



**MCGILL UNIVERSITY**  
**AND THE FUTURE OF**  
**THE ROYAL VICTORIA HOSPITAL**



## Vision:

- ▶ Provide McGill's downtown campus with much needed space to meet its mission
- ▶ Create a real estate reserve that will ensure McGill's long-term development
- ▶ Create a campus extension that will serve as a model for a sustainable and smart campus
- ▶ Create a landmark site that will be the pride of Montrealers, Quebecers and the McGill community



## Conditions that must be met for McGill University to pursue the project:

- ▶ Acquisition, at no cost, of the entire Royal Victoria Hospital site
- ▶ Possibility of demolishing and rebuilding non-heritage components
- ▶ Agreement with the Provincial government on the financing that McGill has scoped out as essential at each phase of the project – acquisition, transformation and operational
- ▶ Efficient decision-making and authorization timeframes so as to achieve site occupancy in 2023 or earlier



## **McGill will only acquire the site on the condition that it:**

- ▶ Meets McGill's academic and research needs
- ▶ Does not restrict McGill's ability to sustain and grow its core academic and research mission
- ▶ Is financially viable
- ▶ Does not compromise McGill's brand and reputation
- ▶ Does not impede McGill's financial ability to address pressing space needs, including deferred maintenance, on the rest of its campuses



## Feasibility Study Project (Dossier d'opportunité):

### Scope of the project:

- ▶ Determining if the site's conversion advances the University's academic mission while meeting its space needs
- ▶ Evaluating the financial contributions required and appropriate financial strategies necessary to acquire, convert and operate the site
- ▶ Proposing a socially acceptable business plan that respects the sites heritage and cultural character

The cost of the feasibility study will be shared between the Province of Québec and McGill University.

Until the site becomes property of McGill, the Government of Québec will ensure the maintenance and upkeep of the essential operations and a high degree of security of the site and of the buildings.



## The RVH site in numbers – before:

### Within proximity to McGill:

- ▶ From the same architectural heritage as the Royal Victoria Hospital
- ▶ 110,887 gross square meters of buildings
- ▶ 95,016 sq. m. or 9.5 hectares of land
- ▶ 76,387 gross sq. m. available for McGill, 68% of the site
- ▶ 24,008 gross sq. m. available for a partnership, 22% of the site
- ▶ 10,492 gross sq. m. Allan Memorial occupies for 10 years, 10% of the site



## The RVH site in numbers – after:

- ▶ 49% reduction in paved area: 14,148 m<sup>2</sup>
- ▶ 9% reduction in the building footprint
- ▶ 23% reduction of built areas
  - 40,154 m<sup>2</sup> of non-heritage buildings demolished
  - 25,200 m<sup>2</sup> of constructed buildings
  - 14% improvement in net/gross ratio of use of space
  - included: conservatory/atrium of 2,000 m<sup>2</sup> or 2,000 places
  - number of visible floors reduced by 4
- ▶ 40% increase in green space areas: 22,156m<sup>2</sup> or 2.2 hectares or about 4 football fields



## List of studies to date:

- ▶ Prefeasibility study
- ▶ Reallocation study
- ▶ Market value study
- ▶ Patrimonial value study
- ▶ Report on real estate acquisition opportunities



## Timeline

Preparation, filing and approval of the strategic presentation – Mémoire d’avant projet	Sept. 2014
Preparation, filing and approval of the initial case file – Dossier d’opportunité	May 2017
Preparation, filing and approval of the final business case – Dossier d’affaires final	July 2019
First phase of construction completed	June 2023
Subsequent phases of construction completed	May 2025

This schedule presumes that certain steps will be done in parallel (e.g., Office de consultation public de Montréal).



Next-door neighbours





McGill is sensitive to the issue of heritage conservation



Royal Victoria Hospital Buildings (Year of Construction)	gross sq. m. m <sup>2</sup>
A: Administration	1893 10,442
B: Hospital laundry	1931 1754
C: Centennial	1993 8639
E: East Wing	1893 5797
F: Women's Pavilion	1926 12,978
G: Gatehouse	1907 185
H: Hersey Pavilion	1907 11,119
L: West Wing	1893 3302
M: Medical Pavilion	1959 14,234
P: Allan Memorial	1860 4050
P1: Allan Memorial Annex	1943 5,326
R: Ross Memorial	1916 11,029
S: Surgery Pavilion	1955 20,222
T: Annex to Administration A	
V: Human Resources	1860 1,114
X: Thermal power plant	1900 686

Valeur Patrimoniale

- Très haute valeur
- Significative
- Peu de valeur patrimoniale
- Pourrait être supprimé
- Modifications significatives à effectuer
- \* Facade significative



For McGill, the RVH represents a long-term landholding opportunity, which would not only address issues currently faced by the institution, but also develop a campus well suited to student life and learning in the 21<sup>st</sup> century and beyond.





## Questions to consider

- ▶ What type of space will be needed to foster, well into the 21st century, teaching, learning, research and community outreach at McGill?
- ▶ How can the site be used to enhance McGill's identity as a student-centered, research intensive, high quality international university anchored in Quebec?
- ▶ How can the site be used to increase synergies among academic disciplines and create hubs of new learning, frontier research and innovation?
- ▶ Who would be the best internal and external partners to attract to the site?
- ▶ How could the RVH site be used to deepen McGill's connections with other communities (e.g. industry, NGOs, social organizations)?
- ▶ Given the importance of this site to Montrealers and the city's history, what is our responsibility to steward heritage buildings, green space and access to Mount Royal?
- ▶ Are there opportunities to generate revenues that will ultimately support the academic mission at McGill?
- ▶ What are the limitations and opportunities posed by the unique physical characteristics, location and layout of the RVH buildings and site?
- ▶ What principles should guide our development of the RVH site, if the project goes ahead?