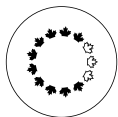


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NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

<b>No.</b>	2025-P006
<b>To</b>	Board of Directors
<b>Date</b>	2025-09-23

**For** DECISION

## Subject/Title

The Ottawa Hospital (TOH) New Campus Development (NCD) – Phase 4 Main Hospital Building – 66% Developed Design

## Summary

- To obtain Federal Design Approval for The Ottawa Hospital's New Civic Development (the 'Proposal') 66% Developed Design for the Main Hospital Building.

## Risk Summary

- The Ottawa Hospital's New Civic Development is being designed and implemented in phases (refer to Appendix C).
- The NCC Board of Directors approved the Master Site Plan for the Ottawa Hospital New Campus Development in October 2021 and the 100% Schematic Design for Phase 4 Main Hospital Building in August 2023.
- In February 2024 a contract was awarded to the PCL-EllisDon Joint Venture to design Phase 4 under a progressive public-private partnership (P3) procurement process led by Infrastructure Ontario.
- The functional project requirements, design, and cost will undergo further evaluation and optimization during the remainder of the Design Development phase. Consequently, changes to the 66% Developed Design being recommended for approval at this time may be required. Any significant changes to the approved design will be subject to Board approval prior to construction.
- Agriculture and Agri-Food Canada (AAFC) as the custodian of the Central Experimental Farm has acknowledged that emergency vehicles will require the use of Maple Drive. An easement agreement between the Proponent and AAFC is required and currently being prepared.

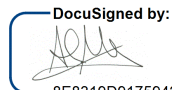
## Recommendation

- That the Federal Design Approval for the New Civic Development – Phase 4 Main Hospital Building – 66% Developed Design be granted, pursuant to Section 12 of the *National Capital Act*, subject to the following conditions:
  - That the approval of the subsequent 99% Developed Design proposal for Phase 4 be delegated to the Executive Committee of the Board of Directors as a Level 2 project;
  - That approval for enabling projects (site mobilization and enabling works) for Phase 4 be delegated to the Executive Committee of the Board of Directors as Level 2 project(s);

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- That the preparation and signature of the Federal Approval documents be delegated to the Vice-President, Capital Planning Branch.

**Submitted by:**

DocuSigned by:  


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Alain Miguelez, Vice-President Capital Planning and Chief Planner

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## 1. Strategic Priorities

*“The strategic priorities listed below are taken from the 2025-2026 to 2029-2030 Corporate Plan which was approved by the NCC’s Board of Directors in January 2025. This corporate plan will be reviewed by the Minister for submission to the Treasury Board in Fall 2025.”*

The proposal is aligned with the following:

- Priorities from the National Capital Commission’s (NCC) 2025-2026 to 2029-2030 Corporate Plan.
  - Priority 4 – Demonstrate national leadership in achieving environmentally sustainable and climate-resilient National Capital Region.
- Plan for Canada’s Capital, 2017–2067 (2017)
  - The proposal is closely aligned with the Thriving and Connected goals outlined in the Plan to support “a liveable, attractive, resilient, accessible and economically competitive Capital Region.”
  - To ensure consistency with key policy directions of the Plan for Canada’s Capital and other applicable plans, in 2021 the NCC established project-specific Performance Criteria (Appendix 5) in order to support and guide the NCC’s review of all applications for Federal Approval for The Ottawa Hospital (TOH).
- Capital Urban Lands Plan (2015)  
The Capital Urban Lands Plan now identifies the selected site under the “Non-Federal Facility” designation. The Plan’s policies regarding context-sensitive planning, design excellence, lighting, views enhancement and tree protection, among others, remain relevant to this phase of development.

## 2. Authority

*National Capital Act, Section 12.*

## 3. Context

The New Campus Development (NCD) envisions a world-class healthcare facility that will be among the largest and most advanced in Canada when it opens in 2030. The Hospital will serve as a regional centre for health care and a major civic institution in the Capital Region. The NCD will replace the existing Civic Hospital complex located on Carling Avenue at Parkdale Avenue.

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

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supportive ancillary land-uses are proposed as part of the NCD including office space, ancillary medical, research and educational facilities, recreational space and retail.

In October 2021, the NCC Board of Directors approved the Master Site Plan and the Amendment to the Capital Urban Lands Plan to accommodate the required land uses for the hospital at the Central Experimental Farm (CEF) site. The City of Ottawa also approved in October 2021 the Master Site Plan and the lifting of the municipal zoning's holding provisions. The Master Site Plan and its supporting studies has been the reference document for the design development of TOH's site. In August 2023, the NCC Board of Directors approved the 100% Schematic Design of Phase 3 Central Utility Plant and Phase 4 Main Hospital Building.

The New Campus Development Master Site Plan is comprised of several components. They include the main Hospital building, the parking garage capped with a publicly accessible green roof, a central utility plant positioned below grade, as well as a research tower and mixed-use development along Carling Avenue that will accommodate ancillary uses. The Master Site Plan also provides for a connection with the Dows Lake O-Train station south of Carling Avenue to improve transit access to the new Hospital and its related developments. The New Campus Development includes a Phasing Plan that outlines its implementation over a 25-year time horizon beginning in 2022-23 and concluding with the final phase in 2048 (refer to Appendix C).

The Ontario Ministry of Health (MOH) is the major funder of the hospital. The project has also received support from the federal government in the form of a nominal 99-year lease for the site and a commitment to finance site decontamination up to \$11.8 million. Infrastructure Ontario is the procurement authority. In February 2024 a contract was awarded to the PCL-EllisDon Joint Venture to design Phase 4 under a progressive public-private partnership (P3) procurement process to design, build, finance and maintain the building for 30 years.

The design team includes HDR, Parkin Architects Ltd, Adamson Associates Architects, BBB Architects and PWP Landscape Architects.

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

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

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

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distinctive escarpment, populated by mature trees, that extends diagonally across the site.

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

The new Hospital is positioned towards the western part of the site, above the escarpment. This is the largest contiguous area of the site, allowing for an optimal floorplate configuration accommodating the Hospital's clinical functions. There are two access roads to the main public entry of the Hospital: Road A, which slopes up from Carling Avenue, and Road B that connects Road A to Prince of Wales Drive. Emergency vehicles will arrive via Maple Drive, to the south of the hospital, with secondary access available from Prince of Wales Drive. The layout and design of the access road network is not subject to this approval.

## **Hospital Building**

The initial phase, currently scheduled to open in 2030 is an approximately 230,000-square-metre inpatient and ambulatory care facility with 6,600 staff on site, 641 inpatient beds, projected to accommodate 3,933 patient visits per day. At full build-out in 2048, the Hospital will double its capacity to a floorspace of 464,500 square meters with 10,000 staff on site daily, 1,100 beds, and 6,972 patient visits per day.

With a footprint of 12.44 hectares, the building requires access at multiple levels around its perimeter. The hospital building includes a four-storey central podium and patient care towers of 7 storeys (west tower) and 12 storeys (east tower) oriented around the main entrance plaza. The hospital building provides two floors below grade accommodating the emergency department and materials management facilities. The lowest floor will be served by the depressed loading docks located on the south side of the building.

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

Public and private spaces within the Hospital are segregated in the layout, with visitors and patients accessing the Hospital from the main public entrance facing the northeast, while professional services including ambulance transfer services and first responders will make use of the southwest entrance. The main public entrance is accessed from the

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intersection of Carling Avenue and Champagne Avenue via a new internal street which also provides access to the covered emergency drop-off and short-term parking area to be located below the main entrance plaza. The access road network is not part of this approval.

The primary access to the Hospital for emergency vehicles is from Carling Avenue via Maple Drive. A real estate agreement between TOH and the Agriculture and Agri-Food Canada (AAFC) is proposed to permit the use of Maple Drive for emergency vehicle access. A redundant access for emergency vehicles is provided from Prince of Wales Drive. Parking reserved for authorized staff and first responders is provided adjacent to the southwestern staff entrance.

### *Transit Connectivity and Active Mobility*

- TOH and the City of Ottawa are engaged in ongoing planning work to ensure strong seamless connectivity is provided between Dows Lake Station (O-Train Line 2) and the Hospital at its opening in 2030.
- Two at-grade universally accessible entry routes are provided from Carling Avenue to the hospital's main entrance with convenience stairs on both sides.
- Roads A and B on-site are planned to accommodate buses and coordination with OC Transpo is on-going.
- There is a network of pedestrian paths that permeate the site to serve existing and future desire lines. These links will maintain public access to nearby destinations and to the Hospital once it opens. The Line 2 Pathway will be relocated within the site's boundaries after construction. A pathway will provide access to sheltered bicycle parking located in the parking garage and at the west entrance of the Main Hospital.
- Separate sidewalk and bi-directional cycle track facilities will be provided along the east side of Road A and a 3-metre wide Multi Use Path will be provided on the west side of Road A.

### *Parking*

The NCD is adjacent to the Dows Lake O-Train Station, and as such The Ottawa Hospital has committed to an aggressive Transportation Demand Management Plan. The total number of parking spaces proposed for the New Campus Development (NCD) is 3,108, most of which are located within the Parking Garage (Phase 2). At full buildout in 2048, the hospital will double its capacity and floorspace, however the parking capacity will remain unchanged as the growth and maturity of the public transit system and the region's pathway network were integrated in the hospital's transportation planning.

Phase 4 includes a total of 420 surface parking spaces:

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- 105 spaces for public use: 68 spaces at the emergency level (10 accessible, and 12 for limited mobility) and 37 at the main entry plaza (11 accessible, 6 for limited mobility and 21 short term parking); and
- 315 dedicated to staff: 185 spaces in the area reserved for the future Heart Institute (10 accessible and 16 for limited mobility) and 130 at the West wing lot (6 accessible and 12 for limited mobility).

*Bicycle Parking*

- The exact number and location of bicycle parking spaces will be confirmed as part of the developed design of each construction phase. The total provided is expected to meet or exceed the minimum 630 spaces required under the municipal zoning by-law and to support the mode share targets in the Transportation Demand Management Plan. There will also be a mix of short and long term, as well as indoor and outdoor bicycle parking spaces.

*Utilities and Servicing*

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

**Previous Approvals**

- November 2022 – The Ottawa Hospital New Civic Development Master Site Plan and Amendment #1 to the Capital Urban Lands Plan
- January 2022 – The Ottawa Hospital New Civic Development – Phase 2 Parking Garage and Roof Park – Schematic Design
- March 2022 – The Ottawa Hospital New Civic Development – Phase 2 Parking Garage and Roof Park – Early Works Part 1
- October 2022 – The Ottawa Hospital New Civic Development – Phase 2 Parking Garage and Roof Park – Early Works Part 2
- August 2023 - The Ottawa Hospital New Campus Development – Phase 3 Central Utility Plant and Phase 4 Main Hospital Building – 100% Schematic Design
- November 2023 - The Ottawa Hospital New Campus Development Phase 3 and 4 Early Works Part 1 Tree Relocations
- March 2024 - The Ottawa Hospital New Campus Development Phase 3 and 4 Early Works Part 2 Site Preparation

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- November 2024 The Ottawa Hospital New Campus Development Phase 3 and 4 Early Works Part 3 Additional Tree Removal
- January 2025 - The Ottawa Hospital New Campus Development Phase 3 and 4 Early Works Part 4 Additional Civil Works

## 4. Options Analysis / NCC Staff Analysis

### Comments from the Advisory Committee on Planning, Design and Realty (ACPDR)

The Schematic Design of Phase 3 and 4 was presented to the ACPDR on November 24, 2022. The committee supported the planning and design direction and offered the following suggestions and advice:

- Important to maintain public access to Maple Drive and support enhancing the landscape buffer along the site boundary adjoining the farm to conserve its landscape character.
- Ensure design is cohesive to connect the parking garage and the Hospital pavilion.
- The use of wood or warmer materials is encouraged to bring richness within the landscape and provide a contrast to the metal cladding.
- Concern that the procurement process may affect the material selection and the quality of metal cladding products can vary greatly.
- Maximize vegetation, consider planting trees in the parking lot and plaza, thereby increasing views of greenery from inpatient rooms.

On March 20, 2025, the Hospital's 35% Developed Design was presented to the ACPDR for review and comments. The committee positively supported the direction of the developed design and made suggestions to consider as the design progressed including the following:

- Members recommended clearly defining the purpose, accessibility, and use of the overlook area.
- The importance of establishing stronger, more obvious connections between the hospital and its surrounding context was emphasized.
- Re-evaluating and improving the pedestrian path design to provide more direct and convenient routes, particularly between transit and the hospital, was encouraged. The overhead connection should not be the primary route.
- Emphasis was placed on ensuring the P3 contract allowed for sufficient attention to design and aesthetics.
- The importance of incorporating colors, patterns, and textures to enrich spatial quality.
- Members suggested that staff review detailed façade designs and large-scale mock-ups to ensure high quality and aesthetic appeal.



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- Members noted that while hospitals often require expansion, building, structural, and seismic codes may restrict vertical growth and undermine the proposed site strategy.

The ACPDR meeting minutes are available in Appendix F.

## **Federal Approvals Staff Review**

The 66% Developed Design Submission responds effectively to the NCC Performance Criteria (see Appendix E) and remains consistent with the design intent of the approved Master Site Plan. The Proponent has made adjustments in the design to respond to the advice provided by the ACPDR and the requirements outlined in a review letter issued by the Federal Approvals Division.

The following design aspects have been satisfactorily resolved:

- Refinement the exterior elevations;
  - simplifying the tower end façades by removing copper spandrels and incorporating glazing to match other vertical circulation areas; and
  - confirming the frit patterns scale.
- Further development of the 'Overlook', included:
  - definition of the programming for passive open space only;
  - rationalizing the geometry has been to include a walking loop;
  - including permanent furniture to be facing out towards prominent views;
  - ensuring safe pedestrian crossings through drive lanes and parking lot by incorporating a widen crossing, signage and pavement markings;
  - the addition of landscape buffers have been integrated at parking lot and roadway edges; and
  - specifying shade trees to provide visitor comfort, vertical interest, and framing of the view.
- Given the elongated sidewalk access on the east side of Road A, an alternate stair that reflects the natural desire lines has been added to provide the most direct route possible.
- A 3-metre-wide multi-use path has been included on the west side of Road A to provide cycling access to the major west side staff parking shelter and locker/shower facilities. This will enhance safety and user experience by avoiding sharing the sidewalk with pedestrians or having cyclists use the roadway.
- A diversity of outdoor seating is included to accommodate all users in all exterior locations.

Federal Approvals staff will continue to work with the Proponent to ensure that the following aspects are fully addressed:

- Further refine the design of the exterior elevations by:
  - improving the integration of components such as duct risers, mechanical venting, mechanical penthouses, (including heliport) on all roofs and

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- elevations discretely with the building massing and materiality to complete a unified design solution;
  - identifying design character of key finish materials that must be maintained throughout the progressive procurement process; and
  - developing and reviewing full mock-ups in consultation with staff prior to final design and material selection.
- Increase the coverage of the entry canopy to allow users to be protected from the elements.
- Provide comprehensive wayfinding design by providing redundancy, legibility and consistency with all physical signage. GBA+ principles should be considered in determining a holistic approach.
- Ensuring pedestrian connectivity from Prince of Wales to the CEF though the south edge of the site.
- Finalising the Stormwater Management Plan and Monitoring Plan.

Additionally, the Proponent has provided for information examples of successful vertical expansions in healthcare, where multiple units and floors were added without disrupting hospital operations. These projects were designed by HDR, the Proponent's Technical Advisor and illustrate the feasibility of vertical expansion proposed for TOH. The example projects include: the Mayo Clinic's St. Mary's University campus in Rochester, Minnesota; the Mary Bridge Children's Hospital in Tacoma, Washington; the Sentara Norfolk General Hospital in Virginia; and the NHC in Johnson City, Tennessee.

## 5. Financial Details

N/A

## 6. Opportunities and Expected Results

The Ottawa Hospital New Campus Development will be the region's first mega hospital, acting as the Eastern Ontario Trauma Centre and serving areas across Ontario, Quebec, and Nunavut with a strong focus in exceptional healthcare experience. The development will enhance research, innovation and improve patient care. It is also expected to boost the local economy through construction spending, job creation and increased economic activity. Upon completion, the facility is anticipated to offer a distinctive hospital environment that will serve patients, visitors, and the community within a park-like setting, featuring proximity to natural amenities and commercial resources for the next century.

The NCD is part of one of the most important re-urbanization areas of the city in recent years inclusive of the broader West Downtown Core Secondary Plan. The primary new public realm developments include a public entrance to the Hospital, a main entry plaza and park, and contemplation garden. Future phases will further enhance the

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northern urban edge of the site with the construction of research and mixed-use towers on Carling Avenue.

The site edges were designed to integrate with adjacent municipal and federal property, such as the Dominion Observatory, CEF, scenic Prince of Wales Drive and Carling Avenue. The existing landscape will be retained or reinstated along Prince of Wales Drive and augmented along Maple and Birch Drives with the goal of minimizing the visual impact of the hospital from the CEF and the scenic entry route.

Site stormwater management was included in the design and downstream impacts are being closely evaluated and will be managed to prevent negative impacts to Dows Lake.

A universally accessible, seamless, intuitive and weather-protected connection to the O-Train will advance the transportation modal split objectives and strengthen the sustainability framework by reducing vehicle usage. This requirement is stipulated as a FLUDTA condition of the 2021 approval letter for the Master Site Plan and must be fulfilled by the opening day of the main hospital. The design for this connection will be part of Phase 2 (Parking Garage) Developed Design.

## 7. Alignment with Government and NCC Policies

TOH in collaboration with its project architects is developing a new paradigm of sustainability in Hospital design. Based on federal and NCC sustainability strategies, leading certification systems (One-Planet Living, LEED, WELL), owner priorities, and benchmarks, TOH created a Hybrid Sustainability framework to guide core sustainable design values aimed at lowering greenhouse gas emissions and addressing climate change.

The Hybrid Sustainability project framework also integrates the priorities identified through a consultation process with the community, affiliated originations, staff, and patient representatives to:

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

The proposal's design has been influenced by several Gender Based Analysis considerations and is expected to positively benefit patients and visitors within the Capital Region. The design will introduce a new urban greenspace that will serve as an amenity to the neighbouring community and is expected to benefit all populations. The design has been supported by the preparation of accessibility and crime-prevention

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through environmental design (CPTED) reports. Barrier free access has been a focus, with particular attention given to the path of travel from the O-Train to the Main Hospital. NCC staff continue to encourage the proponent to incorporate connection within the site with benches or rest areas provided. All 641 rooms will be single patient with fully accessible washrooms. The majority of public washrooms within the Hospital will also be universal.

The proposal is aligned with the strategic policies and objectives of the Capital Planning Framework including:

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

## 8. Risks and Mitigation Measures

Risk	Likelihood	Impact	Mitigation Measure
Through the Infrastructure Ontario procurement process TOH has retained a private sector Development Partner. The progressive P3 process may result in modifications to the 66% Developed Design package.	Low-Medium	Moderate	<ul style="list-style-type: none"> <li>• TOH has included the NCC performance criteria in the Project Specific Output Specifications (PSOS) to guide the project company towards completion.</li> <li>• This 66% Developed Design will be the basis for the Final Design.</li> <li>• NCC staff has recommended the prescription of key architectural design and material elements.</li> <li>• Any significant changes to the approved design will be subject to Board approval prior to construction.</li> </ul>
The proposal includes public greenspace but will remove a pedestrian route to the CEF from the northeast.	Medium	Minor	<ul style="list-style-type: none"> <li>• Currently there is a strong desire line for pedestrians to access destinations within the CEF. This route will not be available upon project completion due to the location of the Central Utility Plant and the grade changes in this area.</li> <li>• NCC staff will continue to provide guidance and advice to the Proponent to ensure that the Developed Design is consistent with the NCC Performance Criteria.</li> </ul>

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Loss of greenspace	Low	Minor	<ul style="list-style-type: none"> <li>The final phase is expected to preserve existing trees or reinstate the landscape buffer located along the site boundaries on Prince of Wales Drive and prioritizes the protection of significant mature trees on site wherever possible.</li> </ul>
Impact on existing heritage designated buildings and sites	Low	Minor	<ul style="list-style-type: none"> <li>A Cultural Heritage Impact Statement (CHIS) Addendum has identified specific mitigation measures to be implemented to minimize negative impacts of this Phase of development to the landscape, including to the Rideau Canal.</li> <li>Final architectural material and landscape selections will be reviewed to ensure minimal impact on existing heritage buildings and sites.</li> </ul>
Monitoring of stormwater and groundwater impacts on Dows Lake	Medium	Moderate	<ul style="list-style-type: none"> <li>The Monitoring Plan is expected to measure, store and/or divert water if the quantity and quality exceeds the expected design parameters. TOH is working with the City of Ottawa to define acceptable thresholds.</li> </ul>

## 9. Public Engagement and Communications

- The Communications and Engagement team at the TOH has been responsible for developing engagement plans for external audiences.
- TOH project vision for planning and designing this new 21st-century healthcare facility adopts the Ontario Public Engagement Framework as a basis for its approach. The Framework involves the development of a multi-phased engagement process that “will be responsive to community concerns, transparent in its decision making and clear in its design and objectives.”
- Between November 2017 and January 2018, the Hospital organized an open house event as well as seven information sessions across Ottawa and eastern Ontario, in addition to launching an online engagement tool, to inform and engage the public and stakeholders in the process.
- The Hospital also formed a Campus Engagement Group (CEG) composed of community members, stakeholders and patients. About 32 groups and organizations accepted the invitation to participate, including Invest Ottawa, the Civic Hospital Neighbourhood Association, the Glebe Annex Community Association, Heritage

Ottawa, Algonquin College, the Ottawa Greenspace Alliance, United Way and the Ottawa Community Foundation. The CEG also included TOH, the City of Ottawa and NCC representatives. The group met on a regular basis to address community-related aspects of the campus design and formulate recommendations to be presented to TOH's Board of Governors.

- In addition, TOH's Board of Governors has established an Indigenous Peoples Advisory Circle for the New Civic Development. The purpose of the group is to build meaningful partnerships with Indigenous peoples, establish trust and confidence in mutual efforts to build the best hospital, and to focus on Indigenous cultural elements, job creation, economic investment, education and training. The group includes national and local representation from Algonquin and Mohawk First Nations, Métis, Inuit and urban Indigenous peoples.
- Ongoing – TOH has been sharing the results of the public engagement process and submitting public meeting reports and responses to the NCC.
- Ongoing – NCC Federal Approvals staff have met regularly with the TOH to provide technical guidance and advice in alignment with the NCC Performance Criteria, and comments from the ACPDR. These meetings included City staff and other relevant stakeholders as required to facilitate discussions and integration of all interests.
- Ongoing – NCC Federal Approvals staff have created a working group among the federal agencies involved to coordinate the review of the Cultural Heritage Impact Statement and ensure appropriate coordination for the Federal Land Use and Design Approval process of the various phases of development.
- Ongoing – The NCC's Federal Approvals Division is working collaboratively with the Real Estate Division and TOH to understand and capitalize on the potential synergies between the new Hospital and the future redevelopment of the adjacent Dows Lake Pavilion.

## 10. Next Steps

- Level 2 FLUDA for enabling projects – Fall 2025
- Level 2 FLUDA for New Civic Development – Phase 4 Main Hospital Building – 99% Developed Design – Spring / Summer 2026
- Expected construction completion – 2030

## 11. List of Appendices

- Appendix A – Location / Site Map
- Appendix B – Master Site Plan (Approved in October 2021)
- Appendix C – Master Site Phasing Plan
- Appendix D – Select Design Drawings
- Appendix E – 2021 NCC Project Specific Performance Criteria
- Appendix F – Excerpt of the minutes of the ACPDR Meetings of March 2025 (35% Developed Design)

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

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