

**DATE:** November 30, 2022

**TO:** Hon. Mayor and Members of Council

**FROM:** Raphael Costa, Director, Economic Development  
cc. Nick Spensieri, City Manager  
cc. Michael Genova, Chief, Communications and Economic Development  
cc. Julie Flesch, Senior Advisor, Strategic Economic Initiatives  
cc. Office of Communications and Economic Development

**RE: Vaughan Healthcare Centre Precinct Advisory Task Force Findings**

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**Key Messages:**

- The mandate of the VHCP Advisory Task Force was to set the direction and priorities to realize the VHCP as a destination for health and healthcare delivery, education, research, innovation, and commercialization.
- One of the key milestones identified for realizing this vision was to anchor the VHCP partners, Mackenzie Health, York University and ventureLAB at the site.
- In June 2022, less than three years after the original MOU was signed, Council approved recommendations to enter a ground-lease amending agreement with Mackenzie Health and to transfer lands to York University to establish a research, education and innovation facility.
- The VHCP Advisory Task Force members have met three times since December 2021. The final Task Force meeting has been delayed to Q4 2022 due to challenges in achieving quorum for the meeting.
- The VHCP partnership continues to meet and coordinate ongoing strategic planning, program development and collaborative promotional efforts, and several activities and strategies for advancing the development of the VHCP have been identified for the remainder of 2022.
- This report recommends that a Vaughan Healthcare Precinct Advisory Task Force be approved to continue working towards the realization of the Vaughan Healthcare Precinct and that the revised Terms of Reference be approved.

**Recommendations**

1. That a Vaughan Healthcare Centre Precinct Advisory Task Force be approved to continue working towards the realization of the Vaughan Healthcare Precinct; and
2. That the revised Terms of Reference as contained in Attachment 1 of this Memorandum, be approved.

**Background**

Council approved the VHCP Advisory Task Force Terms of Reference on June 1, 2021, which identified a mandate to set the direction and priorities to realize the VHCP as a destination for health and healthcare delivery, education, research, innovation, and commercialization.

One of the key milestones identified for realizing this vision was to anchor the VHCP partners, Mackenzie Health, York University and ventureLAB at the site.

The VHCP Advisory Task Force is comprised of members of Council and stakeholders, as follows:

- a. The Mayor and the Ward 1 Councillor represent Council as Chair and Vice-Chair of the Task Force, respectively;
- b. The President of Mackenzie Health;
- c. The President of York University;
- d. The President and CEO of ventureLAB; and
- e. The City Manager of the City of Vaughan

The vision for the VHCP is to establish a world-class destination for health and health innovation. The site will become an important regional asset and major employment node that will create economic opportunity and attract skilled labour from across York Region.

The VHCP offers a unique value proposition that reflects the ongoing evolution of the City of Vaughan into a major urban centre, leverages the establishment of new transportation and institutional infrastructure in York Region, as well as capitalizes on recent trends and opportunities in the economy relating to healthcare innovation and delivery.

The VHCP will also be complementary to other GTHA innovation nodes, including the MaRS Discovery District and University Hospital Network at the south end of the innovation corridor stretching from York Region to downtown Toronto, as well as the McMaster and Waterloo innovation hubs in Hamilton and Waterloo respectively.

**VHCP Development: Progress To-Date**

At the December 2021 VHCP Advisory Taskforce meeting, the taskforce members advanced a recommendation that staff seek Council authorization to enter negotiations with York University, Mackenzie Health and ventureLAB for City-owned land in the VHCP.

In June 2022, Council approved recommendations to a) enter into a ground-lease amending agreement with Mackenzie Health to enable expansion of the hospital and development of a long-term care facility, and to establish a ventureLAB MedTech lab in future Mackenzie Health facilities; and b) to transfer lands to York University to establish a research, education and innovation facility.

Both agreements represent a significant milestone in the plans to establish all three partners in the precinct. Reached less than three years after the partners came together to sign the Memorandum of Understanding (MOU), these agreements were achieved far earlier than expected.

Development of the VHCP has been progressing at a rapid pace and the partnership has pursued many activities to establish the precinct as a world-class destination for health innovation, including:

- October 2019: MOU signed, formalizing collaboration between the City of Vaughan, Mackenzie Health, York University and ventureLAB to complete a feasibility study to maximize the best use of the VHCP lands
- November 2019: VHCP partners take part in a City-led Business Mission to Israel that is focused on studying global best practices in healthcare innovation
- September 2021: Feasibility study published and received by City of Vaughan Council
- September 2021: Establishment of the VHCP Advisory Task Force which will set the direction for the realization of the VHCP vision
- December 2021: VHCP Advisory Task Force advanced a recommendation that staff seek Council authorization to enter negotiations with York University, Mackenzie Health and ventureLAB for City-owned land in the VHCP
- February 2022: Council approved VHCP Advisory Task Force recommendation and directed staff to enter negotiations for land in the precinct.
- April 2022: Mackenzie Health announced support from the provincial government to build a new, 256-bed long-term care facility adjacent to the Cortellucci Vaughan Hospital.
- May 2022: Mayor Bevilacqua, together with the VHCP partnership, hosted a meeting with the Consul General of Israel in Toronto, and Dr. Eyal Zimlichman, to explore opportunities for collaboration with the Sheba Medical Centre of Tel HaShomer, Israel on the Vaughan Healthcare Centre Precinct (VHCP).
- June 2022: Mackenzie Health has entered into a Memorandum of Understanding (MOU) with ventureLAB to provide space within the expanded Mackenzie Health footprint to enable ventureLAB to establish a MedTech innovation lab at the VHCP.
- June 2022: Council approved a ground-lease amending agreement with Mackenzie Health and a Letter of Intent to transfer lands to York University, enabling the development of facilities at the site.

- July 2022: The VHCP partners participated in the 2022 Collision conference to raise the profile of the precinct as a world-class destination for health innovation among a global audience of leading businesses and international trade organizations.

### **VHCP Development: Next Steps**

Amid all this work, the VHCP partners have pursued ongoing capacity-building, including collaborative talent development initiatives and grant submissions, to drive collaboration focused on four areas:

1. Translating research and innovation to policy and practice;
2. Leveraging data analytics and machine learning to advance quality and efficiency of care;
3. Developing and commercializing health technologies; and
4. Preparing the healthcare and health tech workforce of the future.

There are several activities planned to continue advancing the goals and development of the VHCP, including:

- Two half-day strategic planning sessions in Q4 2022 to identify opportunities for deeper collaboration between Mackenzie Health, York University and ventureLAB, as well as next steps for realizing the vision of the precinct;
- Staff Participation at the international Web Summit to raise the profile of Vaughan's Healthcare cluster and identify future collaborators;
- A follow-up meeting between the VHCP partnership and contacts from the Sheba Medical Centre to explore opportunities for collaboration on the innovation and commercialization goals of the VHCP; and
- Ongoing grant applications to fund research, education, innovation and commercialization projects led by the VHCP partners.

### **Conclusion**

The VHCP Advisory Task Force has achieved its original mandate by entering land negotiations with its partners.

The VHCP partnership continues to meet and coordinate ongoing strategic planning, program development and collaborative promotional efforts.

**For more information**, please contact:

Julie Flesch at [Julie.Flesch@vaughan.ca](mailto:Julie.Flesch@vaughan.ca) or  
Raphael Costa at [Raphael.costa@vaughan.ca](mailto:Raphael.costa@vaughan.ca).

### **Attachment:**

1. Draft Terms of Reference for VHCP Advisory Task Force

## VAUGHAN HEALTHCARE CENTRE PRECINCT ADVISORY TASK FORCE

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### TERMS OF REFERENCE

#### Mandate/Objectives

In 2021, the Cortellucci Vaughan Hospital began operations. The nearly \$2 billion investment in the Vaughan community is a significant example of the transformative investments realized in Vaughan since 2010. These include the advancement of the Vaughan Metropolitan Centre (VMC), the extension of Highway 427, the opening of the Toronto Transit Commission's (TTC) subway into both the VMC and along Yonge Street, and the 900-acre North Maple Regional Park (NMRP). These investments are helping Vaughan's community and economy grow beyond a regional leader into a provincial and national leader.

To leverage the Cortellucci Vaughan Hospital and advance Vaughan's community and economy, the City, along with Mackenzie Health, York University, and ventureLAB have partnered to transform the overall Cortellucci Vaughan Hospital Precinct into a destination for the provision of health and healthcare delivery, education, research, innovation, and commercialization. Considering the assets and services each partner can contribute, the Precinct (not including the existing hospital) could represent a one-time impact of more than \$600 million to the Canadian economy, upwards of \$235 million in government revenues, and ongoing contributions of more than \$350 million annually supported by an on-site employment base of 1,800 jobs.

The corridor between the two Mackenzie Health hospital locations in Vaughan and Richmond Hill is an important asset that will support the development and success of the VHCP by providing unique opportunities for work-integrated learning, industry-academic collaborations, and medical innovation.

***The Vaughan Healthcare Centre Precinct Advisory Task Force will set the direction and priorities to realize the Cortellucci Vaughan Hospital Precinct and the Vaughan Health Corridor as a destination for health and healthcare delivery, education, research, innovation, and commercialization.***

The partners are working in the following areas:

1. Translating research and innovation to policy and practice
2. Leveraging data analytics and machine learning to advance the quality and efficiency of care
3. Development and commercialization of health technologies
4. Preparing the healthcare and health tech workforce of the future

The mandate of the Task Force is to:

1. receive updates regarding ongoing programs and projects from all four member organizations to enable the Task Force to be ambassadors for the VHCP
2. provide feedback on ongoing initiatives and priorities that contribute to the success of the VHCP
3. identify and explore future opportunities to enable Vaughan as a centre of excellence for health and healthcare research, innovation and delivery.

## **Term**

The term of the Vaughan Healthcare Centre Precinct Advisory Task Force shall be from February 2023 - June 2026.

## **Membership**

Members shall include members of Council and stakeholders, as follows:

- a. The Mayor will serve as Chair.
- b. A member of Council selected by the Mayor will serve as Vice-Chair.
- b. The President of Mackenzie Health or designate.
- c. The President of York University or designate.
- d. The President and CEO of ventureLAB or designate.
- e. The City Manager of the City of Vaughan or designate.

Support staff from partner organizations in communications, government relations, economic development, and other relevant stakeholders will attend as needed.

## **Meeting Procedures**

Task Force meetings are intended to be informal and structured to encourage maximum flexibility and open, honest debate.

The proceedings of the Task Force are to be governed by the City's Procedure By-law.

## **Agendas and Reporting**

Agendas shall be prepared by the Office of the City Clerk in consultation with the Task Force Chair.

Agendas shall be posted on the City's website one week prior to the scheduled date of the meeting or as soon as practicable.

After each meeting of the Task Force, the City Clerk shall submit a report in the City's committee report format to the Committee of the Whole.

Following the conclusion of the Task Force term, a report of recommendations will be brought to Council for further discussion.

## **Meetings**

Meeting dates will be determined at the first meeting of the Task Force. The Task Force may meet on the schedule determined, or at the call of the Chair.

Meetings will be held every other month or as needed throughout the course of the Task Force term, except for July and August when no meetings will be scheduled.

The Chair of the Task Force may call special meetings.

Meetings are to be open to the public in accordance with the *Municipal Act, 2001*.

## **Notice of Meetings**

Meetings will be noted on the Schedule of Meetings calendar posted on the City's website.

## **Quorum**

Quorum shall be calculated as a majority of the total number of persons appointed to the Task Force. Ex-officio members will not be counted for the purpose of calculating the total number of persons appointed to the Task Force but will be counted as a member present when in attendance.

## **Staff Resources**

The role of staff is to act as a resource to the Task Force, but not to be members of the Task Force, or to deliberate or draft the findings of the Task Force. The following staff will provide advisory and technical support specific to the mandate and objectives of the Task Force:

- The Office of the City Clerk will assign one staff person responsible for agenda and reports production and distribution, the giving of procedural advice, the recording of proceedings of the Task Force and distribution of reports.
- The Corporate and Strategic Communications department will assign one staff person to provide communications advisory services, prepare information, communications and assist in the development of the Task Force report.
- An additional two (2) staff with subject matter expertise will be assigned to support the work of the Task Force.
- The Task Force can be provided with additional administrative and/or technical support at the discretion of the appropriate Corporate Management Team portfolio(s).

## **Authority**

The Task Force may not exercise decision-making powers, or commit expenditures save for those specifically delegated by Council.

The Task Force may not direct staff to undertake activities without authority from Council.

## **Amendment I Expansion of Terms of Reference**

Council can initiate any amendment and/or expansion of the Terms of Reference.

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