

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

**Building LeBreton: PAG Meeting  
Meeting Minutes**

**February 17, 2022,  
16:00 - 18:00 Ottawa EST  
Via Microsoft Teams Teleconference**

**Participants:**

**NCC:**

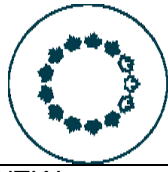
- Benoit Gélinas: BG (Moderator)
- Laura Mueller: LM (Speaker)
- Émilie Girard-Ruel (Observer)
- Ariane Larocque (Minutes)

**Attendees:**

- Catherine Callary
- Larisa Cheshire
- Sharon Coward
- Catharine Vandelinde
- Caroline Guimond
- Robin Cayer
- Kyla Szustaczek
- Michael Powell
- Jason Burggraaf – did not attend
- Heather Moore – did not attend

**PRESENTATION**

#	Member	Item
	<b>BG</b>	Welcome
Part 1		
	<b>LM</b>	Overview of presentation <ul style="list-style-type: none"> <li>• Any other topics you would like to discuss?</li> </ul>
		Library Parcel <ul style="list-style-type: none"> <li>• Overview</li> <li>• Development requirements</li> <li>• Proposal Evaluation</li> <li>• Dream LeBreton</li> <li>• Project timeline</li> </ul>
		Questions?
Part 2		
	<b>LM</b>	REI: Major Attractions Site <ul style="list-style-type: none"> <li>• The lot</li> <li>• The REI</li> <li>• Timeline</li> </ul>
		Project Update <ul style="list-style-type: none"> <li>• Pathway</li> <li>• Mural</li> <li>• Programming</li> <li>• City planning policy</li> <li>• Onsite archeology</li> </ul>

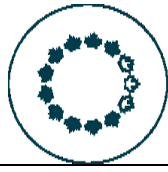


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Part 3: CONFIDENTIAL	
<b>LM</b>	Next phases of development

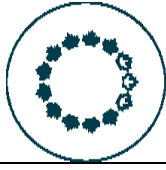
**DISCUSSION**

#	Member	Item	Response/Action
<b>Part 1</b>			
	<b>CG</b>	<p>A few things:            The building is quite interesting. There is a street between the library and this parcel, not turned towards the library.</p> <p>What do you imagine will be in between the two spaces [the library and proposed Dream LeBreton], other than the road to create linkages?</p> <p>From what I see in the drawing the street itself [Albert Street], will be redesigned as a smaller street with trees in the middle, would we see that before the building construction ends or not?</p>	<p>LM: great question Caroline. There is another parcel between the library and Dream LeBreton. The city is committed to building an affordable housing building.</p> <p>The Library project, will ensure linkages, connect through city site to the library. We will likely work with the city to ensure connectivity but there is no clear picture on what that could look like, at this point.</p> <p>With the Albert Street redesign, the library parcel up to Empress Street, will form part of the Albert/Slater streets realignment construction project. This project will be done before the library project is completed. The city has plans on their website if you want to see what it looks like.</p> <p>I will find the link to send you.</p>
	<b>MP</b>	[Dream LeBreton] is all rentals, right?	LM: yes, 100% rental.
	<b>MP</b>	<p>From my understanding, the services will be open to residents.</p> <p>How will multifaith housing tenants and other tenants interact?            Will they share common amenities?</p>	LM: specific programming hasn't yet been pinned down. The goal is to ensure cohesion amongst all residents in the buildings and that the tenants in both towers can mix and interact. For example, the breakfast club idea would be for all residents.
	<b>MP</b>	<p>Concerning the tree canopy, there are a lot of rendered trees in the design.</p> <p>Are there thoughts about how to foster a healthy tree canopy?            Are you limited by space or underground utilities?</p>	LM: There is a parking garage and a lot of utilities underground. We'll focus in on those discussions with Dream LeBreton as design progresses and NCC will need to approve the final design. Through the detailed design phase, we'll ensure the landscaping plans are feasible.
	<b>MP</b>	Can you apply any enforcement tools to ensure a certain number of trees, that they are properly maintained and replaced when needed?	LM: There are contractual tools to ensure the building is realized, but I'm not sure if those apply to the landscaping.
	<b>MP</b>	Concerning the vision of building community. This parcel has attracted one childcare facility. Does that mean future phases won't appeal to that type of facility/programming?	LM: Those concepts are a minimum requirement. We had planned to secure a childcare facility by the start of the middle phase, so we're ahead of schedule. We know the city



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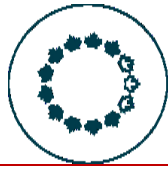
			is interested and they will likely want to enhance those facilities.
	<b>MP</b>	It seems to me, the things we talked about early on have been met.  Are there any lessons learned or areas for improvements you've thought about? We've had one kick at the can, what are some of lessons we can apply to the next 5-6 procurement phases?	LM: Hard to get perspective because we're still in the mix. I can say that we are satisfied with all 3 proposals we received. Any one of them would have been an exciting improvement in our view. It was a strong process. Could there be ways to improve it, maybe we can discuss during the confidential part of our meeting.
	<b>MP</b>	Could the affordable housing units happen without the subsidies from CMHC?	LM: No, it's incredibly expensive to build these units (affordable units) without subsidies.
	<b>MP</b>	Is that a program risk going forward?	Without other sources of funding, it's driven by the market and dictated by how the city decides to zone the area (inclusionary zoning)
	<b>CV</b>	My understanding is the MHI units are owned by them as well, that makes them available for affordable housing in perpetuity, correct?	LM: Yes.
	<b>CV</b>	That's a real bonus for this project.	
<b>Part 2: REI</b>			
	<b>CG</b>	I understand this process needs to be discrete. Are you receiving indication of interest that is surprising? A novel approach to a space like this?	LM: it's tricky to answer. We don't expect to get responses until closer to deadline. We did host an online information session and are running a marketing campaign at the global level. 217 participants attended the session, so we're encouraged by the level of interest
	<b>MP</b>	Is it possible for proponents to use R1 to 4 or can they subdivide the lot into different uses?	LM: They could but the evaluation is only based on the destination use of site itself.
	<b>MP</b>	If one of the proposals is really good, could you choose to enter into negotiation?	LM: Yes, if one particular concept is evaluated above the rest, we could enter into negotiations but it will depend on what we receive
	<b>MP</b>	The long-term lease seems innovative (or unusual), was there feedback about it? Is there a project risk?	LM: well this type of ground lease is not unheard of. And for this type of use it's appropriate. The REI allows proponent to include a lease submission in their proposal, and to create a lease framework.
	<b>MP</b>	And to clarify, this portion of the discussion is public?	LM: Yes, and the full REI document is on our website. Don't hesitate to share it with your network.
	<b>MP</b>	I know so many large event manufacturers	LM: we're interested to see what comes out of it.
<b>Part 2: Project updates</b>			
	<b>CV</b>	Thank you for that. No questions.	
	<b>MP</b>	When will the sewer work take place on Albert street?	LM: the city has it on the books. The streetscape project will be pushed to



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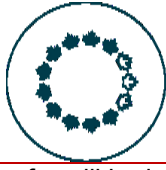
			2024. Delay allows for detailed designed of the area.
	<b>MP</b>	So, they will be doing more digging on Albert Street and adding bike lanes?	LM: The city's design intends for a multi-use pathway and the opening of Cave Creek would allow for additional treescape.

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	<b>CG</b>	The aspect of lease is not uncommon in many parts of the world. Shows the value the society places on this space. And we talk about reconciliation, it's a new approach to lease rather than to sell. Many reasons it makes sense. I'm wondering, because of where it is located, in front of the war museum, it would be interesting to link it to housing for veterans. Can we include something this specific in the RFP? Thinking of veterans and the project of building housing for veterans (near the Aviation Parkway). It was my initial reaction because of the location.	LM: that would be an interesting link. We will consider what that could look like. We had good conversations with them [Canadian War Museum] when developing master concept plan.
	<b>MP</b>	Would it follow similar RFP process with an evaluation, apart from selling the land, like the library parcel?	LM: lighter touch. We're talking about an RFO: we'll receive their proposals, evaluate them and then move the NCC approval process to refine their proposals. An RFO is higher level.
	<b>MP</b>	Would it be fair to say, the approach would be similar to the event space? Could you choose to move forward with someone and negotiate with them?	LM: yes, in a sense. The approach requires that all potential proponents meet those minimum requirements and evaluation based on price, structure of the deal and commitment to go above and beyond what they committed to. This process relies more on negotiation.
	<b>MP</b>	And, you're open to a proponent suggesting a lease framework?	LM: yes, we could put maximum lease and work out the framework. We would include some parameters in RFO but it would be up to the proponent to explain how it would work.
	<b>MP</b>	How would funding work for public realm portion? When are you thinking of building the federal portion of the greenspace?	LM: it's a cashflow question for us. We don't have the authority to request financing, so what we build depends on the cashflow. Capital Park last in line for funding in the middle phase. The flat phase wouldn't connect with the Capital Park funding.
	<b>MP</b>	We're still in the early phase, right?	Yes, and we'll be working with the city.
	<b>MP</b>	Support leasing option.	
	<b>MP</b>	With leased land, tricky things with insurance providers.	
	<b>MP</b>	But there is a certainty that the NCC and CMHC won't evict residents.	LM: we've heard through various conversations that there is a certain interest to maintain ownership of



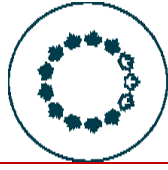
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			public lands. We can incentivize developers or property managers to maintain the buildings and lands.
<b>MP</b>	Should a major event place be located next to Bayview yards station.		
<b>CC</b>	<p>Echo what Michael just said, leases not uncommon within tourism businesses. Probably most of our tourism businesses are not in a scenario where they own their own land. So there's a lot that can be done and it protects uses of the land to a certain extent if that be guided through.</p> <p>Think about Hunt Club road Ranch, the lease is putting quite a bit of investment because of specific land use. For uses like that, people will invest because they have an idea of what the visitor experience would need to be on that site. You get buildings that are tenanted by many tourism businesses. You get in a scenario where upkeep is hard but with one tenant, it's easier to handle.</p> <p>Interesting tourism uses in that phase. Museum off on its own right now without the amenities to support tourism uses. Do support leasing structure.</p>		
<b>MP</b>	One thing you could think about with the lease function. If the NCC wanted to build a structure like the market building downtown or the Forks in Winnipeg, but focused on local businesses, you could own the property and see how to manage the properties.		<p>LM: that's an interesting perspective. For this particular phase, we're looking for an owner-design, build, and maintenance. But in the aqueduct district, that's a concept we've been mulling over.</p> <p>For this particular area, the Master Concept Plan focuses on residential uses to create an intimate neighbourhood but it will be interesting to see what developers would propose for the outside edge on Wellington. There could be an opportunity for mix-used there but there would be a focus on residential use for most of the area.</p>
<b>CG</b>	I had another question. Because of the fact that it's a bit of a scattered approach right now, it will be interesting to see how people use the spaces and how spaces or trends emerge through the evolution of the different, and hopefully that information of spatial use can be used to guide next steps. Having a <b>few buckets</b> under development would bring an interesting perspective like this. I understand there are limitation, but it will be interesting to gradually build up the area.		LM: Thanks. We're trying to knit that together.
<b>MP</b>	Building on that, it's been interesting to see how Pimisi Station made the <b>east flats development</b> more accessible. We can walk through the station and along the path instead of Albert Street. It feels very different. The feel of the little path makes a difference and as you think about the phasing of these projects, in 3-5 years we'll have the East Flats, the Library Parcel, the Library itself, plus this, plus the event space. These pieces will connect to each other. The distance between is small but getting the pedestrian and cycling facilities in early and making		LM: We define traffic movements in the Master Concept Plan. But it's a good question about turning restrictions that the city has implemented. The scenarios/options and decisions will come out in the Traffic Impact study.



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	<p>it safe, will be important. Building community and making it accessible.</p> <p>Along wellington edge: a sense of what the front is, of what you want it to be, lots of cool opportunity to activate that part of Wellington, restaurants, shops, to connect with the museum, have that bigger open thing on Wellington and then as you move in make it more local. Walk-ups, some retail.</p> <p>Other piece to ponder: right now the issue with people who live at LeBreton and want to access Preston, you can't turn onto Booth from Wellington, you need to drive through downtown and do a U-turn. You'll have to make a choice with the Flats development.</p> <p>Could you turn left in and right onto booth?</p> <p>When you make that choice, it will have an impact on all people, particularly residents, because it carries the risk of drive-through traffic. You'll have to define that at the beginning.</p>	
<b>CG</b>	<p>It's interesting, with the path/structures at the station. My habit was to walk to the market but with the path I now go to Preston, and its grocery store. It changes the perspective. If I take the car it's because I'm going far way. I walk to everything nearby. Quite interesting how it has opened up the area. The path feels safe.</p>	
<b>MP</b>	<p>How long does it take to walk to mercado? [question to CG]</p>	
<b>CG</b>	<p>15 minutes maybe. It's closer than somerset and bank. I wouldn't take the car to Preston. I take the car to go further. The idea of driving out, not sure it would have a big impact.</p>	
<b>CG</b>	<p>One last thing, that wasn't in the presentation. The initial conversation on affordable housing and the comments about people who can't even afford affordable housing, what I'm observing is that there are a few corners in the flats under the bushes where people live.</p> <p>I'm just wondering if as we develop this further, the concept of those tiny houses we're seeing in Toronto, or like wooden platforms, if people are there, people will stay there and it might make it more attractive.</p> <p>How can we imagine integrating them as this moves forward? They are there and will remain there, so how can we make it more livable for them?</p>	<p>LM: This is key for us and we will discourage our NCC colleagues to displace them. In the long term, our focus is on a housing-first approach and creating housing that allows people to have a real home in the Flats. The idea of temporary housing has come up and requires additional reflection. We're reluctant to explore temporary housing in areas that will be turned into parks. Providing affordable housing is complex, we would like this to be permanent rather than temporary housing.</p>
<b>LC</b>	<p>That's an important point. Collectively, we have a problem of creating affordable housing and have a part to play to create developments. To be build affordable housing without subsidies is impossible. I appreciate that you brought that piece forward.</p>	
<b>MP</b>	<p>[note: missed the comment/question]</p>	<p>LM: we're interested in focusing in establishing a road network and infrastructure in this area.</p>
<b>SC</b>	<p>I need to take this away and ponder.</p>	
		<p>BG: We will send a follow-up email, and more meetings will be organized in the future. We will share the minutes (at least what was not</p>



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		confidential). You can send an email to me or Laura or the team on anything we discussed today.
<b>KS</b>	The sound cuts out a lot.	BG: Yes, we will share the minutes and the presentation. Need to gather information and translate them.
<b>MP</b>	The last thing with what we've seen, we don't need another developer with walk-up apartments. We should encourage a space for affordable or supportive housing. And there is that opportunity with maintaining ownership of the land. We really can be creative and make people part of something that's there (collaborate with SGH, CCOC, others).	
<b>CG</b>	If you're part of the construction, the cost of construction includes work done by residents. Could be an interesting way particularly at a time where it's difficult to find workers.	LM: like a Co-op model LM: We would love something like this. The best places we like to spend time in, develop really organically. The constraint is we need the roads and infrastructure to get built. But we need to be open to a model of having a different proponent involved, like MHI in the Library parcel. We can also pursue the type of developers or the proponent through a marketing strategy as well. There are innovators at a global level. Interesting to hear that it's a priority for you folks
<b>MP</b>	What are the next steps?	LM: We will take this feedback, discuss it internally and use it to flow in to the RFO document and please if you have any further thoughts, we would love to hear them. We will pursue this process into late spring. We won't have another PAG meeting before the release of the document but it will be similar to library parcel and we'll make sure all feedback is reflected.
<b>MP</b>	Could we schedule some dates for PAG meetings?	LM: Benoit will send out tentative dates. We'll send a follow-up email and schedule some dates ahead of time, for the next 2-3 meetings before the end of the year. We'll also share minutes as soon as we have them.
<b>MP</b>	Will you provide an update on the proposals received?	LM: we won't report out in the short term. We are committed to making sure it meets the vision and we'll provide an update when we can.