

NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Alexandra Bridge Replacement Project

PUBLIC CONSULTATION REPORT
OCTOBER TO DECEMBER, 2020

Canada

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I. Project description

A. Background

The Alexandra Bridge is one of five interprovincial bridges in Canada’s Capital Region that link the cities of Ottawa, Ontario, and Gatineau, Quebec. The bridge spans the Ottawa River from Nepean Point, just west of Ottawa’s ByWard Market, to the Canadian Museum of History in the Hull district of Gatineau. Its usage represents approximately 9 percent of the average daily interprovincial vehicle traffic in the Capital Region. The bridge is used by about 33 percent of all active mobility users (i.e. pedestrians, cyclists, users with mobility aids and so on) crossing the Ottawa River.

The Alexandra Bridge has been an iconic feature of the Ottawa–Gatineau skyline for over 120 years. When completed in 1901, the bridge represented a momentous achievement in engineering. It was an early example of the use of poured concrete piers and the exclusive use of steel in bridge construction. The bridge had, at the time, the fourth-longest span of its type in the world, and was the largest structure entirely constructed of steel in North America. Canadian engineers and designers conceived and executed its design. In 1995, the bridge was designated a National Historic Civil Engineering Site by the Canadian Society for Civil Engineering. The bridge has had a long service life, which attests to the excellent quality of the craftsmanship and materials used in its construction.

The bridge is now reaching the end of its service life and is due for replacement. Ongoing repairs will allow it to remain in service for another 10 years.

In 2019, following a recommendation by Public Services and Procurement Canada (PSPC) that the bridge be replaced due to its deteriorating condition, increasing maintenance costs, and inability to serve current and future transportation needs, the Government of Canada directed, through Budget 2019, that the bridge be replaced within 10 years. A report detailing this recommendation has been released by PSPC [on its website](#).

The design and construction process will take place over an approximately 10-year period and is part of a broader effort to improve interprovincial transportation in Canada’s Capital Region. Site work is scheduled to begin in 2028, and construction of the new bridge is expected to be completed by 2032.

B. Project requirements

The basic requirements for the bridge are the following:

- Two lanes for vehicle traffic (one in each direction) designed to be adapted in the future for public transit via a tram or light rail system.
- One lane for active mobility (i.e. pedestrians, cyclists, users with mobility aids and so on) on the upstream (west) side of the bridge. The active mobility lane will be bidirectional, with separation of pedestrians and cyclists. The active mobility lane should include

seating and viewing locations that provide rest points without compromising safety or obstructing users.

- The traffic lanes and the active mobility lane will have a solid surface that will protect the bridge from the elements, de-icing products and dirt. This will allow for a longer-lasting structure.

The replacement of the Alexandra Bridge also presents a unique opportunity to reimagine this vital connection between Ottawa and Gatineau. Located in the heart of the Capital Region on the territory of the Algonquin Anishinabeg and offering one of the area's most breathtaking views of Parliament, the new bridge will occupy a space rich in symbolism and history. In short, the bridge will have a functional purpose, but it will also represent something greater than the sum of its parts.

C. Project timeline

The replacement of the Alexandra Bridge will take place in the following three stages:

Pre-planning (2020–2021)

- Develop vision and design guidelines
- Public consultation 1a: design guidelines, potential impacts and mitigation
- Public consultation 1b: review results of 1a, present the revised design guidelines and current status of the project as well as any updates to the project plan presented during 1a

Planning (2021–2025)

- Development of design options
- Public consultation 2: conceptual design options
- Public consultation 3: preliminary reference design
- Public consultation 4: final reference design

Procurement and implementation (2025–2032)

- Procurement process to award design and construction contract
- Public consultation 5: final design and construction plan
- Deconstruction of existing structure and start of new bridge construction

D. Project impacts

It is anticipated that the crossing will be closed to traffic, including active mobility, for approximately three to four years between 2028 and 2032. Careful consideration will be given to the impact that construction will have on all groups, including general traffic, traffic management operations in communities on either side of the river, public and private transit operators, emergency services, police departments, cyclists, pedestrians, and other institutional and commercial operators in the vicinity of the bridge.

Deconstruction of the Alexandra Bridge and construction of the new bridge will be planned in a manner that optimizes health and safety, environmental protection, the principles of sustainable development, and waste management. It will also minimize the adverse effects of construction (e.g. noise, vibration, dust and so on) on nearby communities.

The project will be subject to the [impact assessment process](#), overseen by the [Impact Assessment Agency of Canada](#) (IAAC).

II. Public consultation process

A. Overview

In partnership with PSPC – the department responsible for the management of the Alexandra Bridge – the NCC is providing support to this project by leading a comprehensive public engagement process that will be undertaken in multiple phases over the next decade.

This report covers the first phase of public consultation for the project, which occurred during the pre-planning stage. It included two workshops with stakeholder groups, one online consultation, and several follow-up meetings with individual stakeholder groups. Four additional phases of public consultation are scheduled to take place between 2021 and 2032.

A separate Indigenous engagement approach is being conducted by the NCC and PSPC with the support of [Innovation 7](#), an Indigenous-owned consulting firm.

It is important to note that this phase of public consultation was conducted during the COVID-19 pandemic. The program of consultation activities thus reflected the unique circumstances of this public health crisis. In keeping with the advice of public health authorities, all public engagement during this phase of consultation was held virtually.

a. Consultation objectives

The objectives of the first phase of public consultation were to provide members of the public with an opportunity to:

- learn about the Alexandra Bridge replacement project
- share their thoughts and concerns about how they might be affected by the project
- propose ideas to minimize any adverse effects and enhance any benefits that the project may have
- share their thoughts on design guidelines for the replacement of the Alexandra Bridge
- propose ideas as to how the history and built heritage of the Alexandra Bridge should be celebrated after its replacement

b. Dates and times

Workshop with stakeholder groups (EN):

- October 21, 2020, 6:00 – 7:30 pm

Workshop with stakeholder groups (FR):

- October 22, 2020, 6:00 – 7:30 pm

Online consultation:

- November 3 to 16, 2020.

Meeting with the Lowertown Community Association

- December 7, 2020, 7:00 – 8:00 pm

Meeting with the Save the Bridge Coalition

- December 10, 2020, 2:00 – 3:30 pm

Meeting with the Ottawa-Gatineau Hotel Association

- December 17, 2020, 10:30 – 11:30 am

Meeting with Brigil Construction

- December 18, 2020, 10:30 am – 12:00 pm

B. Consultation procedure and tools

a. Workshops with stakeholder groups

The meetings with stakeholder groups were held virtually via the Microsoft Teams platform. During the first part of the meeting, members of the project team provided participants with an overview of the project. This included information on the following:

- Why the bridge is being replaced
- Background information on the Alexandra Bridge
- Current conditions
- The different overlapping processes at play:
 - Public engagement
 - Federal approvals
 - Impact assessment
- Potential impacts

This was followed by a Q&A session and discussion period. During this period, we asked participants the following questions:

- What types of impacts most concern you?
- What mitigation measures would you like to see put in place?

The project team then presented the project's functional requirements, vision, mission, and design guidelines, along with an overview of the project timeline. This was followed by another Q&A session and discussion period. The two following questions were used as discussion prompts:

- Is there anything about the design guidelines that you would change?
- What features do you think should be considered as part of the design of the new bridge?

During the third and last discussion period, participants were asked how they would like to be engaged as part of the project. The meeting ended with an overview of next steps that emphasized future opportunities for public involvement.

b. Online consultation

The online consultation for this project was divided into two parts. Participants were first directed to a [webpage](#) on the NCC's website that provided information on the following:

1. The project's background, functional requirements, and schedule
2. Possible impacts and mitigation measures
3. Proposed vision and design guidelines for the new bridge
4. Objectives of the first phase of public consultation

Participants were then invited to complete an online questionnaire about different aspects of the project. These included:

- The project's potential adverse effects
- Desired mitigation and enhancement measures
- Favourite features of the Alexandra Bridge
- Desired improvements for the new bridge
- What the design of the new bridge should visually highlight or reflect
- Commemoration of the Alexandra bridge's history and built heritage
- Anticipated benefits of the Alexandra Bridge replacement project

The full questionnaire is included in Appendix A.

Participants were also given the option of providing feedback via email or by calling the NCC's Contact Centre.

c. Meeting with the Lowertown Community Association

NCC staff delivered a presentation about the project at the Lowertown Community Association's monthly board meeting. This was followed by a question-and-answer period.

d. Meeting with the Save the Bridge Coalition

The meeting with the Save the Bridge Coalition was held virtually via Microsoft Teams. It included a presentation delivered by the project team, followed by a group discussion.

e. Meeting with the Ottawa-Gatineau Hotel Association

The meeting with the Ottawa-Gatineau Hotel Association was held virtually via Microsoft Teams. It featured a brief presentation about the project followed by a discussion period.

f. Meeting with Brigil Construction

The meeting with Brigil Construction was held virtually via Microsoft Teams. It featured a presentation delivered by Brigil staff about a design proposal for the bridge and was followed by a discussion of the design.

C. Invitation and promotion

a. Workshops with stakeholder groups

In collaboration with PSPC, the NCC developed a list of over 650 stakeholders at the local, regional and national level who might be affected by or have an interest in the project (the full list is provided in Appendix B). These groups are various in type and vocation, and include community associations, government entities, women’s organizations, cultural institutions, embassies, organizations that provide services to newcomers, tourism associations, sports clubs, business and industry groups, homeless shelters, environmental organizations, and active mobility advocacy groups, among others. The NCC Public Affairs team then researched and collected contact information for each group identified as part of the stakeholder analysis for the project.

On Friday, October 9, 2020, an invitation to participate in a meeting about the Alexandra Bridge replacement project was sent to all of the groups on the list of stakeholders. A reminder was sent on October 20, 2020.

b. Online consultation

An email invitation to participate in the online consultation was sent to the NCC’s Public Engagement newsletter subscriber list, which includes the following stakeholders:

- interest groups, user groups and heritage groups
- residents’ associations
- members of the general public registered to receive public engagement messages

The same invitation was sent to the organizations that received the invitation to attend the workshop with stakeholder groups so that it could be shared with their members.

Messages were also posted on the NCC’s social media accounts (Facebook and Twitter), soliciting the participation of all interested members of the public.

A paid digital advertising campaign was also launched on the following platforms throughout the duration of the online consultation:

Print	Digital
LeDroit Ottawa Citizen Metroland Media (Arnprior, Carleton Place, Kemptville, Perth, Smith Falls) OCNA (Alexandria-Glengarry, Lanark, Morrisburg and Prescott-Russell) Réseau Sélect (La Petite Nation, Cornwall Express, L'Envol) Vision Clarence Rockland Le Reflet (Embrun) QCNA Fort Coulonge (Journal du Pontiac), Chelsea (Low Down to Hull & Back), Buckingham (West Quebec Post) Bulletin d'Aylmer ParaSport Ontario Magazine Thrive Magazine First Nations Drum East Newsprint	Google Facebook Twitter LinkedIn LeDroit Ottawa Citizen The Hill Times Ottawa Business Journal First Nations Drum East Metroland Media INSIDE OTTAWA VALLEY (Arnprior, Carleton Place, Kemptville, Perth, Smith Falls) Bulletin d'Aylmer Bell Media Network Pink Triangle Press - Daily Xtra

The promotional campaign for the online consultation reached over 95,000 people.

c. Follow-up meetings with individual stakeholder groups

Follow-up meetings with the Lowertown Community Association, the Save the Bridge Coalition, Brigil Construction, and the Ottawa-Gatineau Hotel Association were organized at the request of these stakeholder groups.

D. Participants

a. Workshops with stakeholder groups

- A total of 15 participants representing the following organizations:
 - Association des résidents et résidentes de l'île de Hull
 - Action vélo Outaouais
 - Byward Market Business Improvement Area
 - Club des ornithologues de l'Outaouais
 - Chambre des commerces de Gatineau
 - Environnement
 - Federation of Community Associations
 - Heritage Ottawa
 - Ottawa-Gatineau Geoheritage Project
 - Rideau Valley Conservation Authority
 - Rockliffe Park Residents' Association

- Rockliffe Yacht Club
- Transport Action Canada
- Ville de Gatineau

b. Online consultation

- A total of 3,195 respondents, of whom 2,295 completed the questionnaire from start to finish.

c. Meeting with the Lowertown Community Association

- A total of 70 participants. The meeting was open to all members of the Lowertown Community Association.

d. Meeting with the Save the Bridge Coalition

- Nine participants, including representatives from Heritage Ottawa, the Lowertown Community Association, la Société d’histoire de l’Outaouais, National Trust Canada, l’Association des résidents de l’Île-de-Hull. The meeting was also attended by an architect and a civil engineer unaffiliated with any of the groups mentioned above.

e. Meeting with the Ottawa-Gatineau Hotel Association

- One participant: the Executive Director of the association.

f. Meeting with Brigil Construction

- Three participants, including Brigil’s owner and two members of their executive team.

III. Public consultation highlights

The following is a high-level summary of the input received during the first phase of public consultation on the Alexandra Bridge replacement project.

- Whether as a crossing, a landmark, or a public space, public consultation participants made it clear that the Alexandra Bridge cannot be thought of as just any other bridge. The concerns and aspirations articulated by participants regarding the replacement project are closely tied to what, in their eyes, makes the Alexandra Bridge unique. Depending on who you ask, the Alexandra Bridge is:
 - A nationally significant heritage structure that represents a link to the past
 - The safest active mobility crossing between Ottawa and Gatineau
 - The most picturesque and interesting of the bridges in the area
 - An iconic landmark and defining feature of the Ottawa-Gatineau skyline

- Not just a crossing, but a destination in its own right for residents and visitors alike
 - The shortest and most conveniently located route between the downtown cores of Ottawa and Gatineau
- While the perceived quality (or qualities) that set the bridge apart varied in type and importance from person to person, uniqueness itself was a recurring theme and point of reference in the feedback. The bottom line, for many participants, is that sights for the new bridge's design should be set high.
- The vast majority (72%) of those who responded to the online questionnaire are concerned that they will be adversely affected by the project to some degree.
- The most widely shared concerns about the project involved not only the near-term effects of construction (the duration of the bridge's closure, the adequacy of alternative transportation routes, environmental impacts), but also broader implications and risks tied to the bridge's role as a landmark and destination (loss of the unique character and heritage of the bridge, loss of scenic views).
- The project's implications for the bridge's built heritage and history loom especially large in the feedback provided by participants. Its loss was the most widely shared concern among respondents to the online questionnaire (identified by 64% of respondents), and a majority (50%) consider its commemoration to be very important. Some respondents consistently expressed their opposition to the decision to replace the bridge and advocated instead for its restoration.
- History and heritage were also among the elements participants most frequently suggested that the new bridge's design should evoke, along with the surrounding landscape, sustainability, and design excellence.
- From concerns to proposed improvements, active mobility was another object of major interest for many participants. The existing, segregated pathway is one of the bridge's most highly prized features, and participants were keen to see its loss thoughtfully offset during construction. By the same token, many hoped that the new bridge would provide opportunities to enhance the experience of its active mobility users and to promote sustainable transportation.
- The features participants like most about the Alexandra Bridge are tied to its unique appearance and character, as well as to experiences facilitated by its boardwalk. Participants especially appreciate how the boardwalk's active mobility lane is separated from vehicular lanes, and how it creates a space in which the sensory experience of crossing the bridge—from the sights to the smell of the wood—can be thoroughly enjoyed.
- The things that participants would most like to see improved in the new bridge are primarily functional in nature: separation of pedestrians and cyclists, better surfaces, enhanced public transit integration, expanded carrying capacity, and, overall, ensuring that the bridge meets the highest design and construction standards.
- Echoing many of the desired improvements, the benefits participants were most likely to expect from the project were improved traffic flow and a greater emphasis on safety, active mobility and public transit.

What we heard

A. Workshops with stakeholder groups

Questions and answers

One of the main objectives of the workshops was to provide participants with an opportunity to learn about the project and its potential effects on their constituents. Part of both workshops was devoted to questions and answers, as participants familiarized themselves with the project’s details and broader implications. These are summarized in the table below.

Question	Project team’s response
How much influence will the COVID-19 pandemic have on the design of the bridge?	The new bridge will have two vehicular lanes, and an enhanced active mobility lane. We do not anticipate that the pandemic is going to change the basic requirements for the new bridge.
Will the new bridge be located in the same place as the existing bridge?	Yes, though it may have a slightly different alignment.
Is there any documentation that shows what factors were considered when making the decision to replace vs. rehabilitate the bridge?	A study was conducted in 2017 and 2018. It examined two scenarios: maintaining the bridge for another 75 years versus replacing it with a new bridge. Different bridge options were explored to determine what provided the best value for money. The study demonstrated that replacing the bridge would be more economical and would result in fewer closures in the future.
Will the new bridge be built on or in line with the existing piers?	The existing piers would not be reused. The intent is for the bridge to be located exactly where it is now or immediately alongside the existing bridge.
How long do you anticipate the bridge will be closed for construction?	Between two to four years, depending on the alignment.
Will there be a designated lane for emergency and service vehicles?	A number of different options were explored. The challenge on this front is that, due to the location of the bridge, the approach on the Ottawa side is very narrow. There isn't much room to expand the bridge beyond the 3 proposed lanes.
Will the lighting of the new bridge following the guidelines of the Capital Illumination Plan?	Yes, this is included in the design guidelines.
Are the design guidelines constrained by a prior decision to build a “signature” bridge? What are the options for making the bridge something spectacular?	The options being explored are of different types of signature bridges. The scope and details of different design options will be explored during the design phase of the project.
What is the current volume of traffic crossing the bridge?	Pre COVID-19, its usage represented approximately 9 percent of the average daily interprovincial vehicle traffic in the Capital Region. The bridge was used by about 33 percent of all active mobility users (i.e. pedestrians, cyclists, users with mobility aids and so on) crossing the Ottawa River.

Will the new bridge accommodate cars and trucks? Will there be a limit on the size of trucks it accommodates?	The new bridge will be designed to accommodate all vehicles, including trucks. However, as it is part of Confederation Boulevard, commercial trucks would be rerouted to other bridges, such as the Macdonald-Cartier Bridge. Unless that were to change in the future, it is unlikely that commercial trucks would use the new bridge.
Do you anticipate that there will be an increase in traffic across the bridge?	The current approaches limit the amount of traffic that can flow across the bridge. We do not expect that the traffic volume on the new bridge would increase greatly given the network to which it is connected.
Will the new bridge accommodate tour buses?	The new bridge will be designed to accommodate all vehicles, including tour buses.
Will the new bridge accommodate public transit?	Yes. It is also being designed to be adapted in the future for public transit via a tram or light rail system.
If the new bridge is built alongside the old one, will that have a major impact on the Boulevard des Allumettières and Laurier Street?	No, the approaches to the bridge will not change significantly.
What effect will the closure of the Alexandra Bridge have on commercial traffic on the Macdonald-Cartier Bridge?	Outside peak hours, the other bridges across the river should be able to compensate for re-routed traffic. During peak hours, special traffic management measures will need to be implemented. We will work with different user groups to find workable solutions to this challenge.
Have you derived any inspiration or lessons learned from the Champlain Bridge project in Montreal?	Yes, there are members of the Alexandra Bridge replacement project team who worked on the Champlain Bridge project in Montreal. We are also learning from other similar projects.
Have you made any decisions regarding the type of structure the new bridge will have?	Discussions about this are ongoing, and much work remains to be done before we can select a structure for the new bridge.
Have you considered renaming the bridge?	No decision on this has yet been made.
Will there be a design competition for the new bridge?	No decision on this has yet been made.

Feedback

Participants were invited to reflect on the project from two main perspectives: near-term impacts related to closure and construction, and the long-term implications of the new bridge's design features.

The near-term issues raised by participants centred on the project's effects on the flow of traffic across the river, potential environmental impacts, contracting, and public engagement. Most of these were articulated as concerns with corresponding recommendations.

Themes	Issues raised	Recommendations
Flow of traffic	<ul style="list-style-type: none"> The Alexandra Bridge is an important connection for active mobility, and its 	<ul style="list-style-type: none"> Make the planning and implementation of active mobility

	<p>closure will be highly disruptive for these users. Detours are often long and poorly planned.</p> <ul style="list-style-type: none"> • Other bridges have little capacity to absorb traffic that will have to be rerouted from the Alexandra Bridge during closure. • The closure will likely significantly disrupt the flow of vehicular, active, and commercial transportation. • The closure will likely negatively affect tourism in the region by limiting circulation between tourist destinations. • Other bridges are not safe for active mobility. 	<p>detours a priority rather than an afterthought.</p> <ul style="list-style-type: none"> • Enhance ferry service while the bridge is closed. • Make active mobility as big of a priority as vehicular traffic in your construction milestones. Do not neglect the active mobility lane in favour of vehicular lanes. • Build the new bridge alongside the original as it is being decommissioned so as to minimize period during which the crossing would be closed. • Work collaboratively with the community to develop mitigation measures.
Environmental impact	<ul style="list-style-type: none"> • There are unique geological assets in the area that could be affected by the project. • There is a risk that environmental impact studies will only be considered late in the planning process. 	<ul style="list-style-type: none"> • Implement measures to identify and preserve geological assets. • Adopt an environmentally friendly approach to planning from the outset of the project. Make it a part of the vision.
Contracting	<ul style="list-style-type: none"> • The project will create business opportunities and jobs, which will hopefully benefit the local economy. 	<ul style="list-style-type: none"> • Deliberately create opportunities for local contractors to contribute to the project.
Transparency and public engagement	<ul style="list-style-type: none"> • The COVID-19 pandemic poses unique challenges to public engagement. • Some previous bridge projects lacked transparency. 	<ul style="list-style-type: none"> • Find creative ways to engage during the pandemic (e.g. consultations in outdoor public spaces, or on site at the Alexandra Bridge). • Be proactive in your engagement. Don't wait for communities to come to you. • Share project plans. • Continue holding online consultations after the pandemic is under control.

The discussion of the project's design features focused on opportunities in the following areas: active mobility, public transportation, heritage and interpretation, views and aesthetics, and maintenance.

Themes	Issues raised	Recommendations
Active mobility	<ul style="list-style-type: none"> • The new bridge could further minimize the effects of the vehicular lane on active mobility users. • Once the project is complete, a return to the status quo in terms of vehicular traffic volume is undesirable. 	<ul style="list-style-type: none"> • Design the new bridge in a manner that encourages users to reduce their speed. • Create a sound barrier between vehicular lanes and the active mobility lane.

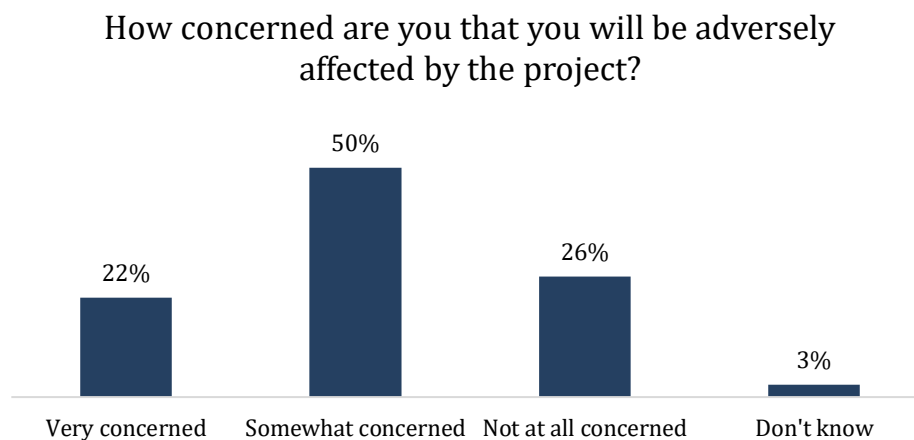
		<ul style="list-style-type: none"> • Design the bridge in a manner that discourages growth in vehicular traffic and instead promotes active mobility. • Limit the use of the new bridge to public transit and active mobility.
Public transportation	<ul style="list-style-type: none"> • The new bridge could be better adapted for public transit. • There is an interprovincial public transit gap in the east end. 	<ul style="list-style-type: none"> • Include the potential integration of light rail in the design guidelines. • Ensure that public transit buses and tour buses can be accommodated on the new bridge.
Heritage and interpretation	<ul style="list-style-type: none"> • Many people view the existing bridge as a significant technological achievement and are very attached to it. • Current interpretation panels do not feature information about the natural environment that surrounds the bridge. 	<ul style="list-style-type: none"> • Discuss heritage plans with the public as early as possible in the process. • Make preserving the memory and significant elements of the bridge a priority. • Consider making heritage commemoration a separate part of future public consultations. • Include interpretive panels about the local flora and fauna. • Include digital interpretive panels that feature dynamic and interactive content.
Views and aesthetics	<ul style="list-style-type: none"> • The Alexandra Bridge is not just a bridge, but a tourist destination. 	<ul style="list-style-type: none"> • Consider designing the bridge so that users can enjoy views on both sides. • Look to international examples of design excellence, like the Banpo Bridge in South Korea. • It is a great idea to integrate public art into the design, and to create connections with the National Art Gallery and Museum of Canadian History.
Maintenance	<ul style="list-style-type: none"> • The new bridge could be another amazing place to enjoy the city during the winter. 	<ul style="list-style-type: none"> • Include visuals of what the bridge would look like in the winter for future public consultations. • Ensure that snow is cleared in areas where users go to enjoy the bridge, including around interpretive panels.

B. Online consultation

a. Project impacts

Concerns

Be it from the perspective of a user, neighbour, business owner, resident of the National Capital Region, prospective visitor, or interested observer, most respondents felt like they had a personal stake in the Alexandra Bridge replacement project. Fifty percent indicated that they were somewhat concerned about being adversely affected by the project, while 22% indicated they were very concerned.

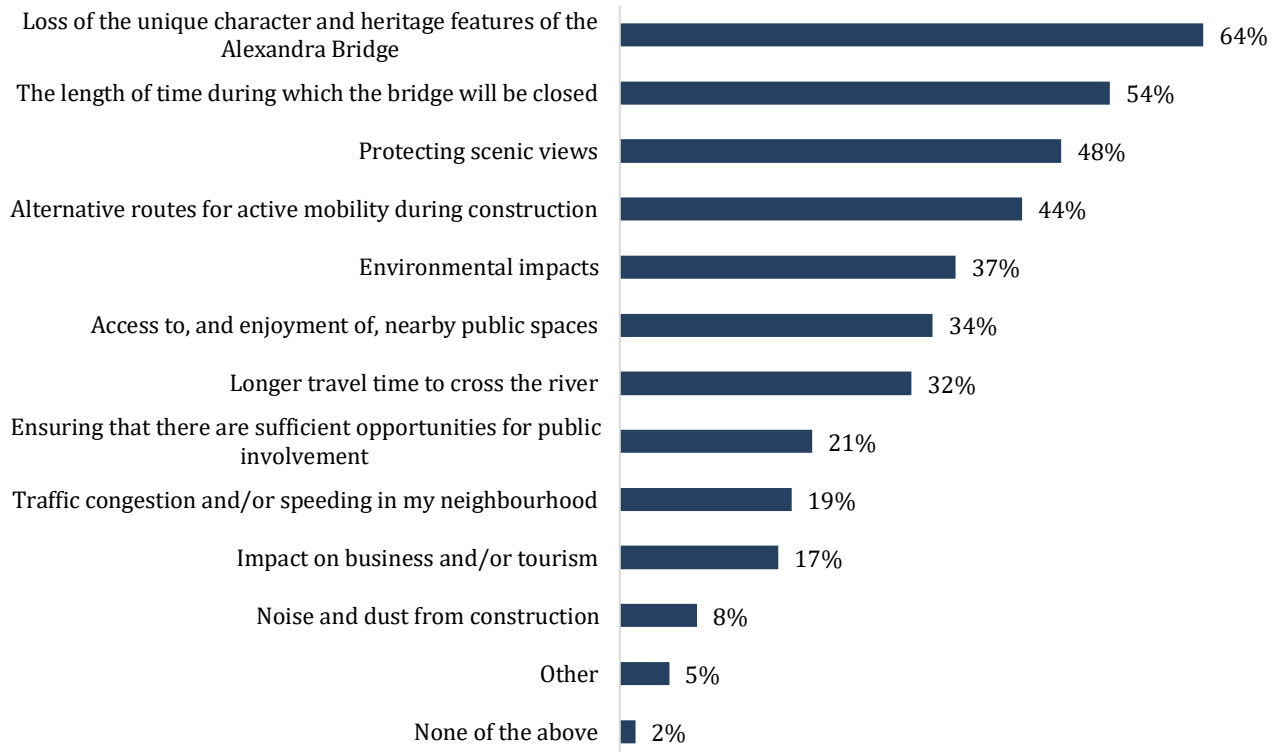


Note: This chart illustrates the answers of 2,728 respondents.

The most widely shared concern was the risk of losing the unique character and heritage features of the Alexandra Bridge (selected, from a list, by 64% of respondents). As some respondents expressed throughout the survey, the Alexandra Bridge is, in their eyes, a national treasure and an iconic landmark whose replacement would constitute a significant loss. This was articulated both in terms of the bridge's intrinsic historical value, and the way it shapes the appearance and experience of the space it occupies. Respondents noted the important role that the Alexandra Bridge plays by providing beautiful views of important national landmarks, and by itself contributing to the beauty and patrimonial character of the area. Concern about the loss of these views and of the effects of replacement on the integrity of the surrounding landscape was widely shared by respondents. A number of respondents were surprised by the decision to replace rather than rehabilitate the bridge and questioned the basis on which this decision had been made. Some requested additional information on the studies and analysis that informed this decision. Some respondents indicated that they were opposed to the bridge's replacement and urged the government to reconsider its decision.

Respondents also expressed concern that the replacement bridge would, in sharp contrast with the Alexandra Bridge, end up being utilitarian and visually uninspiring. A number of respondents also feel the Alexandra Bridge is, by a significant margin, the most interesting and beautiful of the crossings in the National Capital Region, and that any replacement ought to similarly stand out.

Which issues are you most concerned about?



Note: This chart illustrates the share of 2,812 respondents who selected each of the answer options listed.

Concerns related to travel across the river were also widely shared by respondents. Fifty-four percent indicated that the length of time during which the bridge will be closed was one of the issues they were most concerned about. The effects of the closure on active mobility in particular weighed heavily on the minds of many participants. Alternative routes for active mobility during construction was the fourth-most widely shared concern, with many respondents specifying in their comments that they considered the Alexandra Bridge to be the safest crossing for active mobility. Its loss, they contended, would make it not only more inconvenient to cross the river, but also more daunting and dangerous. Longer travel times and increased traffic congestion were also identified as significant concerns by respondents (selected by 32% and 19%, respectively).

The project's potential environmental impacts were of particular concern to 37% of respondents. The specific concerns related by respondents in their comments were varied: more emissions due to increased congestion, choice of environmentally friendly materials, effects on biodiversity, waste management, the recycling of material from the original bridge, and pollution in the river, among others. Some respondents simply urged decision-makers to make protection of the environment a priority, while others asked for more information about the project's likely environmental impacts.

Another third of respondents pointed to limited access to, and enjoyment of, nearby public spaces as a significant concern, and 17% to the potential impact on business and tourism. Only 8% selected noise and dust from construction as a top concern.

The importance of sustained and meaningful public engagement was underscored by a little over a fifth of respondents who indicated this was one of their most pressing concerns about the project.

Respondents also had an opportunity to share any other issues of concern that were not listed among the options provided. Those most frequently mentioned by respondents included:

- Ensuring a high standard of design and construction (29 mentions)
- Loss of heritage and history (28 mentions)
- Making the new bridge public-transit-friendly (15 mentions)
- The project's effects on boat traffic in the area around the bridge (13 mentions)
- Repairing the Alexandra Bridge instead of replacing it (13 mentions)
- Sufficient and meaningful consultation with Indigenous Peoples (11 mentions)
- Converting the Alexandra Bridge into a crossing exclusively for active mobility (8 mentions)
- The overall cost of the project to taxpayers (6 mentions)

Mitigation measures

After being asked about the issues they found to be most concerning, respondents were given an opportunity to propose mitigation measures that they thought would best address these issues.

Most of the measures proposed by respondents aim to mitigate disruptions to the flow of traffic across the river. In keeping with the widely shared concerns related to active mobility, the most frequently mentioned of these proposed measures was to provide adequate alternative routes for active transportation (361 mentions), including measures like expanding the carrying capacity and enhancing the safety of active mobility lanes on other interprovincial bridges. In a similar vein, some respondents proposed keeping the Alexandra Bridge open for active mobility during construction (69 mentions) and clearing pathways identified as alternative routes for active mobility during the winter (10 mentions).

Other suggestions geared toward broader transportation needs included building a new crossing before decommissioning the Alexandra Bridge (163 mentions), implementing measures to minimize traffic congestion (204 mentions), operating an affordable ferry/water taxi (90 mentions) and/or shuttle service (47 mentions), reducing as much as possible the amount of time it takes to build a new bridge (81 mentions), and ensuring adequate planning and oversight to guarantee that the project is completed on time and within budget (39 mentions).

Another class of measures put forward by respondents sought to address issues raised about the project's implications for the Alexandra Bridge's aesthetic and historical qualities. A number of respondents rejected the project's premise and urged PSPC to simply repair rather than replace the Alexandra Bridge (117 mentions). Others stressed the importance of holding the new bridge to a high standard and making sure that the job is done right (115 mentions).

Reflecting the uncertainty expressed regarding the project’s potential environmental impacts, respondents recommended that these be carefully assessed and that strategies be developed to mitigate them (68 mentions). Some respondents singled out measures to protect the river as being especially important (10 mentions).

To address concerns related to transparency and public involvement in the project, respondents advocated for proactive, transparent and clear communications, as well as widely accessible and meaningful public consultation (88 mentions).

The following table provides a few examples of the comments received as part of the online consultation.

Topic	Sample comment
Concerns	<p>The Alexandra Bridge is beautiful and historic. I feel immensely sad that it will no longer exist, since it is an integral part of the heart of Ottawa. It is as important visually as the Parliament Buildings and the Chateau Laurier. I also worry about the ability to access the Canadian Museum of History without a car since OC Transpo does not provide bus service outside peak rush hours and the Alexandra is by far the most direct route from downtown on foot or bike.</p> <p>Every effort needs to be made to reduce the environmental impact of this project.</p> <p>I use the Alexandra Bridge to commute to work as a cyclist or pedestrian year-round. The alternative routes are Macdonald Cartier, which has much narrower pedestrian and cycling space and won’t be able to handle the same capacity or keep pedestrians and cyclists separated for safety. In the winter when it is not possible to access the locks, I would need to use Wellington to get to the Portage Bridge. With the heavy bus and other vehicle traffic, it is not a safe route for cycling.</p> <p>The view of Ottawa from the Alexandra bridge is the best in the entire city. The bridge itself is beautiful, and I’m concerned that the new bridge will not be up to par with the bridge’s aesthetics. I’d like the new bridge to be seriously beautiful, regardless of cost, with the same wooden boardwalk feature as the current Alexandra Bridge. This is the best bridge for walkers, runners, and cyclists in the city and I’m concerned that a replacement would be made of concrete and have sidewalks rather than a boardwalk. The new bridge has to be impressive. During construction, I’d like to see solutions for runners and cyclists to cross the border easily.</p> <p>I am concerned it will be made to look modern and industrial... something ugly like either the Corktown or Lansdowne bridge. Please look to our heritage and look to what draws tourists from around the world to unique places. It is never anything modern and devoid of romance.</p>

Je crois que le projet se doit d'être ambitieux, étant donné la valeur patrimoniale de l'emplacement et de l'environnement du pont. Une participation publique est essentielle pour assurer un caractère organique au projet.

Le passage de Gatineau à Ottawa durant les heures de pointes est déjà super problématique en temps normal. Il serait primordial que le pont reste ouvert jusqu'à ce que le nouveau pont soit bâti. Il est impensable qu'un pont ou passent 33% des gens qui circulent entre Ottawa et Gatineau soit fermé pendant si longtemps dans aucune mesure de rechange.

I hope that the charm of the bridge is not lost when it is replaced (i.e. I hope it's not a dull bridge like Macdonald-Cartier Bridge)

Pre-covid, the Alexandria bridge was an incredibly busy hub for active commuting between ON and QC, exerciser and tourists. It's views are amazing and it's part of the 5k loop that many folks do from one downtown to the other to build in physical activity to their days. I'm concerned that shutting down access for 4 years is far too long to lose this connection point for our communities.

The Alexandra bridge is a feat of engineering that still stands today. It is an important landmark within Ottawa and for those who come visit the national capital region. It is the longest standing direct connection between Ottawa and Gatineau, the literal bridge of the national capital region. Centre block was past its service life and it is undergoing a rehabilitation rather than a replacement. The Rideau canal was past its service life and it underwent a rehabilitation rather than a replacement. Why on earth would the replacement of the Alexandra bridge even be considered? If capacity is the issue, invest in transit between the two provinces or read one of the many feasibility reports that were produced about the construction of another interprovincial bridge. This would be a terrible, irreversible decision that future generations will look back on and say 'What the hell were they thinking'.

Mitigation measures

Safe cycle routes to provide access to the other interprovincial bridges.

I usually walk across that bridge. I can't imagine how much further I will be expected to walk when the bridge is taken down. Same for all the other people who commute on foot or bicycle on that bridge. We need a plan that puts these concerns right up front!

Do not replace the Alexandra Bridge. Repair it.

Strong, continuous public consultation and robust oversight and accountability for construction timelines and costs.

Dedicated lanes on other bridges to improve flow, alternate means of getting across the river from the ByWard market (maybe more / free water taxis?)

Try to keep open for pedestrian/bike use during construction whenever possible.

Build a nice bridge, not a cheap and ugly one.

Have a new bridge at a new crossing in use before closing and replacing this bridge. Preferably located in the East end of Ottawa Gatineau.

Add shuttles on the other bridges to reduce added congestion.

Environmental impact assessment, ongoing environmental monitoring, working closely with community organizations.

Thorough public and stakeholder engagement in the project. Procurement methods that underline design excellence as key performance indicator. Perhaps a design competition supervised by the Royal Architectural Institute of Canada or other third party.

Enhanced alternatives for active modes of transportation during construction, equitable job opportunities for the project, construction that won't be unreasonably long, as well as a new bridge with its own beautiful architectural charm.

b. User experience

The Alexandra Bridge's most appreciated features

In order to understand, from a user's point of view, which existing features might be important to retain or emulate in the design of the new bridge, we asked respondents to share the things they like most about the Alexandra Bridge.

From a functional perspective, the bridge's segregated boardwalk (1075 mentions) and convenient location (270 mentions) were its most-prized attributes. Respondents reported feeling safer while using the boardwalk on the Alexandra Bridge than active mobility lanes on other bridges in the region due to the total separation from vehicular traffic and the significant width of the boardwalk. Respondents also appreciated the direct connection the Alexandra Bridge provides between the downtown areas on both sides of the river.

For many respondents, the most appealing features of the Alexandra Bridge are tied to the sense of place it creates and the enjoyable, sensory experiences it facilitates. Respondents cited the bridge's unique design (867 mentions), historical character (577 mentions), the scenic views it provides toward Ottawa and Gatineau (459 mentions), and the materials of which it is made

(210 mentions) as the features of which they are most fond. Respondents also spoke of the bridge’s simple emotional and aesthetic appeal – its beauty, charm, elegance, timelessness, etc. (113 mentions). In this perspective, the Alexandra Bridge is not just a way to get from point A to B, but a destination in its own right whose use is associated by many with strong and pleasant memories. It is also considered by many to play a defining role in maintaining the area’s visual identity, and in connecting residents and visitors to the past.

What to improve

In contrast with the above, respondents focused almost entirely on functional design features when asked what they would most like to see improved with the new bridge.

Active mobility was again the focus of many proposals: better separation of cyclists and pedestrians (615 mentions), a smoother surface for active mobility than that of the existing wooden boardwalk (172 mentions), dedicating the bridge entirely to active mobility (113 mentions), installing rest stops (36 mentions), and covering the active mobility lane to shelter its users from the elements (11 mentions).

From a more general perspective, one of the most frequent recommendations was to guarantee the level of quality of design and construction befitting of an iconic landmark (282 mentions), with some respondents specifying that sustainability should be a priority on this front (35 mentions). Safety was another area that respondents emphasized (70 mentions). Suggestions on this front included better lighting, wider lanes, safety nets under the bridge, and better separation of traffic. In the same spirit, many respondents find the experience of driving in the northbound lane on a metal surface unnerving and would prefer that a different surface be used (264 mentions).

A number of respondents recommended increasing the bridge’s carrying capacity (261 mentions). Many thought that the focus should be on enhanced public transit services, with a heavy emphasis on interprovincial light rail or tram connections (331 mentions).

Not all recommended improvements were of a functional nature. Some thought that the new bridge should be designed to attract tourists, with space to take pictures, sit down, and enjoy the views (131 mentions). Respondents also emphasized the importance of beauty in the bridge’s design, of a kind that would blend in harmoniously with the architecture of nearby historic sites (59 mentions). A small number of respondents recommended integrating nature into the design, including trees and green strips (11 mentions). As in previous sections, a number of respondents expressed their opposition to the replacement of the Alexandra Bridge and indicated that they thought it should be kept as it is (161 mentions). Others thought that the new bridge should be designed as a replica of the existing bridge (44 mentions).

The following table provides a few examples of the comments received as part of the online consultation.

Topic	Sample comment
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<p>Favourite features</p>	<p>Heritage, historical design and feel. Excellent accessibility from Ottawa to Gatineau. The wooden boardwalk is the highlight. Smell of old wood.</p> <p>The land for pedestrians/cyclists is very wide: this provides ample room for people going at different speeds, it allows people to stop and enjoy the view if they wish, and it helps engender a feeling of safety because you don't have to be close to the edge.</p> <p>Segregated, separate wooden walk/ bike space away from traffic. Beautiful unrestricted views.</p> <p>Its design. That it's so old. I have known it my whole life. Seen it in every picture of Ottawa. It's its own character, like the CMHC or the NGC or the parliament buildings. It will be losing a friend. I crossed that bridge every day on foot or bike for early 10 years when I worked in Gatineau.</p> <p>Iconic design reflecting the era in which it was built. A new bridge should have an iconic design reflecting the era in which it will be built.</p> <p>Evokes emotion - it is a stunning piece of architecture. We cannot build some ugly, modern bridge that doesn't have the same aesthetic and romantic quality. The views as you cross into Ottawa from the Gatineau side- being able to see the river, the cliffs, the buildings, etc. I love the structure - appearance, and materials used.</p> <p>It's a beautiful, unique heritage structure in a stunning location. Running along the boardwalk on the bridge - in any weather - is good for the soul.</p> <p>Le bois qui recouvre la passerage piétonnier/cycliste. Les matériaux naturels et surtout le bois sont partie intégrante de la culture de la région.</p> <p>Convenience. It's midway between Portage and MC bridges and provides an entry/exit to or from the Market.</p> <p>Separation of cyclists from cars and the historic appearance overall.</p>
<p>Desired improvements</p>	<p>World class design. No fossil fuel vehicles on the new bridge to fulfill the Government's commitment to a carbon neutral future.</p> <p>Aside from cars, cyclists and pedestrians, it should be equipped to handle a train or LRT passing over or under it. The crossing should be included in future LRT expansion plans. New views and opportunities for tourists to stop and take photographs of parliament hill and the surroundings would also be an improvement (take inspiration from the Sydney Harbour Bridge which allows tourists to climb it).</p> <p>It would be nice if the pedestrian crossing allowed for unimpeded views of both sides of the river. Adding benches and some greenery would turn</p>

it into a tourist destination in itself. It would also be a huge improvement if car noise and pollution from cars could be reduced somehow to make it more appealing for pedestrians. It would also need a designated bicycle lane.

I would like this bridge to be dedicated to active and public transportation.

Safety - it is sometimes scary driving across the bridge with the metal construction.

I would like to see the bridge retain the classical aesthetic of the current bridge. It sets the tone for Ottawa as an important historical location and increased the beauty of our landscape. I am worried the new construction will be too modern and lessen the breathtaking experience and views of our city.

Repair the old bridge, do not knock down the old bridge. Keep the wooden slats, they add to the heritage character.

There should be a return of light rail public transit along this bridge that loops along Laurier Street around along the Portage Bridge to the Sparkes Street and back to the Ottawa end of the new bridge. Public transit needs to be given a high priority. This could be done by adding rail underneath or atop a roadway for cars.

Perhaps a smoother surface for cyclists, rather than wood. Some benches for people sit and enjoy the view. Some plants. Perhaps the structure could be a lighter colour. Perhaps a little deck with a panorama board of the view pointing out the major buildings and information about fur trade routes and how indigenous people used the area.

Replace the metal grill roadway with something quieter.

More space for bikes, with better bike path connections on both sides of the bridge, especially on the Ontario side.

c. The bridge as a symbol

Located at the heart of Canada's Capital Region on the traditional territory of the Algonquin Anishinabeg and offering one of the area's most breathtaking views of Parliament, the new bridge will occupy a space rich in symbolism and history. We asked respondents what, within this context, they thought the design of the new bridge should reflect or highlight.

One of the most common suggestion was to ensure that the new bridge is in harmony with its natural surroundings; that it complement the landscape rather than compete with it for visual

primacy (432 mentions). In the same spirit, respondents also stressed the importance of having the new bridge’s design feature beautiful and unobstructed views of the surrounding area (286 mentions).

History and heritage loomed large in other suggestions. A number of respondents thought that the design of the bridge should reflect the different histories that overlay the land on which it will be built: that of region (309 mentions), of Indigenous Peoples (210 mentions), and of Canada (28 mentions). Other suggestions in this vein focused instead on the bonds that have shaped collective histories, including the relationship between Quebec and Ontario (68 mentions) and the ties that contribute to unity at a national level (26 mentions). For many respondents, there is no better way to highlight local history and heritage than by having the new bridge emulate the Alexandra Bridge’s design (368 mentions). Others instead urged that the Alexandra Bridge be restored (113 mentions).

Many of the suggestions made by respondents were a clarion call to put excellence at the forefront of all design considerations. These included seeking inspiration from other architectural landmarks, such as Parliament, nearby museums, and other international sources of inspiration (89 mentions), ensuring that the bridge makes an architectural statement and remains an iconic landmark (129 mentions), making the new bridge an outstanding example of sustainable design and construction (287 mentions), and ensuring that it is as durable and low-maintenance as possible (16 mentions). Some respondents simply urged the project team to do a good job and make the bridge look great (110 mentions).

Other suggestions that set the question of symbolism aside in favour of more functional design features included separating cyclists and pedestrians (119 mentions), accommodating streetcar or light rail service (24 mentions), integrating green spaces into the design (22 mentions), and creating rest areas where users can sit and/or take pictures (20 mentions).

The following table provides a few examples of the comments received as part of the online consultation.

Topic	Sample comment
What the new bridge should symbolically reflect	<p data-bbox="483 1360 1372 1465">Given its location the bridge needs to symbolize it all, but I prioritize the following: Ottawa's Anishinabeg heritage, its heritage as a centre for lumber, and Canada as a beacon of optimism in the world.</p> <p data-bbox="483 1507 1372 1570">It should blend with the landscape and geology and river, rather than obliterate the view.</p> <p data-bbox="483 1612 1372 1858">The new bridge should complement the existing landscape and not be showier than its surroundings, especially the Parliament buildings and National Gallery. It should have good view planes of the surrounding area. The current bridge is also a reminder of Ottawa's more industrial past; preserving and reflecting on this will be important. While not suggesting a carbon copy, a design that emphasizes its connections to the past will be important.</p>

Keep active path separate from roadway. Keep nice architectural look. Bridge has a lot of history, maintain it as much as possible.

The history of the railway in Ottawa. The brilliance of engineering and design in Canada. Canadian raw materials. The connection between the two provinces, the two cities, the two cultural / tourism hubs.

The existing bridge should remain. It's beautiful and historical and nothing you do can replace that.

A green bridge that emphasizes the importance of the surrounding natural and cultural landscape. Resting areas and viewing deck allow active users to appreciate the natural landscape (parks, paths, river, cliffs) of downtown Ottawa and the cultural institutions located/visible from the waterfront. Design should make it more than just a bridge, but a bridge people would want to photograph. Since it is connecting two parks and a museum and gallery, the design could be more organic and artistic and less 'industrial' than the existing bridge.

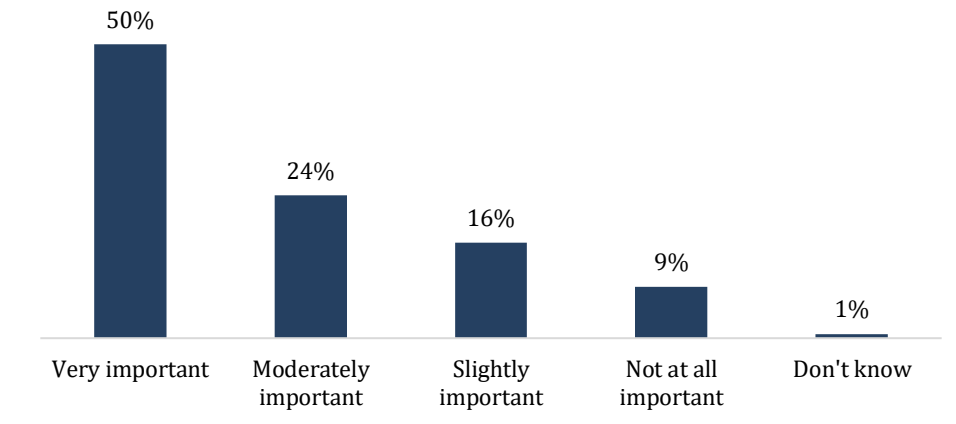
Mirror modernity and parliament buildings - similar to the amazing design of the national gallery of Canada. Or the Gatineau hills - similar to the museum of Canadian history.

The heritage / railway history / design of the current bridge should be maintained but also incorporate elements of Algonquin culture, the bridge should be sustainable, for example solar powered lighting and designed to reduce the use of salt (heated concrete), no more than two lanes of traffic.

d. Heritage

A full half of respondents believe that commemorating the history and built heritage of the Alexandra Bridge is very important, with another 40% indicating that they think such initiatives are moderately or slightly important. Only 9% of respondents think that commemorating the Alexandra bridge is not at all important.

How important is it to commemorate the history and built heritage of the Alexandra Bridge?



Note: this chart illustrates the answers of 2,335 respondents.

Many of the proposed approaches to commemoration involved traditional forms of historical storytelling. By far and away, the most popular suggestion was to install on-site placards and displays with information about the history of the bridge and the area where it is located (650 mentions), including archival photographs of the bridge’s construction and appearance over the years (127 mentions). Other suggestions included creating a museum exhibit about the bridge (214 mentions); supporting a publication on the bridge’s history (35 mentions); or creating an online archive with material related to the bridge (15 mentions). Some respondents specifically recommended broadening the scope of commemoration to include the history of the region’s Indigenous Peoples (31 mentions).

Other suggestions dwelled on the legacy of the bridge’s structure and materials. For many respondents, the new bridge should pay homage to the original by repurposing its materials and echoing its design (441 mentions). Other suggestions in this vein including using large segments of the bridge to create a model/replica that would be displayed in an outdoor space or museum (94 mentions); creating artwork using pieces of the bridge (60 mentions); or recycling material from the bridge to create small commemorative pieces or collectibles (13 mentions).

For many respondents, the best way to honour the Alexandra Bridge is to restore rather than replace it (219 mentions), with some urging that it be maintained for the exclusive use of active mobility (54 mentions). A small number of respondents proposed that the new bridge bear the same name as its predecessor (7 mentions).

The following table provides a few examples of the comments received as part of the online consultation.

Topic	Sample comment
Heritage commemoration	Ideally and if possible (depending on the manner in which it is deconstructed) I would like to see the bridge structure relocated to a

sufficiently large(long) linear park area where it could stand as a sculpture to early settlement in the area.

Interpretive plaques, with a focus on the people who built the bridge (including the workers). Also, an indication of the importance of the site for Indigenous peoples.

Replace it with an exact replica. Why change it? the replica would honour all of that. Don't modernize it or make something new. build it as it is today.

Online history of bridge construction, urban geography changes over the years from construction to replacement. Include photo archive/models eg then/now diorama.

Unobtrusive interpretive placards that do not detract from the design and experience of the bridge. Publication on the bridge's history with ample use of photographs and drawings.

Please do not replace it. Would anyone ever dream of replacing the Golden Gate Bridge? The Brooklyn Bridge? The Pont Neuf? The Charles Bridge? The Rainbow Bridge? The Bloor Street Viaduct?

It would be interesting to try to reuse some of the existing materials in the new bridge, even if it's just decorative.

I think original pieces should be saved and possibly re assembled somewhere else as decor. There's no reason why the profile of the bridge has to be lost. Part of it could be reassembled to build short pedestrian bridges (even if not structurally required) in parks or used to create public art.

Display in the Museum of Science and Technology.

A plaque and sell pieces of the bridge to help raise funds.

e. Perceived benefits

At the end of the questionnaire, we asked respondents to reflect on the kind of benefits that they thought the Alexander Bridge replacement project might have.

A large share of the project's expected benefits were largely functional: improved flow of traffic (275 mentions), better overall safety (274 mentions), lower maintenance costs (101 mentions),

greater longevity (91 mentions), and the provision of a reliable connection between Ottawa and Gatineau (87 mentions).

Sustainable transportation also figured prominently among the anticipated benefits. Many respondents viewed the project as an opportunity to improve the overall experience of active mobility users (254 mentions). Some specifically hoped that the project would improve the quality and connectivity of active mobility pathways on either side of the bridge (97 mentions), enhance safety for active mobility users (77 mentions), add amenities like rest stops and lookouts (38 mentions), and introduce wider cycling lanes on both sides of the bridge (47 mentions). Many also welcomed the possibility of an inter-provincial light rail connection (212 mentions) and improved access to public transit on either end of the bridge (29 mentions).

An environmentally sustainable build and maintenance program (72 mentions) and reduced noise pollution (15 mentions) were also among the hoped-for benefits.

Some respondents pointed to aesthetic improvements: a more visually attractive design (170 mentions), improved views (44 mentions), and an opportunity to integrate different aspects of Canadian heritage into the bridge’s design (19 mentions). Some hoped that the bridge would be designed in part as a tourist destination, with seating areas and lookouts from which to enjoy the scenic views and take pictures (111 mentions).

Not all respondents expected good things to come of the project. A number anticipated that it would have no net benefits at all (197 mentions), and some enjoined decision-makers to restore the existing bridge rather than replace it (144 mentions).

The following table provides a few examples of the comments received as part of the online consultation.

Topic	Sample comment
Anticipated benefits	<p data-bbox="492 1304 1182 1339">Less routine maintenance and better traffic flow hopefully.</p> <p data-bbox="492 1373 1255 1440">Improved space for active transportation. Opportunity to reflect Indigenous culture and artists.</p> <p data-bbox="492 1482 1365 1654">Ability to improve connectivity around its approaches and abutments, for example with a better active transportation link along the northern shoreline and developing a new connection between the Ottawa River Pathway and Lady Grey Drive/an eastern continuation of the Ottawa River Pathway.</p> <p data-bbox="492 1696 1365 1764">Creating a new tourist site, and creating a greater bridge between people and history and the future. Focusing on active transit.</p> <p data-bbox="492 1801 1252 1837">Could be a new connector route for LRT between the provinces.</p>

Demolition of our heritage has no benefits. A 'world class' G7 capital city protects its built heritage.

Improving public realm, connectivity, and public transit would be potential benefits of replacing the bridge. Additionally, the potential to design a truly world-class bridge that is both beautiful and functional, enhancing its picturesque setting.

Improved connectivity between Ottawa and Hull in the form of transportation options (walking, cycling, driving, and public transit).

Maybe better surface for cycling, along with viewing (lookout) points along the bridge. Separation between cycling and pedestrians.

Better traffic flow at peak times, increased safety measures, more sustainable.

Do not replace the Alexandra Bridge. Repair it.

If it is done properly, it could greatly increase civic pride, draw in lots of tourists, and put Ottawa on the map as a place of innovative, sustainable architecture.

The opportunity to redesign the bridge for primarily rail and pedestrian traffic means that we have an opportunity to reorient one of the most important spaces in the NCR away from arterial traffic, and allow for it to really blossom into a site unto itself, providing beautiful views as well as linkages between Ottawa and Hull institutions that enrich and embody the best of what Ottawa and the NCR have to offer, while making mass public transportation options that allow for people to take precedence over automotive traffic.

f. Final thoughts

At the end of the questionnaire, respondents were invited to provide any final feedback they might have about the project. Most respondents used this opportunity to emphasize recommendations made in response to previous questions.

The most frequent of these recommendations was to preserve rather than replace the Alexandra Bridge (96 mentions). Others thought that the design of the new bridge should emulate that of the Alexandra Bridge (29 mentions).

Some respondents urged decision-makers to prioritize active mobility over vehicular traffic (80 mentions). Respondents again stressed the importance of integrating the bridge into the interprovincial transit network (40 mentions) and of building rest areas for active mobility users (13 mentions).

Quality public engagement was also an object of emphasis in this section. Respondents urged the project team to be transparent and diligent in its communications with members of the public, and to provide them with opportunities to provide input on key decision throughout the life of the project (55 mentions). Among these respondents, some noted they were dismayed that consultation had not occurred earlier regarding the matter of whether or not the bridge should be replaced and felt that there was a lack of transparency around this decision.

Many respondents simply urged the project team to do a good job: to make the new bridge beautiful, visually interesting, and to not sacrifice quality in order to lower costs (48 mentions). As in previous feedback, respondents stressed the importance of ensuring that the new bridge is an iconic landmark and not just another bridge (47 mentions), as well as employ a model approach to sustainable design and construction (33 mentions).

More general comments included urgings to speed up construction so as to minimize the duration of the bridge’s closure (26 mentions) and to improve the flow of traffic overall (24 mentions). Some respondents recommended that another bridge be constructed elsewhere to accommodate service vehicles and move trucks out of the downtown core (18 mentions).

Respondents again encouraged the project team to engage with Indigenous Peoples on whose traditional territory the bridge is located (7 mentions), and to develop a design with their input and support (7 mentions).

The following table provides a few examples of the comments received as part of the online consultation.

Topic	Sample comment
Final thoughts	<p data-bbox="483 1209 1369 1276">We should not be replacing the Alexandra Bridge but adding a bridge further east on the river for commercial traffic.</p> <p data-bbox="483 1318 1369 1560">Please do not destroy and replace the Alexandra Bridge. It would be an entirely discretionary willful destruction of Ottawa's limited physical heritage. Demolishing and replacing the Alexandra Bridge would be akin to replacing the Parliament building with cheap grey concrete boxes because they don't meet the current building code. To be clear, we are renovating the Parliament buildings to update their functioning while retaining their heritage architecture.</p> <p data-bbox="483 1602 1369 1812">Make sure you look into the feasibility of repurposing the bridge for active mobility to reduce costs, protect the environment, protect a major landmark, encourage active mobility, enhance the livability and beauty of Ottawa-Gatineau. Lowertown residents DO NOT want more vehicular traffic in their neighbourhood. Make the bridge a pedestrian/cyclist bridge. Now, that would be innovative!</p> <p data-bbox="483 1854 1369 1906">La CCN a donné beaucoup d'information sur le projet et la consultation publique, mais il faut je crois faire encore plus d'efforts pour rejoindre le</p>

plus de personnes possible afin que les gens soient bien informés sur l'envergure du projet et son impacte sur les communautés sur les deux rives.

I feel it is very important that the design of the bridge is through an international design competition, preferably a blind competition open to all. This will be the best way to achieve a truly unique and iconic design so needed for this important site.

Hire local contractors and Indigenous contractors were possible. Use Canadian materials as much as possible. Use the bridge project to educate the public about sustainable construction. Share great actions in waste recycling, green building materials, and water protection with the community.

I would strongly encourage the NCC to provide space in the new bridge for dedicated public transit facilities; either tracks for a potential loop of the Gatineau Tramway or dedicated bus lanes (that could be converted to rail in the future). I'd also hope for a proper separation of cycling lanes and pedestrians.

4 years closure will not be acceptable, either build it besides the old one or find a way to accelerate the process.

Make it look like the original bridge.

Remove vehicular traffic all together. Make it for cyclists and pedestrians only.

They should either reuse the material as part of the new bridge or make collectible memorial coins with the metal from the mint.

C. Meeting with the Lowertown Community Association

Participants were interested in knowing why the bridge needed to be replaced, and if it could be kept and rehabilitated to preserve its heritage. If it needed to be replaced, participants wanted to understand what the impacts would be on pedestrian and car traffic in the area, whether or not additional lanes would be added and what thought was being given to the removal of heavy truck traffic from the downtown core.

D. Meeting with the Save the Bridge Coalition

Participants raised concerns around the amount of information shared with the public surrounding the decision to deconstruct versus replace the Alexandra Bridge. Similarly, participants questioned the process used to arrive at the decision to deconstruct (e.g. costing, options, environmental impact, heritage considerations), with other iconic bridges from other

countries serving as a point of reference. Participants requested access to existing reports and recommended that additional studies be considered.

Coalition members wondered whether consideration had been given to the bridge being converted to active mobility use only, and whether the bridge would include public transportation (buses upon completion, LRT or tram in the future). A request was made to receive additional information on the broader Long-Term Integrated Interprovincial Crossing Study as it relates to traffic, bridge options and Alexandra. A request was also made to obtain more information on the results of the November public consultation. All parties agreed to maintain an open dialogue.

E. Meeting with the Ottawa-Gatineau Hotel Association

The Executive Director was interested in learning more about the project and plans for all crossings in the region. He also wanted to discuss the management of heavy truck traffic in the downtown core. He was also interested in the sequencing of construction activities in the region and in potential impacts on traffic flows and tourism downtown. He stressed that bridges are critical to economic development and the movement of goods for their member hotels.

F. Meeting with Brigil Construction

Brigil Construction presented a design for the bridge that would incorporate a 2-storey bridge with a pedestrian greenway, much like the Highline in New York City.

IV. Response to public feedback

Concerns and proposed mitigation measures

Concern	Proposed mitigation measures	Response
Replacement of the bridge instead of rehabilitation	<p>If capacity is the issue, invest in transit between the two provinces or reference other iconic bridges around the world that have been rehabilitated.</p> <p>Make available additional information on the studies and analysis that informed this decision.</p>	<p>A study was conducted in 2017 and 2018. It examined two scenarios: maintaining the bridge for another 75 years versus replacing it with a new bridge. Different bridge options were explored to determine what provided the best value for money. The study demonstrated that replacing the bridge would be more economical and would result in fewer closures in the future. An executive summary of the study is available on PSPC's website.</p>

<p>Flow of traffic - The Alexandra Bridge is an important connection for active mobility, and its closure will be highly disruptive for these users</p>	<p>Make the planning and implementation of active mobility detours a priority rather than an afterthought. Enhance ferry service while the bridge is closed.</p>	<p>These options are being considered with a focus on social and health impacts. We are assessing the possibility of additional ferry service for the period during which the bridge is closed and to support active mobility needs.</p>
<p>Environmental Impact</p>	<p>Implement appropriate measures to identify and preserve geological assets. Adopt a robust environmental strategy.</p>	<p>The appropriate subject matter experts (SMEs) have been engaged and form part of the integrated project team. The expertise of the SMEs will lead the appropriate studies and be leveraged to ensure that the project and overall approach is in keeping with environmental regulations, goals and Government of Canada commitments and standards.</p>
<p>Transparency and public engagement</p>	<p>Create various ways to engage the public throughout the lifecycle of the project, document and address concerns raised.</p>	<p>Public consultation will form a major part in the project’s process and is integral to its success. Several consultations are scheduled to take place to gather comments, suggestions, and overall public concerns. There will be proactive, transparent, and clear communications throughout the lifecycle of the project. Additional information regarding the project can be found on both PSPC and NCC websites and will be updated on an on-going basis.</p>
<p>Loss of the unique character and heritage features of the bridge</p>	<p>Retain the original material of the bridge, where possible for reuse. Ensure that SMEs are consulted in order to determine best practices/measures to preserve the heritage of the bridge.</p>	<p>Heritage subject matter experts (SMEs) form part of the integrated project team and will provide advice and guidance on best practices/measures to respect and preserve the heritage value of the bridge. The public will also be consulted on proposed measures. As part of the project, we will document and record all elements of the existing bridge, preserve and enhance existing views to and from the bridge, and will use materials (such as local stone in piers, steel in the structure) that take inspiration</p>

from and/or reuse materials from the existing structure.

Favourite existing features

Feedback	Response
Segregated pathways/boardwalk	The current design provides for both a cycling lane and pedestrian boardwalk and this is to be included in the schematic design. The new design will emulate/retain this and continue to support active mobility, providing segregated safe lanes for all cyclists, pedestrians, and motorist. Additional widening of lanes, including smoother surfaces will also be explored and integrated in the design, where possible.
Direct connection from Ottawa to Gatineau	The new bridge will provide a similar direct access to both downtown Ottawa and Gatineau. A focus of the new design is to improve public transportation, including supporting any/all future rapid transit systems (e.g., train/tram).
Unique design/historical character and materials	The unique design of the existing bridge will be evoked in the new design. It will showcase historical elements and reuse existing materials where possible. The design of the new Alexandra Bridge will preserve the visual integrity and symbolic importance of national treasures by protecting views to the Canadian Parliament and Parliament Hill. The visual integrity of cultural landscapes will be preserved by a harmonious integration of the new bridge with the urban and natural environment. This integration requires an appropriate mesh to the urban fabric, its scale and materiality, and underscoring the importance of the Indigenous community in this place.
Scenic View	Existing views will be preserved and enhanced. Unobstructed views are also of great importance. Extensive public consultations will take place, gathering appropriate feedback as it relates to scenic views. The intent is to ensure that lines of sight and other iconic buildings/landmarks are respected and visible.

Desired improvements

Feedback	Response
Illumination/lighting of the bridge and surrounding area(s)	To address safety concerns and as part of the new design guidelines, an illumination plan will be developed. Consideration to lighting and safe passage is addressed under Materials and Sustainability under the Design Guidelines.
Functional nature and safety of the bridge	In efforts to address the concerns of the functional nature of the bridge, wider lanes, increased capacity, safety nets and further separation of traffic will be considered and explored as part of the design process. Separate lanes will be retained.

	To ensure that all potential non-vehicular users have access to the bridge and can use it as an active transportation connection, the Design Guidelines for the bridge require that the highest standards of accessibility be met, and that safe and segregated travel lanes be provided for pedestrians and cyclists respectively.
Views and aesthetics	The design of the new bridge will focus on 'design excellence' and 'significance'. Line of sights and other surrounding factors/views will be taken into consideration. Other first-class bridges/destinations across the world will be explored. The design guidelines outline a balance of subdued/elegant design versus a spectacular/iconic design.
Enhanced public transit	The new bridge will be constructed to support transit systems well into the future (e.g., train/tram) and continue to support active mobility by providing cyclists and pedestrians with safe, well-lit lanes/crossing.
Sustainability	Use of sustainable materials is a priority for this project. The focus will be on first class materials, those that can be produced in required volumes without depleting non-renewable resources. This is in keeping with the Government of Canada's direction and vision for its infrastructure. The new bridge will be made of natural materials and where possible will reuse existing materials.
Increasing the bridge's carrying capacity	It has been determined that the neighbouring roads and approaches to the bridge on both the Ottawa and Gatineau are at their limits and cannot accommodate an increase in vehicular traffic. However, the widening of both the cycle and pedestrian lanes will result in increased capacity for active transportation.
Heritage and interpretation	All heritage plans will be discussed and presented at public consultations. Additionally, heritage experts have been integrated in the project team and will provide substantial input including providing guidance and support for a planned Heritage Impact Assessment study. Discussions will also be held with heritage stakeholders. Where deemed appropriate (and possible) interpretive panels and other items that preserve the memory, significance of the bridge as well as the heritage of surrounding areas, will be incorporated.

What the new bridge should symbolically reflect

Feedback	Response
Must be in harmony with natural surroundings/blend with landscape and geology and river	The design of the new bridge will complement the landscape rather than compete with it for visual primacy. Careful consideration will be given to the surrounding areas during the design phase(s). This will include further consultation with the public.
Represent Indigenous histories/heritage	Partnership with Indigenous peoples is a priority for the success of the project. Extensive collaboration is underway to ensure that Indigenous

	traditional knowledge, history and recommendations/suggestions form part of the design.
Design excellence	International examples will be considered as examples of design excellence.

Heritage commemoration

Feedback	Response
Build a nationally significant heritage structure that represents a link to the past, including traditional forms of historical story telling	To incorporate story telling – several displays on and/or around the bridge will be explored. This will include the installation of placards, displays with information about the bridge’s history, and the creation of a museum exhibit. The project team will collaborate with museums to explore the possibility of a museum exhibit about the bridge.
Legacy of the bridge’s structure and materials	The reuse of material as part of the new bridge will be explored. Every attempt will be made to retain existing materials and incorporate them into the design of the new bridge. The broader use of such material will also be explored, where possible.

Final thoughts

Feedback	Response
Switch the bridge to a pedestrian/cyclist bridge only	In discussions with the cities regarding the bridge's functional requirements it was decided to maintain the two lanes of vehicular traffic similar to the current bridge and augment the active transit mode. It is understood that the bridge is an important link between cities. However, it has been determined that the other 4 interprovincial bridges are at full capacity and cannot accommodate the 9% of vehicular traffic that currently uses the Alexandra Bridge.
Restore the Alexandra Bridge rather than replace the bridge	A study was conducted in 2017 and 2018. It examined two scenarios: maintaining the bridge for another 75 years versus replacing it with a new bridge. Different bridge options were explored to determine what provided the best value for money. The study demonstrated that replacing the bridge would be more economical and would result in fewer closures in the future. An executive summary of the study is available on PSPC's website .
The design of the new bridge should emulate that of the Alexandra Bridge	The design of the new bridge will be geared toward preserving and celebrating the history of the current Alexandra Bridge, which has been recognized worldwide for its innovative design at the time in which it was built. The commemoration will focus as much on the design of an iconic new bridge, as by its architectural form.
An environmentally sustainable build and maintenance program	The design guidelines recognize materials and sustainability as 1 of 6 of their key principles. The Alexandra Bridge replacement project shall aim for the highest certifications and standards in terms of sustainable development, including following the directions of the NCC's Sustainable Development Strategy 2018-2023. Long-term sustainability of the new bridge is a key consideration in the future assessment of alternative means to complete the replacement project, with the Design Guidelines recommending the use of active and passive sustainability strategies, as well as ensuring a response to the sustainable development goals of the 2030 United Nations Agenda for Sustainable Development.


V. Next steps

Public engagement

- Four additional phases of public consultation are planned, all of which will involve targeted engagement with nearby communities. The project team is also committed to engaging with nearby communities on an ongoing basis during and between formal phases of public consultation. The next meetings with local stakeholders will take place in summer of 2021.
- The next phase of public consultation (Phase 1B) is expected to take place in the fall of 2021. This phase of consultations will serve to:
 - Review results of Phase 1a and present how the project team is addressing issues the public is most concerned with

- Present current status of the project as well as any updates to the project plan presented during 1a
 - Collect further suggestions /feedback on information presented and on the project in general
- Draft Design Guidelines for the project will be presented to the NCC Board of Directors for approval in June of 2021;
- An Initial Project Description will be submitted in the Fall of 2021, as part of the Impact Assessment process;
- A Request for Proposals (RFP) will be undertaken for a Contracting Technical Advisor that will provide design and construction oversight, initiating the design options phase of the project

VI. Appendix A: Online survey


NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Alexandra Bridge Replacement

2%

[Exit Survey](#)

Welcome!

Completed in 1901, the Alexandra Bridge is now nearing the end of its service life and needs to be replaced. Public Services and Procurement Canada (PSPC) is working in collaboration with the National Capital Commission (NCC) to design a replacement for the bridge. The design and construction process will take place over an approximately 10-year period, and is part of a broader effort to improve interprovincial transportation in Canada's Capital Region.


In this questionnaire, we invite you to provide input on the following:

- How you feel you may be affected by the project.
- Ideas to minimize any adverse effects and enhance any benefits that the project may have.
- Design guidelines for the new bridge.
- Ways to celebrate the history and built heritage of the Alexandra Bridge after its replacement.

The questionnaire should take approximately 15 minutes to complete. Any responses you provide will be strictly anonymous and will be used only to report on public feedback about the project.

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NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Alexandra Bridge Replacement

7%

[Exit Survey](#)

Privacy Notice Statement

The collection and use of your personal information in this questionnaire is in accordance with the *Privacy Act*, and authorized under the *National Capital Act*. We will use your responses for the following purposes: to inform the planning of the Alexandra Bridge replacement project and to better understand the reach of the NCC's public engagement initiatives. Information relating to "Outreach Activities" is described in Personal Information Bank PSU 904. The information is protected in accordance with the provisions of the *Privacy Act*. Your personal information will not be shared. Under the *Privacy Act*, you have the right to access your personal information, request corrections if you believe that some personal information is erroneous or incomplete, and add a notation to the information at issue. If you wish to access your personal information that is contained in Personal Information Banks PSU 904, you should communicate with the Chief, Access to Information and Privacy, at telephone 613-239-5678, extension 5788, or via the following email address: atip-aiprp@ncc-ccn.ca.

[Next](#)

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Alexandra Bridge Replacement

27%

Exit Survey

Project Impacts

The crossing will be closed to traffic, including active mobility users (i.e. pedestrians, cyclists, users with mobility aids and so on), for approximately three to four years between 2028 and 2032. Careful consideration will be given to the impact that construction will have on all users.

Removal of the old bridge and construction of the new bridge will be planned in a manner that optimizes health and safety, environmental protection, the principles of sustainable development, and waste management. It will also minimize the adverse effects of construction (e.g. noise, vibration, dust and so on) on nearby communities. Further, the planning will be subject to review by the Impact Assessment Agency of Canada as part of the impact assessment process.

Q. Which issues are you most concerned about? Please select all that apply.

- The length of time during which the bridge will be closed
- Longer travel time to cross the river
- Noise and dust from construction
- Impact on business and/or tourism
- Environmental impacts
- Ensuring that there are sufficient opportunities for public involvement
- Traffic congestion and/or speeding in my neighbourhood
- Protecting scenic views
- Alternative routes for active mobility during construction
- Access to, and enjoyment of, nearby public spaces
- Loss of the unique character and heritage features of the Alexandra Bridge
- Other
- None of the above

Q. Please indicate which other impacts you are concerned about in the box below.

Q. If you wish, please provide us with more details on why you are concerned about the issues you selected.

< Next

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Alexandra Bridge Replacement

28%

Exit Survey

Project Impacts

Q. How concerned are you that you will be adversely affected by the Alexandra Bridge replacement project?

- Very concerned
- Somewhat concerned
- Not at all concerned
- Don't know

Q. What kind of measures would you like to see put in place to minimize any adverse effects the project might have?

< Next

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Alexandra Bridge Replacement

30%

Exit Survey

Reimagining the Crossing

The replacement of the Alexandra Bridge presents a unique opportunity to reimagine this vital connection between Ottawa and Gatineau. From the materials employed to build it, to its uses as a public space and its appearance, it will – like its predecessor – make a statement about the values and priorities of the times in which it was built. An important part of this stage of the project is thus to provide a response to the following question: What does the Alexandra Bridge mean to us as residents of Canada's Capital Region and as Canadians?

In the following sections, you will have the opportunity to share your ideas and opinions about what the Alexandra Bridge replacement project should aim to achieve.



Next



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Alexandra Bridge Replacement

45%

Exit Survey

User Experience

In addition to basic functional requirements, the design guidelines for the new bridge include proposals to protect views of the surrounding landscapes, ensure optimal integration with the surrounding urban mobility network and create an inclusive public space that offers experiences beyond simply that of transiting between the two sides of the river.

We would like to hear about what matters most to you as a potential user of the new bridge.

Q. What do you like most about the existing bridge?

Q. What would you most want to see improved with the new bridge?



Next



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Alexandra Bridge Replacement

52%

Exit Survey

The Bridge as a Symbol

Located at the heart of Canada's Capital Region on the traditional territory of the Algonquin Anishinabe, and offering one of the area's most breathtaking views of Parliament, the new bridge will occupy a space rich in symbolism and history. Its design can help call attention to certain features of the surrounding landscape, or tell a story drawn from the pages of our collective histories. In short, the bridge will have a functional purpose, but it will also represent something greater than the sum of its parts.

Q. What, in your view, is the most important thing that the design of the new bridge should seek to highlight or reflect? Examples might include the surrounding landscape, the history of the Ottawa River, sustainability and so on.



Next



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Alexandra Bridge Replacement

67%

Exit Survey

Heritage

The Alexandra Bridge is an important part of the region's history and cultural heritage. A heritage commemoration plan will be developed to celebrate and preserve the history of the bridge. Examples of possible commemorative initiatives include the following:

- Creating a museum display about the Alexandra Bridge.
- Installing interpretive placards along the new bridge that feature information about the design and engineering of the Alexandra Bridge and that explore the history of the area and its significance to the Algonquin Nation.
- Supporting a publication on the bridge's history.

Q. In your view, how important is it to commemorate the history and built heritage of the Alexandra Bridge?

- Very important
- Moderately important
- Slightly important
- Not at all important
- Don't know

Q. How would you like to see the history and built heritage of the Alexandra Bridge commemorated after it is replaced?



Next



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Alexandra Bridge Replacement

100%

Exit Survey

Final Thoughts

Q. Having considered the different aspects of the project, what kind of benefits do you think that the replacement of the Alexandra Bridge will have?

Q. Is there anything else you would like to share with us regarding the Alexandra Bridge replacement project?

- Yes
- No

Q. Please share your thoughts with us in the box below.



Next



Alexandra Bridge Replacement

100%

18 items

Your Profile

Responding to the following questions is entirely optional. Your responses, should you choose to provide them, will be used to better understand the reach of this online engagement and how different groups might be affected by the project.

Q. Are you a resident of Canada's Capital Region?

- Yes
- No

Q. On which side of the river do you live?

- Ottawa
- Quebec

Q. From among the following items, please select all that apply to you.

- Regular User (3+ times per week) of interprovincial bridges in Canadian Capital Region
- Regular User (3+ times per week) of the Alexandra Bridge (vehicular)
- Regular User (3+ times per week) of the Alexandra Bridge (active mobility)
- Live near the Alexandra Bridge
- Own a business near the Alexandra Bridge
- None of the above apply to me

Q. What is your age?

--- Select ---

Q. With which of the following gender identities do you most identify?

--- Select ---

Q. Do you identify as a member of a visible minority in Canada?

- Yes
- No
- Prefer not to say

Q. Do you identify as Indigenous — that is, First Nations (North American Indian), Métis or Inuit?

- Yes
- No
- Prefer not to say

Q. According to the Accessible Canada Act, disability means "any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment — or a functional limitation — whether permanent, temporary or episodic in nature, evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society."

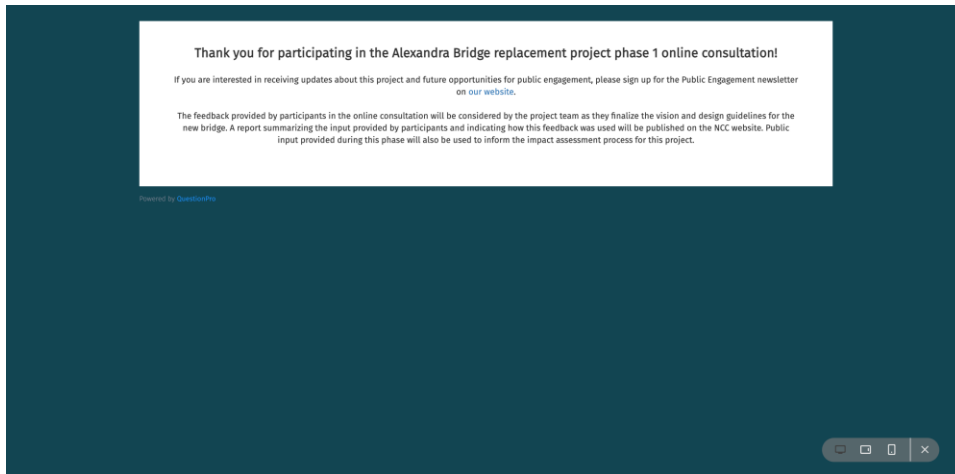
Do you identify as a person with a disability?

- Yes
- No
- Prefer not to say



Finish





VII. Appendix B: list of stakeholder groups

417 Bus Lines
ABLE2
AbleTo / David C. Onley Initiative
ACCUEIL-PARRAINAGE OUTAOUAIS
Action Canada for Sexual Health & Rights
Action Sandy Hill
Action vélo Outaouais
Action vélo Outaouais (Representative)
Active Living Alliance
Advantage Boating
Aéroport de Gatineau (Gatineau-Ottawa Executive Airport)
AIDS committee of Ottawa
Algonquin College - General Info Line
Algonquin College - Government relations
Algonquin College - Student Association
Algonquin College - Student Experience Office
Allegiance Transportation Services
Alliance to end Homelessness
Alta Vista Community Association
Ambleside Three CCC #91
Ambleside Two CCC #43
APHVO

Arcadia Community Association
Archives Lanark
Ashbury College (Private School)
Association de la construction du Québec
Association des architectes paysagistes du Québec
Association des constructeurs de routes et grands travaux du Québec
Association des constructeurs de routes et grands travaux du Québec
Association des femmes immigrantes de l'Outaouais AFIO
Association des groupes en arts visuels francophones
Association des neurotraumatisés de l'Outaouais
Association des résidents de Deschênes
Association des résidents de la Terrasse Lakeview
Association des résidents de l'Île-de-Hull
Association des résidents de l'Île-de-Hull
Association des résidents de l'Île-de-Hull (Representative)
Association des résidents des Jardins Taché
Association des résidents du Plateau
Association des résidents du quartier de Connaught
Association des résidents du quartier Wright
Association des riverains de la rue Jacques-Cartier Ouest
Association du Camionnage du Québec
Association du Camionnage du Québec
Association récréative et culturelle de Templeton
Astolot Educational Center (Private School)
Au Feel de L'Eau / Aqua Taxi
Avenue des Jeunes
Bank of Canada Museum
Bank Street
Barrhaven
Barrhaven East Community Association
Bayshore Community Association
Bayshore Mall
Beacon Hill Community Association
BeetBox Co-op Farm
Bel-Air Community Association
Bells Corners

Belltown Neighbours Association
Best Western Plus
BGIS - National Heritage Conservation Manager (Representative)
Bike Ottawa
Billing Bridge Mall
Billing Estate
Black History Ottawa
Blackburn Community Association
Blue Line Taxi
Blyth Academy (Private School)
Bradley Estates Community Association
Briarbrook and Morgan's Grant Community Association
Bridlewood Community Association
Brigil
Brigil (Representative)
Britannia Community Gardens
Britannia Village Community Association
Britannia Woods Community House
Britannia Yacht Club
British High Commission
Bryanston Gate Community Association
Bureau Régional d'Action sida BRAS
Burritt's Rapids Community Association
Bytown Museum
Bytown Museum (Representative 1)
Bytown Museum (Representative 2)
Byward Market BIA
Byward Market BIA (Representative)
Campus3/Centre des aînés de Gatineau
Canada Army Run
Canada Aviation and Space Museum
Canada Green Building Council
Canada Lands Company
Canada Mortgage and Housing Corporation (CMHC)
Canada Science and Technology Museum (CSTM)
Canadian Biodiversity Institute
Canadian Construction Association

Canadian Council of the blind
Canadian Cycling Association
Canadian Hard of Hearing Association
Canadian Institute of Planners
Canadian Museum of History
Canadian Parks and Wilderness Society - Ottawa Chapter
Canadian Society of Civil Engineers
Canadian Society of Landscape Architects
Canadian Trucking Alliance (provincial alliance)
Canadian War Museum
Canadian Wildlife Federation
Canterbury Community Association
Capital Cruises
Capital Heritage Connection
Capital Pride
Capital Taxi
Cardinal Creek Community Association
Cardinal Glen Community Association
Carleton - Paul Menton Centre
Carleton Golf and Yacht Homeowners Association
Carleton Heights & Area Residents Association
Carleton Place and Beckwith Heritage Museum
Carleton University - Corporate Relations Officer
Carleton University - David C. Onley Initiative
Carleton University - Dean - Arts and Social Sciences
Carleton University - Dean - Public Affairs
Carleton University - Dean - Sprott School of Business
Carleton University - Dep. Of Civil and Environmental Engineering - Architectural Conservation and Sustainability
Carleton University - Dep. Of Civil and Environmental Engineering - Architectural Conservation and Sustainability
Carleton University - Executive Assistant
Carleton University - Experiential Learning and Operations Coordinator
Carleton University - Faculty of Science
Carleton University - READ initiative
Carleton University - Student Association
Carlington Community Association

Carlingwood Community Association
Carlingwood Mall
Carlsbad Springs Community Association
Carp
Carp Village
Catholic Centre for Immigrants
Cégep de l'Outaouais, Felix-Leclerc campus - Director General
Cégep de l'Outaouais, Felix-Leclerc campus - Student Life
Centraide Outaouais
Centre alimentaire Aylmer
Centre Asticou
Centre d'entraide aux aînés
Centre des jeunes de Wakefield
Centre Mino Madji8in (La Cité)
Centretown Citizens Community Association
Centretown Community Healthcentre
Chambre de commerce de Gatineau
Chambre de commerce de Gatineau (Representative)
Champlain Park Community Association
Chapel Hill North Community Association
Chapel Hill South Community Association
Chateau Laurier
CHEO
CISSS de l'Outaouais
City Centre Coalition
City of Ottawa
City of Ottawa - Inspector, Traffic Management
City of Ottawa (Respresentative 1)
City of Ottawa (Respresentative 2)
City View Community Association
Civic Hospital Neighbourhood Association
Civil Engineer - Member of the coalition to save the Alexandra Bridge
Classic Alliance Motorcoach
Climate Action Network
Clinique santé sexualité du plateau
Club de voile Grande rivière

Club de voile Grande-Rivière
Club Vélo Plaisirs
Coalition to save the Alexandra Bridge - Heritage Ottawa, Société d'histoire de l'Outaouais, National Trust Canada, Association des résidents de l'Île-de-Hull, an architect and a civil engineer.
Collège Saint-Joseph de Hull
College Square
Comité de vie de quartier du Vieux-Gatineau
Comité de vie quartier Pointe-Gatineau
Comité Solidarité Gatineau-Ouest
Commission scolaire au Cœur-des-Vallées
Commission scolaire des Draveurs
Commission scolaire des Portages-de-l'Outaouais
Commission scolaire Western Québec
Community Living Association Lanark County (1)
Conseil des écoles catholiques de langue française du Centre-Est (CECLFCE)
Conseil des Écoles Publiques de l'est de l'Ontario (CEPEO) - Board of Trustee
Conseil des Écoles Publiques de l'est de l'Ontario (CEPEO) - General
Conseil Économique et Social D'Ottawa-Carleton
Conseil régional de l'environnement et du développement durable de l'Outaouais
Conseil scolaire de district catholique de l'Est Ontarien (CSDCEO) - Board of Trustees and general
Conservation de la Nature Canada
Constance and Bucham's Bay Community Association
Convent Glen Orleans Wood Community Association
Corkery Community Association
Cornerstone Housing for Women
Council of Construction Associations
Country Place Community Association
Crossing Bridge Residents' Association
Crystal Beach/Lakeview Community Association
Cumberland Community Association
Cumberland Heritage Village
Cumberland Township Historical Society

Cycling Vision Ottawa - L'Avenir du cyclisme à Ottawa
Dalhousie Community Association
David C. Onley Initiative
Delaney Bus Lines
Developmental Services Ottawa
Diefenbunker
Disabled Women's Network Canada
Downtown Rideau
Ducks Unlimited Canada
Dunrobin Community Association
Earl of Sussex
Eastway Gardens Community Association
Ecology Ottawa
Elizabeth Fry Society
Elmvale Acres Community Association
Elmvale Acres Shopping Centre
Elmwood School (Private School)
Embassy of Austria
Embassy of Brazil
Embassy of Denmark
Embassy of Ethiopia
Embassy of Finland
Embassy of France
Embassy of Greece
Embassy of Iceland
Embassy of Ireland
Embassy of Israel
Embassy of Italy
Embassy of Japan
Embassy of Latvia
Embassy of Mexico
Embassy of Mongolia
Embassy of Qatar
Embassy of Republic of Korea
Embassy of Romania
Embassy of Russia
Embassy of State of Kuwait
Embassy of Sudan

Embassy of Sweden
Embassy of Switzerland
Embassy of the Argentine Republic
Embassy of the Czech Republic
Embassy of the Kingdom of the Netherlands
Embassy of the People's Republic of China
Embassy of the Philippines
Embassy of the Republic of Estonia
Embassy of the Republic of Turkey
Embassy of the United States of America
Embassy of Ukraine
Embassy of Vietnam
Enviro Éduc-Action
Envirocentre
Envirocentre (Cycling)
Envirocentre (Cycling) (Representative)
Environmental Stewardship Committee (City of Ottawa)
Épilepsie Outaouais
Evans
Executive Cab
Fairwinds Poole Creek Community Association
Fallingbrook Community Association
Familles LGBTQ
Family Matters co-op
Family Services Ottawa
Federation de voile du Quebec
Fédération de voile du Québec
Federation of Canadian Municipalities - Green Municipal Fund
Federation of Citizens Association
Federation of Community Associations
Federation of Community Associations (Representative)
Fern Hill School (Private School)
Findlay Creek Community Association
First Nations Child & Family Caring Society
Fisher Heights and Area Community Association
Fitzroy Harbour Community Association
Forêts Ottawa - Forest Ottawa

Foster Farm Family House
Four Points Sheraton
Friends of Mer Bleue
Friends of Petrie Island and the Petrie Island Advisory Committee
Friends of the Gatineau River
Friends of the Rideau River
Frontrunners Ottawa
Gatineau River Yacht club
Gay Ottawa Volleyball
Gaytineau
Gender Mosaic
General Burns Community Association
GIGC Transport QC
Gignul non-profit housing
Gîte Ami
Glabar Park Community Alliance
Glebe
Glebe Annex Community Association
Glen Cairn Community Association
Glengarry Historical Society
Glens Community Association
Global Affairs Canada
Global Centre for Pluralism
Gloucester Historical Society
Gloucester Historical Society
Goulbourn Museum
Goulbourn Township Historical Society
Grands-Frères et Grandes-Sœurs de l'Outaouais inc.
Greater Ashton Community Association
Greater Avalon Community Association
Greater Ottawa Homebuilders Association (GOHBA)
Greely Community Association
Greenspace Alliance
Greyhound
Groupe Entre Femmes de l'Outaouais
Habitation partagée
Habitation Partagées

Half Moon Bay Community Association
Hampton Iona Community Group
Hazeldean Mall
Healthy Transportation Coalition
Heart of Orleans BIA President
Heritage Advocate
Heritage College - Director general
Heritage College - General Info Line
Heritage College - Student Council
Heritage Ottawa
Heritage Ottawa (Representative 1)
Heritage Ottawa (Representative 1)
Heritage Ottawa (Representative 2)
Heritage Ottawa (Representative 2)
Heritage Ottawa (Representative 2)
Heron Park Community Association
Hidden Harvest
Hintonburg Community Association
Historical Society of Ottawa
Hôpital de Gatineau/Hôpital de Hull
Hôpital Montfort Hospital
Howard Travel
Hull Marina (Portage Champlain Yacht Club)
Hunt Club Community Association
Hunt Club Park Community Association
Huntley Community Association
Huntley Township Historical Society
Immigrant Women Services Ottawa
Indigenous Action Circle
Indigenous Clean Energy (ICE) network
Indigenous Experiences
Ingenium Canada
Intégration communautaire
Interested individual
Interested individual
Interested individual - former architect with a special interest in the Alexandra Bridge

Interested individual - Former PSPC employee who acted as a custodian for the Alexandra Bridge and was responsible for engineering assets across the crown.
Interested individual - Ottawa Citizen letter
International Society of Aborigiculture
Inuit Tapiriit Kanatami
Inuuqatigiit
Invest Ottawa
Iskotew Lodge
Island Park Community Association
Island Park Towers Residents' Association
Jack Purcell Recreation Association
Jeunesse Idem
Jewish Family Services
Joan of Arc Academy (Private School)
Jubilee Area Residents Association (JARA)
Kagita Mikam
Kanata Academy (Private School)
Kanata Beaverbrook Community Association
Kanata Central
Kanata Lakes Community Association
Kanata North
Kanata Sailing Club
Kanata Spectrum
Katimavik-Hazeldean Community Association
Kinburn Community Association
Kriska Transportation
L'Arche Ottawa
l'École nationale d'administration publique (ÉNAP) à Québec
La Cité - David C. Onley Initiative
La Cité - General Info Line
La Cité - Student Council
Lac Deschenes Sailing Club
Lafarge
L'Amicale des personnes handicapées physiques de l'Outaouais
Lanark Community Transit (LCT)
Landscape Ontario

LaSalle Academy
L'Association de l'ouïe de l'Outaouais
L'association des entrepreneurs en construction du Québec (AECQ)
L'Autre Chez Soi
Le Centre Actu-Elle
Le Centre d'aide 24/7
Le club des ornithologues de l'Outaouais
Le club des ornithologues de l'Outaouais (Representative)
Le CRIO - Collectif régional de lutte à l'itinérance en Outaouais
Le Regroupement des gens d'affaires de la Capitale nationale (RGA)
Lebanese and Arab Social Services Agency of Ottawa-Carleton
Leduc
Les Galeries de Hull
Les Promenades Gatineau
Leslie Park Community Association (LPCA)
Library and Archives Canada
Ligue des voisins du Manoir des Trembles
Lincoln-Heights Parkway Community Association
Lindenlea Community Association
LiveWorkPlay
Loisir sport Outaouais
Lowertown Community Association
Lowertown Community Association (Resident)
Lowertown Community Association (President)
Loyal Taxi
Lycée Claudel (Private School)
Lynwood Village Community Association
Main Street Community Service
Maison d'hébergement pour Elles Des Deux Vallées MHPEDDV
Maison de la famille de Gatineau
Maison du vélo
Mamidosewin Centre (algonquin College)
Manor Park Community Association
Manor Park Community Council

Manotick Culture, Parks and Recreation Association
Manotick Village and Community Association
March Rural Community Association
Marina Kitchissippi
Marina LeBlanc et fils.
Mashkawaziwogamig (uOttawa)
MAX Ottawa
McKellar Park Community Association
Mechanicsville Community Association
Metcalf Community Association
Michele Heights Community House
Minwaashin Lodge
Mississippi Valley Conservation Authority
Mobi-o
Moisson Outaouais
MRC des Collines-de-l'Outaouais
MRC des Collines-de-l'Outaouais
Munster Community Association
Musée de la Société d'histoire de Buckingham
National Art Centre
National Capital Commission - External Relations
National Capital Concert Band
National Gallery of Canada
National Trust Canada
National Trust for Canada
National Trust for Canada (Representative)
Natural Resources Canada - Canada's Climate Change Adaptation Platform
Natural Resources Canada - Office of energy efficiency
Nature Canada
Nature Conservancy of Canada
Nautism Quebec
Navan Community Association
Nepean Museum & Pinhey's Point Historic Site
Nepean Sailing club
New Edinburgh Community Alliance
Notre Dame Basilica
Ojigkwanong Indigenous Student Centre (Carleton)

Old Ottawa East Community Association
Old Ottawa South Community Association
Ontario Association of Architects
Ontario Association of Landscape Architects (OALA)
Ontario Association on Developmental Disabilities
Ontario Courthouse
Ontario Cycling Association
Ontario Federation of Indigenous Friendship Centres
Ontario General Contractor Association
Ontario Invasive Plants Council
Ontario Kitesurfing society
Ontario Nature
Ontario Northland
Ontario Professional Planner's Intitute - Eastern District Leadership Team
Ontario Restaurant Hotel & Motel Association
Ontario Sailing Association
Ontario's Expert Panel on Climate Change Adaptation
Ordre des architectes du Québec
Ordre des ingénieurs du Québec
Ordre des urbanistes du Quebec
Osgood Township Museum
Osgoode Village Community Association
Ottawa Aboriginal Coalition
Ottawa Architect - Member of the coalition to save the Alexandra Bridge
Ottawa Art Gallery
Ottawa Bicycle Club
Ottawa Board of Trade
Ottawa Booth Centre
Ottawa Catholic School Board (OCSB) - General
Ottawa Catholic School Board Trustee (OCSB) - Board of Trustees
Ottawa Central Park Community Association
Ottawa Centre EcoDistrict
Ottawa Chinese Community Service Centre
Ottawa Coalition of Busines Improvement areas
Ottawa Coalition to End Violence Against Women

Ottawa Community Foundation - Low Carbon Cities Canada (Ottawa's Centre)
Ottawa Community Immigrant Services Organization
Ottawa Construction Association
Ottawa Disability Coalition
Ottawa Field Naturalists' Club
Ottawa Fire Dispatch
Ottawa Gatineau Hotel Association
Ottawa Gatineau Hotel Association (President)
Ottawa Independent Living Resource Centre
Ottawa Inline Skating Club
Ottawa Inner City Health
Ottawa International Airport
Ottawa Museum Network
Ottawa Native Friendship Centre
Ottawa New Edinburgh Club
Ottawa Police
Ottawa Police
Ottawa Regional Society of Architects (ORSA)
Ottawa Renewable Energy Co-op
Ottawa River Regulatory Planning Board
Ottawa Riverkeeper
Ottawa Rowing Club
Ottawa Safety Council
Ottawa Senior Pride Network
Ottawa Tourism
Ottawa Transit Riders
Ottawa Wolves Rugby
Ottawa Youth Engagement Committee
Ottawa-Carleton Association for Persons with Developmental Disabilities
Ottawa-Carleton District School Board (OCDSB) - Board of Trustees
Ottawa-Carleton District School Board (OCDSB) - General
Ottawa-Carleton Wildlife Centre
Ottawa-Gatineau Geoheritage Project
Ottawa-Gatineau Geoheritage Project (Representative)
OTTAWA'S LGBTQ+ SOFTBALL LEAGUE

Outaouais CJE
Overbrook Community Association
Paramedic Services
Paramedic Services
Parkinson Canada
Paul's Boat Lines
Perth & District Historical Society
PFLAG Canada
Pinecrest-Queensway Community Health Centre
Pineview Community Association
Place d'Orléans
Polytechnique de Montréal.- Expert en mobilité
Positive Space Initiative
Preston Street
Produits forestiers Résolu
Protégeons le Quartier du Musée
Public Works and Government Services Canada (PWGSC) (Representative 1)
Public Works and Government Services Canada (PWGSC) (Representative 2)
Qualicum/Graham Park Community Association
Quartier Vanier
Queensway Carleton Hospital
Queensway Terrace North Community Association
Queensway Terrace South Ridgeview Community Association
Queenswood Heights Community Association
Rainbow Health Ontario
Rainbow Rockers Curling
RCMP Headquarters (Representative 1)
RCMP Headquarters (Representative 2)
RCMP Headquarters (Representative 3)
RCMP Headquarters (Representative 4)
Reach Canada
REENA (Ontario Partnership on Aging and Developmental Disabilities) (X2)
Refugee613
Responsible Cycling Coalition (RCC)
Richmond Village Association Inc.

Rideau Centre
Rideau Speedeaus
Rideau Township Historical Society
Rideau Valley Conservation Authority
Rio Can Gatineau (640 Maloney) & RioCan La Gappe (51 boulevard de la Gappe)
Riverside Park Community and Recreation Association
Riverside South Community Association
Riverview Park Community Association
Rockcliffe Airport (CYRO) and Sea Plane Base
Rockcliffe Flying Club (RFC)-CTR7
Rockcliffe Flying Club(RFC)-CTR7
Rockcliffe Park Residents Association
Rockcliffe Park Residents Association (Representative)
Rockcliffe Yacht Club
Rockcliffe Yacht Club (Representative)
Roll Scooters
Royal Architectural Institute of Canada
Run Ottawa (Tamarack Race Weekend)
Safe Wings Ottawa
Sail Canada
Salus Ottawa
Sandy Hill Community Health Centre
Sarsfield Community Association
Service Coordination Support
Service Intégration Travail Outaouais
Service régional d'interprétation visuelle de l'Outaouais
Shepherds of Good Hope
Sierra Club Canada
Silver City Hull
SLOE (Sustainable Living Ottawa East)
SmartCentres Kanata South (Terry Fox @ Fernbank)
SmartCentres Orleans I (Innes & Mer Bleue)
SmartCentres Orleans II (Innes & Mer Bleue)
SmartCentres Ottawa South
SmartCentres Ottawa SouthWest
Snow Pride
Société Alzheimer de l'Outaouais québécois

Société canadienne de la sclérose en plaques
Société de Transport de l'Outaouais (STO)
Société d'histoire de l'Outaouais
Société d'histoire de l'Outaouais (Representative)
Société franco-ontarienne de l'autisme
Société franco-ontarienne du patrimoine et de l'histoire d'Orléans
Somali Centre for Family Services
Somerset Street Chinatown
Somerset Village
Sonshine
Soupe populaire de Hull inc.
Soupière de l'Amitié de Gatineau inc.
Source des jeunes
South African High Commission
South Keys
South Keys Greenboro Community Association
South Nation Conservation Authority
South West Stittsville Community Association
Southgate Shopping Centre
Sparks Street
Spinal Cord Injury Ontario
Sronebridge Community Association
St Joe's Women Centre
St John Ambulance
St Laurent Mall
St Paul University - Dean - Canon Law
St Paul University - Dean - Human Sciences
St Paul University - Dean - Theology
St Paul University - Rector
St Paul University - Student Association
Stittsville Village Association
St-Laurent Academy (Private School)
Suites Victoria
Sureté Québec
Sustainable Eastern Ontario
Symmes Inn Museum
Table de concertation des aînés et retraités de l'Outaouais

Tamir
Tanglewoof Hillsdale Community Association
Tavern on the Hill
Tecumseh Area Residents Association
Ten Oaks Project
Tewegan Housing for Aboriginal Youth
The Canadian Centre for Gender and Sexual Diversity
The Council of Ontario Construction Associations (COCA)
The Door Youth Centre
The Greater Ottawa Truckers Association(GOTA)
The Ontario Federaiton for Cerebral Palsy
The Ottawa Hospital
The Ottawa Mission
The Petrie Island Marina (Oziles)
Thornccliffe Village Community Association
Tourism Industry Association of Ontario
Tourisme Outaouais
Trans Canada Trail/The Great Trail
Trans Ouataouais
Transport Action Canada
Transportation Association of Canada
Traversiers Bourbonnais (le traversier Masson-Cumberland)
Tree Canada
Trend Arlington Community Association
tungasuvvingat inuit
Turnbull School (Private School)
UFWC Canada
Unions for bus drivers (Amalgamated Transit Union 279 Ottawa)
United Way Eastern Ontario
University of Ottawa
University of Ottawa - Profesor Geography, Environment and Geomatics
University of Ottawa - Profesor Ph.D. Associate Professor, Public and international Affairs. Faculty of Social Sciences. Research.
University of Ottawa - Professor - Environmental Science
uOttawa -
uOttawa - Dean - Faculty of Arts

uOttawa - Dean - Faculty of Education
uOttawa - Dean - Faculty of Engineering
uOttawa - Dean - Faculty of Health Sciences
uOttawa - Dean - Faculty of Law - Civil Law Section
uOttawa - Dean - Faculty of Law - Common Law Section
uOttawa - Dean - Faculty of Medicine
uOttawa - Dean - Faculty of Science
uOttawa - Dean - Faculty of Social Sciences
uOttawa - Dean - Telfer
uOttawa - General info line
uOttawa - President and Vice-Chancellor
uOttawa - Student Union & Pride Centre
UQO - Association Étudiante
UQO - Communications
UQO - Doyen - Gestion Académique
UQO - Doyenne - Études
UQO - Doyenne - Recherche et Création
UQO - Rectrice
UQO - Secrétaire Général
Valleystream Community Association
Vanier Community Association
Vars Community Association
Vélo Canada Bikes
Vélo-Services
VIA Rail
Ville de Gatineau - Gestion de Circulation (Representative)
Ville de Gatineau - Info line
Ville de Gatineau (Representative)
Vision Centre-Ville Gatineau
Vivre en Ville
Voice for deaf kids
Wabano Centre
Walk Ottawa
Wellington Village Community Association
Wellington West
West Barrhaven Community Association
West Way
Westboro Academy

Westboro Community Association
Westboro Village
Westcliffe Estates Community Association
Whitehaven Community Association
Winthrop Court Community House
Wisteria Park Community Association
Women's Business Network of Ottawa
Women's Initiatives for Safer Environments (WISE)
Women's Shelters Canada / Hébergement femmes Canada
Woodpark Community Association
Woodroffe North Community Association
Y newcomer information centre
Youth Ottawa
Youth Services Bureau of Ottawa
Youthline
Y's Owl Maclure Co-operative Centre