



TLC Audit & Finance Committee Meeting

Committee Members: Payman Berjis (Chair), Igor Dragovic, James Li, Liban Hassan (on leave) and Stacey Zucker

February 18, 2025

Hybrid: Toronto Lands Corporation Office Board Room & Virtual

201- 60 St. Clair Ave. E

Toronto, ON, M4T 1N5

Virtual: Microsoft Teams



Meeting Book - TLC Audit & Finance Committee Meeting

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

For Approval

[Chair](#)

5. Approval of the Minutes of the Audit and Finance Committee

For Approval

[Chair](#)

Approval of the Minutes from December 12, 2024 -Minutes to follow week of Feb. 17/25

[Minutes of the A&F Committee from December 12, 2024 \(Public Session\)](#)

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6. Staff Reports

1. TLC 2024-25 Q1 Operating Results Report [02-042]

Information

[Ryan Glenn and Craig Snider](#)

[Q1 2024-25 TLC Operating Results](#)

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[Q1 2024-25 TLC Operating Report](#)

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2. New TLC Office Location [02-043]

Decision

[Ryan Glenn](#)

[New TLC Office Location.docx](#)

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[Appendix A: New TLC Office - Analysis](#)

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3. Update on Former City of Toronto Umbrella Child Care Leases [02-044]

Information

[Craig Snider](#)

Report to follow by end of week.

[2025-02-044 Update on Former City of Toronto Umbrella Child Care Leases.docx](#)

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7. Adjournment to Closed Session

For Approval

[Chair](#)

If necessary

8. Termination of Meeting

For Approval

[Chair](#)

**TORONTO LANDS CORPORATION
60 ST. CLAIR AVENUE EAST
TORONTO, ONTARIO****MINUTES OF THE AUDIT AND FINANCE COMMITTEE MEETING
HELD IN-PERSON AT TORONTO LANDS CORPORATION OFFICE
AND VIRTUALLY VIA MICROSOFT TEAMS****December 12, 2024, 5:00 PM****The following committee members were present:**

Payman Berjis (Citizen Director/Committee Chair, in person),
Igor Dragovic (Citizen Director, in person)
Liban Hussan (Trustee Director)
James Li (Trustee Director, virtual)
Maia Puccetti (Staff Director, virtual)

The following Board members were present:

John Filion (Citizen Director, as ex officio)
Aleem Punja (Citizen Director, ex officio)

The following TLC staff were present:

Ryan Glenn Chief Executive Officer,
George Kralidis, Head of People and Culture,
Markus O'Brien Fehr, Manager, Communications & External Relations
Linda Pietrangelo, Head of Corporate Governance and Compliance

The following TDSB Staff were present:

Craig Snider, Executive Officer, TDSB
Stephanie Harris, Comptroller, Finance & Risk Management, TDSB),
Chris Gursersaud, Manager, General Accounting

The following Guests were present:

Dennis Hastings (TDSB Trustee)
Zakir Patel (TDSB Trustee)

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, the meeting was called to order by Payman Berjis, Committee Chair at 6:11 PM (EST).

2. Land Acknowledgement

Payman Berjis, Committee Chair, read the following land acknowledgment:

MEETING MINUTES (Public)

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

No conflicts of interest were declared.

4. Approval of the Agenda/Other Business

There were no corrections or amendments to the agenda.

Igor Dragovic seconded by Maia Puccetti moved approval of the meeting agenda.

The motion was carried.

5. Approval of Minutes of the Audit and Finance Committee

The minutes of the Audit and Finance Committee meeting from September 26, 2024, were before the Committee. There were no errors or omissions.

John Filion seconded by Igor Dragovic moved that the minutes of the Audit and Finance Committee from September 26, 2024, be approved.

The motion was carried.

6. Staff Reports

1. Q4 2023-2024 TLC Operating Results

Craig Snider, Executive Officer, TDSB, made a presentation on the third quarter operating results for fiscal 2023-2024.

John Filion seconded by Igor Dragovic moved that the 2023-24 Q4 Operating Results Report be received for information.

The motion was carried.

2. Un-audited Financial Statements for the Year ending August 31, 2024

Stephanie Harris, Comptroller finance, made a presentation on the un-audited Financial Statements for the year ending August 31, 2024.

Maia Puccetti seconded by James Li, moved that the TLC Unaudited Financial Statements for the year ending August 31, 2024, be received for information.

MEETING MINUTES (Public)**3. Revised TLC 2024-2025 Operations Budget**

On an annual basis, TDSB undertakes a review of its approved in-year budget, as part of this process, TDSB requested that TLC review its 2024-2025 budget and determine if adjustments are required with adjustments to be made if there is an impact of equal to or greater than 10% of what was originally planned. Engaging in this process allows TLC and TDSB to have to the most accurate financial outlook of its revenues and expenses for the fiscal year. In alignment with TDSB's practices, this is the first year that TLC has undertaken this budget revision process and presented it to the board, and it will be an ongoing practice. Appendix A details TLC's Revised 2024-2025 Budget.

John Filion seconded by Igor Dragovic moved that the Revised TLC 2024-2025 Operations Budget be received for information.

4. Revisions to TLC Delegation of Authority Policy

The TLC delegation of authority policy is before the committee as the policy was adopted in 2021 and was based on former governing documents. With TLC having a restated Shareholder Direction, updated bylaws and to ensure that TLC's policies continue to meet business requirements, TLC has identified updates that are required to the Delegation of Authority Policy. The updates are included in Appendix B and include:

- Amendments to the recitals to reflect updated governing documents and dates.
- Amendments to the approval limits for the CEO and Management with the inclusion that all services engaged by Management would be reported out on an annual basis between the identified dollar value.
- Removal of any reference to TLC committees approving to ensure compliance with TLC Bylaws.
- Removal of approval levels in reference to "new business items not in Annual Plan," this is no longer relevant as TLC now participates in TDSB's revised budget estimates process to develop a revised budget that may contemplate new business.
- Removal of reference to approval for legal instruments as these items are covered within the Shareholder's Direction.

Igor Dragovic seconded by John Filion moved that the TLC Board adopt the updated *Delegation of Signing Authority Policy*, as presented.

5. Adjournment to Closed Session

At 6:42 PM, John Filion seconded by Maia Puccetti moved that the meeting adjourn to closed session in accordance with Section 207 (2) of the Education Act, to review matters related to the disclosure of financial information for the disposal of school sites.

TLC 2024-25 Q1 OPERATING RESULTS REPORT

COMMITTEE: AUDIT & FINANCE COMMITTEE
DATE: February 18, 2025
ACTION: Information

RECOMMENDATION

It is recommended that the 2024-25 Q1 Operating Results Report be received for information.

EXECUTIVE SUMMARY

On a quarterly basis, financial reports as prepared by the TDSB finance team and 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 2024-25 Budget with allocated budget and actual expenditures with variances noted.
- Site Performance Report – Non-Operating Sites ([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 Project Status Report ([Appendix C](#))
This report tracks TLC's capital investment into TDSB's non-instructional properties.
- Operating Site Expenses ([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: Revitalize - All students and staff learn and work in inclusive, safe, and modern environments.

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 2024-25 Q1 Operating Report to the Audit & Finance Committee on February 18, 2025 it will be forwarded to the TLC Board at its meeting of March 25, 2025, for information.

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 – Non-Operating Sites
[Appendix C](#) Capital Project Status Report
[Appendix D](#) Operating Site Expenses Report

FROM

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

Ryan Glenn, 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, 2024

Description	Note	2024-25 Operating					2024-25 Capital					2024-25 Total				2023-24 Total	
		Revised Budget	Q1 Budget	Actual	Variance	%	Revised Budget	Q1 Budget	Actual	Variance	%	Revised Budget	Q1 Budget	Q1 Actuals	Q1 Variance	Budget	Actual
Non-Operating Sites																	
Real Estate Revenue																	
Lease Revenue and Recoveries	1	7,533,975	1,883,494	1,749,749	(-133,745)	-7.1%	-	-	-	-	0.0%	7,533,975	1,883,494	1,749,749	(-133,745)	6,046,109	6,694,865
Less: Capital Improvement Funds		-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	(-1,000,000)	(-1,000,000)
Total Real Estate Revenue		7,533,975	1,883,494	1,749,749	(-133,745)	-1.8%	-	-	-	-	0.0%	7,533,975	1,883,494	1,749,749	(-133,745)	5,046,109	5,694,865
Property Management Expenditures																	
Caretaking	2	544,616	136,154	93,262	42,892	31.5%	-	-	-	-	0.0%	544,616	136,154	93,262	42,892	510,052	320,845
Maintenance	3	499,494	124,873	92,702	32,171	25.8%	-	-	-	-	0.0%	499,494	124,873	92,702	32,171	484,945	428,219
Utilities	4	499,430	124,858	102,683	22,175	17.8%	-	-	-	-	0.0%	499,430	124,858	102,683	22,175	466,529	431,789
Overhead cost / Other Costs		167,092	41,773	41,773	-	0.0%	-	-	-	-	0.0%	167,092	41,773	41,773	-	220,092	220,092
Total Operations Expenses		1,710,632	427,658	330,420	97,238	5.7%	-	-	-	-	0.0%	1,710,632	427,658	330,420	97,238	1,681,618	1,400,944
Net Non-Operating Sites before Administrative Cost		5,823,343	1,455,836	1,419,329	(-36,507)	-0.6%	-	-	-	-	0.0%	5,823,343	1,455,836	1,419,329	(-36,507)	3,364,491	4,293,920
Operating School Facilities																	
Real Estate Revenue																	
Childcare Lease Agreements (former City of Toronto)	5	7,412,175	1,853,044	1,850,816	(-2,227)	-0.1%	-	-	-	-	0.0%	7,412,175	1,853,044	1,850,816	(-2,227)	6,336,265	6,386,382
City of Toronto Pools Agreements		6,064,272	1,516,068	1,541,523	25,455	1.7%	-	-	-	-	0.0%	6,064,272	1,516,068	1,541,523	25,455	6,030,242	5,890,487
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		1,249,143	312,286	313,288	1,002	0.1%	-	-	-	-	0.0%	1,249,143	312,286	313,288	1,002	1,239,654	1,193,320
Contract Services and Partnership Development (CSPD) and LINC Lease Administration		272,440	68,110	67,332	(-778)	-1.1%	-	-	-	-	0.0%	272,440	68,110	67,332	(-778)	333,902	294,957
Air Conditioning Surcharge		153,400	-	-	-	0.0%	-	-	-	-	0.0%	153,400	38,350	-	0	114,600	133,200
Private Child Care and Other Agreements		4,830,125	1,207,531	1,201,946	(-5,585)	-0.5%	-	-	-	-	0.0%	4,830,125	1,207,531	1,201,946	(-5,585)	3,928,480	4,471,280
Temporary Property Interests with Third Parties	6	753,621	188,405	79,160	(-109,245)	-58.0%	-	-	-	-	0.0%	753,621	188,405	79,160	(-109,245)	426,899	301,078
Total Real Estate Revenue		21,835,176	5,420,444	5,329,065	(-91,379)	-0.4%	-	-	-	-	0.0%	21,835,176	5,458,794	5,329,065	(-91,379)	19,510,042	19,770,703
Property Management Expenditures																	
Total Operations Expense - Operating Sites	7	27,899,836	6,936,609	6,847,234	89,375	1.3%	-	-	-	-	0.0%	27,899,836	6,974,959	6,847,234	89,375	26,344,837	26,640,661
Provision for Rental Arrears		5,000	1,250	-	1,250	100.0%	-	-	-	-	0.0%	5,000	1,250	0	1,250	5,000	-
Total Operations Expenses		27,904,836	6,937,859	6,847,234	90,625	0.3%	-	-	-	-	0.0%	27,904,836	6,976,209	6,847,234	90,625	26,349,837	26,640,661
Net School Facilities before Administrative Cost		(-6,069,660)	(-1,517,415)	(-1,518,169)	(-754)	0.0%	-	-	-	-	0.0%	(-6,069,660)	(-1,517,415)	(-1,518,169)	(-754)	(-6,839,796)	(-6,869,958)
Administrative Revenue and Costs																	
TDSB Staff and Services Cost																	
Facility Services	8	63,340	15,835	14,774	1,061	6.7%	95,009	23,752	22,161	1,592	6.7%	158,349	39,587	36,934	2,653	148,886	179,247
Business Services		46,783	11,696	20,454	(-8,758)	-74.9%	70,175	17,544	30,681	(-13,137)	-74.9%	116,958	29,239	51,134	(-21,895)	110,415	187,423
Administrative Support Allocation		24,240	6,060	6,060	-	0.0%	36,360	9,090	9,090	-	0.0%	60,600	15,150	15,150	-	60,600	60,600
Total TDSB Realty Staff and Services		134,363	33,591	41,287	(-7,697)	-22.9%	201,544	50,386	61,931	(-11,545)	-22.9%	335,906	83,977	103,219	(-19,242)	319,901	427,270
TLC Revenue																	
Interest Revenue	10	11,000	2,750	4,067	1,317	47.9%	-	-	-	-	0.0%	11,000	2,750	4,067	1,317	11,000	17,963
Sublease (60 St. Clair Ave. East - Rm 704)		-	-	6,293	6,293	100.0%	-	-	-	-	0.0%	-	-	6,293	6,293	-	-
TLC Administration Expenses																	
Board Remuneration	9	20,000	5,000	6,533	(-1,533)	-30.7%	30,000	7,500	9,800	(-2,300)	-30.7%	50,000	12,500	16,333	(-3,833)	50,000	31,062
Salaries and Benefits		2,622,652	655,663	473,206	182,457	27.8%	1,351,063	337,766	243,773	93,993	27.8%	3,973,716	993,429	716,979	276,449	3,148,742	3,637,126
Professional Development		6,418	1,604	714	890	55.5%	9,626	2,407	1,071	1,336	55.5%	16,044	4,011	1,785	2,226	30,000	9,771
Supply and Services		37,322	9,331	8,671	659	7.1%	55,983	13,996	13,007	989	7.1%	93,305	23,326	21,678	1,648	93,305	124,342
Rental expenses: TLC office	10	44,239	11,060	13,463	(-2,403)	-21.7%	66,359	16,590	20,194	(-3,605)	-21.7%	110,598	27,650	33,657	(-6,008)	136,731	132,872
Legal Fees	11	170,000	42,500	51,062	(-8,562)	-20.1%	255,000	63,750	25,399	38,351	60.2%	425,000	106,250	76,462	29,788	465,000	464,626
Fees and Contractual Services	11	440,000	110,000	21,005	88,995	80.9%	660,000	165,000	77,306	87,694	53.1%	1,100,000	275,000	98,310	176,690	1,525,500	701,821
Furniture and Equipment		2,800	700	-	700	100.0%	4,200	1,050	-	1,050	100.0%	7,000	1,750	-	1,750	7,000	1,205
Other expenditures		6,800	1,700	1,215	485	28.5%	10,200	2,550	1,822	728	28.5%	17,000	4,250	3,037	1,213	29,000	9,574
Total TLC Administration		3,350,231	837,558	575,870	261,688	31.2%	2,442,431	610,608	392,372	218,236	35.7%	5,792,663	1,448,166	968,242	479,924	5,485,278	5,112,399
Net Administrative Cost		3,473,594	868,398	606,797	246,382	28.4%	2,643,975	660,994	454,302	206,691	31.3%	6,117,569	1,529,392	1,061,100	453,072	5,794,179	5,521,706
Net Contribution/(Cost) to TDSB Before Proceeds of Disposition		(-3,719,910)	(-929,978)	(-705,637)	209,121	-22.5%	(-2,643,975)	(-660,994)	(-454,302)	206,691	-31.3%	(-6,363,886)	(-1,590,971)	(-1,159,940)	415,811	(-9,269,484)	(-8,097,743)
Proceeds of Disposition	12	-	-	-	-	0.0%	95,516,867	61,716,867	61,716,867	-	0.0%	95,516,867	61,716,867	61,716,867	-	64,800,000	2,044,802
Net Contribution/(Cost) to TDSB		(-3,719,910)	(-929,978)	(-705,637)	209,121	-22.5%	92,872,892	61,055,873	61,262,565	206,691	0.3%	89,152,981	60,125,896	60,556,927	415,811	55,530,516	(-6,052,941)

Notes

- 1 Refer to Appendix B for details of performance by site.
- 2 Variance due to lower utilization of caretaking services for three sites because of poor performance. Changing to a new vendor is currently under consideration.
- 3 Favorable as emergency repairs are unpredictable and planned maintenance usually takes place over the summer
- 4 Favorable primarily due to timing. Higher costs are expected to offset starting in Q3 due to air conditioning.
- 5 Favorable due to lower number of credits for pool closures provided than anticipated in budget.
- 6 Unfavorable variance arises because temporary access agreement fees are unpredictable and typically short term in nature.
- 7 Refer to Appendix D for details.
- 8 Unfavorable due temporary Property Accountant to support the transition of umbrella leases. This contract position ended on December 31, 2024.
- 9 Favorable variance due to the delay in hiring of one new position and step increases. The budget assumed full year expense for both. Step increases are not implemented until January 2025.
- 10 Variance is due to operational fixed costs which are fully offset from sublease of Room 704 at 60 St. Clair Ave. East.
- 11 Expenses are typically realized in the second half of the year as projects and property sale related activity progresses.
- 12 Actual proceeds include a prior year post sale adjustment of \$516,867 and the disposition of Scarlett Heights for \$61,200,000.

Appendix B
Site Performance Report - Non Operating Sites
For the quarter ended November 30, 2024

							Operations Expense																				
							Revenue			Caretaking Expense			Maintenance Expense			Utilities Expense			Overhead Expense			Total Expenditures					
BLDG #	Business Entity Name	Used As	Type of Lease	O/H	Rentable Bldg Area	Total Bldg Area	Revised Estimates	YTD Budget	YTD Actuals	Revised Estimates	YTD Budget	YTD Actuals	Revised Estimates	YTD Budget	YTD Actuals	Revised Estimates	YTD Budget	YTD Actuals	Revised Estimates	YTD Budget	YTD Actuals	YTD Budget	YTD Actuals	Revenue less Expenses YTD Budget	Revenue less Expenses YTD Actuals	Site Performance per sq. ft. (Actual)	
Leased Single-Tenant Building																											
3171	Brookbanks PS	Fully leased	Semi-Gross (1)	0.5	67,492	73,001	594,470	148,617	148,617	1,165	291	189	33,058	8,265	3,654	-	-	-	20,585	5,146	5,146	13,702	8,989	134,915	139,628	2.07	
3086	Burnett Public School	Fully leased	Semi-Gross (1)	0.5	18,589	18,589	424,898	106,225	123,152	874	218	94	4,555	1,139	1,513	-	-	-	5,670	1,417	1,417	2,775	3,025	103,450	120,128	6.46	
3059	CBParsons Public School (note 1)	Fully leased	Semi-Gross (1)	0.5	47,189	47,189	1,002,766	250,692	129,770	770	193	142	10,623	2,656	16,462	-	-	-	14,393	3,598	3,598	6,446	20,202	244,245	109,567	2.32	
3771	D B Hood Community School	Fully leased	Semi-Gross (3)	0.5	53,846	59,768	579,846	144,962	145,594	1,396	349	48	6,483	1,621	863	-	-	-	16,423	4,106	4,106	6,076	5,017	138,886	140,577	2.61	
3906	Queens Court	Fully leased	Net (1)	0	20,017	20,017	325,276	81,319	75,139	1,069	267	190	3,433	858	3,770	-	-	-	-	-	-	1,126	3,960	80,193	71,179	3.56	
3092	200 Wilmington Avenue	Fully leased	Net (2)	0	57,728	101,723	923,715	230,929	230,929	-	-	-	-	-	-	-	-	-	-	-	-	0	0	230,929	230,929	4.00	
Single-Tenant Lease Subtotal							3,850,971	962,743	853,200	5,274	1,319	664	58,153	14,538	26,261	-	-	-	57,070	14,268	14,268	30,124	41,192	932,618	812,008		
Leased Multi-Tenant Building																											
3898	Douglas Park	Fully leased	Gross (1)	1	15,444	17,720	246,721	61,680	61,680	83,695	20,924	9,468	55,751	13,938	4,507	44,842	11,210	6,541	10,441	2,610	2,610	48,682	23,127	12,998	38,554	2.50	
3746	Earlscourt Junior PS	Fully leased	Semi-Gross (4)	0.5	115,643	136,140	957,065	239,266	219,849	35,620	8,905	5,841	129,780	32,445	37,094	241,901	60,475	55,763	35,271	8,818	8,818	110,643	107,516	128,623	112,333	0.97	
3973	Gooderham Learning Centre (note 2)	Lease/TDSB	Gross (1)	1	12,045	20,344	-	-	-	47,901	11,975	11,134	26,972	6,743	2,428	30,273	7,568	4,736	11,500	2,875	2,875	29,161	21,172	(-29,161)	(-21,172)	(-1.76)	
3091	Kenton Public School	Lease/TDSB	Gross (3)	1	21,563	39,127	368,311	92,078	90,941	123,842	30,960	27,454	52,729	13,182	10,687	43,134	10,783	9,276	21,893	5,473	5,473	60,399	52,891	31,679	38,050	1.76	
3459	Mccowan Road Junior PS	Partially	Gross (1)	1	37,133	41,706	750,669	187,667	186,518	152,736	38,184	14,778	101,914	25,478	7,771	67,747	16,937	17,447	23,079	5,770	5,770	86,369	45,765	101,298	140,753	3.79	
3806	Old Orchard Jr. PS	Fully leased	Gross (1)	1	12,946	14,434	214,720	53,680	53,680	95,547	23,887	23,923	71,309	17,827	3,954	71,534	17,883	8,921	7,837	1,959	1,959	61,557	38,757	(-7,876)	14,923	1.15	
Multi-Tenant Lease Subtotal							2,537,487	634,372	612,669	539,341	134,835	92,599	438,455	109,614	66,441	499,430	124,858	102,683	110,021	27,505	27,505	396,812	289,227	237,560	323,441		
Commercial																											
3921	705 Progress Ave	Partially	Co-owned with City	0	77,829	155,658	765,000	191,250	191,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	191,250	191,250	2.46	
Long-Term Land Lease																											
3902	Humber Heights Centre	Fully leased	Net (2)		0 land only	217,800	202,500	50,625	50,625	-	-	-	-	-	-	-	-	-	-	-	-	-	-	202,500	50,625	N/A	
3083	Northview Heights (Vacant Land only)	Fully leased	Net (2)		0 land only	43,560	99,268	24,817	24,817	-	-	-	-	-	-	-	-	-	-	-	-	-	-	99,268	24,817	N/A	
Long-Term Land Lease Subtotal							301,768	75,442	75,442	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	75,442	75,442	
Vacant Land																											
3087	44 Champlain Road	Vacant land	Gross		0 land only	55,757	10,000	2,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000	0	N/A	
3090	Glen Rush (note 3)	Vacant land	Licence Agreement		0 land only	20,850	-	-	-	-	-	-	2,886	722	-	-	-	-	-	-	-	722	-	(-2,886)	0	N/A	
3880	Mimico (Parking Lot)	Fully leased	Net (2)		0 land only	43,560	15,750	3,938	3,938	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,750	3,938	N/A	
Vacant Land Subtotal							25,750	6,438	3,938	-	-	-	2,886	722	-	-	-	-	-	-	-	-	722	-	5,716	3,938	
Lease revenues and recoveries							7,480,975	1,870,244	1,736,499	544,616	136,154	93,262	499,494	124,873	92,702	499,430	124,858	102,683	167,092	41,773	41,773	427,658	330,420	1,442,585	1,406,079		
TDSB Occupancy Charges																											
3973	Gooderham Learning Centre	Lease/TDSB	Gross (1)	1	20,344	20,344	46,000	11,500	11,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11,500	11,500	N/A	
3091	Kenton Public School	Lease/TDSB	Gross (3)	1	39,127	39,127	7,000	1,750	1,750	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,750	1,750	N/A	
TDSB Program and Administration							53,000	13,250	13,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13,250	13,250	
Grand Total							7,533,975	1,883,494	1,749,749	544,616	136,154	93,262	499,494	124,873	92,702	499,430	124,858	102,683	167,092	41,773	41,773	427,658	330,420	1,455,836	1,419,329		

Notes:

1 Lower revenue due to timing. Rent changes for Fieldstone Day School totalling \$120K were processed in Dec 2024 retro to Sep 2024. Maintenance overage due to drain line leak repairs (\$1.9K) and associated labour cost (\$12K).

2 Gooderham Learning Centre lease was terminated Dec 31, 2023

3 Billing is performed annually in July

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, 2024

School Name/Project Description	Approved Budget	Prior Years Expenditures	Current Year Expenditures	Available Funds	Status
2020-2021 Projects					
McCowan Road-RPLExhaustFans-TR-21-0904	\$ 300,000	\$ 232,185	\$ -	\$ 67,815	Substantially Complete
2021-2022 Projects					
Old Orchard JPS-FoundationPH1-TR-21-0905	\$ 763,636	\$ 634,659	\$ 257	\$ 128,720	Substantially Complete
McCowan PS-RPL Inverter TR-22-0091	\$ 45,000	\$ -	\$ -	\$ 45,000	Tender Awarded
Burnett PS-RPL 10 Metal Doors-TR-22-0193	\$ 252,571	\$ 105,145	\$ 86,521	\$ 60,905	In Progress
Queens Court-RPLWindows-TR-22-0190	\$ 679,000	\$ 45,001	\$ 1,859	\$ 632,140	In Tender
2022-2023 Projects					
Old Orchard PS-RPL FA System-TR-18-1222	\$ 96,250	\$ 15,309	\$ -	\$ 80,941	In Design
2023-2024 Projects					
Old Orchard PS-UPGParkingLot-TR-18-0624	\$ 13,200	\$ 112	\$ -	\$ 13,088	In Design
Unassigned to a project	\$ 2,376,694	\$ -	\$ -	\$ 2,376,694	Awaiting allocation
TOTAL	\$ 4,526,351	\$ 1,032,411	\$ 88,637	\$ 3,405,303	

Appendix D
Total Operations Expense - Operating Sites
For the quarter ended November 30, 2024

Description	Revised Budget	YTD Budget	YTD Actuals	YTD Variance
Expenses for this category are calculated based on square feet occupied multiplied by the average cost per square				
Caretaking	4,556,594	1,139,149	1,139,149	-
Maintenance	2,095,498	523,875	523,875	-
Utilities	1,515,892	378,973	378,973	-
Overhead cost / Other Costs	6,830,433	1,707,608	1,707,608	-
Total Expenses based upon Square Footage	14,998,418	3,749,604	3,749,604	-
Expenses for these categories are assumed to be the same as revenue due to difficulty associated with tracking costs by square foot separately.				
City of Toronto Pools Agreements	6,064,272	1,516,068	1,541,523	(-25,455)
City of Toronto Stage 1 Revenues	1,100,000	275,000	275,000	-
Air Conditioning Surcharge	153,400	-	-	
Private Child Care and Other Agreements	4,830,125	1,207,531	1,201,946	5,585
Temporary Property Interests with Third Parties	753,621	188,405	79,160	109,245
Total Expenses Assumed equal to revenue	12,901,418	3,187,005	3,097,630	89,375
Total Operations Expense - Operating Sites	27,899,836	6,936,609	6,847,234	89,375

New TLC Office Location

COMMITTEE: AUDIT & FINANCE COMMITTEE
DATE: February 18, 2025
ACTION: Decision

RECOMMENDATION**It Is Recommended That:**

The CEO of the Toronto Lands Corporation (“TLC”) be authorized to undertake the necessary actions to renovate Oak Park Centre located at 287 Oak Park Avenue, for a future TLC office.

EXECUTIVE SUMMARY

TLC's offices have been located at 60 St. Clair Avenue East for over 10 years. The current lease for the third party-owned office space expires on February 28, 2026, presenting an opportunity to reconsider the organization's approach to administrative space. TLC's staffing complement has grown beyond the capacity of its existing space. The organization has identified the need for staffing scalability to maximize delivery on its mandate and will need space to accommodate that flexibility.

TLC has identified that any future office site should have at least 25 staff capacity, possibly utilizing additional workstations as touchdown opportunities for TDSB staff. The TLC Board has also identified a preference for a board room sufficiently large enough to conduct board meetings with members of the public in attendance. A larger common space could also be repurposed for public use, professional development, or other TDSB activities. Staff estimate a minimum increase of 30% (approximately 1000 square feet) in space would be required to meet these goals.

As the managers of one of the largest real estate portfolios in the city, TLC should ideally utilize TDSB's holdings to provide administrative space for its operations. Staff have identified the Oak Park Centre at 287 Oak Park Avenue as a currently underutilized TDSB facility with little long-term strategic value that would be an ideal candidate for future administrative use. TDSB Design and Construction staff have reviewed the site and estimated a budget of \$1.2 million to bring the property up to a modern office standard.

TLC allocates \$1 million of its annual leasing revenue towards state-of-good repair requirements for non-operating school properties. Non-operating schools are generally not

prioritized when tendering repair contracts, leaving this budget underutilized. Drawing on the surplus to invest in the Oak Park facility would provide the full capital required to renovate and fulfil the purpose of restoring the TDSB property.

Appendix A outlines an analysis of alternative third-party office space in addition to extending the existing office footprint. Based on the increased space requirement and current market leasing rates, staff estimate a 64% increase from the current annual cost of \$111,000 to approximately \$180,000, if TLC remained in a third-party lease. By utilizing the Oak Park facility, the annual operating cost to TLC would drop below \$75,000, creating yearly savings.

Staff recommend that the TLC Board authorize TLC to move forward with the renovation of the Oak Park Centre as the organization's future office.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal:	Revitalize - All students and staff learn and work in inclusive, safe and modern environments. <i>New office space will allow space for TLC's growing numbers as it continues to expand the volume of work from its client, the TDSB</i>
TLC Strategic Plan Goal:	To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction Investing into a TDSB facility and optimizing its use will save money in the long run

ACTION PLAN AND ASSOCIATED TIMELINE

- March 25, 2025: TLC Board
- April 2025 to January 2026: Engage TDSB Design and Construction to provide a finalized space plan and engage necessary vendors and trades to undertake renovations.
- Approximately February 2026: Move to 287 Oak Park Drive

RESOURCE IMPLICATIONS

Invest approximately \$1.2M into the property at 287 Oak Park Drive. Estimated annual occupancy cost of approximately \$75,000 / year for caretaking, utilities, and maintenance.

DUE DILIGENCE

TLC staff have explored market alternatives and provided comparisons in Appendix A.

POLICY AND PROCEDURE REFERENCE(S)

Shareholder's Direction

APPENDICES

APPENDIX A Analysis of Office Space for TLC

FROM

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

Wilbur Wong, Director of Real Estate & Leasing, Toronto Lands Corporation, at wwong.tlc@tdsb.on.ca or at 416-788-3229.

Simon Hewett, Manager, Asset Management & Leasing, Toronto Lands Corporation, at shewett.tlc@tdsb.on.ca or at 437-994-3604.



New TLC Office: Analysis

Important Considerations

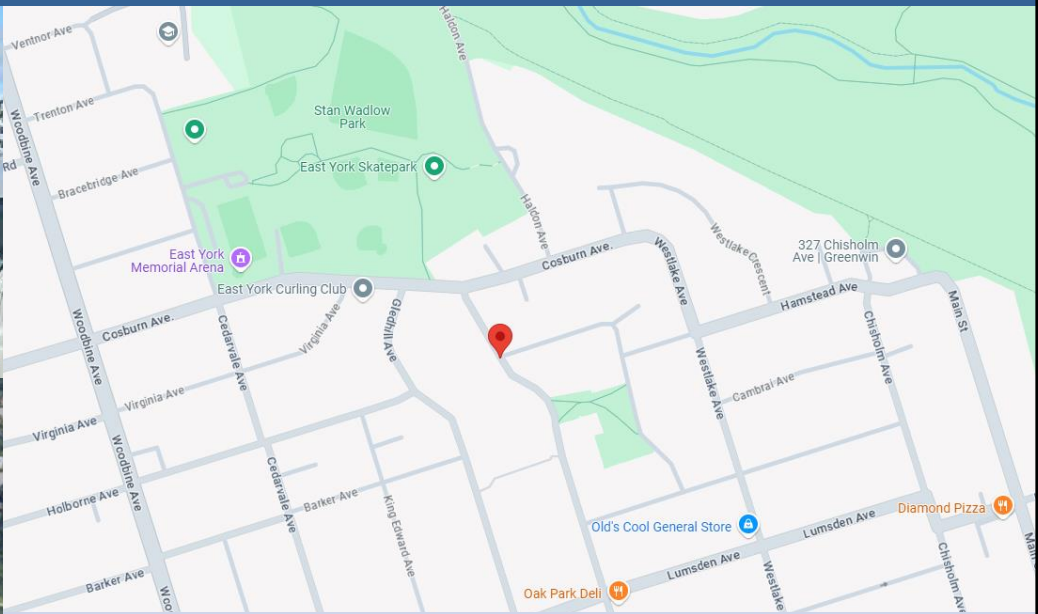
**Current Lease
Expires**
February 28, 2026

Office Capacity
TLC Team is 22 with
possible future
growth

TDSB Building
TLC should be
investing in TDSB
real estate

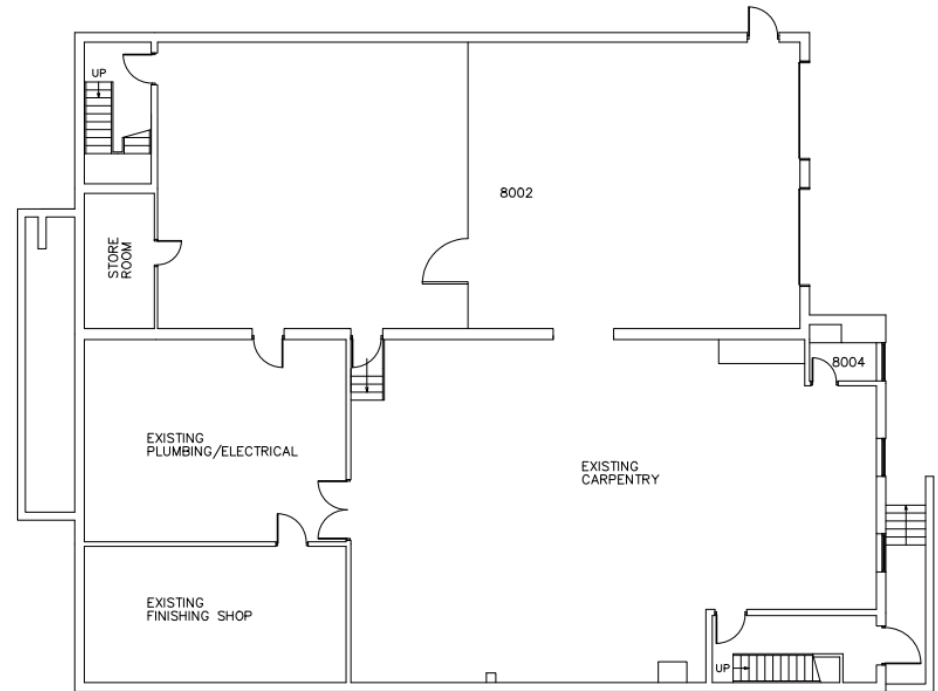
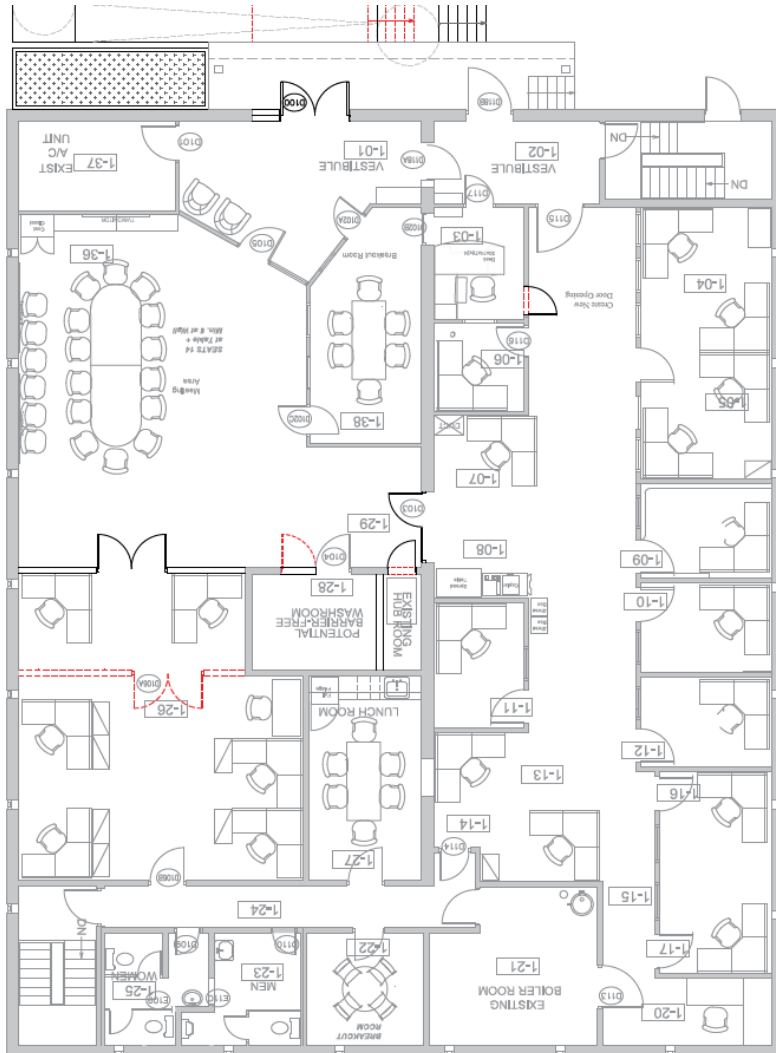
Community
Ensure transparency
and opportunity for
community use

Recommendation: Oak Park Centre



Landlord	Toronto District School Board
Type of Building	Former Storage / Shop Facilities
Major Intersection	Main & Danforth
Transit Options	20-22 minute walk to TTC Main Station / Danforth GO, Bus Stop Nearby
Other Advantages	Large space with potential for future community use

Recommendation: Oak Park Centre



Recommendation: Oak Park Centre

Pros



Public Perception



Collaboration Space & Community Hub



Lowest Annual Run-Rate



Future expansion (basement area)



Proximity to Green Space & Recreation



Free Parking

Cons



Highest Upfront Cost



Proximity to Transit

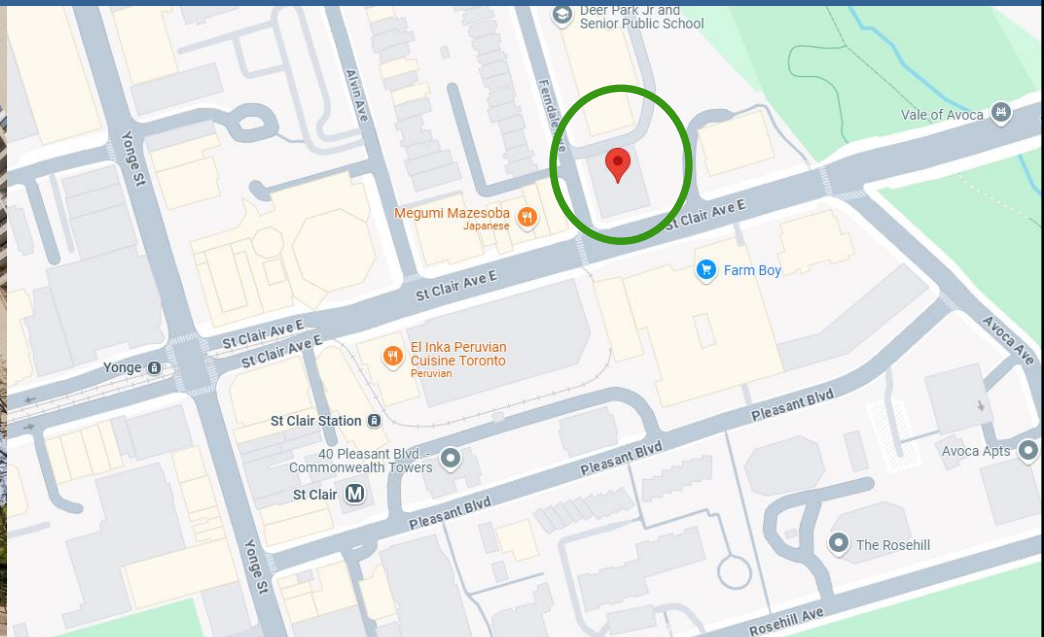


Proximity to Amenities

Unit Size	11,556sf
Upfront Cost	\$1,200,000 Construction Costs*** \$15,000 Moving Costs
Term	Permanent
Annual Cost	\$75,000 / year for Caretaking, Utilities, Maintenance*

*Subject to annual increases and unexpected capital expenditures
***Subject to change on finalized plans and tendering

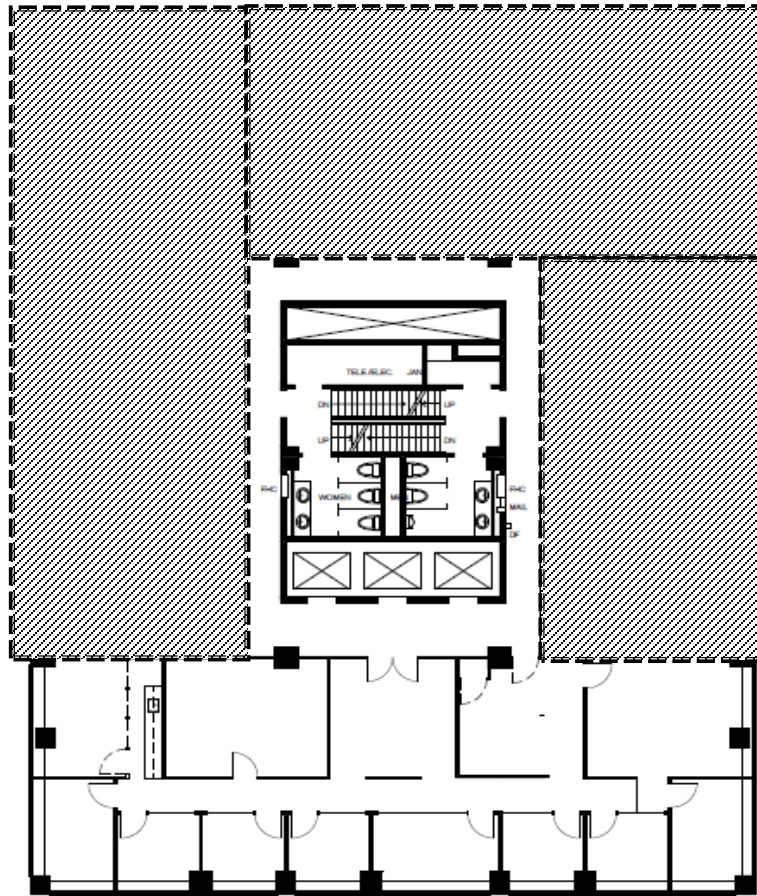
Alternate: Expanding 60 St. Clair Ave E



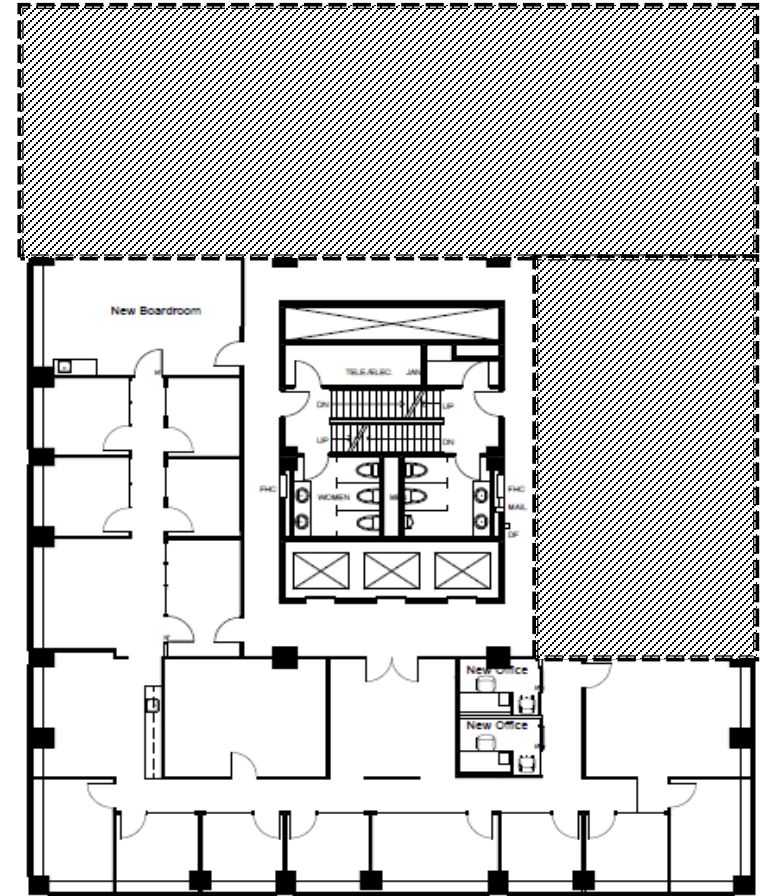
Landlord	Medallion Corporation
Type of Building	Class B Office Building
Major Intersection	Yonge & St. Clair
Transit Options	3 minute walk to TTC St. Clair Station
Other Advantages	Minimal disruption from moving

Alternate: Expanding 60 St. Clair Ave E

Current



Expansion



Expand Existing Site: 60 St. Clair Ave E

Pros



Proximity to Transit



Proximity to Amenities

Cons



High Annual Cost & Construction Costs are not capped

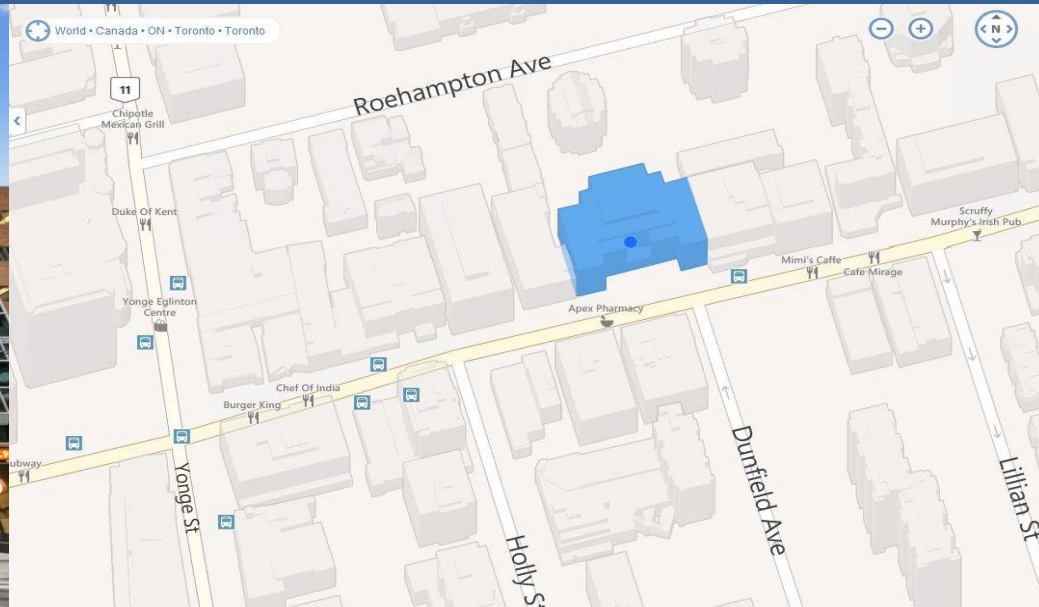


Public Perception

Unit Size	2,928sf + 1,440sf New Space (4,368sf Total)
Upfront Cost	\$75,000 Construction Costs (Landlord to contribute an additional \$65,000) \$0 Moving Cost
Term	5 Years + 8 Months from July 1, 2025
Annual Cost	\$23.00 NET for 3 years, \$25.00 NET for remainder, \$17.97 TMI*, \$178,957 / year

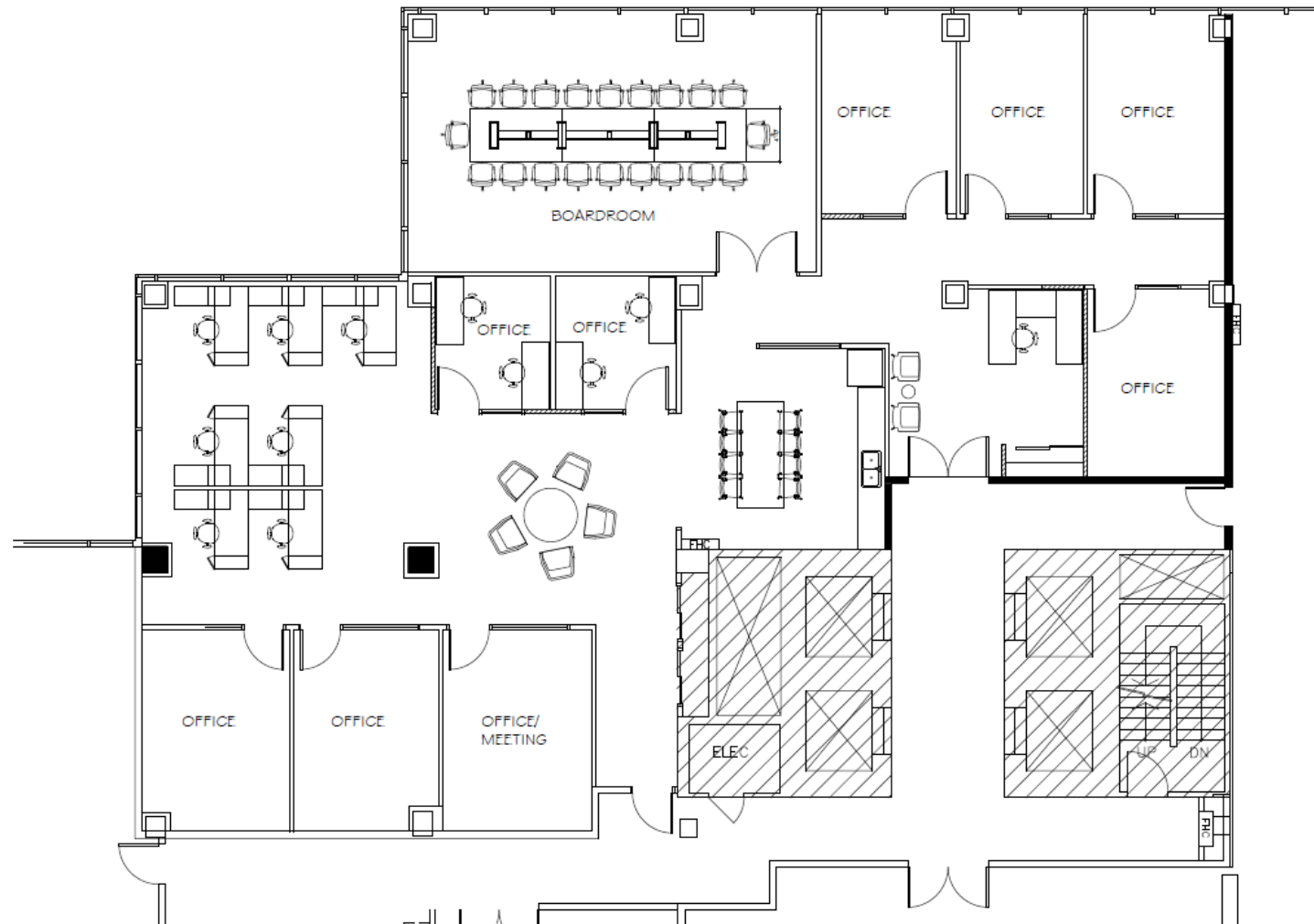
*Subject to annual increases

Market Alternative: 90 Eglinton Ave E



Landlord	Madison Group
Type of Building	Class A Office Building
Major Intersection	Yonge & Eglinton
Transit Options	3 minute walk to TTC Eglinton Station
Other Advantages	Flex Meeting Room in nearby building

Market Alternative: 90 Eglinton Ave E



Market Alternative: 90 Eglinton Ave E

Pros



Class A Professional Building



Proximity to Transit



Proximity to Amenities

Cons



Highest Annual Cost



Public Perception

Unit Size	4,250sf
Upfront Cost	\$0 Construction Costs (Landlord to Complete and Pay) \$15,000 Moving Costs
Term	5 Years from April 2026 - Fixturing begins November 2025
Annual Cost	\$19.00 NET + \$1.00 / year, \$24.66 TMI*, \$185,555 / year One Month Net-Free Rent (\$6,729)

*Subject to annual increases

Financial Comparison

	Current: 60 St. Clair Ave E	Recommendation: Oak Park Centre	Current Expanded: 60 St Clair Ave E	Market Alternative: 90 Eglinton Ave E
Unit Size	2,928sf	11,556sf	4,368sf	4,250sf
Term	Ends February 28 2026	Permanent	5 Years, 8 Months	5 Years
Upfront Cost	N/A	\$1.2M*** \$15,000 Moving Costs	\$75,000***	\$15,000 Moving Costs
Annual Cost	\$111,000	\$75,000**	\$178,957*	\$185,555*
Notes	7 th floor space is not included due to sublet		Landlord is rewriting history for the remaining term of the 2 nd floor, resulting in an increase of \$5,856	Extended fixturing period to March 2026 and one month net-free rent valued at \$6,729

Update on Former City of Toronto Umbrella Child Care Leases

COMMITTEE: AUDIT & FINANCE COMMITTEE

DATE: February 18, 2025

ACTION: Information

RECOMMENDATION

It is recommended that the report *Update on Former City of Toronto Umbrella Child Care Leases*, be received for information.

EXECUTIVE SUMMARY

On December 7, 2022, the Board of Toronto District School Board (TDSB) approved a motion with respect to the City of Toronto Umbrella Child Care Leases. The motion arose because the existing agreement restricted the Board's ability to charge the City the full cost of childcare in schools by limiting the reimbursement of operating costs to \$6.50 per square foot with no provision for annual inflation.

The approved motion stated:

- (a) *That the Director be authorized to re-negotiate the umbrella agreement with Toronto Children Services to ensure that the Board is made financially whole going forward;*
- (b) *That, should the negotiations not be completed by January 31, 2023, that the Chair write to the Mayor of Toronto, the City Manager, and Children Services:*
 - i. *to provide notice that the Board will begin charging the actual per square foot cost effective January 1, 2024;*
 - ii. *should the City be unwilling to pay the revised rate, that they notify the Board, by February 1, 2023;*
 - iii. *that the cancellation of the agreement would be effective January 1, 2024.*

As a result of the motion, in January 2023, Board staff sent a letter to the City to ask to renegotiate the Umbrella Agreement ("agreement"). The city responded back that they were not interested in renegotiating the agreement. Subsequently, staff sent a letter to terminate the agreement at the end of March 2023 with an effective date of January 1, 2024.

On April 11, 2023, the Board received a letter from the Ministry of Education regarding the status of the agreement between TDSB and the City. The letter indicated that the Ministry was developing a new childcare formula and that in the interim, the Ministry would be supportive of an

agreement between the City and the Board that aligned with the benchmarks for operating and renewal costs under the School Facility Operations and Renewal Grant. It would equate to \$9.94 per square foot for elementary schools and \$9.95 per square foot for secondary schools.

The standardized rate of \$9.94/\$9.95 did not equal cost recovery to TDSB which at the time was \$15.97 per square foot. As a result, TDSB and TLC staff continued to work with Ministry staff to resolve the difference. Following numerous discussions, alignment was obtained to leverage the actual average annual operating cost (“AAOC”) rate calculation utilized by TDSB except building amortization expense would be excluded.

Amortization expense is used to recognize the cost of the buildings over their useful life. For example, a building with a \$40M acquisition cost and a useful life of 40 years will have an annual building amortization charge of \$1M per year. The Ministry position was that since building assets were almost exclusively funded by the Ministry of Education, charging amortization costs as part of the cost recovery rate resulted in the same expense being funded by the Ministry twice. It should be noted however there is frequently a funding gap between the actual costs to build childcare space and the Ministry benchmark. At the time, the Ministry acknowledged if childcare projects were to be funded by proceeds of disposition in the future, the associated amortization would be a permissible cost in the cost recovery calculation.

On January 1, 2024, the new lease rate for legacy Umbrella Lease Agreements (AAOC rate less building amortization) was implemented resulting in a rate increase to \$10.85 per square foot. The new rate represented a \$4.35 per square foot increase over the original rate of \$6.50 and was subject to annual inflation increases.

The City of Toronto agreed to continue paying the umbrella leases at the new \$10.85 per square foot rate from January 1, 2024, until August 31, 2024 to allow additional transition time for childcare operators. On September 1, 2024, all former umbrella lease space was formally incorporated into consolidated Early Years Lease agreements with individual childcare operators using the new rate structure:

- Former umbrella lease spaces: Ministry prescribed rate (current AAOC rate less building amortization)
- All other childcare spaces: AAOC rate.

All requests for net new space are charged out at the AAOC rate. Similarly, if a tenant gives up former umbrella lease space and later wants to lease it back, the new lease rate would be at AAOC rates.

Expenses associated with the former City of Toronto Umbrella leases are disclosed in Appendix D of the TLC quarterly financial statement package based on square footage. The cost is determined by multiplying the AAOC rate by square feet occupied and thus the rent of these spaces are not shown as cost recovery. Since the Ministry is not supporting depreciation expense associated with child care in future budget cycles to accurately reflect the operating results of TLC only the eligible costs will be reflected in the statement of operations with corresponding updates to the comparatives.

NECESSITY OF CHILD CARE IN SCHOOLS

Childcares play an integral role in serving our school communities, providing important early learning experiences and care for families in over 380 schools. TDSB is required to ensure the provision of before- and after- school programs (BASP) (i.e., school board-operated or third-party programs) in each elementary school for students in Kindergarten to Grade 6 where there is sufficient demand. All Ontario school boards are required to comply with the provisions for BASP set out under Part IX.1 of the Education Act, Regulation 221/11 entitled “Extended Day and Third-Party Programs,” and policies set out in Ministry of Education “Before and After School Programs Kindergarten – Grade 6: Policies and Guidelines for School Boards”.

STRATEGIC DIRECTION:

N/A

RESOURCE IMPLICATIONS:

N/A

DUE DILIGENCE

N/A.

POLICY AND PROCEDURE REFERENCE(S)

P022 Early Learning and Care Policy
PR 691 Procedure PR691 - Licensed Child Care and Before- and After-School Programs: New and Expanded Programs in Schools

APPENDICES

N/A

FROM

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