

## Consultation

# Master Development Plan for the site of the former Royal Victoria Hospital and Allan Memorial Institute

### Questions to draw out your opinion

The following questionnaire is part of the hearing-of-opinions process. All comments will be brought to the attention of the commissioners, who will analyze them and write the consultation report as well as the recommendations to be submitted to Montreal elected officials. That is why we ask that you respect OCPM rules and identify yourself so that your opinion is considered. Your comments and name will be published on our Web site. Your other personal information is strictly for the use of the OCPM and will not be made public.

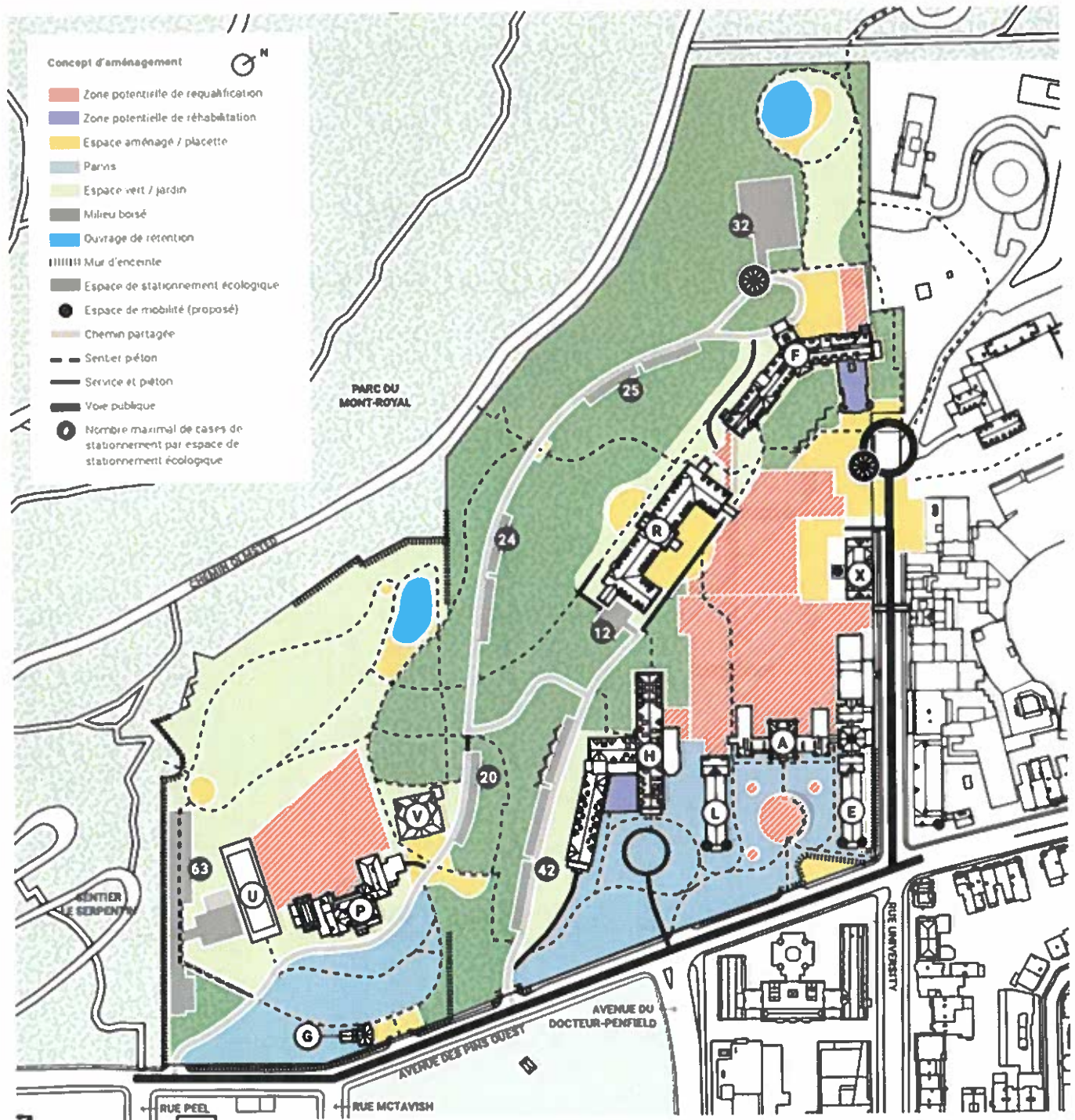
Please write your name here: James Wong

**Deadline for receiving questionnaires: November 21, 2021**

#### What is the consultation about?

The Quebec Government, via the *Société Québécoise des infrastructures* (SQI), is seeking to repurpose the site of the former Royal Victoria Hospital and Allan Memorial Institute, which has remained mostly vacant since the construction of the Glen Campus of the McGill University Health Centre in 2015. The Master Plan provides for a medium- to long-term vision, as well as guidelines and intervention strategies. The development concept and intervention strategies for the site are presented in the summary of the Master Development Plan (Doc. 3.1.1.1).

- ✓ Community, health center
  - ✓ assisted living for independent elders
  - ✓ gymnastic-exercise
  - ✓ garden, greenery, trees
  - ✓ low income
  - ✓ family
- Elevator system* (with arrow pointing to 'assisted living for independent elders')
- institutional setting* (with bracket on the right side of the list)



The guidelines and intervention strategies of the Master Development Plan will provide a framework for, among other things, the development of the McGill University project, the New Vic, which is the first concrete project for the site.

### **Regulatory context**

The Mount Royal Protection and Enhancement Plan (MRPEP, 2009) and the Montreal Master Plan call for concerted planning on the part of institutions located within the Mount Royal heritage site. The municipal framework guides the evolution of the properties and heritage enhancement.

In terms of drafting the Master Plan, such concerted planning among the City, the *Société Québécoise des infrastructures (SQI)*, the *ministère de la Culture et des Communications* and McGill University led to the drawing up of two draft by-laws and a development agreement.

The first draft by-law deals with the demolition, construction, transformation and occupation of the buildings, and the development of exterior spaces on the site of the former Royal Victoria Hospital and Allan Memorial Institute. The second draft by-law proposes to amend the land-use designation and several maps (maximum heights, building density, targeted properties, protected natural areas and green spaces) of the Master Plan and its complementary document.



## Give your opinion!

The OCPM offers hereunder some open questions to help you to express your opinion on the following subjects:

1. Vocation of the site
2. Architectural, landscape and cultural heritage
3. Sustainable development of the site
4. Governance
5. Mobility
6. Other opinions

The questions provided are optional. You are also invited to give your opinion on any other subjects arising from the proposed changes.



### Theme 1: Vocation of the site

The vision put forth by the Société Québécoise des infrastructures (SQI) for the Master Plan of the former Royal Victoria Hospital and Allan Memorial Institute is based on a rehabilitation of the site revolving around the themes of health, knowledge, and well-being. The Plan also aims to promote the appropriation and opening of exterior spaces to the public to make it a destination site.

The first concrete project for the site would be McGill University's. Known as the New Vic, the project targets the development of research focusing on sustainable development in the areas of science, engineering, and public policy. The development project drawn up by the university involves five strategies:

- An inclusive project for Montréal and the university;
- Indigenous recognition;
- Enhancing views of Mount Royal;
- Respecting sustainable development principles;
- Cultural heritage protection.

The project is described in the summary of the conceptual statement of the New Vic project (Doc. 3.2.1.1).

## A few questions to guide your thought process

- What do you think of the SQI's vision focusing on health, knowledge, and well-being for the site as a whole? In concrete terms, according to you, what could be the site's vocation, keeping in mind these themes (health, knowledge, and well-being)?
- In your opinion, what should the site's vocation be?
- What measures, in your opinion, should be taken to ensure that the site is open to the community?
- What do you think of the redevelopment project proposed by McGill University in its New Vic project?

Site's Vocation - Montreal - There are concerns about housing costs, ecological transition, a revival of the downtown - keeping the city liveable and affordable

Top priority should be given to housing lower income people such as:  
- seniors independent accommodation  
- family inclusion, with special attention to homeless and female led households (social housing) Middle class people should also be welcome.

Indigenous people lack facilities for their cultural expression in the arts - An institution could help indigenous recover the historical artistic skills which need to be revived and the Mt Royal Settlement is an ideal vehicle for native people to settle into - as healthy surroundings plus a generous programme concentrating on the recovery of their culture is good way for native people to restructure their lives. Such a venture could easily fit into a larger community on the property for the general public (non-native)

A job retraining center or daycare is also an option -

There are many homeless veterans with addiction and psychological issues - and special facilities with the help of Veterans Affairs could be a way to help these people

The Royal Victoria reconfigured should be a mixed use facility

The site's buildings require a lot of activities to make the site useful to the public. IT services, Sports, culture + community organization should be part of the social infrastructure.

To facilitate conversion to residential housing for the aged - the buildings and public areas should be universally accessible for the handicapped and older adults. Elevators and escalators should be in place to ensure mobility for everyone.

The original purpose of the Royal Victoria was medical - A day hospital or rehabilitation center might be an option - Since the Royal Victoria has an attachment to McGill - part of the buildings could serve either the medical faculty or the adjacent Neurological Hospital if it needs more space.

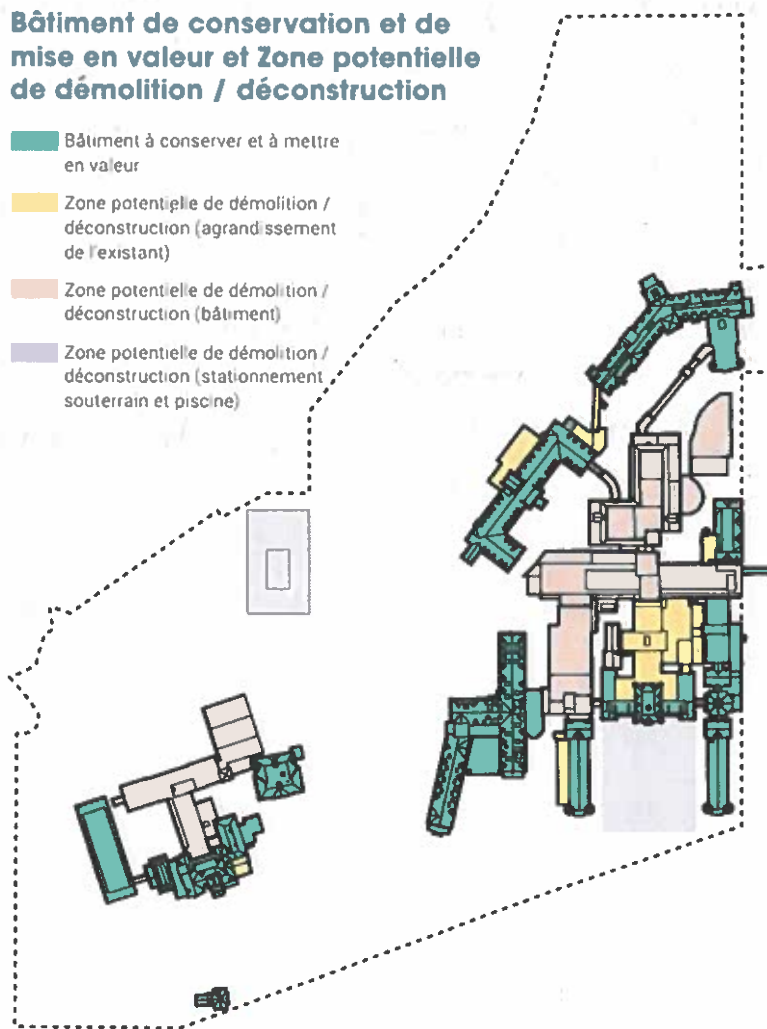
The sports, cultural events + community venues should be accommodated to help make the site viable and interesting to those living there or using the facilities.



## Theme 2: Architectural, landscape and cultural heritage

In its draft Master Development Plan, the Société Québécoise des infrastructures (SQI) recognizes that the site is of high heritage interest, in terms of landscape, social, architectural, and historical aspects. The SQI proposes a repurposing of the site respectful of the heritage value of the existing buildings and layouts, considering their link with the city and the mountain. The objective is to enhance the existing buildings through various modern additions.

The development strategy regarding the built environment and heritage is described on page 11 of the Master Plan summary (Doc. 3.1.1.1).



## A few questions to guide your thought process

- What do you think of the proposed development strategy concerning heritage?
- In your opinion, what heritage elements of the site of the former Royal Victoria Hospital are the most important and why?

The heritage of the building is greatly influenced by the architecture of Scotland - Victorian taste.

All elements of the period should be preserved -

There are existing recent buildings which could be reconfigured to blend in with the 19th Century style which will not clash with the original buildings.

The Victorian structure is very solid and will last many centuries - As a public entity its location will always change. Fifty to a hundred years from now it may change its identity again - or it could revert back to its original purpose as a future renovated hospital in the next century.

It is important that when the buildings are refurbished that inside walls and plumbing and electrics - are flexible and can be moved easily around to facilitate renovations to make them less costly in future years as its location will certainly change - the external shell will remain but its interiors will constantly change to adjust to its needs and budget.

Structure → Insulation will need to be updated as the walls are removed to make the structure more energy efficient. Air conditioning and heating should be designed with comfort and health concerns in mind. The heritage of the building is to be of service for the public good.



Montreal is all about what we want the city to be and the Royal Victoria's future location is all about the decisions we make today for the results we want.

The Royal Victoria is still with us - it is just changing its identity to something else what has yet to be decided. Heritage is vital to what we are as a city - a community and what we are comfortable with.

We have lots of history and events to draw upon for inspiration.

Great personages and their accomplishments can provide us with clues of what we best. We must stay close to our history and embrace the good aspects as well as the less impressive ones.

Good ideas, solutions are like trying to find a needle in the haystack - and a heritage is bit like a haystack - it is very dense and bothersome. but success is an awkward animal. If we come to embrace the Royal Victoria heritage we must remain flexible, bold and open to the possibilities before us.



### Theme 3: Sustainable development of the site

The SQI integrates into all its project's objectives related to major government orientations, such as the 2030 Energy Policy and the 2030 Green Economy Plan. Those documents provide a framework for, among other things:

- The gradual replacement of fossil energy with renewable energy;
- The reduction of greenhouse gases (GHG) through developments promoting active, public and electric transportation;
- Greening and the reduction of heat islands;
- Efficient and eco-responsible water management;
- The use of low environmental impact construction materials.

The development concept described on page 10 (Doc. 3.1.1.1) proposes, among other things, the integration of stormwater retention basins, the greening of the parvis, the reduction of spaces dedicated to automobiles, as well as the development of a wooded area.

The sustainable development strategy is described on page 16 of the Master Plan summary (Doc. 3.1.1.1).

#### A few questions to guide your thought process

- Do the sustainable development proposals for the site seem adequate to you? If not, how and in what areas should they be improved?
- What do you think of the proposals aiming to consolidate the green spaces between the former Royal Victoria Hospital and Mount Royal?
- In your opinion, what other environmental management measures should be implemented for the site of the former Royal Victoria Hospital?

The green space is important insofar as it serves its occupants for their daily needs - because the complex is a wooded area - it already has enough green space - the available land of Royal Victoria needs to be used for work and living purposes - for instance all parking should be underground and solar panels should be installed on the site to generate the electricity needed to power the facilities - The panels should be high enough so that they

Rotate with the sun to get the most exposure - Greenhouses should be built underneath so that food can be grown for the community - This is the most efficient way to green the property - underground park / greenhouse food / solar panels for electricity. In this fashion the Royal Victoria can limit its carbon footprint

Cities have to start to <sup>start to</sup> grow their own food - we do not have to import from outside if we become self sufficient in the most ideal circumstances - I think this idea would most popular with the bicycle people who want to live most basically. It certainly won't be so popular with those who have more sophisticated tastes

Everything depends on what we want as sustainable development. Probably a mix of tastes would succeed more and appeal to more people, because it is all about what the public wants and what the political class will tolerate



#### Theme 4: Governance

One of the SQI guidelines calls for the involvement of government and municipal authorities, stakeholders, and the public in the various steps of formulating the Master Plan. Several committees have already been created and activities have been held as part of the conception of the draft Master Development Plan submitted for consultation.

The process adopted by the SQI is described on page 3 of the Master Development Plan summary (Doc. 3.1.1.1.).

#### A few questions to guide your thought process

- What are your expectations in terms of the management approach and implementation of the Master Plan once it has been adopted?
- How should future projects for the site be chosen?

Success is always well managed. There are good managers and misguided ones. Rome wasn't built in one day.	are
Money will have to be carefully managed and all expenses should be scrutinized by the public which in the scheme of things will have the last word on the final results.	all
If the site is able to become self-sustaining then the management has done a good job.	ing
Any future alterations should be vetted by the public - because it is the best judge of what is right normally.	
Of course the public is not always right. Sometimes it takes a visionary for an idea to take root and flourish. Jean Drapeau was such a man for his times - he helped make Montreal become special.	

It takes money to manage a budget.

The public good can succeed if it is well managed.

Good management requires vision and persistence - to succeed.

Success is only assured if the public is on side.

Failure manifests itself when the public is left out of the discussion.

Sometimes good governance is not about money in so much as it is about good old fashioned common sense.

Compromise is always good advice - You make less mistakes that way.

Never, never underestimate the general intelligence of your public. It's their money and resources at stake and they want value for their money.

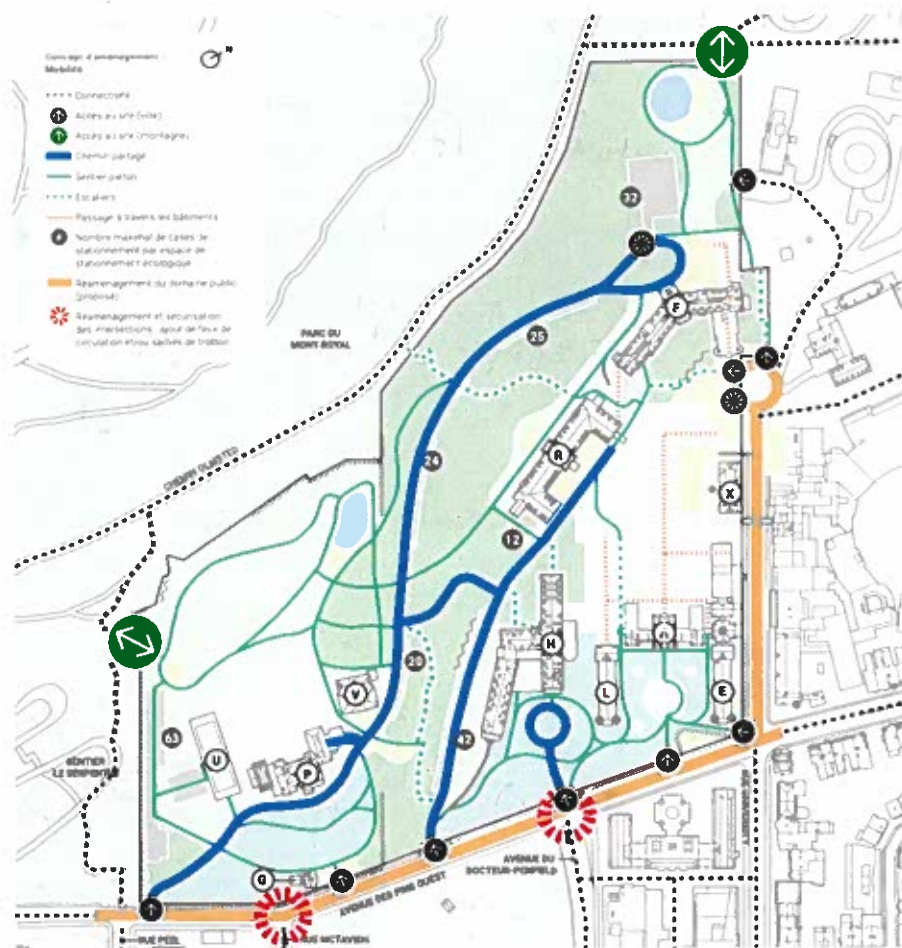


## Theme 5: Mobility and connection

In its draft Master Development Plan, the Société Québécoise des infrastructures proposes redevelopments aimed at creating an accessible, connected, permeable location where comings and goings are safe and enjoyable for everyone. The proposals involve:

- Creating pedestrian paths reminiscent of historical routes;
- Developing new stairs adapted to the topography of the site;
- Creating new links with Mount Royal Park;
- Transforming automobile lanes into shared roads;
- Greening and reducing the number of parking spaces.

The mobility strategy is described on page 13 and the development concept on page 10 of the Master Development Plan summary (Doc. 3.1.1.1).



## A few questions to guide your thought process

- What do you think of the proposals involving the redevelopment and reduction in the number of parking spaces?
- What do you think of the proposals involving the restructuring of internal roads to facilitate public access?
- What do you think of the proposed links between the site and Mount Royal (number, location, etc.)?

The bicycle people in general are not crazy about parking spaces - however where will they park their bicycles?

Electric cars, scooters, bicycles are the future - and underground is the best place to put them like the Glenn Hospital

Public access is important for adapted transport, deliveries, and ambulances for emergencies - never mind fire trucks and police supervision

People want to reduce parking spaces to discourage congestion and pollution - however electrical vehicles do not pollute and people need transportation to get about. The residents and users on the property should decide what they want and be ready to change direction if things do not work out

The links with the property & Mt Royal should be carefully controlled

The Royal Victoria when it is fully operational will be densely populated. This population should not diminish the adjacent green spaces of Mt Royal which already is heavily used by Mount Royalers. Too many people can spoil a green space. Green houses and solar panels by their very presence will prevent overcrowding and limit the carbon footprint of too many people in one place. Underground parking will limit noise - and have a calming effect



## Theme 6: Other opinions

Are there any other important elements to be considered in the Master Development Plan for the site of the former Royal Victoria Hospital and Allan Memorial Institute?

Again as I mentioned earlier the Master development plan should take into consideration the fact that the building in future centuries will change its vocation many times over to accommodate its use as a public good to the community it serves. It may be educational, medical, social, government business related to the site, residential use for different social classes needs, cultural, scientific, sports outlets etc

The Scottish architectural aspect should not only be preserved but expanded as the building is an iconic space - it is Montreal's castle - unique in its location and responsible to the public it serves. It is visible from the downtown and east end of Montreal (certain parts)

It shares with its sister institution Hotel Dieu hospital - the same vocation,

These two sites are the jewel possessions Montreal - because they are anchored in the whole historical process of Montreal

The Royal Victoria should be equipped with an emergency generating system if there should even be an emergency like an ice storm

It should also serve as a center of refuge in a heat wave - cold spell if the population needs a place to keep warm



Mental health and physical fitness are crucial to a community - The design and purpose of a reconfigured Royal Victoria should pay attention to what is vital to the community so that the well being of human nature is not forgotten in the whole reorganization process. People are going to live here, work here, play and study here etc and we should think of the Royal Victoria as an organic whole.

Montreuilers are concerned?