

# Canadian Brownfields Case Study

## St. Michael's 3.0



Source: www.stmichaelshospital.com

St. Michael's hospital is redeveloping and expanding its health care space on Victoria and Queen Street, in Toronto.

### PROJECT SUMMARY

Located in the heart of downtown Toronto, St. Michael's hospital is redeveloping and expanding its health care space on Victoria and Queen Street. The redevelopment project will cost approximately \$301 million dollars. This project is being completed in partnership with Infrastructure Ontario, the Ministry of Health and Long-Term Care, and St. Michael's Hospital. The contract for redevelopment was awarded to Bondfield Construction to design, build and finance the hospital's expansion<sup>1</sup>. Norr Architects are consulting on the project.

### Site Characteristics

The development itself is a "17-storey patient care tower (2500,000 GSF)" which will allow for St. Michael's to upgrade it's space and provide health care services with modern technology previously restricted by the space.

New construction will include:

- Lobby, front door to the facility
- Centralized loading dock and materials management
- Ambulatory Services including Pre Admission Facility and Diagnostic Imaging
- Two Intensive Care Units

- Perioperative Services
- Four inpatient units
- Shell space for future growth

Renovations include:

- Expansion to the undersized Emergency Department
- Ambulatory Care including an Infusions Centre and Clinics
- Administrative Offices
- Perioperative Services including Post Anesthetic Care Unit renovations<sup>1</sup>

### QUICK FACTS

**Location**

Toronto, Ontario

**Project type**

Redevelopment

**Site size**

2,500,000 GSF

**Land uses**

Institutional

**Keywords/special features**

Healthcare, upgrade, safety, risk assessment techniques

**Website**

<http://www.stmichaelshospital.com/stmichaels3.0/index.php>

**Project address**

30 Bond Street  
Toronto, Ontario

**Brownfield Project Award(s)**

Finalist for 2016 Brownie Award. Category: Rebuild

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Case studies were prepared as a course assignment by students enrolled in PLG845: Brownfield Reuse & Development, Cleaning up the Past and Building the Future, School of Urban and Regional Planning, Ryerson University (Winter 2019). Information for the case studies was obtained from online sources, available reports, and, in some cases, site visits and direct communication with stakeholders.

If you are aware of any errors or updates to the case studies, please contact [chris.desousa@ryerson.ca](mailto:chris.desousa@ryerson.ca).

The opinions expressed in this case study are those of the authors only and do not represent the opinions and views of either Ryerson University, the School of Urban and Regional Planning, or the Canadian Brownfields Network.



## Cleanup

St. Michael's Hospital is continuing to operate as the redevelopment is going on. Risk assessment techniques were implemented to address concerns related to pollution, infection, and noise impacts. Sound and vibration monitors were also placed throughout the hospital to ensure patient care and safety was closely monitored<sup>1</sup>.

## Demolition

Time period: 7 months

Dismantling 410 stairs and 2317 cubic metres of concrete<sup>1</sup>.

Temporary staircase constructed during redevelopment.

## Key Challenges

During construction, there was large concern over infection control. The dismantling and demolition of the concrete structure is a long, noisy and dirty process. Fungal spores, bacteria and microorganisms from the concrete dusts were major concerns to current patients. Clean ante-room HERPA filter vacuums were set up in contaminated and high risk areas to ensure the safety of workers and patients/staff of the hospital during construction<sup>1</sup>. Construction scheduling and disruption mitigation techniques were used to minimize the impact construction had on the patients and staff of the hospital.

## Financing

Project cost: \$301,000,000.00

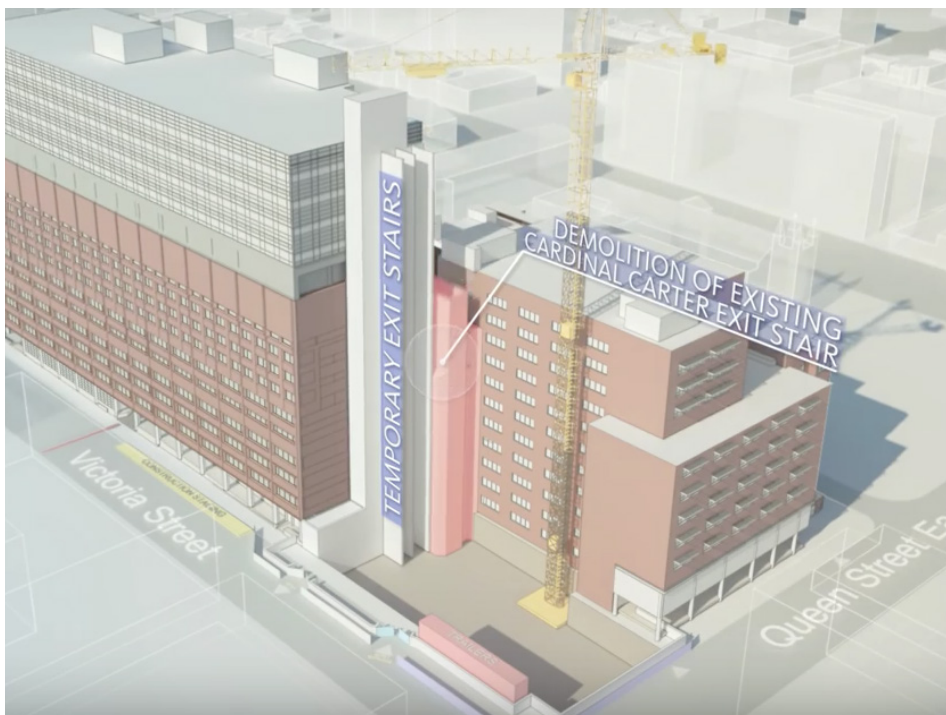
Infrastructure Ontario and St. Michael's Hospital awarded the contract to Bondfield Construction to design, build and finance the project. Payment will be "paid out at substantial completion"<sup>1</sup>. The contract guarantees a fixed price and fixed delivery date<sup>1</sup>.

Private donors have contributed substantial funding towards this project.

- Peter Gilgan (Mattamy Homes CEO and Founder), donation of \$30 million. This is the single largest donation in St. Michael's Hospital's history<sup>1</sup>.
- Slight Family, donation of \$10 million
- Elemental Financial Corporation, donation of \$15 million

## Benefits and Lessons Learned

The main challenge was having St. Michael's



*The redevelopment project - St. Michael's 3.0*

Hospital continue to operate during the construction process, while ensuring the safety of patients, staff and construction workers throughout the process. Risk assessment methods can work to ensure safety through the redevelopment process.

The redevelopment process is still ongoing and is aiming for a 2019 completion date. Risk assessment techniques will continue to be implemented to ensure safety throughout the process.

*Concept rendering of the St. Michael's 3.0 redevelopment project.*



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## Endnotes

1. Bondfield Construction (2019) St. Michael's Hospital Redevelopment Project. Retrieved from: <https://www.bondfield.com/portfolio/health-care/000389stmichae/PDFs/Health-Care-St-Michaels-Hospital-Redevelopment.pdf>
2. Brownie Awards (2019) 'About the Brownie Awards.' Retrieved from: <https://brownieawards.ca/about-the-brownie-awards/>
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5. Manicom, K (2017) St. Michael's Hospital Newsroom. 'Planning makes perfect in stairwell demolition project.' Retrieved from: [http://www.stmichaelshospital.com/media/detail.php?source=hospital\\_news/2017/0918](http://www.stmichaelshospital.com/media/detail.php?source=hospital_news/2017/0918)
6. Shepherd, L (2015) St. Michael's Hospital Newsroom. 'St. Michael's breaks ground on construction project, including 17-storey tower for critically ill patients and expanded Emergency Department' Retrieved from: [http://www.stmichaelshospital.com/media/detail.php?source=hospital\\_news/2015/20150417\\_hn](http://www.stmichaelshospital.com/media/detail.php?source=hospital_news/2015/20150417_hn)
7. Shepherd, L (2015) St. Michael's Hospital Newsroom. 'Bondfield Construction selected to build 17-storey patient care tower at St. Michael's Hospital.' Retrieved from: [http://www.stmichaelshospital.com/media/detail.php?source=hospital\\_news/2015/20150128a\\_hn](http://www.stmichaelshospital.com/media/detail.php?source=hospital_news/2015/20150128a_hn)