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<table>
<thead>
<tr>
<th>TO:</th>
<th>Mayor and Members General Issues Committee</th>
<th>WARD(S) AFFECTED: CITY WIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMITTEE DATE:</td>
<td>July 4, 2011</td>
<td></td>
</tr>
<tr>
<td>SUBJECT/REPORT NO:</td>
<td>McMaster Health Campus Proposal - McMaster University (CM11008(a)) (PED11134) (FCS11063) (BOH11026) (City Wide)</td>
<td></td>
</tr>
<tr>
<td>SUBMITTED BY:</td>
<td>Tim McCabe General Manager Planning and Economic Development Department</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Roberto Rossini General Manager Finance and Corporate Services Department</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elizabeth Richardson, MD, MHSc, FRCPC Medical Officer of Health Public Health Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chris Murray, City Manager</td>
<td></td>
</tr>
<tr>
<td>PREPARED BY:</td>
<td>Chris Phillips, 905-546-1414 x5304</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Teresa Bendo, 905-546-2424 Ext. 7999</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Neil Everson, 905-546-2424 Ext. 2359</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Glen Norton, 905-546-2424 Ext. 5780</td>
<td></td>
</tr>
<tr>
<td></td>
<td>John Savoia, 905-546-2424 Ext. 7298</td>
<td></td>
</tr>
</tbody>
</table>
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SIGNATURE:

RECOMMENDATIONS

a) That Report PED11134/FCS11063/BOH11026/CM11008(a) be received;

b) That the City Manager and/or designate, be authorized and directed to commit an amount of $10 million to McMaster University, on condition that the McMaster Health Campus is built to the general scope and use as presented in the McMaster University proposal, as per Appendix “A” of Report CM11008, received by GIC on June 27, 2011;

c) That the $10 million contribution to McMaster University be funded as a grant from the Hamilton Future Fund A (Account 112246);

d) That the City Manager and/or designate, be authorized and directed to further develop and negotiate the terms and conditions of a final agreement with McMaster University for the McMaster Health Campus, as per Appendix “A” of Report CM11008 received by GIC on June 27, 2011, to an overall upset limit of $20 million, and that some or all of the Public Health Services department will be relocated to this location, subject to a lease arrangement acceptable to Council being reached by August 31, 2011;

e) That staff report on the progress of these negotiations and provide recommendations, including financing options for the remaining $10 million subject to (d) above, for consideration at the August 9, 2011 General Issues Committee.
EXECUTIVE SUMMARY

The City of Hamilton recognizes the contribution McMaster University makes to the broader Hamilton community. As an internationally recognized post-secondary institution, McMaster plays a critical role in the City’s economy. As a major employer within the region, it has a large economic impact. When this is combined with their research and commercialization capacity, and their recruitment programs for students, professors, researchers and staff, McMaster University can be seen as a major economic enabler and a key element to the broader image of the City.

McMaster University’s proposal to build its McMaster Medical Campus in Hamilton’s downtown presents an important opportunity for the City of Hamilton. In particular, by choosing to locate this new facility on a property of prominence within the heart of the downtown, this proposal clearly achieves the long sought after goal of bringing a post-secondary institution to the downtown core.

Over the years various members of City Council and staff have invested countless amounts of time and energy on trying to bridge-the-gap between our institutional partners to make a proposal like this a reality. McMaster’s proposal builds on the foundation of that previous work. Many of the elements contained in former plans are still there, but this current proposal is generally much more simple, and has been built on a partner-to-partner relationship between McMaster and the City.

This opportunity however, does not come without a major investment by the taxpayers of Hamilton. McMaster University is clearly seeking a $20 million contribution from the City of Hamilton to make this project a reality. In addition, their proposal also seeks a leasing arrangement that would consolidate aspects of the City’s Public Health Services Department within the Campus building that would capitalize on synergies between Public Health and McMaster. McMaster also requests that the City work with them to accommodate their parking requirements, a request that staff believe can be accommodated through City owned parking facilities with no impact either operationally or financially to the City.

City staff and McMaster University themselves, understand that these requests are significant and that they cannot be taken without thoughtful consideration. On June 27, 2011, City staff were directed by GIC to analyze the McMaster proposal and determine the impacts of such a proposal from a public policy, economic development and financial basis. This report seeks to provide this analysis, but also to clarify many of the issues arising out of McMaster’s proposal and their presentation.

The proposed new facility, a 217,000 square foot LEED certified campus development would co-locate the academic Department of Family Medicine, the Maternity Centre of Hamilton, nurse practitioner educational programs, the Shelter Health Network, as well as...
as various other continuing health sciences education and research programs. The approximate value of the campus development is $105 million and when operational, it is expected to service approximately 4,000 students, 450 employees, and 54,000 patient visits per year this from the downtown location.

Even accounting for the approximate loss of the 300 employees currently housed by the Hamilton Wentworth District School Board (HWDSB), the Campus leads not only to substantial net gain of employees in the downtown core, but brings with it the energy, activity, and purchasing power of 4,000 students, 54,000 patients, not to mention the countless support personnel that will service the needs of the Campus.

McMaster provides evidence for the current emerging trend where municipal governments are open to partnering directly with local institutions in order to accelerate their economic, neighbourhood, and downtown development initiatives. Municipalities such as the Regions of Waterloo and Halton, the Cities of Kitchener, Burlington, London, and Windsor, have all agreed to financially contribute to local university and college capital projects that serve the goals and ambitions of the broader community.

With respect to ancillary financial benefits, the City of Hamilton has long recognized the value of both McMaster University and other key educational and health care institutions to the overall Hamilton economy. The City’s Economic Development division estimates that McMaster University is the fifth largest employer in Hamilton with more than 7,300 employees, 24,432 full-time students, and that their approximate $1 Billion in operating costs benefit economic growth in the community. Hamilton’s healthcare sector has over 90 specialty clinics, a number of ambulatory and critical care centres, and six hospitals that directly employ over 15,000 people. By the nature of its mandate, this new Campus should also have a dramatic and positive influence on the retention and recruitment of new family practice physicians to the area.

From a tax assessment and municipal tax point of view, the new Campus does not provide much in the way of direct impact. The current School Board facility located at 100 Main Street West is tax-exempt, as will the new Campus building. McMaster contemplates a “Phase 2” private-sector development that would add substantially more residential and commercial assessment to the downtown core. Staff believe, however, that this “Phase 2” should be viewed as an important and desirable goal, but that the proposal is still too early to assess its viability. Also of note is that by re-locating the Campus building in the downtown, lands previously identified for the project at MIP would remain as a viable option for private-sector investment, and add to the future assessment base.

On June 27, 2011, City staff were also directed by GIC to analyze and report back on the accommodation requirements of Public Health Services, and determine the impacts of the leasing proposal. Again, this report seeks to provide this analysis.
This consolidation of operations and co-location most importantly capitalizes on synergies with McMaster University. The inclusion of Public Health Services in the McMaster Health Campus will allow integration of public health staff, programs and services with both primary care and the broader health care system, in addition to the integration with municipal government that it enjoys today. From the standpoint of the citizens we serve, this will:

- provide more seamless care across the continuum from prevention to treatment;
- provide integrated clinic services in an area of highest need not currently served by PHS;
- provide expectant and new mothers with improved access to group based prenatal education, nutrition education and breastfeeding support;
- expose learners to an inter-professional approach to health care;
- enhance our collective community emergency response; and
- advance relevant public health education and research.

For the past eight years PHS has been pursuing a strategy to consolidate its core operations, in accordance with the City’s Accommodation Strategy. In May 2005 Council approved a short to mid-term accommodation strategy incorporating the following directions and principles:

i) That consolidation of office space for all Departments be focused in the Downtown Core Area in as few building locations as practical and economically viable.

ii) That this consolidation include the relocation of staff from the Building and Licensing, Long Range Planning and Development and Real Estate Divisions of the Department of Planning and Development from the Stoney Creek City Hall, subject to securing an acceptable, mid to long term, market value lease of the building. Said lease to provide for the continued City/public use of the Library, Service Centre, Council Chambers and Saltfleet Room.

iii) That the Downtown Core consolidations be strategically chosen and linked to maximize efficiencies within and between Departments and to enhance customer service delivery, and that any associated financial enhancements be identified for the 2006 Budget.

iv) That leasing strategies include high priority consideration to redevelopment plans and adaptive re-use of key existing buildings that would contribute towards achieving the City’s Downtown revitalization goals.

v) That for purposes of integrating with the recommended long term accommodation strategy, new leases, generally be structured to not exceed a 15 year total term, beyond 2020.
Currently PHS employees are located in a number of buildings throughout the City that are either leased or owned by the City of Hamilton (refer to Appendix “B” to(CM11008(a)) (PED11134) (FCS11063) (BOH11026)).

From a legislated compliance and staff accommodation perspective, this partnership would provide:

- a reliable back-up energy supply for vaccine storage and PHS emergency operations centre support;
- improvement of work space to meet the Health & Safety Act, ongoing staff complaints regarding HVAC, temperature control and overcrowding and Accessibility for Ontarians with Disabilities Act requirements;
- an appropriate West Nile Virus (WNV) lab with adequate supervision to meet employment standards;
- improvement of operational efficiencies due to lost time travelling between offices and service effectiveness and increased collaboration to meet OPHS standards as a result of being in one building;
- additional meeting room space to accommodate medium-large groups so that PHS does not have to pay for off-site meeting room space; and
- efficient storage space to consolidate storage to more securely house personal health information.

Table 1 of Report PED11134/FCS11063/BOH11026/CM11008(a) provides details of the locations that PHS has identified to be potentially consolidated at the proposed new leased facility.

Cost Summary:

Table 1 of Report CM11008(a)/PED11134/FCS11063/ BOH11026 provides a summary of the Tax Supported Operating budget impacts for PHS in year one (2013). Potential offsets to these financial pressures will be increased direct municipal taxes from the potential of current PHS leased space that is not subject to property tax being vacated and replaced by tenants subject to paying property taxes. Additionally, there is the potential for future Phase 2 development which has the potential to increase property values, generate taxes and stimulate investment in surrounding properties.

Further detailed financial analysis including one-time capital contributions are contained in the Financial Implications Section of this Report.
Overall, staff firmly believe that McMaster’s proposal presents an important opportunity for the City of Hamilton and its plans to accelerate the rejuvenation of its downtown. Although there are still some questions to be answered, McMaster’s proposal shows clear benefits for the City to justify a municipal contribution.

Staff, and University officials understand, that a $20 million investment in the proposed MHC is not a decision that Council can or should take lightly. Staff, therefore, recommend that GIC make a firm commitment to the project, but at the same time direct staff to further develop and negotiate the terms and conditions of a final agreement with McMaster.

The recommendation calls for a commitment of $10 million for the MHC, to be funded as a grant from the Hamilton Future Fund. It also directs the City Manager and/or designate, to further develop and negotiate the terms and conditions of a final agreement with McMaster University, to an overall upset limit of $20 million, and that some or all of the Public Health Services department will be relocated to this location, subject to a lease arrangement acceptable to Council being reached by August 31, 2011.

Further, that staff report on the progress of these negotiations and provide recommendations, including financing options for the remaining $10 million for consideration at the August 9, 2011 General Issues Committee.

Since arriving at McMaster University just over a year ago, McMaster President Dr. Deane has expressed a desire to engage in local citizenship by working to support the City of Hamilton’s priorities. The MHC is a proposal that McMaster believes can assist in meeting this vision.

TABLE 1

<table>
<thead>
<tr>
<th>Public Health Financial Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Health Operating Budget Impacts</strong></td>
</tr>
<tr>
<td>2013 Net Budget Pressure of increased accommodation costs *</td>
</tr>
<tr>
<td><strong>Estimated Municipal Taxes</strong></td>
</tr>
<tr>
<td>Year One (2013)</td>
</tr>
<tr>
<td><strong>Total Estimated Budget Impact Net of Municipal Taxes</strong></td>
</tr>
<tr>
<td>Year One (2013)</td>
</tr>
</tbody>
</table>

* based on 84,084 square feet, excluding one-time cost of $224,000
By increasing their presence in the downtown and working with the City’s Public Health Services department to extend clinical health care practices throughout the community, this new downtown campus will establish a “beachhead” for the university within the downtown that may lead to further investments down the road.

Alternatives for Consideration – See Page 33

FINANCIAL / STAFFING / LEGAL IMPLICATIONS (for Recommendation(s) only)

Financial: Table 2 of Report PED11134/FCS11063/BOH11026/CM11008(a) outlines the funding options for a capital contribution to the McMaster University proposal that can encompass one or more of the funding option choices:

**TABLE 2**

**City Contribution to Downtown McMaster Health Campus**

**Funding Options:**

**A. Fund from Future Fund**

A.1 $10M - $20M Grant Option: Forecasted 2013 Y/E balance = $20,678,000 (post Pan Am commitments)

A.2 Loan Options

$10M Loan Option: Term of 15 years @ 3% = annual repayment costs of $837,666, total interest = $2,546,987

$20M Loan Option: Term of 15 years @ 3% = annual repayment costs of $1,675,332, total interest = $5,129,974

**B. Debt Financing**

$20M debt financing scenarios:

B.1.1 Term of 15 years @ 5% = annual repayment costs of $1,926,846, total interest over term = $8,902,686

B.1.2 Term of 20 years @ 5% = annual repayment costs of $1,604,852, total interest over term = $12,097,035

**C. Identify Funding within Discretionary Tax Supported Capital Budget**

Forecasted discretionary budget in the $73-75 million range annually from 2012-2014; $20 million represents over a quarter of the annual budget or approximately 9% over the 3 year period.

Financial: Public Health Services – Accommodation Requirements

Table 3 of Report PED11134/FCS11063/BOH11026/CM11008(a) provides cost details for the current accommodations that PHS has identified for consolidation. Generally 75% of most PHS program costs are funded from the Province, with the municipal tax levy supporting the remaining balance.

Note that the following clinics would not be consolidated at the McMaster Health Campus: 247 Centennial Parkway, 2 King Street West, Waterdown Clinic and Dundas, 2nd floor. The dental clinic at 1447 Upper Ottawa can be relocated downtown. The sexual health clinic at 1447 Upper Ottawa will also remain in a location on the central mountain.
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### TABLE 3

**Public Health Accommodations**

<table>
<thead>
<tr>
<th>Current Accommodations Identified for Consolidation</th>
<th>2011 Gross Budget</th>
<th>2011 Net Budget</th>
<th>2010 Actual Costs</th>
<th>Costs/Sq Ft</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leased Space</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>35 King Street East (Right House Bldg)</td>
<td>$753,650</td>
<td>$188,413</td>
<td>$722,480</td>
<td>$27.69</td>
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<tr>
<td>1447 Upper Ottawa Street, Units 5-8 *</td>
<td>$206,460</td>
<td>$41,285</td>
<td>$198,382</td>
<td>$40.55</td>
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<tr>
<td>1439 Upper Ottawa Street</td>
<td>$34,650</td>
<td>$8,663</td>
<td>$29,790</td>
<td>$22.72</td>
</tr>
<tr>
<td>DUN 2 King Street West</td>
<td>$154,414</td>
<td>$38,603</td>
<td>$175,176</td>
<td>$24.36</td>
</tr>
<tr>
<td>250 Main St. E. - RMRCH</td>
<td>$25,660</td>
<td>-</td>
<td>$24,268</td>
<td>8.80</td>
</tr>
<tr>
<td>100 Main St. E</td>
<td>$149,100</td>
<td>-</td>
<td>$150,245</td>
<td>13.19</td>
</tr>
<tr>
<td>2255 Barton</td>
<td>$150,540</td>
<td>$37,635</td>
<td>$153,786</td>
<td>33.35</td>
</tr>
<tr>
<td>21 Hunter Street</td>
<td>$70,340</td>
<td>-</td>
<td>$72,812</td>
<td>13.68</td>
</tr>
<tr>
<td>Contracted clinic</td>
<td>$39,337</td>
<td>$9,834</td>
<td>$39,337</td>
<td>10.17</td>
</tr>
<tr>
<td>1 James Street South</td>
<td>$106,080</td>
<td>-</td>
<td>$94,564</td>
<td>16.81</td>
</tr>
<tr>
<td><strong>Total Leased Space</strong></td>
<td>$1,690,231</td>
<td>$350,952</td>
<td>$1,710,840</td>
<td>22.85</td>
</tr>
<tr>
<td><strong>City Owned Space</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>125 Barton W</td>
<td>$5,915</td>
<td>$1,479</td>
<td>$5,962</td>
<td>8.28</td>
</tr>
<tr>
<td>1447 Upper Ottawa Street, Unit 9 *</td>
<td>$106,080</td>
<td>$26,520</td>
<td>$94,564</td>
<td>16.17</td>
</tr>
<tr>
<td><strong>Total City Owned Space</strong></td>
<td>$5,915</td>
<td>$1,479</td>
<td>$5,962</td>
<td>8.28</td>
</tr>
<tr>
<td><strong>Total Current PH Accommodations</strong></td>
<td>$1,690,231</td>
<td>$350,952</td>
<td>$1,710,840</td>
<td>22.85</td>
</tr>
<tr>
<td>New Future Family Clinic **</td>
<td>$94,606</td>
<td>$23,652</td>
<td>$94,606</td>
<td>18.92</td>
</tr>
<tr>
<td><strong>Total Required PH Accommodations</strong></td>
<td>$1,790,752</td>
<td>$376,083</td>
<td>$1,811,408</td>
<td>18.92</td>
</tr>
</tbody>
</table>

* Budget & Costs for 1447 Upper Ottawa leased units 5-8 are inclusive of unit 9 which is City owned.

** Table 4 of Report PED11134/FCS11063/BOH11026/CM11008(a) identifies the projected operating budget impact for PHS in year one of the proposal (2013). It should be noted that the construction cost per square foot is a preliminary estimate and that Council will be presented with revised financial and budget implication figures when a lease arrangement is brought forward for Council’s consideration of approval.

The total accommodation costs on a per square foot basis would increase for PHS from an average of $18.92 to $34.47 under this proposal.

The capital construction cost for the PHS accommodations within the MHC are intended to be recouped over the proposed 25 year lease term. Table 5 of Report CM11008(A)/PED11134/FCS11063/BOH11026 currently reflects a $35.3 million capital construction cost based on 84,084 square feet at $420 per square foot (inclusive of tenant improvements).

McMaster will be financing the capital constructions for the PHS accommodations and the City will benefit from McMaster being able to secure the lowest cost financing that is available. McMaster as a public university is eligible to secure loans to finance construction of infrastructure through Infrastructure Ontario’s Loan Program which offers low cost financing to the public sector (note the City is also eligible under this Program).
Interest rate for 25 year terms have consistently been under 5% and for the purposes of the analysis presented below a 5% interest cost has been used. The funding provided by the Ministry of Health (MOH) for PHS accommodation costs is capped and staff will have to foreword a request seeking increased funding for the potential increased costs of $1,286,035. The table below represents the worst case scenario that the MOH provides no funding increase related to the increased PHS accommodation costs resulting from the PHS consolidation into the proposed facility.

**TABLE 4**

<table>
<thead>
<tr>
<th>Proposed Accommodations</th>
<th>Year One (2013) Projected Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Square Footage</strong></td>
</tr>
<tr>
<td>Total New PH Lease Space</td>
<td>84,054</td>
</tr>
<tr>
<td>Incremental PH Parking Expense</td>
<td></td>
</tr>
<tr>
<td>Total New PH Accommodation</td>
<td>84,054</td>
</tr>
</tbody>
</table>

** assume 5% cost to borrow, 25 year term

Table 5 of Report PED11134/FCS11063/BOH11026/CM11008(a) outlines the expected one-time expenditures associated with the proposed PHS consolidated accommodations with respect to moving and reconfiguration costs. The sale of City owned PHS accommodations that would be surplus following the consolidation of staff, may provide a partial offset to the one-time costs. A funding source for the net one-time costs will have to be identified for Council when a future report is brought foreword seeking Council’s approval to enter into an eventual lease agreement.

To note, in June 2010, McGregor Design Group estimated that it would cost approximately $3.78 million to renovate current PHS facilities to meet code, accessibility and functional requirements not currently being accommodated. This would include carpet replacement, floor repairs, accessibility changes, mechanical improvements, sound masking systems etc. and not include professional fees, furniture additions or modification, labour costs to move furniture etc.

The existing PHS locations located outside of the downtown core area offer free parking to staff. Some of the PHS staff that would be consolidated into the proposed facility would be eligible for City paid parking and as such, it has been estimated that the incremental PHS employee parking cost impact will be $140,000 annually.
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TABLE 5
One-Time Financial Impacts Related to PHS Consolidation

<table>
<thead>
<tr>
<th>Moving Costs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Move and Reconfiguration Costs</td>
<td>$1,250,000</td>
</tr>
<tr>
<td>Additional Furniture Requirements</td>
<td>$300,000</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>$474,000</td>
</tr>
<tr>
<td><strong>Total One-Time Costs</strong></td>
<td><strong>$2,024,000</strong></td>
</tr>
</tbody>
</table>

| Less: Sale of City-owned 1447 Upper Ottawa, Unit 9 |
| Appraised value                          | $1,800,000 |

| Net One-Time Costs | $224,000 |

Staffing: A multi-disciplinary team of senior staff was established to analyze the terms and conditions of the proposal and to prepare this report. It would be expected that this team, along with others, would assist the City Manager and/or designate in any potential negotiations with McMaster University. As the project itself will be owned and managed by McMaster University, there are no staffing requirements of the City of Hamilton for the project implementation.

Legal: Legal Services will be involved in all stages of the planning and negotiations with McMaster University.

HISTORICAL BACKGROUND (Chronology of events)

1.0 Council Direction

At their meeting of June 27, 2011, General Issues Committee endorsed the following resolution:

a) **That Report CM11008 be received;**

b) **That the General Managers of Planning and Economic Development, and Finance and Corporate Services, and the Medical Officer of Health, be authorized and directed to analyze and report back on the terms and conditions of the proposal from a public policy, economic development, and financial basis, attached as Appendix “A” to Report (CM11008);**
c) That the General Managers of Planning and Economic Development and Finance and Corporate Services, and the Medical Officer of Health, be directed to analyze and report back on the accommodation requirements of Public Health Services, and determine the impacts of the leasing proposal;

d) That the staff Report be scheduled for consideration at the July 4, 2011 General Issues Committee.

2.0 McMaster Health Campus Proposal (MHC)

Detailed background information was presented in Report CM11008 at the June 27, 2011 General Issues Committee. There are several items however, that have specific relevance to this Report.

McMaster University is proposing to build its McMaster Health Campus (MHC) in downtown Hamilton, details of which are contained in Appendix “A” of Report CM11008. Located at 100 Main Street West, the 217,000 square foot LEED certified campus development would co-locate the academic Department of Family Medicine, the Maternity Centre of Hamilton, nurse practitioner educational programs, the Shelter Health Network, as well as various other continuing health sciences education and research programs, in the new facility. The approximate value of the campus development is $105 million and when operational, it is expected to service approximately 4,000 students, 450 employees, and 54,000 patient visits per year.

The McMaster proposal also contemplates a “Phase 2” development containing 40,000 square feet of retail, and two 12-storey residential towers, fronting on King Street and Bay Street, respectively. This initiative would be led by McMaster University and a private-sector development partner, and if implemented, would bring additional tax assessment and growth to the downtown location.

It must be noted however, that the “Phase 2” development is not anticipated to begin until at least the time of the opening of the MHC and neither the University nor any private-sector development partner has guaranteed the investment for “Phase 2”.

The proposal also presents an opportunity to partner with the City of Hamilton’s Public Health Services department by co-locating Public Health Services operations within this facility, details of which are presented within this report.

As noted in Report (CM11008) at the June 27, 2011 General Issues Committee, McMaster University is currently considering submitting an “Offer to Purchase” for the property at 100 Main Street West from the HWDSB. McMaster has set aside four (4) “Key Requirements” which include:

- City of Hamilton Contribution – a $20 million commitment by July 7, 2011 from the City of Hamilton to McMaster for the downtown Health Campus;
• Explore options for the integration of Public Health into the Health Campus with an approved plan by August 31, 2011;
• Parking agreement with the City of Hamilton in order to meet its zoning requirements;
• Agreement with the City of Hamilton to accelerate the planning process, including the issuance of a demolition permit on application, needed by September 15, 2011.

2.1 Land Acquisition - McMaster University to purchase 100 Main Street West from the HWDSB

The MHC proposal calls for McMaster University to purchase the entire 3.21 acre (1.3 hectare) School Board property at 100 Main Street West, with the transaction being executed solely by the two-parties. The City of Hamilton is not a party to the land transaction and will not be asked to participate beyond its initial $20 million municipal contribution to the overall $105 million project.

2.2 McMaster University is responsible for all cost over-runs of the MHC

McMaster University is solely responsible for any and all expenses relating to the MHC portion of the project ($70 million) and the upset limit of a $20 million municipal contribution to the overall project is capped.

2.3 Guaranteed Funding Commitments for the MHC

McMaster University has secured funding from the Ministry of Training, Colleges and Universities for MD expansion, Ministry of Health and Long-term Care for Family Medicine Residency Expansion, McMaster Department of Family Medicine from their clinicians, as well as commitments from McMaster’s Faculty of Health Sciences, McMaster University itself, and a philanthropic donation from David Braley. The details of these funding commitments are contained in Table 2.

McMaster assures the City that this funding is committed, constituting “cash-on-hand” for this project, and other than meeting specific educational requirements, there are no conditions attached to the funding. It is noted however, that the commitments to this project are predicated on the City of Hamilton’s municipal contribution of $20 million to the project as well.

The additional McMaster University contribution of $35 million constitutes the anticipated financing costs that McMaster would incur for increased construction costs if PHS was to be fully accommodated within the campus. Although this financing is not yet secured, the University is confident of their ability to attain financing, and as it would be tied to a lease, it would also have a revenue stream attached. McMaster has also stated that they would fully recover the capital costs associated with the PHS
component so that the City would be responsible for any cost overruns in the PHS component of the building (ie. 84,000 square feet).

TABLE 6 – Funding Commitments for the McMaster Health Campus

<table>
<thead>
<tr>
<th>McMaster Health Campus for Downtown Hamilton</th>
<th>$ (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Funding</td>
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</tr>
<tr>
<td>Philanthropic Donations</td>
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<td>Ministry of Training, Colleges and Universities (MD expansion)</td>
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<tr>
<td>Ministry of Health and Long-term Care (Family Medicine Residency Expansion)</td>
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<td>McMaster Department of Family Medicine (Clinicians)</td>
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<tr>
<td>McMaster Faculty of Health Sciences contribution</td>
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</tr>
<tr>
<td>McMaster University contribution (cash)</td>
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</tr>
<tr>
<td>McMaster University financing re PHS accommodations to be paid by City via lease payments</td>
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<td><strong>Sub-total McMaster &amp; Partners Funding</strong></td>
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<tr>
<td>City of Hamilton contribution</td>
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</tr>
<tr>
<td><strong>Total Project Funding</strong></td>
<td><strong>$ 105.0</strong></td>
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3.0 Hamilton Wentworth District School Board (HWDSB) – 100 Main Street West

100 Main Street West is currently owned by the Hamilton Wentworth District School Board (HWDSB), and is currently the site of their Education Centre. Over several years, the HWDSB has determined the site no longer serves its operational needs. As part of an accommodation review process, School Board staff analyzed a series of options for a new Education Centre. One option involved the HWDSB acquiring the city-owned lands within the “West Harbour – Barton-Tiffany” area. As decided at the General Issues Committee meeting of February 14, 2011, the preference was that the “West Harbour” lands not be considered appropriate for the Education Centre proposal. It was also determined that, the HWDSB was prepared to move ahead with their project, but at their current “Crestwood” site on Hamilton Mountain.

In April 2011, the HWDSB formally declared their property at 100 Main Street West “surplus”, and on April 18, 2011 they publicly notified “preferred agencies” of their ability to submit a bona fide offer within 90-days, as required by legislation. McMaster University and the City of Hamilton, as well as several other public agencies, are considered “preferred agencies”, thus giving them an opportunity to submit an offer to purchase the 100 Main Street West property.

In its position as a “preferred agency”, the City of Hamilton could be in a position to purchase the lands on its own, although it must be noted that McMaster University has precedence in legislation. If the City was to proceed in this fashion, the City may be in a position to use the lands for economic development or public policy purposes.

3.1 Scope and Location for the new HWDSB Education Centre

As part of an accommodation review process, School Board staff determined that the 100 Main Street West site no longer serves its operational needs. As they serve a wide geographic area, the study concluded that from an operational viewpoint, they should consolidate several operations in one location. Further, this consolidation should be centrally located on Hamilton Mountain. The School Board and their consulting team worked with City staff to identify possible locations that would meet their specific functional requirements. Regardless of the consultant’s views on location, particular attention was paid to finding a suitable location within the downtown.

On June 6, 2011, the Board of Trustees passed a motion endorsing a formal “Business Case” to consolidate several operational units into a new Education Centre to be located at their “Crestwood” site. Staff (approximately 300 employees) and services currently operating at 100 Main Street West will be relocated and consolidated with approximately 150 additional employees, currently housed in other buildings throughout the City.
Under legislation, the HWDSB is limited in their ability to finance their administrative accommodation needs. Resources that are strictly dedicated for educational purposes cannot be used for such facilities, and therefore the Board must self-finance this endeavour. With the 100 Main Street West property being an administrative asset, the proceeds of its sale could be used as a funding source to build the new facility. As well, any financing plan and business case requires Ministry of Education approval.

4.0 Hamilton Future Fund (HFF)

In 2002, the City of Hamilton received a $137 million dividend from Hamilton Hydro for the amalgamation of the previous Region of Hamilton-Wentworth’s Hydro utilities. A Community Trustee Panel was established to ensure that the community was involved in deliberations about the permanent Hamilton Future Fund and its strategic use. They created the Mission Statement “To preserve and manage a permanent, self-sustaining fund (the Hamilton Future Fund (HFF)) as a lasting legacy for current and future generations of Hamiltonians to enjoy economic prosperity, enhanced social fabric, and enhanced community life.”

The panel identified three strategic investment priorities for the HFF:

- 65 per cent of the available funds will be applied towards growing Hamilton's economic base in order to create jobs and generate subsequent investment revenues.
- 20 per cent of the available funds will be applied towards enhancing Hamilton's social fabric.
- 15 per cent of the available funds will be applied towards enhancing community life.

The panel also recommended two crucial strategies for the use of the $137 million allocated to the HFF; first, that the HFF be maintained as a split fund in two separate reserves: one for $37 million to be spent over the five years (until 2007); and second, the remaining $100 million to be permanently invested to generate operating capital through interest earned. The panel reviewed and recommended funding for existing projects put forward by City staff that were not included in the City's budget, but were important investment priorities that fit within the three key areas of focus, totalling just over $37 million. Investments in downtown Hamilton were considered a high priority by the panel and various downtown-related projects were recommended for a total of $16,064,000.
4.1 Alignment of the MHC proposal to the HFF “Mission Statement” and “Guiding Principles”

Staff believe that the MHC proposal generally fits within the key requisites of the HFF Mission Statement, which states; “...as a lasting legacy for current and future generations of Hamiltonians to enjoy economic prosperity, enhanced social fabric, and enhanced community life.”

Of the HFF’s “Allocation Goals”, the MHC proposal promotes all of the following: enhancing the community’s economic prosperity, including potential for economic development, support downtown redevelopment, support the development of key economic clusters, support job creation, enhance the community's social fabric, and enhance community life.

Although firm criteria has not been established to date, the MHC proposal lends itself to being able to achieve all of the “Allocation Expectations” of the HFF including: achieving measurable results, clear articulation of expected outcomes, specific performance criteria, and the means of identifying, measuring and reporting outcomes.

It must be noted however, that since the MHC proposal was submitted directly to City Council through the GIC, the proposal would not necessarily meet the intent of the HFF’s “Guiding Principles” in relation to the Fund’s management. The HFF Board of Governors have not been formally consulted with respect to the proposal nor has there been any broad-based community consultation.

5.0 Public Health Services Accommodation

For eight years, Public Health Services (PHS) has been pursuing a strategy to co-locate its core operations.

In 2005, senior staff from the former Public Health and Community Services Department toured available space at the Standard Life Centre in an effort to locate suitable space to replace accommodations at 1 Hughson Street North. That same year senior staff also toured available space in the former Eaton’s Department store in the City Centre, but in both cases, the space was deemed unsuitable for long term occupancy.

In 2007-2008, it was proposed that PHS relocate some of its staff to the Lister Block but ultimately, other City programs and services will occupy the Lister Block.

In 2008-2009, the City entered into negotiations to co-locate PHS with McMaster University and the Hamilton Wentworth District School downtown at King and Bay streets but the negotiations proved unsuccessful.
PHS continues to operate its core operations in locations disbursed across the City. In order to accommodate some current unmet needs, PHS recently acquired additional short-term lease space of approximately 5,200 square feet to meet its temporary space needs until a long term solution can be found.

In March 2010, the HRCC submitted a proposal to the City to design, build, finance and lease new purpose-built office space for PHS at 140 King William Street. The proposed leased space includes 79,000 square feet of office space that would incorporate the WNV lab, allow for a 5,000 sq. ft. street level clinic space and provide PHS staff with on-site parking.

Recently staff of PHS have had preliminary discussions with McMaster University regarding the potential co-location on the proposed site of the McMaster Health Campus.

**POLICY IMPLICATIONS**

1.0 City of Hamilton – Urban Official Plan

In the City’s Urban Official Plan, Downtown is expected to achieve a minimum gross density of 250 people and jobs per hectare by 2031. In response to achieving the provincial “Places to Grow” (P2G) mandate, City Council has committed to addressing the challenges of managing growth through renewing infrastructure and capitalizing on the city’s many community assets. The creation of the MHC as well as the potential “Phase 2” private-sector residential, commercial, or even institutional initiative for the northern portion of the 100 Main Street West site, provide an opportunity for the City to work towards meeting its intensification goals.

2.0 Downtown Hamilton Secondary Plan

One of the main principles of the Downtown Hamilton Secondary plan is to make downtown living and working attractive. Downtown residents are a convenient market for Downtown retailers and service providers. The MHC is expected to service approximately 4,000 students, 450 employees, and 54,000 patient visits per year. This will provide for a variety new employment, residential, and recreational opportunities within the downtown, as well as adding health care investments to the area. The proposed “Phase 2” development could present opportunities for recent graduates or recent hires to live in the downtown in close proximity to their place of work.

Through design, the proposal has the opportunity to enhance the ‘public realm’ by providing an animated streetscape that will contribute to the quality of life experience for residents and visitors.
3.0 City Accommodation Strategy

At the May 9, 2005 Committee of the Whole meeting Council approved a short to mid-term accommodation strategy incorporating the following directions and principles:

i) That consolidation of office space for all Departments be focused in the Downtown Core Area in as few building locations as practical and economically viable.

ii) That this consolidation include the relocation of staff from the Building & Licensing, Long Range Planning and Development & Real Estate Divisions of the Department of Planning and Development from the Stoney Creek City Hall, subject to securing an acceptable, mid to long term, market value lease of the building. Said lease to provide for the continued City/public use of the Library, Service Centre, Council Chambers and Saltfleet Room.

iii) That the Downtown Core consolidations be strategically chosen and linked to maximize efficiencies within and between Departments and to enhance customer service delivery, and that any associated financial enhancements be identified for the 2006 Budget.

iv) That leasing strategies include high priority consideration to redevelopment plans and adaptive re-use of key existing buildings that would contribute towards achieving the City’s Downtown revitalization goals.

v) That for purposes of integrating with the recommended long term accommodation strategy, new leases, generally be structured to not exceed a 15 year total term, beyond 2020.

(f) That a long term accommodation strategy be approved, in principle, providing for the construction of a second office tower of approximately 250,000 square feet, integrated with the existing renovated City Hall and including a new parking structure; this new facility to be targeted to start construction in 2018 and all subject to an acceptable capital financing plan.

Consolidating PHS core operations is consistent with i, iii, iv and v of these principles.

4.0 Potential Positive Impact for Physician Recruitment and Retention

In response to the Ontario government’s initiative to expand the number of physicians and other health professionals, McMaster’s Faculty of Health Sciences has doubled enrolment during the past decade, adding programs such as those for physician assistants, health management and biomedical engineering and growing its schools of medicine and nursing and other programs, including midwifery.
The popular family medicine residency program has grown in recent years to 85 first-year residents in the two-year program, with about 30 residents completing their training in Hamilton, centered mainly at the two current teaching unit clinics at Stonechurch Family Health Centre and McMaster Family Practice. The Downtown Campus would allow the program to grow to 100 first-year family medicine residents, with about 50 in Hamilton.

But that is not the whole complement. The Health Campus will also host many students from nursing, nurse practitioner, physician assistant, midwifery, social work, physiotherapy and other programs at the Family Health Centre and the Maternity Centre, as well as practically all of the 10,000 registrants annually for programs of McMaster's Continuing Health Education Program.

For the City of Hamilton, the proximity to the MHC should have a dramatic and positive influence on the retention and recruiting of new family practice physicians to the area. Not only will medical students and residents be attracted to Hamilton for educational purposes, but being located in a City that is home to a leading edge facility such as the one proposed could easily influence their decision to stay in the area and locate their practice to Hamilton. The increased integration with PHS is also attractive because PHS provides complementary and supporting services to family physicians and the visibility and awareness of these programs among primary care will be increased.

### 5.0 Service Delivery Efficiency

The proposed development will result in the consolidation of a number of Public Health offices into one building, resulting in efficiencies by having staff relocated to a central location. This consolidation is in accordance with one of the Downtown Hamilton Secondary Plan’s main objectives for the Downtown as the principal location for government services. The 2009 PHS organizational review of PHS conducted by the Randolph Group recommended consolidating staff in one location to increase both communication and collaboration between programs to effectively implement the Ontario Public Health Standards.

### 6.0 City of Hamilton Lease Financing Policy

Staff has delegated authority for approving leases that do not exceed $250,000 and, a maximum lease term of five years. The proposed lease(s) exceed both the aforementioned maximums.

### 7.0 Zoning Requirements for Parking

Both the Downtown Hamilton Secondary Plan and the Downtown Transportation Master Plans recommend parking policies designed to influence mode choice (auto vs. bicycle, transit and walking) and encourage short-term turnover parking for business / retail trips.
and discourage all-day commuter parking. As well, within the City’s Zoning By-law, all retail developments in the Downtown are exempt from providing on-site parking.

The MHC proposal provides a unique partnering opportunity for both the City of Hamilton and McMaster University, where the university proposes to add underground parking capacity to the existing parking at 100 Main Street West, while working with the Hamilton Municipal Parking System (HMPS) to utilize existing capacity within 300 metres of the site, to accommodate the remainder of their parking requirement. This accommodation agreement has the ability to increase the utilization of existing parking within the downtown core and increase parking revenue for the HMPS.

8.0 Heritage Assessment of 100 Main Street West

The property at 100 Main Street West is not designated under the Ontario Heritage Act nor is it contained in the Register, but the property is listed in the “Inventory of Buildings of Architectural and Historical Interest”. There is no legal implication related to the demolition of the existing School Board building, for the MHC proposal under the Ontario Heritage Act. The Secondary Plan does require a Heritage Impact Assessment for properties listed. However, the Chief Building Official would be mandated to issue a demolition permit if the property is not designated under the Heritage Act or included in the Register.

9.0 Incentive Program Eligibility

There is a variety of financial incentive programs that are offered through the Downtown and Community Renewal Community Improvement Plan, they include:

- Hamilton Downtown Property Improvement Grant Program
- Commercial Property Improvement Grant Program
- Hamilton Downtown Multi-Residential Property Investment Program
- Hamilton Downtown Office Tenancy Assistance Program (OTAP)

The newly launched and recently revised OTAP program, could have its upper limit amended (from the current $450,000) to a limit of several million, to assist in the financing of the leasehold improvements. This program is currently a five year maximum loan, with an interest rate of Prime minus 1%. This financing could be attractive to McMaster, and cost the City very little, as the City is lending funds out at only slightly below its borrowing cost. Extending the term of the loan beyond five years is another option that could be looked at.

The Downtown Residential loan program could be of great assistance to the private sector residential component of the plan. The program provides an interest free loan, for a five year term (10 year amm) for 25% of the cost of the dwelling construction. To assist in making this component happen, consideration could be made to extending the amortization period to 15 or 20 years.
Due to the public sector (i.e. non tax paying) nature of the University, our environmental remediation and LEEDS certification programs do not apply to the MHC project, however the private sector component will qualify.

**RELEVANT CONSULTATION**

City Manager’s Office
City Manager’s Office – Legal Services
City Manager’s Office – Neighbourhood Strategy
Planning and Economic Development - Planning
Planning and Economic Development - Real Estate and Urban Renewal divisions
Corporate Services – Financial, Planning and Policy Division
Public Health Services
Public Works – Facilities and Fleet
McMaster University
Hamilton Wentworth District School Board

**ANALYSIS / RATIONALE FOR RECOMMENDATION**

(include Performance Measurement/Benchmarking Data, if applicable)

McMaster University officials appeared before the General Issues Committee on June 27, 2011 and made a formal presentation on their proposed McMaster Medical Campus in Hamilton’s downtown.

At the conclusion of their formal presentation, members of the GIC had an opportunity to ask questions of McMaster President Dr. Patrick Deane, Dr. John Kelton, Dean and Vice-President, Faculty of Health Sciences, Dr. David Price, Chair, Department of Family Medicine, Mr. Roger Couldrey, Vice-President, Administration, Ms. Debbie Martin, Executive Director, Faculty of Health Sciences, and Mr. Gord Arbeau, Director, Public and Community Relations.

As City staff want to ensure that Council has the best information available in order to make a decision on a matter that could have such an impact within the downtown, staff have prepared the following “Analysis / Rationale for Recommendation” section to address many of the questions, concerns, and issues that arose at the meeting of June 27, 2011.
1.0 What is the Economic Impact of McMaster University and the Health Care Industry in Hamilton?

McMaster University is the fifth largest employer in Hamilton with more than 7,300 employees. Their operating costs (close to a $1 Billion) benefit economic growth in the community, through the use of local businesses and suppliers to the University. According to a 2009 study by Econometric Research Ltd., McMaster increases the gross provincial product of Ontario by nearly $1.5 billion annually and that close to 17,000 Hamiltonians are employed directly or through indirect interaction with McMaster.

More than 60 per cent of McMaster's 24,432 full-time students come from outside the City of Hamilton and bring increased revenue to Hamilton area businesses through consumer spending. When including part-time and summer students, the total McMaster student population exceeds 39,000.

Hamilton also has one of the most comprehensive healthcare systems in Canada, serving a regional market of over 2.5 million people. The McMaster model for hospitals is recognized and applied worldwide. Hamilton has over 90 specialty clinics, a number of ambulatory and critical care centers, and six hospitals that directly employ over 15,000 people. These hospitals include; Hamilton General; the Juravinski Hospital; McMaster Children's Hospital; St. Joseph's Hospital (Charlton Campus); St. Peter's Hospital; and St. Joseph's new Mental Health Centre now under construction.

2.0 What are the Benefits of a Downtown Campus on Downtown Revitalization?

Educational institutions, both public and private, bring many benefits to any downtown – and these benefits are seen in cities across North America right now. They can be summarized as follows:

1. elevates the prestige of a City to external audiences
2. brings high paying jobs downtown, which stimulates spending downtown, which creates jobs in the retail and personal services sectors
3. contributes to the graduates of that school having a level of engagement with the city and its downtown that they would not have had otherwise, increasing the probability that the graduates will stay in the city to work and live
4. students and faculty on the downtown streets adds vitality, and safety to the area, encouraging other citizens to spend more time downtown
5. attracts support industries (such as suppliers) to locate close to the campus
6. leads to the creation of new housing within walking distance of the campus
7. leads to the creation of new cultural facilities nearby, such as bars, theatres, etc that students want as part of their life
8. provides increased ridership and revenues to the public transit system
9. eventually leads to increased tax assessment of the ancillary developments and
   the increase in property values due to the success of the retail and service
   sector.

A more complete description of the “campus effect” can be found in the unpublished
   report “Rationale for a Downtown Post-Secondary Campus”, prepared by the Urban

3.0 How does the MHC Proposal meet the needs and the Vision for the
   Downtown?

It has been stated many times, and many people would agree, that there is no “one-
   solution” for our downtown that will instantly transform it. Generally when we have said
   this in the past we were referring to things such as new office buildings, a major
   employer coming downtown, or an NHL team playing here. Often the underlying flaw is
   that the tenure of a company, or team, can not be guaranteed and can in fact be as
   short as a few years, based on economic events beyond the City’s control.

The proposal from McMaster will represent a significant step forward for downtown
   redevelopment. Most significantly, universities make these decisions with permanence
   (i.e. at least 20 years or longer) in mind, and there are few economic factors that can
   affect them which would result in their departure. In addition to the “usual benefits” that
   450 well paying jobs and 4,000 students bring to any area with their spending and
   presence, this proposal also delivers an essential service: a family medical service
   where we are currently greatly underserved.

With 15,000 Hamilton citizens currently lacking a family doctor and the financial
   limitations of some of our poorest citizens living downtown, this facility is expecting
   54,000 patient visits per year to the Family Medicine clinics. In addition to the 54,000
   patient visits to the primary care clinic, it is expected that a minimum of 19,000 client
   visits a year will be made to the PHS clinics. This location also increases access to
   PHS programs and services with easy access to public transportation. This can only
   help with the City’s commitment to building healthier and sustainable neighbourhoods.

Two other potential benefits (stated as potential because they are not ‘guaranteed’
   pieces of the proposed development) are:

   1. the potential synergies of our Public Health department being consolidated into
      this facility, and
   2. the possible development of the private sector component on the site, which
      could see 40,000 sq ft of retail/commercial space added, as well as approx 200
      dwelling units – which of course brings more people living and shopping
      downtown, not to mention the increased property taxes from this private
      development.
4.0 Does the MHC Proposal contain elements that result in an increase in tax Assessment and municipal taxes?

The Phase 1 McMaster development would be tax exempt and would therefore not generate any new direct property tax revenues.

McMaster University, through a private-sector developer, proposes to build a commercial and residential development on the north-side of the 100 Main Street West property in Phase 2. The proposal calls for 40,000 square feet of retail, and two (2) 12-storey residential towers, fronting on King Street and Bay Street respectively. The residential towers would contain approximately 144,000 square feet per building and contain approximately 96-120 units per residential tower, with an average sized unit being approximately 1,000 square feet.

The Phase 2 development would be fully taxable. It should be noted that if however, the University builds “student housing” which remains owned by the school, then these units would not pay property taxes.

This proposal would support the City’s housing intensification goals contributing to a rich housing mix. Downtown as a lifestyle choice will be fostered particularly when housing developments are complemented with employment choices within the downtown, access to vital services such as health care, as well as other public investments in streetscaping, green spaces, public art, and fostering culture and arts.

Taxation staff have conducted a preliminary analysis of the proposed development to determine if there would be any incremental impact from either a tax assessment or municipal tax point of view. Assumptions used were 192 residential units with an estimated average assessed value of $250,000 per unit and that the commercial space would include 40,000 square feet of retail/commercial plaza, with 2-stories and no basement.

Based on the assumptions, it was estimated that the total asset value of the residential portion would be $48 million resulting in approximately $600,000 annually, based on 2011 municipal tax levels. The commercial portion is estimated to generate approximately $4 million in assessment and nearly $100,000 based on 2011 municipal tax. Accordingly, the total direct property tax increase from the Phase 2 development could be $700,000 per year.

As mentioned in the “Historical Background” section of this report, this development is not anticipated to begin until at least the time of the opening of the MHC and neither the University nor any private-sector development partner has guaranteed the investment for “Phase 2”.

Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

Values: Honesty, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
Therefore, staff does not believe it is prudent to use the anticipated tax assessment increase calculations for analytical purposes within this report. The “Phase 2” should be viewed as an important and desirable goal, but there is nothing within the MHC proposal that leads staff to believe the project is anything except conceptual at this stage.

With that said, as the current HWDSB Education Centre located at 100 King St. W. is currently exempt from municipal taxes, anything that results in residential or commercial tax assessment on the property would have a positive incremental effect.

Lastly, by virtue of the land being owned by the University, there will continue to be opportunities for the City to dialogue with McMaster on its future plans for this site, whether it is for the specified “Phase 2” or some other development plan.

4.1 Incremental tax Assessment and municipal taxes at McMaster Innovation Park (MIP)

As noted in Report CM11008, when the original “Education Square” failed to reach an agreement, the delays and deadlines for government funding grants led McMaster to look for an alternative location, and they settled on locating the facility at the MIP. Although the City’s original contribution of $5 million for land acquisition and remediation costs led to the revitalization of a former industrial brownfield site, the City’s contribution was also driven by a desire to attract private sector research and development investment to the MIP. If successful, it was anticipated that the City would see increased tax assessment base within MIP that would complement the re-location of the CANMET Materials Technology Laboratory.

The Atrium building is the first completed multi-tenant building within the MIP. Its award winning four-level design contains 180,000 of office, laboratory and conference space, and currently contributes $130,921.97 in municipal taxes per year. It must be noted that the proposed MHC would be exempt from municipal taxes, regardless of its location, much the same as the current HWDSB building at 100 Main Street West. With the MHC being located at 100 Main Street West, the MIP lands would remain as a viable option for private-sector investment, and add to the future assessment base of the MIP.

5.0 Municipal Partnership and Support in other Jurisdictions

Within their MHC proposal, McMaster identifies a current trend that has emerged where municipal governments are open to partnering directly with local institutions in order to accelerate their economic, neighbourhood, and downtown development initiatives. In many instances, local municipal governments have agreed to financially contribute to local university and college capital projects that serve the goals and ambitions of the broader community. Projects that contain elements of urban or downtown renewal
provide for public access, or that broaden economic or social opportunities, seem to lend themselves more effectively to financial contributions from the host municipality.

The following is a list of projects where the municipality has contributed to post-secondary expansions from 2003 to 2011. These projects are presented on page 10 of the MHC proposal, Appendix A of Report CM11008:

- The City of London contributed $20 million to the Fanshawe College School of Applied Performance Arts. Total project cost was $40 million.

- The City of Windsor contributed $10 million plus land and building to the University of Windsor’s Music and Visual Arts Programs. Total project cost was $25 million.

- The Town of Stratford contributed $10 million plus land for the University of Waterloo’s Digital Media Campus. Total project cost was $30 million.

- The City of Burlington and Halton Region contributed $10 million to the McMaster University DeGroote School of Business and Burlington Family Medical Clinic. Total project cost was $27 million.

- Waterloo Region contributed $15 million to the McMaster Waterloo Regional Campus of the Michael G. DeGroote School of Medicine. Total project cost was $23 million.

- The City of Kitchener contributed $30 million plus land to the University of Waterloo Health Science Campus and School of Pharmacy. Total project cost was $30 million.

- City of Cambridge contributed $6.25 million to the University of Waterloo’s School of Architecture. Total project cost was $27.2 million.

Of note, five of the seven projects listed contain elements of downtown renewal, with all of the projects leading to either the establishment or re-location of entire post-secondary programs to the new buildings. Based on an initial review, staff believe that the above noted projects tend to be similar in nature to McMaster’s proposed MHC, and that the $20 million contribution also tends to be in-line with like developments.

5.1 Is the MHC proposal similar to the model that was used in the City of Kitchener and other jurisdictions?

The model proposed by the MHC seems to be consistent with the approach that has been used by other intuitional and municipality partnerships. Waterloo Region contributed $15 million to the McMaster Waterloo Regional Campus of the
Michael G. DeGroote School of Medicine. In Waterloo’s case, the total project cost was $23 million. Likewise, The City of Burlington and Halton Region contributed $10 million to the McMaster University DeGroote School of Business and Burlington Family Medical Clinic, and the total project cost was $27 million.

At a total project cost of $105 million, the MHC proposal is by far the largest investment detailed, and the City of Hamilton would be asked to contribute $20 million, for an approximate investment of twenty percent. However, it should be noted that $35 million of the $105 million is in respect of City PHS accommodation costs which the City will ultimately pay for. Accordingly, the City’s proposed $20 million grant as a share of McMaster’s component of the project represents 28.5% (ie. $20 million of $70 million). Ultimately, the total share of $55 million (ie. $20 million grant plus $35 million capital accommodation component paid through future lease payments) represents about 52% of the total project (ie. $55 million of $105 million).

5.2 Philanthropy to McMaster University and the Health Care in Hamilton

Within the MHC proposal, McMaster shows its strong track record for attracting gifts from Hamilton area philanthropists to build and enhance its innovative health education and research mission. Since the year 2000 alone, health care education and research within Hamilton has been the benefactor of $105 million from Michael G. DeGroote, $53 million from Sen. David Braley, and $18.5 million from the Farncombe family, as well as numerous other gifts that add dramatically to that impressive total.

This does not include the contributions of local philanthropists such as Margaret and Charles Juravinski, and many other Hamiltonians that have invested additional millions of dollars and countless hours of volunteer capital in support of local health care providers. Hamilton Health Sciences and St. Joseph’s Healthcare, as well as the countless other health care facilities and providers within the city limits, provide service, care, and support to Hamiltonians each and everyday.

Through the MHC proposal, the City’s $20 million contribution would leverage the educational and research assets of the world recognized Faculty of Health Sciences and the local healthcare system, with the financial support of local Hamilton philanthropists, thereby enhancing the City’s reputation for excellence in education and health care.

5.3 Is the MHC proposal contingent and conditional on a $20 million municipal contribution?

From the beginning of discussions with McMaster University, even dating back to the earlier “Education Square” proposal, McMaster always articulated that a municipal contribution to the project would be a condition of any proposal that located the proposed facility away from their lands. In the case of the “Education Square” proposal,
the tentative proposal called for the City to purchase the 100 Main Street West property, commit to a municipal contribution, as well as being responsible for the construction, financing and maintenance of a parking facility.

The current proposal with McMaster was intended to simplify any potential deal. With McMaster being solely responsible for purchasing the property from the HWDSB as well as being solely responsible for the construction costs (on their $80 million portion of the project), and in turn, McMaster would make a clear request for a $20 million municipal contribution from the City. This condition was reiterated during their presentation at the June 27, 2011 GIC meeting.

It must be noted however, that McMaster University officials have stated that although they are firm on the contribution amount, they are willing to discuss terms, conditions, and alternative financing options.

6.0 How does the City assist McMaster in meeting its parking requirements?

As noted in the formal MHC proposal, McMaster is looking for the City’s commitment to assist in meeting its zoning requirement for parking.

Planning staff have conducted an analysis of the proposed floor plan of the 217,000 square foot facility based on the intended uses within the building. This is inclusive of the 84,000 square feet for the proposed space for PHS. Planning staff concluded that the subject lands are zoned Downtown Central Business “D1” Zone, By-law 05-200. As such, parking calculations are based on a “Space Usage for Parking Calculations” chart that was submitted by the proponent, which indicates a total GFA of 203,004 square feet.

The proposed site plan calls for uses such as teaching rooms, medical clinic space, medical office space, research labs, retail space, and their respective common area and support service uses. The preliminary site plan also proposes approximately 84,000 square feet of space to accommodate the City’s Public Health Services department.

Based on the analysis, the MHC building would require approximately 285 spaces. The current site plan anticipates approximately 40 new underground spaces within the new building and 171 spaces on the existing surface parking lot on 100 Main Street West. Therefore, the University would require an additional 74 spaces to meet its zoning requirement.

As the owner of much of the parking capacity within a 300 metre distance of the development, the HMPS would support the signing of an undertaking that would provide additional spaces MHC needs, as there is not a need for additional spaces for the development. As these spaces would continue to be owned and managed by the HMPS, all revenue would accrue to the HMPS with no anticipated operational
expenses. This accommodation agreement has the ability to increase the utilization of existing parking within the downtown core and increase parking revenue for the HMPS.

To be clear, there is no request from McMaster University for the City of Hamilton to contribute either financially or “in-kind” for either their staffing or operational parking needs. Through their own analysis they have concluded that they can accommodate their own operational needs through their proposed 40 spaces. Any additional parking needs that arise would be served by the current available parking capacity at normal parking rates. This does not include however, the parking requirements needed for any “Phase 2” development.

### 7.0 Co-location of Public Health Services into the MHC

The consolidation of PHS core operations into one facility and in particular co-locating with McMaster University will improve client service by: improving collaboration across PHS, integrating PHS with the Department of Family Medicine, the Maternity Centre the Shelter Network, advancing relevant public health education and research and enhancing community emergency response. The integration of PHS and Primary care in one location is a unique partnership across the country as primary care is most often linked to institution rather than community partners.

The consolidation will improve the efficiency of our operations by: decreasing the square footage of space required by ‘sharing’ with McMaster University, will our productivity by decreasing time spent on transportation from office to office, providing adequate supervision for the vector borne disease lab and addresses privacy, health and safety and accessibility legislation requirements.

### 7.1 Collaboration with Department of Family Medicine

**Programming**

HBHC PHNs communicate regularly with physicians beyond the prenatal period, around postpartum home visits, and throughout involvement with the long term HBHC home visiting program. Co-locating offers the following opportunities:

- opportunity to work in collaboration with physicians and students to enhance their knowledge and facilitate health promotion for a wide range of mandated topics such as breastfeeding, injury prevention, positive parenting, reproductive health, nutrition, etc.
- opportunity to be creative and explore collaborative services such as breastfeeding support, prenatal groups, parenting support, etc.
- opportunity to enhance continuity of care and seamless access to services.

Our Family Health Team PHN secondment is an excellent example of the benefits of close partnership between PHNs and family physicians for children, families as well as
interprofessional collaboration. Our PHN spends time on site working with physicians to increase their knowledge of growth & development, screening and community supports and services which in turn facilitates early identification of children at risk, assessment and referral to important interventions/supports.

**Clinical Services**

PHS clients are currently unable to access PHS clinical services in the city’s core, the highest need area. Sharing clinic space would allow us to provide the following services downtown:

- Sexual transmitted infections case management
- Street Health Clinic
- Distribution and safe storage of vaccines to primary care offices
- Community immunization clinics
- Sexual health clinics
- Tobacco cessation clinics
- Alcohol, Drug and Gambling Services (ADGS)
- Mental Health Case management

We often provide service to clients who have multiple health needs. Clients find it challenging to access several locations to receive care. Currently, mental health, addictions, sexual health, immunization, dental treatment and general health care are located in separate locations and connect to primary care by phone/fax. Working together with primary health care will strengthen our ability to use resources effectively to make a difference.

Most clients for the 1447 Upper Ottawa Dental Clinic live below the escarpment and require several bus transfers to access service. A downtown location close to other health services would be more accessible to clients with the greatest needs for dental treatment.

### 7.2 Collaboration with Maternity Centre

The maternity centre sees the expectant families that we are trying to provide services to within the HBHC program. Co-location provides wonderful and creative opportunities to see clients who come into the maternity centre for their prenatal appointments and to facilitate seamless access to community-based supports and services. The maternity centre is one of our biggest prenatal referral sources for Nurse Family Partnership (NFP) and Healthy Babies Healthy Children (HBHC) but clients are often discharged without service as we cannot reach them by phone. A significant goal for HBHC in 2012 and onward is to increase the number of women who receive HBHC intervention during pregnancy- when we have the greatest opportunity to influence healthy birth outcomes and engage families in the program prior to delivery.
Other opportunities for improved service to families are:
• potential to provide group based prenatal education in partnership with the maternity centre and to promote reproductive health
• potential to provide prenatal nutrition program to the maternity centre clients (who are the clients that we are trying to reach).
• potential to promote breastfeeding to women during pregnancy and link women with breastfeeding supports in the early postpartum period.
• enhanced collaboration and communication between PHNs and maternity centre health professionals. This will facilitate continuity of care and seamless access to services.

7.3 **Collaboration with Nurse Practitioner Programs and Shelter Network**

The benefits of co-locating with the nurse practitioner programs and the Shelter Network are similar to those above.

7.4 **Emergency planning and response**

Co-locating with McMaster’s Primary Care leadership and clinical team would strengthen our emergency management program as Public Health and the Primary Care each play a pivotal role in identifying, advocating for and providing services to meet the needs of the local population during a health emergency. The interest of the community is foremost when planning and preparing an emergency response strategy. It has been proven that partnerships developed prior to emergencies. Increase collaboration and understanding of needs in both emergency planning and response and ultimately strengthen the capacity to respond to emergencies

7.5 **Education and Research**

Co-locating presents an opportunity to strengthen research and education. It increases the understanding of the roles of primary care amongst PHS trainees and the role of Public Health among primary care trainees. There are opportunities to influence curriculum to help develop both PHS and Primary Care practitioners ready to meet job demands, and also provide educational placements. In exchange PHS would benefit from student time addressing public health needs that mesh with the curriculum. In the absence of strong relationships with McMaster, it is difficult to find student placements, and a challenge to identify McMaster faculty interested in specific research topics and related funding opportunities.

7.6 **Improves service to our Citizens - Need for more Effective Communication and Collaboration within PHS**

The effective implementation of the Ontario Public Health Standards 2008 requires increased collaboration between programs across PHS and the community. Increased
collaboration is also crucial to the effective implementation of PHS’s Priority plan, particularly in managing OPHS compliance and implementing our obesity and neighbourhood strategies. Previous office moves have demonstrated that collaboration is greatly enhanced by co-location. Collaboration across PHS programs is hindered by staff, including its leadership team, dispersed across the city. One of the recommendations of the Organizational Review 2009 conducted by the Randolph Group recommended co-locating staff in one location.

7.7 Sustainable Services- Deliver services in an efficient and effective manner

Productivity is lost when staff must travel between offices, and when staff from outer offices must travel to meet with community and corporate partners who are located downtown. Through a Provincial grant, videoconferencing has available between 1447 Upper Ottawa and 1 Hughson Street North since 2007 but has not been an effective substitute for face to face meetings.

Working in geographically disperse locations leads to staff being isolated and not aware of programs and services offered across PHS potentially affecting clients who may require multiples public health services. Staff’s ability to engage in mutual problem solving and collaboration is also impacted.

PHS needs more meeting room space to provide service for both small and large client groups. All meetings larger than 20 people must be held off-site, incurring rental costs and/or travel costs.

7.8 Staff Accommodation and Supervision

There is a need to consolidate the entire Vector borne disease team in one location for adequate supervision in keeping with the Employment Standards Act.

PHS has difficulty housing temporary and part-time staff, students, research staff, medical residents and other learners who contribute significantly to PHS and City strategic goals.

A recent tour of all PHS facilities by McGregor Design Group identified storage issues at all locations. Due to inefficient, inadequate storage, functional areas (reception, workstations, washrooms) converted into storage space and corridors are piled with boxes.

Since 2008-2010 PHS has spent approximately $980,000 in capital funds to reconfigure its leased spaces to accommodate staff.

Based on the corporate guidelines for space, an analysis done by Norr in 2009 which determined that PHS needed approximately 120,000 sq ft to accommodate its current
staff. To decrease the amount of space required PHS will implement significant numbers of hotelling stations to appropriately house staff in 84,000 sq ft.

7.9 Legislated Requirements – Personal Health Information (PHIPA), Health & Safety and Accessibility for Ontarians with Disabilities (AODA standards):

When clients visit 1Hughson for private counselling they are seen in nurses cubicles or open areas where their conversation may be overheard.

As a health information custodian, PHS shall "shall take steps that are reasonable in the circumstances to ensure that personal health information in the custodian’s custody or control is protected against theft, loss and unauthorized use or disclosure and to ensure that the records containing the information are protected against unauthorized copying, modification or disposal.” PHS’ ability to comply with privacy legislation is impacted by the volume of paper record storage. Its need for secure space for records retention has expanded beyond the facility’s capacity for that volume.

There are significant health and safety issues that have plagued staff for a number of years. 1 Hughson Street North was retrofitted from retail to office space in the late 70s. Poor HVAC and lighting has resulted in decreased productivity and is impacting staff health. In addition, controlled access for staff and public is difficult. Similar ventilation issues have occurred at 1447 Upper Ottawa and have resulted in costly retrofits of the unit.

A November 6, 2006 consultant report supports staff assertion of the need for a safe space. “Over the years, PHS needs have expanded haphazardly wherever space became available. The electrical and HVAC systems have not changed or kept up with the rearrangements in space. This has resulted in a patchwork system whose thermal environment is moderated by staff through the use of plastic cover over some diffusers, baffles at others, and electric fans on the floor in many areas, one of the worst such situations that I have ever seen”.

Staff complaints are routinely received from all locations regarding HVAC issues, temperature control, humidification issues and overcrowding.

Only a few of PHS’s current facilities meet all of the AODA standards, predominately the clinic sites that will remain outside the core. Renovations are required to reception areas and staff areas to meet the standards. However an estimated $3.78 million is required for the remaining facilities to meet these standards,

The following chart illustrates the extent to which the current unmet needs can be satisfied by locating PHS at the McMaster Health Campus.
Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

Values: Honesty, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork

### Need

<table>
<thead>
<tr>
<th>Need</th>
<th>Current Situation</th>
<th>Proposed Accommodation at McMaster Health Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reception/ client service area</td>
<td>No- requires renovation of space, multiple reception points, staffing pressures</td>
<td>Yes and will decrease # of reception sites</td>
</tr>
<tr>
<td>AODA compliance</td>
<td>No- requires renovation at most facilities ( $3.78 M)</td>
<td>Yes</td>
</tr>
<tr>
<td>Health and Safety improvements</td>
<td>No- requires renovation</td>
<td></td>
</tr>
<tr>
<td>Storage</td>
<td>No- requires renovation</td>
<td>Yes</td>
</tr>
<tr>
<td>Downtown core multi-use clinic</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Supervised WNV lab</td>
<td>No- would require renovation to 1 Hughson space</td>
<td>Yes</td>
</tr>
<tr>
<td>Improved operational efficiencies due to travel from office-office and collaboration to meet OPHS standards</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Increased collaboration with Primary Care</td>
<td>Ongoing challenge</td>
<td>Improved due to co-location</td>
</tr>
</tbody>
</table>

### ALTERNATIVES FOR CONSIDERATION

(Include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

**Option 1: Approve a Preliminary Municipal Contribution of $10 million to the MHC Proposal and Direct staff to further Negotiate Terms and Conditions**

McMaster University’s proposal to build its McMaster Medical Campus in Hamilton’s downtown presents an important opportunity for the City of Hamilton and its plans to accelerate the rejuvenation of its downtown. Although McMaster’s proposal shows the benefits for the City at a very high-level and that further analysis is needed, staff believe that the proposal’s benefits can justify a municipal contribution.

Staff, and even University officials understand that a $20 million investment in the proposed MHC is not a decision that Council can or should take lightly. Therefore, staff recommend that GIC make a firm commitment to the project, but at the same time direct
staff to further develop and negotiate the terms and conditions of a final agreement with McMaster.

The recommendation calls for a commitment of $10 million for the MHC, to be funded as a grant from the Hamilton Future Fund. It also directs the City Manager and/or designate, to further develop and negotiate the terms and conditions of a final agreement with McMaster University, to an overall upset limit of $20 million, and that some or all of the Public Health Services department will be relocated to this location, subject to a lease arrangement acceptable to Council being reached by August 31, 2011.

Further, that staff report on the progress of these negotiations and provide recommendations, including financing options for the remaining $10 million for consideration at the August 9, 2011 General Issues Committee.

Option 2: Reject MHC Proposal

McMaster University’s proposal states several conditions that require City Council approval in order to move the MHC forward. Council could simply reject McMaster’s proposal, and there would be no further action required by City staff, McMaster University or the HWDSB.

Option 3: Accept the MHC Proposal

McMaster University’s proposal states several conditions that require City Council approval in order to move the MHC forward. Council could simply accept and approve McMaster’s proposal.

Option 4: Direct Staff to Further Analyze the MHC Proposal and Report Back

Discussions between McMaster University and City staff have been very productive and have led to a formal proposal. Contained within it are several conditions that require City Council approval in order to move the MHC forward.

This option would defer a decision by GIC, and instead authorize and directs staff to further analyze and report back.

Option 5: City to Purchase the HWDSB Lands at 100 Main Street West for City Purposes

In its position as a “preferred agency”, the City of Hamilton could be in a position to purchase the lands on its own, although it must be noted that McMaster University has precedence in legislation. If the City was to proceed in this fashion, the City may be in a
position to use the lands for economic development or public policy purposes. If Council is interested in pursuing this option, then an additional report and business case analysis would be required.

**Options for Public Health Services Accommodation:**

Other downtown tenancy options that address our core client issues and staff efficiency and effectiveness issues will be analyzed and presented in the August 2011 report.

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**CORPORATE STRATEGIC PLAN** (Linkage to Desired End Results)


**Skilled, Innovative & Respectful Organization**
- More innovation, greater teamwork, better client focus
- Council and SMT are recognized for their leadership and integrity

**Financial Sustainability**
- Effective and sustainable Growth Management
- Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner
- Generate assessment growth/non-tax revenues

**Intergovernmental Relationships**
- Acquire greater share of Provincial and Federal grants (including those that meet specific needs)
- Maintain effective relationships with other public agencies

**Growing Our Economy**
- Newly created or revitalized employment sites

**Social Development**
- Residents in need have access to adequate support services

**Environmental Stewardship**
- Reduce the impact of Hamilton's industrial, commercial Private and Public operations on the environment
- Aspiring to the highest environmental standards
Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

Values: Honesty, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
McMaster Health Campus

Hamilton, ON

JUNE 2011
"We invite you to join with us to establish a McMaster campus in downtown Hamilton. Together we can change the future of our city."

Patrick Deane, President, McMaster University

"Innovation and creativity are hallmarks of the knowledge-based economy. In order to create globally competitive economies, communities must promote and create environments where innovation and creativity can flourish."

Hamilton Economic Development Strategy 2010, Executive Summary

"The McMaster Health Campus will help the city create healthy neighbourhoods, increase access to quality health care for people from across the city, teach and inspire students to serve, and create pride within our community."

John Kelton, Dean and Vice-President, McMaster University
The McMaster Health Campus

A hub for students, teaching, patient care and research

The Campus will:

- Allow up to 15,000 Hamilton citizens from across the city without a doctor to have a family doctor
- See up to 54,000 patient visits a year
- Bring 4,000 McMaster students downtown to participate in classes, training and events
- Be home to 450 employees creating a vital and active nucleus of activity in Hamilton’s core
- Create 650 jobs related to the two-year design and construction process
- Expand opportunities for nearby businesses to grow while attracting new enterprises
- Be located to best serve citizens in the lower city who are most at risk of poor health. The clinic will also draw patients from across the city
- Support the City of Hamilton’s commitment to healthier neighbourhoods
- Create better health care and a better work environment for health professionals who will work and train together
- Provide a consolidated location for the City of Hamilton’s Public Health Services that will be cost effective and provide access to leading edge facilities

54,000

Patient visits per year
A Landmark Campus

The McMaster Health Campus will be a showcase for the City and the University creating, with the newly renovated city hall, an impressive gateway to Hamilton. The location at Main and Bay streets provides the maximum benefit to both the facility and the city in its positioning, visibility, and accessibility.

The Health Campus will increase access for patients, particularly those without a current family physician or impediments that limit their accessibility to health care. McMaster studies clearly show that patients frequently travel a distance within their community to see their family physician and the new campus will draw patients from both the core and across the Hamilton region.

The campus will also be home to the Maternity Centre of Hamilton, Shelter Health Network, McMaster's continuing health sciences education and nurse practitioner education programs, the academic Department of Family Medicine of the Michael G. DeGroote School of Medicine as well as several major research programs. Each year the Department oversees several million dollars in primary care research.
Community Resource

The building's design envisions a first floor that will create an atrium and open public spaces that will welcome the community for cultural and other events and that will highlight both the building and the partnerships that made it possible.

The state-of-the-art care and teaching facilities will not just be a resource for McMaster. It will contain significant spaces that will be available to the City and the public. Conference, meeting and teaching rooms could be used by the City to strengthen community engagement, reinforce its own profile when hosting conferences and meetings, and develop professional development opportunities for staff.

As a LEED® silver certified landmark building will be a showcase of sustainability. Proximity to the new MacNab Street HSR terminal and public transit enhances accessibility.

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LEED®

Silver Certification

217,000

Total Square Footage
The Health Campus will be designed to create a centre of caring and learning that reinforces Hamilton’s “Putting People First”, and Youth Retention, Attraction and Engagement strategies and supports Hamilton’s doctor recruitment priorities. Four thousand McMaster students will be part of the learning community of the Health Campus each year.

The Health Campus is not just doctors. Health professionals from many backgrounds, including nurse practitioners, physiotherapists, physician assistants, dietitians, pharmacists, nurses, registered practical nurses, occupational therapists, lactation consultants, physiotherapists, and students in those disciplines will work and train together to provide the best and most advanced health care available in Canada.

Health professionals will continue to be some of the most highly sought after workers of the twenty-first century. Competition from our neighbouring communities, from across the country and around the world will only intensify as our population ages and health needs increase.

Health care is also a hi-tech industry. The technological advancement of diagnostic tools and treatment options is evolving at an astounding pace and our ability to provide leading-edge health care is reliant on the ongoing training and integration of health facilities.

Today’s health graduates are attracted to facilities and cities that offer them the advantages of clusters of health care professionals. The McMaster Health Campus will provide a state-of-the-art facility that creates a supportive and attractive work environment which will give Hamilton an edge in recruitment. Other communities are taking this approach with great success with this highly mobile workforce.
Impact

The benefits of the Health Campus extend beyond education and medical care. It will be the nucleus of innovation and opportunity that only a project of this scale and complexity can deliver.
Innovative Infrastructure = Economic Development

The Health Campus supports all six pillars of Hamilton's Economic Development Strategy

The Health Campus will:

- Generate economic development infrastructure, supporting innovation both at the campus and by attracting and promoting the area for investment
- Develop the community and enhance the quality of life in nearby neighbourhoods and the overall city
- Create high-quality jobs and an environment that encourages recruitment and retention of sought after employees, including doctors
- Develop a workforce to meet the future needs of the rapidly advancing health sector which includes health care, research and the commercialization of research
- Be a catalyst for future business development and residential demand in the downtown area
- Generate an outstanding campus and results that can be a highlighted in city marketing initiatives demonstrating economic growth, leading-edge health care available in the city, and commitment to innovation

450
McMaster Employees

650
New construction and design jobs

4,000
McMaster students served by the campus
Why McMaster?

McMaster has the expertise, the reputation and the experience to develop a downtown Health Campus.

Only four Canadian universities are ranked among the top 100 in the world. McMaster is one of the four and has earned this distinction for many years. Our Faculty of Health Sciences is respected around the world for its high quality medical research, teaching and innovation.

The University is committed to nurturing a culture of success. For the past five years McMaster has ranked second or third among Canadian universities for health research, bringing more than $120 million a year in research funding to Hamilton. With Hamilton Health Sciences and St. Joseph’s, McMaster faculty oversee $291 million in medical or health research.

When McMaster makes medical discoveries or develops new methods of teaching, the world listens. The recent discovery by Dr. Mick Bhatia of how to create human blood from skin received international media coverage and raised McMaster’s and the City of Hamilton’s profile, as the University and the city able to attract and retain the world’s leading experts.

Such advances, which occur with great regularity at McMaster, create marketing opportunities for the University and the City. McMaster is committed to showcasing the Health Campus through its marketing activities.
Making Hamilton Healthier through a Public Health Partnership

The McMaster Health Campus presents an unprecedented opportunity for the City of Hamilton’s Public Health Services to reach further in achieving its vision and mission to be effective, innovative and efficient in working with the community to promote and protect the health of people in Hamilton.

A partnership with McMaster at a central downtown location will allow Public Health Services to:

- Increase productivity through one central location improving staff retention and ability to most effectively deliver programs

- Create efficiencies through consolidated space that supports its ability to meet increasing service expectations from the people of Hamilton

- Develop shared space that provides access to staff and the community to enhance accessibility to public health programs

- Train students across disciplines and at all levels to see public health as part of the health system and to role-model those connections through educational experiences

- Strengthen its response to unexpected and emerging public health issues such as SARS or H1N1 through collaboration and ongoing proximity to primary care experts

- In 2009, 27% of the department’s budget was dedicated to improving Family Health which would be enhanced by strong links with the Maternity Centre of Hamilton and family and primary care leaders and students at the Health campus
While the decision to be part of the Health Campus would enhance health in our city, the partnership would create some one-time moving expenses and, on the surface, require an increase in the current average cost per square foot of space rented for Public Health Services. However, these costs will be offset by a number of factors:

- Operating costs will decrease significantly due to lower energy costs achieved through the campus' LEED® silver certification
- Custom designed space will allow for space optimization and rationalization
- Cost stability and predictability with a long-term lease arrangement
- Savings will be achieved as there will be no need to retrofit rental spaces not designed for clinics or to meet other health services client requirements
- Significant future savings as there would be no need to budget for costs to meet the built space requirements under the new Accessibility for Ontarians with Disabilities Act (AODA)
- Reduced costs achieved through joint use of Health Campus meeting rooms, washrooms, clinic and conference facilities
- Provincial subsidy of Public Health Services covers approximately 75% of the unit's expenses on an annual basis

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Public Health Services + McMaster Health Campus

cost effectiveness and better health
Partnerships Support City Growth

As communities across the province have been developing their economic development and neighbourhood revitalization plans, they have increasingly looked to universities and higher education partnership as critical investments in future growth. The number of projects that have been funded and the municipal contributions have been accelerating.

- 2011 – City of London and Fanshawe College’s downtown development School of Applied and Performance Arts
  
  **Municipal Contribution $20 million**  
  **Project Cost $40 million**

- 2011 – City of Windsor and University of Windsor relocation of music and visual arts programs downtown
  
  **Municipal Contribution $10 million + Armouries building**  
  **Project Cost $25 million**

- 2009 – Town of Stratford and University of Waterloo creation of the Digital Media Campus
  
  **Municipal Contribution $10 million + 8 acres of land**  
  **Project Cost $30 million**

- 2008 – City of Burlington and the Region of Halton for McMaster’s DeGroote School of Business and a Burlington family medicine clinic and teaching unit
  
  **Municipal Contribution $10 million**  
  **Project Cost $27 million**

- 2006 – Regional Municipality of Waterloo and McMaster’s Waterloo Regional Campus of the Michael G. DeGroote School of Medicine in downtown Kitchener
  
  **Municipal Contribution $15 million**  
  **Project Cost $23 million**

- 2004 – City of Kitchener and University of Waterloo health sciences campus and new School of Pharmacy
  
  **Municipal Contribution $30 million + land**  
  **Project Cost $30 million**

- 2003 – City of Cambridge and University of Waterloo School of Architecture to downtown Cambridge
  
  **Municipal Contribution $6.25 million**  
  **Project Cost $27.2 million**

Minister John Milloy joined city and university leaders to officially open the McMaster Medical School in Kitchener
Funding

McMaster is prepared to develop and build a downtown Hamilton Health Campus on the site of the current Hamilton Wentworth District School Board. Separate negotiations are underway to secure the site which has been declared surplus by the Board.

Project Cost $105 million*
*Dependent on consolidation of the Department of Public Health in this building

City of Hamilton Contribution

$20 million

McMaster and its partners bring to the project:

- Donation from a private donor
  $10 million
- Ministry of Training, Colleges and Universities (MD expansion)
  $7.2 million
- Ministry of Health and Long-term Care (Family Medicine Residency Expansion)
  $12 million
- McMaster Department of Family Medicine (Clinicians)
  $7.4 million
- McMaster Faculty of Health Sciences contribution
  $3.4 million
- McMaster University contribution (cash)
  $10 million
- McMaster University contribution (financing)
  $35 million
  $85 million

The City of Hamilton's $20 million contribution will deliver a McMaster Health Campus to downtown Hamilton

Timing

McMaster is required to provide a facility for 16 new family medicine residents ready for occupancy by July of 2013. Funding for the residency expansion is being provided by the Ontario government and is tied to this completion date.

The timelines are challenging and outside of the University's control. In order to be ready for July 2013 the architect selection process has already been completed and preliminary design work has begun. To prepare for demolition and the beginning of construction the University requires possession of the School Board site by January 9, 2012.

The campus project has evolved considerably over the past two years. In order to successfully achieve the scope of its vision for an integrated community-based centre for caring, learning and research the McMaster Innovation Park is no longer seen as a viable location.
Recognition

As a critical partner in the development of the Health Campus, McMaster will ensure permanent recognition within the building of the city’s contribution and commitment to the partnership that made the campus possible.

Site Plan

The McMaster Health Campus will create a landmark entry to downtown Hamilton at the corner of Bay and Main streets. This location on the lot provides the maximum benefit to both the facility and the city in its positioning, visibility, and accessibility.

Phase one of the project includes the creation of the Health Campus building and the city contribution will make this first phase possible.

The second phase of the site’s development will focus on the north portion of the property which is more suited to the residential, commercial, or future McMaster initiatives. The critical mass of talent and professionals at the Health Campus also creates opportunities to attract technology-based companies and others who see commercial opportunities within the health field.
Michael G. DeGroote School of Medicine

- Flagship school, established in 1965, with an international reputation for its unique three-year program based on small group, problem-based study and early introduction to the clinical experience

- Approximately 4,000 applicants a year, more than any other Canadian medical school

- Enrolment has more than doubled since 2000, with 203 first-year students accepted each September. This includes the 28 students for the Waterloo Regional Campus in Kitchener, ON and 28 first-year students at the Niagara Regional Campus in St. Catharines, ON

- More than 580 undergraduate MD students are currently enrolled, along with more than 830 medical residents in 51 specialties and sub-specialties

- The School of Medicine was renamed the Michael G. DeGroote School of Medicine in 2004, in tribute to philanthropist Michael G. DeGroote who gave $105 million to enhance and expand the school's research program. The gift is still the largest single gift to a university in Canada

- Academic hospital partners are Hamilton Health Sciences and St. Joseph’s Healthcare Hamilton, with clinical teaching units at each hospital and care centre. Affiliations to more than 600 community hospitals and health care centres and clinics across Ontario

- The three-year program in Medicine uses a problem-based approach to learning that should apply throughout the physician’s career. The components have been organized in sequential blocks with early exposure to patients and case management. The academic program operates on an 11 months-a-year basis and students qualify for the MD degree at the end of the third academic year

- Unique in Canada for its place within a Faculty of Health Sciences with a School of Nursing, School of Rehabilitation Science and programs in health sciences, midwifery and physician assistant, along with many graduate programs ranging from biochemistry, e-health (health informatics), biomedical engineering, health research methodologies. McMaster trains interprofessional health care teams

- For the past five years McMaster has ranked second or third among Canadian universities for health research, bringing more than $120 million a year in research funding to Hamilton. With HHS and St. Joseph’s, McMaster faculty oversee $291 million in medical or health science
The Department of Family Medicine was a founding component of the medical school and established its first clinical teaching unit at the Henderson hospital in 1967.

McMaster has led the way in Canada with the development of primary health care teams of family physicians.

The Province has made a priority the development of more family doctors.

The City of Hamilton has focused resources and energy on the recruitment of family doctors to the city.

More McMaster medical school graduates choose to go into family medicine compared to graduates from medical schools across Canada. In 2011, approximately 50% of McMaster medical graduates made family medicine their first choice for post-graduate education, compared to 34% of all of the Canadian medical graduates.

The two-year family medicine residency program has grown considerably from 34 first-year residents in 2006. The Department has made commitments to expand to 100 first-year residents by July, 2013.

Approximately 450 medical school graduates apply to McMaster’s family medicine residency program from medical schools across Canada each year.

Residents spend 80% of their time in direct patient care.

Two current large teaching units include the McMaster Family Practice on Main Street West and the Stonechurch Family Health Centre on Upper Ottawa Street which oversee the care for more than 30,500 Hamilton residents.

The Stonechurch Family Health Centre, built in 2006 to be patient-centred with gardens and a comfortable waiting room with fireplace and fish tank, has won architectural awards including the 2007 Award of Excellence, Adaptive Reuse from the City of Hamilton Urban Design and Architectural Awards.

The Department oversees more than $1.8 million in primary care research a year, with six PhD researchers with backgrounds including medicine, sociology, pharmacology, and health research methodology.

The Department has more than 700 part-time faculty members contributing to the teaching of the next generation of family physicians and primary care providers.

New distributed clinical teaching units include Kitchener, St. Catharines, Burlington and Brampton, all established with funding from the municipality.
Philanthropy - Faculty of Health Sciences

McMaster has a strong track record for attracting gifts from Hamilton area philanthropists, to build and enhance its innovative health education and research mission. These important contributions benefit world-class faculty and researchers and, through their work, our students, patients and the people of Hamilton, demonstrating commitment to health in our community.

Major Individual Donors to the Faculty of Health Sciences since 2000

Michael G. DeGroote - $105 million: For creation of three institutes (McMaster Stem Cell and Cancer Research Institute; Michael G. DeGroote Institute for Infectious Disease Research; Michael G. DeGroote Institute for Pain Research and Care); several endowed professorial chair positions and post-doctoral fellowships; a development fund and capital for the Michael G. DeGroote Centre for Learning and Discovery and a pediatric intensive care unit at Hamilton Health Sciences.

David Braley - $53 million: For creation of a stem cell library; three endowed chairs; a strategic investment fund and a contribution towards the downtown health campus.

Farncombe family - $18.5 million: For creation of the Farncombe Family Digestive Health Research Institute; a senior endowed chair and capital for a unique sterile laboratory.

Key requirements to make McMaster Health Campus a reality:

- City of Hamilton contribution – A $20 million commitment by July 7, 2011 from the City of Hamilton to McMaster for the downtown Health Campus

- Explore options for the integration of Public Health into the Health Campus with an approved plan by August 31, 2011

- Parking agreement with the City of Hamilton

- Agreement with the City of Hamilton to accelerate the planning process, including the issuance of a demolition permit on application – needed by September 15, 2011

Please note that timing is critical. Concurrent negotiations are underway with the Hamilton Wentworth District School Board regarding the acquisition of the property. This acquisition cannot be completed until the City confirms its partnership and investment.
McMaster Health Campus

JUNE 2011

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Public Health Services Locations by Service Type

- Client service
- Clinical service
- Non clinical service
- Non clinical service; Clinical service

H - Hospital
- Escarpment
Urban Area

City of Hamilton 2011
Rationale for a Downtown Hamilton Post-Secondary Campus
Introduction

The importance of education to the future of Hamilton has been increasingly recognized. Whether it is elementary schools providing children with a good start to life, or post-secondary institutions developing new technologies that can spin off to companies that will anchor our next industrial base, education is understood as key to Hamilton's success in the coming years. Likewise, downtown revitalization has been a long standing goal of the City of Hamilton. The heart of the city and region is still a major employment node and a primary destination for over 23,000 workers each day (Figure 1) and the state of the downtown is often seen as a barometer of the success of the city overall.1

Figure 1: Distribution of Employed Labour Force by Place of Work

Education, Cities and Downtowns

Educational institutions, particularly universities and colleges, do more than merely educate. As knowledge creation hubs, they stimulate local industry, especially high-tech industries; and have the potential to contribute to the attraction and retention of talent who are important to a city's economic strength.²

The intertwined interests of education and downtowns is increasingly understood by all parties involved. From a municipal perspective, the prestige that an institution can bring to a community can elevate the recognition of a city globally. Likewise, institutions have an interest in healthy vibrant downtowns as they attract the type of talent that feed the needs of the school and help reinforce its reputation around the world.

Educational campuses are well suited to linking with functional elements that typically exist within close proximity to each other in downtowns. Specifically, cultural activities, office/business functions, research & development, recreation/entertainment, and a variety of housing options. Campus “life” is a mixture of live, learn, work, and play, which give an “around the clock” vibrancy to an area.

From an economic impact perspective, a major U.S. study on the issue of public universities concluded that the average return on $1 of public investment was $5 and that for every job on campus, another 1.6 jobs are generated in the community making universities powerful engines of the economy.³ Within the Canadian context, many universities have conducted economic impact studies that illustrate similar effects on local economies:

- Dalhousie University: For every FTE created in the university, 1.3 additional FTEs are created in the economy. $565 million in wages are earned elsewhere in the economy as a result of university expenditures.⁴

- University of British Columbia (UBC): UBC direct spending generates $1.9 billion in local income in the local economy.⁵
• Simon Fraser University (SFU): The 2009/10 local economic impact of SFU students and visitors is estimated to be $460 million.  

• University of Manitoba: For every $1 of initial spending by the university, there is approximately $1.79 in gross output on the economy.  

In the Ontario context, a University of Waterloo study estimated that UW’s total value added economic benefits to the local region was in excess of $1 billion dollars. In terms of downtown impacts, a study on the post-secondary impact on Downtown Brantford concluded that the educational institutions in the core provided an economic boost to the surrounding area. From a Hamilton perspective, McMaster University is the fifth largest employer in the city with more than 7,300 employees and more than 60 per cent of McMaster’s 19,503 full-time students come from outside the City of Hamilton bringing increased revenue to Hamilton area businesses through consumer spending.
Policy Rationale for a Downtown Campus

Corporate Strategic Plan

On June 10, 2008, Hamilton City Council approved the Corporate Strategic Plan for the City of Hamilton. A downtown campus is consistent with, and supports, the vision and strategic themes of this plan:

Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

Strategic Themes:

Image – Changing the perceptions of Hamilton and promoting the City as a great place to live, work and play.

Job Creation – Ensuring the City has a thriving and diverse business economy with sustainable jobs and employment for its residents.

Education City Motion

The idea of education as a focus for Hamilton and for the downtown was articulated in a City Council motion passed on September 30, 2009. The Education City motion directed staff to, among other things, outline and promote the opportunities for university and/or college undergraduate campus development in downtown Hamilton.
Economic Development Strategy

The updated Hamilton Economic Development Strategy was approved by City Council in June of 2010. It is a far reaching document that sets the major directions for the local economy. In addition, it helps set the stage for significant public infrastructure spending in order to help spur economic activity in the desired directions, both sectorally and geographically. Two sections in particular speak directly to the issue of education and downtown, and their importance to the economic future of the city:

1. Community Redevelopment
2. Infrastructure for Innovation

Community Redevelopment > Downtown Hamilton

The Community Redevelopment section of the Economic Development Strategy outlines a vision to “redevelop Hamilton as an attractive, inviting, and economically successful mixed-use environment that promotes a positive image and identity for the community.” Downtown Hamilton is outlined as one of the primary areas of focus to achieve this vision and enhancing the educational landscape downtown through the attraction of a downtown campus contributes to the type of environment envisioned.

Infrastructure for Innovation > Education

Innovation and the investments needed in the infrastructure for innovation are outlined in the Economic Development Strategy. Education is highlighted as a key component for innovation and critical to the future prosperity of Hamilton as the economy continues to shift to more knowledge-intensive industries.
Downtown as a Creative and Education Precinct

Hamilton is undergoing a transition as the local economy expands from traditional manufacturing to more knowledge-based and creative industries. A City-funded feasibility study for the Hamilton Creative Catalyst Project outlined a potential catalyst development to facilitate economic growth in these new sectors. The development was described as, "a large, iconic building (or buildings in a precinct) downtown with an educational or cultural institution as an anchor. This facility could also house a contemporary multi-purpose performance/rehearsal space, offices, studios, retail and hospitality uses."14

This report was approved by Hamilton City Council on January 27, 2010 and City Council directed staff to continue with the next steps identified in the Hamilton feasibility study including:

- Pursuing opportunities to raise funds, awareness of the catalyst development, and potential tenants and partnerships, including post secondary institutions to fund and facilitate the purchase/lease of a property and renovation budget.

- Developing the appropriate marketing and planning frameworks to promote Hamilton as a Creative City including the establishment of a downtown precinct to be the focus for creativity and education.

Youth Attraction and Retention

Attraction and retention of youth are important goals identified by the City of Hamilton. The 2010 Economic Development Strategy identifies Youth Retention, Attraction, and Engagement as part of its workforce development component. In addition, a recent report by Next Generation Consulting analyzed Hamilton’s ability to be a magnet for youth and young talent. A survey in the report revealed that a priority for youth was the desire to create a vibrant downtown core. The issue of education, youth, and downtown are intertwined as enrollment to educational institutions tends to be younger and the environment provided by downtowns is important to youth. Given these interrelationships, expanding education in the downtown is a very direct method of addressing the policy goal of youth attraction and retention in a meaningful way.
Economic Uplift Potential

Aside from policy considerations, another practical rationale for attracting educational institutions to downtown is the revitalization effect and economic uplift potential it will have on the core. While publicly funded facilities do not pay property taxes in the same way as private development, the infusion of teachers, administrators and students provides a boost to surrounding land uses such as restaurants, cafes or rental housing, increasing land values and, in turn, property tax revenues.

A recent Hamilton-based study looked at this particular point. As part of the Hamilton Creative Catalyst Project (HCCP) feasibility study, the consultants performed property value research to determine how property assessment would behave following the introduction of the HCCP which could have a combination of creative industrial uses as well as institutional uses.

The research looked at three representative street/precinct locations in Hamilton:

1. Barton Street, just west of Wentworth as the “base” location;
2. Locke Street South as the "Creative Use" location; and,
3. Main St. West by McMaster as the "Secondary Institution" location.

The study concentrated only on those properties that had frontage on these streets as a first layer of research. These properties tended to include ground floor retail and service uses with residential or office space above.

The results demonstrate a positive correlation over 15 years (1994 to 2009) between rising land sale prices and proximity to Locke and McMaster (121 & 122% increase), while Barton experienced a less positive correlation (over 40% increase).

In other words, the increases for the uses around the university were roughly three times that of the typical commercial street. It is important to note that McMaster University was established well before the 1994 research commencement date, and as such most of the appreciation in land value had been previously built into the prices. If such an institution were to be established at the start date of the research we would expect even greater percentage increases than those shown in this research.
The Campustown Effect

The presence of educational institutions can provide an economic boost to the surrounding area. A study of the impact of post-secondary schools in downtown Brantford, Ontario showed that the total estimated economic impact on business in the community was over $32 million annually. Given the modest size of the downtown student population (about 3,000), this is a useful study for Hamilton and it revealed that a large majority of downtown businesses surveyed indicated the presence of Laurier University and Mohawk College had contributed to the improved business climate in the downtown.18

This economic boost can range from housing to entertainment and, in the Hamilton context, could also partially explain the relative vibrancy of the cluster of restaurants, bars, and cafes in the core. Further, some educational institutions located outside of the core still make an impact on downtown such as Columbia International College (CIC). CIC is the largest private co-ed boarding school in Canada with 1,300 international students from 66 countries.19 CIC has a residence in the downtown and the variety of shops and services in the area reflect the diversity CIC brings to the core.

The demand for living in and around the downtown would be further enhanced with an expanded education presence, increasing opportunities for residential, condo, and rental development. In addition, faculty of educational institutions can also set up private businesses to complement their teaching (e.g. studios for creative professionals). Simply put, the educational sector increases the economic opportunities for other entrepreneurs in the downtown.

Aside from the business they generate, students and faculty also add to a sense of safety and security in the downtown as they provide more “eyes on the street” and vibrancy over the course of a day and into the evening. This can have a spillover effect to other businesses thinking of locating in the downtown, and who see a vibrant educational population as part of making the core a safe investment with a skilled workforce.
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