



Transmittal No. 2021 – 104
(Public)

March 4, 2021

Q1 & Q2 Quarterly Business Report

To: Alexander Brown, Chair, Toronto District School Board (TDSB)

As a part of TLC's accountability obligations to the TDSB, under Section 4.10 of the Shareholder's Direction, the TLC Board is required to report quarterly to the TDSB Board highlighting key activities and achievements of the organization. TLC developed a Quarterly Business Report, attached herein, identifying the most pertinent activities and challenges in each area of the business. This report will now form the basis of each quarterly report to the TDSB Board.

On behalf of the Board of Directors of the Toronto Lands Corporation, TLC is forwarding its *Q1 and Q2 Quarterly Business* report to the TDSB Board for Information.

Sincerely,

A handwritten signature in black ink that reads 'B. Patterson'.

Brenda Patterson
Chair, TLC

cc. D. Sage, Executive Officer, TLC

cc. C. Snider, Associate Director, Business Operations and Service Excellence, TDSB

TORONTO LANDS CORPORATION

**Board Decision Item:
Q1 & Q2 Quarterly Business Report**

To: Chair and Members of the TLC Board

Date: 4 March 2021

RECOMMENDATION:

That the report, *Q1 & Q2 Quarterly Business Report*, be received and forwarded to the TDSB Board for information.

BACKGROUND:

As a part of accountability obligations under Section 4.10 of the Shareholder's Direction, the TLC Board is required to report quarterly to the TDSB Board highlighting key activities and achievements of the organization.

Rationale

TLC has developed a Quarterly Business Report (see Appendix A) identifying the most pertinent activities and challenges in each area of the business. With a number of governance matters addressed in the first part of the 2020-21, the Quarterly Business report highlights business operations for the first 6 months of 2020-21. This report will now form the basis of each quarterly report to the TDSB Board and will be a standing item on the TLC Board agenda.

APPENDIX:

- **Appendix A: Q1 & Q2 Quarterly Business Report**

FROM: Daryl Sage, CEO, TLC at dsage.tlc@tdsb.on.ca

APPENDIX A: Q1 & Q2 TLC Quarterly Business Report

Land Use Planning																													
Initiative	Objective(s)	Key Highlights																											
Review of City Development Applications	Review development applications and their impacts on school accommodation.	<ul style="list-style-type: none"> Responded to 322 Development applications March 2020 to January 2021 <div data-bbox="1464 544 2284 941"> <p style="text-align: center;">DEVELOPMENT APPLICATION RESPONSES BY QUARTER</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>Feb - Apr 19</th> <th>May - Jul 19</th> <th>Aug - Oct 19</th> <th>Nov 19 - Jan 20</th> <th>Feb - Apr 20</th> <th>May - Jul 20</th> <th>Aug - Oct 20</th> <th>Nov 20 - Jan 21</th> </tr> </thead> <tbody> <tr> <td>Quarterly Total</td> <td>42</td> <td>69</td> <td>79</td> <td>79</td> <td>88</td> <td>36</td> <td>109</td> <td>100</td> </tr> <tr> <td>Cumulative Total</td> <td>42</td> <td>111</td> <td>190</td> <td>269</td> <td>357</td> <td>393</td> <td>502</td> <td>602</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> Canada Square: Yonge/Eglinton. 5 towers, 2,701 residential units, office, retail, community space, bus terminal, open space. TLC invited by City to join development review team. TLC has initiated discussions with the developer for potential of including school space in the development 		Feb - Apr 19	May - Jul 19	Aug - Oct 19	Nov 19 - Jan 20	Feb - Apr 20	May - Jul 20	Aug - Oct 20	Nov 20 - Jan 21	Quarterly Total	42	69	79	79	88	36	109	100	Cumulative Total	42	111	190	269	357	393	502	602
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Development Applications/Activity in Proximity to School Sites	Assess impacts of development on health & safety of students, staff and school community	<ul style="list-style-type: none"> Regular/ongoing communication via video conferences with school administration staff regarding developments near 10 schools. Part of our process for reviewing and assessing shadow impacts from proposed development on TDSB property involves review of the shadow impact studies prepared by developers, requesting more detailed incremental shadow diagrams where new shadows are identified; reaching out to the school principal to better understand operations of a school, including times/usage of outdoor play space; notifying the solar company where shadows are shown on rooftops; reaching out to TDSB Design Services on specific sites to discuss impacts and whether any potential opportunities for improving outdoor play space. As well TLC is exploring software tools that will assist in evaluating built form changes and impacts on incremental shadows. 																											

		<ul style="list-style-type: none"> • TLC has developed a more robust process to help minimize the impact of construction adjacent to school sites on TDSB students and staff. TLC includes the provision of Construction Management Plans (CMP) as part of pre-approval conditions at the Site Plan stage. To ensure that CMPs are robust and properly address TDSB concerns, TLC has begun engaging with TDSB Design & Renewal and Occupational Health & Safety staff to assess the CMPs. TLC then meet with developers and City staff to review the documents and highlight changes and / or additions that TLC and TDSB feel are required to the Plans. • TLC has facilitated meetings with developers and the TDSB to discuss and confirm construction-related matters including timing of development (including excavation during summer months to minimize impact on school), ongoing communication, signage to increase awareness of the school community, restricting truck movement, fencing and hoarding requirements, and educational engagement.
<p>City Initiated Planning Studies</p>	<p>Take an active role in the city's development of municipal policy documents that will impact long-term school accommodation</p>	<ul style="list-style-type: none"> • TLC staff are part of the Midtown Planning Group. • Christie Planning Study: TLC staff are engaging with the City and developer early in the process to secure a potential elementary school site and to ensure future accommodation needs are met in this area. • Golden Mile Secondary Plan: This area is located within a commercial/industrial area of the City that was never assigned a TDSB home school and therefore requires a new elementary school to serve the future expected population growth. Staff have reviewed various drafts of the GMSP, provided comments to City staff and made deputations to Community Council, to ensure a policy framework that supports the inclusion of a TDSB elementary school. • Downsview Area Secondary Plan: 520-acre Plan proposes future road networks, parks, green spaces, a range of land uses and will address the need for community facilities and services, including schools. TLC staff have attended public consultations and focus group meetings since June 2020
<p>Employment Land Conversion Requests</p>		<ul style="list-style-type: none"> • TLC has submitted two requests to the City to convert TDSB lands at 849 Eastern Ave. and 83 Orfus Rd, currently designated 'Employment Areas' to non-employment use. Conversion from an 'Employment' designation would provide greater opportunities for TLC to implement the modernization strategy.
<p>Local Planning Appeal Tribunal (LPAT) Matters</p>	<p>Favourable outcomes for TLC/TDSB</p>	<ul style="list-style-type: none"> • Port Lands: this area is planned to accommodate new mixed-use communities, including up to 31,000 residents. The TDSB has identified the need for new elementary and secondary schools in the area. TLC and City staff worked together to successfully resolve TDSB's Phase 1 LPA issues, through policy modifications to the OPM that have been approved in principle. These modifications provide the flexibility needed for the TDSB to design schools for the future communities in the area. • City-wide zoning by-law: In March 2020, TLC began re-engaging with City staff to implement agreed-upon areas and to further discuss and try to resolve outstanding issues. TLC staff along with TCDSB staff have been meeting with City staff bi-monthly and will continue to work collaboratively with City staff to ensure that the interests of the TDSB are protected. • Midtown: TLC has been granted party status at several LPAT appeals in the Midtown area, securing Minutes of Settlement with developers, ensuring occupation of developments will not occur prior to the date determined by TDSB. • Golden Mile: Golden Mile Secondary Plan (has been appealed to the LPAT by numerous parties. TLC is an appellant to protect the TDSB's interests for a school in the area.

		<ul style="list-style-type: none"> • Development near Islington JMS: TLC has been party to two LPAT proceedings for proposed residential developments. 1) TLC's concerns relate to impacts of setbacks and balconies on the school site, the proposed interface between the development and school site, transportation impacts, demolition/construction and the impact of development applications in the Etobicoke Centre area with respect to school capacity. TLC has successfully reached an agreement with the applicant that addresses and mitigates these issues. 2) TLC is currently working on addressing the traffic impacts and school accommodation concerns with the applicant to minimize adverse impacts on the school community. This matter is expected to be resolved without the need for a contested LPAT hearing. • Development near Alpha Alt. JS/Oasis Alt. SS: Developer made changes to its proposal to address TLC's earlier concerns, including greater setbacks from the shared property line, reducing shadowing on the school building and play space, and the inclusion of a green wall. TLC obtained party status at the November 2020 LPAT case management conference and successfully reached an agreement with the applicant to resolve this issue.
Outreach	Engage City staff and development community to communicate TLC concerns and share information relating to land use planning matters	<ul style="list-style-type: none"> • TLC has been invited to attend pre-application consultation meetings with City staff and developers with respect to potential development in the Midtown Area. These meetings have provided TLC with opportunities to communicate to the City and the developer the significant accommodation challenge in the area and TLC's position with respect to development in this area. • TLC has been meeting with developers early in the planning process, where developers have reached out directly to TLC to advise of their applications located near school sites. • TLC in consultation with TDSB accommodation planning staff has developed a more robust template when responding to applicants' requests for information on school in relation to TDSB's accommodation needs and the development's impact on TDSB schools • TLC provided a webinar presentation to a major planning consulting firm on school information in relation to development applications
Corporate Services & Business Services		
Initiative	Objective(s)	Key Highlights
CEO Performance Management Framework	To develop structured approach to CEO Performance Management to allow greater opportunity for a formalized two-way dialogue, optimizing the CEO-Board relationship and ultimately improving the overall performance of the organization.	<p>The framework contains the following areas:</p> <ul style="list-style-type: none"> • Philosophy – generally agreed to • CEO Job description – pending finalization • Compensation guidelines – may require revisions • CEO Evaluation and the Role of the HR and Nominating Committee • CEO Evaluation Module • Succession Planning Policy & Procedures
Board of Director Recruitment Process	Develop a director recruitment process that would form a Board Renewal Policy and would be inclusive of director position description and a draft competency	<ul style="list-style-type: none"> • Engaged Governance Solutions to assist TLC with its Director Renewal process for planned and unplanned citizen director vacancies. • Board Renewal Policy approved by the TLC Board in December 2020. • TLC Citizen Directors in January 2021 surveyed to inform gap analysis with candidate profile subsequently established.

	matrix in order to conduct a gap analysis for Director vacancies.	<ul style="list-style-type: none"> Request for Quotations for Citizen Director Recruitment Services completed in January-February 2021. Vendor selected to support Human Resources and Nominating committee to advertise citizen director candidate positions, review applications, conduct interviews and draw up a short list of candidates for each vacancy and overall to support the committee in recommending candidates to the TLC Board Report present to the HR and N committee and will be forwarded to the TLC Board at its March Meeting. Work to commence with Recruitment Vendor (Four Corners Group) early March to begin outreach.
Conflict of Interest and Confidentiality Policy	To review TLC's existing Conflict of Interest Policy, with an aim to provide an updated and combined TLC Conflict of Interest and Confidentiality Policy that would be applicable to both the TLC Board and TLC staff.	<ul style="list-style-type: none"> Engaged corporate law firm Shibley Wighton to take the lead in reviewing TLC's 2010 Conflict of Interest Policy and update the policy per legislative requirements under the Municipal Conflict of Interest Act and Under the OBCA To protect business information as well as to protect the Board and employee from placing themselves in conflict position a draft Conflict of Interest and Confidentiality Policy was presented to the Policy and Planning Committee in November 2020 with a finalized draft brought back to the committee in February 2021. The TLC Board at its March meeting will have a finalized policy for their consideration.
Delegation of Signing Authority	To develop a delegation of signing authority policy inclusive of Executive and Senior Leadership team	<ul style="list-style-type: none"> In progress, routed for the May-June TLC Board cycle
Board Remuneration and Director Education Framework	<ul style="list-style-type: none"> To develop a Board remuneration policy inclusive of Trustee Directors To have a TLC Director Education program that allow Directors to undertake continuous professional development in support of their role on the TLC Board 	<ul style="list-style-type: none"> Review of Board remuneration in progress. Completing environment scan of Ontario's public appointment process along with analysis of appointment compensation rates
Risk Management Framework	To develop a framework that will allow the organization to assess strategic and operational risks	<ul style="list-style-type: none"> A work plan has been developed with the aim to engage a consultant to advance the Risk Framework
Real Estate		
Initiative	Objective(s)	Key Highlights
Infrastructure Projects	Work collaboratively with other public agencies while protecting the legal interest of TDSB real estate assets & creating opportunities for student learning	<ul style="list-style-type: none"> There are many new and on-going infrastructure projects from Metrolinx, City of Toronto or TTC developments all related to transit expansion from road widenings, BRT and LRT; and City of Toronto numerous basement flooding programs and water related upgrades or new underground sewers throughout the City Projects may require temporary or permanent property interests that impact TDSB assets. Many projects are at preliminary stages where approvals for construction may not impact a TDSB property for three to five years. However, it is at these initial stages that TLC can provide its commentary for a request to mitigate property impact and

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		<p>protect the asset integrity. TLC monitors these projects and provides detailed input to the agency outlining the potential school impact and potential mitigation measures.</p> <ul style="list-style-type: none"> As previously stated, any project that does require the use, temporary or permanent, partial acquisition, will first undergo due diligence activities and thereafter come to Board with recommendations to proceed before undertaking major works for project completion. As a reminder, failing a collaborative negotiation, the Provincial Agency does have the right to Expropriate any land interests from the school boards.
Transit infrastructure		Currently, there are 10 infrastructure transit projects underway that may apply to TDSB schools. Notable projects include the proposed Ontario line (replaces South Relief Line), Eglinton Avenue West LRT, Scarborough Subway Extension, Finch West LRT and the Scarborough Bus Rapid Transit.
City infrastructure		There are six infrastructure projects with the City that impact numerous schools and the main projects are Black Creek Storm Sewer Project West Trunk Sewer Project: Black Creek Sanitary Sewer, CR Marchant Sewer Upgrade, Bloordale Sewer Upgrade, Scarborough Waterfront Flood Protection, and Sewer Repair Cliffside Ravine Park
Temporary Access Agreements	Working collaboratively with adjacent property owners to meet their short term needs	<ul style="list-style-type: none"> TLC has completed or is currently in progress with 17 Temporary Access Agreements with a total revenue generation of \$32,300 + HST. Notable projects include agreements at Jesse Ketcham PS and Shirley Street PS for residential construction projects, agreement with TTC at 401 Alliance for new fence, and at John Polyani CI to allow for temporary garbage pickup on school property during the neighbouring condominium parking lot resurfacing project. Many requests do not come to completion, however preliminary works are completed by both TLC and TDSB staff. Should a property owner require work on the TDSB lands, such as removal of a portion of the fence, TDSB staff will undertake the work at a separate cost for the property owner.
Dispositions	Generate Revenue from the sale of Surplus property for long term student benefit	<ul style="list-style-type: none"> Bloor-Dufferin Redevelopment: The conditional agreement of purchase and sale of approximately 7.26 acres which required severance from a 10 acre parcel of land at the corner of Bloor-Dufferin in late 2016, to the developer, continues to progress to completion. On-going collaboration and negotiations with the developer, the City and TDSB, has resulted in the severance conditions being satisfied with the final reference plan deposited on title. Respective Counsel are now proceeding towards registration of the severance. The TDSB is to vacate the property (Bloor Collegiate and former Kent school) by no later than July 31, 2021 with closing expected between June-July 2021. 1555 Midland Avenue & 2740 Lawrence Avenue East: The sale of land associated with Bendale Technical School continues to work through various due diligence activities as set out in the terms of the agreement for the developer. TLC continues to work with the developer and the City, as required, to assist in completing conditions requisite prior to completing the transaction. Currently, no date is available for closing of the sale, but it remains within this fiscal year. <p>Currently, no further surplus declarations for sale are in circulation and no properties are available in the open market.</p>
Acquisitions	Purchase of real estate assets for the use of TDSB to meet program accommodation needs	<ul style="list-style-type: none"> Long Term Planning: Redevelopment Opportunities: Urban School Considerations: As development throughout the City progresses, TDSB advises TLC of areas that may require new schools for future accommodation of students.

		<p>However, due to the prohibitive cost of land and its limited resource, traditional school board sites for acquisition of approximately 3 acres are almost impossible to obtain. In urban settings, TLC has considered acquisition, of non-strata fee, of space in the podium of a planned mixed-use tower forming part of a larger scale redevelopment. The initial concept has been formulated with the Menkes redevelopment. As a result, real estate has prepared a summary document that highlights the key components of an urban school, both indoor mandatory construction requirements, playground design parameters and most important the process of funding, Board and Ministry approvals which is circulated to the development community and public partners has taken this new approach thereby reaching out to all developers now to inform them at this earlier stage that TDSB requires a new school in the area and to determine if there is an interest to pursue an arrangement with the TLC. In areas of the City identified by LUP as school needs, real estate is entering into discussions with developers with a focus to negotiate and secure a non-binding MOU that would require Board and Ministry approvals.</p> <ul style="list-style-type: none"> • Lower Yonge: Menkes A MOU has been negotiated with Menkes for the potential acquisition of a non- strata ownership of approximately 50,500 square feet in the podium, subject to Ministry approval, in one of the Menkes towers at Lower Yonge. Real Estate along with TDSB staff have met with the Ministry to outline the Menkes proposal. The next step is the TDSB requirement to submit a formal application to the Ministry. Menkes requires a decision from the Ministry on or before October 2021, due to timelines for construction and the site plan application, failing which the Menkes identified floor space will revert to office/retail uses with no penalty to TDSB. • Former Christie Site: First Capital TLC received Board authority to enter into a MOU with First Capital for a school in a podium in one of the mixed-used residential towers at the former Christie Cookie factory site. Real Estate has had numerous meetings with First Capital including Counsel with both parties. Key business terms have been negotiated and timing elements remain under discussion. TLC will report once a satisfactory agreement has been negotiated. • Golden Mile: Warden & Eglinton Long term redevelopment in this area of the City will result in a requirement for an elementary school. TLC has met with three key developers in this area and discussions are on-going in order to secure the interest of a developer. At that time, TLC will bring forward a report again recommending the authority to negotiate a non-binding MOU.
Land Exchange	Strategic approach to maximize the utilization of the TDSB real estate portfolio with collaboration with other public partners	<p>Sir Robert Borden – Don Mills Road & Eglinton Avenue East As TLC proceeds with negotiating terms and conditions with CreateTO in this land exchange, the Sir Robert Borden facility remains vacant. As part of the land exchange, the City would like to commence an interim occupancy of the building for its emergency needs. TLC is working with City staff to advance the agreements in order to provide occupancy of the building at this time. All agreements will be conditional and in accordance with authority brought to the Board for final approval. Any conditional agreement would also ensure any and all interim costs associated with the building would be the sole responsibility of the City. Currently, TDSB does use the site for storage and TDSB would be able to keep the materials and equipment on-site in a portion of the building for up to a year at no cost.</p>

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<p>Developments Adjacent or in Close Proximity to TDSB Real Estate</p>	<p>Protect TDSB real estate assets and ensure student safety</p>	<ul style="list-style-type: none"> • As Land Use Planning reviews redevelopment applications that are in proximity or adjacent to TDSB school sites, real estate becomes involved or will be involved once site plan applications are approved on a number of these redevelopments. • Developers may be potentially seeking crane swings, tie-backs, or temporary access to TDSB property, such as pre and post construction survey. Final approvals and recommendations would be before Board for approval. In these cases, there are opportunities for revenue generation while requiring developers to include mitigation measures for student protection. • Over the year, Real Estate met with Land Use Planning on five specific redevelopments to provide commentary to ensure that the proposal would not impact negatively on overall value. The joint internal efforts result in a strong commentary on both LUP and real estate related impacts. Specific reviews at this time included: 1375 Queen St W, Parkdale CI, Firgrove Grassways Revitalization, Firgrove PS; 5 Eireann Quay, Waterfront School; 1629 Sheppard Ave W, Dellcrest School (non-operating site); and 375-385 The West Mall, 1 Civic Centre Court.
<p>Asset Management Review: Non-Operating Schools, Administrative Sites, Vacant Land</p>	<p>Strategic Review of the Asset Portfolio</p>	<p>TLC completed a preliminary asset management review of non operating school properties, administrative site locations (office, warehousing and maintenance facilities), and vacant lands. Detailed analysis and due diligence activities included third party preliminary market value analysis, heritage impact assessments, environmental site reviews, title search and location analysis which were completed with the purpose of understanding the asset portfolio and evaluating risks associated with each category. This information will lead to a cumulative analysis that will propose various real estate strategies and this information will form part of the analysis of the TDSB sites relating to the on-going modernization strategy.</p>
<p>Community Access Agreements: City of Toronto</p>	<p>Enhancement of outdoor school playgrounds with funding from public partners for student and community benefit</p>	<ul style="list-style-type: none"> • Under the new TLC mandate, TLC is now responsible for finalizing agreements that secure funding to the TDSB from the City of Toronto towards outdoor playground improvements across the City on TDSB property. In exchange for financial commitment from the City, a Community Access Agreement requires negotiation and execution between the parties that secures the community the right to use the TDSB playgrounds after school hours and non-school days for a specified period. • Section 37 of the Planning Act allows the City to collect funds from a development application in return for additional density. The Mayor's Motion authorizes the release of the Section 37 funds as City policy permits these funds to be allocated toward Improvements to school board playgrounds where the playground serves as a local park, where the public will continue to have reasonable access for the foreseeable future, and where there is no local City-owned parkland in the same community and in combination results in a community benefit. • These additional sources of funds create an opportunity for TDSB to make site improvements that provide enhanced learning or physical activity for students and the entire community while strengthening the partnership relationship with the City. TLC has just completed the first four agreements where are before Board as separate recommendation reports for approval.
<p>Leasing</p>		
<p>Initiative</p>	<p>Objective(s)</p>	<p>Key Highlights</p>

<p>Leasing Portfolio</p>	<p>To negotiate, effectively manage and deliver customer service, while increasing revenue or reducing costs across the leasing portfolio.</p>	<p>TLC continues to actively manage approximately 715 leases, responding to numerous inquires, various property matters as they arise, and working collaboratively with different TDSB departments, the community, and other public partners and agencies</p> <table border="1" data-bbox="1123 282 2448 678"> <thead> <tr> <th colspan="2" style="background-color: #4F81BD; color: white;">LEASING – COMPLETED PROJECTS – AT A GLANCE</th> <th style="text-align: right;">SINCE SEPTEMBER 1, 2020</th> </tr> </thead> <tbody> <tr> <td>Child Care Agreements & Amendments</td> <td></td> <td style="text-align: right;">37</td> </tr> <tr> <td>Non-Operating School Agreements & Amendments</td> <td></td> <td style="text-align: right;">4</td> </tr> <tr> <td>Parking Leases & Other TDSB Agreements</td> <td></td> <td style="text-align: right;">5</td> </tr> <tr> <td>LINC / ESL / NSEC</td> <td></td> <td style="text-align: right;">4</td> </tr> <tr> <td>Shared-Use Agreements & Amendments</td> <td></td> <td style="text-align: right;">4</td> </tr> <tr> <td>Facility Work Orders Processed</td> <td></td> <td style="text-align: right;">85</td> </tr> <tr> <td>TOTAL</td> <td></td> <td style="text-align: right;">139</td> </tr> <tr> <td>CURRENT PORTFOLIO (Approx. # of Leases)</td> <td></td> <td style="text-align: right;">715</td> </tr> </tbody> </table>	LEASING – COMPLETED PROJECTS – AT A GLANCE		SINCE SEPTEMBER 1, 2020	Child Care Agreements & Amendments		37	Non-Operating School Agreements & Amendments		4	Parking Leases & Other TDSB Agreements		5	LINC / ESL / NSEC		4	Shared-Use Agreements & Amendments		4	Facility Work Orders Processed		85	TOTAL		139	CURRENT PORTFOLIO (Approx. # of Leases)		715
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<p>Childcare</p>	<p>Efficient management of the childcare space portfolio across the city</p>	<ul style="list-style-type: none"> The childcare centres in TDSB facilities provide much needed childcare to over 23,000 children across the City. Approximately 600 childcare agreements TLC has completed the 2019-20 reconciliation of the eligible childcare leases covered by the City of Toronto “Umbrella Agreement”. The total square footage covered by the agreement totalled 1,699,121 square feet, resulting in an annual payment of \$4,476,673 <p style="text-align: center;"><u>TDSB Database as of September 1, 2020</u></p> <table border="1" data-bbox="1381 954 2360 1175"> <thead> <tr> <th></th> <th style="text-align: center;">sf.</th> <th style="text-align: center;">\$/sf.</th> <th style="text-align: center;">Total \$'s</th> </tr> </thead> <tbody> <tr> <td>Exclusive Use</td> <td style="text-align: right;">596,733.77</td> <td style="text-align: right;">\$6.50</td> <td style="text-align: right;">\$3,878,769.51</td> </tr> <tr> <td>12 Mo. Shared</td> <td style="text-align: right;">551,911.63</td> <td style="text-align: right;">\$6.50</td> <td style="text-align: right;">\$597,904.27</td> </tr> <tr> <td>10 Mo. Shared</td> <td style="text-align: right;">550,475.56</td> <td style="text-align: right;">\$0.00</td> <td style="text-align: right;">\$0.00</td> </tr> <tr> <td>Annual Total</td> <td></td> <td></td> <td style="text-align: right;">\$4,476,673.77</td> </tr> <tr> <td>Due Quarterly</td> <td></td> <td></td> <td style="text-align: right;">\$1,119,168.74</td> </tr> </tbody> </table> <p>The recovery rate from the City remains at the historical rate of \$6.50/sf, which is significantly less than the 2021 TDSB AAAOC of \$14.26/sf. In addition to the on-going shortfall, the City is currently in arrears for the July 1, 2020 and October 1, 2020 payments, totalling \$2,239,519. The contested amounts are related to the 2020 closure due to COVID-19 and direction from the Ministry of Education not to charge rent to licensed childcare operators. As the City of Toronto is not a licensed childcare operator, the amounts remain in dispute. TLC continues to work towards the resolution of this matter.</p>		sf.	\$/sf.	Total \$'s	Exclusive Use	596,733.77	\$6.50	\$3,878,769.51	12 Mo. Shared	551,911.63	\$6.50	\$597,904.27	10 Mo. Shared	550,475.56	\$0.00	\$0.00	Annual Total			\$4,476,673.77	Due Quarterly			\$1,119,168.74			
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		<table border="1"> <thead> <tr> <th>Amounts Owed in 2020</th> <th>Actual Payments</th> <th>TDSB Position</th> <th>City Position</th> </tr> </thead> <tbody> <tr> <td>January to March</td> <td>\$1,119,759.96</td> <td>\$1,119,759.96</td> <td>\$895,807.97</td> </tr> <tr> <td>April to June</td> <td>\$1,119,759.96</td> <td>\$1,119,759.96</td> <td>\$0</td> </tr> <tr> <td>July to September</td> <td>\$0</td> <td>\$1,119,759.96</td> <td>\$373,253.32</td> </tr> <tr> <td>October to December</td> <td>\$0</td> <td>\$1,119,759.96</td> <td>\$1,119,759.96</td> </tr> <tr> <td>Total</td> <td>\$2,239,519.92</td> <td>\$4,479,039.84</td> <td>\$2,388,821.25</td> </tr> <tr> <td>Remainder to be Paid</td> <td></td> <td>\$2,239,519.92</td> <td>\$149,301.33</td> </tr> </tbody> </table>	Amounts Owed in 2020	Actual Payments	TDSB Position	City Position	January to March	\$1,119,759.96	\$1,119,759.96	\$895,807.97	April to June	\$1,119,759.96	\$1,119,759.96	\$0	July to September	\$0	\$1,119,759.96	\$373,253.32	October to December	\$0	\$1,119,759.96	\$1,119,759.96	Total	\$2,239,519.92	\$4,479,039.84	\$2,388,821.25	Remainder to be Paid		\$2,239,519.92	\$149,301.33
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<p>Non-Operating Schools & Vacant Lands</p>	<p>Responsible asset and property management of the leasing portfolio.</p>	<ul style="list-style-type: none"> • Since September 1, 2020, TLC has executed three lease amending agreements at the properties: Gooderham, Kenton, Queens Court, and one rental rate reset at 44 Champlain. TLC continues to increase the rental rates to be more reflective of comparable market rents, as new agreements are negotiated. • In accordance with TDSB authority received for declaring the former DB Hood Middle School surplus for lease, regulatory circulation commenced May 29, 2020, with the 90-day expression of interest ending as of August 27, 2020. No interest was received by any public sector agencies as defined within the Regulation. The lease is currently being negotiated with the tenant for a 10-year term, who will invest a minimum of \$3M in capital repairs. • In accordance with TDSB authority received for declaring the former Bannockburn Public School surplus for lease, regulatory circulation commenced November 19, 2020, with the 90-day expression of interest ending as of February 17, 2021. Interest was received from one public sector agency as defined within the regulation. As per the circulation letter, the parties have until May 18, 2021 to execute a lease agreement for a one-year term. The short duration for occupation is due to TDSB having advised that it will require the building back for future student accommodation needs. 																												
<p>City of Toronto Master Pool Agreement</p>	<p>Effective management and co-ordination of master pool agreement with the City of Toronto</p>	<ul style="list-style-type: none"> • The current master pool agreement between TDSB and the City was to expire June 30, 2021. Due to COVID-19, the City and TLC have agreed to extend the existing agreement for a further one-year term, to expire on June 30, 2022. All parties will continue to negotiate in good faith to complete a long-term agreement for the City to continue to access the TDSB school pools to provide safe and healthy programs for our students and communities. 																												
<p>Long Term Operating Agreements: Joint Agreements: Public Partners</p>	<p>Building strong relationships with public partners while maximizing the use of the public asset</p>	<ul style="list-style-type: none"> • In order to build a community campus, multiple public partners need to deliver requisite programming and share facilities at one large site. The TDSB has entered into this type of joint arrangements in order to ensure fiscal responsibility, maintenance and equity and student benefit. Long term operating agreements require negotiated agreements to the satisfaction of all stakeholders who have diversified interests and varied mandates in order to operate effectively for years to come. • Under the new TLC mandate, a long outstanding agreement at Humberside Centre has been completed which includes four partners: TDSB, TCDSB, City of Toronto, (Parks, Forestry & Recreation) and City Agency (Toronto Public Library Board). 																												

		<ul style="list-style-type: none"> • Most recently, a tri-party agreement was completed at Jean Lumb PS, Canoe Landing, with the TCDSB and the City of Toronto which only opened in January 2020, where the parties share one integrated, mixed-use facility. A third joint agreement is under negotiation with the TCDSB at Brookside PS.
Shared-Use Agreements: Public Partners	Building strong relationships with public partners and effective utilization of the real estate portfolio	TDSB has several exclusive and shared-use agreements with public sector stakeholders. Currently there are 36 active agreements with the City of Toronto, Parks, Forestry and Recreation, where the City utilizes TDSB buildings for City programming either during the day or evenings, similarly, the TDSB, may use City parkland for TDSB playground space during the day. This type of arrangements provides student and community long term benefits. Currently, TLC is working closely with its public partner to review and update all exclusive or shared arrangements. Categorizing uses, setting guidelines, considering safety are some of the factors that are under discussion with the City. The goal is to continue the use of public space with public partners which will benefit students, neighbourhoods and entire communities. These negotiations solidify the positive partnership between the City and TLC bringing more opportunities for consideration for mutual interest.
People & Culture		
Initiative	Objective(s)	Key Highlights
Recruit talent	Attract, find and hire the best & the brightest employees.	<ul style="list-style-type: none"> • Re-design Careers page of TLC website • Increase our social media presence to highlight our workplace culture and the important work that we do. • Develop and implement employee referral program • Partner with universities, colleges, & Summer Jobs Canada for co-op placements, new grads and skilled newcomers to Canada • Implement an Applicant Tracking System (ATS) to improve the effectiveness of the recruitment process and the candidate experience
Onboard talent	Provide employees with the tools, resources, information and warm welcome to get them off to a great start	<ul style="list-style-type: none"> • Create a new structured onboarding program that takes a blended approach and ensures our employees are prepared with what they need to be successful, to become productive more quickly and have a consistent onboarding experience
Develop talent	Offer employees what they need to reach their full potential through continual learning	<ul style="list-style-type: none"> • Offer employees what they need to reach their full potential through continual learning. Develop & implement a learning strategy based on learning through experience, exposure & education • Conduct a Leadership Effectiveness survey and close any skills gaps
Retain talent	Retain employees through a positive, engaged, high-performing workplace culture that recognises, respects, rewards and values employee contributions and individual	<ul style="list-style-type: none"> • Conduct employee engagement survey using Culture Amp and develop action plans to address lowest scoring employee survey questions • Communicate to employees regularly through #sameteam meetings, and develop a TLC intranet - The TLC Employee Hub • Develop a performance management system that drives performance, behaviours, results & employee growth

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	differences	<ul style="list-style-type: none"> Managers to create year two goals with target dates for TLC, themselves and cascade down to employees through performance management system. Partner with Communications to define who TLC is, create TLC image and profile
Off Board talent	Treat employees leaving the organization with the same care and respect as when they joined the organization creating lifelong alumni	<ul style="list-style-type: none"> Create and implement a new offboarding program
Communications		
Initiative	Objective(s)	Key Highlights
New web site	<ul style="list-style-type: none"> Provide timely, accurate and useful content, regularly adding new information and establishing confidence and trust in TLC. Promote the TLC brand Provide a resource of public education 	Work continues building, populating and migrating information and data to a new web platform. Spring launch
Re-branding project	Develop a compelling narrative, messaging and tools that enables the consistent delivery of TLC's story.	<ul style="list-style-type: none"> Creation of new look, image, messaging, brand values and attributes Promote the alignment of missions of TDSB & TLC A focus on modernization, collaboration and transformative community building as the way to engineer new innovative student environments Establish memorable and inspiring stories, message and visuals that everyone can rally behind
Urban Land Institute Toronto webinar	Advancing TLC's vision and modernization strategy	TLC has accepted the invitation from ULI Toronto to be one of four presenters (CreateTO, Infrastructure Ontario, Canada Lands Company) of a spring webinar on the Future of Public Lands.
TLC Board and TDSB Trustee communication	Sharing of timely information	Continued use of Trustees' Week development of TLC newsletter pen in
Partnership outreach	Explore opportunities/interest in collaboration and communication of TLC modernization strategy	Have established meaningful and attentive relationship with WoodGreen Community Services, re-engaged the Central Etobicoke Community Hub group and continue to meet with CreateTO on a variety of opportunities and potential.

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