



Toronto Lands Corporation (TLC) Policy & Planning Committee Meeting

Committee Members: Payman Berjis, Igor Dragovic, John Fillion, Dennis Hastings, Shelley Laskin, Leola Pon, Aleem Punja

18 March 2024

In-person: TLC Offices, Virtual: Microsoft Teams

60 St. Clair Ave East

#201

Toronto, ON, M4T 1N5



Meeting Book - Toronto Lands Corporation (TLC) Policy & Planning Committee Meeting (Public)

PUBLIC AGENDA

1. Call to Order & Confirmation of Quorum

[Chair](#)

2. Land Acknowledgement

[Chair](#)

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, Métis and the Inuit peoples.

3. Declaration of Conflict of Interest under the Municipal Conflict of Interest Act and the Ontario Business Corporation Act

[Chair](#)

4. Approval of the Agenda/Other Business

[Chair](#)

For Approval

5. Approval of the Public Session Minutes of the Policy & Planning Committee of February 5, 2024

[Chair](#)

For Approval

6. ULI Technical Assistance Panel Report [3-77]

[Urban Lands Institute](#)

For Action

7. Staff Reports

1. 2023-24 Q2 Business Operations Report [3-78]

[Markus O'Brien Fehr, TLC Staff](#)

For Action

2. Affirming TLC's Guiding Principles [3-79]

[Markus O'Brien Fehr, TLC Staff](#)

For Information

8. Adjournment to the Closed Session

[Chair](#)

To deal with a confidential real estate report.

For Approval

9. Termination of Meeting

[Chair](#)

For Approval

**TORONTO LANDS CORPORATION
60 ST. CLAIR AVENUE EAST
TORONTO, ONTARIO**

**MINUTES OF THE POLICY AND PLANNING COMMITTEE MEETING
HELD IN-PERSON AT TORONTO LANDS CORPORATION OFFICE
AND VIRTUALLY VIA MICROSOFT TEAMS
TORONTO, ONTARIO**

FEBRUARY 6, 2024, 5:30 PM

The following Committee Members were present: Payman Berjis (Citizen Director), Igor Dragovic (Citizen Director/Committee Chair), John Fillion (Citizen Director), Dennis Hastings (Trustee Director), Shelley Laskin (Trustee Director), Aleem Punja (Citizen Director)

The following Committee Members were absent: Leola Pon (TDSB Staff Director) with regrets

The following TLC staff were present: Kevin Bolger (Manager, Real Estate), Barbara Carou (Manager, Strategic Partnerships & Development), Yvonne Choi (Director of Planning), Ryan Glenn (Interim Chief Executive Officer), George Kralidis (Head of People & Culture), Markus O'Brien Fehr (Communications & External Relations Liaison)

1. Call to Order & Confirmation of Quorum

There being a quorum present, and the Directors having been given adequate and proper notice of the meeting, the meeting was called to order by Igor Dragovic, Committee Chair at 5:31 PM (EST).

2. Land Acknowledgement

Igor Dragovic, Committee Chair, read the following land acknowledgement:

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, Métis, and the Inuit peoples.

3. Declaration of Conflict of Interest under the Municipal Conflict of Interest Act and the Ontario Business Corporation Act

No conflicts of interest were declared.

4. Approval of the Agenda/Other Business

No corrections or amendments to the agenda.

Trustee Shelley Laskin, seconded by John Filion, moved approval of the meeting agenda.

The motion was carried.

5. Approval of Minutes of the Policy and Planning Committee

The minutes of the Policy and Planning Committee meeting from January 10, 2024 were before the Committee. There were no errors or omissions.

Trustee Shelley Laskin seconded by John Filion, moved that the minutes of the Policy and Planning Committee from January 10, 2024 be approved.

The motion was carried.

6. CEO's Report

There were no updates from the CEO beyond other items on the agenda.

7. Strategy to Address Growth and Intensification

Yvonne Choi, Director of Planning, provided an update and general overview of the various land use planning matters in which the TDSB/TLC is involved.

On a motion made by John Filion and seconded by Aleem Punja, the Policy and Planning Committee recommends:

1. That the report be received and forwarded to TDSB for information.

The motion was carried.

8. Disposition of Scarlett Heights Property

Kevin Bolger, Manager, Real Estate, presented a report on the disposition of a portion of the Scarlett Heights Property to the Toronto Catholic District School Board.

On a motion made by Payman Berjis and seconded by Trustee Shelley Laskin, the Policy and Planning Committee recommends:

1. That the Toronto Lands Corporation (TLC) be authorized to enter into agreements with the Toronto Catholic District School Board upon satisfactory completion of Ontario Regulation 444/98 to dispose of the Scarlett Heights property, located at 15 Trehorne Drive, on terms and conditions satisfactory to TLC's legal counsel;
2. TLC be granted authority to execute all agreements and other documents as required to give effect thereto in a form and content satisfactory to its legal counsel; and
3. The report be forwarded to the TDSB Board for approval.

The motion was carried.

9. Community Partnership Opportunities to Enhance Sports Fields

Ryan Glenn, Interim CEO, presented a report on a license agreement between the TDSB and the Toronto Scottish Rugby Football Club to upgrade the field at Lawrence Park CI and on establishing a process to seek out other similar community partnerships for other TDSB sites.

On a motion made by Trustee Shelley Laskin and seconded by Payman Berjis, the Policy and Planning Committee recommends:

1. The Board of the Toronto Lands Corporation ("TLC") approve the terms of the Licence Agreement (Appendix A) between the Toronto District School Board ("TDSB") and the Toronto Scottish Rugby Football Club ("TSRFC") to grant non-exclusive shared use of the sports field at Lawrence Park Collegiate Institute ("LPCI") in exchange for financial investment in the construction of an artificial turf field at LPCI.
2. The Board of the Toronto Lands Corporation authorize staff of the TLC to work with the TDSB on establishing a Request for Proposal ("RFP") process to seek out community, not-for-profit partners at Emery Collegiate Institute and Pearson Collegiate Institute with the intent to enhance the existing outdoor sports fields for the benefit of the school and community.
3. The terms of the Licence Agreement between the TDSB and the TSRFC form the basis of the RFP process for Emery Collegiate Institute and Pearson Collegiate Institute, the results of which will be reported by TLC staff with recommendations to the TLC Board, and that TLC staff report back to the TLC Board on the outcome of both.
4. The report be forwarded to the TDSB Board with recommendations for consideration and approval.

The motion was carried.

10. Resolution into Closed Session

At 6:45 PM, on a motion made by Shelley Laskin, seconded by Aleem Punja, the Committee resolved into closed (private) session to consider matters under section 207(2)[a] and [c] of the *Education Act* regarding financial information on property disposition.

11. Reconvene

At 7:13 PM, the committee meeting reconvened.

12. Report from the Closed Session

Trustee Shelley Laskin, seconded by John Filion moved that the presentation in closed (private) session be received for information.

13. Adjournment of Meeting

At 7:14 PM, on a motion made by Aleem Punja, seconded by Trustee Shelley Laskin the meeting adjourned.

**ULI Technical Assistance Panel Report Back:
“The Peanut” (George Vanier SS and Woodbine MS)**

COMMITTEE: POLICY & PLANNING COMMITTEE

DATE: March 18, 2024

ACTION: Decision

RECOMMENDATION

It is recommended that:

1. TLC advance due diligence for the site located at 2900-3000 Don Mills Road and return to the Board in Q1 2024-25 with draft considerations to be included as part of any future Request for Proposal process.
2. That as part of future recommendations TLC explore opportunities for additional city and community building opportunities, with a focus on truth and reconciliation and equity.
3. That TLC work with TDSB to complete a pupil accommodation review and public consultation process.

EXECUTIVE SUMMARY

In January 2024, the Urban Land Institute, at the request of the Toronto Lands Corporation, convened a 12-member Technical Assistance Panel (“TAP”) consisting of land use, design, and financing experts to review opportunities on a 9.5-hectare TDSB-owned site located at 2900-3000 Don Mills Rd and commonly referred to as “The Peanut”.

The large site is a predominantly underutilized suburban school site containing two sprawling 1960s buildings that are home to George Vanier Secondary School, Woodbine Middle School and North East Year Round Alternative Centre. The site also abuts the City-owned Oriole Community Centre and Park and is within walking distance of the Don Mills Transit Station.

Given the site’s proximity to transit and anticipated growth, the TAP was tasked to look at ways to deliver a modernized high school and elementary school facility, while also supporting larger provincial goals related to community building and affordable housing. These objectives were summed up in the following question put forward to the TAP:

How might the TDSB/TLC leverage its underutilized land and facility assets to deliver modernized educational facilities, improve student outcomes, generate revenue for other school investments, and/or support local community services, recreation, and affordable housing outcomes?

The Panel discussed key principles for design and came up with 2 high-level draft concepts for the site:

- **The Peanut as a Hub:** A concept that envisions the site itself as a complete community, with a range of services, and amenities catering to the surrounding neighbourhood.
- **The Peanut as a Connected Community Anchor:** This concept proposes better linking the Peanut to its surrounding community so that it becomes an extension of the existing neighborhood context.

Using these concepts to distill similarities and common themes, the Panel also developed 8 recommendations to guide future approaches to the site. A detailed report back on this session will be included as part of a final report from ULI in the Spring of 2024.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal:	Build Strong Relationships and Partnerships within School Communities to Support Student Learning and Well-Being <i>Create opportunities for the use of TDSB lands to deliver improved learning facilities while exploring other broader city-building objects that strengthen the communities in which these schools serve.</i>
TLC Strategic Plan Goal:	Transform the Student Learning Environment through the Modernization of Facilities <i>Opportunity to leverage high-valued sites for reinvestment back into new/replacement schools that deliver exceptional learning spaces and support communities.</i>

ACTION PLAN AND ASSOCIATED TIMELINE

- Report back to the TLC Board following the completion of site due diligence

RESOURCE IMPLICATIONS

There are no financial implications on current operational budgets.

DUE DILIGENCE

The risk levels remain low for this project. Consultation with TDSB Staff, the local Trustee Governments and other stakeholders are built into project scope.

POLICY AND PROCEDURE REFERENCE(S)

Shareholders Direction
Toronto District School Board (TDSB) Multi-Year Strategic Plan
Toronto Lands Corporation (TLC) Annual Plan

APPENDICES

- APPENDIX A** SITE AND SCHOOL PROFILE
- APPENDIX B** ULI TAP PRESENTATION

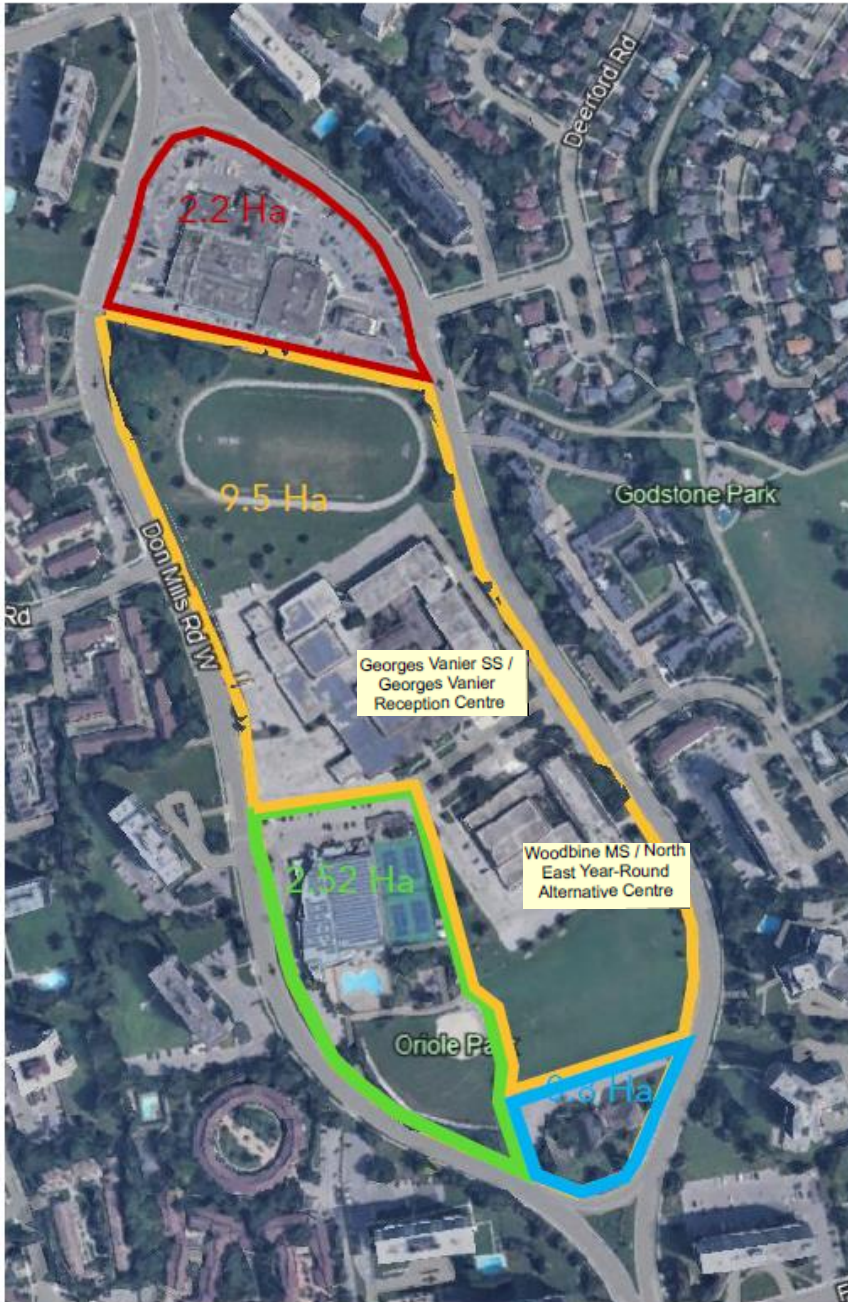
FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation rglenn.tlc@tdsb.on.ca

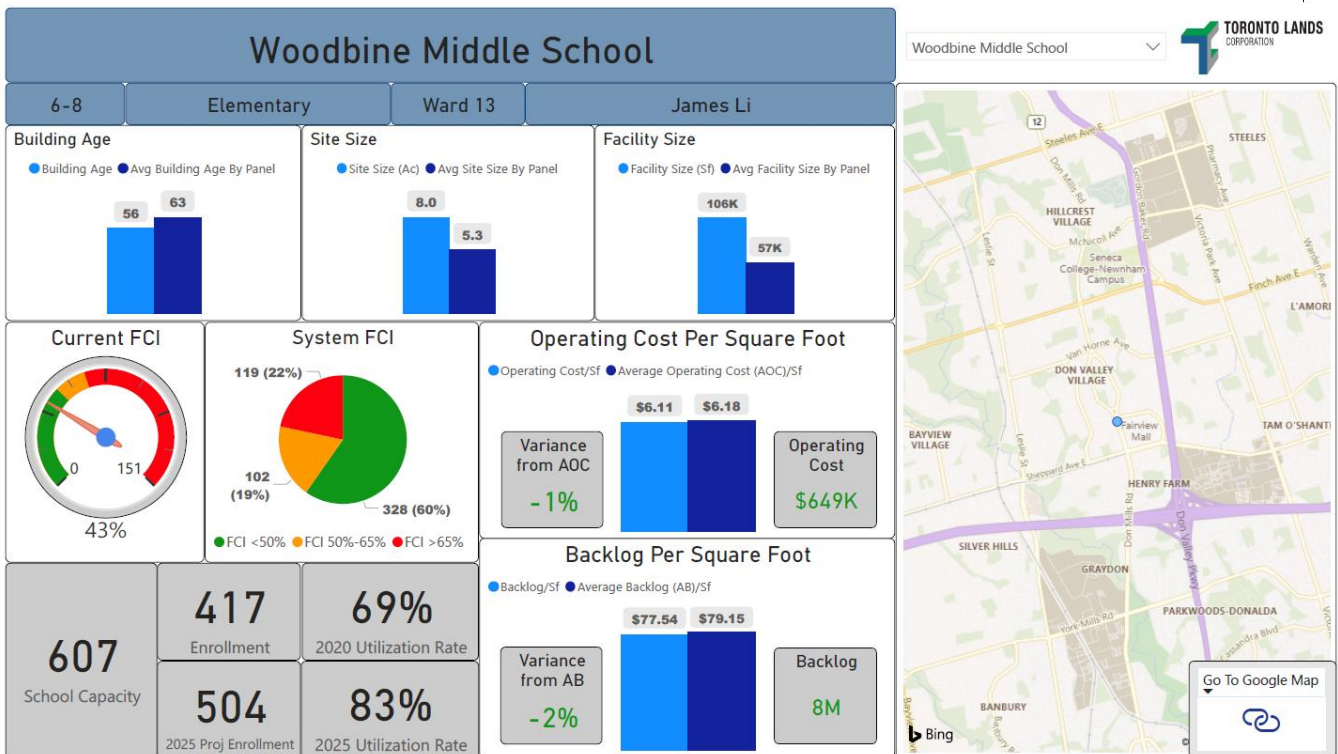
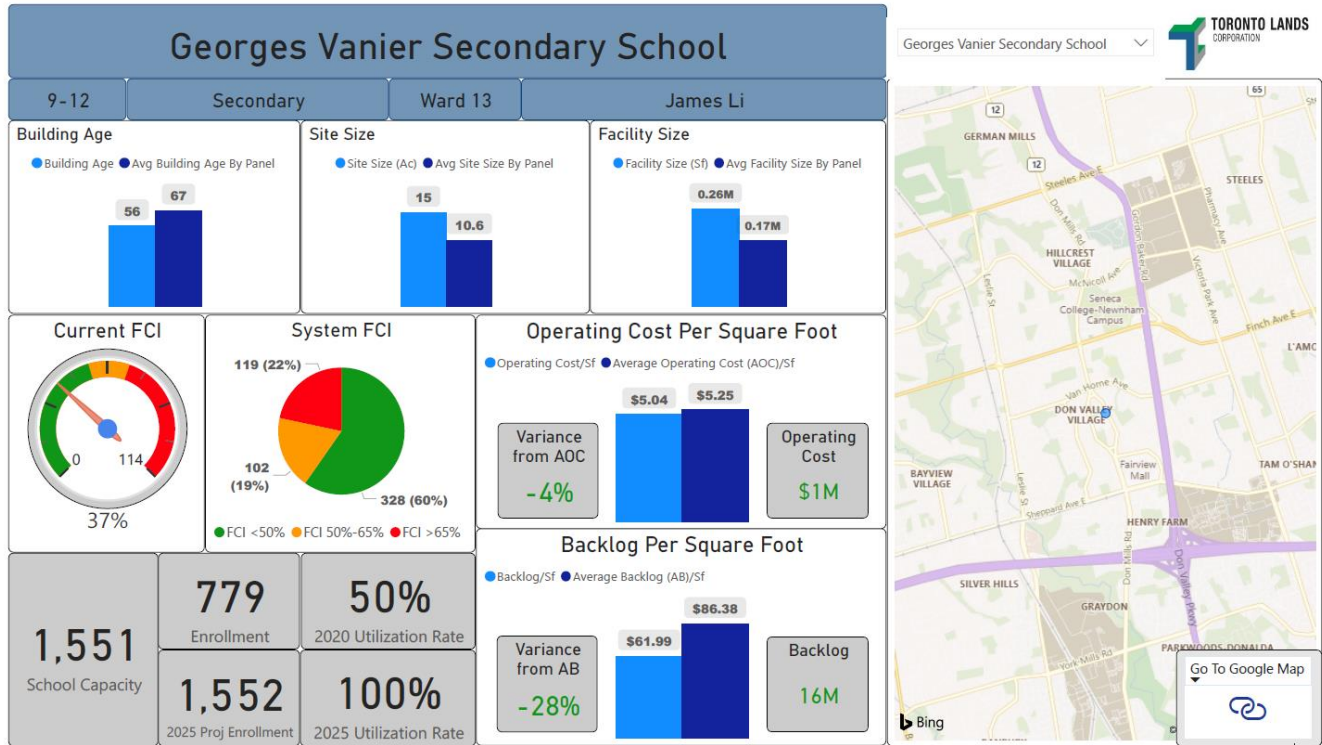
Barbara Carou, Acting Director, Partnerships and Development, Toronto Lands Corporation
bcarou.tlc@tdsb.on.ca

SITE AND SCHOOL PROFILE

APPENDIX A



- City of Toronto
- Toronto District School Board
- Lutheran Church
- Commercial Plaza





MEMO FROM THE INTERIM CEO

Pending Presentation Notes from Urban Lands Institute

To: TLC Policy & Planning Committee
From: Ryan Glenn, Interim CEO
Date: March 13, 2024

We are pleased to have the opportunity to bring to you a presentation from the Urban Lands Institute on its report from the 12-member Technical Assistance Panel (“TAP”) convened in January 2024.

Appendix B will consist of a presentation deck prepared for the meeting on March 18 by ULI. A copy of this presentation has been requested by TLC before the meeting to be included in these meeting materials. If we are able to include a copy here, a subsequent notice will be provided to all board members.

TLC Q2 BUSINESS OPERATIONS REPORT

COMMITTEE: POLICY & PLANNING COMMITTEE
DATE: March 18, 2024
ACTION: Decision

RECOMMENDATION

1. That the TLC Q2 Business Operations Report be received and sent to TDSB Board for information.

EXECUTIVE SUMMARY

Section 4.10.1 (b) of the TDSB-TLC Shareholder's Direction calls for quarterly reports to the TDSB Board highlighting key activities and achievements. Appendix A – TLC Q2 Business Operations Report summarizes key activities related to Real Estate & Leasing and Land Use Planning at TLC along with actions and decisions made by the Board between December 2023 and February 2024.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Build Strong Relationships and Partnerships within School Communities to Support Student Learning and Well-Being
Ensure strong communication between TLC and TDSB in reporting on business activities.

TLC Strategic Plan Goal: To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction
Meets the communications requirements of the Shareholder Direction.

ACTION PLAN AND ASSOCIATED TIMELINE

N/A

RESOURCE IMPLICATIONS

N/A

DUE DILIGENCE

N/A

POLICY AND PROCEDURE REFERENCE(S)

TDSB-TLC Shareholder's Direction

APPENDICES

APPENDIX A Title

FROM

Ryan Glenn, Interim Chief Executive Officer, Toronto Lands Corporation, at rglenn.tlc@tdsb.on.ca or at 437-219-8191.

Q2 Business Operations Report

December 2023 - February 2024

BY THE NUMBERS

Real Estate & Leasing:

Childcare Leases:	632
Non-Instructional Sites:	16
Public Sector Partners:	124
Other Tenants:	8

Land Use Planning:

Development Applications Reviewed:	71	
Developments Monitored Near School Sites:	10	
Participant in City-Initiated Planning Studies:	5	
Participant in OLT Matters:		5
TDSB Capital and Other Emerging Projects:	8	

BOARD ACTIONS

Real Estate & Leasing:

- Reviewed the process for disposal of TDSB non-operating sites and five sites for potential disposal.
- Approved the disposition of the Scarlett Heights property.
- Approved a Licence Agreement to create a new artificial turf field at Lawrence Park CI and a plan to seek out additional community or not-for-profit partners to improve sports fields at Emery CI and Pearson CI.
- Approved the renewal of lease agreements on four non-operating school sites and one parking facility.
- Reviewed TLC’s approach to Child Care Tenancies and changes to funding from City of Toronto.

Land Use Planning:

- Reviewed options for establishing workforce housing.
- Reviewed case studies related to the development of mixed-use schools.
- Reviewed Ontario Regulation 374/23 and potential impacts on school board properties.
- Reviewed TLC's strategy to address growth and intensification.

Corporate Services:

- Reviewed the 2022-23 TLC Financial Results and Annual Report
- Established 2024-25 Annual Capital and Operating Budgets.
- Reviewed TLC Staff organizational structure for 2024.
- Established a policy and procedures for Delegations at TLC Committee and Board Meetings.
- Established a new approach to Board Meetings allowing members of the public to observe or participate virtually.

Affirming TLC's Guiding Principles

COMMITTEE: POLICY & PLANNING COMMITTEE
DATE: March 18, 2024
ACTION: Approval

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
Ensuring full alignment in TLC's guiding principles and vision will build stronger relationships and partnerships with our shareholder and school communities.

TLC Strategic Plan Goal: To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction
This presentation seeks to ensure alignment with TLC and TDSB's goals and objectives.

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

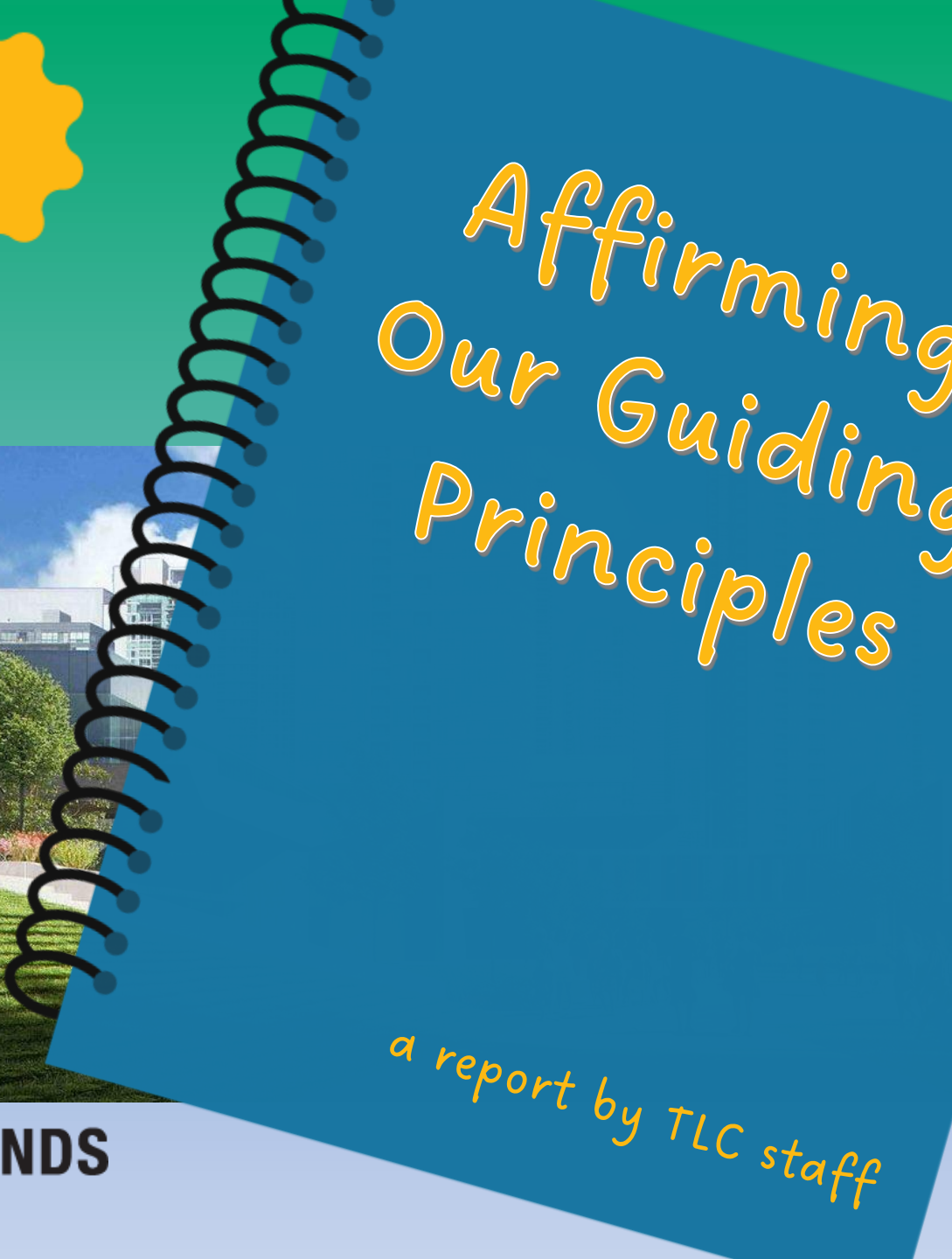
APPENDICES

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.

A blue spiral-bound notebook graphic is positioned diagonally across the center of the page. The spiral binding is on the left side, and the notebook is open to a page with a light blue background. The title is written in a yellow, rounded, cursive font on this page.

Affirming Our Guiding Principles

a report by TLC staff



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:

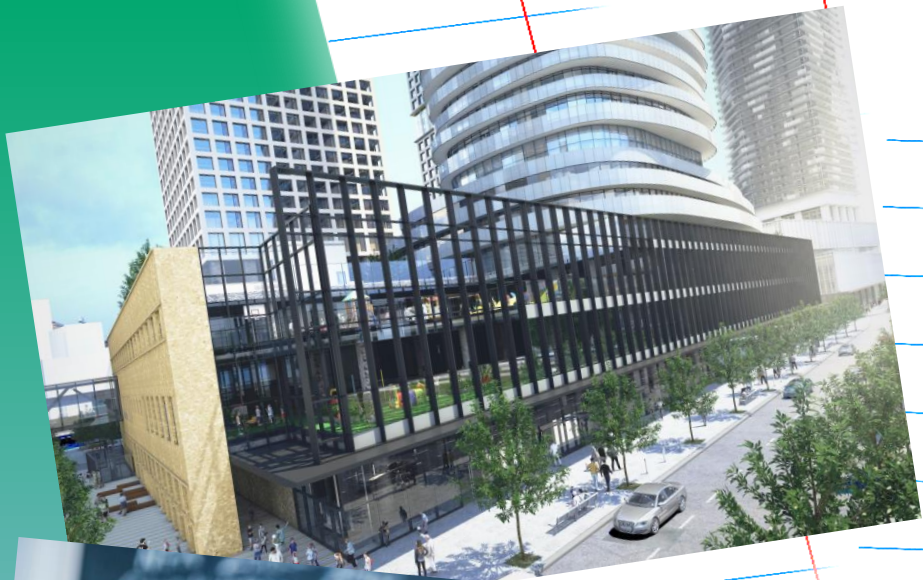
- Prioritize coterminous school boards, government agencies, community groups, not-for-profits, and other public sector landowners for all land disposals, including leases.
- Ensure all leasing agreements include the allowance of public use of the facilities when otherwise not in use by the tenant.



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 programs like workforce 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 addresses a community need and creates 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 workforce and 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.