



Centre universitaire de santé McGill
McGill University Health Centre

MONTREAL GENERAL HOSPITAL EXPANSION AND MODERNIZATION PROJECT

M o u n t a i n C a m p u s

march 2008





MUHC REDEVELOPMENT PROJECT

Two campuses, one university hospital centre

In 1997, the following five Montreal hospitals voluntarily merged to form the McGill University Health Centre (MUHC):

- Montreal Children’s Hospital
- Montreal General Hospital
- Montreal Neurological Hospital
- Royal Victoria Hospital
- Montreal Chest Institute

The vision of the MUHC leaders at the time was to create a modern university hospital centre where the activities and resources of the five founding hospitals would be consolidated to benefit our patients, our staff and the Quebecers we serve.

The old Glen rail yard, which borders the Côte-des-Neiges–Notre-Dame-de-Grâce and Sud-Ouest boroughs and the City of Westmount, was chosen as the site for the entirety of services provided by these five hospitals within a new health care centre that would meet the needs of modern medicine.

However, in July 2003, the MUHC had to revise these plans after a governmental decree required it to keep a point of service downtown.

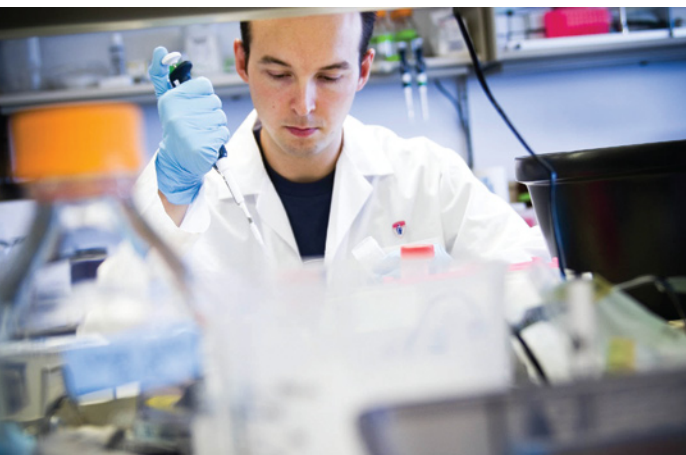
The MUHC then agreed to spread the clinical program over two campuses: the Glen Campus, where elective services would be concentrated, and the Mountain Campus, where the current Montreal General Hospital would be modernized and expanded to consolidate the existing trauma care and neurology programs.

Mountain Campus		Glen Campus	
– General medicine/surgery	– Mental health	– General medicine/surgery	– Transplantation
– Emergency department	– Plastic surgery	– Emergency department	– Urology
– Trauma care	– Ophthalmology	– Cancer	– Respiratory medicine
– Neurosciences/neurosurgery	– Geriatric medicine	– Palliative care	– Thoracic surgery
– Orthopedics	– Intensive care	– Montreal Children’s Hospital	– Plastic surgery
– Oral and maxillo-facial surgery		– Women’s health	– Otorhinolaryngology
		– Cardiovascular program	– Intensive care

The Best Care for Life

The MUHC’s Redevelopment Project is far more than a construction project—it is an opportunity to provide high-quality health care through single-patient rooms, state-of-the-art equipment, and modern facilities. Our teaching and research programs will also benefit from this reorganization while being directly integrated with the hospital centre’s activities. This project is guided by a clear development vision that stems from the following goals:

- Build two patient-centric hospital campuses of equal prestige that will attract and retain world-class medical and scientific experts.
- Create an healing environment.
- Optimize the distribution of clinical program services between the two campuses to avoid duplication.
- Develop two campuses while respecting sustainable development principles.
- Promote progressive implementation of the construction and modernization work.



URBAN INTEGRATION ISSUES AND GOALS

A bit of history

At the end of the 17th century, the land where the Montreal General Hospital currently resides formed part of the *Domaine de la Montagne* that was held by priests of the Sulpician Order. In 1836, the priests parcelled out a section of the *Domaine* to wealthy landowners, who later built country houses north of what is now Pine Avenue.

The pure air and breathtaking views from the side of Mount Royal also prompted many health care institutions to settle in the corridor of the current Pine Avenue.

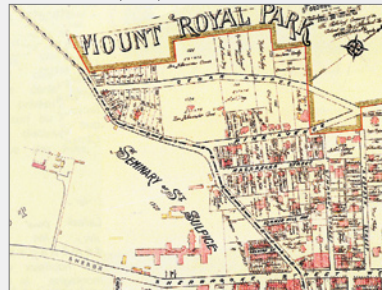
Around the same time, the City of Montreal acquired land that in 1876 would become Mount Royal Park. A few years later, the City built Cedar and Pine Avenues, which delimited a sector of opulent villas constructed in place of the old country houses.

The sector's urbanization and population density continued to grow up until the construction of the Montreal General Hospital in 1954.

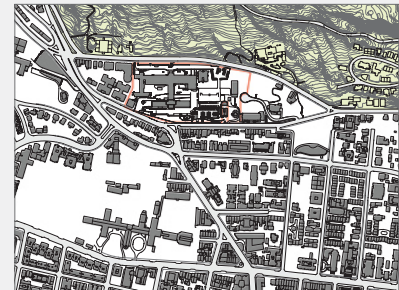
GOAD MAP, 1890, A.N.Q.



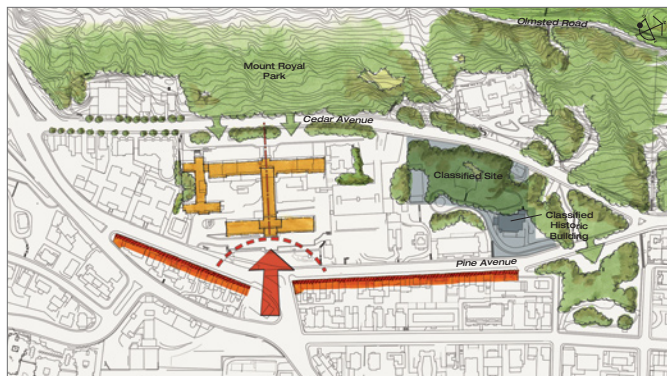
PINSONNAULT MAP, 1907, A.N.Q.



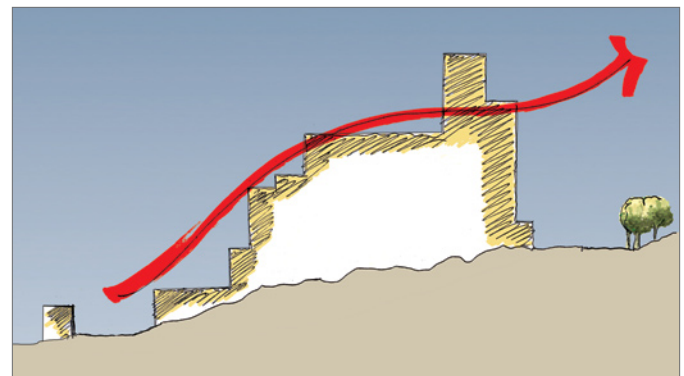
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Urban integration goals



The history of the Mountain Campus site, its pivotal location between urban and natural settings, and its particular topographical characteristics formed the creation of six integration goals that have guided the development of the MUHC project:



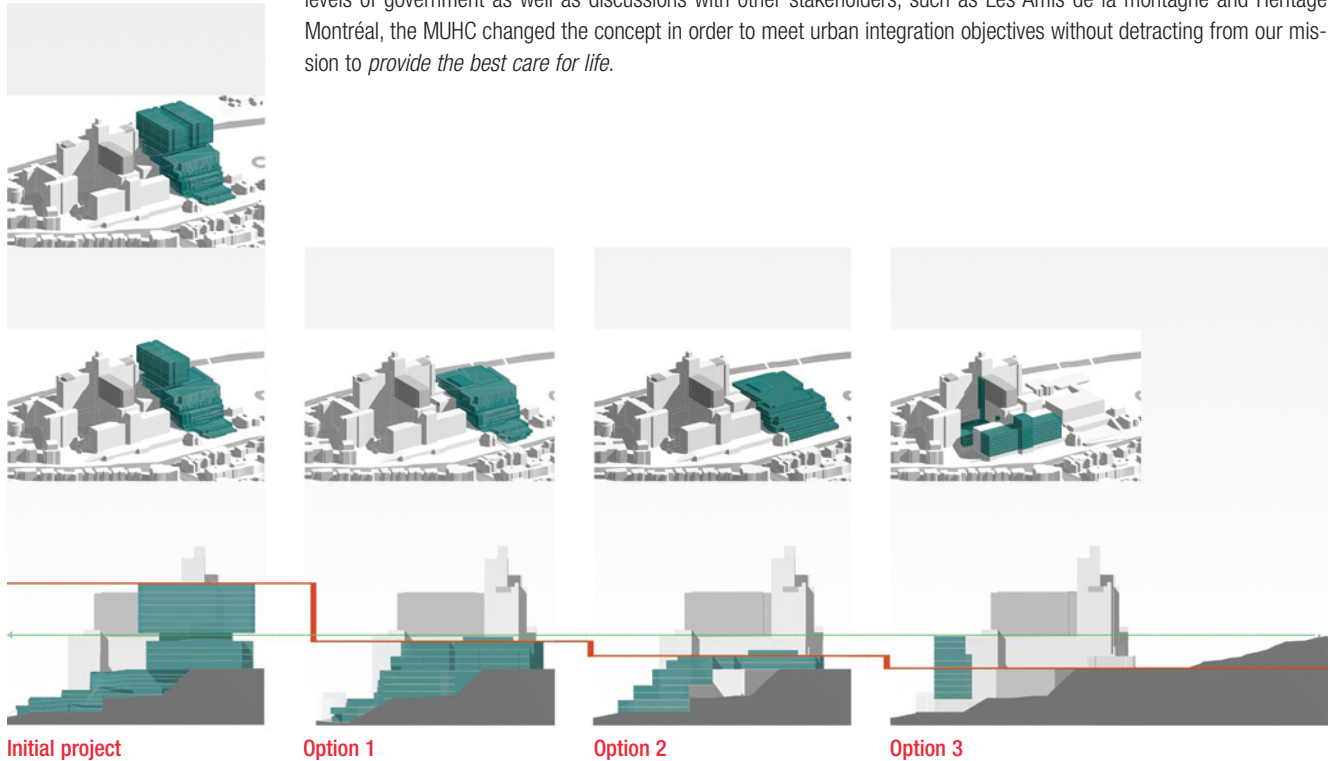
- Emphasize the relationship between the city and the mountain by increasing the site's landscape value and ensuring the project is consistent with an approach to enrich the site's heritage.
- Protect and emphasize views to and from the mountain.
- Ensure that the site follows the gradual slope of the mountain.
- Preserve the H-shaped layout of the Montreal General Hospital.
- Promote development towards Pine Avenue so that activities are concentrated away from Mount Royal.
- Create a connection with Pine Avenue through an address and a public space on this street.



PROJECT

The search for a lasting solution

Many people at the MUHC have spent years working on this project in order to meet the hospital's clinical needs, the MUHC's budgetary constraints, and our partners' expectations. As a result of meetings with representatives from various levels of government as well as discussions with other stakeholders, such as Les Amis de la montagne and Héritage Montréal, the MUHC changed the concept in order to meet urban integration objectives without detracting from our mission to *provide the best care for life*.



— Buildings' relative height from Cedar
← View from the clearing

Project components and rationale

The MUHC's Mountain Campus project consists of three (3) main components:

1.

The addition of 6 floors to the C wing to upgrade the current care units through the creation of single-patient rooms.

Integration with the surroundings

This new concept will ensure better urban integration while preserving the views of Mount Royal. The hospital's increased presence on Pine Avenue supports the MUHC's mission of tertiary trauma care and ensures a suitable link with the downtown area. The project also meets all clinical objectives that will guarantee the excellence of the hospital activities at the Mountain Campus.

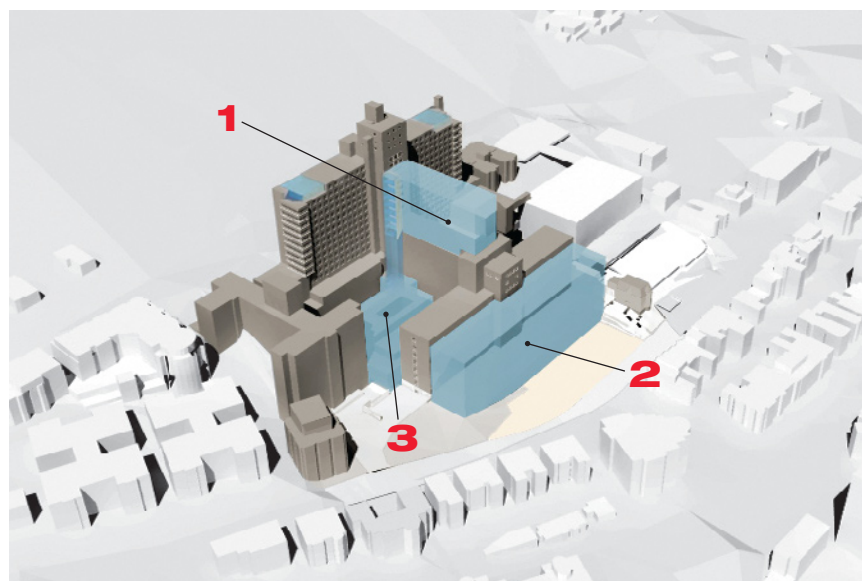
Today's hospital standards require individual patient rooms to facilitate healing, control infections, respect the patient's right to confidentiality and privacy, and encourage families to participate in care. With this in view, the MUHC intends to provide the Mountain Campus with 332 single rooms via the C-wing expansion.

The Montreal Neurological Hospital will be located in the existing and expanded A and B wings. As an extension of the current building, this pavilion will act as a link between the hospital and the city with the addition of a public space. The Mountain Campus will therefore have an address in the city, and access will be much easier for pedestrians, cyclists, transit users and motorists.

Furthermore, an unobtrusive space dedicated to the emergency department and operating rooms will be created in the west courtyard. These new floors will be directly connected to the critical care departments and care units. Underground parking will be built under these levels to alleviate the existing lack of parking spaces.

Two small mechanical sheds will also be constructed on top of the D and E wings to provide ventilation and air conditioning to the entire hospital. This minor addition will allow our patients and staff to benefit from air conditioning during the warm season.

Finally, in keeping with the MUHC's ecological and sustainable development approach, this plan aims for the highest standards in the industry, such as the LEED Silver and Go Green Plus certifications.



2.

The expansion of the A and B wings on Pine Avenue to house the Montreal Neurological Hospital.

3.

The construction of a new emergency department and operating rooms in the west courtyard to ensure adjacency between critical departments.



PROJECT

View 1 - Aerial towards north-east



Before



After

View 2 - From Guy Street (north)



Before



After

View 3 - From Pine Avenue (west)



Before



After



PROJECT IMPACTS AND BENEFITS

A modern hospital campus

The expansion and modernization of the Montreal General Hospital will allow the residents of Montreal and the province of Quebec to receive the best care for life in a modern and state-of-the-art environment through:

- Single patient rooms.
- A reorganization of the emergency department and operating rooms for the benefit our trauma care program.
- State-of-the-art equipment and space.
- Fully integrated clinical care, research and teaching.
- World-class medical and scientific experts.
- An environment that is conducive to healing and sustainable development.

Low impact on traffic

It is estimated that the Mountain Campus project will lead to a small increase in traffic, or 13% more than the current volume. The expected increase will mainly come from higher staff numbers after the integration of the Montreal Neurological Hospital.

To minimize the potential impact on local traffic, the MUHC intends to implement the following actions:

- Continue participating (since 2006) in the Agence métropolitaine de transport's Allégo program by promoting carpooling and ridematching teams.
- Install over 125 bicycle racks.
- Create a public space at the Pine Avenue entrance to facilitate pedestrian traffic and public transit.
- Make a concerted effort with the STM to optimize public transit service.

More parking spaces to meet demand

The MUHC project includes the construction of a new 264-spot underground parking garage. Available parking will therefore increase but will not entail any additional paved surfaces. This expansion will improve travel for our patients, their families and staff members; it is also in line with our long-term plan to compensate for the loss of parking spaces currently used at the Grand Séminaire de Montréal.

Increased greening initiatives

Another project component is the greening of the site, which will benefit not only hospital users but also local residents and all Montrealers. Overall, 41% of the property's surface area will be revegetated. More specifically, the project will entail:

- Adding 0.7 hectare of green rooftops.
- Adding 1.2 hectare of grass and landscaped surface at ground level.
- Planting over 210 trees and 400 shrubs, which will mainly border Cedar Avenue.

Low visual impact

The Montreal General Hospital is only visible from a very limited number of arteries within a two-kilometre radius or less from the site. The proposed additions to the existing building will have no impact on the views of Mount Royal from the city or vice versa.

The Montreal General Hospital has been a historical part of the development of Montreal and is a proud member of the major health care and educational institutions that collectively set up residence on the side of Mount Royal. Today, these institutions continue to reinforce the symbolism and identity of both Montreal and the mountain and as such are part of the heritage included under the Mount Royal Protection and Enhancement Plan.