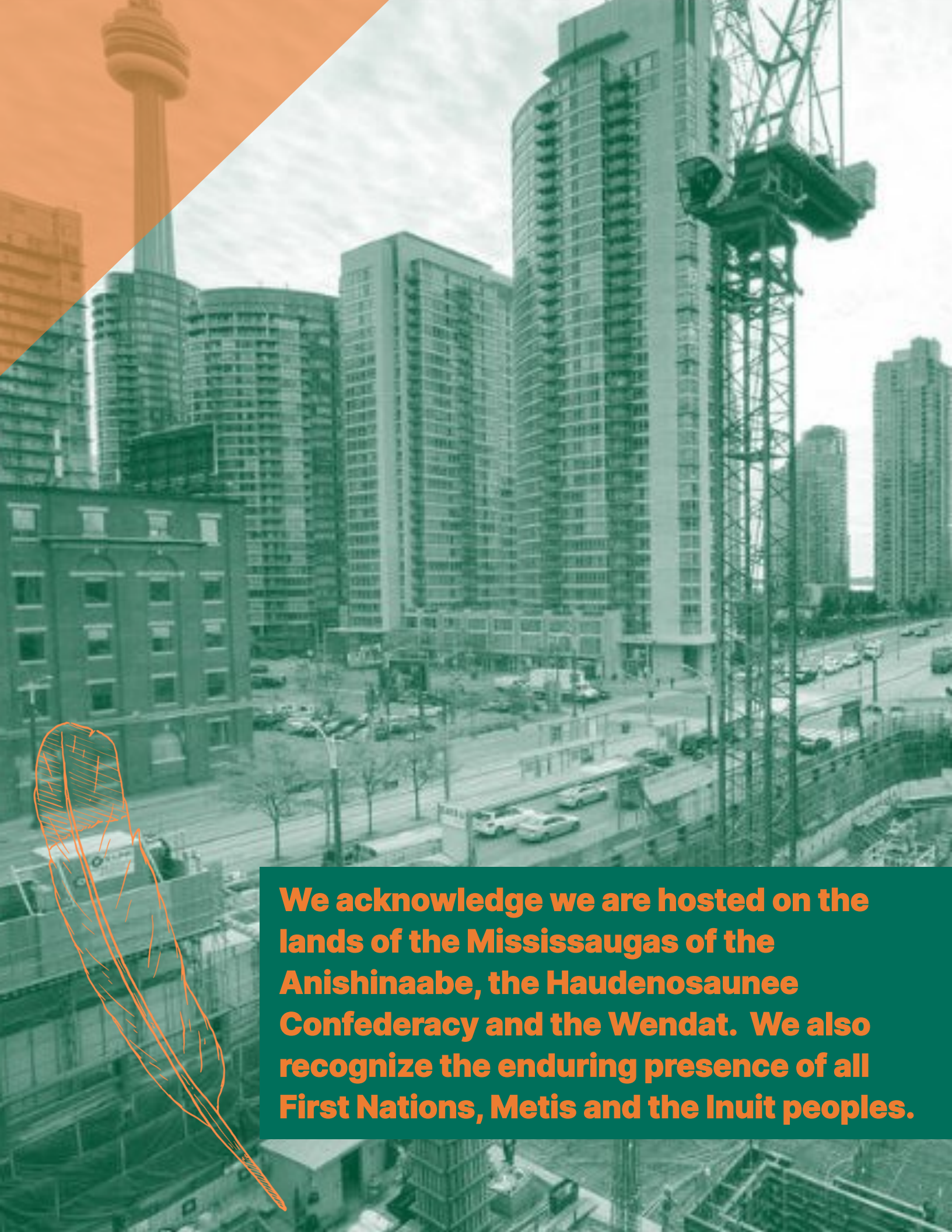


# Pathway to Foundational Schools --- in our communities



**MULTI-YEAR STRATEGIC PLAN, 2025-2029**





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

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# About Toronto Lands Corporation

The Toronto Lands Corporation (TLC) is a wholly owned subsidiary and exclusive real estate services provider to the Toronto District School Board (TDSB).

Following the amalgamation of seven local school boards in 1998, the TDSB became the owner of one of the largest public real estate portfolios in the City of Toronto. Realizing that managing a portfolio of this nature requires specific expertise, TDSB established TLC in 2008 to professionally manage these important assets.

With specific expertise in real estate, leasing, and land use planning, TLC's purpose is to provide opportunities that ensure the accommodation and well-being of TDSB students in modern and innovative schools, preserve public assets where there is a demonstrated need, and collaborate to build communities where people live, learn, work, and play.

The Toronto Lands Corporation is governed by an independent 10-member Board of Directors, consisting of four Citizen Directors, four appointed TDSB Trustees, and two TDSB Executive staff.



# Message from our CEO



**“Schools should be the foundations upon which we build stronger communities.”**

At TLC, we believe that the value in a student’s education extends far beyond the four walls of the classroom. Removing barriers to education and creating a sense of belonging for all students begins in each and every community. Schools, as redeveloped, can and should be more than just educational facilities. They should be the foundations upon which we build stronger communities.

On behalf of the staff and board members of the Toronto Lands Corporation, I am pleased to present this multi-year strategic plan. At its core, TLC exists to provide modern, high-quality educational facilities for all students, families and staff within the Toronto District School Board. To find success in this mission, TLC will continue to unlock the value of TDSB real estate. With that comes great opportunity. Over the coming years, TLC is positioned to deliver a broad range of civic and Provincial priorities.

Because of the vast portfolio of real estate in the TDSB system, TLC is uniquely able to partner with government service providers, not-for-profit agencies, and communities themselves to re-imagine what other services could compliment a modern school facility. Over the coming five years, we will explore new partnerships and pathways to these foundational schools meeting the challenges of modern education and capitalizing on opportunities for community building in a quickly growing city.

## **Ryan Glenn**

Chief Executive Officer  
Toronto Lands Corporation

# TLC's Mission



TLC's mission is to unlock the value of the TDSB real estate portfolio to provide modern, high-quality educational facilities for all students, staff, and families. The TDSB portfolio includes over 600 properties across Toronto on over 5,000 acres of land with parcels up to 15 acres. But TDSB's schools are aging. The average age of a building is now over 60 years old, with 80 school buildings in use over 90 years old.

For several decades, TDSB has been forced to manage a significant gap between provincial funding and its service delivery costs. Resulting cuts to programs have left little room for maintenance and repair. The result is a system-wide need of over \$4.2 billion, with a current allotment of just over \$300 million in annual maintenance and repair funding. In a quickly developing city, where many neighbourhoods remain underserved, the challenge of keeping pace with systemic needs is immense.

In 2024, the TDSB adopted a new Capital Revitalization Strategy. This plan called for a significant reduction in schools requiring extensive improvements and, over time, eliminating them entirely. Work is underway to assess and classify all buildings in the TDSB portfolio. TLC will be ready to support and assist in TDSB's implementation of this work as completed.



TLC will also be responsive to new provincial planning legislation, recognizing the importance of collaboration between school boards and municipalities to provide schools in a timely manner and capitalizing on opportunities to address housing affordability needs. Though the Province maintains its moratorium on declaring surplus school properties and determines capital funding allotments, they have encouraged innovative approaches in the design of schools, such as integration into high-rise developments, in recent planning directives. TLC will seek to advance a slate of urban format schools compatible with Provincial direction and seek new partnerships with the City of Toronto to advance this work.

**"In a quickly developing city, where many neighbourhoods remain underserved, the challenge is growing."**



# Our Guiding Principles



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



Continuous modernization of TDSB schools strengthens the public education system.



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



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



## Application of Principles

- Recognize that the success of the public education system requires complete communities with new and modern schools, community spaces and housing options.
- Focus on projects in communities of need.
- Identify opportunities for optimizing land by adding uses or severing land to reinvest in school improvements.
- Establish joint partnerships that build strong communities, including co-development with government service providers.
- Prioritize community groups, government agencies, not-for-profits and other public sector landowners for all disposals.
- Ensure that third parties pay fair market rates to the greatest extent possible to reduce carrying costs.



# TLC's Strategic Goals

## **Goal 1: Transform student learning environments through the modernization of facilities.**

As the TDSB advances its Capital Revitalization Strategy, TLC will continue to offer professional support and a vision of what modern schools can be. A redeveloped school site can offer more than a school; it can be an integrated space that maximizes public assets and becomes a destination that serves students and the broader public. TLC will work with the TDSB to identify a list of priority schools, working through a real estate lens to focus efforts, taking into account which sites are large enough to accommodate new schools and areas with the highest Learning Opportunities Index (LOI).



**TLC will continue to work towards strengthening relationships with public sector partners.**

## **Goal 2: Create a culture of partnership and collaboration with key stakeholder groups.**

Achieving modernization within the TDSB school portfolio will require extensive partnerships and collaboration. TLC will continue to work towards strengthening relationships with public sector partners, including the City, Province, not-for-profits, and community-based organizations, to achieve mutually agreed-upon outcomes. This approach will create new opportunities to drive equity and reach underserved communities, creating a better learning environment for all.

## **Goal 3: Ensure that operations are flexible and in constant alignment with TDSB's mission and mandate.**

TLC will continue to work at establishing additional value for our shareholder, the TDSB. TLC has ensured an increased presence at TDSB Board meetings, establishing itself as a resource for both TDSB staff and trustees. TLC will continue its work to ensure accountability, collaboration, and effective communication with our shareholder. As we continue to strengthen relationships between organizations, TLC will be positioned as a critical part of the TDSB's Capital Revitalization Plan and will remain flexible to adapt to TDSB's organizational needs.



# Alignment with TDSB

In 2024 the Toronto District School Board published its Multi-Year Strategic Plan, *Inspiring Minds & Shaping Futures: Our Multi-Year Commitment to Student Success 2024-2028*. As TLC's sole shareholder, it is vital to ensure that TLC's vision and purpose align with TDSB's strategic planning.



## Equity as a Guiding Principle

TDSB has identified equity as a principle that will continue to guide all that it does. TDSB is committed to identifying, removing, and preventing barriers that create disproportionate outcomes for underserved students. TLC will support this work by:

- Prioritizing projects in neighbourhoods with high Learning Opportunities Index (LOI) scores to ensure more equitable access to high quality learning spaces.
- Establishing joint partnerships that contribute to building strong communities.

## Truth and Reconciliation

TDSB has committed to the implementation of the Truth and Reconciliation Commission of Canada's calls to action. To support this work, TLC will continue to consult with and prioritize opportunities to serve First Nations, Métis, and Inuit communities.

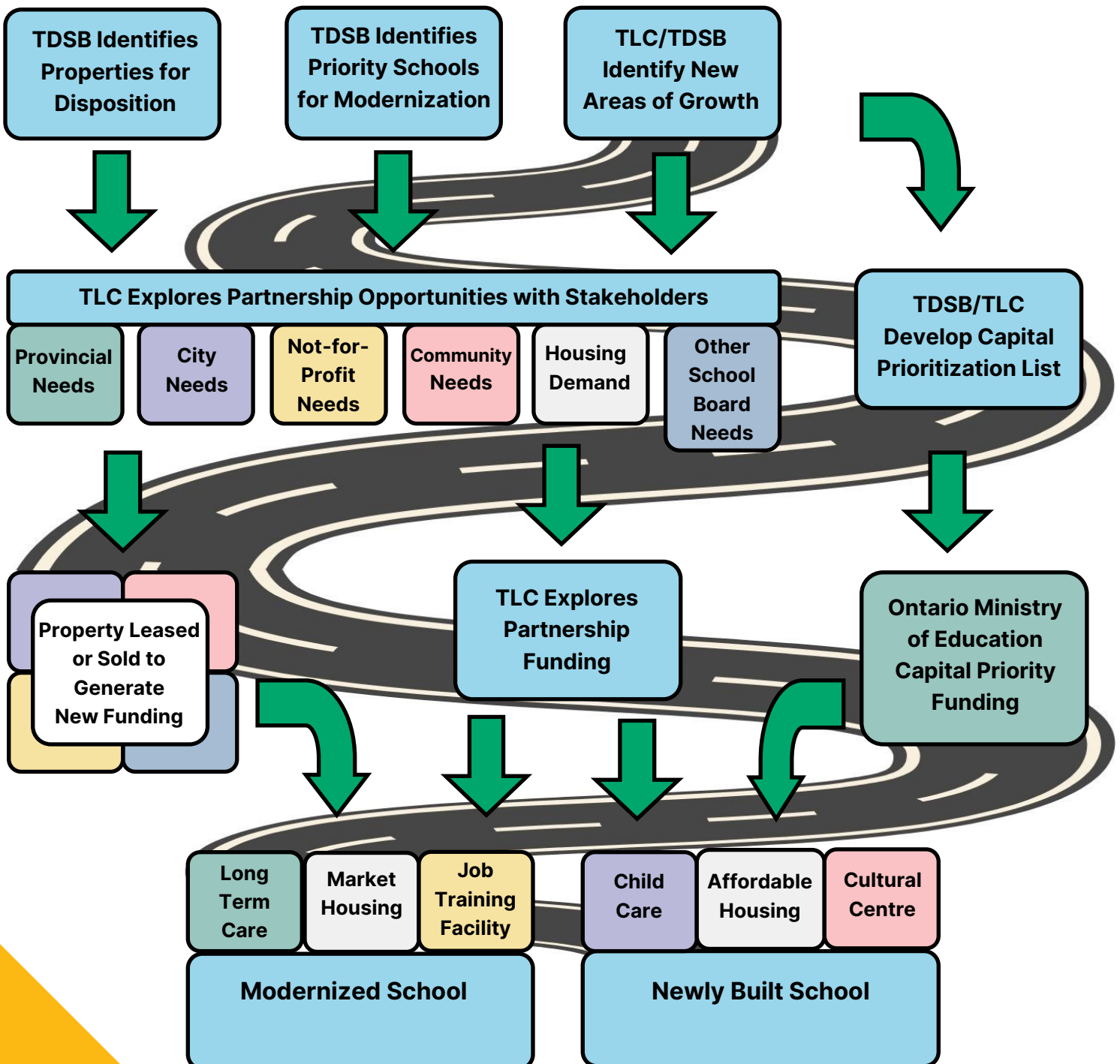
## TDSB Strategic Priorities

TDSB has identified belonging, achievement, thriving and revitalization as strategic priorities. TLC will continue to support these strategies in the following ways:

- Meeting annual revenue generation targets to facilitate capital re-investment to modernize TDSB schools.
- Recognizing that the public education system extends beyond the school and into the community.
- Remembering the inherent value of public land to the local communities they serve.
- Whenever possible, agreements include the allowance of public use of facilities when otherwise not in use by the tenant.

# Pathway to Foundational Schools

TLC's strategic goals will create a pathway to modernized facilities through partnership and collaboration. TLC will seek to partner with various stakeholders to use land holdings more efficiently to generate value. School properties will increasingly be foundations on which to build educational facilities and other critical community supports.





## PROPERTIES FOR DISPOSITION

As TDSB identifies properties that will not be required for future use, TLC's Real Estate & Leasing Team will take the lead on managing these assets. Over five years, they will:

- Support TDSB work to review its real estate portfolio and identify properties that may generate future revenue.
- Work with TLC's Strategic Partnerships team to consult with government, not-for-profit or community stakeholders to identify opportunities to support their needs while generating new revenue as tenants in leased spaces.
- Continue to manage over 600 leases for tenants in operating and non-operating TDSB schools, including childcare services that provide spaces to over 23,000 children.
- Generate gross revenue of over **\$145 million** through leases in operating and non-operating TDSB schools to help fund TDSB operating expenses and an estimated **\$250 million** in Proceeds of Disposition through the sale of surplus properties to help fund the repair and modernization of TDSB schools.



## SCHOOLS FOR MODERNIZATION

Through its Capital Revitalization Strategy, TDSB will identify schools that are priorities for repair and modernization.

TLC recognizes that cultivating relationships with public sector, not-for-profit and community-based partners is a critical part of working efficiently and successfully meeting the TDSB's real estate goals. TLC's Strategic Partnerships team will cultivate these relationships and explore new partnership funding.

This team will also work with Real Estate & Leasing and Land Use Planning teams to identify new sources of revenue such as new lease admin fees, temporary agreements for construction, non-traditional real estate agreements, and limiting distance agreements.

Working towards these new partnerships will allow TDSB to advance the modernization of facilities more quickly, while using the properties as foundations for other community building priorities.



## AREAS OF HIGH GROWTH

Toronto has many communities that will require new schools to meet the needs of rapid growth and development. TLC's Land Use Planning team will continue to support planning work done at TDSB to ensure that schools are a component of complete communities across the city. Over the next five years, TLC will:

- Play an active role in the City of Toronto's development of planning policy documents, advocating for the inclusion of schools as a critical part of growing communities.
- Work proactively with the City and developers to identify new and creative opportunities for new school space where appropriate, including the development of urban format schools and podium schools, and seek solutions where new development applications present planning issues for TDSB sites.
- Continue to work with the City and the Province to prioritize the delivery of schools, through improvements to the planning approval process, and through working with the Ministry of Education to maximize successful Capital Priority Funding submissions to pay for new schools in areas of high growth.



## Measuring Value of Public Land

When measuring the value of any TDSB real estate asset, TLC will consider a variety of factors remembering the inherent value of public land to the local communities they serve. TLC will also consider to what degree a combination of uses can increase the overall value to a community.





To effectively manage any risk in ensuring the successful delivery of modernized schools, TLC will work to ensure a diverse range of partnerships while advancing redevelopment. While public and not-for-profit partners will always be preferred, school-first private development partnerships may also be advanced to ensure continued momentum.

Hand-drawn diagram of a cell cross-section. The diagram is color-coded: pink for the nucleus, green for the cytoplasm, and blue for the cell membrane. Labels include 'Nucleus', 'Cytoplasm', 'Cell Membrane', 'Mitochondria', 'Golgi Apparatus', 'Lysosomes', 'Vacuole', and 'Centrioles'. A list of organelles is written on the left: 'Nucleus', 'Mitochondria', 'Golgi Apparatus', 'Lysosomes', 'Vacuole', 'Centrioles', 'Cytoplasm', and 'Cell Membrane'. A note at the bottom says 'Community needs not met by just the M.M.'

Ensuring flexibility in TLC's staffing model and ability to scale up as new opportunities emerge will be a core piece of its organizational approach. Recruiting, cultivating and maintaining the best overall possible team of staff will remain vital in TLC's ongoing success.

# Indicators of Progress

Over the coming five years, TLC will continue to evaluate its progress and ongoing alignment with the TDSB. Metrics that will be evaluated to ensure ongoing progress include:

- Demonstrate ongoing alignment with all TDSB priorities and strategic directions.
- Organization stays on budget and achieves annual financial targets.
- All financial reports explain how land value has been maximized to achieve both financial and non-financial TDSB goals.
- Support provided to advance work on all assets provided by TDSB through Asset Management or Capital Revitalization plans.
- Innovative and creative thinking demonstrated by TLC staff in advancing new projects and overcoming development obstacles.
- Ensure regular reviews of policy and procedure to ensure TLC's actions are transparent to partners and to the public.
- New strategies are developed to promote the shared vision for TDSB properties to external stakeholders.
- New stakeholder relationships are developed to create new possibilities for current and future partnerships.





# Board of Directors

The Toronto Lands Corporation is governed by an independent 10-member Board of Directors, consisting of four Citizen Directors, four appointed TDSB Trustees, and two TDSB Executive staff.

**John Filion**

Citizen Director / chair

**Aleem Punja**

Citizen Director / vice chair

**Payman Berjis**

Citizen Director

**Igor Dragovic**

Citizen Director

**Liban Hassan**

TDSB Trustee Member

**Shelley Laskin**

TDSB Trustee Member

**James Li**

TDSB Trustee Member

**Dan MacLean**

TDSB Trustee Member

**Leola Pon**

TDSB Staff Member

**Maia Puccetti**

Interim TDSB Staff Member

**Stacey Zucker**

On Leave\*

\* Ms. Zucker will remain on leave from the TLC Board while serving as TDSB's Interim Director of Education.





**TORONTO LANDS**  
CORPORATION

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

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