

Committee of the Whole Report

DATE: Tuesday, June 04, 2019

WARD(S): ALL

**TITLE: PARTNERSHIP TO ADVANCE ECONOMIC DEVELOPMENT
OPPORTUNITIES IN THE VAUGHAN HEALTHCARE CENTRE
PRECINCT**

FROM:

Tim Simmonds, Interim City Manager

Jason Schmidt-Shoukri, Deputy City Manager, Planning and Growth Management

Nick Spensieri, Deputy City Manager, Corporate Services

Michael Coroneos, Chief Financial Officer and City Treasurer

ACTION: DECISION

Purpose

To authorize the execution of a multi-party partnership agreement between the City of Vaughan, Mackenzie Health, York University, and ventureLAB Research Innovation Centre for the purpose of undertaking a Feasibility Study on the Economic Development Opportunities for the Vaughan Healthcare Centre Precinct. Furthermore, this report outlines the principles and deliverables associated with the feasibility study.

Report Highlights

- On June 6, 2018 the City's Finance, Administration and Audit Committee approved a Member's Resolution, submitted and presented by Mayor Maurizio Bevilacqua, directing the City Manager to form a staff team to work with York University and Mackenzie Vaughan Hospital to prepare a tri-party Agreement which outlines the guiding principles that could advance the project; and to report to Council at the earliest possible date.
- During the period since June 6, 2018, the Interim City Manager Tim Simmonds successfully worked with York University, Mackenzie Vaughan Hospital, ventureLAB and City departments to form an Executive Partnership Steering Committee dedicated to planning this multi-party Agreement, and drafting the scope and deliverables for a Feasibility Study to assess the highest and best economic development, post-secondary and healthcare land-uses leveraging and maximizing the benefits of Canada's first SMART Technology Hospital.
- Anticipated to open in late 2020, Mackenzie Vaughan Hospital is the first hospital in Canada to feature fully integrated 'smart' technology systems and medical devices that can communicate directly to one another to maximize information exchange; creating an integrated patient care experience inside and outside the hospital setting.
- There is an unparalleled level of co-operation and partnership interest from government, post-secondary education, research, and innovation partners for a cluster centered around primary health care, health and wellness promotion, technology, research and commercialization, and talent development.
- The City's Healthcare Centre Precinct offers a major programming opportunity, and a physical location for the manifestation of this technology cluster which has the potential to be transformational for Vaughan and the broader Toronto Region.

Recommendations

1. That the composition of the Vaughan Healthcare Centre Precinct Partnership including the City of Vaughan, Mackenzie Health System, York University, and ventureLAB Research Innovation Centre (RIC) be approved;
2. That the Mayor and the City Clerk be authorized to execute a multi-party Agreement between the City of Vaughan, Mackenzie Health System, York University and ventureLAB Research Innovation Centre for the purpose of planning and delivering a feasibility study to advance economic development, post-secondary education, and health-related opportunities at the Vaughan Healthcare Centre Precinct located on the northwest quadrant of Jane Street and Major MacKenzie Drive in Vaughan, Ontario;
3. That the content of the Agreement stated in Recommendation #2 above be prepared to the satisfaction of the City Manager (or designate), and that the form

of this Agreement be prepared to the satisfaction of the City Solicitor (or designate) prior to execution; and

4. That the scope and deliverables related to the Feasibility Study on assessing the Economic Development Opportunities in the Vaughan Healthcare Centre Precinct, as substantially presented in this report, be approved.

Background

On June 6, 2018 Mayor Maurizio Bevilacqua tabled a Member's Resolution entitled *York University Health Science Centre* at the Finance, Administration and Audit Committee in response to a letter from York University President and Vice Chancellor Rhonda Lenton proposing an exclusive partnership to enable the vision of an integrated York Health Sciences presence within the Precinct.

The Resolution (Attachment 1) recommended that Council support the formation of a partnership between the City of Vaughan, York University and Mackenzie Health to advance the opportunity to locate York University's world-class health science centre at the Vaughan Healthcare Precinct. The Resolution further directed the City Manager to form a staff team to work with York University and Mackenzie Health to prepare a tri-party memorandum of understanding ("Agreement") which outlines the guiding principles that could advance the proposal; and that staff report to Council with next steps and an Agreement at the earliest possible date.

During the period since June 6 2018, Interim City Manager Tim Simmonds successfully collaborated with York University, Mackenzie Vaughan Hospital, ventureLAB and City departments to form an executive partnership steering committee dedicated to planning this multi-party Agreement, and drafting the scope and deliverables for a Feasibility Study to assess the highest and best economic development, post-secondary and health related land-uses leveraging and maximizing the benefits of Canada's first smart hospital.

This report fulfills Council's June 2018 direction to form a Partnership, prepare an Agreement, and develop next steps in creating a meaningful work program.

Previous Reports/Authority

[Member's Resolution: York University Health Science Centre, June 6, 2018](#)

Analysis and Options

This Report Aligns with the new City of Vaughan 2018-2022 Term of Council Service Excellence Strategic Plan

Council's new Service Excellence Strategic Plan identifies City Building as a major priority for this Term of Council. The objective of this priority is: "To build a world-class city, the City will continue its planning and development in support of key city-wide developments and initiatives that encompass good urban design and public spaces that foster community well-being". Among the three City Building themes is the development of the Vaughan Hospital Precinct.

The recommendations in this report advance this strategic priority.

Post-secondary educational institutions elevate quality of life

Attracting post-secondary educational institutions elevates and safeguards the quality of life in communities, and provides a fundamental building block for a strong, dynamic and competitive economy. Post-secondary institutions are tremendous economic, social and cultural generators fostering and incubating new ideas, innovations and economic growth that expands its reach beyond the immediate communities in which they are situated.

Alignment of York University and Mackenzie Health creates economic development opportunities that have the potential to be transformative

From its early conception, Mackenzie Health was already on the path to transforming care through the establishment of the Mackenzie Innovation Institute (MI²). The Institute's first project, the Innovation Unit was conceived to be an acute care medical unit that will serve as a living laboratory for innovations to be developed, evaluated and adopted by both hospital sites. Tying together Mackenzie Health and York University's Health Services Faculty creates an academic setting and practical test-bed for the next generation of health services delivery.

Leveraging resources in innovation and commercialization expands the scope for broader regional benefits

Although the Member's Resolution called for a tri-party Agreement, it was felt that adding another experienced partner in the research, innovation and commercialization technology space would further enhance the City's vision for the Precinct. In this context, the City engaged ventureLAB, one of 18 regional innovation centres in the province, and a member of the Ontario Network of Entrepreneurs, to bring its lens, expertise and resources to the project. With experience working with the ICT (information and communications technologies), life sciences, advanced manufacturing, financial services and clean tech sectors, ventureLAB helps entrepreneurs build high-

growth, innovative and scalable businesses. ventureLAB agreed to join the Executive Partnership Steering Committee in March 2019.

Principles of the Agreement

Generally, the principles of the Agreement are as follows:

Purpose and Objectives: to set out a framework which will support collaboration and cooperation between the Parties and guide matters of mutual interest related to the Feasibility Study. – opportunity to enhance connectivity of the Precinct with the York network of campuses in the regional community and optimize use of the Precinct in conformity with business plans of each Party.

Representation: The City will be represented by the City Manager (or designate); Mackenzie Health System will be represented by the President and CEO (or designate); York University will be represented by the Provost and Vice-President, Academic (or designate); and ventureLAB RIC by the President and CEO (or designate) and such other members of staff each party may require. An Executive Partnership Steering Committee will review progress of the Feasibility Study.

Due Diligence: The Parties will cooperate with each other in all phases of due diligence, enquiries and analysis as part of the Feasibility Study.

Funding: The Feasibility Study will be undertaken at the City's expense. Participation by the Parties beyond the Feasibility Study will be contingent on funding being available in each case, at the sole discretion of the Party.

Disclosure: The Parties will share their knowledge and staff expertise at no cost to the other party to ensure consistent, coordinated, efficient and harmonized review and assessment of the Feasibility Study.

Confidentiality: The Parties acknowledge that the City is bound by the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), and the other Parties are bound by the Freedom of Information and Protection of Privacy Act (FIPPA).

Communications Plan: The Parties will produce a joint media relations protocol and plan concerning the Study. All information publicly released about the Study will be approved by the appropriate individuals from each party prior to distribution. All media enquiries received by any party will be communicated to the other party(ies) prior to responding to such enquiries. In recognition of the importance of involving the public, the parties will develop a public consultation plan.

Performance: The Parties will endeavor to discharge their responsibilities within this Agreement while respecting each other's area of jurisdiction.

Timelines: Within 30 days of signing this Agreement, the Executive Partnership Steering Committee will form a project sub-committee ('the Project Team') that will have the mandate to manage all aspects of procuring and completing the Feasibility Study, including the responsibility to develop and approve a project management schedule, highlighting key milestones and deliverables, which will serve as the performance monitoring tool for the Study.

Feasibility Study on Economic Development Opportunities in the Vaughan Healthcare Centre Precinct – Goals, Principles, Engagement and Deliverables

During the annual budget process, the Economic and Cultural Development Department submitted a capital budget request of \$210,000 for a Feasibility Study on Economic Development Opportunities in the Vaughan Healthcare Centre Precinct. This capital budget request was approved in February 2019.

City staff prepared draft Terms of Reference for the Feasibility Study and circulated it to the Executive Partnership Steering Committee. The following represents the high-level goals, principles and deliverables for the Study.

Study Goals

- a) Identify and catalyze best of class opportunities to leverage the Vaughan Healthcare Centre Precinct for the economic development of the City;
- b) Provide the City and its Partners with an understanding of contemporary approaches to health and other related cluster and sector development using examples from local, provincial, national and international jurisdictions;
- c) Qualitatively assess the top-line strengths, weakness and opportunities in Vaughan in the context of emerging trends in health, life sciences, digital intelligence, smart city innovations and other related industries;
- d) Develop and articulate Vaughan's key differentiators and unique sales propositions (USP) for business development opportunities that lies within the Precinct;
- e) Assess which functional areas present the best potential for the City to intervene in the marketplace, i.e. be an 'igniter' or 'catalyst' (i.e. provide support, resources, etc. where the market cannot deliver on its own) for community and economic development;
- f) Prepare a proposed Site Plan(s) and Business Case(s) by order of magnitude, including a Financial Analysis;

- g) Develop a ten-year strategic roadmap for marketing and economic development activities to achieve desired outcomes: attracting new investment, job creation, increasing non-residential assessment and social capital creation;
- h) Articulate a Business Management Structure and Preferred Funding Model(s), including roles and responsibilities for the Partners to facilitate the preferred development objectives.

Study Principles

- Promotes health and well-being;
- Leverages and advances the smart hospital technologies employed at Mackenzie Vaughan Hospital;
- Promotes a culture of innovation and entrepreneurship, attracting tenants, users and partners from the full business lifecycle – from startup, to scale-up and mature establishments or industries;
- Create a blend of functions and industries that are complementary to the existing on-site hospital, businesses and adjacent neighbourhoods (including use, building typology, traffic demand, etc.);
- Leverages technology-led economic development opportunities that are emerging in the marketplace;
- Support and promote local and regional talent and workforce development; and
- Create realistic and achievable action plans taking into consideration budget, staffing and partnership constraints; and
- Be inclusive and transparent demonstrating a level of care and diligence in consulting, communication and engagement with all stakeholders through the Study Process

Public Consultation and Community Engagement

As this Study is intended to propose functions and uses that may have an impact on the broad community, it is expected that public consultation and community engagement efforts will be extensive encompassing a broad range of media and communications vehicles. In addition to the Executive Partnership Steering Committee and Council, the study consultants will be engaging with the Vaughan Chamber of Commerce, Toronto Global, TO Health!, Mackenzie Health Foundation, Alectra Utilities, York Region Economic Strategy, York Region Transit, YTN Telecom Network (YorkNet), Ontario Health, provincial ministries, provincial and federal government officials, ratepayer groups, non-governmental organizations, university internal stakeholders, businesses (including small and medium-sized businesses) and the public.

Deliverables

- A functional assessment of the highest and best land-uses for the Mackenzie Vaughan Healthcare Centre Precinct;

- A preliminary Site Plan(s) and Business Case(s) which identify by order of magnitude, the proposed land-use functions taking into account site statistics and characteristics, municipal and external agencies' approvals and the needs and preferences of the Partners;
- A Financial Analysis based on the proposed Site Plan(s);
- Business Management Structure and Funding Model(s); and
- Economic-Fiscal Impact and Community Benefits Statement (e.g. labour, income, taxable assessment, health and education indicators from initial CapX, and operations.

Coming out of the Study, the intention is that the City and its partners have a roadmap for making the Precinct investment-ready. Expected Study completion date: Q3 2020.

Next Steps:

In anticipation of the approval of this report, the City's Corporate and Strategic Communications Department has prepared a communications roll-out plan as set out below:

- July 2019 – issuance of the RFP for the Feasibility Study
- Fall 2019 – Signing Ceremony of Agreement
- Q3 2020 – completion of the Feasibility Study and news release

Financial Impact

The Feasibility Study will be funded from the approved 2019 Capital Budget in the amount of \$210,000. Initiatives and/or projects that arise from the recommendations of the Study will be considered as part of the City's annual budget process.

Broader Regional Impacts/Considerations

Approval of the Agreement will be communicated to all Partners. Moreover, York Region, the Ontario Centres of Excellence, the network of RICs and other regional and provincial partners shall be informed.

Conclusion

As a City on the cusp of opening its first hospital; with an expression of interest from York University; and an entrepreneurship partnership with ventureLAB; Vaughan has the ability to leverage the synergies of these three catalysts to create an innovation hub, not only in health care, life sciences and wellness promotion, but more broadly in all areas of technology, research and innovation. Signing this Agreement formalizes the expressed desire of all partners to work cooperatively in a pro-active way to create an innovation cluster which has the ability to propel Vaughan and the region into emerging

industries and sectors that will allow us to sustain our economic competitiveness and promote social inclusion and cohesion.

Completing a Feasibility Study for Economic Development Opportunities in the Vaughan Healthcare Centre Precinct provides the necessary roadmap for the best and highest uses for an asset that the City has acquired, and in which there have been substantial healthcare, municipal infrastructure and public transit investments by the Province, the private sector and community leaders.

For more information, please contact: Dennis Cutajar, Director of Economic and Cultural Development, ext. 8274

Attachment

1. [Member's Resolution: York University Health Science Centre, June 6, 2018](#)

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