NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

No.	2020-P202
To	Board of Directors
Date	2020-01-23

For DECISION**Subject/Title**

Federal Land Use Approval for the LeBreton Flats Preliminary Master Concept Plan

Purpose of the Submission

- To obtain approval of the Board of Directors for the preliminary version of the LeBreton Flats Preliminary Master Concept Plan.

Recommendations

- That the Federal Land Use Approval for the LeBreton Flats Preliminary Master Concept Plan be granted, pursuant to Section 12 of the *National Capital Act*, subject to the following condition:
 - That the subsequent phases of planning, transaction and development be subject to separate level 3 processes of federal review and approval.
- That the preparation and signature of the Federal Land Use Approval document for the LeBreton Flats Preliminary Master Concept Plan and associated components be delegated to the Vice President, Capital Planning Branch.

Submitted by:Pierre Vaillancourt, A/Vice president, Capital Planning
Name_____
Signature**Submitted by:**Katie Paris, Director, Building LeBreton
Name_____
Signature

1. Authority

National Capital Act, sections 11 and 12

2. Project Description

Background

The LeBreton Flats Preliminary Master Concept Plan is a 30-year plan for the future of LeBreton Flats. The site is a 29-hectare (over 71-acre) property owned by the National Capital Commission (NCC). The development area is bounded by the Sir John A. Macdonald Parkway and Wellington Street to the north; Albert Street and the escarpment to the south; the rail tracks north of the Trillium O-Train line to the west; and Booth Street, Lett Street and the future Ottawa Public Library and Library and Archives Canada joint facility site to the east.

The site has a rich history as part of the ancestral territory of the Anishinabeg peoples, founding location of the City of Ottawa, and site of early timber trade and electric power generation infrastructure along the Ottawa River. The site remained central to the social, economic and industrial development of Ottawa and Canada's Capital Region for 150 years. By mid-century, the lumber industry had collapsed and there was no need for freight yards and heavy industrial areas in LeBreton Flats. The land was expropriated by the NCC in 1962 influenced by a series of municipal and federal plans prepared during the previous six decades, most notoriously the 1950 Greber Plan. Following the expropriation and the removal of industrial infrastructure and residential buildings (in poor condition) in 1964-65 the Flats site remained vacant. Since then, the Parkway was relocated creating room for the new Canadian War Museum and the East Flats Phase, won by Claridge Development in 2006, which is halfway through its build out.

In 2012 the NCC remediated the North-East quadrant of the site between Wellington Street to the north and the open aqueduct to the south to prepare the land for development.

In 2014 the NCC launched a procurement process including a design competition to develop LeBreton Flats, motivated to enhance the vibrancy of the National Capital by attracting a new public anchor use and to bring civic life back to the area. The process was terminated in early 2019 due to internal unresolved issues between members of the proponent joint venture.

In March 2019, the NCC Board of Directors announced a new strategy for the development of LeBreton Flats based on a renewed vision for the site as a place of national significance and local pride. Following a competitive process, O2 Planning + Design was retained as the planning consultant by the NCC for the development of a Master Concept Plan (MCP) – the subject of this submission.

Vision

The MCP's vision responds to the dual goals of establishing LeBreton Flats as both a destination and a place of pride for all Canadians, as well as a sustainable community for local residents — a place that anyone can call home. The new vision puts the focus on a compact urban form that prioritizes active transportation and transit by creating a complete community.

The MCP sets the strategy for future work to ensure that the vision becomes a reality. Detailed implementation planning, including further technical studies and an implementation strategy, will be developed over the first half of 2020.

Summary of the Master Concept Plan

The following seven guiding principles were established to guide the new MCP and future implementation of the LeBreton development:

- **Enhance the Capital Experience**
 - Reflect the national significance of LeBreton Flats by creating an ambitious new Capital destination that celebrates Canada.
- **Build Community**
 - Create an inclusive place where anyone can live, work and play. Provide for facilities, services and public spaces that are active, lively and flexible and that contribute to community health and well-being.
- **Create Connections**
 - Connect people and place by creating interactive public spaces and linking to amenities and surrounding communities. Build on access to LRT and establish active transportation networks using a Vision Zero approach.
- **Value Nature**
 - Prioritize the importance of the environment through design that restores, enhances and protects the natural features of the site, and provides greater accessibility to waterways. Utilize green infrastructure, promote biodiversity and create new green spaces.
- **Foster Sustainability and Innovation**
 - Embed a culture of excellence throughout the life cycle of the project and provide opportunities for innovation in design and sustainability. Build in climate mitigation and resiliency measures to aim to achieve a zero-carbon community.
- **Honour the Past**
 - Honour and interpret the role LeBreton Flats has played as a place of significance for Indigenous peoples and in the development of the Capital and connect this story to the site's future. Recognize the lasting effects of important milestones such as the community's expropriation.
- **Make It Happen**
 - Ground the vision in a strategic implementation approach supported by market feasibility. Consult with the public and collaborate with partners to support timely progress and generate social, environmental and economic returns.

The MCP is organized around four main districts to bring the Capital, Destination and Civic Experiences to life, with each district contributing a core element to the plan's overall identity. These districts work together to make LeBreton Flats a thriving cultural hub and diverse community grounded in a sense of history and place.

1. The **Flats District**: predominantly residential community defined by intimate, pedestrian-oriented streets and a variety of housing types.
 - The Flats District will be defined by its street typology that prioritizes active mobility and de-emphasizes the dominance of vehicles.
 - Buildings within the Flats will generally be designed as six-storey mid-rise buildings with towers on top of the mid-rise podiums at key locations.
2. The **Aqueduct District**: A vibrant cultural hub and entertainment district spilling out onto public space along the two aqueducts.
 - Two aqueduct waterways anchor and frame this district, creating a unique public realm that celebrates and is defined by the historic Ottawa Waterworks Complex that continues to play a crucial role in the city's infrastructure. The waterworks complex is a key feature of this area, which is defined by water through its proximity to and connection with the Ottawa River.
3. The **Albert District**: A mixed-use neighbourhood anchored by the future library to the east and a potential event centre or major facility to the west, the Albert District provides space for homes and offices, as well as shops and services along Albert Street.
 - This is a transit-oriented district, with density that responds to the close proximity of two LRT stations: Bayview and Pimisi.
4. The **Park District**: The Park District combines the community's industrial heritage with its defining natural elements, creating a unique experience that will draw visitors from near and far to the western end of the community.
 - The Park District is composed of three connected but distinctly programmed parks:
 - Capital Park
 - Active Park
 - Urban Playground

The following targets are intended to guide long-term development at LeBreton Flats to ensure that an appropriate mix of land uses is achieved:

- 29 hectares total plan area
- 6 million square feet of gross floor area
- 4.5 million square feet of residential space
- 225,000 square feet of retail space
- 1,250,000 square feet of office space
- 4,000 dwelling units
- 7,200 estimated resident population
- Up to 6,500 estimated jobs post-construction
- 12.7 hectares of parks and open spaces

The MCP is structured around eight strategies. Three of those strategies have been completed in the Preliminary Master Concept Plan presented to the Board of Directors in this submission:

1. The **Parks and Public Realm Strategy** defines the overall structure of the community.
2. The **Mobility Strategy** expands on the public realm and open space, laying the groundwork for how people move throughout and interact with their community.
3. The **Land Use Strategy** defines LeBreton's built form including densities and building heights, orchestrating office, residential, retail and other land uses into a functioning and thriving neighbourhood and destination.

The remaining five strategies are in development and will be completed over the first half of 2020 during the implementation planning phase of the project. These strategies include:

4. The **Infrastructure Strategy**, which provides detail for how LeBreton Flats will be serviced, ensuring that the Master Concept Plan achieves its carbon neutral targets.
5. The **Indigenous Connections**
6. The **Culture and Heritage Strategy**
7. The **Sustainability Strategy**
8. The **Affordability Strategy**

3. NCC Staff Analysis / Risks and Mitigations Measures

- The Preliminary MCP was presented to the JDRP for comments on October 2, 2019 and November 27, 2019 and to the NCC Board for information in November 2019.
- The project team, working with planning consultant O2 Planning + Design, has addressed the comments received by NCC staff, the JDRP and the NCC Board, most notably the integration of the built form with the parklands and existing context.
- Approval of the Preliminary MCP will allow the NCC to seek amendments to the City of Ottawa's Official Plan to enshrine the structure of the community in the City's planning policies.
- Additionally, this approval will enable the NCC to move forward with the implementation planning phase of the project, including a detailed planning and transaction strategy to implement the vision of the Master Concept Plan. Following this phase, the project team will prepare the required submissions to the NCC Board for approval of the final Master Concept Plan.

4. Strategic Links

- **NCC Mandate:** Set the long-term urban planning direction for federal lands and guide and control the use and development of federal lands in Canada's Capital Region.
- **Corporate Plan (2019-20 to 2023-24)**
 - Priority 2: Facilitate the redevelopment of LeBreton Flats and the islands in becoming signature destinations of national significance.

- **The Plan for Canada's Capital, 2017 to 2067**
 - The NCC will guide the redevelopment of LeBreton Flats as the nucleus of a revitalized district in the Capital.
 - The NCC will help to strengthen Algonquin Anishinabeg cultural traditions through placemaking and partnerships that bring Algonquins to the forefront of life in Canada's thriving and connected capital.
- **Canada's Capital Core Area Sector Plan (2005)**
 - New mixed-use developments restore and reconnect the urban fabric – in LeBreton Flats, in new residential and institutional projects on central sites...
 - Provide enhanced public access to, and use, appreciation and enjoyment of, the Ottawa River by providing more riverside facilities, services and activities in a manner consistent with the River's natural, cultural and historic character.
 - Celebrate the Area's industrial, aboriginal and natural heritage, establish a link between the downtowns of Ottawa and Gatineau, and develop a mix of uses, programs and open spaces that create a unique public experience.
- **Sustainable Development Strategy, 2018-2023**
- **Capital Illumination Plan 2017-2027**
- **Ottawa River South Shore Riverfront Park Plan 2018**
- **Draft Capital Pathway Strategic Plan**

5. Consultations and Communications

- The LeBreton Flats Preliminary Master Concept Plan is being undertaken in close collaboration with the City of Ottawa
- Since February 2016, the NCC has engaged on numerous occasions with Algonquin Nation representatives. The NCC will continue to advance this dialog, including by establishing working groups during the design and implementation of the Plan.
- The project team has engaged with and will continue to engage in dialog with the following key regional stakeholder groups:
 - Arts, culture and heritage groups
 - Affordable housing providers and advocates
 - Local homebuilders
 - Educational institutions, including school boards and post-secondary institutions
- The NCC has held several public consultations with the public across the country. The project considered feedback from the public provided as part of a consultation held in 2016 in the context of a previous LeBreton Flats redevelopment project. During the current LeBreton Flats Preliminary Master Concept Plan, two major public consultations have been held to date:
 - Public Consultation (in-person and online), June/July 2019: Identification of key ideas and important values for the redevelopment of LeBreton Flats

- Public Consultation (in-person and online), November/December 2019: Validate the direction of the community structure and land uses proposed in the draft Master Concept Plan
- A consultation report from the November/December public consultation is appended to this submission (Appendix C) and all of the consultation reports are available on the NCC's website.

6. Next Steps

- Launch of call for development proposals for the NCC's Library District property – Early 2020
- Report on progress to Board of Directors — April 2020
- City of Ottawa target approval of the Secondary Plan Amendment — July 2020
- NCC Board Land Use and Design Approval for the Final Master Concept Plan — October 2020

7. List of Appendices

Appendix A — Land Ownership Map

Appendix B — Preliminary Master Concept Plan

Appendix C — Consultation Report (November/December 2019)

Appendix D — Excerpts of the minutes of JDRP meetings

8. Authors of the Submission

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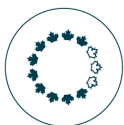
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COMMISSION DE LA CAPITALE NATIONALE
NATIONAL CAPITAL COMMISSION

Canada

Subject - Objet

LEBRETON FLATS, Ottawa ON
PLAINES LEBRETON, Ottawa (Ontario)

Submitted by - Soumis par
Laura Mueller, Chief / Chef

Branch - Direction
MRED-Building LeBreton/ MRED-Bâtir LeBreton

Date
2020-01-14

Scale - Échelle
1:8,000

Parcel - Parcelle





NATIONAL CAPITAL COMMISSION
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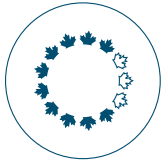


LeBreton Flats

MASTER CONCEPT PLAN

LeBreton Flats Master Concept Plan

January, 2020



**NCC
CCN**

Foreword

I'm very pleased to present the preliminary Master Concept Plan for the redevelopment of LeBreton Flats. This plan will guide the development of the site as the National Capital Commission (NCC) begins the project's implementation.

If I had to distill the plan's seven guiding principles to articulate what our planning team has achieved, I would focus on three crucial objectives.

First, we aspire to the creation of inspiring, Capital-building attractions and activities that capture the imagination of residents of the Capital and the millions who visit us every year.

Second, these attractions and activities will complement a vibrant, liveable, mixed-use community that includes diverse housing in all dimensions (type, size, affordability), that is a showcase of sustainability in terms of its low-carbon footprint and focus on active mobility, and that demonstrates design excellence.

And third, the site will be enriched by fantastic, open, public green spaces that act both as destinations in their own right and as connections between elements of the site and the waterways in and around it, such as the Ottawa River and the aqueducts.

I'd like to acknowledge the incredible effort the NCC's Building LeBreton team has made on this project in a short period of time. The NCC has moved expeditiously to develop the new Master Concept Plan, and it is thanks to the hard work of our staff, the cooperation of our partners, and the contribution of thousands of citizens who participated in our public engagement and consultations that we are able to present this plan.

We offer it as a vision and a guide for a site that has a vital role to play for the future of both the city of Ottawa and Canada's Capital.

Tobi Nussbaum

Chief Executive Officer
National Capital Commission

Executive Summary

The Building LeBreton project is an opportunity for a renewal and reinvigoration of LeBreton Flats that can change how Canadians live, work and play in our cities. Setting a bold carbon neutral standard, this resulting Master Concept Plan will guide development over the next 25 to 35 years, laying a framework for how the public and private sector will work together to rebuild LeBreton Flats under the direction of the National Capital Commission (NCC). In this plan, four unique districts create a Capital destination and thriving mixed-use community that will celebrate liveability and placemaking year-round. Driven by seven guiding principles, the Building LeBreton project embraces the role of LeBreton Flats as a part of the nation's capital, a destination for all, and a place for Ottawans to call home.

The Aqueduct District: A vibrant cultural hub and entertainment district spilling out onto public space along the two aqueducts, part of the historic Ottawa Waterworks Complex.

The Flats District: A predominantly residential community defined by intimate, pedestrian-oriented streets and a variety of housing types.

The Albert District: A mixed-use main street neighbourhood anchored by the future library to the east and a potential event centre or major facility to the west, the Albert District provides space for homes and offices, as well as shops and services along Albert Street.

The Park District: The Park District combines the community's industrial heritage with its defining natural elements, creating a unique park and public realm experience that will draw visitors from near and far to the western end of the community.

These districts are brought to life by the Master Concept Plan's strategies. Starting with comprehensive Parks and Public Realm Strategy, Land-Use Strategy, and Mobility Strategy, LeBreton Flats will be built out in a way that is both equitable and sustainable, setting precedents in affordability, carbon neutrality and recognition of Indigenous, cultural and heritage elements.

To make this happen, the Building LeBreton project will be grounded in a strategic implementation approach supported by market feasibility. The NCC is committed to collaboration with partners to support timely progress that will generate social, environmental and economic returns through project completion and beyond.



Figure 1 LeBreton Flats Master Concept Plan.
This Concept Plan is for illustrative purposes only and is subject to change.

*Refer to Appendix 10.1 for the full alternative site option plan.

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			10.14	Geotechnical Study	–
			10.15	Archaeological Report	–



A black and white photograph of a three-story brick building. The building features a prominent bay window on the ground floor with decorative brackets. Above the bay window, there are two rectangular windows on the second floor. To the left of the bay window, there is another rectangular window on the ground floor. In the foreground, a vintage car is parked on the street. A person is standing near the car, and a bicycle is visible on the left. The image has a blue overlay at the bottom.

1 Introduction

Introduction

The prominence of LeBreton Flats and the public desire to see this area improved in a smart and ambitious manner are matched only by the complexity of tackling the project. From challenging soil conditions to infrastructure encumbrances and more, these challenges have drawn out the rebuilding of LeBreton Flats — a 29-hectare site wholly owned by the NCC.

Now is the moment to seize — with the launch of the light rail transit system, including two stations at LeBreton Flats, and planning for a new federal–municipal joint library facility well under way, there is an opportunity to build momentum at LeBreton Flats.

Following the cancellation of a LeBreton Flats redevelopment project in 2019, the NCC saw the opportunity to establish a renewed, cohesive vision for the site that puts the desires and interest of the public and Canadians at the forefront. The resulting Master Concept Plan outlined in this document responds to the dual goals of establishing LeBreton Flats as both a destination and a place of pride for all Canadians, as well as a sustainable community for local residents — a place that anyone can call home. Importantly, this new vision puts the focus on a compact urban form that prioritizes active transportation and transit by creating a complete community.

The vision is built on input from the public. Early in the process, the NCC asked for feedback on draft guiding principles, which form the foundation for how the NCC will approach everything from planning the project to its implementation — balancing social, environmental and economic returns. The public’s ideas for features and important elements to include at LeBreton Flats were reflected in the draft Master Concept Plan — for which we again

sought the public’s reactions. Insights and perspectives from the public have been critical in ensuring that the NCC establishes a visionary — and feasible — plan.

Also crucial in the planning and implementation of this project will be the NCC’s ongoing dialog with the Algonquin Nation as key partners. The NCC will continue to strive to reflect the perspective of Algonquins in the project, in everything from cultural representation to partnership in the implementation. As the people who originally inhabited this territory, they will continue to have an important role to play. The City of Ottawa will also continue to be an important partner, continuing the collaboration that established the formative vision for this plan.

This Master Concept Plan sets the stage for future work to ensure that the vision becomes a reality. Detailed implementation planning, including further technical studies and a phasing strategy, will be developed over the coming months. This will be done with a focus on the project’s seventh guiding principle, “Make It Happen,” responding to the public’s desire to see progress. Implementation planning will outline a strategic approach to phasing commercial, institutional and residential development (including a range of housing affordability options), along with construction of parks and public realm features that will bring LeBreton Flats back to life.

In all of this work, we are anchored by the understanding of what came before — layers of trade, transport, habitation, industry and community, eliminated by expropriation. Reflecting this story and connecting it to the site’s future through art, architecture, interpretive elements and more will help ensure that these memories are not lost.



2 Background

Background

LeBreton Flats is part of the region identified as ancestral territory of the Anishinabe peoples. Directly connected to the Ottawa River (the Kitchissippi) and its tributaries, LeBreton Flats is part of a large homeland that contains a complex network of travel routes and sites for livelihood, habitation and celebration.

The Indigenous history and heritage of LeBreton Flats is also connected to its place at the heart of a trade and communications network that stretched through eastern North America, and lasted thousands of years.

LeBreton Flats is the founding location of the city of Ottawa. Beginning with the landing of Loyalists in 1816 and the building of the Richmond Road to the west, it was the site that put the place that became Ottawa on maps. The first lot was patented to John LeBreton in 1819. For decades after that, the livelihoods of residents in the Flats and beyond were connected to the transportation and power potential of the Ottawa River.

As the site of the early timber trade and electric power generation infrastructure that stretched across the Ottawa River through the

bridging of the islands along what is now Booth Street, LeBreton Flats remained central to the social, economic and industrial development of Ottawa and Canada's Capital Region for 150 years. In its direct connection to Gatineau (formerly Hull), LeBreton Flats helped create a regional identity for Ottawa–Gatineau that has been formalized in plans for Canada's Capital.

On April 26, 1900, the Great Fire, which destroyed much of Ottawa and Hull, severely damaged LeBreton Flats. The community — both residential and industrial — was rebuilt. Layers upon layers of industry, railway development, public works, bridges and residential construction created a dynamic landscape that was distinct from other places in the Capital and connected directly to sources of hydroelectric power.

Prominent individuals and families associated with LeBreton Flats include Thomas Ahearn, John R. Booth, Ezra Butler Eddy, the Bronsons and the Pinheys, all of whom left important legacies that transformed Ottawa into a modern city and a distinguished national capital.

As far back as 9,000 years ago, Indigenous people inhabited the region. Nomadic peoples lingered here to portage and to exchange goods. Archaeological evidence shows that this region was a lively trade hub some 6,000 years ago. Current place names reflect the names that the Anishinabe peoples gave to locations for meeting and exchanges, such as Ottawa (the road that walks) and Kitchissippi (great river). Obstacles to navigation led to settlements on portage heads. One of the mightier obstacles was the Chaudières Falls (Akikodjiwan or Kîshkâbikedjiwan), a place of ceremony, as witnessed by Samuel de Champlain in the early 1600s. (The Plan for Canada's Capital, 2017–2067)



Figure 2 Historical LeBreton Flats rail yards.



Figure 3 LeBreton Flats clearance and demolition.

The clearing of LeBreton Flats by the NCC in 1962 with a plan to build federal offices is also an important part of the site's significance. It formed part of the vision of the Gréber Plan for the Capital that was fully articulated in 1950 and is a powerful symbol of the strident philosophy of urban renewal that has marked and marred many North American cities.

The vision for a federal office campus at LeBreton Flats was never realized, and subsequently a number of planning efforts were undertaken to determine the future for this important site. In the 1970s, the Canada Mortgage and Housing Corporation planned the area for housing. However, only a demonstration project south of Albert Street was constructed. In 1989, the NCC, the former Regional Municipality of Ottawa-Carleton and the City of Ottawa launched a new joint planning process, which resulted in a land agreement that consolidated land ownership to the NCC. That process culminated in the LeBreton Flats Plan, 1997, which forms the basis for the existing policy that applies to the site today. Other progress at LeBreton Flats during this time included the realignment of the Ottawa River Parkway (now the Sir John A. Macdonald Parkway), the construction of the Canadian War Museum and the initiation of residential development at LeBreton Flats, east of Booth Street.

In 2014, motivated to enhance the attractiveness of the national capital by attracting a new public anchor use and to bring civic life back to the area, the NCC launched a competitive process to seek a development proposal for the entire LeBreton Flats redevelopment site. With the cancellation of that process in 2019, the NCC decided to lead a process to establish a new comprehensive vision for LeBreton Flats that can be developed over time to accelerate the re-establishment of a Capital destination and vibrant community at LeBreton Flats.

LeBreton Flats Master Concept Plan Area



The LeBreton Flats Master Concept Plan area is located within the core area boundary, directly adjacent to the Ottawa River, and in close proximity to downtown Ottawa and many cultural resources, including Confederation Boulevard and Parliament Hill.

The LeBreton Flats plan area is located 1.6 km (an 18-minute walk) from Parliament Hill.

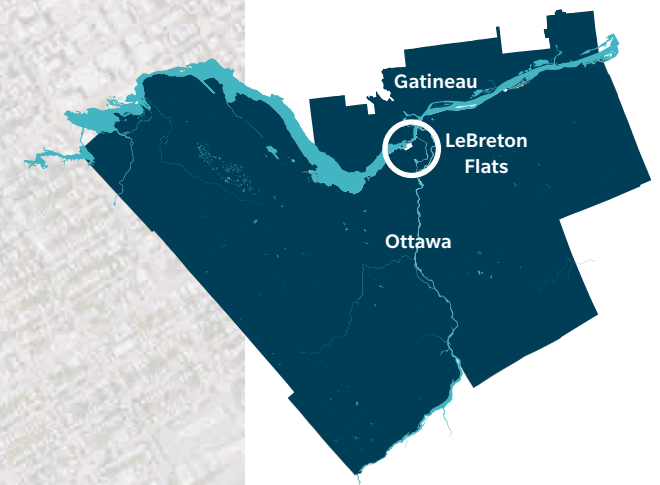


Figure 4 LeBreton Flats is located within close proximity to downtown Ottawa and Confederation Boulevard, within the core area boundary.

A photograph of a family walking away from the camera on a paved path in a park. The family consists of a woman with blonde hair in a light pink shirt, a man in a dark blue shirt, and two young boys. The woman is holding the hand of the boy on the left, and the man is holding the hand of the boy on the right. They are walking on a path that curves to the right. To the left of the path is a large, well-maintained lawn with a flower bed in the foreground containing white and orange flowers. In the background, there are lush green trees and a house with a gabled roof. A tall, modern light pole stands on the right side of the path. The scene is bright and sunny, with long shadows cast on the path.

3 Guiding Principles

Guiding Principles

Inspired by past plans for LeBreton Flats and informed by input from the public, the following seven guiding principles were established in 2019 to guide the Building LeBreton project. These guiding principles anchored the process of developing the Master Concept Plan, and will continue to steer the project through implementation.



Enhance the Capital Experience

Reflect the national significance of LeBreton Flats by creating an ambitious new Capital destination that celebrates Canada.



Build Community

Create an inclusive place where anyone can live, work and play. Provide for facilities, services and public spaces that are active, lively and flexible and that contribute to community health and well-being.



Create Connections

Connect people and place by creating interactive public spaces and linking to amenities and surrounding communities. Build on access to LRT and establish active transportation networks using a Vision Zero approach.



Value Nature

Prioritize the importance of the environment through design that restores, enhances and protects the natural features of the site, and provides greater accessibility to waterways. Utilize green infrastructure, promote biodiversity and create new green spaces.



Foster Sustainability and Innovation

Embed a culture of excellence throughout the life cycle of the project, and provide opportunities for innovation in design and sustainability. Build in climate mitigation and resiliency measures to aim to achieve a zero-carbon community.



Honour the Past

Honour and interpret the role LeBreton Flats has played as a place of significance for Indigenous peoples and in the development of the Capital, and connect this story to the site's future. Recognize the lasting effects of important milestones such as the community's expropriation.



Make It Happen

Ground the vision in a strategic implementation approach supported by market feasibility. Consult with the public and collaborate with partners to support timely progress and generate social, environmental and economic returns.



4 The Plan Structure

The Plan Structure

The Master Concept Plan for LeBreton Flats is a cohesive vision for a new Capital destination and complete urban community where anyone can live, work and play. Built on public feedback, this plan envisions a place that is pedestrian friendly and surrounded by lively and active parks and plazas, including public spaces along the aqueducts and the Ottawa riverfront. A diverse, mixed-use community will include a variety of housing options supported by retail and employment opportunities, capitalizing on direct access to two light rail transit (LRT) stations. Importantly, this plan also creates the opportunity for destination uses and experiences that celebrate the role of LeBreton Flats as an important site in the heart of the Capital.





Figure 5 LeBreton Flats Master Concept Plan.
This Concept Plan is for illustrative purposes only and is subject to change.

*Refer to Appendix 10.1 for the full alternative site option plan.

Foundational to the plan's success is the idea of incorporating and celebrating the distinct identities of LeBreton Flats as part of the Capital, a place to visit, but also a place to live. Together, these identities create three key experiences that are reflected throughout the Master Concept Plan.

- + **Capital Experience:** LeBreton Flats will continue to have a symbolic and iconic role in Canada's Capital as a gateway and entry point to Parliament Hill and Ottawa's downtown core. National institutions, monuments and event spaces will continue to punctuate this Capital realm along the Ottawa River, reflecting the importance of this area as the seat of government and a place of inspiration for all Canadians.
- + **Destination Experience:** A vibrant, urban experience along two heritage aqueducts will link to a destination park and riverfront, establishing a thriving cultural activity hub that attracts residents and visitors alike.
- + **Civic Experience:** Existing neighbourhoods will be knit together with a reborn residential community and amenities in a walkable mixed-use district. The Civic Experience will support community connections at the local scale, and create a place that anyone can call home.

Intended to guide development over the next 25 to 35 years, the Master Concept Plan lays a framework for how the public and private sector will work together to rebuild LeBreton Flats under the NCC's direction. This plan is structured to enable implementation of public realm and buildings concurrently in phases, ensuring that LeBreton Flats is a complete and connected community as it continues to build out and evolve.

The Master Concept Plan is structured around four districts to bring the Capital, Destination and Civic Experiences to life, with each district contributing a core element to the plan's overall identity. These districts work together to make LeBreton Flats a thriving cultural hub and diverse community grounded in a sense of history and place.



Figure 6 LeBreton Flats Master Concept Plan: Experiences.

*Refer to Appendix 10.1 for the full alternative site option Experiences plan.



Figure 7 The four main districts of LeBreton Flats include the Flats District, Aqueduct District, Albert District and Parks District.

*Refer to Appendix 10.1 for the full alternative site option Districts diagram.

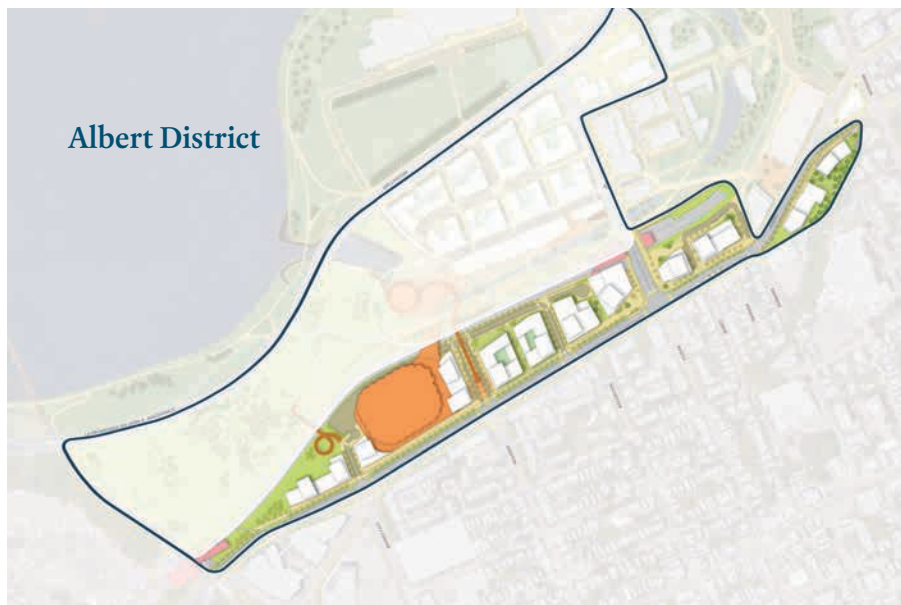
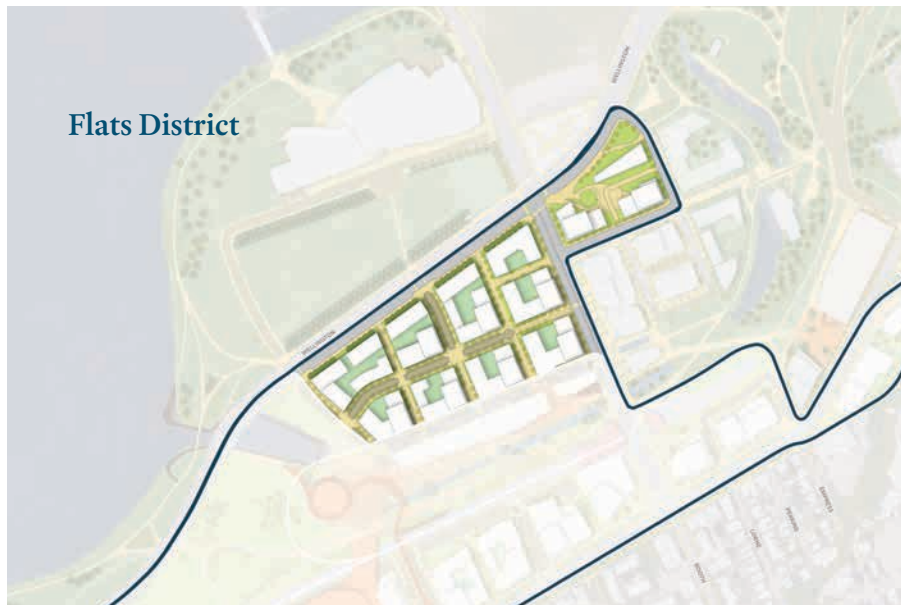


Figure 8 The four main districts of LeBreton Flats.

4.1 The Flats District

A predominantly residential community defined by intimate, pedestrian-oriented streets and a variety of housing types.

- + The Flats District will be defined by its street typology that prioritizes active mobility and de-emphasizes the dominance of vehicles.
- + Streets will be designed as shared spaces with very slow travel speeds (10 to 30 km/h), through measures such as narrow widths, textured (including pervious) surface pavement, flush curbs, and use of trees and street furniture to define pedestrian-only space adjacent to buildings.
- + The size and orientation of blocks and buildings will be designed to facilitate pedestrian and cyclist movements and protect the streets and public realm from winds.
- + Almost all parking will be provided in underground lots, with garage entrances located to facilitate entry into parking garages at the edges of the Flats to discourage traffic from circulating through the neighbourhood.
- + Buildings within the Flats will generally be designed as six-storey mid-rise buildings with towers on top of the mid-rise podiums at key locations.
- + Building heights will respect the established view protection of Parliament Hill along the Sir John A. Macdonald Parkway, as well as solar protection for the November 11 Remembrance Day ray of sunlight at the Canadian War Museum's Memorial Hall.

- + In general, towers will be shorter near Wellington Street, rising upwards toward the Aqueduct District.
- + Residential buildings with courtyards will create spaces for play and gathering with neighbours.
- + Wellington Street presents a unique interface between the civic experience of the Flats District and the national experience of the Capital realm across the street. Architectural design standards should reflect the prominence of this location.
- + The Booth Street edge presents an opportunity for office, commercial or institutional buildings. Buildings along this edge should mediate the grade difference between Booth Street and the Flats by providing access from both ground floors.
- + The southeast corner of Wellington and Booth streets is a future development site currently occupied by a temporary greenspace known as Pindigen Park. Pindigen Park was established in 2017 as an interim use in collaboration with representatives of the Algonquin Nation in order to improve the appearance, use and functionality of the site in advance of future development implementation. The Master Concept Plan outlines policies for future mixed-use buildings on the site, which would be pursued in discussion with representatives of the Algonquin Nation and include a strategy to replace interpretive elements in other parks and public realm within LeBreton Flats.

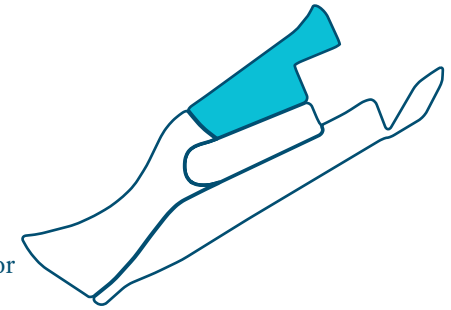




Figure 9 Flats District Demonstration. Narrow, pedestrian-oriented streets form the urban fabric of the Flats District, accommodating multiple modes of transportation.

4.2 Aqueduct District

A vibrant cultural hub and entertainment district spilling out onto public space along the two aqueducts.

- + Two aqueduct waterways will anchor and frame this district, creating a unique public realm that celebrates and is defined by the historic Ottawa Waterworks Complex, which continues to play a crucial role in the city's infrastructure. The waterworks complex is a key feature of this area, which is defined by water through its proximity to and connection with the Ottawa River.
- + The southernmost aqueduct is protected by heritage designation under the Ontario Heritage Act, and will be preserved and enhanced in a way that respects and celebrates its heritage status.
- + The northern aqueduct is currently buried, and presents an opportunity for rehabilitation and interpretation that enhances and respects its active role in the city's waterworks system. The potential to uncover this aqueduct and create an open water feature should be explored.
- + The space surrounding both aqueducts will be designed as urban public realm that prioritizes pedestrians, while offering space for patios, seating, public art, trees and plantings, and programming.
- + A grand staircase linking the Aqueduct District with Booth Street above will create a pedestrian link, as well as a placemaking opportunity and gathering space. The staircase will be paired with an elevator in the adjacent building to ensure universal accessibility.
- + Between the two aqueducts, a series of low-rise six-storey buildings will be situated within the public realm along the aqueducts.
- + These buildings are envisioned to be constructed in a loft-style format, with generous floor-to-ceiling heights and flexible floorplates that reflect an industrial building typology reminiscent of LeBreton Flats' industrial past. A modern interpretation of this building form, using sustainable mass timber construction is proposed.
- + The buildings will offer opportunities for small-scale boutique retail, lively cafés and restaurants on the ground floor, which take advantage of both interior and exterior space. The buildings' upper levels will be creative flexible spaces that could welcome anything from artists' studios to offices.
- + Consideration should be given to permeability for pedestrians through the buildings by introducing passageways that connect the public realm of both aqueducts.
- + The west end of the Aqueduct District is anchored by LeBreton Place, a signature opportunity site for an entertainment/music venue, cultural institution or other signature use in the heart of LeBreton Flats, at the nexus of the Nepean Inlet and the aqueducts.
- + LeBreton Place will be an architecturally significant and iconic building within LeBreton Flats and the Capital Region.
- + The design of LeBreton Place should take advantage of vistas to and from important surrounding sites, including the Ottawa River and Nepean Inlet and the Park District within LeBreton Flats.

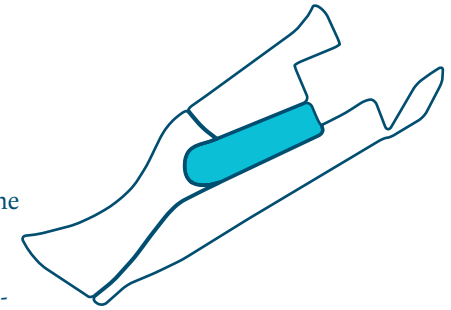




Figure 10 Aqueduct District Demonstration.
View of the Aqueduct District, looking toward
Booth Street and Pimisi LRT Station.



Figure 11 Aqueduct District Demonstration.
View of the Aqueduct District from the grand staircase.

4.3 Albert District

A mixed-use neighbourhood anchored by the future library to the east and a potential event centre or major facility to the west, the Albert District provides space for homes and offices, as well as shops and services along Albert Street.

- + This is a transit-oriented district, with density that responds to the close proximity of two LRT stations: Bayview and Pimisi.
- + Buildings along the Albert Street edge will have a six-storey mid-rise podium form, topped with towers above, set back from Albert Street to provide a transition toward the existing low-rise neighbourhood to the south.
- + Land uses in this district will be flexible, and could include a mix of residential, commercial and institutional buildings, with a focus on retail and commercial uses at-grade.
- + Development opportunities on NCC-owned land south of Albert Street across from the library will facilitate connectivity, and integrate LeBreton with the escarpment and neighbouring communities.
- + This plan identifies a strategic site on the north side of Albert Street between City Centre Avenue and Preston Street that could support a potential major event centre within the Albert District. This location prioritizes transportation demand management by enabling the dispersion of crowds to both LRT stations, an existing arterial roadway (Albert Street) and the Aqueduct District. If an event centre or other major facility is not forthcoming, this area could be developed as a continuation of the Albert District mixed-use neighbourhood.

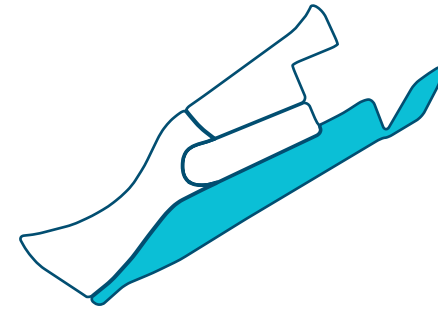


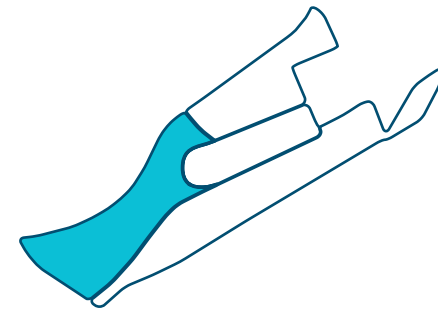


Figure 12 Albert District Demonstration.
Albert District is a pedestrian- and cycling-
friendly space that provides connections into the
Flats via a pedestrian bridge.

4.4 Park District

The Park District combines the community's industrial heritage with its defining natural elements, creating a unique experience that will draw visitors from near and far to the western end of the community.

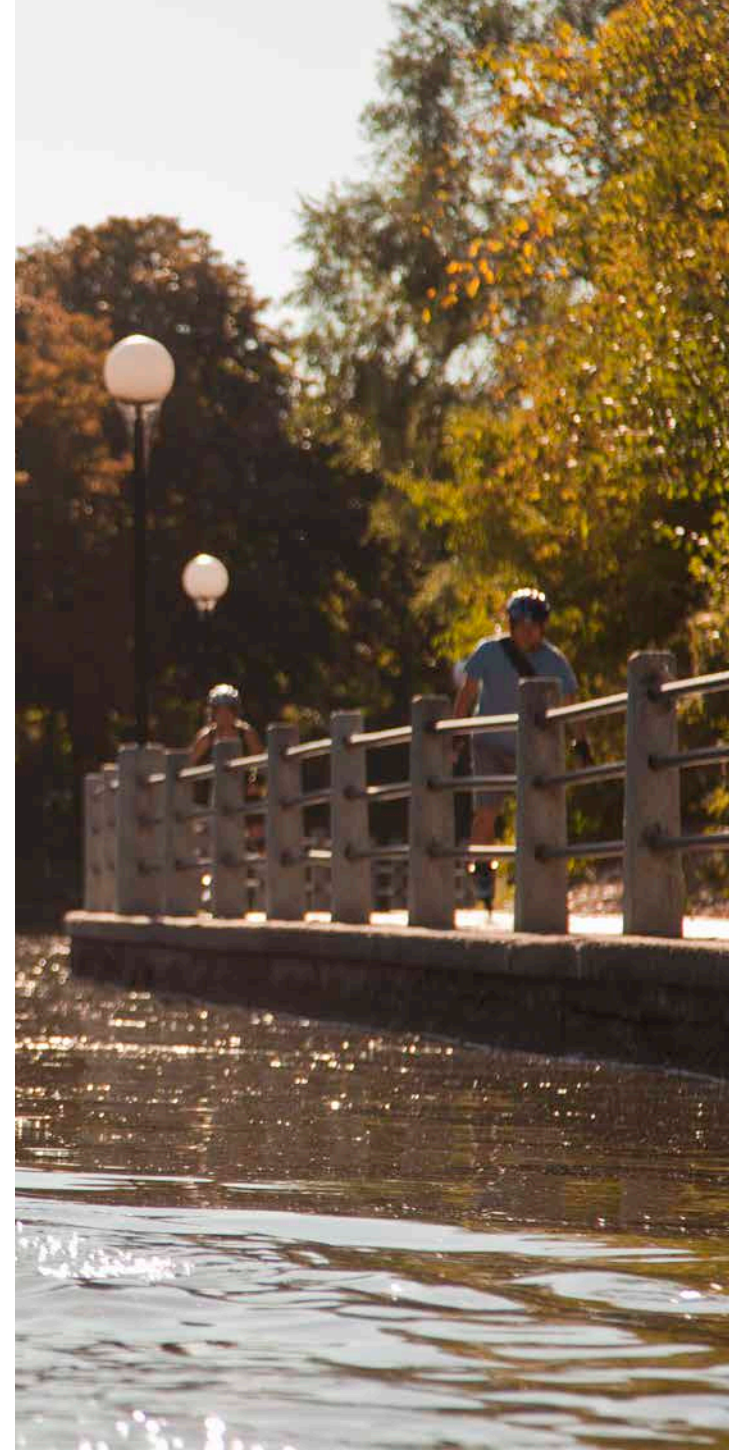
- + The Park District is composed of three connected but distinctly programmed parks:
 - + Capital Park
 - + Active Park
 - + Urban Playground
- + The location of the parks and pathway links creates easy access to nature and the Capital Pathway network for residents, employees and visitors to LeBreton Flats.
- + The parks system protects and enhances natural spaces in order to preserve valuable ecosystems.



4.5 Development Targets

Once fully developed, LeBreton Flats will be both a destination experience and a complete community, meaning that residents will be able to meet all their daily needs within walking distance of where they live. In order to achieve this objective, the following targets are intended to guide long-term development at LeBreton Flats to ensure that an appropriate mix of land uses is provided.

- + 29-hectare total plan area (71.7 acres)
- + 12.7 hectares (31.2 acres) of parks and open spaces (44 per cent of total plan area)
- + 557,000 square metres (6 million square feet) of gross floor area
- + 418,000 square metres (4.5 million square feet) of residential space
- + 116,000 square metres (1.25 million square feet) of office space
- + 21,000 square metres (225,000 square feet) of retail space
- + 4,000 dwelling units
- + 7,200 estimated population
- + Up to 6,500 estimated jobs post-construction





5 Strategies





Strategies

The Master Concept Plan is anchored by the Parks and Public Realm Strategy, which defines the structure of the community. The Mobility Strategy expands on the public realm and open space, laying the groundwork for how people move throughout and interact with their community. The Land Use Strategy then adds structure to LeBreton's built form, orchestrating office, residential, retail and other land uses into a functioning and thriving neighbourhood.

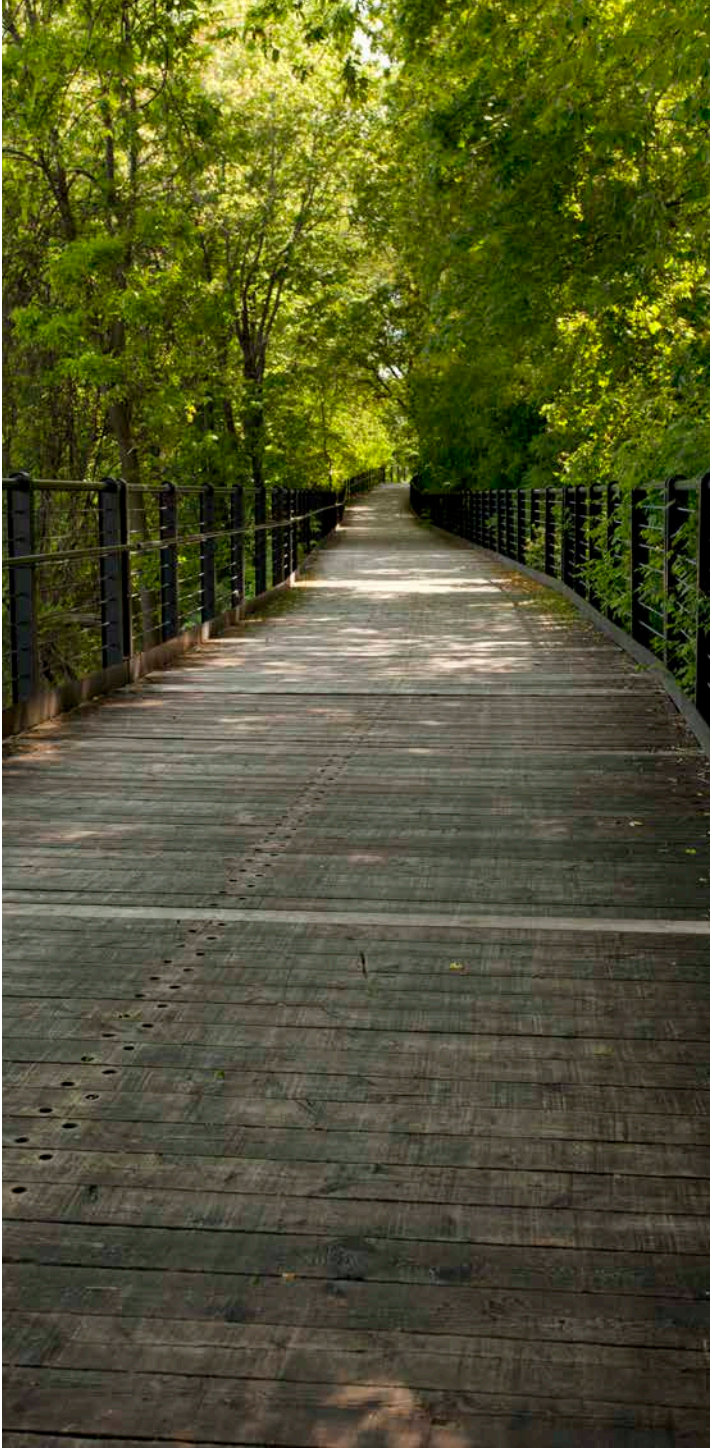
5.1 Parks and Public Realm Strategy

LeBreton's parks and open spaces demand a delicate balancing act — the plan must provide a destination worthy of LeBreton Flats' place in the nation's capital, while still providing intimate moments and places of retreat and recreation for locals who call it home. A combination of thoughtfully designed and programmed parks, waterfront and public realm form the cornerstones for this approach.



Figure 13 LeBreton Flats Master Concept Plan: Parks and Public Realm Strategy.

*Refer to Appendix 10.1 for the full alternative site option.



5.1.1 Parks

Building on the existing waterfront green space Ottawa River South Shore Riverfront Park and adjacent LeBreton Flats Park event space, a new Capital Park will draw visitors from near and far to the western end of the community, utilizing the Aqueduct District as a natural conduit from Pimisi Station and the future public library to the east. Conversely, the Urban Playground and Neighbourhood Parks provide local open space in the centre of the plan area and in the Albert District to offer more intimate spaces for recreation, relaxation and interaction at the interface between the existing and emerging communities.



Figure 14 This image presents a detailed example of potential future parks and public realm design options, and is subject to change based on future public consultation.

*Refer to Appendix 10.1 for the full alternative site option.



Figure 15 Capital Park Demonstration.

5.1.1.1 Park District

This park district will offer a sequence of experiences — from active recreation and playing fields to landscaped and programmed areas that take advantage of Capital-worthy views, and connect to the waterfront. Largely located in what was previously part of the Ottawa River, this area was filled in with landfill and construction debris over the 20th century, resulting in geotechnical conditions that make the construction of buildings difficult.

Capital Park

- + This park should include design and landscape features representing Canada's vast and varied landscapes placed around the parkway to create a threshold to the Capital.
- + With large open spaces and proximity to Bayview Station, this park could be a natural home for an outdoor amphitheatre and event spaces.
- + Connecting with the Ottawa River South Shore Riverfront Park at multiple arrival points, this park will create seamless integration of the Capital Pathway network and features along the Ottawa River shoreline.

Active Park

- + Implementing the NCC's South Shore Riverfront Park Plan, access to the shoreline could be improved by adding boardwalks and portage points around Nepean Inlet.
- + Recreational facilities will include features such as playgrounds, water play features, playing fields, sports courts, public washrooms and change areas.
- + Amenities will be designed to provide four-season functionality, enabling easy access to activities such as outdoor skating rinks, winter sports and cross-country skiing in the winter.
- + The NCC will work in partnership with the City of Ottawa to fulfill municipal recreational needs in this area.

Urban Playground

- + An urban play space will provide active recreation opportunities for people of all ages and abilities.
- + This park will be a continuation of the public space at the Pimisi LRT station, making best use of the narrow area between the LRT tracks and the southern heritage aqueduct.
- + The NCC will work in partnership with the City of Ottawa to fulfill municipal recreational needs in this area.



Figure 16 Capital Park Demonstration.
Outdoor performance space at night.

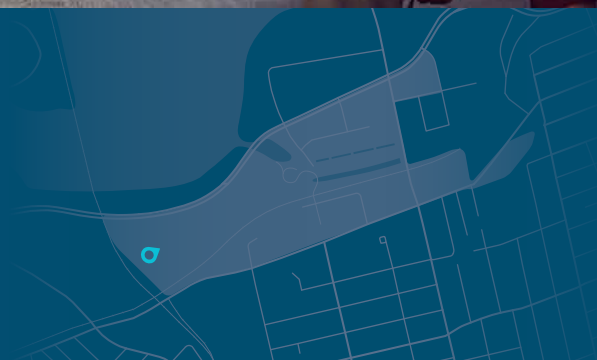




Figure 17 Urban Beach Demonstration.
Activation of the park space surrounding Nepean Inlet.



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Figure 19 Active Park Demonstration.
City Centre Avenue Connection descending into the park.

5.1.2 Public Realm

Composed of streets, urban squares, plazas, green spaces and other outdoor places that are publicly accessible, the public realm in LeBreton Flats is meant to engage and inspire. With a winter cities approach to design, the public realm will promote a year-round, active and environmentally friendly lifestyle, creating a community that is enjoyable to experience and visually striking.

- + Intimate neighbourhood parks and urban squares will be provided throughout the Albert District, and will feature locally focused amenities such as trees and plantings, playgrounds and seating areas for residents to play, gather and relax.
- + Opportunities to enhance the public realm through the provision of privately owned public spaces (POPS) should be explored through the development approval process.
- + Historic assets such as the Ottawa Waterworks Complex (including the aqueducts) at LeBreton Flats will be preserved and will act as prominent landmarks in the public realm.
- + Parks and open spaces will link developed urban areas directly to naturalized spaces and pathways.

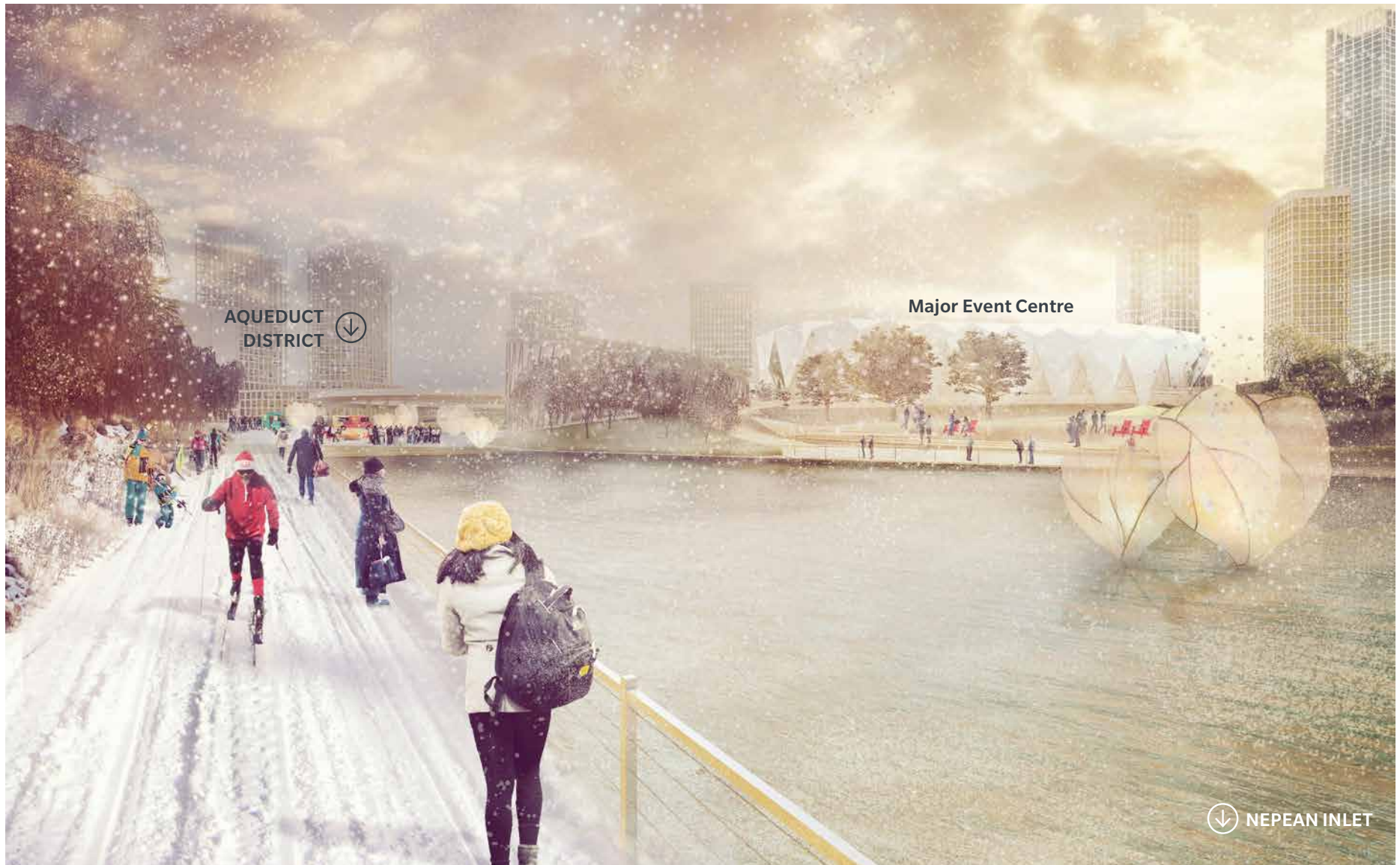


Figure 20 Boardwalk Demonstration.
Connectivity and placemaking at Nepean Inlet.

5.1.3 Parks and Public Realm

Urban Design Guidelines

Parks and the public realm are the heart of what will make LeBreton Flats unique. Water forms the spine of the Parks and Public Realm Strategy, connecting LeBreton Flats from east to west through its heart at the Aqueduct District. All public realm considerations at LeBreton Flats contribute in some way to celebrating and connecting people to the Ottawa River and Nepean Inlet and the historic waterworks complex and aqueducts, incorporating elements that recognize the area's overlapping roles as a destination, part of the nation's capital and a home for Ottawans. Regardless of location, all public realm spaces and parks must aspire to create these experiences.

- + Outdoor public spaces should be designed for public enjoyment through both passive and active leisure features.
- + Seasonal, temporary public realm improvements should be considered to activate and bring variety to the public realm.
- + Intuitive wayfinding signage will be incorporated throughout LeBreton Flats, connecting visitors and residents to key points of interest and amenities.
- + Visual permeability should be provided in public spaces and buildings to facilitate spatial orientation toward parks and public realm.
- + Buildings should contribute to the public realm through public art or other features that beautify and help create a sense of place.

- + The public realm should be clearly delineated from private residential courtyards.
- + Commercial programming such as farmers' markets and other markets, food trucks and other temporary vendors will be permitted to sell goods at key nodes in the community.
- + Low-impact development and on-site retention of stormwater through green features such as swales will be prioritized.
- + Sustainability measures incorporated throughout LeBreton Flats should be made public facing and incorporate education components where possible.
- + Native plant species that are suited to the region's climatic conditions will be prioritized. Plant material should be compatible with the specific environmental conditions of the National Capital Region, and provide year-round interest.
- + Trees should be planted throughout the public realm with the intention of developing a dense canopy that provides shade and wind protection.
- + All public realm spaces will be universally accessible. Where stairways are required to navigate grade changes, they will be paired with ramps and/or elevators.



Figure 21 Urban Playground Demonstration.



Figure 22 Urban Playground Demonstration.



5.2 Mobility Strategy

The Master Concept Plan has been designed to encourage active mobility above all other modes of transportation. Using a “Vision Zero” approach that aims to eliminate traffic collisions causing serious injury and fatalities, the mobility network prioritizes active modes by offering a higher degree of connectivity for pedestrians and cyclists, while de-emphasizing priority for vehicle access. Supported by a forthcoming comprehensive transportation impact assessment (TIA), the Master Concept Plan celebrates human-powered mobility throughout its design, incorporating woonerf-style shared-street designs on all internal roads. By intentionally building LeBreton as a universally accessible, transit-oriented, active-mode-priority neighbourhood, the community’s design enables a fully urban lifestyle that provides for the daily needs of residents without requiring automobile travel.

Grand Staircase

- 1 A focal-point staircase and adjacent elevator will connect Booth Street to the Aqueduct District.

Pimisi Underpass

- 2 An accessible ramp and staircase that will connect Albert Street under Pimisi Station to the urban playground.

Preston Street Connection

- 3 A pedestrian and cyclist bridge extension over the LRT from Albert Street to the Aqueduct District and the Flats District.

City Centre Avenue Connection

- 4 A pedestrian and cyclist bridge extension over the LRT from Albert Street to the Capital Park.

Pathway Connections

- 5 Several underpasses and intersections will connect the river pathway network to the site.

Flexibility for a Major Event Centre

- 6 The site is well connected to two LRT stations as well as pedestrian and cycling facilities and roadways to accommodate and disperse large crowds.

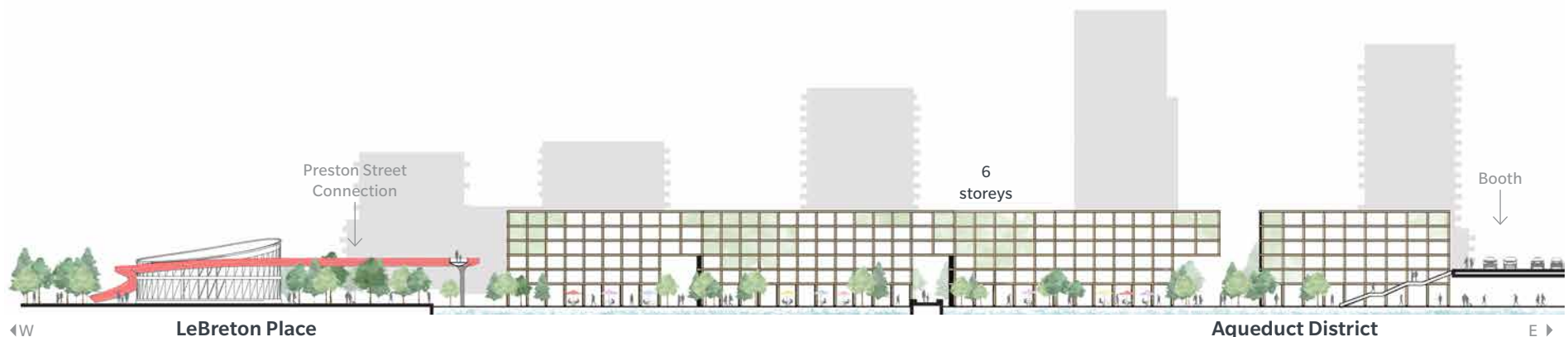


Figure 23 Sectional elevation (east to west) illustrating the Preston Street Connection and the Aqueduct District.

Mobility Strategy

- Master Concept Plan area
- Pedestrian sidewalk/pathway
- Multi-use pathway
- Separated cycle route
- Shared street (10 km/h)
- Traffic calmed local street (30 km/h)
- Arterial road (50-60 km/h)
- Pedestrian crossing
- LRT crossing
- LRT station entrance
- Formal portage locations
- Informal portage locations

Flexibility for a Major Event Centre

6



*Alternative site option

Ottawa River

- | | | | |
|---|---------------------------|---|-------------------------------|
| 1 | Grand Staircase | 4 | City Centre Avenue Connection |
| 2 | Pimisi Underpass | 5 | Pathway Connections |
| 3 | Preston Street Connection | | |

*Refer to Appendix 10.1 for the full alternative site option.

Figure 24 Mobility Strategy.

5.2.1 Active Mobility

The primary modes of transportation throughout LeBreton Flats will be active. This means that transportation infrastructure will favour pedestrians and cyclists throughout, by offering a more connected and fine-grained mobility network for active modes, versus a less-connected network of streets for vehicles. LeBreton Flats will be a true transit-oriented neighbourhood, with a mobility network that ensures all locations within the Master Concept Plan area are no further than 600 metres (a five- to 10-minute walk) from an LRT station. This will enable residents and visitors to feel safe and have the most comfort and convenience when they choose active and sustainable modes of travel.

Pedestrian- and Cyclist-Oriented Neighbourhood

The interior of the neighbourhood will include a network of narrow streets designed for slow vehicle speeds (i.e. 10 to 30 km/h).

Pathways

More than 4.5 km of multi-use pathways will be added to the area.

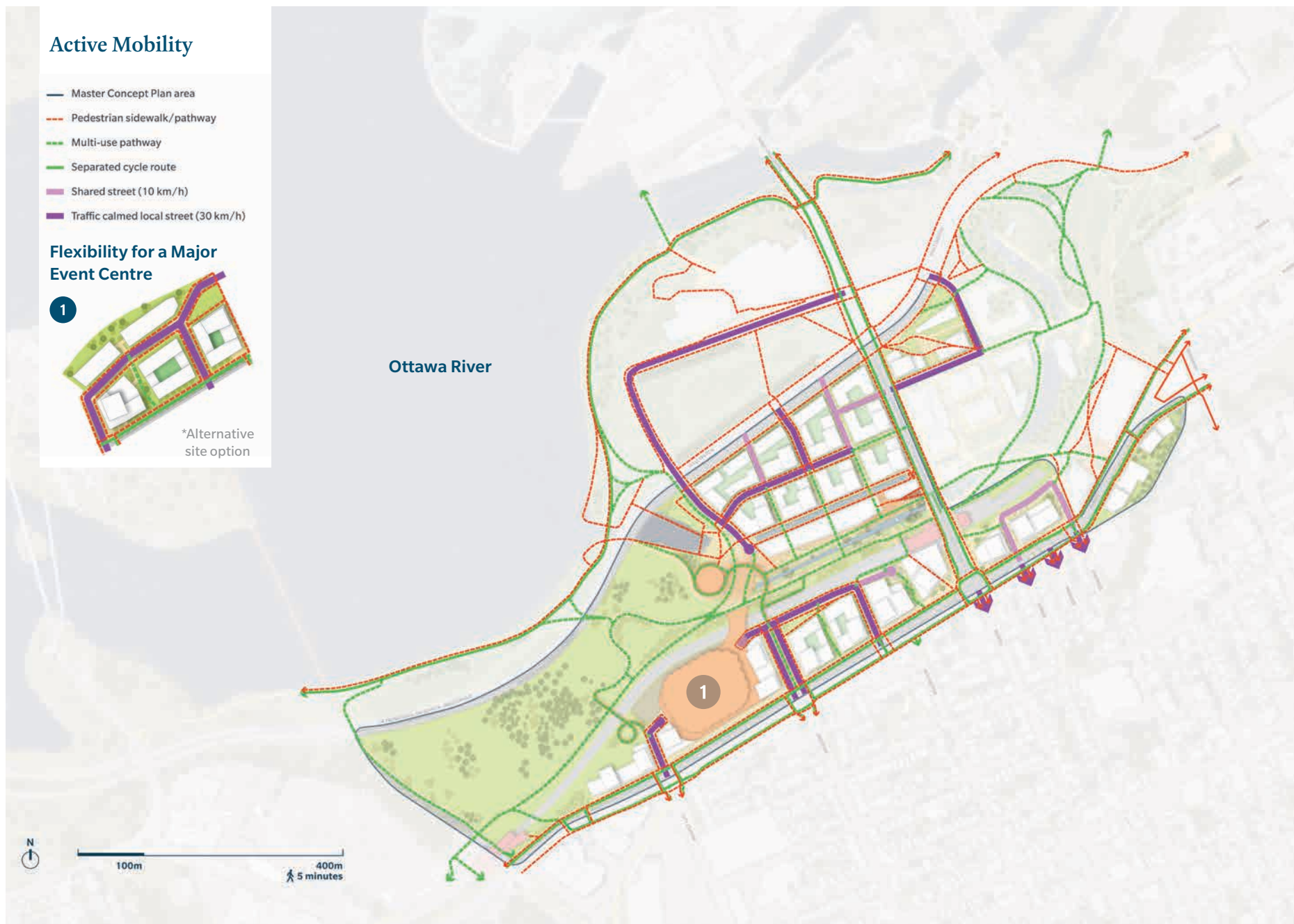


Figure 25 Building LeBreton Master Concept Plan prioritizes active mobility through the provision of a ubiquitous pedestrian and cycling networks, to establish a vibrant public realm.

*Refer to Appendix 10.1 for the full alternative site option.

5.2.1.1 Bridges

In order to create superior connectivity for active modes, all new north–south connections over the LRT line and aqueducts will be for active modes only.

- + **City Centre Avenue Connection:** A pedestrian and cyclist bridge over the LRT from Albert Street to the Destination Park.
- + **Preston Street Connection:** A pedestrian and cyclist bridge over the LRT and aqueducts from Albert Street to LeBreton Place and/or the Aqueduct District will be provided in the Preston Street / Vimy Place corridor.
 - + If a major event centre is built in the Albert District, it should be designed to include an additional wide bridge/ ramp across the LRT line, connecting to the Aqueduct District.
- + **Southern heritage aqueduct:** Existing heritage bridge structures will be maintained in situ for pedestrian and cyclist access over the aqueduct. The historic aqueduct bridge at Pimisi Station also serves as an underpass under Booth Street.
- + **Northern aqueduct:** If uncovered, connectivity over this aqueduct should be considered at three points where the new north–south local streets in the Flats District meet the northern aqueduct.

- + **Grand Staircase:** The different grade levels of the Booth Street bridge and the Aqueduct District will be linked with a grand staircase, paired with a 24/7 accessible elevator in the adjacent building.
- + Other opportunities to improve access between the different grades of Booth Street and the Flats and Albert districts should be explored, such as providing public connections through buildings.
- + **Trillium Rail Corridor:** Consider future opportunities to create a link (bridge, underpass or at-grade connection) from the Park District to Bayview Yards.



Figure 26 LeBreton Flats Master Concept Plan, Preston Street Connection and LeBreton Place.

Preston Street Connection Alternative Options



Figure 27 The configuration of a pedestrian/cycling bridge in the Preston Street corridor will be subject to a future design process. These images illustrate a number of potential options for the configuration of a bridge in this location.

5.2.1.2 Underpasses

- + Existing pathway connections to the Ottawa River Shoreline Park will be maintained under the Sir John A. Macdonald Parkway:
 - + Trillium pathway near the Prince of Wales Bridge
 - + Pathway link west of Nepean Inlet, at the former Transitway ramp alignment
- + Existing pathway connections under the LRT line will be maintained and linked with future pathways and active-mobility facilities:
 - + Pathway link east of Bayview Station
 - + Pathway link west of Bayview Station
 - + Pathway link at Pimisi Station
- + Explore opportunities to link boardwalks and/or pathways along the shores of the Nepean Inlet, under the Sir John A. Macdonald Parkway to connect the pathway system at LeBreton Flats with the Capital Pathway network along the Ottawa River.

5.2.1.3 Pathways

- + A key pathway link will run through LeBreton Flats from west to east, from Bayview Station along the north side of the LRT line, through the Urban Playground, connecting to the Library and Archives Canada and Ottawa Public Library Joint Facility.
- + A pathway network in the Park District should be designed to complement and create ease of access to the uses in the park, as well as through the park.



Figure 28 LeBreton Flats is well connected to surrounding neighbourhoods and the region via the LRT and existing bus routes.

*Refer to Appendix 10.1 for the full alternative site option.



Figure 29 Albert District Demonstration. Separated cycle tracks.



Figure 30 Walksheds from the Bayview and Pimisi LRT stations illustrate the connectivity of LeBreton Flats and the surrounding neighbourhoods within a five- to 10-minute walk.

*Refer to Appendix 10.1 for the full alternative site option.

5.2.2 Street Network

LeBreton Flats is framed by existing roadways: Albert Street to the south, Booth Street connecting north and south, and the Sir John A. Macdonald Parkway and Wellington Street to the north. This existing road network provides convenient regional automobile connectivity. In contrast, the street network within LeBreton Flats will be designed as a disconnected grid of slow-speed local streets to minimize traffic cut-through. Deference to active transportation and public transit have been given throughout the community.

- + All new streets within LeBreton Flats will be designed as “woonerfs”: narrow, shared streets designed for very slow vehicle speeds, i.e., 10 to 30 km/h. This creates intimate human-scaled streets that slow down traffic and create a safer environment for all road users.
- + Automobile parking will be limited throughout LeBreton Flats, and almost all parking will be provided underground, freeing the streets for active living, rather than vehicle storage.
- + Parking garage entrances will be positioned as close as possible to the perimeter of the community (Albert Street and Wellington Street).
- + No new north–south vehicle connections between Wellington Street and Albert Street are proposed, limiting cut-through traffic through LeBreton Flats.
- + Opportunities to evolve the design of existing roadways (Albert, Booth and Wellington streets and the Sir John A. Macdonald Parkway) to redistribute space to active modes should be explored.



Figure 31 The street network emphasizes small, traffic-calmed local streets with a focus on slow vehicle speeds.

*Refer to Appendix 10.1 for the full alternative site option.

5.2.3 Mobility Network Urban Design Guidelines

A compact, efficient urban form will promote a highly walkable district where active mobility and accessibility throughout LeBreton Flats are prioritized. Ensuring easy access to the amenities of the Park District, Aqueduct District, transit and retail uses along Albert Street will contribute to the creation of a truly complete community, while multiple opportunities to access public transportation via the LRT and bus service (including ParaTranspo) provide connectivity throughout the National Capital Region and beyond. Particularly important to the Master Concept Plan are the Grand Staircase, Pimisi Underpass, Preston Street Connection and the City Centre Avenue Connection. Through thoughtful design and attention to human-scaled details, the connections throughout LeBreton Flats will also become destinations and placemaking opportunities.

- + Priority must be given to pedestrian movement throughout the district, with safe and convenient access to and from pathways, sidewalks and public transportation.
- + The mobility network will be designed to make LeBreton Flats a universally accessible community. Where stairways are required to navigate grade changes, they will be paired with ramps and/or elevators.
- + Development must provide direct connections to the pathway network detailed in the Master Concept Plan's Mobility Strategy.
- + Consider opportunities to develop vistas and accentuate important destinations and features with view terminuses, including the Aqueduct District, Pimisi Station, joint library facility and library plaza.
- + For bridges and connections, consider design elements that contribute to placemaking, such as viewing platforms, outlooks, seating, plantings and public art.
- + Internal vehicle movement will be configured as shared, pedestrian-priority streets designed for speeds of 10 to 30 km/h.
- + Streets and pathways should be designed to shelter people from winds.
- + Pedestrian connectivity between LeBreton Flats and existing neighbourhoods should be incorporated into improvements to the existing streets as they occur.
- + Connections and typologies of pathways will be consistent with the NCC's Capital Pathway Strategic Plan. Pedestrian and cyclist pathways should be separated from each other where appropriate to further enhance the safety of active transportation modes.



Figure 32 The LeBreton Flats Master Concept Plan parking concept reduces the amount of surface parking to encourage a vibrant public realm by locating the majority of parking underground.

*Refer to Appendix 10.1 for the full alternative site option.

5.3 Land Use Strategy

LeBreton Flats will be a thriving hub with diverse housing options, offices, shops, restaurants, services and cultural offerings. The land uses proposed throughout LeBreton Flats help cultivate a dynamic and mixed-use community, while remaining flexible to be able to adapt to changing needs and opportunities. The Master Concept Plan uses the following land use concept to target a balance of uses that will enable LeBreton Flats to develop as proposed:

- + Mixed Use – Office / Institutional
- + Mixed Use – Retail
- + Mixed Use – Residential
- + Flexible Innovation Zone – Aqueduct District
- + Mixed Use Opportunity Site – LeBreton Place
- + Major Event Centre
- + Parks and Open Space

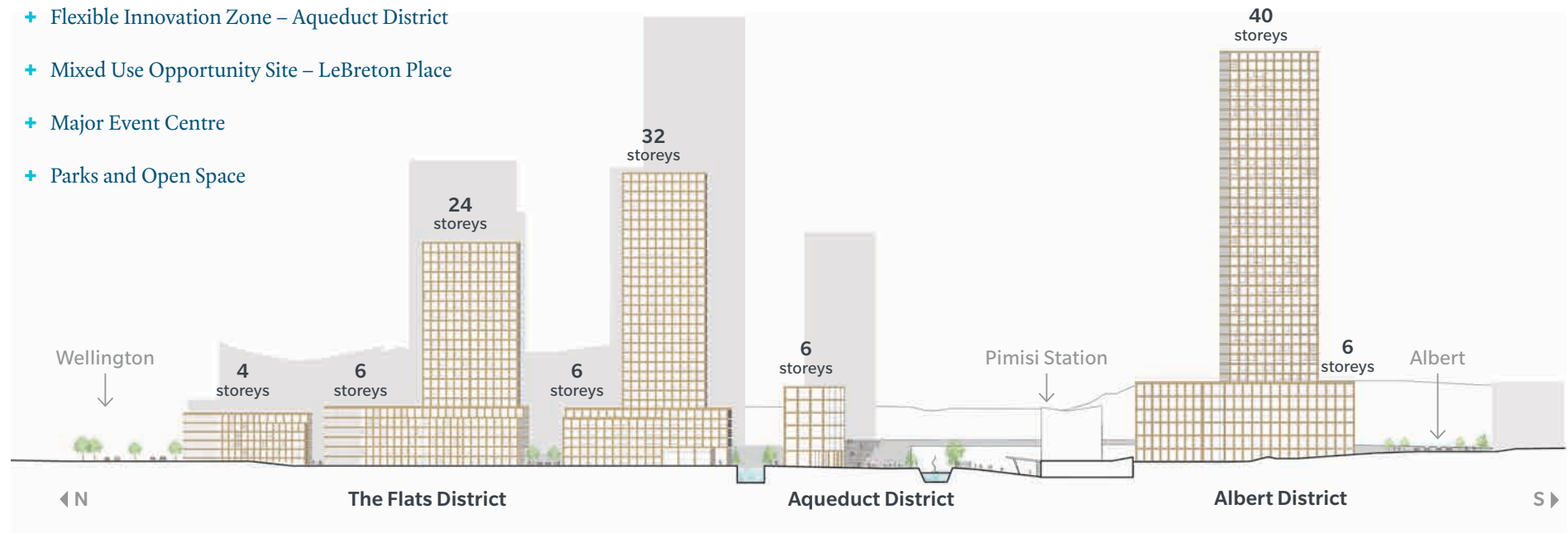


Figure 33 Sectional elevation (north-south) illustrating the transition of height from the Flats District to Albert District.

Land Use Strategy

- Master Concept Plan area
- Mixed use (office / institutional)
- Mixed use (retail)
- Mixed use (residential)
- Flexible innovation zone (Aqueduct District)
- Mixed Use Opportunity Site - LeBreton Place
- Major Event Centre
- Parks and Open Space

Flexibility for a Major Event Centre



Figure 34 Land Use Strategy.

*Refer to Appendix 10.1 for the full alternative site option.

5.3.1 Mixed Use – Office / Institutional

Although office and institutional employment areas can be located throughout LeBreton Flats, office space will be primarily targeted at the corner of Booth and Albert streets to take advantage of Pimisi Station and access to transit, including north–south bus transit links with Gatineau across the Chaudière Bridge. The remainder of the Booth Street edge could also welcome office uses, with a secondary goal of utilizing the common areas of the buildings to provide connectivity between the two different grade levels of Booth Street and the Flats District.

Institutional uses that contribute to ensuring that LeBreton Flats is a live-work-play community for all ages, such as schools, medical clinics and long-term care facilities will be permitted throughout LeBreton Flats, provided that they comply with the Urban Design Strategy. Larger-scale institutional uses such as educational campuses, research facilities, or government services may be considered, at the NCC’s discretion.

Incorporating office space into LeBreton Flats will help contribute to the overall vitality of the neighbourhood and viability of the community’s retail uses. Class A office space will be the primary office use encouraged, while emerging trends in workplace flexibility should also be considered during the development of office uses. This includes uses such as co-working spaces, business incubators, and research and innovation facilities.

5.3.2 Mixed Use – Retail

A retail zone at the ground floors of buildings at Albert and Booth streets can provide goods and services to support the daily life of nearby residents and commuters. Targeted for this area are a medium-sized grocery store and small- to medium-format commercial spaces that will cater to functional community needs, such as restaurants, gyms, hair salons, convenience stores, laundromats and other locally oriented retail and service uses. Other pockets of local commercial uses could be accommodated along Preston Street, particularly if a major event centre is developed.

The rate of retail mixed-use space provided for LeBreton Flats is supported by existing City of Ottawa policy regarding transit-oriented development, and detailed commercial retail market analysis conducted as part of this plan’s preparation.

5.3.3 Mixed Use – Residential

Restoring residential uses to LeBreton Flats is an important component of respecting the area’s past. A range of housing types and tenures is proposed for LeBreton Flats, including ground-oriented townhome units and apartment-style units in a range of sizes (including two+ bedrooms) to contribute to a diverse community. Flexibility of housing types is critical to ensuring that the project can adapt to changing market demand. Housing affordability targets and implementation tools to achieve housing affordability will be defined in the forthcoming affordable housing strategy to be added as an appendix to the Master Concept Plan.

Retail at Ground Level

- Master Concept Plan area
- Mixed use (office / institutional)
- Mixed use (retail)
- Mixed use (residential)
- Flexible innovation zone (Aqueduct District)
- Mixed Use Opportunity Site - LeBreton Place
- Major Event Centre
- Parks and Open Space
- Ground-floor retail required
- ... Ground-floor retail permitted

Flexibility for a Major Event Centre

1



*Alternative site option

Ottawa River

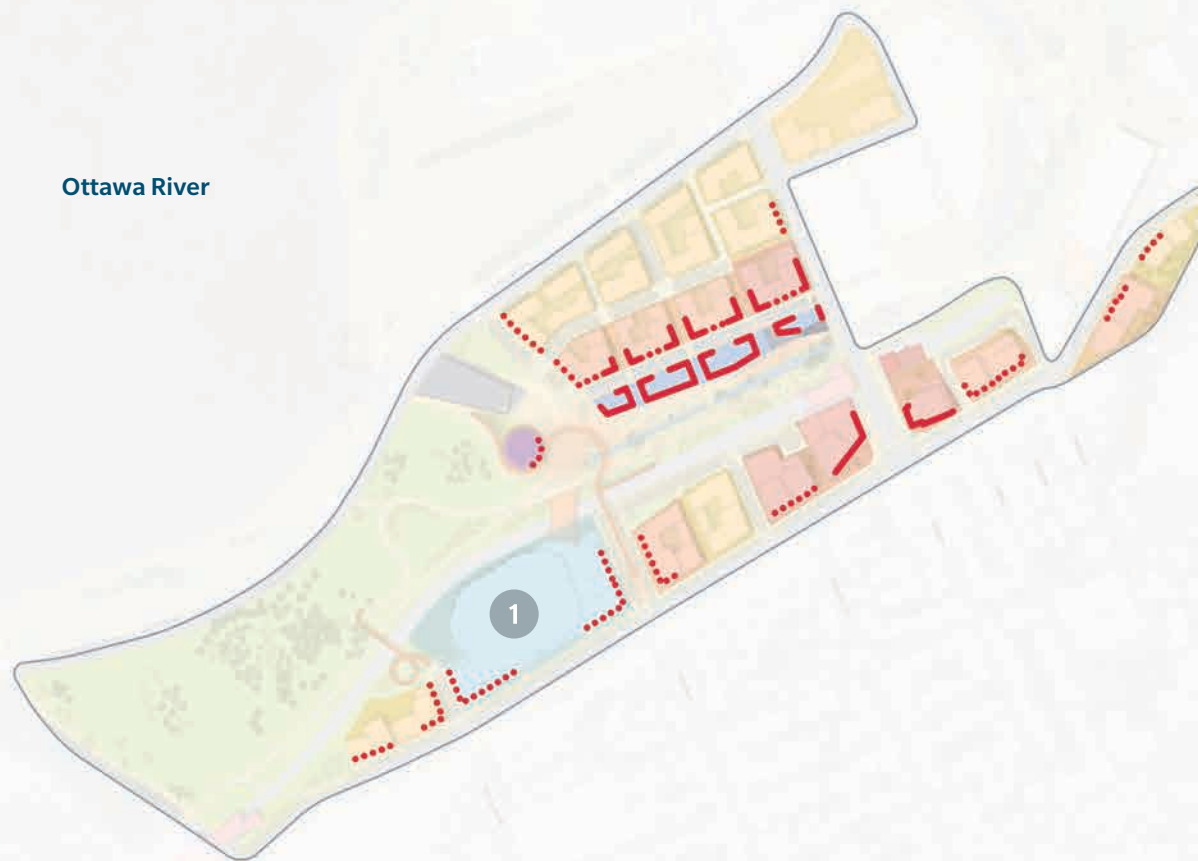


Figure 35 Building LeBreton, Land Use Strategy, retail at ground level.

*Refer to Appendix 10.1 for the full alternative site option.

5.3.4 Flexible Innovation Zone

– Aqueduct District

The Aqueduct District is envisioned as a destination and focal point that will attract creative industries, studios, boutique retail, innovation hubs, makerspaces, restaurants and entertainment uses. This district is designed to establish a fun and exciting heart in LeBreton Flats that fosters social cohesion, bringing together residents and visitors alike. The uses in this district will take advantage of the location and surrounding public realm. An implementation and operational model that can attract and support these lively uses will be important to this district's success.

5.3.5 Mixed Use Opportunity

Site – LeBreton Place

This key location at the nexus of the Aqueduct District, Nepean Inlet, Destination Park and Preston Connection is envisioned as an opportunity site for an entertainment or music venue, cultural institution, or other signature public use.

5.3.6 Major Event Centre

A site along Albert Street between City Centre Avenue and Preston Street could support a potential major event centre, while offering flexibility in the timing of development, as this location could be reserved for this use until a later implementation phase. This is an ideal location in terms of size, and proximity to both nearby LRT stations, as well as the pathway network and Albert Street, a major arterial roadway. The site can also link to the Aqueduct District, providing eventgoers with dining possibilities and amenities. If a major event centre or other large attraction does not materialize in the future, this site can be developed in the mixed-use format of the rest of the Albert District.

Building Heights Concept

— Master Concept Plan area

- 1-5 Storeys
- 6-10 Storeys
- 11-20 Storeys
- 21-30 Storeys
- 31-40 Storeys

Flexibility for a Major Event Centre

1



*Alternative site option

Ottawa River

1



100m 400m
5 minutes

This building heights concept presents an example of how the maximum building heights could be implemented. The configuration of buildings is subject to change.

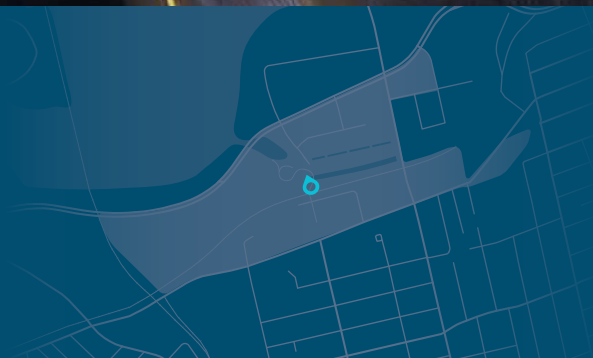
The potential event centre assumes a height of approximately 40 metres.

Figure 36 LeBreton Flats Master Concept Plan building heights demonstration.

*Refer to Appendix 10.1 for the full alternative site option.

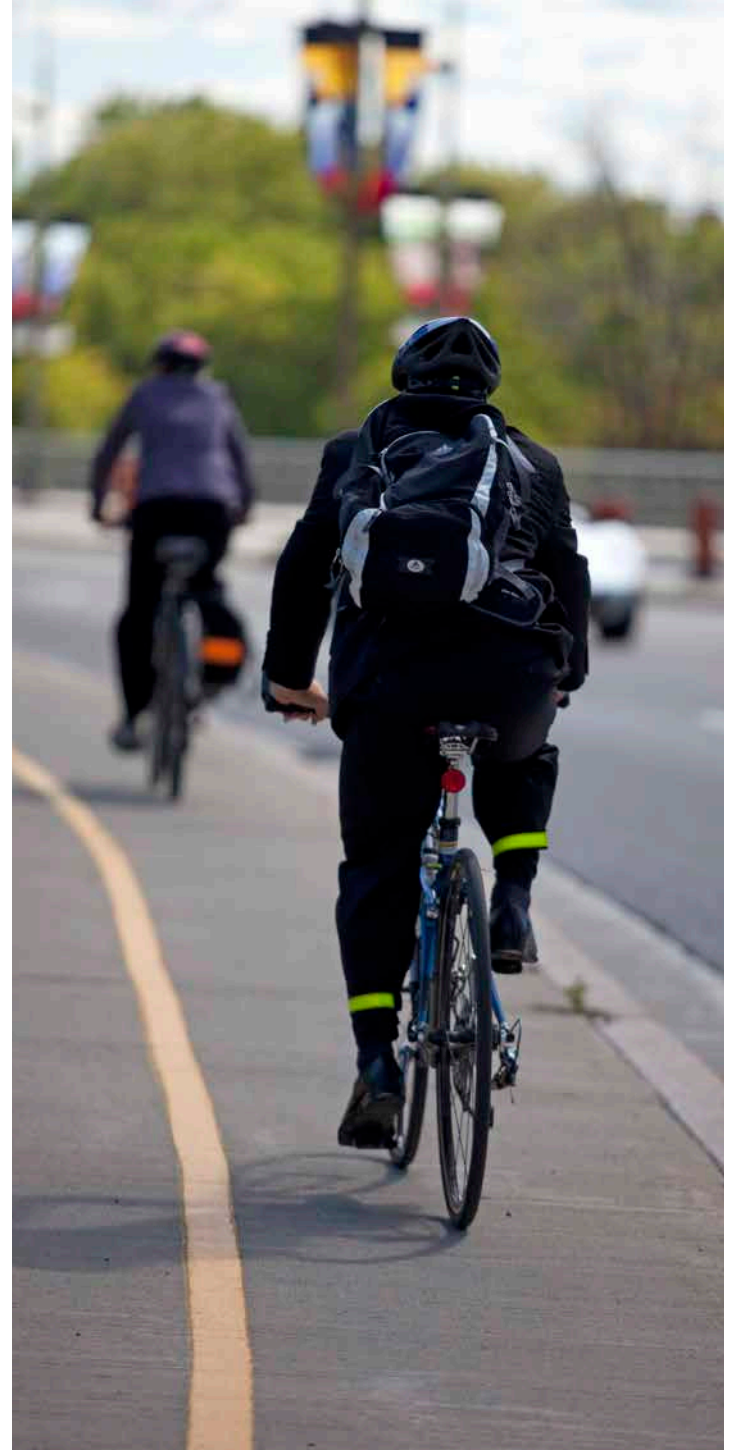


Figure 37 Preston Street Connection and LeBreton Place Demonstration. Winter activation of the Preston Street Connection bridge and plaza around LeBreton Place.



5.4 Infrastructure

- 5.4.1. District Energy
- 5.4.2. Sanitary Services
- 5.4.3. Stormwater
- 5.4.4. Utilities



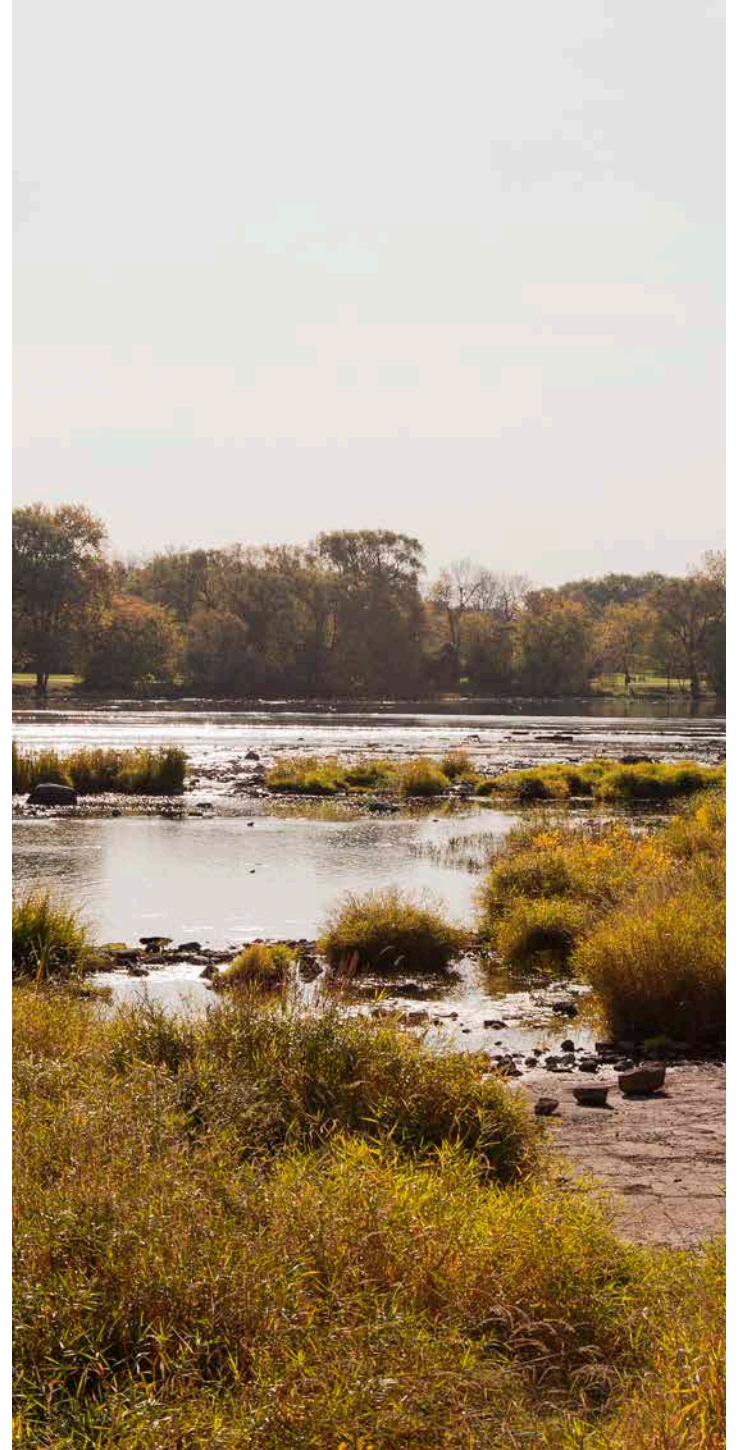


5.5 Indigenous Connections

5.6 Culture and Heritage Strategy

5.7 Sustainability Strategy

5.8 Affordability Strategy







6 Urban Design Strategy: Built Form Guidelines

Urban Design Strategy: Built Form Guidelines

The Urban Design Strategy is intended to be a flexible set of performance guidelines that will protect the vitality of this plan, while allowing for design innovation and changing market conditions over time.

In general, the built form at LeBreton Flats is proposed to be mid-rise podiums of up to six storeys, topped with taller buildings in key locations to augment density in this transit-oriented community. The built form of the community should be designed to contribute to a pedestrian-friendly public realm by mitigating shadowing and reducing wind impacts. Tower floorplates will be slim and incorporate wide tower separation distances.

Buildings throughout LeBreton Flats will be required to provide active frontages along publicly accessible areas to ensure an animated public realm. In locations where there is no commercial use at-grade, ground-oriented townhome units with active entrances will be required.



6.1 Urban Design Guidelines

- + Active commercial uses or townhome-style residential units are required at ground level where they face streets, pathways, parks or other publicly accessible areas.
- + Retail and commercial uses at-grade will be targeted in locations identified in the Land-Use Strategy (Section 5.3).
- + Higher-intensity and larger-format retail uses, such as a grocery store, should be located on prominent street corners.
- + Setbacks should be provided where additional space is required to support a healthy public realm by providing amenity and retail spill-out space.
- + Development in the Aqueduct District should feature high visual permeability at-grade and active frontages on both aqueducts to facilitate the development of a dual-sided district.
- + Building uses above-grade will be a mix of office and residential space, according to the Master Concept Plan's Land Use Strategy (Section 5.3).
- + Alterations to buildings identified in the Land Use Strategy (Section 5.3) due to changing market conditions will be permitted at the discretion of the NCC and will not require an amendment to the Master Concept Plan.

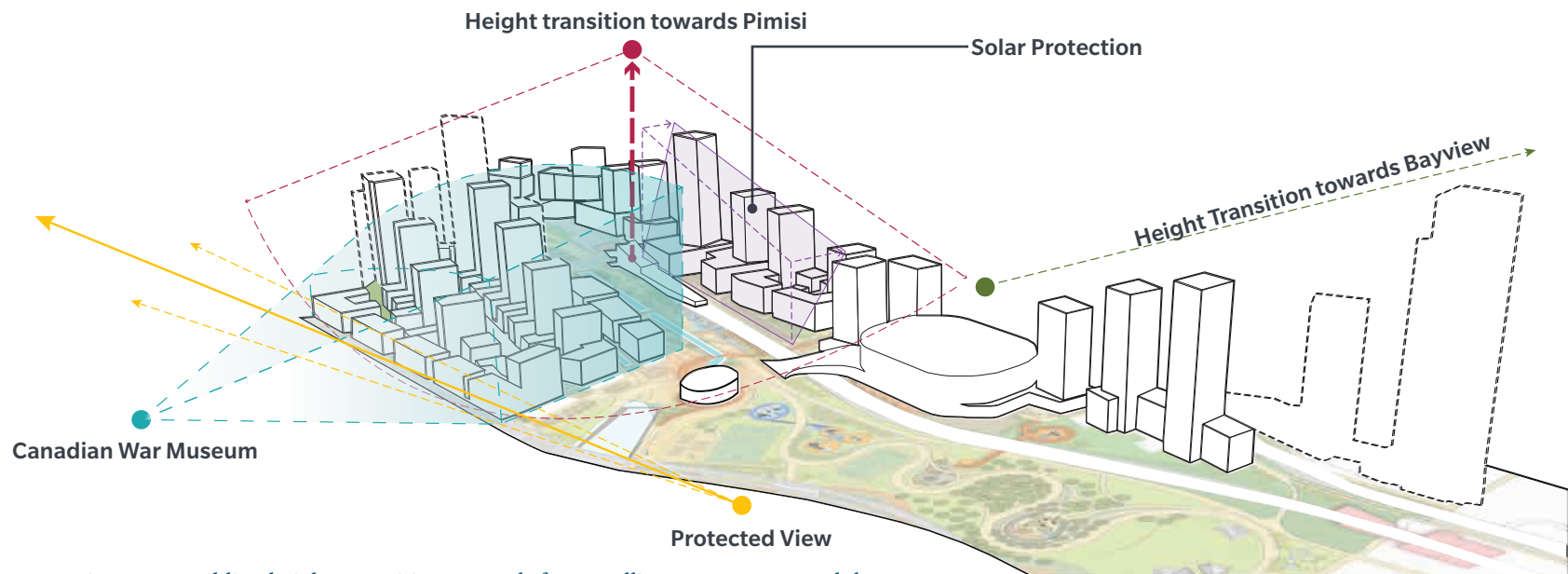
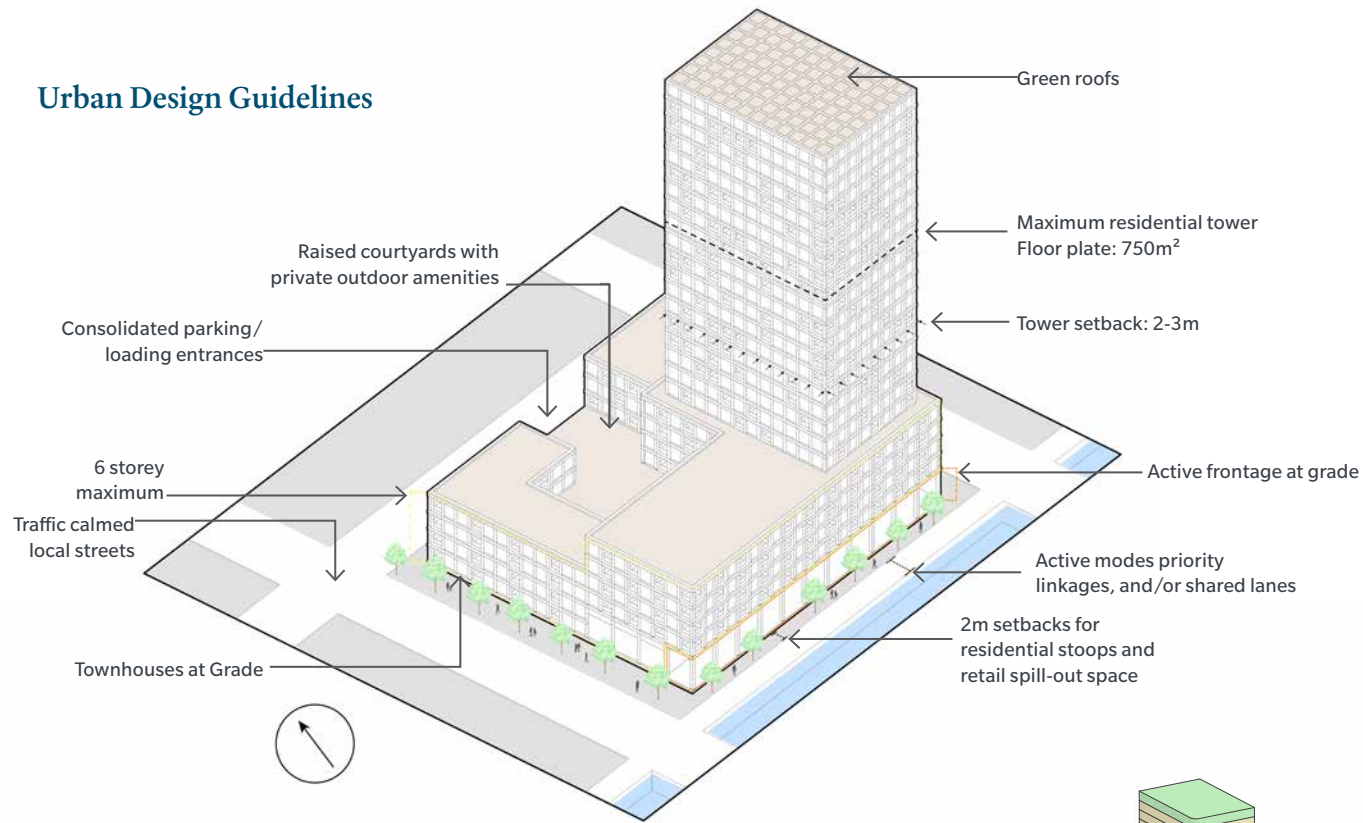


Figure 38 Building heights transition upwards from Wellington Street toward the LRT stations, preserving important view corridors to Parliament Hill and sunlight protection for the Canadian War Museum.

- + Buildings will have podiums, maximum six storeys in height, except for where large-scale institutional uses are proposed.
- + Large-scale institutional uses may build podiums to a maximum of nine storeys, but must provide facade articulation that generates visual interest.
- + At or before the sixth storey, buildings must incorporate stepbacks of a minimum of three metres from the building's facade at-grade.
- + The maximum residential tower floorplate is 750 square metres.
- + The maximum office/institutional tower floorplate is 1,200 square metres.
- + Buildings will frame public spaces in a manner that contributes positively to the public realm, and does not detract from its enjoyment.
- + Development along Albert Street should be appropriately scaled and articulated in a way that reflects the lower-density community to the south.
- + Public art and interpretation should be integrated at the building design stage where possible.
- + Parking and loading access must be provided through a single consolidated entrance for each block.
- + Except for minimal accessible parking or loading areas, all parking will be provided underground.
- + Courtyards with private outdoor amenities will be provided within each block. Courtyards can be built at a raised level (one to two storeys above-grade) to emphasize that the amenity space is for the building's occupants, while maintaining visual permeability to the surrounding public realm.
- + Green roofs and rooftop gardens will be incorporated whenever possible and integrate native pollinator plant species where feasible.

Urban Design Guidelines



Design Flexibility

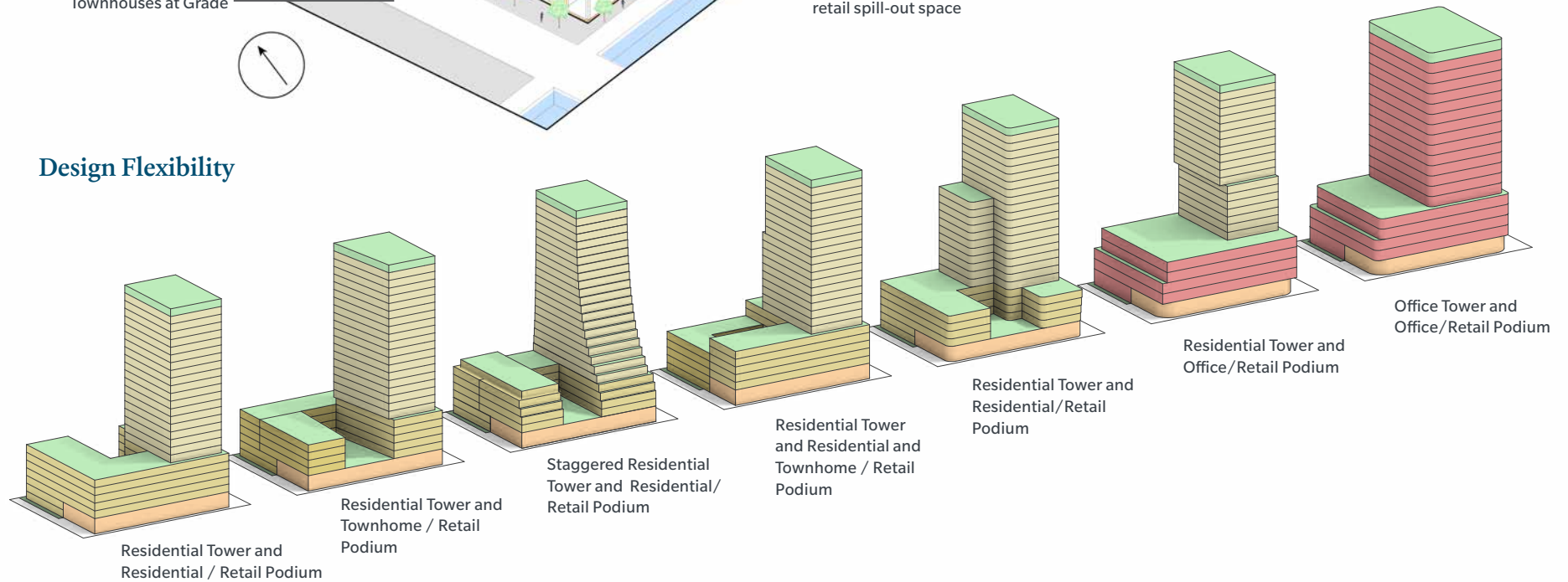


Figure 39 The Urban Design Guidelines enable design flexibility, facilitating various building design options within a typical block.



7 Guiding Principles



Figure 40 Enhance the Capital Experience.

Guiding Principles

7.1 Enhance the Capital Experience

Reflect the national significance of LeBreton Flats by creating an ambitious new Capital destination that celebrates Canada.

The Master Concept Plan will enhance the Capital experience through the following:

- + **Protecting views:** View and sunlight corridors to Parliament Hill and the Canadian War Museum will be preserved.
- + **Creating a continuous public realm:** Public space accessible to everyone will connect the developed urban areas to more naturalized spaces and pathways.
- + **Supporting national institutions:** Lands north of Wellington Street will be reserved for future national institutions and monuments.
- + **Enriching the visitor experience:** This vibrant focal point will be a new destination for visitors to the Capital.
- + **Celebrating heritage:** The master concept plan features the Ottawa waterworks complex and its heritage bridges and aqueducts. Opportunities to celebrate the site's diverse Indigenous, industrial, cultural and natural heritage will be included in the plan and developed through consultation during the development of the site.

7.2 Build Community

Create an inclusive place where anyone can live, work and play. Provide for facilities, services and public spaces that are active, lively and flexible, and that contribute to community health and well-being.

The Master Concept Plan will build community through the following:

- + **Establishing a mix of uses:** A combination of residential, employment and retail opportunities will create a vibrant and diverse area.
- + **Integrating a variety of housing options:** A diverse mix of housing types will provide inclusive options.
- + **Promoting well-being:** The plan encourages and supports healthy, active lifestyles, and provides opportunities for amenities and resources that promote well-being for residents and visitors.
- + **Enhancing social infrastructure:** The parks, LRT, LeBreton Place and library will provide social infrastructure and community spaces to foster interaction and connections.



Figure 41 Build Community.



Figure 42 Create connections.

7.3 Create Connections

Connect people and place by creating interactive public spaces and linking to amenities and surrounding communities. Build on access to the LRT, and establish active transportation networks using a Vision Zero approach.

The Master Concept Plan will create strong connections through the following:

- + **Supporting multi-modal transportation:** An integrated network of bike lanes, sidewalks, pathways and easy access to transit will provide a range of sustainable travel options.
- + **Creating a safe, pedestrian-friendly experience:** Pathways and streets designed for slow, safer vehicle speeds will create a walkable environment.
- + **Supporting a five-minute community:** Close proximity to amenities will support a walkable lifestyle.
- + **Connecting to the river:** Pathways through LeBreton Flats will connect the surrounding neighbourhoods and LRT stations to the parks and river.

7.4 Value Nature

Prioritize the importance of the environment through design that restores, enhances and protects the natural features of the site, and provides greater accessibility to waterways. Utilize green infrastructure, promote biodiversity and create new green spaces.

The Master Concept Plan will value nature through the following:

- + **Supplying a high proportion of open space:** More than 40 per cent of the plan area will be dedicated to parks.
- + **Supporting natural features:** Preserving and enhancing ecological features, including Nepean Inlet, will support natural ecosystems in an urban setting. The tree canopy will be increased.
- + **Accessing the river:** Preserving and enhancing riparian and wetland habitats, while allowing for increased public access and recreational activities.
- + **Emphasizing sustainable water management:** Integration of natural features into the built environment will sustainably manage stormwater on-site.
- + **Creating access to natural spaces:** Residents, employees and visitors to LeBreton Flats will have easy access to natural spaces due to the close proximity to the park and riverfront.
- + **Minimizing the urban footprint:** Compact urban form will minimize the area of built footprint, saving land for recreation and nature.



Figure 43 Value Nature.



Figure 44 Foster sustainability and innovation.

7.5 Foster Sustainability and Innovation

Embed a culture of excellence throughout the life cycle of the project, and provide opportunities for innovation in design and sustainability. Build in climate mitigation and resiliency measures to aim to achieve a zero-carbon community.

The Master Concept Plan will foster sustainability and innovation through the following:

- + **Becoming carbon neutral:** Targets for zero emissions will be established in the implementation plan, combined with stringent performance requirements for buildings.
- + **Supporting transit-oriented development:** A multi-modal network will allow residents to choose more sustainable options for everyday travel.
- + **Sustainably managing water:** Sustainable buildings and site design will capture, attenuate, treat and re-use water.
- + **Using resources efficiently:** Designs will prioritize the use of local and environmentally friendly materials, and maximize the lifespan of buildings.

7.6 Honour the Past

Honour and interpret the role LeBreton Flats has played as a place of significance for Indigenous peoples and in the development of the Capital, and connect this story to the site's future. Recognize the lasting effects of important milestones such as the community's expropriation.

The Master Concept Plan will honour the past through the following:

- + **Celebrating Indigenous cultures:** Ongoing Indigenous consultation will establish the ways in which Indigenous heritage and culture can be celebrated on the site.
- + **Uncovering the past:** Enlivening the historic Ottawa Waterworks Complex (including aqueducts and bridges) will present a living history of the site, integrated into the fabric of the new design and everyday use.
- + **Sharing stories of the site:** Stories of the industrial history, the role of water and power generation, and lives of previous community members will be shared through interpretive features, such as artifacts, signage, wayfinding and naming.



Figure 45 Honour the past.



Figure 46 Make it Happen.

7.7 Make it Happen

Ground the vision in a strategic implementation approach supported by market feasibility. Consult with the public and collaborate with partners to support timely progress and generate social, environmental and economic returns.

The Master Concept Plan will make it happen through the following:

- + **Working with partners:** Close collaboration between all levels of government, non-governmental organizations, community groups, private sector partners and Indigenous stakeholders will be needed to make the Master Concept Plan a reality.
- + **Phasing the project:** The plan will be phased over time in a step-by-step fashion that will allow development to finance the creation of new public assets such as the park.
- + **Understanding the economics:** An economically feasible business plan will support the Master Concept Plan to ensure that implementation is phased strategically using sound project management principles.





8 Policy Context

Policy Context

The Building LeBreton project fits within a framework of existing legislation, policies and plans that regulate how the site can be redeveloped. While a comprehensive analysis of this framework will support the Central Area Secondary Plan amendment with the City of Ottawa, which is required to implement this plan's vision, the following section evaluates the current site context and relation to the NCC's policy and planning framework.

8.1 Existing Land Use

The majority of the 29-hectare LeBreton Flats site is currently vacant and largely inaccessible to the public due to the presence of contaminated soils throughout the site. With the site having been cleared of residential and industrial uses following expropriation in the 1960s, incremental development has occurred in the surrounding area over the past few decades, including the construction of the Canadian War Museum, realignment of the Ottawa River Parkway (now the Sir John A. Macdonald Parkway), building of residential developments and construction of the Confederation Line LRT through the site, which was put into service in 2019.

8.2 NCC Policy

The NCC is a unique federal entity in the National Capital Region, serving as the principal steward of nationally significant public places, creative partner in development and conservation, and long-term planner. As the LeBreton Flats lands are controlled by the NCC, the Master Concept Plan must comply with the objectives and policies of the applicable plans. The NCC plans applicable to LeBreton Flats include the Plan for Canada's Capital, 2017–2067, and the Core Area Sector Plan.

8.2.1 The National Capital Act

The National Capital Act established the National Capital Commission and its mandate, which includes the responsibility “to prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance.”

For the NCC to achieve its mission, Parliament granted the corporation several key powers, including the acquisition and disposal of lands. The Act also authorizes the NCC to undertake the following tasks consistent with the planning for and the implementation of the LeBreton Flats Master Concept Plan:

- + Construct, maintain and operate parks, squares, highways, bridges, buildings and any other works;
- + Maintain and improve any property of the Commission, or any other property under the control and management of a department, at the request of the authority or minister in charge thereof;
- + Cooperate or engage in joint projects with, or make grants to, local municipalities or other authorities for the improvement, development or maintenance of property;
- + Construct, maintain and operate, or grant concessions for the operation of, places of entertainment, amusement, recreation, refreshment, or other places of public interest or accommodation on any property of the Commission.

8.2.2 The Plan for Canada's Capital 2017-2067

In 2017, the NCC released The Plan for Canada's Capital, 2017–2067, a 50-year vision for the National Capital Region. Balancing the oftentimes competing interests of natural and cultural heritage with economic and population growth, the plan aspires to establish a National Capital Region that reflects the following attributes: inclusive and meaningful, picturesque and natural, and thriving and connected. The LeBreton Flats Master Concept Plan directly responds to the NCC's Plan for Canada's Capital and addresses its identified emerging trends and challenges in many ways, including the following.

8.2.2.1 Creating a Resilient, Dynamic, and Liveable Capital Region

- + Contributes to the development of complete and compact walkable neighbourhoods.
- + Ensures that residents have mobility choices, including walking, cycling, transit or driving.
- + Improves the quality and inclusiveness of the urban public realm.
- + Enhances the National Capital Region's environmental sustainability and economic vitality.

8.2.2.2 Facilitating the Integration of Long-Term Transportation and Land Use Planning

- + Promotes more compact development patterns.
- + Focuses on accessible and sustainable mobility.
- + Incorporates the increasing prominence of active modes of transportation within the inner core area.
- + Addresses air quality deterioration by reframing the prominence of automobile-focused transportation networks.
- + Increases the efficiency and sustainability of infrastructure systems.

8.2.2.3 Providing Federal Accommodations

- + Continues the shift toward federal accommodations that are accessible by the rapid transit network, and to the development of mixed-use sites.
- + Contributes to regional planning objectives and urban vitality.
- + Provides modern workplace accommodations that allow the federal administration to adapt to new methods of communication and collaboration.

8.2.2.4 Respecting Nature, Climate, and Sustainability

- + Focuses on greening infrastructure, increasing energy efficiency and the proactive reversal of environmental deterioration.
- + Ensures resilience in the economic and social spheres in order for people to have equal and fair access to employment, choice of dwelling, improved mobility and quality of life.
- + Focuses on preserving and protecting urban biodiversity.

8.2.2.5 Adapting to a Growing, Aging, and More Diverse Population

- + Prepares for the projected population increase to beyond 2 million by 2067.
- + Plans accessibility of public spaces and natural areas for all ages and abilities.
- + Considers the needs of persons with disabilities.
- + Addresses the demographic shift toward households with fewer members.
- + Considers increasing immigration.

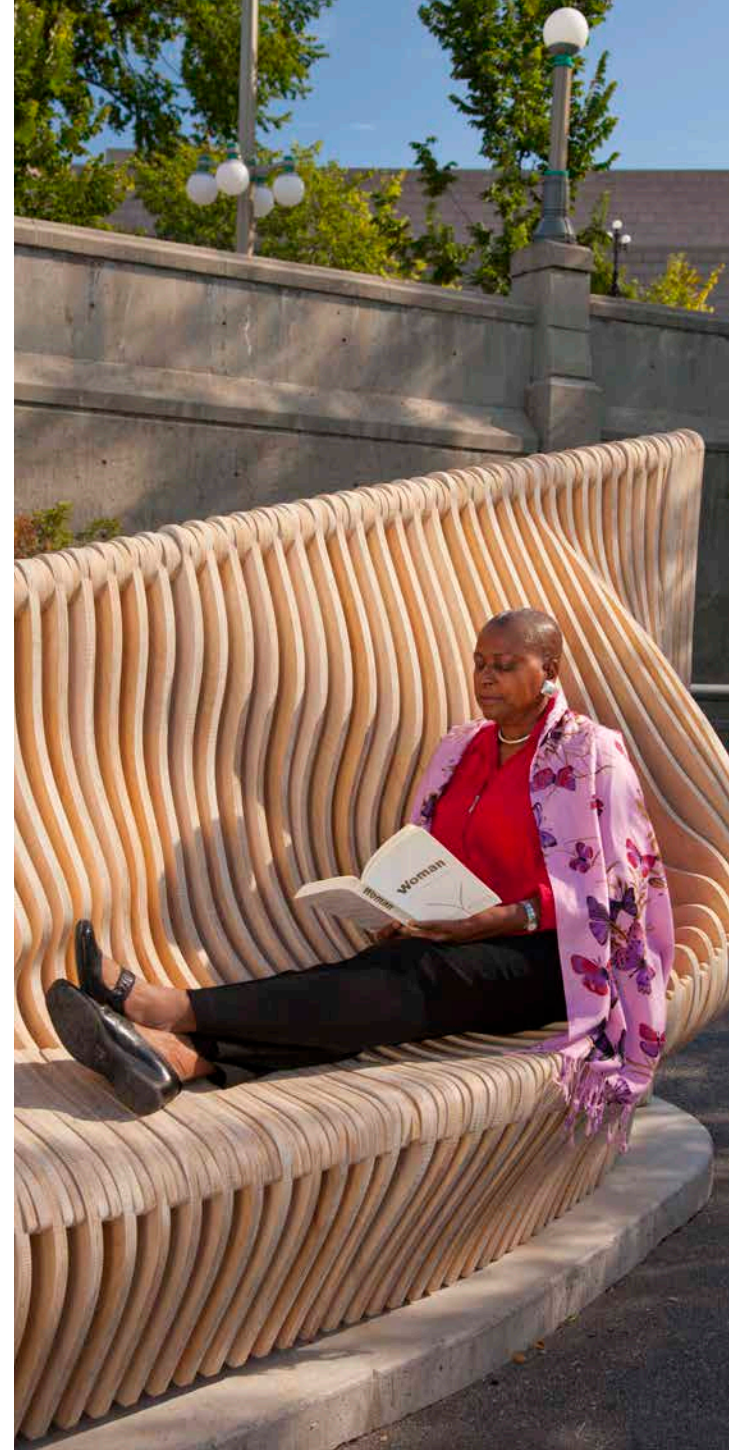
Beyond these trends and challenges, the Plan for Canada's Capital also contains several "milestone" objectives to be achieved over the next 50 years. The development of LeBreton Flats is specifically identified as a milestone achievement, and the Master Concept Plan supports this and other plan policy objectives.

8.2.2.6 The Capital and Regional Economy

- + Developing LeBreton Flats as the nucleus of a revitalized district in the Capital.
- + Supporting PSPC in its role to provide federal accommodation in locations that will contribute to Capital- and city-building, planned in a coherent manner to support municipal growth management priorities.
- + Achieving regional objectives of consolidation and intensification within the existing urban boundaries.
- + Locating federal accommodation facilities near readily available transit, and building energy-efficient and accessible buildings that will contribute to regional sustainability and reduce environmental impacts.

8.2.2.7 Waterways and Shorelines

- + Maintaining riverfront green spaces as primary public green spaces, and incorporating new structures and partnerships to foster greater public access, activity and amenities, while improving the quality of natural habitats in areas that are not actively used.
- + Transforming parkway corridors into linear green spaces serving a dense urban core as places for people in riverfront parks.
- + Working in partnerships to allow activities that are compatible with existing waterfront parks, and maintaining sites available for national programming.
- + Improving waterway lands to reimagine the flourishing water culture that was lost over the past century.
- + Providing greater capacity for pedestrians and cyclists along the shorelines.
- + Encouraging more activity at the riverfront at LeBreton Flats.



8.2.2.8 Indigenous Representation in the Capital

- + Contributing to the recognition of Indigenous peoples in the toponymy of the region, as well as through national commemorations.
- + Strengthening Anishinabe cultural traditions through placemaking and partnerships that bring Algonquins to the forefront of life in Canada's thriving and connected capital.
- + Showcasing Indigenous arts in the landscape and architecture of the Capital.

8.2.2.9 Capital Urban Green Spaces

- + Retaining open space lands of national significance that perform Capital functions.
- + Developing ecological linkages from urban parks and open space networks to broader ecological networks.

8.2.2.10 A Living Culture and Heritage

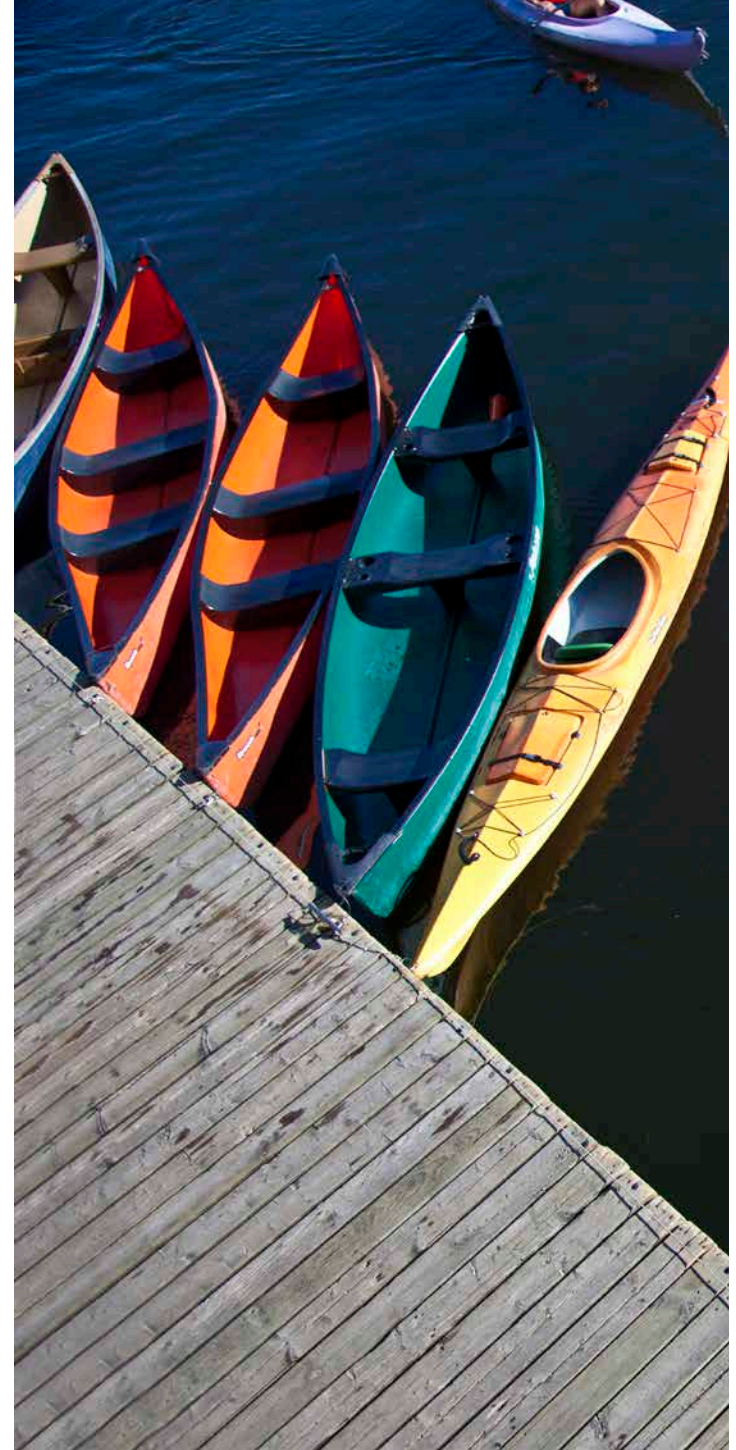
- + Protecting heritage sites and bringing them to life with new uses that respect their character, are compatible with the heritage features to be preserved and have well-integrated accessibility features.
- + Promoting quality of design to ensure the creation of responsive, accessible, enduring and responsible places, buildings, structures and landscapes over time.
- + Prioritize the use of NCC lands for national cultural activities, and support artistic creation.
- + Working with federal partners to add to and enhance art of the highest quality in the public realm of the Capital, both as stand-alone installations and as art that is integrated into other development projects.
- + Supporting the diversity of arts in the Capital by allowing the use of NCC lands, where appropriate, by non-profit organizations and educational institutions for temporary events.

8.2.2.11 Connections and Mobility

- + Investing in the prudent stewardship of the parkway network to protect and enhance its intrinsic qualities as robust and interconnected federal "green infrastructure."
- + Balancing the modal split of transport in the Capital to make walking, cycling and car sharing more attractive alternatives to the use of private automobiles.

8.2.2.12 Promoting Design Excellence

- + Taking a leadership role in the region to promote inspiring quality projects that are context-sensitive, responsive to users, coherent and flexible, aesthetically engaging, durable and appropriate for the intended uses, universally accessible, and energy-efficient.
- + Encouraging integrated design approaches to foster the best outcomes for each individual project, and ensuring the participation of design and land use planning specialists to achieve the highest quality results.
- + Addressing both the built form and public realm surrounding it with an integrated character, addressing views, built form relationships and street character.
- + Maintaining and preserving views of national symbols.
- + Supporting innovation and inclusiveness in architecture, design, and planning, while also enhancing heritage.
- + Incorporating renewable energy into the project.



8.2.3 Core Area Sector Plan

The Core Area Sector Plan, adopted in 2005, governs the planning and development of federal lands in the core area (which includes LeBreton Flats) through to 2025. The Master Concept Plan supports several of the Core Area Sector Plan's key priorities, including the following:

- + Enhancement and expansion of the public experience in the core area, for national and international visitors, as well as for residents, through the addition of new Capital stages, increased commemorations and public art, interpretation, and programming;
- + Completion of the LeBreton Flats mixed-use community redevelopment project;
- + Promotion of new Canadian cultural and public institutions, and consolidation of existing facilities at LeBreton Flats north and west; and
- + Preparation of area plans for LeBreton Flats.

The lands of the Master Concept Plan are given special consideration in Section 4.8 of the Core Area Sector Plan, where the lands are identified as LeBreton Flats South. The goal for LeBreton Flats South is to “develop a vibrant mixed-use community that functions as an independent neighbourhood, but is well connected to the Ottawa central business district, Sparks Street, and the islands and LeBreton Flats North areas.” The Core Area Sector Plan then provides specific policies for ensuring that future development realizes this goal.

8.2.3.1 Preserving and Enriching Character

- + Ensure the development of a well-designed mixed-use neighbourhood comprising mid- and high-rise residential development and commercial and office uses, together with services and amenities, to support the community, complemented by a generous system of well-connected public open spaces.

8.2.3.2 Improving Connectivity

- + Work with the City of Ottawa to establish clear pedestrian connections to the central business district, up the escarpment and through the Garden of the Provinces and Territories. Explore the potential for a connection to Sparks Street from Pooley's Bridge at LeBreton South, via the NCC-owned park on the upper escarpment or alternative means.
- + Develop a network of park and open spaces at LeBreton South that link with adjacent areas.

8.2.3.3 Enhancing Use, Enjoyment, Animation, and Safety

- + Develop a compelling public space along the heritage aqueduct.

8.2.4 Ottawa River South Shore Riverfront Park Plan

The Ottawa River South Shore Riverfront Park Plan aims to transform the riverfront lands adjacent to the Sir John A. Macdonald Parkway into a Capital park. The subject lands include those north and west of the parkway as it passes along the lands that are subject to the LeBreton Master Concept Plan. The Ottawa River South Shore Riverfront Park Plan establishes a series of public activity and event areas, including the shoreline adjacent to LeBreton Flats. It enhances connectivity with LeBreton Flats and other adjacent neighbourhoods. One of the sectors identified is Sector D: Parkdale to Nepean Bay. This sector identifies two activity nodes that will enhance the park visitor's Ottawa River experience, including a node at Nepean Bay. The LeBreton Flats Master Concept Plan is consistent with the policy directions in the Ottawa River South Shore Riverfront Park Plan, including the Nepean Bay node.

8.2.5 Capital Pathway Strategic Plan

The Capital Pathway Strategic Plan serves as the NCC's primary reference for the planning and management of the Capital Pathway system. This network of more than 220 kilometres of off-road multi-use trails passes through diverse settings that include urban landscapes, suburbs, pastoral rural surroundings and wooded areas. A section of the Capital Pathway passes the northern edge of LeBreton Flats along the Ottawa River shoreline.

At the time of the creation of the LeBreton Flats Master Concept Plan, the 2006 Capital Pathway Strategic Plan was under review. An update to this plan is scheduled for completion and approval in the spring of 2020. A key priority for the updated pathway plan includes efforts that support regional harmonization with other mobility networks, including those offered by the Ville de Gatineau and City of Ottawa.

8.3 Provincial Policy

8.4 City of Ottawa Policy



9 Implementation and Phasing Strategy

Implementation and Phasing Strategy



10 Appendices

Appendices

10.1 Alternative Site Options

The following maps illustrate the two possible scenarios for the Albert District: a design incorporating a major event centre or large anchor use, and a design for a mixed-use neighbourhood without a major event centre or anchor.

The Master Concept Plan – Alternative Site Option illustrates the alternative option for the Albert District without a major event centre or anchor.

Major Event Centre



Alternative Site Option





Figure 47 Alternative Master Concept Plan. This Concept Plan is for illustrative purposes only and is subject to change.



Figure 48 Experiences of Building LeBreton.



Figure 49 Master Concept Plan – Alternative Option: Districts.



Figure 50 Alternative Master Concept Plan Parks and Public Realm Strategy.



Figure 51 Master Concept Plan – Alternative: This image presents a detailed example of potential future parks and public realm design options, and is subject to change based on future public consultation.

Mobility Strategy

- Master Concept Plan area
- Pedestrian sidewalk/pathway
- Multi-use pathway
- Separated cycle route
- Shared street (10 km/h)
- Traffic calmed local street (30 km/h)
- Arterial road (50-60 km/h)
- Pedestrian crossing
- LRT crossing
- LRT station entrance
- Formal portage locations
- Informal portage locations

Ottawa River

- | | | | |
|---|---------------------------|---|-------------------------------|
| 1 | Grand Staircase | 4 | City Centre Avenue Connection |
| 2 | Pimisi Underpass | 5 | Pathway Connections |
| 3 | Preston Street Connection | | |



Figure 52 Master Concept Plan – Alternative: Mobility Strategy.

Active Mobility

- Master Concept Plan area
- - - Pedestrian sidewalk/pathway
- - - Multi-use pathway
- Separated cycle route
- Shared street (10 km/h)
- Traffic calmed local street (30 km/h)



Figure 53 Master Concept Plan – Alternative: Active Mobility.



Figure 54 Master Concept Plan – Alternative: Transit Network.



Figure 55 Master Concept Plan – Alternative: LRT walksheds illustrate the connectivity of LeBreton Flats and the surrounding neighbourhoods within a 5-10 minute walk.



Figure 56 Master Concept Plan – Alternative: Street Network.



Figure 57 Master Concept Plan – Alternative: Parking Strategy.

Land Use Strategy

- Master Concept Plan area
- Mixed use (office / institutional)
- Mixed use (retail)
- Mixed use (residential)
- Flexible innovation zone (Aqueduct District)
- Mixed Use Opportunity Site - LeBreton Place
- Major Event Centre
- Parks and Open Space



Figure 58 Master Concept Plan – Alternative: Land Use Strategy.

Retail at Ground Level

- Master Concept Plan area
- Mixed use (office / institutional)
- Mixed use (retail)
- Mixed use (residential)
- Flexible innovation zone (Aqueduct District)
- Mixed Use Opportunity Site - LeBreton Place
- Major Event Centre
- Parks and Open Space
- Ground-floor retail required
- ... Ground-floor retail permitted



Figure 59 Master Concept Plan – Alternative: Land Use Strategy, Retail at ground level.

Building Heights Concept

- Master Concept Plan area
- 1-5 Storeys
- 6-10 Storeys
- 11-20 Storeys
- 21-30 Storeys
- 31-40 Storeys



Figure 60 Master Concept Plan – Alternative: Building Heights Concept.

- 10.2 Consultation Report 1 (June 2019)
- 10.3 Consultation Report 2 (November 2019)
- 10.4 City of Ottawa Central Area Secondary Plan Amendment
- 10.5 Planning Rationale
- 10.6 Design Brief
- 10.7 Environmental Impact Statement
- 10.8 Environmental Management Plan
- 10.9 Transportation Impact Assessment
- 10.10 Master Servicing Study and Adequacy of Public Services / Site Servicing Report
- 10.11 Community Energy Plan
- 10.12 Noise Impact Study
- 10.13 Vibration Study
- 10.14 Geotechnical Study
- 10.15 Archaeological Report





NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Building LeBreton

PUBLIC CONSULTATION REPORT
NOVEMBER 21 TO DECEMBER 6, 2019

Canada

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I. Project Description

A. Background

LeBreton Flats is a 29-hectare (over 71-acre) site owned by the National Capital Commission (NCC). The development area is bounded by the Sir John A. Macdonald Parkway and Wellington Street to the north; Albert Street to the south; the rail tracks north of the Trillium O-Train line to the west; and Booth Street and the future Ottawa Public Library and Library and Archives Canada joint facility site to the east.

On March 7, 2019, the NCC's Board of Directors announced the development of a Master Concept Plan and Development Phasing Strategy for LeBreton Flats. Together, these will provide a refreshed vision for LeBreton Flats: to create a new Capital destination and a vibrant, mixed-use community where people can live, work and play.

From June 18 to July 2, 2019, the NCC conducted a public consultation to seek input and the public's ideas to transform the site. The consultation report is available on the NCC's website. The feedback helped set directions and inform the development of the draft Master Concept Plan for LeBreton Flats, which was released to the public on November 21, 2019. The high-level input on "big ideas" for LeBreton Flats included the following:

- Preserve and enhance green spaces, and connect people to water features such as Nepean Inlet and the heritage aqueduct.
- Create opportunities for housing that is diverse and affordable, and that helps knit LeBreton Flats together with surrounding neighbourhoods.
- Provide amenities to support existing and future residents, such as recreational opportunities, and businesses, such as a potential grocery store.
- Plan for the possibility of a future anchor in a transit-accessible location, such as an event/concert space or other major facility, but ensure that the plan is flexible enough to be successful without relying on an anchor.

The June/July 2019 public consultation also sought feedback on guiding principles for the project. The revised final guiding principles are as follows.

Enhance the Capital Experience	Reflect the national significance of LeBreton Flats by creating an ambitious new Capital destination that celebrates Canada.
Build Community	Create an inclusive place where anyone can live, work and play. Provide for facilities, services and public spaces that are active, lively and flexible, and that contribute to community health and well-being.
Create Connections	Connect people and place by creating interactive public spaces and linking to amenities and surrounding communities. Build on access to LRT, and

	establish active transportation networks using a Vision Zero approach.
Value Nature	Prioritize the importance of the environment through design that restores, enhances and protects the natural features of the site, and provides greater accessibility to waterways. Utilize green infrastructure, promote biodiversity and create new green spaces.
Foster Sustainability and Innovation	Embed a culture of excellence throughout the life cycle of the project, and provide opportunities for innovation in design and sustainability. Build in climate mitigation and resiliency measures to aim to achieve a zero-carbon community.
Honour the Past	Honour and interpret the role LeBreton Flats has played as a place of significance for Indigenous peoples and in the development of the Capital, and connect this story to the site's future. Recognize the lasting effects of important milestones such as the community's expropriation.
Make It Happen	Ground the vision in a strategic implementation approach supported by market feasibility. Consult with the public and collaborate with partners to support timely progress and generate social, environmental and economic returns.

B. Project Objectives

Project objective: *Create a renewed vision for the redevelopment of LeBreton Flats as a place of national significance and local pride.*

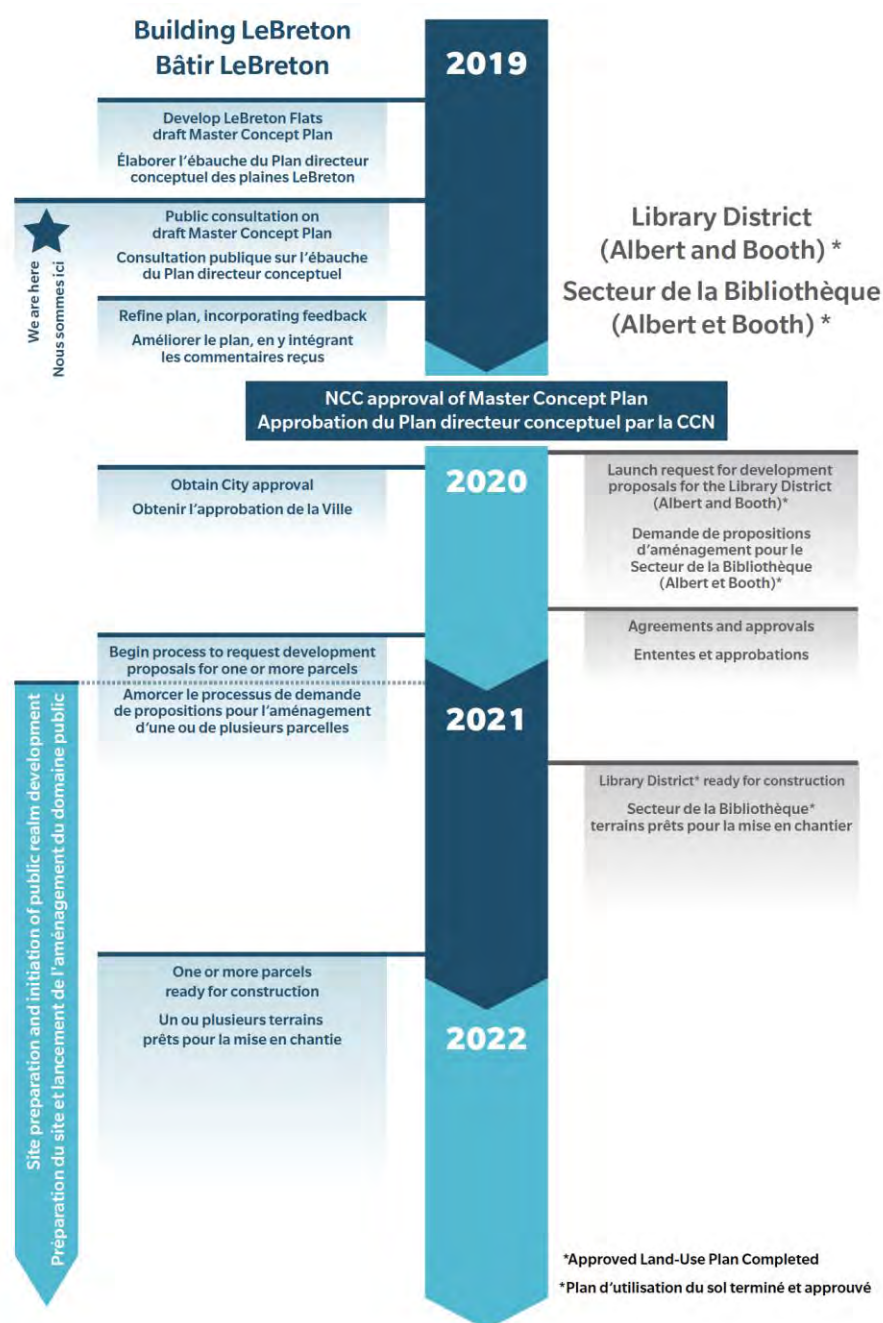
The NCC is creating a renewed Master Concept Plan for LeBreton Flats that will guide the implementation of the project in a strategically phased approach over the coming decades, beginning in 2020. This plan ensures an ambitious, cohesive and feasible vision to create a dynamic community and capital destination. Informed by public input, the draft plan identifies land uses, building heights and massing, parks and public spaces, an integrated and connected mobility network, and major anchor uses.

C. Project Timeline

The NCC held a public consultation in June–July 2019 to identify key ideas and important values for the redevelopment of LeBreton Flats. This input helped to shape a renewed Master Concept Plan, developed with the assistance of [O2 Planning + Design Inc.](#), a planning consultant hired by the NCC through an international competitive public tender process. In November 2019, the NCC held a second round of public consultations about the draft Master Concept Plan. The public feedback collected and outlined in this report will help to inform the final recommendations of the Master Concept Plan.

An overview of the proposed project timeline (*see Figure 2*) indicates where the creation of the Master Concept Plan fits within the broader redevelopment process. An additional important upcoming milestone in early 2020 will include the launch of a request for proposals to redevelop a mixed-use site of approximately 1.21 hectares (three acres), east of Booth Street and adjacent to the future location of the Ottawa Public Library and Library and Archives Canada joint facility.

Figure 1: Building LeBreton project timeline



II. Public Consultation Process

A. Overview and Objectives

The second round of public consultation for the Building LeBreton project took place from November 21 to December 6, 2019, and included an online public survey and an interactive open house to unveil the draft Master Concept Plan and gather feedback on the proposed concept.

Format	Details	Participants
Interactive Open House	Bayview Yards, 7 Bayview Station Road November 21, 2019, 5 pm to 9 pm	Approximately 400 participants
Online Public Survey	Available on the Building LeBreton website from November 21 to December 6, 2019	2,050 participants

The primary objective of the public consultation was to validate the direction of the community structure and land uses proposed in the draft Master Concept Plan, and gather feedback on key elements of the draft plan, including land uses, parks and open space, and mobility networks. Participants in both the survey and the open house were invited to discover the components of the plan through maps, images, videos and immersive experiences. Information about the draft plan and opportunities to provide feedback were organized into four main topics: Mixed-Use Community, Parks and Open Space, Connections, and Guiding Principles.

B. Consultation Format

Interactive Open House

An interactive, drop-in open house was held on November 21, 2019, at Bayview Yards. More than 400 participants were introduced to the draft Master Concept Plan, and were able to provide feedback on the Mixed-Use Community, Parks and Open Space, Connections, and Guiding Principles. Interactive elements included activity walls, guiding principle “voting” stations, map drawings, and an immersive virtual reality experience. Project staff and subject matter experts were available to answer questions and discuss the proposed plan.

The stations and activities at the open house included the following.

Process and Context: Provided background information on the project process, the history of the site, the project’s guiding principles, as well as feedback collected during the first round of public consultation.

Master Concept Plan: Provided an initial overview of the draft Master Concept Plan through a large annotated map of the site.

Immerse Yourself in LeBreton Flats: Participants were invited to view a 3-D model of the site through virtual reality goggles, providing a new, immersive perspective of the proposed concept.

Mixed-Use Community: Maps and renderings of various areas of the mixed-use community demonstrated key proposed features of the plan, including proposed target land uses and building heights and massing.

Activity

- Participants were asked to identify which uses, services and amenities they thought were most important to incorporate into the site, by placing a dot sticker next to a list of example images.
- If they felt something was missing, new ideas could be shared on a sticky note.

Parks and Open Space: Maps and renderings of various areas of the parks and open space network highlighted the types of park spaces proposed in the plan.

Activity

- Participants were asked to identify the types of park features and amenities they thought were most important to incorporate into the site, by placing a dot sticker next to a list of example images.
- If they felt something was missing, new ideas could be shared on a sticky note.

Connections: A map displayed the proposed mobility network map, and highlighted key proposed connections to/within the site for various modes.

Activity

- Participants were asked to place dots to identify how satisfied they were with the proposed mobility network for each mode of transportation.
- Map handouts were provided if participants wanted to identify additional connections they felt were required.

Guiding Principles: Panels outlined how the plan would address each guiding principle.

Activity

- Tokens were provided for participants to place into jars to “vote” on how well they felt the plan reflected each of the guiding principles. Additional thoughts could be shared on a sticky note.

Ensuring Success / Other

Activity

- Comment cards were available for participants to provide any final thoughts or ideas on how to ensure the project’s success.

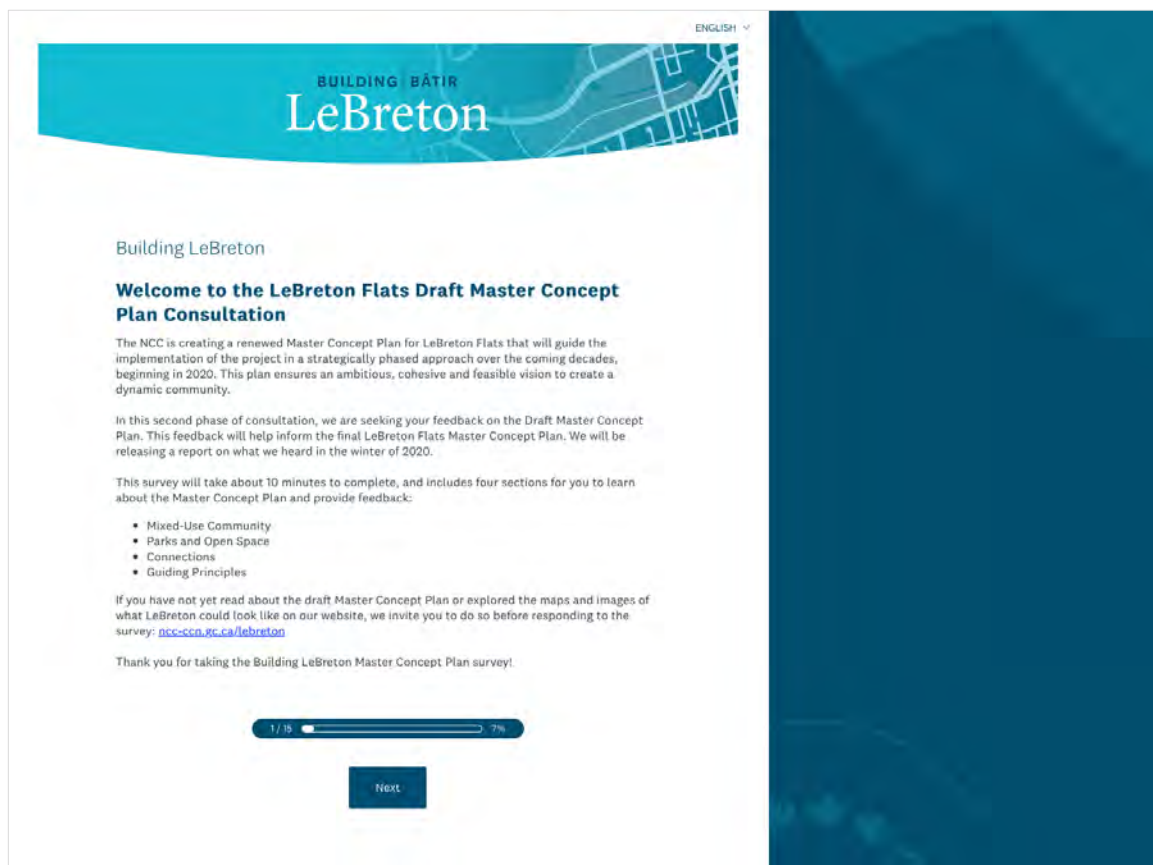
Online Public Survey

An online survey was developed, and 2,050 interested Canadians from across the country and in the National Capital Region participated, providing input through the project website. The survey was fully accessible, available in both official languages, and took approximately 10 minutes to complete. All questions were optional.

To ensure that all participants (both in-person and online) had the same engagement opportunities, the format and content presented on the online public survey largely mirrored that of the open house. The survey was divided into the following sections:

- Welcome
- Getting to Know You
- Master Concept Plan
- Mixed-Use Community
- Parks and Open Space
- Connections
- Guiding Principles
- Ensuring Success / Other

Materials that were not available within the survey, such as the open house panels, video or immersive images, were accessible through the project website.



Public online survey welcome page

C. Invitation and Promotion

The open house and online survey were promoted on the NCC's website and on social media. In addition, printed advertisements were placed in the *Ottawa Citizen* and *Le Droit* newspapers, as well as displayed on bus-shelter posters on Albert and Preston streets, and on 30 OC Transpo

buses. Digital advertisements were posted on the websites of the *Ottawa Citizen*, *Le Droit* and the *Ottawa Business Journal*. Facebook and Google ads and social media posts were also used to promote both the open house and the online consultation to local and national audiences. Live Tweets were posted during the open house itself. The release of the draft Master Concept Plan and the consultation were covered in the media, including the *Ottawa Citizen* and *Ottawa Sun* newspapers, local radio stations (including CBC, CFRA, CKCU and 1310), and trade publications.

An email invitation was sent to contacts on the NCC Public Affairs Division's distribution lists, which included residents' associations, interest groups and individuals. An invitation to media was also distributed.

Members of the project team hosted pop-up events in high-traffic areas around Ottawa (including at the Best of Ottawa Business Awards, Lansdowne Christmas Market and a City of Ottawa Official Plan consultation in the local municipal ward) to engage with new audiences, present the draft plan in a quick format and encourage passersby to complete the online survey.

IV. Analysis of Public Feedback

Based on in-depth analysis of the feedback and comments collected through the online survey and at the open house, the following section summarizes the key insights and findings from each question/topic area.

A. Overview: Consultation Highlights

The findings from this public consultation have provided the NCC with valuable insights that will inform the refinement of the Master Concept Plan. Results across the different engagement methods and questions found that the public is generally very supportive of the Master Concept Plan. However, there are still several key areas where public input will be used to further refine the plan so that it better reflects the needs and desires expressed by participants.

Outdoor Amenities and Public Space

Participants in the public consultation were clear that all-season outdoor amenities and a well-programmed open space network is fundamental for plan success. This includes providing adequate facilities in public parks, better access to the Ottawa River, and more trees and natural spaces.

Liveability

A desire for maintaining the liveability of LeBreton Flats and surrounding neighbourhoods was also a consistent theme. This means integrating the surrounding neighbourhoods cohesively with LeBreton Flats, providing a range of community amenities and social infrastructure, and making LeBreton physically, financially and socially accessible for all.

Connectivity

The prioritization of active transportation, while challenged by some participants, was generally seen as a worthy initiative that should be expanded on in the Master Concept Plan. Participants in the public consultation wanted to ensure that motor vehicle traffic does not negatively impact the existing surrounding neighbourhoods or the future community at LeBreton Flats. They also expressed a desire to separate pedestrian and cyclist pathways to further enhance safety and accessibility for active modes. The proposed shared streets (“woonerfs”) were a topic of interest, with some participants seeking more detailed information about their design and function.

B. Mixed-Use Community

What features do you think are most important?

There were clear features that participants deemed most important for inclusion at LeBreton Flats. Overall, the features most endorsed by participants included housing, destination retail and services, and local retail and services — with grocery stores receiving the most support overall. Restaurants, farmers’ markets, affordable housing, an event centre and family-size residential units rounded out the top five proposed features. The least popular features included condominiums and innovation space / business incubators, with offices and

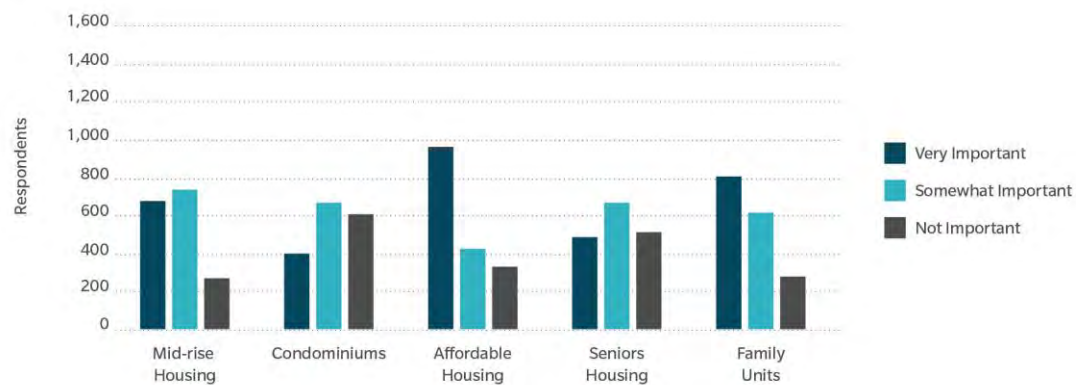
workspaces receiving the least number of votes out of the listed options, both online and in-person. The clear mix of local amenities and destination features highlights the need to accommodate a diverse range of uses and users within the site.

The charts below show the distribution of responses for the different types of proposed uses and amenities.

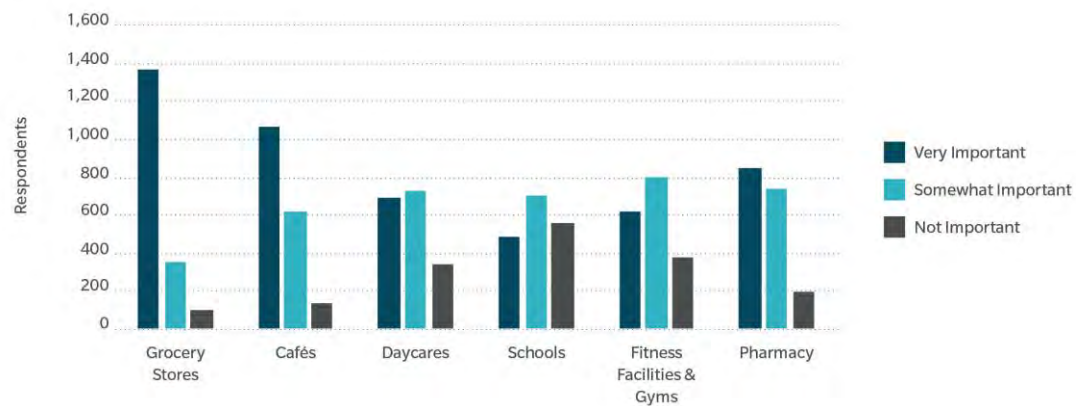
(Note: Survey and open house responses have been separated, as the feedback collection method varied slightly. "Don't know" and skipped responses have not been included in the survey charts below.)

Online Survey

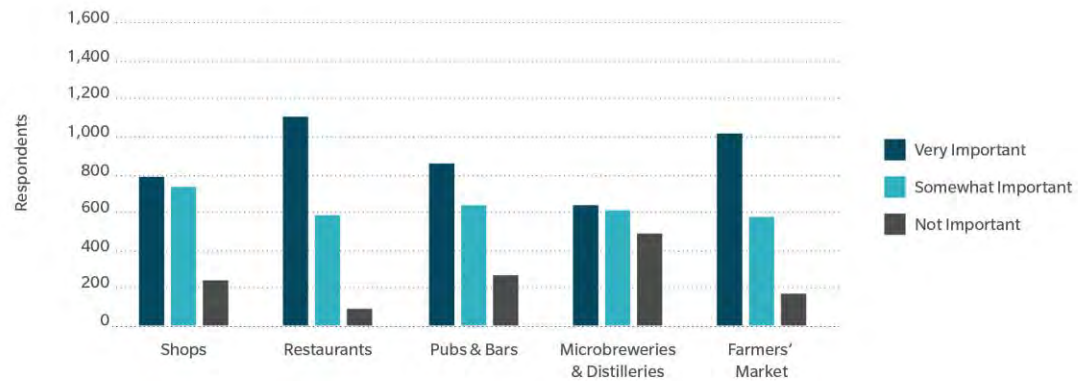
Housing



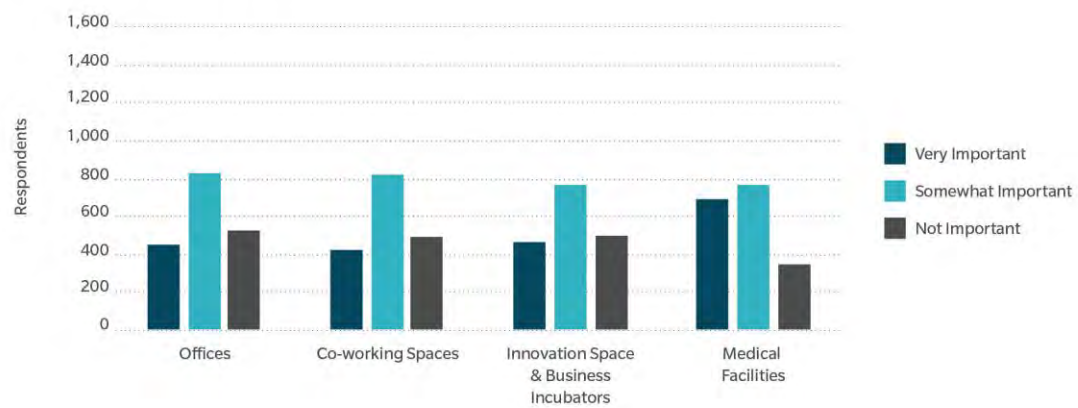
Local Retail and Services



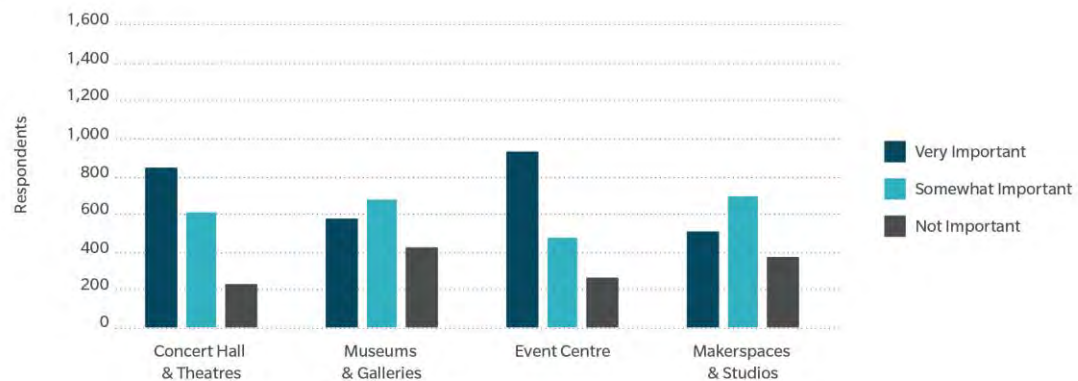
Destination Retail and Services



Offices and Workspaces



Arts and Culture



Open House

Mixed-Use Community



What's missing?

When asked about elements that were missing from the mixed-use component of the plan, participants provided a wide range of feedback. The bulk of these comments touched on five themes: major attractions, parks and open space, community services, active modes of transportation, and arts and culture.

Major Attraction: The most frequently cited examples of a potential major attraction were a new hockey arena or major event centre. While there is not unanimous support for such a facility, it was the most frequently discussed topic. Many participants spoke about LeBreton Flats becoming a city-wide destination, suggesting that attractions like an aquarium, a zoo, botanical gardens, a Ferris wheel or a planetarium could help achieve this.

Parks and Open Space: Many participants indicated that public space, parks, trails and connections to the Ottawa River should be prioritized. There was a mix of feedback on the types of parks and open space that were preferred, with some participants wanting larger park spaces, while others preferred smaller parks distributed throughout the community. Overall, participants indicated that parks and open spaces will serve a dual purpose of helping the area become both a great place to live and a great place to visit.

Community Services: Many participants would like to ensure that community services feature prominently in the redevelopment of LeBreton, including community programming, gathering spaces, social service providers and schools. Participants suggested that putting these types of services in place is a necessary step in the creation of an inclusive community that is supportive of families, seniors and people from all walks of life.

Active Mobility: Ensuring that LeBreton does not become a vehicle-oriented community is a top priority for many participants. Multiple participants commented on the importance of cycling infrastructure, walking paths, car-sharing services, and a land-use pattern that promotes walkability. Participants acknowledged that proximity to two LRT stations, along with the right mix of housing, employment and local amenities and services, will reduce dependency on private vehicles.

Arts and Culture: Participants wanted to see public art featured throughout LeBreton Flats, with many people suggesting that the area should feature Indigenous art in particular. Beyond public art, participants expressed an interest in creative spaces, artist studios, galleries, classes and workshops, and performance venues (including outdoor performance spaces). Recognizing the significance of the LeBreton Flats redevelopment, many feel that showcasing local history, as well as Canadian art and culture should be a priority.

The following table includes a summary of the remaining comments that fell outside of the top five themes.

Mixed-Use Community: Comment Summary	
<ul style="list-style-type: none">• Housing<ul style="list-style-type: none">○ Integrated mix of housing types (e.g. affordable, rental, market, cooperative, social, senior, student, tourist accommodation)○ Family-oriented housing of various sizes	<ul style="list-style-type: none">• Offices and workspaces<ul style="list-style-type: none">○ Small-scale offices integrated within neighbourhood○ Potential competition with downtown businesses

Mixed-Use Community: Comment Summary

- High density and high-rise for efficient use of land
- Low-/mid-rise built form for human scale
- Innovation spaces (e.g. tech, start-ups, incubator spaces) to complement, not compete, with downtown
- **Local retail and services**
 - Local businesses rather than “big box” retailers
 - Grocery stores to benefit new development and surrounding neighbourhoods
 - Fitness facilities (e.g. gym, pool, yoga)
 - Basic services to support daily life (e.g. medical clinics, post office, banks, salon/barber)
 - Other retail (e.g. hardware, liquor, general)
 - Community spaces and social services
 - Access to park space
- **Destination retail and services**
 - Places to eat and gather (e.g. restaurants, pubs, cafés)
 - Public market, farmers’ market
 - Local, unique businesses to attract visitors to the area
 - Event centre or other feature attraction

Mixed-Use Community: Sample Comments

“Mix of uses and people from all walks of life is essential to positive city building. This includes the integration of affordable housing, shared housing, more high-end housing and retirement homes.”

“We need a fully serviced neighbourhood; all of these things are very important — especially to encourage older people and families to live here.”

“Interesting and innovative retail “experiences” — avoid all chain stores. Make this retail area unique in the city and the country.”

“Facilities for artistic/cultural programming would be welcome. However, offering several smaller options instead of one large space might be more efficient. The “event centre,” which I suppose is code for a new Sens arena, would be nice, but shouldn’t be the focal point of this extremely important development.”

“Built-in affordability mechanisms to ensure that this is a vibrant, mixed community and not just another Lansdowne where only elites can live and shop. This made the Glebe an expensive place to live, work and visit. What works so well in Montréal to make it a fun and diverse place is that it’s affordable for many different types of people. It would be nice to not create a homogeneous area in the downtown of Ottawa.”

C. Parks and Open Space

What features do you think are most important?

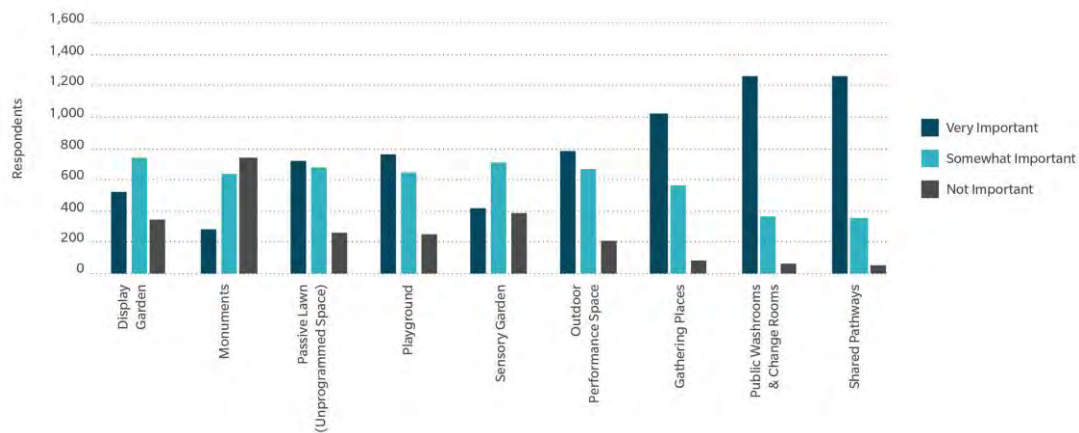
Overall, the features that participants considered to be most important fell within the Riverfront Park and Capital Park categories, with public washrooms and change rooms, shared pathways, and boardwalks receiving the highest level of support. This was closely followed by gathering places in both Capital Park and Neighbourhood Parks. The Urban Beach had the lowest level of feedback of all the parks and open space features. Outdoor fitness and monuments also received lower levels of feedback.

The charts below show the distribution of support for the different types of uses and amenities.

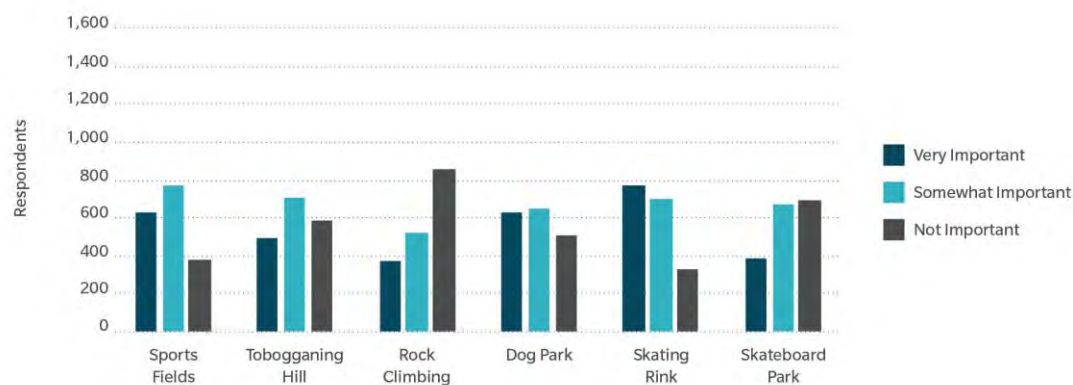
(Note: Survey and open house responses have been separated, as the feedback collection method varied slightly. "Don't know" and skipped responses have not been included in the survey charts below.)

Online Survey

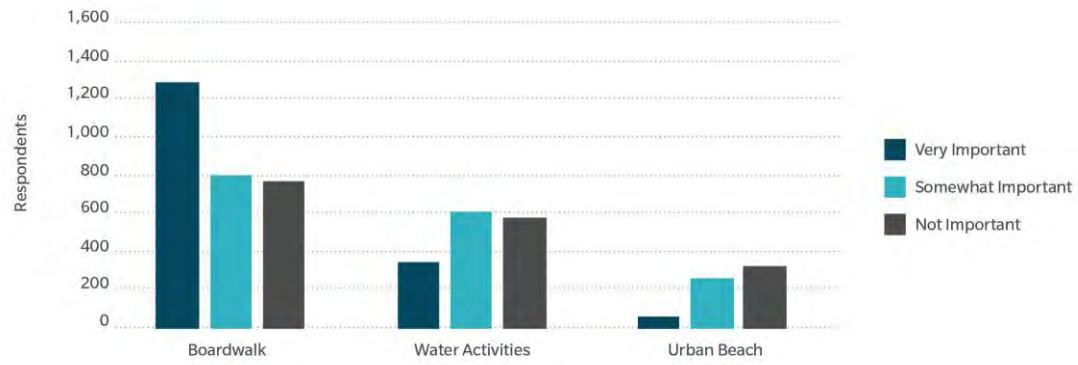
Capital Park



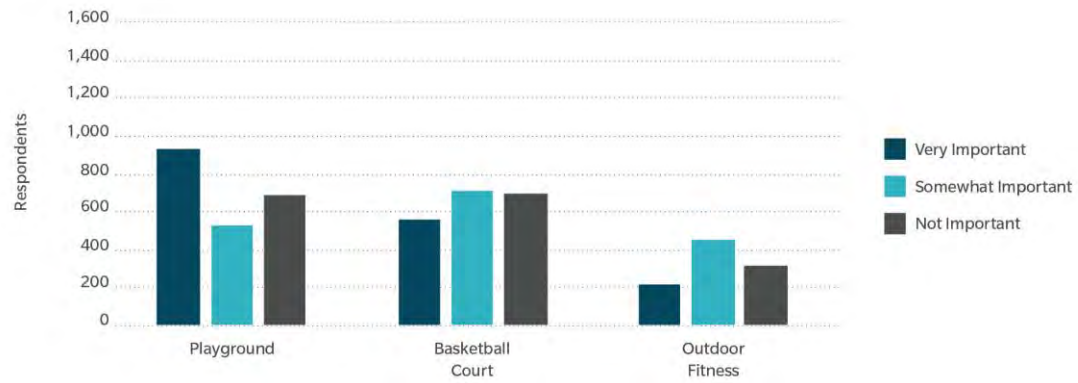
Active Park



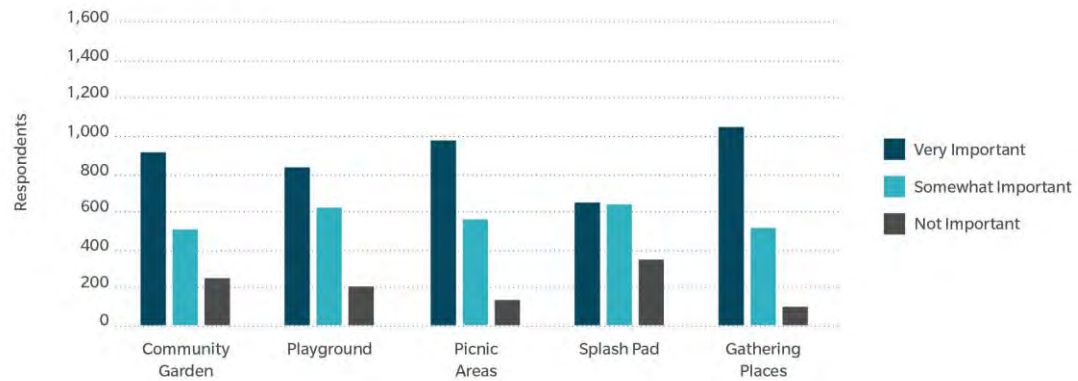
Riverfront Park



Urban Playground

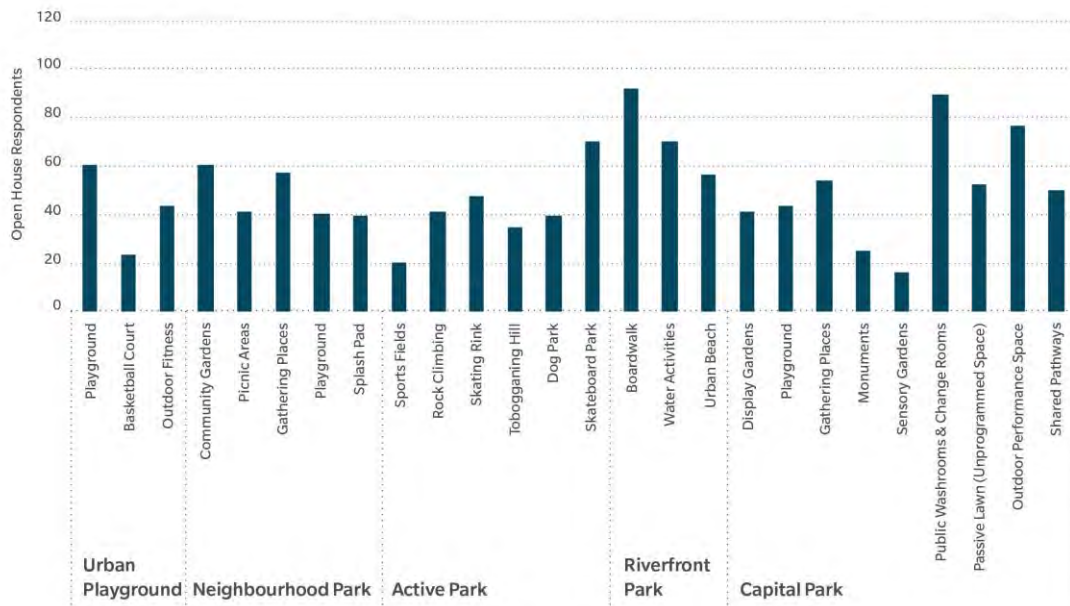


Neighbourhood Parks



Open House

Parks and Open Space



What's missing?

When asked to identify the types of features they would like to see incorporated into the parks and open space at LeBreton Flats, participants pointed to four major elements: the incorporation of greenery and nature, year-round access to pathways and amenities, the size and location of park space across the site, and specific design ideas.

Natural Spaces: One of the most frequent comments made by participants on this subject was that there was a need for more trees and natural areas at LeBreton Flats. Some participants expressed a desire for more natural spaces that are designed for unstructured play and nature-based recreation, while others emphasized the need to provide important habitat for wildlife. Others specifically supported naturalizing the riverfront for both human enjoyment and associated ecological benefits. In addition to more natural spaces and trees, many participants suggested various forms of gardens. Some participants suggested native plantings and wildflowers to create habitat for pollinators. Others suggested adding community gardens, botanical gardens, educational gardens and cultural gardens, including traditional Indigenous medicine or food gardens.

Year-Round Animation: Participants wanted to see care taken to ensure that the design of LeBreton Flats is welcoming in all seasons. Suggestions to achieve this included building a sufficient number of covered and protected areas, providing public washrooms and water fountains, and regularly clearing snow from pathways. Many participants wanted to see winter activities incorporated into open spaces, including an outdoor skating rink, firepits, warming huts, and ski and snowshoe trails. Aside from winter features, several participants indicated that they would like to see more opportunities to interact with water through the rest of the year, suggesting features such as water fountains, water slides and an outdoor swimming pool, as well as increased access to the river for recreation such as kayaking and canoeing.

Scale and Distribution of Parks: In addition to highlighting what was missing, some participants commented on the overall scale and distribution of the parks and open space in the Master Concept Plan. Many of those who commented were appreciative of the amount of open space in the plan. However, there were also mixed opinions about whether there was enough or too much open space in the plan. Some participants felt that the open spaces themselves were too large for an urban area, or that they should be smaller and more interconnected throughout the redevelopment. Others thought that the integration of large parks and of outdoor event spaces on this site would make the existing LeBreton Flats Park redundant, and suggested that the parks on this site be more local in scale. A few participants wanted to see even more or larger open spaces.

Design Guidelines: Some participants commented on the design of some amenities in the parks and open spaces. A common desire expressed by participants focused on separated-use pathways. Several participants felt that separating pedestrians from other faster transportation modes, such as cycling and in-line skating, would be safer and more enjoyable for all users. Additionally, others mentioned the need for temporary use and programming of the site to animate the space, and provide public access prior to full redevelopment.

The following table includes a summary of the comments on parks and open space.

Parks and Open Space: Comment Summary	
<ul style="list-style-type: none"> • Better access to the river • Gardens and urban agriculture <ul style="list-style-type: none"> ○ Community gardens ○ Traditional medicine gardens ○ Other cultural gardens ○ Pollinator gardens ○ Botanical gardens • Gathering spaces <ul style="list-style-type: none"> ○ Picnic areas ○ Food trucks / cafés ○ Washrooms and drinking fountains ○ Public art ○ Heritage interpretive elements ○ Cafés and restaurants ○ Outdoor performance spaces ○ Dancing/music venues 	<ul style="list-style-type: none"> • Winter activities <ul style="list-style-type: none"> ○ Skating ○ Warming huts ○ Ski/snowshoe trails ○ Firepits ○ Tobogganing hills • Outdoor recreation <ul style="list-style-type: none"> ○ Outdoor swimming pool / outdoor beach ○ Sports fields / courts ○ Sports / recreation equipment rentals ○ Dog parks ○ Indoor and/or outdoor rock climbing ○ Skateboard parks

Parks and Open Space: Sample Comments
<p><i>"I love all the proposed green space. This is a very attractive feature that has me interested in moving here. The details of the content of the green space are less important to me but having a view of water would be for me worth making the move."</i></p> <p><i>"The area should be naturally developed with walking paths — the less concrete, the better. If cycling paths are built, they should be separate from walking paths."</i></p> <p><i>"Trees...lots of trees. A forested section would be nice. Permeable surfaces vs. pavement and concrete. Ponds for wildlife, bird-feeding stations, focus on natural elements."</i></p>

Parks and Open Space: Sample Comments

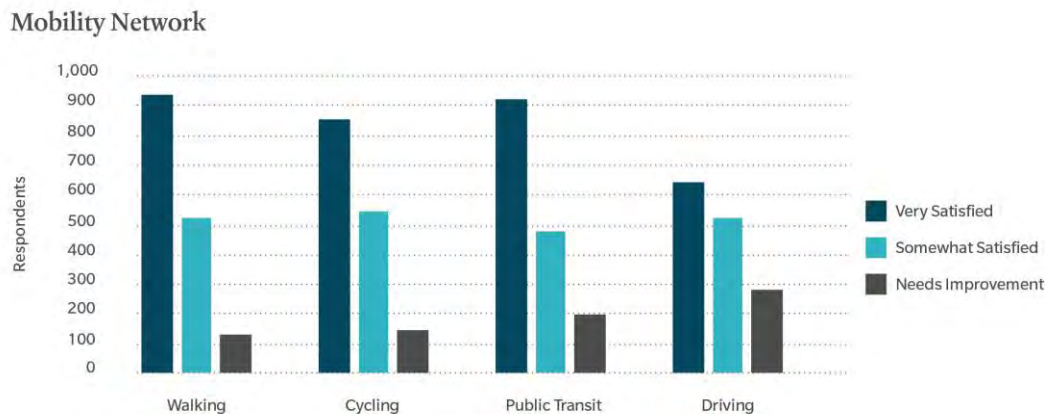
"Passive forest (unprogrammed wild places), pollinator gardens, trees integrated into urban landscape, pollinator flower corridors and wooded wildlife passages integrated into urban landscape, make the capital park a model of biodiversity and a wild space!"

"A natural park-type space, where children and families can engage in creative and some 'risky' play and explore the natural world. Use natural building materials."

D. Connections

How satisfied are you with the proposed mobility network?

Overall, participants were very satisfied with the proposed mobility network. More than 80 percent of participants indicated that they were either “very satisfied” or “somewhat satisfied” with the proposed walking, cycling and public transit networks. Even for driving — the mode that had the highest share of “needs improvement” responses (16 percent) — more than 68 percent of participants indicated that they were very or somewhat satisfied with the proposed road network. The graph below illustrates the distribution of satisfaction by mode of transportation.



(Note: Survey and open house results have been combined. “Don’t know” and skipped responses have not been included in the charts above.)

What additional connections are needed?

In their comments, participants stressed the importance of prioritizing pedestrians and cyclists, connecting the prioritization of active modes with the success of the redevelopment. Many supported the idea of limiting and removing cars from the interior streets altogether, and provided suggestions for ways to reduce reliance on private vehicles within the community by providing local access to amenities and services. Universal accessibility was also a recurring topic noted by many participants, who expressed a strong desire to ensure that all users with limited mobility are able to use the pathways and public spaces throughout the site.

Reflecting the relatively lower rate of satisfaction with provisions for motorized vehicles, participants raised a number of concerns related to the road network within and surrounding LeBreton Flats. Some participants wondered how safe and efficient connections would be established across the busy arterial roads surrounding the site (Albert, Booth and Wellington streets and the Sir John A. Macdonald Parkway) and how growing congestion would be addressed. Those who commented were divided about parking issues, with some advocating for less parking to encourage alternative modes of travel, and others arguing that sufficiently ample parking will be required to accommodate visitors from across the city and those with limited mobility.

The following table includes a summary of the comments on the proposed mobility network.

Connections: Comment Summary

- **Active transportation**
 - Prioritize pedestrians
 - Support a “car-free” lifestyle
 - Consider removing cars from shared streets to limit conflicts
 - Consider other ways to limit traffic, including alternative transportation options (e.g. drop-off locations, buses, shuttles, boating)
 - Separate bike lanes from shared paths
 - Provide other bike facilities (e.g. bike racks, bike rentals)
 - **Accessibility**
 - Ensure accessibility throughout the site to accommodate all users
 - **Safety**
 - Traffic calming (e.g. reduced speeds on interior streets and arterial roads)
 - Pathway lighting and maintenance
 - **Weather mitigation**
 - Provide winter maintenance
 - Create covered connections (e.g. LRT, library) for inclement weather
 - **Parking**
 - Reduce/limit the amount of parking so alternative modes are preferred to travel to/within the site
 - Provide some parking (e.g. underground, perimeter) for those who need to drive
 - Ensure that parking is available for those who cannot walk far
 - **Improved connections**
 - To the future library from Pimisi Station
 - Across LRT tracks
 - Across arterials roads into surrounding neighbourhoods and downtown
 - Integration with existing street network
 - Circulation and traffic congestion on Booth, Albert and SJAM Parkway
 - To the river (access across SJAM Parkway)
 - Across the river (to Gatineau)
-

Connections: Sample Comments

“Please, no cars near this thing. Let’s prioritize pedestrians, cyclists and transit users, without compromise.”

“Greater emphasis on making sure these connections are accessible should be made. While nice to have ‘walking’ or ‘cycling’ access, these do not always reflect the needs of people in wheelchairs or who are visibly impaired.”

“Interconnection is good, but the residential areas feel like they’re bound by roads. A plan should be worked on to better integrate these roads into the development. Right now, Booth, Wellington and Albert act more as boundaries than connections.”

“Seems to be no discussion of the emerging mobility options and what criteria/standards will apply, car share, autonomous vehicles, not just cars, but also delivery drones etc., real opportunity here.”

“Love the parking will be underground and the living above ground. This is forward thinking.”

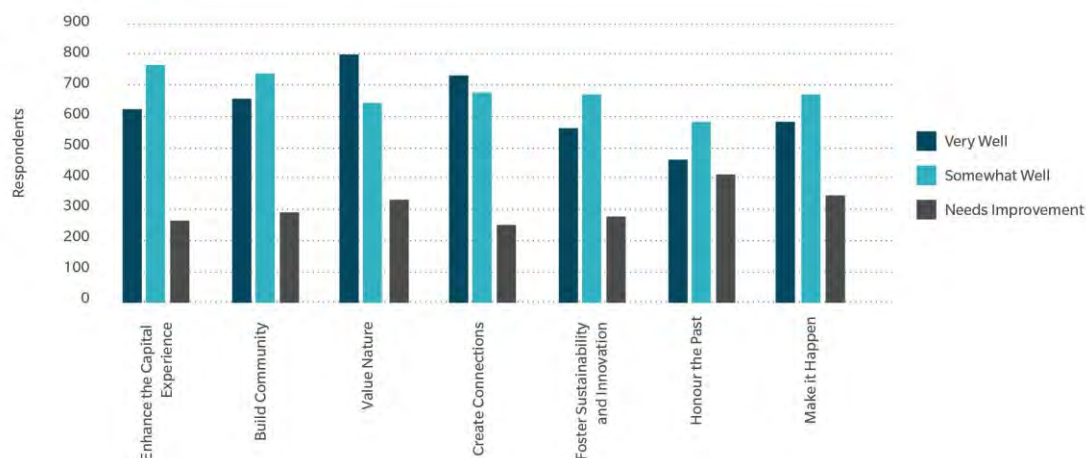
E. Guiding Principles

How well do you feel the draft Master Concept Plan reflects this guiding principle?

The draft Master Concept Plan guiding principles were generally well received by the public. More than 70 percent of participants indicated that each of the seven guiding principles was either “very well” or “somewhat well” reflected in the draft Master Concept Plan.

Confidence in the plan was highest with regard to Create Connections and Enhance the Capital Experience, which shared the highest proportion of “very well” and “somewhat well” responses combined (85 percent and 84 percent, respectively). Value Nature received the highest share of “very well” responses. Interestingly, confidence in the plan’s provisions to Make It Happen was the highest out of all seven guiding principles at the open house, receiving over 200 “very well” or “somewhat well” responses. Honour the Past received the highest share of “needs improvement” responses, followed by Make It Happen and Value Nature. The graph below illustrates the distribution of responses for each guiding principle.

Guiding Principles



(Note: Survey and open house results have been combined. “Don’t know” and skipped responses have not been included in the charts above.)

At the open house, participants made a total of 64 comments about the guiding principles. Comments pertaining to the two guiding principles that participants felt were least reflected in the Master Concept Plan reveal that many participants simply felt they did not have enough information to have an informed opinion, or that the Master Concept Plan was not clear how it supported the achievement of the objectives. This was particularly true for measures related to sustainability and memorializing/honouring the expropriation of LeBreton Flats and its Indigenous heritage.

F. Ensuring Success and Other Comments

How can the NCC ensure that the project is undertaken successfully?

Participants provided a diverse range of feedback on how to ensure the success of the project. The two most common response themes were timing and transparency. Participants indicated that they wanted to see the project move forward and produce tangible results on a near-term horizon. Others wanted to ensure that temporary uses were put in place to activate the area until full build-out is complete. Some said that, rather than see the site remain empty, they would prefer to see anything happen at LeBreton Flats, while others emphasized the need to be efficient, but to “get it right.”

On the theme of transparency, many participants indicated that they would like to see continued engagement and communication with the public and stakeholders throughout the redevelopment process. Some participants suggested having measurable targets and deadlines as a basis on which to report back to communities about the project and to promote accountability.

Others specifically mentioned the need for more engagement and direct involvement of First Nations, community stakeholders and marginalized groups. For many participants, transparency also meant sticking to what is promised in the plan. There were many comments emphasizing the need for the NCC to ensure that the plan’s principles are not diluted or lost due to changing political, private or economic climates.

Generally, participants saw value in the phased approach to implementation, though there were some concerns that the promised public amenities and improvements could get lost if private development is initiated first. Some suggested creating a legally binding community benefits agreement. Others felt that the NCC will need to ensure that it selects the right partners to redevelop the site.

Ensuring Success: Sample Comments

“Exciting project and just what the city needs! Focus on densification and public transit / walkability. Encourage independent and local retail opportunities to create a unique feel.”

“The site can’t be a 20-year construction zone. If the full plan will take many years to complete, interim measures must be taken to make the undeveloped spaces attractive and accessible.”

“Please ensure that when you focus on ‘building community,’ you don’t forget a community already exists in the neighbourhood and will be impacted by the decisions being made. Where possible, ensure that existing communities are not massively negatively impacted by the new development (for example, increased traffic, 40-storey tower near existing low-rise housing).”

“Boy. It’s about the best plan I’ve seen in the thirty years I’ve lived in Ottawa. I think there may be risks to safety with the separation of the riverfront from the buildings. It would be great to integrate some of that space with the built environment. I would strongly resist excessive artificial spaces along the river itself: we need to learn to allow those spaces to have natural estuaries, wetlands and drainage. I would undertake the project with clear goals but with innovative architecture.”

Ensuring Success: Sample Comments

"There needs to be progress. This area has sat vacant for so long. The NCC needs to push the program and get started. Take risks and be creative."

Final Comments

In addition to the comments on implementation, participants suggested a variety of amenities and specific features that they felt would make the plan a success. Many of these comments reiterated the ideas and sentiments put forward in responses to the questions about the Mixed-Use Community, Parks and Open Space, and Connections.

Other: Comment Summary

- | | |
|--|---|
| <ul style="list-style-type: none">• Outdoor amenities and open space<ul style="list-style-type: none">○ Climbing structures○ Skateboard park○ Urban outdoor recreational opportunities (e.g. kayaking, community gardens)○ Retail/café's along the riverfront○ Mixed opinion on whether there should be more public or green space or that there is too much open space or too many large spaces• Design/architecture<ul style="list-style-type: none">○ High-quality and interesting building architecture and materials○ Buildings to be "bird-friendly," universally accessible and sustainable (e.g. district energy, carbon neutral)○ Appropriate scale/height of buildings○ Heritage elements included in design○ Mixed opinions on whether or not sightlines should be conserved○ Mixed opinions on whether contracts should go to international or to local developers | <ul style="list-style-type: none">• Large-scale amenities<ul style="list-style-type: none">○ Mixed opinions on whether or not the site should include a hockey arena / major event centre○ Additional large amenities or tourist attractions (e.g. museums, aquariums)○ Ensure that event spaces do not conflict with proposed residential uses• Liveability<ul style="list-style-type: none">○ Design the community to be accessible to all (e.g. families, young professionals, lower-income, seniors, students) with diverse options (e.g. affordable housing, condos, variety of housing types/sizes)○ Local businesses over large chains or corporations○ Community amenities and uses (e.g. grocery store, community centre, schools)○ Integration and connectivity to surrounding neighbourhoods and transportation networks○ Winter-city features, such as covered or heated pathways○ Prioritize pedestrians over cars |
|--|---|
-

V. Integration of Results

Overall, public feedback on the structure of the Master Concept Plan and the ideas presented was positive and validated the direction of the NCC's work. Highlights of key changes to the Master Concept Plan arising from public feedback include the following.

- Locations for neighbourhood parks, public squares and potential POPS (privately operated public space) will be identified.
- Tree canopy coverage will be increased throughout the plan area.
 - Strategies will be included in the plan to require the planting of trees in parks and public spaces, including street trees.
 - Right-of-way design guidelines will be drafted to ensure that street trees can be accommodated.
- All-season activation will be emphasized in the plan, including the prioritization of interim, temporary or seasonal programming of public spaces.
- Pedestrian and cyclist pathways will be separated where appropriate, in line with the NCC's Pathway Network for Canada's Capital Region.
- The plan will clearly state a requirement for universal accessibility of the mobility network and public realm (particularly the pairing of any staircases with ramps and/or elevators).
- Emphasis will be placed on microclimate protection, including building orientation and design guidelines that aim to protect pedestrians from wind and inclement weather.
- Towers will be set back further from building podiums by increasing setbacks to three metres (rather than two metres). This will help reinforce a mid-rise built form at the street level, and provide for appropriate transitions to surrounding existing development, while maintaining transit-oriented density.
- While the Master Concept Plan's strategies will focus on active retail frontages with small retail footprints, larger footprint retail areas will be permitted at key intersections to promote the inclusion of uses such as grocery stores at LeBreton Flats.
- Locations for institutional uses will be identified.

While this input will help the NCC refine the plan, there is also a large amount of feedback that provides useful direction and ideas for the implementation planning work that the NCC will undertake through the first half of 2020. Comments related to sustainability measures, housing types and affordability, Indigenous presence and participation, art, heritage and cultural elements, and more will all feed into the implementation planning process.

VI. Next Steps

With the conclusion of the public consultation on the Master Concept Plan, the project team's first priority is to incorporate the results into a revised version of the Master Concept Plan. This version, including a document outlining the structure of the community and strategies for its design, will be brought to the NCC's Board of Directors in January for its consideration.

Following the Board's consideration of the preliminary Master Concept Plan, the project team will proceed to develop supporting technical studies and an implementation strategy. Over the first half of 2020, this phase of the project will put in place the remaining chapters of the Master

Concept Plan, such as a Heritage and Culture Strategy, Sustainability Plan, Transportation Impact Assessment, and more. These documents will support the NCC's application to amend the City of Ottawa's Central Area Secondary Plan, allowing development to happen according to the NCC's Master Concept Plan. The City of Ottawa is expected to consider the application in the summer of 2020, which will include an opportunity for the public to provide input to the City.

Following the completion of the Secondary Plan amendment, the Master Concept Plan document will be finalized with all technical studies and implementation strategy attached as appendices. This final document will be brought to the NCC's Board of Directors a final time, expected to be in the fall of 2020.

Development implementation will begin with a call for development proposals for the NCC's property at Albert and Booth streets (known as the "Library District") in early 2020. The next phase of redevelopment could proceed before the end of 2020, in line with the implementation strategy which will be developed in the first half of 2020.



**NCC
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Joint Design Review Panel Building LeBreton

**Comité conjoint d'examen du design
Bâtir LeBreton**



Excerpt of the Minutes

Extrait du procès-verbal

Meeting of October 2, 2019

Séance du 2 octobre 2019

Katie Paris and Chris Hardwicke presented an overview of the draft Building LeBreton Master Concept Plan.

Katie Paris et Chris Hardwicke présentent un aperçu de l'ébauche du Plan directeur conceptuel pour Bâtir LeBreton.

Overall

Ensemble

- The panel commented on the importance of the procurement to ensuring there is a high quality of design and implementation.
- It is critical to create a quality urban environment.
- The broader context should be examined in terms of transportation links:
 - circulation of trucks;
 - residents from Gatineau attending sports or cultural events.
- Spaces that are framed by the transportation corridor should be shown in more detail (e.g. building face condition between the LRT station and the building across the aqueduct).
- Topography and three dimensions are important elements to understand. Sections will help answering questions about connection and accessibility.
- A digital 3D model or physical working model will help understand the built form better and help design:
 - the integration of the built form with the parkland;
 - site-wide accessibility in terms of the topography;
 - the site elements such as the grand staircases.

- Le comité fait remarquer l'importance de l'approvisionnement pour assurer la grande qualité de la conception et de sa mise en œuvre.
- Il est essentiel de créer un environnement urbain de qualité.
- On devrait étudier le contexte plus large du points de vue des réseaux de transport :
 - circulation des camions;
 - résidents de Gatineau qui assistent à des manifestations culturelles ou sportives.
- Les espaces encadrés par le corridor de transport en commun devraient être présentés de façon plus détaillée (ex. : situation des façades des édifices entre la station de train léger et l'édifice de l'autre côté de l'aqueduc).
- La topographie et les trois dimensions sont des éléments importants à comprendre. Les vues en coupe vont aider à répondre aux questions sur la connectivité et l'accessibilité.
- Un modèle digital en trois dimensions ou un modèle physique fonctionnel vont aider à mieux comprendre le bâti et aider à concevoir :
 - l'intégration du bâti avec les espaces verts;
 - accessibilité de tout le site en rapport avec la topographie;
 - les éléments du site comme le grand

- Guidelines should be developed to inform how the built form integrates in the plan.
- Details on the three dimensions are needed, to inform how built form supports major parks, street life and spaces between buildings.
- The LRT line should be better understood regarding the land levels and the aqueduct.
- Indigenous cultural elements should be integrated in the plan.
- Careful attention to the integration of built form with public realm should be given; e.g. the concept should look at Wellington Street as it extends to the east and passes through the core of the city. Perhaps a 6-7 storey height should be proposed as the street should be a frame for the park to the north.
- Consideration must be given to the parkway experience and the Capital views, and how these views will be framed by the development, and what is the scale of this development relative to the parkway.

Phasing

- The first phase has high expectations and will determine the success of subsequent phases.
- The Library District project should not move too quickly until we have an idea of how it contributes to the overall amenities in the plan. There is likely a 30-40 year build out for this entire project.

Connectivity

- The development should not end up like a series of islands.
- The development should be connected to the neighbourhood to the south, across the Albert Street barrier.
- A network of connections should link across the LRT tracks and the parkway, including

escalier.

- On devrait élaborer des lignes directrices pour guider la façon dont le bâti s'intègre dans le plan.
- Les détails sur les trois dimensions sont nécessaires pour renseigner sur la façon dont le bâti appuie les parcs principaux
- On devrait mieux comprendre la ligne du train léger par rapport au niveau des terrains et à l'aqueduc.
- Les éléments culturels autochtones devraient être intégrés dans le plan.
- On devrait porter une attention particulière à l'intégration du bâti avec l'espace public; par exemple, le concept devrait s'attarder à la rue Wellington dans la partie où elle se prolonge vers l'est et traverse le cœur de la ville. On devrait peut-être proposer une hauteur de 6-7 étages puisque la rue devrait encadrer le parc situé au nord.
- On devrait tenir compte de l'expérience de la promenade et des vues de la capitale, et de la façon dont ces vues seront encadrées par l'aménagement et de l'échelle de cet aménagement par rapport à la promenade.

Mise en phase

- La première phase génère beaucoup d'attentes et va déterminer le succès des phases ultérieures.
- Le projet du secteur de la bibliothèque ne devrait pas avancer trop vite jusqu'à ce nous ayons une idée de la façon dont il contribue à l'ensemble des infrastructures dans le plan

Connectivité

- L'aménagement ne devrait pas finir comme une série d'îles.
- L'aménagement devrait être connecté au quartier au dus, de l'autre côté de la barrière que constitue la rue Albert.
- Un réseau de connexions devrait traverser les rails du train léger et la promenade, y

future opportunity to cover the tracks partially.

- The Aqueduct District should use a network of connections established along and around the waterways.

Roads

- Eliminating plans to restore a Preston Street connection for vehicles could lead to potential problems. It could be a connection with a transition between existing and proposed conditions.
- Clarification should be given about Preston Street's role as a truck route in the City's Transportation Master Plan.

Distribution of Density

- Monitoring the number of high-rise buildings is key. Four to forty storeys is too great a range. Indicators like tower locations or floor area ratios could be used. The design should reflect a human-scale village, like a neighbourhood.
- The planned low scale on the north side is a missed opportunity for creating an urban edge to the civic precinct and neighbourhood.
- The project's scale should reflect the neighbourhood to the south. Density can entirely change the adjacent neighbourhood's character.
- It is important to create opportunities for a range of housing types and tenures in terms of luxury units, co-operatives, and social housing, so the residents' revenue levels are mixed.
- Family-oriented units, such as 3-4 bedroom units, should be considered.
- Location of the parking for the residential units should be thought out. The parking requirement should be less than one space per unit.

compris une opportunité de couvrir les rails en partie.

- Le secteur de l'aqueduc devrait utiliser un réseau de connexions établies le long et autour des voies d'eau.

Voies de circulation

- L'élimination des plans pour rétablir la connexion de la rue Preston pour les véhicules pourrait entraîner des problèmes. Ce pourrait être une connexion qui fait la transition entre la situation actuelle et la situation proposée.
- On devrait éclaircir le rôle de la rue Preston en tant que trajet de camionnage dans le Plan directeur des transports de la Ville.

Répartition de la densité

- Il est essentiel de contrôler le nombre de gratte-ciels. L'éventail des hauteurs de quatre à quarante étages est trop élevé. On pourrait utiliser les indicateurs de l'emplacement des tours et du rapport des surfaces de plancher. La conception devrait représenter un village à l'échelle humaine, comme un quartier.
- La faible densité de la partie nord est une occasion manquée de créer une lisière urbaine pour l'espace civique et le quartier.
- L'échelle du projet devrait s'harmoniser avec celle du quartier au sud. La densité peut entièrement changer la nature du quartier adjacent.
- Il est important de favoriser les occasions d'avoir un éventail de types de logements et de propriétés, tels que des unités de luxe, des coopératives et du logement social, afin que les revenus des résidents soient variés.
- On devrait envisager des unités de logement axées sur la famille, telles que des unités à 3-4 chambres.
- On doit réfléchir à l'emplacement du stationnement des unités résidentielles. Les exigences de stationnement devraient être inférieures à un espace par unité.

- In the areas around the LRT stations, the built environment should reflect the pedestrian experience.

Commercial Corridor

- The success of Albert Street as a walking and commercial street will be a challenge. Booth Street might work better.
- Commercial uses on Booth Street could help mediate the transition in grade between Booth Street and the LeBreton Flats.
- Commercial activities, event amenities, and traffic increase related to them should not conflict with adjacent residential use.

Aqueduct

- In order to draw the people from the transit station, the aqueduct area should be considered as one space instead of two public realm areas bisected with buildings.
- A cross-section would help understand this area as one space.
- Layering should happen around the aqueduct.
- The security and liability of an open aqueduct should be understood.

Parks and Public Spaces

- Hierarchy of public spaces should be understood (local, regional, national).
- There is a design challenge having the existing large event space next to residential areas. The challenge is similar to the one presented by having retail areas along the aqueduct.
- Nepean Bay could become a hinge to connect the park to downtown.
- Creating continuity between the event park

- Aux abords des stations de train léger, l'environnement bâti devrait refléter l'expérience du piéton.

Corridor commercial

- Le succès de la rue Albert en tant que rue piétonne et commerciale va poser des défis. Il se peut que la rue Booth fonctionne mieux.
- Les usages commerciaux sur la rue Booth pourraient aider à la transition entre les niveaux entre la rue Booth et les plaines LeBreton.
- Les activités commerciales, les installations pour des événements, et l'augmentation de la circulation en résultant ne devraient pas entrer en conflit avec les usages résidentiels adjacents.

Aqueduc

- Afin d'attirer les gens à partir de la station de transport en commun, le secteur de l'aqueduc devrait être considéré comme un seul espace au lieu de deux espaces publics séparés par des édifices.
- Une vue en coupe aiderait à comprendre cet espace comme étant un seul espace.
- Il devrait y avoir une certaine stratification aux abords de l'aqueduc.
- On devrait comprendre la sécurité et la responsabilité liées à un aqueduc à ciel ouvert.

Parcs et espaces publics

- La hiérarchie des espaces publics devrait être comprise (local, régional, national).
- Il existe un défi de conception lié à la présence d'un espace réservé aux événements près des zones résidentielles. Le défi est le même que celui posé par le fait d'avoir des zones de commerce de détail le long de l'aqueduc.
- La baie Nepean pourrait devenir une charnière pour connecter le parc au centre-ville.
- Créer de la continuité entre le parc

and the other park is key.

- The park strategy should consider the river versus the south side of the parkway.
- Parkland should be exposed to sunlight as much as possible.
- The park between the LRT and the parkway would need careful procurement process for successful results.
- Interior courtyards could be beneficial to attract families, but cannot be considered as public space if they are not surrounded by streets.
- The parks' daily uses should be examined. For the Capital Park, the way it translates to daily civic life and connects to the surrounding neighbourhood should be understood.

Pedestrian Experience

- The linkages and connections for Phase 1 should be clarified.
- If there are too many shadow and wind corridors, pedestrian comfort will be reduced, and thus attractiveness of transit as a travel option.
- There is a lack of designation for the Prince of Wales Bridge. Since a north/south connection is needed, consideration should be given to include it as a pedestrian/bike connection.

Event Facility

- It should be integrated in the urban fabric and be surrounded by residential buildings.
- In anticipation of a future major event space, the expectations of the community's residents should be managed.

Winter Experience

- More winter imagery should be included in the proposal.

d'événements et l'autre parc est essentiel.

- La stratégie des parcs devrait envisager la rivière par opposition au côté sud de la promenade.
- Les parcs devraient être exposés le plus possible à la lumière du soleil.
- Le parc entre le train léger et la promenade exigerait un processus d'approvisionnement méticuleux pour l'obtention de résultats positifs.
- Les cours intérieures pourraient être favorables pour attirer les familles, mais ne peuvent être considérées comme des espaces publics si elles ne sont pas bordées de rues.
- On devrait étudier les usages quotidiens des parcs. Pour ce qui est du parc de la Capitale, on devrait comprendre la façon dont il se traduit dans la vie civique quotidienne et se connecte aux quartiers environnants.

Expérience piétonnière

- On devrait clarifier les liens et les connexions pour la Phase 1.
- S'il y a trop d'ombres et de couloirs de vent, le confort des piétons va être réduit, et de par ce fait, l'attraction vers le transport en commun en tant qu'option de déplacement.
- Il n'y a pas de désignation pour le pont Prince de Galles. Puisqu'une connexion nord/sud est nécessaire, on devrait envisager de l'inclure en tant que connexion pour les piétons et les bicyclettes.

Centre sportif ou culturel

- Il devrait être intégré dans la trame urbaine et entouré d'édifices résidentiels.
- En anticipation d'un futur centre sportif ou culturel, on devrait gérer les attentes des résidents du quartier.

Expérience hivernale

- On devrait inclure plus d'images hivernales dans la proposition.

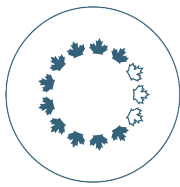
- Winter activities should be built in:
 - linkage to cross-country skiing corridor;
 - snowboarding and sledding opportunities.
- A grand staircase could be used for winter activities.
- Les activités hivernales devraient être intégrées dans :
 - les liens vers le corridor de ski de fond;
 - des occasions de planche à neige et de glissades.
- Un grand escalier pourrait être utilisé par les activités hivernales.

Committee Secretary

Secrétaire des comités

Caroline Bied

CAROLINE BIED



**NCC
CCN**

Joint Design Review Panel Building LeBreton

**Comité conjoint d'examen du design
Bâtir LeBreton**



Excerpt of the Minutes

Meeting of November 27, 2019

Extrait du procès-verbal

Séance du 27 novembre 2019

The committee has not approved these minutes yet.

Katie Paris and Chris Hardwicke presented an overview of the draft Building LeBreton Master Concept Plan. Members gave the following comments:

Land Use

- Creation of a series of public spaces unique in Ottawa
- More offices along Wellington Street (formality of city, federal character) provided that the office market has been studied
- Balance between community-based and capital-based character of built form
- Between the two aqueducts, one space that is not divided, more porosity, pavilions, etc.

Heights and Configuration of Buildings

- Investigation of height proposals in relation to existing neighbourhoods and views protection considerations (along Wellington and Booth Streets)
- Quality of façades different along Wellington and Booth Streets
- Higher range of heights: more mid-rise, and higher buildings only on key locations
- Floor plate limited to 750 square metres
- Increase of tower setback from podium to 3 metres

Le comité n'a pas encore approuvé ce procès-verbal.

Katie Paris et Chris Hardwicke présentent un aperçu de l'ébauche du Plan directeur conceptuel pour Bâtir LeBreton. Les membres font les commentaires suivants :

Utilisation du sol

- Création d'une série d'espaces publics uniques à Ottawa
- Plus de bureaux le long de la rue Wellington (solennité de la ville, caractère fédéral) à condition que le marché des bureaux ait été étudié
- Équilibre entre caractère communautaire et caractère lié à la capitale du bâti
- Entre les deux aqueducs, un espace qui n'est pas divisé, plus de porosité, de pavillons, etc.

Hauteurs et configuration des bâtiments

- Analyse des propositions de hauteur vis-à-vis des quartiers actuels et prise en compte de la protection des vues (le long des rues Wellington et Booth)
- Qualité des façades différente le long des rues Wellington et Booth
- Plus grand éventail de hauteurs : plus de hauteurs moyennes, et bâtiments les plus hauts seulement sur les lieux principaux
- Superficie des étages limitée à 750 mètres carrés
- Augmentation de la marge de retrait des tours par rapport aux bases pour atteindre 3 mètres

- Detail of interface between units and podium setback
- No colonnades that destroy the details of façades

Open Spaces and Parks

- Ambitious plan in terms of percentage of parks and open space
- Consideration of the grade relationships of the public spaces and parks adjacent to the aqueducts, vis-à-vis the grade level of the aqueducts
- Description of articulation between parks and open space required
- Need for more activated parks for the city, local parks so people feel they live close to green spaces
- Vegetation adapted to uses: prairie with grasses for event spaces, no trees on top of underground infrastructures
- Need to develop strong ecosystems with the river and open spaces
- More street trees needed and canopy in general
- Interface between War Museum and adjacent park (i.e. Château Laurier and Major's Hill Park)

Liveability

- Thorough integration in terms of connections to existing neighbourhoods
- Concern regarding lack of pedestrian experience and street animation with raised courtyards
- Mix of unit sizes, townhouses, and affordable housing to attract different populations (families, professionals, low income) and enhance neighbourhood life
- Towers do not contribute to neighbourhood life or sense of belonging

- Détail e la zone de contact entre les unités et les marges de retrait des bases
- Pas de colonnes qui détruisent les détails des façades

Espaces verts et parcs

- Plan ambitieux en ce qui a trait au pourcentage de parcs et d'espaces verts
- Prise en compte des relations entre le niveau des espaces publics et des parcs avoisinant les aqueducs, vis-à-vis du niveau des aqueducs
- Nécessité de décrire l'articulation entre les parcs et les espaces ouverts
- Besoin de parcs plus animés pour la ville, de parcs locaux pour que les gens sentent qu'ils vivent près d'espaces verts
- Végétation adaptée aux usages : prairie et herbacées pour les espaces d'activités, pas d'arbres au-dessus des infrastructures souterraines
- Besoin de développer des écosystèmes résistants avec la rivière et les espaces verts
- Besoin de davantage d'arbres de rues et de couvert végétal en général
- Interface entre le Musée de la guerre et le parc avoisinant (comme pour le Château Laurier et le parc Major's Hill)

Qualité de vie

- Intégration complète pour ce qui a trait aux connections avec les quartiers actuels
- Inquiétude vis-à-vis du manque d'expérience piétonnière et d'animation de rue avec les cours surélevées
- Combinaison de tailles des unités, de maisons en rangée, et de logements durables pour attirer différentes populations (famille, professionnels, faibles revenus) et encourager la vie de quartier
- Les tours ne contribuent pas à la vie de quartier ou au sentiment d'appartenance

- Richness of program for live-work units, 24-hour community
- Balance of residential development and other uses including office to create a complete community

Connectivity

- Site integration from the point of view of transportation
- Planification of the flow of attendees to and from the Event Centre
- Consideration for a connection to Gatineau to the north (i.e. link with Prince of Wales Bridge)
- Support for not extending Preston Street through the site. However, adjacent streets and other connections will need to be flexible to accommodate traffic that will not be able to go through.
- Orientation of Preston bridge: way it goes into the inlet, views from the bridge, placemaking, connection with water
- Rochester Street connection: consideration of a pedestrian crossing off Albert Street at the Rochester Street alignment, linking with the pathway that leads to the Pimisi LRT Station underpass.
- Increase of north-south connectivity to and through the Aqueduct District, especially from Pimisi LRT station
- Frequency and location of opportunities to cross Wellington Street to get to the waterfront
- Number of parking stalls and parking strategy (no minimum parking supply required)

Sustainability

- LeBreton Flats as a showcase of what the government can achieve

- Richesse du programme des unités de résidence et de travail et des quartiers 24 heures
- Équilibre entre aménagement résidentiel et autres usages y compris les bureaux pour créer un quartier complet

Connectivité

- Le site doit être intégré du point de vue des transports
- Prévision du mouvement des participants vers le centre sportif ou culturel et à partir de celui-ci
- Réflexion sur une connexion vers Gatineau au nord (p. ex. lien avec le pont Prince de Galles)
- Soutien pour le fait de ne pas prolonger la rue Preston à travers du site. Cependant, les rues avoisinantes et les autres connexions devront avoir la flexibilité d'accueillir la circulation qui ne pourra pas traverser.
- Orientation du pont Preston : façon dont il entre dans la crique, vues à partir du pont, lieux d'intérêt, relation avec l'eau
- Connexion de la rue Rochester : envisager un passage pour piétons à partir de la rue Albert à la hauteur de la rue Rochester, pour la raccorder au sentier qui mène au passage souterrain de la station de train léger Pimisi.
- Augmentation de la connectivité nord-sud vers et à travers le secteur de l'aqueduc, en particulier à partir de la station de train léger Pimisi
- Fréquence et emplacement des occasions de traverser la rue Wellington pour s'approcher du rivage
- Nombre de places de stationnement et stratégie de stationnement (pas d'offre de stationnement minimale exigée)

Pérennité

- Plaines LeBreton comme vitrine de ce que le gouvernement peut réaliser

- Water and waste management
 - composting for each block and each retail, importance of managing decayable waste to avoid unpleasant smells
 - more cutting-edge systems: example of ENVAC in Barcelona
- Natural stormwater management on-site through low-impact development (LID) methods i.e. swales
- Target for tree canopy cover and standards for necessary infrastructure needed to achieve it
- Wind protection and prevention of heat islands through the built environment

Next Phases

- Ambitious and innovative proposal in finding contemporary waste removal, site servicing and other strategies
- Careful consideration for an appropriate phasing and implementation strategy
- Interest in seeing the phasing and implementation planning advance
- Concern expressed that financial plan and phasing plan are missing. Further thought should be given to their analysis.
- Importance of procurement for design
- Methodology to ensure guidelines will be implemented and secured
- Consideration of site-wide opportunities in the phasing strategy
- Definition of the expected quality of design, layout, options, materiality, space, etc.
- Looking at new technologies and details of the plan

- Gestion de l'eau et des déchets
 - compostage pour chaque îlot et chaque commerce de détail, importance de gérer les déchets putrescibles pour éviter les odeurs désagréables
 - plus de systèmes de pointe : exemple d'ENVAC à Barcelone
- Gestion des eaux pluviales naturelle sur place grâce à des méthodes de développement à faible impact (DFI) p. ex. rigoles de drainage
- Cible pour le couvert forestier et normes des infrastructures nécessaires pour l'atteindre
- Protection face au vent et prévention des îlots de chaleur grâce à l'environnement bâti

Prochaines étapes

- Proposition ambitieuse et innovatrice dans la recherche de stratégies contemporaines de ramassage des déchets, d'entretien du site, et autres
- Réflexion approfondie sur une stratégie de mise en phase et de mise en œuvre
- Intérêt de voir le progrès de la planification de la mise en phase et de la mise en œuvre
- Inquiétude exprimée vis-à-vis du fait que les plans financiers et de mise en phase soient manquants. On devrait réfléchir davantage à leur analyse.
- Importance de l'approvisionnement pour la conception
- Méthodologie pour s'assurer que les lignes directrices seront mises en œuvre et garanties
- Considération d'opportunités pour l'ensemble du site dans la stratégie de mise en phase
- Définition de la qualité attendue de la conception, de la configuration, des options, des matériaux, de l'espace, etc.
- Examiner les nouvelles technologies et les détails du plan

Committee Secretary Secrétaire des comités

Caroline Bied

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Draft/ébauche