



CANADA LANDS COMPANY
SOCIÉTÉ IMMOBILIÈRE DU CANADA

Canada Lands Company (CLC) Limited

**COMMUNITY DESIGN PLAN (CDP)
TERMS OF REFERENCE**

Draft

August 21, 2006

**Rockcliffe Redevelopment
Ottawa, Ontario**



A. INTRODUCTION

The Canada Lands Company (CLC) Limited (“CLC”) has received government approval to acquire the former CFB Rockcliffe (“the Rockcliffe site”), a 125 ha (310 acre) parcel of land centrally located in Ward 13 (Rideau/Rockcliffe) in the City of Ottawa (See Schedule A). This property is the largest vacant infill/redevelopment property left inside the Greenbelt and represents a tremendous community building opportunity. The property features dramatic views over the Ottawa River and Gatineau Hills and thousands of mature trees, all situated within sight of the Peace Tower on Parliament Hill. The site represents a unique opportunity to help shape Ottawa’s urban landscape for the 21st century.

CLC will prepare a Community Design Plan (CDP) for the property in accordance with the City of Ottawa Official Plan (OP). This CDP will establish the planning basis for the implementation of the project, including the subsequent design and approvals of associated Plan(s) of Subdivision and Zoning By-law Amendment(s) for the redevelopment of the lands. The purpose of this document is to set out the Terms of Reference that will guide the completion of the CDP.

The study area for the CDP includes the entire 125 ha site, including a 10.1 ha (25 acre) parcel located in its northwest corner which will be owned by the National Capital Commission (NCC) for a future federal institution. In addition, the area of study will consider adjoining lands and communities as necessary to ensure an understanding of the various planning influences and implications. At the broadest scale, the area of study will include communities bounded by the Rideau and Ottawa Rivers, Greens Creek, Hwy 417 and Ottawa Road 174.

B. BACKGROUND

CLC is an award winning non-agent Crown Corporation that has successfully redeveloped other former military base lands in Calgary, Edmonton and Chilliwack, adopting innovative best practices in new urban design. CLC has also devoted significant time and resources in commemorating the military legacy on these properties. While the Rockcliffe site presents another opportunity to repeat such successful developments, there has already been significant public debate to suggest that this site should be something more than a new urban residential development.

Planning Context - General

Canada’s success on the world stage is dependent on the ability of its cities to compete worldwide in attracting and retaining talent. While indicators of human development



look at issues of level of education, health and life expectancy, the solutions to investing in human capital are not simply to build better educational and health facilities, but to create communities that are diverse, dynamic and environmentally healthy, thereby attracting the best and the brightest, or encouraging those that we have to stay here.

It is also evident that sustainable urban development is becoming an increasingly important topic in the development of our cities. CLC has a wide experience in this area in terms of best practices in urban design, as witnessed by our redevelopment of other military bases and by such excellent examples as its Benny Farm project in Montreal and the former CN Shops in Moncton, N.B. We believe that Rockcliffe provides an opportunity to showcase best practices in sustainable development.

Planning Context – Municipal

The City of Ottawa approved its new OP in April 2003. The Plan designates the Rockcliffe site as a “Developing Community”. This new designation is applied to sites “that are either mainly undeveloped or substantially undeveloped and that will undergo comprehensive redevelopment in the future.” The Rockcliffe site is the only “Developing Community” located inside the Greenbelt. The municipal objective for these lands is to develop a sustainable community that offers “a full range of choice in housing, commercial, institutional and leisure activities within a development pattern that prioritizes walking, cycling and transit over the automobile.” Development is to proceed by way of a CDP, which is, essentially, a secondary planning exercise. CDPs are planning documents to be adopted by City Council and are intended to be prepared with substantial opportunities for stakeholder involvement.

Planning Context – Federal

The Rockcliffe site is bounded by National Capital Commission (NCC) lands on the North and East. As such, and as a condition of transfer of the site to CLC by the Federal government, CLC must obtain federal land use and design approval from the NCC. While this is a separate process, CLC will seek full coordination between the CDP and NCC processes in order to ensure that a proposal acceptable to both approval authorities can be developed.

C. PLANNING OBJECTIVES

While the vision has yet to be confirmed for the Rockcliffe Redevelopment, the CDP exercise and resulting plan is anticipated to fulfill six (6) fundamental planning objectives. These are set out below.

1. Model of Urban Sustainability



CLC believes that Rockcliffe can be a showcase for the application and research of sustainable development practices to community building. In order to create a world-class sustainable community, CLC will work with the City of Ottawa, federal departments and other agencies with a stake in sustainable development, the most innovative minds in the field of sustainable development that CLC can bring to the project, as well as representatives of the local community and area builders.

2. Exemplary Design

CLC is committed to utilizing the most modern and provocative approaches to urban design to establish the physical structure of the new Rockcliffe community. This may build on elements of new urbanist and transit oriented design themes, for example. The use of creative development standards for public infrastructure will be pursued to help create a unique community identity.

3. Create an Inclusive Community

The plan will seek to optimize benefits for the community by creating well designed and pleasant streetscapes, public spaces and parks, provide opportunities to locate public and cultural institutions, attract existing employees of adjacent workplaces to become new residents, provide opportunities for employment on the site and provide a wide range of residences and commercial facilities to allow people of all socio-economic and cultural backgrounds to live, work and play.

4. Economic Viability

The plan will of necessity be economically viable to implement, not just initially but over the long term. This means that a variety of development opportunities will need to be brought to the market place at a range of levels of affordability. Supporting infrastructure will need to be cost-effective to build, manage, and replace over the complete life cycle. The cost of new infrastructure as well as the intended high quality of the public realm can only be financed through the successful development of the private realm.

5. Implementation Strategy

As the redevelopment of the property will be incremental, it is important that an implementation strategy be created to ensure that all development adheres to the vision. Strong planning tools will be developed to create an assurance of plan implementation, including detailed and exacting design and building controls.

6. Collaborative Community Planning

The planning process will embrace community and agency involvement. CLC will take extraordinary efforts to ensure that community views are understood and to conduct planning in an open and consultative process. Opportunities for information sharing, mutual learning and consensus-building will be sought. Advisory committees, public open houses, workshops, individual meetings, and the use of a project web site will be among the tools used to garner this involvement.



D. WORK PROGRAM AND TIMING

The proposed work program will lead to City Council approval of a CDP that meets the requirements of Section 2.5.6 of the OP, as amended by Official Plan Amendment 28 (OPA 28). The work is divided into 4 major phases, summarized as follows:

TASK	SCHEDULE
<p>1. <u>Project Start Up</u></p> <ul style="list-style-type: none">➤ Project Initiation meeting and site tour➤ Review of background information➤ Plan and implementation of a public consultation program➤ Development of Work Programs, schedule and budgets for involved disciplines➤ Initial Open House – June 27, 28 2006 – Review of Existing Information, Site Tours, Opportunity to Voice Goals, Objectives, Issues, Concerns and Values <p>Deliverable – Work programs, schedule and budget, contract confirmations, familiarization with the site, initial input from public</p>	April to June 2006
<p>2. <u>Background Investigation and Goal Definition</u></p> <ul style="list-style-type: none">➤ Planning context analysis, policy review➤ Transportation Overview, including existing road network opportunities and constraints; pedestrian, cycling and transit mobility requirements and opportunities, transportation system integration with adjacent communities, and status of potentially impacting studies including the Montreal Road Corridor Light Rapid Transit and the Interprovincial Bridge Study Environmental Assessments Study<ul style="list-style-type: none">➤ Review of existing employment and demographic information for the larger study area➤ Review of potential redevelopment sites within the larger study area➤ Municipal infrastructure review, including water, wastewater, storm water, and utility serviceability and implications➤ Natural and cultural resources review➤ Market overview – including affordable housing review with agencies and interest groups	May to October 2006



- Buildings and structures inventory
- Preliminary geotechnical and environmental site assessment studies
- Review of precedents (e.g. CLC projects, SD communities)
- Sustainable development review – scope, ways and means, opportunities to pursue, potential targets
- Design analysis
- Confirmation/integration of planning and EA approval requirements that may apply
- Client/Team Design Workshops
- Draft Vision Guiding Principles (including (goals) targets, objectives, sustainable development criteria, and environmental assessment criteria)
- Public review and consultation on Draft Vision, Goals and Objectives (TAC, PAC, Open House, Web Site)

Deliverable – Opportunities and constraints analysis, initial public input on Draft Vision, Guiding Principles, Goals and Objectives

3. Community Design Plan – Demonstrations

- Develop site themes and concepts:
 - General location of land uses, vehicle access points and on-site road/transit system integration and circulation
 - Land use mix and yields
 - Pedestrian, cycling, transit, and vehicular connectivity
 - Traffic generation comparisons and related road capacity requirements and impacts
 - Compatibility with other ongoing City/NCC transportation infrastructure studies
 - Preliminary analysis of transportation impacts and site servicing requirements and impacts of site themes and concepts
 - General densities and interrelationships
 - Different place reinforcing ideas and design principles - combination of natural and man-made elements
 - Public facilities/realm including street cross-sections
 - Natural and open space systems
 - Infrastructure services and facilities, energy sources and distribution
 - Costs of hard and soft services, gross financial returns analysis
 - Design implementation/control options

July 2006 to January 2007

(Note: This Phase overlaps with Phase 2 – initial thinking on land use concepts will be elaborated and presented concurrent with Phase 2 background work)



<p>➤ Public review and consultation on demonstration plans (TAC, PAC, Open House, Web Site)</p> <p>Deliverable – Demonstration plans, public review and input</p>	
<p>4. <u>Community Design Plan</u></p> <p>➤ Preparation of draft CDP, including:</p> <ul style="list-style-type: none">○ Land use plan, population, employment and space targets○ Housing typologies, mix, affordable housing targets and strategies○ Open space/public realm plan○ Urban design guidelines○ Architectural and Site Plan Control guidelines○ Transportation Plan, including a Transportation Impact Study (TIS) which addresses all travel modes, with assessment of the on-site, off-site, and area-wide traffic implications and recommended mitigating measures○ Infrastructure Servicing Plan, including storm water management solutions○ Integrated environmental review including mitigating measures○ Rationale for alternative design standards for public infrastructure, including preliminary road cross-sections○ Costs of hard and soft services○ Economic viability analysis○ Implementation and Phasing strategy <p>➤ Public review and consultation on Draft CDP (TAC, PAC, Open House, Web Site)</p> <p>➤ Final Community Design Plan</p> <p>➤ Federal land use and design approval by the NCC</p> <p>➤ Review and Approval by City Council</p> <p>Deliverable – Draft and Final Community Design Plan</p>	<p>January to December 2007</p>

Following the approval of the CDP by City of Ottawa Council, the project will proceed to project implementation including pursuit of approvals of a Plan of Subdivision and Zoning By-Law Amendment. As the lands are already designated as “Developing Community”, an Official Plan Amendment is not required to facilitate development.



The proposed study process and subsequent implementation steps are also intended to fulfill provincial and federal environmental assessment (EA) requirements that may apply to all supporting infrastructure. These include the requirements of the Municipal Class EA process, as well as federal EA processes that may be triggered.

At the commencement of the project, the precise EA requirements and processes are not defined, since those requirements will be determined once an understanding of the range, type and location of supporting infrastructure solutions emerges. It is recognized, however, that the site is fully serviced with existing water and wastewater services not requiring off-site extension. The scale of infrastructure requiring EA approvals is expected to be minimal and primarily related to transportation, including the possibility of a new collector road through the site which would likely be a Schedule C project under the Municipal Class EA. On-site storm water management ponds, if required, would likely be Class B projects. Notwithstanding, all work program tasks will be completed in the context that EA approvals may apply, including the need to address cumulative impacts where required. Statutory public notices will be issued where required.

E. PUBLIC AND AGENCY INVOLVEMENT

The Work Program will be carried out in an open and collaborative process with multiple opportunities for public and agency involvement. As pillars of this process, a Public Advisory Committee (PAC) and Technical Advisory Committee (TAC) will be established. These advisory committees are intended to ensure orderly and frequent structured input on the plan from a wide range of interests. The role and structure of these committees is provided in Schedule B.

In addition to the advisory committees, public open houses will be held at key junctures. These will form important consultation opportunities for the public at-large. While the PAC will be comprised of a diverse cross-section of community interests, it is recognized that other residents, businesses and individual landowners may wish to provide input to the CDP process and these public open houses will provide opportunities for that input. Open houses are planned at or leading to the conclusion of each of the four (4) major phases of work.

In addition, CLC will host a wide range of meetings, issue days, work shops, etc. on an issues basis as the study progresses. Candidate topics for these discussions include transportation options, affordable housing, sustainable development initiatives, alternative municipal infrastructure, etc. Government review agencies not represented on the TAC will have the opportunity to be involved in the study process, and will be circulated the draft CDP documentation for technical review. Furthermore, a project web-site will be maintained by CLC, found by link from the CLC home page at www.clc.ca.



From study initiation through to project implementation, the public involvement process is intended to fulfill and exceed the requirements of the range of municipal planning and provincial or federal environmental assessment processes that may apply.

F. PROJECT TEAM

The Project Team will consist of CLC, their prime consultants, and supporting consultants. The CLC project manager will be:

Rick Hughes
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The prime consultant is a team comprised of Bruce Kuwabara of Kuwabara Payne McKenna Blumberg Architects, Ken Greenberg of Greenberg Consultants Inc., Greg Smallenberg of Phillips, Farevaag, Smallenberg Inc., and Barry Padolsky of Barry Padolsky Associates Inc. Architects. Barry will be the day to day contact for the consulting team and his contact information is:

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In addition, CLC has retained the following supporting consultants: Delcan for transportation planning/engineering and municipal planning; IBI Group for municipal servicing and engineering; Halsall Associates Ltd. for sustainability practices, and Niblett Environmental Associates for ecological services. Other consultants will also be retained as required to augment the Project Team.

G. CONCLUSION



The Rockcliffe Redevelopment project presents a tremendous opportunity for Canada Lands Company, local residents and the City of Ottawa to create an innovative new community which will in time become a showcase for sustainable development in community building and play a significant role in achieving the objectives for city building set out in Ottawa's official plan. CLC will consult extensively, and will work in partnership with the City, agencies, local residents and interest groups in preparing this Plan. CLC will follow through with project implementation measures to ensure exemplary design and private investment opportunities that will result in a leading edge new community in the Nation's Capital.

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SCHEDULE A – THE PROPERTY





SCHEDULE B – ADVISORY COMMITTEES

Technical Advisory Committee

A Technical Advisory Committee (TAC) will be created to provide an opportunity for staff of government agencies and institutions to be involved in the project and to seek/provide ongoing input on primarily technical matters. The committee will include representation from various City of Ottawa departments, public utilities, major land owners in the area, key provincial government authorities, as well as the National Capital Commission (NCC) and other federal agencies.

The role of the TAC will be: to identify planning and design issues early on in the study process to ensure they are addressed in a timely manner; to provide direction and guidance on all technical matters influencing the project; to assist in the evaluation of plans; to review and comment on all technical reports provided during the course of the study; and to represent the varied interests of their particular agency, organization or government department.

The level of participation may vary depending on the role of the TAC representative. For example, some representatives may not wish to attend meetings at the initial steps but would be more involved in the details of the plans as they became more refined. The level of participation will be at the discretion of the agency/representative. Meeting agendas will be distributed in advance to assist in determining if attendance/participation is required.

The TAC will meet with the project Team on a regular basis to review work-to-date and provide comment/direction on study activities, as appropriate. Draft reports or updates will be made available to the TAC to facilitate understanding and to enable the Committee to provide meaningful feedback. The TAC will also address the full range of technical issues and comment on the special studies required to complete the CDP and Environmental Assessment requirements. Details regarding the roles and responsibilities of the TAC are outlined below.

The TAC Members will:

- represent the interests of their organization/agency/department;
- attend TAC meetings;
- participate in the process by providing technical input and advice;
- work towards a consensus for actions and approvals; and
- share information with others in the organization/agency/department they represent.

The TAC will be administered in the following manner:

- The TAC will be chaired by a member of the Project Team;



- Meetings will be convened by the Project Team as required;
- The Project Team will be responsible for ensuring adequate notification to members of upcoming meetings, meeting agendas, the dissemination of information, and provision of a venue;
- Materials and draft reports will be provided by the Project Team to all TAC members in advance of scheduled meetings;
- As the TAC is an advisory body, mechanisms for decision-making are not required. Diversity of views will be encouraged, and where views of the individuals forming the TAC vary, these divergent views will be reflected in meeting notes;
- Meeting Notes will be prepared by the Project Team and circulated for review and comment following each meeting.

Public Advisory Committee

The varied interests of the surrounding communities will be represented on the Public Advisory Committee (PAC). The committee will include representation from various area community associations and special interest groups.

The PAC will meet with members of the Project Team on a regular basis to:

- identify community issues early in the CDP process;
- review technical analyses;
- provide direct input to the establishment of the vision and guiding principles of the CDP;
- work collaboratively with the Project Team in the review of land use plans; and,
- provide meaningful feedback on all study activities and work-in-progress.

The format of the PAC meetings will vary based on the specific activities associated with each step of the Work Plan. The PAC Members will:

- represent the interests of local residents, community associations and business associations and interest groups;
- attend PAC meetings;
- participate in the review of plans by offering advice, expressing opinions, and providing local knowledge;
- disseminate information to the association/organization they represent; and,
- become informed and involved in the process.

The PAC will be administered in the following manner:

- The PAC will be chaired by a non-partisan individual from the larger community;
- The Project Team will be responsible for ensuring adequate notification to members of upcoming meetings, meeting agendas, and the overall conduct of meetings;



- As the PAC is an advisory body, mechanisms for decision-making are not required. Diversity of views will be encouraged, and where views of the individuals forming the PAC vary, these divergent views will be reflected in meeting notes;
- The meeting notes will be prepared by the Project Team and circulated for review and comment following each meeting; and,
- Materials and draft reports will be provided to all PAC members in advance of scheduled meetings

Meetings of TAC and PAC will not be open to the public. The general public will have opportunities for involvement primarily through attending Public Open Houses and monitoring study progress via the project web-site.

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