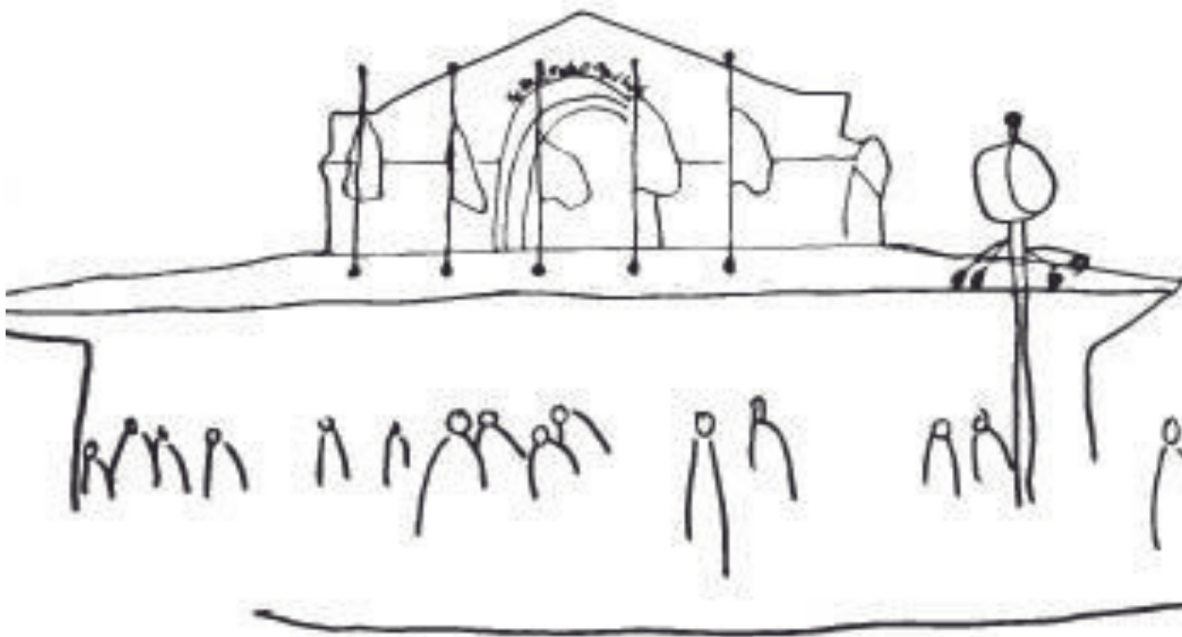


PROPOSAL OF SERVICES

FOR THE REDESIGN OF 55
BYWARD MARKET SQUARE



PRESENTED TO MARCHÉS D'OTTAWA MARKETS



espace
N.U.E

September 24, 2021

Marchés d'Ottawa Markets
55 ByWard Market Square
Ottawa, ON
K1N 9C3
Canada

Dear Mr. Dayler & Mr. Murkar,

Espace N.U.E. is thrilled to submit our proposal for the reinvigoration of the 55 ByWard Market Square and its surrounding public spaces. This process will take place through activating year-round use of the historical market, while paying special attention to the winter months and the market's food-related potential.

This proposal outlines our understanding of the market's context and the project mandate, as well as the customized approach and methodology we will adopt to complete this project. We also provide detailed logistical information, such as workflow and time allocation, for your reference.

Our excitement for this project stems from a deep interest in public gathering places and how they can improve quality of life in local communities and the city at large. The team's approach is human-based and aims to design spaces that are inclusive and vibrant while incorporating environmental and sustainability needs. Espace N.U.E.'s projects have focused on extensive field research, the design of public spaces, and community-based initiatives.

The ByWard Market project is of particular interest for Espace N.U.E., as the area carries historical importance for the city of Ottawa and has enormous potential for becoming a sociable cultural hub. We believe that through physical and programming interventions that take into careful consideration the recommendations of the Public Realm Plan, this focal point for the city can be enhanced: turning into a convivial food-oriented district for fresh produce, restaurants, and entertainment. We look forward to this opportunity to work with you!

Sincerely,

Dominique Boulet, Adrien Gignac-Eddy, Daniela Rodriguez Martinez, & Noah Wu



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Project Mandate

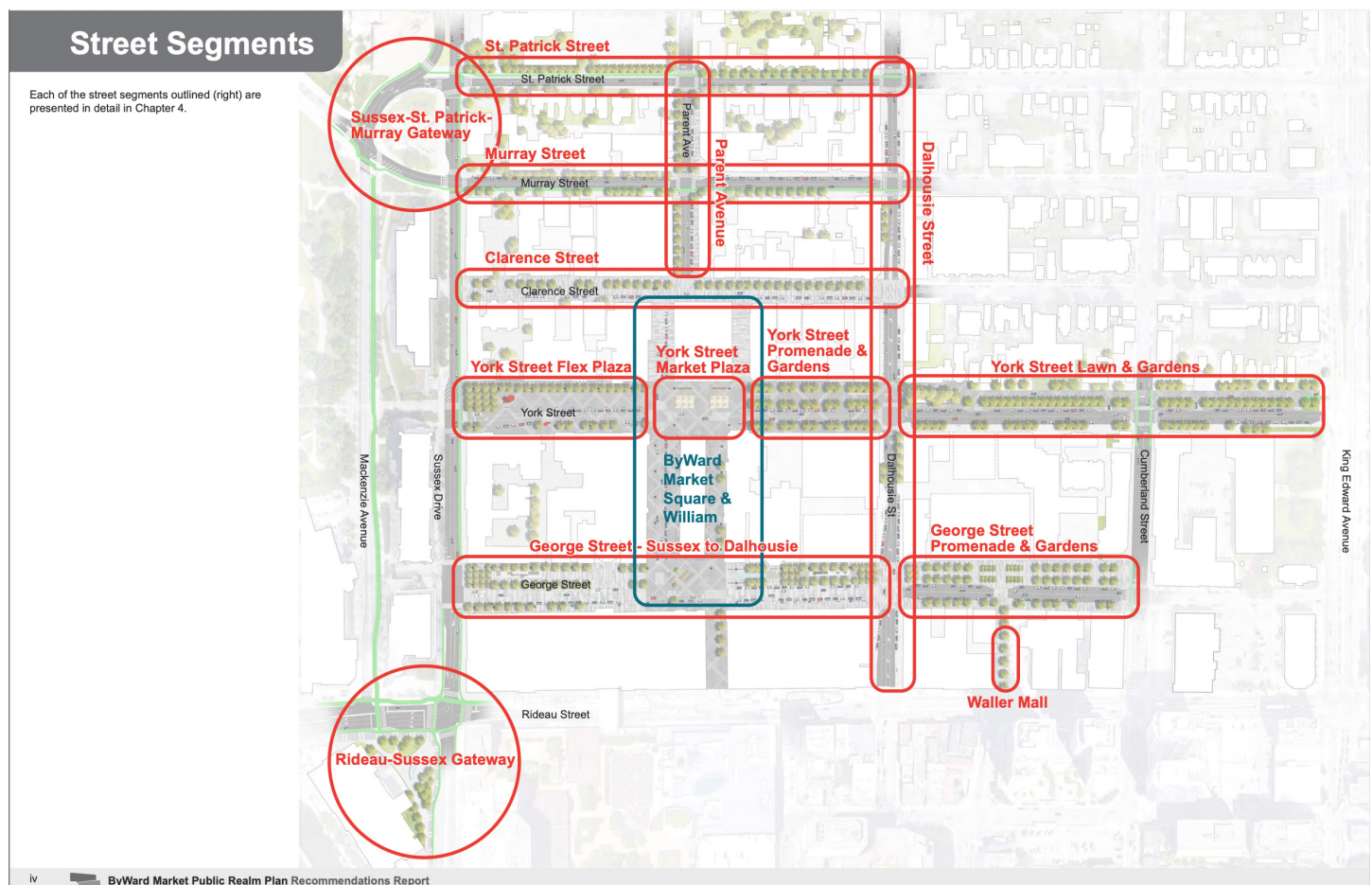
The ByWard Market is one of Ottawa’s oldest and most notable sites. Located just steps away from the country’s head of government, it is of unique value to both Ottawa and Canada. At the same time, the ByWard market has not benefited from cohesive planning to ensure its value is preserved and enhanced. This is now changing with the recent approval of the ByWard market’s Public Realm Plan on 27 January 2021, which will be accompanied by a 129-million-dollar investment in the area. This newfound excitement and investment in ByWard market is an enormous opportunity. It is an opportunity to create a market for future generations—a market that injects social and economic vitality to the area and tells a more inclusive story of Canada, of environmental stewardship, and of social justice. What we choose to do with this opportunity could mark Ottawa and Canada for years to come.

The Public Realm Plan

The current vision for ByWard market articulated in the Public Realm Plan focuses on improving pedestrian connectivity and experience, revitalizing the main market building and surrounding public spaces, and increasing greenery. The Public Realm Plan follows seven principles: creating a memorable environment, putting pedestrians first, enhancing the visitor experience, beautification, accessibility and inclusion, supporting businesses, and balancing the needs of all users (residents, tourists, and businesses). Key nodes of public space and connectivity indicated in the plan include William Street and ByWard Market Square, George Street, York Street, courtyard links, and the North and South Gateways.

Building on the Public Realm Plan

This project looks to build upon the existing Public Realm Plan for the area to suggest a more innovative, sustainable, and inclusive plan that is designed for future generations. We will accomplish this by designing an inspiring district centred on food, a vision held up by three pillars of design: creative public space, environmentally progressive design, and inclusive storytelling.



Planning Approach

Espace N.U.E. aims to respond to the dynamics of the ByWard Market area by addressing the social, historical, and built features of the environment. We will do so through a holistic approach that considers conserving the market's cultural values while integrating sustainable practices that respond to the climate crisis and local conditions such as seasonality.

We would like to create a market where there are outdoor public gathering places which foster inclusivity while attracting residents, visitors, and local businesses. Espace N.U.E.'s goal is to maximize the potential of the market area as a lively environment that is convivial, flexible, accessible, and adaptable. We hope to achieve this by creating active public spaces, a multipurpose destination that welcomes residents and visitors, and provides opportunities to improve the local economy, .

Our methods will be informed by case studies and design principles of similar public markets that were revitalized. For example, a few cases that might be considered are: The Forks in Winnipeg, Markthalle Neun in Berlin, and Faneuil Hall Marketplace in Boston. We will adapt successful strategies and practices of such case studies to Ottawa's local context. In addition, our approach considers the general principles stated in the ByWard Market Public Realm Plan Recommendations Report 2020.

Consequently, we propose an integrated planning approach that will address:

- Activating public spaces year-round, and especially during winter months
- Creating an attractive and inclusive environment for residents and visitors
- Rethinking of the retail space with a focus on food and food-related activities



Image Source: Marchés d'Ottawa Markets

Methodology

Our planning methodology will lead to a final product that is feasible and fully adapted to unique local conditions and descriptions of the Byward Market. It comprises three consecutive phases. The first phase aims to establish the baseline conditions of the market through comprehensive situational analysis encompassing multiple realms: circulatory, economic, environmental, infrastructural, and socio-cultural. In this phase, we also study the historical operations and functioning of the market, review case studies of similar public markets in Canada and around the world, and perform due diligence. In the second phase, we apply the knowledge from Phase 1 to conceptualize customized interventions for reinvigorating the ByWard Market. In concert with Marchés D'Ottawa Markets, we will determine which interventions to pursue and elaborate on in the last stage. Finally, we will apply feedback we receive and consolidate all above elements into a report, which will be submitted to you by the end of December.

Phase 1: Background Research, Situational Analysis, and Comparative Case Studies

Task 1.1: Historical research

A literature review of the principal historical operations, functioning, and significance of Byward Market will be conducted to contextualize the space in Ottawa's history and identify interesting elements to bring back.

Task 1.2: Analyze current local conditions

We will employ quantitative and qualitative research methods to analyze local conditions related to the market economy, natural environment, circulation, and the social and cultural components. Examples include a text analysis of previous research, a GIS analysis of the immediate area in relation to existing food systems in Ottawa, and a SWOT (Strength-Weakness-Opportunities-Threats) analysis of local conditions related to the functioning of the market. This contextual information is important for customizing our interventions.

Task 1.3: Understanding previous planning documents

We will review previous planning research in the area, such as the Public Realm Plan, the city's comprehensive master plan, relevant zoning bylaws, and previous recommendations for the market. A summary of the most pertinent issues and recommendations will be provided.

Task 1.4: Review design principles and case studies

A literature review will be conducted on: 1) design and spatial principles related to how to create active pedestrian spaces; 2) design principles for creating flexible and functional public spaces throughout the year; 3) the effects of commercial mixes on at-

tracting visitors and foot traffic. Alongside the review, we will provide a small portfolio of case studies of other public markets and their activation, spatial planning and programming strategies. We will identify elements or approaches that might be suitable for the ByWard Market.

Task 1.5: Site Visits and observations

As part of developing our understanding of local conditions, we will also conduct site visits to the ByWard Market. During Phase 1, we will visit the site twice, and hope to meet with the client at least once for a site tour. During these visits, we will make informal observations and identify sites that have the greatest potential to improve the area and market experience.

Task 1.6: Identify potential community stakeholders

Based on the previous research that has been conducted concerning the ByWard Market, we will identify any potential stakeholders or groups who may have been left out of consultations, and could be of interest for the market's future development.

Task 1.7: Produce a situational report

At the end of this phase, we will produce a situational report incorporating outcomes from previous tasks.

Deliverables: a summary of previous plans and recommendations for the Byward Market research, a summary of our own contextual research, visualizations to present our findings, and a mini portfolio of successful and comparable case studies. These will be presented in the form of a situational report.

Phase 2: Propose Potential Activation Strategies and Initiatives

Task 2.1: Apply design concepts to reimagine the market building and the core area

This will include one concept map and a preliminary master plan. The concept map will serve to clearly portray the visions for the area. The master plan will spatially locate the specific interventions.

Task 2.2: Produce sketches and illustrations

Sketches and illustrations will serve as a discussion tool. They will provide an opportunity for feedback and comments from the client.

Task 2.3: Produce a portfolio of potential interventions

These interventions will be presented in a table, with clear explanations for each workable strategy and initiative that has the highest potential to improve the public experience in the ByWard Market, and its importance to the larger vision.

Task 2.4: Informally gather opinions of identified groups

If deemed appropriate following our situational report, we will incorporate some informal processes and procedures of harnessing public opinions.

Task 2.5: Two-day site visit

During this site visit, we will refresh our knowledge about the physical features of the site and potentially meet with members of identified groups in person.

Task 2.6: Second formal meeting with the client

This meeting will take place on zoom or in-person, depending on the client's preference. The situational report, as well as all the content thus far produced in phase 2 will be presented in detail to the client to make sure everything is clear. Notes will be taken on what needs to be changed. These notes will allow us to produce the table of contents for the final report.

Deliverables: A portfolio of potential strategies and initiatives, accompanying visualizations, a summary of informal public consultation, an agreement with the client on the framework of the final plan, and a table of contents for the final report.

Phase 3: Development of a Final Report and Presentation

Task 3.1: Consolidate and apply feedback

This will be based on the comments received from the client during the consultations done in the previous phase. It will include a final concept map and a final master plan for the site. The plan will clearly state the vision for the site and main interventions.

The plan will also include visualizations of specific interventions. These visualizations will be based on the preliminary sketches and comments provided in the previous phase. Any new visualizations will be based on discussions with the client about any missing visuals.

Task 3.2: Present our plan for reinvigorating the market

Having elaborated the set of interventions that make up a coherent plan, the team will present the main findings and proposed project to the client in late November. This presentation will highlight the visual components of the report and convincingly contend for realizing the project. The presentation will be followed by questions about first impressions and may lead to discussions about next steps.

Task 3.3: Provide an executive summary

An executive summary will be synthesized based on the final report, outlining the key points from each section. The execu-

tive summary can be circulated among interested parties to raise awareness and gather support.

Task 3.4: Prepare a final report

We will prepare a final project report based on the outcomes of all activities (i.e deliverables) associated with the project from start to end. This final report will incorporate comments from the client communicated to us before the end of Phase 2 (i.e. the second formal meeting). Due to time limitations, we cannot provide major revisions after this date.

Deliverables: a presentation of the project and finalized comprehensive report.

Phase 1: Background Research, Situational Analysis, and Comparative Case Studies

1.1 Historical research
1.2 Analyze current local conditions
1.3 Familiarize with previous planning documents



1.4 Review design principles and case studies
1.5 Site visits and observations
1.6 Identify potential community stakeholders



1.7 Produce a situational report

Phase 1 Deliverables

1. A historical summary
2. Graphs, charts, and maps
3. A SWOT analysis of local conditions
4. A summary of planning-related issues
5. A situation report

Phase 2: Review of Design Theories and Precedents

2.1 Apply design concepts to reimagine the market building and the core area
2.2 Produce sketches and illustrations



2.3 Produce a portfolio of potential interventions
2.4 Informally gather opinions of identified groups
2.5 Two-day site visit



2.6 Second formal meeting with client

Phase 2 Deliverables

1. Visualizations
2. Portfolios of potential interventions
3. A consultation summary

Phase 3: Development of a Final Report and Presentation

3.1 Consolidate and Apply feedback from Client



3.2 Present our plan for reinvigorating the market
3.3 Provide an executive summary
3.4 Prepare the final report

Phase 3 Deliverables

1. Presentation material
2. An executive summary
3. A final report

Time Allocation Chart

Tasks	Adrien	Daniela	Dominique	Noah	Total Hours
Phase 1: Background Research, Situational Analysis, and Comparative Case Studies					
1.1 Historical research	12				12
1.2 Analyze current local conditions	10	8	8	20	46
1.3 Familiarize with previous planning documents	6	6	6	6	24
1.4 Review design principles and case studies	16	28	28	16	88
1.5 Site visits and observations	16	16	16	16	64
1.6 Identify potential community stakeholders	4			4	8
1.7 Produce a situational report	12	12	12	12	48
Phase 2: Propose Potential Activation Strategies and Initiatives					
2.1 Apply design concepts to reimagine the market building and the core area	5	12	4	5	26
2.2 Produce sketches and illustrations	12	25	25	25	87
2.3 Produce a portfolio of potential interventions	5	5	5	5	20
2.4 Informally gather opinions of identified groups	8		8	4	20
2.5 Two-day site visit	20	20	20	20	80
2.6 Second formal meeting with the client	2	2	2	2	8
Phase 3: Development of a Final Report and Presentation					
3.1 Consolidate and apply feedback	10	14	10	10	44
3.2 Present our plan for reinvigorating the market	10	12	10	10	42
3.3 Provide an executive summary				5	5
3.4 Prepare a final report	30	30	30	30	120
Overhead Costs					
4.1 Offer of Services (Proposal)	20	20	26	20	86
4.2 Class Theory	6	6	6	6	24
4.3 Project Management	14				
Totals	218	216	216	216	828

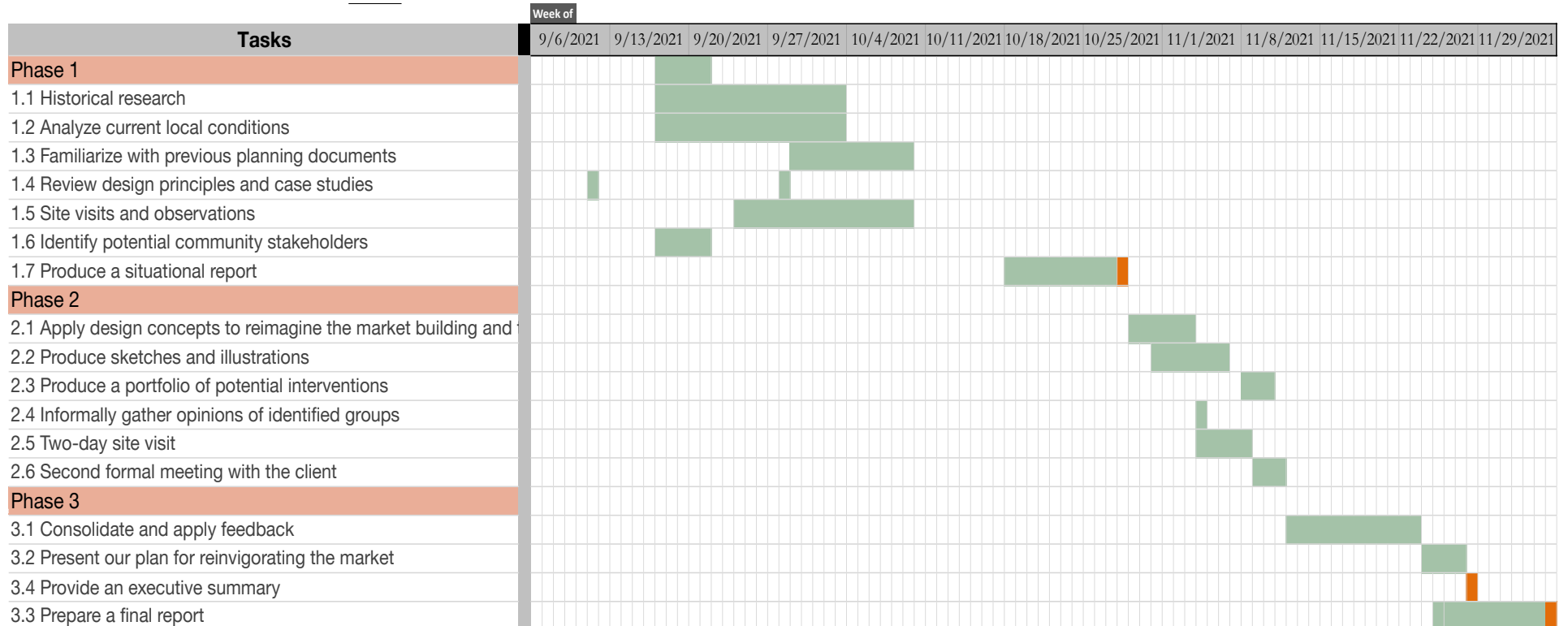
Reinvigoration of the Byward Market

Espace N.U.E.

Consultants: Adrien Gignac-Eddy, Daniela Rodriguez
Martinez, Dominique Boulet, Noah Wu

Project start date

9/6/2021



About Espace N.U.E.

Espace N.U.E.'s team was brought together by a common concern for a changing climate and the devastating wastefulness of current patterns of development. Looking to meaningfully break away from these patterns, we created Espace N.U.E. to implement changes at the local level, believing that radical local change leads to meaningful global outcomes. Combining the disciplines of planning, architecture, history, and anthropology, our team brings a diversity of problem-solving approaches to the table. Our team is also highly international—with our members having collectively worked in more than a dozen countries, spanning every continent of the globe.

Our name, Espaces Novateurs et Urbains pour l'Environnement, highlights the specialization we've developed that enables radical local level change for our planet: creating innovative urban public spaces. To that end, we've developed a diverse team, specialized as either Public Space Consultants or Sustainable Development Consultants, ensuring every project team has the optimal balance of competencies required for designing holistic, innovative solutions.



Adrien - Project Manager

Adrien has managed several projects in resiliency planning, climate change adaptation and sustainable development, as part of international consortiums led by the World Meteorological Organization (WMO) and the United Nations Office for Disaster Risk Reduction (UNDRR). He is currently completing his Master's in Urban Planning at McGill University, where he is focusing on sustainable development in food distribution networks.



Daniela - Public Space Consultant

Daniela is an expert in public space and urban design. She has a background in architecture, and her experience includes projects in landscape architecture, urban ecology and inclusive design in public space. She is currently working as a graduate research assistant on urban sustainability at the Urban Politics and Governance research group at McGill University.



Dominique - Public Space Consultant

Dominique is an expert in public space and conviviality. With considerable experience in anthropological field research, she has a deep understanding of people and their social behaviours in urban spaces. Her preoccupations with urban design began during her Master's research in a housing cooperative in Copenhagen, Denmark. This has led her to her current position as a graduate candidate in Urban Planning at McGill University where she is employed working on an urban commoning project in the Champ des Possibles, while furthering her own research on the phenomenological understanding of walking.



Noah - Sustainable Development Consultant

Noah is an expert in sustainable development initiatives and environmental planning. He has a background in environmental studies, geography, and urban studies from his Bachelor's at McGill University. In his professional experience, Noah has worked extensively with local communities in developing sustainable transportation studies and initiatives, advising the municipal government about the protection and programming of green spaces, and creating guides for launching successful grassroots environmental movements.

Adrien Gignac-Eddy

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adrien.gignac-eddy@mail.mcgill.ca

Employment experience

2021	Graduate Research Assistant	McGill University	Montreal, QC, Canada
2019-2020	Risk Policy Analyst	CIMA Research Foundation	Savona, Italy
2019-2019	Intern in Disaster Risk Management	CIMA Research Foundation	Savona, Italy
2018-2019	Research Assistant	Concordia University	Montreal
2018-2018	Contract Quality Agent	Aéroport de Montréal	Dorval, QC, Canada
2013-2017	Camp Counselor	Camp Tawingo	Huntsville, ON, Canada
		Camp Le Petit Bonheur	Saint-Agathe-des-Monts, QC, Canada

Education

2020-ongoing	Master of Urban Planning	McGill University	Montreal
2017	Long-term Student Exchange Program	University of New South Wales	Sydney, Australia
2015-2019	Bachelor of Arts: Honours in History Thesis concentration in environmental history	Concordia University	Montreal
2013-2015	Diploma of College Studies in Social Sciences: International Relations	Collège Jean-De-Brébeuf	Montreal

Academic work & achievements

2021-2022	SSHRC Joseph Armand Bombardier Canada Graduate Scholarship	McGill University	Montreal
2020-2021	Jeanne M. Wolfe Fellowship	McGill University	Montreal
2019	Commins-Lachance Family Undergraduate Research Award in Quebec History	Concordia University	Montreal
2018	City Farm School Apprenticeship Course in Urban Farming	Concordia University	Montreal
2017-2018	Faculty of Arts and Science Dean's List	Concordia University	Montreal
2017	Group Coordinator for Fossil Free UNSW	University of New South Wales	Sydney, Australia
2013	Tawingo Leadership Course	Camp Tawingo	Huntsville, ON, Canada

Competencies & skills

Language skills

English	Native/bilingual proficiency
French	Native/bilingual proficiency
Italian	Intermediate proficiency

Communication skills

I have considerable experience in writing, particularly analytical and argumentative writing. I am also an avid communicator with extensive experience in running workshops, pitching projects, and leading group discussions.

Research skills

I have worked in both academic research and policy-oriented research contexts, particularly working with qualitative data.

Software competencies

Microsoft Suite	Complete proficiency
QGIS	Intermediate proficiency
Illustrator	Intermediate proficiency
InDesign	Intermediate proficiency
Photoshop	Basic knowledge

Interests

Sustainable Development
Urban Agriculture
Food Systems
Agricultural Development

Daniela Rodriguez Martinez

+1-438-506-8226
danielarodma@gmail.com

Employment experience

2021-ongoing	Graduate Research Assistant	McGill University	Montreal, QC, Canada
2017-2020	Architect	Mesa Arquitectos & Asociados	Bogotá, Colombia
2015-2016	Architect	Personería de Bogotá (public sector)	Bogotá
2012	Intern Architect	Diana Wiesner Landscape Architecture	Bogotá

Education

2020-ongoing	Master of Urban Planning	McGill University	Montreal
2009-2014	Bachelor of Architecture	Universidad Piloto de Colombia	Bogotá

Academic work & achievements

2021-ongoing	Green Alleys Project with David Wachsmuth's UPGo lab	McGill University	Montreal
2020-2021	Scholarship	McGill University	Montreal
2017	Contest: Juan Amarillo Wetland Park, Habitat-Tibabuyes	Colombian Society of Architects	Bogotá
2014	Contest: 14th annual architecture student, Replanteo	Colombian Society of Architects	Bogotá
2014	Bachelor's thesis: <i>"System of ecological corridors as generators of urban habitability in the centre of Bogota"</i>	Universidad Piloto de Colombia	Bogotá

Competencies & skills

Language skills

Spanish	Native proficiency
English	Fluent proficiency
French	Fluent proficiency
German	Intermediate proficiency

Communication skills

My academic and employment experience has contributed to my presentation skills, visual and verbal communication with diverse audiences. My ability to express my ideas has been enhanced thanks to the direct contact with the local environment through fieldwork.

Research skills

My background in architecture and involvement in urban issues have helped me develop observational skills and critical thinking, analyze and present results, and work well in a team.

Software competencies

Microsoft Suite	Complete proficiency
QGIS	Intermediate proficiency
Illustrator	Intermediate proficiency
InDesign	Complete proficiency
Photoshop	Complete proficiency
AutoCAD	Complete proficiency
SketchUp	Intermediate proficiency

Interests

I enjoy learning a new language, practicing photography, reading, and travelling because they help me strengthen my creativity to tackle challenges, open my vision and improve my teamwork skills.

Dominique Boulet

+1-514-244-2303
domiboulet@gmail.com

Employment experience

2020-ongoing	Graduate Research Assistant	McGill University	Montreal, QC, Canada
2019-2020	Program Officer	Canadian Museums Association	Ottawa, ON, Canada
2018-2020	Program Consultant	Éclair Foundation	Montreal
2018-2020	Volunteer: facilitator and interviewer	AFS Intercultural Programs	Montreal
2017-2019	Assistant manager & barista	Café Différance	Montreal
2017	Co-founder & project manager: DPU Gender Film Club	Aarhus University	Copenhagen, Denmark
2016	Master's fieldwork in a private housing cooperative	Aarhus University	Copenhagen
2014-2015	Barista	Café Différance	Montreal
2013	Bachelor's fieldwork regarding coffee culture	Concordia University	Montreal

Education

2020-ongoing	Master of Urban Planning	McGill University	Montreal
2015-2017	Master of Arts: Anthropology	Aarhus University	Copenhagen
2015-2017	Danish language studies: Completed module 4	Studieskolen	Copenhagen
2014	Exchange program: Major Anthropology	University of Copenhagen	Copenhagen
2010-2015	Bachelor of Arts: Major Anthropology, Major Psychology	Concordia University	Montreal

Academic work & achievements

2021	Graduate Excellence Fellowship	McGill University	Montreal
2021	Awarded Brenda and Samuel Gewurz Fellowship	McGill University	Montreal
2017	Master's thesis: "The Potential Education of Urban Place"	Aarhus University	Copenhagen
2016	Guest lecture: A Contested Urban Commons: Discussant	Aarhus University	Copenhagen
2015-2017	Awarded Danish State Scholarship	Aarhus University	Copenhagen
2015	Bachelor of Arts: Graduated with distinction	Concordia University	Montreal
2013	Bachelor's thesis: "Private Public Place"	Concordia University	Montreal

Competencies & skills

Language skills

English	Native/bilingual proficiency
French	Native/bilingual proficiency
Danish	Elementary proficiency

Communication skills

Throughout my university career I have mastered an academic level of communication in written and spoken form and my studies have improved my listening and questioning skills within an intercultural setting. My employment experiences have strengthened these abilities, adding to my already approachable nature.

Research skills

My multidisciplinary background in planning, anthropology and psychology has equipped me with quantitative and qualitative research skills in desk research, basic statistical data analysis, ethnographic fieldwork, and especially in conducting interviews.

Software competencies

Microsoft Suite	Complete proficiency
QGIS	Intermediate proficiency
Illustrator	Intermediate proficiency
InDesign	Intermediate proficiency
Premiere Pro	Intermediate proficiency
Photoshop	Basic knowledge

Interests

I pride myself in being culturally involved and keeping mentally and physically sharp through dance, cycling, walking, literature and traveling.

Haoran (Noah) Wu

+1-514-839-4933
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Employment experience

2021	Graduate Research Assistant	McGill University	Montreal, QC, Canada
2020-2021	Intern/Research Assistant	TerraHumana Solutions	Baie-D'Urf�, QC, Canada
2020	Project Coordinator	TQSOI	Pointe-Claire, QC, Canada
2019-2019	Research Assistant	McGill University	Montreal

Education

2020-ongoing	Master of Urban Planning	McGill University	Montreal
2015-2019	Bachelor's Degree in Arts and Sciences: Major Sustainability, Science, and Society Minor Urban Systems	McGill University	Montreal

Academic work & achievements

2021	Awarded Brenda and Samuel Gewurz Fellowship	McGill University	Montreal
2020	Graduate Excellence Fellowship	McGill University	Montreal
2019	Bachelor of Arts and Sciences: Graduated with distinction	McGill University	Montreal

Competencies & skills

Language skills

Mandarin	Native proficiency
English	Fluent proficiency
French	Intermediate proficiency

Communication skills

I developed strong written communications skills through my undergraduate and graduate education, which demanded effective use of language and writing techniques to communicate complex ideas in academic papers. From my work experience in the community sector, I developed strong interpersonal skills, particularly active listening skills and empathy.

Research skills

My extensive experience in a research assistant role since my undergrad allowed me to develop important skills for conducting research, such as interview skills, critical thinking, attention to detail, and knowledge about interdependency and cross-disciplinarity.

Software competencies

Microsoft Suite	Complete proficiency
QGIS	Complete proficiency
Illustrator	Intermediate proficiency
InDesign	Intermediate proficiency
Photoshop	Intermediate proficiency
SketchUp	Intermediate proficiency
R	Complete proficiency
JASP	Complete proficiency

Interests

Because of my cross-cultural experience, I enjoy learning about new cultures and perspectives. In my pastime, I love reading books of different sorts and genres and doing physical exercises like running and tennis. I practice meditation and mindfulness exercises daily to stay grounded and motivated.