

**MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14<sup>TH</sup> STREET, NORTH VANCOUVER, BC, ON MONDAY, JUNE 15, 2026**

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**REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)**

Moved by Councillor Valente, seconded by Councillor Back

THAT the actions directed regarding the following items from the Committee of the Whole (Closed Session) of June 15, 2026, be ratified:

8. Health Innovation District – Memorandum of Understanding and Terms of Reference – File: 13-6750-20-0008/1

Report: Manager, Economic Development, May 27, 2026

PURSUANT to the report of the Manager, Economic Development, dated May 27, 2026, entitled “Health Innovation District – Memorandum of Understanding and Terms of Reference”:

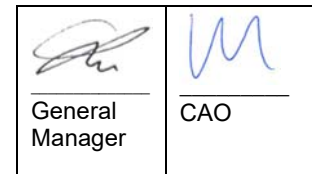
THAT the Stakeholder Roundtable Terms of Reference be approved;

THAT the Memorandum of Understanding for the Health Innovation District, in principle, be endorsed, and the Mayor and Corporate Officer be authorized to execute the Memorandum of Understanding with participating Stakeholder Roundtable members;

AND THAT the resolution and the report of the Manager, Economic Development, dated May 27, 2026, entitled “Health Innovation District – Memorandum of Understanding and Terms of Reference” be released.

**CARRIED UNANIMOUSLY**

R2026-06-15/8



The Corporation of **THE CITY OF NORTH VANCOUVER**  
**FINANCE & ECONOMIC DEVELOPMENT DEPARTMENT**

Council approved release of Confidential Report on June 15, 2026 **CONFIDENTIAL REPORT**

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To: Mayor Linda Buchanan and Members of Council

From: Vito Grammatico, Manager, Economic Development

Subject: HEALTH INNOVATION DISTRICT – MEMORANDUM OF UNDERSTANDING AND TERMS OF REFERENCE

Date: May 27, 2026 File No: 13-6750-20-0008/1

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*The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.*

## RECOMMENDATION

PURSUANT to the report of the Manager, Economic Development, dated May 27, 2026, entitled “Health Innovation District – Memorandum of Understanding and Terms of Reference”:

THAT the Stakeholder Roundtable Terms of Reference be approved;

THAT the Memorandum of Understanding for the Health Innovation District, in principle, be endorsed, and the Mayor and Corporate Officer be authorized to execute the Memorandum of Understanding with participating Stakeholder Roundtable members;

AND THAT the resolution and the report of the Manager, Economic Development, dated May 27, 2026, entitled “Health Innovation District – Memorandum of Understanding and Terms of Reference” be released.

## ATTACHMENT

1. Council Report – March 30, 2026 (CityDocs [2795144](#))
2. Terms of Reference (CityDocs [2812781](#))
3. Memorandum of Understanding (CityDocs [2812591](#))

## SUMMARY

This report seeks Council’s approval of the Stakeholder Roundtable Terms of Reference and Memorandum of Understanding framework to support collaboration among participating partners in advancing the Health Innovation District initiative.

## BACKGROUND

On March 30, 2026, Council received a report entitled “Health Innovation District – Early Progress and Next Steps” (**Attachment 1**), which outlined the work completed to date and proposed next steps to advance the development of a Health Innovation District within the City of North Vancouver. Council subsequently directed staff to prepare a Stakeholder Roundtable Terms of Reference (TOR) and develop a draft Memorandum of Understanding (MOU), in collaboration with prospective Stakeholder Roundtable members, for future Council consideration and approval.

## DISCUSSION

Since the March 2026 report, there has been continued engagement with institutional, healthcare, education, and industry stakeholders to refine the proposed partnership framework and governance structure for the initiative. The Stakeholder Roundtable TOR (**Attachment 2**) and MOU (**Attachment 3**) are now being presented to Council for consideration and approval.

Establishing a clear partnership framework with key institutions and stakeholders will be an important next step in advancing the Health Innovation District. This work will include the formation of a Stakeholder Roundtable, supported by TOR to facilitate coordination and collaboration, as well as a MOU that establishes a non-binding framework for collaboration among participating partners.

This framework will support coordinated leadership, alignment of priorities, and a structured approach to advancing research, innovation, and economic development opportunities within the Health Innovation District.

Advancing a Health Innovation District will require a coordinated, “in-step” approach with key institutional and industry partners. While the City can play an important convening and enabling role, the long-term success of the district will depend on active participation and alignment among healthcare providers, research institutions, educational partners, private sector innovators, and other stakeholders. The work underway is therefore focused on establishing a shared vision and collaborative structure that enables partners to advance initiatives together as opportunities emerge.

Staff will be providing a further progress update to Council as previously directed in the fall of 2026.

## FINANCIAL IMPLICATIONS

Funding for the current phase of work is being accommodated within the Economic Development operating budget and a Council approved project budget of \$177,000. Grant funding from senior levels of government is also being pursued. A CanExport Community Investments Grant from the Government of Canada in the amount \$42,000 was also secured in May 2026.

At this stage, the development of the Health Innovation District is focused on strategic planning, partnership development, and stakeholder coordination. Future phases of work, including implementation of initiatives or partnership opportunities, may require additional resources or external funding. Any financial commitments or funding considerations will be brought forward to Council for consideration through future reports and Financial Plans, as appropriate.

## INTER-DEPARTMENTAL IMPLICATIONS

Advancing the Health Innovation District will require ongoing collaboration across several City departments and divisions, including Economic Development, Communications, Infrastructure, Transportation & Parks, and Planning, Development & Real Estate.

As the initiative progresses, staff will work in coordination with internal departments to ensure alignment with land use planning, infrastructure planning, development opportunities, and broader city-building objectives. This integrated approach will support the identification of opportunities to leverage existing assets in Central Lonsdale and ensure that potential initiatives are considered in the context of and leverage broader municipal priorities and projects, including the Lonsdale Great Street initiative.

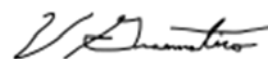
The “in-step” approach to advancing the Health Innovation District will also involve collaboration with external institutional partners and stakeholders, including health, research, education, and industry organizations including the Lonsdale Centre Business Improvement Area Society. Establishing clear communication channels and partnership structures will help ensure coordinated efforts as the initiative evolves.

## STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

Advancing a Health Innovation District supports Council’s 2022–2026 Strategic Plan, which identifies Council’s vision to be the “The Healthiest Small City in the World” and fostering the growth of a Health Economic Hub as a key initiative.

The initiative also aligns with CNV’s Economic Strategy, specifically Tactic 1.5, which seeks to pursue the growth of the health economy by leveraging existing health assets centered around Lions Gate Hospital and attracting innovative companies and quality employment opportunities.

RESPECTFULLY SUBMITTED:



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Vito Grammatico  
Manager, Economic Development

**MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14<sup>TH</sup> STREET, NORTH VANCOUVER, BC, ON MONDAY, MARCH 30, 2026**

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**PRESENTATION**

City of North Vancouver Health Innovation District – Katie Fitzmaurice, Executive Vice President, Invest Vancouver at Metro Vancouver, and Rowena Rizzotti, Lead Consultant, Osprey Point Consulting

Katie Fitzmaurice, Invest Vancouver at Metro Vancouver, and Rowena Rizzotti, Osprey Point Consulting, provided a PowerPoint presentation regarding the “City of North Vancouver Health Innovation District” and responded to questions from Council.

Councillor Girard left the meeting at 7:28 pm and returned at 7:30 pm.

**REPORT**

5. Health Innovation District – Early Progress and Next Steps – File: 13-6750-20-0008/1

Report: Manager, Economic Development, March 11, 2026

Moved by Councillor Valente, seconded by Councillor Back

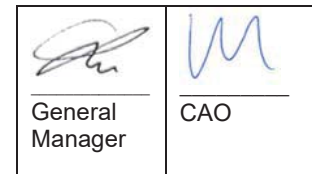
PURSUANT to the report of the Manager, Economic Development, dated March 11, 2026, entitled “Health Innovation District – Early Progress and Next Steps”:

THAT Council direct staff to prepare a Stakeholder Roundtable Terms of Reference and develop a draft Memoranda of Understanding, in collaboration with prospective Stakeholder Roundtable members, for the Health Innovation District, and present to Council for consideration and approval;

AND THAT Council direct staff to provide a further update on the development progress of the Stakeholder Roundtable in fall 2026.

**CARRIED UNANIMOUSLY**

R2026-03-30/5



The Corporation of **THE CITY OF NORTH VANCOUVER**  
**FINANCE & ECONOMIC DEVELOPMENT DEPARTMENT**

**REPORT**

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To: Mayor Linda Buchanan and Members of Council

From: Vito Grammatico, Manager, Economic Development

Subject: HEALTH INNOVATION DISTRICT – EARLY PROGRESS AND NEXT STEPS

Date: March 11, 2026 File No: 13-6750-20-0008/1

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*The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.*

**RECOMMENDATION**

PURSUANT to the report of the Manager, Economic Development, dated March 11, 2026, entitled “Health Innovation District – Early Progress and Next Steps”:

THAT Council direct staff to finalize a Stakeholder Roundtable Terms of Reference for the Health Innovation District, and enter into Memoranda of Understanding with the Stakeholder Roundtable members;

AND THAT Council direct staff to provide an update on the development progress of the Stakeholder Roundtable in the fall of 2026.

**SUMMARY**

This report outlines the work to date and next steps to advance the establishment and growth of a Health Innovation District within the City of North Vancouver.

**BACKGROUND**

CNV’s Economic Strategy includes the following as Tactic 1.5: “Pursue the growth of the health economy that increases quality jobs and attracts innovative companies. Leverage existing health assets, centered on Lions Gate Hospital, to pursue opportunities associated with the development of a Health and Bio-Sciences cluster.”

Council’s 2022-2026 Strategic Plan also includes the initiative to “Explore and foster the growth of a health economic hub in Central Lonsdale”.

Since the adoption of Council’s 2022-2026 Strategic Plan in 2023 and the Economic Strategy in 2024, staff have completed two additional phases of work to further advance this initiative, focusing on identifying targeted opportunities to support the sustainability and growth of a Health and Biosciences cluster within the city.

Phase One involved a Reverse Site Selection Analysis benchmarking CNV against comparable Canadian and American municipalities across key factors, including access to markets, talent, partners, and business environment. This work identified sub-sectors where CNV could foster growth, including clinical research organizations, digital health, medical device development, sport medicine, and incubators and accelerators, and recommended further study to examine the associated opportunities and challenges. Phase Two advanced this analysis by summarizing CNV’s distinguishing strengths and assets, and identifying opportunities and challenges for priority sub-sectors within the Health and Biosciences sector.

The above two phases of work demonstrated that exploring the formation of a Health Innovation District is essential to advancing the Health and Biosciences sector. CNV has an opportunity to build a collaborative ecosystem that advances innovation in health, science, technology and social wellbeing. With key assets in central Lonsdale anchored by Lions Gate Hospital, CNV is well positioned to support leading research, clinical excellence, and industry innovation. By working with stakeholders, businesses and the community, CNV can create an environment where research, care and creativity drive positive health and economic outcomes.

The vision is to be a globally recognized Health Innovation District, anchored by Lions Gate Hospital, where collaboration drives innovation that transforms health outcomes, strengthens communities, and generates lasting economic and societal value. The district’s mission is to bring together healthcare, research, industry, education, and the community to accelerate solutions that advance health outcomes, enable healthy living and aging-in-place, and strengthen system resilience and prosperity.

## **DISCUSSION**

CNV’s key differentiator has been identified as integration rather than scale. Ranked among Canada’s most desirable places to live and work, CNV brings together a strong regional hospital, aligned institutional partners, access to talent, an active and aging population, and an exceptional quality of life, a convergence that larger centres cannot easily replicate.

A plan for the establishment of a Health Innovation District is currently in development, with support from Osprey Point Consulting. The work will be undertaken collaboratively with staff and key stakeholders to prepare a plan that outlines the enabling conditions required to advance and promote this emerging district, along with action plans to create these enabling conditions.

Establishing a clear partnership framework with key institutions and stakeholders will be an important next step in advancing the Health Innovation District. This will include the formation of a Stakeholder Roundtable, supported by Terms of Reference, to facilitate

coordination and collaboration, as well as Memoranda of Understanding that may address matters including, but not limited to:

- intention to collaborate in advancing the implementation of the District;
- participation in advisory or governance structures;
- confidentiality provisions;
- input into strategic focus areas and sector priorities;
- early involvement in pilot programs and demonstration projects;
- collaboration in the design and activation of shared innovation spaces; and
- recognition as a founding contributor to the District’s launch.

This framework will support coordinated leadership, alignment of priorities, and a structured approach to advancing research, innovation, and economic development opportunities within the district.

Advancing a Health Innovation District will require a coordinated, “in-step” approach with key institutional and industry partners. While the City can play an important convening and enabling role, the long-term success of the district will depend on active participation and alignment among healthcare providers, research institutions, educational partners, private sector innovators, and other stakeholders. The work underway is therefore focused on establishing a shared vision and collaborative structure that enables partners to advance initiatives together as opportunities emerge.

## **FINANCIAL IMPLICATIONS**

Funding for the current phase of work is being accommodated within the Economic Development operating budget and a Council approved Health Cluster Development project budget of \$177,000. Grant funding from senior levels of government is also being pursued.

At this stage, the development of the Health Innovation District is focused on strategic planning, partnership development, and stakeholder coordination. Future phases of work, including implementation initiatives or partnership opportunities, may require additional resources or external funding. Any financial commitments or funding considerations will be brought forward to Council for consideration through future reports and Financial Plans, as appropriate.

## **INTER-DEPARTMENTAL IMPLICATIONS**

Advancing the Health Innovation District will require ongoing collaboration across several City departments, including Economic Development, Communications, Infrastructure, Transportation and Parks, and Planning, Development and Real Estate.

As the initiative progresses, staff will work in coordination with internal departments to ensure alignment with land use planning, infrastructure planning, development opportunities, and broader city-building objectives. This integrated approach will support the identification of opportunities to leverage existing assets in Central Lonsdale and ensure that potential initiatives are considered in the context of and leverage broader municipal priorities and projects, including the Lonsdale Great Street initiative.

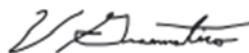
The “in-step” approach to advancing the Health Innovation District will also involve collaboration with external institutional partners and stakeholders, including health, research, education, and industry organizations including the Lonsdale Centre Business Improvement Area Society. Establishing clear communication channels and partnership structures will help ensure coordinated efforts as the initiative evolves.

### **STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS**

Advancing a Health Innovation District supports Council’s 2022–2026 Strategic Plan, which identifies Council’s vision to be the “The Healthiest Small City in the World” and fostering the growth of a Health Economic Hub as a key initiative.

The initiative also aligns with CNV’s Economic Strategy, specifically Tactic 1.5, which seeks to pursue the growth of the health economy by leveraging existing health assets centered around Lions Gate Hospital and attracting innovative companies and quality employment opportunities.

RESPECTFULLY SUBMITTED:



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Vito Grammatico  
Manager, Economic Development



## Health Innovation District

### Mayor's Leadership Round Table - PARTNERSHIP COALITION

#### Terms of Reference (TOR)

#### 1. Background

The City of North Vancouver Health Innovation District is a bold, transformative, community-centered initiative anchored in Central Lonsdale by Lions Gate Hospital campus and the Central Lonsdale area. It integrates health, innovation, education, and economic development to improve health outcomes, accelerate innovation, and strengthen community well-being.

Validated through extensive independent analysis, the Health Innovation District will attract talent and investment, strengthen the local economy, accelerate the translation of research and technologies into care, and improve health and well-being—positioning the City of North Vancouver as a global model for healthy, resilient communities.

#### 2. Purpose

The purpose of the Mayor's Leadership Round Table (MLRT) Partnership Coalition is to provide strategic oversight, governance guidance, and collaborative leadership to advance the planning, implementation, and long-term success of the City of North Vancouver Health Innovation District and its Vision is to create:

*A globally recognized Health Innovation District, anchored by Lions Gate Hospital, where collaboration drives innovation that transforms health outcomes, strengthens communities, and generates lasting economic and societal value.*

Anchored by Lions Gate Hospital and the Central Lonsdale community, the City of North Vancouver Health Innovation District is positioned to convene leaders across health sciences, digital technologies, education, business, and community sectors to accelerate innovation and the translation of research into practice; and

The Health Innovation District aligns with the City of North Vancouver's Economic Strategy, Central Lonsdale Great Streets Project Vision, and the goal of becoming the Healthiest Small City in the World by supporting a people-centered, connected, prosperous, vibrant, and resilient city.

#### MLRT PARTNERSHIP COALITION OBJECTIVES:

The Mayor's Leadership Round Table - Partnership Coalition is responsible for broad and longer term oversight and guidance as well as operational inputs and decision-making considerations for all decisions of the overall City of North Vancouver Health Innovation District project and is particularly central to the early validation, consultation and implementation phase of the Health Innovation District, to ensure the voices of the City and broader local, regional and national communities are represented as key and critical stakeholders.

### **3. SCOPE**

- Strategic Oversight & Governance
- System Integration & Alignment
- Partnership & Ecosystem Development
- Strategic Planning & Implementation Support
- Advisory & Decision Support
- Advocacy & Ambassadorship

### **4. Guiding Principles**

The Partnership Coalition operates under the following principles:

1. Clear accountability and leadership
2. Inclusive and transparent decision-making
3. Effective coordination across parallel priorities
4. Meaningful stakeholder and community participation
5. Adaptability and evolution over time

### **5. Roles and Responsibilities**

5.1 The Partnership Coalition will:

- Provide strategic guidance and oversight across all phases of the initiative
- Review, shape, and endorse strategic recommendations
- Ensure integration across health, research, business, and community domains
- Support risk identification, mitigation, and issue escalation
- Enable coordinated action across partners and working councils

5.2 Members will:

- Represent their respective organizations and contribute strategic insight and leadership
- Actively contribute and participate in meetings and working sessions
- Champion the initiative within their respective sector and network
- Contribute expertise, influence, and resources, where appropriate
- Act in good faith collaboration to support shared outcomes and collective success

### **6. Governance Structure & Decision-Making**

The Partnership Coalition operates within a tiered governance model:

- Working Councils - Generate analysis, recommendations, and subject-matter input
- Operational Team - Coordinates implementation, integration, and execution

Decision-making is collaborative and consensus-driven, with formal ratification occurring at the appropriate governance level.

## **7. Membership**

The Partnership Coalition will consist of representatives from:

- Health systems and clinical leadership
- Academic and research institutions
- Business, industry, and technology sectors
- Community organizations and stakeholders
- Government and public sector partners
- Philanthropic and non-profit organizations

Membership reflects a balance of expertise, influence, and stakeholder representation necessary to support the complexity of a multi-stakeholder innovation ecosystem.

## **8. Meetings**

- The Partnership Coalition will meet quarterly, or more frequently as required
- Secretariat or Operating support will coordinate scheduling, materials, and communications

## **9. Accountability**

- The Coalition will provide strategic input and recommendations to:
  - CNV Mayor and Council
- Annual Reporting and regular updates will be shared across governance bodies, and Partner Organizations to ensure alignment, transparency and stakeholder value.

## **10. Term**

- Members will serve an initial two-year term, with the possibility of renewal

## **11. Administrative Provisions**

- Participation does not create legal or financial obligations
- The model is designed to evolve as the Health Innovation District matures and evolves over time

**MEMORANDUM OF UNDERSTANDING (MOU)**

Among

**[NAME OF PARTNER AGENCY]**  
[Address of Partner Agency]

and

**[NAME OF PARTNER AGENCY]**  
[Address of Partner Agency]

and

**[NAME OF PARTNER AGENCY]**  
[Address of Partner Agency]

and

**[NAME OF PARTNER AGENCY]**  
[Address of Partner Agency]

and

**[NAME OF PARTNER AGENCY]**  
[Address of Partner Agency]

and

**[NAME OF PARTNER AGENCY]**  
[Address of Partner Agency]

(each a “**Partner Agency**” and together the  
“**Partner Agencies**”)

and

**THE CORPORATION OF THE CITY OF NORTH  
VANCOUVER**  
141 14th St W, North Vancouver, BC V7M 1H9

(“**CNV**”, and together with the Partner Agencies, the  
“**Parties**”)

WHEREAS:

- A. The City of North Vancouver is advancing a Health Innovation District (the “**City of North Vancouver Health Innovation District**”) in the Central Lonsdale area of the City of North Vancouver anchored by Lions Gate Hospital (“**LGH**”);
- B. The City of North Vancouver Health Innovation District will integrate health, innovation and technology, education, business, economic development and community partners into a highly collaborative ecosystem;
- C. The City of North Vancouver Health Innovation District concept has been validated through independent analysis that confirms its feasibility, competitive advantage, and long-term value;
- D. The City of North Vancouver Health Innovation District directly supports and is strategically aligned with CNV strategies and with the priorities of the Ministry of Health and the Ministry of Jobs and Economic Growth;
- E. The City of North Vancouver Health Innovation District’s success is based on a collaborative model with active participation from Partner Agencies through a shared vision that enables Partner Agencies to work together in the development, implementation of initiatives, guidance and oversight of the City of North Vancouver Health Innovation District; and
- F. The Partner Agencies wish to participate in the City of North Vancouver Health Innovation District.

NOW THEREFORE the Parties agree to the following:

**PURPOSE OF THE MOU**

This MOU establishes a non-legally binding framework and set of principles for an enhanced approach for coordination and collaboration between the Parties, to accelerate the translation of research and technologies into care, advance health outcomes, and strengthen economic growth and community well-being.

The MOU confirms the Parties’ interests to engage in a collaborative working relationship that support the overall goals of the City of North Vancouver Health Innovation District and commitment to exploring joint opportunities that exist to support and strengthen the advancement of digital health, research, innovation and commercialization through collaboration with other City of North Vancouver Health Innovation District collaborators.

**NON-BINDING NATURE**

This MOU is an expression of the Parties’ intentions to work collaboratively in fulfillment of their shared goals in respect of the City of North Vancouver Health Innovation District that may form the basis of any legally binding agreements to be drafted and executed in the future. This MOU does not constitute a legally binding agreement and is not intended to be of, and will not be interpreted or construed as having, binding or legal effect on any Party or creating any obligation on any Party to enter into any further agreements on any topics whatsoever. For greater certainty, no Party shall have any legal obligation to the other by reason of this MOU,

and no legal liability shall arise from any failure to carry out any intention expressed herein. Nothing in this MOU shall be interpreted as:

- creating or implying any binding commitment, obligation, or liability;
- constituting a partnership, joint venture, agency, employment, or fiduciary relationship between the Parties;
- restricting any Party from entering into similar arrangements with third parties; or
- granting any Party any exclusive rights of any nature.

Each Party is responsible for its own costs and expenses incurred in connection with activities under this MOU, unless the Parties separately agree otherwise in writing. This MOU does not commit any Party to expend any funds (including any financial commitments to the City of North Vancouver Health Innovation District). Any financial contributions, cost-sharing arrangements, or grant funding shall be subject to a separate, binding written agreement between the Parties or any of them.

For greater certainty, nothing contained herein nor the creation of the City of North Vancouver Health Innovation District will in any way commit CNV to provide any financial or other support (including staffing resources), grants or funding to the City of North Vancouver Health Innovation District or to any Partner Agency nor to commit CNV to furtherance of any projects or initiatives advanced in connection with the City of North Vancouver Health Innovation District by one or more Partner Agency. Nothing contained herein will fetter the discretion of CNV's City Council nor limit in any way CNV's sole and absolute discretion over matters within its jurisdiction.

## VISION

The vision of the City of North Vancouver Health Innovation District is as follows:

*A globally recognized Health Innovation District where collaboration drives innovation that transforms health outcomes, strengthens communities, and generates lasting economic and societal value while reducing the overall burden on the acute care system.*

## DESCRIPTION OF THE INITIATIVE

The City of North Vancouver Health Innovation District is a transformative, once in a generation opportunity for the Parties to improve community health outcomes, support aging in place, strengthen health system resilience, and drive long-term economic prosperity for City of North Vancouver residents and beyond – leveraging LGH as a catalytic anchor.

## STATEMENT OF SHARED OPPORTUNITIES

- Establish a targeted Innovation Hub (the “**HUB**”) to advance prevention, recreation and rehabilitation, and tech-enabled digital health solutions, including AI, wearables, remote monitoring, and aging-in-place supports;
- Expand teaching, talent, and translational research through academic and industry partnerships that grow applied research and clinical trials; and
- Leverage economic development and investment attraction by aligning with provincial and federal strategies to attract funding, investment, and innovation partners.

## BENEFITS

- Improve health outcomes and quality of life;
- Attract and retain talent, investment, and innovation partners;
- Support applied research, commercialization, and technology adoption;
- Position the Partner Agencies as leaders and the City of North Vancouver as a model for healthy, resilient communities; and
- Strengthen City of North Vancouver's local economy as well as the regional and provincial economies.

## FOCUSED INNOVATION IDENTITY

- Healthy Living and Aging (longevity)
- Recreation and Rehabilitation medicine
- Preventative Health
- Community Wellness
- Medical Technologies and Digital Health Solutions

## AREAS OF IMPACT

The City of North Vancouver Health Innovation District is expected to deliver value across multiple domains:

- Health: Faster innovation in care; improved integration; reduced burden on acute system;
- People: Talent development and future-ready skills;
- Education: Real-world training and applied learning opportunities;
- Business: Access to talent, testbeds, partnerships, and new markets;
- Innovation: Supportive ecosystem for piloting, scaling, and commercialization; and
- City: Economic development, community building, and enhanced well-being

## POTENTIAL COLLABORATION ACTIVITIES

The Parties intend to explore the following areas for potential collaboration:

- Collaboration, inputs, advice, advocacy and participation in determining priorities business, health, research and innovation capacities and opportunities in securing the foundation, delivery, implementation, operationalization of the overall City of North Vancouver Health Innovation District in collaboration with all Partner Agencies;
- Conceptual design of collaborative spaces, specifically for the development of shared working spaces, dry lab spaces, wet lab space, and determination of necessary shared amenities, co-working and common areas, as the HUB of City of North Vancouver Health Innovation District;
- Participation in consultations and collaborations between other potential partner agencies and stakeholders on and around the City of North Vancouver Health Innovation District and across the Region and beyond;
- Identification and creation of opportunities for collaborative engagements, projects, partners, alliances and innovation that will advance Goals of CNV and its collaborators with an important principle of working in strong partnership and collaboration to

enhance and best serve the overall interests across BC;

- Support and promotion of the vision and profile the City of North Vancouver Health Innovation District to attract relevant businesses, entrepreneurs, agencies and partners that will collectively impact the success of the City of North Vancouver Health Innovation District, and
- Collectively strengthen and support each Partner Agency to align respective priorities and mandates in order to ensure and accentuate impacts and outcomes for each and all.

## INTELLECTUAL PROPERTY

Unless otherwise agreed in writing, each Party retains ownership of all of its intellectual property. Any intellectual property jointly developed by any of the Parties in the course of the activities contemplated in this MOU shall be addressed in a separate written agreement prior to commencement of the relevant work.

## CONFIDENTIAL INFORMATION

No Party is obligated under this MOU to disclose any confidential, proprietary, or sensitive information to any other Party. The Parties acknowledge that the collaboration contemplated by this MOU may, as it develops, require the exchange of such information. Any disclosure of confidential information shall only occur after the relevant Parties have executed a separate, binding Non-Disclosure Agreement (“**NDA**”) that expressly governs the terms and conditions of such disclosure. The Parties acknowledge that information held by CNV may be subject to disclosure under the *Freedom of Information and Protection of Privacy Act* (British Columbia) or other applicable legislation, and that any NDA will need to reflect those obligations.

## TERM

This MOU shall be in force for a period of two (2) years from its effective date. This MOU may be extended by mutual agreement of the Parties. Any Party may terminate this MOU for any reason on one (1) months’ written notice to the other Parties.

## NOTICE

Any notice under this MOU shall be in writing and may be delivered by hand, courier, registered mail or sent by email, addressed to the Party for whom it is intended at the address set out on the first page or to such address as a Party may specify in writing from time to time by notice to all other Parties.

Any such notice will be deemed to have been given on the day of delivery or transmission by email if delivered or transmitted on a business day, and if not delivered or transmitted on a business day, then on the next business day, or if mailed, on the fifth business day following posting thereof.

## REVISIONS TO MOU

This MOU may be amended or supplemented only by a written agreement duly signed and executed by all Parties.

## COUNTERPARTS

This MOU may be executed in any number of counterparts with the same effect as if the Parties had each signed the same document. All counterparts will be construed together and will constitute one and the same MOU.

## ELECTRONIC TRANSMISSION

This MOU or any counterpart may be executed by a party and delivered in portable document format (pdf) and, if so executed and delivered, this MOU or such counterpart will for all purposes be as effective as if the party had executed and delivered the MOU or a counterpart bearing an original signature.

*[Signature Pages Follow]*

IN WITNESS WHEREOF the Parties have executed this MOU as of the \_\_\_\_\_ day of \_\_\_\_\_, 2026.

**THE CORPORATION OF  
THE CITY OF NORTH VANCOUVER**

by its authorized signatories:

Per: \_\_\_\_\_  
Authorized Signatory

**[INSET NAME OF PARTNER AGENCY]**

by its authorized signatories:

Per: \_\_\_\_\_  
Authorized Signatory

**[INSET NAME OF PARTNER AGENCY]**

by its authorized signatories:

Per: \_\_\_\_\_  
Authorized Signatory

**[INSET NAME OF PARTNER AGENCY]**

by its authorized signatories:

Per: \_\_\_\_\_  
Authorized Signatory

**[INSET NAME OF PARTNER AGENCY]**

by its authorized signatories:

Per: \_\_\_\_\_  
Authorized Signatory

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by its authorized signatories:

Per: \_\_\_\_\_  
Authorized Signatory

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Per: \_\_\_\_\_  
Authorized Signatory

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by its authorized signatories:

Per: \_\_\_\_\_  
Authorized Signatory

**[INSET NAME OF PARTNER AGENCY]**

by its authorized signatories:

Per: \_\_\_\_\_  
Authorized Signatory

**[INSET NAME OF PARTNER AGENCY]**

by its authorized signatories:

Per: \_\_\_\_\_  
Authorized Signatory