

New Campus Development for The Ottawa Hospital

Application for:

**Site Plan Control and Federal Land Use Approval
Hospital and Central Utility Plant**

Revised Planning Rationale

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EXECUTIVE SUMMARY

Project Background

In June 2017, a Federal Land Use Design and Transaction Approval was granted, making available an approximately 20-hectare property of federal land for a new campus of The Ottawa Hospital. Municipal land use planning policy documents were brought into alignment with this federal land use decision.

In May 2021, complete applications to approve a Master Site Plan and Lift the Holding Zone were submitted to the City of Ottawa along with an application to the National Capital Commission for approval of the Master Site Plan for a New Campus Development (NCD) for the Ottawa Hospital (formerly referred to as the new Civic development). The Master Site Plan was approved by Ottawa City Council in October 2021 and by the National Capital Commission in November 2021.

The Master Site Plan illustrates how Phase 3 and 4 of the NCD will be completed according to a phased approach. In October 2021, applications for Phase 2 of the project, comprised of a parking garage, green roof and internal roads, were submitted to the City of Ottawa and the National Capital Commission (NCC). The Phase 2 Project was approved by the City of Ottawa in October 2022. The National Capital Commission approved the Schematic Design of the Phase 2 Project in January 2022, and approval for Early Works that included site preparation was approved in March 2022 and for excavation, services, and the structure in September 2022. The Developed Design is expected to be considered by the NCC's Board in early 2023.

The current applications are for the Hospital (Phase 4) and Central Utility Plant (Phase 3) of the Master Site Plan.

New Campus Development Phasing Plan



Phases 3 and 4 Overview

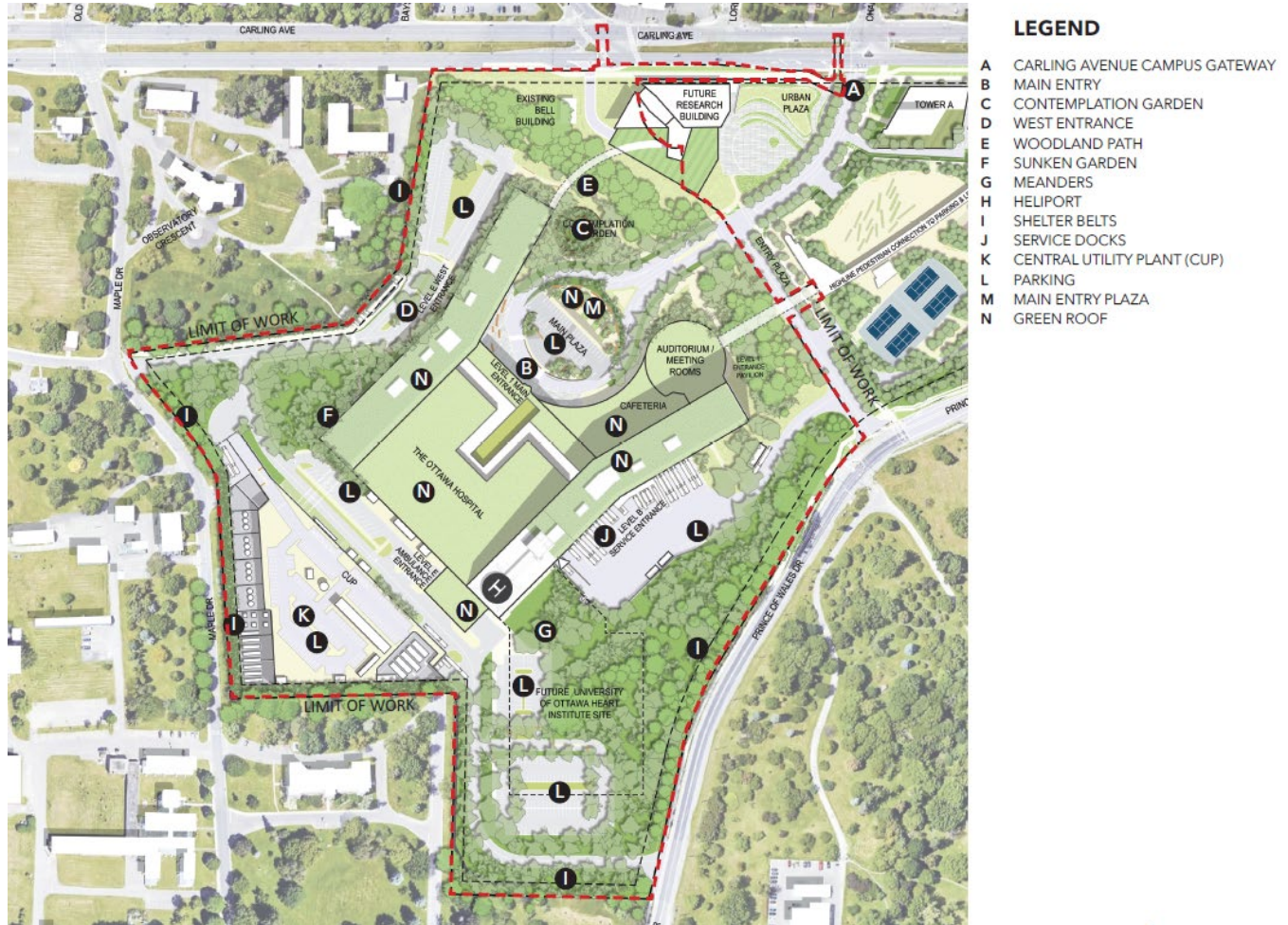
Phases 3 and 4 of the Master Site Plan include the following major components (see image below):

1. **Central Utility Plant:** The Central Utility Plant (CUP) will contain electrical, heating and cooling equipment which will provide services to the Hospital and other phases on the site. The CUP will be constructed prior to the construction of the Hospital in order to provide electricity, water and other services to the site during the construction phase. The CUP is sunken into the landscape below the grade of Maple Drive. Landscaped buffers a minimum 7.5 meters in width will be included between the CUP and the adjacent property line with the Central Experimental Farm.
2. **Hospital:** The first phase of the Hospital includes approximately 155,000 square meters of gross floor area configured via a two-storey podium, two towers which will house the majority of the patient rooms, and a Pavilion flanking the Main Entrance. “Tower A” on the north/west portion of the site is 8 storeys, and “Tower B” on the south/east side of the site is 12 storeys. A helipad for air ambulances transporting patients to and from the Hospital will be located on the roof of Tower B. The Main Entrance to the Hospital includes welcome and registration areas, cafes, and a lightwell to create a welcoming first impression. The Pavilion, to be constructed using mass timber, will contain meeting and conference rooms, an auditorium, retail spaces, a cafeteria, as well as the connection to the weather-protected highline pathway providing access from the green roof of the parking garage and Dow’s Lake LRT station. While the majority of the parking required for the Hospital was provided as part of the Phase 2 (Parking Garage and Green Roof) Project, the Phase 3 and 4 Project include some additional surface parking for staff and large-scale emergency situations at strategic locations to the northwest of Tower A and to the south of Tower B on the site of the future Heart Institute building.
3. **Access, Connections and Public Realm:** The Phase 3 and 4 Project includes landscape improvements throughout the site, including the Main Entry Plaza, Contemplation Garden, and Woodland Path. Several accesses to the Hospital will be developed as part of the Phase 3 and 4 Project and its enabling works. While the design, rough grading and initial construction of the Hospital site’s internal roads formed part of the Phase 2 Project for the Parking Garage and Green Roof, the Phase 3 and 4 Project will complete the construction of separated pedestrian and cycling facilities through the site on the east side of Roads A and B, and will provide separated pedestrian and bicycle access to the Main Entrance of the Hospital via a separated sidewalk and bi-directional cycle track on the south side of the Main Entrance and a sidewalk on the north side. A connection across the Green Roof of the Parking Garage and through the Pavilion will also be constructed as part of this phase of the project, to provide weather-protected pedestrian access to/from the Hospital from the Dow’s Lake LRT station. Enabling works for the Phase 3 and 4 Project includes offsite intersection improvements to facilitate access to the site from Prince of Wales Drive and relocation of existing underground services located within the site. It is important to note that the City of Ottawa is undertaking a separate Environmental Assessment to confirm the design for the weather protected connection from the Dow’s Lake LRT Station to Parking Garage’s highline connection to the main Hospital building.

The Design Brief which forms part of the application package presents a detailed description of the Phase 3 and 4 Project components. Applications for Site Plan Control Approval and Federal Land Use and Design Approval for the Phase 3 and 4 Project were originally submitted to the City and the National Capital Commission on November 30th, 2022. This planning rationale provides an update following agency and public review of the applications.

The following sections highlight the design vision and the key planning and design principles for the overall project, including Phase 3 and 4 as explained in the Design Brief.

Components of the New Campus Development Hospital and Central Utility Plant Phases



Vision and Key Principles

The Vision for the NCD is that “The TOH Campus will foster design excellence as a landmark in our Nation’s Capital that acknowledges the integration and extension of the landscape in an approach to promoting wellness on the site. The TOH Campus shall foster service excellence through access to, and views of, the landscape within and surrounding the Campus.” This vision has been championed throughout the planning and design of the Phase 3 and 4 Project and has been supported by the following seven key principles:

- Create an exceptional **experience** for patients, family and staff
- Improve health and **wellness** for people onsite and in the community
- Ensure **universal access** for people living with a wide range of abilities
- Provide a **welcoming** space for people of all backgrounds and cultures
- Promote leadership in **research and innovation**
- Encourage **learning opportunities** for the next generation of health care workers
- Contribute to **planetary health** and environmental sustainability.

Experience

The New Campus Development forms part of one of the most important re-urbanization areas of the city in recent years and is included in the broader Secondary Plan area for the West Downtown Core (formerly referred to as the Preston-Carling District). The Phase 3 and 4 Project include experiential pathways through the site, public realm enhancements, and the opportunity for new views of the surrounding cultural and natural landscapes.

Wellness

The NCD will serve communities at different scales, including locally and regionally. A fundamental aim of the Phase 3 and 4 Project is improving the health and wellness of people onsite – including patients, staff, and visitors – and also improving wellness of the broader community beyond the site.

Universal Access

The NCD has adopted stringent accessibility requirements.

Welcoming

The Hospital is intended to be a welcoming space for people of all backgrounds and cultures. An Indigenous Peoples' Advisory Circle has been involved at regular intervals throughout the design.

Research and Innovation

The Hospital is a crucial step in realizing the vision of the Master Site Plan and creating an anchor for research and innovation – one which can complement the longstanding role of the Central Experimental Farm as an active research facility.

Learning Opportunities

The NCD will be one of Canada's largest acute care learning and research hospitals, providing learning opportunities for the next generation of health care workers.

Planetary Health and Environmental Sustainability

TOH is in a position to develop a new paradigm of sustainability in Hospital design with the NCD. The NCD follows a holistic, sustainable design approach. The Project Team undertook a comparative analysis of relevant regulatory frameworks (Federal and NCC Sustainable Development Strategies), internationally recognized 3rd party certification systems (One-Planet Living, LEED and WELL), owner priorities and benchmark projects and have developed a synthesized project framework, to act as an organizational scaffold for core sustainable design values in consideration of reducing greenhouse gas emissions and mitigating climate change. TOH has committed to an overall 40% tree canopy coverage target over the NCD site over forty years supplemented by off-site planting where this cannot be achieved.

Land Use Policy Framework

The NCD site is subject to federal, provincial and municipal land use policies and guidelines which have been reviewed and have contributed to the design of the site, in addition to site-specific performance criteria developed by the National Capital Commission. The following policies, plans and design guidelines were consulted as part of the planning and design process for the Phase 3 and 4 Project:

- Plan for Canada's Capital
- Central Experimental Farm National Historic Site Management Plan and Commemorative Integrity Statement
- Capital Urban Lands Plan
- National Capital Commission Capital Realm Design Principles for The Ottawa Hospital
- NCC Performance Criteria for the new Civic Development
- Ontario Provincial Policy Statement
- City of Ottawa Official Plan (2022)
- West Downtown Core Secondary Plan (2022)
- City of Ottawa Comprehensive Zoning By-law
- Transit-Oriented Development Guidelines
- Preston-Carling Public Realm and Mobility Study

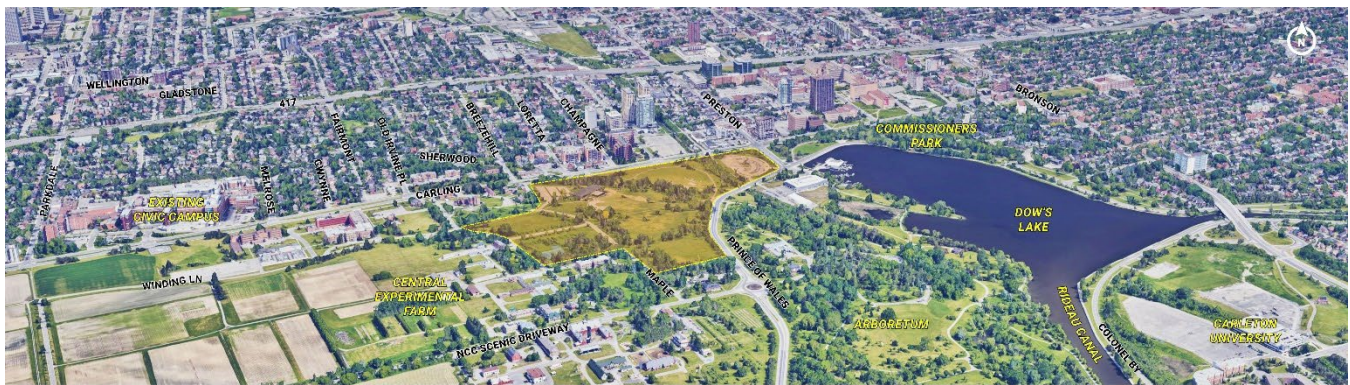
Planning Conclusion

The preparation of this Planning Rationale has required a thorough understanding of the overall site, the Master Site Plan and its supporting studies, the previous Phase 2 Project (Parking Garage and Green Roof), the proposed design of the CUP and Hospital and the supporting studies, as well as a thorough review of the land use planning policy framework of the federal, provincial and municipal levels of government. Federal Land Use and Site Plan Control Approval of the Phase 3 and 4 Project of the NCD is recommended for approval on the basis that it conforms to the multi-level policy framework and design guidance noted herein and will result in good land use planning in the professional opinion of the consultancy team.

1.0 PROJECT BACKGROUND

In June 2017 a Federal Land Use Design and Transaction Approval was granted making an approximately 20-hectare property of federal land available for a new Civic Campus of The Ottawa Hospital (**Figure 1**), and a land lease was executed in 2018. The project is referred to as The Ottawa Hospital New Campus Development (NCD – formerly referred to as the new Civic development). Also in 2018, the City of Ottawa passed Official Plan and Zoning By-law Amendments to bring the City's land use planning policy documents into alignment with the federal land use decision. The amendments redesignated a portion of the Central Experimental Farm to *General Urban Area* and recognized the future use of the new campus within the boundary of the Farm. The Preston-Carling District Secondary Plan was also amended at that time and introduced a new *Hospital Area* character area policy to specifically guide development of the Hospital and its related uses. The associated Zoning By-law Amendment rezoned the lands to *Major Institutional Zone* and enacted holding provisions to prevent development until such time as a Master Site Plan and supporting plans and reports that addressed servicing requirements, multi-modal transportation options, and cultural heritage impacts were completed and approved by Council.

Figure 1. The Ottawa Hospital New Campus Development



In May 2021, complete applications for Site Plan Control and Federal Land Use Approval for a Master Site Plan and lifting of the municipal Holding Zone were submitted concurrently to the City of Ottawa and the National Capital Commission. The Master Site Plan was approved by the National Capital Commission's Board of Directors on October 5th, 2021 and the Master Site Plan and Lifting of the Holding Zone were approved by Ottawa City Council on October 13th, 2021.

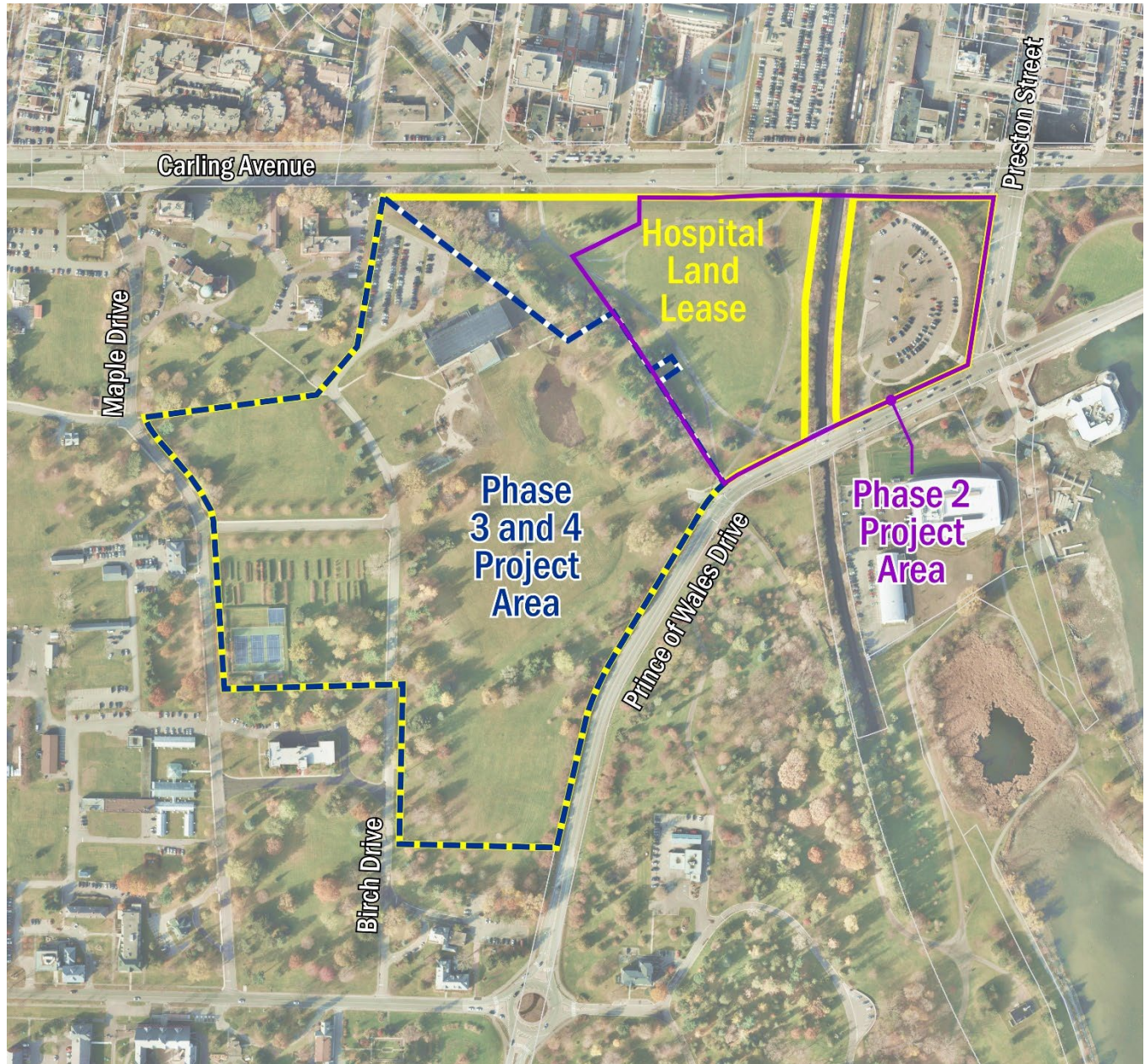
The NCD is to be implemented in Phases (**Figure 2**). The first phase was completion of the Master Site Plan process. The second phase of implementation is the Parking Garage and Green Roof at the corner of Preston Street and Prince of Wales Drive. The Parking Garage will provide parking spaces for contractors during construction and will ultimately provide the majority of the required parking spaces to serve the Hospital and other affiliated buildings planned for the site.

This Planning Rationale has been prepared in support of a Federal Land Use and Design Approval and Site Plan Control Application for the Phase 3 and 4 Project, which includes the Hospital and CUP, along with the public realm landscaping enhancements and connections dispersed throughout the site.

1.1 Local Context

The overall site for the NCD is located northeast of the Central Experimental Farm, extending north and east towards Carling Avenue, Preston Street, Dow's Lake and the Rideau Canal (**Figure 1**). The Phase 3 and 4 Project site is located on the southwest portion of the overall Hospital site, on lands to the west of the Phase 2 Parking Garage site (**Figure 3**).

Figure 3. Phase 3 and 4 Project (CUP and Hospital) Site Plan Area



The Phase 3 and 4 Project site is surrounded by the transitioning mixed-use neighbourhood within the Dow's Lake Station District (formerly referred to as the Preston-Carling District) to the north, the open space network of Dow's Lake and the Rideau Canal to the east, and the Central Experimental Farm to the west and south:

- **North:** Lands to the north of the site include historical low-rise commercial and mid-rise institutional buildings associated with the Natural Resource Canada Booth Street Campus. Redevelopment of these lands includes high-rise residential and mixed-use buildings (**Photo 1**). An existing Bell Canada structure, with its own service access to Carling Avenue is located adjacent to the wooded ridgeline and the Site to the north.

- **East:** The lands east of the site are occupied by Prince of Wales Drive (**Photo 2**), Dow’s Lake and the Rideau Canal. Existing vegetation extends along the majority of the eastern edge of the site, on the west side of Prince of Wales Drive.
- **West and South:** The Central Experimental Farm abuts the site to the west and south (**Photo 3**).

Photo 1: Low-Rise Commercial and Mid- and High-Rise Residential and Mixed-Use east of Sherwood Drive (looking northeast)



Photo 2: East of the site, on Prince of Wales Drive (looking northeast)

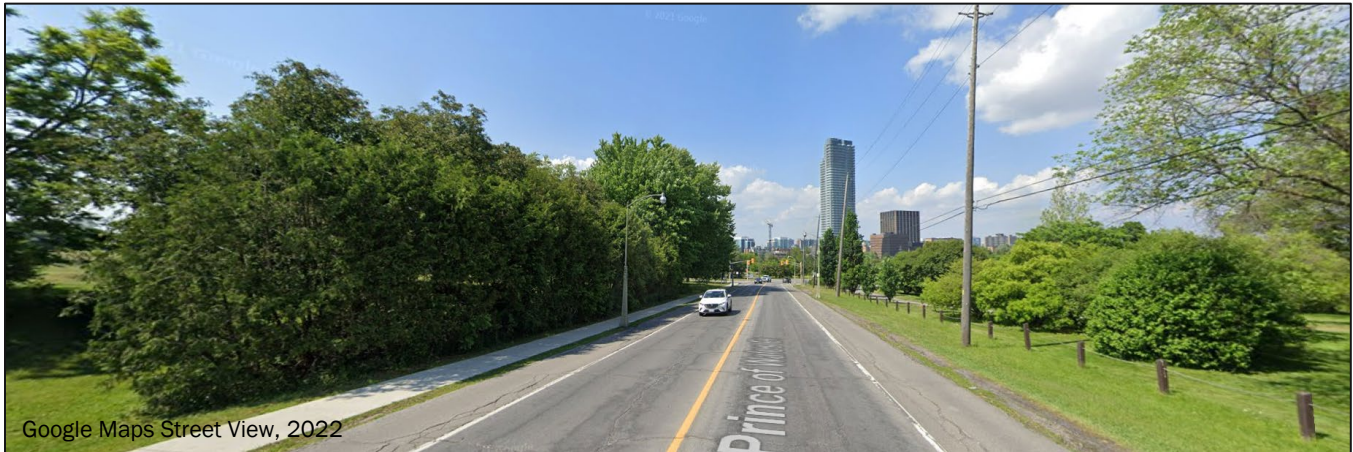


Photo 3: Southwest of the site, towards the Central Experimental Farm from Maple Drive (looking southwest)



1.2 Site Significance

The overall Hospital Land Lease site has a rich history of federal uses within Ottawa and historically has gone through several redevelopments. During the Second World War era, the federal government established a campus to accommodate office space with a series of temporary buildings located on a portion of the site. When these buildings were demolished in the late 1960s and early 1970s, the upper portion of the site was built as a new campus to contain the headquarters for Agriculture and Agri-Food Canada. The campus was made up of an 11-storey office tower and two low-rise wings, known as the Sir John Carling Building. The Sir John Carling Building and its east Annex was demolished in 2012, leaving just one of the low-rise wings, used as the cafeteria (the west Annex), which was demolished in 2021/2022.

The Central Experimental Farm (CEF) was designated a Natural Historic Site of Canada in 1997. The Farm was established by the Government of Canada in 1886 to support Canadian agriculture through research and development of good farming methods. The Farm has three clearly defined zones: a central core consisting of administrative and scientific buildings; experimental fields; and an Arboretum, ornamental gardens and experimental hedges. The CEF also includes a number of federally recognized and classified heritage buildings. The site occupies a portion of the land that included administrative offices and scientific research buildings. The Hospital Land Lease authorized the use of this portion of the Experimental Farm property for the development of the new Campus. Approximately 50 metres to the east of the site, and separated by Prince of Wales Drive, is the Rideau Canal (of which Dow's Lake is a component), a World Heritage Site and National Historic Site of Canada. The Rideau Canal traverses over 200 kilometres of the Rideau and Cataraqui River systems stretching from Ottawa South to Kingston's harbor on Lake Ontario. In 2007, the United Nations Educational, Scientific and Cultural Organization (UNESCO) added the Rideau Canal to its family of World Heritage Sites (Plan for Canada's Capital, 2017).

1.3 Existing Transportation Network and Site Access

The overall Hospital Land Lease site is ideally located to take advantage of the area's existing transportation network having frontage along Carling Avenue and Prince of Wales Drive, which is part of the City's arterial road network. Access to the Phase 3 and 4 Project site is provided via Maple Drive (entrance off Carling Avenue) and Birch Drive (from National Capital Commission Driveway). The Phase 2 Project for the development of a Parking Garage and Green Roof included the design of an internal road network on the site, with Roads A and B intended to provide access to the Phase 3 and 4 Project site from Carling Avenue and Prince of Wales Drive respectively. Existing facilities for pedestrians and cyclists include sidewalks on both sides of the road along Carling Avenue and Preston Street, and a sidewalk on the north side of Prince of Wales Drive (except for a small section of multi-use pathway between Preston Street and the O-Train corridor).

There are several multi-use pathways on or connecting to the NCD including the newly realigned Trillium Pathway on the east side of the O-Train corridor on the south side of Carling Avenue and west side of Preston Street, and the Rideau Canal Western Pathway connecting to Dow's Lake. Prince of Wales Drive is part of the City's cross-town bikeway with paved shoulder cycling lanes.

The site will be served by a direct and weather protected connection to the Dow's Lake LRT Station. The designated Carling Avenue Transit Priority Corridor proposes a reconstruction of the right-of-way to provide bus transit priority measures and active transportation infrastructure including parallel separate sidewalk and cycling facilities. The site also has access to high-order and local transit service. Local bus routes operate on the adjacent road network.

1.4 Site Topography and Open Space

The topography of the site is variable. The site slopes gently towards Dow's Lake, and a wooded ridgeline cuts diagonally across the site. The majority of the site is comprised of manicured lawn interspersed with mature planted trees with separated canopies. The predominant vegetation includes a wide variety of introduced and native species of planted deciduous and coniferous trees. Many invasive species are also found on the site. Naturalized landscape features within or adjacent to the site are limited to a narrow remnant woodlot associated with the ridgeline. The majority of trees on the site are introduced species or cultivars. No portion of the site is identified within the City's Natural Heritage System.

Figure 4. Site Topography

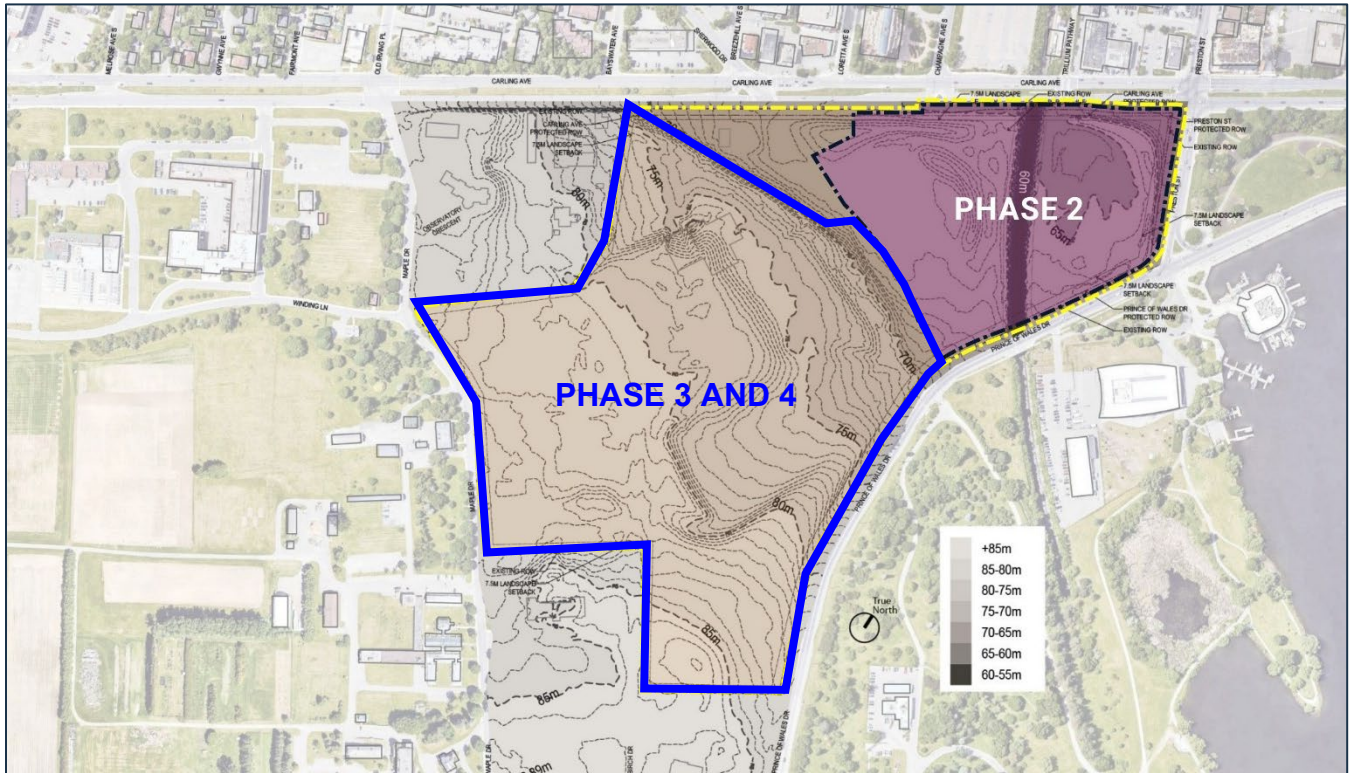


Figure 5. Site Vegetation with Hospital Land Lease boundary



2.0 PLANNING RATIONALE

This Planning Rationale has been prepared to review the federal, provincial, and municipal land use planning policies and guidelines that guide development on the site. It provides a professional land use planning opinion on the policy compliance of the Phase 3 and 4 Project. The findings are summarized in **Section 4.0** with concluding statements.

2.1 Federal Policy Context

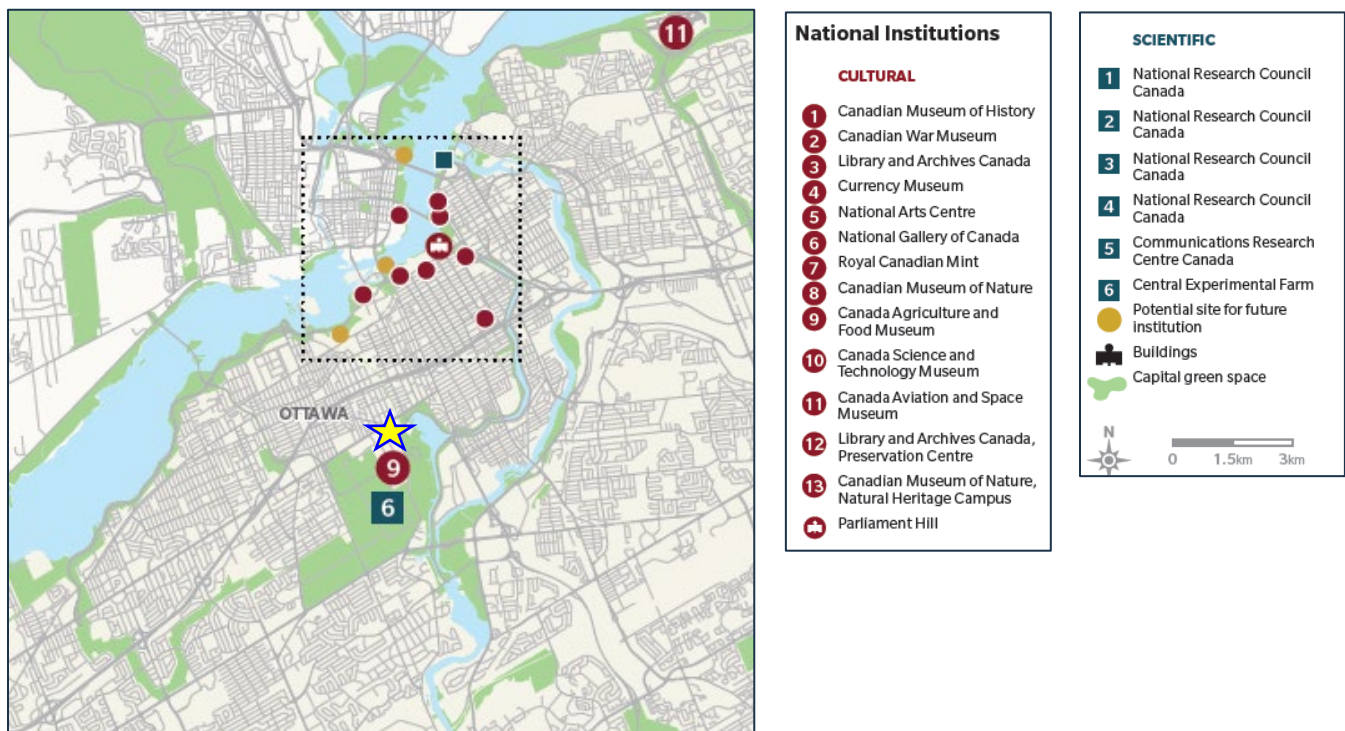
The federal policy framework includes the long-term plans of the National Capital Commission that guide the use, physical development, and management of federal lands in the National Capital Region. The NCC works in collaboration with its federal partners and landowners and stakeholders to enhance the natural and cultural character of the Capital. The framework includes the Plan for Canada’s Capital, its supporting Master Plans, and individual Site Management Plans.

2.1.1 Plan for Canada’s Capital

The Plan for Canada’s Capital (PFCC) uses a tactical place-making strategy to ensure that “*the nature and character of the seat of the Government of Canada is in accordance with its national significance*”. The PFCC has three strategic pillars: a Meaningful Capital, a Picturesque and Natural Capital, and a Thriving and Connected Capital. The NCC focuses on monuments and symbolic boulevards; parks and open spaces; and public shorelines. The PFCC also focuses on National Institutions (such as the National Gallery, the Canadian Museum of History, and more) and on these Institutions’ impact on the identity, pride, and signature of the nation’s Capital. Concentrating long-term planning efforts on these elements promotes the PFCC’s vision of a Capital that is a symbol of Canada’s values.

Specific to the NCD, the PFCC describes the Central Experimental Farm (CEF) as a unique working farm; an active research facility; a 400-hectare National Historic Site; and a taste of rural Canada in the centre of an urban region (see **Figure 6**). The PFCC also emphasizes the biodiversity benefits and natural elements of the Experimental Farm. The PFCC refers to the Experimental Farm as a “green linkage” to other pathways in the Capital, together forming a discovery circuit.

Figure 6. National Institutions (Excerpt), Plan for Canada's Capital



Planning Response: In keeping with the Master Site Plan, the Phase 3 and 4 Project is the development of the Hospital and the supporting Central Utility Plant. With its location near the intersection of main roads, near Dow’s Lake, and adjacent to Dow’s Lake Station providing multi-modal access to a scenic area, the Hospital is an opportunity to showcase landmark architecture and to improve the place-making experience in the Dow’s Lake area.

The Phase 3 and 4 Project for the CUP and Hospital seizes this opportunity by planning for a multitude of green spaces in line with and enhancing the NCC’s longstanding vision of the Experimental Farm as a living landscape. The Phase 3 and 4 Project is in line with the PFCC’s essential goal of promoting symbolism and significance in the Capital which includes a landscape approach to integrate the Hospital and CUP sympathetically into their surroundings. The vision and guiding principles for the NCD is to foster design excellence as a landmark in our Nation’s Capital. The Hospital will also offer a variety of new views to Dow’s Lake, the Rideau Canal and the Central Experimental Farm.

The PFCC’s recognition of scientific research as a feature and asset of the Central Experimental Farm suggests that the scientific and medical research orientation of The Ottawa Hospital are in line with the PFCC’s direction for the area. A revitalization of scientific research in the area as part of the NCD can be seen as a reference to this traditional utilization of some areas of the CEF. The proposed Phase 3 and 4 Project is consistent with the Master Site Plan and the Plan for Canada’s Capital.

2.1.2 Capital Urban Lands Plan

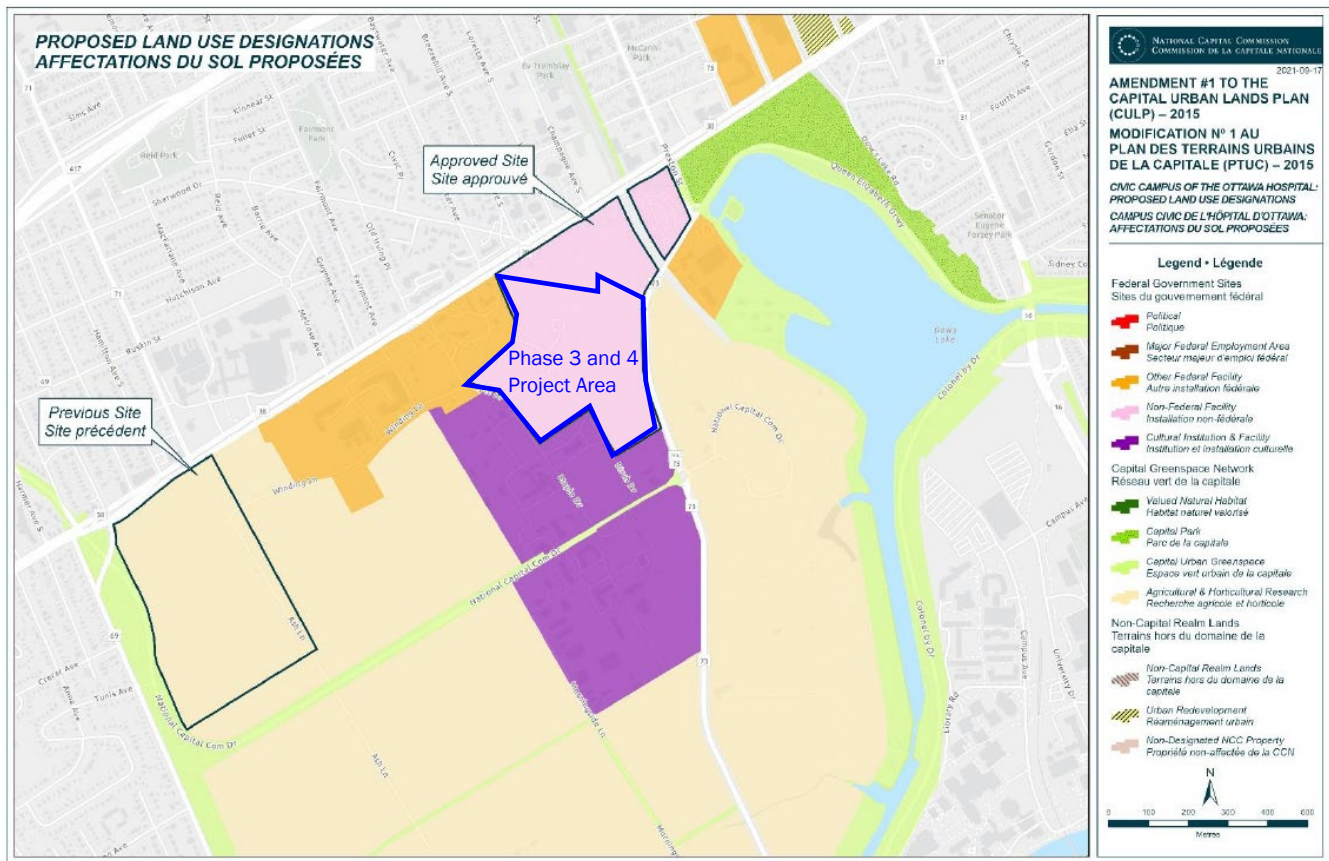
The Capital Urban Lands Plan (CULP) “provides detailed direction and guidance for the use and stewardship of federal lands for which the NCC has jurisdiction”. The Urban Lands area refers to the federal lands inside the Greenbelt on the Ontario side and within the urban perimeter on the Québec side, excluding Gatineau Park. The CULP is a land use plan providing detailed policy guidance; information on day-to-day property management; support of a shared, long-term vision; and long-range policy statements, “to ensure that project proposals, land-use and activities are consistent with the vision for the future of Canada’s Capital”.

The CULP outlines several land designations and corresponding descriptions, objectives, policies, and complementary uses. The entire NCD site was designated as a Non-Federal Facility (**Figure 7**) via an amendment to the CULP, completed in October 2021 at the time of Federal Land Use Approval of the Master Site Plan. The objective of the designation on this site is to “permit the establishment of a public health care facility on federally owned lands at the Central Experimental Farm” and permits the hospital and its associated ancillary uses as well as parking, multi-use pathways, and passive and active greenspaces. Policies that guide development on the site include:

- Ensure that the non-federal facility contributes positively to the Capital and cultural landscape of the Central Experimental Farm and Dow’s Lake.
- Ensure site capacity is respected and that development occurs in a manner compatible with the character and vocation of its surroundings.
- Ensure the future facility is developed in a manner that is compatible with National Historic Site’s continued contribution to the Capital experience and to the Capital Greenspace Network.

Site-specific development Performance Criteria applied to the site include the following elements: project integration with the urban, natural and heritage context; design excellence and innovation; and sustainable site development.

Figure 7. Capital Urban Lands Plan (2021 Amendment)

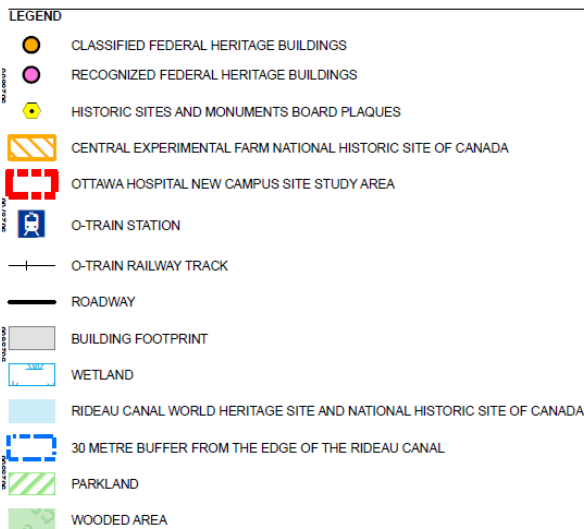
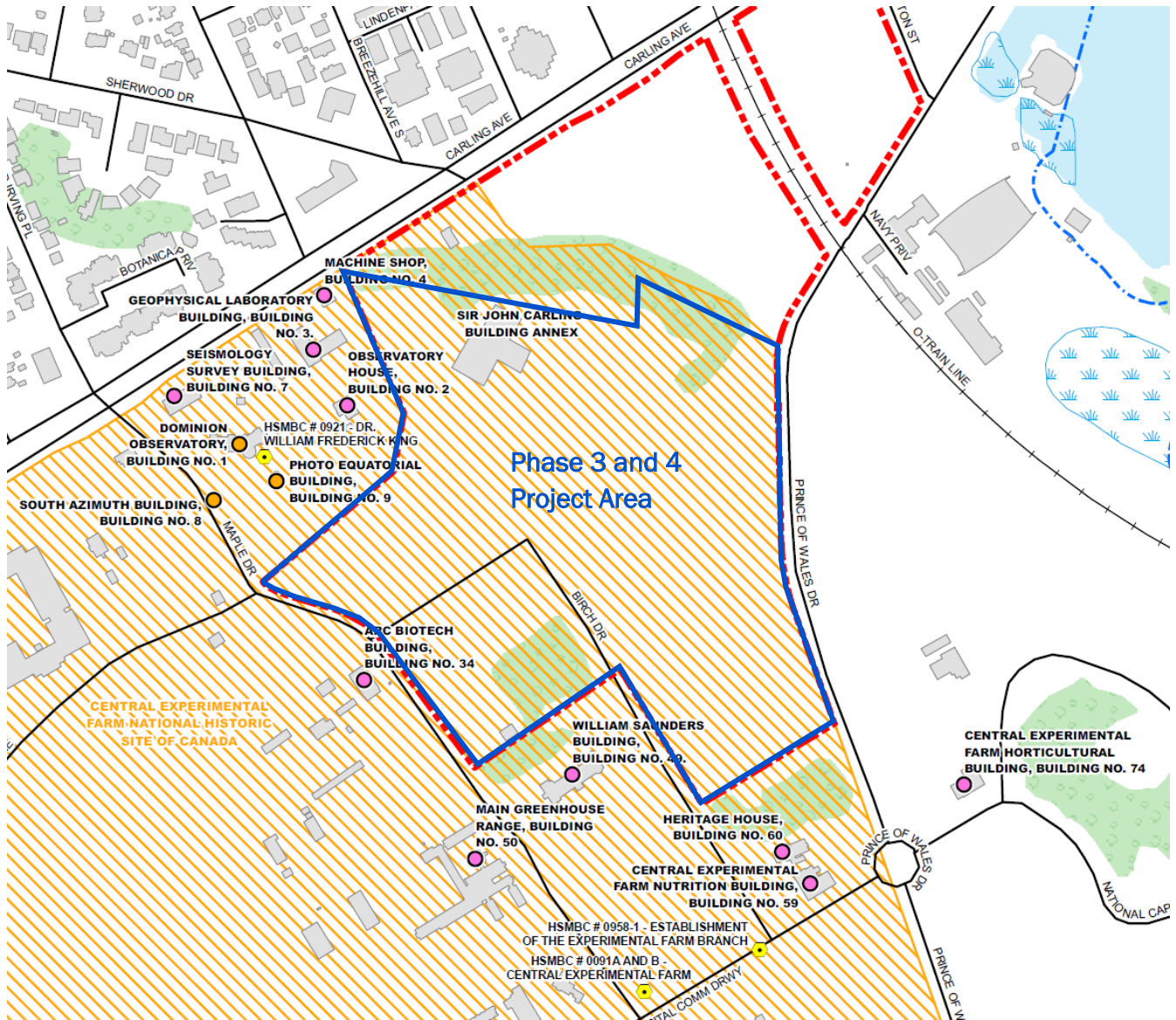


Planning Response: In October 2021, at the time of Federal Land Approval for the Master Site Plan for the New Campus Development, an amendment to the Capital Urban Lands Master Plan was also completed to allow for the development of the Hospital and its associated ancillary uses, as well as parking, multi-use pathways, and passive and active greenspaces. The Phase 3 and 4 Project is in line with the designation of the site as a Non-Federal Facility. The amendment developed policies to guide the development of the NCD and the creation of site-specific development Performance Criteria to assist in evaluating the Master Site Plan and each phase of development. These site-specific development criteria and the associated responses as they relate to the Phase 3 and 4 Project are provided in Appendix A. The Performance Criteria are organized around design excellence, sustainable site development, and integration with site contexts.

2.1.3 Federal Heritage Designations

According to the Government of Canada’s designation processes, federal built heritage differs from National Historic Sites. National Historic Sites are designated under the *Historic Sites and Monuments Act*. They may include Federal Heritage Buildings, but not necessarily. Federal Heritage Buildings (federal built heritage) are designated under the authority of the *Treasury Board Policy on Management of Real Property* since 2006. Based on buildings’ historical, architectural, and environmental significance, federal buildings may be designated ‘Classified’ (highest level) or ‘Recognized’. Under this Treasury Board policy, the Minister of the Environment, Parks Canada Agency, Federal Heritage Buildings Review Office (FHBRO) and Federal Heritage Buildings Committee and custodian departments all have respective heritage-related roles and responsibilities. There are no classified or recognized Federal Heritage Buildings on the Phase 3 and 4 Project site, however, it is recognized that there are classified and recognized buildings offsite nearby. The federally recognized heritage buildings located to the south and west of the Phase 3 and 4 project site are the William Saunders Building (south side of Birch Drive), the Arc Biotech Building (west side of Maple Drive), and the Dominion Observatory Building and Complex (north of the Hospital Land Lease site) (Figure 8).

Figure 8. Federal Heritage Buildings surrounding Hospital Land Lease site, Cultural Heritage Impact Statement (Master Site Plan)



2.1.4 Central Experimental Farm National Historic Site Management Plan

The Central Experimental Farm was designated as a National Historic Site in 1997. This designation confirmed and reinforced the historical and cultural significance of the Site. The Farm was designated in recognition of five key features:

- its cultural landscape distinctiveness;
- its reflection of 19th century agricultural philosophy in the heart of the Nation’s Capital, with a range of facilities such as administrative headquarters, the Arboretum, and Ornamental Gardens, all in picturesque condition;
- its significant scientific contributions to agriculture;
- its rare exemplification of a farm within a city; and
- its symbolism of the central role agriculture played in shaping Canada.

The National Historic Site Management Plan (NHSMP) puts forward an historical overview of the Central Experimental Farm, its more recent history, and previous planning studies such as the Canada Agriculture Museum Master Plan and the Dominion Observatory Campus Master Plan. The NHSMP uses heritage, cultural identity, and cultural landscape frameworks and terminology from UNESCO and related organizations and puts forward a simplified version of the Central Experimental Farm’s history. In a more future-oriented sense, the NHSMP describes the current conditions of the Central Experimental Farm, including the broad categories of challenges facing the Farm which require a refreshed/innovative Management Strategy and defines its purpose as understanding and strengthening the relationship between cultural landscape and cultural identity. The NHSMP aims to restore unity and states that “*a centralized vision to the site would be achieved by introducing more integrated research program across the site and into adjacent urban areas*”. The NHSMP’s recommendation commits to a primary research identity for the Central Experimental Farm for the foreseeable future, which means “*reversing a long-standing tendency to reduce research activity on the Farm and to delay upgrades of equipment and facilities, that provided mixed signals to the public*”. It also recommends that adjacent properties “*might be developed as compatible research parks for research not only in agriculture and agri-food but also in life sciences, health, and other related areas*”.

2.1.4.1 Commemorative Integrity Statement

The conceptual framework of commemorative integrity was originally developed to help manage and report on the state of national historic sites administered by Parks Canada. Today, the concept has been successfully applied to national historic sites owned by others, to facilitate and focus the site’s planning and decision-making.

The commemorative intent of the Central Experimental Farm includes the following historic values: its distinctiveness as a cultural landscape, the size of the site in the heart of the Nation’s Capital that includes an administrative core surrounded by the Arboretum, ornamental gardens, display beds and experimental fields in a picturesque composition, its scientific contributions to agriculture in Canada since its inception, the rare example of a farm in the heart of a city, and its symbolism of the role agriculture has played in shaping the country.

In addition to describing the important features of the Farm, the Commemorative Integrity Statement also includes a number of important views to be considered, one of which is relevant to the Phase 3 and 4 Project which is: *the view north across the lawn to the Saunders Building; and their associations with key figures in the development of Canadian agriculture, such as William Saunders, Charles Saunders, and Sir John Carling.*

Planning Response: The Master Site Plan was developed in consideration of the Central Experimental Farm NHS Management Plan. The Phase 3 and 4 design includes landscaping and architectural elements that are complementary to and supportive of the significance of the Central Experimental Farm as a neighbour. The Commemorative Integrity Statement includes a number of important views, one of which is relevant to the Phase 3 and 4 Project. A response to the Commemorative Integrity Statement is included in the Cultural Heritage Impact Statement Addendum which has been prepared for the Phase 3 and 4 Project. Key view impacts and the nearby federally recognized heritage buildings have been considered during the planning and design process for the Phase 3 and 4 Project. Renderings illustrating the proposed project components from these viewpoints are included as part of the application package for the Phase 3 and 4 Project demonstrating the effort by the design team to consider this significant neighbour.

2.1.5 National Capital Commission Capital Realm Design Principles

Attached to the 2017 Federal Land Use Design and Transaction Approval for the transfer of lands from the NCC and Agriculture and Agri-Food Canada to Public Services and Procurement Canada, which enabled the long-term lease of the site to The Ottawa Hospital, are a set of Capital Realm Planning and Design Principles specific to the New Campus Development. The design principles are intended to guide the design and review of the new site during each phase of federal approvals. The Capital Realm Design Principles include:

1. **Capital Planning framework.** *Enhance the Capital’s symbolism, dignity and prestige and protect nearby capital landscapes including Dow’s Lake and UNESCO World Heritage Site, Commissioners Park, Prince of Wales scenic entry, and Central Experimental Farm National Historic Site;*
2. **Design Excellence.** *Maintain a high level of quality, innovation, and design appropriate to the location and that reflect the best practices in urban planning, architecture, landscape architecture, urban design, sustainability, accessibility and heritage conservation;*
3. **Heritage Conservation.** *Protect and enhance the character of the Site and its surroundings and explore opportunities to create cultural experiences based on agriculture, archaeological, historical, and other cultural resources to be enjoyed, while ensuring their protection for future generations;*
4. **User/Visitor Experience and Universal Accessibility.** *Create the quality visitor experience, and the sense of place for the public realm; and*
5. **Environmental Sustainability.** *Meet leading standards of sustainability.*

Planning Response: These design principles, which are also expressed through pre-consultation with all levels of the approval agencies for this site, have been echoed in the Hospital’s Vision and Design Principles for the NCD. They have been carried through to the design of the Phase 3 and 4 Project as described in the Design Brief which has been prepared alongside this report. As noted above, site-specific Performance Criteria that are consistent with the Capital Realm Design Principles were developed by the National Capital Commission for the Master Site Plan. The Phase 3 and 4 Project response to these design principles and Performance Criteria are provided as Appendix A.

2.2 Provincial Policy Context

The provincial policy framework as it applies to land use planning in the City of Ottawa includes the Provincial Policy Statement.

2.2.1 Provincial Policy Statement (2020)

The Provincial Policy Statement (PPS), issued under Section 3 of the *Planning Act* (revised 2020), provides policy direction on matters of Provincial interest related to land use planning and development including public health and safety and the quality of the cultural, natural and built environment. The *Planning Act* requires that decisions affecting planning matters “shall be consistent with” policy statements. The underlying principles of the PPS relate to the province’s long-term economic prosperity, environmental health and social well-being, which depend on the following:

- Promoting efficient development and land use patterns;
- Accommodating an appropriate range and mix of residential, employment, recreation and open space; and
- Avoiding development and land use patterns that may cause environmental or public health and safety concerns.

The Ottawa Hospital Phase 3 and 4 Project and its associated uses including research is considered a Public Service Facility in the context of the PPS. Section 1.0 – Building Strong and Healthy Communities aims to wisely manage change and promote efficient land use and development patterns. In sustaining healthy, livable and safe communities, the goal of the Province is in “ensuring that necessary infrastructure and public service facilities are or will be available to meet current and projected needs” of the province (Policy 1.1.1 g).

Within settlement areas (Section 1.1.3) it is recognized that vitality and regeneration is critical to the long-term prosperity of communities. The PPS recognizes that, “it is in the interest of all communities to use land and resources wisely, to promote efficient development patterns, protect resources, promote green spaces, ensure effective use of infrastructure and public service facilities and minimize unnecessary public expenditures.”

The PPS requires planning authorities to:

“...identify appropriate locations and promote opportunities for transit-supportive development, accommodating a significant supply and range of housing options through intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs (policy 1.1.3.3)”.

Section 1.6 specifically speaks to the provision of Infrastructure and Public Service Facilities. The PPS requires that infrastructure and public service facilities shall be coordinated and integrated with land use planning and growth management so that they can be available to meet the current and projected needs. With regard to the location of Public Service Facilities, policy 1.6.4 and 1.6.5 state:

“Infrastructure and 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 in accordance with the policies in Section 3.0: Protecting Public Health and Safety”; and

“Public service facilities should be co-located in community hubs, where appropriate, to promote cost-effectiveness and facilitate service integration, access to transit and active transportation”.

Section 1.7 outlines the province’s objectives in meeting long-term economic prosperity. The availability of public service facilities supports this objective. Further, economic prosperity is supported by:

“maintaining, and where possible enhancing the vitality and viability of downtowns and mainstreets (policy 1.7.1 d)”;

“encouraging a sense of place, by promoting well-designed built form and cultural planning, and by preserving features that help define character (policy 1.7.1 e)”;

“providing for an efficient, cost-effective, reliable multimodal transportation system that is integrated with adjacent systems and those of other jurisdictions, and is appropriate to address projected needs to support the movement of goods and people (policy 1.7.1 g)”;

“sustaining and enhancing the viability of the agricultural system through protecting agricultural resources, minimizing land use conflicts, providing opportunities to support local food, and maintaining and improving the agri-food network (policy 1.7.1 i)”;

“promoting energy conservation and providing opportunities for increased energy supply (policy 1.7.1 j)”; and

“minimizing negative impacts from a changing climate and considering the ecological benefits provided by nature (policy 1.7.1 k)”.

Section 2.0 addresses the Wise Use and Management of Resources, and addresses natural heritage, water, and cultural heritage and archaeology, in addition to other topics. Policy direction which is relevant to the current application includes:

“The diversity and connectivity of natural features in an area, and the long-term ecological function and biodiversity of natural heritage systems, should be maintained, restored or, where possible, improved, recognizing linkages between and among natural heritage features and areas, surface water features and ground water features (policy 2.1.2).”

“Planning authorities shall protect, improve or restore the quality and quantity of water by: ...ensuring stormwater management practices minimize stormwater volumes and contaminant loads, and maintain or increase the extent of vegetative and pervious surfaces (policy 2.2.1 i);

“Significant built heritage resources and significant cultural heritage landscapes shall be conserved (policy 2.6.1)”.

Planning Response: The proposed Hospital and CUP support the goals of the Provincial Policy Statement by providing a facility to meet the long-term needs of the community it serves, and providing a mix of land uses (in the fullness of time), at transit-supportive densities conveniently located on the Trillium Light Rail Transit Line. The Phase 3 and 4 Project is transit-supportive as it will complete the construction of a weather-protected pathway from the Dow’s Lake LRT Station entrance across the rooftop of the Parking Garage leading into the Hospital. The site is located in an existing built-up area and will be accommodated within existing municipal servicing systems. The Phase 3 and 4 Project also considers the

surrounding natural and cultural environmental contexts through tree retention and protection to the degree possible. The Phase 3 and 4 Project will contribute to the community greenspace network by incorporating additional landscape features and expressions that complement the surrounding contexts. The Site Servicing and Stormwater Management Report contains measures to protect the quality and quantity of water. A Cultural Heritage Impact Statement has been prepared in consideration of built heritage resources and significant cultural heritage landscapes. The Environmental Effects Evaluation recognizes the linkages between and among natural heritage features and areas, surface water features and ground water features. The Phase 3 and 4 Project is consistent with the Provincial Policy Statement.

2.3 Municipal Policy Context

The municipal policy framework includes the City of Ottawa Official Plan and Secondary Plans, the City's Comprehensive Zoning By-law and Council-approved policies and guidelines.

2.3.1 City of Ottawa Official Plan (2022)

In 2019, the City of Ottawa began a multi-year process to develop a new Official Plan (OP). The OP was recommended for approval at a joint meeting of the City's Planning Committee and Agriculture and Rural Affairs Committee on October 14th, 2021, and was approved by Ottawa City Council on October 27th, 2021. The revised version was adopted by Council on November 24th, 2021, as By-law 2021-386. The OP was approved by the Ontario Ministry of Municipal Affairs and Housing (MMAH) on November 4th, 2022 with revisions and immediately entered into full force and effect.

The City of Ottawa Official Plan directs how the city will grow over time and sets out policies to guide the development and growth of the city to the year 2046 and beyond. The OP is laid out in thirteen sections. Section 8 (Greenbelt Designations) and Section 9 (Rural Designations) are not applicable to this application. Sections 11, 12 and 13 are regarding Implementation, Local Plans and Definitions. The remaining sections of the OP are reviewed below and planning responses are presented.

Section 2.1 – The Big Policy Moves. Section 2 of the OP outlines the City's five broad policy directions as the foundation to becoming the most liveable mid-sized city in North America over the next century. The five big moves are:

- 1) *Achieve, by the end of the planning period, more growth by intensification than by greenfield development.*
- 2) *By 2046, the majority of trips in the city will be made by sustainable transportation.*
- 3) *Improve our sophistication in urban and community design and put this knowledge to the service of good urbanism at all scales, from the largest to the very small;*
- 4) *Embed environmental, climate and health resiliency and energy into the framework of our planning policies;*
- 5) *Embed economic development into the framework of our planning policies.*

Section 2.2 – Cross Cutting Issues. Six cross-cutting issues essential to the achievement of a liveable city are identified in the new OP and are implemented through the policies in multiple sections of the Plan:

- 1) Intensification
- 2) Economic Development
- 3) Energy and Climate Change
- 4) Healthy and Inclusive Communities
- 5) Gender Equity
- 6) Culture

Planning Response: The site of the Hospital and CUP is located in the existing built-up area of the City of Ottawa, and while the Hospital will serve a broad geographic base including Eastern Ontario, Western Quebec and Nunavut, its location positions this facility to serve Ottawa as growth via intensification continues in the coming decades. The Main Entrance to the Hospital building will be directly connected to Dow's Lake LRT station via a sheltered walkway and other pedestrian and cycling facilities designed for the site which will enable staff and visitors to use sustainable modes of transportation. To ensure excellence in urban design, the Phase 3 and 4 Project is undergoing review by the City of Ottawa's UDRP and has been designed in accordance with NCC Performance Criteria for the site and is subject to review by ACPDR. Environmental sustainability and health are key planning and design principles for the Phase 3 and 4 Project. The new Hospital, as a major employer and centre of research and innovation activity, will be a driver of economic development

for the city and the region. In terms of Gender Equity and Culture, the design for the CUP and Hospital has benefited from engagement with the Indigenous Peoples’ Advisory Circle, the Accessibility Advisory Committee, and a range of community groups to pursue inclusive solutions that will enhance equity from the perspectives of gender and culture. The proposed Phase 3 and 4 development is consistent with the broad policy directions and cross-cutting issues identified in Section 2 of the City of Ottawa’s Official Plan.

Section 3: Growth Management Framework. Section 3 of the OP directs that “most growth will occur within the urban area of the City, with a majority of residential growth to be within the built-up area through intensification, increasing over time during the planning horizon.” This section contains projected population, households and employment for the City of Ottawa to the year 2046.

Sub-Section 3.2 – Support Intensification. Policy 6 directs the focus areas for the majority of employment growth and employment intensification to designations including the Downtown Core.

Sub-Section 3.5 – Meet Employment Needs. The introduction to this section notes that Ottawa’s employment composition includes nationally-significant clusters in knowledge-based sectors, such as health care and biotechnology.

Section 4: City-Wide Policies. Section 4 of the OP contains City-wide policies regarding the following topics:

mobility	urban design
housing	drinking water, wastewater and stormwater infrastructure
large-scale institutions and facilities	natural heritage, greenspace and the urban forest
parks and recreation facilities	water resources
cultural heritage and archaeology	school facilities

Sub-Section 4.3 – Large-Scale Institutions and Facilities. The introduction to this sub-section notes that large-scale institutions and facilities, including hospitals and major health-care facilities, “are vital contributors to the City and generate economic development and employment. They usually serve the entire city or large parts of it and may draw from beyond the boundaries of Ottawa. They have a regional draw and often occupy large sites in urban areas.”

Subsection 4.3.1 contains the following applicable policies:

- 1) *Large-scale institutions and facilities are not shown on the schedules of this Plan but shall be permitted within the urban area by amendment to the Zoning By-law within Hub, Mainstreet, Neighbourhood or Special District designations. They shall be within approximately a 400 metres walking distance of a rapid transit station or along a Corridor with frequent street transit.*
- 2) *For facilities with a sub-regional catchment area, such as major employers, major public facilities like hospitals or stadia, or post-secondary institutions, the preferred location is within a 400 meters walking distance of a rapid transit station, and the City shall work with proponents to provide safe and convenient access by sustainable transportation modes. Where feasible, the City will negotiate agreements to provide direct connections.*

Subsection 4.3.2 contains the following applicable policies:

- 1) *Development that will establish a new or expand an existing large-scale institution or facility shall be evaluated on the basis of all of the policies below:*
 - a) *Downtown Core, Inner Urban, Outer Urban or Suburban Transect policies and overlay policies where applicable, shall apply to the built form and site plan;*
 - b) *Institutions and facilities of this scale are about city-building and shall enhance quality of life for the surrounding neighbourhood and the city as a whole through means such as:*
 - i. *Providing public parks and privately-owned public spaces, tree planting and enhanced landscaping;*
 - ii. *Large buildings are recognized as priority locations in support of their rooftop photovoltaic electricity potential to generate local renewable energy while reducing greenhouse gas emissions;*

- iii. *Consistent with the City's Public Art Policy, one percent of eligible municipal or public private partnership construction budgets, including for new large-scale institutions and facilities, shall be for public art commissions. For large-scale institutions and facilities not subject to this requirement, an equivalent contribution to public art commissions will be encouraged; and*
 - iv. *Heritage assets and natural features shall be identified to be conserved and integrated, where possible.*
- c) *Co-locating or providing a mix of land uses at a density that is transit supportive may be required;*
 - d) *Sites shall be designed in a way that makes pedestrian access the most convenient option from the surrounding neighbourhood, transit stations/stops and from existing public streets. New development shall integrate into and extend throughout its site a street grid pattern from the existing surrounding pattern of public streets and sidewalks. Sites shall be organized to create walkable blocks that support permeability through the site. Where appropriate, the street network may include private internal streets and pathways to provide more connections. All private and new public streets are required to have sidewalks on both sides, and a right of way width that accommodates cycling and trees. Any private street shall have the look and feel of a public street and be equally accessible to the public, other than in exceptional circumstances where fully demonstrated security requirements may entail access control;*
 - e) *A transportation impact assessment and a transportation demand management strategy that demonstrates actions to reduce automobile dependency;*
 - f) *The adequacy of public water, wastewater and stormwater services; and*
 - g) *Service and loading areas should be internalized for facilities over four storeys. For low-rise facilities, the service and loading areas shall be visually screened from the streets, sidewalks and parks and from abutting residential properties through building and site design in accordance with transect and overlay policies.*

Sub-Section 4.5 – Cultural Heritage and Archaeology. This section contains direction on conserving properties, areas and landscapes of cultural heritage value (4.5.1), managing built and cultural heritage resources through the development process (4.5.2), promoting partnerships through leadership, community engagement and incentives (4.5.3), and conserving sites of archaeological value (4.5.4). A Cultural Heritage Impact Statement (Addendum 2) has been prepared to evaluate the Phase 3 and 4 Project and identify required mitigation measures for the site to be sympathetically integrated into the surrounding landscape and protect nearby cultural heritage buildings. A Stage 2 Archaeological Assessment has been prepared that concludes that no further archaeological work is required on Hospital Leased lands.

Sub-Section 4.6 – Urban Design. This section lays out three tiers of Design Priority Areas within which design excellence is to be promoted. The Phase 3 and 4 Project site is not identified as a Design Priority Area according to Schedule C7A of the Official Plan. However, the Secondary Plan which forms part of the Official Plan and covers the Phase 3 and 4 Project site states that the entire Dow's Lake Station District is a Design Priority Area (see next section which discusses the West Downtown Core Secondary Plan). This section also speaks to protecting and enhancing views along Scenic Routes and Scenic Capital Entry Routes identified on Schedule C13.

Sub-Section 4.7 – Drinking water, Wastewater and Stormwater Infrastructure. This section establishes policies to ensure that infrastructure in the city is safe, affordable, environmentally sound and meets the needs of the future. Sub-sections speak to the provision of adequate, cost-effective drinking water, wastewater and stormwater infrastructure; and pursuing an affordable and sustainable pattern of infrastructure development. A Site Servicing and Stormwater Management Report has been completed to support the development and identify required infrastructure service connections and outlets as well as engineered and low impact development strategies to protect receiving systems and waterbodies.

Subsection 4.8 – Natural Heritage, Greenspace and the Urban Forest. This section is aimed at protecting the City's natural environment, and providing equitable access to the urban forest canopy and an inclusive Urban Greenspace network. During the Master Site Plan Stage a target 40% canopy cover has been established for the New Campus Development and seeks opportunities for off-site plantings to contribute towards this target.

Section 4.9 – Water resources. This section is aimed at protecting, improving or restoring the quality and quantity of surface water and groundwater features. As previously noted, a Site Servicing and Stormwater Management Report has been completed to support the development and identify required infrastructure service connections and outlets as well as engineered and low impact development strategies to protect receiving systems and waterbodies.

Planning Response: The Hospital will be a major employment centre located at the gateway to the Downtown Core, which can support intensification of the city over the coming decades. The Master Site Plan for the NCD includes future phases of development for complementary research and other buildings to locate close to the Hospital. The proposed design of the Phase 3 and 4 Project is in alignment with the policies for Large Scale Institutions and Facilities, as it provides for safe and convenient access via sustainable transportation modes; provides publicly accessible spaces, tree planting and enhanced landscaping; and internalized facilities for parking and loading. The design team for the Phase 3 and 4 Project includes public art specialists that will be involved as the design progresses.

A Cultural Heritage Impact Statement Addendum has been prepared as part of the application for the Phase 3 and 4 project to consider the potential impacts of and mitigation measures for the surrounding cultural heritage resources. Prince of Wales Drives which abuts the east site of the Phase 3 and 4 Project site is considered to be a Scenic Route and Scenic Capital Entry Route. The new Hospital will offer new views of the cultural landscapes of Dow's Lake, the Rideau Canal, and the Central Experimental Farm. The Phase 3 and 4 Project integrates natural features. A ridgeline cuts diagonally across the site and the CUP and Hospital was designed to preserve the vegetation on this ridgeline. The Landscape Plan for Phase 3 and 4 includes tree planting and enhanced landscaping, with a target of 40 percent canopy cover. The Site Servicing and Stormwater Management Report demonstrates that adequate services are available and can be allocated to support the proposal, and that there will not be deleterious impacts to surface water or groundwater features. The proposed development is consistent with the growth-management framework and City-wide policies identified in Sections 3 and 4 of the City of Ottawa's Official Plan.

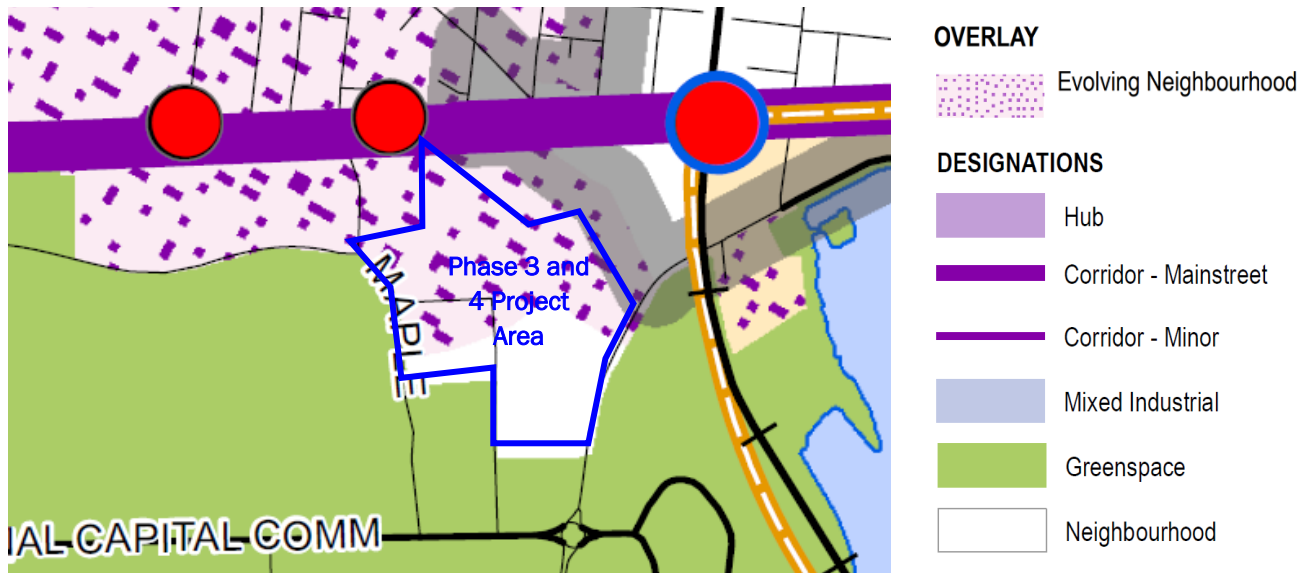
Section 5: Transects. Section 5 of the OP establishes a series of six concentric land use policy areas called transects. The transects represent a gradation in the built environment and planned function of lands, from most urban (the Downtown Core Transect) to least urban (Rural Transect). The Phase 3 and 4 Project site is located within the Inner Urban Transect. The Downtown Core Transect boundary is adjacent to the site and encompasses the Phase 2 (Parking Garage and Green Roof) site. It is noted that *"The Inner Urban Transect's built form and site design includes both urban and suburban characteristics."* Policy 4 within sub-section 5.2.1 directs the Inner Urban Transect to continue to develop as a mixed-use environment.

Section 6: Urban Designations. Section 6 of the OP establishes the urban designations of Hubs, Corridors, Neighbourhoods, Industrial and Logistics, Mixed Industrial, and Special Districts. The Phase 3 and 4 Project site is designated Neighbourhood with an Evolving overlay (**Figure 9**). The Neighbourhood designation permits a mix of building forms and densities. The Evolving overlay signals evolution over time that will see a change in character to support intensification. Carling Avenue is designated as a Corridor – Mainstreet. A Hospital is permitted within these designations.

Sub-section 6.6 – Special Districts. In sub-section 6.6.4 the NCD is recognized as one of Ottawa's "other economic districts" that either have their own secondary plan or form a part of other secondary plans. The West Downtown Core Secondary Plan which pertains to the Phase 3 and 4 Project site is discussed in Section 2.3.4 of this report.

Section 7: Greenspace Designations. Section 7 of the OP establishes a greenspace designation that *"identifies a network of public parks, other spaces within the public realm and natural lands that collectively provide essential ecosystem services to Ottawa's residents, support biodiversity, climate resilience, recreation and healthy living."* Sub-designations are used to denote the different types of greenspaces. The adjacent Central Experimental Farm and Dow's Lake and Rideau Canal Shoreline are Urban Greenspaces (Open Space) identified on Schedule C12 of the Official Plan.

Figure 9. Official Plan, Schedule B2 (Inner Urban Transect)



Planning Response: The Phase 3 and 4 site is located within the Inner Urban Transect of the Official Plan, and the proposed uses are appropriate based on the objective of the Inner Urban Transect as a mixed-use environment, and the Neighbourhood designation which permits a mix of building forms and densities. Large Scale Institutions and Facilities such as the Hospital are permitted in this designation. Consistent with the guidance for lands with an Evolving Overlay, and in the context of the overall Master Site Plan, the Phase 3 and 4 Project proposes a built form and site design that supports urban built form patterns and multi-modal transportation goals. The development of the CUP and Hospital will continue to reserve space on the overall site for the future development of the Research Building and other buildings on the south side of Carling Avenue. At the time of development of those future phases, the Corridor – Mainstreet policies will be addressed. The Phase 3 and 4 Project site is considered as an “other economic district”. It is also recognized that the Rideau Canal Special District which includes Dow’s Lake is nearby and is an important influence on the site. The Phase 3 and 4 Project site abuts Open Space identified on Schedule C12 (Urban Greenspace), including the Central Experimental Farm located to the west and south of the site which has an Open Space designation. The CUP and Hospital have been designed to integrate with surrounding greenspace by preserving a significant amount of existing vegetation on site and supplementing this with additional tree plantings. Landscaped buffers of at least 7.5 meters have been incorporated around the edge of the CUP and abutting the Central Experimental Farm and along Prince of Wales Drive. The proposed development is consistent with the transects and designations established in Sections 5, 6 and 7 of the Official Plan.

Section 10: Protection of Health and Safety. This section contains policy aimed at preventing injury, loss of life and property damage; minimizing incompatible land uses; building resiliency to the impacts of extreme heat and enhancing personal security through design. The site follows its own project specific Sustainability Strategy and site design has been informed by the principles of Crime Prevention through Environmental Design (CPTED).

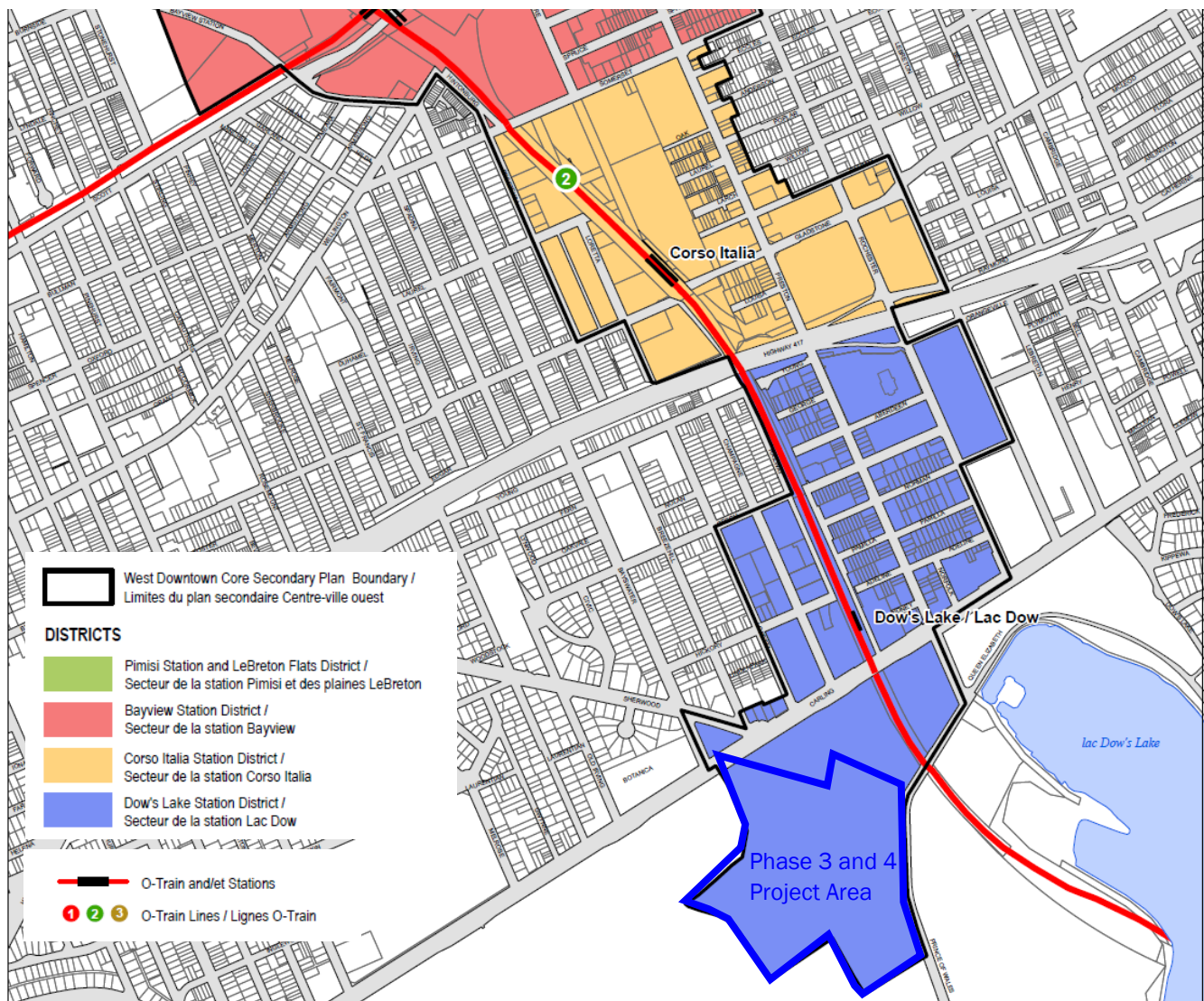
Planning Response: The Phase 3 and 4 Project site is not located in the flood plain or an erosion hazard area. The servicing and landscape design has considered future climate change scenarios and the potential for increased precipitation. The site does not have unstable soil, unstable bedrock, or contain hazardous forest types for wildland fire. The required remediation of the site is being completed in compliance with applicable regulations and requirements. The site is not within the influence area of an operating waste disposal site or in proximity to gas pipelines. Noise and vibration impacts for the Phase 3 and 4 Project have been assessed via a supporting study which forms part of the application. The retention of trees on site and the expansion of the canopy can contribute to resilience to the impacts of extreme heat as is the incorporation of extensive green roofs of the roofs of the Hospital. The proposed development is consistent with the health and safety policies in Section 10 of the Official Plan.

2.3.2 West Downtown Core Secondary Plan: Dow’s Lake Station District

The site of the Hospital lies within the area covered by the West Downtown Core Secondary Plan, which forms Section 21 in Volume 2A of the Official Plan. Chapter 1 of the West Downtown Core Secondary Plan pertains to the Dow’s Lake Station District, and it provides more detailed area-based policy direction to guide both public and private development, including public realm investment within the District over the next 20 years. The Chapter is organized in nine sections with Sections 8 and 9 being interpretation and implementation.

Section 1: Introduction and Section 2: Planning Area: Sections 1 and 2 of the Plan provide context and describe the planning boundaries for the area. The southern portion of Dow’s Lake Station District is bounded by Prince of Wales Drive, and the Experimental Farm (**Figure 10**). The Dow’s Lake Station District is described as forming the southwestern edge and gateway to the city’s larger downtown. The District is described as a Hub designation in the Official Plan, a Design Priority Area, and a target area for intensification. According to Schedule C7-A of the Official Plan, only the portion of the Hospital site where the Phase 2 Project (Parking Garage and Green Roof) is located is indicated as a Design Priority Area, not the Phase 3 and 4 Project area.

Figure 10. West Downtown Core Secondary Plan, Schedule A – District Plan, Phase 3 and 4 Project Area indicated



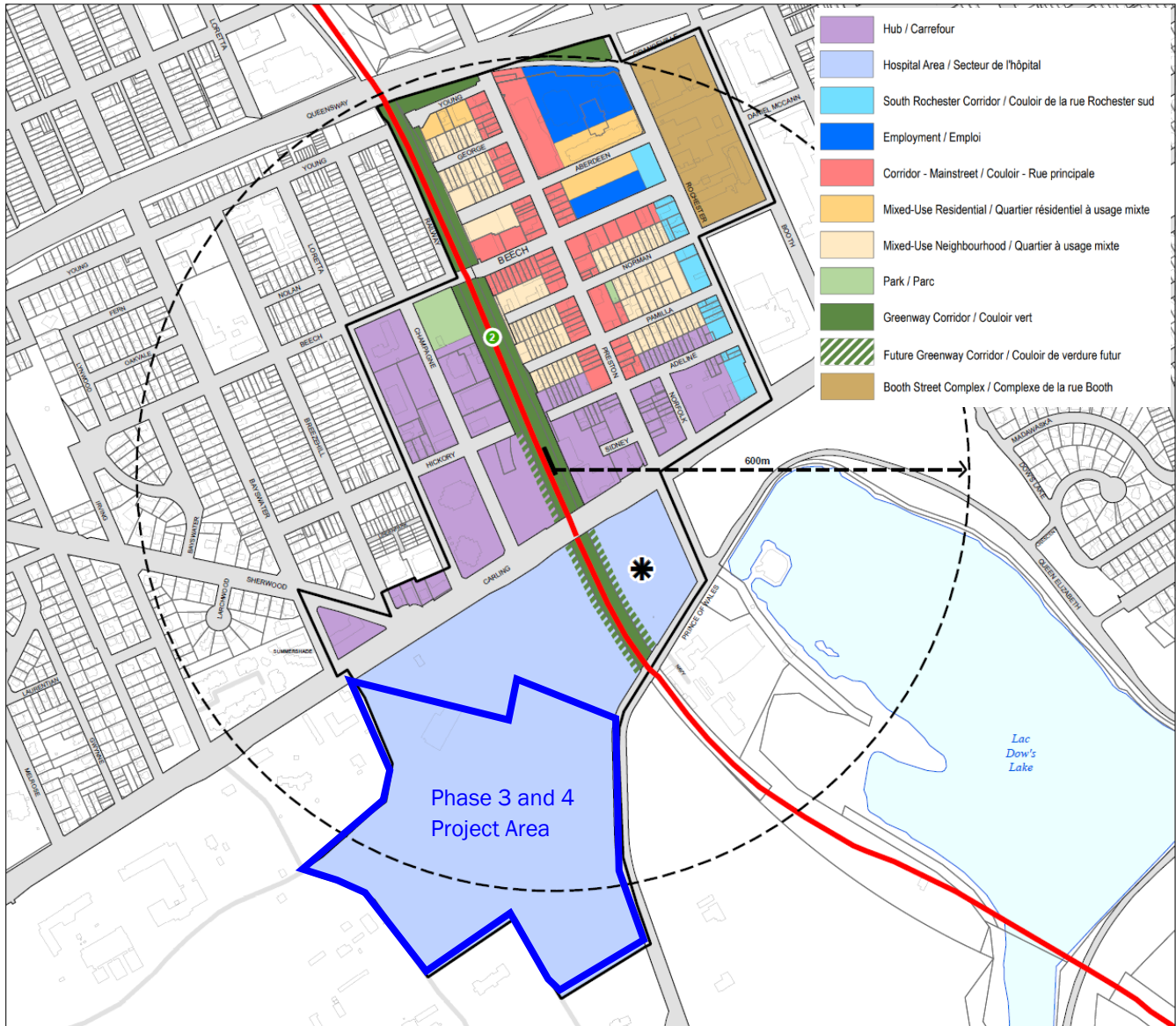
Section 3.0 – Vision. Section 3 of the Plan provides the overall vision for the District as well as the specific vision for the area including the Hospital site. Related to the District, the vision states that accessibility and mobility will be greatly improved throughout, and that urban plazas with public art will rhythmically dot the landscape.

Related to the site:

“The development of a new hospital south of Carling Avenue will make the district an important employment magnet and a centre for community care and research. The new hospital, surrounded by the Central Experimental Farm to the west and south and by a vibrant urban context to the north and east, will be an architectural anchor in the landscape.”

Section 4.0 – Land Use and Built Form. Section 4.0 of the Plan establishes the land use character areas and establishes the criteria for the key built form elements that are important to the community in defining the quality and characteristics of the area’s physical development. The Plan’s Land Use Character Areas are shown on Schedule D to the Plan. The Hospital site is located within the Hospital Area character area (**Figure 11**).

Figure 11. West Downtown Core Secondary Plan, Schedule D – Character areas



Section 4.1.8 – Hospital Area. This sub-section establishes policy for the Hospital Area character area. Policy (1) in this section states that institutional uses and ancillary related uses for the intent of locating a hospital shall be permitted. Policy (2) directs The Ottawa Hospital to work with the NCC’s ACPDR and the City’s UDRP to ensure urban design and architectural excellence. Policy (3) lists the following criteria that apply to the development of the NCD:

- a) *Inclusion of publicly accessible greenspaces*
- b) *Integration of the Dow’s Lake O-Train station into the Hospital and research facility*
- c) *High level of cycling and pedestrian connectivity*
- d) *Provision of parking on site, including underground*
- e) *Implementation of a parking strategy*
- f) *Completion of a TIA and mobility strategy*
- g) *Urban design and architecture addressing the urban edge of Carling Avenue and Preston Street, the cultural heritage of the Central Experimental Farm and its national historic value; and the scenic edge of Prince of Wales Drive.*

Section 4.2 – Built Form. This sub-section establishes policy pertaining to mid-rise buildings (5-9 storeys), high-rise buildings (10-40 storeys), taller high-rise buildings (41+ storeys), animated building edges, and transition. According to Schedule E – Maximum Building Height and Tower Location of the West Downtown Core Secondary Plan (**Figure 12**), the Phase 3 and 4 Project area has a maximum permitted building height of 20 storeys.

Section 4.2.5 deals with Transition and Neighbourhood Line, and Policies 11, 12 and 13 speak to the Central Experimental Farm line along the southern boundary of the Hospital Character area:

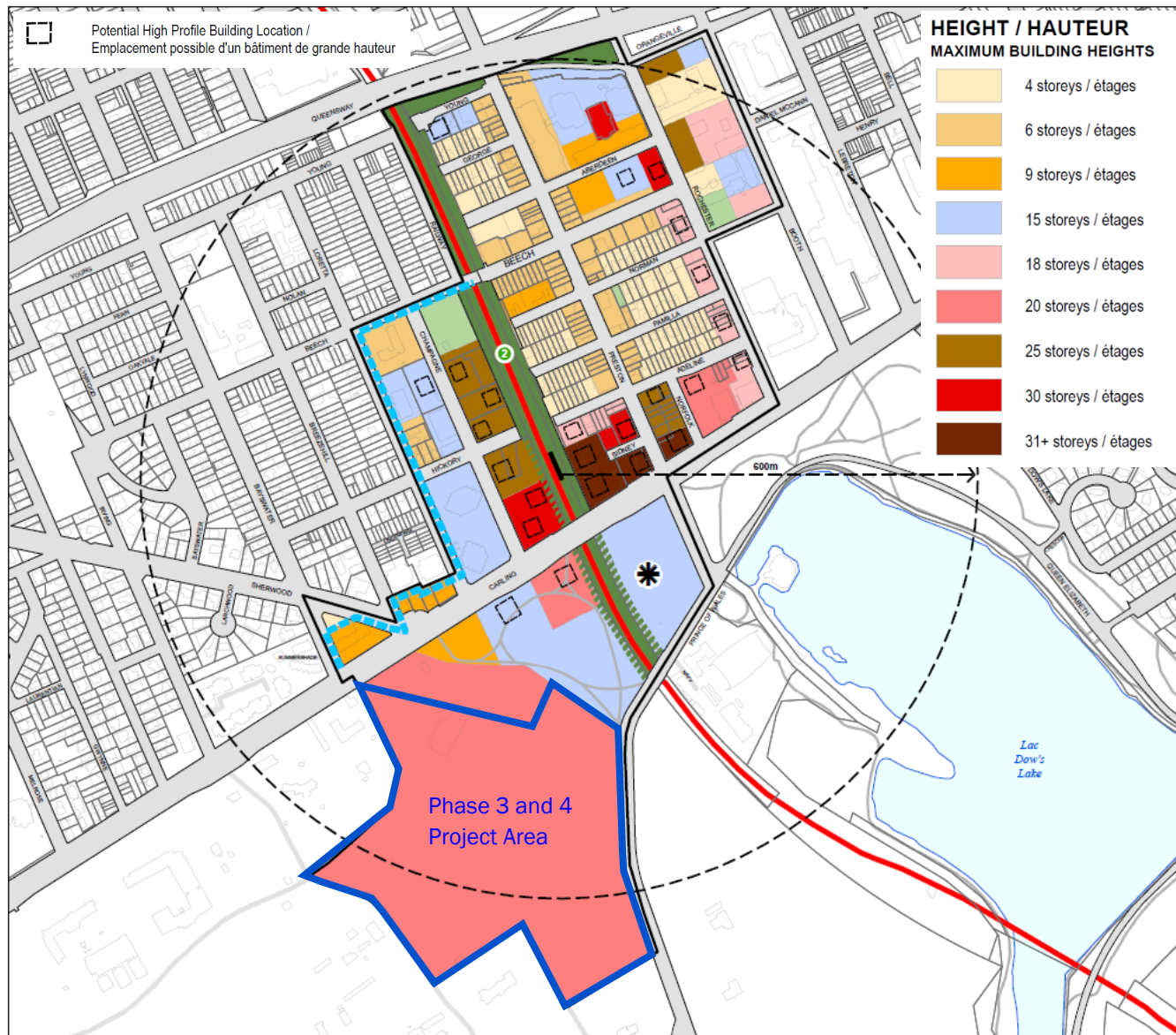
- 11) *A Central Experimental Farm Line is established along the southern boundary of the Hospital Character Area within the Central Experimental Farm, as shown in Schedule G: Dow’s Lake Station District Public Realm Plan – Hospital Site;*
- 12) *New developments within the Hospital Area character area adjacent to the Central Experimental Farm Line shall be sympathetic to the height, massing and scale of the adjacent low-rise buildings;*
- 13) *New developments within the Hospital Area character area adjacent to the Central Experimental Farm Line shall demonstrate the location of open space integrating with the existing pastoral open space of the Central Experimental Farm.*

Section 5 – Public Realm and Mobility. Section 5.1 notes the Dow’s Lake Station District Public Realm Plan which is included as Schedule G to the Secondary Plan. This Schedule is directly taken from the Preston-Carling Public Realm and Mobility Study.

Section 6 – Servicing. This section states that servicing within the District is expected to be managed on a property-by-property basis through the normal development review process. There are policies speaking to on-site stormwater control needs and the evaluation of fire flow demands.

Section 9 – Implementation. Section 9.2 says “the entire Dow’s Lake Station District is located within the Design Priority Area identified in Schedule C7A of the Official Plan”.

Figure 12. West Downtown Core Secondary Plan, Schedule E - Maximum Building Heights and Tower Location



Planning Response: The Phase 3 and 4 Project is consistent with the Vision for the Dow's Lake District which explicitly states that a new hospital will be developed south of Carling Avenue. The proposed development is also consistent with the land use and built form policies for the Hospital Area, which permit institutional and ancillary related uses for the intent of locating a hospital with a maximum building height of 20-storeys. Furthermore, the proposal responds to the criteria in Section 4.1.8 which apply to the development of the Hospital: the proposed design incorporates publicly accessible greenspaces building on those proposed as part of the Phase 2 Parking Garage and Green Roof Project including an Entry Plaza, Contemplation Garden, and Woodland Pathway; it integrates the Dow's Lake O-Train station (weather protected walkway leading into the Hospital); has a high level of cycling and pedestrian connectivity (separate facilities and multi-use pathways provide safe and efficient routes through the site along Roads A and B and D and to the Main Entrance of the Hospital); provides parking on site (both within the Phase 2 Parking Garage and on surface lots dispersed throughout the site at strategic locations near entrances), and incorporates a TIA and Mobility Strategy as supporting studies forming part of the applications.

The urban design of the Hospital and CUP also addresses the cultural heritage of the Central Experimental Farm and the scenic edge of Prince of Wales Drive by preserving existing vegetation as much as possible and adding supplementary plantings to cultivate a vegetated transition from the Hospital site to adjacent heritage and scenic assets.

Consistent with Section 4.1.8 (2), the proposed design for the CUP and Hospital has been reviewed by the City of Ottawa's Urban Design Review Plan and the NCC's Advisory Committee on Planning, Design and Realty to ensure excellence in urban design and architecture. Public realm and mobility aspects of the Phase 3 and 4 Project are analyzed in the Public Realm Network Study included as Section 2.3.6.2 of this Planning Rationale. Cycling and pedestrian connectivity through the site to the Main Entrance of the Hospital is enabled via separate sidewalks, bidirectional cycle tracks, and MUP segments.

While the Phase 3 and 4 Project is not a residential project, the design and its potential impacts have taken into account the surrounding residential neighborhoods and recent developments. The urban design, architecture and landscaping for the Phase 3 and 4 Project has also carefully considered the cultural heritage of the Central Experimental Farm and the scenic edge of Prince of Wales Drive by preserving existing vegetation and augmenting plantings to provide visual screening. Servicing details for the Hospital and CUP will form part of the submission package for the Site Plan Control application. The Site Servicing and Stormwater Management Report demonstrates that the site can be serviced on existing municipal services and uses existing outlets using modern stormwater management techniques and low impact development techniques to ensure no impacts to receiving systems and waterbodies, improving the current site outlet. The proposed Phase 3 and 4 Project is consistent with the West Downtown Core Secondary Plan.

2.3.3 City of Ottawa Comprehensive Zoning By-Law (2008-250)

While the Official Plan outlines the general land use policies for the City, the Zoning By-Law regulates the location, scale, and specific land uses in accordance with the provisions of the Official Plan and Secondary Plan. The Site is currently zoned Major Institution Zone, Subzone 2, Urban Exception 2491 (I2 [2491]) as illustrated in (Figure 13). The objective of the I2 Zone is to:

- 1) ensure that major institutional uses such as hospitals, colleges and universities are located at appropriate locations within areas designated as General Urban Area, Central Area and Mixed-Use Centre in the Official Plan;
- 2) ensure that these large scale, high traffic generating institutions locate only on large parcels of land, with direct access to an arterial road and near rapid transit stations;
- 3) impose regulations which ensure that the size and intensity of these uses is compatible with adjacent uses; and
- 4) permit minor institutional uses and provide for a range of ancillary service uses.

The following primary permitted uses which apply to the Site include:

- | | | |
|--|--|---|
| - community centre | - museum | - retail food store, limited to a farmers' market |
| - community health and resource centre | - park | - school |
| - day care | - parking garage | - sports arena |
| - emergency service | - parking lot | - training centre limited to job instruction/ training associated with a school |
| - group home | - place of assembly | - urban agriculture |
| - hospital | - post-secondary educational institution | |
| - library | - recreational and athletic facility | |
| - municipal service centre | | |

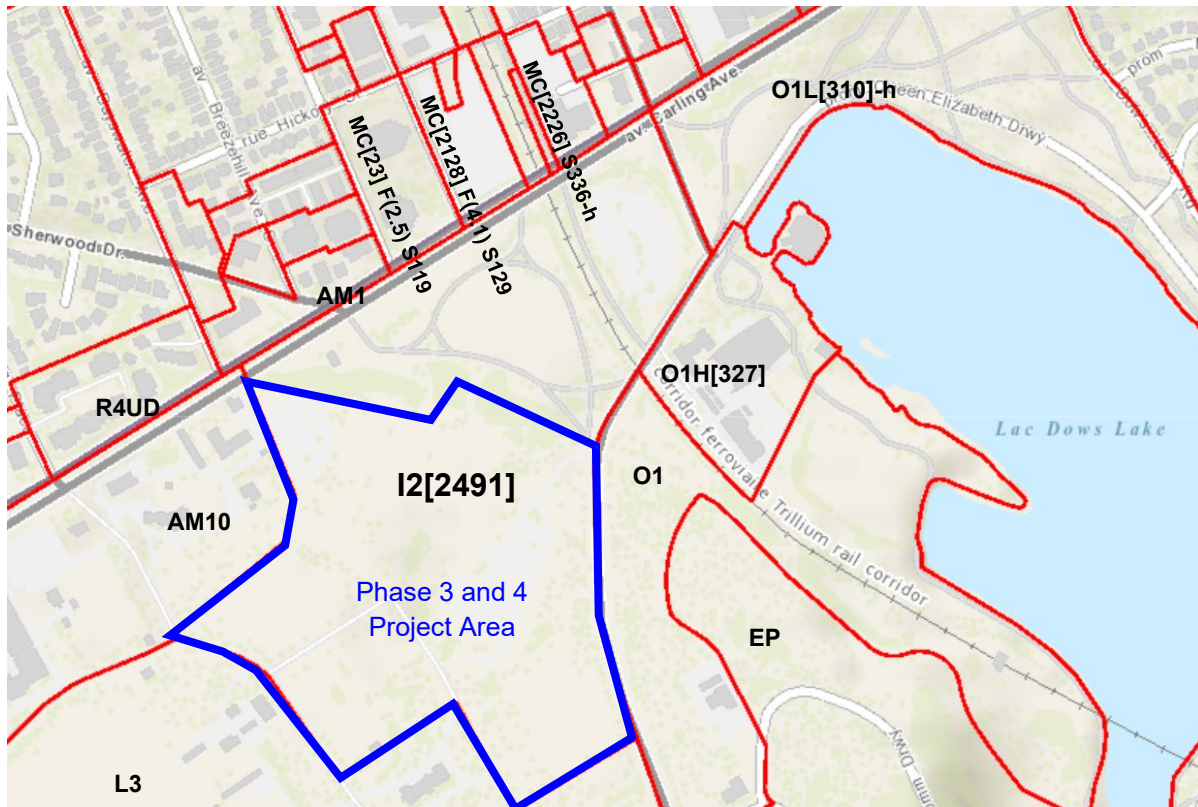
The following uses are also permitted provided they are on the same lot as and ancillary to a hospital or post-secondary education institution:

- dwelling unit
- office
- residential use building

The following uses are also permitted provided they are ancillary to the uses generally permitted and provided they do not occupy a cumulative gross floor area in excess of 10% of the floor area occupied by the generally permitted uses:

- | | | |
|---------------------|-----------------------------------|----------------------------|
| - bank | - medical facility | - restaurant, full service |
| - bank machine | - personal service business | - restaurant, take-out |
| - bar | - research and development centre | - retail store |
| - convenience store | | - technology industry |

Figure 13. Site Zoning, Comprehensive Zoning By-law 2008-250



The Site is subject to urban exception 2491 that includes the following:

Additional Permitted Uses: Retail Food Store, subject to being ancillary to a generally permitted use and being located on the same lot, and to be no greater than 10% of the cumulative gross floor area of the generally permitted uses; and

Prohibited Land Uses: Correctional facility, courthouse, one dwelling unit ancillary to a permitted use, retirement home, retirement home – converted, rooming house, rooming house – converted, shelter, sports area, payday loan establishment and all uses until such time as the holding is removed.

Development Standards for the Zone and compliance of the Phase 3 and 4 Project to these provisions include the following. The lot is considered one lot for by-law purposes in accordance with site specific zoning for the property as recently amended.

Table 1: Zoning Compliance

Zoning Mechanism	Provision	Phase 3 and 4 Site Plan Compliance
Minimum Lot Width (m) – Preston Street to Maple Drive	No Minimum	711 m (from Preston Street to Maple Drive)
Minimum Lot Area (m ²) – One Lot for Zoning Purposes	No Minimum	140,044 m ²
Minimum Front Yard Setback (Preston Street)	0 m	n/a
Minimum Rear Yard Setback (Experimental Farm)	7.5 m	73.16 m
Minimum Corner Side Yard Setback Prince of Wales Drive	7.5 m	64.82 m
Carling Avenue	0 m	77.85m
Minimum Interior Side Yard Setback (m) (Dominion Observatory)	7.5 m	40.65 m
Maximum Building Height (m)	No Maximum*	N/A
Minimum Width of Landscape Area along all the Lot Lines	3.0 m	Varies: >/=7.5 m

*note: Guidance on maximum building heights are provided in the West Downtown Core Secondary Plan (See Section 2.3.2 of this Report) which allows a maximum height of 20 storeys (generally translates to approximately 80 metres).

The following table identifies the minimum and maximum vehicle parking rates based on the Zoning By-law for the different uses included in the development. The table also includes future phases of the NCD to illustrate overall compliance with required parking rate for the Master Site Plan. The number of spaces provided by the Parking Garage and the Phase 3 and 4 onsite parking meets the minimum required and below the maximum number of spaces permitted.

Table 2: Required and Provided Vehicle Parking

	Use	Gross Floor Area	Minimum Parking Rate (Area X, Schedule 1A)	Minimum Parking Required	Maximum Parking Rate (Area B, Schedule 1)	Maximum Parking Permitted
Phase 3 and 4	Hospital	155,000 m ²	0.7/100 m ²	1,085	1.6/100 m ²	2,480
Future Development Phases	Hospital Expansions*	175,000 m ²	0.7/100 m ²	1,225	1.6/100 m ²	2,800
	Office	23,500 m ²	1/100 m ²	235	2.2/100 m ²	517
	Research and Development	6,000 m ²	0.4/100 m ²	24	1/100 m ²	60
	Medical Facility	22,000 m ²	2/100 m ²	440	5/100 m ²	1,100
	Retail	7,000 m ²	1.25/100 m ²	88	3.6/100 m ²	252
TOTAL REQUIRED				3,097	MAXIMUM PERMITTED	7,209
TOTAL PROVIDED				3,108		
PROVIDED RATE				0.8/100 m ²		
Additional NCC Parking Spaces in Parking Garage				200		

* This row pertains to the future expansion of the Hospital and Heart Institute, not included in the Phase 3 and 4 project.

The following table identifies the minimum bicycle parking rates based on the Zoning By-law for the different uses included in the development. As noted below, the required bicycle parking for the ultimate phased buildout of the NCD is 478 spaces. The bicycle parking provided exceeds that requirement including only Phases 2, 3, and 4 of the NCD. 610 bicycle spaces are provided for Phases 2, 3, and 4 of the development with more bicycle spaces anticipated as part of future phases.

Table 3: Required and Provided Bicycle Parking

	Use	Gross Floor Area	Required Rate	Minimum Bicycle Parking Required
Phase 3 and 4	Hospital	155,000 m ²	1,000 m ²	155
Future Development Phases	Hospital Expansions*	175,000 m ²	1,000 m ²	175
	Office	23,500 m ²	250 m ²	94
	Research and Development**	6,000 m ²	1,500 m ²	4
	Medical Facility	22,000 m ²	1,000 m ²	22
	Retail	7,000 m ²	250 m ²	28
TOTAL REQUIRED				478
TOTAL PROVIDED				630
PHASE 2 PROVIDED				310
PHASE 3 PROVIDED				320
PHASE 4 AND 4 PROVIDED				186 long-term (near West Entrance) 104 short-term (near West Entrance) 48 short-term (near front door)

* This row pertains to the future expansion of the Hospital and Heart Institute, not included in the Phase 3 and 4 project.

** The research and development use falls under the “all other uses” bicycle parking rate in the Zoning By-law.

Planning Response: The Hospital Land Lease area and municipal lands that contain the Trillium Line are considered one lot for zoning for planning purposes of the NCD. The I2 zone permits the Hospital and its ancillary uses including parking and retail with the requirement for minimal setbacks from adjacent streets with greater setbacks required along Prince of Wales Drive and the Central Experimental Farm to serve as landscape buffers to the development. There is no maximum building height in the zoning provisions however the tower of the Hospital respect the maximum permitted height established in the Secondary Plan. All other general and zone-specific provisions can be met. It is our opinion that the Phase 3 and 4 Project is in compliance with the Zoning By-law. The Parking Garage advanced in Phase 2 of the project provides the majority of the minimum parking required for the Hospital. The Phase 3 and 4 Project also includes vehicle parking spaces on small surface lots at strategic locations around the building to provide for key staff and accessible visitor parking while recognizing the need for snow storage (outside of landscape areas and not occupying required parking spaces) and space required for large scale emergency events.

2.3.4 Other Council Approved Guidelines and Plans

2.3.4.1 Transit-Oriented Development Guidelines

The City has developed a set of Council approved guidelines to provide urban design guidance at the planning application stage in order to assess, promote and achieve appropriate development depending on the site context and conditions. The Transit-Oriented Development Guidelines would apply to the Phase 3 and 4 Site Plan.

The Transit-Oriented Development Guidelines apply to all development within a 600-metre walking distance of a rapid transit stop or station. The Guidelines reflect an integrated approach that blends transit with urban planning, with the document underlining that this approach will be particularly important as Ottawa expands its rapid transit network. Transit-Oriented Development (TOD) is described as:

- a mix of moderate to high-density transit-supportive land uses located within an easy walk of a rapid transit stop or station that is oriented and designed to facilitate transit use.

And opportunities for TOD are most suitable where:

- designated growth areas and rapid transit stations and stops coincide.

These Guidelines are sorted into six broad categories. The perspective of each has been integrated into The Ottawa Hospital Master Site Plan:

- Land Use – Locating the “right” kinds of land uses close to transit that will generate/attract a high percentage of riders including employees;
- Layout – The need to reduce circuitous routes to transit stations by providing direct connections.
- Built Form – Emphasizing place-making, high quality urban design, and the public realm;
- Pedestrians and Cyclists – Emphasizing access and mobility to/from the transit station;
- Vehicles and Parking – Reducing conflict between pedestrians, vehicular movement, and parking space, as well as reducing the amount of surface parking overall; and
- Streetscape and Environment – Emphasizing the experience of public sidewalks and pedestrian walkways.

Planning Response: These Transit-Oriented Development Guidelines were used to guide development of the Master Site Plan and were also considered during the development of the CUP and Hospital. The Phase 3 and 4 Project continues to reserve space on the site for the eventual Carling Village Towers that will locate transit-supportive uses closest to the station. The Phase 3 and 4 Project will also complete the connected and weather-protected pathway (“highline”) from Dow’s Lake Station to the Hospital via the Parking Garage / Green Roof and the Pavilion. A protected walkway via the research buildings leading into Tower A will be completed in later phases. There are also cycling and pedestrian connections from Dow’s Lake Station to the Main Entrance of the Hospital via separated facilities along Road A. These pedestrian and cycling facilities have been designed to minimize conflicts and include adjacent landscaping to improve the experience of active transportation users.

2.3.4.2 Preston-Carling Public Realm and Mobility Study

The Preston-Carling Public Realm and Mobility Study is a Council-approved document referenced as a supporting policy document in the Preston-Carling District Secondary Plan (part of the previous City of Ottawa Official Plan) and the West Downtown Core Secondary Plan (which forms part of the current Official Plan). The Public Realm and Mobility Study contains a Public Realm and Mobility Master Plan which is the basis for Schedule F and Schedule G of the West Downtown Core Secondary Plan. The Public Realm and Mobility Study contains guidelines organized around three lenses (Moving, Greening, and Activating) which the Secondary Plans also use to organize public realm policies.

Within Section 9.0 Implementation of the West Downtown Core Secondary Plan, Policy 9.1.2 (Public Realm Study for Site Plan Applications) requires the completion of a Public Realm Network Study by proponents of development applications for Site Plan Control to ensure comprehensive planning of the public realm network and to place the development application within the context of the Preston-Carling Public Realm and Mobility Study.

The Public Realm Network Study below outlines the key components of the Phase 3 and 4 Project and their conformance with the Public Realm and Mobility Study guidelines. The Public Realm and Mobility Network for the Hospital site was designed and described at the Master Site Plan approvals phase and was informed by the Transportation Impact Assessment and Mobility Plan for the site as well as the Secondary Plan and Preston-Carling Public Realm and Mobility Study. The phased approach is an opportunity for the Phase 3 and 4 Project to consider the guidelines of the Public Realm and Mobility Study in greater detail.

Public Realm Network Study for the New Campus Development – Hospital and Central Utility Plant Site Plan

Guideline	Master Site Plan Response (2021)	Hospital and Central Utility Plant Site Plan
MOVING AROUND		
<p>M1 Walking and M2 Cycling</p> <ul style="list-style-type: none"> → Provide minimum 6 m wide pedestrian focused areas along Carling Avenue and Preston Street → Provide minimum 2-3 m wide sidewalks on both sides of other local streets. → Pedestrian safety should be prioritized through lighting, seating, and accessibility standards → A multi-use pathway connection is recommended for the west side of the O-Train corridor and should be 3 m to 4 m wide, given the proximity to the Transit Station and Dow’s Lake → Separated/dedicated Bike Lane (or Cycle Tracks) on Carling Avenue and Preston Street → Bike racks should be provided at key locations in new site developments 	<ul style="list-style-type: none"> → A 3.0 m wide bi-directional bikeway has been proposed along Carling Avenue and Preston Street and relocates the existing east-side multi-use pathway along the O-Train corridor to this high-level cycling facility. → A 3.5 m wide sidewalk and a 2.5 m streetscape zone together create a minimum 6.0 m pedestrian focused area, noting that these areas are partially on public and private lands. → A 3.0 m multi-use pathway is also planned on the east side of the private road network to provide a through connection from the Trillium Pathway to Prince of Wales Drive and to Dow’s Lake. → Secondary sidewalk connections are also planned from Carling Avenue to the Hospital Main Entrance. → The location of bicycle parking will be determined at each phase of development. 	<ul style="list-style-type: none"> → The Phase 3 and 4 Project includes the extension of Road A to the Main Entrance to the Hospital that includes a 2m sidewalk on the north side and a 2m sidewalk and 1.8 m cycle track on the south side of the entrance. → All points of interest within the Phase 3 and 4 Site Plan are connected through a combination of exploratory and direct routes to allow for health, wellness, and meandering experiences as well as efficiency when needed. → The Hospital will provide bicycle parking for visitors at the Main Entrance (where the Pavilion meets the podium) and at the western entrance for staff. Ample bicycle parking is also being provided within the Parking Garage that was designed in Phase 2, which will serve both visitors and employees.

Guideline	Master Site Plan Response (2021)	Hospital and Central Utility Plant Site Plan
<p>M3 Transit</p> <ul style="list-style-type: none"> → Adjacent new development sites should be designed with linkages (may be weather protected) to encourage pedestrians to walk through their sites to the transit station and multi-use paths. → Consider giving design cues to cyclists (such as change in pavement) to indicate they are near a transit area with many pedestrians. → Pedestrian and cycling routes should clearly identify direction to Transit. 	<ul style="list-style-type: none"> → A weather protected walkway is planned between the Carling/Dow’s Lake Station Entrance and the Hospital, Heart Institute and Research buildings located on the west side of the Trillium LRT corridor. 	<ul style="list-style-type: none"> → The Phase 3 and 4 Project will construct the weather protected walkway (“highline”) between the future Dow’s Lake Station Entrance and the Hospital. → The design of the Hospital allows for the future addition of a weather protected walkway via the Research Building to be developed in a future stage.
<p>M4 Driving</p> <ul style="list-style-type: none"> → In addressing/resolving Site access requirements, consideration should be given to both a discontinuous and continuous link through the Site, connecting the Site to Prince of Wales Drive and Carling Avenue. → Provide extensions of the turn lanes at the Champagne Avenue and Carling Avenue intersection. → Access to development sites south of Carling Avenue should minimize traffic impact on local streets, and new area development should direct traffic to the arterial road network efficiently. 	<ul style="list-style-type: none"> → A private road network on the Site includes a new link that would connect Champagne Avenue/Carling Avenue to Prince of Wales Drive. This same road network also provides access to the Main Entrance of the Hospital and emergency room drop-off for the public. A separate network provides access to a dedicated for ambulances from Maple Drive and Prince of Wales Drive. → New east and westbound turn lanes will be provided at the Carling Avenue/ Champagne Avenue intersection to provide access to the Site and for the community. 	<ul style="list-style-type: none"> → The Phase 3 and 4 Project connects to the Road A/B road network linking the Hospital to Carling Avenue and Prince of Wales Drive. A new access will also be provided for staff and ambulances from Prince of Wales Drive to the ambulance garage of the Hospital (facing Maple Drive).
<p>M5 Loading, Servicing and Emergency Medical Services</p> <ul style="list-style-type: none"> → Accommodate loading requirements on-site to the extent possible. → On redevelopment sites adjacent to the Carling O-Train Station, give consideration to transit passenger drop-off/pick-up requirements that can be successfully integrated into the on-site circulation and the on-site public realm. → Consider private driveway linkages through redevelopment sites to adjacent streets for efficient circulation of emergency, service, and maintenance vehicles. 	<ul style="list-style-type: none"> → Loading and servicing for the NCD is accommodated entirely on-site with a separate access from Prince of Wales Drive. A lane for loading and servicing has been designed between the towers at Carling Avenue and Preston Street. → A lay-by area is envisioned on-site near the Parking Garage to provide an area for drop-off and pick up for private vehicles, taxis, Uber, Lyft, and other carsharing programs. 	<ul style="list-style-type: none"> → The Phase 3 and 4 Project includes a loading area on-site on the southeast side of the Hospital, to be accessed from Road L via Road B and Prince of Wales Drive. → There is a vehicle lay-by area provided at the Main Entrance to facilitate car-sharing/ride-sharing as a mode of transportation. → The Phase 3 and 4 circulation has been designed for efficient circulation of emergency, service and maintenance vehicles. Emergency vehicles can access the ambulance garage via Maple Drive (from Carling Avenue) or Road E (from Prince of Wales Drive).

Guideline	Master Site Plan Response (2021)	Hospital and Central Utility Plant Site Plan
<p>M6 Parking</p> <ul style="list-style-type: none"> → In approving plans for intensification and Site redevelopment, the City will need to find the appropriate balance between meeting on-site parking needs, minimizing parking spill-over, and maximizing the transit, walk, bike travel modes, all towards achieving community sustainability. → To ensure that the greening strategy can be achieved, front yard pad parking should be discontinued. 	<ul style="list-style-type: none"> → With a direct connection on Site to Dow’s Lake Station with a proposed new entrance on the south side of Carling Avenue (proposed Dow’s Lake Station entrance), the minimum number of required spaces is being proposed. A Transportation Demand Management and Parking Strategy will be required prior to approval of the Hospital Building to achieve a high modal share for transit, pedestrians and cyclists over private vehicles proposed as part of the Transportation Impact Assessment and Mobility Strategy. → Parking is provided mainly as part of a structured garage with some peripheral surface parking areas, well screened from the street by natural topography and proposed landscaping features. 	<ul style="list-style-type: none"> → The Phase 3 and 4 Project makes use of the parking spaces in the Parking Garage to serve as the main parking supply for staff and visitors. Some additional surface parking lots west of the Hospital will serve for dedicated staff and emergency services that are screened from view with the use of buildings and landscaping. → The Phase 3 and 4 Project includes the integration of landscaping into parking areas, and the design of surface parking has aimed to preserve existing trees on site.
GREENING		
<p>G1 Parks, Urban Squares and Courtyards</p> <ul style="list-style-type: none"> → The minimum size of a Park should be 3,000 m², with a minimum frontage of 75 m on a public street. This recognizes the need for a new standard for urban districts. → An Urban Square should be a minimum of 7% to a maximum of 15% of the net site area. There may be more than one Urban Square on a development site. → Parks, Urban Squares and Courtyards will be established adjacent to active frontages. → Parks, Urban Squares and Courtyards should be multi-functional, comfortable, and support year-round use for the community as well as visitors. 	<ul style="list-style-type: none"> → The Master Site Plan includes a number of green spaces including a park to be located on the roof of the Parking Garage with frontage along Preston Street and Prince of Wales Drive, an urban plaza along Carling Avenue at the future research building as well as wellness gardens at the southeast corner of the north tower of the hospital (Tower A). 	<ul style="list-style-type: none"> → The Main Plaza and the Contemplation Garden associated with Phase 3 and 4 Site Plan are designed to be publicly accessible and used year-round.
<p>G2 Street Trees</p> <ul style="list-style-type: none"> → In association with street reconstruction, plant trees as per the cross sections demonstrating streetscape treatment on the various street types in the Preston-Carling District. 	<ul style="list-style-type: none"> → Street tree planting has been included along both Carling Avenue, Preston Street, Prince of Wales Drive, Maple Drive and along the private road network on site. 	<ul style="list-style-type: none"> → A tree planting zone has been designed and incorporated along the at-grade pedestrian and cycling connection to the Main Entrance of the Hospital.
<p>G3 Landscapes in Parks, Urban Squares and Courtyards</p> <ul style="list-style-type: none"> → Landscapes should be 75% native for woody planting (shrubs/trees) and 50% native for herbaceous material, vines and groundcover. → The growth and vigour of the tree canopy should be monitored and reviewed on an annual basis. 	<ul style="list-style-type: none"> → The Master Site Plan landscape plans and tree canopy plans prioritize native species. 	<ul style="list-style-type: none"> → The Vegetation Management/Conservation Strategy and Contractor Education Program includes provisions for monitoring as well as provides guidance for the selection of native plants as part of the Phase 3 and 4 landscape site design.

Guideline	Master Site Plan Response (2021)	Hospital and Central Utility Plant Site Plan
G4 Ecological Corridors		
<ul style="list-style-type: none"> → Prepare an Arborist Report and Vegetative Management Assessment for ecological corridors towards identifying healthy, desirable specimens, hazard specimens, and invasive species. → Remove hazard trees → Replant approved and recommended species within new spaces and opportunities as a consequence of this tree removal. 	<ul style="list-style-type: none"> → A Tree Conservation Report has been prepared to identify trees that might be impacted by the Master Site Plan and provide guidance on mitigation/protection measures. → Invasive species and hazard trees have also been identified for future consideration at each subsequent phase of development. 	<ul style="list-style-type: none"> → The Environmental Effects Evaluation, Environmental Impact Statement, and Tree Conservation Report Update includes tree conservation and a landscape plan that identifies the removal of invasive species and dead trees as well as mitigation/protection measures for existing trees/trees to be evaluated for relocation and a landscape plan to include new tree plantings and enhance existing treed areas. A Woodland Management Plan is being developed to manage invasive species within the wooded ridgeline and enhance this feature on the site.
ACTIVATING		
A1 Retail at the Edge		
<ul style="list-style-type: none"> → Locate retail establishments and other active uses (for example, restaurants, cafes, shops and services) on the ground floor of buildings to further animate the street and public open spaces onto which the building faces. → Create a visually continuous street wall by aligning infill buildings close to the setbacks of existing buildings. → Buildings should be architecturally interesting and inviting. Transparent doors and windows are recommended. 	<ul style="list-style-type: none"> → The proposed buildings in proximity to the Carling Avenue and Preston Street intersection and in the vicinity of Carling/Dow’s Lake Station have been planned to include active uses at-grade such as restaurants, retail and other service type uses. → The buildings have been planned to align to create a visually continuous streetscape. 	<ul style="list-style-type: none"> → The project aims for design excellence throughout as detailed in the Design Brief accompanying this complete application. → The Phase 3 and 4 Project uses lightwells and other architectural features throughout the Hospital to allow daylight and careful consideration has been given to the size and placement of windows within patient room and waiting areas to connect patients and visitors to the natural setting outside the building. → The pedestrian link through the rooftop park (to link the LRT station and hospital buildings in subsequent phases) will be activated and programmed as part of Phase 2 to enhance the pedestrian experience of the park in a “highline” style as well as provide additional amenities for the rooftop park.
A3 Play/Activities		
<ul style="list-style-type: none"> → Parks and urban squares should include facilities to accommodate formal and informal play. These facilities should be designed to accommodate children and youth of a wide range of ages and abilities. → Play areas should be accessible by walkways. 	<ul style="list-style-type: none"> → While the detailed design for the park and urban squares will be part of detailed Site Plan Control applications, the Master Site Plan anticipated that these facilities would include active and passive recreational opportunities for all ages and abilities. → Access to each of these areas will be designed to meet universally accessibility guidelines. 	<ul style="list-style-type: none"> → The Main Entry Plaza and Contemplation Garden are publicly accessible facilities with opportunities for passive recreation such as areas to sit, rest, and converse.

Guideline	Master Site Plan Response (2021)	Hospital and Central Utility Plant Site Plan
<p>A4 Events</p> <ul style="list-style-type: none"> → Consider creating a pedestrian central piazza as a focal point for the area, complete with a stage area for special events and framed by adjacent buildings. → Large open spaces, both paved and green, should be designed to accommodate temporary and recurring events. → Provide an inviting tree-lined promenade to connect Preston Street at Carling Avenue to the Dow’s Lake activities and to foster synergies between the two cultural areas. 	<ul style="list-style-type: none"> → The Master Site Plan has identified parks, an urban plaza, and generous sidewalk space along Carling Avenue and Preston Street to allow for a range of activities and events to enliven the area. → The reconstruction of the Carling Avenue and Preston Street “street” edges shall include a tree-line sidewalk and multi-use pathway to take residents and visitors to and from Dow’s Lake. → The Parking Garage Rooftop Park will include both passive and active recreational opportunities and both direct and exploratory routes. 	<ul style="list-style-type: none"> → Pedestrian and cycling facilities to the Main Entrance of the Hospital include tree lined facilities. → Spaces within the Pavilion will play host to a variety of uses, including conferences, training, community events, and retail.
<p>A5 Public Art</p> <ul style="list-style-type: none"> → Public Art should be a priority and should be sought out in concert with the development of new buildings and public works projects in the Preston-Carling District. → Public Art on private land should be accessible to the public, and the local community should be involved in the development of Public Art initiatives. 	<ul style="list-style-type: none"> → The areas created for parks (including the rooftop park of the Parking Garage), plazas, street sidewalks and boulevard areas, provides opportunities for public art installations. 	<ul style="list-style-type: none"> → A Public Art consultant has been retained to provide advice on Public Art opportunities on the site.

3.0 CONSULTATION STRATEGY

Extensive public consultation occurred in 2017 and into 2018 on the Zoning By-law and Official Plan Amendments to establish the New Campus Development site. These reports were approved by City Council on June 13th, 2018. This has been followed by additional consultation undertaken as part of the Master Site Plan Control Application and Lifting of the Holding Zone Applications which included community meetings, meetings with City Councillors and individual stakeholder meetings as well as a Public Meeting.

For the Phase 2 Project (Parking Garage and Green Roof), a Pre-Application Consultation Meeting was held in January 2021. Additional meetings with City and NCC staff were held throughout 2021, along with two meetings with the City’s Urban Design Review Panel and the NCC’s Advisory Committee on Planning, Design, and Realty. A Public Information Session was held in November 2021 as part of the application circulation process. Additional meetings and workshops with stakeholders took place as requested. Members of the public and stakeholders were also able to provide comments at the public meetings of City of Ottawa Planning Committee which was held in February 2022. The project was also posted on the Canadian Environmental Impact Assessment Registry.

As The Ottawa Hospital is now commencing the processes to move forward with the implementation with the Phase 3 and 4 Project, additional consultation opportunities will also take place. This Section of the report specifically speaks to the public consultation processes related to the approvals of the Site Plan Control Application for the Phase 3 and 4 Project. Additional engagement strategies will be prepared for each subsequent phase of the Site’s 25-year implementation.

3.1 Engagement Process

The Ottawa Hospital has operated a website since the inception of the NCD - <https://newcivicdevelopment.ca/>). It is continually refreshed to keep the public informed of progress and opportunities to engage. As well, The Ottawa Hospital produces a monthly newsletter – Checkpoint, to highlight aspects of the new Hospital as it evolves (<https://ohfoundation.ca/our-new-hospital/>).

TOH, together with First Nation, Metis and Inuit people, communities and organizations, established the Indigenous Peoples Advisory Circle in 2021. The Circle meets regularly to advise TOH on priorities and action items focused on building a common future for Indigenous health and healing. Membership to the Circle is evolving and currently includes representation from First Nation communities within the TOH referral region, the Government of Nunavut, Inuit, Metis and First Nation health organizations and an Ottawa-based friendship centre. It's chaired by TOH Board of Governor member Marion Crowe who is also Chief Executive Officer of the First Nations Health Managers Association.

Discussions are currently focused on planning and designs for TOH's new campus and the development of an Indigenous Engagement Framework that will apply to TOH broadly. Broad priorities include creating culturally safe and representative spaces for Indigenous peoples from a human rights and distinctions-based perspective, including meaningful action to implement the health-related Truth and Reconciliation Commission's Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples, Joyce's Principle and the Calls to Justice from the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

The review and approvals processes are moving forward on a collaborative basis with the City of Ottawa and the National Capital Commission (and Public Services and Procurement Canada as the federal landowner). Although they have separate specific approvals, the agency processes have been aligned to ensure this important city-building project undergoes a vigorous review, that leads to timely approvals.

A Pre-application Consultation Meeting for the Phase 3 and 4 Project took place on June 23rd, 2022. In attendance were participants from the NCD Project Team, the NCC, and the City of Ottawa. An outcome of the meeting was the confirmation of the reports/studies/assessments that will be required to accompany the applications. Additional meetings have been held with City Staff and the NCC to further refine the application requirements for the Phase 3 and 4 Project.

A Pre-consultation meeting with surrounding Community Group representatives took place on November 15th, 2022 in advance of formal applications to the agencies. The following community groups were invited to attend: Dow's Lake Residents Association, Civic Hospital Neighbourhood Association, Carlington Community Association, Glebe Annex Community Association, and the Dalhousie Community Association. An overview of the approval process was presented by city staff and details of the Phase 3 and 4 Project was presented by the Design Team's Lead Architect and was followed by a question and answer period.

In support of the required transportation studies, a Community Advisory Council and Transportation Subcommittee was formed to provide input to the Project Team through the development of the studies. Community Groups represented on the Subcommittee included: Carlington Community Association, Civic Hospital Neighbourhood Association, Dalhousie Community Association, Dow's Lake Residents Association, Glebe Annex Community Association. A study kick-off meeting was held in May 2022 to review the terms of reference for each of the supporting studies followed by three rounds of one-on-one workshops held with individual subcommittee members between June and August. A second meeting with the Transportation Subcommittee was held in June 2022 to provide an update on the study development and report on first round of one-on-one workshops. A follow up meeting was held in October 2022 in advance of finalizing the strategies.

Additional meetings have been held with City Staff and the NCC and their advisory committees to further refine the design details for the Phase 3 and 4 Project. A meeting with the City of Ottawa's Accessibility Advisory Committee took place on September 20th, 2022 and a follow-up meeting was held on March 21st, 2023. A meeting to discuss early concepts of the Phase 3 and 4 Project with the NCC's Advisory Committee of Planning, Design and Realty was held on November 24, 2022. A similar meeting was held with the City's Urban Design Review Panel (URDP) on July 7th, 2022 as part of the pre-consultation process. A formal review by the UDRP was held on January 9th, 2023.

A virtual Public Information Session was held through an online video conferencing tool, ZOOM, on February 9th, 2023. Residents, representatives from TOH and the Ward Councillors' offices were present, and over 100 residents attended the session. The session included a presentation by the Project Architect followed by a question-and-answer period that was supported by the project team and The Ottawa Hospital including the project landscape architect, urban and environmental planner, and transportation engineer.

Additional meetings and workshops with stakeholders will continue to take place during the application review process.

4.0 PLANNING CONCLUSION

The preparation of this Planning Rationale has required a thorough understanding of the site, the approved Master Site Plan and its supporting studies, as well as a thorough review of the land use planning policy framework of the federal, provincial and municipal levels of government. Approval of the Site Plan and Federal Land Use for the Phase 3 and 4 Project for the NCD is recommended on the following basis:

IT CONFORMS TO THE FEDERAL GUIDANCE DOCUMENTS

The selection of this site for the NCD was approved in 2018 and is guided by the Capital Realm Design Principles and site-specific Performance Criteria developed for the site. Guided by the policies of the Plan for Canada's Capital, the Capital Urban Lands Master Plan, and the Central Experimental Farm National Historic Site Management Plan, the federal government has provided approval for the NCD subject to subsequent Federal Land Use and Design Approval and review by the NCC's Advisory Committee of Planning, Design and Realty for each subsequent phase of development including the Phase 3 and 4 Project. The involvement of federal partners including the NCC (federal approval agency in the Capital), Public Services and Procurement Canada (the "landlord"), Agriculture and Agri-Food Canada (managers of the Central Experimental Farm) and Parks Canada (for review of development on or adjacent to National Historic Sites), also ensures that the Phase 3 and 4 Project design is in accordance with federal policies and plans. The Master Plan provides a vision for creating a new symbolic place in the Capital, responding to the unique physical characteristics of the site and its surrounding rich cultural history and open space network. The Phase 3 and 4 Project, which includes the Hospital building and Central Utility Plant is a crucial step in the phased build-out of this ultimate Master Site Plan vision.

IT IS CONSISTENT WITH THE PROVINCIAL POLICY STATEMENT

The proposed CUP and Hospital supports the goals of the Provincial Policy Statement. The proposed development will meet the long-term needs of the community it serves, located on the Trillium Light Rail Transit Line. The site is located in an existing built-up area and will be accommodated within existing municipal servicing systems to provide the necessary services to support redevelopment within the district as a whole. The design of the CUP and Hospital also considers the existing natural and cultural environmental contexts and is compatible with the agricultural research function of the Central Experimental Farm. The Phase 3 and 4 Project is supported by additional studies that demonstrate how it can be serviced by existing networks, mitigate potential impacts on the natural and cultural environments and provide new pedestrian and cycling facilities, as well as publicly accessible spaces that will provide new active and passive recreational opportunities for the community.

IT CONFORMS TO THE CITY OF OTTAWA OFFICIAL PLAN

The site of the Phase 3 and 4 Project is considered a Major Urban Facility, added by amendment to the previous Official Plan in 2018, and is a permitted land use in the Neighbourhood land use designation of the Official Plan. The CUP and Hospital includes the Hospital and associated uses including research and education, office, and service and retail uses conveniently located, and planned around, a proposed new station entrance to Dow's Lake Station on the Trillium Line and adjacent future Carling Avenue at-grade LRT system. The CUP and Hospital have been designed to consider the surrounding context and its compatibility within the area that includes the rich cultural history of the Farm and the Rideau Canal as well as the City's extensive open space network including new pathway connections to and through the site, and to the front door of the Hospital, connecting to the Trillium Pathway and beyond. The site also has access to three arterial roads and balances the parking requirements to ensure that parking needs can be accommodated on the site and not spillover to the adjacent communities. The majority of the required parking for the Hospital has been provided through the development of the Phase 2 Parking Garage with additional strategically located surface parking areas to accommodate dedicated parking spaces and space for large scale emergencies. The Phase 3 and 4 Project will also complete the construction of the highline connection from the Dow's Lake LRT Station to the hospital. Further the Phase 3 and 4 Project respects the existing natural environment and topography of the site and strives to protect trees on the site, in particular along the ridgeline and the edges of the site and includes new planting at-grade and along new pedestrian and cycling facilities and along the edges of Site Plan area.

IT CONFORMS TO THE NEW WEST DOWNTOWN SECONDARY PLAN AND ASSOCIATED PUBLIC REALM AND MOBILITY PLAN

The NCD was added as a new Land Use Character Area to the Preston-Carling District Secondary Plan (now West Downtown Secondary Plan) in 2018. The Plan guides the site's design and physical development including type of uses, height limitations, requirements for open space and contributions to the building form along Carling Avenue and Preston Street and the Public Realm with a pedestrian-first vision. The Phase 3 and 4 Project enables a lively and connected

Public Realm including outdoor spaces connected by multi-use pathways and sidewalks to the entrances of the buildings. The Phase 3 and 4 Project will connect the pedestrian and cycling connections along the internal road network to the Main Entrance of the Hospital. The Hospital has been designed for all ages and abilities and will offer new views to Dow's Lake, the Rideau Canal, and the Central Experimental Farm, as well as opportunities for public art.

IT CONFORMS TO THE PROVISIONS OF THE ZONING BY-LAW

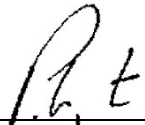
The uses proposed within the Phase 3 and 4 Project (Hospital and ancillary services) are included within the list of permitted primary and ancillary uses allowed in the Zone. Setback requirements along Carling Avenue will allow for a rich urban edge along these streets once the Carling Village towers are implemented. Required setbacks along Prince of Wales Drive and the Central Experimental Farm provide space for landscaping, integrating the CUP and Hospital harmoniously into the surrounding contexts. The Phase 3 and 4 Project meets all other zone specific and general provisions and does not require amendments to the Zoning By-law to implement.

IT IS IN KEEPING WITH THE DESIGN GUIDANCE FOR THE SITE

In addition to the design guidance provided in the Official Plans, Secondary Plans and the Public Realm and Mobility Study, the design of the CUP and Hospital has been guided by the design guidance provided in Council-approved design guidelines including those for Transit-Oriented Developments. The Phase 3 and 4 Project implements the vision for reducing automobile trips by providing new pedestrian and cycling facilities through the site's internal road network to access the Hospital and a modal shift away from automobiles and focusing on active modes and transit for the majority of trips in the future. The Phase 3 and 4 Project will also complete construction of the weather protected pedestrian highline connection across the Parking Garage roof via the Pavilion into the Hospital.

On this basis, it is our professional planning opinion that approval of the Phase 3 and 4 Project will result in good land use planning and is recommended for approval.

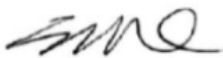
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APPENDIX A: NCC PERFORMANCE CRITERIA FOR THE NEW CAMPUS DEVELOPMENT PHASE 3 AND 4 PROJECT RESPONSE

NCC Performance Criteria for the New Campus Development Phase 3 and 4 Project Response

Revised, April 2023

Performance Criteria	Phase 3 and 4 Project Response
<p>Project integration with its urban, natural and heritage context – the Proponent must demonstrate that the proposal integrates harmoniously with its setting – physically, visually, operationally and experientially throughout all development phases.</p>	
<p>i. Establish continuity and compatibility with each of the site’s edge conditions in terms of scale, massing, density, height, land use, materiality, landscape, prominence, and significance;</p>	<p>The Phase 3 and 4 design responds to each of the site’s unique edge conditions, including the scenic quality of the Prince of Wales Drive to the east, Dow’s Lake and the Rideau Canal to the northeast; the pastoral nature of the Central Experimental Farm to the south and east; and Carling Avenue to the west. The edge conditions around the site will be experienced differently: more vegetated along Prince of Wales Drive and towards Dow’s Lake and the Rideau Canal, Maple and Birch Drives and in the fullness of time more urban along Carling Avenue.</p> <p>Scenic Quality of Prince of Wales Drive and heritage of the Rideau Canal: Preservation of existing trees on the site along Prince of Wales Drive and on the vegetated escarpment will help to screen the view of the hospital and maintain the scenic quality of Prince of Wales Drive and to Dow’s Lake and Rideau Canal beyond. Supplemental deciduous and evergreen tree plantings will enhance the landscaped edge along Prince of Wales Drive. The height of Hospital is similar to the previous Sir John Carling Building on the same site and will afford new views to Dow’s Lake and the Rideau Canal.</p> <p>Pastoral Edge of the Central Experimental Farm: Landscaped buffers of at least 7.5 meters will be established with preservation of existing vegetation beyond (approximately 4.5 metres) towards Maple and Birch Drives will establish compatibility with the abutting Central Experimental Farm. Additional tree planting between Birch and Maple Drives and the hospital lease boundary, to be coordinated with AAFC and the CEF, is planned in order to contribute to the tree canopy coverage on-site. The CUP building is sunken below the grade of Maple Drive, which additionally screens the building from view from the adjacent property.</p> <p>Carling Avenue Edge: The Hospital has been designed to facilitate a transition in land use from the dense urban street grid north of Carling Avenue to the picturesque and agrarian landscapes of the Central Experimental Farm with the ridge’s wooded vegetation between the street and the Hospital.</p>

Performance Criteria	Phase 3 and 4 Project Response
<p>ii. Promote the use of public transit and active mobility over private vehicles year-round;</p>	<p>The New Campus Development takes advantage of the nearby Trillium Line and the future Dow’s Lake LRT Station entrance; planned bus rapid transit on Carling Avenue; and planned active transportation facilities. Roads A and B have also been designed to accommodate local transit service including at the front door of the Hospital. Travel behavior is expected to transition over time to more sustainable modes which is reflected in the mode share assumptions transitioning from a modal share today of 85% automobile and 15% sustainable modes (including transit, walking and cycling) to 50% automobile and 50% sustainable modes projected in 2028, and 35% automobile and 65% sustainable modes by 2048.</p> <p>The Phase 3 and 4 Project includes completion of the separated pedestrian and cycling facilities on internal roads (Road A & Road B) and to the main entrance of the Hospital and Road D linking Maple Drive to the Hospital’s west entrance, to promote safe and efficient access year-round via sustainable transportation modes.</p> <p>The Phase 3 and 4 Project will also complete the weather protected pedestrian connection along the green roof of the Parking Garage (“highline”) and through the Pavilion to provide comfortable year-round access to the Hospital for pedestrians from Dow’s Lake LRT Station.</p>
<p>iii. Locate high density and transit-supportive uses in closest proximity to transit;</p>	<p>In line with the Master Site Plan, the siting of buildings for the Phase 3 and 4 Project continues to allow for the future development of research and hospital related uses, as well as retail/service uses along Carling Avenue and Preston Street and within 400 meters of the Trillium Line.</p> <p>Pedestrian connections from bus stops on Carling Avenue to the Hospital along Road A, as well as the highline connection will facilitate arrival to the site by public transit.</p>
<p>iv. Create a recognizable institutional landmark on approaches without compromising the integrity of key viewpoints identified by the NCC*, as well as a public frontage at street level;</p>	<p>The Phase 3 and 4 Project will be a landmark that enhances access to views of the surrounding landscape. The vision for the New Campus Development is “to foster design excellence as a landmark in our Nation’s Capital that acknowledges the integration and extension of the landscape in an approach to promoting wellness on the site. The NCD shall foster service excellence through access to, and views of the landscape within and surrounding the Campus. Key viewpoints on and around the Central Experimental Farm, including the view north across the lawn to the Saunders Building, have been considered as part of the design process, and renderings depicting these views have been prepared as part of the submission materials. Public frontage at street level will be developed as part of the future development of research and hospital-related uses along Carling Avenue and Preston Street.</p>

Performance Criteria	Phase 3 and 4 Project Response
<p>v. Reinforce the role (symbolic, cultural and scientific), public understanding, use and operations of the surrounding heritage sites – Central Experimental Farm, Dominion Observatory, Dominion Arboretum, Canada Agriculture and Food Museum, Prince of Wales Dr. (Capital scenic entry route) and the Rideau Canal;</p>	<p>The site is uniquely situated to bridge the rich historical, cultural and physical attributes of the Dow’s Lake District, which is encircled by the Central Experimental Farm and the Dow’s Lake and the Rideau Canal UNESCO World Heritage site. The Phase 3 and 4 Project considers these surrounding influences and includes incorporation of pastoral and agrarian landscape characters of the Farm as part of the landscape design, offering an unparalleled opportunity to reimagine the design and integration of tertiary healthcare into the landscape to foster a stronger tie to the community while developing a place for wellness, healing, research, education and physical activity. The new Hospital also provides new opportunities to observe and appreciate the surrounding cultural symbols including the Central Experimental Farm, the Dominion Observatory, the Dominion Arboretum, and the Rideau Canal.</p>
<p>vi. Create intuitive, engaging, safe and accessible site connectivity and permeability including:</p> <ul style="list-style-type: none"> a. to and from the main public entrance of the hospital; b. across arterial roads that border the site to facilitate public access to adjacent sites; c. between points of interest and outdoor amenities on site (public entrances, areas of active recreation, green spaces, natural topography and viewpoints); and d. to points of interest and amenities of adjacent sites (transit, pathways, sidewalks, cycling lanes, Central Experimental Farm, Dominion Arboretum, Dominion Observatory, Canada Agriculture and Food Museum). 	<p>Proposed multi-use pathways to the hospital west entrance and separated facilities to the hospital main entrance (in Phase 3 and 4 Project) continuing the separate pedestrian and cycling facilities (in Phase 2) will provide permeability throughout the site, connecting north to south and east to west and providing safe, direct paths to entrances of the Hospital.</p> <p>Per item a) the vehicular, separate pedestrian and cycling facilities along Roads A and B to the main public entrance to the Hospital forms part of the Phase 3 and 4 Project as well as completion of the weather-protected highline from the LRT Station Entrance.</p> <p>Per item b) the design of intersections which will be enabling works for the Phase 3 and 4 Project (e.g. Prince of Wales Drive and Road B) have been designed to facilitate public access to adjacent sites across the arterial roads of Prince of Wales Drive and Carling Avenue in a safe and convenient way. Intersection designs at Preston Street and Prince of Wales Drive and Prince of Wales Drive and Road B have been designed as fully protected intersections.</p> <p>Per item c) all points of interest are connected through direct sidewalk/cycling connections or experiential trails to promote health and wellness.</p> <p>Per item d) access to adjacent sites have been provided where conflicts between emergency vehicles and visitors can be avoided. A connection from Maple Drive/Winding Lane/Road D as a multi-use pathway and then walking pathway around the north side of Tower A is included in the Phase 3 and 4 Project to facilitate this movement in a safe manner.</p>

Performance Criteria	Phase 3 and 4 Project Response
<p>vii. Locate all operational infrastructure (parking structures, surface parking, loading docks, and utilities, etc.) away from prominent areas on site to the maximum extent possible, limit their size and conceal them from view;</p>	<p>The location of operational infrastructure for Phase 3 and 4 Project has been selected with regard to the site’s natural topography. The grading of the areas surrounding the CUP and the loading dock is such that this infrastructure will not be readily visible from prominent areas off- site.</p> <p>The CUP and Hospital loading dock on the south and east sides of the Hospital respectively, will also be heavily screened from view by preserving existing vegetation and providing newly planted trees along the Hospital lease boundaries.</p>
<p>viii. Preserve the clarity of the natural topography;</p>	<p>The Phase 3 and 4 Project has been designed in consideration of the natural topography of the site to provide pedestrian, cyclist and vehicular access to multiple levels of the Hospital as is typically required. This approach takes advantage of the escarpment and variable elevations surrounding the site provide access to loading and service deliveries, ambulance access to the hospital and parking for emergency vehicles and critical staff. In addition, the Central Utility Plant will be sunken into the landscape and away from view. Preservation of existing vegetation is a priority of the design and also an opportunity to support wellness by providing views to from the Hospital and providing opportunities to experience the landscape.</p>
<p>ix. Maximize the preservation of non-invasive mature vegetation, with particular attention to distinctive trees along the escarpment;</p>	<p>A main objective of the project team has been to purposefully retain as many distinctive, mature trees as possible on the site and provide opportunities to enhance the existing treed areas to be retained. A target for tree canopy cover of 40% at maturity (assumed 40 years) has been established by the City. A Vegetation Management/Conservation Plan has been prepared to guide decisions on tree removals, relocations and protection including guidance during construction to educate workers with respect to tree conservation and retention.</p> <p>Particular attention was given to impacts on the wooded ridgeline and its distinctive trees when designing the Hospital, CUP and associated site services.</p> <p>In addition, the design of the Phase 3 and 4 Project provides opportunities to enhance the existing forested areas to be retained with additional native species, but also through reducing non-native invasive species within the wooded ridgeline (escarpment) through the development of a Wooded Ridgeline Management Plan.</p>

Performance Criteria	Phase 3 and 4 Project Response
<p>x. Ensure harmonious coexistence of new land uses with the operation of adjacent uses (noise, vibration, site access, etc.) during and post construction.</p>	<p>The Phase 3 and 4 Project is supported by numerous studies including a Traffic Impact Assessment Addendum #2, Site Servicing and Stormwater Management Report, Environmental Effects Evaluation, and Noise and Vibration Impacts report. These reports provide recommendations for mitigation during construction and operation of the CUP and Hospital Building to fit within the existing and future surrounding context of the site with negligible negative impacts and numerous positive impacts, including state of the art healthcare and wellness, collaboration with health and agricultural scientific communities and the provision of quality green spaces and urban spaces that are accessible to get to and move through.</p>
<p>Design Excellence and Innovation – the Proponent must demonstrate that the proposal achieves or exceeds best practices for design, stakeholder engagement and inclusivity.</p>	
<p>i. Integrate all disciplines of design (planning, architecture, landscape, engineering, industrial design and art) into one harmonious and innovative development;</p>	<p>This project has benefitted from a multi-disciplinary and collaborative approach amongst the NCC, the City of Ottawa, and leadership staff from TOH and the project design team including GBA, HDR, Parsons, Golder, Gradient-Wind and others. Disciplines represented include architecture, landscape architecture, urban design, urban planning, cultural heritage planning, sustainability, lighting design, accessibility, transportation/traffic engineering, transit planning, active transportation planning, roadway engineering, civil/municipal engineering, natural environment/biologists, arborists, environmental engineering, mechanical engineering, structural engineering, and geotechnical engineering.</p> <p>The pursuit of design excellence and innovation for the CUP and Hospital building is being furthered as a result of design review meetings with the Advisory Committee on Planning, Design and Realty of the National Capital Commission and the Urban Design Review Panel of the City of Ottawa.</p>
<p>ii. Provide a design that is timeless and enduring, incorporating simplicity of form, durable and high- quality materials, and elegant detailing and execution;</p>	<p>The Hospital design develops a clear embracing form comprised of two inpatient towers flanking a central podium providing shelter to the main plaza located at the top of the wooded ridge of mature trees. A simple, yet elegant solution that organizes the functions of the Hospital around a central wayfinding and gathering area in the main plaza at front of the main entrance and concourse. The concourse and aligned tower sky lobbies unify the entire design through continuity of circulation through the building and clarity in the transparency of publicly accessible pathways through the facility. This circulation and overall massing parti intend to provide for flexibility in the future for vertical expansion while maintaining a timeless clarity to the overall mass. Materials, detailing and execution form part of the ongoing studies and design development in the next stage.</p>

Performance Criteria	Phase 3 and 4 Project Response
<p>iii. Create outdoor amenities for public use that capitalize on the varied natural topography and proposed landscape features to provide a range of experiences in and around the site;</p>	<p>A range of experiences will be enabled by the outdoor amenities proposed as part of the Phase 3 and 4 project. The public realm surrounding the Hospital will offer a variety of health and wellness, and active and passive recreational opportunities complementing the surrounding uses; these include:</p> <ul style="list-style-type: none"> • Main Entry Plaza • Contemplation Garden • Woodland Pathway (along the wooded ridgeline) • Generous landscaping flanking sidewalks / pathways • Urban forest and shelter belts that set the Hospital into a naturalistic setting, providing views and access to nature.
<p>iv. Integrate microclimate responsive design strategies for all project components and phases;</p>	<p>The Hospital has been designed with microclimate as a key consideration. Snow drifting has been analyzed as part of the Pedestrian Level Wind Study and Snow Drift Assessment.</p>
<p>v. Implement Gender Based Analysis+ strategies to provide an equitable experience for all users;</p>	<p>Two of the seven key planning and design principles for the development of the Phase 3 and 4 project are to “Provide a welcoming space for people of all backgrounds and cultures” and “Ensure universal access for people living with a wide range of abilities” and cultures. The design of the Hospital Building provides a welcoming environment that is inclusive and supports the linguistic, religious, cultural and gender diversity of TOH’s patients, family members and staff. Patient and Family Advisors, including from the hospital’s Rainbow Patient and Family Advisory Council, which work to create a supportive and inclusive environment for people of all genders, have been engaged throughout the planning process.</p>
<p>vi. Integrate Indigenous perspectives in the design from all communities served;</p>	<p>The Ottawa Hospital established an Indigenous Peoples Advisory Circle to focus on and integrate Indigenous cultural elements, job creation, economics and investment, and education and training. Throughout the design of the Hospital, the project architects have been meeting with the Indigenous Peoples Advisory Circle to share ideas on the optimal architectural features and landscape design for Indigenous healing practices, medicine, gathering, and prayer.</p>

Performance Criteria	Phase 3 and 4 Project Response
<p>vii. Meet or exceed the most stringent applicable Universal Accessible requirements set by federal, provincial, and municipal regulators;</p>	<p>Universal Accessibility of NCD is a key principle for TOH. The objective for the Hospital Building 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.</p>
<p>viii. Accommodate collaborative opportunities with the Central Experimental Farm (health and research) in the planning and design phases;</p>	<p>A cooperative working relationship exists with the TOH and the Central Experimental Farm with respect to health and research. This relationship will continue to be nurtured throughout the Phase 3 and 4 project and future phases of the New Campus Development, to continue agrarian and horticultural research with healthcare and wellness research.</p>
<p>ix. Include bilingualism in the design of site and building communication components.</p>	<p>The Hospital is committed to including bilingualism into the site and buildings, in all communications.</p>
<p>Sustainable Site Development – The proposal must demonstrate exemplary stewardship of environmental resources and sensitively minimize impact.</p>	
<p>i. Meet or exceed the most stringent applicable sustainable development requirements set by federal, provincial, and municipal regulators;</p>	<p>TOH, GBA and the design team have been developing a Sustainability Framework that is founded on the baseline of the Federal Sustainable Development Strategy while evolving to address the National Capital Commission Sustainability Development Strategy and various other established Sustainable Frameworks such as One Planet Living, LEED Healthcare V4.1, the WELL Building Standard V2 as well as similar benchmark projects and TOH’s sustainability requirements to develop an overarching hybrid framework that specifically addresses the opportunities of this project and site.</p>
<p>ii. Identify, protect, and further support biodiversity (flora and fauna) in the proposal;</p>	<p>An overall canopy cover target of 40% at maturity forty years after planting has been established for the site with consideration given for plantings off-site to also contribute to this target. The landscape strategy for the overall Master Site Plan and the Phase 3 and 4 Project includes enhancing existing wooded areas and habitats and providing new habitats to support biodiversity. As noted, a Wooded Ridgeline Management Plan is being developed to inform the long-term management of invasive species within the wooded ridgeline. Spaces on-site with abundant sunlight will be targeted for pollinator-friendly plant species.</p>

New Campus Development for The Ottawa Hospital
 Application for Federal Land Use and Design Approval – Phase 3 and 4 Project: Hospital and Central Utility Plant

Performance Criteria	Phase 3 and 4 Project Response
iii. Retain lands designated for future development as permeable green space until such time when development will occur;	The NCD includes a phased approach to implementation that will conserve existing green spaces and treed areas until their corresponding phase of development. As in Phase 2, the Phase 3 and 4 Project retains the existing landscape berming and buffering along Carling Avenue to support an interim condition prior to construction of the Carling Village Towers along Carling Avenue and Preston Street.
iv. Integrate on-site stormwater management, treatment and infiltration in the site planning, landscape and architectural design (green roofs, bioretention swales, rainwater harvesting for irrigation, rain gardens, oil and grit separators);	On-site stormwater management, treatment and infiltration is part of the design of the Site Services for the Phase 3 and 4 project. This includes extensive green roofs for the Hospital building, curbside detention (i.e., Silva Cells); sunken gardens; bioswales, infiltration galleries and other subsurface storage (i.e. Cisterns); and permeable pavement (paving stones), and stormwater collection systems including oil and grit separators.
v. Specify low-maintenance native species well-suited to site conditions that provide a balance of deciduous and coniferous species (biodiversity);	The Phase 3 and 4 Project has been informed by local ecology and an understanding of the existing ecozones in Ontario and surrounding the Ottawa River that include a mixture of deciduous and coniferous trees. The landscape architects are working with the City, NCC, and the Arboretum throughout the process to address species diversity and to get the right plant in the right place.
vi. Implement and monitor Transportation Demand Management strategies to minimize on-site parking use and encourage a sustainable modal split.	The NCD will take advantage of the nearby Trillium Line and Dow's Lake Station, planned bus transit priority lanes on Carling Avenue, and abundant active transportation facilities. A Transportation Demand Management (TDM) Strategy has been prepared as a supporting study for the Phase 3 and 4 Project and identifies strategies to minimize on-site parking use and encourage a sustainable modal split.