

McGill University Health Centre



1. Asset information

The project involves the design, build, finance, operate and maintenance of the McGill University Health Centre's (MUHC) new Glenn campus, comprising two hospitals, a cancer centre and a research institute in Montreal, for a total concession duration of 34 years. The new, 2.34 million square-foot large campus comprises:

- 500 private patient rooms (including 154 paediatric beds and 346 adult beds), two emergency departments (separate for adult and paediatric), 20 operating rooms and more than 50 specialized departments
- An underground parking facility with approximately 2,735 parking spaces
- More than 3,000 square feet of commercial retail space.



Healthcare

2. Impact

The Hospital provides access to healthcare delivery for c. 600,000 year and over 500 beds.



3. Awards and certifications

- LEED (Leadership in Energy and Environmental Design) Gold certification ([XX])
- Honourable mention from the Institut d'acier d'armature du Québec (IAAQ) (2014)
- Finalist for the Grands Prix CSST awards, Large Enterprises category (2013)
- Prix Armatura award, Commercial/Institutional category (2013)
- Finalist for the Grands Prix CSST awards, Innovation category (2012)
- Project Finance Magazine – North American Social Infrastructure Deal of the Year (2011)
- Deal of the Year award by PFI Magazine (Thomson Reuters) (2010)
- Canadian Council for PPP's National Award for Innovation and Excellence (2010)
- North American Social Infrastructure Deal of the Year Award from Project Finance magazine (2010)
- CCPPP Conference Award 2024

4. Environment

GHG emissions

The project achieved a LEED Gold certification (Leadership in Energy and Environmental Design) which was over and above the contractually required LEED Silver. It is the first hospital in Quebec to reach LEED Gold.

The Project Team is currently in discussions for a potential transfer of MUHC's electric sub-station to the St. Patrick substation, which would reduce voltage variation and power outage shutdowns of the electric system by 94%.



Climate risk

The Portfolio Company was screened to evaluate the potential physical impacts from climate change based on 'Paris-aligned' (RCP2.6 ~+1°C) and 'High emissions' (RCP8.5 ~+3.7°C) scenarios across three time periods (2020, 2050 and 2100). The project maintains a Low physical climate risk score under both scenarios.

Waste & Water

The Portfolio Company recycles as much waste as possible from their own consumables and from debris that is collected around the facilities. The Portfolio Company operates a policy to minimise waste, and ensure a high degree of waste separation before it gets processed by a specialised waste-treatment company.

The Portfolio Company has implemented several initiatives to reduce water consumption. For example, low-flow, water-saving faucets have been installed as well as foam-type hand-washing devices being used in order to promote infection control and less water consumption.

The Portfolio Company continues to monitor waste and water consumption and is actively exploring opportunities to reduce them wherever possible.

Biodiversity

The asset is built in compliance with local environmental regulations. During the concession period, the Portfolio Company focuses on promoting restoration efforts to improve degraded or removed ecosystems that act as natural carbon sinks and can improve resilience to climate-related damages, such as:

- habitats for indigenous species (i.e., bat boxes, insect hotels, beehives, wild bee hotels, fish ladders)
- expansion of green spaces in urban areas (i.e., planting indigenous tree species, shrubs and flower meadows).

Additionally, the Portfolio Company has a Biodiversity policy in place.

5. Social

Health & Safety

Health and safety is on the agenda each board meeting. Our asset managers work actively with the Portfolio Company, to promote a strong health and safety culture, facilitate the sharing of best practices.

We endorse a zero-tolerance approach to occupational health and safety incidents. Health & Safety is of paramount importance for the project's operations. Regular safety audits are undertaken by the Portfolio Company.

Diversity

The Portfolio Company strives to create a workplace environment where everyone has an equal opportunity to perform at the highest levels, realise their potential and be recognised for it. Additionally, the Portfolio Company has a Diversity policy in place.

Impact for local communities

The Portfolio Company routinely supports community and hospital initiatives. Recent examples include the following:

- McGill University Health Centre Portfolio Company provided support to "Bal en rouge". All proceeds from Le Bal Rouge will be directed to the Dr. Miguel Burnier 20/20 Campaign in support of the Ocular Pathology Laboratory at the McGill University Health Centre.
 - Starting in Q4-2019, the McGill University Health Centre Foundation will ensure the cleaning of the ATM in the Hospital Complex. The work will be performed by volunteers.
 - The Montreal Children's Hospital Foundation: Radiothon for kid's health: All the funds raised will go towards the Healthy Kids Fund to support the Hospital's most urgent needs, to help with the purchase of medical and surgical equipment or to fund innovative programs.
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6. Governance

Delegation & oversight

The Portfolio Company directors review on a quarterly basis comprehensive board report, including both general project management and financial management. The project has a rigorous governance structure in place with quarterly board meetings, ad-hoc meetings when required and an authority delegation matrix to the management services provider.

The Portfolio Company has robust ESG policies and procedures in place and clear board-level responsibility to monitor their application. The ESG standard policies include:

- Biodiversity policy
- Code of Conduct, including anti-bribery, anti-corruption and non-discrimination
- Conflict of interest
- Cyber-security
- Diversity
- ESG
- Health and safety (workplace accident prevention)
- Anti-slavery & Human Trafficking policy (Modern Day Slavery)
- Rapid escalation
- Responsible contractor
- Tax
- Whistleblowing

The Portfolio Company holds frequent meetings with the public sector client to promote collaboration, coordination and integration of operations.

Reporting

The Portfolio Company uses a quarterly board pack, reporting to the board of directors on the operational and financial performance of the project and compliance with its obligations and regulation/legislation, including the policies.

Additionally, the Portfolio Company reports annually into BBGI's ESG KPI survey, which composed of 100+ data points, covering all aspects of ESG oversight.

Cyber security

Portfolio Company and its subcontractors continuously monitor that the cyber security policy is in place and perform information risk analysis and develops mitigating measures. They have a robust and comprehensive IT backup system in place. Additionally, the Portfolio Company has a Cyber security policy in place.

Contact

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