

2021-22

ANNUAL REPORT





TABLE OF CONTENTS

LAND ACKNOWLEDGEMENT	2
MISSION, VISION STATEMENT & CORE PRINCIPLES	4
MESSAGE FROM THE CEO	6
REPORT CARD	8
SHORT CASE STUDIES	10
— REAL ESTATE: RELIEVING ACCOMMODATION PRESSURE	10
— LEASING: STRONG PARTNERSHIPS, SUPPORTING COMPLETE COMMUNITIES	12
— LAND USE PLANNING: SUPPORTING STUDENT WELL BEING THROUGH DEVELOPMENT APPLICATION REVIEW	14
OTHER NOTABLE INITIATIVES	16
— MEMORIAL PARK	16
— ALTERNATIVE REDEVELOPMENT STRATEGY	18
— EDUCATION ORIENTED DEVELOPMENT	19
FINANCIAL INFORMATION	20
BOARD OF DIRECTORS LIST	23

LAND ACKNOWLEDGEMENT

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

“TLC was recognized as one of the 2021 Best Places to Work by HR Reporter Magazine. This award recognizes employers across Canada based on extensive feedback and an analysis of people practices.”

— DARYL SAGE

MISSION, VISION & CORE PRINCIPLES

ABOUT TLC

The Toronto Lands Corporation (TLC) is the TDSBs real estate and land use planning agent, advisor and asset manager. Following the amalgamation of seven local school boards in 1998, the TDSB became the owner one of the largest public real estate portfolios in the city — over 600 sites. Realizing that managing a portfolio of this size and nature requires specific expertise, TDSB established TLC in 2008 to professionally manage these important assets. In 2018 TLC's mandate was expanded to include the responsibility of managing all TDSB real estate interests for the purpose of redevelopment, land use planning, disposition & acquisition, leasing, partnerships, and the integration of community hubs. This new mandate makes TLC the first point of contact for all parties interested in inquiring about the availability of, or access to, TDSB properties. With specific expertise in real estate, leasing and land use planning, TLC's intent is to provide opportunities that ensure the accommodation and well-being of TDSB students in modern and innovative schools, preserve public assets to the greatest extent possible and to collaborate to build communities where people live, learn, work and play.





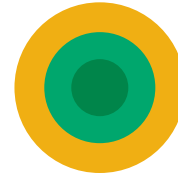
OUR MISSION

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

EXECUTIVE OFFICER'S MESSAGE

On behalf of The Toronto Lands Corporation, I am pleased to present our 2021-22 Annual Report with a sense of pride in the tremendous success we have had over the past year advancing options, ideas, and opportunities to modernize TDSB schools.

In September of 2021, we committed ourselves to an ambitious agenda of organizational priorities and strategic goals aimed at generating capital revenues for reinvestment back into school renewal opportunities and to support transforming yesterday's classrooms, into tomorrow's exceptional student learning environments. We also pioneered a new pathway toward creating a culture of partnership & collaboration with the province which is foundational in the pursuit of TDSB's Mission.

Twelve months later we are happy to produce a **TLC Report Card**. I am proud to say that the TLC team have successfully delivered against each commitment.

“We committed ourselves to an ambitious agenda of organizational priorities and strategic goals aimed at generating capital revenues for reinvestment back into school renewal opportunities and to support transforming yesterday's classrooms, into tomorrow's exceptional student learning environments.”

Our accomplishments however are not limited or measured by the Report Card alone, the added value TLC brings to TDSB is demonstrated in many other notable initiatives including:

- Negotiating the naming rights for TDSB of the future Bloor/Dufferin community hub
- Collaborating with TDSB planning colleagues to identify a potential \$1.5B revenue stream
- Playing a lead role in the negotiation of a TDSB school to be constructed within the podium of a condominium tower at 95 Lake Shore Blvd. E.
- Establishing a Covid 19 vaccine policy and return to work procedure
- Updating and improving liability protection and conditions on more than 500+ childcare agreements
- Securing recreational programming access to 27 TDSB's swimming pools under a single agreement with the City of Toronto
- Establishing organizational succession plans and policies
- Securing \$850,000 in contributions from developers for use toward TDSB schools
- Identifying opportunities for new schools in emerging neighbourhoods in south Etobicoke, Midtown, and Scarborough
- Creating a Delegation of Authority Policy and Procedures
- Transitioning to a completely paperless office environment



Also included in this annual report are three brief case studies that present a range of real estate, land use planning and leasing challenges that we successfully overcame during the past year, followed by summaries of three forward looking initiatives we are involved with that demonstrate TLC's vision, flexibility, and scope of expertise.

Lastly, my sincere thanks to the remarkable staff and Board of Directors at TLC, none of what we have accomplished happens without your committed work toward our vision. To our esteemed colleagues at the TDSB, I thank you for the confidence and collaboration over the past year. We exist to support you and look forward to the continued successes and the strategic use of the real estate assets of the largest and most diverse school board in Canada.

For more information on any of the projects and initiatives mentioned in the annual report, please inquire of us at communications.tlc@tdsb.on.ca.






— **DARYL SAGE**
Executive Officer



REPORTCARD

STRATEGIC GOAL 1





Transform Student Learning Environments through the Modernization of Facilities

COMMITMENTS	ACHIEVED	IN PROGRESS
Priority rank all non instructional TDSB sites		
Evaluate all non instructional sites against TDSB Long Term Pupil Accommodation Strategy		
Secure agreements with TCDSB, TDSB and Choice REIT for the sale and redevelopment of TDSB's land at Bloor Dundas		
Support TDSB's direction to review all administrative sites		
Undertake highest and best use analysis of all administrative sites		
Undertake planning studies and evaluate redevelopment opportunities on capital priority schools		
Pursue collaboration and negotiate with City of Toronto to coordinate use of public lands (North Prep/Memorial Park and RH Borden/Don Mills projects)		

1. Discussions continue with the City of Toronto on both projects.

STRATEGIC GOAL 2

Create a Culture of Partnership & Collaboration with Key Stakeholder Groups

COMMITMENTS	ACHIEVED	IN PROGRESS
Pursue open and transparent collaboration between TLC and TDSB		
Lead community meetings on TLC's modernization strategy		
Increase use of social media platforms to communicate useful and engaging information regarding TLC plans, strategies and projects		
Conduct educational sessions and on TLC matters for TDSB Trustees and staff and regularly contribute informative content to Trustees' Weekly newsletter		

TLC Report Card on 2021-22 Annual Plan Commitments

STRATEGIC GOAL 2 — CONTINUED





Create a Culture of Partnership & Collaboration with Key Stakeholder Groups

COMMITMENTS	ACHIEVED	IN PROGRESS
Regular contact and information sharing with industry media regarding TLC strategies and plans		
Proactive engagement with industry and municipal think-tanks, working groups and panel discussions		
Maintain relationships with post-secondary institutions to attract talent		

2. Ongoing regular strategic meetings with executive TDSB staff and Board Chairs.

STRATEGIC GOAL 3

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

COMMITMENTS	ACHIEVED	IN PROGRESS
Undertake enterprise management initiatives to provide better and more accurate reporting on TLC's operations, finances and objectives		
Enhance TLC's social media presence highlighting Employee Value Proposition to improve ability to attract & retain employees		
Conduct Leadership Effectiveness & Employee Engagement surveys to identify strengths, opportunities and develop action plans to address gaps		
Provide Leadership development to expand the capacity of individuals in leadership roles		
Develop a performance management system that aligns organization strategic goals with team and individual goals, drives performance, behaviours, results & employee growth		
Develop succession plans for key roles to ensure TLC has the right leaders/ employees in place should a change happen		

SHORT CASE STUDIES

REAL ESTATE:

Relieving Accommodation Pressure

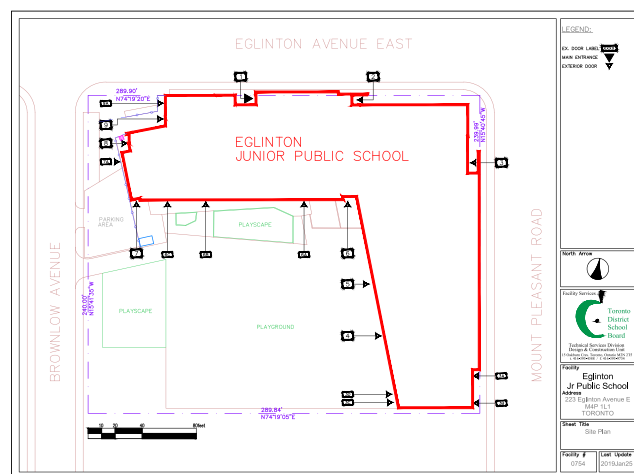
ISSUE

Eglinton Junior Public School (EJPS) is a 64,000 sq. ft. JK-5 facility located on the corner of Eglinton Ave E. & Mt. Pleasant Road that has been experiencing increasing student accommodation pressures for two decades and currently operates above its capacity. The building sits on a 1.6-acre site that has neither the room for portables nor the sufficient physical space for additional retrofits to support the projected increased enrolment.

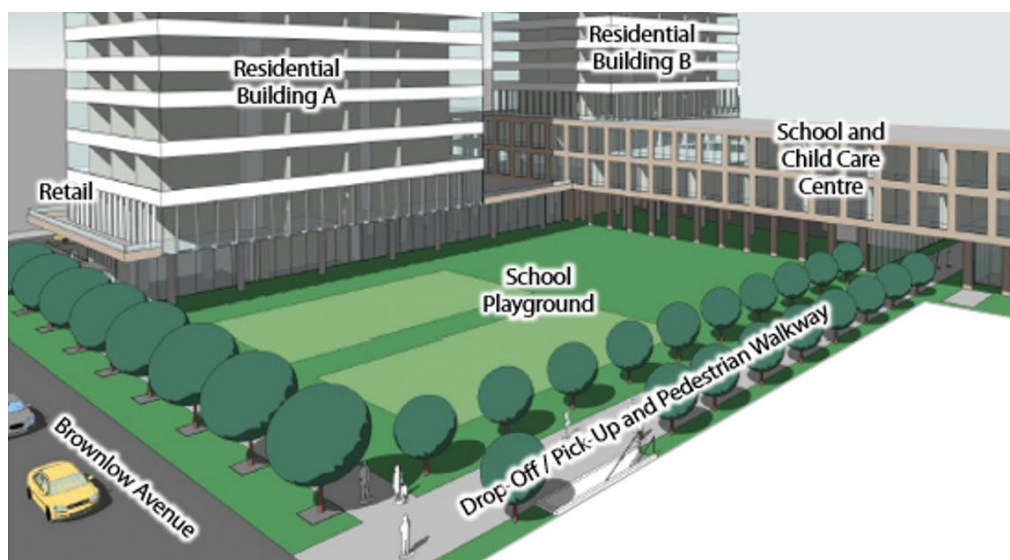
TLC has negotiated a proposed solution that would deliver a new non condominium, strata owned, 120,000 sq. ft. modern school with the capacity for 1,100 students, in the podium of a future mixed-use high rise development. The new school would include separate entrances and elevators, 2 gymnasiums, a school and community day care centre, exclusive use of 0.8 acres of an outdoor ground level playground, plus a 40,000 sq. ft. play space on the podium roof and more than 60 underground parking spaces. The proposed school would require no additional provincial funding, while increasing the overall asset value of TDSB's real estate holdings.

BACKGROUND

To address the continued accommodation pressures at the school over the past 20 years TDSB has employed several strategies, including boundary changes, grade range changes, program moves, and internal retrofits. Since June 2018, students from new residential developments in the neighbourhood have been directed other TDSB schools in the area some as far away as 7km. Despite this, enrolments at EJPS continues to grow beyond the site's capacity and TDSB's long term pupil accommodation projection is that the school will exceed capacity by 145% by 2040.



Conceptual lay-out of new school in multi-residential development



In April 2021, TLC brought forward the proposed opportunity for TDSB to consider entering into a land exchange agreement with an adjacent developer to exchange the land currently occupied by EJPS, for a 120,000 sq. ft. of newly constructed, and owned space in the podium of a mixed use development to help relieve student accommodation pressure in midtown Toronto. TDSB subsequently authorized TLC to further explore the potential of this opportunity that could impact the way students attend, access and are accommodated in mid town schools for the next generation.

OPTIONS

As a measure of due diligence, TLC actively explored other student accommodation options including leasing space within a nearby office building, however no desirable solution for TDSB could be found. Continuing to transport students outside their home school community to other schools is expensive and negatively impacts the benefits of attending a neighborhood school for all students.

SOLUTION

In collaboration with TDSB, TLC issued a *Request for Preliminary Proposal* in October 2021, to explore a partnership with an adjacent developer to combine their respective land holdings to allow for the creation of a joint use complex that includes a new school within a large mixed use high-rise residential development. This solution consists of TDSB exchanging an existing parcel of school land for strata ownership of non condominium space in the podium of a new condominium complex which will be constructed on the combined development site.

In April 2022 TLC completed negotiations on the proposal with the developer to exchange the 1.6 acre TDSB property at 223 Eglinton Ave. East, in return for a new TDSB owned 120,000 sq. ft. JK-5 school to be located in the podium of the future development on the combined site. Proposed timeline for project delivery is 5-10 years. The project awaits Ministry approval.

LEASING:

Strong Partnerships, Supporting Complete Communities

ISSUE

In late 2021 local agencies admitting students to the Ontario Autism 'Entry to School Program' struggled to secure suitable community locations for their funded pilot projects scheduled to begin in March 2022. Early in the new year, and needing to quickly secure space for the program, the designated agencies approached local school boards. Recognizing the importance of this program and wanting to support this critical education initiative, TDSB approached TLC for advice and assistance to quickly secure leased space in TDSB schools for the program.

TLC advised that to provide leased space in public schools, Ontario Reg. 444/98 must be complied with, and a surplus declaration to lease would require approval of the TDSB Board, which was not scheduled to meet until April, after the start date of the 'Entry to School Program'.

CONTEXT

Three agencies providing programming to assist children with autism acclimatize to the school environment needed community space to begin delivery of their program. The space required needed to be close to an entrance and have access to its own dedicated washroom facilities.

In accordance with TDSB strategic direction of allocating resources to support students needs and building strong partnerships with school communities to support student learning and well being, a motivated and collaborative team of staff from Planning & Accommodation, Special Education and



the Toronto Lands Corporation identified appropriate space in Beaumonde Heights JMS, Cornell Jr. PS and Emily Carr PS. TLC then took the responsibility to fast-track the negotiation, preparation, explanation and execution of the leases, with the program agencies while navigating the complexities of the legislation - all in advance of formal board approval.

SOLUTION

On TLC's recommendation and in collaboration with the TDSB permits department, special permits were issued to the three program agencies for spaces in schools before their start date. After the April 2022 Board meeting, the agencies were seamlessly switched over from permits to leases with the approval of TDSB's Board of Trustees, making TDSB

the first local school board to provide space for this new program for children with autism.

For more information about Special Education at TDSB and Ontario Autism's Entry to School Program visit these websites:



TDSB SPECIAL EDUCATION & INCLUSION VISION

<https://www.tdsb.on.ca/Leadership-Learning-and-School-Improvement/Special-Education>



ONTARIO AUTISM PROGRAM: ENTRY TO SCHOOL PROGRAM

<https://www.ontario.ca/page/ontario-autism-program-entry-school-program>



LAND USE PLANNING:

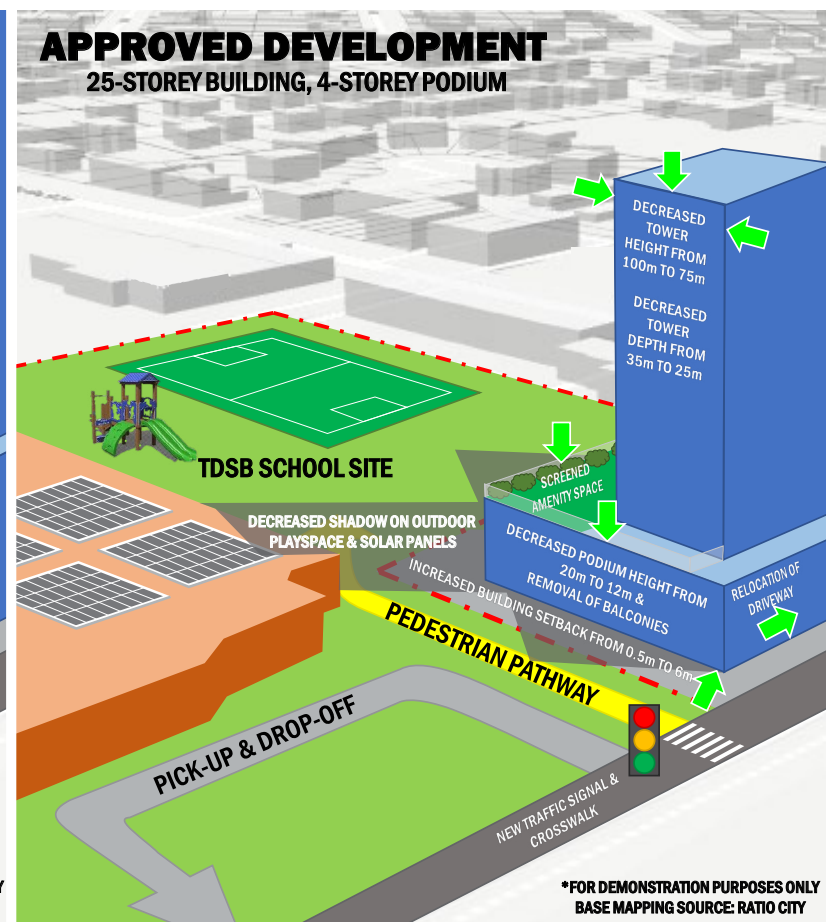
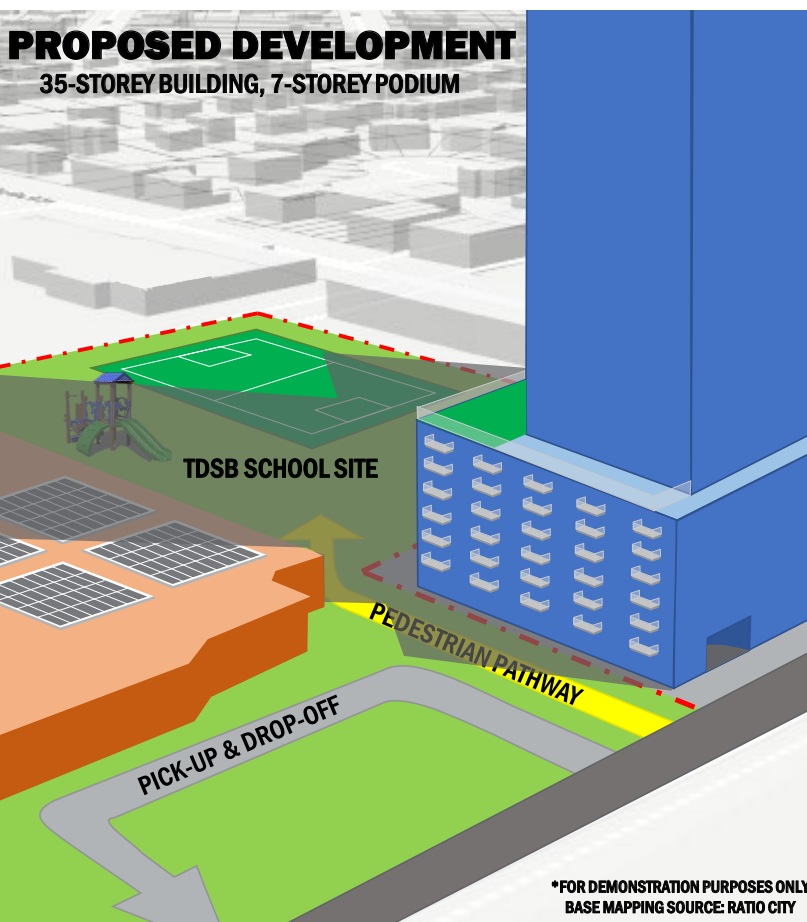
Supporting Student Well Being Through Development Application Review

ISSUE

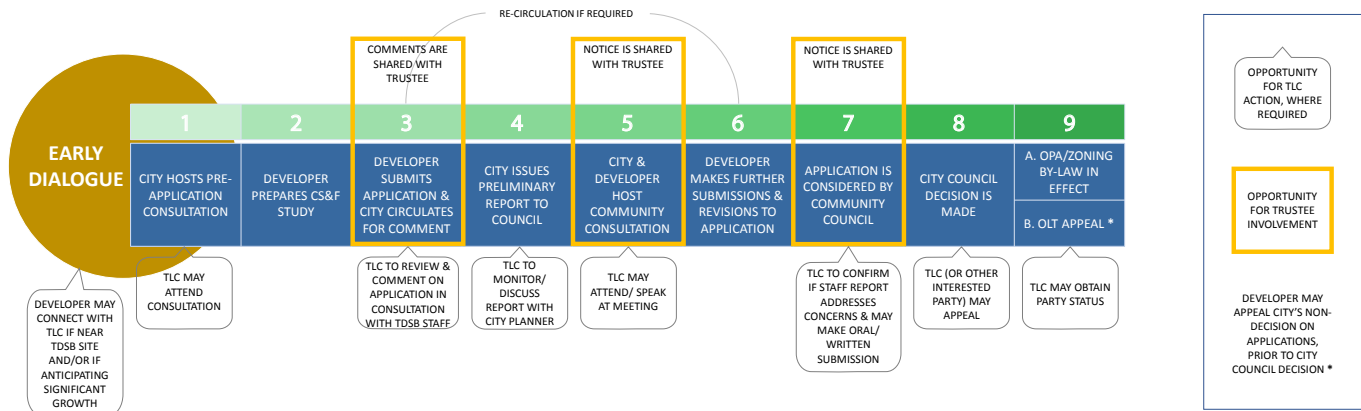
A development application was submitted to the City of Toronto for a 350-unit, 35-storey residential building with a 7-storey podium, located next to a TDSB elementary school. Negative impacts on the school would include significant shadowing, privacy concerns, potential safety hazards and a substantial increase in traffic.

BACKGROUND

The City of Toronto Planning Department circulates development applications that they receive to municipal departments and external agencies for review and comment. TLC's Land Use Planning team, responsible for all land use planning matters on behalf of TDSB, reviews these applications for potential student accommodation, land use planning and construction/demolition impacts.



OPPORTUNITIES FOR TLC & TDSB INVOLVEMENT IN THE CITY OF TORONTO PLANNING PROCESS



TLC consulted TDSB to determine if there were any student accommodation concerns resulting from the number of proposed units and projected student yield. TDSB advised that there was limited space available within schools in the area and therefore required site signs and warning clauses in rental/purchase agreements to inform existing and future residents of the situation, should the application be approved.

TLC reviewed the application and consulted with the school officials on operations and identified several impacts to the school property.

- A sun/shadow study showed new shadows across most of the outdoor play space during the morning recess as well as shadows on the school's roof-top solar panels.
- Balconies and roof-top amenity spaces overlooking the school's outdoor place space presented a safety hazard with the potential for objects falling onto school property, including the pedestrian pathway.
- Significant traffic was shown exiting the site during the morning rush hour past the school entrance, creating pedestrian safety concerns.

TLC advised the City of these matters and indicated that TLC/TDSB did not support the application in its current form. As a result, when the developer appealed

their application to the Ontario Land Tribunal (OLT), TLC obtained party status to the appeal. This allowed TLC to continue discussions with the developer and the City to find a solution to TLC's concerns.

SOLUTION

A consensual resolution was reached through OLT mediation sessions, attended by the developer, TLC, the City of Toronto and residents' groups.

TLC was able to secure changes to the development proposal including a reduction in tower and podium heights. To aid in this solution, TLC's Land Use planning team utilized computer software to model tower heights and massing for the building, showing significant reduction of shadow on the school property.

The settlement with the developer included prohibiting balconies on the building's podium closest to the school, screening and landscaping on amenity spaces to reduce the potential for falling objects and enhance privacy, City funding commitment for a traffic signal in front of the school to improve the vehicular and pedestrian traffic safety, relocating the parking ramp further away from the school, and requirement for construction management plans to be prepared in consultation with TDSB.

OTHER NOTABLE 2021-22 TLC INITIATIVES

MEMORIAL PARK PARTNERSHIP

TLC is working towards a real estate agreement with the City of Toronto and their real estate subsidiary, CreateTO, that will permit the City of Toronto to purchase certain TDSB lands at North Preparatory Junior School (Memorial Park) to form a part of the City's Midtown Toronto Storm Sewer Relief Project (MTSSRP).

The MTSSRP is part of the City's larger basement flooding protection program informed by a 2014 City study that recommended upgrades throughout the flood protection zone including the need to install additional stormwater storage capacity. The proposed best option was to install an underground storage tank on TDSB owned land at Memorial Park.

In 2020, the TDSB Board directed TLC to negotiate an agreement based on key business terms that needed to be met for the agreement to occur.

In May 2022, in partnership with the City of Toronto, TLC hosted a successful public information session to share the current details about the site use and project timelines with the community and to solicit questions from the public regarding the project and its effect on school and community access to Memorial Park.

This is a multi-million-dollar, multi year project will provide superior community flood protection while providing capital revenue for TDSB to address its own infrastructure needs.



TDSB owned Memorial Park project site



Proposed, not final, site restoration plan for Memorial Park

STRATEGY TO ADDRESS A CAPITAL PRIORITY

Each year TDSB joins every school board in the province in submitting a list of 10 priority capital projects to the Ministry of Education for replacement funding consideration. Schools submitted by the TDSB are either significantly overcrowded or in most need of replacement. For four of the past five years, an aging St. Margaret's public school in Scarborough has been on the list of capital priorities submissions. St. Margaret's currently operates at a utilization rate* of 113%, with over a dozen permanent portables on site that have been in use for the past twenty years. Most of the school's instructional classroom time happens in these portables.

**Utilization rate: The number of students attending a school compared to the number of students that the school was designed to hold.*

The current repair backlog of the school is \$4.1M and projected to increase to \$5.3M in five years, with the most recent assessment of the school building suggesting that a full replacement is the most appropriate means of capital intervention. Unfortunately, the much-needed provincial funding for a replacement school at St. Margaret's remains unaddressed.

Over the past year, TLC has been developing and testing a complementary approach to provincial funding that involves leveraging TDSB land value through public partnership and redevelopment opportunities.



EDUCATION ORIENTATED DEVELOPMENT

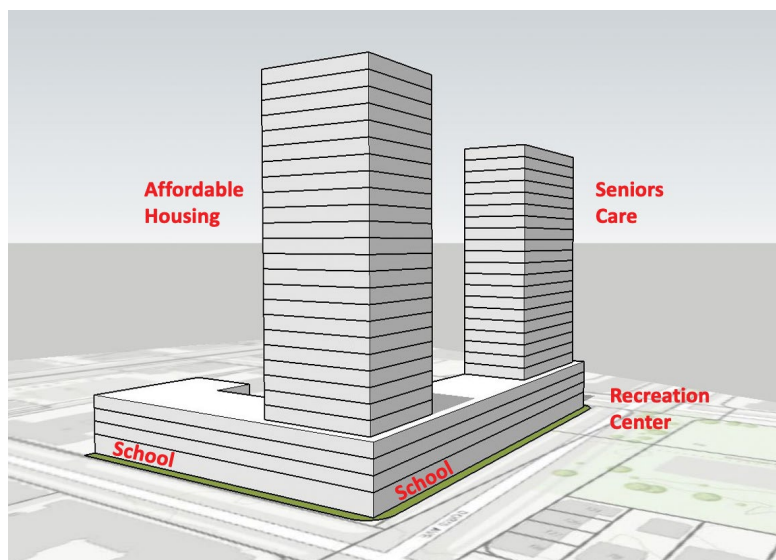
Similar to the current provincial model that encourages the monetization of provincial lands to fund transit orientated development, TLC is developing an Education Oriented Development (EOD) model. It is a public partnership approach to the modernization of TDSB schools that would provide exceptional learning spaces across Toronto, while fostering the maximization of TDSB lands into complete communities.

The EOD concept aims to proactively align the development of TDSB lands with three key areas: (1) provincial strategies, (2) City of Toronto planning policies and (3) community needs. Should this be achievable, the initiative could provide new school infrastructure to students while addressing major challenges faced by TDSB, including:

- City land use planning and residential construction processes do not adequately consider school board/student needs.
- Toronto's current development wave supports the Ministry of Education's approach to fund new schools in areas with enrollment pressures but provides limited funding for replacement schools.
- The overall and urgent need for increased funding to repair school infrastructure and replace older schools.

With this model, TLC would integrate local planning priorities and procurement processes for replacement schools, with new development on TDSB sites that would fund the revitalization of schools. Community engagement would identify additional needs and help ensure that these projects contribute to the provision of new and updated schools for students across Toronto.

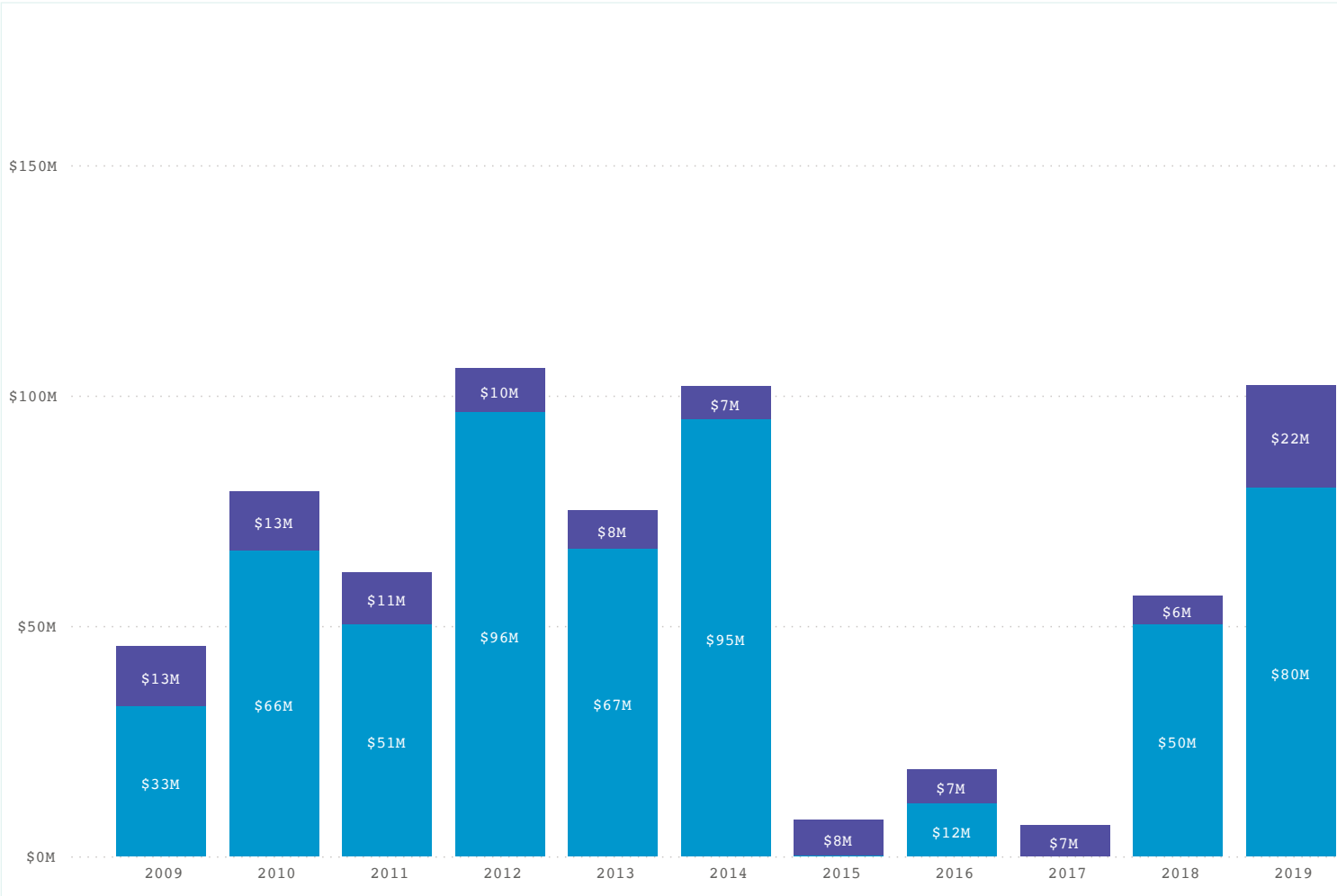
TLC will continuing to explore and refine the EOD model for delivery at a future Board meeting.



FINANCIAL INFORMATION

TOTAL REVENUE, INCLUDING PROCEEDS OF DISPOSITION (2009-22)

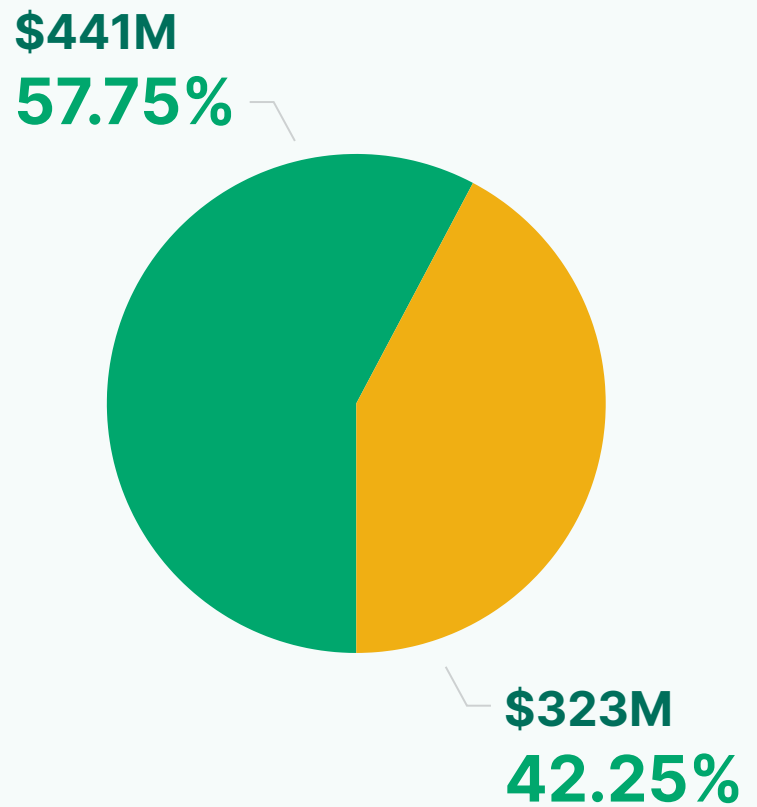
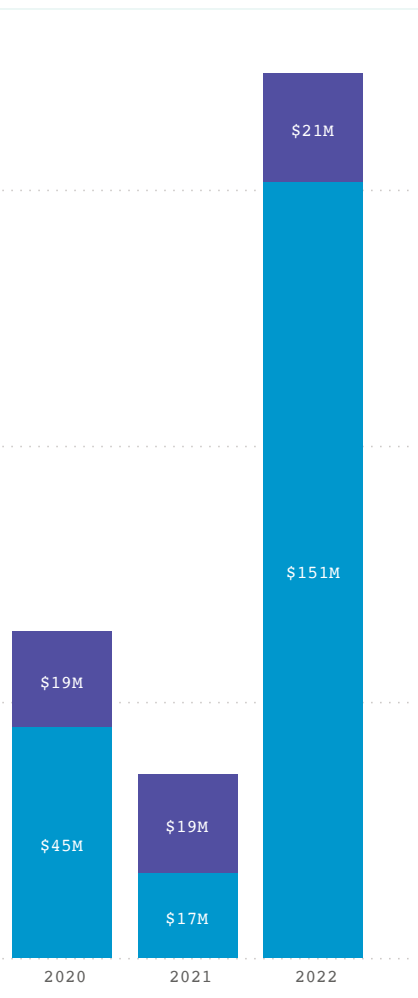
(TOTAL TLC FINANCIAL CONTRIBUTION TO TDSB SINCE 2009 = \$934M)



REPORT TYPE

- POD's
- TOTAL REVENUE

PROCEEDS OF DISPOSITION SINCE 2009: PUBLIC VS. PRIVATE



**Disposition to private buyers only occurs when all public agencies eligible to purchase the property have declined to express an interest.*

SALE TYPE

- PRIVATE
- PUBLIC



BOARD OF DIRECTORS

The Toronto Lands Corporation is governed by an independent 10-member Board of Directors, consisting of 6 Citizens and 4 appointed TDSB Trustees. Through TLC's Board Renewal Policy, the 6 Citizen positions are nominated by a TLC Committee and approved by the TLC Board, then ratified by the TDSB.

BRENDA PATTERSON

Chair and Citizen Director

SHEERIN SHEIKH

Citizen Director and Vice Chair

DAVID SMITH

TDSB Trustee

PARTHI KANDAVEL

TDSB Trustee

DOUG ANNAND

Citizen Director

LAURIE MCPHERSON

Citizen Director

ROBIN PILKEY

TDSB Trustee

DAN MACLEAN

TDSB Trustee

PETER GROSS

Citizen Director

KUMI SOMASKANDAN

Citizen Director





@TORONTOLANDS



/TORONTO-LANDS-CORPORATION

For more detail on the work of the Toronto Lands Corporation
watch our 4 new corporate information videos at
<https://torontolandscorp.com/our-videos/>