



Regular Meeting of the Toronto Lands Corporation (TLC) Board of Directors

Board of Directors: John Filion (Chair), Payman Berjis, Igor Dragovic, Liban Hassan, Dennis Hastings, Shelley Laskin, Zakir Patel, Leola Pon, Aleem Punja, Stacey Zucker

28 March 2024

In-person: TLC Offices, Virtual: Microsoft Teams

60 St. Clair Ave East

#201

Toronto, ON, M4T 1N5

Meeting Book - Regular Meeting of the Toronto Lands Corporation (TLC) Board of Directors [Public

PUBLIC AGENDA

1. Call to Order & Confirmation of Quorum

[Chair](#)

2. Land Acknowledgement

[Chair](#)

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.

3. Declaration of Conflict of Interest under the Municipal Conflict of Interest Act and the Ontario Business Corporation Act

[Chair](#)

4. Approval of the Agenda/Other Business

[Chair](#)

For Approval

5. Approval of the Minutes of the Board of Directors Meeting of February 15, 2024

[Chair](#)

For Approval

6. CEO's Update

[Ryan Glenn, Interim CEO](#)

For Information

7. Reports from the Audit & Finance Committee

[Payman Berjis, Committee Chair](#)

1. TLC 2023-24 Q1 Operating Report [3-72]

For Information

8. Report from the Human Resources, Nominating & Governance Committee

[Aleem Punja, Committee Chair](#)

1. Actions Arising From Shareholders Direction [3-74]

For Approval

2. Framework for Advancing Governance Policies and Procedures [3-75]

For Information

3. Strategic Communications Report [3-76]

For Information

9. Report from the Policy & Planning Committee

[Igor Dragovic, Committee Chair](#)

1. ULI Technical Assistance Panel Report [3-77]

For Approval

2. TLC 2023-34 Q2 Business Operations Report [3-78]

For Approval

3. Affirming TLC's Guiding Principles [3-79]

For Information

10. Adjournment to Closed Session

[Chair](#)

To consider matters under section 207(2)[a] and [c] of the Education Act regarding financial information on property disposition.

For Approval

11. Report from the Closed Session

[Chair](#)

For Approval

12. Termination of Meeting

For Approval

**TORONTO LANDS CORPORATION
60 ST. CLAIR AVENUE EAST
TORONTO, ONTARIO**

**MINUTES OF BOARD OF DIRECTORS MEETING (PUBLIC)
HELD IN-PERSON AT TORONTO LANDS CORPORATION OFFICE
AND VIRTUALLY VIA MICROSOFT TEAMS
TORONTO, ONTARIO**

February 15, 2024, 5:30 PM

The following Board members were present: Payman Berjis (Citizen Director), Igor Dragovic (Citizen Director), John Fillion (Citizen Director / Chair), Aleem Punja (Citizen Director / Vice-Chair), Liban Hassan (Trustee Director), Dennis Hastings (Trustee Director), Shelley Laskin (Trustee Director), Zakir Patel (Trustee Director), Leola Pon (TDSB Staff Director), Stacey Zucker (TDSB Staff Director)

The following TDSB Trustees were present: Rachel Chernos Lin

The following TLC staff were present: Kevin Bolger (Manager, Real Estate & Leasing), Yvonne Choi (Director of Planning), Ryan Glenn (Interim Chief Executive Officer), Markus O'Brien Fehr (Communications & External Relations Liaison).

1. Call to Order & Confirmation of Quorum

There being a quorum present, and the Directors having been given adequate and proper notice of the meeting, John Fillion, TLC Board Chair, called the meeting to order at 5:32 PM (EST).

2. Land Acknowledgement

John Fillion, TLC Board Chair, read the following Land Acknowledgement:

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

3. Declaration of Conflict of Interest under the Municipal Conflict of Interest Act and the Ontario Business Corporation Act

No conflicts of interest were declared.

4. Approval of the Agenda/Other Business

John Filion added discussion of meeting start times as additional item.

Trustee Shelley Laskin, seconded by Stacey Zucker, moved approval of the agenda as presented.

The motion was carried.

5. Approval of the Minutes of the Board of Directors Meeting

Trustee Shelley Laskin, seconded by Aleem Punja, moved that the minutes of the previous Board Meeting on January 16, 2024 be approved without amendment.

The motion was carried.

6. CEO Update

Ryan Glenn, Interim TLC CEO, provided an brief update to the Board. Ryan discussed collecting available dates from board members for a tour of sites in the spring.

7. Report from the Audit and Finance Committee

Payman Berjis, Chair of the Audit and Finance Committee, provided a report on the February 1, 2024 Audit and Finance Committee meeting.

1. TLC 2022-23 Unaudited Financial Statements

Payman Berjis, seconded by Trustee Dennis Hastings, moved:

- a. That the TLC Board receive the report for information.
- b. That the Interim CEO, Toronto Lands Corporation, explore options for having a separate annual audit of TLC finances, to include an annual presentation to the TLC Audit & Finance committee, either as a component of the Toronto District School Board auditing process or through a separate auditor, and that the Interim CEO report back thereon to this committee.

Leola Pon, seconded by Payman Berjis, moved referral of 7.1.b back to the TLC Audit and Finance committee for further discussion.

The motion for referral of 7.1.b was carried.

The motion adopting 7.1.a was carried.

2. TLC 2022-23 Annual Report

Payman Berjis, seconded by Aleem Punja, moved:

- a. That the 2022-23 TLC Annual Report be received and forwarded to the TDSB Board for information.

The motion was carried.

8. Report from the Policy and Planning Committee

Igor Dragovic, Chair of the Policy and Planning Committee, provided a report on the February 6, 2024 Policy and Planning Committee meeting.

1. Strategy to Address Growth and Intensification

Igor Dragovic and seconded by Trustee Shelley Laskin, moved:

- a. That the report be received and forwarded to TDSB for information.

The motion was carried.

2. Disposition of Scarlett Heights Property

Igor Dragovic and seconded by Payman Berjis, moved:

- a. That the Toronto Lands Corporation (TLC) be authorized to enter into agreements with the Toronto Catholic District School Board upon satisfactory completion of Ontario Regulation 444/98 to dispose of the Scarlett Heights property, located at 15 Trehorne Drive, on terms and conditions satisfactory to TLC's legal counsel;
- b. TLC be granted authority to execute all agreements and other documents as required to give effect thereto in a form and content satisfactory to its legal counsel; and
- c. The report be forwarded to the TDSB Board for approval.

The motion was carried.

3. Community Partnership Opportunities to Enhance Sports Fields

Igor Dragovic, seconded by Trustee Shelley Laskin, moved:

- a. The Board of the Toronto Lands Corporation ("TLC") approve the terms of the Licence Agreement (Appendix A) between the Toronto District School Board ("TDSB") and the Toronto Scottish Rugby Football Club ("TSRFC") to grant non-exclusive shared use of the sports field at Lawrence Park Collegiate Institute ("LPCI") in exchange for financial investment in the construction of an artificial turf field at LPCI.
- b. The Board of the Toronto Lands Corporation authorize staff of the TLC to work with the TDSB on establishing a Request for Proposal ("RFP") process to seek out community, not-for-profit partners at Emery Collegiate Institute and Pearson

MEETING MINUTES

Collegiate Institute with the intent to enhance the existing outdoor sports fields for the benefit of the school and community.

- c. The terms of the Licence Agreement between the TDSB and the TSRFC form the basis of the RFP process for Emery Collegiate Institute and Pearson Collegiate Institute, the results of which will be reported by TLC staff with recommendations to the TLC Board, and that TLC staff report back to the TLC Board on the outcome of both.
- d. The report be forwarded to the TDSB Board with recommendations for consideration and approval.

The motion was carried.

9. New Business

1. Creating Virtual Public Meetings

Markus O'Brien Fehr, Communications and External Relations Liaison, made a presentation on creating publicly accessible virtual meetings.

Trustee Shelley Laskin, seconded by Stacey Zucker, moved:

- a. That TLC staff be authorized to establish hybrid meetings of the Policy and Planning Committee and of the Board of Directors in a format that facilitates public observation, and delegations as appropriate, in a controlled virtual space.
- b. That TLC staff be directed to continue to search for a meeting facility that would allow for both hybrid meetings and for members of the public to attend in person.

The motion was carried.

2. Adjusting the Starting Time of Board and Committee Meetings

Members of the board agreed that a 6:00 PM start time for committee meetings would better facilitate in-person participation.

John Filion, seconded by Trustee Shelley Laskin, moved:

- a. That future meetings of the Audit and Finance Committee, of the Policy and Planning Committee, and of the Board of Directors be scheduled to begin at 6:00 PM.

The motion carried.

3. Discussion of Meeting Procedure and Bylaws

A brief discussion took place regarding meeting procedures and bylaws. An update will be coming to the next meeting of the Human Resources, Nominating and Governance Committee.

10. Termination of the Meeting

On a motion duly made by Payman Berjis and seconded by Stacey Zucker, the meeting terminated at 6:23 PM (EST).

TLC 2023-24 Q1 OPERATING REPORT

COMMITTEE: AUDIT & FINANCE COMMITTEE
DATE: March 7, 2024
ACTION: Information

COMMITTEE DECISION

Stacey Zucker, seconded by John Filion, moved that the report be received for information.

RECOMMENDATION

It is recommended that the 2023-24 Q1 Operating Report be received for information.

EXECUTIVE SUMMARY

On a quarterly basis, financial reports as prepared by the TDSB finance team, are provided to the Finance and Audit Committee to give insight into key financial areas of TLC, these reports include:

- TLC Budget Report ([Appendix A](#))
This report is a consolidated financial report containing TLC's approved 2023-24 Budget with allocated budget and actual expenditures with variances noted.
- Site Performance Report ([Appendix B](#))
This report provides a detailed revenue and expense analysis of each non-instructional property managed by TLC. This report is a management report used to assess the net contribution to TDSB on a site-by-site basis and to identify any arising operational matters.
- Capital Renewal Report ([Appendix C](#))
This report tracks TLC's capital investment into TDSB's non-instructional properties.
- Revised Estimates ([Appendix D](#))

These reports are provided to the Audit and Finance Committee to inform the Committee of TLC's financial position as a part of the Directors fiduciary responsibility. The presentation of financial information is to assist in the monitoring of TLC operations and to hold staff accountable for the effective management and utilization of resources.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal:	Allocate Human and Financial Resources Strategically to Support Student Needs <i>Summary of how the project goals meet the strategic goals of the organization.</i>
TLC Strategic Plan Goal:	To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction TLC is required to provide regular reporting to the Board of Directors on its financial position.

ACTION PLAN AND ASSOCIATED TIMELINE

Following the presentation of the 2023-24 Q1 Operating Report to the Audit & Finance Committee on March 7, 2024 will be forwarded to the TLC Board at its meeting of March 28, 2024, for information and to the TDSB Board at their meeting of April 17, 2024.

RESOURCE IMPLICATIONS

N/A

DUE DILIGENCE

The operating statements produced by TDSB finance staff have undergone thorough due diligence to ensure accuracy and compliance with established financial standards.

POLICY AND PROCEDURE REFERENCE(S)

N/A

APPENDICES

CLICK HERE TO ACCESS

- [Appendix A](#) TLC Budget Report
- [Appendix B](#) Site Performance Report
- [Appendix C](#) Capital Renewal Report
- [Appendix D](#) Revised Estimates

FROM

Craig Snider, Executive Officer, Business Services, TDSB, at craig.snider@tdsb.on.ca.

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at rglenn.tlc@tdsb.on.ca or at 437-219-8191.

Appendix A
 Toronto Lands Corporation Budget Report
 For the quarter ended November 30, 2023

Description	Note	2023-24 Operating				%	2023-24 Capital				%	2023-24 Total				2022-23 Total	
		Revised Estimates	Q1 Budget	Q1 Actuals	Q1 Variance		Revised Estimates	Q1 Budget	Q1 Actuals	Q1 Variance		Revised Estimates	Q1 Budget	Q1 Actuals	Q1 Variance	Budget	Actuals
Non-Operating Sites																	
Real Estate Revenue																	
Lease Revenue and Recoveries	1	6,046,109	1,542,393	1,526,823	(-15,570)	-1.0%	-	-	-	-	0.0%	6,046,109	1,542,393	1,526,823	(-15,570)	5,881,721	6,266,655
Deferred Capital Improvement Revenue		(-1,000,000)	(-250,000)	(-250,000)	-	0.0%	-	-	-	-	0.0%	(-1,000,000)	(-250,000)	(-250,000)	-	(-1,000,000)	(-1,000,000)
Total Real Estate Revenue		5,046,109	1,292,393	1,276,823	(-15,570)	-1.2%	-	-	-	-	0.0%	5,046,109	1,292,393	1,276,823	(-15,570)	4,881,721	5,266,655
Property Management Expenditures																	
Caretaking	2	510,052	127,513	84,706	42,807	33.6%	-	-	-	-	0.0%	510,052	127,513	84,706	42,807	472,769	365,184
Maintenance	3	484,945	121,236	65,860	55,377	45.7%	-	-	-	-	0.0%	484,945	121,236	65,860	55,377	547,689	472,812
Utilities		466,529	116,632	109,766	6,866	5.9%	-	-	-	-	0.0%	466,529	116,632	109,766	6,866	479,907	439,560
Overhead cost / Other Costs		220,092	55,023	55,023	-	0.0%	-	-	-	-	0.0%	220,092	55,023	55,023	-	167,092	167,092
Total Operations Expenses		1,681,618	420,405	315,355	105,050	25.0%	-	-	-	-	0.0%	1,681,618	420,405	315,355	105,050	1,667,456	1,444,648
Net Non-Operating Sites before Administrative Cost		3,364,491	871,988	961,468	89,480	10.3%	-	-	-	-	0.0%	3,364,491	871,988	961,468	89,480	3,214,265	3,822,007
Operating School Facilities																	
Real Estate Revenue																	
City of Toronto Childcare Umbrella Lease Agreements		6,336,265	1,096,893	1,102,308	5,415	0.5%	-	-	-	-	0.0%	6,336,265	1,096,893	1,102,308	5,415	4,536,466	4,468,925
City of Toronto Pools Agreements	4	6,030,242	1,507,560	1,423,590	(-83,971)	-5.6%	-	-	-	-	0.0%	6,030,242	1,507,560	1,423,590	(-83,971)	5,972,244	5,970,537
City of Toronto Stage 1 Revenues		1,100,000	275,000	275,000	-	0.0%	-	-	-	-	0.0%	1,100,000	275,000	275,000	-	1,100,000	1,100,000
City of Toronto Exclusive Use Agreements		1,239,654	296,529	296,529	0	0.0%	-	-	-	-	0.0%	1,239,654	296,529	296,529	0	1,000,000	1,130,815
Contract Services and Partnership Development (CSPD) and LINC Lease Administration		333,902	83,475	78,316	(-5,159)	-6.2%	-	-	-	-	0.0%	333,902	83,475	78,316	(-5,159)	240,482	308,016
Air Conditioning Surcharge		114,600	-	-	-	0.0%	-	-	-	-	0.0%	114,600	0	-	-	72,600	114,600
Private Child Care and Other Agreements	5	3,928,480	982,120	1,080,166	98,046	10.0%	-	-	-	-	0.0%	3,928,480	982,120	1,080,166	98,046	3,343,045	3,980,767
Temporary Property Interests with Third Parties	6	426,899	106,725	68,618	(-38,106)	-35.7%	-	-	-	-	0.0%	426,899	106,725	68,618	(-38,106)	300,000	426,899
Total Real Estate Revenue		19,510,042	4,348,302	4,324,526	(-23,776)	-0.5%	-	-	-	-	0.0%	19,510,042	4,348,302	4,324,526	(-23,776)	16,564,837	17,500,559
Property Management Expenditures																	
Total Operations Expense - Operating Sites	7	26,344,837	6,586,209	6,533,528	52,681	0.8%	-	-	-	-	0.0%	26,344,837	6,586,209	6,533,528	52,681	22,064,812	25,446,184
Provision for Rental Arrears		5,000	1,250	-	1,250	100.0%	-	-	-	-	0.0%	5,000	1,250	-	1,250	5,000	-
Total Operations Expenses		26,349,837	6,887,459	6,533,528	53,931	0.8%	-	-	-	-	0.0%	26,349,837	6,887,459	6,533,528	53,931	22,069,812	25,446,184
Net School Facilities before Administrative Cost		(-6,839,796)	(-2,239,157)	(-2,209,001)	30,155	1.3%	-	-	-	-	0.0%	(-6,839,796)	(-2,239,157)	(-2,209,001)	30,155	(-5,504,975)	(-7,945,625)
Administrative Revenue and Costs																	
TDSB Staff and Services																	
Facility Services		59,554	14,889	13,321	1,568	10.5%	89,332	22,333	19,981	2,352	10.5%	148,886	37,222	33,302	3,919	147,142	146,946
Business Services		44,168	11,042	10,079	962	8.7%	68,249	16,562	15,119	1,443	8.7%	110,415	27,604	25,198	2,406	109,322	108,254
Administrative Support Allocation		24,240	6,060	6,000	60	1.0%	36,360	9,090	9,000	90	1.0%	60,600	15,150	15,000	150	60,000	60,000
Total TDSB Realty Staff and Services		127,960	31,990	29,400	2,590	8.1%	191,941	47,985	44,100	3,885	8.1%	319,901	79,975	73,500	6,475	316,464	315,200
TLC Administration (Revenue) Expenses																	
Interest Revenue		(-11,000)	(-2,750)	(-5,644)	2,894	-105.2%	-	-	-	-	0.0%	(-11,000)	(-2,750)	(-5,644)	2,894	-	(-10,993)
Board Remuneration		20,000	5,000	3,650	1,350	27.0%	30,000	7,500	5,475	2,025	27.0%	50,000	12,500	9,125	3,375	60,000	28,916
Salaries and Benefits	8	1,172,204	293,051	187,367	105,684	36.1%	1,976,538	494,135	315,933	178,202	36.1%	3,148,742	787,186	503,300	283,886	3,042,701	3,250,570
Professional Development		12,000	3,000	-	3,000	100.0%	18,000	4,500	-	4,500	100.0%	30,000	7,500	-	7,500	18,300	297
Supply and Services	9	37,322	9,331	13,976	(-4,646)	-49.8%	55,983	13,996	20,965	-6,969	-49.8%	93,305	23,326	34,941	(-11,615)	96,305	83,736
Rental expenses: TLC office		54,692	13,673	13,557	116	0.9%	82,039	20,510	20,335	174	0.9%	136,731	34,183	33,892	291	133,000	131,177
Legal Fees	10	65,000	16,250	11,800	4,450	27.4%	400,000	100,000	25,232	74,768	74.8%	465,000	116,250	37,032	79,218	525,000	273,671
Fees and Contractual Services		610,200	152,550	57,089	95,461	62.6%	915,300	228,825	90,991	137,834	60.2%	1,525,500	381,375	148,080	233,295	1,586,100	549,457
Furniture and Equipment		2,800	700	126	574	82.1%	4,200	1,050	188	862	82.1%	7,000	1,750	314	1,436	7,000	7,855
Other expenditures		11,600	2,900	440	2,460	84.8%	17,400	4,350	659	3,691	84.8%	29,000	7,250	1,099	6,151	29,000	4,886
Total TLC Administration		1,974,818	493,705	282,360	211,344	42.8%	3,499,460	874,865	479,779	395,086	45.2%	5,474,278	1,368,570	762,139	606,431	5,497,406	4,319,572
Net Administrative Cost		2,102,778	525,695	311,760	213,934	40.7%	3,691,401	922,850	523,879	398,971	43.2%	5,794,179	1,448,545	835,639	612,906	5,813,870	4,634,772
Net Contribution/(Cost) to TDSB Before Proceeds of Disposition		(-5,578,083)	(-1,892,863)	(-1,559,293)	333,570	-17.6%	(-3,691,401)	(-922,850)	(-523,879)	398,971	-43.2%	(-9,269,484)	(-2,815,714)	(-2,083,172)	732,542	(-8,104,580)	(-8,758,390)
Proceeds of Disposition		-	-	-	-	0.0%	165,000,000	-	-	-	0.0%	165,000,000	-	-	-	98,500,000	-
Net Contribution/(Cost) to TDSB		(-5,578,083)	(-1,892,863)	(-1,559,293)	333,570	17.6%	161,308,599	(-922,850)	(-523,879)	398,971	0.2%	155,730,516	(-2,815,714)	(-2,083,172)	732,542	90,395,420	(-8,758,390)

Notes

- 1 Refer to Appendix B for details of performance by site.
- 2 Higher pricing anticipated from caretaking contractor replacement did not occur.
- 3 Favorable as emergency repairs are unpredictable and planned maintenance usually takes place in the summer.
- 4 Unfavorable variance due to pool closures.
- 5 Favourable variance driven by new lease outs.
- 6 Unfavorable due to timing of revenue.
- 7 Expenses are assumed to be the same as revenue except for City of Toronto childcare umbrella lease agreements, City of Toronto exclusive use agreements and CSPD and LINC lease administration revenues. Expenses for these categories are calculated based on square feet occupied multiplied by the average cost per square foot by rental type.
- 8 Favorable variance due to the elimination of two positions (Manager of Planning and Head of Communications) and delay in hiring.
- 9 Unfavorable variance due to purchase of new phones for staff, high phone cancellation costs and additional users of Teranet.
- 10 Favorable variance due to lower utilization of services related to property sale activity.

Appendix B
Site Performance Report - Non Operating Sites
For the quarter ended November 30, 2023

BLDG #	Business Entity Name	Used As	Type of Lease	O/H	Rentable Bldg Area	Total Bldg Area	Operations Expense															Total Expenditures		Site Performance		
							Revenue			Caretaking Expense			Maintenance Expense			Utilities Expense			Overhead Expense			Revised Estimates	Q1 Actuals	Revenue less Expenses Actuals	Performance per sq. ft.	
							Revised Estimates	Q1 Budget	Q1 Actuals	Revised Estimates	Q1 Budget	Q1 Actuals	Revised Estimates	Q1 Budget	Q1 Actuals	Revised Estimates	Q1 Budget	Q1 Actuals	Revised Estimates (at \$0.61/sq ft)	Q1 Budget	Q1 Actuals					
Leased Single-Tenant Building																										
3171	Brookbanks PS	Fully leased	Semi-Gross	0.5	67,492	73,001	628,553	157,138	148,617	1,131	283	1,837	32,095	8,024	1,836	-	-	-	20,585	5,146	5,146	53,812	8,819	139,798	2.07	
3086	Burnett Public School	Fully leased	Semi-Gross	0.5	18,589	18,589	260,246	65,062	65,062	848	212	47	4,423	1,106	2,482	-	-	-	5,670	1,417	1,417	10,941	3,946	61,115	3.29	
3059	CBParsons Public School	Fully leased	Semi-Gross	0.5	47,189	47,189	519,079	129,770	129,770	748	187	48	10,313	2,578	11,661	-	-	-	14,393	3,598	3,598	25,454	15,307	114,463	2.43	
3771	D B Hood Community School	Fully leased	Semi-Gross	0.5	53,846	59,768	582,072	145,518	145,594	1,355	339	499	6,295	1,574	(-1,966)	-	-	-	16,423	4,106	4,106	24,073	2,639	142,955	2.65	
3906	Queens Court	Fully leased	Net (1)	0	20,017	20,017	300,255	75,064	75,139	1,038	260	96	3,333	833	837	-	-	-	-	-	-	4,371	933	74,206	3.71	
3092	200 Wilmington Avenue	Fully leased	Net (2)	0	57,728	101,723	677,391	169,348	169,348	-	-	-	-	-	-	-	-	-	-	-	-	-	-	169,348	2.93	
Single-Tenant Lease Subtotal							2,967,596	741,899	733,529	5,121	1,280	2,527	56,459	14,115	14,850	-	-	-	57,070	14,268	14,268	118,650	31,644	701,885		
Leased Multi-Tenant Building																										
3898	Douglas Park	Fully leased	Gross (1)	1	15,444	17,720	266,596	66,649	60,213	76,999	19,250	12,353	54,127	13,532	3,529	43,536	10,884	6,479	10,441	2,610	2,610	185,104	24,971	35,241	2.28	
3746	Earls court Junior PS	Fully leased	Semi-Gross	0.5	115,643	136,140	844,381	211,095	219,849	32,770	8,193	5,837	126,000	31,500	17,032	234,856	58,714	56,220	35,271	8,818	8,818	428,897	87,907	131,943	1.14	
3973	Gooderham Learning Centre (Note 1)	Lease/TDSB	Gross (1)	1	12,045	20,344	61,731	46,298	46,173	46,506	11,626	2,630	26,187	6,547	9,600	29,391	7,348	3,346	11,500	2,875	2,875	113,583	18,451	27,722	2.30	
3091	Kenton Public School	Lease/TDSB	Gross (3)	1	21,563	39,127	357,395	89,349	88,246	120,235	30,059	26,897	51,193	12,798	6,149	41,878	10,469	8,474	21,893	5,473	5,473	235,198	46,994	41,252	1.91	
3459	Mccowan Road Junior PS	Partially	Gross (1)	1	37,133	41,706	672,772	168,193	165,902	140,518	35,129	16,999	98,946	24,736	8,515	65,774	16,444	25,749	23,079	5,770	5,770	328,317	57,032	108,870	2.93	
3806	Old Orchard Jr. PS	Fully leased	Gross (1)	1	12,946	14,434	195,120	48,780	45,282	87,904	21,976	12,463	69,232	17,308	6,185	51,095	12,774	9,498	7,837	1,959	1,959	216,067	30,105	15,177	1.17	
Multi-Tenant Lease Subtotal							2,397,995	630,364	625,665	504,931	126,233	77,179	425,684	106,421	51,010	466,529	116,632	109,766	110,021	27,505	27,505	1,507,166	265,461	360,204		
Commercial																										
3921	705 Progress Ave	Partially		0	77,829	155,658	300,000	75,000	75,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	0.96	
Long-Term Land Lease																										
3902	Humber Heights Centre	Fully leased	Net (2)	0	land only	217,800	202,500	50,625	50,625	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,625	N/A	
3991	Northview Heights (Vacant Land) only	Fully leased	Net (2)	0	land only	43,560	99,268	24,817	24,817	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24,817	N/A	
Long-Term Land Lease Subtotal							301,768	75,442	75,442	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,442	
Vacant Land																										
3087	44 Champlain Road	Vacant land		0	land only	55,757	10,000	2,500	-	-	5,000	-	-	-	-	-	-	-	-	-	-	-	5,000	(-5,000)	N/A	
3090	Glen Rush	Vacant land		0	land only	20,850	-	-	-	-	-	2,802	701	-	-	-	-	-	-	-	-	2,802	-	-	N/A	
3978	Mimico (Parking Lot)	Fully leased	Net (2)	0	land only	43,560	15,750	3,938	3,938	-	-	-	-	-	-	-	-	-	-	-	-	0	-	3,938	N/A	
Vacant Land Subtotal							25,750	6,438	3,938	-	-	5,000	2,802	701	-	-	-	-	-	-	-	-	2,802	5,000	(-1,063)	
Lease revenues and recoveries							5,993,109	1,529,143	1,513,573	510,052	127,513	84,706	484,945	121,236	65,860	466,529	116,632	109,766	167,092	41,773	41,773	1,628,618	302,105	1,211,468		
TDSB Occupancy Charges																										
3973	Gooderham Learning Centre	Lease/TDSB	Gross (1)	1	20,344	20,344	46,000	11,500	11,500	-	-	-	-	-	-	-	-	-	46,000	11,500	11,500	46,000	11,500	0		
3091	Kenton Public School	Lease/TDSB	Gross (3)	1	39,127	39,127	7,000	1,750	1,750	-	-	-	-	-	-	-	-	-	7,000	1,750	1,750	7,000	1,750	0		
TDSB Program and Administration							53,000	13,250	13,250	-	-	-	-	-	-	-	-	-	-	53,000	13,250	13,250	53,000	13,250	0	
Grand Total							6,046,109	1,542,393	1,526,823	510,052	127,513	84,706	484,945	121,236	65,860	466,529	116,632	109,766	220,092	55,023	55,023	1,681,618	315,355	1,211,468		

Notes:
1 Gooderham Learning Centre terminated December 31, 2023

Type of Lease:	Overhead allocation:
Net (1)	0% Landlord pays for roof repairs and tenant all other expenses
Net (2)	0% Tenant pays for all expenses
Semi-Gross (1)	50% Landlord pays for structural, electrical, mechanical, plumbing, and roof repairs.
Semi-Gross (2)	50% See Semi-Gross (1) plus landlord pays for lifesafety checks but recovers costs from tenant.
Semi-Gross (3)	50% See Semi-Gross (1) plus landlord pays for maintenance of lifesafety systems.
Semi-Gross (4)	50% Tenants to own cleaning and TCDSB pays a pro-rata share of the cost of utilities and most repairs and maintenance.
Gross (1)	100% All operating costs including repairs and maintenance to the account of the landlord
Gross (2)	100% Landlord pays for all site expenses except for caretaking/cleaning.
Gross (3)	100% Landlord pays for all site expenses but recoveries utility cost increases from 1 of the 2 tenants

Appendix C
Open Capital Project Status Report
For the quarter ended November 30, 2023

School Name/Project Description	Approved Budget	Prior Years Expenditures	Current Year Expenditures	Available Funds	Status
2018-2019 Projects					
D B Hood CS-ClusterColumnPh1-TR-19-0561	\$ 235,000	\$ 164,745	\$ -	\$ 70,255	Substantially Complete
2020-2021 Projects					
McCowan Road-RPLExhaustFans-TR-21-0904	\$ 300,000	\$ 204,055	\$ -	\$ 95,945	Substantially Complete
2021-2022 Projects					
Old Orchard JPS-FoundationPH1-TR-21-0905	\$ 441,925	\$ 85,731	\$ 6,130	\$ 350,064	In Tender
McCowan Road-RPL Rm13VCTFloor-TR-22-0217	\$ 25,109	\$ 24,771	\$ -	\$ 338	Completed
McCowan PS-RPL Inverter TR-22-0091	\$ 45,000	\$ -	\$ -	\$ 45,000	Tender Awarded
Queens Court-RPLExtStairsExit3-TR22-1228	\$ 23,604	\$ 24,662	\$ -	-\$ 1,058	Completed
Burnett PS-RPL 10 Metal Doors-TR-22-0193	\$ 100,000	\$ -	\$ 6,306	\$ 93,694	In Design
Queens Court-RPLWindows-TR-22-0190	\$ 679,000	\$ 17,553	\$ 919	\$ 660,528	In Design
Douglas Park-RPL GymHeating-TR-22-1348	\$ 84,000	\$ 16,354	\$ 15,522	\$ 52,124	In Progress
2022-2023 Projects					
C B ParsonsJHS-RPLHeatExchangeTR23-0393	\$ 14,000	\$ -	\$ -	\$ 14,000	Tender Awarded
Old Orchard PS-RPL FA System-TR-18-1222	\$ 96,250	\$ -	\$ -	\$ 96,250	In Design
				\$ -	
Unassigned to a project	\$ 1,767,121	\$ -	\$ -	\$ 1,767,121	Awaiting allocation
TOTAL PRIOR YEARS (A)	\$ 3,811,009	\$ 537,871	\$ 28,877	\$ 3,244,261	
NEW ALLOCATION 2023-24 (B)	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	Awaiting allocation
TOTAL ALL YEARS (A)+(B)	\$ 4,811,009	\$ 537,871	\$ 28,877	\$ 4,244,261	

Appendix D
Revised Estimates
For the quarter ended November 30, 2023

Description	2023-24 (Capital & Operating Consolidated)			Comments
	Approved Budget	Revised Estimate	Change	
Non-Operating Sites				
Real Estate Revenue				
Lease Revenue and Recoveries	6,141,551	6,046,109	(-95,442)	Gooderham lease terminated in January. New lease not anticipated before year end.
Deferred Capital Improvement Revenue	(-1,000,000)	(-1,000,000)	-	
Total Real Estate Revenue	5,141,551	5,046,109	(-95,442)	
Property Management Expenditures				
Caretaking	510,052	510,052	-	Addition of overhead for Gooderham Learning Centre and Kerton Public School.
Maintenance	484,945	484,945	-	
Utilities	466,529	466,529	-	
Overhead cost / Other Costs	167,092	220,092	53,000	
Total Operations Expenses	1,628,618	1,681,618	53,000	
Net Non-Operating Sites before Administrative Cost	3,512,933	3,364,491	(-148,442)	
Operating School Facilities				
Real Estate Revenue				
City of Toronto Childcare Umbrella Lease Agreements	9,039,986	6,336,265	(-2,703,721)	Umbrella rate initially budgeted at \$16.45 per square foot. Ministry approved rate was \$10.85.
City of Toronto Pools Agreements	5,936,767	6,030,242	93,475	Inflation rate increase offset by pool closures.
City of Toronto Stage 1 Revenues	1,100,000	1,100,000	-	
City of Toronto Exclusive Use Agreements	1,209,837	1,239,654	29,817	Increase to reflect actual AAOC rate
LINC Lease Administration	317,291	333,902	16,611	Increase aligns with 2022-23 actuals
Air Conditioning Surcharge	93,600	114,600	21,000	As above.
Private Child Care and Other Agreements	3,714,881	3,928,480	213,599	Increase reflects additional lease outs.
Temporary Property Interests with Third Parties	325,000	426,899	101,899	Increase aligns with 2022-23 actuals including long term Metrolink agreement for Block 9.
Total Real Estate Revenue	21,737,362	19,510,042	(-2,227,320)	
Property Management Expenditures				
Total Operations Expense - Operating Sites	23,585,270	26,344,837	2,759,567	Budget methodology refined to align with approach for recording actuals.
Provision for Rental Arrears	5,000	5,000	-	
Total Operations Expenses	23,590,270	26,349,837	2,759,567	
Net School Facilities before Administrative Cost	(-1,852,908)	(-6,839,796)	(-4,986,888)	
Administrative Revenue and Costs				
TDSB Staff and Services				
Facility Services	148,886	148,886	-	
Business Services	110,415	110,415	-	
Administrative Support Allocation	60,600	60,600	-	
Total TDSB Realty Staff and Services	319,901	319,901	-	
TLC Administration (Revenue) Expenses				
Interest Revenue	-	(-11,000)	(-11,000)	Increase aligns with 2022-23 actuals.
Board Remuneration	50,000	50,000	-	Bill 124 impact is being assessed and not yet incorporated.
Salaries and Benefits	3,148,742	3,148,742	-	
Professional Development	30,000	30,000	-	
Supply and Services	93,305	93,305	-	
Rental expenses: TLC office	136,731	136,731	-	
Legal Fees	465,000	465,000	-	
Fees and Contractual Services	1,525,500	1,525,500	-	
Furniture and Equipment	7,000	7,000	-	
Other expenditures	29,000	29,000	-	
Total TLC Administration	5,485,278	5,474,278	- 11,000	
Net Administrative Cost	5,805,179	5,794,179	- 11,000	
Net Contribution/(Cost) to TDSB Before Proceeds of Disposition	(-4,145,154)	(-9,269,484)	(-5,124,330)	
Proceeds of Disposition	150,000,000	165,000,000	15,000,000	Revised to align with TDSB approved capital plan.
Net Contribution/(Cost) to TDSB	145,854,846	155,730,516	9,875,670	

INFORMATION ITEM

Actions Arising from the Shareholder's Direction

To: Human Resources, Nominating and Governance Committee

Date: March 7, 2024

COMMITTEE DECISION

On a motion made by John Filion and seconded by Trustee Shelley Laskin, the Human Resources, Nominating, and Governance Committee recommends:

1. That the Human Resources, Nominating, and Governance Committee convene a special meeting to work toward the development of a Performance Evaluation Plan for the CEO.

RECOMMENDATION

1. That this report be received for information.

EXECUTIVE SUMMARY

In February 2024, TLC staff conducted a line-by-line review of the TDSB-TLC Shareholder's Direction to ensure that all reporting and communication requirements were captured and delivered at the appropriate stage of the fiscal year.

The following reports were identified with targets for when each would be published:

- **Guiding Principles Report** – a review of the Core Principles in the Shareholder's Direction and examples of how each is being applied to current projects (March)
- **Framework for Selecting a Permanent CEO** – informing the Board of the process established by the TDSB's Director of Education and presenting an opportunity for Board feedback. (March)
- **Framework for Advancing Governance Policies** – establishing timelines for update and development of governance policies and documents including bylaws, committee terms of reference, Board code of conduct, conflict of interest, Board expenses, etc. (March)
- **TLC Quarterly Reports** – summaries of high-level business activities and metrics in each quarter of the fiscal year (Q2 – March, Q3 – September)
- **Strategic Communications Plan** – establishing strategies and approaches to ensure timely and effective communications with TLC's shareholder and the public. (April)

- **Framework for CEO Performance Review** – establishing a process by which TLC’s CEO will be evaluated by the Board on an annual basis. (April)
- **2024-25 Operating and Capital Budgets** – finalizing the capital budget for the coming fiscal year following initial submissions to TDSB in January. (May)
- **2024-25 TLC Annual Plan** – outlining a work plan for the organization in the coming fiscal year. (May)
- **Service Level Agreement Update** – delineating service levels on TDSB supports including finance, facilities, human resources, IT, payroll and benefits. (September)
- **Framework for TCL Board Evaluation** – creating a process by which the Board can conduct a self-evaluation, as required by TDSB for December 1. (September)
- **TLC Strategic Plan** – establishing a higher-level set of strategic principles and targets in line with the revision of TDSB’s Multi-Year Plan. (September)
- **Establishing TLC KPIs** – establishing a set of metrics by which TLC can be evaluated in its annual performance. (September)

AUTHORITY OR DIRECTION FOR UNDERTAKING PROJECT

Authority or Direction (select from drop down): Shareholders Direction

STRATEGIC GOAL AND ANNUAL PLAN DIRECTIONS

TDSB Strategic Plan
Goal: (include all that apply)

- Allocate Human and Financial Resources Strategically to Support Student Needs
- Build Strong Relationships and Partnerships with School Communities to Support Student Learning and Well- Being

Ensure that all stakeholder reporting requirements are met to endure strong communication and future success.

TLC Strategic Plan
Goal: (include all that apply)

- Create a Culture of Partnership & Collaboration with Key Stakeholder Groups
- To be a highly functioning organization successfully aligning TLC’s & TDSB Missions and the Shareholder’s Direction

Ensure information is flowing properly to key stakeholders.

FINANCIAL IMPLICATIONS

N/A

RISK LEVEL

N/A – Low

ACTION PLAN AND ASSOCIATED TIMELINES

- March 7, 2024 – HRN&G Committee Approval
- March 28, 2024 – TLC Board Approval
- March – September 2024, Workplan Implementation

TLC AND TDSB BOARD POLICY AND PROCEDURE REFERENCE(S)

- Shareholder Direction

APPENDICES

- **Appendix A:** Workplan for Actions Arising from the Shareholder Direction

FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at rjglenn.tlc@tdsb.on.ca or at 437-219-8191.

Markus O'Brien Fehr, Communications and External Relations Liaison, Toronto Lands Corporation at mo'brienfehr.tlc@tdsb.on.ca or at 416-788-3211.

Appendix A - Shareholder's Direction Review - Action Items - P.1

Section #	Specific Direction	Timing	Proposed Report	Committee	Due Date
3.2 final paragraph	TLC will be responsible for determining the appropriate balance among the foregoing principles	March	Guiding Principals Report	HRNG	4-Mar-24
4.1 (g)	make recommendations to the Director of Education regarding the hiring, termination, or any other human resource matters of the CEO	March	Framework for selecting permanent CEO	HRNG	4-Mar-24
4.1 (d)	develop TLC policies and procedures	March	Framework for advancing Governance Policies	HRNG	4-Mar-24
4.1 (h)	establish the TLC Board committee structure, as well as associated terms of reference for each committee	March	Framework for advancing Governance Policies	HRNG	4-Mar-24
4.4	TLC will reimburse Directors for all reasonable and allowable expenses in accordance with TDSB and TLC expense policies and procedures	March	Framework for advancing Governance Policies	HRNG	4-Mar-24
4.6	The Directors and officers of TLC will strictly abide by the requirements of the OBCA and the <i>Municipal Conflict of Interest Act</i> ,	March	Framework for advancing Governance Policies	HRNG	4-Mar-24
4.12	TLC shall develop a Code of Conduct that applies to all members of the TLC Board, which must be approved by the TDSB Board	March	Framework for advancing Governance Policies	HRNG	4-Mar-24
4.10.1 (b)	The TLC Board will report quarterly to TDSB Board highlighting key activities and achievements	March/ September	TLC Quarterly Reports	P&P	13-Mar-24 & 09-Sep-24
3.1 (g)	providing effective and timely communication with TDSB along with internal teams and external stakeholders	April	Strategic Communications Plan	HRNG	10-Apr-24
3.2 (h)	TLC conduct its affairs in a transparent and public spirited way, recognizing that, in many cases, the Real Estate Interests within the Real Estate Portfolio are important to the communities in which they are located	April	Strategic Communications Plan	HRNG	10-Apr-24

3.2 (i)	work with communities, local politicians and stakeholder organizations to ensure they have a meaningful opportunity to be informed of, participate in, and comment on, significant projects, initiatives or other matters being undertaken	April	Strategic Communications Plan	HRNG	10-Apr-24
4.1 final paragraph	The Executive Officer, TLC, will be responsible and held accountable to achieve the objectives and goals of the TLC Board.	April	Framework for CEO Performance Review	HRNG	10-Apr-24
4.1 (c)	set and approve an annual TLC Budget in accordance with the TDSB annual budget cycle	January/ May	2024-25 Operating & Capital Budgets	A&F	6-May-24
4.1 (i)	ensure that TLC operates in a manner consistent with applicable industry best practices	May	TLC 2024-25 Annual Plan	P&P	13-May-24
4.1 (a)	develop and approve the Strategic Plans and the Annual Plan consistent with the provisions of this Direction and the TDSB Multi-Year Strategic Plan for approval by TDSB's Board	May	2024-25 TLC Annual Plan & TLC Strategic Plan	P&P	13-May-24
4.10.5	TLC will submit its Annual Plan to the TDSB Board for approval. The Annual Plan will satisfactorily support all operations under TLC's direction and will be in alignment with TDSB's budget cycle... not later than thirty (30) days before the beginning of the Fiscal Year	May	TLC 2024-25 Annual Plan	P&P	13-May-24
6.8	TLC will manage, direct and execute all human resources and employee relations matters with employee remuneration to be reflected in the TLC Annual Plan	May	TLC 2024-25 Annual Plan	P&P	13-May-24
6.4	The Service Level Agreement will be relied upon to delineate actual service levels relating to certain functions including but not limited to: finance, facilities, human resources, IT, payroll and benefits	September	Service Level Agreement Update	A&F	30-Aug-24
4.1 (j)	[the board to] evaluate its performance annually and submit the self-evaluation in writing to TDSB's Board by December 1 st of each year	September	Framework for TLC Board Evaluation	HRNG	30-Aug-24

Appendix A - Shareholder's Direction Review - Action Items - P.2

Section #	Specific Direction	Timing	Proposed Report	Committee	Due Date
4.1 (b)	evaluate its strategic direction and ensure alignment with TDSB	September	TLC Strategic Plan	P&P	9-Sep-24
4.10.4	TLC will develop its long-term plan ("TLC Strategic Plan") in accordance with the TDSB's Multi-Year Strategic Plan... within three months of the approval of TDSB's Multi-Year Plan	September	TLC Strategic Plan	P&P	9-Sep-24
3.1 (f)	developing TDSB approved Key Performance Indicators to measure TLC's performance	September	Establishing TLC KPIs	P&P	9-Sep-24
4.1 (f)	manage and direct all TLC human resource and employee-relations matters in accordance with TDSB Employee Services policies	ongoing	ongoing	HRNG	n/a
4.1 (e)	negotiate and execute, on behalf of TDSB, all business and operational affairs which are necessary or desirable in order to permit TLC to carry out the Services as defined and identified	ongoing	ongoing	P&P	n/a
6.1	there are certain transactions and agreements in respect of which the prior written approval of TDSB will be required	ongoing	ongoing	P&P	n/a

FRAMEWORK FOR ADVANCING GOVERNANCE REVIEW

COMMITTEE: HUMAN RESOURCES & NOMINATING COMMITTEE
DATE: March 7, 2024
ACTION: Information

COMMITTEE DECISION

Trustee Shelley Laskin, seconded by John Filion, moved that the report be received for information.

RECOMMENDATION

1. That this report be received for information.

EXECUTIVE SUMMARY

In the first quarter of this fiscal year, the TLC Board initiated a review of several governance documents, policies, and procedures including the organization's Bylaws and Committee Terms of Reference. At its meeting of October 19, 2023, the TLC Board of Directors referred revisions of its bylaws and Terms of Reference back to TLC staff for review to ensure proposed drafts were aligned with TDSB bylaws, the Shareholder's Direction, and leading governance practices.

In the second quarter of this fiscal year, TLC staff liaised with the policy team at TDSB to advance this work and ensure that updated drafts align with TDSB's direction. In addition, TLC staff have conducted a line-by-line review of the Shareholder's Direction to identify other governance priorities to advance to the board in the third quarter of the year. Identified in Appendix A are the various projects underway, and a schedule of returning information to the Human Resources, Nominating and Governance Committee, and the TLC Board of Directors.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Build Strong Relationships and Partnerships within School Communities to Support Student Learning and Well-Being
Well-established governance policies and procedures will build a culture of trust and stronger relationships with school communities and stakeholders.

TLC Strategic Plan Goal: To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction

Ensure that TLC's governance policies and procedures align with TDSB policies and best practices elsewhere in the industry.

ACTION PLAN AND ASSOCIATED TIMELINE

Identified in Appendix A – Workplan for TLC Governance Review

RESOURCE IMPLICATIONS

A budget of \$30,000 has been identified for chargebacks associated with TDSB staff time supporting TLC on policy matters. The work being contemplated as part of this report would fall within that budget.

DUE DILIGENCE

N/A

POLICY AND PROCEDURE REFERENCE(S)

Shareholder's Direction
TLC Bylaws

APPENDICES

APPENDIX A Workplan for TLC Governance Review

FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at rglenn.tlc@tdsb.on.ca or at 437-219-8191.

Workplan for TLC Governance Review
APPENDIX A

Item	Lead	To HRN&G	Comments
TLC Bylaws Review	TDSB Staff	April 2024	TDSB staff have been reviewing updated Bylaws prepared by the TLC HRN&G Committee and will have an updated draft prepared imminently. These should be back to the Committee in April.
Committee Terms of Reference	TLC Staff	May 2024	TLC staff will be completing proposed updates and putting them before each of its standing committees in the next meeting cycle.
Conflict of Interest Policy	TLC/TDSB Staff	May 2024	TLC staff will present a draft aligning with the current TDSB policy. Additional work is required, liaising with TDSB staff, to identify support for Board Members who may have questions on Conflict-of-Interest matters.
TLC Expense Policy	TLC Staff	May 2024	A requirement of the Shareholder's Direction, a more detailed policy relating to Board Member expenses will be prepared by TLC staff for the Board's approval.
Board Code of Conduct	TLC/TDSB Staff	September 2024	Work is needed to adapt TDSB policies to apply to Citizen Board Members at TLC. Additional support from TDSB staff will be required to complete this task and explore whether the TDSB's Integrity Commissioner can be a resource for TLC.
Public Complaints Process	TLC Staff	September 2024	TLC staff will prepare a draft outlining a complaints process in line with what TDSB currently has in place. TLC's policy will differ from TDSB as the usual parent concerns will not apply.
Lobbyist Tracking Process	TLC Staff	September 2024	TLC staff believe that an internal system for documenting lobbyist contact is an important accountability tool. This will be developed and presented to the Board for review.

INFORMATION ITEM

Strategic Communications Plan

To: Human Resources, Nominating and Governance Committee

Date: March 7, 2024

COMMITTEE DECISION

John Fillion, seconded by Leola Pon, moved that the report be received for information.

RECOMMENDATION

1. That this report be received for information.

EXECUTIVE SUMMARY

Section 3 of the TLC Shareholders Direction has several references to effective and timely communication with TDSB, as well as communities, local politicians, and stakeholder organizations. This strategy speaks to the various tools TLC will use to address these directives.

An effective strategic communications plan to share the stories of TLC’s successes is important not only to build stronger relationships with partners and stakeholders but also to raise public awareness of TLC activities which will open more doors to future partners in the future.

AUTHORITY OR DIRECTION FOR UNDERTAKING PROJECT

Shareholders Direction

STRATEGIC GOAL AND ANNUAL PLAN DIRECTIONS

<p>TDSB Strategic Plan Goal: (include all that apply)</p>	<ul style="list-style-type: none"> • Provide Equity of Access to Learning Opportunities for All Students • Allocate Human and Financial Resources Strategically to Support Student Needs • Build Strong Relationships and Partnerships with School Communities to Support Student Learning and Well- Being <p><i>This plan will help to build stronger relationships with school communities and promote more development partnerships for new learning opportunities.</i></p>
<p>TLC Strategic Plan Goal: (include all that apply)</p>	<ul style="list-style-type: none"> • Transform Student Learning Environment through the Modernization of Facilities • Create a Culture of Partnership & Collaboration with Key Stakeholder Groups

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

An effective communications plan will build a culture of partnership will communities and lead to more opportunities for collaborative projects modernizing facilities.

FINANCIAL IMPLICATIONS

N/A

RISK LEVEL

N/A – Low

ACTION PLAN AND ASSOCIATED TIMELINES

- March 7, 2024 – TDSB Board Approval

TLC AND TDSB BOARD POLICY AND PROCEDURE REFERENCE(S)

- TLC Shareholders Direction
- TLC Modernization Plan

APPENDICES

- **Appendix A:** TLC Strategic Communications Strategy

FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at rglenn.tlc@tdsb.on.ca or at 437-219-8191.

Markus O'Brien Fehr, Communications and External Relations Liaison, Toronto Lands Corporation at mo'brienfehr.tlc@tdsb.on.ca or at 416-788-3211.

Appendix A: TLC STRATEGIC COMMUNICATIONS PLAN

INTRODUCTION

As TLC implements its Modernization Strategy, strong collaboration between TDSB, its school communities, government officials, not-for-profits, and community organizations will be an important part of its success. This Strategic Communications Plan will ensure that the stories and successes built by TLC are effectively shared with all stakeholders and community partners. These communication tools will help strengthen relationships and raise public awareness, promoting new partnerships for future projects.

GOALS AND OBJECTIVES

- Ensure effective and timely communication with TDSB and external stakeholders to strengthen relationships.
- Improve transparency of all operations with the public at large.
- Increase brand awareness, recognition of the corporation's mandate, and the value being delivered to residents of Toronto.
- Create conditions under which communities, local politicians, and stakeholder organizations are more likely to seek partnerships to improve public education and community services.

EFFECTIVE AND TIMELY COMMUNICATION

1. Adjust the tone and approach to communications.

TLC has often taken a corporate communications approach when establishing its tone in communications materials creating barriers with the more casual audience TLC, and its shareholder, are serving. TLC is taking steps to change the voice used in communication material to become more conversational with storytelling. Examples of this approach include:

- a. Adjusting the tone of correspondence with leaseholders and external community organizations to ensure a culture of partnership.
- b. Revising the approach of annual reports and similar documents to focus more on telling the stories around TLC's signature projects.
- c. Restructuring the TLC website to streamline and simplify information, making it more approachable and applicable for a casual audience.

2. Ensure timely reporting

TLC, working with TDSB, has itemized the reporting requirements embedded in its Shareholders Direction and developed an action plan to ensure that TDSB has the appropriate information going to its staff and Trustees at the specified times.

Additionally, TLC has taken steps to revise its website to bring pages to the forefront that will allow quick posting of agendas, reports, minutes, and videos of meetings, and will create internal systems to ensure that these are updated quickly to become available to the public.

3. Proactively share highlights

TDSB real estate interests are important to the communities in which they are located. TLC recognizes that information on real estate development needs to get to the surrounding communities. These developments will be communicated proactively by:

- a. Developing blog posts that will be posted on the landing page of the TLC website.
- b. Sharing links to blog posts across multiple social media channels.
- c. Flagging blog posts with the local Trustee and other established stakeholder groups near the subject sites.
- d. Gathering blog posts on a bi-monthly or quarterly basis in the form of an e-newsletter that will be shared with all TDSB trustees, senior staff, and other stakeholders or members of the public on the distribution list.

4. Preparing a crisis response plan

When a negative story or crisis emerges, it will be important for TLC to have an established crisis response plan to manage the situation as effectively as possible. This plan will include:

- a. A timeline identifying who at TLC should be notified and when.
- b. Direction on how to best notify and coordinate with TDSB staff.
- c. The designation of a TLC spokesperson.
- d. A media release plan.

IMPROVING TRANSPARENCY

1. Public Access to Information

Conducting business in a publicly transparent way is a bedrock principle of the public sector. TLC will ensure that core policies, guiding legislation, staff reports, meeting agendas, minutes, and meeting videos are accessible and easy to find on its website.

It will also ensure that information is accessible to the public upon request in keeping with the spirit of Freedom of Information legislation.

2. Public Access to Meetings

Members of the public should have access to meetings where public decisions are being made. TLC is taking steps to ensure the public can observe and engage in meetings of its Board of Directors or Committees. Policies are in place directing in-person or written delegations at meetings. Meetings are being moved to a webinar format allowing members of the public to register and participate as observers, or to be called upon in situations where in-person delegations are appropriate. TLC will continue to look for cost-effective meeting space that would accommodate both meeting participants and observers in a single physical space.

3. Building Capacity for Public Consultations

In addition to creating a more open and transparent approach to Board meetings, TLC is building capacity to organize and host public consultation and information meetings for transactions that TDSB staff feel are unlikely to be contentious and more transactional. Such public consultations will be organized in consultation with TDSB, the local Trustee, the school principal, the parent council, and any other identified local stakeholders.

INCREASING BRAND AWARENESS

1. Building an Online Presence

TLC's website should be the foundation for an online presence. This site is currently undergoing revision to be reorganized and simplified ensuring that information most relevant to the public will be easy to find. Technical information more relevant to the development community will become secondary.

To keep the site fresh and relevant, a focal point of the landing page will be a blog post or "news" box that can be updated every 1 – 2 weeks with stories and updates relating to:

- a. Advancements/developments in TLC projects
- b. Relevant Board decisions
- c. Public engagement opportunities

Blog posts will become the foundation for creating content to share on social media platforms including X (Twitter), Instagram, and Linked In. Blog posts will also be collected every 2-3 months and published as a digital newsletter distributed to all Trustees, key TDSB staff, community stakeholders, and members of the public who express interest in updates.

2. Growing an e-news subscription list

A more robust news subscription list will allow TLC to proactively share updates with a larger audience. Opportunities to subscribe members of the public to a regular e-news list should be:

- a. Visible as an element of the TLC website.
- b. A prominent part of ongoing social media posts and activity.
- c. Shared regularly with TDSB Trustees who will be encouraged to share subscription opportunities through their communications channels.

3. Developing a media relations strategy

The audience available to TLC through a subscription list is always going to be a fraction of the broader public. A Media Relations Strategy will be required to engage mass media coverage of TLC when telling important stories. A Media Relations Strategy will include:

- a. Working with TDSB corporate communications to develop and maintain a targeted list of Toronto-based reporters who work within the spheres of education, real estate, or public policy.
- b. Working with TDSB to establish and maintain a broader media list for news releases or media advisories either to promote larger stories or as a component of crisis response.
- c. Identifying TLC stories of larger significance, and strategic timing to profile these stories through a media release or media availability.
- d. Ensuring a timely response to any media inquiries.

SEEKING PARTNERSHIPS

1. Engaging Communities

Successful implementation of TLC's Modernization Plan will require engaged communities that are aware of TLC's mandate, work product, and future opportunities. In addition to this Communications Plan, TLC will continuously seek opportunities to meet with community groups whose interests align with TLC's goals and objectives. Increasing the number of identified communities with interest in future partnerships will allow TLC to optimize the use of TDSB property more efficiently and diversify the uses of these facilities to be reflective of the range of communities they are serving.

2. Connecting with Local Political Representatives

As TLC implements its Modernization Plan, it will be important to cultivate and maintain relationships with decision-makers at all levels of government. TLC must work collaboratively with TDSB to first strengthen relationships and align with local Trustees, then work with those Trustees to engage political representatives at other levels of government. Public office holders are not only well placed to best understand the service needs of their communities, but also hold influence over programs or funding sources that would assist with implementing TLC goals and objectives.

3. Creating Space for Not-For-Profits

In addition to government programs, many Not-For-Profit organizations are looking for local spaces that would assist in delivering important services to communities in need. TLC must also grow its list of potential not-for-profit partners and work on cultivating relationships with their operators to create more opportunities to optimize current and future TDSB school sites by adding additional programs that would improve the overall student experience both inside and outside the walls of the physical building.

4. Prioritizing Equity, Diversity, and Inclusion

As TLC seeks community partners, we must be mindful that to achieve the TDSB's goals of equity and inclusion, additional steps may be needed to connect with underserved or ethnoculturally diverse communities. Additional attention should be placed on:

- a) Building relationships with high LOIs or NIAs to achieve geographic diversity.
- b) Advancing TDSB's strategic direction towards truth and reconciliation
- c) Identifying with TDSB and its Trustees any communities where there are significant populations of non-English speakers and developing tools to reach them.

**ULI Technical Assistance Panel Report Back:
“The Peanut” (George Vanier SS and Woodbine MS)**

COMMITTEE: POLICY & PLANNING COMMITTEE
DATE: March 18, 2024
ACTION: Decision

COMMITTEE DECISION

On a motion made by Trustee Shelley Laskin and seconded by Payman Berjis, the Policy and Planning Committee recommends:

1. TLC advance due diligence for the site located at 2900-3000 Don Mills Road and return to the Board in Q1 2024-25 with draft considerations to be included as part of any future Request for Proposal process.
2. That as part of future recommendations TLC explore opportunities for additional city and community building opportunities, with a focus on truth and reconciliation and equity.
3. That TLC work with TDSB to complete a pupil accommodation review and public consultation process.

RECOMMENDATION

It is recommended that:

1. TLC advance due diligence for the site located at 2900-3000 Don Mills Road and return to the Board in Q1 2024-25 with draft considerations to be included as part of any future Request for Proposal process.
2. That as part of future recommendations TLC explore opportunities for additional city and community building opportunities, with a focus on truth and reconciliation and equity.
3. That TLC work with TDSB to complete a pupil accommodation review and public consultation process.

EXECUTIVE SUMMARY

In January 2024, the Urban Land Institute, at the request of the Toronto Lands Corporation, convened a 12-member Technical Assistance Panel (“TAP”) consisting of land use, design, and financing experts to

review opportunities on a 9.5-hectare TDSB-owned site located at 2900-3000 Don Mills Rd and commonly referred to as “The Peanut”.

The large site is a predominantly underutilized suburban school site containing two sprawling 1960s buildings that are home to George Vanier Secondary School, Woodbine Middle School and North East Year Round Alternative Centre. The site also abuts the City-owned Oriole Community Centre and Park and is within walking distance of the Don Mills Transit Station.

Given the site’s proximity to transit and anticipated growth, the TAP was tasked to look at ways to deliver a modernized high school and elementary school facility, while also supporting larger provincial goals related to community building and affordable housing. These objectives were summed up in the following question put forward to the TAP:

How might the TDSB/TLC leverage its underutilized land and facility assets to deliver modernized educational facilities, improve student outcomes, generate revenue for other school investments, and/or support local community services, recreation, and affordable housing outcomes?

The Panel discussed key principles for design and came up with 2 high-level draft concepts for the site:

- **The Peanut as a Hub:** A concept that envisions the site itself as a complete community, with a range of services, and amenities catering to the surrounding neighbourhood.
- **The Peanut as a Connected Community Anchor:** This concept proposes better linking the Peanut to its surrounding community so that it becomes an extension of the existing neighborhood context.

Using these concepts to distill similarities and common themes, the Panel also developed 8 recommendations to guide future approaches to the site. A detailed report back on this session will be included as part of a final report from ULI in the Spring of 2024.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal:	<p>Build Strong Relationships and Partnerships within School Communities to Support Student Learning and Well-Being</p> <p><i>Create opportunities for the use of TDSB lands to deliver improved learning facilities while exploring other broader city-building objects that strengthen the communities in which these schools serve.</i></p>
TLC Strategic Plan Goal:	<p>Transform the Student Learning Environment through the Modernization of Facilities</p> <p><i>Opportunity to leverage high-valued sites for reinvestment back into new/replacement schools that deliver exceptional learning spaces and support communities.</i></p>

ACTION PLAN AND ASSOCIATED TIMELINE

- Report back to the TLC Board following the completion of site due diligence

RESOURCE IMPLICATIONS

There are no financial implications on current operational budgets.

DUE DILIGENCE

The risk levels remain low for this project. Consultation with TDSB Staff, the local Trustee Governments and other stakeholders are built into project scope.

POLICY AND PROCEDURE REFERENCE(S)

Shareholders Direction
Toronto District School Board (TDSB) Multi-Year Strategic Plan
Toronto Lands Corporation (TLC) Annual Plan

APPENDICES

APPENDIX A SITE AND SCHOOL PROFILE

APPENDIX B ULI TAP PRESENTATION

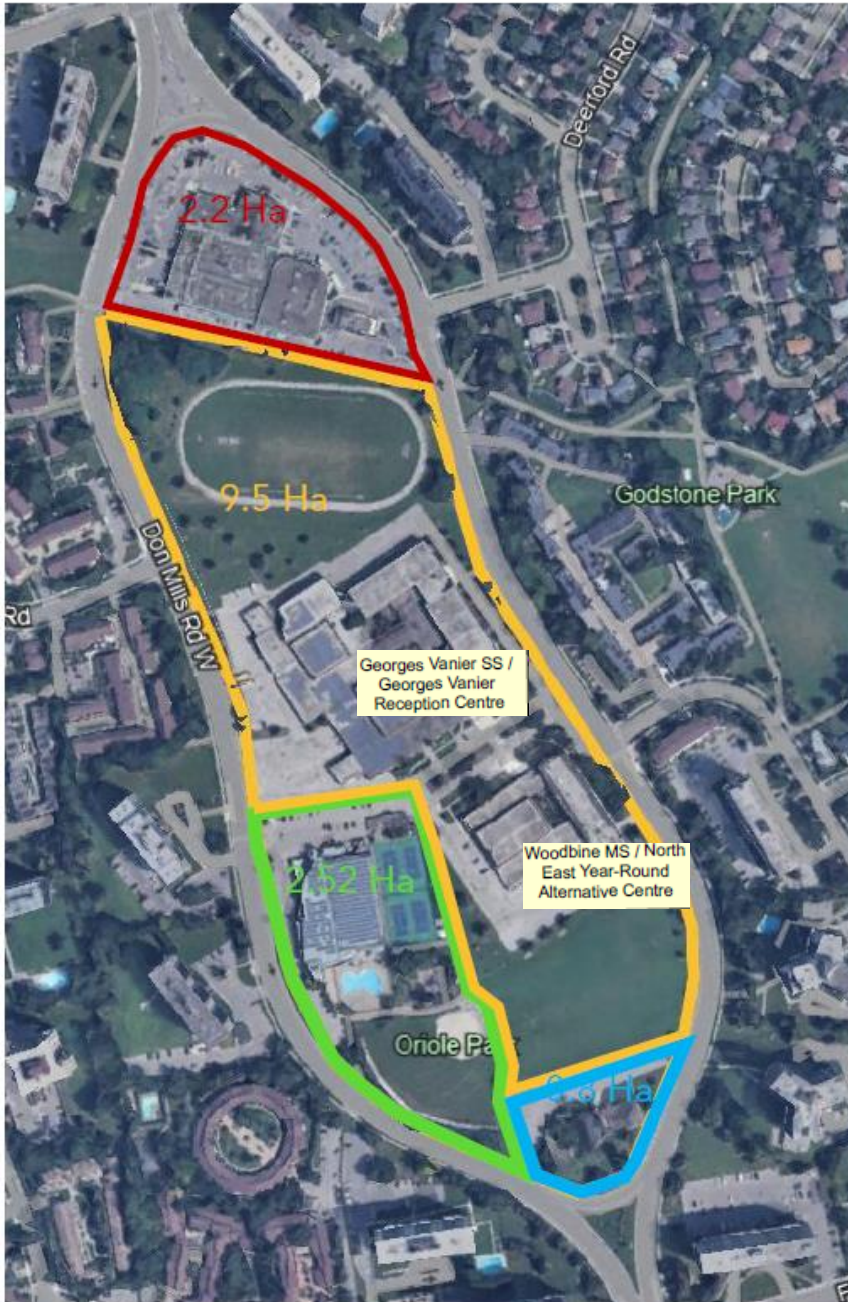
FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation rglenn.tlc@tdsb.on.ca

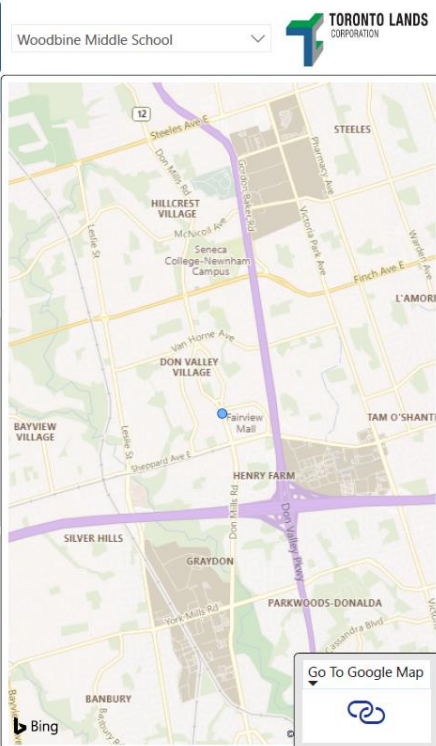
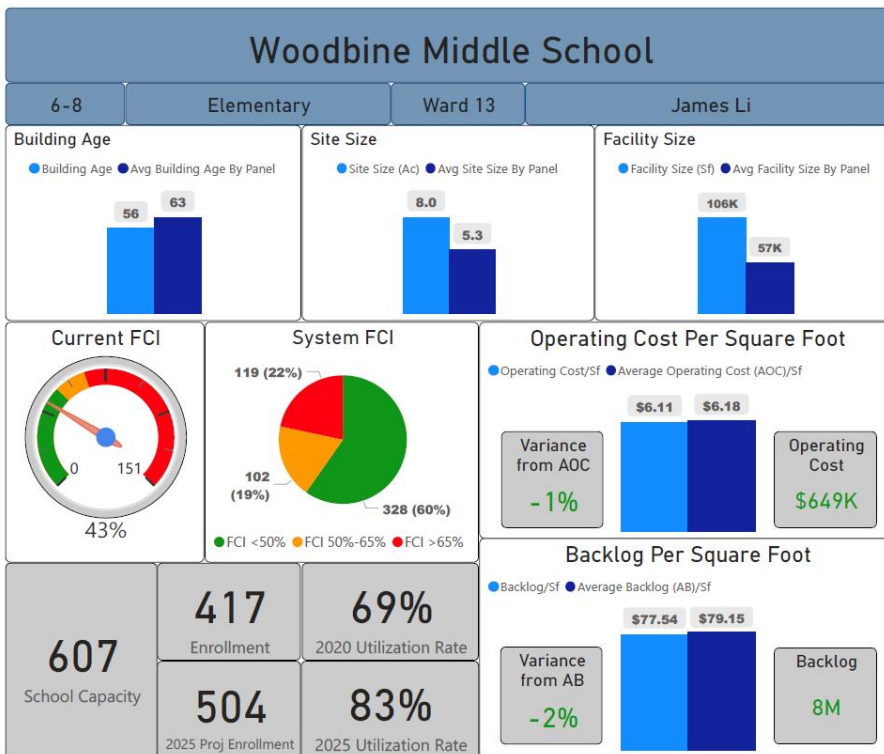
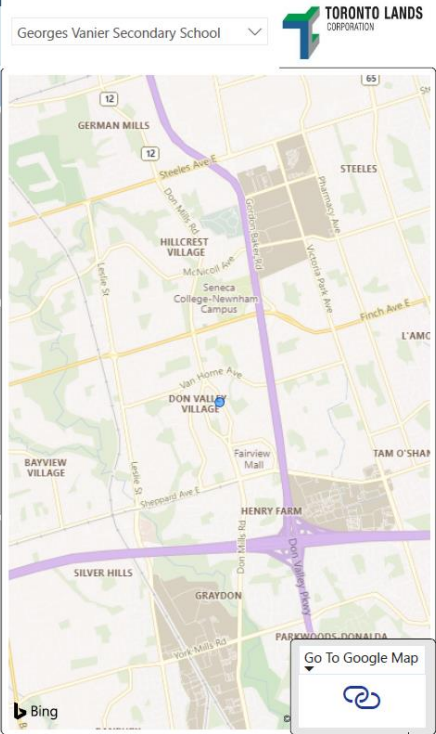
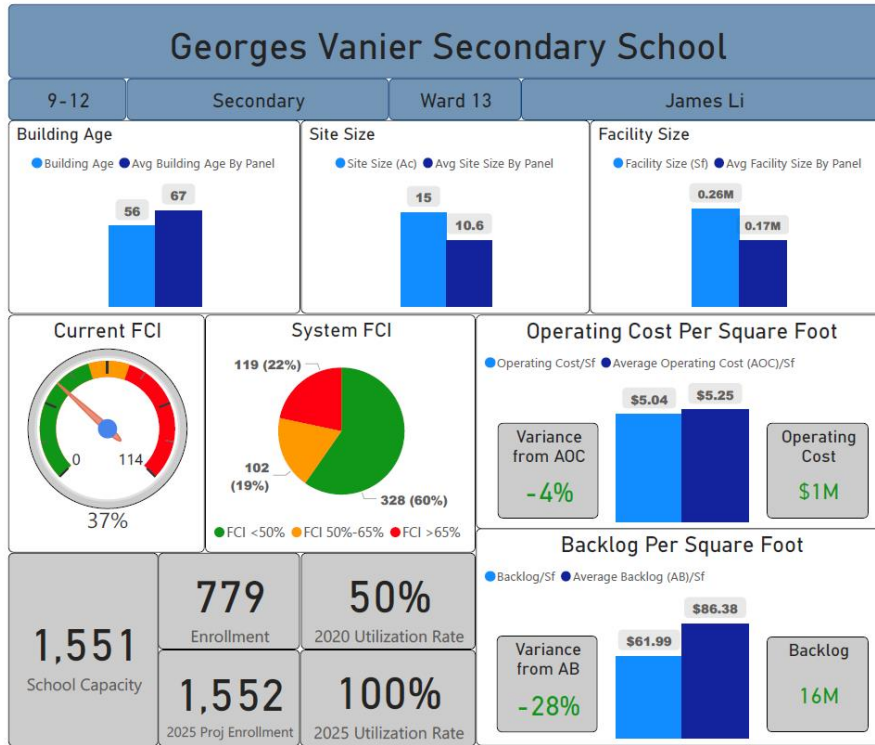
Barbara Carou, Acting Director, Partnerships and Development, Toronto Lands Corporation
bcarou.tlc@tdsb.on.ca

SITE AND SCHOOL PROFILE

APPENDIX A



- City of Toronto
- Toronto District School Board
- Lutheran Church
- Commercial Plaza





Toronto

ULI TAP – TECHNICAL ASSISTANCE PANEL

Modernizing the TDSB/TCL school sites at The Peanut

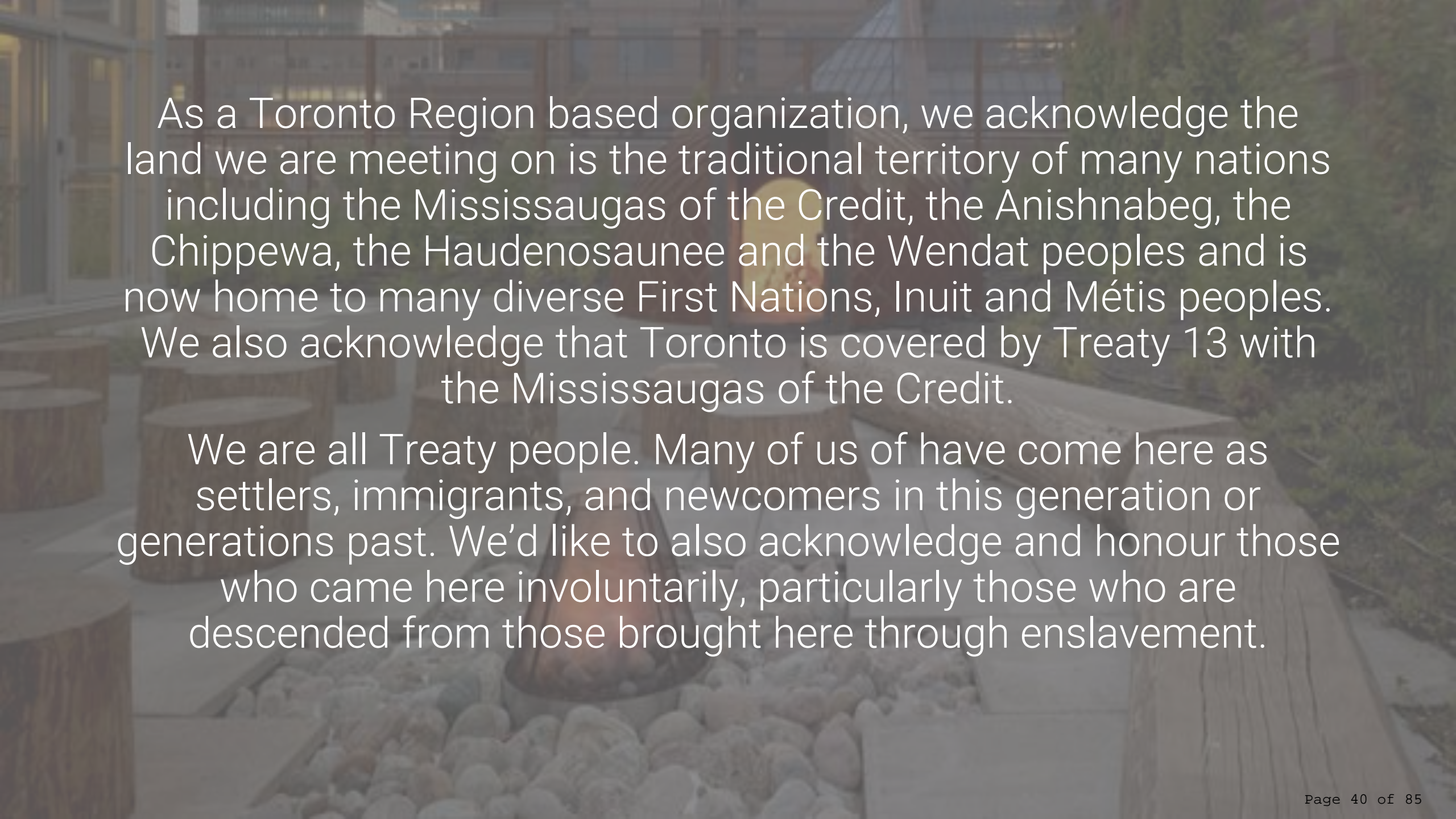
March 18, 2024



Richard Joy
Executive Director
ULI Toronto



Jonathan Tinney
Principal, SvN Architects + Planner
Outreach Committee Chair



As a Toronto Region based organization, we acknowledge the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

We are all Treaty people. Many of us of have come here as settlers, immigrants, and newcomers in this generation or generations past. We'd like to also acknowledge and honour those who came here involuntarily, particularly those who are descended from those brought here through enslavement.

TAP Chair & Panelists



Jonathan Tinney
Principal, SvN
Architects + Planners



Peter Duckworth-Pilkington
Sustainable Design
Lead, HDR



Gail Shillingford
Principal, B+H



Matthew Bennett
Partner, NBLC



Zach Pendley
Partner, EY



Shoab Rahim
Associate Professor,
American University of
Afghanistan
Lecturer, University of Toronto



Melissa Daly-Buajitti
Client Solutions
Manager, CBRE



Chris Lefebvre
Principal
Bawaadan Consulting



Daniel Woolfson
Director, Campus
Planning and
Development,
George Brown College



Nic de Salaberry
former Director, Planning
and Development,
Toronto Metropolitan
University



Matti Siemiatycki
Professor,
University of Toronto



Jonathan Kaminsky
Associate, Hawkins
Brown Architects



Sponsor & Stakeholders:

TORONTO LANDS CORPORATION

Ryan Glenn - CEO

Matt Bagnall – Senior Planner

Barbara Carou – Manager, Strategic Partnerships and Development

Markus O'Brien Fehr – Communications & External Liaison

TORONTO DISTRICT SCHOOL BOARD

Tom Schloessin – Architectural Coordinator

David Paltser – Manager, Accommodations Planning

PARKS, FORESTRY & RECREATION

Matt Bentley – Project Manager

COUNCILLOR

Councillor Shelley Carroll

Tom Gleason – Chief of Staff to Councillor



TAP Purpose and Process

TAP Purpose

The TAP will look at: ways to deliver a modernized high school and elementary school facility, consolidate activities (City/School Board) to free up sites for other uses, and incorporate additional private and not-for-profit users onto a large underutilized suburban school site in proximity to transit and anticipated growth area.

The scope can also examine school co-location, joint use with the adjacent community centre, and co-development opportunities with the redeveloping Peanut Plaza (Sitzer Group developer) and/or Lutheran Church to the south.

Additionally, the TAP could identify how a mix of uses could contribute to the delivery of a sustainable financial business model taking into consideration capital and operating costs.







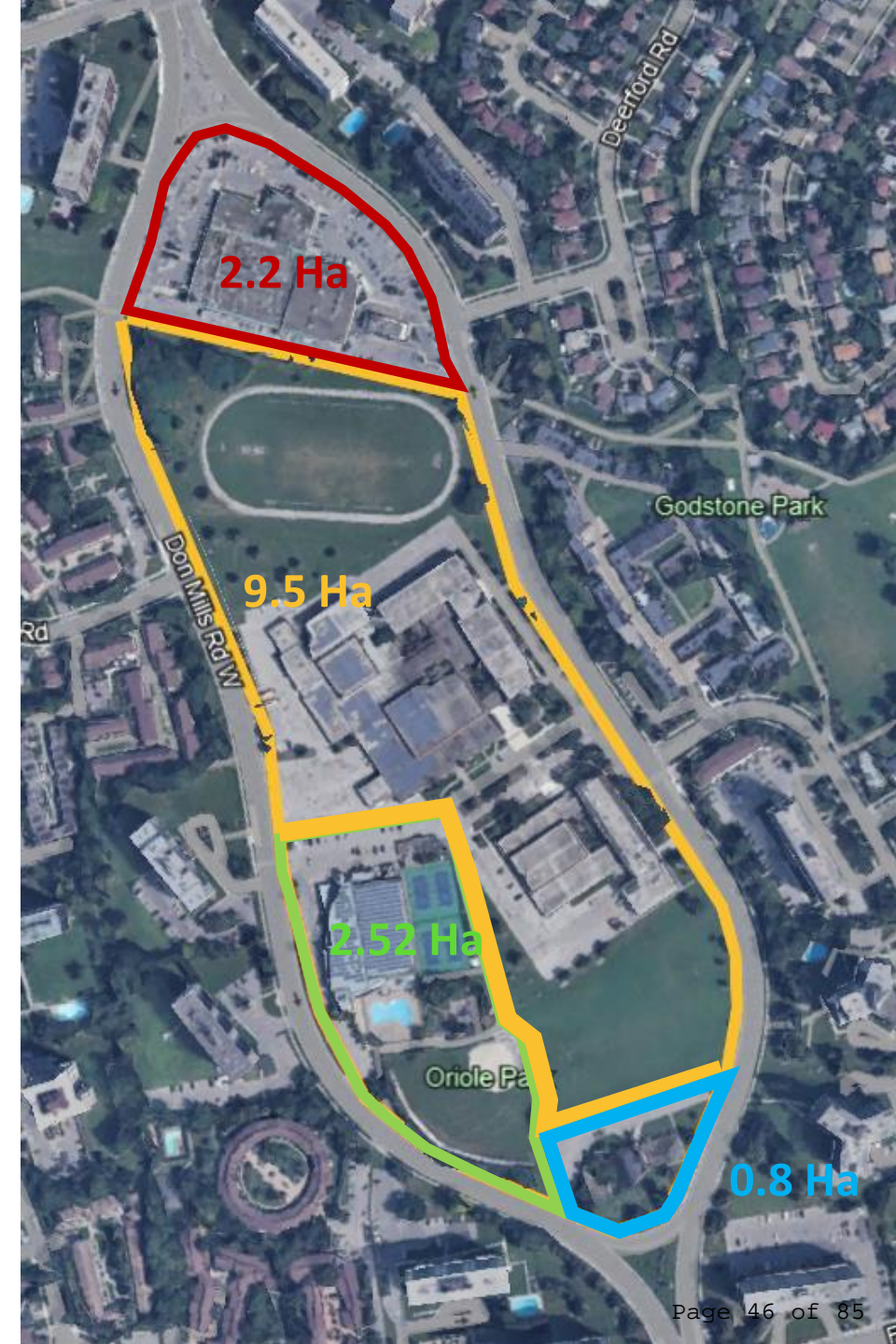
Background

Site

The Peanut in total is approximately 15 ha.

The majority of the site (and area of interest) is in public ownership and includes two TDSB owned and operated schools (outlined in yellow – 9.5 hectares) and the City of Toronto community centre and park (green – 2.5 hectares).

-  City of Toronto
-  Toronto District School Board
-  Commercial Plaza
-  Lutheran Church



Site History



1963

The Peanut site is established through the separation of north- and south-bound traffic along Don Mills Rd.

The surrounding area is transformed from farmland into post-war suburban neighbourhoods, spurring housing development.

1965

Georges Vanier SS and Woodbine MS are built

Peanut Plaza opens

1969

Oriole Community Centre opens

1970s

The post-war housing boom continues

1989

Oriole Community Centre is expanded

2002

Line 4 Sheppard Subway opens, and development in the area to increase

Synthesis and Ideation

TAP Questions:

How might the TDSB/TLC leverage its underutilized land and facility assets to deliver modernized educational facilities, improve student outcomes, generate revenue for other school investment, and/or support local community services, recreation and affordable housing outcomes?

1. What additional uses are appropriate to be integrated with existing school sites?
2. What are partnership/tenure/joint use models that would support school board & local community outcomes for these sites?
3. What are drawbacks/risks/concerns inherent in these approaches (timing/funding being paramount along with others)? How might they be mitigated through project design/agreements?
4. What role do the City, Province, other agencies play in supporting these initiatives?
5. What are some specific redevelopment models for the Peanut Park TDSB/TLC sites? How can these models enhance local student outcomes and learning environments? How might they advance local community opportunities? How might they advance Provincial program objectives?
6. What opportunities might exist for partnerships with adjacent/nearby City lands?
7. What opportunities might exist for partnership with adjacent/nearby private development sites (either in process or future)?
8. What land use or City policy changes would be necessary to facilitate the preferred redevelopment model?
9. What are the immediate/near-term/longer-term next steps for the TDSB/TLC?
10. How can a mix of uses contribute to a sustainable financial model?

Narrowing the focus : Three Broad Themes



Connect

- **Weave the Peanut** site back into the surrounding neighbourhoods.
- **Celebrate the Peanut** - the community, and the sites uniqueness
- **Humanize Don Mills** Road through a pedestrian-first approach



Create Value

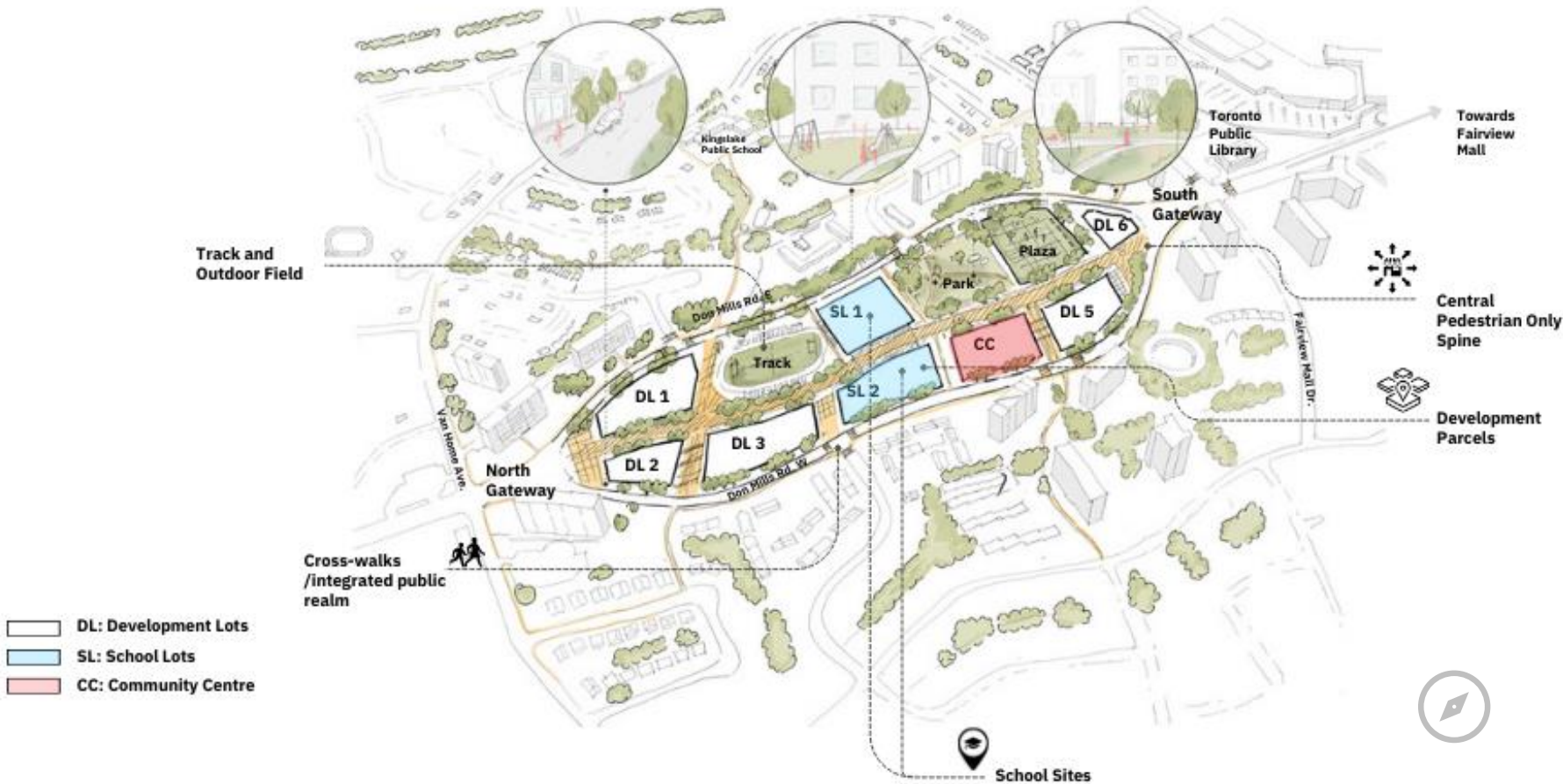
- **Meet community and educational** needs first before private/commercial needs
- **Leverage private development to create value** as opposed to prioritizing profits
- **Consider including local businesses** to counter displacement
- **Consider co-dependence** and mitigate process delays



Consult

- **Collaborate** to inform a transformative design
- **Initiate community consultation** before further design evolution
- **Inform future programming** through community needs

Concept A: The Peanut as a Hub



- Residential buildings to accommodate current and future Peanut residents
- Re-oriented schools with a shared field and a re-developed community centre
- Development opportunities on unencumbered lots as well as air rights on school/community centre
- Community plaza and central spine with animated edges including commercial uses
- Height transition from the edges towards the central spine
- Creating two gateways with the church and a redeveloped Peanut Plaza
- Reduce traffic lanes on Don Mills Road, widen sidewalks, and add cycling facilities.

Concept B: The Peanut as a Connected Community Anchor



- Commercial and residential opportunities at the north and community, school and faith activities at the south.
- Create a new grid inside the Peanut - extend existing pathways and roads from the neighbourhood into the Peanut
- A revitalized Peanut Plaza - mixed use with retail
- Allocating a generous amount of land to open, accessible use
- Re-routing all vehicular traffic onto Don Mills Road West and leaving Don Mills Road East as a local access road and cycling path for the community facilities and local residents.
- Don Mills Road East could also accommodate a future Don Mills LRT. The re-routed Don Mills Road would also have reduced travel lanes and expanded pedestrian and cycling facilities to slow down traffic.



Recommendations & Conclusion

Recommendation 1

Need for community consultation

TAP exercise is a preliminary 'blue-sky' exercise to illustrate potential future for the site, the proposed concepts do not constitute any final outcomes or designs, the TAP would like to strongly highlight the need to engage the community before proceeding further.



Recommendation 2

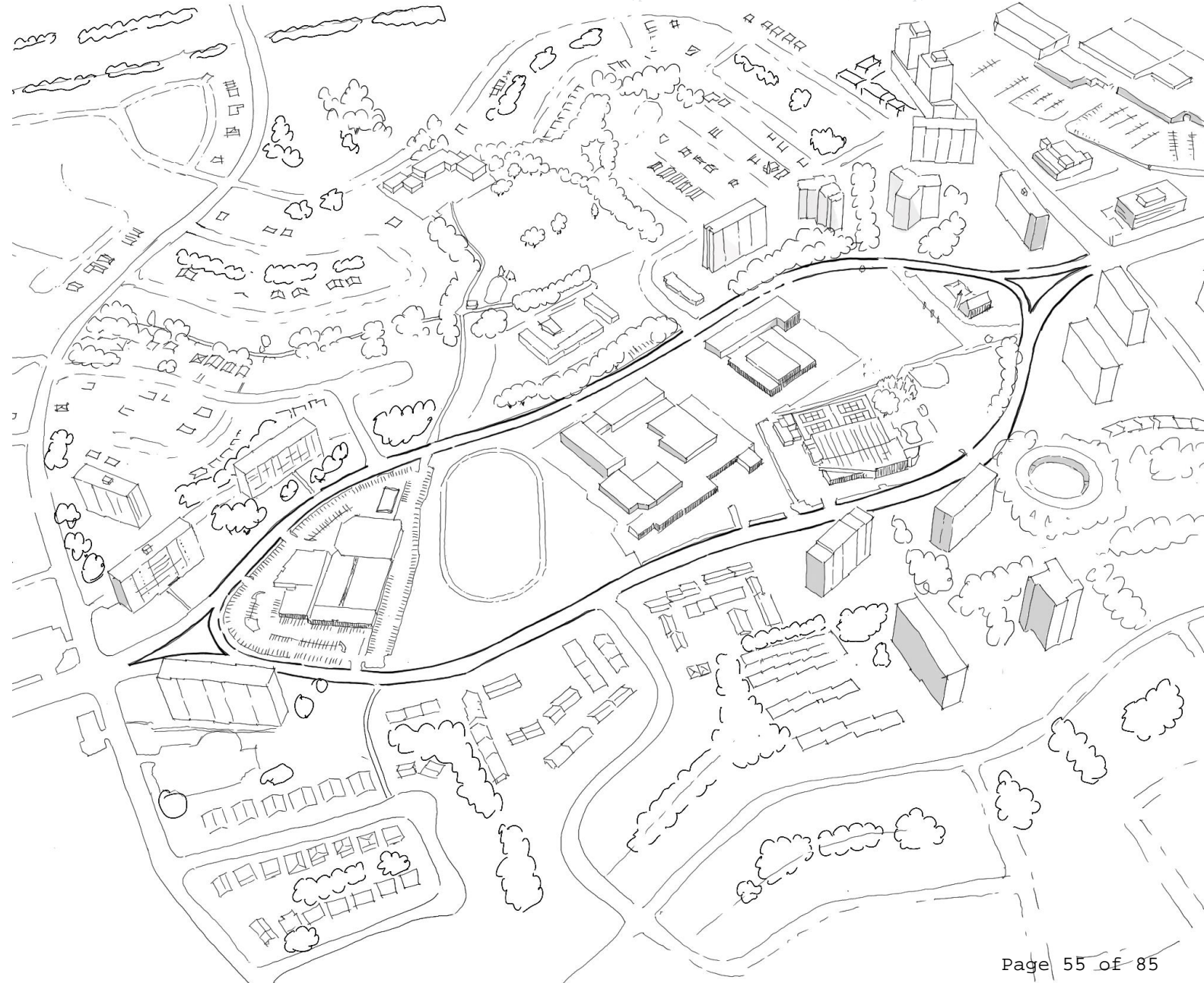
Connection and Access to the Peanut

The Panel recommends that any future design to incorporate better connection and access to the Peanut.

Create opportunities for a range and diversity of open spaces and character spaces.

Connect roads and pathways to link with the existing road grid in the surrounding community.

Tame Don Mills Road to encourage slower traffic, accommodate active transportation like cycling, walking and jogging.



Recommendation 3

Maximize public “value” for the site

The Panel recommends that public “value” creation be prioritized as an overall concept such that it includes a range of public-servicing opportunities and not the standard land development focus on cash.

Profits generated from development or land sales should be channeled into generating public benefit outcomes. After all, this is public land - the public should get the most out of it.



Source: Canoe Landing, ZAS Arcgitects

Recommendation 4

Make public “value” visible throughout the process

Make sure all of the public “value” and benefits being created are easy to see and timed to land early in the redevelopment process.

Front loading schools and public amenities ensure a community-first and schools-first strategy.



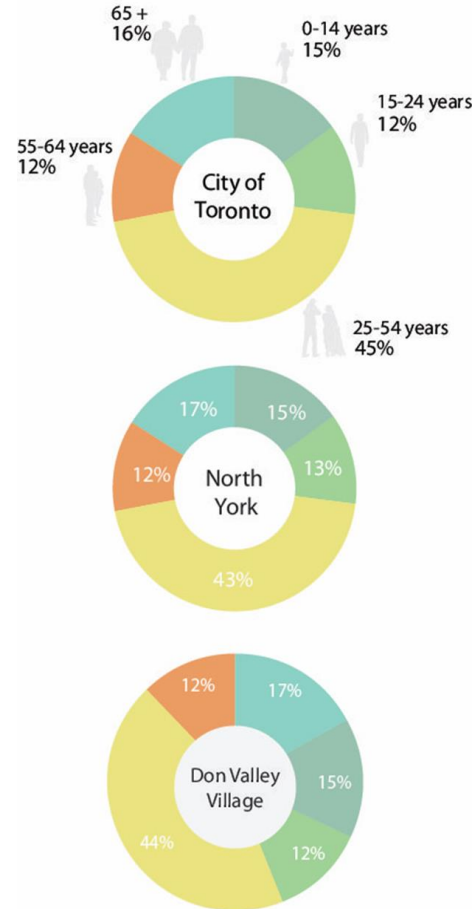
Source: Google image search - Georges Vanier Secondary School, image by ZeNoBia Omarali

Recommendation 5

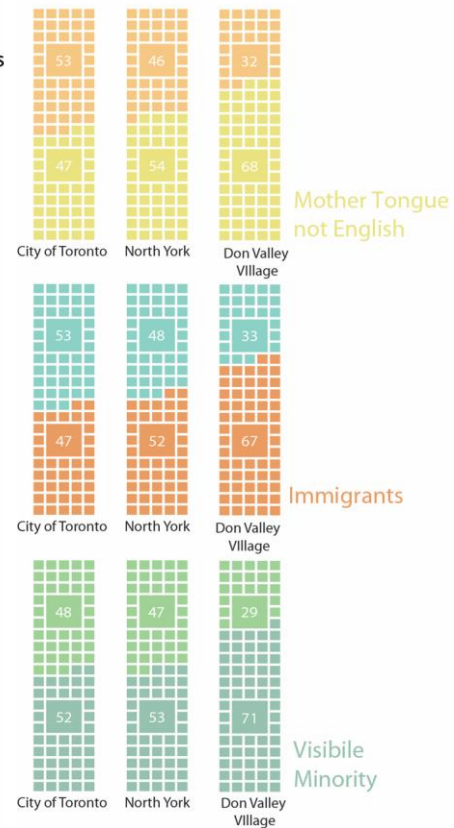
Focus on Families

As publicly owned land, the site offers an opportunity to create a range of family-oriented investments in housing, space programming, and open space design. This will enable the long-term retention of families in the area.

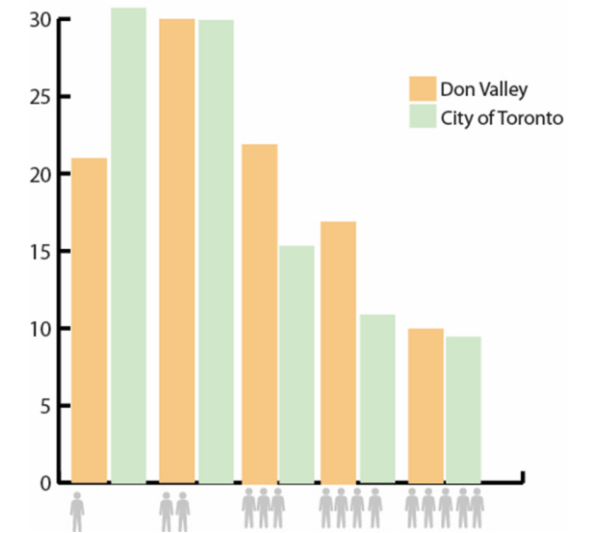
POPULATION AGE



LANGUAGE, IMMIGRATION, IDENTITY



NUMBER OF HOUSEHOLDS BY SIZE



Source: City of Toronto, Neighbourhood Profiles – Don Mills Village, 2016

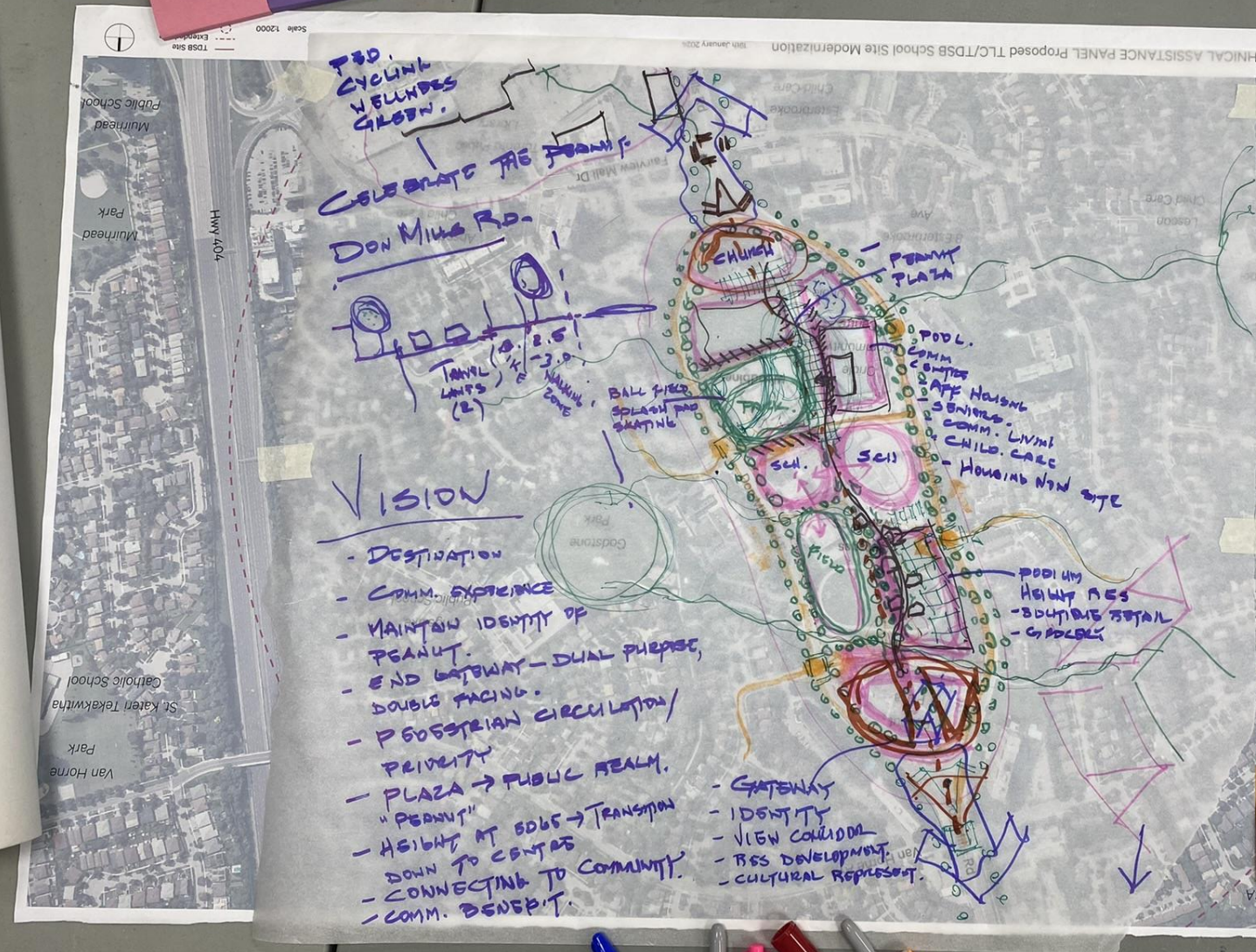
Recommendation 6

Ensure clarity of vision, values, and policy objectives before deciding ownership structures

The Panel recommends that TDSB/TLC begin by engaging with the City of Toronto, TDSB, the church, and the plaza's private owner in a broad masterplan process to identify project vision, values, and policy objectives.

The master plan process should enable thoughtful collaboration, consider co-dependencies, and provide a meaningful rationale.

Creation of public "value" is critical to the development and acceptance of any proposal for the site and should also be defined at the outset.



Recommendation 7

Emphasize coordination over ownership

The goal should be the plan and operate the site to provide maximum benefit and a seamless experience.

Coordination and sharing can also be used as a principle to expand the apparent scope of the community centre by co-locating public services.



- Booming GTA can still embrace "truly inclusive communities"



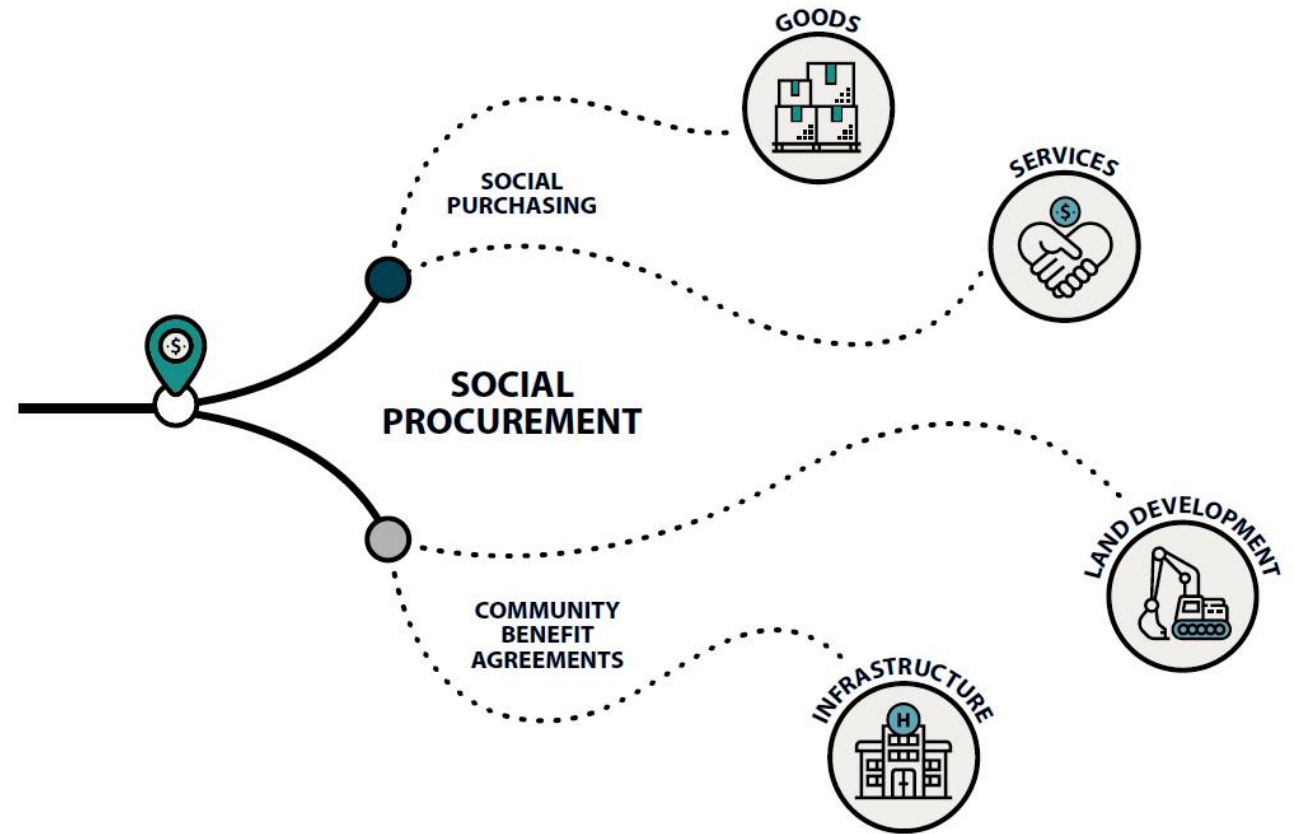
Source: Unitedway Regent Park review

Recommendation 8

Maximize economic impact during development

Project should work to maximize economic impact both for the project and for the community.

From a community perspective, this economic impact should also include social procurement as part of the process to ensure participation by Indigenous and local people and businesses.



Source: Manitoba Building Trades (<https://mbtrades.ca/socialprocurement/>)

Conclusion

Priority 1: Engage with community and local political representatives

Engagement with the community and local representatives to determine community priorities and needs is a major enabler of the project's success.

Priority 2: Confirm internal TDSB/TLC program and site objectives

TDSB/TLC should convene to confirm internal program and site objectives before engaging externally.

Priority 3: Develop a vision and general concept for the Peanut site in collaboration with the other landowners

Once the program and site objectives are clarified, the different landowners on the site should be convened to begin creating a vision, values, and objectives for the project.

Priority 4: Reach out to the local community with the vision and refine that vision together

Take the concept from Priority 3 back to the community to confirm and refine the vision through a consultation process.



Thank You!

TLC Q2 BUSINESS OPERATIONS REPORT

COMMITTEE: POLICY & PLANNING COMMITTEE
DATE: March 18, 2024
ACTION: Decision

COMMITTEE DECISION

On a motion made by Aleem Punja and seconded by Trustee Dennis Hastings, the Policy and Planning Committee recommends:

1. That the TLC Q2 Business Operations Report be received and sent to TDSB Board for information.

RECOMMENDATION

1. That the TLC Q2 Business Operations Report be received and sent to TDSB Board for information.

EXECUTIVE SUMMARY

Section 4.10.1 (b) of the TDSB-TLC Shareholder’s Direction calls for quarterly reports to the TDSB Board highlighting key activities and achievements. Appendix A – TLC Q2 Business Operations Report summarizes key activities related to Real Estate & Leasing and Land Use Planning at TLC along with actions and decisions made by the Board between December 2023 and February 2024.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Build Strong Relationships and Partnerships within School Communities to Support Student Learning and Well-Being
Ensure strong communication between TLC and TDSB in reporting on business activities.

TLC Strategic Plan Goal: To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction
Meets the communications requirements of the Shareholder Direction.

ACTION PLAN AND ASSOCIATED TIMELINE

N/A

RESOURCE IMPLICATIONS

N/A

DUE DILIGENCE

N/A

POLICY AND PROCEDURE REFERENCE(S)

TDSB-TLC Shareholder's Direction

APPENDICES

APPENDIX A Q2 Business Operations Report: December 2023 – February 2024

FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at rglenn.tlc@tdsb.on.ca or at 437-219-8191.

Q2 Business Operations Report

December 2023 – February 2024

BY THE NUMBERS

Real Estate & Leasing:

Childcare Leases:	632
Non-Instructional Sites:	16
Public Sector Partners:	124
Other Tenants:	8

Land Use Planning:

Development Applications Reviewed:	71
Developments Monitored Near School Sites:	10
Participant in City-Initiated Planning Studies:	5
Participant in OLT Matters:	5
TDSB Capital and Other Emerging Projects:	8

BOARD ACTIONS

Real Estate & Leasing:

- Reviewed the process for disposal of TDSB non-operating sites and five sites for potential disposal.
- Approved the disposition of the Scarlett Heights property.
- Approved a Licence Agreement to create a new artificial turf field at Lawrence Park CI and a plan to seek out additional community or not-for-profit partners to improve sports fields at Emery CI and Pearson CI.
- Approved the renewal of lease agreements on four non-operating school sites and one parking facility.
- Reviewed TLC’s approach to Child Care Tenancies and changes to funding from City of Toronto.

Land Use Planning:

- Reviewed options for establishing workforce housing.
- Reviewed case studies related to the development of mixed-use schools.
- Reviewed Ontario Regulation 374/23 and potential impacts on school board properties.
- Reviewed TLC's strategy to address growth and intensification.

Corporate Services:

- Reviewed the 2022-23 TLC Financial Results and Annual Report
- Established 2024-25 Annual Capital and Operating Budgets.
- Reviewed TLC Staff organizational structure for 2024.
- Established a policy and procedures for Delegations at TLC Committee and Board Meetings.
- Established a new approach to Board Meetings allowing members of the public to observe or participate virtually.

Affirming TLC's Guiding Principles

COMMITTEE: POLICY & PLANNING COMMITTEE
DATE: March 18, 2024
ACTION: Approval

COMMITTEE DECISION

On a motion made by Aleem Punja and seconded by Trustee Shelley Laskin, the Policy and Planning Committee received this report for information.

RECOMMENDATION

1. That this report be received for information

EXECUTIVE SUMMARY

The TDSB-TLC Shareholder's Direction lays out a set of guiding principles for TLC to balance in the stewardship of TDSB's Real Estate Portfolio. As TLC advances work on its Modernization Strategy and begins work on the 2024-25 Annual Plan, staff felt it was important to ensure alignment of all TLC Board Members, and ultimately the TDSB Trustees.

The attached presentation (Appendix A) outlines a series of commitments under each of the guiding principles to better illustrate what each of these principles means to TLC operations. Additionally, a set of three TLC projects illustrate how each of these principles can work together in balance to achieve exceptional educational spaces and community facilities.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal:	Build Strong Relationships and Partnerships within School Communities to Support Student Learning and Well-Being <i>Ensuring full alignment in TLC's guiding principles and vision will build stronger relationships and partnerships with our shareholder and school communities.</i>
TLC Strategic Plan Goal:	To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction

This presentation seeks to ensure alignment with TLC and TDSB's goals and objectives.

ACTION PLAN AND ASSOCIATED TIMELINE

- During Q3 of 2023-24, work with TDSB staff to arrange an information session for TDSB Trustees to present this information and ensure alignment with our shareholder.
- May 16, 2024, the TLC 2024-25 Annual Plan comes to the Policy & Planning Committee.

RESOURCE IMPLICATIONS

N/A

DUE DILIGENCE

N/A

POLICY AND PROCEDURE REFERENCE(S)

TDSB-TLC Shareholder's Direction

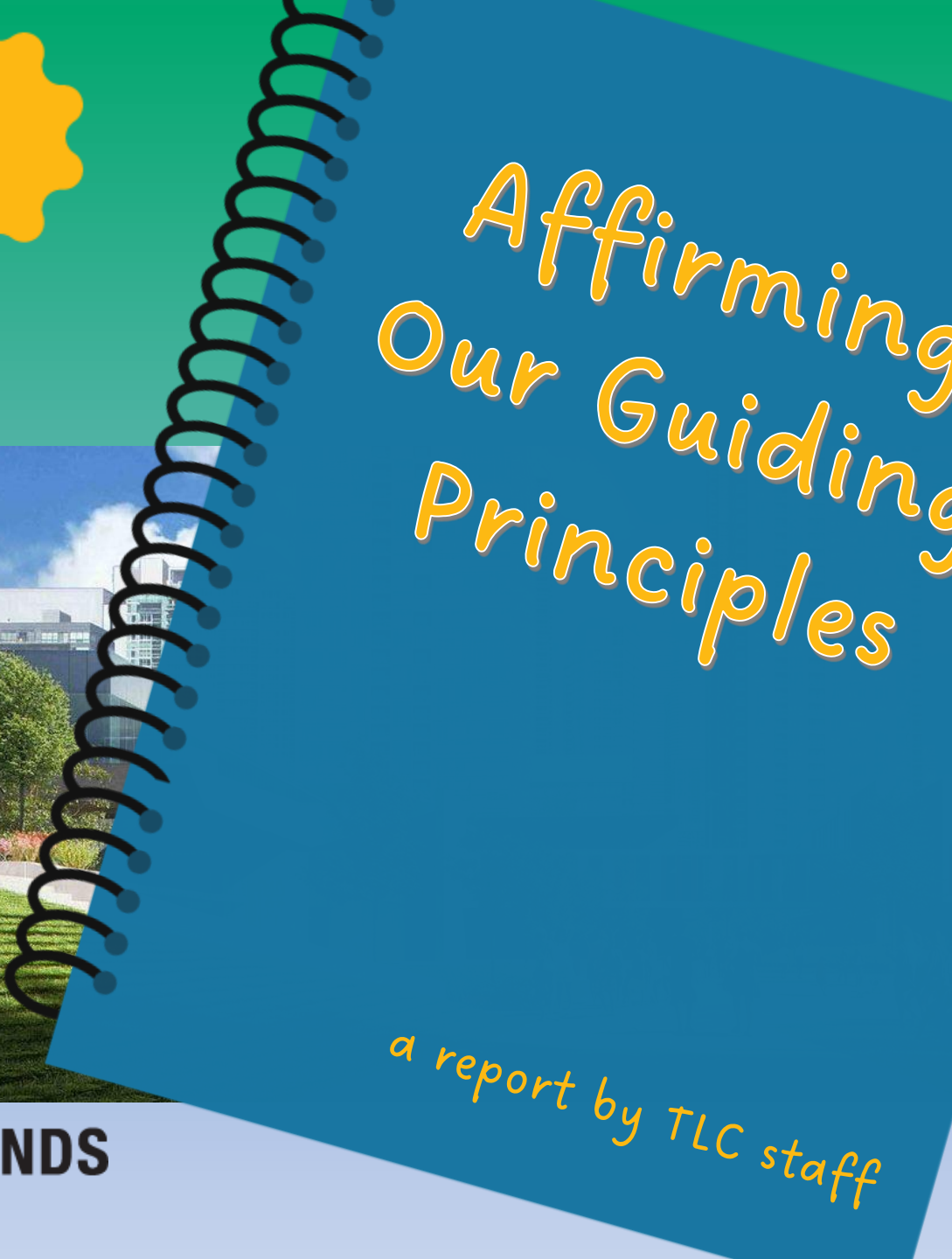
APPENDICES

APPENDIX A Affirming TLC's Guiding Principles Presentation

FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at rglenn.tlc@tdsb.on.ca or at 437-219-8191.

Markus O'Brien Fehr, Communications and External Relations Liaison, at mo'brienfehr.tlc@tdsb.on.ca or at 416-788-3211.

A blue spiral-bound notebook graphic is positioned diagonally across the center of the page. The spiral binding is on the left side, and the notebook is open to a page with a light blue background. The title is written in a yellow, rounded, cursive font on this page.

Affirming Our Guiding Principles

a report by TLC staff



The TDSB-TLC Shareholder's Direction outlines our Guiding Principles:

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





TDSB lands will be preserved as public assets to the greatest extent possible. TLC will:

- Consider the inherent value of these public lands to the local communities they serve.
- Support growing communities through the delivery of educational facilities alongside spaces for community services and housing.
- Establish joint partnerships that contribute to building strong communities, including co-development arrangements with government service providers to support Provincial Priorities and municipal services.



TDSB lands will be preserved as public assets to the greatest extent possible. TLC will:

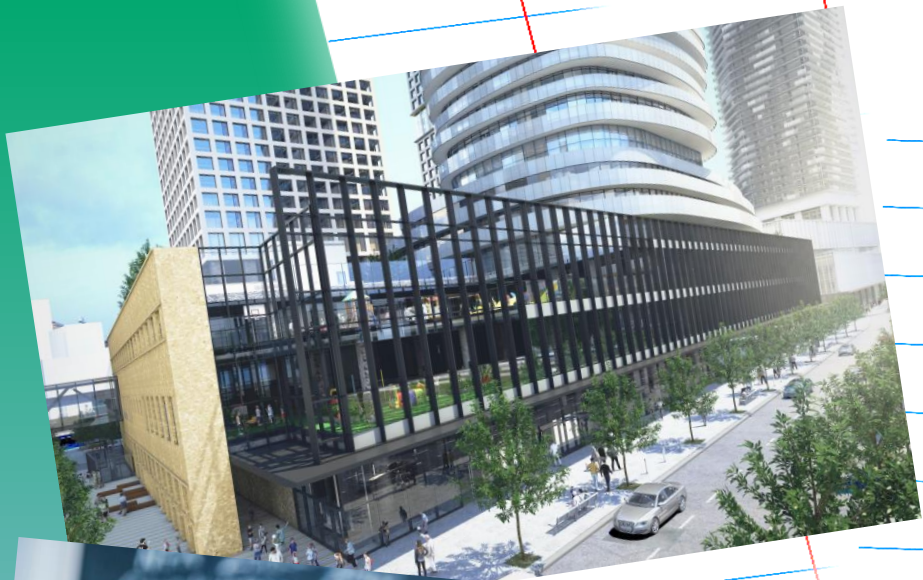
- Prioritize government agencies, community groups, not-for-profits, coterminous school boards, and other public sector landowners for all land disposals, including leases.
- Ensure all leasing agreements include the allowance of public use of the facilities when otherwise not in use by the tenant.



Continuous modernization of TDSB schools strengthens the public education system. TLC will:

- Meet annual revenue generation targets to facilitate capital re-investment to modernize TDSB schools.
- Recognize that the public education system extends beyond the “brick and mortar” of the school and into the community.
- Strengthen communities by providing opportunities for affordable housing.





Continuous modernization of TDSB schools strengthens the public education system. TLC will:

- Focus on projects in areas with high Learning Opportunities Index (LOI)/ Neighbourhood Improvement Areas (NIA) to achieve geographical diversity.
- Prioritize partnerships with public entities or not-for-profits that will add value to education and provide new opportunities for students.



Maximizing TDSB land value extends beyond the financial and is to include community and social value. TLC will:

- Capture and quantify value through the delivery of Provincial Priorities and other municipal and civic services.
- Focus on truth, reconciliation, and equity as part of land development due diligence.
- Develop a community benefits framework to be included as part of any RFP process.





Maximizing TDSB land value extends beyond the financial and is to include community and social value. TLC will:

- Hold projects to a high standard of design and support the TDSB Climate Action Plan.
- Explore opportunities for partnering with community services that can complement the educational experience of TDSB students.





TDSB will be kept financially whole in the development of public service initiatives. TLC will:

- Identifying opportunities for optimizing land through the addition of other uses or land severance to reinvest in improving schools.
- Ensure that properties and buildings are utilized at fair market rates to the greatest extent possible to reduce the carrying costs of these facilities.
- Leverage additional funding through government partners by seeking to incorporate Provincial priorities, municipal facilities, or other public services, ensuring TDSB receives fair market value in all transactions.



TDSB will be kept financially whole in the development of public service initiatives. TLC will:

- Build financial sustainability by identifying revenue opportunities outside government funding.
- Remain responsive to the needs of the TDSB considering the challenges of aging infrastructure.



Implementation - St. Margaret's Public School

Preserved as a Public Asset:

The site presents an opportunity for a new larger school with space for a long-term care facility.

Advances Modernization:

Creates new programs for students in a high LOI area with partnerships that deliver community services.

Community & Social Value:

Long-Term Care facility and new childcare facility address community needs and create co-programming opportunities for students.

TDSB Kept Whole:

Potential for the Ministry of Long-Term Care to contribute to the development of the site.



Implementation - West Don Lands Block 9

Preserved as a Public Asset:

Maximizes land use and supports Provincial Priorities by layering opportunities for housing above the school.

Advances Modernization:

Partnerships with the City to use green space and add other programming while exploring affordable housing.

Community & Social Value:

Creates a school facility with opportunities for additional programming in a high-growth area.

TDSB Kept Whole:

Potential for the Ministry of Municipal Affairs & Housing to contribute to the development of the site.



Implementation - Davisville Aquatic Centre

Preserved as a Public Asset:

More efficiently uses space by creating a City rec facility on part of the available TDSB property.

Advances Modernization:

Creates new opportunities for physical education as part of the school curriculum and after school hours.

Community & Social Value:

The shared use agreement between the City and TDSB will allow community use of school gyms after hours.

TDSB Kept Whole:

TDSB receives funds from the City for the construction of the new school along with nominal land lease revenue.



Implementation - Ethennonhawahstihnen'

Preserved as a Public Asset:

Maximizes land use and supports Provincial Priorities by layering opportunities for housing above the school.

Advances Modernization:

Partnerships with the City to use green space and add other programming while exploring affordable housing.

Community & Social Value:

Creates a school facility with opportunities for additional programming in a high-growth area.

TDSB Kept Whole:

Potential for the Ministry of Municipal Affairs & Housing to contribute to the development of the site.



Implementation - Douglas Park/New Haven

Preserved as a Public Asset:

Non-instructional site occupied by New Haven Learning Centre and the Sonechko Daycare under lease since 2009.

Advances Modernization:

Opportunities are being explored for TDSB to partner with New Haven to benefit additional students and maintain childcare on-site.

Community & Social Value:

Creates a state-of-the-art facility advancing specialized programming to support those affected by ASD while maintaining community open space.

TDSB Kept Whole:

Site is being sold to New Haven for fair market value.