



June 5, 2019

Transmittal No. 2019 –74
(public)

**Draft 2019-2020 Toronto Lands Corporation Annual Plan:
Building for Tomorrow**

To: Robin Pilkey, Chair

This communication is to inform you that the report entitled *Draft 2019-2020 Toronto Lands Corporation Annual Plan: Building for Tomorrow* was approved by the TLC Board at its meeting of June 4, 2019 and is being forwarded to the TDSB at its meeting of June 19, 2019 for final approval.

Given the expanded mandate of Toronto Lands Corporation, a revised Shareholder Direction, and a recently approved Strategic Direction, the TLC Board now presents to you an innovative and progressive TLC Annual Plan to guide the business of the Corporation for fiscal 2019-2020. The TLC Board of Directors unanimously endorsed the 2019-2020 Annual Plan, (attached herein) and requests final approval by the TDSB Board.

On behalf of the Board of Directors of the Toronto Lands Corporation, we thank the TDSB for continued support and confidence in the work that TLC does on behalf of students, staff and communities. The TLC Executive Officer and I would be pleased to present the *Draft 2019-2020 Toronto Lands Corporation Annual Plan: Building for Tomorrow* to the TDSB Board and be prepared to respond to any questions.

Sincerely,

Chair, TLC

cc. D. Sage, Executive Officer, TLC
cc. J. Malloy, Director of Education, TDSB
cc. C. Snider, Acting Associate Director, Operations and Service Excellence, TDSB
cc. S. Shaw, Executive Officer, Facility Services, Sustainability and Planning, TDSB

TORONTO LANDS CORPORATION
Draft 2019-2020 Toronto Lands Corporation
Annual Plan: Building for Tomorrow

To: Chair and Members of the Toronto Lands Corporation

Date: June 4, 2019

Recommendation:

That the *Draft 2019-2020 Toronto Lands Corporation Annual Plan: Building for Tomorrow* (see *attached*) be approved and forwarded to the TDSB at its meeting of June 19, 2019 for final approval.

Rationale

The *Draft 2019-2020 Toronto Lands Corporation Annual Plan: Building for Tomorrow* provides the approved and updated Mission, Vision, Core Principles and strategic direction and proposed budget for the operation for TLC. The three strategic goals with corresponding objectives which received Board approval on May 7, 2019.

Context

The Annual plan document is the culminated work of the TLC Management team's strategic planning for the business operations heading into 2019-2020. It is a result of 4 months of meetings, working groups and external consultation. The Draft 2019-2020 Toronto Lands Corporation Annual Plan: Building for Tomorrow (see attached) is still considered DRAFT and will be subject to minor revisions, corrections and final TDSB Board approval at its June 19th meeting before becoming a final public document.

In January 2019, the TLC management team began meeting to formalize and plan for the development of a new strategic direction and annual plan for the organization. With a focus on fulfilling our expanded mandate and developing a strategy for the redevelopment/ modernization of Board properties, we engaged a strategic planning consultant to help guide us through the process.

- I. The management team met with the consultant first on January 16 for an afternoon of orientation and discussion regarding our Mission, Vision, Values and Core Principles. We mapped and identified our corporate strengths, areas of weakness, opportunities, threats and identified a set preliminary goals to consider.
- II. January 22, we held the first of three working sessions with the Board of Directors to outline our preliminary strategic direction and the process in which we arrive at it. The Board was engaged in breakout groups and was asked to provide feed and guidance on the preliminary strategic direction, Mission and Vision. This feedback was collected and

used to revise the strategic direction over the next two months in a series of meetings and discussions among the management team and consultant.

- III. March 21 after much refinement of the previous strategic direction the Board was re-engaged and presented with a revised Mission and Visions statements, new Goals and Objectives and some clearer articulation of initiatives, partnerships, priorities and a plan to unlock the value of TDSB properties for the benefit of TDSB students, staff and communities. TLC Board provided valuable and constructive feedback on the above and directed that further work be done to clarify how the unlocking the value of TDSB properties would serve students and communities.
- IV. On April 18 on a conference call working session with the Board, the management team presented revised versions of a Mission and Vision statements along with three clearly defined Goals and supporting objectives for the Board's consideration. There was clear and evident endorsement by the Board of the work done on the strategic direction and accompanying goals and objectives.

Attachment:

- Appendix A: Draft 2019-2020 Toronto Lands Corporation Annual Plan: Building for Tomorrow

Routing:

- TLC Board: June 4, 2019
- TDSB Committee of the Whole: June 12, 2019
- TDSB Board: June 19, 2019

From

Daryl Sage, Executive Officer, Toronto Lands Corporation, at dsage.tlc@tdsb.on.ca or at 416-393-0575.



ANNUAL PLAN 2019-20

BUILDING FOR TOMORROW

The Toronto Lands Corporation (TLC) is a wholly owned subsidiary and exclusive real estate services provider to the Toronto District School Board (TDSB). TLC's services include management of all TDSB leased space, land use planning, site redevelopment, disposition and acquisition, partnerships and the integration of community hubs.



OUR MISSION

To unlock the potential of TDSB properties for the benefit of students, staff and communities.

OUR VISION

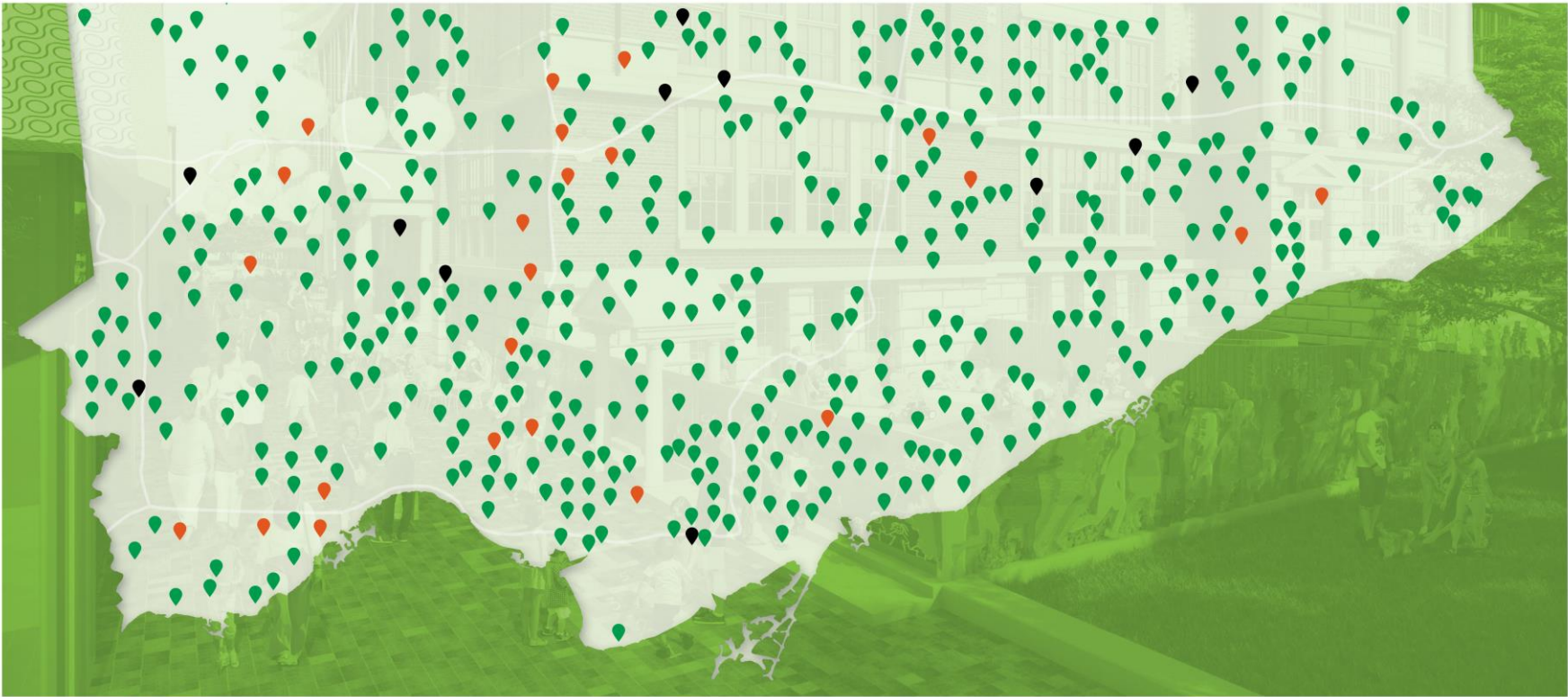
Exceptional learning spaces serving vibrant communities.

OUR CORE 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.

David Crombie
Chair, Board of Directors

Daryl Sage
Executive Officer



● TDSB schools
 ● TLC sites
 ● TDSB Administration sites

BY THE NUMBERS

600

Properties



582

Schools



247,000

Students enrolled



308,000

Student capacity



2,057

Hectares of total land
(5,083 acres)



Over 650

lease agreements in place



270 schools are over
60 years old



58 schools are over
95 years old



\$4B

Maintenance & repair needs



\$300M

Annual maintenance & repair funding



185 new

development applications received

Only 8

Schools built in the last 10 years





GOAL
To transform student learning environments through the modernization of facilities.



OBJECTIVES

“
Public school infrastructure in Toronto is aging and needs to be re-imagined. We want our facilities to be vital community destinations, integrated with municipal and other public services. The opportunity for us to consider this is now.

Robin Pilkey, Chair, Toronto District School Board ”

- 1 Reduce the maintenance and repairs on TDSB properties
- 2 Partner with the City and others in creating TLC's Master Plan to produce a fulsome utilization and deployment of public assets
- 3 Develop a phased-in, multi-year approach to implementing a school modernization initiative

GOAL Create a culture of partnership & collaboration with key stakeholder groups

OBJECTIVES

“
TLC’s modernization strategy with its focus on managing public properties is one that CreateTO supports. It’s advancement of a partnership with us to create vibrant and integrated communities is exciting and progressive.
Brian Johnson, CEO, CreateTO ”

- 1 Establish working partnerships that contribute to TLC’s success
- 2 Assemble and facilitate a Public Asset Working Group
- 3 Build and enhance local partnerships to contribute directly to building strong communities

OBJECTIVES

3 GOAL

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

- 1 Create an open and supportive corporate culture
- 2 Establish an effective corporate governance framework and exercise prudent financial management
- 3 Develop a responsive, transparent and successful corporate communications program



LOOKING AHEAD

Building for Tomorrow means...

- modern schools serving vibrant communities across our City
- easy access to childcare and other essential services
- affordable housing where it is needed most
- transformed public spaces where communities to learn, meet and play

TLC is working on a strategy to modernize student learning environments, transform Toronto’s communities and win families back to public education. We are meeting with other public property owners to explore opportunities of mutual benefit and are examining each possibility to find the best potential combination for building better schools and adding social value to our communities.

In some communities, modernization may be accomplished through facility renovation; in others, through collaboration on a brand-new facility. Most importantly, *Building for Tomorrow* can be accomplished at no additional cost to the Province or City. By using a portion of the funds that are directed annually to school building repair and maintenance, we can begin replacing aging schools with modern facilities. This significantly reduces the compounding costs of repair and maintenance, while leveraging the remaining TDSB properties to enable other crucial public infrastructure projects.

Our strategy for modernization marks the beginning of a new era of opportunity in public education – one that will benefit all who learn and live in our great city.