

MEETING NOTICE

Regular Board Meeting

Tuesday May 7, 2019

**6:00 pm, Location: Aird & Berlis LLP, Brookfield Place, 181 Bay Street,
Suite 1800**

To: Members of the Toronto Lands Corporation

Board Members: David Crombie (Chair), Alexander Brown, Michael Fenn,
Chris Moise, Patrick Nunziata, Brenda Patterson, Jennifer Quinn, Sheerin
Sheikh, Jennifer Story and Steven Zakem

AGENDA

1. Call to Order
2. Approval of Agenda
3. Declarations of Possible Conflict of Interests
4. Approval of Minutes
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5. Resolution into Committee of the Whole, In-Camera
6. Committee of the Whole rises and reports and reconvenes in Public
7. Toronto Lands Corporation Strategic Direction Page 4
(Rpt No. 2019-05-669)
8. New Business
9. Adjournment

Board Meeting
Rpt No. 57

February 20, 2019

A meeting was convened at 6:00 pm, Wednesday February 20, 2019, via teleconference, with David Crombie, Chair of the Board, presiding.

The following Directors were present via teleconference: Michael Fenn, Patrick Nunziata, Brenda Patterson, Sheerin Sheikh, and Steven Zakem.

Regrets expressed by: A. Brown, C. Moise, J. Quinn, and J. Story

1. Call to Order

The meeting was called to order by the Chair David Crombie

2. Approval of the Agenda

S. Zakem seconded by M. Fenn moved that the agenda be moved as distributed.

The motion was carried.

3. Declarations of possible conflict of interest

None noted.

4. Approval of Minutes

- **November 20, 2018**
- **January 9, 2019**

Minutes were approved as distributed.

5. Report No. 13 from the Nominating and Governance Committee

D. Sage noted TLC has begun to review TLC's foundational documents including Signing Authorities, Corporate By-laws, Committee Terms of Reference and terms of directors. TLC will be bringing forward a black line version to its next Nominating and Governance Committee.

6. Management Report to Board, February 2019.

D. Sage noted with the new TLC business functions and the requirement to report quarterly to the TDSB Board, the intent of the TLC Management Report is to be a public document

highlighting each of TLC business operating areas in Real Estate, Leasing and Partnerships and Land Use Planning.

As a result the following key updates were provided to the Board:

Real Estate – TLC has now a fully executed long-term (49 year) ground lease at the Davisville property. The negotiated terms and conditions will allow students the opportunity of 4 hours a day of free swim at the City Aquatic Centre, once constructed. An expanded gymnasium will also be available students every day throughout the school year and for City programming, evenings, weekends and the summer.

Leasing & Partnerships – TLC leasing staff have begun working to convert existing partnership tenants to an updated consistent form of lease and pricing structure, are working closely with TDSB, and building relationships with the City to address outstanding items which require some policy changes.

Land Use Planning – TLC is in the process of investigating an approach to jointly develop the Bloor- Dundas area with the TDSB, Choice Reit and TCDSB.

M. Fenn seconded by B. Patterson moved:

That the report, Management Report to Board, February 2019, be received.

The motion was carried.

7. Transition Report, Phase Three

D. Sage provided a high level overview of the report to identify the stage of the transition and implementation of the new mandate including:

- TLC established a quarterly reporting process with the TDSB in which TLC's Management Reports would be forwarded to TDSB Committee of the Whole meeting and subsequently to TDSB Board meeting as a way to communicate and provide information to the TDSB on TLC's ongoing operations;
- TLC requested an internal audit consultation and review TLC's operating and business processes with the aim to establish efficient business work flow and strengthen internal controls. The Audit team will be providing a report to TLC by the end of summer 2019;
- TLC in working on its Strategic Plan will also be developing its Annual Plan, which will be brought forward to the TLC Board in the May-June; and
- Beginning spring 2019, TLC office will be undergoing a renovation to accommodate the additional staff complement.

Action Items:

1. Service Agreement between TLC and TDSB to be brought to the Board for review and comment before TDSB approval
2. TLC Finance and Audit Committees to re-group in spring 2019 to review TLC's budget and new financial reporting structure.

S. Zakem seconded by S. Sheikh moved:

That the report, TLC Transition Plan, Phase Three be received for information.

The motion was carried

8. New Business

None Noted.

9. Adjournment

On a motion by S. Sheikh seconded by S. Zakem the meeting adjourned at 6:44 p.m.

TORONTO LANDS CORPORATION
Strategic Direction

To: Chair and Members of the Toronto Lands Corporation

Date: May 7, 2019

Recommendation:

That the report, *Toronto Lands Corporation Strategic Direction* be approved and referred to the TDSB Board at its meeting of May 22nd, 2019 for approval.

Rationale

This report provides Mission and Vision statements, along with updated Core Principles of operation for TLC. Included also are three newly created strategic goals with corresponding objectives presented for Board approval.

Context

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, TLC engaged a strategic planning consultant to help guide the process which to date, included the following:

- I. The management team first met with the consultant on January 16 for an afternoon of orientation and discussion regarding Mission, Vision, Values and Core Principles. Staff mapped and identified corporate strengths, areas of weakness, opportunities, threats and identified a set of preliminary goals to consider.
- II. January 22, TLC held the first of three working sessions with the Board of Directors to outline the preliminary strategic direction and the process which was arrive at. The Board engaged in breakout groups, 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 refinement of the previous strategic direction the Board was re-engaged and presented with revised Mission and Visions statements, new Goals and Objectives and a 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. The TLC Board provided valuable and constructive feedback on the above and directed that further work be completed to clarify how the unlocking the value of TDSB properties would serve students and communities.
- IV. On April 18 - a conference call working session with the Board convened wherein the management team presented revised versions of a Mission and Vision statements along with three clearly defined Goals and supporting objectives for the Boards consideration. There was clear and evident endorsement by the Board of the work done on the strategic direction and accompanying goals and objectives. See TLC's Strategic Direction PowerPoint Presentation attached as *Appendix A*.

Should the TLC Board approve the Strategic Direction, TLC would transmit the Strategic Direction through the TDSB's May Board cycle routing the report to TDSB's Committee of the Whole meeting on May 15, 2019 and subsequently TDSB's May 22, 2019 Board meeting for final approval. As a covering to the report, TLC would include a Transmittal Letter - see *Draft Transmittal Letter* attached as Appendix B.

Appendices:

Appendix A: Strategic Direction Power Point Presentation

Appendix B: Draft Transmittal Letter

Routing: May 7, 2019 – TLC Board
May 15, 2019 – TDSB Committee of the Whole
May 22, 2019 – TDSB Board

From

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

GO5 (2019 Board Mtgs/ 7 May 2019)lp.8000
Last update: May 2, 2019

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 maximum 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

1

GOAL

To transform student learning environments through the modernization of facilities

OBJECTIVES

Reduce the deferred maintenance on TDSB properties

Partner with the City and others in creating TLC's Master Plan to produce and a more fulsome utilization and deployment of public assets

Develop a phased-in, multi-year approach to implementing a school modernization initiative

OPERATIONAL INITIATIVES

TLC operational initiatives to be included as part of Annual Plan and Budget

2

Create a culture of partnership & collaboration with key stakeholder groups

GOAL

OBJECTIVES

Establish working partnerships that contribute to TLC's success

Assemble and facilitate a Public Asset Working Group

Build and enhance local partnerships to contribute directly to building strong communities

OPERATIONAL INITIATIVES

TLC operational initiatives to be included as part of Annual Plan and Budget

3

GOAL

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

OBJECTIVES

*Create an open and supportive
corporate culture*

*Establish an effective corporate
governance framework and exercise
prudent financial management*

*Develop a responsive,
transparent and successful corporate
communications program*

OPERATIONAL
INITIATIVES

TLC operational initiatives to be included as part of Annual Plan and Budget

May 7, 2019

Transmittal No. 2019 – 69
(public)

Strategic Direction

To: Robin Pilkey, Chair

This communication is to inform you that the report entitled *Toronto Lands Corporation Strategic Direction* was approved by the TLC Board at its meeting of May 7, 2019.

Given the expanded mandate of Toronto Lands Corporation and the new Shareholder Direction bestowed upon TLC with the transition having occurred in fall 2018, it became imperative that an innovative, progressive and bold strategic direction be conceived to guide the business of the Corporation. An important component of the new Shareholder's Direction is to align the TLC and TDSB missions in the transformation of student learning, creating positive school cultures and workplaces and bringing added value to the communities we serve. To that end, the TLC Board of Directors has envisioned, articulated and unanimously endorsed a strategic direction that is focused on the modernization of our school system and the increased vibrancy of our communities. The Strategic Direction is attached herein.

The TLC Board of Directors wishes to thank the TDSB for their continued support and confidence in the work that TLC does on behalf of students, staff and communities. TLC will continue to report quarterly on progress and look forward to sharing further details of our strategic direction with you as our actions unfold.

On behalf of the Board of Directors of the Toronto Lands Corporation, we present to you TLC's Strategic Direction to be referred to the TDSB Board at its May 22, 2019 meeting for approval in accordance with the TLC- TDSB Shareholder's Direction. I, along with the CEO of TLC would be pleased to present the Strategic Direction 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