

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

|             |                    |
|-------------|--------------------|
| <b>No.</b>  | 2022-P06           |
| <b>To</b>   | Board of Directors |
| <b>Date</b> | 2022-01-20         |

|  |          |
|--|----------|
| <b>For</b>   | DECISION |
| <b>Subject/Title</b>   |          |
| The Ottawa Hospital (TOH) New Civic Development – Phase 2<br>Parking Garage and Roof Park – Schematic Design   |          |
| <b>Purpose of the Submission</b>   |          |
| <ul style="list-style-type: none"> <li>To obtain Federal Land Use and Design Approval (FLUDA) for The Ottawa Hospital's New Civic Development (the 'Proposal') Phase 2 Schematic Design for the parking garage, roof park and associated site mobilization projects.</li> </ul>  |          |
| <b>Recommendation</b>  |          |
| <ul style="list-style-type: none"> <li>THAT the Federal Land Use and Design Approval for the New Civic Development Phase 2, Parking Garage and Roof Park – Schematic Design be granted, pursuant to Section 12 of the <i>National Capital Act</i>, subject to the following conditions:             <ul style="list-style-type: none"> <li>The subsequent Developed Design proposal for Phase 2 must be submitted to the National Capital Commission (NCC) for review and approval prior to the initiation of construction works;</li> <li>The subsequent Developed Design proposal must satisfactorily address NCC Performance Criteria (attached in Appendix 5);</li> <li>The subsequent Developed Design proposal must continue to demonstrate positive urban integration and compatibility with its setting, the minimization of tree removals and extensive replanting, and shall enhance pedestrian and cycling connectivity within and through the site;</li> <li>That approval of any Early Works (site mobilization) in advance of the Developed Design be delegated to the Executive Committee of the Board of Directors as Level 2 approvals;</li> <li>That the proponent provide unrestricted public access and use, as well as maintenance in perpetuity of proposed public amenities on the roof park of the parking garage;</li> </ul> </li> <li>THAT the preparation and signature of the FLUDA documents be delegated to the Acting Vice-President, Capital Planning Branch.</li> </ul> |          |

**Submitted by:**

Isabel Barrios, A/Vice-President, Capital Planning Branch  
Name



Signature

## 1. Authority

*National Capital Act*, section 12.

## 2. Project Description

### The Project

The New Civic Development (NCD) envisions a world-class healthcare facility that will be among the largest and most advanced in Canada when it opens in 2028. The Hospital will serve as a regional centre for health care and a major civic institution in the Capital Region. The NCD will replace the existing aging Civic Hospital complex located on Carling Avenue at Parkdale Avenue.

The NCD consists of a sustainable facility at an estimated capital cost of approximately \$3 billion that will provide emergency, acute care, inpatient, surgical and rehabilitation services as well as outpatient, education, and research facilities. The new Hospital will be the Eastern Ontario Trauma Centre (serving patients who require specialized and complex care from Barry's Bay to Cornwall) and the major referral centre for Ottawa, eastern Ontario, western Quebec and part of Nunavut. In addition to the Hospital, supportive ancillary land-uses are proposed as part of the NCD including office space, ancillary medical, research and educational facilities, recreational space and retail.

In October 2021, the NCC Board of Directors approved the Master Site Plan and the Amendment to the Capital Urban Lands Plan to accommodate the required land uses for the hospital at the Central Experimental Farm (CEF) site. The City of Ottawa also approved in October 2021 the Master Site Plan and the lifting of the municipal zoning's holding provisions. The Master Site Plan and its supporting studies will guide the future development of the site for TOH.

The NCD is to be implemented in phases (refer to Appendix 3). Approval of the Master Site Plan marked the completion of the approval portion of Phase 1. Phase 2 includes the parking garage proposed at the corner of Preston Street and Prince of Wales Drive, part of the internal road network (portions of Road A and B) that would provide access to the Parking Garage, and a realignment of the Trillium Pathway. A large portion of the garage roof will serve as publicly accessible open space. This parking garage has been sequenced early to enable the construction of the future Hospital building by facilitating staging and parking for the large number of trade workers required. It is anticipated that works completed during this phase will include excavation to facilitate the future widening of the Trillium Light Rail Transit (LRT) trench, which bisects the site and which the proposed parking garage would span. Substantial coordination on this item is required and is currently ongoing with TOH and the City of Ottawa.

### The Site (refer to Appendix 1)

The NCD site is a 20-hectare federal property located at the eastern edge of the CEF along Carling Avenue near Dow's Lake. The land within the site boundaries is owned by

Public Services and Procurement Canada (PSPC). The site forms part of the National Interest Land Mass (NILM) and is located between a central urban neighbourhood and the pastoral setting of the CEF, in proximity of the Rideau Canal.

The new Hospital is positioned towards the western part of the site, above the escarpment. This is the largest contiguous area of the site, allowing for an optimal floorplate configuration accommodating the Hospital's clinical functions. This has driven the location of the parking garage below the escarpment. The Phase 2 project area is bounded by Carling Avenue, Preston Street and Prince of Wales Drive and is located below the escarpment on the eastern part of the site of the NCD. The project area is bisected by the Trillium LRT trench with an existing transit station located north of Carling Avenue. An NCC surface parking lot serving visitors to Commissioners Park, Dow's Lake and the Dow's Lake Pavilion is located east of the LRT trench, and an open space, known to residents as "Queen Juliana Park", occupies the portion of the project area west of the Trillium LRT corridor. This open space provides a series of walking and cycling paths connecting Carling Avenue to Prince of Wales Drive.

The Project Area's surrounding context includes an urban neighbourhood located north of Carling Avenue. This community is under significant development pressure with several nearby sites currently under construction. The City of Ottawa's Preston-Carling District Secondary Plan envisions a more dense, mixed-use urban environment, with density focused around the LRT Station. Commissioners Park is located west of the project area, beyond Preston Street. It is a Capital Park under the stewardship of the NCC and is a popular destination year-round and especially during the Canadian Tulip Festival. Dow's Lake and the Dow's Lake Pavilion are located southeast of the project area. Dow's Lake forms part of the Rideau Canal which is a National Historic Site and United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site. HMCS Carleton, a Naval Reserve Division establishment, and the Dominion Arboretum are located south of Prince of Wales Drive adjacent to the project area.

## The Proposal

The scope of Phase 2 includes:

- A proposed parking garage that accommodates 2,523 parking spaces distributed over four levels which span the LRT trench. The total parking provided includes 72 accessible spaces and 144 spaces for people with limited mobility. This total also includes 200 public parking spaces dedicated for use by visitors to nearby Capital destinations including Commissioners Park, the Dominion Arboretum and Dow's Lake. The parking garage is also expected to provide 347 secured bicycle parking spaces and additional exterior bike parking.
- The height of the parking garage roof is approximately 16 metres above grade along Preston Street and Prince of Wales Drive. The structure is positioned with significant setbacks from Carling Avenue and Preston Street to allow for the planned

development of towers along Carling Avenue to the north and landscape integration along Preston Street to the east.

- This Phase includes the construction of some of the internal road network proposed on the NCD Master Site Plan, more specifically, the portions of Road A and Road B that provide access to the parking garage.
- An exterior pedestrian ramp is integrated into the landscape along Preston Street offering opportunities for viewing the adjacent sites and enabling access to the roof amenities. An internal vertical connection (elevators and stairs) is also provided at the intersection of Preston Street and Prince of Wales Drive.
- The amenities that will draw staff and visitors to the green roof of the parking garage include active and passive recreational opportunities that will contribute to the hospital's "wellness environment". Proposed programming includes tennis courts (relocated Dara Tennis Club), open lawn, Indigenous medicinal gardens, play spaces, seating, garden paths and intensive plantings. New views to Dow's Lake and the Dominion Arboretum will be created from this elevated vantage point.
- A universally accessible and weather-protected connection between the LRT Station and the Hospital's main entrance is proposed across the roof of the parkade. This phase will implement the parkade roof portion of the link and will include a retail component to enhance user experience.
- A grade-separated public access from the LRT Station to the south side of Carling Avenue (tunnel or bridge connection) is currently under review by TOH in consultation with the City of Ottawa. This transit integration requirement is one of the NCC conditions approved by the Board in October 2021 and must be implemented by TOH when the Hospital opens in 2028.
- At-grade pedestrian sidewalks and cycle tracks will be provided around all edges of the parking garage. The Trillium Multi-Use Pathway will be relocated along Carling Avenue and Preston Street and is to remain open to the public during construction.
- The future development along Carling Avenue and part of Preston Street frontages is anticipated to accommodate retail / commercial services at grade, with hospital-supportive office, research and development, and medical facility uses above. These developments will occur in subsequent phases and are identified by TOH as a priority but are not currently funded (Phase 7 – refer to Appendix 3). The existing berms and mature trees along Carling Avenue near Preston Street will be maintained to screen the construction staging areas for the duration of this Phase and remain until the approval and development of the Towers at this edge.
- The NCD Master Site Plan has established sustainability principles that support the design approach for all phases of development. Strategies relevant to the achievement of these core principles that are relevant to this phase include daylighting, the use of healthy materials, passive design strategies, waste reduction, as well as ensuring strong connectivity to the site via walking, cycling and transit. Stormwater management best practices including minimizing hard surfaces and increasing porous surfaces, infiltration beds, rain gardens, bioswales and storage solutions are expected to be incorporated into the landscape design of each phase.

- The Phase 2 scope of Early Works that are proposed to be advanced pending the approval of Developed Design include:
  - Site mobilization (site trailers and office)
  - Site hoarding
  - Subsurface services
  - Construction Road (rough grading of Roads A and B)
  - Tree protection and clearing (within Phase boundary)
  - Trillium Multi-Use Path Detour
  - Excavation and LRT Trench Widening
  - Start LRT capping
  - Start footing / foundation work
  - Stair / Elevator cores

### 3. NCC Staff Analysis / Risks and Mitigations Measures

The proposal is generally aligned with the strategic policies and objectives of the *Plan for Canada's Capital (2017-2067)*, particularly the “Thriving and Connected” goals to build a liveable, attractive, resilient, accessible and economically competitive Capital Region that form part of the Plan's Strategic Framework.

The NCD Master Site Plan was presented for comments to the Advisory Committee on Planning, Design and Realty (ACDPR) in May 2021 and Phase 2 Schematic Design was presented in November 2021 (see minutes Appendices 6 and 7). The committee commented on the key pedestrian link between transit and the Hospital and recommended it be developed as a street with public amenities including washrooms, retail and destination programming. Technical requirements were noted regarding soil depths to support large plantings, code requirements to compartmentalize the pedestrian walkway, and maintenance of the roof and cladding. Staff will track the comments to ensure they are addressed in the Developed Design.

There have been significant adjustments made to the Parking Garage in order to respond to the feedback provided by staff and the ACPDR. In particular, the proposed development is responsive to the conditions at the parking garage boundaries. The area to the north of the parkade will remain bermed at the urban edge along Carling Avenue and Preston Street during the interim phase before implementing the Carling Avenue towers. The massing of the parking has been reduced by undulating the edge of the roof allowing the incorporation of planting and adjusting the landscape and ramp at the Preston Street edge to more comfortably achieve the grade transition and to allow for integration. The vegetated edges effectively screen the elevations and mitigate undesirable views of the garage from Dow's Lake.

NCC and City staff have collaboratively provided written comments to TOH reconciling federal and municipal interests and requirements. A focus of feedback received from regulatory agencies and the public has centered on the rationale for the proposed above-grade parking garage as part of the NCD Master Site Plan. The project team

reviewed at-grade, below grade and above grade options to provide the parking capacity required on site. The at-grade option (surface parking) would require extensive paving of the site and were deemed to be an inappropriate use of land. The below grade (underground parking) option was analyzed but not retained due to significantly higher costs (\$200M additional) not funded through the provincial government, as well as a longer construction period resulting in an overall delay to the completion and opening of the Hospital. Below grade parking would also result in environmental implications due to rock excavation and changes to the groundwater regime. Additional technical constraints include the shallow elevation of bedrock, the high level of the water table on site, and the location of the LRT corridor separating the parking garage area in two sections if located below grade.

The NCC developed the Performance Criteria for the NCD Master Site Plan (Appendix 5) to outline expectations and desired outcomes in a compliance format. The Performance Criteria guided the review of the FLUDA application of the Master Site Plan and continue to guide the review of this proposal. For the current phase, staff review has focused on the following two fundamental themes:

1. Project Integration with its Urban, Natural and Heritage Context: Establish harmonious connections in this complex urban, natural, and heritage context – physically, visually, operationally and experientially; contribution to the goals of a successful neighbourhood, including connectivity to transit, accessibility, walkability, sustainability, Capital animation / programming, partnerships and integration of Indigenous perspectives.
2. Design Excellence and Innovation: Provide qualities that resonate with TOH's objectives and in alignment with the City planning objectives, and the NCC's interests and vision for the National Capital, including but not limited to: the use of high quality and durable materials; reduced massing and visual impact; cohesive architecture and landscape; maximizing views; ensuring human scale; inclusion of public art.

NCC staff is currently seeking further detail and development from the TOH design team on the two themes identified above. Staff will continue to monitor and analyze the design elements noted below to ensure they are adequately incorporated in the Developed Design. These elements are as follows:

Project Integration with its Urban, Natural and Heritage Context:

- With at least 6,500 staff commuting twice a day to and from the new Hospital, coupled with the rapid intensification and growth expected around the NCD site, promoting the use of public transit and active mobility will be critical to protect the environmental qualities and to ensure the risk of vehicular congestion is minimized. A focus on achieving a sustainable modal split will support the quality of life of residents, hospital users and commuters in the area. The seamless integration of the LRT station and the provision of engaging, safe, and accessible public access to the Hospital and site amenities is paramount.

- A special focus is required to ensure the minimization of new road footprint and that the road intersections impacted or planned by the development are designed to provide a high level of service for pedestrians and cyclists. This will support user safety and comfort while encouraging the achievement of the desired modal split and site connectivity objectives.
- The project is being developed to ensure its successful integration within its environment although this is a significant challenge considering the size of the parking garage, the site topography and the proximate location to the urban edges. The interface between the parkade and the streetscape through a human-scaled urban design approach are key areas under refinement. Comfortable, liveable and lively open spaces, porosity and interconnectivity, with the adjacent significant sites and destinations in the Capital are the goal. The proposal should also incorporate microclimate-responsive strategies, the protection and enhancement of views and visual quality from important capital landscapes that surround the site as well as the scenic quality of Prince of Wales Drive.
- The roofscape is paramount to ensure success of the overall development and complement this site as a public destination. A vision for a 'wellness environment' for hospital staff, visitors and the community is being developed to include retail, gardens, active and passive recreation spaces alongside elevated views to Dow's Lake. The design and programming should be engaging to draw people to this unique space and yet be flexible enough to allow adaptation over time. The TOH team is currently developing partnerships to support the success of the roof both from a programming and a maintenance perspective.

#### Design Excellence and Innovation:

- Wood screening is shown as complementing and contrasting the concrete structure. The maintenance (natural weathering) of the extensively used wood elements has been a point of discussion. Staff have requested confirmation of the performance, including colour/tonne stability of the wood to ensure the overall vision for the garage is enduring. The design team is exploring other material options which provide visually light elements to mitigate the massing of the overall structure. The cladding is an important feature as it is aiding the screening of the mass of the parkade.
- The internal road network requires further consideration. The two roadway segments provide a four-lane cross-section, a bidirectional cycle track, sidewalks and treed boulevard. Staff are advocating for a two-lane roadway design that makes a greater contribution to the public realm, reduces the number of tree removals required, and is more reflective of the site's central urban location. Enhanced integration of quality urban design and placemaking best practices will encourage slower traffic speeds, improve pedestrian safety and experience, and provide more space for landscaping and other streetscape improvements such as benches, street trees and integrated stormwater features.

**Risk and Response Table**

| <b>Risk</b>   | <b>Likelihood</b> | <b>Impact</b>  | <b>Planned Response</b>  |
|---|-------------------|----------------|--|
| Approval of Early Works in advance of Developed Design              | Low-Medium        | Minor-Moderate | <ul style="list-style-type: none"> <li>NCC staff will continue to work with the TOH team to ensure that the appropriate level of detail is known in advance of the recommendation for approval for the early works.</li> <li>In a case where a component is not fully developed to the satisfaction of NCC staff, submission of additional detailed information prior to implementation will be required as a condition of the approval to ensure the appropriate outcome.</li> </ul>  |
| Development that does not fully respond to NCC Performance Criteria | Low-Medium        | Moderate       | <ul style="list-style-type: none"> <li>Detailed conditions of approval will be included in the approval letter for Phase 2 – Schematic Design and Early Works.</li> <li>The TOH team has delivered documentation confirming how the proposal has been developed to respond to the NCC Performance Criteria.</li> <li>NCC staff will continue to provide guidance and advice to the proponent to ensure that the Developed Design is consistent with the NCC Performance Criteria.</li> </ul>   |
| Public perception and community opposition                          | Medium            | Moderate       | <ul style="list-style-type: none"> <li>The NCC Performance Criteria and detailed conditions of approval will respond to concerns raised by the public and will be carried forward as the design is advanced.</li> </ul>  |
| Loss of greenspace  | Medium            | Moderate       | <ul style="list-style-type: none"> <li>The five-acre green roof on the parking garage will be programmed with both passive and active recreation opportunities and is intended to function as public greenspace.</li> <li>Detailed tree preservation and compensation plans will be prepared to meet NCC requirements as part of each phase of development.</li> <li>This phase preserves existing trees located along the site boundaries along Carling Avenue during this interim condition and prioritizes the protection of significant mature trees on site wherever possible.</li> </ul> |

|  |            |          |   |
|--|------------|----------|---|
| Supply of parking  | Low-Medium | Moderate | <ul style="list-style-type: none"> <li>• The proposed parking supply (3,099 spaces) meets the minimum parking requirement identified in the municipal zoning by-law (3,097). The parking supply provided must respond to applicable provincial requirements and reflects that the Hospital's large service area extends to rural areas not served by transit.</li> <li>• The full build out of the NCD proposes no increase in parking supply even as floor space on site doubles between 2028 and 2048. This will support the gradual shift toward a 65% share of trips made by active transportation (walking, cycling) and transit.</li> <li>• The implementation of a Transportation Demand Management strategy will support the advancement of the desired modal split and will be included as a condition of approval.</li> </ul> |
| Impact on existing heritage designated buildings and sites | Medium     | Moderate | <ul style="list-style-type: none"> <li>• A Cultural Heritage Impact Statement (CHIS) Addendum has identified specific mitigation measures to be implemented to minimize negative impacts of this Phase of development to the landscape, including to the Rideau Canal.</li> <li>• The recommendations of the CHIS prepared during the Master Site Plan phase and the CHIS Addendum prepared during this phase of development will be reinforced through the conditions of the approvals for Phase 2.</li> </ul>   |

#### 4. Strategic Links

- Priorities from the NCC's Corporate Plan (2021-22 to 2025-26):
  - Priority 4 – Develop and communicate land use plans and provide timely and effective coordination of federal land use and design in the National Capital Region.
  - Priority 5 – Provide leadership in achieving an environmentally sustainable and resilient National Capital Region and exemplary stewardship of federal lands and assets.
- Plan for Canada's Capital (2017–2067)
  - The proposal is closely aligned with the Thriving and Connected goals outlined in the Plan to support “a liveable, attractive, resilient, accessible and economically competitive Capital Region.”

- In order to ensure consistency with key policy directions of the Plan for Canada's Capital and other applicable plans, Performance Criteria (Appendix 5) have been established in order to support and guide the NCC's review of all applications for Federal Approval for TOH.
- Capital Urban Lands Plan (2015)
  - The Capital Urban Lands Plan now identifies the selected site under the "Non-Federal Facility" designation. The Plan's policies regarding context-sensitive planning, design excellence, lighting, views enhancement and tree protection, among others, remain relevant to this phase of development.

## 5. Consultations and Communications

TOH project vision for planning and designing this new 21st-century healthcare facility adopts the Ontario Public Engagement Framework (OPEF) as a basis for its approach. The Framework involves the development of a multi-phased engagement process that "will be responsive to community concerns, transparent in its decision making and clear in its design and objectives."

Between November 2017 and January 2018, the Hospital organized an open house event as well as seven information sessions across Ottawa and eastern Ontario, in addition to launching an online engagement tool, to inform and engage the public and stakeholders in the process.

The Hospital also formed a Campus Engagement Group (CEG) composed of community members, stakeholders and patients. About 32 groups and organizations accepted the invitation to participate, including Invest Ottawa, the Civic Hospital Neighbourhood Association, the Glebe Annex Community Association, Heritage Ottawa, Algonquin College, the Ottawa Greenspace Alliance, United Way and the Ottawa Community Foundation. The CEG also include TOH, the City of Ottawa and NCC representatives. The group met on a regular basis to address community-related aspects of the campus design and formulate recommendations to be presented to TOH's Board of Governors.

In addition, the Ottawa Hospital's Board of Governors has established an Indigenous Peoples Advisory Circle for the NCD. The purpose of the group is to build meaningful partnerships with Indigenous peoples, establish trust and confidence in mutual efforts to build the best hospital, and to focus on Indigenous cultural elements, job creation, economic investment, education and training. The group will include national and local representation from Algonquin and Mohawk First Nations, Métis, Inuit and urban Indigenous peoples.

TOH will coordinate with the NCC and the City of Ottawa to develop a communication and public engagement plan to avoid duplication of public meetings. Virtual public meetings to receive input on the Master Site Plan and Phase 2 were held on October 6, 2021 and November 24, 2021. The first session was attended by four members of the surrounding community associations (Civic Hospital Neighborhood Association, Carleton

Community Association, and the Glebe Annex Community Association). The second session was attended by 130 residents.

This phase will also be presented to the City of Ottawa's Planning Committee in February 2022 which is a public meeting. The Hospital will also keep the NCC informed of the results of the public engagement process and submit public meeting reports and responses to the public feedback received to the NCC.

NCC staff have created a working group among the federal agencies involved to coordinate the review of the Cultural Heritage Impact Statement and ensure appropriate coordination for the FLUDA process of the various phases of development.

The NCC's Federal Approvals Division is working collaboratively with the Real Estate Division and TOH to understand and capitalize on the potential synergies between the new Hospital and the future redevelopment of the adjacent Dow's Lake Pavilion.

## 6. Next Steps

- March 2022 – Early Works commence (Site Mobilization)
- March to May 2022 – NCC staff will meet regularly with the TOH to support the design development of Phase 2 in alignment with the NCC Performance Criteria, and comments from the ACPDR. These meetings will include City staff and other stakeholders as required to facilitate discussions and integration of all interests.
- Winter 2022 – Planning Committee – City of Ottawa
- Spring/Summer 2022 – ACPDR presentation of Phase 2 – Developed Design (TBC)
- Summer/Fall 2022 – NCC Board approval of Phase 2 – Developed Design

## 7. List of Appendices

Appendix 1 – Location / Site Map

Appendix 2 – Master Site Plan (Approved in October 2021)

Appendix 3 – Master Site Phasing Plan

Appendix 4 – Phase 2 – Parking Garage and Roof Park Plan and Renderings

Appendix 5 – 2021 NCC Project Specific Performance Criteria for the New Civic Development Master Site Plan

Appendix 6 – Excerpt of the approved minutes of the ACPDR Meetings of May 2021

Appendix 7 – Excerpt of the draft minutes of the ACPDR Meetings of November 2021

## 8. Authors of the Submission

Isabel Barrios, Acting Vice-President, Capital Planning Branch (CP)

Jason Hutchison, Acting Director, Federal Approvals, Heritage and Archaeology Programs (FAHA), CP

Christopher Meek, Acting Chief, Federal Design Approvals, FAHA, CP

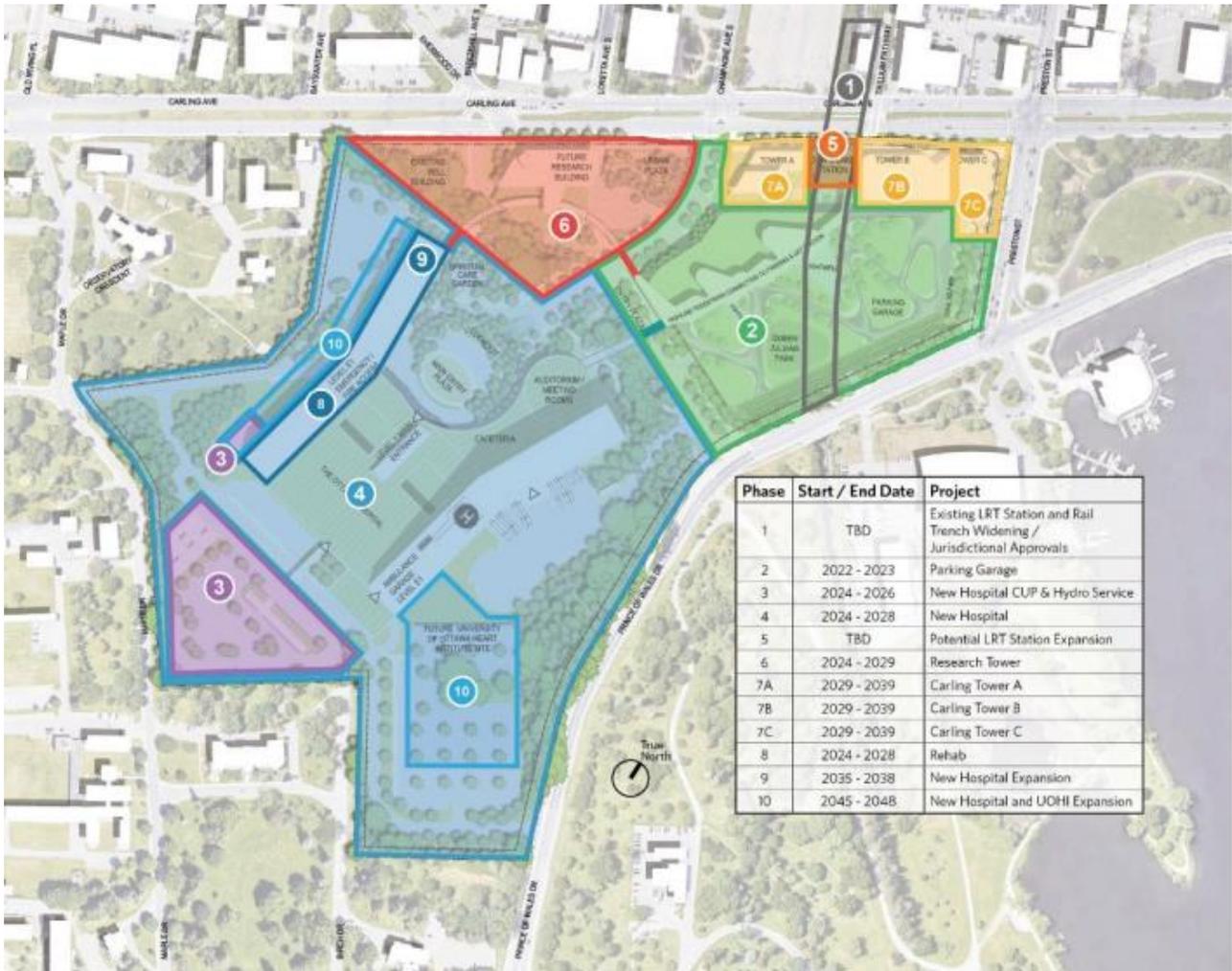
Nicole Howard, Senior Architect, Design and Land Use, FAHA, CP

# Appendix 1 – Location / Site Map

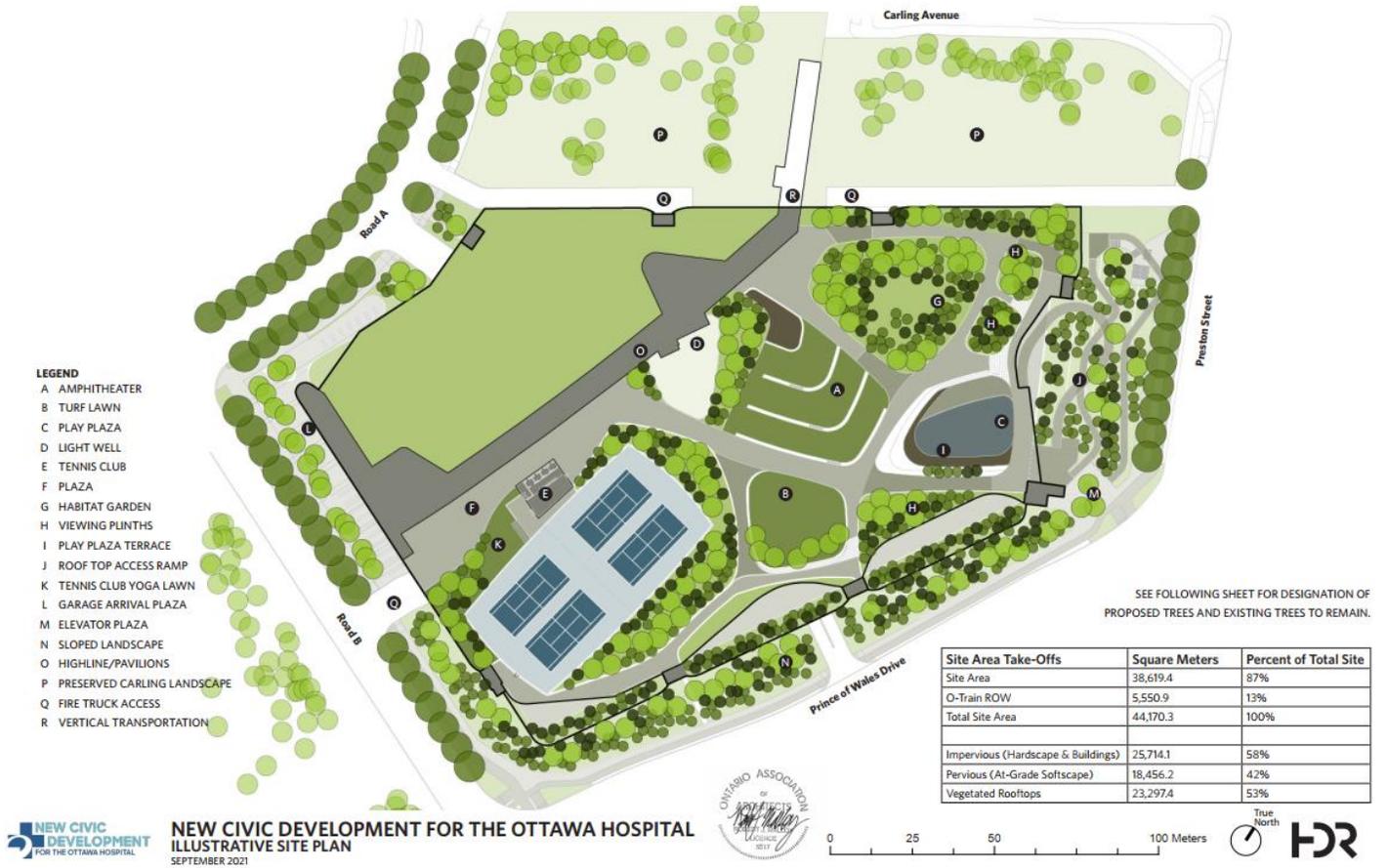


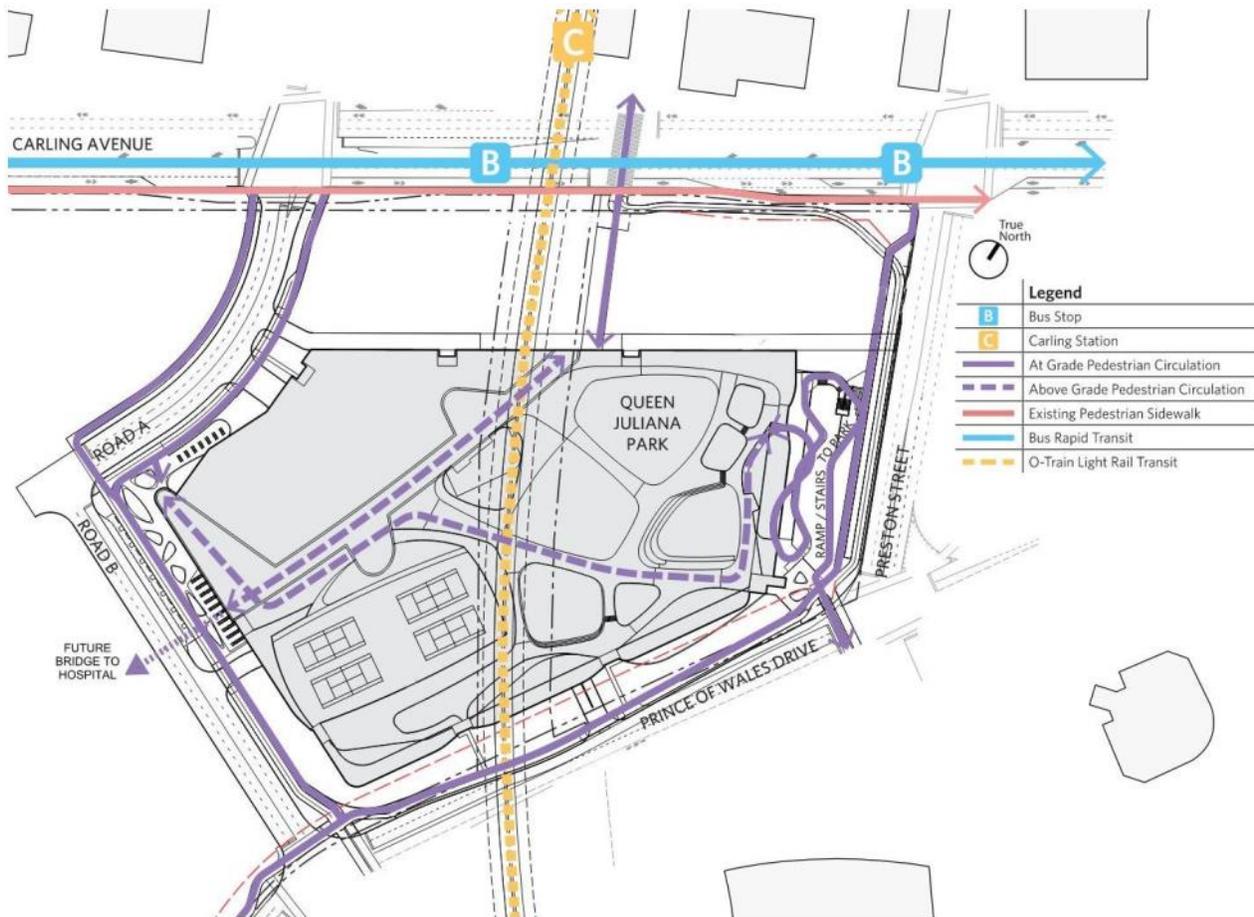


## Appendix 3 – Master Site Phasing Plan



# Appendix 4 – Phase 2 – Parking Garage and Roof Park Plan and Renderings





Pedestrian and Transit Circulation



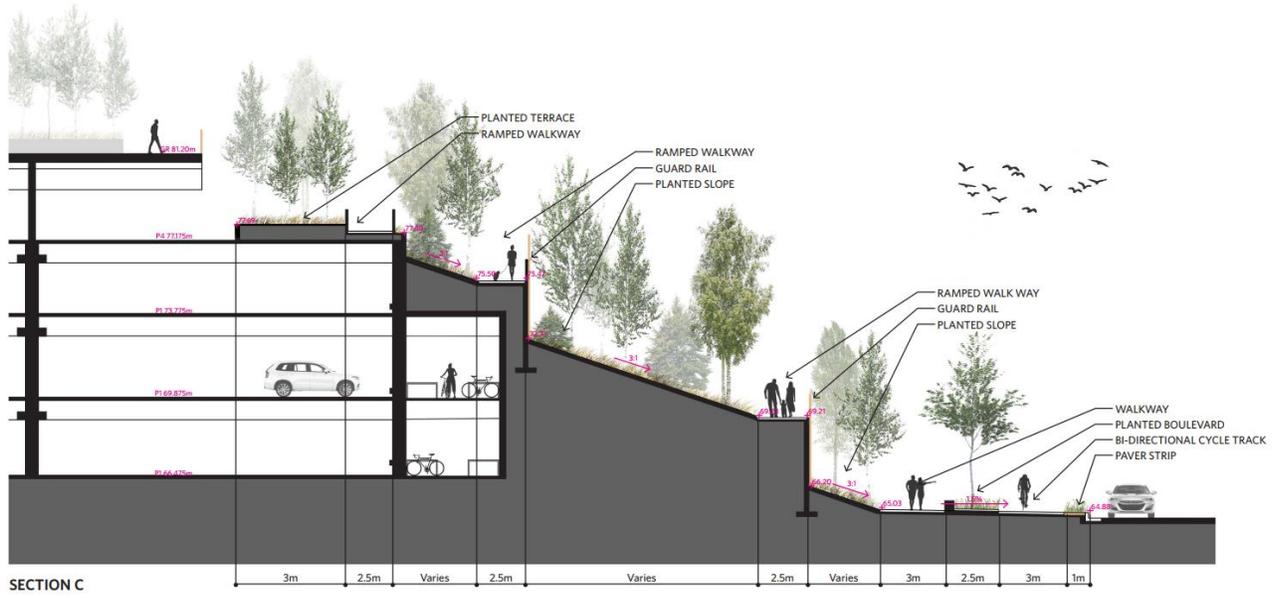
OVERALL VIEW FROM THE SOUTHEAST/ DOW'S LAKE



VIEW LOOKING NORTHWEST OF GARAGE AT CORNER OF ROAD B AND PRINCE OF WALES



VIEW OF GARAGE AT CORNER OF PRESTON AND PRINCE OF WALES



## Appendix 5 – 2021 NCC Project Specific Performance Criteria for the New Civic Development Master Site Plan

### PERFORMANCE CRITERIA

**Project integration with its urban, natural and heritage context** – the Proponent must demonstrate that the proposal integrates harmoniously with its setting – physically, visually, operationally and experientially throughout all development phases.

*To meet this criterion the proposal must:*

- i. Establish continuity and compatibility with each of the site’s edge conditions in terms of scale, massing, density, height, land use, materiality, landscape, prominence, and significance;
- ii. Promote the use of public transit and active mobility over private vehicles year-round;
- iii. Locate high density and transit-supportive uses in closest proximity to transit;
- iv. Create a recognizable institutional landmark on approaches without compromising the integrity of key viewpoints identified by the NCC\*, as well as a public frontage at street level;
- v. Reinforce the role (symbolic, cultural and scientific), public understanding, use and operations of the surrounding heritage sites – Central Experimental Farm, Dominion Observatory, Dominion Arboretum, Canada Agriculture and Food Museum, Prince of Wales Dr. (Capital scenic entry route) and the Rideau Canal;
- vi. Create intuitive, engaging, safe and accessible site connectivity and permeability including:
  - a. to and from the main public entrance of the hospital;
  - b. across arterial roads that border the site to facilitate public access to adjacent sites;
  - c. between points of interest and outdoor amenities on site (public entrances, areas of active recreation, green spaces, natural topography and viewpoints); and
  - d. to points of interest and amenities of adjacent sites (transit, pathways, sidewalks, cycling lanes, Central Experimental Farm, Dominion Arboretum, Dominion Observatory, Canada Agriculture and Food Museum).
- vii. Locate all operational infrastructure (parking structures, surface parking, loading docks, and utilities, etc.) away from prominent areas on site to the maximum extent possible, limit their size and conceal them from view;
- viii. Preserve the clarity of the natural topography;
- ix. Maximize the preservation of non-invasive mature vegetation, with particular attention to distinctive trees along the escarpment;
- x. Ensure harmonious coexistence of new land uses with the operation of adjacent uses (noise, vibration, site access, etc.) during and post construction.

**Design Excellence and Innovation** – the Proponent must demonstrate that the proposal achieves or exceeds best practices for design, stakeholder engagement and inclusivity.

*To meet this criterion the Proposal must:*

- i. Integrate all disciplines of design (planning, architecture, landscape, engineering, industrial design and art) into one harmonious and innovative development;
- ii. Provide a design that is timeless and enduring, incorporating simplicity of form, durable and high-quality materials, and elegant detailing and execution;
- iii. Create outdoor amenities for public use that capitalize on the varied natural topography and proposed landscape features to provide a range of experiences in and around the site;

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\*Key Viewpoints:

All views identified in the Commemorative Integrity Statement for the Central Experimental Farm, Views sequence from Prince of Wales Scenic Entry, View from Queen Elizabeth Driveway (Capital Parkway entry at Preston St.), Adjacent CEF heritage buildings including toward the Dominion Observatory complex

- iv. Integrate microclimate responsive design strategies for all project components and phases;
- v. Implement Gender Based Analysis+ strategies to provide an equitable experience for all users;
- vi. Integrate Indigenous perspectives in the design from all communities served;
- vii. Meet or exceed the most stringent applicable Universal Accessible requirements set by federal, provincial, and municipal regulators;
- viii. Accommodate collaborative opportunities with the Central Experimental Farm (health and research) in the planning and design phases;
- ix. Include bilingualism in the design of site and building communication components.

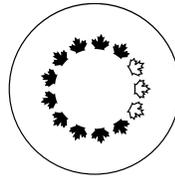
**Sustainable Site Development** – The proposal must demonstrate exemplary stewardship of environmental resources and sensitively minimize impact.

*To meet this criterion the Proposal must:*

- i. Meet or exceed the most stringent applicable sustainable development requirements set by federal, provincial, and municipal regulators;
- ii. Identify, protect, and further support biodiversity (flora and fauna) in the proposal;
- iii. Retain lands designated for future development as permeable green space until such time when development will occur;
- iv. Integrate on-site stormwater management, treatment and infiltration in the site planning, landscape and architectural design (green roofs, bioretention swales, rainwater harvesting for irrigation, rain gardens, oil and grit separators);
- v. Specify low-maintenance native species well-suited to site conditions that provide a balance of deciduous and coniferous species (biodiversity);
- vi. Implement and monitor Transportation Demand Management strategies to minimize on-site parking use and encourage a sustainable modal split.

From the 2017 Capital Realm Design Principles (site-specific guidelines) to the 2021 Performance Criteria Comparative Analysis Table:

| 2017 NCC Capital Realm Design Principles            | 2021 NCC Performance Criteria for the New Civic Development Master Site Plan (draft)               |
|---|--|
| Capital Planning Framework                          | Project integration with its urban, natural and heritage context                                   |
| Design Excellence                                   | Design Excellence and Innovation/ Project integration with its urban, natural and heritage context |
| Heritage Conservation                               | Project integration with its urban, natural and heritage context                                   |
| User/Visitor Experience and Universal Accessibility | Project integration with its urban, natural and heritage context                                   |
| Environmental Sustainability                        | Sustainable Site Development   |



**NATIONAL CAPITAL COMMISSION**  
**COMMISSION DE LA CAPITALE NATIONALE**

Excerpt of the Minutes of the

Advisory Committee  
 on Planning, Design and Realty

Meeting of May 20 and 21, 2021

Extrait du procès-verbal du

Comité consultatif  
 de l'urbanisme, du design et de l'immobilier

Séance des 20 et 21 mai 2021

2021-P06 - The Ottawa Hospital (TOH) New  
 Civic Development – Master Site Plan (C)

2021-P06 - Aménagement du nouveau  
 campus Civic de l'Hôpital d'Ottawa – Plan  
 directeur d'implantation (C)

Members received a presentation on the Master Site Plan for the Ottawa Hospital new Civic development. They provided the following comments:

Approach

- The design team has helped capitalize on great opportunities for wellness and healing on the site.
- Functionality and 21<sup>st</sup> century urban approach need to be reconciled. The University of Montreal Hospital is a successful example.
- Hospitals are large institutions with internal building design that do not tend to animate streetscapes. There is an opportunity to animate the street with other activities by placing the hospital in the back of the site.
- The design should be centred on integration with nature for its health benefits rather than adding landscape architecture elements afterwards (cf. The Nature Fix by Florence Williams).

Les membres assistent à une présentation sur le plan directeur d'implantation dans le cadre du réaménagement du nouveau campus Civic de l'Hôpital d'Ottawa. Ils font les commentaires suivants :

Approche

- L'équipe de conception a contribué à tirer profit des occasions de bien-être et de guérison sur le site.
- On doit concilier fonctionnalité et approche urbaine du 21<sup>e</sup> siècle. L'hôpital de l'université de Montréal est un exemple réussi de ce point de vue.
- Les hôpitaux sont des institutions de grande taille dont la conception intérieure n'a pas tendance à animer le paysage de rue. Il existe une opportunité d'animer la rue grâce à d'autres activités en plaçant l'hôpital à l'arrière du site.
- La conception devrait être centrée sur l'intégration avec la nature pour ses bienfaits sur la santé plutôt que d'ajouter des éléments d'aménagement paysager par la suite (cf : The Nature Fix de Florence Williams).

2021-P06 - The Ottawa Hospital (TOH) New Civic Development – Master Site Plan (C)

- All patients' rooms should have a view on nature rather than on a parking lot or a service area (statistics on healing power of nature).
- Extensive roof top vegetable gardens tended by patients and volunteers in Singapore could be used as a reference.

#### Phasing

- Phasing is critical. Development should be encouraged first along Carling Avenue.

#### Access and Connectivity

- The feature closest to public transit is a parking garage, which will not help people going to ambulatory care by public transit.
- The walking distance between main entrance and LRT station is too long for people who might not be fit for walking.
- Access to the hospital should not be only by car; it should be multimodal, including pedestrians and cyclists.
- Access to the park should be clear and visible for people from the community.
- The escarpment could be an opportunity for connectivity to the west of Carling Avenue. The hospital should not become a major obstacle for pedestrian and cycle routes in this area.
- A motorized sidewalk (people mover) should be considered as a dedicated corridor connecting the transit station and the hospital.
- Public elevators in multiple locations are required to serve those with physical mobility challenges.

2021-P06 - Aménagement du nouveau campus Civic de l'Hôpital d'Ottawa – Plan directeur d'implantation (C)

- Toutes les chambres de patients devraient avoir une vue sur la nature plutôt que sur un stationnement ou une aire de service (statistiques sur les bienfaits de la nature sur la guérison).
- De vastes jardins sur les toits tenus par des patients et des bénévoles à Singapour pourraient servir de référence.

#### Mise en phase

- La mise en phase est cruciale. On devrait encourager l'aménagement le long de l'avenue Carling en premier.

#### Accès et connectivité

- L'élément le plus près du transport en commun est un garage, ce qui ne va pas aider les gens qui vont aux soins ambulatoires par le transport en commun.
- La distance à pied entre l'entrée principale et la station de train léger est trop longue pour les gens qui ne sont pas en mesure de marcher.
- L'accès à l'hôpital ne devrait pas se faire uniquement en auto; il devrait être multimodal, incluant les piétons et les cyclistes.
- L'accès au parc devrait être clair et visible pour les gens du quartier.
- L'escarpement pourrait constituer une occasion vers l'ouest de l'avenue Carling. L'hôpital ne devrait pas devenir un obstacle majeur aux trajets piétons et cyclistes de ce quartier.
- On devrait envisager un trottoir roulant séparé du trottoir pour relier la station de transport en commun et l'hôpital.
- Des ascenseurs publics sont nécessaires à plusieurs endroits pour les gens ayant des défis de mobilité.

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### Parking

- There should not be any surface parking other than emergency access when there is already a parking structure.
- There should be no parking spaces beside the drop-off zone. They might be ill-used for smokers and relaxation when it is not designed as such (i.e. new McGill University Health Centre).

### West Side

- The west side entrance on Maple Drive is also the entrance to the administrative buildings of the Central Experimental Farm.
- There may be a conflict between ambulances and slow driving leisure traffic on weekends.
- A buffer zone is needed for the surface parking in order to preserve the views from the farm. Underground parking would be better.
- The mid-rise form (6 to 8 storeys) is appreciated, especially on the Central Experimental Farm side.

### Façade on Prince of Wales Drive

- The façade setback is a positive move, but it should be animated for a sense of safety.

### Indigenous Consultations

- The Indigenous people who will be using the facility need to be consulted. Indigenous design thinking should be reflected both inside and in outdoor spaces.

### Stationnement

- Il ne devrait pas y avoir de stationnement de surface autre que l'accès d'urgence s'il y a déjà un garage.
- Il ne devrait y avoir aucun espace de stationnement à proximité du débarcadère. Ils pourraient être utilisés à mauvais escient par les fumeurs et la détente alors que ce n'est pas conçu dans cette optique (ex. le nouveau centre universitaire de santé de McGill).

### Côté ouest

- L'entrée du côté ouest sur le chemin Maple est aussi l'entrée des bâtiments administratifs de la ferme expérimentale centrale.
- Il se pourrait qu'il y ait conflit entre les ambulances et la circulation lente de loisir les fins de semaine.
- Une zone tampon est nécessaire pour le stationnement de surface afin de préserver les vues à partir de la ferme. Un stationnement souterrain serait préférable.
- On apprécie les bâtiments de hauteur moyenne (6 à 8 étages), surtout du côté de la ferme expérimentale centrale.

### Façade sur la promenade Prince de Galles

- Le retrait de la façade est une initiative positive, mais celle-ci devrait être animée pour donner un sentiment de sécurité.

### Consultations autochtones

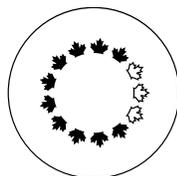
- Les autochtones qui vont utiliser l'installation doivent être consultés. La pensée autochtone en matière de conception devrait se refléter aussi bien dans les espaces intérieurs qu'extérieurs.

Committee Secretary

Secrétaire des comités

*Caroline Bied*

CAROLINE BIED



## NATIONAL CAPITAL COMMISSION COMMISSION DE LA CAPITALE NATIONALE

Excerpt of the Minutes of the

Advisory Committee  
on Planning, Design and Realty

Meeting of November 25 and 26, 2021

2021-P06-The Ottawa Hospital - Parkade  
Schematic Design (C)

Members received a presentation on the Indicative Design for the Ottawa Hospital – Parkade Schematic Design. They provided the following comments:

### Overall Context

- Visual and physical connectivity with Carling Avenue, Dow's Lake, Commissioner's Park, and the LRT station should be emphasized
- Road sections should be reduced to two lanes as a speed reduction measure
- Green spaces should be maximized rather than simply optimized to mitigate heat island phenomenon
- Concerns were raised on the length of the building and the perception that it could act as a barrier to the site

### Vegetated Roof Park

- Integrating year-round amenities such as retail and playgrounds within this project to animate and attract users

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Séance des 25 et 26 novembre 2021

2021-P06 – Hôpital d'Ottawa – Schéma de  
conception du stationnement (C)

Les membres assistent à une présentation sur les grandes lignes de design schématique de conception du stationnement de l'Hôpital d'Ottawa. Ils font les commentaires suivants :

### Contexte général

- La connectivité visuelle et physique avec l'avenue Carling, le lac Dow, le parc des Commissaires et la station du TLR devrait être rehaussée
- Certains tronçons de route devraient être réduites à deux voies afin de ralentir la vitesse de circulation
- Les espaces verts devraient être maximisés plutôt que simplement optimisés pour atténuer le phénomène d'îlot de chaleur
- Des préoccupations ont été soulevées quant à la longueur du bâtiment et à la perception qu'il pourrait agir comme un obstacle à l'accès au site

### Parc sur toit végétalisé

- Intégrer dans ce projet des commodités ouvertes toute l'année, comme des commerces et des aires de jeux, pour animer et attirer les usagers

### 2021-P06-The Ottawa Hospital - Parkade Schematic Design (C)

- Simple programming was encouraged in order to facilitate maintenance in the long term
- Concerns raised with respect to the security of the roof space and its' hours of operation

#### Parkade Design

- Ventilation and mechanical elements in the parkade and the covered pedestrian link (highline) could be designed in such a way as to contribute to wayfinding
- Consider using a different material for the exterior grid as timber requires extensive maintenance; other materials, such as terra cotta or weathering steel, allow vegetation to climb and grow and offer similar aesthetics
- Use wood for locations that are easily replaced, benches, decks.
- Anticipating the future of the car industry and adjusting the size of parking spaces to accommodate smaller vehicles as well as electric vehicles and car-sharing programs
- Stair tower exits should be integrated with the landscape and be recognizable
- Consider including retail (café) at grade near important intersections

#### Landscape

- Consider medicinal plantings accompanied by interpretive panels as a meaningful representation of Indigenous communities
- Consider using planting boxes rather than mounds on the top floor of the parkade

### 2021-P06 – Hôpital d'Ottawa – Schéma de conception du stationnement (C)

- Une programmation simple est encouragée afin de faciliter l'entretien à long terme
- Préoccupations soulevées concernant la sécurité de l'espace sur le toit et ses heures d'ouverture

#### Stationnement

- Les éléments de ventilation et de mécanique du garage et le lien piétonnier couvert surélevé (sentier élevé) être conçus de manière à contribuer à l'orientation
- Envisager l'utilisation d'un autre matériau pour le tamis extérieur, car le bois nécessite un entretien intensif ; d'autres matériaux, comme le terra cotta ou l'acier patinable, permettent à la végétation de grimper et de pousser et offrent une esthétique similaire
- Utiliser le bois pour les éléments qui sont facilement remplaçables, comme les bancs et les terrasses
- Anticiper l'avenir de l'industrie automobile et adapter la taille des places de stationnement pour accueillir des véhicules plus petits, les véhicules électriques et les services d'autopartage
- Les sorties des tours d'escaliers doivent être intégrées au paysage tout en étant reconnaissables
- Envisager d'inclure des commerces de détail (cafés) en rez-de-chaussée près des intersections importantes

#### Aménagement paysager

- Envisager des plates-bandes de plantes médicinales avec panneaux d'interprétation comme une représentation significative des communautés autochtones.
- Envisager d'utiliser des bacs à plantation plutôt que des monticules au dernier étage du stationnement

2021-P06-The Ottawa Hospital - Parkade  
Schematic Design (C)

2021-P06 – Hôpital d'Ottawa – Schéma de  
conception du stationnement (C)

- Consideration should be given on the balance between mineralized and vegetative zones

- Rechercher l'équilibre entre les zones minéralisées et les zones végétales

Folded Pathway

- Concerns raised whether the path would generate enough attraction
- Adding respite areas and exits along the folded pathway could add to its accessibility and use

Promenade repliée

- Des inquiétudes sont soulevées quant à la capacité du sentier à susciter l'intérêt.
- L'ajout de zones de répit et de sorties le long du sentier replié pourrait accroître son accessibilité et son utilisation.

Committee Secretary

Secrétaire des comités

ERIKA DOUAIRE