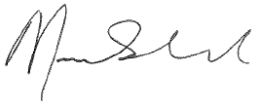




Hamilton

INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 16, 2022
SUBJECT/REPORT NO:	Life Sciences Sector Strategy: Findings and Recommendations (PED22033) (City Wide)
WARD(S) AFFECTED:	City Wide
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SIGNATURE:	

COUNCIL DIRECTION

N/A

INFORMATION

In the Spring of 2021, KPMG International Limited (KPMG), a Canadian consulting firm was awarded the contract to develop a life sciences sector strategy for the City of Hamilton in partnership with Synapse Life Sciences Consortium. This Strategy describes the current state of the sector, identifies key subsectors of strength, and highlights the key challenges and opportunities along with the city’s value proposition. KPMG also identified opportunities for growth, investment and jobs and an implementation roadmap complete with key performance indicators to consider. Further information is under Appendix “A” to Report PED22033.

Life Sciences – Definition

Life Sciences are defined as the sciences related to the study of living organisms, including biology, zoology, microbiology, physiology, and related subjects. This sector has a significant impact on people’s lives and the ability to create a real and meaningful change and opportunities for the advancement of science.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

Hamilton is strategically positioned to capture a share of the rising foreign direct investment (FDI) in life sciences globally, as well as attract domestic investment opportunities.

Hamilton is one of Canada's fastest growing life sciences clusters. With more than 30,000 employees, and CAD \$5.7 billion in annual economic activity, life sciences is one of the City's largest industry sectors (Appendix "A" to Report PED22033).

Hamilton has the potential to lead Canada's national life sciences ecosystem and attract investments. The Strategy identified key subsectors of strength that are poised for further growth within the ecosystem:

1. Nuclear Medicine (related to the use of small amount of radioactive materials for diagnoses and treatments such as oncology).
2. Digital Health Service delivery (related to telehealth systems which connects patients with practitioners; also includes the storage and collection of patient data).
3. Infectious Disease R&D (related to the research and development to combat diseases such as influenza, E. coli, HIV/AIDS, Chicken pox, etc).
4. Biomanufacturing (related to the use of living cells to create products such as vaccines).
5. Medical Devices (related to developing devices that can be used for treatments, diagnoses and prevention).

Growing Hamilton's Life Sciences Sector

Hamilton's Life Sciences Sector provides the opportunity to support innovation, economic growth, equity, diversity, and inclusion in the region. In addition, Hamilton presents several key advantages such as:

1. Growing presence of companies (start-up and scale up).
2. Deep talent pool especially in research and development.
3. Hamilton is the home to internationally recognized academic and public research institutions.
4. Existing life sciences infrastructure.
5. Economic prosperity.
6. Affordability comparing to neighbouring regions.
7. Strategic location.
8. Culture and supportive environment.

Key Challenges and Opportunities to be Addressed

Based on research and consultations with stakeholders, several challenges and key opportunities have been identified that limits the growth the of the sector, these include:

- **Strengthening Hamilton's life sciences branding**
This will focus on building awareness among sector champions of Hamilton's life sciences to effectively promote the City and the available opportunities;
- **Attracting executive level talent**
Create a number of executive level opportunities for business leaders;
- **Increasing access to capital**
Work with Canadian entrepreneurs to recognize the available investment opportunities for start-up and scale-up companies;
- **Increasing focus on life sciences sector**
Work with elected officials to showcase Hamilton's life sciences sector at all government levels and engage their help in promoting the sector; and,
- **Improving access to wet lab space**
Continue to support expansion of infrastructure to allow expansion of wet lab spaces and streamline development approval processes.

Life Sciences Sector Action Plan

Detailed research and consultations with stakeholders were conducted to evaluate the current status of the sector including a focus on targeting foreign direct investments for the City. Based on the collected data and analysis, the following recommendations have been identified to assist staff in growing the life sciences sector and attract investment. These recommendations have been divided into three different categories with action items associated with each section:

Strategic Initiatives: Hamilton company expansion (i.e. scaling up) and overall ecosystem growth

1. Increase collaboration across the innovation corridor to promote flow of employment opportunities to potential talent.
2. Partner with academia to promote the entire life sciences ecosystem (including quality of life) to key potential talent.
3. Undertake an educational campaign on life sciences-related opportunities / investment lifecycle for local investors not currently focused on the sector.
4. Expand match-making programs focused on targeted events (e.g. investor 'speed dating'), supported by a robust online platform.
5. Create a network of regional mentors specifically focused on the regulatory / approvals/ licensing process.

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6. Develop a roadmap showing the current scale-up process to identify key pain points and gaps within existing support networks.
7. Identify champions within key stakeholder groups and arm them with compelling messaging and up-to-date information about wins /opportunities.
8. Increase buy-in from government leaders by promoting Hamilton's value proposition / role as the region's emerging life sciences ecosystem.
9. Facilitate the introduction of a fee for service model for the usage for underutilized research / academic assets (e.g. Redeemer University's labs during the summer months).
10. Partner with the private sector to build new wet lab space across the City.
11. Streamline / reduce barriers to the land development approvals process
12. Promote areas where Hamilton is a collaborator and not to a competitor in the innovation corridor.
13. Continue to foster a collaborative relationship with neighboring jurisdictions interested in broader regional growth.

Branding and Marketing Efforts

14. Identify champions across key stakeholder groups that promote the City's value proposition and key assets.
15. Deliver roadshow promoting the sector Strategy (value proposition and life sciences brand) across the City.
16. Host 'Queen's Park' information day with key elected officials from the Province to raise awareness about Hamilton Life Sciences.
17. Identify federal champion who is kept up-to-speed about key wins and opportunities.
18. Carry out promotional campaigns targeted at investors in emerging tier-2 life sciences hubs within the US that highlights Hamilton's competitiveness.
19. Develop partnerships with emerging collaborator jurisdictions within each sub-sector.
20. Undertake targeted marketing campaign at key sub-sector conferences / events.
21. Develop compelling and tailored pitches for potential life sciences investors.

Targeted Investment Attraction Efforts

22. Map all emerging life sciences companies across the GTA and prioritize for active outreach.
23. Develop GTA-focused concierge services for companies interested in relocating to facilitate re-location / expansion efforts.
24. Develop pitch books highlighting Hamilton's cost competitiveness against other regions and U.S. peers.
25. Partner with stakeholders in jurisdictions with existing engagement with Hamilton companies (e.g. distribution channels) to further develop two-way flow of products and services.

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26. Deliver reverse trade missions for companies operating within Hamilton's sub-sectors.
27. Develop targeted investor list and tailored pitches.
28. Support companies with investment attraction or expansion bids by providing resources / information

The completion of the Life Sciences Sector Strategy was an identified action item in the City's Economic Development Action Plan 2021 – 2025 (item 28) and now it will be positioned for implementation.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" – Life Sciences Sector Strategy