

**Subject: Lansdowne 2.0 Redevelopment and Authorization to Proceed with Legal  
Close and Implementation Plan**

**File Number: ACS2025-IWS-IS-0003**

**Report to Finance and Corporate Services Committee on 29 October 2025  
and Council 7 November 2025**

**Submitted on October 20, 2025 by Sean Moore, Director, Lansdowne  
Redevelopment, Planning, Development, and Building Services Department**

**Contact Person: Sean Moore, Director, Lansdowne Redevelopment, Planning,  
Development, and Building Services Department**

**Ward: Citywide**

**Objet :       Approbation de la version officielle du projet de réaménagement  
Lansdowne 2.0 et autorisation de lancer le plan de mise en œuvre**

**Numéro de dossier : ACS2025-IWS-IS-0003**

**Rapport présenté au Comité des finances et des services organisationnels**

**Rapport soumis le 29 octobre 2025**

**et au Conseil le 7 novembre 2025**

**Soumis le 20 octobre 2025 par Sean Moore, Directeur du projet de  
réaménagement du parc Lansdowne**

**Personne ressource : Sean Moore, Directeur du projet de réaménagement du parc  
Lansdowne**

**Quartier : À l'échelle de la ville**

## **REPORT RECOMMENDATION(S)**

**That the Finance and Corporate Services Committee recommend that City  
Council:**

- 1. Receive the information related to the processes and due diligence  
exercises undertaken in preparation of the recommended approach to the**

**redevelopment of Lansdowne Park, as described in this report and including as follows:**

- a. Previous Motions and Directions to Staff**
  - b. Strata Property Parcel for the Subterranean and Property Air Rights**
  - c. Request for Offer Fairness Commissioner Report**
  - d. Partnership Waterfall Distributions**
  - e. Social Procurement Framework**
- 2. Approve the redevelopment of Lansdowne Park (Lansdowne 2.0), as described in this report and including as follows:**
- a. Approve the amended funding strategy and business case for the construction of the City's new Event Centre and North Side Stands at Lansdowne as detailed in this report and including as follows:**
    - i. Approve the decrease in budget authority of \$279 thousand, for a total budget authority of \$418.8 million, which is inclusive of the \$22 million approved for spending to date;**
    - ii. Approve the increase in budget authority of \$621 thousand for a total of \$19.2 million for the construction of City-owned parking beneath the North Side Stands;**
    - iii. Approve the capital budget authority of \$45.9 million for the construction of the new retail element, such that \$39.2 million will be reimbursed by the Lansdowne Master Limited Partnership and \$6.7 million will be funded from the sale of the subterranean and property air rights, subject to approval of recommendation 2.a.iv;**
    - iv. Delegate authority to the General Manager, Strategic Initiatives to execute a severance of the fee simple strata property parcels A, B, C, and D as outlined in Document 2, from the Lansdowne Park lands to support the New Residential Component and to execute an Agreement of Purchase and Sale for air and subterranean property rights for these parcels with Mirabella Development Corporation, for \$65 million, under**

**the terms and conditions outlined in this report, with the proceeds from the sale, net of the funds required in recommendation 2.a.iii., \$58.3 million, to be allocated as follows and as described in this report:**

- 1. Direct \$33.9 million towards the Lansdowne 2.0 Project;**
  - 2. Direct \$10 million of the subterranean and property air rights to the additional City-owned parking beneath the North Side Stands available for leasing by the Mixed-Use Development to the Parking Reserve to fund the cost of construction of the parking facility and reduce the debt funding needed for this investment;**
  - 3. Approve a \$14.4 million contribution to the Affordable Housing Reserve;**
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- v. Approve an increase to the Municipal Accommodation Tax (MAT) by 1 per cent effective January 1, 2026 and delegate authority to the City Manager to amend the current MAT agreement to direct the additional 1 per cent to the City for its own tourism purposes, and further direct \$2 million per year from the MAT towards the Lansdowne 2.0 Project, as outlined in this report and agreed to with Ottawa Tourism and the Ottawa Gatineau Hotel Association;**
  - vi. Approve the continuation of the \$20 million line of credit for the Lansdowne Master Limited Partnership post-construction for the term of the LMLP agreement, when and if needed, and delegate authority to the City Manager to provide the authorization for its use;**
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- b. Approve the construction of the Lansdowne 2.0 Project, including the City's new Event Centre and North Side Stands, the City-owned underground parking, and the public realm enhancements, as described in this report, and delegate authority to the General Manager, Infrastructure and Water Services to finalize and execute the contract for the construction of the Lansdowne 2.0 project with EBC Inc., as recommended by Supply Services, based on the best value bid received in response to the Lansdowne 2.0 Request for**

**Tender and as described in this report;**

- c. Delegate authority to the General Manager, Strategic Initiatives to negotiate, finalize and execute all agreements required to support the development of the New Residential Component and Mixed-Use Elements and their integration into the operations of Lansdowne Park, as outlined in this report;**
- 3. Approve the following implementation measures, as described in this report:**
  - a. Approve the continued designation of the Stadium and the City of Ottawa's portion of the Parking Structure as municipal capital facilities for cultural, recreational or tourism purposes, for the purposes of the municipality and for public use, pursuant to the Municipal Act, 2001 and O.Reg. 603/06 and delegate authority to the City Manager to enter into a Municipal Capital Facilities Agreement for the new facilities, and to finalize the required by-law, as further described in this report;**
    - b. Approve the legal close of the Amended and Restated Lansdowne Partnership Plan Agreements to move to the construction stage of the redevelopment of Lansdowne 2.0 and delegate authority to the City Manager to carry out the intent of the foregoing approvals including, but not limited to, the negotiation, execution and delivery of such other agreements, documents, instruments, acts and items as are required or deemed necessary or desirable to give full effect to the terms of this report and the transactions contemplated herein.**

## **RECOMMANDATION(S) DU RAPPORT**

**Que le Comité des finances et des services organisationnels recommande au Conseil municipal :**

- 1. De recevoir les informations relatives aux processus et aux exercices de diligence raisonnable entrepris dans le cadre de la préparation de l'approche recommandée pour le réaménagement du parc Lansdowne, telles qu'elles sont décrites dans le présent rapport, y compris les éléments suivants :**
  - a. Motions et directives à l'intention du personnel**

- b. Parcelle de propriété en copropriété pour les droits souterrains et aériens
  - c. Rapport du commissaire à l'équité relatif au processus de demande d'offres
  - d. Distributions en cascade du Partenariat
  - e. Cadre d'approvisionnement social
2. Approuver le réaménagement du parc Lansdowne (Lansdowne 2.0), tel qu'il est décrit dans le présent rapport, y compris les éléments suivants :
- a. Approuver la stratégie de financement et l'analyse de rentabilisation modifiées pour la construction du nouveau Centre d'événements de la Ville et des gradins du côté nord du parc Lansdowne, comme il est détaillé dans le présent :
    - i. Approuver la réduction de 279 millions de dollars de l'autorisation budgétaire, pour un montant total de 418,8 millions de dollars, qui comprend les 22 millions de dollars déjà approuvés à ce jour;
    - ii. Approuver l'augmentation de l'autorisation budgétaire de 621 millions de dollars pour un total de 19,2 millions de dollars pour la construction d'un stationnement municipal sous les gradins du côté nord;
    - iii. Approuver l'autorisation budgétaire en immobilisations de 45,9 millions de dollars pour la construction des nouveaux commerces de détail, dont 39,2 millions de dollars seront remboursés par la Société en commandite principale Lansdowne (SCPL) et 6,7 millions de dollars seront financés par les droits souterrains et aériens de la propriété, sous réserve de l'approbation de la recommandation 2.a.iv;
    - iv. Déléguer au directeur général de la Direction générale des initiatives stratégiques le pouvoir de procéder à la séparation des parcelles de propriété en copropriété A, B, C et D en fief simple des terrains du parc Lansdowne, comme il est indiqué dans le document 2, afin de soutenir le nouveau volet résidentiel, et de conclure un accord d'achat et de vente des droits aériens et souterrains pour ces parcelles avec Mirabella Development Corporation, pour un montant de 65 millions de

dollars, selon les modalités énoncées dans le présent rapport, le produit de la vente, déduction faite des fonds requis dans la recommandation 2.a.iii., soit 58,3 millions de dollars, sera réparti comme suit et comme il est décrit dans le présent rapport :

1. Affecter 33,9 millions de dollars au projet Lansdowne 2.0;
  2. Affecter 10 millions de dollars provenant de la valorisation des droits souterrains et aériens au stationnement supplémentaire appartenant à la Ville sous les gradins du côté nord, disponible à la location par le projet d'aménagement à usage mixte, à la réserve pour le stationnement afin de financer le coût de construction de l'installation de stationnement et de réduire le recours à l'endettement pour cet investissement;
  3. Approuver une contribution de 14,4 millions de dollars à la réserve pour le logement abordable;
- v. Augmenter la taxe municipale sur l'hébergement (TMH) de 1 % à compter du 1<sup>er</sup> janvier 2026 et déléguer à la directrice municipale le pouvoir de modifier l'accord actuel visant la TMH afin d'affecter le 1 % supplémentaire à la Ville pour ses propres besoins touristiques, et affecter en outre 2 millions de dollars par an provenant de la MAT au projet Lansdowne 2.0, comme il est indiqué dans le présent rapport et convenu avec Tourisme Ottawa et l'Association des Hôtels d'Ottawa-Gatineau;
- vi. Approuver le maintien de la ligne de crédit de 20 millions de dollars pour la Société en commandite principale Lansdowne (ASCPL) après la construction pour la durée de l'accord, quand et si elle est nécessaire, et déléguer à la directrice municipale le pouvoir d'autoriser son utilisation;
- b. Approuver la construction du projet Lansdowne 2.0, y compris le nouveau Centre d'événements de la Ville et les gradins du côté nord, le stationnement appartenant à la Ville et les améliorations du domaine public, comme il est décrit dans le présent rapport, et déléguer au directeur général de la Direction générale de services

d'infrastructure et d'eau le pouvoir de finaliser et d'exécuter le contrat pour la construction du projet Lansdowne 2.0 avec la société EBC Inc., comme il est recommandé par les Services d'approvisionnement, sur la base de l'offre la plus avantageuse reçue en réponse à l'appel d'offres Lansdowne 2.0 et comme il est décrit dans le présent rapport;

- c. Déléguer l'autorisation du directeur général de la Direction générale des initiatives stratégiques de finaliser et d'exécuter tous les accords requis pour soutenir le développement du nouveau volet résidentiel et des éléments à usage mixte, ainsi que leur intégration dans les activités du parc Lansdowne, comme il est décrit dans le présent rapport;
3. Approuver les mesures de mise en œuvre suivantes, telles qu'elles sont décrites dans le présent rapport :
- a. Approuver le maintien de la désignation du stade et de la partie du stationnement appartenant à la Ville comme installations municipales à des fins culturelles, récréatives ou touristiques, pour les besoins de la municipalité et pour l'usage publique, conformément à la *Loi de 2001 sur les municipalités* et au *Règlement de l'Ontario 603/06*, et déléguer à la directrice municipale le pouvoir de conclure un accord municipal relatif aux installations d'immobilisations pour les nouvelles installations et de finaliser le règlement nécessaire, comme il est décrit plus en détail dans le *Règlement 603/06*, et déléguer au directeur municipal le pouvoir de conclure un accord municipal relatif aux immobilisations pour les nouvelles installations, et de finaliser le règlement requis, comme il est décrit plus en détail dans le présent rapport;
  - b. Approuver la clôture légale du Plan de partenariat du parc Lansdowne modifié afin de passer à la phase de construction du réaménagement de Lansdowne 2.0 et déléguer à la directrice municipale le pouvoir de mettre en œuvre les approbations susmentionnées, y compris, mais sans s'y limiter, la négociation, signature et remise de tout autre accord, document, instrument, acte et élément requis ou jugé nécessaire ou souhaitable pour donner pleinement effet aux dispositions du présent rapport et aux transactions qui y sont envisagées.

## EXECUTIVE SUMMARY

This report contains the final recommendations for the redevelopment of Lansdowne Park, also known as Lansdowne 2.0, to meet Council's goals of making the City of Ottawa's largest urban park and its unique mixed-use sports, entertainment, cultural and recreational facilities sustainable over the medium and long-term, so that Lansdowne can continue to be the thriving focal point, gathering place and economic driver it has been for the past century for residents and tourists alike.

The recommended approach, if approved, will see the City, through the Lansdowne Park Partnership, replace its functionally obsolete, declining and aging Civic Centre and North Side Stands with:

- A new, City-owned Event Centre, with 6,600 capacity for hockey mode and over 7,000 capacity for concerts, located immediately adjacent the east end zone of TD Place Stadium;
- New, City-owned 12,400 capacity North Side Stands, including 140 underground parking spaces connected to the existing underground garage;
- Improvements to the Urban Park, including 12,700 square metres of public green space, and 6,280 square metres of public plaza space, including a 6-metre high, 2,850 square metre public sledding and concert viewing hill;
- 4,550 square metres of replacement retail within a two-story podium design, including a grand entrance to the new North Side Stands, all City-owned;
- A private development, on City land, of two residential towers, up to 40 storeys in height, comprising approximately 770 units over the two-storey podium with the potential to include a mix of condominium, apartment rental and hotel units and which will meet Council's goal to increase foot traffic on the site to contribute to improved sustainability.

In meeting Council's directions from April 2024 ([ACS2024-PRE-GEN-0002](#)), City staff have completed the detailed facility design, received site plan approval for the new facilities, successfully tendered the construction design to pre-qualified general contractors, and successfully tendered the strata property rights (subterranean and air) for a mixed-use development opportunity and reviewed and validated the assumptions in the business case and funding strategy.

This work has led to a recommended business case and funding strategy for the Lansdowne redevelopment that takes advantage of the unique qualities of Lansdowne Park as a revenue generator and will allow Council to build these new assets for



essentially thirty cents on a City dollar without increasing taxes for residents. Overall, the project value is of \$418.8 million is lower than the 2024 \$419.1 million estimate, with a net cost of \$130.7 million to the City. Construction costs for the North Side Stands and Event Centre are \$312.85 million, lower than the 2024 Class A Estimate of \$316.02 million. Residential Air Rights revenues are \$65 million versus the estimated \$39 million, allowing a contribution to the Affordable Housing Reserve to be \$14.4 million, versus the estimated \$9.75 million.

More specifically, the business case and funding strategy Council approved in November 2023 was based on an estimated cost of \$419.1 million and was contingent on the bid price from the Request for Offers (RFO) for subterranean and property air rights and the tender for construction of the Event Centre and North Side Stands remaining within the parameters of the initial business case. As a result of the tender process, the budget requirement is now \$418.8 million. This reduces the originally approved budget of \$419.1 million by \$279 thousand. Combined with the revisions to the revenue sources and projections, the annual cost to the City for debt servicing will be reduced from \$5 million annually to \$4.3 million annually. Furthermore, there is an estimated \$10 million in air rights attributable to the value brought by the additional parking to be leased back to the residential tower. Attributing that revenue to parking changes the business case for parking, which is now breakeven.

The subterranean and property air rights revenue increased from an estimated \$39 million to an agreed price of \$65 million. \$6.7 million of air rights proceeds will be allocated to offset the additional costs attributable to the preferred bidder's design which requires integrating the North Side Stands with the mixed-use development, and \$10 million will be allocated to the additional 140 parking spaces the City will be constructing to lease to the residential towers, as described in a later section. This nets \$48.3 million for the project, \$14.4 million of which is recommended to be allocated to affordable housing. This contribution is equal to 25 per cent of the proceeds up to \$39 million, and 50 per cent of the proceeds above \$39 million per Council direction.

As outlined in the November 2023 report, Lansdowne 2.0 is unique in that it will be a revenue-generating operation. This means that any debt issued for this project can be offset with these new revenue sources, including a portion of the property taxes from the new mixed-use towers, Municipal Accommodation Tax revenue, stadium rent and ticket surcharges from the Partnership, as well as a greater share of the waterfall distributions from the Partnership. New revenues, including the net proceeds of subterranean and property air rights, will account for 69 cents of every dollar spent on

the project. This new revenue covers \$288.2 million of the \$418.8 million total project cost.

As well, in November 2023, Council directed the City Manager, in consultation with the Chief Financial Officer/Treasurer and City Solicitor to negotiate the amendments to the Lansdowne Partnership Plan agreements necessary to reflect specific changes to the Partnership. The companion report “Lansdowne Partnership Plan Agreements - Amendments Related to the Lansdowne 2.0 Project” (ACS2025-LEG-GEN-0002) details the amendments made to the constating Partnership agreements: Partnership Agreement, Project Agreement, Stadium Lease, Retail Lease and component agreements.

As Council will recall, the amendments described in the November 2023 report were the starting point for negotiations with OSEG. Discussions between both parties began in the spring of 2024 and concluded in October 2025. The final set of business terms have been vetted between both parties and reviewed by Ernst & Young (EY) to assess risk and returns and by external legal to confirm there are no bonusing issues. This external review focused on the key terms and overall framework of the agreements and did not assess individual terms and conditions.

The agreed to amendments are primarily a refinement of the financial terms approved by Council in November 2023. The most significant changes include an extension of the waterfall from 2066 to 2075 to better align with the term of the debt expected to be issued in 2030 for a term of 40 years and the addition of a \$20 million line of credit that will continue post-construction to manage any net negative cashflows going forward. This line of credit would be 100 per cent guaranteed by OSEG but both partners will benefit. As the City is now sharing in net positive cash distributions, it would be beneficial to have the flexibility of leveraging a line of credit versus continuing to increase OSEG’s contribution to equity and shifting the pro rata share of cash distributions in their favour. Flexibility is also being requested as one of the recommendations to Council within the existing delegated authority to the City Manager to approve the continuation of the line of credit during construction if needed. This will give both OSEG and the City flexibility to leverage that tool as a financial risk mitigation measure.

The recommended approach to the Lansdowne 2.0 redevelopment focuses on dramatically improving the guest experience through inclusive, accessible, and future-ready design. Key upgrades include a centralized street-level entrance, fully climate-controlled and flexible spaces for events and community use, and enhanced

accessibility features such as elevators, inclusive washrooms, sensory and lactation rooms, and hearing support. Seating will offer better sightlines, comfort, and wider options for guests of all needs. Enhanced sound, natural light, and a 360-degree stadium design with expanded concourses will improve atmosphere and movement throughout. Premium and affordable seating options add further value and choice.

The new arena and stadium designs will achieve a Leadership in Energy and Environmental Design (LEED) Silver Certification. LEED is an international symbol of sustainability excellence and green building leadership. City staff estimates that the proposed new North Side Stands and Event Centre design will provide a 36 per cent improvement in energy intensity and 31 per cent reduction in Green House Gas (GHG) intensity when compared to the existing building. The design achieves this through a series of measures and features vastly improving the functionality, and the indoor and outdoor environments at Lansdowne.

In collaboration with Accessibility Simplified, a consulting firm specializing in universal design, the new City facilities have been designed with accessibility as an embedded consideration from the outset, alongside architectural form and operational functionality. The integrated design process enabled the project team to address both interior and exterior accessibility requirements at every stage, resulting in a facility that meets the standards set out in the [Accessibility for Ontarians with Disabilities Act](#) (2005) (AODA) and the [City of Ottawa's Accessible Design Standards](#) (COADS).

Coupled with accessibility, another key priority incorporated into the design is inclusivity. The Ottawa Charge of the Professional Women's Hockey League (PWHL) have been involved in the design of what is expected to be their space. They will benefit from purpose-built facilities that match those long provided to other teams like the Ottawa 67's, including dedicated dressing rooms, accessible washrooms and showers, team lounges, training and rehab areas, and storage ensuring support for elite women's athletics and promoting gender equity in sports infrastructure.

The design also incorporates feedback from extensive consultations held with sports leagues, teams, event organizers, and technical experts to ensure the new Event Centre and North Side Stands meet modern standards and will support hosting major events. Local teams (Ottawa 67's and Ottawa Charge) shaped team-specific spaces, with a focus on player safety and inclusivity for athletes, coaches, and team officials. Concert and live event professionals, including Live Nation, advised on venue functionality, while experts in operations, IT, and security ensured the facility will be efficient, secure, and future-ready.

The Great Lawn will also be enhanced to support flexible programming, large public gatherings, and passive recreation. Improvements include better drainage, lighting, electrical upgrades supporting festivals, washroom access, flexible seating walls, a new sledding hill, upgraded concert infrastructure, new water stations, improved stage and park access, and new stormwater infrastructure, all aimed at furthering environmental goals and supporting community use and event hosting.

The Frank Clair Lane plaza entry to the North Side Stands from Exhibition Way will be expanded in width to create a more welcoming entry to the stadium. The expanded plaza will comprise a seating and tree canopy zone and will maximize pedestrian comfort during major events for crowds going to and coming from the stadium.

Transportation Impact Assessments (TIA) were prepared to analyze any impacts of the Lansdowne 2.0 project through the associated Official Plan Amendment, Zoning By-law Amendment, and Site Plan applications, as with all Planning Act applications receiving either staff or Council approval. The TIA findings determined the transportation network in the immediate area of Lansdowne is anticipated to be able to accommodate Lansdowne 2.0 traffic generated demands with the current transportation designs in place today.

The Lansdowne Transportation Demand Management (TDM) strategy will continue to encourage, support, and promote multi-modal travel (car, bike, transit, walking) to the events at Lansdowne through the robust TDM plan. The TDM plan for Lansdowne is centered around a key feature: the provision of free transit service to all ticketholders attending ticketed events. This innovative approach, the first of its kind in North America for a large mixed-use entertainment district, offers free transit starting two hours before and ending two hours after each event. This initiative plays a crucial role in managing transportation demand during major events at Lansdowne. Additional transportation options include a dedicated shuttle service for smaller events, such as Ottawa 67's, Ottawa Charge, and Ottawa Rapid FC games, which operates from Carleton University's parking garage. Furthermore, the Great Lawn Loop accommodates school bus shuttles arriving from restaurants and other pickup locations across the city.

The program's existing transit service enhancements are expected to adequately serve the new 6,600-capacity Event Centre, which will replace the current programming at the TD Place Arena. As such, no significant increase in transportation demand is anticipated.

As well, staff engaged the Ontario Heritage Trust (OHT) proceeding on a step-by-step approach from the early concept development through final design approval for all necessary alteration approvals for project components subject to the Heritage

Conservation Easement Agreement between the City of Ottawa and the OHT. Heritage Impact Assessments were conducted through the various stages of the Planning Act approvals, and concluded the proposed development appropriately conserves the cultural heritage value of Lansdowne Park and its adjacent cultural heritage landscapes, while allowing for its continued evolution.

Staff has also developed a Social Procurement Framework for the Lansdowne redevelopment with OSEG, including its contractors, to increase supply chain diversity and increase opportunities for those experiencing economic disadvantage and within equity deserving communities, including providing training and employment opportunities, and procurement from local businesses in the construction and development phase of Lansdowne 2.0.

The Social Procurement Framework will consist of three initial phases: Defining Outcomes, Assessing Market Capacity and the Establishment of a Social Procurement Working Group (see Document 5). Additional phases will be defined as the project evolves and moves from construction to operations. Updates on the evolution of the Framework will be reported through the Lansdowne Annual Report to City Council.

Following the comprehensive procurement process approved by Council, staff is recommending that EBC Inc. be selected as the City's General Contractor for the new City facilities. EBC Inc. is a Canadian construction industry leader, and is active in the building, mining, and major civil engineering sectors. EBC builds in a responsible, sustainable and equitable manner and is recognized for large-scale projects such as office buildings, hospitals and research centres, educational institutions, residential complexes, hotels, malls, factories and sports and cultural centres. Their ability to deliver major projects, such as the expansion of Percival-Molson Stadium (Montreal, QC), the Brossard Aquatic Complex (Brossard, QC), and the Ambulatory Centre for the University of Montreal Hospital Centre (Montreal, QC) demonstrates their capability to construct complex projects such as Lansdowne 2.0. The most recent major building project with the City of Ottawa was the Ottawa Art Gallery (OAG). EBC's Ottawa office has been in operation for more than 12 years.

This recommendation is being made as a result of the three-phase procurement strategy, comprising an Expression of Interest (EOI), Request for Qualifications (RFQ), and Tender. This approach enhances transparency by structuring contractor selection into clearly defined stages. Through the facility design process, staff commissioned three formal cost estimates (Class C, B, and A) prepared by an experienced third-party quantity surveyor. These estimates were independently validated by a separate cost verifier, the City's General Contractor Advocate, the project's architectural and

engineering consultants, and City staff. Three fixed price tender bids were received from a pool of six pre-qualified General Contractors, with the lowest responsive bid submitted by EBC Inc. EBC's fixed price bid was below the Class A estimate, demonstrating alignment with the City's processes and best practices. Specifically, the City's Class A Estimate was \$316,021,191 million, the Lowest Responsive Bid (EBC Inc.) was \$315.98 million, and the final negotiated fixed price bid being recommended in this report is \$312.82 million. The bids received are valid until January 16, 2026.

For the retail podium and tower development, as directed by Council, staff identified strata property parcels that could be developed fronting Exhibition Way and backing onto the new North Side Stands. The strata parcels identified were a subterranean level for future parking, a grade level to support a retail podium and support areas for a residential overbuild, and a block of air rights over the retail podium to support a residential development. An Exemplar Design was created to test the viability of the strata property parcels. The severance of the fee simple strata property parcels from Lansdowne Park, subject to final survey, is required to support the new residential component. Although these parcels need to be declared surplus for disposal, it is important to note that the City retains ownership of the lands underneath these strata property parcels.

Staff initiated a Request for Offers (RFO) to seek a developer interested in either leasing or purchasing the strata rights for private development, leveraging the MERX system to support both the disposal and procurement processes. This added an open and transparent process where real estate industry bidders could get access to all the documents and present questions to City staff in a consistent and structured way. The bidders' questions were documented, and the responses reposted through addendums to the MERX platform for all bidders to see.

As well, the Real Estate Strategy and Transaction unit of Ernst & Young (EY) was engaged to assist staff in the implementation of the RFO. EY supported staff in the development and marketing of the RFO to more than 700 individuals across the development community. As well, a Fairness Commissioner (P1 Consultants) was engaged to oversee the development of the RFO and the MERX Commercially Confidential Meeting (CCM) process, to monitor the bidder interviews and ensure the meetings were conducted in a fair and consistent manner. P1 Consultants followed the process up to and including the final bid evaluation and selection of the winning bid.

The RFO was released February 10, 2025, with bid submission closing April 30, 2025. Mirabella Development Corporation was selected as the preferred bidder and the

City proceeded to negotiate a Purchase and Sale Agreement over May to October 2025 in the amount of \$65 million.

Mirabella Development Corporation is an established real estate developer with more than 40 years of experience, known for championing diversity, innovation, and sustainability. Led by Julie Di Lorenzo, the company has developed thousands of residential units in Canada and Asia. Mirabella emphasizes community engagement and environmental responsibility, supports local charities, and has partnered with the government on award-winning non-profit housing. They prioritize eco-friendly design and technologies to build energy-efficient, sustainable communities. Mirabella values neighbourhoods, and ensuring their projects serve the needs of the neighbourhood they develop within.

Mirabella provided a concept plan with their bid proposing two high-rise mixed-use buildings of up to 40 storeys, atop a 2-storey retail podium. Conceptually the design includes a range of condominium, rental accommodation and hotel uses with an estimated 770 units. The residential design intent is to deliver larger units, such as two-bedroom and three-bedroom units, to ensure the new development sustains family size units. The retail podium will comply with the City and Partnership requirements of 4,550 square metres of replacement retail, with the development of a grand entrance into the new North Side Stands between the two towers. This will also provide parking for the Event Centre. Mirabella indicated that having rights to the City parking under the North Side Stands would be required for their development.

If approved, construction for the redevelopment project is divided into two main phases and has been designed specifically to minimize disruption to the current operations of the sports teams, the Farmers' Market and other current users of the park. Phase One, running from November 2025 to July 2028, focuses on constructing the new Event Centre and the adjacent Great Lawn. Key components include berm removal and environmental remediation, site servicing, partial demolition of certain aspects of the existing facilities, temporary works to keep TD Place Arena and Stadium operational, and the first phase of an underground loading dock. It also includes the construction of the Event Centre and its associated components being the accessible drop-off infrastructure, the new berm, and Great Lawn landscaping elements. Phase Two, from November 2028 to November 2030, involves the complete redevelopment of the North Side Stands and surrounding infrastructure. This phase includes demolition of the existing North Side Stands, including the integrated TD Place Arena, further environmental remediation, construction of new underground parking, new North Side Stands, expanded accessible drop-off areas associated with Frank Clair Lane, along

with general site landscaping and preparatory work for the future podium and air rights development.

Lansdowne will remain open and active throughout construction. Commercial, residential, and public spaces will continue to operate as usual, as maintaining normal activity is a top priority for the project team. As work progresses, steps will be taken to safely separate construction zones from public areas to minimize disruption and ensure a safe environment for everyone. Before construction begins, pre-construction activities such as coordination meetings, document submissions, and permit acquisition will take place to ensure all parties are aligned and prepared for a smooth start to the project.

For the mixed-use development and City podium, following Council approval of this report, staff will execute the Agreement of Purchase and Sale with Mirabella Development Corporation (Q4 2025). It is anticipated that between Q2 2026 and Q1 2030, activities will include retail design coordination, cost certification, and the development and submission of the Site Plan for the podium and residential overbuild, including public consultation and engagement. The City and Mirabella will also enter into a series of supplemental agreements associated with the purchase and sale, development of the City elements, and cost sharing.

The transfer of title for the stratified parcels to Mirabella is scheduled for Q4 2030. The City will prepare the strata property interest survey plan of the subterranean and property air rights parcels and initiate a severance. As noted, the City will retain ownership of the strata parcels to be improved with 4,550 square meters of City-owned retail, the parcel required to support the Grand Entrance and the parcel for the Event Centre parking. The City will also retain ownership of the lands below the strata parcels. The City will enter into a Development Agreement with Mirabella to construct the City components of the retail, Grand Entrance, and parking. The City components are expected to be completed by the end of 2033, with the Mirabella residential towers expected to reach substantial completion by end of 2034.

The investments in Lansdowne Park by the Lansdowne Partnership Plan to date have been a success, turning the site from an underutilized sports facility and heritage assets surrounded mostly by concrete and parking spaces, into a vibrant public space with many different uses, more green space, more outdoor public realm, and more excitement. Now, up to four million people visit Lansdowne annually to play in the park, attend community events, visit the farmers market, shop, dine, participate in or watch sports events, and attend concerts or other events such as the Ottawa Christmas



Market. TD Place welcomes approximately 700,000 ticketed attendees each year, with about 15 per cent residing outside of the Ottawa area.

The site currently houses over 50 businesses and has created over 4,000 full and part-time jobs. In 2017, the Ottawa Sports Entertainment Group (OSEG) Foundation was established to facilitate positive change for children and youth across Ottawa. Through sports, recreation, and community-based programs, the Foundation helps break down barriers to participation and fosters inclusion, resilience, and leadership. With a focus on city-wide impact, their initiatives reach thousands of children and youth annually, especially those from underserved communities - opening pathways to personal growth, community connection, and long-term success. Since its inception, the OSEG Foundation has invested more than \$6 million in our community.

In spite of this success, Council has recognized that the status quo is not sustainable, and the need for a more equitable distribution within the Partnership of risk and reward and the recommendations in this report respond to Council's direction to make further improvements to Lansdowne to protect and sustain this important City asset.

Given the importance of Lansdowne to the public, the Lansdowne 2.0 Project Team have engaged in open consultation through a wide variety of methods over the course of the project's development and progression, and feedback has been incorporated at every stage. Methods of engagement has included in-person open houses, virtual public meetings, targeted information sessions, targeted engagement sessions, weekly coffee chats, pop-up events, public surveys, distributed pamphlets and posters, and information sharing and project updates using the Engage Ottawa and DevApps platforms. The Lansdowne 2.0 project has been presented to nine Committee meetings since 2020, including the Accessibility Advisory Committee, Built Heritage Committee, Planning and Housing Committee, Finance and Corporate Services Committee, and the former Finance and Economic Development Committee, and has had more than 135 delegates from the public speak to the project before Committee members.

Staff have specifically engaged with over 900 public attendees in eight in-person or virtual public meetings, as well as receiving over 20,000 unique visits to the Engage Ottawa Lansdowne platform.

Based on feedback gathered from this broad range of public engagement activities, staff made several significant improvements to the project. One of the most prominent concerns raised by the public was the level of density at Lansdowne and the associated

impacts on transportation in the surrounding community. In response, staff removed the proposed third residential tower and capped the number of towers at two.

Public input also strongly supported the inclusion of a Great Lawn and an enhanced Urban Park. Key features requested included a sledding hill, public washroom access, increased tree planting, more seating, and continued programming of festivals. These enhancements have been incorporated into the Urban Park design.

Targeted engagement sessions on detailed design and accessibility revealed concerns about the lack of accessibility in current facilities and the overall fan experience. In response, these issues were addressed through design development and by integrating an accessibility consultant into the architectural team.

Finally, public feedback emphasized the importance of achieving LEED Silver certification. While the original plan aimed for basic LEED certification, staff took additional steps to meet the higher Silver standard, which is now reflected in the final designs.

Construction for the City facilities is estimated to be completed in 2030. Debt would be issued in 2030 and debt servicing payments would begin in 2031. The City is projected to receive its first payments from the Partnership for ticket surcharges in 2028 and its first waterfall distribution from positive Partnership cashflows in 2031. Property tax uplift is not expected to be fully realized until 2035. The timing of these revenue streams has been factored into the overall business case and the net present value calculation that supports the funding strategy. There will be no operating cost pressures to the tax base.

As Council has been advised, not proceeding with Lansdowne 2.0 carries significant and measurable costs for the City of Ottawa. For example, not proceeding with this project would shift the operating costs to the property tax base, which is estimated at \$8 million annually.

As the current facilities continue to age, the Partnership predicts a decline in revenue, compounding the long-term financial impact. Although operating income from Lansdowne 1.0 has been positive, it does not cover the cost of capital and financing required to break even. Negative cashflows have varied between \$2.5 million and \$12.7 million, showing no indications for improvement to the point of break even or profitability. As Council has been previously advised, the situation is financially unsustainable and cannot be solved by continuing to maintain the status quo.

The City cannot assume that OSEG could or would continue to contribute to the Partnership without a reasonable expectation of being able to achieve financial sustainability, or without a reasonable and fair return on their equity contributions to date.

While the City itself has benefited greatly from Lansdowne 1.0, current projections assume TD Place will continue to decline as a destination for competitive sports and marquee tourism events (such as The Brier, World Junior Hockey, Davis Cup, Skate Canada, etc.) and other routine touring events and concerts because of its reduced ability to meet modern event hosting requirements. As the facilities continue to degrade and prove unable to meet the needs of event promoters or visitors, the result will be fewer events and lower attendance as the facility deteriorates over time, ultimately resulting in an inability to adequately serve as the home to the existing sports teams.

The North Side Stands and arena were built in 1967. With 3 per cent to 5 per cent cost escalations expected per year on the capital budget of \$418.8 million (in 2025 dollars) the increase in capital costs by delaying redevelopment will be \$178 million to \$333 million, for a total of \$597 million and \$752 million respectively. Replacing these City-owned assets now, with Lansdowne 2.0, comes with a commitment from OSEG to give up their priority repayment and 8 per cent return on equity and agreeing to share net positive cashflows going forward on a pro-rata share, such that the cost of replacing these assets now can be funded 69 per cent from new revenues, including from the Partnership. Waiting longer to replace this asset would keep the Lansdowne Partnership 1.0 agreement in place, and the City would not receive any distributions from the Partnership to help pay for it. Many of the new funding sources available from the Lansdowne 2.0 business case would also no longer be available; specifically, the 34 per cent funding coming from Partnership distributions. Therefore, a new \$418.8 million asset that costs the City \$130.7 million now, could cost the City up to \$752 million 13 years from now, and likely without distributions from the Partnership to help pay for it.

More generally, foregoing the project would mean \$14.4 million in potential contributions would not be made to Affordable Housing at a time when this critical funding can enable timely action on future housing challenges. There would not be new housing for up to 1,000 residents through an estimated 770-unit mixed-use redevelopment situated in a 15-minute neighbourhood, and also losing out on the broader benefits of increased community vitality and support for local businesses. Economically, the broader city stands to forfeit an estimated \$590 million in GDP and 4,900 jobs over the next ten years, as well as \$8 million annually in new visitor spending and approximately \$4.5 million in additional annual property tax revenues. It would also halt the implementation

of a Social Procurement pilot designed to create job opportunities for Indigenous Peoples and equity-denied groups, increase procurement from Social Impact Businesses, and prioritize local Ottawa-based suppliers.

Lansdowne Park is one of the City of Ottawa's most important assets, with more than a century of history as a gathering place for residents and tourists alike. It belongs to the people of Ottawa and is one of Ottawa's biggest economic drivers.

The recommendations in this report finalize Council's plan to renew Lansdowne Park by replacing the aging arena and North Side Stands with modern, accessible and energy-efficient facilities, ensuring this City-owned asset, and the Lansdowne Partnership, remain financially self-sustaining and vibrant for decades.

Should the recommendations in this report be approved, following construction of the new municipal facilities there will be a need to update the existing Lansdowne wayfinding program and update the Permanent Signs on Private Property By-law (By-law 2016-326) to reflect the new development within the Lansdowne Special Sign District. The need for updated wayfinding also lends itself to an opportunity to strengthen heritage interpretation to ensure the legacy of Lansdowne is passed down from generation to generation. As such, in Q2 2026, the Project Team will endeavour to procure for signage / wayfinding and heritage interpretation coinciding with final completion of the project, with Class D estimates included in the overall project costs. Additional improvements are planned for post 2025, subject to future budget approvals. These include accessibility enhancements within the Lansdowne streetscape, pedestrian crossings over Queen Elizabeth Drive (QED) and boat-up access, as well as access improvements to Aberdeen Square.

Finally, as part of the Lansdowne Annual Report to City Council, staff will provide updates on the progression of the Lansdowne Social Procurement Framework and its evolution as the project evolves in its stages through construction.

## **RESUME**

Le présent rapport contient les recommandations finales pour le réaménagement du parc Lansdowne, également connu sous le nom de Lansdowne 2.0, afin d'atteindre les objectifs du Conseil de rendre le plus grand parc urbain de la ville d'Ottawa et ses installations sportives, culturelles et récréatives uniques polyvalentes soient viables à moyen et à long terme, de sorte que le parc Lansdowne puisse continuer à être le point focal, le lieu de rassemblement et le moteur économique qu'il a été au cours du siècle dernier pour les résidents et les touristes.

Si elle est approuvée, l'approche recommandée permettra à la Ville, par l'intermédiaire du Partenariat du parc Lansdowne, de remplacer le centre communautaire et les gradins du côté nord, fonctionnellement obsolètes, en déclin et vieillissants, par :

- un nouveau Centre d'événements appartenant à la Ville pouvant accueillir 6 600 personnes pour les parties de hockey et plus de 7 000 personnes pour les concerts, situé juste à côté de la zone est du stade Place TD;
- de nouveaux gradins du côté nord appartenant à la Ville ayant une capacité de 12 400 places, comprenant 140 places de stationnement souterrain reliées au garage souterrain actuel;
- Amélioration du parc urbain, avec 12 700 mètres carrés d'espace de verdure public et 6 280 mètres carrés pour l'esplanade publique, dont une colline de six mètres de haut et de 2 850 mètres carrés de superficie pour la glissade en toboggan et pour regarder des spectacles de musique;
- 4 550 mètres carrés de nouveaux commerces de détail, aménagés dans un socle de deux étages, qui prévoit une entrée majestueuse menant aux nouveaux gradins du côté nord, qui appartiendront tous à la Ville;
- l'aménagement privé, sur un terrain municipal, de deux tours d'habitation pouvant atteindre 40 étages et constituées d'environ 770 logements aménagés au-dessus du socle de deux étages; on pourra éventuellement aménager dans ces tours des appartements en copropriété et en location ainsi que des chambres d'hôtel, et qui répondra à l'objectif du Conseil d'accroître l'achalandage des piétons sur le site pour contribuer à l'amélioration de la durabilité.

Pour répondre aux directives du Conseil d'avril 2024 ([ACS2024-PRE-GEN-0002](#)), le personnel de la Ville a terminé la conception détaillée des installations, reçu l'approbation du plan d'implantation pour les nouvelles installations, lancé un appel d'offres pour la conception de la construction auprès d'entrepreneurs généraux présélectionnés et lancé un appel d'offres pour les droits de propriété en copropriété (souterrains et aériens) en vue d'une opportunité d'aménagements polyvalents, en plus d'examiner et de valider les hypothèses de l'analyse de rentabilisation et la stratégie de financement.

Ces travaux ont mené à la recommandation d'une analyse de rentabilisation et stratégie de financement pour le réaménagement du parc Lansdowne qui tire avantage des qualités uniques de ce parc en tant que générateur de recettes et qui permettra au Conseil de construire ces nouveaux actifs pour pratiquement trente cents par dollar de

la ville sans augmenter les impôts des résidents. Dans l'ensemble, la valeur du projet est de 418,8 millions de dollars, ce qui est inférieur à l'estimation de 419,1 millions de dollars de 2024 avec un coût net de 130,7 millions de dollars pour la Ville. Les coûts de construction des gradins du côté nord et du Centre d'événement s'élèvent à 312,85 millions de dollars, ce qui est inférieur à l'estimation de classe A pour 2024, qui est de 316,02 millions de dollars. Les recettes provenant des droits de propriété aériens résidentiels sont de 65 millions de \$ par rapport aux 39 millions de dollars estimés, ce qui permet une contribution de 14,4 millions de dollars au Fonds de réserve pour le logement abordable, par rapport aux 9,75 millions de dollars estimés.

Plus précisément, l'analyse de rentabilisation et la stratégie de financement que le Conseil a approuvées en novembre 2023 étaient basées sur un coût estimé à 419,1 millions de dollars et étaient conditionnelles au prix proposé dans la demande d'offres pour les droits aériens et souterrains de la propriété et à l'appel d'offres pour la construction du centre d'événements et des gradins du côté nord restent dans les paramètres de l'analyse de rentabilisation initiale. À l'issue du processus d'appel d'offres, le budget requis s'élève maintenant à 418,8 millions de dollars, soit une réduction de 279 000 dollars par rapport au budget initialement approuvé de 419,1 millions de dollars. Combiné aux révisions des sources de revenus et des projections, le coût annuel pour la Ville du service de la dette sera réduit de 5 millions de dollars par an à 4,3 millions de dollars par an. En outre, on estime à 10 millions de dollars les droits aériens attribuables à l'ajout de places de stationnement, lesquelles seront louées à la tour résidentielle. En attribuant ces revenus au stationnement, l'analyse de rentabilité du stationnement atteint désormais le seuil de rentabilité.

Les revenus provenant des droits aériens et souterrains de la propriété sont passés d'une estimation de 39 millions de dollars à un prix convenu de 65 millions de dollars. 6,7 millions de dollars du produit de la vente des droits aériens seront affectés à la compensation des coûts supplémentaires imputables à la conception du soumissionnaire privilégié, qui exige l'intégration des des gradins du côté nord et de l'aménagement à utilisation polyvalente, et 10 millions de dollars supplémentaires seront affectés aux 140 places de stationnement supplémentaires que la Ville construira pour les louer aux tours résidentielles, comme décrit dans une section ultérieure. Cela représente un bénéfice net de 48,3 millions de dollars pour le projet, dont 14,4 millions seront recommandés pour être alloués au logement abordable. Cette contribution équivaut à 25 % des recettes jusqu'à concurrence de 39 millions de dollars et à 50 % des recettes au-delà de 39 millions de dollars, conformément aux orientations du Conseil.

Comme il est indiqué dans le rapport de novembre 2023, Lansdowne 2.0 est unique en ce sens qu'il s'agira d'une activité génératrice de revenus. Cela signifie que toute dette émise pour ce projet peut être compensée par ces nouvelles sources de revenus, notamment une partie des taxes foncières provenant des nouvelles tours à usage mixte, les recettes de la taxe municipale sur l'hébergement, les loyers du stade et les suppléments sur les billets provenant du Partenariat, ainsi qu'une part plus importante du régime de distribution en cascade provenant du Partenariat. Les nouvelles recettes, y compris le produit net des droits souterrains et aériens, représenteront 69 cents pour chaque dollar dépensé dans le projet. Ces nouvelles recettes couvrent 288,2 millions de dollars sur le coût total du projet, qui s'élève à 418,8 millions de dollars.

De même, en novembre 2023, le Conseil municipal a chargé la directrice municipale, en consultation avec le chef des finances et trésorier ainsi que l'avocat général de la Ville, de négocier les modifications à apporter aux Conventions relatives au Plan de partenariat du parc Lansdowne afin de refléter les changements spécifiques apportés au Partenariat. Le rapport complémentaire « Conventions relatives au Plan de partenariat du parc Lansdowne – Modifications liées au projet Lansdowne 2.0 » (Rapport no **ACS2025-LEG-GEN-0002**) détaille les modifications apportées aux accords constitutifs du partenariat : accord de partenariat, accord de projet, bail du stade, bail commercial et accords connexes.

Comme le Conseil s'en souviendra, les modifications décrites dans le document de novembre 2023 ont servi de point de départ aux négociations avec l'OSEG. Les discussions entre les deux parties ont débuté au printemps 2024 et se sont conclues en octobre 2025. Les conditions commerciales définitives ont été examinées par les deux parties et révisées par Ernst & Young (EY) afin d'évaluer les risques et les rendements, ainsi que par un cabinet juridique externe afin de confirmer l'absence de problèmes liés au versement de primes. Cet examen externe s'est concentré sur les conditions clés et le cadre général des accords et n'a pas évalué les conditions générales individuelles.

Les modifications convenues constituent principalement une amélioration des conditions financières approuvées par le Conseil municipal en novembre 2023. Les changements les plus importants comprennent une prolongation du régime de distribution en cascade de 2066 à 2075 afin de mieux l'axer sur la durée de la dette qui devrait être émise en 2030 pour une durée de 40 ans, et l'ajout d'une ligne de crédit de 20 millions de dollars qui se poursuivra après la construction afin de gérer tout flux de trésorerie net négatif à l'avenir. Cette ligne de crédit serait garantie à 100 % par l'OSEG, mais les deux partenaires en bénéficieraient. Étant donné que la Ville participe désormais aux distributions nettes positives de trésorerie. Il serait donc avantageux de

disposer de la flexibilité nécessaire pour tirer parti d'une ligne de crédit plutôt que de continuer à augmenter la contribution de l'OSEG au capital et de modifier la part proportionnelle des distributions de trésorerie en leur faveur. La flexibilité est également demandée dans le cadre de l'une des recommandations faites au Conseil municipal dans le cadre des pouvoirs délégués à la directrice municipale pour approuver, si nécessaire, la poursuite de la ligne de crédit pendant la construction. Cela donnera à l'OSEG et à la Ville la flexibilité nécessaire pour tirer parti de cet outil, à titre de mesure d'atténuation des risques financiers.

L'approche recommandée pour le réaménagement de Lansdowne 2.0 vise à améliorer considérablement l'expérience des visiteurs grâce à une conception inclusive, accessible et tournée vers l'avenir. Les principales améliorations comprennent une entrée centralisée au niveau de la rue, des espaces entièrement climatisés et modulables pour les événements et l'usage communautaire, ainsi que des fonctionnalités d'accessibilité améliorées telles que des ascenseurs, des toilettes inclusives, des salles sensorielles et d'allaitement, et une aide auditive. Les sièges offriront une meilleure visibilité, un plus grand confort et un choix plus large pour les clients de tous horizons. Une acoustique améliorée, une lumière naturelle et une conception de stade à 360 degrés avec des halls élargis amélioreront l'atmosphère et la circulation dans l'ensemble du bâtiment. Des options de sièges haut de gamme et abordables ajoutent encore plus de valeur et de choix.

L'étude du nouvel aréna et du nouveau stade portera la certification Argent LEED (Leadership in Energy and Environmental Design). LEED est un symbole international d'excellence en matière de durabilité et de leadership dans le domaine de la construction écologique. Le personnel municipal estime que le design proposé pour les nouveaux gradins du côté nord et le Centre d'événements permettra une amélioration de 36 % de l'intensité énergétique et une réduction de 31 % de l'intensité des gaz à effet de serre (GES) par rapport au bâtiment actuel. Ce résultat est obtenu grâce à une série de mesures et de caractéristiques qui améliorent considérablement la fonctionnalité et les environnements intérieurs et extérieurs de Lansdowne.

En collaboration avec Accessibility Simplified, une société de conseil spécialisée dans la conception universelle, les nouvelles installations municipales ont été conçues en intégrant dès le départ la question de l'accessibilité, parallèlement à la forme architecturale et à la fonctionnalité opérationnelle. Le processus de conception intégré a permis à l'équipe du projet de répondre aux exigences d'accessibilité intérieure et extérieure à chaque étape, ce qui a abouti à une installation conforme aux normes



établies dans la [Loi sur l'accessibilité pour les personnes handicapées de l'Ontario](#) (2005) (LAPHO) et [Les Normes de conception accessible de la ville d'Ottawa](#) (NCAVO).

Outre l'accessibilité, l'inclusivité était une autre priorité clé incorporée dans la conception. La Charge d'Ottawa et de la Ligue professionnelle de hockey féminin (LPHF) a participé à la conception de ce qui devrait devenir son espace. Elle bénéficiera d'installations spécialement conçues, similaires à celles dont disposent depuis longtemps d'autres équipes comme les 67 d'Ottawa, notamment des vestiaires réservés, des toilettes et des douches accessibles, des salons pour les équipes, des zones d'entraînement et de rééducation, ainsi que des espaces d'entreposage, ce qui permettra de soutenir l'athlétisme féminin de haut niveau et de promouvoir l'égalité des sexes dans les infrastructures sportives.

De plus, la conception comprend les commentaires reçus lors des vastes consultations menées auprès des ligues sportives, des équipes, des organisateurs d'événements et des experts techniques afin de s'assurer que le nouveau Centre d'événements et les gradins du côté nord répondent aux normes modernes et permettent l'accueil d'événements majeurs. Les équipes locales (les 67 d'Ottawa et la Charge d'Ottawa) ont façonné des espaces spécifiques à leur équipe, en mettant l'accent sur la sécurité des joueurs et l'inclusivité pour les athlètes, les entraîneurs et les officiels des équipes. Des professionnels des concerts et des événements en direct, notamment Live Nation, ont donné des conseils sur la fonctionnalité du site, tandis que des experts en exploitation, en informatique et en sécurité ont veillé à ce que l'installation soit efficace, sécurisée et prête pour l'avenir.

La Grande pelouse sera également améliorée afin de permettre une programmation flexible, l'organisation de grands rassemblements publics et la pratique d'activités récréatives passives. Les améliorations comprennent un meilleur drainage, un meilleur éclairage, des mises à niveau électriques pour accueillir des festivals, l'accès à des toilettes, des murets flexibles pour s'asseoir, une nouvelle piste de glissade, une infrastructure de concert améliorée, de nouvelles stations d'eau, un accès amélioré à la scène et au parc, et une nouvelle infrastructure de gestion des eaux pluviales, le tout dans le but de promouvoir les objectifs environnementaux et de soutenir l'utilisation communautaire et l'organisation d'événements.

L'entrée de la place de la ruelle Frank Clair vers les gradins du côté nord depuis la voie Exhibition sera élargie afin de créer une entrée plus accueillante vers le stade. La place agrandie comprendra une zone avec des sièges et des arbres, et maximisera le confort

des piétons lors d'événements majeurs pour les foules se rendant au stade ou en y revenant.

Des évaluations des répercussions sur les transports (ERT) ont été préparées pour analyser les répercussions du projet Lansdowne 2.0 dans le cadre des demandes de modification du Règlement de zonage, de modification du Plan officiel et de réglementation du plan d'implantation, comme c'est le cas pour toutes les demandes en vertu de la *Loi sur l'aménagement du territoire* qui sont approuvées par le personnel ou le Conseil. Les résultats de l'ERT ont permis de déterminer que le réseau de transport dans le voisinage immédiat du parc Lansdowne devrait être en mesure de répondre à la demande en matière de circulation par Lansdowne 2.0 avec les conceptions de transport actuellement en place.

La stratégie de gestion de la demande en transport (GDT) de Lansdowne continuera d'encourager, de soutenir et de promouvoir la multimodalité des déplacements (voiture, vélo, transport en commun, marche) pour se rendre aux événements de Lansdowne grâce à un solide plan de GDT. Le Plan de GDT pour Lansdowne s'articule autour d'un élément clé : la prestation d'un service de transport gratuit à tous les détenteurs de billets qui assistent aux événements. Cette approche novatrice, la première du genre en Amérique du Nord pour un vaste quartier polyvalent consacré à des spectacles, offre le transport en commun gratuit dans le cadre de tous les événements payants, deux heures avant le début des événements organisés et deux heures après la fin de ces événements. Cette initiative joue un rôle crucial dans la gestion de la demande en transport pendant les événements majeurs au parc Lansdowne. D'autres options de transport incluent un service de navettage dédié pour les petits événements, comme les matchs des 67, l'équipe Charge d'Ottawa et matchs du CF Rapide d'Ottawa, qui fonctionne à partir du stationnement de l'Université Carleton. De plus, la boucle de la Grande pelouse accueille les autobus scolaires qui font la navette qui arrivent des restaurants et autres points de prise en charge sur l'ensemble du territoire de la Ville.

Les améliorations apportées aux services de transport en commun dans le cadre du programme devraient permettre de desservir adéquatement le nouveau Centre d'événements d'une capacité de 6 600 places, qui remplacera la programmation de l'aréna existant de la Place TD. Ainsi, aucune augmentation significative de la demande de transport n'est prévue.

En outre, le personnel a fait appel à la Fiducie du patrimoine ontarien (FPO) pour procéder à une approche étape par étape, depuis l'élaboration du concept initial jusqu'à l'approbation de la conception définitive, afin d'obtenir toutes les autorisations de modification nécessaires pour les éléments du projet soumis à l'Entente de servitude protectrice du patrimoine conclue entre la Ville d'Ottawa et la FPO. Des évaluations des répercussions sur le patrimoine ont été menées aux différentes étapes de l'approbation

de la *Loi sur l'aménagement du territoire* et ont permis de conclure que l'aménagement proposé préservait la valeur de patrimoine culturel du parc Lansdowne et de ses paysages du patrimoine culturel adjacents, tout en permettant la poursuite de son évolution.

Le personnel a aussi mis au point une Structure-cadre de l'approvisionnement social pour le réaménagement de Lansdowne avec l'OSEG, y compris ses sous-traitants, pour hausser la diversité de la chaîne logistique et accroître les perspectives à l'intention de ceux qui sont économiquement défavorisés et qui appartiennent aux communautés méritant l'équité, notamment en offrant des activités de formation et des perspectives d'emploi et en attribuant les marchés aux entreprises locales dans la phase de la réalisation et de l'aménagement du parc Lansdowne 2.0.

La Structure-cadre de l'approvisionnement social sera constituée de trois phases initiales : la définition des résultats, l'évaluation de la capacité du marché et la mise sur pied du Groupe de travail sur l'approvisionnement social (voir le document 5). Les autres phases seront définies à mesure que le projet évoluera et lorsque les travaux de construction s'enchaîneront avec l'exploitation. Il s'agit d'une règle de l'art. Les comptes rendus sur l'évolution de ce cadre seront déposés dans les rapports annuels sur le parc Lansdowne au Conseil municipal.

À la suite d'une procédure d'appels d'offres exhaustive approuvée par le Conseil, le personnel recommande que EBC Inc. soit choisi comme entrepreneur général de la Ville pour les nouvelles installations municipales. EBC Inc. est un chef de file canadien de l'industrie de la construction, actif dans les secteurs du bâtiment, de l'exploitation minière et des grands travaux de génie civil. L'entreprise exerce ses activités avec rigueur et dans un souci de durabilité et d'équité et est reconnue pour des projets à grande échelle comme des immeubles de bureaux, des hôpitaux et des centres de recherche, des établissements d'enseignement, des complexes d'habitation, des hôtels, des galeries marchandes, des usines ainsi que des centres sportifs et culturels. Sa capacité à réaliser de grands projets comme l'agrandissement du Stade Mémorial Percival-Molson (à Montréal au Québec) et le Complexe aquatique de Brossard (à Brossard au Québec), ainsi que le Centre ambulatoire du Centre hospitalier de l'Université de Montréal (à Montréal au Québec) montre qu'elle est en mesure de réaliser avec succès des projets aussi complexes que le parc Lansdowne 2.0. Son grand projet de construction le plus récent avec la Ville d'Ottawa a consisté à aménager la Galerie d'art d'Ottawa (GAO). Le bureau d'Ottawa d'EBC Inc. exerce ses activités depuis plus de 12 ans.

Cette recommandation fait suite à la stratégie d'approvisionnement en trois phases, comprenant un appel d'intérêt, une demande de qualifications et un appel d'offres. Cette approche améliore la transparence en structurant la sélection des entrepreneurs en étapes clairement définies. Au cours du processus de conception des installations, le personnel a commandé trois estimations de coûts officielles (catégories C, B et A) préparées par un métreur tiers expérimenté. Ces estimations ont été validées de manière indépendante par un vérificateur de coûts distinct, le mandataire de la Ville auprès des entrepreneurs généraux, les consultants en architecture et en ingénierie du projet et le personnel municipal. Trois offres à prix fixe ont été reçues d'un groupe de six entrepreneurs généraux préqualifiés, l'offre la plus basse ayant été soumise par EBC Inc. L'offre à prix fixe d'EBC Inc. était inférieure à l'estimation de classe A, ce qui démontre sa conformité avec les processus et les meilleures pratiques de la Ville. Plus précisément, l'estimation de classe A de la Ville s'élevait à 316 021 191 millions de dollars, l'offre recevable du soumissionnaire moins-disant (EBC Inc.) était de 315,98 millions de dollars, et l'offre finale négociée à prix fixe recommandée dans le présent rapport est de 312,82 millions de dollars. Les offres reçues sont valables jusqu'au 16 janvier 2026.

En ce qui concerne le podium des commerces de détail et l'aménagement des tours d'habitation, conformément à la directive du Conseil municipal, le personnel a désigné les parcelles de propriété en copropriété donnant sur la voie Exhibition et adossées aux nouveaux gradins du côté nord qui pourraient être développées. Les parcelles établies comprenaient un niveau souterrain pour un futur stationnement, un niveau au sol pour accueillir un podium commercial et des zones de soutien pour une superstructure résidentielle, ainsi qu'un bloc de droits aériens au-dessus du podium commercial pour soutenir un aménagement résidentiel. Un modèle exemplaire a été créé afin de vérifier la viabilité des parcelles de propriété en copropriété. La séparation des parcelles de propriété en copropriété du parc Lansdowne, sous réserve d'un levé final, est nécessaire pour soutenir le nouveau volet résidentiel. Bien que ces parcelles doivent être déclarées excédentaires en vue de leur cession, il est important de noter que la ville conserve la propriété des terrains situés sous ces parcelles de propriété en copropriété.

Le personnel a lancé une demande d'offres pour trouver un promoteur intéressé par la location ou l'achat des droits de copropriété en vue d'un projet immobilier privé, en s'appuyant le système MERX pour faciliter les processus de cession et de passation de marchés. Cela a permis de mettre en place un processus ouvert et transparent dans le cadre duquel les soumissionnaires du secteur immobilier pouvaient accéder à tous les

documents et poser des questions au personnel municipal de manière cohérente et structurée. Les questions des soumissionnaires ont été consignées et les réponses ont été republiées sous forme d'addenda sur la plateforme MERX afin que tous les soumissionnaires puissent les consulter.

En outre, l'unité Stratégie et transactions immobilières d'EY a été retenue pour aider le personnel à mettre en œuvre la demande d'offres. EY a aidé le personnel à élaborer et à commercialiser la demande d'offres auprès de plus de 700 personnes issues du milieu du développement immobilier. De plus, un commissaire à l'équité (experts-conseils P1) a été retenu pour superviser l'élaboration de la demande d'offres et le processus de réunion commerciale confidentielle (RCC) MERX afin de surveiller les entretiens avec les soumissionnaires et de s'assurer que les réunions se déroulaient de manière équitable et cohérente. Les experts-conseils P1 ont suivi le processus jusqu'à l'évaluation finale des offres et la sélection de l'offre gagnante.

La demande d'offres a été publiée le 10 février 2025 et la date limite de soumission des offres était fixée au 30 avril 2025. Mirabella Development Corporation est le soumissionnaire retenu, et la Ville a négocié avec cette entreprise, de mai à octobre 2025, une convention d'achat et de vente pour la somme de 65 millions de dollars.

Mirabella Development Corporation est un important promoteur immobilier réunissant plus de 40 années d'expérience; l'entreprise est connue pour promouvoir la diversité, l'innovation et la durabilité. Dirigée par Julie Di Lorenzo, l'entreprise a aménagé des milliers d'habitations au Canada et en Asie. Mirabella priorise la consultation des collectivités et la responsabilité environnementale, appuie les organismes de bienfaisance locaux et a noué avec le gouvernement des partenariats pour construire des logements à but non lucratif primés. Elle priorise les études et les technologies écobienveillantes pour aménager des collectivités durables et économes d'énergie. Mirabella accorde une grande importance aux quartiers et veille à ce que ses projets répondent aux besoins des quartiers dans lesquels elle développe ses projets.

Mirabella a fourni un plan conceptuel avec son offre proposant deux immeubles polyvalents de grande hauteur pouvant atteindre 40 étages, au sommet d'un podium commercial de deux étages. Sur le plan conceptuel, le projet comprend une gamme de condominiums, de logements locatifs et d'unités hôtelières, avec une estimation de 770 unités. L'objectif du projet résidentiel est de proposer des unités plus spacieuses, telles que des appartements de deux ou trois chambres, afin de garantir que le nouveau développement puisse accueillir des familles. Le podium commercial sera conforme aux

exigences de la Ville et du Partenariat, qui prévoient 4 550 mètres carrés de commerces de remplacement, avec la création d'une grande entrée dans les nouveaux gradins côté nord entre les deux tours.

Cela mettra également à disposition un stationnement pour le Centre d'événements. Mirabella a indiqué que les droits d'utilisation du stationnement municipal situé sous les gradins du côté nord seraient nécessaires pour leur projet.

Si elle est approuvée, la construction du projet de réaménagement est divisée en deux phases principales et a été spécialement conçue pour minimiser les perturbations des activités actuelles des équipes sportives, du marché de producteurs agricoles et des autres utilisateurs actuels du parc. La première phase, qui s'étendra de novembre 2025 à juillet 2028, se concentrera sur la construction du nouveau Centre d'événements et de la Grande pelouse adjacente. Les principaux éléments comprennent l'enlèvement du talus et la remise en état de l'environnement, la viabilisation du site, la démolition partielle de certaines parties des installations existantes, les travaux temporaires visant à maintenir le fonctionnement de l'aréna et du stade de la Place TD, ainsi que la première phase d'un quai de chargement souterrain. Il comprend également la construction du Centre d'événements et de ses composantes associées, à savoir la zone de dépose accessible, le nouveau talus et les éléments d'aménagement paysager de la Grande pelouse. La deuxième phase, qui s'étendra de novembre 2028 à novembre 2030, comprend le réaménagement complet des gradins côté nord et des infrastructures environnantes. Cette phase comprend la démolition des gradins côté nord existants, y compris l'aréna intégré de la Place TD, la poursuite de la remise en état environnementale, la construction d'un nouveau stationnement souterrain, de nouveaux gradins côté nord, l'agrandissement des zones de dépose accessibles associées à la ruelle Frank Clair, ainsi que l'aménagement paysager général du site et les travaux préparatoires pour le futur podium et l'aménagement des droits de propriété aériens.

Le parc Lansdowne restera ouvert et actif pendant toute la durée des travaux. Les espaces commerciaux, résidentiels et publics poursuivront leurs activités comme d'habitude, le maintien d'une activité normale étant une priorité absolue pour l'équipe du projet. Au fil des travaux, des mesures seront prises pour séparer en toute sécurité les zones de construction des zones publiques afin de minimiser les perturbations et de garantir un environnement sûr pour tous. Avant le début des travaux, des activités préalables à la construction seront menées, telles que des réunions de coordination, la soumission de documents et l'obtention de permis pour s'assurer que toutes les parties sont sur la même longueur d'onde et prêtes pour un démarrage sans heurts du projet.

Pour les aménagements polyvalents et le podium municipal, une fois ce rapport approuvé par le Conseil municipal, le personnel signera l'accord d'achat et de vente avec Mirabella Development Inc (4e trimestre 2025). Entre le 2e trimestre 2026 et le 1er trimestre 2030, les activités comprendront la coordination de la conception des commerces de détail, la certification des coûts, ainsi que l'élaboration et la soumission du plan d'aménagement du podium et des constructions résidentielles, y compris la consultation et la participation du public. La Ville et Mirabella concluront également une série d'accords supplémentaires liés à l'achat et à la vente, à l'aménagement des éléments urbains et au partage des coûts.

Le transfert des titres des parcelles de propriété en copropriété à Mirabella est prévu pour le quatrième trimestre 2030. La Ville préparera le plan cadastral des parcelles souterraines et des droits aériens et entamera une procédure de séparation. Comme indiqué, la Ville demeurera propriétaire des parcelles de propriété en copropriété à aménager, soit 4 550 mètres carrés de commerces de détail appartenant à la Ville, la parcelle nécessaire pour soutenir la grande entrée et la parcelle destinée au stationnement du Centre d'événements. La Ville conservera également la propriété des terrains situés sous les parcelles de propriété en copropriété. La Ville conclura un accord de développement avec Mirabella pour la construction des éléments municipaux, à savoir les commerces, la grande entrée et le stationnement. Les éléments municipaux devraient être achevés d'ici la fin 2033, tandis que les tours résidentielles Mirabella devraient être pratiquement achevées d'ici la fin 2034.

L'investissement réalisé à ce jour dans le parc Lansdowne par le Plan de partenariat du parc Lansdowne a été couronné de succès, transformant le site, qui était auparavant un complexe sportif sous-utilisé et un patrimoine culturel entouré principalement de béton et des stationnements, en un espace public dynamique offrant de nombreuses utilisations différentes, davantage d'espaces verts, d'espaces publics extérieurs et d'animation. Aujourd'hui, jusqu'à quatre millions de personnes visitent chaque année le parc Lansdowne pour s'y divertir, participer à des événements communautaires, visiter le Marché agricole, faire des emplettes, aller au restaurant et prendre part ou assister à des manifestations sportives, à des concerts ou à d'autres événements tels que le marché de Noël. La Place TD accueille environ 700 000 spectateurs payants chaque année, dont environ 15 % résident en dehors de la région d'Ottawa.

Le site abrite actuellement plus de 50 commerces et a créé plus de 4 000 emplois à temps plein et à temps partiel. En 2017, la Ottawa Sports Entertainment Group (OSEG)

Foundation a été créée afin de favoriser des changements positifs pour les enfants et les jeunes de toute la ville d'Ottawa. Grâce à des programmes sportifs, récréatifs et communautaires, la Fondation contribue à éliminer les obstacles à la participation et favorise l'inclusion, la résilience et le leadership. En mettant l'accent sur l'impact à l'échelle de la ville, ses initiatives touchent chaque année des milliers d'enfants et de jeunes, en particulier ceux issus de communautés défavorisées, leur ouvrant la voie à l'épanouissement personnel, à l'intégration communautaire et à la réussite à long terme. Depuis sa création, la Fondation a investi plus de 6 millions de dollars dans notre communauté.

En dépit de ce succès, le Conseil a reconnu que le statu quo n'était pas viable et qu'il était nécessaire de répartir plus équitablement les risques et les avantages au sein du partenariat. Les recommandations contenues dans le présent rapport répondent à la directive du Conseil visant à apporter des améliorations supplémentaires à Lansdowne afin de protéger et de préserver cet important atout de la Ville.

Compte tenu de l'importance du parc Lansdowne pour le public, l'équipe du projet Lansdowne 2.0 a mené des consultations ouvertes à l'aide d'une grande variété de méthodes tout au long du développement et de l'avancement du projet, et les commentaires ont été intégrés à chaque étape. Les méthodes de consultation comprennent des journées portes ouvertes en personne, des réunions publiques virtuelles, des séances d'information ciblées, des séances de participation ciblées, des discussions hebdomadaires autour d'un café, des événements éphémères, des sondages publics, la distribution de brochures et d'affiches, ainsi que le partage d'informations et des mises à jour sur le projet à l'aide des plateformes Participons Ottawa et DemDem. Le projet Lansdowne 2.0 a été présenté à neuf réunions de comités depuis 2020, notamment au Comité consultatif sur l'accessibilité, au Comité du patrimoine bâti, au Comité de planification et du logement, au Comité des finances et des services organisationnels et à l'ancien Comité des finances et du développement économique. Plus de 135 délégués du public ont pris la parole devant les membres des comités au sujet du projet.

Le personnel a spécifiquement dialogué avec plus de 900 participants lors de huit réunions publiques en personne ou virtuelles, et a reçu plus de 20 000 visites uniques sur la plateforme Lansdowne de Participons Ottawa.

En s'appuyant sur les commentaires recueillis lors de ces nombreuses activités de consultation publique, le personnel a apporté plusieurs améliorations importantes au projet. L'une des principales préoccupations soulevées par le public concernait la



densité à Lansdowne et ses répercussions sur les transports dans les quartiers environnants. En réponse, le personnel a supprimé la troisième tour résidentielle proposée et limité le nombre de tours à deux.

Les commentaires du public étaient également très favorables à l'ajout d'une grande pelouse et à l'amélioration du parc urbain. Parmi les principales demandes figuraient une piste de glissade, l'accès à des toilettes publiques, la plantation d'arbres supplémentaires, l'ajout de sièges et la poursuite de la programmation de festivals. Ces améliorations ont été intégrées à la conception du parc urbain.

Des séances de consultation ciblées sur la conception détaillée et l'accessibilité ont révélé des préoccupations concernant le manque d'accessibilité des installations actuelles et l'expérience globale des partisans. En réponse, ces questions ont été traitées dans le cadre de l'élaboration de la conception et en intégrant un expert-conseil en accessibilité à l'équipe d'architectes.

Enfin, les commentaires du public ont souligné l'importance d'obtenir la certification LEED Argent. Alors que le plan initial visait la certification LEED de base, le personnel a pris des mesures supplémentaires pour répondre à la norme Argent, plus stricte, qui se reflète désormais dans les conceptions finales.

La construction des installations municipales devrait s'achever en 2030. La dette serait émise en 2030 et le service de la dette commencerait en 2031. La Ville devrait recevoir ses premiers paiements du Partenariat pour les suppléments sur les billets en 2028 et sa première distribution du régime en cascade provenant des flux de trésorerie positifs du Partenariat en 2031. La hausse de l'impôt foncier ne devrait pas être pleinement réalisée avant 2035. Le calendrier de ces flux de revenus a été pris en compte dans l'analyse de rentabilisation globale et dans le calcul de la valeur actuelle nette qui sous-tend la stratégie de financement. Les coûts d'exploitation ne pèseront pas sur l'assiette fiscale.

Comme le Conseil en a été informé, le fait de ne pas donner suite au projet Lansdowne 2.0 entraînerait des coûts importants et mesurables pour la Ville d'Ottawa. Par exemple, l'abandon de ce projet entraînerait un transfert des coûts d'exploitation vers l'assiette fiscale foncière, estimés à 8 millions de dollars par an.

Alors que les installations actuelles continuent de vieillir, le Partenariat prévoit une diminution des recettes, ce qui aggraverait les conséquences financières à long terme. Bien que le résultat d'exploitation de Lansdowne 1.0 soit positif, il ne couvre pas le coût d'investissements et le financement nécessaires pour atteindre le seuil de rentabilité.

Les flux de trésorerie négatifs ont varié entre 2,5 millions et 12,7 millions de dollars, sans signe d'amélioration vers le point d'équilibre ou la rentabilité. Comme le Conseil en a été informé précédemment, la situation est financièrement insoutenable et ne peut être résolue en maintenant le statu quo.

La Ville ne peut présumer que l'OSEG pourrait continuer de participer au Partenariat ou continuerait d'y participer sans avoir une attente raisonnable par rapport à sa capacité d'atteindre la viabilité financière ou sans obtenir un rendement raisonnable et équitable en capitaux propres versés à ce jour.

Bien que la ville elle-même ait grandement bénéficié de Lansdowne 1.0, les projections actuelles supposent que la Place TD continuera de perdre de son attrait en tant que destination pour les sports de compétition et les événements touristiques de premier plan (tels que le Brier, le Championnat mondial junior de hockey, la Coupe Davis, Patinage Canada, etc.) et d'autres événements et concerts réguliers en raison de sa capacité réduite à répondre aux exigences modernes en matière de tenue d'événements. À mesure que les installations continueront de se dégrader et se révéleront incapables de répondre aux besoins des promoteurs d'événements ou des visiteurs, il en résultera une diminution du nombre d'événements et de la fréquentation, ce qui se traduira par une incapacité à servir adéquatement de domicile aux équipes sportives existantes.

Les gradins du côté nord et l'aréna ont été construits en 1967. La durée de vie utile typique d'un stade est d'environ 70 ans, ce qui signifie que le stade et l'aréna devraient être remplacés aux alentours de 2037. Avec une augmentation des coûts de 3 à 5 % par an sur le budget des immobilisations de 418,8 millions de dollars (en dollars de 2025), l'augmentation des coûts d'immobilisation en retardant le réaménagement sera de 178 à 333 millions de dollars, pour un total de 597 et 752 millions de dollars respectivement. Le remplacement de ces actifs appartenant à la Ville par Lansdowne 2.0 s'accompagne d'un engagement de la part d'OSEG à renoncer à son remboursement prioritaire et à son rendement de 8 % sur les capitaux propres, et à partager au prorata les flux de trésorerie nets positifs à l'avenir, de sorte que le coût du remplacement de ces actifs peut être financé à 69 % par de nouvelles recettes, y compris celles provenant du Partenariat. Attendre la fin de sa durée de vie utile pour remplacer cet actif maintiendrait l'Accord de société en commandite du parc Lansdowne 1.0 en place, et la Ville ne recevrait aucune distribution de la part du Partenariat pour aider à le payer. Un grand nombre des nouvelles sources de financement prévues par l'analyse de rentabilité du projet Lansdowne 2.0 ne seraient plus disponibles, en particulier les 34 % de financement provenant des parts du

Partenariat. Par conséquent, un nouvel actif de 418,8 millions de dollars qui coûte aujourd'hui 130,7 millions de dollars à la ville pourrait lui coûter jusqu'à 752 millions de dollars dans 13 ans, et ce probablement sans aucune part du Partenariat pour aider à le financer.

Plus généralement, renoncer au projet signifierait que 14,4 millions de dollars de contributions potentielles ne seraient pas versés au logement abordable à un moment où ce financement essentiel permet de prendre des mesures opportunes pour relever les défis futurs en matière de logement. Il n'y aurait pas de nouveaux logements pour jusqu'à 1 000 résidents dans le cadre d'un réaménagement à usage mixte estimé à 770 unités et situé dans un quartier où tout est à 15 minutes de marche, et l'on perdrait également les avantages plus vastes d'une vitalité communautaire accrue et d'un soutien aux entreprises locales. Sur le plan économique, la Ville dans son ensemble risquerait de perdre environ 590 millions de dollars en PIB et 4 900 emplois au cours des dix prochaines années, ainsi que 8 millions de dollars en nouvelles dépenses des visiteurs et environ 4,5 millions de dollars en recettes fiscales foncières supplémentaires par an. Elle mettrait également un frein à la mise en œuvre d'un projet pilote d'approvisionnement social visant à créer des possibilités d'emploi pour les peuples autochtones et les groupes en quête d'équité, à accroître les achats auprès d'entreprises à impact social et à donner la priorité aux fournisseurs locaux établis à Ottawa.

Le parc Lansdowne est l'un des atouts les plus importants de la Ville d'Ottawa, avec plus d'un siècle d'histoire en tant que lieu de rassemblement pour les résidents et les touristes. Il appartient aux habitants d'Ottawa et constitue l'un des principaux moteurs économiques de la ville.

Les recommandations reproduites dans ce rapport finalisent le plan du Conseil visant à revitaliser le parc Lansdowne en remplaçant l'aréna vieillissant et les gradins du stade du côté nord par des installations modernes, accessibles et écoénergétiques, garantissant ainsi que cet atout appartenant à la Ville et à la SCPL restent financièrement viables et dynamiques pendant des décennies.

Si les recommandations du présent rapport sont approuvées, à la suite de la construction des nouvelles installations municipales, il sera nécessaire de mettre à jour le programme d'orientation actuel à Lansdowne et de modifier le règlement sur les panneaux permanents sur les propriétés privées (règlement 2016-326) afin de refléter le nouveau développement dans le quartier spécial de Lansdowne. La nécessité de mettre à jour le système d'orientation offre également l'occasion de renforcer

l'interprétation du patrimoine afin de garantir que le patrimoine de Lansdowne soit transmis de génération en génération. À ce titre, au deuxième trimestre 2026, l'équipe du projet s'efforcera de se procurer la signalisation, le système d'orientation et l'interprétation du patrimoine qui coïncideront avec l'achèvement final du projet, les estimations de classe D étant incluses dans les coûts globaux du projet. D'autres améliorations sont prévues après 2025, sous réserve de l'approbation des budgets futurs. Il s'agit notamment d'améliorations de l'accessibilité dans le paysage urbain de Lansdowne, de passages piétons sur la promenade Queen Elizabeth et d'un accès pour les bateaux, ainsi que d'améliorations de l'accès à la place Aberdeen.

Enfin, dans le cadre du rapport annuel de Lansdowne au Conseil municipal, le personnel fournira des informations actualisées sur l'avancement du cadre d'approvisionnement social de Lansdowne et de son évolution au fur et à mesure que le projet progresse dans ses différentes phases de construction.

## **BACKGROUND**

### **Lansdowne 1.0**

Since improvements were made to the site in 2014, up to four million people visit Lansdowne annually to use the park, attend community events, visit the farmers market, shop, dine, and participate in or watch sports events. The new infrastructure has been a success, turning Lansdowne from an aging sports facility surrounded mostly by concrete and parking spaces into a vibrant public space with many different purposes and activities, more green space, more outdoor public realm, and more excitement. Its physical design plays a key role in maximizing community-driven revenue, where public plazas and gathering spaces can capture event and daily foot traffic that many new entertainment districts across North America are designing towards.

Lansdowne was able to continue its legacy of hosting major events, including provincial, national, and world championships such as FIFA Women's World Cup (2015), Brier Canadian Curling Championships (2016), NHL 100 Classic outdoor game (2017), Grey Cup (2017), Canadian Figure Skating Championships (2017), USports Men and Women's National Basketball Championships (2020), the World Curling Championship (2023), and the IIHF World Junior Hockey Tournament (2025).

Lansdowne 1.0 resulted in the return of professional football to Ottawa with the Ottawa REDBLACKS and aided in new sports franchises calling TD Place Arena and TD Stadium home, alongside the Ottawa 67's (OHL). These new franchises include the Ottawa Charge (PWHL), Ottawa BlackJacks (CEBL), Ottawa Atlético (CPL), and Ottawa

Rapid FC (NSL).

Replacing the near 60-year-old municipal facilities with a new state of the art Event Centre and North Side Stands will deliver accessible, inclusive, and energy efficient facilities that meet today's standards for guests, athletes, artists, promoters and other users experience. Modernized facilities will continue the legacy of sports, entertainment, and culture at Lansdowne for the benefit of residents and visitors for generations to come.

In a competitive landscape between cities, those cities that are progressive and visionary invest in themselves to keep the competitive advantage. In the past three years alone, the World Men's Curling Championship, Rugby Pacific Four Series, 2025 IIHF World Junior Championship, and Volleyball Nations League events alone generated approximately \$63 million in impact for Ottawa. This benefits a range of businesses, restaurants, and boutiques in the Glebe and throughout the community.

A new arena and renewed stadium will allow Ottawa to bid on and host more sporting and major events, which will position Ottawa to be able to attract more visitors, business, and visibility to our city.

### **Pre-Lansdowne 1.0**

Lansdowne Park has a long, vibrant and significant history dating back to 1847. It is considered a major downtown destination within the Nation's Capital, it has been a gathering place for residents and visitors for well over a century. Since its tenure as the host location for Canada's Exhibition, and home to the historic Aberdeen Pavilion, Lansdowne Park has been, and continues to be, a regional destination that brings people together, hosts a variety of cultural and sporting events, offers greenspace, parkland and public art, highlights Indigenous history, and provides a place for people to live, work and shop. The site has undergone several transformations in its 178 years (see Figure 1) and remains one of the City of Ottawa's most recognizable landmarks and most cherished gathering space.

The sites historical roots began when the Ottawa Agricultural Society acquired 19 acres of land east of Bank Street and adjacent the Rideau Canal for the purpose of a fairground. Expanding in size over the next several years, the fair ground became a site of agricultural exhibition, science and technology innovation, sporting and civic performances.

The site was officially acquired by the City of Ottawa in 1883 with renewal and evolution

remaining the one constant through the history of Lansdowne. The original steel and concrete grandstand was erected in 1909, to seat over 10,000 spectators at the football and sporting field. As sports of football, baseball, horseracing and gatherings for political and royal visits passed through time, the site evolved again with the construction of the new Civic Centre and new grandstands at Canada's centennial in 1967. With a new facility in 1967 the site expanded its ability to draw major local, provincial, national and world events, including major concerts, the Ottawa Nationals World Hockey Association franchise (1972), summer Olympic soccer games (1976), Canada Cup (1976), Grey Cups (1967, 1988, and 2004), the new Ottawa Senators franchise (1992-1996), World Figure Skating Championships (1978, 1984), Brier Canadian Curling Championships (1979, 1993, and 2001), Memorial Cups (1972 and 1999), the first ever IIHF Women's World Hockey Championships (1990), IIHF World Junior Hockey Championships (co-host 2009) and the 2000 FIFA U20 World Cup.

By the mid-2000's, much of Lansdowne was in a state of disrepair. There was no longer any CFL football, and the South Stadium Stands were condemned and subsequently demolished. The site no longer served the dynamic purpose it once had, as it consisted mainly of historic exhibition buildings requiring repair, and an asphalt surface parking. By 2010 the site was costing the City approximately \$4.9 million annually to operate and maintain.

In 2012, City Council entered an initial 30-year partnership and subsequently approved extending it to a 40-year partnership in November 2020, with OSEG for the renewal and revitalization of Lansdowne with new South Stadium Stands, new mixed-use retail and reimagined public realm spaces and subterranean parking.

The Partnership revitalized and re-opened Lansdowne in July 2014 with:

- New South Stadium Stands and modestly refurbished north stands and arena that allowed for the return of the CFL with the Ottawa REDBLACKS, a continued home for the storied Ottawa 67's franchise, and for the venues to support Ottawa's sports, art and cultural events;
- A new green, inviting, and accessible Great Lawn and associated community spaces and the preservation of the historic Aberdeen Pavilion and Horticulture Building;
- The addition of residential density, with the inclusion of two residential towers and a row of townhouses acting as a transitional area between the neighbourhood and Lansdowne;

- 350,000 square feet of mixed-use retail space including restaurants and shops;
- The addition of 100,000 square feet new office building/space; and
- The removal of the surface parking lot and provision of parking capacity underground.

**Figure 1: Lansdowne Evolution**



### **Functional Obsolescence and Accessibility Deficiencies**

The North Side Stands/Arena (Civic Centre) were built in 1967 and, although the facility is structurally sound, this already near 60-year-old facility is functionally obsolete and even if it was maintained at its current state, it would continue to fall further behind the expectations of guests, performers and event organizers in a competitive marketplace. Now, replacement is required to protect and sustain Lansdowne as the premiere sports and entertainment site in Ottawa.

Some of the challenges of the TD Arena and North Side Stands include functional obsolescence and inadequacies in load restrictions, dressing room space, premium seating, washrooms, concessions, energy inefficiency and accessibility. Day-to-day

challenges with the facility, including its age and outdated functional spaces are making it uncompetitive when attracting events.

- Load restrictions make it impossible to host multiple events in the stadium and arena and result in the inability to attract certain shows that require rigging (ceiling mounted equipment) in excess of the arena's antiquated capabilities.
- Small and poor dressing room space is inadequate for hosting major events or what is expected for touring concert acts. Dressing rooms cannot accommodate para sports such as sledge hockey, wheelchair basketball, curling in an adequate manner. In addition, teams share hallways to dressing rooms which is not in alignment with OHL and PWHL regulations and standards.
- Both the north stadium and arena lack premium seating options (suites, club seating). The suites in the arena are inaccessible due to building code violations and the elevator cannot be used for guest access. In addition, there is no press box in the arena, forcing working media to occupy make-shift working spaces within the arena stands.
- Washrooms are antiquated and seating is below code requirement (north stadium 20 per cent below for women and 10 per cent for men; arena 25 per cent below for women). There are no universal washrooms. On REDBLACKS game days 50 porta potties are brought into the north stadium stands and, in the arena, in the winter, the unheated lower north stadium concourse washrooms are used as overflow capacity.
- The arena concourse perimeter consists of single pane, non-insulated windows and the arena roof (which is formed in part by the coverage of the stadium North Side Stands) is not insulated. This results in excessive heat loss in the winter, which doesn't meet current energy code requirements, and high operating costs (particularly from the use of inefficient ceiling hung radiant heaters).
- Concessions have health and safety issues associated with low ceilings. Also, due to space limitations, they operate at approximately 30 per cent below what would be required of a modern building resulting in excessive crowding and wait times. Concessions are below what would be required of a modern facility (60 per cent below in the north stadium, 30 per cent below in the arena), lack proper ventilation and are small which creates inefficiencies in food service and what can be offered at each concession location.



- Accessible seating is below current requirements (north stadium 31 per cent of requirements and arena is 51 per cent of requirements). In addition, there are restrictions on the dispersion of these accessible seating locations and they provide for poor circulation of patrons behind these sections. There is also no (north stadium) or inadequate (arena) elevator access and capacity.

In 2019 OSEG commissioned two reports related to the functionality of TD Place Arena and the North Side Stands. The “TD Place Functional Obsolescence Report” prepared by ROSSETTI, a firm with international expertise in stadium design, sustainable design, and urban planning, and a report by Leibe Engineering Associates entitled “Feasibility of Possible Redevelopment”. The ROSSETTI and Leibe reports identify many issues that give doubt that the facility could even be upgraded.

The ROSSETTI report concluded the existing North Side Stands and TD Arena function at levels well below contemporary standards and will continue to decline in performance. The report identified that the facilities have two main types of physical and functional obsolescence that are considered incurable. Fixing them would require major changes to the layout of each venue, which isn’t possible due to the rigid structure and how closely the two venues are connected. Along with costly but curable deficiencies in deterioration and aesthetic, as well as the economic and contextual factors, this defines the facilities as nearing the end of its useful life.

The Leibe Engineering Associates report concluded that a seismic upgrade of the building would be required in any major redevelopment.

Staff and OSEG believe that the likely result of the functional obsolescence of the North Side Stands and Arena is that it will continue to decline as a destination for the competitive sports and marquee tourism events (such as The Brier, Davis Cup, Skate Canada) and other “routine” touring events and concerts as a result of its reduced ability to meet expanding event technical and specification requirements. This will likely make the continued improvements that the Partnership has seen, and that OSEG is forecasting over the remaining 33 years of the Partnership, unlikely or impossible to attain.

Council acted on this information and in 2021 approved the option to pursue a complete replacement of the North Side Stands and TD Arena. The projects architect (BBB Architects Toronto Inc.) has also stated “while these 2 buildings have been reported to be structurally sound, there are many other factors that, even when rehabilitated, will make the Event Centre (EC) and North Side Stands (NSS)

uncompetitive...rehabilitation/renovation of the Event Centre & North Side Stands could not reasonably support modern event demands and current codes. If it were attempted, capital cost certainty would be an unmitigable risk.”

## **Energy and Environmental Profile of existing North Side Stands and the Civic Centre**

The existing North Side Stands and the arena at TD Place currently function at levels below current energy and sustainability standards and will continue to decline in performance, ([TD Place Functional Obsolescence Report, 2019](#)).

To ameliorate some of the issues, between 2012 and 2015, TD Place and the Civic Centre underwent a series of renovations that addressed short-term wear which made some improvements; however, the building still relies on outdated energy systems and a building envelope that is non-compliant with the [National Energy Code of Canada for Buildings](#) to function. These inefficiencies, and an inability to meet today’s sustainability standards, fail to meet user expectations for occupant comfort, health, and performance.

Below are primary deficiencies that remain at the current facility:

### **1. Fundamental Design Flaws in the Building Envelope**

- Poor sealing and water infiltration (e.g., cracked box girders, leaking stadia joints) which are structural issues that are embedded in the original construction.
- Water infiltration leads to ongoing maintenance (mold, corrosion, material degradation) and can’t be fully resolved by surface-level fixes or sealants — many of which have already been tried and failed.

### **2. Lack of Insulation and Outdated Window Glazing**

- The single-pane, non-thermally broken glazing and uninsulated roof envelope are inefficient and non-compliant with current building and energy codes.
- Upgrading to code-compliant materials means replacing entire facades and roofing systems, which is infeasible.

### **3. HVAC and Ventilation Limitations**

- The existing HVAC systems are undersized and overworked.
- Limited dehumidification systems are in place and retrofitting them into an existing structure is not feasible due to space constraints and mechanical incompatibility.

#### 4. High Operating Costs and Diminishing Returns

- Despite ongoing investments in repairs, the building continues to consume excess energy because of the building envelope and HVAC system.
- Operational costs and efforts by OSEG operations meant to ameliorate these issues do not bring the building closer to code compliance or long-term viability.

#### **Decision History**

Previous City Councils determined that the second renewal of Lansdowne Park was an important city-building initiative, and that completing the revitalization is necessary for the medium- and long-term sustainability of the Lansdowne Park operations and Partnership and the continued growth of Lansdowne as a destination spot for residents and tourists alike. This report is the culmination of a series of Council approvals to implement the vision of a sustainable Lansdowne 2.0, and addresses the amended Legal Agreements, Subterranean and Property Air Rights Value, final Construction Price and an update to the approved financial strategy. The series of Council directions and approvals, from 2020 through to 2024, have allowed Lansdowne 2.0 to progress in a responsible and thoughtful manner that allowed for due diligence, verification, and modifications to this important City building project, with off ramp opportunities, public consultation and engagement at each decision point.

#### **Approval 1 – 2020 Lansdowne Annual Report and COVID-19 Impacts update**

**([ACS2020-CMR-OCM-0003](#))**. Council directed staff to work with OSEG representatives to explore options that would enhance the sustainability and long-term financial viability of Lansdowne's operations and the Partnership, including both operating and capital requirements. The review was to include options to increase foot traffic on the site, enhance animation, improve public amenities, assess aging infrastructure and increase density in keeping with Council's urban intensification principles, including affordable housing.

#### **Approval 2 – 2021 Lansdowne Park Partnership: Path to Sustainability and Next Steps**

**([ACS2021-PIE-GEN-0004](#))**. Council approved pursuing a replacement option of the North Side Stands and TD Arena. The plan to move forward on the replacement of the City facilities included directing staff to work with OSEG and the services of Brisbin Brook Beynon (BBB) Architects for the development of the concept plan on the Event Centre and North Side Stands development, to bring forward detailed plans and cost estimates for the revitalization of Lansdowne Park. The revitalization plan was to include a due diligence review of all financial estimates and pro forma projections; a funding strategy for the City's portion of the construction cost related to City assets; an

assessment of revenue neutrality and assessment of the financial implications for the City for the term of the Partnership agreement. Staff were delegated authority to negotiate with the Ottawa Sports and Entertainment Group (OSEG), on a commercially confidential basis, on a proposal to revitalize Lansdowne Park.

**Approval 3 –2022 Lansdowne Partnership Sustainability Plan and Implementation Report ([ACS2022-PIE-GEN-0003](#))**. Council approved, in principle, the concept plan and funding strategy to set forth the road map ahead for moving forward with the OSEG concept. Council directed staff to undertake due diligence exercises to assess the viability of the concept plan and funding strategy, and report back to Council with their findings and recommendations. Staff undertook four streams of due diligence work on the May 2022 Concept Plan and conducted third-party validations in all areas.

Four Streams of Due Diligence:

- a. Request for Expression of Interest (REOI) in a mixed-use development opportunity adjacent to the North Side Stands;
- b. Financial due diligence;
- c. Planning Act applications (Zoning By-law and Official Plan Amendments); and
- d. Public consultations on both the proposal and the public realm components.

**Approval 4 – 2023 Lansdowne Partnership Plan – Authorization to Proceed to the Next Steps in the Redevelopment Report ([ACS2023-PIE-GEN-0009](#))**. Based on the due diligence conducted by EY and staff, Council approved the revised Concept Plan and revised funding strategy. Council further approved the amendments to the City's Official Plan and Zoning By-law Amendment to make way for the policy permissions of the concept plan and granted staff authority to dispose of the subterranean and property air rights development opportunity. Amendments to the Partnership Agreement were proposed, including the Partnership securing a line of credit up to a maximum of \$20 million to be guaranteed by the City to finance any net negative cashflows expected through to the end of construction.

The 2023 Concept Plan included:

1. a new, state-of-the-art Event Centre;

2. new North Stadium Stands;
3. new residential density in two residential buildings;
4. a replacement of a portion of the mixed-use retail space; and
5. City-public realm enhancements.

**Approval 5 – 2024 Lansdowne 2.0 Procurement Options Analysis ([ACS2024-PIE-GEN0002](#))**. Council approved the recommended Design-Bid-Build procurement delivery model for the design, and construction of both the Event Centre and North Side Stands and directed staff to complete the detail design of the new city facilities, tender the project, and deliver a site plan approval on the Lansdowne 2.0 project.

Council further approved the RFO process to dispose of the surplus strata property parcels (subterranean and air rights) the \$20 million line of credit to be taken and repaid by the Lansdowne Master Partnership and guaranteed by the City, and provided delegated authority to the City Manager in consultation with the City Solicitor, and City Treasurer to authorize, negotiate, finalize and execute any necessary contracts, resolutions, and/or contract amendments that may be necessary to implement the recommendations in this report as adopted by Council.

### **Evolution of the Lansdowne 2.0 Plan**

In November 2023, City Council granted approval to proceed to the next stage of planning for Lansdowne 2.0 through **Approval 4**. The report, on the basis of the due diligence efforts, put forward a revised Concept Plan incorporating considerations for reduced complexity in construction, reduced residential density and intensification, and improvements in the public realm space. As a result, the primary changes were the reduction of the number of proposed residential towers from three to two, thus a reduction in the number of residential units and residential parking spaces. The revised proposal also recommended that the retail podium be developed as a two-story built form, with a reduction in the amount of space for commercial uses from 108,000 to 49,000 square feet. Additional key changes to the Partnership Agreement were proposed, such as extending the life of the agreement to 2066 and elevating the City within the closed financial system, or the “waterfall”, so the City will be receiving cash disbursements earlier, some portion of which is guaranteed. In this revised waterfall framework, the City is benefiting much more from the partnership than previously, and the risk allocation is more balanced.

The estimated cost to the City for the implementation of this project was \$419.1 million

with the project to be funded from the disposal of subterranean and property air rights, debenture premiums, capital budget, expected funding from senior levels of government and long-term debt. The long-term debt was to be repaid in part by various revenue sources including a portion of the property tax uplift and payments from the closed financial system.

In 2023, through **Approval 4**, Council approved 16 motions and four directions to staff addressing a variety of project improvements (see Document 1). Four of these motions were directly related to project design that influenced how the concept plan evolved through the detailed design and site plan process. These included:

- Consider options to include a roof over the new North Side Stands similar to the roof over the existing stands and that the cost of the roof be included in the project debt for Lansdowne 2.0.
- Stadium and Great Lawn interface – improving access to public washrooms and enhanced programming opportunities and flexible use for community use.
- Public Realm Enhancements – additional shade and seating throughout the site; forestry plan for the site including floral plan along Queen Elizabeth Driveway.
- Recreating the berm in a suitable alternative location in proximity to the Great Lawn and preserving the Moving Surfaces artwork on site.

The North Side Stands stadium design includes an upper deck which overhangs the lower bowl by several rows, providing some protection from weather elements. The main concourse was designed in a similar fashion to the South Side Stands to ensure fans can congregate on the concourse with weather protection and watch live game action.

The concept for the Great Lawn has evolved to include a sledding hill on the east side of the Event Centre, with the option to incorporate the art installation 'Moving Surfaces'. The hill will also accommodate concert goers when the Great Lawn is activated with festivals and concerts. The east façade of the Event Centre also incorporates a public washroom dedicated to the public users of Lansdowne Park, and exterior access to larger interior washrooms when the Event Centre is not activated by use. The landscape design has incorporated seating walls along various areas to address the need for more public seating, including the main pedestrian entrance to the Event Centre from Exhibition Way, and a seating wall around a new raised grass lawn. New plaza space is introduced at the main entrance to the Event Centre, and Gate 4 of the

North Side Stands to accommodate flexible programming and pre-game activities. Furthermore, the project team has collaborated with the National Capital Commission (NCC) on tree planting on NCC lands to increase the visual buffer between the Rideau Canal and Lansdowne Park.

Several Council Motions shaped the evolution of the funding, the strata property rights, and project outputs, including:

- In a sale versus lease scenario of the strata property rights that 25 per cent of the net proceeds of the sale of City land be directed to the Affordable Housing Reserve Fund (AHRF), and any additional revenues above the estimated value of \$39 million be split as per the AHRF Policy (50 per cent to the AHRF and 50 per cent towards the project)
- Removal of the 770 residential unit cap and the elimination of a minimum parking ratio to create flexibility in the number of residential that could be constructed.
- Development of a Social Procurement Framework to increase supply chain diversity and increase opportunities for those experiencing economic disadvantages through the Lansdowne 2.0 construction project

### **Project Delivery Model**

In April 2024, through the fifth report on Lansdowne, entitled Lansdowne 2.0 Procurement Options Analysis and Recommendations ([ACS2024-PRE-GEN-0002](#)), Council approved a project delivery model for the Lansdowne 2.0 project.

Selecting an appropriate delivery model was critically important to achieve project objectives, including cost predictability and construction staging. As such, the City's Chief Procurement Officer, Lansdowne Project team, and Infrastructure staff, initiated the process to identify the procurement options to build the City assets, namely the new Event Centre and new North Side Stands. KPMG was hired from the Infrastructure Design Services Standing Offer to undertake an assessment of delivery model options, to assist the City with identification of the most relevant delivery model for the Lansdowne 2.0 project.

In total, KPMG facilitated five workshops with City staff and the Partnership, starting with a shortlisting of potential delivery models after eliminating those that would not naturally apply to the framework of the existing, 40-year partnership between the City and OSEG.

The delivery models evaluated were those which are often considered in other major infrastructure projects and particularly adapted and tailored to the City's and the project's needs. The evaluation included an assessment of traditional delivery models, alternative delivery models and new emerging collaborative models, specifically Progressive Design Build; Construction Management at Risk with the current architect (BBB); Construction Management at Risk, Design-Bid-Build, and Design-Bid Build with the current architect (BBB).

The workshops also established the criteria and relative weightings by which to assess each of the models, undertook a detailed evaluation of each model and reviewed whether the City or OSEG would be best positioned to lead the delivery of the Project.

As part of Council's deliberations on the November 2023 report, City Council expressed a desire to have a final check-in on the tender price for the Event Centre and North Side Stands as a final gate of approval. The Design-Bid-Build procurement model provided that decision point because the design and construction are separated in two distinct components, affording Council a 'gated' decision point, prior to construction, at the Contract Award stage. Under a Design-Bid-Build model with the current architects, this final approval was identified as occurring in Q4 2025.

Council approved, the use of a traditional Design-Bid-Build (DBB) model also based on the City having the most experience, and having a proven record of successfully managing and delivering infrastructure projects using this model. This model provides more direct control and oversight and fits well with the budget processes and approvals of the City. Staff familiarity with this model and all the processes, tools and procedures in place to undertake all the needed project controls, reporting, oversight, contract administration, risk management, vendor performance management also made it the most attractive model from an experience and knowledge perspective.

As part of the DBB approach, Council approved the procurement be undertaken using the current project architects (BBB). The advancement of conceptual design to detailed design with the current architects enabled a seamless continuation of the project, ensuring specific project knowledge remained a part of the overall design team and that the City retains the full value of the work it has already invested in.

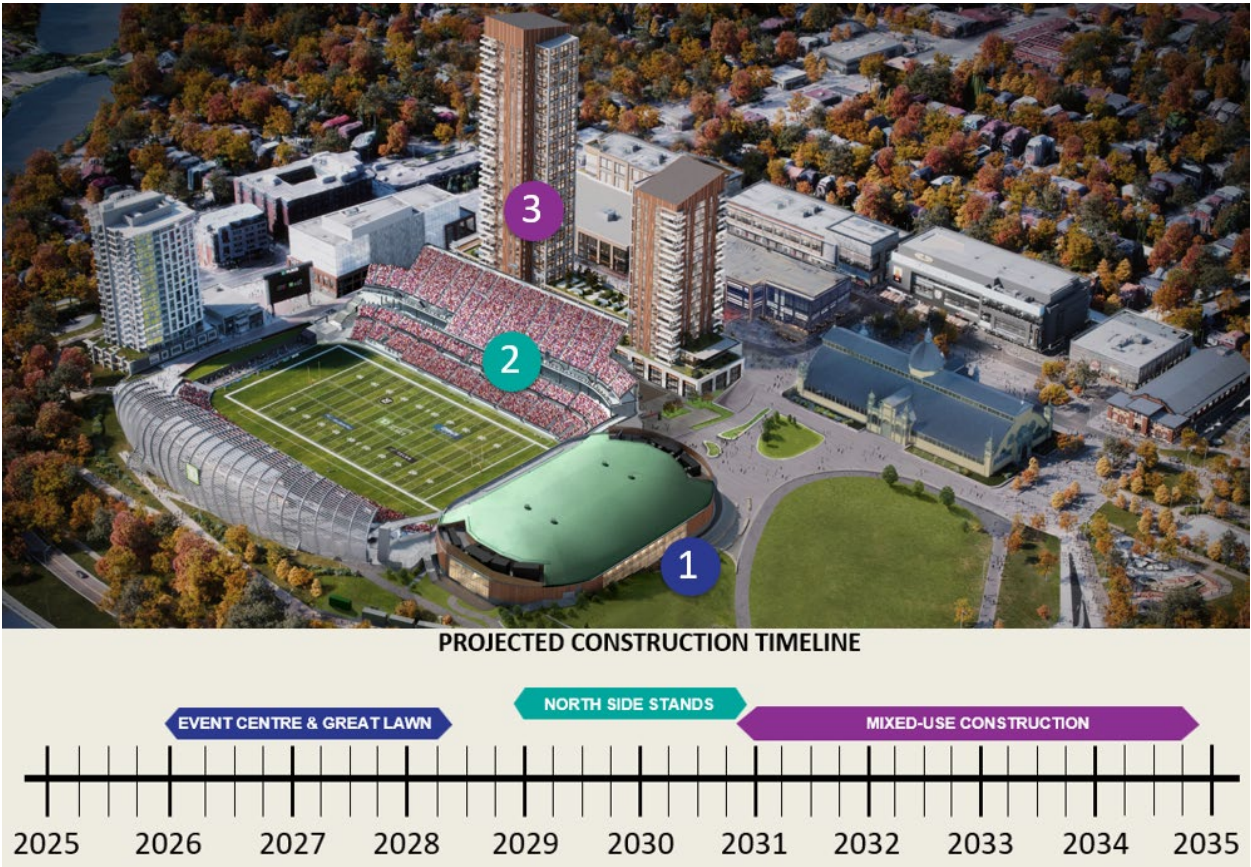
The Council approved approach supported the impetus of moving forward on detailed design of the Event Centre and North Side Stands to meet the transition period prior to the new 2024 Ontario Building Code coming into effect.

The *Lansdowne 2.0 Procurement Options Analysis* report (**Approval 5**) set a projected



project timeline of approximately eight months for the completion of detailed design of the Event Centre and North Side Stands, readying a building permit application in Q1 2025. The completion of design in Q1 2025 would further permit the RFO of Subterranean and Property Air Rights to be released to the market for disposal, with an understanding of how the stadium and air rights parcel interfaced. The overall construction timeline was projected to span from Q4 2025 through to the end of Q1 2030; however, to align construction with seasonal operational requirements of the stadium, staff extended the substantial performance date of construction to Q4 2030 (see Figure 2).

**Figure 2 – Project Timelines**



**Request for Offer of the Lansdowne Park Development Opportunity**

Request for Offer

In November 2023, Council approved a RFO process, similar to Lansdowne 1.0, to sell strata property rights for a residential overbuild as part of Lansdowne 2.0. The RFO was to follow the City Disposal Policy and include elements of the Procurement Process to

ensure equity amongst bidders. In addition, a fairness commissioner monitored the process and provided advice on ensuring fairness and complete transparency.

The stratified property rights opportunity included a subgrade parking level, a maximum four-storey podium, and two residential towers up to 40 storeys. Council approved an unrestricted number of residential units, to maximize the future developer's flexibility in design and pro forma performance.

Staff identified to Council that the City will retain ownership below the underground parking and acquire the grade level portion after the podium is built. A mandatory criterion of the RFO required the successful bidder to construct approximately 4,550 square meters of ground and second-floor commercial/retail units fronting Exhibition Way, with design input from the City and the Partnership who manages the retail. The development will be stratified to create separate parcels for the subgrade, retail podium/stadium access, and residential overbuild elements. This creates an ownership structure similar to Lansdowne 1.0, ensuring City control of the grade level under a sale or lease scenario.

As per City policy, 25 per cent of the revenue from the sale of the development parcel would be directed to the Affordable Housing Reserve Fund. Any additional revenue above the City's \$39 million subterranean and property air rights appraised value would be split 50/50 between the Affordable Housing Reserve Fund and the Lansdowne 2.0 Project Fund.

The authority for the disposal of the strata property rights was initiated by Council through **Approval 2** where Council approved new Lansdowne Guiding Principles. These principles considered disposing of the subterranean and overbuild property air rights located within the footprint of the existing TD Arena and North Side Stands. Development would consist of mixed-use residential to increase site activity. Proceeds from the lease or sale were to be used to defray project costs. **Approval 3** approved the recommended business model, which included the lease or sale of strata property rights. It set in motion a REOI, whereby the City sought parties interested in a lease or purchase of the development opportunity. Through commercially confidential meetings staff tested OSEG's concept design to gather insight to inform both the RFO document and the concept plan. The REOI findings resulted in Council's latest approvals of the Lansdowne 2.0 Concept Plan, which simplified the project for developers through uncoupling the stadium stands from the residential parcel.

Council **Approval 4** granted the authority to dispose of the development opportunity

and directed staff to dispose of either the Lease Fee or Fee Simple property interest. The City would maintain ownership below the underground parking level, the grade level retail, and stadium elements.

**Approval 5** set guidelines for the Request for Offer that would form the criteria for bid evaluation, with requirements set around:

- Production of a Concept Plan Package
- Acknowledgement of minimum 700 units
- Acknowledgement of Sustainability
- Acknowledgement of Guiding Design Principles
- Acknowledge Urban Design Review Panel Recommendations
- Acknowledgement of design integration to North Side Stands
- Construction of an approximately 4,550 square meters retail component
- Construction of Grand Entrance and any public amenities attributable to Lansdowne Park
- Acknowledgement of stratification of structure
- Obligation to sell/deliver Retail and Podium elements (Grand Entrance) to City based on an at cost formula
- Confirmation of Project Schedule, including a start date
- Confirmation of Paramountcy for Park operations during construction
- Requirement to be Party to Reciprocal Agreements for Park operations
- Provisions for Transportation Demand Management (TDM) programs and facilities within the development concept
- Option to Lease City's surplus parking bid amount, terms and conditions

### Site Plan Approval

City Council granted authority for the Lansdowne Project team to commence the site plan application work through Recommendations 1 and 5 of the 2023 Lansdowne Partnership Plan - Authorization to Proceed to the Next Steps in the Redevelopment report ([ACS2023-PRE-GEN-0009](#)). Through the subsequent *Lansdowne 2.0 Procurement Options Analysis and Recommendations* report ([ACS2024-PRE-GEN-0002](#)) staff recommended, and Council approved, an advancement of \$4 million, within the \$419.1 million budget, to advance tender ready documents for the Event Centre and North Side Stands and to advance the Event Centre and North Side Stands site plans, supporting the DBB procurement model.

The two City facilities took the form of separate but integrated site plan applications, commencing with a site plan for the Event Centre as the initial application. With the Event Centre further advanced in design, and comprising the site's stormwater management system within the Great Lawn and Ontario Heritage Trust alteration approval requirements, it was in a better position to advance to a site plan application. The Event Centre site plan was submitted to the City for review in August 2024, with the North Side Stands site plan following with a submission in December 2024. Both applications were combined into a site plan approval issued on May 26, 2025.

### Business Case and Financial Strategy

In November 2023 Council approved the updated business case and funding strategy as part of **Approval 4**. Staff recommended that the budget authority for this project be increased to \$419.1 million in order to proceed with the next stages, to maintain current timelines and to reduce the risk of construction escalation costs due to delays. Staff were directed to report back to Council for approval with the final construction tender price and subterranean and property air rights sale value.

The 2023 funding strategy evolved based on additional due diligence work and the changes to the density of the site for both residential and retail development, which reduced the amount of offsetting revenues expected in the original Concept Plan from **Approval 3**.

The Lansdowne redevelopment project fits the criteria in the City's Fiscal Framework for using debt financing. The estimated amount of new long-term debt was \$312.7 million with annual debt servicing cost of \$16.4 million, assuming a 40-year term at 4.25 per cent. The initial source of funding for the debt servicing requirement was recommended to be the City's tax-supported debt servicing budget. The funding strategy included a provision that over time this cost was to be offset by other sources of funding directly attributable to the redevelopment.

The other funding sources were: sale of subterranean and property air rights through a competitive process (\$39 million less \$3.9 million for the affordable housing fund), grants from other levels of government (\$20 million), residential and hotel property tax uplift determined by City Revenue Services experts and based on a thorough external property market review and the reduced number of units (\$3.3 million annually at 75 per cent of total uplift), commercial property tax uplift based on the additional due diligence and reduced square footage of the retail component (\$100 thousand annually), Hotel Tax (\$500 thousand annually), ticket surcharge (\$700 thousand annual average),

stadium rent (\$500 thousand annually), and other waterfall distributions. Internal costs, such as due diligence and public art, were recommended to be funded through the City's tax-supported budget as with any other capital build.

The 2023 funding strategy for Lansdowne 2.0 benefited from net cashflows from the Partnership to offset the cost of debt and these net cashflows were identified as a risk to the overall business case if they do not materialize. EY concluded that the incremental income generated from the Partnership will generate a positive cashflow although sustainable net positive cashflows will likely be weighted towards the second half of the partnership agreement. The City's robust due diligence exercise, together with expert advice from EY, provided staff with assurances of returns in the future, but it did not eliminate all possible risk, so staff's funding strategy also included risk mitigation measures. Specifically, staff recommended that the City's debt servicing budget be increased by \$1.3 million per year to establish the required base budget for the debt requirement and with the debt servicing increases set aside as a contribution to a dedicated reserve for Lansdowne 2.0 that could be drawn down when the debt is issued. This recommended approach gave the City several years to build up the debt servicing base budget to a sufficient level to fund the debt servicing costs for Lansdowne 2.0 regardless of any future revenues. Any future revenues that are realized would then be additional revenue in future budget years to offset debt servicing or will be available to be spent on other city-wide services without having to increase property taxes.

The net budget pressure for the taxpayer for the redevelopment was estimated at \$5.0 million in debt servicing cost on average over the life of the agreement and is now \$4.3 million. The City's total investment for the \$419.1 million asset was estimated to be \$146.6 million in net present value and is now \$130.7 million. This level of investment was compared to the impact of doing nothing where assumptions were drawn from the 2020 estimated cost of termination first explained as part of **Approval 1**.

A motion passed to increase the contribution to the Affordable Housing Reserve from 10 per cent of net proceeds to 25 per cent of net proceeds up to \$39 million and 50 per cent of amounts above \$39 million.

The cost of constructing 140 parking stalls under the stadium was estimated at \$18.6 million with annual debt servicing over 40 years of approximately \$1 million to be offset by the estimated \$400 thousand in annual parking lease revenue. Staff recommended that the budget authority for this component of the project be set at \$18.6 million with the \$600 thousand annual shortfall to be covered by the City's Parking Reserves. That

is no longer the case since a \$10 million contribution from air rights revenues eliminates debt servicing requirements for the parking structure.

### Lansdowne Partnership

In 2012, City Council approved the legal close of the Lansdowne Partnership Plan (LPP) ([ACS2012-PAI-INF-0010](#) and [ACS2012-CMR-LEG-0002](#)), the final step to define the partnership between the City and OSEG to transform Lansdowne Park.

Since then City Council has approved various changes to the LPP agreements including in 2015 ([ACS2015-CMR-LEG-0005](#)) to authorize the steel frame loan and loan guarantee, in 2020 as part of **Approval 1** to assist the Partnership in mitigating the impacts of COVID-19, and in 2024 as part of **Approval 5** to establish a line of credit up to a maximum of \$20 million in order to fund the Partnership's cashflow requirements through to the end of the Lansdowne 2.0 construction period.

As part of **Approval 4**, Council directed staff to negotiate the amendments to the LPP agreements necessary to reflect changes to the Partnership described in the November 2023 report and to reflect decisions of Council. The 13 proposed changes to the Agreement were explained as fundamental to making the City investment in the reconstruction of the North Side Stands, Event Centre and retail/podium feasible and affordable. As well, the proposed changes reflected a more balanced sharing of risks and benefits. The results of the negotiations were to be brought back to Council for consideration and approval before any changes are executed.

### Social Procurement Framework

February 10, 2021, City Council unanimously approved a motion directing the Chief Procurement Officer to identify opportunities to include and encourage the City's use of social procurement projects and social enterprises in City procurement, and the motion was accompanied by a direction to staff to increase diversity within the City's supply chain and increase opportunities for those experiencing economic disadvantage and within equity-deserving communities. Building off this direction, on November 8, 2023, City Council approved (Report ACS2023-PRE-GEN-0009) a motion directing City staff to develop a Social Procurement Framework with OSEG, including its contractors, to increase supply chain diversity and increase opportunities for those experiencing economic disadvantage and within equity deserving communities, including provide training, employment opportunities; procurement from local businesses in the construction and development phase of Lansdowne 2.0.

The Social Procurement Framework will consist of three initial phases: Defining Outcomes, Assessing Market Capacity and the Establishment of a Social Procurement Working Group (see Document 5). Additional phases will be defined as the project evolves and moves from construction to operations. Updates on the evolution of the Framework will be reported through the Lansdowne Annual Report to City Council.

## **DISCUSSION**

### **The Redevelopment Plan**

This report is the culmination of a series of Council approvals, public engagement, financial due diligence, detailed design development, site plan approval, and Request for Air Rights Offer to implement the vision of a new Lansdowne 2.0. The final redevelopment plan acts on Council's goal of medium and long-term sustainability of the Lansdowne Park Partnership (Partnership) and the continued growth of Lansdowne as a destination spot for residents and tourists alike. The Plan is comprised of:

- A new municipally-owned Event Centre, with 6,600 capacity for hockey mode and over 7,000 capacity for concert mode, located immediately adjacent the east end zone of TD Place Stadium.
- A new municipally-owned 12,400 capacity North Side Stands, including 140 underground parking spaces connected to the existing underground garage and to be leased to the Mixed-Use Developer.
- 12,700 square metres of public green space, and 6,280 square metres of public plaza space, including a 6-metre high, 2,850 square metre City sledding and concert viewing hill.
- 4,550 square metres of replacement retail in a two-storey podium design, including a grand entrance to the new North Side Stands, all municipally owned.
- Two residential towers, up to 40 storeys in height, comprising approximately 770 units over the two-storey podium with the potential to include condominium units, rental units, and hotel units.

The new City facilities have been designed with the guest, fan, athlete, artist, promoter and employee in mind from the lens of universal accessibility, inclusivity, equity and user experience. To improve the site's performance, the City facilities have been designed with functionality, technological connectivity, efficiency, security and environmental sustainability.



**Figure 3 – The Redevelopment Plan**



### **Lansdowne 2.0 Design**

Following Council's approval in April 2024 ([ACS2024-PRE-GEN-0002](#)) to proceed with the detailed design of Lansdowne 2.0, the project team established a contract with the lead architect, Brisbin Brooks Beynon Architects (BBB), in August 2024.

BBB's scope included the detailed design and preparation of tender documents for the new Event Centre, new North Side Stands, and enhancements to the surrounding public realm. This work was guided by the design principles previously approved by Council in November 2023 ([ACS2023-PRE-GEN-0009](#)), and was further shaped by public feedback gathered through multiple consultation sessions. BBB led an iterative design process that incorporated both our partners' input and technical requirements.

Throughout the design process, the project team conducted three formal cost estimates at key design milestones to ensure the project remained within budget:

- A Class C estimate during the early design stage,
- A Class B estimate at approximately 50 per cent design completion, and
- A Class A estimate at 95 per cent design completion (pre-tender stage).

Each estimate was prepared by an experienced third-party quantity surveyor specializing in large public facilities of this type. To ensure accuracy and reliability, the estimates were validated through multiple layers of review, including a third-party quantity survey verifier, the City's independent General Contractor Advocate, the project's architectural and engineering consultants, and City staff. This process ensured that no major scope elements were overlooked, that pricing reflected current market



conditions, and, particularly at the Class A stage, that the impacts of tariffs, material costs, equipment, and labour rates were properly accounted for through validation with suppliers and vendors.

Following both the Class C and Class B estimates, extensive value engineering sessions were undertaken. These sessions examined opportunities to optimize square footage, facility layouts, design and construction approaches, as well as technical systems. Local equipment and material options were evaluated where appropriate, with savings identified across most architectural and engineering disciplines. The implementation of these value engineering measures was tracked to ensure they were reflected in subsequent cost estimates, with expected cost reductions verified. Importantly, all value engineering decisions preserved elements critical to facility operations and upheld the assumptions underlying the overall business case, ensuring that operational performance and the integrity of the business case were not compromised.

This rigorous, multi-layered estimating and validation process has been essential in maintaining alignment with the approved project budget of \$419.1 million while ensuring that Lansdowne 2.0 delivers high-quality facilities that meet community needs and market expectations.

To support timely completion of the design phase, the project team developed and managed a detailed workback schedule. This schedule identified and tracked key project milestones, including:

1. Progressive stages of design development;
2. Class estimates and corresponding value engineering;
3. Submission of the building permit application;
4. Submission of other required permits;
5. Coordination and development of utility design; and
6. Preparation for the construction tender process.

This structured approach has positioned the project to be shovel ready, with all necessary permits expected to be in place to allow construction to commence in Q4 2025, pending Council's approval of the recommendations in this report.

In addition to replacing aging infrastructure, the design of the Event Centre and North

Side Stands delivers modernized facilities that meet today's standards for safety, accessibility, and performance. The design also incorporates enhancements in energy efficiency, inclusive design, and user experience ensuring that Lansdowne 2.0 will serve residents and visitors for generations to come.

### Accessibility Deficiencies

The City's near 60-year-old facilities at Lansdowne currently face serious accessibility and equity challenges that cannot be fully resolved without significant renewal. The accessibility barrier removal program receives between \$2.5 million - \$3.0 million annually each year, which is reported through City of Ottawa Municipal Accessibility Plan (COMAP). In 2021 City Council ([ACS2021-PIE-GEN-0004](#)), directed staff to move forward with a replacement option that would allow these longstanding issues to be properly addressed. This approach ensures the new facilities meet modern standards and are inclusive for all users. The Accessibility Implications section of this report outlines a full list of accessibility features. The current state of conditions fail on the following aspects:

#### Existing North Side Stands – Key Deficiencies:

- Inadequate and unfairly limited accessible seating options.
- No elevator access to upper levels, limiting the ability to provide accessible seating across various locations.
- Lack of universal washrooms or adult change tables that meet current building codes and accessibility standards.
- Concession stands are not designed to accommodate people using mobility devices, people who are hard of hearing, or people with vision loss.

#### Existing Civic Centre – Key Deficiencies:

- Insufficient and uneven distribution of accessible seating.
- Support columns in spectator areas that pose safety hazards, particularly for individuals with vision disabilities.
- Inaccessible gate entries that limit independent access for some users.
- Concession stands that do not meet accessibility standards for people with mobility, hearing, or vision challenges.
- No fully accessible washrooms or adult change tables compliant with modern standards.

- Locker rooms and referee spaces that cannot accommodate para-athletes and officials participating in sports such as sledge hockey, wheelchair basketball, or curling.
- Inaccessible press facilities and work areas, limiting job opportunities for people with disabilities.

### Integrated Design Process

The City engaged BBB Architects to lead the design of the new Lansdowne facilities, working in collaboration with Accessibility Simplified, a consulting firm specializing in universal design. This partnership ensured that accessibility was considered from the outset, alongside architectural form and operational functionality. The integrated design process enabled the project team to address both interior and exterior accessibility requirements at every stage, resulting in a facility that meets the standards set out in the [Accessibility for Ontarians with Disabilities Act](#) (2005) (AODA) and the [City of Ottawa's Accessible Design Standards](#) (COADS).

Throughout the design process, the project team actively sought feedback from residents and our partners to better understand the current accessibility barriers and how to eliminate them. This included formal presentations at the Accessibility Advisory Committee meetings held on October 15, 2024 and November 19, 2024, as well as engagement at the Access-Ability Fair hosted at City Hall on May 29, 2025.

Through these consultations, the project team heard consistent priorities from the community: the need for sensory rooms, equitable seating options at various price points and locations, the ability for individuals with disabilities to sit with companions or in groups, and the inclusion of accessibility supports such as closed captioning and assistive listening devices. This input has helped shape a design that is not only compliant with current standards but also responsive to the real-world needs of users across the community.

### **Figure 4 – Event Centre Main Concourse**



### Accessibility Considerations in Design

The design of the new Lansdowne facilities creates a modern, comfortable, and fully accessible venue that meets today's standards, including those outlined in the Ontario [Building Code Act \(1992\)](#), the Accessibility for Ontarians with Disabilities Act (2005), and the City of Ottawa's Accessible Design Standards. By significantly improving the accessibility of both the Event Centre and the North Side Stands, the renewed facilities will be more welcoming and usable for people with disabilities and individuals of all ages and abilities.

From the moment visitors arrive, the facilities are designed to provide equitable access. All entrances will be accessible, with each gate offering barrier-free main entries and dedicated drop-off zones for accessible shuttles. Once inside, the visitor experience will be guided by principles of universal accessibility, with inclusive design applied to concessions, washrooms, and guest services including sensory rooms and assistive listening technologies.

Accessibility has also been built into the athlete and employee experience. Locker rooms, official areas, and staff spaces have been designed to accommodate individuals with disabilities, ensuring that athletes, referees, and employees can participate and work in an equitable environment.

Within the Event Centre, accessible seating will be expanded to more than triple the capacity of the former TD Arena. These seats will be available throughout all levels of the facility and offered at a range of price points to support choice and inclusion. In the North Side Stands, over 300 accessible seating positions will be available, including adaptable aisle seats with folding or retractable armrests to support ease of access for individuals with mobility challenges. Together, these features reflect a commitment to

creating a venue that is inclusive, equitable and future-ready.

### User Experience Consultation Overview

As part of the Lansdowne 2.0 planning process, consultations were held with key partners to ensure that the design of the new Event Centre and North Side Stands aligns with modern industry standards for professional sports and live entertainment experiences.

Major sports leagues, including the CFL, OHL, PWHL, CPL, CEBL and NSL requirements were incorporated into the facilities' design which include the ability to support hosting marquee events such as the Grey Cup, Memorial Cup, and Professional Women's Hockey League (PWHL) Championship. Their input shaped several key elements of the infrastructure, including locker room configurations, broadcast capabilities, and player safety features.

National sport organizations (NSOs) such as Skate Canada, Curling Canada, and Volleyball Nations League were also consulted. These organizations provided guidance on venue specifications needed to host national and international competitions, and their standards were factored into the design to ensure the Event Centre can attract and accommodate a broad range of premier sporting events.

At the team level, both the Ottawa 67's and the Ottawa Charge were engaged to inform the look, feel, and functionality of team-specific areas. Their feedback helped shape key aspects such as dressing rooms, multi-purpose team spaces, and operational workflows. Once preliminary designs were complete, teams were re-engaged to provide further feedback, leading to refinements that enhance the athlete and staff experience.

Specific attention was paid to the needs of all athletes and users of the facilities including female athletes, coaches, referees and team operations staff. For example, a first aid room was added at ice level to improve player health and safety for everyone and a special consideration to the requirements associated with female users. Multi-purpose spaces were included to allow for team meals and gatherings, supporting team cohesion and well-being.

In parallel, consultations took place with event promoters and live entertainment professionals to ensure the Event Centre would meet current standards for concerts and cultural programming. Their input influenced aspects such as sightlines, acoustics, loading access, and operations amenities.

Lastly, experts in key operational domains, broadcast, security, information technology,

audio-visual, and facility management were engaged throughout the process. Their advice informed technical infrastructure planning and ensured the facility design supports efficient, secure, and future-proof operations.

**Figure 5 – Accessibility Drop-Off at Event Centre and North Side Stands**



### Inclusive Design

Inclusive design has been a guiding principle in the redevelopment of the Lansdowne facilities, ensuring that both the public and those who use the spaces professionally feel welcomed, respected, and supported. This commitment is reflected not only in the physical accessibility of the site, but also in how the needs of different users regardless of gender, age, or ability have been considered throughout the design process.

The Ottawa 67's and Ottawa Charge were consulted during the development of what will be their new space. The Ottawa Charge will have available to them dedicated team spaces that fully support high-performance sport. These include purpose-built dressing rooms, accessible washrooms and showers, day lockers, a team lounge, dedicated storage, and areas for training and rehabilitation. The inclusion of such facilities ensures gender equity in sport infrastructure and reflects the City's support for professional women's athletics.

In addition to dedicated facilities for home teams, the Event Centre has been designed to accommodate a wide variety of users through the inclusion of universal dressing rooms for visiting teams and performers. These flexible, inclusive spaces allow teams of any gender identity or composition to prepare and participate in events comfortably and respectfully.

Public-facing areas of both the Event Centre and the North Side Stands have also been

designed with inclusivity in mind. All washroom facilities will include men's, women's, family, and universal options to meet a broad range of needs. These additions create a welcoming environment for all visitors, including parents with children, caregivers, and individuals who require more privacy or additional space.

By embedding inclusive design into every level of the redevelopment from athlete amenities to public restrooms, the Lansdowne 2.0 project is setting a new standard for equitable and respectful civic facilities.

### Guest Experience

A central focus of Lansdowne 2.0 is significantly enhancing the guest experience through inclusive, thoughtful, and future-ready design. From the moment guests arrive, they will notice a more intuitive and welcoming environment that emphasizes accessibility, comfort, and a sense of connection to both the stadium and the Event Centre. The design introduces a single, main point of entry at road level to simplify access and create a more unified sense of arrival. A centralized, accessible entrance at street level will improve arrival flow, while the facility's design includes flexible spaces that can be used for both event day activities and year-round community programming. Inside, all seating in the Event Centre will offer clear sightlines to the scoreboard, and the space will be fully climate-controlled, with air conditioning and improved airflow for greater year-round comfort.

Accessibility has been embedded throughout the project. A dedicated elevator for guests, accessible seating at a range of price points with direct access to inclusive washrooms, and features such as adult change tables, family washrooms, and universal, all gender facilities are integrated into the design. A sensory room and lactation room ensure that guests of all needs and backgrounds are considered. Concessions will include lower counters for wheelchair users, accessible service counters, and hearing loops at all points of sale to support guests with hearing impairments. Seating will be wider, with adaptable end seats to accommodate individual needs.

The guest experience also benefits from upgraded sound systems throughout both the stadium and Event Centre, a dedicated press box, and the incorporation of natural light to enhance the atmosphere inside the venue. Premium and group seating options, including suites, will be available at a variety of price points to offer greater choice and value to guests. Multi-use community rooms within the Event Centre will provide flexible space for team meals, group gatherings, and community programming. Enhanced

natural light, climate control (including air conditioning), and a dedicated press box will further elevate the in-venue experience.

A key improvement of the revitalized North Side Stands is the creation of a true 360-degree stadium, with sightlines to the field maintained throughout the expanded concourse. Larger concourses will reduce crowding and improve overall flow. The introduction of shorter seating rows will provide easier ingress and egress, particularly beneficial for guests with mobility needs. Accessibility features mirror those in the Event Centre, and the addition of three elevators on the north side ensures barrier-free movement throughout.

**Figure 6 – Upper Bowl of Event Centre**



### User Experience

Lansdowne 2.0 delivers a series of meaningful design advancements that represent improvements for all users of the site such as guests, fans, athletes, facility operators, event organizers, and entertainment promoters. The new facilities are being purpose-built with accessibility, sustainability, operational efficiency, and a modern, inclusive experience at the forefront. The growth of professional women's sports has also underlined that the current facilities are ill-equipped to meet inclusivity and equity for all users. The new City facility designs address these missing gaps in the following ways:

- Increase in women's washroom facilities, gender neutral washrooms
- Equity and accessibility customized locker rooms and family areas to serve both sexes



- Digital façade systems allowing team branding to change to feature branding that represent the women's team
- Improved training and physiotherapy spaces

For athletes, the new design significantly enhances the day-to-day experience. Dedicated locker rooms, gym and physio spaces, female specific facilities, and secure team zones ensure a professional, high-performance environment for both home and visiting teams. Added equipment storage and back of house capacity to support growing sport demands, while the increased number of locker rooms will accommodate a wider range of leagues and user groups as TD Place continues to evolve as a multi-sport hub.

**Figure 7 – New Event Centre Women's Locker Room Rendering**



Entertainment and event organizers will benefit from several behind-the-scenes improvements designed to meet the standards of major national and international events. These include expanded rigging capacity, flexible stage placement, artist compounds and star rooms, dedicated laundry facilities for touring acts, and a secure, accessible green room setup. A scalable press box supports a broader media footprint for large scale events such as the Grey Cup, Memorial Cup, and international events, while improved security infrastructure will allow the venue to be closed off or locked down quickly in the event of an emergency.

Operationally, the design prioritizes efficiency with sustainable, low-impact systems such as LED lighting, a high-efficiency ice plant, upgraded field lighting, and intelligent climate control across indoor spaces. These features contribute to long-term cost savings and environmental performance, ensuring Lansdowne 2.0 remains a resilient, forward-looking venue.

Additional community serving elements such as public washrooms accessible from the

urban park, meeting rooms with direct access to the Event Centre, and adaptable multi-purpose spaces further embed Lansdowne into the fabric of daily civic life, enhancing its role as a gathering place for residents, guests, fans, and visitors alike.

## **Operational Enhancements**

### **Centralized, Climate-Controlled Facilities**

The new Event Centre is designed to support smoother, more efficient operations through significant upgrades to its climate control, ventilation, and airflow systems. These modernized systems not only improve comfort for patrons and staff but also contribute to long term operational reliability. Climate control capabilities now allow for remote and precise temperature adjustments in individual spaces, enhancing user experience while improving energy efficiency.

Advanced dehumidification systems will help manage indoor moisture levels, reducing the risk of condensation and preventing issues such as corrosion, material degradation, or mold ultimately lowering maintenance needs and extending the life of building systems and finishes. This consistent and controlled indoor environment also eliminates the need for temporary heating or cooling equipment, allowing the venue to better accommodate a broader range of year-round events with minimal operational disruption.

Overall, these enhancements reduce strain on facility operations teams, improve indoor air quality, and ensure that the building remains a resilient and flexible venue capable of meeting the evolving needs of both large-scale events and daily community use.

### **Efficiency Enhancements**

The facilities are designed to enhance efficiency aimed at streamlining operations and improving the overall experience for patrons, performers, and staff. Back of house improvements, including expanded rigging capacity and flexible stage configurations, facilitate faster event turnover, while upgraded broadcast infrastructure minimizes temporary builds and enhances media operations. The facility's clear zoning and emergency response capabilities improve crowd management and access control, ensuring a safer environment. Dedicated athletic spaces, modular rooms, and optimized concourses enhance efficiency for teams, tenants, and spectators alike. By addressing previous operational challenges, this modernized venue eliminates inefficiencies, creating a seamless and adaptable space for a wide range of events.

### **Information Technology (IT) and Connectivity**

The Event Centre and new North Side Stands have been designed to incorporate modern IT infrastructure that supports a more connected and efficient experience for both visitors and operators. The planned systems meet modern standards for connectivity and enhance overall functionality within the facilities.

Visitors can expect reliable, high-speed internet access throughout the venue, allowing them to stay connected, access up to date event information, and share their experiences with ease. This level of connectivity also helps streamline practical elements of the guest experience, such as digital ticketing, wayfinding, and accessing menus or event schedules from personal devices making visits more convenient and user-friendly.

For operators and event organizers, the updated IT systems will improve day-to-day functionality by supporting more reliable venue operations and communications. These systems will help staff manage and monitor building operations efficiently and coordinate event logistics more effectively.

In addition, the infrastructure supports modern security systems, offering more reliable surveillance and communications that contribute to a safer environment for all. While the focus remains on core IT capabilities, this foundational upgrade ensures the facilities are equipped to meet today's expectations and can adapt to future needs as technologies evolve.

### Security

Ensuring the safety and security of staff, visitors, and the facilities was a key priority in the design of the Event Centre and new North Side Stands. The goal was to identify potential risks and implement strategies to detect, deter, and address safety concerns, creating a secure environment for all who use the space.

Throughout the design process, various factors were carefully assessed, including building features, event types, and the operational needs of the facilities. This thorough evaluation allowed the project team to develop targeted security measures tailored to the specific needs of the site.

The design incorporates a range of security elements such as controlled access points, improved lighting for visibility, anti-ramming safety bollards, and strategic placement of surveillance cameras to monitor the premises effectively.

By addressing security proactively in the design, we have ensured that both public and staff areas will be well-protected, minimizing vulnerabilities and enhancing overall safety

across the Lansdowne site.

### Environmental Sustainability

Designed to meet today's energy codes and sustainability standards, the new North Side Stands and Event Centre will offer improved comfort, increased accessibility, and greater functionality for visitors, performers, athletes, and staff while reducing the environmental footprint of Lansdowne. With high-performance insulation, energy-efficient systems, and the integration of smart technologies, occupant well-being will not only be enhanced, but the proposed design also supports the City's long-term climate goals.

In collaboration with the Mechanical Engineering Firm BPA, the City's Climate Change Team, and OSEG, City Staff estimates that the proposed new North Side Stands and Event Centre design will provide a 36 percent improvement in energy intensity and 31 percent reduction in greenhouse gas intensity when compared to the existing building. The design achieves this through a series of measures and features that ameliorate the current issues outlined in the sections above and vastly improve the functionality, accessibility, and the indoor and outdoor environments at Lansdowne.

Sustainability and operational efficiency have been prioritized, with improvements such as LED lighting, a modern and energy-efficient ice plant, and climate-controlled spaces that reduce environmental impact and enhance usability. The result is a venue that not only meets today's expectations but is also built to evolve with the needs of the community, fans and guests well into the future.

Table 1 below outlines the features that are used in the proposed design along with the associated environmental benefit.

**Table 1: Sustainability Features**

<b>Feature</b>	<b>Associated Environmental Benefit</b>
<b>Modern HVAC</b>	The new system will be required to meet stricter energy efficiency standards which reduces energy consumption.
<b>Heat Pumps</b>	Move heat instead of generating it, meaning there is no on-site combustion. One system heats and cools; these are very effective for 'zoned' systems and offer the ability to control climate in each room.

<b>Room-by-room climate control</b>	Multiple zones can be controlled independently for tailored comfort and energy savings from not heating and cooling spaces not in use.
<b>LED Lighting</b>	LED lighting will be used throughout the new design and will also be used to modernize the on-field lighting, which includes the South Stands.
<b>Smart Building Systems</b>	Enable scheduling, remote control, and algorithms to optimize use.
<b>Improved Fresh air intake and CO2 Monitoring</b>	This reduces energy consumption and balances humidity.
<b>Desiccant Dehumidification</b>	Preserves the structural integrity of the building. High humidity environments can lead to structural damage from warping, rusting, and deteriorating insulation. Humidity in a building often means that systems cannot control the temperature well and often lower the temperature more than needed, increasing energy use.
<b>Air Filtration</b>	Modern systems support HEPA filters which remove dust, pollen, and pathogens.
<b>Air Sealing</b>	Air leaks can waste energy by allowing conditioned air to escape and can also allow for unfiltered outdoor air to enter a building, increasing humidity.
<b>Triple-Glazed Windows</b>	Improved thermal insulation, condensation resistant, and improved comfort indoors.
<b>High-Performance Insulation</b>	High-performance insulation helps maintain consistent indoor temperatures, reduces energy use for heating and cooling, and enhances occupant comfort by minimizing heat loss and drafts.
<b>Daylight and Views</b>	Natural light provides connection to the outdoor environment, reduces energy use and improves wellbeing.  The materials and colors emphasize a harmonious blend with

	the natural surroundings, responding to the green spaces around the venue, the venue aims to create a seamless transition between the built environment and the natural landscape
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To further demonstrate the project’s commitment to sustainability this project as proposed, will achieve a **LEED Silver Certification**. LEED (Leadership in Energy and Environmental Design) is an international symbol of sustainability excellence and green building leadership. LEED certification provides independent, third-party verification that a building project was designed and built, or operated, to achieve high performance in six areas of human and environmental health:

- Location and Transport
- Sustainable Site Development
- Water Savings
- Energy Efficiency
- Materials Selection
- Indoor Air Quality

Each category provides a certain number of points that a project can score if they include the item in their building design. To achieve LEED Silver, the needs between 50-59 points, Lansdowne 2.0 will achieve 57 points.

This certification signifies a solid commitment to reducing environmental impact while improving occupant health and building performance.

### Site Plan Overview

The site plan applications for the Event Centre and North Side Stands were authorized by Council to be initiated through the **2024 Lansdowne 2.0 Procurement Options Analysis ([ACS2024-PIE-GEN0002](#))**, and received approval through delegated authority on May 26, 2025.

The advancement of the site plan control applications was critical to align with the detailed design schedule, which Council endorsed through the 2024 approvals. The advancement of the Event Centre and North Side Stands site plan work permitted an uninterrupted workplan that aligned with the detail design schedule for both facilities. Advancing through site plan beginning in spring 2024 enabled a building permit application prior to the end of March 2025, and delivered key information on the new North Side Stands relationship with the mixed-use development parcel, allowing for a

successful RFO launch on the development parcel in March 2025.

## **Site Plan Details**

The new North Side Stands is designed for a total capacity of 12,400 with three main gate entries on the east, north, and west facades. A total TD Place Stadium capacity will be approximately 23,000. The Event Centre will have a total capacity for hockey of 6,600 and over 7,000 for concerts, with the main entrance on the north façade facing Exhibition Way. Both facilities will share an underground loading zone from the eastern end of Exhibition Way and will be designed as one functioning facility from a building code perspective.

The proposed Event Centre is oval shaped, with soft landscaping on the south and east sides, hardscaping on the north side (plaza entrance) and TD Place Stadium interface on the west side. As part of the development of the Event Centre, the surrounding landscaping will also be reconfigured, resulting in a new sloped grass berm situated on the southeastern side of the Event Centre. The new berm has been designed such that it can accommodate the existing Moving Surfaces art installation should Council give staff direction to maintain Moving Surfaces at Lansdowne. North of the berm adjacent the new Event Centre will be terraced seating walls facing the Great Lawn, providing accessible access to washroom facilities on the east façade of the Event Centre, and to the east egress from the building. To the east of the Event Centre, beyond the berm, the Great Lawn will be reshaped to extend closer to the Aberdeen Pavilion. A new 'raised lawn' has also been designed to complement the Great Lawn, while respecting the existing landscape design by maintaining the original orthogonal shape of its replacement. The pathways and geometry of the green spaces follow a curvilinear design.

### *Plaza Entrance*

An accessible pedestrian entrance will function as a main entry to the Event Centre, Gate 4 entry to the new North Side Stands, and the Great Lawn. A drop-off loop is located at the terminus at the Event Centre to enable accessible drop-off and pick-up. This route also permits access to the two facilities and the field for operational and emergency purposes. A central seating wall (landscape island) will delineate the accessibility and emergency route from the pedestrian realm, however, in function the entirety of the plaza entrance will be prioritized for pedestrians.

Removable bollards and removable planters are designed at the entrance to Exhibition Way to delineate pedestrians and accessible drop-off space, as well as to control

entrance to and from the Great Lawn. The landscaping treatment of the entrance is intentionally uniform ensuring the entire area is seen as a pedestrian zone.

The accessibility drop-off route allows for emergency vehicles to maneuver safely through the area (two ambulances passing or two para-transpo vehicles passing). This includes additional buffer space for emergency vehicles while para-transpo vehicles are staged in the pick-up area.

### *Facility Design Intent*

The design intent of the Event Centre is to blend contemporary architecture with earth-toned aesthetics, creating a connection to the surrounding green space. The proposed design features sections of curtain wall glazing centred on all four elevations, interspersed with vertical aluminum 'long board' plank to form an alternating pattern around the oval structure. The aluminum long board contains a wood grain pattern. Additional proposed materials include a grey stone masonry base and a 'historic' green PVC membrane roof. The materiality approach is utilizing the vertical long board to work with the softer geometry of the Event Centre's curvilinear forms, with a grounding masonry base. The materials and colors emphasize a harmonious blend with the natural surroundings, responding to the green spaces around the venue, the venue aims to create a seamless transition between the built environment and the natural landscape and compliments the areas aesthetic and historical value.

**Figure 9 – The Event Centre Exterior Rendering**



The North Side Stands presents a smaller and streamlined mass, with multiple point of access and open concourses that create a welcoming feeling, while offering raised views of the surrounding points of interest such as the Aberdeen Pavilion. The facade is linear, clean and easy to read, allowing users to quickly find their way around the stands. The simplicity of the design aims at creating a structure that is easily integrated



into the surroundings, further demonstrated by the way it subtly mirrors the Event Centre rounded facade at the east end entrance and the curved footprint of the South Stands.

**Figure 10 – The North Side Stands Exterior Rendering**



### *Landscaping Strategy*

The new landscape entities surrounding the Event Centre provide the framework which ties together the existing Lansdowne urban public realm, the TD Place Stadium, proposed Event Centre, Aberdeen Pavilion and the Great Lawn.

A continuity of materials and landscape features such as raised planters, seating walls, paving materials, lighting and site furniture provide a unified design which transitions from the urban landscape character of Exhibition Way to the softer landscape spaces surrounding the Event Centre.

The new plaza space which connects the two forecourts of the Event Centre and the Pavilion is enlivened by a raised, orthogonal lawn serving as a festive, gathering and performance space. A low seating wall with benches runs around perimeter and is accompanied by planters that separate the flow of vehicles giving emergency access to the stadium and the drop-off area from the rest of the pedestrian realm.

To the east of the Event Centre, tiered steps provide a transition to the park, with elevated views across the Great Lawn from both the berm and tiered seating elements. The design employs the highest level of universal accessible design standards which will be carried through to detailed elements such as paving materials, signage, wayfinding and lighting.

Tree and shrub planting has been designed to ensure important surrounding heritage views to the Aberdeen Pavilion are maintained, while providing opportunities for large deciduous shade trees with supporting soil volumes. Robust tree and shrub planting is proposed along the South and West side of the berm and as a continuation of the tree canopy adjacent to the NCC pathways and Rideau River. Tree planting will be done so in a one to one ratio of removal and replacement, with staff and the NCC working collaboratively on off-site planting that will enhance the NCC's existing buffer between the City owned Lansdowne site and the NCC property adjacent the Queen Elizabeth Driveway.

### *The Urban Park / Great Lawn*

The Great Lawn is maintained and expanded to the north for flexible programming of the site, while providing a visual link between the Event Centre and the Aberdeen Pavilion. The design intent for the landscape space is to provide a vibrant public realm which can accommodate large public gatherings and facilitate community events while also providing an attractive landscape setting to be used for passive recreation by members of the surrounding community and visitors to Lansdowne during non event periods.

Improvements to facilitate festival, concert, and general Great Lawn programming have been made as follows:

- lighting combined with more electrical outlets;
- washroom access in the Event Centre;
- seating walls (raised lawn and steps to Event Centre);
- reintroduction of a new berm;
- electrical improvements to facilitate concerts/festivals;
- new water stations;
- south stage orientation improvements to barriers for stage loading; and,
- widened pedestrian access to the City Facilities and Great Lawn.

### *Frank Clair Lane*

The Frank Clair Lane plaza entry to the North Side Stands from Exhibition Way will be expanded in width to create a more welcoming entry to the stadium. The expanded plaza will comprise a seating and tree canopy zone, and will maximize pedestrian comfort during major events for crowds going to and coming from the stadium. Outside of major events the plaza will serve access to both the administrative offices of the stadium, and the back of retail/residential parcel.

### *Transportation*

Transportation Impact Assessments (TIA) were prepared to analyze any impacts of the Lansdowne 2.0 project through the associated Official Plan Amendment (City File No. D01-01-23-0009), Zoning By-law Amendment (City File No. D02-02-23-0047), and Site Plan applications (City File Nos. D07-12-24-0082 and D07-12-24-0178), with all Planning Act applications receiving either staff or Council approval. The TIA findings determined the transportation network in the immediate area of Lansdowne is anticipated to be able to accommodate Lansdowne 2.0 traffic generated demands with the current transportation designs in place today.

The Lansdowne Transportation Demand Management (TDM) strategy will continue to encourage, support, and promote multi-modal travel (car, bike, transit, walking) to the events at Lansdowne through the robust TDM plan.

The TDM plan for Lansdowne is centered around a key feature: the provision of free transit service to all ticketholders attending ticketed events. This innovative approach, the first of its kind in North America for a large mixed-use entertainment district, offers free transit starting two hours before and ending two hours after each event. This initiative plays a crucial role in managing transportation demand during major events at Lansdowne.

Under this plan, the Ottawa Sports and Entertainment Group (OSEG) is responsible for covering the cost of enhanced transit services for OSEG-hosted events with attendance exceeding 5,000 people. Similarly, for City-organized events of the same size, the event organizers bear these costs. Originally implemented in 2014 as part of the Lansdowne Park revitalization, this TDM program remains vital to the future transportation strategy for Lansdowne 2.0.

The program's existing transit service enhancements are expected to adequately serve the new 6,600-capacity Event Centre, which will replace the current programming at the TD Place Arena. As such, no significant increase in transportation demand is anticipated. Additional transportation options include a dedicated shuttle service for

smaller events, such as Ottawa 67's, Ottawa Charge, and Ottawa Rapid FC games, which operates from Carleton University's parking garage. Furthermore, the Great Lawn Loop accommodates school bus shuttles arriving from restaurants and other pickup locations across the city.

### *Heritage Approvals*

Staff engaged the Ontario Heritage Trust (OHT) proceeding on a step-by-step approach from the early concept development through final design approval for all necessary alteration approvals for project components subject to the Heritage Conservation Easement Agreement between the City of Ottawa and the OHT. Heritage Impact Assessments were conducted through the various stages of the Planning Act approvals, and concluded the proposed development appropriately conserves the cultural heritage value of Lansdowne Park and its adjacent cultural heritage landscapes, while allowing for its continued evolution.

### **Public Consultation**

Staff implemented a comprehensive engagement strategy for the Site Plan and Detailed Design stages of the Lansdowne 2.0 project, including in-person Open Houses, virtual public meetings, targeted information sessions, targeted engagement sessions, targeted Committee Meetings, including the Accessibility Advisory Committee, and information sharing and project updates posted on Engage Ottawa (see Table 2).

### *Pre-Site Plan Application Consultation*

#### *Event Centre*

To support the advancement of work the Lansdowne 2.0 team initiated the development of the supporting plans and studies for the Event Centre site plan in early 2024 and began the phased pre-consultation process with internal City staff and local community associations involvement attended by Glebe Community Association, Old Ottawa East Community Association, and Old Ottawa South Community Association. A Phase 1 pre-consultation was held on March 8, 2024 followed by a Phase 2 pre-consultation held on June 14, 2024.

The pre-application development phase included a public open house aimed to solicit feedback at an early stage in the site plan and design process. The Project Team hosted a public open house on June 18, 2024 at the Arena at TD Place to discuss matters including, but not limited to:

- Design of the interface of the Event Centre and Great Lawn;
- Design of the public spaces, such as the Great Lawn redesign and the plaza entrance to the Event Centre;
- Reinstatement options and relocation of the art installation 'Moving Surfaces';
- Heritage and design considerations related to the Event Centre and the North Side Stands;
- Architectural and landscape considerations;
- LEED certification goals; and,
- Accessibility opportunities.

As part of the goal to consult early in the site plan and design process, the Project Team attended an informal Urban Design Panel Review on July 5, 2024, seeking input and comments to further advance the design, with the application submitted to the City for formal circulation and review in August 2024.

#### *North Side Stands*

After substantial completion of the Event Centre plans and study development, the Lansdowne Project Team began preparation for North Side Stands site plan application, coinciding with 50 per cent detail design development. The project team held a pre-consultation meeting with City staff and community associations on October 11, 2024 concerning the design of the new stadium stands and their interface with the public realm. To inform the design refinement the project team presented to the Accessibility Advisory Committee on November 19, 2024, and the Urban Design Review Panel on December 6, 2024, with a form site plan submission to the City on December 20, 2024.

#### *Post Site Plan Submission Consultation*

#### *Event Centre Site Plan Application*

Staff conducted an Event Centre Open House on June 18, 2024 attended by approximately 120 participants. The format was an in-person event with 25 boards displaying various topics for the Site Plan and 10 subject matter experts to answer questions, gather feedback and interact with the residents. Guided tours of the existing TD Arena were also provided throughout the session.

A specific Event Centre Virtual Open House was held on September 10, 2024 with approximately 120 participants. The format for the virtual presentation included various topics for the Site Plan followed by a moderated question period. Various subject matter experts were in attendance to answer questions from the residents. Questions were submitted through the online chat.

The 'As We Heard It Report' outlines the themes and respective questions heard from the participants of the Event Centre public sessions (posted on [Lansdowne 2.0 | Engage Ottawa](#)).

### *North Side Stands Site Plan Application*

Staff conducted an in-person Open House session on January 15, 2025 with approximately 115 participants.

The in-person event had 20 boards displaying various topics for the Site Plan and 12 subject matter experts to answer questions, gather feedback and interact with the residents. Matters discussed included:

- Design of the interface of the North Side Stands with the public realm;
- Design of the public spaces, including Frank Clair Lane, the Great Lawn redesign and the plaza entrance to the Event Centre;
- Reinstatement options and relocation of the art installation 'Moving Surfaces';
- Exterior and Interior Renderings of the Event Centre and North Side Stands;
- The Subterranean and Property Air Rights Parcel;
- Construction management;
- LEED certification goals;
- Accessibility opportunities; and,
- Next Steps.

A Virtual Open House session was held on January 16, 2025 with approximately 150 participants for the online event. The virtual event had a presentation of the same information displayed at the in-person event with a question period following the presentation.

The 'As We Heard It Report' helps outlines the themes and respective comments heard from participants of the North Side Stands public sessions (posted on [Lansdowne 2.0 | Engage Ottawa](#)).

### *Engage Ottawa Lansdowne Page*

Staff and the Lansdowne Project team have engaged in open public consultation with residents following the Council approved Public Engagement Strategy in 2022. Public engagement was launched through the Engage Ottawa Lansdowne Park project page and has received almost 14,000 unique visits in 2023 and 2024, and over 7,000 unique visits in 2025 (as of June 1, 2025). The website hosted all public posted information, documents, surveys, As We Heard It reports, and information on Public Information Sessions.

### *Urban Design Review Panel Engagement*

With design as a key importance to continue to ensure Lansdowne is successful and remains a place of honouring the City's rich history, the Lansdowne Project Team established the design process such that the Event Centre and North Side Stands were separately presented at both informal and formal urban design review sessions, ensuring the project received focused input from the Urban Design Review Panel (see [Lansdowne 2.0 | Engage Ottawa](#)).

### *Design Influences from Public Engagement*

Based on input from the range of public engagement initiatives described above Staff have made significant improvements to the project including:

- removing the third residential tower,
- reducing residential density,
- setting design guidelines for the mixed-use podium and towers to respect heritage attributes of the site,
- re-incorporating a sledding and concert hill,
- adding publicly accessible washrooms,
- designing the Great Lawn to continue to be able to host concerts and festivals,
- maximizing seating opportunities within the Urban Park,

- designing the City facilities to be accessible and equitable,
- designing the City facilities to improve guest experiences,
- designing City facilities that are universally accessible,
- applying an architectural style that is harmonious with the site and its surroundings,
- designing the facilities to a LEED Silver standard,
- maximizing tree planting.

**Table 2: Summary of 2024/2025 Public Engagement**

<b>Date</b>	<b>Topic</b>
March 8, 2024	Phase 1 pre-consultation for Event Centre with City staff and Community Associations
June 14, 2024	Phase 2 pre-consultation for Event Centre with City staff and Community Associations
June 18, 2024	Public open house at TD Place discussing design aspects of Event Centre and public space
July 5, 2024	Informal Urban Design Review Panel presentation for input on Event Centre design
August 2024	Formal site plan application submission to City for Event Centre
September 10, 2024	Event Centre virtual site plan public information session
October 4, 2024	Urban Design Review Panel formal meeting for Event Centre
October 11, 2024	Pre-consultation for North Side Stands with City staff and Community Associations
October 15,	Accessibility Advisory Committee meeting for Event Centre



2024	
November 19, 2024	Accessibility Advisory Committee presentation on North Side Stands
December 6, 2024	Informal Urban Design Review Panel presentation for input on North Side Stands
December 20, 2024	Formal site plan application submission to City for North Side Stands
January 15, 2025	Public open house at TD Place Arena for North Side Stands site plan application
January 16, 2025	North Side Stands virtual site plan public information session
February 11, 2025	Glebe BIA/ Lansdowne Retailers/ Lansdowne Residents Construction Impacts Session
May 20 2025	Targeted Construction Impacts Session with Community Associations and Bank Street Businesses
May 29 2025	Access-Ability Fair at Jean Pigot Hall (City Hall)

## **Construction Overview**

### **General Contractor Procurement**

Stemming from Council's approval of the design-bid-build (DBB) project delivery model, the Project Team conducted a three-phase procurement strategy to select a General Contractor. This process comprised an Expression of Interest (EOI), Request for Qualifications (RFQ), and Tender which enhances transparency by structuring contractor selection into clearly defined stages. Each phase had a distinct purpose, from early market engagement to detailed proposal evaluation, allowing for open communication, consistent criteria, and traceable decision-making. This clarity built trust among our partners and ensured that each contractor was evaluated fairly based on transparent, and predetermined standards.

Commercially confidential meetings were conducted during the EOI phase and between

the RFQ and Tender phases to gather industry insights, build trust, and align project expectations. These meetings allowed for open dialogue and helped refine project requirements based on market input.

Competitiveness was fostered through the phased approach by encouraging broad market participation early on and narrowing the pool to the most qualified contractors as the process progressed. The EOI allowed for inclusive initial outreach, while the RFQ ensured only contractors with the appropriate experience and capacity moved forward. This encouraged high-quality bids during the Tender phase without excluding innovative or smaller players prematurely. Ultimately this led to a more dynamic and responsive bidding environment.

The process began with eight respondents to the EOI, with six successfully qualifying through the RFQ. All six qualifiers were invited to submit bids at the Tender phase, and three bids were ultimately received.

Overall, this strategy was well-suited to a project of Lansdowne 2.0's scale and complexity in a medium-sized market. It balanced flexibility with rigor, while enabling early market insight, reducing risk through qualification screening, and supporting sound financial and technical evaluation. By structuring the process in stages, the strategy increased the likelihood of selecting a capable contractor who could deliver on both quality and cost expectations. This result was achieved in having EBC Inc., submit a bid of \$315.98 million which was in alignment with the Class A construction budget of \$316.02 million. The City and EBC Inc. entered post tender negotiations which yielded a tender price reduction of \$3.13 million resulting in a final tender price of \$312.85 million. This overall tender price is broken down into \$176.82 million for the Event Centre construction, \$119.38 million for the North Side Stands construction, and \$16.65 million for underground parking construction. The bids received are only valid until January 16, 2026.

#### Who is EBC Inc.

EBC Inc is a Canadian construction industry leader, and is active in the building, mining, and major civil engineering sectors. Since its inception in 1968 in Quebec, EBC Inc. has grown into one of Canada's top fifteen general contracting companies and is ISO 45001:2018 certified. EBC has established itself as an industry leader in various sectors such as building and major civil infrastructure. EBC builds in a responsible, sustainable and equitable manner and is recognized for large scale projects such as office buildings, hospitals and research centres, educational institutions, residential

complexes, hotels, malls, factories and sports and cultural centres. Their ability to deliver major projects, such as the expansion of Percival-Molson Stadium (Montreal, QC), the Brossard Aquatic Complex (Brossard, QC), and Ambulatory Centre for the University of Montreal Hospital Centre (Montreal, QC) demonstrates their capability to construct complex projects such as Lansdowne 2.0.

EBC's Ottawa office has been in operation for over 12 years, the most recent major building project with the City of Ottawa was the Ottawa Art Gallery (OAG). The OAG is the first visual arts Public Private Partnership complex in North America and won Ottawa Tourism's New Visitor Experience Award in 2019.

EBC has demonstrated commitment to social procurement, diversity and inclusion. EBC is a member of the Canadian Council for Aboriginal Business (CCAB) and prioritizes partnerships with Indigenous businesses and communities. They are active supporters of various equity groups including Indigenous peoples, Women, Visible Minorities, LGBTQ2+, and Persons with Disabilities.

#### Construction Scope & Schedule Overview

Pending Council approval of the recommendations contained in this report, the Project Team is prepared to award the construction contract for the Event Centre, new North Side Stands, and public realm enhancements to EBC Inc. in early November 2025. Following the contractor's submission of mandatory insurance, bonding, and other general requirements, early site preparatory and enabling works are anticipated to begin in late November or early December 2025.

The overall construction timeline is projected to span from November 2025 through to November 2030, with substantial completion contractually set for November 29, 2030.

To support the local residential and business community throughout construction, the Project Team has proactively identified potential impacts on local residents, businesses, and community groups. Engagement during the design phase provided valuable input on how to mitigate disruptions. In response, Staff have established a suite of mitigation measures aimed at reducing impacts and maintaining transparency throughout the construction period, including:

- Enhanced hoarding and site barriers;
- Back-of-house haul roads to reduce local traffic impacts;
- Enhanced site cleaning protocols;

- Dust and noise control systems;
- Truck debris removal systems;
- Incentives for quiet and safe equipment operation;
- Dedicated project-specific inbox for inquiries;
- Regular project updates and ongoing communication; and,
- Active on-site project team presence.

Through coordinated design and strategic phasing, the Project Team has developed a construction schedule that balances efficiency with the need to minimize disruption across the Lansdowne site. This schedule has been independently reviewed and validated by the City's General Contractor Advocate and Contract Administration team, confirming that the timeline is both feasible and appropriate for a project of this scale and complexity.

In addition to internal validation, the schedule was developed in close consultation with key operational partners to ensure that Lansdowne can continue functioning effectively throughout construction. Notably, Recreation, Cultural and Facility Services (RCFS) and OSEG, who jointly oversee programming and operations on site, provided critical input to ensure continuity of events and facility access.

A key priority was minimizing the disruption to the Great Lawn, a vital public space that hosts numerous community events, concerts, and festivals. The construction phasing was specifically tailored to expedite the lawn's restoration and availability as soon as possible following Phase One.

Equally important was maintaining uninterrupted operations for existing tenants, including the Ottawa 67's, Ottawa Charge, and Ottawa Black Jacks all of whom rely on the TD Place Arena and Stadium for scheduled seasons and events. To protect these operations, the schedule ensures that there will be no impact to tenant seasons, particularly during arena-based programming.

From a stadium perspective, the business model guiding the construction assumes that the North Side Stands will be offline for only two Redblacks seasons. To mitigate the impact of this temporary loss in seating capacity, the project includes the installation of temporary spectator stands at the east and west ends of the field, which was a proven approach successfully used during the 2017 Grey Cup.

Through early engagement and ongoing dialogue with partners, the Project Team has created a schedule that reflects operational realities, ensures the safe and continuous use of Lansdowne, and maintains a construction plan that is both practical and independently validated.

### Scope, Schedule, Risk and Budget Management During Construction

Delivering Lansdowne 2.0 through a calculated risk mitigation framework is a central objective for the City. The complexity of the project, encompassing major public infrastructure, event facilities, and a dynamic schedule tied to pre-booked programming, demands a disciplined and proactive approach to project delivery. To that end, the City has established a robust suite of controls and oversight mechanisms to manage scope, schedule, risk, and budget throughout the life of the project.

#### *Scope Management*

Staying within defined project scope is essential to avoid both escalating costs and unplanned schedule impacts. From the outset, the project team has taken a deliberate and inclusive approach to scope definition and validation.

- Extensive consultation with our partners was conducted during the planning and design phases to ensure all essential operational, community, and programmatic requirements were identified, prioritized, and priced into the construction contract.
- A highly experienced architectural and engineering team, specialized in the design of public event facilities, developed the construction documents. These documents have been extensively reviewed to ensure they are complete, coordinated, and future-ready.
- The design underwent comprehensive constructability reviews led by the City's independent General Contractor Advocate. As a result, refinements were made to reduce potential conflicts and ensure the design supports efficient execution.
- The project management team is actively tracking scope and reviewing all additional scope requests in real time. Each request is subject to a structured analysis of its budgetary, schedule, and operational impacts. Only essential changes will be approved, and alternatives will be explored to achieve the same outcomes with minimal impact.

This disciplined approach to scope will minimize changes during construction and

provide a clear path to delivery certainty.

### *Schedule Management*

Given that Lansdowne is an active sports and entertainment venue with major events scheduled years in advance, maintaining the project schedule is essential. A delayed delivery would directly impact the operations of the Partnership's key tenants, including OSEG, the Ottawa 67's, Redblacks, Charge, Atletico, BlackJacks and Rapid FC as well as a wide array of concerts, festivals, and community events. Recognizing this, Staff have adopted a rigorous and proactive approach to schedule management, focused on control, accountability, and early risk mitigation.

Lansdowne 2.0 is structured for delivery certainty through a combination of phased planning, proven architectural approaches, and experienced leadership. The project avoids unnecessary complexity and external dependencies, enabling tighter control over construction timelines and reducing the risk of mid-project disruptions. The schedule has been developed and validated to reflect both the complexity of the site and the operational requirement to maintain active use of the facilities throughout construction.

Key elements of the schedule management strategy include:

- **Independent Validation and Ongoing Oversight:** The construction schedule has been reviewed and validated by the City's independent General Contractor Advocate, confirming that the sequencing and overall timeline are reasonable and achievable given the project scope. In addition, the City will retain an independent scheduling expert from the outset of the construction phase to work directly with the contractor to ensure the schedule is realistic, achievable, and aligned with all contractual requirements. This expert will provide ongoing oversight throughout construction to monitor schedule performance, flag potential risks early, and support validation of any recovery schedules should delays occur.
- **Experienced Design and Administration Team:** The architectural and contract administration team brings over 40 years of experience delivering comparable sports and entertainment venues. Their familiarity with construction sequencing, permitting, and delivery timelines supports efficient project execution.
- **High Quality Construction Documents:** The design team has produced well-coordinated, high-quality construction documents, which have been reviewed by

both the General Contractor Advocate and the independent Quantity Surveyor. The quality of the tender package is further validated by the volume of technical inquiries received, which confirms the clarity and completeness of the design.

- **Permits Secured in Advance:** All municipal permits required for construction have been secured ahead of project award or are ready for issuance immediately after award, ensuring that construction can proceed without regulatory delays.
- **Dedicated Schedule Oversight:** A scheduling expert has been engaged by the City to oversee the contractor's schedule, including baseline review and continuous monitoring throughout construction. This adds an additional layer of quality control and accountability.
- **Active Progress Tracking and Controls:** Progress will be measured against the approved baseline schedule. If deviations occur, contractors will be required to submit and implement recovery plans. This ensures issues are addressed promptly and do not cascade into larger delays.
- **Rapid Decision-Making Support:** The Project Team has assigned a dedicated team to facilitate timely review and turnaround of submittals, Request for Information (RFI's), and other construction-related documentation, avoiding administrative bottlenecks that can impact progress.
- **Contractual Accountability:** The construction contract includes clear performance clauses and financial penalties for late delivery, providing direct incentives for the contractor to stay on schedule and meet all key milestones.
- **Streamlined Scope and Proven Design:** Lansdowne 2.0 intentionally avoids over customization and utilizes proven stadium and event centre designs. This reduces construction risk and minimizes the likelihood of redesigns or late-stage revisions that can delay delivery.
- **Phased Construction Approach:** The project is structured in clearly defined phases, which support effective sequencing and operational continuity throughout construction. Each phase has been scoped and validated for feasibility and constructability.

The Project Team has also integrated lessons learned from recent major capital projects, by improving internal processes, applying tighter change control, and enhancing oversight. This ensures that the project benefits from institutional experience while avoiding past challenges.

Taken together, these measures form a comprehensive and proactive schedule management framework designed to ensure Lansdowne 2.0 is delivered on time, with minimal disruption to operations and in alignment with community and our partner's expectations.

### *Risk Management*

Managing risk in a project of this scale and complexity is a continuous and layered process. The Project Team has embedded risk management into all phases of Lansdowne 2.0 and continues to maintain a live risk register to track and address emerging issues.

- A formal risk register is reviewed monthly by the Project's leadership team, and active risks are evaluated to ensure mitigations are in place and that total risk exposure remains within contingency thresholds.
- During the design phase, multiple risk identification and mitigation workshops were conducted. This has allowed the team to either avoid or proactively manage known risks through scope adjustments, sequencing strategies, or technical solutions.
- Significant effort has been made to de-risk construction by addressing known unknowns early. Investigations of underground conditions, in-wall systems, utility interfaces, and tie-in locations have already been completed to avoid surprises once construction begins.
- The construction strategy includes appropriate schedule and cost contingencies, and these will be actively monitored and managed throughout construction, including active on-site supervision.
- The City has implemented a robust governance model, weekly project management meetings, monthly executive updates, and an escalation protocol to deal with risks that require senior level intervention.
- The construction contract includes performance and completion security instruments (e.g., bonding and insurance), and contractual provisions ensure that responsibility for foreseeable construction risks is properly allocated.
- A culture of transparency and collaboration has been actively fostered between the design team, the City's project delivery team, and key partners such as OSEG and Recreation, Cultural and Facility Services staff. This culture



emphasizes early identification and resolution of risks, rather than reactive problem-solving. EBC Inc. will be fully embedded into this collaborative framework from the outset, ensuring alignment with the project's proactive risk management approach.

This risk management framework is designed to provide agility while maintaining control, particularly as the project transitions from design into construction.

### *Budget Management*

Budget discipline is especially critical for Lansdowne 2.0, given the public profile of the project and the importance of delivering value for money. The City has adopted a multi-layered financial control strategy to manage the construction budget throughout delivery:

- The construction contract will be awarded, pending Council approval, based on a fixed-price competitive process, ensuring that costs are predictable and that competitive market conditions were fully leveraged.
- The City's third-party Quantity Surveyor validated the pre-tender cost estimates. The proximity of the post-tender pricing to the estimate, confirms alignment with market expectations and scope.
- An active cost control framework is in place to monitor expenditures, assess change requests, and maintain budget adherence. The Project Team will use earned value tracking and detailed reporting to forecast cost performance.
- Scope and design changes are being tightly controlled (as outlined above), which is one of the most effective ways to prevent budget escalation.
- Appropriate contingency allowances have been included within the budget and are being tracked and managed through a structured drawdown process. The contingency will be used only for unexpected, validated risks and not for discretionary changes.
- A project governance structure is in place that includes financial oversight at both the operational and executive levels, ensuring that any changes with financial impact are rigorously assessed and approved only when necessary.
- Monthly financial reviews and reporting cycles will be maintained throughout construction, enabling real-time visibility and proactive correction of any

variances.

The Project Team remains confident that these integrated strategies for managing scope, schedule, risk, and budget provide the best possible foundation for delivering Lansdowne 2.0 efficiently, transparently, and responsibly.

#### Staff Analysis on Tender Results & Recommendation

Staff have completed a detailed review of the tender results for the Lansdowne 2.0 Project. This review considered current market conditions, the complexity of the work, and the extensive cost estimating and validation undertaken during the design phase. The outcome demonstrates that the City's procurement strategy successfully achieved competitive bids that align with the independent Class A estimate of \$316,021,191 million.

The City received three fixed price bids from industry on this project valid until January 16, 2026:

- EBC Inc - \$315,980,000
  - Less post-tender negotiated value – (\$3,131,000)
  - Final tender price - \$312,849,000
- Pomerleau - \$316,689,446
- Ellis Don - \$344,136,799

From the outset, the City recognized that delivering a complex, large-scale facility in today's construction climate would require careful preparation to achieve competitive pricing. Over the course of design, independent cost estimates were completed through three progressive stages of design development and validated by external experts, with the final Class A estimate of \$316,021,191million specifically accounting for the existing tariff environment, prevailing labour rates, and material costs. This work ensured that when the project was tendered, the scope and risks were clearly defined, giving contractors confidence to bid competitively and accurately.

The tender results reinforce this conclusion. The lowest responsive bid, submitted by EBC Inc., came in 0.01 per cent under the estimate (before negotiations), while the second lowest bid was only 0.2 per cent above. When two separate contractors arrive at pricing nearly identical to the City's independent estimate, it confirms that the bids reflect fair, competitive, and market-tested costs.

#### **Fair Risk Allocation**

The bid alignment is particularly significant given the project's complexity. Lansdowne 2.0 must be delivered on a tight urban site with limited laydown space, careful staging to minimize disruption, and a contract duration that spans multiple seasons and event cycles.

Throughout the procurement process, staff worked to allocate project risk appropriately between the City and bidders based on their respective roles and areas of expertise. This included ensuring that site investigations, schedule development, and contract documents were comprehensive and coordinated. An independent scheduling expert was engaged early to validate timelines and reduce uncertainty.

Additionally, during the procurement process, the City and the City's Fairness Commissioner hosted Commercially Confidential Meetings, where industry was able to review the design and ask questions about timeline, staging, design, and operations. During the Request for Tender process staff and consultants answered over 1,500 questions from industry working to provide clarification and ensuring a congruent understanding of the project between the City and Industry. Through these collaborative efforts, staff, our lead Architectural consultant, operational partner and industry experts effectively communicated the design and operational needs of the project to bidders, which resulted in multiple submissions priced within a very narrow range and around the Class A estimate.

By addressing risks upfront, the City avoided inflated bid prices that contractors might otherwise have had to include to cover unknowns. This approach has resulted in a fair allocation of risk between the City and the contractor, supporting competitive and reasonable bid pricing.

The tender results demonstrate that the procurement strategy successfully achieved competitive bids that align with the City's independent Class A estimate. The bids received demonstrate that the market understood both the scope and risks of this project, and that the costs tendered align with current market conditions for projects of this scale and complexity. This outcome provides strong assurance that the City is achieving fair value for taxpayers.

### **Request for Offer – Lansdowne Park Development Opportunity**

Following Council's direction in 2023 to dispose under a lease or purchase the strata property rights staff initiated the Request for Offer (RFO) process.

The inclusion of elements of the procurement process, through the MERX system, added an open and transparent process where bidders could get access to all documents and present questions to City staff in a consistent and structured way. The bidder's questions were documented, and the responses reposted through addendums on the MERX platform for all bidders to see.

The "hybrid" offering process was done given the complexity and size of the project. The air rights parcel is part of an "eco-system" and its acquisition requires the purchaser to commit to various reciprocal agreements covering parking, common park elements and shared operations (i.e. garbage, snow clearing). There are also conditions around the impacts of adjoining uses (i.e. stadium games/noise and concerts in the park). There are other constraints imposed by the City in the development process to address construction schedules, building within the strata air rights and constructing City elements. There are also constraints imposed by OSEG regarding park operations (access) on event days. As a result, the typical disposal process, though adequate, did not provide the best means to present the development opportunity in the most competitive context.

The City Disposal Policy has a minimum marketing period of 10 business days, though typically runs for 20-30 days. Given the complexities of the RFO and the marketing period requirements, the RFO was active for approximately 70 days. The RFO was posted February 10, 2025 and closed April 30, 2025.

The MERX procurement process includes a Commercially Confidential Meeting (CCM) component where a bidder can request a meeting with City staff for an open dialogue and pose questions to seek clarification on the offering. The CCM process was only available to bidders that passed a viability test and demonstrated that they have the experience to build the proposed development. A sale or lease using the standard disposal process does not have a mechanism to screen out a party or to conduct structured CCMs.

Multiple CCMs were scheduled over the RFO bid period with qualified bidders. Each followed a consistent structure, and were overseen by a Fairness Commissioner for the purpose of ensuring no one potential bidder had an advantage over the other. The information assembled in the RFO helped validate changes made to the exemplar design through the Request for Expression of Interest (REOI) stage from 2023, and prepared staff for possible challenges with next steps beyond the RFO including negotiations with the preferred developer, podium and tower design integration, and site plan application.

### Fairness Commissioner

While there is no requirement in either the Disposal Policy or Procurement Process for a Fairness Commissioner, as in Lansdowne 1.0, a Fairness Commissioner was engaged to oversee the process. The role of P1 Consultants (P1) was to confirm that the principles of fairness, openness and transparency were maintained, through:

- Ensuring clarity and consistency of the RFO and related documentation;
- Ensuring adherence to the processes described in the RFO;
- Ensuring objectivity and diligence during the procurement process in order to ensure that it was conducted in a transparent manner;
- Ensuring compliance of participants with strict requirements of conflict of interest and confidentiality during the procurement and evaluation processes; and,
- Providing oversight to provide a process where the Respondents are treated fairly.

P1 provided a summary report (attached as Document 3, Request for Offer Fairness Commissioner Report) that confirms the Request for Offers Lansdowne Park Development Opportunity was a fair process.

### National Marketing

In the marketing and dissemination of the offer, staff reached out to the local community of developers to promote the RFO and the development opportunity. In addition, the Real Estate Strategy and Transaction unit of Ernst & Young (EY) was engaged. They provided insights and supporting analysis for the drafting of the RFO document. Beginning with the public launch of the RFO, EY conducted market outreach to potential bidders in major markets of Toronto, Montreal and Vancouver to encourage them to access the RFO on the MERX procurement platform and ultimately submit a bid. EY's efforts were focused on guiding interested parties to a Commercially Confidential Meeting with the City, a requirement for submitting a formal bid.

EY developed a two-page marketing flyer which included highlights about the opportunity, and a direct hyperlink to the MERX page. This was sent out to more than 700 individuals in the development community, with direct contact made with 40 groups with the experience to deliver on a complex development.

### Commercially Confidential Meetings (CCMs)

Prior to a formal bid on the subterranean and property air rights, developer groups were required to meet City staff for Commercially Confidential Meetings (CCMs). The CCM's were designed to facilitate discussion on project details for a greater understanding of the development opportunity. CCMs permitted both the City and the respondents to partake in an open exchange which encouraged better dialogue than the traditional question and answer process. The intent of the process was to ensure that respondents provide well informed offers on the property rights.

In order to request a CCM with the City in connection with this RFO, interested parties were required to submit a Commercially Confidential Meeting Request Form, which formed an annex to the RFO. This form included the requirement of a Viability Test Form to demonstrate to the City that the respondent has the capacity to deliver on the development opportunity.

The CCMs followed a consistent structure, and were overseen by a Fairness Commissioner for the purpose of ensuring no one potential bidder had an advantage over the other. The information assembled in the RFO helped identify changes made to the exemplar design through the Request for Expression of Interest (REOI) stages from 2023. The information also prepared staff for possible challenges with next steps beyond the RFO including negotiations with the preferred developer, podium and tower design integration, and site plan application.

### Constructability and Methodology

The subterranean and property air rights parcel (mixed-use development) and North Side Stands are separate but interrelated builds. Due to their proximity and the components that will tie into each other, the Project Team explored the potential approaches for constructing the mixed-use development. The following main approaches were introduced through the CCMs with the General Contractors and the mixed-use development bidders: a Command and Control Approach and an Integrated Approach. The 'Command and Control Approach reflects a standard development model, where a developer assumes full control of their independent site and constructs without reliance on, or encumbrance from, others. The Integrated Approach would see a coordinated construction of the North Side Stands and the development parcel to expedite construction, overseen by the same General Contractor. Common elements, such as the underground parking levels, could be developed at the same time under this integrated construction approach.

The end goal in this exploration through the CCM's was to seek opportunities to shorten the overall podium/residential construction schedule and bring Lansdowne back to 'normal' operations as soon as possible, including expediting the opening of the new retail and the Grand Entrance.

### The Construction Approach

The Project Team's analysis of the City facilities (Event Centre and North Side Stands) project schedule, staging area requirements, and site-specific needs of a Record of Site Condition, have concluded that the most pragmatic construction approach is 'Command and Control', where the City facility general contractor will be using the mixed-use development parcel for construction staging of the North Side Stands, and only after substantial completion of the North Side Stands would the development parcel be turned over to the mixed-use Developer for Command and Control of the site for the commencement of Phase 3, being the Residential Development.

In this approach, it is important for the operation of Lansdowne Park that the mixed-use development construction begin no later than three months following the substantial completion date of the North Side Stands. The preliminary construction schedule has the development parcel turned over to the mixed-use developer in Q1 2031.

### Offer Receipt and Evaluation

Hard copies of the bids were received in accordance with the RFO guidelines. The bids were opened at 3:00 pm on April 30, 2025 and each bid was reviewed to ensure that the proposal met the submission requirements. The evaluation team, comprised of the Managers of Realty Services and Real Estate Initiatives and Development and a Planner Level III from the Real Initiatives Disposal Unit, reviewed each submission. Oversight was also provided by the Fairness Commissioner, Supply Services and Legal Services.

The Bidders all had attended a CCM and demonstrated their viability to deliver a development as outlined in the RFO. The object of the evaluation process was to identify Offers that most effectively meet the requirements of the RFO and provided best value for the City. All bids received included an offer to purchase the fee simple interest in the strata air rights. No offers were received for the lease option.

All bids included the mandatory bid deposit of \$200 thousand and concept drawings/renderings demonstrating the vision for the Strata Air Rights together with building information. The intention of the concept/rendering requirement was for the City

to confirm that the bidder understood the site zoning, massing and to inform the City as to the anticipated development scheme/business plan.

The offers to purchase were evaluated and the results of the assessment were reviewed by P1. They confirmed that the selection was fair and aligned with the approach described in the RFO.

### Preferred Bidder

The preferred bidder is a Toronto-based developer, Mirabella Development Corporation, with an offer price of \$65 million. Mirabella prepared a conceptual design for the RFO bid that includes a retail podium complying with the City's minimum retail size (4,550 square metres), two residential towers up to 40 storeys in height, comprising approximately 770 units over the two-storey podium with the potential to include condominium units, rental units, and a hotel use. They acknowledged the requirement to construct the City Mixed Use Elements being the Grand Entrance to the Stadium, Retail Elements, and 35 parking stalls. Their proposal was deemed to have provided best value for the City.

The Mirabella proposal followed the broad outline of the Exemplar Design provided in the RFO. Parking to support the new residential units and potential hotel use will be accessed through the existing underground ramp at Exhibition Way, connecting with approximately 220 parking spaces in the subterranean property rights under the retail podium. The Mirabella bid identified the additional 140 City-owned parking spaces under the new North Side Stands as necessary for their project delivery. These spaces are nested under the stand and are connected to the overall underground parking garage system. The price bid for property air rights reflected the inclusion of additional parking under a license to Mirabella. These spaces will be made available for the exclusive use of the residents within the proposed towers.

The Mirabella concept is innovative and includes a larger retail podium element allowing for three levels of decked parking between the North Side Stands and the rear of the City-owned retail elements. This decked parking will provide an estimated 180 parking spaces in addition to the 220 subsurface and 140 licensed City spaces. The decked parking will include the 35 dedicated Event Centre parking spaces that the City required in the RFO. These spaces will be at the ground floor in the weather protected parking structure.

### Administrative and Development Costs Associated



Integrating the new retail podium with the North Side Stands and coordinating the retail core and shell elements will require City investment through change orders tied to the stadium design and related City-owned retail components.

Staff prepared a Class D cost estimate and identified a total cost of \$6.7 million for General Contractor change orders. These change orders will encompass; architectural design revisions including structural, building envelope, and cladding as well as soft costs including consultant fees, third-party certifications, land survey work, and Record of Site Condition. The estimate also includes remediation costs and a 40 per cent contingency.

The integration and design costs are directly stemming from the City's retail component and the mixed-use development interfacing with the stadium, and as such are net costs to be deducted from the \$65 million air rights offer from Mirabella Development Corp.

#### Agreement of Purchase and Sale

The negotiations of the Agreement of Purchase and Sale (APS) focused on a fact-finding and solution determination process to address key operational and legal considerations. This included clarifying the parking access and arrangement, with particular attention to the implications of rental versus ownership (i.e. condominium) models. Coordination and preliminary design development was undertaken to assess how the subject property interfaces with the broader stadium development, including operational elements managed by the Partnership, such as lighting, sound, and access restrictions, to ensure compatibility and minimize disruption. Preliminary design considerations were also reviewed at a high level to ensure feasibility and integration with adjacent uses, laying the groundwork for a mutually acceptable agreement that addresses both practical and legal complexities of joining the eco system of Lansdowne Park.

Subject to Council approval of the recommendations in this report, staff will execute the APS with Mirabella Development Corp. and Mirabella will increase its deposit to \$1 million.

There are key dates in the APS being:

1. Mirabella will have a 90-day conditional period to inspect title to the property and by day 70 notify the City of any title issue. The City has an ability to address any title issues raised by Mirabella.
2. The Parties are to complete a Development Agreement within 180 days of

execution.

3. December 29, 2028

- City is to waive the Environmental Condition and commit to completing a record of Site Condition
- City commit to completing the North Side stands by July 31, 2031
- Mirabella to increase deposit by \$4.7 million to \$5.7 million.

4. October 2030 (estimated date) Mirabella is to provide evidence of Construction financing as a pre-condition of Closing

5. July 31, 2031 outside closing date for APS (terminates)

It is anticipated that between Q2 2026 and Q3 2030, activities will include retail design coordination, cost certification, and the development and submission of the Site Plan, including public consultation and engagement. The City and Mirabella will also enter into a series of agreements associated with the purchase and sale, including:

- Development Agreement
- Construction Procedures Agreement
- Master Site Reciprocal Agreements
- Parking Structure Reciprocal Agreement
- Stadium Parking Agreement
- Encroachment and Easement Agreements for the operation maintenance of the Mixed-Use Element

With the transfer of title for the strata property rights parcel to Mirabella Development Corp. scheduled for Q4 2030, the City will prepare at its cost the strata property interest of the parcel through a City-initiated severance. There are critical dates that follow the APS post-closing. Mirabella is required to;

- Start construction within three months of acquiring the property
- Enclose building envelope of City Mixed Use elements within 24 months after construction start and substantial completion within 36 months

- Enclose the Residential component within 36 months of start of construction;
- Substantially complete the residential component within 48 months of start of construction.

The podium and Grand Entrance to the stadium are expected to be completed by 2033.

#### Subterranean and Property Air Rights Development Risk Mitigation

- Potential delays in stadium construction and subsequent delay claims by the Developer (Mirabella) are mitigated through the construction risk mitigation measures described in the Construction Risks section, coupled with a closing date eight months past expected stadium substantial completion. Should the City be unable transfer the property parcels to Mirabella by July 31, 2031, it is in breach of the APS which then terminates. The City would be liable for a liquidated damage with a full and final payment to Mirabella of \$13M.
- City will not transfer the residential parcels until Mirabella demonstrates that it has the financial backing to start construction. Failure will result in a breach of the APS and Mirabella will forfeit its deposit of \$5.7 million as liquidated damages.
- An option to repurchase the strata parcels, registered on title, and an obligation to include the City in a Lender's Agreement will provide the City with options to step in or work with a lender in possession in the event of a default by Mirabella.

### **Impact of Doing Nothing**

#### Cost to Operate

Since 2012, there have been no net positive cash flows from Lansdowne operations. OSEG is required to contribute to the Lifecycle Fund to maintain the City's assets, and they are required to contribute additional equity to cover the negative cashflows, which they have done since its inception. As of March 31, 2025, OSEG has contributed \$160.5 million in equity and the City is still not expected to receive any distributions from the partnership over the 40-year term of the agreement. OSEG is expected to barely recover all the equity they have contributed to date with minimal or no return on their investment. Only \$23.6 million of their equity has been repaid as part of the 2015 settlement approved by Council to reimburse OSEG for disputed costs. After accounting for this repayment, OSEG has contributed a net amount of \$137.0 million in equity to date. As reported in the November 2023 report and included in the EY report, net

positive cashflows to OSEG only begin in 2030 and per the most recent projections these projections have worsened. Based on these projections there is insufficient positive cashflows to recover OSEG contributions and less than a 1 per cent return which is not achieved until 2053.

Lansdowne 1.0 is not financially sustainable and is not breaking even. The following table summarizes the cash shortfall incurred for the past five years by the Partnership:

**Table 3: Net Negative Cashflows for Past Five Years**

<b>(in millions \$)</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
Total Revenue	18.4	38.8	57.2	59.5	62.8
Total Expenses	20.9	36.3	53.6	54.2	58.0
<b>Operating Income (Loss)</b>	<b>(2.3)</b>	<b>2.5</b>	<b>3.6</b>	<b>5.3</b>	<b>4.8</b>
Net Capital and Financing Expenditures	(5.1)	(5.0)	(13.5)	(11.4)	(17.5)
<b>Net Negative Cashflows</b>	<b>(7.4)</b>	<b>(2.5)</b>	<b>(9.9)</b>	<b>(6.1)</b>	<b>(12.7)</b>

Note: Fiscal years 2020/21 and 2021/22 were impacted by COVID-19 restrictions

Although operating income has been positive, aside from fiscal year 2020/21, it does not cover the cost of capital and financing required to break even. Negative cashflows have varied between \$2.5 million and \$12.7 million, showing no indications for improvement. This situation is financially unsustainable and cannot be solved by continuing to maintain an old, functionally obsolete building that is at the limit of its revenue generating potential.

The City cannot assume that OSEG could or would continue to contribute to the Partnership without a reasonable expectation of being able to achieve financial sustainability, or without a reasonable and fair return on their equity contributions to date. In the meantime, the City has benefited greatly from Lansdowne 1.0.

#### **Replacing the North Side Stands and Arena Now or Later**

The North Side Stands and Arena were built in 1967. Staff reviewed two possible scenarios: replace in 2037 with the Lansdowne 1.0 Agreement or replace now with the Lansdowne 2.0 financial model. It is important to note that OSEG has made some significant concessions, giving up their priority repayment and 8 per cent return on

equity and agreeing to share net positive cashflows going forward on a pro-rata share. As mentioned earlier, if we continue with Lansdowne 1.0, OSEG would barely recover all of their equity and the City would not receive any distributions from the waterfall. Even if the City replaces the facility in 2037 and realizes improvements in financial results at that time, there would still be insufficient waterfall distributions to pay back OSEG first and the City would not receive any returns. This has a significant impact on the cost to the City of renewing these assets later versus now.

With an estimated 3 per cent to 5 per cent cost escalations per year on the capital budget of \$418.8 million (in 2025 dollars) the increase in capital costs by delaying the replacement of the stadium to 2037 will be \$178 million to \$333 million, for a total of \$597 million and \$752 million respectively. Furthermore, many of the new funding sources available from the Lansdowne 2.0 business case would no longer be available; most particularly the 34 per cent funding coming from Partnership distributions. A new \$418.8 million asset that costs the City \$130.7 million now could cost the City up to \$752 million 13 years from now.

Without redevelopment TD Place will continue to decline as a destination for competitive sports and marquee tourism events (such as The Brier, World Junior Hockey, Davis Cup, Skate Canada, etc.) and other touring events and concerts because of its reduced ability to meet expanding event technical and specification requirements. As the facilities continue to degrade and prove unable to meet the needs of event promoters or to visitors the result will be less events and lower attendance as the facility deteriorates over time.

It is also important to note that without redevelopment the City would not be able to proceed with the RFO for disposal of the subterranean and property air rights. It would leave the City with one less area for intensification and would eliminate the \$14.4 million expected contribution to the Affordable Housing Reserve.

### Economic / Tourism Impact

In June 2025, Deloitte LLP was retained to assess the economic, fiscal, tourism, social, and employment impacts of the proposed Lansdowne 2.0 redevelopment (**ACS2025-SI-ED-0012**). Their study concluded that Lansdowne 2.0 will deliver substantial economic benefits to Ottawa through construction and ongoing operations. Not proceeding with the project would threaten Ottawa's status as a top sports and entertainment destination, have detrimental impacts on the visitor economy, local business activity,

GDP output and employment, and would ensure new residential units and additional municipal property tax revenue remain unrealized.

Highlights from Deloitte's report quantifying the positive economic impacts from Lansdowne 2.0 include:

- GDP Impact: \$590 million increase over 10 years (2026–2035) from construction and ongoing operations;
- Employment Uplift: 4,900 new jobs created during construction and ongoing operations (2026-2035);
- Attendance at TD Place: 22 percent increase to 837,000 ticketed attendees annually including 34,500 new out-of-town ticketed attendees (142,000 total out-of-town visitors to TD Place annually); and,
- Municipal Property Tax Revenue: \$4.5 million increase annually from the new residential, hotel and retail development.

Beyond the loss of GDP, employment and tax revenue if the Lansdowne 2.0 project does not proceed, the Deloitte report also highlights the following risks:

- Missed opportunity to address housing shortages and generate revenue for the Affordable Housing Reserve through the sale of air rights;
- Decline in Ottawa's competitiveness and reputation as a leading event and sport hosting destination;
- Detrimental impact on local businesses through lost economic activity; and,
- Diminishment of Ottawa's reputation as an innovative and resilient G7 capital supportive of investment in municipal infrastructure and assets that contribute to economic prosperity and quality of life.

Lansdowne 2.0 is well-positioned to be a catalyst for economic growth and city-building. Failure to proceed would result in long-term economic and reputational impacts. The redevelopment is a timely and strategic investment in Ottawa's future that can stimulate the local economy during a period of economic uncertainty and job loss.

## **Capital Costs**

The total capital cost for the construction project is \$418.82 million. This final costing

includes EBC Inc's fixed price for the construction of the Event Centre, new North Side Stands, and public realm enhancements. It also includes the estimated costs for the grand entrance and new Event Centre parking both to be delivered by Mirabella. Additionally, it includes just under \$22 million of Council-approved spending to date on project management, site plan development, detailed design, procurement, financial due diligence and legal amendments to the partnership agreements as well as all the remaining costs the City will incur to implement the project. Table 4 provides a breakdown of the total costs to the City for this project.

**Table 4 – Estimated Cost of Event Centre and North Side Stands Construction (in \$ millions)**

**Lansdowne 2.0 - Event Centre & North Side Stands Budget**

<b>Description</b>	<b>Amount (\$million)</b>
Event Centre	\$ 176.82
North Side Stands	\$ 119.38
Grand Entrance (Developer delivered)	\$ 5.29
Parking for Event Centre (Developer delivered)	\$ 3.50
Site development: services and utilities	\$ 0.50
<b>Subtotal Construction Costs</b>	<b>\$ 305.50</b>
Concept Development and Planning	\$ 7.50
Permits and Fees	\$ 2.97
Design and Construction Consultants	\$ 32.94
Contract Administration Costs	\$ 9.17
Business and Other Costs	\$ 23.77
Contingency	\$ 36.10
Escalation	\$ 0.88
<b>Total estimated cost</b>	<b>\$ 418.82</b>

A 10 per cent contingency is included in the estimate to account for unforeseen items that may arise during construction. The 10 per cent contingency or \$36.1 million that has been applied to total project costs is in line with the City Project Delivery & Cost Estimating Guide. Additionally, \$0.88 million of escalation is included in the estimate to account for the later delivery of the Mirabella constructed items, such as the grand entrance and parking for the Event Centre.

Council approved a budget authority of \$419.1 million on November 10, 2023, which

can be decreased by \$279 thousand. On November 10, 2023, Council also approved a budget of \$18.6 million for the construction of parking beneath the North Side Stands to be leased to the residential tower owners. Table 5 provides a breakdown of the total costs to the City for the underground parking. The \$16.65 million construction cost was included in the final bid price from the general contractor. This resulted in a final cost for the underground parking facility being \$19.22 million, an increase of \$621 thousand due to a slight increase in hard construction costs.

**Table 5 – Estimated Cost of Underground Parking Construction (in \$ millions)**

<b>Lansdowne 2.0 - Underground Parking Budget</b>	
<b>Item</b>	<b>Amount (\$million)</b>
Underground Parking Construction	\$ 16.65
<b>Subtotal Construction Costs</b>	<b>\$ 16.65</b>
Permits and Fees	\$ 0.10
Design and Construction Consultants	\$ 0.51
Contract Administration Costs	\$ 0.18
Business and other Costs	\$ 0.06
Contingency	\$ 1.73
Escalation	\$ -
<b>Total estimated cost</b>	<b>\$ 19.22</b>

The cost of building the retail component is estimated to be \$45.9 million. This is still an estimate until the detailed design for the podium is complete. A portion of the cost is the enhanced façade and integration required between the podium and the stadium. It is estimated that \$6.7 million of the subterranean and property air rights is attributable to these enhancements and therefore should be allocated as a revenue source for the podium budget to bring the net cost of the new retail building to \$39.2 million. The \$39.2 million includes \$29.3 million to Mirabella to build the core and shell of the retail and \$9.9 million for the cost of fit-up to be completed by the City. The City will finance the cost of the construction to reduce the cost of financing to the Partnership and the Partnership will reimburse the City for the cost of construction and the carrying cost which is estimated at \$2 million over the construction period.

Since the Partnership will reimburse the City for the cost of the new retail element, the cost of retail is not included in the total capital cost of the project, but it does require a separate budget authority of \$45.9 million to be funded by air rights revenue and a



Partnership reimbursement. The Partnership will reimburse the City for the new retail by refinancing the overall retail mortgage under the retail lease agreement at the end of construction and when the podium is available for occupancy. The City will own and control all retail buildings including the new retail element at the end of the Retail Lease. If the Partnership is unable to raise sufficient funds to reimburse the City from refinancing the retail mortgage, OSEG will be required to contribute equity to cover the difference.

### **Pro Forma Projections**

As a result of continued financial due diligence and more recent assumptions since the November 2023 report, changes have been made to the redevelopment pro forma projections. Furthermore, to better align the Partnership's expected net cashflows and distributions with the debt repayment term of 40 years after construction, the Partnership Agreement amendments extends the leases and waterfall expiry date to September 30, 2075. The revised pro forma projections for the Redevelopment of Lansdowne also reflects the extended construction schedule to five years for the Event Centre and New North Side Stands, and four years for the mixed-use towers including the new retail element.

The revised pro forma projections build on the November 2023 projections that were reviewed and adjusted as the result of the due diligence conducted by EY and staff in a few key areas. Any revisions or adjustments to those projections were based solely on any new or more current information or assumptions since 2023. They are summarized as follows:

- EY reassessed and updated the retail projections based on new information, including but not limited to updated leasing data, vacancy rates, new and renewed leases, contractual rental growth rates and comparisons to the Ottawa market and Bank Street corridor. Overall, retail projections have increased based on this new information. EY concluded that the Partnership's retail has maintained consistently high levels of occupancy (greater than 98 per cent); its vacancy rate is better than the overall Ottawa market; its new and renewal lease deals achieved market rates and high contractual rental growth; and new leases are competitively priced but higher than recent comparable leasing along the nearby Bank Street corridor. When considering Lansdowne's market location, building quality, exposure to pedestrian and vehicular traffic, surrounding amenities, and the general market trends and broader economic factors that influence the retail market, EY concluded that the Partnership's retail leasing

over the past 24 months is achieving market rental rates. EY also noted that there are no active retail construction projects in central Ottawa that would compete with Lansdowne. **\$75.8 million increase in overall projection.**

- In response to the Auditor General’s report – Agile Audit of the Lansdowne 2.0 Redevelopment – Sprint 1 ([ACS2024-OAG-BVG-007](#)) the revenue projections for the REDBLACKS were reduced further to add more conservatism to the estimates. The change resulted in a 27 per cent decrease in the REDBLACKS operating income. **\$28.3 million decrease in overall projection.**
- The 2023 projections included additional premium seating, primarily those in the west side of the Event Centre facing the stadium, that were removed in the final designs. Changes in schedule for events, shifting to a greater number of tenant teams games and fewer concerts and events that could be fit into a calendar year also reduced stadium projections, in addition to adding more conservatism and reflect the impact of the increase in construction timelines. **\$22.7 million reduction in overall projection.**
- OSEG borrowing costs were increased slightly to reflect more current financial market information and other changes were made to reflect key business financial terms agreed to by the City and OSEG and described further in the next section. Some of the key changes included the use and timing of the line of credit, extension of the Partnership to 2075, the calculation of equity contribution deductions and exclusions and timing of the payment of base rent. **\$13.7 million reduction in overall projection.**
- Finally, the extension of the Partnership agreement to 2075 to better align with the repayment of the debt. **\$345.9 million increase in overall projection.**

The November 2023 projected waterfall distributions totaling \$716.8 million. The revised projection is now \$1.07 billion. The following table (Table 6) provides a summary of the source of those cashflows, some of which includes the equity contributions made by OSEG over the years. The next table (Table 7) then summarizes the use of those funds, not all of which gets distributed to partners. A significant portion of those funds go towards capital spending for assets that belong to the City not the Partnership. It is important to note that cashflows help to improve and maintain the City-owned assets. Although the partnership is extended to 2075, these assets could still have at least 25 years of useful life remaining when the Partnership ends.

**Table 6 – Sources of Cash for the Partnership (in \$ millions)**

	(A) Revenues	(B) Rent and Ticket Surcharg e Paid to City	(C) Expenses	Net Cashflow (A - B - C)
REDBLACKS	2,403.4		2,240.0	163.4
67s	504.2		512.5	(8.3)
Stadium, Event Centre and other	1,974.1	69.2	2,129.7	(224.9)
Retail*	2,152.9		976.2	1,176.7
<b>Total from Operations</b>	<b>7,034.6</b>	<b>69.2</b>	<b>5,858.4</b>	<b>1,106.9</b>
Gross Contributions from OSEG			170.5	
Less: Repayment of steel frame amount			(23.5)	
Net Contributions from OSEG				147.0
City Contribution for Business Interruption Costs				16.0
<b>Total Sources of Cash</b>				<b>1,270.0</b>
*Expenses include interest expense, tenant inducements and leasing costs				

**Table 7 – Uses of Cash for the Partnership (in \$ millions)**

Construction of Retail Buildings		178.8
Construction of Underground Parking for stadium and retail		25.6
Lifecycle Costs paid from the Reserve		221.5
Leasehold improvements, Equipment Purchases and Other Capital Expenditures		84.5
OSEG Equity and Interest	372.6	
Less: Repayment of steel frame amount	-23.5	
Net Distributions to OSEG		348.5
Net Distributions to City		411.1
<b>Total Uses of Cash</b>		<b>1,270.0</b>

The following table summarizes the allocation of total waterfall distributions over the 62-year period of the Partnership. A notable change from the November 2023 projections includes an increase in contributions to the lifecycle reserve from \$55.6 million to \$221.5

million, due to the extension of the term of the Partnership and based on the City's Asset Management Services' standards for a minimum investment rate to ensure that these City assets are maintained in a state of good repair through to the end of the Partnership in 2075. See Document 4 for more details on the Partnership's forecasted waterfall distributions over time.

Table 8 – Total Waterfall Distributions (in \$ millions)

Lifecycle Reserve	221.5
Stadium Rent and Ticket Surcharges Paid to City	69.2
OSEG Equity and Interest	250.0
OSEG Residual Profit Share	122.0
City Equity and Interest	289.1
City Residual Profit Share	122.0
<b>Total Waterfall Distributions</b>	<b>1,073.9</b>

Although the extension of the Partnership to 2075 has increased the distributions substantially, it was not done to recover more debt funding. The amount required from the Partnership distributions to cover debt remains substantially the same, but the extension now adds more years to earn profit share. The amount required to repay the debt is \$397.1 million and the remainder of \$83.2 million is a surplus positive cashflow for the City.

### *Benefits of Redevelopment*

This section describes the specific components of redevelopment that improved the overall financial sustainability of the Partnership. These are improvements that are not new or changes from the 2023 estimates but rather formed part of those original estimates and continue to be reflected in the Lansdowne 2.0 projections.

From a financial perspective the Partnership will benefit from the premium properties that will be included in the new North Stadium Stands and Event Centre. In addition, as has been covered previously, the current arena has structural deficiencies that has limited the events that it can accommodate, and that list is accelerating.

Premium properties are typically the most profitable components of team, event and facility operations. The new Event Centre will address this deficiency by introducing 11 suites with a combined capacity of 262, four loges with capacity for 117, and a club seat section accommodating 426 patrons. These will be available for all sports, concert and other events. The positive financial impact is outlined as follows

- Ottawa 67's revenue increases associated with these properties will enhance their net contributions by \$48.9 million over the duration of the pro forma;
- The Stadium component will increase its net contributions by \$45.1 million from the premium properties in the Event Centre primarily from concerts and events, and tenant sports teams.
- Tenant sports teams, although not part of the Partnership, are also positioned to realize substantial revenue growth from revenues associated with these new premium seating, which will enhance their financial sustainability.

Event Centre sponsorship revenue is expected to increase by \$21.2 million during this period.

A modernized Event Centre will also attract a broader array of shows and events than currently possible, including higher-caliber acts. This diversification is expected to yield an additional estimated \$26.5 million in net contributions over the life of the Pro forma.

The Event Centre will also feature three tiers of space facing the field that can be used for stadium events and REDBLACKS games. The new northside stands will also offer 250 additional field club seats beyond the current field club capacity, 12 new loges and a premium club. The enhancements for the new tiers of space facing the field and the premium seating are forecasted to generate an additional \$42.0 million.

Opportunities for increased sponsorships are anticipated in the new northside stands, with an estimated \$21.7 million in associated revenues.

Parking revenues are expected to increase significantly because of attendance increases and a busier event schedule. Upon the eventual completion of the mixed-use development, the influx of more visitors will put further upward pressure on parking rates and usage. Parking income is projected to rise by approximately 22.5 per cent at its peak, resulting in an additional \$90.8 million.

Staff performed a sensitivity analysis on the pro forma to demonstrate the impact on the waterfall distributions under different assumptions. Table 9 below quantifies the revenue

impact to the City in net present value and an annualized impact over the 40-year term of the City's debt for certain risk factors, some of which were flagged by EY in their 2023 due diligence work, that would result in a more pessimistic scenario.

**Table 9 – Sensitivity Analysis on the Partnership's Pro forma Projections**

<b>Change in Assumption</b>	<b>Change in City Total Waterfall Distributions - Net Present Value (\$ millions)</b>	<b>Estimated Average Annual Revenue Over 40 Years (\$ millions)</b>
Lifecycle costs that are twice the minimum investment rate.	(25.0)	(1.3)
REDBLACKS operate at a net operating loss	(44.7)	(2.3)
Stadium revenue growth limited to 2% per year	(69.1)	(3.6)
Half of the incremental sponsorship and naming rights revenue	(4.4)	(0.2)
Double the assumed retail vacancy rate	(11.1)	(0.6)
Half of the number of new concerts and events	(7.6)	(0.4)
Half of the expected increase in parking demand	(9.7)	(0.5)
Half of the expected premium revenue from the Event Centre and Stadium	(9.2)	(0.5)
20% increase in the cost of the new retail element.	(3.5)	(0.2)
Higher interest rate on retail mortgage.	(4.8)	(0.3)

### **Financial Implications of the Renegotiated Partnership Agreement**

In November 2023, Council directed the City Manager, in consultation with the Chief Financial Officer/Treasurer and City Solicitor to negotiate the amendments to the Lansdowne Partnership Plan agreements necessary to reflect the changes to the

Partnership that were described in the report. The companion report “Lansdowne Partnership Plan Agreements – Amendments Related to the Lansdowne 2.0 Project” (**ACS2025-LEG-GEN-0002**) details the amendments made to the constating Partnership agreements: Partnership Agreement, Project Agreement, Stadium Lease, Retail Lease and component agreements. This section describes the key business and financial terms that were amended as part of these negotiations.

The amendments described in the November 2023 report were the starting point for negotiations with OSEG. Discussions between both parties began in the spring of 2024 and concluded in October 2025. The final set of agreed to business terms have been vetted by both parties, and were reviewed by EY for risks and returns and by external legal counsel to ensure there are no bonusing issues. This external review focused on the key terms and overall framework of the agreements and did not assess individual terms and conditions.

#### *Reprioritizing and Extending the Waterfall*

By elevating the City within the waterfall, the City will be receiving cash disbursements earlier, some portion of which is guaranteed and a portion of which will be at risk if the net income from Lansdowne operations is lower than currently projected. In this revised waterfall framework, the City is contributing more equity but is benefiting much more from the partnership than previously, and the risk allocation is more balanced. The proposed changes would also extend the waterfall for 21 years from the current expiry date of 2054 to 2075, to better align with the term of the debt expected to be repaid in 2067.

#### *Business Interruption Costs*

OSEG would continue to fund any operating deficits to the end of the waterfall. Through to the end of construction, the City as a partner in the LPP would contribute half of the Partnership’s disruption costs caused by the construction of the Event Centre and Stadium, primarily related to the loss of seating in the stands, loss of the podium retail space, relocation of offices, relocation of anchor tenant (if needed) and also to cover capital expenditures specific to City-owned assets, namely the arena, stadium and retail. These business interruption costs are conservatively estimated at \$16 million for the City and are included in the total estimated cost of \$418.8 million. These costs could be lower if the Partnership begins to see positive cashflows sooner than our current conservative projections, especially once the Event Centre is built. They could also be higher if the construction schedule is extended or positive cashflows do not materialize

as projected.

### *Partnership Borrowing and Loan Guarantees*

The Partnership will reimburse the City for the cost of the new retail element. To pay for the new retail element, the Partnership will refinance the retail mortgage based on the fair market value of the retail lease agreement, which has increased in value substantially since inception. The refinancing will be limited to the value of any outstanding amounts on the existing retail mortgage, repayment of the J Block portion that will be demolished, and the cost of the new retail element estimated at \$39.2 million plus the cost of construction financing. The City is currently guaranteeing the \$20 million line of credit and it is proposed that the City provide a loan guarantee on the portion of the Partnership's retail mortgage related to the J Block retail. Both loan guarantees would be removed when the Partnership refinances the retail component after the new retail element is completed. The City and OSEG partners would then share equally in providing any required loan guarantees to obtain the necessary amount of mortgage financing.

The Partnership would be permitted to put a new \$20 million operating line of credit in place after the refinancing of the retail mortgage to help manage seasonal and year-to-year cash requirements as a prudent business practice. Since the City is now sharing in net positive cash distributions, it would be beneficial to have the flexibility of leveraging a line of credit versus continuing to increase OSEG's contribution to equity and shifting the pro-rata share of cash distributions in their favour. Flexibility is also being requested as one of the recommendations to Council to delegate authority to the City Manager to approve the continuation of the line of credit during construction if needed, or after. This will give both OSEG and the City flexibility to leverage that facility, as a financial risk mitigation measure. The new line of credit would be 100 per cent guaranteed by OSEG Partners. The line of credit must be paid back before any waterfall distributions to the partners for their return of equity. The City would guarantee a per cent share of the new retail mortgage, ensuring that the City's portion does not exceed 50 per cent of the combined guarantees required for the retail mortgage and line of credit, to ensure an appropriate balance of risk and return, and that there is no bonusing. It is important to note that the City owns the retail but will not be paying the cost of that retail. The principal and financing costs for the retail are all to be paid by the Partnership.

### *Other Agreed to Financial Terms*

The November 2023 report included a list of all the other key financial terms. The details



of these are all discussed and included in the agreements, some of which were modified slightly to include additional implication/considerations:

- The City is responsible for any cost overruns for the Event Centre and Northside Stands but not for the new retail podium. The City will provide short term financing for the podium construction and the partnership will repay the City for the cost of construction and cost of financing.
- The City will eliminate the concept of Deemed Equity and forgive interest accrued to date of \$24.4 million and OSEG will forgive the \$30 million in Minimum Equity and accrued interest to date of \$32.9 million.
- Eliminate the 8 per cent return on equity as of close. OSEG and the City will earn 5 per cent on Contributed Equity to the end of the stadium construction and both partners will earn 0 per cent thereafter.
- OSEG Contributed Equity includes additional equity contributed to date as of close, including interest, contributions for net negative cashflows, business interruption costs and any calls on guarantees. To date as of close, OSEG's contributed equity, including interest is estimated at \$184.8 million. The City's Contributed Equity includes the construction costs and any cost overruns, less the net present value of any one-time or future additional revenue directly attributable to this project, namely: subterranean and property air rights, any government funding received, and revenue streams projected to the end of the waterfall for 75 per cent of property tax uplift, stadium rent and ticket surcharge revenue.
- Stadium rent will be increased from \$1 to \$500 thousand annually, starting at the earlier of net positive cashflows and end of the retail construction (i.e. Stabilization Date).
- Ticket surcharge revenue of \$300 thousand annually will be phased in. For two and a half years after the construction of the Event Centre, the first 55 per cent and then the remaining 45 per cent after the completion of the North Side Stands. The ticket surcharge will remain at \$300 thousand for the first ten years and then increase in year 11 to the greater of \$300 thousand or \$1.50 for every ticket sold, increasing the amount per ticket by \$0.25 every five years.
- Waterfall distributions will be based on a guaranteed distribution to the Lifecycle Fund annually and guaranteed rent and ticket surcharge to the City first; then a

distribution of any remaining net positive cashflows to the City and OSEG based on each partner's percentage contribution to overall equity, and once contributed equity is repaid to both partners, then a 50 to 50 distribution to the City and OSEG.

- Contributions to the Lifecycle Fund will be based on a new engineering lifecycle plan that assumes the asset will be in a state of good repair at the end of the waterfall in 2075. It is estimated that the new Event Centre and Stadium will have a useful life of 60 to 70 years and will therefore have an estimated 25 more years of use when the Partnership ends and the assets revert back to the City.
- The definition of the Municipal Capital Facility was expanded to include the administration offices of the Stadium.

### **Risk-Reward Analysis**

EY was retained as a financial advisor to provide commentary on the overall risk allocation between the City and OSEG pertaining to the redevelopment project at Lansdowne. EY was provided the updated business terms of the partnership agreements in the form of a draft MOU, key verbal updates on legal agreement amendments and updated financial models from the City. EY reviewed each party's responsibilities and risks then analyzed different scenarios to test whether each party's risks and responsibilities were aligned.

Based on the baseline scenario provided by the City, Internal Rate of Return (IRR) metrics for the City and OSEG were observed to be 2.65 per cent and 1.99 per cent respectively for the combined Lansdowne 1.0 and 2.0 actual and forecasted cashflows.

As part of its 2025 review, EY completed a sensitivity analysis on the City's baseline Lansdowne 2.0 financial models to evaluate the impact of returns between the City and OSEG under different scenarios. For example, a 50 per cent increase in construction costs (due to unforeseen cost increases that the City was responsible for) would result in a reduction of IRR to 1.72 per cent for the City and 1.01 per cent for OSEG. The City would be responsible for funding these construction shortfalls which would significantly increase their capital contributions. The City would in turn receive additional equity to compensate, and while its IRR is projected to still be positive under this scenario, there would be a projected net reduction in cash flow for the City over the term (2012-2075) compared to the baseline.

EY's risk consideration conclusions:

1. Risks reviewed are directionally aligned in terms of their impacts on each party. Risk events reviewed were not identified to provide a positive impact to one party and a negative impact to the other.
2. The revised equity structure and waterfall distribution framework appears to align incentives of both the City and OSEG, as positive performance under the Partnership benefits both sides directly.
3. In general, risk materialization was identified to be negative for both the City and OSEG, further indicating an alignment of incentives between the parties.

Ultimately, strong construction management and oversight, contract interface management (for the various scopes of work), and the achievability of the forecasted returns (over the long investment horizon) will be key factors in the ultimate materialization of Lansdowne 2.0 risks to the City and OSEG.

### **Business Case and Funding Strategy**

This section describes the recommended key improvements to the business case and funding strategy approved by Council in 2023. Staff are seeking approval from Council for the revised strategy.

In November 2023, Council approved a business case and funding strategy based on an estimated cost of \$419.1 million. This approval was contingent on the bid price from the Request for Offer for subterranean and property air rights and the tender for construction of the Event Centre and north side stands remaining within the parameters of the initial business case. The required budget of \$418.8 million will reduce the originally approved budget of \$419.1 million by \$279 thousand and combined with the revisions to the revenue sources and projections, the annual cost to the City for debt servicing will be reduced from \$5 million annually to \$4.3 million annually. Furthermore, there is an estimated \$10 million in air rights attributable to the value brought by the additional parking to be leased back to the residential tower. Attributing that revenue to parking changes the business case for parking which is now break even.

As outlined in the November 2023 report, Lansdowne 2.0 is unique in that it is a revenue generating operation and any debt issued for this project can be repaid with these new revenue sources, including a portion of the property taxes from the new mixed use towers, Municipal Accommodation Tax revenue, stadium rent and ticket surcharges from the Partnership, and a greater share of the waterfall distributions from the Partnership. New revenues, including the net proceeds of subterranean and

property air rights, will account for 69 cents of every dollar spent on the project. This new revenue covers \$288.2 million of the \$418.8 million total project cost. These revenues could not be spent anywhere else, since it will only be generated if the project proceeds.

Construction is estimated to be completed in 2030, debt would be issued in 2030 as well, and debt servicing payments would begin in 2031. The City expects to receive its first payments from the Partnership for ticket surcharges in 2028 and its first waterfall distribution from positive Partnership cashflow in 2031. Property tax uplift is expected to be fully realized commencing in 2035. The timing of these revenue streams has been factored into the overall business case and the net present value calculation that supports the funding strategy.

Staff's recommended funding strategy proposes that the City fund the debt servicing from the operating budget in the early years, which would gradually be offset by the new revenue sources that will come to the City in the years to follow. This strategy mitigates risk by reducing the dependence on future cashflows, such as revenues received from the Partnership. The funding strategy proposes that the City's debt servicing budget be increased gradually within the existing City tax target increases (not as an additional tax increase) to establish the required base budget for the debt servicing requirement.

As part of the November 2023 approved funding strategy and annual budget approval process, debt servicing increases of \$1.3 million annually were included in the City's 2024 and 2025 Budgets and put aside as contributions to the Lansdowne Debt Servicing Reserve. This approach gives the City several years to build up the debt servicing base budget to a sufficient level to fund the debt servicing costs for Lansdowne 2.0 regardless of any future revenues. Any future revenues that are realized, would then be additional revenue in future budget years to offset debt servicing or to be spent on other city-wide services without having to increase property taxes. A summary of this debt and reserve funding schedule is provided in Table 12 in the Debt Levels section further in the report.

### *Funding Sources*

Table 10 below details the total funding requirement and funding sources for the proposed Lansdowne 2.0 construction project, comparing funding sources estimated in 2023 to the revised estimate and in some cases new sources of revenue. The \$20 million in government funding has been removed since it has not yet been secured. However, any future funding will help to reduce the debt funding requirement and

annual debt servicing requirement. For example, a \$5 million grant would reduce the annual debt servicing requirement by approximately \$250 thousand annually and a \$20 million grant would reduce it by approximately \$800 thousand annually.

**Table 10 – Funding Requirement and Funding Sources (in millions \$)**

<b>Funding Source</b>	<b>November 2023 Report</b>	<b>Updated Funding Amount</b>	<b>Change in Funding Amount</b>
Sale Price of Subterranean and Property Air Rights	39.0	65.0	26.0
Allocation of Air Rights to Podium Integration and City Parking for Residential Towers	-	(16.7)	(16.7)
Contribution to Affordable Housing	(3.9)	(14.4)	(10.5)
Debenture Premium from Lansdowne 1.0	33.0	32.3	(0.7)
Funding from Reserves	18.3	15.6	(2.6)
Municipal Accommodation Taxes (2028-2030)	-	6.0	6.0
Provincial/Federal Funding	20.0	-	(20.0)
Debt (40-Year Term @ 4.25%)	312.7	331.0	18.3
<b>Total Funding Sources</b>	<b>419.1</b>	<b>418.8</b>	<b>(0.3)</b>
Annual Debt Servicing Costs	16.4	17.4	1.0

There have been three key changes in the funding source projections. The first is the increase in the subterranean and property air rights revenue from an estimated \$39 million to an agreed to price of \$65 million. As described in the RFO – Subterranean and Property Air Rights section above, \$6.7 million of this amount is attributable to the additional cost for integration with the retail podium. Staff also estimated that the difference between the cost to build the parking and what could be estimated as potential market value lease/rent for these spaces equates to the amount of air rights revenue that would justifiably be attributed to the cost of providing the additional 140 parking spaces the City will be constructing to lease to the residential towers. This amount was estimated at \$10 – 11 million and staff recommend that \$10 million of the air rights revenue be allocated to the parking budget. This will leave \$48.3 million for the project, \$14.4 million of which will be allocated to affordable housing. This contribution is equal to 25 per cent of the proceeds up to \$39 million and 50 per cent of proceeds above \$39 million.

A new source of funding introduced as part of the funding strategy for Lansdowne 2.0 is

a contribution from the Municipal Accommodation Tax (MAT). Ottawa Tourism and the Ottawa Gatineau Hotel Association are very supportive of Lansdowne 2.0 and have accepted a 1 per cent increase in the MAT and directing the entire 1 per cent to the City of Ottawa to fund tourism infrastructure. A 1 per cent increase in the MAT equates to approximately \$5 million annually and \$2 million of this amount would be used for Lansdowne starting in 2028, and the remainder for City tourism priorities. Staff are seeking approval from Council to increase the MAT by 1 per cent as of January 1, 2026 for these purposes. Since we will not be issuing the debt until 2030, the \$2 million starting in 2028 would be used as cash funding for Lansdowne and then to contribute to debt servicing post 2030.

The debt funding now required is \$331.0 million compared to the previous estimate of \$312.7 million. The amount increased primarily due to the elimination of the government funding of \$20 million which could still materialize before the debt needs to be issued in 2030.

The estimated total new debt that will be issued for this project would be \$331.0 million at an estimated annual debt servicing cost of \$17.4 million, assuming a 40-year term at 4.25 per cent.

The following table (Table 11) details the funding sources available for the debt servicing cost. The funding sources to 2070 are discounted and shown as net present values. As such, the amounts shown from the waterfall will differ than the nominal values to the year 2075 shown in Table 8. The table below also shows a range of outcomes based on different scenarios to illustrate risk. Notably, the worst-case scenario would have the City not receive any waterfall distributions for its return of equity but would still generate property tax uplift, additional Municipal Accommodation Taxes, and receive guaranteed payments for rent and ticket surcharges from the Partnership.

**Table 11 – Debt Servicing Funding Sources and Estimated Annual Revenue (in \$ millions)**

Funding Sources Available for Debt Servicing	Net Present Value of Cashflows to 2070	Estimated Average Annual Revenue Over 40 Years	Sensitivity Analysis of Annual Average Revenue
Property Tax Uplift	69.0	3.6	2.9 to 4.0
Municipal Accommodation Tax (Post 2030)	38.1	2.0	2.0
<b>Sub-total Additional Taxes</b>	<b>107.2</b>	<b>5.6</b>	<b>4.9 to 6.0</b>
Ticket Surcharge	15.0	0.7	0.3 to 0.9
Rent Paid to the City	7.7	0.5	0.5
Return of City Equity from Waterfall	118.4	6.2	0.0 to 7.5
<b>Sub-total Partnership</b>	<b>141.1</b>	<b>7.4</b>	<b>0.8 to 8.9</b>
<b>City Investment</b>	<b>82.7</b>	<b>4.3</b>	<b>2.5 to 11.7</b>
<b>Total Funding Sources for Debt Servicing</b>	<b>331.0</b>	<b>17.4</b>	

Council approved a funding strategy in November 2023 that estimated annual debt servicing of \$16.4 million and the revised strategy estimates increased debt servicing of \$17.4 million. However, due to improvements in the property tax uplift projections and the new MAT revenue, the City's annual cost/investment has gone down from an estimated \$5 million in 2023 to \$4.3 million in the revised funding strategy. The key changes in each element is described below:

- Property Tax Uplift:

The City's Revenue Services team, which has the expertise in calculating property taxes and assessing properties for municipal taxation, led the property

tax uplift estimation using the preferred bidder's concept design. On average over the term of the debt, 75 per cent of the estimated property tax uplift for 570 residential units, approximately 200 hotel units and an additional net 8,000 square feet of retail is \$3.6 million annually. Based on available parking and insights from the preferred developer, staff have used an estimated split that 50 per cent of the residential units will be condominiums and 50 per cent of the residential units will be rental.

- **Municipal Accommodation Tax (MAT):**

\$6 million in MAT is used as cash funding over the construction period, and once the debt is issued post-construction, \$2 million per year of MAT would be used to fund the ongoing debt servicing to the end of the debt term.

- **Ticket Surcharge and Rent:**

Based on changes to the Partnership agreement, the ticket surcharge is estimated to provide an average of \$700 thousand annually in payments over the term of the debt, \$300 thousand of which is guaranteed after the completion of the North Side Stands. As well, rent will provide \$500 thousand annually over the term of the debt.

- **Other Waterfall Distributions (return of equity, return on equity and residual share of profit):**

The amended Partnership agreements described earlier reflect a change to the waterfall of priorities, which pays the City back at the same time as OSEG based on contributed equity and accumulated interest. OSEG's contributed equity will include any outstanding balance of Additional Equity, which is currently at \$107.0 million, and accumulated interest on Additional Equity, estimated to be \$77.8 million, and any future contributions they make into the Partnership. The City's contributed equity is estimated at \$239.5 million, which is equal to the total cost of construction (except internal costs) less total revenue sources calculated on a net present value basis to the end of the waterfall in 2075. Revenue sources relevant for the calculation of contributed equity include:

- Sale of subterranean and property air rights
- Grants from senior levels of government (if any are received)
- 75 per cent of the actual property tax uplift achieved
- The estimated amount of ticket surcharge and rent payments



As explained earlier, Lansdowne is a City-owned asset and the arena and northside stands need to be replaced. After accounting for new revenue, the City will only be spending \$130.7 million to gain a new asset worth \$418.8 million. This funding comes from three places: a portion of the debt not paid for by new revenues (\$82.7 million); \$32.3 million from the debenture premium; and \$15.6 million from reserves.

***Parking Cost and Funding Strategy***

The cost of constructing 140 parking stalls under the stadium in the City proposal is \$19.2 million. This cost includes the same level of contingency identified for the Event Centre and stadium. Budget authority was already established for \$18.6 million based on the November 2023 report. Therefore, staff recommend that the budget authority for this project be increased by \$621 thousand in order to proceed with construction.

In addition to the \$10 million of air rights revenue, \$9.2 million in long term debt is required to fund the construction of the City’s underground parking garage, which will be funded by the parking revenues it generates. Parking revenue projections were updated with recent market prices provided by the City’s Parking Services team. The cost to operate, including lifecycle, was conservatively estimated based on a percentage of operating revenues, which was provided by EY. With the reduced debt requirement, compared to the 2023 estimate, net parking revenues are sufficient to service the debt servicing costs of approximately \$0.5 million annually over the term of the debt. The revised funding strategy better reflects the business case for the additional parking, which breaks even over the term of the debt.

***Debt Levels***

The following table details the annual increase to the city-wide debt servicing budget of approximately \$1.3 million annually, the contribution to reserves, the debt servicing payments beginning in 2031 and the drawdown on reserves to make up the difference until the full \$17.4 million base budget is achieved in 2036. As well, the table below shows the forecasted Lansdowne revenue sources that were identified and explained in the funding strategy section. Over time, these revenue sources increase to offset a greater portion of the debt servicing cost or to be used towards City services. This funding strategy guarantees a source of funding for the debt servicing costs regardless of any revenue earned.

***Table 12 – Lansdowne 2.0 Debt Servicing Budget and Reserve Contribution Schedule***

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Remainder of Debt Servicing 2037-2070 Average
Annual Budget Pressure	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	-
Base Budget for Lansdowne	1.3	2.6	3.9	5.3	6.6	8.0	9.3	10.6	12.0	13.3	14.7	16.0	17.4	17.4
Actual Lansdowne Debt Servicing	-	-	-	-	-	-	-	17.4	17.4	17.4	17.4	17.4	17.4	17.4
Contribution from/(to) Lansdowne Debt Servicing Stabilization Reserve	(1.3)	(2.6)	(3.9)	(5.3)	(6.6)	(8.0)	(9.3)	6.7	5.4	4.0	2.7	1.3	-	-
Lansdowne Revenue Sources available for City Wide Budget								2.1	2.1	4.8	4.9	6.5	9.0	18.5

The City's Fiscal Framework sets a limit on the amount of debt that can be used to fund capital projects: principal and interest payments for tax supported debt must not exceed 7.5 per cent of the City's own source revenues. In order to ensure that the increase in debt servicing required as a result of this project does not exceed that limit, a projection of debt servicing was prepared based on projected capital work to be undertaken by the City, that is to be repaid using taxation (both city-wide and transit). The results show that debt servicing rises to 5.1 per cent of own source revenues by 2031, well below the 7.5 per cent limit. Staff also analyzed the impact of issuing debt on the City's credit rating based on key metrics assessed by the credit rating agencies and concluded that Lansdowne debt would not substantially impact those metrics enough to lower the City's credit rating.

### Financial Risk Analysis

In the redevelopment scenario, the ratio of contributed equity (including accumulated interest through construction) is expected to be 56 per cent for the City compared to 44 per cent for OSEG, which means the City shares risks and opportunities more evenly

with OSEG going forward. However, OSEG would continue to bear all the risk of net negative cashflows once construction is complete.

For the City, the funding strategy for Lansdowne 2.0 will be dependent on funding sources that are not guaranteed, which exposes the City to some financial risk. The greatest risk comes from the waterfall distributions that are not guaranteed. However, these revenue estimates only impact the possible offset of debt servicing costs in future years. The funding strategy proposed by staff to establish the full budget for debt servicing, building it gradually over time and maintaining a reserve to manage fluctuations, helps to eliminate the impact of this risk from a budget perspective.

A sensitivity analysis was also performed by staff to assess other areas of potential financial risk. The levers tested included the impact of changes in debenture interest rates, capital revenue sources, construction costs, ticket surcharges and property taxes.

Including parking, the total debt servicing requirement of \$17.8 million is based on borrowing \$340.2 million at an interest rate of 4.25 per cent. A change in interest rate of 0.5 per cent, or 50 basis points, would increase or decrease the overall annual debt servicing requirement by approximately \$1.3 million.

Changes in capital revenues or capital costs will impact the borrowing requirement. A \$10 million change in borrowing could increase or decrease annual debt servicing requirements by approximately \$500 thousand.

Leveraging EY's 2023 due diligence work, staff have conservatively estimated the volume of tickets that would be applicable to the ticket surcharge payments. If the estimated volume of tickets is not achieved, the ticket surcharge payments could be \$400 thousand lower per year, but never less than \$300 thousand per year overall once the stadium is completed. On the other hand, a more optimistic projection of ticket volumes could lead to an additional \$200 thousand per year in ticket surcharge payments.

Revenue Services provided property tax uplift calculations using realistic assumptions based on 2016 assessment valuations (i.e. most recent valuations) but also provided a range of scenarios. In the optimistic scenario, property tax uplift for the residential units and the hotel would be 6-7 per cent and 15 per cent higher, respectively. In the pessimistic scenario, property tax uplift for the residential units and the hotel would be 10-11 per cent and 20 per cent lower, respectively. If the residential units are 100 per cent condos, the City has the opportunity to realize approximately \$0.4 million more revenue per year to fund the debt requirement. On the other hand, if the residential

units are 100 per cent rentals, the average property tax would be \$0.4 million less per year. There still exists a possibility of a positive impact from reassessment that was explained in the November 2023 report.

There is still the risk that the Partnership continues to incur net negative cashflows and there are no distributions to the City from the Partnership other than the guaranteed payments. In this unlikely scenario, the funding strategy ensures that the debt required for this project is fully funded before the debt is issued. Funding for debt servicing is not dependent on the timing and amount of distributions from the Partnership.

There is also a risk that the City's loan guarantees and construction financing of the new retail podium could become an additional cost to the City if the Partnership defaulted on those loans. It is important to note, however, that as part of the revised agreements, the City is only guaranteeing loans for assets owned by the City, that OSEG would indemnify the City for any calls made by the banks on any of the guarantees, and that any payments made by the City towards those guarantees would be counted as contributed equity to be recovered from the Partnership distributions.

## **Public Art**

As approved by Council through **Approval 4 – 2023 Lansdowne Partnership Plan – Authorization to Proceed to the Next Steps in the Redevelopment Report** ([ACS2023-PIE-GEN-0009](#)). \$2 million has been allocated to public art for Lansdowne 2.0. This investment reflects the City's commitment to integrating contemporary, meaningful artwork into major civic infrastructure projects.

From the early stages of the design process, the Public Art Program collaborated closely with the architectural and design teams to identify optimal and integrated opportunities for public art within the Event Centre and new North Side Stands. These predetermined opportunities aim to elevate the public's experience of the site and ensure that the artwork is seamlessly embedded into both the architecture and landscape.

An artist or artist team will be selected through a competitive procurement process, led by the Public Art Program. The selected artist(s) will develop site-responsive concepts that align with the broader project vision and architectural intent. They will be supported by both the Lansdowne 2.0 design team and construction team to ensure smooth integration of the work.

Initial opportunities identified for public art integration include, but are not limited to:

1. The underside of the exterior entrance canopy
2. Custom exterior mechanical roof screen surfaces
3. Exterior glazing, including custom bird-safe frit patterns

The Public Art Program also includes a community engagement component, which is conducted in tandem with the overall project engagement strategy. Additional targeted outreach will be undertaken with cultural and equity-deserving communities, including focused collaboration with Indigenous partners.

As part of the City's reconciliation efforts, the Public Art Program will engage with Anishinabe Algonquin Host Nation Cultural Centres (Algonquins of Pikwakanagan First Nation and Kitigan Zibi Anishinabeg First Nation) to determine a culturally appropriate procurement approach. This may include retaining a Host Nation mentor to support Host Nation artists throughout the design and fabrication process.

The next steps for the Public Art Program include:

- Proceeding with the public art procurement process once the overall project funding is confirmed post-Council approval
- Collaborating with Host Nation Cultural Centres to determine the most appropriate procurement and mentorship framework
- Advancing the integration of selected public art concepts into the final construction documents

This public art initiative will contribute to a culturally rich and visually compelling public space at Lansdowne, while honouring local Indigenous knowledge and community identity.

### Moving Surfaces

The Landscape Integrated Artwork in Lansdowne 1.0 consisted of 2 works by artist Jill Anholt: *Uplift* and *Moving Surfaces*, which were developed as part of the winning scheme for Lansdowne Park. Both works are strongly integrated into the landscape concept and infrastructure for the park and contribute strongly to the overall narrative developed by the design team for Lansdowne. These works were endorsed by Council as part of its approval of the Urban Park Plan.

*Moving Surfaces* was installed atop the berm in the urban park, in view of the Rideau

Canal, to which the work draws inspiration from the site's history and relationship with moving water. Its design is a sweeping, undulating surface made from folded stainless steel and was intended to reflect the rhythms of the nearby canal, with a lighting system that activated the work by night and animated it through natural light and shadow during the day.

Since its installation, *Moving Surfaces* has been well received by the community and has served as a meaningful element within the public realm. As a digital art piece, it has required maintenance over the years to ensure it could continue to display its design intent. Throughout the past 10 years, the City has frequently had cases of LED strings not lighting up and has had to repair these by replacing the LED power supplies. It is estimated that it has cost \$5,000 annually since 2017 to maintain, replace and resolve electrical issues. In 2019, due to a major lighting and software failure, a repair was required to make the Moving Surfaces functional. The cost to refurbish was \$119,000. This entailed cleaning the structure, repairing drivers and lights as well as software fixes. In January 2024, the last two LED power supplies were installed and there was no remaining stock.

The LED system has been non-functional since March 2024 due to the complexity of its electrical components, and replacement parts are no longer available, thus a core feature of the artwork, the integrated lighting system, has reached the end of its service life. An independent assessment estimates that fully rehabilitating the lighting would cost more than \$700 thousand, a figure that exceeds current available funding and is not included in the Lansdowne 2.0 project budget unless the funds are drawn down from the public art provision.

Although the design of the new landscape berm in the Lansdowne 2.0 project allows for the possibility of incorporating *Moving Surfaces* should funding become available, doing so would limit the berm's functionality as a public sledding hill, which was an important recreational feature identified through community consultation.

The City has consulted the artist throughout the Lansdowne 2.0 planning and design process to ensure she is aware of the condition of the artwork and the considerations surrounding its future. Considering the lighting system's failure, the high cost of rehabilitation, and the absence of budget to support restoration, staff are recommending that the artwork be respectfully decommissioned and removed as part of the Lansdowne 2.0 project.

This recommendation is made with full recognition of the piece's artistic value and its

contribution to the site over the past decade. The City remains committed to supporting vibrant public art and will continue to do so through the \$2 million public art investment included in the Lansdowne 2.0 budget, which will provide opportunities for new integrated artworks that reflect the evolving character of the site and its surrounding community.

### **Update on Previous Motions**

Throughout the planning and design phases of the Lansdowne 2.0 Project, City Council has provided guidance through several formal motions and directions. These motions have addressed a range of topics, including design considerations, community impact, accessibility, transportation, sustainability, public realm, affordable housing, and operational planning. There are 16 motions and seven directions being tracked related to the Lansdowne 2.0 Project. While not all motions will be closed as part of this report, remaining items will be tracked and reported back to Committee and/or Council in future reporting. As of this report, there are 10 items that have been addressed, nine in progress and four that will be ongoing items.

Responses and status updates have been provided for all 23 motions and directions. A detailed summary table outlining each motion, including its title, a brief description, the project team's response, and status is included in Document 1 of this report.

### **Next Steps - Award of Construction and Construction Start-up**

Should Council approve the recommendations contained within this report, the project team will move forward with finalizing the contract documentation and issuing the formal notice of award to the preferred general contractor. This step includes legal and commercial reviews, confirmation of bonding and insurance requirements, and execution of the construction agreement. Once the contract is executed, the contractor will be issued a Notice to commence construction.

Prior to mobilization on site, a series of pre-construction activities will be carried out. These include kickoff and coordination meetings between the contractor, the City, and the consultant team to confirm scope, schedule, roles, responsibilities, and project controls. The contractor will also begin submitting key project documents for review, such as construction schedules, health and safety plans, submittal logs, and site logistics plans. The contractor will also commence obtaining all necessary permits and approvals.

This structured approach ensures that all parties are aligned and that the necessary administrative, legal, and logistical groundwork is in place to support a smooth and efficient transition into construction.

### **Next Steps - Construction Phasing and Site Operations**

To optimize delivery and minimize disruption, construction will proceed in two phases.

#### *Phase One: Event Centre and Great Lawn (November 2025 – July 2028)*

This phase focuses on the construction of the new Event Centre and adjacent great lawn area. The scope includes:

- Berm removal and environmental remediation
- Site servicing
- Localized demolition of portions of the existing South and North Side Stands
- Temporary works to maintain the operation of TD Place Stadium
- Phase 1 of underground loading dock construction
- Event Centre construction
- Accessible drop-off infrastructure
- New berm construction
- Great Lawn landscaping and Wayfinding

#### *Phase Two: New North Side Stands (November 2028 – November 2030)*

This phase includes the full redevelopment of the North Side Stands and supporting infrastructure. The scope includes:

- Demolition of the existing North Side Stands and TD Place Arena
- Environmental remediation
- Construction of new underground parking
- New North Side Stands construction
- Accessible drop-off infrastructure and the expansion of Frank Clair Lane
- General site landscaping and Wayfinding
- Preparatory works for future RFO development

Ensuring the continuity of normal operations at Lansdowne is a priority for the project team, thus a significant portion of Lansdowne, including commercial spaces, residential, and public spaces will remain fully open and operational throughout construction. As construction activities begin and progress, measures will be put in place to manage how construction activities interface with the open areas of the site, primarily keeping all construction activities separate from public spaces as much as possible.



The project team will continue to engage regularly with impacted site users and partners through scheduled check-ins, updates, and advance notice of any anticipated changes to access or activity levels. A clear process will be established for receiving, validating, and responding to public and operational concerns or complaints, with an emphasis on timely resolution and transparent communication. Part of this process will include collaboration between City staff, the contractor, and site partners to ensure that issues are addressed proactively.

### **Overview of Timelines**

#### **Partnership Agreements**

- Q4 2025 Execute Partnership Agreements

#### **Construction**

- November 2025 Enter into Construction Contract with EBC Inc.
- November 2025 Commence Construction of Event Centre
- July 2028 Event Centre construction complete, and occupancy permit received
- November 2028 Commence Construction of North Side Stands
- November 2030 North Side Stands construction complete, occupancy permit received

#### **Subterranean and Property Air Rights**

- Q4 2025 Execute Purchase and Sale Agreement
- Q2 2026 Execute Development Agreement
- Q2 2026 - Q4 2029 Site Plan development and application submission (including public consultation and public engagement)
- Q4 2030 Title of Subterranean and Property Air Rights purchased by Mirabella
- 2033 completion of podium and Grand Entrance to stadium
- Q4 2034 completion of towers / achieve occupancy

#### **Lansdowne Improvements**

- Q2 2026 Wayfinding and Heritage Interpretation Procurement
- Post 2025 Accessibility improvements within Lansdowne streetscape pending future budget authority and approvals
- Post 2025 Pedestrian Crossings of QED and Boat-up Access pending future budget authority and approvals
- Post 2025 Aberdeen Square improvements pending future budget authority and approvals

The Lansdowne 2.0 project team is committed to keeping Council and the public updated on the project. Staff will be circulating memos on project milestones to Council as well as updating the project website. Throughout the project the public can register for the project newsletter to receive updates on the construction.

## **FINANCIAL IMPLICATIONS**

The financial implications are as described in the report.

See tables below for the required budget authority and the recommended funding strategy.

**Table 13 – Event Centre and Stadium Budget Authority Required and Recommended Funding Strategy**

<b>Source</b>	<b>Total Revised Estimate</b>
Proceeds from Sale of Subterranean and Property Air Rights	33.9
Municipal Accommodation Tax (2028-2030)- Revenue	6.0
City Wide Capital Reserve	13.8
Stormwater Reserve	1.8
Debenture Premium	32.3
Long Term Debt	331.0
<b>Total Funding Requirement</b>	<b>\$418.8</b>

**Table 14 – Parking Budget Authority Required and Recommended Funding**

	<b>Total Revised Estimate</b>
Proceeds from Sale of Subterranean and Property Air Rights	10.0
Long Term Debt	9.2

<b>Total Funding Requirement</b>	<b>\$19.2</b>
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**Table 15 – Retail Budget Authority Required and Recommended Funding**

	<b>Total Revised Estimate</b>
Proceeds from Sale of Subterranean and Property Air Rights	6.7
Expenditure Recovery (Reimbursement from Lansdowne Partnership)	39.2
<b>Total Funding Requirement</b>	<b>\$45.9</b>

## **LEGAL IMPLICATIONS**

Subject to receipt of the Amended and Restated Lansdowne Partnership Plan Agreements (“Amended and Restated LPP Agreements”) as set out in the *Lansdowne Partnership Plan Agreements – Amendments Related to the Lansdowne 2.0 Project* (Ref No.: ACS2025-LEG-GEN-0002) there are no legal impediments to the approval of the recommendations contained in this Report, including the receipt for information on (1) the due diligence performed on the Lansdowne 2.0 Project and (2) the RFO process. Borden Ladner Gervais LLP, the external lawyers acting for the City throughout the negotiations for the Amended and Restated LPP Agreements have confirmed for the City that the Agreements read as a whole are in accordance with the instructions provided to BLG by the City and, subject to the advice provided to the City and instructions received from the City, are satisfactory from a legal perspective and have assured the City accordingly.

Approval of this Report will commit the City to the redevelopment of Lansdowne Park as described herein.

The City will enter into an agreement with Mirabella Development Corporation for the sale of the fee simple strata property parcels as described in Recommendation No. 2(iv) of this Report (the “APS”). The City will award a construction contract to EBC Inc. for the construction of the New Event Centre, New North Side Stands, New City Parking and

public realm enhancements as described in this report. The City and OSEG will execute the Amended and Restated Lansdowne Partnership Plan Agreements (“Amended and Restated LPP Agreements”) that amend the terms of their partnership as described in this Report. The City and OSEG will extend their partnership until 2075. The Retail Component and Stadium Component will be leased to the Lansdowne Retail Limited Partnership and Lansdowne Stadium Limited Partnership respectively, until 2075.

As part of the Amended and Restated LPP Agreements, the City may be required to provide a guarantee for the Replacement Retail Mortgage. In keeping with the usual obligations of a guarantor, the City could become obligated for any outstanding amounts, in the event of a default by the Lansdowne Retail Limited Partnership.

As part of the approval and implementation of Lansdowne 2.0, and the associated Amended and Restated LPP Agreements, as authorized pursuant to section 110 of the Municipal Act, 2001, the eligible portions of the lands will continue to be designated as Municipal Capital Facilities for cultural, recreational and tourist purposes, for the purposes of the municipality and for public use, being eligible classes of municipal capital facilities under Ontario Regulation 603/06 as amended which also permits the continuation of a Municipal Capital Facilities Agreement and the enactment of the associated by-law for such purposes. As further described in this report, the municipal facilities include the new Stadium Component, the New Event Centre (part of the New Public Realm Plaza), related stadium administrative office, the New North Side Stands, the New Grand Entrance, the New Stadium Parking and the City's Portion of the Parking Structure. Municipal property taxes continue to be assessed and attributed to portions of the lands that are not eligible for the municipal capital facilities designation. The Municipal Capital Facilities By-law 2012- 363 will continue to be in place and the successor By-law and Municipal Capital Facilities Agreement will be finalized by the City Manager for the continuation of such designation.

## **COMMENTS BY THE WARD COUNCILLOR**

### **OTTAWA’S PUBLIC SQUARE**

Lansdowne Park is often referred to as Ottawa’s Crown Jewel. And for good reason - In 1847, the then Bytown was deeded 24.5 acres by the government of the ‘Province of Canada’. Lansdowne would host exhibitions, welcome troops in the historic Aberdeen Pavilion, regularly showcase its rural roots as a fairground and has been owned by the people of Ottawa for over a century and a half. This history, and our own experiences attending Lansdowne Park, is where inspiration is drawn and why we fight for

Lansdowne Park. It is a simple matter- This public space deserves the best of us. It represents us as a city.

In recent history, we have witnessed successive planning exercises that have allowed sole-sourced unsolicited concept plans from one private entity to consume city hall bureaucracy and deepen its grip over this historic place.

Lansdowne 2.0 is a highly unpopular plan that will tear out useful and valuable assets, and includes a financial strategy which will shift more risk onto the city, add significantly more long-term debt while relying on highly uncertain cashflows to service that debt, and ignores reasonable alternatives that would cost far less.

### **WHY IS THIS HAPPENING?**

For the public to truly understand why this occurring so soon after the last redevelopment they must read these reports with the following lens:

- The City's made significant expenditure of about \$210 million on Lansdowne 1.0, and has a current balance of roughly \$100M in debt. Under Lansdowne 2.0, the City will spend another \$418.8 million plus \$19.2 million for a developer parking lot for residential towers — totaling \$648 million in public spending. That number does not include the \$44 million for a retail podium and is likely to increase. The Ottawa Sports and Entertainment Group (OSEG) has equity in the deal mostly made up from construction cost overruns during Lansdowne 1.0 which they managed, and covering cash flow losses (for which they currently earn 8% interest) – for a business model that OSEG proposed to the city and has been responsible for operating.
- OSEG has a P3 contract with the city where they are responsible for maintenance of the civic centre arena and the north side stands, amongst other facilities. It is their responsibility to address and prevent issues, paid for through revenues to the partnership (ie: any issues with vendors citing bathroom repairs or water infiltration maintenance is the responsibility of OSEG).
- The city has signed a long-term P3 deal (and extended it) with OSEG that lasts to 2054 (now recommended to increase to 2075) and which has retail extension options past the year 2100. When the city signed this deal they never anticipated nor did they advocate for the demolition of the North side stands and historic Civic Centre. In fact those facilities are in good condition and the city invested a lot of money to ensure those assets would remain structurally sound until 2054 and beyond (understanding they would not function as well as a brand-new facility, quite obviously).
- As part of the original deal signed by OSEG, they paid rent at \$1 a year to use all the entertainment and sporting facilities and fund any cash flow deficits at the end of the year. The cash flow deficits, especially in the early start up years

where they have had to contribute more than anticipated, have worked out to more than anticipated for OSEG.

- From 2019 to today it appears that OSEG has actually contributed very little if anything to cover the cash flow deficits, and instead the city has been floating new loans, and backing the increase of existing loans, and allowing access to the maintenance reserve fund to float OSEG operations and ensure that OSEG doesn't have to put in any more cash flow deficit funds. A critical departure from the original existing agreement where OSEG agreed to cover losses.
- Now it appears that despite the city making these concessions, OSEG has threatened to walk away from the deal and default. If they did this, they would not recoup any of their equity. If there were any deficits left at the end of the deal, the city would not be responsible for paying these, as this is part of the original agreement that was signed.
- OSEG was in a tough spot as a result and crafted another unsolicited proposal to the city to tear down the higher maintenance buildings (and some brand new retail), the city would take on a lot more debt and risk, but it would keep the partnership alive – critical for all the political promises made from 2012 to today. Hence – Lansdowne 2.0
- The city started negotiating with OSEG without a back-up plan in the event of OSEG leaving and, in fact, has spoken against creating a back-up plan (and council voted 12-11 against creating a back-up plan). Having a “Plan B” is fundamental to any negotiation. But so intertwined have they become with the P3 deal, that they could not imagine working with another partner or not-for-profit organization, or have in-house operation of Lansdowne Park. The city has right of first refusal on the Redblacks and 67's to ensure the teams stay and, in fact, stands to benefit substantially through more independence and untangling itself from this long-term financially and legally risky deal.

## **LANSDOWNE 2.0 IS NOT SUPPORTED BY THE PUBLIC**

In every region tested in the city, people are majority opposed to Lansdowne 2.0 when they discover what the city is planning.

Its no wonder that is the case, as the plan itself will result in a worse experience for park goers, sports fans and families with kids:

- It will have no roof over the north side stands
- It will remove 58,000 square feet of greenspace from the park / great lawn
- It will reduce seating in the arena (to just 5850) and the stands (by 3000 seats)
- It will increase ticket prices with the focus shifting towards high end less affordable options for families

- It will spend \$8 million just to remove the green berm/hill where people peruse games from afar, remove half the height of the toboggan hill and 113 healthy trees as well as potentially scrap the Moving Surfaces artwork by Jill Anholt.
- It will tear out brand new valuable small business retail just built in 2014 in the 'J-Block' (including Goodlife, Beandigen café, cigar man, cinnaholic, etc) and instead pay \$39 million to build nearly identical square footage retail it already owns. This may also mean GoodLife moves to the Horticulture Building with OSEG running the building instead of the parks department, which would displace many events which bring in \$300,000 in revenue annually.
- It will mean 9-10 years of heavy truck construction to 2035 in a highly pedestrianized area, and the shut down of the great lawn for at least 2 years.
- It will strand the 2014 public investment of renovations including into the Civic Centre Arena and north side stands, and the city invested \$23 million into the steel roof and other deficiencies. If the buildings were to be torn down the city would still need to continue paying down that roof loan, which has about \$15 million remaining.
- The city would forego mandatory parkland funding normally paid for most other developments in the city, costing the city \$4 million (we would lose greenspace and not recoup any funds because of the structure of the deal).
- The city would waste \$10 million in leasehold payments to OSEG for the stands being lower capacity as a result of construction disruption. The city would also pay at least \$1 million for temporary stands instead of the private partner.
- It will include no improvements to transportation to the site for urban, suburban or rural areas

## **NEW FINANCIAL FIGURES – COSTS AND DEBT HAVE GONE UP FOR LANSDOWNE 2.0 IN LATEST REPORT**

It is doubtful the financial figures will be presented in this manner in the report so we are providing this for an apples-to-apples comparison between November 2023 to October 2025 estimates. Costs and debt have gone up, not down.

### **November 2023 City Cost Exposure:**

Main Project	\$419.1M
Parking	\$18.6M
<u>Total Project Cost 2023</u>	<u>\$437.7M</u>
Retail podium	
loan (city guarantee)	\$34.7M
Overall cost exposure	<b>\$472.4M (\$331 million in new city debt)</b>

### **Oct. 2025 City Cost Exposure:**

Main Project	\$418.8M
Parking	\$19.22M
Subtotal 2025	\$438.02M

Retail podium	
Construction (direct cost)	\$6.7M
Total Project cost	<u>\$444.72M</u>
Retail Podium	
Loan (city guarantee)	\$39.2M
Overall cost Exposure	<b>\$483.92 (\$340.2 million in new city debt)</b>

The argument has been made that Lansdowne somehow inexplicably will only cost 1/3<sup>rd</sup> of its price tag. But this is a fundamentally flawed position for the following reasons:

- 1) City property tax received from on-site buildings is not 'free'. It is property tax money that would otherwise go to all services city wide. Contrary to what proponents of Lansdowne 2.0 say, the units would in fact develop over time in the area. 500 to 770 units are not being filled by brand new residents to Ottawa. It's also not "new" or "extra" to what the city would receive. Building towers at Lansdowne doesn't add to the total number of towers in the city and thus, property tax base—it just shifts where they get built. Developers already own land across Ottawa with city approvals for literally 1000's of units in place, but they don't build everywhere at once because of a number of factors like financing limits and market demand. So towers at Lansdowne doesn't mean the city gets two extra towers and extra tax revenue. It just means those towers got built at Lansdowne instead of somewhere else (where the taxes would go to all city services instead of Lansdowne 2.0).
- 2) The sale of public space/air rights is not 'free money', it is selling a city asset in a public park that could be spent on a variety of priorities such as paying down long term debt, transit, homelessness and community centres. Instead most of it is being spent on Lansdowne 2.0 (including some that is proposed to be diverted to parking and retail instead of affordable housing as directed by council).
- 3) The risky reliance of cash flow from waterfall payments is in no way guaranteed, and has been identified as a top risk. Original waterfall amounts never materialized under Lansdowne 1.0 for the city despite assurances they would. Under the city's own projections, these are accrue in much later years after 2050 (back end loaded), adding further risk to this uncertain return.

## THE COST OF DOING NOTHING – DISINGENUOUS AND GLARING OMISSIONS

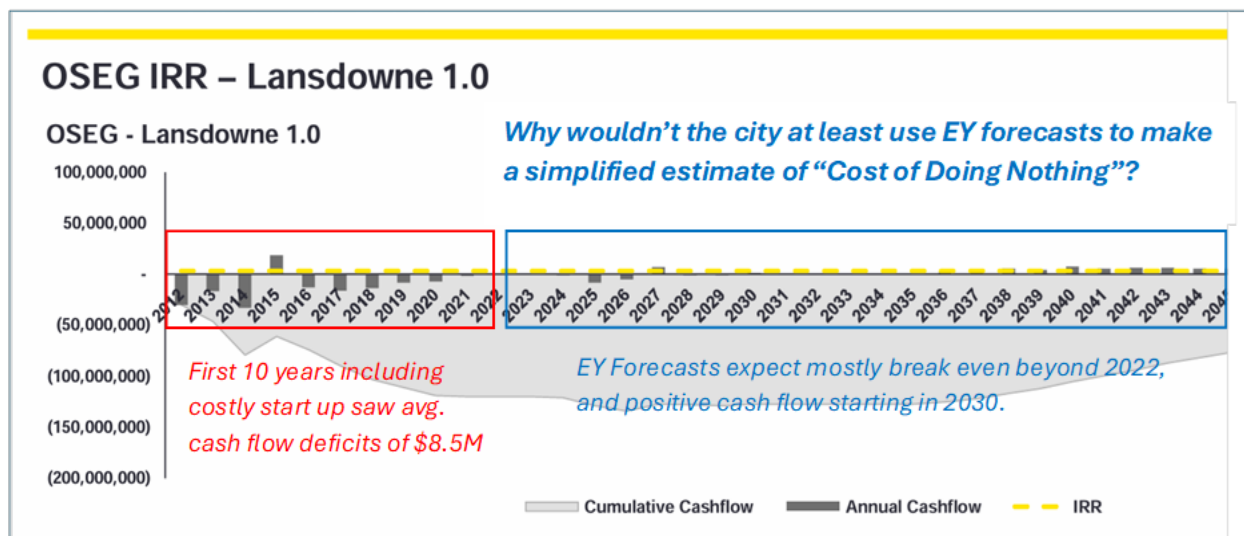
Much has been made by various actors indicating that the cost of doing nothing is higher than the multi-hundreds of millions about to be expended. Here is what is being relied upon to make that argument.

A November 2020 city report suggests a possible cost range of \$118 million to \$407 million over 40 years in a worst-case scenario with no operator and limited activities on



site. Not often disclosed by the actors making this argument is the key assumption that underlies this range estimate: “depending on the length of time the impacts of the pandemic are experienced,”. When challenged on this as being unrealistic, new figures were created by staff to help justify that the cost of doing nothing is somehow inexplicably higher than the \$437 million price tag for Lansdowne 2.0.

- The initial assessment assumed \$4.5 million to \$12.5 million/year of city spend to fully operate Lansdowne with the following assumptions:
  - This was calculated with pandemic level attendance figures
  - Nearly all activities on site are assumed halted
  - OSEG defaults and leaves the deal with the city doing nothing to find a not-for profit or other entity to run the site.
- When pressed for a more detailed and reasonable approach, staff resorted to the following: \$8.5M a year city spend based on cash flow deficits over the first 12 years of Lansdowne P3 operations and dividing by 10.
  - This includes the exceptionally costly initial start-up years (ie: \$37 million deficit in year one) that are irrelevant to any estimate going forward.
- Finally, in this report, it appears finance staff are taking only the last 5 years of operations (including the pandemic) and extrapolating to say about \$8 million in annual cost for the city.
  - This is a total disconnect from the independent analysis provided by EY in its 2023 Due Diligence Report that shows Lansdowne 1.0 being essentially cash flow neutral from 2025-2030 and cash flow positive as of 2030 and beyond.
  - EY’s graphic below (annotated with red and blue text for emphasis) clearly depicts this.



Graphic Source: Ernst & Young Lansdowne 2.0 Financial Due Diligence City of Ottawa Reliance Restricted report, September 13 2023, p. 89

As EY reported:

*"Under this scenario, annual cash flows become positive for a short period in 2015 and 2027 and then starting again in 2030."*

If the city is to use a simplistic and unrealistic approach to evaluating the cost of doing nothing with it being their main talking point, why would they at least not base it on EY's actual forecasts? These forecasts show that "doing nothing" comes with positive cash flows ahead, and having avoided a \$437M spend.

## ARE THE NORTH SIDE STANDS AND CIVIC CENTRE BUILDINGS "END OF LIFE"?

The proponents of Lansdowne 2.0 have vested interest in communicating as negative a story as possible on the state of North Side Stands, the Civic Centre, the new small business Retail built in 2014 and the public grass berm (which OSEG terms Cheapskate Hill).

To do so, they mostly rely on one engineering report that called the buildings 'functionally obsolete'. Meaning that the civic centre doesn't function as well as other

sports facilities. Now staff are inexplicably saying this ‘function’ is only acceptable until 2037.

Engineering reports, auditor general reports and city staff reports have all contradicted the claim that the north side stands and the arena are ‘end of life’, and indeed show significant investment into the north side stands, brand new roof repairs, arena, brand new retail (all set to be torn down) and other measures consistent with the long-term operation of the existing facilities:

#### 2007-2009 Assessment of North Side Stands/Civic Centre – Structurally Adequate and Good Condition

“The North Side stands/Civic Centre were the subject of extensive building and structural condition assessments from 2007-2009, during the initial period of the Lansdowne Park redevelopment discussions. The City commissioned Adjelian, Allen, Rubeli Limited (AARL) to complete a structural adequacy report for the North Side stands/Civic Centre complex in 2007. This report recommended additional investigation for specific structural elements. Fourteen engineering reviews were completed by AARL on behalf of the City from 2007 to 2010. The summary of condition showed the Civic Centre complex and North Stadium Structure to be in generally good condition. The Arena complex was deemed to be structurally adequate and capable of supporting anticipated loads. Reports prepared for OSEG by Morrison Hershfield at the time of the Agreement reached similar conclusions.”

#### Auditor General—Audit of Lansdowne Accounting/Waterfall November 2020

“When the Lansdowne 1.0 reconstruction was finished in Q3 2014 the city valued the stadium/arena post-renovation at \$134,264,049 with a 60-year lifespan to 2074.”

#### 2015 Loan to fix steel roof repairs

\$23.5 million was spent with a city of Ottawa backed loan to permanently fix corroded steel in the former Ottawa Civic Centre when it was redeveloping TD Place at Lansdowne. About \$15 million of this loan remains and would remain on the book to pay off if the buildings are torn down.

#### 2019 TD Place Functional Obsolescence Report by ROSSETTI

“The renovations to the Stadium North stands and Arena, started in 2012, addressed many of the essential “physical life” cycle needs...”

## 2019 Morrison Hershfield Report – Building Condition Assessment and 35-year Capital Repair and Replacement Report TD Place – Lansdowne Park

“September 30, 2019 - Morrison Hershfield Limited was retained by Ottawa Sports and Entertainment Group (OSEG) to review and assess the current conditions of the existing components to create a 35-year capital repair and replacement plan until 2054 (40-year plan from the 2014 date of construction). The Capital Repair and Replacement Plan includes a five-year plan and a 35-year plan. The plan is based on the continuation of the current use of the building for the time period. The plan assumes that the building will continue to be used as an arena and stadium beyond the 35-year timeframe of this report (e.g., the plan does not assume demolition of the facility...).”

## 2020 Action Plan: Morrison Hershfield Report – Updated TD Place Capital Plan

- Some expenditures between 2044 and 2054 year were deleted with the expectation that increased maintenance could achieve a longer service life of existing components. Individual components can be replaced upon failure as needed under the operating budget.
- Some expenditures between 2039 and 2049 year were adjusted to account for capital repairs including repairs, rebuilding (e.g. pumps), partial replacements (e.g. ceiling tiles), and rehabilitation of systems (e.g. heat exchangers) to achieve a longer service life of existing components.
- For the TPO membrane roofs, the second scheduled replacement in years 2041 (arena and north stands) and 2044 (south stands) was removed. It is assumed that a more durable roofing membrane (e.g. modified bitumen) with a longer typical service life will be installed at the first scheduled replacement.

“Current estimates from Morrison Hershfield based on a 40-year capital repair and replacement plan for the facility and to keep the old building operational and demolish it at the end, would require an investment in the order of \$40 million.” (\$1 million/year) - City of Ottawa’s Next Steps report.

## 2022 April 26, 2022 “Lansdowne Partnership Sustainability Plan and Implementation Report”

“The facilities, built in 1967, remain structurally sound, however even with an annual maintenance budget of over \$1 million, the facilities remain below current (2022) building standards.”

A point that is important to remember in all of this is that there are brand new south side stands and brand-new retail and brand-new greenspace complementing the older

structurally sound facilities. We have a mix of both new and historic in Ottawa at Lansdowne. It is outlandish that the city is tearing down its useful and valuable facilities in order to ensure OSEG is financially benefitted for a deal that they signed and now want to break.

## **GREATEST RISKS IDENTIFIED ARE COMING TO FRUITION**

EY was wisely engaged to produce an independent report including the risks the city faces with this deal. Nearly all of those risks have come to fruition. This is early enough that the city can recognize these high risks, mitigate these risks by saying no and ensure due diligence in the expenditure of public funds.

“The greatest risk comes from waterfall distributions that are not guaranteed” (source: - Page 124 of October 2023 City Staff Lansdowne 2.0 Report).

This included:

- Stabilized growth rate of operating expenses and revenues
- Number of new events
- Sponsorship and naming rights
- Average mortgage interest rate

“Based on the foregoing, there are a number of factors that elevate the overall risk profile of the Lansdowne 2.0 redevelopment project above other competing projects of similar scale.” (Source: Ernst & Young Lansdowne 2.0 Financial Due Diligence City of Ottawa Reliance Restricted Report, September 13 2023, p. 87.)

EY flagged many risks – indicating that Lansdowne 2.0 is more uncertain than similar projects of its kind.

- **Warning of an overly long 40-year projection period (confirmed):** Inherently risky, and EY warned that its economic model may not accurately reflect what will happen over such a long time.
- **Sports Risk (confirmed):** Revenues are tied to team performance – Redblacks have below-average attendance, and north side stands without a roof won't help this.
- **Competition from a new sports and entertainment district (confirmed):** A Senators arena downtown (and now Live Nation's new 2,000-seat venue) both now confirmed, served by the LRT, pose major competition.

- **Ticket Surcharge Risks (confirmed):** The city assumes it will recover significant costs through ticket surcharges. But EY says the city takes on all the risk, with no control over ticket sales or pricing. Only \$300K is guaranteed in the first 10 years, although \$700K is included in debt service plan.
- **No Opportunity Cost Analysis (confirmed):** No analysis was done to weigh this \$437 million investment against other city priorities or options served by the LRT.
- **OSEG Track Record (confirmed):** OSEG have failed to meet their own projections to date, incurring initial cost overruns, and steady operating losses. The City hasn't disclosed EY recommendations rejected by OSEG that impact financials.

## WHAT IS THE ALTERNATIVE

OSEG, as party to the partnership agreements, currently is legally obligated to operate, manage and administer those sections of Lansdowne Park that are governed by the Master Limited Partnership Agreement, Project Agreement, Retail Lease, Stadium Lease and other material agreements. While OSEG has asked the city to accept its unsolicited proposal, if the proposal is not approved, the “no” vote would not release OSEG from performing these legal obligations.

In 2020, city council provided further substantial benefits to OSEG, and OSEG agreed to ensure that the sports teams would continue to play at Lansdowne for 18 years from the lease commencement date of 2014 – to 2032, just 7 years away.

A “no” vote would simply reject the unpopular Lansdowne 2.0 proposal as presented. It would not be a vote to end the partnership. OSEG would remain bound to its partnership obligations.

Should they choose to default for convenience, the city would not need to pay anything to OSEG nor any equity accrued, and the city would have right-of-first refusal for the teams. The City would also receive all of the retail component rent revenue streams that are being generated now (where Whole Foods, Cineplex, and Sporting Life are the anchor tenants). This is in fact the most financially beneficial scenario to the city.

### Focus on Inexpensive Improvements

The city should:

- Improve transportation to and from the site for rural, suburban and urban area with modest investment in shuttle service for more events, increase park and ride and dedicated transit access for events, and ensure connectivity with the canal (Transportation Appendix 12 of 2023 report -point 6 – “TDM plan for special events under Lansdowne 2.0 will be largely the same as the current TDM program”)

- Focus on 9-5 programming and dead zone improvement at Lansdowne Park with work hubs, further animation of Aberdeen Square, expansion of 613flea and farmers market, community hub services in Horticulture Building and Aberdeen Pavillion and winter activities for families.
- Improve accessibility both inside the sporting facilities and outside gated ticketed access areas including conversion to accessible on street parking, new ground way finding, accessible seat conversions and bathroom accessibility renovations.
- Keep the loved facilities we have – the roof over the north side stands, the new small business retail, the berm and trees on site, the great lawn square footage, the historic civic centre capacity and invest in maintenance of these facilities for another 30-40 years.
- Immediately assess management performance, with on-site hands-on expertise including where savings could be achieved in operations and investigation into various legal disputes and their impact of fees on financials and the non-arm's length deals that may be adding cost to operations.
- Allow OSEG to continue operating the teams on site if they wish and rent the sporting facilities at market rates.
- Give consideration to a renewed business model that would involve an expert Board providing management oversight to Lansdowne Park as a whole. Sports teams, facility and retail leasing operations should be contracted directly and transparently, in the process of facilitating improved oversight by Council.
- The city's commissioned engineering reports noted that the north stands and arena, currently valued at roughly \$100M, can be maintained for another 40 years for \$1 million a year. Far less than the expensive and risky proposal in front of Council.

## CONCLUSION

Lansdowne 2.0's financial plan will shift more risk onto the City, add significantly more long-term debt while relying on uncertain cashflows, and ignore reasonable alternatives that could cost far less.

There is no stadium emergency.

It's hard to rationalize a \$483.92 million investment at Lansdowne with \$340.2 million in new debt when Ottawa has:

- A \$10.8 billion infrastructure deficit to support essential city services,
- A housing crisis, with record high rates of homelessness,
- A \$120 million transit budget deficit,
- Community facility centre repair and replacement deficits it can not fund

For a city that claims it is financially strapped, Lansdowne 2.0 just doesn't make sense.

## **ADVISORY COMMITTEE(S) COMMENTS**

This section contains any comments or recommendations made by one or more Advisory Committees relating to this report. This section is mandatory *if applicable*.

## **CONSULTATION**

Staff implemented a comprehensive engagement strategy for the Site Plan and Detailed Design stages of the Lansdowne 2.0 project, including in-person Open Houses, virtual public meetings, targeted information sessions, targeted engagement sessions, targeted Committee Meetings (Accessibility Advisory Committee), and information sharing and project updates through the use of Engage Ottawa.

### *Event Centre Site Plan Application*

Staff conducted an Event Centre Open House on June 18, 2024, from 6:30 pm to 8pm, attended by approximately 120 participants. The format was an in-person event with 25 boards displaying various topics for the Site Plan and 10 subject matter experts to answer questions, gather feedback and interact with the residents. Guided tours of the existing TD Arena were also provided throughout the session.

A specific Event Centre Virtual Open House was held on September 10, 2024, from 6:30 pm to 8:30 pm, with approximately 120 participants. The format for the virtual presentation included various topics for the Site Plan followed by a moderated question period. Various subject matter experts were in attendance to answer questions from the residents. Questions were submitted through the on-line chat.

The 'As We Heard It Report' outlines the themes and respective questions heard from the participants of the Event Centre public sessions (posted on [Lansdowne 2.0 | Engage Ottawa](#)).

### *North Side Stands Site Plan Application*

Staff conducted an in-person Open House session on January 15, 2025 from 6:30 to 8:00 pm and a Virtual Open House session the next evening on January 16, 2025 from 6:30 to 8:30 pm. There were approximately 115 participants for the in-person Open House event and 150 participants for the online event.

The in-person event had 20 boards displaying various topics for the Site Plan and 12 subject matter experts to answer questions, gather feedback and interact with the



residents. The virtual event had a presentation of the same information displayed at the in-person event. After the presentation there was a question-and-answer period.

The 'As We Heard It Report' helps outline the themes and respective comments heard from participants of the North Side Stands public sessions (posted on [Lansdowne 2.0 | Engage Ottawa](#)).

#### *Targeted Engagement on Accessibility*

The project team presented to the City's October 15, 2024 Accessibility Advisory Committee to receive input on the Event Centre design, and again on November 19, 2024 to receive input on the North Side Stands design. Further input was received through the May 29, 2025 Access-Ability Day community open house.

#### *Engage Ottawa Lansdowne Page*

Staff and the Lansdowne Project team have engaged in open public consultation with residents following the Council approved Public Engagement Strategy in 2022. Public engagement was launched through the Engage Ottawa Lansdowne Park project page and has received almost 14,000 unique visits in 2023 and 2024, and over 7,000 unique visits in 2025 (as of June 1, 2025). The website hosted all public posted information, documents, surveys, As We Heard It reports, and information on Public Information Sessions.

### **ACCESSIBILITY IMPACTS**

As noted in previous reports, there is a strong need for improvements to the accessibility at the Lansdowne Park Arena and North side stands.

A newly construction facility will allow a modern, more comfortable venue to be realized that meets current accessibility standards, including all requirements under the Ontario Building Code, the Design of Public Spaces Standard of the *Accessibility for Ontarians with Disabilities Act*, 2005 and the City's Accessibility Design Standards. By improving the accessibility of the public spaces within the Event Centre and North Side Stands, everyone, including people with disabilities and older adults, will be able to use these facilities.

As part of this plan, the City will upgrade and expand accessibility features to ensure the site is welcoming and inclusive for all. The new Event Centre and new North Side Stands project includes the following accessibility upgrades:

### Accessible Seating

- A wide variety and ample number of accessible seats on each level
- Over 120 seats, or 3 per cent, of the Event Centre seating will be accessible
- Over 300 seats, or 3 per cent, of the North Side Stands seating will be accessible
- Adaptable aisle seating with folding or retractable armrests
- Accessible press facilities will be included

### Accessible Entry and Shuttle Service

- The main entry doors will be accessible to all guests
- Complimentary accessible shuttle service will be available when vehicle access is restricted around the Event Centre and North Side Stands

### Mobility Assistance – Drop-Off Area

- A designated drop-off zone for Para Transpo or personal vehicles will be available for the Event Centre and North Side Stands, located directly in front of an accessible gate entrance

### Wheelchair Assistance

- Transportation via available wheelchairs is available to guests from the entry doors to their seating location

### Elevators

- Three passenger elevators will be available, with priority given to people with disabilities and older adults
- There will be an accessible path of travel from all gates at the North Side Stands leading to the concourse level

### Athlete Facilities

- Accessible facilities will be available for all athletes and referees

### Assisted Listening Devices and Interpreting Services

- Complimentary Assisted Listening Devices will be available at Guest Services

### Concession Stands

- Concession stands, information services, and the box office will include lower accessible counter service and assistive listening systems

### Service Animals

- Service animals will be welcomed and their handlers will be accommodated, as required.

Staff have discussed and consulted with the community, the Corporate Accessibility Office, the Accessibility Advisory Committee, with specific input from the Canadian National Institute for the Blind (CNIB) on matters related to Lansdowne site as a whole. As a result, deficiencies and opportunities for improvement were identified to improve accessible mobility around Lansdowne, and include:

- Removing barriers such as patios, street furniture, 'A-Frame' signs, planters etc, from the path of travel of Directional Tactile Walking Surface Indicators (TWSIs)
- Remove ambiguity in pedestrian path of travel in various locations
- Harmonize the use of TWSI's at intersections for their consistent use
- Clarify path of travel decision points in various locations
- Improve accessible parking opportunities, in particularly during events
- Clarify delineation between pedestrian and vehicular path of travel

The Lansdowne 2.0 project team is committed to continue to consult with the City's Accessibility Advisory Committee, the Corporate Accessibility Office, and people with disabilities as the project progresses and to identify more opportunities to improve Lansdowne as a whole from an accessibility lens.

## **ASSET MANAGEMENT IMPLICATIONS**

The existing assets that are proposed for replacement in this report are functional and safe, despite being aged well into their expected useful life. However, from the perspective of OSEG, who is responsible for operations (events) and maintenance of the assets, they are functionally obsolete and for that reason warrant replacement.

In addition, the overall financial performance underlying the Lansdowne partnership is not meeting expectations, and the proposal aims to improve that through replacement of the assets. Improved financial performance would benefit both the City and OSEG.

The proposal would replace existing, aged assets with new facilities. These new assets acquired through the redevelopment will add to the City's inventory for operations and maintenance, as well as lifecycle renewal and replacement in the long term.

Replacement of the existing facilities with new facilities that meet today's standards would reduce operating costs, reduce short-term lifecycle renewal needs and improve the customer level of service and experience.

It has been confirmed that there is sufficient capacity on the existing water, wastewater and stormwater infrastructure systems to accommodate the proposed redevelopment.

The recommendations documented in this report are consistent with the City's Comprehensive Asset Management (CAM) Program objectives. The implementation of the Comprehensive Asset Management program enables the City to effectively manage existing and new infrastructure to maximize benefits, reduce risk, and provide safe and reliable levels of service to community users. This is done in a socially, culturally, environmentally, and economically conscious manner.

## **CLIMATE IMPLICATIONS**

A climate lens was applied throughout planning and design, with the project pursuing LEED Silver Certification in line with the City's Green Building Policy. LEED (Leadership in Energy and Environmental Design) is an internationally recognized standard for sustainability and green building leadership, providing independent, third-party verification that a building is designed and built to achieve high performance in areas such as location and transport, sustainable site development, water savings, energy efficiency, materials selection, and indoor air quality. This underscores the City's commitment to reducing environmental impact while improving occupant health and building performance.

The proposed design is expected to achieve a 36 per cent improvement in energy intensity and a 31 per cent reduction in GHG intensity. These gains are the result of

modern design measures that promote enhanced energy efficiency, including the use of Triple-glazed windows, advanced insulation and proper air sealing, modern, right-sized HVAC and ventilation systems and desiccant dehumidification that also improve functionality, accessibility, and the overall user experience. Additionally, the event centre roof will be made of a highly reflective PVC membrane, which is expected to help mitigate the urban heat island effect, contributing to a cooler environment.

## **DELEGATION OF AUTHORITY IMPLICATIONS**

Staff recommend that Council delegate authority to the General Manager, Infrastructure and Water Services to finalize and execute the contract for the construction of the Lansdowne 2.0 project with EBC Inc., as recommended by Supply Services based on the best and lowest value bid received in response to the Lansdowne 2.0 Request for Tender.

Staff recommend Council delegate authority to the General Manager, Strategic Initiatives to finalize and execute all applicable agreements related to the Subterranean and Property Air Rights and execute a severance for the parcels to be sold to the Developer.

Staff recommend that Council delegate authority to the City Manager to amend the current Municipal Accommodation Tax agreement to direct the additional 1 per cent to the City for its own tourism purposes.

Staff recommend Council delegated authority to the City Manager to amend the current MAT agreement to direct an additional 1 per cent to the City for its own tourism purposes.

## **ECONOMIC IMPLICATIONS**

The economic impacts of this report are outlined in the related “Deloitte LLP – Economic Impact Study for the Lansdowne 2.0 Redevelopment (September 2025).

## **ENVIRONMENTAL IMPLICATIONS**

In collaboration with the Mechanical Engineering Firm BPA, the City’s Climate Change Team, and OSEG, City staff estimates that the proposed new North Side Stands and Event Centre design will provide a 36 per cent improvement in energy intensity and 31 per cent reduction in GHG intensity when compared to the existing building. The design achieves this through a series of measures and features that ameliorate the current

issues outlined in the sections above and vastly improve the functionality, accessibility, and the indoor and outdoor environments at Lansdowne.

To further demonstrate the project's commitment to sustainability this project as proposed, will achieve a LEED Silver Certification. LEED (Leadership in Energy and Environmental Design) is an international symbol of sustainability excellence and green building leadership. LEED certification provides independent, third-party verification that a building project was designed and built, or operated, to achieve high performance in six areas of human and environmental health:

- Location and Transport
- Sustainable Site Development
- Water Savings
- Energy Efficiency
- Materials Selection
- Indoor Air Quality

This certification signifies a solid commitment to reducing environmental impact while improving occupant health and building performance.

Construction will require the removal of 117 trees on site, which will be replaced at a one-to-one ratio. The project will also result in a 4,633 square metre reduction of greenspace, mostly due to the removal of the current berm (the location of the new event centre with a 7,000 square metre footprint). Lastly, the Lansdowne 2.0 Project will also incorporate bird-friendly design features in accordance with the City's Bird Safe Design guidelines.

## **INDIGENOUS, GENDER AND EQUITY IMPLICATIONS**

### **Indigenous Policy Considerations**

The Lansdowne 2.0 Project Team consulted with the following communities:

- Algonquins of Pikwakanagan First Nations (AOPFN)
- Kitigan Zibi Anishinabeg First Nation
- Algonquin Anishinabeg National Tribal Council
- Algonquin Nation Programs and Services Secretariat
- Algonquins of Ontario (AOO)

- Ottawa Aboriginal Coalition (OAC)
- Metis Nation of Ontario
- Ottawa Regional Métis Council

The Lansdowne 2.0 Project Team provided the following topics of discussion the communities listed above.

- March 2023 - Planning Real Estate and Economic Development Department Project Updates
- May 2023 - Upcoming Public Realm/Urban Park Information Session for Lansdowne 2.0 project
- July 2023 - Lansdowne 2.0 Project
- October 2023 - Lansdowne 2.0 Project

Post October 2023, the communities listed above were contacted and project specific one on one updates and discussions were held with the following communities at their request:

- September 2024 – Algonquins of Pikwakanagan First Nation
- April 29, 2025 – Kagita Mikam Indigenous Employment Organization
- April 30, 2025 - Algonquins of Pikwakanagan First Nation

Advancements:

- Social Procurement – We’ve had, and will continue to have, discussions with AOPFN on the Social Procurement framework (started with a kick-off meeting on April 30, 2025)
- Working with AOPFN and Kagita Mikam Indigenous Employment Organization to bring back the previous programming in the Horticulture Building on use of indigenous plants with community elders (this is an on-going initiative)

The Lansdowne Project Team will continue to work with the City’s indigenous Relations team to ensure Lansdowne engagements align with on-going city practices as they are established

### Gender and Equity Implications

Inclusive design has been a guiding principle in the redevelopment of the Lansdowne facilities, ensuring that both the public and those who use the spaces professionally feel welcomed, respected, and supported. This commitment is reflected not only in the physical accessibility of the site, but also in how the needs of different users regardless of gender, age, or ability have been considered throughout the design process.

As a primary tenant of the current and future Event Centre, the Ottawa Charge of the Professional Women's Hockey League (PWHL) were actively consulted during the development of the new facility. Comparable to the long-standing accommodations provided to the Ottawa 67's, the Ottawa Charge will have dedicated team spaces that fully support high-performance sport. These include purpose-built dressing rooms, accessible washrooms and showers, day lockers, a team lounge, dedicated storage, and areas for training and rehabilitation. The inclusion of such facilities ensures gender equity in sport infrastructure and reflects the City's support for professional women's athletics.

In addition to dedicated facilities for home teams, the Event Centre has been designed to accommodate a wide variety of users through the inclusion of universal dressing rooms for visiting teams and performers. These flexible, inclusive spaces allow teams of any gender identity or composition to prepare and participate in events comfortably and respectfully.

Public-facing areas of both the Event Centre and the North Side Stands have also been designed with inclusivity in mind. All washroom facilities will include men's, women's, family, and universal options to meet a broad range of needs. These additions create a welcoming environment for all visitors, including parents with children, caregivers, and individuals who require more privacy or additional space.

By embedding inclusive design into every level of the redevelopment—from athlete amenities to public restrooms—the Lansdowne 2.0 project is setting a new standard for equitable and respectful civic facilities.

## **RISK MANAGEMENT IMPLICATIONS**

The risks and mitigations are as described in the report.

## **RURAL IMPLICATIONS**

There are no rural implications associated with this report.

## **TERM OF COUNCIL PRIORITIES**

The recommendations outlined in this report support the following 2023-2026 Term of Council Priorities:

*A city that has affordable housing and is more liveable for all;*



- Leveraging City land to acquire funding for the Affordable Housing Fund through the sale of subterranean and property air rights.
- Increase housing supply through the sale of subterranean and property air rights, for approximately 770 new housing units adjacent a major transit corridor

*A city that is more connected with reliable, safe and accessible mobility options*

- Supports sustainable transportation for residents with accessibility needs to ensure the new City assets (Event Centre and new North Side Stands) are fully accessible with convenient drop-off and all entry gates are fully accessible

*A city that is green and resilient*

- Reduced Corporate GHG emissions through the development of LEED Silver facilities

*A city with a diversified and prosperous economy*

- Stimulate growth in the Lansdowne Special District by reinvesting in the City's assets, for the strengthening of the tourism economy at Lansdowne, and supporting existing businesses both at Lansdowne and in the Glebe.
- Diversifying the city's economy by strengthening the sports and entertainment district at Lansdowne, and ensuring visitor spending remains impactful to the City through sports and entertainment at Lansdowne Park.

## **SUPPORTING DOCUMENTATION**

Document 1 Previous Motions and Directions to Staff

Document 2 Strata Property Parcel (Subterranean and Property Air Rights)

Document 3 Request for Offer Fairness Commissioner Report

Document 4 Partnership Waterfall Distributions

Document 5 Social Procurement Framework

## **DISPOSITION**

Subject to Council approval, staff will implement the recommendations as outlined in the report and complete the legal close of the amended and restated Lansdowne Partnership Plan Agreements.

The Lifting of Holding Provision ('h') by-law listed on the Council agenda will be enacted with the approval of the Three Readings and Confirmation By-law.

The General Manager, Infrastructure and Water Services, will ensure status updates on the Lansdowne 2.0 project are provided to Members of Council as warranted and outlined in this report.