NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

No.	2021-P245
To	Board of Directors
Date	2021-06-23

For DECISION**Subject/Title**Rehabilitation and modernization of the Ottawa Taxation Campus and Data Centre
(Canada Revenue Agency Headquarters) — 875 Heron Road Indicative Design**Purpose of the Submission**

- To obtain approval for the Indicative Design for the Rehabilitation and modernization of the Ottawa Taxation Campus and Data Centre located at 875 Heron Road, Confederation Heights, Ottawa.

Recommendation

- THAT the Federal Land Use and Design Approval (FLUDA) for the Indicative Design for the rehabilitation and modernization of the Ottawa Taxation Campus and Data Centre be granted, pursuant to Section 12 of the *National Capital Act*, subject to the following condition:
 - That the subsequent project phases be submitted to the NCC for review and approval as a Level 3 project.
- THAT the preparation and signature of the FLUDA document for the Indicative Design for the rehabilitation and modernization of the Ottawa Taxation Campus and Data Centre be delegated to the Vice President, Capital Planning Branch.

Submitted by:Kalen Anderson, Vice President, Capital Planning Branch
Name

A handwritten signature in black ink, appearing to read "Kalen Anderson", written over a horizontal line.

Signature

1. Authority

National Capital Act, section 12.

2. Project Description

The Ottawa Taxation Campus and Data Centre complex located at 875 Heron Road is owned by the Federal Government, managed by Public Services and Procurement Canada (PSPC) and occupied by the Canada Revenue Agency (CRA). It requires a major rehabilitation as its condition has deteriorated over the past decade. PSPC plans to rehabilitate and modernize the site and facilities to meet the functional and operational requirements of the tenant, while being aligned with a planning vision for the site.

The Project will be delivered through a Public Private Partnership (P3) contract to Design-Build-Finance-Maintain (DBFM) the facility and site. GRC in joint venture with DIALOG were retained by PSPC to develop the Indicative Design that will form part of the procurement documents for project delivery.

Project Objectives

The rehabilitation and modernization are guided by the following key objectives:

- Demonstration of enhanced sustainability performance;
- Reduction of carbon dependencies (striving for a net zero carbon ready site);
- Promotion of social livability and an improved work environment;
- Futureproofing for localized climate change impacts; and
- Support for anticipated community growth.

875 Heron Road has been identified by PSPC as a flagship to achieve a higher benchmark for sustainability, as one that promotes social livability, an improved work environment, and short and long-term efficiencies founded in good building science, as well as sound economic lifecycle values.

The complex will be Net-Zero Carbon ready and targeting the certifications LEED Platinum Version 4 and WELL Gold Version 2.

Site Context

- 875 Heron Road is located in Confederation Heights in Ottawa, Ontario.
- The complex occupies a large, prominent site in a park-like open landscape.
- 875 Heron Road is one of 15 federally-owned buildings in the Confederation Heights campus and currently forms the eastern gateway to the campus, which is a primary employment node separated from its urban surroundings by transportation infrastructure networks, the Rideau River and the Sawmill Creek ecological corridor.
- The existing campus has a development pattern that is distinctly suburban, characterized by isolated office buildings set amidst large landscaped lawns, with individual building sites separated from each other by roadways and highways.
- 875 Heron Road has strategic access to multiple high order public transit options, including the Mooney's Bay Light Rail Transit Station to the south and the Heron Bus Rapid Transit Station and Transitway to the southeast. It is also positioned along the

forthcoming Heron Baseline Bus Rapid Transit Transitway, which will bring an additional dedicated public transit right-of-way to the footsteps of 875 Heron Road.

Existing Architecture

- The complex, designed by firms Page & Steele and Moody, Moore and Partners, was built in 1970 to house the Department of National Revenue now known as the CRA.
- The 875 Heron Road complex includes four main components: an eleven-storey Data Centre tower, an Entrance Link, a five-storey elongated Headquarters Building, and a two-storey Cafeteria Pavilion. The Loading Facility, which is built into the sloped landscape, is a minor feature. Each of these components contribute to the overall architectural quality of the complex.
- 875 Heron Road represents a diversity of styles including a mature expression of the International Style, and influences of Brutalism. It features rectangular massing, a modular grid, pre-cast concrete panels, porcelain enameled spandrel panels, concrete sunshades, and flat roofs.

Heritage Significance

- 875 Heron Road was designated as a “Recognized” Federal Heritage Building by the Federal Heritage Building Review Office (FHBRO) due to its strong historical associations with the Confederation Heights campus, which is indicative of both the expansion of public services; and implementation of principles from the Greber Plan, its architectural significance and its environmental values. Areas and elements of the site deemed to have high heritage value under the Heritage Conservation Society (HCS) Heritage Conservation Guidelines include the panoramic view of the Ottawa skyline, circular drop-off vehicular entry drive and parklike vegetation.
- 875 Heron Road is a very good example of the expansion of public services in the post-war period, when many buildings were constructed in Ottawa to house the national headquarters of federal departments.

Project Scope

- The project involves a full rehabilitation of the base building, structural and seismic upgrades, code and security upgrades, systems replacement (mechanical, electrical, and plumbing) selective demolitions, interior fit-up and site works.
- The scope of work also includes sustainable improvements such as:
 - Biophilic design, living walls to provide humidification
 - Low-flow fixtures combined with rainwater collection and grey water treatment
 - Geothermal heat exchange system
 - Kinetic art to illustrate the environmental performance of the building, engaging occupants with their energy use and health and wellness
 - Storm water management strategy to recharge water table, reduce strain on municipal systems and reduce financial and environmental costs
 - Reduced parking area with permeable, sunlight-reflecting paving
 - Tree-shaded parking to further reduce Heat Island Effect
 - New and improved connections to multi-use paths

- Reforestation to reduce maintenance and support biodiversity
- Native, drought-tolerant landscaping
- New gardens for building occupants or others to support local food growth
- Passive and active outdoor activity areas to promote activity and health
- Photovoltaic panels

See Appendix B for additional details on the project scope.

3. NCC Staff Analysis / Risks and Mitigations Measures

- The subject lands are owned by PSPC and are not part of the National Interest Land Mass (NILM).
- The subject lands are inside the Capital Urban Lands and designated as a Major Federal Employment Area.
- The parking areas on the eastern half of the site are the main opportunity area to accommodate future development on the site whether in the short-, medium- or long-term. This approach is compatible with the policy direction of the NCC's Plan for Canada's Capital (2017-2067) to use surplus land sites to offer opportunities to adopt a mixed-use, compact development model that can improve sustainable transportation modes and the shared use of public spaces.

Comments from the ACPDR:

- On May 21, 2021, the Indicative Design was brought forward to the Advisory Committee on Planning, Design and Realty (ACPDR) for review and comments. The committee positively supported the direction of the Indicative Design and made suggestions including the following. The excerpt of the minutes of the meeting are in Appendix C.
 - Some concerns with the conservation of the current landscape design (campus type landscape) and that exploration of other landscaping options such as Downsview Park (i.e. renaturalization) should be considered.
 - Explore further intensification and push for a more mixed-use revitalized complete community.
 - Concern about the current parking, look at reducing the number of spaces and consider addressing rainwater and drainage in that area and the heat island effect.
 - Pedestrian pathways to the site are problematic and should be carefully addressed with consideration for universal accessibility, access to public transit, winter maintenance and security.
 - Looking at the future interconnections across the Confederation Heights site and nearby areas such as the new Civic Hospital and Carleton University.

All these comments are valid and will be carried forward by NCC staff as the project progresses.

Procurement method

- As indicated above, the proposal will be delivered through a P3 model and contract integration (DBFM). The Indicative Design – subject to this approval – will form part of the procurement documents issued by PSPC.
- Schematic and Developed design will be reviewed and approved by the NCC in due course.

Linked projectsConfederation Heights Master Plan

- The rehabilitation of 875 Heron Road anticipates the evolution of the surrounding context as part of the forthcoming Confederation Heights Master Plan and will “future proof” the site for future development opportunities.
- The proposal is expected to be part of an integrated public engagement process emerging as part of the Confederation Heights Master Plan.
- The proponent has developed key planning and design orientations that will form part of the Confederation Heights Master Plan for roads; pedestrian linkages; multi-modal transport; parking; heritage; urban integration; public amenities; sustainability; utilities / infrastructure; and engagement.
- The City of Ottawa’s Confederation Heights Secondary Plan identifies 875 Heron Road as one of five development parcels for which City Council requires the submission of a master plan for new development. The Secondary Plan establishes a vision for the future of Confederation Heights as an “identifiable, compact, mixed-use Primary Employment Centre” within which existing car-oriented government office complexes evolve into compact, transit-oriented urban communities.

ESAP

- The Energy Services Acquisition Program (ESAP) will modernize the District Energy System operated by PSPC that heats and cools over 80 federal buildings in Ottawa.
- 875 Heron Road will be connected to the new district energy central heating and cooling plant as part of the ESAP Stage 2 project – date is to be determined. This will enable the complex to achieve Net-Carbon Zero as described in the project objectives.

Other Projects

- The proposal is concurrent with other projects on neighbouring properties and the greater campus property, including 719 Heron Road (Sir Leonard Tilley), 1500 Bronson Avenue Site Options Study, and the R.A. Centre Facility Upgrades.

4. Strategic Links

- NCC Mandate to “set the long-term urban planning direction for federal lands and, guide and control the use and development of federal lands in Canada’s Capital Region.”

- NCC 2021-2022 to 2025-2026 Corporate Plan:
 - Corporate 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.”
- NCC The Plan for Canada’s Capital (2017 to 2067) to:
 - “... promote inspiring quality projects: this means projects that are context-sensitive, responsive to users, coherent and flexible, aesthetically engaging, durable and appropriate for the intended uses, universally accessible, and energy-efficient.”
 - “The federal government will strive to present a pleasing public face for client-centred services in the Capital. To respond to the changing needs of the urban region, PSPC and the NCC will continue to encourage the location of offices near transit stations and in support of active mobility. Both will develop strategies to promote environmental sustainability through “noncommuter” federal accommodations and to create adapted and inclusive workspaces.”
 - “Future generations of intensification projects for federal office campuses will provide for more integrated mixes of land uses.”
- NCC Capital Urban Lands Plan, (2015):
 - “Support projects that improve the integration of major federal employment areas into their urban context while maintaining their ability to support the needs of the federal government.”
 - “Allow the retrofit, re-use and/or replacement of older buildings that reach the end of their lifecycle.”
 - “Permit the introduction of additional non-federal uses at major federal employment areas and promote a mixed-use, pedestrian-oriented, and compact urban form.”
 - “Foster urban design excellence and encourage improvements to the quality of the Capital’s public realm.”
- Federal Sustainable Development Strategy (FSDS) (2016-2019) (2019-2022)
- TBS Greening Government Strategy: Real Property Guidance (2019)
- PSPC Real Property Sustainable Development and Environmental Strategy (RPSDES) (2018)
- PSPC National Carbon Neutral Portfolio Plan (2017)
- Standards and Guidelines for the Conservation of Historic Places in Canada (2010)

5. Consultations and Communications

- PSPC is working closely with the tenant, Canada Revenue Agency, on all aspects of the project.
- PSPC worked closely with many stakeholders including the City of Ottawa and the NCC by holding working sessions to inform the indicative design.
- An integrated public and Indigenous engagement process will be carried out as part of the Confederation Heights Master Plan.

6. Next Steps

- P3 Contract Award – Summer 2023
- ACPDR presentation of the Confederation Heights Master Plan – TBD 2022-2023
- ACPDR presentation of the 875 Heron Road Developed Design – Summer/Fall 2024
- NCC Board approval for the 875 Heron Road Developed Design – Winter 2024-2025
- Construction – TBC 2025-2030
- Substantial completion – TBC 2030

7. List of Appendices

Appendix A – Location Map

Appendix B – Project Report

Appendix C – Draft excerpt of the minutes of May 21, 2021 ACPDR meeting

8. Authors of the Submission

Kalen Anderson, Vice President, Capital Planning Branch (CP)

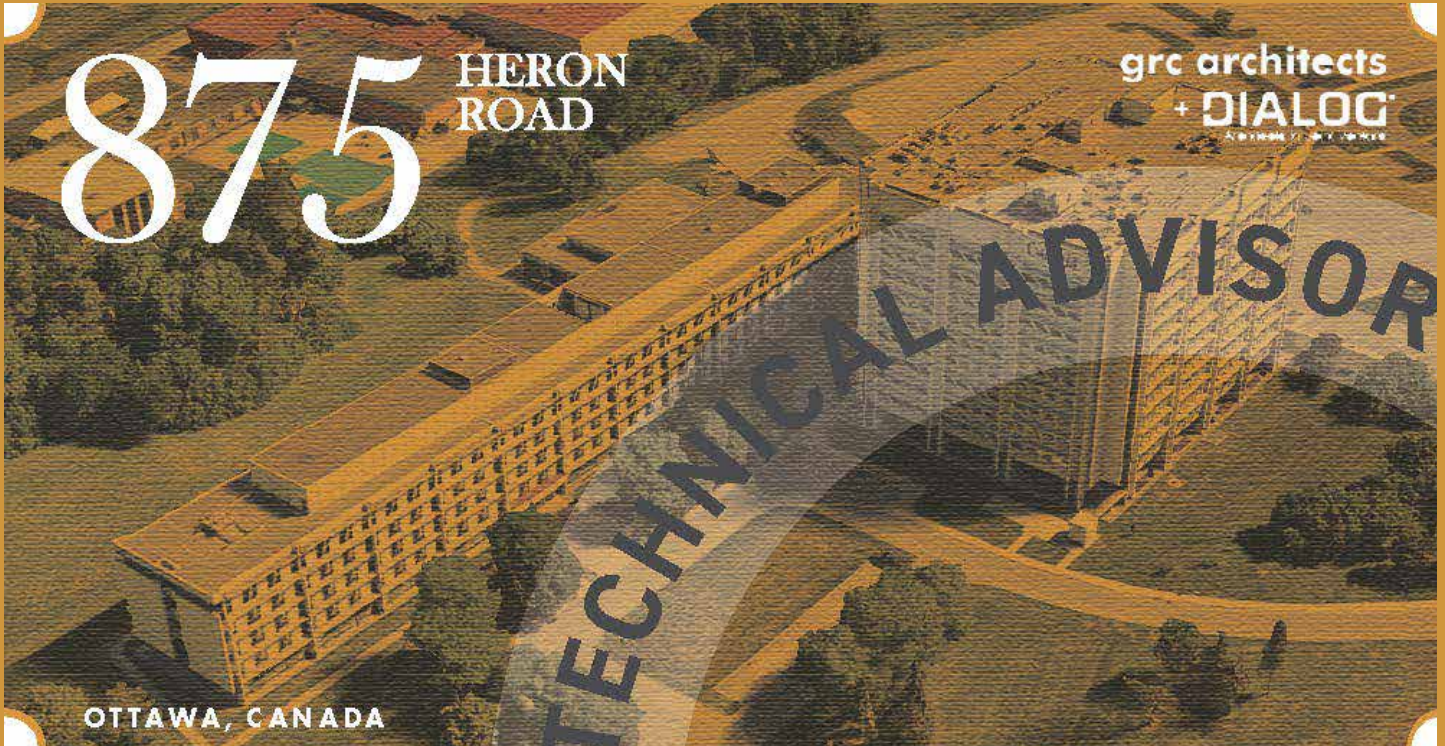
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875 Heron Road Rehabilitation Project Project Report

Draft Issued: April 08, 2021

Prepared for: **Public Works and Government Services Canada**

Prepared by: **GRC Architects + DIALOG** / Architects in joint venture

Project number: **R.053081**

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EXECUTIVE SUMMARY

This report has been prepared by the GRC and DIALOG Joint Venture on behalf of Public Works and Government Services Canada (PWSCG), for the purposes of a review by the National Capital Commission (NCC). The report has been prepared in support of the procurement process for the rehabilitation and modernization of the Ottawa Taxation Campus Headquarters and Data Centre, located at 875 Heron Road, Ottawa, Ontario. The objective is to renew the site and facilities and extend its life expectancy and Government of Canada occupancy for an additional 25 years.

The objective of the report is to bring together the various studies and design drawings that have led to the development of the Schematic Design of the Site Plan, and to present that Plan herein, as well as present elements of the building schematic design relative to heritage conservation. The report is not intended to repeat all findings of each study and re-iterate the comprehensive list of recommendations, but rather, to provide a “one-stop” reference point and a guiding source to all information relating to the schematic design of the Site Plan. The Schematic Site Plan demonstrates a design that supports the planning vision to become *a demonstration federal office building and site that showcases a commitment to sustainable development, improving the wellbeing of its diverse occupants and site users, by going above and beyond conventional approaches.*

The report is structured in three main parts.

PART 1 - BACKGROUND: Provides an overview of project objectives and process, and includes a resource bank of background documents referenced by different consultants, as well as a list of stakeholder and employee engagement events that have all fed into the development of the Schematic Design Concept for 875 Heron Road.

PART 2 - INPUT: Provides a summary of objectives and highlights from each feeder report that was prepared as input for the schematic design of the site plan.

PART 3 - THE PLAN: Presents the final schematic design for the site and includes an overview on the design approach, response to Guiding Principles, a description of the plan and its various components, and the project boundaries that define the extent of works towards the development of the Project Specific Output Specifications (PSOS).

The report is aligned with a series of other Schematic Design reports being prepared concurrently for this same site including architectural design, interior design, technology and security, and sustainability, as part of Phase 1 - Pre-procurement. The objectives for all are aligned with the larger project goals for the site’s rehabilitation and modernization. Together, they will guide the next part of the process which is the development of the Project Specific Output Specifications (PSOS).

PART 1: BACKGROUND

1.0 // INTRODUCTION

1.1 REPORT OBJECTIVES

This report has been prepared by the GRC and DIALOG Joint Venture on behalf of Public Works and Government Services Canada (PWSCG) in support of the procurement process for the rehabilitation and modernization of the Ottawa Taxation Campus Headquarters and Data Centre, located at 875 Heron Road, Ottawa, Ontario.

The objective of the report is to bring together the various studies and design drawings prepared, that have led to the development of the final Schematic Design Site Plan, and to present that Plan herein.

The report is not intended to repeat all findings of each study and re-iterate the comprehensive list of recommendations, but rather, to provide a “one-stop” reference point and a guiding source to all information relating to the project and Plan.

1.2 REPORT STRUCTURE

The report is structured in three main parts.

PART 1 - BACKGROUND: Provides an overview of project objectives and process, and includes a resource bank of background documents referenced by different consultants, as well as a list of stakeholder and employee engagement events that have all fed into the development of the Schematic Design Concept for 875 Heron Road.

PART 2 - INPUT: Provides a summary of objectives and highlights from each feeder report that was prepared as input for the schematic design of the site plan.

PART 3 - THE PLAN: Presents the final schematic design for the site and includes an overview on the design approach and description of the plan and its various components.

2.0 // PROJECT OVERVIEW

2.1 PROJECT OBJECTIVES

The project objectives for 875 Heron Road are to renew and modernize the site and facilities, and to develop a space that meets the functional and operational needs of the Canada Revenue Agency (CRA), aligned with a developed planning vision for the site. Furthermore, the renewal should support the character and planning vision of the wider context of the Confederation Heights campus and acknowledge its prominent location within that context.

The rehabilitation and modernization are linked to several key objectives which have been identified as:

- demonstration of enhanced sustainability performance;
- reduction of carbon dependencies (striving for a net-zero carbon ready site);
- promotion of social livability and an improved work environment;
- future-proofing for localized climate change impacts; and
- support for anticipated community growth.



Figure 1. Bird’s eye view looking southwest, with the cafeteria pavilion and Headquarters building in the foreground, and the Data Centre in the background.

2.0 // Introduction

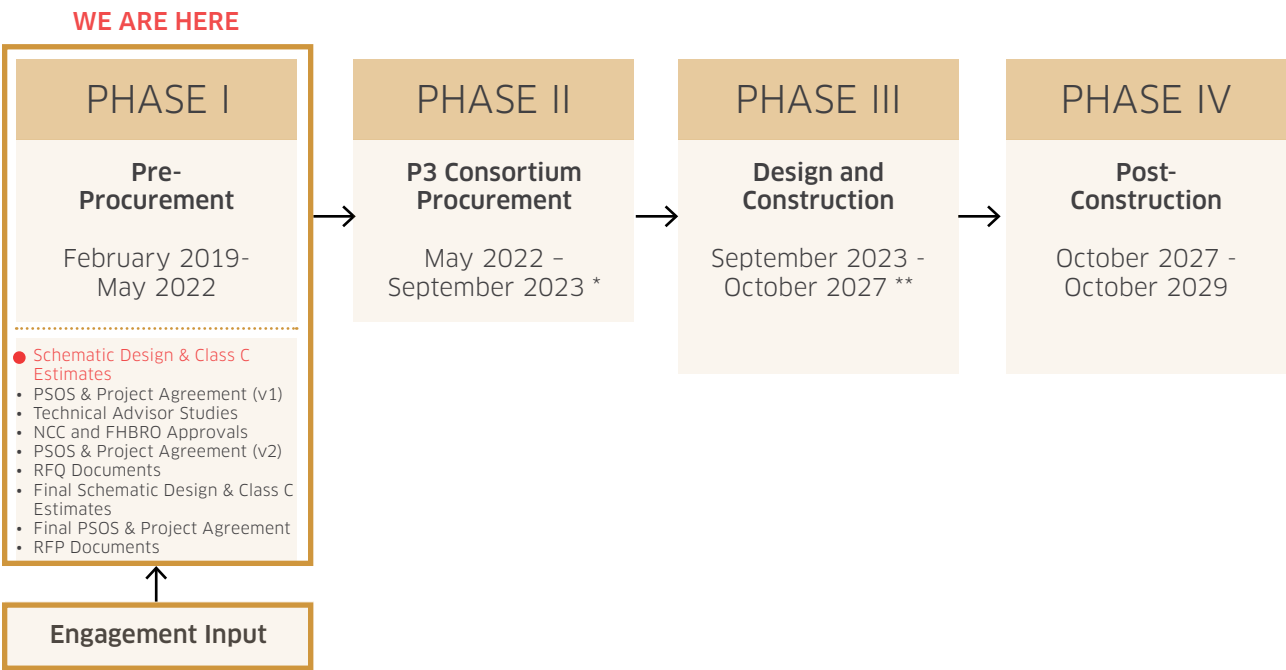
2.2 PROJECT TIMELINE AND PROCESS

The overall project process is divided into four phases of work (reference diagram below):

- Phase 1: Pre - Procurement;
- Phase 2: P3 Consortium Procurement;
- Phase 3: Design and Construction; and
- Phase 4: Post-Construction.

The project began in February of 2020 and is anticipated to continue through to 2027 or as late as 2029. The overall schedule length will be influenced by the Construction Implementation Strategy.

This report is aligned with the first phase of work - Pre-procurement - and is the first step towards the preparation of a Project Specific Output Specification (PSOS) Draft 1 report. The work in this first step involved the coordinated efforts of architecture, interior design, building technology and security, sustainability, transportation, engineering services, landscape architecture, planning and others, to develop a demonstration Schematic design for the building and site at 875 Heron Road that met the goals and objectives of the project. Engagement with employees and stakeholders through workshops and virtual meetings was incorporated in the process and provided valuable input towards the development of the schematic design. This report is one of a grouping of reports that, pieced together, tell the story of the proposed schematic design that will inform the PSOS writing.



* May be accelerated depending on lease renewal at Gladwin.

** Note: Phase III was targeted for July 2027 in the briefing to the SPAC, however due to a delay in the Gladwin lease renewal, it is currently October 2027.

Figure 2. Project Phasing Diagram

2.3 SITE OVERVIEW

The 875 Heron Road site is located on unceded territory of the Algonquin Nation. It is a part of a larger geographical area that includes the Rideau River, Hog's Back Falls, historic wetlands and rideau escarpment, where Algonquin Peoples lived and participated in hunting, berry-picking and fishing activities, and gathered for cultural and social events.

The site is located within the larger campus known as Confederation Heights within the City of Ottawa, in a prominent position near the entrance into downtown. It is a triangular site bounded by Data Centre Road on the south-east, Bronson Avenue on the south-west, and a large planted escarpment to the north, with the R.A. Centre (a recreational facility) at the base of the hillside alongside the Rideau River.



Figure 3. Site location within the Confederation Heights Campus

2.0 // Introduction

The site hosts the Federal Recognized Heritage Building of the Ottawa Taxation Complex built in the 1970's following the Modernist era. It consists of a 5-storey rectangular-shaped CRA Headquarters structure designed in the Late International style, an 11-storey, general-purpose Data Centre tower with Brutalist elements, a 2-storey Cafeteria pavilion that is a Late Modern building, and a loading dock tucked away from view on the north-eastern corner. Together the building components act as a visual landmark set in a park-like landscape setting.

More specifically, the west side of the site is characterized by expansive, relatively flat open

lawns and intermittent clumps of trees and landscape undulations. A historic woodlot stands prominently on the north western slope, that together with a woodlot on the 1500 Bronson Site across Bronson Avenue, create a strong visual entry towards Ottawa's downtown. Conversely, the eastern side of the site is dominated by large asphalt surface parking lots and hosts the entrance roadway to the primary building entrance.

The site is designated under the City of Ottawa's Official Plan and Zoning By-law as a Mixed-Use Centre. It is envisioned in the long term to become a complete, livable community, that attracts people for the jobs, leisure, lifestyle, and business opportunities provided, as identified in the NCC Capital Urban Lands Plan.



Figure 4. Existing Condition: Bird's eye view looking northeast. CRA Headquarters building and Data Centre, within a park-like landscape setting.

2.4 PROCUREMENT CONTEXT

The rehabilitation of 875 Heron will be realized through a Public Private Partnership. The Technical Advisory team engaged by PSPC has been tasked with delineating the requirements of the project in a form that is biddable by proponent Private Partners. These requirements include

- the needs of the tenant, Canada Revenue Agency,
- Government of Canada policy and standards, including Greening Government

The Private Partner will be responsible for obtaining the approval of Authorities Having Jurisdiction, including the NCC. The purpose of our engagement with the NCC at this time is to solicit advice regarding NCC requirements and approvals processes, so that these requirements and processes can be communicated to proponents as they prepare their proposals. The intended outcome is that the proponents understand the NCC perspective on design issues and design requirements and the path to obtaining the approval of the NCC. This knowledge will mitigate risk to proponents, with the confidence that the project requirements have been endorsed by the NCC.

3.0 // REFERENCES AND ENGAGEMENT

3.1 BACKGROUND DOCUMENTS REFERENCED

The following is a non-exhaustive combined list of background documents referenced by the various consultant groups preparing reports that contributed to the development of the Schematic Site Plan. The list includes federal, provincial, and municipal policy and standards documents and various strategies, reference books, guideline documents, and more.

- FHBRO Heritage Character Statement for 875 Heron Road (2017)
- Standards and Guidelines for the Conservation of Historic Places in Canada (2010)
- PSPC's HCS Heritage Conservation Guidelines (2020)
- GCworkplace federal initiative (2020)
- Blueprint 2020
- RPS Sustainable Development and Environmental Strategy (2020)
- PSPC's Departmental Sustainable Development Strategy (2020-2023)
- Federal Sustainable Development Strategy (2019-2022)
- PSPC Custodial Parking Policy & Procedure (2020)
- Accessibility Lean Forward documents (2020)
- National Capital Commission Urban Lands Plan (2015)
- PSPC's National Office Portfolio Strategy (2012-13)
- PSPC Technical Reference for Office Building Design (2017)
- One Planet Living Framework by Bioregional (2020)
- The Community Wellbeing Framework (2018)
- Provincial Policy Statement (2020)
- Ontario Ministry of Natural Resources and Forestry. Make a Map: Natural Heritage Areas (2020)

- City of Ottawa Official Plan (2003)
- City of Ottawa Zoning By-law (2020)
- City of Ottawa Sanitary & Storm Collection System Maps (2020)
- City of Ottawa Water Distribution System Maps (2020)
- City of Ottawa Sewer Design Guidelines (2012)
- City of Ottawa Design Guidelines -Water Distribution Systems (2010)
- City of Ottawa. Tree Conservation Report Guidelines (2016)
- City of Ottawa. Municipal Trees and Natural Areas Protection (2006)
- City of Ottawa. Protocol for Wildlife Protection During Construction. (2000)
- City of Ottawa Transportation Master Plan, Cycling Plan, and Pedestrian Plan (2013)
- Confederation Heights Master Plan RFP (2020) & Vision (2018)
- Confederation Heights Site Options Study (2020)
- Master Plan Study -Storm and Sanitary Collection Systems for Confederation Heights prepared by Jp2g Consultants Inc. (March 31, 2017)
- Confederation Heights Servicing Plan
- Protocol to Clarify the Application of the Fire Flow Calculation Method (Fire Underwriters Survey -1999)
- Brunton. Urban Natural Areas Environmental Evaluation Study. Muncaster Environmental Planning Inc. and Brunton Consulting Services (March 2005)
- Lashley and Associates. Vegetative Conditions Assessment (August 2017)
- TBS Greening Government Strategy (2020): and Real Property Guidance (2019)
- Real Property Sustainability Framework (2015) and Real Property Sustainability Handbook (in progress)
- Real Property Sustainable Development and Environmental Strategy (2018)

3.2 KEY MEETINGS AND WORKSHOPS

The following is a non-exhaustive combined list of site visits and engagement workshops (virtual), that have taken place as part of this first stage of Phase 1 project work towards the development of a Schematic Design. Future engagement will be coordinated in relation to the Gender Based Analysis + (GBA+) and to seek input from leaders of local Algonquin communities.

SITE VISITS:

- August 5, 2020
- September 11, 2020
- October 22, 2020

WORKSHOPS:

- **Visioning Workshop #1** with Stakeholders and the community, towards the development of a Vision and Guiding Principles for the project site.
Date: July 29, 2020
Summary Reference: Section 4.1 of the Site Guidance and Circulation Report.
- **Focus Groups #1 and #2 - Employee Amenities Plan development**
Dates: September 25 and October 13, 2020
Summary Reference: Section 4.1 of the Employee Amenities Plan.
- **Working Group Sessions #1 and #2 - Confederation Heights Master Plan Integration**
Dates: October 1 and October 20, 2020
Summary Reference: Section 4.0 of the Confederation Heights Master Plan Integration Report.

- **Working Group Sessions - Site Plan Development**
Dates: September 3 (repeat on September 11), October 22 and December 18, 2020
Summary Reference: Section 1.3 of the Site Concept Plan Report.

ADDITIONAL COORDINATION MEETINGS:

- **Heritage Review Meeting** with Heritage Client team members
Date: December 8, 2020
Summary: The objective of this meeting was to coordinate a shared understanding of the heritage value and character-defining elements of the site, to then inform appropriate and relevant responses in the review of the schematic design for the site.
- **Coordination with R.A. Centre Meeting**
Date: December 10, 2020
Summary: The objective of this meeting was to discuss with team members working on the R.A. Centre facility upgrades about areas of concern and potential opportunities for coordination between the two sites.
- **GBA + Information and Strategy Meeting**
Date: December 15, 2020
Summary: The objective of this meeting was for the Client to provide information on the Gender-Based Analysis (GBA) program, and the federal government's requirement and approach to incorporating this initiative in current project. The meeting generated a discussion with the larger group on how to apply a GBA+ lens to the 875 Heron Road project.

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PART 2: INPUTS

4.0 // SITE PLAN DEVELOPMENT INPUTS

A number of different studies have been conducted and associated documents compiled, that together, tell the story of the development of the Site Plan Schematic Design for the 875 Heron Road Improvements project site. This section of the Site Plan Schematic Design Report aims to outline the objectives of each of these studies and summarize the key highlights that influenced the resulting concept design. The comprehensive list of reports summarized is as follows:

- Heritage Approach Report
- Site Development and Circulation Guidance Report
- Employee Amenities Plan
- Transportation Demand Management Plan
- Traffic, Transit & Active Mobility Plan
- Tree Inventory & Invasive Species Report
- Species at Risk Report
- Site Services/Utilities Capacity Analysis Report
- Site Servicing, Grading & Drainage Drawing Sets & Schematic Design Report
- Site Concept Plan Report
- Landscape Concept Plan Report
- Confederation Heights Master Plan Integration Report
- Sustainability Schematic Design Report



4.1 HERITAGE APPROACH REPORT

OVERVIEW

The Heritage Approach for 875 Heron Road is intended to provide guidance to the team preparing the plans for the rehabilitation and modernization of a Public Services and Procurement Canada building used as the headquarters and data services centre by Canada Revenue Agency.

The building at 875 Heron Road is a Federal Heritage Building in the category of Recognized. It is located in Confederation Heights, a set of properties mostly acquired in the 1950s by the federal government for offices. 875 Heron Road was the last major development undertaken at Confederation Heights.

The report highlights the exploration of innovative and contemporary methods to maximize the environmental performance of the existing building while preserving its heritage character. Given that the project involves a building constructed only 40 years ago, fewer precedents are available to inform optimum solutions for interventions, especially for significant heritage elements that are obsolete, either functionally or qualitatively. A strong heritage approach will enable the project to conserve and adaptively reuse the building’s significant heritage features and character.

The Heritage Approach relies on information and guidance from the *Heritage Character Statement for 875 Heron Road*, the *Standards and Guidelines for the Conservation of Historic Places in Canada* (Standards and Guidelines), and the *875 Heron Road Conservation*

Guidelines (Conservation Guidelines) produced by Heritage Conservation Services of PSPC, as well as information from ongoing studies by the DIALOG and GRC Architects team on the building and site, to provide direction concerning heritage conservation requirements and options.

HIGHLIGHTS

- As per the Standards and Guidelines, the heritage approach recognizes that rehabilitation “*involves the sensitive adaptation of an historic place or individual component for a continuing or compatible contemporary use, while protecting its heritage value*”, but that there are elements of 875 Heron Road that are also appropriate for preservation, which “*involves protecting, maintaining and stabilizing the existing form, material and integrity of an historic place or individual component, while protecting its heritage value*”.
- The report outlines general steps to be taken during the design process that help ensure that heritage conservation objectives are optimized in balancing heritage and sustainability (Section 4.1), and that an immediate formal landscape character around the building is maintained.
- The report also identifies heritage recommendations for specific character defining elements under a series of categories (Section 4.2). The relevant categories that assisted in the development of the Site Plan Schematic Design include, among others the: Material and Colour Palette and Environment.

4.0 // Site Plan Development Inputs

4.2 SITE DEVELOPMENT AND CIRCULATION GUIDANCE REPORT

OVERVIEW

The purpose of the Site Development and Circulation Guidance Report report was to analyze the existing site conditions and context, and develop a Vision statement along with a set of design principles and rehabilitation opportunities for the site. The scope of this report is limited to analysis of landscape architecture, site sustainability features, transportation and site urban design, and public realm components.

The structure of the report is composed of two parts. Part 1 provides an assessment of the site’s existing conditions including circulation (roads, paths, parking, loading, servicing, cycling, transit connections and other transportation aspects), and site landscape. This site assessment establishes the baseline conditions and understanding of the current site context. This assessment along with supporting document of work completed to date on the site is used to inform subsequent site development options.

Part 2 provides a Vision and Design Principles to describe the aspirational goals for the project, and a set of key directions to inform design. The Vision and Design Principles were developed with input gathered through collaborate workshops (held virtually given social-distancing requirements due to the pandemic). The workshop had over 50 participants representing a variety of stakeholders and perspectives. The outcomes of this workshop have informed the drafting of the project Vision statement.

Based on the Vision, Design Principles and the understanding of existing conditions. Part 2 also identifies a number of preliminary opportunities for the site. These opportunities were explored further through the development of site concept options in subsequent project stages.

The outcomes of this report were intended to inform the development of landscape architecture, site circulation and general site plan design output specifications for a procurement process, including a landscape architecture Reference Concept Design (RCD).

HIGHLIGHTS

- The resulting **Vision** for the site is as follows.

Planning Vision

A demonstration federal office building and site that showcases a commitment to sustainable development, improving the wellbeing of its diverse occupants and site users, by going above and beyond conventional approaches.

- The **guiding principles** have been organized into 7 areas of focus; resilience, sustainability, urban integration, heritage, wellbeing, public realm, and mobility.
- The report highlights a number of **site design and circulation strategies** to support and encourage the transition to greater active transportation and transit use with enhanced facilities and infrastructure to meet the needs of pedestrians, cyclists and transit users. It also identifies a number of **opportunities** to employ the landscape for social, ecological, and aesthetic purposes, while also contributing to the overall site sustainability through strategies such as stormwater management and treatment, water re-use, passive cooling and heating, shade, energy generation, among others.

4.3 CONFEDERATION HEIGHTS MASTER PLAN INTEGRATION REPORT

OVERVIEW

The purpose of this report is to identify an approach to the rehabilitation of 875 Heron Road that anticipates the evolution of the surrounding context as part of the forthcoming Confederation Heights Master Plan and that will “future proof” the site for future development opportunities. This report builds upon the findings of the Site Development and Circulation Guidance Report and establishes a preliminary understanding of the existing context of the wider Confederation Heights Campus. It identifies both opportunities and potential challenges for the edges of 875 Heron Road with its surroundings.

HIGHLIGHTS

A 10-element approach to integrate the design direction of the site plan for 875 Heron Road with the anticipated directions of the Confederation Heights Master Plan, including:

1. **Roads:** vehicular connections to the surrounding road network will be protected, with a particular focus on providing multiple access points via Data Centre Road.
2. **Pedestrians:** pedestrian linkages will be aligned to protect key connection points to surrounding destinations, such as aligning existing linkages to other Federal lands; aligning with nearby facilities (e.g. RA Centre, Billings Bridge Shopping Centre); and aligning with existing and future connections (e.g. enhanced pedestrian connections).
3. **Transit:** connections to existing and future transit stations will be enhanced and the possibility of integrating transit into the site (e.g. new bus stops) will be explored.
4. **Parking:** parking will anticipate synergies with campus-wide parking strategies (e.g. park share, carpool priority parking, etc.) and seek to achieve a short-term parking reduction of 25% and a long-term parking reduction of 50%.

5. **Heritage:** the approach to heritage will respect the original “Tower in a Park” typology that is consistent with the character of the area through the retention of the predominantly passive landscape area at the western half of the site.
6. **Urban Integration:** the potential for future infill development in the long-term (e.g. infill type development with at-grade retail uses and residential upper floors as per Secondary Plan) will be protected at the realigned parking areas on the eastern half of the site.
7. **Public Amenities:** public spaces for flexible and temporary public amenities will be provided across the site for the purpose of enhancing employee wellbeing (as per the emerging Employee Amenities Plan) as well as to attract members of the broader community to travel to and through the site.
8. **Sustainability:** the approach to sustainability will be holistic and will focus on reducing off-site impacts (e.g. heat island effect, stormwater runoff, energy consumption, etc.); and increase resilience of the site through Low Impact Development (LID) strategies, strengthened ecological networks, etc.
9. **Utilities & Infrastructure:** the approach to utilities and infrastructure will: integrate with possible campus-wide approaches to utilities; and aim for “net-zero” approach to stormwater that won’t export the burden of stormwater outside the site.
10. **Engagement:** the approach to engagement will be to set the stage through stakeholder engagement (e.g. NCC, City of Ottawa, etc.) in anticipation of an integrated public engagement process emerging as part of the Confederation Heights Master Plan (including Indigenous engagement).

4.0 // Site Plan Development Inputs

4.4 EMPLOYEE AMENITIES PLAN

OVERVIEW

The purpose of this report is to formulate an Employee Amenity Plan (EAP) that identifies user (employee) amenity needs and helps designers and decision-makers understand the space allocation opportunities and requirements associated with these needs. An EAP puts forth a flexible space allocation program that informs the PSOS with a view to realizing and reserving sufficient indoor and outdoor spaces that can accommodate changing employee amenity needs over time.

The existing building and site has low space allocation for employee amenities. Indoor amenities include a cafeteria, kitchenettes (on upper floors) and washrooms. Outdoor amenities include multi-use trails (predominantly connecting from parking areas and transit connections to the building), bicycle parking spaces (approx. 60 frame/wheel racks), manicured landscaped lawns, concrete benches, and uncoordinated picnic benches, waste bins and planers. This EAP is developed within a strategic policy context that requires alignment with existing overarching frameworks and support for existing policy directions, including: One Planet Living; Confederation Heights Vision 2018; Blueprint 2020; GCWorkplace; and PWGSC Real Property Sustainable Development and Environmental Strategy. All of the amenities will need to be coordinated with minimum sustainability requirements/higher level considerations as part of the development of the sustainability strategy.

The purpose of employee amenities is to enhance one's workplace experience on a day-to-day basis in a way that lifts spirits, improves the workplace environment and elevates workplace productivity and employee satisfaction. When viewed through the lens of "wellbeing", the role of employee amenities

becomes more clear. The Community Wellbeing Framework was conceptualized based on the definition of community wellbeing, which encompasses the domains of social, economic, environmental, cultural, and political conditions identified by individuals and their communities as essential for them to flourish and fulfill their potential.

HIGHLIGHTS

- The EAP proposes both indoor and outdoor amenities in accordance with the indicators of each of the five domains of wellbeing. The amenities are summarized in a consolidated list and are spread across three access restriction zones, which provide the security framework within which the indoor and outdoor amenities will be provided (e.g. amenities for employees only, amenities for employees and the accredited visitors, and amenities for the broader public).
- As the future conditions of the site are envisioned, a more integrated range of on-site amenities may be required that cater both to employees as well as the broader public. Public amenities will seek to enhance the site's connectivity with its surroundings and possibly help elevate the site as a destination within the local community.
- For the purpose of provision of amenities, the EAP divides 875 Heron Road into nine activity zones which will define the types and function of the various amenities provided within each zone (Figure 12 refers). The nine activity zones are: (1) The Building; (2) Employee Courtyards; (3) Primary Entry Zone; (4) Secondary Entry Zone; (5) Data Centre Road Frontage; (6) The Escarpment; (7) The Woodlot; (8) Publicly Accessible; and (9) Heron Road Frontage.

4.5 TRAFFIC, TRANSIT AND ACTIVE MOBILITY PLAN AND TRANSPORTATION DEMAND MANAGEMENT PLAN

OVERVIEW

The Vision for the 875 Heron site entails a modal shift towards more sustainable modes of transportation, including active modes and transit. The Schematic Design seeks to capitalize on opportunities available given the site's prime location close major transit lines, parklands, cycling routes, arterial roads, and key destinations such as residential areas and major shopping areas.

The upcoming Confederation Heights Master Plan is expected to review and propose a mobility strategy for the surrounding area - as such, context-based interventions have been deferred to the Confederation Heights Master Plan process.

Ambitious mode share goals were set as part of the site plan in order to reduce single occupant vehicle driving. The mode share targets for the 875 Heron site plan are generally more aggressive than those set out by the City of Ottawa, with the exception being the pedestrian mode share. In order to achieve the targeted reduction in vehicle driver mode share to 48% (from 63%), the 875 Heron site must hit the targets of 14% for vehicle passenger, 28% for transit, 6% for cycling and 4% for pedestrian. This means the targeted modal split for the site post-rehabilitation is 52/48 (active/transit/ vehicle passenger vs. single-occupancy vehicle). It is not expected that these targets will be met immediately, but are expected to develop gradually as alternative modes of transportation become more appealing, such as the development of better cycling facilities within and adjacent to the site.

Transportation Demand Management (TDM) measures were reviewed, indicating that a potential reduction in

parking rate in the order of 44% to 70% is achievable on the site. It is worth noting that achieving the lower end of the range ensures that the targeted reduction in vehicle driver mode is met, while the higher end of the range can be viewed as the long term target to aim towards. This analysis suggests that despite an approximately 50% increase in employees in the future, the provision of 636 parking stalls at the 875 Heron site is appropriate.

The proposed site plan represents a significant improvement on the existing condition, and is guided by the Design Principles developed as part of this project. The site plan supports the large increase in building population expected and opens up the possibility for further intensification on the site.

From a transportation perspective, the Resilience, Sustainability, Urban Integration, Public Realm, Mobility and Wellbeing principles all strongly encourage improvements to the active transportation network. Such improvements benefit not only active modes of transport (i.e., pedestrians and cyclists), but also other modes, as drivers, passengers and transit riders ultimately have to use the active transportation network as part of their trip.

The findings and recommendations arising from this report influenced the development of the site plan.

HIGHLIGHTS

- A wide range of policy, operational and physical measures have been identified to: support the reduction in parking supply on-site (a reduction to the tune of 261 parking stalls); free up land for redevelopment potential; as well as improve safety on the site and connectivity to the site.
- This report proposes numerous TDM measures to support the reduction in parking demand. CRA and PSPC will need to take the necessary steps to institute the identified measures and follow-up with other stakeholders.

4.0 // Site Plan Development Inputs

4.6 TREE INVENTORY AND INVASIVE SPECIES REPORT

OVERVIEW

A detailed inventory, on foot, of all trees within the project area was completed in the summer of 2020. The purpose of the tree inventory was to evaluate the impact of proposed construction on trees and to provide information and specifications to assist with tree preservation. The assessment was made using standard arboriculture techniques and consisted of a visual examination of the above-ground parts of each tree. Characteristics that were documented included species, diameter at breast height in centimeters (cm), number of stems, approximate height (m), and approximate crown diameter (m). Additionally, the general health condition was determined through an examination of each tree, including physical signs of pests, disease, and injuries arising from a range of causes. Based on these signs, each tree was assigned a health condition rating of Excellent, Good, Fair, Poor, or Dead. An invasive species inventory was also conducted to determine which (if any) invasive species are present on the site, and recommendations were provided, where applicable, for possible mitigation measures to limit the adverse effects of these species on surrounding native growth.

The Complex is characterized by open landscapes consisting of manicured lawn and planted ornamental trees, large paved parking areas and pathways, and a cultural woodlot along the northern extents of the project area. A total of 960 trees were inventoried, 673 in the woodlot and 287 in the open areas.

The various components of the project, including building rehabilitation and construction, landscape designs, and construction staging areas, are expected to have a range of impacts to trees located within the project area.

Non-invasive trees within the woodlot have been recommended for on-site preservation, regardless of their condition, as even poor condition and dead trees within natural areas provide ecological functions. Non-invasive trees within the open areas found to be in Excellent or Good condition are likely to have good longevity with minimal maintenance, and should be preserved, where reasonable. Trees within the open areas rated to be in Fair or Poor condition or Dead need not be preserved. All invasive tree species (e.g. Common Buckthorn) are recommended for removal.

HIGHLIGHTS

- 46% of all inventoried trees within the woodlot were in either Excellent or Good health.
- 52% of all inventoried trees within the open areas were in either Excellent or Good health.
- It is recommended that all living distinctive trees (defined by the City of Ottawa as 'any tree that is 50 cm or greater in diameter) be retained, where possible.
- Three (3) invasive species were observed that may threaten the biodiversity and ecological integrity of the project area: Common Buckthorn, Dog-strangling Vine, and Scots Pine.

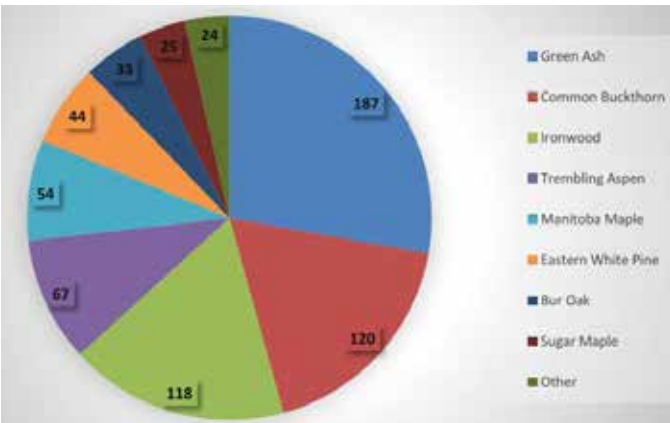


Figure 5. Tree species composition for woodlots.

4.7 SPECIES AT RISK REPORT

OVERVIEW

This due-diligence assessment of species at risk (SAR) and SAR habitat was intended to determine presence/absence of federally protected species, and to evaluate whether avoidance and/or mitigation measures could be applied to areas to prevent protected species from harm prior to and during construction. Federally protected species are listed in Schedule 1 of the Species at Risk Act (SARA). SARA protects habitat and individuals of wildlife species designated as endangered, threatened, or extirpated, on federal lands in Canada.

Prior to undertaking field investigations, a desktop screening was completed to obtain background information on SAR and environmental sensitivities within and surrounding the Complex project area. Field surveys were then conducted in order to ground-truth the background information collected as well as to expand upon the knowledge of terrestrial SAR and SAR habitat existing conditions. The surveys were focused on the building proposed for rehabilitation, as well as on the natural areas within the Complex project area.

Confirmation of one SAR – Peregrine Falcon, was observed within the project area.

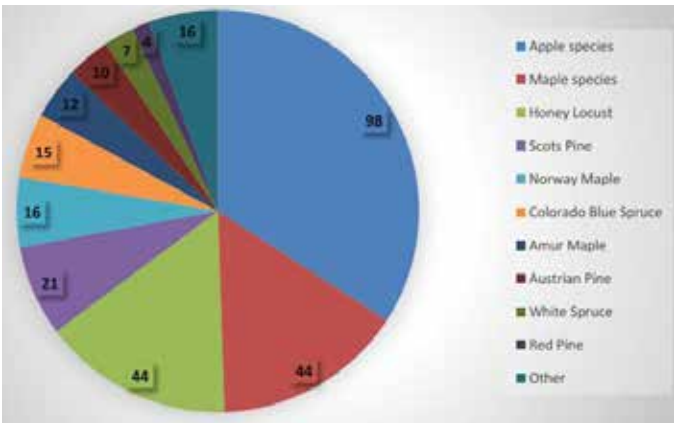


Figure 6. Tree species composition for open areas

The existing site conditions were evaluated against the proposed rehabilitations at the project area in order to assess any potential impacts to sensitive or significant terrestrial features and/or SAR. It was determined that with best management practices and mitigation measures implemented, residual impacts to significant and/or sensitive terrestrial features, including SAR, will likely be prevented as a result of this project.

HIGHLIGHTS

- Two observations of Peregrine Falcon (listed as special concern under SARA) were recorded during field investigations.
- Since 2011, there have been regular observations of Peregrine Falcon nesting within the project area.
- It was recommended to retain the original form of the part of the Data Centre building where the Peregrine Falcons have historically nested.



Figure 7. Peregrine Falcon on Data Centre building. © Sébastien Legault, Nov. 18, 2020.

4.0 // Site Plan Development Inputs

4.8 SITE SERVICES/UTILITIES CAPACITY ANALYSIS REPORT

OVERVIEW

This report highlight the findings of a capacity assessment of the existing utilities, water, sanitary, and storm sewer system undertaken at the Taxation office complex located at 875 Heron Road in Ottawa. The purpose of this analysis was to assess the capacity of the existing servicing infrastructure to determine if it can support the proposed rehabilitation and development of the complex and to identify any capacity issues within the existing utility, water, sanitary, and storm sewer systems and components of the system that have to be replaced or upgraded due to capacity issues or the physical condition of the infrastructure.

HIGHLIGHTS

- The Taxation complex is currently serviced with hydro, natural gas, telecommunications, backup power supply and hot and cold-water supply from the Confederation Heights Central Heating Plant (CHCHP). All of the existing utilities servicing the complex with exception to natural gas will require upgrades and retrofitting to service the complex. The existing natural gas line which services the complex will be left in place as a back-up in case of future kitchen development as the proposed kitchen will be electric to align with the carbon mandate of the project.
- The existing watermain has sufficient capacity to meet the Taxation Complex water demands under all flow conditions which include average day, maximum day, peak hour, and maximum day plus fire flow. Following the upgrade and rehabilitation of the complex and use of high efficiency fixtures and other sustainable measures, there will be some reduction in both domestic water and fire flow demands from the current conditions;

- The existing sanitary sewer system has adequate capacity to service the existing buildings under current and proposed development conditions. However, the existing sanitary sewer system has significant deficiencies including negative sewer slopes, debris build up, etc. In addition one of the main sewer line runs under the Taxation Headquarters which is not suitable for sewer maintenance. The existing sanitary sewer system will require replacement and re-alignment within the project boundaries;
- The existing storm sewer system was not designed to meet the current municipal and regulatory requirements. The system has no flow or quality controls within the project boundaries. Storm water is therefore conveyed to the municipal storm sewer system or the existing storm water outlets without any treatment or attenuation. One of the main storm sewers runs under the Taxation Building and is partially collapsed. This sewer will have to be re-aligned and replaced. The new storm sewer system will have to be constructed to meet the drainage and SWM requirements of the proposed development plan with adequate flow and quality controls. Since the new system will be constructed with flow controls the existing storm water outlets will receive much lower peak flows from the project. And with the introduction of SWM quality control measures, the water leaving the project will be significantly better than under the current conditions.

4.9 SITE SERVICING, GRADING & DRAINAGE DRAWING SETS

OVERVIEW

Working in close collaboration with team members, including the development of the Landscape Plan, a drawing set laying out site services, grading, and drainage on site was prepared. A key objective was to maximize the opportunities for on-site water retention and absorption, employing landscape amenities and features such as a pond and bioswales, and taking advantage of natural topography in the process.

HIGHLIGHTS

- The site is currently serviced by municipal water, sanitary, and storm sewer systems. The water mains within the project boundaries were replaced in the recent past and have adequate flows and pressures to meet the water demands of the proposed development. No significant changes are anticipated to the existing water distribution system.
- The existing sanitary sewer system also has adequate capacity to service the proposed development. However, the sanitary sewer system is at the end of its life cycle and has known significant deficiencies including negative slopes, debris build up inside the pipes and other defects. The sanitary sewer system will have to be replaced as part of the proposed rehabilitation of the Taxation Complex.
- The existing storm sewer system was designed without any quantity and quality controls. There are several segments of the existing sewers within the project boundaries that have either collapsed or do not have adequate capacity. The existing storm water from the project is conveyed to the municipal storm sewers or the existing storm water outlet without any quantity or quality control. The new storm sewer system will have to be constructed to meet the

drainage and SWM requirements of the proposed development plan, in accordance with municipal and other regulatory requirements with adequate flow and quality controls. Since the new system will be constructed with quantity and quality controls, the existing storm water outlets will receive much lower peak flows from the project. The proposed stormwater system will be designed to restrict the 100 year post development storm water flows to the five year pre-development levels. Storm water flows will be restricted by using flow control devices (ICDs) and a gravity-fed stormwater pond, located strategically to take advantage of the topography on site. Storm water storage will be provided in a stormwater pond and surface storage in parking and other areas. Quality control will be achieved by using Stormceptors or similar units to achieve 80% TSS removal.

- Site grading will be designed to ensure positive drainage away from the buildings with slopes varying between 1% and 3% along hardscaped areas, and steeper natural slopes across some of the open landscape and down hillsides.

4.0 // Site Plan Development Inputs

4.10 SITE CONCEPT PLAN REPORT

OVERVIEW

The objective of the report is to present the Site Concept Plan, revealing its different layers of urban growth opportunities, circulation and open space patterns, heritage and security consideration, as well as sustainability strategy through a framework approach.

The Site Concept Plan builds on the findings of the existing site conditions analysis conducted as part of the Site Development and Circulation Guidance Report, and the outcomes of the Employee Amenity Plan, as well as the Confederation Heights Master Plan Integration Report. It also benefits from the input of the Site Plan Working Group, which held 4 workshops, and included representatives from the client group and stakeholders, including: PWSGC, CRA, City of Ottawa, NCC, and others.

Furthermore, the Site Concept Plan was developed with input from parallel studies including: stormwater assessment, a tree health and invasive species inventory, traffic and circulation studies, and recommendations towards achieving LEED and WELL certifications for the project, among others.

The story that builds the evolution of the design concept for the site, is rooted in the goal of *respecting the past and protecting for the future*.

The Site Concept Plan responds to the Heritage recommendations outlined in the 875 Heron Road Heritage Conservation Guidelines 2020 and the FHBRO Heritage Character Statement, supporting a historic visual landmark structure in a park-like setting. The site plan then builds on the new Vision and Design Principles developed at the start of the project process, considers the seven Guiding Principles of the Confederation Heights Vision 2018, and reflects on the Community Wellbeing Framework (Conference Board of Canada).

HIGHLIGHTS

- The Circulation Framework supports an improved modal split that encourages active transportation, transit use and car sharing, and reduces future parking needs. The better connected and improved multi-use pathway network also promotes recreation and education, and addresses universal accessibility.
- The Open Space network is enhanced with a diversity of new spaces that reflect both flexible and defined programming opportunities. These support the needs identified in the Employee Amenities Report, while also balancing the overall design approach as not to detract from the heritage character of the landscape.
- Sustainability was integral to the approach and included the objective of meeting targets towards WELL and LEED certification, as well as adhering to the principles of the One Planet Living framework. In coordination with other disciplines, design interventions include improving modal split, incorporating alternative energy sources such as PV panel, supporting ecological systems and corridors, enhancing biodiversity, improving community wellbeing, and more.
- The proposed new layout of block patterns and roadways was defined to accommodate the future potential for new development on site should the need arise, taking into consideration parcel widths that can accommodate underground parking garages as well as a mix of land uses and supporting amenities such as cafe spill-out space. Areas of high heritage value were avoided, and preserved for open landscape design that fits with the character of the site.

4.11 LANDSCAPE CONCEPT PLAN REPORT AND DRAWING SET

OVERVIEW

The Landscape Concept Plan is a derivative of the Site Concept Plan and builds upon it the next layer of details, with the same goal in mind of *respecting the past and protecting for the future*. The objective of the report is to present the Landscape Concept Plan for the 875 Heron Road site and general approach and intent of the design. The report is structured in two parts - the Background and the Plan - and encompasses the following content.

1. **Existing conditions**, opportunities analysis and **guidelines** for the overall landscape on site.
2. A short list of landscape related **sustainability targets** to meet, as well as **employee amenity recommendations** to incorporate into the design.
3. An overview of the **proposed design for the Landscape**, the design approach taken, and a description of different areas and streetscapes outlined from the point of view of intent and performance, with consideration for security elements, accessibility, sustainability features, and amenities.
4. Proposed planting, paving, furnishings and lighting **palettes** across the site.

HIGHLIGHTS

- Overall, the Landscape Concept Plan aims to find a sensitive balance between modernization and heritage conservation, and further support sustainability performance requirements, including the One Planet Living Framework, LEED v4 Platinum and WELL Gold certification, as detailed in the Sustainability Schematic Design Report. Furthermore, the Plan responds to the amenities recommendations relative to the Community Wellbeing Framework, and will incorporate findings from a future GBA+.
- The Landscape Concept Plan proposes new spaces and opportunities for building employees and

visitors to experience the landscape, that support community wellbeing and respond to the needs and desires identified during the stakeholder engagement process. New spaces proposed support passive and active recreation, education on natural features such as pollinator planting, as well as history of the site through new public art and interpretive signage opportunities, in particular to highlight Indigenous places and traditions. Programming opportunities are also extended across evenings and weekends, and year round to include winter opportunities.

- The Landscape Concept Plan design approach responds to heritage values, protecting the key character-defining elements on site, and furthermore incorporating features that support the prominence of a landmark International Style architecture within the larger heritage context of the Confederation Heights campus. Furthermore, specific interventions and styles made to the site and grounds consider the overall character of the wider campus so that it can be perceived as a unified and cohesive complex.
- The Landscape Concept Plan promotes active transportation with new and improved pathways, increased in width, and an overall better connected network. Pathways also better connect into neighbouring properties, pathway systems, transit stations and public amenities such as the Rideau River and R.A. Centre recreational facilities.
- The Landscape Concept Plan supports accessibility through an improved wayfinding strategy and policy guidelines towards a universally accessible landscape - barrier-free and providing equal opportunity. .
- The Landscape Concept Plan responds to safety and security needs, incorporating CPTED principles and guidelines throughout different landscape features, improving lighting layout and design, preserving key sight lines along pathways and incorporating emergency intercoms in parking lot areas, providing safer crosswalks and designing secure barriers to private outdoor employee spaces.

4.0 // Site Plan Development Inputs

4.12 SUSTAINABILITY SCHEMATIC DESIGN REPORT

OVERVIEW

The goal for the rehabilitation of the 875 Heron Road building and site is to design to a high level of environmental sustainability, low-carbon design, and human health and wellbeing. The building is to be a leader among existing buildings in the national capital area and demonstrate the exemplary implementation of the Greening Government Strategy.

This report describes the sustainability vision, goals, and actions that are implemented through the Schematic Design. The strategies described in the report are based on the outline provided in the Preliminary Sustainable Development Strategy Outline (PSDSO), issued by GRC-DIALOG (90% draft issued 16 October, 2020) and refined through several consultation sessions with Public Services and Procurement Canada (PSPC) and Canada Revenue Agency (CRA), and coordination within the design team. The recommendations in the report and in the PSDSO report are based on the recommendations of 'Option 1C' as detailed and costed in the 875 Heron Road Feasibility Report (DFS Architecture and Design inc., 2018). These recommendations have been reviewed and adapted by the GRC-DIALOG team throughout the process of implementing the Schematic Design stage.

The Sustainability Report describes the sustainability strategy and provides updates on overall sustainability objectives including energy performance, GHG emissions reduction, improvement of the site connectivity and ecology, enhancement of health and wellness for occupants and community, and green building certifications under LEED v4 and WELL v2. Further detail on individual green building measures (for example: glazing system solution, PV panels, or stormwater management strategies) is also provided in the report. In addition, the report will include in a future iteration the One Planet Living action plan which is currently under development and will highlight further sustainability targets for the site and building design.

HIGHLIGHTS

- The report includes the presentation of the LEED Scorecard in Section 2.0. Currently the project is targeting 82 points which is in the range for certification at the level of Platinum.
- The WELL Scorecard is also presented in Section 3.0. Currently the project is targeting 67points which is in the range for certification at the level of Gold.
- The updated energy model results are presented in Section 4.0. Currently the model is predicting that the building can achieve the results listed in the Table below. Further description and rationale are provided in the energy modeling summary within Section 4.0.



Figure 8. Precedent imagery of sustainable initiatives.

PART 3: THE PLAN

5.0 // THE SCHEMATIC DESIGN

The Schematic Design for the site of 875 Heron Road builds upon the input from numerous disciplines and supports the overall Planning Vision for the site.

Overall, the design responds to heritage value, landscape opportunities and guidelines, mobility objectives, and sustainability and community wellbeing targets outlined in the studies leading up to the final Schematic Design.

The Site Plan Schematic Concept Plan presented herein is not intended to be a final design, but rather to act as a demonstration of the intent and approach to the site and landscape design in anticipation of the development of the Project Specific Output Specifications (PSOS) documents in the next steps of the project. It demonstrates the long term vision, also referred to as Phase 2.



Figure 9. Overall Site Plan for 875 Heron Road. Updated from the Site Concept Plan Report. (Long-term Vision with reconfigured southern road connection)



5.0 // The Schematic Design



Figure 10. Original Vision: Stately + Suburban (Greber Plan)

5.1 EVOLUTION OF THE CONCEPT PLAN

The Site Plan Schematic Concept Plan was developed with a priority to **support project objectives** outlined in Section 2.1. The plan also responds to the overarching Planning Vision and Design Principles for the site, which were developed through an engagement process during the first stage of Phase 1 of the project (reference the *Site Development and Circulation Guidance Report*).

Planning Vision

A demonstration federal office building and site that showcases a commitment to sustainable development, improving the wellbeing of its diverse occupants and site users, by going above and beyond conventional approaches.

Planning Design Principles

Resilience
Sustainability
Urban Integration
Heritage
Public Realm
Mobility
Wellbeing

The story that builds the evolution of the design concept for the 875 Heron Road site, is rooted in the goal of:

respecting the past and protecting for the future.

It builds on the vision for the original Greber Plan for the National Capital Area (Figure 10), that highlights the building structure as an important statement and architectural landmark in the midst of a park-like open and suburban landscape. Furthermore, it respects the heritage value of the site that calls for the preservation of the western open park-like landscape, as well as the eastern entry circular drive (Figure 12), and the associated heritage recommendations outlined in the 875 Heron Road Heritage Conservation Guidelines 2020 and the FHBRO Heritage Character Statement.

Heritage Recommendations

1. Use a project specific conservation approach
2. Respect the original design intent
3. Focus on the quality of materials
4. Comply with health, safety and security standards
5. Plan holistically
6. Favor reversible interventions
7. Establish a conservation maintenance and screening plan
8. Establish a compatible cleaning strategy



Figure 11. North-east bird's eye view of 875 Heron Road site.

The design aims to further build upon heritage value by complimenting the character-defining elements of the architecture on site and preserving key viewpoints towards the federal building as a prominent landmark within the Confederation Heights Campus.

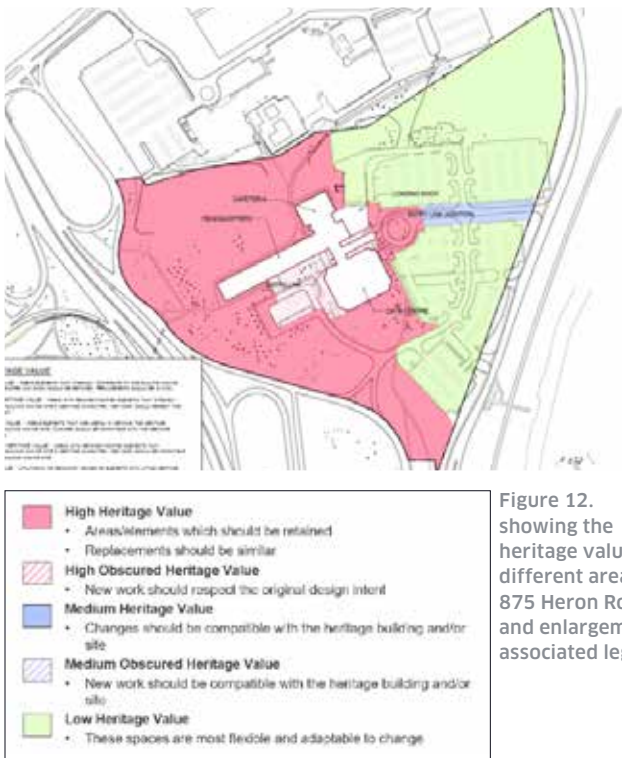


Figure 12. Map showing the heritage value of different areas at 875 Heron Road, and enlargement of associated legend.

This original vision carries forward to today's existing condition where the building stands bold in the midst of a similar but more mature landscape (Figure 11).

The goal and priority for the future is the Site Plan Schematic Concept Plan presented herein, that re-interprets the original vision in an innovative way, into a design solution that is more environmentally responsible, future-proofing, and nurturing of human health and community wellbeing.

The Schematic Design for the site builds on the knowledge base of the Community Wellbeing Framework (by Conference Board of Canada). It it specifically designed to support and align with the One Planet Living Framework which is currently under development and will be providing specific required KPI targets. Furthermore, the Schematic Design positions the project to apply for LEED v4 Platinum and WELL Gold Certification.



Figure 13. The Site Plan Schematic Concept Plan's evolution rests on a reflection and analysis of the Community Wellbeing Framework + LEED and WELL certification scorecards + the One Planet Living Framework.

5.0 // The Schematic Design

5.2 DESIGN APPROACH

The design approach for the Site Schematic Concept Plan was to find a sensitive balance between modernization and heritage conservation, as well as to enhance the relationship between the site’s landscape and architecture, and celebrate its prominence as an important federal landmark within the Confederation Heights Campus.

The design respects the historic significance of character-defining elements as listed in the FHBRO Heritage Character Statement, but is forthcoming and innovative in understanding that, evolution is important for future-proofing of the site and its influence on the growth and health of the community.

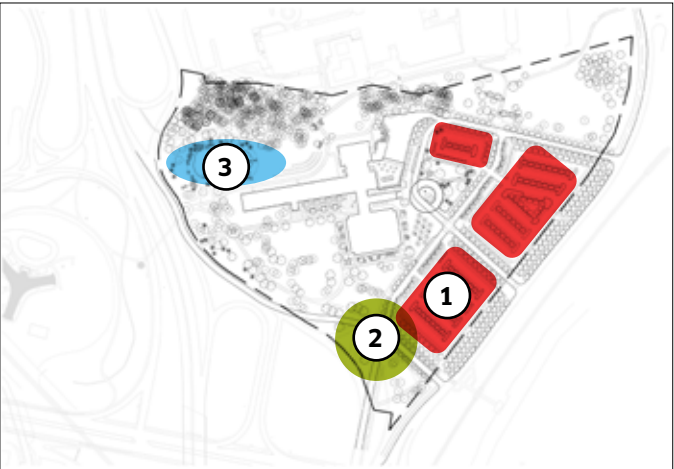
Design moves such as incorporating complimentary interventions in response to amenity needs and placemaking, designed as subordinate to the building, harmonious and minimalist choice of materials in line with existing ones, and a focus on modernist design elements and forms, paved the way towards an appropriate International Style setting for a heritage building and site. Incorporation of visible sustainability features and a grand entry plaza, and a requirement for public art and interpretive signage that showcase and celebrate the history, culture and the natural environment of 875 Heron Road, supports the goals towards becoming a carbon-neutral site and elevate the quality of this important place within the greater campus.

The following section illustrates some of the ways in which the Site Plan Schematic Concept Plan fulfills the aspirations expressed in the original Project Principles. For a fulsome description of each aspect of the plan, please refer to the Landscape Concept Plan Report.

5.3 RESPONSE TO PRINCIPLES

RESILIENCE

The site and building will be able to adapt to changes and disruptions, including those related to the environment (including climate change), technology, and function.



Examples of response:

- 1. The surface parking lot areas are designed to future-proof opportunities for the integration of additional uses as part of a campus approach.
- 2. The road connections are designed to enable the future evolution of the road network within Confederation Heights.
- 3. Strategies for stormwater enable the site to respond to extreme weather events, mitigating the impacts of climate change.

SUSTAINABILITY

The site will achieve the highest standards in sustainable development and improve wellbeing for employees, visitors, and the surrounding community. Sustainability will be embedded in all aspects of the site including building systems, landscape, ecology, and transportation. The project will achieve net-zero carbon ready construction.

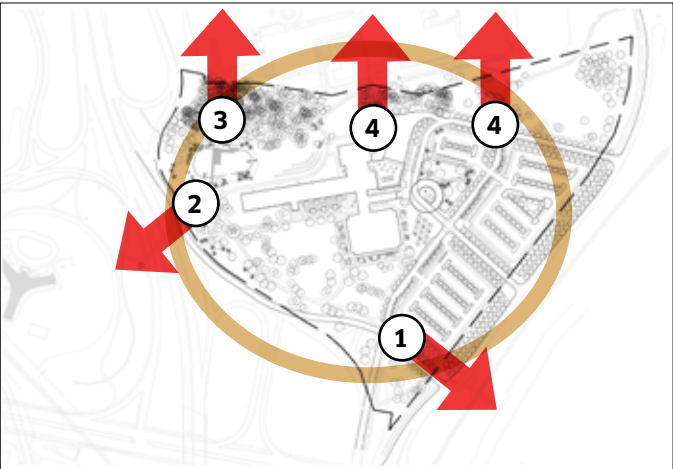


Examples of response:

- 1. Internal streets are designed to prioritize pedestrian and bike movement, as well as to incorporate Low Impact Development strategies.
- 2. The escarpment along the north of the property is conserved and protected for its natural and cultural heritage value.
- 3. Publicly accessible amenities through the site enable the recreational use by employees and community members.

URBAN INTEGRATION

As a public facility, the quality and design is a symbol of civic and national pride. The site will be a recognizable and interconnected place within the city, welcoming to internal and community users.



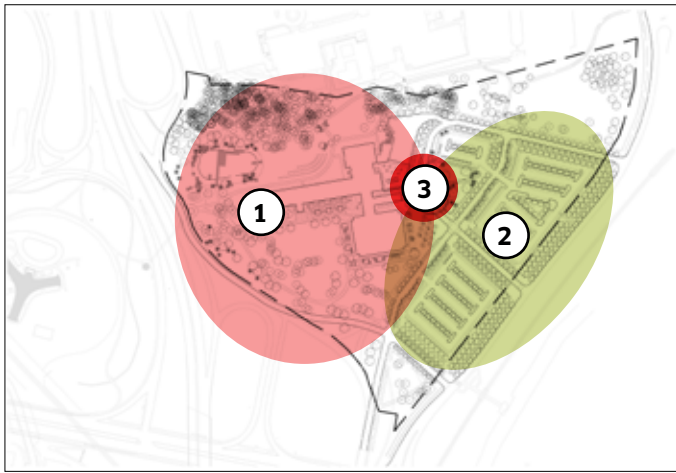
Examples of response:

- 1. Enhanced pedestrian crossing connects with BRT and neighbourhood beyond.
- 2. Enhanced pedestrian network enables connections with LRT and other destinations within Confederation Heights.
- 3. Extension of pedestrian and cycling trails connects site to other amenities and open spaces along the river’s edge.
- 4. Connections to RA Centre enables cross-use of facilities by employees of the CRA Building.

5.0 // The Schematic Design

HERITAGE

The site development should respect, engage and harmonize with the original design ethic, pre- and post-settlement cultural values and character of the site while introducing new aspects that attend to contemporary goals, functions, and expression, including climate change, technology, and function.



Examples of response:

- 1. Approach to landscape conserves the International Style and character of a “tower in a park”, and responds to a cohesive campus character of the wider Confederation Heights area.
- 2. Adaptive reuse of the parking areas transforms the site to contemporary values of sustainability and active transportation.
- 3. Interpretive approach to heritage elements such as the roundabout and incorporation of public art opportunities enable contemporary use while conserving heritage values and resources, and highlighting Indigenous history.

PUBLIC REALM

The landscape and open spaces of the site will provide an open, engaging, and inviting environment, with spaces for passive and active uses, recreation, and social gathering. The quality of the public realm will reinforce a compelling sense of place as a showcase for civic achievement.



Examples of response:

- 1. The interface with public streets and network of trails is improved to prioritize movement of pedestrians and cyclists.
- 2. New welcoming plaza supports the visitor experience and wayfinding.
- 3. The majority of the site is enabled to provide public access and recreational use.

MOBILITY

The site will prioritize active transportation as a means of access. Cycling, walking, and transit facilities will reflect an uncompromising and four-season commitment to more sustainable modes of transportation and encouraging healthy lifestyles. Accessibility will be integrated holistically into spaces, providing a safe, comfortable, and seamless experience for all users.

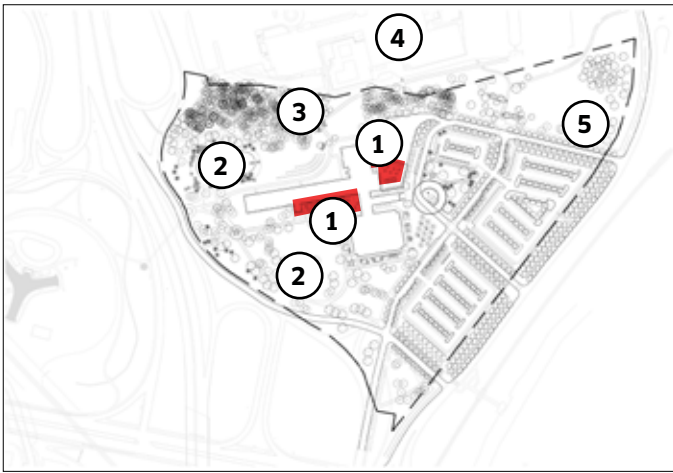


Examples of response:

- 1. Enhanced pedestrian connections to transit facilities and through the site by way of a network of trails and multi-use pathways.
- 2. Bike parking facilities near building entrances, showers and changerooms, support active transportation modes.
- 3. Preferential parking spots dedicated to electric vehicles, car-sharing, and accessibility requirements.

WELLBEING

The site, buildings, and amenities will provide opportunities for socialization, learning, play, cultural expression. This will promote a sense of belonging for users to allow them to flourish which will support their overall physical, social, and mental wellness.



Examples of response:

- 1. Two terraces, within the secure zone, provide easy access to employees to outdoor experience.
- 2. Grounds accommodate a variety of public amenities that support active lifestyles, access to nature, and opportunities for passive recreation. Storm pond designed as an amenity.
- 3. Woodlot is managed and expanded to increase biodiversity and the health of the ecosystem.
- 4. Improved connections are provided to off-site amenities such as a gym and showers at the R.A. Centre.
- 5. Landscapes designed and managed to be pollinator friendly.

5.0 // The Schematic Design

5.4 PROJECT BOUNDARIES

5.4.1 OVERALL APPROACH

The Site Plan Schematic Concept Plan has developed an understanding of the extent of works required for the operation of the site on opening day (Reference Figure 14).

The definition of the extent of the project is intended to:

- 1) enable the occupancy of the site; and, 2) to create a positive interface with the surrounding context.

The following is a description of the anticipated edge conditions for the project area. Areas within these general boundaries are expected to be included within the project boundary (e.g. overall landscaped areas, parking areas, entry plaza, amphitheater, the paths and trails, etc.). Some elements may be considered to be part of enabling works (e.g. woodlot rehabilitation).

- 1. The pedestrian crossing under Bronson Avenue is a key connection to transit, as well as to other services and amenities. Although improvements to the pedestrian crossing are important they are not expected to form part of the 875 Heron project, rather to be delivered through a different process identified through the Confederation Heights Master Plan.
- 2. All elements pertaining to the management of stormwater are expected to form part of the project requirement. These include the construction of the stormwater pond and bioswales throughout the site and site perimeter necessary to capture runoff water.
- 3. The north western trail connection is intended to provide pedestrians access to the river valley amenities and open spaces, as well as access to the western entrance of the RA Centre. In addition to enabling this connection, the project is expected to manage the flow of stormwater through the construction of bioswales or other water retention methods.

- 4. Similar to #3, providing a pedestrian connection to the future expansion of the RA Centre, at a mid point in the building.
- 5. Similar to #3 and #4, providing a pedestrian connection to the RA Centre along the eastern side, and managing the accumulation of stormwater at the base of the hill.
- 6. A new connection to Data Centre Road will require coordination with the City. The eastern frontage of the 875 Heron site is expected to extend past the property line and include the portion of the municipal right of way up to the curb line, enabling the proper function of the road.
- 7. Similar to #7 a new road connection extends past the property line to connect with Data Centre Road.
- 8. The road network surrounding the site, and in particular the off-ramps of Heron Road, are expected to be reviewed, and potentially redesigned, through the Confederation Heights Master Plan. As such, the construction of new internal roads within the site will need to: a) in the short-term connect to the existing off-ramps; and b) enable the long-term reconfiguration of the connection as a normalized street intersection. As a new intersection is confirmed, it is expected that a portion of the land would be conveyed to the City as part of the municipal Right of Way.
- 9. Internal streets (identified in adjacent map) are anticipated to be conveyed as public streets, and will need to be designed and constructed to meet municipal road standards.



Figure 14. Project Boundaries Diagram

5.0 // The Schematic Design

5.5 HIGHLIGHTS OF THE PLAN

The Schematic Concept Plan proposes new spaces and opportunities to experience the landscape that support community wellbeing and respond to the needs and desires identified during the stakeholder engagement process. Design of each space considers accessibility standards, sustainability strategy targets and requirements, and reflects findings from a preliminary GBA+ review. New spaces proposed support passive and active recreation, education and discovery on natural features and history of the site, utilizing public art and interpretive signage opportunities, as well as through the use of native and pollinator planting. Programming opportunities are also extended across evenings and weekends, and year-round, to include winter opportunities. (Reference the Plan in Figure 15, associated with the numbered descriptions that follow).

- 1 Overall enhanced landscape grounds with expanded tree canopy and multi-use trails, with active recreational interventions introduced into the landscape such as exercise facilities along trails, and signage supporting a running loop.
- 2 A new stormwater management pond is designed as a recreational and passive amenity, to get close to the water and engage with it, to view it from a boardwalk, and for bird watching.
- 3 The hillsides on the eastern side of the escarpment are designed with tobogganing potential in mind and enjoyment of spectacular views towards the Rideau River.
- 4 An amphitheatre provides all-season use, designed for comfort and durability, and imagined for passive use as well as spontaneous and programmed performance opportunities.
- 5 Gardens and flexible amenity spaces that support internal uses - designed to compliment the International Style architecture of the building and interior uses - provide opportunities for interaction and education through interpretive signage, public



Figure 15. Landscape Concept Plan (Short-term “Day 1” Vision with existing southern road connection). From the Landscape Concept Plan Report.

5.0 // The Schematic Design

art, Indigenous reference, and specialized plantings such as edibles and pollinator plants. They are designed to maintain clear views towards the building and across the landscape.

- 6 Open lawns provide lots of opportunity for informal use and passive recreation, as well as events of various size. Clumps of trees provide areas for repose and weather protection. An overall reduction in areas requiring mowing supports environmental sustainability and reduced maintenance.
- 7 The front entry plaza offers a welcoming and attractive space, that can accommodate every day socializing and reprieve and also the occasional larger gathering for events and markets. The plaza provides adequate seating and lighting for improved safety and to extend its use into the evenings. Incorporation of public art and Indigenous art speaks to historic and cultural significance of the site. Ample covered bike parking near the perimeter of the rooftop patio supports alternative transportation, and together with native plantings and recycled materials, highlights a commitment towards sustainability.
- 8 A new employee courtyard, designed for flexible use, provides various seating opportunities, protection from shade and expansive views across the open landscape and to 1500 Bronson Avenue, as well as opportunity to host events. The plaza is enclosed with a low security barrier, gives employees easier access to the outdoors without having to go through security again.
- 9 A new rooftop patio associated with the cafeteria provides flexible seating as well as fixed planting beds for pollinator and evergreen plant species and native vines. Views to the north are celebrated and considered in particular in the design of taller elements. Incorporation of PV panels is an added opportunity.

The Landscape Concept Plan **promotes active transportation** with a better connected network of paths, streets and supporting amenities.

- 10 New and improved multi-use trails across the site and a generous linear park along Data Centre Road better connect to building entrances, transit stations and public amenities such as the Rideau River and R.A. Centre recreational facilities and potential shared amenities, as well as adjacent neighbourhoods.
- 11 New streetscapes offer an enhanced public realm environment, with comfort and accessibility in mind, as well as opportunity for cafe spill-out space and social interactions, contributing to placemaking.

The Landscape Concept Plan **supports accessibility** through an improved wayfinding strategy and policy guidelines towards a universally accessible landscape - barrier-free and providing equal opportunity.

- 12 A specific new feature proposed in the landscape is a switch back ramp down the escarpment towards the R.A. Centre.
- 13 A comfortable circular route along designated multi-use trails is provided around the site at an accessible grade, supported with amenities and furnishings designed to barrier-free standards.

The Landscape Concept Plan design approach **responds to heritage values**, protecting the key character-defining elements on site, and furthermore incorporating features that support the prominence of a landmark International Style building complex within the larger heritage context of the Confederation Heights campus.

- 14 The front entry plaza respects and commemorates the historic circular form of and location of the vehicular drop-off, but re-interpreted to prioritize the pedestrian rather than the car.

- The overall design approach to the western side of the site maintains the historic park-like environment that protects the prominent view of the landmark building. Furthermore, the geometry, clean lines and formality of the gardens and spaces around the Data Centre tower and in the Employee Courtyard, emphasize the minimalist International Style architecture of the building, and material choice compliments the architectural detailing.
- Furnishings, materiality and lighting are defined to create a cohesive language throughout the site and the wider campus environment, complimenting architecture. They maintain a minimalist palette focusing on steel and concrete, with limited addition of wood, to speak to the existing palette on site.
- 15 Public art and Indigenous art opportunities commemorating history and culture.

The Landscape Concept Plan **responds to safety and security needs**, incorporating CPTED principles (Crime prevention through environmental design) and guidelines throughout different landscape features, improving lighting layout and design, preserving key sight lines along pathways and incorporating emergency intercoms in parking lot areas, providing safer crosswalks and designing secure barriers to private outdoor employee spaces.

The Landscape Concept Plan also addresses **sustainability goals** by proposing specific design solutions to stormwater mitigation, low impact development, energy conservation strategies, ecological enhancement, and environmental comfort for users in all seasons.

- Only native and hardy species are to be planted on site, to respond to a no irrigation target for the entire landscape.

- The planting design and palette proposed considers ecological function, expansion of biodiversity, edibles, and pollinator species.
- The new pond is designed to capture a great proportion of stormwater on site.
- 16 Bioswales are incorporated into parking lot areas, at the foot of the escarpment, and along some of the streetscapes and linear park, to manage stormwater on site.
- Additional tree planting in parking lots and along streetscapes assists in reducing heat island effect.
- More functional and comfortable spaces offer year round use and to promote active transportation.
- Interpretive signage to highlight sustainable features.

5.0 // The Schematic Design

5.6 HERITAGE AND BUILDING DESIGN

875 Heron Road is located in Confederation Heights, an area developed in the post-war period (1950-1975) to host a set of government offices within a consciously Modern landscape setting. 875 Heron Road was the last major development undertaken at Confederation Heights, prior to the redevelopment of Canada Post’s headquarters in the early 1990s.

The building at 875 Heron Road is a Federal Heritage Building (FHB) in the category of ‘Recognized’. As a Recognized FHB, heritage conservation advice is to be sought for all interventions that might affect the building’s heritage character, but no Federal Heritage Building Review Office (FHBRO) review of intervention is required for the project. Conservation advice has been received from Heritage Conservation Services (HCS) and

is being sought for this project through input from HCS and for continuous involvement of qualified heritage professionals within Technical Advisory Team. Federal approval for the project will be sought by the Private Partner from the National Capital Commission, which will review and adjudicate the Heritage Approach under the terms of that authority. The Heritage Approach anticipates that the NCC, as well as PSPC, recognizes the importance of 875 Heron Road in establishing the identify of Confederation Heights as a federal office node with a high standard of architectural and landscape design.

The ‘Recognized’ status of 875 Heron Road means that the custodian of the asset (PSPC) is required to consider the Cultural heritage of the asset with the advice of qualified experts, but approval of the Federal Heritage Building Review Office (FHBRO) is not required.

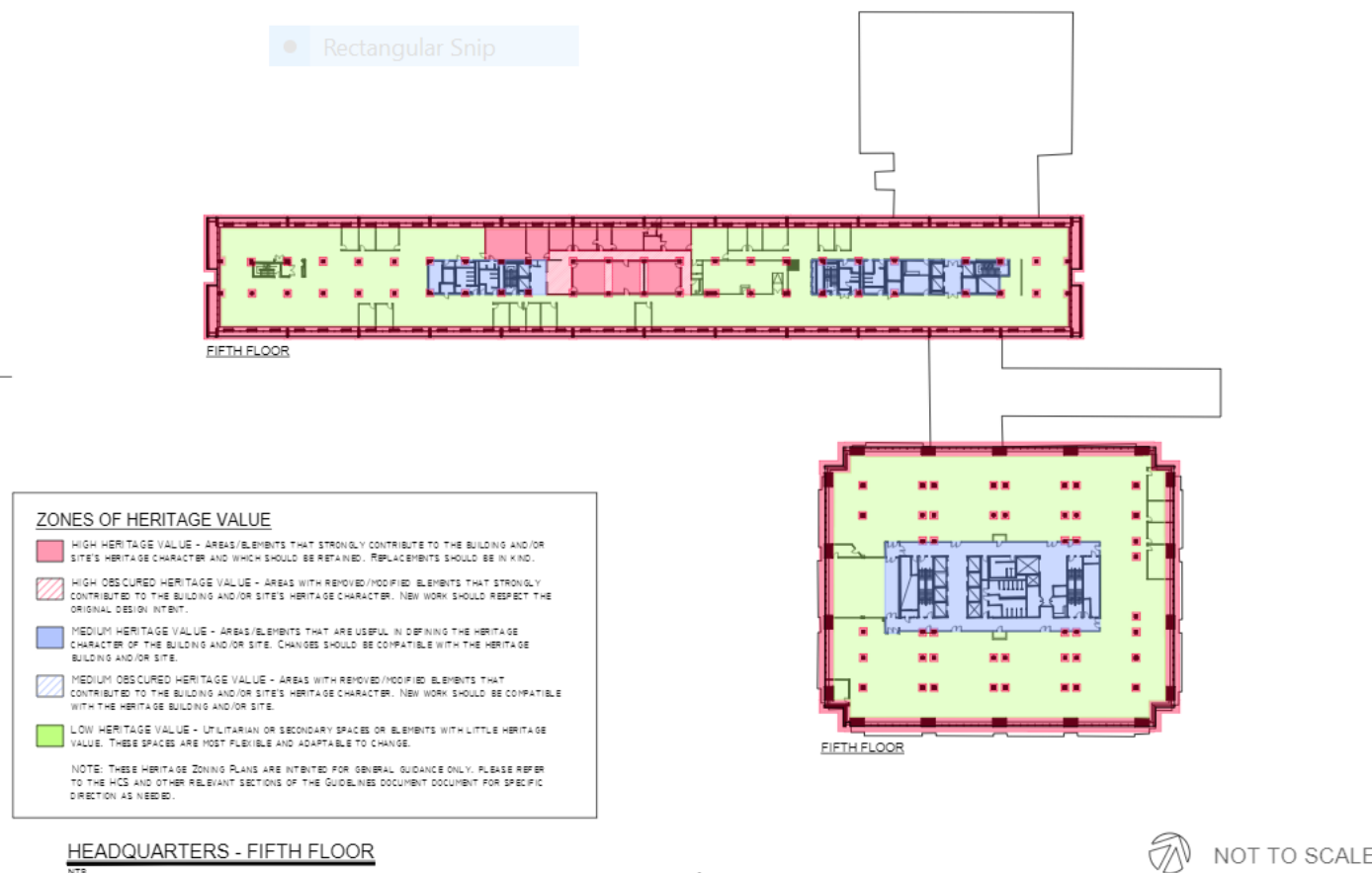


Figure 16. Extract from PSPC HCS Conservation Guidelines report showing former ministers offices in 5th floor of Headquarters, building façade and building structural grid as having high heritage value.

Heritage Conservation Services (HCS) of Public Services and Procurement Canada have developed Conservation Guidelines for the site, delineating culturally significant aspects of the site and the principals of design which has informed the work of the Technical Advisory team.

The Conservation Guidelines document, which is a key reference work for the project, is based on an examination of the building’s character-defining elements using non-destructive techniques, inspections and photographic recording. The 875 Heron Road Conservation Guidelines also address attributes of the site that contribute to the building’s heritage value as identified in the Heritage Character Statement and from an analysis by HCS.

The Technical Advisory team responsible for delineating project requirements has in turn developed a Heritage Approach document designed to provide guidance to the Private Partner. This articulates the heritage conservation strategies and conservation treatments



Figure 17. Data Centre, 875 Heron Road. Source: HCS, E-10.



Figure 18. Interior of the Cafeteria, 875 Heron Road. Source: HCS, G-57.

that are to be applied in the modernization and rehabilitation of the property’s facilities. While the rehabilitation and renewal of 875 Heron Road is proceeding independently of the master planning project for Confederation Heights, the Heritage Approach respects and protects the important position held by 875 Heron Road in the context of the broader cultural landscape of Confederation Heights which was driven by both a Modern aesthetic sensibility and a desire to extend the Capital’s identity into a new federal office campus in a suburban location. The Heritage Approach relies on information and guidance from the Heritage Character Statement for 875 Heron Road, the Standards and Guidelines for the Conservation of Historic Places in Canada (2010) and the 875 Heron Road Conservation Guidelines (2019) produced by Heritage Conservation Services of PSPC, as well as information from ongoing studies by the Technical Advisor team on the building and site, to provide direction concerning heritage conservation requirements and options.

The end result for the base building aims to be a completely refreshed facility that strips away ad hoc changes made over the last 50 years, rehabilitates the building, and renovates the building in a way that builds on the ‘DNA’ of the original design conception to create a convivial work environment for the next 25 years.



Figure 19. Entrance to the Headquarters. Source: HCS, E-39.

5.0 // The Schematic Design

5.7 ANTICIPATED INTERVENTIONS

In addition to repairs and possible replacement of materials to the buildings complex at 875 Heron Road, examples of some of the site interventions that have been proposed to date on, and around the building structures, that will require heritage conservation considerations are:

- 1 Barrier-free upgrades at entrances, including the extension of hard-surfaced pathways.
- 2 The potential for a public space on the ground-floor in the southeast corner of the Data Centre Greening of the roof area above the loading dock.
- 3 Addition of an entrance and security portico on the south side of the Headquarters.
- 4 Additional emergency exits for the Headquarters, Data Centre and Cafeteria.
- 5 Redesign of the entire landscape, approaches and circulation systems on the east side of the building, including leaving the shape of the historic turning circle in place as a reminder of the original approach to the building.
- 6 Replacing glazing on the original link between the Headquarters and Data Centre.
- 7 Installation of solar rooftop panels.
- 8 Window replacement.

The project team is continuing to examine options regarding the extent of repairs required to pre-cast concrete panels and sunshades on the Headquarters and Data Centre buildings and is conducting tests on finishes used on exposed poured concrete elements.

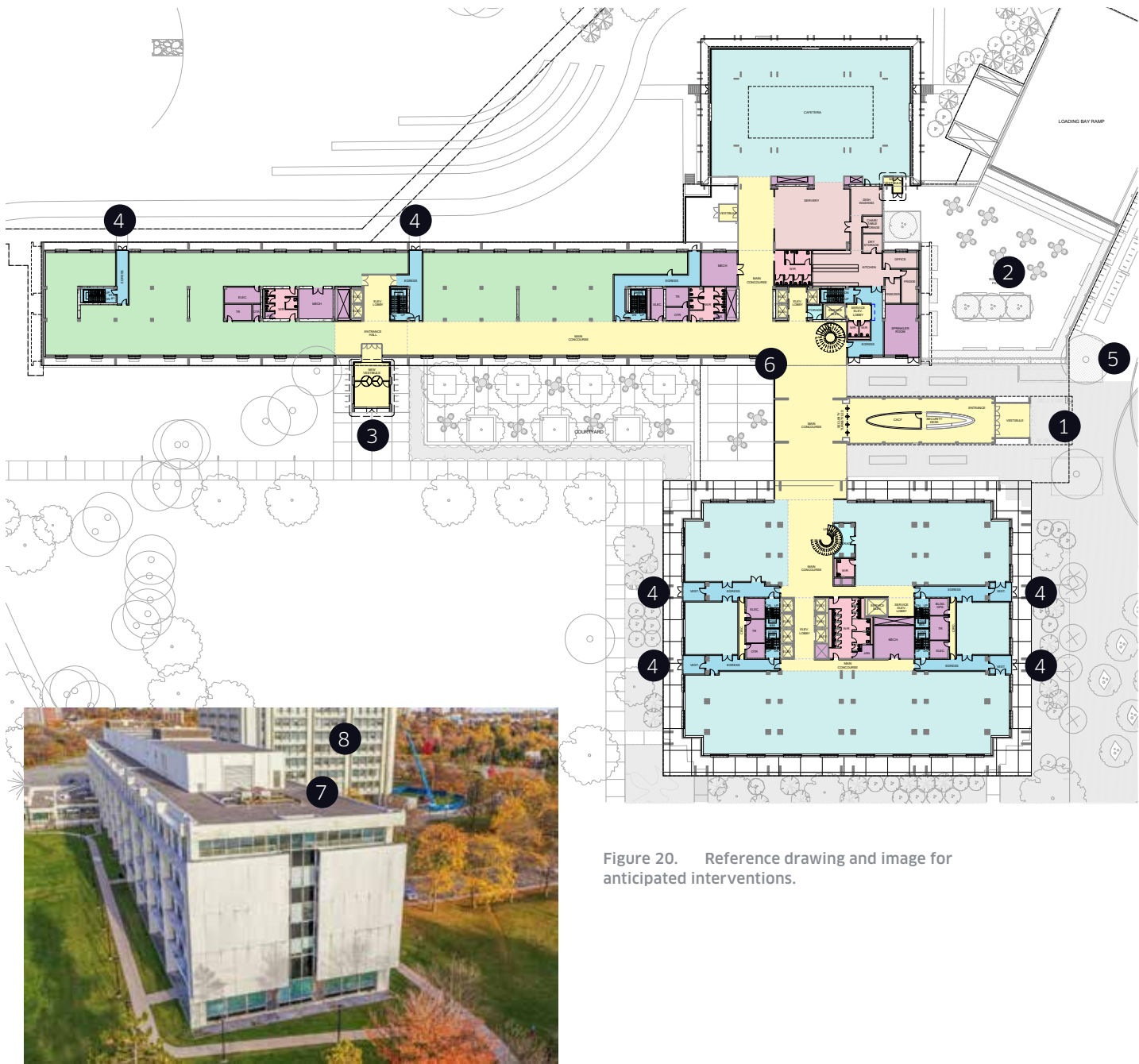


Figure 20. Reference drawing and image for anticipated interventions.

6.0 // CONCLUSION

6.1 SUMMARY

The demonstrated design proposal for 875 Heron Road, as outlined in this report and supported by various relevant technical studies and analyses, supports the project vision and goals towards a more sustainable, healthier, and attractive place for a diverse community of employees and other site users to enjoy year-round.

The design showcases a high level of sustainable landscape design, supports heritage and indigenous values, and enhances its status as a prominent landmark within the Confederation Heights campus.

This report provides the relevant guidance for the site design and its landscape details towards the writing of the Project Specific Output Specifications (PSOS) document in the next step of the project process.

6.2 COORDINATION WITH PARALLEL DESIGN STREAMS

The report is aligned with a series of other Schematic Design reports being prepared concurrently for this same site including architectural design, interior design, technology and security, and sustainability, as part of Phase 1 - Pre-procurement. The objectives for all are aligned with the same larger project goals for the site's rehabilitation and modernization. Together, they will guide the next part of the Phase 1 process which is the development of the Project Specific Output Specifications (PSOS).

6.3 ALIGNMENT WITH PARALLEL PROJECTS

This project is being worked on concurrently with other projects on neighbouring properties and the greater campus property, including the Confederation Heights Master Plan, 719 Heron Road (Sir Leonard Tilley), 1500 Bronson Avenue Site Options Study, the R.A.Centre Facility Upgrades and others (reference Figure 16). Conversations are being shared with different project team representatives to assist in coordinating opportunities towards creating a connected circulation and open space network, identifying opportunities for shared amenities, coordinating materiality, viewsheds, stormwater management and more. It will be important to continue the conversations to expand and optimize on shared opportunities and to mitigate conflicts early in the process.

In addition, coordination with City-led initiatives has also begun and will be critical to the project process on topics such as alignment of roads and utilities, public realm that crosses over property boundaries, and shared open spaces and pathways, among others.

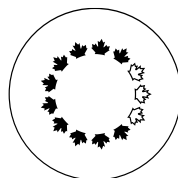


Figure 21. Ongoing and planned projects within the vicinity of the project site. (Source: Confederation Heights Master Plan Integration Report)

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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-P245 - Rehabilitation and
Modernization of the Ottawa Taxation
Campus and Data Centre (Canada Revenue
Agency Headquarters) – 875 Heron Road
Indicative Design (C)

2021-P245 - Réfection et modernisation du
complexe fiscal d'Ottawa (administration
centrale de l'Agence du revenu du Canada) –
Design indicatif du 875, chemin Heron (C)

The committee has not approved these minutes yet.

Le comité n'a pas encore approuvé ce procès-verbal.

Members received a presentation on the Indicative Design for the rehabilitation and modernization of the Ottawa Taxation Campus and Data Centre at 875 Heron Road. They provided the following comments:

Les membres assistent à une présentation sur le Design indicatif dans le cadre de la réfection et de la modernisation du complexe fiscal d'Ottawa au 875, chemin Heron. Ils font les commentaires suivants :

Principles

- The project's principles and direction were appreciated.
- Sequencing of this development in relation to the Confederation Heights Master Plan is advised.

Principes

- Les principes et l'orientation du projet sont appréciés.
- Il est conseillé de faire succéder cet aménagement au Plan directeur des Buttes de la Confédération.

Overall Context

- Future interconnections across the Confederation Heights site and nearby areas such as the new Civic Hospital and Carleton University should be looked at.
- Integration in the fabric of the whole area is important.
- Further intensification and push towards a more mixed-use revitalized complete community should be explored.

Contexte général

- On devrait considérer les connexions de l'autre côté du site des Buttes de la Confédération et les lieux avoisinants comme le nouvel hôpital Civic et l'université Carleton.
- Il est important que l'intégration se fasse dans le tissu urbain de tout le voisinage.
- On devrait envisager plus d'intensification et faire tous les efforts pour tendre vers un quartier revitalisé, complet, à usage mixte.

**2021-P245 - Rehabilitation and
Modernization of the Ottawa Taxation
Campus and Data Centre (Canada Revenue
Agency Headquarters) – 875 Heron Road
Indicative Design (C)**

The committee has not approved these minutes yet.

- The views to the site carry the potential to introduce visitors to the national capital.

Pedestrian Access

- The access by car is preeminent, and parking, ramps, and roads seem to be prioritized.
- Pedestrian access to the site is problematic and should be carefully addressed with consideration for legibility, universal accessibility, access to public transit, winter maintenance and security.

Parking and Circulation

- The roundabout and plaza at the entrance needs further study. It is large and potentially not appropriate for this type of building and does not align with the existing road.
- The north-south circulation only serves the parking on one side, which should be resolved.
- The parking ratio for employees should be reduced compared to the visitor parking in order to reduce paved surfaces.
- Drainage and runoff should be managed in order to reduce pressure on municipal infrastructure, through a rain garden if possible.
- Pavements should be lighter with more aggregates in order to reduce the heat island effect.

Landscape

- There were some concerns with the conservation of the current landscape language (campus in the landscape). Exploration of other landscaping options

**2021-P245 - Réfection et modernisation du
complexe fiscal d'Ottawa (administration
centrale de l'Agence du revenu du Canada) –
Design indicatif du 875, chemin Heron (C)**

Le comité n'a pas encore approuvé ce procès-verbal.

- Les vues vers le site ont le potentiel de présenter la capitale nationale aux visiteurs.

Accès des piétons

- L'accès en auto est prédominant, et il semble que le stationnement, les rampes d'accès et les routes aient la priorité.
- L'accès piétonnier au site est problématique et devrait être traité avec soin en tenant compte de la lisibilité, de l'accessibilité universelle, de l'accès aux transports en commun, de l'entretien hivernal et de la sécurité.

Stationnement

- Le rond-point et la place à l'entrée nécessitent une étude plus approfondie. Ils sont trop spacieux, et potentiellement peu appropriés pour ce type de bâtiment. Ils ne sont pas en phase avec la route actuelle.
- La circulation nord-sud ne dessert le stationnement que d'un côté, ce qui devrait être résolu.
- Le ratio de places de stationnement pour les employés devrait être réduit par rapport à celui des visiteurs pour réduire les surfaces minérales.
- Drainage et ruissellement devraient être gérés pour réduire la pression sur le système pluvial de la ville, si possible par un jardin pluvial.
- Les revêtements devraient être plus clairs, avec plus d'agrégats, pour réduire l'impact des îlots de chaleur.

Aménagement paysager

- Des inquiétudes sont exprimées par rapport à la conservation de langage actuel de l'aménagement paysager (campus dans le paysage). D'autres options d'aménagement

2021-P245 - Rehabilitation and
Modernization of the Ottawa Taxation
Campus and Data Centre (Canada Revenue
Agency Headquarters) – 875 Heron Road
Indicative Design (C)

2021-P245 - Réfection et modernisation du
complexe fiscal d'Ottawa (administration
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Design indicatif du 875, chemin Heron (C)

The committee has not approved these minutes yet.

Le comité n'a pas encore approuvé ce procès-verbal.

such as Downsview Park in Toronto could
be considered.

paysager pourrait être envisagées, telle que
celle du parc Downsview à Toronto.

Committee Secretary

Secrétaire des comités

CAROLINE BIED

Draft/ébauche