

## MEETING NOTICE

### Regular Board Meeting

**June 4, 2019**

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

To: Members of the Toronto Lands Corporation

Board Members: David Crombie (Chair), Alexander Brown, Michael Fenn,  
Chris Moise, Dan MacLean, Brenda Patterson, Jennifer Quinn, Sheerin  
Sheikh, Jennifer Story and Steven Zakem

## AGENDA

1. Call to Order
2. Approval of Agenda
3. Declarations of Possible Conflict of Interests
4. Approval of Minutes Page 1
  - May 7, 2019 (Board Meeting)
5. Resolution into Committee of the Whole, In-Camera
6. Committee of the Whole Rises and Reports and Reconvenes in Public
7. Report No. 23 from the Finance Committee Page 3
8. Report No. 17 from the Audit Committee Verbal Report  
by. Audit Chair  
J. Quinn
9. Report No. 14 from the Nominating and Governance Committee Verbal Report by  
Chair, D.  
Crombie
10. Management Report to Board, June 2019 Page 6  
(Rpt No. 2019-05-777)
11. Draft 2019-2020 Toronto Lands Corporation Page 13  
Annual Plan: Building for Tomorrow  
(Rpt No. 2019-05-778)

12. Committee of the Whole rises and reports and reconvenes in Public
13. New Business
14. Adjournment

G03 (2019 Board Meetings/4 June 2019/Public)lp.8000  
Updated: May 29, 2019

**Board Meeting**  
**Rpt No. 58**

May 7, 2019

A meeting was convened at 6:00 pm, Tuesday May 7, 2019, at the office of Aird and Berlis with David Crombie, Chair of the Board, presiding.

The following Directors were present: Alexander Brown, Michael Fenn, Jennifer Quinn, Jennifer Story, C. Moise, Brenda Patterson, Sheerin Sheikh, and Steven Zakem.

Regrets expressed by: Patrick Nunziata.

**1. Call to Order**

The meeting was called to order by the Chair David Crombie

**2. Approval of the Agenda**

S. Zakem seconded by M. Fenn moved that the agenda be moved as distributed.

The motion was carried.

**3. Declarations of possible conflict of interest**

None noted.

**4. Approval of Minutes**

- February 20, 2019

Minutes were approved as distributed.

**5. Resolution into Committee of the Whole, In-camera**

At 6:10 p.m. the B. Patterson seconded by J. Story the meeting moved into the in-camera portion of the meeting.

**The motion was carried.**

**6. Committee of the Whole rises and reports and reconvenes in Public**

**7. Toronto Lands Corporation Strategic Direction**

D. Sage provided an overview of the Strategic Direction, noting the following:

- The strategic direction looks at ways to develop unique opportunities for TDSB, to “build for tomorrow;”
- Given there are 60,000 unfunded pupil places, over 5,000 acres of real estate holdings of TDSB, approximately 600 properties and with a \$4B backlog in deferred maintenance whereby annual provincial funding is outpaced by the increase in repairs, there is a huge potential opportunity to modernize the system and build vibrant community destinations for the TDSB and in large, for the City of Toronto;
- Should the strategic direction be approved the staff will start to develop a series of potential opportunities to be assessed by the Board.

Next Steps:

- TLC will be forwarding the Strategic Direction to the TDSB Committee of the Whole on May 15 and subsequently the TDSB Board on May 22<sup>nd</sup> for approval.
- The Board suggested should the TDSB Board approve the Strategic Direction, an audience with the province would be beneficial to move the strategic direction forward particularly in a time when the province is considering stringent use of funds. The TLC Board will discuss how to approach the province and other potential participants.

**A. Brown seconded by C. Moise moved:**

That the report, *Toronto Lands Corporation Strategic Direction* be approved and referred to the TDSB Board at its meeting of May 22, 2019 for approval.

**The motion was carried**

## **8. New Business**

None Noted.

## **9. Adjournment**

On a motion by S. Sheikh seconded by S. Zakem the meeting adjourned at 6:44 p.m.

**Finance Committee Meeting  
Report No. 23**

May 28, 2019

A meeting was convened at 10:00 a.m., May 28, 2019, at the office of Aird and Berlis with Sheerin Sheikh, Chair of the Committee presiding.

The following Directors were present: J. Quinn, J. Story, B. Patterson and Dan McClean (appointed to serve as a Director on the TLC following the resignation of Trustee Patrick Nunziata)

**1. Call to Order**

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

**2. Approval of the Agenda**

J. Story seconded by B. Patterson, moved:

That the agenda be re-ordered to commence with the in-camera portion of the meeting following Item 3 on the public agenda.

**The motion was carried.**

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

There were no declarations of conflict of interest reported.

**4. Proposed 2019-2020 TLC Budget (Aggregate)**

Committee members had for their consideration the *Proposed 2019-2020 TLC Budget* (Aggregate)

Following in-camera discussion on the detailed 2019-2020 budget, the Committee revised the recommendation in the report.

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

1. The Proposed 2019-2020 TLC Budget (Aggregate) be approved (attached as Appendix 1);
2. That the Proposed 2019-2020 TLC Budget (Aggregate) be referred to the TLC Board at its meeting of June 4, 2019, for approval;
3. That the approved *2019-2020 TLC Budget* be forwarded to the TDSB Board for final approval at its meeting of June 19, 2019 and that a letter from the TLC Chair be sent to the Chair of the TDSB Board requesting the expeditious completion of the Service Level Agreement for presentation to the TLC Board no later than September 30, 2019 and finalized for execution by both Boards no later than the end of the calendar year.

**The motion was carried.**

**5. New Business**

None noted

**6. Adjournment**

At 12:07 p.m. on a motion from B. Patterson seconded by J. Quinn the meeting adjourned.

Toronto Lands Corporation  
Final  
2017-2018 Budget

Appendix 1

	A	B	C	D	E	F	G	H
1								
		<b>Operating Budget</b>		<b>Approved 2016-17 Budget</b>		<b>Final 2017-18 Budget</b>		<b>Proposed 2019- 2020</b>
2								
3		<b>Realty Lease Operations</b>						
4		Lease Revenue and Recoveries		7,291,400		6,678,000		6,136,000
5		Other Revenue		125,000		125,000		175,000
6		Sub-total		7,416,400		6,803,000		6,311,000
7								
8		TDSB Program and Administration		53,000		53,000		53,000
9		Deferred Capital Improvement Revenue		-1,000,000		-1,000,000		-1,000,000
10								
11		<b>Total Revenue</b>		<b>6,469,400</b>		<b>5,856,000</b>		<b>5,364,000</b>
12								
13		<b>Property Management Expenditures</b>						
14		Caretaking		1,033,000		850,000		670,000
15		Maintenance		734,000		602,000		577,000
16		Utilities		1,129,000		982,000		707,000
17		Overhead Costs for C/T, Mtn & Util		436,000		324,000		335,000
18		<b>Total Operations Expense</b>		<b>3,332,000</b>		<b>2,758,000</b>		<b>2,289,000</b>
19								
20		Provision for rental arrears		5,000		5000		5000
21								
22		<b>Total Property Management Expenditures</b>		<b>3,337,000</b>		<b>2,763,000</b>		<b>2,294,000</b>
23								
24		<b>TDSB Staff and Services</b>						
25		Facility Services		130,000		131,000		136,800
26		Business Services		100,000		102,000		0
27		Administrative Support Allocation		60,000		60,000		60,000
28		<b>Total TDSB Realty Staff and Services</b>		<b>290,000</b>		<b>293,000</b>		<b>196,800</b>
29								
30		<b>Total Expenditures</b>		<b>3,627,000</b>		<b>3,056,000</b>		<b>2,490,800</b>
31								
32		<b>Net Realty Lease Operations Profit / (Loss)</b>		<b>2,842,400</b>		<b>2,800,000</b>		<b>2,873,200</b>
33								
34		<b>TLC Administration Expenses</b>						
35		Board Remuneration		70,000		70,000		70,000
36		Management Salary		854,820		940,000		3,132,000
37		Professional Development		4,000		6,000		40,500
38		Supply and Services		48,000		48,000		51,000
39		Rental expenses: 60 St. Clair E.		61,000		62,000		101,500
40		Legal Fees		450,000		420,000		975,000
41		Fees and Contractual Services		417,000		417,000		1,000,000
42		Multi-Year Projects*		215,000		215,000		215,000
43		Fees and Services on Land Use Planning						270,000
44		Casual Help		5,000		0		7,000
45		Furniture and Equipment		7,500		5,000		10,500
		Other expen. (incl. professional memberships/association fees, meeting expenses, postage & courier)		5,000		5,000		36,500
46								
47		<b>Total TLC Administration Expenses</b>		<b>2,137,320</b>		<b>2,188,000</b>		<b>5,909,000</b>
48								
49		<b>TLC Capital Planning Capacity Program</b>						
50		Community Hubs Grant		13,373		0		0
51		Community Hubs Expenses		13,373		0		0
52		<b>Total Community Hubs Program</b>		<b>0</b>		<b>0</b>		<b>0</b>
53								
55								
56		<b>Projected Total Real Estate Interest Revenue</b>		<b>42,500,000</b>		<b>106,000,000</b>		<b>51,100,000</b>
57								
58		<b>Projected Contribution to TDSB Capital Fund</b>		<b>43,205,080</b>		<b>106,612,000</b>		<b>48,064,200</b>
59								
60		*Multi-year projects include legal fees and all costs associated with redevelopment projects.						

**TORONTO LANDS CORPORATION**  
**Management Report to the Board, June 2019**

To: Chair and Members of the Toronto Lands Corporation

Date: 04 June 2019

**Recommendation:**

That the report, *Management Report to the Board, June 2019*, be received.

**Rationale**

This report provides an overview and update with regard to work in progress on each of TLC's business areas and specific project files within the TLC portfolio as directed by TDSB.

**Context**

**Corporate:**

Following a significant undertaking and team effort, the TLC *Strategic Direction* was unanimously endorsed by both the TLC Board and the TDSB Board in May 2019. This exciting new framework will shape our decision making that will enable innovative opportunities towards the modernization of TDSB schools and creating vibrant communities. Forthcoming to the June Board will be TLC's first Annual Plan Report and the 2019-20 Budget that will support the TLC work ahead. Thanks to everyone for achieving this significant milestone event in such a short period of time and operating within TLC's new expanded mandate.

**Real Estate Portfolio:**

**Baycrest Public School**

This property is now under conditional sales contract with TCDSB. In order to finalize the selling price the agreement requires the parties to jointly secure a third appraisal if each party's independent reports are more than 10% apart. Since the independent reports were more than 10% apart TDSB and TCDSB have jointly engaged CBRE to complete the third appraisal. This report will take into consideration a planning report being jointly contracted by both parties from Paul Stagl, Urban Planner.

The final selling price will be the average of the two highest appraised values among the three reports.

Once the selling price has been established the selling agreement remains conditional upon TCDSB securing approval from its Board of Trustees and the Minister of Education.

The selling agreement permits TDSB to lease back the property until September of 2020 to allow time for Sir Sandford Fleming to be retrofitted to accommodate the Baycrest students and day care.

**Lawrence-Midland Lands:**  
**1555 Midland Avenue & 2740 Lawrence Avenue East**

A firm agreement of purchase and sale has now been finalized for both properties with Madison Communities Limited. These sales will be completed after TDSB's new replacement school has



opened. The Midland sale also requires TDSB to complete the demolition of the old Bendale Technical Institute. The construction program of the new school was recently accelerated in order to meet the targeted September 2020 opening date.

**Greenwood Secondary School  
24 Mount Joy Ave. (Ward 15)**

Negotiations are now complete and a satisfactory agreement of purchase and sale has been entered into for the surplus TDSB Greenwood property. The condition sale to Conseil Scolaire Viamonds (CSV) requires the Ministry of Education to approve the funding for the CSV. CSV intends to complete substantial renovations and continue to operate the existing building as a school for its community and the property remains as a public asset.

**Former Canadian Tire Property, Block 20  
50 Woodsy Park Lane (Ward 13)**

The City of Toronto and TLC have agreed on terms and conditions and completed the transfer of the 1.8 acre site to the TDSB on May 21, 2019. This purchase and sale satisfies the conditions within the Options Agreement and now secures the site for a future new TDSB school. As the City will now be constructing a new community centre adjacent to the school board property, the City has requested a temporary easement for tiebacks and crane swing on the vacant land which is a reasonable request and will be granted subject to an agreement with satisfactory terms and conditions.

**68 Davisville Avenue abutting TDSB Property at 43 Millwood Road**

The TDSB new Davisville replacement school site (43 Millwood Road) is constrained with limited design options due to the physical size of the site, the future City Aquatic Centre and site plan requirements as dictated by the City of Toronto, who is the approval authority for site plan applications. The school site is encumbered with a right of way that it provides to the adjacent property owner, 68 Davisville. 68 Davisville utilizes its right of way as a driveway to access its private parking garage at the rear of its property. During construction of the new school, the right of way would be disrupted and upon completion the right of way would be impacted and no longer accessible in its current form. During school construction, the TDSB also requires sub-surface access to the 68 Davisville property for the installation of tie-backs. TLC on behalf of TDSB met with the property owners to obtain approval for a change to the right of way and a temporary easement for tie-backs. The property owners were reluctant to any agreement as they wanted a change to the site plan in the overall design components on the school property. As a result, TDSB requested Board authority to proceed with a Notice of Application to Expropriate. TLC is leading the expropriation file in consultation with external counsel and will continue to work with the property owners in order to mitigate and settle a claim on behalf of TDSB.

**Leasing and Partnerships:**

**McCowan Public School (425 McCowan Road)**

The existing tenant's five year lease was originally scheduled to expire on August 31, 2019. When the tenant gave notice that they would not be renewing, the available space was listed for lease with Colliers. A new lease has now been signed with a replacement tenant who will be taking all of the available space (34,469 square feet). The new five year will lease commence on July 1, 2019. The agreement allows TDSB to terminate the lease early if it needs to reoccupy the premises.

## **Community Planning and Partnership Leases**

In an effort to shorten the TDSB approval timeline for new applications, TLC staff have arranged for a TDSB Superintendent of Operations to be TLC's primary point of contact for all new CPP applications.

This new process is intended to allow the Superintendent the opportunity to i) provide support and understanding to the local school regarding the partnership's compatibility with in the schools environment and ii) help to identify alternative room use configurations that can free up and/or consolidate the required vacant space in a location that can accommodate shared use and the mandatory degree of physical separation that is required.

## **Child Care Leases**

In order to more efficiently process the large number of ongoing lease amendments among TDSB's significant inventory of day care tenants and third party before and after school supervisory programs, TLC is looking to introduce an electronic delivery and acceptance system for new leases and lease amendment agreements. TLC staff are currently evaluating alternative software solutions and working with existing tenants to secure the required formal acceptance, and system registration and contact data.

## **Land Use Planning**

### **City Circulation of Development Applications**

The City of Toronto circulates development applications (official plan amendments (OPA), zoning by-law amendments (ZBA), site plan approvals, and draft plans of subdivision) to TLC Land Use Planning for their review and comment. Since December 2018, TLC has reviewed 185 development applications of which staff provided comments on 140 applications.

The review of these applications has also involved TLC staff attending public open houses and statutory public meetings, as needed, in order to represent the TDSB's interests in areas where issues related to school accommodation are anticipated, as well as where there are potential land use planning impacts on existing TDSB sites.

### **Review of Development Applications in Proximity to School Sites**

Where developments are proposed in proximity to TDSB sites, TLC has assessed the impacts of the proposed development on TDSB operations and assets, including issues such traffic, shadowing, set-backs, and construction management.

TLC has prepared a draft guideline for reviewing development applications that are in close proximity to TDSB sites. The draft guideline includes a protocol for review as well as criteria/policy basis to assess impacts to ensure a comprehensive and consistent approach to reviewing development applications.

TLC has reviewed a historical list provided by TDSB staff of development in close proximity to school sites, in order to identify where TLC may still have an opportunity to discuss long term land use planning and short term construction management concerns with the developer and/or City. Moving forward, TLC intends to meet with developers early in the planning approval process.

TLC Land Use Planning and Real Estate teams have met with developers for 25 Mabelle Avenue (development in proximity to Islington JMS), 12-20 Cordova Avenue (development adjacent to Islington JMS), and 540-544 King Street West (development adjacent to 20 Brant Street (Oasis and Alpha Alternative)) to discuss land use planning and construction management concerns with the proposed developments.

## **City Initiated Planning Studies**

### **A. General**

The City of Toronto is currently undertaking over 50 planning studies in the City. TLC has conducted a preliminary review of these studies and has identified approximately 20 studies that require monitoring or active participation to ensure that the TDSB's interests are protected.

### **B. Don Mills Crossing Secondary Plan**

In early 2019, the City released the draft Don Mills Crossing Secondary Plan. As a result of accommodation pressures in the area and anticipated residential growth, the TDSB requires a new elementary school in the area. TLC Land Use Planning and Real Estate teams have had preliminary discussions with CreateTO regarding potential opportunities for a school on their lands. TLC reviewed the draft Secondary Plan, provided written comments to the City and met with City staff to ensure that the policies (i) address phasing of development commensurate with community facilities and (ii) protect the opportunity for either a standalone school or a school located in the podium of a mixed use building.

### **C. Golden Mile Secondary Plan**

The Golden Mile Secondary Plan Study was initiated by the City with the goal of developing a vision and comprehensive planning framework in the study area to facilitate and support appropriate residential and non-residential growth while protecting and encouraging new employment and office development.

The Golden Mile Study Area is located within a commercial/industrial area of the City that was never assigned a home school. In December 2018, TLC and TDSB staff attended a school sector meeting on the Golden Mile Secondary Plan and informed the City that the TDSB requires a new elementary school in the area due to anticipated residential growth in the area. TLC staff will continue to work with the City as they refine the preferred alternatives and prepare the final plan for this area.

TLC and TDSB staff were also invited to speak at Clairlea PS School Council by the local Trustee (Parthi Candavel) in May 2019, to discuss and address concerns by the parents in regards to the Golden Mile Secondary Plan and the anticipated impacts on the community and the school. The meeting was attended by approximately 30 parents and it was a good opportunity for TLC staff to work with the local Trustee and also to hear from parents/residents about school issues.

## **Local Planning Appeal Tribunal Matters**

### **A. Midtown**

The Midtown area of the City of Toronto is experiencing significant residential intensification and population growth, with a large number of development applications at various stages of approval. The TDSB is facing serious challenges in accommodating students locally in the area. The TDSB is currently undertaking a Program Area Review in this area. The TDSB projects a shortage of 800 elementary pupil spaces in the Midtown Area over the long term.

TLC has reviewed the City of Toronto's development website and identified eleven Midtown development applications that are currently at the Local Planning Appeal Tribunal (LPAT) and a further eight applications that are in the municipal circulation process. If all of these developments are approved, the cumulative impacts are pupil yields of approximately 190 elementary school students and 120 secondary school students.

TLC has retained external legal counsel to obtain party status at the LPAT proceedings. TLC has also initiated and attended a number of meetings with City staff (policy, development review and legal) to discuss the TDSB's accommodation challenges in the area and strategies for conditions of approval related to the provision of education facilities related to the matters at the LPAT.

Further details regarding Midtown are set out in a separate TLC Board Report # 2019-05-775.

### **B. Port Lands**

The Port Lands occupy an area of 325 hectares (800 acres) to the southeast of Downtown. The Port Lands planning framework and OPA establish that this area is planned to accommodate a new mixed use community, including up to 21,000 residents, with a potential for up to an additional 10,000 residents. The TDSB has identified the need for two new elementary schools and one secondary school in the Port Lands.

The TDSB is an appellant to the Port Lands OPA. TLC, along with external legal counsel, attended a meeting with the City and other appellants regarding the approach to phasing of the hearing, which expected to begin in 2020 or 2021. TLC is reviewing the other appellants' issues to determine which issues may be of concern to the TDSB. It is anticipated that the City will have individual meetings with each appellant in the summer/fall 2019 to further discuss each appellant's issues and whether there is opportunity for mediation/settlement.

### **C. Lower Yonge**

To meet future accommodation needs in the Downtown Core area, TLC and the TDSB are in the process of securing the option for an elementary school to be located on the second floor of the podium of the proposed Menkes development at 55 Lake Shore Boulevard East, with a pedestrian bridge leading to a municipal park to be used for outdoor student play-space.

Menkes and the City have reached a site-specific settlement agreement on the OPA and ZBA for the Lower Yonge area, which will be brought forward to the LPAT for approval at an upcoming pre-hearing conference. TLC has reviewed the proposed OPA and ZBA to ensure that they protect for the provision of an elementary school, pedestrian bridge and the school's use of the municipal park. TLC has discussed these planning instruments with the external planning consultant, who had been involved

for a number of years in the discussions with the City and Menkes. Moving forward, TLC staff will have carriage of this matter.

TLC has had preliminary discussions with City staff regarding the pedestrian bridge and shared use of the municipal park; more detailed discussions are pending the outcome of TLC Real Estate's memorandum of understanding with the developer - Menkes.

#### **D. High Park (OPA 419)**

OPA 419 (June 2018) is the culmination of a character area study that was undertaken as a result of increasing growth pressures in the Parkdale / High-Park Ward 4 and the new TDSB Ward 7 area. The subject lands are generally bounded by lands just north of the Line 2 Bloor-Danforth subway to the south, Glenlake Avenue to the north, Gothic Avenue to the west and Mountview Avenue to the east. The policies of OPA 419 are intended to provide locally based policy direction to both manage and remedy the impacts of future growth through a more comprehensive planning process, as opposed to addressing the impacts of growth on an application-by-application basis. The TDSB advised the City of the critical shortage of capacity in the local elementary schools and the inability to accommodate population growth associated with future intensification in the area. OPA 419 has since been appealed to the LPAT. There is a pre-hearing conference scheduled for January 2020 for which TLC has party status.

#### **TDSB Site Plan Applications**

TLC has provided land use planning support and advice to the TDSB architectural team on school site plan applications, including pre-application assistance on 17 Dennis Avenue and post-application assistance on 90 Croatia Street.

#### **Provincial Policy Review: Growth Plan**

In early 2019, the Provincial government released for public consultation a draft amendment to the *Growth Plan for the Greater Golden Horseshoe, 2017*. TLC was the lead in preparing a response on behalf of Ontario Association of School Business Officials (OASBO), who represents all 72 school boards in the province. The response focused on ways to strengthen language in the Growth Plan with respect three main issues: (i) the importance of planning for and providing school facilities to support and in tandem with the supply of housing; (ii) school sites and densities; and (iii) coordination with and inclusion of school boards in planning communities.

In May 2019, the Provincial government released *A Place to Grow: the Growth Plan for the Greater Golden Horseshoe, 2019*, which largely incorporates the changes set out in the proposed amendment.

#### **Settlement Contribution Model**

TLC will often seek redress from proponents of development in the form of assets that can contribute to the provision of school accommodation, when an application is not supported by TLC staff. Using a model established by an external firm, TLC has been working on evaluating the model for implementation on future development applications.

#### **Review of Potential Opportunities**

TLC Land Use Planning is in the process of conducting a City-wide review of school and Board administration sites for potential opportunities to modernize facilities, lower deferred maintenance costs and capitalize on assets. This review takes into account student utilization, the age of the building(s), total five-year maintenance and repair renewal needs, site acreage and location. This information will be used to inform the upcoming 2019-2020 Annual Plan.

### **Choice Properties REIT**

#### **2238 Dundas Street West and 1515 Bloor Street West (former West Park SS) (Ward 7)**

In Fall 2018, Choice Properties REIT approached TLC and the Toronto Catholic District School Board (TCDSB) to discuss the possibility of a redevelopment proposal on their site located at Bloor Street West and Dundas Street West which directly impacts Bishop Marrocco Secondary School. To support this initiative TLC met with TCDSB staff in March 2019 to discuss a mutually acceptable process to determining land values of the Bishop Marrocco TDSB site and the proposed site for the new TCDSB school. As a first step in negotiating any tri-party agreement, there needs to be an understanding of the estimated market value of both sites. At this time, TLC and the TCDSB staff have agreed to the proposed terms of reference for an appraisal of both properties, engaged appraisers and have updated Choice REIT accordingly. Completed appraisals are due in early June. TLC and TCDSB staff continue to meet to explore options in order to complete a transaction that would be satisfactory to all parties.

### **Routing**

- TLC Board: June 4, 2019
- TDSB Committee of the Whole: June 12, 2019
- TDSB Board: June 19, 2019

### **From**

Daryl Sage, Executive Officer, Toronto Lands Corporation, at [dsage.tlc@tdsb.on.ca](mailto:dsage.tlc@tdsb.on.ca) or at 416-393-0575.

GO5 (2019 Board Mtgs/4 June 2019/Mgmt Report to TLC Board, June 4, 2019) lp.8000  
Last update: May 31, 2019

**TORONTO LANDS CORPORATION**  
Draft 2019-2020 Toronto Lands Corporation  
Annual Plan: Building for Tomorrow

To: Chair and Members of the Toronto Lands Corporation

Date: June 4, 2019

**Recommendation:**

That the *Draft 2019-2020 Toronto Lands Corporation Annual Plan: Building for Tomorrow* (see attached) be approved and forwarded to the TDSB at its meeting of June 19, 2019 for final approval.

**Rationale**

The *Draft 2019-2020 Toronto Lands Corporation Annual Plan: Building for Tomorrow* provides the approved and updated Mission, Vision, Core Principles and strategic direction and proposed budget for the operation for TLC. The three strategic goals with corresponding objectives which received Board approval on May 7, 2019.

**Context**

*The Annual plan document is the culminated work of the TLC Management team's strategic planning for the business operations heading into 2019-2020. It is a result of 4 months of meetings, working groups and external consultation. The Draft 2019-2020 Toronto Lands Corporation Annual Plan: Building for Tomorrow (see attached) is still considered DRAFT and will be subject to minor revisions, corrections and final TDSB Board approval at its June 19th meeting before becoming a final public document.*

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In January 2019, the TLC management team began meeting to formalize and plan for the development of a new strategic direction and annual plan for the organization. With a focus on fulfilling our expanded mandate and developing a strategy for the redevelopment/ modernization of Board properties, we engaged a strategic planning consultant to help guide us through the process.

- I. The management team met with the consultant first on January 16 for an afternoon of orientation and discussion regarding our Mission, Vision, Values and Core Principles. We mapped and identified our corporate strengths, areas of weakness, opportunities, threats and identified a set preliminary goals to consider.
- II. January 22, we held the first of three working sessions with the Board of Directors to outline our preliminary strategic direction and the process in which we arrive at it. The Board was engaged in breakout groups and was asked to provide feed and guidance on the preliminary strategic direction, Mission and Vision. This feedback was collected and used to revise the strategic direction over the next two months in a series of meetings and discussions among the management team and consultant.
- III. March 21 after much refinement of the previous strategic direction the Board was re-engaged and presented with a revised Mission and Visions statements, new Goals and Objectives and some clearer articulation of initiatives, partnerships, priorities and a plan to unlock the value of TDSB properties for the benefit of TDSB students, staff and communities. TLC Board provided

valuable and constructive feedback on the above and directed that further work be done to clarify how the unlocking the value of TDSB properties would serve students and communities.

- IV. On April 18 on a conference call working session with the Board, the management team presented revised versions of a Mission and Vision statements along with three clearly defined Goals and supporting objectives for the Board's consideration. There was clear and evident endorsement by the Board of the work done on the strategic direction and accompanying goals and objectives.

**Attachment:**

- Draft 2019-2020 Toronto Lands Corporation Annual Plan: Building for Tomorrow

**Routing:**

- TLC Board: June 4, 2019
- TDSB Committee of the Whole: June 12, 2019
- TDSB Board: June 19, 2019

**From**

Daryl Sage, Executive Officer, Toronto Lands Corporation, at [dsage.tlc@tdsb.on.ca](mailto:dsage.tlc@tdsb.on.ca) or at 416-393-0575.

GO5 (2019 Board Mtgs/Draft 2019-2020 Annual plan)lp.8000  
Last update: May 31, 2019





**BUILDING**  
FOR TOMORROW

## OUR MISSION

To unlock the potential of TDSB properties for the benefit of students, staff and communities.

## OUR VISION

Exceptional learning spaces serving vibrant communities.

## OUR CORE PRINCIPLES

- TDSB lands will be preserved as public assets to the greatest extent possible.
- Continuous modernization of TDSB schools strengthens the public education system.
- Maximizing TDSB land value extends beyond the financial and is to include community and social value.
- TDSB will be kept financially whole in the development of public service initiatives.

*The Toronto Lands Corporation (TLC) is a wholly owned subsidiary and exclusive real estate services provider to the Toronto District School Board (TDSB). TLC's services include management of all TDSB leased space, land use planning, site redevelopment, disposition and acquisition, partnerships and the integration of community hubs.*

# BOARD CHAIR AND EXECUTIVE OFFICER MESSAGE

As the Toronto Lands Corporation begins its 10th year of operations, we are doing so with the full confidence of shareholder, the Toronto District School Board. Our recently expanded mandate and new Shareholders Direction serve as an endorsement of our work and set a new and heightened level of expectation for the Corporation. By giving TLC responsibility for all Board-wide real estate interests, including site redevelopment, land use planning, property disposition & acquisition, leasing, partnerships and the integration of community hubs for all 600 TDSB sites, TDSB is demonstrating the value it places on our relationship and its satisfaction with our performance.

Since our inception, TLC has returned more than \$500M in disposition proceeds to TDSB, allowing for greater capital re-investment in our schools. Our leasing operations have generated the net revenues that we need to retain school properties and undertake major development projects on school sites at Lawrence & Midland, Bloor & Dufferin and Yonge & Davisville. Our experience combined with the lessons learned from these initiatives have proven invaluable and have shown us that continued success lies in our ability to collaborate, innovate and remain responsive to the current and future needs of the TDSB.

Looking ahead, we envision a modernized and vibrant public school network in Toronto. Our vision takes account of the financial challenges created by our rapidly aging and outdated school infrastructure. We understand that public agency budgets will continue to be impacted by a multitude of factors and often outpaced by the escalating costs of maintaining, repairing or replacing facilities, and we are respectful of the Provincial Government's need to balance the needs of its various Ministries and the limitations placed on the funding available to support school board capital initiatives.

To this end, TLC is proposing a comprehensive program of school modernization at no additional cost to local or provincial governments.

Our plan involves a strategic re-purposing of existing resources, along with municipal, provincial and industry partnerships and an informed commitment to leveraging the underutilized value within TDSB's property portfolio. We are familiar with the factors that have impacted local demographics and school enrollment across the City. While some schools are at or over capacity, many more are below. We see these situations as opportunities to improve and renew facilities, while at the same time strengthening and adding value to the communities we serve.


Our plan for modernizing TDSB's schools is guided by our revised Mission, Vision and Core Principles. These underscore our commitment to improving the physical environment for all TDSB students and contributing to the overall well-being of the system. Pursuing our Vision of Exceptional learning spaces serving vibrant communities will enable TDSB to serve the next generation of students in an exemplary way, welcoming opportunities to integrate the City's plans for parks, recreational spaces, and affordable housing with TDSB's needs, and maintaining public ownership of assets to the greatest extent possible.

With our expanded mandate and responsibilities, we have added new and highly qualified staff to complement our existing proficiencies. We are fortunate to have a progressive, knowledgeable and experienced Board of Directors, each with expertise in a discipline complimentary to the long-term success of the corporation.

We are excited and energized by our new mandate and the opportunity to make an important contribution to Toronto's education system. We look forward to sharing this excitement and our accomplishments with you.

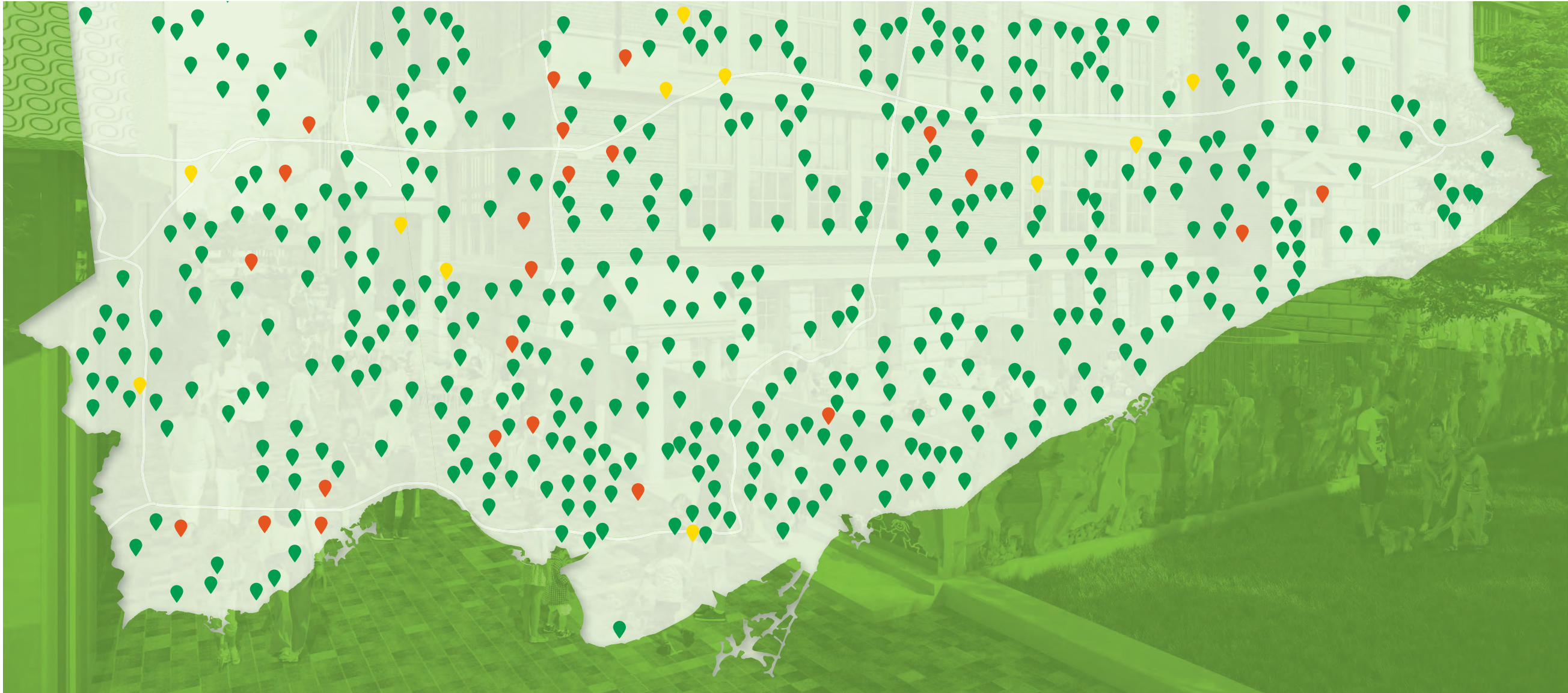


**Daryl Sage**  
Executive Officer














**David Crombie**  
Chair, Board of Directors





● TDSB schools    ● TLC sites    ● TDSB Administration sites

# BY THE NUMBERS

<b>600</b> Properties 	<b>582</b> Schools 	<b>247,000</b> Students enrolled 
<b>2,057</b> Hectares of total land 	<b>Over 650</b> lease agreements in place 	<b>308,000</b> Student capacity 
270 schools are over <b>60 years old</b> 		58 schools are over <b>95 years old</b>
 <b>\$4B</b> Maintenance & repair needs	 <b>\$300M</b> Annual maintenance & repair funding	
 <b>185 new</b> development applications received	<b>Only 8</b> Schools built in the last 10 years 	



# GOAL

To transform student learning environments through the modernization of facilities.



## OBJECTIVES

- 1 Reduce the maintenance and repairs on TDSB properties
- 2 Partner with the City and others in creating TLC's Master Plan to produce a fulsome utilization and deployment of public assets
- 3 Develop a phased-in, multi-year approach to implementing a school modernization initiative



# 2

## GOAL

Create a culture of partnership & collaboration with key stakeholder groups

## OBJECTIVES

“

*TLC's modernization strategy with its focus on managing public properties is one that CreateTO supports. It's advancement of a partnership with us to create vibrant and integrated communities is exciting and progressive.*

Brian Johnson, CEO, CreateTO ”

- 1 Establish working partnerships that contribute to TLC's success
- 2 Assemble and facilitate a Public Asset Working Group
- 3 Build and enhance local partnerships to contribute directly to building strong communities



# GOAL

To be a highly functioning organization successfully aligning TLC's & TDSB's Missions and the Shareholder Direction



## OBJECTIVES

- 1 Create an open and supportive corporate culture
- 2 Establish an effective corporate governance framework and exercise prudent financial management
- 3 Develop a responsive, transparent and successful corporate communications program





# LOOKING AHEAD

## *Building for Tomorrow means...*

- modern schools serving vibrant communities across our City
- easy access to childcare and other essential services
- affordable housing where it is needed most
- transformed public spaces where communities to learn, meet and play

TLC is working on a strategy to modernize student learning environments, transform Toronto's communities and win families back to public education. We are meeting with other public property owners to explore opportunities of mutual benefit and are examining each possibility to find the best potential combination for building better schools and increasing social value.

In some communities, modernization may be accomplished through facility renovation; in others, through collaboration on a brand-new facility. Most importantly, *Building for Tomorrow* can be accomplished at no additional cost to the Province or City. By using a portion of the funds that are directed annually to school building repair and maintenance, we can begin replacing aging schools with modern facilities. This significantly reduces the compounding costs of repair and maintenance, while leveraging the remaining TDSB properties to enable other crucial public infrastructure projects.

Our strategy for modernization marks the beginning of a new era of opportunity in public education – one that will benefit all who learn and live in our great city.





# TORONTO LANDS CORPORATION

## 2019-2020 PROPOSED BUDGET

Operating Budget	Proposed 2019-2020
<b>Realty Lease Operations</b>	
Lease Revenue and Recoveries	6,136,000
Other Revenue	175,000
Sub-total	6,311,000
TDSB Program and Administration	53,000
Deferred Capital Improvement Revenue	-1,000,000
<b>Total Revenue</b>	<b>5,364,000</b>
<b>Property Management Expenditures</b>	
Caretaking	670,000
Maintenance	577,000
Utilities	707,000
Overhead Costs for C/T, Mtn & Util	335,000
<b>Total Operations Expense</b>	<b>2,289,000</b>
Provision for rental arrears	5000
<b>Total Property Management Expenditures</b>	<b>2,294,000</b>
<b>TDSB Staff and Services</b>	
Facility Services	136,800
Business Services	0
Administrative Support Allocation	60,000
<b>Total TDSB Realty Staff and Services</b>	<b>196,800</b>
<b>Total Expenditures</b>	<b>2,490,800</b>
<b>Net Realty Lease Operations Profit / (Loss)</b>	<b>2,873,200</b>

Operating Budget	Proposed 2019-2020
<b>TLC Administration Expenses</b>	
Board Remuneration	70,000
Management Salary	3,132,000
Professional Development	40,500
Supply and Services	51,000
Rental expenses: 60 St. Clair E.	101,500
Legal Fees	975,000
Fees and Contractual Services	1,000,000
Multi-Year Projects*	215,000
Fees and Services on Land Use Planning	270,000
Casual Help	7,000
Furniture and Equipment	10,500
Other expen. (incl. professional memberships/association fees, meeting expenses, postage & courier)	36,500
<b>Total TLC Administration Expenses</b>	<b>5,909,000</b>
<b>Projected Total Real Estate Interest Revenue</b>	<b>51,100,000</b>
<b>Projected Contribution to TDSB Capital Fund</b>	<b>48,064,200</b>

\*Multi-year projects include legal fees and all costs associated with redevelopment projects.



## BOARD OF DIRECTORS

**Chair:** David Crombie

**Trustees:** Dan MacLean (Ward 2), Chris Moise (Ward 10), Alexander Brown (Ward 12), Jennifer Story (Ward 15)

**Citizen Directors:** Michael Fenn, Brenda Patterson, Sheerin A. Sheikh, Steven Zakem and one vacancy





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