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A subsidiary corporation of the TDSB

**TRANSMITTAL NO. 2024-171
(Public)**

April 2, 2024

TO: Rachel Chernos Lin, Chair, Toronto District School Board (TDSB)

This communication is to inform you of a recent decision made by the TLC Board at its meeting of March 28, 2024 with respect to the report, *Affirming TLC's Guiding Principles*, attached herein.

The TLC Board decided:

1. That the report as presented to the TLC Board on March 28, 2024 be amended to include references to both real estate and land use planning on behalf of the TDSB, be endorsed by the Board, and forwarded to the TDSB for their approval.

On behalf of the Board of Directors of the Toronto Lands Corporation, the *Affirming TLC's Guiding Principles* report is being forwarded to the TDSB Board at its May 22, 2024 meeting for approval.

Sincerely,

A handwritten signature in black ink that reads 'John Filion'. The signature is written in a cursive, flowing style.

John Filion
Chair, TLC Board

cc. Leola Pon, Associate Director, Organizational Transformation and Accountability, TDSB
cc. Paul Koven, Executive Officer, Legal Services
cc. Craig Snider, Executive Officer, Business Services, TDSB
cc. Ryan Glenn, Interim CEO, TLC

DECISION ITEM**Affirming TLC's Guiding Principles**

COMMITTEE: POLICY & PLANNING COMMITTEE

DATE: March 18, 2024

ACTION: Approval

BOARD DECISION

Payman Berjis, seconded by Trustee Liban Hassan, moved:

1. That the report as presented to the TLC Board on March 28, 2024 be amended to include references to both real estate and land use planning on behalf of the TDSB, be endorsed by the Board, and forwarded to the TDSB for their 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 <i>This presentation seeks to ensure alignment with TLC and TDSB's goals and objectives.</i>

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.

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Affirming Our Guiding Principles

a report by TLC staff



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

TLC oversees an important and valuable public asset - over 5,000 acres of school board land.



TLC's mandate is to act as the exclusive real estate, leasing, and land use planning agent for all properties in the TDSB portfolio.



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.
- Use land to provide opportunities to attract and retain staff on behalf of the TDSB, which could include adding 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 - Ethennonnehawahstihnen'

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.