



**TORONTO LANDS**  
CORPORATION

2022-23

# Annual Report



# 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, Metis and the Inuit peoples.

# Executive Officer's Message

On behalf of the Toronto Lands Corporation, I am pleased to present TLC's 2022-2023 Annual Report.

With a sense of excitement and anticipation, we have, over the last year, renewed TLC's commitment to the modernization of the Toronto District School Board's (TDSB) real estate portfolio. With a focus on providing new and exciting learning environments for students, we will work together to create opportunities that demonstrate the potential for new and modern schools, but also explore how these initiatives can advance other important community needs, such as affordable housing, improved community spaces or long-term care facilities. We look forward to presenting many of these exciting modernization opportunities to our Board in the coming months.

Along with our renewed commitment to modernization, we have continued to provide the day-to-day real estate, leasing, and land use planning expertise to the TDSB over the past year. In keeping with our revised Shareholder's Direction, we will continue to focus on providing efficient and timely service and promote open and transparent communication with the Board.

The TLC continues to build and strengthen relationships with our public sector and community partners. We understand the inherent value of the public assets that we manage, and how important the retention and optimization of these assets are to the health of the TDSB, to help transform student learning and provide equity of access for all students.

I am excited for the TLC as we bring this work to life; I am excited for the TDSB and its students and staff; for our school communities; and for the contribution we can make towards creating a vibrant city.

Ryan Glenn  
Interim Chief Executive Officer

“The TLC continues to build and strengthen relationships with our public sector and community partners.”



# About TLC

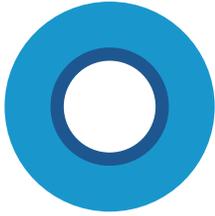


The Toronto Lands Corporation (TLC) is the Toronto District School Board's (TDSB) real estate and land use planning agent, advisor and asset manager. Following the amalgamation of seven local school boards in 1998, the TDSB became the owner of one of the largest public real estate portfolios in the City – over 600 sites. TLC's mandate includes the responsibility for managing all TDSB real estate interests for the purpose of redevelopment, land use planning, disposition and acquisition, leasing, strategic partnerships and unlocking the potential of communities. This mandate makes TLC the first point of contact for all parties interested in the availability of, or access to, TDSB properties. TLC's purpose is to provide opportunities and strategies that optimize the accommodation and well-being of TDSB students in modern and innovative schools, while preserving public assets the greatest extent possible. TLC recognizes that exceptional learning will often happen beyond the walls of physical school buildings and that maximizing the value of TDSB properties must include exploring broader social and community benefits.



## 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 Guiding 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.



# Notable 2022-23 Projects

## Spadina-Fort York: Lower Yonge Sugar Wharf

In January 2022, the Ontario Ministry of Education announced the capital funding approval of \$44M for a new and innovative elementary school fully integrated within the podium on a high-density mixed-use development in the Lower Yonge Precinct. The 455-pupil K-8 school will occupy the third floor of the podium and will include a 10,000 sq ft outdoor play area on the podium roof, with additional play space at a newly created City park across the street. TLC continues to facilitate discussions between the developer, City staff and TDSB to ensure the success of this first-of-its-kind school in Ontario. The project presents an opportunity to develop guiding principles for future vertically integrated schools.

Photograph via Menkes



“This school will provide lessons and guiding principles for future vertically integrated schools”

Photograph via New Haven Learning Centre



“A state-of-the-art facility to support those affected by ASD”

## Etobicoke-Lakeshore: Douglas Park

This 5.52-acre site at 301 Lanor Avenue has been tenanted by New Haven since 2009, an organization offering highly specialized programming for how to best understand and treat those affected by Autism Spectrum Disorder (ASD). TLC has been working with the tenant to facilitate a purchase of the site allowing the construction of a modernized facility for their community. This transaction would replace a building, currently aged beyond its usable life, with a state-of-the-art facility to support those affected by ASD. Opportunities are being explored for TDSB to partner with New Haven to benefit additional students and to maintain the current childcare centre which currently operates on site.



“An agreement that will establish a more efficient use of public land”

## Etobicoke Centre: Scarlet Heights

TLC has been working towards the sale of the former Scarlett Heights Entrepreneurial Academy to the Toronto Catholic District School Board (TCDSB). A large 18-acre site shared with Hilltop Middle School, TDSB closed Scarlet Heights due to declining enrollment. At the direction of the TDSB Board, TLC separated the two school sites in August 2023 after the Scarlett Heights portion was declared surplus. The TCDSB has expressed interest in establishing a new secondary school on the site. TLC continues to work with TCDSB to finalize an agreement that will establish a more efficient use of public land, generate revenue for TDSB and allow the site to continue serving the local community.

## Scarborough-Guildwood: Sir Robert Borden

This site at 200 Poplar Road has been under active discussion since it was declared surplus in 2016. In 2023, TLC entered discussions with a consortium of not-for-profit housing providers who share a vision to build a “Gathering Place” – a model of housing which integrates affordable housing with a full complement of services, sense of belonging and opportunities for community building. In addition to providing hundreds of housing units within a private and not-for-profit mix, the site presents opportunities to explore integrating a much-needed job skills training facility, senior’s care, youth support programs and enhanced green space. TLC will continue to work with the consortium to advance opportunities to maximize the use of the property.



“A model of housing with a full complement of services, sense of belonging and opportunities for community building”



“A new cutting edge facility along with affordable housing opportunities on site.”

## Davenport: Safehaven

Two TDSB owned parking lots on Brock Crescent have presented an opportunity to add critical community supports, recreation space and affordable housing. The two lots are adjacent to Safehaven, the home of a not-for-profit organization that provides residential and respite care to individuals with medical complexities and developmental disabilities. Leveraging the two TDSB properties will allow Safehaven to develop a new cutting edge facility along with affordable housing opportunities on site. The proposed new facility will also contain an indoor pool, creating a new recreation facility to be used by TDSB students at the adjacent Bloor Collegiate Institute. TLC continues to work with Safehaven to explore access as part of any future transaction.

## Scarborough-Guildwood: St. Margaret's

The TDSB has identified St. Margaret's Public School at 235 Galloway Road as a capital priority in each of its annual submissions to the Ontario Ministry of Education dating back to 2018. With a repair backlog of over \$4 million and most of the school's instructional classrooms deteriorating, the school is beyond reinvestment and urgently requires a rebuild. The large size of the site has allowed TLC to think more broadly about how to leverage a new school facility to provide further benefit to the community. The TLC Board has provided direction to explore including a new public sector, or not-for-profit long-term care home as part of any future redevelopment, along with other possible city and community building opportunities. These opportunities will be explored in through the upcoming year.



“The site has allowed TLC to think more broadly about how to leverage a new school facility”

Photograph via Montgomery Sisam Architects, HDR



“A new 550-pupil school in the podium of the building with a new play space on the roof accessible to the broader community”

## Don Valley East: 770 Don Mills Road

Since 2020 TLC has been working with the City of Toronto to establish a new school site southwest of Don Mills Road and Eglinton Avenue East. In May 2022 City Council adopted a plan under the Housing Now Initiative to establish 1,254 new housing units at 770 Don Mills Road, one third of which will be designated as affordable rental. Housing Now is a program designed to leverage City-owned land for urgently needed affordable housing as part of complete communities. Collaborating with the City, TLC was able to secure space for a new 550-pupil elementary school in the podium of the building with a new play space on the roof accessible to the broader community outside of school hours. The new development will also include a new City park and non-profit childcare facility.

## Etobicoke-Lakeshore: Mimico Adult Learning Centre

The TDSB Mimico Adult Learning Centre property at 255 Royal York Road is adjacent to the property of St. Leo Catholic School. The school community at St. Leo’s has temporarily relocated to accommodate a necessary expansion of the school. To optimize the growth, the Toronto Catholic District School Board (TCDSB) has requested a portion of the Mimico property for its use. TLC has worked with the TDSB to declare a portion of its property surplus in order to support the TCDSB request. The final agreement, which has shown exceptional collaboration between school boards in maximizing the value of the land, is expected in early 2024.

Photograph via Architectural Conservancy Ontario



“TLC has worked with the TDSB to declare a portion of its property surplus supporting the TCDSB.”

# Alignment with TDSB Strategic Goals



TDSB Strategic Goal:  
**Transform Student Learning**



## 2022-23 TLC Commitments:

- Identify sites and develop strategies to address non-instructional sites.
- Identify sites that provide value uplift opportunity.
- Develop a business case on asset building.
- Explore the concept of Education Oriented Development.



TDSB Strategic Goal:  
**Create a Culture for Student and Staff Well-Being**



## 2022-23 TLC Commitments:

- Update TLC's strategic goals for the next five years.
- Creation/approval of key performance indicators.
- Governance and structural reform to align with business priorities.
- Attract and retain exceptional talent.





TDSB Strategic Goal:

**Build Strong Relationships and Partnerships Within School Communities to Support Student Learning & Well-Being**



**2022-23 TLC Commitments:**

- Ongoing education and information sharing with Trustees and TDSB Staff.
- Regular strategic planning sessions with TDSB.
- Establish working meetings with City Planning to advance TDSB accommodation needs and redevelopment opportunities to include Parks, Recreation, Housing and Care facilities.
- Foster partnership relationships with other local school boards in advance of expected transactions with provincial and municipal agencies.



TDSB Strategic Goal:

**Allocate Human and Financial Resources Strategically to Support Student Needs**



**2022-23 TLC Commitments:**

- Identify/generate \$100M from TDSB surplus declarations of sites identified within TDSB's LTPAs.

# Board of Directors

At the start of the 2022-23 year the Toronto Lands Corporation was governed by an independent 10 member Board of Directors, consisting of six citizen directors and four appointed TDSB Trustees. The Board transitioned over the course of the year with the appointment of four new Trustees, four new citizen directors and two TDSB executive staff members. The current Board of Directors was convened in June 2023.

## TLC's Board of Directors:

**Payman Berjis**  
Citizen Director

**Igor Dragovic**  
Citizen Director

**John Filion**  
Citizen Director/Chair

**Liban Hassan**  
Trustee Director

**Dennis Hastings**  
Trustee Director

**Shelley Laskin**  
Trustee Director

**Zakir Patel**  
Trustee Director

**Leola Pon**  
TDSB Staff Director

**Aleem Punja**  
Citizen Director/Vice-Chair

**Stacey Zucker**  
TDSB Staff Director

## Also serving the Board during the 2022-23 year:

**Doug Annand**  
Citizen Director

**Peter Gross**  
Citizen Director

**Parthi Kandavel**  
Trustee Director

**Dan MacLean**  
Trustee Director

**Laurie McPherson**  
Citizen Director

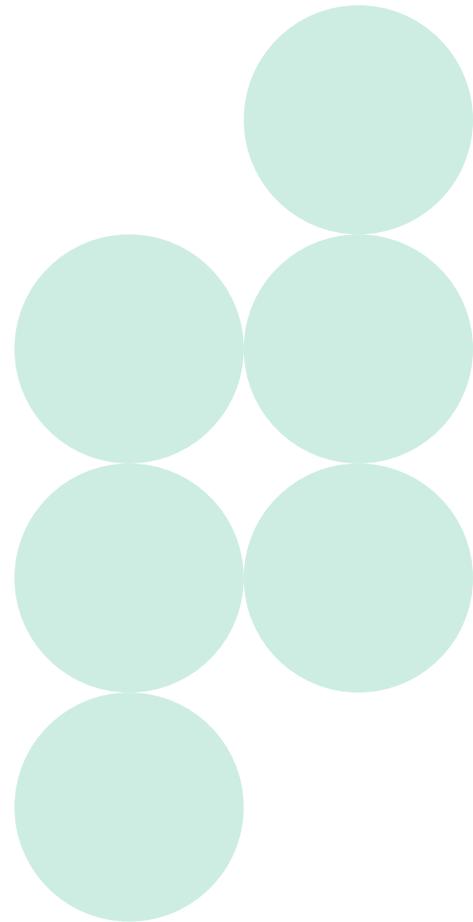
**Brenda Patterson**  
Citizen Director/Chair

**Robin Pilkey**  
Trustee Director

**Sheerin Sheikh**  
Citizen Director

**Kumi Somaskandan**  
Citizen Director

**Mana Wong**  
Trustee Director



# OPPORTUNITY BY THE NUMBERS

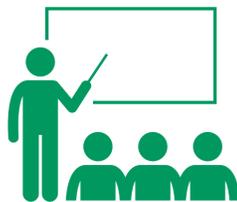
**600**

Properties



**582**

Schools



**247,000**

Students enrolled



**308,000**

Student capacity



**2,057**

Hectares of total land  
(5,083 acres)



**Over 650**

Lease agreements in place



270 schools are over

**60 years old**



58 schools are over

**95 years old**



**\$4B**

Maintenance &  
repair needs



**\$300M**

Annual maintenance &  
repair funding



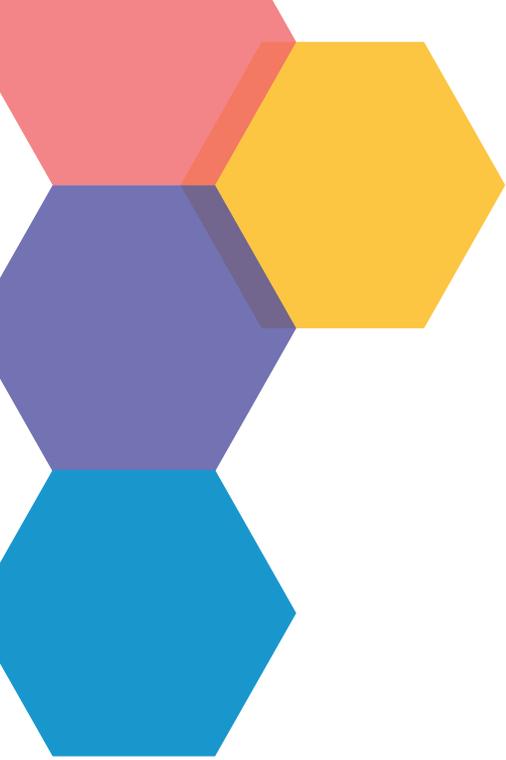
**185 new**

Development  
applications received

**Only 8**

Schools built in  
the last 10 years





# TORONTO LANDS CORPORATION

For more detail on the work of the Toronto Lands Corporation  
visit our website at [torontolandscorp.com](https://torontolandscorp.com)



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