



TLC Regular Board Meeting

Board of Directors: John Fillion (Chair), Payman Berjis, Igor Dragovic, Dennis Hastings, Shelley Laskin, Zakir Patel, Leola Pon, Aleem Punja, Manna Wong and Stacey Zucker.

September 19, 2024

Toronto Lands Corporation Office Board Room

201- 60 St. Clair Ave. E

Toronto, M4T 1N5

Virtual: Microsoft Teams

Meeting Book - TLC Regular Board Meeting

PUBLIC AGENDA

Call to Order & Confirmation of Quorum

[Chair](#)

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.

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

[Chair](#)

Approval of the Agenda/Other Business

[Chair](#)

For Approval

Approval of the Minutes of the Board of Directors Meeting

[Chair](#)

For Approval

Reports from the Committees

[Committee Chairs](#)

For Information

1. Report from the Human Resources and Nominating Committee

[Aleem Punja - Committee Chair](#)

1. Approach to Citizen Member Compensation

[Aleem Punja - Committee Chair](#)

Decision

2. Adopting the Audit & Finance Committee Terms of Reference

[Aleem Punja - Committee Chair](#)

Decision

3. Board Self-Evaluation

[Aleem Punja - Committee Chair](#)

Decision

4. CEO Evaluation

[Aleem Punja - Committee Chair](#)

Decision

2. Report from the Policy & Planning Committee

[Committee Chair](#)

1. TLC Lease and License Approvals

[Igor Dragovic](#)

Decision

2. Case Study: Securing Opportunities for Potential New School at Scarborough Town Centre

[Igor Dragovic, Committee Chair](#)

Information

3. Christies Secondary Plan - New School Opportunity

[Igor Dragovic, Committee Chair](#)

Information

4. New Lands Use Planning Policy Framework: Provincial Planning Statement 2024

[Igor Dragovic, Committee Chair](#)

Information

5. Thorncliffe Park And Flemington Park School Opportunities (Ward 11 & 14)

Decision

Adjournment to Closed Session
Chair

For Approval

Termination of Meeting
Chair

For Approval

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

**MINUTES OF BOARD OF DIRECTORS MEETING (PUBLIC)
HELD IN-PERSON AT TORONTO LANDS CORPORATION OFFICE
AND VIRTUALLY VIA MICROSOFT TEAMS
TORONTO, ONTARIO**

May 28, 2024, 6:00 PM

The following Board members were present: Igor Dragovic (Citizen Director), John Filion (Citizen Director / Chair), Aleem Punja (Citizen Director / Vice-Chair), Dennis Hastings (Trustee Director), Zakir Patel (Trustee Director), Leola Pon (TDSB Staff Director), Stacey Zucker (TDSB Staff Director)

The following Board members were absent: Payman Berjis (Citizen Director), Liban Hassan (Trustee Director), Shelley Laskin (Trustee Director), all with regrets.

The following TDSB Trustees were present: Rachel Chernos Lin (TDSB Board Chair)

The following TLC staff were present: Ryan Glenn (Interim Chief Executive Officer), George Kralidis (Head of People & Culture), Markus O'Brien Fehr (Manager, Communications & External Relations), Wilbur Wong (Acting Director, Real Estate & Leasing).

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, John Filion, TLC Board Chair, called the meeting to order at 6:08 PM (EST).

2. Land Acknowledgement

John Filion, TLC Board Chair, read the following Land Acknowledgement:

We acknowledge we are hosted on the lands of the Mississauga 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

Stacey Zucker, seconded by Igor Dragovic, moved the approval of the agenda as presented.

The motion was carried.

5. Approval of the Minutes of the Board of Directors Meeting

The public and private minutes of the Board of Directors meeting from March 28, 2024, were before the Board.

Stacey Zucker, seconded by Aleem Punja, moved that the public and private minutes of the previous Board Meeting on March 28, 2024, be approved without amendment.

The motion was carried.

6. CEO Update

Ryan Glenn, Interim TLC CEO, provided a brief update to the Board discussing the retirement of the Director of Education. Ryan suggested a letter of thanks on behalf of the board and staff would be appropriate, to which there was agreement.

Ryan also spoke about a meeting with the Ministry of Education and the next round of capital funding reviews. The Ministry is focused on growth areas and indicated that other submissions would not likely be supported.

7. Report from the Audit & Finance Committee

John Filion, Board Chair, provided a report on the May 9, 2024, Audit & Finance Committee meeting.

1. 2024-25 TLC Annual Capital Budget [5-89]

Aleem Punja, seconded by Igor Dragovic, moved:

1. That the 2024-25 TLC Capital Budget be approved in accordance with the Shareholder's Direction, referred to TDSB Finance Staff and then to TDSB Board for approval.

The motion was carried.

2. TLC 2023-24 Q2 Operating Report [5-90]

Igor Dragovic, seconded by Stacey Zucker, moved:

1. That the 2023-24 Q2 Operating Report be received and forwarded to the TDSB Board for information.

The motion was carried.

8. Report from the Human Resources, Nominating & Governance Committee

Aleem Punja, Chair of the Human Resources, Nominating & Governance Committee, provided a report on the May 9, 2024, Human Resources, Nominating & Governance Committee meeting.

1. Framework for Establishing a CEO Performance Review [5-84]

Aleem Punja, seconded by Trustee Zakir Patel, moved:

1. That the Board direct TLC staff to engage Dentons LLP to develop a CEO Performance Review Plan working towards having the plan in place for the start of the 2024-25 fiscal year.

The motion was carried.

2. Finalizing TLC's New Procedural Bylaw [5-86]

Igor Dragovic, seconded by Aleem Punja, moved:

1. That the TLC Board adopt the Draft TLC Board of Directors Bylaw as the Procedural Bylaws governing its conduct and decision-making procedures.

The motion was carried.

3. Adopting TLC Committee Terms of Reference [5-87]

Aleem Punja, seconded by Igor Dragovic, moved:

1. That the TLC Board adopt the draft Human Resources, Nominating & Governance Committee and Policy & Planning Terms of Reference as the respective Terms of Reference governing the purview of these committees.

The motion was carried.

4. Revising TLC's Electronic Meetings Policy [5-88]

Aleem Punja, seconded by Igor Dragovic, moved:

1. That the TLC Board adopt the draft revisions to the TLC Electronic Meetings Policy as the document providing guidance on practices relating to electronic meetings or electronic/in-person hybrid meetings.

The motion was carried.

9. Report from the Policy & Planning Committee

Igor Dragovic, Chair of the Policy & Planning Committee, provided a report on the May 16, 2024, Policy & Planning Committee meeting.

MEETING MINUTES

1. 200 Poplar Road Preliminary Concept Review [5-92]

Igor Dragovic, seconded by Trustee Zakir Patel, moved:

1. TLC report back to the Board in Q1 2024-2025 with a development plan for 200 Poplar Road based on the preliminary work developed to date, including feedback at the Committee; and,
2. That the TLC explore opportunities for additional city and community building opportunities with a focus on truth and reconciliation and equity, and wherever possible, include these opportunities as part of the due diligence; and,
3. TLC report back on the outcome of staff's due diligence, including:
 - a. Refined site massing and potential built form developed through consultation with the City of Toronto and community partners.
 - b. Requirements to be included in any future offering of the site with an emphasis on community benefit and partnership opportunities.
 - c. High-level financial proformas.
 - d. Heritage, Title, and Environmental summary.
 - e. A plan for engaging with stakeholders and the local community.
 - f. Risks.

The motion was carried.

2. 2024-25 TLC Annual Plan [5-93]

Igor Dragovic, seconded by Aleem Punja, moved:

1. That the Annual Plan for 2024-25 be approved and forwarded to the TDSB Board for its approval.

The motion was carried.

3. Tri-Party Land Exchange with Gabriel Dumont [5-95]

Aleem Punja, seconded by Stacey Zucker, moved:

1. That the Board of the Toronto Lands Corporation approve the proposed tri-party land exchange between the Toronto District School Board, the City of Toronto, and Gabriel Dumont Non-Profit Homes; and
2. That the Board of the Toronto Lands Corporation forward this report to Board of Trustees for the Toronto District School Board for consideration.

The motion was carried.

4. 235 Galloway Road Update [5-96]

Igor Dragovic, seconded by Aleem Punja, moved:

1. That the Board receive an Expression of Interest from the Scarborough Health Network contained in *Appendix B* for the TDSB site located at 235 Galloway Rd- St. Margaret's Public School.
2. That TLC staff be authorized to negotiate the terms of a Memorandum of Understanding with the Scarborough Health Network to locate a future long-term care facility on the TDSB-owned property at 235 Galloway Rd and to report back to the Board in Q1 2024-2025 with a draft.

The motion was carried.

5. Opportunity for Future School at 770 Don Mills Road [5-97]

Igor Dragovic, seconded by Stacey Zucker, moved:

1. That the Board of Directors of TLC endorse the major terms outlined in Confidential Attachment 2 to the report and that authority be granted to TLC to enter into a non-binding Memorandum of Understanding with the City of Toronto for an option to secure approximately 63,600 square feet of a stratified non-condominium title interest in 770 Don Mills Road, along with an abutting outdoor yard of approximately 35,000 square feet;
2. That provided the Board approves the key business term of the proposed transaction, TLC be granted authority to negotiate and execute all agreements and other documents as required to give effect thereto in a form and content satisfactory to its legal counsel, including the Tri-Party Agreement and Purchase of Sale Agreement, and report back on the details of such agreements in Q1 2024-2025;
3. That the Board direct that Confidential Attachment 2 to the report remain confidential as it deals with a proposed or pending land acquisition.

The motion was carried.

10. Termination of the Meeting

On a motion duly made by Aleem Punja and seconded by Igor Dragovic, the meeting terminated at 6:45 PM (EST).

Adjusting Citizen Member Compensation Cap

COMMITTEE: HUMAN RESOURCES & NOMINATING COMMITTEE
DATE: July 24, 2024
ACTION: Decision

COMMITTEE RECOMMENDATION

That the TLC Board request the TDSB Board approve a revision to the 2008 TDSB Board Remuneration resolution to compensate its members as follows, effective following the TLC Organizational Board meeting in November 2024:

1. That citizen Board members be remunerated as follows:
 - Chair, as a citizen director, \$15,000 per annum
 - Vice Chair, if a citizen director, \$5,000 per annum
 - All other Citizen Directors, \$2,500 per annum
2. That all citizen Board Members receive an additional \$250 for each official Board and Standing Committee meeting of which the individual is a member.
3. Citizen members attending meetings in an ex-officio capacity will not receive remuneration for attending the meeting; and
4. Board members who are not citizen members are not eligible for remuneration.

STAFF RECOMMENDATION

1. That the committee select one of the options presented in the report and recommend to the TLC Board and TDSB Board of Trustees a preferred approach to future TLC Board remuneration.

EXECUTIVE SUMMARY

As remuneration payments were being prepared for TLC's Citizen Directors for the first half of the fiscal year (September 2023 – February 2024), it was evident that other than the Board Chair, citizen members had already exceeded, or were very close to exceeding, their maximum number of meetings eligible for compensation. Under the current formula, these board members will not be remunerated for attending meetings in the second half of the year.

Following discussion with the Board Chair and TDSB executive staff, a report without recommendation was prepared for the May 9, 2025, meeting of the Human Resources, Nominating, and Governance

Committee to facilitate a full discussion, with the option of recommending an adjustment to this approach for the 2024-25 fiscal year.

The Committee directed TLC staff to update its report to include additional information on past remuneration, data on past meeting schedules and budgets, practices around scheduling meetings, and options on revisions to be submitted to the TDSB Board. This report responds to that direction.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal:	Allocate Human and Financial Resources Strategically to Support Student Needs <i>As citizen board members give their time and expertise to support the development of educational resources and student spaces, the allocation of financial resources to support those efforts is an important consideration.</i>
TLC Strategic Plan Goal:	To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction <i>A clear policy for compensating citizen directors for their work should be established as part of TLC's mission to ensure effective communication between TLC and TDSB.</i>

ACTION PLAN AND ASSOCIATED TIMELINE

If the Board of Directors determines that an amendment to the current policy would be appropriate, it will make a final recommendation to the TDSB Board of Trustees at its meeting on September 19.

RESOURCE IMPLICATIONS

The resource implications will depend entirely on the board's decision, whether it is supported by the TDSB Board of Trustees, and the number of meetings scheduled in future years. Based on recent years, it is unlikely that the current remuneration budget would require adjustment.

DUE DILIGENCE

N/A

POLICY AND PROCEDURE REFERENCE(S)

N/A

APPENDICES

- APPENDIX A Staff Report on Options for Citizen Board Member Remuneration
- APPENDIX B Review of Annual TLC Meeting Totals and Remuneration Expenditures
- APPENDIX C Review of Statutory Reports and Minimum TLC Board Meeting Requirements
- APPENDIX D Jurisdictional Scan of Remuneration for Toronto Agencies and Boards

FROM

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Markus O'Brien Fehr, Communications & External Relations Liaison, Toronto Lands Corporation, at mo'brienfehr.tlc@tdsb.on.ca or at 416-788-3211

APPENDIX A – STAFF REPORT ON OPTIONS FOR CITIZEN BOARD MEMBER REMUNERATION

Origins of the TLC Citizen Member Cap on Remuneration

At its regular meeting of October 29, 2008, the TDSB Board of Directors established a formula for citizen member remuneration as an amendment to the Toronto Lands Corporation Budget, 2008-09. The formula was established as follows:

- (a) That the budget line for Board remuneration be adjusted to reflect the following:
 - (i) That citizen Board members be remunerated as proposed in the budget:
 - Chair, if a citizen member, \$15,000 per annum and \$250 per meeting;
 - Directors, except the Chair, \$2,500 per annum and \$250 per meeting to a maximum of \$5,000 per annum;
 - (ii) That citizen Board members be paid a per diem of \$500 for approved Board-related business;
 - (iii) That trustee Board members receive no remuneration.

This formula has been followed since the inception of TLC. Section 4.4 (Remuneration) for the Shareholder's Direction states, "the remuneration of the Directors of TLC will be as determined by TDSB from time to time," though this has not been addressed over the past 16 years.

Though records indicate that some overpayments to individual directors have occurred in past years, TDSB finance staff have confirmed that this resolution guides all TLC remuneration payments and is interpreted to mean that a citizen member, except the chair, will receive no more than \$2500 for attending individual meetings. TDSB staff have confirmed that overpayments that occurred were the result of accounting errors in that year and should not be taken as an alternate interpretation of the 2008 resolution.

Past Meeting Schedules and Financial Impact

This report examined meeting schedules and Board and Committee attendance records dating back to 2016 (Appendix B). Meeting numbers were pulled from past attendance reports, and payment numbers were verified with TDSB Finance Staff

The number of Board and Committee meetings has varied greatly each year, between 11 (2016-17) and 21 (2020-21) and have tended to be higher in years with a turnover of board members. The meeting reviewing this report will be the 24th meeting in the 2023-24 cycle.

The actual remuneration amounts paid ranged from \$38,291 to \$46,314. However, for the majority of years, one or more citizen board members exceeded the remuneration cap and were unpaid for meetings.

Looking at the current year, the estimate for member remuneration is \$36,000. There will have been 17 meetings for which directors participated without compensation, which would have been worth an additional \$4,250. The combined value of \$40,250 would be a reasonable budget maximum with four citizen board members, even if a remuneration cap were removed in future years

Process for Establishing the TLC Meeting Schedule

TLC's meeting schedule has changed over time, involving different board members and staff. Establishing a "usual" protocol for developing an annual schedule is difficult.

However, schedules are generally drafted by TLC staff in October for the following year, in consultation with the Board and Committee Chairs, with efforts made to align to the TDSB meeting schedule also being created around the same time. The draft schedule is generally tabled at an Organizational Meeting of the Board in November.

TLC staff tabled a proposed schedule for 2024 at the Organizational Meeting of the Board of Directors on November 16, 2023, for the current year. This schedule was designed to align more closely with the TDSB Priorities and Planning Committee meetings, which would consider all TLC recommendations to the TDSB. The schedule was adopted in principle at the meeting with the caveat that meeting space availability at the Toronto Reference Library was to be confirmed.

The board considered and adopted revisions to this schedule on December 5, 2023, and January 16, 2024, adapting to changes in the TDSB schedule. Since those revisions, the February meeting of the Human Resources, Nominating, and Governance Committee was canceled due to a lack of agenda material, while special meetings of the same committee were scheduled in April and July to adjust to the later workload.

Minimum Meeting Requirements and Future Budget

The statutory reports required by the Shareholder's Direction guide the minimum number of meetings that would be prudent for TLC Board and Committee scheduling (see Appendix C). TLC staff anticipate that this will form the basis for future scheduling proposals.

With a total schedule of 17 meetings and the likelihood that citizen members would be sitting on more than one committee, all citizen members would probably exceed a \$2,500 cap for meeting participation in future years.

Additional "special" meetings are also possible should the workload dictate their necessity. Section 4.1.2 of the TLC Bylaws allows for special meetings of the TLC Board or Committees at the call of the Chair in consultation with the CEO or designate.

It is difficult to accurately forecast a precise remuneration budget without a compensation cap based on the possibility of additional meetings. However, Appendix B illustrates the remuneration in 2023-24 without a cap and seems a realistic basis for budgeting moving forward with four citizen directors.

Jurisdictional Scan

As part of the remuneration review, TLC staff reviewed several public agencies, commissions, and boards to compare board member compensation (see Appendix D). Though some boards offer significantly higher remunerations, especially in areas requiring significant professional tools and expertise, many other examples offer no remuneration and are strictly voluntary. The broad range of compensation levels makes it difficult to recommend any change to the remuneration numbers, especially in the current context of the TDSB budget pressures.

Options for Future Remuneration

As the board's current configuration has a limited number of members and three committees feeding into its workload, it is almost certain that citizen members will be asked to attend more than the 10 meetings per year for which they are currently compensated.

Section 4.4 of the Shareholder's Direction gives the TDSB responsibility for adjusting board remuneration. As the TDSB Board of Trustees established the current formula by motion, the Trustees would most appropriately consider any alteration following a request by the TLC.

The TLC Board may wish to consider any of the following as options:

- 1) Recommend a reinterpretation of the current formula establishing the \$5,000 maximum as additional to, rather than inclusive of, the \$2,500 annual retainer. This approach could change the implementation of the policy without substantially altering its wording with the effect of compensating citizen members for up to 20 meetings annually.
- 2) Recommend the removal of the term "maximum" in the remuneration policy compensating citizen members for any meeting deemed officially necessary by the Board. This approach is consistent with the TDSB's Honoraria for Trustees Policy (P074).
- 3) Recommend no change, keeping the recent practice of not paying for meetings over the current maximum in place.

It is suggested that any requested alteration to the policy's current wording also contemplate the inclusion of TDSB Staff as members of the TLC Board of Directors and identify whether they are eligible for remuneration.

APPENDIX B - Annual TLC Meeting Totals and Remuneration Expenditures

Fiscal Year	Meetings	Cumulative Unpaid Meetings	Total Remuneration Paid	Total Unpaid due to cap	Total without cap
2016-17	11		\$40,792		\$40,792
2017-18	13	1	\$42,500	\$250	\$42,750
2018-19	15	4	\$38,500	\$1,000	\$39,500
2019-20	12		\$39,833		\$39,833
2020-21	21	22	\$43,842	\$5,500	\$49,342
2021-22	20	23	\$46,314	\$5,750	\$52,064
2022-23	8		\$38,291		\$38,291
2023-24	24	17	\$36,000 ¹	\$4,250	\$40,250
2024-25	18	8 to 18	\$34,500 ¹	\$4,500 ²	\$39,000

1 Estimate based on current formula, committee composition and attendance.

2 Estimate based on maximum participation at 18 meetings, additional meetings would be possible.

**APPENDIX C - REVIEW OF TLC STATUTORY REPORTS
AND MINIMUM MEETING REQUIREMENTS BY COMMITTEE**

Committee/Board Month/Report SD Ref Meeting #

September			
A&F	Q3 Operating Budget Report	n/a	1
HRNG	CEO Evaluation Report	4.1	2
P&P	Q3 Business Operations Report	4.10.1 (b)	3
BOARD	Review all Business		4

October			
HRNG	Board/Committee Self Evaluation Report	4.1 (j)	5
	Board/Committee Calendar		
	Committee Membership		
P&P	TLC Annual Report	4.10.5	6
BOARD	Review all Business		7

November			
BOARD	Organizational Meeting		8

January			
A&F	Preliminary Capital Budget	4.1 (c)	9
	Operating Budget	4.1 (c)	
	TLC Annual Financial Results	n/a	
	Q1 Operating Budget Report	n/a	
HRNG	Annual Governance Review Plan	n/a	10
	Annual Communications Plan Update	n/a	
P&P	Q1 Business Operations Report	4.10.1 (b)	11
BOARD	Review all Business		12

March			
P&P	Q2 Business Operations Report	4.10.1 (b)	13
BOARD	Review all Business		14

May			
A&F	Final Capital Budget	4.1 (c)	15
	Q2 Operating Budget Report	n/a	
HRNG	Initiating CEO Performance Review	n/a	16
	Initiating Board/Committee Self Evaluation	n/a	
P&P	TLC Annual Plan	4.10.5	17
BOARD	Review all Business		18

Appendix D - Jurisdictional Scan, Remuneration for Toronto Agencies & Boards

<u>Organization</u>	<u>Position</u>	<u>Retainer</u>	<u>per Meeting</u>	<u>Maximum</u>
Create TO	Chair	\$50,000	\$500	\$70,000
	Member	\$10,000	\$500	\$20,000
Exhibition Place	Chair	n/a	n/a	n/a
	Member	n/a	n/a	n/a
Toronto Hydro	Chair	\$75,000	n/a	n/a
	Member	\$12,500	\$1,000	n/a
Toronto Licensing Tribunal	Chair	\$18,000	\$350	n/a
	Member	n/a	\$350	n/a
Parking Authority	Chair	\$10,000	n/a	\$10,000
	Member	n/a	\$500	\$7,500
Police Services Board	Chair	\$90,963	n/a	n/a
	Member	\$8,750	\$350	\$15,750
Toronto Public Library	Chair	\$850	n/a	n/a
	Member	\$350	n/a	n/a
TO Live	Chair	n/a	n/a	n/a
	Member	n/a	n/a	n/a
Toronto Transit Commission	vice-Chair	\$10,000	\$450	n/a
	Member	\$5,000	\$450	n/a
Waterfront Toronto	Chair	\$30,000	\$500	n/a
	Member	\$5,000	\$500	n/a
Toronto Zoo	Chair	n/a	n/a	n/a
	Member	n/a	n/a	n/a

Adopting TLC Audit & Finance Committee Terms of Reference

COMMITTEE: HUMAN RESOURCES, NOMINATING & GOVERNANCE COMMITTEE
DATE: July 24, 2024
ACTION: Decision

COMMITTEE RECOMMENDATION

1. That the TLC Board adopt the draft Audit & Finance Committee Terms of Reference as the Terms of Reference governing the purview of this committee.

STAFF RECOMMENDATION

2. That the TLC Board adopt the draft Audit & Finance Committee Terms of Reference as the Terms of Reference governing the purview of this committee.

EXECUTIVE SUMMARY

Section 4.1(h) of the TDSB-TLC Shareholder's direction requires the establishment of Terms of Reference for each of TLC's standing committees as a responsibility of the Board of Directors.

In October 2023, as part of its review of the TLC Bylaws, the Human Resources, Nominating, & Governance Committee brought forward a review of these documents partially updated. At its October 19, 2023 meeting, the Board directed TLC staff to seek expert advice to ensure that its Bylaws and Terms of Reference are aligned with the TDSB Bylaws, the Shareholder's Direction, and leading governance practices.

Terms of Reference for the Human Resources, Nominating, & Governance and Policy & Planning Committees were adopted by the Board of Directors in May. These updates removed language from the terms of reference that became redundant with the updated Procedural Bylaws.

The attached draft Terms of Reference for the Audit & Finance Committee (Appendix A) takes a similar approach, focusing on updating the "Purpose" and "Responsibilities" sections to outline the committee's mandates. The draft has been reviewed by the Board Chair and will be reviewed by the Committee Chair prior to its review by the Board.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Create a Culture for Student and Staff Well-Being

Updating TLC's Committee Terms of Reference is a step towards creating effective and accountable decision-making bodies, ensuring a

positive culture for staff working with Committees and the Board, and the students benefiting from its decision-making.

TLC Strategic Plan Goal: To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction
An update of TLC's Committee Terms of Reference ensures it continues to function as a successful organization, adhering to the best possible governance practices.

ACTION PLAN AND ASSOCIATED TIMELINE

The final draft Terms of Reference for the Audit & Finance Committee would be presented to the Board for a decision on September 19 and enacted based on the Board's approval.

RESOURCE IMPLICATIONS

N/A

DUE DILIGENCE

N/A

POLICY AND PROCEDURE REFERENCE(S)

TDSB-TLC Shareholder's Direction

APPENDICES

APPENDIX A A&F Terms of Reference Final Draft

FROM

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Markus O'Brien Fehr, Communications & External Relations Liaison, Toronto Lands Corporation, at mo'brienfehr.tlc@tdsb.on.ca or at 416-788-3211

TORONTO LANDS CORPORATION
(the "Corporation")
TERMS OF REFERENCE FOR THE AUDIT & FINANCE COMMITTEE
(Adopted by the Board _____)

1. Purpose

The Audit & Finance Committee (the "Committee") is a committee of the Board of Directors (the "Board") of the Corporation. This committee fulfils certain requirements of the Shareholder's Direction (the "Shareholder's Direction") with the Toronto District School Board ("TDSB") as amended and restated on _____.

The role of the Committee is to assist the Board in fulfilling its oversight responsibilities for the financial planning and reporting processes, the system of internal controls, risk management, financial monitoring, the audit processes, and the annual financial audit.

2. Responsibilities

The Committee shall carry out the following responsibilities:

1. Oversee the development of an annual capital expenditure budget as the Shareholder's Direction requires.
2. Review, approve, and recommend for Board approval the proposed annual operating Budget, annual capital expenditure Budget, and amount of Reserves to be held over the applicable Fiscal Year.
3. Review and monitor the corporation's financial performance and compare actual performance, revenues, and expenses in relation to budget, addressing any significant accounting and reporting issues, complex or unusual transactions, or significant judgmental areas.
4. Monitor implementation of plans to address variances and report to the Board.
5. Review the annual financial results with management and TDSB finance staff, including any significant accounting and reporting issues and any subsequent follow-up.
6. Meet with management to assess internal control systems' adequacy, efficiency, and effectiveness.
7. Review financial, risk management, and legal compliance reports from management or legal counsel.
8. Review reports on any significant litigation and regulatory compliance matters.
9. Annually review and recommend for Board approval the Corporation's funding and risk management policies to ensure that appropriate financial risk and performance management governance structure, processes, measures, controls, and limits are in place.
10. Review the Corporation's risk management reporting to ensure appropriate identification, assessment, and mitigation of its principal risks and opportunities within its strategic planning process.
11. Ensure that the Corporation has established a process to investigate complaints related to issues of integrity and conduct in financial reporting or other matters. As part of this process, the Chief Executive Officer will report to the Committee on any allegations and related actions relating to the Corporation's internal complaints policy.
12. Review and advise the Board on maintaining adequate insurance coverage for the Corporation, including insurance coverage required under the Shareholder's Direction.
13. Review, monitor, and recommend policies and procedures regarding financial matters, including those required under the Shareholder's Direction, for Board approval.

14. At least once a year, review its own performance, membership, and terms of reference in order to evaluate its effectiveness in fulfilling its mandate, and recommend any changes it considers necessary to the Board.

FRAMEWORK FOR BOARD SELF-EVALUATION

COMMITTEE: HUMAN RESOURCES, NOMINATING & GOVERNANCE COMMITTEE
DATE: September 5, 2024
ACTION: DECISION

COMMITTEE RECOMMENDATION

That the TLC Board of Directors adopt the TLC Board Self-Evaluation and forward the results of the Self-Evaluation to the TDSB Board for approval.

STAFF RECOMMENDATION

That the TLC Board of Directors adopt the TLC Board Self-Evaluation and forward the results of the Self-Evaluation to the TDSB Board for approval.

EXECUTIVE SUMMARY

Under Article 4, Operation & Control of TLC, Section 4.1, TLC Board, Section (j), the TLC Board is mandated by the Shareholder's Direction to conduct an annual self-evaluation of its performance and submit the findings in writing to the TDSB Board by December 1st each year for approval.

At the HRNG Committee meeting on July 24, 2024, staff presented three self-evaluation options for the Committee's consideration. After reviewing and providing feedback on these options, the Committee recommended that staff combine the most effective and relevant elements of two of the models provided.

The Committee also provided additional feedback, including the following:

- a) Include a section assessing TLC Board's relationship with TDSB staff and board.
- b) Include a section assessing the Board's adherence to the organization's mission, vision, and guiding principles.
- b) Implement a 5-point scale for rating the questions. The following agreement scale for rating the questions has been included: **strongly agree; agree; neither agree or disagree; disagree; strongly disagree** along with the ability to provide comments for each question.
- c) Establish a clear process for acting on identified areas for improvement once the data has been collected and analyzed.
- d) Report the results and subsequent actions to the TLC and TDSB Board.
- e) Include a timeline of how the model will be implemented.

A draft board self-evaluation questionnaire has now been completed and is appended to this report (see **Appendix A**). The self-evaluation questionnaire has been built in a platform called CultureAmp. When accessing these questions through the CultureAmp platform, users will see a five-point scale labeled as: strongly agree; agree; neither agree or disagree; disagree; strongly disagree and will see a comment box next to each question should a board member wish to provide comments.

TLC staff anticipate making this survey live for Board Members for one (1) week from September 23 to September 30, 2024, following Board approval. A staff report summarizing results and recommending actions resulting from the survey will be presented directly to the TLC Board at its October 17th meeting and forwarded to the TDSB Board per the Shareholder’s Direction.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Revitalize - All students and staff learn and work in inclusive, safe, and modern environments

TLC Strategic Plan Goal: To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction
Strong organizations require reflection on their strengths and shortcomings. Reviewing these and suggesting improvements will strengthen the organization and align with the Shareholder’s Direction.

ACTION PLAN AND ASSOCIATED TIMELINE

- Draft board self-evaluation questionnaire for committee review and consideration – September 5, 2024.
- TLC Board to review and approve the Board Self-Evaluation, as recommended by the HRNG Committee at its meeting of September 19, 2024.
- Staff to automate the approved Board Self-Evaluation questionnaire, using the platform CultureAmp launching it on September 23, 2024. Board members will have until the close of business on Monday, September 30, 2024, to complete the self-evaluation.
- Staff to analyze the collected data and prepare a report highlighting key aspects, such as participation rate, overall results, themes, strengths, and areas for improvement, along with recommended actions. This report will be presented to the TLC Board at its meeting of October 17, 2024.
- Final evaluation results and any recommendations to be routed to TDSB through its PPC meeting on October 30th and TDSB Board meeting on November 6, 2024 for approval.

RESOURCE IMPLICATIONS: N/A

DUE DILIGENCE : N/A

POLICY AND PROCEDURE REFERENCE(S)

Shareholder's Direction

APPENDIX A: DRAFT BOARD SELF-EVALUATION

FROM

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

George Kralidis, Head of People & Culture, Toronto Lands Corporation, at gkralidis.tlc@tdsb.on.ca or at 416-786-0675.

The purpose of the TLC Board Self-Evaluation is to provide an opportunity for board members to reflect on the board's overall performance, identify areas that are working well, and areas for improvement. This evaluation will help ensure effective governance and promote continuous progress. Please note that any ratings and comments added to the survey will remain confidential and will not be attributed to any specific board member and will allow for open and honest evaluation process. Thank you for your dedication and contribution to the continuous improvement of our board.

Board of Director Self Evaluation 2023-24

1. Board Composition and Structure

The Board has the right mix of skills, experience, and diversity to effectively govern the organization.

The roles and responsibilities of Board members are clearly defined and understood.

The current Board composition and committee structure allow for effective decision-making and engagement.

2. Board Meetings

Board meetings are conducted effectively and efficiently.

The frequency and length of board meetings are sufficient to allow for effective discussion and decision-making?

Meeting reports are well-structured and focused, providing the necessary information for decision-making.

I receive the information I need to make effective decisions during board meetings.

Board members come to meetings adequately prepared and actively participate in important discussions.

Board members receive the agenda package well in advance of meetings?

3. Strategic Direction and Planning

There is a clear understanding of and adherence to the organization's mission, vision, and guiding principles among board members.

The Board effectively contributes to the development and monitoring of goals and objectives.

The work of the TLC Board is aligned with the TDSB's Multi-Year Strategic Plan, goals and objectives.

4. Financial Oversight

The board receives timely and accurate financial reports.

The financial reports provide the level of detail required to effectively monitor and oversee the organization's financial performance.

There are adequate controls and processes in place for financial oversight.

5. Governance and Compliance

The Board is sufficiently knowledgeable about relevant laws, regulations, and governance best practices.

The Board ensures that the organization adheres to the Shareholder's Direction, bylaws and board level policies.

The Board ensures sufficient oversight and review of TLC's governance framework?

6. Board Dynamics and Culture

Board members are able to openly discuss and debate issues in a constructive manner.

There is a culture of mutual respect and trust among Board members.

The Board conducts its affairs in a transparent and publicly spirited way, adequately considering local communities and their diversity.

7. Individual Contributions

I have a clear understanding of my role and responsibilities as a Board member.

I am satisfied with my level of participation and contribution to board discussions and decisions.

I believe other Board members are fully engaged and contributing effectively.

I support Board decisions once they are made even if I may not agree with them.

I promote the work of our organization in the community whenever I had a chance to do so.

I read the minutes, reports and other materials in advance of our board meetings.

I stay informed about issues relevant to our mission and bring information to the attention of the Board.

There are opportunities for Board members to receive training and development.



8. Board Leadership

The Board chair facilitates meetings and provides leadership effectively.

There is strong and effective communication between the Board chair and the CEO/Executive Director.

The Board Chair communicates and collaborates effectively with the TDSB and provides updates to the TLC Board.

The Chair ensures the board is aware of their organizational activities outside of board meetings.

The Chair is effective in delegating responsibilities amongst Board members.

The Chair makes a concerted effort to ensure that every board member has an opportunity to be heard.

The Chair is skilled at managing different points of view.

9. Overall Satisfaction

How satisfied are you with the overall performance of the Board?

Please provide specific examples if possible using the comments.

What do you consider to be the greatest strengths of the Board?

In your opinion, what areas of the Board's performance require improvement? Provide examples or suggestions for how these areas could be enhanced.

Do you have any additional comments or suggestions for improving the effectiveness of the Board? Please share any specific ideas or observations.

You've answered 0 of 40 questions.

Save and exit

Submit survey

COMMITTEE: HUMAN RESOURCES, NOMINATING & GOVERNANCE COMMITTEE
DATE: September 5, 2024
ACTION: Decision

COMMITTEE RECOMMENDATION

It is recommended that the *Chief Executive Officer (CEO) Performance Appraisal Process* and the *Mutually Agreed Goals and Objectives for the year September 1, 2024 – August 31, 2025*, be approved in principle and that the TLC Board of Directors approve the finalized *Chief Executive Officer (CEO) Performance Appraisal Process* and the *Mutually Agreed Goals and Objectives for the year September 1, 2024 – August 31, 2025*.

STAFF RECOMMENDATION

It is recommended that:

1. The TLC Board of Directors approve the Chief Executive Officer (CEO) Performance Appraisal Process; and,
2. That the TLC Board approve the Mutually Agreed Goals and Objectives for the year September 1, 2024 – August 31, 2025

EXECUTIVE SUMMARY

At the Special Meeting of the HR, Nominating and Governance Committee on July 24, 2024, Mary Ellen Bench, of Dentons LLP, provided a presentation to the Committee on the mandate provided to her with respect to undertaking the development of a CEO Evaluation process and developing terms and objectives for the evaluation.

Input received from the committee in addition to input received from a meeting with the TLC CEO, TLC Board Chair and Vice Chair on August 14, 2024 to inform goals, objectives, and terms, have resulted in a finalized CEO evaluation draft which is now being presented to the HRNG committee for review and consideration. See **Appendix A:** *Chief Executive Officer (CEO) Performance Appraisal Process* and **Appendix B:** *Mutually Agreed Goals and Objectives for the year September 1, 2024 – August 31, 2025*

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Revitalize - All students and staff learn and work in inclusive, safe, and modern environments

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

ACTION PLAN AND ASSOCIATED TIMELINE

- TLC Board Approval – September 19, 2024 followed by implementation.

RESOURCE IMPLICATIONS: N/A

DUE DILIGENCE: N/A

POLICY AND PROCEDURE REFERENCE(S)

- TLC Shareholder's Direction
- 2024-2025 Annual Plan

APPENDICES

APPENDIX A Chief Executive Officer (CEO) Performance Appraisal Process

APPENDIX B Mutually Agreed Goals and Objectives for the year September 1, 2024 – August 31, 2025

FROM

Aleem Punja, Chair, HRNG Committee
John Fillion, Board Chair, Toronto Lands
Ryan Glenn, CEO, Toronto Lands Corporation at rglenn.tlc@tdsb.on.ca

Toronto Lands Corporation (TLC)

Chief Executive Officer (CEO) Performance Appraisal Process

1.0 Objective

A Performance Management Process will be used to develop clear objectives for the TLC Board and the CEO, in consultation with the Director of Education, to provide an annual evaluation of the CEO's work.

2.0 Responsibility

TLC Board of Directors

3.0 Evaluation Definition

A Performance Management Process provides a forum for constructive dialogue and exchange of information between the CEO and the TLC Board, to evaluate the performance of both the TLC and the CEO.

The process is an opportunity for both the Board and the Director to clarify expectations and goals, to review past accomplishments, to identify dependencies that impact performance, and to agree on needs of the TLC. The end result provides clear objectives for the coming year.

As well, the performance review process should give an accurate reading of the performance of the CEO, and establish agreement on the indicators for future success. It is understood that the process will be structured to evaluate the work of the CEO, rather than the progress of the TLC.

The complexity relating to the CEO's accountability creates some challenges for the TLC Board in providing useful and fair performance evaluations. Unlike all other employees of the TLC, as head of the organization, the CEO does not have one direct supervisor. Rather, the CEO is accountable to the TLC Board, and to the TLC's shareholder, the Toronto District School Board (TDSB). Therefore, the selected evaluation process must provide for participation of the TLC Board and it must also reflect the relationship between the TLC and TDSB, including the terms of the shareholder direction and related agreements that exist between the TLC and the TDSB.

4.0 Performance Review Process

4.1 Step 1: Establishing the Process

The TLC Human Resources, Nomination and Governance Committee (HRNG) will be responsible for recommending to the TLC Board the goals. Timing of the CEO performance review will be coordinated with the TLC fiscal year. The Chair and Vice-Chair of the TLC will be responsible for selecting a consultant to facilitate the Performance Review Process.

4.2 Step 2: Terms of Evaluation

The consultant will meet with the Chair and Vice-Chair of the TLC and with the CEO to discuss mutually agreed upon, written goals and objectives.

Based on these discussions, the consultant will draft the detailed terms of the evaluation including goals, areas to be reviewed, performance measures, and the anticipated timeline for each step to the evaluation process. This will include the preparation of Performance Review Questionnaires, which will be presented to the HRNG for approval and will be used as the foundation of the CEO's performance review.

The annual performance measures, goals and objectives will be determined at the beginning of the fiscal year, and the Performance Review Questionnaires will be determined later, when steps are taken to assess performance.

4.3 Step 3: CEO's Report

The CEO will prepare a report which includes the agreed upon goals and priorities that were set for the identified period, as well as indications of the results obtained.

4.4 Step 4: TLC Board Feedback

The consultant will conduct surveys with all TLC Board members. Board members may also be engaged by telephone or online interviews to provide clarity and further depth of the process. All responses will be reported anonymously to ensure candor.

4.5 Step 5: Staff Feedback

The consultant will conduct surveys of staff representatives. Selected staff respondents may also be engaged by telephone or online interviews to provide clarity and further depth of the process. All responses will be reported anonymously to ensure candor.

The CEO will provide a suggested list of the categories of staff or the names of staff to be involved in the peer review in consultation with the TLC Chair and Vice-Chair; however, the HRNG will approve the individuals to be included in the survey and interviews prior to the beginning of this phase.

4.6 Step 6: TDSB Feedback

The consultant will conduct surveys of TDSB representatives. Selected TDSB staff respondents may also be engaged by telephone or online interviews to provide clarity and further depth of the process. All responses will be reported anonymously to ensure candor.

The CEO will provide a suggested list of the categories of TDSB staff or the names of staff to be involved in the peer review in consultation with the TLC Chair and Vice-Chair;

however, the HRNG will approve the individuals to be included in the survey and interviews prior to the beginning of this phase.

4.7 Step 7: CEO's Self-Evaluation

The CEO will prepare a self-evaluation using the Evaluation Questionnaire prepared by the consultant and approved by the HRNG. The CEO evaluation will reference the performance measures agreed to and may ask the CEO to comment respecting additional matters related to TLC performance.

4.8 Step 8: Consultant's Report

The consultant will compile the information gathered throughout the process and prepares the final performance evaluation report and an Executive Summary Report. This report will highlight the evaluation of achievements for the past year as well as proposed goals and objectives for the coming year.

A copy of the final report and the executive summary report are presented to the HRNG Committee and the CEO for review and comment, if appropriate. The report shall be presented in closed session and the report shall at all times remain a confidential document. The final Executive Summary Report will be approved by the HRNG for completeness. The approved confidential Executive Summary Report will be provided to the TLC Board of Trustees.

4.9 Step 9: Presentation to TLC Board

The HRNG and the consultant will submit the Executive Summary Report to the TLC Board for review and approval in closed session. Because this is a matter that relates to the performance of an identifiable individual, the TLC Board may disclose the performance review process publicly, but shall not disclose or discuss the performance review itself publicly. The Director of Education shall be provided with a confidential copy of the Executive Summary Report for information.

4.10 Step 10: Continuous Improvement Goals and Objectives

Moving forward, the CEO and the HRNG will reference the Executive Summary Report findings in preparing the goals and objectives for the next year, facilitated by the consultant.

5.0 Role of the consultant

An outside consultant will be hired to facilitate the annual performance review of the CEO. The consultant will be mutually acceptable to the TLC Board Chair and Vice-Chair, and to the CEO.

The consultant will:

- (i) Coordinate and carry out the steps in the review process, and act as a liaison between the TLC Board and the CEO throughout the process.
- (ii) Be responsible for working with the TLC Board and the CEO in completing all steps in the Performance Review Process.
- (iii) Compile the necessary information required to complete the performance evaluation of the CEO in accordance with the above Performance Review Process. The raw data collected during the Performance Review Process is owned by the consultant, as is the final report.
- (iv) Prepare an objective performance evaluation Executive Summary Report for presentation to the HRNG and for TLC Board approval.

Toronto Lands Corporation (TLC)

Mutually Agreed Goals and Objectives for the year September 1, 2024 -August 31, 2025 to be referenced in the

Chief Executive Officer (CEO) Performance Appraisal Process

The performance review process for the TLC CEO requires the CEO and TLC Board Chair and Vice-Chair to agree on goals and objectives that can be measured and that will form the basis of the CEO's annual performance appraisal. It is also critical, given the relationship between TLC and its shareholder, that dependencies that may alter or delay expected achievements be identified.

The following have been mutually agreed upon for the evaluation of the CEO's performance appraisal for the year September 1, 2024- August 31, 2025:

1.0 Alignment with the Shareholder's Direction:

1.01 Annual Plan 2024-2025 Commitments – Identify how the objectives for the year as identified by the CEO and approved by the TLC Board, have been achieved. Identified dependencies include market conditions, TDSB meeting regulatory requirements, including surplus declarations, and any City of Toronto or Provincial regulatory changes.

1.02 Financial Accountability –

- (i) Present financial targets to the TLC Board for approval and annual review at the last Board meeting of the fiscal year (May or June).
- (ii) Present quarterly reports to the Audit and Finance Committee;
- (iii) Ensure that the TLC has stayed on budget and achieves its financial targets, and report any significant variances identified to the next TLC Board meeting;
- (iv) Ensure all financial reports explain how land value has been maximized and explain how financial and non-financial TDSB goals.

1.03 Support TDSB Asset Management Plan /Capital Revitalization Plan -

Identify how TLC resources have been directed to support the continuous modernization of schools and assets to strengthen the public education system and preserved TDSB land as public assets. Identified dependencies include support and work prioritization by TDSB required to compliment TLC land use

planning and real estate initiatives. Identify goals and objectives based on geography and on portfolio type where appropriate.

2.0 Organizational Structure and Alignment with TDSB:

2.01 Talented, diverse and motivated people - By end of 2024, bring forward to the TLC Board for information, an organizational structure chart that supports TLC.

2.02 Collaborative, trust-based and creative culture - Continue to drive innovative and creative thinking, open, two-way communication, and a culture that works closely with TDSB so all involved in a matter understand the requirements and concerns that must be addressed to move a project forward. The CEO will ensure alignment between TLC and TDSB on both strategy and vision through regular communication with TDSB Director of Education and senior officials.

3.0 Building Relationships and Communicating Effectively:

3.01 Transparency and Accountability – Implement actions to ensure regular reviews of policy and procedure that will make TLC’s actions and processes more transparent to its partners and to the public. Work with TDSB to establish a policy review schedule by the third fiscal quarter.

3.02 Provide regular and timely updates to the Board respecting the status of development applications that directly or indirectly impact TLC, and on City or Provincial policy or regulatory actions that impact TLC.

3.03 Create a strategy to be presented to the Board in the fourth fiscal quarter that will promote the shared vision for TDSB properties to external stakeholders whenever possible, including by recommending changes to Board and Committee meetings procedures, through organizing community meetings and through continuous updating of website materials. Identified dependency is need for available meeting space.

4.0 Leverage the expertise of community groups, public sector and private sector partners to develop or enhance opportunities for TLC whenever possible.

Dated at ____ this ____ day of _____.

By:

Name: Ryan Glenn

Title: Chief Executive Officer

TORONTO LANDS CORPORATION

By:

Name: John Filion

Title: Chair, Toronto Lands Corporation

TLC Lease & License Approvals

COMMITTEE: POLICY & PLANNING COMMITTEE
DATE: September 12, 2024
ACTION: Decision

RECOMMENDATION:

It is recommended that:

1. In accordance with section 194(3) of the Education Act, approximately 40,000 sq. feet of Baycrest PS, located at 50 Ameer Avenue, is not required for the purposes of the TDSB Board and be declared surplus for lease for a term of three (3) years.
2. That the Toronto Lands Corporation (TLC) be authorized to enter into a lease agreement with the Toronto Catholic District School Board (TCDSB) on the Baycrest PS site, located at 50 Ameer Avenue, for a term of three (3) years upon satisfactory completion of Ontario Regulation 374/23, if required, on terms and conditions satisfactory to TLC in its reasonable discretion in form and content satisfactory to TLC's legal counsel.
3. That the Toronto Lands Corporation (TLC) be authorized to enter into a license agreement with G2G Common Ground Series 3, on the former Sir Robert L. Borden BTI site, located at 200 Poplar Road, for a term commencing October 2024 to November 2025 with an option to renew for one (1) year, upon satisfactory completion of Ontario Regulation 374/23, if required, on terms and conditions satisfactory to TLC in its reasonable discretion in form and content satisfactory to TLC's legal counsel.
4. That the report, TLC Lease & License Approvals, be forwarded to the TDSB Board for approval.

EXECUTIVE SUMMARY

The TLC, on behalf of the TDSB, acts as an agent for the TDSB for all third-party leases, licenses, and other forms of real estate agreements. In consultation with local Trustees, TDSB Planning & Accommodations staff, and local TDSB staff, the sites at 50 Ameer Avenue and 200 Poplar Road, as outlined in **Appendix A**, are recommended for approval.

AUTHORITY OR DIRECTION FOR UNDERTAKING PROJECT

Authority or Direction: Shareholders Direction

STRATEGIC GOAL AND ANNUAL PLAN DIRECTIONS

TDSB Strategic Plan

Goal: (include all that apply)

- Build Strong Relationships and Partnerships with School Communities to Support Student Learning and Well-Being

Working together with tenants and community partners to generate revenue that supports student learning at TDSB.

TLC Strategic Plan

Goal: (include all that apply)

- Create a Culture of Partnership & Collaboration with Key Stakeholder Groups

Collaborating with tenants and community partners to achieve mutually beneficial results and success.

DUE DILIGENCE (Select all that apply)

Policy & Planning Committee

- | | |
|---|--|
| <input checked="" type="checkbox"/> Site Inspection | <input type="checkbox"/> Planning Report |
| <input type="checkbox"/> Official Plan | <input checked="" type="checkbox"/> Consultation with Local Trustee |
| <input type="checkbox"/> Zoning | <input checked="" type="checkbox"/> TDSB Staff Review and Agreement |
| <input checked="" type="checkbox"/> Reg 374/23 | <input checked="" type="checkbox"/> Consultation with TDSB Executive Staff |
| <input type="checkbox"/> Appraisal Report | <input checked="" type="checkbox"/> Consultation with TDSB Planning Staff |
| <input type="checkbox"/> Environmental Report | <input type="checkbox"/> Consultation with TDSB Finance Staff |
| <input type="checkbox"/> Title Check | <input type="checkbox"/> Historical Assessment |
| <input type="checkbox"/> Other: | |

FINANCIAL IMPLICATIONS

School	Tenant	Proposed Annual Rent
Baycrest Public School	Toronto Catholic District School Board	As per ON 374/23
Former Sir Robert L Borden BTI	G2G Common Ground Series 3	\$960,150

RISK LEVEL

Low

ACTION PLAN AND ASSOCIATED TIMELINES

- September 19, 2024 – TLC Board approval
- October 9, 2024 - TDSB Board approval
- November 2024 to March 2024 – 120-day Notice of Disposition (if required)
- Thereafter – Negotiating and Executing agreements

TLC AND TDSB BOARD POLICY AND PROCEDURE REFERENCE(S)

- Shareholders Direction
- TDSB Delegation of Authority Procedure, PR 711 dated January 18, 2018
Section 8.6 - Capital Property Leases, Board approval is required.
- Toronto District School Board (TDSB) Disposition of Property Policy

APPENDICES

- **Appendix A:** Site Profiles

FROM

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

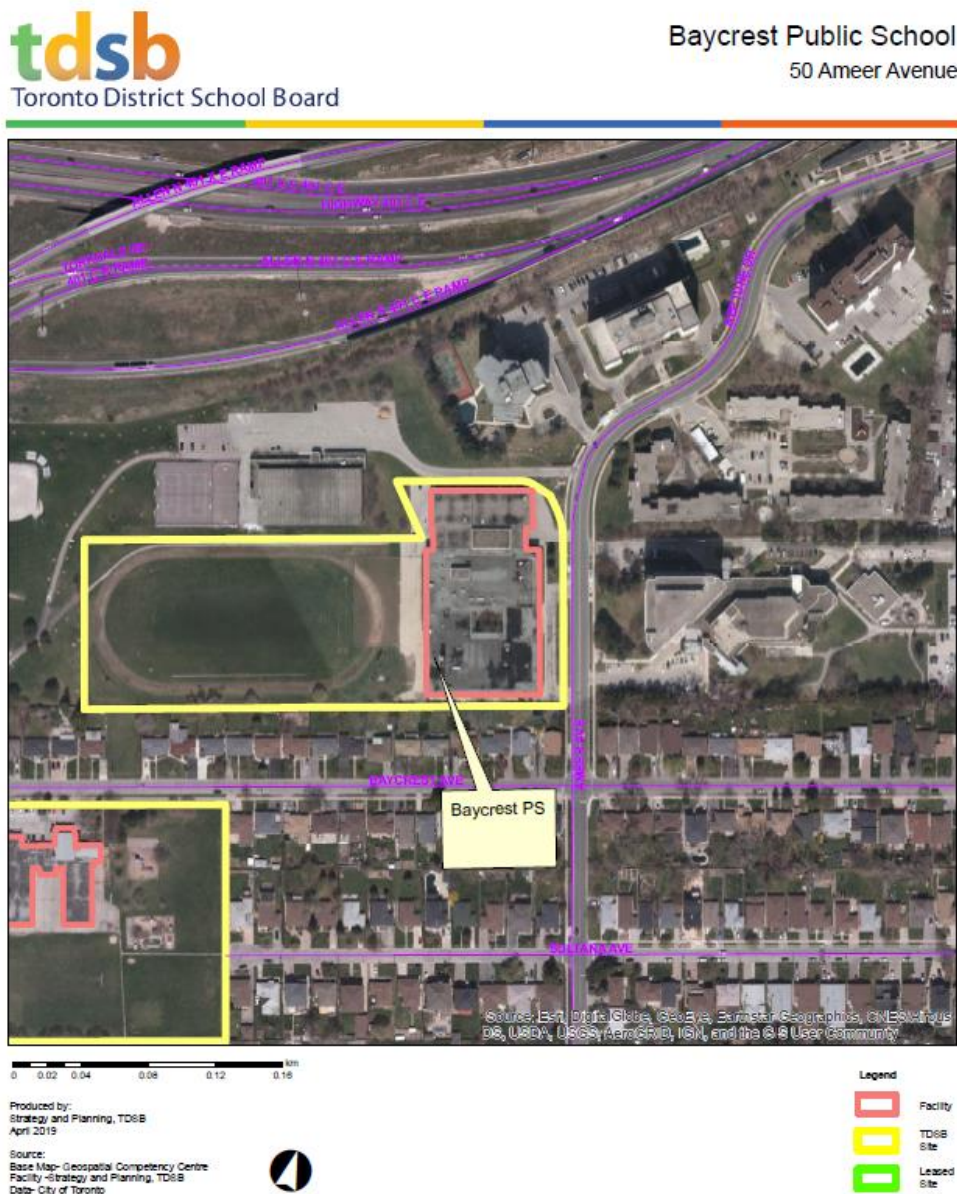
Wilbur Wong, Director, Real Estate & Leasing, Toronto Lands Corporation at wwong.tlc@tdsb.on.ca or at 416-788-3229.

Simon Hewett, Manager of Asset Management & Leasing, Toronto Lands Corporation at shewett.tlc@tdsb.on.ca or at 437-994-3604

APPENDIX A: Site Profiles

Baycrest PS – 50 Ameer Avenue

The Toronto Catholic District School Board currently leases approximately 40,000 sq. feet of Baycrest PS, formerly Sir Sandford Fleming Academy. While the TCDSB intends to build a new school at the former Baycrest PS site at 145 Baycrest Avenue, construction has been delayed due to various factors. As the student population grows, TDSB’s space requirements have been expanding at this location. TCDSB has agreed to relinquish certain spaces within the school for use by TDSB to secure a 3-year extension to the lease. Based on current projections, this will accommodate TDSB’s space requirements until September 2029.



Former Sir Robert L Borden BTI - 200 Poplar Road

G2G is a company responsible for a Netflix series and is currently filming at the former Sir Robert L Borden BTI via a permit. As their use of the property changes and evolves, a license agreement is proposed for approximately 109,000 sq. feet of indoor and outdoor space at the Sir Robert Borden BTI site at 200 Poplar Road. The license will commence October 2024 until November 2025 with a further option for one (1) year. In addition to market rent, G2G has agreed to invite local students from performing arts schools in Scarborough to visit the set and see how production and filming work. TDSB will have an option to terminate the license to maintain flexibility.



**CASE STUDY: SECURING OPPORTUNITIES FOR POTENTIAL NEW SCHOOLS AT
SCARBOROUGH TOWN CENTRE**

COMMITTEE: POLICY & PLANNING COMMITTEE

DATE: September 12, 2024

ACTION: Information

COMMITTEE RECOMMENDATION

It is recommended that the TLC Board receive the report for information.

STAFF RECOMMENDATION

It is recommended that the TLC Board receive the report for information.

EXECUTIVE SUMMARY

Where the TDSB has identified a student accommodation need, TLC works with City staff, developers, landowners, and other partners to secure opportunities for new school facilities in emerging neighbourhoods or areas of significant residential growth (see Appendix C for process flow chart). Early engagement in the planning process presents opportunities to:

- Plan for complete communities with access to elementary schools within walking distance.
- Provide a local neighbourhood presence and focal point for the community with a new school.
- Use innovative solutions to address the challenge of new schools in dense urban areas.

The proposed Scarborough Town Centre mall redevelopment is a recent example of potential new school opportunities secured through the municipal planning process. The local elementary school and the surrounding existing and planned schools are expected to have insufficient capacity to accommodate students anticipated from the proposed development of 15,500 new residential units. As part of the development application review process, TLC identified the need for additional school capacity in the area, including potential new schools within the development site.

When the applicant appealed their development application to the Ontario Land Tribunal (OLT), TLC sought party status to secure opportunities for new school space. Confidential mediation sessions were held with all the parties in late 2023-early 2024. The resulting settlement, which was accepted by City Council in June 2024, put forward a Site and Area Specific Policy (SASP) that includes policies with respect to planning for future TDSB schools within the area that provide:

- Permissions for up to 2 new elementary schools, with a requirement at zoning to consult TDSB to determine the need for a school.
- Criteria to support the location and nature of any future school, such as appropriate outdoor space (including marshalling and rooftop space), proximity to a public park, safe and convenient pedestrian connections, mitigation of wind, air quality, and noise impacts.
- Opportunity for shared use of parks, outdoor play space, schoolyards, and school facilities subject to shared use agreements.
- Density bonusing.

Relevant extracts of the SASP are included in Appendix B. The settlement is pending OLT approval (anticipated Fall 2024).

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Revitalize - All students and staff learn and work in inclusive, safe, and modern environments

Planning for new schools within growth areas.

TLC Strategic Plan Goal: Create a Culture of Partnership and Collaboration with Key Stakeholder Groups

Collaboration with public and private sector partners to secure opportunities for new schools in growing neighbourhoods

ACTION PLAN AND ASSOCIATED TIMELINE

OLT settlement hearing – Fall 2024

Continue to monitor zoning applications for STC – ongoing.

RESOURCE IMPLICATIONS

None. Work falls within the scope of Land Use Planning work.

DUE DILIGENCE

TDSB Strategy and Planning staff have been involved throughout the process.

POLICY AND PROCEDURE REFERENCE(S)

Shareholder's Direction - TLC's mandate includes the responsibility of all land use planning matters on behalf of the Toronto District School Board (TDSB).

APPENDICES

- APPENDIX A** Chronology
- APPENDIX B** Site and Area Specific Policy – extracts
- APPENDIX C** Process Flow Chart – Planning for New School Opportunities

FROM

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

Yvonne Choi, Director of Planning, Toronto Lands Corporation, at ychoi.tlc@tdsb.on.ca

APPENDIX A

CHRONOLOGY

2018: City staff initiated the Scarborough Centre Review to update the 2005 secondary plan in the context of the significant investment in civic infrastructure in the area to guide positive change and support development over the coming decades.

June 2020: TDSB provided student accommodation information as part of City staff’s Community Services & Facilities information request for the Scarborough Centre Review.

September 2021: The owners of the Scarborough Town Centre (STC) shopping centre lands submitted an Official Plan Amendment application to establish a long-term planning framework for 21 blocks of mixed-use development, including a residential component consisting of 15,500 new residential units. As shown in the map below, the STC lands are a substantial component of the Scarborough Centre Review study area.

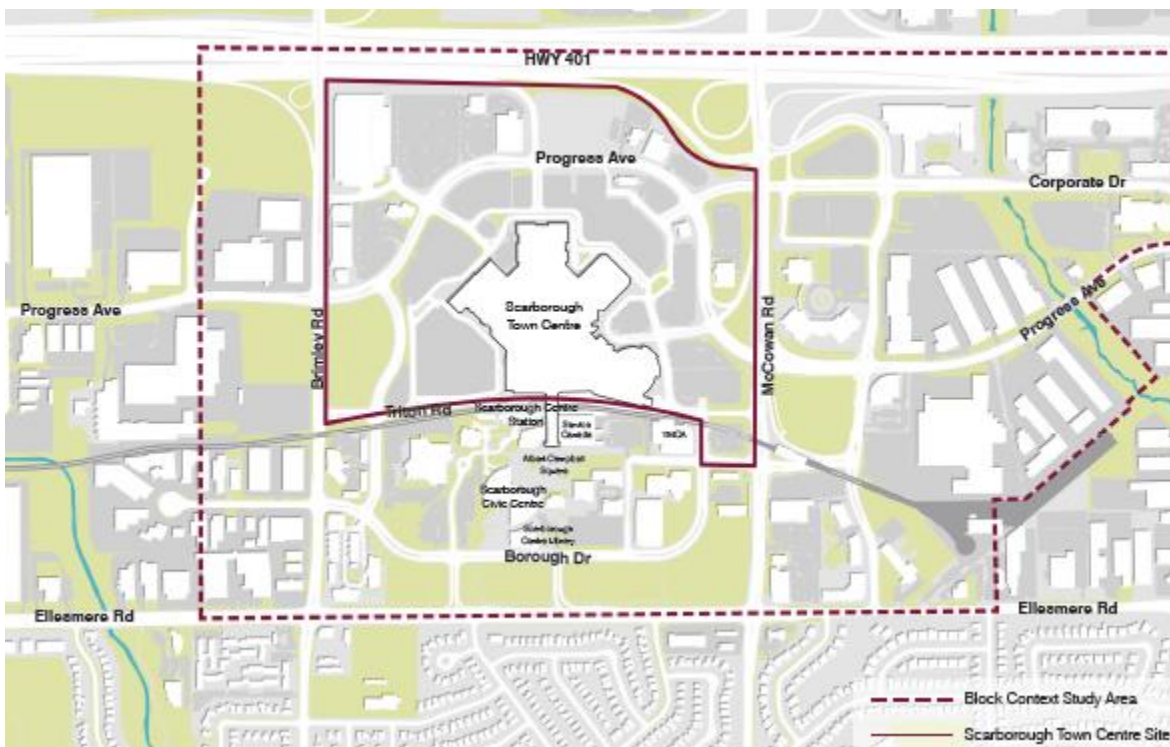


Figure A-1: Location Map - showing STC Site within the Scarborough Centre Review Block Context Study Area

November 2021: TLC provided comments on the STC Official Plan Amendment, identifying insufficient capacity to accommodate the associated future elementary students, and requested that ‘public schools’ be added to the list of community benefit priorities identified in the applicant’s proposed OPA.

November 2021 - April 2022: TLC and TDSB staff attended the Scarborough Centre Review Technical Advisory Committee meetings. TLC and TDSB staff raised the need for a new elementary

school (over and above the existing plans for a TDSB elementary school at 705 Progress Avenue) in the area, which was reflected in later City presentations.

March 2022: TLC staff met with the STC applicant to discuss the redevelopment plan, including phasing/timing, and provide general details on the need for a new elementary school in the area to address the anticipated increase in students resulting from the development.

October 2022 - April 2023: The STC applicant appealed City Council’s non-decision of the OPA application to the Ontario Land Tribunal (OLT). TLC obtained party status to secure potential opportunities for new TDSB elementary school sites.

October 2023 - March 2024: TLC attended private mediation sessions with the applicant and City, resulting in a settlement with a Site and Area Specific Policy (SASP) that secured the opportunity for up to two new TDSB elementary schools in Phase B and/or C, informed by locational criteria and with opportunity for shared use of parks, outdoor play school, schoolyards, and school facilities subject to shared use agreements. Future rezoning applications in Phase B and C will require the applicant to consult with TDSB to determine the need for a school (see Appendix B for relevant policies).

June 2024: City Council accepted the applicant’s proposed settlement, which included the policy language agreed upon during the OLT mediation sessions.

Upcoming

Fall 2024: OLT Settlement hearing to proceed in writing.

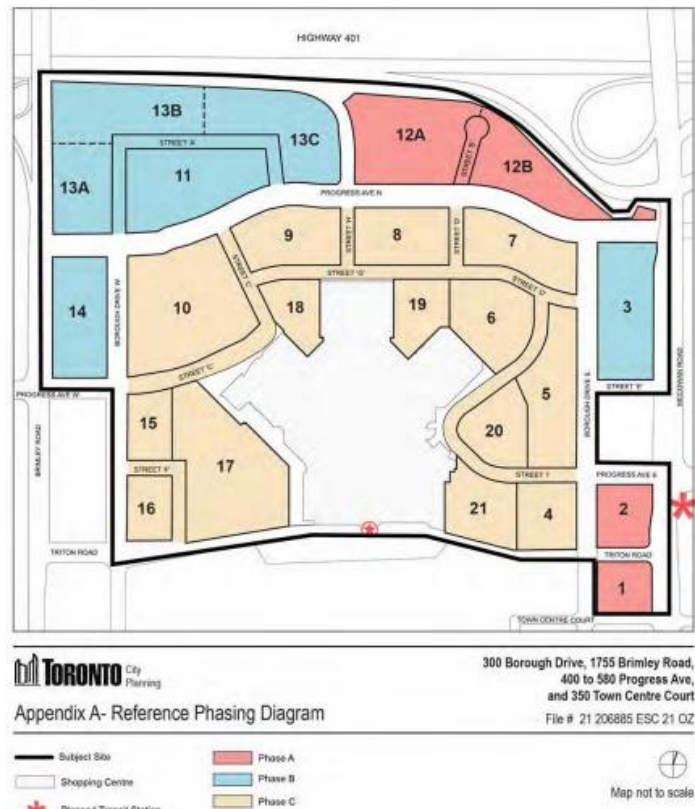


Figure A-2: Phasing Diagram – opportunities for TDSB elementary schools in Phase B (blue) and Phase C (beige)

APPENDIX B

EXTRACTS OF STC SITE & AREA SPECIFIC POLICY (SASP) – REGARDING PLANNING FOR FUTURE TDSB SCHOOLS IN THE SASP AREA

3 GUIDING PRINCIPLES

- a) Create a Complete Livable Community with a Diverse Mix of Uses: the Site will be a complete community where a diverse mix of uses, homes, jobs, schools, community services, and parks will be easily accessible. Complete communities support quality of life, economic vitality and human health. They are mixed use, support transit, encourage active transportation and provide a mix of housing types supporting a range of affordability;

5 LAND USE

- c) Residential intensification combined with non-residential uses will occur within the Site on lands designated Mixed Use Areas to create an appropriate mix and balance of uses.
- d) A broad range of non-residential uses, including office, institutional, creative industries, research and development, retail and entertainment and other commercial uses are encouraged within the Site and will reinforce the guiding principles and area structure and to support the development of the Site as a complete community with local job opportunities.

5.1 Active At-Grade Uses

- d) Active At-Grade Uses, as shown on Map E, will create an animated and safe environment, primarily consisting of retail or commercial space. Active, at-grade uses could also include: offices and co-working spaces; cultural, institutional, and entertainment uses; residential lobbies; and, community uses that animate space at-grade.
- e) In addition to the frontages indicated on Map E, all development fronting onto plazas will provide active, at-grade uses.

10 BUILT FORM

10.8 Sun and Shadow

- a) Development will locate density and built form strategically to minimize shadows in order to preserve the utility of parkland and open spaces including POPS, private open spaces and school playgrounds.

15 PROTECTING FOR POTENTIAL PUBLIC SCHOOLS

- a) The Toronto District School Board may require up to two elementary schools, when and if warranted by student demand, within the portions of the Site planned for redevelopment in Phase B or Phase C as set out in Appendix A: Reference Phasing Diagram. Prospective school locations include Block 10 and Block 13 as shown on Map C, however, the location shall be determined through the development process and may include any lands within Phase B or C.
- b) The following criteria will be considered in the identification of school sites through the development process:
 - i. Each school building will be comprised of approximately 5,100 square metres of indoor space, either located in the base building of a mid-rise or tall building, or a stand-alone building;
 - ii. Each school site will include appropriate outdoor amenity areas, outdoor play space, and student marshalling space within the development lands;

- iii. Each school may be provided with exclusive access to above grade terraces or rooftops in the event a school building is located in the base building of a mid-rise or tall building within the development lands;
 - iv. Each school site will be located in proximity to a public park, POPS, and/or private open space, with preference for locations that are not separated from these public park(s), POPS, and/or private open space(s) by a public street;
 - v. Each school should provide safe and convenient pedestrian connections; and
 - vi. Wind, air quality, and noise impacts on a school site will be appropriately mitigated in accordance with the policies of this Plan.
- c) In the event a school is located within Block 10:
- i. the school will be located in proximity to private open space located within the block;
 - ii. functions related to student pick-up and student drop-off will be directed to Street C;
 - iii. an additional height of 10 storeys will be permitted for a tall building located at the southwest corner of the block; and
 - iv. a stand-alone school is only permitted at the southeast corner of the block, provided it is a minimum of 3 storeys in height and is located south of the pedestrian connection that divides the block.
- d) The City and Toronto District School Board, and property owners where applicable, may collaborate where appropriate to secure shared use of parks, outdoor play space, schoolyards and school facilities, to pursue greatest utilization for community access and recreational programming.
- e) Toronto District School Board use of parks during school hours may be considered and accommodated through an appropriate shared use agreement which may address, among other matters, shared responsibilities regarding funding, design, maintenance, and governance. Any access to parks provided for school use will be contingent on maintaining the primary use and function as a park.
- f) Where shared use of a park is being considered:
- i. The school must be located in proximity to the park with consideration for student safety; and
 - ii. The design and programming of parks will be determined by the City in consultation with the Toronto District School Board.
- g) As part of a Zoning By-Law Amendment application for the portions of the Site planned for redevelopment in Phase B or Phase C as set out on the Reference Phasing Diagram in Appendix "A", the applicant shall consult with the Toronto District School Board to determine whether or not it requires said lands or portion thereof for a school and, if the Toronto District School Board identifies the need for a school within said lands, the applicant shall provide for a school as a part of the application.
- In the event the Toronto District School Board identifies the need for a school within the lands subject to a Zoning By-law Amendment application, the applicant and Toronto District School Board will continue to consult in respect of design of the school through the development review process.
- h) In the event the Toronto District School Board determines that a school is not required within Phase C, the City may identify the non-residential space that may have otherwise been used as a school for an alternative community service facility use at the earliest opportunity in the development review process.
- i) No further consultation with the Toronto District School Board regarding the identification of a location on the Site for a new school shall be required if two elementary schools have been located on the Site.
- j) The gross floor area of school buildings(s) on the Site may be exempted from the calculation of density on the

Site.

17.4 Holding Provisions

- c) The use of Zoning By-law(s) and/or conditions of draft approval for the Site, and any amendments thereto, will define and incorporate the conditions that must be satisfied prior to the removal of the 'H' Holding symbol and/or registration of a plan. In addition to those conditions identified in Section 5 of the Plan, conditions to be met or secured to the City's satisfaction prior to the removal of a 'H' Holding symbol and/or registration of a plan may include:
 - vi. Provision of school(s);

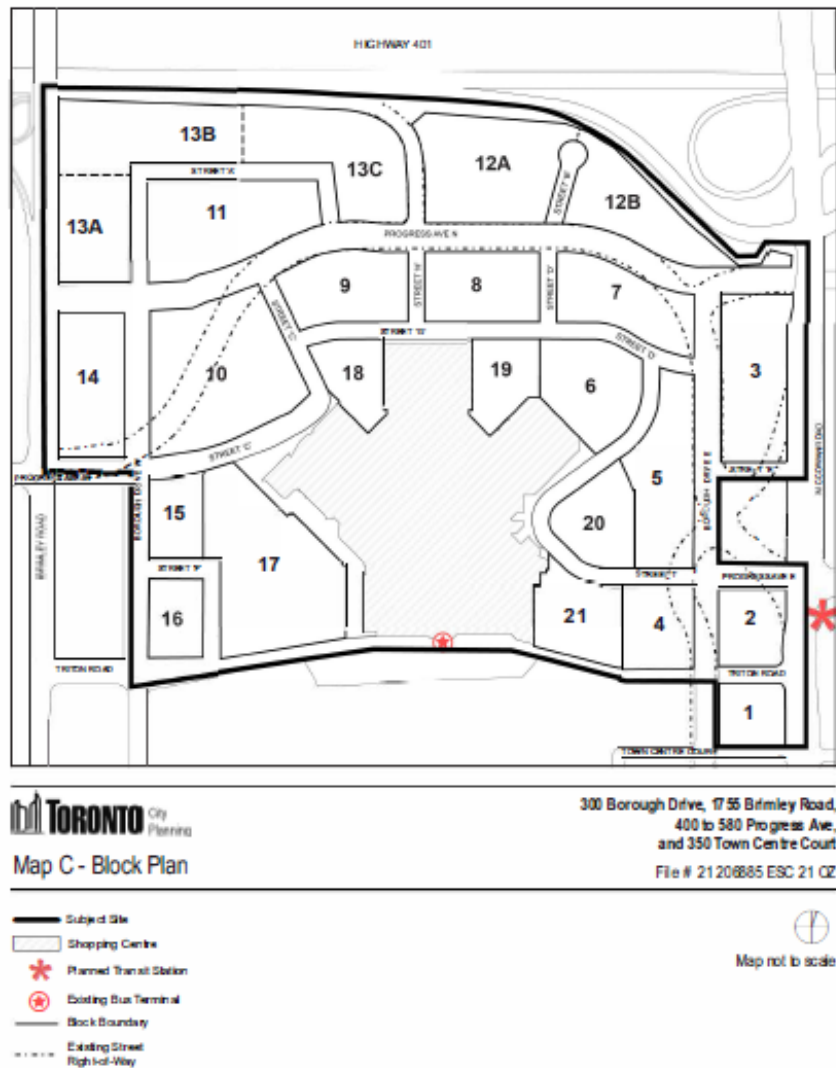
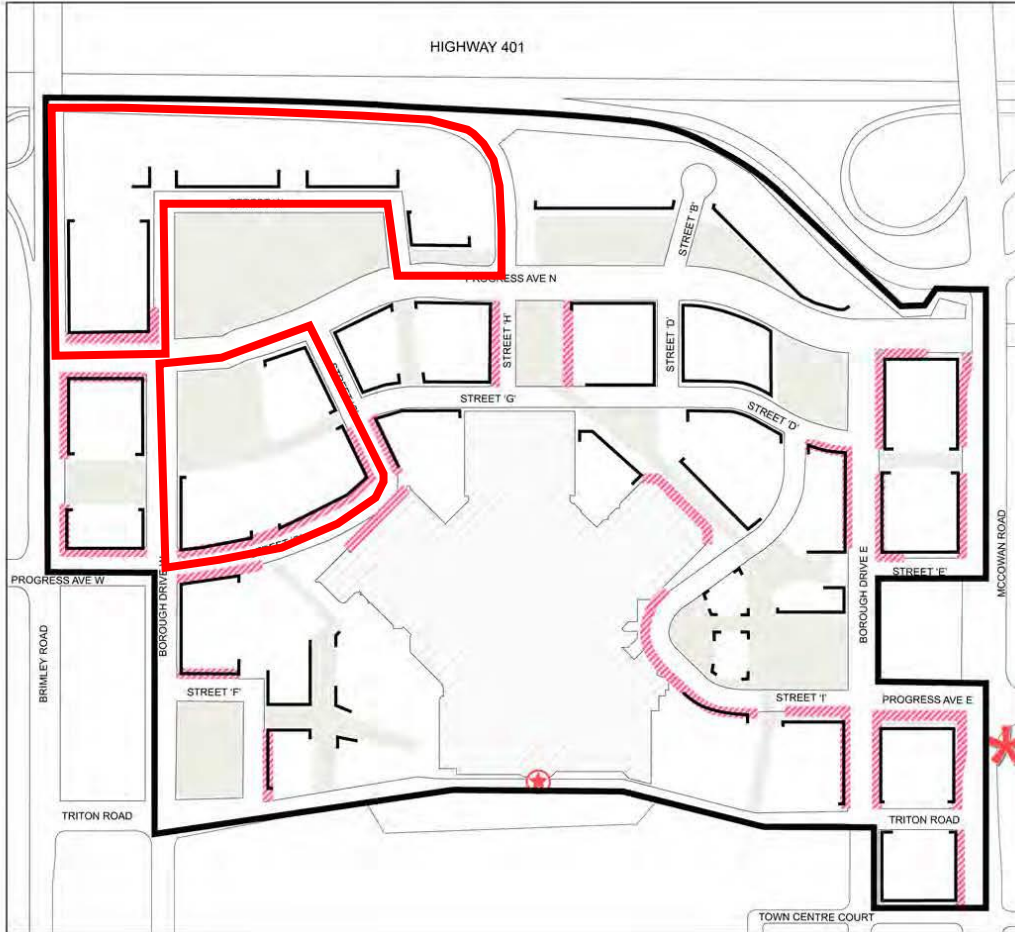


Figure B-1: SASP Map C – prospective school locations include Block 10 and Block 13, however, the location shall be determined through the development process and may include any lands within Phase B or C.








City of Toronto



300 Borough Drive, 1755 Brimley Road,
400 to 580 Progress Ave,
and 350 Town Centre Court

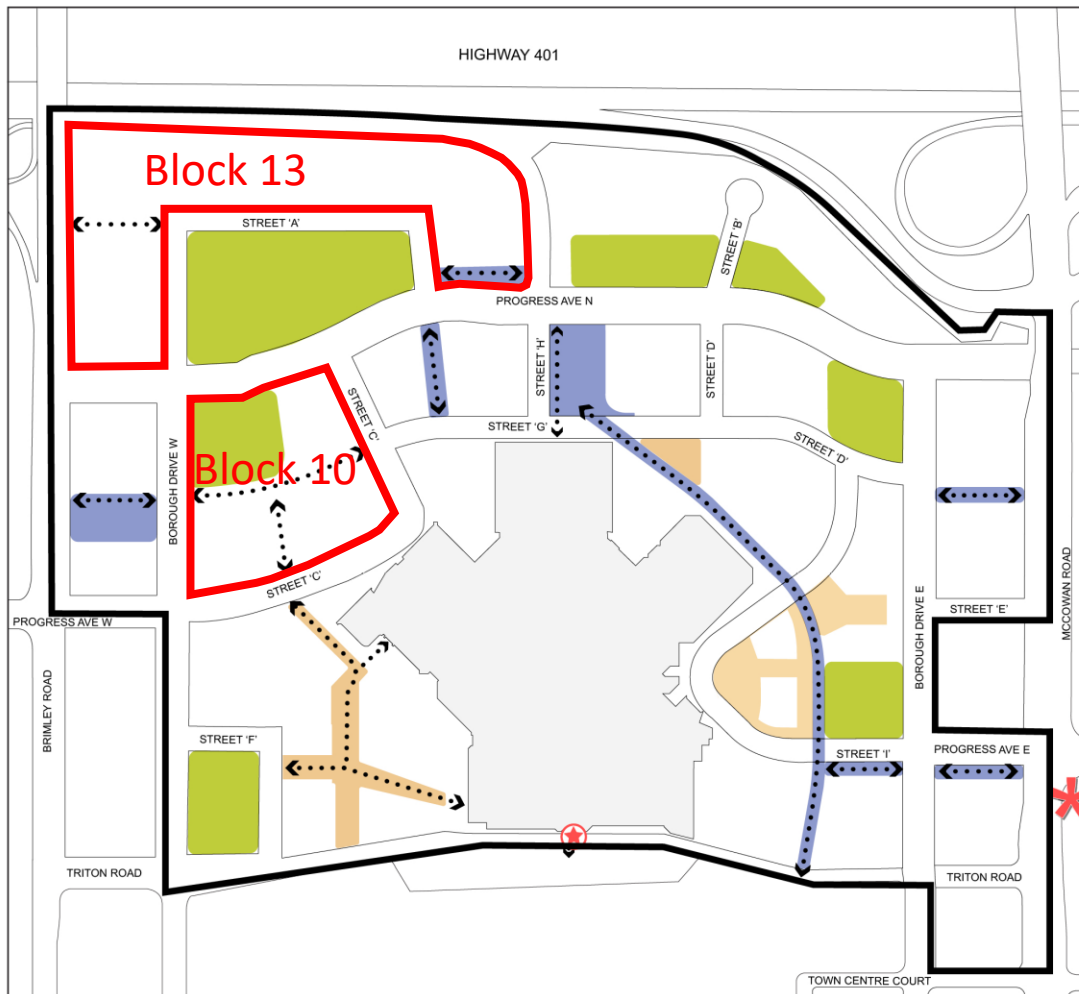
Map E - Active At-Grade Uses

File # 21 206885 ESC 21 OZ

-  Subject Site
-  Active Frontage
-  Shopping Centre
-  Parks & Open Spaces
-  Planned Transit Station
-  Conceptual Building Edges
-  Existing Bus Terminal



Map not to scale










TORONTO City
Planning

300 Borough Drive, 1755 Brimley Road,
400 to 580 Progress Ave,
and 350 Town Centre Court

Map I - Open Space Network

File # 21 206885 ESC 21 OZ

-  Subject Site
-  Public Parks
-  POPS
-  Planned Transit Station
-  Plazas
-  Existing Bus Terminal
-  Active Transportation Connections

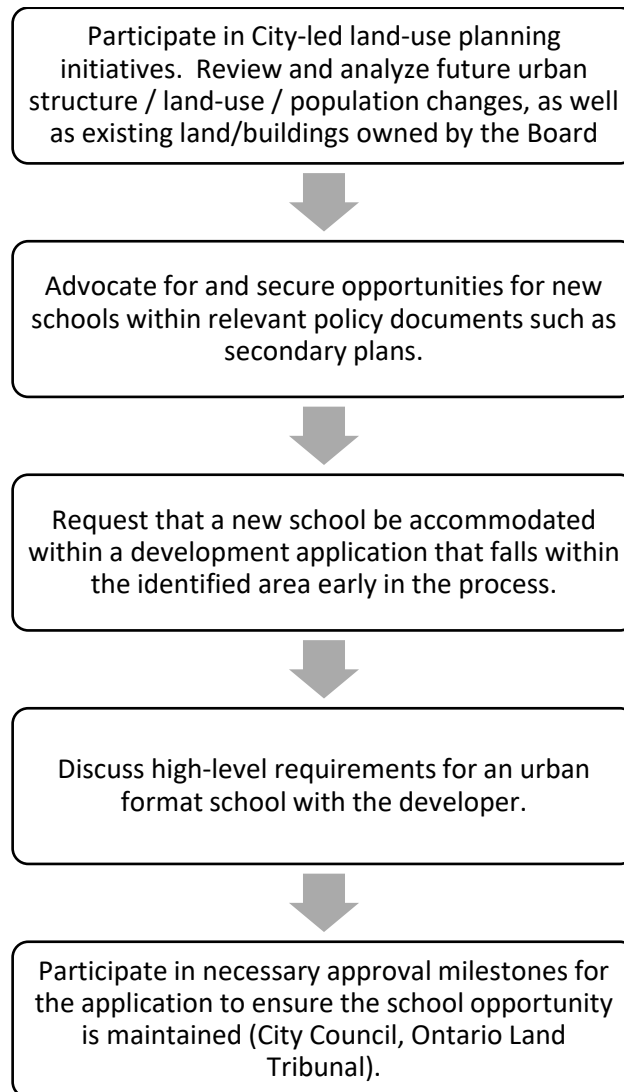

Map not to scale

Figure B-3: SASP Map I with TLC markup showing Blocks 10 and 13 prospective school locations.

APPENDIX C

PROCESS FLOW CHART

TLC and TDSB staff follow the process below to ensure the planning instruments (policy framework, zoning by-laws) reflect opportunities for school sites to create complete, livable communities.



CHRISTIE'S SECONDARY PLAN – NEW SCHOOL OPPORTUNITY

COMMITTEE: POLICY & PLANNING COMMITTEE
DATE: September 12, 2024
ACTION: Information

COMMITTEE RECOMMENDATION

It is recommended that the TLC Board receive this report for information.

STAFF RECOMMENDATION

It is recommended that the TLC Board receive this report for information.

EXECUTIVE SUMMARY

In September 2020, the TDSB Board authorized TLC to enter negotiations with the developer for a non-binding memorandum of understanding (MOU) to secure strata non-condominium title ownership of a podium and any necessary elements for a future elementary school within the Christie's Secondary Plan development (Ward 3, Etobicoke-Lakeshore). This report provides an update on the negotiations and the necessary background information to the TLC Board, in advance of a recommendation report in early 2025 on the MOU.

During the planning process for the Christie's Secondary Plan, both TDSB and the Toronto Catholic District School Board (TCDSB) identified the need for a new elementary school to serve the new community and surrounding area. The Christie's Secondary Plan, Zoning By-law, and Urban Design and Streetscape Guidelines were adopted by Toronto City Council in July 2022, setting out space for two elementary schools in Phase 3 of the development, with the opportunity for shared use of the adjacent planned City Park. If an agreement to build the schools is not in place by the beginning of Phase 3, the space may be converted to another non-residential use in accordance with the objectives of the Secondary Plan and the Zoning By-law. Extracts of the Secondary Plan and Zoning By-law are included in Appendix C.

Negotiations with the developer on the MOU have recently resumed after being on hold while the developer focused on their draft plan of subdivision and site plan applications for Phase 1. TDSB has also been working on their internal guidelines for podium schools, which will assist TLC in negotiations and in the design of the Christie's school.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Revitalize - All students and staff learn and work in inclusive, safe, and modern environments

Planning for the delivery of a new school in an emerging high-density community

TLC Strategic Plan Goal: Create a Culture of Partnership and Collaboration with Key Stakeholder Groups

Collaboration with public and private sector partners to deliver an innovative urban school model, fully integrated in a mixed-use development

ACTION PLAN AND ASSOCIATED TIMELINE

- TLC Board approval of MOU: January/February 2025
- TDSB Board approval of MOU: February/March 2025

RESOURCE IMPLICATIONS

There are no financial implications on current operational budgets.

DUE DILIGENCE

TDSB Strategy and Planning staff and TDSB Capital staff have been involved since the initiation of this project.

POLICY AND PROCEDURE REFERENCE(S)

Shareholder's Direction - TLC's mandate includes the responsibility of all land use planning matters on behalf of the Toronto District School Board (TDSB).

APPENDICES

- APPENDIX A** Chronology
- APPENDIX B** Master Plan and Images
- APPENDIX C** Christie's Secondary Plan and Zoning By-law (extracts re schools)

FROM

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APPENDIX A

CHRONOLOGY

Summer 2019: After several years of negotiation and stakeholder involvement, First Capital Realty and the City of Toronto reached a settlement to redesignate the majority of the former Mr. Christie’s cookie factory site from “Employment Areas” to “Regeneration Areas,” with direction for the City to prepare a Secondary Plan for the area. The Local Planning Appeal Tribunal (now the Ontario Land Tribunal) approved the settlement.

Fall 2019: City staff initiated the Christie’s Planning Study to establish a comprehensive planning framework for the area. Concurrently, First Capital Realty submitted an Official Plan Amendment application for a 25-year phased Master Plan with a range of building types and uses, including 15 towers ranging from 22 to 71 storeys, with approximately 7,500 new residential units, commercial, employment, and park uses, library, daycare, a new road network, and Park Lawn GO Station.

Both TDSB and Toronto Catholic District School Board (TCDSB) staff identified the need for a new elementary school to support the new development and residential growth in the surrounding area. Discussions were initiated between TLC, the developer, the City, and TCDSB exploring the opportunity to locate elementary schools within the development, including a potential joint facility for the two school boards.

May 2020: The developer submitted a Zoning By-law Amendment and Draft Plan of Subdivision applications concurrent with their Official Plan Amendment resubmission. These included space for TDSB and TCDSB elementary schools within the first three floors of the podium of the Block 3 residential towers, with dedicated second-floor rooftop outdoor play spaces for each school and direct adjacency to a large public park.



Figure A-1: Christie’s Planning Study Location Map
(Source: Planning Study Urban Design and Streetscape Guidelines, 2022)

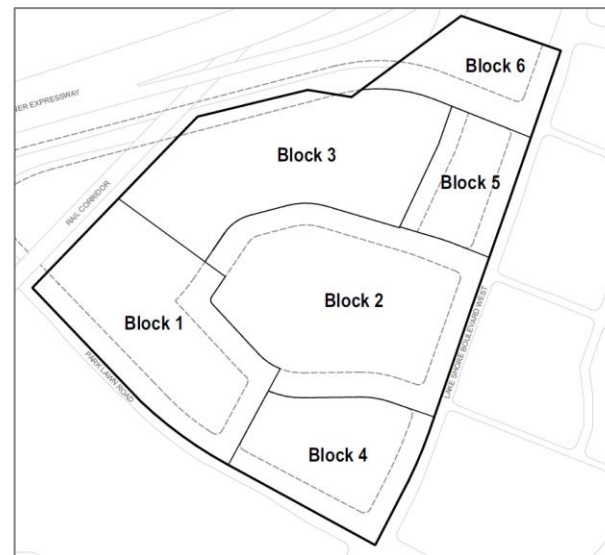


Figure A-2: Block Plan (Source: Draft Zoning By-law, 2020)

September 2020: The TDSB Board of Trustees authorized TLC to enter into negotiations with the developer for a non-binding memorandum of understanding to secure strata, non-condominium title ownership of the podium and any other necessary or complementary elements of a future elementary school situated in Phase 3 of the new development, in a form and content satisfactory to its legal counsel; and that TLC report back within one year on the status of negotiations.

March 2021: Official Plan and Zoning By-law Amendment applications were resubmitted to address City staff feedback, including shifting height and density to enhance sunlight in the public park located in Block 3.

May 2021: City Council adopted the Official Plan Amendment (including Secondary Plan policies), Zoning By-law Amendment, and Urban Design Guidelines to implement the Master Plan vision for 15 towers with heights ranging between 28 and 67 storeys, containing approximately 7,500 new residential units, commercial, employment and park uses, a community centre, library, daycare, a new road network and Park Lawn GO Station. Specifically regarding the potential schools, the planning instruments:

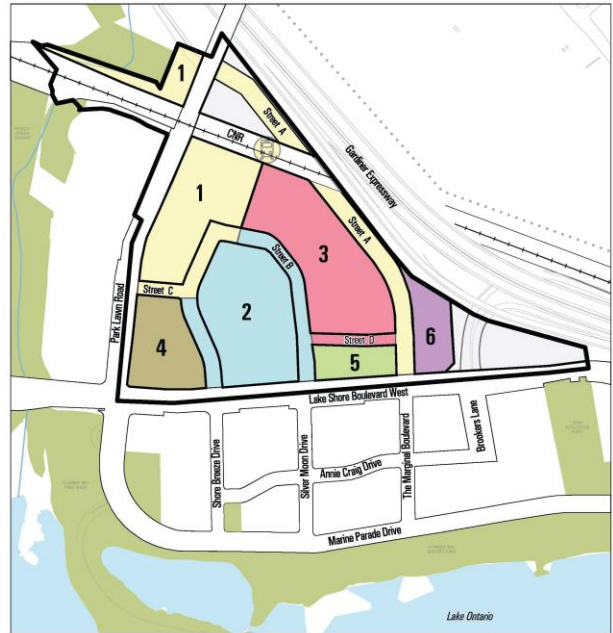


Figure A-3: Phasing Plan (Source: Christie's Secondary Plan, City of Toronto, 2022)

- include permission for approximately 8,800 square metres of TDSB and TCDSB elementary school spaces in the first three floors of Block 3, available until the lifting of the 'h' holding designation for Phase 3.
- allow for the planned school space to be used for another non-residential use if, by the date the 'h' is lifted, the owner and school boards have not entered into an agreement entitling a school board to acquire space for elementary school purposes.
- set out site and design principles for the school.
- allow use of outdoor space on the second-floor podium rooftop with potential opportunities to supplement this space with a portion of the City's public park, subject to a shared use agreement.

See Appendix C for extracts from the Secondary Plan and Zoning By-law.

July 2022: City Council adopted technical amendments to Christie's Official Plan Amendment and Zoning By-law Amendment relating to built form changes in Phase 1, parking, the public art plan, conveyance of public facilities, and tiebacks. These amendments will not impact the TDSB/TLC.

May 2023: The TDSB Board approved a Design Consultant to develop the TDSB Elementary Podium School Design & Exterior Play Space Guidelines, which will inform negotiations and design of the Christie's school.

June 2023: A Draft Plan of Subdivision application was resubmitted to address the City's comments, including an adjustment to the project's phasing for Phase 1.

2024: The developer and TLC re-engaged in negotiations on the MOU to secure the school space.

APPENDIX B

MASTER PLAN AND IMAGES

- The vision for the Master Plan includes a range of building types and uses, including fifteen towers with heights ranging between 28 and 67 storeys, containing approximately 7,500 new residential units, commercial, employment, and park uses, a community centre, library, daycare, a new road network, Park Lawn GO Station, and two schools.



Figure A-4: Master Plan Rendering
Source: Christie's Planning Study Urban Design and Streetscape Guidelines, courtesy of Allies & Morrison

- The potential elementary schools (space for TDSB and TCDSB) are located on the first three floors of Block 3, facing the public park.
- Block 3 contains a mix of uses, including 54, 62, and 66-storey residential towers atop the podium schools, a public park, and other uses.

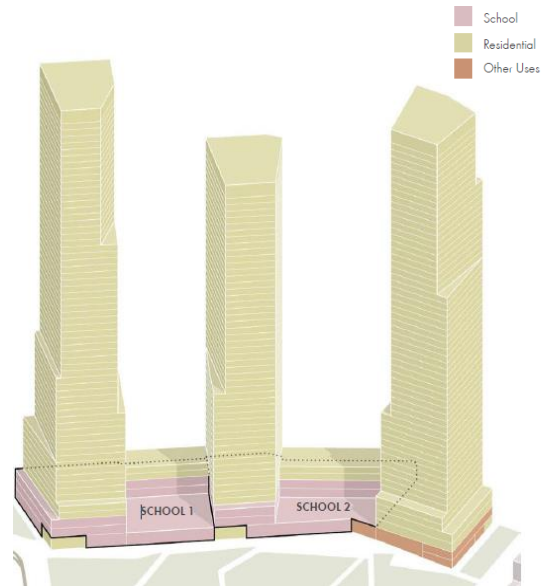


Figure A-6: Two School Option (Source: Planning Justification Report, Urban Strategies Inc., 2021)



Figure A-7: Context Plan (Source: Architectural Plans, Allies & Morrison LLP, 2021)

APPENDIX C

CHRISTIE'S SECONDARY PLAN & ZONING BY-LAW
(Extracts re schools)

SECONDARY PLAN

School Site Land Use Designation: Mixed Use Areas

Schools

8.6. Within the lands designated Mixed Use Areas on Block 3, approximately 8,800 square metres of space will be made available for elementary school space purposes. The space will:

- 8.6.1. be located on the first three floors of the building (at-grade on Street A, at-grade facing the community park, and on one additional level located above grade);
- 8.6.2. be accessed from both Street A and from the west side of the building; and
- 8.6.3. be available until the lifting of the 'h' for Phase 3.

8.7. If by the date the "h" designation for Phase 3 is lifted, either the owner or the school boards have not entered into an agreement entitling a school board to acquire space for elementary school purposes, then such space may be used for another non-residential use in accordance with the objectives of this Plan and the applicable zoning.

8.8. Schools will provide their own outdoor play space by maximizing the outdoor space that is available on their site, including on the building podium or at-grade. This outdoor play space may be supplemented by schools' shared use of a portion of public parkland at the City's sole discretion and provided shared use agreements with the City are in effect, as specified in Policy 8.9.

8.9. Any public use of school open space outside of school hours and school use of public park space during school hours may be considered and accommodated through an appropriate shared use agreement with the City. Any access to public parklands provided for school use will be contingent on the park(s) being maintained as a public park as its primary use.

8.10. Schools will be sited and designed based on the following principles:

- 8.10.1. schools will have prominent pedestrian entrances on the main building façade fronting onto a public street which are clearly visible and directly accessible from a sidewalk on a public street;
- 8.10.2. schools will have floor area distributed vertically to minimize floorplates and make efficient use of land;
- 8.10.3. school bus loading services will be consolidated and located below-grade where possible on Street A;
- 8.10.4. if a school board enters into an agreement with the City to use public park space, the school must be located adjacent to the public park and there must be limited obstructions and physical buffers, such as fences, roads or driveways, between the school and the public park. Physical buffers that limit access to and movement through public parks, such as fences within or enclosing public parks, will also be generally avoided to allow for a holistic and flexible park design that enables community activity in the park during and outside of school hours; and
- 8.10.5. schools and their open space components will be designed to enable local community use outside of school hours and subject to Policy 8.9.

15. IMPLEMENTATION

Development Phasing and Infrastructure

15.4. Development will be sequenced to ensure delivery of appropriate transit and transportation infrastructure, municipal servicing, community services and facilities and land uses. Development phasing is shown on Map 46-9: Phasing Plan. Adjustments to the Map 46-9: Phasing Plan may be permitted provided that the necessary infrastructure is in place to support the development and the criteria in Policy 15.8 are met.

Map 46-8: Conceptual Community Services and Facilities



Christie's Secondary Plan

MAP 46 - 8 Conceptual Community Services and Facilities (Non Statutory)

- | | | |
|---------------------------|---------|-----------------------------|
| — Secondary Plan Boundary | Schools | Community Recreation Centre |
| Existing Parks | Daycare | First Responders |
| Proposed Public Parks | Library | Community Agency Space |
| POPS (Conceptual) | | |



ZONING BY-LAW (1101-2022)

17. Holding provisions:

In addition to conditions 17(A) through 17(M), the following conditions must be fulfilled to the satisfaction of Toronto City Council in order for City Council to enact an amending by-law to remove the "(H)" symbol from Phase 3:

(Z) Acceptance of an agreement detailing the provision of space to be occupied by the Toronto District School Board and Toronto Catholic District School Board, or documentation showing that all efforts were made to come to an agreement with the School Boards, to the satisfaction of the Chief Planner and Executive Director, City Planning;

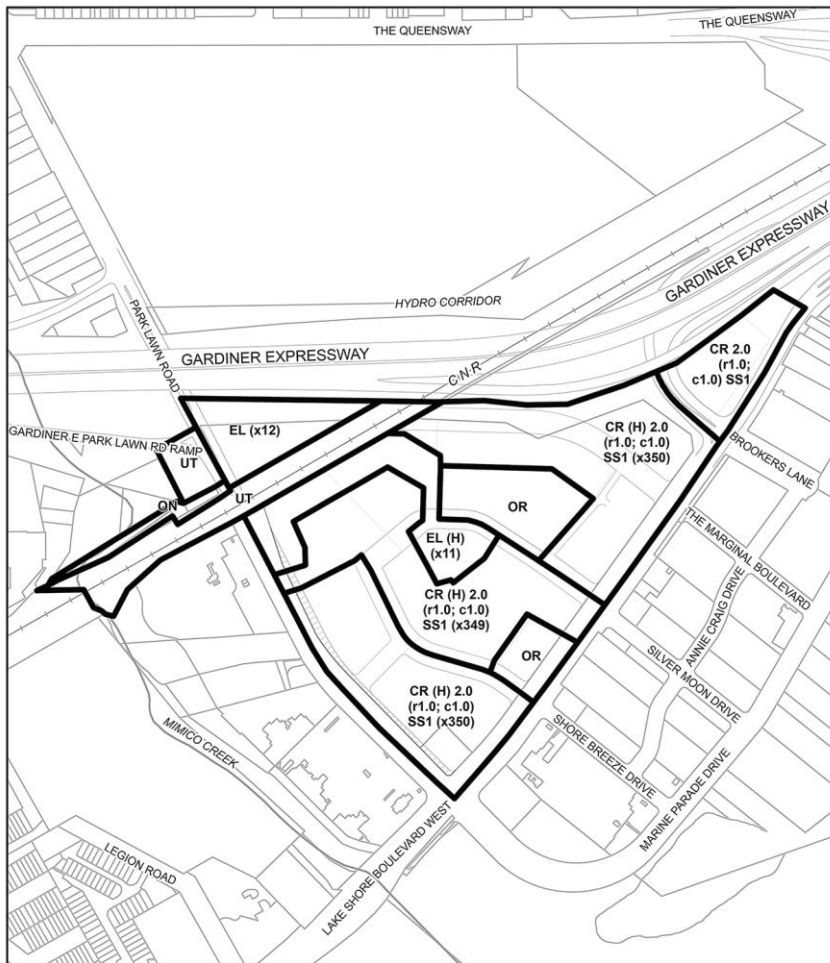



Diagram 2

The Lands Generally Bounded by Park Lawn Road, Lake Shore
Boulevard West, and the Frederick G. Gardiner Expressway

File # 19 183725 WET 03 0Z


City of Toronto By-law 569-2013
Not to Scale

NEW LAND USE PLANNING POLICY FRAMEWORK: PROVINCIAL PLANNING STATEMENT 2024

COMMITTEE: POLICY & PLANNING COMMITTEE
DATE: September 12, 2024
ACTION: Information

COMMITTEE RECOMMENDATION

It is recommended that the TLC Board receive the report for information.

STAFF RECOMMENDATION

It is recommended that the TLC Board receive the report for information.

EXECUTIVE SUMMARY

On August 20, 2024, the Minister of Municipal Affairs and Housing issued the new Provincial Planning Statement, 2024 (“PPS 2024”), which will come into effect on October 20, 2024. All land use planning decisions are required under the *Planning Act* to be consistent with the PPS 2024. The PPS 2024 will replace the existing Provincial Policy Statement, 2020 (the “PPS 2020”). A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019 (“Growth Plan”) is also repealed, effective October 20, 2024. An information report ([Report # 2024-05-094](#)) was shared with the TLC Board in May 2024 on the draft PPS 2024.

TLC provided comments in December 2022 (ERO Number 019-6177), August 2023 (ERO Number 019-6813), and April 2024 (ERO Number 019-8462) during the province’s consultation on the proposed new PPS. TLC effectively advocated for policies in the PPS 2024 on the following key themes:

- 1. Prioritizing schools** – recognizing schools explicitly as an important component of complete communities, prioritizing planning/investments in infrastructure and public service facilities, and directing planning authorities and school boards to collaborate to facilitate early and integrated planning for schools to meet current and future needs.
- 2. Phasing of development/school capacity** – directing planning authorities to establish and implement phasing policies to ensure development growth aligns with the timely provision of public service facilities.
- 3. Optimizing and efficiently using school sites** – optimizing and efficiently using existing and planned public school facilities including consideration of adaptive re-use, redevelopment, and co-location.

4. **Optimizing public open space** – encouraging parks and open spaces to be co-located with public service facilities.
5. **Innovative approaches in school design** – collaboration with school boards to consider and encourage innovative approaches, e.g., integration into high-rise developments, compact built form.
6. **Leveraging development proponents** – where appropriate, leveraging the capacity of development proponents to support the coordination of infrastructure/public service facilities with land use planning/growth management.

The PPS 2020 and Growth Plan had policies regarding a broad category of “public service facilities”. The new PPS 2024 includes policies for public service facilities, with explicit recognition of schools and specific policies directed at schools. The PPS 2024 provides a more robust planning policy framework for the direction the TDSB is taking concerning many new school opportunities in emerging high-density neighbourhoods. The PPS 2024 also provides policy support for TLC’s mandate to optimize public assets through the modernization of TDSB sites that include collaborative partnerships to deliver additional public service facilities and, where appropriate, leverage the land value to fund renewal or rebuilding of schools along with other city building opportunities.

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Revitalize - All students and staff learn and work in inclusive, safe, and modern environments
Advocacy for provincial planning policies that support TDSB’s strategic plan goals

TLC Strategic Plan Goal: Transform Student Learning Environment through the Modernization of Facilities;
Create a Culture of Partnership and Collaboration with Key Stakeholder Groups;
To be a highly functioning organization successfully aligning TLC's and TDSB's Missions and the Shareholder Direction
Advocacy for provincial planning policies that support TLC’s strategic plan goals

ACTION PLAN AND ASSOCIATED TIMELINE

n/a

RESOURCE IMPLICATIONS

There are no financial implications on current operational budgets.

DUE DILIGENCE

The PPS 2024 changes have been discussed with TDSB staff (Capital Services and Strategy & Planning).

POLICY AND PROCEDURE REFERENCE(S)

Shareholder's Direction - TLC's mandate includes the responsibility of all land use planning matters on behalf of the Toronto District School Board (TDSB). The new Provincial Planning Statement is the province-wide land use planning policy framework.

APPENDICES

APPENDIX A PPS 2024 Key Themes and Policy Extracts of Interest to TDSB/TLC

FROM

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

Yvonne Choi, Director of Planning, Toronto Lands Corporation, at ychoi.tlc@tdsb.on.ca or at 416-788-2659

APPENDIX A

KEY PPS 2024 THEMES OF INTEREST TO TDSB/TLC

Key Themes & TLC Commentary	PPS 2024 Policies
<p>Prioritizing schools</p> <p>The PPS 2024 includes policies explicitly recognizing schools as an important component of complete communities (2.1.6.a) and prioritizing planning/investments in infrastructure and public service facilities (2.3.1.3, 2.4.1.2.b, 2.4.1.3.a). While the Growth Plan and PPS 2020 had policies that addressed cross-sectoral collaboration and consultation for broader public service facilities, the PPS 2024 includes much stronger language that specifically references <u>planning for schools</u> and associated child care (6.2.1.a, 6.2.4).</p> <p>These policies set the framework for TLC and TDSB to continue discussions with the Province and City of Toronto as we work on advancing regulations and procedures to prioritize and expedite the planning approvals process for schools.</p>	<p>2.1 Planning for People and Homes</p> <p>2.1.6. Planning authorities should support the achievement of complete communities by:</p> <p>a) accommodating an appropriate range and mix of land uses, <i>housing options</i>, transportation options with <i>multimodal access</i>, employment, <i>public service facilities</i> and other institutional uses (including, <u>schools</u> and associated child care facilities, long-term care facilities, places of worship and cemeteries), recreation, parks and open space, and other uses to meet long-term needs;</p> <p>2.3.1 General Policies for Settlement Areas</p> <p>2.3.1.3. Planning authorities shall support general <i>intensification</i> and <i>redevelopment</i> to support the achievement of <i>complete communities</i>, including by planning for a range and mix of <i>housing options</i> and prioritizing planning and investment in the necessary <i>infrastructure</i> and <i>public service facilities</i>.</p> <p>2.4.1 General Policies for Strategic Growth Areas</p> <p>2.4.1.2. To support the achievement of <i>complete communities</i>, a range and mix of <i>housing options</i>, <i>intensification</i> and more mixed-use development, <i>strategic growth areas</i> should be planned:</p> <p>b) as focal areas for education, commercial, recreational, and cultural uses;</p> <p>2.4.1.3. Planning Authorities should:</p> <p>a) prioritize planning and investment for <i>infrastructure</i> and <i>public service facilities</i> in <i>strategic growth areas</i>;</p> <p>3.1 General Policies for Infrastructure and Public Service Facilities</p> <p>3.1.1. Infrastructure and public service facilities shall be provided in an efficient manner while accommodating projected needs. Planning for infrastructure and public service facilities shall be coordinated and integrated with land use planning and growth management so that they:</p> <p>c) are available to meet current and projected needs</p> <p>Chapter 6: Implementation and Interpretation</p> <p>6.2 Coordination</p> <p>6.2.1. A coordinated, integrated and comprehensive approach should be used when dealing with planning matters within municipalities, across lower, single and/or upper-tier municipal boundaries, and with other orders of government, agencies, boards, and Service Managers including:</p> <p>a) managing and/or promoting growth and development that is integrated with planning for <i>infrastructure</i> and <i>public service facilities</i>, <u>including schools</u> and associated child care facilities;</p> <p>d) <i>infrastructure</i>, <i>multimodal</i> transportation systems, <i>public service facilities</i> and <i>waste management systems</i>;</p>

Key Themes & TLC Commentary	PPS 2024 Policies
	<p>6.2.4. Planning authorities and school boards shall collaborate to facilitate early and integrated <u>planning for schools</u> and associated child care facilities to meet current and future needs.</p>
<p>Phasing of development/school capacity TLC advocated for the inclusion of policy 2.3.1.6, which was missing from the earlier draft of the proposed PPS. This policy provides a basis for requesting phasing policies at the municipal level, where TDSB requires adequate time to assess projected needs and determine student accommodation strategies to optimize existing and planned public school facilities (see below). The PPS 2024 also carries forward policy 2.8.5 from the PPS 2020, which requires demonstrating available school capacity when removing lands from employment areas.</p>	<p>2.3.1 General Policies for Settlement Areas 2.3.1.6. Planning authorities should establish and implement phasing policies, where appropriate, to ensure that development within <i>designated growth areas</i> is orderly and aligns with the timely provision of the <i>infrastructure</i> and <i>public service facilities</i>.</p> <p>2.8.2 Employment Areas 2.8.2.5 Planning authorities may remove lands from <i>employment areas</i> only where it has been demonstrated that: c) existing or planned <i>infrastructure</i> and <i>public service facilities</i> are available to accommodate the proposed uses;</p>
<p>Optimizing and efficiently using school sites The PPS 2024 carries forward and introduces new policies on optimizing and efficiently using existing and planned public school facilities, including consideration of adaptive re-use, redevelopment, intensification, and co-location (2.2.1.b.2, 2.2.1.c, 2.2.1.d, 2.3.1.2, 3.1.2, 3.1.4). These approaches align with TDSB's mandate for TLC to optimize public assets through the modernization of TDSB sites, which includes collaborative partnerships to deliver additional public service facilities. Where appropriate, the land value is leveraged to fund the renewal or rebuilding of schools along with other city-building opportunities.</p>	<p>2.2 Housing 2.2.1. Planning authorities shall provide for an appropriate range and mix of <i>housing options</i> and densities to meet projected needs of current and future residents of the <i>regional market area</i> by: b) permitting and facilitating: 2. all types of residential <i>intensification</i>, including the <i>development</i> and <i>redevelopment</i> of underutilized commercial and institutional sites (e.g., shopping malls and plazas) for residential use... c) promoting densities for new housing which efficiently use land, resources, <i>infrastructure</i> and <i>public service facilities</i>, and support the use of <i>active transportation</i>; and d) requiring <i>transit-supportive</i> development and prioritizing <i>intensification</i>, including potential air rights development, in proximity to transit, including corridors and stations.</p> <p>2.3.1 General Policies for Settlement Areas 2.3.1.2. Land use patterns within <i>settlement areas</i> should be based on densities and a mix of land uses which: a) efficiently use land and resources; b) optimize existing and planned <i>infrastructure</i> and <i>public service facilities</i>;</p>

Key Themes & TLC Commentary	PPS 2024 Policies
	<p>2.4.1 General Policies for Strategic Growth Areas 2.4.1.3. Planning Authorities should: c) permit <i>development</i> and <i>intensification</i> in <i>strategic growth areas</i> to support the achievement of <i>complete communities</i> and a <i>compact built form</i>;</p> <p>3.1 General Policies for Infrastructure and Public Service Facilities 3.1.2. Before consideration is given to developing new <i>infrastructure</i> and <i>public service facilities</i>: a) the use of existing <i>infrastructure</i> and <i>public service facilities</i> should be optimized; and b) opportunities for adaptive re-use should be considered, wherever feasible. 3.1.4. <i>Public service facilities</i> should be planned and co-located with one another, along with parks and open space where appropriate, to promote cost-effectiveness and facilitate service integration, access to transit and <i>active transportation</i>.</p>
<p>Optimizing public open space</p> <p>Access to adequate outdoor open space is a challenge for new urban format school sites, with high land costs and limited/no opportunity to acquire exclusive space. The updated PPS 2024 policy 3.1.4 encourages parks and open spaces to be co-located with public service facilities, assisting with greater access and shared use.</p>	<p>3.1 General Policies for Infrastructure and Public Service Facilities 3.1.4. <i>Public service facilities</i> should be planned and co-located with one another, <u>along with parks and open space where appropriate</u>, to promote cost-effectiveness and facilitate service integration, access to transit and <i>active transportation</i>.</p>
<p>Innovative approaches in school design</p> <p>The PPS 2024 introduces new policies directing the consideration and encouragement of innovative approaches in the design of schools, which further supports the ability of TDSB to optimize and efficiently use land and facilities. Notably, the PPS 2024 improves upon earlier language in the draft PPS by recognizing “collaboration with school boards” to ensure that these boards are given full opportunity to participate in determining when and what innovative approaches may be appropriate.</p>	<p>3.1 General Policies for Infrastructure and Public Service Facilities 3.1.5. Planning authorities, <u>in collaboration with school boards</u>, should consider and encourage innovative approaches in the design of schools and associated child care facilities, such as schools integrated in high-rise developments, in strategic growth areas, and other areas with a compact built form</p>

Key Themes & TLC Commentary	PPS 2024 Policies
<p>Leveraging development proponents</p> <p>To support PPS 2024 policy 3.1.1.b, TLC had requested additional policies that encourage/incentivize private and public sector partners to include school facilities in their development through municipal planning measures such as density exemptions and bonusing and community benefit charge credits. Though no additional policies were added, 3.1.1.b provides a policy basis for further discussion with the Province and City on these mixed-use forms of schools.</p>	<p>3.1 General Policies for Infrastructure and Public Service Facilities</p> <p>3.1.1. Infrastructure and public service facilities shall be provided in an efficient manner while accommodating projected needs. Planning for infrastructure and public service facilities shall be coordinated and integrated with land use planning and growth management so that they:</p> <p>b) leverage the capacity of development proponents, where appropriate;</p>

THORNCLIFFE PARK and FLEMINGDON PARK SCHOOL OPPORTUNITIES (WARD 11 & 14)

COMMITTEE: POLICY & PLANNING COMMITTEE

DATE: September 12, 2024

ACTION: Decision

COMMITTEE RECOMMENDATION

That the staff of the Toronto Lands Corporation (TLC) be authorized and directed to engage in conversation with the City of Toronto, The Toronto Region Conservation Authority, and Infrastructure Ontario to explore opportunities for future schools to service the Thorncliffe Park and Flemingdon Park neighbourhoods, and report back in 2025 on any opportunities.

STAFF RECOMMENDATION

That the Toronto Lands Corporation (TLC) be authorized and directed to engage in conversation with the City of Toronto, The Toronto Region Conservation Authority, and Infrastructure Ontario to explore opportunities for future schools to service the Thorncliffe Park and Flemingdon Park neighbourhoods, and report back in 2025 on any opportunities.

EXECUTIVE SUMMARY

Given the current population and projected growth related to transit investment and higher-density development in the Thorncliffe Park and Flemingdon Park neighbourhoods, there is a growing demand for additional school space at the elementary and secondary school levels. The shift to higher-density development in the area has also created a significant uplift in land value, making it even more challenging to acquire land to accommodate future schools.

The Toronto Lands Corporation and the Toronto District School Board have already begun planning for future growth through a partnership with CreateTO for a podium 550 pupil place elementary school at 770 Don Mills Road. However, this school will only meet a portion of the area's long-term needs. Additional proposed development around the future Thorncliffe, Flemingdon and Ontario Science transit stops have the potential to bring in many more residents and families to these neighbourhoods, requiring that school infrastructure keep up with the growing demand.

Continuing to pursue partnerships with public landowners presents the best opportunity to deliver complete communities for service and program delivery. The Toronto Lands Corporation would like to initiate exploratory conversations with other public agencies including the City of Toronto, the Toronto

Region Conservation Authority (TRCA) and Infrastructure Ontario (IO) to identify options for future school facilities to serve the evolving communities.

BACKGROUND

Local schools within and serving the communities of Thorncliffe Park and Flemingdon Park are currently operating above or near capacity. Several residential development infill proposals within Flemingdon Park, and the Transit Oriented Community (TOC) proposal at the site of the future

Thorncliffe Park Station (Ontario Line), will result in additional accommodation pressures at these schools.

While the new elementary school being planned at 770 Don Mills Road will meet part of the area’s long-term elementary school needs (namely for Flemingdon Park, south of Eglinton Avenue), additional school space is needed. The amount of new elementary school space required within Thorncliffe Park will be determined in part by the final residential unit breakdown of the TOC, as well as by other potential development proposals in the area. The TOC currently proposes 2,665 new residential units with the tenure still to be defined. There are also several additional high-density development proposals in the Flemingdon Park neighbourhood with more than 9,000 units approved in the immediate area and upwards of 8,000 additional units under review.

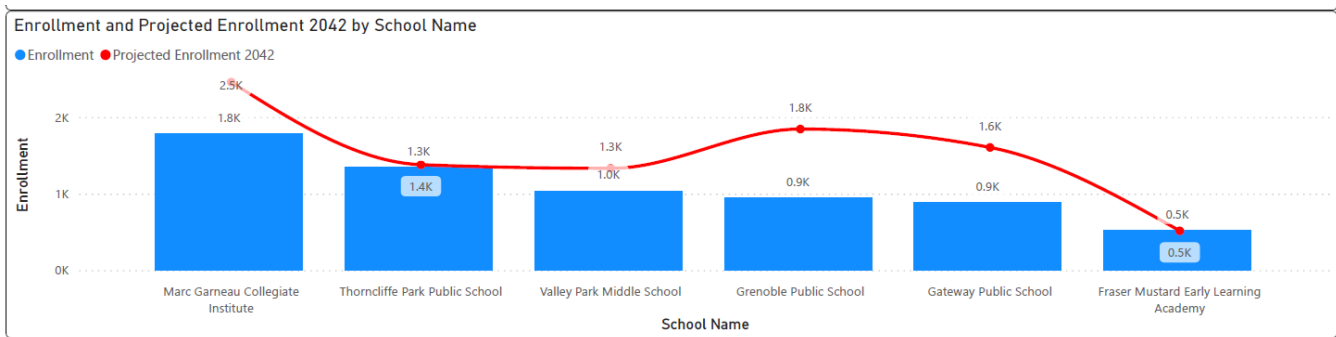


Figure 1: Projected school enrollment information as of 2023. TDSB long-term projections are revised on an annual basis and may change based on neighbourhood enrolment trends and actual student yields from residential development.

The growth in population is also creating school pressures at the secondary level. Marc Garneau Collegiate Institute (serving both Thorncliffe Park and Flemingdon Park) is projected to continue operating above capacity and currently contains 11 portables with one additional portable planned to be added. TDSB staff are currently reviewing strategies for managing demand such as potential boundary changes and expansions through capital projects as opportunities to create additional capacity. However, an opportunity also exists to explore partnerships with other public landowners including the City of Toronto, the Toronto Region and Conservation Authority and Infrastructure Ontario who have significant land holdings in the area.

There are additional lands south of 770 Don Mills Rd development under the City of Toronto’s ownership that could present additional options for a future school. There are also valley lands under the Toronto Region and Conservation Authority where the top-of-bank lands permitting development could potentially be explored to accommodate a new school. Initial discussions with TRCA indicate an opportunity to collaborate in the delivery of joint programming opportunities to these communities. This could also include exploring opportunities for repurposing a building that formed part of the former Ontario Science Centre complex.

In Thorncliffe Park, adjacent to Fraser Mustard ELA and Thorncliffe Park ES, there is a City park along with an adjoining recreation centre, library, and childcare. Much like the existing schools, the City is experiencing pressures to expand programming to accommodate growth in the community. A unique opportunity exists to plan for a future centralized community hub by reimagining the shared use of public land to deliver new collocated facilities, an expanded school, and an enlarged park.

The Infrastructure Ontario lands that surround the future Thorncliffe Ontario Line station can be an additional opportunity to deliver an urban format school to service future capacity needs. While there have been some initial conversations exploring this option, further work needs to be completed to understand whether the timing, size and potential shared use of a City park could support a future school at this location.

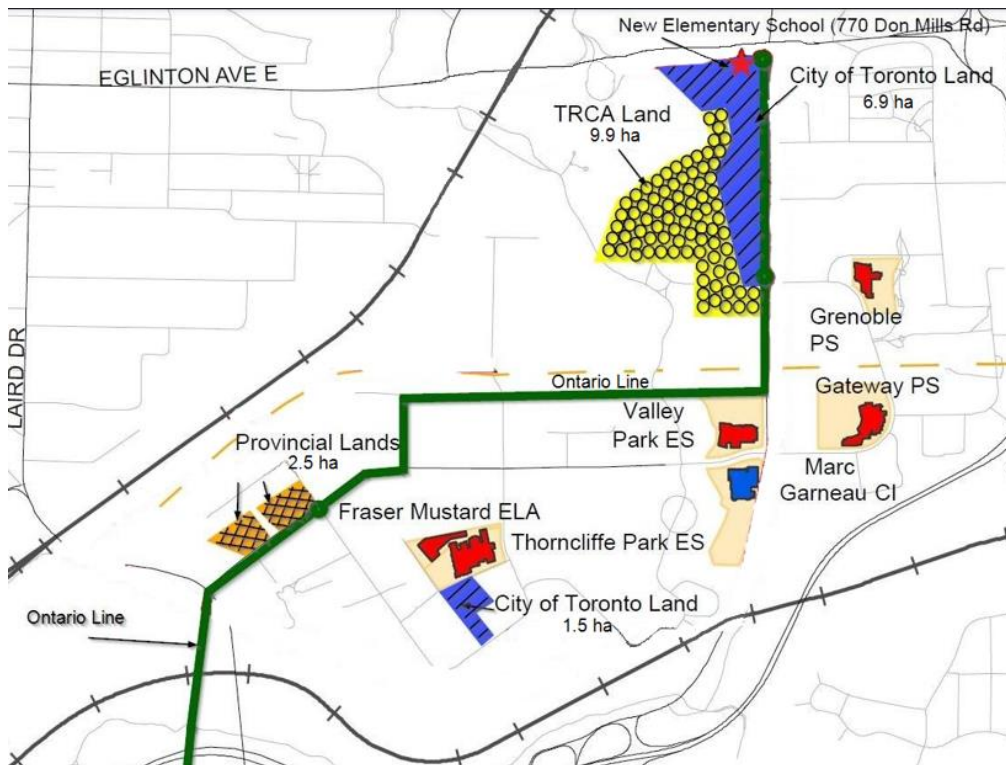


Figure 2: Public Land Ownership in proximity to proposed Transit Oriented Development nodes

STRATEGIC DIRECTION

TDSB Strategic Plan Goal: Revitalize - All students and staff learn and work in inclusive, safe, and modern environments

Provide equity of access to learning opportunities for all students

TLC Strategic Plan Goal: Create a Culture of Partnership and Collaboration with Key Stakeholder Groups

Collaborating with public partners to achieve mutually beneficial results and success to support growing communities

ACTION PLAN AND ASSOCIATED TIMELINE

- September 13, 2024- TLC Board Approval
- October- December 2024- Engage in Discussions with potential public sector partners
- January 2025- Report back to TLC Board with opportunities and work plan

RESOURCE IMPLICATIONS

There are no financial implications as a result of this report.

DUE DILIGENCE

Staff are working closely with TDSB Strategy and Planning staff to determine the impacts of projected growth and associated accommodation needs.

POLICY AND PROCEDURE REFERENCE(S)

Shareholders Direction

APPENDICES

APPENDIX A School Property Profiles

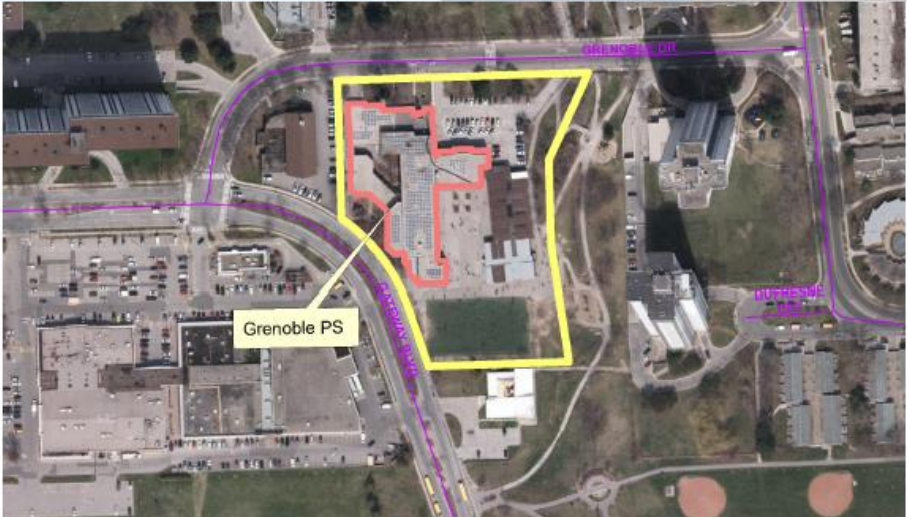

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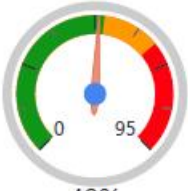



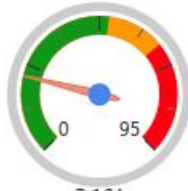
Ryan Glenn, Chief Executive Officer, Toronto Lands Corporation, at rglenn.tlc@tdsb.on.ca or at 437-219-8191.


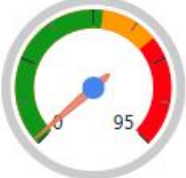
Barbara Carou, Director, Partnerships and Development, Toronto Lands Corporation
bcarou.tlc@tdsb.on.ca



APPENDIX A School Property Profiles



Grenoble PS			
9 Grenoble Dr			
JK-6	Elementary	TDSB Ward 14 City Ward(s) 16	Farzana Rajwani
64 Building Age			
4.50 Site Size (Ac)			
66.21K Facility Size (Sf)			
706 Student Capacity			
Current FCI  49%			

Gateway PS			
55 Gateway Blvd			
JK-6	Elementary	TDSB Ward 14 City Ward(s) 16	Farzana Rajwani
Gateway PS			
57 Building Age			
9.44 Site Size (Ac)			
102.37K Facility Size (Sf)			
977 Student Capacity			
Current FCI			
 49%	<p>Legend □ Facility □ TDSB Site □ Leased Site</p>		

Thorncliffe Park PS			
80 Thorncliffe Park Dr			
1-5	Elementary	TDSB Ward 11 City Ward(s) 15	Rachel Chernos Lin
Thorncliffe Park PS			
63 Building Age			
5.94 Site Size (Ac)			
149.40K Facility Size (Sf)			
1,567 Student Capacity			
Current FCI			
 21%	<p>Legend □ Facility □ TDSB Site □ Leased Site</p>		

Fraser Mustard Early Learning Academy			
82 Thorncliffe Park Dr			
JK-SK	Elementary	TDSB Ward 11 City Ward(s) 15	Rachel Chernos Lin
Fraser Mustard Early Learning Acade...			
11 Building Age			
2.75 Site Size (Ac)			
85.97K Facility Size (Sf)			
709 Student Capacity			
Current FCI  1%			
<p>Legend ■ Facility ■ TDSB Site ■ Leased Site</p>			

Valley Park MS			
130 Overlea Blvd			
6-8	Elementary	TDSB Ward 14 City Ward(s) 16	Farzana Rajwani
Valley Park MS			
54 Building Age			
7.44 Site Size (Ac)			
116.19K Facility Size (Sf)			
1,056 Student Capacity			
Current FCI  29%			
<p>Legend ■ Facility ■ TDSB Site ■ Leased Site</p>			

Marc Garneau CI				
135 Overlea Blvd				
9-12	Secondary	TDSB Ward 11 City Ward(s) 15	Rachel Chernos Lin	Marc Garneau CI
51 Building Age				
8.60 Site Size (Ac)				
188.70K Facility Size (Sf)				
1,329 Student Capacity				
Current FCI  17%				
<p style="text-align: center;"> Legend Facility TDSB Site Leased Site </p>				