McGILL UNIVERSITY **SENATE**

Memorandum

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TO:	Senate
FROM:	Michael Di Grappa, Vice-Principal (Administration and Finance)
SUBJECT:	Update on McGill's Potential Acquisition of the Royal Victoria Hospital Site
DATE:	May 14, 2014
DOCUMENT #:	D13-64
ACTION REQUIRED:	☒ INFORMATION ☐ APPROVAL/DECISION

ISSUE:	An update on the status of the Royal Victoria Hospital (RVH) campus development proposal is presented to summarize the history, current situation, actions taken to date, and plans going forward to address the future vocation of the RVH.
BACKGROUND & RATIONALE:	McGill has a significant space deficit and expansion is constrained by its downtown location. The Government of Quebec wishes to find a suitable use for the RVH property once the hospital activities are transferred to the Glenn site. An opportunity presents itself to take advantage of the upcoming availability of the RVH site to acquire and develop it, subject to a clear alignment with the strategic interests of the University. Several preliminary studies have been undertaken and, pending approval of funding from the Quebec Government, a more detailed feasibility study will be conducted over the next 12 to 18 months. Acquisition of the Royal Victoria Hospital property, with the appropriate conditions and funding from the Government, would provide a long term solution to McGill's space deficit allowing it to grow its core academic and research mission.
MOTION OR RESOLUTION FOR APPROVAL:	N/A
PRIOR CONSULTATION:	Several consultations with internal and external stakeholders have already taken place.
NEXT STEPS:	We will continue consultations and information sessions with key internal and external stakeholders. We will continue to evaluate this option in light of the University's current lack of space, the funding required were the University to proceed with obtaining the RVH, and other conditions.
APPENDICES:	Appendix A: PowerPoint presentation - "McGill University and the Future of Royal Victoria Hospital"

McGill

McGILL UNIVERSITY AND THE FUTURE OF ROYAL VICTORIA HOSPITAL

PROJECT GOALS

Create a landmark site that will be the pride of Montrealers, Quebecers and the McGill community, owing to the:

- Academic and research activities it will host
- Site's architectural and urban signature
- Better access to Mount Royal

Create a new user-friendly and wider gateway to Mount Royal from downtown, to enhance public accessibility and foster:

- Tourist activities
- Recreational activities in winter and summer
- Sports activities
- Cultural activities
- Environmental activities

Restore Mount Royal green spaces.

Protect the site's heritage character. Maintain its institutional role.

Solution to McGill University's known space deficit by the Quebec Government.

Creation of a real estate reserve that will ensure McGill's long-term development.

- Internationally-renowned McGill University was founded in 1821
- In the heart of downtown, a natural link with the Mount Royal
- 37,500 students, 11 faculties, 300 study programs
- 850,000 gross square meters of buildings
- 62,320 gross square meters of space deficit recognized by the Government of Quebec

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

MCGILL, A SOLUTION FOR THE REDEVELOPMENT OF THE ROYAL VICTORIA HOSPITAL

MCGILL, AN URBAN SOLUTION FOR MOUNT ROYAL AND MONTREAL

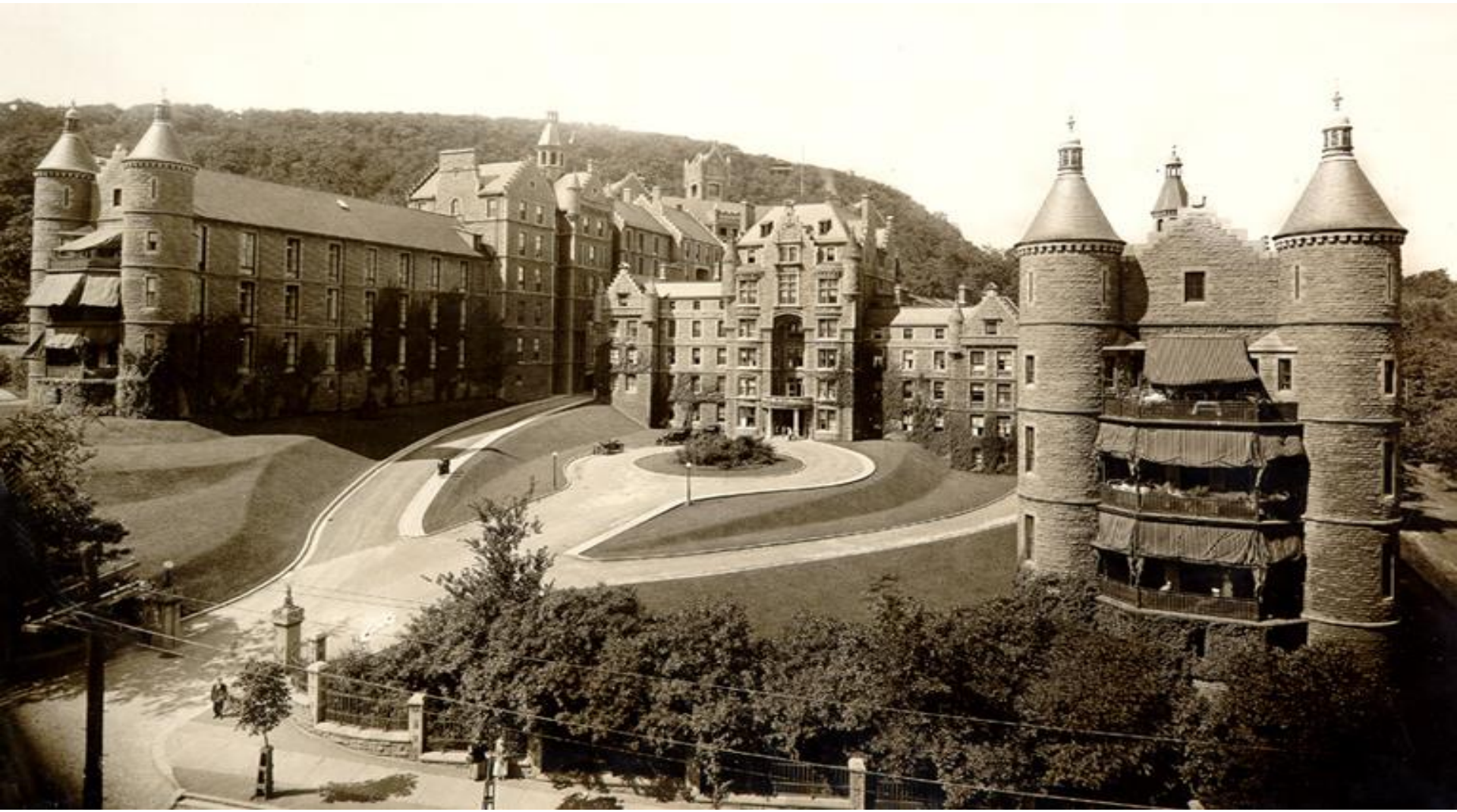
- ☑ Social issues
- ☑ Issue of access to the mountain and greening
- ☑ McGill University's space issues
- ☑ Patrimonial issues
- ☑ Political issues
- ☑ Financial issues

CONDITIONS THAT MUST BE MET FOR McGILL UNIVERSITY

- Acquisition, at no cost, of the entire Royal Victoria Hospital site
- Possibility of demolishing and rebuilding non-heritage components
- Financial package to include reasonable contributions from McGill University, the Government of Quebec and, possibly, the Federal Government
- Decision-making and authorization timeframes reduced to a minimum for site occupancy as soon as 2019-2020

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

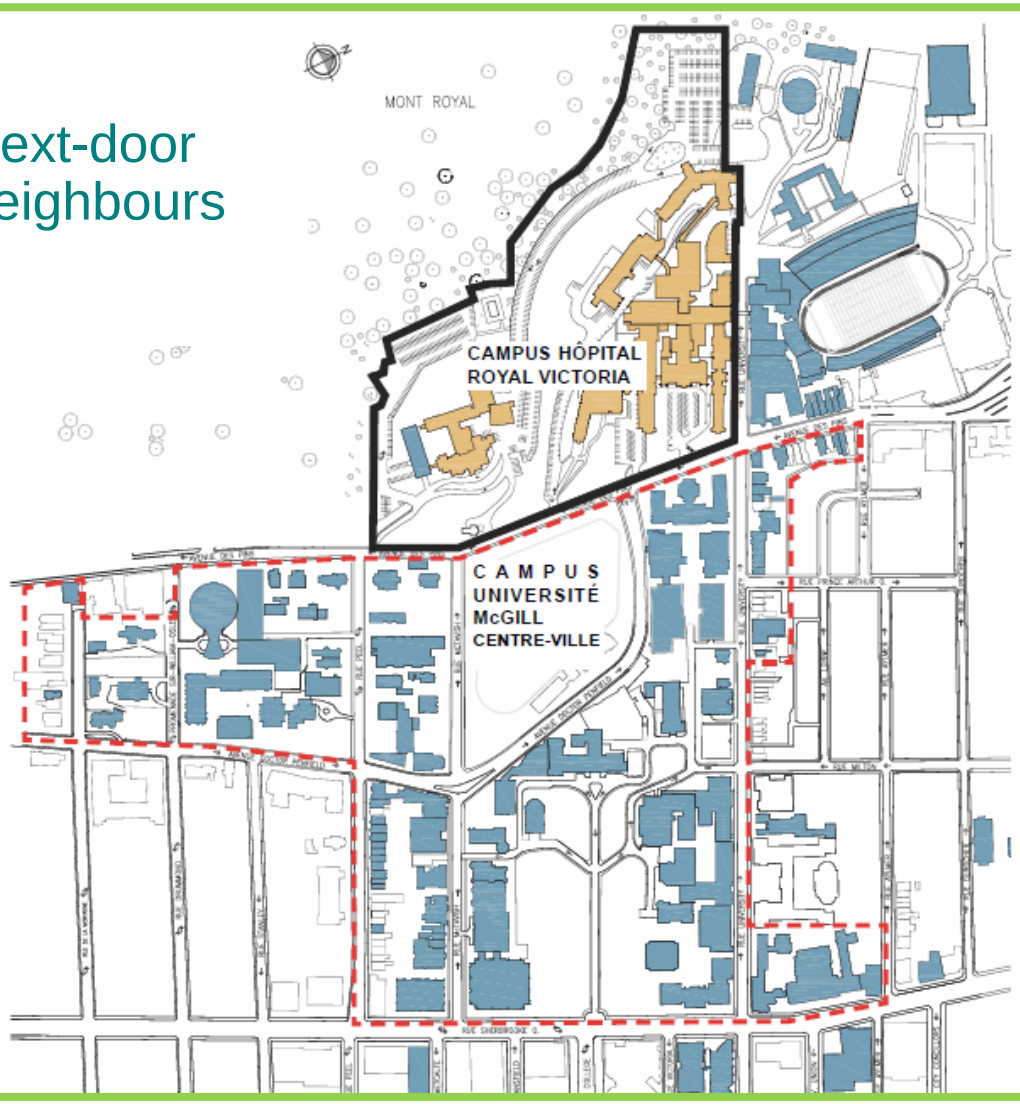
- Meets McGill's academic and research needs
- Does not restrict McGill's ability to sustain and grow its core academic and research mission
- Is financially viable
- Does not compromise McGill's brand and reputation
- Does not impede McGill's financial ability to address pressing space needs, including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



LIST OF STUDIES TO DATE:

- Prefeasibility study
- Reallocation study
- Market value study
- Patrimonial value study
- Report on real estate acquisition opportunities
- Business partnerships with McGill

Next-door neighbours



McGill is sensitive to the issue of heritage conservation

Année de construction et valeur patrimoniale des bâtiments

Royal Victoria Hopsital Buildings (Year of Construction)		gross sq. m. m^2
A: Administration	1893	10,442
B: Hospital laundry	1931	1754
C: Centenial	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

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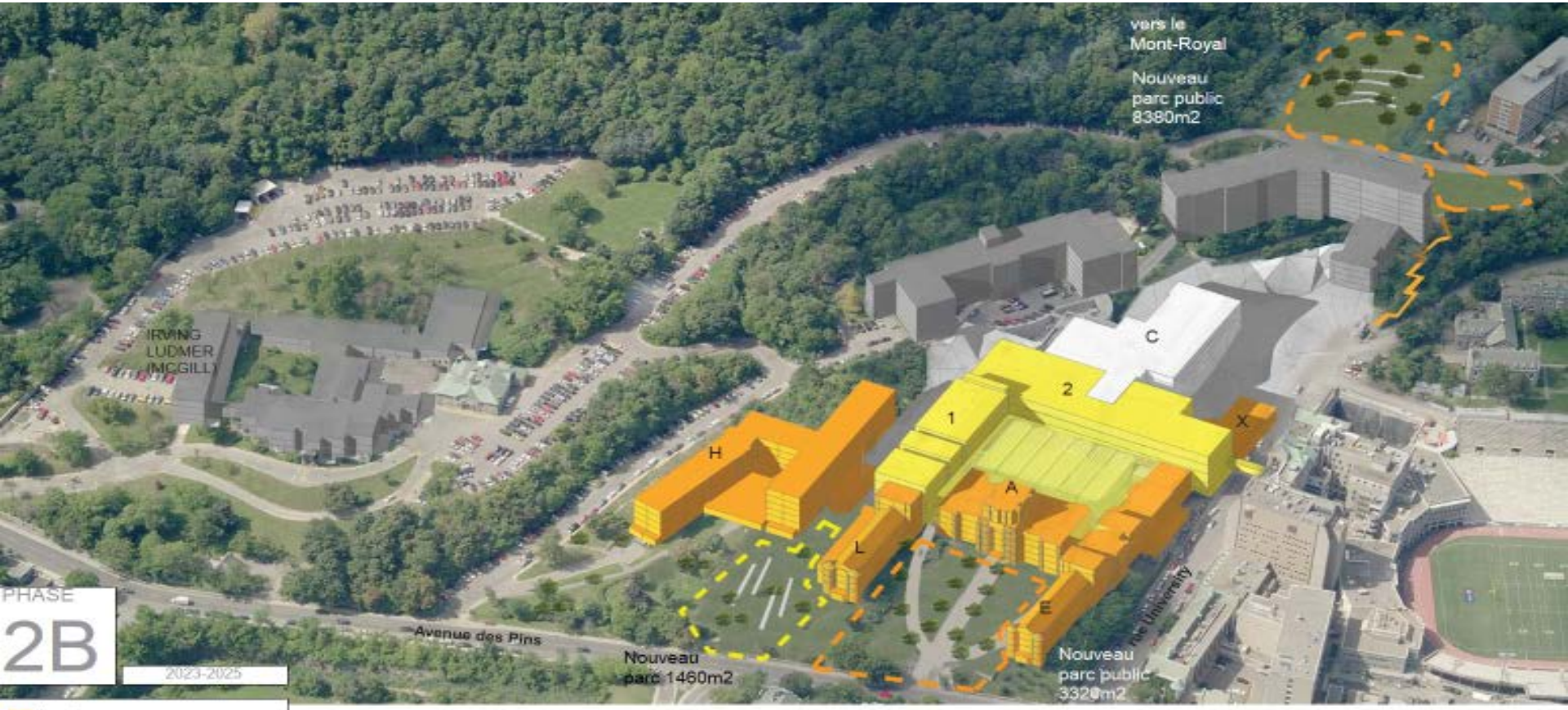

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- 49% reduction in paved area: 14,148 m^2
- 9% reduction in the building footprint
- 23% reduction of built areas
  - 40,154 m^2 of non-heritage buildings demolished
  - 25,200 m^2 of constructed buildings
  - 14% improvement in net/gross ratio of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

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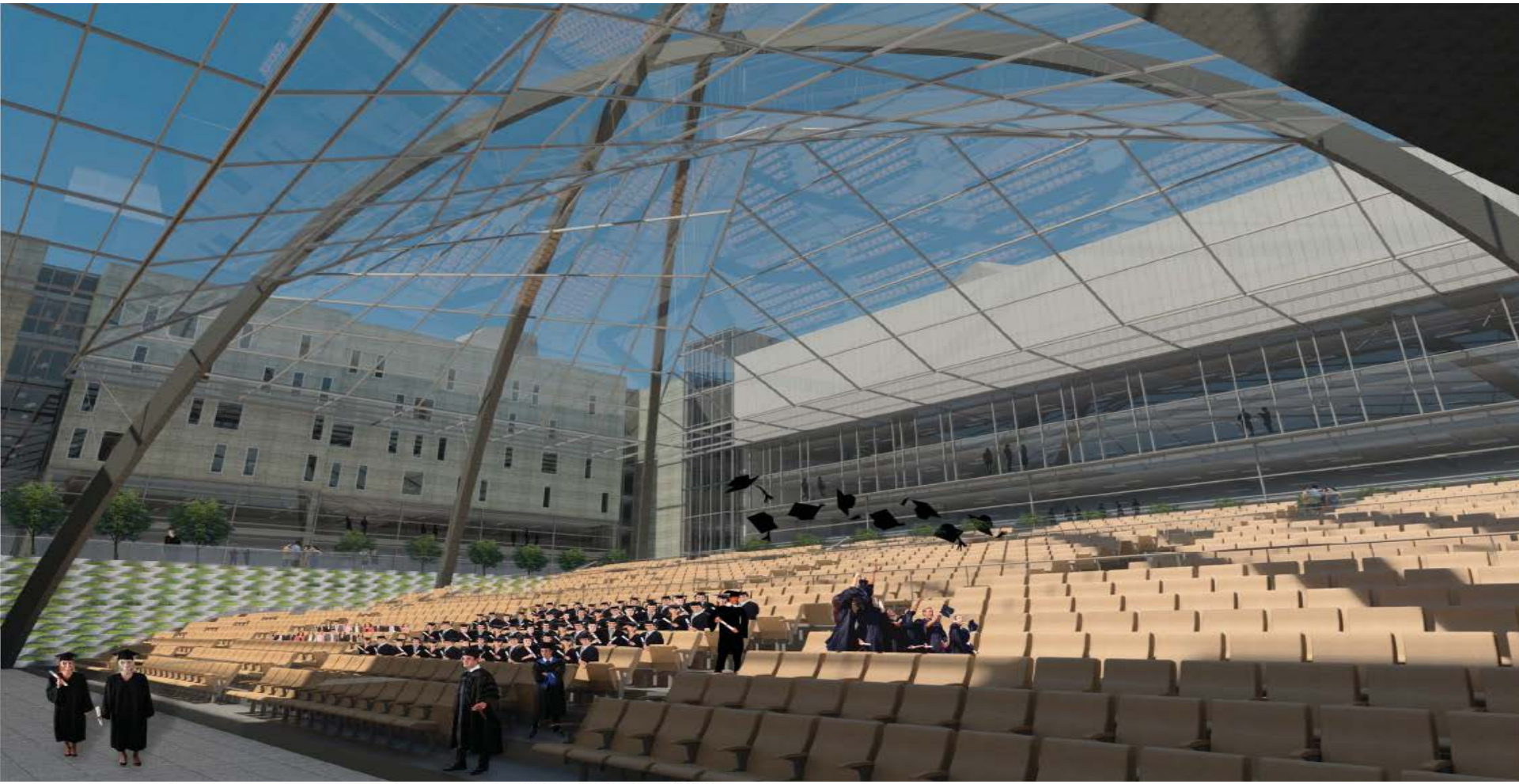

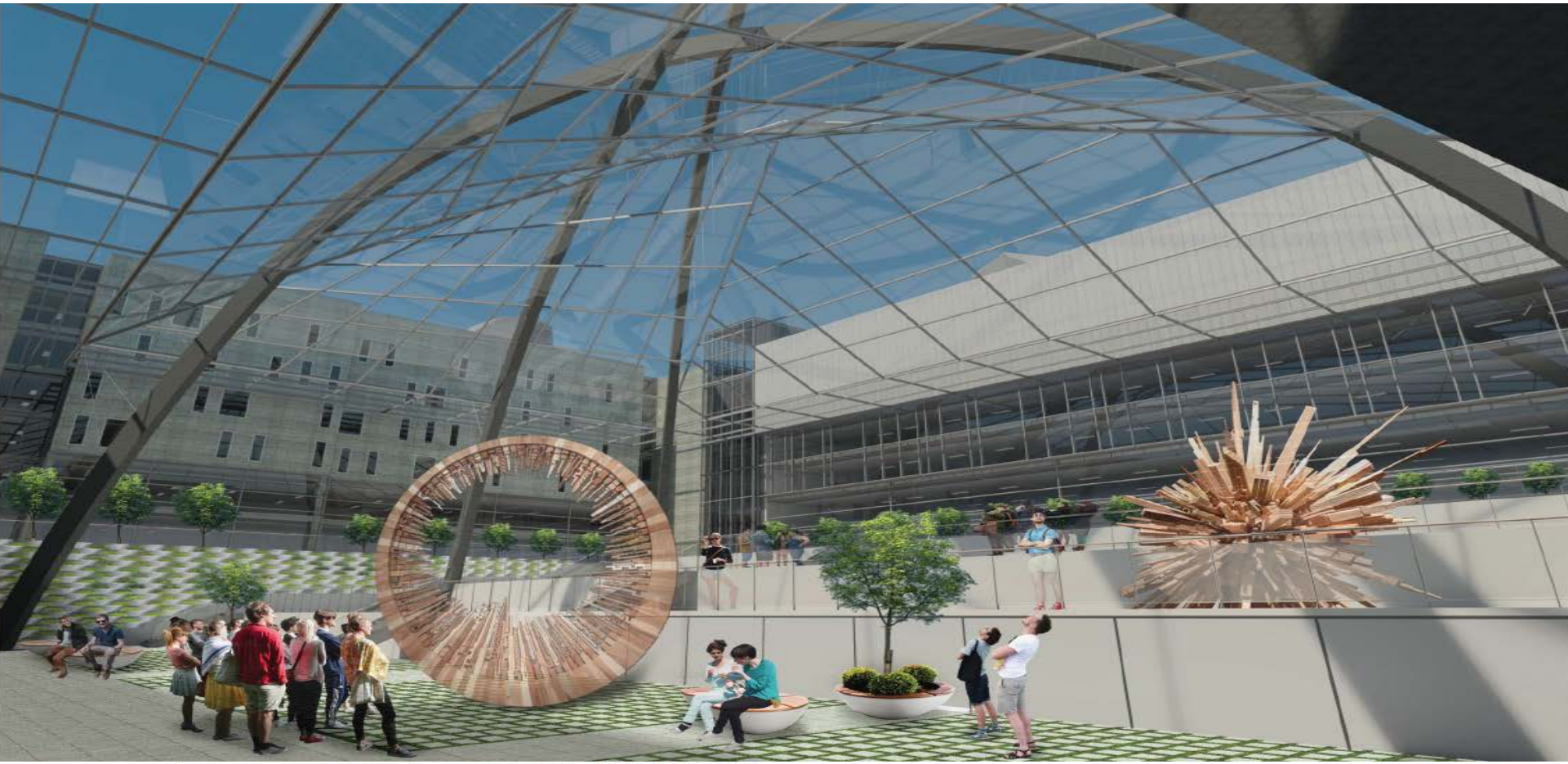

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McGill's Projects Space Needs

This study examines the possibility of accommodation McGill's 61,433 sq. m. (661,264 sq. ft.) of anticipated space needs within the available 111,500 sq. m. (1.2M sq. ft.) area of the RVH buildings.

The following projections were provided by the Campus and Space Planning unit of McGill University Services.

Teaching spaces: 47% — 28,873 sq. m. (310,788 sq. ft.)
- Auditoriums
- Lecture Hall
- Large classrooms/dry labs
- Small to Medium classrooms

Office space: 32 % — 19,658 sq. m. (211,599 sq. ft.)

Other Spaces: 21 % — 12,900 sq. m. (138,855 sq. ft.)
- Libraries
- Study rooms
- Common spaces
- Food services
- Storage/Maintenance & Operations

TIMELINE

▶ Preparation, filing and approval of the strategic presentation *DPS - Dossier de présentation stratégique*	**March 2014**
▶ Preparation, filing and approval of the initial case file *DAI – Dossier d'affaires initial*	**August 2015**
▶ Preparation, filing and approval of the final business case *DAF – Dossier d'affaires final*	**January 2017**
▶ First phase of construction completed	**November 2019**
▶ Second phase of construction completed	**June 2022**
▶ Third phase of construction completed	**July 2023**

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

For McGill, the RVH represents a long-term landholding opportunity, which would address issues currently on the table, notably the consolidation of assets and a portion of deferred maintenance.