The Ottawa Hospital | L'Hôpital d'Ottawa

New Civic Development for The Ottawa Hospital

Design Brief and Planning Rationale

September 2021

PARSONS

New Civic Development for The Ottawa Hospital

Design Brief and Planning Rationale - Master Site Plan

Applications for:

Site Plan Control, Master Site Plan and

Lifting of Holding Zone

September 2021

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1.0 INTRODUCTION

In 2018 a Federal Land Use Design and Transaction Approval was granted making an approximately 20-hectare property of federal land available for a new campus of The Ottawa Hospital (the "Site"). The project is referred to as the New Civic Development (NCD) for The Ottawa Hospital. Further 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 resulted in redesignating a portion of the Central Experimental Farm to General Urban Area and recognizing 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, cultural heritage impacts, and urban and architectural design excellence were completed.

On this basis, this Design Brief and Planning Rationale has been prepared in support of a Site Plan Control Application for a Master Site Plan and an application for Lifting of the Holding Zone. The Master Site Plan and its supporting studies will guide the future development of the NCD. This document should be read in conjunction with the supporting Appendix A (Master Site Plan Drawings Package) and additional reports submitted with the applications.

Figure 1: New Civic Development for The Ottawa Hospital

1.1 Local Context

The new Site for the NCD is located northeast of the Central Experimental Farm, extended north and east towards Carling Avenue, Preston Street, Dow's Lake and the Rideau Canal. The Site is bound by Carling Avenue to the north, Preston Street and Prince of Wales Drive to the east, and the Central Experimental Farm to the south and west. Dow's Lake and the Rideau Canal are located to the east of the Site on the east side of Prince of Wales Drive (**Figure 1**).

The eastern portion of the Site (Carling Avenue at Preston Street and Prince of Wales Drive) currently contains a surface parking lot that provides access to visitors to Commissioners Park, Dow's Lake and the Dow's Lake Pavilion (**Photo 1**). A public Open Space, known to residents as "Queen Juliana Park", is immediately to the west of the Trillium LRT corridor and contains a series of walking and cycling paths connecting Carling Avenue to Prince of Wales Drive. In the southwest portion of the Site contains the DARA tennis courts and the Old Hedge Collections, part of the Ornamental Gardens.

The Site is situated across Carling Avenue from the existing Trillium Line LRT Station. The Trillium Line is currently out of service as updates and extensions to the line are made to connect Confederation Line 1 at Bayview Station in the north to the growth community of Riverside South, south of Ottawa International Airport. A direct connection to the Ottawa International Airport will also be provided as part of the improvements to the network with the re-opening of the line to occur in 2024.

The Site is surrounded by the open space network of Dow's Lake and the Rideau Canal, the transitioning mixed-use neighbourhood within the Preston-Carling District, the stable residential neighbourhood near the Civic Hospital, the administrative buildings and offices of Natural Resources Canada and the farm fields of the Central Experimental Farm. The immediate area surrounding the Site is described below.

More specifically, the lands east of the Site are occupied by Commissioners Park, Dow's Lake, and the Rideau Canal. The Department of Natural Defense HMCS Carleton property is located adjacent to Dow's Lake on the south side of Prince of Wales Drive.

Photo 1 : Commissioners Park and Dow's Lake from Preston Street (looking southeast)

Lands to the west of the Site (along Carling Avenue) include a number of small low-rise buildings such as the Dominion Observatory which is currently used for the Canadian Hazards Information Services Office (**Photo 2**).

Photo 2: Low-rise buildings at Maple Drive (looking southeast)

Lands to the north of the Site include the established residential neighbourhood near the Civic Hospital (west of Sherwood Avenue (**Photo 3**) and historical low-rise commercial and mid-rise institutional buildings associated with the Natural Resource Canada Booth Street Campus. Redevelopment of these lands include high-rise residential and Mixed-Use buildings (**Photo 4** and **Photo 5**).

Photo 3: Civic Hospital Residential Neighbourhood, West of Sherwood Avenue (looking north)

Photo 4: Low-Rise Commercial and Mid- and High-Rise Residential and Mixed-Use east of Sherwood (looking northeast)

Photo 5: Mid-Rise Institutional and High-Rise Residential west of Rochester Street (looking northwest)

1.2 Site Significance

The Site has a rich history of federal uses within Ottawa and has historically 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 the portion of the Site between the Trillium Line and an escarpment that divides the Site into upper and lower portions. 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 was demolished in 2012, leaving just one of the low-rise wings, used as the cafeteria (the Annex), still standing but which will also be demolished.

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 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 harbour on Lake Ontario. In 2007, UNESCO added the Rideau Canal to its family of World Heritage Sites (Plan for Canada's Capital, 2017).

Entrenched in the rich history are important views to, from, and surrounding the Site including:

- Views from heritage buildings adjacent to the Site including those from the Dominion Observatory and the Saunders Building; and
- Views from the Queen Elizabeth Driveway across Dow's Lake and from the Rideau Canal.

1.3 Existing Potential for Transportation Network

The Site is ideally located to take advantage of the area's existing transportation network. The Site has frontage along (and potential for Site vehicular access) Carling Avenue and Prince of Wales Drive and frontage along Preston Street

which are part of the City's arterial road network. Access to the City is also provided through the road network within the Central Experimental Farm (Maple Drive and Birch Drive). Direct access to the Site today is provided through two road connections to Prince of Wales Drive: one to provide access to the existing parking area and the second that had provided access to the former Sir John Carling Building, south of the Trillium Line and a secondary access provided by the road network within the Central Experimental Farm.

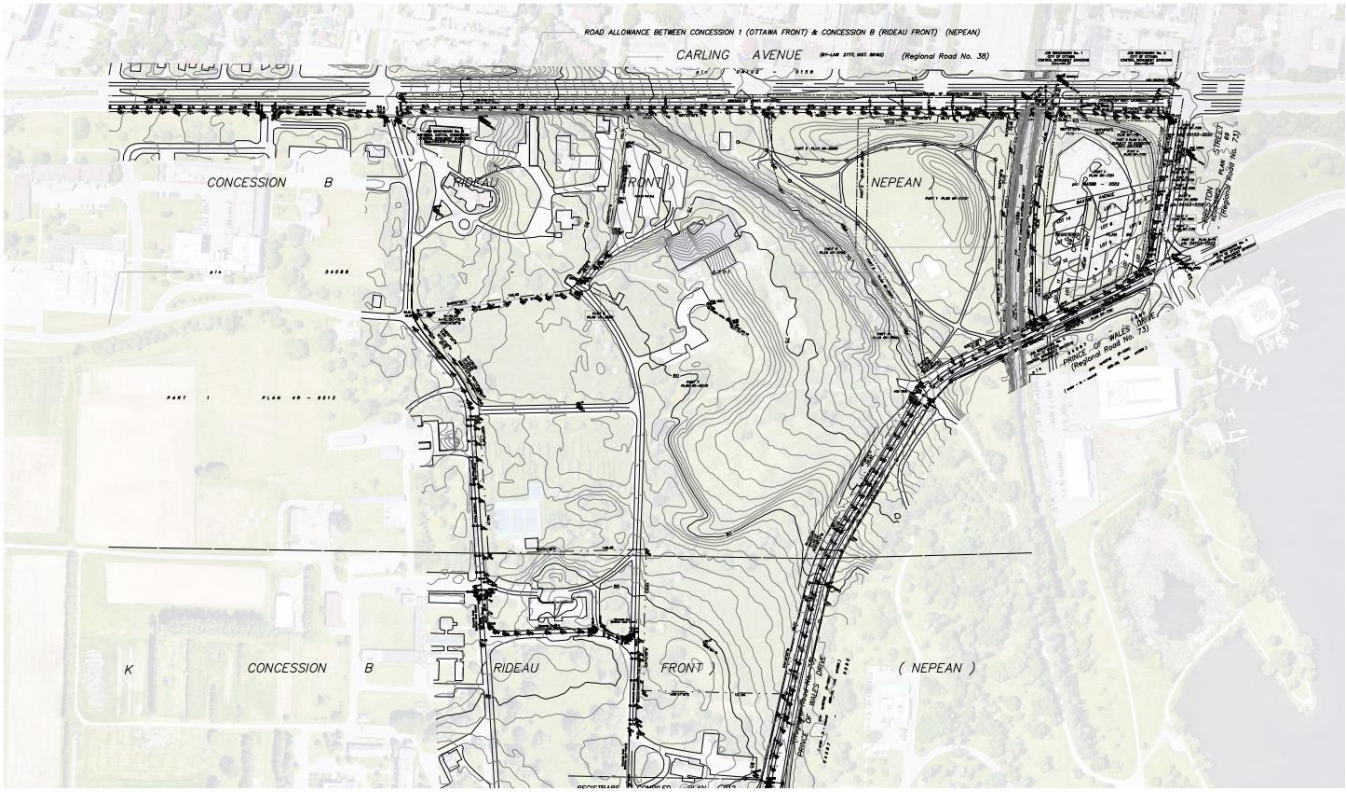
Facilities for pedestrians and cyclists include sidewalks on both sides of the road along Carling Avenue and Preston Street, and a sidewalk on the north side of Prince of Wales Drive save for a small section of multi-use pathway between Preston Street and the O-Train corridor. There are several multi-use pathways on or connecting to the Site including the Trillium Pathway on the east side of the O-Train corridor, the Rideau Canal Western Pathway connecting to Dow's Lake, and a network of pathways on the lands west of the O-Train and east of the escarpment. Prince of Wales Drive also is part of the City's cross-town bikeway with paved shoulder cycling lanes. 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.

The Site also has access to high-order and local transit service. The Site itself is bisected by the Trillium light rail rapid transit network with access being provided through a modified Carling Transit Station to be part of the development providing direct access to the Site. Local bus routes also operate on the adjacent road network.

1.4 Site Topography and Open Space

The topography of the Site is quite variable. A wooded ridge ("escarpment") cuts diagonally across the Site, and there are some landscape undulations west and south of that. What results is an upper, western plateau, that is associated with the relatively flat landscape of the Central Experimental Farm, a central portion that is either ridge or undulating (Site of the former Sir John Carling Building), and a lower, relatively flat eastern plateau which slopes gently towards Dow's Lake. The smaller, easterly property of the Site, that includes the existing parking area, is more or less flat.

Figure 2: Site Topography



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. Naturalized landscape features within the Site are limited to a narrow remnant woodlot associated with the escarpment. The majority of trees on the Site are introduced species or cultivars.

The Arboretum associated with the Central Experimental Farm and the lands around the Rideau Canal are part of the City's designated Major Open Space Network as is the multi-use pathway that currently runs on the east side of the Trillium LRT Line. No portion of the Site is identified within the City's Natural Heritage System.

2.0 DESIGN BRIEF

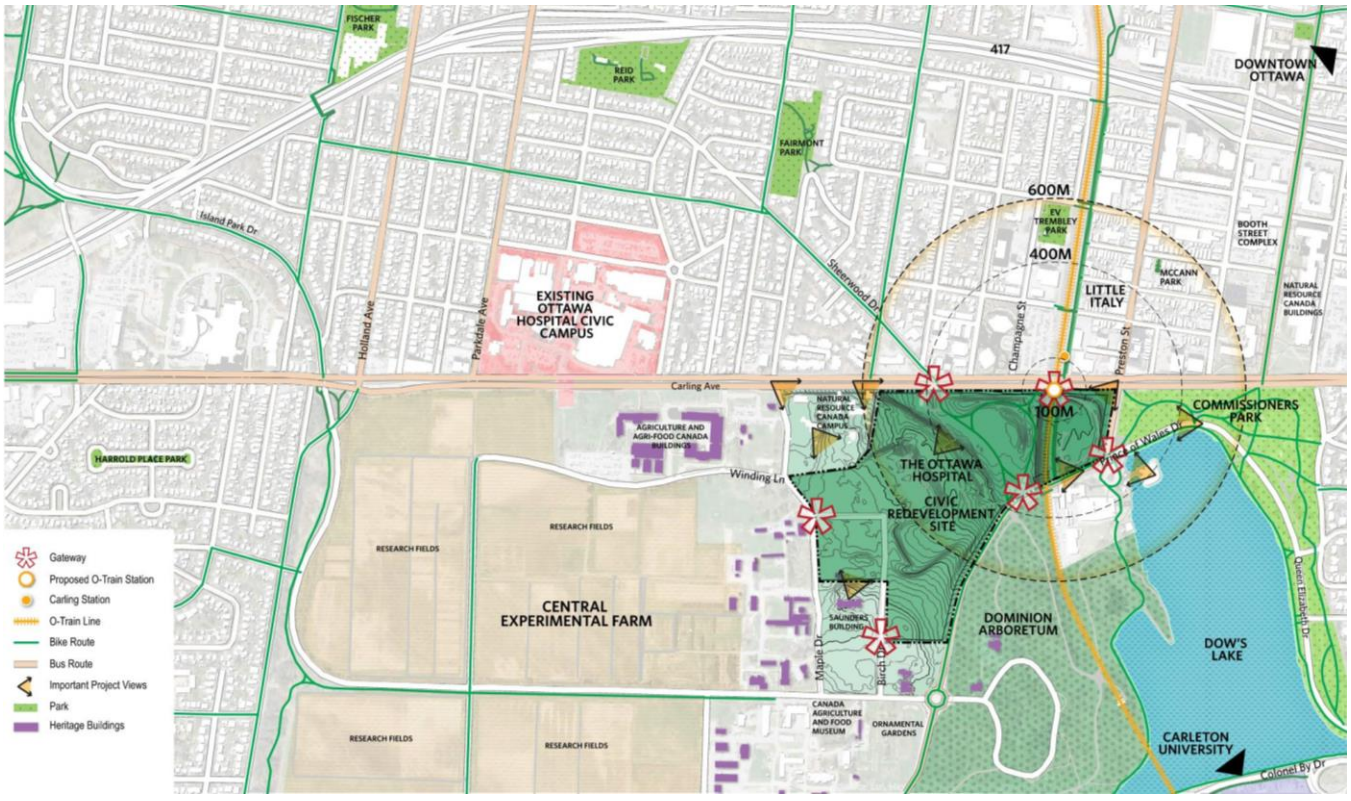
This section of the report has been prepared by HDR Architects as a requirement for planning applications and for the purposes of informing the Planning Rationale for the NCD.

2.1 Design Vision and Design Principles

A Design Vision and set of Design Principles were established for the NCD, drawing from the Site's rich history, land use policy direction from federal and municipal plans, and the Capital Realm Design Principles established specifically for the Site at the time of the Hospital Land Lease. These, along with the Master Site Plan design response are included below:

Achieve Design Excellence in Urban Design: *Demonstrate exceptional architectural and urban design by respecting the historical, cultural, and physical environment within and adjacent to the Site. Urban design and architecture should address the urban edge of Carling Avenue and Preston Street; the cultural heritage of the Central Experimental Farm and its national historic value; Dow's Lake and the Rideau Canal as a UNESCO World Heritage Site; and the scenic edge of Prince of Wales Drive.*

Figure 3: Context Plan



Design Response: The Site is uniquely situated to bridge the rich historical, cultural and physical attributes of the Preston-Carling District, The Central Experimental Farm (CEF) and the Dow's Lake and the Rideau Canal UNESCO World Heritage Site. The approximate 20-hectare Site will 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, through its health, wellness and research campus. Refer to **Figure 3**.

Design excellence will address the central tenets of urban design in the public realm as outlined in the Preston-Carling District Secondary Plan, whose vision is to be "greener and more urban", providing an expanded network of improved public squares and plazas. To that end, the design includes:

- Tree lined streets for shade and pedestrian scale, urban plazas, squares and healing gardens, overlooks to the CEF and Dow's Lake, opportunities for active and passive recreation with pleasant places to sit, relax and congregate;
- A conceptual architectural language for the research and mixed-use components of the development below the escarpment that addresses the urban edge of Carling Avenue and Preston Street by framing retail and commercial frontages, wide sidewalks, seating areas within a linear landscape zone, a bi-directional multi-use path, diminished setbacks and graduated building massing to reduce the urban canyon effect;
- The integration of the Parking Garage into the Site such that the mass of the southeastern edge facing Prince of Wales Drive is diminished in height relative to the location of the Multi-Use Path along the north side of Prince of Wales Drive. The development of landscape features such as a ramp/pathway that connects from the intersection of Preston Street and Prince of Wales Drive up to the Queen Juliana Park area of the Parking Roof. Additionally, roof top elements avail the amazing views toward Dow's Lake and provide shelter and access for pedestrians moving from the LRT Station and parking areas through to the Hospital;
- The Hospital building, due to the nature of its operational and safety imperatives, have clear on-stage, off-stage use zones. The public are welcomed into the on-stage zones at levels 1 and E1 for the main entrance and emergency department respectively. These on-stage zones will take on similar urban design character with outdoor use zones, access to healing gardens, walking paths, and green roofs. However, the public will not be encouraged to walk to the back of the Hospital for purposes of safety and security;
- A Hospital facility that embraces the natural elements of the Site at the top of the escarpment and includes a protected central "Main Plaza" to act as a central wayfinding element both external and internal to the overall facility. Key elements of the Hospital facility that interface with the adjacent landscape (such as the Patient Care Area along the west as well as the loading area to the southeast) such that each of these areas is highly functional yet discrete relative to the overall development;
- A Central Utility Plant inclusive of a significant effort to minimize the mass relative to the Central Experimental Farm to allow for view sheds and view corridors to be maintained between the existing Saunders Building and the Dominion Observatory Buildings; and
- The Central Experimental Farm Master Plan and National Historic Site Management Plan guide the more scientific and research-based landscapes within the Farm and the interface with the adjacent UNESCO World Heritage Site.

Protect and Enhance Views: *Protect and enhance views and visual quality from the important capital landscapes (the Central Experimental Farm National Historic Site, Dow's Lake and the Rideau Canal UNESCO World Heritage Site, Commissioners Park, and the Prince of Wales Scenic Entry).*

Design Response: The existing landscape within the Central Experimental Farm is comprised of agricultural fields, arboreta and ornamental gardens with continuous lawn. Together, they provide an orderly visual character to the Core area of the Farm. However, the hard landscape is less organized, a combination of architectural features, roads and parking lots, buildings, fences and signs. The Ottawa Hospital Site will build upon the areas left from the original Sir John Carling Building at the top of the escarpment to help to organize the hard and soft landscapes into a coherent whole while providing an urban and re-naturalized area to the lower escarpment. It will provide a visual transition from urban to agrarian, from ordered monoculture to a naturalistic ecology, in a contemporary interpretation of an evolved landscape within the context of the Central Experimental Farm. Specifically,

- A proposed vegetated environment on the Parking Garage will foster new vantage points and enhanced views toward the Central Experimental Farm and Dow's Lake;

- Ground-level short views identified in the CEF's Commemorative Integrity Statement around the perimeter of the Site (particularly Queen Elizabeth Drive and Prince of Wales Drive) as well as along Maple Drive will be largely unchanged because of the proximity of these vantage points to existing and newly planted trees used to screen certain views and ensconce the new Hospital into the existing topography and landscape; and
- Longer views to the Hospital Site from the CEF and Dow's Lake will receive an architectural overlay, framed by an urban canopy of foreground trees, a mid-range view of the new Hospital towers and backed by new mixed-use towers characteristic of the growth and densification of the Preston-Carling District and beyond.

Respect and Enhance the Cultural Experience: *Explore opportunities to create cultural experiences based on agricultural, archaeological, historical and other cultural resources and landscapes to be enjoyed and integrated with the heritage features surrounding the Site.*

Design Response: The Central Experimental Farm was created in 1886, designed as a North American scientific and agricultural showpiece. Agricultural fields marked the first landscape form of the Farm. They were visually identifiable and accessible to the public. According to the CEF National Historic Site Management Plan, this landscape form should be preserved, as designed, to commemorate the founding of the Farm and its historical roots.

The landscape character of the Farm has evolved over the years with the additions of the Arboretum, ornamental gardens, research buildings and scenic byways that stitch these research components together. The raison d'être is still research, however now more research is being conducted indoors, out of the public view, than when the Farm was founded.

The CEF faces a new opportunity, the development of a new health, wellness and research campus housing a host of indoor health care and research activities. While this function will bring thousands of people to the Site on a daily basis, the architectural and landscape design play important roles in defining the public realm, pairing the romantic and picturesque notions of the agrarian farmland to the contemporary urban expansion in the Preston-Carling District. The question of how to interpret this contemporary landscape will evolve as the detailed design continues from the Master Plan, in consultation with multiple stakeholders.

Create a Sense of Place: *Create a quality visitor experience, and sense of place for the public realm encouraging active mobility and taking advantage of the proximity to the Trillium Line.*

Design Response: The quality of the user experience will be the result of the urban design vision and its successful execution. Residing within the Carling/Dow's Lake LRT transit-oriented development zone of influence, the creation of a quality multi-modal environment will be a top priority; providing appropriate pedestrian scale through landscape interventions, activated outdoor spaces in the public realm for congregating, retail and commercial frontages in new mixed-use buildings, shade and sun for seasonal outdoor use, a winding garden path, and healing and community gardens. Active and passive recreational opportunities will contribute to the sense of a "wellness environment" with the potential for tennis, gardening and perambulating a garden path on the rooftop of the Parking Garage. New and improved views to Dow's Lake and the Central Experimental Farm will provide exciting opportunities for event spaces, yoga, and botanical hobbies from this elevated vantage point.

The experience of place will be the result of a well-integrated agrarian and horticultural research environment in the romantic tradition that transitions to a burgeoning, dynamic and activated urban Preston-Carling District. The transition between these two land uses will occur across the 20-hectare Hospital Site, with an opportunity to highlight a contemporary version of an "evolved" historical landscape and changes in scientific understanding and methods over time.

The Site offers 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, education and activity.

Ensure Accessibility and Connectivity for All Modes: *Provide a high level of pedestrian and cycling connectivity within the surrounding area with full accessibility for all modes of mobility.*

Design Response: Residing within the Carling/Dow's Lake LRT transit-oriented development zone, the creation of a quality multi-modal environment will be a top priority; providing appropriate pedestrian and cycling facilities along Carling Avenue and Preston Street as the extension of the Trillium Multi-Use Pathway to Dow's Lake, Prince of Wales Drive and beyond. Specifics include:

- Maintaining the existing Trillium MUP crossing on Carling Avenue, which will connect to the future Dow's Lake Station on the south side of the street;
- Connecting this crossing to the existing trail network at the corner of Prince of Wales Drive and Preston Street with a 3 metre-wide bi-directional pathway along the south side of Carling Avenue and the west side of Preston Street;
- Providing localized multi-use pathway access to the Site along the south and east side of Champagne Avenue as it enters the Site and along the east side of Road B, connecting to Prince of Wales Drive; and
- Additionally, all sidewalks, and especially those connecting Carling Avenue to the main Hospital entrance on Level 1 are envisioned to be less than 5% for full accessibility.

Provide Context Sensitive Landscape Design: *Ensure a context sensitive landscape design that takes advantage of existing Site features and design imperatives ranging from agriculture, science and research of the Central Experimental Farm to urban growth, densification and transit-oriented development characteristic of the Preston-Carling District.*

Design Response: The Site, occupying both the Preston-Carling District and the Central Experimental Farm (refer to **Figure 3**), and adjacent to the Rideau Canal, enjoys a diverse set of historical, cultural, scientific and urban contexts from which to derive inspiration. Working within these contextual themes, overarching priorities for context sensitive landscape design include:

- Recognition, preservation and enhancement of the 1886 "designed" landscape of the Central Experimental Farm and its romantic, picturesque and agrarian landscapes within the federal realm;
- Understanding how the landscape of the Central Experimental Farm has "evolved" over the last 135 years to include ornamental gardens, arboreta, modern research buildings and the influence of tourism and urban life with the realization that scientific research is still the raison d'être;
- Establish a contemporary evolution of these design influences that respond to today's challenges of sustainability, resiliency and climate change. Climate positive design approaches will include preserving existing trees along the escarpment; creation of carbon sinks through reforestation and the development of new shelter belts; utilizing sustainable stormwater management techniques and green infrastructure to encourage infiltration; and reduction of the urban heat island effect with the use of high albedo pavements, shade trees and green and blue roofs;
- Illustrate how landscapes are both dynamic and static; and that the scientific landscape can also be dynamic, illustrating the ecological process of succession and the influence of change over time;
- Understanding that people from different cultural backgrounds may attribute different values to these physical landscapes, an associative interpretation. Additional research is required to incorporate the "associative" perspectives of diverse populations;
- While buildings in the Central Experimental Farm have traditionally fronted onto internal roadways, the urban influences of the Preston-Carling District necessitate that the Hospital Site address both the Preston-Carling urban edge and the scenic edges of the property along Prince of Wales Drive and Maple Drive; and
- Respect and enhance the scenic edge of Prince of Wales Drive through the reduction of building mass and vegetative visual screening to continue the romantic landscape aesthetic and to facilitate safe wayfinding.

2.2 Master Site Plan for a New Civic Development for The Ottawa Hospital

2.2.1 Major Project Components

The NCD project is comprised of the following major components: Parking Garage and green roof, Hospital and central utility plant (CUP), research tower, mixed-use towers on Carling Avenue and a potential new Dow's Lake LRT station on the south side of Carling Avenue.

The Hospital program includes approximately 2.5 million square feet of space to accommodate the tertiary trauma facility as a replacement for the existing Civic Campus. It will include outpatient, inpatient, diagnostic and treatment facilities as well as the integration of research and education.

The new Hospital anchors the development and builds on four primary elements that set the framework for the spatial requirements of the program for the Hospital:

1. The Main Plaza
    - The Main Plaza forms part of a central open space defined by the approach as originally reviewed with the National Capital Commission; it is the primary principal entrance for the facility.
2. The Central Podium
    - The Central Podium aligns to the southwest of the plaza to create a clearly defined front concourse facing the Main Plaza, acting as a front porch at the Main Entrance linking to the main public elevator lobbies in the North and South Towers.
3. The North and South Towers
    - The North and South Towers extend along the north and south edges of the Central Podium and continue eastward to flank the Main Plaza.
4. The Patient Access Zone
    - The Patient Access Zone is located along the western edge of the Central Podium. This zone will be used for ambulance access to the Emergency Department, Ambulance Transfer and Dignitary Patient Access apart and away from the primary public traffic from the northeast.

Hospital: Main Plaza

The Main Plaza offers a protected area between the natural escarpment and mature trees, aligned with the Dominion Arboretum as requested to be maintained by the National Capital Commission and the City of Ottawa. The Main Plaza is served by a primary roadway; accessible by the simplest wayfinding upon arrival on the Site – a direct new access boulevard connected to Carling Avenue at Champagne Avenue. A clear entrance to the underground / covered Emergency Drop-off and short-term parking area (Level E1) is the first point of contact upon arrival at the Main Plaza. Continuing around the central plaza area allows for access to the Main Entrance at Level 1, above.

A meandering garden pathway connects these same points and negotiates the change in grade across the escarpment through both original mature landscapes along the slope and newly developed landscapes in keeping with the Central Experimental Farm.

The Corporate Education Area (including Auditorium) is located along the south side and adjacent to the Main Plaza. As a parti, the location of these public amenities pays homage to the Sir John Carling Building Annex (a Federally Historically Designated Building) that will be demolished for the construction of the NCD. These spaces are also central and easily accessible by clinical and research users but with full segregation from the Main Hospital to minimize cross over traffic flows. Public areas, food services and retail are located between the Corporate Education and the main entrance to offer convenient access by all users on the campus. In fact, this public Hospital zone connects directly to the Parking Garage as an important public entrance to help reduce traffic at the Main Plaza.

Hospital: Central Podium

The Central Podium expands towards the west from the Main Plaza and includes a double height public concourse along the exterior facing the Main Plaza.

- The public concourse acts as a front porch relative to the outdoor amenity and connects the Main Plaza with the two public elevator lobbies serving the North and South Towers. The public concourse includes Public Areas of the program with free-standing program elements located both in the single storey and double height space;
- The Central Podium includes a main lightwell that allows for enhanced daylight access through the middle of the floor plate and acts as a central wayfinding element connecting to the third public elevator lobby at the center of the podium; and
- The podium is bisected by a central north-south back of house corridor that links to two of the four main service elevator cores in the facility.

Hospital: North and South Towers

The North and South Towers extend along the north and south edges of the Central Podium and continue eastward to flank the Main Plaza. The footprint of the towers optimizes inpatient and ambulatory clinical configurations which allow for distinct patient and service flows, with minimal crossover.

- The South Tower is intended to be built to its maximum height in the initial phase with the Helipad on the 12th floor to serve the NCD; and
- The North Tower ends at the 7th floor mechanical penthouse, with opportunity for future vertical expansion above the penthouse.

Hospital Patient Access Zone

The Patient Access Zone is located along the western edge of the Central Podium and includes the Ambulance Garage, dedicated nephrology patient access, Dignitary entrance and non-urgent patient transfers.

- Parking is located along the western service road, with a dedicated zone for first responder parking to align with the emergency floor, Level E1; and
- The Central Utility Plant (CUP) is located adjacent to this area; this location minimizes the visual impact of the CUP, while ensuring efficient infrastructure connectivity for the NCD.

Research Tower

The future research tower is designed to be adjacent to the North Tower of the Hospital and will have an overhead connection to both the North Tower and the Parking Garage. It will serve as a fulcrum at the entrance of the Site at Carling and Champagne Avenues.

Carling Avenue Towers

Three towers A, B and C will be constructed between Road A and Preston Street as shown in the Master Site Plan (see **Figure 7 Master Site Plan Diagram** in this Design Brief and Planning Rationale report for the location of Road A and Road B). The intentional placement of these towers along Carling Avenue help to transition the Site from urban to rural, from north to south. Refer to **Section 2.2.7 Public Realm** of this report for more detailed information on this mixed-use development.

Parking Garage and Green Roof

The Parking Garage connects directly to the Hospital's Corporate Education, Auditorium and cafeteria / retail facilities via a pedestrian bridge over the escarpment and through the trees; about 66m long. This pedestrian connection then continues north and east over the green roof of the garage and makes an important connection to the potential future Dow's Lake LRT station on the Trillium Line on the south side of Carling Avenue.

The Parking Garage fronts on Road A so that patients and visitors have clear way finding cues upon entering the Site. This is the primary patient and visitor entry approach. In addition, the Parking Garage will have vehicular and bicycle access from Road B and Prince of Wales Drive.

A 5-acre green roof called Queen Juliana Park is proposed for use by the public and accessible from Preston Street, Carling Avenue, Dow's Lake Station, the Research Building and Hospital.

2.2.2 Evolution of the Master Site Plan

Stage 1 Concept Design Alternatives

This project follows the process outlined by the Ministry of Health and Long-Term Care (MOHLTC). The first major stage in this process is called Stage 1, Concept Design Submission. This phase of design conceives of the potential configuration of the facility in the context of its unique set of site characteristics. This phase represents the first time a Hospital is placed on a site, without specific programmatic information to guide the outcome.

During Stage 1, three general approaches to generic massing on the Site were developed: a large single building, an extension of the urban grid south of Carling Avenue, and a campus of buildings. Highlights of these options evaluated are presented as follows.

Single Building Concept

Advantages
- Consolidated Hospital Functions
- Well-connected Facility

Challenges
- Building mass adjacent to Farm
- Minimal site permeability
- Distance from transit
- Few mature trees preserved

Urban Extension Concept

Advantages
- Continuation of view corridors
- Connected hospital functions
- Multiple access points

Challenges
- No connection to Carling Avenue
- Most buildings near the Farm
- Potential traffic through the Farm
- Minimal flat open space

Campus Plan Concept

Advantages
- Open space options
- Access to natural light
- Improved onsite wellness

Challenges
- Lack of interconnectivity
- High density adjacent to the Farm
- Vehicular shortcuts
- Potential traffic through the Farm

A hybrid approach, as illustrated below on **Figure 4**, formed part of the to the Stage 1 Submission and was conceptual in nature – a 10,000-foot level representation.

Figure 4: Ministry of Health and Long-Term Care Stage 1 Submission Concept Plan

Stage 2: Functional Programming

After completion of the MOHLTC Stage 1 concept design for the NCD and prior to the MOHLTC Stage 2 programming phase, lidar mapping was completed to determine the precise topography of the existing Site, which was confirmed to be variable and challenging. The 20-hectare Site is topographically divided into two distinct parts by a wooded escarpment. The upper plateau represents the western 2/3 of the Site and the lower plateau, which is 10 to 15-metres lower, represents the eastern 1/3 of the Site. The eastern 1/3 is again divided into two parts by the City's LRT / Trillium Line. These two constraints along with the presence of the Mooney's Bay Sanitary Easement, and access restrictions in consideration of the surrounding Central Experimental Farm and adjacent neighborhoods have influenced the placement of the proposed Hospital and ancillary facilities as proposed in this Master Site Plan.

Figure 5: Site Constraints

After pairing the Site opportunities and constraints with the functional program requirements of the Hospital in Stage 2, The Ottawa Hospital and design team concluded that the main Hospital building and the future, connected Heart Institute could not straddle the escarpment or occupy only the lower plateau without severe operational and construction challenges. The wooded escarpment is a valued part of the Site and minimizing the impact on this area was considered essential in the development of the Master Site Plan. The Mooney's Bay Collector is large and regional and expensive to move. The LRT tracks are there to stay and are currently being improved. The vibration and noise impacts from the Trillium Line were also influencing factors. The siting of a Dow's Lake Station entrance on the south side of Carling Avenue will provide direct access to the uses in Carling Village but also integrated into a fully weather protected access to the Site's greenspace network, the Hospital and other uses on the Site.

Therefore, placing the Hospital on the largest portion of open land on the western 2/3 of the Site allows for optimal clinical configuration and the best opportunity for future expansion. Its siting in this location promotes the necessary access to roadways and clinical adjacencies with critical research facilities, additional patient care and the Heart Institute to be added in the future. Specific program elements drive a 200,000 square foot surgical and diagnostic care floor plate with two patient care towers above. This detailed grid layout and program development for the Hospital could not have been achieved in the MOHLTC Stage 1 submission Concept Design.

While the constraints that divide the Site into three parts have formed a strong basis for the placement of the Hospital on the western 2/3 of the Site, so have opportunities related to the Preston-Carling Secondary Plan along the Site's northern and eastern urban edges. The opportunity is to transition land use across the Site, from urban to agricultural from Carling to Prince of Wales and from Preston to Maple Drive.

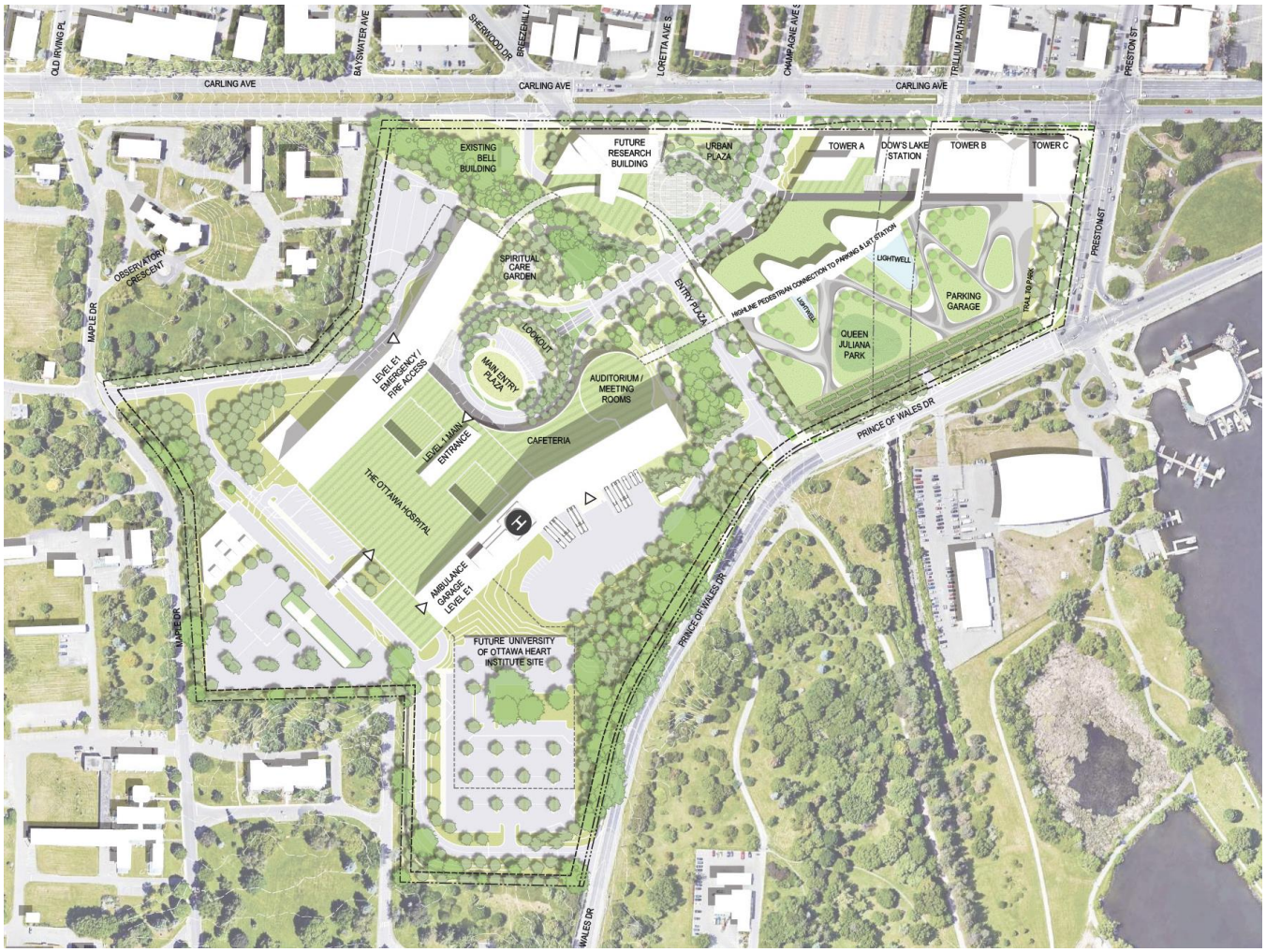
Following policy direction in the Preston-Carling District Secondary Plan and through consultation with the City and the NCC, the desire for an urban edge along Carling Avenue and Preston Street framed with retail and service frontages, wide sidewalks, seating areas within a linear landscape zone and a bi-directional cycle-track were best achieved through the proposed Carling Village Mixed-Use area centered around a future Dow's Lake Station.

The location of a Research Facility will also bring continuity to the street frontage along Carling Avenue and clearly defines the Crown edge of the Site when reflected against the very high-density private development along the north side of Carling Avenue (50-60+ storeys). As discussed at one of our Master Site Plan meetings, we support the idea that Hospitals generally do not activate street frontages, but mixed-use buildings can.

The concept of a protected public realm was an idea that was developed in consultation with the community and supported by the Preston-Carling District Secondary Plan with an urban plaza connected to the main entrance plaza of the Hospital building, preserving as much of the existing wooded escarpment as possible. Adding to this, is a proposed reimagined Queen Juliana Park located on the roof of the Parking Garage that contributes greenspace and parks network, provides activation of the Site as well as offering panoramic views to Dow's Lake and the Rideau Canal, Commissioners Park, the Arboretum and Central Experimental Farm, and the Preston-Carling District.

The Stage 2 (Functional Programming) Submission evolved into the Master Site Plan as further described in this Design Brief and Planning Rationale.

Figure 6: Proposed Master Site Plan Illustrative



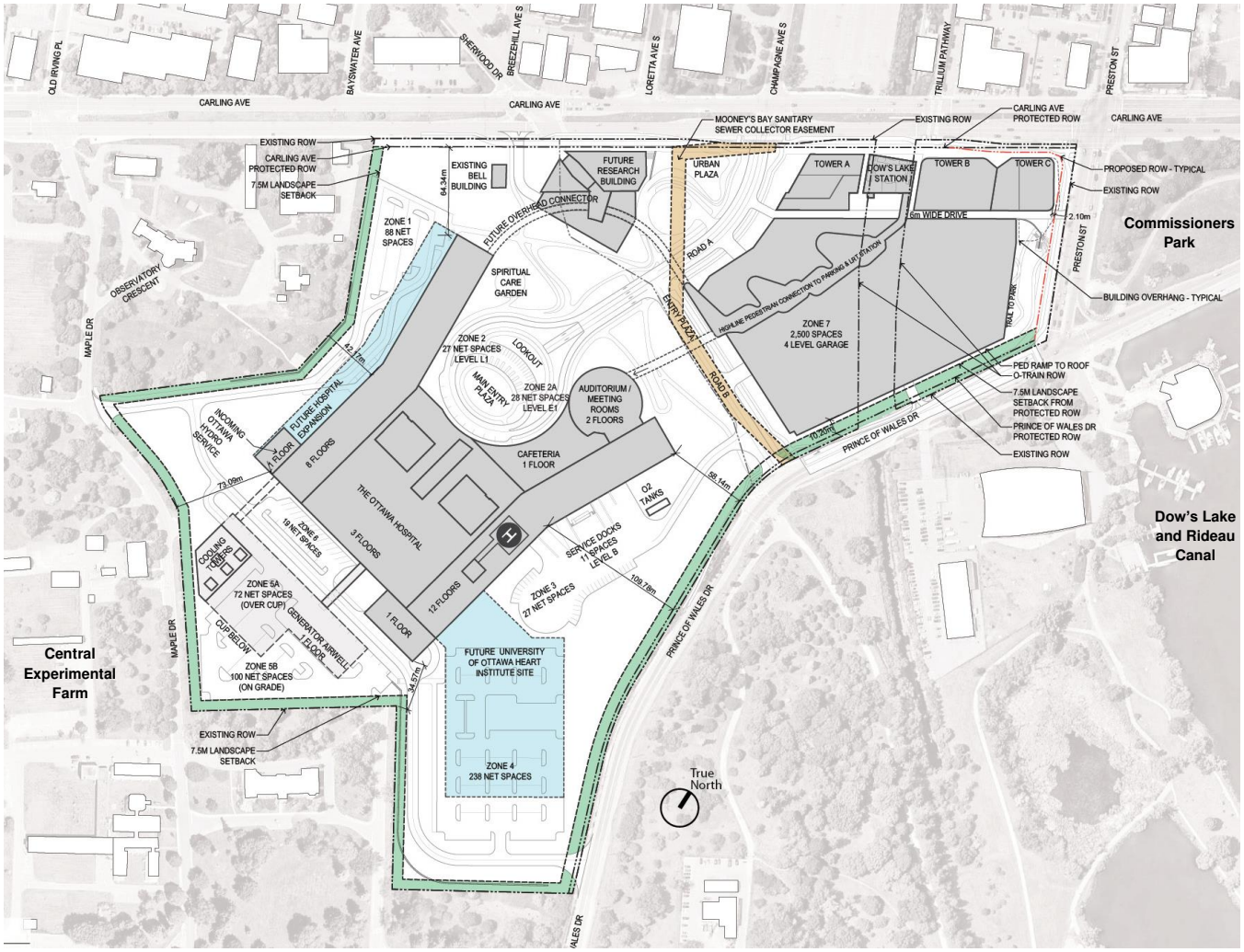
2.2.3 Master Site Plan

The evolution of the Master Site Plan for the NCD has been guided by the substantial efforts undertaken to understand the physical and regulatory factors that have influenced the form of the buildings and the Master Site Plan design. Specific influential factors include property size, shape and topography, the functional needs of the Hospital and project phasing and the location of the Trillium LRT Line, transportation planning and municipal servicing. Also integral to the Master Site Plan design process is developing a plan that is efficient and cost-effective. These influences leading to the proposed Master Site Plan are outlined below.

The Site is approximately 20-hectares in size, bounded by Carling Avenue on the north (plan north), Preston Street to the east, Prince of Wales Drive to the south and Birch / Maple Drives to the west. The primary public entrance to the Site is from the north at Carling Avenue, aligned with Champagne Avenue. The secondary entrance from the southeast is from an existing curb cut on Prince of Wales Drive. Tertiary vehicular entrances exist to the south and west of the Site, primarily for emergency services, authorized staff, non-urgent patient transfers and dignitary use.

As previously presented, the Site is topographically divided. The upper plateau is for Hospital use and the lower area of the Site, divided by the LRT Trillium Line, is intended to provide mixed-use commercial services, transit, research, recreational open space, multi-modal access and parking for the Hospital, surrounding village, Central Experimental Farm, Dow's Lake and the Rideau Canal and Commissioners Park.

Figure 7: Master Site Plan - Diagram



Refer to Section 3.3.3, City of Ottawa Comprehensive Zoning By-Law, in the Planning Rationale portion of this report for Development Program Areas as part of the Master Site Plan.

The new Hospital sits to the west of the escarpment and the sanitary sewer easement. Despite its size, the building fits into the existing topography utilizing high and low points to service various levels of the Hospital. Views to and from the Site are important to preserve and enhance or further screen. As subsequent design processes proceed, those will be priorities, as outlined in the balance of this report. A 7.5 metre landscape setback proposed along the south and west perimeters of the Site will take advantage of existing vegetation that helps to screen the Hospital development from Prince of Wales Drive and Birch and Maple Drives. These strips of green will be additionally planted as shelter belts to augment a visual buffer of the lower levels of the Hospital and Parking Garage, as viewed from Prince of Wales Drive and Maple and Birch Drives.

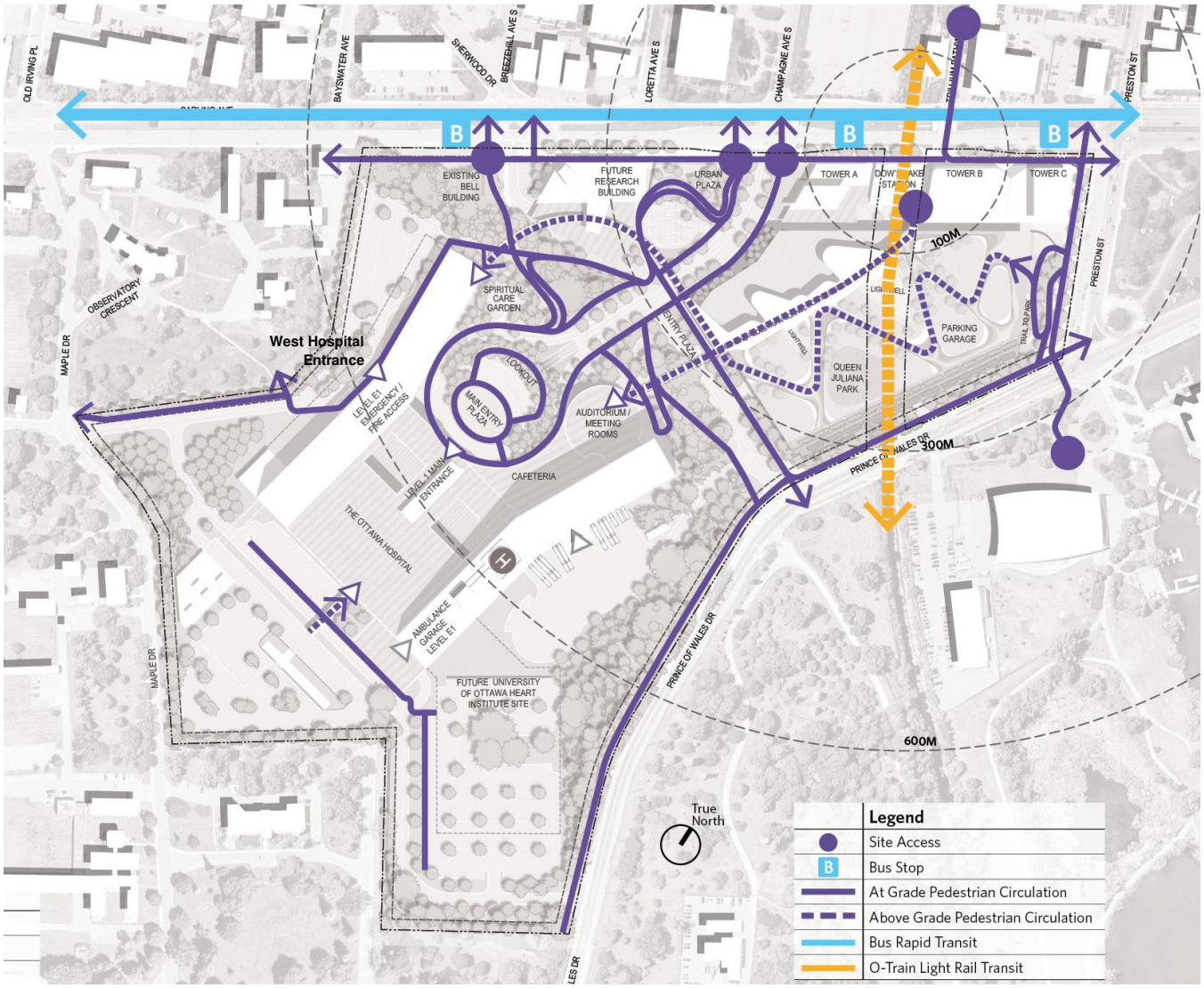
Conversely, a reduced lot line is proposed at Carling Avenue and Preston Street for the potential for future commercial buildings to create a street wall and contribute to the growing urban animation of the Preston-Carling District.

2.2.4 Site Access and Circulation

Hospitals are unique facilities; like cities unto themselves. They require nearly all the modes of transportation of a typical city. Similar to the public health benefits resulting from the enactment of zoning by-laws, separating a Hospital Site into on-stage and off-stage zones, and separating disparate modes of transportation, are no less important to an efficient and safely functioning campus. The goal of this plan is to provide safe and efficient multi-modal access to and throughout the

New Civic Development by accommodating transit, pedestrians, shuttle services, buses, ride-hailing services and carpools, private vehicles for public and staff, service vehicles to all buildings, ambulances to the emergency department and Hospital patient transfer vehicles; not to mention a future of automated vehicles. The following diagrams (**Figure 8** through **Figure 14**) outline the various modes of transportation proposed to connect the NCD to the surrounding community.

Figure 8: Transit and Pedestrian Circulation



The first, and arguably most important accommodation is for pedestrians, largely based on their vulnerabilities and exposure to the elements. Thousands of pedestrians will access the Hospital each day either by LRT transit at the new Dow's Lake Station entrance, bus transit on Carling Avenue, on-foot from the surrounding district, or by parking their bikes and cars in the garage.

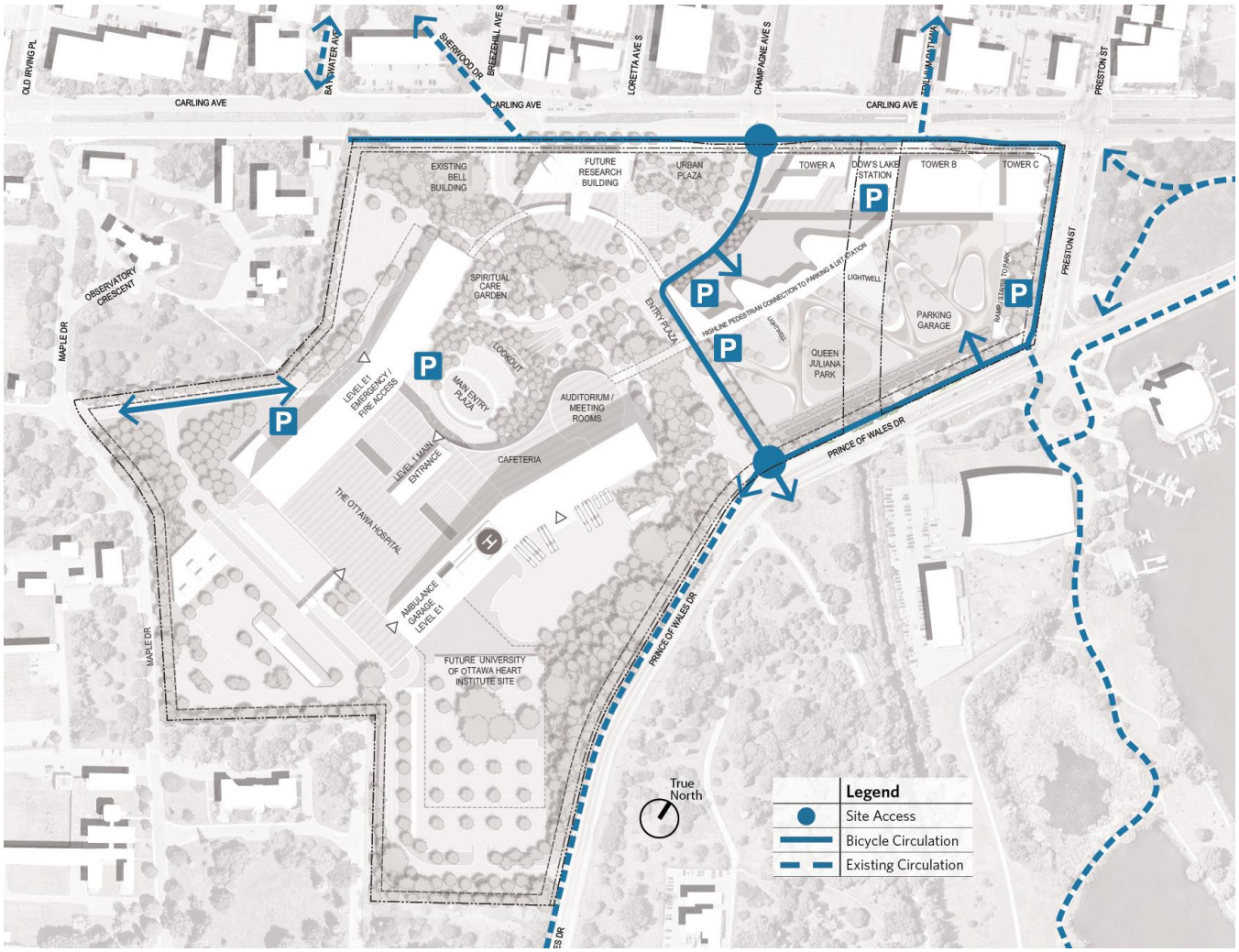
As the Parking Garage design progresses, a contemporary approach is envisioned to a picturesque pathway across the top of the garage to the main Hospital entrance, with direct connections to passive and actively programmed spaces on its vegetated roof top. Above-grade pedestrian routes are shown on **Figure 8** as dashed lines.

On-grade pedestrian routes are shown with continuous lines on **Figure 8** and include full access throughout the Site. Of special note is the winding garden path connecting Carling Avenue in two locations to the main Hospital plaza. That style of pathway is mirrored on the south side of Road A to connect the Main Plaza at the Hospital to Prince of Wales Drive, through the trees on the escarpment. In this way, Carling Avenue is connected to Prince of Wales Drive, through the Site. The winding path is intended to reduce walking slopes for universal accessibility through the campus. However, it will be

an experience-based pedestrian amenity, providing sun and shade, color and texture and seating areas for pedestrian scale, a respite for nearby Hospital workers, patients and visitors and neighbourhood residents.

The walking distance from the future Dow's Lake LRT Station entrance (south side of Carling Avenue) to the Hospital is approximately 235 metres, and the walking distance from the barrier-free parking spaces on the west side of the Parking Garage is approximately 67 metres. These distances equate to a 3-minute and one-minute walk respectively. Both routes utilize an elevated pedestrian connector across the green roof of the garage.

Figure 9: Bicycle Circulation on Multi-Use Pathways (Bi-Directional Bikeway and Sidewalk)



This plan proposes a bi-directional bikeway and sidewalk around the perimeter of the lower part of the Site with two specific functions. The first is the continuation of the Trillium Pathway from north to south, which currently runs along the east side of the O-Train right-of-way. The eastward extension shown on **Figure 9** runs in a bi-directional, 3-metre wide bikeway and sidewalk along the south side of Carling Avenue and the west side of Preston Street, connecting to the Trillium Pathway at the corner of Preston Street and Prince of Wales Drive. The second function is to provide direct access for cyclists to the lower section of the NCD and bike parking in the garage. The Master Site Plan intentionally keeps bikes away from the main Hospital entrance and off the pedestrian sidewalks leading to it, which should always be reserved for pedestrians. However, the Hospital provides shower facilities for staff with access to the west side of the Hospital. As a result of on-going communication with the public, City and National Capital Commission, a multi-use path has been added to this plan, connecting the west Hospital entrance to Maple Drive.

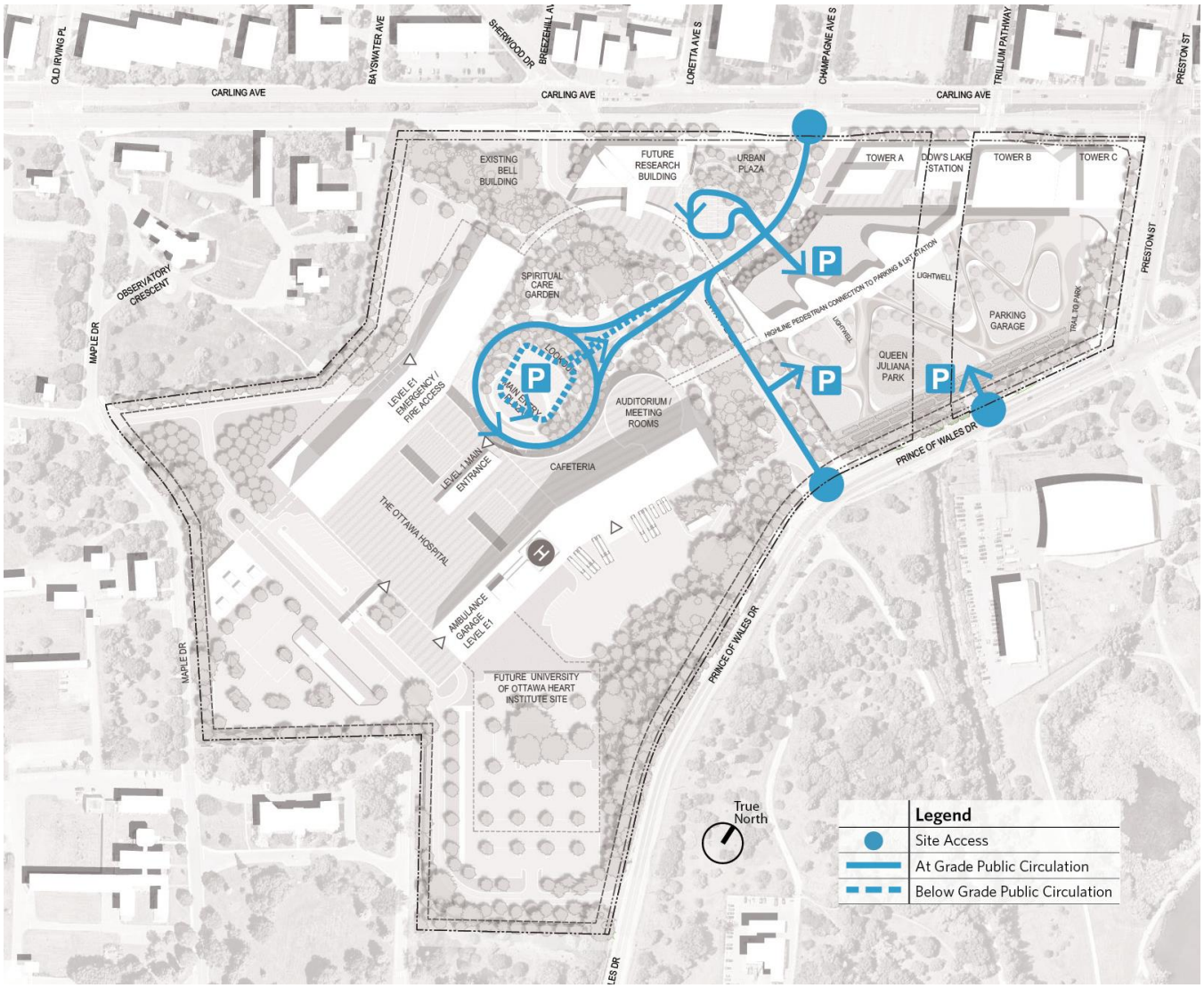
Transportation Planning and Parking

Vehicular access to the Site is limited, with few existing points of access from the surrounding arterial road network, the need for Prince of Wales Drive to remain a Scenic Entry Route, and the importance of line-of-sight views considering the Site's variable topography.

Best practices for public safety and patient experience requires largely separated public and service access. The Site was carefully laid out so that all modes including pedestrians, cyclists, and vehicles including emergency and service vehicles, shuttle services, ride-hailing services and carpools and customer transfer vehicles, could be accommodated. Important aspects of vehicular Site access and circulation are as follows:

- An intersection at Champagne Avenue provides a direct route for the public, bringing patients and visitors safely and efficiently to the Hospital. Note that the Stage 1 submission envisioned Site access at Sherwood Avenue, while the Master Site Plan shifts this access in an effort to also prevent cut-through traffic from the adjacent residential neighbourhood.
- A separate access for ambulance access, authorized staff and administrators directly from Maple Drive and Prince of Wales. The Master Site Plan makes use of Maple Drive for a short distance, quickly transferring Hospital traffic onto the Site that will be distinctly separate from public access.
- The Master Site Plan allows for the loading docks to be located at the Hospital's lowest elevation, set into the landscape, and away from public view, with direct access to Prince of Wales Drive which is a designated Urban Truck Route.
- The Master Site Plan design process determined the need for a 2,500-space parking structure to meet the needs of the New Civic Development. The structure itself changed from underground in the Stage 1 submission to above-ground in the Master Site Plan at a substantial cost reduction, while at the same time improving the user experience by providing day light into the depths of the garage and connecting the garage to the Hospital via Queen Juliana Park.
- The Parking Garage will be the first phase of development to provide space for contractor parking and staging during the construction of the first phase of the Hospital (referred to as Phase 2 in **Figure 15 Master Site Phasing Plan** in this report to reflect that Phase 1 is separate construction associated with the existing LRT station and rail trench widening). The Parking Garage will also provide 200 spaces for visitors to Dow's Lake and Preston-Carling District.

Figure 10: Public / Patient / Visitor Vehicular Circulation

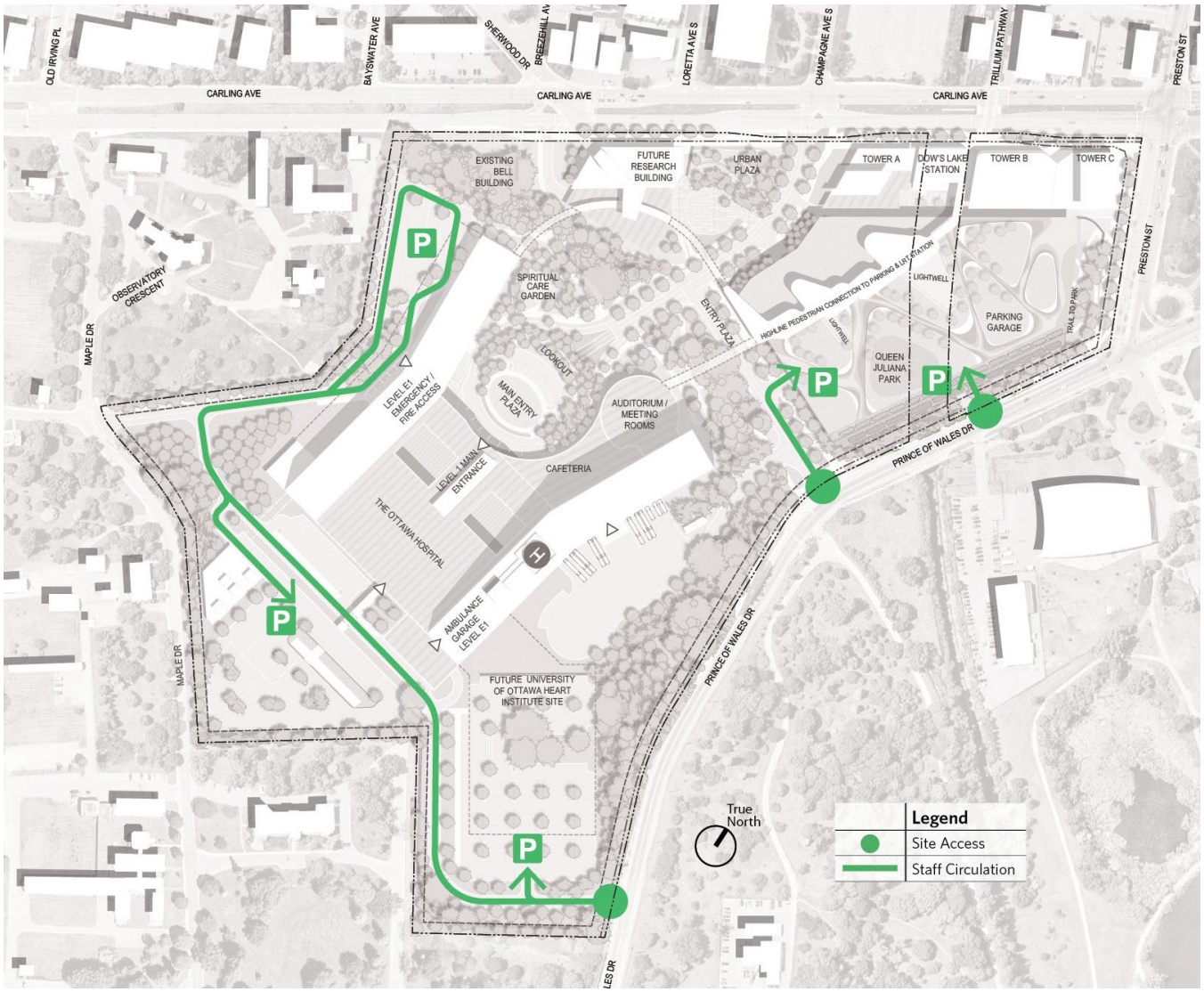


Public vehicular access is also a top priority in getting patients and visitors safely and efficiently to the Hospital. Champagne Avenue provides that direct route such that patients can arrive to the Emergency Department without having to make too many decisions on the way. The vehicular route from Carling Avenue is direct, intuitive and unencumbered. For safety purposes and to manage a positive patient experience, the plan is to guide patients to the Hospital without crossing paths with an ambulance and to minimize interaction with service vehicles. Redundant access is also a critical feature of the mobility plan. In **Figure 10**, it is evident that the public has access to the "on-stage" zone of the Site arriving at the Main Plaza at the top of the escarpment. This "on-stage" area spans from the main Hospital entrance out to Carling Avenue and down to Prince of Wales Drive.

While this health campus resides within an urban, transit-oriented development area with increasing transit ridership, it also likely will continue to receive patients from the region without immediate access to transit, who will utilize their private or pool vehicles to get to the Hospital. Health campuses, and cities in general are experiencing increased demand for pick-up and drop-off curb space with the growth of ride hailing services like Uber and Lyft. Managing the curb lanes and lay-by lanes will be a critical part of the mobility plan for the Site. The Master Site Plan considers that Uber, Lyft and Taxis could queue up northbound along Road B adjacent to the Parking Garage and have convenient vertical circulation to the overhead pedestrian connector to the Hospital.

Parking Garage access is provided in three locations to maximize flexibility in operations and traffic management. The garage access point along Prince of Wales Drive is at the same location as the curb cut to the existing NCC parking lot. 200 spaces will be provided for the NCC and public events on the first level (P1) of the garage near this access point.

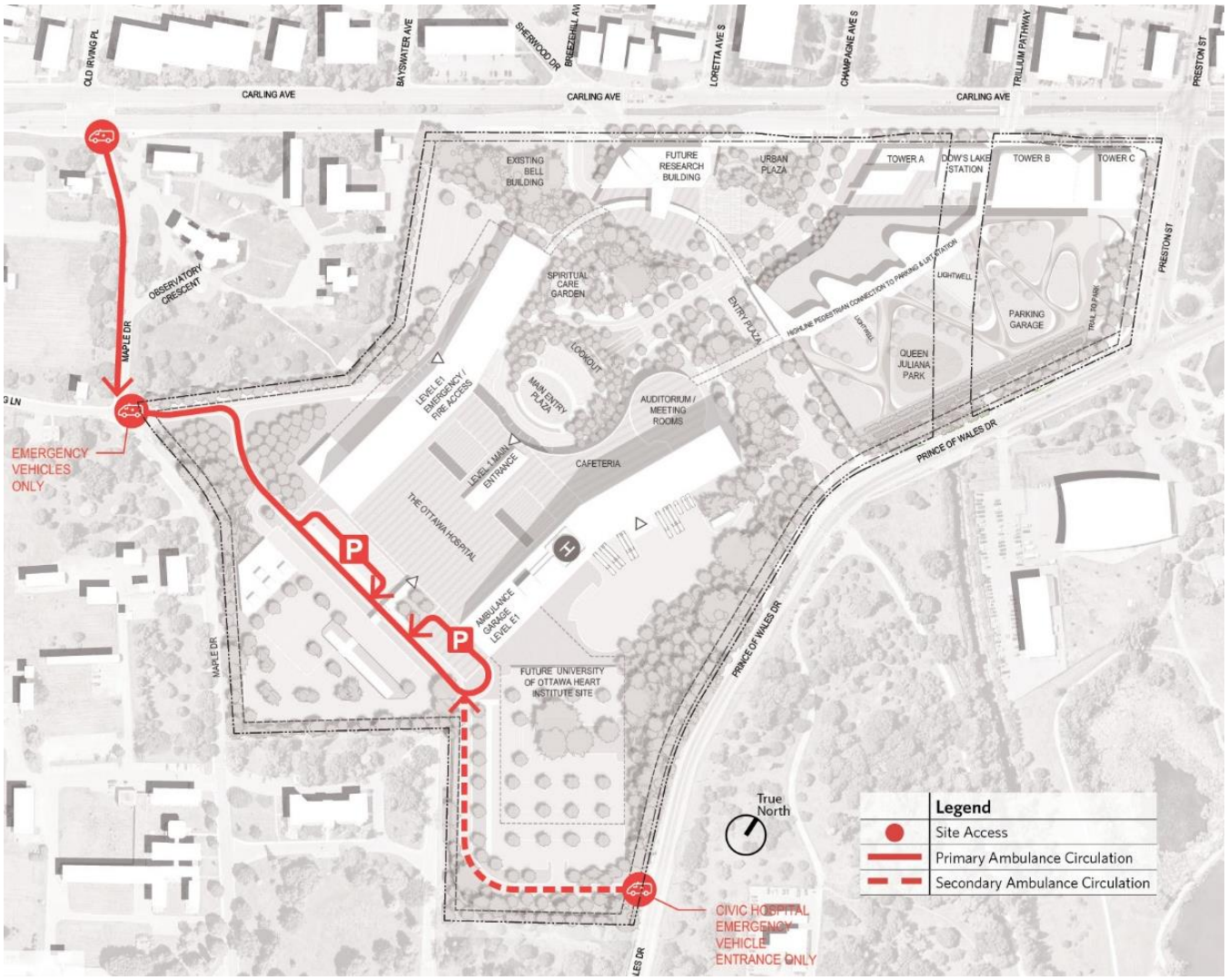
Figure 11: Hospital Staff Vehicular Circulation



In the staff circulation diagram provided at **Figure 11**, authorized staff and administrators will have limited access to the west side of the Hospital from Prince of Wales Drive, which is the "off-stage" zone where the Central Utility Plant and ambulance garage are located. This area of the Site is depressed into the landscape and / or visually screened with plant material so as to be predominantly out of the viewsheds from the Central Experimental Farm. It will be largely limited to staff and emergency services vehicles. For security, wayfinding and operational purposes, there will not be a public drop-off entrance on the west side of the Hospital.

Staff will also be encouraged to utilize the Road B (west) and Prince of Wales Drive (south) Parking Garage entrances for staff parking during the work day.

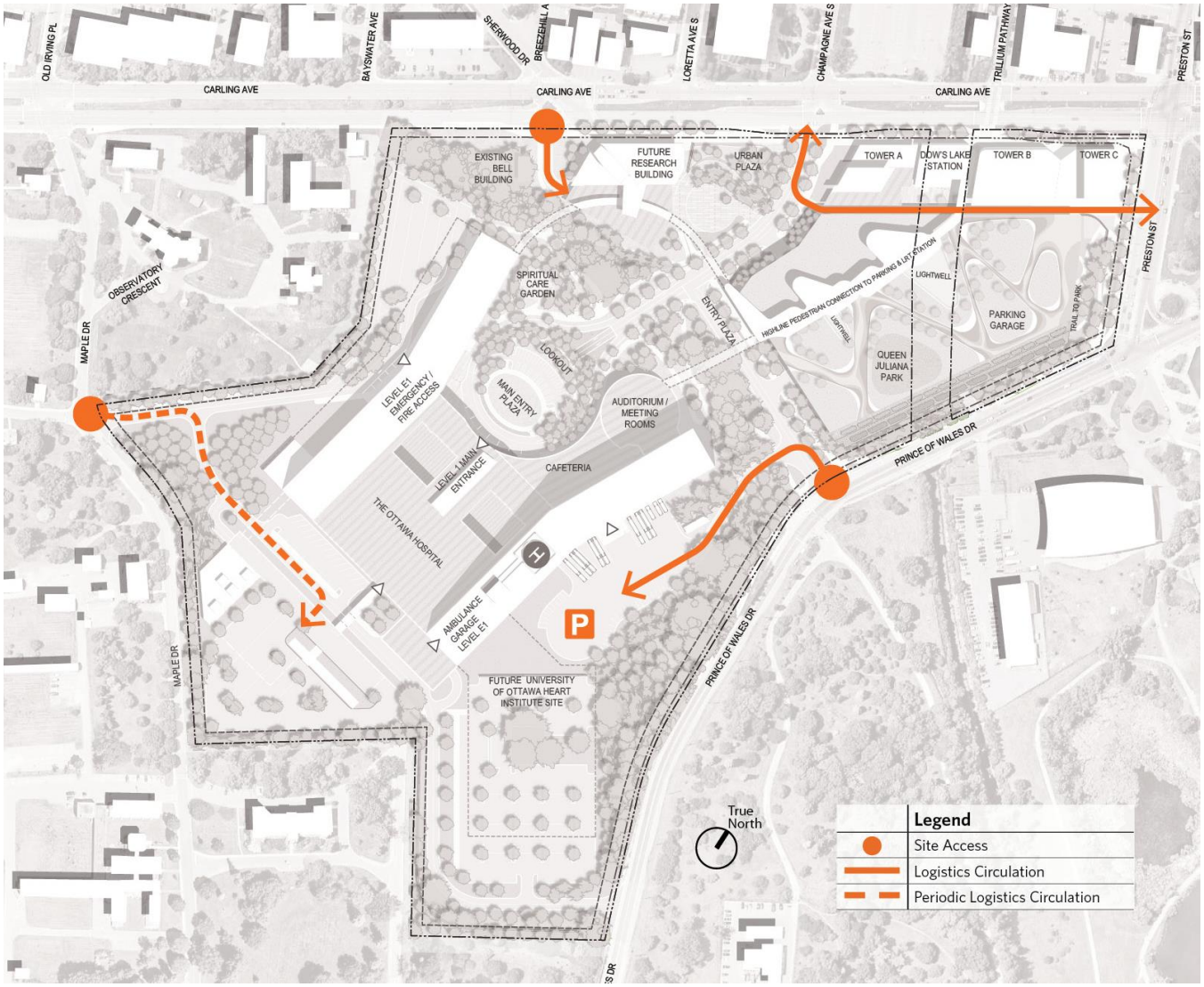
Figure 12: Primary and Secondary Ambulance Circulation



In the ambulance circulation diagram at **Figure 12**, primary ambulance access is designed to come from Carling Avenue with unencumbered circulation via Maple Drive and through the Site to the ambulance garage on the west side of the Hospital. The ambulance garage is one level below the elevation of Maple Drive to the west. The ambulance must access this floor (E1) of the Hospital and this is the only location to make this marriage between the Site and building functionality successful, based on access restrictions and topography.

Secondary ambulance access is from Prince of Wales Drive. This is for purposes of redundancy mostly. It can be used if there is an accident or road construction on the primary access route. “Emergency Vehicles Only” signs will be posted at Maple Drive Site access point and at the Prince of Wales Drive entrance.

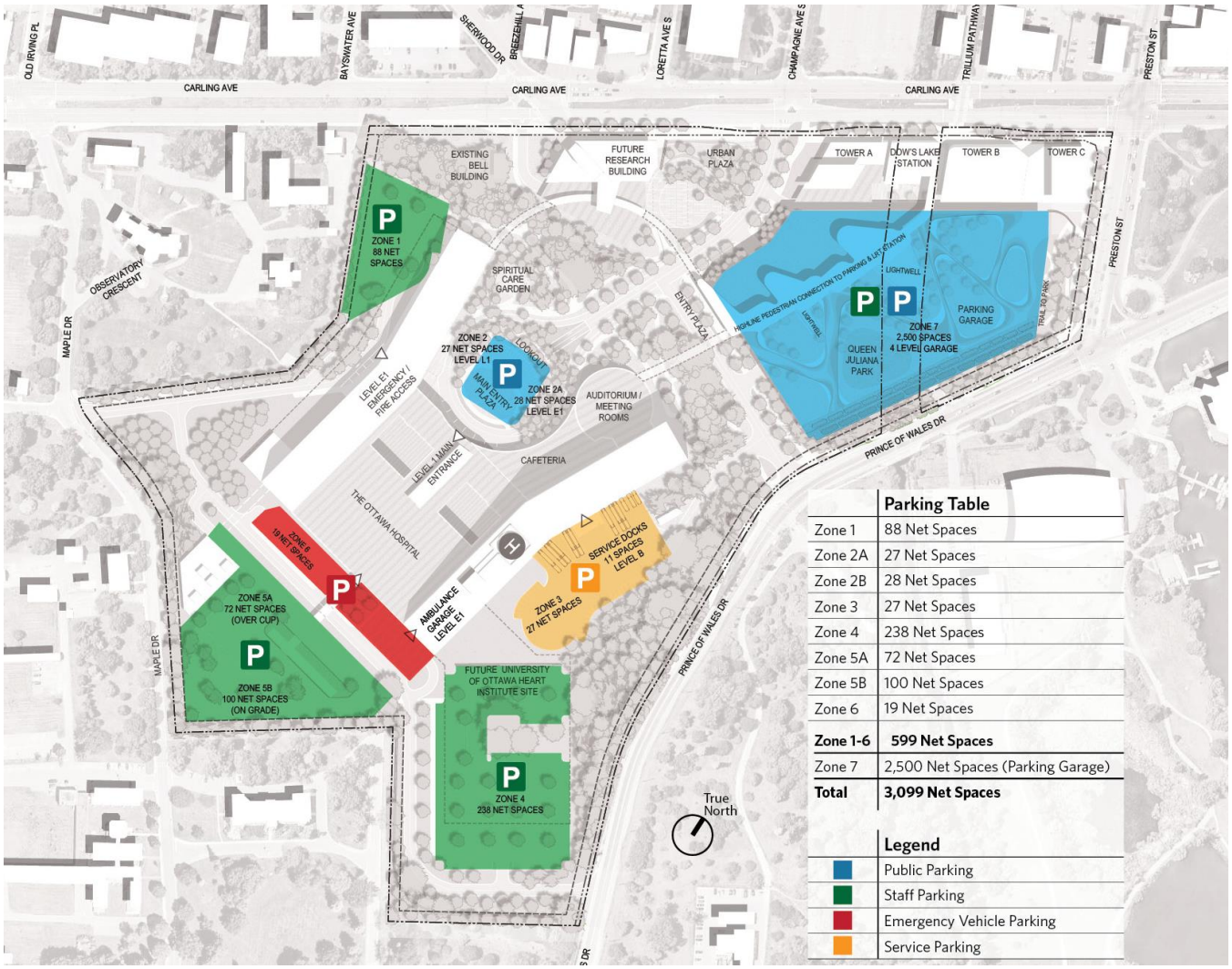
Figure 13: Logistics Circulation for Hospital, Commercial and Research Buildings



Loading docks (see access routes at **Figure 13**) are the Hospital's lifeline and need to access the lowest level of the Hospital to move logistical materials throughout the building safely and efficiently. This is one of the primary reasons the loading docks are on the south side of the Hospital as it is also the lowest elevation and Site access point available. Prince of Wales Drive provides Site access for service vehicles and is a formal City-designated trucking route. Moreover, the Carling Avenue access point to the NCD at Champagne Avenue is the only permitted Site access from the north, which needs to be reserved for public access as the main Hospital Site entrance.

Best practice for public safety and patient experience requires that the plan largely separate public and service access into on-stage and off-stage routes respectively. Other logistics routes on-site include a two-way driveway behind the Carling Avenue towers to provide service and access to the first floor of those mixed-use buildings. Additionally, the research building will require a loading dock out of public view, accessible from Carling Avenue. Finally, service vehicles will need to access the Central Utility Plant (CUP) at the Hospital on an intermittent basis.

Figure 14: Parking Plan



The Parking Plan (see **Figure 14**) for the NCD includes structured and surface parking options for six surface parking zones plus the Zone 7, 2,500 space Parking Garage, for a total of 3,099 spaces. As outlined in the circulation diagrams, public patients and visitors to the Hospital will park in blue zones, which include the main Hospital and emergency department entrances and the Parking Garage. Upon entering the Site, it is important for this cohort to easily identify and access the parking facility in order to avoid entering the main Hospital drop-off loop if not required. This helps to manage traffic and patient flows at the Hospital entrances and contributes to a better healing experience at the Hospital's front doors.

The Parking Garage is planned to have approximately 2,500 parking spaces and additional bike parking capacity. It will also provide parking for nearby commercial and retail services and 200 public parking spaces for NCC activities associated with Commissioners Park, the Arboretum, Dow's Lake and seasonal festivals.

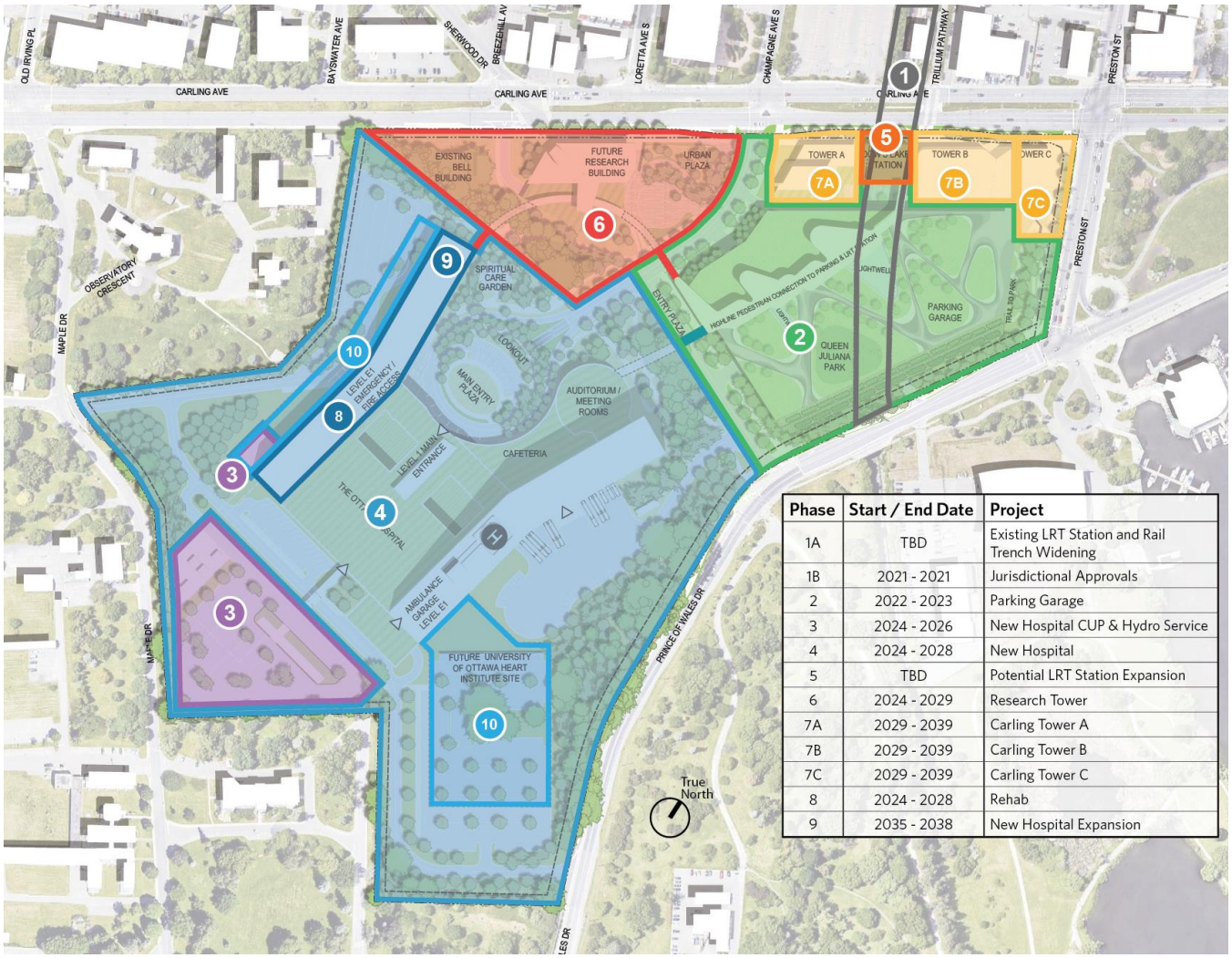
Authorized Hospital staff will park in green zones west and south of the Hospital and in the Parking Garage. Ambulance vehicles will park in and adjacent to the Hospital ambulance garage as shown in red. Service vehicles will park in the orange zone south of the Hospital and provide deliveries and contractor parking.

2.2.5 Master Phasing Plan

The New Civic Development will be built gradually, with some years assumed as major landmarks for construction. The opening day for the first phase of the Hospital itself is anticipated to be 2028 with additions anticipated in 2037 and 2047. To support construction activities, the first physical phases of the Site development will be the Site's Parking Garage and Central Utility Plant (CUP). The research building and the uses surrounding the transit station are anticipated

in later stages. The relocation of the University of Ottawa Heart Institute to the Site is anticipated as the last phase of the Site's development. A phasing plan for build-out of the Site is shown in **Figure 15**.

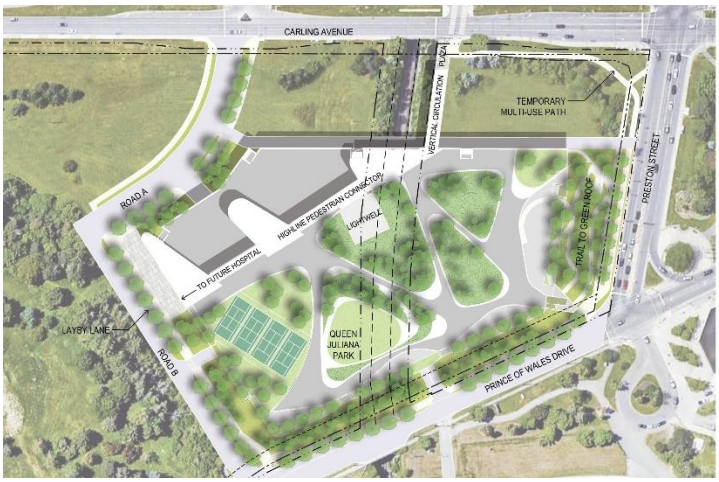
Figure 15: Master Site Plan Phasing



Phase	Start / End Date	Project
1A	TBD	Existing LRT Station and Rail Trench Widening
1B	2021 - 2021	Jurisdictional Approvals
2	2022 - 2023	Parking Garage
3	2024 - 2026	New Hospital CUP & Hydro Service
4	2024 - 2028	New Hospital
5	TBD	Potential LRT Station Expansion
6	2024 - 2029	Research Tower
7A	2029 - 2039	Carling Tower A
7B	2029 - 2039	Carling Tower B
7C	2029 - 2039	Carling Tower C
8	2024 - 2028	Rehab
9	2035 - 2038	New Hospital Expansion

The Master Phasing Plan runs from 2021 to approximately 2048 over the course of 10 identified phases, above. The first three phases represent enabling projects for the Phase 4 Hospital development. One phase identifies the widening of the O-Train trench to enable the construction of a Phase 2 Parking Garage for the Hospital and surrounding uses. The Parking Garage is planned to open in 2024, in part to provide contractor parking for construction workers on the Hospital project. The garage will sit within the existing landscape approximately 57 metres south of Carling Avenue and 34 metres west of Preston Street until the towers are constructed at Carling Avenue and Preston Street.

Figure 16: Phase 2 Parking Garage Site Plan



The Phase 2 Parking Garage development program also includes a vertical circulation facility connecting existing grade near Carling Avenue to a green roof on the garage to facilitate the pedestrian connection to the Hospital in Phase 4.

It also includes required modification to the bounding roadways providing access to the garage and new landscape installation along Prince of Wales Drive and the lower part of Preston Street.

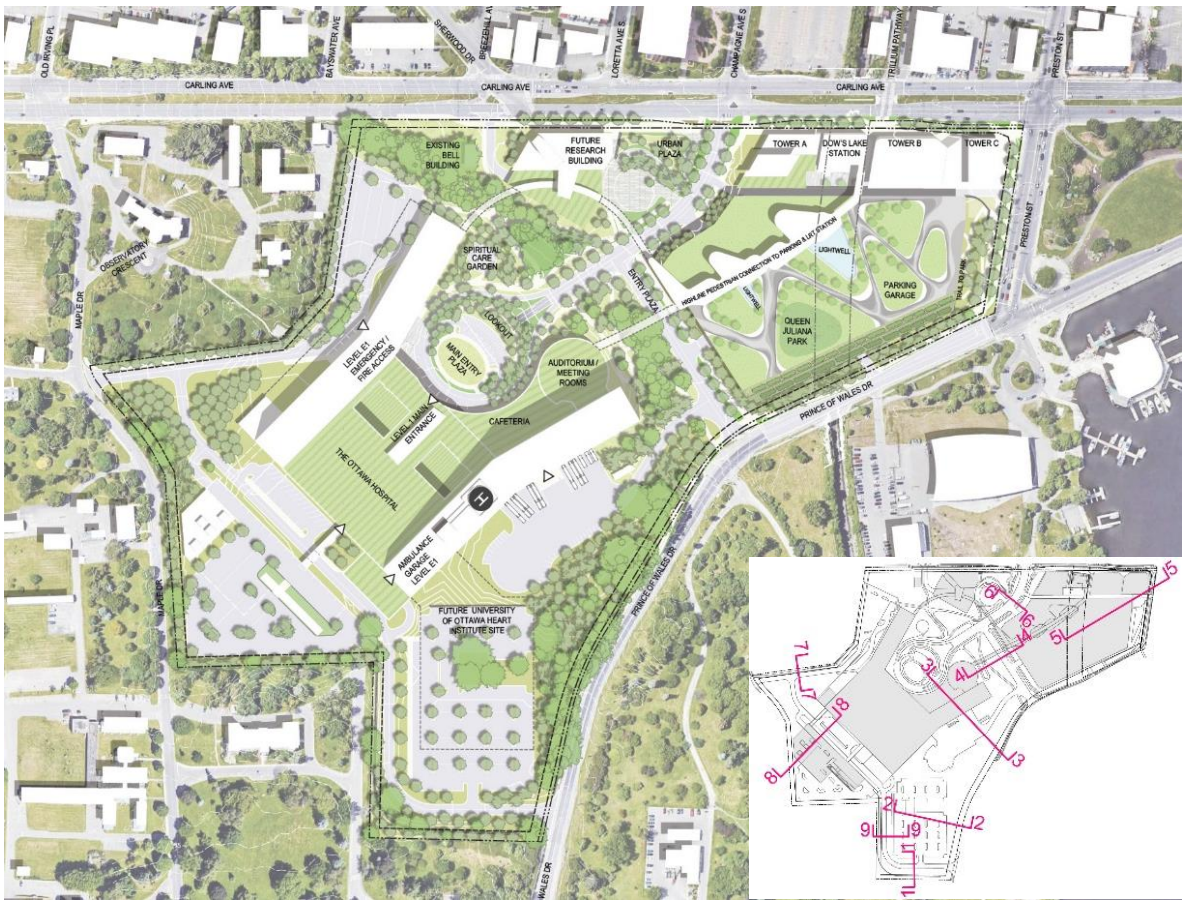
2.2.6 Open Space, Landscape and Grading Concept Plan

The Master Site Plan proposes a diversity of open spaces to support active and passive recreation opportunities on-site. Illustrations that present open space, landscape, and grading concepts are provided in **Figure 17**. They include urban plazas at Carling and Champagne Avenues and a garden walk through trees and tulips winding past a spiritual care garden to the Hospital's main entrance plaza. Additionally, a proposed green roof on the Parking Garage champions approximately 5-acres of open space for public use. Termed "Queen Juliana Park", program opportunities include tennis and other malleable outdoor spaces for yoga, tai chi, frisbee and pick-up soccer. Tennis courts and perhaps pickleball, children's playground and splash pad are also considerations. Passive opportunities include a walking loop with frequent rest areas and horticultural displays.

Health and wellness activities could include a healing or therapy garden that are responsive to mental health and rehabilitation populations, and open space for event tents. From the vantage point of this vegetated rooftop, there are opportunities for new vistas of the Central Experimental Farm, Arboretum and Dow's Lake. The existing, surrounding context is rich enough to be commemorated with interpretive signage of these views. Curated fine and performing arts installations offer opportunities to partner with local organizations. Finally, pop-up retailing can provide a cup of coffee or hot chocolate on a cool spring day during the tulip festival or walk to work.

The conceptual layout of the buildings and circulation on-site responds to existing topography, access opportunities and requirements, the Mooney's Bay sanitary sewer easement, and the wooded escarpment that runs diagonally through the Site. Within these parameters, the intention is to save as many trees as possible on the escarpment, but also to provide new trees in naturalistic drifts, augmented shelter belts and more formally in urban streetscapes throughout.

Figure 17: Open Space, Landscape and Grading Sections Key Map



Grading Concept and Site Sections

The following site sections illustrate how the proposed buildings, circulation systems, parking, open space and vegetation relate to the surrounding topography.

Hospital Level 1: The Hospital is positioned at the top of the hill, west of the escarpment, facing the mature trees. The main entrance to the Hospital is at Level 1, conceptually set at 80.36 metres in elevation, which includes the main patient walk-in entrance to admitting. The pedestrian connector from the garage connects to the Hospital near the auditorium and cafeteria on this level (refer to **Figure 21** and **Figure 36**).

Hospital Level E1: The next level below is Level E1 at 75.79 metres in elevation. This is the floor for the Emergency Department and contains the public walk-in entrance on the north side of the Hospital and the ambulance entrance on the south side. An authorized staff access point and the proposed fire panel for emergency vehicles is also located on this floor, behind the north tower. These building entrances are situated here to facilitate accessible connectivity to Maple Drive.

The Hospital's Central Utility Plant (CUP) is accessible from Level E1 as well, as shown in the section in **Figure 18** below. The CUP is sunken below parking, below the elevation of Maple Drive. One of the few protruding elements from the CUP will be the stack, which will be at least 3m high above the parking, however an emissions related wind study is required to finalize the stack height. This work can be completed as part of Site Plan Control for the Hospital Project.

Figure 18: Section 8 Looking North at Maple Drive

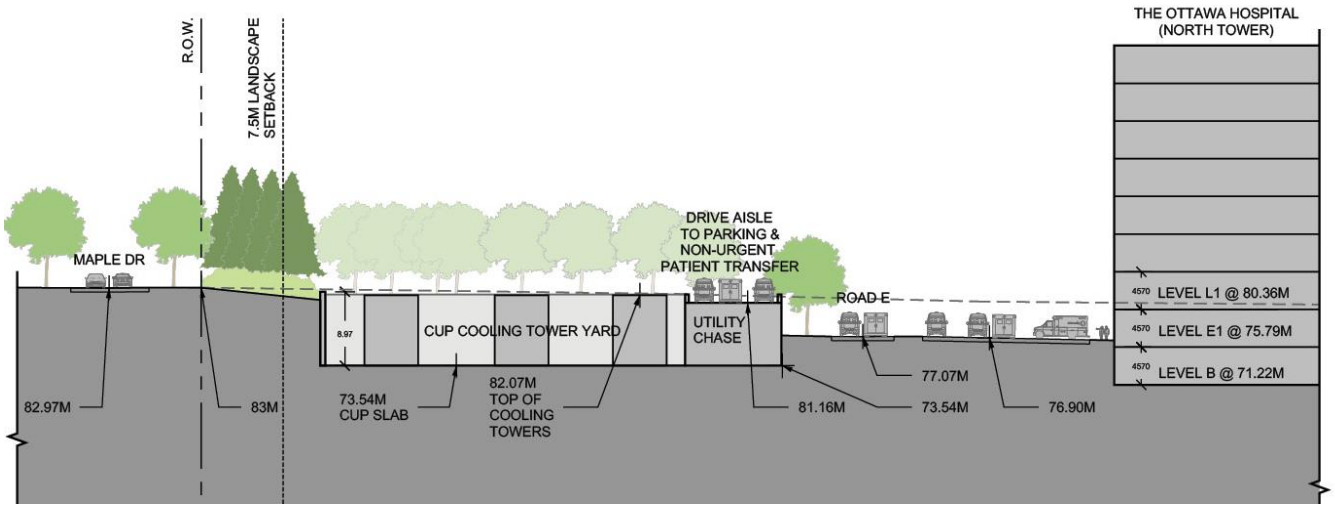
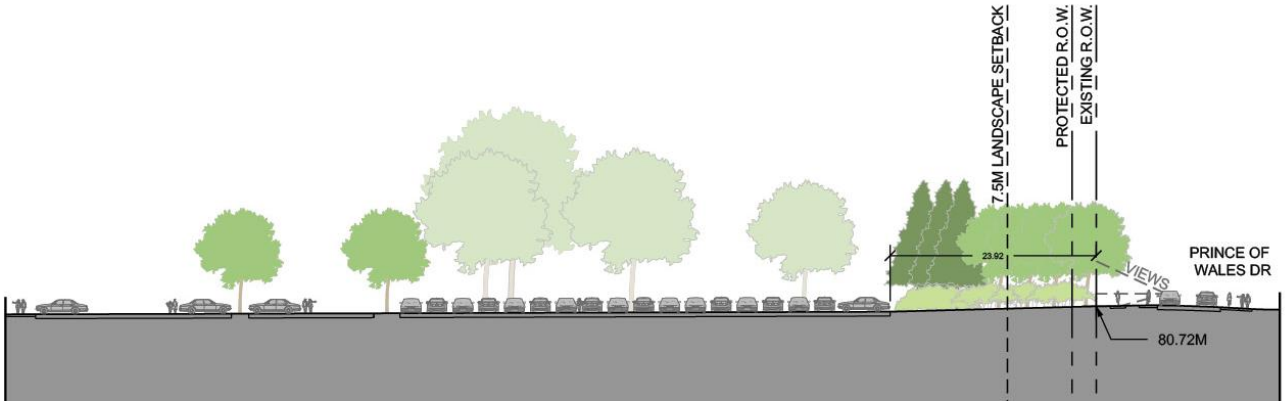


Figure 19: Section 2 Looking North at Prince of Wales Drive and Parking Lot

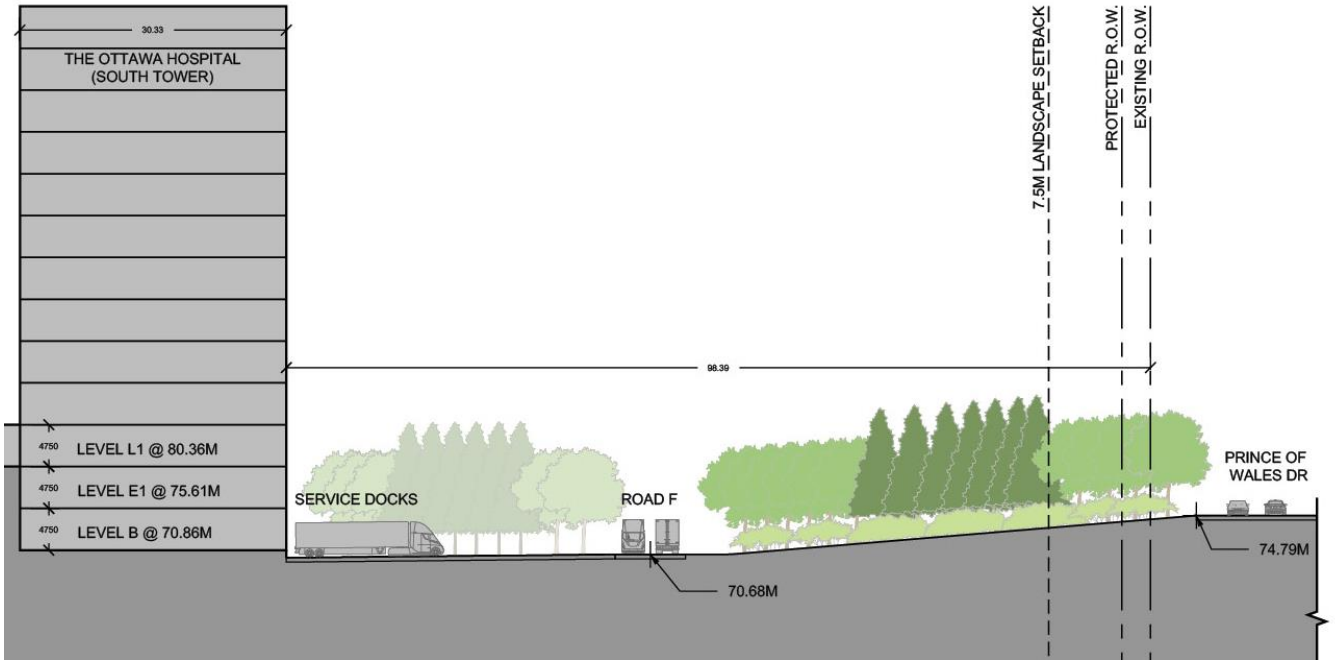


The surface parking lot south of the Hospital in the footprint of the future Heart Institute Tower rests at about the same elevation as Hospital Level E1. Presented above is a section in **Figure 19** showing the relationship of this parking area to Prince of Wales Drive. The Master Site Plan envisions that some of the largest existing trees in this zone can be saved by working the parking and grading around them.

Hospital Level B: Level B is shown in **Figure 20** below and is the lowest level of the Hospital at approximately 71.22 metres in elevation. It is situated to take advantage of the elevation at the Prince of Wales Drive intersection, a designated truck route. The loading dock is 80 metres from the Prince of Wales right-of-way and within that distance a vegetative screening is proposed ranging in width from 30 to 70 metres.

Views to the surface parking lot and loading facility from Prince of Wales Drive will be considered in all four seasons. Winter will necessitate some evergreen screening to mitigate views during this time.

Figure 20: Section 3 Looking East at Prince of Wales Drive and Hospital Service Docks



Road B in **Figure 21** provides vehicular and bicycle access to level P2 of the Parking Garage and connects Prince of Wales Drive to Road A. The green roof conveys the highline pedestrian connection, up from Carling Avenue, across the garage green roof and the pedestrian bridge to the cafeteria and other public space within the Hospital building.

Figure 21: Section 4 Looking Northwest at Road B

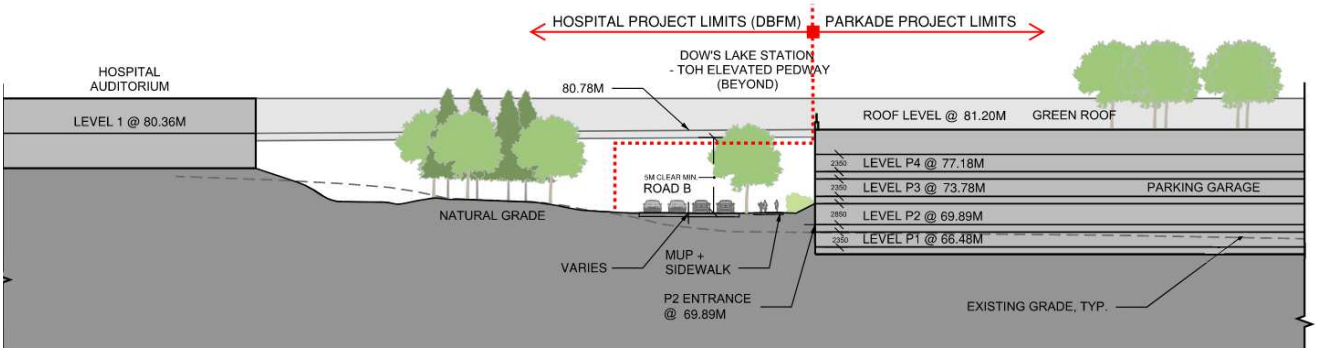
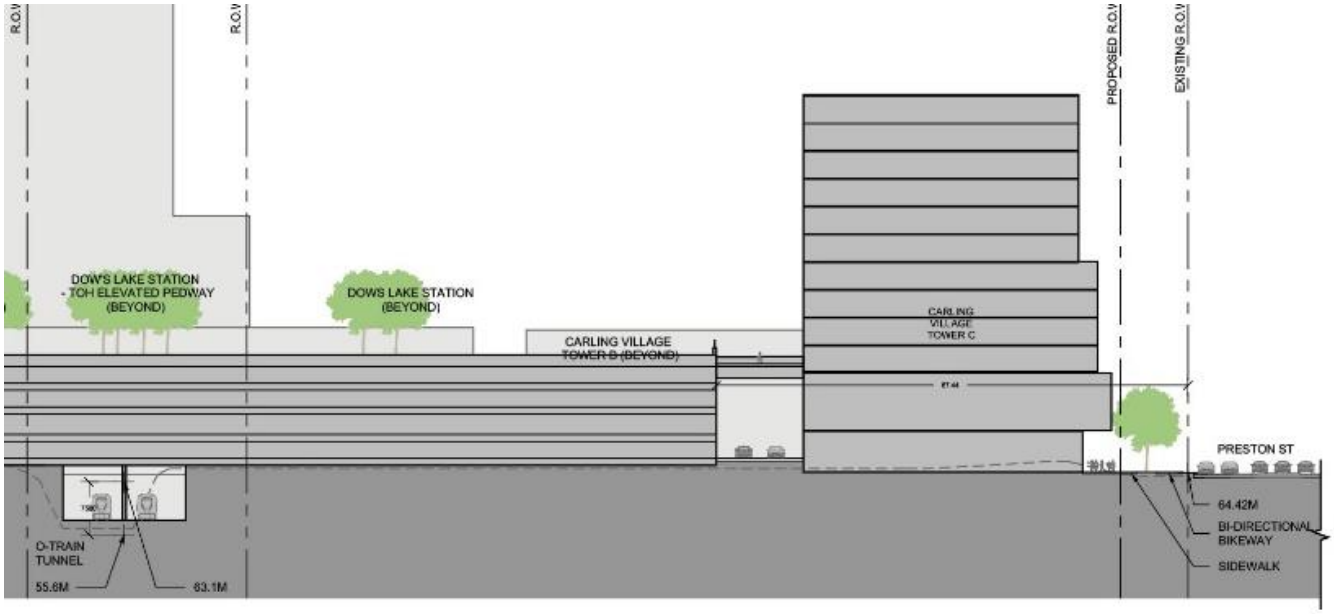


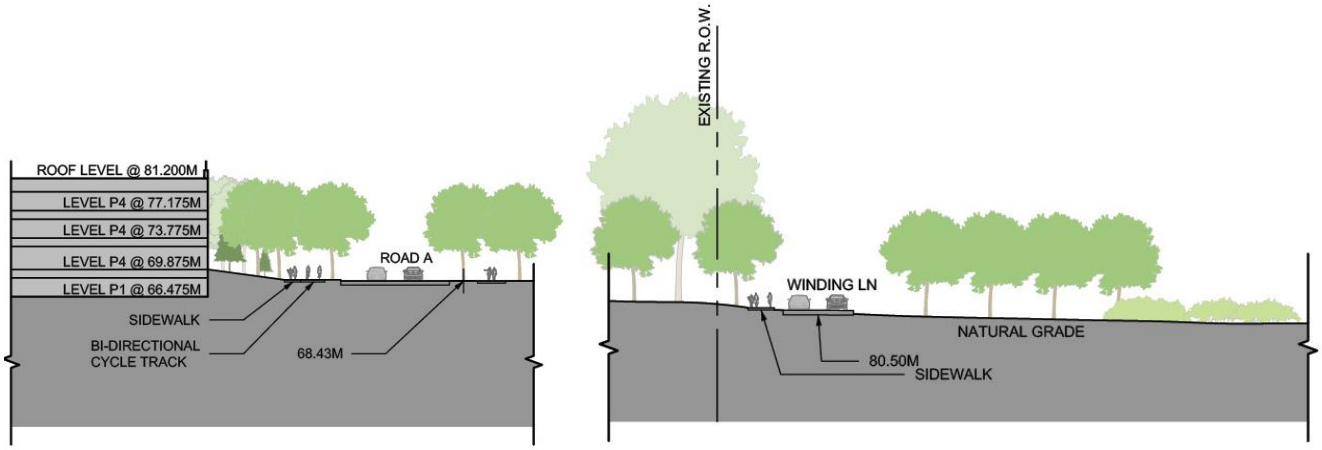
Figure 22: Section 5 Looking Northwest at Preston Street



The section in **Figure 22** shows a site transect from Preston Street west to the LRT tracks. Of note is Tower C and the proposed upper level connection to the garage green roof. The garage is planned to span the LRT tracks as shown with structural design solutions currently being coordinated with the City of Ottawa as part of the Site Plan Control application process.

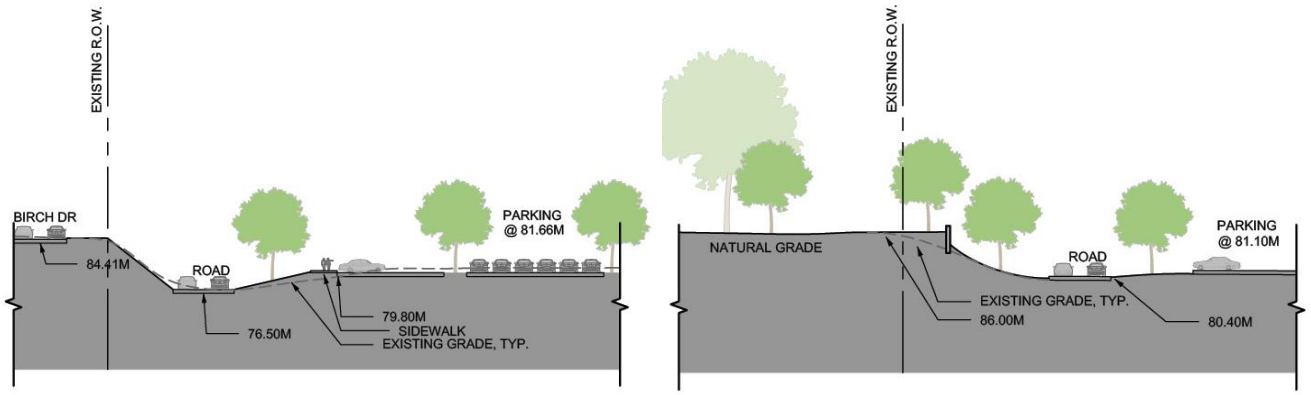
Section 6 in **Figure 23** below illustrates the relationship of the Parking Garage to proposed Road A. Along Road A, a Parking Garage access point connects to Level P2 as shown. The site section 7 in **Figure 23** below illustrates the topographic relationships between the Dominion Arboretum and the Hospital Site at Winding Lane extended.

Figure 23: Section 6 Looking South at Road A (left) and Section 7 Looking North at Dominion Arboretum



The section 9 in **Figure 24** below illustrates how the western access road to the emergency department, parallel to Birch Drive is at a lower elevation. Views from Birch Drive and the adjacent Saunders Building will be of tree tops. Section 1 in **Figure 24** below illustrates the grade difference along the southern-most Hospital Site boundary, which is again sunken below natural grade to protect views from Prince of Wales Drive.

Figure 24: Section 9 Looking North at Birch Drive (left) and Section 1 Looking West at South Property Line



2.2.7 Public Realm

The New Civic Development forms part of one of the most important re-urbanization areas of the city in recent years inclusive of the broader Preston-Carling District Secondary Plan. The northern edge of the Hospital Site faces Carling Avenue and the adjacent Station Land Use Character Areas. The Carling Avenue street front portion of the New Civic Development Site between the Preston Street and Sherwood Drive intersections is proposed to include a series of mixed-use buildings, open spaces and public infrastructure that will offer a gradual transition in height and density between the larger mixed-use development north of Carling Avenue and the lower escarpment area south of Carling Avenue, including the existing NCC lands, Central Experimental Farm and Dow's Lake. The entire assembly of new buildings along the south face of Carling Avenue will frame the enhanced tree-lined avenue with generous sidewalks and multi-use pathways to make a "pedestrian first" environment while including safe and convenient cycling infrastructure linked to the broader city network. The typical public realm cross-section includes a 1.2-metre minimum

wide snow piling zone back-of-curb, a 3-metre wide bi-directional bikeway, a 2.5-metre wide landscape / activation zone, and pedestrian sidewalks against the building street walls ranging in width from approximately 6 and 7-metres. Refer to **Figure 28** through **Figure 35** for public realm street sections and plans. These cross-sectional dimensions provide adequate horizontal distance to convey large groups of pedestrians and accommodate the full branching of street trees while safely separating pedestrian-only sidewalks and a bi-directional bikeway.

Proposed Buildings for the New Civic Development along Carling Avenue, from west to east include:

1) The Research Building, between Road A and the existing intersection with Sherwood Drive and Carling Avenue
2) Tower 'A' at the southeast corner of the Road A and Carling Avenue
3) The Dow's Lake OLRT Station south entrance
4) Tower 'B' between the future Dow's Lake Station and Tower 'C'
5) Tower 'C' at the southwest corner of Carling Avenue and Preston Street

Figure 25: Key Map of Carling Avenue Towers

Research Building

A research building will be located west of the Urban Plaza and south of the Sherwood Drive intersection to act as a gateway onto the Site from Carling Avenue signaling the strong research focus of The Ottawa Hospital as an Academic Health Sciences Center. The massing will include a lower podium as well as a mid-rise tower that will allow for modular vertical expansion in the future. The podium will be scaled to relate to the adjacent streetscape and will develop a transition between the grade at the sidewalk facing Carling Avenue with the increased grade along the primary entrance roadway (Road A) to the Hospital to the south. The Tower will include articulations to minimize impacts to the streetscape, adjacent public realm and Hospital areas. The architectural vocabulary is anticipated to exude a state-of-the-art image relative to contemporary translational research practice as well as a focus on sustainability and resiliency. The building will be linked to the main Hospital through an enclosed pedestrian link ensuring that key adjacencies and functionalities are interlinked.

To the east of the research building is a supporting urban plaza (**Figure 26** and **Figure 27**) designed to broaden the entrance to the NCD with a clear dedication to open space in the Public Realm. This open space will allow for a gradual transition in grade from the southern edge of Carling Avenue up to and through the existing wooded escarpment and to the main entrance of the Hospital. It will include areas of respite, seating, planting as well as pedestrian pathways.

Figure 26: Urban Plaza Plan at the Corner of Carling and Champagne Avenues

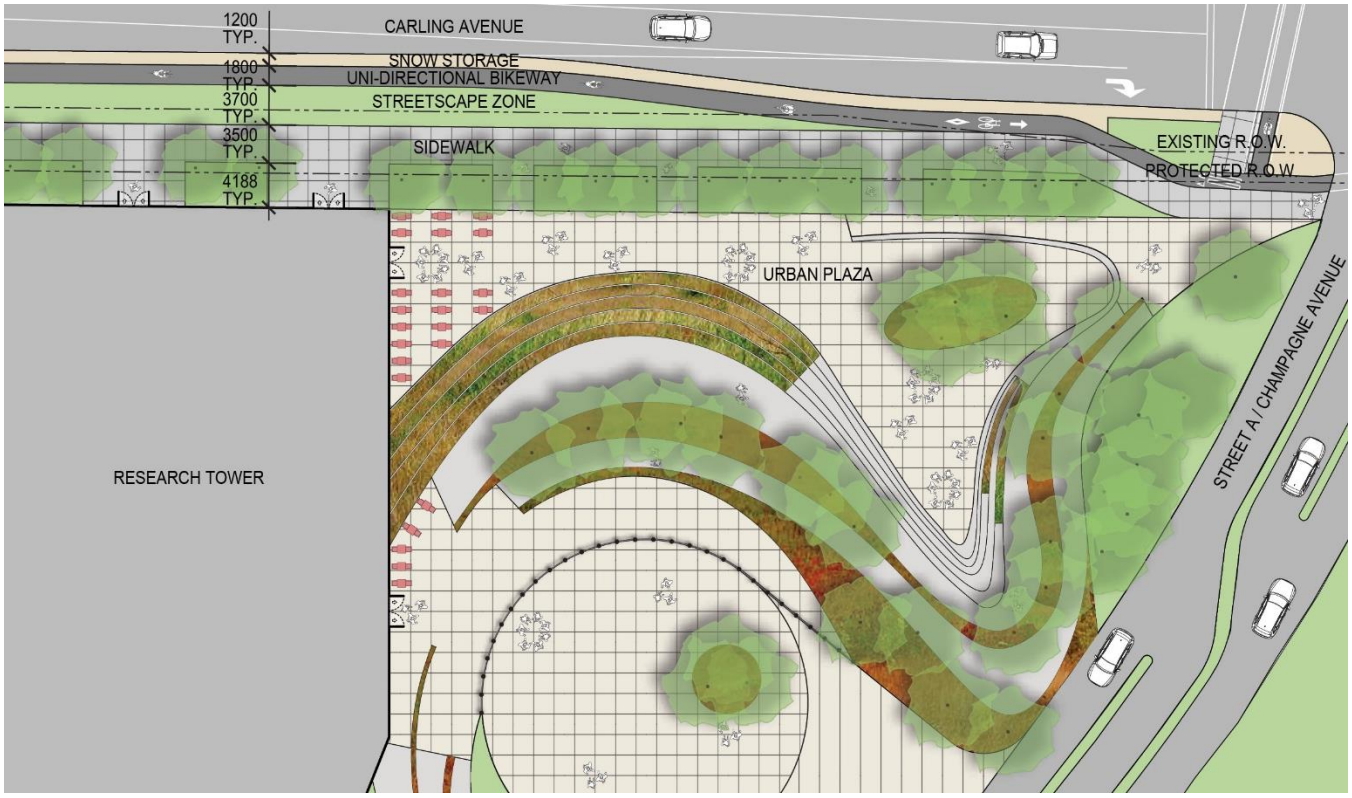


Figure 27: Urban Plaza Concept at the Corner of Carling and Champagne Avenues

To allow for flexibility in the building design and program at the site plan approval stage for these towers in the 2030-2040 planning horizon, we are illustrating that towers are stepped back from the podium along Carling Avenue. We have identified a zone along the building frontage that would be suitable for canopy overhangs along Carling Avenue. Conversely, as a way to maximize pedestrian space in the Public Realm along Preston Street at Tower C, we are illustrating a building cantilever to provide flexibility for the potential future Ottawa Hospital Innovation Centre.

Tower 'A'

Tower 'A' is anticipated to be a mixed-use, mid-rise building that will frame the eastern edge of the main entrance to the Site to the west of the Dow's Lake Station south access. This tower will include retail facing Carling Avenue as well as the main entrance access to the Hospital (Road A) complementing and activating the urban street edge.

The building will include a podium that will act to diminish the scale along Carling with both setbacks and potential minor cantilevers for balanced massing. The roof of the podium will also align with the Parking Garage green roof to allow for potential access to the south along this new datum level.

Figure 28: Public Realm Plan at Carling Avenue West of the LRT Trillium Line

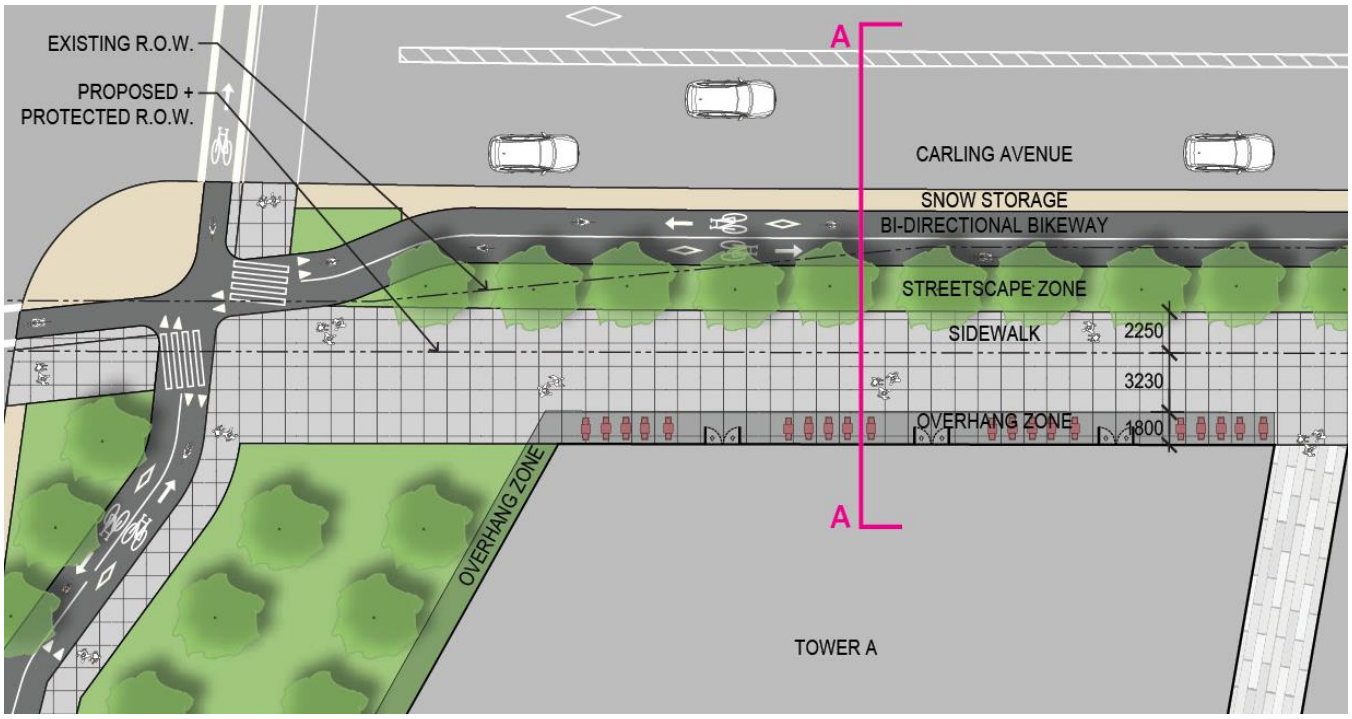
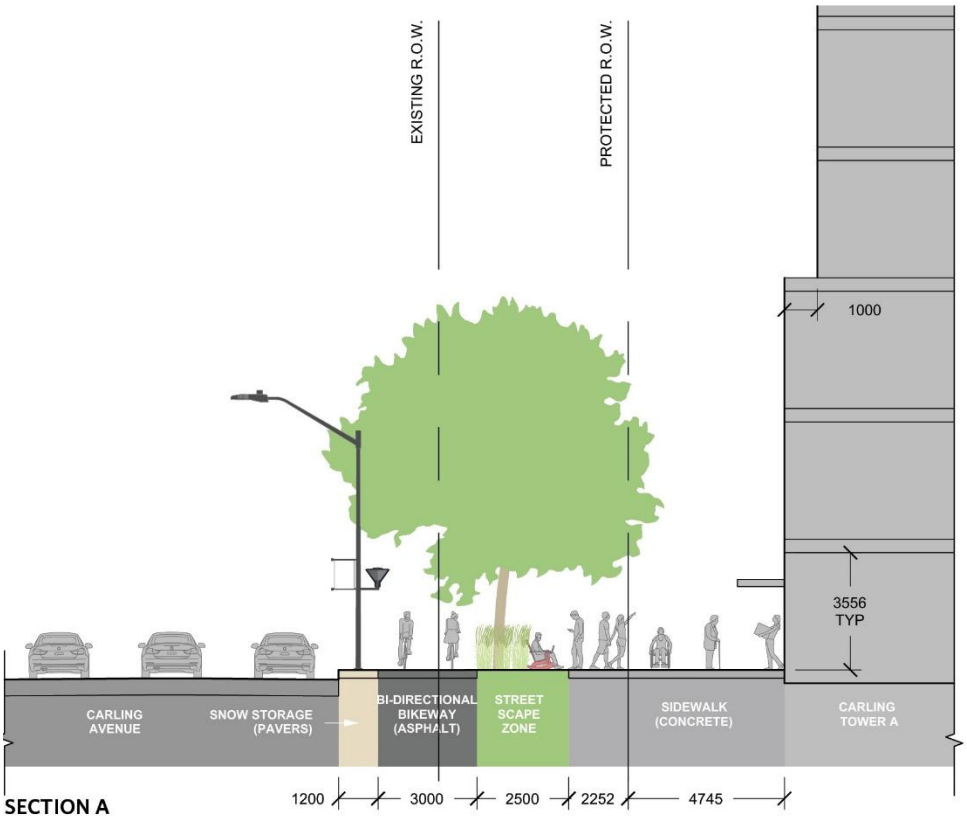


Figure 29: Public Realm Section at Tower 'A', Carling Avenue



Future Dow's Lake LRT Station

East of Tower A is the location of the future Dow's Lake Station south access. This building is expected to reconcile access to the existing north LRT station from a pedestrian tunnel under Carling Avenue, access at grade as well as access through to the enclosed pedestrian connection over the Parking Garage to the Hospital. Envisaged as an open glazed beacon, the south station entrance seeks to create a safe and protected area with ease of wayfinding to invite the public up to Queen Juliana Park on the roof of the Parking Garage and the pathway to the Hospital. The architectural vocabulary is being explored to complement the low-carbon (mass timber) strategy of Towers B and C. The covered pedestrian walkway to the Hospital and other public access points of the campus are also conceived as framed in mass timber to create a unified and warm series of activated interior human scaled spaces that complement the exterior public realm in a manner that accounts for activation throughout all four seasons.

Tower 'B'

Towers B and Tower C are being schematically developed as wings tied to a common central core and as such Tower B is intended to extend the design vocabulary of Tower C westward along Carling Avenue at a podium scale and mid-level height that offers retail facing Carling Avenue as well as the main entrance access to the Hospital (Road A) complimenting and activating the urban street edge.

Tower B will be built to align with a service road along the south, adjacent to the Parking Garage. The building will include a podium that will act to diminish the scale along Carling through both setbacks and potential minor cantilevers for balanced massing. The podium roof will also align with the Roof Garden of the Parking Garage to allow for potential access to the south at this new datum level.

Tower 'C'

Tower C is located at the southwestern corner of Carling Avenue and Preston Street. The opportunity to create a nationally significant building on NCC land is being explored through the development of The Ottawa Hospital Innovation Center at this location.

This corner faces the urban, southern edge of Little Italy and flanks Commissioners Park. It provides the opportunity to create an exceptional architectural solution that symbolizes the southwestern gateway of the future expanded district while redefining the civic importance of contemporary healthcare and research at the regional, national and international scale.

The building is conceived as a mid-to-high rise tower that reconciles the non-orthogonal geometry of the Southwestern corner of the intersection to the benefit of the public realm through increased area at the ground plane at the corner to safely and comfortably handle the loading of pedestrians and cyclists anticipated in the area. The ground floor is pulled back to permit retail frontage and seating along with required pedestrian sidewalks, planting, snow piling and multi-use pathway uses adjacent to both Carling Avenue and Preston Street. See **Figure 30** and **Figure 31**.

Figure 30: Public Realm Plan at Carling Avenue and Preston Street

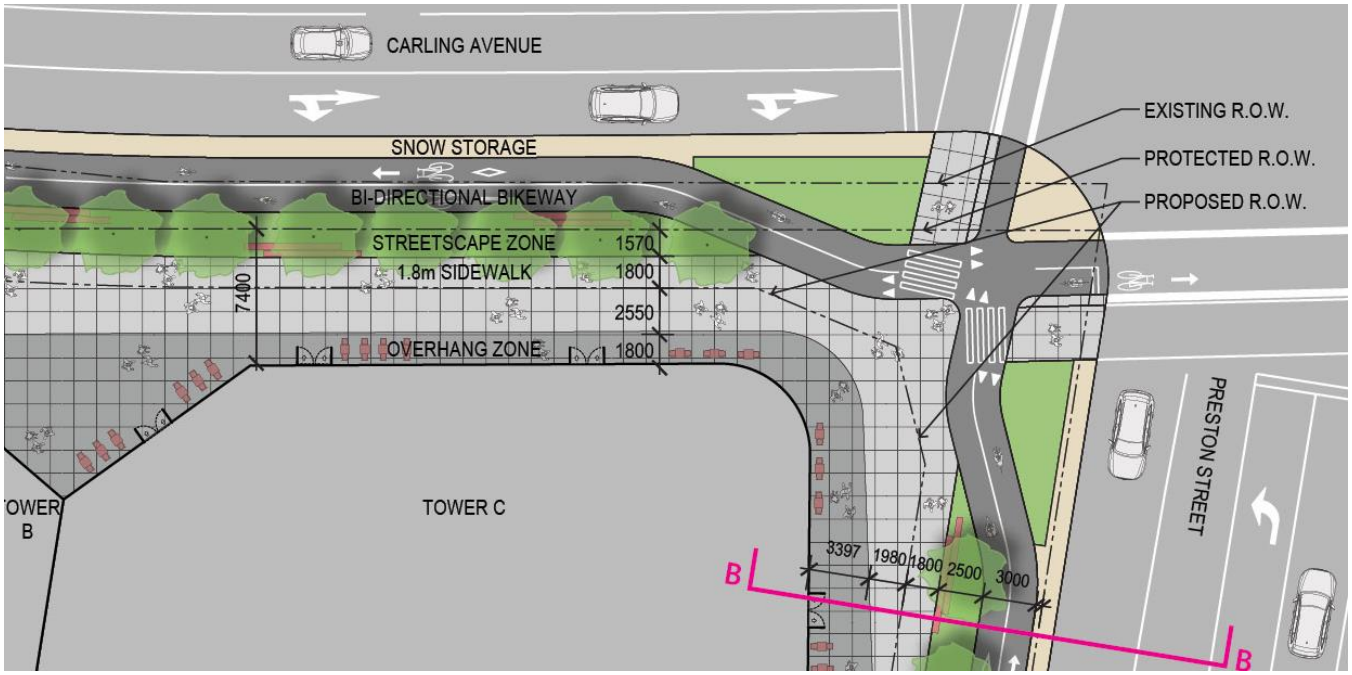
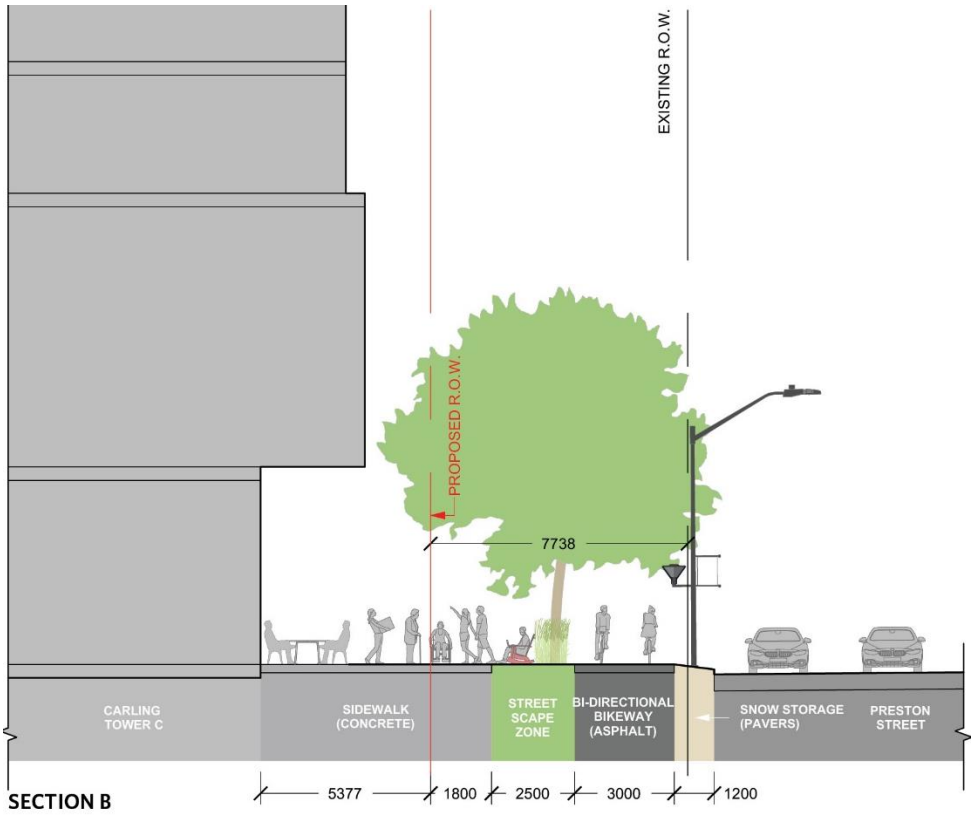


Figure 31: Public Realm Section at Preston Street



The Innovation Center planned for Tower C is being programmed to include innovative post-pandemic virtual care for The Ottawa Hospital. The design strategy includes structural and sustainable approaches exploring groundbreaking strategies that can promote new ways of building.

The consideration of mass timber as a primary structural assembly permits a more positive balance of the overall New Civic Development carbon footprint while simultaneously creating free-span floor plates allowing for extended resiliency and futureproofing at a programmatic level. This also offers flexibility for open academic and learning areas to be integrated into the design. Assembly areas are conceived as glazed double height spaces on the third and fourth floors and visible from the intersection to offer a strong sense of activation not only at the ground plane but also programmatically as the building rises and is seen from both the urban edge as well as Commissioners Park.

Tower C includes a series of cantilevers for the assembly volume of the third and fourth floors that allow the ground plane to be more open along Preston and Carling while creating a strong identity for upper storeys before they recede back to the general building line along Preston.

Folding Landscape as Extension of Commissioners Park

The plan enlargement below supports Section C, detailing the general approach to the ramp leading from the intersection of Prince of Wales Drive and Preston Street up to the Parking Garage green roof. The ramp is envisioned as a trail within a folding landscape that visually screens the Parking Garage while continuing the experience from Commissioners Park to the top of the garage, with resting spots and look outs along the way.

Figure 32: Public Realm Plan at Ramp on Preston Street

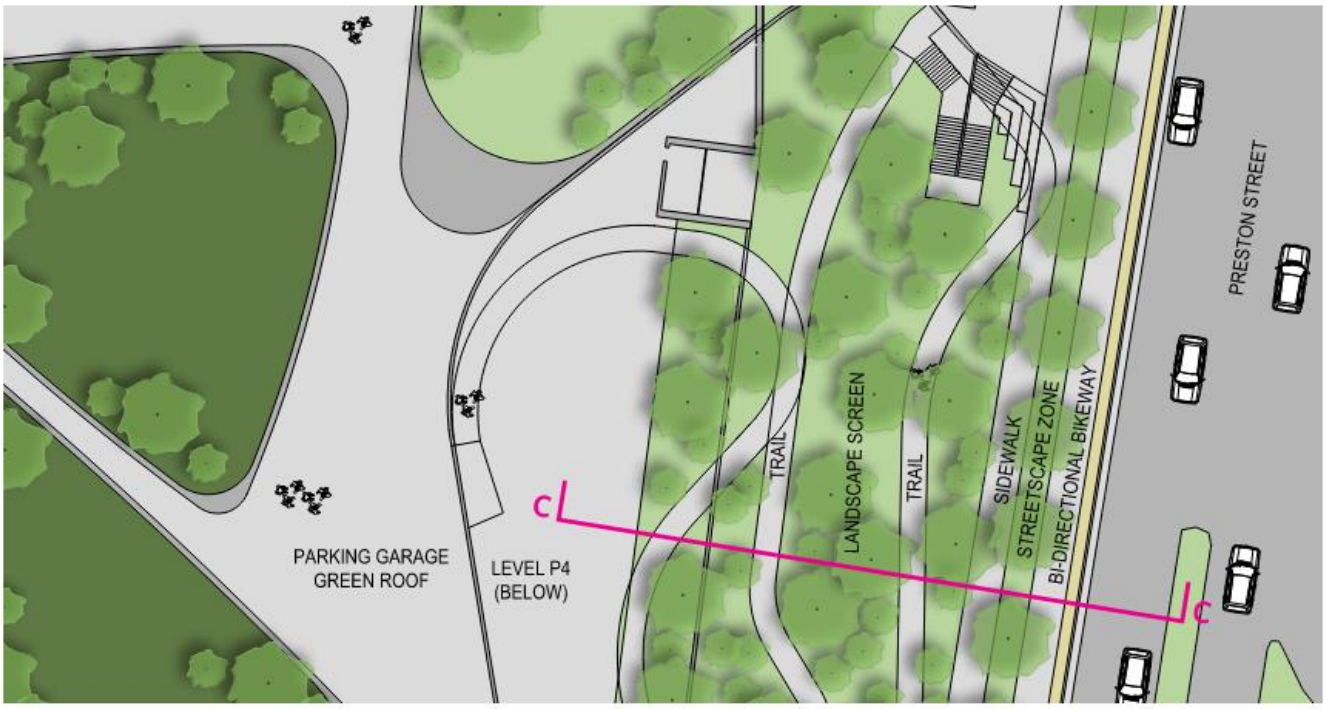
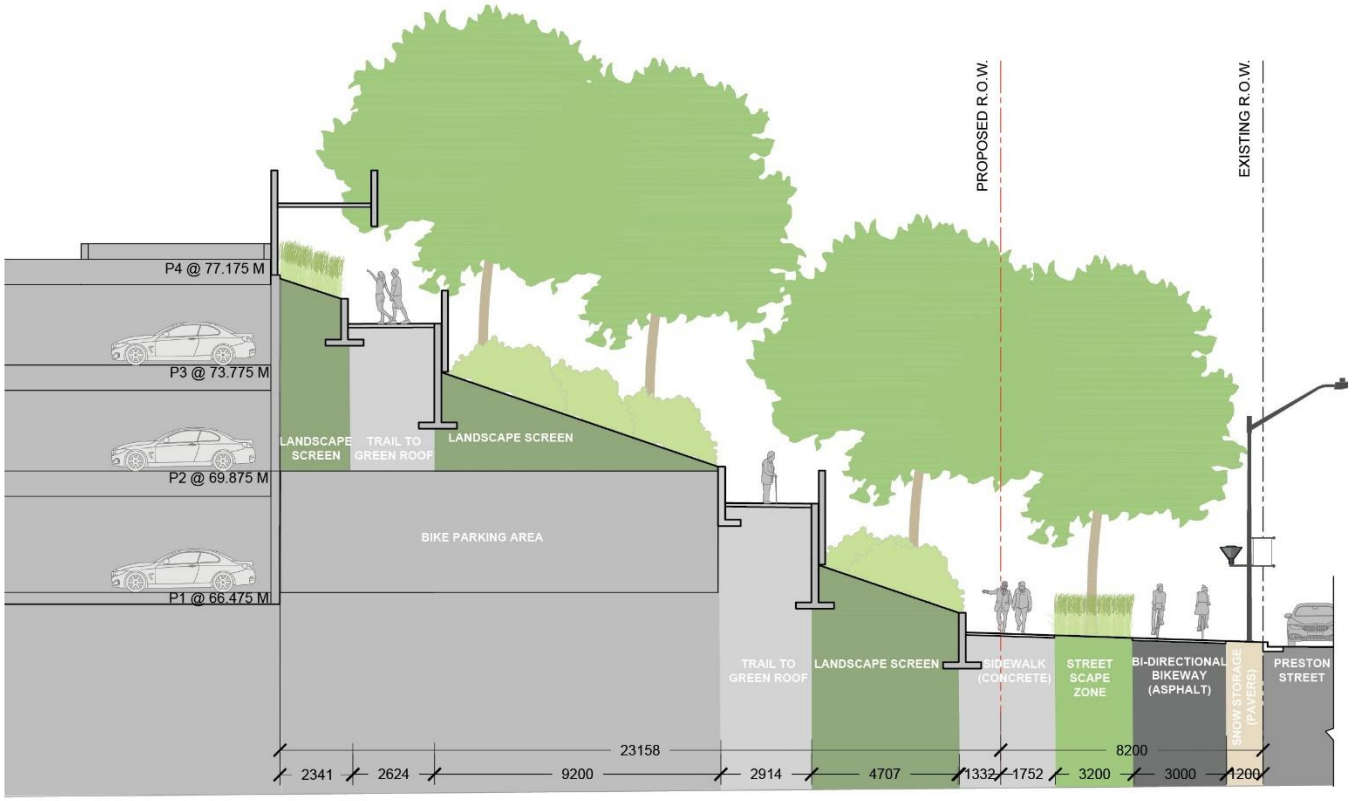


Figure 33: Public Realm Section Highlights Folding Landscape Along Preston Street



Visual Screening Along Prince of Wales Drive

The plan enlargement below supports Section D and illustrates a landscape design giving priority to visual screening of the Prince of Wales Drive façade. A mixture of screening methods will be employed to visually screen and reduce its overall mass; including the mounding of earth at the base of the garage, low retaining walls and ground cover, shrubs and evergreen and deciduous trees.

Figure 34: Public Realm Plan at Prince of Wales Drive

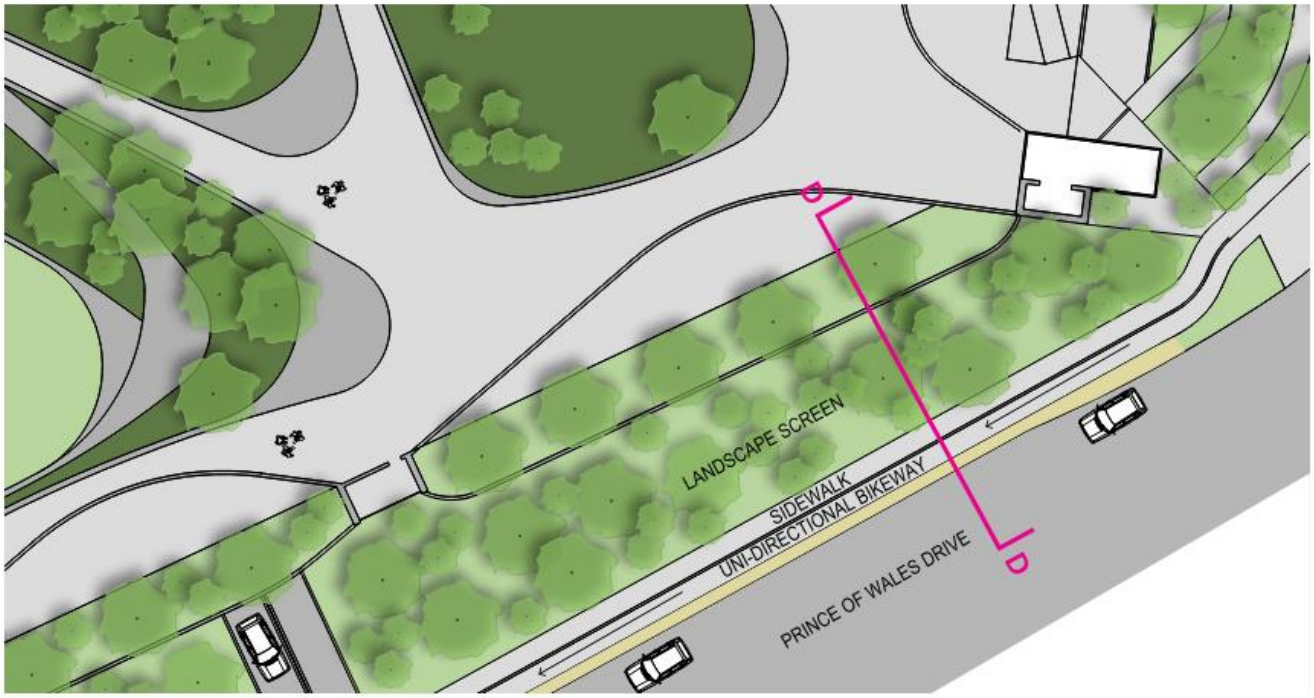
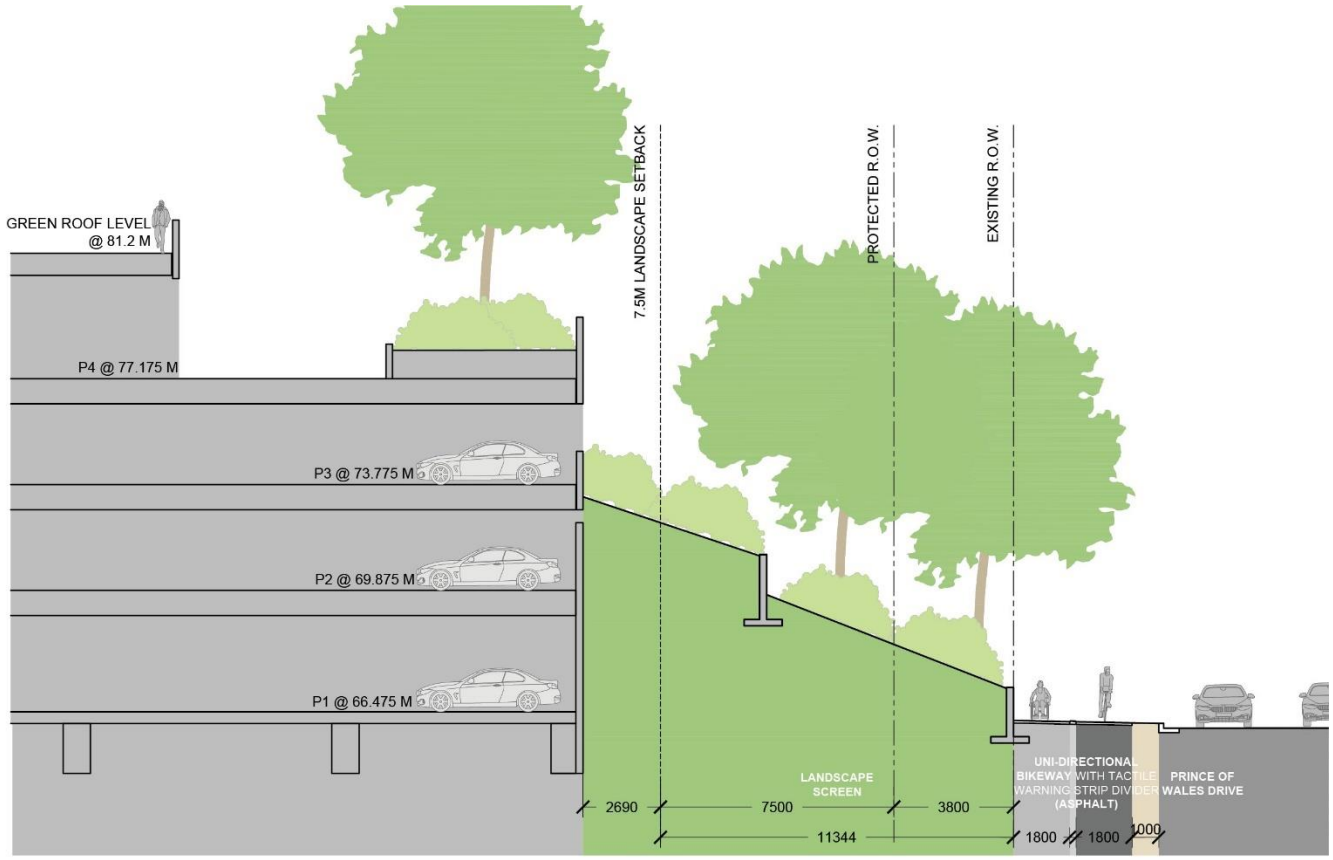


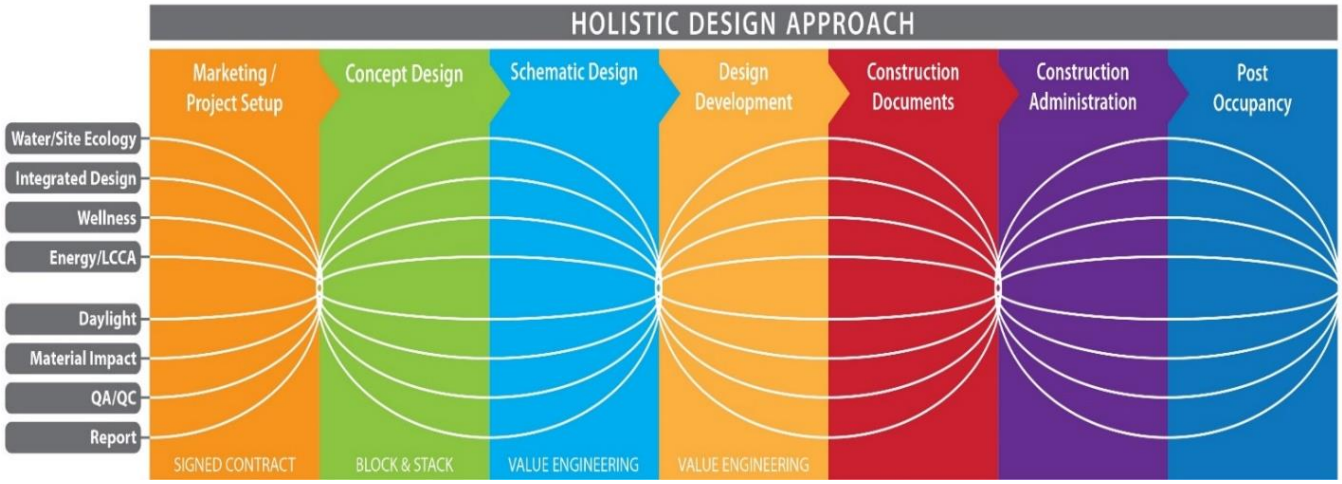
Figure 35: Public Realm Section at Prince of Wales Drive Looking East



The Master Site Plan proposes a Parking Garage setback of approximately 14 metres from the existing right-of-way on Prince of Wales Drive to accommodate a snow storage, a uni-directional, westbound cycle track, an adjacent pedestrian sidewalk and vegetated earthen embankments to screen the Parking Garage. The setback includes a proposed 7.5m landscape setback. These specific design proposals of the Parking Garage are considered pending until submission of the Site Plan Control application for the Parking Garage and associated Phase 2 NCD development projects.

2.3 Sustainability

As a leading healthcare provider, TOH is in a position to develop a new paradigm for sustainability in Hospital design with the New Civic Development. The first step is to create a vision balancing the highest quality of patient care woven within a building that has positive impacts for the environment, the community and the people who use it. To reach that goal, core sustainable design values and principles have been developed, around which a holistic sustainable design strategy will unfold. The process is important to the outcome and starting to plan sustainable principles early is critical. The Ottawa Hospital, with its project architects, have already begun a holistic, sustainable design approach.



Core sustainability principles that will drive the sustainability approach include:

1. The Patient and Staff Experience: The quality of the built environment has a profound impact on the overall patient experience as well as staff wellness and productivity. This principle seeks to build a health promoting, nourishing environment that supports our well-being and aids in maximizing the patient experiences. Potential strategies include:
    - Natural light and daylighting, access to views of nature and biophilic design, quality acoustics and patient privacy, thermal comfort, healthy materials, access to nature.
2. Building Performance: A high-performance building not only is less costly to operate and maintain but provides a myriad of environmental benefits in reduced demand for energy and water and reduced waste. Potential strategies include:
    - Early energy benchmarking, target setting and modeling to inform envelope and systems design, robust building envelope, passive design strategies to minimize peak solar loads, highly efficient comfort delivery systems and plant design, design for easy conversion to low-carbon technologies at the end of original plant equipment life cycle, operational performance optimization through energy metering and monitoring.
3. Environmental and Community Benefits: A project of this scale, and on this unique Site, has the potential to have major impact on the local and regional community and the environment. Upholding principles of social equity and restorative ecology, this project can not only mitigate negative impacts, but provide net benefits to the community and the biosphere. Potential strategies include:
    - Low-impact development, habitat protection and restorations, water-course protection, reduced emissions, reduced waste, community amenities, preserved access / connection to arboretum, direct light rail and bicycle connections within a transit-oriented development area;
    - Specifically, shade trees not only are carbon sinks, but when they shade paved surfaces, they help to reduce solar reflectivity, which in turn helps to reduce the urban heat island effect. The Master Site Plan intends to save large numbers of trees along the existing escarpment, running north-south through the Site, and plant more trees to aid in this pursuit. In similar fashion, the use of high albedo pavement and/or open celled pavers do the same, by reducing the amount of solar radiation reflected into the atmosphere.
    - By providing low maintenance planting zones strategically around the perimeter of the NCD campus, the overall maintenance regime can be reduced and a high quality, natural landscape aesthetic can be provided using native plants. Native plants typically also have the lowest irrigation requirement, a key factor in reducing water requirements campus-wide;
    - The project proposes green roofs and terraces on the Hospital and Parking Garage to help reduce storm water run-off and mitigate the heat island effect. They are intended to provide a variety of outdoor active and passive recreation opportunities on campus. The opportunity to utilize blue roofs where green roofs are proposed, a technology and system that stores a thin layer of water on a green roof below the vegetative

layer, will be considered. This water storage can reduce the requirements for expensive underground storage tanks, and the water may potentially be used for irrigation; and

- Finally, the plan is to provide a series of bioswales and rain gardens on-site to assist with requirements for improving storm water quality before it is discharged. Both systems encourage infiltration and help to filter out impurities.
- Please refer to the following breakdown of impervious hardscape and buildings, pervious at-grade softscape and vegetated rooftops as indicated on the Open Space, Landscape and Grading Concepts Plan.

Site Area Take-Offs	Square Metres	Percent of Total Site
Site Area	203,012	97%
O-Train ROW	5,760	3%
Total Site Area	208,772	100%
Impervious (Hardscape & Buildings)	92,074	44%
Pervious (At-Grade Softscape)	71,117	34%
Vegetated Rooftops	45,581	22%

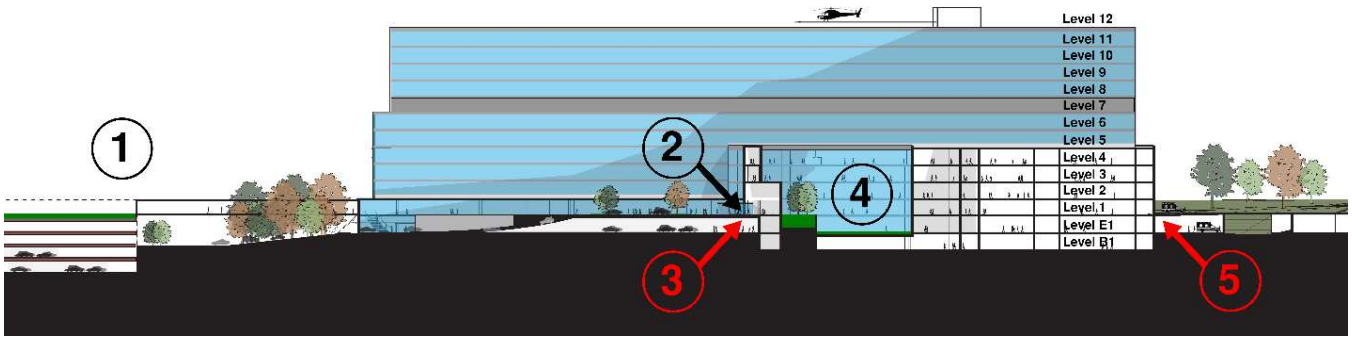
2.4 Building Design, Massing and Views

2.4.1 Hospital Building – Massing and Scale

Clinical functions are optimized through the configuration of an efficient plan that develops a primary podium including major diagnostic and treatment areas while forming the base for two patient care towers. Front and back of house flows are segregated, and the building chassis includes three main public/staff elevator cores and four main vertical service transportation cores.

Visitors and patients primarily access the Hospital from the transit and parking facility and pedestrian bridge (1) as well as the main entrance drop off area (2) on Level 1 and the covered Emergency Department ambulatory drop-off on Level E1 (3), each facing east (see **Figure 36**). Each of these areas align with the central light well (4) providing daylight into the core of the podium at public levels. Professional services including EMS, first responders and ambulance transfer services access the Hospital from auxiliary entrances (5) facing west. Service access (materials management) is from the south. Each access point offers direct and efficient interconnection to corridors and internal clinical services.

Figure 36: Section Through Central Hospital Podium and Parking Garage, Looking South



Key Service Areas including shipping and receiving are located at Level B1 along the south to align this level with road access to the regional trucking/delivery route along Prince of Wales Drive. The Central Utility Plant is located to the west of the facility and accessed via Level B1. The positioning of the CUP is strategic, not only to provide efficient delivery of

services to the new Hospital, but to allow for parking above and at-grade and to minimize vertical encroachment along the adjacent Central Experimental Farm as requested by the NCC and the City of Ottawa.

The ability for the Site to accommodate expansion, flexibility and adaptability is demonstrated in the block diagram (see **Figure 37**) with a detailed account of how soft and hard areas are combined for both internal expansion and repurposing of existing space over time. Additionally, the building has been designed to foster vertical expansion on the Site. The use of the largest continuous parcel area on the Site for the location of the main clinical functions affords the opportunity for future expansion, building on the initial capital investment on the overall Site.

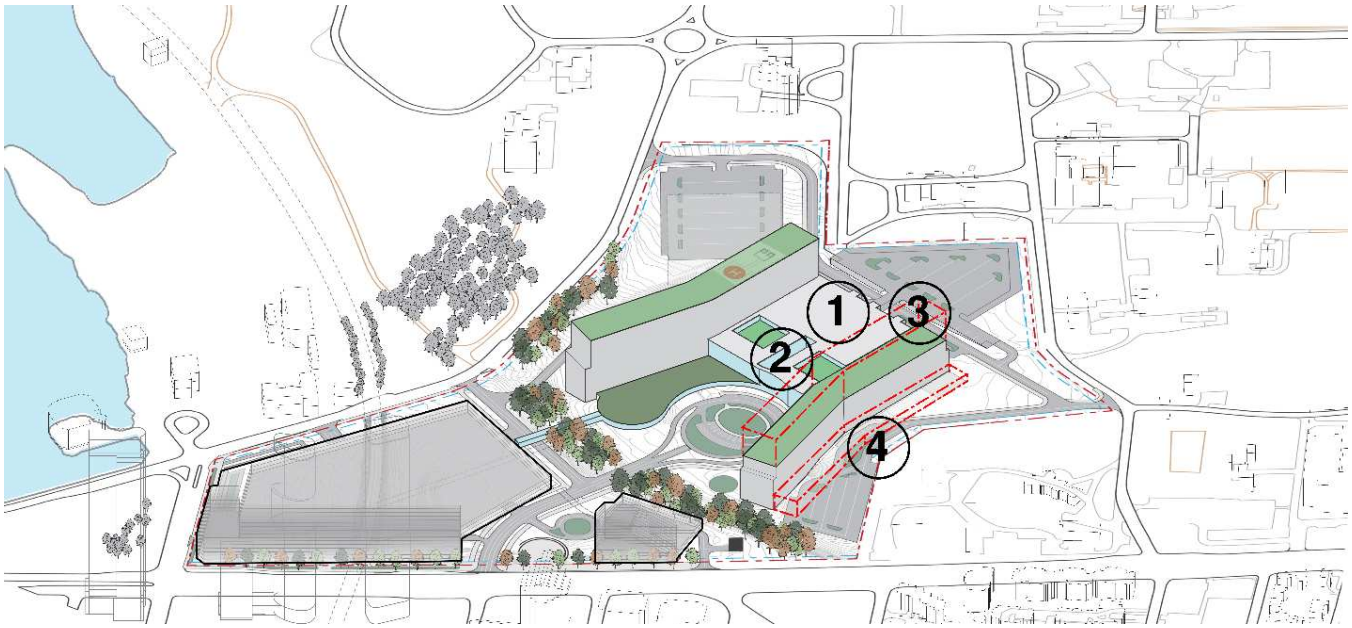
General flow/planning efficiencies throughout the facility that are carefully developed to promote future flexibility through their development include (illustrated on **Figure 37**)**:**

- Major contiguous planning blocks in the central Podium (item 1, **Figure 37**);
- Strategically located soft space throughout;
- Unified vertical public, staff and service access cores;
- Universal planning strategies including efficient and fully stacked vertical infrastructure cores that permit the planning of ambulatory, diagnostic, treatment, inpatient and administrative space uses in a standard structural grid on virtually any floor;
- Increased access to natural light in the podium from a primary lightwell (item 2, **Figure 37**);
- Maximizing access to the outdoors with the development of rooftop courtyards for exterior access where programs cannot be at-grade (item 2, **Figure 37**); and
- The overall configuration of the departments also includes a consolidation of the areas of anticipated growth to the north through additional floors above the mechanical floor in the tower (item 3, **Figure 37**) and potential to extend the podium floors (item 4, **Figure 37**) to permit a cohesive area for future contiguous expansion that would minimize disruption during ongoing facility use in the future.

Located at the top of the escarpment, the broader footprint is naturally conducive to accommodate the larger floor plates of the New Civic Development. The largest contiguous floor plate includes the clinical functions that form the Technical Platform. The Technical Platform includes the Surgical Program collocated with Interventional Radiology to form a highly efficient podium floorplate that will eventually link with the University of Ottawa Heart Institute once it is relocated to this Site.

The higher vantage point of the Site offers a broader view of the adjacent landscapes. It is anticipated that these views would be highly beneficial from patient rooms that form part of North and South Towers.

Figure 37: Hospital - Accommodation of Future Growth



All key services are vertically aligned in the New Hospital Building including Materials Management, Medical Imaging, Emergency, Surgical, Critical Care, Maternal/Child and the Acute Inpatient Units.

A helipad is envisioned on the roof of the South Tower linked to all floors via the trauma elevators.

The New Hospital Building chassis includes a primary podium linking two patient care towers. The South Tower is conceived to be built out to its maximum level as part of initial construction with the North Tower terminating in a mechanical penthouse allowing for minimal disruption during future vertical expansion. The North Tower vertical public and service cores will expand vertically in the future maintaining all of the features of the highly intuitive wayfinding developed in the initial phase, minimizing the development of the future complex and confusing horizontal expansion areas commonly found in other growing healthcare campuses.

2.4.2 Cross-Sectional Views

The Hospital building follows a tower and podium typology that is bisected by a central light well and rooftop courtyards in the Mental Health Inpatient Program area (**Figure 38**) demonstrates the general mass of the building through the towers and podium as the grade transitions from a higher elevation along the north of the building to the lower elevation along the loading area to the south of the building.

Figure 38: Hospital Section Through Central Podium and North and South Towers

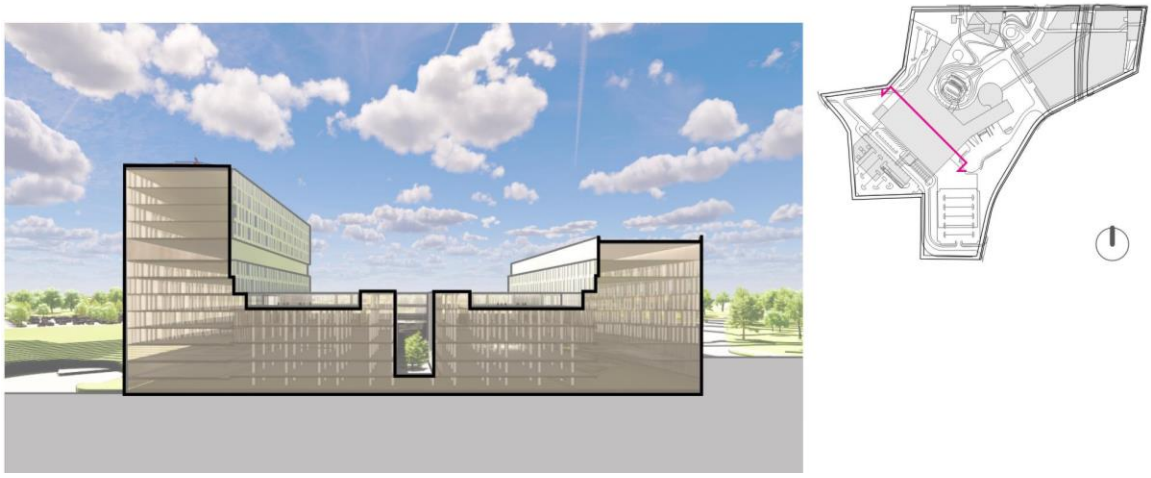
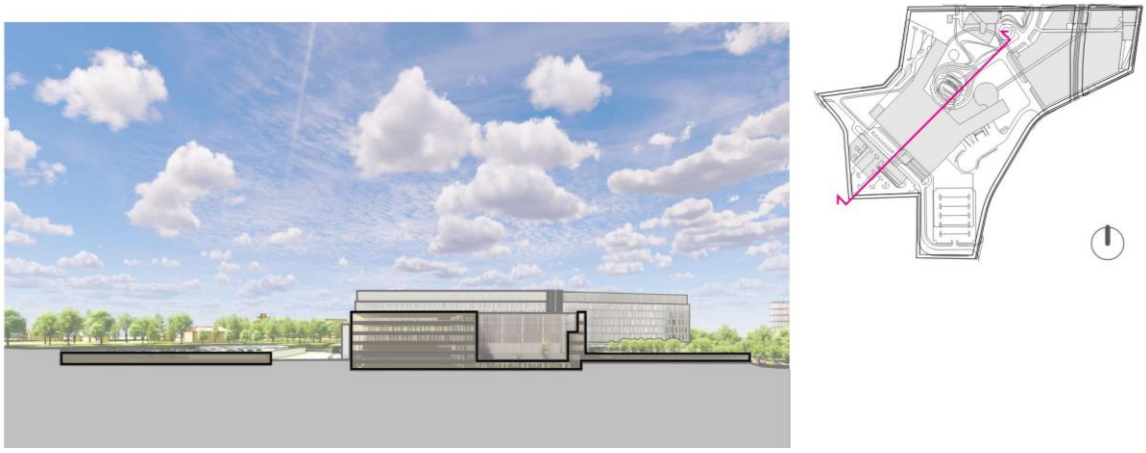


Figure 39: Hospital Section Through Central Podium with North Tower Beyond

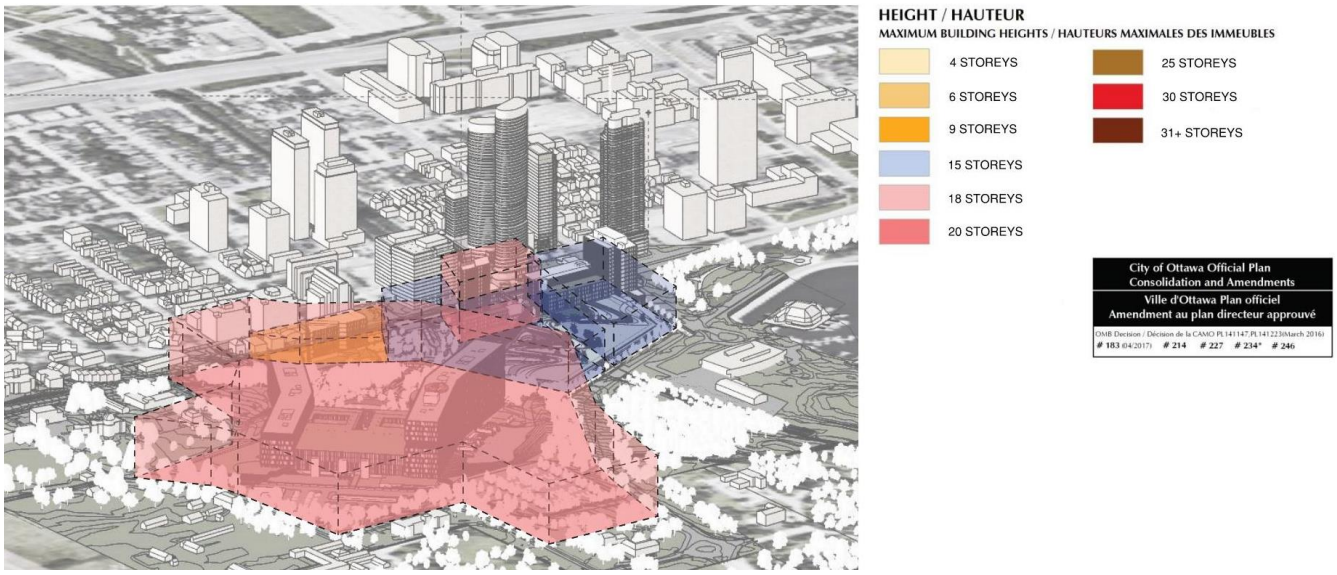


The section through the central podium in **Figure 39** demonstrates a desire to dematerialize the mass of the facility with the following elements: The Main Entrance Plaza (including below-grade parking and Emergency Department drop-off), the Central Lightwell, providing access to daylight deep into the building, aligned with the main entrance and the Central Utility Plant embedded into the landscape to the west of the facility.

2.4.3 Building Massing Against Allowable Capacity

The volumes denoted in **Figure 40** represent the maximum building heights as defined in the Preston-Carling District Secondary Plan, Schedule B – Height and Tower Location Schedule. The intent of the diagram **Figure 40** is to show that all proposed volumes stay within those boundaries.

Figure 40: Building Massing Against Allowable Capacity



2.4.4 Building Elevations

The following building elevations in **Figure 41** are meant to depict the mass of the proposed elements of the Hospital Building. Further detailed study is required to respond to both the programmatic requirements as well as sustainability and building science elements through more detailed design. The south / west elevation (1) denotes how the Hospital

building is intended to extend upwards from the Dominion Arboretum in the foreground. The elevation is anticipated to have a transparent central vertical area that defines the sky lobbies and staff/educational gathering spaces related to the inpatient Hospital programs (where education, research and patient centered care meet in the building on those levels). This central vertical area in the elevation corresponds in alignment to the viewshed northward as one would travel on Prince of Wales Drive before turning eastward towards Preston Street. A mechanical floor is envisioned at the halfway point up the tower to balance the significant infrastructure requirements of the program and will offer relief to the overall elevation.

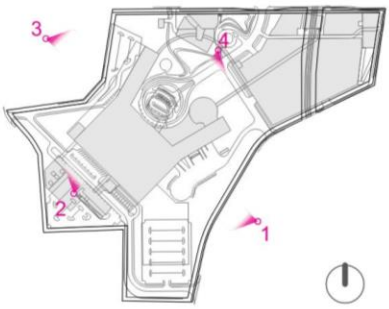
The south / east elevation (2) aims to resolve the split-level grade that allows for patient service vehicles (the Emergency Department Ambulance Garage and patient transfer facilities) to be accommodated in a discrete manner along this face (on Level E1). The goal is to eventually develop a more complete design along this edge of the building that reconciles the highly functional needs of the program while creating a "face" toward the farm to ensure this is not perceived as the "rear" of the facility. The design team sees the potential to accommodate patient access from the Site through bridge access to the main level and public areas of the facility.

The north / west elevation (3) includes the north tower and a discrete access point for authorized staff aligned with the transparent sky lobby elements on the upper inpatient floors similar to the element defined in the South Tower earlier in the Design Brief and Planning Rationale. The scale and further detailing to follow in subsequent design stages of this elevation are meant to complement the Dominion Observatory and adjacent existing buildings by acting as a backdrop to those functions and their heritage character as viewed from Carling Avenue.

Figure 41: Hospital Elevations

1 - SOUTH / WEST ELEVATION

2 - SOUTH / EAST ELEVATION



3 - NORTH / WEST ELEVATION

4 - NORTH / EAST ELEVATION

The north / east elevation (4) (**Figure 41**) cradles the Main Entrance Plaza and includes three main components: the cafeteria/conference element to the south that follows the pedestrian movement from the transit station and Parking Garage, the two flanking towers – south and north, as well as the central concourse. The floors at-grade along all sides of the tower, cafeteria, conference and concourse components are intended to be transparent and demonstrate the proposed single loaded public corridors flanking the Main Entrance Plaza. The concourse is also proposed to be entirely single loaded with areas of double height space commensurate to the scale of the interior of the podium along the front of the facility facing the plaza. The architecture and parti was formed in this elevation to maintain the notion of a central protected realm at the top of the escarpment as a key element in the arrival sequence and overall wayfinding of the Hospital as one enters the institution.

The elevations on **Figure 42** are meant to depict the mass of the proposed elements along Carling Avenue and Preston Street. Further detailed study is required to respond to both the programmatic requirements as well as sustainability and building science elements. The north elevation (1) provides an early sense of the desire to create building mass adjacent to Carling Avenue that acts to step down the density of the future Preston-Carling District toward the south. This includes elements to promote street level activation adjacent to the updated Multi-Use Pathway, the future LRT Station south of Carling Avenue as well as urban park areas at the entrance of the Site to the Hospital.

The east elevation (2) reconciles the desire to balance a higher density at the corner of Preston Street and Carling Avenue while "folding" the landscape of Commissioners Park up toward the newly relocated Queen Juliana Park with a green roof on the Parking Garage. This elevation also considers how pedestrian movement south along Preston Street can continue towards Dow's Lake as well as naturally permit access to the Queen Juliana Park on the Parking Garage. The south / west elevation (3) (**Figure 42**) describes early studies to include the Multi-Use Pathway along the north of Prince of Wales Drive, the Parking Garage access point as well as the walkway up to the corner belvedere to access Queen Juliana Park above the Parking Garage.

Figure 42: Elevations of Carling Avenue Towers and Parking Garage


1 - NORTH ELEVATION


2 - EAST ELEVATION

3 - SOUTH ELEVATION

2.4.5 Views Analysis

The following views analyses incorporate both the Hospital building massing and the speculative development on the Site adjacent to Carling Avenue. The general tree cover adjacent to each vantage point is included as well as known future development of significant height in the Preston-Carling District to provide a sense of scale in both the foreground and background. Please refer to the Master Site Plan Drawings Package submitted with this report (Appendix A) for larger images of the views that follow.

Figure 43: Views Analysis – Referenced Views #13

view # 13a

view # 13b

view # 13c

Figure 44: Referenced Views #4

view # 4a

view # 4b

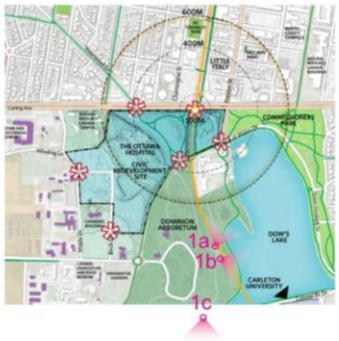
view # 4c

view # 4d

Figure 45: Commemorative Integrity Statement Views #1

view # 1a

view # 1b



view # 1c

Figure 46: Referenced Views #2, 5 and 10

view # 2

view # 5

view # 10

2.4.6 Hospital Floor Plans

The Hospital Floor Plans shown in **Figure 47** demonstrate the general zones of the building. Please refer to the Master Site Plan drawings submitted with this package for larger Hospital floor plans.

Level B includes the Materials Management elements of the Hospital program.

Level E aligns with the Emergency Department Ambulance Garage along the west as well as the covered Emergency Department vehicular drop-off to the east (under the Main Entrance Plaza) and includes Emergency, Diagnostic and Ambulatory programming.

Level 1 is the Main Level aligned with the main entrance facing northeast. This level includes the public elements as well as ambulatory programming.

Level 2 includes the Interventional Program comprised of Major and minor procedure areas (the surgical technical and preparation/recovery areas).

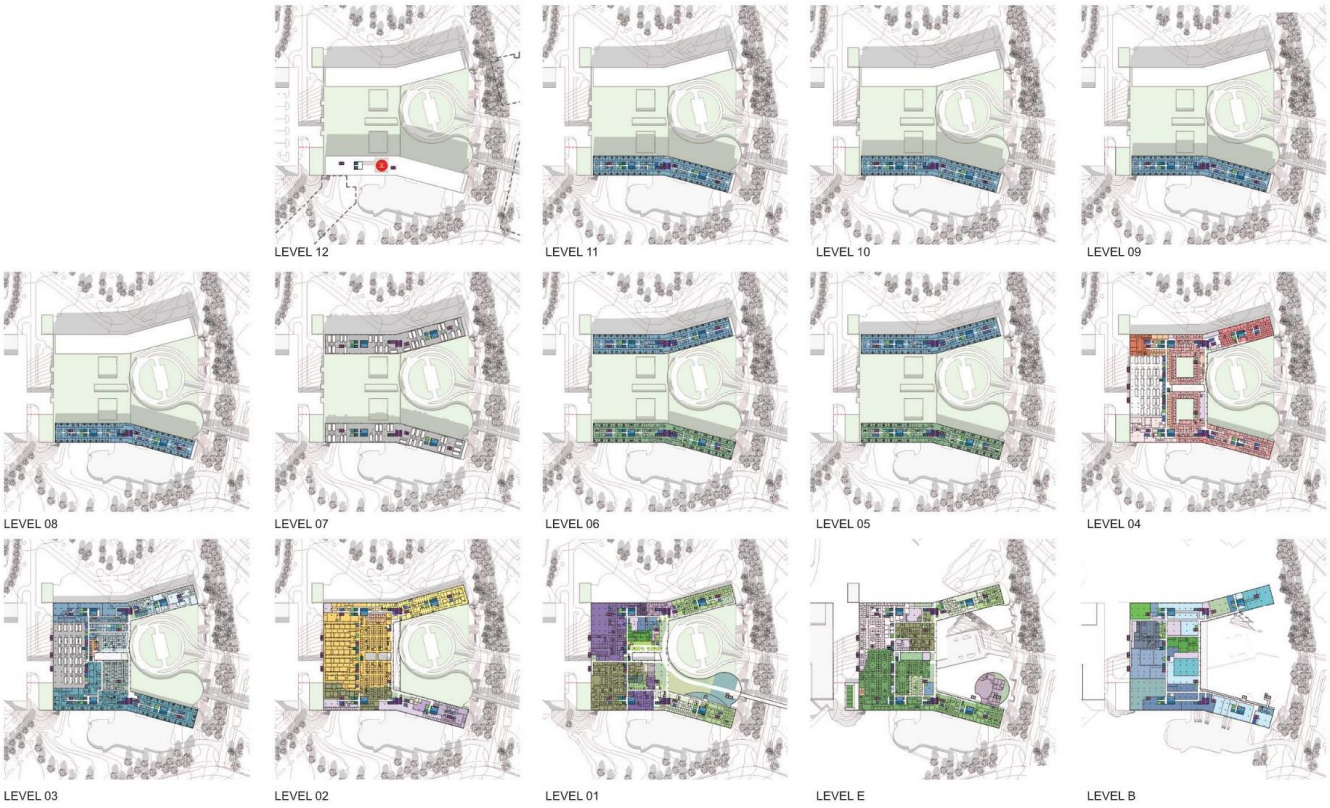
Level 3 includes the Maternal Newborn Program as well as laboratory and associated services along with the major mechanical areas serving the surgical platform below on **Level 2**.

Level 4 includes the Mental Health inpatient and outpatient services as well as the Command Centre and Pharmacy Departments.

Levels 5 and 6 include inpatient areas.

Level 7 includes electrical/mechanical infrastructure. **Levels 8-11** include inpatient areas. **Level 12** (the roof of the south tower) includes a helipad that aligns with the trauma services below.

Figure 47: Hospital Floor Plans



The detailed design of each element will follow in subsequent phases, however the desire is to dematerialize the mass of the overall program while maintaining the functional and programmatic elements configured as required for the Hospital. The architecture above the roof of the Parking Garage, along the retail, cafeteria and conference areas of the Hospital is seen as warm, inviting, and transparent.

2.5 Heritage

The mid-century modern era has inspired key components of the building design, most notably, the Sir John Carling Building and the West Annex, fine examples of the modernist architectural style of the middle part of the 20th century. In its construction and design aesthetic, it is a transitional design influenced by the refined steel and glass curtain wall buildings of the 1950s International Style and the more robust, concrete buildings of the mid-1960s.

Its make-up consisted of three distinct components arranged to create a simple, asymmetrical composition. Inter-connected by single-storey links, the three components include a central eleven-storey office tower flanked to the east by a three-storey wing designed for shipping and receiving, and to the west, by a one-storey cafeteria wing with a distinctive arched roof.

The rounded forms of the cafeteria and vehicular drop-off have provided inspiration for the Site and building design; attempting to carry through this design legacy in a celebratory way.

2.6 Pre-Consultation Meeting Feedback

A pre-consultation meeting was held with the City of Ottawa and National Capital Commission Staff on January 22nd, 2021. Following this, it was suggested that the Master Site Plan also be presented at a pre-consultation meeting with the City's Urban Design Review Panel which took place on March 5th, 2021. An earlier version of this Design Brief and Planning Rationale was circulated in May 2021, and follow-on dialogue has been taking place between the design team, the City of Ottawa, and the NCC. A copy of the formal comments and responses is provided as a separate document. Comments have been addressed in this August draft update.

3.0 PLANNING RATIONALE

This section of the report has been prepared to review the federal, provincial, and municipal land use planning policies and guidelines that guide development on the Site. It provides our professional land use planning opinion on the compliance with policy of the Master Site Plan. The findings are summarized in **Section 6.0** with concluding statements.

3.1 Federal Policy Context

The federal policy framework includes the long-term plans of the National Capital Commission (NCC) 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.

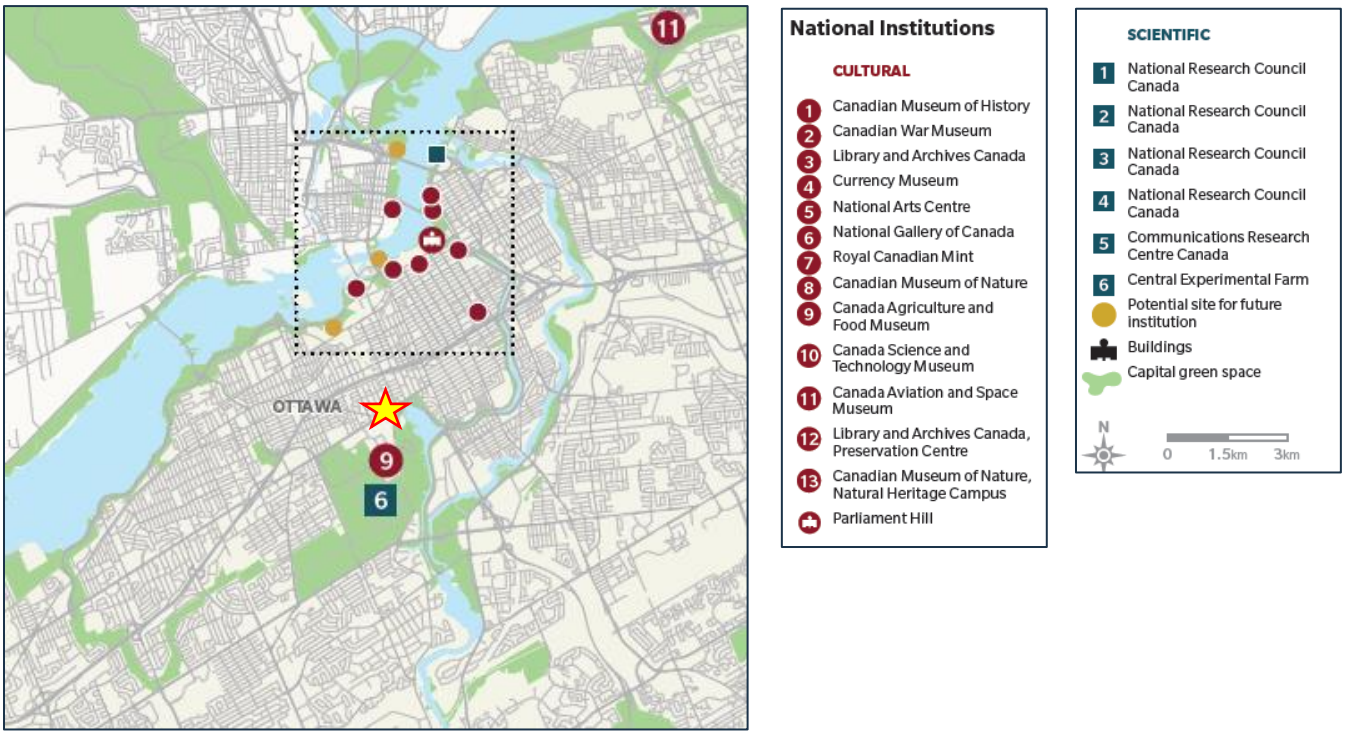
3.1.1 Plan for Canada's Capital

The Plan for Canada's Capital (the Plan) 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*". As such, the Plan 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; public institutions; parks and open spaces; and public shorelines. Concentrating long-term planning efforts on these elements promotes the Plan's vision of a Capital that is a symbol of Canada's values.

Specific to the Site, the Plan 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 48**).

The Plan's focus on scientific research as a feature and asset of the Central Experimental Farm suggests that the scientific and medical research capabilities of The Ottawa Hospital could be in line with the Plan's direction for the area. A revitalization of scientific research in the area as part of The Ottawa Hospital development, and the subsequent dedicated Research Facility as part of Phase 2, can be seen as a reference to this traditional utilization of some areas of the CEF.

Figure 48: National Institutions (Excerpt), Plan for Canada's Capital



The Plan also emphasizes the biodiversity benefits and natural elements of the Experimental Farm. The Plan refers to the Experimental Farm as a "green linkage" to other pathways in the Capital, together forming a discovery circuit. The Master Site Plan for The Ottawa Hospital recognizes this direction by planning for a multitude of green roofs; recreational green space with public multi-use pathways; and a spiritual care garden – in line with and enhancing the NCC's longstanding vision of the Experimental Farm as a living landscape.

The Plan 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. The Ottawa Hospital, with its location at the intersection of main roads, near Dow's Lake and adjacent Carling Station, is an opportunity to showcase landmark architecture and to improve the place-making experience in the Dow's Lake/Preston-Carling area. As a milestone project itself, the New Civic Development of The Ottawa Hospital is in line with the Plan's essential goal of promoting symbolism and significance in the Capital.

3.1.2 Capital Urban Lands Plan

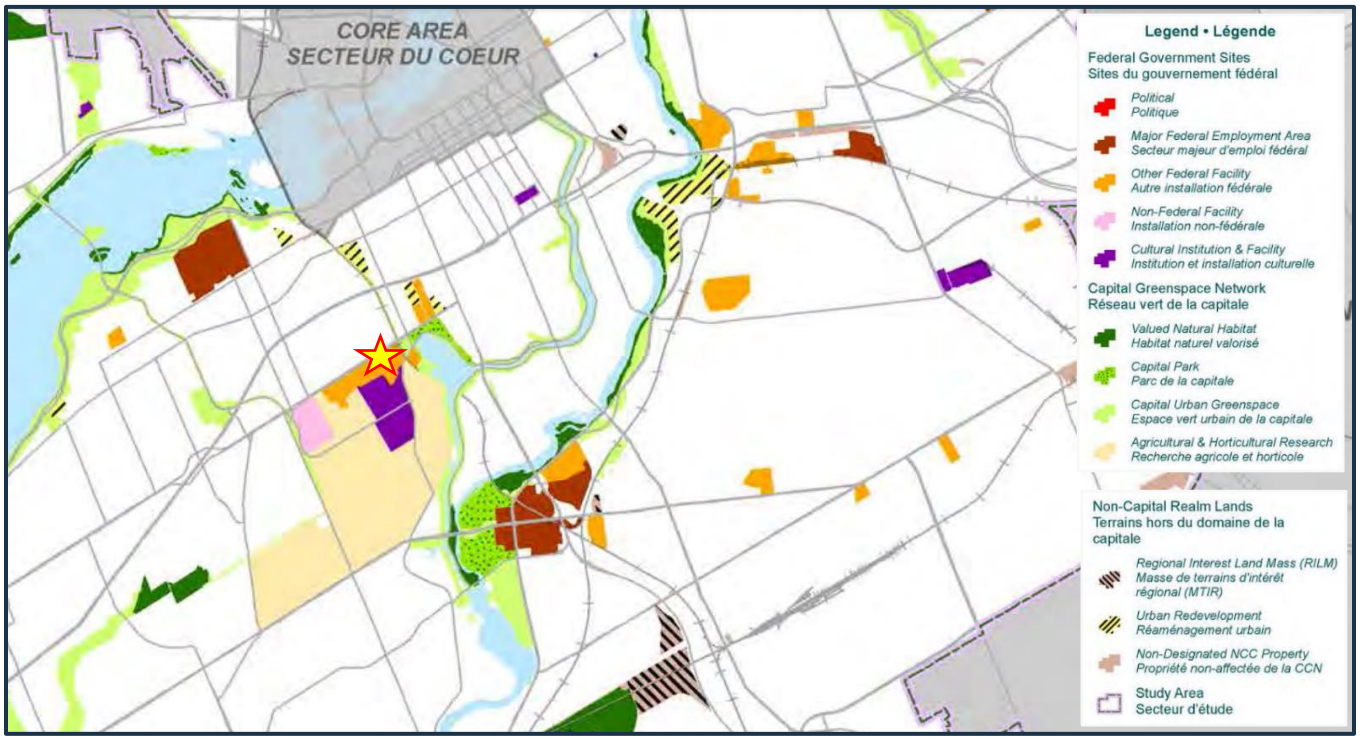
The Capital Urban Lands Plan (the Plan) "*provides detailed direction and guidance for the use and stewardship of federal lands for which the NCC has jurisdiction*". The Urban Lands area refers to the federal lands inside the Greenbelt on the Ontario side and within the urban perimeter on the Québec side, excluding Gatineau Park. Occasionally, the Plan considers properties within this area but not under federal ownership, where they are significant to the experience and perception of the Capital.

The Plan 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 Capital Urban Lands Plan outlines several Land Designations and corresponding descriptions, objectives, policies, and complementary uses. Relevant to the Site are the following designations, as shown in **Figure 49**:

- Other Federal Facility;
- Cultural Institution and Facility; and
- Capital Urban Greenspace.

Figure 49: Capital Urban Lands Plan



The relevant policies of the Other Federal Facility Land Designation are as follows:

- *Locate facilities on Sites served by transit and encourage sustainable and active mobility by prioritizing pedestrian, cycling and transit-supportive improvements;*
- *Foster design excellence appropriate to a facilities' location and relative visibility;*
- *Permit transactions associated with the disposal of federal Sites declared surplus by a federal custodian that are not a part of the National Interest Land Mass*; *and*
- *Locate facilities on Sites served by transit and encourage sustainable and active mobility by prioritizing pedestrian, cycling, and transit-supportive improvements*.

As a part of the Other Federal Facility designation, the Capital Urban Lands Plan permits disposing of federal Sites declared surplus under certain conditions.

Planning Response: The New Civic Development will feature an integrated future LRT transit station; pedestrian connectivity from transit to medical facilities; and further pedestrian and cycling facilities through the planned passive recreation, active recreation, and community and wellness gardens northwest of Prince of Wales Drive and Preston Street. The NCD will serve as a gateway between Dow's Lake/Commissioners Park and the lively downtown Preston-Carling/Little Italy District by exhibiting excellent urban design and offering improved integration with the surrounding urban context.

While The Ottawa Hospital is not itself a federal facility, the approval of the Federal Land Lease has also provided approval to for the NCC to amend the plan to permit The Ottawa Hospital and its associated land uses as part of the approval process.

On the east side of the Trillium Line, the Site also includes the *Capital Urban Greenspace* land use designation. Capital Parks are the most prominent parks in the Capital and are often programed for events of national importance. Capital Urban Greenspace includes a broad range of open greenspaces "often understood as linear parks". While Capital Parks hold priority in terms of significance and symbolism, the combined network of Capital Urban Greenspace lands is crucial to the perception and renown of the Capital. Relevant policy statements include:

- Promote capital experience through designed verdant cultural landscapes;
- Create better links between urban communities and shorelines; and
- Maintain vegetated buffers to protect sensitive ecological functions and features, as required.

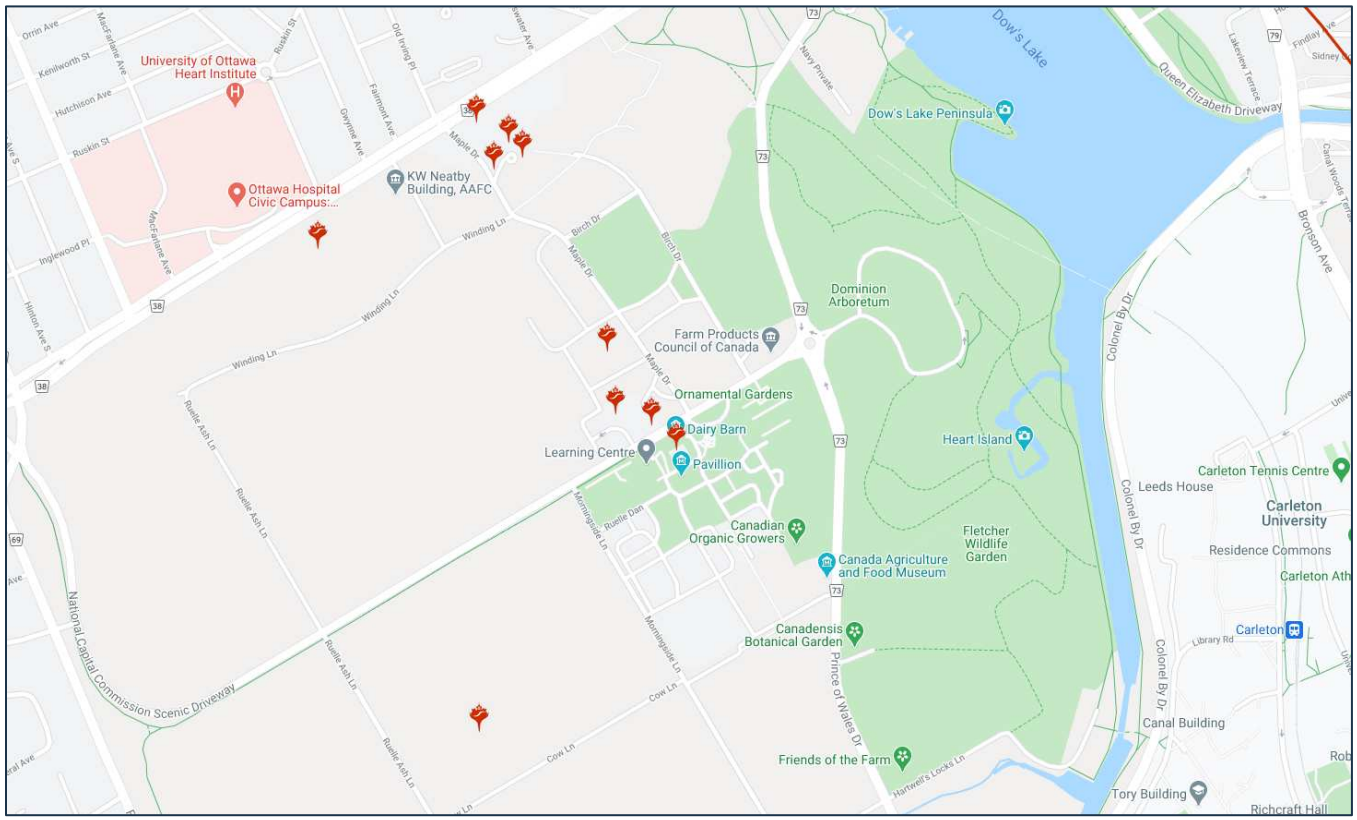
Planning Response: While the New Civic Development was not envisioned as part of this land use designation, the Master Site Plan takes care to ensure that the network connectivity function of the eastern portion of the Site is maintained and enhanced through green infrastructure and associated urban design and landscape architecture. Pathways through an urban plaza, wellness gardens, and recreation areas allow pedestrians to travel from the Preston-Carling District south into the Arboretum or southeast into Commissioners Park/Dow's Lake (and vice versa), preserving an open nature and multi-purpose use of the Site.

3.1.3 Federal Heritage Designations

Federal built heritage differs from National Historic Sites per the Government of Canada's designation processes. 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.

The Federal Heritage Buildings Review Office (FHBRO) is part of Parks Canada and its principal role is to advise custodian departments on how to meet their heritage responsibilities. FHBRO provides conservation advice and manages the heritage evaluation processes of federal buildings. The Site is adjacent to designated heritage buildings, all situated to the west of Birch Drive within the Central Experimental Farm area as illustrated on **Figure 50**.

Figure 50: Heritage Designations Adjacent to The Site (Canada's Historic Places)



FHBRO reviews proposed interventions to 'Classified' Federal Heritage Buildings and reviews proposed disposals of Federal Heritage Buildings. FHBRO must be consulted before undertaking any intervention that could alter the heritage character of a 'Classified' federal building. FHBRO must also be consulted before demolishing, dismantling, or selling a Federal Heritage Building.

Planning Response: The Master Site Plan will not result in the alteration or removal of any Federal Heritage Buildings and considers in the design the potential impact the NCD may have on views to and from these resources as well as the impact of shadows. A Cultural Heritage Impact Statement has been prepared to further provide guidance on necessary mitigation measures.

3.1.4 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 (the Plan) 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 Plan 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 Plan 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 Plan 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 Plan'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".*

The Management Plan includes a section on Public Access and Security that requires security measures to be put in place to separate public use areas versus more private research uses on the Farm property where research and collections need to be protected. As such, direct public connections from the Site to the Central Experimental Farm are not included as part of the Master Site Plan.

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 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.

Planning Response: While the Site is to be removed from the Central Experimental Farm, the Farm Management Plan and the Commemorative Integrity Statement have been considered in the Master Site Plan and the Site Plan has been designed to be sympathetic to the Farm's cultural importance with its campus style layout and greenspace-focused landscape. The Ottawa Hospital Master Site Plan fits well within this federal plan's vision of a primary research identity for the Central Experimental Farm and adjacent urban areas. The NCD features two hospital wings, a tower cluster, and by the final phases will feature a separate research building and the future University of Ottawa Heart Institute. By referring to partners outside of agriculture, The Central Experimental Farm National Historic Site Management Plan suggests that the Central Experimental Farm Site would potentially favour collaboration between health sciences and medical research associated with The Ottawa Hospital and existing agricultural research facilities as part of the overall Site research-focused management direction. It is also important to recognize that due to the research function of parts of the Farm adjacent to the Site, measures to prevent general public access from the Site to the CEF are expected.

3.1.5 National Capital Commission Capital Realm Design Principles for The Ottawa Hospital

Attached to the 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 that 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 Ottawa Hospital project. The design principles are intended to guide the design and review of the new Site during subsequent 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 incorporated into the Design Vision and Design Principles for the Master Site Plan as described in **Section 2.1** of the Design Brief section of this Design Brief and Planning Rationale report.

3.2 Provincial Policy Context

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

3.2.1 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 and its associated uses including research is considered a Public Service Facility in the context of the PPS. Section 1.0 – Building Strong and Health 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)".*

Additionally, complete communities are achieved through planning and providing for a full range and equitable distribution of publicly accessible built and natural settings for recreation, including parkland, public spaces, and open space areas (Section 1.5).

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";

"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)".

Planning Response: The Master Site Plan support the goals of the Provincial Policy Statement by coordinated Site Planning that includes the New Civic Development of The Ottawa Hospital and its phased evolution in order to meet the long-term needs of the community it serves, providing a mix of land uses at transit-supportive densities conveniently 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 with upgrades required in a phased manner to provide the necessary services to support the phased redevelopment of the Site. The Master Site Plan also considers the existing natural and cultural environmental contexts and supports the agricultural research function of the Central Experimental Farm. The Master Site Plan includes upgrades to the Carling Avenue and Preston Street environments through high-quality built form and by providing separated pedestrian and cycling facilities along these streets and through the Site connecting to the area pathway and open space networks. The Master Site Plan includes provision for a number of publicly accessible active and passive recreation opportunities in the form of urban plazas, a rooftop park and spiritual gardens.

3.3 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.

3.3.1 City of Ottawa Official Plan

The City of Ottawa Official Plan (as amended) provides a vision for the future growth of the city and a policy framework to guide its physical development to the year 2036. The Official Plan is a legal document that addresses matters of Provincial Interest as defined by the Planning Act and the Provincial Policy Statement. Laid out in eight sections, Section 1 and 2 of the Official Plan outlined the City's broad policies to govern growth and change in.

Section 2.5 – Building Livable Communities. All development applications are reviewed in accordance with Section 2.5.1 - Designing Ottawa and 4.11 – Urban Design and Compatibility. As noted in Section 2.5.1,

"In general terms, compatible development means development that, although it is not necessarily the same as or similar to existing buildings in the vicinity, can enhance an established community through good design and innovation and coexists with existing development without causing undue adverse impact on surrounding

properties. It 'fits well' within its physical context and 'works well' with the existing and planned function for the area. Nevertheless, a development can be designed to fit and work well in a certain existing context without being "same as" the existing development".

When evaluating compatibility of the proposed development, the Site's land use designation and urban design guidelines are to be considered. The planned function allows for areas to evolve over time towards the overall objective for the area.

The following is a summary of how the broad, city-wide design objectives have been considered and incorporated into the design of the Master Site Plan.

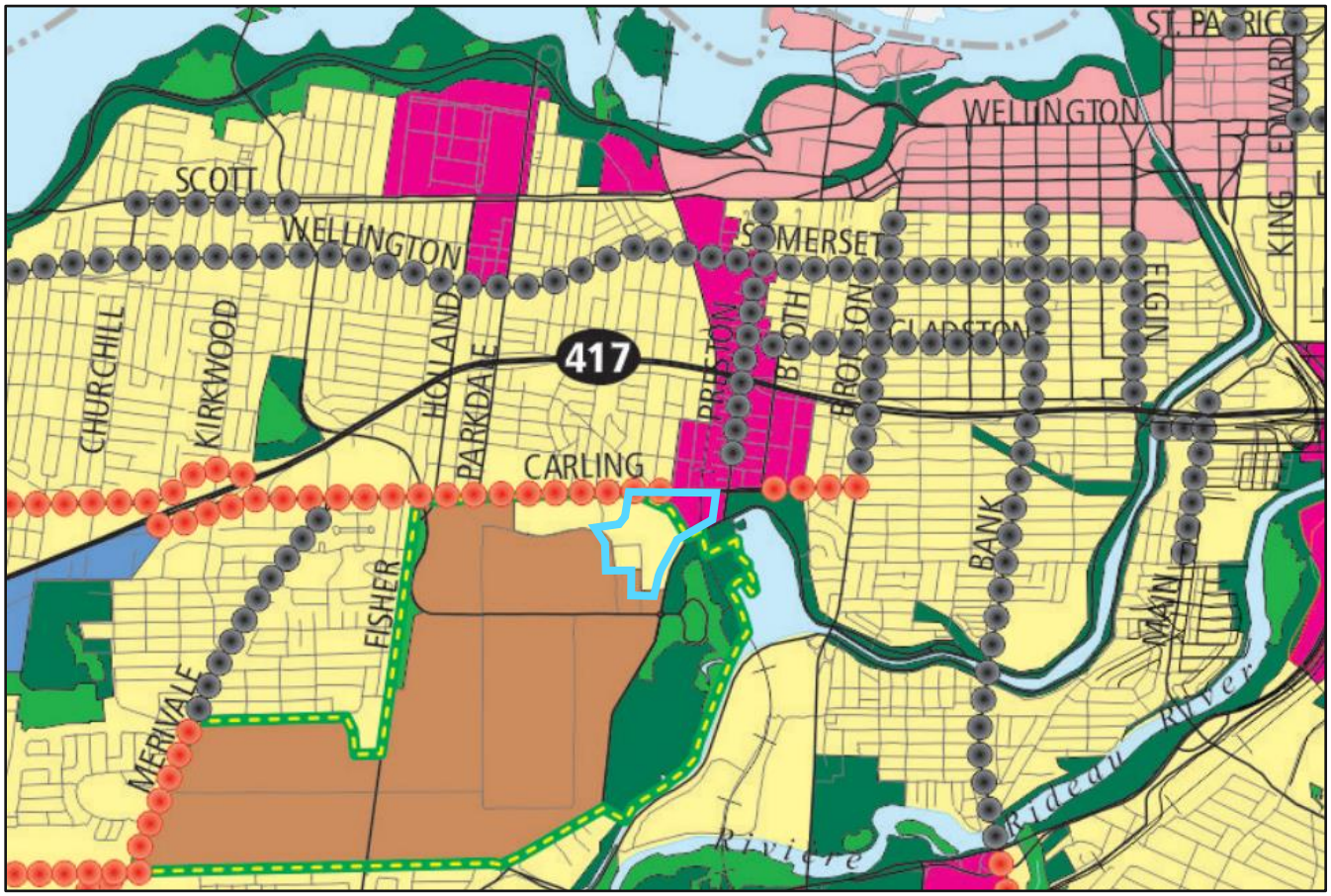
Design Objective	Master Site Plan Response
1. *To enhance the sense of community by creating and maintaining places with their own distinct identity.*	The Master Site Plan considers the Site's key location within the city and the rich history of the adjacent Central Experimental Farm and Dow's Lake and the Rideau Canal. The Master Site Plan also takes advantage of the Site's topography and natural escarpment and creates a plan that is sympathetic to its surroundings through building placement, height transition and a network of connected urban plazas, parks and open spaces.
2. *To define quality public and private spaces through development*	The Master Site Plan will create a quality public realm through wide, generous sidewalks offering outdoor space for ground floor uses and urban squares, rooftop parks and spiritual gardens that will be open to the public.
3. *To create places that are safe, accessible and are easy to get to and move through*	The Master Site Plan will ensure universal accessibility on all its outside sidewalks and pathways and within the building and provides choice for arrival to and through the Site including a fully protected walkway from a new access to Carling Station to the other building on the Site including the main hospital.
4. *To ensure that new development respects the character of existing areas*	The Master Site Plan is sympathetic to the rich cultural history that surrounds the Site including the pastoral nature of the Central Experimental Farm and historic Rideau Canal through its use of height, building orientation and transition and green roofs, The Master Site Plan also includes a rich urban edge along Carling Avenue, wrapping around Preston Street, to connect the Site to the urban built form within the redeveloping Preston-Carling District and the Trillium Line.
5. *To consider adaptability and diversity by creating places that can adapt and evolve easily over time and that are characterized by variety and choice.*	The Master Site Plan will be a phased development that will begin its evolution with the Hospital Central use, and then evolve over time to include ancillary office, retail and service, and research uses and stay areas. The Master Site Plan also offers variety in its parks and open space for active and passive enjoyment opportunities.
6. *To maximize energy-efficiency and promote sustainable design to reduce the resource consumption, energy use, and carbon footprint of the built environment.*	Core sustainable design values and principles have been developed for the New Civic Development as described in Section 2.3 of this report, around which a holistic sustainable design strategy will unfold through the phased implementation of the Master Site Plan.

Section 3: Designations and Land Use. Section 3 of the Official Plan (OP) provides more detailed direction for land use within specific areas of the City. Land use designations describe the area to which a specific set of policies apply. The first policy identifies the objective of the designation followed by a framework within which to make land use decisions for areas within that designation.

The Site is a *Major Urban Facility* subject to the policies of a number of land use designations (see **Figure 51**) including:

- Central Experimental Farm;
- General Urban Area;
- Mixed-Use Centre;
- Arterial Mainstreet; and
- Major Urban Facilities.

Figure 51: Ottawa Official Plan (Schedule B, Urban Policy Plan)



Section 3.4 – Central Experimental Farm. Lands within the Site located north of the escarpment are designated *Central Experimental Farm*. Section 3.4 of the OP outlines the land use objective and associated policies for development within or adjacent to the *Central Experimental Farm* (CEF). The OP notes:

> *"The Central Experimental Farm is a National Historic Site and cultural landscape of national historic significance as well as having significant local heritage value that contributes to Ottawa's distinct identity."*

All development proposals are to respect the cultural integrity of the CEF and minimize fragmentation of the historic landscape features and its open space character including in the design of roadways. The boundary for the CEF as shown on Schedule B of the Official Plan includes within it a number of other urban land use designations. Development proposals will be subject to the policies of these individual designations as they may apply to the overall Site. These designations include the *General Urban Area* and *Mixed-Use Centre* within the boundaries of the Site. All development proposals within or adjacent to the CEF must include a Cultural Heritage Impact Statement, referencing the Commemorative Integrity Statement for the CEF.

Planning Response: The New Civic Development for the Ottawa Hospital is in conformity with this policy direction for the Central Experimental Farm, as the Master Site Plan takes care to maintain the open space character by integrating green infrastructure and landscaping, allowing for open recreation areas and community natural space such as parks and gardens. Further, a Cultural Heritage Impact Statement has been prepared that recommends that with these and other landscape design features and architectural mitigation measures to be implemented over the Site's phased development, The Ottawa Hospital Master Site Plan will respect and uphold the commemorative integrity of the Central Experimental Farm.

Section 3.6.1 – General Urban Area. The lands within the Central Experimental Farm are designated *General Urban Area.* Section 3.6.1 outlines the land use objective and associated policies for development within the *General Urban Area* land use designation. The General Urban Area designation,

> *"…permit[s] the development of a full range and choice of housing types to meet the needs of all ages, incomes and life circumstances in combination with conveniently located employment, retail, service, cultural, leisure, entertainment and institutional uses. This will facilitate the development of complete and sustainable communities."*

The Ottawa Hospital is a *Major Urban Facility* that is permitted within the *General Urban Area* land use designation. The designation permits larger type uses that may generate traffic. These larger uses are directed to areas of the city that are located along the City's Rapid Transit Network (and Transit Priority Network) or an Arterial or Major Collector road, to accommodate the anticipated impacts and where all-day transit service can be provided. Suitable locations include those at the periphery of existing residential neighbourhoods. While a generally permissive designation, Secondary Plans and the Zoning By-law will more specifically regulate such aspects as location, scale and type of land uses permitted in the *General Urban Area*.

Planning Response: The New Civic Development for the Ottawa Hospital is in conformity with the policies and land use direction for the General Urban Area in that it is located on the periphery of the Civic Hospital established residential area as well as located along and having access to three arterial roadways (Carling Avenue, Preston Street, and Prince of Wales Drive). The NCD is bisected by the Trillium LRT Line, which includes plans for a new station entrance on the Site and adjacent to Carling Avenue that is planned for a future at-grade LRT facility. Further guidance on specific land uses, height and densities are defined in the Preston-Carling District Secondary Plan and the Zoning By-law, further discussed in **Section 3.3.2** and **Section 3.3.3** of this Planning Rationale and Design Brief report.

Section 3.6.2 – Mixed-Use Centres. The lands north and east of the escarpment are designated *Mixed-Use Centre*. Section 3.6.2 outlines the land use objective and associated polices within the *Mixed-Use Centre* land use designation. Being located largely within 800 metres of a rapid transit station, the *Mixed-Use Centre* designation,

> *"…is a critical element of the City's growth management strategy, being areas with potential to achieve high densities and compact and mixed-use development oriented to rapid transit. More jobs and housing at these locations will increase transit ridership and draw more commuter travel to these locations. In the long term, the centres will become complete, livable communities that attract people for jobs, leisure, lifestyle, and business opportunities they provide."*

Mixed-Use Centres are priority areas for more detailed Secondary Plans that will provide for minimum and maximum heights, apply a target density that can be achieved over time, and develop area-specific design considerations. *Mixed-Use Centres* allow a variety of land uses such as offices, secondary and post-secondary schools, hotels, hospitals, large institutional buildings, community recreation and leisure centres, daycare centres, retail uses, entertainment uses, services (such as restaurants), high- and medium-density residential uses and mixed-use developments. *Major Urban Facilities* are also permitted in the *Mixed-Use Centres* designation.

For developments within this designation, the City will work with developers to integrate rapid transit stations with building and Site development and increase the capacity of transit service, water, stormwater and wastewater services to support development, invest in new facilities for pedestrian and cyclists, create a comprehensive traffic management plan to reduce the need for parking, and facilitate partnering to develop air-rights over rapid transit stations and other public infrastructure.

Planning Response: The New Civic Development includes a range of transit-supportive uses including the hospital and its associated office, research, and retail and service uses conveniently located at a planned Carling Station entrance on the Trillium Line. The applications for Site Plan Control and Lifting of the Holding Zone provide a Mobility Study including a Parking Strategy to balance the needs of the Hospital while providing ridership potential for the Trillium Line and future at-grade system planned for Carling Avenue. Further, a Master Servicing Plan has been prepared that identifies the necessary upgrades required to accommodate the phased development as well as other developments anticipated within the district.

Section 3.6.3 – Mainstreets. The lands that are adjacent to Carling Avenue from Maple Drive to Sherwood Drive are designated *Arterial Mainstreet.* Section 3.6.3 outlines the land use objective and associated policies within the *Arterial Mainstreet* land use designation. The objective of *Mainstreets* is to,

> *"…encourage more dense and mixed-use development that supports, and is supported by, increasing walking, cycling and transit use."*

Arterial Mainstreets are typically lined by larger parking lots and buildings, varied setbacks, and lower street-level densities. However, over time, it is anticipated by the Plan that these streets will evolve into more transit-supportive, pedestrian friendly Mainstreets that support the neighbouring community. Gradually changing with development and redevelopment, residential and employment uses will be introduced at higher densities than what exists today. A broad range of uses are permitted within the *Mainstreets* designation including retail and service commercial uses, offices, residential and institutional uses which may occur in mixed-use buildings or side by side in separate buildings. Major Urban Facilities are permitted along *Arterial Mainstreets*.

Planning Response: As with the *General Urban Area* and *Mixed-Use Centre* designations, the New Civic Development offers a range of uses and permits The Ottawa Hospital as a recognized *Major Urban Facility* within these designations that addresses the street edge of Carling Avenue as an Arterial Mainstreet west of Sherwood Drive with a mixture of uses including ground-level retail and service uses ancillary to the Hospital.

Section 3.6.7 – Major Urban Facilities. The Ottawa Hospital is a *Major Urban Facility* sharing this designation with universities and community colleges, major sports, recreation and cultural facilities, and major shopping centres. Section 3.6.7 of the Official Plan outlines the land use objective and associated policies as it relates to these facilities. *Major Urban Facilities* are unique land uses in that,

> *"…they usually service the entire city or large parts of it and may even draw from beyond the boundaries of Ottawa. Large numbers of people require convenient access to these facilities. Some exert a concentrated demand on the transportation, water and wastewater systems that may peak at particular "event" times while others [like The Ottawa Hospital] operate more or less continuously over a 24-hour period."*

Major Urban Facilities will have varying degrees of impacts on the neighbouring land uses and the Plan recognizes the merit in combining complementary ancillary uses on the same Site "*in recognition of the potential for achieving mutually supportive relationships with the other parts of the community."*

In order to mitigate against potential transportation-related impacts, new *Major Urban Facilities* will be required to be located at a rapid transit station and have direct access to an arterial road. To minimize other potential Site impacts, in approving new *Major Urban Facilities,* the City will consider such things as maximum density, building height and setback requirements, the provision of adequate on-site parking, traffic circulation including that for pedestrians, cyclists, transit and vehicles, the adequacy of water, wastewater and stormwater facilities, and the provision of landscaping and buffering.

Planning Response: In 2018, The Site for The Ottawa Hospital was added by amendment to the Official Plan as a Major Urban Facility with the *Central Experimental Farm, General Urban Area, Mixed-Use Centre,* and *Arterial Mainstreet* land use designations. The supporting plans and studies, such as the Master Site Plan Drawings Package including a Master Site Plan and Landscape Plan, Transportation Impact Assessment and Mobility Study, Master Servicing Plan, and the Cultural Heritage Impact Statement, outline how potential impacts can be mitigated through careful site planning.

Section 4.0 – Review of Development Applications – This Section outlines the policies that the City uses to review development applications in order to meet the objectives contained in the OP. The accompanying complete applications of plans and studies were assembled in consideration of the policies noted below and through a meeting with the City and the National Capital Commission that was held on January 22nd, 2021. The following section provides a summary of how the proposal has been designed to meet the policies of the OP and reduce the possibility of negative impacts on the surrounding environments.

Section 4.1- Site Specific Policies and Secondary Plan – The Site falls within the Preston-Carling District Secondary Plan. Compatibility with the Secondary Plan is provided in **Section 3.3.2** of this Design Brief and Planning Rationale.

Section 4.2 Adjacent to Land Use Designations -- The Site is not adjacent to or part of the Natural Heritage System as illustrated on Schedule L1 to the OP. The Site is also not adjacent to any *Natural Environment Area*, *Sand and Gravel Resource Area, Bedrock Resource Area, Significant Wetlands*, *Solid Waste Disposal Site* or the National Capital Greenbelt as illustrated on Schedule B of the OP. The Site is located within 120 metres of an *Urban Natural Feature* (portion of the

lands in the Central Experimental Farms Arboretum). At the Master Site Plan stage of the development, an Environmental Impact Statement that characterizes the natural environment features on and adjacent to the Site has been prepared and includes recommendations for further studies and mitigation measures required through the phased implementation of the Master Site Plan.

Section 4.3 – Walking, Cycling, Transit, Roads and Parking Lots – In reviewing development applications, the City considers the proposed development on the surrounding transportation network and its adequacy to accommodate it. As noted in Section 4.3 of the Official Plan, "*plans for large areas must be easy to get to and travel through on foot, by bicycle and transit, and by automobile*". A Transportation Impact Assessment and Mobility Study was required to be completed to support the Master Site Plan and its phased development. As described in the Site Context and Design Brief sections of this report, the Site benefits from being located near, and having direct access to three arterial roads and the Trillium line as well as to the future at-grade LRT facility planned for Carling Avenue with plans to introduce a new entrance to Carling Station to the development. The Master Site Plan also plans for a direct, fully accessible, weather-protected connection from the station to The Ottawa Hospital and research buildings. Further, the development includes a robust public realm with generous sidewalks along Carling Avenue and Preston Street and bi-directional bikeway connecting the existing Trillium Multi-Use Pathway along Carling Avenue and Preston Street to Dow's Lake, the Rideau Canal and beyond. Separate sidewalk and cycling facilities are to be provided on Site to safely guide employees, clients and visitors to the uses on Site. An adequate amount of parking has been proposed to ensure that parking does not overflow into the adjacent neighbourhoods, recognizing the Site's inner city location at an LRT station.

Section 4.4 – Water and Wastewater Servicing – The Plan contains policies that aim to ensure that there is reliable supply of good quality water and the safe disposal of wastewater. As such, proponents are required to demonstrate that the servicing proposed for the development is adequate and ensure that the development will not cause negative impacts on adjacent areas and the city's systems. The Master Servicing Plan for the Site concludes that the development can be accommodated on the existing public infrastructure with some modifications and improvements over time required to serve the Site and the anticipated redevelopment within the Preston-Carling District and adequate provision for on-site stormwater management.

Section 4.5 – Housing – The Master Site Plan does not propose to introduce or delete residential units in the Urban Area and as such is not subject to the policies of Section 4.5 of the Official Plan.

Section 4.6 – Cultural Heritage Resources – The Site is located adjacent to the Rideau Canal and the Central Experimental Farm and as such the application is accompanied by a Cultural Heritage Impact Statement. Further, the Site contains areas that identified as having Archaeological Potential and as such are required to be accompanied by an Archaeological Resource Assessment.

The Cultural Heritage Impact Statement has been prepared to evaluate the potential impacts the New Civic Development may have on the adjacent cultural heritage resources and landscapes including the Central Experimental Farm and associated Federal Built Heritage buildings and Dow's Lake and the Rideau Canal. The study evaluates the height and massing and potential for sun shadowing of the NCD and potential impacts to important views to and through these cultural resources and makes recommendations for mitigation measures as it relates to the protection of adjacent cultural heritage resources and landscapes.

The Stage I Archaeological Assessment was undertaken for the Site to determine areas with archaeological potential. The report consisted of a review of available previously completed reports, historical, archaeological and environmental research relevant to the local area and a Site visit. Previously disturbed areas such as roadways and demolished building Sites have been cleared for development including lands north and east of the escarpment and lands occupied by the former Sir John Carling Building. Areas of Archaeological Potential remain on the Site and will be subject to a Stage II Archaeological Assessment.

Section 4.7 – Environmental Protection – The Site is not in proximity to any identified environmental features. This development application is accompanied by a Master Servicing Plan which demonstrates that the stormwater can be managed with existing facilities and on-site design solutions.

Section 4.8 – Protection of Health and Safety – The Site is not affected by the development constraints as identified in Schedule K of the Official Plan.

Section 4.8.3 – Unstable Soils or Bedrock – The Site is not located near or known to contain any unstable slopes as identified on Schedule K. Notwithstanding, a Geotechnical Overview Study was completed to inform the Master Site Plan. The Site is underlain by limestone and shale of the Bobcaygeon and Lindsay formations. Both formations are typically sound rock and are generally favourable for construction of foundations, open-cut excavations, etc. The deepest soil deposits are indicated to be in the southwestern portion of the Site (along the southern and western Site boundaries). Bedrock is indicated to be relatively shallow in a central portion of the Site, becoming deeper again to the northeast. On the east side of the O-Train right of way, the bedrock is relatively shallow. Additional geotechnical investigations will be required to provide specific guidance with respect to design for foundations and roads, as well as direction for Site grading, slope stability, seismic considerations and management of groundwater.

Section 4.8.4 – Contaminated Sites outlines that "potentially contaminated Sites are Sites where the environmental condition of the property (soil and/or groundwater) may have potential for adverse effects on human health, ecological health or the natural environment." The City's objective is to ensure that "development takes place only on Sites where the environmental conditions are suitable for the proposed use of the Site". A Phase One Environmental Site Assessment (ESA) was completed for the Site. The purpose of a Phase One ESA was to identify, based on readily available information and without an intrusive investigation, actual or potential issues of environmental concern which have the potential to impact the soil and/or groundwater related to former activities and to identify the need for further ESA activities (i.e., Phase Two ESA). Nine individual areas of potential environmental concern (APEC) were identified on the Site and will be the subject of a Phase 2 Environmental Site Assessment.

Section 4.8.7 – Environmental Noise Control requires a Noise Study to be prepared that will ensure that the development will not negatively impact the surrounding uses and is consistent with the City's Environmental Noise Control Guidelines. Existing conditions for Noise, Vibration and Air Quality and Wind was prepared to inform the Master Site Plan development and identified the potential sources for impacts to be considered in the design. An Environmental Noise and Vibration Assessment and a Pedestrian Level Wind Study has been prepared to confirm the requirement for noise mitigation measures required through the various stages of development.

Section 4.9 – Energy Conservation Through Design – The City requires that through the Site Plan Control process that development proponents consider and take advantage of energy conservation and design techniques. As such, a Sustainability Approach has been developed for the project as outlined in **Section 2.3** of the Design Brief section of this Design Brief and Planning Rationale.

Section 4.10 – Greenspace Requirements – The City is committed to providing a range of greenspace throughout the city. Through the development approvals process, the City will require land for park purposes either through land dedication or through cash payment in-lieu. While the hospital is a use that does not require dedication of land for parks, the development does include land developed to a public park space on the roof of the associated parking structure, urban squares and wellness gardens. The Site is also located adjacent to the *Major Open Space* network associated with the Rideau Canal and is required to demonstrate how the design takes into consideration the Site from the adjacent greenspaces and how the Site building design enhances the visibility of these adjacent uses. The Master Site Plan has been informed by the cultural heritage of both the Rideau Canal and Central Experimental Farm and has been designed to minimize the scale of the buildings and structures on these features through the use of building siting, green roofs and landscaping treatments. Further, the Master Site Plan contributes to the area greenspace network by providing a tree lined bi-directional bikeway and sidewalk, effectively extending the Trillium Pathway to Dow's Lake along Carling Avenue and Preston Street as well as through the Site's private road network.

Planning Response: The supporting studies and plans describe and make recommendations for how the Master Site Plan can be accommodated on the Site without impacts to the surrounding land uses and communities as well as the adjacent cultural resources and natural features, taking into consideration the recommended mitigation measures.

Section 4.11 – Urban Design and Compatibility of the Official Plan provided further guidance on the optimal integration of the development into the urban fabric of the City. The table below includes the compatibility criteria considered for reviewing the development application by the City as well as a summary of the design response of the Master Site Plan.

Design Objective	Master Site Plan Response
Views	The Site is not located within the protected viewshed of any public monuments, bridges, civic spaces, landforms or any other known valued spaces. The New Civic Development includes high-rise buildings along Carling Avenue surrounding the new entrance to Carling Station. The impact of these buildings is evaluated in a Cultural Heritage Impact Statement in consideration of its proximity to the Rideau Canal and the Central Experimental Farm and makes recommendations on any required mitigation measures to protect these referenced views.
Building Design	While the building façade and building design will be refined through subsequent Site Plan Control Applications, the Master Site Plan considers the desire to have buildings at the street edge along Carling and Preston Street, and providing direct access to a proposed new entrance to Carling Station as part of the development. Further, investments in the public realm including a bi-directional multi-use pathway/bikeway and parallel sidewalk combined with street trees, landscape features and green roofs illustrates the understanding of the Site and location to the Preston-Carling District transit-oriented and mixed-use character and the pastoral and open space qualities of the Central Experimental Farm and Rideau Canal corridor. Further, back of house uses such as utilities and loading areas have been located behind buildings and away from streets or buffered using natural topography and soft landscaping features designed to ensure a pedestrian-friendly environment at entrances to the building and along the street.
Massing and Scale	The Master Site Plan respects the proposed building heights for the property established in the Secondary Plan. Further, the Master Site Plan represents only a portion of the density allowed on the Site (as illustrated in **Section 2.4** of this Design Brief and Planning Rationale). The scale of the buildings is in keeping with redevelopment on the north side of Carling Avenue, in fact far shorter in height. Shadow Studies drawings are included with this proposal which demonstrates that the proposal does not negatively impact the surrounding properties. A Pedestrian Level Wind Study is also included as a supporting study and concludes that the at-grade environment will not be negatively impacted by wind that may be created by building locations.
Outdoor Amenity Areas	While the Master Site Plan does not include private residential uses, due to the regional function of The Ottawa Hospital, associated uses including a research function may include uses for families to stay while undergoing or waiting for treatment or housing for medical residents or researchers. The Master Site Plan incorporates a combination of open spaces including urban plazas, gardens and a rooftop park to provide spaces for patients, employees, and visitors to appreciate the space and provide opportunities for passive and active recreation.
Public Art	The Master Site Plan identifies areas for parks, and urban square and wellness garden as well as a robust sidewalk space along Carling Avenue and Preston Street. All of these areas provide opportunities to incorporate Public Art on the Site and within the Public Realm.
Design Priority Areas	The proposal is located within a Design Priority Area which includes development within Mixed-Use Centres and along Arterial Mainstreets to ensures the use of high-quality design elements. Guided by the design vision and principles presented in **Section 2.1** of this Design Brief and Planning Rationale, and the Capital Design Principles, a framework is provided to ensure high-quality design. Enhanced vehicular circulation, pedestrian surfaces and landscaping treatments will be incorporated to deliver a high-quality design with positively impacts the public realm.
First Nations Peoples Design Interests	The Ottawa Hospital's Board of Governors has established an Indigenous Peoples Advisory Circle for the New Civic Development. The purpose of the group is to build meaningful partnerships with Indigenous peoples, establish trust and confidence in mutual efforts to build the best hospital, and to focus on Indigenous cultural elements, job creation, economic investment, education and training. The group will include national and local representation from Algonquin and Mohawk First Nations, Métis, Inuit and urban Indigenous peoples.

Planning Response: The project Design Vision and Principles outlined in **Section 2.1** of the Design Brief and Planning Rationale and in consideration of the Capital Realm Design Principles that apply to the Site – supported by reviews from both the City's Urban Design Review Panel and the National Capital Commission's Advisory Committee on Planning, Design and Realty at each stage of development – will continue to ensure that the Master Site Plan and subsequent phases of development will respond to the context and be compatible with the surrounding land uses.

Based on the foregoing analysis of the various sections of the Official Plan including Strategic Directions for Urban Design and Compatibility, specific policies related to each land use designation, and the requirements for supporting studies to ensure there will be no negative impacts on the surrounding environments, it is our opinion that the New Civic Development conforms to the policies of the Official Plan.

3.3.2 Preston-Carling District Secondary Plan

The Preston-Carling District Secondary Plan (as amended) provides detailed area-based policy direction to guide public and private development and public realm investment within the Preston-Carling District over the next 20 years. Organized in nine sections with Sections 8 and 9 being interpretation and implementation, sections 1 and 2 of the Plan provide context and the planning boundaries for the area (**Figure 52**).

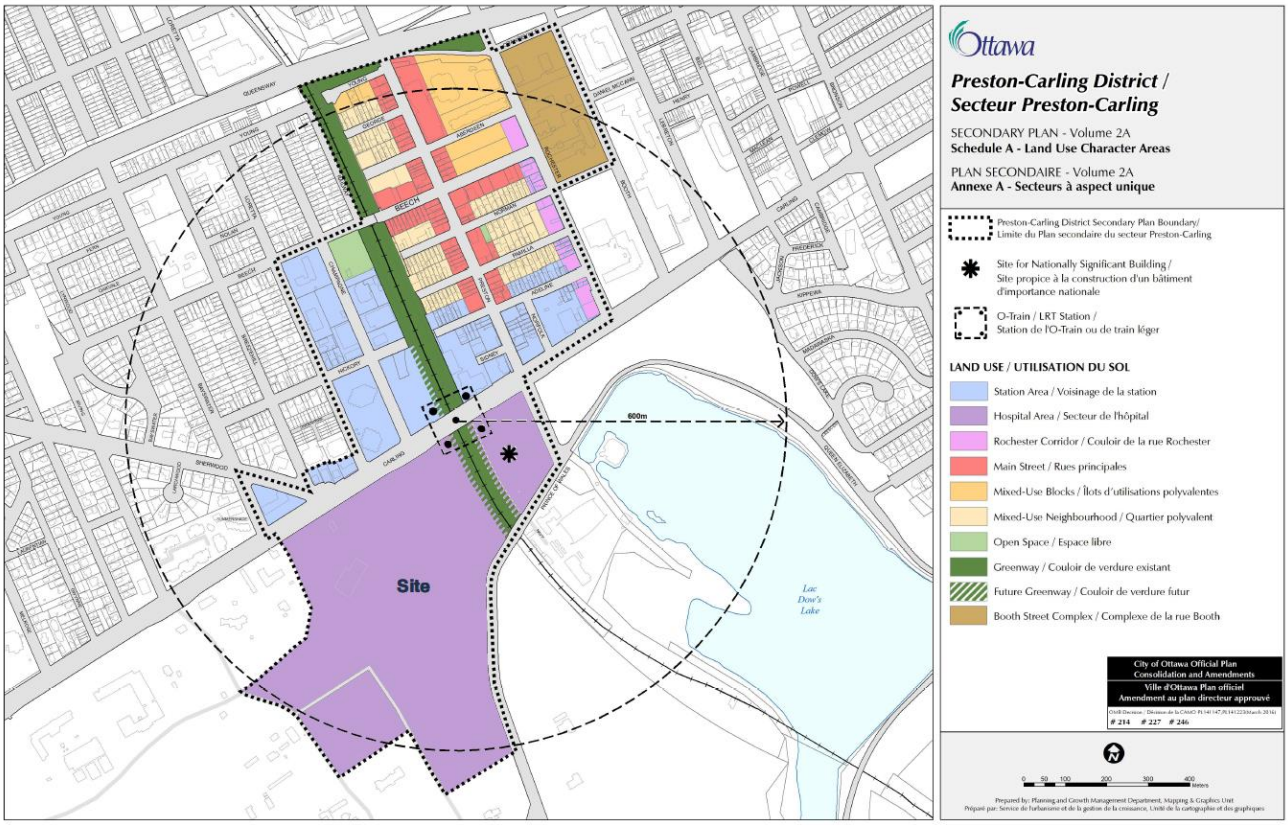
Section 3.0 – Vision. Section 3 of the Plan provides the overall vision for the area as well as the specific vision for the Hospital Area (the Site). The District, being mostly within the Official Plan-designated *Mixed-Use Centre*, is a design priority area and the target for intensification. The Plan envisions the Preston-Carling District as a place,

> *"…with unique history, people and culture, surrounded by federal government facilities, family-friendly neighbourhoods and an abundant supply of beautiful open spaces. It has become one of the most important re-urbanization areas in the city in recent years and will over time emerge as the south-western gateway to the city's larger future downtown. With enhanced vitality and quality, the District will continue to be home to a diverse group of people, and create new opportunities for business, tourism, employment and desirable services"; and*
>
> *"…tree-lined streets with generous sidewalks and dedicated bike lanes, multi-use pathways, new and enhanced crossings over the north-south O-Train/future LRT, mid-block passages, as well as conveniently located bicycle parking racks will make "pedestrian first" a reality and cycling a safe, convenient, efficient option for traveling".*

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".*

Figure 52: Preston-Carling District Secondary Plan Schedule A – Land Use Character Areas



Section 4.0 – Land Use and Built Form. Section 4.0 of the Plan provides the detailed land use policies for each land use character area and establishes the criteria for the key built form elements that are important to the community in defining

the quality and characteristics of the areas physical development. The Plan's Land Use Character Areas are shown on Schedule A to the Plan (**Figure 52**).

Section 4.16 and **4.17** outline the Greenway Corridor and Open Space policies for the District with a focus on improving pedestrian and cycling connections and recognizing the increased demand on the provision of open spaces, including parks and urban squares. The Plan also recognizes the importance of the Trillium Pathway as a green corridor that also contributes to the areas open space system that serves both a transportation, recreation, community and urban ecological function.

Section 4.1.8 provides the policy direction for the Hospital Area that was added as an amendment to the plan in 2018. The Secondary Plan focuses on the Hospital Area as a "*diverse area*", recognizing its proximity and ties to the LRT station, Dow's Lake and Prince of Wales Drive, and the Central Experimental Farm. Policy direction is intended to support exceptional and excellent architectural and urban design. As such, this section of the plan underscores collaboration with the National Capital Commission's Advisory Committee on Planning, Design and Realty (ACPDR) and the City's Urban Design Review Panel (UDRP). Institutional uses and related ancillary uses associated with the Hospital are permitted.

The criteria for the development of a Master Site Plan for the Ottawa Hospital include:

- Inclusion of publicly accessible open spaces;
- Integration of the Carling O-Train/future LRT station into the Hospital and research facility;
- Provision of high-level pedestrian and cycling connectivity throughout the Site and with the surrounding areas with full accessibility for all modes of mobility;
- Provision of parking on-site, including underground;
- Implementation of a parking strategy for the purpose of the impacts of off-site parking;
- Completion of a Transportation Impact Assessment and Mobility Study; and
- 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.

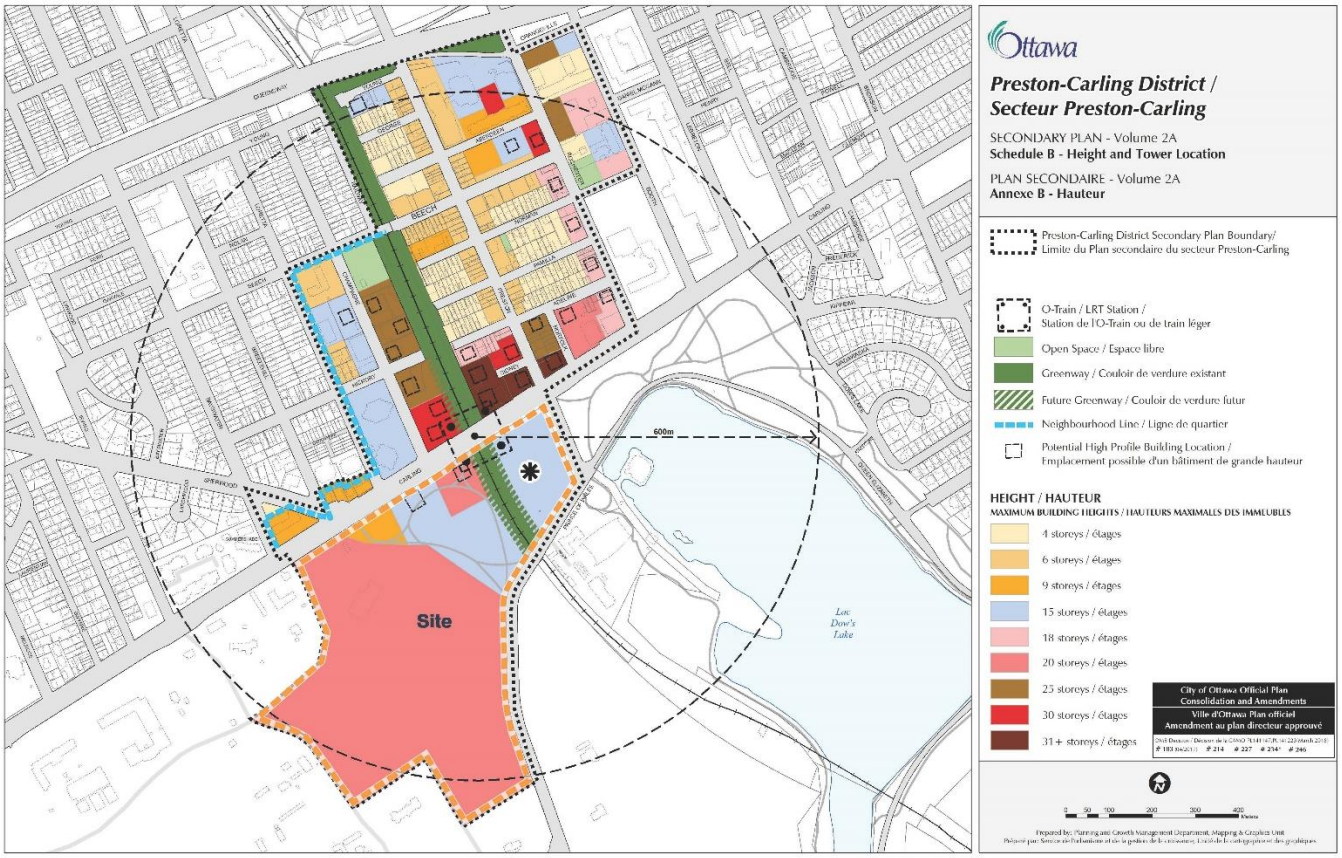
It should be noted that an Asterix indicating the location of a *Nationally Significant Building* is shown on the Site however no context is provided for this symbol.

Section 4.2 of the Plan describes the anticipated Built Form for the area including a mix of building heights, massing and typologies anticipated that are "*reflective of the history, vitality and dynamics of the place*". Schedule B – Height and Tower Locations, illustrates the planned heights within the District (**Figure 53**). The Plan provides for heights on the Site from nine storeys closest to the established Civic Hospital residential area at Sherwood Drive, to 15 storeys around the LRT Station and 20 storeys on the west side of the station and on top of the escarpment area.

Section 4.2.1 sets the design criteria for incorporating high-rise buildings on the Site. These would apply to buildings between 10 and 30 storeys. The following policies are applicable to the Site:

- The podium and/or base of the development shall incorporate uses and human scale features to animate adjacent streets and open spaces;
- A minimum separation distance of 20 metres will be required, otherwise the compatibility criteria in the Official Plan must be met;
- The relationship between potential towers within the same street block shall be addressed with towers being located as shown on Schedule B and measures being introduced through the development review process to ensure orderly development of the block;
- Coordination of tower locations shall be pursued to optimize views from towers to Dow's Lake, to the city skyline and other public amenities; and
- Shadow and wind studies will be required for all high-rise developments.

Figure 53: Preston-Carling District Secondary Plan Schedule B – Height and Tower Locations



Section 4.2.3 sets the design criteria for planning for Mid-rise Buildings on the Site. These would apply to buildings up to nine storeys. The following policies are applicable to the Site:

- In general, mid-rise building should have a base that relates to the sidewalk and pedestrian realm, a middle portion (a height that is approximately equivalent to the width of the right-of-way) to form part of the street wall and relate to adjacent buildings, and a top that incorporates building form articulations such as step backs and/or elevation treatments to break up building mass and allow sky view, sunlight and transition;
- New development will be required to articulate the building mass and explore design techniques such as setbacks and step backs to avoid the canyon effect along the public street and to minimize the visual and microclimate impacts on public and private realms; and
- The relationship between the new development and the abutting existing and future residential buildings shall be carefully examined and addressed to ensure liveability for existing and future residents through adequate provisions for privacy, sunlight, and cross ventilation.

Section 4.2.4 includes policies to animate building edges that contribute to safe, pedestrian-friendly, and a successful urban environment. The policies that are applicable to the Site include:

- All development projects will be required to be oriented to the streets, pathways, and parks; and
- All development projects will be required to animate the public spaces they face through incorporating pedestrian-oriented uses and architecture features and details that will enhance pedestrian safety and provide visual interest to enrich pedestrian experience.

Section 4.2.5 provides direction on development to provide a gradual transition in height from the tallest buildings adjacent to Carling Avenue and the future station towards the surrounding low-profile neighbourhood as well as Dow's Lake and the Central Experimental Farm. Further with respect to the Central Experimental Farm Line, established along the southern boundary of the Hospital Character Area it is required that all new development within the Hospital Character

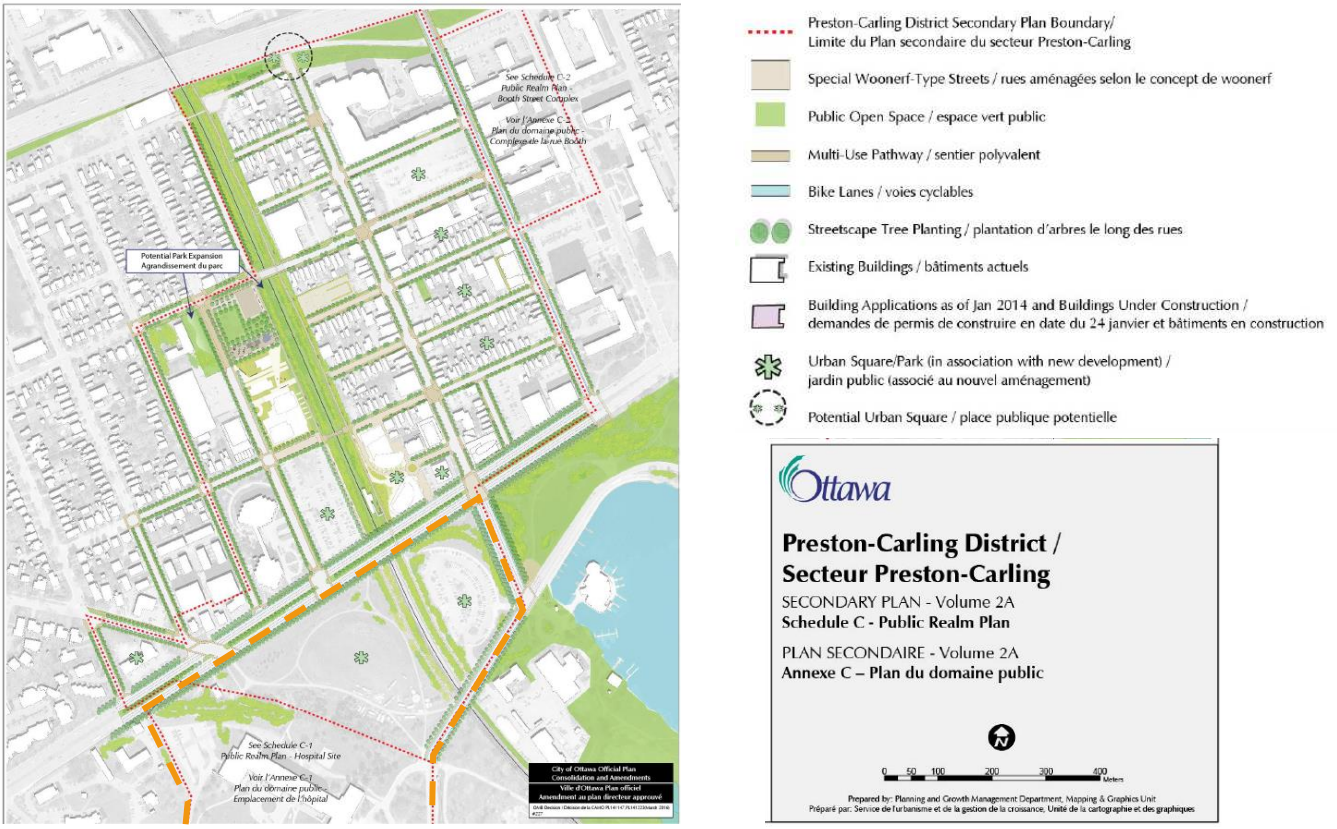
Area shall: "*be sympathetic to the height, massing, and scale of the adjacent low-rise buildings*" and "*demonstrate the location of open space integrating the existing pastoral open space of the Central Experimental Farm".*

Planning Response: The Master Site Plan incorporates a range of uses with mixed-use buildings with retail and commercial uses at the ground-level along Carling Avenue and Preston Street and a transition in height from the Station Area to Dow's Lake and towards the Central Experimental Farm. The Master Site Plan incorporates urban plazas, wellness gardens, and other areas that are publicly accessible open spaces including an expansive rooftop park (a reimagined Queen Juliana Park) that offers passive and active recreation areas. The future LRT station is integrated within the urban edge of Carling Avenue and features pedestrian connectivity with the public recreation and green spaces on the Site. The Trillium Pathway is proposed to be extended along Carling Avenue and Preston Street providing access to the Site as well as to Dow's Lake. The tree lined streets will recreate an important green corridor. A Transportation Impact Assessment and Mobility Study have been prepared, including a Parking Strategy that includes a combination of buffered surface and structured parking to mitigate against possible impacts to off-site parking.

Section 5 – Public Realm and Mobility recognizes that the "*successful transformation*" of the District "*will require the provision of a generous and quality public realm that supports and attracts pedestrian movement and activities".* Developed through the Secondary Planning Process, the Preston-Carling District Public Realm and Mobility Study set out the key directions for improvements to "*rebalance the streets*" to ensure that adequate space is given to pedestrians and for improvements to the parks and open space network. The policies contained in the plan for public realm improvements as it relates to the Hospital Area is illustrated in Schedule C and C-1 (**Figure 54** and **Figure 55**). The Conceptual Public Realm Plans for The Hospital Site illustrates streetscaping (Carling Avenue, Preston Street and Prince of Wales Drive), and tree planting (escarpment area), an urban square located south and west of the escarpment and denotes the Central Experimental Farm Line as improvements related to the overall development of the Site. The following policies apply to the Site:

- *5.1.1 Parks and Urban Squares*:
  d. The Station Area and Hospital Area, particularly the properties immediately adjacent to the Carling Avenue O-Train/future LRT station will be a priority area for creating new urban squares on private lands oriented to the O-Train/future LRT station.
- *5.1.2 Greenway Corridors*:
  a. The existing Multi-Use Pathway along the east side of the O-Train/future LRT corridor shall be improved and extended across Carling Avenue with enhancement to the open space function of this corridor through careful management of the landscape from an urban forestry perspective; and
  b. A new Multi-Use Pathway along the west side of the O-Train/future LRT corridor between Beech Street, Carling Avenue and Prince of Wales Drive shall be introduced in association with redevelopment to improve accessibility of the Carling Avenue O-Train/future LRT station as well as the broader community.
- *5.1.3 Streetscape Typologies and Enhancement*:
  a. Carling Avenue will be a prominent, beautiful, and comfortable multi modal "grand street" with wide sidewalks and bicycle lanes/tracks separated from vehicular movements as well as large street trees adjacent to the sidewalk and in the median east of Preston Street. The City's Transportation Master Plan calls for at-grade light rail transit services along Carling Avenue west of the O-Train/future LRT corridor in the long term. The implementation of this at-grade LRT may require a rebalancing of the street;
  g. Preston Street south of Carling Avenue will be designed as a special green corridor with generous sidewalks, painted cycling lanes, and double rows of trees on each side of the street; and
  h. Prince of Wales Drive will continue to be a scenic entry route with wide sidewalks, painted cycling lanes, large street trees and green boulevards.

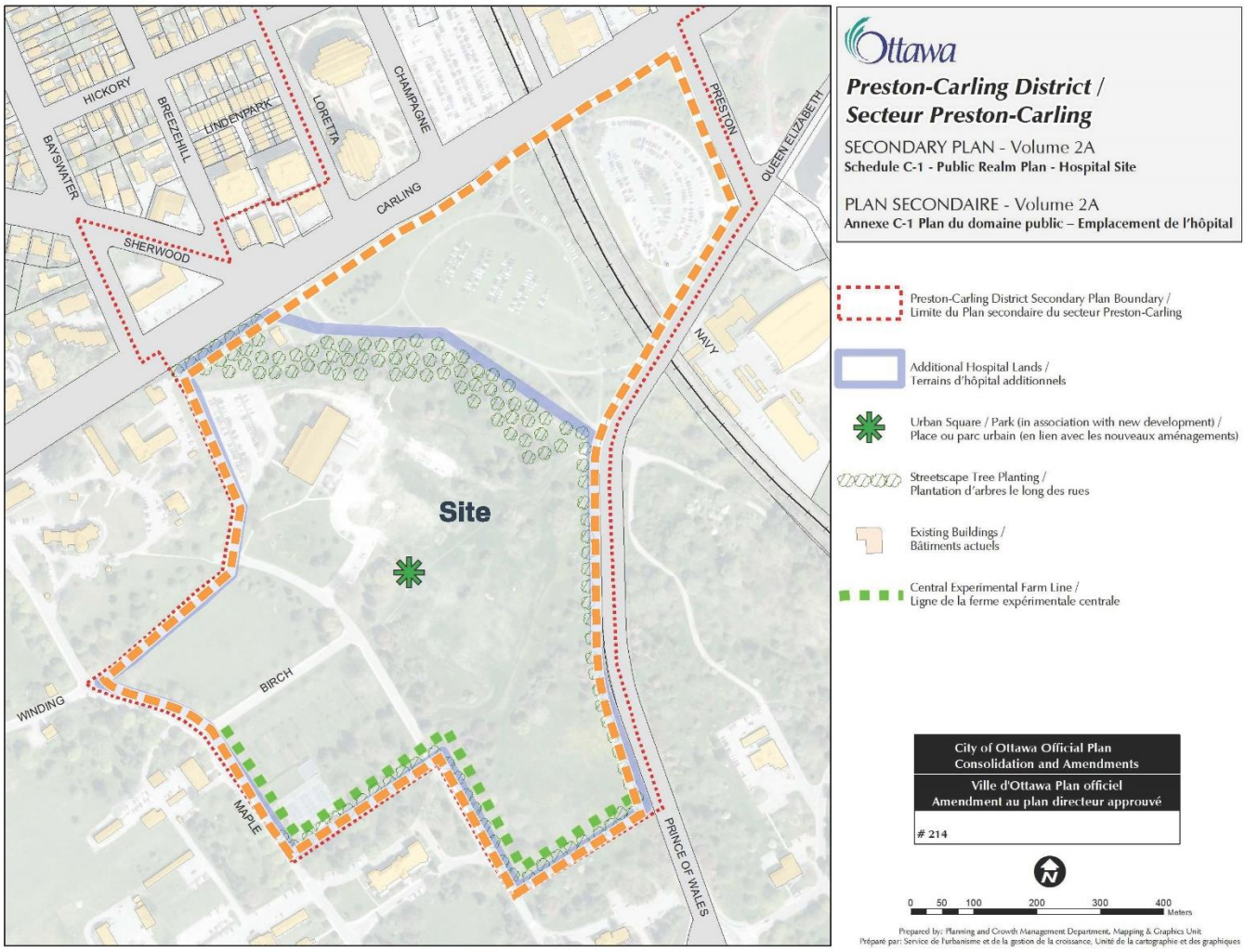
Figure 54: Preston-Carling District Secondary Plan Schedule C - Public Realm Plan



Section 5.2 Public Realm Strategies outlines the 16 public realm strategies for improvements to the pedestrian, cycling and transit amenities, parks and open spaces, and streetscapes viewed through the three lenses that enhance moving around, greening, and activating the public realm. The strategies and the associated guidelines are applicable to the design, construction and maintenance of all public and private projects. Some the strategies that apply to the Hospital Site include:

- ***5.2.1 Moving Around***: in seeking to improve accessibility, connectivity and movement through the Preston-Carling District through a pedestrians-first approach, completing the cycling network and enhancing the District as an important planning hub in the City's Transit Network are priorities. The Plan also calls for strategies to reduce the reliance on cars however accommodating efficient vehicle movements include those for emergency services. The Plan also recognizes the importance of an adequate supply of parking to serve the uses on Site through the completion of a parking study;
- ***5.2.2 Greening***: in seeking to increase the urban tree canopy and ensure the health and longevity of natural and landscaped areas through street tree planning and creating an ecological corridor connecting the Ottawa River to Dow's Lake associated with the Trillium Multi-Use Pathway; and
- ***5.2.3 Activating:*** to foster a lively and engaging public realm by providing spaces for play and special events and improving the pedestrian experience with amenities including street furnishings and public art.

Figure 55: Preston-Carling District Secondary Plan Schedule C-1 - Public Realm Plan



Section 9.0 Implementation describes the principal tools and actions the City intends to use to implement the objectives and policies of the Plan. ***Section 9.2.2 Public Realm Study for Site Plan Applications*** requires the completion of a Public Realm Network Study by proponents of development applications to ensure comprehensive planning of the public realm network has been completed. While more detailed public realm plans will be prepared at subsequent applications for Site Plan Control as part of the Master Site Plan's phased implementation, **Section 4.0** of this Design Brief and Planning Rationale has provided a review of the public realm policies of the Secondary Plan and the guidance provided in the Preston-Carling District Public Realm and Mobility Study.

Planning Response: The Master Site Plan envisions a lively and connected Public Realm including a network of urban plazas, gardens and a rooftop park connected by multi-use pathways and sidewalks to the entrances of the buildings. The reimagined frontage of Carling Avenue and Preston Street includes extending the Trillium Pathway, tree-lined, along these frontages and through the Site's road network to Prince of Wales Drive and Dow's Lake. With the green roofs, tree-lined streets and pathways, parks, gardens and open spaces, the Site will provide space for events that will activate the Site and the adjacent streets.

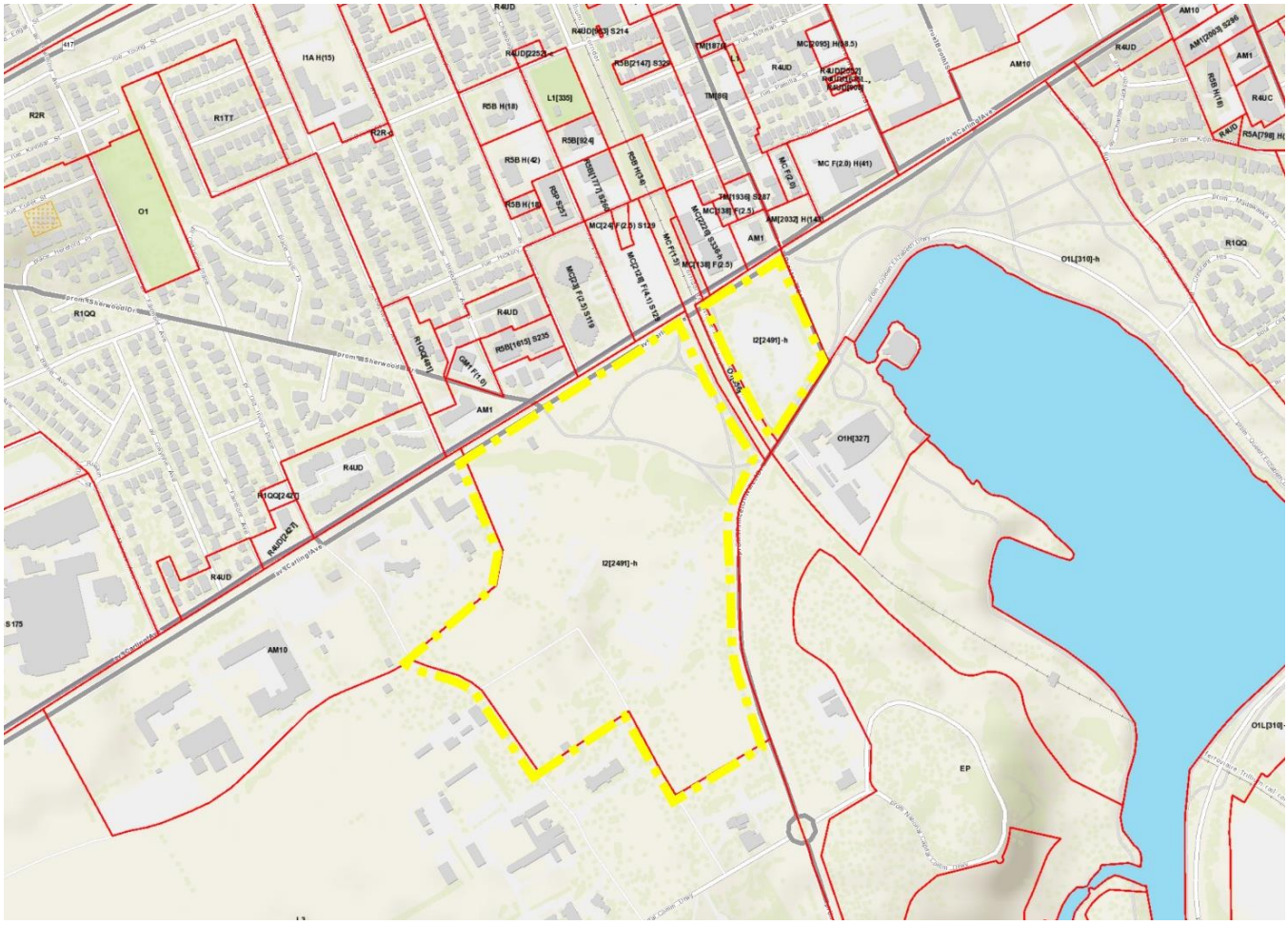
3.3.3 City of Ottawa Comprehensive Zoning By-Law (2008-250)

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, with a holding provision (I2 [2491]-h) as illustrated in **Figure 56**.

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.*

Figure 56: Site Zoning, Comprehensive Zoning By-law 2008-250



The following primary permitted uses as it applies to the Site include:

- community centre
- community health and resource centre
- day care
- emergency service
- group home
- hospital
- library
- municipal service centre
- museum
- park
- parking garage
- parking lot
- place of assembly
- post-secondary educational institution
- recreational and athletic facility
- retail food store, limited to a farmers' market
- school

- sports arena
- training centre limited to job instruction/ training associated with a school
- urban agriculture

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

Development Standards for the Zone and compliance of the Master Site Plan to these provisions include:

Zoning Mechanism	Provision	Master Site Plan Compliance
Minimum Lot Width (m)	No Minimum	N/A
Minimum Lot Area (m²)	No Minimum	N/A
Minimum Front Yard Setback:		
520 Preston Street (Carling Avenue)	7.5 m	**4.72 m (varies)**
930 Carling Avenue (Carling Avenue)	7.5 m	**4.72 m (varies)**
Minimum Rear Yard Setback:		
520 Preston Street (N/A)	7.5 m	N/A
930 Carling Avenue (Central Experimental Farm)	7.5 m	7.5 m
Minimum Interior Side Yard Setback:		
520 Preston Street (Trillium LRT Line)	7.5 m	**0 m**
930 Carling Avenue (Trillium LRT Line / Central Experimental Farm)	7.5 m	7.5 m
Minimum Corner Side Yard Setback:		
520 Preston Street (Preston Street/Prince of Wales Drive)	7.5 m	**4.72 m (varies)**
930 Carling Avenue (Prince of Wales Drive)	7.5 m	7.5 m
Maximum Building Height (m)	No Maximum	Varies
Minimum Width of Landscape Area along all the Lot Lines	3.0 m	4.72 m minimum (varies)

While parking for the Site will be reviewed at the time of each subsequent application for Site Plan Control for each Phase of development, the following summarizes the proposed Gross Floor Area and associated parking supply for the anticipated uses at this time.

Use	Gross Floor Area	Minimum Parking Rate (Area X, Schedule 1A)	Minimum Parking Required	Maximum Parking Rate (Area B, Schedule 1)	Maximum Parking Permitted
Hospital	330,000 m²	0.7/100 m²	2310	1.6/100 m²	5,280
Retail	7,000 m²	1.25/100 m²	88	3.6//100 m²	252
Office	23,500 m²	1/100 m²	235	2.2/100 m²	517
Research and Development	6,000 m²	0.4/100 m²	24	1/100 m²	60
Medical Facility	22,000 m²	2/100 m²	440	5/100 m²	1,100
		TOTAL REQUIRED	3,097	MAXIMUM PERMITTED	7,209
		TOTAL PROVIDED	3,099		
		BLENDED RATE	0.80/100 m²		

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.

To remove the holding, the following must be submitted:

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

The exception further prohibits parking in a front yard, corner side yard and the extension of these into a rear yard.

The lands between the two parcels, that include the Trillium LRT Line are zoned Mixed Use Centre (MC F(1.5) and Open Space Subzone 1 (O1 [356]). The intention of the implementing By-law passed in 2018, was to rezone all these lands to include the hospital use and its ancillary uses anticipating that the development could be built over top of the LRT trench.

Planning Response: While the uses are consistent with the vision for the mixture of uses on the Site, the zoning for the Site completed in 2018 was not informed by this Master Site Plan and did not consider the impact of the Hospital's two separate lots on future planning and approvals. As such, an additional provision was required to deem the two properties, and the bisecting Trillium LRT Corridor, as one Lot for By-law purposes and include these lands in the I2 Zone. The Master Site Plan is currently deficient in the minimum yard setback along Carling Avenue and Preston Street and adjacent to the LRT Corridor as the proposed Parking Garage will be constructed over the corridor. The reduced yards along Carling Avenue and Preston Street are in keeping with the vision for the Preston-Carling District Secondary Plan to have a vibrant public realm that includes buildings at the edge to activate the street. All other general and zone specific provisions can be met.

The planning applications have been accompanied by a Master Site Plan Drawings Package, Transportation Impact Assessment and Mobility Study, Cultural Heritage Impact Statement and a Master Servicing Plan, and upon approval by the City, will fulfill the requirements for Lifting of the Holding Zone.

3.3.4 Council Approved Urban Design 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 following guidelines would apply to the New Civic Development:

- Urban Design Guidelines for Development along Arterial Mainstreets;
- Urban Design Guidelines for High-Rise Buildings; and
- Transit-Oriented Development Guidelines.

Urban Design Guidelines for Development along Arterial Mainstreets

Urban Design Guidelines for Development along Arterial Mainstreets apply to Mainstreets as designated by the Official Plan. These Guidelines highlight that Arterial Mainstreets are prime locations that present significant opportunities to:

- Intensify and enhance development in a manner that creates attractive pedestrian environments;
- Contribute to vibrant new neighbourhoods; and
- Create transit-friendly places.

By improving Arterial Mainstreets in these ways, the Urban Design Guidelines aim to rectify identified problems such as: large gaps in the urban fabric, unpleasant walking conditions, and incomplete streetscapes. The Mainstreet designation

applies to the street frontage along Carling Avenue, west of Sherwood Drive. The Master Site Plan has considered Urban Design Guidelines for Development along Arterial Mainstreets and conforms to its objectives and design guidelines by providing:

- Compatible development that contributes to the planned character of the streets;
- Comfortable pedestrian environments and attractive streetscapes;
- Strong street edges along Arterial Mainstreets and high-quality built form;
- Gradual transitions to intensive forms of development along Arterial Mainstreets;
- Accommodation of a broad range of non-residential uses and high density residential; and
- Enhancement of linkages between development, public transit, streets, and pedestrian paths.

Urban Design Guidelines for High-rise Buildings

This document uses the Official Plan definition of a high-rise building as ten storeys or more in height. The Urban Design Guidelines for High-rise Buildings are organized into three categories: context, built form, and pedestrian realm.

Relevant to The Ottawa Hospital Site location, the document indicates that high-rise buildings proposed in *"the emerging downtown districts such as … Preston-Carling, are typically infill projects"*. Infill development contexts, in contrast to master planned development that falls under a TOD Plan, focus on required compatibility, transition, and relationship between neighbouring properties, as well as on opportunities *"to renew neighbourhoods, upgrade services, meet intensification targets, and achieve more sustainable communities that are safe, healthy and liveable"*. The overall objectives for high-rise buildings considered in the development of the Master Site Plan include:

- Enhanced views, vistas, and character/image of the city;
- Compatibility with existing and planned context;
- Human-scale, pedestrian-friendly design;
- Integration of parking, transit, services, etc., into the building and Site; and
- Responsive development to the microclimate and physical environment.

Planning Response: While these guidelines were used to guide development of the Master Site Plan, they will also be applied at each subsequent phase of development during applications for further Site Plan Control approval.

3.3.5 Transit-Oriented Development Guidelines

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.

While these guidelines were used to guide development of the Master Site Plan, they will also be applied at each subsequent phase of development during applications for more Site Plan Control approval.

4.0 PUBLIC REALM NETWORK STUDY

As previously noted, Section 9.0 (Implementation) of the Preston-Carling District Secondary Plan describes the principal tools and actions the City intends to use to implement the objectives and policies of the Plan. Section 9.2.2 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. Recognizing that more detailed application for Site Plan Control will be required for each phase of development, the Master Site Plan has considered the Public Realm policies of the Secondary Plan and the Public Realm and Mobility Study.

The Public Realm and Mobility Network has been described in detail in **Section 2.0** (the Design Brief section) of this Design Brief and Planning Rationale as well as in the accompanying Transportation Impact Assessment and Mobility Study. The key improvements and strategies that can be addressed at the Master Site Plan stage are outlined below:

Guideline	Master Site Plan Response
Moving Around	
M1 Walking and M2 Cycling → Provide minimum 6 m wide pedestrian focused areas along Carling Avenue and Preston Street → 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	→ 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 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.
M3 Transit → 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.	→ A weather protected walkway is planned between the Carling/Dow's Lake Station Entrance and the Hospital and Research buildings located on the west side of the Trillium LRT corridor.
M4 Driving → 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.	→ A private road network on the Site that includes a new link that would connect Champagne Avenue/Carling Avenue to Prince of Wales Drive (see Road A and B on the **Figure 7** Master Site Plan Diagram). 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.
M5 Loading, Servicing and Emergency Medical Services → 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.	→ Loading and servicing for the hospital 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.
M6 Parking → 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.	→ With a direct connection on-site to a new Carling/Dow's Lake Station Entrance, the minimum number of required spaces is being proposed. A Transportation Demand Management and Parking Strategy have been prepared to guide the overall implementation of the Master Site Plan within the objective to achieve a high modal share for transit, pedestrians and cyclists over private vehicles.

Guideline	Master Site Plan Response
	→ 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 landscaping features.
Greening	
G1 Parks, Urban Squares and Courtyards → 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.	→ The Master Site Plan includes a number of green spaces including a park (23,000 m² in size) to be located on the roof of the Parking Garage (Queen Juliana Park) 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 north east corner of the north tower of the hospital. → Further, the landscape design contributes to an overall tree canopy target for the Site by preserving trees as possible and planting new trees both at-grade, along cycling and pedestrian facilities, as well as on the green roof of the Parking Garage. Additional plantings are also anticipated on adjacent lands including the Central Experimental Farm and within the City's Right-of-Way.
G2 Street Trees → 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.	→ Street tree planning has been included along both Carling Avenue, Preston Street, Prince of Wales Drive, Maple Drive and along the private road network on site.
G4 Ecological Corridors → 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.	→ 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. → The landscape design contributes to an overall tree canopy target for the Site by preserving trees as possible and planting new trees both at-grade, along cycling and pedestrian facilities, as well as on the green roof of the Parking Garage. Additional plantings are also anticipated on adjacent lands including the Central Experimental Farm and within the City's Right-of-Way.
Activating	
A1 Retail at the Edge → 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.	→ 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.
A3 Play/Activities → 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.	→ 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.
A4 Events → 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.	→ The Master Site Plan has identified parks, and 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 Preston Street and Carling Avenue street edges shall include a tree-line sidewalk and multi-use pathway to take residents and visitors to and from Dow's Lake.

Guideline	Master Site Plan Response
A5 Public Art	
→ 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.	→ The areas created for parks, plazas, street sidewalks and boulevard areas provide opportunities for public art installations.

5.0 CONSULTATION STRATEGY

Extensive public consultation occurred in 2017 and into 2018 on the Zoning By-law and Official Plan Amendments to establish the new Site for The Ottawa Hospital. These reports were approved by City Council on June 13th, 2018.

As The Ottawa Hospital is now commencing the processes to move forward with the implementation of the project, the filing of applications for Site Plan Control Approval for a Master Site Plan and the Lifting of the Holding Zone are the first of many phases of the project. As previously noted, the holding provisions were pre-conditions imposed by City Council before development can proceed on the Site.

This section of the Design Brief and Planning Rationale specifically speaks to the public consultation processes related to the approvals of the two applications. Additional engagement strategies will be prepared for each subsequent phase of the Site's 25-year implementation.

5.1 Engagement Process

The Ottawa Hospital has operated a website since the inception of the New Civic Development. It will be 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/). A Campus Engagement Group (CEG) of community representatives and the Hospital's planning team had participated in dialogue during the pre-planning period of the Master Site Plan design process. Various meetings with staff of the City of Ottawa, NCC, and other government agencies were also conducted.

As previously noted, the Ottawa Hospital's Board of Governors has established an Indigenous Peoples Advisory Group (IPAG) for the New Civic Development. The purpose of the group is to build meaningful partnerships with Indigenous peoples, establish trust and confidence in mutual efforts to build the best hospital, and to focus on Indigenous cultural elements, job creation, economic investment, education and training. The group will include national and local representation from Algonquin and Mohawk First Nations, Métis, Inuit and urban Indigenous peoples.

As part of the approvals process for the Master Site Plan and the Lifting of the Holding Zone, this section provides an overview of Ottawa Hospital's public consultation process to ensure the development process is transparent and informative for approval agencies, residents in the surrounding neighbourhoods, and the public at large. The review and approvals processes are moving forward on a collaborative basis with the City of Ottawa and the National Capital Commission (NCC). 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 took place on January 22, 2021. In attendance were participants from the New Civic Development 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 for the Master Site Plan and the Lifting of the Holding Zone.

A preliminary meeting with the City of Ottawa's Urban Design Review Panel (UDRP) occurred on March 5, 2021. In attendance at the meeting were representatives from the New Civic Development Project Team, the NCC, and the City of Ottawa. A pre-consultation meeting with the NCC's Advisory Committee of Planning, Design and Realty is anticipated in late May of this year.

The following area Councillor consultation meetings occurred prior to the formal filing of the applications:

- Councillor Brockington;
- Councillor Leiper;
- Councillor McKenney; and
- Councillor Menard.

A virtual pre-consult meeting with the representatives from the following Community Associations occurred prior to the formal filing of the applications:

- Dalhousie Community Association;
- Glebe Annex Community Association;
- Civic Hospital Neighbourhood Association;
- Carlington Community Association;
- Dow's Lake; and
- Dow's Lake Residents Association.

After the filing of the Master Site Plan and Lifting of the Holding Zone applications the following meetings are planned:

- Two virtual Community Information and Comment Sessions prior to the end of the Technical and Public Consultation Period;
- A meeting with the Preston Street Business Improvement Association;
- Timely updates to the Campus Engagement Group and a group of wider community representatives and interest groups;
- Formal Review by the City's Urban Design Review Panel; and
- A General Public Information Session

The Public Meeting will occur at Planning Committee when the applications are heard and interested parties can provide their input on the merits of the applications. The Planning Committee's recommendations then would be considered by City Council.

6.0 PLANNNG CONCLUSION

The preparation of this Design Brief and Planning Rationale has required a thorough understanding of the Site, The 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 level of government. Approval of the Master Site Plan and Lifting of the Holding Zone is recommended on the following basis:

IT CONFORMS TO THE FEDERAL GUIDANCE DOCUMENTS

The selection of this Site for the New Civic Development was approved in 2018 and is guided by the Capital Realm Design Principles 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 New Civic Development 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 Master Site Plan. The 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), will help to ensure that the New Civic Development is in accordance with federal policies and plans. The Master Site 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.

IT IS CONSISTENT WITH THE PROVINCIAL POLICY STATEMENT

The New Civic Development supports the goals of the Provincial Policy Statement by coordinated Site Planning. Its phased implementation meets the long-term needs of the community it serves, providing a mix of land uses at transit-supportive densities, conveniently 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 with upgrades required in a phased manner to provide the necessary services to support redevelopment within the district as a whole. The Master Site Plan also considers the existing natural and cultural environmental contexts and supports the agricultural research function of the Central Experimental Farm. The Plan includes upgrades to the Carling Avenue and Preston Street environments through high-quality built form and provides separated pedestrian and cycling facilities along these streets, as well as along Prince of Wales Drive and through the Site connecting to area pathway and open space networks. The Master Site Plan includes provision for a number of publicly accessible active and passive recreation opportunities in the form of urban plazas, a rooftop park and spiritual gardens. The Master Site Plan is supported by a Master Servicing Plan, an Environmental

Impact Statement and a Cultural Heritage Impact Statement that provide recommended mitigation measures and required infrastructure improvements to ensure no negative impacts on the surrounding systems and environments.

IT CONFORMS TO THE CITY OF OTTAWA OFFICIAL PLAN

The New Civic Development is a Major Urban Facility, added by amendment to the Official Plan in 2018, and is a permitted land use in the General Urban Area, Mixed-Use Centre, Arterial Mainstreet and Central Experimental Farm land use designations. The NCD is a mixed-use development that includes the Hospital and associated uses including research and education, office, and service and retail uses conveniently located, and planned around, a new station entrance to Carling/Dow's Lake Station on the Trillium Line and adjacent future Carling Avenue at-grade LRT system. The Master Site Plan has 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 connection to and through the Site 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 spill over to the adjacent communities. Further, the Master Site Plan has been designed with a rich open space network, landscape treatment and public realm elements in wide sidewalks, parks and plazas and gardens to provide public and private amenity spaces for residents and visitors.

IT CONFORMS TO THE PRESTON-CARLING DISTRICT SECONDARY PLAN AND PUBLIC REALM AND MOBILITY PLAN

The New Civic Development was added as a new Land Use Character Area 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 Master Site Plan envisions a lively and connected Public Realm including a network of urban plazas, gardens and a roof top park connected by multi-use pathways and sidewalks to the entrances of the buildings. The reimagined frontage of Carling Avenue and Preston Street has buildings at the street edge and density focused at the transit station, conforming to the Preston-Carling District plans. The Master Site Plan includes extending the Trillium Pathway as a tree-lined, separated pedestrian and cycling facility along these frontages and through the Site's road network to Prince of Wales Drive and Dow's Lake. The Master Site Plan also implements the guidelines of the Preston-Carling Public Realm and Mobility Study in its consideration of pedestrians, cyclists and transit users first and by providing the minimum number of parking spaces, activating the street frontages along Preston Street and Carling Avenue, and providing spaces for active and public recreation and events in its planned parks, plazas and gardens as well as providing space for Public Art.

IT CONFORMS TO THE CITY OF OTTAWA ZONING BY-LAW

The uses proposed within the New Civic Development are within the list of permitted primary and ancillary uses allowed in the Zone. Administrative changes to the Zoning By-law deemed the New Civic Development as one-lot for zoning purposes, created a uniform zone across the Site and reduced setbacks along Carling Avenue and Preston Street to allow for the urban edge along these streets envisioned in the Preston-Carling District Secondary Plan to include a vibrant public realm and activate the street. In addition to the Master Site Plan, the complete application includes a Transportation Impact Assessment and Mobility Study, a Cultural Heritage Impact Statement and a Master Servicing Plan, and upon approval by the City will allow the lifting of the Holding Zone.

IT IS IN KEEPING WITH THE DESIGN GUIDANCE FOR THE SITE

In addition to the design guidance provided in the Official Plan, Secondary Plan and the Public Realm and Mobility Study, the Master Site Plan has been guided by the design guidance provided in Council-approved design guidelines including those for developments along Arterial Mainstreets, for High-Rise Buildings, and for Transit-Oriented Developments. These guidelines will continue to be reviewed at each subsequent phase of development to further inform detailed planning of the New Civic Development.

On this basis, it is our professional planning opinion that Lifting of the Holding Zone and Approval of the Master Site Plan will result in good land use planning and is recommended for approval.

We would also like to further acknowledge the notable contributions to Sections 2 and 5 of this report including:

- Jason-Emery Groen, Vice President & Design Director at HDR;
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Respectfully Submitted

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