

TLC ANNUAL REPORT 2020-21



modernization



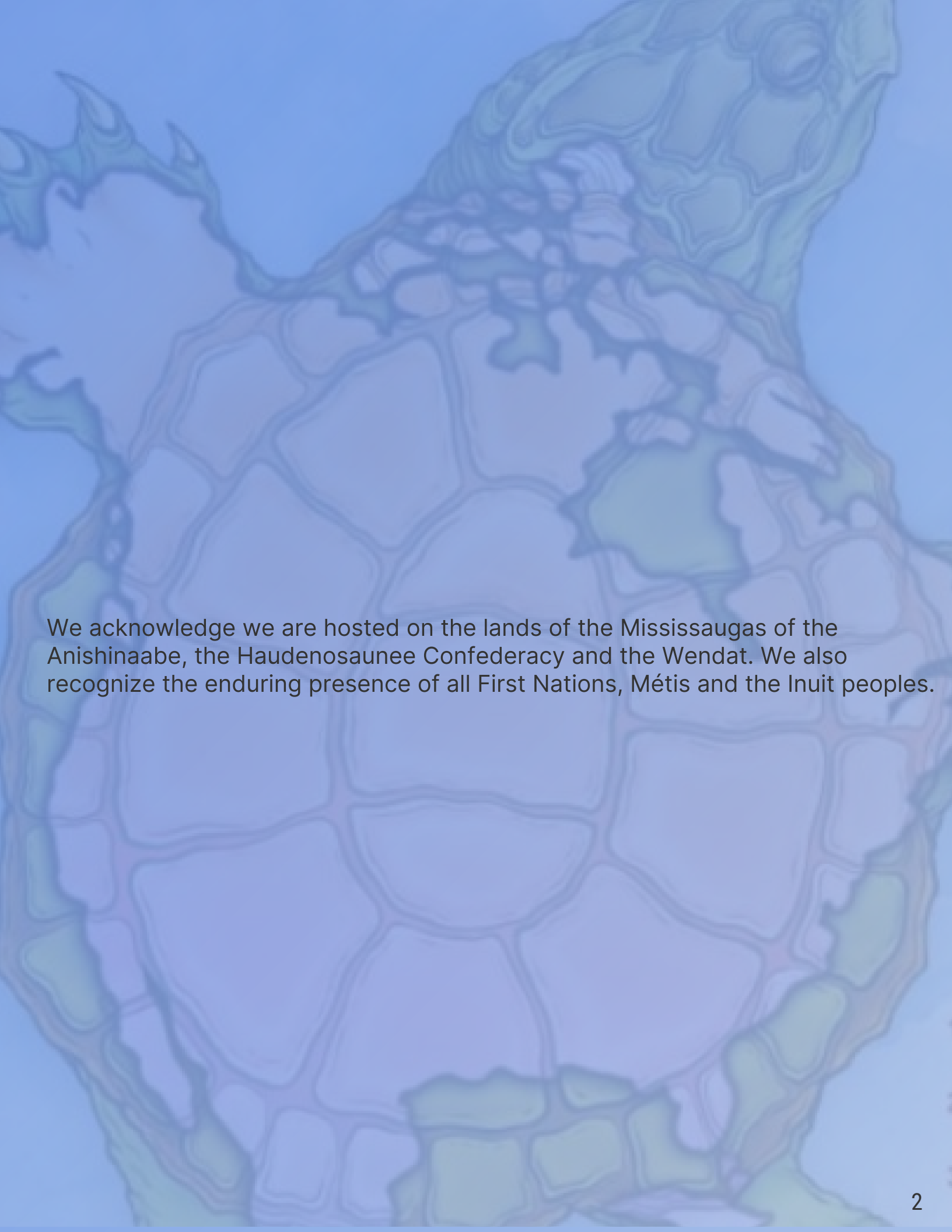
schools



students/families



collaboration



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



Executive Officer's Message

It is widely accepted that there is a direct relationship between the quality of a student's physical learning environment and their ability to reach their potential. With that in mind, this past year may very well have been the most important one in the thirteen year history of the Toronto Lands Corporation. Tremendous progress was made advancing our vision of *'exceptional learning spaces serving vibrant communities.'* In June the Toronto District School Board approved our Annual Plan. This endorsement sets in motion our strategy to identify, model and demonstrate the significant potential the Board has to generate additional revenue to augment provincial grants that advance capital priorities. With this approval we will begin to detail our plan to generate a \$1B over the next decade for TDSB to allocate to school modernization. This year we focused on TDSB's administrative sites, closed school sites and vacant lands. This asset class of non instructional properties alone showed the potential to produce a revenue stream in excess of \$100M as an initial commitment to school renewal.

As an organization, TLC took important steps toward being a more effective, thorough, and transparent partner to the TDSB. This past year we focused on succession planning and expanding expertise in our two key business areas. We put in place a people and culture program, strengthened our governance and accountability processes, undertook a revision of our brand and introduced new communication protocols and tools. With these cornerstones in place, it is our intent to work in alignment with the needs of the TDSB and make Toronto's public schools the best in the country. With our industry expertise, increasing data analysis and site modeling capability and readiness to collaborate with provincial and municipal partners on building complete communities, I am confident that the Toronto Lands Corporation can help position the TDSB to be a progressive and transformative leader in the strategic use of its property portfolio.

Daryl Sage



Mission

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



Vision

Exceptional learning spaces serving vibrant communities



Core Principles

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



TLC's Modernization Strategy

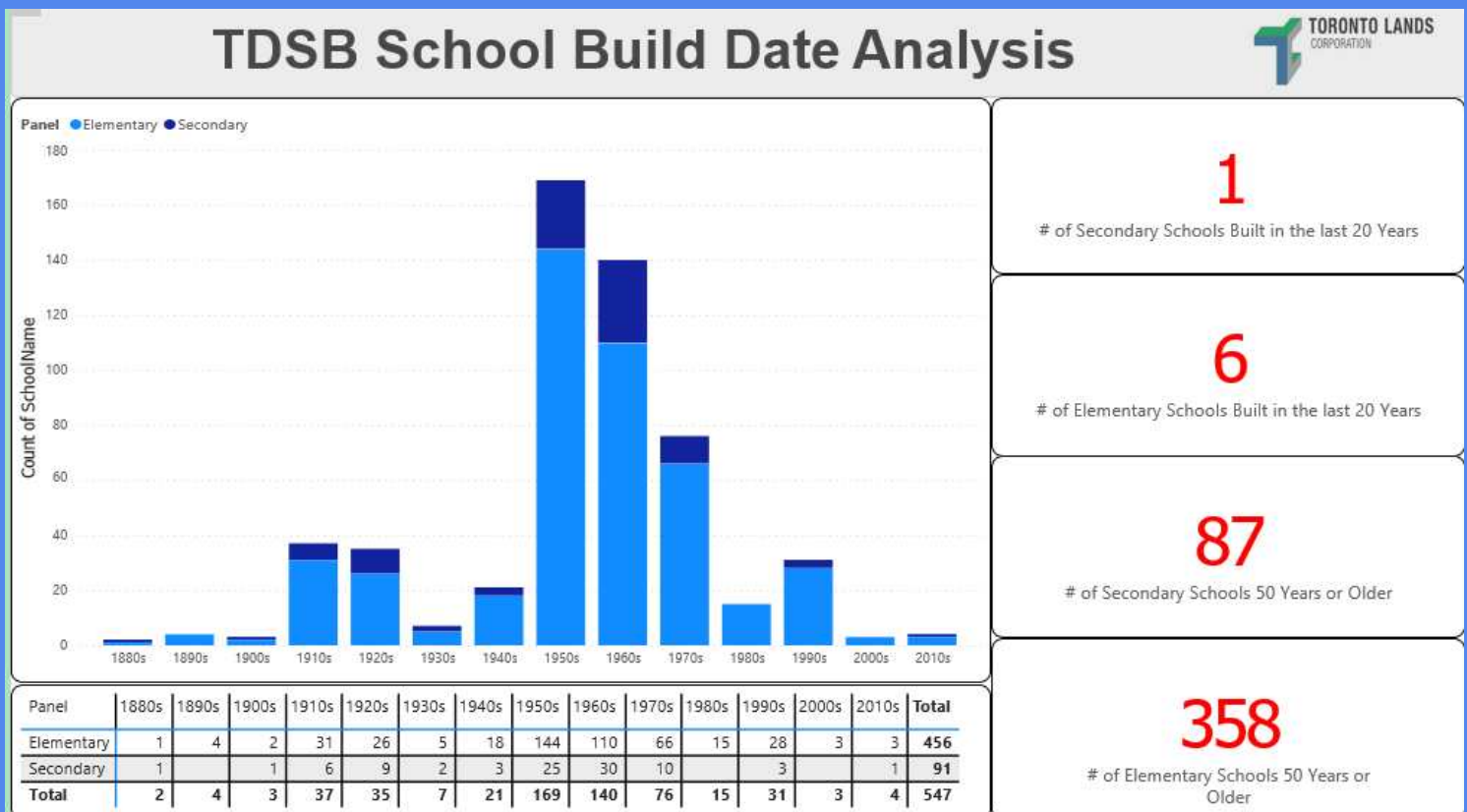
A self-financing, data driven plan that demonstrates the potential of using the considerable equity of the non-instructional, underutilized and financially prohibitive to repair inventory of TDSB property assets to launch a program of renewal and replacement of schools.

A strategy that includes:

- A significant and continual reduction of the \$4B in needed repairs
- The potential to generate sufficient revenue to rebuild and modernize schools across every Ward in Toronto
- Schools renovated and built to current accessibility standards
- Preserving public assets to the greatest extent possible
- An analysis of real estate and land use planning opportunities aligned with student accommodation needs
- A collaborative, integrated approach to using publicly owned land
- Equipping TDSB with a capital renewal strategy

The time is now.

Planners, educators, health professionals, architects and developers have begun to reimagine the design of schools in ways that provide maximum accessibility, reduce the potential spread of future viruses and adapt to the new world of social interaction



Real Estate & Leasing

Highlights

Providing professional real estate and asset management expertise on the TDSB portfolio of over 600 individual properties comprising 45 million square feet of space, situated on approximately 3,600 acres of land across the City of Toronto.



Disposition of surplus assets and short term third party property interests collectively provided \$16,984,000 in revenue to TDSB for long term student benefit.



Completed a strategic asset review of 23 non-operating school properties and 13 administrative sites which has demonstrated an estimated value of \$1 billion. A rubric was designed to provide the cumulative results for each property to assist in identifying real estate strategies to support TLC's modernization approach.



Developed and fostered partnerships with an array of key public partners including provincial agencies, Toronto District Catholic School Board and the City of Toronto, with whom we have 40 shared-use agreements in place



Effective management of 700+ lease agreements across the portfolio providing for an annual gross revenue of approximately \$19 million.



Management of 15+ major infrastructure projects relating to Metrolinx, TTC and City of Toronto initiatives that may impact TDSB property. This process often includes complex negotiations, risk mitigation strategies, temporary agreements, partial land dispositions and enhanced student learning opportunities related to infrastructure projects.



Capitalizing early on redevelopment opportunities by engaging in negotiations with developers to establish schools in podiums of new urban, high density, mixed-use redevelopments to meet TDSB long term program accommodation needs across the city (Lower Yonge, Christie Cookie property, Golden Mile District)



Provided expert real estate advice to TDSB on child care matters supporting the provision of services to over 23,000 children accessing TDSB schools across the city, including the completion of 68 leases.



Secured community access agreements with the City of Toronto generating over \$1M in revenue to fund improvements to outdoor playground space at TDSB schools



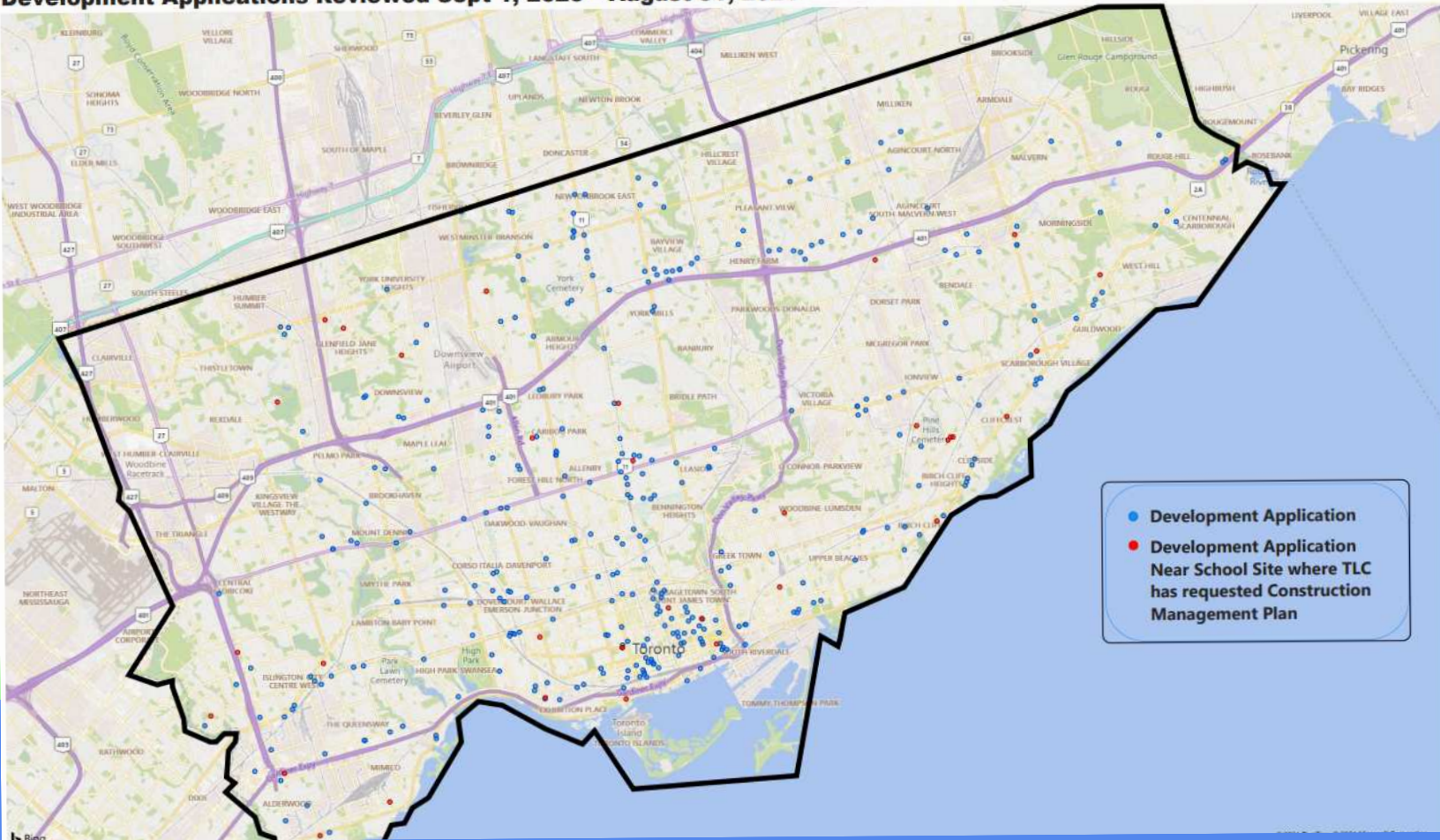
Land Use Planning

Highlights



Reviewed and commented on 431 development applications, including 36 dealing with proximity to TDSB sites to protect the school community and TDSB assets against potential negative impacts

Development Applications Reviewed Sept 1, 2020 – August 31, 2021



Identified and/or secured opportunities in City planning policies/by-laws for potential new schools throughout the city, including Midtown, Golden Mile, Etobicoke and the Port Lands



Land Use Planning

Highlights



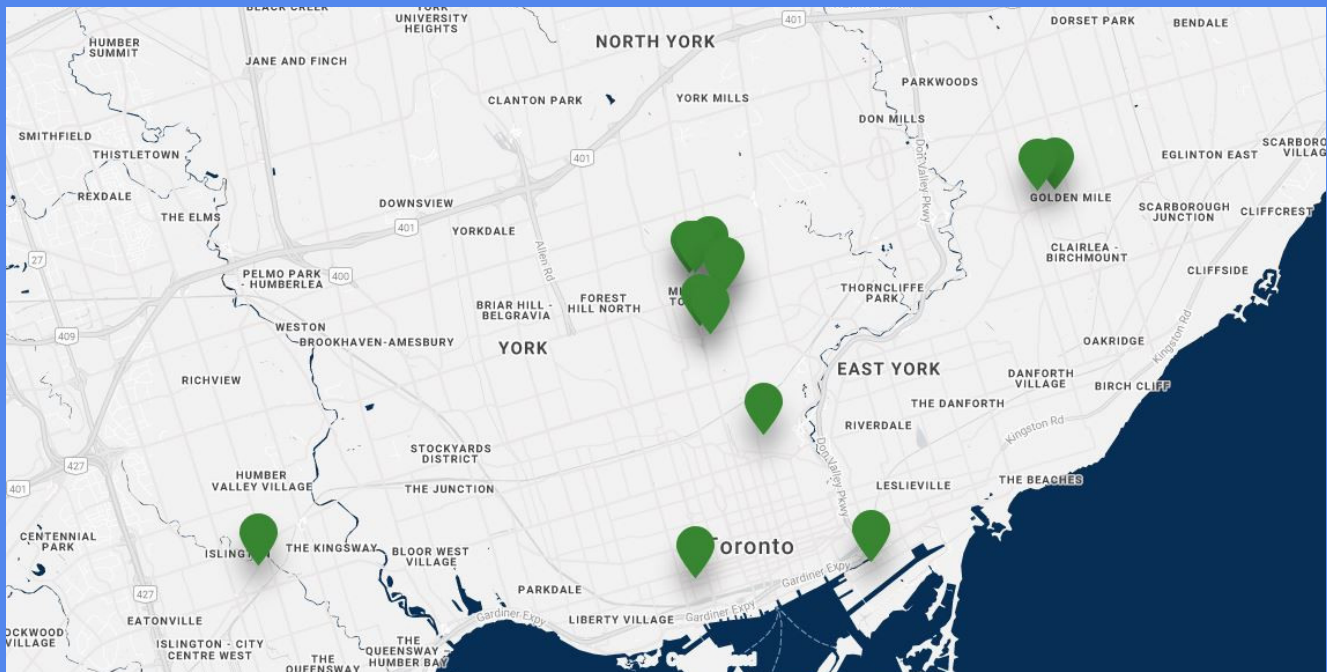
Evaluated redevelopment potential on replacement schools identified within TDSB's 2021-2022 Capital priorities, through establishing parameters and coordinating planning/massing studies;



Supported and advised TDSB Design and Construction team on land use planning matters related to TDSB site plans, including achieving exemptions from site plan requirements.



Continue to protect TDSB's interests at the Ontario Land Tribunal and former Local Planning Appeal Tribunal on 17 matters in areas with significant student accommodation pressures, developments with adverse impacts on TDSB sites, and City initiatives that don't support or protect TDSB's interests (e.g. Harmonized Zoning By-law); achieving successful settlement on 6 matters.





Corporate Services

Governance & Accountability Highlights

Part of TLC's Building for Tomorrow Plan for 2020-21 was a commitment to establishing a governance model aligning corporate structure and business strategy, with a view to implementing an approach that is robust and consistent with best practices. One that facilitates and reflects the achievement of TLC's expanded mandate and revised Shareholder's Direction. These achievements included:



Implemented a refreshed Board committee structure with clearly defined charters.



An approved director succession framework that is transparent, equitable and inclusive and contains a director profile, board competency matrix and a board renewal process



A formal Delegation of Authority from the Board to the CEO and from the CEO to the Senior Leadership Team.



A Board approved CEO Performance Management Framework



Research, design, formulation and implementation of a series of enabling board level policies. Implementation will continue into 2021-22.

TLC would not have been able to advance its commitments as expeditiously as it has without the collective expertise, diligence and support of its 10-member Board of Directors. Applying a high standard of corporate governance practices, the TLC Board have carefully crafted a meaningful, actionable and aggressive path to examine opportunities and develop strategies to advance and rebuild Toronto's public schools.

The TLC Board represents a wide-range of professionals - Citizen Directors with expertise in commercial and public real estate, urban development, city planning, municipal law, governance and finance along with appointed TDSB Trustee Directors, offer a historical and community voice. Together, the Board provides for a strong commitment to TLC's vision of building exceptional learning spaces serving vibrant communities.

At the end of fiscal 2021, TLC welcomed two new Citizen Directors. Peter Gross, a Partner with Gowling WLG, a specialist in municipal law, with an focus on land use planning and Kumi Somaskandan, Global Head of Sponsor Processing at Manulife, a CPA and transformational leader in operations and client relationship management. We look forward to the collective wisdom, counsel and direction of the Board in our work ahead.



Corporate Services

People & Culture Highlights



Automation of the hiring process - Through the implementation of “Workable”, a third-party talent management software provider, we automated what was a completely manual hiring process making it more efficient by reducing the time spent on manual processes and improving the candidate and hiring manager experience.



Feedback and effectiveness tools - Introduced Culture Amp which provided the ability to easily obtain feedback from employees and the board and to measure performance effectiveness. Developed, conducted and shared the results of the following surveys: Remote work and returning the office, CEO 360 Leadership, CEO Performance Evaluation, Conflict of Interest policy, Citizen Director Selection and Employee Engagement Survey.



Employee Intranet - We developed and launched The TLC Employee Hub creating a central place for all things employee and another way to share, communicate and collaborate.



Engagement Survey - we conducted our first ever employee engagement survey and were very pleased with the results - 100% participation and 81% engagement. These results will set the benchmark against which we will measure the success of our improvement efforts and maintaining the areas where we did well.



Returning to the office - We conducted a remote work/returning the office survey for the purpose of gathering employee feedback on remote work -- what's going well (and not so well) so we can take action to make TLC an even better place to work. The feedback was also to be used to inform our flexible work arrangements policy and practices moving forward. Participation rate 100%. Remote work success outcome 98%. The future of remote work, 83% of staff would like a hybrid of work from home and in the office post Covid.



Corporate Services

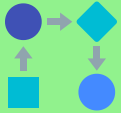
Communications Highlights



Designed and launched a new corporate website to better facilitate the delivery of and access to TLC information, plans, reports and achievements.
www.torontolandscorp.com



Executive Officer Daryl Sage was interviewed by the Globe & Mail in April for a feature article on our modernization approach to renew and replace TDSB facilities.



Developed a framework to articulate the protocols, channels and movement of communications between both the TLC Board and the TDSB and between TLC staff and TDSB staff



Collectively TLC staff participated in, attended, presented at or responded to, over 400 community, municipal or industry meetings and media/public inquiries over the past year.



Undertook a review to update, strengthen and modernize the TLC brand, visuals, graphics and messaging to assist in developing compelling narratives that enable the consistent delivery of the TLC mission and vision stories.

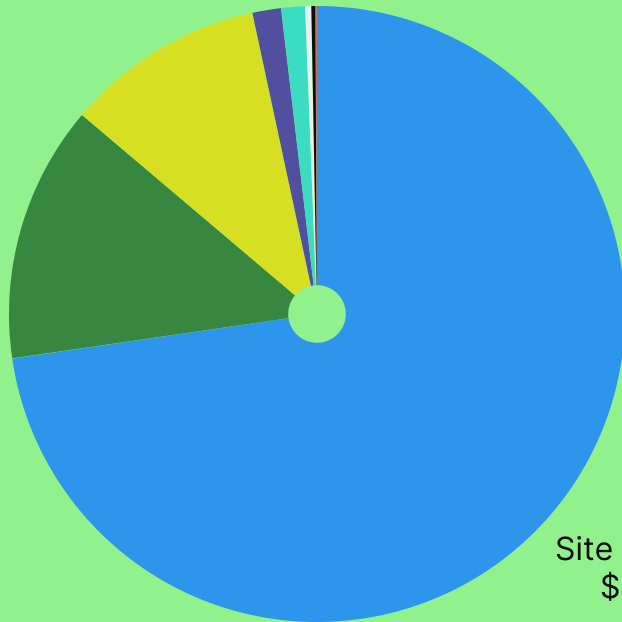




Revenue 2020-21

(in millions \$)

Non-operating leased sites
\$6.3 (27.4%)



- Site disposition
- Leased single tenant building
- Leased multi tenant building
- Commercial
- Long term land lease
- Vacant building
- TDSB occupancy charges
- Vacant land

Site disposition
\$16.7 (72.6%)



Properties Sold Since 2008

(in millions \$)



- Private
- Public



2020-21 Board of Directors

Brenda Patterson	Chair
Sheerin Sheikh	Vice-Chair
Dan MacLean	Trustee Director
Zakir Patel	Trustee Director
Robin Pilkey	Trustee Director
Jennifer Story	Trustee Director
Doug Annand	Director
Michael Fenn	Director
Laurie McPherson	Director
Steve Zakem	Director

TLC icon index



modernization



schools



real estate



education



land use planning



community



students/families/people



collaboration



leasing



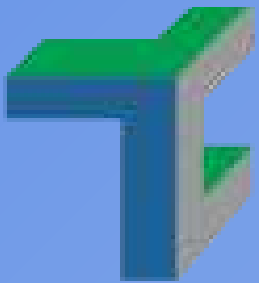
capital priorities



accessibility



green space



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