

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1. Purpose

This Risk-Based Audit Plan (RBAP, also referred to as the Plan) was developed by the Barrie Regional Internal Audit Team (RIAT), in collaboration with TLDSB for the 2026-2027 to 2027-2028 fiscal years to provide a roadmap of audit work planned during this period. The two-year plan is updated annually to reflect emerging risks and changing school board priorities. Considering the level of priority given to the various risks in the current fiscal year, items from the previous year's plan could be removed, postponed or substituted to accommodate audit work that provides more value to the school board.

This plan includes details on the development approach and the DSBs management strategies, themes and processes that have been selected for conducting internal audit engagements over the next two years. The Plan is developed in accordance with Ontario Regulation 361/10 Division 9 (3) and the Internal Audit Mandate as well as the Institute of Internal Auditors' International Professional Practice Framework (IPPF). The Plan and any major adjustments should be reviewed by the Audit Committee and recommended for approval by resolution of the Board.

2. RBAP Development Process

Each year, the RIAT, with the support of management, prepares an annual update of the two-year risk-based plan, which sets out priorities for internal audit. The list of engagements in Appendix B will stem from the identification of key risks that could potentially prevent the Board from achieving its strategic and operational objectives. This planning process ensures that internal audit activities are timely and provide the highest possible value to committee members and school board management. To do this, the Plan must be aligned with the board's assessment of risks, its needs, challenges and operating environment.

The risk-based planning process leverages a risk assessment in relation to the school board's key business processes illustrated in Appendix A. The set of processes or areas identified in this document constitutes the universe of auditable entities (or school board audit universe), which contribute to the achievement of the strategic or operational objectives of the school board. During our annual update, these processes are subject to an evaluation exercise to determine if risks within these entities are deemed priorities (based on the value added from performing an engagement), which in turn helps to identify audit projects for the coming years.

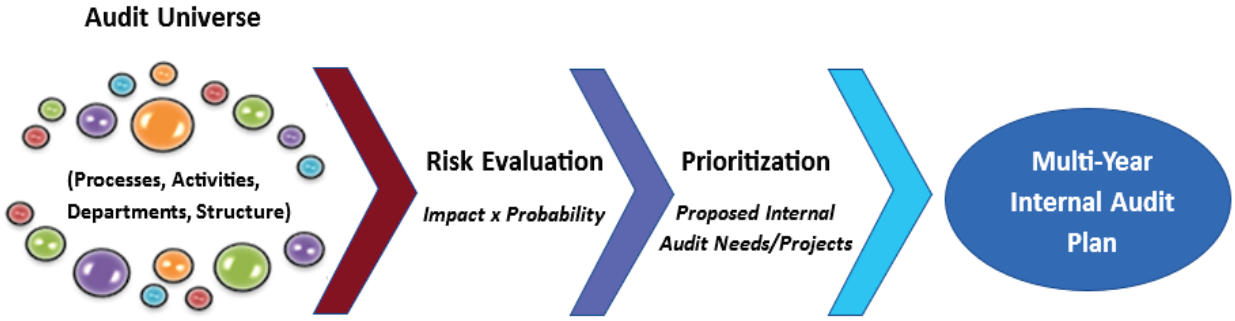
The risk prioritization exercise is to be conducted with managers and executives representing key business areas of the school board. The objective is to obtain opinions and assessments on risks, proposed audit projects, current and future challenges as well as any upcoming major projects or system implementations. The RIAT recommends that school board RBAPs be aligned with the results of school boards' future application of a strategic risk management framework (methodology). At TLDSB results from the operationalized risk assessment will be considered and the Audit Universe will be updated to align with the board’s risk management framework, including the wording of its business processes, the completed inventory of risks and the assessments of priorities and rankings.

Additional criteria are factored by RIAT in selecting specific audit projects detailed in *Appendix B* and proposed in this two-year plan, including:

- The scope and results of previous audits;

- Possible incidents, frauds and/or lack of internal controls;
- Management priorities and/or requests;
- Sources of external assurance expected during the period other than internal audit (e.g. external auditors, Auditor General of Ontario, MOE reviews, Ombudsman, etc.);
- Topics of common interest that have been prioritized by multiple school boards in the region;
- Reduction in areas targeted by successive audits;
- Opportunities for improvement as well as legal/regulatory or other obligations;
- Resources available to the Regional Internal Audit team; and
- The capacity of the school board and the impacts on business areas taken in a multi-year context.

The RBAP focuses on projects planned for the next two years, as projects for future years will be reassessed annually to reflect changes in school board priorities. The following diagram summarizes the key steps in the RBAP development process.



The results, at the time of the development of the Plan, are presented on the following pages and detailed in the appendices.

The objectives of the Plan are to:

- Identify internal audit priorities, to ensure that they align with the goals of the school board and are consistent with the approved internal audit mandate;
- Determine internal audit priorities based on an assessment of risks that may impact the school board;
- Establish the audit program and schedule necessary to provide the Audit Committee with the necessary information to properly advise the Board on the control, risk management and governance processes;
- Share and coordinate activities with other relevant internal and external insurance service providers to ensure adequate coverage and minimize duplication of effort; and
- Present the Plan and internal audit resource requirements to the Audit Committee and the Board for review and approval, respectively.

3. Planning Outcome

a. Internal Audit

The Mandate of the internal audit function is to provide independent and objective assurance and consulting services designed to add value and improve the operations of the school board. It helps the board achieve its goals by providing a disciplined and systematic approach to evaluating and improving effectiveness of:

- Control processes, systems and practices;
- Risk management processes and practices; and
- Governance processes.

The scope of the regional internal audit function's work is to determine whether the internal control, risk management and governance processes, as designed and implemented by management, are adequate and operate in a manner that ensures that:

- Risks are properly identified and managed;
- There is interaction with various governance groups as required;
- There is sufficient, accurate, reliable and timely financial and operational information;
- Activities are carried out and actions are taken in accordance with applicable policies, standards, procedures, laws and regulations;
- Resources are acquired economically, used efficiently and adequately protected;
- Programs, plans and objectives are achieved;
- Quality and continuous improvement be promoted in the school board's monitoring process;
- Significant legislative or regulatory issues affecting the school board be duly recognized and addressed; and
- Where opportunities to improve control, risk management and governance processes are identified during audits, they will be communicated to the appropriate level of management.

Appendix B lists the internal audit projects identified as priorities for the next two years. The objective and preliminary scope of each project and the estimated timelines are subject to change.

i. Horizontal Audit

The RIAT may conduct horizontal audit projects across member boards of the Barrie Region to take advantage of economies of scale resulting from centralized knowledge and expertise, minimizing the engagement cost and length per board.

ii. Continuous Monitoring

The RIAT may have the opportunity to provide ongoing internal audit capacity associated with the increased use of computer-assisted audit techniques, and to support its current assurance delivery and support for the responsibilities of the school board administration (towards financial oversight, internal control and compliance with requirements from various sources).

In addition to providing reasonable assurance on the control of operations based on the individualized needs of Barrie Region school boards, such ongoing audit projects would help proactively identify risk areas and potential control deficiencies within the school board, help management improve controls and manage risks. and identify opportunities for value for money.

Ongoing audit work would be conducted in accordance with IPPF, using a structured approach, and targeting audit projects included in the Plan. Each ongoing audit project would provide reasonable assurance on an ongoing basis that the processes audited have adequate and sufficient key controls. The outcome of this work would be reported annually on the various processes reviewed.

b. Other Advisory Services

In addition to conducting audit engagements, the RIAT provides independent advisory services when requested by management. For example, these services may include participating in or coordinating special projects, researching and analyzing information or options considered, advising on new processes, sharing information on topics and trends common to school boards, providing training to various audiences, or presentations on topics of interest.

c. Sources of External Assurance

i. Financial Results

The Ontario Ministry of Education requests that financial statements be submitted in November for the school year ending August 31. The audit of the consolidated financial statements of the school board for the fiscal year ending August 31, 2026 will take place during the year 2026-2027 and will be conducted by BDO Canada LLP.

The RIAT may occasionally be called upon to support the external auditor in their annual audit of the financial statements by providing information, conducting certain audit procedures, or coordinating reviews in certain areas where work may intersect.

ii. Central Agencies and Expert Services

The Board may from time to time be subject to audits, examinations or inspections and investigations imposed on it by central agencies and authorities.

When these projects are planned, the nature and extent of these projects are considered by the RIAT during the annual planning exercise, but also throughout the year and where appropriate, the Plan is modified to reflect the impact of this work, with the goal of reducing duplication of audited topics and duplication of effort.

To date, no such project has been brought to the attention of the RIAT for the year 2026-2027.

d. Follow-up on Previous Audit Recommendations

In accordance with the International Standards for the Professional Practice of Internal Auditing, RIAT *"must establish a follow-up process to monitor and ensure that management actions have been effectively implemented or that senior management has accepted the risk of not taking action"*. In addition, when the RIAM *“concludes that management has accepted a level of risk that may be*

unacceptable to the organization, he or she should discuss the matter with senior management and if the issue has not been resolved, he or she should refer the matter to the Board."

The RIAT follow-up process is carried out in two steps:

1. Self-assessment of the implementation of recommendations by members of management responsible for implementing the action plan of previous audits; and,
2. Validation activities including interviews, review of supporting evidence, and risk-based analysis or testing to assess the sufficiency of the measures deployed in relation to the significance of the risks concerned.

Management and the RIAT may choose to report to the Audit Committee periodically on the status of its implementation of the action plans, other than at the time of RIAT follow-up reports.

e. Barrie RIAT Financial Resources and use of Third Parties

The operating budget for the Barrie RIAT to provide services for all nine school boards is prescribed according to the formula of the Ontario Ministry of Education Core Education Funding and is equivalent to approximately $970,000 for the year 2026-2027. Of this amount, $150,000 is earmarked for third party consultants/contractors to assist with audit projects or to provide expertise that is not feasible to maintain through full-time staffing.

Based on the annual budget, an estimate of the total available resource capacity was determined and allocated to planned activities for the Barrie Region's 9 school boards using measures based on risk profiles, our assessment of priorities and regular meetings with management.

Appendix A – Audit Universe

Auditable Entities		
Board Wide Entity		
Strategic Planning	Monitoring and Reporting	Risk Management
Governance		Stakeholder Management
Instruction and Schools		
Enrolment and Attendance	Program Delivery	Student Equity, Inclusiveness and Well-Being
Business Services		
Financial Management	Business Controls Management	Transportation
Human Resources		
Attendance Management	Recruitment and Retention	Staff Equity, Inclusiveness and Well-Being
Information Technology		
Information Management	IT Infrastructure	IT Security
Facilities		
Facility Forecasting	Facility Management and Maintenance	Construction and Capital

INTERNAL AUDIT TEAM
Barrie Region

Appendix B – Proposed Internal Audit Plan 2026-2028

2026-2027		**A** = Assurance/Compliance **C** = Consulting/Advisory **F**= follow-up	
Type	**Audit Entities**	**Objective and scope**	**Timelines**
A	Student Equity, Inclusiveness and Well-Being	Special Education – Implementation of Safey Plan Description: The objective of this review is to assess the adequacy of processes for developing, reviewing, and discontinuing Student Safety Plans for exceptional students, and to determine whether these processes comply with ministry guidelines and any identified best practices.	Fall 2026 Winter 2027
F	Construction and Capital/ Business Controls Management	Prompt Payment (Construction Act) Audit Follow-up Assessment Description: The objective of the audit is to provide management with a fair, independent, and objective assessment of the implementation status of the Prompt Payment – Construction Act Audit recommendations conducted by RIAT in 2022/2023.	Winter/ Spring 2027
C	Ad hoc needs	Consulting support Depending on ad hoc needs (Support related to International Student Report review with new process owners, etc.)	Ad Hoc
F	Various services	Follow-ups (previous audits) Follow-up on the implementation of planned action plans in response to recommendations from previous audits conducted by RIAT according to established timelines.	Ad Hoc

INTERNAL AUDIT TEAM
Barrie Region

2027-2028		**A** = Assurance/Compliance **C** = Consulting/Advisory **F**= follow-up	
Type	**Audit Entity**	**Objective and scope**	**Timelines**
A	Business Control Management/ Financial Management	Procurement Review Description: The objective of the review is to provide management with a fair, independent, and objective assessment of the existing policies and procedures to ensure they are adequate and comply with BPS Procurement Directives. The review will also involve detailed analysis of change orders and vendor management processes.	Fall 2027 Winter 2028
A	Facilities and Operations /Transportation Services	Transportation Operator Compliance Description: The review will assess whether transportation operators are meeting contractual obligations and performance expectations, and whether the Board's monitoring and contract management processes support effective oversight of transportation services.	Winter/ Spring 2028
C	Ad hoc needs	Consulting support Depending on ad hoc needs (for example, refresher session).	Ad Hoc
F	Various services	Follow-ups (previous audits) Follow-up on the implementation of planned action plans in response to recommendations from previous audits conducted by RIAT, according to established timelines.	Ad Hoc

Appendix B

Regional Internal Audit Charter

Purpose

The purpose of the regional internal audit team is to strengthen the ability of the district school boards in the Barrie Region to create, protect, and sustain value by providing the Audit Committee of the Board of Trustees (Audit Committee) and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

The regional internal audit function enhances the district school board's:

- Successful achievement of its objectives.
- Governance, risk management, and control processes.
- Decision-making and oversight.
- Reputation and credibility with its stakeholders.
- Ability to serve the public interest.

The regional internal audit function is most effective when:

- Internal auditing is performed by competent professionals in conformance with The IIA's Global Internal Audit Standards™, which are set in the public interest.
- The regional internal audit team is independently positioned with direct accountability to the Audit Committee.
- Regional internal auditors are free from undue influence and committed to making objective assessments.

Mandate

Authority

The regional internal audit function is established by the Ministry of Education through the annual Core Education Funding. The role of the Audit Committee towards the regional internal audit function is established by Ontario Regulation 361/10, "Audit Committees", subsection 9(3).

The regional internal audit team's authority is created by its direct reporting relationship to the Audit Committee. Such authority allows for unrestricted access to the Audit Committee.

The Audit Committee authorizes the regional internal audit team to:

- Have full and unrestricted access to all functions, data, records, information, physical property, and personnel pertinent to carrying out internal audit responsibilities. Regional internal auditors are accountable for confidentiality and safeguarding records and information.

- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques, and issue communications to accomplish the regional internal audit function's objectives.
- Obtain assistance from the necessary personnel of the district school board and other specialized services from within or outside the district school board to complete internal audit services.

Independence, Organizational Position, and Reporting Relationships

The internal audit function follows a regional model. The function consists of a Regional Internal Audit Manager responsible to district school boards in one of the eight regions in the province of Ontario as identified by the Ministry of Education.

The Regional Internal Audit Manager will be positioned at a level in the school board that enables internal audit services and responsibilities to be performed without interference from management, thereby establishing the independence of the regional internal audit team. (See "Mandate" section.) The Regional Internal Audit Manager will report functionally to each audit committee in the region and be administratively (for example, day-to-day operations) supported by a host school board Senior Business Official. This positioning provides the organizational authority and status to bring matters directly to senior management and escalate matters to the Audit Committee, when necessary, without interference and supports the regional internal auditors' ability to maintain objectivity.

The functional reporting relationship between the Regional Internal Audit Manager and each Audit Committee will be further demonstrated by each Audit Committee performing the following functions for their Board:

- Approve the regional internal audit charter;
- Recommend for approval the risk based internal audit plan;
- Receive information from the Regional Internal Audit Manager about the internal audit activity performance to plan and other relevant matters;
- Inquire of the Regional Internal Audit Manager whether there are resource or scoping limitations; and
- Review annually the performance of the regional internal audit activity and provide the Board of Trustees with their comments regarding the performance of the Regional Internal Audit Manager.

The Regional Internal Audit Manager will interact directly with the Audit Committee, including in-camera sessions and between audit committee meetings as appropriate.

The Regional Internal Audit Manager will confirm to the Audit Committee, at least annually, the organizational independence of the regional internal audit team. If the governance structure does not support organizational independence, the Regional Internal Audit Manager will document the characteristics of the governance structure limiting independence and any safeguards employed to achieve the principle of independence. The Regional Internal Audit Manager will disclose to the Audit Committee any interference regional internal auditors encounter related to the scope, performance, or communication of internal audit work and results. The disclosure will include communicating the

implications of such interference on the regional internal audit team's effectiveness and ability to fulfill its mandate.

Changes to the Mandate and Charter

Circumstances may justify a follow-up discussion between the Regional Internal Audit Manager, Audit Committee, and senior management on the regional internal audit mandate or other aspects of the regional internal audit charter. Such circumstances may include but are not limited to:

- A significant change in the Global Internal Audit Standards.
- A significant reorganization within the district school board.
- Significant changes in the Regional Internal Audit Manager, Audit Committee, and/or senior management.
- Significant changes to the district school board's strategies, objectives, risk profile, or the environment in which it operates.
- New laws or regulations that may affect the nature and/or scope of internal audit services.

Audit Committee Oversight

To establish, maintain, and ensure that the regional internal audit function has sufficient authority to fulfill its duties, the oversight role of the Audit Committee over the regional internal audit function is outlined in Ontario Regulation 361/10, "Audit Committees", subsection 9(3).

Further, subsection 10(c) of the regulation allows private meetings between the regional internal audit team and the Audit Committee members without senior management present.

Note: Funding for the regional internal audit function is determined by the Ministry of Education annually through the Core Education Funding.

Regional Internal Audit Manager Roles and Responsibilities

Ethics and Professionalism

The Regional Internal Audit Manager will ensure that regional internal auditors:

- Conform with the Global Internal Audit Standards, including the principles of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality.
- Understand, respect, meet, and contribute to the legitimate and ethical expectations of the organization and be able to recognize conduct that is contrary to those expectations.
- Encourage and promote an ethics-based culture in the organization.
- Report organizational behavior that is inconsistent with the organization's ethical expectations, as described in applicable policies and procedures.

Objectivity

The Regional Internal Audit Manager will ensure that the regional internal audit function remains free from all conditions that threaten the ability of regional internal auditors to carry out their responsibilities in an unbiased manner, including matters of engagement selection, scope, procedures, frequency, timing, and communication. If the Regional Internal Audit Manager determines that objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to appropriate parties.

Regional internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively such that they believe in their work product, do not compromise quality, and do not subordinate their judgment on audit matters to others, either in fact or appearance.

Regional internal auditors will have no direct operational responsibility or authority over any of the activities they review. Accordingly, regional internal auditors will not implement internal controls, develop procedures, install systems, or engage in other activities that may impair their judgment, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing operational duties for the district school board or its affiliates.
- Initiating or approving transactions external to the regional internal audit function.
- Directing the activities of any district school board employee that is not employed by the regional internal audit function, except to the extent that such employees have been appropriately assigned to the regional internal audit team or to assist regional internal auditors.

Regional internal auditors will:

- Disclose impairments of independence or objectivity, in fact or appearance, to appropriate parties and at least annually, such as the Regional Internal Audit Manager, Audit Committee, management, or others.
- Exhibit professional objectivity in gathering, evaluating, and communicating information.
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid conflicts of interest, bias, and undue influence.

Managing the Regional Internal Audit Function

The Regional Internal Audit Manager has the responsibility to:

- At least annually, develop a risk-based regional internal audit plan that considers the input of the Audit Committee and senior management. Discuss the plan with the Audit Committee and senior management and submit the plan to the Audit Committee for review and approval.
- Communicate the impact of resource limitations on the regional internal audit plan to the Audit Committee and senior management.

- Review and adjust the regional internal audit plan, as necessary, in response to changes in the district school board's business, risks, operations, programs, systems, and controls.
- Communicate with the Audit Committee and senior management if there are significant interim changes to the regional internal audit plan. Submit all proposed major changes to the regional internal audit plan to the Audit Committee for approval.
- Ensure internal audit engagements are performed, documented, and communicated in accordance with the Global Internal Audit Standards.
- Follow up on engagement findings and confirm the implementation of recommendations or action plans and communicate the results of internal audit services to the Audit Committee and senior management as available.
- Ensure the regional internal audit function collectively possesses or obtains the knowledge, skills, and other competencies and qualifications needed to meet the requirements of the Global Internal Audit Standards and fulfill the regional internal audit mandate.
- Identify and consider trends and emerging issues that could impact the district school board and communicate to the Audit Committee and senior management as appropriate.
- Consider emerging trends and successful practices in internal auditing.
- Establish and ensure adherence to methodologies designed to guide the regional internal audit function.
- Ensure adherence to the district school board's relevant policies and procedures unless such policies and procedures conflict with the regional internal audit charter or the Global Internal Audit Standards. Any such conflicts will be resolved or documented and communicated to the Audit Committee and senior management.
- Coordinate activities and consider relying upon the work of other internal and external providers of assurance and advisory services. If the Regional Internal Audit Manager cannot achieve an appropriate level of coordination, the issue must be communicated to senior management and if necessary escalated to the Audit Committee.

Communication with the Audit Committee and Senior Management

The Regional Internal Audit Manager will report annually to the Audit Committee and senior management regarding:

- The regional internal audit function's mandate.
- The regional internal audit plan and performance relative to its plan.
- Significant revisions to the regional internal audit plan.
- Potential impairments to independence, including relevant disclosures as applicable.
- Results from the quality assurance and improvement program, which include the regional internal audit function's conformance with The IIA's Global Internal Audit Standards and action

plans to address the regional internal audit function's deficiencies and opportunities for improvement.

- Significant risk exposures and control issues, including fraud risks, governance issues, and other areas of focus for the Audit Committee that could interfere with the achievement of the district school board's strategic objectives.
- Results of assurance and advisory services.
- Resource requirements.
- Management's responses to risk that the regional internal audit function determines may be unacceptable or acceptance of a risk that is beyond the district school board's risk appetite.

Quality Assurance and Improvement Program

Annually, the Regional Internal Audit Manager will communicate with the Audit Committee and senior management regarding the ongoing quality assurance and improvement program. At the discretion of the Regional Internal Audit Manager and the Audit Committee, independent external assessments may be commissioned periodically to evaluate conformance with Global Internal Audit Standards. If commissioned, these assessments will be performed by a qualified, independent assessor or team from outside the district school boards, with credentials that include an active Certified Internal Auditor® designation.

Scope and Types of Internal Audit Services

The scope of internal audit services covers the entire breadth of the district school board, including all of the district school board's activities, assets, and personnel. The activities and processes within the scope are captured in the audit universe. The scope of internal audit activities also encompasses but is not limited to objective examinations of evidence to provide independent assurance and advisory services to the Audit Committee and management on the adequacy and effectiveness of governance, risk management, and control processes for the district school board.

The nature and scope of advisory services may be agreed with the party requesting the service, provided the regional internal audit function does not assume management responsibility. Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during advisory engagements. These opportunities will be communicated to the appropriate level of management.

Internal audit engagements may include evaluating whether:

- Risks relating to the achievement of the district school board's strategic objectives are appropriately identified and managed.
- The actions of the district school board's officers, directors, management, employees, and contractors or other relevant parties comply with the district school board's policies, procedures, and applicable laws, regulations, and governance standards.
- The results of operations and programs are consistent with established goals and objectives.

- Operations and programs are being carried out effectively, efficiently, ethically, and equitably.
- Established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact the district school board.
- The integrity of information and the means used to identify, measure, analyze, classify, and report such information is reliable.
- Resources and assets are acquired economically, used efficiently and sustainably, and protected adequately.

Approved by the Audit Committee of the Trillium Lakelands District School Board at its meeting on September 17, 2026.

Acknowledgments/Signatures

_____	_____
Regional Internal Audit Manager	Date
_____	_____
Audit Committee Chair	Date
_____	_____
CEO or designate	Date

APPENDIX D

Audit Committee Self-Assessment

The following questionnaire will assist in the self-assessment of the audit committee's (AC) performance. The questionnaire should take less than 30 minutes to complete. When completing the performance evaluation, you may wish to consider the following process:

- Select a coordinator (perhaps the chair of the AC) and establish a timeline for the process.
- You may consider asking individuals who interact with the audit committee members (Regional Internal Audit Manager, Chair of the Board of Trustees, etc.) to also complete the assessment.
- Ask each audit committee member to complete an evaluation by selecting the appropriate response below.
- Consolidate the results into a summarized document for discussion and review by the committee.

If the answer is "Yes" for some criteria and "No" for others, check the box "No" and include comments for those criteria that were not met below each category.

1. COMPOSITION	*Yes*	*No*
• Has appropriately qualified members • Has appropriate sector knowledge and diversity of experiences and backgrounds • Demonstrates integrity, credibility, trustworthiness, active participation, an ability to handle conflict constructively, strong interpersonal skills, and the willingness to address issues proactively • Meets all applicable independence and conflict of interest requirements • Participates in continuing education programs for existing members and/or orientation programs for new members	☐	☐
Comments:		

2. PROCESSES AND PROCEDURES	*Yes*	*No*
Meetings contain the following: • Adequate minutes and report of proceedings to the Board of Trustees • Quorum • Well prepared members • Conducted effectively, with sufficient time spent on significant or emerging issues • Respect the line between oversight and management • Separate (in camera) sessions with management, internal and external auditors as required • Recommendations for the Board of Trustees to adopt and/or approve • Feedback to the Board of Trustees regarding their interactions with senior management, internal audit and external audit	☐	☐
Meetings are appropriately planned/coordinated due to the following: • Preparation of an annual calendar to guide meeting discussions • Agenda and related materials are circulated in advance of meetings • Held with enough frequency to fulfill the audit committee's duties • Encouragement from the audit committee chair for agenda items from board members, management, the internal auditors, and the external auditors • Written materials provided to/and from the audit committee are relevant and concise	☐	☐
An annual self-assessment is conducted and presented to the Board of Trustees	☐	☐
Comments:		

3. UNDERSTANDING OF THE BOARD, INCLUDING RISKS	*Yes*	*No*
• Has general knowledge about operating risks and risk appetite of the Board of Trustees (e.g. Regulatory requirements, Ministry of Education compliance rules, financing and liquidity needs, school board's reputation, senior management's capabilities, fraud control, school board pressures such as "tone at the top") • Reviews the process implemented by management to effectively identify and assess significant risks, and assessed the steps taken to control such risks • Reviews the Regional Internal Audit Team's risk assessment and understands the identified risks • Considers the school board's performance versus that of comparable school boards in a manner that enhances risk oversight (particularly where significant differences are noted) • Takes appropriate action (such as requesting and overseeing special investigations) where information was received that would lead you to believe that a fraudulent or unusual activity has taken place	☐	☐
Comments:		

4. OVERSIGHT OF FINANCIAL REPORTING PROCESS, INCLUDING INTERNAL CONTROLS	*Yes*	*No*
Reviews the financial statements for the following: • Completeness and accuracy • Significant accounting policies followed by the board • Quality, appropriateness and transparency of note disclosures • Identification of related-party transactions • Adjustments to the statements that resulted from the external audit • Recommendation to the Board of Trustees for their approval	☐	☐
• Is consulted when management is seeking a second opinion or disagrees with the external auditor on an accounting or auditing matter. In the case of a disagreement, the audit committee leads the parties toward resolution • Receives sufficient information to assess and understand management's process for evaluating the school board's system of internal controls (environment, risk assessment, information system, control activities, monitoring) • Receives sufficient information to understand the internal control testing conducted by the internal auditors and the external auditors to assess the process for detecting internal control issues or fraud. Any significant deficiencies or material weaknesses that are identified are addressed, reviewed, and monitored by the audit committee • Recommends to the Board of Trustees that management takes action to achieve resolution when there are repeat comments from auditors, particularly those related to internal controls • Makes inquiries of the external auditors, internal auditors, and management on the depth of experience and sufficiency of the school board's accounting and finance staff	☐	☐
Comments:		

5. OVERSIGHT OF INTERNAL AUDIT AND EXTERNAL AUDIT FUNCTIONS:	*Yes*	*No*
Understands the coordination of work between the external and internal auditors and clearly articulates its expectations of each.	☐	☐
INTERNAL AUDIT: • Reviews the annual and multi-year internal audit plans and makes recommendations for adjustments when appropriate • Regularly reviews the internal audit function (e.g. independence, the mandate, activities, structure, budget, compliance with IIA standards and staffing) • The internal audit reporting lines established with the audit committee promote an atmosphere where significant issues that might involve management will be brought to the attention of the audit committee • Ensures that there are no unjustified restrictions or limitations on the scope of any internal audit • Reviews significant internal audit findings, management's action plans to address these findings and the status of action plans presented in earlier meetings	☐	☐
Comments:		
EXTERNAL AUDIT: • Reviews the annual external audit plan and provides recommendations, as necessary • Oversees the role of the external auditors from selection to termination and has an effective process to evaluate their independence, qualifications and performance • Reviews management's representation letters to the external auditors, including making inquiries about any difficulties in obtaining them • Reviews significant external audit findings, management's action plans and the status of action plans presented in earlier meetings • Reviews and makes recommendations to the board on the audit fees paid to the external auditors • Reviews other professional services that relate to financial reporting (e.g., consulting, legal, and tax strategy services) provided by outside consultants • Recommends to the Board of Trustees and oversees a policy regarding the permissible (audit and non-audit) services that the external auditors may perform and considers the scope of the non-audit services provided	☐	☐
Comments:		

6. ETHICS, COMPLIANCE & MONITORING	*Yes*	*No*
• Reviews the school board's system for monitoring compliance and reviews any action taken by the board to address non-compliance (compliance with regulatory agencies, Ministry of Education, etc.) • Performs an adequate review of any findings of examinations by regulatory agencies or the Ministry of Education • Reviews management's procedures for enforcing the school board's code of conduct • Oversees the school board's whistleblower process and understands the procedures to prohibit retaliation against whistleblowers • Receives sufficient funding to fulfill its objectives and engage external parties for matters requiring external expertise	☐	☐
Comments:		

Trillium Lakelands District School Board
Committee Report

Date: September 17, 2026
To: Audit Committee Members
Origin: Superintendent of Business
Subject: Annual Audit Committee Report

Purpose

To present the annual report on the TLDSB Audit committee activities.

Content

Committee Summary

The TLDSB audit committee is comprised of 5 members – three trustees and two community members. Meetings are held three times a year – in September, November and May. There is the ability to hold a meeting between November and May, if needed. In 2025/2026 meetings were held in a blended format allowing members to join remotely through Google Meet or in person at an education centre.

Audit Committee Membership and Attendance

The current members are:

- Louise Clodd – Chair
- Bruce Reain – Trustee
- Colleen Wilcox – Trustee
- Brenda Gefucia – Community Member
- Cristine Prattas – Community Member

Both the external and internal audit staff are also part of the Committee.

All members attended all meetings throughout the year and are independent in accordance with Provision 3.(1) and 3.(2) of the Ministry regulations.

The current term ends with the 2026 Municipal Elections being held on Monday October 26, 2026, and this committee's membership will change following this date.

External Auditors

The external auditors, MNP, confirmed their independence in a letter provided to the Board, dated September 17, 2025. They presented the scope and extent of their work to the Committee for approval.

The Committee reviewed all audit documents and passed a motion of approval at the November 12, 2025 Audit Committee meeting.

Regional Internal Audit Team (RIAT)

The RIAT set forth 2 projects for the year at the September 2025 Audit Committee meeting – School Board Administrative Fund: Resource Allocation ~ Multi-Regional Analysis and Continuing Education Program Review. RIAT also provided a Recommendations Tracking Overview to track and assess the implementation status of Internal Audit recommendations.

Committee Summary of Work

- Receive RIAT audit update reports regularly throughout the year
- Reviewed the financial statements and received a report from the external auditors about the statements
- Approved the approach and scope of the audit work to be undertaken by the auditors (both internal and external)
- Received assurance from the auditors regarding their independence
- Performed a self-assessment as per the Ministry template

Action (for the Audit Committee)

That the Audit Committee's audit report dated September 17, 2026, be received by the Board as approved and be submitted to the Ministry of Education to meet annual reporting requirements.

Trillium Lakelands District School Board
Finance and Administration Committee Administrative Report

Date: October 21, 2026
To: Board of Trustees
Origin: Acting Committee Chair Bruce Reain / Superintendent Nicole Britton
Subject: Finance and Administration Committee Meeting – September 17, 2026

Purpose

To provide Trustees with a summary of the September 17, 2026, Finance and Administration Committee meeting.

Context

The Finance and Administration Committee is a Standing Committee. Five Trustees sit on the Committee. Currently, Trustees McAlpine (Committee Chair), Childs, Reain, Clodd and Saunders serve as members of the Committee.

Meetings are held four times each year to review administration and financial matters and make recommendations to the Board where necessary.

Content

The Committee meeting was held at the Lindsay Education Centre on Thursday, September 17, 2026, at 12:30 p.m.

Staff presented reports related to summer renewal projects, capital priorities and the summary reports for the transportation department and insurance reporting for 2025/2026.

The Committee passed a resolution to approve the 2025/2026 third quarter (Q3) report as presented during the meeting.

Action

Recommendation 1: That Trustees ratify the Finance and Administration Committee's recommendation to approved the 2025-2026 Q3 report.

Recommendation 2: That Trustees receive the summary report related to the September 17, 2026, Finance and Administration Committee Meeting.

Trillium Lakelands District School Board
Finance and Administration Committee Report

Date: September 17, 2026
To: Finance and Administration Committee Members
Origin: Nicole Britton, Superintendent of Business
Subject: OSBIE Insurance Year End Summary 2025-2026

Purpose

To provide information on the year end summary - August 31, 2026 – for insurance and reporting to Ontario School Boards Insurance Exchange (OSBIE).

Context

OSBIE is a school board owned, non-profit insurance program with 120 members, representing 80 school boards/school auth and 40 joint ventures in Ontario. The primary goals of the Exchange are to insure member school boards against losses and to promote safe school practices.

Content

OSBIE provides insurance to TLDSB for liability, property, boiler, crime, auto, cyber, legal expenses, facility user insurance, school council coverage (where council elects to pay for premium) and AD&D (accidental death and dismemberment). OSBIE also provides certificates of insurance and evidence of insurance certificates for school field trips.

In 2025/26, there were two (2) new claims made to OSBIE; both for property matters. Not including these claims, there are currently five (5) claims that are outstanding. Two (2) legal expense, and three (3) liability claims which includes one slip and fall, an environmental property matter and faulty equipment.

This year, OSBIE conducted InSITE Loss Control Inspections at 20 sites in the Board. These inspections looked at outdoor, fire safety, playground and property hazards. All schools scored GOOD on the rating scoresheets meaning our facilities had strong controls in place with only minor, non-critical gaps in loss control.

Two important areas of focus at the school level are slip and trip hazards in parking lots and school yards and the storage of combustibles on school property. These are areas that school staff can typically address internally and be mindful about in the day-to-day operations of the school. Some trip hazards may require workorders to be submitted for facility maintenance staff to repair. Areas to be addressed by the facility department staff include playground repairs and investigating evidence of recent water or current water in some areas.

Facilities staff are working to complete all corrective actions by the OSBIE provided deadlines which fall in the coming months. Some items have already been rectified.

Copy of Report to the Finance and Administration Committee

Trillium Lakelands District School Board
Finance and Administration Committee Report

Date: September 17, 2026
To: Finance and Administration Committee Members
Origin: Superintendent of Business
Subject: Third Quarter Report of 2025/26 (Q3)

Purpose

To provide the Committee with an overview of the Board's Third Quarter (Q3) performance up to May 31, 2026, of the 25/26 fiscal year. This report covers the nine-month period from September through May.

Context

The Finance Department monitors annual spending by departments throughout the school board and prepares summaries every quarter to support the Board's fiduciary accountability.

Content

The third quarter represents the first nine months of the operational fiscal year.

Revenue:
The Board has experienced higher than expected enrolment relative to the projections used in the Revised budget process in the fall from a review of preliminary data. With enrolment driving grants in the Core Ed funding model, an increase of $1.3M has been added to the operating grant allocation. Additionally, revenue generated from the Community Use of Schools has increased modestly, exceeding our initial forecasts for this time of year.

Expenditures:
As of May 31, 2026, the Board reflected year-to-date expenditures of approximately $221.7 million, representing 78.7% of the total budget. This aligned with spend observed during the same period in 2024/25.

At Q3 the Board is tracking toward a balanced final position with a small net surplus of $15 thousand. The additional revenue generated is absorbing the budget strains that were reported in the previous quarter.

While overall Board spending remained stable through Q3, staff actively managed the following pressures during the year:

- Supply Staff: Classroom Teachers supply staff costs ran at 98.6% of their allocation at Q3, compared to 76.2% at the same point in the prior year. The Board has expended $6.44 million to date, which is $1.32 million higher than Q3 of 2024/25. The variance was driven from both the elementary and secondary panels by an increase in long-term illness replacement costs.
- Facilities Services Budget strain remained evident in both the Maintenance and Custodial lines. Custodial operations past it's Q3 target due to winter weather conditions requiring

additional snowplowing costs. Maintenance costs are higher than expected in the areas of general repairs, playground expenses, and portable repairs. Mid-year expenditure mitigation controls implemented by the Facilities team were maintained to contain costs through the final months of the fiscal year.

With the fiscal year now concluded, staff are finalizing year-end reconciliations in preparation for the upcoming annual audit, ensuring final spending aligns with Ministry funding envelopes.

Action (for the Finance and Administration Committee)

That the Finance and Administration Committee approves the 2025-2026 second quarter (Q3) report as presented on September 17, 2026.

INCLUSIONS

Appendix A – Enrolment
Appendix B – Revenue Summary
Appendix C – Quarterly Expense Report
Appendix D – Financial Summary

Board Enrolment Summary

	2025-26			2024-25
	Revised Estimates	Enrolment used for Budget	Variance	Final Enrolment
Elementary				
JK / SK	2,205	2,182	23	2,211
Grades 1 to 3	3,650	3,640	10	3,651
Grades 4 to 8	6,159	6,100	59	6,049
Other Pupils	25	24	1	22
Total Elementary	**12,039**	**11,946**	**93**	**11,933**
Secondary				
Day school 9 to 12	5,151	4,941	210	5,100
Independent Study	535	460	75	522
Other Pupils	28	25	3	41
Total Secondary	**5,714**	**5,426**	**288**	**5,663**
Total K to 12 Enrolment	**17,753**	**17,372**	**381**	**17,596**
Adult Ed, Con-ed, High Credits	**175**	**137**	**38**	**185**

Revenue Summary

	Third Quarter Projection	Revised Estimates 2025/26	Estimates used for 2025/26 Budget	Variance Revised Estimates to Estimates	2024/25 Financial Statements	% Change from Prior Year Actuals
Operating Allocations						
Classroom Staffing Fund	133,840,415	132,540,415	131,584,905	955,510	128,064,385	4.5%
Learning Resources Fund	39,968,987	39,968,987	39,315,713	653,274	39,080,824	2.3%
Special Education Fund *	36,335,954	36,335,954	36,077,860	258,094	35,222,490	3.2%
School Facilities Fund	25,617,574	25,617,574	25,117,235	500,339	24,904,206	2.9%
Student Transporation Fund *	19,223,979	19,223,979	19,270,760	(46,781)	18,464,019	4.1%
School Board Administration Fund *	6,980,607	6,980,607	7,214,401	(233,794)	7,266,077	(3.9%)
Permanent financing for Non-Perm Financed	586,743	586,743	586,743	-	586,743	0.0%
Temporary Accomodation	-	-	400,000	(400,000)	-	0.0%
Total Allocation for Operating Purposes	**262,554,259**	**261,254,259**	**259,567,617**	**1,686,642**	**253,588,744**	3.5%
Other Operating Grants / Revenues						
Deferred Operating Grants from Prior Year	-	-	-	-	7,241,733	(100.0%)
REP Grants	2,584,266	2,584,266	2,427,300	156,966	3,716,837	(30.5%)
MGCS - In-Kind Grant - PPE	-	-	-	-	298,452	(100.0%)
Federal Grants & Fees	429,976	429,976	402,917	27,059	697,346	(38.3%)
Transportation Recovery	1,835,000	1,835,000	1,600,000	235,000	1,912,881	(4.1%)
Short Term investments	400,000	400,000	400,000	-	651,305	(38.6%)
Secondments & Releases	973,423	973,423	906,411	67,012	1,014,603	(4.1%)
Minor Tangible Capital Assets	-	-	-	-	(1,768,841)	(100.0%)
Other Revenue	1,747,228	1,677,228	1,649,234	27,994	2,171,972	(19.6%)
Bill 124 - 2019/20 to 2022/23	-	-	-	-	36,196	(100.0%)
	7,969,893	7,899,893	7,385,862	514,031	15,972,484	(50.1%)
Amortization of Deferred Capital Contributions	13,022,507	13,022,507	11,720,066	1,302,441	12,234,585	6.4%
Grant for Debt Interest	668,014	668,014	668,126	(112)	809,666	(17.5%)
Deferred Revenue from Current Year	-	-	-	-	(8,697,282)	(100.0%)
Sub-total	**284,214,673**	**282,844,673**	**279,341,671**	**3,503,002**	**273,908,197**	**3.8%**
Accumulated Surplus	-	-	-		-	0.0%
Total Budget	**284,214,673**	**282,844,673**	**279,341,671**	**3,503,002**	**273,908,197**	**3.8%**

* Restrictions on Funding usage

Quarterly Expense Report

Expense Category	25/26 Revised Budget	25/26 Budget	Committed	Expended	Total	% Expended of Budget	Projected Year End	24/25 Budget (Revised)	24/25 Third Quarter	% Expended of Budget	Year to Year change
Instructional											
Classroom Teachers											
Elementary	87,690,473	87,789,585	-	68,164,758	68,164,758	77.6%	88,707,451	84,497,339	65,083,108	77.0%	(3,081,650)
Secondary	44,717,338	44,924,032		34,293,794	34,293,794	76.3%	44,867,125	43,714,501	34,509,364	78.9%	215,570
Classroom Teachers Supply Staff	6,623,070	6,531,259		6,440,401	6,440,401	98.6%	7,180,677	6,722,270	5,123,115	76.2%	(1,317,286)
Teacher Assistants	15,677,229	16,169,016		13,845,640	13,845,640	85.6%	15,350,600	15,312,792	13,131,737	85.8%	(713,903)
Teacher Assistants Supply Staff	2,642,447	2,702,577		2,276,100	2,276,100	84.2%	2,623,502	2,484,528	2,036,739	82.0%	(239,361)
Early Childhood Educator	5,350,875	5,213,597		4,770,898	4,770,898	91.5%	5,292,308	4,969,840	4,359,184	87.7%	(411,714)
Early Childhood Educator Supply Staff	467,043	449,953		239,496	239,496	53.2%	265,670	238,646	281,757	118.1%	42,262
School Based Technology	228,423	228,423	47,377	196,136	243,513	85.9%	243,648	184,916	149,460	80.8%	(46,677)
Textbooks, Materials, Supplies & Equipment											
Elementary	4,820,790	4,636,851	638,992	3,382,671	4,021,663	73.0%	4,172,192	5,756,941	3,199,192	55.6%	(183,479)
Secondary	3,699,704	3,714,803	382,337	2,433,872	2,816,209	65.5%	2,966,767	4,244,991	2,585,718	60.9%	151,846
Professionals, Paraprofessionals & Tech	9,735,998	9,913,716	63,673	8,084,755	8,148,428	81.6%	9,964,002	8,533,779	6,747,991	79.1%	(1,336,764)
Library & Guidance	3,500,324	3,542,388		2,675,524	2,675,524	75.5%	3,374,590	3,358,143	2,739,297	81.6%	63,773
Staff Development	1,847,379	1,814,879	16,255	1,800,684	1,816,939	99.2%	2,000,760	1,758,079	1,386,578	78.9%	(414,107)
Department Heads	229,593	260,250		221,027	221,027	84.9%	287,335	303,004	235,643	77.8%	14,616
Coordinators & Consultants	3,927,964	3,913,281	153	3,036,259	3,036,413	77.6%	3,975,698	3,862,430	3,039,272	78.7%	3,012
Principals and Vice-Principals	11,529,406	11,522,173	1,340	8,711,030	8,712,371	75.6%	11,614,707	10,986,274	8,412,337	76.6%	(298,693)
School Office - Admin & Supplies	6,294,955	6,300,738	4,884	5,056,543	5,061,427	80.3%	5,802,590	5,887,152	4,987,088	84.7%	(69,455)
Continuing Education	1,300,509	1,201,791	7,839	584,067	591,906	48.6%	1,169,478	1,561,648	741,133	47.5%	157,066
Total Instructional	**210,283,520**	**210,829,312**	**1,162,851**	**166,213,656**	**167,376,507**	**78.8%**	**209,859,100**	**204,377,273**	**158,748,711**	**77.7%**	**(7,464,945)**
Non- Instructional											
Transportation	21,108,763	20,870,761		16,772,853	16,772,853	80.4%	20,174,588	20,243,737	18,433,591	91.1%	1,660,739
Amortization	13,937,900	12,635,411		6,968,935	6,968,935	55.2%	13,937,900	13,362,000	10,032,405	75.1%	3,063,470
TCA	13,303,200	12,013,500		6,651,603	6,651,603	55.4%	13,303,200	12,776,400	9,582,300	75.0%	2,930,697
ARO	634,700	621,911		317,332	317,332	51.0%	634,700	585,600	450,105	76.9%	132,773
Secondments & Releases	1,117,616	1,050,042		1,081,019	1,081,019	103.0%	1,117,616	1,014,877	861,356	0.0%	(219,662)
Long Term Debt Interest	1,254,757	1,254,869		644,268	644,268	51.3%	1,254,757	1,337,489	700,319	52.4%	56,051
IT	1,113,264	1,136,838	2,489	1,039,232	1,041,721	91.4%	1,148,961	1,044,578	1,153,170	110.4%	113,938
Admin & Governance	7,290,156	6,758,322	20,332	5,828,323	5,848,655	86.2%	7,471,097	6,170,262	5,207,596	84.4%	(620,727)
Tuition Commissions	104,425	70,158			-	0.0%	104,425	109,997		0.0%	-
PPE - In-Kind Expense	-	-		21,202	21,202	0.0%	-		20,780	0.0%	(422)
Provision for Contingencies	-	-			-	0.0%	-	2,520,684		0.0%	-
Facilities											
Compensation	15,541,182	15,535,528		11,385,415	11,385,415	73.3%	15,180,553	15,114,018	10,959,500	72.5%	(425,915)
Utilities	6,090,700	5,190,700	-	3,607,707	3,607,707	69.5%	6,028,561	4,865,810	4,145,930	85.2%	538,223
Maintenance Operations	2,336,940	1,692,700	168,366	2,155,033	2,323,399	127.3%	3,356,749	1,768,400	1,886,496	106.7%	(268,537)
Custodial Operations	2,795,803	2,437,400	1,183	3,931,383	3,932,566	161.3%	4,004,291	2,567,250	3,723,021	145.0%	(208,363)
Other	636,700	636,700	20,538	695,636	716,174	109.3%	560,636	485,000	624,822	128.8%	(70,814)
Total Facilities	27,401,325	**25,493,028**	**190,087**	**21,775,174**	**21,965,261**	**85.4%**	**29,130,790**	**24,800,478**	**21,339,769**	**86.0%**	**(435,405)**
Total Non-Instructional	**73,328,206**	**69,269,429**	**212,908**	**54,131,006**	**54,343,914**	**78.1%**	**74,340,134**	**70,604,102**	**57,748,988**	**81.8%**	**3,617,982**
Total	**283,611,726**	**280,098,741**	**1,375,758**	**220,344,662**	**221,720,420**	**78.7%**	**284,199,234**	**274,981,375**	**216,497,699**	**78.7%**	**(3,846,963)**

Trillium Lakelands DSB
2025-2026 Financial Summary
as of the Period Ending May 31, 2026

Estimated Financial Position

($Thousands)	Estimates	Q3 Projected	In-Year Change $	In-Year Change %
Revenue				
Operating Grants	259,568	262,554	2,987	1.1%
Other Grants Revenues	7,386	7,970	584	7.3%
Other	12,388	13,691	1,302	9.5%
Total Revenue	279,342	284,215	4,873	1.7%
Expenditures				
Classroom Instruction				-
Teachers	132,974	133,862	888	0.7%
Supply Staff	9,684	10,070	386	3.8%
Educational Assistants / ECE's	21,383	20,643	(740)	(3.6%)
Classroom Computers	228	244	15	6.2%
Textbooks and Supplies	8,352	7,139	(1,213)	(17.0%)
Professionals and Paraprofessionals	9,914	9,964	50	0.5%
Library & Guidance	3,542	3,375	(168)	(5.0%)
Staff Development	1,815	2,001	186	9.3%
Continuing Education	1,202	1,169	(32)	(2.8%)
Total Classroom	**189,093**	**188,466**	**(627)**	**(0.3%)**
Non-Classroom				
District Principal and Consultants	3,913	3,976	62	1.6%
Principals and Vice-Principals	11,522	11,615	93	0.8%
School Office	6,301	5,803	(498)	(8.6%)
Total Non-Classroom	**21,736**	**21,393**	**(343)**	**(1.6%)**
Other				
Board Administration	6,758	7,471	713	9.5%
Information Technology	1,137	1,149	12	1.1%
Transportation	20,871	20,175	(696)	(3.5%)
School Operations and Maintenance	25,493	29,131	3,638	12.5%
Amortization & Debt Repayment	13,890	15,193	1,302	8.6%
Secondments & Releases	1,050	1,118	68	6.0%
Other Non-Operating Expenses	70	104	(70)	(67.2%)
Total Other	**69,269**	**74,340**	**4,966**	**(32.9%)**
Total Expenditures	**280,099**	**284,199**	**3,996**	**1.4%**
In-Year Surplus (Deficit)	**(757)**	**15**	**0**	0.0%
Prior Year Accumulated Surplus (Deficit)	24,942	24,942	0	0.0%
Accumulated Surplus (Deficit)	**24,185**	**24,957**	**0**	**0.0%**

Note: Forecast based on year-to-date actuals for the month ended

Note: Numbers may not add due to rounded display

Trillium Lakelands District School Board
Finance and Administration Committee Report

Date: September 17, 2026
To: Finance and Administration Committee Members
Origin: Daniel Whalen, Senior Manager of Facility Services
Kim Horrigan, Executive Officer of Facility Services, Transportation Services and Capital Innovation
Subject: Capital Renewal Projects – Summer 2026

Purpose

To provide a summary of the 2026 Summer Capital Renewal Projects.

Context

Each year, the Facility Services Department carries out renewal projects at schools across the board. During the summer months, empty schools and classrooms allow staff and contractors to work on larger scale projects that would otherwise impact school operations if carried out during the school year.

Content

During the summer of 2026, the following larger scale projects were carried out across the board:

- Washroom Renovation/Universal -1 location – $850,000
- Washroom Upgrades – 2 locations – $400,000
- Roof Replacement – 2 locations – $900,000
- Sewage System Replacement – 1 location – $700,000
- Window Replacement – 2 locations – $2,500,000
- PA System Upgrades – 3 locations – $160,000
- Locker Replacement – 2 locations – $110,000
- Entry System Additions - 6 locations – $70,000
- Boiler Upgrades/Replacement – 2 locations – $225,000
- Portable Refurbishment – 1 location – $75,000
- Portable Replacement – 2 locations – $750,000
- BAS Upgrades – 1 location – $30,000
- Parking Lot Curb Replacement – 1 location – $50,000
- Compressor & Airline Replacement – 1 location – $310,000
- Accessibility Upgrades – 1 location – $225,000
- LED Lighting Upgrades – 2 locations – $60,000

All projects are complete (reached completions with only minor deficiencies remaining). To date, approximately $13 million has been spent on capital renewal projects in 2025-2026.

Trillium Lakelands District School Board
Finance and Administration Committee Report

Date: September 17, 2026
To: Finance and Administration Committee Members
Origin: Patricia Hayward, Transportation Supervisor
Kim Horrigan, Executive Officer of Facility Services, Transportation Services and Capital Innovation
Subject: 2025-2026 Transportation Summary

Purpose

To provide the Committee with a summary overview of the Board's transportation operations and associated metrics, as well as actions taken in the system during the year focusing on efficiency and safety for 2025-2026.

Context

Transportation Services manages contracts with bus operators while ensuring financial accountability. The Department reviews school vehicle stops and routes for student safety, ensures school vehicle operators meet contracted legislative requirements for safety and service, responds to transportation change requests and inquiries, and offers school vehicle safety programs.

Content

Contract Management

- During the period from September 1, 2025, to August 31, 2026, all operators were under established contracts.
    - One operator was on an extension until August 31, 2026, which was not renewed; the routes were included in the competitive procurement for the Muskoka schools.
    - Two operators were in the final year of their extension agreements. Their routes, along with 16 new routes serving three SMCDSB schools in Muskoka, were competitively procured via a Request for Proposals (RFP) process. The incumbent operators were successful, and their new route bundles and ten-year contracts commenced September 1, 2026.
    - Currently, only one operator remains under a one-year extension, pending procurement, further extension, or negotiation.
- The province-wide bus driver shortage impacted operations when spare drivers, mechanics, and licensed office staff were unavailable. This necessitated doubling routes, leading to student transport delays of an hour or more. Despite these challenges, total delays due to driver absences have decreased slightly from last year, with individual operators reporting fewer than five instances. Ongoing mitigation efforts are expected in an attempt to sustain this positive trend.
- Shared service agreements with Peterborough Victoria Northumberland Clarington Catholic DSB and Simcoe Muskoka Catholic DSB remain in place and agreements are being updated. Effective September 1, 2026 TLDSB Transportation Services will

manage all routing for the SMCDSB schools in Muskoka increasing the route count by 16 routes and approximately 680 riders.

Financial Accountability

- Operational budget of approximately $20,771, 659
- Recoveries from our partner boards of approximately $1,960,000

Operational Metrics and Efficiency

- Contracted 283 vehicles to operate 656 morning and afternoon runs across the district; an area that encompasses more than 11,500 square km.
- Almost 12,700 eligible students were transported just under 36,300 km each day.
- Cumulatively, drivers spend 843 hours behind the wheel each day.
- Ride times are minimized whenever possible; the average ride for TLDSB students was 24 minutes. Over 98% of all transported TLDSB students continue to have a ride time of 60 minutes or less with fewer than 2% of transported TLDSB students riding over 60 minutes. There were 69% of students who rode 30 minutes or less.
- The average distance TLDSB elementary students walked to a bus stop in was 220 meters, less than the TLDSB elementary walk to a bus stop distance of 800 metres. Secondary students, with a walk to bus stop distance of 1.6 km in policy, on average walked less than 400 meters to their assigned bus stop.
- There were 36 minor collisions, and one more serious collision during the school year.
- Transportation Services staff annually field hundreds of parent calls, in addition to calls from school staff, school bus operators, and the general public. Over 89% of parent inquiries were addressed within 48 hours, meeting the acknowledgement standards outlined in PPM 170. Of these interactions, fewer than 4% required escalation to a manager for resolution.
- The average on-time service rate for the fleet was over 98%.

Safety and Compliance

- Transportation Services continued to offer school bus safety programming for elementary students in 2025-2026, delivered in-person by an outside company, in an assembly format with age-appropriate content and delivery.
- The electronic sharing of information continued throughout 2025-2026 with the implementation of a new module. This software enables school staff and operators to submit requests directly via BusPlanner, allowing Transportation Services staff to process them more efficiently. The system now includes a parent portal, providing families with the ability to opt-out of transportation services for the 2026-2027 school year in compliance with Ministry requirements.
- The three most reported behaviour concerns on school vehicles continue to be, not respecting or abiding by the driver’s instructions, disrespect or harassment of fellow passengers and leaving seats or standing while the bus is in motion.
- During the winter of 2025, all areas of the Board experienced varying winter weather and road conditions, which led to service cancellations. The Board is divided into five weather zones to minimize system-wide disruptions, particularly when weather events do not affect the entire region. Although the number of inclement weather days was significantly lower than in the previous year, Transportation Services continues to work with bus operators to minimize cancellations and reduce the impact of full system closures, balancing student safety with the need to minimize learning loss.

Trillium Lakelands District School Board
Supervised Alternative Learning (SAL) Administrative Report

Date: October 20, 2026
To: Board of Trustees
Origin: Trustee Deb McInerney / Superintendent of Learning Katie Ferguson
Subject: Supervised Alternative Learning Committee (SAL) Report
Reference: Regular Meeting of the Board - October 27, 2026

Purpose

To share an update with Trustees related to the activities on Supervised Alternative Learning (SAL) meetings on September 23, 2026 and October 20, 2026.

Context

Supervised Alternative Learning (SAL) is a statutory Committee that meets minimum every 20 school days per regulation 374/10. The committee membership includes Trustee Deb McInerney, Superintendent Katie Ferguson, AAEC Principal Trent Willett, Community Representative Lynda Nydam, District Manager of Mental Health Allison Jones, Re-engagement Counsellors Stephanie Harvey and Kirsten Neil, Executive Assistant Lisa Dow. The Chair of the committee is Deb McInerney, with the support of Superintendent of Learning, Katie Ferguson.

The purpose of the committee is to provide alternative learning opportunities for students having difficulty attending or succeeding in a regular school program in order to increase achievement and thereby increase the likelihood of re-engagement in an in-school program.

Content

The most recent meeting(s) of the SAL committee were on September 23, 2026 and October 20, 2026.

At the September 23, 2026 meeting the Committee discussed the following:
- 6 students were admitted to a Supervised Alternative Learning Plan
- 30 students were admitted to a R.E.A.L Supervised Alternative Learning Plan
- 1 student was demitted from the Supervised Alternative Learning Plan

At the October 20, 2026 meeting the Committee discussed the following:
- 11 students were admitted to a Supervised Alternative Learning Plan
- 28 students were admitted to a R.E.A.L Supervised Alternative Learning Plan
- 8 student was demitted from the R.E.A.L Supervised Alternative Learning Plan

Action

Recommendation that Trustees receive the report related to the September 23, 2026 and October 20, 2026 meetings of the Supervised Alternative Learning (SAL) Committee.

Trillium Lakelands District School Board
Governance and Policy Committee Administrative Report

Date: October 8, 2026
To: Board of Trustees
Origin: Trustee McInerney / CEO Hahn
Subject: Governance and Policy Committee Meeting October 7, 2026
Reference: Public Board Meeting – October 27, 2026

Purpose

To provide Trustees with an overview of the October 7, 2026 Governance and Policy Committee Meeting.

Context

The Governance and Policy Committee mandate is to provide input and leadership into governance matters related to the Board and the role of the Trustee.

The Committee is also responsible for the development and review of Board policies, and for advancing recommendations regarding approving new policies or changing existing policies to the Board of Trustees for ratification.

Committee members include Committee Chair Trustee McInerney, and Trustees Bradley, Childs, Clodd, and Saunders.

Content

At the October 7, 2026 meeting:

The Governance and Policy Committee approved the 2026-2027 Committee Terms of Reference.

The Committee reviewed the proposed changes to the following existing TLDSB policies:

- BU-3005 Payment Authorization Policy
- BU-2010 Borrowing for Current Expenditures Policy
- BU-1999 Trustee Honoraria Policy
- HR-4200 Health and Safety Policy
- BD-2090 Naming/ Renaming of Schools, Facilities and Special Purpose Areas Policy
- BD-2005 Student Representation on the Board Policy
- BD-2010 Trustee Use of School Board Resources During the Municipal and School Board Election Policy
- BD-2045 Trustee Code of Conduct Policy
- BD-2051 Roles and Responsibilities of the Board of Trustees Policy

A number of Trustee-related policies were intentionally reviewed prior to the end of the Trustee term in order to leverages the knowledge and experience of the sitting Board of Trustees to strengthen and refine policy for the new Board of Trustees.

Committee members also reviewed and provided recommendations related to

- TLDSB Organizational By-laws

Changes to the By-laws s were made to best reflect both change in practice and changes required under *Bill 101: Putting Student Achievement First Act.*

The Committee approved the following new policy:

- ES-5065 Elementary Student Attendance Confirmation During the School Day

This policy was developed in response to a Ministry of Education directive to implement an attendance confirmation/ reconfirmation policy in Elementary schools as soon as possible.

Motions were passed by the Committee recommending all policies be advanced to the next meeting of the Board of Trustees for ratification. Copies of the policies with the recommended changes outlined are attached. Upon ratification policies will be finalized and updated on tldsb.ca and ourdock.ca

At the meeting Committee Members approved the minutes of the June 2, 2026 Governance and Policy Committee Meeting which will be posted on the tldsb.ca public website.

The minutes from the Governance and Policy Committee meeting from the October 7, 2026 meeting will be posted following ratification at the next committee meeting.

Action

Recommendation 1: that the Governance and Policy Committee recommendation to accept the changes to the BU-3005 Payment Authorization Policy be approved.

Recommendation 2: That the Governance and Policy Committee recommendation to accept the changes to the BU-2010 Borrowing for Current Expenditures Policy be approved.

Recommendation 3: That the Governance and Policy Committee recommendation to accept the changes to the BU-1999 Trustee Honoraria Policy be approved.

Recommendation 4: that the Governance and Policy Committee recommendation to accept the changes to the HR-4200 Health and Safety Policy be approved.

Recommendation 5: That the Governance and Policy Committee recommendation to accept the new ES-5065 Elementary Student Attendance Confirmation During the School Day Policy be approved.

Recommendation 6: that the Governance and Policy Committee recommendation to accept the changes to the BD-2090 Naming/ Renaming of School, Facilities and Special Purpose Areas, inclusive of changing the name to BU-2090 Naming/ Renaming of Schools Policy, be approved.

Recommendation 7: that the Governance and Policy Committee recommendation to accept the changes to the BD-2005 Student Representation on the Board Policy, inclusive of changing the name to BU-2005 Student Representation Policy, be approved.

Recommendation 8: that the Governance and Policy Committee recommendation to accept the changes to the BD-2110 Trustee Use of School Board Resources During Municipal and School Board Election Campaign Policy, inclusive of changing the name to BD-2110 Trustee Use of and Access to Board Resources During the Municipal and School Board Election Campaign Periods Policy be approved.

Recommendation 9: that the Governance and Policy Committee recommendation to accept the changes to the BU-2045 Trustee Code of Conduct Policy be approved.

Recommendation 10: that the Governance and Policy Committee recommendation to the BD-2051 Roles and Responsibilities of the Board of Trustees Policy, inclusive of changing the name to BD-2051 Trustee Roles and Responsibilities Policy, be approved.

Recommendation 11: that the Governance and Policy Committee recommendation to accept the changes as outlined in the following sections of the By-laws

- 'Role of a Trustee'
- 'Terms and Definitions'
- Procedural By-law s1, 2, 3, 4, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18
- Appendices

be approved.

Recommendation 9: that Trustees receive the report related to the October 7, 2026 Governance and Policy Committee Meeting.

BU-3005 Payment Authorization Policy

Approval Date: 2025
Review Date: 2030

Lead Department: Business Services

Trillium Lakelands District School Board recognizes the need to authorize payment transactions, including cheques and electronic fund transfers (EFTs), for payment by the ~~Treasurer.~~ **Chief Financial Officer/Superintendent of Business.**

As such, the Board authorizes and directs its financial institution to honour, pay, and charge to the accounts of the Board all cheques and EFTs initiated on its behalf.

Cheques – The signatures of the ~~Treasurer~~ **Chief Financial Officer/Superintendent of Business** and the ~~Director of Education~~ **Chief Executive Officer**, whether manual or mechanically reproduced, are required to validate cheque payments. ~~In the absence of the Treasurer or the Director of Education, the Chair of the Board may act as signatory.~~

Electronic Funds Transfers (EFTs) – The ~~Treasurer~~ **Chief Financial Officer/Superintendent of Business** and the ~~Director of Education~~ **Chief Executive Officer** delegate the authority to create and release EFT files to designated financial staff. ~~In the absence of the Treasurer or the Director of Education, the Chair of the Board may act as signatory.~~

If you require this information in an accessible format, please contact Communications Services at info@tldsb.on.ca.

BD-3010 Borrowing for Current Expenditures Policy

Approval Date: 2025
Review Date: 2030

Lead Department: Business Services

Trillium Lakelands District School Board recognizes that there may be occasions from time to time where the Board needs to borrow funds that are required to meet the current expenditures of the Board until the current revenue has been received. In addition, there may be occasions where there is a need to borrow such amounts as required for temporary financing of capital projects pending the completion of long term financing of those projects.

As such, Trillium Lakelands District School Board authorizes the ~~**Treasurer and the Chair or Vice-Chair**~~ **Chief Financial Officer/Superintendent of Business** and ~~**Director of Education**~~ **Chief Executive Officer** to borrow from time to time, by way of the instruments and within the limits as prescribed by *Section 243 of the Education Act,* such amounts that are required.

If you require this information in an accessible format, please contact Communications Services at info@tldsb.on.ca.

BD-1999 Trustee Honoraria Policy

Approval date: 202~~2~~6
Review date: 20~~26~~30

Lead department: Business Services

The Board acknowledges the importance and value of providing fair levels of honoraria for board members and recognizes the requirement for establishing these values as set out in Ontario Regulation ~~357/06~~ 320/26- Honoraria for Board Members.

If you require this information in an accessible format, contact Communications Services at info@tldsb.on.ca.

HR-4200 Health and Safety Policy

Approval date: October 2026~~5~~
Review date: ~~2026 (to be reviewed~~ Annually~~)~~

Lead department: Human Resources Services

~~Purpose~~

Trillium Lakelands District School Board recognizes and is committed to its responsibilities to provide for the health and safety of all workers (including supervisors) while at work.

In order to achieve this objective, all workers are required to be active in health and safety and accident prevention by performing their tasks in accordance with the Occupational Health and Safety Act (OHSA) including the Regulations under the Act, the Internal Responsibility System (IRS), established safety procedures~~,~~ and safe work practices while on the job.

The Board will take every precaution in the circumstances to protect the health and safety of workers, students, volunteers, visitors and contractors. This shall be accomplished by developing, documenting~~,~~ and implementing safety policies and procedures which include the use of personal protective equipment (PPE).

The Board recognizes and endorses the IRS~~nternal Responsibility System~~ whereby all workplace parties participate in building a robust safety environment. Principals/s~~S~~upervisors are to ensure workers are made aware of existing or potential dangerous conditions. They are also to ensure ~~and~~ that safe work procedures and training are implemented and followed to maintain a safe and healthy workplace.

If you require this information in an accessible format, contact Communications Services at info@tldsb.on.ca.

ES-5065 Elementary Student Attendance Confirmation During the School Day Policy

Approval date: 2026
Review date: 2027 (new)

Lead department: Superintendent of Learning Responsible for Elementary Curriculum Services

Trillium Lakelands District School Board is committed to fostering safe, caring and supportive learning environments for all students. Student safety includes ongoing monitoring of the presence and whereabouts of elementary pupils throughout the school day. In addition to attendance practices that occur at the beginning of the school day, educators will engage in a process for re-confirming student attendance following key transitional times throughout the day. The process for confirmation of attendance is outlined in the TLDSB ES-5066 Elementary Student Attendance Confirmation During the School Day Procedure.

This policy is intended toc complement, not replace, the current safe arrival policy and procedure and the attendance recording practices that occur in alignment with the enrolment register instructions released by the Ministry of Education.

If you require this information in an accessible format, contact Communications Services at info@tldsb.on.ca.

DRAFT

BD-2090 Naming/ Re-naming of Schools~~, Facilities and Special Purpose Areas~~ Policy

Approval date: 2026 ~~2015~~
Review date: 2031 ~~2020~~

Lead department: CEO's Office

Trillium Lakelands District School Board schools,~~ facilities, and special purpose areas~~ will be named or re-named following the process for application and approval established by the Ministry of Education outlined in the Education Act (s. 174), associated regulations and in BD-2091 Naming/ Re-Naming of Schools Procedure..~~by Board resolution. The Board will select distinctive and appropriate names with priority being given to:~~Names may be considered based on one or more of the following:

- ~~Persons generally recognized as having made a significant, positive contribution to society in the District, Province or Country;~~
- ~~Historical or current names applied to the area in which the school is located;~~
- ~~The name of the area the school or building will serve;~~
- ~~The name of the street on which the facility is located;~~
- ~~A description of the program presented at the school;~~
- ~~A name recognizing a significant donor to a school, facility, or special purpose area.~~

- Name of a geographical area or local feature, such as the location, community, or street where the school is located. Local features can include plants or trees.
- Name in commemoration of an event of significance to the area, province or country, if at least ten years have elapsed since the event.
- Name to commemorate a person, living or deceased, provided the person has made a demonstrable contribution to the legacy of the area, the province or country.
- Name that honours the significance of communities who have helped shape Ontario's rich and diverse history (e.g., First Nations communities, Francophone communities).

Cultural, historical and demographic implications must be considered in relation to the potential association and/or impact of any recommended name.

School names being considered will take into account and reflect the diversity of the communities within the Board's jurisdiction.

School names should not:

- Promote commercial interests (e.g., include the name of a business or brand).

- Commemorate a person with an unpardoned criminal record.

The process for naming/ re-naming schools must be done with input from the community and relevant stakeholders and in a cost-efficient manner The recommended name will be advanced to the Minister of Education for approval following the Ministry directives as outlined in the accompanying Naming/ Re-naming of Schools Procedure.

Naming of facilities and special purpose areas is not common practice in TLDSB. Considerations in exceptional circumstances may be considered and will be managed by the Chief Executive Officer's Office. See accompanying Naming/ Re-naming of Schools Procedure for further detail.

If you require this information in an accessible format, contact Communications Services at info@tldsb.on.ca.

BD-2005 Student Representation Policy

Approval date: 2026 ~~2016~~
Review date: 2030 ~~2026~~

Lead department: CEO's Office

In alignment with the goals in the strategic plan, Trillium Lakelands District School Board (TLDSB) is committed to ensuring meaningful opportunities are available for student participation in board planning and decision-making ~~believes that student representation is essential for providing a firsthand perspective with regard to educational issues~~.

Student representation enables and encourages the interests of the students to be expressed through mutual communication between the Board and student body, thereby increasing opportunities for improved student achievement and well-being. TLDSB is committed to soliciting student voice through a number of approaches throughout the school year, however formal student representation on the Board of Trustees and in the board governance process will be the responsibility of two student trustees who are elected by student members of the Trillium Student Senate.

If you require this information in an accessible format, contact Communications Services at info@tldsb.on.ca.

BD-2110 Trustee Use of and Access to Board Resources During Municipal and School Board Election Campaign Periods Policy

Approval date: 2026 ~~2024~~
Review date: 2030 ~~2029~~

Lead department: CEO Office

Trustees play an important role as ~~they are the only~~ publicly elected officials with the direct responsibility for overseeing the governance of the school board. The Trustees hold the Chief Executive Officer (CEO) ~~Director of Education and Senior Team~~ accountable through the implementation of the Strategic Plan.

School Board Trustees are elected every four years as part of the Municipal Election process, and Trillium Lakelands District School Board actively promotes and supports the role of the local democratically elected trustee.

During a municipal election campaign period, any serving member of the Board of Trustees who is *also* running for election as an official Trustee Candidate may not access or utilize any of the following when acting in the capacity of a Candidate and/or for the purposes of advancing or promoting their own ~~or~~ another Trustee's campaign:

- TLDSB staff services or time;
- TLDSB equipment (including but not limited to a cell phone, laptop, printer or any device provided to the Trustee for use in the capacity of their Trustee role);
- TLDSB resources (including but not limited to school board email, social media accounts, photocopiers, board telephones);
- School board locations (for the purpose of campaigning, displaying materials, or promoting themselves as an individual candidate)

A third-party organization may, through the Community Use of Schools Procedure, access school space after hours for an All Candidates Meeting. Current Trustees may attend an All Candidates Meeting or other relevant community-related meeting in the capacity as a Candidate, however may not be involved in any element of organizing the meeting prior to the meeting or at the meeting (booking or arranging access to space, equipment, furniture etc.).

~~(Note: All Candidates Meetings after school hours and organized by a third-party group or organization may occur on school property in alignment with the Community Use of Schools~~

~~Procedure, and all candidates- including current Trustees running for election- may attend in their capacity as a candidate)~~

No candidate, including current Trustees, Trustee Candidates, or any individual registered in the municipal election may campaign on school property. A request to visit a school by any candidates are not permitted during an election campaign. Current Trustees may still attend events at the school they are specifically invited to, however only in the capacity of their role as a Trustee.

During a Municipal Campaign period, all Trustees may continue to engage in the activities that fall under the responsibilities of an elected Trustee *when acting in the capacity of a Trustee* (e.g. attend ~~a school~~ events as a Trustee and utilize/ access Board resources as required to complete *their duties as an elected Trustee*).

It is best practice for Trustees who are running for election to ensure that when they are attending a school or Board event in their role as Trustee during a campaign period, that they make clear that they are attending in their *capacity as a current School Board Trustee*, and be cognizant to not engage in any activity that could be perceived of as campaigning.

If you require this information in an accessible format, contact Communications Services at info@tldsb.on.ca.

BD-2045 Trustee Code of Conduct Policy

Approval date:2026 ~~2025~~
Review date: 2030 ~~2026~~

Lead department: CEO's Office

1. Policy

Trillium Lakelands District School Board Trustees occupy positions of public trust and confidence. They are expected to discharge their duties and responsibilities in a professional and impartial manner.

It is essential that Trustees be, and be seen to be, acting in the best interests of the public they serve within the entire jurisdiction of the Board.

Without limiting the generality of the foregoing, a Trustee would compromise themselves in the discharge of their duties by failing to declare a conflict of interest as required pursuant to the *Municipal Conflict of Interest Act*, by contravening any other law, by disclosing confidential business, personnel, or student information, and by misappropriating Board resources.

~~This Code of Conduct is applicable to all Trustees and student trustees of Trillium Lakelands District School Board, and will be updated every four years.~~

2. Scope

This Code of Conduct is applicable to all Trustees and student trustees of Trillium Lakelands District School Board, and will be updated every four years.

3. Terms and definitions

Board: Trillium Lakelands District School Board (TLDSB)

Business Day: Means a day from Monday to Friday, excluding Holidays

Censure: An expression of strong disapproval or harsh criticism

CEO: Chief Executive Officer (the *Education Act* also uses the term Secretary of the Board or Director of Education)

Trustee: A duly elected or appointed member of a district school board

~~**Director:** Director of Education~~

~~**Censure:** An expression of strong disapproval or harsh criticismsm~~

4. Administrative procedure

Every Trustee of the Board shall comply with this Code of Conduct and uphold the spirit of the Code.

4.1 Integrity and Dignity of the Office of the Trustee

A school board receives its legislative authority as a corporate entity under the *Education Act* and is responsible for operating a publicly funded school system on behalf of the community it serves.

Trustees shall discharge their duties loyally, faithfully, impartially and in a manner that will inspire public confidence in the abilities and integrity of the Board. In upholding the integrity and dignity of~~f~~ the office of Trustee, there are a number of requirements. When sworn into the Board as a Trustee the following responsibilities of office ensue:

a) Integrity and Dignity of Office
- When acting or holding themself out as Trustees of the Board, a Trustee shall conduct themselves in a manner that would not discredit or compromise the integrity of the Board.
- When acting or holding themself out as a Trustee, the Trustee shall treat persons equally without discrimination based on a person's race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability.

b) Public Use of Funds
- A Trustee shall recognize that the expenditure of school board funds is a public trust and endeavour to see that the funds are expended efficiently, in the best interests of students.

c) Civil Conduct
- A Trustee must conduct themselves in a professional manner, especially when attending Board events, or while on Board property.
- A Trustee will ensure that their comments are issue-based and not personal, demeaning, or disparaging with regard to Board staff or fellow Board Members.
- A Trustee will voice no judgments of staff or staff performance except as that performance is assessed against explicit board policies by the official process, or during "in-camera" sessions of the Board.

d) Avoidance of personal advantage and conflict of interest
- A Trustee shall not accept a gift from any person or entity that has dealings with the Board where it is reasonable that a person might conclude that the gift could influence the Trustee when performing his or her duties to the Board unless
    - the gift is of nominal value;
    - the gift is given as an expression of courtesy or hospitality;
    - accepting the gift is reasonable in the circumstances.
- A Trustee shall not use his or her office to advance the Trustee's interests or the interests of any family member or person or organization with whom or with which the Trustee is related or associated.

- A Trustee shall not use his or her office to obtain employment with the Board for the Trustee or Family Member.
- No Trustee shall use or permit the use of board resources for any purposes other than the business of the Board.

e) Confidentiality
- No Trustee shall disclose confidential information obtained or made available to them in their role as Trustee except as authorized by law or by the Board. Confidential information includes personal information about an identifiable individual or information subject to solicitor-client privilege.
- A Trustee shall keep confidential any information disclosed or discussed at a meeting of the Board or Committee of the Board that was closed to the public, unless required to divulge such information by law or authorized by the Board to do so.
- No Trustee shall use confidential information, including confidential information obtained by them or made available to them in their role as Trustee for the purpose of personal gain or for the gain of the Trustee's parent, spouse or child and shall not use such confidential information in a manner that would be detrimental to the interests of the Board. (Parent, source and child have the same meaning as in Section 1 of the *Municipal Conflict of Interest Act*)

f) Upholding Decisions
- All Trustees shall accept that authority rests with the Board, and that a Trustee has no individual authority other than that delegated by the Board.
- Each Trustee shall uphold the implementation of any Board resolution after it is passed by the Board. A proposed motion for reconsideration or rescission, if permitted by the Board's By-laws and Rules of Order, can be brought by a Trustee.
- When individual Trustee express their opinions in public, they must make it clear that they are not speaking on behalf of the Board.

4.2 Trustee Code of Ethics

The commitment of each Trillium Lakelands District School Board Trustee to high ethical standards is required to ensure that the school board can responsibly fulfill its obligations and discharge its duties. As Trustees of Trillium Lakelands District School Board, representing all citizens of the community and responsible to the electorate through the democratic process, each Trustee recognizes that they:

a) should promote student achievement and well-being;
b) should act in the interest of all students in Trillium Lakelands District School Board regardless of the geographic area/ constituency that the Trustee represents;
c) are the students' advocate, and that the first and greatest concern is the best interest of each and every one of these students, without distinction as to who they are or what their background might be;
d) are community leaders who realize that the future welfare of the community, of the province, and of Canada is dependent in the largest measure upon the quality of education that is provided in our public schools to fit the needs of learners;
e) must understand that a strong and effective public education system, responsive to the needs of our students, is the cornerstone of a democratic society;
f) should be motivated by an earnest desire to serve Trillium Lakelands District School Board to the best of their ability to meet the educational needs of all students;

g) must act with integrity and do everything possible to maintain the dignity of the office of a school board member.

4.3 Trustee Conflict of Interest related to Board business

Trustees are subject to compliance with the Municipal Conflict of Interest Act (MCIA) to protect the public interest by ensuring that public officials do not improperly take advantage of their positions of trust to seek personal gain.

Conflict of Interest legislation is concerned only with pecuniary, or financial, interest. Pecuniary interest can by direct, indirect, or deemed.

A member who identifies a direct, indirect, or deemed conflict of interest in a matter and is present at a meeting of the Board or committee of the Board at which the matter is the subject of consideration, must declare the conflict before any discussion on the matter begins.

Steps for declaring a conflict of interest:

a) Publicly declare the conflict of interest, state the general nature of the interest, and have the declaration recorded in the minutes. There is a section on all Board agendas that provide the opportunity to declare a conflict of interest;
b) Do not vote on any question in respect to the matter;
c) Do not take part in the discussion on the matter;
d) Do not attempt in any way, whether before, during or after the meeting, to influence the voting on any question in respect of the matter.

4.4 Expectations of Trustees as part of a Board

Specific roles and responsibilities, along with reference to the related legislative authority can be found in *BD-2051 Roles and Responsibilities of the Board of Trustees Policy*.

In addition to the legislated roles and responsibilities as outlined in BD-2051, as a school board member, each Trustee - in their behaviour and their professional conduct- is expected to:

a) Understand governing legislation
- Abide by legislation, board policy, and procedural direction, the Oath of Office, the Trustee Code of Conduct, the TLDSB Code of Conduct and all Board by-laws;
- Recognize the duty to comply with the Municipal Conflict of Interest Act and all privacy legislation;
- Be familiar with Board By-laws;
- Understand the rules of order/ parliamentary authority as they pertain to TLDSB Committee and Board Meetings.

b) Understand the role of the Board as an entity
- Accept that authority rests with the Board and that individuals have no authority outside the Board and abide by the majority decisions of the Board once they are made;
- Uphold the implementation of any Board resolution after it is passed by the Board;
- Not use his/her position for personal advantage or to the advantage of any other individual apart from the total interest of Trillium Lakelands District School Board, and resist outside pressure to so use the position;
- Communicate and conduct relationships with staff, the community, other school boards, and the media in a manner that focuses on all of the facts and that also reflects the Board's position and direction.

Lead Board Governance

- Ensure the effective stewardship of the Board's resources;
- Participate in the development of board policy;
- Recognize that Trustees should not attempt to become involved in the day-to-day administration or operational aspects of the system, knowing that Trustees shall be provided with full access to all information required for their decision making;
- Entrust the day-to-day management of the Board to its staff through the ~~Director of Education~~Chief Executive Officer (CEO);
- Follow the Trustee/Staff Protocol (see appendix 5.1).

c) Work as part of a team
- Carry out duties objectively, and consider all information and opinions presented to the Board in making decisions, without bias;
- Work with other Board members in a spirit of respect, openness, courtesy, cooperation and proper decorum, in spite of differences of opinion that arise during debate;
- Express any contrary opinion respectfully and honestly, and without making disparaging remarks, in or outside of a board meeting, about other board members or their opinions;
- Recognize that the Chairperson is the official spokesperson for the Board and that no other Trustee may act as spokesperson to the public on behalf of the Board unless authorized by the Board.

d) Participate in Meetings and other opportunities
- Not divulge confidential information which is obtained in the capacity as a Board member, and not discuss those matters outside the meetings of the Board or the Board's committees;
- Endeavour to participate in Trustee development opportunities to enhance the ability to fulfill school board member obligations.

4.5 Specific expectations of the Board Chair

In addition to duties of Trustees set out in S. 218.1 of the Education Act, the Chair of the Board is expected to comply with the additional duties set out in S. 218.4 of the Act. "In addition to any other duties under the Act", the Chair of the Board shall:

a) preside over meetings of the Board;
b) conduct the meetings in accordance with the Board's procedures and practices for the conduct of board meetings;
c) establish agendas for board meetings, in consultation with Chair's Council and the CEO;
d) ensure that members of the Board have the information needed for informed discussion of the agenda items;
e) act as spokesperson to the public on behalf of the Board, unless otherwise determined by the Board;
~~f) convey the decisions of the Board to the Board's Director of Education;~~
~~g)~~f) provide leadership to the Board in maintaining the Board's focus on the multi-year plan established under section 169.1;
~~h)~~g) provide leadership to the Board in maintaining the Board's focus on the Board's mission and vision; and,
~~i)~~h) assume such other responsibilities as may be specified by the Board in the Board By-laws.

4.6 Enforcement of the Trustee Code of Conduct

a) A Trustee who has reasonable grounds to believe that another Trustee has breached this Code of Conduct may bring the alleged breach to the attention of the Board.
b) The alleged breach must be brought to the attention of the Chair no later than six (6) weeks after the breach comes to the knowledge of the Trustee who is reporting. In the event that the complaint is against the Chair, the Vice Chair and Past Chair/ Chair's Council Alternate will take the lead. The Vice Chair and Past Chair/ Chair's Council Alternate shall follow the same processes as the Chair would and as outlined below.
c) If an alleged breach is brought to the attention of the Board, the Board shall make inquiries into the matter and shall, based on the results of the inquiries, determine whether there has been a breach.

4.7 Response to an alleged breach of the Trustee Code of Conduct

a) Any allegation of a breach of the Code of Conduct shall be investigated either as a formal or informal complaint and follow the appropriate investigation procedure. Only a member of the Board may bring a complaint of a breach of the code to the attention of the Board.
b) It is expected that whenever possible, allegations of a breach of the Code of Conduct by a Trustee shall be investigated following the Informal Complaint Procedure. It is recognized that from time to time a contravention of the Code may occur that is trivial or through inadvertence, or an error of judgement made in good faith. In the spirit of congeniality and the best interests of the Board, the first purpose of alerting a Trustees to a breach of the Code is to assist the Trustee in understanding his/her obligations under the Code. Only serious and/or reoccurring breaches of the Code by a Trustee should be investigated following a formal complaint procedure.
c) If the Chair is of the opinion that a formal complaint is out of time, trivial, frivolous, vexatious or not made in good faith, or that there are no grounds or insufficient grounds for a formal inquiry, a confidential report shall be prepared for all Trustees of the Board stating their option and the rationale for it. A vote shall be made in relation to whether a formal inquiry will proceed or whether the Chair's resolution shall be upheld. The Trustee who is alleged to have breach the Code of Conduct shall not vote on the resolution.
d) If the allegation of a breach of the Code of Conduct on its face is with respect to the non-compliance of a more specific Board Policy with a separate complaint procedure, the allegation shall be processed under that procedure.

4.8 Addressing informal complaints related to the Trustee Code of Conduct

Informal Complaint Procedure

a) The Chair of the Board, on their own initiatives, or at the request of a Trustee of the Board (without the necessity of providing a formal written complaint) who alleges a breach of the Code has occurred, may meet informally with a Trustee of the Board who is alleged to have breached the Code, to discuss the alleged breach. The purpose of the meeting is to bring the allegation of the breach to the attention of the Trustee and to discuss remedial measures to correct the offending behaviour. The informal complaint procedure is conducted in private.
b) At the discretion of the Chair, they may include the Vice Chair of the Board, or another Trustee of the Board in the informal meeting
c) If the allegation of a breach of the Code involves the Chair of the Board, the Vice Chair of the Board will lead the informal complaint procedure

d) At the Vice Chair's discretion, they may include another Trustee of the Board to attend the meeting
e) The remedial measures may include, for example, a warning, an apology, and/or the requirement of the Trustee to engage in the successful completion of professional development training such as that offered by the Ontario Educational Services Corporation *Professional Development Program for School Board Trustees*
f) If a resolution of the informal complaint cannot be achieved, a formal complaint procedure may be commenced.

4.9 Addressing formal complaints related to the Trustee Code of Conduct

a) Formal Complaint Procedure
- A Trustee who has reasonable grounds to believe that a Trustee of the Board has breached the Board's Code of Conduct may notify the following persons in writing of the alleged breach:
  - The Chair of the Board
  - The Vice Chair of the Board, if the notice is related to the conduct of the Chair; or,
  - Another Trustee of the Board who is neither the complainants nor the subject of the complaint, if the notice relates to both the conduct of the Chair and Vice Chair.
- The Trustee who gives notice of an alleged breach of the Board's Code of Conduct shall provide a copy of the notification to the CEO ~~Director of Education~~ of the Board.
- The person to whom the notification was made (Chair, Vice Chair, or other Trustee) shall immediately provide a copy of the written notice to the Trustee whose conduct is the subject of the alleged breach and the entire Board of Trustees. This notice ~~shallnot~~shall not be public or published until published by the Board in accordance with the Records and Information section below.
- No Trustee shall give notice of an alleged breach of the Code if the allegation is frivolous or vexatious or the notice is given in bad faith.
- No Trustee shall engage in reprisal or the threat of reprisal against:
  - A Trustee who gave notice of an alleged breach of the code; or,
  - Any person who provides information about the alleged breach to the person appointed by the Board to investigate the breach.

b) Notice of Breach

The written notice of the breach shall include:
- the name of the Trustee alleging the breach and their contact information;
- the name and contact information of the Trustee whose conduct is the subject of the notification;
- the date of the alleged breach;
- a description of the alleged breach;
- The provision of the Code that was allegedly breached;
- The date on which the Trustee alleging the breach first knew that the alleged breach occurred;
- The names and contact information of any witnesses to the breach or any other persons who have relevant information regarding the alleged breach.

A complaint of an allegation of a breach of the Code should generally be made within 60 days after the alleged breach occurred or was discovered, whichever is later.

c) Resolution of Notice of Breach

When a formal complaint is brought against a Trustee of the Board, during the 20-Business Day period prior to an Integrity Commissioner being appointed, the Board may attempt to resolve the matter as follows:

- The Chair of the Board, or in the absence of the Chair or if the notice of the breach related to the conduct of the Chair, the Vice Chair of the Board or if the notice related to the contact of the Chair and the Vice-Chair, then another Trustee appointed by the Board
- who is neither the complainant nor the subject of the complaint may attempt to resolve the matter in private as between the parties.
- This process may include the Chair/ Vice Chair/ Trustee, through the CEO ~~Director of Education~~ or their designate, retaining legal counsel and/or a mediator to assist in resolving the matter.
- The process may also include a discussion and the use of remedial measures including, a warning, an apology, and/or the requirement of the Trustee to engage in the successful completion of professional development training such as that offered by the Ontario
- Education Services Corporation *Professional Development Program for School Board Trustees*.
- If the matter is resolved to the satisfaction of the Trustee alleging the breach, the Trustee shall withdraw their notice of the breach.
- The Board of Trustees will be advised whether the matter has been resolved and any agreed upon remedial measures or other basis for the resolving of matters.

If the complaint described in the notice of breach is not resolved within 20 Business Days after the Trustee alleged to have breached the Code has received the notice, the matter shall be referred to an Integrity Commissioner appointed by the Board per below. This should be done as soon as reasonably possible.

d) Appointment of Integrity Commissioner

- If the complaint is not resolved as described under the *Resolution of Notice of Breach* section, above, the Trustee (Chair, Vice-Chair, or other Trustee) to whom the notification of the breach was given shall refer the complaint to the Integrity Commissioner appointed and paid for by the Board.
- If a roster of Integrity Commissioners has been created by the Minister of Education, an appointment of an Integrity Commissioner shall be from the roster of Integrity Commissioners.
- If a roster of Integrity Commissioners has not been created by the Minister of Education, then the Board shall appoint an external independent person who has the qualifications
- set out in Regulation 306/24: *Integrity Commissioners and Process for Alleged Breaches of the Code of Conduct* and in consultation with the CEO ~~Director of Education~~.
- The appointment of an Integrity Commissioner by the Board is hereby delegated to the Trustee (Chair, Vice-Chair or other Trustee, as the case may be) in consultation with the CEO ~~Director of Education~~.

e) Investigation

- Subject to *Refusal to Commence an Investigation* described below, the Integrity Commissioner appointed by the Board to investigate, shall commence an investigation
- int the alleged breach of the Code of Conduct no later than 14 days after being appointed by the Board.

- The Integrity Commissioner to whom the alleged breach is referred to by the Board to investigate may define the scope of the investigation.
- The Trustee alleged to have breached the Code shall be provided with the opportunity to response to the allegations, as well as a right of reply, where appropriate. The Integrity Commissioner shall determine this, the timelines and form of such as response.

f) Refusal to Commence Investigation

- The integrity Commissioner may refuse to commence an investigation into the alleged breach of the Code, if,
  - The complaint was made more than 60 days after the day the alleged breach occurred or was discovered, whichever is later, unless the Integrity Commissioner is satisfied the delay was incurred in good faith and no substantial prejudice will result to any person affected by the delay; or
  - In the opinion of the Integrity Commissioner, the complaint is made in bad faith or is frivolous or vexatious.
- If a breach relates to a series of incidents, the 60-day period above runs from the day the last incident in the series occurred or was discovered.
- The Integrity Commissioner shall provide written notice of a refusal to commence an investigation to the Trustee who is the subject of the complaint and the Board, and the decision of the Integrity Commissioner is final.

g) Discovery of Breach

A breach is discovered on the earlier of:

- The day on which the Trustee notifying the Board of the alleged breach first knew that the breach has occurred; and
- The day on which a reasonable person with the abilities and in the circumstances of the Trustee notifying the Board first ought to have known of the matters referred to in the paragraph (a) above.

h) Powers of the Integrity Commissioner

In the course of conducting the investigation, the Integrity Commissioner may:

- Require the production of any records that may in any way relate to the investigation;
- Examine and copy any records required as they relate to the investigation;
- Require any officer of the Board or any other person to appear before them and give evidence, on oath or affirmation, relating to the investigation.

Section 33 of the *Public Inquiries Act, 2009* applies to an investigation.

i) Decision Process

- The Integrity Commissioner shall make any determination with respect to a complaint or alleged breach of the Code no later than 90 days after commencing the investigation, or within such other time period as may be prescribed by regulation, unless the Integrity
- Commissioner notifies the Board and the Trustee who is the subject of the complain that an extension is necessary and of the reasons for the extension.
- The Integrity Commissioner shall provide the Trustee whose conduct was the subject of the complaint that an extension is necessary and of the reasons for the extension.
- The written notice must include
  - The reasons for the determination;
  - The reasons for any sanctions; and
  - Information about the right to appeal.

j) Potential sanctions

If the Integrity Commissioner determines, following an investigation, that the Trustee has breached the Code, the Integrity Commissioner may impose one or more of the following sanctions:

- Censure the Trustee;
- Requiring the Board to reduce the Trustee honorarium by an amount not exceeding the amount prescribed in Regulation *357/06 Honoraria for Board Members* ~~which currently is 25% of the Trustee combined base and enrollment amount for the year of the term of office in which the breach occurred;~~
- Barring the Trustee from attending all or part of one of more meetings of the Board or one of more meetings of a committee of the Board for the period of time specified by the Integrity Commissioner up to a maximum of 90 days or the balance of the Trustee's term of office, whichever is less;
- Barring the Trustee from sitting on one of more committee of the Board, for the period of time specified by the Integrity Commissioner, up to a maximum of 90 days or the balance of the Trustee's term of office, whichever is less;
- Barring the Trustee from becoming the chair of vice-chair of the Board or of any committee of the Board, or removing the Trustee from a position the Trustee holds as a Board representative;
- Subject to any other limits set out above ~~(section k)~~ any other sanction that, in the opinion of the Integrity Commissioner, is reasonable and appropriate in the circumstances;
- Subject to any of limits set out above ~~(section k),~~ any other sanction that, in the opinion of the Integrity Commissioner, would promote compliance with the Board's Code.

For greater certainty, the imposition of a sanction barring a Trustee from attending all or part of one meeting of the Board shall be deemed for the purpose of clause 228(1)(b) of the Education Act to be authorization for the Trustee to be absent from the meeting.

Any Trustee who is barred from attending all or part of the meeting of the Board or a meeting of a committee of the Board is not entitled to receive any materials that relate to that meeting or that are part of the meeting and that are not available to members of the public.

k) Appeal

- Either the Board or the Trustee whose conduct was the subject of an investigation may appeal the Integrity Commissioner's decision, the sanctions imposed, or both, and the Board and the Trustee are the parties to an appeal.
- The Trustee whose conduct was the subject of the investigation shall not vote on the Board resolution to determine whether the Board will appeal the Integrity Commissioner's determination.
- The Board or the Trustee who appeals the Integrity Commissioner's determinations shall give written notice of the appeal to the other part and the Deputy Ministry of Education
- no later than 15 Business Days after receiving written notice of the Integrity Commissioner's determination.

l) Hearing of the Appeal

- The appeal shall be heard by a panel of three Integrity Commissioners appointed by the Deputy Ministry of Education or their delegate (no later than 15 Business Days after the

Deputy Ministry or delegate receives the notice of appeal), but the panel should not include the Integrity Commissioner whose determination is the subject of the appeal.
- One of the appointed Integrity Commissioners shall be named by the panel to act as chair and co-ordinate the hearing of the appeal.
- The chair of the panel shall notify the parties to the appeal of:
  - The appointment of the panel; and
  - The requirements regarding the written submissions of the parties and the requirements of the panel's written decision.
- The panel shall hear the appeal in writing.

m) Parties written submission
- The Appellant shall provide written submissions to the panel and the Respondent no later than 20 Business Days after receiving notice that the panel has been appointed.
- The Respondent shall provide written submissions to the panel and the Appellant no later than 20 Business Days after receiving the Appellant's submissions.
- The Appellant shall provide their written reply to the Respondent's submissions no later than 10 Business Days after receiving the Respondent's submissions.
- The chair of the panel may extend any timeline regarding the above written submissions at the written request of a party in order to provide for the fair, just and expeditious resolution of the appeal.
- A decision to extend a timeline shall be provided to the parties in writing and a copy of the decision shall be provided to the Deputy Minister of Education.

n) Consideration by the Panel
The panel shall convene to consider the appeal at such times and in such places as they may determine. The panel may be convened by electronic means.

o) Panel Decisions on processes during the appeal
- The panel may:
  - Define or narrow the scope of the appeal;
  - Limit the length of submissions from the parties;
  - Make interim decisions and orders; and,
  - On its own motion, and without holding a hearing, dismiss an appeal as frivolous or vexatious or commenced in bad faith. A panel decision on its motion is final.
- The chair of the panel shall notify the parties of any decisions made by the panel.

p) Decision of the Panel
- The panel shall provide its decision and its reasons, including any dissent to the deputy Ministry of Education.
- The panel shall provide a copy of the decision, reasons and dissent to the Deputy Ministry of Education.
- If the panel overturns the determination as to whether there is a breach of the Code made by the Integrity Commissioner, any sanction imposed by the Integrity Commissioner is revoked.
- If the panel upholds the determination made by the Integrity Commissioner, the panel shall, within 30 Business Days after receiving the Respondent's submissions of the appeal, uphold, vary or overturn the sanction.
- If a sanction is varied or overturned, the variation or overturning shall be deemed to be effective as of the date of the original determination made by the Integrity Commissioner.

q) Records and Information
- A board shall keep records and publish information on its website about each of the following:
    - A matter referred to an Integrity Commissioner for investigation and determination;
    - A decision of the Integrity Commissioner to refuse to commence an investigation under *Refusal to Commence Investigation* above;
    - Determination of an Integrity Commissioner that a Trustee has or has not breached the Code and any sanction(s) imposed, and
    - A determination by a panel upholding or overturning an Integrity Commissioner's determination including any variation of a sanction.
- Where the alleged breach of the Board's Code or the determination regarding the breach involves any of the matters described in clauses 207(2) (a) to (e) of the *Education Act,* the board shall publish only such information as is appropriate.

5. References and related documents

TLDSB procedures and reference documents

- TLDSB Organizational By-laws
- OP-6021 Code of Conduct Procedure
- BD-2051 Roles and Responsibilities of the Board of Trustees Policy

External references documents

- Education Act s. 169.1, s. 218
- Ontario Reg 312/24 Members of School Boards- Code of Conduct
- Ontario Reg, 306/24 Integrity Commissioners and Process for Alleged Breaches of the Code of Conduct
- Ontario Reg. 357/06 Honoraria for Board Members s. 13
- Municipal Conflict of Interest Act
- Ontario Public School Boards Association (OPSBA): Code of Conduct for School Boards Template
- OPSBA's Guide to Good Governance

6. Appendices

6.1 Trustee Staff Protocol

6.2 Trustee Declaration and Oath of Office

If you require this information in an accessible format, contact Communications Services at info@tldsb.on.ca.

Trillium Lakelands DISTRICT SCHOOL BOARD

Trustee- Staff Protocol

Rationale

Trustees work collaboratively with many partners and stakeholders in order to perform their duties and to execute their powers. Trustees are the elected representatives who are the important link between the school system and the community. They represent the voice of the community and are responsible for school board governance.

Staff members are responsible for the implementation of Board policies and for the day-to-day operations and management of the school system. They develop and implement educational programs and ensure that schools are operated according to provincial acts and regulations. They ensure that schools best serve the needs of students and those students achieve maximally.

To facilitate responsible representation, an effective working relationship among Trustees, community members, school and Board staff and administration, is a necessity. The partnerships which are forged must be based on a common understanding of their interdependent roles and responsibilities.

Purpose

The purpose of this protocol is to provide guidelines regarding the working relationship between Trustees and staff in relation to:

- Communication
- Attendance at functions
- Opening of new Board facilities
- Resolving parent/community concerns

Communication

Communication is a shared responsibility where all parties endeavor to ensure an open and transparent line of ongoing communication.

Principals

To facilitate communication between schools and Trustees, principals are requested to:

- Send the local Trustee a copy of the school newsletter and school calendars which include special events (preferably electronically);
- Communicate immediately to the Area Superintendent information related to any school incident or crisis which may create concern within the community. The Area Superintendent or designate will contact the local Trustee and share all pertinent information so that the Trustee can respond appropriately to questions from parents or the school community.

Trustees

Trustees are encouraged to share positive or congratulatory messages, either their own or those heard from parents or community members, directly with principals.

Media
Communication with the ***media*** for matters of a sensitive nature::
- The official media spokespersons are the Board Chair, on behalf of Trustees, and the~~-~~ CEO ~~Director of Education~~, on behalf of the staff;
- Trustees should refer media requests to the Board Chair or the CEO's ~~Director's~~ Office;
- In times of crisis, there should be immediate communication with the School Superintendent who will contact the CEO's ~~Director's~~ Office. The CEO ~~Director~~ will ensure that Trustees are informed of all relevant information in a timely manner.

Communication with the ***media*** for local matters:
- Trustees should contact the ~~Director's~~ CEO's Office if they are contacted by the media for comment on an issue.

Attendance at Functions

Principals should ensure that their local Trustee is invited to school functions at which parents and community members are in attendance. A Trustee may be invited as a special guest and/or asked to bring greetings on behalf of the Board (if/when appropriate) Examples are:
- Graduation;
- Open house;
- Performances and special events;
- School Council meeting.

Superintendents, managers, supervisors are encouraged to:
- Invite Trustees to special events involving staff and community members;
- Make Trustees aware of innovations, directions, programs related to specific departments;
- Send flyers and invitations related to community events to all Trustees.

Trustees are responsible for:
- Acknowledging all invitations and confirming attendance in a timely manner;
- Ensuring that the superintendent, principal, manager or supervisor is aware of their presence upon arrival at an event.

The **role of the Trustee** should be outlined in advance:
- Trustees should play the prominent political role at all functions and should be included as part of the platform party, invited to bring greetings from the Board, and/or present awards;
- *Greetings from the Board* should be 2 minutes in length or less;
- An *Opening Address* should be 5 minutes or less.

Generally, the sequence of **speeches and presentations** by guests who are in attendance at functions (the list below is not intended to be prescriptive), following opening remarks from the principal, if applicable, should be:
- Board Chair;
- Local Trustee;
- ~~Director of Education~~CEO ~~-~~or designate;
- Principal;
- School Council Chair;
- Staff, students and other school personnel.

Any visiting dignitaries (e.g., municipal, provincial, federal politicians) from outside of the Board should speak after Board dignitaries.

Opening of Board Facilities (Board, school or major additions)

The **principal (or designate) and Supervisory Officer** shall:

- Include local Trustee participation in the Ground-Breaking Ceremony;
- Ensure that ribbon cutting ceremonies are performed by representatives selected from among the Board Chair, the local Trustee(s), the ~~Director of Education~~CEO and students;
- If feasible, invite the local Trustee(s) to tour the new project prior to the official opening;
- Ensure that the Board Chair or designated Trustee plays a prominent role in the Official Opening Ceremonies.

Responding to Parent/Community Concerns

- **Trustees** should advise parents and community members to contact the school principal with their complaint or concern. If the Trustee would like follow-up or feedback regarding the issue, or if the matter is not resolved at the school level, he/she should contact the Area Superintendent.
- **Trustees** should direct their own school-related questions, concerns or general requests for information to the appropriate superintendent. Trustees must recognize that information about the day-to-day operations of schools is not necessarily appropriate for sharing with Trustees.
- **Staff** should refer concerns or complaints expressed by parents or community members that are not resolved at the teacher or staff level to the principal or immediate supervisor.
- **Staff** is encouraged to refer questions, concerns, and/or requests for information from Trustees to the principal or immediate supervisor.
- **The Principal, Supervisor, or Area Superintendent** will endeavour to ensure that issues raised by Trustees are dealt with and that timely feedback to the Trustee is provided.

Under normal circumstances, anonymous parent/community complaints, whether verbal or written, from sources internal or external to the Board, will not be entertained.

The tldsb.ca website advises parents/guardians to follow the steps below if they have a question or concern about their child's education:

First: Contact the classroom teacher and discuss the situation.
Then – if the situation has not been resolved:
Contact the principal or vice-principal and request help in dealing with the matter.
Then – if necessary:
Contact the superintendent of your child's school. Call 1-888-526-5552 and ask for the name of the superintendent for your child's school.
Then- if necessary;
Contact the Student and Family Support Office at 1-844-501-0360 or tldsb-sfso@tldsb.on.ca
Then – if necessary: Contact the CEO ~~director of education~~ through the school board office at 1-888-526-5552.

Further information can be found in the Communication and Collaboration with Parents/Guardians Procedure.

Trustee Declaration and Oath of Office

Declaration and Oath of Office

S.209, Education Act
209. (1) Declaration – Except as provided in subsection (2), every person elected or appointed to a Board, on or before the day fixed for the first meeting of the new Board, or on or before the day of the first meeting that the person attends, shall make and subscribe the following declaration in English or French before the secretary of the Board or before any person authorized to administer an oath or affirmation and in default the person shall be deemed to have resigned.

Declaration

I, *FIRST AND LAST NAME OF TRUSTEE* do solemnly declare that:

1. I am not disqualified under any Act from being a member of Trillium Lakelands District School Board.
2. I will truly, faithfully, impartially and to the best of my ability, execute the office of Trustee, and that I have not received and will not receive any payment or reward or promise thereof for the exercise of any partiality or malversation or other undue execution of the said office and that I will disclose any pecuniary interest, direct or indirect, as required by and in accordance with the *Municipal Conflict of Interest Act.*

Declared before me at _____ In the Province of Ontario this _____day of _____20_____

_____ _____
Secretary of the Board or designate Board Member

(1) Idem – Where a person is elected or appointed to fill a vacancy on a Board, the person shall make such declaration on or before the day fixed for holding the first meeting of the Board after his or her election or appointment or on or before the day of the first meeting that the person attends and in default the person shall be deemed to have resigned.

(2) Oath of Allegiance – Every person elected or appointed to a Board, before entering on his or her duties as a Board member, shall take and subscribe before the secretary of the Board or before any person authorized to administer an oath, the oath or affirmation of allegiance in the following form, in English or French:

Oath of Office

I, *FIRST AND LAST NAME OF TRUSTEE,* do swear that I will be faithful and bear true allegiance to His Majesty King Charles III

Sworn before me at _____In the Province of Ontario on this _____day of _____ 20_____

_____ _____
Secretary of the Board or designate Board Member

(3) Filing of declaration and oath – The declaration and oath or affirmation of allegiance shall be filed with the secretary of the Board within eight days after the making or taking thereof, as the case may be.
[S.O. 1994, c.23, s.65; 1997, c. 31, s 108]

BD-2051 Trustee Roles and Responsibilities in TLDSB ~~of the Board of Trustees~~ Policy

Approval date:2026 ~~2025~~
Review date: 2030 ~~2026~~

Lead department: CEO's Office

1. Policy

School Board Trustees are publicly elected officials in Ontario. Individual Trustees are accountable to the public for the collective decisions of the Board of Trustees. To support public transparency and accountability, it is important that members of the public have a fulsome understanding on the roles and responsibilities of a Trustee.

The primary role of the Trustee is centered around supporting effective board governance. Governance is the framework and process for decision-making that holds leaders responsible for modeling and exercising ethical leadership.

This policy outlines a number of specific duties and responsibilities of a Trustee and references the legislative authority and/or board policy that supports the Trustee role.

Generally, the role of the Trustee is ~~broadly~~ linked to ~~one of~~ the following:

- hiring the Chief Executive Officer (CEO) ~~Director of Education~~, and conducting annual performance appraisals,
- holding the CEO ~~Director of Education~~ accountable for the goals and commitments as outlined in the Multi-Year Strategic Plan,
- ensuring financial accountability of the board as a public organization by participating in the budget process,
- assisting the public to navigate operational concerns with the appropriate staff member(s);
- attending and participating in board meetings, committee meetings and committee of the whole meetings to support public accountability and transparency related to the actions and decisions of the board.
- Attend school and board events by invitation, and attend community events to share information and receive feedback related to the board.

2. Scope

This policy applies to elected Trillium Lakelands District School Board (TLDSB) Trustees.

3. Terms and definitions

Board: Trillium Lakelands District School Board (TLDSB)

CEO: Chief Executive Officer (the *Education Act* also refers to the CEO as the Secretary of the Board or the Director of Education)

Trustee: A duly elected or appointed member of a district school board

4. Administrative procedure

4.1 Legislated duties of Trustees

Under section 218.1 of the *Education Act*, a Trustee shall:

- Carry out their responsibilities in a manner that assists the board in fulfilling its duties under the Act and the regulations and guidelines issued under the Act including but not limited to the board's duties under section 169.1
- Attend and participate in meetings of the board including meetings of board committees of which they are a member
- Consult with parents, students and supporters of the board on the board's multi-year plan under clause 169.1(1)(f)
- Bring concerns of parents, students and supporters of the board to the attention of the board
- Uphold the implementation of any board resolution after it is passed by the board
- Entrust the day-to-day management of the board to its staff through the board's ~~director of education~~CEO
- Maintain focus on student achievement and well-being
- Comply with the board's code of conduct.

Trustees are required to carry out their responsibilities in a manner that assists the Board in fulfilling its duties under the *Education Act*. S. 169.1, S. 170, S. 171, S. 176, and S 218.1

~~The Ontario Public School Board Association (OPSBA) Guide to Good Governance assists with the provision of further clarity related to the role and responsibilities of Trustees.~~

4.2 General Responsibilities of Trustees

Trustee responsibilities in ~~Trillium Lakelands District School Board~~TLDSB include:

a) Promoting Student Achievement and well-being

Trustees are responsible to hold the ~~Director of Education~~ CEO accountable to the student achievement and well-being goals established under the Multi-Year Strategic Plan.

Trustees work as part of a cohesive team to make decisions that are in the best interest of all students under the guidance of the legislation, regulations, and policy. ~~and in line with the OPSBA Guide to Good Governance.~~

b) Accountability to and collaboration with the community

Trustees are responsible for communicating the decisions of the board back to constituents,

for promoting and supporting positive culture and engagement across the board, and for facilitating effective communication between board staff and parents/guardians.

As part of the Board of Trustees, individual Trustees should model and support a culture that reflects the Trustee's Code of Ethics and the Trustee/ Staff Protocol (as outlined under the Trustee Code of Conduct) ~~and that aligns with the best practices outlined in the OPSBA Guide to Good Governance.~~

The Trustee role in relation to working with the community is outlined in:

- BD-2300 Communication and Collaboration with Parents/Guardians Procedure
- BD-2009 Committees for Suspension Appeals and Expulsion Hearings Policy
- BD-2007 and BD-2008 District School Council/ Parent Involvement Committee Policy and Procedure

Trustees receive feedback from staff, students, and communities through a variety of channels, including, but not limited to: email, phone calls, at meetings, or through survey results.

Committee participation is another avenue through which Trustees participate in, and stay informed of the actions of the board. Trustees report on the work of board statutory and standing committees at public meetings of the board in alignment with the TLDSB By-Laws, the regulations associated with statutory committees, and the standing and statutory committee terms of reference.

Regulations specific to statutory committees for all school boards in Ontario Include:

- Ontario Regulation 612/200 School Councils and Parent Involvement Committees
- Ontario Regulation 361/10 Audit Committees
- Ontario Regulation 374/10 Supervised Alternative Learning and Other Excusals from Attendance at School
- Ontario Regulation 464/ 97 Special Education Advisory Committees

Information related to committees in TLDSB can be found on the TLDSB website and in the TLDSB Organizational By-laws.

c) Overseeing the work of the ~~Director of Education~~CEO

Trustees are responsible for hiring the ~~Director of Education~~CEO , for holding the ~~Director of Education~~ CEO accountable to the goals in the Multi-Year Strategic Plan, for completing requirements related to the CEO's performance appraisal as outlined in O. Reg 83/24: Director of Education Performance Appraisal, ~~for conducting the annual performance appraisal of the Director of Education,~~ and for working with the ~~Director of Education in~~CEO relation to board governance and planning for board meetings and meetings of committees of the board.

The Trustee role in relation to working with the ~~Director of Education~~CEO is outlined in:

- The Education Act
- Ontario Regulation 312/24 Members of School Boards- Code of Conduct
- Ontario Regulation 83/24: Director of Education Performance Appraisal

- BD-2045 Trustee Code of Conduct Policy
- HR-1550 Director's Performance Appraisal Policy

d) Strategic Planning

Trustees are responsible for participating in the development of the TLDSB Multi-Year Strategic Plan and in engaging in the ongoing monitoring of the strategic plan via regular progress updates from the ~~Director of Education~~CEO.

The Multi-Year Strategic Plan provides an overall direction for the priorities of the board over time. The multi-year strategic plan includes a mission statement, guiding principles, goals, associated actions to assist the board to achieve the set goals, and commitments that will guide the implementation of the plan.

TLDSB's Multi-Year Strategic Plan can be accessed at tldsb.ca/strategic-plan/

e) Fiscal responsibility and effective stewardship of the board's resources

Trustees are responsible for effective stewardship of the board's resources and for ensuring that the board budget supports the goals as outlined in the Multi-Year Strategic Plan.

Trustees are engaged in board fiscal processes through participation in committees where budget is being discussed and ~~establishe~~established~~d, and by passing the annual board budget via board motion.~~

~~Trustees are also responsible for ratifying Memoranda of Agreements with bargaining units and non-union groups under the Collective Bargaining Act. OPSBA represents all Trustees on the Central Bargaining Committee in the province.~~

Information related to the role of the Trustee regarding board finances can be found in:

- The Education Act
- School Boards Collective Bargaining Act
- Ontario Regulation 361/10 Audit Committees
- Ontario Regulation 312/24 Members of School Boards- Code of Conduct
- TLDSB Organizational By-laws
- BD-2045 Trustee Code of Conduct
- TLDSB Audit Committee Terms of Reference
- TLDSB Finance and Administration Committee Terms of Reference

f) Monitoring compliance in relation to the Education Act, Regulations, and Policy

Trustees are responsible for monitoring the ~~Director of Education~~CEO and to self-monitor the Board of Trustees in relation to compliance with all education-related provincial legislation and regulations.

Trustees are also responsible holding the ~~Director of Education~~CEO accountable to adhering to all TLDSB policies. All TLDSB are published publicly and can be accessed at: tldsb.ca/policies

Furthermore, in addition to all other TLDSB policies and procedures referenced in this document, Trustees are responsible to self-monitor compliance with the following general

TLDSB policies and procedures:

- Code of Conduct Policy and Procedure (applies to all individuals in the school community)
- Appropriate Use of Technology and Technology Services Policy and Procedure (applies to all individuals accessing TLDSB technology)
- Corporate Credit Cards Policy and Procedure
- Criminal Records Check/ Vulnerable Sector Check Policy and Procedure
- Duty to Report Children in Need of Protection Policy and Procedure
- Naming of Schools Policy and Procedure
- Policy Development Policy and Procedure
- Privacy Information Management and Access to Information Policy and Procedure

Trustees are also responsible to self-monitor in relation to the following TLDSB policies and procedures that are specific to Trustees:

- Organizational By-laws;
- HR-4550 Annual Evaluation of the Director of Education Policy
- BD-2055 Advocacy Policy
- BD-2045 Trustee Code of Conduct Policy
- BD-2001 Reimbursement of Trustee Expenses Policy
- ~~BD-2015 Trustee Attendance Conferences and Seminars Policy~~
- BD-1999 Trustee Honoraria Policy
- ~~BD-2010 Trustee Associations Policy~~
- BD-2110 Trustee Use of Resources During and Election Policy
- BD-2005 Student Representation on the Board Policy

g) Developing, reviewing and implementing policy

Trustees work with the senior team and other relevant staff to develop policy in response to Ministry of Education Policy and Program Memorandums (PPMs) or based on local priorities.

Trustees are responsible for working in collaboration with senior staff on:

- the development of new board policy
- reviewing the effectiveness of existing policy, and making amendments
- ratifying new policies and changes to existing policy via motion at a public meeting of the board,
- monitoring the implementation of policies in alignment with the board's goals as outlined in the Multi-Year Strategic Plan.

Policies reflect the commitment of the board and serve as statements of principles, values, and intent. Policies are not operational in nature.

h) Engaging in professional development opportunities

Trustees are responsible for ~~engagement with the~~ Ontario Public School Boards Association ~~(OPSBA) to~~ remaining current and informed on changes in the education sector.

Various in-board ~~and provincial~~ professional development opportunities are ~~also~~ available to support Trustee learning and development.

~~The Trustee role in relation to professional development is outlined in:~~

- ~~BD-2010 Trustee Associations Policy~~
- ~~BD-2015 Trustee Attendance at Conferences and Seminars Policy~~
- ~~BD-2055 Advocacy Policy~~

Trustee professional development is also supported via the annual Board of Trustees self-assessment process.

If you require this information in an accessible format, contact Communications Services at info@tldsb.on.ca.

Preamble

The Organizational By-laws are rules that govern the form, manner, and procedures by which Trillium Lakelands District School Board ("TLDSB") will operate for the order and dispatch of business. Wherever the By-laws are silent on an issue, the rules and practices of the most recent edition of *Robert's Rules of Order Newly Revised* shall govern.

These By-laws shall be subject to the provisions of any statute or regulation of the Province of Ontario and in the event of any conflict, the statutory provisions shall prevail.

These By-laws apply to all Trustees. Certain provisions apply to Student Trustees.

Name and Jurisdiction of the Board

The name of the Board shall be "Trillium Lakelands District School Board" and it shall have such jurisdiction as is provided by the Education Act and the Regulations and amendments thereto.

Role of a Trustee

A Trustee's primary responsibility is establishing and supporting good governance in a school board. In spring 2026 the Ministry of Education made changes to the role of the Trustee under *Bill 101: Putting Student Achievement First Act* which have been reflected in these updated By-laws where applicable.

As school board governors, Trustees set the conditions that provide a high-quality education for every student. A school board trustee is a member of the Board and therefore is unable to act unilaterally.

A Trustee is a locally-elected representative of the public and engages with constituents in the understanding of policies that affect them, and by communicating the decisions of the Board related to the focus on student achievement, well-being, and equity.

While in office, a Trustee balances varied responsibilities including participating in setting the TLDSB's strategic directions, establishing TLDSB policies, providing input regarding the TLDSB budget and allocation of resources, performing the Director's Performance Appraisal)DPA) of the CEO, and ~~holding the system accountable~~ receiving system updates from ~~through the Director of Education.~~the Chief Executive Officer (CEO) (formerly known as the Director of Education).

Role of Student Trustee

Student Trustees are not municipally elected members of the Board but play an important role in representing the interests of students of the TLDSB ~~in the last two years of the intermediate division and in the senior division~~ through their participation in Board and Committee Meetings. As outlined in the *Education Act* and Ministry of Education directives,

Student Trustees:

a. Have the same opportunities to participate at Regular Meetings of the Board, special meetings of the Board and committees of the Board as Trustees, except as restricted by the *Education Act*;
b. May request that a matter before the Board or committee upon which they sit be put to a recorded vote;
c. Must disclose any conflict of interest in the same manner as a Trustee on a matter before the Board or one of its committees on which the Student Trustee sits;
d. May not move or second a motion but are entitled to cast a non-binding vote on a matter before the Board or one of its committees on which the Student Trustee sits, provided they do not have a conflict of interest;
e. May suggest a motion on a matter before the Board or one of its committees on which the Student Trustee sits which, if not moved by a Trustee, will be shown in the minutes of the meeting;
f. May attend In-Camera sessions of the Board or committees, except when declaring a conflict of interest or when matters under consideration include the disclosure of intimate, personal, or financial information with respect to a Trustee, a member of a committee, an employee or prospective employee of the TLDSB, and/or a pupil or their parent or guardian;
g. Must not disclose to anyone, confidential or personal information acquired during their term as Student Trustee or during In-Camera sessions;
h. Must comply with the BD-2045 Trustee ~~Code of Ethics /~~ Code of Conduct;
i. Have the same access to TLDSB resources and opportunities for training as a Trustee;
j. Are entitled to receive an honorarium from TLDSB, and to be reimbursed for out-of-pocket expenses as if they were Trustees, in accordance with the *Education Act*; and
k. Must resign from their position if they are absent from three (3) consecutive Regular Meetings of Board without being authorized by a resolution of the Board.

Terms and Definitions

Ad Hoc Committee

Means a committee of Trustees (which may include staff or other members) ~~-~~formed to address a specific matter. An Ad Hoc Committee will be struck via board motion, and will disband once the matter for which the committee is struck is resolved.

Advisory Committee

Means a committee that includes Trustee~~s~~ representation, staff members, and community partners (if applicable) that is advisory in nature. While an advisory committee member can provide general input and suggestions at the committee table, the committee cannot table motions to be advanced to the board for ratification.

Adjourn

Means to end a meeting.

Agenda

Means a list of items that form the order of business to be discussed at a Board or committee meeting.

Amend

Means a proposal to alter or modify a motion presented to the Board or Committee. An amendment cannot be contrary to, or change the intent of, the main motion.

Annual Organizational Meeting

Occurs annually in November or December (except in an election year when an Inaugural Meeting occurs in place of the Annual Organizational Meeting) ~~of each year~~. The election of the Chair and Vice Chair for the Board of Trustees, ~~and~~ the establishment of Chair's Council, the determination of the Board meeting schedule for the upcoming calendar year, and the presentation of the Annual Report occurs at the Annual Organizational Meeting. Committee reports may be presented at the Annual Organizational Meeting if required in order to comply with Ministry (or other) due dates or deadlines.

Board

Means the Board of Trustees and the Chief Executive Officer of the Trillium Lakelands District School Board.

By-laws

Means the document that contains an organization's own basic rules relating principally to itself as an organization, rather than to the parliamentary procedure it follows.

Chair

Means the Chair of the Board, except where otherwise indicated as meaning a chair of a committee of TLDSB.

Chair's Council

Is defined in Section ~~8.23~~4. The Executive Assistant to the Director of Education or designate may attend Chair's Council to record the minutes of Chair's Council meetings. The Executive Assistant is not a member of Chair's Council.

Chief Education Officer (CEdO)

Is an individual appointed by the CEO; must have pedagogical qualifications for advancing student achievement and well-being as outlined in *Regulation 206/26: Directors of Education and Chief Education Officers*. The CEO may undertake the CEdO role if they meet the required qualifications.

Chief Executive Officer (CEO)

Means an individual with business related qualifications and experience in financial and operational oversite as outlined in *Regulation 206/26: Directors of Education and Chief Education Officers*. This Chief Executive Officer (CEO) role was previously referred to as the Director of Education. Under the *Education Act,* the CEO is considered a member of the Board by virtue of office. Despite being a member of the Board the CEO not entitled to exercise a binding vote, nor are they a member of the Board for the purpose of electorate approval of compensation.

Clear Majority

Means more than half of the votes cast by persons entitled to vote, excluding blanks or abstentions, at a regular or other properly called meeting.

Committee of the Whole Meeting

~~Committee of the Whole is~~Means a committee of the Board composed only of Trustees and Student Trustees. A meeting of the Committee of the Whole is a meeting with all Trustees, Student Trustees, the CEO ~~Director~~ and anyone else approved by the Board to attend. The Committee of the Whole may be held In-Camera in accordance with the *Education* Act. Recommendations made in a Committee of the Whole Meeting do not come into effect and bind the TLDSB until approved at a public Regular or ~~s~~Special Meeting of the Board.

Delegation

Means the action of speaking or submitting a written statement by a delegate, to present a delegation at a Regular Public Meeting of the Board or committee as decided by the Chair and the CEO pursuant to Procedural By-law 14: Delegations~~.4 of these By-Laws~~.

~~**Director**~~

~~Means the Director of Education, Chief Education Officer, Chief Executive Office and Secretary of the Trillium Lakelands District School Board.~~

~~**Director's Council**~~ **Chief Executive's Council (CEC)**

Is a meeting typically attended by ~~comprised of~~ the CEO ~~Director of Education and~~ Superintendents and the Executive Officer for Facilities Services (collectively ~~sometimes~~ referred to as the Senior Team). The CEC ~~Director's Council~~ meets on a weekly basis during the school year to discuss pedagogy and operational matters of the Board. The Executive Assistant to the CEO ~~Director of Education~~ attends CEC ~~Director's Council~~ Meeting to maintain minutes of the meeting. The Manager of Communications Services attends the meeting as required.

Inaugural Meeting

The first meeting of the Board following the commencement of the new term of office for Trustees following a municipal election. The Municipal Elections Act s. 6(1) requires that the

four-year term of office for elected Trustees is to begin on November 15 following the Municipal Election. Boards are required to hold their first meeting within seven days of the new term commending; therefore, an inaugural meeting must be called within seven business days of November 15 following each Municipal Election. The announcement of municipal election returns, swearing in of new Trustees, elections for Chair, Vice Chair and Chairs Council Alternate (if required), presentation of the Annual Report, and presentation of a proposed meeting schedule for the following calendar year occurs at the Inaugural Meeting. Committee or other reports may be added to the agenda if required to comply with Ministry (or other) due dates or deadlines.

In-Camera

Means a Committee of the Whole Meeting, Board meeting or other Committee meeting from which the public has been excluded in accordance with S.207(2); (2.1) or s.218.3 (10) of the Education Act. Business that may be discussed in a meeting closed to the public must be in relation to:

- the security of the property of the TLDSB;
- the disclosure of intimate, personal or financial information in respect of a member of the Board or committee, an employee or prospective employee of the TLDSB or a pupil or his or her parent or guardian;
- the acquisition or disposal of a school site;
- decisions in respect of negotiations with employees of the TLDSB;
- litigation affecting the TLDSB;
- Breach of the BD-2045 Trustee Code of Ethics / Code of Conduct that involves matters listed above; or,
- Ombudsman investigation.

Minutes

Means the official record of a Board or committee meeting once approved by the Board of Trustees or its committee.

Motion

Means a proposal by a Trustee or as suggested by a Student Trustee for consideration by the Board or committee.

Presiding Officer

Means the individual who presides over a meeting.

Quorum

Means the minimum number of members of the Board or committee that must be present at a meeting of an organization to enable it to validly transact business. A quorum for TLDSB Board or committee meetings is a simple majority of all members of the Board or committee, as the case may be. For example, when all elected Trustee positions are occupied, at a Board meeting, ~~5~~ five Trustees must be present (in person or by electronic means) in order to form a

quorum and formally conduct business at the meeting because the Board is constituted with ~~9~~ nine Trustees. In years where an Indigenous Trustee is named by a first nation within the board in alignment with *Ontario Regulation 462/97: First Nations Representation on Board,* the Board would be constituted of 10 Trustees, and a quorum for Board Meetings would be six (6) trustees.

Regular Meeting of the Board

Means the formal~~, monthly~~ meeting of the Board of Trustees. The Regular Meeting of the Board is a public meeting.

Statutory Committee

Means any committee established by requirement of statute or regulation.

Standing Committee

Means a committee of Trustees, generally of a permanent nature, established by the Board in accordance with its governing responsibilities in the areas of education, finance, ~~personnel~~ or property.

Student Trustee

Means the secondary school student(s) elected or appointed by their peers to represent them on the Board.

Two-Thirds Vote

Means a voting threshold that requires at least two-thirds (2/3) of the members of the Board or Committee, as the case may be, present and voting, rather than a Clear Majority vote.

Trustee

Means a member of the Board, elected, acclaimed or appointed to the office pursuant to the provisions of the *Municipal Elections Act* or the *Education Act* and regulations made under the Act(s), as the case may be, and does not include Student Trustees.

Vice-Chair

Means the vice-chair of the Board, except where otherwise indicated as meaning vice-chair of a committee of the Board.

Year

Will be distinguished by either ‘calendar year’ (between January and December) or ‘school year’ (the timeframe in which staff and students are engaged in a learning cycle based on the board calendar created under *Regulation 304: School Year Calendar*, and approved by the Ministry of Education; typically, the timeframe of a school year occurs between end of August and/or the beginning of Sept and the end of June each year).

1. Procedural Bylaw 1: Determination and Communication of Meeting Schedules

Established schedule of meetings

1.1 A minimum of six (6) meetings of the Board of Trustees (five regular meetings and either an Annual Organizational Meeting or an Inaugural Meeting if it is an election year) will be scheduled during each school year.

1.2 Regular Meetings of the Board in public session shall normally be held on the fourth Tuesday of the following months: August, October, February and April, and on the second or third Tuesday of June during all school years of a Trustee Term.

1.3 The Annual Organizational Meeting of the Board will occur on the fourth Tuesday in November or on the first Tuesday in December (depending on the school year calendar), in all school years of a Trustee Term, with the exception of during a municipal election year.

1.4 During a municipal election year there will be no Annual Organizational Meeting, rather, an Inaugural Meeting of the Board will be held on third Tuesday in November (to align with requirements under the Municipal Elections Act that the Inaugural meeting be held within seven days of the first day of the term, which is established as November 15) ~~on the fourth Tuesday of each month unless otherwise approved by a motion of the Board,~~

1.5 All meetings of the Board, including the Annual Organizational Meeting and the Inaugural Meeting shall ~~and shall~~ commence at approximately 5:30 p.m~~. Regular exceptions include: June (Regular Meeting of the Board to be held on the second Tuesday of the month), July (no Regular Meeting of the Board), and December (the Annual Organizational Meeting will occur in years where there is not an election).~~

1.6 The Board, at each Annual Organizational Meeting or Inaugural Meeting, will approve ~~determine~~ a schedule of locations and dates for all Regular Meetings and the Annual Organizational Meeting (or Inaugural Meeting in an election year) of the Board for the following calendar year.

~~1.1~~1.7 Changes to the Board Meeting schedule must be adopted via Board motion per item 1.8~~7~~, below, or in alignment with any provisions as outlined in *By-law 9: Regular Meetings of the Board or By-law 11: Special Meetings of the Board*.

~~1.2~~1.8 A resolution to cancel or alter the date of a future meeting may be approved at any meeting of the Board.

~~1.3~~1.9 The Board shall not remain in session later than 10:00 p.m. unless approved by a Two-Thirds Vote taken prior to 10:00 pm

Considerations for calling Committee of the Whole (Public or In-Camera) meetings

~~1.4~~1.10 Meetings of the Committee of the Whole Board in public session will be held at the call of the Chair when deemed necessary to consider a matter that is not the subject of a current Committee of the Board in alignment with section 15.9 of these By-laws.

~~1.5~~1.11 A closed (In-Camera) Committee of the Whole Meeting may be called when the subject-matter under consideration involves the matters in s.207(2), s. 207(2.1) or s.218.3 (10) of the Ontario *Education Act*. A closed Committee of the Whole Meeting shall be scheduled on an ~~an~~as-required basis.

~~1.6~~1.12 All In-Camera sessions of committee meetings are closed to the public. Student Trustees may attend In-Camera session committee meetings, except if the meeting is closed to the public in accordance with s.207(2)(b) of *the Ontario Education Act* or they declare a conflict of interest.

~~1.7~~1.13 A recommendation from a closed meeting of a Standing Committee of the Board shall be brought to a closed Committee of the Whole Meeting for its consideration.

~~1.8~~1.14 Any recommendation~~s~~ considered by the Trustees in a closed Committee of the Whole Meeting will be reported to the Board in a public Regular Meeting of the Board or special meeting of the Board. A motion to rise and report will include the recommendations or, in some cases, a brief description of the nature of the recommendation(s) to be reported in the public meeting. Discussion, opinions, and reports which are not specified in the motion to rise and report will remain confidential..

Notification of Regular Meetings of the Board and Public Committee of the Whole Meetings

~~1.9~~1.15 The local news media shall be notified by the CEO ~~Director~~ or designate of all meetings of the Board, including Public Committee of the Whole Meetings.

~~1.10~~1.16 The schedule of Board meeting locations and the corresponding agenda(s) can be accessed by members of the public at tldsb.ca or by contacting info@tldsb.on.ca. If you require a printed copy or a copy in an accessible format you may request one at 1-888-526-5552 or via info@tldsb.on.ca.

2. Procedural By-law 2: The Presiding Officer

The Presiding Officer

2.1 The Chair, or in the Chair's absence, the Vice-Chair, shall preside over all Regular Meetings of the Board and special meetings of the Board.

2.2 The Vice-Chair, or in the Vice-Chair's absence, the Chair of the Board, shall preside over all Committee of the Whole Meetings, including In-Camera Committee of the Whole Meetings.

2.3 The individual presiding over a meeting will be known as the Presiding Officer.

The Presiding Officer: Duties

2.4 The Presiding Officer shall:

a. call the meeting to order at the hour appointed;
b. decide upon questions of order;
c. cause the recording secretary to record in the Minutes the names of the members present during the roll call section of the agenda;
d. preserve order and decorum;
e. exercise the right to expel or exclude, from any meeting, any person who has been guilty of improper conduct at the meeting; and
f. If the Presiding Officer is the Chair, comply with the Duties of The Board Chair as stated in *the Education Act* and *BD-2045 Trustee Code of Conduct Policy*.

The Board Chair: Duties

2.5 In addition to duties of Trustees set out in S. 218.1 of the *Education Act*, the Chair is expected to comply with the additional duties set out in S. 218.4 of the Act:

"In addition to any other duties under the Act, the Chair of the Board shall:

a. preside over Regular Meetings of the Board, special meetings of the Board, and in the absence of the Vice-Chair, preside over Committee of the Whole Meetings;
b. conduct the meetings in accordance with the Board's procedures and practices for the conduct of Board meetings;
c. establish agendas for Board meetings, in consultation with Chair's Council;
d. ensure that members of the Board and Student Trustees have the information needed for informed discussion of the agenda items;
e. act as spokesperson to the public on behalf of the Board, unless otherwise determined by the Board;
~~f. convey the decisions of the Board to the Director or designate;~~
~~g.~~f. provide leadership to the Board in maintaining the Board's focus on the multi-year plan established under section 169.1 of the *Education Act*;
~~h.~~g. provide leadership to the Board in maintaining the Board's focus on the Board's mission and vision; and,
~~i.~~h. assume such other responsibilities as may be specified by the Board."

The Presiding Officer: In the event of an absence of the Chair and Vice-Chair

2.6 In the absence of both the Chair and the Vice-Chair for five minutes after the hour appointed to commence a meeting, as soon as a quorum of the Board is present, the CEO ~~Director~~ or delegate shall call the meeting to order and the Board shall elect one of themselves to act in the capacity of ~~be~~ ~~c~~Chair for that meeting.

2.7 If a vacancy occurs in the office of the Chair or Vice-Chair, at the first meeting of the Board after a vacancy occurs, the Board shall elect one of themselves to be Chair or Vice-Chair, as the case may be, and the newly elected person will hold the office from the date of their election until the election of a Chair or Vice-Chair at the next Annual Organizational Meeting or Inaugural Meeting, as the case may be, or until their successor is elected. Any election will be conducted in the same manner as at the Annual Organizational Meeting.

The Presiding Officer: participation in discussions and voting

2.8 The Chair or other Presiding Officer of a Regular Meeting of the Board or special meeting of the Board shall not move or second a Motion or take part in any debate of a Motion, except to carry out their duties as a Presiding Officer, clarify the wording of any Motion, to address comments by any member, or to summarize views when expedient; unless the Chair first relinquishes their role as the Presiding Officer and appoints another Trustee to act as the Presiding Officer until the question is decided or the discussion is concluded.

2.9 The Chair or any Presiding Officer that is a Trustee may vote on any matter unless they have declared a conflict of interest. Except on a Motion to sustain a ruling of the Chair or Presiding Officer, any Motion on which there is an equality of votes is lost.

3. Procedural By-law 3: Trustee Attendance at Meetings of the Board

Attendance at Meetings of the Board

3.1 *TLDSB BD-2025 Trustee Attendance at Public Meetings of the Board, Standing Committee Meetings, and Committee of the Whole Meetings Policy* outlines all requirements and considerations related to Trustee attendance at meetings under the *Education Act* (section 228 (1)(b) and (e)) and *Ontario Regulation 463/97: Electronic Meetings and Meeting Attendance*.

4. Procedural By-law 4: Quorum

Quorum

4.1 At all meetings of the Board, Committee of the Whole Board, or other Board committees, the presence of a Clear Majority of all members constituting the Board or committee shall be necessary to form a Quorum.

4.2 Should there be no Quorum present within thirty (30) minutes after the time appointed for the meeting, the recording secretary shall record the names of those members present and the Board or committee shall forthwith stand adjourned until the next Regular Meeting of the Board, the Committee of the Whole Board, or other applicable Board committee.

4.3 When a Quorum no longer exists, no Motions ~~resolutions~~ shall be voted upon and it shall be the responsibility of the Presiding Officer and the recording secretary to note the lack of a Quorum and record the fact in the minutes.

4.4 The Presiding Officer may then adjourn the meeting or declare a recess during which time an attempt will be made to obtain a quorum. If a ~~q~~Quorum cannot be obtained during the recess, the meeting shall be adjourned.

8. Procedural By-law 8: Inaugural Meeting and Annual Organizational Meeting of the Board

Inaugural Meeting of the Board

8.1 In accordance with the *Municipal Elections Act,* the first meeting of a newly elected Board (the "Inaugural Meeting") must occur no more than ~~7 (~~seven~~)~~ (7) business days following the first day of the term of office of the Trustee (November 15).

~~8.1~~8.2 The meeting shall commence at 5:30p.m.

~~8.2~~8.3 ~~At t~~The Inaugural Meeting the Board the following business will be conducted ~~shall proceed in the following manner~~:

a. The CEO shall act as the Presiding Officer until the election of the Chair, and shall call the meeting to order

~~a.~~b. The CEO ~~Director~~ shall proceed to read the returns of election to the Board as certified by the municipal clerks.

~~b.~~c. The CEO~~Director~~ shall arrange for Trustees to take the Declaration and Oath/Affirmation of Allegiance.

~~c.~~d. Elections for Chair, Vice-Chair, Chair's Council Alternate (if required) shall take place following the election process as outlined starting in section 8.6 of these~~in these~~ by-law~~s~~.

~~The Director shall preside over the election of the Chair.~~
~~The election of the Vice-Chair will be presided over by the Chair.~~
~~The past chair shall be announced, or, in the absence of a past Chair (see past Chair section of this by-law), a Chair's Council Trustee Alternate shall be elected~~.

e. Brief updates from the CEO or from Trustees may be shared

f. The Annual Report from the previous year will be presented by the CEO

g. A schedule of Board meetings for the following calendar year will be proposed

~~d.~~h. Committee or other administrative reports will only be presented if required to meet legislated or other timelines

~~8.3~~8.4 If elections for OPSBA are in effect, ~~At~~ at the Inaugural Meeting, the elections for OPSBA delegate and voting member and OPSBA delegate and voting member alternate shall occur. (During all other years these elections occur at the April o Regular Meeting of the Board, to align with the reporting timelines for the year as determined by OPSBA). ~~The OPSBA Voting Member and Board of Director's Delegate and the Voting Member Alternate will commence their position following the OPSBA Annual General Meeting each year.~~

Annual Organizational Meeting

~~8.4~~8.5 Each year, other than ~~after~~ the year of a regular election under *the Municipal Elections Act*, the Annual Organizational Meeting will be held on the first Tuesday in December, commencing at 5:30p.m., and at this meeting the following business will be conducted:

a. The CEO shall act as the Presiding Officer until the election of the Chair, and shall call the meeting to order

~~a.~~b. Elections shall take place for the position of Chair, Vice Chair and Chair's Council Alternate (if there is not Past Chair) following the election ~~process~~ process starting in section 8.7 of this by-law ~~as outlined in these bylaws~~.

~~i. The Director shall preside over the election of the Chair.~~
~~ii. The election of the Vice-Chair will be presided over by the Chair.~~
i. ~~The past Chair shall be announced by the Chair, or, in the absence of a past Chair (see past Chair section of this by-law), a Chair's Council Trustee Alternate shall be elected.~~

c. Brief updates from the CEO or from Trustees may be shared
d. The Annual Report from the previous year will be presented by the CEO
e. A schedule of Board meetings for the following calendar year will be proposed
f. Committee or other administrative reports will only be presented if required to meet legislated or other timelines

Election Process for the Inaugural Meeting of the Board and/or the Annual Organizational Meeting of the Board

Election of Chair

8.6 Elections will proceed as follows

a) The CEO ~~Director~~ shall preside over the election of the Chair.
b) The CEO ~~Director~~ shall name the scrutineers appointed for the elections ~~of the Chair.~~
c) The CEO ~~Director~~ shall call for nominations for the office of the Chair~~:~~
d) The nomination process will be opened
   i. Any Trustee may self-nominate or nominate any other Trustee for this office.
   ii. No seconder is required.
   iii. The nominee is asked if they accept the nomination.
   iv. Nominations shall remain open for a period of at least one minute following the receipt of the last nomination.
   v. Nominations shall then be declared closed.
   vi. In the event that there is only one nominee, that individual may be acclaimed to the position. In these circumstances, an announcement of the acclamation shall be made and the Chair shall move on to the next order of business in the agenda.
   vii. If there is more than one nominee for a position, following the declaration that nominations are closed, each nominee will be provided with the opportunity to verbally address the Board, if they so desire. A maximum of five (5) minutes will be allowed.
e) ~~-~~A vote, by secreted ballot shall be conducted
f) The scrutineers shall count the votes and announced the results
   ~~viii.~~i. The member receiving a Clear Majority shall be declared elected.
   ~~ix.~~ii. The final count shall not be declared.
   ~~x.~~iii. The person with the Clear Majority shall be the Chair.

~~xi.~~ In the event no candidate receives a Clear Majority, the name of the person receiving the fewest votes shall be dropped and the Board shall proceed to ballot again and so continue until there is a candidate with a Clear Majority elected.

~~c)~~g) In the case of a tie

i. Where a tie is created due to a spoiled ballot or ballots, there shall be one further vote by ballot and if a tie still exists, then the Education Act stipulates the election shall be determined by lot.

Election of Vice Chair

~~8.5~~8.7 The Chair shall preside over the election of the Vice-Chair. The procedure shall be as set out for the election of the Chair starting in section 8.6c) of these by-laws..

Appointment of Past Chair or Election of Chair's Council Trustee Alternate

~~8.6~~8.8 The position of past Chair will be assumed by the last individual who was the Chair.

~~8.7~~8.9 In the event that there is no individual who meets the criteria for past Chair, an election will take place, presided over by the current Chair and following the same process that is used for the election of Chair, to elect a Chair's Council Trustee Alternate to serve in place of the past Chair position. Consideration will be given to providing board-wide representation when filling the vacant position. Further information related to the Chairs Council can be found starting in section 8.24 of these by-laws.

Term of the Chair and Vice Chair

~~8.8~~8.10 The Chair and the Vice-Chair shall hold their office from the date of their election until the next Organizational Meeting or until their successor is elected.

Election of the OPSBA Delegate/ Voting member

~~8.9~~8.11 If OPSBA elections are in effect, ~~The~~ the Board shall elect an OPSBA delegate/ voting member and an OPSBA voting member alternate.

~~8.10~~8.12 The process for election shall follow the election process as outlined for the Chair.

~~8.11~~8.13 If there is only one nominee, the individual may be acclaimed.

~~8.12~~8.14 During a municipal election year, the elections will occur at the Inaugural Meeting and for the remainder of the term, the elections will occur at the April Regular Meeting of the Board in order to meet OPSBA's reporting timelines. ~~The term of the OPSBA Voting Member/ Board of Director Delegate and Voting Member Alternate commences following each OPSBA Annual General Meeting~~.

Establishment of the Chair's Council

~~8.13~~8.15 The Chair's Council shall be comprised of three people: The Chair, the Vice-Chair, and the past Chair or Chair's Council Trustee Alternate. The ~~-~~ CEO ~~Director~~ or designate will attend all meetings of Chair's Council, except any meeting regarding the CEO's ~~Director~~'s employment.

~~8.14~~8.16 The Executive Assistant to the CEO ~~Director~~ will attend Chair's Council to maintain minutes.

~~8.15~~8.17 Chair's Council shall meet at minimum once per month during the school year. ~~during the week prior to each Regular Meeting of the Board and any scheduled Committee of the Whole Meeting, and in consultation with the Director of Education, discuss and establish the meeting agendas prior to their publication. The Chair's Council may also schedule additional meetings as required to conduct business in alignment with section 8.26 of this By-law.~~

8.18 The business of Chair's Council shall be limited to

a. planning and discussion related to the Regular Meeting of the Board and Committee of the Whole Meeting Agendas,
b. recommending to the Board the names of Trustees to be appointed to the Standing Committees, Statutory Committees, Ad Hoc Committees, and Advisory ~~Special~~ Committees,
c. discussing agendas for Trustee learning sessions and,
~~a.~~d. any discussion related to the ~~Director's~~ CEO's performance appraisal as required in alignment with O. Reg.83/24: Director of Education Performance Appraisal.. Note that Chairs Council will act as the appraisal committee and seek input from the whole board of Trustees. ~~(the Director's performance appraisal process to be established with input from all Trustees. The process will be facilitated by the Chair of the Board). To facilitate the Director's Performance Appraisal Process, the Chairs Council in place at the commencement of a Director's Performance Appraisal cycle shall also make up the Director's Performance Appraisal (DPA) Committee, and the same members will comprise the DPA Committee for the duration of the appraisal cycle.~~

~~8.16~~8.19 Minutes will be taken at each Chair's Council meeting and distributed to all Trustees prior to the distribution of the relevant Committee of the Whole Meeting or Regular Meeting of the Board agenda package(s).

9. Procedural By-law 9: Regular Meetings of the Board

Public Regular Meetings of the Board

9.1 In accordance with s.207(1) of the *Education Act,* all meetings of the Board and all meetings of committees of the Board, shall be open to the public, except when a meeting of a committee of the Board is closed to the public in accordance with s.207(2) or s.207 (2.2) of the *Education Act* or a Regular Meeting of the Board or special meeting of the Board is closed to the public in accordance with s.207(2.1) or s. 218.3 (10).

9.2 No person shall be excluded from a meeting that is open to the public except for improper conduct.

Public Access to Regular Board Meetings

9.3 Procedural By-law 12: Electronic Participation in Meetings outlines ~~describes~~ the ability of members of the public to attend Regular Meetings of the Board in-person as observers or via ~~and by~~ electronic means as observers.

Time and location of Board Meetings

9.4 The Regular Meetings of the Board shall normally be held ~~on the fourth Tuesday commencing at 5:30 p.m. with exceptions~~ as outlined in *Procedural By-law 1: Determination and Communication of Meeting Schedules*

9.5 Regular Meetings of the Board will be scheduled on a rotating basis at the Lindsay Education Centre at 300 County Road 36 in Lindsay, or the Muskoka Education Centre at 1271 Cedar Lane in Bracebridge. Meetings may also be scheduled in an accessible location in Haliburton County.

Notice of meeting details

9.6 Written notice of all Regular Meetings of the Board, together with the Agenda and supporting information, shall be transmitted by the CEO ~~Director~~ or designate to each Trustee and Student Trustees' official TLDSB email address at least ninety-six (96) hours before the time of the meeting and posted on the TLDSB's website.

9.7 Notice of cancellation of a meeting will be transmitted by the CEO ~~Director~~ or designate in the same manner and within the same timelines as Section 9.6.

9.8 In the event of inclement weather or an unanticipated emergency, the CEO ~~Director~~ or designate, in consultation with the Chair, will notify Trustees and Student Trustees and a notice of cancellation shall be posted on TLDSB website.

Regular Meetings of the Board- General

9.9 A Regular Meeting of the Board is where the Board conducts formal business, including receiving reports that may include recommendations brought forward from the Senior Team, Committee of the Whole, or any Statutory or ~~other~~ Standing Committees of the Board, and receive reports for information from the Senior Team, Trustees, and Advisory Committees of the Board~~.~~

9.10 The chair/Presiding Officer for the Regular Meeting of the Board will be the Chair.

9.11 The Agenda for each Regular Meeting of the Board shall be set by the Chair's Council in consultation with the CEO ~~Director~~ or designate. The preparation of the Agenda and Minutes will be in accordance with the *Procedural By-law 13: Preparation and Format of Agendas and Minutes of Regular Meetings of the Board and In-Camera meetings of the Committee of the Whole Meetings.*

10. Procedural By-law 10: Committee of the Whole Meetings of the Board

Public Committee of the Whole Meetings of the Board

10.1 Committee of the Whole meetings of the board shall be called by the Chair on an as-needed basis and in alignment with *Procedural By-law 1: Determination and Communication of Board Meeting Schedules*, and with s. 15.9 of these By-laws. All meetings of the Board and its committee shall be open to the public except when the subject matter under consideration is as described in s.207 (2); s.207(2.1) or s. 218.3(10).

10.2 No person shall be excluded from a meeting that is open to the public except for improper conduct.

Public Access to Public Committee of the Whole Meetings

10.3 *Procedural By-law 12: Electronic Participation in Meetings* ~~describes~~ outlines the ability of members of the public to attend committee meetings of the Board ~~both~~ in-person as observers or via ~~and by~~ electronic means as observers.

In-Camera Meetings of Committee of the Whole Board

10.4 Section 207 (2); s. 207(2.1) and s.218.3(10) of the Education Act states that committee meetings may be closed to the public when the subject matter under consideration involves:

a. the security of the property of the TLDSB;
b. the disclosure of intimate, personal or financial information in respect of a member of the Board or committee, an employee or prospective employee of the TLDSB or a pupil or parent/guardian;
c. the acquisition or disposal of a school site;
d. decisions in respect of negotiation with employees of the TLDSB;
e. litigation affecting the TLDSB;
f. Breach of the BD-2045 Code of Conduct that involves matters listed in a. to e. above; or
g. Ombudsman Investigation.

10.5 Any final recommendations for action from meetings of a Committee of the Whole (public or In-Camera) will not come into effect and be binding on the Board until approved at a public Board meeting.

10.6 There may be an In-Camera meeting scheduled prior to a Regular Meeting of the Board or special meeting of the Board when the need arises to discuss matters as outlined in Section 207 (2) of the Education Act.

~~10.6~~10.7 During a regular meeting of the Board there may be urgent cause to move into an In- Camera Committee of the Whole meeting to discuss matters that fall under section 207(2) of the Education Act. If it is required for the Board to move into an In-camera meeting during the course of a public meeting, the public meeting of the board would temporarily recess, and at the conclusion of the In-Camera Committee of the

Whole meeting a motion will be tabled to rise and report back to the public meeting of the Board.

~~10.7~~10.8 The Presiding Officer of the Committee of the Whole Meeting will report any recommendations resulting from the In-Camera meeting to the Regular Meeting of the Board or special meeting of the Board, as the case may be, in a manner that preserves confidentiality if confidentiality must continue to be maintained.

Notice of meeting details

10.9 Written notice of all public Committee of the Whole meetings ~~(both public and In-Camera),~~ together with the Agenda and supporting information, shall be transmitted by the CEO ~~Director~~ or designate to each Trustee and Student Trustee by email to their official TLDSB email address at least ninety-six (96) hours before the time of the meeting and posted on the TLDSB website.

~~10.8~~10.10 Written notice of any pre-planned In-Camera Meetings will be posted without disclosing the details of an In-Camera meeting and the agenda will be distributed to Trustees at least ninety-six (96) hours before the time of the meeting. In the event that the Board has cause to move into an In-Camera Meeting during the course of a public meeting of the Board, the requirement for a formal In-Camera meeting agenda and noticed is waived.

~~10.9~~10.11 Notice of cancellation of a meeting will be transmitted by the CEO ~~Director~~ or designate in the same manner and within the same timelines as Section 10.~~9~~8

~~10.10~~10.12 In the event of inclement weather or an unanticipated emergency, the CEO ~~Director~~ or designate, in consultation with the Chair, will notify Trustees and Student Trustees and a notice of cancellation shall be posted on the TLDSB website.

Committee of the Whole Meetings- General

~~10.11~~10.13 The Chair/ Presiding Officer for the Committee of the Whole meeting (public and In-Camera) will be the Vice-Chair.

~~10.12~~10.14 The Agenda for each meeting of Committee of the Whole (public and In-Camera) shall be set by the Chair's Council in consultation with the CEO ~~Director~~ or designate. The preparation of the Agenda and Minutes will be in accordance with the *Procedural By-law 13: Preparation and Format of Agendas and Minutes of Regular Meetings of the Board and In-Camera meetings of the Committee of the Whole Board .*

~~*10.13*~~*10.15* A quorum for meetings of Committee of the Whole Board shall be as defined in *Procedural By-law 4: Quorum.*

11. Procedural By-law 11: Special Meetings of the Board

Special Meetings of the Board

11.1 Special meetings of the Board may be called by the Chair at their discretion or at the request of three (3) members of the Board.

11.2 In accordance with the *Education Act,* the CEO ~~Director~~ must call a special Board meeting on the request in writing of the majority of the members of the Board.

11.3 Written notice of a special meeting of the Board shall be given in the same manner as Regular Meetings of the Board as described in Section 9.6 or verbal notice of a special meeting of the Board may be given by the CEO ~~Director~~ or designate to each member of the Board, at least forty-eight (48) hours before the time of the meeting and this notice must describe all business to be transacted or considered at the special meeting.

11.4 In an emergency situation, the Chair or the CEO ~~Director~~ may call a special meeting of the Board with as much notice as is feasible.

11.5 In any case of a special meeting of the Board, no other business that did not form part of notice of a special meeting may be transacted, unless a Two-Thirds Vote carries to consider the extra business.

11.6 Public access to attend a special meeting of the Board will follow *Procedural By-law 12: Electronic Participation in Meetings.*

11.7 Special Board meetings shall be conducted in the same manner as Regular Meetings of the Board.

11.8 The Agenda for a special Board meeting should follow *Procedural By-law 13: Preparation and Format of Agendas and Minutes of Regular Meetings of the Board and In-Camera meetings of the Committee of the Whole Board*.

12. Procedural By-law 12: Electronic Participation in Meetings

Public access in person or via livestreamed Meetings of the Board

12.1 In accordance with Ontario Regulation 463/97 *Electronic Meetings and Meeting Attendance* under the Ontario *Education Act,* unless closed to the public in accordance with s.207 (2), s.207(2.1) or s.218.3 (10) of the Ontario *Education Act* or all schools of the TLDSB are closed pursuant to s.7 of Regulation 463/97*,* at every meeting of the Board of Trustees or committee of the Board, the meeting room of a board or committee meeting shall be open to permit the physical attendance by members of the public.

12.2 TLDSB will ensure members of the public have the option ~~choice~~ to attend to public Board meetings or Committee of the Whole Meetings either via in-person attendance (at the host site for the meeting) as observers or to observe the meeting via virtual live viewing at tldsb.ca. The virtual live viewing will permit public observers to hear participants in the meetings

~~12.3 All Regular Board Meetings, special Board meetings, public Committee of the Whole Meetings and other committees of the Board of Trustees will be streamed for viewing by all members of the public via livestream at tldsb.ca.~~

~~12.4~~12.3 In order to maintain the integrity as a publicly accessible meeting, in the event that a livestream is halted for an extended period of time due to power outages, internet outages, or other circumstances beyond the control of the Board, the meeting must recess or adjourn until such time that the meeting can be once again viewed or heard via livestream by the public.

Electronic Participation for Trustees and Student Trustees in Meetings

~~12.5~~12.4 Trustees may only participate in a meeting of the Board, a meeting of the Committee of the Whole Board, or a Standing Committee meeting via electronic means ~~in alignment with the conditions as~~ as approved by the Chair for the reasons outlined in *TLDSB BD-2050 Electronic Meetings and Trustee Meeting Attendance Policy* and *Regulation 463/97: Electronic Meetings and Meeting Attendance.*

~~12.6~~12.5 Any approved electronic access must permit Trustees or the Student Trustee to hear other members, and to be heard by all other participants in the meeting and by viewers of the meeting.

12.6 Any electronic means must be provided in such a way that the rules governing conflict of interest of Trustees and Student Trustees are complied with.

12.7 Trustees who are approved under BD-2050 to participate in a meeting via electronic means must ensure their camera and microphones are in working order and that their camera remains on throughout the meeting to protect the integrity of voting and participation opportunities.

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13. Procedural By-law 13: Preparation and Format of Agendas and Minutes of Regular Meetings of the Board and In-Camera meetings of the Committee of the Whole Board

Preparation and Format of Agendas

13.1 It shall be the responsibility of the CEO ~~Director~~ to ensure an Agenda is prepared for each Board meeting for Chairs Council to review and approve.

13.2 ~~Approximately one week in advance of a Board or In-Camera Committee of the Whole Meeting, and/ or i~~In alignment with section 8.25 of these By-laws, Chair's Council will meet ~~together~~ with the CEO ~~Director~~ to review a draft Agenda, and to discuss reports~~,~~ and recommendations to be distributed as part of the ~~with~~ the Agenda package.

13.3 Matters to be included on the Regular Meeting of the Board Agenda for information, consideration, or action may be selected from (but not limited to) the following sources:

a. Routine and special business or presentations from the CEO ~~Director~~;
b. Recommendations/reports of all Board committees;
c. Recommendations from Committee of the Whole Board meetings – In-Camera session (if/ where applicable);
d. Administrative reports and recommendations from the Senior Team ~~Director's Council~~;
e. Topics arising from Board members' requests; ~~. S~~such requests must be received by the ~~Director~~ CEO prior to the Chair's Council meeting and approved by Chair's Council for inclusion in an Agenda;
f. Report of the Student Trustees;
~~Report of OPSBA Representative;~~
g. Trustee Community Updates
h. Correspondence;
~~h.~~i. Items for future business from previous meetings, including Notices of Motion; and
~~i.~~j. ~~Presentations and/or~~ approved Delegations~~.~~

13.4 Any requests for additions to the Agenda by Trustees should be directed through the Chair to be discussed at the Chair's Council Meeting that occurs ~~during the week~~ prior to the Board Meeting. Urgent matters may only later be added to the Agenda with a Two-Thirds Vote to approve the addition.

13.5 All Board meeting Agendas will include the TLDSB logo and mission statement.

13.6 ~~The Regular Meeting of the Board or In-Camera Committee of the Whole Meeting~~ Agendas will generally be prepared in accordance with the templates outlined in the appendices to these By-laws.

a. The order of business for a Regular Meeting of the Board shall be in accordance with appendix 2 of these By-laws.
b. In-Camera Committee of the Whole Meeting shall be in accordance with appendix 3 of these By-laws.
c. The order of business for the Inaugural/ Annual Organizational Meeting of the Board Agendas shall be in accordance with appendix 4 of these By-laws.

National Anthem and Territory Acknowledgement; Moments of silence

13.7 All Regular Meetings of the Board and Public Committee of the Whole Meetings that are held in-person shall include a Territory Acknowledgement and the playing of the national anthem following the Call to Order.

~~13.7~~13.8 When appropriate, a moment of silence may be held following the National Anthem, at the discretion of the CEO and Chair, and at the direction of the Chair to Trustees, to honour or recognize global tragic events or the passing of a current student or staff member.

Roll Call

~~13.8~~13.9 Every public meeting of the Board, Committee of the Whole, or Standing Committee of the Board shall include on the agenda an item entitled 'roll call' wherein the Chair shall identify who is present in-person, who is absent, who is present via electronic means as approved under O. Reg 463/97, and in alignment with the *BD-2025 Trustee Attendance at Public Meetings of the Boar, Standing Committee Meetings and Committee of the Whole Meetings Policy*, and, in the case of a Board Meeting only who is absent via approved board motion under section 228(1)(b) of the *Education Act*.

~~13.9~~13.10 A motion will be tabled to accept the roll call; the motion serves as confirmation that the electronic and in-person attendance, and absences have been accurately stated by the Chair.

~~13.10~~13.11 If a Trustee has requested to be absent at a current or future public Board Meeting (only) in alignment with section 228(1)(b) of the *Education Act* and *BD-2025 Trustee Attendance at Public Meetings of the Board, Standing Committee Meetings, and Committee of the Whole Meetings Policy*, an additional motion related to requests for approval of current or future absences can be brought forward for consideration under the roll call section of the agenda.

Administrative Reports

~~13.11~~13.12 Any report for action (written) or for information (written) brought forward to the Trustees and Student Trustees by a member of the senior team or by the representative of a Board Committee must be shared in the form of an administrative report outlining information and context, and any recommendations where appropriate. Reports may include attachments and supplementary documents. The agenda will also include a section 'for information- verbal' reports.

Correspondence

~~13.12~~13.13 Correspondence addressed to Trustees about public matters affecting the TLDSB will be shared in a Regular Meeting of the Board, as appropriate, or as needed for Board discussion or action.

Minutes of Meetings

~~13.13~~13.14 Minutes of meetings shall be taken at each Regular Meeting of the Board, special meeting of the Board, and Committee of the Whole meetings.

~~13.14~~13.15 Minutes for Board meetings will be reviewed and approved by the Board at the following Regular Meeting of the Board. Minutes of Committee of the Whole meetings will be reviewed and approved by that committee.

~~13.15~~13.16 Approved meeting minutes will be printed, signed by the CEO ~~Director~~ and the Chair and stored in accordance with the TLDSB Records Retention Procedure. Approved minutes shall be posted in the 'Board Meetings' section of the public website.

Motions

13.17 Motions can be presented at Statutory or Standing committees, Committee of the Whole, or Board meeting~~s~~, but those motions do not bind the Board until adopted at a public, Regular Meeting of the Board~~.~~

13.18 Motions brought forward from a Statutory or Standing Committee Meeting, are typically done so as part of an administrative report that includes a recommendation related to the motion for consideration.

~~13.16~~13.19 Motions brought forward from an In-Camera Committee of the Whole meeting may be presented verbally following the motion to rise and report from In-Camera to a public session of the Board.

~~13.17 Motions in connection with an Agenda item requiring action may be brought by Trustees at a meeting, or a recommendation may be made by a senior team member or a Standing Committee as part of an administrative report.~~

~~13.18~~13.20 Motions are to follow a standard identification and language convention in the meeting minutes, examples below:

YYYY-MM-# Moved by Trustee ____, Seconded by Trustee ____

That the _____ be (approved, approved as amended, rescinded or other language) Carried.

The '#' in the motion and resolution numbers recommences at '1' at the August Board Meeting prior to a new school year and is numbered consecutively for the duration of the school year.

13.21 An electronic index of all motions passed by the Board shall be maintained and updated by the CEO's office.

14. Procedural By-law 14: Delegations to the Board

Delegations to the Board

14.1 An individual or a group ~~with a designated speaker who reside~~ residing in the geographic area of the TLDSB may apply for one designated speaker to present to the Board of Trustees as a delegate. Applications will be considered only in relation to matters that fall under the scope and purview of the role of the Trustee under the Education Act, Bill 101, and any other associated legislation or regulations, and fall within the jurisdiction of TLDSB. ~~and have an interest in matters related to public education may apply to be a Delegation to the Board.~~

~~14.1~~14.2 Trustees are not responsible for the day-to-day operations and therefore cannot receive delegations or make formal recommendations related to operational matters of the Board. Concerns about operational matters should be addressed with the school principal and/or relevant superintendent.

14.3 All Delegations shall request the opportunity to appear before the Board through the CEO's office ~~Director~~ by submitting a written application.

~~14.2~~14.4 All approved delegates must understand that the purpose of a delegation is to be heard; debate at the time of the presentation will not occur. Questions may be asked by Trustees for clarification during the presentation. The delegate will be contacted following the Board meeting regarding any follow up action.

~~14.3~~ For further clarity, the following list includes (but is not exhaustive) examples of matters that are operational in nature and therefore are matters for which ~~D~~delegations will not be received:

a. for the promotion of products or services by individuals or commercial enterprises, ~~by individuals or commercial enterprises who wish to promote products or services to the Board;~~
b. regarding personal issues related to the Delegation, a staff member or a student~~;~~
c. regarding employment issues that are covered under TLDSB collective agreements or other employment contracts;
d. about matters which are the subject of litigation with the Board, or where all rights to a hearing, appeal or review under the Education Act or its regulations have not been commenced or concluded;
~~e. until after the Delegation has pursued all other Board processes that currently exist to address their concern(s);~~
~~f.~~e. about matters that are currently the subject of a complaint or investigation by the Ontario Ombudsman, the Board's Human Rights Commissioner, or the Trustee Code of Conduct;
~~g. regarding matters that are not within the jurisdiction of the TLDSB;~~
~~h. twice within a 12-month period, unless the subject matter has changed substantially;~~
~~i.~~ regarding subjects for which there are other opportunities for the Delegation to provide input to the Board, such as ~~School Accommodation Review Meetings and~~ the Board's Multi-Year Strategic Planning Process, Policy input process, etc~~;~~.
f. for the purposes of attempting to appeal a decision that has been made in clear alignment with TLDSB established procedure
g. regarding any matter that has fiscal implications for the Board.

~~If the delegation is a matter that is reasonable to come before the Board, the Chair, in consultation with the Director will decide whether or not a delegation request should be heard at a Committee of the Whole meeting, a Regular Meeting of the Board, or any other committee of the Board or referred to a staff member for follow up.~~

14.5 Delegations will not be received twice in a 12-month period unless the subject matter has changed substantially.

~~14.4~~14.6 After consultation with the Chair's Council, the CEO ~~Director~~ will inform all Trustees and the Delegation of the decision and, if appropriate, the date of the meeting and the time the presentation will be heard.

~~14.5~~14.7 A copy of this By-law will be provided to the designated speaker.

Requirements of the Delegation

~~14.6~~14.8 Individuals or groups wishing to make a Delegation to the Board must submit an application to the CEO ~~Director~~. The application package can be found in appendix 5 of the TLDSB Board By-laws.

~~14.7~~14.9 Once informed of the date and time of the meeting, a person or a Delegation shall submit to the CEO ~~Director~~, at least six (6) business days prior to the date of the meeting at which the Delegation wishes to address, a written submission, stating in full the governance matter on which a presentation is to be made, naming the organization or interested parties to be represented and stating the authority of the spokesperson.

~~14.8~~14.10 Only one spokesperson will be allowed for the Delegation regardless of the number of individuals attending as part of the Delegation.

~~14.9~~14.11 If a Delegation is referred to a Board or committee meeting to present, five (5) minutes at the meeting will be allocated for the Delegation (to clarify the written submission and to answer questions of further clarification requested by Trustees.) Major modifications to any written submission are to be in writing. The matter will not be debated with the Board.

Delegations- General

~~14.10~~14.12 Delegations will generally be heard at Regular meetings of the Board unless determined otherwise during the approval process. The Delegation shall be notified by the ~~Director~~ CEO ~~of~~ of the time and date of the Board or committee meeting of the Board at which such issue is on the agenda, ~~and all final decisions in connection with the matter.~~

~~14.11~~14.13 Delegations shall be scheduled on the agenda as ~~heard at the time~~ designated by the Presiding Officer of the meeting and usually will follow the order of business for agendas outlined in these By-laws. ~~in the Agenda~~.

~~14.12~~14.14 Five (5) minutes at the meeting will be allocated for the delegation (to clarify the written submission and to answer questions of further clarification requested by ~~t~~Trustees.) The time limit may be extended on a Clear Majority vote of the Trustees present and voting.

~~14.13~~14.15 Trustees may *only* ask questions of clarification of the Delegation. Opportunity for debate or for new business related to the Delegation shall not be entertained.

~~14.14~~14.16 As soon as the Chair is satisfied that all points have been clarified or the time limit has been reached, the speaker of the Delegation will be thanked by the Chair or Presiding Officer.

~~14.15~~14.17 The Presiding Officer of the meeting reserves the right to terminate the presentation.

~~14.16~~14.18 A ~~decision~~ recommendation of the Board will not be made at the time of the presentation/Delegation, but must be deferred for further consideration.

~~14.17~~14.19 In consideration of the material/information presented, the Board may elect to;

a. Receive the brief and oral presentation as information only~~;~~
~~b. Refer the matter to staff for further study with subsequent reports to the appropriate committee;~~
b. Refer the matter to the CEO ~~Director for disposition~~ for further action~~.~~

14.20 The CEO's office will communicate any action taken with respect to the delegation, to the delegation spokesperson.

14.21 The directive of the Trustees regarding the delegation (per 14.19) is final and cannot be appealed.

15. Procedural By-law 15: Board Committees

15.1 The Board will establish and dissolve committees as necessary and/or in alignment with legislation.

15.2 Trustees will be given a list of committees requiring Trustee participation in alignment with section 15.10 of this By-law.

a. In line with the timelines outlined in section 15.10, below, Trustees will identify their preferences for the available committees that Trustees serve on, ~~they wish to sit on~~ and submit their preferences ~~se~~ to the Chair's Council.
b. Committees vary in length of term therefore the selection of available Committees may vary during each cycle wherein a Trustee submits their expression of interest related to serving on committees.
c. Chair's Council will review Trustees' preferences and make recommendations for the appointments of Trustees to the committees at a ~~Regular~~ Meeting of the Board.
d. The committee membership will be that which is in the best interests of the Board, but personal Trustee preferences will be considered.

15.3 The Chair and Vice-Chair will be members of all committees with full voting and motion initiation privileges except those committees where membership is restricted by legislation of the Government of Ontario; these committees are considered *statutory* (i.e. - Supervised Alternate Learning Committee, Special Education Advisory Committee, Audit Committee, Suspension and Appeals Committee, Parent Involvement Committee).

15.4 ~~With the exception of negotiating committees and Chair's Council, all~~ Trustees are free to attend any *non-statutory* committee meeting or any statutory meeting that is open to the public.

15.5 A Trustee representative on a committee may report to the Board any reports or recommendations of that committee, and may initiate motions resulting from a committee meeting.

15.6 Student Trustees may have the same opportunity to sit on Board committees as other Trustees (where legislation requires that a committee must include one or more members of the Board, a student trustee cannot count as one of these.)

15.7 If ~~E~~elections for the Ontario Public School Boards Association (OPSBA) requirements for Boards to elect a voting delegate and alternate voting delegate are in effect, elections ~~delegate~~, ~~voting delegate, alternate voting delegate, and OPSBA Board of Directors member,~~ will take place at the April Regular Meeting of the Board for positions for the upcoming school year. During an election year, these elections will take place at the Inaugural Meeting of the Board in November.

15.8 Committees, will:

a. establish terms of reference (unless an associated regulation outlines the committee terms);
b. establish meeting dates;
c. ensure the creation of agendas and the keeping of minutes;

~~d. determine the decision-making process of the committee (i.e., by consensus or by vote).~~

15.9 A public Committee of the Whole Meeting may be held when the Board wishes to have an informal discussion of a matter or deal with a matter that is not described in the terms of reference for any Board committee. Any recommendation for action from the committee must be approved at a public Board meeting.

15.10 The Classification of Board Committees, information about Board Committee Membership (including length of term) and additional information is outlined below:

Classification of Board Committees and Committee Membership

Committee Membership Term
Length of Term for Standing, Advisory and select Statutory Committees

The length of the term for all Standing and Advisory Committees, and for select Statutory Committees (that do not have a term specified in legislation) will be as follows:

~~Commencing following the 2026 Election for Trustees, membership for all Standing and Advisory* Committees, and select Statutory** Committees (Supervised Alternative Learning and District School Council- Parent Involvement Committee) will occur twice throughout the four-year (rather Than annually) term to allow for consistency in committee membership and the opportunity for Trustees to have a longer period to engage in in the work of a committee.~~

~~Example:~~

~~Committee Participation Term 1- Following the Municipal Election; committee selection requests Will occur after the Inaugural Meeting and be considered by Chairs Council. Recommendation for membership will be brought to Board to be approved via Board motion in December. The Committee Membership will be effective from the date of Board ratification, until the second September of the Trustees term (approximately 22 months)~~

~~Committee Participation Term 2- During the Second August of the Trustees Term Trustees will Be provided the opportunity to subject an expression of interest related to committee selection which will be considered by Chairs Council and brought to Board to be approved via Board Motion in September. The Committee Membership will be effective from the date of Board ratification, until the following election (approximately 26 months)~~

Committee participation term 1:

1. At the time of the new Trustee Orientation OR the Inaugural Meeting of the Board (whichever comes first), Trustees will be provided with a description and meeting dates of Standing, Statutory, and Advisory Committees with available Trustee positions, and asked to identify via submission the top three that they are interested in serving on.
2. Chairs Council will review the Trustee submissions, and, based on a combination of Trustee preference and membership needs, assign Trustees to Committees

3. The Chair of the Board will share the Committee Membership list with Trustees, who may begin to attend their committee meetings as scheduled
4. A report will come to the following meeting of the Board, for approval, regarding Committee participation; should the report not pass or alterations to membership be required, Chairs Council will revisit any changes or concerns shared by Trustee(s)
5. Unless otherwise required by legislation or regulation, Trustees will serve on their assigned Committee for approximately 2 years (until the second Annual Organizational Meeting following the Inaugural Meeting)

Committee participation term 2

1. Prior to the second Annual Organizational Meeting following the Municipal Election/ Inaugural Meeting, Trustees will be provided with a description and meeting dates of Standing, Statutory and Advisory Committees with available positions and asked to identify the top three that they are interested in serving on
2. Chairs Council will review the selections, and, based on a combination of Trustee preference and membership needs, assign Trustees to Committees
3. A report will come to the Annual Organizational Meeting of the Board for approval, regarding Committee participation.
4. Unless otherwise required by legislation or regulation, Trustees will serve on their assigned Committee until he next municipal election/ end of the Trustee term

Exceptions to Committee Membership appointments

1. The Indigenous Education Advisory Committee membership always includes the Trustee that covers the geographic area that covers Wahta Mohawk First Nation as a permanent member and the Indigenous Trustee appointed by a First Nation with whom the Board has an Educational Services Agreement (ESA). In the event there is no Indigenous Trustee appointed an~~; the~~ additional Trustee on the Committee will be selected each term.

~~1.~~2. The Audit Committee will be comprised of the members of Chairs Council elected as Chair and Vice Chair, and either the past Chair or Chairs Council Alternate (in the event there is no past chair) at the Inaugural Meeting. Due to the training involved in Audit Committee, the Trustees elected as Chairs Council at the Inaugural Meeting will serve as the Committee for the duration of the four-year Trustee term.

Length of Term for Statutory Committees where term is outlined in legislation:

~~**~~ The following ~~remaining~~ Statutory Committees have fixed terms as outlined in legislation as follows:

- Special Education Advisory Committee (SEAC)- four-year term aligning with the election
- Audit Committee: four-year term aligning with the election
- Committee for Suspension Appeals and Expulsion Hearings: No term, Trustees appointed by the Chair on an as needed basis

Length of Term for Ad Hoc Committees

The length of term for an Ad Hoc Committee will align with the purpose and mandate of the Committee. Ad Hoc Committees are dissolved when their mandate is met. The approximate term of the Ad Hoc Committee should be specified as part of a Board motion to establish an Ad

Hoc Committee. If not specified, a motion to dissolve the Committee must be tabled when the Committee work has been completed.~~:~~

Statutory Committees

Committees established according to regulations within the *Education Act*
Trustee Committee Members are appointed by the Board
*Committees include community partners in alignment with their respective regulations

Committee Name	Committee Chair	Trustee Membership	Voting privileges	Meeting Frequency	Committee Term
Supervised Alternative Learning*	~~Determined by Committee~~ Trustee member	1 Trustee, 1 Alternate	Members	Within 20 school days after receipt of referral	2 years
Special Education Advisory Committee*	The Chair is a community representative ~~E~~elected by Committee; one of the serving Trustees reports to Board	2 Trustees 1 Alternate	Members	At least 10x per year	4 years
Audit Committee*	Trustee Chairperson or Trustee Elected by the Committee	~~3 Trustees (incl. Chair)~~Three Trustees voted to serve as Chairs Council as of the Inaugural Meeting	Members	At least 3x per year to meet legislative requirements	4 years
District School Council/ Parent Involvement Committee*	N/A; Superintendent-led ~~Parent Representative~~	1 Trustee	~~Members~~ N/A	At least 4x per year	2 years
Suspension and Expulsions	Chair or Vice Chair	4 Trustees as assigned by the Chair of the Board	N/A	As required	N/A

Rules for attendance at Statutory Committee Meetings is outlined in *BD- 2050 Electronic Meetings and Trustee Meeting Attendance Policy*

Board (non-statutory) Standing Committees

Permanently established ~~with a continuing existence and~~ for a specific function and responsible for Board matters as described in the committee's terms of reference.

Committee Name	Committee Chair	Trustee Membership	Voting privileges	Meeting Frequency	Committee Term
Finance and Administration Committee	Trustee elected by Committee	5 Trustees	Members	3-4x per year	2 years
Program, ~~and~~ Planning, Equity and Leadership Committee	Trustee elected by Committee	5 Trustees	Members	3-4x per year	2 years
Governance and Policy Committee	Trustee elected by Committee	5 Trustees	Members	3-4x per year	2 years

Rules for attendance at Standing Committee Meetings is outlined in *BD- 2050 Electronic Meetings and Trustee Meeting Attendance Policy*

Board Advisory Committee~~s~~

Committees ~~that are~~is advisory in nature.

Members cannot make recommendations to the Board

~~May include~~ Includes community partner, staff, and Trustee membership~~.~~

Committee Name	Trustee Membership		Meeting Frequency	Committee Term
~~**Equity Task Force**~~	~~2 Trustees~~ ~~2 Student Trustees~~	X	~~4x per year~~	X
Indigenous Education Advisory Committee	Indigenous Trustee Area Trustee for Wahta Mohawks ~~1 Trustee~~		3-4x per year	2 years
~~**G7 Student Senate**~~	~~1 Trustee~~ ~~2 Student Trustees~~	X	~~3-4x per year~~	X

Ad Hoc Committees of the Board

- Established for a special purpose or to complete a particular task;

- Dissolved by Board motion when they have served the function for which they were created.

16. Procedural By-law 16: ~~Establishing~~ Borrowing By-law~~s~~

Borrowing Bylaws

16.1 In alignment with section 247 of the *Education Act* and subject to any other provisions of the *Education Act* and regulations made under the Act, TLDSB may borrow money or incur debt for any permanent improvements.

~~16.1 From time to time, as required by the Board or by the Ministry of Education, a Borrowing By-law needs to be established.~~

~~16.2 An administrative report for a Borrowing By-law will be created by the Superintendent of Business. This report will be presented to Trustees for approval at a Regular Meeting of the Board.~~

~~16.3 A recommended motion will be presented to Trustees as part of the administration report. See example below:~~

~~a. That the borrowing By-law (capital) be approved.~~
~~b. That the borrowing By-law (current operations) be approved.~~

~~**This also applies to a By-law created to authorize the issue of replacement debentures.**~~

17. Procedural By-law 17: Officers and Signing Authorities of the Board

Officers and Signing Authorities of the Board

17.1 The CEO ~~Director~~ shall be empowered to delegate record keeping duties including Minutes. All reporting functions shall be made to the Board through the ~~CEO Director~~.

17.2 The signing officers of the Board shall be ~~the Chair,~~ the ~~Director~~Chief Executive Officer,~~,~~ ~~and~~ the Chief Financial Officer and Treasurer of the Board, and any two signatures shall be sufficient for banking or other related transactions.

17.3 In the absence of explicit direction to individual Board members or to committees of the Board, it is the duty and responsibility of the Chief Executive Officer to carry out all operational or administrative functions on behalf of the TLDSB.

17.4 Individual Board members or groups of members shall not undertake any action, investigation or negotiation that may be construed as acting on behalf of the Board, except by explicit direction from the Board.

18. Procedural By-law 18: Board By-laws and Policies

Amendment to Board By-laws

18.1 The bylaws shall undergo a regular review by the Board of Trustees at least every 4 years, and at minimum during the calendar year of the municipal election ~~between January and June~~ (prior to the election~~)~~.

18.2 Advance notice of the ~~regular review of and~~ proposed amendments to the by-laws as a result of the scheduled review will be presented at a Governance and Policy Committee Meeting and advanced ~~the~~ Regular Meeting of the Board ~~in August prior to the election for consideration at a subsequent Regular Meeting of the Board~~, or at a special Board meeting such that bylaws are reviewed and established prior to the commencement of the new term for Trustees.

18.3 The by-laws may be amended at the request of the Trustees at any other time as needed provided advance notice is given at a Governance and Policy Committee Meeting or at a Regular Meeting of the Board that the amendments will be considered at a subsequent Regular Meeting of the Board or special meeting of the Board.

18.4 Advance notice will include the provision of a copy of the exiting by-laws provided to Trustees with track changes showing the proposed amendments.

18.5 Any amendments must be approved by a Two-Thirds Vote after the advance notice.

~~18.5~~18.6 The By-laws may be amended or update out of cycle and may be presented directly to Trustees at a Board meeting for approval in a manner that differs from the process as established in this By-law if the proposed updates are as a result of a Ministry directive or a requirement to secure compliance with new Ministry of Education regulations or legislation.

Establishment of or updates to Board Policies

~~18.6~~18.7 Trustees shall be responsible for the approval of new Board policies and the regular review (in accordance with the policy review schedule) of existing Board policies via recommendations from the Governance and Policy Committee.

~~18.7~~18.8 The policy review or establishment process shall be as follows

a. The new policy shall be set forth in writing or the existing policy shall be reviewed in alignment with the Policy review schedule and the operational Procedure related to TLDSB policy and procedure development .

~~a.~~b. Reviews shall occur by an assigned Trustee, and other appropriate stakeholders (including the opportunity for public input via Engage with TLDSB website) before being presented, with recommended changes marked up, at a ~~the~~ Governance and Policy Committee meeting;

~~b.~~c. The policy shall be introduced at a Governance and Policy Committee Meeting, and if so recommended by the Committee, will be advanced to ~~and voted on at~~ the next Regular Meeting of the Board for recommended changes to be ratified;

~~c.~~d. Approval of a new or updated policy will require a Clear Majority vote.

Appendix 1: Roberts Rules of Order Quick Reference

This reference document has been adapted from Robert's Rules of Order; and is intended as a summary guide only to support extended understanding of process. Refer to Procedural By-law 6: Rules of Order, and/or the most recent edition of Robert's Rules of Order for any additional questions or clarification.

Guiding Principles

1. All board members have a right to participate in discussion, if they wish, before anyone else may speak a second time.
2. Only urgent matters may interrupt another speaker
3. Only one motion can be discussed at a time

Motions

A motion represents what is being discussed and considered by the board. Any board member can put a motion on the table after being recognized by the Chair, and as long as there is not a current outstanding motion on the table.

A motion requires a seconder to be discussed and considered. It there is not seconder, there is to be no further discussion on the matter. Each motion must be properly disposed of (passed, defeated, tabled, referred to committee etc.) before moving on.

Members must be recognized to speak, except in specific circumstances

A member must raise their hand and be recognized by the Chair before speaking. A member may interrupt a speaker for these reasons *only*:

- to get information about business –point of information to get information about rules– parliamentary inquiry
- if you can't hear, safety reasons, comfort, etc. –question of privilege
- if you see a breach of the rules –point of order
- if you disagree with the president of the board's ruling –appeal
- if you disagree with a call for Unanimous Consent –object

Examples- how to proceed with certain actions during a meeting

You want to bring a recommendation forward

After recognition by the Chair of the Board, present your motion.
A second is required for the motion to go to the floor for discussion, or consideration.

You want to change some of the wording in a motion under discussion.

After recognition by the Chair of the board, move to amend by

- adding words,
- striking words or
- striking and inserting words.

You want more time personally to study the proposal being discussed.
Move to postpone to a definite time or date.

You are tired of the current discussion.
Move to limit debate to a set period of time or to a set number of speakers.
Requires a 2/3rds vote.

You have heard enough discussion.
Move to close the debate. Also referred to as calling the question.
This cuts off discussion and brings the assembly to a vote on the pending question only.
Requires a 2/3rds vote.

You believe the discussion has drifted away from the agenda and want to bring it back.
"Call for orders of the day."

You want to take a short break.
Move to recess for a set period of time.

You want to end the meeting.
Move to adjourn.

You are confused about a procedure being used and want clarification.
Without recognition, call for "Point of Information" or "Point of Parliamentary Inquiry."
The Chair of the board will ask you to state your question and will attempt to clarify the situation.

You want to change an action voted on at an earlier meeting.
Move to rescind. If previous written notice is given, a simple majority is required.
If no notice is given, a 2/3rds vote is required.

Quick reference for the most common motions					
	Must Be Seconded	Open for Discussion	Can be Amended	Vote Count Required to Pass	May Be Reconsidered or rescinded
Main Motion	√	√	√	Majority	√
Amend Motion	√	√		Majority	√
Kill a Motion	√			Majority	√
Limit Debate	√		√	2/3rds	√
Close Discussion	√			2/3rds	√
Recess	√		√	Majority	
Adjourn (End meeting)	√			Majority	
Refer to Committee	√	√	√	Majority	√
Postpone to a later time	√	√	√	Majority	√
Table	√			Majority	
Postpone Indefinitely	√	√	√	Majority	√

Appendix 2: Agenda Template

Regular Meeting of the Board Agenda Template

Date:
Location: **Time:**

Commencement of the Committee of the Whole Meeting (*only if/ as required)

1. *Call to Order*
2. *Committee of the Whole Motion to Convene into In-Camera Committee of the Whole -4:30 p.m.*
3. *Private Session Agenda (to consider matters that fall under section 207(2) of the Education Act)*
4. *Motion to Rise and Report to a Public Meeting of the Board ~~from In-Camera Committee of the Whole~~*

Commencement of the Public Meeting of the Board

1. Call to order
2. Territory acknowledgement
3. National anthem
4. Student Presentation (as applicable) and/or swearing in of New Student Trustees (August only)
5. Roll call
6. Declaration of possible conflict of interest
7. Delegation(s)
8. Approval of the agenda
9. Business of the Board
   Approval of the previous meeting minutes
   Recommendations from In-Camera (if/as required)
   ~~Elections where required~~
10. ~~Administrative Updates~~CEO's Update on the Strategic Plan
    ~~Director~~'s CEO's Recognition ~~Report on the Strategic Plan~~
    ~~Director's~~ CEO' Report ~~Recognitions~~
    Superintendent Updates or presentations
11. Administrative and Committee Reports
    For Action- Written
    For Information- Written
    For Information- Verbal
12. Trustee Reports
    Student Trustee Reports
    G7 Student Senate Report
    OSTA-AECO Report
    ~~OPSBA Report~~
    Trustee Community Updates
13. Correspondence
14. Next Meeting
15. Adjournment

Appendix 3: In-Camera Committee of the Whole Agenda Template

In-Camera Committee of the Whole Meeting Agenda Template

Date:
Location:
Time:

1. Call to Order

2. Declaration of Conflict of Interest

3. Delegation(s) (for matters that fall under section 207(2) of the *Education Act*)

4. Approval of the agenda

5. Business of the Board
   Approval of Minutes from previous meeting
   Receipt for information only minutes of In-Camera committee meetings

6. Confidential Administrative and Committee Reports
   For Action- Written
   For Information- Written
   For Information- Verbal

7. Confidential Trustee Reports

~~8. Confidential OPSBA Report~~

8.~~9~~. Confidential Correspondence

9.~~10~~. Next Meeting details

10.~~11~~. Motion to Rise and Report to Board of Trustees in a public Board meeting

If you require this information in an accessible format, please contact Communications Services at info@tldsb.on.ca

Appendix 4: Inaugural Meeting/ Annual Organizational Meeting Template

Inaugural Meeting / Annual Organizational Meeting Agenda Template

Date:
Location:
Time:

1 Call to order

2 Territory Acknowledgement

3 National Anthem

4. Student presentation (as applicable)

5. Announcement of Election Returns (Inaugural Meeting only)

6. Declaration of Office and Oath of Allegiance (Inaugural Meeting only)

7~~5~~. Roll call

8~~6~~. Declaration of Conflict of Interest

~~7. Announcement of Election Returns (Inaugural Meeting only)~~

~~8. Declaration of Office and Oath of Allegiance (Inaugural Meeting only~~

9. Elections
Chair
Vice Chair
Chair's Council Trustee Alternate (if required)
~~OPSBA Delegate and Voting Member (Inaugural Meeting only, otherwise April)~~

10. Approval of Agenda/ Additions

11. Administrative Reports
Annual Report Presentation
Board Meeting Schedule for Approval
Board Committees Information
Reports from Committee (if required to meet legislated deadlines)

12. Trustee Reports
Student Trustee Report
~~OPSBA Report~~
Trustee Community Updates

13. Next Meeting

14. Adjournment

If you require this information in an accessible format, please contact Communications Services at info@tldsb.on.ca

Trillium Lakelands DISTRICT SCHOOL BOARD

Appendix 5: Delegation Application

Presentation or Delegation to the Board Application

Please complete the following and submit to the office of the~~-~~ Chief Executive Officer (CEO) ~~Director of Education~~:

Date:

Name:

Address:

Phone: Email:

Please attach a brief description of the purpose of the presentation/delegation that is no more than one page in length. Please review your presentation topic and content to confirm that it aligns with By-law 14: Delegations.

This application will be reviewed and you will be contacted within ten (10) days following receipt by the ~~Director's~~ CEO's Office. You will be informed of the date, time, and location of your presentation or if your concern has been referred to a staff member for follow up. Once you have received confirmation of a presentation time, a written copy of your presentation will need to be received in the CEO~~Directo~~r's Office at least six (6) days prior to the presentation date. (Please refer to Procedural Bylaw)

Delegations should be aware that audio-visual recordings of the proceedings at all Board Meetings or Committee Meetings held in Open Session are posted on the Board's website for public access. The name of the Delegation, their presentation, any written submission(s) and related discussion form part of the Board's official public record of the meeting. In accordance with the Municipal Freedom of Information and Protection of Privacy Act, personal contact information provided on the Delegation Application Form will not form part of the public record.

Signature:

_____

Please call 1-888-526-5552 and request to be connected to Director's Office for a fax number or email address for submission.

Trillium Lakelands District School Board
District School Council - Parent Involvement Committee
Administrative Report

Date: October 21, 2026
To: Board of Trustees
Origin: Trustee Louise Clodd / Superintendent Traci Hubbert
Subject: DSC-PIC October 20, 2026 Meeting
Reference: Board Meeting - October 27, 2026

Purpose

To provide an overview to Trustees of the District School Council - Parent Involvement Committee (DSC-PIC) and a summary of the meeting that occurred on October 20, 2026.

Context

All school boards in Ontario are required to have a parent involvement committee (PIC). The PIC is formed to encourage parent involvement in support of student achievement, equity and well being. It operates as a direct link between parents and a board's Chief Executive Officer (CEO)/ Chief Education Officer (CEdO) and Trustees.

Four times a year, all TLDSB school council chairs are invited to attend the District School Council - Parent Involvement Committee (DSC-PIC) meeting to learn about current initiatives and support for students as well as to share best practices and ask questions of one another. All TLDSB schools are invited to send at least one representative from their school council at these meetings.

Content

The first DSC-PIC meeting of the school year was held on October 20, 2026 at the Archie Stouffer ES and virtually. There were 41 attendees, including school council representatives, TLDSB staff, and Trustees.

CEO/ CEdO Wes Hahn shared updates related to the goals of the TLDSB Strategic Plan and shared an overview of initiatives occuring across TLDSB.

The following topics were also discussed at the meeting:

- DSC-PIC and school council orientation
- Learning Series Part 1 - Understanding Equity & Key Terms
- School council funding
- Parent Reaching Out Grants (PRO)

The minutes of the October 20, 2026 meeting will be shared on the DSC-PIC page on the Board's website.

Action

Recommendation that Trustees receive the report related to the October 20, 2026 meeting of the District School Council - Parent Involvement Committee.

Trillium Lakelands District School Board
Administrative Report

Date: October 16, 2026
To: Board of Trustees
Origin: Jennifer Johnston, Superintendent of Human Resources Services
Subject: Preliminary Student Enrolment Report - September 2026
Reference: Board Meeting - October 27, 2026

Purpose

To provide the Trillium Lakelands District School Board with the preliminary enrolment in elementary and secondary schools based on attendance data.

Context

This report outlines the number of students in each of our Elementary Schools based on attendance data as of September 29, 2026 and Secondary Schools based on attendance data as of September 11, 2026.

Content

Please see the attached charts for projected enrolment figures for the 2026-2027 school year and the preliminary enrolment based on attendance data as of September 29, 2026 for Elementary Schools and September 11, 2026 for Secondary Schools.

Our actual enrolments in Elementary Schools did not meet our projections, with a shortfall of 204 students across the Board. Our Junior Kindergarten projections were not realized, which accounted for almost half of that shortfall.

The side-by-side comparison of Secondary School projections and actuals show an increase of 168 students in bricks-and-mortar secondary schools. These figures must be treated cautiously as projections reflect a calculation of Full-Time Equivalent (FTE) and actuals reflect the total number of students without regard to full-time or part-time status. Total enrolment numbers for the Adult and Alternative Learning Centres and the Virtual Learning Centre are also provided in this report.

Trillium Lakelands District School Board
Actuals vs Projections

Elementary Actuals vs Projections			
School	**Projected 2026/2027 Enrolment**	**Actual Enrolment on September 29, 2026**	**+/-**
Alexandra PS	249	245	-4
Archie Stouffer ES	490	476	-14
Bobcaygeon PS	499	483	-16
Bracebridge PS	410	388	-22
Cardiff ES	41	45	4
Central Sr. S	195	185	-10
Dr. George Hall PS	381	359	-22
Dunsford District ES	275	266	-9
Fenelon Township PS	285	270	-15
Glen Orchard PS	254	232	-22
Grandview PS	332	323	-9
Gravenhurst PS	278	291	13
Honey Harbour PS	53	46	-7
Huntsville PS	325	330	5
Irwin Memorial PS	158	153	-5
J Douglas Hodgson ES	310	321	11
Jack Callaghan PS	324	334	10
King Albert PS	198	191	-7
KP Manson PS	203	202	-1
Lady Mackenzie PS	344	319	-25
Langton PS	435	437	2
Leslie Frost PS	372	351	-21
Macaulay PS	316	321	5
Mariposa ES	354	402	48
Monck PS	564	581	17
Muskoka Beechgrove PS	370	389	19
Muskoka Falls PS	164	154	-10
Parkview PS	403	402	-1

Trillium Lakelands District School Board
Actuals vs Projections

Pine Glen PS	251	232	-19
Queen Victoria PS	214	208	-6
Ridgewood PS	313	300	-13
Riverside PS	634	605	-29
Rolling Hills PS	342	337	-5
Scott Young PS	472	451	-21

Elementary Actuals vs Projections Continued

School	Projected 2026/2027 Enrolment	Actual Enrolment on September 29, 2026	+/-
Spruce Glen PS	350	334	-16
Stuart Baker ES	322	315	-7
VK Greer Memorial PS	248	244	-4
Watt PS	136	133	-3
Wilberforce ES	44	44	0
Woodville ES	267	272	5
Totals	**12175**	**11971**	**-204**

Secondary Actuals vs Projections

School	Projected 2026/2027 Enrolment (FTE)	Actual Enrolment on September 11, 2026	+/-
Bracebridge & Muskoka Lakes SS	819	836	17
Fenelon Falls SS	704	722	18
Gravenhurst HS	340	339	-1
Haliburton Highlands SS	501	522	21
Huntsville HS	907	940	33
IE Weldon SS	1028	1034	6
LCVI	606	680	74
Sub Totals	**4905**	**5073**	**168**
Adult and Alternate Education Centres		207	
Virtual Learning Centre		729	
Totals	**4905**	**6009**	