

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

<b>No.</b>	2023-P06
<b>To</b>	Board of Directors
<b>Date</b>	2023-06-22

**For** DECISION

### Subject/Title

The Ottawa Hospital New Campus Development – Phase 3 Central Utility Plant and Phase 4 Main Hospital Building – 100% Schematic Design

### Summary

- To obtain Federal Land Use and Design Approval (FLUDA) for The Ottawa Hospital's New Civic Development (the 'Proposal') 100% Schematic Design for the Central Utility Plant and the Main Hospital Building.

### Risk Summary

- The Ottawa Hospital ("the Proponent") will retain the services of a qualified private sector Development Partner through a progressive procurement P3 strategy led by Infrastructure Ontario. The functional project scope, design, risks and cost will be subject to optimization during the Design Development phase. Therefore changes to the Schematic Design being recommended for approval at this time may be required. Such changes will be subject to Board approval prior to construction.
- The site internal road layout and design have not yet been resolved to the satisfaction of the Federal Approvals Division (the Regulator), however this scope of work is not part of this approval submission. The internal road network will be presented for Board approval in tandem with the Developed Design of the Parking Garage – tentatively scheduled for October 2023.
- Agriculture and Agri-Food Canada (AAFC) as the custodian of the Central Experimental Farm has acknowledged that emergency vehicles will require the use of Maple Drive. An easement agreement between the Proponent and AAFC is required and currently under development.

### Recommendation

- That the FLUDA for the New Civic Development – Phase 3 Central Utility Plant and Phase 4 Main Hospital Building – 100% Schematic Design be granted, pursuant to Section 12 of the *National Capital Act*, subject to the following conditions:
 

**Phase 3**


  - That the subsequent Developed Design proposal for Phase 3 be submitted to the National Capital Commission (NCC) for review and approval as a Level 2 project, addressing the requirements of the NCC Performance Criteria (attached in Appendix E);
  - That approval for the Developed Design for Phase 3 and enabling projects (site mobilization and preparatory works) be delegated to the Executive Committee of the Board of Directors;

**Phase 4**

- That the subsequent Developed Design proposal for Phase 4 be submitted to the NCC for review and approval as a Level 3 project, addressing the requirements of the NCC Performance Criteria (attached in Appendix E);
- That approval for enabling projects (site mobilization and preparatory works) for Phase 4 be delegated to the Executive Committee of the Board of Directors as Level 2 project(s);
- That the preparation and signature of the FLUDA documents be delegated to the Vice-President, Capital Planning Branch.

**Submitted by:**

Alain Miguelez, Vice-President, Capital Planning Branch



Signature

## 1. Strategic Priorities

The proposal is aligned with following:

- Priorities from the National Capital Commission's (NCC) 2023-2024 to 2027-2028 Corporate Plan.
  - Priority 2 – Plan, rehabilitate and revitalize key assets and transportation networks in the National Capital Region.
  - Priority 4 – Demonstrate national leadership in achieving environmentally sustainable and climate-resilient National Capital Region.
- Plan for Canada's Capital, 2017–2067 (2017)
  - The proposal is closely aligned with the Thriving and Connected goals outlined in the Plan to support “a liveable, attractive, resilient, accessible and economically competitive Capital Region.”
  - To ensure consistency with key policy directions of the Plan for Canada's Capital and other applicable plans, Performance Criteria (Appendix 5) have been established in order to support and guide the NCC's review of all applications for Federal Approval for The Ottawa Hospital (TOH).
- Capital Urban Lands Plan (2015)
  - The Capital Urban Lands Plan now identifies the selected site under the “Non-Federal Facility” designation. The Plan's policies regarding context-sensitive planning, design excellence, lighting, views enhancement and tree protection, among others, remain relevant to this phase of development.

## 2. Authority

*National Capital Act*, section 12.

## 3. Context

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

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

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

The New Campus Development Master Site Plan is comprised of several components. They include the main Hospital building, the parking garage capped with a publicly accessible green roof, a central utility plant positioned below grade, as well as a research tower and mixed-use development along Carling Avenue that will accommodate ancillary uses supportive of the Hospital. The New Civic Development Master Site Plan also incorporates a proposed extension of the Dows Lake O-Train station south of Carling Avenue to enhance transit connectivity to the new Hospital and the ancillary developments. The New Campus Development includes a Phasing Plan that envisions how the site is planned to be developed gradually over a 25-year time horizon beginning in 2022-23 and concluding with the final phase in 2048 (refer to Appendix C).

### **The Site** (refer to Appendix A)

The NCD site is a 20-hectare federal property located at the eastern edge of the CEF along Carling Avenue near Dows Lake. The land within the site boundaries is owned by Public Services and Procurement Canada (PSPC).

The site forms part of the National Interest Land Mass (NILM) and is positioned between a central urban neighborhood and the agricultural setting of the CEF. Bounded by Carling Avenue to the north, Preston Street to the east and Prince of Wales Drive to the southeast (designated a scenic entry to the Capital in the Plan for Canada's Capital, the land parcel is irregularly shaped and has a variable topography which includes a distinctive escarpment, populated by mature trees, that extends diagonally across the site.

The surrounding context includes an urban neighbourhood located north of Carling Avenue. Dows Lake and the Dows Lake Pavilion are located northeast of the project area. Dows Lake forms part of the Rideau Canal which is a National Historic Site and United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site. HMCS Carleton, a Naval Reserve Division establishment, and the Dominion Arboretum are located southeast of Prince of Wales Drive. The CEF is located to the south and west of the project area.

The new Hospital is positioned towards the western part of the site, above the escarpment. This is the largest contiguous area of the site, allowing for an optimal floorplate configuration accommodating the Hospital's clinical functions. There are two access roads to the main public entry of the Hospital: Road A, which slopes up from Carling Avenue, and Road B that connects Road A to Prince of Wales Drive. Emergency

vehicles will arrive via Maple Drive, to the south of the hospital, with secondary access available from Prince of Wales Drive. The layout and design of the access road network is not subject to this approval.

## **Project Description**

### **Central Utility Plant**

The Central Utility Plant (CUP) is positioned south of the hospital with the roof elevation designed to be at or below the adjacent elevation of Maple Drive to limit views to the CUP from the adjacent CEF and Maple Drive. Landscaped buffers in the order of 7.5 metres in width (at a minimum) will be included between the CUP and the adjacent property line with the CEF.

The CUP will contain electrical, heating and cooling equipment servicing the Hospital and ancillary facilities during and after construction. The plant is positioned near the Hospital building as it serves the vital functions of Hospital operations, 24 hours a day, 7 days per week and 365 days per year. Vehicular access to the CUP will be primarily from Prince of Wales Drive. Parking on the roof will be for Hospital staff and service providers, including those servicing the CUP as per the already approved Master Site Plan.

### **Hospital Building**

The new Hospital building is an approximately 230,000 square metres inpatient and ambulatory care facility, on 12.44 hectares of land, which requires access at multiple building levels around the perimeter of the building.

The first phase of the hospital building includes a four-storey central podium and patient care towers of 7 storeys (west tower) and 12 storeys (east tower) oriented around the main entrance plaza. The hospital building provides two floors below grade accommodating the emergency department and materials management facilities. The lowest floor will be served by the depressed loading docks located on the south side of the building.

Public and private spaces within the Hospital are segregated in the layout with visitors and patients accessing the Hospital from the main public entrance facing the northeast, while professional services including ambulance transfer services and first responders will make use of the southwest entrance. The main public entrance is accessed from the intersection of Carling Avenue and Champagne Avenue via a new internal street which also provides access to the covered emergency drop-off and short-term parking area to be located below the main entrance plaza. The access road network is not part of this approval.

The primary access to the Hospital for emergency vehicles is from Carling Avenue via Maple Drive. A real estate agreement between TOH and the Agriculture and Agri-Food Canada (AAFC) is proposed to permit the use of Maple Drive for emergency vehicle

access. A redundant access for emergency vehicles is provided from Prince of Wales Drive. Parking reserved for authorized staff and first responders is provided adjacent to the southwestern staff entrance.

*Transit Connectivity and Active Mobility (for information, not part of this approval)*

- TOH and the City of Ottawa are engaged in ongoing planning work to ensure strong connectivity is provided between Dows Lake Station = (O-Train Line 2) and the Hospital at its opening in 2028. The O-Train Station will include an entrance south of Carling Avenue and seamless connectivity through a walkway link to the Hospital building.
- Transit priority measures and priority bus lanes are being planned for Carling Avenue by the City of Ottawa, further enhancing transit service to the site. These improvements are anticipated to be implemented before the Hospital opens to the public in 2028. Roads A and B on-site are planned to accept buses and coordination with OC Transpo is on-going.
- There is network of pedestrian paths that permeate the site to serve existing and future desire lines. These links will maintain public access to nearby destinations and to the Hospital once it opens. The Line 2 Pathway will be relocated within the site's boundaries and temporary detours will be provided during construction. The pathway will provide access to sheltered bicycle parking located in the parking garage and at the west entrance. Providing strong connectivity to the site via active modes is critical to achieve the modal split targets.
- This phase will construct separate sidewalk and cycle track facilities along the east side of Road A to the Hospital Main Plaza from the Intersection of Roads A and B and ultimately connected to the Line 2 Pathway. A uni-directional, east bound cycle track separate from the Carling Avenue sidewalk, is also planned along the Carling Avenue frontage to the intersection of Road A.

*Parking*

The total number of parking spaces proposed for Phase 3 and 4 is 622 spaces (513 for staff and 109 for the public):

- 75 spaces at the emergency parking level, including 11 accessible parking spaces and 12 for limited mobility.
- 34 spaces at the main entry plaza level, including 11 accessible parking spaces, 6 for limited mobility and 17 short term parking spaces.
- The exact number and location of bicycle parking spaces will be identified as part of the developed design of each phase. The total provided is expected to meet or exceed the minimum 630 spaces required under the municipal zoning by-law and to support the mode share targets in the Transportation Demand Management Plan. There will also be a mix of short and long term, as well as indoor and outdoor bicycle parking spaces.

### *Utilities and Servicing*

- The proposed CUP.
- Existing federal underground infrastructure on site (watermains, storm and sanitary sewers) will largely be replaced under the proposed Master Servicing Plan to support the proposed development. Existing service to adjacent federal facilities on the CEF will be maintained. Detailed servicing plans integrating stormwater management best practices will be provided as part of each phase of development.
- A covered ambulance garage is identified for the southeast side of the hospital building adjacent to the CUP.
- A depressed loading area is located on the south side of the Hospital building with visual screening provided by existing trees and new plantings along Prince of Wales Drive.

### **Previous Approvals**

- November 2022 – The Ottawa Hospital New Civic Development Master Site Plan and Amendment #1 to the Capital Urban Lands Plan
- January 2022 – The Ottawa Hospital New Civic Development – Phase 2 Parking Garage and Roof Park – Schematic Design
- March 2022 – The Ottawa Hospital New Civic Development – Phase 2 Parking Garage and Roof Park – Early Works Part 1
- October 2022 – The Ottawa Hospital New Civic Development – Phase 2 Parking Garage and Roof Park – Early Works Part 2

## **4. Options Analysis / NCC Staff Analysis**

The NCD Master Site Plan and Phase 3 and 4 Schematic Design were presented for comments to the Advisory Committee on Planning, Design and Realty (ACDPR).

### **Comments from the ACPDR**

On May 20, 2021, the Master Site Plan was brought forward to the ACPDR for review and comments. The committee positively supported the direction and made suggestions to consider as the design progressed including the following:

- Important to maintaining public access to Maple Drive and supported enhancing the landscape buffer along the site boundary adjoining the farm to conserve its landscape character.
- The escarpment could be an opportunity for connectivity to the west of Carling Avenue. The hospital should not become a major obstacle for pedestrian and cycle routes in the area.

The ACPDR meeting minutes are available in Appendix F.

On November 24, 2022, the Hospital's Schematic Design was brought forward to the ACPDR for review and comments. The committee positively supported the direction of the schematic design and made suggestions to consider as the design progressed including the following:

- Develop a dynamic environment that goes beyond the traditional concept of a hospital.
- Ensure design is cohesive to connect the parking garage and the Hospital pavilion.
- Ensure adequate site furnishings are provided. Benches, waste receptacles, cigarette disposal in designated smoking areas. Given the distance from the O-Train station, ensure adequate rest areas are provided.
- The use of wood or warmer materials is encouraged to bring richness within the landscape and provide a contrast to the metal cladding.
- Concern that the procurement process may affect the material selection and the quality of metal cladding products can vary greatly.
- Maximize vegetation, consider planting trees in the parking lot and plaza, thereby increasing greenery views from inpatient rooms.
- Further development of Stormwater Management should be undertaken.

The ACPDR meeting minutes are available in Appendix G.

### **Staff Review**

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

Staff have reviewed the Schematic Design Submission and the proposal responds effectively to the vast majority of the NCC Performance Criteria and remains consistent with the design intent of the approval Master Site Plan. Adjustments in the design have been made in order to respond to the feedback provided by staff and the ACPDR.

The proposed development is responsive to the conditions at the site boundaries. Additional trees have also been identified for protection, while additional plantings are proposed along the site boundary with the Dominion Observatory to better support the integration of the Hospital within the landscape character of the farm. Along Prince of Wales Drive, a robust vegetated buffer will enhance views along the scenic entry and screen the loading dock.

NCC staff have identified items intended to be resolved during the developed design stage in alignment with the NCC Project Specific Performance Criteria, these include:

- The internal road layout and design (Road A and Road B).



- Reduction of surface parking to the minimum City of Ottawa requirements (3,097 parking spaces total for the entire development as per the approved Master Site Plan) and to adhere to the Sustainable Site Development criteria to Retain lands designated for future development as permeable green space until such time when development will occur.
- Development of Tree Canopy Plans confirming the achievement of a 40% tree canopy in 40 years. If this is not possible, locations are to be sought nearby for additional trees.
- While there have been modifications to address NCC feedback to enhance pedestrian connectivity and porosity throughout the majority of the site, connectivity to the CEF from the northeast through the south edge of the site is still unresolved. With adequate mitigation measures, it is expected that improved connectivity could safely be provided to avoid impacting the operations in this zone.
- Materiality of the architectural details continues to evolve in order to integrate the different building phases and the ensemble with the cultural landscape and heritage context.
- A 7.5-metre landscaped setback with additional plantings between the CUP and the CEF has been introduced to conceal the utilitarian character of the CUP. Additional improvements are being discussed with the Proponent to ensure that this green buffer is not compromised by proposed retaining walls.

## 5. Financial Details

The proposal does not involve a financial contribution from the NCC.

## 6. Opportunities and Expected Results

The NCD forms part of one of the most important re-urbanization areas of the city in recent years inclusive of the broader Preston-Carling District Secondary Plan. The primary new public realm developments include a public entrance to the Hospital, a main entry plaza, stone contemplation garden, woodland walk around the Hospital and associated streetscapes of Roads A and B. Much of the edge treatments around this Hospital site are designed to be good neighbours with adjacent municipal and federal property, like the Dominion Observatory, CEF, scenic Prince of Wales Drive and Carling Avenue. In doing so, much of the existing landscape will be retained along Prince of Wales Drive and augmented along the south boundaries along Maple and Birch Drives with the goal that the proposal will be well integrated into the surrounding landscape.

Direct connection to the O-Train will contribute to the transportation mode split objectives and support the sustainability framework through reduced vehicle use.

The final buildout is expected to be a unique hospital experience that will support patients, visitors, and the public in a park-like setting close to many natural features and commercial opportunities for the next 100 years.

## 7. Alignment with Government and NCC Policies

TOH is developing a new paradigm of sustainability in Hospital design in the NCD. TOH, with its project architects, have already begun a holistic, sustainable design approach.

TOH undertook a comparative analysis of relevant regulatory frameworks (Federal and NCC Sustainable Development Strategies), internationally recognized third party certification systems (One-Planet Living, LEED and WELL), owner priorities and benchmark projects and have developed a synthesized Hybrid Sustainability project framework to act as an organizational scaffold for core sustainable design values in consideration of reducing greenhouse gas emissions and mitigating climate change.

The Hybrid Sustainability project framework has been developed based on the priorities identified in a consultation process with TOH community, affiliated originations, staff, and patient representatives to:

- Foster an active, social human experience to promote good health, well-being, and happiness.
- Provide a safe environment for pedestrian and cycling routes.
- Realise environmental gains: cleaner air, reduced energy demand, renewable energy technology, low-carbon fuel sources, a futureproof design to work towards 'Net-Zero Ready'.

The proposal's design has been influenced by several Gender Based Analysis considerations and is expected to positively benefit patients and visitors within the Capital Region. The design will introduce a new urban greenspace that will serve as an amenity to the neighbouring community and is expected to benefit all populations. The design has been supported by the preparation of accessibility and crime-prevention through environmental design (CPTED) reports. Barrier free access has been a focus, with particular attention given to the path of travel from the O-Train to the Main Hospital. NCC staff continue to encourage the proponent to incorporate connection within the site with benches or rest areas provided. The majority of washrooms within the Hospital will be universal.

In addition, the proposal is also generally aligned (refer to Section 4.) with the strategic policies and objectives of the Capital Planning Framework including:

- Plan for Canada's Capital, 2017–2067 (2017)
- Canada's Capital Core Area Sector Plan (2005)

## 8. Risks and Mitigation Measures

Risk	Likelihood	Impact	Mitigation Measure
Through the Infrastructure Ontario procurement process TOH will retain a private sector Development Partner to complete the Developed Design.	High	High	<ul style="list-style-type: none"> <li>• TOH has included the NCC performance criteria in the Project Specific Output Specifications (PSOS) to guide the project company towards completion.</li> <li>• This Schematic Design will be the basis for the Developed Design phase.</li> <li>• NCC staff has recommended the prescription of key architectural design and material elements.</li> </ul>
The proposal includes public greenspace but lacks sufficient pedestrian connectivity to the CEF from the northeast.	Medium	Medium	<ul style="list-style-type: none"> <li>• Currently there is a strong desire line for pedestrians to access destinations within the CEF. This route will be impassable with the addition of the CUP and the grade change resulting from the requirement of Road E.</li> <li>• NCC staff will continue to provide guidance and advice to the proponent to ensure that the Developed Design is consistent with the NCC Performance Criteria.</li> </ul>
Loss of greenspace	Medium	Moderate	<ul style="list-style-type: none"> <li>• Detailed tree preservation and compensation plans will be prepared to meet NCC requirements as part of each phase of development.</li> <li>• This phase preserves existing trees located along the site boundaries along Prince of Wales Drive and prioritizes the protection of significant mature trees on site wherever possible.</li> </ul>
Impact on existing heritage designated buildings and sites	Medium	Moderate	<ul style="list-style-type: none"> <li>• A Cultural Heritage Impact Statement (CHIS) Addendum has identified specific mitigation measures to be implemented to minimize negative impacts of this Phase of development to the</li> </ul>

			<p>landscape, including to the Rideau Canal.</p> <ul style="list-style-type: none"><li>• The recommendations of the CHIS prepared during the Master Site Plan phase and the CHIS Addendum prepared during this phase of development will be reinforced through the conditions of the approvals for Phase 3 and 4.</li></ul>
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### 9. Public Engagement and Communications

- The Communications and Engagement team at the TOH has been responsible for developing engagement plans for external audiences.
- TOH project vision for planning and designing this new 21st-century healthcare facility adopts the Ontario Public Engagement Framework as a basis for its approach. The Framework involves the development of a multi-phased engagement process that “will be responsive to community concerns, transparent in its decision making and clear in its design and objectives.”
- Between November 2017 and January 2018, the Hospital organized an open house event as well as seven information sessions across Ottawa and eastern Ontario, in addition to launching an online engagement tool, to inform and engage the public and stakeholders in the process.
- The Hospital also formed a Campus Engagement Group (CEG) composed of community members, stakeholders and patients. About 32 groups and organizations accepted the invitation to participate, including Invest Ottawa, the Civic Hospital Neighbourhood Association, the Glebe Annex Community Association, Heritage Ottawa, Algonquin College, the Ottawa Greenspace Alliance, United Way and the Ottawa Community Foundation. The CEG also include TOH, the City of Ottawa and NCC representatives. The group met on a regular basis to address community-related aspects of the campus design and formulate recommendations to be presented to TOH’s Board of Governors.
- In addition, TOH’s Board of Governors has established an Indigenous Peoples Advisory Circle for the New Civic Development. The purpose of the group is to build meaningful partnerships with Indigenous peoples, establish trust and confidence in mutual efforts to build the best hospital, and to focus on Indigenous cultural elements, job creation, economic investment, education and training. The group will include national and local representation from Algonquin and Mohawk First Nations, Métis, Inuit and urban Indigenous peoples.
- Ongoing – TOH has been sharing the results of the public engagement process and submitting public meeting reports and responses to the NCC.
- Ongoing – NCC staff have met regularly with the TOH to provide technical guidance and advice in alignment with the NCC Performance Criteria, and comments from the ACPDR. These meetings included City staff and other relevant stakeholders as required to facilitate discussions and integration of all interests.

- Ongoing – NCC staff have created a working group among the federal agencies involved to coordinate the review of the Cultural Heritage Impact Statement and ensure appropriate coordination for the Federal Land Use and Design Approval process of the various phases of development.
- Ongoing – The NCC's Federal Approvals Division is working collaboratively with the Real Estate Division and TOH to understand and capitalize on the potential synergies between the new Hospital and the future redevelopment of the adjacent Dows Lake Pavilion.

## **10. Next Steps**

- Level 2 approval for enabling projects – Summer/Fall 2023
- Expected construction completion – 2028

## **11. List of Appendices**

- Appendix A – Location / Site Map
- Appendix B – Master Site Plan (Approved in October 2021)
- Appendix C – Master Site Phasing Plan
- Appendix D – Select Design Drawings
- Appendix E – 2021 NCC Project Specific Performance Criteria
- Appendix F – Excerpt of the minutes of the ACPDR Meetings of May 2021 (Master Site Plan)
- Appendix G – Excerpt of the minutes of the ACPDR Meetings of November 2022

## **12. Authors of the Submission**

- Alain Miguelez, Vice-President, Capital Planning Branch (CP)
- Isabel Barrios, Director, Federal Approvals and Heritage, and Archaeology Programs (FAHA), CP
- Jason Hutchison, Chief, Federal Design Approvals, FAHA, CP
- Nicole Howard, Senior Architect, Federal Land Use and Transactions Approvals, FAHA, CP
- Christopher Meek, Senior Land Use Planner, Federal Land Use and Transactions Approvals, FAHA, CP



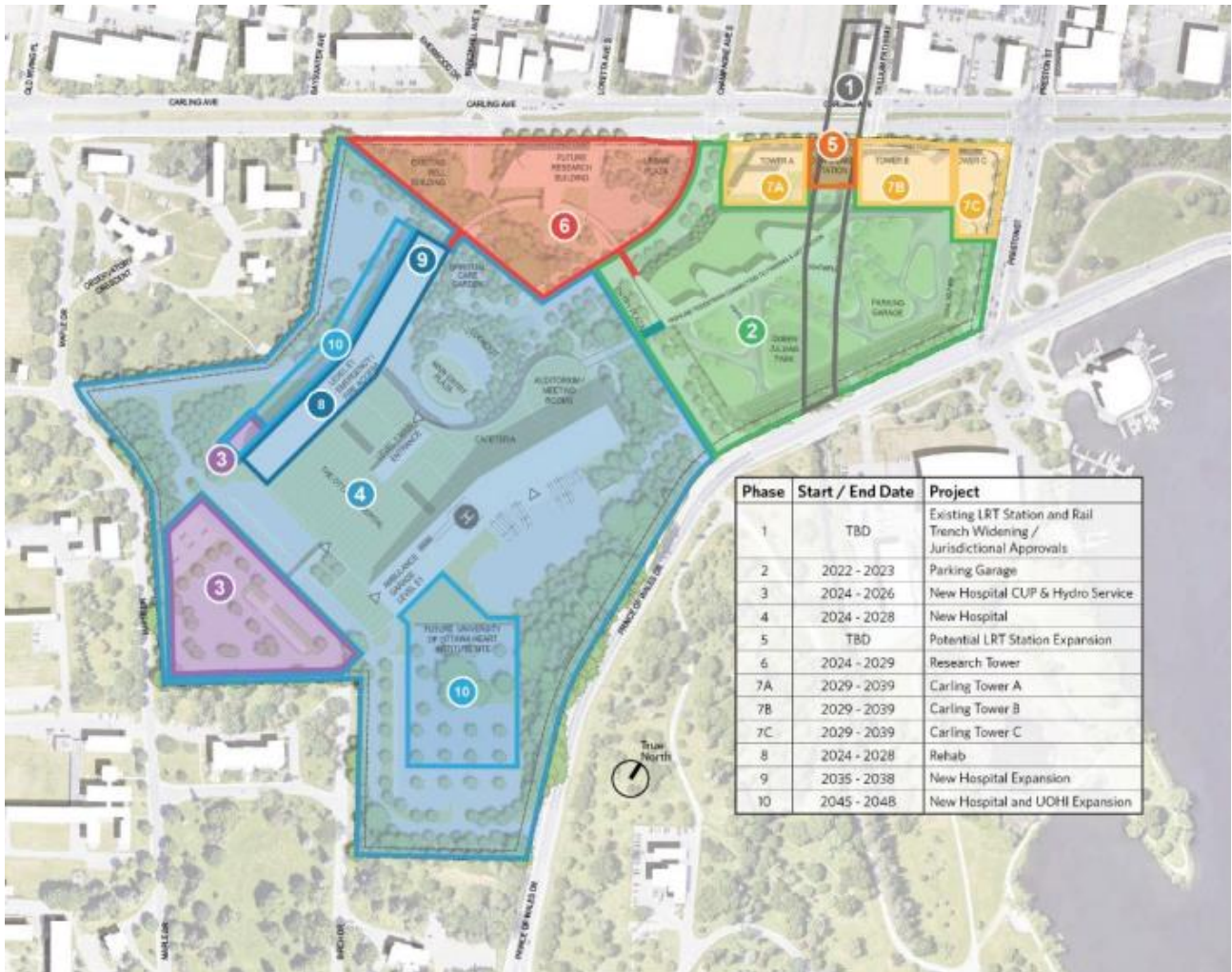
# Appendix A – Location / Site Map







## Appendix C – Master Site Phasing Plan





## Appendix D – Select Design Drawings

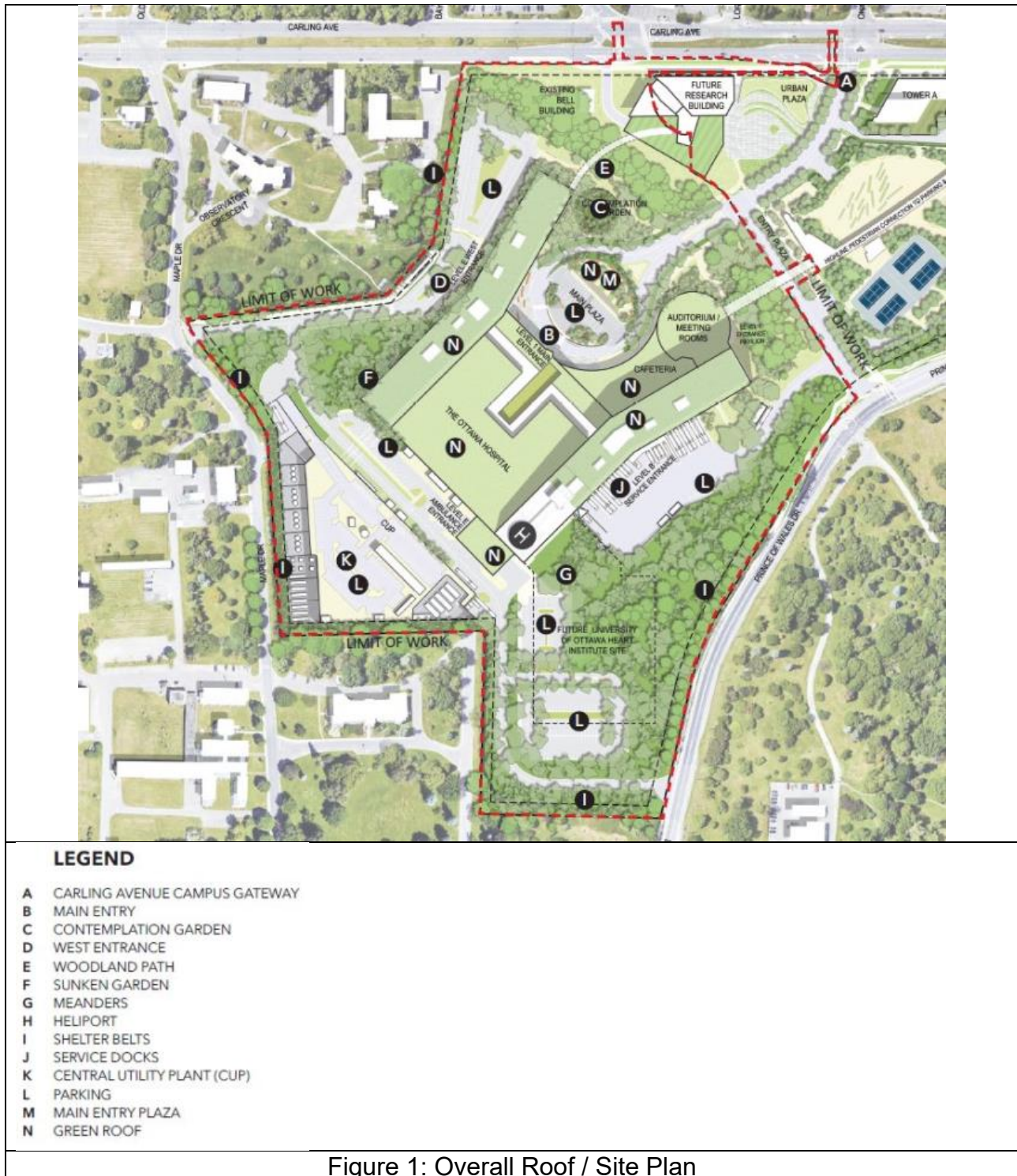


Figure 1: Overall Roof / Site Plan

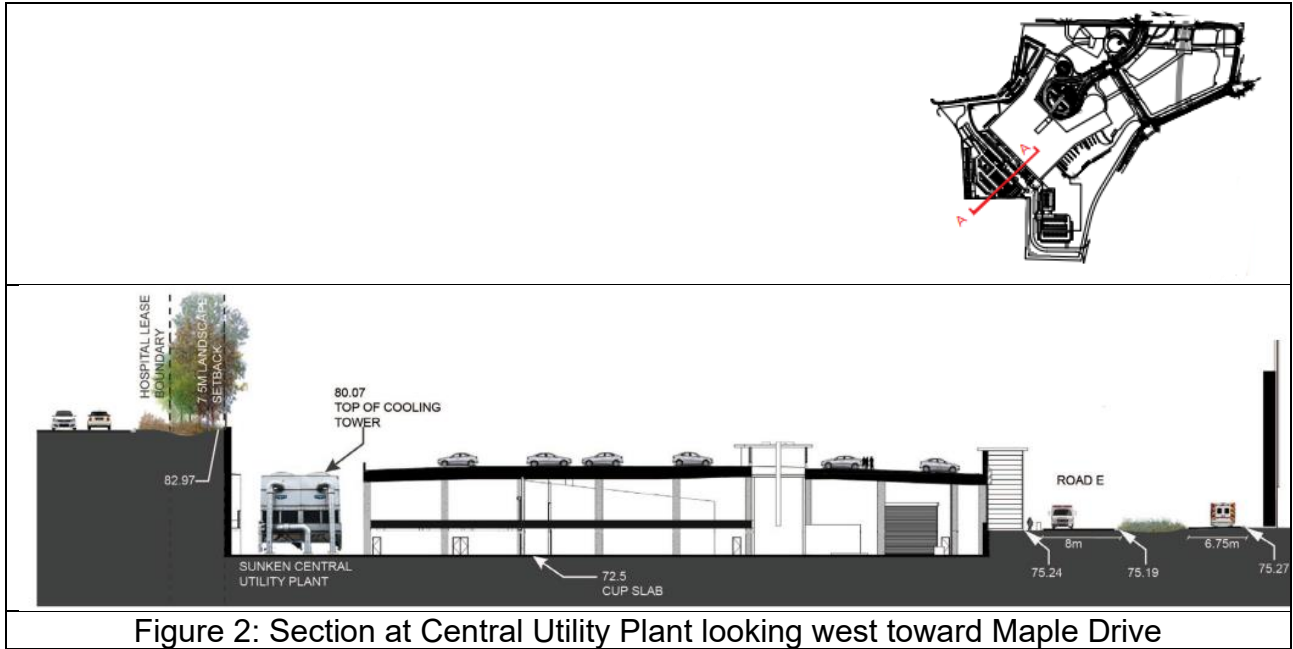


Figure 2: Section at Central Utility Plant looking west toward Maple Drive

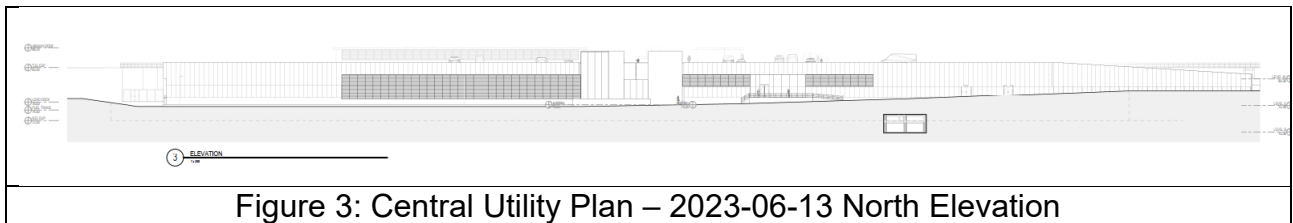


Figure 3: Central Utility Plan – 2023-06-13 North Elevation



Figure 4: Looking east – Central Utility Plan on the right





Figure 5: Section looking north through staff parking lot and Prince of Wales Drive

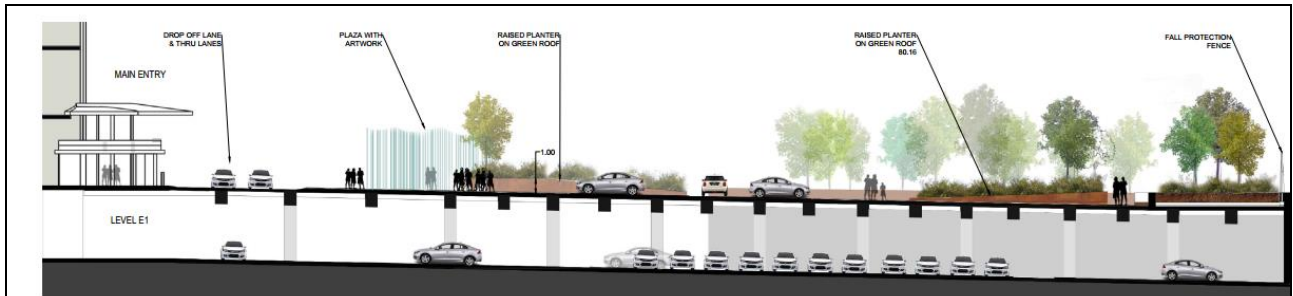


Figure 6: Main Plaza Entrance

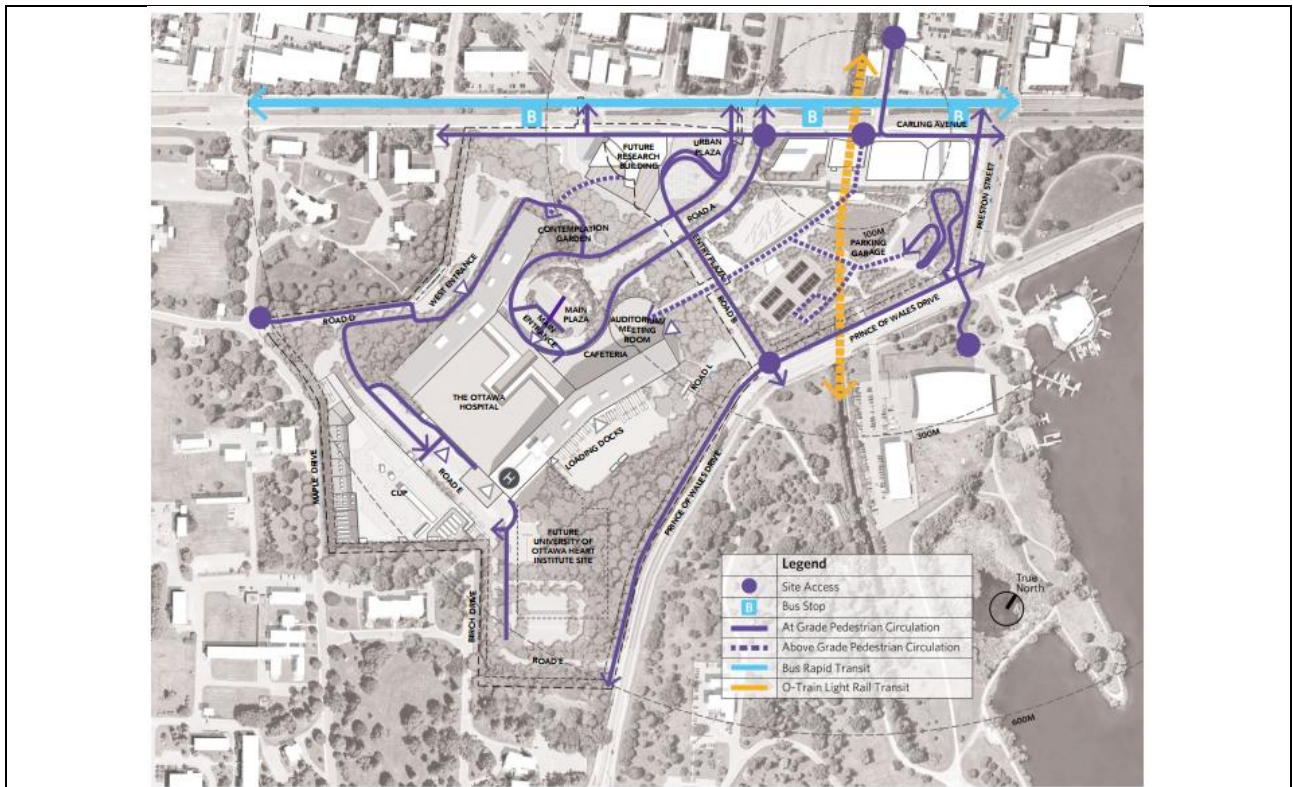


Figure 7: Pedestrian and Transit Circulation

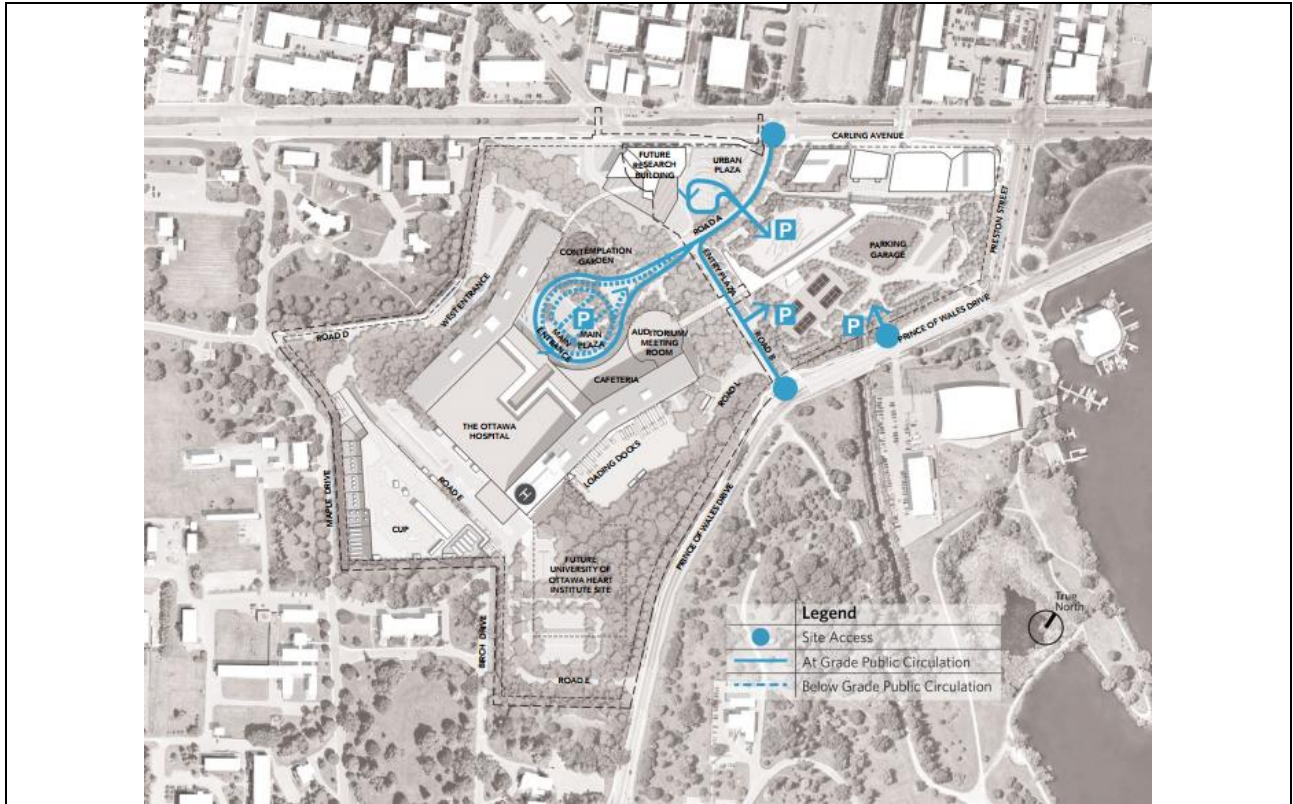


Figure 8: Public Vehicular Circulation

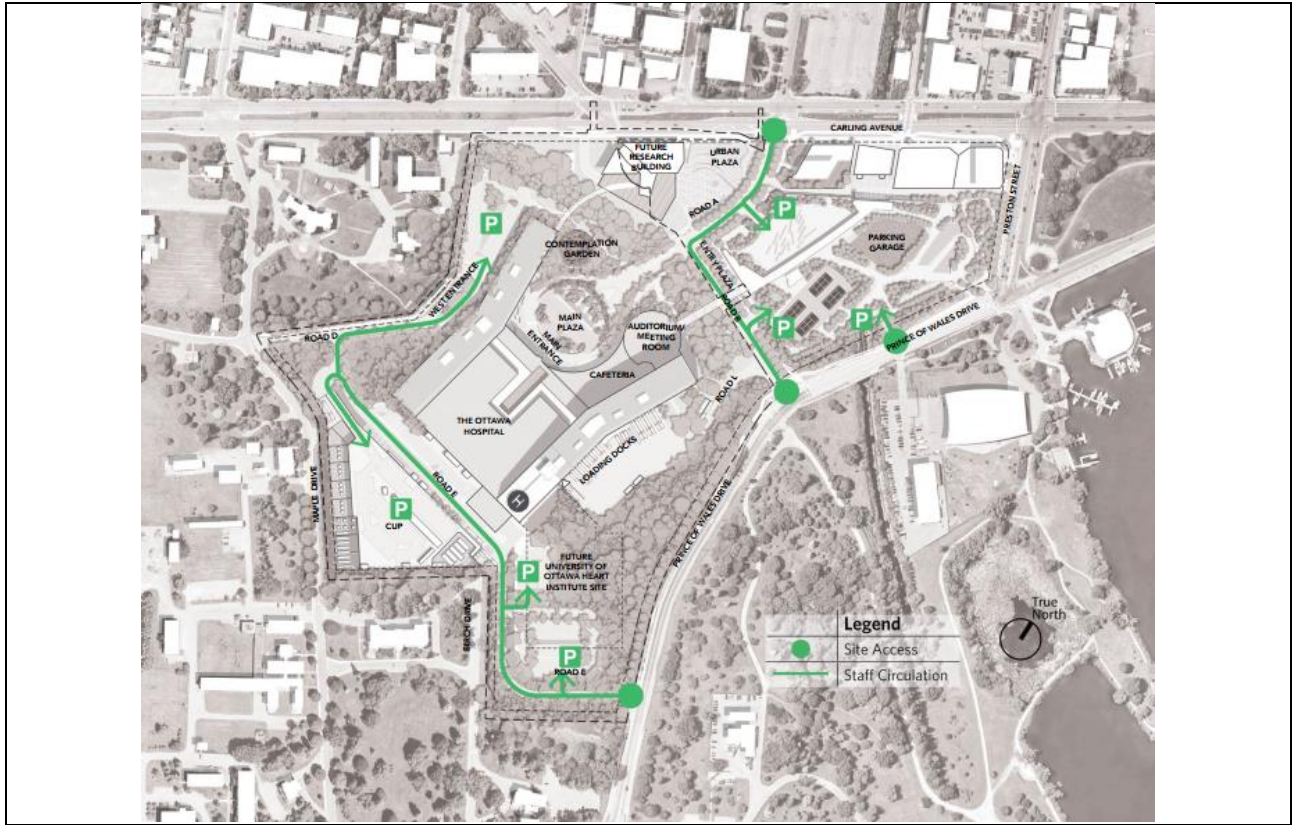


Figure 9: Staff Vehicular Circulation



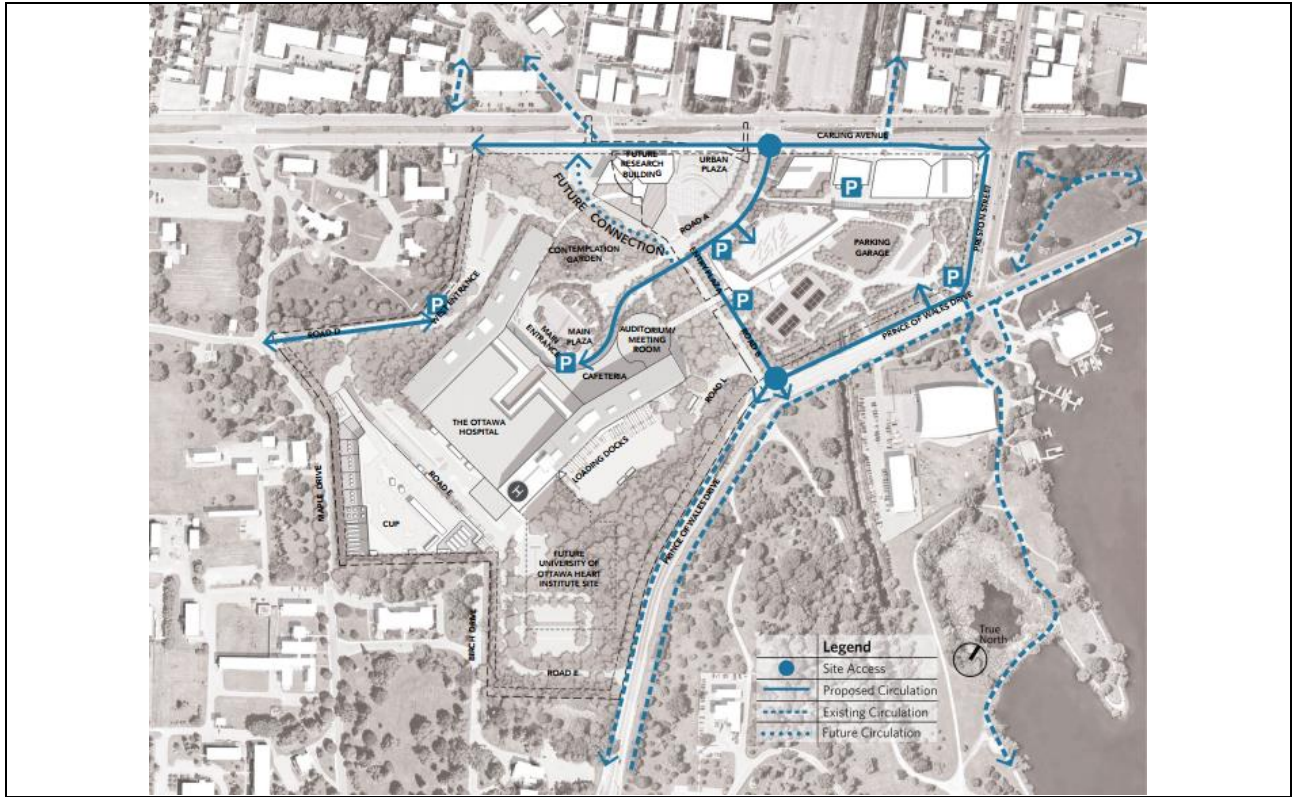


Figure 10: Bicycle Circulation

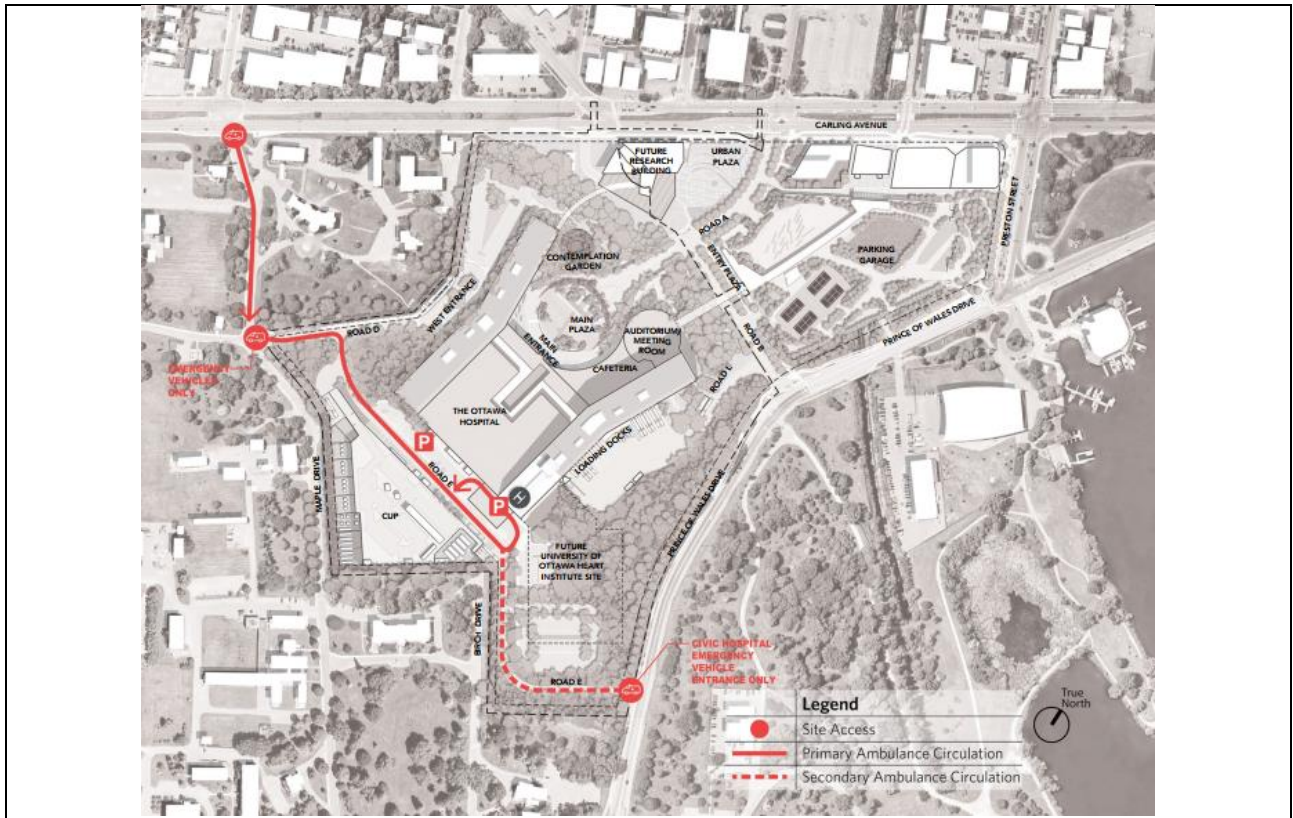


Figure 11: Hospital – Emergency Services Circulation



Figure 12: Overall view looking south east



Figure 13: Hospital Main Plaza





Figure 14: Hospital Main Plaza

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

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

*To meet this criterion the proposal must:*

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

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

*To meet this criterion the Proposal must:*

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

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\*Key Viewpoints:

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



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

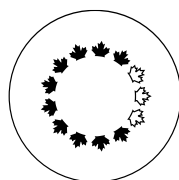
**Sustainable Site Development** – The proposal must demonstrate exemplary stewardship of environmental resources and sensitively minimize impact.

*To meet this criterion the Proposal must:*

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

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

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



## NATIONAL CAPITAL COMMISSION COMMISSION DE LA CAPITALE NATIONALE

Excerpt of the Minutes of the

Advisory Committee  
on Planning, Design and Realty

Meeting of May 20 and 21, 2021

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

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

### Approach

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

Extrait du procès-verbal du

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

Séance des 20 et 21 mai 2021

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

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

### Approche

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

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

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

Phasing

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

Access and Connectivity

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

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

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

Mise en phase

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

Accès et connectivité

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

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

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

Parking

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

West Side

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

Façade on Prince of Wales Drive

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

Indigenous Consultations

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

Stationnement

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

Côté ouest

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

Façade sur la promenade Prince de Galles

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

Consultations autochtones

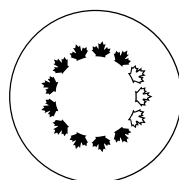
- Les autochtones qui vont utiliser l'installation doivent être consultés. La pensée autochtone en matière de conception devrait se refléter aussi bien dans les espaces intérieurs qu'extérieurs.

Committee Secretary

Secrétaire des comités

*Caroline Bied*

CAROLINE BIED



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

Excerpt of the Minutes of the

Advisory Committee  
on Planning, Design and Realty

Meeting of November 24, 2022

Extrait du procès-verbal du

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

Séance du 24 novembre 2022

2022-P06 – The Ottawa Hospital Central Utility Plant (Phase 3) and Main Hospital Building (Phase 4) – Schematic Design

2022-P06 Nouveau campus de L'Hôpital d'Ottawa (L'HO) – Avant-projets sommaires des phases 3 (centrale énergétique) et 4 (hôpital)

Members received a presentation on The Ottawa Hospital Central Utility Plant (Phase 3) and Main Hospital Building (Phase 4) – Schematic Design. They provided the following comments:

Urban Context/Integration

- The integration into the urban context in relation to the topography and surrounding roads is appreciated.
- Develop a dynamic environment that goes beyond the traditional concept of a hospital. Potential retail stores could connect the hospital and the community.
- Ensure design is cohesive to connect the parking garage and the hospital pavilion.
- Given that there is one access road to the main entry, it should operate in a way that accommodates

Les membres assistent à une présentation sur le nouveau campus de L'Hôpital d'Ottawa (L'HO) – Avant-projets sommaires des phases 3 (centrale énergétique) et 4 (hôpital). Ils font les commentaires suivants :

Contexte urbain/Intégration

- L'intégration dans le contexte urbain en relation avec la topographie et les rues avoisinantes est appréciée.
- Créer un environnement qui va au-delà du concept traditionnel d'un hôpital. La possibilité de magasins de vente au détail peut relier l'hôpital et la communauté.
- Assurer que le concept est cohésif afin de connecter le garage et le pavillon de l'hôpital.
- Étant donné qu'il y a seulement une voie d'accès à l'entrée principale, elle doit opérer d'une manière qui accomode les

2022-P06 – The Ottawa Hospital Central Utility Plant (Phase 3) and Main Hospital Building (Phase 4) – Schematic Design

emergency situations, universal accessibility, as well as public transit and drop-offs.

- The inclusion of a porte-cochère for weather protection upon arrival would be appropriate.
- Parking use may be low given nature of hospital's function and visitor/patient preference.
- Wayfinding within the site is important as large hospitals can be difficult to navigate. Include audio and visual cues.
- Ensure adequate site furnishings such as benches, waste bins, cigarette disposals in designated areas. Given the distance from the LRT station ensure adequate rest areas are provided.

#### Materiality

- The use of wood or warmer materials is encouraged to bring richness within the landscape and provide a contrast to the metal cladding.
- Concern that the procurement process may affect the quality of material selection.

#### Vegetation

- Maximize vegetation, consider planting trees in the parking lot and plaza, thereby increasing the patient's view of green spaces.
- Indigenous placemaking should be established early on, inside and outside the building (i.e., commemorative gardens).
- Encourage achievement of an urban canopy of more than 40%.

2022-P06 Nouveau campus de L'Hôpital d'Ottawa (L'HO) – Avant-projets sommaires des phases 3 (centrale énergétique) et 4 (hôpital)

situations d'urgence, l'accessibilité universelle, le transport en commun et les débarquements.

- L'ajout d'une porte cochère pour la protection climatique à l'entrée est approprié.
- La faible utilisation du stationnement est une possibilité, étant donné la fonction de l'hôpital et la préférence des visiteurs/patients.
- La signalisation sur le site est importante puisque les grands hôpitaux sont difficiles à naviguer. Ajouter des repères sonores et visuels.
- Assurer qu'il y a suffisamment d'accessoires comme les bancs, les poubelles et étouffoirs à cigarettes dans les zones désignées. Fournir des aires de repos étant donné la distance de la station du TLR.

#### Matérialité

- L'utilisation du bois et de matériaux plus chaleureux est encouragée afin d'apporter une richesse à l'aménagement et un contraste au revêtement métallique.
- Inquiétudes que le processus d'approvisionnement peut avoir un impact sur la sélection et la qualité des matériaux.

#### Végétation

- Maximiser la végétation, considérer la plantation d'arbres dans le stationnement et dans l'esplanade donc augmenter la vue du patient des espaces verts.
- La création d'espace autochtone doit être établie tôt, autant à l'intérieur qu'à l'extérieur du bâtiment (par exemple, des jardins commémoratifs).
- Encourager la réalisation d'une canopée urbaine de plus de 40 %.

2022-P06 – The Ottawa Hospital Central Utility Plant (Phase 3) and Main Hospital Building (Phase 4) – Schematic Design

- Suggestion to incorporate other vegetated materials to allow for a lower ground cover as an alternate to grass.
- Important to minimize the heat island effect as much as possible and to aim for a net zero building.

Future

- The future of Carling Avenue and of future buildings will have a great impact on the site and its urban context should be studied closely.
- Preservation of mature trees is an important goal when planning the layout of a future expansion.
- Concerns regarding the possibility to expand vertically. Ensure alternative options are established before construction. Moving the building to the South-West would allow for a large space for an expansion.

Committee Secretary

2022-P06 Nouveau campus de L'Hôpital d'Ottawa (L'HO) – Avant-projets sommaires des phases 3 (centrale énergétique) et 4 (hôpital)

- Suggestion d'incorporer d'autres végétations pour permettre une couverture du sol comme alternative au gazon.
- Important de minimiser l'effet d'îlot de chaleur le plus possible et d'aspirer à un immeuble net-zéro.

Futur

- Le futur de l'avenue Carling et des bâtiments à venir aura un important impact sur le site et son contexte urbain doit être étudié de très près.
- La préservation d'arbres matures est un objectif important dans la configuration d'une expansion éventuelle.
- Inquiétudes vis-à-vis la possibilité d'une expansion verticale. Assurer que les options alternatives sont établies avant la construction. Déplacer le bâtiment au sud-ouest permet une plus grande espace pour une expansion.

Secrétaires des comités

ERIKA DOUAIRE