



NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

National Capital Commission Building LeBreton: Public Advisory Group

Terms of Reference

As the Building LeBreton project moves to complete the final Master Concept Plan, apply for an amendment to the City of Ottawa Official Plan and begin the first phase of development with the Library Parcel, the National Capital Commission (NCC) is seeking to create a public advisory group (PAG), as part of its broader public engagement approach for the project.

Members will form an active and inclusive group that will be invited to provide advice and expert knowledge, formulate opinions, act as a liaison with the community, share views on the potential future users and community at LeBreton, and make recommendations on topics that affect the community.

Mandate, Purpose and Objectives

The mandate of the PAG is to assist the NCC with the development and subsequent implementation of the LeBreton Flats Master Concept Plan and future phases of development, by providing fair and balanced input in members' areas of expertise, sharing information with their community members, and formulating opinions on topics of interest to the community.

The PAG will play a key role in reviewing project proposals, sharing expertise and linking the project to community priorities. It will also provide recommendations to the NCC board of directors on key issues related to the Master Concept Plan and future phases of development.

It is the NCC's hope that seeking a wide variety of views will help shape a number of key project milestones. Additional peer review will be provided through the project's Joint Design Review Panel (JDRP) and the NCC's Advisory Committee on Planning, Design and Realty (ACPDR).

More specifically, the PAG will provide support, expertise, advice and connections in the following core areas:

- community building, user experience and housing affordability
- health and sustainability
- economic development and tourism
- sustainable transportation
- arts, culture and heritage



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The NCC will seek the advice of the PAG in validating the objectives and targets for the procurement processes in the phased implementation of the Master Concept Plan, including the development of the first phase, the Library Parcel. It will then provide feedback on the Library Parcel to the NCC and the chosen developer throughout the project.

Principles

The PAG's work will be guided by the NCC's Public Engagement Policy, which includes the following principles.

Transparency

Organizers shall make the purpose and objectives of engagement activities clear to participants, and shall explain in unambiguous terms how and to what degree participant input can shape the outcomes of the plan or project under discussion.

Meaningfulness

In instances in which input is solicited from the public, outcomes shall not be predetermined. Participants shall be given opportunities to express their ideas and preferences, provide feedback on proposed decisions and consider alternatives.

Respect

Members of the public will participate and contribute their thoughts and ideas in a respectful manner, as per the NCC's public engagement policy, in order to ensure constructive proceedings.

Inclusiveness

The venues where public engagement activities are held shall be universally accessible, and the content/material prepared and presented should be designed to facilitate the participation of a wide range of clients, including those people who have impairments of mobility, vision or hearing.

Clarity

All participants shall have access to relevant, timely and clear information regarding project specifications. This information shall be written in plain, simple language intended to be easily understood by non-experts in keeping with the Communications Policy of the Government of Canada.

Accountability

Participants shall be informed of the outcome of public engagement activities in which they participate. In the case of activities in which public input is solicited, the NCC shall draft and publish public consultation reports that address participant feedback.



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Responsiveness

The NCC shall address inquiries and constructive comments from the public in a thorough and timely fashion.

Consistency

While recognizing that each project has its own unique characteristics and requirements, the policies, processes and principles described in the NCC's Public Engagement Policy shall be applied uniformly from project to project, and from one community of interest to another, in a manner that promotes fairness and equity.

Responsibilities

In its advisory capacity, the PAG presents an opportunity to gather valuable perspectives and recommendations for the implementation of the Master Concept Plan for topics that are of interest to the community, for consideration by the NCC.

Meetings will be scheduled at key points during the project to discuss opportunities and ideas that address community interests as part of implementation of the Master Concept Plan.

Members will be expected to review documentation provided by the NCC prior to the meetings and prepare to share their views, as well as engage in informed dialogue in order to recommend solutions and provide a variety of views throughout the planning stages.

The PAG's composition will reflect the range of community and other interests at stake. Each group member must be willing to rise above advocacy for the specific goals of their organization and to work toward fair and reasonable accommodation of all interests in the process.

The Building LeBreton project team will provide all the relevant information, presentations and studies for the PAG's activities, as well as contribute to the agenda development. NCC Public Affairs will liaise with PAG members and the project team to ensure seamless information sharing.

The co-chairs will be responsible for the following:

- leadership of the PAG and ensuring that it operates effectively;
- convening and managing the conduct of PAG meetings, developing the meeting agendas and managing the length of presentations to allow enough time for meaningful discussion;
- facilitating open and constructive communications among PAG members and encouraging their contribution to all PAG deliberations;
- reporting on PAG discussions, and acting as spokespeople with the media; and
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- ensuring that all views are heard in a safe, open and honest manner, and that the NCC's Rules for Etiquette and Decorum at Public Meetings are followed by all participants.

Members will be expected to do the following:

- work collaboratively with colleagues who have different and sometimes competing views and interests, and to fairly balance advocacy with collaboration;
- effectively represent one (or more) of the key sectors related to the development of LeBreton Flats;
- react to ideas, provide advice and identify solutions;
- share information with their varied constituent groups, and gather feedback.

The roles of PAG ex-officio members will be as follows:

- to attend meetings to observe
- to report to their relevant organization

The NCC will provide resources to manage logistical and operational support for the meetings.

Recruitment Process

The NCC will identify key stakeholders and relevant experts in the core sectors identified in the mandate, purpose and objectives of the PAG.

Where a specific individual has been identified, the NCC will communicate with them and discuss their membership in the PAG, and invite them to submit their resumé for consideration. Where an organization is identified, the NCC will ask the organization to submit two resumé for consideration, with each individual having relevant experience in their field.

The terms of PAG members will initially be two years, with the possibility of renewal for one or two years.

Gender balance, diversity and other public values will also guide the selection of PAG members.

Composition

The PAG will consist of approximately 15 volunteer members selected from key stakeholders throughout Canada's Capital Region.

Members will represent the following sectors:

- local community associations
- affordable housing
- active transportation



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- sustainability
- health, social services and child care / education
- arts and culture
- heritage
- labour and employment
- home building / construction
- Indigenous community
- local business and economic development
- tourism
- local residents (2)
- affordable housing users

Representative(s) from the NCC's Building LeBreton team and the City of Ottawa will be included as ex-officio members (the number and position of members may vary depending on the meeting context).

The PAG will be co-chaired by two members:

- an individual selected by the PAG membership
- the NCC's Building LeBreton Project Director

Activities and Frequency of Meetings

The PAG will

- meet at the beginning of each of the phases of the LeBreton Flats redevelopment project (the NCC anticipates quarterly meetings, although the schedule of meetings will be flexible to ensure that the PAG is able to provide input at key points in the project);
- meet in the NCC's Urbanism Lab, located at 40 Elgin Street, in Ottawa, or virtually using NCC video-conferencing platforms;
- conduct meetings in both official languages—members and participants can use the official language of their choice;
- establish quorum at eight members (assuming a total of 15 PAG members), not including ex-officio members;
- not replace members by substitutes at meetings, except as permitted by the co-chairs;
- publish its minutes, and make them available to the public;
- have the option of establishing subcommittees and/or special committees to carry out special tasks;
- suggest changes to the terms of reference for consideration by the NCC;
- exchange information via email newsletters, in addition to its in-person meetings;
- convene special meetings, as needed.



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Relevant Project Milestones

The following upcoming project milestones will guide the frequency and timing of meetings:

PROJECT MILESTONE	TIMING
REMAINING STRATEGIES TO COMPLETE THE FINAL MASTER CONCEPT PLAN	Fall 2020
EVALUATION CRITERIA FOR PROCUREMENT OF THE FIRST DEVELOPMENT PHASE (LIBRARY PARCEL)	Fall 2020
EVALUATION CRITERIA FOR PROCUREMENT OF THE NEXT DEVELOPMENT PHASE	Spring 2021
INITIATION OF PUBLIC REALM PLANNING	Spring 2021

Transparency

The NCC is committed to transparency and keeping the public informed of its engagement activities. It will therefore publish the names of the PAG participants, agendas, meeting minutes and summaries of recommendations, along with the NCC's responses, where applicable.

Confidentiality and Privacy

The information shared with the PAG and the discussions during the meetings are intended to be open and transparent. The discussions should generally be considered non-confidential.

However, in some cases, confidential information may be shared. To ensure the integrity of commercially sensitive information, information that must remain confidential will be clearly identified, and members who do not wish to receive the confidential information or participate in confidential discussions will be able to choose not to participate in the confidential portions of meetings.

Should a PAG member choose to participate in confidential portions of the meetings, the member will be asked to sign an acknowledgement of non-disclosure and confidentiality. PAG members shall undertake to hold in confidence any information received as confidential, to use the information only for the purposes set out in the terms of reference and not to disclose any of the information to any third party.



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Should a PAG member wish to share confidential information with external parties or with their organization, that member shall notify the PAG co-chairs in advance. The PAG member and co-chairs shall discuss the confidentiality of the information in question and, if the receiving information is no longer considered to be confidential or can be shared with that party under specific conditions, the PAG member will have the choice of whether or not to disclose it under such conditions.

Should a PAG member wish to share confidential information with the other members of the PAG in order to have this information considered as confidential, that member shall notify the PAG co-chairs in advance. The PAG member and co-chairs shall discuss the confidentiality of the information in question and the PAG co-chairs will determine if this information is deemed to be confidential or not. The PAG member will then have the choice of whether or not to disclose the information to the other members.

The written record of any meeting shall not contain information that a PAG member or the NCC does not wish to disclose for reasons of confidentiality. Any documents or information that the parties agree to treat on a confidential basis shall be identified as having been provided and received confidentially and shall not be disclosed, unless required by law or by a court.

As the NCC is a federal Crown corporation, it is subject to the *Access to Information Act* and the *Privacy Act*, and to the privacy policies of the Government of Canada; therefore, all proceedings and documentation will remain subject to these acts and policies, as the case may be.

Conflict of Interest

If a PAG member faces a real, apparent or potential conflict of interest relating to a matter before the group, that member will inform the chair of the PAG (or, in the case of the chair, they will inform the NCC Public Affairs contact) prior to consideration of the matter by the PAG. If the chair of the PAG, or the NCC, as the case may be, concurs that such conflict exists, they will disclose to the group the member's interest, and the member will not participate in the consideration.

End of Service

The end of service for membership shall take place within 10 days' notice from the PAG member or the NCC.