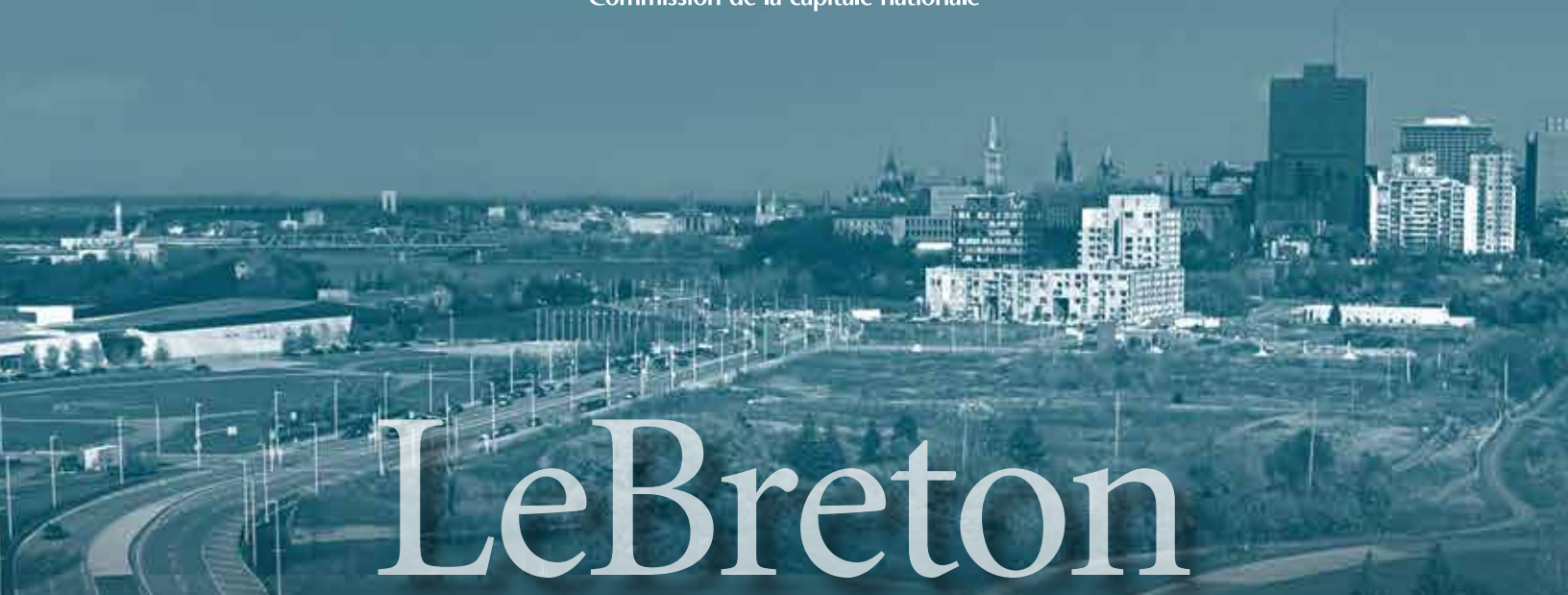
National Capital Commission
Commission de la capitale nationale



LeBreton

REDEVELOPMENT OF LeBreton Flats | RÉAMÉNAGEMENT DES plaines LeBreton

Public Consultation on the Redevelopment of LeBreton Flats

FINAL REPORT

APRIL 28, 2016

Canada

Public Consultation: Redevelopment of LeBreton Flats

I — Description

Background

LeBreton Flats occupies one of the most beautiful sites in Canada's Capital, and making it a world-class destination is a priority for the National Capital Commission (NCC). The recent remediation of contaminated soils, the added accessibility provided by the upcoming light rail transit (a station will be located south of the site) and the upcoming new urban development have set the stage for the NCC to embark on the next development phase of the site.

Therefore, in 2014 the NCC initiated the Request for Qualifications (RFQ) process for the redevelopment of LeBreton Flats. Four proponents were then qualified for the Request for Proposals (RFP) phase of the project.

Following the deadline for submissions of proposals for the redevelopment of LeBreton Flats on December 15th, the NCC announced that two proponents, Devcore Canderel and DLS Group and RendezVous LeBreton Group, had submitted proposals.

The proposals will be assessed by an evaluation committee, which is composed of selected individuals from the NCC and the private sector. Based on the evaluation criteria identified in the RFP document, the evaluation committee is to recommend the preferred proponent(s) to the NCC's Board of Directors.

In addition, the NCC has hired P1-Consulting, an independent, third-party fairness monitoring firm, to observe the entire request for proposal process, in order to ensure the fairness of the process for both the NCC and the proponents. The fairness monitors are involved at every step of the solicitation process, and provide advice when required.

Objectives

The objectives of the public consultation were twofold:

- To receive input from the public and stakeholders on each of the proponent's designs for the redevelopment of LeBreton Flats. These comments will inform the evaluation committee's assessment;
- To give the opportunity to the proponents to showcase their projects, obtain feedback, and interact directly with the public.

Consultation Overview

The NCC held a public consultation to present both proponents' proposals from January 26 to February 8, 2016.

To begin the consultation, the NCC held two public consultation events on January 26 and 27, 2016, which included an **open house, presentation and question and answer session.** Members of the public could participate in person, by attending the public consultation at the Canadian War Museum or online by viewing the live webcast of the presentation and question and answer session. Questions from the public were submitted in-person or online through social media channels.

An **online consultation** was conducted to gather public feedback on each of the proponent's proposals from January 26, 2016 at 4 pm to February 8, 11:59 pm.

II – Consultation Process

In-Person Public Consultation

The public was invited to attend an in-person public consultation held at the Canadian War Museum (1 Vimy Place, Ottawa, Ontario).

Date and format:

Tuesday, January 26, 2016

Open House: 4 pm to 9:30 pm

Presentations: 6 pm

Questions and Answers: 7:20 pm

and

Wednesday, January 27, 2016

Open House: 8 am to 9:30 pm

Presentations: 6 pm

Questions and Answers: 7:20 pm

Description:

More than 3,000 people attended the open house and presentations or viewed the webcast.

First Nations Engagement

Two information sessions were held with members of the Algonquin First Nations communities on January 26, 2016 and February 5, 2016. As this is a separate consultation process, it will be reported upon distinctly of the public consultation process.

Elected Officials Presentation

A presentation was held under embargo on January 26, 2016 at the Canadian War Museum with close to 50 elected officials and their representatives.

Online Consultation Survey

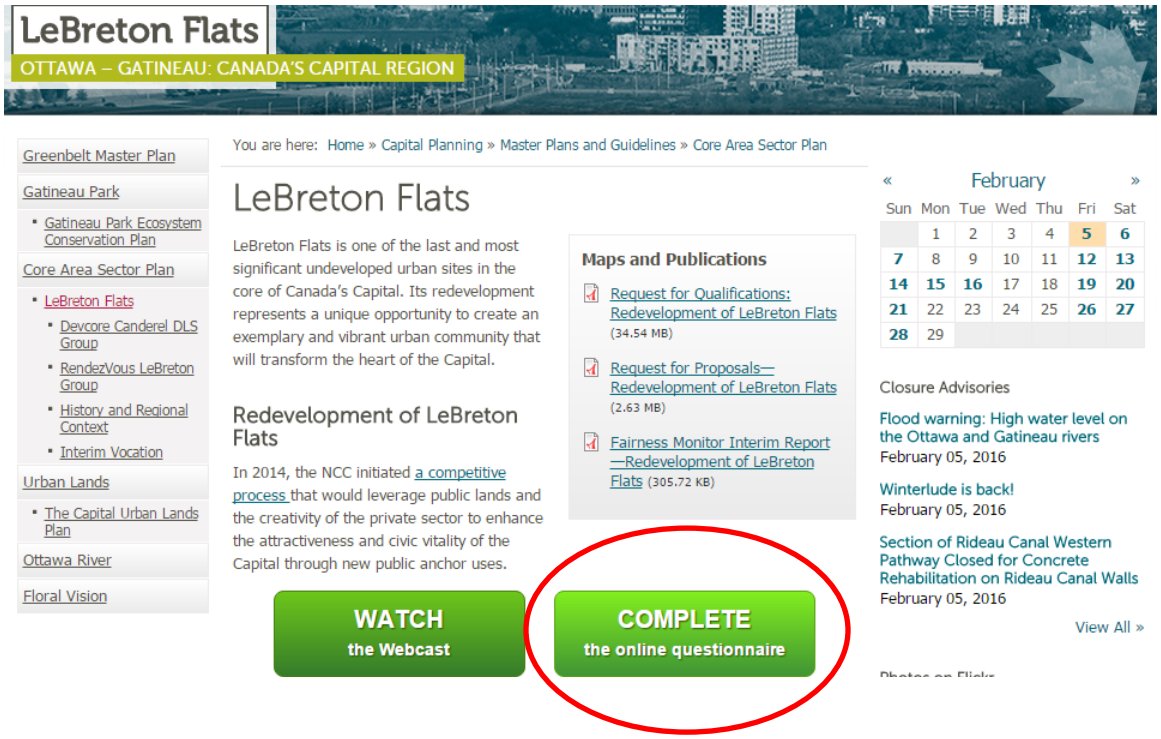
Date and Time: January 26, 2016 at 4pm (EST) to February 8, 2016 at 11:59pm (EST)

Methodology: The online survey was conducted by Environics Research Group, using the online survey platform *Confirmit*. The survey included nine (9) questions in total: two closed-questions which collected information on postal code and how respondents found out about the survey; the remaining seven questions were open-ended. The survey was available in both French and English.

Access to the survey was provided through the following channels:

- Pre-programmed onto iPads (6) which were made available to participants at the in-person sessions at the Canadian War Museum on January 26 and 27, 2016;
- Through the use of a QR code and/or URL, provided on post-cards to participants at the in-person sessions on January 26 and 27, 2016;
- Paper copies of the survey were also available at the in-person sessions. Once completed and submitted to NCC representatives, the data was input through the open survey link on the NCC LeBreton Flats project website;
- An open-link to the survey was provided through the NCC LeBreton Flats project website (http://ncclebretonconsultationccnlebreton.environics.ca/).

Example of Survey Link on the NCC's LeBreton Flats Project Website



In total, 7,939 surveys were completed during the fielding period through the various channels.

Completed surveys came primarily from the National Capital Region (NCR), with the balance from outside the region and across the country:

	Completed surveys	Percentage
Outside NCR	1443	18%
NCR	6496	82%
Total	**7939**	**100%**

Of the final total of completed surveys, 115 were removed from the data set as they contained incoherent feedback (including symbols, numbers, straight-lining). The analysis that follows in this report is based on a final base size of N=**7,824** completed surveys.

Of all the surveys included in the following analysis, **7087 were submitted in English**, and **737 in French**.

In addition to the demographic and feedback questions, the survey contained links to PowerPoint presentations by both proposal proponents, as well as YouTube video content detailing the proposals (provided by each of the proponents). Participants wishing to review the information for each proposal were able to click on the information and view the attached materials. Once completed, respondents were re-directed to the online survey. The survey landing page described the two proposal proponents in the order determined by the random draw, completed by the NCC. Subsequent survey questions regarding each proposal were generated in random order to ensure equal opportunity of completion/review by survey respondents.

An online qualitative survey was selected over other methodologies for the following reasons:

- Online surveys can be accessed broadly by the public. The tool was deemed appropriate to accommodate the (anticipated) large volume of public interest and commentary on the proposals;
- Respondents using the online consultation tool were not limited in the length or detail they wished to include in their comments. This volume of feedback is more difficult to accommodate with other methodologies (telephone, in-person or paper);
- Reporting for this consultation had a short timeline. By allowing respondents to input their commentary directly into the online data base, resulting text analytics

and analysis of comments could be expedited to accommodate reporting deadlines;

- Online surveys can accommodate supporting information/materials. If interested members of the public were unable to attend in-person meetings on January 26 and 27 to review proponent proposal information and presentations, similar information was made available online through the survey.

The complete survey questionnaire is included in Appendix 1.

Invitations and promotion

The public was invited to participate in the public consultation through an email mailout, social media engagement, advertising, web content, as well as a proactive media approach.

A local and national advertising campaign was held in the weeks prior to and during the public consultation period and included the following channels: Ottawa Citizen, Le Droit, Metro Ottawa, EMC, Ottawa Business Journal, The Hill Times, LowDown, La Revue, The Globe and Mail, La Presse, Facebook, YouTube, and Google.

Email invitations were sent to the NCC Public Affairs database (over 3,500 subscribers). Social media engagement generated 11,600 interactions with the public.

The online survey was available through an open link, the NCC website, social media, and on postcards and via iPads at the public consultation open house and presentation events.

Participants

Over 3,000 people attended the in-person consultation or viewed the webcast, while 7,939 completed the online survey.

All members of the general public were welcome to participate in the online survey. The open link format did not exclude any participant and, availability through the NCC website meant that interested participants who were unable to attend the in-person sessions (whether as a result of timing or geography) had the opportunity to review materials and provide feedback. While the overwhelming majority of survey participants were from the Ottawa-Gatineau area, feedback was also provided by respondents from across the country (demographic information detailed in results to Q2 below).

The survey was provided in both French and English.

Text Analytics

As the majority of survey questions were open-ended (using text boxes for respondents to input their comments, as opposed to providing closed-ended response categories), the methodology of text analytics was selected to review and analyze all of the responses submitted as part of the online consultation.

In addition to text analytics analysis, verbatim comments were reviewed to ensure analysis accuracy and provide a fulsome view of the input received from the public.

It is important to note that text analytics involve the use of automated algorithms to count and sort words used in responses. Text analytics processes and techniques for analysis of a large volume of survey responses incorporated the following:

- "Parts of Speech tagging" –using statistical approaches and common/regular expressions to decode language ambiguities;
- N-grams—refers to a process used to create a list of successive words/phrases;
- Noun phrase chunking—used to find base syntactic constituents, such as base noun phrases.

Additional data cleaning/processing procedures applied to the survey responses for further analysis include:

- Removal of "Stopwords" (including: and, I, the, over, because) post-process from bigrams and words;
- Bigrams (pairs of consecutive written words), words and parts of speech were converted post-process to lowercase.

Text analytics platforms/applications used for the purpose of this project include:

- Pattern Natural Language Toolkit (http://www.clips.ua.ac.be/pattern)
- Natural Language Toolkit NLTK (http://www.nltk.org/)

Text analytics output includes most common words/phrases, as well as common patterns and connections between words. Output is included in this report in the form of word/phrase frequencies (counts), as well as diagrams that demonstrate frequent word patterns. In each case, these outputs are accompanied by verbatim comments that are indicative of the frequencies and patterns that are observed in the data. Environics researchers were responsible for the detailed review of all verbatim responses for each survey question and the selection of comments to help contextualize consultation findings.

Both French and English responses were included in text analytics analysis. French translation of the final report occurred after analysis and the English report were completed. As a result, some phrases that occurred as "two words" in English are not two words when translated into French. This is indicated at the top of the French charts.

III — Consultation highlights

The following are high-level summaries of the comments and themes uncovered through analysis of each of the three (3) questions asked of both proposals (total of six (6) open-ended questions). Detailed findings of respondent verbatim comments follow in the sections below.

Proponent A: Devcore Canderel DLS Group

Strong points of this proposal, as described by the public, included the following:

- The amount of greenspace and public space, including the design of an urban beach.
- Amenities, including a grocery store, the library, and a YMCA facility.
- The concept of the Canadensis walk as a uniting feature of the whole development area.

Respondents identified the following aspects of the proposal they felt could be improved:

- Many take issue with the inclusion of the car/automotive museum, describing it as unaligned with the development's overall focus on the environment.
- Many feel the proposal can be improved with additional focus on green and public spaces.
- The proposed event arena raises questions for many respondents who are concerned that, if successful, this proponent would face an Ottawa Senators hockey team that is unwilling to re-locate from Kanata.

Other comments about this proposal included the following:

- Reiterations of concerns about inadequate green/public space.
- Continued discussion of re-locating the NHL team to an event arena that is not connected to the owner's proposal for the area.
- Questions regarding the proposal's accommodation of parking and automobile needs, given stated plans around the LRT system.

Proponent B: RendezVous LeBreton Group

Strong points of this proposal, as described by the public, included the following:

- The amount of greenspace and public spaces. Many also comment positively on the inclusion of a green roof on the event arena.
- There are many who applaud the prominence of the proposal's event arena and focus on the relocation of the Ottawa Senator's hockey team.
- Communal benefits, including the proposed Abilities Centre, public library and availability of affordable housing are welcomed by respondents.

Respondents identified the following aspects of the proposal they felt could be improved:

- There are large numbers of detractors who don't feel as though this proposal has incorporated enough green and public space.

- Many respondents point to a perception of an excess of high-rise buildings and developments. Many prefer the land be used for public and green/environmental purposes.
- While many respondents laud the focus on the event arena and NHL attraction, a large number of respondents feel as though this proposal puts too much emphasis on this element as its "focal" point.

Other comments about this proposal included the following:

- Discussion regarding the relocation of the Ottawa Senators dominates the "other comments" category, including frequent mention of the franchise owner and his role in this development proposal.
- Aside from both positive and negative commentary on the hockey arena, commenters use this opportunity as a last appeal for more green and public space for this proposal.

Final comments about the redevelopment of LeBreton Flats

Other general comments from the public included the following:

- Responders used this section of the survey to re-iterate earlier comments about both proposals – primarily pertaining to the discussion about the hockey arena and relocation of the hockey team (both positive and negative), as well as on-going appeal for maximum emphasis on public and greenspaces for both proponents.
- Some respondents took the opportunity to comment on the consultation process overall, requesting—in particular—that interested on-lookers continue to be updated and consulted on subsequent phases of proposal evaluation and selection.

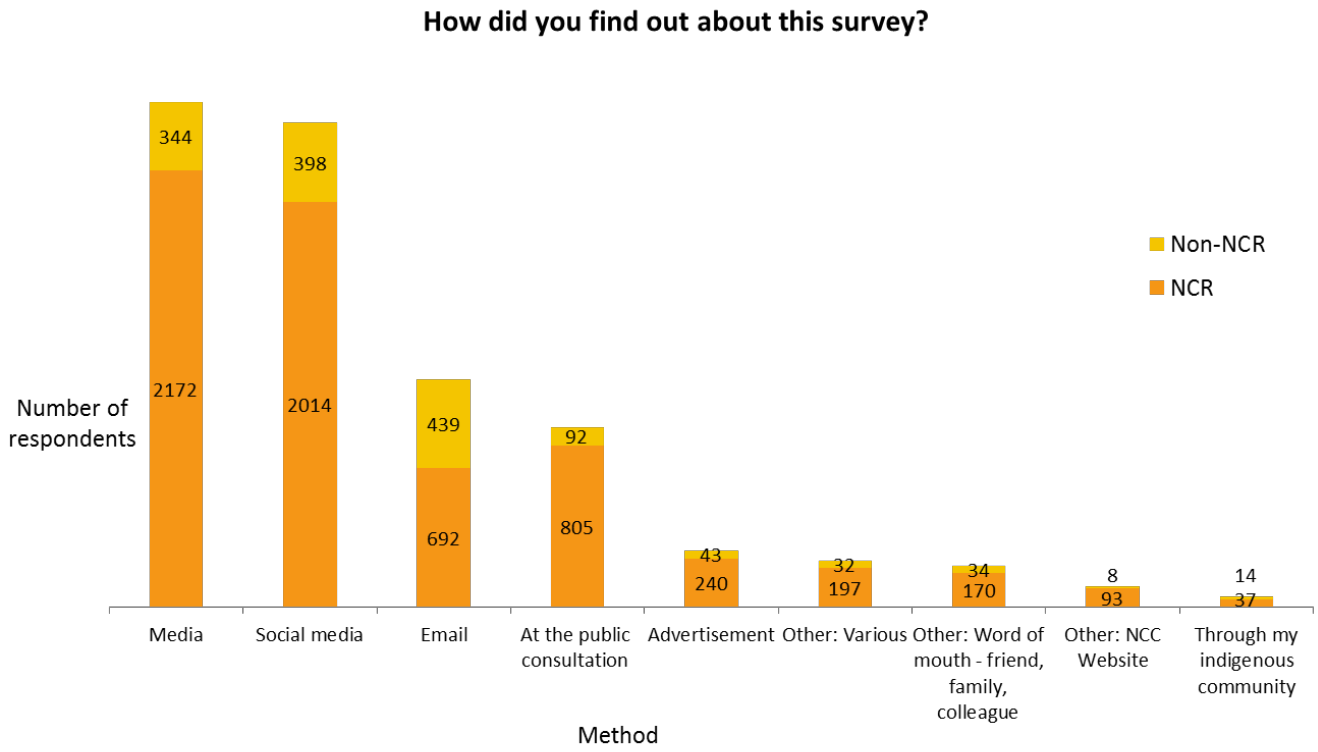
IV — Detailed feedback

Online survey feedback:

Summaries of comments received through the online survey are provided throughout the following section. Comments have been summarized and themed using text analytics (see methodology section) and rigorous review of all comments submitted through the online survey.

Question 1: Method of finding survey

Primary methods of respondents learning about the LeBreton Flats online consultation survey include (mainstream) media (32%) and social media (31%). Other popular methods of learning about the survey include a general reference to email (14%) and "at the public consultation" (events on January 26 & 27).



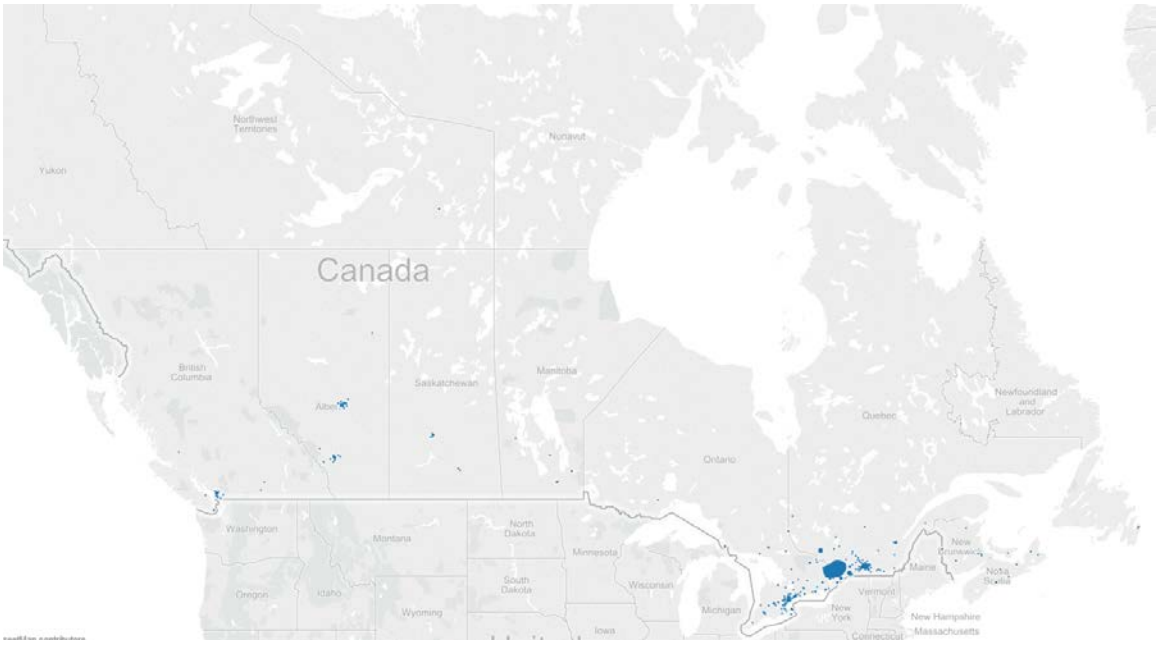
The following table lists the methods of hearing about the survey according to the different regions identified in the survey (inside the NCR and outside). Respondents living outside the region report the highest frequency of learning of the survey through email, while residents inside the region learned of the survey primarily through (mainstream) and social media.

	NCR	Non-NCR	Total	Total (%)
Media	**2172**	**344**	**2516**	32%
Social media	**2014**	**398**	**2412**	31%
Email	**692**	**439**	**1131**	14%
At the public consultation	**805**	**92**	**897**	11%
Advertisement	**240**	**43**	**283**	4%
Other: Various	**197**	**32**	**229**	3%
Other: Word of mouth—friend, family, colleague	**170**	**34**	**204**	3%
Other: NCC Website	**93**	**8**	**101**	1%
Through my indigenous community	**37**	**14**	**51**	1%
TOTAL	**6420**	**1404**	**7824**	100%

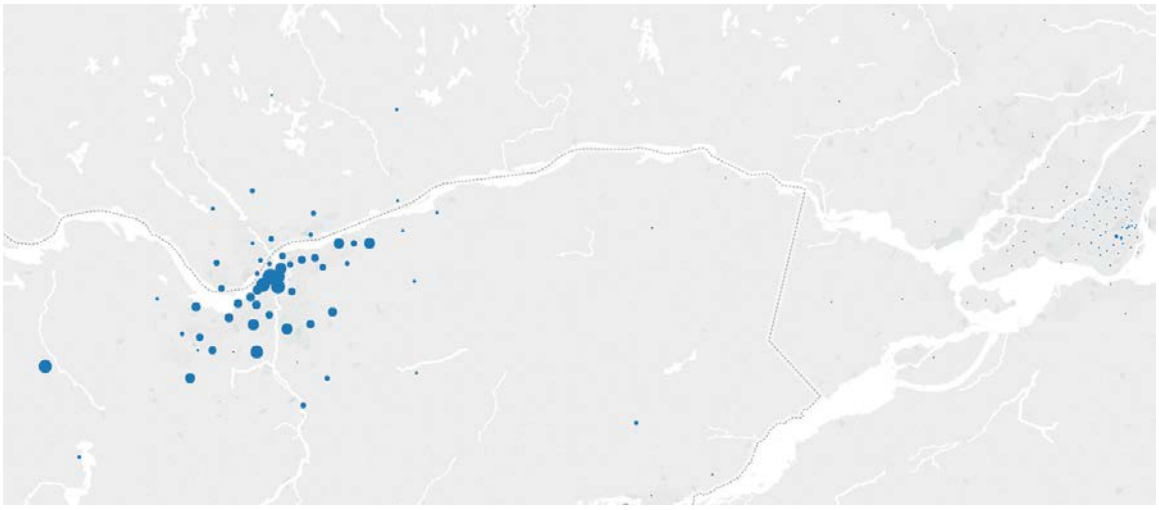
Question 2: What are the first three characters of your postal code?

In total, 82% of all survey responses came from within the National Capital Region (NCR). The remainder were from respondents across the rest of Canada, including the Northwest Territories, British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, New Brunswick, Prince Edward Island and Nova Scotia.

The density of "blue dots" indicates the concentration of respondents within various provinces and regions across the country.



Canada



National Capital Region & area

Question 2A: Option to receive NCC communications

Respondents were given the option to receive future emails from the NCC on public consultations and meetings. In total 40% of all survey respondents opted in to be included for future information regarding the LeBreton Flats consultation process. Of all respondents from the NCR, 41% wish to receive information on the NCC's public consultations.

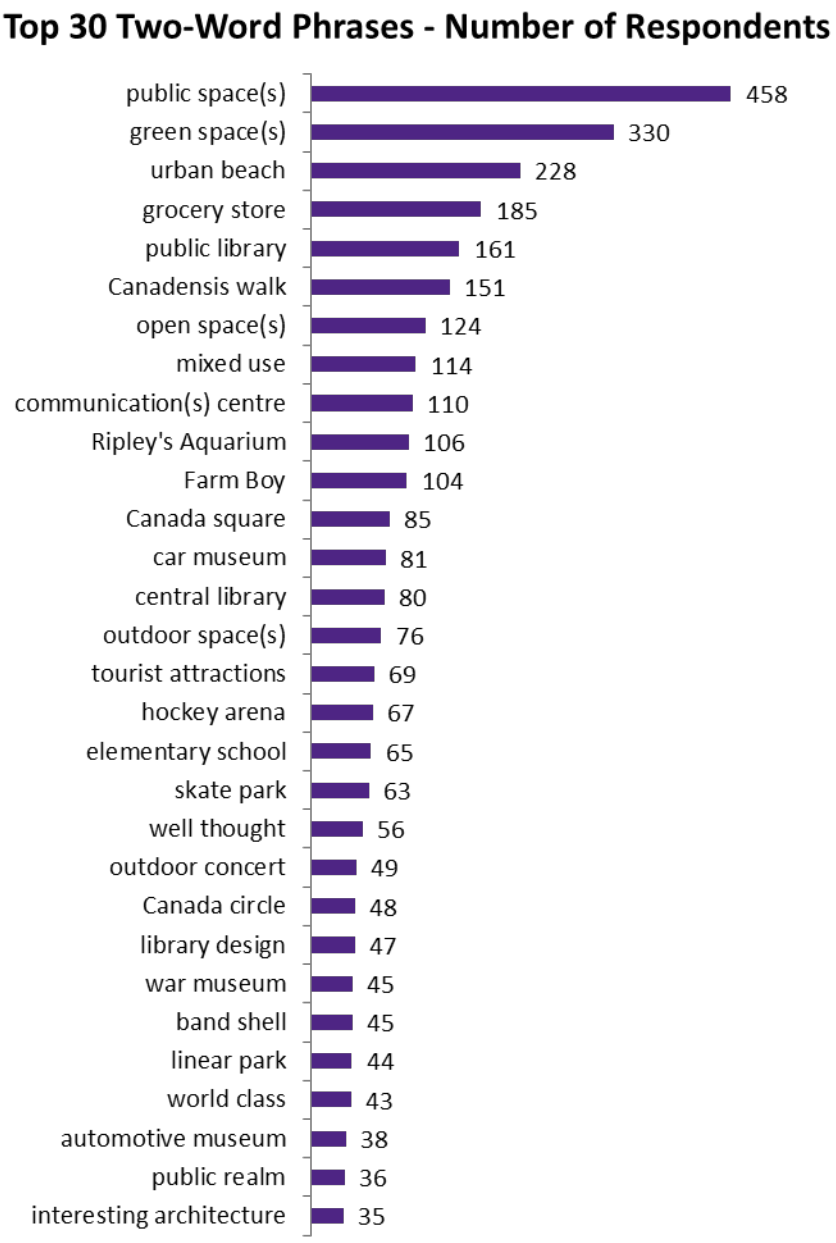
Question 3: What do you like about Devcore Canderel DLS Group's Proposal?

Some of the most frequently mentioned aspects of this proposal that citizens consider positive include outdoor and spatial features and attractions. Examples of these types of mentions include:

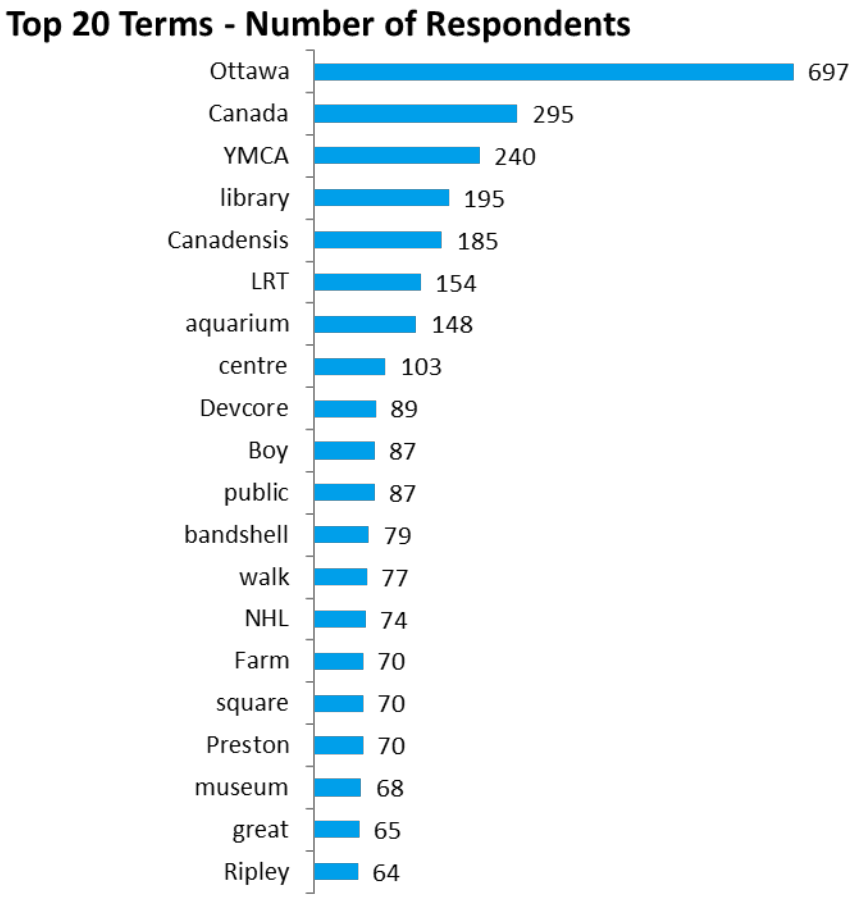
- **Public space:** Respondents appreciate this proposal's focus on the use of outdoor space. The use of the space for the public was highlighted as both favourable and important, according to respondents. Many like the integrated uses that incorporate community-level facilities as well as attractions that would bring tourists into the area. It is often referred to as *a place for people to use and enjoy*.
- **Greenspace:** Respondents like the greenspace aesthetically and most mentions note that there is plenty of greenspace offered. The proposal is often referred to as being "open" and some believe it would be very walkable and pedestrian-friendly. Some specifically report that this proposal has more greenspace than the other proposal. A smaller number of respondents feel the amount of greenspace offered is inadequate.
- **Urban beach:** Many respondents like the idea of the urban beach, with comparisons to other urban beaches in major cities. Some feel that Ottawa is lacking "beach" areas. Many appreciate the incorporation of the water. Some however, question how this space could be maintained, or how it could be used in the winter.
- **Canadensis walk:** Respondents appreciate the design of the Canadensis walkway and find it aesthetically pleasing, with some noting that it acts as an organizing and connecting device. Many report they like the incorporation of Canadian flora and its significance to the country. Some mention that while they like this feature, they do not like the proposed name.
- **Grocery store:** Those who mentioned the inclusion of the grocery store see this as a specific community benefit. Many describe it as not only a benefit, but a requirement as the area is currently lacking this type of amenity. Many respondents make specific mention of the brand "Farm Boy", though some report they would prefer a grocery store with more competitive prices.
- **Library:** The public library is another community-focused feature that is well received by many respondents. Many especially like the size and building design outlined in the proposal. Others say they like the location as a result of its easy accessibility to public transit. Some express specific preference for this proposal's vision and design over the other proponent's library design.
- **YMCA:** Respondents welcome the addition of the YMCA as a facility that would serve the nearby residential area. Many expressed an expectation that this type of facility would/should be affordable for many citizens.

- **Ripley's Aquarium:** Many respondents appreciated the Ripley's Aquarium as an element of the proposal. Many refer to the success of the Toronto location and feel that Ottawa could derive similar benefits. Respondents view the aquarium as an asset for both residents and tourists. Some suggest that it should, however, focus on Canadian ecosystems, instead of exotic ones.

The following chart lists the top 30 two-word phrases mentioned by respondents in response to this question.

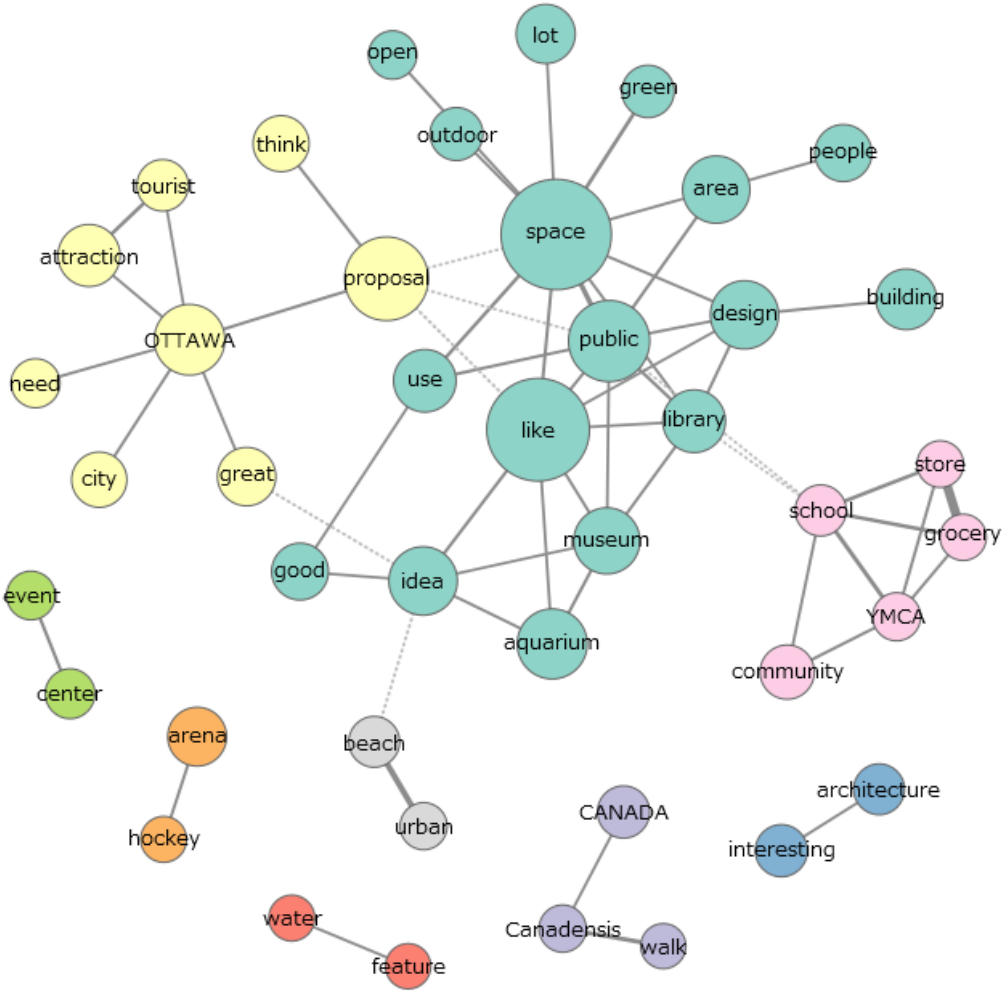


The following chart lists the top 20 terms mentioned by respondents in response to this question.



Co-Occurrence Network Diagrams – a note on interpretation

Throughout this report, text analytics output is provided in the form of a **co-occurrence network diagram.** These illustrate the relationship between the top words mentioned by respondents for each question. The size of the word "nodes" or circles indicate frequency of use (larger = more frequent). The lines connecting the nodes indicate the strength of the relationship between words (number of times which these words are used together in comments). Thicker lines suggest stronger relationships, while lighter or dotted lines indicate a weaker relationship. Nodes are grouped by colour to demonstrate frequent trends and themes in the comments.



The following table highlights verbatim quotes associated with these groupings of words that are often used in combination with one another:

Word Grouping	Quote
space, outdoor, open, lot, green, area, people, design, building, public, library, like, museum, aquarium, idea, good, use	*"A lot of public buildings and public space. It's very integrated to the city and would add diversity to the city, especially in terms of culture and sports." (From NCR)* *"So many creative museums (automotive, communications, etc.), so many interesting entertainment ideas (floating pool, beach, aquarium, spin, etc.)" (From NCR)* *"I love the fact that they're creating a space for people, not cars. Protected bike lanes, public spaces and walking paths are all essential for creating a more human city. I like the emphasis on giving this space to the public, with a variety of museums and centres of activity." (Outside NCR)* *"I like how the proposal included both public space, and community space which included areas for working, shopping, living, and education." (From NCR)* *"More of the space is dedicated to public attractions and public spaces. I feel there's a lot for the public to explore all over and there are diverse zones with diverse attractions." (From NCR)* *"Lots of interesting attractions that will bring tourists to Ottawa for decades to come. Very good design and look to the buildings on the site." (From NCR)* *"The design is very modern and what architecture is moving towards presently. It creates a greenspace integrated within a city. I think it offers a particularly great layout and activities for tourists in Ottawa." (From NCR)* *"The book-like shape of the Central Library." (From NCR)* *"I like that the proposed library is immediately next to an LRT Station. Such a boost in accessibility encourages the facility's use." (From NCR)* *"I really enjoyed how artistic the buildings and public spaces were (and I swooned over the library!!!)." (From NCR)* *"Aquarium Ripley's - il est grand temps d'avoir un tel projet ici à Ottawa." (Outside NCR)* *"I like the inclusion of Ripley's as it is something that both Ottawans, and tourists would enjoy." (Outside NCR)*

Ottawa, tourist, attraction, need, city, great, proposal, think	*"Projet beaucoup plus touristique, un endroit de rencontre, de la place pour les gens à aller faire un tour." (From NCR)* *"Ottawa needs more such creative use of nature and buildings." (From NCR)* *"You can envision the space as a weekend destination for Ottawa locals, and key place to visit for tourists." (From NCR)* *"This is a great proposal!! It is creative and imaginative and well thought out. It is exactly what Ottawa needs!!!!!!!!" (From NCR)* *"Appears to be what could be a world-class attraction (something I think Ottawa needs; we are currently third-rate in all aspects when compared to rest of world)." (Outside NCR)* *"It's spectacular. Captures the imagination. Will turn Ottawa into a vibrant capital city, and a major international tourist destination. i.e. No longer "Ottawa, the city that fun forgot". Great design features, and there is something there for everyone. Not simply focused on a hockey arena and condos." (From NCR)* *"I like how it's a plan to bring a world class tourist plaza to Ottawa. This is ultimately what the city needs to build to continue competing for tourist $ on a world class stage." (From NCR)* *"The proposal seemed to be more focused on aspects that aren't the hockey arena. Drawing in more tourists and adding something new for local Ottawa citizens." (From NCR)*
School, YMCA, grocery, store, community	*"The multi-use space is strong and has community anchors such as a library, a school and a grocery store that also blends with the very strong residential community to the south." (From NCR)* *"I like the grocery store on Albert street first and foremost. This new neighbourhood needs local services more than it needs anything else." (From NCR)* *"I really appreciate that this proposal incorporates a public school and a YMCA: these features I think help to ensure that LeBreton has a community-oriented, grassroots space that welcomes people of all levels of economic status." (Outside NCR)* *"This proposal has more of the elements needed to create an actual community (a grocery store, a YMCA, an elementary school) than the other proposal." (From NCR)* *"Farm Boy in the area - great. Fresh, healthy food for people who are in the area of visiting nearby/attending event" (From NCR)*

	"Holy mackerel, does Ottawa ever need a new YMCA!" (From NCR) *"L'épicerie, l'école élémentaire, le YMCA sont tous de bonnes idées qui contribuent à suggérer la création d'une communauté bien intégrée." (Outside NCR)* *"The YMCA and the school are good community-creators." (Outside NCR)*
Beach, urban	*"The urban beach is an interesting idea; however I would like to see how it could be used in winter." (From NCR)* *"The urban beach is good idea and popular in other cities like Amsterdam & Melbourne." (Outside NCR)* *"The urban beach is a great idea as Ottawa lacks good waterfront amenities." (From NCR)* *"I also love the idea of the urban beach—this would be a great spot for tourists and any people wanting a change from the small beaches we have." (From NCR)*
Event, centre	*"The fact that the LRT connects to the event centre, the Farm Boy, the air pavilion" (Outside NCR)* *"Liked that the event centre is directly connected to public transit so that people don't have to come outside if they've taken transit to an event." (From NCR)* *"I like the major event centre and central public library in the Devcore Canderel proposal." (From NCR)*
Arena, hockey	*"I also like that the hockey arena is connected directly to the LRT." (From NCR)* *"So much more than just a hockey arena in that there are other tourist attractions as well including the planetarium, museums, aquarium, beach, Canada square and band shell, etc." (From NCR)* *"The decision to focus on making it a place to live before building a hockey arena demonstrates more civic responsibility than the competing proposal." (Outside NCR)* *"I like the stadium design that the venue can be downsized to create smaller preforming spaces and be more than just a hockey arena." (From NCR)*
Water, feature	*"The Canadensis Walk and inclusion of water features (e.g. Aqueduct, Nepean Bay Inlet) enhances the plan." (From NCR)* *"The aquarium, the diversity of possible activities, the layout of the water*

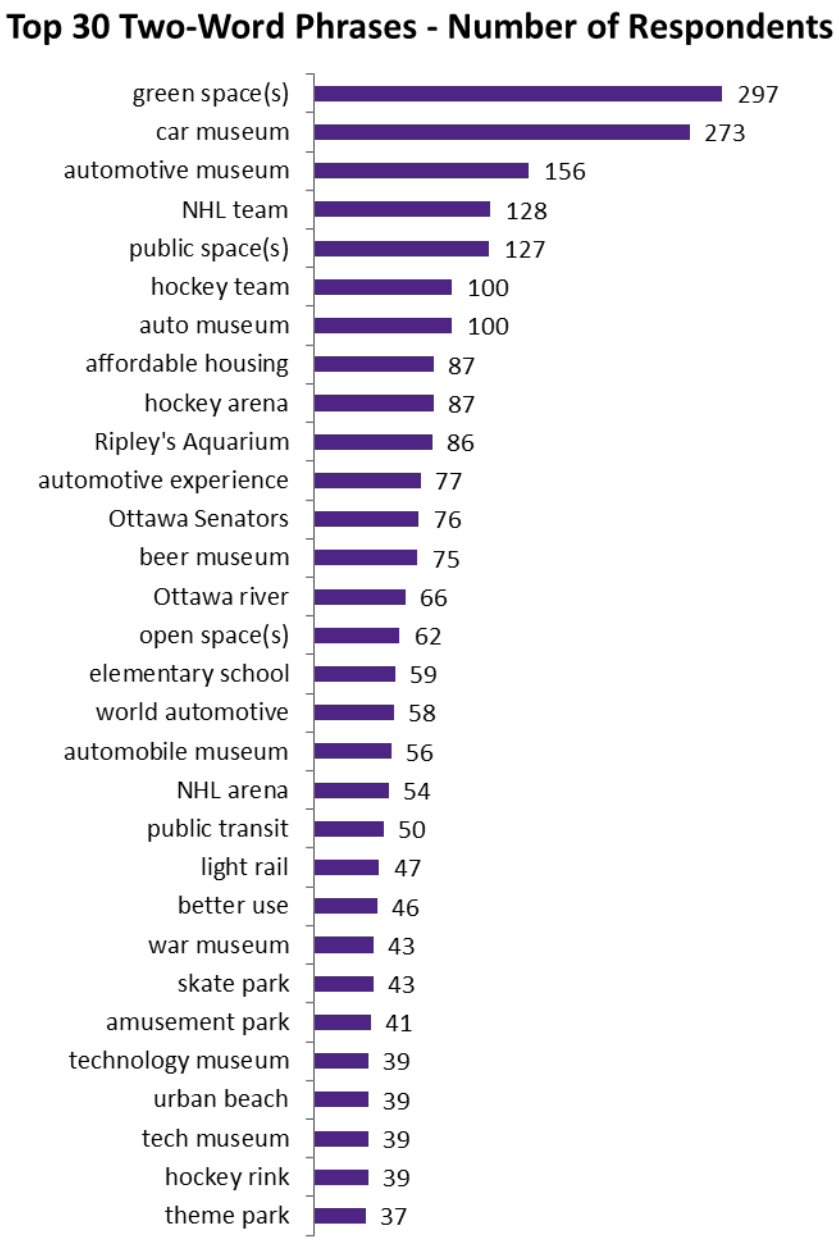
	features and greenery." (From NCR) *"The idea of sustainability is a good one in the proposal, as is the focus on green and open air spaces. The gardens and path ways they have designed are beautiful, along with the water features." (Outside NCR)* *"The public space, use of existing water features, mix of public space and business and residential. I love the giant clock, outdoor concert space, planned use for winter."(From NCR)* *"I like the red canopy over the fountain - very Canadian. Could the fountain or other water feature be used as a skating pond in the winter to attract more people?" (From NCR)*
Canada, Canadensis, walk	*"Nice reflection of biodiversity of Canadian flora and fauna in the Canadensis walk. Good idea to have an interesting and beautiful walk." (From NCR)* *"La promenade Canadensis, si aussi bien résolue que dans les concepts graphiques, sera un attrait magnifique qui liera le tout." (Outside NCR)* *"The landscaping is absolutely beautiful and Canadensis Walk (while a poor choice in name) looks like it would work very well as an organizing feature and would be a major draw on its own." (From NCR)* *"Canadensis spine - Specifically the flora that is representative from across Canada. Ottawa does not have a botanical Gardens and this would be a great asset to the nation's capital." (From NCR)*
Architecture, interesting	*"Ambitious, interesting architecture, community spaces." (From NCR)* *"I like open spaces, the park feeling and interesting architecture of the unique roof lines which will protect pedestrians." (From NCR)* *"Devcore Canderel DLS Group's proposal outlines a wide array of public space, residential development, interesting architecture, and amenities such as shops. From what I see, it looks well balanced." (From NCR)* *"There are lots of interesting spaces (ex. the 7th Bridge). Taking into consideration that tomorrow's needs might be different so making the space flexible. The Public Realm has a lot of different activities, spaces and pavilions, and interesting architecture." (From NCR)* *"Interesting architecture (I realize this might change as the competition proceeds, but the team obviously has an eye for interesting architecture, the likes of which Ottawa has rarely seen and is desperate for)" (From NCR)*

Question 4: What do you think could be improved in this proposal?

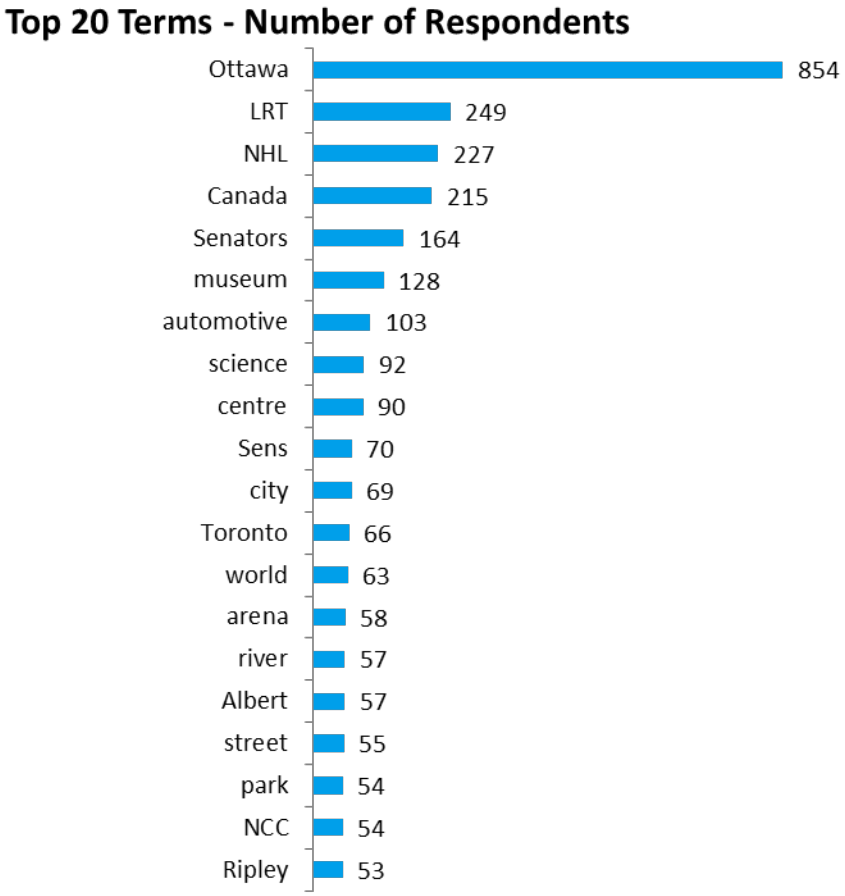
Respondents feel there are a number of aspects of the Devcore Canderel DLS Group's proposal that could be improved including:

- **Automotive/car museum:** Respondents feel this museum has little relevance to Ottawa or Canada's history and culture. Their preference is that it not be included in the final proposal design. Many also believe the museum does not align with the overall image of an area that is focused on the environment. Some believe that corporate sponsors are playing a role in influencing the inclusion of this particular amenity.
- **Greenspace:** While many respondents comment that there is sufficient greenspace in question 3, many others report a belief there is *not enough* and want more to be incorporated. A smaller number suggest that there is even *too much* greenspace.
- **Hockey:** Most respondents do not understand why an NHL arena is included in the proposal given comments by proponents of the other proposal that the Senators Hockey team would remain in Kanata if the Devcore proposal is successful. Despite the confusion, many support the idea of relocating the Senators to this location in the Capital region.
- **Affordable housing:** Many express concern that the proposal needs affordable housing options and does not currently provide evidence of satisfying this need.
- **Elementary school:** Some respondents are surprised by this addition and questioned the designation of the school as "French" as opposed to French immersion. Others question the feasibility of this element of the proposal as they view it as largely a government decision. Others feel it is inappropriate to accommodate a school within an area that is otherwise designated for entertainment activities.

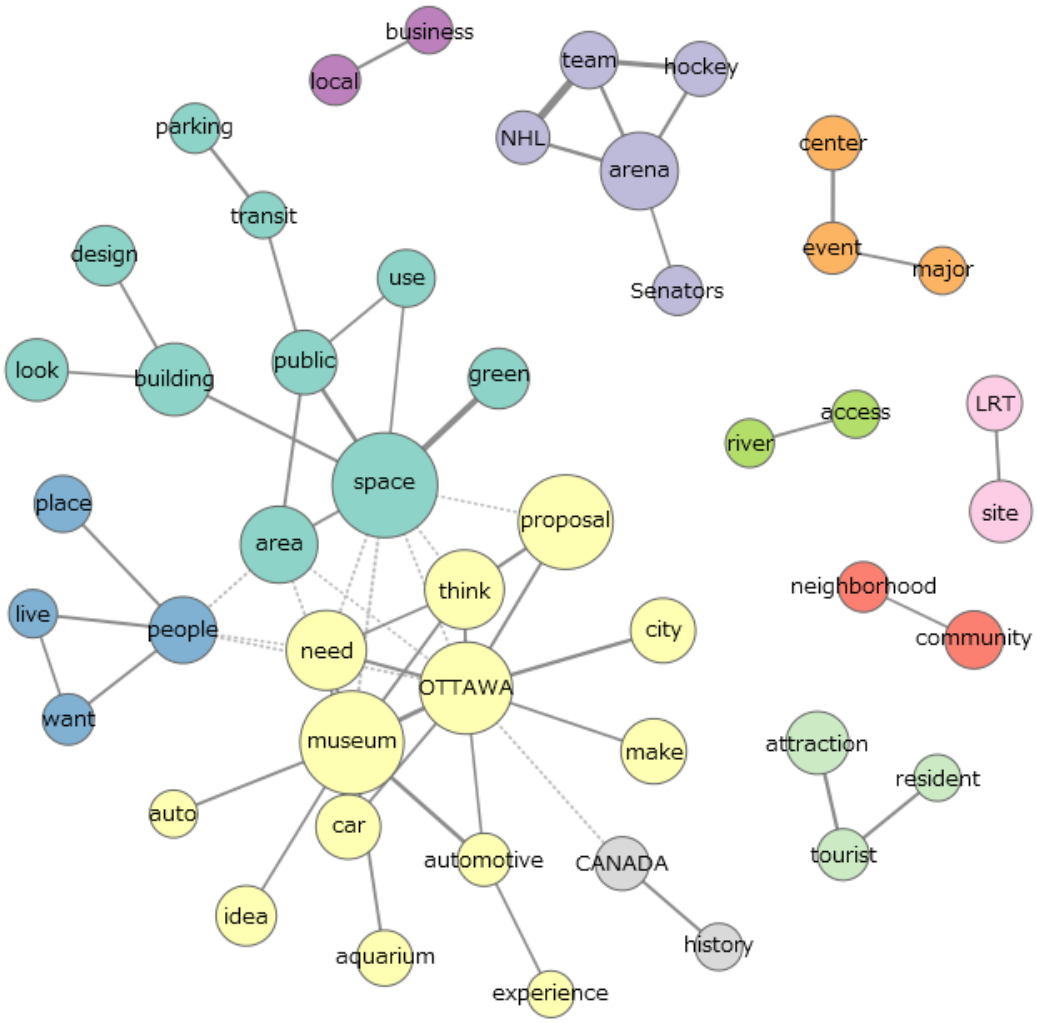
The following chart lists the top 30 two-word phrases mentioned by respondents in response to this question.



The following chart lists the top 20 terms mentioned by respondents in response to this question.



The following **co-occurrence network diagram** shows the relationship between the top words mentioned by respondents for this question. Words are placed on nodes, the larger of which demonstrate a higher frequency of mentions. Nodes are connected with lines that demonstrate the strength of the relationship, where dark, thick lines represent strong relationships and faint, dotted lines represent weaker relationships. Nodes are grouped by colour to demonstrate groupings of similar words.



The following table highlights verbatim quotes associated with these key groupings of words that were often used in conjunction with one another:

Word Grouping	**Quote**
Space, public, area, building, design, look, transit, parking, use, green	*"Increased open greenspace, especially along waterfront." (From NCR)* *"More greenspaces—dog park, playgrounds and open fields for throwing a ball, soccer, frisbee." (From NCR)* *"Overall design reminds me of an Expo or Olympics where buildings are packed together." (From NCR)* *"I'm not a huge fan of some architectural choices, including the wave-like white canopy on the low-rise building." (From NCR)* *"Corporate and wealthy ticket holders for events at the arena are not going to want to take public transit to games/events." (From NCR)* *"More detail on public transit connection and pedestrian link to the downtown core." (From NCR)* *"Some kind of car parking structure, in case public transit isn't an option." (Outside NCR)* *"Less buildings, more greenspace and parks, adequate parking with low rates." (Outside NCR)* *"It's also too focused on the city providing public transit instead of creating enough parking facilities and room for roads." (From NCR)*
Local, business	*"We need to stay away from Big Box Stores—we have them all over the city. Why do we need another Farm Boy? Why not boutiques, local small businesses & cafes."(From NCR)* *"A primary concern of the NCC's should be how will new retail shops opening up effect the local businesses on Preston St. Furthermore, will the businesses that open up at LeBreton be local ones? I don't agree with the public sector sinking in public funds so large box stores can thrive."(From NCR)* *"Consideration for smaller retail/commercial spaces so that local businesses can still afford to operate here and we aren't stuck with another Lansdowne."(From NCR)* *"Canadian retail (stores) and local business instead of out of country ones." (Outside NCR)*
NHL, team, hockey, arena, Senators	*"Drop the idea of a rink. Ottawa is more than the Senators." (From NCR)*

	"Get rid of the NHL arena all together since we already have one and add more tourist attractions to improve the appeal of the city." (Outside NCR) *"The Senators seem as they would bring a large amount of people to LeBreton, however the hockey arena does not seem to have the 'game time vibes' most NHL arenas usually have." (From NCR)* *"There is no tenant for the hockey rink. It seems totally unrealistic." (Outside NCR)* *"I like the idea of having the NHL hockey arena in a central location, so I am hopeful that this proposal is successful and that successful negotiations with the team ensue." (From NCR)* *"I would not have an arena—the one in Kanata is sufficient for the hockey team. Not everyone is a hockey fan and games are not generally available to all; prices are too high for families." (Outside NCR)*
Event, center, major	*"Ownership issues related to the anchoring major event space." (From NCR)* *"With a new event center can they guarantee major musical acts?" (From NCR)* *"The event center/arena only appears in phase 3 so I fear it might never be built." (From NCR)* *"The presenter said that "vehicles are virtually non-existent". While the proposal has great transit, and walk/run/bike paths, I worry this is not realistic. You cannot add major event centres, tourist attractions and 7000 residents without creating major limitations on current roadways." (Outside NCR)* *"All of the public facilities are bunched together in a row. I can foresee a lot of dead, cold space with nobody around most of the time unless there's a major event going on. I think that this is a serious flaw." (From NCR)* *"It certainly seems "dense" and complex. Not so clear how accessible all the spaces are for commuters. Crowd management strategies will need to be incorporated for major events." (From NCR)* *"More multi-purpose functions and buildings and less focus on the Major event center as the major attraction." (From NCR)*
River, access	*"I see the development of LeBreton Flats as an opportunity to open up the public's access to the Ottawa River and the Chaudière Falls?" (Outside NCR)* *"The proposal seems to reduce pedestrian access to the river in an*

	undesirable way, and it calls for building many new projects which I am not sure the volume in Ottawa exists to support."(From NCR) *"Make sure that it is easily accessible via public transportation from both sides of the river."(From NCR)* *"Access to Nepean Bay…maybe I would want to swim in the river instead of in the pool. Why was the river ignored?"(From NCR)* *"Better use of aqueduct—public access to the water, waterside cafes, skating in winter. Better pedestrian access across the western parkway to the river front." (Outside NCR)* *"Would like to see a boardwalk along the shoreline with some parkland and a way to access the Ottawa river. Perhaps an adjoining inlet where kayaks or canoes can be rented and a small marina for boaters to dock. A combination similar to the seawall in Stanley Park and Granville Island in Vancouver."(From NCR)* *"Keeping the river accessible so it would be possible to ride/walk from Britannia to the downtown core alongside the river."(From NCR)*
LRT, site	*"I don't like that the site is divided by the LRT into two halves so the LRT should be either buried or covered." (From NCR)* *"Car museum? Why—that makes no sense for a site that is supposedly limited for cars and all about the LRT. It's disrespectful to the history of the site which is industrial rail, and makes no sense." (From NCR)* *"Revisit how the grade-level LRT line will be addressed. This heavy infrastructure cuts through the centre of this site. With only 2 crossing points over several city blocks, how could it be improved to allow pedestrians and cyclists to overcome this barrier?" (From NCR)* *"The LRT splits this site in half and I find the connections (by bridges) to be lacking. More thought should have been put into connections across the LRT." (From NCR)*
Neighbourhood, community	*"While the proposal offers a lot of public space, it does not offer a lot of community space. While these spaces are impressive, there was not enough organic neighbourhood space." (Outside NCR)* *"This proposal should be more integrated with the existing community. Looking at the skyline, all of the surrounding neighbourhoods are low, smaller buildings. The transition into the LeBreton Area in this proposal is immediate and drastic." (From NCR)* *"It's not really a community. It's a bunch of 'stuff' that will get sporadic use and won't be a neighbourhood. It's not cohesive." (Outside NCR)*

	"I do not like that this proposal does not focus on building the community, nor linking the area with the other key neighbourhoods. The community growth and development comes in the later phases whereas this should be the pierre angulaire of the LeBreton area." (From NCR) *"If people are to live there, they need to enjoy every metre of the area they are paying for; attractions such as a car museum that are visited once a year or even less shouldn't be part of a community. They will just take useful space from the locals. But without locals, there won't be life in this neighborhood." (From NCR)*
Attraction, resident, tourist	*"It seems like this project is targeted more towards tourists than citizens of Ottawa." (From NCR)* *"More residential component, retail, restaurants, cafés, entertainment tourist attractions." (From NCR)* *"I think that the proponents need to be more realistic about all the attractions that would be fit on this site. Who will fund the museums and attractions over time? The LRT needs to be covered and the residential areas need to be refined more. The Albert Street frontage needs more work as well." (From NCR)* *"The museums are tacky and not ideal for resident's everyday use. Kind of tourist trap feeling." (Outside NCR)* *"Less residential development, more focus on museums and institutions appropriate for a nation's capital city that would draw not just "tourists" but would excite people from across Canada to visit our national capital." (From NCR)* *"It seems a bit too excessive with an eye too much towards the tourist and less so on the resident of Ottawa." (From NCR)* *"I think they could add some more residential buildings to their proposal. It may not be sustainable if many people don't live there. Some of the attractions are one offs that most people will only go see once (especially if they're from Ottawa)." (From NCR)*
Canada, history	*"This proposal should focus more on Canada's history and its people. It should significantly improve Ottawa's image as a tourist destination from people across Canada and the rest of the world." (From NCR)* *"The museums that have been included are not well connected to Ottawa. The car museum and the aquarium do not have a strong link to Canada's history or Ottawa's history." (Outside NCR)* *"Some more emphasis on Aboriginal history and Canadian cultures." (From NCR)*

	"While I like so many of this proposal's elements, I'm not certain that an automotive museum is a good fit. Everything else has some relevance to Canada's history, but this seems more of a stretch." (From NCR) *"Why not trains considering the old trainyards here and trains in Canadian and Ottawa history." (Outside NCR)*
Proposal, think, Ottawa, need, museum, car, auto, idea, aquarium, automotive, experience, make, city	*"The car museum has no place or relevance in Ottawa, ditch it." (From NCR)* *"A car museum seems really out-of-place with the emphasis on green and sustainability." (From NCR)* *"Not a big fan of the automotive museum, it is quite large and am skeptical that it will be a big hit." (From NCR)* *"I HATE the idea of a car museum - it does not belong in Ottawa especially in a place that suggests it will focus on public transit." (Outside NCR)* *"The car museum may be replaced with a museum that fits more with the history of the city, or with a museum that is lacking in our city, a portrait gallery that would be another way of contributing to relaying the history of the country." (From NCR)*

Place, people, live, want	*"There is not enough "people scale" to it. It would create an artificial place that would act as a gathering spot while events are on, but not serve as a day to day part of citizens' lives." (From NCR)* *"It didn't give off the vibe that this is a place where people, live, work and play. It was commented that it seemed to be like an "Olympic Village"." (From NCR)* *"Get rid of the stuff for one time visitors and focus on the people who actually live in the [NCR]: museums you can visit more than once, things you would take your kids to multiple times, a neighborhood people want to live in." (From NCR)* *"More attention to and detail on the housing options. The area has to have more than public event facilities; it must also be a place where people can live. It's key to have a balance between the two." (From NCR)* *"There is not enough "people scale" to it. It would create an artificial place that would act as a gathering spot while events are on, but not serve as a day to day part of citizens' lives." (From NCR)* *"Seems very impractical, doesn't suit the needs for people who live in Ottawa." (Outside NCR)* *"Although I understand why you would want to include a school and am happy to see it would be a French school, I do feel it might not be the ideal place for a school. If something needs to be cut, I would agree to remove the school." (From NCR)* *"It seems to be a place to spend money, not a place to live. Doesn't seem feasible to me unless everything is commercialized and private, or designed as a facade for advertisement. Ridiculous, to be blunt." (From NCR)*

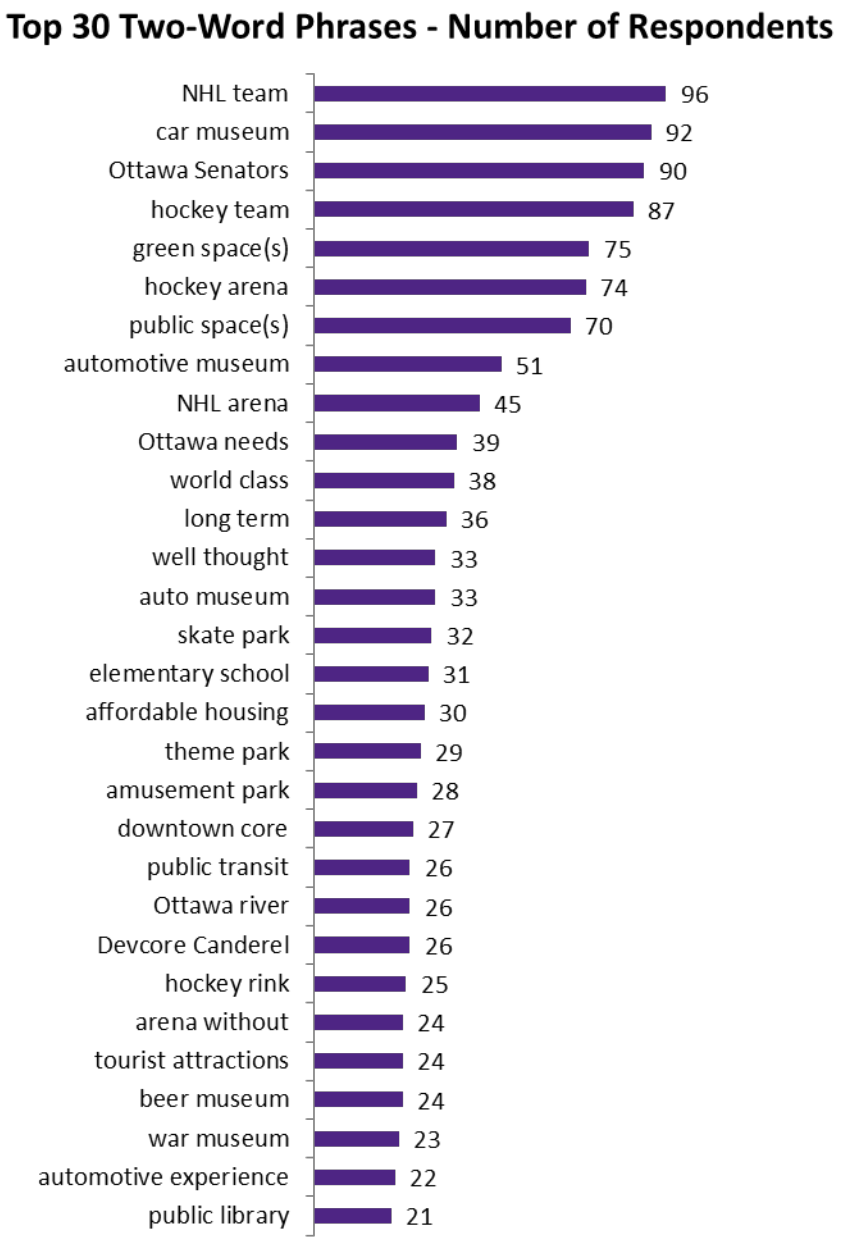
Question 5: Do you have any other comments on this proposal?

Final comments on the Devcore Canderel DLS Group's proposal echo many earlier comments, including preferred aspects and those that may need more attention to be carried out successfully. Many feel that refinements are required to obtain buy-in from Ottawa-Gatineau residents. Many used this as a last plea to incorporate aspects they feel most important to the success of the proposal.

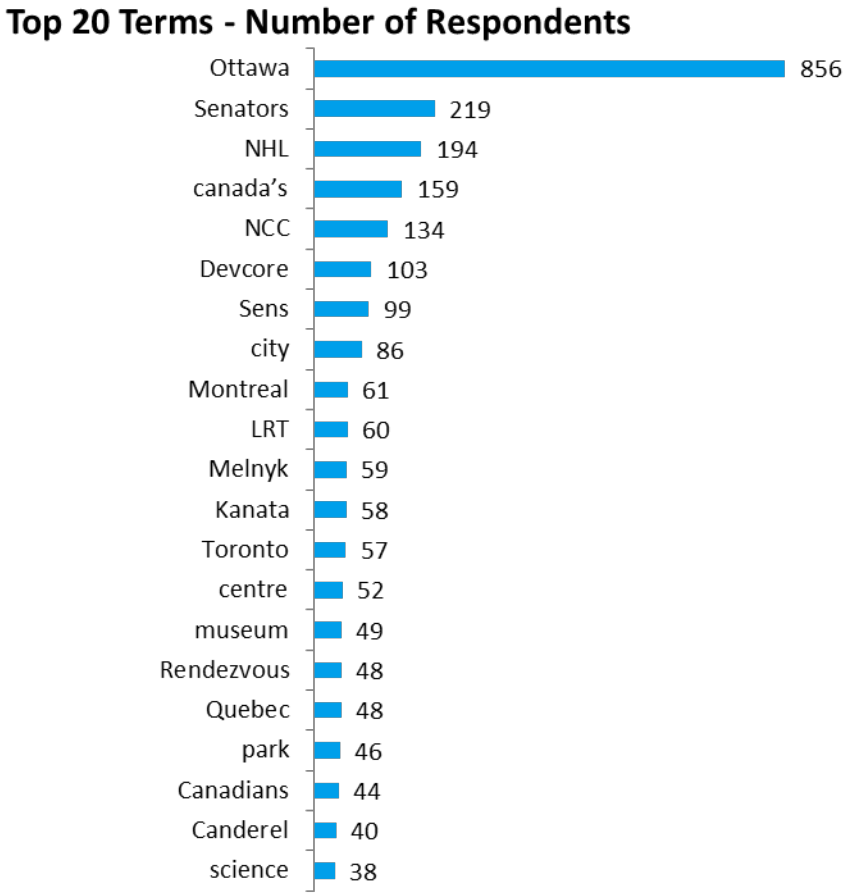
Some of the most mentioned topics include:

- **Hockey, NHL and the Ottawa Senators:** Final commentary centres largely on this topic. Many respondents question the inclusion of the hockey arena in this proposal, as they are concerned about the viability of moving the Ottawa Senators or any other NHL team to this location, and do not foresee any other large anchors to support it. Some mention they like this proposal because it is not entirely focused on the arena. They feel there is more to the proposal, including other entertainment and attractions that would support the area.
- **Public, green & open space:** Many who feel that large buildings, such as the arena or aquarium, should not be built also believe the space would be better repurposed as open, greenspace focused on the public's use.
- **Automotive museum:** There are many who reiterated earlier confusion about the inclusion of an automotive museum. Many feel this element of the proposal does not fit in to the overall development concept.
- **Parking and traffic:** When considering the many attractions that are included in this proposal, some respondents feel that there is not enough explanation of how traffic and parking would be accommodated in this area. As the proposal focuses largely on incorporating LRT and reducing cars in the area, there are respondents who feel this only caters to certain audiences, and not necessarily to those using cars to arrive in LeBreton Flats.
- **Historical and cultural significance:** Some respondents think that the proposal needs to incorporate a greater appreciation of historical and cultural aspects to avoid it becoming a tourist attraction with a "theme park" feel.

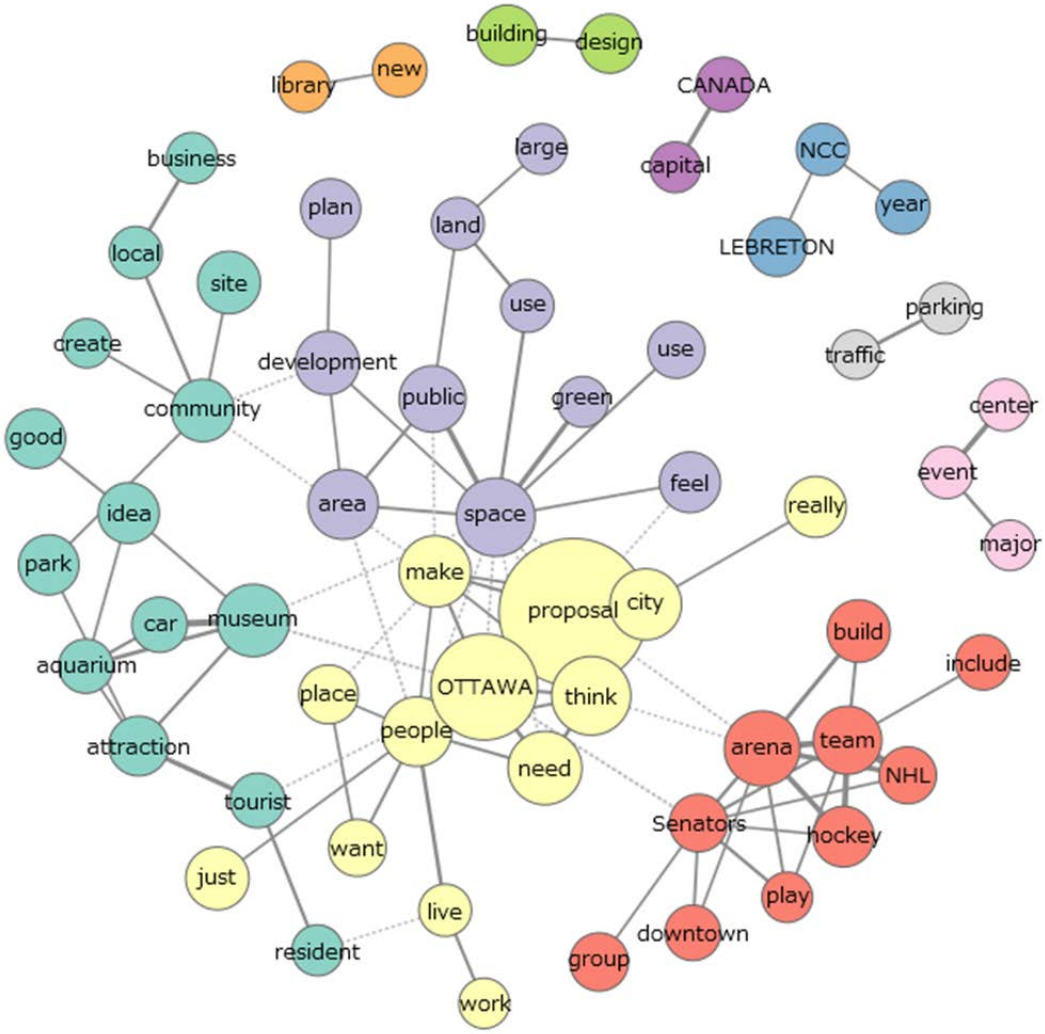
The following chart lists the top 30 two-word phrases mentioned by respondents in response to this question.



The following chart lists the top 20 terms mentioned by respondents in response to this question.



The following **co-occurrence network diagram** shows the relationship between the top words mentioned by respondents for this question. There are clear patterns among respondents commenting on the local hockey team, proposed arena, and a location in the downtown area. Other common patterns group concepts of green and public space, and overall land use. Also prominent are comments that refer to Ottawa's "*need*" for this type of proposal and the amenities that are implied in the overall design.



The following table highlights verbatim quotes associated with these key groupings of words that were often used in conjunction with one another:

Word Grouping	Quote
Community, site, create, local, business, idea, good, park, aquarium, car, museum, attraction, tourist, resident	*"The NCC should build greenspaces, public spaces, and spaces for local businesses to thrive. Not ugly commercial tourist attractions that do nothing to build local culture." (From NCR)* *"This development would be a game changer for Ottawa but I question the relevance of some of the attractions, like the car museum." (From NCR)* *"It doesn't seem like a place I would want to visit. I am not at all interested in the car museum, science centre or media centre. Ottawa has plenty of museums already; we need neighbourhoods that locals will want to visit, not just condos and tourist attractions." (From NCR)* *"Again, Ottawa residents will campaign against many of the good ideas in this proposal. I wish for the selection committee to stand firm in the face of expected criticism, and maintain the 'vision' that this proposal represents." (From NCR)* *"There were too many tourist attractions. I got the feeling that they were just a wax museum away from being Clifton Hill in Niagara Falls." (From NCR)* *"The residential space really feels like an add-on, and with all the other activities/tourist attractions and public use being proposed, it feels like the residential proposals have been tacked on and not really integrated well within the overall proposal. I'm not sure with all the other activities going on that this would be an ideal location to live." (Outside NCR)* *"The area in this proposal has become isolated from the rest of the city. While there are some very good ideas, overall it does not fit in contextually." (From NCR)* *"This is a good survey to reach out to the public. I like to see more interaction like these surveys with the public choosing. It is a good idea to renovate the downtown area." (From NCR)*
Plan, development, area, public, land, large, use, space, green, feel	*"This proposal could be improved by refining the attractions proposed and creating more public-use open greenspaces." (From NCR)* *"This historic area requires national development." (From NCR)* *"Perhaps a monorail or some sort of tramway around the development also connecting to Gatineau. That would integrate the whole area." (From NCR)* *"Appreciate emphasis on greenspace, art and culture." (From NCR)*

	"Would like to see and know what is going to be built in the other potential development areas, if anything at all." (From NCR) *"I wonder whether it is achievable, with so many costly elements and relatively little space. Please don't compromise on the greenspaces." (From NCR)*
Proposal, city, really, think, need, make, people, place, want, just, live, work	*"This major development needs to be more cohesive and purposeful than this proposal in order to secure the biggest bang for the sizeable investments, and it needs to appeal to the widest possible base of people and provide something that we can all truly benefit from and enjoy." (From NCR)* *"Need to find a way to incorporate Indigenous peoples." (From NCR)* *"What I didn't really think through before I saw this proposal was thinking about how it could be developed for all ages, for all seasons and for all varieties of people and their range of needs. I like that approach in their thinking." (From NCR)* *"It does not appear to have enough density for living and working. Ottawa is spending billions building a transit system. This large piece of central land should be a destination for many people to live, work, play and use this transit system, not look at it as they ride past it." (Outside NCR)* *"I think they need to do more thorough community consultation to see what local people want (those in closer proximity to LeBreton Flats who are most likely the ones to be affected by the decisions)." (From NCR)* *"This is a great proposal but it focuses too much on big venues that people will only visit occasionally. I want to see LeBreton be a place we can use every day." (From NCR)* *"We need a major library, we need a concert hall, we need a picture gallery—beautiful buildings that will enhance the look of Ottawa and draw people to it." (From NCR)* *"I prefer this proposal because it feels like a destination for people. It's not just another high rise work/live mix, its giving me a reason to visit. The new Zibi developments nearby provide ample living area, Lebreton needs things to do, not condos." (Outside NCR)* *"This proposal recognizes that Ottawa is a city for all Canadians. When people visit Ottawa, we need to be able to showcase our city and our country within a compact space. This proposal really nails it." (From NCR)*
Library, new	*"I dislike that the plan tacks on a new central library. This is a separate consultation by the City and should not be worked into this plan." (From NCR)*

	"The City of Ottawa has already said that they want the new main library in the downtown core. While I think it would be good to have the new library here with a branch or two in the core the city probably won't go for this idea. No taxpayer money should go in to support any building." (From NCR) *"Go for city community needs. A new library is a good idea." (From NCR)* *"Not really fussy about our new central library going there as it is not central enough for downtown walkers." (From NCR)* *"I do like the idea of including a new, state-of-the-art main public library." (From NCR)*
Building, design	*"Would like to see bigger buildings, as I feel this is an opportunity to improve the cities skyline from one view at least and in this design most buildings are low to the ground." (From NCR)* *"Overall I found it very unique and inspiring. However I am concerned that there won't be enough unique elements in the design of condo buildings and shops in the area." (From NCR)* *"The written proposal is extremely informative and visually diverse. The architectural designs of the various buildings is very modern and but also filled with the Canadian spirit." (Outside NCR)* *"This proposal seems way too ambitious and unrealistic. There's no cohesive vision and the design of the buildings seems so ambitious that they're likely to be scaled back significantly in the building stages such that the outcome will look nothing like the plans." (From NCR)* *"I wish to see LEED building design incorporated into the reported $3.5 Billion dollar plan." (Outside NCR)* *"Every building in this proposal is over-designed and will become dated before it is financed/built. They need to achieve a balance between landmark buildings and background buildings to ensure that we don't create a mini Dubai in our City." (From NCR)*
Canada, capital	*"This proposal is a great ambassador for Canada and Ottawa as the Canadian capital. It will provide visitors insight on what Canada is about and what we as Canadians care for. Great representation and balance of nature, history, culture, sport, entertainment, technology and everyday living." (From NCR)* *"I believe that if this proposal is realistic and achievable, it would best utilize the area of LeBreton Flats and make it a distinctive feature for our city and Canada's capital." (From NCR)*

	"What says 'this is Canada's capital"?" (From NCR) *"Ottawa is Canada's Capital and all Prime Ministers lived here (for most of their lives). This special place should recognize our founding fathers and all Prime Ministers since. The NCC needs to steer this project to acknowledge Canada's Heart." (Outside NCR)* *"Not a big fan—too many things going on. It seems more suited to a theme park than an urban development for Canada's capital." (Outside NCR)*
LeBreton, NCC, year	*"The proposal does not recognize the rich history of the area. The NCC's historical debt on LeBreton Flats includes the displacement of thousands of families. The redevelopment should correct this injustice." (From NCR)* *"Much more in keeping with the NCC's "grand plan" for LeBreton, but its lack of allowance for housing may be its downfall." (From NCR)* *"It's exciting, doable, and necessary for Ottawa the City, the Capital of Canada. LeBreton Flats has been incubating for 50+ years and this proposal WILL make the wait worthwhile. NCC—do not make the mistake of being influenced or swayed by a "one-horse" proposal. We (residents and all Canadians) deserve better.... LeBreton Re-imagined by DC-DLS is the way to go." (From NCR)* *"After 60 years, what is the rush? Take time to gather international design input. The NCC has proven that it is not capable of developing a site as significant as LeBreton that is similar in impact to the Opera House in Sydney. If there is no design innovation at NCC, other than "mixed retail and condos" and maybe a hockey rink, then call for others to provide inspiration. Nothing that has been proposed for LeBreton could not be located somewhere else." (From NCR)* *"The NCC should reject it and start a new planning process for LeBreton Flats. A new option to maintain the entire remaining space as a green outdoor recreational area, with playing fields, botanical gardens and multiple recreational paths, all of it car-free, should be offered for public acceptance." (From NCR)*
Traffic, parking	*"How will parking be handled? If bringing visitors/tourists to the area, where do they park? And how will traffic flow work?" (From NCR)* *"The proposal notes that hundreds of thousands of visitors a year can be expected for each attraction. These hundreds of thousands of people will not all use public transit. The roads surrounding Lebreton Flats cannot handle such traffic, nor can the surrounding residential streets support the thousands of cars that will continuously be searching for parking spots." (From NCR)*

	"My concern on the NHL stadium is not specifically the location which is definitely more central but the issues around transportation. Lebreton Flats does not a direct link to the 417. LRT is not slated for the west anytime soon and there is pressure from residents along the Parkway to reduce the parkway to one lane in either direction. Unless parking for buses (school buses contracted by restaurants and pubs to ferry patrons to and from the games) is provided it will be very difficult with traffic before and after games. You cannot make people take the transportation you want them to take and more people will drive than you think as so there will be lots of parking issues particularly for residents in neighbouring areas." (From NCR)
Center, event, major	*"I think a major events centre at this location is short sighted and poor planning." (Outside NCR)* *"Although the arena/events centre is intended to be a focal point, I would not discount this bid even if the arena was removed due to the unwillingness of the Senators to move to anything other than their own arena. It would free up a lot of space for other meaningful attractions." (From NCR)* *"Also, placing senior citizens next to a major event centre and outdoor theatres and concert halls? Can you say noise complaints?" (From NCR)* *"As a resident of the Preston Street neighbourhood, I have serious concerns about traffic from an arena or large public events venue. The roads as they stand are clogged at rush hour with existing roadways and I do not see changes to roadways. There would need to be MAJOR incentives to have folks use public transit AND smart parking exits." (From NCR)* *"I think this is a very strong proposal regardless of whether the Senators move downtown or not. I think the event centre will be used regardless and the rest of the site will bring visitors year round." (From NCR)* *"The major event centre appears to be missing an anchor tenant so I wonder if it's financially viable." (Outside NCR)*

Build, include, team, NHL, arena, hockey, Senators, play, downtown, group	*"More ambitious and exciting than the Rendezvous LeBreton proposal. There is more to pull people to go to LeBreton Flats than just hockey. Plus the group behind this bid seem more creative and open-minded than the Senators ownership group." (From NCR)* *"Perhaps both groups could collaborate together within the overall plan of DCDLS's proposal. RendezVous could build and operate the hockey stadium, while DCDLS handles the rest. This may not be realistic, since the stadium is likely the biggest and safest moneymaking bet in the project, but it is still an avenue worth considering. All in all, the DCDLC proposal is hands-down superior and more inspiring." (From NCR)* *"I really don't get the same feel of connection with it being Ottawa Senators hockey and the Ottawa heritage. There is something missing but not sure exactly what." (From NCR)* *"There's been a lot of hubbub about hockey arenas. I don't think it is wise for this group to plan to build an arena for a team they don't own, particularly when the rival bid is the group that owns the only pro-hockey team in this city." (From NCR)*

Question 6: What do you like about RendezVous LeBreton Group's proposal?

Several aspects of RendezVous LeBreton Group's proposal stand out to respondents as positive.

Outdoor/spatial features that are appealing include:

- **Greenspace**: Many respondents offer positive feedback on the degree to which outdoor public space featuring trees and other natural features has been incorporated into the design. Many of the positive comments about greenspace also mention how this proposal links the site to the Ottawa River.
- **Public space**: Similar to feedback on "greenspace", there are many positive comments about how the site features several public spaces, particularly the aqueduct and the riverfront area. Respondents also comment positively on other public spaces throughout the site, including the proposed LeBreton Square.
- **Green roof**: The usage of green roofs throughout the development—and particularly, on the proposed arena—is regarded as a positive step towards making the development more environmentally sustainable.
- **Light rail/LRT**: Several respondents offer positive comments about the LRT service to the site. Many comments commended the fact that the system is designed to go underground. This is perceived to improve accessibility for pedestrians and improve the overall "flow" of the site.
- **Affordable housing**: Smaller numbers of respondents also like the inclusion of affordable housing and feel that this would address an important need within Ottawa.

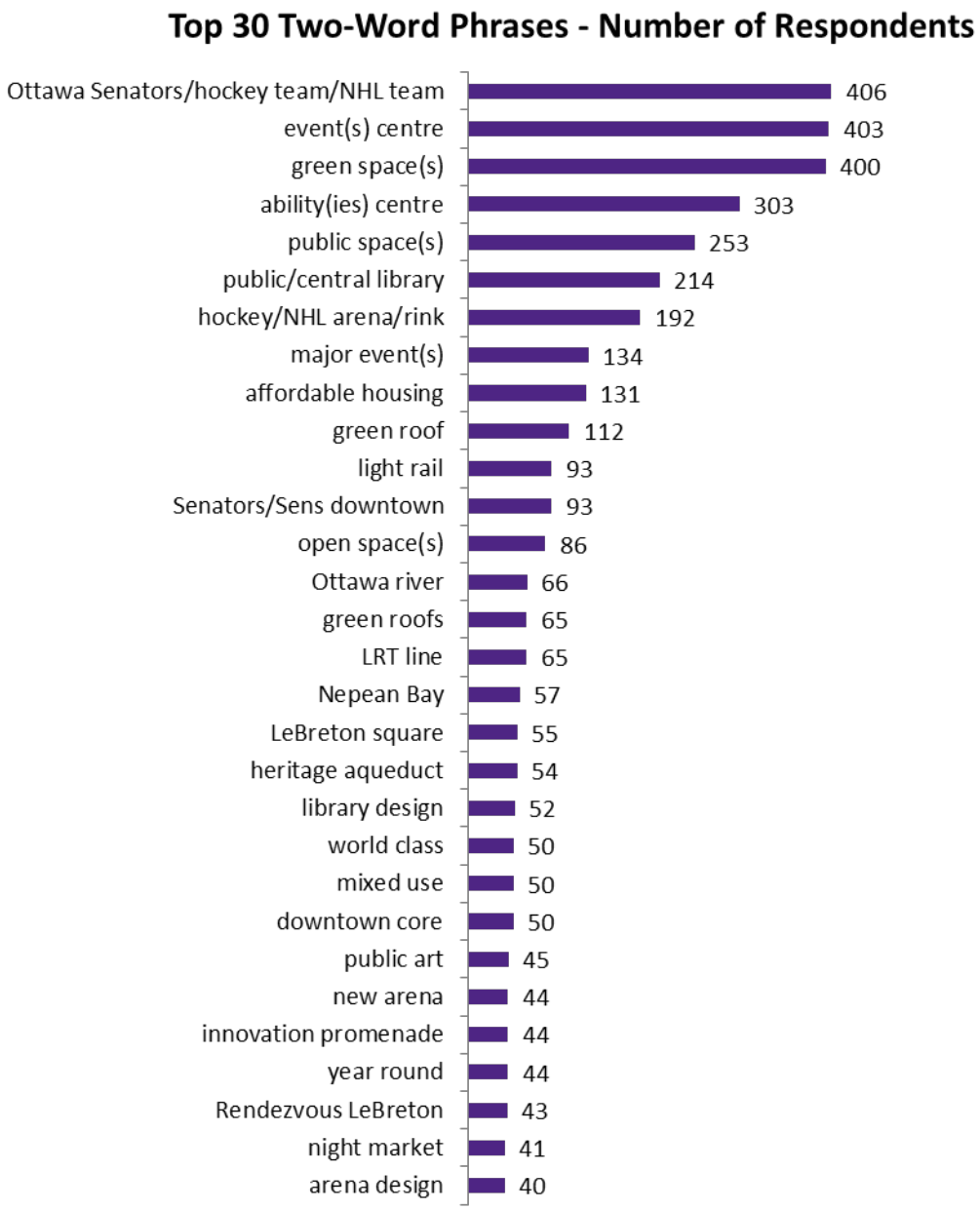
Facilities and attractions viewed as praiseworthy include:

- **The Ottawa Senators/NHL arena**: Many respondents feel that having the Senators relocate from suburban Kanata to a more central location will create an entertainment hub that anchors the overall site and contributes to the vibrancy of downtown Ottawa. Those who feel the new arena will be an economic driver in central Ottawa also believe that the proposal will create additional beneficial activity through concerts and events held at the proposed event centre.
    - As well, when discussing the hockey team or downtown arena, many respondents share the perception that because one of the proponents of the RendezVous LeBreton proposal is Senators owner Eugene Melnyk, the team is more likely to relocate to this space if RendezVous LeBreton's proposal is accepted.
- **Event/Events Centre**: On a related note, many respondents also refer to the proposed arena's purpose as an "events centre" which attracts benefits beyond hosting professional hockey and other events. There are several positive comments about many different aspects of this facility, including its prominence within the overall area design and its central location. Some of its architectural features,

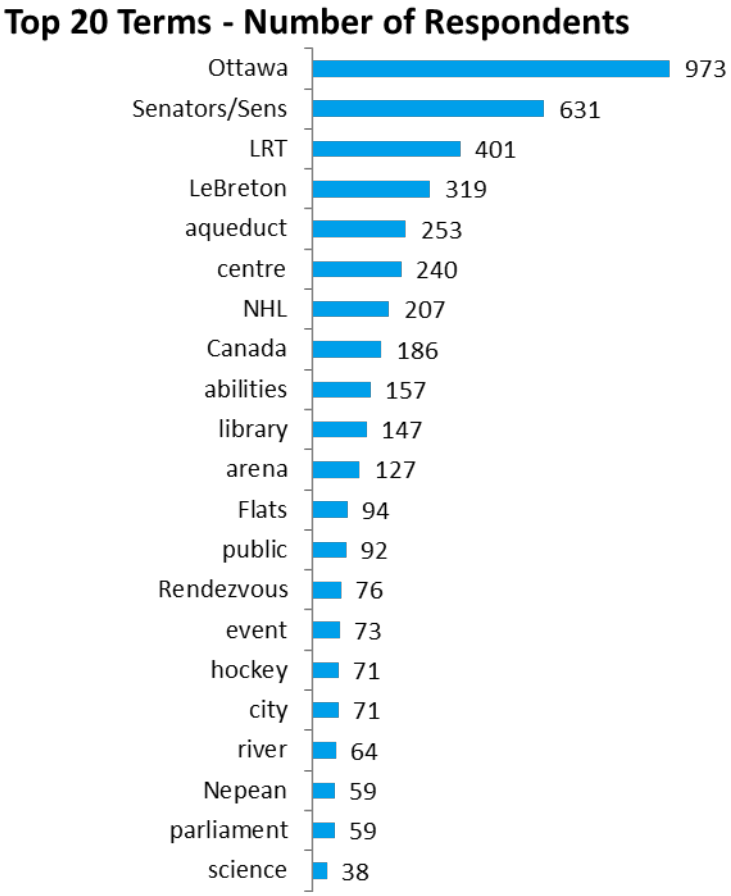
particularly the proposed green roof, are also appealing to those who appreciate efforts to make this development environmentally sustainable.

- **Abilities Centre**: There are also many positive comments about the inclusion of the proposed Abilities Centre. In general, respondents state that there is a significant need for this type of facility and that it will be a point of both local and national pride. As well, some comment that the inclusion of this facility, along with social housing, demonstrates that RendezVous LeBreton is taking into account the social needs of populations whose requirements and wishes are not always taken into account when developments of this nature are proposed.
- **Public/central library**: A number of respondents feel that having the central branch of the Ottawa Public Library is an important component of the site. However, some respondents raise questions about the proposed location of the library and wonder why it is not actually located within the LeBreton Flats area. Several also praise elements of the proposed architectural design for the library.

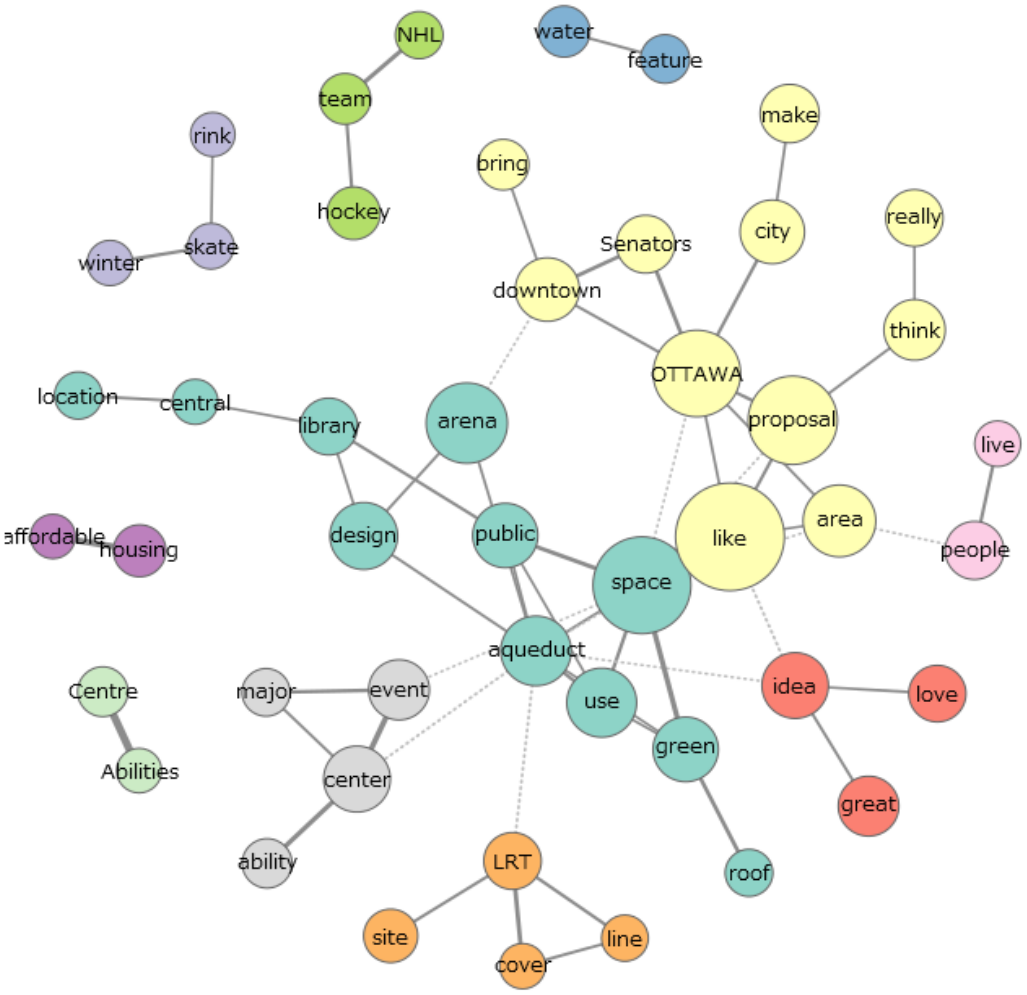
The following chart lists the top 30 two-word phrases mentioned by respondents in response to this question.



The following chart lists the top 20 terms mentioned by respondents in response to this question.



The **co-occurrence network diagram** below shows the relationships between top words used by respondents to answer Question 6. There is a close link between the word "Ottawa" and words such as "proposal," "Senators" and "downtown." As well, there is also a strong connection between many of the words used to describe amenities and outdoor features (space, aqueduct, public, green, arena and library, among others).



The following table highlights verbatim quotes associated with these key groupings of words that were often used in conjunction with one another:

Word Grouping	Quote
NHL, team, hockey	*"I like that the NHL hockey franchise would be downtown and with it comes many other events. Our NHL team is something to be proud of and putting the city on the world stage." (From NCR)* *"Beaucoup de gens impliqués dans le projet sont des personnes de la région qui sont déjà présents dans la communauté et qui redonnent à la collectivité. Sans oublier l'impact majeur au niveau de l'animation et de l'économie qu'une équipe professionnelle de sports peut avoir en ayant son domicile à un endroit aussi central et stratégique (au Canada, particulièrement concernant le hockey de la LNH avec les Sénateurs d'Ottawa)." (From NCR)*
Ottawa, Senators, city, downtown, proposal	*"I think bringing the Ottawa Senators downtown would be huge for our city." (From NCR)* *"Senators: I believe the relocation from Kanata to LeBreton will liven up the downtown core, giving Ottawa the downtown "vibe" the city has been lacking." (From NCR)* *"I have been a fan of the Senators for a long time and for two decades have been wishing the arena was downtown near public transit and not in Kanata. I like the idea of the Senators playing downtown and think the rooftop forest along with the inlet will be nice." (From NCR)*
Space, public, aqueduct, green, library, arena	*"I appreciate the greenspace waterfront promenade. The aqueduct is truly attractive and using this area as another skating rink during the winter season will truly be a great asset. These are some of the qualities about the City of Ottawa that Canadians and tourists appreciate the most." (From NCR)* *"Everything. The amount of greenspaces, the use of the aqueduct, the arena and outdoor events square are just a few of the things I like about this proposal." (From NCR)* *"I really like the heritage aqueduct and how it's being used. I like the winter skating rink. I also like the green roofs and the rooftop agriculture. The waterfront promenade is also very enticing and has greenspace for everyone." (Outside NCR)* *"I really like the environmental focus: The green roofs, the arena roof and the extension of the river's shoreline parks inside the project." (From NCR)*
Library, central, location	*"Like the exterior design of the public library. The use of wood and the views of its surroundings that can exist from inside the building." (From NCR)*

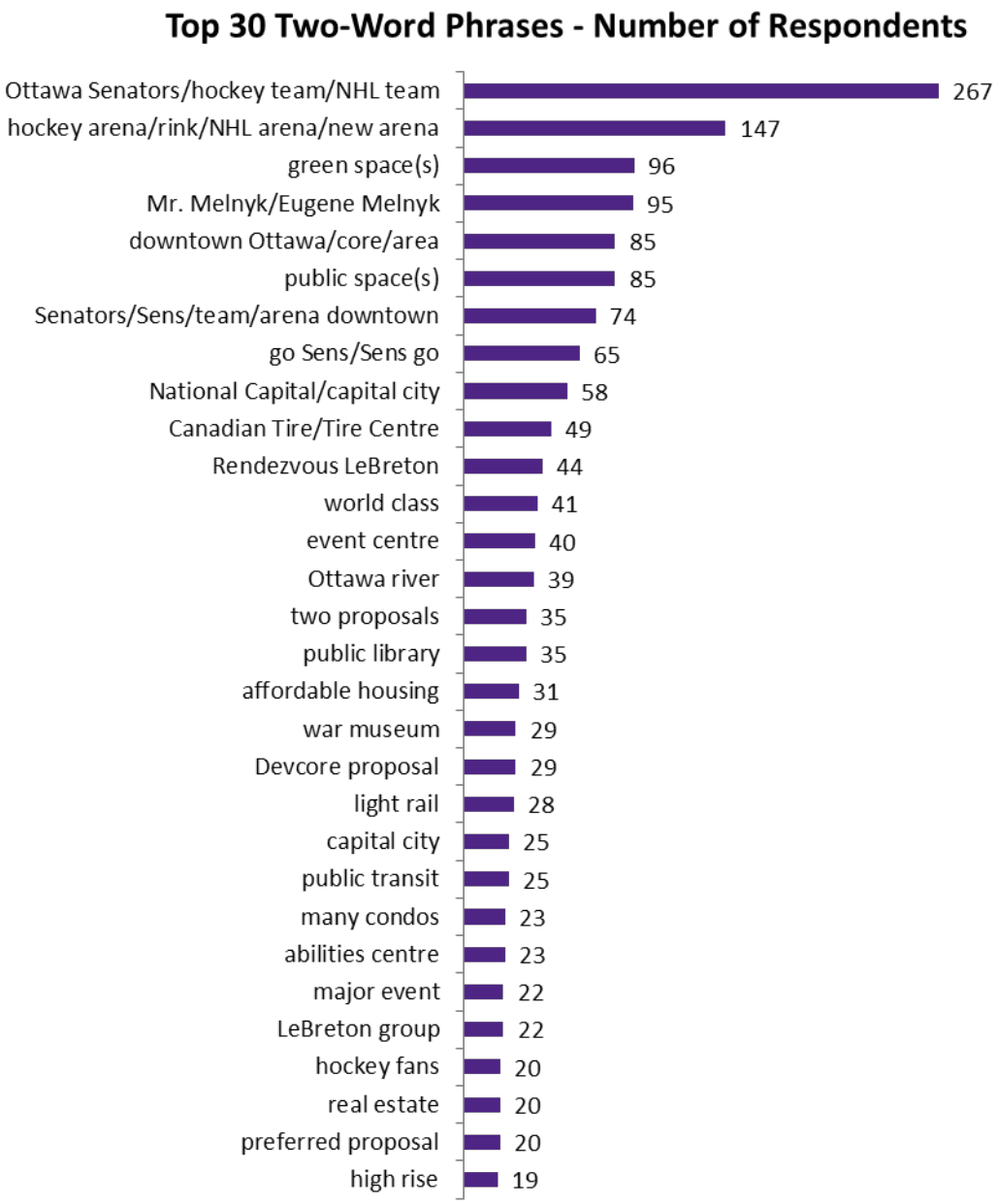
	"The inclusion of an Ottawa public library is nice, and is perfectly located with regard to Pimisi station, but I know that construction of that building is not up to the Proposal group." (From NCR)
LRT, site, cover, line	*"I like the way they enclosed the LRT on the site. I like the way they incorporated the canal into the plan and allowed access to the edge for skating and sitting." (From NCR)* *"I like that the LRT track is covered—interesting idea here; it makes the development seem a lot more seamless and integrated." (From NCR)* *"The elevation change in the construction on the south side of the aqueduct which allows the LRT to be below grade is perfect and allows the entire development to flow freely, creates one continuous development with easy pedestrian and bicycle access everywhere." (From NCR)*
Major, event, centre	*"The major event centre is very unique." (Outside NCR)* *"The centre focus on the arena is critical. Also like the hydro duct (aqueduct) with a water walkway in summer, skating in winter. The tie into existing Ottawa functions like the Ottawa marathon and Ottawa international hockey tournament for kids is great. These will be events that draw people into (the) area and be close to Parliament Hill and (the) Ottawa core. This plus (the) event centre will deliver a vibrant LeBreton Flats that locals and visitors will love." (Outside NCR)*
Winter, skate, rink	*"The focus on the aqueduct, converting it to an ice rink in winter—location of the library—the hockey rink design is good." (From NCR)*
Affordable, housing	*"The agreement with the CCOC on providing 25% of the units as affordable housing. Wish it was higher, but 25% is a great start and they should at the very least keep to that commitment." (From NCR)* *"Addressing a key local need with a plan for affordable housing with a pre-eminent local partner in this sector is also very encouraging." (From NCR)* *"… really like the initiative of affordable housing to combat issues related to poverty in Ottawa." (From NCR)*
Abilities, centre	*"J'adore, c'est audacieux, j'apprecie le lien avec proposition de l'eau, les autochtones mais surtout le centre Ability pour toute la communauté. Quelle beau projet!!" (Outside NCR)* *"I also like the plan for the Abilities Centre Ottawa recreational facility. Incorporating persons with disabilities should be an integral part of the design as typically access for them is not considered." (From NCR)*

Question 7: What do you think could be improved in the RendezVous LeBreton Group proposal?

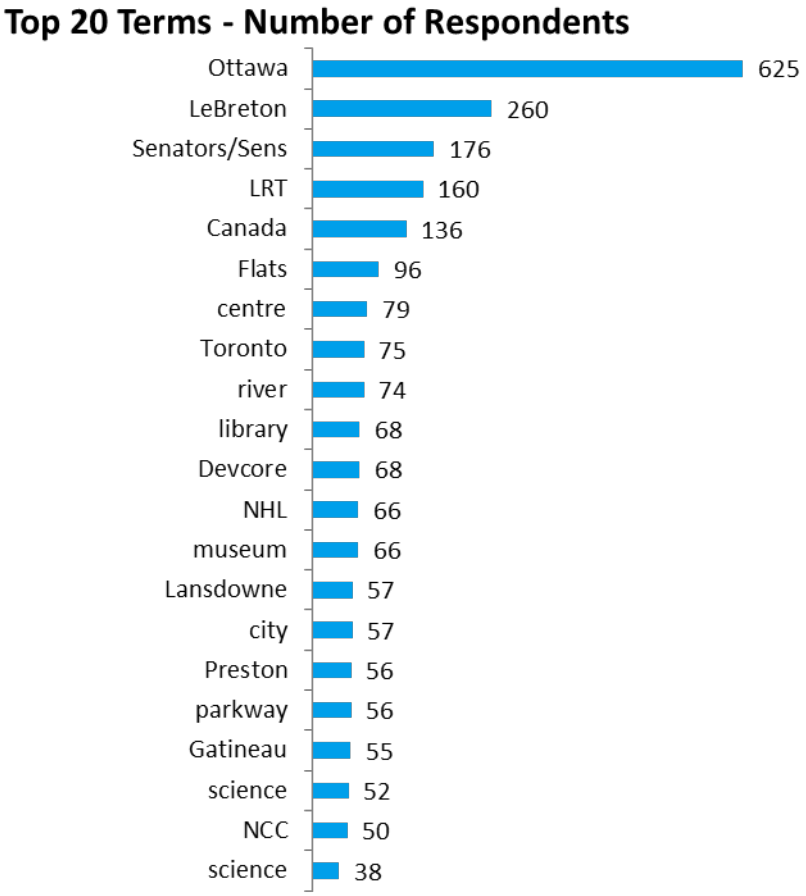
The following is an overview of the aspects of the RendezVous LeBreton Group's proposal that respondents feel can be improved:

- **Lack of public space/greenspace**: Although many respondents offered praise for the proposed public spaces within the site (particularly the aqueduct), one of the main criticisms of the proposal is that it does not offer a sufficient amount of "public space" throughout the entire LeBreton site. A related theme regarding how this proposal could be improved is to incorporate additional indoor and/or outdoor public spaces that would draw people to this area year-round. Indeed, some feel that the public spaces proposed by RendezVous LeBreton Group are too focused on the Ottawa Senators and that these spaces would be underutilized on non-game days.
- **Too many high rises/condos**: There is also a perception that although there are important natural outdoor features contained within this proposal, too much of the LeBreton Flats area will be devoted to multi-family residential housing. As the graph on the following page shows, three of the top-30 most common phrases mention "high rises," "real estate" and "condos", typically in a negative context. Many respondents comment that there are too many condominium buildings, especially along the riverfront, which they believe will separate the rest of the development from the Ottawa River. Many of the commenters draw negative comparisons with the recent development of waterfront condominium towers in Toronto and argue that this type of residential housing should not be envisioned for LeBreton Flats.
- **Too much focus on the arena and event centre**: The "hockey arena/rink" and "event centre" are also mentioned frequently by respondents as aspects of this proposal that can be improved. A number of the comments share the belief that this facility should not be the primary focus of the development and that it must accommodate public events beyond hockey. Some also question the location of the event centre in the middle of the development, noting that it will be more accessible if it is placed closer to one of the two LRT stations.
- **A lack of amenities, particularly grocery stores**: Several respondents indicate that the proposal is missing details regarding the inclusion of important amenities that area residents will require, such as a grocery store, schools and professional services.

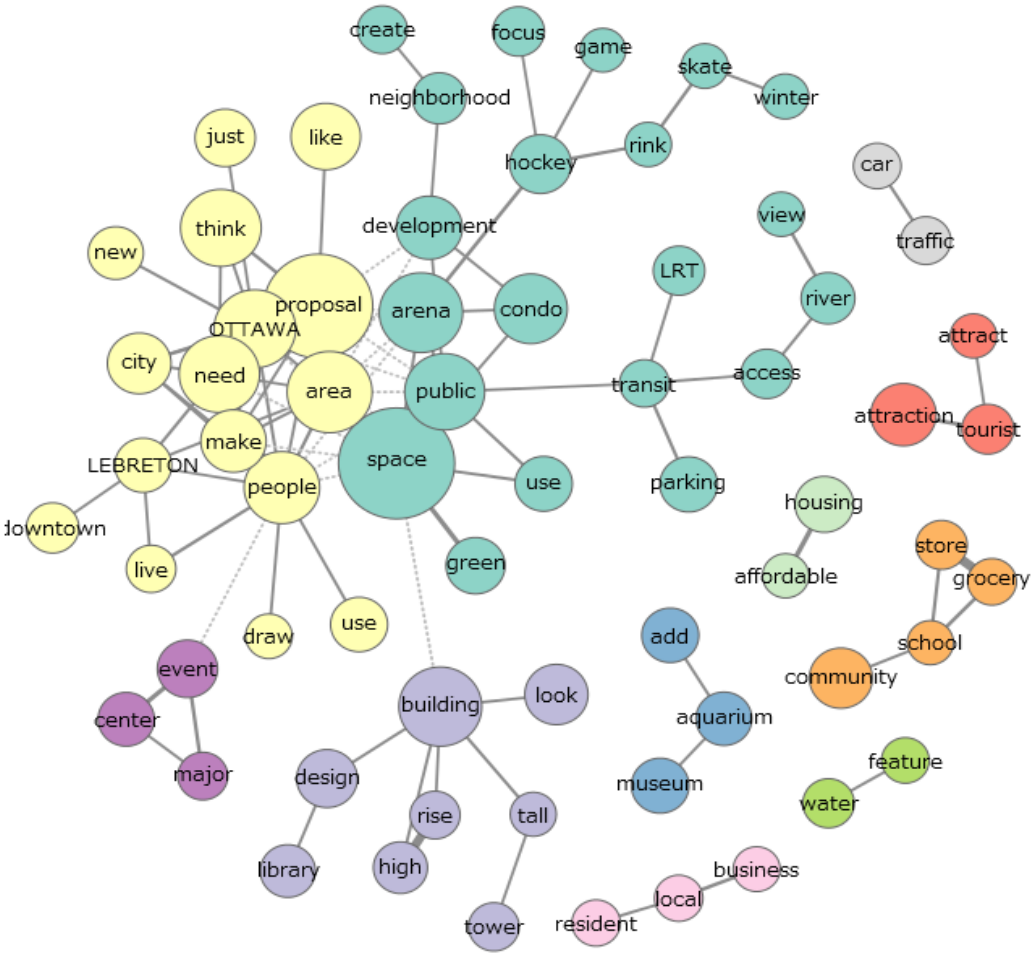
The following chart lists the top 30 two-word phrases mentioned by respondents in response to this question.



The following chart lists the top 20 terms mentioned by respondents in response to this question.



The following **co-occurrence network diagram** shows strong links between a network of words connected to public space and greenspace and their contrast with the proposed arena. There is also a strong connection between the word "arena" and related words like hockey, rink, skate, winter, etc. (Although it should be noted that the word "skate" is included with several comments advocating for the inclusion of either an outdoor speed skating oval or a skateboard park at the site). Some of these chains of words pertain to transit/LRT as well as to the development of condominium developments and neighbourhood development in general. Other closely connected clusters of words pertain to the types of buildings in the development, tourist attractions, community amenities and the major event centre.



The following table highlights verbatim quotes associated with these key groupings of words that were often used in conjunction with one another for this question:

Word Grouping	Quote
space, public, arena, green, use	*"There didn't seem to be as much thought or detail around how the rest of the non-arena/events centre spaces would be used/animated. The competing proposal did a much better job of fine grain detailing of built spaces and landscaping. It's obvious the main driver is the establishment of the NHL arena/event centre while the public realm is secondary or supportive to that main objective." (From NCR)* *"Design is completely centered on the arena; Residential areas are not suited to Ottawa but make the city seem as if it is trying to be Toronto; Public spaces will not attract people living outside of the area to LeBreton and will become parks used only by residents." (Outside NCR)* *"The entire project seems devoid of public life outside of a hockey game … There is a lack of personality. It's very clean and nice, but not enough edge. There is no real large public space to enjoy outdoor activities, such as an extension of Bluesfest into the site. Ottawa needs something to shake things up." (Outside NCR)* *"Ajouter des espaces verts (de la verdure) +++ entre les buildings et sur les buildings, pas seulement à 2-3 endroits." (From NCR)*
LRT, transit, parking, access	*"Even with the LRT, traffic is going to be horrendous, especially if a stadium is put in that area." (From NCR)* *"(I) would like to see the event centre closer to the LRT station or some type of protected walkway to event centre … that will be a cold walk in winter." (Outside NCR)*
Hockey, rink, skate, winter, game, focus	*"Needs to make a stronger Canadian stamp.... more multi seasonal use... outdoor skating in winter... and nice water areas in summer." (From NCR)* *"Larger skating surface outside the arena... Toronto city hall rink comes to mind. The ice in this proposal seems as though it would become very crowded." (From NCR)* *"Avoir une section skatepark extérieur pour ajouter de la vie au milieu et utiliser l'aspect spectaculaire du sport pour enrichir l'expérience de vie du milieu." (From NCR)*
High, rise, building, tall, tower	*"High rise buildings that, in my opinion, don't belong there. I would have preferred a max of 6 storeys so we have a nice flow between the downtown core with its high rises and residential neighborhoods to the west with mainly family homes. LeBreton should be a transition between the two." (From NCR)*

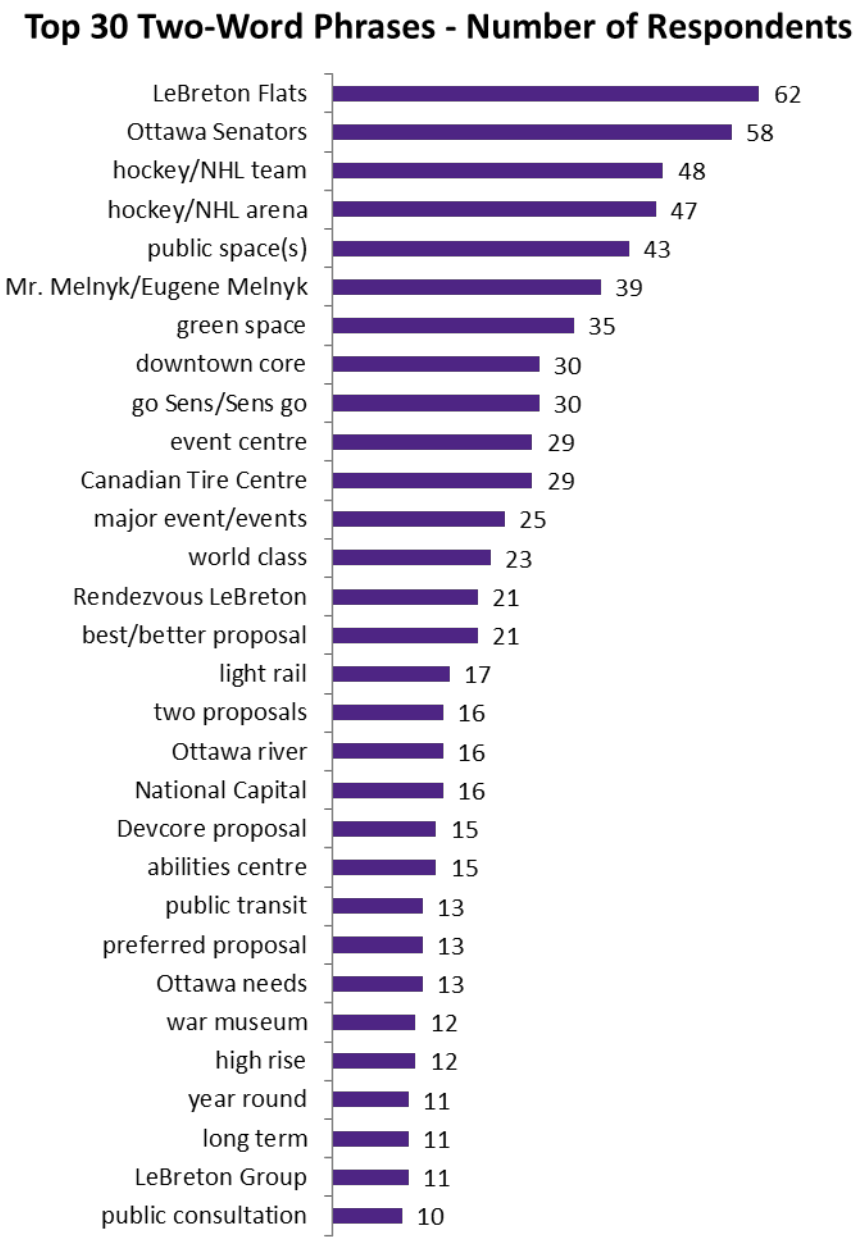
	"Personnellement, je n'ai pas l'impression que l'ajout de nombreux hauts immeubles dans (les) plaines LeBreton soit une bonne idée." (Outside NCR) *"This bid simply looks horrifying, the renderings look like the (worst) parts of Toronto – condo, high rise hell. Ultimately the bid comes off like an attempt to build an arena and condos, with no vision for what downtown Ottawa could become." (From NCR)*
Community, school, store, grocery	*"Needs a grocery store. The area does not currently have one and this influx of thousands of additional residents, along with neighbouring Zibi, will necessitate at least one grocery store in the neighbourhood. It also will need a new school for children moving into the neighbourhood." (From NCR)* *"Focus on community improvements—grocery, schools and park space. Parking to accommodate events at arena or delay arena until LRT serves a greater % of Ottawa residents—both south and west." (From NCR)*
Tourist, attraction, attract	*"More distinctive attractions to raise the bar for the city and country. Less residential, more touristic." (From NCR)*

Question 8: Do you have any other comments on the RendezVous LeBreton Group proposal?

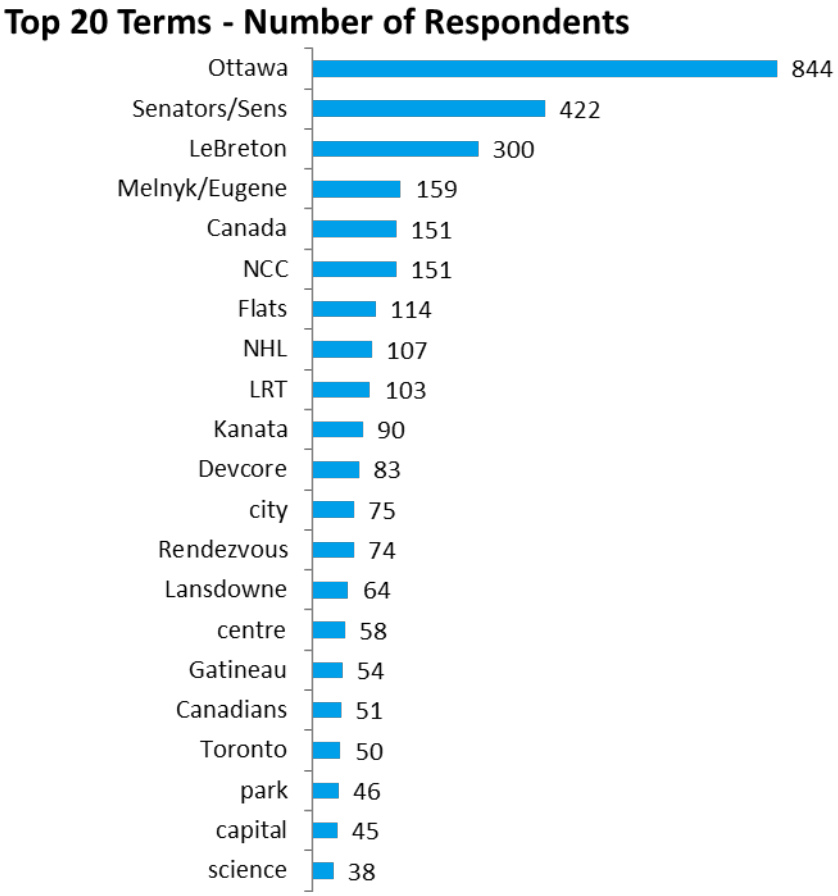
When the additional comments on the RendezVous LeBreton Group proposal are analyzed, the Ottawa Senators and the team's proposed arena dominate the discussion. As the graph on the next page shows, five of the top-10 noun phrases for this question refer to the team, the arena, team owner Eugene Melnyk or the notion of having the team play downtown.

- A higher proportion of comments regarding the hockey arena and hockey team are critical of the Senators being the focal point of the development. Although specific criticisms of this idea vary, the main sentiment expressed by respondents is that LeBreton Flats requires an attraction that will be appealing to a broader cross-section of the public than hockey fans. There are also concerns that the area will not be vibrant on days when the Senators are not playing.
- At the same time, however, there are many positive comments about the inclusion of the hockey arena in the redevelopment proposal. Many of these comments express the view that having the Senators relocate downtown will bring more activity to downtown Ottawa and make the team more accessible to people living in the eastern portion of the National Capital Region. The idea of locating the Senators downtown is also contrasted favourably to the team's current location at the Canadian Tire Centre in Kanata (which is why the two-word terms "canadian tire" and "tire centre" are frequently mentioned). Several respondents also share the view that the RendezVous LeBreton plan feels more likely to happen because the owner of the hockey team is one of its proponents.
- There is also a great deal of debate about how "public space" is built into this proposal. Several respondents feel that the key elements of this proposal, such as the aqueduct, riverfront and the space near the arena, are well thought-out and will serve as gathering places for both residents and visitors to the National Capital. However, many other respondents feel that the public spaces in this proposal have been de-emphasized by placing too much focus on the arena, as well as by including too many condominium towers. Some also feel that the redevelopment of LeBreton Flats should be much grander in scope and tie in with the NCC's mandate to develop and manage public spaces of national significance within the NCR.
- Despite being a mandatory question, many respondents filled in the corresponding text box with "no", "nothing" or random symbols in an effort to move on to the following question. These mentions have been removed from the text analytics output and resulting analysis is based on fewer overall responses than the preceding questions on the same proposal.

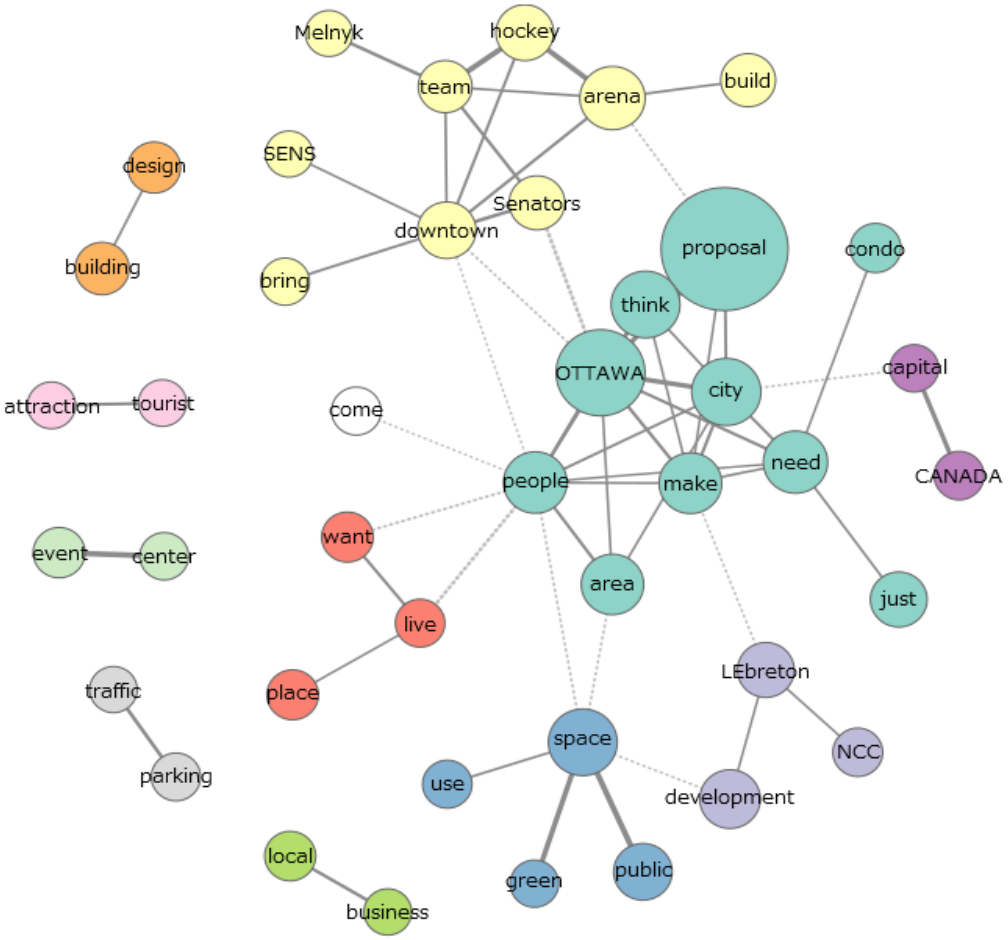
The following chart lists the top 30 two-word phrases mentioned by respondents in response to this question.



The following chart lists the top 20 terms mentioned by respondents in response to this question.



The following **co-occurrence network diagram** for Question 8 shows many of the same patterns found in the responses for Questions 6 and 7, although on a smaller scale (due to fewer overall responses). The most durable network of nouns occurs between words such as downtown, Senators/Sens, arena, hockey, team and Melnyk. There are close linkages between references to the proposal itself and to the city in general, while there are also corollary associations between words such as public, green and space; parking and traffic; tourist and attraction; event and centre/center and building and design.



The following table highlights verbatim quotes associated with these word groupings for Question 8:

Word Grouping	**Quote**
Downtown, Senators/Sens, hockey, team, Melnyk	*"For me, the most important attraction is the Ottawa Senators arena...we do need it downtown. Just that is a major improvement to the LeBreton site." (From NCR)* *"Great proposal. We need to bring our Senators downtown. Should have been done 25 years ago! This is the perfect place for them and it will literally change the landscape of our city should it happen." (From NCR)* *"An arena for the Senators. A practice rink for the Senators. Surely there must be something better than this for this site." (From NCR)* *"Go ahead and build the flats and leave the Senators out of it. The public draw that you seemingly think you will get will be minus any large margin of people…" (Outside NCR)*
Ottawa, proposal, city, think, make	*"Both modern and a reflection and natural extension of Ottawa's downtown core, this proposal will best suit the densification of Ottawa and elevate our status as a world class city." (From NCR)* *"Cette propostition est la meilleure pour Ottawa. C'est une collaboration communautaire avec des leaders qui connaissent et comprennent Ottawa." (From NCR)*
Green, space, public, use	*"Maximize where possible the public's access and sightlines to the Ottawa river and maximize the use of greenspace throughout the site." (From NCR)* *"(It) reflects the feel of our city, lots of public space that will be enjoyed by residents and tourists alike." (From NCR)* *"I think this proposal represents the interest of the stake holders and not that of the public. This is based on the lack of balance between public and private buildings. The major proportion of building space is allocated to residential accommodation and very little to public space for the promotion of Canadian culture." (Outside NCR)*

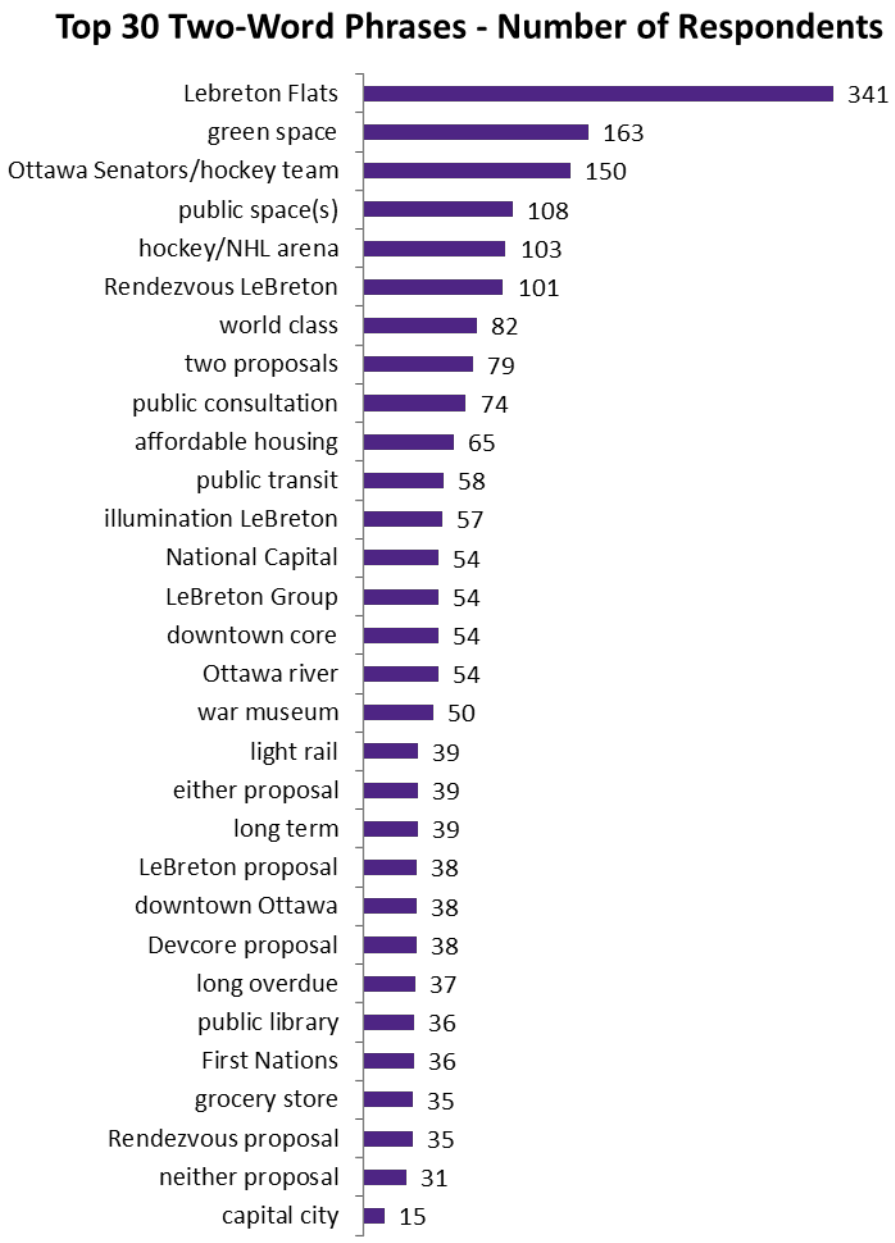
NCC, LeBreton, development	*"Both proposals have created a city within a city without real connections to existing neighbourhoods. The NCC needs to think about who this redevelopment is for. Is it for visitors? Residents of Ottawa? Current residents of the LeBreton flats neighbourhood? Is it for businesses?" (From NCR)* *"We need to look at LeBreton Flats the same way we look at our national parks. This is a prime piece of land in our nation's capital, how rare is that?? … If we think of how Canada looks at our national parks, we say that they should be protected for the benefit of current and future generations. Though we aren't looking to protect this land, this land does belong to Canada and in the same way SHOULD be developed in such a way that benefits all Canadians, not the Senators." (From NCR)*
Traffic, parking	*"Hopefully, there will be enough parking and enough avenues of ingress and egress, unlike the Lansdowne development." (From NCR)*
Event, centre/center	*"I like the idea of having the event centre and Ottawa Senators downtown. Also the view to Parliament Hill is unobstructed." (From NCR)* *"I feel that LeBreton is not the ideal place for a major event centre. It is a great location for foot traffic but a very poor choice for a major sports team." (From NCR)*
Tourist, attraction	*"Proposé avec la reconnaissance que Ottawa a besoin des attractions pour le public et les touristes." (Outside NCR)*

Question 9: Do you have any other comments related to the redevelopment of LeBreton Flats?

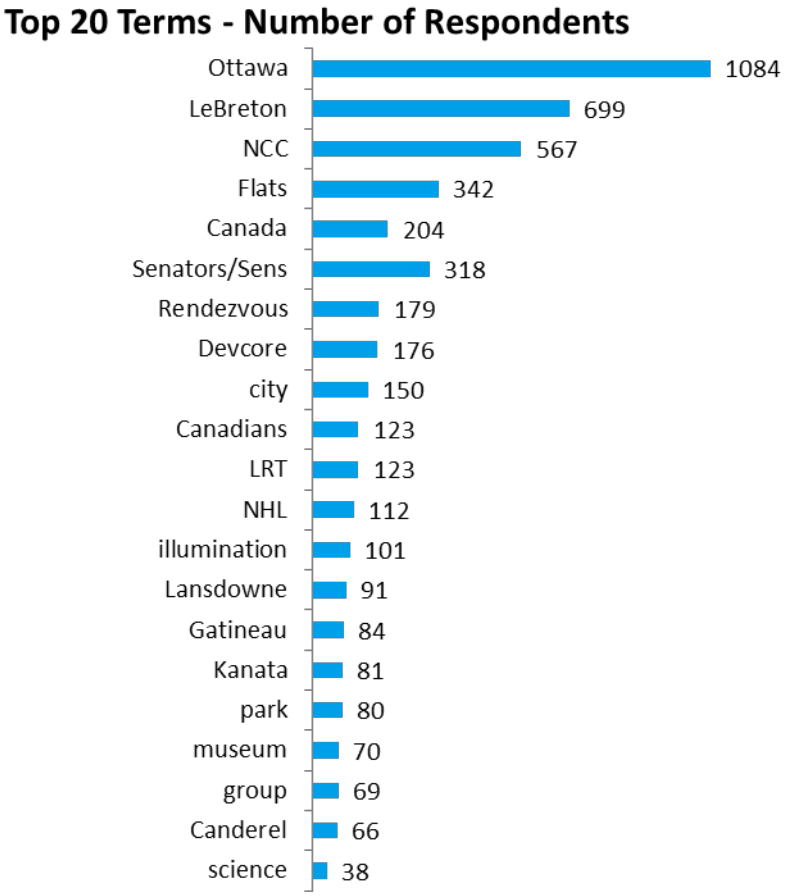
Many of the final comments on the proposed redevelopment address the overall importance of redeveloping LeBreton Flats and reiterate specific comments made earlier in the survey about both of the proposals. The following graph reflects this, as several of the top-30 phrases used in this question refer to the specific proponents (Devcore Canderel DLS and RendezVous LeBreton Group) or make specific reference to their proposals by either highlighting aspects of them, or comparing and contrasting them. Indeed, several respondents feel that elements of both proposals should be combined.

- Many of the general comments about the redevelopment also reflect the main issues raised with respect to both proposals, including:
    - **The Ottawa Senators and their proposed arena**: With respect to the Ottawa Senators, many of the comments range from positive comments about the team relocating to a more central are of the city, to negative sentiments among those who feel that the hockey team/arena should not be the central feature of the LeBreton Flats redevelopment. A number of respondents cautioned against selecting one proponent over the other because of its relationship with the hockey team. They feel that the relocation of the team is a distinct possibility, regardless of which proponent is chosen. Some respondents also raise questions about what will happen to the Canadian Tire Centre and what the effect will be on the Kanata area if the hockey team moves to a different part of Ottawa.
    - **Public space**: As noted elsewhere, there is a strong desire among many respondents to ensure that the final plan includes public spaces that are accessible and inviting for both area residents and tourists. Specific elements of each proposal appeal to respondents in this regard, but there is also a concern that the site could include too many high-rise residential buildings that detract from the types of public spaces that some envision for the area.
    - **Greenspace**: Similarly, there is also a strong desire for greenspace to be a major component of this site and many respondents offer positive comments on natural features contained in both proposals. Interestingly, though, a small but nonetheless significant number of respondents share the view that there is already an abundance of greenspace in the region and that other types of public spaces are required instead.
- There are also a wide range of opinions regarding the public consultation process itself, with some praising how the process has unfolded and others criticizing a number of aspects of the engagement; particularly the fact that only two options are being considered at this time. A number of respondents also urge the NCC to continue with public engagement as the next steps in the process unfold.

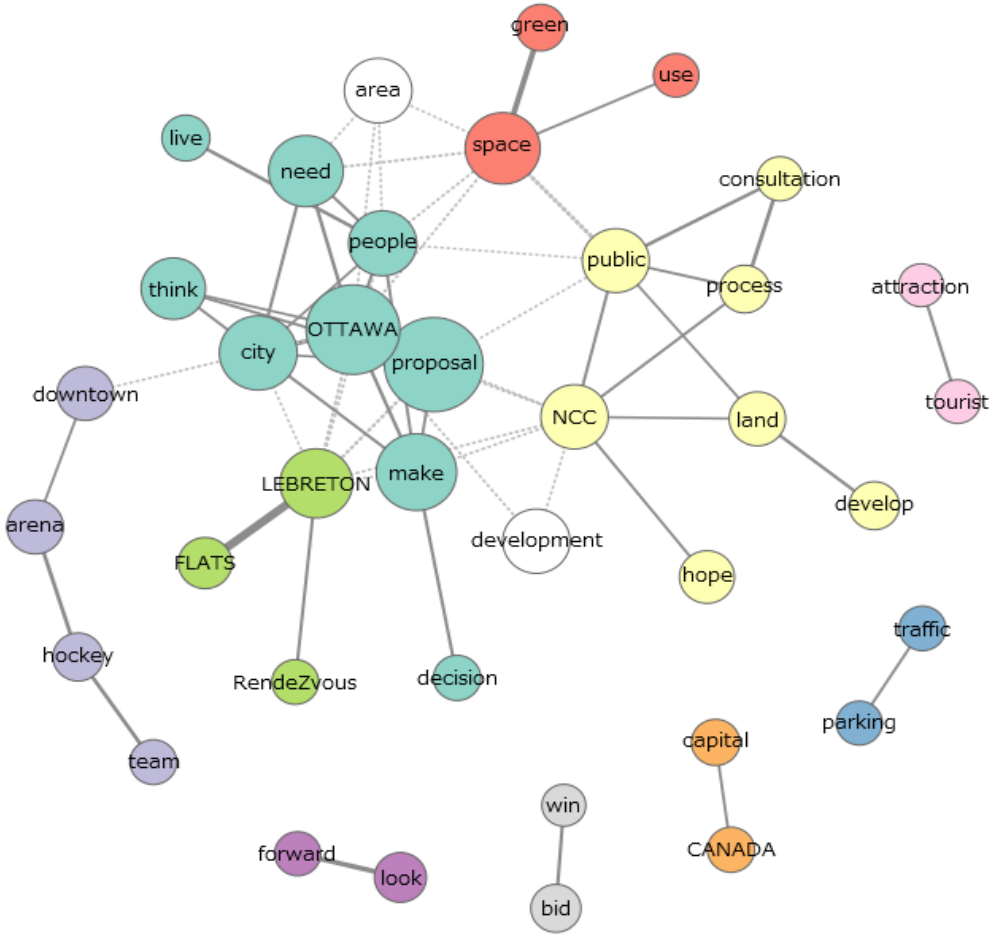
The following chart lists the top 30 two-word phrases mentioned by respondents in response to this question.



The following chart lists the top 20 terms mentioned by respondents in response to this question.



The **co-occurrence network diagram** shows some slight variations compared to the diagrams for previous questions. Although the key cluster of words once again includes *Ottawa*, *city*, *proposal*, etc., this particular question includes very frequent references to the overall LeBreton Flats development. The word *RendezVou*s is also closely associated with the words *LeBreton* and *Flats,* although this is likely because the name RendezVous LeBreton Group contains the name of the area. The word *public* is also more closely connected to words such as *consultation*, *process* and *NCC*. Similar patterns to those seen in previous co-occurrence diagrams are repeated in the diagram below.



The following table highlights verbatim quotes associated with the main word groupings for Question 9:

Word Grouping	Quote
Proposal, Ottawa, city, people	*"Again, these are two amazing proposals … I would like to see the look of the Devcore proposal and its many great ideas blended with the many wonderful ideas from the RendezVous proposal to create a true venue for locals and tourists. We must not forget the tourist (and economic) potential of this project so we should be asking tourists what would help draw them to Ottawa and this site." (From NCR)* *"I think the RendezVous proposal is the superior bid aesthetically, as well as in the services, facilities, and attractions it will offer to the National Capital region, and is backed by a group of mainly Ottawa-based organizations, many of which have contributed greatly to the Ottawa community. I would very much like to see this bid succeed." (From NCR)* *"Je préfère la proposition de DLS Group qui inclut plusieurs lieux publiques et de rassemblement (comme des musées). Elle représente mieux les atouts d'une Capitale Nationale." (From NCR)*
LeBreton, Flats, RendezVous	*"For our quality of life and our wellbeing, we need access to greenspaces that support the production of food, biodiversity and clean water. This is our opportunity to redevelop LeBreton Flats in a way that will be a model for other cities around the world." (From NCR)* *"I am a resident of LeBreton Flats and I'm afraid that this whole thing would end up as another Lansdowne. It's been far too long for this to happen so I really hope that this is it. That there will be follow through and concrete actions to be made." (From NCR)*
Public, consultation, process, NCC, land, develop, hope	*"Thank you NCC. You've really done a great job in public consultation." (Outside NCR)* *"The inclusion of public consultation is nice but I feel it would be beneficial for the groups to have the opportunity to refine their proposals based on this feedback otherwise we are getting the good and bad of whichever proposal is selected. There is no clear better proposal at this point, both have good points and not-so-good points." (From NCR)* *"I am truly unhappy and disappointed in the process and what we are faced with at this point. There (have) been insufficient public consultations and, seemingly, consultations with experts who could have provided important insight on what would make for a thriving, lively, real, human, urban, diverse center for downtown Ottawa." (From NCR)*

Downtown, arena, hockey, team	*"I believe the redevelopment of LeBreton Flats should primarily focus on the Senators stadium. Above and beyond will only do in this case." (From NCR)* *As a city, we love our hockey team. I love all the other things they want to bring but I came here to talk about the Ottawa Senators. This is Eugene (Melnyk's) vision, he wants his team in the downtown core. He means so much to the city of Ottawa and I know it is best for the NCC to take his proposal. He won't disappoint. Please, think of the people of Ottawa and the Gatineau Region." (From NCR)* *"Les fans de hockey ne représentent qu'une petite portion des gens d'Ottawa. Merci de ne pas en faire un élément déterminant dans votre décision. Laissons les Sens à Kanata et apportons musique, culture et d'autres sports que le hockey au centre-ville. svp." (From NCR)*
Public, green, space, use	*"I am very keen to see a large component of public space in LeBreton Flats. I want this public space to highlight our natural heritage and integrate our waterways for public use and appreciation. I do not want to see something that is too built-up with residential and corporate concrete. This is an important piece of federal land, with connections to our river, and it should be developed with all Canadians and our natural heritage in mind ... it should not be handed over to a few developers to squeeze in as many condos as possible." (Outside NCR)* *"The mixed use vision is important, gathering place for people, connection to LRT is critical. I like the incorporation of greenspace, water and trees and this should be a focus to the greatest extent possible." (From NCR)* *"Please no more parkland. There is enough greenspace in Ottawa already." (From NCR)*

In-person public consultation feedback:

In-person participants were able to complete the online survey via iPads or were given a postcard with the information to complete the survey.

The question and answer period covered a range of topics, including:

- **Proposal specific comments or questions:**
  - Timelines and how the projects will be implemented
  - Bid team composition
  - Condo sales and demographic growth
  - Partnerships needed to implement the proposed projects
  - The proposed arena, its location and management
- **Sustainability:**
  - Design choices and sustainability, business rationales that ensure sustainability
  - Bird protection
  - Integration of new technologies, green technologies
- **Process:**
  - Funding sources
  - How public input will be considered in the process
  - Ottawa Public Library assessment process
  - Tender process and phases of development
- **Dialogue with First Nations**
- **Infrastructure and water mains, costs**
- **Parking and traffic integration, connectivity and public transit**
- **Community engagement:**
  - Future community input into the chosen proposal
  - Integration with existing surrounding communities
  - Small business involvement
- **Public realm and urban planning excellence:**
  - Public access to the waterfront
  - Amenities planned, intensification and increased needs
  - Site animation and activity throughout the day
  - Social and affordable programming, public recreation

- Affordable housing opportunities
- Greenspace or lack thereof in the proposals
- Proposed schools and discussions with School Boards
- Protected views
- Other cultural institutions or museums—opportunities

The transcripts can be found in Appendix 2.

Other comments received:

The NCC received 74 emails and contacts with the public through its general email address (info@ncc-ccn.ca) and Contact Centre (telephone and correspondence).

The following groups submitted their proposals to the NCC via email:

- Bridlewood Community Association
- Dalhousie Community Association
- Ottawa Chamber of Commerce
- Somerset West Community Health Centre
- Vietnamese Canadian Federation

VI — Next Steps

The evaluation committee will review the public consultation report and comments received from the public.

Once the evaluation is complete, the project' next steps are as follows:

- Spring 2016: Evaluation committee recommendation to the NCC Board of Directors
- Summer/Fall 2016: Negotiations with the preferred proponent
- Fall 2016: Federal approval process
- Early 2017: Announcement of successful proponent
- 2017: Municipal process (NCC and City of Ottawa)

Appendices

Appendix 1
Survey Questionnaire

Initial landing page 1:

LeBreton Flats Public Consultation Survey

English / Français

Introduction - page 2:

Public Consultation Survey—Redevelopment of LeBreton Flats

LeBreton Flats is one of the last undeveloped urban sites in Canada's Capital. Its redevelopment represents a unique opportunity to create an exemplary and vibrant urban community that will transform the heart of the Capital.

Two proponents have submitted proposals to redevelop LeBreton Flats:

- Devcore Canderel DLS Group
- RendezVous LeBreton Group

The National Capital Commission (NCC) wants to hear what you think of the two proposals.

Before completing the short survey, please review the videos and presentations on each proposal.

Devcore Canderel DLS Group	**RendezVous LeBreton Group**
Click image to view video	Click image to view video
IMAGE	IMAGE
Devcore Canderel DLS Group presentation (PDF)	RendezVous LeBreton presentation (PDF)

A summary of the public feedback will be provided to the evaluation committee for their consideration, and a public consultation report will be finalized in the following months.

The process to select a development partner is only one step in the LeBreton Flats redevelopment process. The NCC will be working with the developer and the City of Ottawa to conduct further public consultations on the winning design.

Please note that your answers will be confidential and that the personal information collected will serve the stated purposes only.

If you have any questions, please contact the NCC at 613-239-5000 or info@ncc-ccn.ca.

Button: Press [>>] to start the survey

Survey - page 3:

1. How did you find out about this survey?

a) Email
b) Advertisement
c) Media
d) Social media
e) At the public consultation
f) Through my indigenous community
g) Other: _____

2. What are the first three characters of your postal code? ___

2a. Would you like to receive future emails on the NCC's public consultations and meetings?

01 – Yes (continue to 2b)

02 – No (skip to page 4)

2b. Please provide your name and email address.

Last name:

First name:

Email:

Button: Back/Next

Randomize order of Proponent A and B

Survey - page 4:

Proponent A - Devcore Canderel DLS Group

3. What do you like about Devcore Canderel DLS Group's proposal?

4. What do you think could be improved in this proposal?

5. Do you have any other comments on this proposal?

Button: Back/Next

Survey - page 5:

Proponent B - RendezVous LeBreton Group

6. What do you like about RendezVous LeBreton Group's proposal?

7. What do you think could be improved in this proposal?

8. Do you have any other comments on this proposal?

Button: Back/Next

Survey - page 6:

General comments

9. Do you have any other comments related to the redevelopment of LeBreton Flats?

Button: Submit

Survey page - 7:

Thank you!

Should you have any further questions or comments, please contact the NCC at 613-239-5000 or info@ncc-ccn.ca.

Share this survey

(facebook and twitter icons)

Button: Finish Survey

Appendix 2

Transcripts – January 26 and 27, in-person public consultations

January 26, 2016

Moderator: On behalf of the National Capital Commission, it is my pleasure to welcome you tonight to the opening of public consultations on the redevelopment of LeBreton Flats. I will be your master of ceremony and moderator for this evening.

Before we begin the presentations, I would like to invite Mr. René Racine, an Algonquin cultural resource drummer from the Kitigan Zibi Anishinabeg First Nation, to come up to the front.

Mr. Racine: (First Nations Language Spoken)

I won't take up too much of your time, but before I sing the song, these songs we have to do with hand drums, they're called friendship songs. So just take a minute, look beside you, and shake the person's hand that's beside you and welcome them here because this song is a welcome song. So just go ahead and welcome each other here. Nice, nice.

This song is an honour song. It's an honour for me to be here and it's an honour for me to share these songs with you. Just for the song, just think happy. Pray with me for everything to go well here tonight. Meegwetch.

(Drum Ceremony)

(Applause)

Moderator: Meegwetch, René. Very nice performance.

In a moment, we will see presentations from the two teams vying for the opportunity to transform one of the most significant urban development sites in the core of Canada's capital. Most importantly, this is your opportunity to ask questions and provide your comments on each proposal.

Ce soir, c'est votre opportunité de poser des questions et soumettre vos commentaires sur les deux propositions que nous allons entendre ce soir.

We have developed a questionnaire to gather your input, which you can complete tonight here at the Museum, or by going to the NCC website and the survey will be online until February 8th.

All of the public input we receive will be tabulated and provided to the evaluation committee for their consideration and, subsequently, a public consultation report will be published.

Si vous ne l'avez pas déjà fait, prenez quelques minutes pour visiter les deux salles d'exposition des deux équipes dans Ateliers B et C, par ce couloir-là. Ce sont des expositions très intéressantes, et je vous encourage d'aller les visiter, soit ce soir ou bien demain toute la journée et le soir aussi.

NCC staff is on hand in case you have any questions.

I would now like to invite Dr. Mark Kristmanson, Chief Executive Officer of the National Capital Commission, to say a few words.

J'invite M. Mark Kristmanson.

(Applause)

Dr Kristmanson : Merci, Nicholas, et merci, Monsieur Racine pour votre chanson. C'est génial.

Good evening, bonsoir, kwey.

Well, I am delighted to welcome you here to this highly-anticipated launch of the public consultations on the redevelopment of LeBreton Flats.

Je suis ravi de vous accueillir au lancement très attendu des consultations publiques sur le réaménagement des Plaines LeBreton.

And I'm thrilled to see so many people here. I don't want to make a bad joke, but I guess we should have booked an arena.

(Laughter)

That's the last we'll hear about that for tonight.

I am thrilled to see all of you here. I have a feeling this is an historic night where we discuss as a community the most significant urban development opportunity in Canada's capital.

Ce soir, nous entendrons les présentations des deux équipes talentueuses qui ont imaginé des propositions ambitieuses pour la transformation des Plaines LeBreton en destination de prestige dont tous les Canadiens et Canadiennes pourront être fiers, mais ce qui est le plus important, nous sommes ici pour écouter vos commentaires, vos impressions et vos idées sur les deux propositions qui seront présentées ce soir.

Indeed, this is a chance to have your comments, your input, your impressions on the two proposals before us. This morning, we presented this to the elected officials. Yesterday, the mayor and senior staff from the city came in. After that, we had our First Nations leaders here, and this afternoon we did a media briefing. So it's been a long day for everyone but I think a very exciting day and full of great exchanges.

It is fitting we're gathered here at the War Museum. This magnificent museum and the adjacent LeBreton Flats Park began the long process of redeeming the promise that the LeBreton Flats holds for Canada's residents. All Canadians, visitors, and residents alike.

When the museum was built, the NCC enhanced the beauty of the area by moving the parkway inland and creating more public waterfront lands and, of course, we created the event park here and the first phase of condos went in. So it's been a long, incremental process, and of course years of decontamination work as well.

En face d'ici, on amorcera bientôt l'édification du Monument national de l'Holocauste, qui sera achevé à temps pour le sesquicentenaire du Canada en 2017.

The Holocaust Monument designed by Daniel Libeskind, of course, will be finished here for 2017.

Another game-changing development has been the City of Ottawa's light rail transit system, which will include two major stations within these grounds, connecting LeBreton with points east, west, and south of our capital. This is a major initiative of the City of Ottawa and, without that; I don't think we would be here tonight.

So after decades of incremental progress, we have arrived at a defining moment for LeBreton Flats. Together we can now imagine a new neighbourhood on these lands, a landmark site that will shape the city for generations and position our capital as a competitive force in the 21st Century.

For the National Capital Commission it's a very exciting moment. Russell Mills, the Chair of our Board, is here, and I think we have some other board members here tonight and tomorrow night. It's a big moment for the Commission.

When I started as CEO two years ago, I launched this initiative. Eighteen months ago, we put the Request for Qualifications competition up, and we are delighted to be here tonight with these two groups.

Our goal is to leverage these public lands and the creativity of the private sector to enhance the attractiveness and civic vitality of the Capital through new public anchor uses and mixed-use development here on LeBreton Flats.

This past December, Devcore Canderel DLS Group and Rendezvous LeBreton Group submitted substantive and detailed proposals and I commend both teams for the depth of their commitment and their passion for a renewed LeBreton Flats. I think you'll see in the presentation tonight that they deserve a bravo for the huge efforts that they've made on this project.

Aujourd'hui et demain, des salles d'exposition seront consacrées à chaque proposition, et les deux équipes feront des présentations suivies par une période de questions. De plus, nous webdiffusons en direct pour permettre aux Canadiens et Canadiennes de partout au pays de voir et de commenter sur les propositions.

Par ailleurs, à partir d'aujourd'hui et jusqu'au 8 février, nous invitons les gens à communiquer leurs opinions et leurs commentaires au moyen d'un questionnaire en ligne. Toutes les contributions du public seront recueillies puis remises au comité d'évaluation pour qu'il en tienne compte lors de l'examen des propositions.

It's important to note that this public consultation is really the starting line in the process to revitalize the Flats. There'll be much more discussion of this in the spring. The evaluation committee will make a recommendation on a preferred proponent to the NCC's Board of Directors. Following the Board's decision, the NCC will enter into negotiations with the preferred proponent to arrive at a comprehensive agreement, and this will be submitted to the Federal Government for final approval.

At that point, the project will shift its emphasis to the municipal sphere where citizens will have additional opportunities to engage in the municipal process. While the LeBreton Flats are federal lands, it is critical that this last great development opportunity in the core of Canada's

capital becomes an integral part of the City of Ottawa's long-term development. On that note I would like to take a moment to thank our tireless and talented team at the NCC and also the dedicated staff at the City of Ottawa, all of whom have made invaluable contributions in helping us reach this point. In fact, it's been an exemplary effort, joint effort between the city and the NCC over the past 18 months. I would especially like to thank Mayor Watson, Counsellors Jan Harder, Chair of the Planning Committee, Keith Egli, Chair of the Transportation Committee, and City Manager Kent Kirkpatrick for their guidance and support.

Finally I would like to thank everyone here in the room tonight and everyone following online for your civic engagement and the time you're taking to help build an inspiring capital.

Thank you very much. We will look forward to your comments.

(Applause)

Modérateur : Merci beaucoup, Monsieur Kristmanson.

Next I would like to invite Jillian Newsome from P1 Consulting, who are acting as the NCC's fairness monitors for this procurement process.

Elle nous expliquera leur rôle afin de s'assurer que nous ayons un processus équitable pour ce projet.

(Applause)

Ms. Newsome: Thank you and good evening.

The NCC has engaged a fairness advisor on this project to act as an objective third party observer who monitors all stages of the procurement process to ensure that it's conducted in an open, fair, and transparent manner. As fairness advisor, we actively participate in the procurement process by reviewing the procurement documents prior to release, including the RFP, monitoring all communication between the NCC and the proponents, including attending all meetings and all written communication; investigating any matters related to fairness as they arise; providing advice on and monitoring the process to ensure that it's consistent with the NCC's internal policies and guidelines; providing advice on matters of confidentiality and conflict of interest; and, finally, preparing a report on our findings at the conclusion of the process.

We also ensure that the evaluation criteria and procedures are defined and applied fairly, objectively, and free from bias, and that all proponents are treated fairly and equitably. I can confirm that, at this point in time, we have no concerns with the manner in which the NCC has managed and implemented the process from a fairness perspective.

Thank you.

(Applause)

Moderator: Now the moment we've all been waiting for. Each team will be given 20 minutes to present their vision for LeBreton Flats. By random draw, Devcore Canderel DLS Group will go first.

After both presentations, I will invite both teams on stage, along with Dr. Kristmanson, to take questions from our audience as well as our online audience via webcast and social media.

With that, I now invite Daniel Peritz and Ritchard Brisbin from Devcore Canderel DLS Group to take the stage.

(Applause)

Mr. Peritz: Bonjour, good evening.

I must tell you, we are thrilled to be here, finally here. It's been a long road and we are very anxious to talk to you about our vision for LeBreton, which we call LeBreton Reimagined.

The Devcore Canderel DLS team is comprised of experienced real estate developers who understand complex urban projects, internationally recognized entrepreneurs, leaders of Canadian business, and proud members of the Ottawa community. There has been some misunderstanding or lack of knowledge of our team, so I would like to walk you through our team in a little more detail.

Our lead partner is Devcore, a prominent developer from Gatineau. Canderel is a national developer who has had 33 years of experience in the Ottawa market, including the building of the Churchill Office Park, the Export Development Corporation's building in downtown Ottawa, Constitution Square, the NorthTech Campus in Kanata, and a three-phase mixed-use project on Richmond Road.

In addition, DLS comprises Mr. André Desmarais, one of the principals of Power Corporation, who was born in Ottawa, two of his children went to school at the University of Ottawa, and his family has contributed in a significant way to the University of Ottawa;

Mr. Guy Laliberté of Cirque du Soleil, a member of the Order of Canada;

Mr. Bill Sinclair, one of the founders of JDS Uniphase, who lives in Ottawa; and

The Mierins family, who are very active and respected family from Ottawa themselves.

Collectively, this all-Canadian development team has the necessary creativity, experience, expertise, and financial capacity to translate what we have imagined, being a project of international calibre, benefiting the National Capital, into reality.

Notre équipe est entièrement canadienne. Collectivement, nous possédons la créativité, l'expertise et la capacité financière pour réaliser un projet de cette envergure.

Exhaustive planning—and I must tell you, truly exhaustive planning—has gone into this project, and we have studied the whole site, but in particular, the first phase of the site. The first phase has many features. One of the principal elements is the Canadensis Walk. It is a magical botanical thread that binds all of the components of the public realm together. The Canadensis design allows for flexibility for the project to be adjusted as time goes on and as the market changes. But the Canadensis Walk is also home to public spaces: Canada Square, Canada Circle and the band shell. Canadensis also houses the Canadian Centre of Communication, the World Automobile Experience, Ripley's Aquarium, and a variety of other activity pavilions. Via a ceremonial pedestrian bridge, it connects to the first phase of the mixed-use project, which is in itself 1.1 million square feet. That mixed-use precinct has anchors such as the elementary school and the YMCA. We believe this live-work-play community will set a new standard for Ottawa.

Our plan was designed around transit. Actually, transit was the thing that attracted us to this site originally. We saw an opportunity to lever the new LRT as the backbone to a modern transit-oriented designed community. In LeBreton Reimagined, cars are virtually nonexistent. People take priority in our plan.

À LeBreton, les automobiles cèdent leur place aux piétons, qui devraient ensuite prendre la priorité.

Basically our objective was to have a project that has something for everyone. Not only for sports fans but our proposal should appeal to art lovers, concert goers, history buffs, science fans, fitness fanatics, and people who just want to take a quiet stroll in a beautiful setting. Children, teens, young professionals, families, empty-nesters, seniors and students all have a place in our plan.

And our project is not only a city-building exercise. It will have national significance, given the importance of the site in the heart of Canada's capital. In fact, we believe this project will have a distinctively Canadian soul.

LeBreton Reimagined, as an example, will also be a focal point for the Trans-Canada Trail, which will physically link all Canadians from sea to sea to sea.

We believe our project provides an elegant solution to having an NHL arena at LeBreton Flats. We firmly believe the Senators should be downtown. We are flexible and motivated to see this happening, including welcoming all forms of communications with the existing ownership.

We understand the importance of this opportunity, not only to Ottawa but to all Canadians.

On comprend la responsabilité de développer le site d'une façon à soutenir le développement durable en harmonie avec la nature.

Should we have the privilege to proceed—or let's better say the responsibility to proceed—our obligation is to support sustainable social and economic development, in harmony with nature. Our objective is to arrive at a design that will create a zero carbon footprint.

I am now going to ask Ritchard to give you a more detailed overview of the project.

Ritchard?

(Applause)

Mr. Brisbin: Thank you very much, Daniel.

You know, it's been somewhat of a harrowing experience the last two weeks, given that our design was somewhat gelled by then, of course, and we've been reading the blogs and tweets and of course there are a whole number of differing opinions as to what should be at LeBreton Flats. In fact, I think the one unanimity we saw in it all was that everyone wanted us to get it right, and I can tell you we got some satisfaction in the notion that there was a real interest in having something for everyone at LeBreton Flats because we had evolved into that position. To be honest with you, we had not started there. We started about a year ago, a little over a year

ago, with the tagline you can see on the screen, "LeBreton Reimagined", and we smugly went off to the design studio and said, "Okay, what's this all about?"

And we're stunned to see the potential and flexibility on this site. The size of the site, its capacity, the beauty of the site, the Ottawa Waterworks, and we realized that, in fact, it was a much bigger project than we had anticipated. It was about that time we borrowed a tagline from Roy Scheider in "Jaws", "I think we're going to need a bigger boat." Fortunately, our client found us a bigger boat.

J.P. and Jon Wener reached out and brought in huge assets, and Guy Laliberté, André Desmarais, who have skill-sets well beyond what we thought we would have to bring to the project, and of course today we have a tagline—and at that point we got to a tagline, Imagine all the events and activities a great city needs: concerts, museums, theatres, and sports, all in one place, and I can tell you today that our tag line now matches what we've been reading in the blogs: Imagine it all at LeBreton.

It's a bold idea but it's not a new idea. Sixty years ago, Prime Minister Louis St. Laurent hired a French architect by the name of Jacques Gréber, and Jacques' job was to try to reimagine downtown Ottawa 60 years ago, the nation's capital. And amongst his initiatives, he said let's get the railways out of downtown and let's put grand beaux arts boulevards and let's get rid of industry. And he did. That's why we have the Western Parkway and the Eastern Parkways and truly a beautiful signature component of Ottawa.

But LeBreton, which he had planned for a community and an amenity for downtown Ottawa, went unfinished. So the challenge for our design team was to try and understand, 60 years later, what would Jacques have done? What's appropriate for an urban amenity 60 years later?

So we went looking for precedents, and precedents we found. Wherever we went across North America, across the world, we found every urban centre that had populations moving in from the rural areas, moving in from the suburbs, the younger demographic which wants to be downtown near rapid transit, were turning to their derelict sites, were turning to their underutilized sites to try to create urban amenities that could serve that kind of broad demographic.

We found it in the Rio Park in Madrid where they wanted the city to be reconnected with the river. They put all the roads below grade and created a beautiful linear park. The two that we loved the most, High Line Park in Manhattan, which is so successful they're extending it in two stages, has the most beautiful botanical gardens. It was an abandoned elevated railway. It has botanical gardens, it has pop-up restaurants, it has art, it has places to lie in the sun, it has every imaginable thing. And the beauty of it was there was no public money. It was all private sector, a not-for-profit High Line, and it's currently maintained under a funding deal with Toyota.

The other one, which of course is the jewel of North America, is Millennium Park; I'm sure many of you know about it. And the beautiful thing, again, the abandoned burnt-out site, after the Chicago Fire, the Red Sox home and the rail yards, and they created one of the most spectacular

parks. Everything is vertical. The artwork, the galleries, the concert halls, the botanical parks, all paid for by the private sector.

These aren't your grandparents' parks, either. These are spaces that redefine the way we think of urban amenities. They have concert halls, they have splash pads, they have light shows, they have commemorative pieces that would break your heart. They've got pop-up art, pop-up restaurants, they are very much about the culture of the people they're serving.

So the question was: How do we go about doing that? What's the road map that would get us there? So we came up with six principles that we thought, if we followed these principles, maybe we're on the road to a successful project.

The first one was public realm. We felt that every space at LeBreton belonged to the people of Ottawa and the country and had to feel like that. You didn't want to feel you were in front of somebody's condominium or somebody's building. It had to feel like an extension of Parliament Hill. In the mixed-use, it should be like an extension of the city, it should feel like you're walking around the Byward Market.

Number two is sustainability. There's a lot of lip-speak to sustainability. Most of us know sustainability about LEED standards, which are about building, they're building-centric. There are whole new standards which are people-centric, the WELL Institute. And so we're looking to put our focus on the people who will live and play and work here, and we're looking for zero carbon footprint. Some of us on the team are actually looking to generating energy.

Connectivity. LeBreton Flats is at the crossroads of so many things. The new Zibi Domtar site, Ottawa Centre West, the Innovate Ottawa Centre to the south, Innovate to the west, the Western Parkway, the MUPs, paths, bikeways that run through the site, under the Portage, right to the bottom of Parliament Hill. All of these things converge there. The LRT, the O-Train, the bus routes, we felt if we could not make those connect through the site, the site would not succeed, nor would the neighbours around us.

Number 4 is program. You know, the most beautiful public space, as beautifully designed as it is, is of no use if there's no program, if there's no reason to go there. We wanted a program, as I said earlier; our new partners are helping bring the program there. We want something that'll capture your imagination, intellectually and emotionally, that will bring you back, will make you want to come back, will make you want to bring your brother-in-law and sister-in-law—well, maybe not your brother-in-law—but time and time again.

Number 5, flexibility. Everybody is acting like this is an add-water-and-stir. This project will take 15 to 20 years to build out and it will evolve over 50 years. It needs to change. It needs to adapt. There's going to be art brought to it, there's going to be new plantings brought to it. It's going to change, so we have to plan for that change. It's not fixed in time.

And last of the organizing principles—I'm sorry I'm going on about this—but it needed one single organizing idea, something that, when you came to it, would make you understand it quite simply, you could orient your way through line of sight, there were landmarks, you could

move around and you knew where you were, no matter where you were, you could always find your way through it.

So that came in something we called Canadensis, which Daniel alluded to. Canadensis is a grande allée, like the Tuileries in Paris, like the High Line. It's a grand botanical promenade. And it's named Canadensis for two reasons. One is Canadensis is Latin word for "of and indigenous to Canada". And we're going to show you, it has landscapes from Newfoundland to the Western forests deployed along it. But the other reason we wanted it to be Canadensis is because Canadensis speaks to indigenous Canada and that's what the entire development is there to celebrate, the people of Canada, the achievements of Canada, the history of Canada, the innovations of Canada, the future of Canada.

Wow, long-winded, huh? I would like to take you through some of the components. We have taglines for most of them. I'm going to start with the primary component, which is Canadensis Walk. And you know, we say it's a grande allée as the organizing spine of a sustainably-designed precinct, connected by plazas, gardens, jogging paths. And you can see as we move through the site the kind of richness and pedestrian experience.

Hosting public art and commemorative installations. The map up top shows that, over the next 50 years, there are opportunities for things like the Victims of the Holocaust Museum, for commemorative pieces for our fallen first responders, for just fun art and illuminated art, places to honour those people and things that we should celebrate or perhaps never forget.

Imagine it as a place that celebrates the best Canada has been and can be and imagine that a simple bench can help you tell that story.

A botanical promenade showcasing Canadian landscapes, from our coastal islands to our boreal forests, you can walk across the country in simply 2 kilometres.

Imagine all the ecosystems in Canada deployed along one walkway with hundreds of species of native flowers, shrubs, tall grasses and trees. We did, from wetland gardens to prairie meadows.

Imagine what is now the derelict Ottawa Waterworks. That aqueduct, which looks so forlorn on the site, repurposed and showcased within a grand 21st Century grande allée. It's a grande allée at the centre of our rapid transit system and the first phase will connect Pimisi Station and Bayview Station. That's the guarantee, first out of the box. And that grande allée will be the connective tissue for LeBreton Flats, as we envision it, with 55 percent of its land dedicated to public park space.

So we talked about a square, and the square is what you see in the upper right-hand corner of the panel. It's off the grande allée and it's themed around the north, with lighting inspired by the aurora borealis, with water fountains, splash pads, symbolizing our rivers, lakes, icebergs, and glaciers.

The challenge with big spaces is that they're difficult to break down to feel comfortable in, and we wanted a space that was designed to be intimate enough for you to take a family of four

for a picnic. And then the challenge was could it hold and host 5,000 on a Saturday afternoon? Or more importantly, can it host 50,000 on New Year's Eve? We believe it can.

There's a band shell there, and again, a band shell with an LED screen within it. And we envisioned all sorts of things. Can you imagine summer solstice in the park on a Sunday morning? I can. If I could get the slide to change. Or an Arcade Fire concert Sunday night. The band shell. Imagine it on Canada Day.

Surrounding this courtyard and defining it are three institutional buildings, museums, pavilions, defining that square. The first one is the Canadian Communication Centre. It's all about broadcasting, social media, internet, explaining what communications do to us, help us in our daily lives, and there are all sorts of fun and immersive things you can do. You can take your children there, they can take over a TV studio, they can host the nightly news and then upload it to YouTube.

You can actually, because we have the Museum of Science and Innovation's communication collection, the historic collection, you can find out what a text message would have sounded like on Marconi's original telegraph.

And of course we have a broadcast studio overlooking a square which can deliver anything from First Nations news and events from around the capital and across the country.

Imagine being able to design your own car in the World Automotive Experience? Sitting in the Canadian-built DeLorean, or actually racing in a virtual Formula-1. Imagine going to a brew pub run by one of the original breweries and having a beer sample that was actually the same way it was made here in the 1700s. Imagine going to Pimisi Gallery, where you could find art, clothing, and food prepared by indigenous artists, chefs, and designers.

Imagine a landmark at the centre where all things converge, brings you to the centre, night and day, in winter and summer.

Imagine a beach where you can go swimming and sunning just 5 minutes from Parliament Hill. And imagine what if there were events, not all just about spectators, but rather geared towards activities. Imagine your ability to hang ten in a wave pool or the bottom of Lake Erie in an aquarium, imagine going skydiving without getting on a plane? Imagine riding a Segway, learning how to—I don't think I could do that—a hoverboard or skater rail.

And we do have a Phase 2 and a Phase 3. In Phase 2 is the Museum of Science and Innovation, who have an enormous collection, only the iceberg of which you see, and this notion is that they would have a rotating pavilion that brings things through as a teaser for the main facility. Imagine being able to move a satellite with the Canadarm or print a poster of your DNA. The National Planetarium. Imagine floating over Canada and watching the lights of Halifax roll by to Vancouver.

And of course, finally, wait for it, imagine an event centre where the seating can be reconfigured for small concerts or Cirque du Soleil or theatre sports or entertainment?

Imagine an NHL arena with one concourse connected to the O-Train and one concourse connected to the LRT. Imagine a winter garden that takes you from Bayview Station right through to Canadensis and Canada Circle. Imagine a Shania Twain concert or an NHL hockey game only four or five stops from your door.

We do have a mixed-use—and I'm going to get through this quickly because we're running out of time—community. And the thing about our community is, imagine this first phase with these community anchors, because this isn't about housing, this is about building communities, and our first phase includes a public Piazza with an outdoor marché, it includes an elementary school, it includes a YMCA, and a day care.

Imagine a 21st century library connected to Pimisi Station, with language labs, genius bars, digital studios, community lounges, and with a cafe and reading park on the outside.

Imagine the best local stores, restaurants, and shops, stores founded and operated by Ottawa business entrepreneurs.

Imagine a new neighbourhood which is inclusive, which welcomes everybody, with family-sized residences, with 400,000 square feet of a seniors enclave, with contemporary rental living and student housing on the hub that connects the University of Ottawa, Carleton, and Algonquin College.

Imagine it all at LeBreton; we did.

(Applause)

Mr. Peritz: Ritchard, I want to thank you so very much because you've helped sculpt our vision into what we believe can be reality and you've done an excellent job.

We hope this overview has provided you a better appreciation of our vision for LeBreton Flats. However, we want to leave you with a few final thoughts.

On aimerait vous laisser avec quelques réflexions.

We're ready. We are truly ready. On est prêt.

We have the commitment, desire, and resolve to tackle this outstanding opportunity. We have the team with the ability to execute all facets of the project as master developer. Notwithstanding, we have called upon many Canadian operators and developers to participate with us to secure the project's success and deliver it with speed. And they have all responded enthusiastically. In the first phase alone, over 1100 residential units were spoken for by Groupe Maurice, Fiera Capital, and Canvar, in three separate residential projects. The Pattison group intends to build a state-of-the-art aquarium, SkyVenture and Spin will build two activity pavilions. Farm Boy is prepared to anchor the mixed-use retail component, the Canadian Car Manufacturers Associations are supporting the building of a World Automobile Experience, and the Canadian Museum of Science and Technology has indicated their willingness to provide us with a collection of media artefacts to help launch the Canadian Centre of Communications, and all of this just in Phase 1.

We feel strongly, very strongly, that our project is a true game changer for Ottawa.

On est convaincu que notre projet changerait la donne à Ottawa.

With over 55 percent of our site devoted to public realm, we are confident this project will expand and complement the visitor experience to Ottawa. But more importantly, for the people of Ottawa, we will be creating a new, truly unique live-work-play community, the likes the city has never seen. While hockey is an important aspect of our proposal, it is not central to our proposal.

Should we be the winning proponent, we are open to pursue all avenues to achieve our goal of building a theatre of sports and entertainment that will act both as an epicentre for entertainment in Ottawa as well as a new home for the Senators.

I'd like to thank everyone that's here—and I understand it's a little uncomfortable for all of you who have been standing during our presentation—and we are very grateful. We hope that you agree with us when we say that LeBreton Reimagined captures the collectivity and diversity of our distinguished nation's capital.

We will be happy to answer any of your questions later in the presentation. Thank you very much.

Mr. Brisbin: Thank you very much.

(Applause)

Modérateur : Merci beaucoup.

J'invite maintenant M. Barry Hobin et Mme Renée Daoust du Groupe RendezVous LeBreton.

(Applause)

Mr. Hobin: I'll echo Ritchard's comments. It's great to see such a fabulous turnout to discuss what happens at LeBreton Flats.

I want to recognize as part of our team the key members who have put this together, which include Eugene Melnyk—I don't know if Eugene is here somewhere—representing the Ottawa Senators.

(Applause)

The impact of the Ottawa Senators, both on the ice and in the community, has been substantial. They have formed part of the charitable framework that makes part of the city, as well as providing entertainment.

The other partner is John Ruddy, and I hope John is here. He's not. John Ruddy is CEO of Trinity Developments, a local developer who has gone national. He happens to share my experience of not only being a graduate of Carleton University, a fellow architect, and a fellow teammate, having played five years of football together. A great framework.

Behind all that is a massive team—and I won't go into it like the other team did, but we have contractors and developers and consultants from across the country which has formed part of our submission.

This will be the fifth time I've done this presentation in two days, so it's sort of Groundhog Day; I get a little tired. We're going to miss some stuff. I want to encourage you to come and visit the booth and ask specific questions.

I think if you look at—just to spin a bit of a story, if you look at LeBreton Flats, you have to think about where it came from and why it exists. And the key to LeBreton Flats is the relationship with the river. The river was everything to Ottawa. It's where Ottawa started. Through the river we brought exploration. The French first come to explore. Then comes the English, the Irish, and it forms the stock of what this place is.

And the river moves from being about First Nations to being about harvesting our natural resources, to harnessing the river and the river providing us with power and providing transportation and also electrification. So it's not only about those aspects, it's about the key people who are part of it, J.R. Booth being one of the names, Thomas Ahearn being another. Ahearn was the guys who electrified the city and designed water works, not only in Ottawa but across the country. Interestingly enough, Ahearn's son was the first owner of the Ottawa Senators.

From my memory growing up here—I grew up in the west end of Ottawa—I can remember this site vividly from some key things. The train roundhouse at the bottom of the screen. The old Albert Street breweries and the manufacturing plants that were there. And then as you took the streetcar downtown, you could look at the roofs of houses.

At the turn of the century, there were 7,000 people living on LeBreton Flats. It was a vibrant community. It was a 19th century community, that is, you lived, worked, and existed in the same place. What I didn't recognize when I looked at that is how there's some nasty bits to it. First of all, industry started to gobble up the river and separate the river from the town. And then, sometime in the '60s, we decided we were going to take all of that development, all of what would have been the distillery district of Ottawa and push it into the bay. If you notice on the screen, that bay gets filled in and leaves us with a problem. It leaves us with a huge contamination issue, and it denudes the site.

I might differ from my colleague Ritchard about the brilliance of the Gréber Plan, and I'll characterize the list. In a post-war 1950s planning, build a parkway. So we trade industry, which separates the river, for a parkway which separates from the river. So what are our aspirations with all of this? Our aspirations are that, in redeveloping this, we would convert all of this back and reintroduce 7,000 people. We would clean up all of the contamination that's here, and we would reintroduce the river into our project.

As you look at it today, the memory, not the reality, is the parkway is still there. You're starting to see the impact of the LRT which is a bit of a disrupter for the site. It's a fantastic piece of infrastructure and it will shape our future, but left unattended to, it disrupts or bifurcates the site.

When we look at the future, there's the possibility a clean site provides a live-work-play environment for 7,000 people, which speaks to its national presence but also its local viability.

The area in red is the area that is basically now denuded. The other parts around it show you how the city has actually grown around LeBreton. We want this to come back into existence, but the neighbourhoods of Hintonburg and Dalhousie, et cetera, have gotten vibrant because there's been this vacuum in the centre of things.

So, aspirationally—Richard mentioned a number of these things—we feel very strongly about these as well. The notion that we would respect heritage and start to reflect the river, start to reflect the natural assets which speak to heritage, create a place here which connects all Canadians with a place you would want to come and visit, a place that has a 21st Century approach with vibrancy and connectivity. Above all of that, as a template, is the notion of sustainability.

LeBreton Flats, from our perspective, is three components. One is to redesign a 21st Century city, the kind of cities we see in Scandinavia, where people live, work, play, northern cities that are animated. They don't depend on the car. The pedestrian becomes the big player in all of this. A 21st Century city which has a one-planet solution. And Ritchard talked about one method of evaluating sustainability, we have another: One planet. Considering that the world we have is only one and we have to live responsibly in it.

The other two components are those special places that you want to come to, whether it's a building or event centre, or whether it's a place or it's an installation.

The last is the public realm that actually knits all of these things together, and Renée will speak to that. So as we start to reorganize the site, we look to the grid that was on LeBreton Flats. Remember that image of the fine grain pattern. We think that's really important. But in order to make that connect, you have to address a couple of very key things: One is the LRT. So if you're looking at the station, the Bayview Station at the bottom left and, on the other side, Pimisi, those are great, except that, right now, in between those is a rail that's running above ground. The strategic location of the event centre next to Nepean Bay and the aqueduct are really important in our mind and Renée will take you through the public realm to show you that.

One of our key things in obtaining a green solution and a plan that has a density to it as well as a pattern to it, the key to that is actually solving the issue of the LRT. And in this case, we've decided that we're going to cover the LRT. You can see the LRT at the bottom on the left, which creates two planes.

Albert Street is basically going to come in at one level, and if you look out—you can see now they're starting the bridges at Booth and Preston, these are taking you up to another level so that you can cross the LRT. So it's really important that you create a plane that naturalizes and allows you to move across the site. The aqueduct is down a full level below that. Sorry, that slide, by the way, is looking towards the event centre at the very end of the aqueduct, leading towards it.

With that move, then we start to think about a connected city, where our city is connected to the neighbourhoods to the south, east, and west, that in fact we can attract all kinds of mobility, whether it's bicycle, O-Train, LRT, or whatever.

The net result of that fracturing of the site by the shapers, the combination of Booth, Preston—which are stated to be there, the position of the LRT—creates five unique neighbourhoods. Those five neighbourhoods are of varying character, depending upon the proportion of residential to retail to office use. Each of those is bracket driven by Ottawa as a reality. We have a very small market. We're not Chicago, we're not Toronto, we're not Vancouver. We grow incrementally.

So what we have is here the potential for incremental growth, organic growth. Very much like Ritchard said, it's going to change over time. But the way you set it up allows it to grow in a natural way, in an organic way.

I really want to turn to Renée. Renée is from Montréal, has a vast degree of experience in designing fabulous public places in Montréal, and she is going to speak to the public realm and I'll come back later.

(Applause)

Ms. Daoust: Thank you. It is very nice to see all of you here.

I must say that, in terms of the public realm, we have more than 50 percent also of the area which is allocated to public realm. Lessons learned from our projects that we did, namely Promenade Samuel de Champlain in Quebec, the International District and Theatre District in Montréal, is that to create strong pieces of public realm, you really have to root them to the *genius loci* of the place. This is really important to us and this is what we have tried to translate in this project. To really reveal the *genius loci* of a site will permit to create a strong destination and will permit the public spaces to become, let's say, focal points of the entire environment.

So in our particular project, as I was saying, we have more than 50 percent of the area which is allocated to public spaces. We have 11 distinct public spaces within our project, starting with, let's say, at the corner of Booth and Eglington, Nations Plaza. We have promenades, we have squares. We connected the inlet plaza to the aqueduct. We have parks, we have Place de la Gare. So a network of major public spaces which will reveal the *genius loci* of the site.

A green-lining strategy has been defined to the north of LeBreton Flats to really echo the presence of landscaping that we have on the waterfront promenade. The idea being to frame the urban boulevard of John A. Macdonald Street and access, and the idea being to frame a fantastic view actually towards Parliament Hill. The landscape meanders between the buildings to really create that notion of green-lining.

In very strategic locations we have also designed pedestrian pathways to really interconnect the riverfront promenade to LeBreton Flats. The first one, for example, being Place de la Gare where a magnified boardwalk will interconnect the riverfront promenade to LeBreton Flats. Place de la Gare is a wooden deck that connects the riverfront to Bayview Station. This is

why we called it Place de la Gare. It will showcase the retail activity, terraces, restaurants, and so on, and will open up to Bayview Park, which is the residential park which characterizes actually Bayview District to the west of LeBreton Flats.

There is a public art access which delineates the entire site which creates a diagonal within the plan. The green-lining is randomly distributed, if I may say so, to the west of the Event Centre which is the epicentre of our project.

When we get to the east of the Event Centre, we formalize these green rooms which in turn will be framing Festival Plaza which is lining in front of the War Museum where we are right now. This main access interconnects or ends, visually speaking, at the Holocaust Monument. It then gets you through the project; we are here entering into the project, looking towards the west, towards the Event Centre. That public art access is lined on one side by planting, on the other side by these green rooms.

Initiating that public art access is what we call Nations Plaza where we would like to celebrate elements of nature in a very contemporary fashion, such as water, fire, wind, and even earth to really reconnect and reveal the *genius loci* of that particular site.

Lining this art access is what we call the Innovation Promenade. Innovation Promenade that will be showcasing state of the art installations associated to the Museum of Science and Technology.

At the end of this Innovation Promenade, we will find a glass pavilion set underneath Preston Bridge that will terminate that promenade.

As Barry was saying, we delineate the upper level of LeBreton Flats with Canada Drive, which is the public linear space which will cover the LRT system. This is a public linear space that will connect Pimisi Station to Bayview Station. What we see over here is a west view. Connecting the higher level of the LeBreton Flats, which is Canada Drive, to the lower level which is at the level of the aqueduct, we have a strategy of staircases and ramps which will be in direct continuity of the urban grid that has been established on LeBreton Flats.

The aqueduct is a key feature of the project. We want to celebrate its presence. We want to restore it. It will become a key element. It will be aligned by two generous promenades on each side. It is naturalized on the south side, yet it will be architectured on the north side and will permit access through boardwalks to the lower level of the aqueduct. Framing that aqueduct will be lower buildings which will be animated by retail presence, terraces, restaurants, and so on; and to the south of the aqueduct, we will have buildings which will be connecting with the lower level and the upper level of LeBreton Flats. This is a view looking towards Pimisi Station.

All of the public spaces—this is from other lessons learned from the project we did in Québec and Montréal—all of the public spaces will be animated also in wintertime, for example the aqueduct, where it will be possible to skate during wintertime. As you see, heritage bridges will be restored; contemporary bridges will give access to both sides of the aqueduct itself. Just

day-to-day life will be celebrated through the boardwalks where we will permit walking, seating, and connection of course to the restaurants that we find on each side of the aqueduct.

Tel que je le mentionnais, l'Aqueduc, pour nous, est un élément clé de la planification du projet des Plaines LeBreton, un élément clé naturalisé du côté sud, architecturé du côté nord, et animé par la présence de platelage, de grandes surfaces en platelage de bois. On retrouvera au niveau de l'Aqueduc des restaurants, des terrasses, et cætera, qui procéderont, en fait, qui contribueront à l'animation en mode urbain.

Ceci dit, en mode événementiel, une trame événementielle sera rajoutée sur la structure paysagère du projet, c'est-à-dire elle permettra des projections sur les arbres, sur les surfaces végétalisées du projet, pour vraiment créer une ambiance magique au niveau du canal de (inaudible)

Transforming the constraint into potential, underneath Preston Bridge will be delineated an urban room, an urban room protected and connected to the aqueduct, to the art access and to LeBreton Square, an urban room where one could imagine people seating, where one could imagine market stalls, and even, in event mode, projections on the canopy of the Preston Bridge.

LeBreton Square is our key civic space in the project. It's a hinge space which is connecting all of the most important public spaces within LeBreton Flats. Here on the picture you see the connection to the aqueduct.

LeBreton Square, c'est l'élément civique par excellence du projet les Plaines LeBreton. C'est un espace hyper-carrefour qui permettra la connexion de l'ensemble des espaces publiques du projet des Plaines LeBreton. Ici, on voit la connexion avec l'Aqueduc. Une grande promenade en granite permettra aussi la connexion de l'Aqueduc jusqu'à Nepean Bay Inlet et sera cadrée par des rideaux d'eau.

So a big promenade will permit connection from the aqueduct through Nepean Bay Inlet. This is set on the traces, actually, the historic traces of the aqueduct. Curtains of wall create a scenographic device that recalls or emulates the trains that were once coming into the station.

LeBreton Square is a community space, it's a square, it's a hinge space. It will connect with Nepean Bay Inlet, lined once again with boardwalks. It will be also transform into an urban theatre. We find to the south of it monumental staircases and ramps which will become bleachers in event mode. Preston Bridge will become an area where people could sit and watch the events which will be happening on LeBreton Square. Our dream for this project is that it becomes once again the witness of a life of a very vibrant community on LeBreton Flats.

Mr. Hobin: We're going to be really short for time. I'm going to move very quickly.

What you're seeing to the right of the screen is the event centre designed by Matt Rossetti out of Detroit. It's customized to this location. It wants to recognize and open itself to the bay and to the square and to form an animation.

Most of the great facilities we have in Ottawa actually have a way of opening themselves to Parliament Hill and I'll show you the view.

In this case, with our partners, Moment Factory, we're engaged in projection and animation. So this space can be programmed to reflect whatever is going on, whether it's race weekend, whether it's Earth Day, whether in fact it happens to be a Sens game and you can notice from the rooftop promenade that there's a viewing option so that you can look downtown and also to the special events that occur there.

From the inside, all of our great civic and culture buildings in Ottawa, whether it's the National Gallery, the museum on the other side of the river, the view to Parliament Hill—and this is no different. Its aperture opens up to appreciate what happens in the bay and also what happens at the capital. The Event Centre is designed not just as a hockey venue—hockey only provides 50 nights a year. We have to program another 120-130 nights per year. For a small centre, it's a big drew, drawing approximately 5 million people to this facility as it's reprogrammed.

So it's a major anchor.

I'm going to move very quickly. There are a couple of other anchors I want to talk about for the site. One is the ability centre. The ability centre is a training facility. There is one in Whitby, it was a favourite of James Flaherty, focusing on abled and disabled athletes, and it presents a platform for training for Paralympics, and they'll be able to stage Paralympics in this. That facility in combination with the Sensplex, which they have developed as a proven model in Ottawa, creates the largest cultural/athletic facility in the city.

The last part is the public library. Morten Schmidt from Copenhagen and Bruce Kuwabara, who are here somewhere, worked on the library. Morten Schmidt and Bruce felt very strongly that the library wanted to be connected to Pimisi Station but wanted to be east of Pimisi Station because it captured the long view to this building, the War Museum, but also allowed you to catch a glimpse of the pumping station. The other part, as well as being integrated into the transit, it wanted to be on the canal which connects you to the aqueduct that leads you to the Event Centre.

Finally, you know, there is a lot of talk about imagination and I think one of the things that this site has the potential to do is to create memorable moments for Canada's capital. At the same time, reinventing the city, bringing 7,000 people back to this as a liveable place. So a combination of speaking to the nation—if you were coming here, you would want to come to this location because it's in the heart of the nation's capital. If you're in Ottawa, this is the neighbourhood you would want to live in.

We have a little video and I hope we can start it that would give sort of a context to how the whole site is animated:

> From 2017 on, international spotlights will turn to the birthplace of a nation and its capital city, as the most highly regarded country on earth celebrates its past, present, and future.
>
> Unveiling the latest addition to the Ottawa skyline, Illumination LeBreton.

Une communauté moderne et florissante où le Canada rayonne, un lieu phare, intemporel au carrefour historique des nations fondatrices algonquines, françaises et anglaises d'où émerge une destination d'importance nationale et internationale.

From heritage waterfront attractions to interactive public spaces, parks, plazas, and commercial amenities are anchored by major event and abilities centres in a sustainable, inclusive, green program designed to support year-round animation and activities for generations to come.

Vous êtes la fibre même de ce capital créatif où penseurs, architectes, créateurs, visionnaires et artistes convergent pour apprendre, perfectionner, concevoir et partager des expériences uniques.

By rail, on foot, you cross the threshold into Illumination LeBreton. At Nations Plaza you step through a cultural gateway onto the innovation promenade. Watch as your young Einstein discovers the joys of science at virtual museums.

Profitez de l'hiver jour et nuit. Devenez spectateur et acteur de la scène urbaine, art public, boutiques, divertissements. Vivez l'ambiance festive des cafés-terrasses tout en célébrant la culture locale aux abords de l'Aqueduc patrimonial.

Move and be moved by a concert at the world-class Event Centre, home to the country's top events, culture, live music, sports.

La soirée est jeune. Émerveillez-vous devant les couleurs qui embrassent l'eau et le ciel pour un spectacle inoubliable au bassin du Carré LeBreton. Dénichez des trésors dans un marché de nuit couvert. Ouvrez grand votre cœur d'enfant aux merveilles qui vous entourent des (inaudible) jusqu'aux étoiles.

Join cheering crowds pouring out of a championship game or cap your night out on the Crown of the Event Centre, at the world's most visited green rooftop outlook and multimedia nightwalk, inspired by the Ottawa Gatineau forests, cradle of Canada's history and myth, where the skyline shimmers. The future unfolds before your very eyes. A community is reborn and it shines like never before. This is Illumination LeBreton.

Mr. Hobin: Just a quick comment in conclusion. I think what you're seeing there is the notion that programming is so important. Once you create the facilities, you have to be able to program this to be able to tell a story, to be able to tell Canada's story. That work is being done by Moment Factory out of Montréal. I neglected to mention that Renée and I are here on behalf

of seven different firms which make up the overall team, from Copenhagen, Detroit, San Francisco, L.A., Ottawa, Toronto, Montreal.

We would be happy to explain who they are and what they do, but I think we're at the end of it.

(Applause)

Modérateur : Merci beaucoup, équipe RendezVous LeBreton.

We will now begin the question and answer period. While we change the setup in the front, I invite you to line up at one of our four microphones, over here, number 1, 2, 3, and 4. I would ask that you keep your questions brief. We have 2 minutes per question. We will have a light up on the screens that will indicate your time as it goes. We also want to encourage you, if you have any mobility concerns or you require any assistance, please let us know and we will be sure to bring a microphone to you.

Sentez-vous libre de poser vos questions ou exprimer vos commentaires dans la langue de votre choix. Si vous avez des besoins spécifiques ou des restrictions de mobilité, laissez-nous savoir, nous allons vous apporter le microphone.

Also note that every once in a while I may take a question from our social media followers or folks on the webcasts. So we're just setting up.

I will invite our four presenters as well as Dr. Kristmanson up to the stage.

I should note that we've asked our two teams to focus their answers specifically on their proposal and not make comparisons with the other proposal. So as you prepare your questions, please keep that in mind.

Are we ready? On est prêt? Alors, on va aller à une première question au microphone numéro 1.

Question: Thank you so much for presenting your two proposals. Both of them are very impressive. However, I have a question.

It seems like both of them have a lot of condo developments as part of their proposals. I was just wondering what type of demographic growth statistics are you using, whether you have considered recent sales in Ottawa. Someone mentioned Ottawa is not Vancouver or Toronto. We still have developments that have 30 percent of units unsold at this date with move-in dates of 2014. So I'm just wondering how you are going to address that.

Moderator: We'll ask both teams to answer that question. Why don't we start with Devcore?

Mr. Peritz: Thank you very much for that question.

First, it's important to point out that our first phase only comprises one condo building of the 1100 units—actually, in addition to the 1100 units.

So our first phase, which has over 1100 units that are already spoken for, only has one condo building of about 200 units. We did extensive research with Altus, a nationally-recognized expert, to look at the forecasts of growth in Ottawa and the ability to absorb units. Our units are

not going to be just condos. There's going to be a variety of different residential rental and seniors housing. So there will be a mix of units to respond to various markets that are all in the growth plan.

Mr. Hobin: A really great question and it speaks to understanding Ottawa. Ottawa, as I said in my presentation, is not one of these larger cities and you have to pay attention to that.

If you looked at the fragments or the way the blocks are set up, the idea is basically to make the offering smaller in size so they can be absorbed. It is just being practical. We know what works in terms of Ottawa. We have a lot of experience in terms of building here. But it's not just about whether they're going to be market condos, we're looking at market-driven rental, and then we have a foundational partner with Centretown Citizens Ottawa Corporation. We just completed a massive project with them at Beaver Barracks, which is about affordable housing. Affordable housing is difficult to finance. You have to be careful about how you pull it off.

One of the great things about CCOC, which is the Centretown Citizens Ottawa Corporation, is that not only do they build for themselves but they broker and advise a variety of special needs housing providers, such as Cornerstone, Salus. This is a very important relationship.

So your question is dead on. We have to find ways of making this come to fruition and not hit a roadblock that is a 50-storey tower and 400 units because it just won't happen in Ottawa.

Moderator: Thank you very much. Let's go to microphone 2.

Question: The presentations were excellent by both parties. I'm just curious, given the magnitude of the partnerships and so forth, if maybe we could get Mr. Melnyk's thoughts on this project, it being as important as it is. It would be interesting to hear his thoughts on how he sees this all taking form.

Moderator: Thank you. I think, at this stage, just for sake of brevity we're going to leave the question-and-answer period to the five people who are on the stage. Thank you.

Microphone 3?

Question: There are three key pieces of infrastructure that travel through the lands. There's the Nepean West collector sewer, there's the covered aqueduct that runs parallel to the open aqueduct, which is still in use, and there's also a low pressure water transmission main that provides the downtown core with water.

Could the proponents please speak to what they plan on doing with these three elements? Because I think there is going to have to be some consideration given. I'm surprised it wasn't mentioned in the presentations.

Moderator: Thank you. We will start with Rendezvous LeBreton.

Mr. Hobin: I'm happy to respond to that, and obviously there's going to be some readjustment to some of the servicing on site, particularly the trunk sewer. The open aqueduct in our scheme basically forms Ottawa Street. And it actually is a street now, it's an allowance, and it's left in place. We don't build overtop of it, we leave it in place. Obviously, the open aqueduct

we are going to have to work with to get the right proportions and make it live out like those renderings. The other pieces of infrastructure will have to be rebuilt. We've already taken that into account. We have a massive implementation team, including PCL and consultants working on how that might occur.

Question: So the city has paid for some of these pipes, but we're not going to pay for them again, is that what you're telling us?

Mr. Hobin: The costs for servicing are on the proponent.

Question: Thanks.

Mr. Brisbin: I think it's fair to say that both teams spent a fair amount of time on consultation with the City on all the infrastructure within the site and with respect to the phasing of that infrastructure and our own obligations in paying for that and arranging where it would be moved if it had to be moved. So those conversations have been had.

Moderator: Thank you for your question. We're going to go to microphone 4.

Question: This question is for both developers.

Assuming that you receive the go ahead to develop this land, can you please explain, preferably with specific examples of policies you have, how you will be more or less pliable in terms of community input once you've actually received the go ahead to develop this. Quick conclusion: How are you going to respond to us after you actually get that go-ahead from government, NCC, municipal, et cetera? Are you going to go beyond?

Dr. Kristmanson: I'll answer that question. It's a really good question.

First of all, we're doing this tonight, repeating it tomorrow night, and you can comment online through to the 8th of February. I encourage you to do it. I also encourage you to spend some time in the rooms. There are many things in these very detailed proposals that the teams did not have time to cover during their presentations so I encourage you to dig deeper and look further. We're open to all comments all the way through the process.

Of course, it's a competition. This is an intense competition between two superb teams. It's going to be a task to adjudicate this. But once that is done and there is a recommendation to the board of the NCC, that recommendation will allow us to start a series of more detailed negotiations with the preferred proponent, at which time we will be conducting some specific consultations with First Nations through that period and we will also maybe have some targeted specific questions we need answered.

Once that's done and the recommendation goes to cabinet—because this is a Treasury Board level decision, it's not something the NCC can finally decide, but the recommendation goes there and approved—the emphasis, the centre of gravity of the project will shift to the City of Ottawa and will go through the regular process that the city goes through for zoning and so forth and there will be all the opportunities for public engagement through that process.

Obviously this is going to build out over many years, so there will be many opportunities and iterations of consultations as it shifts through, but mainly through the municipal process at that point.

Moderator: Thank you, Dr. Kristmanson. We will go to microphone 3.

Question: Good evening. I think first we should all thank ourselves because, of all the public consultations I've seen, this is beautiful, and a lot of people came through. C'mon, be thankful. This is huge.

(Applause)

So I am here on behalf of the little people. The little people being the small businesses and small community organizations that actually do a lot of the groundwork here in the City of Ottawa. These presentations are amazing and there's a lot of big ideas, such as NHL and Farm Boy and all these great big businesses. My question is: What's your strategy for involving the local businesses, such as the man standing right here, myself, who actually do things for this community? Small businesses, we employ more people per square foot. We produce more profit per square foot. And we donate 200 percent more than the corporations that run this city. I think all of us would like to see how you're going to build real localism into this project. Thank you very much.

Mr. Peritz: You're speaking to exactly what we're after. We are not looking for a cooker cutter approach, you know, a highway retail operation. We're looking to create community. We're looking to involve community. We want this to speak to Ottawa and the citizens of Ottawa. And we want to support small and local businesses.

We are not necessarily looking at national brands for our retail. We're looking for unique opportunities to be able to create a community. So you're speaking to exactly the type of objectives that we're trying to achieve.

Mr. Hobin: From our perspective, if you looked at the design of five different neighbourhoods, not everything can be all small and not everything can be large. So the five little neighbourhoods represent a varying character throughout the site. So the Asticou and the Bayview neighbourhood at the periphery have the ability for small-scale retail, small scale businesses. Whereas, if you're on Albert, it's going to be a larger format, larger presence, just because of the context of it. I'll second the emotion here that basically we're from Ottawa, we would love to be able to make this an Ottawa-centric place and not about national brands. We know that national brands will be part of the reality, though, just because of financing. But providing opportunity, feeder things that actually make this—I'm going to tie it back to the one planet notion. We have to look at the total picture, how we're actually building a sustainable environment. So it's about the small guy as well as about someone who can pay a higher rent, right?

Moderator: Thank you. Go to Microphone 1.

Question: Thanks. You had a lot of my questions, too. For those of us who have gone through a lot of this stuff with Lansdowne, the two things that we were looking at were the small local, which maybe didn't work out as well at Lansdowne as we hope this will. The other thing was the integration of parking and traffic through our communities. There are existing communities of small family homes, fairly low density, and we don't generally want to have a lot of traffic going through it. So when we look at something like a Senators game, we do see a lot of traffic input probably happening. I would like to ask what the traffic management plan is, what kind of parking do you have available, and what kind of parking do you have available for the retail and residential where the big access is for the parking garages?

Moderator: Thank you. Why don't we ask Rendezvous LeBreton to go first.

Mr. Hobin: First of all, we want to build the fewest number of parking spaces that we possibly can because we want to optimize the LRT. I mean, no one has a desire to create more parking spaces if they're not going to be used. I heard one push-back from Jeff Leiper from Hintonburg, who simply said the problem is, if you build it, people will come to the parking spaces. But the Senators—I can tell you this, the Senators are only planning to put about 500 parking spaces associated with their facility. They are here because of the LRT. They're coming here because it's going to connect the city to the facility. That's a really important step.

The other part of it, you know, the position of the LRT, if you were in a neighbouring community, whether it's Dalhousie or Hintonburg, you know what happens when Bluesfest comes along because no one—there's no parking here, so people park in the neighbourhood. With the presence of LRT, it's going to change substantially.

As for parking and parking analysis, it's a tricky site. You saw where the river came in, there's a rock bed that goes down there. There's a logical place of how you build parking, and again it goes back to understanding each parcel and how the parking does work in a logical fashion.

The desire, as I said before, is to build the minimum number of parking spaces that are possible. Parking is expensive to build. And we want to move away from that. We want to move away to a different model.

Mr. Brisbin: Well, I could reiterate a bunch of that. I'd just say that there are a couple of differentiators.

We have designed theatre, entertainment and sports actually physically connected to the light rail. That's a fairly significant move forward. We also have in our first phase an elementary school, a YMCA, 400,000 square feet of seniors and student housing. Much of that has very, very low parking ratio, almost next to none in some. And I would say that we do also have an interior passerelle that runs along the MUP, multi-use pathway, facing north. It connects the buildings with an indoor walkway directly to the stations. So we're taking every measure to reduce the parking requirement.

Moderator: I think we have a question—I'm going to read a question from Twitter, from Sarah Gelbart on Twitter.

"Both presentations focus on spectacle, Instagramable visions for LeBreton. What about your plans for social, affordable, and equitable programming"?

Mr. Peritz: If you were to look closely at our design, we have in our mixed-use precinct a palette that we can work with that has a variety of buildings that can have a variety of uses. We talked a lot about the flexibility of our plan to be able to adapt to market conditions and market needs. We understand that there is a need for affordable housing in Ottawa. We look at that very favourably in our plan, we look at our zero carbon footprint as adding to that ability to deliver reasonable-cost housing on the site. As we develop our plans into a more granular plan, we will be looking at those opportunities very carefully because, if there is a need, then we have an obligation to look at how we can respond to that adequately.

Mr. Hobin: I don't need to repeat myself, I covered it over in my comment about working with Centretown Citizens and the ability to create not-for-profit environments that respond to a whole variety of need, not just the well, but those that need supportive housing, and look at it as an overall community template that can respond to the full population.

Moderator: Thank you. We'll go to microphone 4.

Question: Thank you for the presentation. My question is related to due diligence. I want to know if you can tell us what dialogue, what discussions took place with the Algonquin and the Ottawa River watershed and what our proposed discussions will be, particularly in the context of recent Supreme Court decisions, notably but not only the Chilcotin decision. We know there are some serious questions about LeBreton Flats and Ottawa generally around land claims here.

Thank you.

Moderator: I'll ask Dr. Kristmanson to take that question.

Dr. Kristmanson: Thank you for that question.

I have met with the Algonquin leadership, and by that I mean the chiefs from Kitigan Zibi, from Pikangikum, and also with the Algonquins of Ontario over the past two years and kept them abreast of this project along with all the other projects that we do. What we had discussed and what I told them is that I thought it made sense for the formal consultations on the project to start once we had a preferred proponent but before there's anything finally decided. So once we have made the recommendation to the Board of the NCC, and if that recommendation goes forward, from that moment we will initiate the full consultation process. We did that in the same way that we asked the teams not to go and have discussions with elected officials. Of course, when we designed the program, we had no idea how many teams there would be and so forth and we felt it had to be a competition on a level footing, and so I thank the teams for respecting the rules in going through this because it must have been tempting to go and talk to elected officials and also tempting to really engage with the Algonquin First Nation.

But I think it's logical—as you can see, these are massive plans. There's much detail to be worked out. There's much remaining to be negotiated and finalized. We've got I think a great sense of the two concepts, and people can see that. But the next step, when we start the consultations, will be to delve into this in detail with the preferred proponent and along with the Algonquin First Nation. I believe the leadership of the Algonquins are comfortable with that process. They were here today for the pre-presentation, and another group are coming back on February 5th, the ones who were not able to make it today, we're going to do a second go-around on the 5th, so that's been taken into account.

And you're absolutely right, this whole site is a very meaningful site and we will want to make sure that it's properly reflecting the Algonquin heritage.

Modérateur : Merci. On va procéder au microphone numéro 1.

Dr. Kristmanson: Maybe I would like to say one other thing. René Tenasco is our liaison officer with First Nations. René is an elder from Kitigan-Zibi. Thank you for all your organization.

Question: I would like to thank both sides for their presentations. I was looking forward to it for a long time and I was impressed by both.

My question is just in regard to the time line. I'm wondering if both sides could speak about some of the major components of their proposals and their respective timelines that they might project?

Mr. Peritz: Thank you. Our project is basically—we are ready to move as quickly as the process can move. There is obviously a period of time for the NCC to reflect and make their selection.

Once that is done and following, obviously, consultation with various groups, including the City, our objective is to start construction on the Canadensis walk. We think that is the most important portion of our project, it sets the palette for everything else we're doing. That's our first investment that we are prepared to make as early as we possibly can. If we could have that in and under construction for the 150th anniversary of the country, that would be our objective, if that would be possible. Along with that would come the construction of Canada Circle, Canada Square. All of those would be organized at the same time. Simultaneously, it would be our objective to start the 1100 units that we had planned along with retail in the mixed-use precinct. So our project is very advanced in regard to our ability to start delivering.

Mr. Hobin: I think, in our case, when we're talking about the Event Centre, depending on how long it takes to negotiate this next stage, but the notion would be we would be playing hockey or performing in that space in 2021, so it's a five-year envelope at that point in time. That first phase includes the small-scale work along the aqueduct which gives the place some vitality. As well, there will be built approximately 1400 units in that first phase as well as the retail mixed use would come into it.

That first phase, you look at a 5-year window, phase 1, phase 2, and if you actually come by the booth you can look at our phasing diagrams and the specific timelines for how we would proceed.

Ms. Daoust: I would like to add that, for each of the phases, it was really important to the team that it would include the major public spaces associated to that phase. As Barry was saying, the aqueduct would be done, LeBreton Square, in Phase 1. And then Phase 2 and 3 would include the public spaces associated to each phase.

Moderator: Thank you. We will go to microphone 3.

Question: Thank you for presenting both your options. I think one of the major keys to success is going to be to generate traffic throughout all hours of the day. So for businesses that pay rent at the end of the line, what components of your plan have you incorporated to make sure that you generate traffic throughout all the hours of the day and not just in evenings when events are happening?

Moderator: Let's ask our folks from Rendezvous LeBreton to go first on this one.

Mr. Hobin: I think the first thing in terms of thinking about how we reinvent the city, so bringing 7,000 people back to the site, there would be a lot of small scale activity that won't depend on special events. So it reinserts itself. It's that hand-in-glove relationship between the national promise, what those capital events that happen, and the city, the smart city. And so if this becomes a destination in the process of city and you look at the loop, for instance.

Let's take an example. One of the main ones is the canal route that takes you to Dow's Lake. You know, the extension of Dow's Lake and Preston takes you to this place. If it's a tourist piece, you'll want to come there, you'll want to walk this, to experience the aqueduct, LeBreton Square. That's outside this special events thing. Special events, depending on what they are—if it's race weekend, it's a weekend event. If it's a performance, if it's Garth Brooks, it's five nights in a row now, that's going to come to LeBreton. But I think realistically, there's going to be a diversity of traffic that comes to this, and because you're reimagining the way the city is, it's going to be a lot different than thinking about going to an event in Kanata where that's all you're doing and then you're leaving, coming, leaving. So it's a much finer grain. Create a vibrant city, something that actually throbs and has a vitality to it.

Mr. Peritz: I think in regards to our project it has a lot to do with diversity. If you look at our public realm uses, World Automobile Experience, the aquarium, the Canadian Centre for Communications, Spin and Fly—these are activities that will draw massive amounts of people during the day. Schools, educational field trips, those will all be responded to with that, and that will enhance the traffic for the retailers within our project.

But in addition to that, we have planned about a million square feet of office space which we think balances that traffic between day and night where the residences are occupied. Then as well we have the office space which we think provides that circular movement of people throughout the course of the day, plus we have some of our residents that are a little more

located on the site, 400,000 square feet of seniors residences, which is one of the first projects that will start as we start the mixed-use precinct. We'll have a large number of residents who will be resident within LeBreton and will also be consuming during the day. So we think it's a question of balance and diversity that will help ensure this is not a punctual time where it's busy just on a game night or just on an event night, but it will be busy during the day-round and evening-round.

Question: Thank you.

Moderator: Thank you. Microphone 2.

Question: Thank you very much for the presentation. It was very informative. Lots of colours. I hope it looks like that in 20 years.

Using the Lansdowne model—and not that it's the perfect model—not disparaging that project either, but that's the most recent experience of that type of construction in Ottawa, very much led by business. I'm wondering how much of your project, the overall plan, relies on the support funding-wise of the various levels of government. For example, I notice both have a library. Do you expect the City of Ottawa to be paying for that library? Or the school? We know the Federal Government is going towards more infrastructure funding. How much of your plan relies on funding levels from either the municipal, provincial, or federal governments?

Thank you.

Moderator: I'm going to ask Dr. Kristmanson to take that question.

Dr. Kristmanson: The terms of the Request for Proposals were quite clear that there are no government grants attached to this. We were looking for a private sector-driven project, and that's what the two teams have brought.

That being said, the business cases that have been presented, we have a technical committee analysing them and we'll see what exactly is in them. They're complex in terms of the decommissioning of the site, the servicing infrastructure and so forth, and we'll have a chance to see. But the premise is generally borne out, as far as I can see, by the two proposals, and so it will go.

With respect to the library, I'm glad you raised that. I guess about a year ago, Mr. Mills and I met with the mayor and Mr. Kirkpatrick and talked about whether there was a way to put the library project within the LeBreton project, and our teams looked at the procurement and so forth and it just didn't seem easy or possible. So we didn't include the library in the RFP. Now both teams have come back with a notional projection of the library, I think largely because they see the potential for it to fill out and add to the community, which is great, but it was not part of the original RFP.

That doesn't preclude the teams, if you want to speak to how you might want it to interact with the city in regards to their process, but it's not part of the process that we're discussing here tonight.

Moderator: I think we'll go to a question at microphone 1.

Question: Bonjour. My name is Teresa and I work at the museum, also the history museum.

I'd like to welcome development to LeBreton Flats because we're very isolated here. And so for the staff and for visitors to the museums, it will be wonderful to have development.

What I'm wondering is, will there be increased opportunities for food and for things like a convenience store because people are looking for those services within walking distance? Thank you.

Moderator: Thank you.

Mr. Peritz: Definitely. There's no question. When we're building this size of community, residential community in particular, and office community, we have to have services. We have to have small restaurants, we have to have convenience, we have to have dry cleaners—every possible service that people will be looking for. Medical services, dental services. When you're building a neighbourhood, you're providing those services to people. You want them to be able to use those services on site and you want to put those services available to the people in the general vicinity, including the museum here, but the people that live in the general vicinity around LeBreton Flats. So part of our mixed-use precinct includes a whole variety of different retail uses, and actually one of our principal team members, which is the Groupe Maurice, who wants to bring 400,000 square feet of seniors residences, has insisted that that retail component be on its way when they are building their facility. So it's part and parcel of the entire program.

Ms. Daoust: In our project, I think we really aimed the proposal toward city-building. It's a really important element of the project.

City-building implies diversity, of course, of retail, services, and so on. By bringing back an important community in LeBreton Flats, we have to sustain it also. We have different areas where retail space and services will happen. We even have a marketplace—we didn't have a lot of time to present it—a market which is connected to LeBreton Square. So this is very important and it reconnects with one of the previous questions. City fabric building means a city that will live throughout the day, at night, in summer, in wintertime, all seasons. And this is very, very important for a community and for all services that will be offered.

Moderator: Microphone 3.

Question: Thanks very much for the opportunity. It's great to have an era of real public engagement in Ottawa and Canada again.

My name's Beatrice. I am going to be a neighbour to your development. I live on Primrose. I'm also the director of Friends of the Earth in Canada, so I have some questions.

I'm going to limit it to two for tonight. I will have many more that I will be happy to send in. But one is about work/life balance in the way you've configured your ideas. You know, when I think about the history of LeBreton, coming from the ground-polluting industries and ending up with some contamination that has to be addressed and I look at what you're envisioning, I wonder where the technology and businesses of the future are shown. Instead of the automobile

museum, why not clean green technology, which Ottawa also features? Why not trying to address that work/life balance with not just retail and tourism—which is good—but also some way of having a clean technology aspect. Now, this may be more a question for the NCC itself and its term of references than for the two presentations, but I would just say that the kinds of jobs available that would be respectful of the history and future of the site perhaps should include a consideration of clean technology and showcasing Canada's involvement with clean technology, since that's clearly something we have to deal with on the world stage as well.

The second thing is about ecological aspects of this. You both have talked a little bit about the planet or sustainability. I'm appalled by the hardscaping views that I've seen in both of the presentations although I'm interested in some of the commentary about the river and the connection, and I just want to point out to everyone how much water is an important issue for us here and how we manage water.

I would like to know how biodiversity is being dealt with, ecological restorations which to me would suggest a lot more trees than wildflowers.

Moderator: Thank you. We'll ask Rendezvous LeBreton to answer first on both those questions. Thank you.

Ms. Daoust: This will become the most important eco city, eco district in North America. So of course the notion of ecology is very, very important in the project, in Rendezvous LeBreton.

We've also shown you—you were talking about landscaping. This is a dear topic to us, I must say, and this is why, within the project, we do have what we call a landscape signature which is quite important. We were talking about the greenlining, the naturalization of the south of the aqueduct; we have green parks and so on.

These are impermeable surfaces. We didn't have time to go into details, but for instance, on LeBreton Square, a strategy of impermeable services will be looked at—actually, we are very interested in that. There are different elements that be implemented just to make sure that—of course, building in 2016 and beyond do refer to being very conscious ecology-wise. That's an important point for us.

Moderator: I'm just going to ask folks—the rumbling is starting to rise. If we can just—if you're mingling in the back, please just keep your voices low because we're still talking about questions. I think folks over there; maybe NCC staff can help out? Thank you.

Mr. Brisbin: I will respond to the World Automotive Experience first because that is particular to our scheme.

It is an experience that isn't just focused on the history of the automobile; it is very much about the future. A good portion or what we call manufacturers' galleries, where they'll showcase innovation and where cars are going, how they're being designed, and I can tell you that the vast majority of those will be all about electric and it wouldn't surprise me—and autonomous cars, self-driving or self-protecting. So there's no question that's where the industry is going. There's no

question that many Canadian manufacturers are involved in that and there's no question that that will be a huge part of the learning experience within that facility.

With respect to the overall reclimatizing of LeBreton, you're talking to the wrong person. What I can tell you is we have one of the most forward-looking environmental firms with us, Integral, who have vastly articulate eco district plans, plans focused on, I think I mentioned, not building-centric, but lifestyle-centric, people-centric, in terms of the air we breathe, the way we move, the way lights go—sorry?

Question: (inaudible)

Mr. Brisbin: Well, nature, obviously. And again, PFS, who've been doing our landscape for Canadensis would have huge things to say about the ecosystems we're portraying across the country. On a personal note, I will say my wife is vice-chair of Nature Canada, and if we don't get the birding issue down, there will be hell to pay on my side as well. All of those things are absolutely integral to the design. In such a short period of time, as in tonight, it's very difficult to get into the nuances of those things, but certainly you have our assurance that they're being looked at.

Moderator: Thank you. I think we'll take a question from microphone 4, please.

Question: Thanks. I'm also a neighbour. I live a few blocks away from the Flats and I'm looking forward to seeing the site revitalized.

One aspect that struck me about the Rendezvous LeBreton presentation was that, in the visuals, it indicated the final phase was set for redevelopment in 2036 plus, and I don't know if there's a similar time line for the DCDLS proposal, but my question for Dr. Kristmanson, if you could explain to the crowd the rationale to give a mandate to a proponent to implement a vision that will then not take place for another 20 years while this land lies fallow and part of the property—you know, that's quite a long time to park a particular vision and, meanwhile, over two decades, the fabric of the city will change and the neighbourhood will change and evolve. Meanwhile, there will have been a particular vision that will have been committed to. I don't know what the process is in terms of consultation around the different phases, but if you could share a little bit more about the rationale to giving that large mandate, such a long-term mandate, rather than divvying up the property into smaller phases and doing subsequent tenders along. Thanks.

Dr. Kristmanson: That's a great point. The build-outs are different between the two teams and I encourage you to look at those in the rooms in more detail.

The philosophy of this offer was we had a set of core lands that were the central portion, about 12 hectares, which were the primary lands, and then we put the option lands, which were the additional lands. One of the reasons we did that was to have a vision that united all of these elements, and I think one of the risks of going piecemeal was ending up with a disconnected vision. So I think both groups have shown a lot of original thinking in how to integrate this over the very long term.

The second reason that we put forward the long-term vision for this is to find a way to rationalize all the infrastructure that has to be done, all the decontamination that needs to be done into one program and, at the same time, leverage the value on this whole site with transit coming in to bring a substantive public realm and substantive anchors that would make this different from just a condo subdivision.

So the idea was to leverage this large site and that's why we put them in as option lands because we weren't sure how that would work.

The build-out phases are as they are in the proposals. I think we will be asking questions of the proponents of what the interim states look like at phase 1 and phase 2 and how they intend to deal with that. Those are very good questions that we have, of course, thought about and, as I say, there will be many opportunities for more public consultation, but the basic vision I think for the whole site will help inform that long term, and as Ritchard says, it will take twists and turns over those years, but I think we'll have something coherent, which we might not have achieved otherwise.

Moderator: Thank you. Microphone 2.

Question: I am an ecological economist and I noted in the presentations that all of you have used the right adjectives, but the word that sort of began to concern me was the word "sustainability." This is a very diffuse term and very difficult to define.

I would like to know from you—I know you gave us brief presentations and you had these ideas in the back of your mind, but nothing came quite through to me was what in fact you mean by sustainability. You use the word marketing. This of course is part of the development process of a private development, but the marketing is in some sense a contradiction to sustainability.

I would like you to explain how you get the right balance between the concept of sustainability and the concept of profit-making enterprises.

Thank you.

Moderator: Thank you. I'll ask --

Mr. Peritz: I would respectfully say to you that sustainability is a very complex thing to describe in a couple of minutes on a stage and I'd even go as far as to say that each component of our project—any project that's being contemplated, each one will have its own idiosyncrasies as to how sustainability can be achieved.

I think if you look at the type of proposals you're seeing here, and particularly ours, this is something that's real. This is something that the consumers are starting to want. This is something that forms part of our ability to create economic viability, because if you can reduce your costs for energy and occupancy, then you can meet the market a lot more readily. So I would suggest to you that if you were to drop by our booth, we could walk you through some of the specifics about our projects and some of the initiatives that have been planned that would perhaps answer your question a little more adequately.

Mr. Hobin: I second that emotion. I will say just beyond that, though, it's about our key partners that are part of our scheme. Windmill Developments is part of the development team that is part of it. They are currently working on the Zibi lands. Windmill has taken a position that you can actually create a profit and create a sustainable project which focuses on all the issues of energy consumption, use of water, the full gamut of things. It's also possible to do it even in modest projects. We just finished the Beaver Barracks project which has a lot of features like ground source heat pump, low energy consumption, there's a lot of things we can do and are doing and the industry is changing to respond to that. Obviously Windmill is a leader, but it's dragging everybody with them. There's a future.

Question: A short response. I have done a great deal of research in this field and I will be very pleased to consult with you, if you wish, on the research findings I have done on this issue.

Moderator: You can visit both teams in their exhibit rooms. I encourage you to do that.

It's been a long day. So what I'm going to do is I'm going to take 3 more questions from microphone 1, 3, and 4 and I'll take the questions—I'll take four more questions. I'm going to take them as a group and I'll note them and then I'll ask our two proponents for their final thoughts on those four questions. I thank everybody for coming but we'll have to wrap it up. Please be brief with your questions. Thank you.

Question: My name is Sylvester Fink. I too will be a neighbour of yours.

I hear a lot of talk about creating community, creating a vibrant space. It kind of concerns me a little bit because I feel that there already are communities here. When I look at the diagrams that you've both put forward, it looks like almost there's a wall between the communities that exist already along Albert Street, and that concerns me as a future neighbour.

So my question is will there be a process put in place to ensure better integration with the community? I'm not just talking about myself but I'm also talking about the canal pathway, that's been raised a little bit. Traffic to Gatineau will be a big issue. There's the incubator, business incubator at Bayview, the Zibi development, and there's already a slew of existing businesses and services that are here. We wouldn't want you to recreate that.

We want to know—I want to know how you will be integrating with me, us, the community at large.

Moderator: Thank you. Microphone 2. Very briefly, please.

Question: I had the same question. You're aligned to the middle, to the canal, to the LRT. But south of Albert, the Gatineau side, it's not clear. It's not clear at all how you want to integrate, and I'd like you to speak to that, if you would.

Moderator: Thank you. Microphone 3.

Question: Nothing on that topic. In the Rendezvous LeBreton Group printed text here, it states that we should all work, live, and entertain, and the past is a museum or a gallery. Why is it that—maybe the NCC or one of the other two groups could answer why, beside the stadium—

what is it called—the Event Centre, was there no inclination that the government might want to have either the portrait gallery or a brand new science and technology museum?

Moderator: Thank you. Microphone 4?

Question: There has been a lot of talk of the lands are unfortunately quite contaminated on LeBreton, and I just wanted to know from both groups what the timeline and what's the commitment? Is it to clean the entire site before construction, or is it to just clean it as necessary?

Moderator: That's great. Thank you.

I'm going to ask Dr. Kristmanson to talk about the museums and then I'll ask both proponents to finish.

Dr. Kristmanson: A decision was taken by the previous government to invest in the current site of the Museum of Science and Technology and recently at the NCC board we passed the design approval for the substantial overhaul of the museum there, and it seems as though the museum has opened the door to both of these teams to have some kind of satellite operation at LeBreton Flats, which is interesting.

As far as I know, during the election campaign, nobody made any commitments or promises about funding for an institution at LeBreton Flats, although I believe some of the candidates did mention other possible places for institutions.

So, no, there isn't anything on the horizon that would bring a federal public institution, with the exception of the National Library where the Library and Archives Canada have indicated interest to work with the City of Ottawa. But, as I said, the library would be a separate process, although we may get involved as the NCC but, you know, the future of that is still to be known.

But that's not to say that in the very long outlook that a previous questioner asked about, that something couldn't come along and still fit into one of the subsequent phases of this project.

Moderator: Rendezvous LeBreton, if you could answer on connectivity, integration, and decontamination.

Mr. Hobin: Let's start with the easy one, the contamination. We made a choice to basically clean the entire site. It will be progressive as we go through the site, as we develop phase 1, phase 2, it will be entirely clean. The progression will allow us to deal with some of the issues of transporting contaminated material off-site. That's a very big initiative.

With respect to connectivity, if you go out in the corridor out here and you look at the original grid that was part of the neighbour to the south and you look at the grid of LeBreton, we're actually rebuilding that grid. So this notion that the streets flow right straight through is important. South of Albert, there's actually a lack of services in that immediate area. There aren't any stores. There's a lot of multiple housing. There are a couple of little things that don't work very well at the base of that 6-storey building. So the idea that the grid will bring you through, that we will have an animation of retail that you'll want to come to this—Renée has mentioned the market which is a little bit farther into the centre of the site—so there is a lot of thinking about

integration and actually how we would once again reclaim this area of land to the neighbourhoods that are around it.

Moderator: Thank you.

Mr. Brisbin: I will continue on the connectivity answer and certainly earlier on in the presentation I think we mentioned that connectivity was actually one of our founding principles for this, and the connectivity does include going all the way over to Innovate Ottawa and actually out to the Western Parkway.

Certainly connectivity to the south of Albert—again, we're using the same grid system—but we're spending a lot of time trying to tame Albert Street. Albert Street has become a very difficult corridor, so we're putting in bike lanes, we're putting in on-street parking to provide what we call sort of vehicular and pedestrian friction there to slow the traffic down and try to turn that street back into more of a traditional Main Street. And with respect to your existing community, no one knows that better than we do. We're not trying to create a new community; we're trying to add components to a community. When you're place-making, we see this as an additive process. Your community will contribute to ours. We can tame Albert Street. We can get porosity across it. And then, by adding YMCAs and daycares, we get transgenerational demographic changes, but really try and do a stitch between this new development and the existing.

Mr. Peritz: In regards to decontamination, we are complying with the request of the NCC. Our obligation is to clean the site in the same way as our colleagues. It will be done on a phase-by-phase basis; there are logistics that have to be dealt with. Moving that amount of earth and taking them to the appropriate sites for treatment is a complex logistical challenge, but certainly we have the obligation to clean the site completely.

Moderator: I think both our teams deserve another round of applause.

(Applause)

Thank you to all of you.

Merci beaucoup à tout le monde ici pour votre participation. N'oubliez pas de remplir le formulaire en ligne.

Please fill in our survey at the NCC website. Send us your comments. Visit the exhibition rooms at the back of the room. If you have any neighbours or friends, tell them to come tomorrow.

Thank you. Good night.

January 27, 2016

Moderator: Ladies and gentlemen, bonsoir, good night, good evening. Welcome to the LeBreton Flats consultation. It's great to see such a big crowd, just like last night. There may be

a couple of seats in the crowd. If you are standing, you might just want to peer in and see if you can grab a seat.

On behalf of the National Capital Commission, I'm very pleased to welcome you to this second night of public consultations on the redevelopment of LeBreton Flats. My name is Nicholas Galletti, I will be your master of ceremony and moderator for the evening.

Before we begin the presentations, I would like to invite Mr. René Racine, an Algonquin cultural resource drummer from the Kitigan-Zibi Anishnabeg First Nation to come up to the front for a performance.

(Applause)

Mr. Racine: It looks like we're pretty much on time tonight, right? Just to continue off what I was talking a little bit about yesterday, about what the drum brings to us. Again, tonight, I would like everyone to look at the person beside you and welcome that person beside you, and the other side also, maybe shake their hand. One thing we all share inside of us is that it's that heartbeat and that's what this drum represents. So all, together, we can share that same beat. So this song is an honour song to welcome everyone here.

(Drum Ceremony)

(Applause)

Moderator: Meegwetch. Thank you for that performance.

In a moment we will see presentations from the two teams vying for the opportunity to transform one of the most significant urban development sites in the core of Canada's capital. Most importantly, tonight is your opportunity to ask questions and provide your comments on each proposal.

Ce soir, c'est votre opportunité de poser des questions et soumettre vos commentaires aux deux propositions que nous allons entendre ce soir. Nous avons un questionnaire pour recueillir vos commentaires. Je vous conseille fortement d'aller remplir ce questionnaire en ligne ou ici, au Musée, ce soir.

We have developed a questionnaire to gather your input which you can complete tonight here at the museum or by going to the NCC website. The survey will be open until February 8th.

Si vous ne l'avez pas déjà fait, prenez quelques minutes aussi pour visiter les deux salles d'exposition des équipes, dans les Ateliers B et C, par ce couloir, de ce côté-ci. Les salles d'exposition seront ouvertes jusqu'à 21 h 30 ce soir.

Now, I'd like to invite Dr. Mark Kristmanson, Chief Executive Officer of the National Capital Commission, to say a few words.

Dr Kristmanson : Merci, Nicholas.

Good evening, kwey. Thank you again for that great song to get us started.

I am delighted to welcome you to this highly-anticipated consultation for the redevelopment of LeBreton Flats.

Je suis ravi de vous accueillir au lancement très attendu des consultations publiques sur le réaménagement des Plaines LeBreton.

And I'm thrilled to see another full house here tonight. I have a feeling these nights will be looked back on as an historic occasion where we discussed as a community the most significant urban development opportunity in Canada's capital.

Ce soir, nous entendrons les présentations des deux équipes talentueuses qui ont imaginé des propositions ambitieuses pour la transformation des Plaines LeBreton en destination de prestige dont tous les Canadiens et Canadiennes pourront être fiers, mais ce qui est le plus important, nous sommes ici pour écouter vos commentaires, vos impressions et vos idées sur les deux propositions qui seront présentées ce soir.

Yesterday and last evening we had sessions first in the morning for the elected officials. I think we had about 50 elected officials here. Then for the First Nations leadership, the groups did presentations and answered questions. We had a media event with about 60 media, I think, Nicholas, here, and my press clippings today were 200 pages thick. I've never seen that before.

Last night we had a full house like tonight, and it's just amazing, the public response. We think we had over 600 to 800 people here last night, 700 people watching online, and I know there are people watching online again tonight. Welcome to you. We had about 900 interactions on social media. This has really caught on as a great public debate, and we welcome it. We look forward to your comments, impressions, and input on these two proposals before us. Your comments are useful and they'll have an impact.

It's fitting we are gathered here this evening in the Canadian War Museum. It's a shining example of design excellence in our capital, this magnificent museum and the adjacent LeBreton Flats Park were key in the long process of redeeming the promise that the LeBreton Flats holds for Canadians, residents and visitors alike.

When this museum was built, the NCC enhanced the beauty of the area by moving the parkway inland and creating more public waterfront parklands, a massive decontamination project has rehabilitated a large part of the site.

De plus, un nombre de projets exceptionnels ont commencé à se concrétiser qui remettront les Plaines LeBreton à leur juste place dans le tissu urbain de la Région de la capitale nationale. En face d'ici, on amorcera bientôt l'édification du Monument national de l'Holocauste, avec l'architecte Daniel Libeskind, qui sera achevé à temps pour le sesquicentenaire du Canada en 2017.

In partnership with the Algonquin First Nation and with the Department of Canadian Heritage, the NCC is revitalizing the southeast corner of Booth and Wellington, creating the Harmony Park, which celebrates Anishnabeg culture and its relationship with the natural environment.

The City of Ottawa's light rail transit system includes two major stations on these grounds, connecting LeBreton with points east, west, and south of our capital. It's a great

catalyzing project. I don't think we would be here tonight without the leadership of the City of Ottawa with the transit project.

And after decades of incremental progress, we've arrived at this defining moment in the LeBreton Flats story, and together we can now begin to imagine a new neighbourhood on these lands, a landmark district that will shape the city for generations and position our capital as a competitive force in the 21st Century.

For the NCC, this is a very exciting moment. I launched this initiative shortly after becoming CEO two years ago. Eighteen months ago we established this competitive, this very competitive process to develop up to 20 hectares of this prime land.

I would like to recognize Chairman Russ Mills, who is the chair of the National Capital Commission who is here tonight. Thank you for coming, Russ.

(Applause)

Maybe you should stand up and be seen.

And we also have three of our local board members—or three of our board members here tonight, a local board member Bob Plamondon, Mr. Aditya Jha from Toronto, and Mr. Victor Brunette from Gatineau. Kay Stanley has gone home to watch it on the internet, so hello, Kay, via internet. She was here earlier to look at the rooms.

Our goal is to leverage these public lands and the creativity of the private sector in order to enhance the attractiveness and the civic vitality of the capital through new anchor public uses.

This past December, Devcore Canderel DLS Group and Rendezvous LeBreton Group submitted substantive and detailed proposals and I commend both teams for the depth of their commitment and their passion for a renewed LeBreton Flats. Bravo to both teams.

Aujourd'hui et demain, des salles d'exposition seront... non, aujourd'hui—c'est presque fini maintenant—les deux salles d'exposition consacrées à chaque proposition, et les deux équipes à présenter et répondre aux questions.

Par ailleurs, à partir d'aujourd'hui et jusqu'au 8 février, nous invitons les gens à communiquer leurs opinions et leurs commentaires au moyen d'un questionnaire en ligne. Toutes les contributions seront recueillies.

It's important to note that this public consultation is really a starting line in this process to revitalize LeBreton Flats despite all the enormous work that's been done by these huge teams. In the spring, the evaluation committee will make a recommendation on a preferred proponent to the NCC's Board of Directors. Following the Board's decision, the NCC will enter into negotiations with the preferred proponent to arrive at a comprehensive agreement and this will be submitted to the federal government for final approval.

At that point, the project will shift its emphasis to the municipal realm where citizens will have further opportunities to engage in the process. While the LeBreton Flats are federal lands, it's critical that this last great development opportunity in the core of Canada's capital becomes an integral part of the City of Ottawa's long-term development, and on that note, I would like to thank

our counterparts at the City of Ottawa who have worked with us over 18 months to develop the RFP, the technical committees who are looking at the bids, and the joint design review that will happen subsequently.

I would like especially to thank Mayor Jim Watson; Councillors Jan Harder, Chair of the Planning Committee; Keith Egli, Chair of the Transportation Committee; and City Manager Ken Kirkpatrick for their guidance and support.

I would also like to thank Stephen Quick, the Director General of the War Museum, and Mark O'Neill for their support in hosting this event over the past three days. I would like to thank the NCC staff who did a tremendous job.

Also a big thanks to the museum's technical staff who have been really superb. Thank you very much. Finally, I would like to thank all of you for coming out. It's a great show of civic engagement.

Merci à tous pour votre participation aujourd'hui.

Thank you very much.

(Applause)

Modérateur : Merci, Monsieur Kristmanson.

Next I would like to invite Jillian Newsome from P1 Consulting, who are acting as the NCC's fairness advisors for this procurement process.

Elle nous expliquera leur rôle afin de s'assurer que nous ayons un processus équitable pour ce projet.

Ms. Newsome: Thank you and good evening.

The NCC has engaged a fairness advisor on this project to act as an objective third party observer who monitors all stages of the procurement process in order to ensure that it's conducted in an open, fair, and transparent manner.

As fairness advisor, we actively participate in the procurement process by reviewing the procurement documentation, including the RFP, prior to release, monitoring all communication between the NCC and the proponents, including attending all meetings and all written communication; investigating any matters related to fairness as they arise; providing advice on and monitoring the process to ensure that it's consistent with the NCC's internal policies and guidelines; providing advice on matters related to confidentiality and conflict of interest; and finally preparing report on our findings at the conclusion of the process.

We also ensure that the evaluation criteria and procedures are clearly defined and applied fairly, objectively, and free from bias, and that all proponents are treated fairly and equitably. I can confirm that at this point in time we have no concerns with the manner in which the NCC has managed and implemented the process from a fairness perspective.

Thank you.

(Applause)

Moderator: Thank you, Ms. Newsome.

And now the moment we've all been waiting for.

Each team will be given about 20 minutes to present their vision for LeBreton Flats. By random draw, RendezVous LeBreton group will go first tonight. After the presentations, I will invite both teams on stage along with Dr. Kristmanson to take questions from the audience and on our online webcast and through social media.

And with that, I now invite Mr. Eugene Melnyk and Barry Hobin from RendezVous LeBreton Group to take the stage.

(Applause)

Mr. Melnyk: Welcome, everyone.

This is about the same crowd—almost the same crowd that we had last night, and I want to thank you for coming out and listening to us today, evaluating our proposals. But the most important thing in the end is what you do about it, and we hope that what you do is go to the NCC website, pick off "Lebreton Flats", and fill out the survey. That's very important to us, everybody participating, and especially important if you have an opinion or you'd like participate in the planning of this longer-term.

First of all, it's really, really a special night for us. It is historic. We think that, from this, we're going to go into a phase that is going to last for decades. And everybody that's here today, make sure you get yourself a picture because you will be able to show this to people decades from now and say I was actually there and I actually said something

So for us, it's very, very exciting. This project, just to put it in perspective, is so transformative. If you took this and the plans that both of us have and plucked it anywhere, any city in the world would welcome it with open arms. It's spectacular. And we hope to be able to show you that today. We have a presentation by our lead architect, and after that we have a little video for you to see and you can see that on our websites and, hopefully, that we impress you, that you'll be cheering for us.

I went to this team of our internal people and said, you know what? We've got to do something. And the big test is going to be, number one, when somebody walks up, do they say "Wow! That's amazing!" Are we going to be able to get someone and listen to someone saying, "Yeah, I don't know where I'm going to go on holidays but I heard this place in Canada is supposed to be special." And all of a sudden they say, yeah, yeah, yeah, the LeBreton Flats thing. Then you want them to say, I'm going to go to Canada and I'm going to go to Ottawa, so they do the whole tour here, and LeBreton Flats is what was germinating in their minds to come and see, and they go "Wow!" That's going to be our litmus test.

You know, our excitement—you say, "Why are you guys doing it?" Yes, it is a very big project. It's hopefully going to make money one day, but for us it's transformative. It's something that we can look upon with pride. I think the people of this city will look at it with pride, bragging rights for everyone here. And at the end it's just going to be something that you're going to really, really be excited about.

You know, it's 53 acres. Think of the size of this thing. And for our team to come up with things that are relevant and meet all the criteria of the NCC—and that is that wow factor—it was not easy. We put together a team of international people to design it, from Copenhagen—I didn't do this tour—but Copenhagen, L.A., San Francisco, Toronto, Montréal, Ottawa. All the leadership team on this project is from Ottawa, and it's—again, Mr. Hobin is going to walk you through all of the things that they have done and all their planning and at the end I'll come back and wrap things up and we'll see our little video.

With that, I'd like to invite Mr. Hobin to come up and say a few words.

(Applause)

Mr. Hobin: Thanks, Eugene. I think you can see the passion that Eugene has for this project and the importance of the Ottawa Senators. It's great that you have come out tonight. It was even a more impressive night on cheap movie night, Tuesday night that we had a full house as well.

(Laughter)

We've been working on this for over a year and a half, and a lot of time has been spent getting to this stage. But in the end, it's the first time that you're seeing it, and so it's important to open this out and say, let's have a conversation about what this could be.

LeBreton Flats is in the very heart of the region, adjacent to the river. It's so important in terms of knitting together both sides of the river and then reflecting where we are, not only culturally but historically. They've taken down a lot of the images out in the lobby that referred to Ottawa's history around the river, and I want to give you a history lesson. I actually want to talk to you about how the history informs how we design the future.

So the river, First Nations, lumbering, transportation, potable water, innovation, harnessing the river and electrifying the city. A gentleman, Thomas Ahearn—you probably don't know his name—Thomas Ahearn was the guy who developed water systems and harnessed the river for power, electrified the city, and actually allowed the streetcar to come to Lansdowne Park. We don't know that. But what you don't know as well is that his son was the first owner of the Ottawa Senators.

I grew up in Ottawa in the west end. This picture is my memory of LeBreton Flats. Saturday morning, my dad used to drive me down to play hockey at the old Auditorium. The memorable things are things like the roundhouse at the bottom right. The industrial part of coming up Albert Street with the breweries and the manufacturing, and then to realize that the river was dominated by industry and taken out of the public domain.

And so, by the '60s, just before this is demolished, or progressively through the 1900s up to the '60s, at one point in time there were 7,000 people living on this site. It's a 19th Century city where you worked, you lived, and you played all in the same space. But what you didn't realize that the river basically came in substantially more. So in the '60s, in the brilliance of modern planning, we took all of that, what would have become our new distillery district, and plowed it into

the bay. To further separate us from the city, we built this parkway along the edge, again separating the city from the river. In the process of doing that, we did a couple of things: One, we continued a contamination issue, which we still have to deal with—which we are going to deal with as part of our presentation. We separated the river by way of a parkway. And we denuded the site of what was there.

In moving forward, here's the site today—and Mark has mentioned the readjustment of Wellington Street—you can where the LRT crosses the site now, or the future line of it, but you can start to see the festival plaza. In looking to the future, what we want to do in creating a new capital is to reintegrate 7,000 people living on this site, correct the major deficiencies that are there, tap into this new infrastructure that is going to be part of the city, the LRT, the largest infrastructure project we've ever taken on as a city, and basically create a dynamic place.

So in unpacking all of that, you ask yourself: How did we do that? It's very clear, the NCC has told us, we want you to create memorable capital moments. We want this to represent the country, not just the city.

It's my point that you can't talk about creating a national capital presence unless you honour what's there by way of a template. What was there that actually created this city? The story of Ottawa is very much—and its relationship to the river—is very much the story of major Canadian cities across the country. So when we talk about heritage, I think we have to respect the river. Where it comes into Nepean Bay. We talk about place-making, about the canal system that is part of that. So there are three components that we think are important in this whole project, just in the conversation.

One is to bring those attracters that make sense to animate the city and to make it a capital place, to honour those pieces that are there now and build the new capital event out of what's there, and then bring in what is important as the animators that will make sense. But above all that is the notion that we're designing a 21st Century capital city, a city that represents the best thinking about eco-planning, about the One Planet initiative.

We only have one planet to live with. Sustainability and fracturing the globe that we live in is on everyone's mind right now. We have to be thinking about sustainable in a really conscious way, not just about making buildings more efficient, about our thinking about living in the city.

So in doing that, we come to the site plan that we've developed, and you can see in the middle, strategically located is the new Event Centre. In between the two transit stations, the major events on either side. In order to make this city porous and accessible to all those neighbourhoods to the south and to the west, you have to harness what is the large infrastructure piece that's come along, and that's the LRT. Bottom left and on the right, that's west and east, you can see the two transit stations.

In between them, running above ground, is the transit line. Allowing that to exist as it is actually cuts everything off. You know, if you looked at what's happened in Chicago around

Millennial Park, what they created was, by bridging the transit and coming overtop of it, they recreated the city. In this case, our initiative is to build overtop of the LRT, connect the porousness of the neighbourhoods to the south through the existing grid, through, and we create a new street as a result of that, what we call Canada Drive. That creates a new template on the top of that and then down at the Aqueduct level—many people don't even know the Aqueduct exists, by the way—the Aqueduct, which is in the centre of the site, we create these two worlds. Canada Drive will link the eastern Pimisi Station all the way to the western Bayview Station and will become a reflection of the Canadian experience, reflecting 10 provinces and the territories.

And so as a result of that fundamental shift, we sort of neutralize the negative impacts of transit and actually turn it into a positive. You can see now that we've developed all sorts of mobility around bicycles, pedestrians, car, O-Train, LRT. And what we are left with when we do all that, intentionally and with respect to the restrictions placed on it, we create five distinct neighbourhoods, each with their own character. Those are the volumemetric pieces.

It's important to recognize that fractioning and the porosity of the site comes from the neighbourhoods to the south in the original LeBreton grid, if you saw those images, and each of those neighbourhoods has a different character and actually provides us a variety of house types by way of building form, a variety of occupancies, not only rental, free market rental, not-for-profit, and free-market condo.

I'm doing Renée Daoust's presentation tonight. The other part to our package, in between those buildings, is the notion of the public realm. Over 50 percent of our site is dedicated to the public realm, to open space. But we didn't want to create an open suburban park and an edge condition; we actually wanted to take that 50 percent and create 11 memorable experiences on site that infuse every part and every neighbourhood that is part of this project. I want to take you through those.

The very first one that's important to us is that view from the western parkway. I talked about the sixties post-war planning of the parkway. We want to fractionalize the parkway and turn it back into more of an urban experience. We want to connect the neighbourhood that's adjacent to it to the river. We want to stop seeing the river on this side and the building on that side; we actually want to see those two things move together.

So if you look at the building forms, the open space, the pattern of buildings, we want to actually celebrate that immediate connection to the water. And in the distance, this vista leads you right to Parliament Hill. So when we create a capital view, it's not a Pennsylvania Avenue in the 18th Century, devised by some French planner. It's a notion that it's a Canadian experience. That view to Parliament Hill has an edge condition with water and makes you feel like this is a Canadian experience.

Moving along, the Place de la Gare takes you out into the river and you can see how it creates a promontory. That promontory takes you back into Bayview Park which centres the western neighbourhood, a combination of art and landscaping. Now the view from the east, the

green-lining, takes you towards the Event Centre which sees us looking from the east with a variety of experiences. We felt that it was important to pull back the view from Sir John A. and let this breathe so we could see Nepean Bay, we could see the Event Centre and have a greater respect for the capital view to downtown.

That starts with the notion of the Nation's Plaza at the corner which in a contemporary fashion represents the very visceral elements of water and of fire and continues on as you step towards the Event Centre. Along that axis is an art axis. So in that space, it's not just leftover space, it's actually structured with outdoor rooms which accommodate art and culture.

And then, as we move forward, we've got the innovation promenade which actually sees these installations that allow us to experience a variety of culture. The end of that is we actually end up to the Aqueduct and our view towards the Event Centre, and along that view is the Ability Centre which is part of the Sensplex initiative to reach out to our favourite training facility that has been built in this Whitby, it's for abled and disabled athletes, and it becomes a national platform for the training of Paralympics.

A big part of that is the library— and we're going to watch our time, but I think we have 5 minutes but we have 5 minutes after that—the library is an important part to us. We've involved partners from Copenhagen and Morton Schmidt from Copenhagen and Bruce Kuwabara from Toronto to divine the library. They both felt it was essential the library be on the canal, connected to the Aqueduct, and actually animate the public space as well.

The Aqueduct is the big part of it. I'm going to move through this very quickly, but the Aqueduct exists there. Many of the journalists in the room the other day didn't even know it was there. We intend to build around that and create an environment that can be programmed throughout the year, throughout the time of day, and that it can provide animation and tell stories and it creates a comfortable scale for those people who want to walk from the library all the way to the Event Centre.

Underneath the Preston canopy, you actually come out onto LeBreton Square which is the very heart and hinge of everything. LeBreton Square comes in off of the Bay and creates a plaza that can be animated through waterworks, and create boardwalks that come out into Nepean Bay, allows us to connect to the Event Centre which you're seeing on the right side. The Event Centre custom designed to orifice out and create these views into the Bay. It can be programmed so that we can animate this throughout the year and by event. Race weekend, Earth Day, Bluesfest, and even something like the Senators.

The Event Centre is designed like all of the major cultural institutions we have in Ottawa. The National Gallery, the Museum of History across the road has this view to the river and has a view to Parliament Hill. That's very much in the thinking about the Event Centre.

I'm going to let Eugene finish up. We're all really conscious of the time clock, so if we miss something, I'm going to say this: Please come to where the model is where we can actually talk in detail about it. This is just a snippet and a start of the conversation.

(Applause)

Mr. Melnyk: This man's a genius, by the way, I'm telling you, and he knows everybody.

But look, this Event Centre that you're seeing right now, the technology that goes into that is unbelievable. What happened 30 years ago, which was the technology that was used to build the current Sens home, you know, it is so outdated compared to what they have now, everything from the electronics, the lights, the boards, the seating, the experience is just phenomenal, and we've gone around to virtually—I think between us we've seen every single hockey stadium. The mandate for these people is, just make it the best so we can say "the best". And that's what we plan to do. And this is worth the big one-time investment and do it right.

As I said earlier, the Event Centre is scheduled—maybe I didn't. As soon as we start getting an approval to go ahead, we have to do permits, that will take about a year, we hope, from the City, and we can put the shovel in the ground and we are anticipating a puck-drop in the season opener in 2021. That's our plan. We will deliver that.

(Applause)

You know, this is going to anchor the entire site. We're hoping that people come and visit LeBreton just for how beautiful it is, shop, eat, and then go to the game, or the game will draw them to come and shop and eat. So it's a full, full site with all the amenities. We currently have, just FYI, we get 50 hockey nights a year. We have another 120 evenings of awards, shows—we just sold out, as you heard, three shows of Garth Brooks. Another one, it's probably almost sold out. And this happens all the time for us. So we come to the table. That's important. We come to the table with 5 million visitors. That's just between the Event Centre, that's between the Abilities Centre, and the whole thing. And that's even before all the shopping, people come in and tourists come in, but over time this can handle 15 million visitors a year. That's what we're shooting for. A major, major event place.

With that, we would like to put the video on and then I'll say a few last words and then questions are after.

Video, please.

> From 2017 on, international spotlights will turn to the birthplace of a nation and its capital city, as the most highly regarded country on earth celebrates its past, present, and future.
>
> Unveiling the latest addition to the Ottawa skyline, Illumination LeBreton.
>
> Une communauté moderne et florissante où le Canada rayonne, un lieu phare, intemporel au carrefour historique des nations fondatrices algonquines, françaises et anglaises d'où émerge une destination d'importance nationale et internationale.
>
> From heritage waterfront attractions to interactive public spaces, parks, plazas, and commercial amenities are anchored by major event and abilities

centres in a sustainable, inclusive, green program designed to support year-round animation and activities for generations to come.

Vous êtes la fibre même de ce capital créatif où penseurs, architectes, créateurs, visionnaires et artistes convergent pour apprendre, perfectionner, concevoir et partager des expériences uniques.

By rail, on foot, you cross the threshold into Illumination LeBreton. At Nations Plaza you step through a cultural gateway onto the innovation promenade. Watch as your young Einstein discovers the joys of science at virtual museums.

Profitez de l'hiver jour et nuit. Devenez spectateur et acteur de la scène urbaine, art public, boutiques, divertissements. Vivez l'ambiance festive des cafés-terrasses tout en célébrant la culture locale aux abords de l'Aqueduc patrimonial.

Move and be moved by a concert at the world-class Event Centre, home to the country's top events, culture, live music, sports.

La soirée est jeune. Émerveillez-vous devant les couleurs qui embrassent l'eau et le ciel pour un spectacle inoubliable au bassin du Carré LeBreton. Dénichez des trésors dans un marché de nuit couvert. Ouvrez grand votre cœur d'enfant aux merveilles qui vous entourent des berges jusqu'aux étoiles.

Join cheering crowds pouring out of a championship game or cap your night out on the Crown of the Event Centre, at the world's most visited green rooftop outlook and multimedia nightwalk, inspired by the Ottawa Gatineau forests, cradle of Canada's history and myth, where the skyline shimmers. The future unfolds before your very eyes. A community is reborn and it shines like never before. This is Illumination LeBreton.

(Applause)

Mr. Melnyk: That's a great video.

Thank you very much. I did all of it but...

(Laughter)

I was blown away when I saw it. Look, I'm finishing up and then we're going to have the other people come up. I just want to say a couple of things—again, I'm going to reiterate the importance. If you don't speak up, we were just talking to no one. We need you to speak up. I remember when we had the all-star game here, if you all remember how we filled out forms to get our players and I think we had four starters with Alfredsson at the time being the captain for the all-star team, and that was because Ottawa came together and said, you know what, we really like these guys, we want them to be on the all-star team.

We want to be your all-star team on this. You know, the whole management team lives here. I can imagine it's like going to the supermarket and everybody looking, those are the guys who built that thing that didn't work out. Or I come to a game and get dirty looks from little kids. I'd stay away. Seriously, we're so behind this that, you know, we can't fail. That is not an option for us. So we need your help. Help us help you. This is going to be a great, great, great, great project for all of us. Thank you very, very much.

(Applause)

Moderator: Thank you very much. I can sense there are a lot of people in the room, but if there's any possibility, we've got some people still in the doorway over there. So I'm not sure if everybody can just move down a few feet this way.

Si tout le monde peut juste se déplacer un peu plus vers l'intérieur du Musée. Comme ça, les gens qui sont à la porte peuvent entrer. Merci. J'apprécie beaucoup.

Thank you. Now I will invite Daniel Peritz and Ritchard Brisbin from Devcore Canderel DLS Group to the stage for the second team.

Mr. Peritz: Good evening. Bonsoir, tout le monde. Thank you for coming out in such large numbers. We feel honoured to be here tonight.

First of all, I'd like to say how thrilled we are to finally be able to talk about this project. Working on it for 18 months under a cloak of secrecy for so long, we are just finally thrilled to be able to talk about this.

The DCDLS team is comprised of experienced real estate developers who understand complex urban projects, internationally recognized entrepreneurs, leaders of Canadian business, and proud members of the Ottawa community. In addition, our Canadian architectural engineering and consultant team are all recognized as world class experts in their respective domains.

One of the things which I'm afraid has caused some confusion is to who is the Devcore Canderel DLS team? So I'd like to walk you through that for a moment.

There's Devcore, a respected developer from Gatineau. There's Canderel, a company that has operated in Ottawa for 33 years and has developed projects such as Churchill Office Park, the Export Development Corporation headquarters in downtown Ottawa, Constitution Square, NorthTech Campus in Kanata, a three-phased multi-use project on Richmond Road in Westboro, and a whole host of other projects of significance in this city.

DLS stands for Desmarais, Laliberté, and Sinclair. Mr. André Desmarais of Power Corporation I don't think needs any introduction to any of us, a recognized member of the Order of Canada. Mr. Guy Laliberté, our spaceman, our creative genius from Canada that I think we can all be very proud of, Mr. Bill Sinclair the founder of JDS Uniphase who employed over 17,000 people in the city, and the Mierins Group who are active leaders in the business community that I think are quite respected. That is our team.

Collectively, this all-Canadian development team has the necessary creativity, expertise, experience, and financial capacity to translate what we have imagined, being a project of international calibre befitting the nation's capital into reality.

Notre équipe est entièrement canadienne. Collectivement, nous possédons la créativité, l'expertise et la capacité financière pour réaliser un projet de cette envergure.

Exhaustive planning has taken place for the entire site but with particular emphasis on phase 1 of the project. The first phase has many, many features but one of the principle elements is the Canadensis Walk. I can best describe it as being a magical botanical thread that binds all components of the public realm together. It's been designed to allow for a degree of flexibility as the project evolves and markets change. But it is also home of Canada Square, Canada Circle, and the band shell, part of our commitment as we're starting to build this fine project.

But Canadensis has much more. It also houses the Canadian Centre of Communications, the World Automobile Experience, Ripley's Aquarium, and many other activity pavilions because we believe you don't just go to see things, you go to do things.

Via a ceremonial bridge, Canadensis connects to the first phase of a mixed-use project that's over 1.1 million square feet. Within that mixed-use precinct, we have a school and a YMCA. This live-work-play community will set a new standard in Ottawa, in our estimation. Our plan was designed around transit and, frankly, transit is what attracted us to the site to begin with. We saw an opportunity to lever Ottawa's investment in the LRT as the backbone of a modern transit-oriented design community. In LeBreton Reimagined, cars are virtually nonexistent. Actually, people take priority in our plan.

À LeBreton, les automobiles cèdent leur place aux piétons, qui devraient ensuite prendre la priorité.

Basically our objective with LeBreton Reimagined was to build something that had something for everyone. Not only for sports fans, our proposal is geared to appeal to art lovers, concert goers, history buffs, science fans, fitness fanatics, or people who just simply want to take a quiet stroll in a beautiful setting.

Children, teens, young adults, young families, empty nesters, students and seniors all have a place in our plan. But our project is not only a city-building exercise; it will have national significance, given the importance of the site in the heart of the capital of the country. In fact, we believe and our objective is to create in our project a project that has a distinctively Canadian soul.

As an example, LeBreton Reimagined will be a focal point of the Trans-Canada Trail which physically links Canadians from sea to sea to sea. We believe our project has an elegant solution to having an NHL-calibre arena. We firmly believe the Senators should be downtown. We are flexible and motivated to see this happen, including welcoming all forms of discussions with current ownership.

We also understand the importance of this opportunity to Ottawa and Canadians.

On comprend les responsabilités de développer le site d'une façon à soutenir le développement durable en harmonie avec la nature.

Should we have the privilege—or perhaps better put, the responsibility to develop, we recognize our responsibility to support sustainable social and economic development in harmony with nature. Our objective is to arrive at a design that will achieve a zero carbon footprint.

At this time, I am going to let Ritchard Brisbin, who has led this initiative, walk us through some more details of the project. Thank you.

(Applause)

Mr. Brisbin: Thank you, Daniel.

I would be lying if I didn't say that it's terrific to see everybody here and it'll be great when this evening's over. We've been doing this for a while. I had a friend call me this morning and said your images look spectacular but you look like trash so...

(Laughter)

You know, I'm sure that if we canvass this audience about the certain things that they would like to see on the site, there would be many, many differing ideas about it. But I think if we canvassed you about the one important thing, you'd all agree we have to get it right. This is perhaps the last piece of property in Ottawa that has the capability of hosting a project that can truly transform the city.

As you can see, we have a tagline which says: LeBreton Reimagined. We started with that and went away and thought, well, this is a tremendous opportunity. The NCC is looking for an amenity. What could we do? And we were stunned by the size of the site, the number of opportunities that started to avail ourselves, and our new tagline for a number of months was, to coin Roy Schweder in "Jaws", "I think we're going to need a bigger boat." Fortunately, our client recognized that as well, and brought in new partners, Guy Laliberté, Mr. Desmarais. Who had definitely different skill-sets and focuses, and ultimately allowed us to flesh out the program, as you'll see—because I agree with Daniel, I think we're going to show you we have something for everything. Our new tagline was: Imagine all events and activities a great city needs, concerts, museums, theatres, and sports all in one place. And by the time we were finished, we had been given a tool box and a palette so much larger that we ended up with the tagline that I hope you'll share with us is closer to the mark, which is "Imagine it all at LeBreton."

These are bold ideas, but they're not new. Sixty years ago, Prime Minister Louis St. Laurent hired a French architect by the name of Jacques Gréber and he said you have to reimagine the nation's capital; it needs help. And Mr. Gréber said you're right. Let's get the railways out of downtown, let's get the industry out of downtown, let's beautify it with beaux arts boulevards— that's why we have the parkways— and he said, LeBreton Flats—we agree with the NCC today—could be an amenity, it could be something special to serve the city. Of course, that remained undone. That's why we're here tonight.

The question is: What would Mr. Gréber do today. What would his solution be in the 21st Century? So we went looking for precedents and precedents we found. We found them across North America; we found them around the world, in every major city that was intensifying where the population was moving from the rural areas, from the suburbs into downtown, where the younger demographics were saying, no, I don't want a house in the suburbs. The cities were looking for an ability to provide an amenity for that population, that demographic, and they were looking to their derelict properties, their underutilized properties to create those amenities, and that goes from Madrid to Manhattan's High Line to the Millennium Park, and interestingly enough, in many of these things, the last two I mentioned, Manhattan and Millennium Park, they were paid for by the private sector, not for profit, and many are funded by corporations on an ongoing basis. So it wasn't publicly funded.

What we saw was, these were not your grandparents' parks. These weren't beaux art decorations or cosmetics; these were incredibly transformative, game-changing additions to cities. They had concert halls, pop up art, they had splash pads, they had light shows, they had pop up restaurants, they had commemorative pieces that celebrated their culture.

And so we took those ideas and we created what we felt were five or six guiding principles that were a road map to what we thought was necessary to make any design solution a success. The first was public realm that all the space at LeBreton Flats would have to feel like you owned it. You'd have to be able to take ownership of it. It would have to feel like Parliament Hill, or if it was in the private sector, the mixed-use, it should feel like walking through the Market.

The second was sustainability. That's a given and it's not simply about buildings, it's about people, and there are a bunch of ways we could talk about how that could happen.

Connectivity. LeBreton Flats is at the crossroads. It connects the Domtar site to Ottawa Centre West, it connects the Western Parkway, Innovate Ottawa, all the way through pass systems, to Parliament Hill. If we don't connect all those, if those weren't integrated into our scheme, then the scheme would fail and so would all our neighbours around us.

Program. You know, the best-designed public space is just public space if there's no reason to be there. We wanted to provide a number of amenities so that you could be engaged emotionally and intellectually, you'd want to come back time and time again and you'd want to bring your mother-in-law, your father-in-law—maybe not your mother-in-law...

(Laughter)

Flexibility. This project is going to go on for 20, 30 years and it will evolve for 50 or 60. It has to be able to accept different ideas. There are going to be ideas that people come up with long after those of us in this room have left that need to be and can be adapted, and so that was one of our principles.

And then the last one was: There should be one simple organizing idea that would allow you to understand the site, walk through it, navigate through it with line of sight, always knowing where you were, where you were going by line of sight.

For us that one idea was a grande allée, a mashup of the High Line, Millenium Park, a botanical promenade, and we called it Canadensis because Canadensis is the Latin word for indigenous to Canada and the idea this would be a botanical walkway, a garden walkway with all the landscapes from coast to coast, and the other reason for Canadensis is the entire development would be a celebration of the nation's capital and a celebration of Canada.

So bear with me. I would like to quickly take you through some of the key components of the site using some of our taglines, what we imagined and what we plan to deliver, and we start that with a grande allée as the organizing spine of the system. A grande allée connected by gardens, jogging paths, plazas which hosts public art, commemorative installations, that will evolve over time so that we can celebrate things that are important and things and people who should never be forgotten.

Imagine a place which celebrates the best Canada has been and can be where even a bench can tell a story. Imagine a botanical promenade showcasing Canadian landscapes where you can walk from the coastal landscape of Newfoundland all the way through to the climax forest of B.C.

Imagine all the eco-systems in Canada deployed along one walkway, hundreds of species of flowers, shrubs, tall grasses and trees, from wetland gardens to prairie meadows, and imagine the Aqueduct that we talked about, Ottawa's historic waterworks—which looks derelict right now, but imagine it repurposed and showcased in a contemporary 21st Century grande allée.

A grande allée at the centre of our rapid transit system, and as Daniel suggested, the first phase will be in an installation of the entire grande allée from Pimisi Station to Bayview Station, and this grande allée will connect LeBreton Flats with 55% of its dedicated land as public park space.

As Daniel mentioned, there are other components. There's an event square. Imagine a public square with this grande allée themed along our north with lighting inspired by the aurora borealis and fountains and splash pads symbolizing rivers, lakes, icebergs, and glaciers.

And the challenge when you design a big space like this is it needs to be intimate and it needs to be big. It needs to be able to host a family of four having a picnic lunch, it needs to be able to host 5,000 people on a Saturday afternoon for a string quartet concert, or it has to hold 50,000 people for a New Year's Eve celebration. We think we've done that.

Within that is a band shell with an LED screen for a multitude of purposes. Imagine a summer solstice celebration in the park on a Sunday morning and an Arcade Fire concert on Sunday night. Imagine Canada Day.

That courtyard is defined by four institutional museums, Event Centres, the Canadian Communication Centre which is all about social media and broadcasting, where you can take your kids and they can deliver the nightly news and upload it to YouTube, where you can find out

what a text message might sound like on Marconi's telegraph, where there's a broadcast studio overlooking the band shell where First Nations news could be broadcast.

There's a World Automotive Experience where you can go in and, with manufacturers galleries, design your own car. You can sit in a DeLorean. You can actually virtually race a Formula-1. There's a retail folly where you can go have a beer in a brewseum the way it was brewed in the 1700s, hosted by one of Canada's oldest breweries. There's a gallery, the Pimisi Gallery, where you can taste native cuisine, art, and fashion.

In the centre, where all the roads cross—north, south, east, and west—there's a focal point called Canada Circle where a landmark drives you there night and day, winter and summer.

Imagine being able to go swimming in downtown Ottawa, actually put your foot in the water in Ottawa only 5 minutes from Parliament Hill.

And what if all events were not just spectator events but geared towards active participation? What if you could hang ten in a wave pool or descend to the depths of Lake Erie in the blue planet and Ripley's Aquarium. What if you could go skydiving without ever getting on a plane? What about riding a Segway, hoverboard, or skate a rail? We do have a phase 2 and a phase 3, and working with the Museum of Science and Innovation who want a rotating collection on the site, that would change maybe every six months, now imagine you'll be able to move a satellite with the Canadarm or maybe four months later you'd be able to go and print a poster of your own DNA.

The national planetarium is in discussion. Imagine floating over the earth watching the lights of Halifax or Vancouver go by.

And, of course, one of the most important ideas, an Event Centre where the seating can be reconfigured for small concerts or Cirque du Soleil shows, where one concourse level is tied into the O-Train and the other into the LRT system, where a public winter garden can take you from Bayview Station all the way over to Canada Circle, or you can go to a Shania Twain concert or an NHL hockey game only four or five stops on the Transitway.

The mixed-use community. I just want to say, where will you ever find the first phase of a mixed-use community that has these kind of community anchors, an public piazza with an outdoor market, an elementary school, a YMCA and day care. Imagine a 21st Century library integrated with Pimisi Station with genius bars and lounges and with a cafe and reading room park.

Imagine the best locally-owned restaurants, stores, and shops. And imagine a community that's inclusive, that welcomes everybody, family-size residential units, 400,000 square feet of senior's enclave, contemporary rental living, and student housing where the Transitway connects the University of Ottawa, Carleton University, and Algonquin College all in the same place.

Imagine it all at LeBreton. We did.

Mr. Peritz: Thank you, Ritchard. Well done.

(Applause)

I hope everyone in the room can appreciate how hard it is in such a short period of time to try to explain the depth of our proposal. And you've seen but a snippet in some respects of the work that we've done, and I congratulate Ritchard for the excellent work that he's done to date with his team.

We really hope this overview provides you a better appreciation of our vision for LeBreton Flats. However, we want to leave you with a few final points and then a short video.

On aimerait vous laisser avec quelques réflexions.

We are ready. We are truly, truly ready. On est prêt.

We have the commitment, desire, and the resolve to tackle this incredible opportunity. We have the team with the ability to execute all facets of this master development, but we understand that we cannot do this alone because this is a project of such significance that if it's going to be delivered quickly, needs a group of people and not just one single group.

What we have done is we have reached out to the best Canadian operators and developers to participate with us to secure the success of this project in a timely fashion, and every one of them, every one of them has responded so positively to our request, to the point that our first phase has over 1,100 residential units that are already spoken for by Groupe Maurice, Fiera Capital, and Canvar in three separate residential complexes.

The Pattison Group, a Canadian company, intends to build a state-of-the-art aquarium. SkyVenture and Spin are going to build two activity pavilions. Farm Boy, a very local recognized and respected retailer, will anchor the mixed-use retail component. The Canadian car manufacturers associations are supporting the building of the World Automobile Experience. And the Canadian Museum of Science and Technology has indicated their willingness to provide us a collection of media artefacts to help launch the Canadian Centre of Communication.

All of this is more is being delivered in phase 1 of our project. We feel strongly that this is a true game changer for Ottawa.

On est convaincu que notre projet changerait la donne à Ottawa.

With over 55 percent of our site devoted, as Ritchard mentioned, to public realm space that people can actually use, all people from Ottawa can use, we are confident that this project will expand the visitor experience in Ottawa, but almost as importantly and maybe more importantly, to the citizens of Ottawa, by creating a truly unique live-work-play community the likes this city has ever seen.

We are committed, as I said earlier, to bring hockey downtown. Should we be the winning proponent, we are open to pursue all avenues to achieve our goal and build a theatre of sports and entertainment that will act both as an epicentre of entertainment in Ottawa as well as a new home for the Senators.

I would like to close to talk about commitment and our partnership and the makeup of our partnership. All proud Canadians, all people invested in success of our country, and who have—

having spoken to each one of them personally, are committed to seeing this project a success both in building the nation's capital and helping to build and expand the City of Ottawa.

And on that note, I'll ask us to please start the video.

Thank you.

(Applause)

(Video Presentation)

(Applause)

Mr. Peritz: We would like to thank you all, tout le monde ici ce soir, thank you very much for your patience with putting up with us for the last 20 minutes to half-hour, and we would like to echo Mr. Melnyk's message to you all: We can only do this if we have your participation and we can refine our program to meet the needs of all the citizens of Ottawa.

Thank you very much. Good night.

(Applause)

Moderator: Thank you very much. Merci beaucoup.

We will now begin the question-and-answer period. While we changed the setup up here at the front, I invite you all to line up at the microphones or submit your questions online. Over here we have a microphone, one over here, and one down over there, I believe. I think the microphones are coming in. Here we go. There should be four microphones on the floor.

S'il vous plaît, commencez à penser à vos questions. On a des microphones ici, ici, et deux par là.

I would ask that you keep your questions brief. You will have 2 minutes to ask your question and a light will indicate when your time is up. A reminder that both teams have been asked to speak only about their own proposals, so please consider your questions in that regard. Please feel free to ask your questions or to provide your comments in the language of your choice.

Should you have any specific requirements or mobility restrictions, please let us know by raising your hand and we will bring the microphone to your seat.

Sentez-vous libre de poser vos questions ou exprimer vos commentaires dans la langue de votre choix. Si vous avez des besoins spécifiques ou des restrictions de mobilité, laissez-nous savoir et nous allons vous apporter le microphone. Si vous le souhaitez, veuillez nous donner votre nom ou votre communauté ou organisation aussi.

Also note that every few questions I might read a question from Twitter or the webcast. With that, I will now ask Dr. Kristmanson and our four presenters to join me on the stage.

Okay. Let's get underway. I shall start with microphone 2, please.

Question: My name is Wayne French and my question is to Mr. Melnyk. My question is: Can you please provide us with more details on your bid team, who they are, what type of work have they done in the city. Being in the city for 50 years in the business community, we always like to hear that it is Ottawa people that are going to be doing our work. That's my question.

Moderator: Mr. Melnyk?

Mr. Melnyk: Just one second.

First of all, thank you very much for the question.

I think that Mr. Hobin would be best to talk about the design team. I can introduce you to all the others that you know from the Sens organization; of course, they're from Ottawa. But the design team and all the infrastructure teams and all the component parts—you're the best guy to do this.

Mr. Hobin: Are you interested more in design or—where did the gentleman go? The entire implementation team—okay. First of all, there are the primary developers which include Eugene Melnyk and John Ruddy from Trinity. John Ruddy grew up in Ottawa, local boy, very successful across the country. From those supporters, a variety of developers, including Morley Hopner, Windmill Developments—the notion is we bring a variety of people together who actually know something about development. From the consulting side, people like Tomlinson, PCL. A comprehensive team and those people have done the analysis of soils and transportation, all of that stuff is grounded in local. The design team comes from around the world because we wanted to get the best. The enabling team that actually brings it to the ground are from here.

Moderator: Thank you. We'll go to microphone 3.

Question: Good evening, everyone. My name is Emily Graves. I am a current resident of LeBreton Flats, so you can just imagine how excited and yet apprehensive we are about these developments. But I'll stick to excited.

My question is directed to Dr. Kristmanson of the NCC, and it's a process-related question.

Our comments here or from the survey, where will they go? And what impact will they really have? First, is the NCC going to consider public comments in making a decision as to who to award the project to? If so, how does that work vis-à-vis the evaluation criteria that the NCC has already set?

Dr. Kristmanson: That's a great question. Thank you for giving me an opportunity to elaborate on the answer.

First of all, all of your comments are being recorded here tonight and they will be tabulated into a report along with all the comments that we're receiving online, and I believe as of the beginning of this session, we had more than 800 questionnaires filled out in the two exhibition rooms.

The period of consultation is open until February 8th, and that's the official period. If we receive things afterwards that can be included in the final report, we'll do it, but up until February 8th, all the circuits will be open. That report will be compiled and will be used by the evaluation committee in its deliberations, and I think the material that comes in will have use in two ways: One, it will inform the discussions of the evaluation committee, and you can look on the website

and look at the evaluation grid and exactly how the points are awarded and so forth. So all of your comments will affect and inform that discussion.

Secondly, once hopefully we have a preferred proponent, in the negotiations and the final discussions or the ongoing discussions we'll have with that proponent, we'll bring back your comments to bear on some of the details that will have to be worked out.

Obviously, this is a huge, complex project. These two teams, as you have seen, have done a tremendous job of bringing it up to a high level of thought. They've really gone a long way. But there's a long way left to go. I'll just close by saying, last night, after the session, I heard members of both teams talking among themselves about how they would incorporate some of the ideas they heard. Already there are some creative juices flowing in both teams. So the feedback is really important.

As you can see, we have invested a lot in this public consultation. I think this is by far the biggest, most thorough public consultation we've ever done. Although it's happening over three days and on the web, its part of a rigorous process and your presence is fantastic, so do speak up?

Mr. Melnyk: Can I say one word? I didn't have a chance to say it, but it is a massive, massive job, and if you want to see how government can work properly, just look at these guys. At the NCC, they are spot-on, they're all over you. They do—yeah.

(Applause)

Moderator: Thank you, Mr. Melnyk. Microphone 4, please.

Question: Good evening. My question is for the National Capital Commission. A new central library for Ottawa is a very important community and public resource. The ideal location and the ideal design for that library is very important. At this point in time, it's being batched in with the whole of the LeBreton redevelopment. And I wanted to ask you if you would consider a separate assessment process for defining the ideal location and design for the library.

Moderator: Thank you.

Dr. Kristmanson: Thank you. Another great question because I will get a chance to clarify this.

Both teams have decided to put a library into their schemes, I think because they feel intuitively it's a great site for the library and it's a great anchor institution to complement what they have put in their proposals. But, in fact, our RFP doesn't include the library, and we did meet Mayor Watson and Russell Mills, and I met about a year ago and we tried to see how and if a library could fit into this RFP, but the procurement process for the city and for the NCC as federal and municipal, it wasn't easy to do, so it's not part of our RFP process and the teams won't be given points for their schemes about the library. But I think they did it intuitively because it was a compelling idea to enhance the vision, but it really will be led by the City of Ottawa, the library process, and the NCC will support them in every way we can.

Moderator: Thank you. Microphone 1, please.

Question: First of all, I'm very happy that the two proponents understand that we're talking about architecture on a world-wide basis, so this is a very important thing we're doing here. I'm just wondering if you can get rid of the two buildings or so that are already on the site.

(Laughter)

Moderator: Do you have a question, sir?

(Laughter)

Question: I just had to say that.

The other thing, both proponents have avoided the words "Parking garage." Is there a reason for that or...

Moderator: I guess I'll ask them about their parking plans. Does that sound good? Why don't we ask our Devcore Canderel team to talk about their transportation/parking.

Mr. Peritz: As we said earlier, it's very hard with a project of this scale and magnitude to cover everything in 20 minutes. And just to echo what Mr. Melnyk said, being a national developer, we see a lot of different processes similar to this and I can tell you this is certainly the most rigorous we've ever been under.

The parking garage scheme that we have, the cars disappear, and we have created very specific points—entry points from the parkway, from Albert Street, which we hope to tame somewhat, and all of the cars are going to disappear below grade. We have been very careful in managing parking in these Mega projects as a very important element. Parking is not really a paying proposition. We would rather build less than more. We've been very careful in looking at each of the elements of our project and clearly understanding the parking requirements. As an example, the senior's residence does not need that much parking. Students, the same type of thing. With the adoption of transit by the city, the citizens of Ottawa and the people who will dwell on the site, we're hopeful that we'll be able to keep the parking to a strict minimum. But we've been very careful. We've brought in the proper consultants to look at this and study it and certainly we may have to evolve, as project may change slightly as we move forward, but the idea for us is, from a pedestrian perspective, whether you're in the mixed-use development or whether you're in the public realm, cars will not be in your way. This is a place for people and the pedestrian.

Moderator: Thank you. RendezVous LeBreton?

(Applause)

Mr. Hobin: I don't want to double the comments but I think it's important to get into a little bit of detail about that. We have analysed not only the level of—you know, the site is very complicated. There's a rock level. There's a contamination issue. So we've actually analysed the full potential of parking on the entire site.

I should start to say that, with the Event Centre, they have come to the site specifically to get away from the requirement of parking, so their parking requirement for the Event Centre will be modest. For the rest of the development, we want to look at it on a block-by-block basis, and

if you look at the design of the grid we have developed, it allows us to look at things from a compartmentalized perspective and to build progressively so that parking, when it is required, doesn't become a huge up-front cost but it is incrementally set up to pattern across the site.

And I will echo their comments that we're not in the market of creating parking for where there is no market for the parking. The parking is expensive; it's a big front-end cost. So the idea of fractionalizing the site the way we have allows us to develop snack-, appropriate-sized development and parking that relates to it, in terms of relating to a city like Ottawa. We're not Toronto, Vancouver, Montréal. We move at a slower pace. The size if the developments are smaller. So our parking strategy is developed for an incremental perspective.

Moderator: Thank you. Microphone 2.

Question: George Hunter from Ottawa. I have a question for Mr. Melnyk and Mr. Hobin. The global planet concept, can you describe that for us?

Mr. Hobin: The One Planet initiative goes beyond the requirement for any other building. In the last several years we've been talking about greening of buildings, so there's an initiative, LEED, leadership through energy and environmental design is the current standard. It talks about buildings. It talks a little bit about neighbourhoods. So in evaluating a LEED—in our case we committed to a LEED Gold for every building we build. But it goes beyond the building. It actually talks about the—the One Planet initiative is beyond the building, thinking about the social and economic enterprise and how we actually act as individuals within the One Planet. We're also part of an Eco district which ties us into Zibi and to the innovation section in Bayview. So we have potential of creating the largest Eco district in North America. It's a really important part to our initiative. We have with us Windmill Developments, who are doing a fair amount of this and have already Zibi committed as a one-planet initiative, and their subsidiary, Build Green, which is a consultant to us, will guide us through that. So that becomes an overlay in terms of how we see the entire development.

Moderator: I'm going to ask maybe the Devcore team also to explain their sustainability strategy.

Mr. Peritz: Well, I don't want to get repetitive to some of things that were said. We've known LEED. We were one of the first to build a LEED office complex of size in Canada for Bell Canada, so we started to understand, as LEED became a standard to look at, that it was quickly going to be eclipsed by other things, because LEED has to deal with consumption and where materials come from.

We believe—and we've hired Integral, who is, I would call it, one of the leading firms—a Canadian firm, but internationally recognized, and we went to them and said: Where would we go next? What's the next step? How do we be ahead of this curve? We are gearing our project towards wellness, which has a lot of similarities to One Planet. But wellness is about the wellness of the people who dwell in these buildings. It's their air quality. It's their access to natural light. It's the quality of their drinking water, maybe no fluoride in the water. It's a whole

host of things that deal with the human being occupying the space, whether it's an office space, whether it's a residential space, whether it's a space where they're going to see an event—it's a wellness approach to sustainability.

(Applause)

Moderator: Thank you. Microphone 3, please.

Question: Hi. I'm Ally and I'm asking this question as a recent Masters in City Planning graduate. The definition of insanity, right, is doing the same thing over and over again and expecting a different result. And I would describe Ottawa's urban planning thus far as pretty bloodless and that our public realm really hasn't been invested in in the way we should, especially as the nation's capital. I ask this question not in a glib way and I would like an answer not just based on feelings but to know whether there are any protocols put in place: Why is this time going to be different?

Moderator: Why don't I ask RendezVous LeBreton to start?

Mr. Hobin: It's interesting how you connected city planning with the initiative by the NCC. And while there's coordination between those two things, they're vastly different in terms of their level of commitment. The NCC, being a national institution, has a greater sense of control than, say, city planning, which has the ability to appeal to the OMB, which has the ability to be changed, has all those things that are part of it. So that's the first thing and it's hard to make those two comparisons.

The other reality with the NCC is the real control over all of this. If you promise something, it's got to be built into the agreement with the NCC. I think both schemes—our scheme basically wants to think about how we could make the public realm, make all of this come to life in the way that, say, a canal benefits the Glebe in Ottawa South or Pattison Creek enlivens those people around it. These things will imagine and change the way we're going to build this section of the city, they're so vitally important. And it's part of the design team commitment, but I will reinforce that City of Ottawa planning exercise that can be appealed to the Planning Act, which is provincial, is a lot different than dealing with a federal institution.

(Applause)

Mr. Brisbin: You are looking at two very different schemes here, and ours is focused on a destination urban amenity and a 21st Century destination urban amenity, and I think by its nature it's disruptive, and I mean disruptive in a positive way. In all due respect, we continue to use gridirons, we continue to elaborate and expand the city grid, and that may be an appropriate model, but I think when we're looking for an Event Centre, when we're looking for something that can provide something for everybody, a destination that will engage you intellectually and emotionally, we have to go to the world precedents I was talking about which are bringing those amenities down and they're mashing them up, they're presenting them in new ways, they're presenting them in innovative ways, and in our opinion that was what the national capital was calling for, an innovative urban amenity. And so I think you'll find that our plan, although it has a

traditional organizing idea, is a much more innovative idea and a much more disruptive one to the conventional planning you're speaking of.

Thank you.

(Applause)

Moderator: Thank you.

Perhaps I'll ask if we can hold our applause to the end. We'll give a really good round of applause for everybody. In the interests of getting everybody's questions...

We have been getting some really good questions from Twitter and our webcast on some of the same issues, on parking and sustainability, but we do have one that I would like to take from our web cast.

Both proposals talk about multiple phases of the project. The questioner is asking if you can just elaborate a little bit more on choices you made in phasing your project. Maybe I'll ask the Devcore team to start on that one.

Mr. Peritz: This is an exceptionally large site. When we looked at it, we felt that we had to look at it holistically. We had to see it as one product. And so when we looked at it, we knew that we had to have a defining idea and we felt that, in order to create a place at LeBreton, which we think both from a community perspective and from a public realm perspective, are essential, our decision was we felt we could not cut it up into small pieces because the end result would be that that public place would not materialize until we were towards the middle or latter parts of the development.

So we took a decision—I'll use the term, we're going all-in, at the front end of the project by—beyond the decontamination and other servicing costs which we're obliged to absorb—we decided that we were going to invest in Canadensis, and that investment is substantial, it spans close to 2 kilometres across the site, connects the two stations together, is the foundation for Canada Square, Canada Circle, and our band shell. And we feel that that was an essential way to do this. So that's the beginnings of our first phase.

The balance of our first phase includes the vertical development on that public realm, the Canadian Centre for Communications, the World Automobile Experience, the Blue Planet pavilions, the activity pavilions, and then if you connect back to our mixed-use precinct, to 1.1 million square feet of residential development in different segments—I want to be clear because people ask me, is it all condo? No, it's not. Its affordable housing, its seniors residence, it's hotel-residential combinations, people who have committed to come with us on this journey on phase 1, coupled with our parking and our retail.

So we see this from our perspective as three—potentially three phases, but there's one which literally is flexible, and that's our third phase, our theatre of sports and entertainment, which, depending on the circumstances, we can either build immediately or we can build later because we have the flexibility because of the location at the Bayview Station that it's an independent module that can be built at any time. Our wish of course is that it would be built

early. So we could have three phases, we might have two, but I'd say the answer to that question would be three.

Moderator: Thank you.

Mr. Hobin: So when I talked about the conversation about building and recognizing we're on the planet, we think the really important parts of this proposal is to start to build from what's there now with Nepean Bay and the Aqueduct. The position of the Event Centre allows us to actually build the Event Centre at the start, we would be playing hockey in 2021, depending on how long it takes to negotiate with the National Capital Commission.

While building the Event Centre, then immediately we build LeBreton Square, we actually build out the Aqueduct, and we try to create a "there" there.

The area around the Aqueduct—I didn't really get a chance to talk about it in detail—is scaled right, it's very small scale. It's the hospitality section, so one- and two-storey buildings. It's very easy to build those and have them absorbed from a market perspective. So what we'll have is, from Pimisi Station, the Aqueduct leading to LeBreton Square, and the Event Centre all built in that very, very first part of phase 1. Phase 1 also includes the redevelopment from Pimisi, along Albert, to Preston.

Phase 2 would actually take us to the north, closer to where we are here at the war museum, the Asticou neighbourhood would be built in phase 2, and then phase 3 would be the area that's west of the Event Centre and closest to Bayview transit station.

I should also mention that all of this basically has to relate on science and study. We're not going to build ahead of the market. We have sized the development so that it can be absorbed within an Ottawa market. Obviously we have studied this to death and firms of experts who have given us advice, but in addition to that we've used local experts to know what's going to actually happen as we reach the market. So the notion of rental housing, not-for-profit housing, and market-driven condos have to recognize that.

I should mention one strong partnership that we have in that enterprise is our relationship with Centretown Citizens Ottawa Corporation who are the premiere not-for-profit housing developer in the city. We just finished a very substantial project with them at Beaver Barracks downtown, next to the police station. They not only build for themselves but they act as an agent on behalf of smaller organizations who need special housing, whether that's women's shelters or Salus Corporation. They act for a variety of other not-for-profits. We think they all should come to the site and have a place to live in the city, just as we would for market-driven housing.

Moderator: Thank you.

(Applause)

Moderator: Microphone 4, please.

Question: My name is (indiscernible), I'm a resident of Ottawa. I don't have a question. I have comments directed hopefully to NCC, and hopefully they'll listen this time.

First of all, it's to the developing groups. A very slick presentation. Lovely pictures. Nice music. Lovely words about sustainability and people, people, people, people, all the time.

Essentially what I wish to remind the NCC is that LeBreton Flats belongs to the people of Canada. It belongs to the people of Ottawa. It is not a cash cow for developers to make a ton load of money with a hockey arena and a concrete jungle. The NCC needs to re-think its approach to the LeBreton Flats.

Moderator: Thank you for your comments. Microphone 1, please.

Question: I noticed a lot of glazing on both projects, which happens to be sort of a death trap for songbirds, which I think most of us love. And I was just wondering if there's any sort of plan in place to prevent bird deaths on the overglazing?

Moderator: Okay.

Mr. Hobin: I think that's yours.

(Laughter)

Mr. Brisbin: Barry's referring to the fact that my wife is vice-chair of Nature Canada and has a special concern about this.

There are a variety of mitigation methodologies for this. We're exploring a good number of them right now. We have the good fortune to be designing the new LRT stations, and there are a variety of frit patterns that are not the traditional—it's not dots, it's frit patterns that allude to natural patterns that birds become aware of, are much more legible to birds, and certain reflectivity frits you can put on glass that are in fact much more obvious, particularly to the songbirds.

It is a huge problem. It's a bigger problem on larger buildings. But there are very simple solutions. In fact, the NCC are way ahead in terms of specifying mitigation, and I would suspect, when we get into the negotiation stage, if we're fortunate enough to, they'll ask us to do that as well.

Question: That's great.

Moderator: Would you like to add, Barry?

Mr. Hobin: No.

(Laughter)

Question: Only one project has a plan for that thus far?

Moderator: You're not getting off that easy?

Mr. Hobin: I know Ritchard's wife and I would be committed to the same level of response.

(Laughter)

Moderator: I'm looking at the number of questioners, and I think we'll have to ask everyone to keep their questions short and the answers short so we can get through as many as possible in the time.

Microphone 2.

Question: Thank you for the presentations.

My name is Sabina. I'm a resident of Ottawa. My question is about housing. You mentioned affordable housing, and I'm wanting to hear a little bit more of that from both proposal groups and whether there are some fixed numbers with regard to the proportion of affordable and/or subsidized housing that is being planned in this program.

Moderator: I'll ask the Devcore team to talk about their affordable housing.

Mr. Peritz: Certainly.

As we've evolved in this project, we have not been able to get into totally granular discussions in regards to the total mix of housing that we will ultimately achieve on the site. Our plan has a great degree of flexibility as to where and how we place the various buildings through the first phase and second phase of the project where housing will be. Our intention, if we're fortunate enough to be awarded, is to reach out to the community, reach out to the city, and understand what the requirements are. I mean, I think, from our perspective, without the proper information of the number of units required, the type of units required, what affordability means—you know, we develop across the country, and I can tell you, from city to city to city, the affordability measures are different. So we need to understand them.

We certainly are very sensitive, as we are in every city that we're involved in across the country, we're very sensitive to that and it's something that we will certainly take to heart, but we really need to understand the dynamics and programs that the city would like us to adhere to, but it certainly is something that is part of our program.

I can't give you the specifics because we need the information before we can put out the result.

Moderator: Barry, I know you mentioned that already, but if you'd like to add.

Mr. Hobin: We have already put it out there that we would guarantee 25 percent affordable housing. But it's more the number and definition of affordable housing, it's our partnership with Centretown Citizens Ottawa who do not-for-profit housing projects—and for those of you who have no knowledge of affordable housing projects, it's not just that you're talking about complete not-for-profit, people who can't afford, you're talking about minor subsidy, deep subsidy, market-driven, all to come together in one project. You're not talking about creating ghettos, you're actually talking about projects that actually fit into any neighbourhood in the city with a notion of making affordable housing accessible for those who need it.

Moderator: Thank you. Microphone 3, please.

Question: Hello. My name is Paul. I've been a resident for 14 years in Vanier. My family has been here for generations in Ottawa. So I'm quite concerned about this and it's of great interest. I thank you all for your proposals and your hard work with this.

My interest is with the Senators and surrounding hockey. I notice the Illumination one is centered around hockey and the Senators, time-wise centered, physically centered, and lack of other cultural activities, it's centered around hockey. So I noticed that. And my question is to

Melnyk, I guess specifically, so I've heard also that you're not willing to let the Senators play there if somebody else builds the arena, if somebody else develops it.

My question is why is that?

Mr. Melnyk: No, I'll do this one.

(Laughter)

Which question do you want first? I will be very simple. You can't economically just build an arena and think it's going to pay for itself, nor can you go into some kind of rental agreement. You need to have the whole environment. Some years one will pay for the other and vice versa. It's not practical. If I was having like a special game, whatever it is, it's somebody's thousandth game or something, the whole place would be lit up for a week, and I don't have to ask or beg or do favours; just do it, the fans are going to love it. We could light up the whole place in the colours—or whatever. It's the whole experience.

And by the way, it's only 50 of the 175 nights that we have that is hockey. There are 120, 125, and we want to go to 150 nights, of other things. And we do now. It's the concerts, the award ceremonies that we do, the Junos, the events that come into town, the Christmas shows—all of that stuff will all happen here. That's what we bring to the table?

Question: Absolutely, and I agree. I guess what I'm getting at is that, with your proposal, the proposal of your team, there's not so much in other cultural activities, right?

Moderator: We do have a lot of other questions. If you could just quickly formulate your question and we can move on to the other ones, thank you.

Question: You've answered partly my question.

Moderator: Thank you so much. We do have about ten more minutes. I'm going to take three questions and then three more questions at the same time so we can get a lot of questions in before we can wrap up.

Microphone 4. I'll ask a couple more and then we'll ask our presenters to answer.

Question: My name is Linda Dicaire, and I would like to thank the National Capital Commission, Mr. Peritz and Mr. Melnyk for the investment that you have made in our capital and in these proposals this evening. They are very much appreciated and my comments or questions to you are in the spirit of a conversation and are entirely respectful.

The first comment that I have is that this is indeed within the capital of Canada and the project must in the end speak to all Canadians. Part of the legacy that the National Capital Commission and the City of Ottawa have made to this great capital are the Commonwealth of views, and I would ask the NCC and the proponents in the next phases of this project to ensure that the protected view of the parliament buildings are secured and are not affected in the lateral views. I also encourage you to create a new view, a new protected view, from the rooftop of buildings.

With respect to the arena, this is a very interesting part of the proposal, and since two proponents have brought it forward, I have the following comment: How are you planning its

long-term expansion? The Canadian Tire Place is at a 20,000 seat capacity, Rogers Place in Toronto is 50,000, in the U.S. there are at least 20 centres that have a capacity for 80,000, at least 18 in the 70,000 capacity, and another, you know, 38, give or take, in the 60,000. You get my drift.

How will you plan the expansion of this centre or are we, every 20 years, going to play ping pong and move it around?

My next comment has to do with the Automotive Centre—

Moderator: You have 5 more seconds, ma'am. Thank you.

Question: I will take very little time.

The automotive centre and centre for education is an excellent idea. Why not go further and think of the Grand Prix on our parkways?

Finally someone has mentioned the Millennium Park. The Millennium Park in Chicago occupies 24.5 acres. If we are going to do something like that here, we need a lot more greenspace in the proposals that you have put forward.

Finally, on the library, I don't know how many people know that the fifth largest library in the world is in Ottawa at the National Library and Archives, and therefore, if we are to design a fitting sister, LeBreton Flats is probably a very good place for that.

Thank you.

Moderator: Thank you very much. Thank you. We'll go to microphone 1.

We're going to take a few questions. You'll have to—that's about five questions. You'll have to have a good memory.

Question: My name is Peter Thorne. I'd like to thank the proponents for very interesting presentations. I have three questions—

Moderator: Please just one. Pick one.

Question: How much is this going to cost and how much of it is going to come out of the public purse?

Moderator: Thank you. I'll take one question from microphone 2.

Question: A very simple question. Great to see that the proponents have represented themselves here well. I would like to know why Mr. Laliberté and Mr. Desmarais could not be present if this is such a transforming experience for Ottawa. Is it not big enough for them, or is there a reason they're absent today?

Moderator: I'm going to ask Dr. Kristmanson to start with the protected views and the financing.

Dr. Kristmanson: The protected views were taken into consideration and both proponents. If you go to the rooms, there are some panels treating that. Having read the proposals in detail, I'm quite impressed with how the teams have dealt with protected views, created some new views, thought of some new ideas, and actually expanded on some of the view columns in some cases. So NCC doesn't have a concern with protected views.

With respect to the financing of this, we made a call for a private sector-driven project that would leverage the value of these lands, particularly with the transit coming into them. We did not offer any government grants as part of the prospectus, and so the teams have proposed complex financial models that take into account the decommissioning of the site, the sale or leasing of the lands on the site and so forth, and we have a technical committee that is studying those proposals in detail.

But the platform we put this on is not seeking government grants to have these—they have to be able to realize their projects without government grants.

Moderator: Thank you. Briefly, if you could address some of those questions?

Mr. Peritz: One of the issues that we had in dealing with this was we were given set, rigorous, dates that the NCC said were not negotiable because I think, to organize an event like this, obviously they can't have flexible dates. As soon as we found out those dates, we reached out to our partners and unfortunately these are people whose agendas, given their schedule, find them in all corners of the world—and actually at this point in time both of them are truly—I think Mr. Desmarais is in Europe and he's been in Europe for about a week and a half in a series of meetings where he can't be disturbed, and Mr. Laliberté is floating around somewhere between the orient and the Pacific Rim. He's there.

They wish they could be here. They did send, however, representatives of each of their groups to be here, to answer questions, for people who walk through our room. They obviously apologize they can't be here. It just wasn't possible for them to fix on these two dates. It was just impossible.

Moderator: Would you like to just address some of those?

Mr. Hobin: I just want to address the issue of the view corridors.

If you looked at our presentation, the western view corridor is very clear to downtown. It's not just about the view corridor; it's about what happens adjacent to it. We moved very strongly away from the notion of a wall of development along it, that's west of the Event Centre.

East of the Event Centre, just to speak to your enhanced views on the notion of increasing those, you know, if you go and look at our scheme, we've actually pulled development further back from what's been requested by the NCC. The purpose of that perhaps is speaking to your desire for rooftop views because the promontory of the Event Centre allows you to look to Parliament Hill from that location. We thought that was really important as opposed to crowding what is now the Sir John A. Parkway?

Moderator: We're going to take three questions. Microphone 3, 4, and then 1.

Question: Hi, my name is Jeff. As a fan of Bluesfest and the father of young children, for the Rendezvous group, your brochure mentions Bluesfest and the Museum of Science and Technology. Can you give a bit more information on what those partnerships look like?

Moderator: Thank you. Microphone 4?

Question: I have a school-based question. In the second proposal, Canadensis, you mentioned the existence of a K-8 school. Ottawa has four distinct district school boards, and I believe your proposal engages one. I'm just wondering what your process has been in terms of engagement with all four school boards and how you have decided on one being represented within your proposal?

Moderator: Thank you. Microphone 1.

Question: Daniel Van Vliet, Ottawa. I'm pro-Sens, pro-intensification along the light rail transit route. The question is: Can you not add more naturalization and public access to the shorefront of the Ottawa River? It's one of the biggest lost opportunities in Ottawa of all times. It's a beautiful place. There should be more public space, more than just lawn for geese. Can we do something better than that? Trees? You can move the path further away.

Moderator: Why don't we start with Rendezvous on the Bluesfest and Science and Tech?

Mr. Hobin: I'll just pick up from that question. We connect with that. I believe the NCC is already under study about how they could better connect to the river and try to transform that notion of the parkway separating the city from the river. I think that's underway. It's part of our development as well because we think about Nepean Bay and the connection underneath, allowing mobility not just for bicycles but people who actually want to cross.

So if you look at the renderings of the west views, we tried to create a porosity across Sir John A. and actually change the character of Sir John A. from a parkway to being part of the urban grid, which expects people to be moving across it.

The other question was about Bluesfest. Great question, because we overlooked it. We have a foundational agreement with Bluesfest, Race Weekend to basically animate LeBreton Square to build on local partnerships which actually are core elements in our city infrastructure. Bluesfest is a great animator. Mark Monahan is a great activator and he actually makes this city work. So Bluesfest is part of our proposal, we have the space to be able to do it. Bluesfest from the Festival Plaza, LeBreton Square, and inside you can actually see a variety of events building on that.

Bluesfest is almost at the limit of where they are. They're looking to be able to become bigger. They can only do that with that kind of partnership?

Moderator: Thank you. Regarding the school question? Would you like to address that?

Mr. Peritz: We were approached by the French Public School and I really can't say that we've gone out to speak to other school groups. Certainly we would welcome discussions with them, but we had somebody who came to us and said, this location would be ideal for a French language primary school. We felt that was a very strong building block for creating our community along with the Y and the day care at the Y, and if we're fortunate enough the library.

Those are the people who came to us first. The program made sense and that's where we are, but we certainly would be happy to talk to anyone else.

I just wanted to address the Bluesfest comment. One of our strategic partners is a group called Evenko, who are the most prolific event coordinators in the eastern part of the country. We look at this entire project, we see the City of Ottawa on the cusp of great things, as do all of our partners. Evenko sees the lands in front of the War Museum and our band shell area and Canada Square as an ability to draw even more events than Ottawa currently has, to grow the entertainment that comes to this area, and we think that strategic partnership is going to pay big dividends over time.

Moderator: Great. We're going to take, unfortunately, only two more questions because our time is running out. I do encourage those who didn't get a chance to go to the exhibit rooms. Both teams will have their folks there and they'll have a lot of people that can speak to your questions. So the two last questions will go from microphone 1 and microphone 2.

Question: Hi. Can you just further elaborate on the environmental sustainability plans you have, besides having transportation and such easy access?

Moderator: Thank you. Microphone 2?

Question: My name is Bill Needham. My question is for Mr. Melnyk and Barry. Hi, Barry.

(Laughter)

First of all, I wanted to say thank you for being part of this. As a sports fan, I'm glad you're here with a serious bid.

But my question is very brief: I hear, I think, it's a 2-kilometre site between the two transit stations. I was just curious why you chose to put the Event Centre right in the middle of it? Are you just determined to have us walk that kilometre in the middle of February, just like we do at the Canadian Tire Centre?

(Laughter)

Moderator: I'll ask microphone 3 and 4 to quickly ask well. Then we'll wrap it up.

Question: I'm back here wearing a different hat. I'm from the Ottawa Skateboard Community Association, and we embrace the fact there's going to be a progressive youth recreation facility in line with the needs and wants of the youth today. So thank you for that.

My concern, though, is, as I stand here, and I'll be honest, as a privileged person, we have the opportunity to be here and to engage in those type of activities, but what about the new immigrants, those who don't have access to the money and resources to actually do recreation. So, to the panel: What are you going to be doing for those who can't afford access to recreation in both of your proposals? Thank you very much.

Moderator: Just one—

Mr. Melnyk: To clarify: Are we talking about skateboarding?

Question: We're talking about youth recreation, skateboarding, biking; anything that youth can do to get engaged to help fight some of the challenges met by youth today.

Moderator: And, finally, microphone 4.

Question: Hi. I'm asking particularly for the Melnyk bid, in terms of the intensification, my understanding is that you have doubled the number of potential residents to the other bid, but there's less services. No food store, no retail, no YMCA, no school. I'm wondering how you're going to plan for the intensification of population from services.

And for the NCC, there are a lot of similarities between the proposals, so I'm wondering why not an international design competition?

Moderator: Thank you. So I'll ask RendezVous LeBreton to start. There are a few questions.

Mr. Hobin: Let me pick up from your question about services. I don't know if you were here earlier when I described the five distinct neighbourhoods. Each of those neighbourhoods is a combination of residential, commercial, as well as retail. And it's sized right in every neighbourhood, depending on the scale.

For instance, if you are on Albert, it's a different kind of street. We've actually tried to break the street down with more porosity and a greater number of interruptions, but that has a certain kind of retail. If you go to Asticou, which is closest to here, we're more focused on small-scale retail. In fact, Ottawa Street, which runs east-west, parallel to the Aqueduct, has a market that's part of it, that opens up underneath into LeBreton Square.

So there is a thinking about retail, but it's kind of a comprehensive thinking that looks at the neighbourhood, what's required, but it's part of the basic platform for the entire—we are rebuilding the city as a smart city. We don't want to have people get in the car; leave the neighbourhood to go find the closest food store. That's foundational in the thinking as part of the One Planet issue as well, that we would have opportunities for all those services so you could live, work, and play in the same area.

There was a second question about—

Moderator: Youth recreation and about the location of your arena.

Mr. Melnyk: I wanted to pick up on the amenities.

We were talking about the retail stores—somebody was asking about that. Let me just make that very, very clear. If you go to Canadian Tire Centre, just look around at all of the billboards and sponsorships. I'm telling you—we just didn't list it here, there's so much to talk about—but in our proposal, in our response to the NCC, we actually have letters specifically from various major sponsors for naming rights, for grocery stores—Farm Boy is already our sponsor at the arena. All these people are sponsors of ours now, we're just going to lift them, and they're calling us, saying, hey, do we get first rights? Well, it's not in the agreement but we will because you're such a great person.

That's the kind of thing that we're dealing with, we just can't list them all publicly here but they're in our submission. That I can assure you.

I want to do the skateboard question again. What was it?

Moderator: How can youth of all means be able to benefit from recreation on your plan?

Mr. Melnyk: We want that because, look, there's going to be a lot of greenspace but there's going to be a lot of pathways, biking, skateboarding—that's nothing—not nothing. It's very important, but it costs nothing to put up a—I've gone to skateboard parks. And we can do a ton of stuff that is for anybody. We're not going to charge them for it. It's just there. We want people, we want activity. If the place is dead, nobody is going to go. So the more activity, even these crazed skateboarders—

(Laughter)

I'm a big fan but, you know...

Question: I must admit, I'm pretty crazy.

Mr. Melnyk: I know! I know you are! All of you are! You should all be somewhere else!

(Laughter)

Moderator: We do have to keep moving.

Mr. Melnyk: We'll do something.

Moderator: Quickly on the location of the—

Mr. Hobin: I think Bill asked that question about the location. First of all, I must correct it. It's not 2 kilometres long, its 1 kilometre. It's 500 metres from each transit station to the edge of the Event Centre. The Event Centre is quite large itself and has openings from both ends.

We strategically put it in that place to honour its relationship to LeBreton Square, to the water, and to actually build this place up from what exists. That's the first thing.

The second thing is, we're a northern city. We're a cold climate city. And if you go to the best cities in the world, they're in Scandinavia, Helsinki, Oslo, Stockholm, and you realize that people will come out and embrace the city if you create the right kind of environment.

For me as an Ottawan, yes, we have some nasty weather, but you know what, when you're on vacation in Aspen or somebody else, you're happy to walk down the street in the middle of winter because they've made it an interesting experience. The distance from the transit station to this is not a dead experience. You're not walking from the farthest end of the Canadian Tire Centre in the middle of winter, barren to get to the building, it's going to be alive, it will be protected from wind, et cetera.

Chill out. We live in winter, we're going to embrace it.

(Applause)

Question: (Inaudible)

Moderator: Sir, we'll address that question in the rooms. Thank you.

Mr. Brisbin: Just with respect to youth programs because I think it is important, and the accessibility of the not entirely privileged. One of the really nice synergies between the Spin,

between the iFLY, between the Blue Planet pavilions, is that all of these folks have relationships with school boards already. The insurance policies are done. And we've been discussing actually day passes, and we've actually arranged for a marshalling area and a drop-off for school buses, so we envision kids from all walks of life, from all destinations in Ottawa being able to come under an all-day school pass at a nominal price and actually visit several of these pavilions in an afternoon.

With respect to the location of—I'd like to talk about the location. I think I've already mentioned that we've located the theatre of sports and entertainment at the western end, integrated with the Bayview station. I heard somewhere that our arena was underground, which I thought was interesting, sort of a hockey bunker, but I'd like to correct that.

What we've done, because there's so much soil remediation required, is we pushed the theatre of sports and entertainment down a bit so the ice surface is below grade and it allows you to come in at the concourse level and go down or up, rather than up, up, up. The synergy of that serendipity is that it allows us to have one concourse that's directly connected to the O-train and, if one of my client gets his way, the steam train every once in a while coming in from Wakefield, and the other concourse from the LRT. So we get great connectivity to rapid transit.

And as a petition, it would be great to get some momentum to get that train crossing over to Gatineau and get the STO buses off the city streets.

Moderator: Dr. Kristmanson, you have the last word, actually.

Mr. Melnyk: Can I address that school?

Moderator: Very shortly.

Mr. Melnyk: It's important again, I'm going to reiterate. If you have those kind of ideas, like schools—first of all, I run a school in Barbados, pre-K to 10, 400 kids, screaming kids, but it's a passion of mine. If you want a school, send in your form and say, "I want a school." And if enough people do it and it's feasible, we'll do it. To us, those are the kind of things—if you don't tell us, we're going to do one of those Field of Dreams things. We will build it, they will come. It doesn't work. I know more people who have gone broke trying to do that. If we build what you want, you will come. So tell us what you want, fill out the forms, and get it to us.

Thank you.

Moderator: Thank you. Dr. Kristmanson?

Dr. Kristmanson: Great. Well, thank you very much.

We've arrived at the end of this long process, and I think in my closing I'll touch on the question of the international design competition. This has been an international competition. We went to New York. We put it out internationally. There are international components on these bids. There are architects from 10 different cities, on different continents. There's a fantastic talent pool behind this. I think we're seeing a high degree of excellence in urbanism.

I'm afraid I can't sympathize with and don't understand comments that would say that this fails in some way to meet the high standards of design excellence in urban design. And there

were, obviously, lots of ways to go on it. These have been great comments tonight. Thank you very much for your participation.

Merci beaucoup à tous pour cette participation forte dans ce processus. Je suis fier d'être ici avec vous, et merci, merci, merci. Thank you very much.

Modérateur : Merci.

One round of applause for our team.

(Applause)

Modérateur : Merci beaucoup, tout le monde. C'était un plaisir. N'oubliez pas de remplir les formulaires en ligne. Allez voir les exhibitions en arrière.

Don't forget to fill in your forms online or here at the museum. Please go see the exhibit sites in the back.

Bonne nuit. Good night. Thank you.