

**Report to
Rapport au:**

**Joint meeting of / Réunion conjointe du
Planning Committee / Comité de l'urbanisme
and / et du
Built Heritage Sub-Committee / Sous-comité du patrimoine bâti
1 October 2021 / 1er octobre 2021**

**and Council
et au Conseil
13 October 2021 / 13 octobre 2021**

**Submitted on September 19, 2021
Soumis le 19 septembre 2021**

**Submitted by
Soumis par:
Lee Ann Snedden,
Director / Directrice
Planning Services / Services de la planification
Planning, Infrastructure and Economic Development Department / Direction
générale de la planification, de l'infrastructure et du développement
économique**

**Contact Person / Personne ressource:
Sean Moore, Planner III / Urbaniste III, Development Review South / Examen
des demandes d'aménagement sud
613-580-2424, 16481, Sean.Moore@ottawa.ca**

**Ward: RIVER (16) / RIVIÈRE (16)
CAPITAL (17) / CAPITALE (17)**

File Number: ASC2021-PIE-PS-0093

**SUBJECT: Master Site Plan Approval and Lifting of the Holding Provision – Part
of 930 Carling Avenue and 520 Preston Street**

**OBJET: Approbation du plan directeur d'implantation et suppression de la
disposition d'aménagement différé – Partie du 930, avenue Carling et
du 520, rue Preston**

REPORT RECOMMENDATIONS

1. That Planning Committee recommend Council:
 - a) Endorse the Master Site Plan Approval of The Ottawa Hospital as shown in Document 2, and as conditioned and described Documents 5 and 6;
 - b) Reinstate Delegated Authority to staff to finalize the details of the Master Site Plan and Agreement in accordance with this report;
 - c) Approve an Amendment to Zoning Map of Zoning By-law 2008-250 to remove the holding symbol over 930 Carling Avenue and 520 Preston Street as detailed in Document 7; and
2. That Planning Committee approve the Consultation Details Section of this report be included as part of the 'brief explanation' in the Summary of Written and Oral Public Submissions, to be prepared by the Office of the City Clerk and submitted to Council in the report titled, "Summary of Oral and Written Public Submissions for Items Subject to the *Planning Act* 'Explanation Requirements' at the City Council Meeting of October 13, 2021", subject to submissions received between the publication of this report and the time of Council's decision.

RECOMMANDATIONS DU RAPPORT

1. Que le Comité de l'urbanisme recommande au Conseil :
 - a) d'entériner le plan directeur d'implantation de l'Hôpital d'Ottawa, comme l'illustre le document 2 et sous réserve des conditions décrites dans les documents 5 et 6;
 - b) de déléguer de nouveau les pouvoirs aux membres du personnel afin qu'ils puissent finaliser les détails du plan directeur d'implantation et de l'accord, conformément au présent rapport;
 - c) d'approuver une modification apportée à la carte de zonage du Règlement de zonage 2008-250 afin de supprimer le symbole d'aménagement différé appliqué au 930, avenue Carling et au 520, rue Preston, comme le précise le document 7.
2. Que le Comité de l'urbanisme donne son approbation à ce que la section du présent rapport consacrée aux détails de la consultation, en tant que « brève explication », dans le résumé des observations écrites et orales du

public, qui sera rédigé par le Bureau du greffier municipal et soumis au Conseil dans le rapport intitulé « Résumé des observations orales et écrites du public sur les questions assujetties aux ‘exigences d'explication’ aux termes de la Loi sur l’aménagement du territoire, à la réunion du Conseil municipal prévue le 13 octobre 2021 », à la condition que les observations aient été reçues entre le moment de la publication du présent rapport et le moment de la décision du Conseil.

EXECUTIVE SUMMARY

The site of the new campus for The Ottawa Hospital (TOH) is located at part of 930 Carling Avenue and 520 Preston Street. The site is approximately 21 hectares in size, and is bound by Carling Avenue to the north, Prince of Wales Drive and Preston Street to the east and is loosely bound by the National Capital Commission Scenic Driveway to the south and Maple Drive to the west.

In December of 2016, the Minister of Canadian Heritage requested that the federal government undertake the necessary preparations to make the Sir John Carling site, available as the future location of the new campus of TOH. The location of the site offered to TOH was a federal decision as it involved the commitment of federal land. As a result, the City’s Planning Committee (May 9, 2017) recommended that staff initiate Official Plan and Zoning By-law Amendment applications to bring the City’s planning documents into alignment with this federal land use decision. Thus, a Staff initiated Official Plan and Zoning By-law Amendment report went to Planning Committee on May 22, 2018, and Council on [June 13, 2018](#), where the Official Plan and Zoning were approved to facilitate the hospital land-use. The 99-year lease between Public Service and Procurement Canada and The TOH was finalized on February 23, 2018.

As a result of Council approval, By-law 2018-198 was enacted to rezone the site into a new Major Institutional (I2) Zone, which permits hospital, office, research and development centre uses and allows ancillary uses. A holding provision ‘h’ was established to ensure a master plan, transportation study, cultural heritage study and master servicing study will be approved by Planning Committee and Council.

The Province of Ontario, through the Ministry of Health and Infrastructure Ontario, gives final approval to the design, programming, and funding of hospitals. A municipal decision on local planning matters is important to signal to the Province that the hospital construction has municipal support. The Province deals with multiple competing requests for hospital investments across the Ontario, and clear municipal support is a prerequisite to be short-listed for funding. Municipal authority in the design of the

hospital is limited to the matters of municipal interest in site design and layout as described in Sections 34 and 41 of the *Planning Act*.

The department is recommending approval of the Master Plan and Lifting of the Holding Provision applications, as the master plan has fulfilled the conditions of the 'holding provision' in the following ways:

1. Publicly accessible open space has been demonstrated through a public urban square along Carling Avenue and an extensive roof top open space that can be programmed and landscaped;
2. Demonstration of pedestrian and cycling connectivity has been demonstrated through both onsite and public pedestrian connections, and through the provision of two main cycling networks – a) around Preston Street to Prince of Wales Drive, and b) through the campus site to Prince of Wales Drive from the Carling Avenue LRT station.
3. Architectural and urban design analysis will be achieved through Master Plan conditions requiring future site plan control applications and Urban Design Review requirements, including the National Capital Commission (NCC) Advisory Committee on Planning, Design and Realty review.
4. Demonstration of O-train/future Light Rail Transit (LRT) station connection has been satisfied by demonstrating that the connection to the existing Carling LRT station can be made in three possible ways: above ground pedestrian bridge connection; below ground connection to the existing station; and below ground connection to extended platforms under Carling Avenue to the south side of Carling Avenue.
5. Approved Transportation Impact Assessment and Mobility Plan, including a parking strategy addressing underground, and off-site parking impacts and a Transportation Demand Management Strategy has met the Transportation Impact Assessment (TIA) benchmark, with conditions of the Master Plan requiring further work and study at various phases of implementation, including monitoring and a Transportation Demand Management strategy.
6. Approved Cultural Heritage Impact Statement has demonstrated that further refinement in design, landscaping and transportation can mitigate cultural heritage impacts, and conditions will be imposed on the Master Plan to detail those mitigation measures and requirements for implementing phases.
7. Approved Master Servicing Plan has demonstrated the serviceability of the overall Master Plan proposal.

Document 5 outlines how the Master Plan will be conditioned to ensure the implementing phased site plan approval applications will be held to the highest standards with its interaction with the Central Experimental Farm, National Historic Site, Dows Lake, Dominion Arboretum, Prince of Wales Drive, Carling Avenue, Preston Street, and the Rideau Canal UNESCO World Heritage Site.

RÉSUMÉ

L'emplacement du nouveau campus de l'Hôpital d'Ottawa occupe une partie du 930, avenue Carling et du 520, rue Preston. Couvrant une superficie d'environ 21 hectares, il est délimité par l'avenue Carling au nord, la promenade Prince of Wales et la rue Preston à l'est, et est vaguement ceinturé par la promenade panoramique de la Commission de la capitale nationale au sud et la promenade Maple à l'ouest.

En décembre 2016, le ministre du Patrimoine canadien demandait au gouvernement fédéral de procéder aux préparatifs nécessaires pour rendre disponible l'emplacement de l'édifice Sir John Carling, en vue d'aménager le nouveau campus de l'Hôpital d'Ottawa. L'emplacement proposé pour l'Hôpital d'Ottawa relevait d'une décision fédérale et impliquait l'utilisation de terres fédérales. Par conséquent, le Comité de l'urbanisme de la Ville (9 mai 2017) a recommandé au personnel de lui présenter des demandes de modification du Plan officiel et du Règlement de zonage pour que les documents d'urbanisme municipaux reflètent la décision d'utilisation du sol pour les terres fédérales. Ainsi, un rapport du personnel sur une modification du Plan officiel et du Règlement de zonage a été soumis au Comité de l'urbanisme le 22 mai 2018 et au Conseil le [13 juin 2018](#). C'est au cours de cette dernière réunion que les modifications ont été approuvées et ont ainsi permis une utilisation du sol destinée à un hôpital. Le bail de location de 99 ans entre Services publics et Approvisionnement *Canada* et l'Hôpital d'Ottawa a pris fin le 23 février 2018.

Par suite de l'approbation du Conseil, le Règlement 2018-198 a été adopté afin d'attribuer à l'emplacement une nouvelle désignation de Zone d'institutions - I2, un zonage qui permet les utilisations d'hôpital, de bureau, de centre de recherche-développement et d'autres utilisations complémentaires connexes. Une disposition d'aménagement différé « h » a été ajoutée afin de garantir l'approbation par le Comité de l'urbanisme et le Conseil d'un plan directeur, d'une étude du transport, d'une étude sur le patrimoine culturel et d'une étude-cadre de viabilisation.

Le gouvernement de l'Ontario, par l'intermédiaire du ministère de la Santé et d'Infrastructure Ontario, accorde son approbation définitive à la conception, à la programmation et au financement des hôpitaux. Il est important de signifier au provincial les décisions municipales sur les questions de planification locale, puisque la

construction de l'hôpital bénéficie d'un soutien municipal. Le provincial traite de nombreuses demandes concurrentes d'investissement dans des hôpitaux de partout en Ontario, et un soutien municipal sans équivoque est une condition préalable pour être retenu pour un financement. La compétence municipale dans la conception de l'hôpital se limite aux questions d'intérêt municipal liées à la conception de l'emplacement et à la disposition, comme le décrivent les articles 34 et 41 de la *Loi sur l'aménagement du territoire*.

La direction générale recommande l'approbation des demandes de plan directeur et de suppression de la disposition d'aménagement différé, puisque ledit plan directeur répond aux conditions des « dispositions d'aménagement différé » par les moyens suivants :

1. La condition d'espace ouvert accessible au public a été satisfaite par l'aménagement d'une place urbaine publique le long de l'avenue Carling et d'un vaste espace ouvert sur le toit, qui peut faire l'objet de programmations et d'un aménagement paysager.
2. La démonstration de liens piétonniers et cyclables a été faite par la création de liens sur place et publics, et par l'aménagement de deux grands réseaux cyclables – a) autour de la rue Preston jusqu'à la promenade Prince of Wales, et b) traversant le campus jusqu'à la promenade Prince of Wales depuis la station de TLR de l'avenue Carling.
3. Une analyse architecturale et de design urbain sera effectuée dans le cadre de conditions du plan directeur nécessitant d'autres demandes de réglementation du plan d'implantation et d'exigences d'examen du design urbain, notamment l'examen du Comité consultatif d'urbanisme, du design et de l'immobilier de la Commission de la capitale nationale (CCN).
4. La démonstration d'un lien vers la future station d'O-train et de train léger a été faite puisque la station Carling existante peut être reliée de trois manières : une passerelle piétonnière surélevée, un passage souterrain menant à la station existante et un passage souterrain menant aux quais prolongés sous l'avenue Carling, jusqu'au côté sud.
5. Le Plan approuvé d'évaluation des répercussions sur le transport et de mobilité, comprenant une stratégie de stationnement tenant compte des répercussions du stationnement souterrain et aux alentours ainsi qu'une stratégie de gestion de la demande en transport a atteint les données de référence de l'évaluation des répercussions sur les transports, des conditions du plan directeur exigeant la réalisation d'autres travaux et études à diverses étapes de la mise en œuvre du

projet, notamment une surveillance et une stratégie de gestion de la demande en transport.

6. Une étude approuvée d'impact sur le patrimoine culturel a permis de démontrer qu'un affinement de la conception, de l'aménagement paysager et des éléments de transport pourrait limiter les répercussions sur le patrimoine culturel, et des conditions seront imposées dans le plan directeur afin de préciser ces mesures d'atténuation et ces exigences pour les étapes de mise en œuvre.
7. Un plan directeur de viabilisation approuvé a démontré la fonctionnalité de la proposition du plan directeur dans son ensemble.

Le document 5 décrit comment le plan directeur sera conditionné de manière à garantir que les demandes d'approbation de plan d'implantation de l'étape de mise en œuvre continueront de correspondre aux normes les plus élevées grâce à son interaction avec la Ferme expérimentale centrale, le lieu historique national, le lac Dow, l'Arboretum du Dominion, la promenade Prince of Wales, l'avenue Carling, la rue Preston et le site du patrimoine mondial de l'UNESCO du canal Rideau.

BACKGROUND

Learn more about [link to Development Application process - Zoning Amendment](#)

For all the supporting documents related to this application visit the [link to Development Application Search Tool](#).

Site location

Part of 930 Carling Avenue and 520 Preston Street

Owner

Public Services and Procurement Canada

Applicant

The Ottawa Hospital

Description of site and surroundings

The proposed Hospital Site is located at 930 Carling Avenue and 520 Preston Street that is approximately 21 hectares in size within Wards 16 and 17 and adjacent to Wards 14 and 15 (see Document 1).

The site is irregularly shaped and bound by Carling Avenue to the north, Prince of Wales Drive and Preston Street to the east and is loosely bound by the National Capital

Commission Scenic Driveway to the south and Maple Drive to the east. The Trillium line (O-Train line) bisects the eastern part of the site.

Surrounding the site are a number of agricultural land-uses as well as a variety of buildings, including federally designated and other heritage buildings, which are owned and operated by Agriculture and Agri-Food Canada as part of the Central Experimental Farm (CEF). These buildings include the Dominion Observatory, the Seismology Survey Lab, and the Observatory House.

Background

Between 2009 and 2013, TOH was in discussions with the Government of Canada related to master planning for a new Ottawa Hospital campus and land requirements. In 2014, the Government of Canada commissioned the National Capital Commission to assist in the land transfer process to TOH. In December of 2015 the federal government requested a further review of the land options for the new campus and four sites were examined, including the Sir John Carling site.

In December of 2016, the Minister of Canadian Heritage requested that the federal government undertake the necessary preparations to make the Sir John Carling site available as the future location of the new campus of TOH. The location of the site offered to TOH was a federal decision as it involved the commitment of federal land. As a result, the City's Planning Committee ([May 9, 2017](#)) recommended that staff initiate Official Plan and Zoning By-law amendment applications to bring the City's planning documents into alignment with this federal land use decision.

In moving forward on Planning Committee's direction, City staff and TOH developed a public engagement strategy that included nine open house meetings from September 2017 to January 2018. This included a public open house at the Horticulture Building at Lansdowne Park, with over 200 attendees, including municipal, provincial and federal members. The staff-initiated Official Plan and Zoning By-law amendments also involved the City's Urban Design Review Panel in two separate design sessions in December 2017 and March 2018. The public engagement and design work culminated in a report to Planning Committee on [May 22, 2018](#), and Council on June 13, 2018, where the Official Plan and Zoning By-law Amendments were approved to facilitate the hospital land-use.

As a result of Council approval, By-law 2018-198 was enacted to rezone the site into a new Major Institutional (I2) Zone, which will permit hospital, office, research and development centre uses and allow related ancillary uses. A holding provision 'h' was established to ensure a master plan, transportation study, cultural heritage study and master servicing study will be approved by Planning Committee and Council.

By-law 2018-197 amended the Official Plan Volume 1, to re-designate the five-hectare parcel of land from 'Agricultural Research Area' to 'General Urban Area'. It also amended the Preston-Carling District Secondary Plan to include the hospital site and re-designated a portion of the hospital site from 'Station Area' to a new 'Hospital Area' designation.

New Ottawa Hospital Proposal

The Ottawa Civic Hospital, now TOH's Civic Campus, first opened in 1924, on the edge of the city. Today, it is the trauma centre for eastern Ontario as well as the largest adult acute care hospital in Canada. It is also the regional centre for cardiac and stroke care, the site for many complex surgeries, and a major hub for research and innovation. The New Civic Development (NCD) will function as the hub of a coordinated health care system featuring a state-of-the-art contemporary hospital for Ottawa, Eastern Ontario, and Eastern Nunavut. As the main referral centre for specialized health services in the region, the NCD will integrate its tertiary role with the needs of other hospitals, agencies, and the diverse communities it serves. As one of Canada's largest acute care learning and research hospitals, the new campus will provide a full range of specialized services, research, and education for those with the most complex injuries and illness, in partnership with the University of Ottawa. The NCD will integrate clinical and basic research as well as training and education of the next generation of health care scientists and health workers.

In 2007 TOH convened a Steering Committee to develop a Master Plan which identified the needs of the future community it serves in 2020 and beyond. The Steering Committee's Master Plan concluded the current Civic Campus is too old and would be too difficult and costly to rebuild. A third-party engineering consultant determined such a replacement project on the existing site would cost at least \$1 billion more and take 20 years longer than building an entirely new facility. The Sir John Carling site was ultimately selected through the Government of Canada process, as described above, and will facilitate the development of a new campus. On February 23, 2018, Public Services and Procurement Canada (PSPC) announced a 99-year lease between the Federal Government and TOH for the development of a new campus. The lease with the Hospital includes important requirements, such as maintaining 207 parking spaces for the Dow's Lake Pavilion and surrounding area, environmental remediation, and obtaining necessary approvals from the City of Ottawa and the National Capital Commission.

The new hospital replaces antiquated facilities that cannot be renovated to modern clinical needs. It is a crucial public facility servicing City-wide as well as regional needs, essential for a city of over a million residents.

Master Plan

Due to the size of the project, the new TOH will be completed in phases. The Master Plan currently outlines 10 phases (Document 3), where the first three phases will prepare the site for the Hospital's construction set to begin in Phase 4 (2024-2028). Phase 1 and 2 are planned for Fall 2021 and will seek to widen the O-Train trench and seek the approval and construction of a parking garage (Document 4).

The rationale for the above ground parking structure is based on its ability to allow a roof top connection to 'bridge' the elevation of the main hospital building on the upper portion of the site, while enabling infrastructure elements of the Mooney's Bay Trunk Sewer and O-Train trench to be avoided by the main hospital building. Further the cost of an underground structure on the same location would be in the excess of \$300 million, and delay construction by over two years. Parking is not an element of a hospital that is funded by the Province, thus taking significant dollars away from hospital development and health care possibilities. The location adjacent to the O-Train trench would require significant construction costs and logistical issues with proximity of Dow's Lake due to a high water table, translating into long-term maintenance costs.

The parking garage is planned to open in 2024, allowing trades people and contractors working on the site to park their vehicles, minimizing the impact on parking in the area. The garage will be located south of Carling Avenue and west of Preston Street. The proposed parking structure will be four storeys and will accommodate approximately 2,400 parking spaces. Phase 2 will also include building a connection from the proposed publicly accessible green roof on the parking garage to the ground level to accommodate the pedestrian connection to the hospital in Phase 4.

Phase 3 will establish the services and utilities to the site before the Phase 4 Hospital Construction begins. In Phase 4 the focus will be on building the main hospital, which is located on the top of the escarpment. The New Hospital Building includes a Central Podium, which will be three storeys, supporting the 2.5 million square feet of hospital space. The Central Podium has two entrance points, visitors and patients will primarily access the hospital from the parking garage, rapid transit along Carling Avenue and the Carling LRT Station, with access via a pedestrian bridge from the parking facility to the main hospital building. A covered Emergency Department ambulatory drop-off will also be available on the east side of the building for visitor and patient access. First responders and ambulance transfer services, including the ambulance garage, will access the hospital from auxiliary entrances facing west. Materials management (loading docks) will be accessed from the south, from Prince of Wales Drive. The Central Utility Plant (CUP) is located adjacent to ambulance garage; this location minimizes the visual impact of the CUP, while ensuring efficient infrastructure

connectivity for the New Campus Hospital. Flanking the Central Podium on the north and south sides will be two patient care towers, with the South Tower intended to be 12 storeys and will include a Helipad on the 12th floor, and the North Tower intended to be seven storeys. The proposed seven-storey North Tower is anticipated to be expanded vertically in Phase 8, which is set to begin in the late 2030s.

Phase 4 will also include developing the Main Plaza, which connects the Central Podium to the entrance from Champagne Avenue and Carling Avenue. The Main Plaza will provide vehicular, pedestrian and transit-user access to the Main Entrance.

In Phase 5 (2025-2027), the transit connection to TOH Campus will be improved with the opening of Dow's Lake Light Rail Transit (LRT) Station. Dow's Lake Station will have a connection integrated into the parking garage structure to ensure direct, weather protected, accessible access to and from the station. The Hospital's Research Building (Phase 6 – 2024-2029) on Carling Avenue west of Champagne Avenue and mixed-use towers east of Champagne Avenue (Phase 7 – 2029-2039) will animate the Site's frontage on Carling Avenue and will be designed to integrate with the Dows Lake LRT station more fully. The Carling Avenue right of way on the Hospital's frontage will be modified to include a bi-directional bikeway abutting the road, street trees or planting, and a concrete sidewalk. A similar streetscape design is proposed along the Site's frontage on Preston and Prince of Wales.

Phases 8, 9 and 10 will be hospital expansions including the new University of Ottawa Heart Institute and are projected for 2045-2048.

Access and Circulation

The primary access for staff and visitors is off both Carling Avenue (across from Champagne Ave) and Prince of Wales Drive, accessing the new four-storey parking structure. The main entrance from Carling Avenue will diverge, with two lanes heading upwards to the main entrance, and a single lane proceeding to a below-grade emergency drop-off area. Ambulatory vehicles are not intended to use the Carling Avenue access across from Champagne Avenue but would access the main hospital from either Prince of Wales Drive or Carling Avenue through Maple Drive.

In terms of cycling, the Master Plan illustrates the provision of two main cycling networks. The first is around Carling Avenue, Preston Street to Prince of Wales Drive, and the second is through the campus site to Prince of Wales Drive from the Carling Avenue LRT station. Both cycling routes will be dedicated cycling facilities, separate from pedestrians and other users, with the Carling Avenue to Prince of Wales Drive route having a three-metre-wide bi-directional bikeway.

Access to the service and loading area will be from Prince of Wales Drive and screened from view with berming and landscaping.

A one-way (westbound) laneway is proposed with right-in only access at Preston Street. This laneway will be six metres in width and predominantly designed for commercial truck delivery to the future Phase 7 buildings fronting onto both Preston Street and Carling Avenue.

An additional 700 surface parking spaces, in addition to the 2,400-space parking garage, will be provided for staff, with most of those spaces located adjacent the Central Utility Plant at the rear (or west) of the main hospital building.

Existing Zoning

The site is currently zoned Major Institutional Zone (I2[2491]-h), which is intended to ensure institutional uses such as hospitals that are large scale, high traffic generating uses with direct access to arterial roads and near rapid transit stations. The I2 zone permits hospital, office, research and development centre, residential care facility uses and allows related ancillary uses to support the main hospital use such as food service and lodging for patients and their families. The associated Urban Exception (2491) prohibits several non-hospital related uses and establishes a holding provision (h).

The holding provision (h) was established to require demonstration of the following:

- a. Approval of a Master Site Plan by Planning Committee and Council, including building placement and massing, publicly accessible open space; demonstration of pedestrian and cycling connectivity; architectural and urban design analysis and demonstration of O-train/future LRT station connection;
- b. Approved Transportation Impact Assessment, including a parking strategy addressing underground, off-site parking impacts, and a Transportation Demand Management Strategy;
- c. Approved Cultural Heritage Impact Statement; and
- d. Approved Master Servicing Plan.

DISCUSSION

Public Consultation

A preliminary community association consultation meeting was held May 19, 2021, at 6 PM on the zoom platform prior to circulation of the Master Site Plan and Lifting of the Holding Provision applications. The meeting was attended by Ward 14's Dalhousie

Community Association, Ward 17's Glebe Annex Community Association and Dows Lake Residents Association, Ward 15's Civic Hospital Neighbourhood Association and Ward 16's Carlington Community Association.

A public meeting was held on June 7, 2021 at 6 PM for the Campus Engagement Group (CEG) members and attended by 16 public members. The Campus Engagement Group's members include community leaders from local neighbourhood associations and groups that advocate for seniors, greenspace, heritage, the Central Experimental Farm, patients, and people who have disabilities. The CEG made recommendations to the hospital's Board of Governors by deliberating, comparing perspectives and identifying possible compromises together. Although the CEG is no longer an active public body making recommendations to TOH, this meeting was held to recognize their commitment and provide them with a detailed presentation on the Master Plan.

An Urban Design Review Panel public meeting was on June 4, 2021 and attended by over 30 public members.

A public meeting was held over the zoom platform on June 29, 2021, at 6 PM. Residents, representatives from TOH, the applicants, consultants, City staff and local Ward Councillors were present. The meeting was attended by over 215 residents and community members. Document 8 – Consultation Details provides a summary of comments that were received from members of the public during the circulation period and staff's responses.

Concerns have been raised on numerous issues, including the loss of Crown-owned open space; adverse impacts on the Central Experimental Farm; adverse impacts on Dows Lake and the Rideau Canal; traffic implications on Prince of Wales Drive, the Central Experimental Farm, and local neighbourhood streets; integration of the O-Train and future LRT Station at Carling Avenue into the project; design excellence; pedestrian/cycling connectivity; accessibility; and tree loss.

For this proposal's consultation details, see Document 8 of this report.

Urban Design Review Panel

The site is located within the 'Arterial Mainstreet' and 'Mixed Use Centre' designations of the City's Official Plan, Volume 1, and the 'Hospital Area' designation of the Preston-Carling District Secondary Plan. The volume 1 designations fall into 'Design Priority Areas' of the Official Plan, while the 'Hospital Area' Designation has specific requirements of the Urban Design Review Panel involvement. As a result, the Master Site Plan application was subject to multiple sessions with the Urban Design Review Panel (UDRP).

The Master Site Plan, March 5, 2021 as an 'informal' review and was presented to the Urban Design Review Panel as a 'formal review' on June 4, 2021. The following recommendations were made:

General Comments:

- The Panel commended the proponent for their presentation; the submitted package shows a well-thought-out response to a project of this importance.
- The Panel is pleased to see visuals that show the advancements made and the evolution of the proposal integrating the Panel's previous recommendations.
- The Panel expressed concerns with the proposed built form at the corner of Preston Street and Carling Avenue and the concerns regarding the treatment of the parking garage along Prince of Wales Drive remain.

Master Plan:

- The Panel is pleased to see the evolution of the design in terms of the Master Plan from both built form and public realm perspectives.

Context and Views

- The Winter scene and eye-level views are appreciated. The renderings depicting people give a sense of scale to the proposed public spaces within the site.
- The Panel recommends continuing to study key views at eye level, with emphasis on Prince of Wales Drive and the Carling Preston intersection. These are high-priority views that provide key Capital experiences, as residents and visitors enter the UNESCO World Heritage site from Preston Street and from Prince of Wales Drive, and conversely view the hospital site from Dow's Lake and the Drive.

Main Entrance

- The main access road to the hospital entrance should be integrated with the site landscape as much as possible.
- Consider a more rural aesthetic by reducing the extent of asphalt where possible, providing landscaped slopes instead of retaining walls and introducing swales to integrate stormwater management.

Preston and Carling Intersection

- The Panel appreciates the liner buildings along the parkade, particularly on Carling Avenue, as they demonstrate the future potential of the integration with the street.
- The renderings of Preston Street provide a convincing view of its animation.
- The Panel is concerned however, that the proposed built form massing at the corner of Preston and Carling will obstruct views to the UNESCO World Heritage landscape of Dow's Lake. The Panel strongly recommends a landscape forward approach to this gateway to the Capital landscape.
- The Panel recommends shifting the proposed tower at that intersection west along Carling and creating a wider setback to the proposed edge of the built form to increase the aperture at Preston and Carling intersection. This would improve the visibility of the Capital landscape. Consider additional structural elements to completely screen the parking garage.
- The proposed interim solution for the Carling Preston intersection is appreciated as a landscape forward approach. It demonstrates how a landscape treatment opens views from the intersection.
- The Panel recommends that views of the Dow's Lake landscape should be the first impression given the importance of this intersection.
- The proposed ramp along the edge of the garage is supported, however the proposed Tower C limits its functionality. The Panel appreciates that Tower C would screen the parking garage, however the consensus is that the tower should be pulled back closer to the LRT station.

Hospital Buildings

- The hospital wings appear quite prominent, as seen from certain views.
- The Panel encourages the applicant to think about the rhythm and articulation of the façade treatment, and the potential use of colour to add some rhythm and articulation of the wings.
- There is a suggestion to align the two wings of the building.

Public Realm and Landscape

- The Panel recommends integrating characteristics of the Farm landscape into the site and applying principles of the 19th-century picturesque design movement to create an enriched pedestrian experience throughout the site.
- The Panel emphasizes the importance of ensuring that the parking garage and other service-related buildings and areas of the site are entirely screened throughout the year from the UNESCO World Heritage site and from Prince of Wales Drive.
- The Panel encourages the proponent to integrate eco-design and low-impact development techniques for the parking areas within the site, including integrating permeable pavers and other storm water management approaches.
- The Panel supports the preservation of the mature trees stands and urges the proponent to retain as many existing mature trees as possible.
- The urban plaza on Carling Avenue could be a very successful and attractive space and should be programmed to ensure its activation.
- Currently the plaza is disconnected from the LRT station. That relationship should be studied and strengthened.
- The Prince of Wales Drive treatment requires further study and development to ensure that the scenic attributes of the Capital landscape are not compromised by the development of the above grade parking. A robust landscape screening approach that includes both vegetation and landform is required.
- Consider a more integrated approach for the pathway and landscape treatment along Prince of Wales Drive to enhance the user experience and fully screen the parking garage.

Servicing Entrance and the Alleyway

- The Panel has concerns regarding how the servicing area is concealed on Prince of Wales Drive and recommends further studies of views to calibrate the height and location of screening, both vegetation and landform.
- The Panel notes that the service area will be visible from Prince of Wales Drive when the trees lose their leaves, without a landform screen.

- It is important to resolve how the pedestrian overpass connects to the LRT station. Sections of the connection between the parking garage and towers should be provided.

Parking Garage:

- The Panel is supportive of the folding landscape approach on Preston and the gardenesque approach for the roof of the parking garage.
- The variety of spaces and activities illustrated in the open space renderings are supported and should be further developed and secured through detailed plans and programming.
- The Panel cautions that the success of the landscape will depend on its four-season attractiveness. Consider the winter aesthetic including the use of evergreens for climate amelioration and visual screening.
- Ensure four season visual screening of the parking garage from Prince of Wales Drive and the UNESCO Heritage site.
- Consider locating solar panels in areas where vegetation cannot be accommodated.
- Consider integrating a medicine garden with herbs to emphasize the wellness concept.
- Consider a similar approach to the Prince of Wales Drive landscape treatment to what is being proposed on Preston and create a continuous sloped landscape to screen the entire parking garage structure from the Drive.
- The Panel has concerns with the functionality of the parking garage entrance on Prince of Wales, particularly during festival season when there is high traffic and pedestrian volumes at the intersection of Preston and Prince of Wales Drive.
- As the project moves along, the proponent should ensure the positive design elements are not eliminated as part of value engineering.

Applicant's Response

Based on the feedback from the panel, City of Ottawa and National Capital Commission design staff, several amendments were made to the Master Site Plan prior to the second submission to the Panel. These include:

- Additional eye-level views were prepared for subsequent meetings.
- The corner at Carling Avenue and Preston Street has been opened up to provide wide public streets to facilitate the experience south of Carling Avenue.
- Opportunities to break up the hospital's design visually will be pursued by incorporating detailed fenestration during the site plan control phase with the benefit of supporting studies from programming, glazing, room layouts, wind and solar to name but a few.
- Pedestrian porosity has been increased by better connecting Carling Avenue to Prince of Wales Drive, by connecting via trail east of the hospital building and along the escarpment. A multi-use path from Maple Drive to the hospital west entry has been added.
- Rest areas along the linear pedestrian access will be provided in consultations with the accessibility consultant.
- Perimeter landscape along Maple, Birch and Prince of Wales Drives have been enhanced by augmenting with additional deciduous and evergreen trees.
- The Carling Village Towers are planned to have direct access to the green roof of the parking garage.

The second presentation to the Panel occurred on June 4, 2021. The Panel noted that the submission shows "a well-thought-out response to a project of this importance". The visuals provided demonstrated the integration of the initial recommendations of the Panel. The Panel did express concerns with the built form at the corner of Carling Avenue and Preston Street and the public realm and landscape.

Based on the feedback from the Panel, the City and NCC design staff, several amendments have been made to the Master Site Plan that is presented for approval in this report.

The tower closest to Carling Avenue and Preston Street has been pulled away from the corner to open up a range of 6 to 8 meters of pedestrian sidewalk space between the

activated landscape zones of Carling Avenue and Preston Street and the multi-use path.

The start of the ramp to Queen Juliana Park has been repositioned to the corner of Preston Street and Prince of Wales Drive to provide equitable accessibility to users of the ramp. An elevator is also available.

Screening of the parking garage and other-service related buildings from the UNESCO World Heritage site and Prince of Wales has been enhanced. For this reason, pedestrian access via the ramp along the Prince of Wales façade has been removed. The landscape screening of the loading docks will be augmented along Prince of Wales Drive to include evergreen trees for screening during the winter.

Staff Design Achievements

Joint NCC and City workshops were held with the applicant on matters addressing 'Interim Conditions', 'Mobility', and 'Central Experimental Farm Edge Conditions'. Further, design review through the formal circulation period and multiple meetings and discussions on overall design were had by City Staff, the NCC and TOH's consultants on all matters related to the Master Site Plan proposal. Resulting from these workshops and design review meetings were a number of design achievements, including:

- Development of the Carling Avenue and Preston Street public realms, including maximizing the space for pedestrian and cycling facilities. Particularly, the 'pulling back' of the future tower at the corner of Preston Street and Carling Avenue to facilitate a safe, functional public realm.
- Interim conditions along Carling Avenue and Preston Street prior to the development of towers integrating into and screening the parkade, including berming and tree retention to form part of the interim condition of the north face of the parkade.
- Designing the pedestrian ramp system at a master plan level to the top of the parkade along Preston Street such that; it is achievable; creates 'place making'; and is universally accessible.
- Designing the exterior of the parkade at master plan level such that; landscaping is the dominate feature along both Prince of Wales Drive and Preston Street; it is compatible with the significance of these streets as gateways; and integrates with Dows Lake and the Rideau Canal.

- Moving forward on a 40 per cent canopy coverage target with provisions for off-site compensation in the CEF.
- Re-examination of tree retention along the edges of the CEF, with the reduction of trees anticipated to be removed to ensure the pastoral farm entry on Maple Drive is maintained.
- Minimizing the use of Maple Drive as a vehicular access, and thus preserving the pastoral entrance to the CEF
- Designing cycling facilities to replace the Trillium Bike Path such that the two routes around the parkade will be integrated into the bike network; provide seamless cycling options; provide new cycling infrastructure with a cycle track on Prince of Wales Drive and a safe cycling crossing at the Prince of Wales and Preston Street intersection.
- Ensuring the master site design can accommodate enhanced transit connections when funding becomes available.
- Ensuring the master site design does not preclude future capacity improvements to the Trillium Line.

Applicable Policies

Provincial Policy Statement (PPS) 2020

The PPS focuses on growth and development within the urban and rural settlement areas. It recognizes that the wise management of land use change may involve directing, promoting, or sustaining development. Land use must be carefully managed to accommodate appropriate development to meet the full range of current and future needs while achieving efficient development patterns.

TOH and its associated uses, including research, is considered a 'Public Service Facility', defined as buildings and structures for the provision of programs and services provided or subsidized by a government, such as health and long-term care services (hospitals). In the context of managing and directing land-uses to build healthy, liveable and safe communities, the PPS identifies this is achieved by 'ensuring that necessary infrastructure and public service facilities are or will be available to meet the current and projected needs.

The location of Public Service Facilities should be strategically located to support the effective and efficient delivery of emergency management services, and to ensure the

protection of public health and safety. Further, these facilities are to be located to promote access to transit and active transportation.

Healthy liveable communities promote efficient development patterns through a range of employment and commercial opportunities while providing for an appropriate range and mix of residential dwelling types, and institutional uses to meet long term needs. These communities are to be designed to minimize impacts on existing communities and are to be supported by a full range and equitable distribution of publicly accessible built and natural settings, such as parks, open space and linkages. Development should be directed towards locations where appropriate levels of infrastructure and public service facilities are or will be available and which efficiently use land and support the use of active transportation and transit.

Over the long term, the economic prosperity of city-building can be protected through encouraging well designed built form, providing for efficient and cost-effective transportation systems, providing opportunities for energy conservation, protecting and enhancing cultural heritage landscapes, and enhancing the vitality of mainstreets and planning.

Where multiple government jurisdictions overlap and share common interests, a coordinated, integrated, and comprehensive approach should be used.

Existing Official Plan Policies

Official Plan Volume 1

The General Urban Area designation (3.6.1) is intended to encourage the development of complete communities by permitting a broad range of land uses and building forms. This designation allows a wide range of housing, retail, service, cultural, leisure, entertainment, and institutional uses, including hospital use.

The Mixed-Use Centre Area designation (3.6.2) identifies locations within the city to focus on new growth into compact and mixed-use developments. These areas are located due to their proximity to the rapid transit network and are intended to achieve transit-supportive uses and densities.

The Arterial Mainstreet designation (Section 3.6.3) classifies streets that are intended for locating more compact forms of development, lively mixes of uses, and pedestrian-friendly environments. Development along these streets is intended by Official Plan Policy 3.6.3 to maintain and incorporate the character of adjacent areas into new developments. A broad range of uses including retail and service commercial uses, offices, residential, and institutional uses are permitted on Arterial Mainstreets.

Certain types of uses, while constituting a legitimate and essential component of the community, share characteristics that require special land-use considerations. These uses are considered appropriate in only a limited number of urban designations and fall under the Major Urban Facility designation (Section 3.6.7). The types of uses that fall within this category include hospitals, universities/colleges, major sports facilities and major shopping centres.

TOH meets the criteria of a 'Major Urban Facility' and provides services to the entire city and beyond the boundaries of Ottawa. Like all Major Urban Facilities, the hospital's size and scale will have a potential impact on adjoining areas, as such, the City needs to ensure that it develops in a form that is compatible with and in a manner that respects their neighbours.

Section 3.6.7 sets criteria for locating all Major Urban Facilities, and these criteria have been incorporated into the 'holding provision', for the Major Institutional zone of the hospital property. These criteria include:

- Implications of long-term expansion needs.
- Identification of a maximum density, building height, and setback requirements based on the hospital use.
- Identification and provision of adequate on-site parking.
- Identification and study of traffic circulation patterns, including pedestrian, cycling, transit, and vehicles.
- Adequacy of services (water, wastewater, stormwater).
- Provision of landscaping and buffering based on adjacent land-uses and important features.
- Demonstration of achieving transit-orientated development goals and policies.
- Demonstration that adverse impacts on surrounding communities and natural features are mitigated.
- An image analysis to address contextual relationships of the proposed development to adjacent buildings, streets, natural features or built areas. This would demonstrate the new development will not jeopardize the integrity of features such as heritage buildings, environmental resources, etc.; and will recommend appropriate solutions.

Preston-Carling District Secondary Plan

The Plan's vision for the area surrounding Preston Street and Carling Avenue is to form an exciting, and distinctive downtown skyline with a transition towards the adjacent stable low-rise residential neighbourhoods. Facing Dows Lake and the Rideau Canal World Heritage Site, one of the most significant tourism and recreation destinations in the National Capital Region, these buildings will collectively present an image that is important not only to the City but also to the entire country. The Preston-Carling Secondary Plan provides policy direction, which targets the Preston-Carling District for intensification and development that is supportive of the Transit corridor.

Three land-use designations play a key role in the development of TOH Master Plan, these are: Station Area, Hospital Area, and Greenway Corridor. Supporting policies of the High-Rise Buildings, Central Experimental Farm Line, Animated Building Edge, and Parks and Urban Squares, will influence how the Master Plan is developed.

Station Area

Within the Secondary Plan, the intent of the 'Station Area' land-use designation north of TOH site, is to support a high-density node around the O-Train Station at Carling. The Station Area is intended to accommodate the highest density of the district, and the Secondary Plan policies focus on creating a desirable pedestrian environment and streetscape along Carling Avenue and Preston Street. While located off-site from the Hospital Master Plan, the Station Area district will establish the future transit oriented 'village' that will make up the overall character of the land both on the north and south side of Carling, and all reliant upon the integration with the current Carling LRT Station.

Hospital Area

The TOH site itself is designated 'Hospital Area' which is a diverse area, with strong ties to the O-Train/future LRT station along Carling Avenue in the east, Dows Lake and Prince of Wales Drive to the south and the Central Experimental Farm to the west and south. Development of a hospital and related research centre requires an exceptional architectural design to ensure design respects the historical, cultural, and physical environment in which it is situated and to which it integrates. The 'Hospital Area' designation establishes the need for the review from both the National Capital Commission's Advisory Committee on Planning, Design and Realty (ACPDR) and the City's Urban Design Review Panel (UDRP). The designation also sets criteria for how the Master Plan and subsequent implementing site plan control applications will be assessed:

- a. Inclusion of publicly accessible open space;

- b. Integration of the O-train/future LRT station into the Hospital and research facility;
- c. Provision of parking to be provided on site including underground;
- d. Requirement of a parking strategy for the purpose of the impacts of off-site parking;
- e. Requirement of a Transportation Impact Assessment;
- f. Architectural and urban design respectful of the cultural heritage of the Central Experimental Farm and Dows Lake and its national historic value; and
- g. High level of pedestrian and cycling connectivity, including a design demonstrating full accessibility for mobility.

Greenway Corridor

The O-Train/future LRT corridor will continue to be an open space and north-south transportation corridor that accommodates the O-Train/future LRT and the Multi-Use Pathways in the Preston-Carling District connecting Dows Lake to the Ottawa River. With improved pedestrian and cycling connections, the corridor is to be protected and enhanced as a continuous open space system that serves transportation, recreation, community, and urban ecological functions.

The Preston Carling District Secondary Plan puts forward built form criteria for how development applications are to be measured against. The TOH Master Plan project is influenced by the High-rise Building policies; Animated Building Edge policies; Transition and Neighbourhood Line policies and Public Realm and Mobility policies.

High-rise Buildings (Section 4.2.1)

The podium and/or base of the development shall incorporate uses and human scale features to animate adjacent streets and open spaces. Guiding height, shadow/wind tower separation.

Animated Building Edge (Section 4.2.4)

Continuous at grade retail and commercial frontages along Preston Street, as well as animation of public spaces incorporating pedestrian-oriented uses, architecture features and details to enhance pedestrian safety.

Central Experimental Farm Line (Section 4.2.5)

A Central Experimental Farm Line establishes the character boundary between the Hospital Area character area within the Central Experimental Farm. The TOH Master Plan where it is adjacent to the Central Experimental Farm Line is to be sympathetic to the height, massing, and scale of the adjacent low-rise buildings, including the integration of open space with the existing pastoral open space of the Central Experimental Farm.

Parks and Urban Squares (Section 5.1.1)

The Hospital Area designation, particularly the properties immediately adjacent to the Carling Avenue O-Train/future LRT station will be a priority area for creating new urban squares on private lands oriented to the O-Train/future LRT station.

Rationale for the recommendation of Master Plan Approval

The criteria of the holding provision within the Major Institutional Zone (I2[2491]-h) was established until such time as either a Master Plan or implementing Site Plan Control applications could implement each of the required conditions. The following sections will demonstrate how the criteria established through the Council approved Zoning By-law Amendment and Official Plan Amendment report has been achieved or will be achieved through conditions of Master Plan approval. Furthermore, it will be demonstrated how the Master Plan approval and lifting of the holding provision is consistent with the criteria set out in both the Preston-Carling Secondary Plan and Volume 1 Official Plan, for a new hospital, being a Major Urban Facility.

1. Major Institutional Zone Holding ('h') Provision

The Major Institutional Zone was established with a holding provision until such time as four key elements were finalized: Master plan approval, Master Servicing approval, Transportation Impact Assessment approval and Cultural Heritage Impact Statement approval.

Master Plan approval required the appropriate consideration of publicly accessible open space; demonstration of pedestrian and cycling connectivity; architectural and urban design analysis and demonstration of O-train/future LRT station connection.

The Master Servicing Plan approval required the demonstration of servicing adequacy from a water, sanitary and stormwater perspective.

The Transportation Impact Assessment approval required a parking strategy addressing off-site parking impacts and a Transportation Demand Management Strategy.

The Cultural Heritage Impact Statement approval was required to:

- Understand the site's existing conditions and the cultural heritage significance of built heritage resources and cultural heritage landscapes within and adjacent to the Site
- Identify the adverse impacts from the proposed Project on the significance and heritage attributes of built heritage resources and cultural heritage landscapes within and adjacent to the Site
- Consider alternatives to avoid or reduce the identified impacts
- Recommend mitigation or conservation measures, where required.

Publicly accessible open space has been demonstrated through a public urban square along Carling Avenue, west of the main entrance road to the hospital, and an extensive roof top open space that can be programmed and landscaped. Generous and visible pedestrian access to the roof top open spaces will be accessible from the public streets of Preston Street and Prince of Wales Drive, which will include universal accessibility. Queen Juliana Park is not now and has not been a formal park according to Public Works and Procurement Canada, and it is not, nor has it been a municipal park.

Pedestrian and cycling connectivity has been demonstrated through the provision of two main pedestrian and cycling network – a) around Preston Street to Prince of Wales Drive, and b) through the campus site to Prince of Wales Drive from the Carling Avenue LRT station. Conditions of approval will require a north-south connection to be maintained during the construction of the Phase 1 parking garage over the O-Train line, and thus removal of the existing Trillium Pathway.

Architectural and urban design analysis will be demonstrated through Master Plan conditions requiring future site plan control applications and Urban Design Review requirements, including the NCC's Advisory Committee on Planning, Design and Realty review

Demonstration of O-train/future LRT station connection has demonstrated that the connection to the existing Carling LRT station can be made in 3 possible ways; above ground pedestrian bridge connection; below ground connection to the existing station; and below ground connection to an expanded station on the south side of Carling Avenue. The conditions of approval will require demonstration of the LRT connection to ensure there are direct, accessible and weather protected connections, with the provision of adequate, secure and highly visible bicycle parking, as per the requirements of Section 4.3 of the Official Plan.

Carling Avenue is shown as a Rapid Transit Network on Schedule D of the City's Official Plan and this project is identified as a Transit Priority Corridor in the City's Transportation Master Plan's Affordable Network. This corridor will work with the Carling LRT Station and the Trillium Line as part of the overall transit network and see continuous transit lanes along Carling Avenue between the Carling (Dow's Lake) Trillium Line LRT Station and the Lincoln Fields Confederation Line LRT Station to the west. In the interim, prior to the ultimate at-grade LRT within Carling Avenue, the affordable network of the Transportation Master Plan will be implemented through The Carling Avenue Transit Priority Study. The functional design of this study is complete with plans to include continuous Bus Rapid Transit lanes and upgraded pedestrian and cycling facilities. It is anticipated this work will coincide with the hospital opening around the year 2026-2028.

Approved Transportation Impact Assessment and Mobility Plan, including a parking strategy addressing underground, and off-site parking impacts and a Transportation Demand Management Strategy has met the Transportation Impact Assessment benchmark by submitting a TIA for approval, with conditions of the Master Plan requiring further work and study at various phases of implementation. The conditions of approval in Document 5 identify the need for a Transportation Demand Management Strategy prior to the registration of the main hospital building targeted in the year 2024. Conditions also include the need for an off-site parking strategy and subsequent TIA reports for each implementing site plan, with monitoring requirements.

Approved Cultural Heritage Impact Statement (CHIS) has demonstrated that further refinement in design, landscaping and transportation can mitigate cultural heritage impacts, and conditions will be imposed on the Master Plan to detail those mitigation measures and requirements for implementing phases.

The CHIS identified a series of potential adverse impacts of the proposal on the cultural heritage landscape of the Central Experimental Farm and the adjacent heritage resources, including:

- Alteration of the historic fabric and landscape of the CEF NHSC beyond the extent of the former Sir John Carling Building.
- Negligible, irreversible impacts of new winter shadows on the portions of the Dominion Observatory Complex and Prince of Wales Drive/Queen Elizabeth Driveway cultural heritage landscape. Given the location of the new hospital at the northeast corner of the CEF no shadows will change the viability of plantings in the ornamental gardens, display beds or experimental fields.

- Visual impacts on the periphery or background of views identified for the CEF including the William Saunders Building, Rideau Canal and the Queen Elizabeth Driveway cultural landscape.
- Impact of the functional change when the ambulance route is established on Maple Drive, increased risk to the South Azimuth building which is very close to the right of way.
- Risk of construction vibration and dust on nearby heritage buildings.

The key mitigation strategies proposed to address these impacts generally included the following, and make up the heritage conditions of the master plan (Document 5):

- Use of trees, landscape elements to screen the hospital on the east, west and south borders of the site to reduce impacts on existing views.
- Risk mitigation for construction related impacts:
 - Precondition surveys of Federal Heritage Buildings adjacent to the site
 - Site control and communication
 - Creation of physical buffers to protect adjacent heritage buildings during construction
 - Draft a fugitive dust emissions plan according to best practice
 - Monitor vibration impacts during construction
- Install bollards to protect the South Azimuth building from potential collisions with emergency vehicles.
- Monitor the condition of the South Azimuth building's masonry for impacts from salt damage.

Approved Master Servicing Plan has demonstrated the serviceability of the overall Master Plan proposal. The master servicing plan concludes that some modifications and improvements over time are required to serve the site and the future implementing phases.

2. Preston-Carling District Secondary Plan requirements

The 'Hospital Area' designation set criteria for how the Master Plan and subsequent implementing site Plan Control applications will be assessed, and they included:

Inclusion of publicly accessible open space

The Master Plan proposes a diversity of open spaces to support active and passive recreation opportunities on site. These include urban plazas at Carling Avenue and Champagne Avenue. A proposed green roof on the parking garage would re-establish Queen Juliana Park with approximately 23,225 square metres of open space for public use. The programming opportunities are vast, and could include tennis courts, playground and splash pad, passive outdoor activities, community gardens and more.

Integration of the O-train/future LRT station into the Hospital and research facility

The walking distance from the future Dows Lake LRT Station (or existing Carling Station) entrance to the hospital is approximately 235 metres, making the walking distance from the barrier-free parking spaces on the west side of the parking garage approximately 67 metres. These distances equate to three-minute and one-minute walks respectively. Both routes use an elevated pedestrian connector across the top of the green roof of the garage. The integration of the future Dows Lake LRT station has been conditioned to ensure it is designed with a direct, accessible and weather protected connection into the parking garage and upper-level pedestrian spine leading to the hospital.

Provision of parking to be provided on site including underground

The future Heart Institute has the ability to locate on site with underground parking as an option, and the main parkade has illustrated semi underground at P1 level, with berming to lessen the impact of the above ground parkade, and present the parkade as integrated with the landscape from the views of Dows Lake and Preston Street.

Requirement of a parking strategy for the purpose of the impacts of off-site parking

The parking strategy will be forthcoming when the site plan is submitted to implement the main hospital building phase around the year 2024. As such, the proposed conditions of master plan approval in Document 5 require an off-site parking strategy' prior to registration of the main hospital building. An aggressive Transportation Demand Strategy will be implemented to help reach the City's transit-oriented goals for this site, with a modal split of 35 per cent auto driver and 65 per cent non-auto driver by 2048. This modal shift will help to lessen off-site impacts in adjacent neighbourhood streets.

Requirement of a Transportation Impact Assessment

The Transportation Impact Assessment has satisfactorily addressed transportation matters, with conditions of the Master Plan requiring further work and study at various phases of implementation. The conditions of approval in Document 5 identify the need for a Transportation Demand Management Strategy prior to registration of the main hospital building targeted in the year 2024, and monitoring and reporting to ensure the findings of the TIA maintain their relevancy over the years of the master plan build-out.

Architectural and urban design respectful of the cultural heritage of the Central Experimental Farm and Dows Lake and its national historic value

The building façade and building designs will be developed and refined through the subsequent Site Plan Control applications and their requirement to be reviewed by the City's Urban Design Review Panel, as well as the National Capital Commissions Advisory Committee on Planning, Design and Realty. However, the current building locations and massing do address matters such as the urban character of Carling Avenue and Preston Street, and setbacks and transition to the Central Experimental Farm. In particular, the 'back of house' activities of the hospital are located away from the CEF streets and buffered by either existing or proposed landscaping and topography.

With respect to the Cultural Heritage Impact Statement, the study has demonstrated that further refinement in design, landscaping and transportation can mitigate cultural heritage impacts, and conditions will be imposed on the Master Plan to detail those mitigation measures and requirements for implementing phases. Conditions in Document 5 speak to the following:

- The requirement of individual site plan control phases to include a section within the Planning Rationale that discusses how the proposed phase respects and implements the final approved Cultural Heritage Impact Statement.
- The requirement to adequately screen the new hospital on its east, west and south borders using trees or other landscaping features to reduce the impact to existing views of the CEF, NHSC and from the Rideau Canal, Prince of Wales and Queen Elizabeth Driveway, and the William Saunders Building.
- The requirement to mitigate construction related impacts on Federal Heritage Buildings adjacent to TOH site.
- The requirement to project the South Azimuth Building.

To mitigate tree loss, the conditions of Master Plan approval will require an on-site tree canopy target and off-site tree compensation strategy. The canopy target will be implemented through future site plan approvals and the requirement for canopy coverage plans, while opportunities to enhance the CEF and local area with tree canopy coverage will be required with both City and federal partners.

High level of pedestrian and cycling connectivity, including a design demonstrating full accessibility for mobility

At-grade pedestrian routes have been conceptually located to accommodate pedestrians and cyclists safely and efficiently through, around and on the site. The walking distance from the future Dows Lake LRT Station entrance (south side of Carling Avenue) to the hospital is approximately 235 metres, which is an approximate 3-minute walking distance. The route would include an elevated pedestrian corridor on the top of the green roof of the garage and provide a secure, weather protected environment. The rooftop walkway will provide a direct connection to the hospital. An optional route would be located along the main road from the Champagne Avenue and Carling Avenue intersection to the main hospital entrance. This would involve a main walkway through the forested slope, up to the main hospital entrance, which will provide for universal accessibility. This walkway will also provide sun, shade, textured seating and be designed for patients, visitors and neighbourhood users.

In terms of cycling, the Master Plan illustrates the provision of two main cycling networks. The first is around Carling Avenue, Preston Street to Prince of Wales Drive, and the second is through the campus site to Prince of Wales Drive from the Carling Avenue LRT station. Both cycling routes will be dedicated cycling facilities, separate from pedestrians and other users, with the Carling Avenue to Prince of Wales route having a 3-metre-wide bi-directional bikeway.

Generous sidewalks will be provided along Carling Avenue and Preston Street, which will include a 1.2-metre snow piling zone along the street between the bi-directional bikeway and street, with a 2.5-metre continuous landscape zone between the sidewalk and bi-directional bikeway, and the sidewalks themselves will be against the building edges in the range of 3.5 metres to 6.75 metres wide along Carling Avenue and Preston Street.

3. Official Plan (Volume 1) requirements

TOH is a 'Major Urban Facility' under Section 3.6.7 of the Official Plan. This designation puts forth criteria to ensure the functionality of the facility is compatible with the site, surrounding community and infrastructure. Both the implementing zoning with the

holding provision and the Secondary Plan 'Hospital Area' designation policy drew from Section 3.6.7 to set criteria for the hospital development.

Implications of long-term expansion needs

Policy 8 of Section 3.6.7 establishes the need to identify long-term expansion requirements to address and mitigate the impacts of the facility on the surrounding community and natural features. The Hospital Master Plan has identified a multi-phased development plan that includes an upwards expansion of the main hospital building in future phases, and the allocation of space for the future relocation of the University of Ottawa Heart Institute (2048). Furthermore, the research, office and supporting functions along Carling Avenue can be designed in tower form development, up to 15 storeys in height. This allows for the master plan to adjust to future needs by developing those facilities up, rather than out and across the site.

The Transportation Impact Assessment (TIA) has projected to the 2048 full build-out horizon, where peak hour transportation trips for all modes have been factored in, with expectations of the required modal shares to ensure parking, signals, turn-lanes and off-site transportation impacts are designed for. These transportation projections give the City the ability to seek monitoring and additional work should the TIA findings deviate in future phases of development.

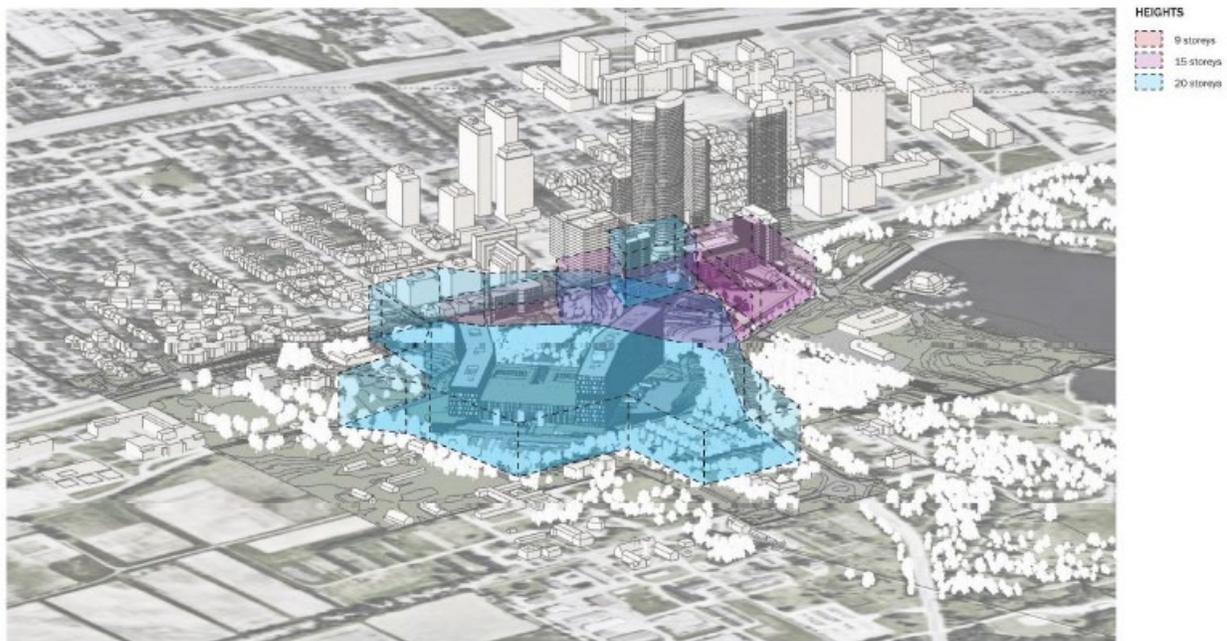
Identification of a maximum density, building height and setback requirements based on the hospital use

The 'Hospital Area' designation of the Secondary Plan establishes maximum permitted heights of 20 storeys on the western portion of the site on top of the ridge, nine storeys along Carling Avenue at the base of the hill, and 15 storeys in the lower portion of the site along both Carling Avenue, Preston Street, and Prince of Wales Drive adjacent the O-Train trench. These heights set the building envelopes as shown in the below figure (Figure 1).

The Major Institutional zone has established setbacks minimal setbacks to implement the transit-oriented character of the planned function of the Carling Avenue corridor. The minimum setback of zero metres allows the activation of the street with uses that are pedestrian oriented, and to ensure the future Dows Lake LRT station is active and connected to the site's functions.

Figure 1 – Building Massing Against Allowable Capacity

Figure 33: Building Massing Against Allowable Capacity



Identification and provision of adequate on-site parking

The Master Plan complies with the on-site parking requirements in the City of Ottawa Comprehensive Zoning By-Law, where 3,097 parking spaces are required. Further, refinement will come forward with each implementing site plan control application. The amount of parking provided is a balance to ensure parking does not overflow into the surrounding neighbourhoods while promoting transit ridership for the Trillium Line and future Dows Lake LRT station. A condition of master plan approval will include a Transportation Demand Management Strategy to ensure that transit ridership and active modes of transportation are encouraged, promoted and supported. Furthermore, an Off-Site Parking Strategy has been conditioned for the main hospital stage, such that off site parking is planned and managed, with the ability to monitor and make changes as the hospital master plan is built out in its entirety.

Identification and study of traffic circulation patterns, including pedestrian, cycling, transit and vehicles

The Master Plan Traffic Impact Assessment and Mobility Study identifies that the hospital project will have target mode shares at opening day (2028) of 50 per cent auto-driver, 15 per cent auto-passenger, 30 per cent transit, five per cent active transportation. The target is to shift this to full build-out in 2048 to 35 per cent auto-driver, 12 per cent auto-passenger, 45 per cent transit, eight per cent active transportation. At full build-out this means that the estimated peak hour transportation

trips could see 300 active transportation trips: 1,770 transit trips and 1,340 personal vehicle trips. The implementation of the Carling Avenue Transit Priority measures and citywide initiatives supporting sustainable transportation are expected to reduce background traffic volumes in the master plan study area, and the weighted reliance on Transportation Demand Measures to push modal shares towards sustainable transportation modes will ensure offsite transportation impacts are mitigated.

The site is located near and has direct access to, three arterial roads, and the Trillium line as well as the future Dows Lake LRT station on Carling Avenue. On the site, separated sidewalk and cycling facilities will be provided, including a bi-directional bikeway connecting the hospital to the existing Trillium Multi-Use Pathway and beyond. Traffic demand management measures to help achieve the hospital's mode share targets will also be considered as part of each phase that goes through Site Plan Approval, including master plan conditions requiring an overall Transportation Demand Strategy.

Adequacy of services (water, wastewater, stormwater)

The Master Servicing plan has demonstrated the serviceability of the overall Master Plan. The master servicing plan concludes that some modifications and improvements over time are required to serve the site and the future implementing phases.

Provision of landscaping and buffering based on adjacent land-uses and important features

The Master Plan requires and illustrates buffering and landscaping on four major areas of the plan: the escarpment of trees, Maple Drive (CEF), Prince of Wales and the Parking Garage.

The ridge of trees along the escarpment will retain trees to maintain the natural character of this area of the plan. Trees to be removed will be done so selectively where infrastructure such as roads, sidewalks, and underground utilities/sewers are required to service the main hospital building. At detailed site plan stages for both the main hospital building and research building, a Tree Conservation Report will be required to examine the necessity of tree removal.

Maple Drive and the 'back of house' activities will be a focus of buffering and tree retention. The central utility plant that services the main hospital building will be sunken into the ground with a 7.5 metre landscape buffer between it and the CEF (Maple Drive). Detailed tree retention along Maple Drive is both a condition of Document 5 and of the Cultural Heritage Impact Statement and will play an important role in the site plan submission for this phase of the hospital planning.

Prince of Wales Drive is a scenic entry route as per Schedule I of the City's Official Plan. Policy 4.6.4 of the Official Plan requires attention to such matters as building orientation, access and egress, landscaping, fencing, lighting and signage to create an aesthetically pleasing streetscape. In addition, the protection of views to natural and cultural heritage features, mature trees, and roadside vegetation along and beyond the right of way. Given the importance of this road function the Master Plan has situated the loading docks of the main hospital building below the elevation of Prince of Wales Drive, and 80 metres from the scenic entry way. Vegetative screening is to be both retained and enhanced along this corridor.

Paired with Prince of Wales Drive is the location of the parking garage. The concept of folding the landscape against the garage façade along both Prince of Wales Drive and Preston Street provide opportunities to plant the side of the garage with layers of landscaping species, giving the impression that the green corridor of Prince of Wales is continued north to the urbanized section towards Preston Street.

Demonstration of achieving transit-orientated development goals and policies

The main hospital building will be located approximately 235 metres from the south site of Carling Avenue where there will be options to how the LRT station can connect into the four-storey parking garage. The Master Plan illustrates the high-density employment research / office towers to be located at Carling Avenue and Preston at the LRT station. All options will involve the provision of a pedestrian-friendly, weather-protected environment between the access point(s) of the rapid-transit station and the principal entrances to the hospital building. Coupled with pedestrian connectivity, the Master Plan has identified the appropriate guidance on the location of secure and highly visible bicycle parking.

Demonstration that adverse impacts on surrounding communities and natural features are mitigated

The Environmental Impact Statement has documented the existing conditions in the vicinity of the Master Plan. The EIS recommends detailed impact assessments and mitigation strategies to be developed at a later stage in the project (e.g. during detailed Site Plan Control applications). Based on the findings of the EIS and the anticipated impacts to the natural environment conditions in Document 5 have been established. These conditions speak to further study at individual site plan stages to ensure threatened or endangered species are not identified and if so, proper authorizations are received by relevant agencies.

Further studies are recommended to determine potential impacts to the natural environment because of the proposed project and may include:

- Species at Risk Assessment (Federal SARA) and targeted field studies
- ▪ Acoustic Bat Surveys
- ▪ Breeding Bird Survey, including Raptor Nesting Survey
- ▪ Snake Basking Survey

Image analysis to address contextual relationships of the proposed development to adjacent buildings, streets, natural features or built areas

The building elevations are meant to depict the mass of the proposed elements of the Hospital Building. A further detailed study is required to respond to both the programmatic requirements as well as sustainability and building science elements through more detailed design. The south / west elevation illustrates the design notion of the hospital extending upward from the Dominion Arboretum in the foreground. The elevation is anticipated to have a transparent central vertical area that defines the sky lobbies. This central vertical area in the elevation corresponds in alignment to the viewshed northward travelling north on Prince of Wales Drive.

The south / east elevation aims to resolve the split-level grade that allows for emergency vehicles to be accommodated in the discrete manner along this face of the Central Experimental Farm.

The north / west elevation includes the north tower and a discrete access point for authorized staff or emergency vehicles and is aligned with the transparent sky lobby elements on the upper patient floors. The scale and further detailing will be meant to compliment the Dominion Observatory and adjacent existing buildings by acting as a backdrop to those functions and their heritage character.

With respect to the hospital within the larger context of the Rideau Canal National Historic Site (NHSC) and World UNESCO Heritage Site (WHS), the Hospital Master Plan will not directly alter either the historic fabric or the appearance of the NHSC and WHS character. No elements of the Rideau Canal NHSC/WHS will have heritage attributes or character-defining elements obscured by shadows cast by the master plan. The master plan will also not contribute new shadows to those already cast over the Rideau Canal NHSC/WHS by the existing towers on the north side of Carling Avenue. Three-dimensional modelling and map analysis also determined that the master plan will not obstruct any significant views or vistas within or from individual cultural heritage resources in the Rideau Canal NHSC/WHS, such as views north from Hartwells Lock Station and views west from the Bronson Avenue Bridge.

In summary, the overall impact of the visual change will be minor and at the periphery of all identified views due to the location of the master plan at the northwest portion of Dows Lake and located outside of the 30-metre buffer zone.

Provincial Policy Statement

Staff have reviewed this proposal and have determined that it is consistent with the Provincial Policy Statement, 2020.

RURAL IMPLICATIONS

There are no rural implications associated with this report.

COMMENTS BY THE WARD COUNCILLORS

Councillor Brockington is aware of the report and staff recommendations.

Councillor McKenney provided the following comment:

"The Ottawa Hospital's new Civic campus project will provide expanded medical services to residents in Ontario, Quebec, and Nunavut. This development is necessary and will provide a range of benefits to patients across the region. However, I have concerns with several aspects of the master plan that must be addressed.

The above ground parking structure is an inappropriate use of the current Queen Juliana Park. Relocating this open space to the top of a parking structure will greatly decrease the general accessibility of the park and make it more difficult for residents, hospital visitors, and tourists to use.

The proposed tree removal is unacceptable given the current climate emergency and does not respect the importance of preserving and growing our urban tree canopy. The removal of 523 trees from the subject site is excessive and must be reduced where possible, specifically for the proposed surface parking lot at the southern portion of the site.

We must ensure that active and public transit are viable transportation methods for reaching the new hospital. An integrated, protected, and efficient transit link to LRT is vital to ensure both visitors and staff can access the site via our LRT system.

I cannot support the project without a commitment to bury the parking garage and return the publicly accessible greenspace on the eastern portion of the site, a major

review of the site's layout to ensure the retention of as many trees as possible, and a detailed plan on linking the Dow's Lake LRT station to the hospital site."

Councillor Menard provided the following comments:

"The development of the new Civic campus of the Ottawa Hospital will shape both the future of healthcare in our city and the urban fabric for the communities in the core surrounding the site at Dow's Lake. To be clear though, this site belongs to all Canadians. To ensure that we have a healthy and vibrant city and country, we must not sacrifice the latter for the former. We need to ensure that a thoughtful and progressive planning philosophy is applied to complement a world class hospital.

There are significant concerns remaining that have yet to be addressed. These concerns stem both from the current site plan in front of us, which I will describe in detail, but also with the site itself, and its undemocratic selection.

This site was selected by a handful of politicians who, behind closed doors with no minutes, no public delegations, no consultation, decreed that this open tree-lined beautiful greenspace and public park, next to a world heritage site would be the spot. It is this process that has led to the deep skepticism we have seen, but it is also relevant in that it has revealed significant deficiencies with this site. Any discussion of 'delay' of this project, which I would suggest is not founded in reality based on legitimate concerns being expressed, directly relate to the initial selection of this site.

The current master site plan has several shortcomings:

- **The LRT** is not connected in a meaningful way to the main hospital buildings on the site and is 600 metres (more than three Canadian football fields) away. Whether there is a 'pop up' on the South side of Carling or not, this has been flagged by accessibility and transit advocates as being unacceptable. Seniors, persons with disabilities and patients will have less incentive to use this mode of transportation. In previous iterations of the site plan, the main hospital buildings were directly beside Ottawa's \$6.8 billion transit system. As a council we should be insisting on this for this master site plan. The LRT will need to be twinned at Dow's Lake, which is something I raised during Stage 2 deliberations at Council. We haven't been doing this work under current construction which means the line will need to be shut down in the near future to complete a twinning of the track at Dow's Lake to accommodate the modal share we are predicting. Furthermore, The TIA TDM says to locate the building close to the street and don't locate parking between the street and the main entrance.



Example of concerns:

- **The above-ground airport sized parking garage** being proposed next to Dow's lake is a broken promise that was made to the community. It also underscores the issues with the site itself, with expensive underground conditions, and the replacement of a park on top of a parking garage with no guarantee of trees living on the top. The parking garage is a barrier in accessing the main hospital building and is not recommended. Very few would want to do the walk from/to the O-Train in winter conditions exposed in the elements. A covered and heated/AC controlled walk with proper lighting and wayfinding must also be put in place.
- It is disappointing that there is **no direct bus pick-up/drop off** at the hospital. At this time neither the Preston Street bus routes nor the Carling Avenue bus routes are able to drop off/pick up hospital passengers at any Hospital Entrance. Without the proper and timely integration of the LRT Station, the BRT and bus stops, more people will be forced to use Para-Transpo or to drive to the hospital.
- At the time of writing this **there is no confirmed amount that Ottawa will be paying for this project**. It is estimated to be in the high hundreds of millions,

but the figure and details are not confirmed. We need a full accounting of this prior to moving ahead with a master site plan.

- **The bike infrastructure is lacking in multiple ways.** The very popular and well utilized Trillium Pathway is eliminated in this plan as it crosses Carling southbound. Bikes coming from Sherwood to Prince of Wales should be able to use the secondary on-site pathway, segregated for bikes and pedestrians. There is currently no direct bike lane to the main entrance of the hospital. We will miss targets for level of service in the TIA for active transportation use if these issues continue. Parking spaces should also be convertible to sustainable uses such as bikes/scooters and car sharing. The location is also at the intersection of the Trillium MUP (as mentioned above), the Madawaska-Fifth-Clegg bicycling corridor, the Rideau Canal MUP, and the Sherwood bicycling network, which brings a connection to the newly re-built Jaqueline Holzman Bridge over the Queensway at Harmer Avenue.
- Despite being a natural hub for all forms of sustainable transportation but this design ushers in a car-centric campus, better suited to a mid-century suburb than the Ottawa of the 21st Century.
- There is currently **limited analysis of where parking will occur off the site.** It is said that the hospital can accommodate all parking required but with the way rates are structured there will be on-street parking occurring in local communities and private parking likely benefitting nearby with excess capacity. This analysis for impact should be done before we approve this master site plan.

Beyond the parking garage there is also **significant surface parking**, one of the most inefficient uses of spaces for this historic heritage landscape.



- **Tree Loss** will be extensive because of the sprawling campus. Simply replacing these trees will not replicate the conditions on the site, nor the carbon sink it represents. Our communities in the core constantly discuss the state of greenspace, and given the recent climate emergency, it makes little sense to pave over so many trees, shrubs and greenspace in the core. Over half of the site will be hardscaped. This means a mostly permeable treed area will be turned into a mostly impervious landscape, with its adverse effects on storm water, air quality and the heating/cooling of outdoor space.
- Surrounding the Civic will be significant intensification of people through much more development in this area. This includes the Claridge Icon (45 storeys), Mastercraft Soho Italia (30 storeys), Richcraft Sky at the former Dow's Lake Honda (three towers - 55 storeys, 45 storeys, 18 storeys). In addition to these are the Canada Lands Company projects at the Booth Street Complex and at 299 Carling Avenue, the Katasa tower at 265 Carling, and the proposed development at 770-774 Bronson Avenue/557 Cambridge Street. The hospital along with these developments will add very significant numbers of people to the area. This requires significant and unparalleled attention to transportation planning and studies which are rigorous and consulted on extensively with neighbourhoods. That has not yet been done and mitigation for this confluence of factors is not yet apparent and an ongoing concern for residents in Capital Ward and the core.

I would urge my Councillor colleagues to ask for better for this historic site. We need to ask and plan for the city we want, and make sure improvements are made and promises kept. If those improvements cannot be made, then this site should not be proceeding.”

Councillor Leiper provided the following comment:

“The decision over whether or not to approve the site plan for the Civic Hospital is one of the few points at which Council can use its real powers to deny or not the current plan. I have been clear since the Hospital made its final proposal known that I do not consider that the plan meets the promise. When Council last debated the zoning for the Hospital, it was on the basis of a commitment made to bury the parking garage below grade. A four-storey parking garage where there was green space is not an acceptable outcome to this long process. I continue to be cynical that the public space on top of that garage will be useful public realm, inviting to residents in the rapidly intensifying neighbourhoods surrounding it. Large public green spaces like these are disappearing even as we learn more each day about the need for them in the context of the covid-19 pandemic. There has been significant discussion about the cost of burying that parking, but I would remind colleagues that when the National Capital Commission said “no” to a plan to run surface rail parallel to its Ottawa River Parkway pencils were sharpened and within 100 days an affordable solution was found that actually increased green space in that corridor. I believe, today, that we should leverage our power to put this site plan back on the drawing table so creative solutions can be found to the loss of this space for generations to come.”

LEGAL IMPLICATIONS

Only the applicant may appeal a site plan or the lifting of a holding zone to the Ontario Land Tribunal. In the event that Council refuses the site plan approval or to lift the holding zone or imposes conditions that Planning Staff cannot professionally support and the matters are appeal to the Tribunal, it would be necessary to retain an external planner.

RISK MANAGEMENT IMPLICATIONS

There are no risk implications.

ASSET MANAGEMENT IMPLICATIONS

The recommendations documented in this report are consistent with the City’s [Comprehensive Asset Management \(CAM\) Program](#) objectives. The implementation of the Comprehensive Asset Management program enables the City to effectively manage

existing and new infrastructure to maximize benefits, reduce risk, and provide safe and reliable levels of service to community users. This is done in a socially, culturally, environmentally, and economically conscious manner.

Asset Management Branch is working closely with the project team to ensure that the surrounding infrastructure can adequately support development of this site as a future hospital.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with the report recommendations. In the event that an external planner is retained, for the reasons outlined in the above Legal Implications, the expense would be funded from within Planning Services' operating budget.

ACCESSIBILITY IMPACTS

There are no accessibility implications associated with this report.

TERM OF COUNCIL PRIORITIES

This project addresses the following Term of Council Priorities:

- Economic Growth and Diversification
- Integrated Transportation

APPLICATION PROCESS TIMELINE STATUS

This Master Site Plan Control and Lifting of Holding Zone application were processed by the On Time Date established for the processing of an application that has Manager Delegated Authority.

SUPPORTING DOCUMENTATION

Document 1 Location Map

Document 2 Master Plan

Document 3 Master Phasing Plan

Document 4 Master Plan Images

Document 5 Conditions of Master Plan Approval

Document 6 Approved Plans and Reports

Document 7 Details of Recommended Zoning

Document 8 Consultation Details

CONCLUSION

The Master Site Plan has demonstrated matters such as transportation, parking, LRT access, compatibility, transitioning, public access to open space, urban design, architectural design, cycling and pedestrian infrastructure, built heritage and servicing have been thoughtfully considered and designed for. Some components will need further refinement as detailed site plan control applications come forward to implement various phases of the master plan. The conditions of approval in Document 5 put forth the requirements needed to make those final detailed refinements and analysis and these conditions rightly duplicate the need for the holding provision. Staff conclude that the complexity of issues are adequately addressed at this master plan level.

Furthermore, the implementation of each phase through new applications, will be subject to the conditions of the master plan, subject to review by the National Capital Commission, subject to the Urban Design Review Panel review, public review and future Council review. In conclusion, Staff recommend approval of TOH Master Plan and the removal of the holding provisions.

DISPOSITION

Committee and Council Services, Office of the City Clerk, to notify the owner; applicant; Ottawa Scene Canada Signs, 1565 Chatelain Avenue, Ottawa, ON K1Z 8B5; Krista O'Brien, Tax Billing, Accounting and Policy Unit, Revenue Service, Corporate Services (Mail Code: 26-76) of City Council's decision.

Zoning and Interpretations Unit, Policy Planning Branch, Economic Development and Long Range Planning Services to prepare the implementing by-law and forward to Legal Services.

Legal Services, Office of the City Clerk to forward the implementing by-law to City Council.

Planning Operations Branch, Planning Services to undertake the statutory notification.

Document 1 – Location Map

For an interactive Zoning map of Ottawa visit geoOttawa.



		LOCATION MAP / PLAN DE LOCALISATION ZONING KEY PLAN / SCHÉMA DE ZONAGE LIFTING OF HOLDING / ZONES D'AMENAGEMENT DIFFÉRÉ ET OUVERTURE DE CES ZONES SITE PLAN / PLAN D'EMPLACEMENT	
D07-07-21-0007	21-0742-L	520 rue Preston St. & Part of / partie de 930, av. Carling Ave.	
D07-12-21-0059			
I:\COV2021\Zoning\CivicHosp		 Mature Neighbourhoods Overlay (section 139) Zone sous-jacente de quartiers établis (article 139)	
<small>©Parcel data is owned by Teranel Enterprises Inc. and its suppliers. All rights reserved. May not be produced without permission. THIS IS NOT A PLAN OF SURVEY. ©Les données de parcelles appartiennent à Teranel Enterprises Inc. et à ses fournisseurs. Tous droits réservés. Ne peut être reproduit sans autorisation. CE CI N'EST PAS UN PLAN D'ARPENTAGE</small>			
REVISION / RÉVISION - 2021 / 05 / 12			

Document 3 – Master Phasing Plan



Phase	Start / End Date	Project
1A	TBD	Existing LRT Station and Rail Trench Widening
1B	2021 - 2021	Jurisdictional Approvals
2	2022 - 2023	Parking Garage
3	2024 - 2026	New Hospital CUP & Hydro Service
4	2024 - 2028	New Hospital
5	TBD	Potential LRT Station Expansion
6	2024 - 2029	Research Tower
7A	2029 - 2039	Carling Tower A
7B	2029 - 2039	Carling Tower B
7C	2029 - 2039	Carling Tower C
8	2024 - 2028	Rehab
9	2025 - 2038	New Hospital Expansion



NEW CIVIC DEVELOPMENT FOR THE OTTAWA HOSPITAL
MASTER PHASING PLAN
 AUGUST 4, 2021



Document 4 – Master Plan Images

1. Master Site Plan Elevations



2 - EAST ELEVATION



1 - NORTH ELEVATION



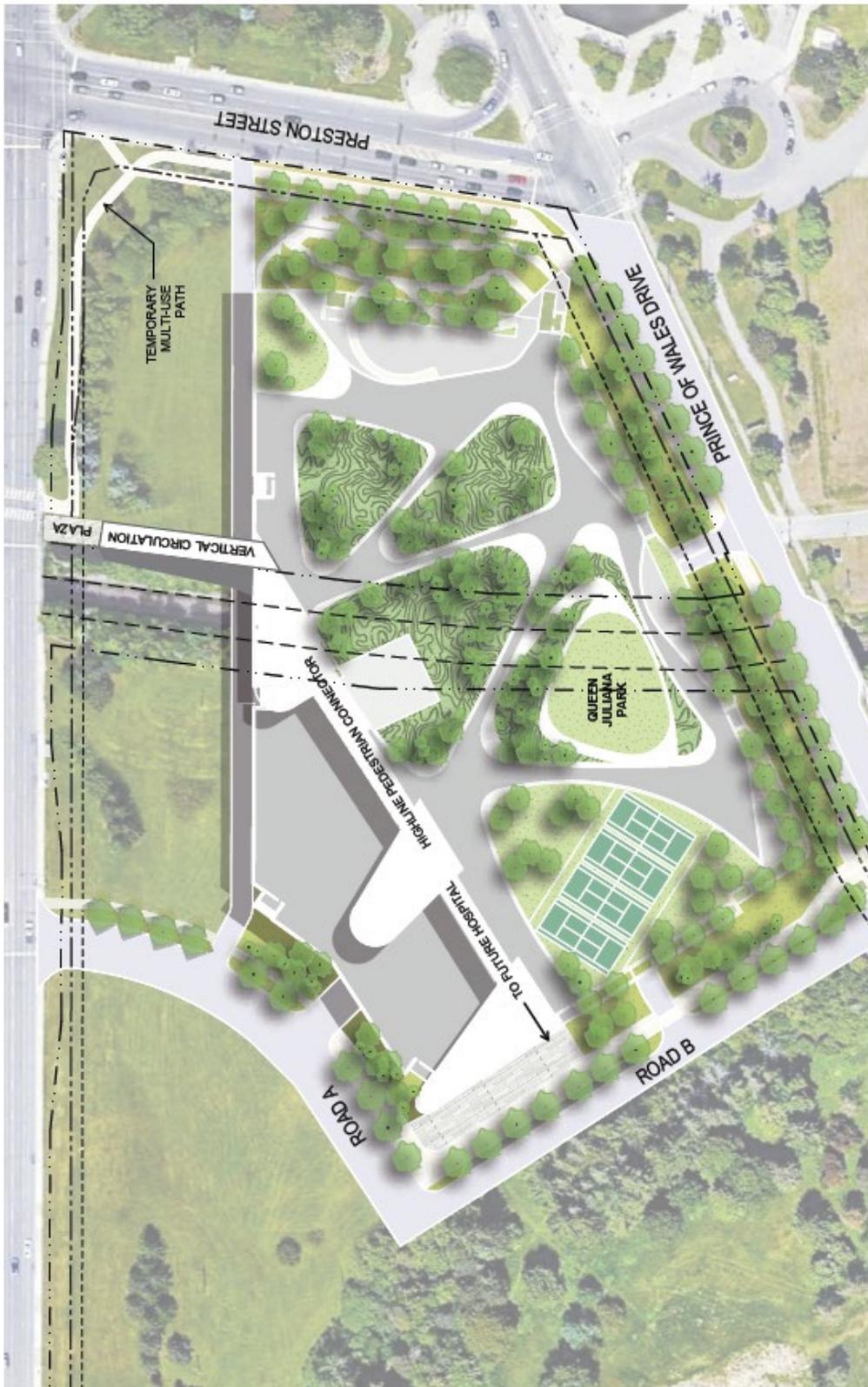
3 - SOUTH ELEVATION



NEW CIVIC DEVELOPMENT FOR THE OTTAWA HOSPITAL
BUILDING ELEVATIONS
AUGUST 4, 2021



2. Overall Parking Garage Concept



NEW CIVIC DEVELOPMENT FOR THE OTTAWA HOSPITAL
PARKING GARAGE ILLUSTRATIVE PLAN
AUGUST 4, 2021



Document 5 – Conditions of Master Plan Approval

1. Execution of Agreement Within One Year

The Owner shall enter into this Master Site Plan Agreement, including all standard and special conditions, financial and otherwise, as required by the City. The Owner acknowledges and agrees that the approval for the Master Site Plan Agreement shall lapse within one (1) year of Site Plan Control Approval D07-12-21-0059 if the Owner has not executed this Agreement and has not completed the conditions required to be satisfied prior to execution of this Master Site Plan Agreement.

2. Master Site Plan Control Approval

The Owner acknowledges and agrees that this Master Site Plan Agreement Approval D07-12-21-0059 is based on the Master Plan (“Master Plan”) referenced in Schedule “E” herein, which details the general location of buildings, parks, public realm and private streets, as shown in the approved plans and reports referenced in Schedule “E” herein.

3. Phased Development

- (a) The Owner acknowledges and agrees that The Ottawa Hospital shall be generally developed in accordance with the phasing as shown on the approved Master Plan referenced in Schedule “E” herein.
- (b) Except as otherwise provided herein, the City acknowledges and agrees that the approved Master Site Plan, may be amended, at the request of the Owner and to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development, without the requirement to amend Site Plan Control Approval D07-12-21-0059 and this Agreement.
- (c) The Owner further acknowledges and agrees that should the Master Site Plan be revised, it will be required at the time of individual Site Plan Control Applications for any of the proposed individual development phases, to be approved by the General Manager, Planning, Infrastructure and Economic Development and said revised Master Site Plan be included in the list of approved Plans in any of the individual Site Plan Agreements going forth.
- (d) The Owner acknowledges and agrees that any proposed individual development phase of The Ottawa Hospital development shall be subject to individual Site Plan Control Approval applications.
- (e) The Owner acknowledges and agrees that, upon Approval of 2(c) by the General Manager, Planning, Infrastructure and Economic Development, the Owner is

required to enter into an individual Site Plan Agreement or Amending Site Plan Agreement with the City, for any of the proposed individual development phases.

- (f) The Owner acknowledges and agrees that the individual Site Plan Agreement(s) or Amending Site Plan Agreement(s) will not be registered on the subject lands until such time as this Master Site Plan Agreement has been registered on title of all The Ottawa Hospital lands.

4. Phased Development Construction

- (a) The Owner acknowledges and agrees that Master Site Plan Control Approval D07-12-21-0059 and this Master Site Plan Agreement are not for construction purposes.
- (b) The Owner acknowledges and agrees that clearance for construction, building permits and commence work notifications will be issued subject to the conditions and requirements of any of the proposed individual development phase Site Plan Control Approval and subsequent registration of the associated Site Plan Agreement(s).
- (c) The Owner acknowledges and agrees that securities and fees will be calculated in accordance with each proposed individual phase. The Owner further acknowledges and agrees that the submission of the securities and fees will be required prior to the commencement of any Works for each proposed individual development phase, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

5. Urban Design Review Panel

The Owner acknowledges and agrees that any of the proposed individual development phase Site Plan Control Applications are subject to a review by the Urban Design Review Panel.

6. Master Servicing Plan

- (a) The Owner acknowledges and agrees that the—, New Civic Development, Master Servicing Plan, prepared by Parsons Inc., dated July 2021 referenced in Schedule “E” herein, shall form the basis for the site servicing for the entirety of The Ottawa Hospital lands as shown on the approved Master Site Plan.
- (b) The Owner acknowledges and agrees that any easements and/or private agreements that are required to address ownership of the infrastructure and to ensure adequate maintenance, operation and liability coverage for all components of the servicing Works, as detailed in the Site Servicing Plans

referenced in Schedule “E” herein, shall be registered on title of the subject lands, at the time of any individual Site Plan Control Application as they may apply. The Owner shall provide copies of the registered documents to the General Manager, Planning, Infrastructure and Economic Development.

- (c) The Owner acknowledges and agrees that, prior to Site Plan Control Approval of any of the associated proposed individual development phases, where the Site Servicing Plans are to be implemented, including implementation on a phased basis, the Owner shall obtain all necessary approvals, easements, and/or permits from the applicable land owners, authorities and provincial, federal and/or municipal bodies. The Owner acknowledges and agrees that obtaining said approvals, easements, and/or permits is the sole responsibility of the Owner.
- (d) The Owner acknowledges and agrees that conditions 6(a), 6(b), and 6(c) shall be to the satisfaction of and the approval of the General Manager, Planning, Infrastructure and Economic Development and the General Manager, Public Works and Environmental Service.

7. Wind Study

A Pedestrian Level Wind Study, prepared by Gradient Wind Engineering, dated April 2021 has been prepared in support of the Master Site Plan Application. The Owner acknowledges and agrees that a Wind Study shall be submitted at the time of the Site Plan Control Application for any of the proposed individual development phase that includes a building of ten (10) storeys or higher. The Owner acknowledges and agrees that a wind study shall be prepared in accordance with the City’s Terms of Reference: Wind Analysis, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

8. Heritage

- (a) The Owner acknowledges and agrees that for any of the proposed individual development phase Site Plan Control Application, it shall include addendums to the approved Cultural Heritage Impact Statement addressing how the proposed individual development phase respects and implements the final approved Cultural Heritage Impact Statement, New Civic Development for The Ottawa Hospital, Carling Avenue at Prince of Wales Drive and Preston Street, prepared by Golder Associates Ltd., dated July 22, 2021, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.
- (b) The Owner acknowledges and agrees that prior to registration of the Master Site Plan Agreement for the Hospital Building a final Cultural Heritage Impact

Statement shall be submitted to the City to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development. It is recognized that the Federal Government is also an Approval Authority and the Cultural Heritage Impact Statement may be updated, to reflect additional comments received from the federal authorities and the changes shall also be to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

- (c) The Owner acknowledges and agrees that subsequent implementing Site Plan Control Applications for the phased development of the New Civic Development shall demonstrate through a revised Cultural Heritage Impact Statement how the development protects the Central Experimental Farm's (CEF) rural picturesque character and value as a 'farm within the city' through its landscaping on its east, west and south borders using trees or other landscape features to reduce the impact to existing views of the CEF National Historic Site of Canada (NHSC) from the Rideau Canal NHSC and World Heritage Site (WHS), Prince of Wales Drive section of the Queen Elizabeth Driveway cultural landscape, and the William Saunders Building Recognized Federal Heritage Building to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.
- (d) The Owner acknowledges and agrees that to work with Agriculture and Agri-Food Canada (AAFC) to remove the risk for construction related-impacts on Federal Heritage Buildings adjacent to the New Civic Development by following the steps in accordance with the Cultural Heritage Impact Statement, New Civic Development for The Ottawa Hospital, Carling Avenue at Prince of Wales Drive and Preston Street, prepared by Golder Associates Ltd., dated July 23, 2021:
- i. Conduct precondition surveys of all Federal Heritage Buildings adjacent to The Ottawa Hospital Development
 - ii. Implement site control and communication
 - iii. Create physical buffers
 - iv. Manage fugitive dust emissions
 - v. Monitor for vibration impacts during adjacent construction
- (e) The Owner acknowledges and agrees to work with Agriculture and Agri-Food Canada (AAFC) and their tenants on installing non-visually intrusive bollards on the northwest, west, and southwest sides of the South Azimuth Building to remove the risk of collision by an emergency vehicle, at the discretion of AAFC.

- (f) The Owner acknowledges and agrees to work with Agriculture and Agri-Food Canada (AAFC) and their tenants on limiting the use of de-icing salts in the vicinity of the South Azimuth Building and to ensure there is there is periodic monitoring of the condition of the building's masonry for impact from salt damage. In the event damage is noted, immediate action shall be taken, such as treating the masonry with a salt repellent or switching to a calcium or magnesium chloride product. This shall be coordinated and approved by Agriculture and Agri-Food Canada in review of existing practices.

9. Sediment and Erosion Control Plan

The Owner acknowledges and agrees to prepare and submit, for any of the proposed individual development phases, a Sediment Erosion Control Plan, prepared by a qualified engineer licensed in the Province of Ontario, including but not limited to, a construction monitoring component, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

10. Geotechnical Investigation

The Owner acknowledges and agrees that the Preliminary Geotechnical Investigation, referenced in Schedule "E" herein, is preliminary in nature and that detailed investigations and reports shall be prepared by a Geotechnical Engineer, licensed in the Province of Ontario and submitted at the time of Site Plan Control Application for any of the proposed individual development phase, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

11. Noise and Vibration Study

The Owner acknowledges and agrees that a Noise and Vibration Study shall be prepared by a Professional Engineer, licensed in the Province of Ontario with expertise in the subject of acoustics related to land use planning, and submitted at the time of Site Plan Control Application for any of the proposed individual development phases as it applies, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

12. Site Remediation and Record of Site Condition

- (a) The Owner acknowledges and agrees that, in accordance with the Phase One Environmental Site Assessment (hereinafter "ESA") referenced herein, The Ottawa Hospital lands are subject to a Phase Two Environmental Site Assessment, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

- (b) The Owner acknowledges and agrees that, prior to the issuance of a building permit for any of the proposed individual development phase, as it may apply, the Owner shall submit to the General Manager, Planning, Infrastructure and Economic Development, and the Chief Building Official, Building Code Services, a Record of Site Condition (RSC) completed in accordance with the *Environmental Protection Act*, R.S.O. 1990, c. E.19, O.Reg. 153/04, as amended (“O.Reg. 153/04”), and acknowledged by the Ministry of the Environment, Conservation and Parks. The Owner further acknowledges and agrees that the RSC shall confirm that all, or part of, The Ottawa Hospital lands will be suitable for the proposed use in accordance with O. Reg. 153/04.
- (c) The Owner acknowledges and agrees that the City may issue a building permit on a phased basis to allow for site investigation and remediation activities if permitted by O.Reg. 153/04. No further Works will be permitted until the RSC, as it may apply to individual phases, is submitted, to the City.

13. Roadway Modification Approval

- (a) The Owner acknowledges and agrees to complete all roadway modifications identified as part of the Transportation Impact Assessment and Mobility Study or as further refined in subsequent Site Plan Control Applications that are required to accommodate The New Civic Development, and further acknowledges and agrees that it is solely responsible for all costs associated with the public roadway modifications.
- (b) The Owner further acknowledges and agrees to submit a separate supplementary Roadway Modification Approval (RMA) with the City, prior to the registration of the associated Site Plan Agreement for any of the proposed individual development phases, for any required roadway modifications as identified in the supplementary RMA for each development phase. All fees associated with the supplementary Roadway Modification Approval(s) are to be paid by the Owner.

14. Transportation

- (a) The Owner acknowledges and agrees that a Transportation Impact Assessment Addendum (hereinafter “TIA”) shall be prepared and submitted at the time of Site Plan Control Application for any of the proposed individual development phases, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

- (b) The Owner acknowledges and agrees that an Off-Site Parking Strategy is required prior to registration of the Site Plan Agreement for the Hospital Building. The Off-Site Parking Strategy shall be to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.
- (c) The owner acknowledges and agrees that a Neighborhood Traffic Calming Study is required prior to registration of The Hospital Building Site Plan Agreement. The Neighborhood Traffic Calming Study, and its terms of reference, shall be to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

15. Transportation Monitoring Program

The Owner acknowledges and agrees that a Transportation Monitoring Program, including but not limited to, phasing plan(s) and reporting mechanisms, shall be prepared and submitted prior to registration of the associated individual development Site Plan Application for the Hospital Building, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

16. Transportation Demand Management (TDM)

The Owner acknowledges and agrees that prior to registration of the Hospital Building Site Plan Agreement, a Transportation Demand Management strategy shall be developed, and the recommendations of the approved Transportation Impact Assessment implemented, including but not limited to the modal shift recommendations, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

17. Pathway and Pedestrian Linkages

- (a) The Owner acknowledges and agrees that the pathway connections and pedestrian linkages shall be developed generally in accordance with the proposed phasing, as shown on the Master Site Plan referenced in Schedule "E" herein, at no cost to the City, and to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.
- (b) The Owner acknowledges and agrees to grant, at no cost to the City, pedestrian access easements in favour of the City of Ottawa over the pathway connections and pathway linkages, and any applicable areas of the New Civic Development that provides public access to parks, parkland areas, and public areas, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

- (c) The Owner acknowledges and agrees that, as a condition of any of the proposed individual development phase Site Plan Control Approval(s), the Owner shall be required to submit a draft reference plan for registration of any required pedestrian access easement(s) to the City Surveyor for review and approval prior to its deposit and subsequent registration, at the sole cost of the Owner.
- (d) The Owner acknowledges and agrees that the required pedestrian access easement(s) must be registered on title within 12 months of completion of construction for any of the proposed individual development phases, at the sole cost of the Owner.
- (e) The Owner acknowledges and agrees that cycling connections shall be developed to the main entrance of the hospital building and implemented through the implementing site plan for the main hospital building, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

18. Interim Trillium Bike Pathway

- a) The Owner acknowledges the relocation of the Trillium Bike Pathway shall have dedicated cycling facilities, designed to City standards, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development Department.
- b) The Owner acknowledges and agrees that during the closure of the Trillium Bike Pathway in order to complete the Works for the Phase 2 Parking Garage, an alternative route for cyclists shall be provided, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development. The Owner further acknowledges and agrees it shall enter into any agreements as may be required by the General Manager, Planning, Infrastructure and Economic Development. It is further acknowledged and agreed that any costs on respect of the closing of the Trillium Bike Pathway and the alternative route for public transportation shall be borne entirely by the Owner.

19. Parkland

- (a) The Owner acknowledges and agrees that cash-in-lieu of parkland shall be provided to the City in accordance with City's Parkland Dedication By-law, being By-law No. 2009-95, as amended, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.
- (b) The Owner acknowledges and agrees that the timing of cash-in-lieu of parkland shall be provided at any of the proposed individual development phases in

association with a Site Plan Control Application, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

- (c) The Owner acknowledges and agrees that if cash-in-lieu of parkland is to be provided on a phased basis, the required parkland dedication will be calculated in accordance with the City's Parkland Dedication By-law, being By-law No. 2009-95, as amended.

20. Wildlife Mitigation and Monitoring Plan

- (a) The Owner acknowledges and agrees to prepare and submit a Wildlife Mitigation and Monitoring Plan, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development and updated for any of the proposed individual development phase Site Plan Control Application as required prior to the issuance of any Commence Work Order.
- (b) The Owner acknowledges and agrees that the monitoring program will be based on existing protocols for birds, mammals, invasive species and endangered species. Species at Risk, monitoring, if required, will be in accordance with the *Federal Species at Risk Act* (S.C. 2002, c29), as well as the *Endangered Species Act, 2007*, S.O. 2007, c.6, O.Reg. 230/08, entitled "Species at Risk in Ontario", and will be established post-construction to ensure the goals and objectives of the New Civic Development are met and/or exceeded.
- (c) The Owner acknowledges and agrees:
 - i. To monitor the development area post-construction of each phase of the New Civic Development to ensure habitats for any Species at Risk that have been identified in the required Wildlife Mitigation and Monitoring Plan for any of the proposed Site Plan Control Applications, have made a positive contribution to the maintenance of the population.
 - ii. That the presence of invasive plant species will be monitored and specimen removal completed, as required.

21. Mitigation Measures and Buffers for General Construction

The Owner acknowledges and agrees to implement any mitigation measures and buffers recommended by the required final Environmental Impact Statement and Tree Conservation Report, prepared by Parsons Inc., dated August 3, 2021, referenced in Schedule 'E' herein, for any of the proposed individual phases to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

22. Construction and Post-Construction Environmental Monitoring Plan

The Owner acknowledges and agrees to submit a Construction and Post-Construction Environmental Monitoring Plan as they apply to the New Civic Development site, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development, prior to the issuance of a Commence Work Order for any of the proposed individual development phase Site Plan Control Application.

23. Environmental Impact Statement and Tree Conservation Report Updating

- (a) The Owner acknowledges and agrees compensation for the loss of trees identified in the Environmental Impact Statement and Tree Conservation Report, New Civic Development for The Ottawa Hospital, prepared by Parsons Inc., dated August 3, 2021 in the form of contributing to a target of 40 per cent tree canopy at maturity (assuming 40 years) for the overall Master Plan. An overall master Landscape Plan shall be prepared demonstrating how the 40 per cent tree canopy cover target can be achieved, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development Department.
- (b) The Owner acknowledges and agrees that at each phased implementing Site Plan Control Application they shall submit a 'Tree Canopy Plan' demonstrating how it contributes towards the 40 per cent target as shown on the overall master Landscape Plan. Each Tree Canopy Plan in each phase need not to achieve 40 per cent on an individual phased basis. Consideration will be given for the compensation of trees provided off-site as contributing to the 40 per cent target, all to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.
- (c) The Owner acknowledges and agrees that prior to approval of any individual phased Site Plan Control Application of the Master Site Plan, a Vegetation Management/Conservation Strategy and Education Program shall be developed to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.
- (d) The Owner acknowledges and agrees that a revision or addendum to the Environmental Impact Statement and Tree Conservation Report, as referenced in Schedule "E" herein, shall be submitted at the time of any of the proposed individual development phase Site Plan Control application, and that it shall reflect the Master Site Plan, approved herein or otherwise amended. The Owner further acknowledges and agrees that the Environmental Impact Statement and Tree Conservation Report shall address any changes to the anticipated impacts

and recommended mitigation measures that may be required by revisions to the Master Site Plan, as a result of any changes in the known environmental context of the subject lands, or as a result of any changes to planning policies or relevant legislation.

- (e) The Owner acknowledges and agrees that the revision or addendum of the Environmental Impact Statement and/or Tree Conservation Report, shall be to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development, and shall include, but not be limited to, the following:
- i. A review of the current list of Species At Risk in Ontario, the most recent species occurrence data available from the Natural Heritage Information Centre, and the associated regulatory lists at the provincial and national level, all in comparison with the species list compiled for the subject lands to-date, in order to ensure that any Species At Risk added to the regulations or discovered in the vicinity of the subject lands since the submission of the approved Environmental Impact Statement and Tree Conservation Report, referenced herein, are not overlooked;
 - ii. Reassessment of the anticipated impacts, based on the final Master Site Plan (if changes have occurred since the submission of the Environmental Impact Statement and Tree Conservation Report) and on any new information or additional details about the proposed New Civic Development that may be available;
 - iii. Confirmation that the significant features and ecological functions are protected from significant negative impacts, with any necessary adjustments to the recommended mitigation measures to reflect changes in the Master Site Plan, or recommendation of additional mitigation measures if warranted; and
 - iv. A review and incorporation of best wildlife mitigation practices from the City of Ottawa's "Protocol for Wildlife Protection during Construction", dated August 2015 or as updated from time to time.
 - v. A review and incorporation of applicable best design elements from the City of Ottawa "Bird-Safe Design Guidelines", dated September 2020.

24. Species at Risk and the *Endangered Species Act*

The Owner acknowledges and agrees that, prior to the registration of a Site Plan Agreement or Commence Work Notification associated with any of the proposed individual development phase Site Plan Control applications, the Owner shall obtain

all necessary approval(s), written confirmation(s) or registrations, and/or permit(s) required for any development or development-related activities on the New Civic Development under the regulations of the *Species at Risk Act*, 2007, S.O. 2007, c.6.

25. Private Road Agreement

The Owner shall make an application to the Planning, Infrastructure and Economic Department, Building Code Services Branch for the approval of the private road(s) name and once approved, the Owner shall enter into Private Road Agreement(s) with the City to be registered on title prior to the registration of the first individual phase Site Plan Agreement, to the satisfaction of the City Clerk and Solicitor.

26. Easements in Favour of the City

The Owner acknowledges and agrees that it shall grant any easements, including but not limited to, access to rooftop open space, light rail facilities, cycling facilities, bus shelters, watermains, sanitary and storm sewer, traffic signal loops, retaining walls and/or streetlighting as deemed required by the City. The Owner further acknowledges and agrees the easement requirements will be detailed further as conditions of any of the individual development Site Plan Control applications and all costs associated with the required easements shall be at the Owner's sole expense, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

27. Conditions and Easements from Utilities

The Owner acknowledges and agrees that the utility company, including but not limited to Rogers Communications Inc., Bell Canada, Hydro Ottawa Limited and Enbridge Gas Distribution Inc., reserve the rights to add conditions and/or obtain easements, as may be required, to service the New Civic Development, at no cost to the utility company, at the time of any of the proposed individual development phase Site Plan Control Application.

28. License of Occupation and Easements on City Lands

(a) The Owner acknowledges and agrees that, prior to the registration of Phase 2 (Parking Garage) Site Plan Agreement, it shall enter into an agreement with the City's Right of Way Branch for a License of Occupation in respect of the Works within the City's property, which shall include, but not be limited to the construction of the private parking garage and related works, as shown on the approved Master Site and Servicing Plans. Such License of Occupation shall be to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.

- (b) The Owner acknowledges and agrees to provide a Composite Utility Plan as part of the application for the License of Occupation.
- (c) The Owner acknowledges and agrees that, prior to the registration of the Phase 2 (The Parking Garage) Site Plan Agreement, it shall enter into an agreement with the City for a License of Occupation, in respect of access to City land for the purpose of constructing through/over the Light Rail Transit right of way and other City-owned lands, to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development. The Owner acknowledges that the License of Occupation (“LOO”) will include a requirement to build The Parking Garage in a manner so as to not preclude future widening of the alignment for double tracking and/or to include widening of the alignment as part of the Owner’s work. Further, the Owner acknowledges that the LOO will include the requirement to engage a team to design, build, and commission any new and additional rail systems such as tunnel ventilations, life safety systems, and/or other City required infrastructure that are otherwise required if the construction of The Parking Garage were undertaken in a manner that encloses the light rail guideway. Lastly, the Owner acknowledges the LOO will include a requirement to address all rail regulatory matters, minimize interference with rail operations, minimize interference with rail maintenance including the current DBFM contractor, and to address as required any impacts on City utilities and/or third-party utilities in the rail corridor.
- (d) The Owner acknowledges and agrees that it shall, within six months from completion of the Works of the Parking Garage within the City-owned lands, acquire permanent registered easements from the City’s Corporate Real Estate Office. The Owner shall provide copies of the registered easements to the General Manager, Planning, Infrastructure and Economic Development and Office of the City Clerk.

29. Indemnification of the City from Future Claims Associated with The Parking Garage, and related infrastructure

- (a) The Owner, on behalf of himself, his heirs, successors, administrators and assigns agrees to hold harmless and indemnify the City of Ottawa and its current and former employees, consultants, Council members, agents, successors and/or assigns from any and all actions, cause of action, grievances, applications, complaints, claims, demands and proceedings of any other remedy which may arise now or may arise in the future with respect to the privately owned parking garage, watermains, sanitary sewers, and storm sewers.

- (b) In the event of any actions, cause of action, grievances, applications, complaints, claims, demands and proceedings of any other remedy arising out of issues with the privately owned parking garage, watermains, the Owner shall provide the City of Ottawa reasonable timely written notice of same, and thereafter the Owner shall, at their sole expense, defend, protect and save harmless the City of Ottawa against said claim or any loss or liability thereunder.
- (c) In the further event the Owner fails to defend and/or indemnify and save harmless the City of Ottawa, then in such instance the City of Ottawa shall have full rights to defend, pay or settle said actions, cause of action, grievances, applications, complaints, claims, demands and proceedings of any other remedy, on its behalf without notice to the Owner and with full rights to recourse against the Owner for all fees, costs, expense and payments made or agreed to be made in order to discharge said claim.
- (d) Upon default, the Owner further agrees to pay all reasonable attorneys' fees necessary to enforce the requirements as set out in 30(c).

30. Use of Explosives and Pre-Blast Survey

The Owner acknowledges and agrees that all blasting activities will conform to the City's Standard S.P. No. F-1201 entitled Use of Explosives, as amended. Prior to any blasting activities, a pre-blast survey shall be prepared as per S.P. No. F-1201, at the Owner's expense, for all buildings, utilities, structure, water wells and facilities likely to be affected by the blast those within seventy-five (75) metres of the location where explosives are to be used. The standard inspection procedure shall include the provision of an explanatory letter to the owner or occupant and owner with a formal request for permission to carry out an inspection.

31. Light Rail Station Integration

- a) The Owner acknowledges and agrees, unless otherwise negotiated with the City, it will be financially responsible for replacement bus service if Line 2 is required to be shut down to permit construction, to the satisfaction of the City
- b) The Owner acknowledges and agrees, unless otherwise negotiated with the City, it will be financially responsible for any additional costs if bus service is required to be detoured to permit construction, to the satisfaction of the City.
- c) Prior to occupancy of the main Hospital Building, the Owner acknowledges and agrees to integrate the Carling Light Rail Transit Station (future Dows LRT Station) into the Master Site Plan and future implementing phases in the following ways:

- i. Direct connection
- ii. Accessible connection
- iii. Weather protected connection
- iv. Provide adequate, secure and highly visible bicycle parking
- v. Provide adequate wayfinding throughout the site to the O-Train Station

32. National Capital Commission

- a) The Owner acknowledges and agrees that prior to registration of the Master Site Plan Agreement the granting of a Federal Approval for the Master Site Plan by the NCC Board of Directors will be required.
- b) The Owner acknowledges and agrees that any proposed individual development phase of the new Civic Development shall be subject to individual applications for Federal Approval including presentations to the NCC's Advisory Committee on Planning, Design, and Realty for comments, prior to the initiation of any associated construction activities.
- c) The Owner acknowledges, prior to registration of the Master Site Plan Agreement the use of Maple Drive will require written confirmation/approval for its use by AAFC.

33. Indigenous Peoples

- a) The Owner acknowledges and agrees that, located on unceded territory of the Algonquin Anishinabe Host Nation, they shall continue to work with First Nations leaders, such as the Algonquins of Pikwakanagan First Nation; the Algonquins of Ontario; Metis Nation of Ontario and Kitigan Zibi Anishinabeg.
- b) The Owner agrees to establish an Indigenous Peoples Advisory Circle to provide advice on Indigenous health and healing in building design, green space, growing traditional medicines and programs to the new Civic Development
- c) The Owner acknowledges and agrees to work with the Algonquins of Pikwakanagan First Nation on the Kichi Sibi Trails project.

34. Development Charges

The Owner shall pay development charges to the City in accordance with the by-laws of the City.

Document 6 – Approved Plans and Reports

Plans:

1. **Existing Site Conditions and Surrounding Contexts, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
2. **Context Plan, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
3. **Master Site Plan, New Civic Development for The Ottawa Hospital**, prepared by HDR, dated August 4, 2021.
4. **Master Phasing Plan, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021.
5. **Open Space, Landscape, and Grading Concept, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
6. **Canopy Cover Plan, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021.
7. **Parking Garage: Before Carling Avenue Tower Construction, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021.
8. **Parking Garage: Illustrative Plan, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021.
9. **Parking Garage: Floor Plans, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021.
10. **Building Elevations, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
11. **Building Elevations, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
12. **Building Cross-Sections (Section Through Towers and Central Podium), New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
13. **Building Cross-Sections (Section Through Central Utility Plant and Central Hospital Podium), New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021

14. **Building Interface and Public Realm: Plan & Typical Sections, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
15. **Building Interface and Public Realm: Plan & Typical Sections, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
16. **Building Interface and Public Realm: Urban Plaza (Plan at Carling and Champagne Avenues), New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
17. **Building Interface and Public Realm: Preliminary Landscape Concepts (Urban Plaza at Carling and Champagne Avenues, Conceptual Green Roof Interface with Lightwell and Highline), New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
18. **Building Interface and Public Realm: Garden Path Precedents, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
19. **Building Interface and Public Realm: Streetscape Precedents, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
20. **Building Interface and Public Realm: Garage Green Roof Precedents, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
21. **Massing Model Against Capacity, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
22. **Views Analysis and Conceptual Renderings, New Civic Development for The Ottawa Hospital** prepared by HDR, dated August 4, 2021
23. **Hospital Floor Plates, New Civic Development for The Ottawa Hospital,** prepared by HDR, dated August 4, 2021
24. **Topographical and Boundary Survey, New Civic Development for The Ottawa Hospital,** prepared by HDR, dated August 4, 2021
25. **Shadow Studies: March, New Civic Development for The Ottawa Hospital,** prepared by HDR, dated August 4, 2021
26. **Shadow Studies: June, New Civic Development for The Ottawa Hospital,** prepared by HDR, dated August 4, 2021
27. **Shadow Studies: September, New Civic Development for The Ottawa Hospital,** prepared by HDR, dated August 4, 2021

28. **Shadow Studies: December, New Civic Development for The Ottawa Hospital**, prepared by HDR, dated August 4, 2021

Reports:

1. **Environmental Impact Statement and Tree Conservation Report, New Civic Development for The Ottawa Hospital**, prepared by Parsons Inc., dated August 3 2021.
2. **Master Servicing Plan, New Civic Development for The Ottawa Hospital**, prepared by Parsons Inc., dated July 2021.
3. **Cultural Heritage Impact Statement, New Civic Development for The Ottawa Hospital, Carling Avenue at Prince of Wales Drive and Preston Street**, prepared by Golder Associates Ltd., dated July 23, 2021.
4. **Preliminary Geotechnical Review Ottawa Hospital**, prepared by Golder Associates Ltd., dated March 2021.
5. **Environmental Noise & Vibration Assessment, 930 Carling Avenue and 520 Preston Street Ottawa, Ontario**, prepared by Gradient Wind, dated May 7, 2021.
6. **Pedestrian Level Wind Study, The Ottawa Hospital New Civic Development Ottawa, Ontario**, prepared by Gradient Wind, dated April 15, 2021.
7. **Stage 1 Archaeological Assessment, Ottawa Hospital, Part of Lots I & K, Broken Front B, Geographic Township of Nepean, City of Ottawa, Ontario**, prepared by Golder Associates Ltd., dated November 17, 2020.
8. **Stage 2 Archaeological Assessment, Ottawa Hospital, Part of Lots I & K, Broken Front B, Geographic Township of Nepean, City of Ottawa, Ontario**, prepared by Golder Associates Ltd., dated July 19, 2021.
9. **Phase One Environmental Site Assessment, The Ottawa Hospital- New Civic Campus**, prepared by Golder Associates Ltd., dated March 2021.
10. **Transportation Impact Assessment and Mobility Study, TIA Strategy Report – DRAFT**, prepared by Parsons Inc., dated July 2021.
11. **Design Brief and Planning Rationale, New Civic Development for The Ottawa Hospital**, prepared by Parsons Inc., dated August 2021.

Document 7 – Details of Recommended Zoning

The proposed changes to the City of Ottawa Zoning By-law 2008-250 for part of 930 Carling Avenue and 520 Preston Street are as follows:

1. Remove the holding provision of I2 [2491]-h, to Section 239 – Urban Exceptions with provisions similar in effect to the following:
 - a. In column II remove the 'h';
 - b. In Column V, remove the following:
 - The holding symbol may not be removed until such time as the following have been completed to the satisfaction of the General Manager, Planning, Infrastructure and Economic Development.
 1. Approval of Master Site Plan by Planning Committee and Council, including publicly accessible open space; demonstration of pedestrian and cycling connectivity; architectural and urban design analysis and demonstration of O-train/future LRT station connection;
 2. Approved Transportation Impact Assessment and Mobility Plan, including a parking strategy addressing underground, and off-site parking impacts and a Transportation Demand Management Strategy;
 3. Approved Cultural Heritage Impact Statement; and
 4. Approved Master Servicing Plan.

Document 8 – Consultation Details

Notification and public consultation were undertaken in accordance with the Public Notification and Public Consultation Policy approved by City Council for Site Plan Control and Zoning By-law Amendment - Lifting of Holding.

A virtual Community Association Meeting was held through an online video conferencing tool, ZOOM, on May 19, 2021. Representatives from The Ottawa Hospital were present, and approximately 15 members of community associations attended the meeting. Community Associations at the meeting included Dows Lake Residents Association, Civic Hospital Neighborhood Association, Carleton Community Association, Glebe Annex Community Association, Dalhousie Community Association, and the Dows Lake Community Association.

A virtual Community Engagement Group (CEG) Information Session was held through an online video conferencing tool, ZOOM, on June 7, 2021. Residents who are members of the CEG, and representatives from The Ottawa Hospital were present, over 15 residents attended the meeting.

A virtual Public Information Session was held through an online video conferencing tool, ZOOM, on June 29, 2021. Residents, representatives from TOH and the Ward Councillors' offices were present, and over 200 residents attended this information session.

As We Heard It

General

1. Concerns were raised with respect to not enough time provided to comment on the proposed development.
2. Concern was raised with respect to the site being chosen over others in the City, particularly Tunney's Pasture.
3. Concerns were raised with respect to the proposal being for one large hospital site as opposed to satellite hospitals.
4. Concerns were raised with respect to the site selection.

Transportation

5. Concerns were raised with respect to the impact of increased traffic volume on surrounding residential neighbourhoods, both after the completion of The Ottawa

Hospital Project and during construction (Sherwood Drive, Old Irving Place, Fairmont, Bayswater, Parkdale etc.).

6. Concerns were raised with respect to connections between the 417 Highway and the proposed development.
7. Concerns were raised with respect to if the traffic studies take into account new developments planned in the Preston/Carling area.

LRT

8. Concerns were raised with respect to the connection between the proposed development and the LRT, particularly the distance between the proposed development and the LRT and the need for the connection to be quick, safe and weather protected.
9. Concerns were raised with respect to the proposed development serving bus users in addition to LRT.

Parking

1. Concerns were raised with respect to the parking provided on the site not being adequate. (ex: for the expected number of visitors and employees, and based on a modal split that may be unachievable)
2. Concerns were raised with respect to too much parking provided on the site, and if it could be reduced. (ex: reduce the number of levels in the parking garage, and concerns over this much parking despite climate change).
3. Concerns were raised with respect to potential spillover of parking into surrounding residential neighborhoods.
4. Concerns were raised over if there will be electrical vehicle parking spaces available within the parking garage.
5. Concerns were raised with respect to the parking garage, particularly why it will not be located underground despite previous discussions.
6. Concerns were raised with respect to the loss of the NCC surface parking lot spaces, particularly if the spaces will be included in the new site.
7. Concerns were raised with respect to why an off-site shuttle was not considered instead of the amount of parking directly on the site.

Central Experimental Farm

8. Concerns were raised with respect to loss of Central Experimental Farmland.
9. Concerns were raised with respect to the boundary between the proposed development and the Central Experimental Farm, particularly the location of the large, proposed buildings and servicing equipment, such as the cooling towers on the site boundary, and a need for a buffer between the two sites.
10. Concern was raised with respect to traffic volume on Birch, Maple Drive and Prince of Wales changing the quiet pastoral street character of the roadways.

Noise

11. Concerns were raised with respect to the noise impacts of the helicopter pad on the roof of the proposed development.
12. Concerns were raised with respect to impacts of the Central Utility Plant and loading of the hospital on the Central Experimental Farm and arboretum.
13. Concerns were raised with respect to the noise of ambulances on Prince of Wales and Maple Lane.

Recreation and Open Space

14. Concern was raised with respect to the plans for Queen Juliana Park on top of the parking garage, particularly if it will be completed and if it will be turned into more parking in the future.
15. Concerns were raised with respect to who will maintain the greenspace on the site, especially Queen Juliana Park.
16. Concerns were raised with respect to a need for greenery to buffer and coverup parking lots, industrial back roads, and other infrastructure on the site.
17. Concerns were raised with respect to the loss of vegetation on the site, particularly the loss of distinctive trees (ex: will there be compensation given and replacements planted for the trees removed on the site? how will existing trees will be protected before, during and after construction of the hospital complex? What trees (distinctive) and how many will be cut? Why do so many trees have to be removed?)
18. Concerns were raised with respect to changes to the escarpment.

19. Concern was raised with respect to too much hardscaping and not enough greenspace on the site.
20. Concerns were raised with respect to how to incorporate the existing tennis club into the proposed development.

Accessibility

21. Concerns were raised with respect to direct and safe access to the hospital for pedestrians.
22. Concerns were raised with respect to distance to the hospital from arrival points being too long for people with disabilities. (ex: Where is the accessible parking located? How far is the distance to the main entrance to the hospital?)
23. Concerns were raised with respect to grades of access to the hospital.
24. Concerns were raised with respect to not enough entrances to Queen Juliana Park.
25. Concerns were raised with respect to the sloped access to Queen Juliana Park causing accessibility problems for those with mobility issues.

Cycling

26. Concern was raised with respect to the loss of cycling routes, specifically the Trillium Multi Use Pathway and Queen Juliana Pathway.
27. Concerns were raised with respect to not enough cycling connections being provided on the site, particularly no cycling connections being provided on the western portion of the site.
28. Concerns were raised with respect to where and if enough bicycle infrastructure is being provided on the site, particularly the need for covered and secure bicycle parking.

Design

29. Concerns were raised with respect to the location of the Urban Square, particularly that it would be better served at the corner of Carling and Preston Street.
30. Concerns were raised with respect to the shape of the buildings and the wind effects.

31. Concerns were raised with respect to the design of the buildings for bird safety (ex: concerns about bird strikes on glass and the materials and landscaping used to mitigate this, adherence to the City of Ottawa's new Bird-Safe Design Guidelines needed and the National Capital Commission's guidelines).
32. Concerns were raised with respect to how the proposed development will function in the winter.
33. Concerns with the incorporation of sustainability into the project.
34. Concerns were raised with respect to light pollution from the proposed development.
35. Concerns were raised with respect to if scale models could be provided to illustrate the size and massing of the buildings in the proposed development.

Heritage

36. Concerns were raised with respect to impacts on the Domain Observatory (site lines from the 16-inch refractor telescope; lighting from the hospital and hospital grounds; traffic use of Maple Lane and concerns with the impacts on the South Azimuth Building; construction and vibration on the dominion observatory grounds with the pier mounted telescope and seismometers and the underground rooms; parking for the national observatory and concerns about the loss of the 200 NCC spaces, concern of site lines affected by building 20 storeys in front of observatory).
37. Concerns were raised with respect to the impact of construction (vibration, etc.) on the foundations of the nearby historic/heritage buildings.

Indigenous Peoples

38. How were Indigenous Peoples consulted and involved.
39. Concerns were raised with respect to how Indigenous culture and landmarks will be incorporated into the site. (ex: murals, and the inclusion of the Indigenous trail from Dows Lake to the Remic Rapids to be included in the Plan, etc.).

Public Comments and Response:**Previous Public Engagement:**

Nine public meetings were held between September 2017 and January 2018. A public meeting was held in the community on September 25, 2017 at the Silver Street Community Centre (960 Silver Street). Residents, representatives from The Ottawa Hospital and the Ward Councillor's office were present, and over 90 residents attended the meeting. The City posted information on its website to engage residents.

From November 22, to December 17, 2017, TOH held seven information sessions across Ottawa (five meetings) and eastern Ontario (two meetings). Including the launch of an online engagement tool (greatertogether.ca/engage), as well as a Campus Engagement Group composed of community members, stakeholders and patients.

An open house was held on January 31, 2018 at Lansdowne Park (Horticulture Building) to present a draft architectural concept, as well as an update on planned hospital services. This was accompanied by a presentation to local Councillors, Provincial Members of Parliament and Federal Members of Parliament. Over 200 residents attended this open house session.

In addition, an online engagement tool was launched by TOH in November 2017 (greatertogether.ca/engage), as well as a Campus Engagement Group composed of community members, stakeholders and patients.

The Official Plan and Zoning By-law amendments were heard at Planning Committee on May 22, 2018, and Council on June 13, 2018.

GENERAL**Master Plan Public Engagement:**

A virtual Community Association Meeting was held through an online video conferencing tool, ZOOM, on May 19, 2021. Community associations, and representatives from TOH were present. Approximately 15 members of community associations attended the meeting. Community Associations at the meeting included Dows Lake Residents Association, Civic Hospital Neighborhood Association, Carleton Community Association, Glebe Annex Community Association, Dalhousie Community Association, and the Dows Lake Community Association.

A virtual Community Engagement Group (CEG) Information Session was held through an online video conferencing tool, ZOOM, on June 7, 2021. Residents who are members of the CEG, and representatives from TOH were present, over 15 residents attended the meeting.

A virtual Public Information Session was held through an online video conferencing tool, ZOOM, on June 29, 2021. Residents, representatives from TOH and the Ward Councillor's office were present, and over 200 residents attended this information session.

Site Selection:

The federal government has made the decision to lease the Sir John Carling site to The Ottawa Hospital through a 99-year lease, which came into effect on February 23, 2018.

TOH has been working with the Ministry of Health and Long-Term Care at the provincial level to seek their required staged approvals on this site, including their functional programming.

TRANSPORTATION

Sherwood Drive

With respect to traffic growth on Sherwood Drive, the existing peak one-way through volume on Sherwood is about 181 vehicles per hour (WB in PM pk hour at Bayswater). Calculated by: westbound through traffic 79 vph, westbound left turns 1 vph, westbound right turns 101 vph = 181 vph.

Vehicle volumes in this direction are expected to increase by 30 vehicles as demonstrated in image 2 (difference plot 2048 to existing). So, averaging about 1 vehicle per year up to 2048.

So, the one-way volume will increase from about 180 vph today, to approximately 210 vph. The City recommended one-way volume threshold for a collector street is 300 vph – so vehicle traffic on Sherwood is well within that limit. Ensuring Sherwood Drive is retrofitted to discourage cut-through traffic is important, and to ensure it remains a safe street for you and your community members. Thus, please visit the city's website to see the on-going traffic calming project for this street: <https://ottawa.ca/en/city-hall/public-engagement/projects/sherwood-drive-traffic-calming-study>

As this Master Plan evolves, we will need to ensure Sherwood Drive remains a safe street for cyclists, pedestrians and residents. We will have the ability to visit the traffic study at each subsequent site plan stage (the parking garage will be phase 1; hospital building phase 2/3 in 2024; subsequent research buildings along Carling beyond 2028) that will implement the master plan and verify the Transportation Impact Assessment projections and assumptions.

Other Neighbourhood Street Impacts

The transportation study does not expect traffic volumes to significantly increase in the Dows Lake Community under normal conditions. However, it is acknowledged that Lakeside Avenue provides direct access for eastbound traffic from Queen Elizabeth Driveway to Bronson and may experience slightly higher traffic volumes at times during peak commuter periods when the adjacent arterial network is most likely to be congested.

For the remaining local streets, existing area traffic management measures (such as turn prohibitions and time of day restrictions) will still be enforced that will help limit traffic infiltration. The Bronson/Carling intersection was also modified in recent years to provide double northbound left-turn lanes, which improved traffic operations and help reduce travel times to the New Civic Development using the arterial road network. If chronic traffic infiltration is observed post-opening day of the New Civic Development, the City area traffic management group can assess and implement appropriate mitigation measures to address these concerns.

Traffic Growth in Appendix L of the TIA

The material in Appendix L reflects the findings of the City's Regional Transportation Model (TRANS) consisting of hundreds of traffic zones and thousands of links. The information was used to inform future travel behaviour from a regional perspective. In the specific case of Sherwood Dr, the model reflects the fact it is the shortest distance between the New Civic Development and the Parkdale interchange. However, the model is not reflecting the unique design of Sherwood Dr, i.e. neighbourhood specific traffic calming measures that reduces the attractiveness of the route. Therefore, the TRANS model forecast for Sherwood Dr was considered to be unrealistically high.

Also, the note at the bottom right of the model, on page 227, states "Recipients are required to use caution and professional judgement in using and interpreting model outputs".

Traffic Flow and Intersection Design

There is the on-going traffic calming study for Sherwood Drive, as this is the most likely route for cut-through traffic if persons do not use the faster arterial road of Carling to and from Parkdale. The Master Site Plan conditions will enable City staff to request updated TIA reports to understand how the traffic flows are occurring after the hospital build-out and opening, and thus staff will have the ability to seek modifications to streets or signals or other measures to mitigate any adverse impacts the traffic patterns are having on neighbourhood streets. Keep in mind that this master plan does not allow a building permit to be acquired, but it will be up to each implementing site plan

application to come forward with the appropriate plans and studies for approval and permits.

Highway 417 Signage

MTO has commented on the question of signage changes on Highway 417 is as follows:

“Changes to signage on Highway 417 can be made once the new hospital is operational as per MTO sign policies. The hospital administrator must complete and submit an application for hospital markers.”

The hospital site plan is not anticipated until 2024, with a 4-year build to 2028.

Ambulance Access / Egress

The ambulance entrance is off Maple Drive (at Carling Avenue) and a second entrance is off Prince of Wales Drive. The route for ambulances accessing the site on Maple Drive is from Carling Avenue, not Sherwood Drive, unless there is an ambulance who needs to attend an emergency within the Civic Hospital Neighbourhood and then use local streets or Sherwood Drive to exit.

An ambulance that does exit the highway at Parkdale Drive would thus use Parkdale Drive to Carling Avenue to Maple Drive, not Parkdale Drive to Sherwood Drive and then west on Carling Avenue to Maple Drive.

LIGHT RAIL AND TRANSIT

Light Rail Transit Station Connectivity

The new site is fully within 670 metres of transit and will be approximately 250 metres from transit station to the main entrance. The integration of the Dows Lake LRT station has several options in how that occurs to best integrate the station and hospital. These options will be explored with senior levels of staff and with Council. Conditions of approval will require the LRT connectivity to be direct, accessible, weather protected and provide connection adequate, secure and highly visible bicycle parking.

Pedestrian and cycling modes will need to be enhanced around the station to ensure it is supported by, and linkages to the hospital will need to be clear and on desire lines.

Additional Transit Service

Carling Avenue is shown as a Rapid Transit Network on Schedule D of the City's Official Plan and this project is identified as a Transit Priority Corridor in the City's Transportation Master Plan's Affordable Network. This corridor will work with the Carling

LRT Station and the Trillium Line as part of the overall transit network and see continuous transit lanes along Carling Avenue between the Carling (Dow's Lake) Trillium Line LRT Station and the Lincoln Fields Confederation Line LRT Station to the west

PARKING

Aboveground Parkade

The parkade design is an essential element that is being examined and discussed. The opportunity of the four-storey garage allows that weather protected walk from the top of the garage to the elevation of the hospital entrance on top of the ridge, making an LRT connection that can be protected, accessible, direct and animated. It is expected that the garage will be the 1st site plan coming forward to implement the master plan. The design of the garage requires better integration with the landscape that will not only protect the views from Dows Lake but add landscaped value to the site. The pedestrian entrances to the top of the garage will need to be inviting, universally accessible and highly visible. These elements are being worked on.

Short Term Parking at Dows Lake

With respect to short term parking, the NCC has allocated 200 spaces within the future parking garage for the use of Commissioners Park and the Dow's Lake Pavilion. These spaces and their allocation are part of the lease agreement from the Federal Government to The Ottawa Hospital.

Off Site Parking Impacts

The TIA indicates that on opening day in 2028 with a 50 per cent modal share for car trips there would be 1,123 vehicles am peak trips and 986 vehicle pm peak trips, with parking for approximately 3,000 vehicles. The modal shift away from personal auto trips is the key, and that is consistent with the City's transit-oriented development principles and policies.

The parking strategy for off-site parking management will be forthcoming when the site plan is submitted to implement the main hospital building phase around the year 2024. As such, the proposed conditions of master plan approval will require an off-site parking strategy prior to registration of the main hospital building. An aggressive Transportation Demand Strategy will be implemented to help reach the City's transit-oriented goals for this site, with a modal split of 35 per cent auto driver and 65 per cent non-auto driver by 2048. This modal shift will help to lesson off-site impacts in adjacent neighbourhood streets.

Parking numbers

The applicants Transportation Impact Assessment is in line with the City's Transit Oriented Development standards for allocated much of the effort towards rapid transit, and other modes such as cycling. The zoning does have a minimum required parking that TOH will not only need to meet, but operationally they will want to meet minimum parking, while pushing the modal split to transit with proximity to the Carling station. Parking has been identified as requiring a minimum of approximately 3,000 spaces with a maximum of 7,000 spaces for this transit oriented site.

Underground Parking Garage

The provision of full underground parking on the site would cost an additional 300 Million dollars, require significant dewatering that would potential create issues with the O-Train Trillium Line, significant blasting and construction activity and construction traffic, and add an approximate 2 year delay to the project.

CENTRAL EXPERIMENTAL FARM

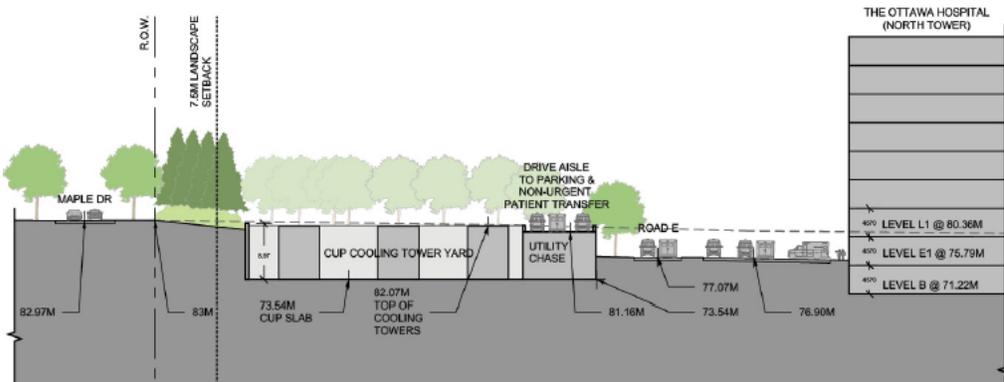
To mitigate impacts on the CEF, conditions of approval have been established such that subsequent implementing site plan control submissions for the phased development of the New Civic Development shall demonstrate through a revised Cultural Heritage Impact Statement how the development protects the CEF's rural picturesque character and value as a 'farm within the city' through its landscaping on its east, west and south borders using trees or other landscape features to reduce the impact to existing views of the CEF NHSC from the Rideau Canal NHSC/WHS, Prince of Wales Drive section of the Queen Elizabeth Driveway cultural landscape, and the William Saunders Building Recognized Federal Heritage Building

NOISE

Noise (Helicopter, Heating and Cooling)

The Central Utility Plant cooling towers will not project above grade, as shown in the image below:

Figure 19: Section Looking North at Maple Drive



The helipad will require further investigation in the main hospital site plan application in 2024, but theoretically should provide lesser impacts since it is on the rooftop of the 12 storey hospital wing, and does not have to drop 12 storeys to the ground having sound bounce of lower level buildings. Having said this, the noise study will need to address this at the main hospital site plan stage. The helipad is located on the roof top to ensure that the emergency function can be fast, efficient and weather protected as you move from the rooftop into an elevator that drops directly into the emergency section of the hospital. It also removes a vast space from the ground plain where the helicopter would require buffers from buildings, trees and other structures.

ENVIRONMENT, OPEN SPACE, TREES

Tree Loss / Urban Canopy

In the updated Tree Conservation Report, a total of 523 trees measuring greater than 10 cm DBH have been identified for removal, being a net positive reduction equalling 157 fewer trees from the count of 680 trees identified in the first submission of the Environmental Impact Statement (EIS) and Tree Conservation Report (TCR). Tree removal totals have been refined based on the updated Master Site Plan, which included clarification on anticipating grading limits and confirmation of the potential to avoid impacts to trees located along the edge of The Ottawa Hospital Lease Area.

Staff are working on a target canopy coverage for the overall site, in conjunction with the NCC. Although trees are irreplaceable, the master plan will have conditions on how the site is to move forward and be planted to ensure a suitable canopy coverage that is in line with our new OP direction. Keep in mind that the Master Plan does not allow a building permit to be obtained, it is a conceptual master plan that requires individual site plan applications to come forward (with public consultation) to provide detailed drawings and reports for approval. Thus, the details of which trees can be retained, how the

canopy cover can be achieved will be conditioned on the master plan and come forward on future site plan applications for various phases of development.

This master plan will be implemented through numerous detailed site plan applications for each phase. This would include the parking garage phase in Q3 of this year; the Central Utility Plant phase in 2023; the main hospital phase in 2024 and subsequent office and research towers between 2024 and 2048. Thus, the detailed tree removal and retention plan will come forward at the individual site plan phases, and opportunities to retain trees will be explored in detail.

Rooftop Park

The rooftop park will be part of a future site plan control application that will undergo public consultation and approval. The success of the park will rely on how pedestrians access it in highly visible, accessible and inviting access points, as well as the programming on the roof itself.

Urban Plazas

The plaza will be refined through a future site plan control application to implement the master plan. Currently the plaza is conceptual to show how the space can be programmed and landscaped. We will need to examine wind effects, solar orientation, noise impacts on this space to provide comments to TOH and their consultants on how best to organize the space to make it successful. The TOH team has been given preliminary feed back on this through our 1st review comments and will be focusing on this space in likely the 2nd or 3rd site plan control application after the parking garage.

Green Space

The Master Plan proposes a diversity of open spaces to support active and passive recreation opportunities on site. These include urban plazas at Carling Avenue and Champagne Avenue. A proposed green roof on the parking garage would re-establish Queen Juliana Park with approximately 23,225 square metres of open space for public use. The programming opportunities are vast, and could include tennis courts, playground and splash pad, passive outdoor activities, community gardens and more.

Federal Effects Determination

A federal effects determination (Environmental Effects Analysis - EEA) was not required for the Master Site Plan because the master plan itself does not result in a “physical project” on federal lands. The first Environmental Effects Analysis is being completed as part of the Phase 1 Parking Garage site plan control submission (keep in mind the master plan does not allow the applicant to obtain a building permit, but future site plan

applications to implement the master plan would come forward to do that). The Environmental Effects Analysis will be a joint report that covers both the Federal and Municipal requirements (the municipal requirement being the Environmental Impact Statement and Tree Conservation Report). This EEA will fulfill the *Impact Assessment Act* requirements as mentioned above.

While the FLUDTA (Federal Land Use, Design and Transactions Approval) is the responsibility of the NCC, PSPC as the landowner will be the Lead Federal Authority on the approval of the Environmental Effects Analysis.

Accessibility

Universal Accessibility of the NCD is a key principle for TOH. The objective for the new campus is to not only meet the Health Care Accessibility Standard for the Province of Ontario, but to exceed current accessibility requirements in codes and standards such as the Ontario Building Code (OBC), CSA B651 Accessibility of the Built Environment Standard, the City of Ottawa Accessible Design Standard (COADS) and the Accessibility for *Ontarians with Disabilities Act* (AODA) Integrated Accessibility Standards Regulations.

The NCD project will also take into consideration the new AODA Health Care Standard - 2021 initial recommendations report, which identifies the standards committee's initial recommendations for proposed Accessibility Standards for Hospitals in Ontario.

Designing for Universal Accessibility will improve the experience for people who live with a range of disabilities and functional or activity limitations, including patients, visitors, staff, and volunteers.

CYCLING

Multi-Use Path System

The Master Plan illustrates the provision of two main cycling networks. The first is around Carling Avenue, Preston Street to Prince of Wales Drive, and the second is through the campus site to Prince of Wales Drive from the Carling Avenue LRT station. Both cycling routes will be dedicated cycling facilities, separate from pedestrians and other users, with the Carling Avenue to Prince of Wales route having a 3-metre-wide bi-directional bikeway. Generous sidewalks will be provided along Carling Avenue and Preston Street, which will include a 1.2 metre snow piling zone along the street between the bi-directional bikeway and street, with a 2.5 metre continuous landscape zone between the sidewalk and bi-directional bikeway, and the sidewalks themselves will be against the building edges in the range of 3.5 metres to 6.75 metres wide along Carling Avenue and Preston Street.

DESIGN

Streetscape on Carling

Sidewalks along Carling will be in the range of 3.5 metres to 6.75 metres wide along Carling Avenue and Preston Street. The conceptual master plan setbacks of the research and office buildings are in line with the City's OP direction and Secondary Plan direction for these to mainstreets. Through individual site plan review, and design review by both the NCC and City, the sidewalk, cycle track, boulevards and landscaping will be reviewed to ensure that the pedestrian realm along Carling Avenue and Preston Streets are comfortable, safe, active and vibrant.

Bird Friendly Glass

The City's council approved guidelines on Bird Friendly Design Guidelines are applicable to this project, and each site plan that comes forward will need to address the guidelines of this document (see document link below):

<https://ottawa.ca/en/city-hall/public-engagement/projects/bird-friendly-design-guidelines>

Scale of Drawings

With respect to the scale, the master plan drawings are all scaled in the 'plan view' as shown in the link below. Given this is a master plan approval, staff will be conditioning it such that each implementing site plan comes back through for review, consultation and approval. This will include review at the City's Urban Design Review Panel and NCC's Advisory Committee on Planning, Design and Realty. The actual hospital site plan is not anticipated until 2024, with detailed architectural elevations. What the master plan is approving is the conceptual layout of the site and the supporting studies.

Wind and Light

Detailed information on wind effects will come forward on each implementing site plan control application through the requirement of a Wind Study to be reviewed and approved by the City. With respect to lighting, the City has policies on light spillage, and the use of sharp cut-off lighting to minimize impacts on the dark sky. Conditions of approval through implementing site plan applications will include the City's policies on lighting.

Sustainability

Section 2.3 of the applicants 'Planning Rationale and Design Brief' speaks to the sustainable measures of this project that the applicant is proposing. Strategies will be

further developed as each implementing site plan is submitted for review and approval, but they currently include;

- Low impact development, habitat protection and enhancement, reduced waste, direct light rail and bicycle connections
- Shade tree planting, tree retention, off site compensation
- Providing low maintenance planting zones, natural landscaping, native plant species planting
- Green roofs, water storage for irrigation
- Bioswales and rain gardens

The New Civic Development will feature a hybrid of the most modern sustainability models to design and construct high-performance buildings on the site. This framework draws from the best elements of the following proof-positive models: the federal and National Capital Commission Sustainable Development Strategies, One Planet Living, Leadership in Energy and Environmental Design, the WELL Building Standard and TOH Sustainability Requirements.

From the One Planet Living model which promotes ‘holistic’ sustainability --beyond the reduction of ecological and carbon footprints -- the new campus will encourage active, sociable, meaningful human experience that promote good health, well-being, and happiness. To that end, and for patients, visitors, staff, and volunteers alike, the site will include a safe environment for pedestrian and cycling routes, contact with nature, greater equity in training and employment, cultural safety for Indigenous peoples and all ethnicities, and opportunities for sport, recreation and spiritual practice to improve health and happiness.

In addition, this hybrid model will result in a variety of environmental benefits including cleaner air, reduced energy demand, renewable energy technology, low-carbon fuel sources, and the potential for a future-proof design that aspires to be ‘Net -Zero Ready’.

Built to be climate resilient during cold winters and hot summers, the New Civic Development will utilize best-practice climate modelling to assess risk and design for future probabilities to ensure endurance of the site and optimal performance in a changing world.

The project aspires to significantly reduce construction and operational waste, conserve resources, and prioritize sustainability through recycling, composting, device reprocessing and new conservation programs that reduce operational waste.

HERITAGE

Cultural Heritage Impact Statement

This application will go to Built Heritage Sub Committee on August 31st, prior to the Sept 9th Planning Committee date. A 2nd submission of the Cultural Heritage Impact Statement is forthcoming and will inform our report to BHSC.

With respect to the Cultural Heritage Impact Statement, the study has demonstrated that further refinement in design, landscaping and transportation can mitigate cultural heritage impacts, and conditions will be imposed on the Master Plan to detail those mitigation measures and requirements for implementing phases. Conditions in Document 5 speak to:

- the requirement of individual site plan control phases to include a section within the Planning Rationale that discusses how the proposed phase respects and implements the final approved Cultural Heritage Impact Statement
- the requirement to adequately screen the new hospital on its east, west and south borders using trees or other landscaping features to reduce the impact to existing views of the CEF, NHSC and from the Rideau Canal, Prince of Wales and Queen Elizabeth Driveway, and the William Saunders Building.
- The requirement to mitigate construction related impacts on Federal Heritage Buildings adjacent to The Ottawa Hospital site.
- The requirement to project the South Azimuth Building

World UNESCO Site

With respect to the hospital within the larger context of the Rideau Canal National Historic Site (NHSC) and World UNESCO Heritage Site (WHS), the Hospital Master Plan will not directly alter either the historic fabric or appearance of the NHSC and WHS character. No elements of the Rideau Canal NHSC/WHS will have heritage attributes or character-defining elements obscured by shadows cast by the master plan. The master plan will also be outside of the 30-metre buffer zone of the Canal, and overall visual changes will be minor and at the periphery of views from the Canal. Three-dimensional modelling and map analysis also determined that the master plan will not obstruct any significant views or vistas within or from individual cultural heritage resources in the Rideau Canal NHSC/WHS, such as views north from Hartwell's Lock station and views west from the Bronson Avenue Bridge.

Maple Drive

Maple Drive is an important entry point to the pastoral CEF. The road itself will not change, or widen, and the 1st review comments submitted to TOH from staff indicate that all efforts must be made to maintain the trees along the edge of the drive to ensure this pastoral element is maintained as best as possible. Discussions are underway about the hedge collection, and if hedges (which ones) can be retained and / or relocated. The details of this will not be part of this phase, as the main hospital building is expected to come forward as a site plan control application around 2024. However, master plan conditions will speak to these matters.

INDIGENOUS PEOPLES

Indigenous Peoples Involvement

The inaugural Indigenous Peoples Advisory Circle was held on May 27th from 1:30 to 3:30 pm. Over 25 Indigenous representatives gathered virtually -- from national and local agencies and communities in Ottawa, Eastern Ontario/Quebec, and Nunavut. This Advisory Circle is intended to benefit all people and all nations and aim to be inclusive and receptive in addressing all needs while ensuring that the design will integrate cultural awareness, inclusion, and safety for all.

The meeting was facilitated by former Ottawa Hospital oncology patient, Guy Freedman, a fifth generation Half-Breed (Métis) from FlinFlon, Manitoba, who lives in Ottawa and has worked, among many other leadership roles, as a Senior Advisor for the Truth and Reconciliation Commission of Canada.

The Circle was inspired by Gail Boehme, Executive Director of the All Nations Healing Centre in Fort Qu'Appelle, Saskatchewan who presented on this exemplary hospital, where traditional healing practices are seamlessly integrated with Western medicine.

The next steps for the Indigenous Peoples Advisory Circle will include a series of workshops on major elements of Indigenous health and healing in building design, green space, growing of traditional medicines, and program delivery as we consider progressive ideas that join both Western medicine and traditional healing into the new campus.

- National/Provincial Representation
 - Marion Crowe, Chair of IPAG, The Ottawa Hospital, Board of Governors
 - Guy Freedman, Facilitator, President and Senior Partner, First Peoples Group

- Elder Fred McGregor, Elder
- Gail Boehme, guest speaker, Executive Director, All Nations Healing Hospital
- Dr. Francois de Wet, Chief of Staff, Government of Nunavut
- Parniga Akeeagok, Executive Management Committee, Department of Health, Government of Nunavut
- Elizabeth Harvey, Director, Intergovernmental and Community Relations, Metis Nation of Ontario
- Meg Ellis, Improvement Lead, Northern and Indigenous Health, Healthcare Excellence Canada
- Michelle Rand, Group Manager, Indigenous Cancer Care Unit, Clinical Institutes & Quality Programs, Ontario Health
- Alethea Kewayosh , Director, Indigenous Cancer Care Unit, Ontario Health
- Local Representation
 - Ron McLester, Vice President – Truth, Reconciliation & Indigenization, Algonquin College
 - Cindy Mitchell Francis, Mohawk Council of Akwesasne
 - Peggy Dick, Algonquins of Pikwakanagan
 - Connie Siedule, Executive Director, Akausivik Inuit Family Health Team
 - Councillor Jim Meness, Councillor, Algonquins of Pikwakanagan First Nation
 - Randy Mayes, Executive Director, Odawa Native Friendship Centre
 - Connie Siedule, Executive Director, Akausivik Inuit Family Health Team
 - Dr. Indu Gambhir, Lead Physician, Akausivik Inuit Family Health Team
 - Danielle Dorschner, Executive Director of Ottawa Health Services Network Inc
 - Carolyn Roberts, Indigenous Patient Nurse Navigator, The Ottawa Hospital

- Gwen Barton, Manager, Patient Experience, The Ottawa Hospital
- Cameron Love, Chief Executive Officer, The Ottawa Hospital
- Katherine Cotton, Chair, Board of Governors, The Ottawa Hospital,
- Dr. Debra Bournes, Chief Nursing Executive and Vice President, Clinical Programs, The Ottawa Hospital, Regional Vice President, Champlain LHIN Cancer Services, Cancer Care Ontario