

HOSPITAL PRECINCT ADVISORY TASK FORCE – SEPTEMBER 20, 2021

COMMUNICATIONS

Distributed September 17, 2021

		<u>Item</u>
C1.	Presentation material titled: " <i>Hospital Advisory Task Force Meeting # 1 – September 20, 2021</i> "	1
C2.	Presentation material titled: " <i>VHCP Feasibility Assessment</i> "	2

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Communication : C 1
Hospital Precinct Advisory Task Force
September 20, 2021
Agenda Item # 1

Hospital Advisory Task Force

Meeting #1 – September 20,
2021



Agenda

1. Introductions
2. Item #1: Hospital Advisory Task Force
 - Meeting Schedule & Goals
 - Raphael Costa, Director,
Economic & Cultural Development
3. Item #2: VHCP Feasibility Study presentation
 - Chris White, Partner, urbanMetrics
 - Geoff Schwartz, Project Manager,
urbanMetrics



Introductions

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Item #1:

Hospital Advisory Task Force – Meeting Schedule & Goals

Timeline and progress to date

MOU Signing – October 2019

Collaboration between CoV, Mackenzie Health, York University and ventureLAB to complete a feasibility study to maximize best use of the lands.

Feasibility study completed to assess opportunities and potential implementation models

Hospital Advisory Task Force – Sept 2021 – May 2022



Vaughan Healthcare Centre Precinct

Vision: Vaughan will be a global leader in enhancing health and creating the next generation health and healthcare services.

Mission: To make Vaughan a world-leading hub to advance health and healthcare by attracting innovators and organizations to engage in research, education, creation, and dissemination of the next generation of policies, community actions, health services, and technology.

The Task Force will meet four times from September 2021 to June 2022.





Vaughan Healthcare Centre Precinct

- ***The VHCP may include:***
 - *A York University facility* A York University facility that includes a Health Faculty, research, and innovation facilities up to and including a potential medical school and co-location opportunities for other healthcare partners
 - Expanded Mackenzie Health, Cortellucci Vaughan Hospital facilities as the need for enhanced medical services grows
 - A new innovation space for ventureLAB initiatives that connect start-ups and scale-up companies to multi-national enterprises



Vaughan Healthcare Partnership: Purpose & Goals

- Establish a new economic anchor in Vaughan
- Advance research, education, innovation and commercialization in health, wellness and health technology
- Work is advancing parallel in three areas:
 1. Preparing the healthcare workforce of the future
 2. Translating research and data into policy and practice in healthcare
 3. Commercializing innovation in healthcare



Guiding Principles

- Phased approach to development
- Hospital-first approach
- Promotes a culture of innovation and entrepreneurship
- Public-private partnerships
- High-quality urban design and distinctive sense of place



Hospital Advisory Task Force: Meeting Schedule

Meeting #1: Task Force Objectives and Feasibility Study Presentation

Monday, September 20th, 2021

Meeting #2: Trends in Healthcare and Wellness Innovation

Monday, December 6th, 2021

Meeting #3: Stakeholder Consultation Report

Monday, February 7th, 2022

Meeting #4: Task Force Recommendations to Council

Monday, May 9th, 2022



Vaughan Healthcare Partnership: Decision Points

**Decision 1: Identify a Preferred
Implementation/Governance Model.**

**Decision 2: Protect and Maintain a “Hospital First
Approach” in all Decision-Making**

**Decision 3: Adopt a Phased Approach to
Vertical Development of the VHCP**

**Decision 4: Establish Agreements between the City
of Vaughan and the VHCP Partners articulating
and clarifying the individual roles, responsibilities,
and obligations of each Organization**



Vaughan Healthcare Partnership: Objectives

Decision 5: the City of Vaughan to establish separate agreements with each individual stakeholder in the Partnership outlining a relationship of land provision, resources, and other expectations

Decision 6: Stakeholders and partners need to determine their internal funding capacities for the VHCP phases

Decision 7: The partnership should explore opportunities with various partners (private and public sector) to advance the VHCP



Next Steps

- Hospital Advisory Task Force – Sept 2021 – May 2022
 - Set the direction for the realization of the precinct vision
 - Determine governance model (village vs. district)
- Council report October 12, 2021
 - Council to receive feasibility study
 - Authorize staff to renew MOU
- Council report June 2022 – Findings from Task Force
- Ongoing capacity-building

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Item #2: **VHCP Feasibility Study**



Discussion



VHCP

FEASIBILITY ASSESSMENT – TASK FORCE MEETING
SEPTEMBER 20, 2021





PART 1:
Context



PART 2:
Findings



PART 3:
Next Steps



PART 4:
Q & A

CONTEXT

PART 1

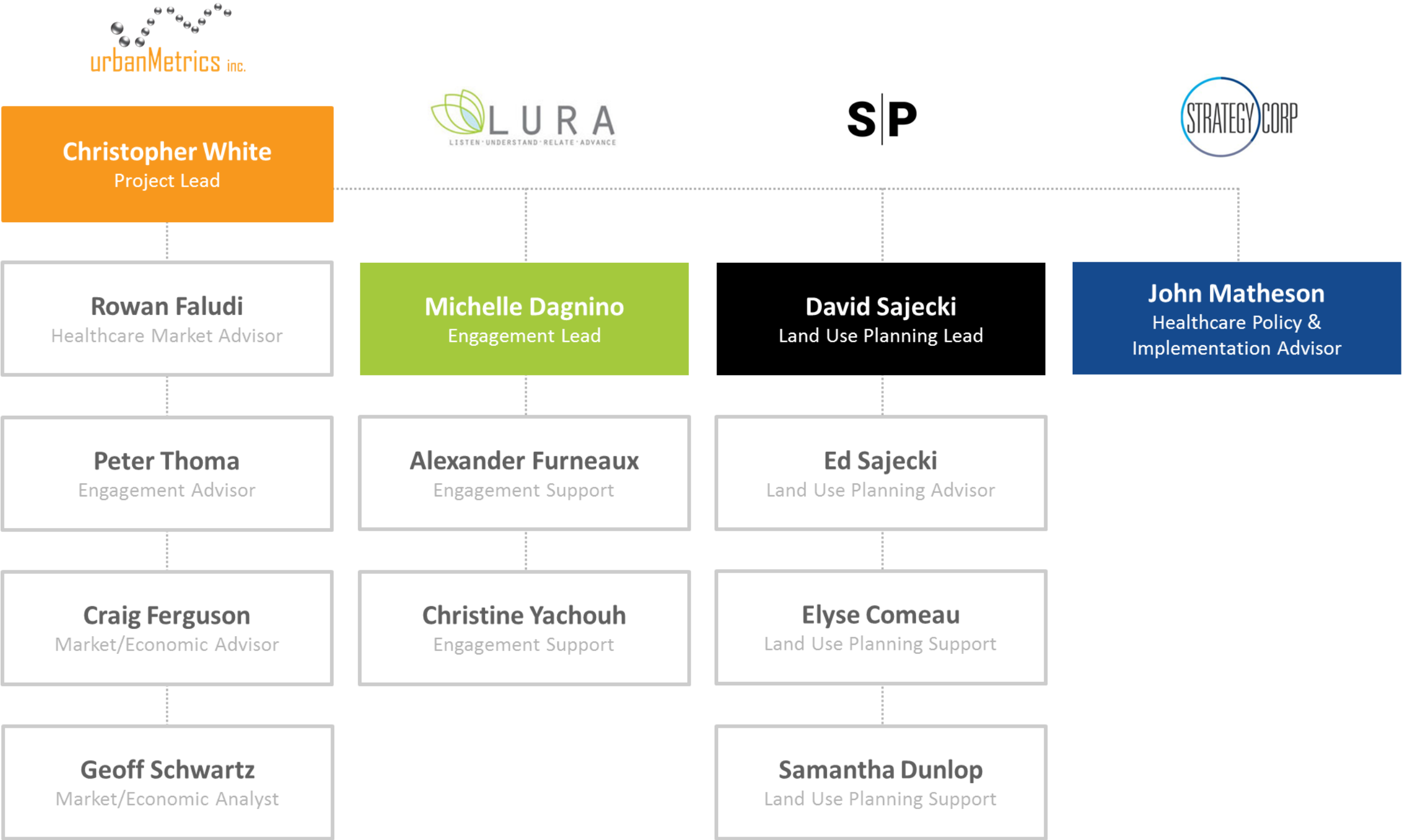


CONTEXT

BACKGROUND



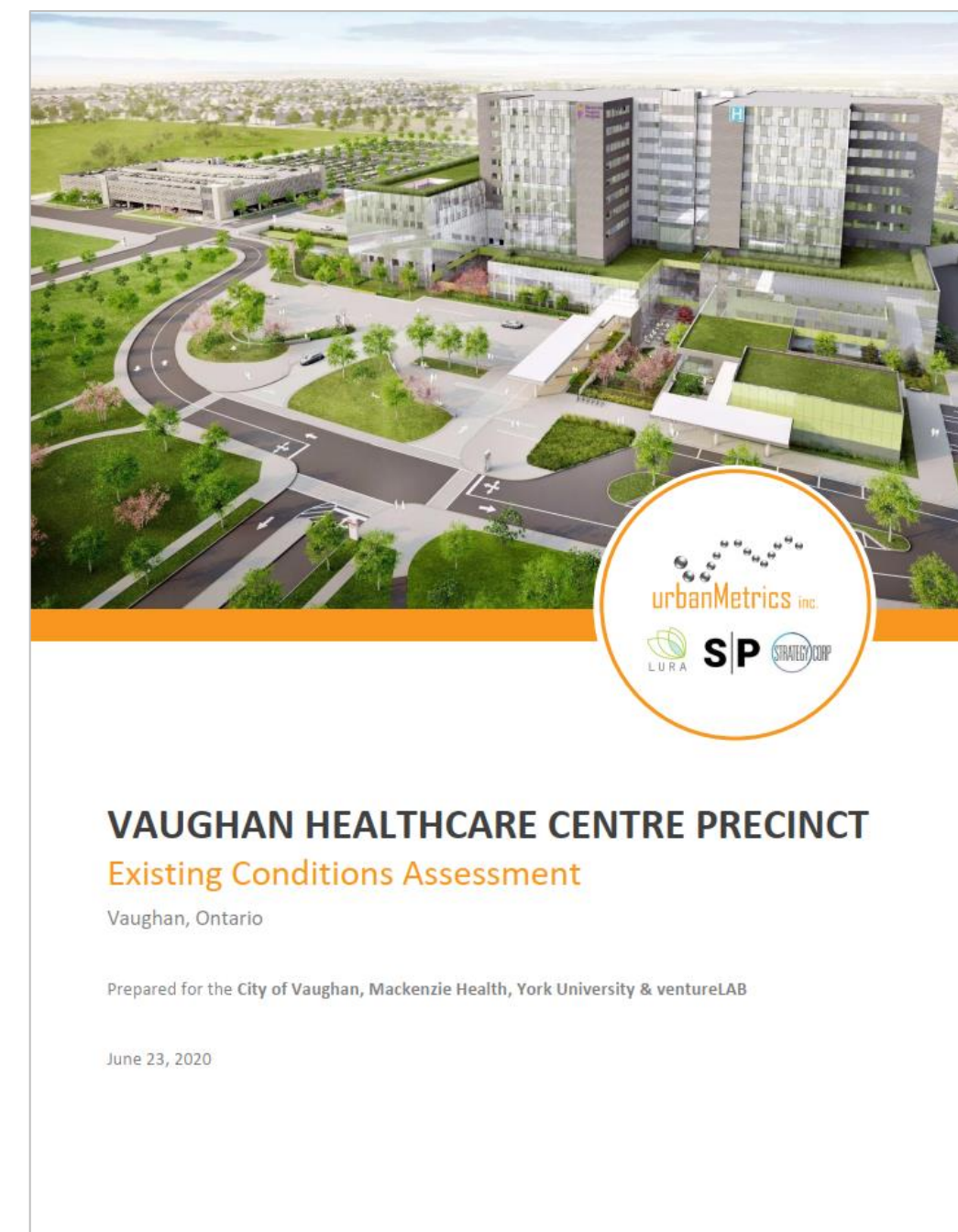
- Project consulting team initially engaged in **Fall 2019** to prepare a *Feasibility Study* for the VHCP



CONTEXT

BACKGROUND

- Since delivered two companion reports:
 - ***Existing Conditions (June 2020)***
 - ***Opportunities Assessment (August 2021)***



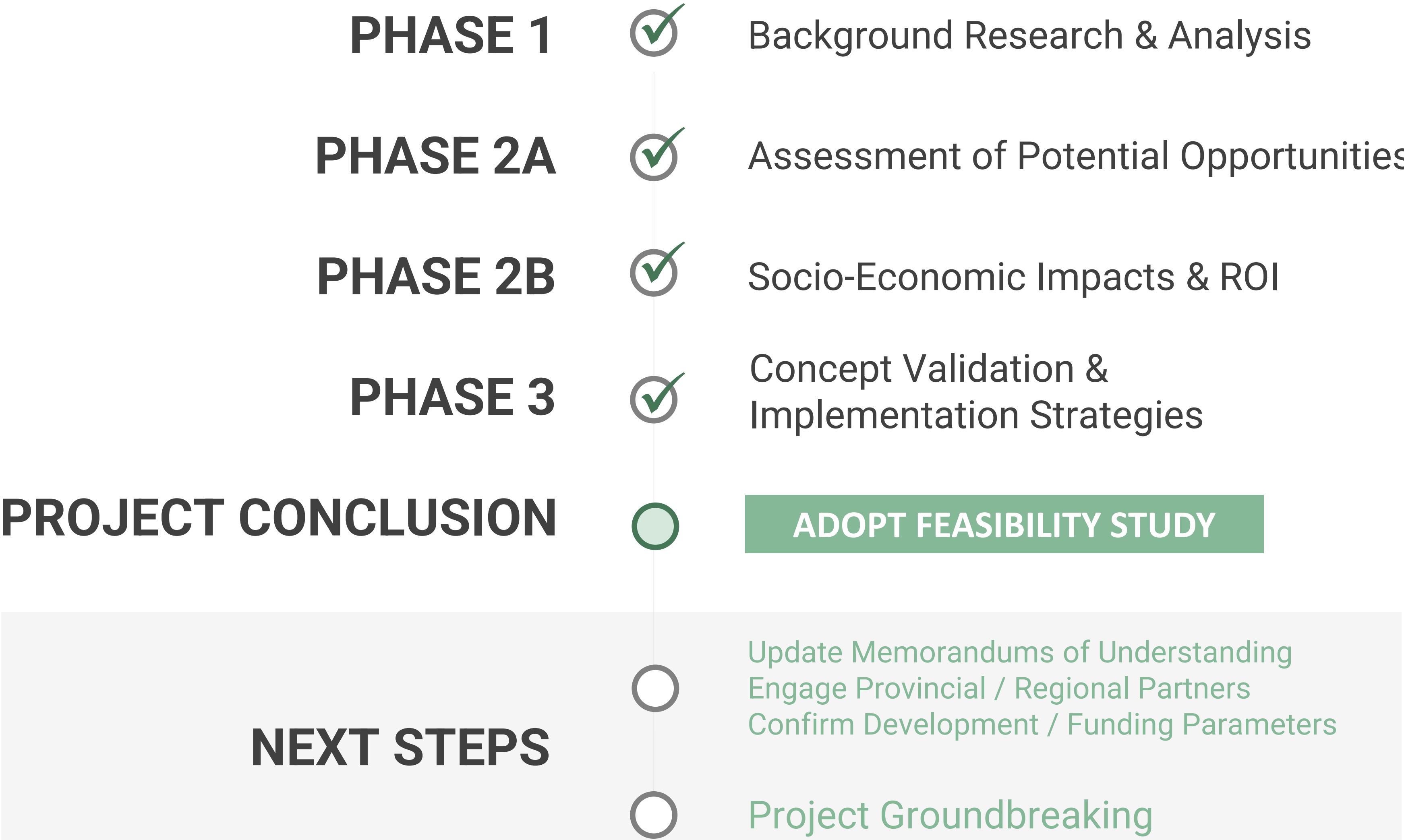
Purpose

- To provide a preliminary assessment of the overall feasibility of advancing a new employment precinct comprised of healthcare, education, innovation, and research-based functions at the VHCP.
- **Overall, is this project worth pursuing?**
- Informed by:
 - Understanding of **best practices, market conditions and the scope of the opportunity**;
 - Identify **realistic physical concepts and demonstrations** for the VHCP;
 - “First-cut” assessment of **financial implications and key economic / social benefits**; and
 - Explore potential **implementation and governance** models.

CONTEXT

SUBJECT LANDS





FINDINGS

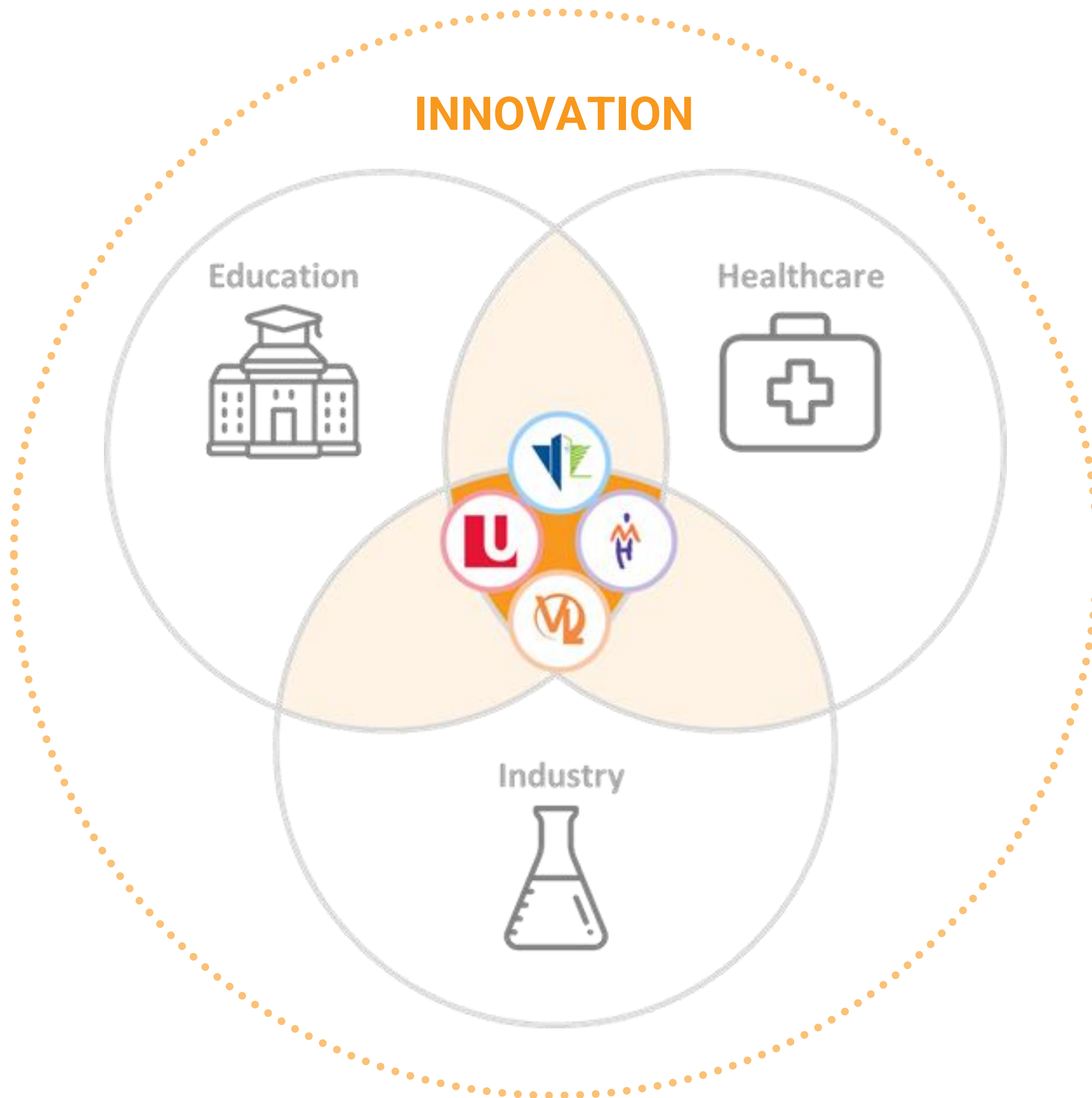
PART 2



FINDINGS

BEST PRACTICES – BASELINE CONDITION

INNOVATION



- Ambitious partnership at the VHCP deviates from traditional patterns of development.
- Traditional patterns = 1/3 or intersection of 2/3 fields.
- **Collaborative opportunities between partners and industry will drive innovation and increase the regional profile of the VHCP.**
- Presence of each partner will create a baseline cluster of activity at the VHCP and a new employment node in Vaughan.
- **Greater than the sum of parts**

FINDINGS

BEST PRACTICES – GLOBAL CASES



1

Active Proponent

Establish a dedicated team/organization with mandate to advance development concept

2

Strong Institutional Collaboration

Leveraging existing assets can be a key strategy towards increasing the profile of the node, thereby attracting additional interest

3

Government Involvement

Involvement of direct/indirect government support offers a sense of certainty and risk mitigation

4

Public-Private Engagement

Development of significant research and innovation clusters necessitates significant engagement with the private sector

5

Leveraging Location/Geographic Benefits

While not preconditions for success, often critical differentiating factors that can have a significant draw in a competitive environment

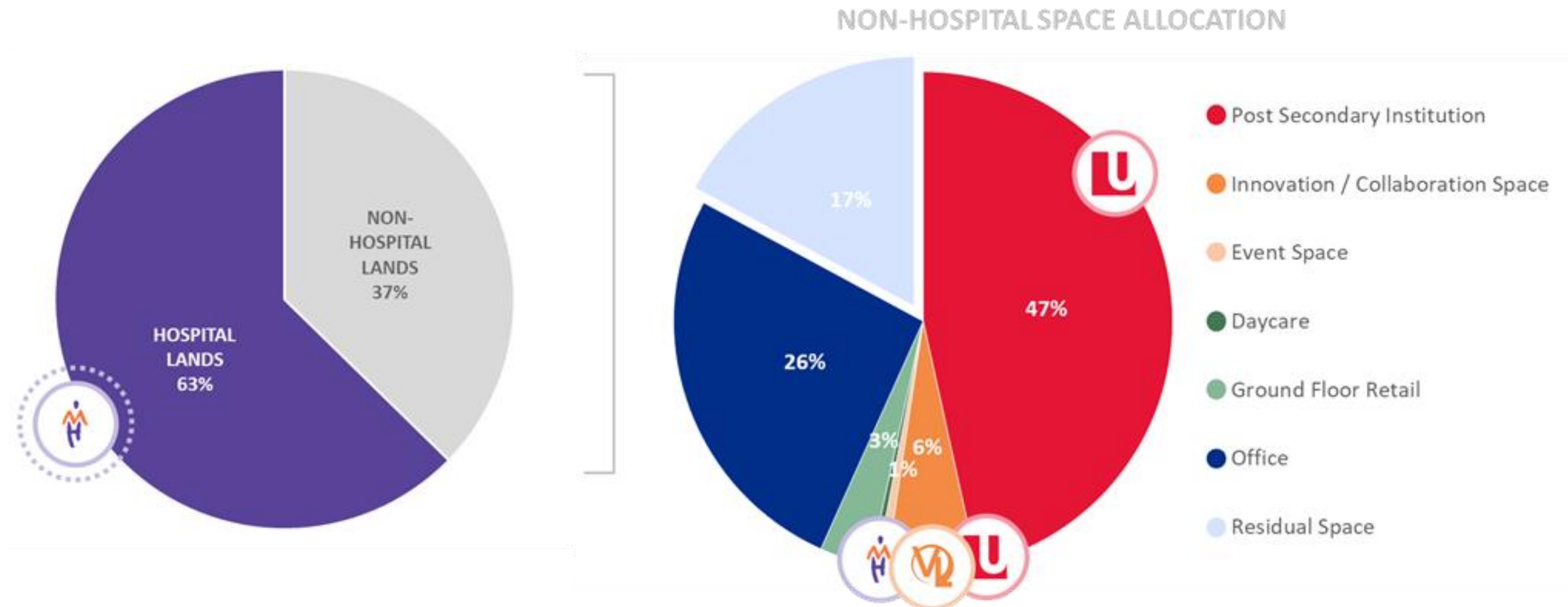
- Based on the ambitious vision set out for the VHCP, project team adopted a **phased approach** to demonstrations considered for testing
- Intended to be **cumulative** or “**snowballing**” **concepts** rather than mutually exclusive scenarios:

PHASE 1: Intra-Regional Significance	PHASE 2: Extra-Regional Significance
<ul style="list-style-type: none">• Short- to medium-term potential based on current conditions• Realistic and conservative “first step”• Flexibility to accommodate longer-term transformative growth at VHCP• Preliminary space allocations for all key stakeholders within the Partnership• Establish “proof-of-concept”	<ul style="list-style-type: none">• Illustrates more aspirational or “blue sky” thinking of VHCP possibilities• Demonstrates how VHCP could grow / mature• Reflects longer-term potential of the site• Still grounded in market / economic reality• Maintains flexibility and unallocated space to respond to changing market conditions, including hospital expansion opportunities

FINDINGS

LAND USE CONCEPTS

- Focused primarily on “Non-Hospital Lands”
- Space allocations informed by: **land use policy; market assessment; economic conditions; case studies; stakeholder engagement feedback + space needs**



**Estimates are preliminary only and subject to change.*

1. Municipal Development Corporation

- Quasi-private corporation that operates at arm's length from government.
- Functions as a private organization, but ultimately accountable to shareholders (i.e. the defined public interest).

2. In-House Development

- City of Vaughan would take the lead on developing, managing and maintaining properties.
- Likely executed within an existing municipal department, newly created department, or special project team.

3. Public-Private Partnership

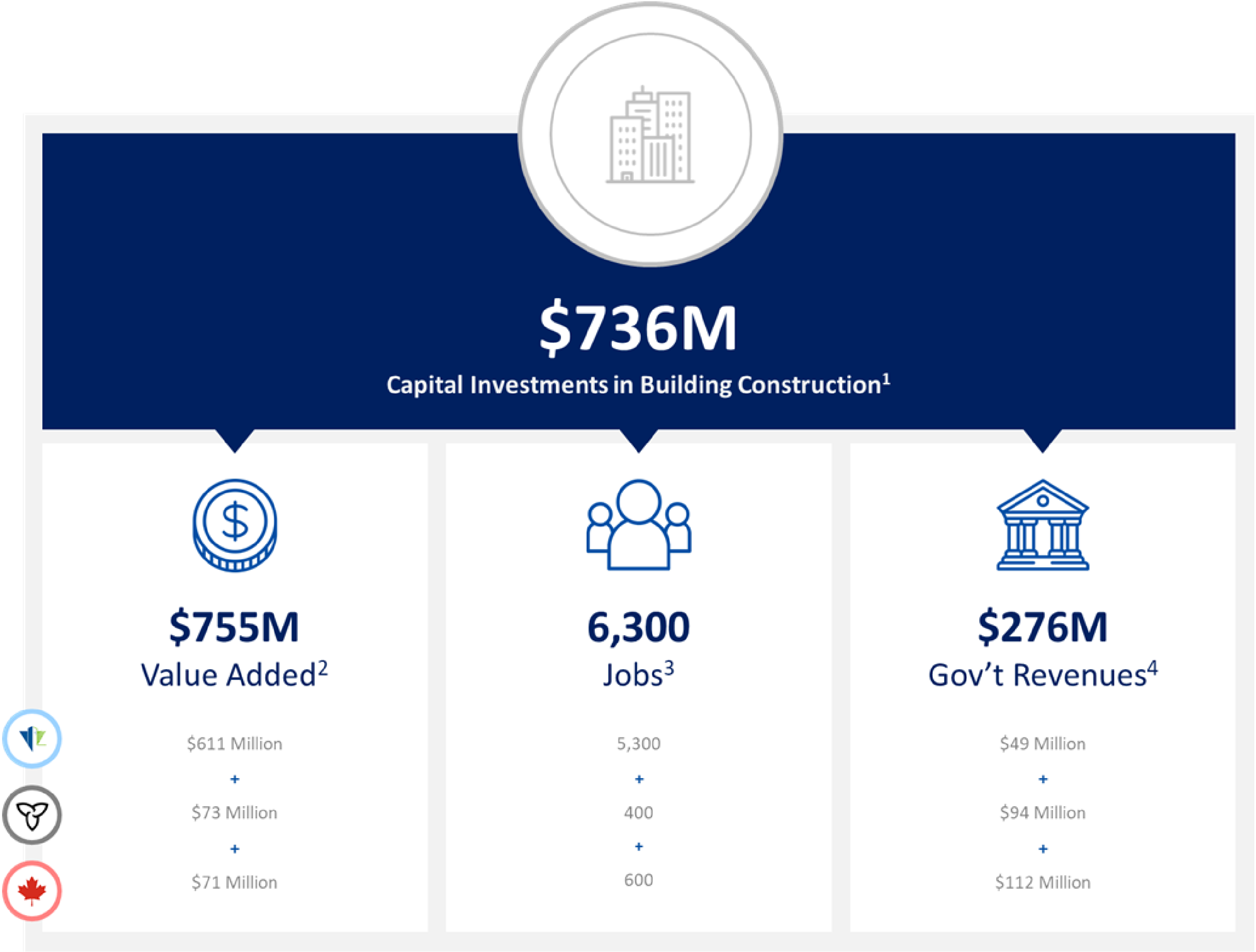
- City of Vaughan would divest of either the land or responsibility for the lands to a qualified third party.
- Third party would hold responsibility for the lands, subject to parameters arranged with the City.

Alternative Approach:

- Independent operation, development and growth for each partner organization
- Co-locate in “village” format vs. coordinated precinct model

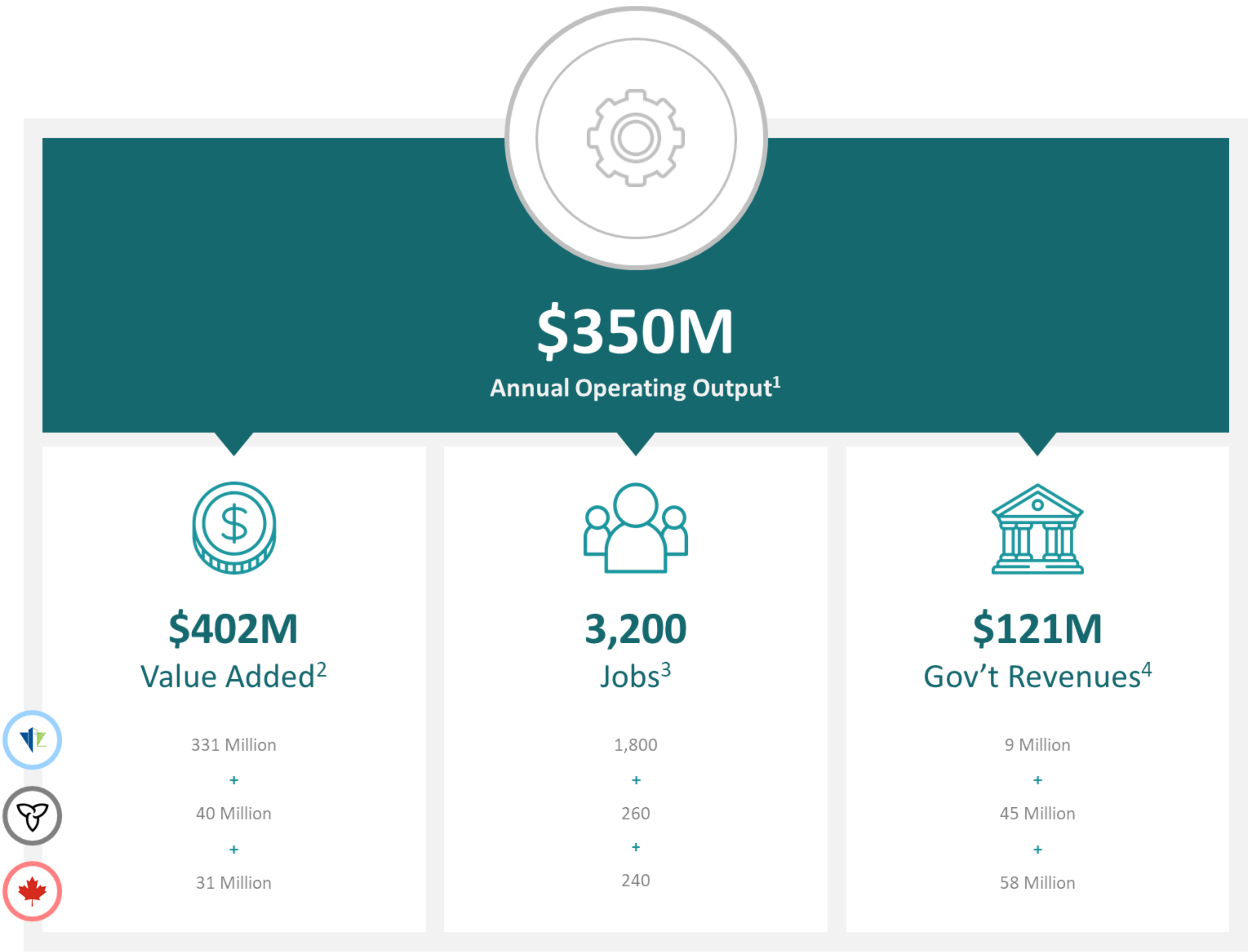
FINDINGS

ECONOMIC IMPACTS - CONSTRUCTION



FINDINGS

ECONOMIC IMPACTS – ONGOING OPERATING ACTIVITY



NEXT STEPS

PART 3



NEXT STEPS



- Committee and Council acceptance of *Feasibility Study*
- Partners sign an updated *Memorandums of Understanding*, including identification of a first phase of development
- Engage public and private partners for additional funding, support and market testing
- Determine implementation body, development parameters, timelines

Q & A

PART 4



PROJECT CONSULTING TEAM

GET IN TOUCH



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