TDSB Logo colour

**Office of the Director of Education**

5050 Yonge St., 5th Floor Toronto, ON M2N 5N8

January 1, 2018

Steve Shaw

Executive Officer

Facility Services, Sustainability and Planning

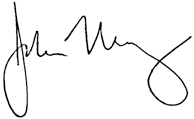
Dear Steve

During the 2017-2018 school year, I would ask you to focus on the following key areas while fulfilling all of the duties of your position:

* Review the current process for resource allocation in all areas of the portfolio with an equity lens, so that there is a more equitable distribution of resources, and schools throughout the system have access to high quality learning environments.
* Ensure that programs are in place so that staff have a greater understanding of how the work that they do impacts and supports student achievement.
* Improve departmental use of technology to drive efficiencies, increase responsiveness and improve information exchange and storage.
* Transform planning processes, roles/responsibilities and the allocation of resources to reduce the workload of the Learning Network Superintendents, to allow them to focus their time on school improvement.
* Continue to work to address future growth pressures and maximize the utilization of our schools.
* Ensure that policies and procedures related to Health and Safety and Accessibility are reviewed/updated to provide support for safe learning environments for staff and students.
* Lead and model shared leadership, while developing relationships built on trust, in order to support and advance service excellence within the department.

During the course of the year, I ask that you collaborate intentionally and strategically with the following colleagues:

System Facility Officer, Faris Mansur, System Planning Officer, Andrew Gowdy and the Senior Managers Plant Operations and Community Use, Sustainability and Health and Safety on issues related to their portfolios. In addition, please work with the Executive Superintendent, Information Technology on improving department technology to drive productivity and the 4 Learning Centre Executive Superintendents to identify opportunities to support schools and students.

Please develop an action plan with deliverables, measurements and budget and the date when various aspects of the plan will be completed.  
  
Thank you for your Executive leadership in TDSB.  
Sincerely,

John Malloy

Director of Education