

**SUBJECT: The Ottawa Hospital Connection to Dow's Lake Station  
Environmental Assessment Study**

**File Number ACS2022-PIE-TP-0005**

**Report to Transportation Committee on 30 May 2022**

**Submitted on May 3, 2022 by Jeff McEwen, Acting Director, Transportation  
Planning, Planning, Real Estate and Economic Development Department**

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**Wards: SOMERSET (14), KITCHISSIPPI (15), RIVER (16) / RIVIÈRE (16), CAPITAL  
(17) / CAPITALE (17)**

**OBJET : Étude d'évaluation environnementale relative au projet  
d'aménagement du lien entre l'Hôpital d'Ottawa et la station Lac Dow**

**Dossier : ACS2022-PIE-TP-0005**

**Rapport au Commission du transport en commun**

**le 30 mai 2022**

**Soumis le 3 mai 2022 par Jeff McEwen, Directeur par intérim, directeur par  
intérim, Planification des transports, Direction générale de la planification, de  
l'immobilier et du développement économique**

**Personne ressource : Frank McKinney, gestionnaire de programme, Planification  
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planification, de l'immobilier et du développement économique**

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**Quartier : SOMERSET (14), KITCHISSIPPI (15), RIVER (16) / RIVIÈRE (16),  
CAPITAL (17) / CAPITALE (17)**

## REPORT RECOMMENDATION

**That Transportation Committee approve the Statement of Work for the Ottawa Hospital Connection to Dow's Lake Station Environmental Assessment Study, as detailed in the report and Document 1.**

## RECOMMANDATION DU RAPPORT

**Que le Comité des transports approuve l'énoncé des travaux de l'étude d'évaluation environnementale relative au projet d'aménagement du lien entre l'Hôpital d'Ottawa et la station Lac Dow, comme l'expliquent en détail le rapport et le document 1.**

## BACKGROUND

On October 13, 2021, Council approved the Master Site Plan and Lifting of the Holding Provision for the new Ottawa Hospital Civic Campus. A condition of the Master Site Plan requires a pedestrian and cycling connection from the new Ottawa Hospital Civic Campus to Dow's Lake Station on O-Train Line 2. Condition 31, paragraph c, of the Master Site Plan states the following:

### 31. Light Rail Station Integration

c) Prior to occupancy of the main Hospital Building, the Owner acknowledges and agrees to integrate the Carling Light Rail Transit Station (future Dow's LRT Station) into the Master Site Plan and future implementing phases in the following ways:

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

Furthermore, as the Ottawa Hospital is located on federal lands, on November 22, 2021, the National Capital Commission (NCC) granted federal land use approval for the new Ottawa Hospital Civic Campus development. The approval included a condition to connect the Ottawa Hospital to Dow's Lake Station as follows:

“2.3 In collaboration with the City of Ottawa, the Proponent must provide universally accessible, seamless, intuitive and weather-protected connectivity between Dow’s Lake LRT Station and the hospital’s main entrance when it opens in 2028. Grade-separated public access from the LRT station to the south side of Carling Avenue including public access to the street (Carling Avenue) shall also be provided.”

The Ottawa Hospital’s new Civic Campus development will be located on the south side of Carling Avenue, with Dow’s Lake Station being just to the north of Carling Avenue and below grade. The Master Site Plan envisions the connection from Dow’s Lake Station to the hospital site through a parking garage. This parking garage will anchor the public realm and active transportation connections across the site and will include a green roof, rooftop park programming, a publicly accessible park, pedestrian and cycling winding ramp connections to Preston Street and Prince of Wales Drive and a “Highline” pedestrian connection to the hospital campus. The transit connection to the O-Train will address connectivity for all modes of transportation and further promote sustainable commuting options for the public and staff.

Prior to constructing this Hospital-O-Train pedestrian and cycling connection, an Environmental Assessment (EA) study is required in accordance with Ontario’s *EA Act*. The scope of the study is the subject of this report.

## **DISCUSSION**

The EA study will assess a range of reasonable options for the Hospital-O-Train connection. As O-Train Line 2 runs along an open cut under Carling Avenue, options for a below-grade as well as an overpass connection will be reviewed. This connection must also be accessible to the general public and as such, fully unencumbered circulation is needed. Figure 1 is a rendering from the Ottawa Hospital Master Site Plan showing the parking garage with the green roof and programming space, the pedestrian and cycling ramp to street level, the “Highline” pedestrian connection to the campus, and the general location of the connection to Dow’s Lake Station.

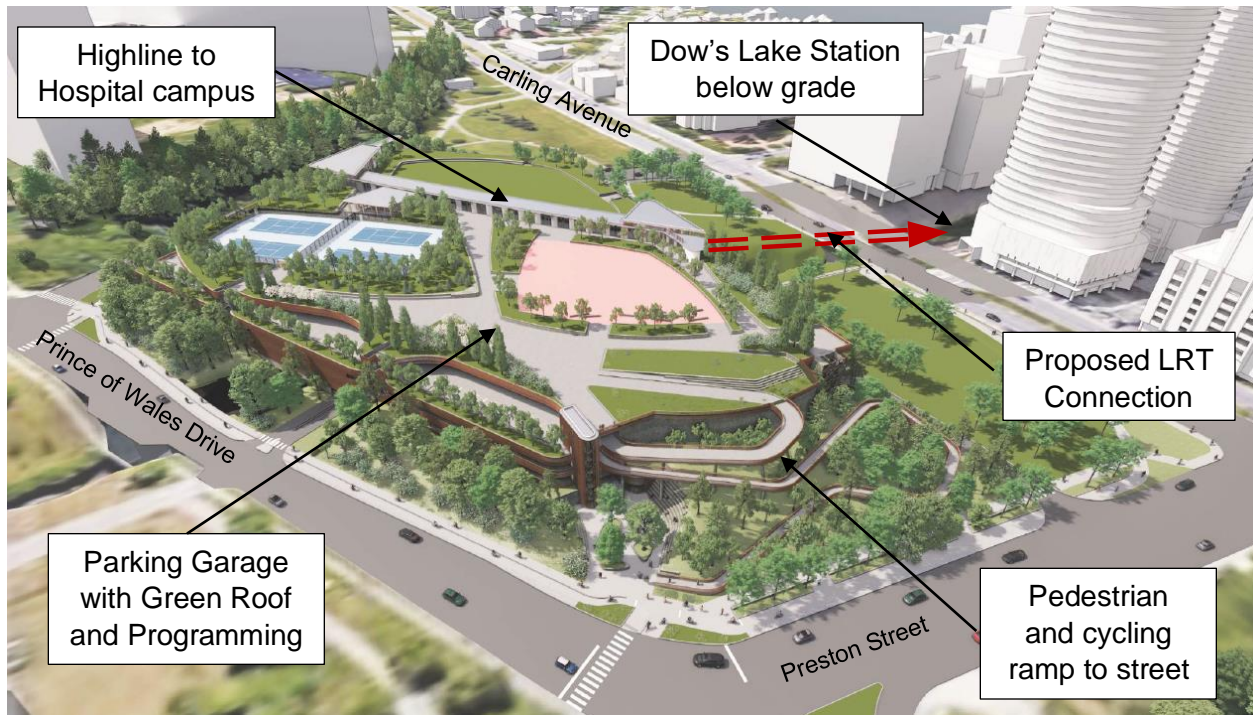


Figure 1: Rendering of Study Area and Context

Key considerations for this EA study are described as follows:

- Dow's Lake Station is on O-Train Line 2, which currently operates on a single track with the platform to the east of the track. In the ultimate and long-term plan, Line 2 will be twinned and expanded to the west of the existing track along with a future southbound platform on that side. As such, the Hospital-O-Train connection needs to consider the ultimate expansion of Line 2 and the future platform arrangement.
- The current Transportation Master Plan (TMP) identifies transit priority measures along Carling Avenue and a preliminary design is underway for these measures. In the vicinity of Dow's Lake Station, these measures include an eastbound median transit priority lane and a westbound curbside transit priority lane. The hospital connection to the eastbound median transit priority lane should also be considered.
- For the longer term, the TMP envisions an at-grade bi-directional median transit facility for Carling Avenue. Therefore, a concept functional design for this facility, along with pedestrian and cycling infrastructure along the corridor needs to be developed in order to protect the right-of-way (ROW) for these facilities, as well as the connection to Dow's Lake Station.

- To reduce throw-away costs, the hospital connection to the Carling Avenue Interim Transit Priority measures noted above for the eastbound median transit priority lane should be designed to match with the long-term median transit facility, if possible.
- Consultation with the Ottawa Hospital to integrate the public access connection with the parking garage will be required.
- The pedestrian and cycling connection will adhere to accessibility standards.
- A geotechnical review of existing conditions is needed including conducting borehole samples if required.

The general scope of work for this EA study involves:

- Developing, assessing, and evaluating alignment options for below grade and overpass and selecting the preferred solution.
- Assessing the environmental impacts and developing mitigation measures for the design of the preferred solution.
- Developing the functional design and identifying property requirements.
- Developing the project capital and operating cost estimates.
- Consultation with technical agencies, Indigenous Peoples, community groups, special interest groups, advisory committees, landowners, business owners, and other stakeholders.
- Documentation.

Details of the Statement of Work outlining the scope, methodology, consultation, and deliverables of the EA study, are summarized in Document 1.

## **FINANCIAL IMPLICATIONS**

Funding for this EA study was included in the Rapid Transit capital forecast and will be requested in Transportation Planning's 2023 budget submission.

## **LEGAL IMPLICATIONS**

There are no legal impediments to approving the recommendation as outlined in this report.

## **COMMENTS BY THE WARD COUNCILLOR**

### **Councillor Brockington provided the following comments:**

“I am aware of the staff report and support the recommendations.

An accessible connection between the Dow’s Lake Station from the north side of Carling Avenue to the Hospital parking garage and commencement of the pathway network to the entrance of the Hospital, on the south side of Carling Avenue, must adhere to the five main themes as identified in the report.

The connection must be (i) direct, (ii) accessible, (iii) weather protected, (iv) provide adequate, secure and highly visible bicycle parking and it must (v) provide adequate wayfinding throughout the site to/from the Trillium Line Station.”

### **Councillor Leiper provided the following comments:**

“I am aware of the report and cannot over-stress the importance of the transit connection to the Hospital to its long-term sustainability. Particularly for the thousands of staff who will work in this facility, it’s critical that they have a transit option that is convenient, safe and attractive. If weather, comfort or safety concerns are such that they dissuade staff from using transit and patients from making their appointments, the local road infrastructure will be insufficient to handle the transportation needs. Getting the transit connection right is of paramount importance, and I am confident the report reflects an approach of keeping all options on the table to accomplish that.”

### **Councillor Menard provided the following comments:**

“I am glad to see that transportation planning for this site—especially transit-planning—is now being considered. It is disappointing that we did not choose to create a better-integrated LRT station with the new Civic campus at Dow’s Lake. Such planning would have been of great service to many of our most vulnerable residents who do not have the privilege of being able to drive to the hospital to seek medical treatment.

Ensuring equitable and fair access to healthcare is the duty of hospitals and elected officials. We must design connections between the front doors of the hospital and LRT station for people using a variety of forms of transportation and mobility aids—from canes and walkers to motorized scooters. We do not want to create conflict or congestion on these routes.

The connections must be comfortable, safe and weather-protected. It will be a significant distance for many to make it from the train or bus to the entrance of the hospital. We should do all we can to protect them from rain, snow, cold and other unpleasant weather.

I am concerned that the parking garage is being presented as a lynch-pin of the active transportation routes. Parking garages are generally not comfortable or safe environments for pedestrians and other vulnerable road users; they are car-centric infrastructure. Perhaps, we will be able to properly integrate active transportation connections with the parking garage, but it would seem we need to start quickly, as the parking garage will be the first stage of construction for the new hospital. We do not want to be forced to try to squeeze these connections into a constructed edifice.”

**Councillor McKenney provided the following comments:**

“The site and design for the hospital and parking garage are too far from a transit station to provide efficient transit or active transportation options for hospital workers, patients, and families. The importance of this link should not have been treated as an afterthought.

Any pathway to the hospital from the transit station must be sufficiently wide for multi-mode active transportation use; must be lit; and must be fully covered and/or winter-maintained.

The active transportation route should connect directly to the hospital, not to the parking garage. Patients should not be expected to navigate through car storage in order to access urgent medical care.”

**ADVISORY COMMITTEE(S) COMMENTS**

Due to the high impact on persons with disabilities, and concerns raised from the community, the City will consult with the Accessibility Advisory Committee as part of this EA. The Ottawa Disability Coalition continues to provide feedback on projects related to The Ottawa Hospital new campus, and members will be welcome to participate as public delegates at this meeting.

The City’s Environmental Stewardship Advisory Committee, and Arts, Culture, Heritage and Recreation Advisory Committee will also be engaged as part of the EA consultation process. Representatives of these Advisory Committees will be invited to participate in the study’s Public Consultation Group.

## CONSULTATION

The EA study will include meetings with key stakeholders through the Agency Consultation Group, Public Consultation Group, and Business Consultation Group. Stakeholders will include Indigenous Peoples, government regulatory agencies, the City's Advisory Committees, community associations, affected landowners, representatives of business groups, and special interest groups. Consultation with the Ottawa Hospital will be required for coordination and integration of the connection with the parking garage.

Consultation with the general public will occur on-line or through open houses, subject to public health guidelines for COVID-19. A dedicated project web page on Ottawa.ca will be established to share study information, study milestones and further opportunities for consultation.

## ACCESSIBILITY IMPACTS

The accessibility of the hospital site and City services surrounding the facility are crucial in nature based on the function and services provided at the facility.

The Hospital-O-Train pedestrian and cycling connection will be designed in accordance with the City's Accessibility Design Standards and the [Integrated Accessibility Standards Regulation \(IASR\)](#) of the [Accessibility for Ontarians with Disabilities Act, 2005, \(AODA\)](#).

The Ottawa Disability Coalition, an organization representing twenty-one member agencies, has expressed concerns with the distance from Dow's Lake Station to the main entrance of the hospital. This EA will include considerations to mitigate these concerns by providing a direct and accessible path of travel, whether below grade or via an overpass. Additionally, the Ottawa Disability Coalition has concerns about the elevation gain from the LRT station to the main entrance. Solutions will be explored as part of the EA and functional design.

As part of the EA, Planning staff will assess options for the Hospital-O-Train pedestrian and cycling connection that are direct, weather protected and accessible. Consultation with the Ottawa Hospital project team includes an accessibility expert (Marnie Peters, of Accessibility Simplified). A staff member from the Accessibility Office will also participate in the EA study.

As per its [Accessibility Policy](#), the City of Ottawa is committed to providing equal treatment to people with disabilities with respect to the use and benefit of City services,



programs and goods in a manner that respects their dignity and that is equitable in relation to the broader public. Further, as per section 1.1.8 of its [Accessibility Design Standards](#), the City of Ottawa recognizes that addressing accessibility issues as early as possible in the planning and design phases of new construction and redevelopment projects is the most practical and cost effective way to ensure accessible and inclusive environments.

The City recognizes its obligations under the Ontario *Human Rights Code*, the *Accessibility for Ontarians with Disabilities Act, 2005*, and City Policy, and is committed to exploring strategies that mitigate accessibility barriers as part of the EA.

### **ASSET MANAGEMENT IMPLICATIONS**

This study is assessing options for new infrastructure to be built. Life cycle costing will be considered at a high level as part of the options analysis. Asset Management is included in the Technical Advisory Committee and will support providing an asset management lens to the study.

### **CLIMATE IMPLICATIONS**

In December 2017, the Ministry of the Environment, Conservation and Parks (formerly Ministry of the Environment and Climate Change) released guidelines titled “Considering Climate Change in the Environmental Assessment Process” which presents the Ministry’s expectations for projects to consider the potential effects of a project on climate change and the potential effects of climate change on a project. As such, climate change mitigation and adaptation will be considered and documented during the evaluation of the Hospital-O-Train connection options and for the recommended plan.

As part of the Climate Change Master Plan, Council approved short, mid and long-term greenhouse gas emission targets to reduce community wide emissions 100 per cent by 2050. This was followed by Council receiving the Energy Evolution strategy, the framework for how Ottawa can achieve these targets. One of the actions identified through the strategy is to achieve the mode share targets for cycling and walking as identified in the 2013 TMP, of which this project will support.

### **ECONOMIC IMPLICATIONS**

There are no economic implications for scoping this EA study.

## **ENVIRONMENTAL IMPLICATIONS**

As required under the *EA Act*, Ontario, the EA study will examine and evaluate the project's effects on the social, cultural, physical, and natural environments within the study area. Appropriate mitigation measures will be developed, and post mitigation environmental impacts will be determined.

## **INDIGENOUS GENDER AND EQUITY IMPLICATIONS**

Consultation with Indigenous People is required and will be carried out in accordance with the *Environmental Assessment Act*, Ontario.

There are no gender and equity implications in this Statement of Work.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk implications for this project scoping report. The EA study will identify any risks associated with the Hospital-O-Train connection, and corresponding mitigation.

## **RURAL IMPLICATIONS**

There are no rural implications as the Hospital-LRT connection is within the urban area.

## **TERM OF COUNCIL PRIORITIES**

The recommendation contained herein aims to support the following priority and outcomes of the City of Ottawa Strategic Plan 2019-2022:

- Integrated Transportation: Enable effective mobility through a sustainable, accessible and connected city transportation system.
  - An integrated transportation network that incorporates all modes of getting around
  - Residents have easy access to their preferred transportation choice
  - Transportation infrastructure investment is sustainable and meets long-term needs

## **SUPPORTING DOCUMENTATION**

Document 1 The Ottawa Hospital Connection to Dow's Lake Station: Environmental Assessment Study – Statement of Work

**DISPOSITION**

Following Transportation Committee's approval of the Statement of Work, staff will request funding for this EA study in the 2023 budget submission. Once funding has been approved by Council for this EA study, staff will initiate the process to retain a consulting firm to assist the City with this Study. A call for proposal will be undertaken with the assistance of Supply Services. Once the consultant has been selected, the study will proceed as described in Document 1.

*Note: A minor correction was made to the report pursuant to the City Clerk's Delegated Authority to correct clerical, spelling, or minor errors of an administrative nature as set out in Schedule C, Subsection 7 of Delegation of Authority By-Law (being By-Law No. 2022-29) to correct Figure 1 on Page 4 of the report, where the text boxes used to reference the subject area were missing the required text.*

## **Document 1 – The Ottawa Hospital Connection to Dow’s Lake Station Environmental Assessment Study – Statement of Work**

### **1.0 Introduction**

The City of Ottawa is the proponent of an Environmental Assessment (EA) Study to develop a pedestrian and cycling connection between the new Ottawa Hospital Civic Campus parking garage to Dow’s Lake Station on O-Train Line 2. The project is subject to the *Ontario Environmental Assessment Act* and the study will be carried out in accordance with the Municipal Class EA Schedule C process. The Statement of Work describes the City’s intentions with respect to the study methodology, public consultation, and deliverables.

### **1.1 Planning Context**

On October 13, 2021, Council approved the Master Site Plan and Lifting of the Holding Provision for The Ottawa Hospital. A condition of the Master Site Plan requires a pedestrian and cycling connection from the Ottawa Hospital to Dow’s Lake Station on O-Train Line 2. Condition 31 paragraph c of the Master Site Plan states the following:

#### **31. Light Rail Station Integration**

c) Prior to occupancy of the main Hospital Building, the Owner acknowledges and agrees to integrate the Carling Light Rail Transit Station (future Dow’s LRT Station) into the Master Site Plan and future implementing phases in the following ways:

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Furthermore, as the Ottawa Hospital is located on federal lands, on November 22, 2021, the National Capital Commission (NCC) granted federal land use approval for the new Ottawa Hospital Civic Campus development. The approval included a condition to connect the Ottawa Hospital to Dow’s Lake Station as follows:

“2.3 In collaboration with the City of Ottawa, the Proponent must provide universally accessible, seamless, intuitive and weather-protected connectivity between Dow’s Lake LRT Station and the hospital’s main entrance when it opens in 2028. Grade-separated public access from the LRT station to the south side of Carling Avenue including public access to the street (Carling Avenue) shall also be provided.”

The Ottawa Hospital’s new Civic Campus development will be located on the south side of Carling Avenue next to Dow’s Lake Station, which is just to the north of Carling Avenue. The Master Site Plan envisions the Dow’s Lake Station connection to the site through a parking garage. This parking garage will anchor the public realm and active transportation connections across the site and will include a green roof, rooftop park programming, a publicly accessible park, pedestrian and cycling winding ramp connections to Preston Street and Prince of Wales Drive and a “highline” pedestrian connection to the hospital campus. The connection between the hospital and the station will address connectivity for all modes of transportation and further promote sustainable commuting options for the public and staff.

This EA study will assess a range of reasonable options for the pedestrian and cycling Hospital-O-Train connection. As the Trillium Line and Dow’s Lake Station runs along an open cut under Carling Avenue, options for a tunnel as well as an overpass connection will be reviewed. This connection also requires full access by the general public and as such, full unencumbered circulation is needed. Figure 1 is a rendering from the Ottawa Hospital Master Plan showing the parking garage with a green roof and programming space, the pedestrian and cycling ramp to street level, the “Highline” pedestrian connection to the campus, and the general location of the connection to Dow’s Lake Station.

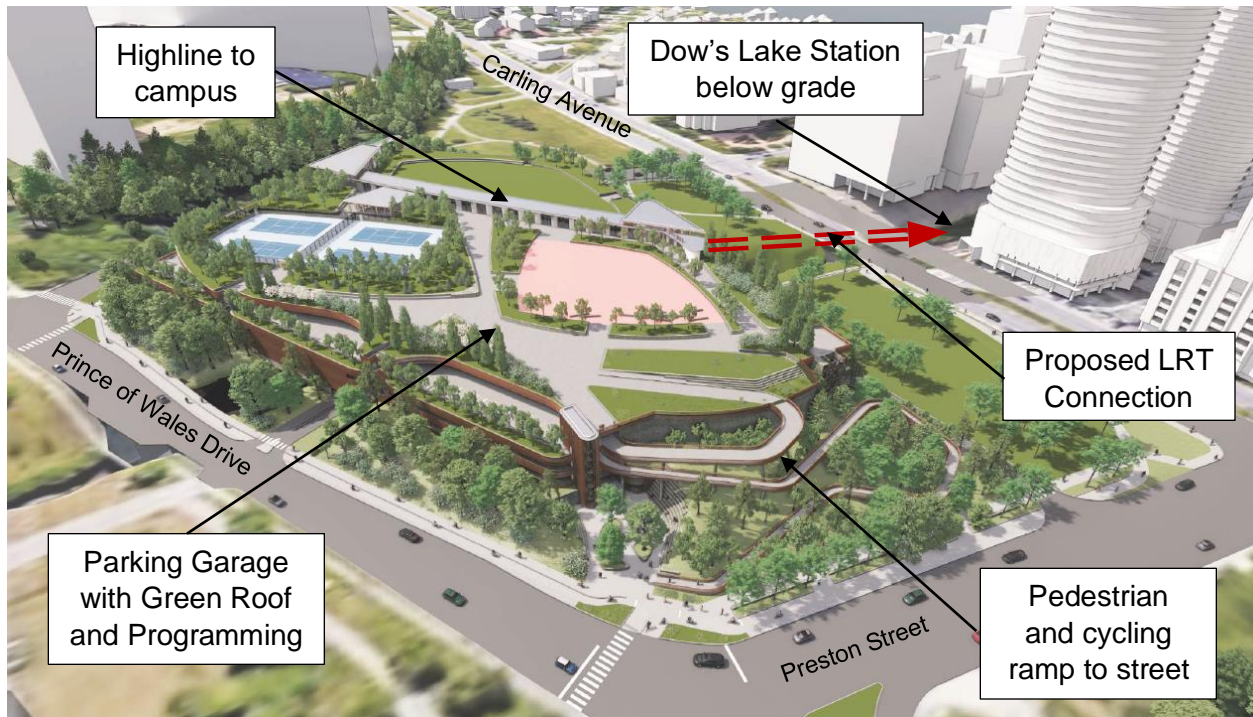


Figure 1: Rendering of Study Area and Context

Key considerations for this EA study are described as follows:

- Dow's Lake Station is on O-Train Line 2, which currently operates on a single track with the platform to the east of the track. In the ultimate and long-term plan, the Line will be twinned and expanded to the west of the existing track along with a future southbound platform on that side. As such, the Hospital-O-Train connection needs to consider the ultimate expansion of the O-Train Line and the future platform arrangement.
- The current Transportation Master Plan (TMP) identifies transit priority measures along Carling Avenue and a preliminary design is underway for these measures. In the vicinity of Dow's Lake Station, these measures include an eastbound median transit priority lane and a westbound curbside transit priority lane. The hospital connection to the eastbound median transit priority lane should also be considered.
- For the longer term, the TMP envisions an at-grade bi-directional median transit facility for Carling Avenue. Therefore, a concept functional design for this facility, along with pedestrian and cycling infrastructure along the corridor needs to be developed in order to protect the right-of-way (ROW) for these facilities, as well as the connection to Dow's Lake Station.

- To reduce throw-away costs, the hospital connection to the Carling Avenue Interim Transit Priority measures noted above for the eastbound median transit priority lane should be designed to match with the long-term median transit facility, if possible.
- Consultation with the Ottawa Hospital to integrate the public access connection with the parking garage will be required.
- The pedestrian and cycling connection will adhere to accessibility standards.
- A geotechnical review of existing conditions is needed including conducting borehole samples if required.

## **2.0 Project Scope**

### 2.1 Study Area

Figure 1 illustrates the general study area context and general connection location.

### 2.2 Timing

The study is expected to be completed within approximately 12 months.

### 2.3 Co-ordination with Other Studies

The EA study will take into consideration any information including previously completed planning studies, analysis and preliminary findings of concurrent on-going transportation studies, as well as development and infrastructure projects that could influence the direction and/or conclusions of the EA study. These include but are not limited to the following:

- Detailed design of the Stage 2 O-Train Extension and the ultimate twinning of O-Train Line 2.
- The Ottawa Hospital Master Site Plan, associated reports and development plans.
- Carling Avenue Reconstruction – Bayswater Avenue to Bronson Avenue Preliminary Design

### **3.0 Planning and Environmental Assessment**

#### **3.1 Environmental Inventory/Existing Conditions**

An inventory of the existing social, economic, physical and natural environments within the study area will be completed. This inventory will consider all available background material and where necessary, will be supplemented through on-site surveys and/or detailed studies. The inventory must be of sufficient detail to enable the analysis of all alternatives (overpass, tunnel) considered in this study.

In general, the inventory will identify and describe those aspects of the environment that could potentially affect, or be affected by, the undertaking. Some of the specific aspects of the environment associated with this project include:

- Adjacent private and public property and the neighbouring community
- Current road, transit, pedestrian, cycling and multi-use pathway corridors/routes
- Natural heritage features, species at risk and species of conservation concern
- Current stormwater drainage patterns
- Greenspace, natural environment areas and water courses
- Detailed subsurface (geotechnical) conditions
- Heritage and archaeological conditions
- Utilities including water, sanitary, hydro, gas, cable, phone, and fibre optic
- Noise, air quality and vibration

The complete inventory will be clearly described and documented within the Environmental Inventory/Existing Conditions Interim Report and the Environmental Study Report (ESR).

#### **3.2 Develop Alternative Alignments and Designs**

The study will identify and examine a reasonable range of alternative alignments for the fully accessible pedestrian and cycling connection, including an overpass and tunnel solutions. Detailed alignment and cross-section design alternatives will be identified based on a consideration of all constraints within the study area, input from City staff,



key stakeholders, consultation groups, and the public. All proposed designs will include associated modifications to existing road crossings and connections as required.

The various alternative alignments and design will consider:

- Protection for the Ultimate Carling Avenue median transit facility and platforms at Dow's Lake Station
- Pedestrian and cycling connection between the Carling Avenue transit facilities and Dow's Lake Station
- Protection for the ultimate twinning of O-Train Line 2 and expansion of Dow's Lake Station
- Landscaping and urban design features
- Geotechnical considerations
- Grade separations and structural general arrangements
- Utility location and relocations
- Stormwater management
- Constructability
- Safety and security
- Capital and operating costs

Additional field investigations, surveys, test pits and boreholes to document the scope and potential impact of the design alternatives will be undertaken as necessary.

Alignment alternatives will consider horizontal plans and vertical profiles.

### 3.3 Evaluation Criteria and Evaluation Process

The evaluation criteria and methodology will be developed. The inventory of existing conditions will define the scope of impacts on the environment that will need to be examined to determine the preferred alignment.

The potential effects of each alternative alignment on the environment will be thoroughly evaluated. Mitigation measures and associated implications, such as cost of mitigation, are to be identified and considered in the evaluation process. The study will clearly

identify the initial effects of each alternative alignment as well as the net post-mitigation effects and enhancement opportunities using quantifiable indicators and measures wherever possible. To ensure that all effects are appropriately evaluated, the following issues will be addressed under a broad range of evaluation criteria and are not limited to:

- Transportation Service and Existing Infrastructure:
  - Impact on the existing and future road, transit, pedestrian and cycling networks; and
  - Impact on utilities and existing infrastructure
- Natural Environment:
  - Impact on lands of natural significance, greenspace and water courses
  - Impact on groundwater and stormwater drainage
  - Impact on contaminated lands
  - Climate change impacts
- Social Environment:
  - Impact on adjacent land uses
  - Impact on air quality, noise and vibration levels
  - Impact on cultural heritage value and archaeological potential
  - Urban design including landscape and streetscape plans
- Economic Environment:
  - Capital and operating costs

### 3.4 Recommended Plan

Following the evaluation of alternative alignments and after determining all necessary mitigation measures to minimize the adverse impacts of the project, a recommended plan will be developed. A sufficient level of detail is required to produce a functional design that is adequate for submissions for project approval and to establish a complete project scope, budget, and implementation schedule.

This recommended plan will include but is not limited to:

- Detailed written description of the undertaking including the design parameters
- Functional design drawings (1:500 scale, plan and profile) for the preferred alignment with geo-referenced horizontal alignment, vertical profile, grading, drainage, and property envelope
- Cross-section drawings for typical sections as well as critical areas
- Landscape and urban design plans
- Stormwater management requirements
- Property needs/acquisition plan
- Infrastructure implementation/staging plan such as municipal servicing, utility coordination, compatibility with railway operations, rehabilitation of roads, etc.
- Potential mitigation measures with a commitment to compliance monitoring during project implementation, as required
- Project budget in a work breakdown structure (WBS) format; and following the Council approved Project Delivery Review and Cost Estimating process

The recommended plan, including mitigation measures, will clearly identify and set out the requirements and timing for all subsequent approvals required to proceed with construction of the project. This plan will be presented to Transportation Committee and Council for approval.

#### **4.0 Project Deliverables**

The key deliverables for the study include:

- Draft and Final Ontario Environmental Study Report
- Environmental Inventory/Existing Conditions Report
- Comprehensive evaluation of alternative alignments and designs
- Recommended plan of the Ottawa Hospital connection to Dow's Lake Station and Carling Avenue transit facilities for both the interim transit priority measures and the long-term facility

- Project capital and operating cost estimate, including project budget, in WBS format
- Geotechnical report
- Consultation summary report for each round of consultation
- Written and graphical content for all public notices related to the study
- Open house and consultation group presentation display boards, videos, and information materials, handouts, signage, notifications, etc – all in AODA compliance format
- Project web page information
- Functional design drawings (1:500 scale) of the recommended plan, including plans and profiles for recommended alignments, elevation drawings, structure general arrangement drawings, utility relocation details, stormwater management plans, landscape design plans, supporting infrastructure and property requirement plans
- Property needs and a plan clearly illustrating the right-of-way acquisition requirements and temporary easements required for construction
- Potential mitigation measures with a commitment to compliance monitoring during project implementation, as required
- Implementation plan, which will identify all future approval requirements including those for property acquisitions and temporary construction easements and other property related matters

#### 4.1 Environmental Study Report

An Environmental Study Report (ESR) will be prepared to document the entire study process including consultation, the development and evaluation of alternatives, the recommended design and any appropriate mitigation plans, amending procedure, costing, implementation and staging plan, and commitments to future action, including external approvals known to be required, and Council's decisions pertaining to the study recommendations.

The final ESR will be prepared and placed on public record for a minimum 30-day review period. The consultant is expected to provide the final ESR in AODA compliance

format and provide assistance in responding to comments during the review period and until completion of the EA Study. A File Transfer Protocol site for the public to access and download the ESR will be made available during the 30-day review period.

## **5.0 Costing**

Developing an accurate project cost is an essential component of this study as it will contribute to the City's short- and long-range capital budget forecasting and development charges strategy. The project cost will be developed using a WBS format in current dollars, and include contingency allowances, as well as costs of detouring during construction. The project costing will follow the Council-approved Project Delivery Review and Cost Estimating process.

## **6.0 Consultation**

Consultation will involve key stakeholders, City Advisory Committees, community and special interest groups, property owners, businesses, approval agencies, and Indigenous Peoples. Early in the study process, community groups will be identified through consultation with Ward Councillors.

The consultation strategy will consist of meetings with key stakeholders through an Agency Consultation Group (ACG), a Business Consultation Group (BCG) and Public Consultation Group (PCG), and the general public through open houses. A minimum of two meetings with each consultation group will be held during the course of the study. The membership, roles and responsibilities of each consultation group will be defined prior to meetings taking place. Specific aspects of the consultation program are summarized below.

### **6.1 Agency Consultation Group**

An ACG will be formed to address the full range of technical issues and to comment on all special studies required to fully assess the various alternatives. The ACG will also ensure that the City is following the procedures, legislation and addressing appropriate policies. Members will include representatives primarily from government agencies and approval bodies.

The ACG will meet at key stages throughout the study. Direct one-on-one consultation with specific agencies may be necessary as specific issues arise during the course of the study.

## 6.2 Business Consultation Group

A BCG will be formed to enable landowners, business owners and developers along the corridor to inform and provide input to the study and advise on local economic and business issues and concerns.

## 6.3 Public Consultation Group

A PCG will be formed to enable community associations, special interest groups and the City's Advisory Committees to provide direct input to the study regarding local issues and community concerns.

## 6.4 Individual Stakeholder Meetings

Individual stakeholder meetings will be held for property owners directly affected by the project including the Ottawa Hospital and developers.

## 6.5 Indigenous People

The Ministry of Indigenous Relations and Reconciliation, and Indigenous and Northern Affairs Canada will be contacted to review any Indigenous People issues or ongoing claims within the study area. Recognizing the federal role in this regard, the study will ensure appropriate coordination with federal authorities pursuant to the federal guidelines on "Aboriginal Consultation and Accommodation (March 2011 update)." In addition, the Ontario Ministry of the Environment, Conservation and Parks will be asked for a list of Indigenous Peoples that should be consulted on this project. Direct consultation with affected Indigenous People will also be carried out as appropriate.

## 6.6 Notifications

The public and stakeholders will be notified of the EA Study commencement, all public open houses, and during the 30-day public review period of the Notice of Completion. Notices will be sent out at appropriate stages in the Study, and each announcement will take the following forms:

- Advertisements in local newspapers (Ottawa Citizen, Le Droit), in community newspapers if available, and through social media
- A project web site on the City's web portal
- Electronic mailout to the project mailing list

## 6.7 Public Open Houses

A minimum of two open houses will be held for the study team to present and obtain feedback on:

- Existing conditions of the study area
- Alternative alignments of the connection and designs
- Evaluation of the alternatives and selection of the preferred alignment
- Functional design of the recommended plan
- Environmental impacts and mitigation measure

Bilingual consultation with the general public will occur on-line and/or in-person through open houses, subject to public health guidelines for COVID-19. Bilingual technical staff will be present during public events and the material presented will be in both official languages.

## 6.8 Project Master Mailing List

A Master Mailing List for the project will be established and updated throughout the course of the project, with input from open house attendance, general enquires, e-mails and other forms of contact.

## 6.9 Project Web Page

A Project Information Web Page will be established for this Study on the City's website. The purpose of the web page will be to inform the public of the progress and findings of the study and upcoming meetings or activities, and to provide a point of access for public consultation and feedback. The web information will conform to the *Accessibility for Ontarians with Disabilities Act*.

To assist in providing information to the public, a Frequently Asked Questions (FAQ) will be prepared and posted to provide answers to common questions raised during the study. The FAQ document will be developed early in the study process and updated before each public open house event.

## 6.10 Transportation Committee and Council Meetings

The final study recommendations will be presented to Transportation Committee and Council for approval.