UNIVERSITY CITIES

Partnership opportunities

- Student housing
- Student transportation
- Heritage buildings
- Academic partnerships
- Joint projects
- Property tax exemptions

LEGAL ISSUES FOR A UNIVERSITY CITY

CITY OF TORONTO – UNIVERSITY OF TORONTO COLLABORATION MOU

- signed October 2, 2017
- University significance to City: research generates a $15.7 billion economic impact in Canada; 88,000 students from 160 countries; one of the region's largest employers;14,000 faculty and is second in the world in research output
- Shared goals: economic, social and environmental vitality of City; responding to community needs; investing in infrastructure; attracting students; collaboration in research

PARTNERSHIP OPPORTUNITIES

- Ways to Work on Shared Goals:
- Exchange knowledge
- Support policy development through shared expertise
- Collaborative opportunities for engagement (eg. shared advocacy)
- Improve opportunities and outcomes related to making the city a better place to live and work
- Raise profile of both institutions as leaders and collaborators

COLLABORATION

- Communication opportunities – collaborate to promote the city as a global centre of higher education
- Funding opportunities – working together to apply for funds from other sources to benefit mutual interests
- International engagement – enhancing one another's international activities (sharing advice, leveraging international networks and sharing knowledge)
- Innovation/entrepreneurship – share and showcase information about innovation in program design and delivery and research outcomes
- Research, problem solving, policy development (housing, public health, transportation, public finance…)
- Joint partnerships – with each other and potentially third parties
- Advocacy – coordination in research and preparation of submissions to other governments)
- Speakers' Bureau (for conferences, workshops and lectures)



TORONTO PAN AM SPORT CENTRE

(CIBC PAN AM/PARAPAN AM AQUATIC CENTRE AND FIELD HOUSE)

- Aquatic Centre and Field House
  - largest sport new build for the 2015 Pan Am games
  - largest infrastructure investment in Canadian amateur sport history
  - includes two 50 metre pools and a 50 metre dive tank
  - also running track, four court gym, studio spaces for classes, testing centre
  - facility used for swimming, diving, fencing and modern pentathlon at Pan Am Games

TPASC

- University of Toronto students and staff
- City of Toronto Residents
- fitness members,
- High performance athletes
- Canadian Sport Institute of Ontario is located in the facility (services to high performance athletes)

WHO USES THE FACILITY?

OWNERSHIP – TPASC INC.

- TPASC (Toronto Pan Am Sports Centre) is co-owned by the City of Toronto and the University of Toronto
- City and University of Toronto decided to incorporate a jointly owned corporation to manage and operate the facility
- O. Reg. 609/06 -city may incorporate a corporation with another public sector entity
- definition of public sector entity does not include a university
- Council directed City Manager to request amendment to include universities in the definition of "public sector entity"
- amendment is very narrow and specific but permits the creation of this corporation
- **s. 10.1: "**The City and The Governing Council of the University of Toronto may together establish a corporation whose purposes are restricted to managing and operating the athletic or aquatic fieldhouse or centre constructed and initially used in connection with an international athletic competition to be held in the City in 2015."
- fields are owned and operated exclusively by University of Toronto

AUTHORITY FROM COUNCIL

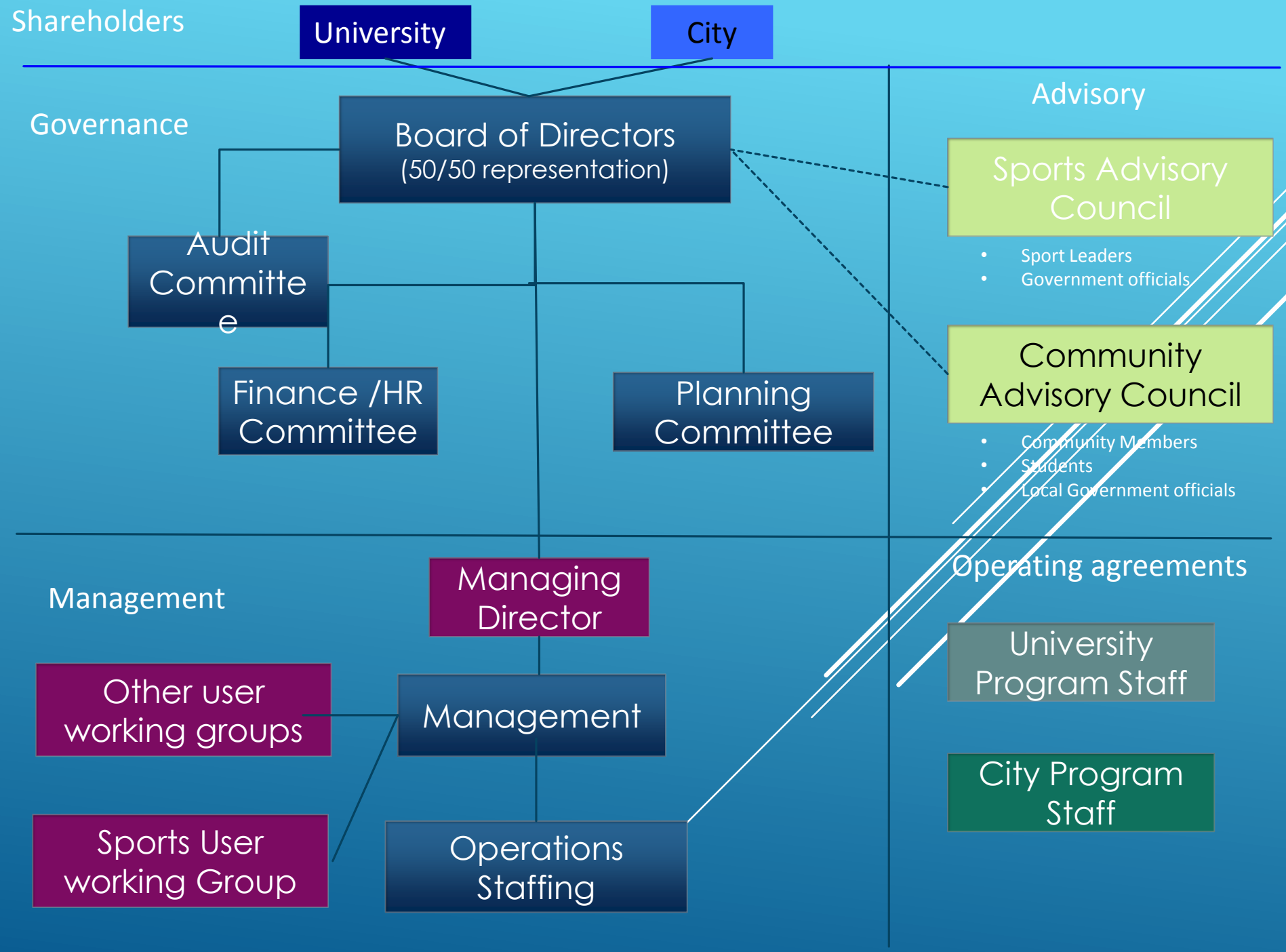
- October 2013
  - Council endorsed joint not for profit corporation with the Governing Council of the University of Toronto
  - authority is COTA s. 148, O. Reg. 609/06 and Business Corporations Act
  - responsible for operation and management of the aquatic centre and field house
  - called Toronto Pan Am Sports Centre (TPASC Inc.)
  - authority for agreements: unanimous shareholders' agreement and a co-ownership agreement

IMPLEMENTATION

- Incorporation January 2014
- Is a "city services corporation" (same as municipal services corporation)
- Municipal Conflict of Interest Act
- Municipal Freedom of information and Protection of Privacy Act
- lobbying by-law exemption (board members, officers and staff)
- Municipal capital facility by-law and agreement to exempt co-owned property used as eligible municipal capital facility

GOVERNANCE

- 10 members
- City appoints 5 and U of T appoints 5
- Transition period - board composed of City and University staff
- Co-ownership agreement: rights and obligations of co-owners with respect to the project and use of project lands
- Unanimous shareholders agreement: relationship between the shareholders and process to provide direction to the Board
- Agreements address various other matters including: dispute resolution, environmental remediation, confidentiality, naming and sponsorship,

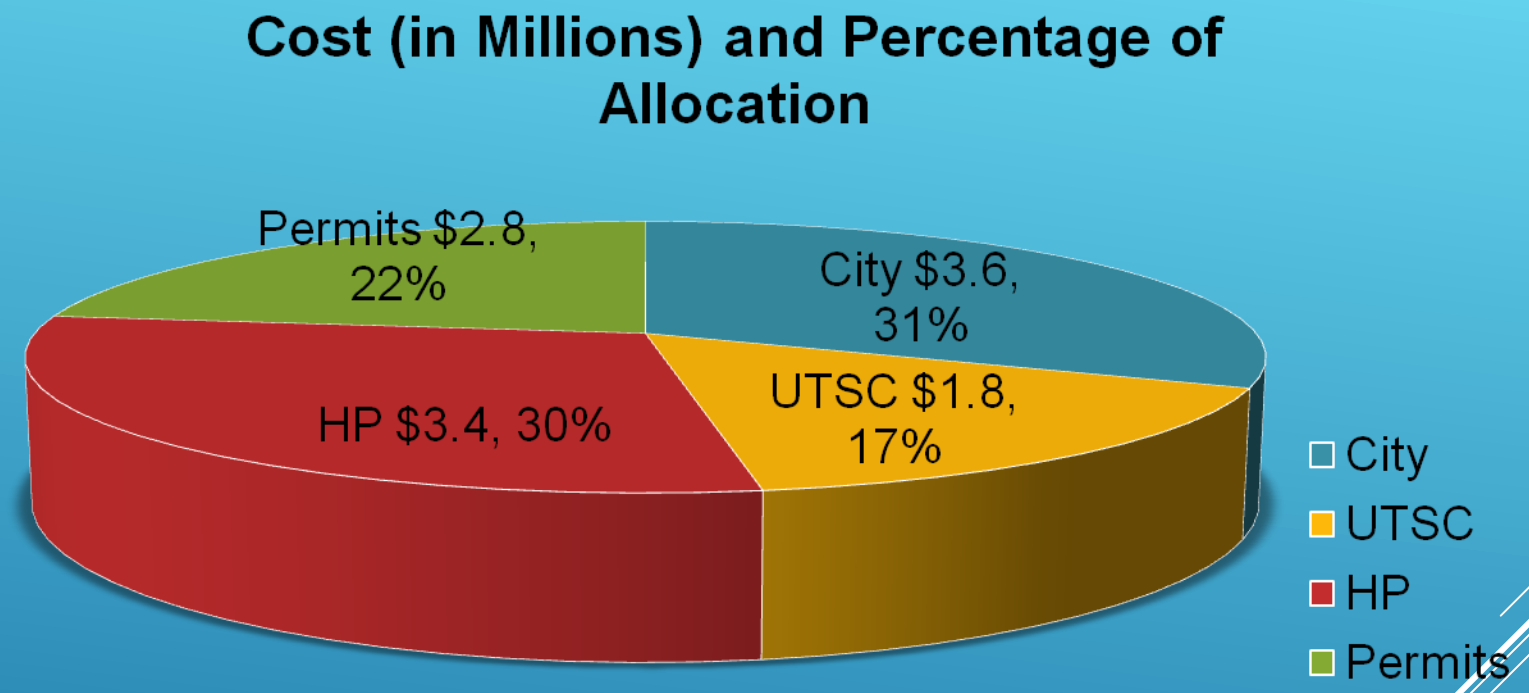

Shareholders
University
City
Governance
Board of Directors
(50/50 representation)
Audit Committee
Finance /HR Committee
Planning Committee
Advisory
Sports Advisory Council
Sport Leaders
Government officials
Community Advisory Council
Community Members
Students
Local Government officials
Operating agreements
University Program Staff
City Program Staff
Management
Managing Director
Other user working groups
Management
Sports User working Group
Operations Staffing

CONSTRUCTION

- Multi-party Agreement (City, federal government, provincial government, PASO, Canadian Olympic Committee, Canadian Paralympic Committee and TORONTO 2015 Pan Am/ Parapan Am Games Organizing Committee) required that Infrastructure Ontario manage construction.
- City reviewed call documents to ensure its needs as owner of completed facility would be met
- land was previously used as landfill and remediation required prior to turning over to IO
- Heritage Issues

OWNERS AND FUNDERS

- Total Capital Budget $210M
- Owners – City and University of Toronto (50/50 Ownership)
- Capital Funding:
  - Federal Funding – TO2015 (56%)
  - City (22%)
  - University of Toronto (22%)
- Capital Build Supervised by Infrastructure Ontario



SPACE ALLOCATION – CHARGED BACK TO USERS

CITY PROGRAMMING

- Learn to Swim Programs
- Sports Programming
- Social and General Interest Programs
- General Summer Camps
- Family and Drop-in Programs and Services

UNIVERSITY PROGRAMMING

- UTSC relocates the entire Athletics and Recreation Department over to TPASC
- UTSC offers:
  - Student Programming
  - Intramural Programs
  - Mentorship Opportunities
  - Specialized Summer Camps
  - Student Club Space



HUMBER ARBORETUM

HUMBER ARBORETUM

- Agreement between conservation authority, municipality and college to develop and manage an arboretum on certain lands
- Since 1977
- A centre for urban ecology with a variety of programs for students and residents
- 250 acres (public garden, conservation area, educational center)
- Extensive trails
- Current parties: Toronto Region Conservation Authority (TRCA owns land), Humber College, City of Toronto

GOVERNANCE

- Management Committee – 3 members, one appointed by each party
- makes "major decisions" on unanimous vote
- Major decisions: continuation of arboretum, annual budget approval, overall policies for arboretum and anything that would alter purposes in a material way.
- Operational decisions delegated to college (operation, management and maintenance for **purposes** set out and with funds transferred by City)

PURPOSES

- Establish collection of woody, herbaceous plants
- Demonstrate correct arboricultural and horticultural techniques
- Protect natural areas
- Education and research
- Promotion of the facility as community resource
- Establish and maintain wildlife habitat
- Create and maintain a centre for urban ecology to serve as a gathering point, functional laboratory and classroom facility

CONTRIBUTIONS

- College: in kind contributions including land and building, programming, day-to-day management and maintenance
- TRCA : land, technical advice, curriculum development, cross marketing and promotion, fundraising assistance, specialty plants, stream protection erosion prevention projects
- City: operating funding, plant material, specialty advice on planting, provision of trails and walkways, marketing, expert advice on urban forestry
- All 3: contributions to reserve fund for capital improvements and structural repairs

BENEFITS OF PARTNERSHIPS

- **What the City offers to post-secondary institutions:**
- • "real life" problems and complex challenges
- • demands for change and innovation
- • opportunity to test theories and conduct research
- • experiential learning opportunities for students
- • networking opportunities for future employment of students

- **What post-secondary institutions offer the City of Toronto:**
- • intellectual capital and energy
- • information for modelling, critical analysis (gender, race etc.)
- • research and evaluation capacity of strategies, policies etc.
- • ability to raise research funds
- • desire to be innovative and relevant

