



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Alexandra Bridge Replacement

PUBLIC CONSULTATION ROUND 1B - SUMMARY  
REPORT  
NOVEMBER TO DECEMBER 2021

Canada

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# 1. Executive summary

## 1.1. About the project

The Alexandra Bridge is more than an interprovincial crossing, it is a national landmark, and has been an iconic feature of the Ottawa–Gatineau skyline for over 120 years. It is one of five interprovincial bridges that span the Ottawa River; it crosses from Nepean Point, in Ottawa, to the Canadian Museum of History, in Gatineau. Originally built to accommodate rail and other modes of transportation, the bridge is now used annually by thousands of pedestrians, cyclists and motorists — it is the second-most used active mobility crossing in the National Capital Region.

The bridge is now reaching the end of its service life (i.e. the period of time that it is expected to be in use) and is due for replacement. Ongoing repairs will allow it to remain in use until the start of construction in 2028.

The decision to replace the bridge was not taken lightly. Following a 2018 cost analysis study and recommendation by Public Services and Procurement Canada (PSPC) to replace the bridge, the Government of Canada directed in Budget 2019 that the bridge be replaced to ensure that it could continue to serve current and future transportation needs. [A report detailing the recommendation](#) was released by PSPC on its website.

The design and construction process will take place over an approximately 10-year period, and is part of a broader effort to improve interprovincial transportation in the National Capital Region. Site work is scheduled to begin in 2028, and construction of the new bridge is expected to be completed by 2032. The project is currently wrapping up the pre-planning stage (2019–2021).

In partnership with PSPC — the department responsible for the management and the replacement of the Alexandra Bridge — the NCC is leading a comprehensive engagement process on this project. There will be several opportunities for members of the public, stakeholders and Indigenous partners to provide feedback throughout the various stages of the project.

The replacement of the Alexandra Bridge is a unique opportunity to reimagine this vital connection between Ottawa and Gatineau. This round of consultation was designed to invite stakeholders and the public to share their thoughts about opportunities, potential disruptions and impact mitigation strategies to consider as the project moves forward.

By working directly with the public throughout the project life cycle, we can lean on these considerations and innovative ideas to make the Alexandra Bridge a national source of pride for all Canadians.

Additional information on the project, including detailed project requirements, potential impact mitigation strategies and timeline, can be found on the NCC's website.

[Alexandra Bridge replacement project on the NCC's website.](#)

## 1.2. Public consultation process

More than 1,860 individuals participated in this round of public consultation (1B), which took place in the fall of 2021. The public consultation included activities such as an online web page to share information, an online questionnaire and stakeholder meetings to gather feedback on the project.

The online questionnaire was hosted on the QuestionPro platform between November 25, 2021, and December 12, 2021; the stakeholder meetings were held in December 2021 and meetings continue to be organized (January 2022—ongoing). A total of 9 meetings with stakeholders were held in December via Microsoft Teams. We continue to conduct outreach and research to identify additional stakeholders to engage. A total of 9 meetings have been held to date in 2022. A report summarizing these discussions (January 2022 – ongoing) will be published in the coming months.

Similar content was presented to the public and stakeholders through the online questionnaire and the individual meetings, such as background information on the project, followed by a series of questions.

In the stakeholder meetings, the discussion focused on answering questions on the project and gathering feedback on anticipated benefits or opportunities, potential disruptions and impact mitigation strategies.

Participants who completed the online questionnaire were invited to answer questions on different aspects of the project. The full questionnaire is included in Appendix A.

Participants were also given the option of providing feedback on the NCC's social media accounts (Twitter, Facebook, LinkedIn), via email, by calling the NCC's Client Services or by requesting a paper copy of the questionnaire.

The public consultation was promoted through the NCC's social media accounts, as well as a paid digital advertising campaign. An email invitation to participate in the online consultation was sent to the NCC's public engagement newsletter subscriber list. A similar invitation was sent to a targeted list of stakeholders, offering them an introductory or follow-up meeting with the project team. Both the subscriber list and the targeted list of stakeholders received reminder emails.

A mail drop campaign was also developed to inform neighbours adjacent to the replacement project, and the online consultation and was delivered to approximately 23,000 residents by Canada Post. A copy of the mail drop is included in Appendix B.

### 1.3. Public consultation highlights

#### 1.3.1. Stakeholder meetings

##### 1.3.1.1. Anticipated benefits, potential disruptions and impact mitigation strategies

Stakeholders were invited to share how the bridge replacement might impact them, their business, patrons or employees. Most comments focused on the potential disruptions or opportunities that could be created by the deconstruction and construction activities, respectively. These are listed below in order of mentions (most to least):

- impacts to traffic flow and congestion, particularly morning and afternoon commutes, but also daily commuting between business areas, as well as lengthy active mobility detours and limited access to loading docks and delivery zones were also raised as considerations
- impacts to parking availability for employees and patrons, including on-street and paid parking lot spots
- the impact of noise, dust, debris and vibrations on daily operations, events, and health and safety, for example, loosening of asbestos in heritage buildings or piling up of debris on the water near the construction site
- impacts on water safety due to increased water flow and turbulence, as well as limited access to the river or impeded navigation under and around the bridge

For local businesses, including the food and drink sector, as well as boat tour operators, construction activities have the potential to impact their bottom lines and future business plans. Potential impact mitigation measures to be considered include the following, from most to least mentioned:

- keeping the waterways open for recreational and commercial navigation, or temporary closures with alternative channels open
- providing access to the Ottawa River from Jacques-Cartier Park, including access to an adequate boat ramp that can accommodate recreational and commercial vessels
- maintaining access to mooring spaces for recreational and commercial vessels, while also considering the water depth required for larger vessels
- maintaining access to services, such as electricity, water and sewage (pump out), as well as public-facing services, such as a welcome kiosk or an access point for tour buses
- implementing business continuity strategies to limit impacts on businesses, such as addressing how to maintain an active mobility link between the Ottawa and Gatineau shores all year long or limiting disruptions on businesses stemming from public concerns.

A few stakeholders spoke of the opportunities related to the design of the new bridge itself, as well as ideas on how the design could lead to better connections with surrounding public spaces. The examples are listed below, in order of mentions (most to least): integrating plans or ideas for the area into the bridge design, such as a connection to Nepean Point and a pathway to Rideau Falls, animating the shoreline, creating an integrated illumination plan, or building a light-rail tourist loop along Confederation Boulevard

- addressing the noise pollution created by the current bridge

- addressing certain design features on the bridge to enhance the river basin experience for recreational boaters and rowers, for example, adding start docks at the piers or addressing surface water turbulence
- looking at ways to preserve the heritage characteristics of the bridge

Prioritizing green, sustainable choices in the bridge design and construction activities was also mentioned by at least two stakeholders, including recycling the clean fill from the construction site to address erosion along the shoreline or focusing on an active mobility-first, transit-oriented bridge design. The need to address historical safety concerns related to suicides at the bridge was also raised as an important consideration.

Finally, the importance of communications was highlighted by many stakeholders, including the need to be timely and provide adequate lead times to allow businesses to adjust to the bridge closure, as well as the need to keep stakeholders engaged, to be open and transparent with the public and stakeholders and to share information internally about lessons learned from other major bridge projects.

#### 1.3.1.2. General feedback, including questions and answers

Part of the meetings were dedicated to answering questions, as stakeholders familiarized themselves with the project's details and broader implications. The discussions mostly focused on some recurring themes, including the following:

- **Traffic** management, active mobility detours, transit and interprovincial travel, water taxi service, as well as an interest in helping promote detours to their patrons
- The new **bridge design** and the importance of making it a destination that meets public expectations, including prioritization of active modes of transportation and public transit
- **Alignment** and location of the new bridge
- **Timeline** for deconstruction and construction
- The **decision to replace** the bridge and items included in the 2018 cost analysis study
- **Current state** and monitoring of the bridge structure, as well as impacts of supply chain and labour shortages on maintenance work
- Impacts to **NCC leases** with wharf operators

Above all, stakeholders were appreciative of the opportunity to discuss with the project team and provide their feedback. Most indicated that they would like to be kept updated and consulted throughout the length of the project, or confirmed their preferred method of communications. Some also provided names of organizations or stakeholders that should be consulted as the project progresses.

A response summary detailing how areas of interest are being considered by the project team is included in Section 2.2. Findings and integration of results (on page 11).

#### 1.3.2. Online public consultation

During the online consultation, the public was given the opportunity to build upon the feedback gathered in the previous round held in fall 2020 (1A).

Specifically, this round (1B) was focused on identifying anticipated benefits that could result from the project and how to ensure its success, and identifying any potential disruptions that could occur before, during or after the construction period. Then, respondents were asked to propose impact mitigation strategies for the potential disruptions they had identified.

When asked what benefits they anticipated as a result of the replacement project, it is important to note that there was a sustained opposition to the bridge replacement, as some saw no benefit resulting from the project (138 mentions). However, the majority of respondents were in favour of the project. Of those who were in favour of the replacement project, the following reflects the most frequently mentioned benefits:

- increased opportunities for active mobility once the new structure has been built, specifically focusing on providing safe cycling and pedestrian links (182 mentions)
- a visionary and aesthetically attractive bridge design, whose look should match the character of the Capital (145 mentions)
- increased interprovincial travel capacity between Ottawa and Gatineau, resulting in better connectivity between the two cities (112 mentions)
- removing barriers for users, and ensuring that the new structure prioritizes safety and accessibility (107 mentions)

After identifying anticipated benefits, participants were asked to share the potential disruptions they identified that could occur as a result of the replacement project. The following statements reflect the most frequently mentioned potential disruptions:

- increased traffic congestion during the construction period (235 mentions)
- the temporary loss of a central active transportation link (190 mentions)
- restricted access to nearby public spaces, including parks, tourist destinations, local businesses and the river (73 mentions)
- additional challenges for interprovincial travel between Ottawa and Gatineau (66 mentions)

Respondents proposed some solutions for the potential disruptions they had identified. The most frequently mentioned impact mitigation strategies included the following:

- provide additional public transportation options, both during and after construction. These should be options that seamlessly integrate with the existing public transportation systems in both cities (105 mentions)
- dedicate space for, and encourage, active mobility of bridge users; ensuring that separate lanes are in place to support active transportation by cyclists and pedestrians (93 mentions)
- do not replace the bridge, and instead keep the existing structure (92 mentions)
- envision and create a bridge design that delivers on both function and form; some focused on a structure to deliver a safe crossing for a variety of transportation options, while others were more concerned with the overall aesthetics of the bridge (81 mentions)
- before starting construction on the Alexandra Bridge, ensure that other bridges have the functional capacity to support increased vehicle traffic and are safe for active transportation (61 mentions)

A response summary detailing how areas of interest are being considered by the project team is included in Section 2.2. Findings and integration of results (on page 15).

### 1.3.3. Social media

Comments on the NCC's social media channels and paid ads are also being taken into account as part of the 1B consultation. A summary of the key themes are provided below:

- The majority of comments were in favour of the rehabilitation of the current structure, rather than its replacement. For example, some suggested keeping the current bridge open exclusively for active transportation to extend the service life of the bridge.
- Some comments were also focused on the importance of the heritage characteristics of the current structure, and were concerned about losing those elements in the replacement bridge.
- Other comments spoke to the desire of restricting vehicle access on the replacement bridge and prioritizing active mobility and public transportation in the new design (e.g. pedestrian use, cycling, light rail, public transit buses and so on).
- Others also discussed how other interprovincial crossings would be used during the construction period and what the impact would be (e.g. the Chief William Commanda Bridge, the Portage Bridge, the Chaudières crossing, the Champlain Bridge and the Macdonald-Cartier Bridge).

### 1.4. Next steps

There will be a minimum of five formal rounds of public consultation, all of which will involve targeted engagement with nearby communities. The project team will also be engaging with stakeholders on an ongoing basis during and between formal rounds of public consultation.

The next round of public consultation (round 2) is expected to take place in the fall/winter 2022-2023. This will be an opportunity for the public and stakeholders to have their say on conceptual design options for the new bridge.

The project team will be conducting different studies to further their understanding of potential impacts and mitigation strategies, including the following:

- a heritage impact assessment
- a fish and habitat assessment study
- a cumulative effects study
- an archaeological assessment study
- a phase II environmental site assessment
- a land impact study
- a traffic impact study

The project team will be submitting the initial project description to the Impact Assessment Agency of Canada (IAAC) in early 2022. The project will move to the planning stage at that time. The IAAC will also conduct its own separate engagement as per the regulatory requirements under the *Impact Assessment Act*. Engagement opportunities can be found on the IAAC website.

[IAAC engagement opportunities](#)



## 2. Detailed report

### 2.1. Public consultation process

#### 2.1.1. Consultation objectives

As part of the first round of public engagement for the project, a second public consultation (1B) was undertaken in fall 2021 from November 25 to December 12, for the project team to share an update with the public and stakeholders, and gather additional feedback on anticipated benefits and potential impact mitigation strategies that will contribute to the impact assessment process.

In this round of consultation, we did the following:

- confirmed what we heard in the first part of the engagement process (1A, fall 2020) and shared how impacts could potentially be mitigated
- provided further details on anticipated benefits and potential impact mitigation strategies identified through various preliminary studies considering the upcoming initial project description submission to the Impact Assessment Agency of Canada
- provided an update on the Alexandra Bridge replacement project timeline and next steps, as well as the approved planning and design principles
- gathered feedback and comments on anticipated benefits and potential impact mitigation strategies, as well as additional feedback identified by the public and stakeholders

#### 2.1.2. Dates

Online consultation

- November 25, 2021 to December 12, 2021

Stakeholder meetings

- December 2021

Meetings continue to be organized through follow-ups and discussions with stakeholders. A report summarizing these discussions (January 2022 – ongoing) will be published in the coming months.

#### 2.1.3. Consultation procedure and tools

##### 2.1.3.1. Stakeholder meetings: December 2021

Individual meetings with stakeholders were held virtually via the Microsoft Teams platform. The meetings featured a presentation on the Alexandra Bridge replacement project, which included the following information:

- Background information on the Alexandra Bridge replacement project
  - o history and context
  - o why the bridge is being replaced
  - o vision and mission statement
  - o planning and design principles
  - o federal impact assessment process

- o project timeline
- Public consultation: What we heard and potential impact mitigation measures
- Studies and impact assessments that are, or will be, undertaken

This was followed by an informal discussion period where stakeholders were asked to provide feedback on anticipated benefits and potential impact mitigation strategies. It also included a question and answer session.

#### 2.1.3.2. Online consultation

Mirroring the online consultation for round 1A, this online consultation contained two parts. The first directed participants to a web page on the NCC's website that provided information on the following:

- the project's background, functional requirements and schedule
- potential disruptions and impact mitigation strategies
- the vision, and planning and design principles for the new bridge
- highlights of the previous round of public consultation
- objectives for the current round of public consultation

Participants were invited to complete an online questionnaire on the QuestionPro platform about different aspects of the project, including the following:

- opportunities or anticipated benefits of the bridge and ways to ensure success
- potential disruptions and solutions to mitigate these impacts
- prioritization of identified anticipated benefits and potential disruptions
- additional comments or concerns about the project

The full questionnaire is included in Appendix A.

Participants were also given the option of providing feedback on the NCC social media accounts (Twitter, Facebook and LinkedIn), via email, by calling the NCC's Client Services or by requesting a paper copy of the questionnaire.

#### 2.1.4. Invitation and promotion

##### 2.1.4.1. Stakeholder meetings: December 2021

Invitations to the individual meetings were sent to neighbouring businesses and organizations, given their proximity to the bridge (i.e. roughly in the neighbourhoods of Île-de-Hull in Gatineau, and Lowertown in Ottawa). These stakeholders were identified as being directly impacted by the Alexandra Bridge replacement project, and include groups such as local businesses, associations, embassies and government building tenants. The full list is provided in Appendix C: Stakeholder groups.

The individual invitations were sent between November 26, 2021, and November 30, 2021. Follow-ups were conducted between December 3, 2021, and December 8, 2021.

An invitation was also sent to a different group of stakeholders as a follow-up to the discussions held during the first round of consultation (round 1A, fall 2020) see Appendix C: Stakeholder groups, for the full list. Additional stakeholders were also included in this invitation.

These were identified as being potentially impacted by the project, given their proximity to the bridge. The email invited stakeholders to complete the online questionnaire, to share the link to the questionnaire with their network, and to contact us should they have additional questions about the project or wish to discuss with the project team.

On Thursday, November 25, 2021, the follow-up invitation was sent to the stakeholder groups. A reminder was sent on December 9, 2021.

#### 2.1.4.2. Online consultation

An email invitation to participate in the online consultation was sent to more than 9,000 individuals and organizations on the NCC's public engagement newsletter subscriber lists, which includes the following stakeholders:

- interest groups, user groups and heritage groups
- residents' associations
- members of the general public registered to receive public engagement messages

The same invitation was also sent to organizations identified as having an interest in or being potentially impacted by the project. The invitation to participate in the consultation was sent to both lists on November 25, 2021, and a reminder was sent on December 9, 2021. A full list of stakeholders is included in Appendix C: Stakeholder groups.

Messages were also posted on the NCC's social media accounts (Facebook, LinkedIn and Twitter), soliciting the participation of all interested members of the public. Organic and paid posts generated over 85,000 impressions.

A mail drop campaign was developed to inform neighbours adjacent to the replacement project and online consultation. It was delivered through Canada Post to approximately 23,000 residents and businesses of l'île-de-Hull, in Gatineau and the Lowertown and parts of the Sandy Hill neighbourhoods, in Ottawa. A copy of the mail drop is included in Appendix B: Mail drop.

The information presented in the mail drop included details on the project, timeline and potential impact mitigation strategies. Residents were also asked to fill out the survey online via a QR code or to request a paper copy of the survey through the NCC's Client Services. Four individuals requested a paper copy of the questionnaire.

The mail drop campaign was successful in generating local interest in the project and the consultation, representing a 175 percent jump in daily survey participation rates — measured from the day of delivery — as well as an uptick in calls and emails to the NCC's Client Services.

A paid digital advertising campaign was also used throughout the duration of the online consultation. The promotional campaign for the online consultation generated over 790,000 impressions. The platforms identified below were used to launch the campaign.

Print/Digital	Display ads
LeDroit Ottawa Citizen The Hill Times <i>Ottawa Business Journal</i> (print and online) First Nations Drum East Pride Canada News DiversityCan.com Thrive Magazine Canada ParaSport Ontario	Facebook Google

## 2.1.5. Participants

### 2.1.5.1. Stakeholder meetings: December 2021

- A total of 10 participants representing the following organizations:
  - o Canada School of Public Service
  - o Capital Cruises
  - o Croisières Outaouais
  - o Earl of Sussex Pub
  - o Global Centre for Pluralism
  - o Lady Dive Tours
  - o Passenger and Commercial Vessel Association
  - o Schad Boutique
  - o Tavern on the Hill
  - o Transport Action Canada

Meetings continue to be organized through follow-ups and discussions with stakeholders. A report summarizing these discussions (January 2022 – ongoing) will be published in the coming months.

### 2.1.5.2. Online consultation

- A total of 1,846 respondents, 759 of whom completed the questionnaire from start to finish.

## 2.2. Findings and integration of results

### 2.2.1. Stakeholder meetings

The workshops were organized to provide impacted stakeholders with an opportunity to discuss the Alexandra Bridge replacement with the project team, to share questions and provide feedback on anticipated benefits or opportunities, potential disruptions and impact mitigation strategies.

#### 2.2.1.1. Anticipated benefits, potential disruptions and impact mitigation strategies

Stakeholders were invited to share how the bridge replacement might impact them, their business, patrons or employees. Most comments focused on the potential disruptions or opportunities that could be created by the deconstruction and construction activities, respectively. A summary of how the comments will be considered is included below.

Areas of interest	Integrated teams' response
Traffic flow and congestion (e.g. morning and afternoon commutes, daily commuting between business areas, access to loading docks and delivery zones)	<p>Future works on the interprovincial crossings may impact traffic volumes and travel times. The project team is collaborating with other levels of government and regional partners (e.g. the cities of Ottawa and Gatineau, and transport authorities) to develop traffic management and communication plans, including mitigating heavy truck traffic in anticipation of impacts related to traffic volumes.</p> <p>The closure of multiple bridges will be avoided as part of this project. Should closure be required, adequate and sufficient detours will be put in place to minimize disturbance to the general public. Detours and other changes to traffic patterns will be communicated to tour operators to ensure that clients know how to reach various locations near the construction site.</p> <p>Wayfinding to reach public facilities, as well as general safety of the public in the construction zone, will be important aspects of construction planning.</p> <p>If access to loading docks needs to be restricted, timely communication and a strategy to ensure minimal disruption to operations will be put in place.</p>
Parking availability for employees and visitors (e.g. on-street parking, parking lots)	<p>The project team will work with affected business owners and stakeholders to establish a parking management strategy to ensure that employees and visitors have adequate parking, where required.</p>
Noise, dust and vibration (i.e. impact on daily operations, events, and general health and safety)	<p>During the deconstruction and construction stages, the project team will use different strategies to manage dust, noise and vibration, including shutting down equipment when not in use, proper maintenance of equipment and vehicles in operation, dust control, use of muffler systems, and monitoring of decibel levels and air quality, where applicable. In addition, a communication</p>

Areas of interest	Integrated teams' response
	<p>plan and complaint resolution process will be developed prior to construction to provide potentially affected individuals with information to address noise-related and other complaints during construction.</p>
<p>Open navigation on the waterway for recreational and commercial vessels (e.g. under and around the bridge)</p>	<p>The project team will work in collaboration with other levels of government and regional partners (e.g. Parks Canada, Transport Canada) to develop a navigation management plan, if required, based on the construction approach and methods. Proposed temporary interruptions and closures will be well coordinated in advance with all stakeholders involved. Appropriate signage, notices and communication plans will form part of the navigation management plan.</p>
<p>Maintaining adequate access to the following:</p> <ul style="list-style-type: none"> <li>• a boat ramp (like the one currently in the park) to access the Ottawa River that would accommodate recreational and commercial vessels</li> <li>• mooring spaces (i.e. that have required water depth)</li> <li>• docking services (e.g. electricity, potable water, pump-out for sewage) and access to public-facing services, such as welcome kiosks, access points for tour buses</li> </ul>	<p>The project team will work with affected business owners and stakeholders to understand their boat specifications and ensure that those needs can be met, where possible.</p> <p>The project team is exploring the possibility of installing a temporary wharf, in an appropriate location, that can meet the needs (e.g. in terms of water depth) of affected stakeholders who operate from or rely on the current wharf.</p> <p>Continued engagement with affected public-facing services/businesses will be key to understanding the potential challenges and required mitigation. The project team will work with business owners operating near the construction zone, including those who rely on access to services provided in Jacques-Cartier Park, to develop strategies to mitigate the impacts to business operations.</p> <p>Supporting services (electricity, pump-out, guest reception kiosks and other services) will be considered as part of the development of temporary infrastructure, particularly those associated with businesses operating in Jacques-Cartier Park.</p>
<p>Maintaining an active mobility link and connections to tourist nodes (e.g. access to ByWard Market restaurants from Gatineau)</p>	<p>The project team is working to assess alternative routes to ensure access between both cities (Ottawa and Gatineau). Connections to tourist nodes for active transportation will also be considered. Mitigation measures will be further explored during the planning phase of the project.</p>
<p>Addressing public concerns, while limiting disruptions on business owners (i.e. long-term disruptions or delays)</p>	<p>The project team will continue to engage with the public, in a timely manner, to ensure that concerns are addressed as part of</p>

Areas of interest	Integrated teams' response
that impact business revenues)	<p>the efforts to minimize the disruptions to businesses and the project schedule.</p> <p>A communication plan will be developed, in collaboration with stakeholders, which will serve to inform the public and tourists of any changes to hours of operation, services and detours, and help maintain foot traffic.</p> <p>The project team is dedicated to fostering a no-surprise environment for affected businesses.</p>

## Opportunities

Others spoke of the opportunities, including the design of the new bridge, creating better connections with surrounding public spaces and public realm plans, sustainable choices, addressing historical safety issues, and sustained communications and engagement. A summary of how the comments will be considered is included below.

Areas of interest	Integrated teams' response
Opportunity to develop a holistic plan for the area that combines different projects and proposals (e.g. better pathway connectivity, tourist loop, integrated illumination plan, animation along the river)	<p>The project team is working to develop a comprehensive plan that improves connectivity, pedestrians' and cyclists' experience around the new bridge, mobility, and continuity of the urban fabric, as well as honours traditional Indigenous culture.</p> <p>The planning and design principles offer a vision for future operation and enhancement measures, including improving public access to the shorelines through pathway improvements for pedestrians and cyclists around the new bridge, which will increase permeability and unification of the shoreline area and the adjacent urban fabric, as well as increase use of these spaces.</p>
Importance of timely and transparent communications (e.g. to aid in planning, business accommodations, relationship building)	The project team is dedicated to ensuring transparent, timely and ongoing communication with stakeholders to guide project planning activities. There will be a "no-surprise environment for businesses." The project team will also consider public input on opportunities for improvement of the new bridge design.
Addressing noise pollution in the new bridge design	Consideration of noise pollution is planned to be factored into the design of the new bridge. It is anticipated that the new bridge will have a solid deck which will contribute to reducing the noise from vehicle traffic.
Enhancing the river basin experience for recreational boaters and rowers through the new bridge design (e.g. temporary start docks for	The project team will work in collaboration with other levels of government and regional partners to explore options to enhance/address the river basin and pier design.

Areas of interest	Integrated teams' response
rowing competitions), and addressing surface water turbulence in pier design	
Opportunity to recycle the clean fill from the construction site to address erosion along the shoreline in the area	The project team will work in collaboration with other levels of government and regional partners, to explore all opportunities and synergies to reuse construction materials that are appropriate for other uses.
Concern about a vehicle-first approach to designing the new bridge and a desire to see the prioritization of active mobility and public transportation modes	<p>The focus for the design of the new bridge is on improving the facilities for active transportation users. The design of the new bridge will consist of the following:</p> <ul style="list-style-type: none"> <li>• Two lanes for road traffic (one for each direction) which must be adaptable for the potential installation of a tramway or light rail train system in the future.</li> <li>• One active transportation lane (pedestrians and cyclists) on the upstream (west) side of the bridge to maintain scenic views to Parliament Hill. The active transportation lane must be a two-way path with a clear and distinct separation between pedestrians and cyclists.</li> </ul> <p>The addition of observation points or seating areas where people can sit and contemplate the view is also part of the conceptual design. The new design will seek to improve the overall experience for active transportation users.</p>
Addressing historical safety concerns related to suicides at the bridge	The project team will work in collaboration with other levels of government and regional partners to develop and implement appropriate strategies/plans. The focus will be to address real and perceived safety concerns for users, including considerations for bridge safety nets, physical barriers, lighting, bridge phones and signage. Posting of other public education media promoting awareness of hotlines and other prevention services will also be explored.



### 2.2.1.2. General feedback, including questions and answers

Part of the meetings were dedicated to answering questions as stakeholders familiarized themselves with the details and broader implications of the project. The discussions focused primarily on some recurring themes, including traffic and interprovincial transportation, timeline, bridge design, funding, and engagement. A summary of how the comments will be considered or have been addressed is included below.

Areas of interest	Integrated teams' response
Traffic management during construction	The project team will work in collaboration with other levels of government and regional partners (e.g. the cities of Ottawa and Gatineau, and transport authorities) to develop traffic management and communication plans, including mitigating heavy truck traffic in anticipation of impacts related to traffic volumes. Detours will seek to minimize disturbance to the public, as much as possible.
A new bridge design that reflects public expectations	The planning and design principles intend for the bridge to complement and be sensitively inserted into the landscape, so as to be an iconic structure, without overpowering the natural features of the landscape and the pre-eminence of national symbols such as the Parliament Buildings.  The project team will continue to seek public engagement to reflect their expectations in terms of the new bridge design.
Bridge alignment and location	The project team is considering two bridge alignment options: straight and curved. It is anticipated that the bridge will be constructed in the same area, and the alignment itself will be subject to a robust approval process led by the NCC. Final approval of the alignment is expected in 2023, and will rest with the NCC's board of directors.
Timeline for deconstruction and construction	The deconstruction and construction phase is planned to take place from 2028 to 2032.
Decision to replace the bridge	The replacement of the Alexandra Bridge was announced in Budget 2019, which stated <i>"to ensure that these interprovincial crossings remain safe and open for residents and visitors, Budget 2019 proposes to: Replace the Alexandra Bridge, as it is now more than 100 years old and needs to be replaced. The new Alexandra Bridge will provide long-lasting economic benefits to the communities on each side of the Ottawa River and more broadly to the region as a whole."</i>  The decision to replace the bridge has also been confirmed in minister's mandate letters, dated December 2019 and 2021.
Current state of the bridge	The existing steel superstructure of the Alexandra Bridge has been demonstrating signs of ongoing and accelerated

Areas of interest	Integrated teams' response
	<p>deterioration for over 10 years. In keeping with the mandate to ensure the safe operating conditions of all interprovincial crossings, a life cycle cost analysis study (LCCA), was commissioned by the project team.</p> <p>The study concluded that it would be more reliable and economical, as well as pose a lower risk for public safety over the long-term, to replace the bridge rather than continue to maintain it over the next 75 years.</p> <p>Given the deteriorating condition of the structure, Public Services and Procurement Canada (PSPC) has implemented risk mitigation measures in the short and medium term in anticipation of replacing the structure within 10 years.</p>
Impact of the construction on NCC tenant leases	<p>All NCC leases will be maintained during the deconstruction and construction activities. The leases will be amended to reflect the circumstances at that time, which could include revisions, such as adding a new schedule and a new map indicating the area under contract.</p>

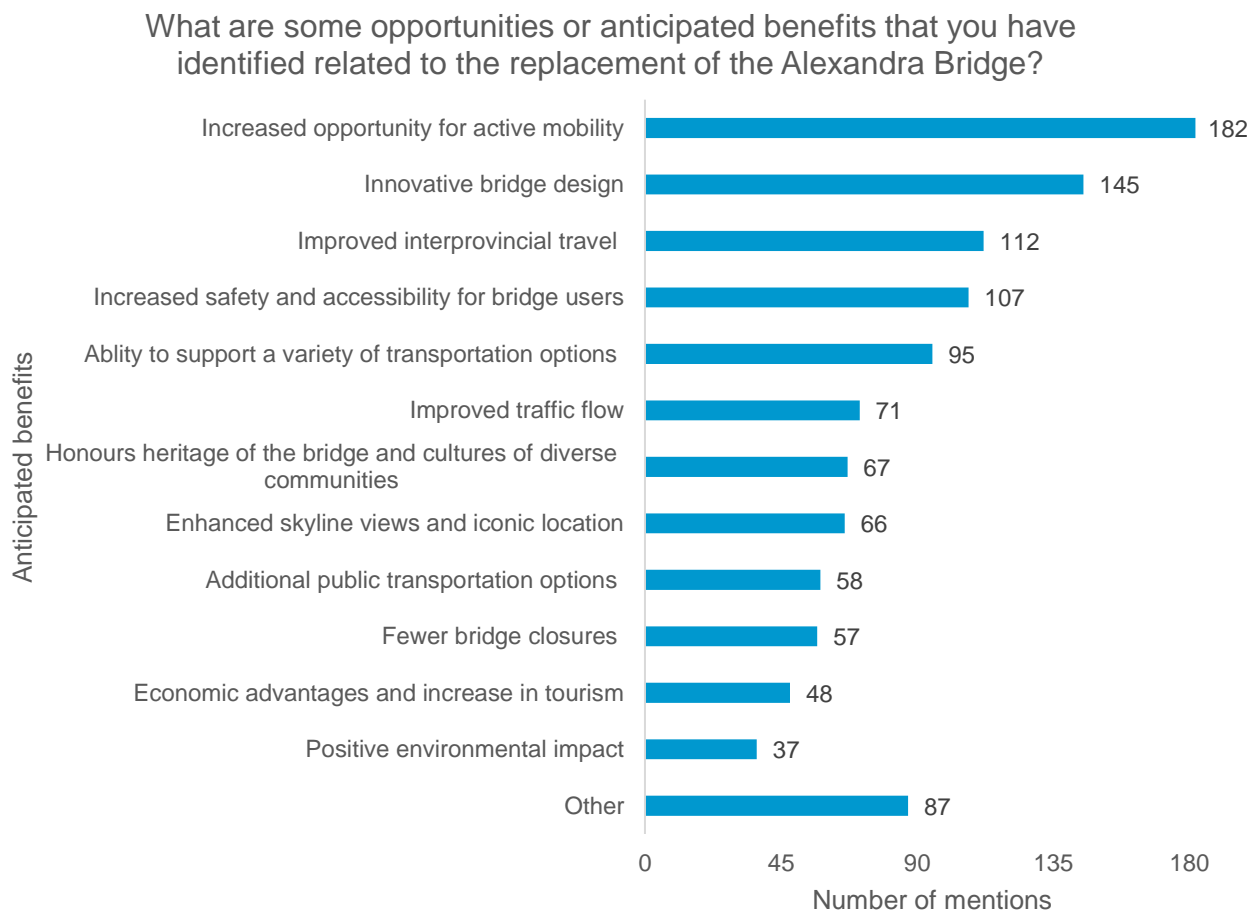
### 2.2.2. Online consultation

To ensure that this iconic landmark remains a source of national pride, a series of public consultations have been organized to give the public a say on what they want to see and experience in the National Capital Region. The public feedback obtained during this round of online consultation demonstrates passion on the part of the public and a desire to share advice and innovative ideas regarding benefits, disruptions and solutions for the project. The depth and breadth of the comments mirror the diversity of opinions and lived experiences of all bridge users. Despite this variety, some common trends have been observed and are illustrated below. Sample comments from the questionnaire are included in Appendix D: Sample comments from survey results.

#### 2.2.2.1. Anticipated benefits

After learning more about the Alexandra Bridge replacement project, the process and timeline, how the project may impact them, and planning and design principles, respondents were asked a series of questions to describe the benefits the replacement project may bring to them and their communities.

**Chart 1: The chart below illustrates answers from 719 respondents.**



When asked about the anticipated benefits they have identified for the project, some respondents took this space to share that they were not in favour of the project, and saw no benefit in replacing the bridge (138 mentions). The majority identified social, economic, environmental, functional and design-related benefits are further highlighted in the chart above.

The bridge serves a functional purpose as a transportation link for goods and people. Under the theme of transportation, participants were able to identify multiple benefits for them and their communities resulting from the bridge replacement. The significance of active transportation was underscored repeatedly by respondents who were excited about the opportunity to centre the bridge design around active mobility (182 mentions). Some participants had aspirations of a new link that could support a variety of transportation options, whether that would be active transportation, public transportation or personal vehicles (95 mentions). Some additional public transportation options included a tramway loop or light rail train (58 mentions) — all of which were suggested to improve interprovincial travel between the two cities (112 mentions). Their hope was that these suggestions could improve concerns over congestion, and result in improved traffic flow (71 mentions).

Others who were frustrated at the repeated bridge closures looked forward to the increased reliability of this crossing, stemming from the construction of a more durable structure (57 mentions). Some respondents were comforted by the thought of having access to a future structure that is safe for all users (i.e. speaking to current challenges related to the combined active mobility boardwalk), and that is more accessible for those who may have physical limitations (107 mentions).

Some participants thought the replacement of the bridge itself could be an opportunity to create a unique tourist destination and revitalize the panoramic views of the Ottawa--Gatineau skyline from its central location (66 mentions). This opportunity was closely tied with into another mentioned benefit that could see increased tourism and economic advantages for local businesses (48 mentions).

The opportunity for an innovative bridge design was the second most reoccurring comment by participants (145 mentions). Some respondents wanted the replacement bridge to honour the current design and character-defining elements by building a replica of the original cantilevered span bridge. Others advocated for an entirely new design that could modernize the crossing, while still being aesthetically attractive. As the bridge is a 120-year-old structure, honouring its heritage was central to those who had mixed feelings about the replacement (67 mentions).

Beyond heritage preservation, there was a desire to honour the history of the area by commemorating the Indigenous communities that have long ties to the unceded territory in which the bridge is built and the river it crosses. There was also a strong hope to commemorate members of the LGBTQ2IA+ community, who have a personal connection to Alexandra Bridge, due to the hate crime which took place on the bridge in 1989.

On potential environmental benefits, some respondents saw the bridge replacement as a step toward achieving our climate goals, in providing an environmentally sustainable transportation link (37 mentions) — one that considers the project's carbon footprint, pollution in the river and the potential impact on species in the region.

The other category captures comments that were not related to or did not reference the anticipated benefits identified in relation to the Alexandra Bridge replacement (87 mentions). This category also includes comments made by respondents that were referenced less than five times. Some examples include respondents mentioning that they rarely use the bridge, one respondent who mentioned that, at their age, they do not expect to see this project completed, and many who were unable to think of a response to the question.

A summary of how the comments will be considered or have been addressed is included below.

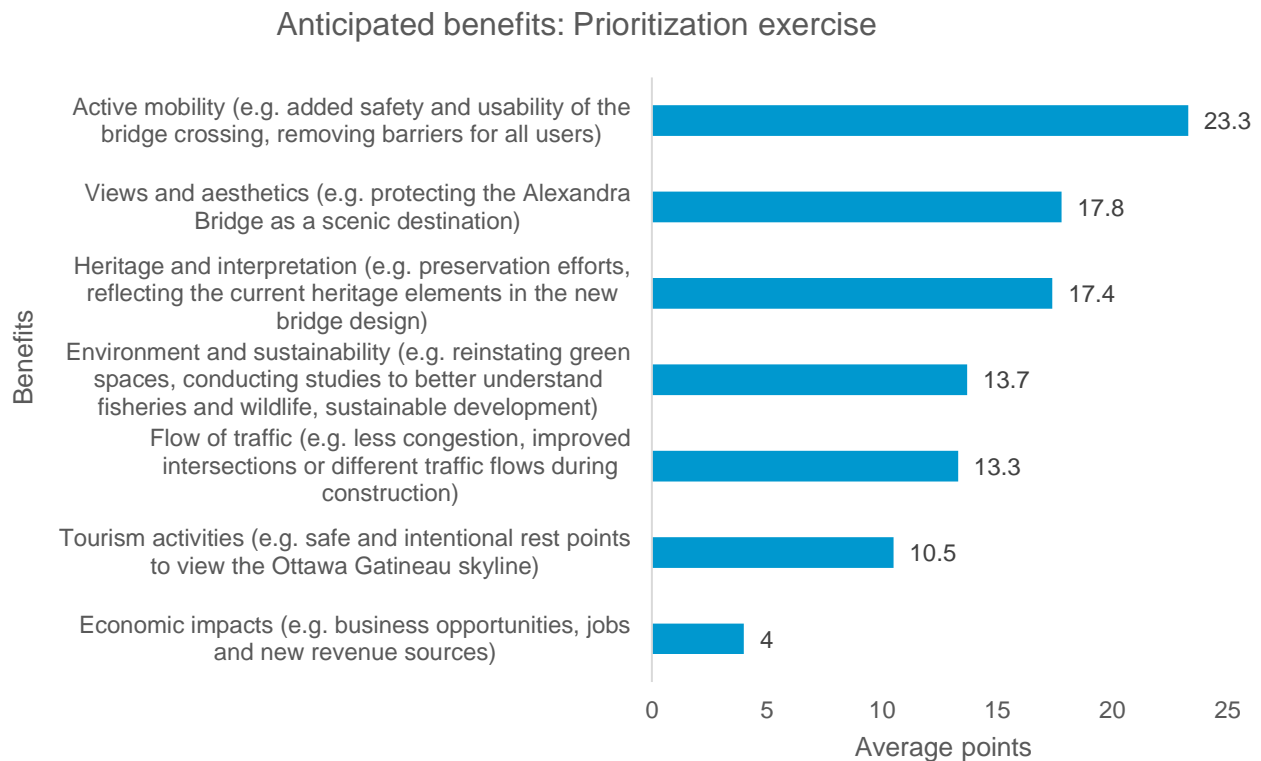
Areas of interest	Integrated teams' response
Increased opportunity for active mobility (i.e. separate pedestrian and cycling pathways)	The functional requirements for the design of the new bridge include an active transportation lane (for pedestrians and cyclists) on the upstream (west) side of the bridge to maintain the scenic views to Parliament Hill. The active transportation lane must be a two-way path with a clear and distinct separation between pedestrians and cyclists. The active transportation route shall also include seating, rest points, observation decks and lookouts, without compromising safety or obstructing users.
Increased safety and universal accessibility for bridge users (i.e. addressing challenges with the current combined active mobility boardwalk for those who use mobility aids)	Universal accessibility is integrated into the project as one of six guiding principles. We plan to liaise with accessibility groups, as well as other interested parties, to ensure that safety and accessibility features are addressed in the design of the bridge.
Innovative bridge design (e.g. build a modern, world-renowned bridge) or an exact replica of the current bridge	The planning and design principles direct that the new bridge be designed as a signature bridge that will fit within the existing context of the built and natural heritage of the Capital Region. Building on and continuing the legacy of our national icons, the bridge will work as both a foreground and a background, a sculpture and a setting in which to experience the nation's capital.
Improved interprovincial travel by reopening a central interprovincial crossing	<p>Replacing the bridge is part of a broader effort to improve interprovincial transportation in the National Capital Region. The Alexandra Bridge is one of only five interprovincial bridges open to vehicle traffic in the National Capital Region, linking the cities of Ottawa and Gatineau.</p> <p>The bridge is also used by about 33 percent of all pedestrians and cyclists crossing the Ottawa River, making it a key component of active transportation infrastructure in the region.</p>
Ability to support a variety of transportation options (e.g. motor vehicles, busses, bicycles, etc.)	<p>The functional requirements for the design of the new bridge include an active mobility lane that is bidirectional, with separation of pedestrians and cyclists, as well as two lanes of vehicle traffic. The vehicle lanes could be adapted in the future for public transit via a tramway or light rail system.</p> <p>In addition, any spaces dedicated to pedestrian usage (including lanes and lookout spaces) on the bridge will be accessible to all users by following universal design principles.</p>
Improved traffic flow resulting in less-congested roads	The project team will work in collaboration with other levels of government and regional partners (e.g. the cities of Ottawa and Gatineau, and transport authorities) to develop traffic

Areas of interest	Integrated teams' response
	management and communication plans, including mitigating heavy truck traffic in anticipation of impacts related to traffic volumes. Detours will seek to minimize disturbance to the public, as much as possible.
Honouring the heritage of the 120-year-old structure and that of diverse communities (e.g. Indigenous, LGBTQ2+)	The project team is committed to ensuring that all stages of the project are analyzed through a Gender-based Analysis Plus (GBA Plus) lens. The new design of the bridge will reflect the different histories that overlay the land, specifically that of Indigenous partners and minority groups, including members of the LGBTQ2+ communities.
Enhanced Ottawa–Gatineau skyline views and iconic location	The planning and design principles provide guidance to inform the concepts that will be used in the development of the new bridge. The new bridge is expected to preserve the visual integrity of the cultural landscape, and offer seamless integration into the existing and evolving urban and natural environments. The new bridge will retain the essence of the Alexandra Bridge, while continuing to allow visitors to view and experience the Ottawa River and the Capital's cultural landscape.
Additional public transportation options (e.g. tramway loop and light rail train)	The functional requirements for the design of the new bridge include the potential to adapt for public transit via a tramway or light rail system in the future.
Fewer bridge closures stemming from a more durable structure	As per the planning and design principles, the new structure will strive for sustainable design and excellence in terms of material selection, which is anticipated to result in fewer bridge closures. A specific material selection process will form part of the design stage of the project.
Positive environmental impact (i.e. an environmentally sustainable transportation link)	As per the planning and design principles, the new structure will strive for sustainable design and excellence in terms of material selection. It will be a model of sustainability, and will respect traditional Indigenous knowledge as part of its core values and conceptualization. The long-term sustainability of the new bridge is a key consideration.

#### 2.2.2.2. Priorities: Anticipated benefits

Participants were given the opportunity to take part in an interactive point allocation exercise. In this exercise, they were asked to read a list of seven anticipated benefits that could result from the bridge replacement, and distribute a total of 100 points to the ones that were priorities for them. The results of the exercise are illustrated in the chart below.

**Chart 2: The chart below illustrates answers from 818 respondents.**



The results from the exercise indicated that active mobility was the most significant priority for respondents (23.3 average points), including the opportunity for enhanced safety measures and usability for all users. This was followed by the importance of protecting the aesthetics and views to and from the bridge (17.8 average points). The third most significant priority for respondents was the need to make an effort to preserve the heritage of the bridge and to find opportunities for interpretation in the new design (17.4 average points).

Others allocated their points among environment and sustainability (13.7 average points), flow of traffic (13.3 average points), tourism activities (10.5 average points) and economic impacts (4 average points).

When asked to justify their prioritization exercise decisions, respondents reaffirmed that their choices were largely based on their interests.

Respondents also had the opportunity to share other benefits they had identified that were not listed among the options provided. Those most frequently mentioned by respondents included the following:

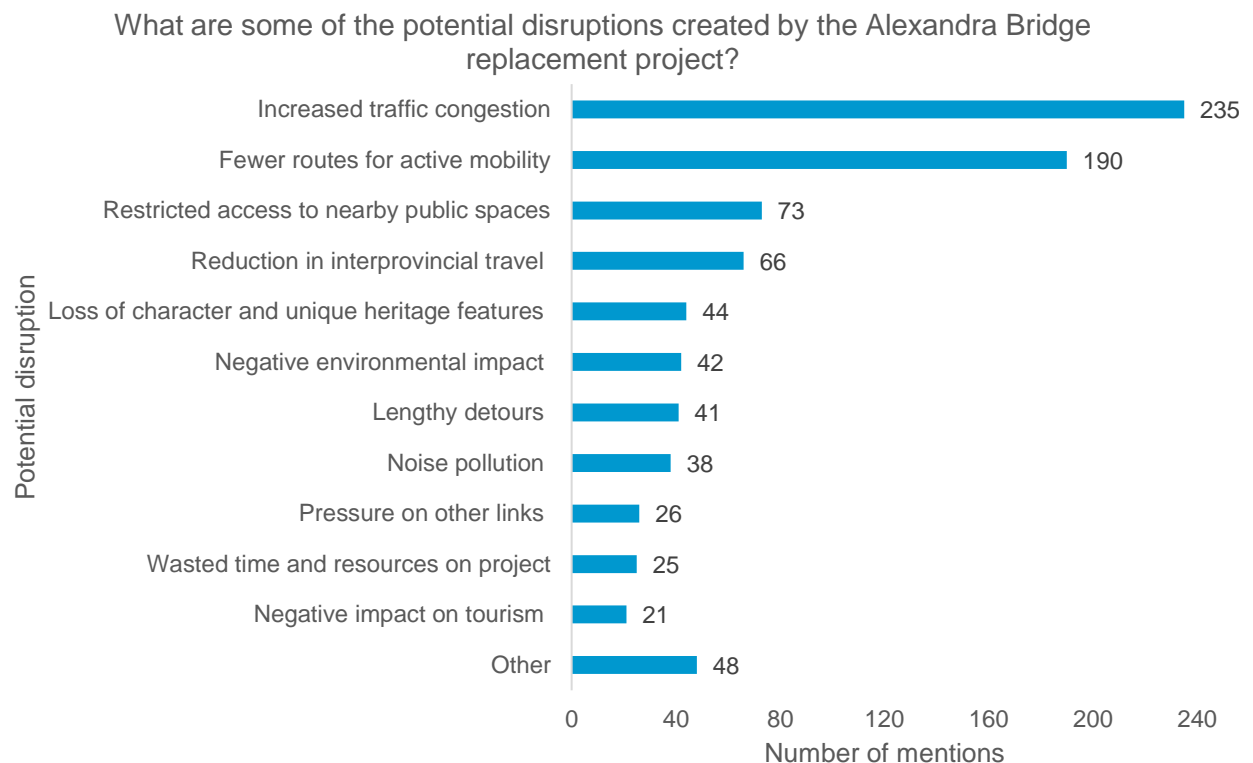
- providing an additional interprovincial public transit link in the form of a light rail train or tramway loop
- improving dock access on the Ottawa side of the bridge for paddlers
- ensuring that the bridge replacement can support transportation across all four seasons
- commemorating the lives lost on the bridge, including those who have been victims of hate-based crimes

### 2.2.2.3. Potential disruptions

As with all construction projects, the Alexandra Bridge replacement could bring about some disruptions. During the online consultation, participants were asked to identify any potential disruptions that the replacement project could cause during or after its construction.

The potential disruptions fall into two major categories: temporary impacts that could occur during the construction period, and long-lasting impacts that could be endured after construction has been completed.

**Chart 3: The chart below illustrates answers from 671 respondents.**



The most significant temporary disruption identified by participants was a concern over traffic congestion (235 mentions). Respondents feared that reduced traffic flow would be exacerbated during the construction period (66 mentions), and would place additional pressure on other interprovincial crossings (26 mentions). The Alexandra Bridge is an essential active transportation link, and respondents expressed concern over the impacts of the temporary closure of the bridge, including most notably fewer available routes for active mobility over a prolonged period (190 mentions). Moreover, there is uncertainty about what it would mean if the access to nearby public spaces was restricted, such as the river, parks and tourist destinations (73 mentions).



A negative impact on tourism was mentioned as a concern as access to tourist destinations could be limited on both sides of the bridge (21 mentions). Another construction-related disruption involved noise pollution (38 mentions).

A long-lasting impact most often mentioned by those who did not support the replacement project was the loss of heritage and the unique character of the bridge (44 mentions). Additionally, respondents often indicated that undertaking a construction project could have an impact on the environment (42 mentions). Of those who indicated a concern about the environmental impacts, some respondents shared their worry about increased water pollution created by garbage pileups, and disruptions to the area's natural habitat for animals and fish. Wasted time and resources were also cited by those who did not favour the replacement project (25 mentions), which included those largely concerned by the waste produced by the demolition of the bridge and during the construction of the bridge replacement. Additionally, some worried that the replacement project could entail many sustained disruptions over a significant time period.

The other category captures comments that were not related to or did not reference the issue of potential disruptions related to the Alexandra Bridge replacement project (48 mentions). This category also includes comments referenced fewer than five times by respondents. Some examples include many respondents mentioning that disruptions are unavoidable, and that we will make do until the project is completed, or that they could not identify any disruptions.

A summary of how the comments will be considered or have been addressed is included below.

Areas of interest	Integrated teams' response
Increased traffic congestion during the construction period (e.g. including lengthy detours for vehicles)	The project team will work in collaboration with other levels of government and regional partners (e.g. the cities of Ottawa and Gatineau, and transport authorities) to develop traffic management and communication plans, including mitigating heavy truck traffic in anticipation of impacts related to traffic volumes. Detours will seek to minimize disturbance to the public, as much as possible.
Fewer available routes for active mobility during the construction period	The project team will work in collaboration with other levels of government and regional partners (e.g. the cities of Ottawa and Gatineau, and transport authorities) to develop a communication plan, including mitigation measures and alternative routes and detours for active mobility, during the construction period, when the bridge will be closed.
Restricted access to nearby public spaces and tourist destinations (e.g. Ottawa River, ByWard Market restaurants, Jacques-Cartier Park)	The project team will work in collaboration with other levels of government and regional partners (e.g. the cities of Ottawa and Gatineau, Tourisme Outaouais, and Ottawa Tourism) to develop alternative routes and services to support access between both cities (Ottawa and Gatineau), including access to surrounding public spaces and tourist destinations on both sides of the river, and ensure that tourists are made aware of detours, hours of operation and services.

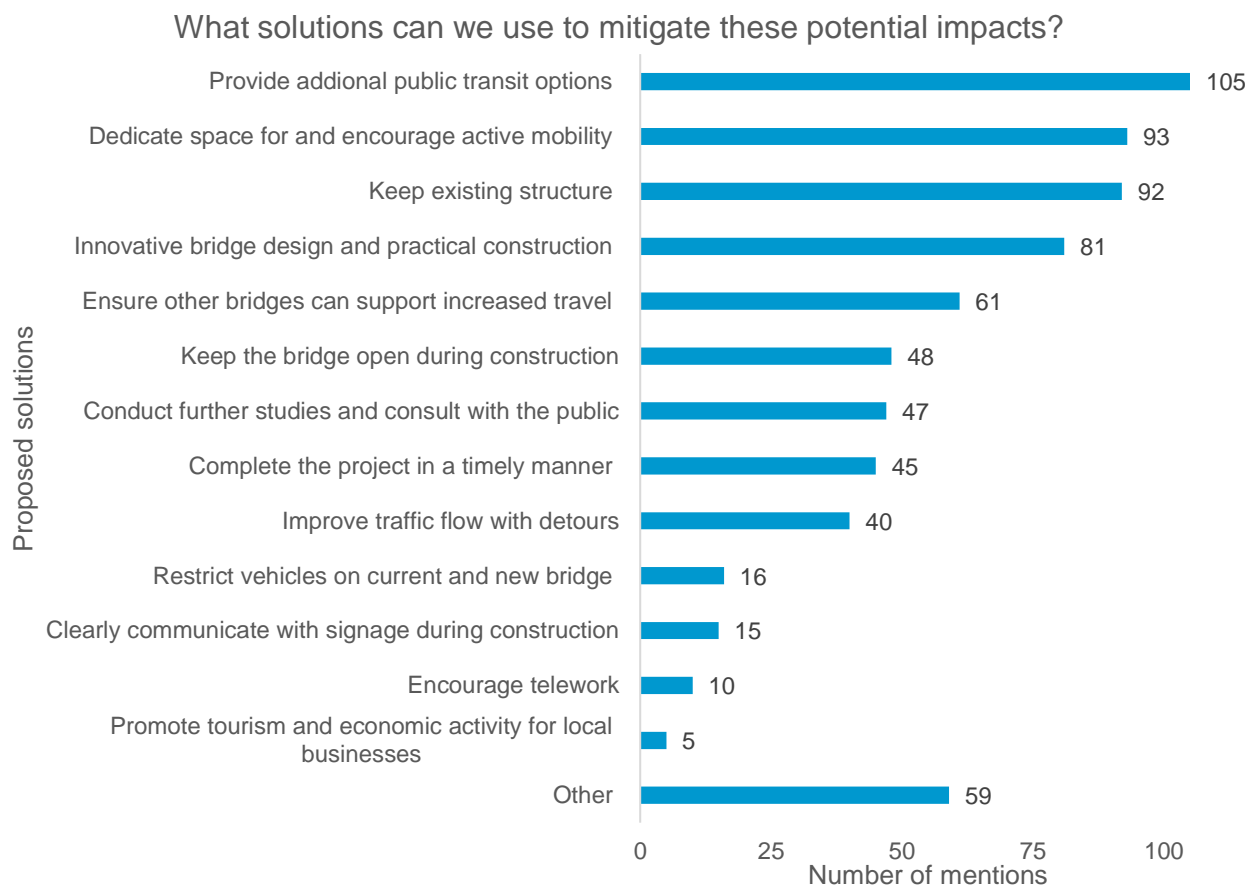
Areas of interest	Integrated teams' response
Reduction in interprovincial travel with temporary closure of a central interprovincial link (i.e. traffic congestion and additional pressure on the other interprovincial crossings)	<p>The project team will work in collaboration with other levels of government and regional partners (e.g. the cities of Ottawa and Gatineau, and transport authorities) to develop traffic management and communication plans, including mitigating heavy truck traffic in anticipation of impacts related to traffic volumes. Detours will seek to minimize disturbance to the public, as much as possible.</p> <p>Closure of multiple bridges will be avoided as part of this.</p>
Loss of character and unique heritage features	<p>Commemoration of the Alexandra Bridge's history and built heritage are important considerations. The project team is developing an approach to record all elements of the existing bridge, preserve and enhance existing views to and from the bridge, and make use of materials (such as local stone in piers, steel in the structure) that take inspiration from and/or reuse materials from the existing structure, if possible.</p> <p>Work has begun with the Royal Architectural Institute of Canada to establish a peer review panel, which will be engaged to provide independent advice to enable an appropriate response to the requirements for the preservation of heritage elements in the new build.</p>
Negative environmental impact (e.g. additional waste produced by deconstruction and disruptions to the natural habitats of species in the area)	<p>The Alexandra Bridge replacement project is subject to PSPC's Real Property Sustainability Framework (2015), the Real Property Sustainable Development and Environmental Strategy (2018), the Federal Sustainable Development Strategy, 2019–2022, and Treasury Board of Canada's Greening Government Strategy (2020). As a response to the above-listed strategies, the project team will develop construction, renovation and demolition (CRD) waste management practices. These practices focus on reduction, reuse and recycling of material to strive toward waste reduction and sustainability.</p> <p>Waste materials generated during construction of the new bridge and deconstruction of the existing bridge will be appropriately sorted, transported and disposed of in accordance with applicable provincial and federal laws and regulations.</p>
Construction-related disruptions (e.g. noise pollution)	<p>The project team will work in collaboration with other levels of government and regional partners (e.g. the cities of Ottawa and Gatineau, and transport authorities) to develop traffic management and communication plans, including mitigating heavy truck traffic in anticipation of impacts related to traffic volumes. Detours will seek to minimize disturbance to the public, as much as possible.</p>

Areas of interest	Integrated teams' response
	Different strategies to manage dust and noise, including shutting down equipment when not in use, proper maintenance of equipment and vehicles in operation, dust control, use of muffler systems, and monitoring of decibel levels and air quality, where applicable, will be put in place. Moreover, a complaint resolution process will be developed prior to construction to provide potentially affected individuals with information to address noise-related and other complaints during construction.

#### 2.2.2.4. Mitigation measures

After identifying the potential disruptions that the replacement project could cause, respondents were asked to provide solutions to these impacts. The chart below illustrates the most frequently suggested impact mitigation strategies.

**Chart 4: The chart below illustrates answers from 599 respondents.**



The most frequent comment involved addressing the need for additional public transportation options (105 mentions). Some respondents suggested providing a free shuttle bus service or a temporary ferry to transport users across the cities during construction.

With the closure of a central interprovincial active mobility link, some respondents had concerns over reduced opportunities for active transportation (93 mentions). Many hoped that an active transportation lane on the original bridge could be maintained during the construction period.

As with previous questions, respondents expressed their sustained opposition to the replacement of the bridge, with some participants urging the project team to rethink the decision to replace the bridge, and instead consider restoration of the original bridge (92 mentions).

Respondents identified additional strain on other interprovincial crossings as a potential disruption caused by this project. They proposed a proactive approach, as a mitigation measure to ensure that the other crossings have the functional capacity to support increased traffic before construction has begun (61 mentions). As mentioned, some suggested that the bridge should remain partially open during the construction period, either as an active transportation link or for public transit (48 mentions).

Some respondents requested that further studies be conducted to validate the decision to replace the bridge, including consulting a variety of experts on the heritage, environmental, architectural and engineering components. Continually engaging and communicating with the public in a transparent manner (47 mentions) was also mentioned as a way to build trust between the NCC, PSPC and the public. For respondents, this could include things like an increased effort to present information on the project on social media or in plain language, as well as explaining how decisions were made to create a better understanding and buy-in. Moreover, some asked that the project team make use of effective planning methods to complete the project in a timely manner (45 mentions).

Under the larger concern of increased traffic congestion during the construction period, some respondents suggested that the project team develop well-thought-out detours that would not further exacerbate the issues with traffic flow (40 mentions). Clearly communicated signage indicating detour routes and the construction area (15 mentions) were also raised as helpful ways to support active transportation users during the closure. A few respondents suggested making use of the NCC's social media platforms to share information on detours. Moreover, others maintained that encouraging telework, which is already a health measure undertaken during the COVID-19 pandemic, could be helpful in reducing traffic congestion (10 mentions).

A few respondents suggested mitigating the potential negative effects to tourism and local businesses by providing financial support for businesses affected by the replacement project (5 mentions).

The other category captures comments that were not related to or did not suggest impact mitigation strategies (59 mentions). This category also includes comments referenced fewer than five times by respondents, for example, that the resources spent on this project would be better served addressing speeding in the Capital. Many stated that they had no solutions to propose, and some respondents maintained that identifying solutions is the role of the project team.

A summary of how the comments will be considered or have been addressed is included below.

Areas of interest	Integrated team's response
Providing additional public transportation options during	There will be a temporary loss of the short direct link that the bridge provides between Gatineau and Ottawa during the

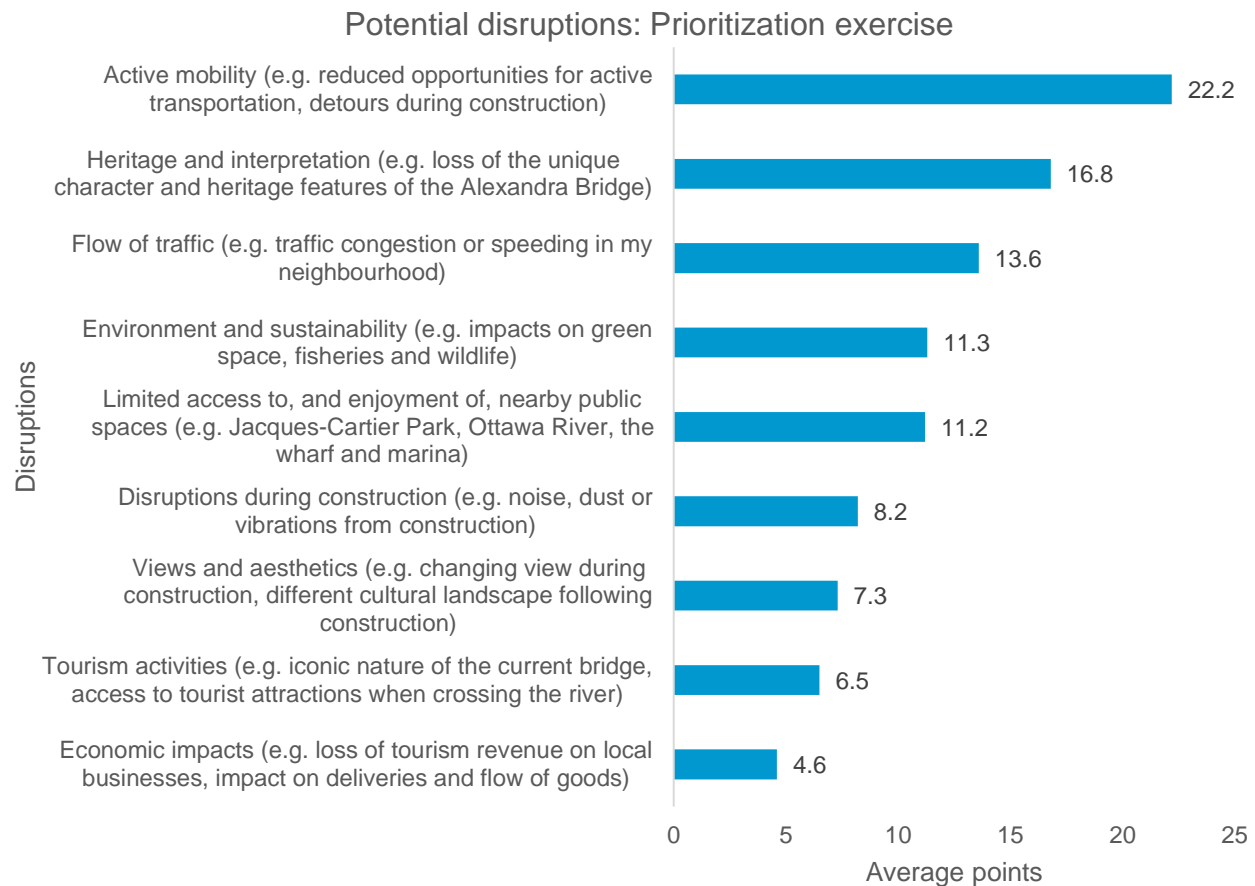
Areas of interest	Integrated team's response
the construction period (e.g. a free shuttle bus service or a temporary ferry)	<p>construction period, when the bridge is closed. To minimize the impact on users, the integrated project team is exploring various options, such as water taxi services (with universal accessibility), which could play an important role in providing crossing services to active transportation users. Understanding seasonal limitations will be essential to tailoring the appropriate mitigation.</p> <p>The integrated project team will work in collaboration with other levels of government and regional partners (e.g. the City of Ottawa and Ville de Gatineau, and transport authorities) to ensure broader access to public transportation.</p> <p>Adequate detours and other means of transportation are also being explored (e.g. shuttle along Confederation Boulevard).</p> <p>Engagement with stakeholders and the public to discuss options will be ongoing throughout the project.</p>
Keep the bridge partially open during the construction period, either as an active transportation link or for public transit	<p>To ensure and maintain public safety, access to or use of the bridge may be limited for any/all users during construction periods. The integrated project team will evaluate options to retain public access to the bridge as part of the planning process.</p>
Ensure that the other crossings have the functional capacity to support increased traffic before construction begins	<p>The integrated project team will be working in collaboration with regional partners (the cities and transport authorities) to develop a traffic management plan for future works to the interprovincial crossings that may impact traffic volumes and travel times. Closure of multiple bridges will be avoided as part of this project, and adequate and/or sufficient detours will be put in place to minimize disturbance to the general public.</p> <p>Active modes and public transportation will be encouraged to mitigate vehicle traffic.</p>
Conduct further studies to validate the decision to replace the bridge, including consulting a variety of experts on heritage, environmental, architectural and engineering aspects	<p>PSPC is dedicated to ensuring that the best approach to reconstructing the bridge is adopted. A 2018 life cycle cost analysis study by the MMM Group Ltd. compared alternatives and methods to addressing safety concerns of the existing bridge. The rehabilitation and continual maintenance of the bridge was assessed against a full replacement. The analysis concluded that a replacement would be more economical than continuing to maintain the existing structure indefinitely, and that it would present less risk to public safety.</p>

Areas of interest	Integrated team's response
	<p>Other studies are ongoing, and the project team is consulting with various experts on the heritage, environmental, architectural and engineering components of the bridge. Work is currently under way with the Royal Architectural Institute of Canada, and a peer review panel is being formed. This panel will provide independent advice to enable an appropriate response to the requirements for the preservation of heritage elements in the new build.</p> <p>Additionally, throughout the project life cycle, the project team will continuously engage with the public, key stakeholders, Indigenous partners, regional and transportation partners to seek input/comments that may be used to inform various stages of the project.</p>
Continually engaging and communicating with the public in a transparent manner (e.g. making use of the NCC's social media platforms to share information on detours)	<p>The integrated project team is dedicated to ensuring transparent, timely and ongoing communication and engagement with the public, throughout the stages of the project.</p> <p>The team aims to make use of the NCC's social media platforms and reach to share general information about the project, including detours and closure details, as well as gathering public input which will be used to inform all phases of the project.</p>
Improve traffic flow by encouraging teleworking and developing well-thought-out detours	<p>The project team is collaborating with other levels of government and regional partners (e.g. City of Ottawa, Ville de Gatineau and transport authorities) to develop a traffic management plan in anticipation of impacts related to traffic volumes, including exploring various detour options and possible alternative routes.</p>
Provide financial support to businesses impacted by the closure of the bridge	<p>The integrated project team is dedicated to fostering a no-surprise environment for affected businesses, and will continue to engage with the public, including local businesses, in a timely manner, to ensure that concerns are addressed as part of the efforts to minimize the disruptions to businesses and the project schedule. Additionally, a communication plan will be developed in collaboration with stakeholders, which will serve to inform the public and tourists of any changes to hours of operation, services and detours, and help maintain foot traffic.</p>

#### 2.2.2.5. Priorities: Potential disruptions

Participants were encouraged to engage in a prioritization exercise where they were able to assess potential disruptions, and highlight which of the listed impacts were of the greatest significance to them. Mirroring the previous exercise on anticipated benefits, participants were given 100 points which they could distribute to nine different categories.

**Chart 5: The chart below illustrates answers from 733 respondents.**



The results from the exercise indicated that potential disruptions to active mobility were the most significant for participants (22.2 average points). This was followed by heritage and interpretation (16.8 average points), and then flow of traffic (13.6 average points).

Others allocated points among environment and sustainability (11.3 average points), limited access to, and enjoyment of, nearby public spaces (11.2 average points), disruptions during construction (8.2 average points), views and aesthetics; tourism activity (6.5 average points), and finally economic impacts receiving the fewest points on average (4.6 average points).

When asked to justify their prioritization exercise decisions, respondents reaffirmed that their choices were largely based on personal priorities.

Respondents were given the option of adding their own potential disruption. The top additional comments included the following:

- restricted access to, and long detours for, emergency service vehicles such as police cars, ambulances and firetrucks
- limited access to community events which typically take place near or around the proposed construction area (e.g. Canada Day, music festivals, Winterlude)
- protests, which could hamper the timeframe and budget of the project



#### 2.2.2.6. Gender-based Analysis Plus considerations

The Alexandra Bridge replacement project is subject to the NCC's federal approval process and requirements of the federal *Impact Assessment Act*, which requires impact assessments to be conducted for certain types of projects, like bridge replacements. As part of this assessment, the IAAC will be applying the Gender-based Analysis Plus (GBA Plus) process, which will be used to understand how the bridge replacement might impact diverse groups, as well as find solutions to address any differential impacts that may result from the project.

That said, during the online public consultation, respondents were given the option of responding to 17 demographic questions, specifically related to their age, gender identity, race/ethnicity, Indigenous status, ability/disability, profession, educational background and yearly income. These responses were used to analyze disaggregated data obtained during the public consultation from a socio-economic lens. This means that the data were looked at as a whole to maintain the privacy of the respondents.

Moreover, the results will be used to improve future consultations at the NCC, furthering our commitment to providing a safe space for diverse opinions, perspectives and experiences.

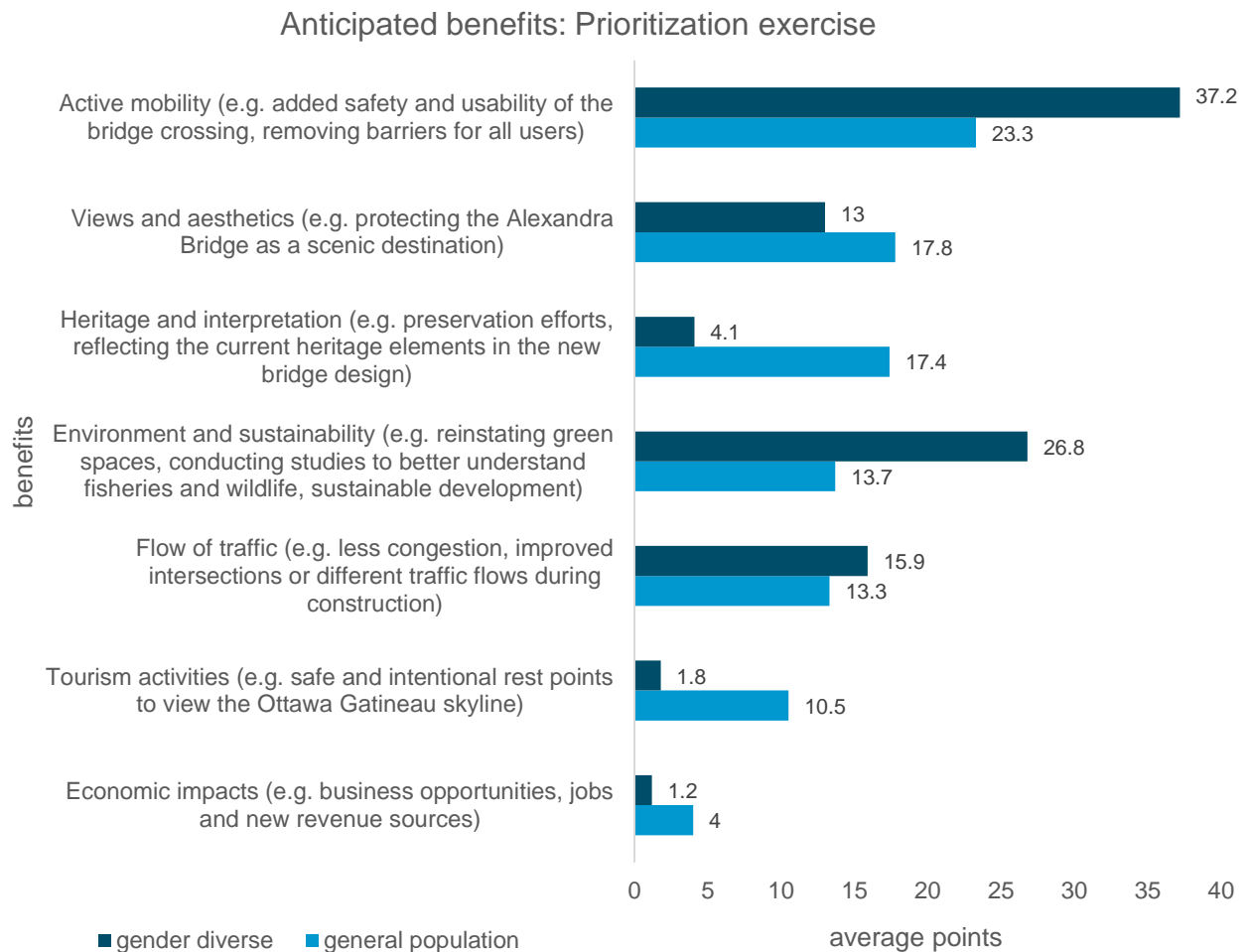
Some initial observations raised on project impacts on diverse groups include the following:

- Some respondents want the new bridge to include a commemorative design element that honours the LGBTQ2IA+ community. These included both respondents who identified as gender-diverse and those who did not.
- Some participants expressed the desire for consultations with, reparations to and a celebration of Indigenous peoples during the construction of the new bridge and in the final design.
- A significant priority for respondents who identified as people with mobility-related disabilities included removing barriers for active mobility to ensure safe and accessible use of the bridge for all users.

Provided below are charts reflecting the results of the anticipated benefits and potential disruptions prioritization exercises. These charts include double bar graphs comparing the results of the exercise when accounting for gender identity, racial or ethnic minority status, Indigeneity, and disability. The results include the average points given to each impact by the general population, and the average points provided to each impact by members of diverse groups.

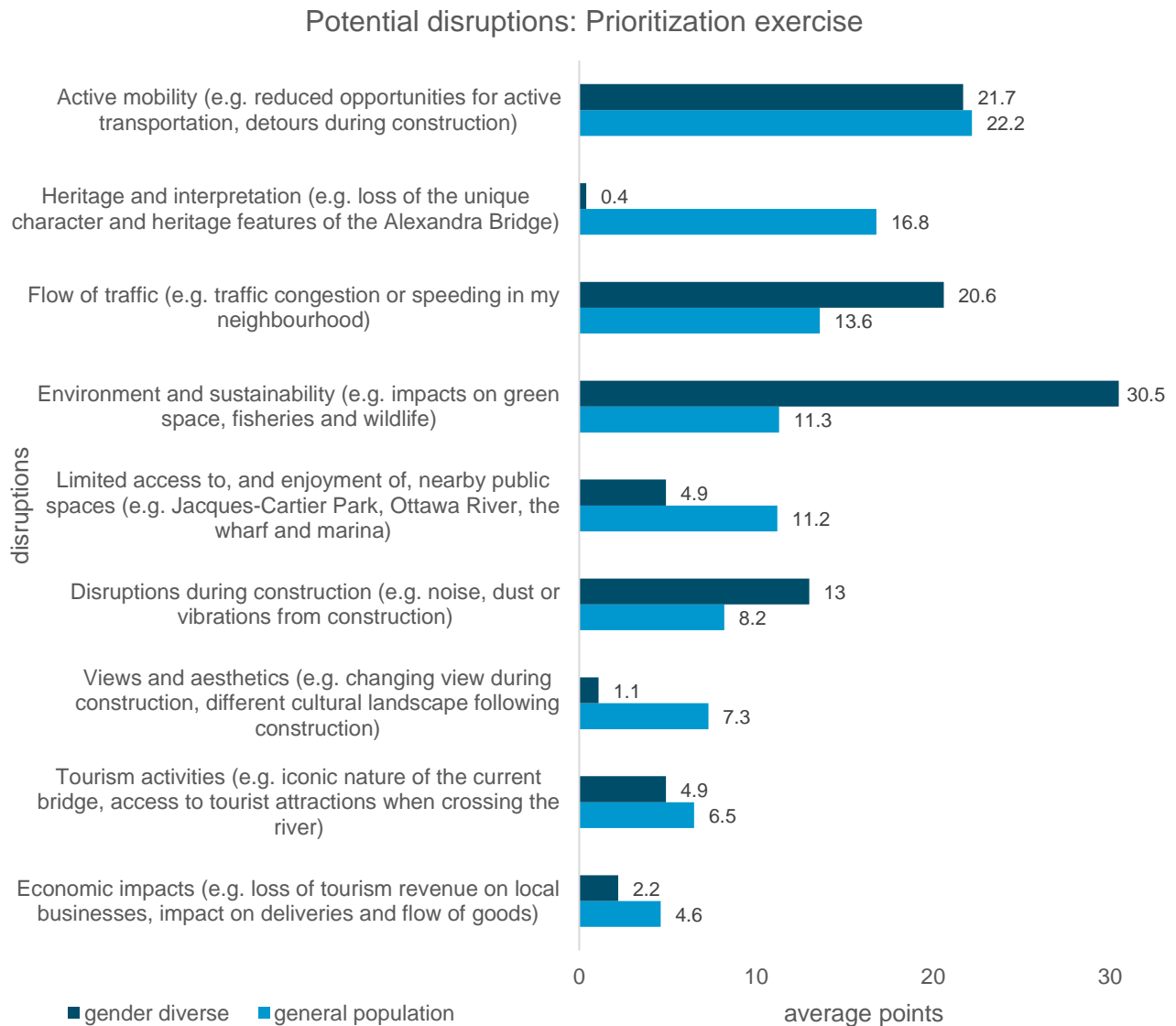


**Chart 1a: This chart illustrates the share of 10 respondents who identified as gender-diverse.**



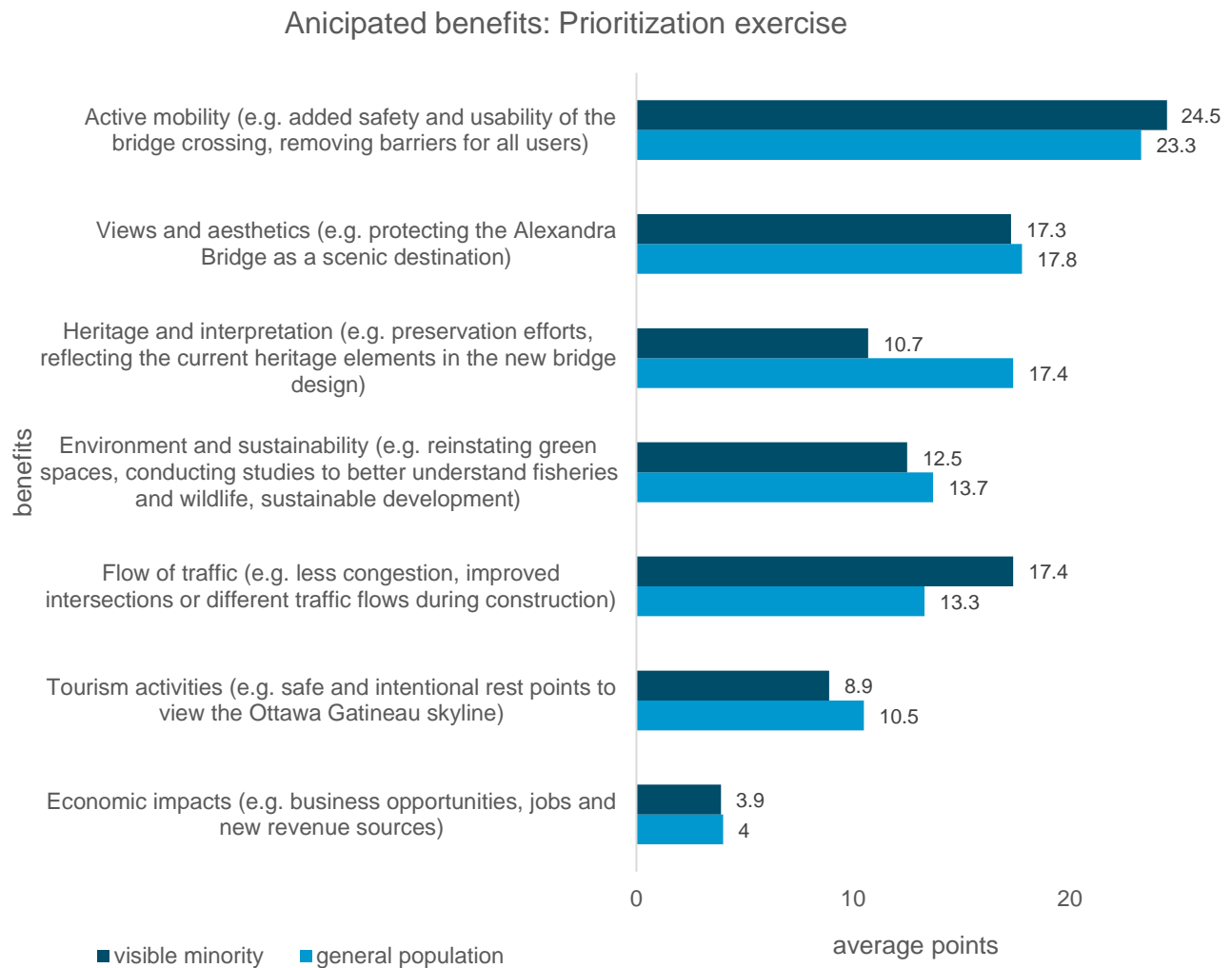
Gender diverse respondents allocated 13.2 more points to active mobility and almost twice as many points to environment and sustainability, while allocating 8.7 fewer points to tourist activities, 13.3 fewer points to heritage and interpretation and 2.8 fewer points to economic impacts.

**Chart 1b: This chart illustrates the share of 10 respondents who identified as gender-diverse.**



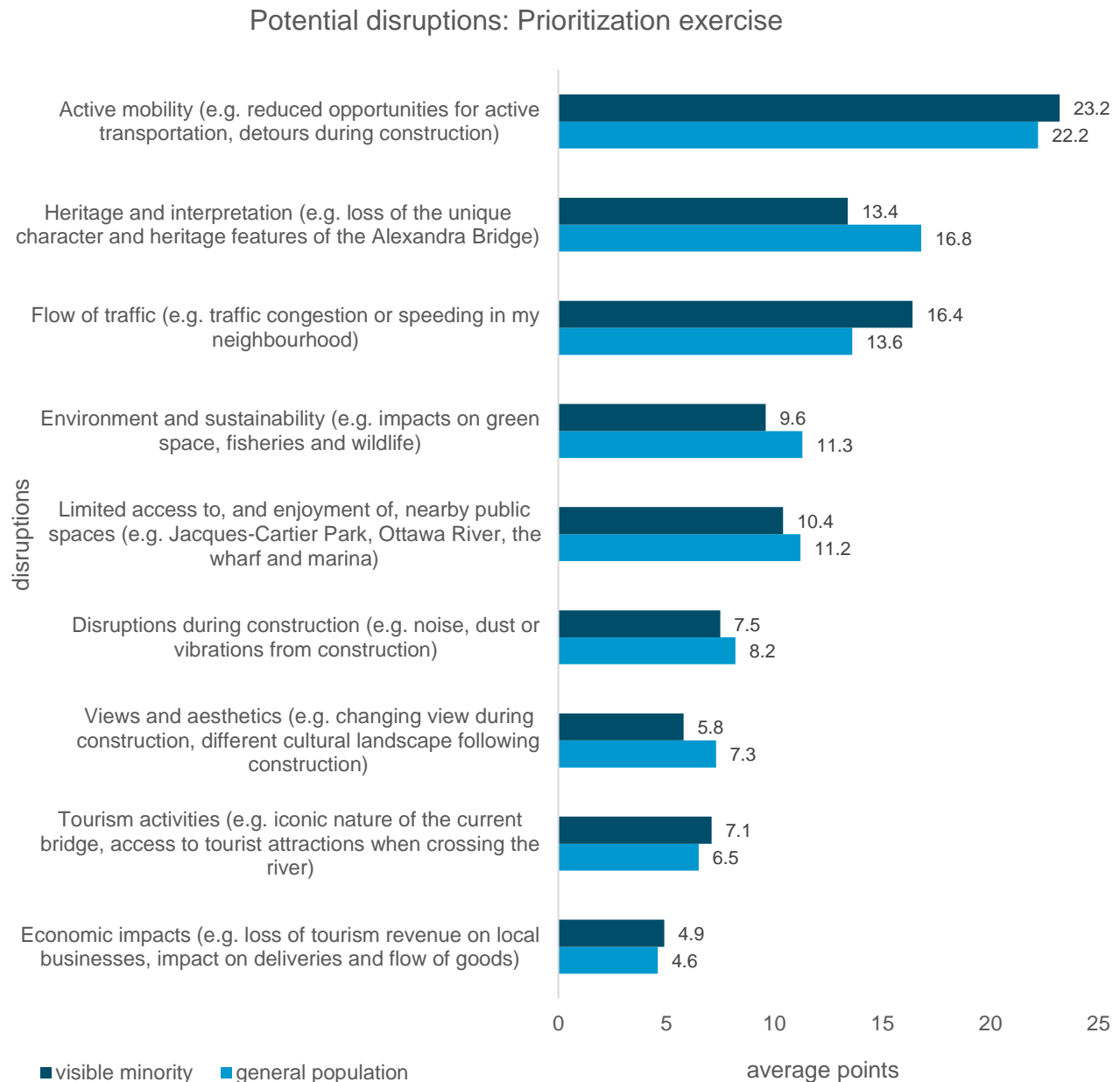
Gender diverse respondents allocated almost three times as many points to environment and sustainability, while allocating significantly fewer points to heritage and interpretation. Nearly half as many points were allocated to limited access to, and enjoyment of nearby public spaces as well as economic impact. Views and aesthetics also received 6.2 fewer points on average.

**Chart 2a: This chart illustrates the share of 58 respondents who identified as members of a visible minority.**



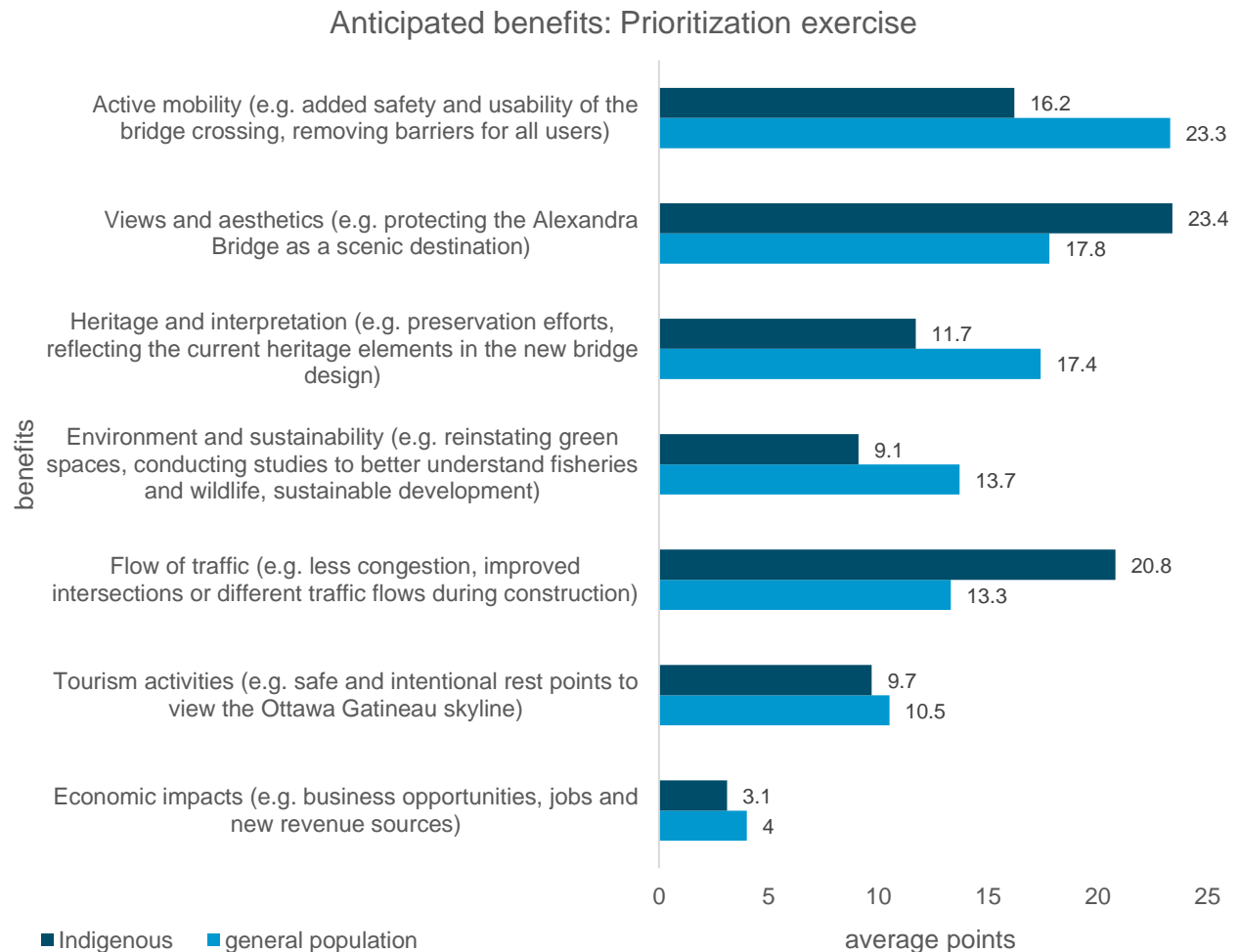
Overall point allocation by those who identified as visible minorities generally matched those of the general public. The most notable differences were in heritage and interpretation where 6.7 fewer points were allocated and flow of traffic where on average 4.1 more points were allocated.

**Chart 2b: This chart illustrates the share of 56 respondents who identified as members of a visible minority.**



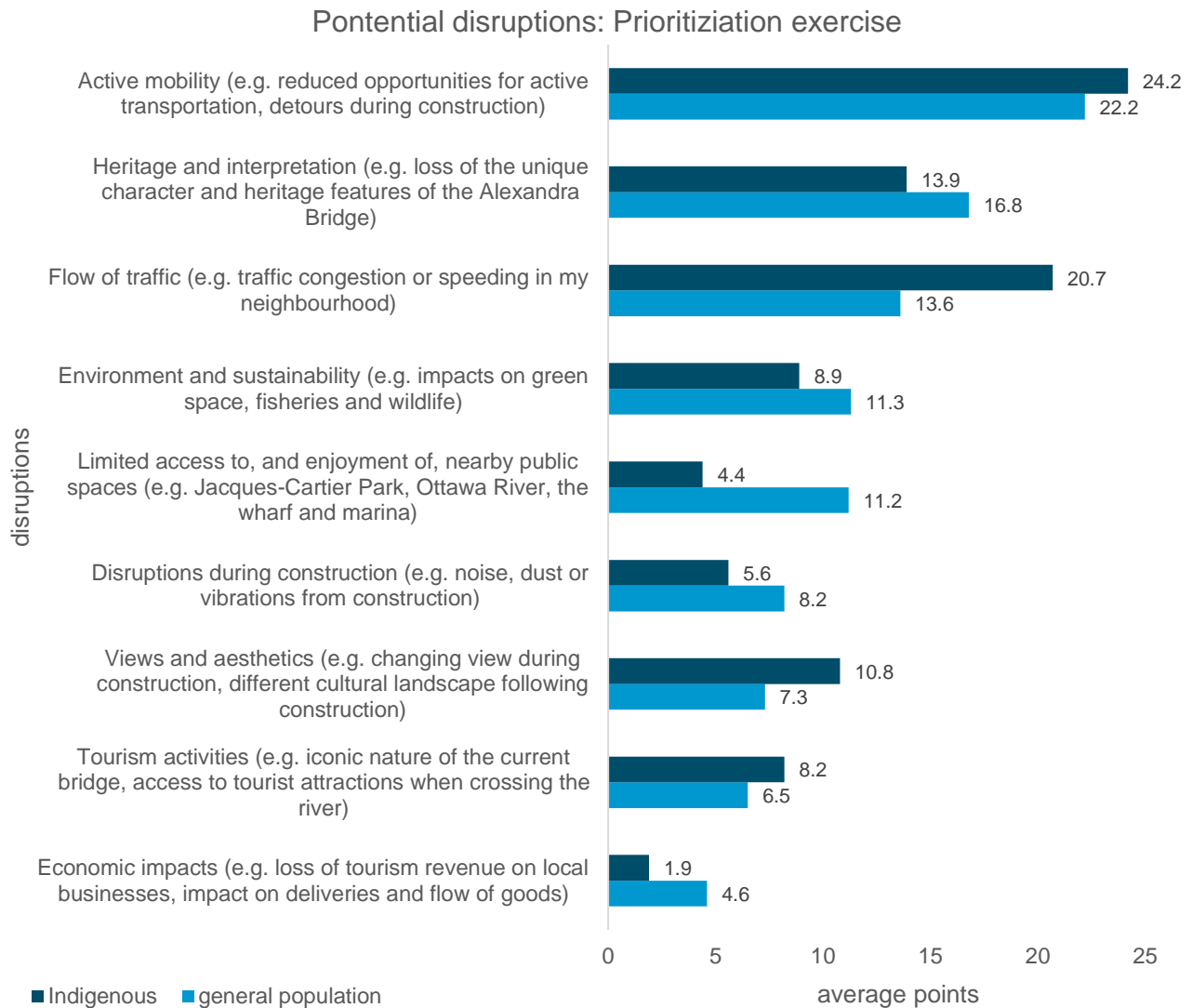
Overall point allocation by those who identified as visible minorities mirrored those of the general public with a few differences. There was a slight point difference in each category with the most significant differences in the flow of traffic and the heritage and interpretation categories with 2.8 more points and 3.4 fewer points respectively.

**Chart 3a: This chart illustrates the share of 18 respondents who identified as Indigenous.**



On average respondent who identified themselves as Indigenous allocated 5.6 more points to views and aesthetics and 7.5 more points to flow of traffic than the general public. As reflected in the chart above fewer points were allocated to active mobility and heritage and interpretation with a 7.1 and 5.7 average point difference respectively.

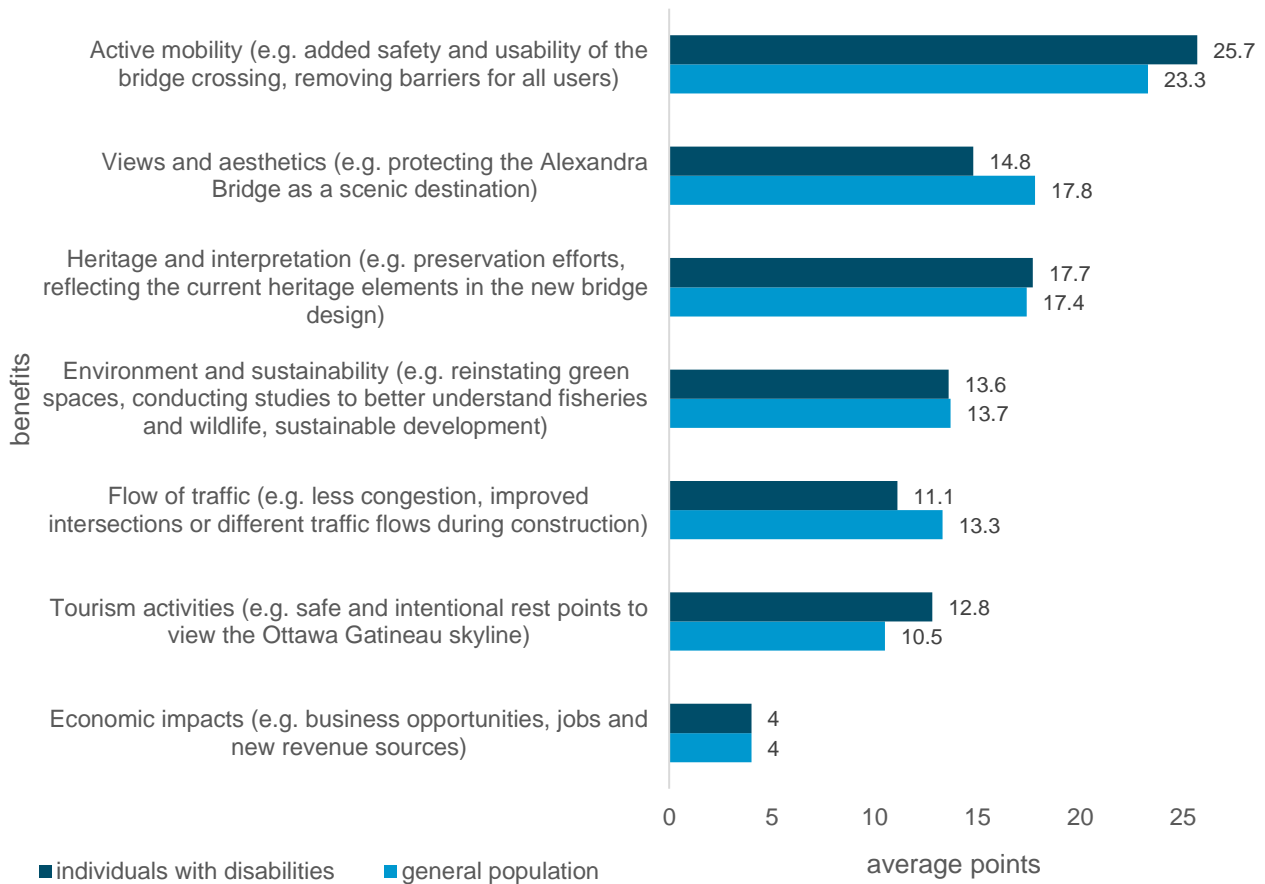
**Chart 3b: Potential disruptions: Prioritization exercise.** This chart illustrates the share of 18 respondents who identified as Indigenous.



As reflected in the chart respondents who identified as Indigenous allocated half as many points to economic impact when compared to the general population. A similar trend followed limited access to and enjoyment of nearby public spaces. Those who identified as Indigenous allocated more points to flow of traffic and views and aesthetics with 7.1 and 3.5 more points respectively.

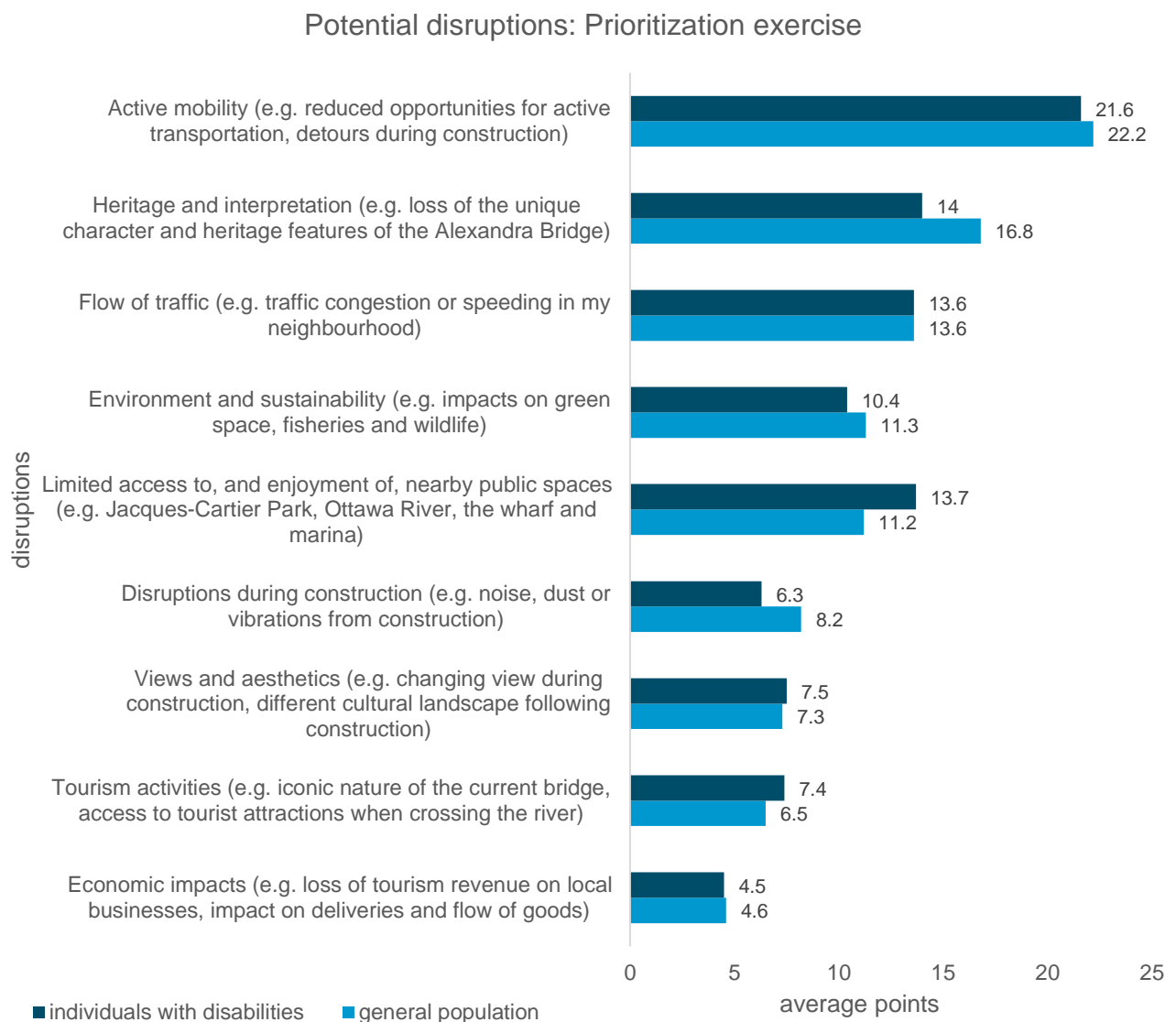
**Chart 4a: This chart illustrates the share of 61 respondents who identified as individuals with a disability.**

### Anticipated benefits: Prioritization exercise



Respondents who identified as individuals with disabilities average point allocation mirrored those of the general public. With slight difference of an increase of 2.4 points in active mobility and 2.3 tourism activities and 2.2 fewer allocated points flow of traffic and 3 fewer points in views and aesthetics.

**Chart 4b: This chart illustrates the share of 63 respondents who identified as individuals with a disability.**



The point allocation trends mirrored those of the general public with a slight difference of a couple of points in most categories. With the biggest differences in the limited access to, and enjoyment of, nearby public spaces 2.5 more points and heritage and interpretation 2.8 fewer points and disruptions during construction with 1.9 fewer points.

#### 2.2.2.7. Final thoughts

Respondents were given the opportunity to share some final comments regarding the bridge replacement project. The top additional comments were the following:

- do not replace the bridge — focus instead on restoration, and preserve the existing structure (78 mentions)
- prioritize the aesthetic look of the new structure — while some advocated for a new iconic design, others wanted a bridge that was an exact replica of the existing structure (42 mentions)



- prioritize active mobility in the bridge design, with a focus on investing in cycling and pedestrian infrastructure (32 mentions)
- the bridge is a culturally significant structure, and new a bridge design should honour the heritage of the 120-year-old structure (26 mentions)
- focus on greater transparency in communications and consultations with the public throughout the project process (25 mentions)

#### 2.2.2.8. Questionnaire feedback results

At the end of the online questionnaire, respondents were asked to reflect on their experience, and share their feedback on the online consultation process. These reflections will be used to improve future consultations on the Alexandra Bridge replacement project and other consultations at the NCC.

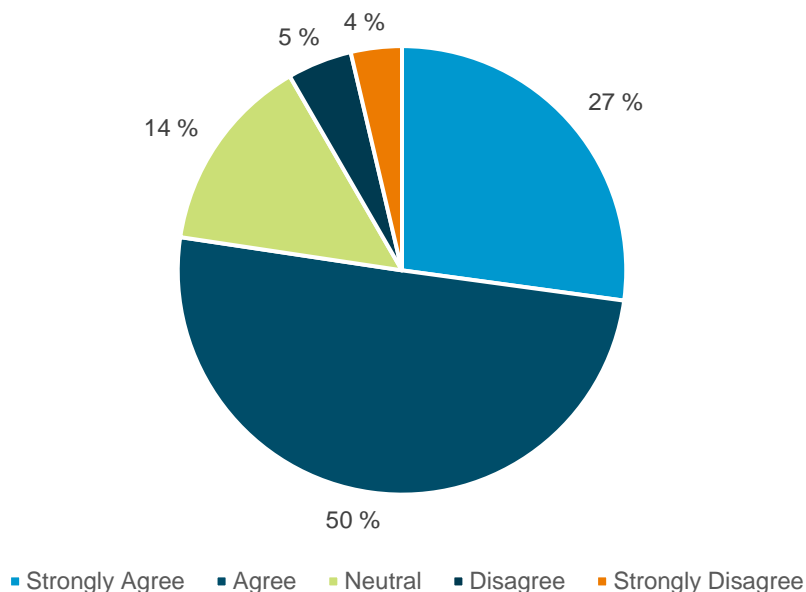
Based on the feedback provided to us, we have listed some improvements below that we are committed to making.

- simplify the language used in the questionnaire to ensure that it is accessible for all participants.
- test interactive elements on all devices (phone, tablet, laptop, etc.) to ensure that all functions are working appropriately.
- expand on categories for visible minorities to be more inclusive of diverse racial and ethnic identities.

The feedback results are provided below.

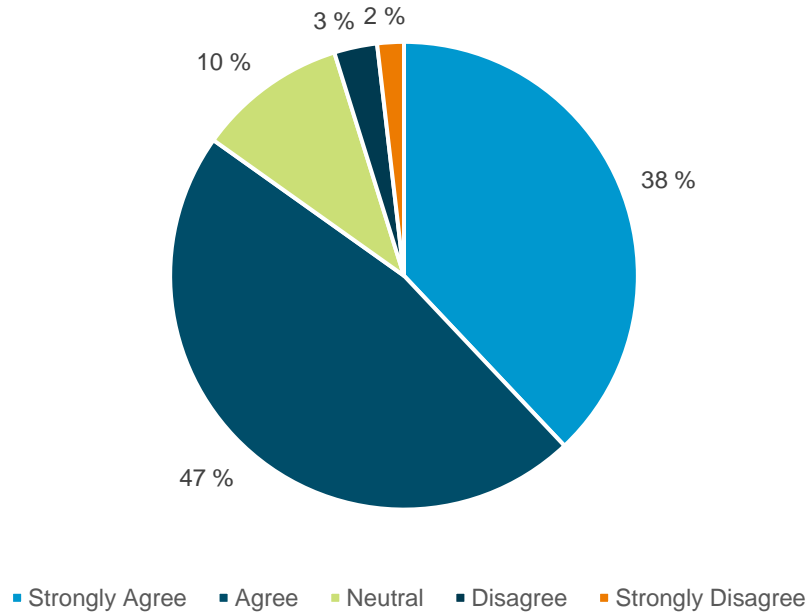
**Chart 1: This chart illustrates the share of 707 respondents who selected one of the answer options listed.**

The instructions were sufficient and clear, allowing me to fully participate in the consultation process.



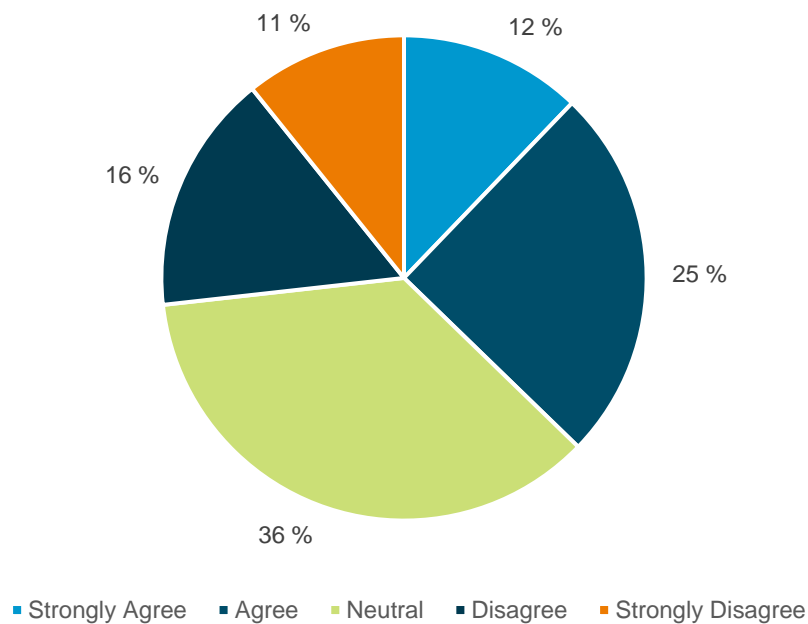
**Chart 2: This chart illustrates the share of 706 respondents who selected one of the answer options listed.**

The information in this survey was accessible (e.g. language, readability, font size and so on).



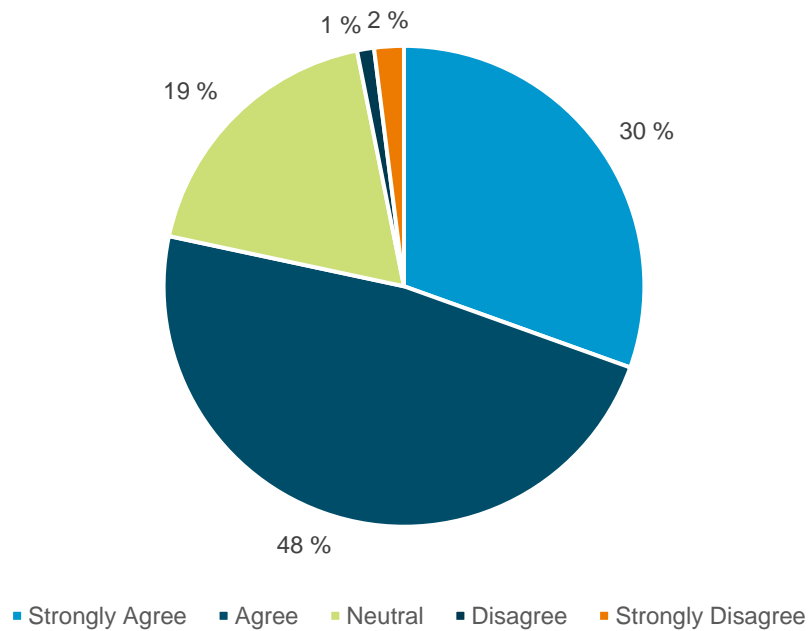
**Chart 3: This chart illustrates the share of 706 respondents who selected one of the answer options listed.**

I am confident that my feedback will be considered as the project moves forward.



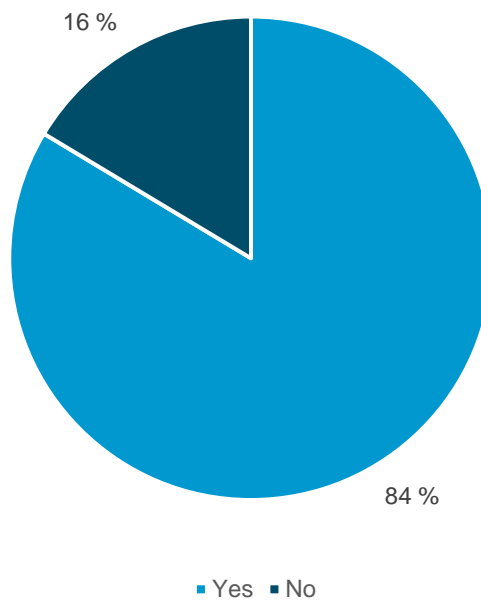
**Chart 4: This chart illustrates the share of 702 respondents who selected one of the answer options listed.**

Overall, I am glad that I took part in this survey.



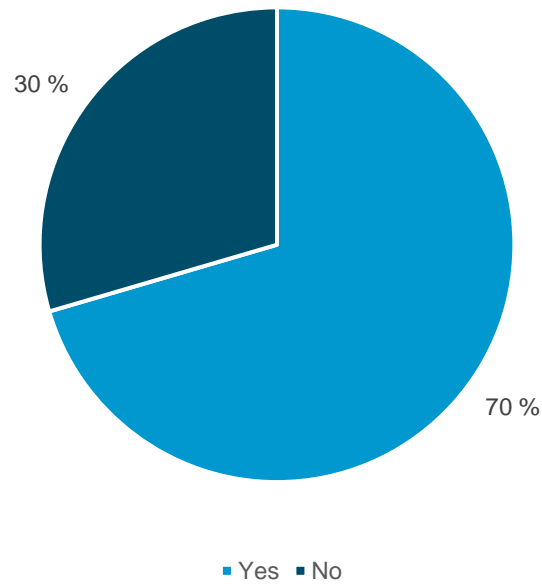
**Chart 5: This chart illustrates the share of 702 respondents who selected one of the answer options listed.**

I would like to take part in future consultations on the Alexandra Bridge replacement project.



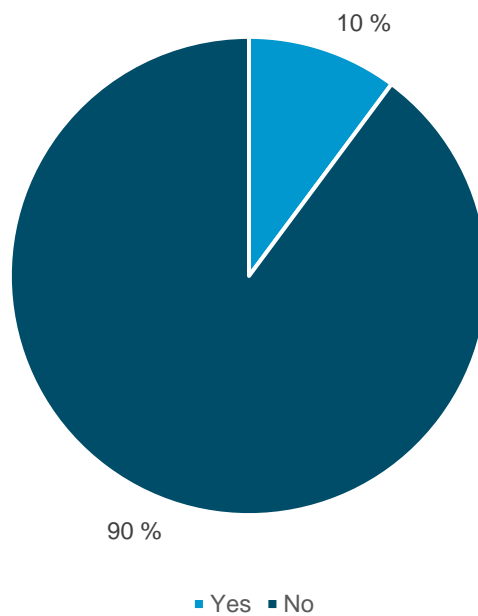
**Chart 6: This chart illustrates the share of 711 respondents who selected one of the answer options listed.**

After completing this survey, do you feel that you have learned more about the topic?



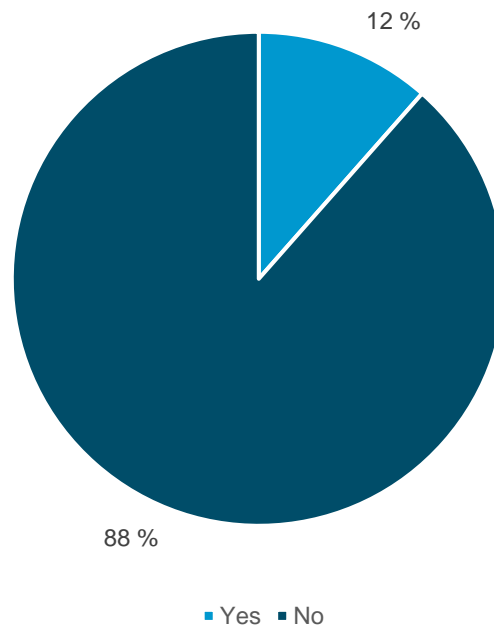
**Chart 7: This chart illustrates the share of 708 respondents who selected one of the answer options listed.**

Were there any unforeseen problems you experienced while completing the survey?



**Chart 8: This chart illustrates the share of 713 respondents who selected one of the answer options listed**

Do you have any additional comments on the survey?




### 2.2.3. Conclusion

We thank all community members and stakeholder groups who participated in the consultation process. Their thoughtful comments and input allowed the integrated project team to better understand public needs and celebrate the heritage of the site.

The next round of public consultation (round 2) is expected to take place in the fall of 2022 and winter 2023. This will be an opportunity for the public and stakeholders to provide their input on the conceptual design options for the new bridge. The project team will continue to engage with stakeholders on an ongoing basis during and between formal rounds of public consultation.

### 3. Appendix A: Online survey

Image 1: Welcome page



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE


## ALEXANDRA BRIDGE REPLACEMENT SURVEY

1%

Exit Survey

### Welcome!

The iconic Alexandra Bridge has graced the Ottawa–Gatineau skyline for 120 years. In 2019, the Government of Canada directed that the bridge be replaced due to its deteriorating condition, increasing maintenance costs, and inability to meet current and future transportation needs. In partnership with Public Services and Procurement Canada (PSPC), the National Capital Commission (NCC) is leading a comprehensive engagement process in multiple stages, including separate processes with Indigenous partners and the public. Our goal is to create a renewed vision for the bridge that honours its status as a nationally significant structure.



Will the Alexandra Bridge replacement project impact you and your community? PSPC and the NCC (the “project team”) invite you to participate in this online survey to provide your feedback.

The information you provide in this survey will be used to inform the initial phase of the impact assessment process, as well as the next steps in the planning and design stages. A summary report will be created following this round of consultation, with a section dedicated to showcasing how the comments raised are being or will be addressed.

This survey should take approximately 15 minutes to complete.

On behalf of the project team, we thank you for participating!

Start

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Image 2: Privacy notice statement

The screenshot shows a survey page titled "ALEXANDRA BRIDGE REPLACEMENT SURVEY" under the "NATIONAL CAPITAL COMMISSION" logo. The page is titled "Privacy notice statement" and contains three paragraphs of text explaining the collection and use of personal information, the sharing of survey information, and the rights of participants under the Privacy Act. At the bottom, there are navigation buttons: a back arrow and a "Next" button. A progress bar at the top indicates 3% completion.

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

ALEXANDRA BRIDGE REPLACEMENT SURVEY

3%

Exit Survey

### Privacy notice statement

The collection and use of your personal information in this questionnaire is in accordance with the *Privacy Act*, and authorized under the *National Capital Act*. We will use your responses to inform the planning of the Alexandra Bridge replacement project, and to better understand the reach of the NCC's public engagement initiatives. Information relating to "Outreach Activities" is described in Standard Personal Information Bank PSU 938. The information is protected in accordance with the provisions of the *Privacy Act*.

The survey information you provide will be shared in a summary document with the Impact Assessment Agency of Canada, in accordance with sections 26 and 27 of the *Impact Assessment Act*, to complete its evaluation of the Alexandra Bridge replacement project. This does not include your personal information.

Under the *Privacy Act*, you have the right to access your personal information, request corrections if you believe that some personal information is erroneous or incomplete, and add a notation to the information at issue. If you wish to access your personal information that is contained in Personal Information Bank PSU 938, you should communicate with the Chief, Access to Information and Privacy, at telephone 613-239-5678, extension 5788, or via the following email address: [atip-aiprp@ncc-ccn.ca](mailto:atip-aiprp@ncc-ccn.ca).

< Next

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Image 3: Project approval process

The screenshot shows a survey page titled "ALEXANDRA BRIDGE REPLACEMENT SURVEY" under the "NATIONAL CAPITAL COMMISSION" logo. The page is titled "Project approval process" and contains three paragraphs of text explaining the federal approval process, the engagement process with Indigenous communities, and the initial phase of the impact assessment process. It also includes a question about the respondent's role (public member or organization member) with two radio button options. At the bottom, there are navigation buttons: a back arrow and a "Next" button. A progress bar at the top indicates 7% completion.

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

ALEXANDRA BRIDGE REPLACEMENT SURVEY

7%

Exit Survey

### Project approval process

The Alexandra Bridge replacement project is subject to the NCC's federal approval process and requirements of the federal *Impact Assessment Act*.

As part of the impact assessment process, the Impact Assessment Agency of Canada (IAAC) will conduct its own engagement process with Indigenous communities and the public. Information on the engagement process can be found here: [How can the public and Indigenous groups get involved in an impact assessment?](#)

Please note that the results from this round of consultation will be submitted to the IAAC as part of the initial phase of the impact assessment process.

Before we proceed, we would like to know a bit more about you to better tailor the survey experience.

Which of the two options best describes you?


☐ I am filling this survey out as a member of the public.

☐ I am filling out this survey as a member of an organization.

< Next

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**Image 4: Member of the public project updates: sign-up page**



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COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

16%

Exit Survey

### Project updates: Sign-up

As part of the impact assessment process, the project team is keeping the community informed about the Alexandra Bridge replacement project.

To receive project updates, please fill out the contact fields below.

Please note that this step is entirely optional. Your name and contact information will not be attributed to the information you provide in the survey.

Name

Organization (optional)

Would you prefer to be contacted by email or phone?

☐ Email

☐ Phone

Please select all the topics that are of interest to you. This will help the project team tailor future communications about the project. (e.g. email newsletter, blog posts, social media content and so on).

☐ Impact assessment process

☐ Construction

☐ History of the bridge

☐ Environmental concerns

☐ Transportation

☐ Active mobility

☐ Cultural heritage

☐ Sustainable development

☐ I would like to receive updates and invitations to take part in future consultations related to the Alexandra Bridge replacement project.


<

Next

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Image 5: Member of an organization project updates: sign-up page



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

25%

[Exit Survey](#)

### Project updates: Sign-up

As part of the impact assessment process, the project team is keeping the community informed of project updates, as well as creating a comment register to keep track of and address stakeholder concerns raised throughout the Alexandra Bridge replacement project.

The comment register is one of many tools being used to ensure that the comments and concerns we receive capture the perspectives of diverse groups which may be affected by the project.

To receive project updates or a follow up regarding a concern you may raise in this survey, please fill out the contact fields below.

Please note that this step is entirely optional. Your name and contact information will not be attributed to the information you provide in this survey, other than to follow-up with you should you raise a concern.

Name

Organization (optional)

Would you prefer to be contacted by email or phone?

☐ Email

☐ Phone

Please select all the topics that are of interest to you. This will help the project team tailor future communications about the project. (e.g. email newsletter, blog posts, social media content and so on).

☐ Impact assessment process

☐ Construction

☐ History of the bridge

☐ Environmental concerns

☐ Transportation

☐ Active mobility

☐ Cultural heritage

☐ Sustainable development

☐ I would like the project team to follow up with me regarding concerns I may raise in this survey.

☐ I would like to receive updates and invitations to take part in future consultations related to the Alexandra Bridge replacement project.

<

Next

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Image 6: About the Alexandra Bridge replacement project

The screenshot shows a survey page titled "ALEXANDRA BRIDGE REPLACEMENT SURVEY" under the "NATIONAL CAPITAL COMMISSION" and "COMMISSION DE LA CAPITALE NATIONALE" logos. The progress bar indicates 27%. The section is titled "About the Alexandra Bridge replacement project". The text asks: "Would you like the opportunity to learn more about the Alexandra Bridge replacement project? We have included information about the project in the next pages, as follows:" followed by a bulleted list: "Process and timeline", "What the project means for you", and "Planning and design principles". Below this, it says "You can also learn more about the Alexandra Bridge on the [the project web page](#)." There are two radio button options: "Yes, I would like to learn more about the Alexandra Bridge replacement project before answering questions." and "No, thank you. I feel comfortable with my current knowledge, and would like to jump to the questions." At the bottom, there is a back arrow and a "Next" button. The footer says "Powered by QuestionPro".

Image 7: About the Alexandra Bridge replacement: Process and timeline

The screenshot shows a survey page titled "ALEXANDRA BRIDGE REPLACEMENT SURVEY" under the "NATIONAL CAPITAL COMMISSION" and "COMMISSION DE LA CAPITALE NATIONALE" logos. The progress bar indicates 29%. The section is titled "About the Alexandra Bridge replacement: Process and timeline". The text states: "The Alexandra Bridge replacement project is being planned in three stages, with several formal rounds of planned engagement activities. We are wrapping up the initial stage of the project (Stage 1: Pre-planning), and continuing engagement with Indigenous partners and the public to gather feedback on the potential impacts of and solutions for the replacement project." Below this is a timeline diagram. The timeline has three main stages: Stage 1 (Pre-planning 2019-2021), Stage 2 (Planning and design 2022-2025), and Stage 3 (Procurement and implementation 2025-2032). Stage 1 includes a sub-stage "Stage 1b: Consultation Autumn 2021". Stage 2 includes a sub-stage "Stage 2b: Consultation Winter 2022 Submission of IPO to IMAC". Stage 3 includes a sub-stage "Stage 3b: Consultation Winter 2022 Presentation de la DGP à l'AMC". The timeline is represented by a horizontal line with dots and arrows. At the bottom, there is a back arrow and a "Next" button. The footer says "Powered by QuestionPro".

**Image 8: About the Alexandra Bridge replacement: What this means for you**



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

31%


Exit Survey

### About the Alexandra Bridge replacement: What this means for you

The Alexandra Bridge replacement project is part of a broader effort to ensure that interprovincial crossings in the National Capital Region remain safe and open for residents and visitors. It is also a unique opportunity to reimagine this vital connection between Ottawa and Gatineau.

We are analyzing the many benefits and potential impacts this project could have, and are looking for solutions to mitigate impacts and disruptions. The following are proposed mitigation measures, informed by what we have heard to date.

- **Active mobility:** Enhancement of existing pathways to improve safety and usability and development of temporary structures to remove barriers for all users.
- **Length of closure:** Mitigation of disruptions to nearby residents, landowners and businesses, as well as visitors to the National Capital Region. Traffic studies will be conducted.
- **Green space:** Alternating access to outdoor recreation areas will be explored, including alternating closures of green space.
- **Protecting views:** The new bridge will be designed to integrate with the existing cultural landscape. Protection of views to and from the bridge is reflected in the planning and design guidelines for the replacement bridge.
- **Navigation:** Access to the wharf, boat launch and marina, within Jacques-Cartier Park, may be impacted during construction. Continued engagement is planned in recognition of the importance of recreational and commercial boating in the area.
- **Studies to support decision making:** Further studies will be conducted to understand potential impacts of the project, for example, on traffic, heritage and conservation, fisheries, archaeology, wildlife, and environmental protection.



<

Next

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Image 9: About the Alexandra Bridge replacement: Planning and design principles

The screenshot shows a survey page titled "ALEXANDRA BRIDGE REPLACEMENT SURVEY" under the National Capital Commission logo. The progress bar is at 33%. The section is "About the Alexandra Bridge replacement: Planning and design principles".

The planning and design principles provide guidance in the areas of planning, heritage protection, urban design and sustainability. They will help a future designer to develop an iconic design proposal reflective of the bridge's location and significance.

The planning and design principles have been shaped by feedback heard from the public and stakeholders, and include the vision, objectives and principles. The NCC Board of Directors approved the guiding principles in June 2021. There will also be an opportunity to further amend the principles to address input received through engagement with Indigenous partners.

Design proposals will have the opportunity to reimagine a core component of the nation's capital, and introduce a world-class, signature bridge befitting its setting among our national symbols.

*"The Alexandra Bridge replacement will be an emblematic bridge in the form of an exceptional civic site that reflects Canada's national identity and values, while respecting the integrity of the cultural landscape of the Capital."*

Navigation: < Next

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Image 10: About the Alexandra Bridge replacement: Guiding principles

The screenshot shows a survey page titled "ALEXANDRA BRIDGE REPLACEMENT SURVEY" under the National Capital Commission logo. The progress bar is at 35%. The section is "About the Alexandra Bridge replacement: Guiding principles".

The six guiding principles are further elaborated through several design guidelines that provide additional direction for future bridge design proposals. The guiding principles are as follows:

1. Mobility and continuity of the urban fabric
2. Public space and civic experiences
3. Structure, height, proportions and lighting
4. Preservation of views and celebration of the bridge's legacy
5. Sustainability and materiality
6. Universal accessibility, legibility and wayfinding

You can learn more by consulting the [Alexandra Bridge Replacement Planning and Design Principles](#).

Navigation: < Next

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Image 11: Overview page

The screenshot shows the 'Overview' page of the 'ALEXANDRA BRIDGE REPLACEMENT SURVEY'. At the top, there is a logo for the 'NATIONAL CAPITAL COMMISSION' and 'COMMISSION DE LA CAPITALE NATIONALE'. Below the logo, the survey title 'ALEXANDRA BRIDGE REPLACEMENT SURVEY' is displayed. A progress bar indicates 37% completion. The main content area is titled 'Overview' and contains the text: 'Did you get the opportunity to learn more about the Alexandra Bridge replacement project? On the following pages, you will be asked:'. Below this text is a bulleted list of four points: 'to identify opportunities or anticipated benefits of the bridge and ways to ensure success;', 'to identify potential disruptions and solutions to mitigate these impacts;', 'to prioritize identified anticipated benefits and potential disruptions;', and 'to provide additional comments or concerns about the project.' At the bottom of the page, there are two buttons: a back button with a left arrow and a 'Next' button. The footer text 'Powered by QuestionPro' is visible.

NATIONAL CAPITAL COMMISSION  
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ALEXANDRA BRIDGE REPLACEMENT SURVEY

37%

Exit Survey

### Overview

Did you get the opportunity to learn more about the Alexandra Bridge replacement project? On the following pages, you will be asked:

- to identify opportunities or anticipated benefits of the bridge and ways to ensure success;
- to identify potential disruptions and solutions to mitigate these impacts;
- to prioritize identified anticipated benefits and potential disruptions;
- to provide additional comments or concerns about the project.

< Next

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Image 12: Anticipated benefits: questions

The screenshot shows the 'Anticipated benefits' page of the 'ALEXANDRA BRIDGE REPLACEMENT SURVEY'. At the top, there is a logo for the 'NATIONAL CAPITAL COMMISSION' and 'COMMISSION DE LA CAPITALE NATIONALE'. Below the logo, the survey title 'ALEXANDRA BRIDGE REPLACEMENT SURVEY' is displayed. A progress bar indicates 40% completion. The main content area is titled 'Anticipated benefits' and contains the text: 'Think about how the bridge replacement might benefit you or your community – before, during or after the construction work is completed.' Below this text is a question: 'What are some opportunities or anticipated benefits that you have identified related to the replacement of the Alexandra Bridge?'. This is followed by a large text input field. Below the input field is another question: 'How can we ensure that these benefits are realized?'. This is followed by another large text input field. At the bottom of the page, there are two buttons: a back button with a left arrow and a 'Next' button. The footer text 'Powered by QuestionPro' is visible.

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ALEXANDRA BRIDGE REPLACEMENT SURVEY

40%

Exit Survey

### Anticipated benefits

Think about how the bridge replacement might benefit you or your community – before, during or after the construction work is completed.

What are some opportunities or anticipated benefits that you have identified related to the replacement of the Alexandra Bridge?

How can we ensure that these benefits are realized?

< Next

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Image 13: Anticipated benefits: Prioritization exercise



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COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

46%

Exit Survey

### Anticipated benefits: Prioritization exercise

Instructions

- For this exercise, you have 100 points to distribute among the potential benefits listed. Please note that the total number of points allocated among all benefits must equal 100.
- The points total is calculated automatically, and will not exceed the 100 points allocated.
- Your point allocation will demonstrate which benefits are most significant to you: the higher the points, the higher the importance. For example, if benefit A received 25 points and benefit B received 10 points, then the participant has indicated that benefit A is a greater priority than benefit B.
- The impacts listed below include potential or anticipated benefits. You will be given the opportunity to explain your decisions in the comment box.

Benefits

Flow of traffic (e.g. less congestion, improved intersections or different traffic flows during construction)	<input type="range"/>	<input type="text"/>
Environment and sustainability (e.g. reinstating green spaces, conducting studies to better understand fisheries and wildlife, sustainable development)	<input type="range"/>	<input type="text"/>
Active mobility (e.g. added safety and usability of the bridge crossing, removing barriers for all users)	<input type="range"/>	<input type="text"/>
Heritage and interpretation (e.g. preservation efforts, reflecting the current heritage elements in the new bridge design)	<input type="range"/>	<input type="text"/>
Views and aesthetics (e.g. protecting the Alexandra Bridge as a scenic destination)	<input type="range"/>	<input type="text"/>
Economic impacts (e.g. business opportunities, jobs and new revenue sources)	<input type="range"/>	<input type="text"/>
Tourism activities (e.g. safe and intentional rest points to view the Ottawa Gatineau skyline)	<input type="range"/>	<input type="text"/>

0

Please explain your decisions in the comment box below.

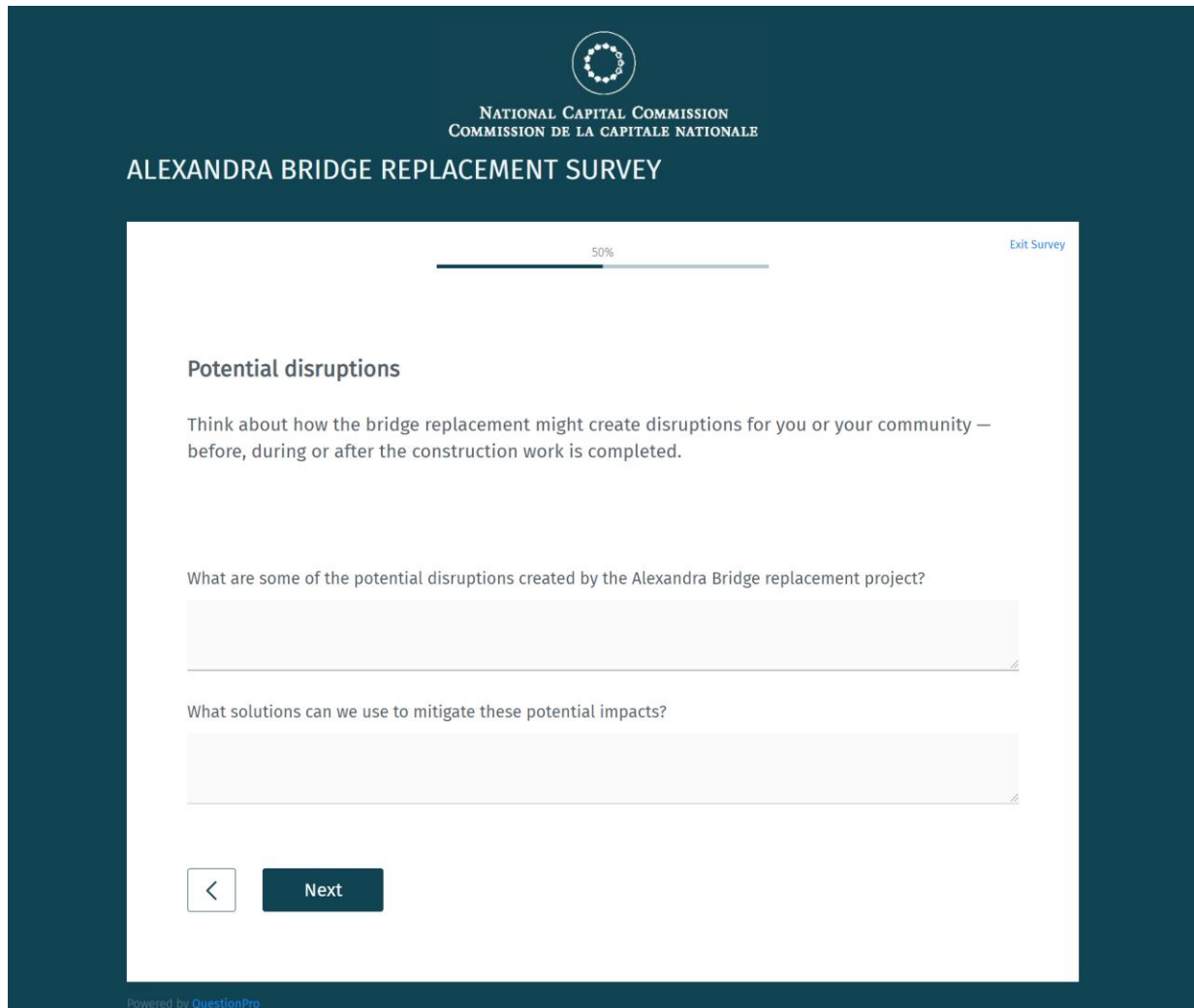
Do you have an anticipated benefit to add to the list? Please let us know below.

<


Next

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Image 14: Potential disruptions: questions



The image is a screenshot of a survey titled "ALEXANDRA BRIDGE REPLACEMENT SURVEY" from the National Capital Commission. The survey is at the 50% completion mark. The current section is "Potential disruptions", which asks respondents to think about how the bridge replacement might create disruptions for them or their community before, during, or after construction. It contains two open-ended questions: "What are some of the potential disruptions created by the Alexandra Bridge replacement project?" and "What solutions can we use to mitigate these potential impacts?". Navigation buttons for "Previous" and "Next" are at the bottom, along with a "Powered by QuestionPro" footer.

  
NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

50% [Exit Survey](#)

### Potential disruptions

Think about how the bridge replacement might create disruptions for you or your community — before, during or after the construction work is completed.

What are some of the potential disruptions created by the Alexandra Bridge replacement project?

What solutions can we use to mitigate these potential impacts?

[<](#) [Next](#)

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Image 15: Potential disruptions: Prioritization exercise



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

55%

Exit Survey

### Potential disruptions: Prioritization exercise

Instructions

- For this exercise, you have 100 points to distribute among the potential disruptions listed. Please note that the total number of points allocated among all disruptions must equal 100.
- The points total is calculated automatically, and will not exceed the 100 points allocated.
- Your point allocation will demonstrate which disruptions are most significant to you: the higher the points, the higher the importance. For example, if disruption A received 25 points and disruption B received 10 points, then the participant has indicated that disruption A is a greater priority than disruption B.
- The impacts listed below include potential disruptions. You will be given the opportunity to explain your decisions in the comment box.

Disruptions

Disruptions during construction (e.g. noise, dust or vibrations from construction)	<input type="range"/>	<input type="text"/>
Flow of traffic (e.g. traffic congestion or speeding in my neighbourhood)	<input type="range"/>	<input type="text"/>
Environment and sustainability (e.g. impacts on green space, fisheries and wildlife)	<input type="range"/>	<input type="text"/>
Active mobility (e.g. reduced opportunities for active transportation, detours during construction)	<input type="range"/>	<input type="text"/>
Limited access to, and enjoyment of, nearby public spaces (e.g. Jacques-Cartier Park, Ottawa River, the wharf and marina)	<input type="range"/>	<input type="text"/>
Heritage and interpretation (e.g. loss of the unique character and heritage features of the Alexandra Bridge)	<input type="range"/>	<input type="text"/>
Views and aesthetics (e.g. changing view during construction, different cultural landscape following construction)	<input type="range"/>	<input type="text"/>
Economic impacts (e.g. loss of tourism revenue on local businesses, impact on deliveries and flow of goods)	<input type="range"/>	<input type="text"/>
Tourism activities (e.g. iconic nature of the current bridge, access to tourist attractions when crossing the river)	<input type="range"/>	<input type="text"/>

0

Please explain your decisions in the comment box below.


Do you have a potential disruption to add to the list? Please let us know below.

<

Next



Image 16: Final thoughts

  
NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

57% [Exit Survey](#)

### Final thoughts

Is there anything else you would like to share with us regarding the Alexandra Bridge replacement project?


☐ Yes

☐ No

[<](#) [Next](#)

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Image 17: About you: Demographic questions



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

68%

[Exit Survey](#)

### About you

Your responses, should you choose to share them, will be used to improve future consultations, and ensure that we are engaging in an inclusive manner. We are committed to providing a space for diverse opinions, perspectives and experiences. This data is needed for the federal government's Gender-based Analysis Plus (GBA Plus) requirements, which will help us assess potential impacts on diverse groups, as well as solutions to address any differential impacts that may result from the project.

There are a total of 17 questions. Responses to the following questions are entirely optional.

Have you participated in a previous consultation on the Alexandra Bridge replacement project?

☐ Yes

☐ No

☐ Prefer not to say

Of the following statements listed below, please select all that apply to you.

☐ Regular user (3+ times per week) of interprovincial bridges in the National Capital Region

☐ Regular user (3+ times per week) of the Alexandra Bridge (vehicle)

☐ Regular user (3+ times per week) of the Alexandra Bridge (active mobility)

☐ Live near the Alexandra Bridge

☐ Own a business near the Alexandra Bridge

☐ None of the statements apply

☐ Prefer not to say

What are the first three characters of your postal code?

What is your age?

-- Select --

With which of the following gender identities do you most identify?

-- Select --

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**Image 18: About you: Demographic questions**

The screenshot shows a survey interface for the National Capital Commission (Commission de la Capitale Nationale). The title is "ALEXANDRA BRIDGE REPLACEMENT SURVEY". The progress bar indicates 72% completion. The question asks: "If you identify as gender diverse, please specify if you wish." Below this is a dropdown menu labeled "-- Select --". The next question is: "Do you identify as a member of a visible minority in Canada?" with three radio button options: "Yes", "No", and "Prefer not to say". At the bottom, there are navigation buttons: a back arrow and a "Next" button. The footer mentions "Powered by QuestionPro".

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

ALEXANDRA BRIDGE REPLACEMENT SURVEY

72%

Exit Survey

If you identify as gender diverse, please specify if you wish.

-- Select --

Do you identify as a member of a visible minority in Canada?

☐ Yes

☐ No

☐ Prefer not to say

< Next

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**Image 19: About you: Demographic questions**

The screenshot shows the next question in the survey. The progress bar indicates 75% completion. The question asks: "If yes, which of the following best describes your ancestry, ethnicity or race? Please select all that apply." Below this is a list of checkboxes with the following options: "Arab", "Black", "East Asian", "South Asian", "Southeast Asian", "West Asian", "Latin American", "Pacific Islander", "None of the above", and "Prefer not to say". The next question is: "Do you identify as Indigenous — that is, First Nations, Metis or Inuit?" with three radio button options: "Yes", "No", and "Prefer not to say". At the bottom, there are navigation buttons: a back arrow and a "Next" button. The footer mentions "Powered by QuestionPro".

NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

ALEXANDRA BRIDGE REPLACEMENT SURVEY

75%

Exit Survey

If yes, which of the following best describes your ancestry, ethnicity or race? Please select all that apply.

☐ Arab

☐ Black

☐ East Asian

☐ South Asian

☐ Southeast Asian

☐ West Asian

☐ Latin American

☐ Pacific Islander

☐ None of the above

☐ Prefer not to say

Do you identify as Indigenous — that is, First Nations, Metis or Inuit?

☐ Yes


☐ No

☐ Prefer not to say

< Next

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Image 20: About you: Demographic questions



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

81%

[Exit Survey](#)

If you identify as an Indigenous person in Canada, please specify if you wish.

-- Select --

Which language(s) do you most often speak at home? Please select all that apply.

☐ Arabic

☐ Cantonese

☐ English

☐ French

☐ Italian

☐ Mandarin

☐ Portuguese

☐ Punjabi

☐ Spanish

☐ Tagalog

☐ None of the above

☐ Prefer not to say

According to the *Accessible Canada Act*, disability means “any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment — or a functional limitation — whether permanent, temporary or episodic in nature, evident or not, that, in interaction with a barrier, hinders a person’s full and equal participation in society.”

Do you identify as a person with a disability?

☐ Yes

☐ No


☐ Prefer not to say

<

Next

Powered by [QuestionPro](#)

Image 21: About you: Demographic questions



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

85%

[Exit Survey](#)

If you identify as a person with a disability, please select all that are applicable to you:

- ☐ Seeing
- ☐ Hearing
- ☐ Mobility
- ☐ Flexibility
- ☐ Dexterity
- ☐ Pain-related
- ☐ Learning
- ☐ Developmental
- ☐ Mental-health-related
- ☐ Memory
- ☐ None of the above
- ☐ Prefer not to say

How would you describe your current circumstances? Please select all that apply.


- ☐ Providing care to family or friends for a health condition
- ☐ Not working due to disability or illness
- ☐ Going to school
- ☐ Caring for a child or children
- ☐ Working at a paid job
- ☐ Looking for work
- ☐ Temporarily out of work
- ☐ Retired
- ☐ On temporary leave
- ☐ Doing volunteer work
- ☐ None of the above
- ☐ Prefer not to say

<

Next

Powered by [QuestionPro](#)

**Image 22: About you: Demographic questions**



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

90%

[Exit Survey](#)

If you are looking for work, on temporary leave or employed, which of the following best describes your profession?

☐ Government

☐ Health care

☐ Education

☐ Hospitality/Service

☐ Construction or property development

☐ Agriculture

☐ Engineering

☐ Communications

☐ Finance

☐ None of the above

☐ Prefer not to say

What is the highest certificate, diploma, or degree that you have completed?

☐ High school diploma or high school equivalency certificate

☐ Certificate of Apprenticeship, Certificate of Qualification, or other trades certificate or diploma

☐ College, CEGEP or other non-university certificate or diploma

☐ University certificate or diploma

☐ Bachelor's degree

☐ University degree in medicine, dentistry, veterinary medicine or optometry

☐ Master's degree

☐ Earned doctorate

☐ Not applicable

☐ Prefer not to say

To the best of your knowledge, what was the combined income of all people in your household, before taxes, in 2020?

☐ Less than \$20,000

☐ \$20,000 to \$40,000

☐ \$40,000 to \$60,000

☐ \$60,000 to \$80,000

☐ \$80,000 to \$100,000

☐ \$100,000 to \$150,000

☐ More than \$151,000


☐ Prefer not to say

<

Next

Powered by [QuestionPro](#)

Image 23: Feedback questions



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## ALEXANDRA BRIDGE REPLACEMENT SURVEY

100%

Exit Survey

### Give us feedback!

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The instructions were sufficient and clear, allowing me to fully participate in the consultation process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information in this survey was accessible (e.g. language, readability, font size and so on)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that my feedback will be considered as the project moves forward.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I am glad that I took part in this survey.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I would like to take part in future consultations on the Alexandra Bridge replacement project.

☐ Yes

☐ No

After completing this survey, do you feel that you have learned more about the topic?

☐ Yes

☐ No

Were there any unforeseen problems you experienced while completing the survey?

☐ Yes

☐ No

Do you have any additional comments on the survey?

☐ Yes

☐ No

<

Finish

Powered by QuestionPro

## 4. Appendix B: Mail drop

English-first version – delivered to addresses in Ontario

Image 1 – front and back page of the booklet

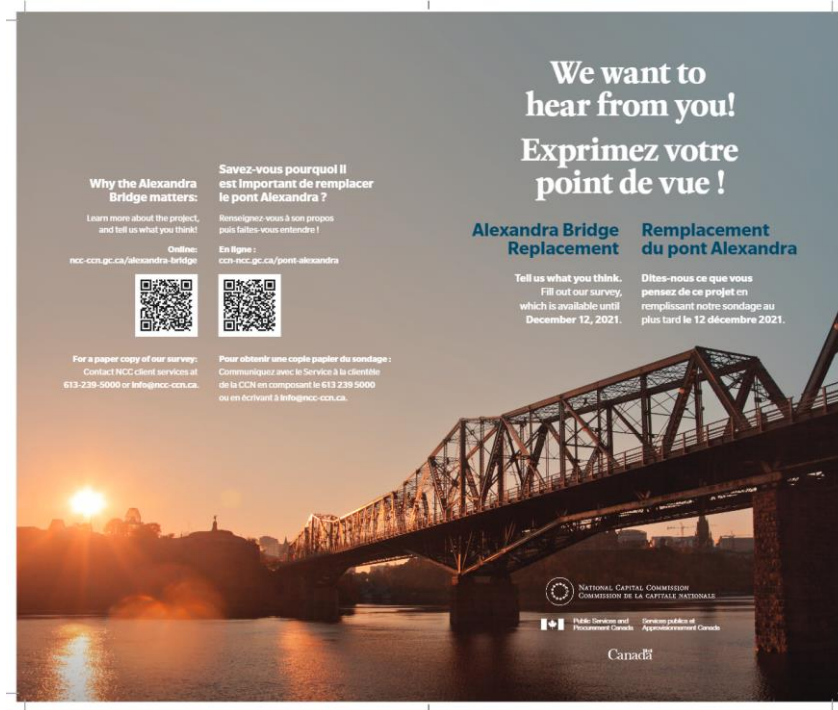


Image 2 – inside of the booklet





French-first version – delivered to the addresses in Quebec  
Image 1: front and back page of the booklet

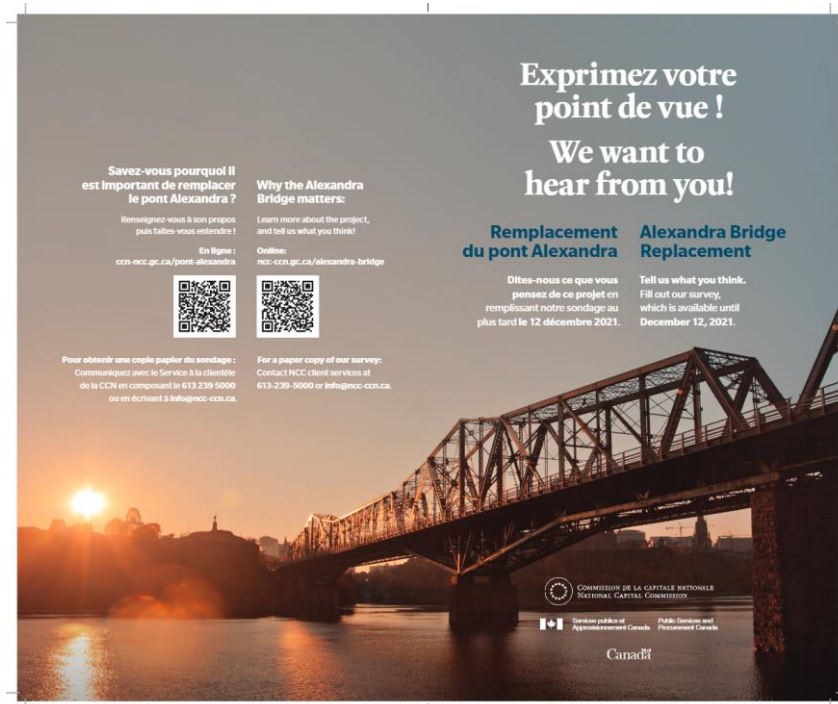


Image 2: inside of the booklet



## 5. Appendix C: Stakeholder groups

### 5.1. Stakeholder list: Meeting requests

Organization names		
ALPHA Galerie d'art	Four Points Sheraton	Passenger and Commercial Vessel Association
Arlington Group Inc.	Global Affairs Canada	Protégeons le Quartier du Musée
Association des résidents de l'île-de-Hull	Global Centre for Pluralism	Public Services and Procurement Canada
Au feel de l'eau	Gordon Harrison Gallery	Richard Robinson Academy
Best Western Plus	Hull Marina/Portage Champlain Yacht Club	Rockwood Spirits
British High Commission	Isabelle Mode	Royal Canadian Mint
Ça va de soi	IPSS	Schad Boutique
Canada School of Public Service	John RMOR Designer Shoes and Leather Products	Shepherds of Good Hope
Capital Cruises	Kaliyana	Social
Chateau Laurier	Kruger	Speedyrails Inc.
Collège Saint-Joseph de Hull	Lady Dive	St. Lawrence Cruise Lines
Croisières Outaouais	Lowertown Community Association	Tavern on the Hill
Dream Mind	Maison du vélo	The Alley
Earl of Sussex	Myobalance Registered Massage Therapy	The Ottawa Mission
Embassy of State of Kuwait	Notre-Dame Cathedral	The Modern Shop
Embassy of the United States of America	Ottawa New Edinburgh Club	Transport Action Canada

Organization names		
First Bite Treats	Ottawa Riverkeeper	Virtue Tattoo
Fondation Michaëlle Jean Foundation	Ottawa Rowing Club	

## 5.2. Stakeholder list: Follow-up invitation

Organization name		
Action Sandy Hill	Environment Canada	Ottawa Gatineau Hotel Association
Bike Ottawa	Galerie d'art Jean-Claude Bergeron	Ottawa Rowing Club
Brigil	Gatineau River Yacht club	Ottawa Tourism
Bytown Museum	Heritage Advocate	Rabaska Canada Inc.
ByWard Market BIA	Juliano's Takeout	Rockcliffe Park Residents Association
Canadian Museum of History	Kitchissippi Marina	Rockcliffe Yacht Club
Centre d'hébergement La Piéta	Les sœurs de la Charité d'Ottawa	Samson RH
Chambre de commerce de Gatineau	Maison du Citoyen-Ville de Gatineau	Société d'histoire de l'Outaouais
Chenier Brothers Convenience	Malewa Plaisirs - restaurant africain	Suites Victoria
Canada Revenue Agency	National Gallery of Canada	Tourisme Outaouais
Downtown Rideau	Ontario Restaurant Hotel & Motel Association	Trans Canada Trail
Duvernay Studios and Suites	Ottawa Art Gallery	Vision Centre-Ville Gatineau
Embassy of Japan	Ottawa Board of Trade	Youth Services Bureau of Ottawa
Embassy of the Philippines		

### 5.3. Stakeholder list: General invitation

Organization name		
Alternative Outaouais	Findlay Creek Community Association	Ottawa Newcomers Club
727 Richmond Rd - Condo	Fitzroy Harbour Community Association	Ottawa Outdoor Club
Académie des retraités de l'Outaouais	Fondation de la Forêt Boucher	Ottawa Rambling Club
ACFO Ottawa, Conseil régional d'Ottawa	Forêts Ottawa - Forest Ottawa	Ottawa Regional Society of Architects (ORSA)
Action Sandy Hill / Action Côte-de-Sable	Friends of Mer Bleue	Ottawa River Runners
Action Vélo Outaouais	Friends of the Earth	Ottawa Riverkeeper
Alpine Club of Canada, Ottawa Section	Friends of the Farm	Ottawa Safety Council
Alta Vista Community Association	Friends of the Rideau	Ottawa Senior Pride Network
Amis du Parc - Friends of Gatineau Park	Friends of Wychwood	Ottawa Wolves Rugby
Andy Andras Housing Co-op for Seniors	Frontrunners Ottawa	Ottawa Youth Engagement Committee
Assemblée de la francophonie de l'Ontario (AFO)	Gatineau Loppet	Ottawa's Central Park Community Association
Association des architectes paysagistes du Québec	Gatineau plein air Outaouais	OTTAWA'S LGBTQ+ SOFTBALL LEAGUE
Association des femmes immigrantes de l'Outaouais	Gatineau Valley Historical Society	Outaouais CJE
Association des résidents de la terrasse Lakeview	Gay Ottawa Volleyball	Overbrook Community Association

Organization name		
Association des résidents des Jardins Taché	Gaytineau	Oxygène, club de randonnée de l'Outaouais
Association des résidents du Parc Champlain et de ses environs	Gender Mosaic	Parks Canada - Parcs Canada
Association des résidents et résidentes du quartier Wright	Gestion Sogeco Outaouais Inc.	PFLAG Canada
Association des résidents de l'Île de Hull	Gîte Ami	Poets Pathway
Association des résidents de l'Île-de-Hull	Glebe BIA	Positive Space Initiative
Association des résidents des Hautes-Plaines	Glebe Community Association (GCA)	Preston Street Area B.I.A.
Association des résidents du Plateau	Glen Cairn Community Association	Qualicum-Graham Park Community Association
Association du patrimoine d'Aylmer	Glens Community Association	Queensway Terrace North Community Association QTNCA
Association récréative des Jardins du Château	Gotta Go Campaign	Rainbow Health Ontario
Au feel de l'eau	Grands-Frères et Grandes-Sœurs de l'Outaouais inc.	Rainbow Rockers Curling
Avenue des Jeunes	Greenspace Alliance of Canada's Capital	Refugee613
Beacon Hill Community Association	Groupe Entre Femmes de l'Outaouais	Relais plein-air du parc de la Gatineau
Bells Corners Business Improvement Area	Habitation Partagées	Réseau du patrimoine gatinois
Belltown Neighbours Association	Heritage Ottawa	Réseau Vélo Boulot

Organization name		
Bellwood Community Homeowners Association	Heron Park Community Association	Responsible Cycling Coalition (RCC)
Bike Ottawa - Citizens for Safe Cycling	Hintonburg Community Association	Responsible Dog Owners of Canada (RDOC)
Birchwood Meadow Housing Co-Operative	Human Powered Vehicle Operators of Ottawa	Rideau River Residence Association
Bradley Estates Community Association	Immigrant Women Services Ottawa	Rideau Speedeaus
Briarbrook, Brookside, Morgan's Grant Community Association	Invest Ottawa & Bayview Yards	Riverside Park Community and Recreation Association
Bridlewood Community Association	Island Park Community Association	Riverside South Community Association
Britannia Woods Community House	Jeunesse Idem	Riverview Park Community Association
Britannia Yacht Club	Jewish Family Services	Rockcliffe Airport
Bureau Régional d'Action sida BRAS	Kanata Co-op	Rockcliffe Mews Residents Association
Camp Fortune	Kanata Nepean Bicycle Club	Run Ottawa Club
Campus3/Centre des aînés de Gatineau	Kanata Nordic Ski Club	Salvation Army Booth Centre
Canadensis Botanical Garden Society	Kanata Town Centre Community Association	Sandy Hill Community Health Centre
Canadian Heritage / Patrimoine Canadien	Katimavik-Hazeldean Community Association	Sawmill Creek Housing Co-operative
Canadian Parks & Wilderness Society-Ottawa Valley Branch (CPAWS)	King Edward Avenue Task Force	Senior Citizens Council of Ottawa-Carleton

Organization name		
Canadian Parks and Wilderness Society (CPAWS)	Kingsmere Property Owners Association (KPOA)	Sentiers Chelsea Trails
Canterbury Community Association	Lao Village Housing Co-operative Inc.	Service Intégration Travail Outaouais
Capital Pride	L'Autre Chez Soi	Service régional d'interprétation visuelle de l'O
Cardinal Creek Community Association	Le Centre Actu-Elle	Shaw Centre
Carleton Heights & Area Residents Association	Le Centre d'aide 24/7	Shepherds of Good Hope
Carleton University Student's Association	Le CRIO - Collectif régional de lutte à l'itinéraire	Sierra Club Canada
Carlington Community Association	Le moulin de Wakefield	Sierra Youth Coalition Jeunesse Sierra
Carlingwood Community Association	Lebanese and Arab Social Services Agency of Ottawa	Skinouk
Carlsbad Springs Community Association	Lebreton Flats Condos Phase 1 association	Skyridge neighbourhood
Catholic Centre for Immigrants	Les amis de la rivière Gatineau / Friends of the Gatineau River	Snow Pride
Cedarhill Community Association	Leslie Park Community Association (LPCA)	Société Alzheimer de l'Outaouais québécois
Centraide Outaouais	Ligue des voisins du Manoir des Trembles	Société canadienne de la sclérose en plaques
Centre d'entraide aux aînés	Lincoln Heights-Parkway Community Association	Société d'histoire de l'Outaouais
Centre des jeunes de Wakefield	Lindenlea Community Association	Somali Centre for Family Services

Organization name		
Centrepointhe Community Association	Lowertown Community Association / Association communautaire de la Basse-Ville	Soupe populaire de Hull inc.
Centretown Citizens Community Association	Maison d'Hébergement Pour Elles Des Deux Vallées	Soupière de l'Amitié de Gatineau inc.
Centretown Community Healthcentre	Maison de la famille de Gatineau	Source des jeunes
Champlain Park Community Association	Manor Park Community Association	South Keys Greenboro Community Association
Chelsea Nordiq	March Rural Community Association	Sparks Street BIA (The Sparks Street Mall)
CISSS de l'Outaouais	Marina de Hull	St Joe's Women Centre
City Centre Coalition	Mario De Giovanni Housing Cooperative	Stonebridge Community Association
City of Ottawa	MAX Ottawa	Syndicat des Jardins du Château, Montsarat I et II
Civic Hospital Neighbourhood Association	McKellar Park Community Association	Table de concertation des aînés et retraités de I
Claridge Condos Lebreton	Meech Lake Residents Association	Table jeunesse des Collines-de-l'Outaouais
Clinique santé sexualité du plateau	Meech Lake Triathlon	Table jeunesse du Pontiac
Club alpin du Canada, section Outaouais	Merivale Gardens Community Association	Table jeunesse Outaouais
Club des ornithologues de l'Outaouais	Métis Nation of Ontario	Table jeunesse Vallée de la Gatineau
Club Skinouk	Michele Heights Community House	Tanglewood Hillsdale Residents Association
Club vélo outaouais	Moisson Outaouais	Ten Oaks Project



Organization name		
Club Vélo Plaisirs	Mouvement d'implication francophone d'Orléans (MIFO)	The Canadian Centre for Gender and Sexual Diversity
Comité de vie de quartier du Vieux-Gatineau	Musée des Beaux-Arts du Canada	The Door Youth Centre
Comité Solidarité Gatineau-Ouest	Nature Canada	The Heritage Canada Foundation
Common Sense Crossings	Nature Conservancy of Canada	The Ottawa Mission
Conseil économique et social d'Ottawa-Carleton	Navan Community Association / L'Association des résidents de Navan	Trans Outaouais
Conseil régional de l'environnement et du développement durable de l'Outaouais (CREDDO)	NCC Watch	Underground Solution
Constance and Bucham's Bay Community Association	New Edinburgh Community Alliance	United Way Eastern Ontario
Cornerstone Housing for Women	Nonciature apostolique	Vanier BIA
Creative Wheels	Nordic Wind	Vars Community Association
Cross-country Canada	Old Ottawa East Community Association (OOECA)	Vélo-Services
Cross-country Ottawa	Old Ottawa South Community Association	Ville de Gatineau
Crystal Bay Community Association	Ontario Archeological Society, Ottawa Chapter	Vision centre-ville Gatineau
Crystal Beach/Lakeview Community Association	Ontario Association of Architects	Vision Chaudière

Organization name		
Cumberland Community Association	Ontario Association of Landscape Architects (OALA)	Wakefield Ensemble
Cycling Vision Ottawa - L'Avenir du cyclisme à Ottawa	Ordre des architectes du Québec	Walk Ottawa
Dalhousie Community Association	Orleans Nordic Ski Club	Wellington Village Community Association
Dalhousie Housing Co-operative	Osgoode Village Residents' Association	West Barrhaven Community Association
Downtown Rideau Street BIA	Ottawa Bicycle Club	Westboro Beach Community Association
Ducks unlimited Canada - Ontario	Ottawa Booth Centre	Westboro Community Association
Ecology Ottawa	Ottawa Chamber of Commerce	Westboro Village BIA
Eileen Tallman Cooperative	Ottawa Chinese Community Service Centre	Windmill Development Group Ltd.
Elizabeth Fry Society	Ottawa Coalition to End Violence Against Women	WISE - Women's initiatives for safer environments
Ensemble pour Vanier / Together for Vanier	Ottawa Community Immigrant Services Organization	Womens' business network of Ottawa
Enviro éducat-action	Ottawa Duck Club	Women's Initiatives for Safer Environments (WISE)
Familles LGBTQ	Ottawa East Community Association (OECA)	Women's Shelters Canada / Hébergement femmes Cana
Family Services Ottawa	Ottawa Field-Naturalists' Club	Woodpark Community Association
Fédération des étudiantes et étudiants l'Université d'Ottawa	Ottawa Inline Skating Club	Woodroffe North Community Association
Federation of Canadian Municipalities	Ottawa Inner City Health	Y newcomer information centre

Organization name		
Federation of citizen association	Ottawa International Writers Festival	Youth Ottawa
Federation of Citizens' Associations of Ottawa-Carleton	Ottawa New Edinburgh Club	Youth Services Bureau of Ottawa
Feel-de-l'eau		Youthline

## 6. Appendix D: Sample comments from survey results

The tables below contain samples of comments made by participants during the online consultation for each survey question related to the bridge replacement project.

**Table 1: What are some opportunities or anticipated benefits that you have identified related to the replacement of the Alexandra Bridge?**

Topic(s)	Sample comment
Variety of transportation options	Improved active transit - lower vehicular traffic. Opportunity for LRT/trains to support loop for public transit across the river. Design to maintain the heritage appearance of the current bridge, but build in a more sustainable way for a wider variety of users.
Innovative construction	[Translation] The added safety of building a new bridge using more advanced construction methods.
Active transportation	Mobility between Gatineau and Ottawa on foot, bicycle, [public transit] and limited automobile access. The project has the possibility of being a cultural, representative and unique icon for the National Capital Region.
Against replacement	[Translation] I can see only inconveniences: useless expense and waste of resources, when the service life of the bridge could be extended much longer if only the decision were made to no longer allow bridge access to motor vehicles.
Transportation	While I would be sad to lose the architectural and historical legacy of the bridge if replaced, I do welcome greater access to transportation, safer use for pedestrians and the potential for light rail/transit access interprovincially, though my concerns about Ottawa's problematic LRT system remain.
Commemoration	I would like the NCC to recognize the significance of the bridge in regards to the hate crimes of Alain Brosseau and others during the murder spree of gay men in 1989.
Active transportation Honour Indigenous communities	[Translation] Continued access without placing myself in danger during outings by bike or on foot. A design that is respectful and modern, with an emphasis on history and Indigenous elements. Limited or prohibited access to heavy vehicles.
Environmental impact	Building infrastructure that furthers our climate goals and improves the quality of life and place downtown.
Tourism	Becoming a proper tourist destination for visitors and locals.

**Table 2: How can we ensure that these benefits are realized?**

Topic(s)	Sample comment
Active transportation Bridge design	[Translation] Friendlier access for pedestrians, nighttime lighting, winter maintenance (all these aspects currently exist, but could be improved by being part of a blueprint for the new design, rather than an addition to a railway bridge.
Consult LGBTQ2IA+ community	Need to consult with the LGBTQ+ community members, and LGBTQ+ archives. Consultation with Ottawa Senior Pride Network (OSPN) would be an excellent source for 'lived experience' and the role the bridge played as a focal point for advocacy and community action.
Against replacement Public transportation Active transportation	[Translation] You could keep the current bridge and modify it so that it could be used only for the future tramway, while allowing pedestrian traffic on the south side and cyclists on the north.
Public Transportation	Coordinating OC Transpo and STO.
Transparency	[Translation] By sharing all the studies that support the decision to demolish the bridge and, in a transparent manner, considering a bold rehabilitation as was done with the bridge deck on the Jacques Cartier Bridge in Montréal.
Timeliness	Expedite the process, as it seems to take forever to commence such a project that has been in planning for some time.
Tourism	By upgrading the Bridge as a historical tourist attraction. A wider stronger bridge at the Canadian War Museum AND a real bridge for trucks etc. somewhere around Orléans and old Gatineau to connect 50 with 417.

**Table 3: Anticipated benefits: Prioritization exercise. Please explain your decisions in the comment box below.**

Topic(s)	Sample comment
Interprovincial travel Active transportation	Interprovincial transport is the single biggest issue, but must be accessible to all, active transport being the method of transport, both commuter and recreational.
Safety Traffic flow	[Translation] As already mentioned, for me, safety is a very important factor. Also, traffic flow and fewer traffic jams are priorities.
Active transportation Accessibility Honour heritage	I live in downtown Ottawa and do not have a car. I value the Alexandra Bridge as a wonderful place to walk to get across to the Canadian Museum of History and the Gatineau side. I really appreciate the plan to enhance the safety and usability of the bridge for active mobility. As I am getting older, I also appreciate the plan to include places to sit and enjoy the view while recovering from the long walk. The bridge is a beautiful piece of Ottawa-Gatineau's history, so I am very pleased that the new bridge design will preserve this. I think all the choices are important, but I have chosen what will have a direct impact on me as an older pedestrian user of the bridge.
Environmental impact	Protecting the environment should be the single-most important issue, in any building project.
Active transportation	<p>[Translation] Active mobility and preservation of the current Alexandra Bridge are the main priorities, which are mutually reinforcing. The bridge carries 33 percent of current active mobility users, compared with only 9 percent of the cars. It is crucial. If it were better designed, with better links to networks in Gatineau and Ottawa, this percentage would probably be even greater.</p> <p>[Translation] Tourist activities are allowed BECAUSE the bridge is open only for active mobility — pedestrians and cyclists are the ones using the bridge for tourist purposes, not motorists!</p>
Against replacement Honour heritage Environmental impact	The heritage and view protection are critical to keep the memory of the old bridge (which I believe should be rehabilitated, not replaced). I support active mobility but believe we should be rethinking the design of a city to support increased vehicle traffic (greenhouse gas emissions and climate change issues).
Against replacement	[Translation] I think that there are no tourism-related, historical, cultural or aesthetic benefits to removing the Alexandra Bridge, because it is so

Topic(s)	Sample comment
	important for these very reasons. Once again, I am for pushing for sustainable mobility on this bridge, but without destroying it! :)

**Table 4: Do you have an anticipated benefit to add to the list?**

Topic(s)	Sample comment
Against replacement	[Translation] No, there are no advantages to building a new bridge.
Honour heritage Views and aesthetics	Civic pride, as Ottawa residents can enjoy the bridge with its heritage, views of the Ottawa River and many significant landmarks in the heart of the Capital region.
Bridge design Tourism	<p>[Translation] A solid, practical — and modern — bridge, with a pedestrian walkway and access for bicycles. This bridge looks out onto Parliament Hill, and the bridge lookout provides a panoramic view. In fact, a bridge that retains this view for all of us and our visitors would be superb. The Alexandra Bridge attracts a lot of tourism and generates a lot of money for the City of Ottawa and the ByWard Market. It provides a pedestrian access for all to the Canadian Museum of History and Jacques-Cartier Park.</p> <p>[Translation] Even with a modern look, the bridge should retain its value and improve the view toward Parliament and the Rideau Canal locks.</p>
Environmental considerations	Using the bridge to encourage environmentalism, by prioritizing biking or buses for commuting, or even incorporating carbon capture on the bridge itself with trees and vines.
Honour heritage	Celebrating indigenous culture or other Canadian values - can be include under Tourism and Views and Aesthetics.
Public transportation	[Translation] Public transportation: Infrastructure that includes a main axis (e.g. a tramway) including two lanes with exclusive right-of-way. The bridge could also be open only for public transit and active transportation upon completion of the rehabilitation work (or replacement, as the case may be). Eventually, the bus lanes could be converted to rail lanes when the time comes for Rapibus to convert to rail lines.

Topic(s)	Sample comment
Honour heritage	The replacement bridge must contribute to and enhance the visual and cultural heritage features of the National Capital Region's scenic ceremonial route.

**Table 5: What are some of the potential disruptions created by the Alexandra Bridge replacement project?**

Topic(s)	Sample comment
Noise pollution Active transportation Environmental concerns	[Translation] Noise, closures of the active mobility lane and environmental risks are the main expected disruptions.
Active transportation Environmental concerns Tourism	[Translation] Disruptions for cyclists and pedestrians who use the bridge on a daily basis (detours, less friendly or more dangerous commuting routes), disturbance for local biodiversity and animals living on the shore of the river during the construction work (noise, pollution, sediment), disruptions for tourists (less attractive with construction/replacement of the bridge) and perhaps fewer tourists with a change in landscape at one of the most visited locations...
Active transportation	How will people who currently walk and cycle across the bridge get across the river? It is easy to detour cars and buses several kilometres away, but that doesn't work for walking!!! This route is used for regular commuting as well as for tourists going between the two cities for cultural experiences.
Interprovincial travel Loss of heritage	<p>The loss of this connection, ceremonial route, between Ottawa and Gatineau for pedestrians and cyclists.</p> <p>The loss to Ottawa and Gatineau citizens and to visitors of a much loved view and experience of the Ottawa River and the Capital's cultural landscape.</p> <p>The loss of this connection between Ottawa and Gatineau for drivers.</p>
Traffic flow	Commuting to work and travel between Hull and Ottawa during the day for work
Loss of heritage	[Translation] Loss of cultural heritage



Topic(s)	Sample comment
Traffic flow Environmental concerns	Traffic for workers and bottle neck on the 3 other regional bridges. It will also limit tourism on both side. What effects will this have on our environment: plants, fish, frogs, earth, etc.

**Table 6: What solutions can we use to mitigate these potential disruptions?**

Topic(s)	Sample comment
Keep bridge open	Keep the bridge intact while constructing a new one and then divert the road to align with the new bridge when it is time to open.
Public transportation	Encouraging people to use public transit over the Chaudières, Macdonald-Cartier and Portage Bridges and work with OC Transpo.
Signage	Better signage and communications so that people know when the bridge is closed.
Consult experts	[Translation] Consult expert advisors and conduct impact assessments.
Active transportation	[Translation] Keep the pedestrian/cyclist part open for as long as possible.
Effective planning	We can mitigate potential disruptions by: 1- Early planning and construction of alternative temporary routes. 2- Design shall include effective and fast dismantling and construction methods.
Functional design	3- Fast-track the project implementation approaches. 4- Design to include environment (air, water, land) protection controls.
Complimentary public transportation	Free pedestrian ferry, temporary barge pedestrian bridge, free shuttle between Hull and the ByWard Market

**Table 7: Potential disruptions: Prioritization exercise. Please explain your decisions in the comment box below.**

Topic(s)	Sample comment
Interprovincial travel	Biggest disruption in loss of interprovincial commuting. Of course, view and aesthetics will be a problem but that is just a factor on a project like this.
Active transportation	[Translation] Personally, my concern is pedestrian access to the other side of the river and downtown Ottawa in the absence of this lane, which will mean fairly significant detours, especially in the winter.
Noise pollution	My second concern is potential disruptions due to construction, including the risk of noise pollution, air pollution, etc.
Traffic flow	My third concern is related to traffic flow and safety in terms of traffic flow, especially with respect to truck traffic and other construction equipment using these lanes on a regular basis.  Finally, my concern with access to recreational areas in the vicinity of the bridge and the economic consequences for shoreline residents and businesses on both sides of the bridge — especially with the pedestrian access being cut off.  In my opinion, aesthetics, heritage and the environment are not concerns, because these issues will be improved in comparison with the existing bridge once the new bridge has been built.
Active transportation	the biggest disruption is going to be to pedestrians in particular and cyclists to a slightly lesser extent in terms of time and money to get around this.
Traffic flow	The purpose of the bridge is to move people across the river. The biggest disruption will be on the flow of traffic. But as long as a good plan is in place and detours are clear and easy to access it should be ok. I'm also worried of the impact this construction could have on the Jacques-Cartier Park and the watershed. Finally, the bridge is a nice spot to bring friends and tourists to observe Parliament. As such, construction would need to be well managed so it doesn't impact the rest of the city views.
Environmental impact	[Translation] Once again, we need to have less pollution, and more preservation of our cultural heritage.
Honour heritage	
Against replacement	The disruption provided to the citizens of Ottawa–Gatineau by the destruction of the bridge is definitely the biggest disruption to keep in

Topic(s)	Sample comment
	mind. It can be mitigated with the restoration instead of destruction of the Alexandra Bridge
Traffic flow Loss of heritage	[Translation] Problems with traffic flow and the extended length of the project are my main worries. Losing the charm of this heritage bridge is also a huge concern.

**Table 8: Do you have a potential disruption to add to the list?**

Topic(s)	Sample comment
National holiday celebrations	Need to be aware of impact on Canada Day celebrations, as the Alexandra Bridge is an important pedestrian link at that time.
Telework	If people keep to our post-pandemic ways of working from home, hopefully losing a bridge for the NCR will not be problematic for the workday commutes
Aesthetics	Translation] The attractiveness of the downtown areas (Ottawa and Gatineau) should be improved during the work.
Boating restrictions	Boating will be restricted under the construction site.
Green spaces	Destruction of unique green spaces or untouched pockets during re-landscaping without proper care or local thought applied.
Restricted access	Translation] Combined visits to both the National Gallery and the Canadian Museum of History could be temporarily affected by the lack of a link between the two shores in the form of the Alexandra Bridge.
Public transportation	Translation] Public transportation. Although it is not currently a main link for public transit, the Alexandra Bridge still serves as a link for some bus lines. Detours on the Macdonald-Cartier Bridge will mean increased travel time to areas more quickly accessed by the Alexandra Bridge.

**Table 9: Is there anything else you would like to share with us regarding the Alexandra Bridge replacement project?**

Topic(s)	Sample comment
Environmental concern	I hope this project will include aspects of remediation of the Ottawa River ecosystem if the mass amounts of sawdust and pollutants still remain under water.

Topic(s)	Sample comment
Design competition	Also, the international design competition!
Against replacement	Please reconsider the decision to replace the bridge pending a detailed engineering analysis and traffic study that looks beyond the current condition of the bridge.
Water access	Open up access to the waterfront between Alexandra Bridge and the Ottawa Rowing Club. Allow those of us who don't want to be part of the rowing club to be able to use the river.
Against replacement	Translation] I invite you to approach the community to initiate maintenance, protection and enhancement of the Alexandra Bridge for the pleasure and benefit of future generations.
Aesthetics	Translation] I hope it won't be disappointing, and that we will be proud of this new bridge, which we will have to live with for a long time. Beautiful, impressive and practical.
Safety	I think one issue that needs to be considered is suicide prevention for the bridge. Given the height of the bridge, several people do jump from this bridge. One way is to increase lighting on the bridge, more patrols and cameras. Ideally, there would be some sort of barrier preventing people from jumping, the issue is the cost.
Accessibility	If lanes for the LRT are being considered, they should be additional lanes and should not replace car lanes. LRT is not available to everyone. I am disabled and live in Sandy Hill. The LRT station is too far for me to get to. Other disabled people in other sections of the city will have similar problems. Rural areas and some urban areas have no access to LRT. For some people, transportation by car is the only option.